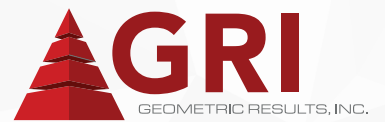


HSJ AWARDS 2020

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.

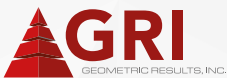
As a specialist provider of neutral vendor, outsourced recruitment solutions that deliver the agency rate cap, we know that creating a service where excellence, innovation, and efficiencies combine to ensure better outcomes is good for everyone.

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.

SYSTEM LEADERSHIP INITIATIVE OF THE YEAR

WINNER



WEST YORKSHIRE AND HARROGATE HEALTH AND CARE PARTNERSHIP

AMBITION TO ACTION: INCREASING OUR LEADERSHIP DIVERSITY

Our relentless focus on increasing the diversity of our leadership to better serve our communities in West Yorkshire has proceeded at pace during the pandemic with delivery of a senior leadership programme, senior appointments having a BAME interview panel member, bespoke communications campaigns and health and wellbeing resources and BAME colleagues embedded in decision making structures. Our BAME network members ensure learning is reflected in local plans, and ideas for scale and spread are fed into the partnership. This is leading to powerful and visible improvements in decision making, feelings of belonging and development of future senior leaders.

JUDGES COMMENTS

The initiative was able to deliver and galvanise change at speed. The winners highlighted the passion involved in bringing the whole systems together to progress in a very complex agenda, given the number of barriers and the systemic issues resisting change. The judges noted that the team was able to leverage and build on systems that currently exist, both within the NHS and non-NHS organisations. This work has allowed a broader perspective and a better response to Covid.



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SYSTEM LEADERSHIP INITIATIVE OF THE YEAR

HIGHLY COMMENDED



South West London CCG (Croydon), Croydon Council, Croydon Health Services Trust, South London and Maudsley Trust, Age UK Croydon and Croydon GP Collaborative One Croydon Alliance

The One Croydon Alliance brings together six organisations, with a single ambition to work as one to improve health and care outcomes, through integration and the removal of organisational barriers.

Our journey began with a focus to tackle the challenges of an aging population. Its success led to extending the Alliance ambition for the whole population. We are seeing benefits across the board.

We want to share our learning to date from a journey that began five years ago and show that wide scale system change can happen and truly help improve outcomes.

JUDGES COMMENTS

The initiative from a single surgery at the onset to a vertically integrated model demonstrated the really strong partnership approach, based on a re-design of the system. The judges noted the single governance approach and the ability to manage structural changes, whilst maintaining and improving delivery of care. A positive element was also recognising the diverse health inequalities that exist and the approach to addressing it. The team also demonstrated tangible reduction in the levels of admissions and length of stay.

FINALISTS



Black Country and West Birmingham CCGs – comprising of Sandwell and West Birmingham CCG, Wolverhampton CCG, Dudley CCG and Walsall CCG A system wide response to protect Care homes during COVID-19

Algorithms, processes and pathways were developed with the intention of setting the expected standard and response necessary to support care home staff and protect vulnerable residents residing in care homes. Implementation required some local variation, but the system proactively worked together to support and protect care home residents and staff ahead of national guidance and response.

Since our submission we have kept focussed on delivering our ambitions and enhanced the system support effort to care homes by strengthening the virtual infrastructure for learning via the care home App, blended training programmes and multiagency wrap around support for residents and staff."



Healthier Lancashire and South Cumbria Integrated Care System Suicide Prevention Programme

Lancashire and South Cumbria ICS system has made suicide prevention everyone's

business. Our aim is to reduce suicide/ self-harm rates. We are an intelligence led system, following the introduction of our Real Time surveillance suicide system, effectively targeting areas of high risk in a timely manner and proactively communicate to high-risk communities with key suicide prevention messages. This has resulted in a reduction of suicides over the last 12 months.

