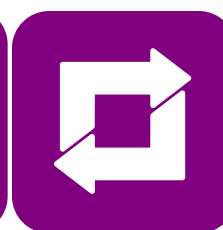
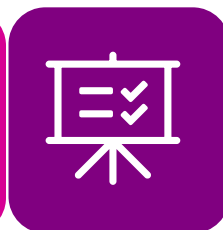
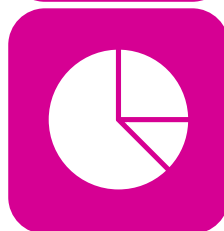
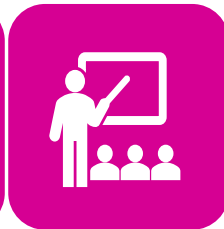


# Our Development Journey: Quality Improvement, Education and Workforce Development

Annual Report 2022-2023



Cheshire & Merseyside  
Rehabilitation Network



## CONTENTS

<b>3-4</b>	<b>CHAIR'S WELCOME</b>	<b>3</b>
<b>5-6</b>	<b>2022-2023 OVERVIEW</b>	<b>5</b>
<b>7-12</b>	<b>OUR CMRN MODEL</b>	<b>7</b>
8	At a Glance	8
9	Our Service Provision	9
10-12	Key Performance Indicators	10
<b>13-17</b>	<b>STRATEGY REPORT 2022-2023 OVERVIEW</b>	<b>13</b>
14-15	2022-2023 Key Quality Improvement Initiatives	14
16-17	2022-2023 Key Education and Workforce Development Initiatives	16
<b>18-22</b>	<b>OUR CULTURE</b>	<b>18</b>
18	Driven by Our Values	18
19-20	Our People - Living our Values Awards	19
21	Our Patients and Families	21
<b>22</b>	<b>THE YEAR AHEAD</b>	<b>22</b>

## Chair's Welcome

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Welcome to the 2022-2023 Annual Report for the Cheshire and Merseyside Rehabilitation Network, which gives an overview of the progress and performance over the last year as we continue to work with our partners to deliver specialist rehabilitation.

### **Dr Andrew Nicolson**

CMRN Sponsor Medical Director, Chair CMRN Strategic Board, and Medical Director, The Walton Centre NHS Foundation Trust

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It is hard to believe that a whole year has gone by since our last report, but despite the challenges we have faced over the last 12 months, including uncertainty around the forthcoming commissioning reform, we are delighted to be able to bring you many positive headlines. Collaborative partnership working – the theme of this report – provides an opportunity for a more efficient and joined-up approach and will continue to be at the heart of the Cheshire and Merseyside Rehabilitation Network (CMRN).

Patient complexity continues to increase, and we have seen delays to patient flow in both admissions (e.g. due to increasing 1:1 nursing needs, tracheostomy), pathway transfers and discharges. However, we have made strategic progress across the CMRN, successfully developing several key initiatives to improve patient flow, continuous quality improvement (QI) and education and workforce development to support our patients, families and carers.

QI has been part of the CMRN strategy and must be supported if we are to empower services to respond to patient and family needs. We have focused on how we continue to develop, embed and sustain a culture of continuous improvement and learning with staff, patient and carer involvement. Our Quality Improvement and Transformation Group facilitates this culture, strengthening our approach and capability for QI by:

- Identifying network-wide and service level improvement through strategic and quality priorities
- Supporting colleagues to identify and lead change through the delivery of QI training
- Incorporating QI into service and network business and quality agendas

But of course, we cannot achieve more for patients without the right workforce. If we are to continue to be an innovative network, we need to make sure we have the necessary skills and culture. Over the past 12 months we have reviewed our approach to QI training and developed a new training programme, which includes levels of improvement skills tailored to individual roles, interest and needs. The Quality Improvement and Transformation Group has been supporting colleagues by developing our approach to quality management systems with the focus on how we collect and use information to share impacts of completed projects.

The CMRN must be a place to work where people feel that their expertise is valued and that they are able to do the job for which they are employed. Key to achieving this is investing in staff education and workforce development. We have undertaken a network-wide training

needs analysis and developed our inaugural network-wide education programme to enhance specialist rehabilitation clinical practice. As part of this we launched in March 2023 the foundation level programme for our non-registered and newly qualified staff as we aim to build on our track record of multidisciplinary specialist rehabilitation education and training.

