

Shortlist: Emerging Leader – Management & Administration

To recognise exceptional leadership by an individual in a managerial, administrative or support role.

1. Claire Salisbury

Who	Why
<p>Nominee: Claire Salisbury</p> <p>Role: Assistant Director of Procurement Services</p> <p>Organisation: Cardiff & Vale UHB</p> <p>Nominated by: Rhodri Clwyd Griffiths – Innovation Adoption Director – Life Sciences</p>	<p>Claire advised and led on the robust value-based procurement (initiated in 2020 and concluded in 2021) to drive forward a National Robotics Assisted Surgery Programme (NRP) in Wales. This included development/coordination of detailed clinical, technical and service specifications and evaluation.</p> <p>This will enable the NRP to be delivered in a coordinated programme pan Wales developing a world class minimally invasive robotic assisted surgical service, initially for some Colorectal, Upper Gastrointestinal, Urological and Gynaecological cancers and ultimately replace current techniques of both open and laparoscopic surgery.</p> <p>The programme will be delivered in partnership, with CMR Surgical providing the equipment, maintenance and training, as well as supporting research. The partnership approach adopted will also ensure additional support such as quality assurance, data solutions and analysis, and a community awareness programme. This transformative national service will initially be provided in Betsi Cadwaladr University Health Board, with the first patient expected to receive treatment in June '22, then rolled out in CVHUB with other health boards to follow. Some 3800+ patients annually are expected to benefit directly, with a widened scope of potential patients able to undergo surgery who are not suitable for traditional surgical methods. It will deliver reduction in inequalities across population groups; reduced complications; and shorter recovery time. The programme is also expected to deliver increased productivity, improved recruitment/retention of surgical staff and some repatriation of services to Wales, together estimated to realise c. £13m NPV over 10 years.</p> <p>The procurement knowledge, experience and expertise of Claire working closely with colleagues at the NHS Wales Shared Services Partnership (principally Jonathon Irvine) coupled with her dedication, resilience and professionalism were critical to the procurement of this partnership and service.</p>

2. Dr Rachel Gemine

Who	Why
<p>Nominee: Dr Rachel Gemine</p> <p>Role: Deputy Head of TriTech Institute</p> <p>Organisation: Hywel Dda UHB</p> <p>Nominated by: Prof Chris Hopkins – Head of Clinical Engineering, Trittech and Dr Leighton Phillips – Director for Research and Innovation, Research and Development</p>	<p>Dr Rachel Gemine is Deputy Head at TriTech Institute and Senior Innovation and Grants Manager at Hywel Dda University Health Board, leading on grant applications and the management of research and evaluations. Rachel is also an Honorary Senior Lecturer at the School of Medicine, Swansea University.</p> <p>Rachel started her cancer work as a research assistant in Swansea University on a large multicentre study looking at smoking prevalence at the time of lung cancer diagnosis and the benefits of stopping smoking after such a devastating diagnosis. She continued this project turning it through competitive funding into the largest Wales-led respiratory portfolio study pre-COVID. Working with multidisciplinary groups, she published reviewed articles, original papers and presented multiple abstracts at worldwide conferences, including the prestigious European Respiratory Society. Rachel continued this work whilst gaining full-time employment in the NHS and obtained a PhD degree.</p> <p>She has continued her interest in lung cancer research, testing the effects of systematically embedding smoking cessation practitioners into lung cancer services and developing thematic qualitative research into the barriers and facilitators into smoking cessation into lung cancer. She has collaborated or led on bids totalling over £2million including Pfizer's Global Research Against Nicotine Disease (GRAND) and the Wales Cancer Network. She has won various prizes including the MediWales Research Excellence Award and MediWales Award for NHS Collaboration with Industry.</p> <p>Through collaborative working, Rachel has also recently secured just over £200,000 from Moondance Cancer for an array of ground-breaking projects within Hywel Dda. She supports an accessible research and innovation culture within Hywel Dda UHB. Working across Health and Social Care and with other external organisations and agencies, Rachel recognises that leadership is the responsibility of all and values everyone's contribution as part of our team always looking for opportunities to support patients living with cancer.</p>