To date, we have trained over 4000 people in suicide prevention and self-harm, creating a community of orange button wearers, who are not afraid of saying/ using the word suicide.

SYSTEM LEADERSHIP INITIATIVE OF THE YEAR

FINALISTS



Norfolk and Waveney Health and Care Partnership Norfolk & Waveney ReSPECT (Recommended Summary Plan for Emergency Care and Treatment) Implementation

This ambitious initiative, set out to improve communication of resuscitation and emergency treatment decisions across a large and complex healthcare economy; covering five localities and two counties.

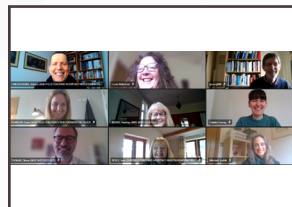
The working group brought together stakeholders from acute, community, primary care, mental health, patient representatives, the ambulance service, social care and the Voluntary and Community Sector. In partnership, the group worked closely, sharing staff, resources and materials, to prepare for a scheduled 'big bang' launch on the 18th March 2020. This preparation, and the commitment from the partnership, enabled the launch to go ahead despite significant challenges from the pandemic.



Sheffield CCG, Primary Care Sheffield, Sheffield Children's FT, Sheffield City Council, Sheffield Teaching Hospitals FT Sheffield Health and Care Covid-19 Testing Service

At the start of the covid-19 pandemic, in advance of any national testing programmes being available, the Sheffield area recognised the need for, and benefit of, a local testing solution. A number of health and care organisations within the city, including the CCG, Primary Care Sheffield (a city-wide GP federation owned by all practices in the city), Sheffield City Council, Sheffield Children's Hospital, Sheffield Health and Social Care Trust and Sheffield Teaching Hospitals, came together to develop a local testing service.

The team is multi-professional and includes GPs, Nurses, Secondary Care Consultants, Public Health Consultants, Project Managers, Operational Managers, Administrators, Data Analysts and other Service Specialists. The collaborative and dynamic approach to decision making helped Sheffield become one of the first cities in the UK to provide COVID-19 testing and helped pave the way for other testing programmes through its open approach to sharing experiences and learning.



Sheffield CCG, Sheffield Health and Social Care FT, Sheffield Teaching Hospitals FT, Sheffield Children's FT, Sheffield Mind, Sheffield Flourish, Mental Health VCSE, Saffron, Share Psychotherapy, SEYDA, Sheffield Public Health and Sheffield University Sheffield Psychology Board: The Art of the Possible

The Sheffield population required a more holistic and targeted approach in order to reach people beyond those already engaged in the health system. The board worked with incident command structures: community services alongside voluntary sector, public health professionals, health commissioners and education providers.

Using this platform to promote integration across mental and physical health services in order to improve cooperation, reduce duplication, and promote opportunities for cross sector collaboration to support psychological needs in our city. It did research at the beginning of the pandemic to find out how the new challenges were impacting on people in the city, it then used this information to target specific groups and produce tailored materials.



West of England AHSN and members in Gloucestershire, Bristol, North Somerset and South Gloucestershire Implementation and spread of ReSPECT (Recommended Summary Plan for Emergency Care and Treatment) across the West of England system

ReSPECT (Recommended Summary Plan for Emergency Care and Treatment) was implemented across the West of England in October 2019, following 18 months of stakeholder engagement and collaboration around the difficult subject of end of life planning. The implementation of ReSPECT is an example of local efforts coming together in a coordinated way across organisational and geographical boundaries to build a sustainable, system-wide process for better patient care.

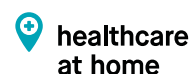
ReSPECT was a key part of the region's response to COVID-19; with a well-established process for end of life conversations, increased demand for effective palliative care was met without additional strain on staff.

THANK YOU TO OUR PARTNERS

Headline Partner



Category Partners



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HSJ Awards 2021 is launching soon!

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Judges
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