## CMRN Strategic Board membership 2022-2023

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### Dr Andrew Nicolson

Medical Director and Deputy Chief Executive  
(Chair) The Walton Centre NHS Foundation Trust (WCFT)/  
CMRN

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### Ian Johnston

Service Specialist - Head and Trauma, Acute Strategy  
and Transformation Specialised Commissioning  
(North West)  
NHS England and NHS Improvement - North West

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### Lindsey Vlasman

Chief Operating Officer  
(Deputy Chair)  
WCFT

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### Paul Buckley

Neuro Rehabilitation Case Manager  
Specialised Commissioning (North West)  
NHS England and NHS Improvement - North West

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### Dr Ganesh Bavikatte

Consultant in Rehabilitation Medicine  
and CMRN Clinical Lead

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### Amanda Brookes

Senior Planning Programme Manager  
Liverpool Clinical Commissioning Group (CCG)

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### Julie Peacock

CMRN Manager

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### Anne Richardson

Commissioning Lead for ABI Services (Cheshire)  
NHS Cheshire and Merseyside

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### Julie Riley

Interim CMRN Manager

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### Ian Davis

Commissioning Manager - Planned Care  
NHS Wirral CCG

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### Angie Harrison

CMRN Performance, Information and  
Research Manager

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### Gemma Winstanley

Service Manager Vulnerable Adults Commissioning  
St Helens Local Authority

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### Sarah Flynn

Divisional Nurse Director, Neurology and Rehabilitation  
WCFT

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### Andy Williams

Deputy Chief Operating Officer  
Mersey Care NHS Foundation Trust

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### Mike Burns

Chief Financial Officer  
WCFT

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### Colin Ross

Ward Manager Brain Injury Unit  
Mersey Care NHS Foundation Trust

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### Harriet Franks

Divisional Manager Rehabilitation  
WUHT

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### Dr Catherine Shippen

Consultant Clinical Psychologist  
Mersey Care Foundation NHS Trust

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### Rebecca Ashton

Operations Director  
Northwest Priory Adult Care

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## Future Board focus

1. Commissioner and provider collaborative review of service provision and support developments to maximise efficiency and sustainability, optimising the network model that reflects the needs of patients we support.
2. Development of CMRN Strategy.
3. Continuous review and assessment of performance to deliver an effective co-ordinated pathway from hyper acute to community services.
4. Implementation and evaluation of network-wide education, training, workforce development to support capacity and capability.

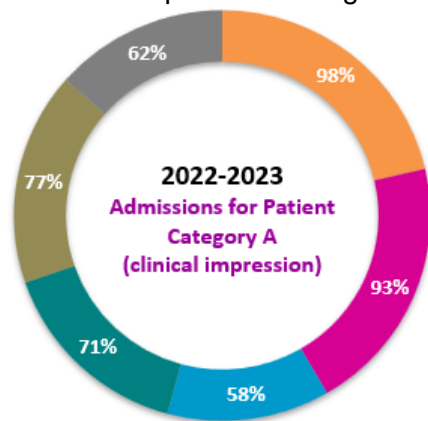
## 2022-2023

### Overview

#### Operational Highlights

##### Diagnosis and rehabilitation complexity

Our network vision is to provide high quality specialist rehabilitation across a coordinated pathway from hyper acute to community services for patients following traumatic injury or illness, based on patients' need not diagnosis. This is demonstrated by inpatient admissions and community caseload in 2022-2023 in the graphs below.<sup>1</sup> High rehabilitation complexity is shown for inpatients through the UK Rehabilitation Outcome Collaborative measures.



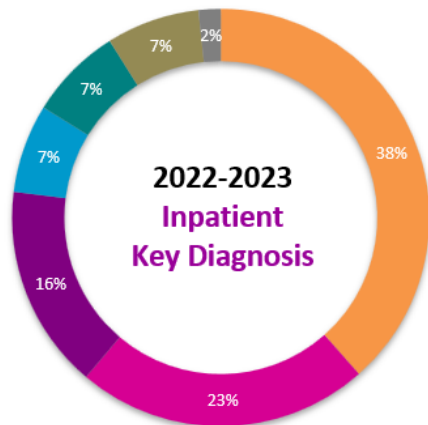
Targets:  
Hub ≥85%      Spokes ≥50%

■ HARU ■ CRU ■ SWS ■ STHK ■ BG ■ CRC

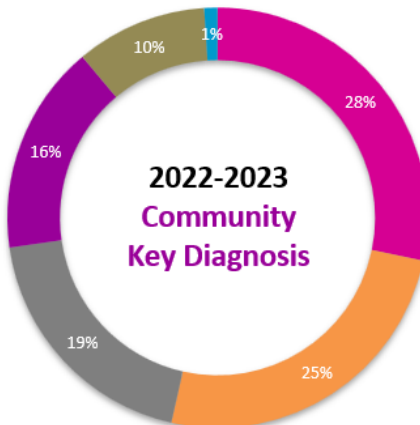


Targets:  
Hub ≥70%      Spokes ≥50%

■ HARU ■ CRU ■ SWS ■ STHK ■ BG ■ CRC



■ Stroke ■ Major Trauma  
■ ABI (non stroke) ■ Spinal Cord Injury  
■ Peripheral Neurology ■ Non-Neurological  
■ Progressive Conditions



■ Major Trauma ■ Stroke  
■ Progressive Conditions ■ ABI (non stroke)  
■ Non-Neurological ■ Spinal Cord Injury

##### Hybrid model for referral management

A hybrid model was agreed to support timely and effective assessment for new referrals, facilitating timely rehabilitation or signposting onto appropriate services when appropriate to improve patient experience and optimise clinical outcomes.

