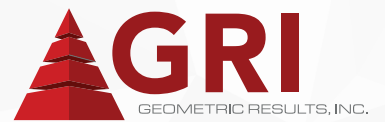


HSJ AWARDS 2020

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.

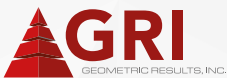
As a specialist provider of neutral vendor, outsourced recruitment solutions that deliver the agency rate cap, we know that creating a service where excellence, innovation, and efficiencies combine to ensure better outcomes is good for everyone.

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.

NHS WORKPLACE RACE EQUALITY AWARD

WINNER

Partnered by



EAST LONDON FT

COMPASSION AND EQUALITY IN EMPLOYEE RELATIONS

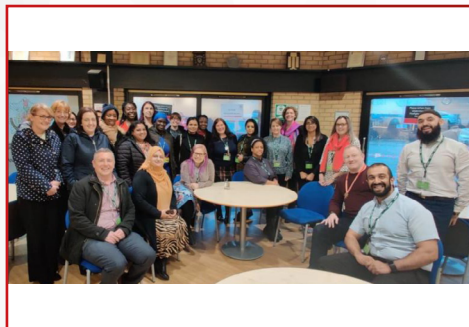
Staff experience is one of the 4 key pillars of East London Foundation Trust's (ELFT) strategy. There is a dedicated staff experience team and the topic holds a strategic seat with the board. However, despite these successes, in 2019 ELFT had a disproportionately high number of staff suspensions and work to do on the WRES key indicator 'relative likelihood of BAME colleagues entering a disciplinary procedure'. This multi-pronged and impactful project set out to address the experience of staff, and particularly minority groups, when work life is not going so well and something has gone wrong at work.

JUDGES COMMENTS

The judges felt that this was a fantastic example of genuine innovative thinking. By bringing service users into the disciplinary discussions, they have managed to welcome an entirely new perspective with great results. By focussing on compassion and seeking the views of those who had been through the disciplinary process in the past, the trust was able to genuinely break new ground in employee relations.

NHS WORKPLACE RACE EQUALITY AWARD

HIGHLY COMMENDED



Northern Care Alliance Group Greater Manchester Public Sector Race Equality Programme

The Race Equality Change Agents Programme crowd sourced over 30 change projects aimed at reducing racial workforce inequalities across the Public Sector. Delegates on the course participate in academic programme over 6 months looking at three modules covering: What inequalities, Why inequalities and enabling change. We have a mix of leading academics and EDI Professionals delivering the content across each module. For the final 6 months delegates are given EDI specific coaching to support them in delivering their change idea. Alongside the change projects we are evaluating the impact based on system wide data and aims agreed by each participant

JUDGES COMMENTS

The judges felt that this approach was innovative and ambitious, taking a genuinely new method to change at scale in the NHS. It is a great example of what good system working can do and the benefits of drawing together people from a variety of disciplines and sectors. The team is breaking new ground by gathering WRES data across a broad system and embracing exciting new methodologies. The team has done well to support geographically dispersed colleagues to drive change, with a special focus on staff health and wellbeing.

FINALISTS

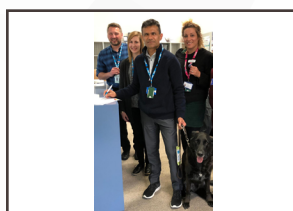


Birmingham Community Healthcare FT Building a Truly Inclusive Organisation

Achieving race equity is both an art and a science and our approach at BCHC has been to develop a

rigorous understanding of the experiences of our people and the barriers which constrain them to a place which does not offer access, experience or reward which is just, fair or equitable. The data driven approach to equity coupled with centring the experiences of BME colleagues, has resulted in a system which fuels a persistent disruption and deconstruction of racism in our structures.

Leading with cultural intelligence, competence and safety whilst building a body of knowledge and strategic capabilities in race equality will enable everyone to make equity a reality



Leicestershire Partnership Trust Champions of Race Equality

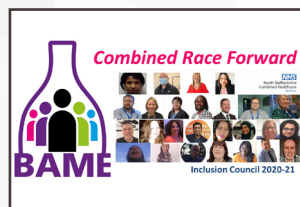
LPT has demonstrated strong leadership and boldness in embracing the Race Equality Workforce agenda particularly over the past 18 months and have

stepped up during the pandemic. The CEO Angela Hillary issued an open letter in June 2020, in response to BLM, stating commitment to creating an anti-racist organisation. We have seen demonstrable progress in recruitment, progression, engagement and culture change for BAME staff at LPT.

