

HSJ AWARDS 2020

Partnered with



CELEBRATING 40 YEARS OF HEALTHCARE EXCELLENCE

PROJECT SHOWCASE

FOREWORD

HSJ reports on the NHS every day. We know that many staff are fatigued to the point of exhaustion, are struggling with the mental health problems that have been among the pandemic's most pernicious legacies and – to be honest – are just royally fed up with the world in general.

But we also know, that despite all of that – the NHS has continued to deliver care which is envied by the majority of the world's population. Furthermore, innovation has blossomed during the pandemic, with leaps in areas like the use of digital technology and improvements in care pathways that would have taken years – maybe decades – pre-pandemic.

The pandemic has not seen NHS staff retreat to their bunkers. Instead, more staff of all kinds than ever before have thrown themselves into finding new and better ways of doing things.

The proof of this particular pudding comes in the form of the winning entries to this year's HSJ Awards. You can read about each one in this 'book' and also hear direct from our judges about why these entries won each fiercely contested category.

To have simply survived the last year as an NHS worker is a source of pride. To have done so while devising and/or delivering an innovative service change or project is astonishing.

HSJ would like to thank all the entrants to this year's awards and to add our congratulations to those already being received by those who were shortlisted and, particularly, those who have won each category.

Nobody in the NHS is likely to forget 2020. We hope the HSJ Awards will help remind all that among the trauma and the struggle, the NHS still managed to improve services and break new ground for the benefit of patients and staff.



Alastair McLellan
Editor
HSJ

HEADLINE PARTNER

The HSJ awards are renowned for shining a bright and brilliant spotlight on the inspirational ideas and initiatives that make a crucial difference every day to our NHS. For the fifth year running, GRI is proud to be the headline partner.

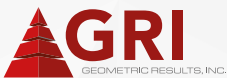
As a specialist provider of neutral vendor, outsourced recruitment solutions that deliver the agency rate cap, we know that creating a service where excellence, innovation, and efficiencies combine to ensure better outcomes is good for everyone.

The HSJ awards are all about honouring a multi-faceted collection of large transformative programmes to small, yet equally powerful, game changing ideas. It is about recognising the teams behind the service delivery, the technology behind the teams, and the individuals within those teams who have thought "how could we do this differently" so that the NHS can deliver the very highest quality of compassionate, life-changing, and life-saving care. This is the shared passion and determination which connects each and every one of you.

Congratulations to all the shortlisted organisations, highly commended and the winners for your incredible work. In these challenging times you serve as an inspiration to organisations up and down the country, encouraging teams to continually improve and adapt best practices – you deserve every accolade.



Andrew Preston
Chief Executive Officer
GRI



GRI in the UK provides an award-winning outsourced solution to managing the agency rate cap and ensuring that quality, compliant temporary workers are booked onto every shift. Since 2001, we have revolutionised the procurement and management of recruitment agency services, achieving significant savings and compliance assurance for both private healthcare organisations and the NHS. Through a blend of account management and technology, we drive fairer commercial relationships and higher standards amongst supplying recruitment agencies. Agency charges are standardised and controlled, administrative burdens minimised, and compliance bolstered.

Our neutral vendor model is particularly adept at flexing to meet sudden requirements with a proven track record in managing this precise scenario. Whether these are large scale, unplanned surges such as sickness or large scale planned surges during contract mobilisations, our extensive agency reach and ability to move fast is a key reason why hiring organisations choose to partner with GRI.

During the Covid-19 pandemic, we are proud to have supported one of our facilities management clients on a rapid build and fit-out project for the NHS Project Nightingale Hospital in London. We facilitated the deployment of over 500 workers per day supporting this key service, with our teams working through the night in partnership with our panel agencies to deliver.

We also help organisations optimise their approach to bank management. With both our bank and agency management solutions powered by our leading-edge, intuitive e-tips® technology, clients partnering with GRI gain complete visibility over their entire temporary workforce.

Switching to our model takes, on average, 8-12 weeks and offers a risk-free and budget-friendly opportunity to transform the costs and processes associated with temporary recruitment. Implementing our solution does not require up-front expenditure. Instead, it is self-funding via a small percentage of the savings we achieve for organisations.