<sup>1</sup> HARU= Hyper Acute Specialist Rehabilitation Unit, CRU= Complex Rehabilitation Unit, SWS= Sid Watkins Spoke Specialist Rehabilitation Unit, STHK= St Helens Spoke Specialist Rehabilitation Unit, BG= Broadgreen Spoke Specialist Rehabilitation Unit (Phoenix Centre), CRC= Clatterbridge Spoke Specialist Rehabilitation Unit, ABI=Acquired Brain Injury

## Strategic Highlights

### Masters Module 7<sup>th</sup> Cohort, March 2023

Delivery of the 'Complex Rehabilitation in the Multidisciplinary Context' Module in collaboration with Liverpool John Moores University with 28 students registered working across the CMRN and regional inpatient and community rehabilitation services.

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### Launch of Foundation Level Programme, March 2023

The Foundation Level Programme has been developed following a training needs analysis to support non-registered and newly qualified staff, providing a fifteen-topic teaching programme, reflective practice case study and test to support application back to practice.

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### Health Education England Funding £16k

Funding secured to support community workforce to upskill within professional scope to facilitate improved service delivery and increased decision making, appropriate risk management and supervisory capacity and capability.

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### The CMRN Prolonged Disorders of Consciousness (PDOC) Assessment and Management Pathway

The CMRN PDOC Working Party have developed a PDOC pathway, aligned to *the Prolonged disorders of consciousness following sudden onset brain injury: National Clinical Guidelines*, Royal College of Physicians (2020). The pathway includes pre-admission, admission, pre-assessment planning, assessment, diagnosis and monitoring, and data collection.

### National PDOC Database pilot site (UK Rehabilitation Outcomes Collaborative)

The CMRN was a pilot site in the development of a National PDOC database to record patients in PDOC, monitor them through the course of their condition and identify factors that predict outcome and emergence from a minimally conscious state.

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### Book publication with Elsevier: A Practical Approach to Interdisciplinary Complex Rehabilitation

The CMRN specialist rehabilitation staff developed a comprehensive, practical evidence-based guide to complex rehabilitation from an interdisciplinary perspective. The book encompasses fifteen chapters across disciplines and settings from early hyper acute rehabilitation to community rehabilitation.

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### Vocational Rehabilitation Education

Continued progress made in delivery of level 3 vocational rehabilitation education for staff to support improved patient experience and outcomes.

## Our CMRN Model

Our CMRN Model has our patients, families and carers at the centre of everything we do. Our specialist rehabilitation services, for patients following traumatic injury or illness, based on need not diagnosis, are delivered by our skilled and expert staff across a pathway of care. Guided by our values and culture, our services are continuously improved, drawing on our history of transformational action to optimise patient outcomes and experience.



# CMRN

## At a Glance

### Who we are



#### Vision

Provide high quality specialist rehabilitation across a coordinated pathway from hyper acute to community service for patients following traumatic injury or illness, based on patients' need not diagnosis.



#### Mission

Work collaboratively with commissioners, providers and patients to deliver specialised rehabilitation care that is underpinned by evidenced based practice, research, innovation and education to enhance patient outcomes.



#### Values

Working Together  
Commitment to Quality  
Respect and Dignity  
Empowerment  
Compassion and Empathy  
Honesty and Trust

### Our approach



#### Service Provision

Specialist rehabilitation based on need not diagnosis. Hub and spoke model supporting patients across a coordinated pathway, tailored to meet the needs of people with different conditions, levels of dysfunction, care and rehabilitation needs.



#### Governance

Strategic Board, Management Committee and Working Groups to plan, commission, deliver and continuously improve specialist rehabilitation services.



#### Strategic Objectives

Six themes to maintain and improve network services.



#### Single Point of Contact and Community Team Leads

Ensures that there is clarity on how to refer patients and where in the pathway to ensure timely access and aligned to a patient's individual level of need.



#### Rehabilitation Coordinators

We have a team who act as the key worker, interfacing collaboratively with the patients, their families and multidisciplinary teams to facilitate the patients' rehabilitation journey.



#### Multidisciplinary Teams

Consultants in Rehabilitation Medicine, Consultant Neuropsychiatrist, Consultant Psychologist, Nurses, Health Care Assistants, Mental Health Liaison Nurses, Occupational Therapists, Physiotherapists, Psychologists, Speech and Language Therapists, Therapy Assistants, Dietitians, Vocational Rehabilitation Therapists.



## Our Service Provision



### WCFT

The **Hub Hyper Acute Specialist Rehabilitation Unit** includes 10 inpatient beds to provide early specialist assessment and supportive rehabilitation for patients who have typically stepped down from Critical Care, High Dependency Units or Major Trauma Centres to optimise clinical outcomes and inform their ongoing management plan.

The **Hub Complex Rehabilitation Unit** includes 20 inpatient beds to provide supportive rehabilitation for patients with complex medical, nursing and therapy needs.