Since the submission we have gone even further and commenced work to consolidate and further embed these changes through our "Together Against Racism" work led by the CEO and involving senior colleagues working in OD, HR, Chairs of the BAME network, EDI and Communications.

NHS WORKPLACE RACE EQUALITY AWARD

FINALISTS



North Staffordshire Combined Healthcare Trust Combined Race Forward

Our small Trust has BIG ambition. We're 'going for GOLD' when it comes to growing our inclusive culture - system-wide! A culture

where BAME colleagues are included, valued, supported and developed – and they truly feel it! In just 2 years, we've made great strides. Recent progress includes:-

- Inspired over 100 system leaders in 'Let's Talk About Race' Winter Inclusion School, November 2020
- Appointed 41% BAME preceptee nurses (10 of 24) - local area 7.6% BAME
- Committed Executive Team (38% BAME) leading system-wide inclusion culture
- Reporting of racist incidents against staff DOUBLED in 2 consecutive years



Portsmouth Hospitals University Trust Beyond Boundaries: A Black and Minority Ethnic Staff Development Programme

The 'Beyond Boundaries' programme, co-created with BME

staff in 2019, aims to develop skills, knowledge and confidence of participants and build an inclusive talent pipeline for the future. The programme, sponsored by the Chief Executive, has several senior leaders involved in its delivery. Participants can build networks and explore their leadership style through a structured programme including; action learning sets and reverse mentoring. Since its introduction demonstrable improvements are evident within the Workforce Race Equality Standard, the National Staff Survey results and an improved CQC rating of Good. In addition, 26% of participants have gone on to develop their careers.



Rotherham, Doncaster and South Humber FT Developing, Promoting and Implementing Equality Diversity and Inclusion 'The RDaSHWay'

RDaSH recognises the importance in achieving parity in racial equality

for its Black Asian and Minority Ethnic Staff and the impact this will have on the health, well-being and life chances of staff and patient outcomes. Focusing on the WRES has enabled RDaSH to make significant strides in transforming the way we work.

Our WRES Expert facilitated a deep dive of our data then collaboratively co-produced an action plan identifying the requirements to enable change. It is our belief that improving racial equality takes a multi-faceted collective approach therefore our project was aimed at embedding the WRES at different levels of the organisation using numerous targeted approaches.



The Newcastle upon Tyne Hospitals FT Refocus to Achieve

#FlourishAtNewcastleHospitals is key to enabling all staff to bring their whole selves to work, to feel valued, have a voice and a real

sense of belonging to the Trust and the NHS family. In order to achieve this we recognise the importance of the workplace being diverse and truly inclusive.

Talking about race equality remains much harder than it should be across society and within the NHS. The measures we have introduced have been multifactorial with the aim of increasing engagement, increasing belonging and providing 'ownership'. BAME colleagues have played an active and significant role in achieving change.

CATEGORY PARTNER



NHS England and NHS Improvement

Research and evidence strongly suggest that less favourable treatment of black and minority ethnic (BME) staff in the NHS has significant impact on the efficient and effective running of the NHS, and critically, on the quality of care received by all patients.

Since 2015, the Workforce Race Equality Standard (WRES) requires NHS organisations, who together employ 1.4 million strong people, to demonstrate progress against nine indicators of workforce race equality.

The WRES highlights differences between the representation, experience and treatment of white and BME staff in the NHS. It helps organisations to focus on where they are right now on this agenda, where they need to be, and how they can get there.

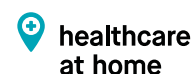
Some NHS organisations are beginning to see continuous improvements in this area – this is reflected in, amongst other metrics, their annual WRES data. It is important that organisations demonstrating continuous improvements are celebrated for their ongoing achievements, and their good practice shared.

THANK YOU TO OUR PARTNERS

Headline Partner



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HSJ Awards 2021 is launching soon!

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