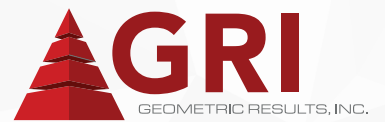


HSJ AWARDS 2020

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.

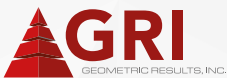
As a specialist provider of neutral vendor, outsourced recruitment solutions that deliver the agency rate cap, we know that creating a service where excellence, innovation, and efficiencies combine to ensure better outcomes is good for everyone.

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.

WORKFORCE INITIATIVE OF THE YEAR

WINNER

Partnered by
 **NHS Employers**
Part of the NHS Confederation



KING'S COLLEGE HOSPITAL FT COVID-19 STAFF SUPPORT AND WELLBEING PROGRAMME

Kings College Hospital (KCH) were successful in rapidly implementing a whole hospital staff wellbeing response bringing together multiple disciplines to proactively manage the impact of Covid-19 on the 14,000-person workforce. There was an overwhelmingly positive response to the programme exemplified in staff feedback: "This is the first time I have felt supported while working in the NHS" and "The initial surge of COVID-19 felt like staff wellbeing was a true priority." The programme has been embedded and sustained by KCH and ultimately has benefited our patients and carers in the quality of care they are receiving.

JUDGES COMMENTS

The judges felt that this was an initiative which perfectly met the criteria of this category in terms of innovation in workforce development. The programme had been initiated at speed – but had taken a holistic, long term, strategic approach to the impact of the pandemic on the workforce. The judges were impressed by the clinical leadership of the team overseeing the work – linked closely to the HR, organisational development and occupational health functions. Most significantly, the initiative was evidence based, had demonstrably led to behavioural and cultural change across the organisation – and was potentially replicable within other organisations. Congratulations to the team!

WORKFORCE INITIATIVE OF THE YEAR

HIGHLY COMMENDED



West Yorkshire and Harrogate Health and Care Partnership Working Carers Passport Initiative

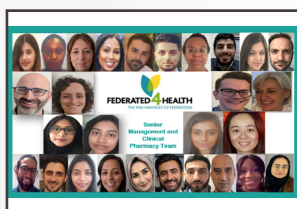
Our ambition was to harness the NHS's greatest strength, its people. 1 in 5 of our workforce are currently balancing working and caring responsibilities, we want to ensure that working carers feel more supported, valued and listened to.

West Yorkshire Association of Acute Trusts (WYAAT) Workforce Programme and West Yorkshire and Harrogate Care Partnership (WY & H HCP) along with the mental health trusts have introduced a flexible working arrangement known as 'the working carers' passport'. This enables the organisation to maintain staff retention, reduce unplanned absenteeism and to retain the skills they need whilst improving staff morale and loyalty.

JUDGES COMMENTS

The judges said this was a fantastic example of a system identifying an often unseen part of our workforce – namely, working carers –and then developing an initiative to support that group. They were impressed with the passion and commitment of the team driving this work, the exemplary leadership to share this work regionally and nationally, and the benefits this initiative can bring for all.

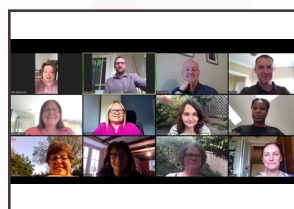
FINALISTS



Federated4Health - Pan Haringey GP Federation Clinical Pharmacy Team

Clinical Pharmacists have been identified as an integral part of the primary care workforce. In Haringey, we have successfully

embedded thirty Clinical Pharmacists across 36 general practices over two years. A key factor in the success of primary care networks has been the development of workforce at scale. A centralised model supports better integration of new CPs. High staff satisfaction and retention is a testament to this. Training and development has resulted in increased productivity and improved quality of patient care. Our data driven and outcomes based approach ensures we are best placed to deliver on the NHS long term plan.