The **Sid Watkins Spoke Specialist Rehabilitation Unit** includes 10 inpatient beds in individual rooms and is co-located with the CRU, providing active rehabilitation promote patients' functional independence and return home.



**Community Specialist Rehabilitation Service** delivers rehabilitation for patients in their own homes and community clinics.

### Liverpool University Hospitals NHS Foundation Trust

The **Broadgreen Spoke Specialist Rehabilitation Unit (Phoenix Centre)** is on the Broadgreen Hospital site, providing active rehabilitation promote patients' functional independence and return home. It includes 15 inpatient beds across individual rooms and bays.



### St Helens and Knowsley Teaching Hospitals NHS Trust <sup>2</sup>

The **St Helens Spoke Specialist Rehabilitation Unit (Elyn Lodge)** is on the St Helens Hospital site, providing active rehabilitation promote patients' functional independence and return home. It includes 20 inpatient beds across individual rooms and bays.



### Wirral University Teaching Hospitals NHS Foundation Trust

The **Clatterbridge Spoke Specialist Rehabilitation Unit** is on the Wirral Hospital site, providing active rehabilitation promote patients' functional independence and return home. It includes 10 inpatient beds across individual rooms and bays.



### The Priory Group

**Oak Vale Gardens Extended Specialist Rehabilitation Unit** provides slow-stream rehabilitation for patients who have typically stepped down from the CMRN Hub or Spoke Units. The unit includes 18 inpatients beds in individual rooms. The unit is medically managed by local GP Practices and CMRN Rehabilitation Consultants.

<sup>2</sup> St Helens and Knowsley Teaching Hospitals NHS Trust and Southport and Ormskirk Hospital NHS Trust has come together as one Trust and renamed as Mersey and West Lancashire Teaching Hospitals NHS Trust.

## Key Performance Indicators

The CMRN Strategic Board monitors a number of Key Performance Indicators (KPIs) to assess network activities and performance in areas that are critical to the delivery of accessible and effective specialist rehabilitation services. They are assessed on a regular basis and managed by the CMRN Management Committee and CMRN Clinical Management Group.

### 1 Referrals

#### Total Numbers, Meeting Criteria, Assessment Time

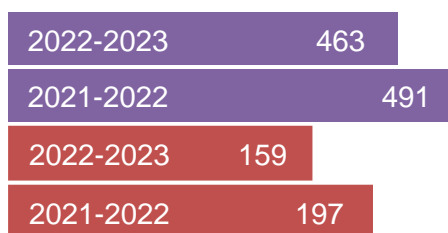
Definition: A series of referral measures that help us to monitor system demand and the CMRN management and response.

Progress: The CMRN has seen a reduction in referral activity across both inpatients (6%) and community (19%). Insight gained during this period will continue to be utilised to inform future collaboration with referrers. Positively there has been an increase in those meeting criteria. The CMRN continues to focus on facilitating timely assessment of referrals with a stepped improvement in time to community assessment demonstrating improved responsiveness of the service.

- Inpatient services
- Community service

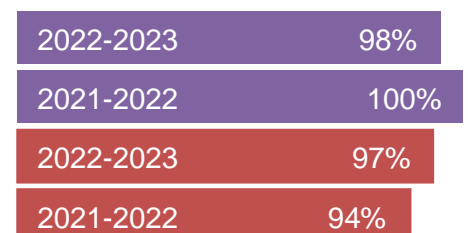


#### Number of referrals

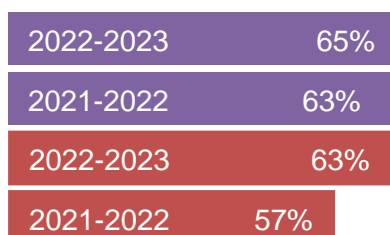


#### Assessment time

(Target: 90% Inpatients 3 working days; Community 14 days)



#### Met criteria



## 2 Activity

### Inpatient Admissions, Community Appointments

Definition: The total number of new admissions and pathway transfers, and first and follow-up appointments.

Progress: The past year has seen a reduction in activity. There has been a 6% reduction in inpatient admissions and a total 22% of community appointments. During 2020-2021 there was an introduction of both video and telephone appointments as an alternative to direct face-to-face contact in response to the COVID-19 pandemic. Both mediums have continued to be utilised in service delivery in situations where this is appropriate to meet clinical and patient needs.

- Inpatient services
- Community service



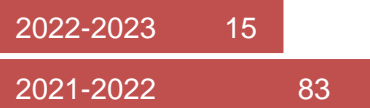
#### Number of admissions



#### Face-to-face appointments



#### Video appointments



#### Telephone appointments



## 3 Wait Times

Definition: Wait times are measured for new admissions and first appointment, at the point patients are accepted to the network to ensure we are responsive and meet waiting time targets.