3. Michael Stone

Who	Why
<p>Nominee: Michael Stone</p> <p>Role: Costing Accountant</p> <p>Organisation: Velindre</p> <p>Nominated by: Hilary Williams & Ricky Fraser – Consultant Oncologists, Velindre NHS Trust</p>	<p>Michael is a costing accountant at Velindre Cancer Centre. Between April 2020 and July 2021, Michael led and developed the financial investment for a new AOS model for South East Wales. There were many challenges, including: identifying patient activity, which is not readily available from current systems; and collaboration on a new funding model across SE Wales. Locally, AOS is not considered a 'core service', therefore a robust & persuasive model linking clinical activity, costs and improvements was needed.</p> <p>Liaising with a multi-disciplinary team across four organisations, Michael set out the intricate financial subtleties aligned to a clear clinical model. His careful and consistent communication with nursing, medical and senior finance teams contributed greatly to the approval of the regional case for AOS. The enhanced AOS service is underway, and patients are benefiting from expert management of IO toxicity and quicker decisions/rapid discharge.</p> <p>IO drugs have significant benefit to patients and are funded (via NICE) but investment to manage toxicity did not follow. Adverse events are novel, unpredictable, and can be life threatening particularly if early concerns are missed. Specialist expertise is essential. Patient outcomes depend on rapid management which reduces risk and allows patients to stay on active therapy. Michael helped to establish a model linking risk of toxicity to inpatient admission and the potential benefits of proving an ambulatory service; he also helped future proof the model by understanding future drug projections. He worked with colleagues across the UK to identify and consider available models of care. The new IO service will allow early recognition, day case management and avoid admission in up to 50% of patients.</p> <p>We believe that Michael has gone above and beyond his role – when faced with minimal data, Michael used his initiative and knowledge to provide a solid baseline; and his knowledge of cancer and new cancer initiatives has been instrumental to the success of these two bids, which will benefit patients across the region.</p> <p>It not often that finance is recognised in clinical change and we would like to recommend Michael as an emerging non-clinical leader for his commitment, tenacity and leadership.</p>

4. Anthony Davies

Who	Why
<p>Nominee: Anthony Davies</p> <p>Role: Senior Policy Manager for Major Health Conditions</p> <p>Organisation: Welsh Government</p> <p>Nominated by: Patricia Vernon – Civil Servant, Welsh Government</p>	<p>Anthony Davies has shown outstanding leadership in relation to cancer services for a number of years and also over a period of great uncertainty.</p> <p>Anthony is the Welsh Government policy manager for cancer. His contribution to setting the direction for cancer services and achieving better cancer outcomes is second to none. He cares deeply about making a difference for people with cancer and fulfils his role within Government with real commitment, building strong relationships over the period of time he has held the role.</p> <p>Anthony was instrumental in shaping and developing the Quality Statement for Cancer, a prototype vision statement which sets out what 'good looks like' in cancer services. Anthony developed the Quality Statement during the most difficult months of the pandemic, showing his unwavering focus on cancer care and how we should plan for the future, even whilst facing the pandemic crisis.</p> <p>This new strategic direction has been challenged by some, yet Anthony has worked tirelessly and consistently to explain and illustrate the approach and how it will benefit patients. The Cancer Quality Statement has been followed by three further Quality Statements which built on the version that Anthony devised. Numerous others are now awaiting approval and publication, and this is likely to set the policy blueprint for the strategic direction for clinical services for years to come.</p> <p>Anthony's aptitude for being able to see the bigger picture and how all the various pieces of the jigsaw fit together, as well as his ability to clearly articulate this vision, mark him out as a future leader. He also recognises that leadership is about collaboration, and he has built up impressive networks of managerial and clinical colleagues within the NHS in Wales, with third sector partners and senior leaders in Welsh Government, all of whom respect his opinion and judgment. He uses evidence and data on which to base decisions and really listens to others' contributions.</p>

5. Helen Gray

Who	Why
<p>Nominee: Helen Gray</p> <p>Role: Rapid Diagnosis Centre Coordination Manger</p> <p>Organisation: Swansea Bay UHB</p> <p>Nominated by: Prof Deborah Fitzsimmons – Professor of Health Economics & Outcomes Research & Dr Bernadette Sewell – Senior Lecturer in Health Economics</p>	<p>Helen has been the project manager/coordinator of the Rapid Diagnosis Centre (RDC) for Swansea Bay University Health Board (SBUHB) since it was first commissioned as a pilot service in 2017. The RDC provides a “one-stop” service for people who have vague and/or no specific symptoms that may be due to cancer. It has been a gamechanger in Wales in supporting a new model of care. Having become a permanent service in SBUHB, it is now being rolled out across Wales and SBUHB are now pioneering a second phase of RDC roll-out.</p> <p>Helen is an emerging leader who has shown dedication, inspiration and motivation to making the RDC programme such a success. She has been instrumental in making the day-day reality of the RDC work through the design, inception and coordination of the RDC programme as part of this fantastic team. She is an outstanding and talented health service manager.</p> <p>With Dr Heather Wilkes, she championed the value of the evaluation process and why it was such a critical element to the RDC programme. Helen’s insight and understanding of ‘data’ meant we were able to conduct a ‘first of its kind’ full economic evaluation which has been published and widely disseminated.</p> <p>We were privileged to witness Helen’s unwavering dedication and we feel she has been instrumental in making this service the success story it is. She goes above and beyond in seeking solutions to tricky problems– from spending time ‘sifting notes’ to find us data through to tirelessly championing the RDC with stakeholders. The pilot RDC service made a difference and impact, for example, helping to cut down time to diagnosis from an average 84 days to 6 days following GP referral.</p> <p>Helen would see herself very much as part of the team– all of whom have delivered excellence in innovation, but we would very much like to celebrate Helen’s specific and unique contribution.</p>

[END]