Frimley Health and Care ICS Frimley ICS System Workforce Bureau (SWB): A whole-system partnership approach to workforce sustainability and service delivery during the COVID-19 pandemic

The Frimley ICS System Workforce Bureau (SWB) was established within a week to facilitate joined up, efficient, system-level decision-making on workforce resource. This ensured the collective burden was shared, adequate staffing could be provided and service delivery could be maintained as demand increased. By early June, and at the time of initially entering this award, the SWB had allocated 326 staff members to organisations across the ICS based on system-wide, data-informed need.

More recently the SWB was instrumental in the workforce response for the Mass Vaccination programme bringing an additional 1000+ people into the system.

WORKFORCE INITIATIVE OF THE YEAR

FINALISTS



Lewisham and Greenwich Trust **Respect and compassion programme**

Our respect and compassion programme was set up in 2019 and is led by our Chief Executive, reporting to an external oversight group. Work has included:

- Providing a values-based one-day training workshop to over 3,800 leaders in the Trust
- Appointing 150 staff wellbeing champions and 30 mental health first aiders
- Becoming the second Trust in the country to achieve accreditation for flexible working
- Increasing the number of staff in senior roles from black, Asian and minority ethnic backgrounds
- Appointing an independent speaking up service
- Reducing vacancy rates to under 8% (from a high of 17.5% in 2018).



National Guardian's Office **Freedom to Speak Up in the NHS**

Speaking up saves lives. Everyone working in healthcare should feel safe to speak up with the confidence that they will be

listened to and supported. This entry by the National Guardian's Office on behalf of the NHS, celebrates the courage of tens of thousands of workers who have spoken up, the dedication of Freedom to Speak Up Guardians across England, and the leadership of those who have listened and acted.

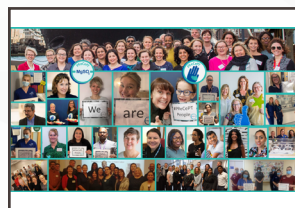
Arising from the tragic events at Mid Staffs, Freedom to Speak Up has grown into an unstoppable social movement to improve the culture of the NHS and keep patients safe.



Tollgate Medical Centre, Newham CCG **Total Online Triage**

Adopting best practice, and involving the whole practice team, Tollgate Medical Centre worked to create an innovative appointment system to improve the working days of their staff. This markedly improved patient access, and transformed the GPs day-to-day experience with new flexibility to their days. This was further developed for other clinical members of the team, plus for administrative staff by utilising telephony resources, breaking down traditional barriers to working in primary care.

NHS Digital publicised Tollgate's plan, increasing spread, and the Prime Minister recognised the hard work and success by Tollgate Medical Centre by attending the practice to thank them.



University Hospitals Bristol and Weston FT, West of England AHSN, NIHR ARC West and The AHSN Network **PReCePT - Prevention of cerebral palsy in pre-term labour**

PReCePT is a meaningful partnership of patients, clinicians, quality improvement coaches and academics who have collaborated successfully to reduce cerebral palsy and improve the life chances of preterm babies across the nation.

The PReCePT quality improvement intervention has been implemented in all maternity units in England, using innovative methods to train and enable perinatal teams to give magnesium sulphate to mothers in preterm labour to protect the baby's brain.

PReCePT has transformed maternity and neonatal clinical team-working, focused on improving national outcomes after preterm birth and changed the culture of care to eliminate preventable health inequalities in the tiniest babies.

CATEGORY PARTNER



NHS Employers is the employers' organisation for the NHS in England. We help employers to develop a sustainable workforce, improve staff experience and be the best employers they can be. Our practical resources and expert insights help make sense of current and emerging healthcare issues, to keep employers up to date with the latest thinking and ensure they are informed and equipped to support the NHS workforce.

We generate opportunities to network and share knowledge and we actively seek the views of workforce leaders to make sure their voice is front and centre of health policy and practice.

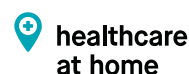
We also lead the national collective relationships with trade unions on behalf of the NHS and the Secretary of State for Health and Social Care.

THANK YOU TO OUR PARTNERS

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Category Partners



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Charity Partner



HSJ Awards 2021 is launching soon!

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