Progress: The CMRN continues to focus on facilitating timely admissions and proactively monitor any barriers to this occurring, taking remedial action where this is within the direct influence of the CMRN team. The community service continues to proactively explore options to improve the responsiveness of the teams in order to commence active rehabilitation at the earliest opportunity and in accordance with the needs of individual patients.

- Inpatient services
- Community service



#### Admission within 14 days of medical acceptance (Target 95%)



#### First intervention within 21 days of acceptance



## 4 Discharges

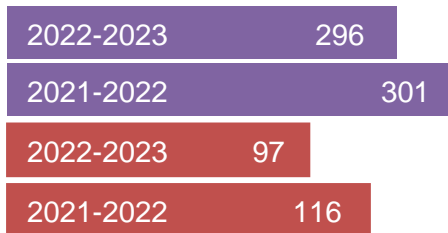
Definition: All discharges from the hub, spoke and extended inpatient rehabilitation units.

Progress: The past year resulted in reduction in referral activity attributable to reduced admissions and community caseload.

- Inpatient services
- Community service



### Discharges



## 5 Length of Stay

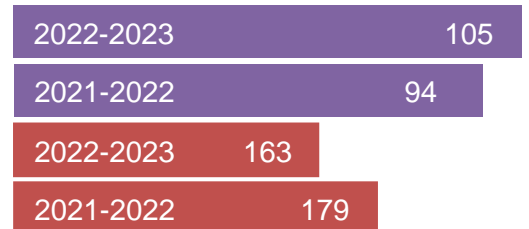
Definition: Optimising length of stay is essential to ensure patients are in the most appropriate setting to meet their needs and in optimising bed capacity within the CMRN through effective and efficient patient flow.

Progress: Although 2022-2023 reported a reduction in discharges, there was also a reduction in length of stay within the community service. Insight gained during this period will continue to be utilised to inform practice optimising length of stay within future inpatient and community service provision.

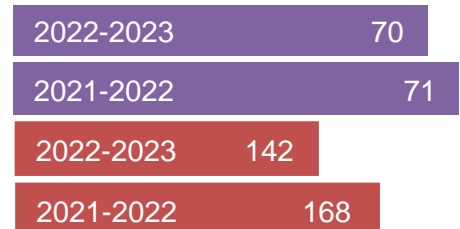
- Inpatient services
- Community service



### Days, average length of stay



### Days, median length of stay



## Strategy Report

### 2022-2023 Overview



**Julie Riley**  
Interim CMRN Manager,  
Chair CMRN Education and  
Workforce Development Group



**Dr Shagufay Mahendran**  
Consultant in Rehabilitation  
Medicine  
Chair CMRN Quality  
Improvement and  
Transformation Group



**Dr Ganesh Bavikatte**  
Consultant in Rehabilitation  
Medicine  
CMRN Clinical Lead



**Angie Harrison**  
Performance, Information and  
Research Manager  
Deputy Chair CMRN Quality  
Improvement and  
Transformation Group, and  
CMRN Education and  
Workforce Development Group

At the CMRN we aim to be a sustainable, leading specialist rehabilitation network for the long-term gain of all our stakeholders. For us, this means being a great network to work for, delivering high quality effective specialist rehabilitation for our patients, adopting a partnership approach with our services and commissioners. Our strategy maximises opportunities provided by an end-to-end pathway model and creates a platform for continuous improvement and development.

2022-2023 was a good year for the CMRN in this journey and whilst there is more to do, we are pleased with the progress we have made with our ambitions through the Quality Improvement and Transformation Group and Education and Workforce Development Group. Group membership includes operational, strategic and clinical leads to continuously improve and develop services and education opportunities to deliver the best experience for our patients, families and carers and optimise clinical outcomes for our patients. Our approach includes:

- Growing in an increasingly complex specialist rehabilitation field
- Investing in staff development, increasing opportunities for specialist rehabilitation education and training to build capacity and capability
- Proactively identifying service improvement and developments
- Continuing to invest in our brand

## 2022-2023 Key Quality Improvement Initiatives

### Our approach



#### Understand

what areas of service can be improved or developed



**Translate** ideas into QI projects



**Harness** impacts of QI projects for our patients, families, carers and staff and support change at scale

### The CMRN Quality Improvement Plan

#### About us

Over the years we have developed Annual QI Plans, identifying QI priorities and embedding a culture of continuous improvement, linking projects to operational service delivery, quality priorities and strategic objectives. In 2022-2023, a QI Plan was developed for each service and included a total of seventy-seven projects. The QI Plan is our platform to record all projects, overseen by the CMRN Quality Improvement and Transformation Group. Plans capture themes, strategic objectives, timescales, disciplines and settings, and impacts for each project. Whilst each project was working to achieve its main aims, there were additional benefits of this approach for example, improved multi-disciplinary team involvement, understanding impacts for different stakeholders, and embedding a culture of continuous improvement by sharing learning and supporting roll out of successful projects. Examples of projects can be found in the CMRN Book of Best Practice. Throughout the year we have continuously shared information on the QI Plan to maximise staff communications and engagement through the CMRN groups, committees and Strategic Board. Impacts from the network's QI approach includes:

- QI is being embedded as business as usual with QI projects across hub, spoke, extended inpatient rehabilitation units and the community service
- Active and enthusiastic engagement with multi-disciplinary teams in projects
- Greater networking across the pathway with network-wide QI projects
- Regular communications of QI projects and successes
- Maximising opportunities to spread learning from projects internally and externally and celebrate our successes



## CMRN Quality Improvement Education and Training Programme

### About us

The CMRN Quality Improvement and Transformation Group led on the development of the QI Education and Training Programme, with the aim of providing support to individuals and teams in identifying improvements for an increasingly complex and challenging caseload and in managing and implementing projects for sustainable and effective improvement. The programme is a collaboration with network services, providers, partner Trusts and national QI organisations to develop courses based on identified training needs. The programme includes QI foundation level training as well as more advanced training to support all disciplines and bands, to support QI capacity and capability. The programme provides staff opportunities to attend workshops and masterclasses on QI methodologies to support the development, implementation and evaluation of projects and celebrating successes.



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## CMRN Patient Stories Map

### About us

Patient and family stories are an important contribution to improving the quality of rehabilitation services to meet patients' needs across the CMRN pathway. They offer opportunities to understand different experiences in our inpatient units and community service; providing valuable insights on many different aspects of service delivery and care. Stories can help CMRN teams in improving the experience for patients through education and reflection. The Quality Improvement and Transformation Group developed a Patient Stories Map which outlines how we could use one patient story in four possible ways: through education and reflection; in our QI projects; to celebrate and inspire; to endorse and promote great rehabilitation care. A supporting Practical Guide has been developed for staff with the aim of being a central point of information for gathering and using patient stories. It includes advice and guidance for: identifying patient stories, informing the patients about the process, capturing patient stories, obtaining consent and using stories to improve patient experience and outcomes.



## 2022-2023 Key Education and Workforce Development Initiatives

### Our approach



**Identify** education and training needs of our staff



**Build** influential partnerships to develop education and training programmes



**Improve** opportunities and access to specialist rehabilitation education and increase capacity and capability

### CMRN Nursing Competency Framework

#### About us

The CMRN has developed a Specialist Rehabilitation Nursing Competency Framework that can be used in practice across hub, spoke and extended inpatient rehabilitation units. The framework includes fifteen domains that have been developed in collaboration with the CMRN multidisciplinary team and wider specialist teams. The framework identifies benefits to practice, including: specialist rehabilitation knowledge and skills for individual nurses; benefits for managers and having the right mix of staff and skills; enhancing multidisciplinary team working; and supporting implementation of network strategic objectives for high quality patient experience and enhanced specialist rehabilitation practice.



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### CMRN Staff Induction Programme

#### About us

A CMRN induction programme has been developed for new staff, which is designed to be used alongside employing Trust training. The programme has been designed to support staff to be as effective in their new role as quickly as possible, equipping them with an overview of the necessary knowledge and information about the CMRN, and support and empower staff to maximise engagement in QI and education initiatives.





## CMRN Education and Training Programme

### About us

The CMRN Education and Workforce Development Group developed the education and training programme to enhance specialist rehabilitation practice capacity and capability. The programme is a key enabler of the network's ambition to increase education and training opportunities for specialist rehabilitation staff working across the pathway. A complex caseload has an impact on how and what we deliver within the learning and development portfolio. A series of courses focus on the multidisciplinary team development, policy and governance, clinical presentation, person-centred care, models and approaches, clinical interventions, and CMRN focused development. Teaching is delivered face-to-face and online, embedding the ethos of multidisciplinary team and learning. The network-wide training programme supports the strategic objective of sustainable workforce planning and investing in staff development by the sheer breadth of opportunities on offer. The programme helps ensure we deliver the best possible outcomes for our patients whilst embracing new ways of working and delivering care.



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## Health Education England Funding for Upskilling Community Staff

### About us

The CMRN successfully bid for £16k education funding for the community team to further develop core skills and prepare for more advanced roles in the future. This funding has been used to strengthen specialist rehabilitation skills within the community workforce to support specialist rehabilitation needs of our patients once discharged home. This has included core skills across a range of physical and cognitive treatments, advanced communication training, specialist vocational rehabilitation training and patient safety and governance training for the management of clinical risk in the community.



## Our Culture

### Driven by our Values

Our CMRN Values have been in place since the development of the network in 2013 and were co-created with colleagues. Our Values continue to inspire what we do and how we act. Our patients, families and carers are at the heart of what we do while our staff remain our most important asset. They are our guiding principles, designed to provide inspiration for staff whilst giving every colleague a blueprint for who we are both as a network and as people. They have become an integral part of how our network operates.

### How we are embedding our values

How we behave every day, what we do and how we act and interact with each other is where we really see the demonstration of our values.

They are in the way we recruit and induct people into the network; how we carry out reviews and develop personal development plans. How as teams we strive to be better and work together, and how we tackle the challenging aspects.