Working with GRI means working with independent workforce management experts. As a neutral vendor we have no affiliation with supplying recruitment agencies. We opt, instead, for an influential negotiating position across the agency world. Over 3,750 agency suppliers (20% of the UK's recruitment agencies) are signed up to our terms and conditions. This guarantees no conflict of interest ensuring we can truly recommend the optimum recruitment strategy for your needs.

Importantly our focus is also on empowering organisations to improve their strategic approach to temporary recruitment, thanks to our management information capabilities and business intelligence reporting. This expertise has seen us become a market leader, entrusted with close to £1billion pounds of recruitment spend on behalf of over 150 clients – equating to the deployment of 60,000 temporary workers a week.

We would welcome the opportunity to discuss your requirements and how we may be able to help. To find out more visit <https://www.geometricresults.co.uk> or call 01565 682 020.

FREEDOM TO SPEAK UP ORGANISATION OF THE YEAR

WINNER



LEEDS COMMUNITY HEALTHCARE TRUST FREEDOM TO SPEAK UP WORK

Leeds Community Healthcare NHS Trust is creating a culture of Speaking, Listening and Following Up. We have Trust wide engagement for:

- Speaking Up is a Practice Not a Position - a number of Speaking Up portals in the organisation (HR, FTSUG, BAME Speaking Up Champions. Speaking Up Champion for women, staffside, anonymous Ask the CEO)
- A special commitment and work to hearing the voices of staff who may be marginalised such as BAME colleagues, staff who shield etc
- A programme of pastoral emotional support for every staff member who speaks up
- A special focus on leadership supporting managers to hear and hold concerns

JUDGES COMMENTS

The judges felt that Leeds Community Healthcare Trust gave an authentic representation of freedom to speak up that is embedded within the life-blood of an organisation. The team is working beyond organisational boundaries and engaging with, and supporting, a range of organisations within their geographic footprint – an approach that will promote a consistent and integrated system that will enable freedom to speak up to flourish. This entry demonstrated leadership from the top and a caring approach throughout that ensures those who face the most barriers to speaking up are listened to and supported.

FREEDOM TO SPEAK UP ORGANISATION OF THE YEAR

HIGHLY COMMENDED



Northamptonshire Healthcare FT

Freedom to Speak Up: Key to Keeping Everyone Safe

Freedom to speak up is central to NHFT's vision and culture of delivering outstanding, compassionate care. We have worked hard to create psychological safety for all of our workers to ensure they know how to speak up and feel safe to do so, knowing it will be valued. Through the work of our network of 33 champions, we have focused on being proactive in triangulating data and learning and ensuring we share with others at a local, regional and national level.

JUDGES COMMENTS

The judges felt that a comprehensive approach to Freedom to Speak Up (FTSU) was demonstrated. The panel particularly noted the evidence of senior-level buy-in, the extensive and professional use of data, and appreciated the case-studies that were presented. Other organisations could learn from this and it would be helpful to see how even stronger connections to improved patient safety could be demonstrated. There was evidence of engagement with the FTSU guardian network and the beginnings of influencing FTSU development at the STP level.

FINALISTS



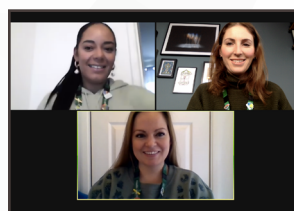
Cambridgeshire and Peterborough FT

Freedom to Speak Up: Integration and Innovations Through Collaborative Leadership and Development

CPFT have embedded the Freedom to Speak Up principles within the Trust core strategies and values which are threaded throughout the organisational governance framework.

The Speaking Up principles have created foundations for us to make significant and innovative Trust-wide changes, using a collaborative approach based on best practice.

The collaborative approach and ownership of the FTSU agenda continues to drive developments in the Trust to further improve organisational culture, staff experience and patient care. We are proud of the evidence of FTSU achievements, best practice and engagement at Trust, local, regional and national levels.