We encourage everyone to implement them in their work behaviours, decision-making, contribution and interaction with others; where everyone is respected and valued, and professional boundaries are upheld.



## Our People - Living Our Values Awards

The Living our Values Awards are shaped around our six values and help us to show our appreciation for our staff who express our values through how they behave at work. We had an incredible response both in the number and quality of nominations that demonstrated the dedication, working together and commitment of our staff both in supporting patients and also each other. While the judging panel did eventually decide on a winner for each category, the annual awards are a celebration of all nominations and winners and the excellence, compassion and expertise we see across the CMRN every single day.

### Working Together Award Winner

**Angie Harrison**

CMRN Performance, Information  
and Research Manager

working  
together

#### Her nominator said:

Angie is an invaluable member of the network team. Her work output in terms of driving, leading and coordinating various, often multiple workstreams from the workplan is vast and extremely high quality. She works together with all the network disciplines, is extremely helpful, approachable, and supportive. Angie is extremely well organised and keeps projects and staff on track. I genuinely feel we would not have succeeded in so many of the projects to date as a network had Angie have not been involved providing input and support, helping to drive things forward. She is focused and passionate about improvements linking developments back to the patient and practice (which is inspiring being a non-clinical member of the team).

#### Her nominator said:

Pam manages the Consultants outpatient clinics along with ensuring discharge summaries for the inpatient team are done efficiently and generally helps organise everyone. Pam endlessly deals with challenging phone calls from patients in the community who are due to attend clinic, she listens, allows patients to 'let off steam', nothing is ever too much for her. I have seen Pam deal with phone calls in a professional, compassionate, patient, accommodating but most of all caring manor. She continuously goes above and beyond for all the patients. She is a true asset to the team; the service and we can't thank Pam enough for all her hard work.

compassion  
and empathy

### Compassion and Empathy Award Winner

**Pam Woods**

Secretary to Consultant  
in Rehabilitation Medicine  
Broadgreen Specialist  
Rehabilitation Spoke Unit

### Quality Care Award Winner

**Chloe Young**

Occupational Therapist  
St Helens Specialist Rehabilitation  
Spoke Unit

quality care

#### Her nominator said:

Since starting at Seddon Suite, Chloe has identified areas for improvement and has subsequently implemented various developments. For example, visual assessment tools and cognitive resources. This has enhanced quality of care offered to patients and service user experience.

**Empowerment Award Winner**  
**Ray Langford**  
Vocational Rehabilitation Specialist  
Community Specialist Rehabilitation Service

empowerment

**His nominator said:**

Ray is such a valuable asset to the community service and the overall CMRN given his vast knowledge and experience in Vocational Rehabilitation. He supports other staff in their awareness and knowledge around vocational rehabilitation, but his impact is greatest with the patients he works with. In addition to this, Ray is working to support broader CMRN agendas around vocational rehabilitation training and has a leading role in reviewing and redeveloping the model and service for the network overall. We are very lucky to have Ray.

**Her nominator said:**

Nicki is the person you look for when something out of the ordinary or a bit worrying happens, when you need some guidance to discuss an ethical dilemma. Nicki will offer sound and honest guidance, but equally she will challenge some of your biases or judgments (always in a non-confrontational way) which is so important in these conversations. Nicki is trustworthy in the most difficult situations, and one of the most helpful colleagues I have ever had. Nicki's honest approach starts with her initial conversations with patients and families about what will happen at all stages of rehabilitation – from the initial meeting on an acute ward to planning discharge and discussing the often-painful reality that going home, as the patient/family had hoped, is not a safe option. Nicki never shies away from having these conversations, and it helps the patients/families to come to terms with their situation and think about what the future will look like. She holds in mind the patient and the bigger picture, considers family's perspectives and feelings (and how these can vary within a family). As a team, when we have patient review meetings that we anticipate will be upsetting/challenging, Nicki manages the expectations of patients and families. Nicki can hold in mind the perspectives of all people in the patients' support network and treats them all with kindness and respect.

honesty and trust

**Honesty and Trust Award Winner**

**Nicola Hill**  
Rehabilitation Coordinator  
St Helens Spoke Specialist  
Rehabilitation Unit

**Respect and Dignity Award Winner**  
**Debra Kelly**  
Health Care Assistant  
Broadgreen Spoke Specialist  
Rehabilitation Unit

respect and dignity

**Her nominator said:**

Debbie has worked on the unit for a number of years and on a number of occasions has helped patients who do not have family members who live nearby to complete their laundry, enabling them to wear their own clean clothes rather than hospital pyjamas. This has improved their wellbeing in hospital. She has done this quietly, without asking for thanks or recognition and deserves to be recognised for the quiet work that she does to support patient respect and dignity in rehabilitation.

## Our Patients and Families

Our CMRN has our patients and families at the heart of everything we do – delivering high quality specialist rehabilitation care to optimise clinical outcomes and the patient experience.

### Family Member Story

Wife of a specialist rehabilitation patient, CMRN Hub Complex Rehabilitation Unit  
The Walton Centre NHS Foundation Trust

“My husband has been an inpatient for 13 weeks now, the past 3 weeks on the network Hyper Acute Rehabilitation Unit. I was apprehensive about him moving wards, but I am so glad I went in with an open mind the staff have been none other than fantastic, Elaine is my husband’s favourite nurse, she has been amazing not only to him but to us as a family, she doesn’t realise how amazing she is. Other staff Jenny, Jade, Lynne, Dominica, Shirley, Amelia, Jake, Cam, Lyndsey, Sarah, Lisa and many more. I am so sorry I cannot remember everyone’s names, but they all are an absolute credit to your hospital. They work so hard and that includes the domestic staff Marie, Rose and the other ladies you are all amazing and do a wonderful job and we do appreciate everything you all do without you all I don’t know where we would be, You truly are all amazing, kind, caring people thank you so much. I would also like to thank the Occupational Therapist Claire, Physiotherapist Louisa, Speech and Language Therapist Annie, other rehabilitation staff John, Heather, Lauren and our rehab doctor Dr Alex Boardman; thank you so much for everything you do. They have got Chris up and walking again even when he can be stubborn! They have supported Chris daily with his therapy and also supported me and the family to understand my husband’s brain injury, they have been miracle workers thank you all so much. The Walton Centre has the best staff, they are all kind, caring dedicated passionate people who take pride in their work, and they truly care not just about the patients but the families too. For example, our son hasn’t seen my husband in 13 weeks, yesterday was the first time, our son is autistic, the staff were amazing with him especially Elaine and really helped accommodate us for my son’s first visit to see his daddy which was perfect. It was that perfect we were all emotional including the staff and that says it all to me. You deserve to know how amazing the staff actually are, and they truly are fantastic people. We are so lucky to have him with us today and that is down to you all. There is no other way to thank you all but by recognising what you all do and letting everybody know it.”

### Patient Story

CMRN Broadgreen  
Spoke Specialist  
Rehabilitation Unit  
Liverpool University  
Hospitals NHS  
Foundation Trust

“The staff are a credit to the service and themselves, they are attentive and professional whilst maintaining a level of care and kindness. Second to none. Everything works well especially given the magical attitude of the staff I have encountered during my stay. I cannot thank you all enough who have helped me through this most difficult time.”



### Thank you so much!

To work on Seddon takes a special breed,  
To get to know patients and find their need,  
To laugh and joke through trying days,  
A shoulder to cry on and other ways,  
Everyone who works in this special place,  
Who says hello with a smile on their face,  
You have no idea that what you do,  
Helps so many of us really get through,  
You keep us from falling apart at the seams,  
And enable us to reach our goals and dreams,  
Thank you is not enough, I can’t find the words,  
You gave me wings, now I fly like a bird.

*A Patient’s Poem*  
CMRN St Helens Spoke Specialist Rehabilitation Unit  
St Helens and Knowsley Teaching Hospitals NHS Trust



## The Year Ahead

Commitment to the pursuit of our vision is at the heart of how the network currently functions and aspires to continue to develop in the future: to continue to work collaboratively with commissioners, providers and patients to deliver specialised rehabilitation care that is underpinned by evidenced based practice, research, innovation and education to enhance patient outcomes.

Commitment	During the past year	In 2023-2024
Operational Service Delivery	We have continued to strengthen our network approach continuously building on partnerships across our pathway service, underpinned with frameworks for governance and assurance and activity and performance management.	Sustained focus on embedding processes and practice for timely, effective and quality specialist rehabilitation services, combined with robust systems for governance and assurance.
Quality Improvement and Transformation	We have developed further our QI approach to provide the required assurance at both an individual service and cross-network level, creating a range of engagement and collaboration opportunities for quality and strategic priorities.	Implementation and evaluation of education and training to continue to build QI capacity and capability.  Increased focus on optimising patient, family and carer engagement and ensuring that the outcome of this is subsequently used to inform future service delivery.
Education and Workforce Development	We have built strong foundations and made significant progress in developing our education and workforce development initiatives.	Implementation and evaluation of specialist rehabilitation practice education and training to strengthen specialist rehabilitation practice capacity and capability.
Collaboration	Collaboration across Cheshire and Merseyside with our stakeholders across the acute Trusts and clinical networks including stroke, major trauma, critical care and spinal.	This integrated approach will continue to play a pivotal role in 2023-2024 and onwards, working collectively to deliver specialist rehabilitation.
Commissioning	There has been a regional commissioning review of specialist rehabilitation in Cheshire and Merseyside. The CMRN has been actively engaged throughout this process to date.	Continued engagement in the review and wider changes in the commissioning landscape that will also see a drive to more integration at a regional level.

## Contact Us

For more information please contact:

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The Cheshire and Merseyside Rehabilitation Network is a collaborative hosted by The Walton Centre NHS Foundation Trust