London Ambulance Service Trust

Embedding a trust-wide Freedom to Speak Up culture

The London Ambulance Service (LAS) Freedom to Speak up team want to take you on a journey

to showcase the extensive work that we have done to embed a speaking up culture across the trust.

Having a mobile workforce at approximately 75 sites has come with a multitude of challenges. Despite this, we continue to implement this culture change so that speaking up is as much a part of working, as caring for our patients is. You will see from our presentation that 'everyone is involved, everyone is speaking up, and everyone is heard in the LAS.

FREEDOM TO SPEAK UP ORGANISATION OF THE YEAR

FINALISTS



Northern Care Alliance Group FTSU Team: Embracing a FTSU model in a learning organisation

We wished to demonstrate how our FTSU model, created using QI methodology, was replicated across three separate care organisations. FTSU has been woven into strengthening a supportive and inclusive culture making it a key element of the organisational infrastructure. We embrace learning and safety in our FTSU service that feeds into the Trusts expectations to "know our own story".

The presentation highlights three unique aspects of our model which are : sustainability (peer support model, in-house training based on real case examples, investment in guardian team), how we embrace our 'peer with an ear' motto (transparency, newsletters) and data to know our own story.



South London and the Maudsley FT Speaking Up. Listening Up. Starting with Ourselves

Speaking Up, Listening Up,
Starting with Ourselves.

We will feel able to, and will,

Speak Up when things don't seem quite right at work. We will demonstrate we Listen Up by the attention we pay and the actions we take. We will always start with Ourselves. Our Vision developed through extensive ongoing engagement over a four-year period, using a number of imaginative, appreciative and fun approaches involving colleagues from the frontline to the Board.

The organisation-wide commitment to FTSU comes from the credibility and approach of both our FTSU Guardian and Coordinator. Both roles are crucial in recruiting and sustaining the network of Advocates and Ambassadors.



University Hospitals Dorset FT Speaking up at Royal Bournemouth and Christchurch Hospitals: An International Medical Graduate (IMG) experience

An IMG programme was developed following FTSU feedback that some IMGs were experiencing bullying, discrimination or exploitation, resulting in a loss of confidence, loneliness and helplessness. The programme aimed to improve equal opportunity by reducing differential attainment and by developing a supportive culture required to achieve this.

The programme promotes a network for peer support mentoring, a forum supported by our FTSU team to facilitate speaking up, as well as offering leadership and teaching opportunities. All these steps have helped to mitigate culture shock, social isolation, restoring confidence, career choices as well as supporting health and well-being.



University Hospitals of Derby and Burton FT Freedom to Speak Up Team

University Hospitals of Derby and Burton NHS Foundation Trust is a large acute Trust created in July 2018 following a merger of two legacy Trusts.

We have worked hard since the merger to ensure all voices are heard and colleagues feel safe to speak up and our FTSU team have been central to this work in supporting the growing culture of openness. We have engaged more FTSU support via Champions and a new Deputy to break down barriers in our hard to reach groups and are seeing improvements in colleagues' confidence to speak up in our workforce data.

CATEGORY PARTNER



The National Guardian's Office works to make speaking up become business as usual to effect cultural change in the NHS.

The National Guardian's Office leads, supports and trains a network of Freedom to Speak Up Guardians in England and provides challenge, learning and support to the healthcare system as a whole.

The role of Freedom to Speak Up Guardians and the National Guardian was established in 2016 as a key recommendation from Sir Robert Francis' Freedom to Speak Up Review in response to the Mid-Staffordshire scandal.

Guardians lead the culture change within their own organisations, supporting workers who wish to speak up, ensuring that they are thanked for speaking up, that the issues they raise are responded to, and making sure that they receive feedback on the actions taken as a result of them raising an issue.

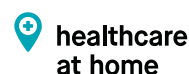
There are now over 600 Freedom to Speak Up Guardians across more than 400 organisations in England in NHS Trusts and Foundation Trusts, independent sector providers, national bodies and primary care organisations. Over the last three years, Freedom to Speak Up Guardians have handled more than 35,000 cases.

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