THE LARGEST CELEBRATION OF HEALTHCARE EXCELLENCE TODAY

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Dear Colleague,

Now in their 35th year, the most sought after accolade in British healthcare recognises, celebrates and promotes the finest achievements in the NHS, and showcases them to the service’s most influential leaders. With 23 categories to choose from this year, the awards reflect the full spectrum of the NHS’s services and challenges. This year, like every other, the challenges facing the service become fiercer. Following the Carter review, there is more emphasis on efficiency than ever before, while staff retention and motivation has become ever more demanding. Pair these challenges with that of delivering better quality of care on a tightened budget and developing new care models and the example set by the HSJ Awards is more important than ever.

Every year, HSJ Awards winners tell us that the recognition has given a huge boost to their teams and organisations.

They say it has enhanced their projects, raised morale and helped with securing backing and finance. The awards highlight examples of outstanding practice and innovation that help to safeguard and improve patient care. They inspire other organisations up and down the country like no other event.

The 2016 HSJ Awards will benefit from a new venue which will showcase the excellence of entries to even greater better affect and we have a number of other changes planned which will maximise the impact of the awards and its winners, including a smoother entry process.

The deadline for your submission is 3rd June 2016. We look forward to hearing why 2016 is your year.

Alastair McLellan
HSJ Editor

**ENTRY DEADLINE: 3 JUNE 2016**

For more information on entering or help completing your entry, contact Ryan Saunders on 020 3033 2606 or email Ryan.Saunders@EMAP.com
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Acute Sector Innovation

As the NHS Five Year Forward View makes clear, Britain has a strong track record of healthcare innovation. As it also makes clear, accelerating innovation will be crucial to the future of the health service. That does not simply mean coming up new ideas. It increasingly means reliably identifying and spreading best practice, perhaps combining elements to solve particularly challenging problems.

This award will recognise NHS acute sector organisations doing just that. Our judges will be looking for innovations which are improving patient care, leading to improved experience and outcomes. They will be keen to identify NHS acute organisations where innovation is truly nurtured – where good ideas are quickly identified and spread within and beyond the boundaries of the organisation. We are not interested in reinventions of the wheel: we want to hear from teams who are doing something genuinely new, while building on the good practice already out there. Innovations which have been genuinely co-produced with patients will be of particular interest.

Entry criteria

The judges will be looking for:

- Innovations which address a clearly defined problem.
- Proof there was an inclusive, multidisciplinary approach to identifying the problem and developing the innovation. This should include a clear explanation of how patients and other stakeholders were involved.
- An explanation of how the organisation identified and built on existing good practice.
- Clear evidence the innovation has been implemented effectively.
- Evidence of the impact of the innovation on patient outcomes, value for money or ideally both. This evidence can be qualitative, quantitative or a combination of the two.
- Innovations which are demonstrably scalable, and which have wide applicability.
Acute, Community and/or Primary Care Services Redesign

A year since the publication of the Five Year Forward View and its vision of integration, the focus on reducing boundaries between care settings is no less intense. The vanguard sites may be most visibly spearheading the dissolution of traditional gaps between hospital, community and primary care, but there is also much good work going on elsewhere.

This award will recognise NHS teams or organisations that have already made changes to the way in which they deliver services. We are interested in examples of change from acute, community and primary care which have led to improvements for patients. Judges will be particularly interested in examples of redesign which have increased collaborative working between different parts of the health service.

The judges will be looking for:
- A clear explanation of how the need for health service redesign was determined.
- Clear evidence the public were involved in decisions about how to change services.
- A clear focus on best practice.
- An explanation of how all relevant stakeholders in the organisation were engaged in the change.
- Evidence that external stakeholders were involved where appropriate.
- Clear evidence the redesign has brought about improvements in outcomes. This evidence can be qualitative, quantitative or both.
- Clear evidence the redesign has led to better value for money.
CCG & Local Authority Integrated Commissioning for Carers

In May 2014 NHS England published its ‘Commitment to Carers’ to give unpaid carers the recognition and support they need to provide invaluable care for friends and family who couldn’t manage without them. The five and a half million unpaid carers in England make a critical and underappreciated contribution not only to their families and communities, but to the very sustainability of the NHS, often at great personal cost.

The Five Year Forward View commits the NHS to find new ways to support carers, to build on the new rights created by the Care Act and to help some of the most vulnerable carers – the approximately 225,000 young carers and the 110,000 carers who are themselves aged over 85.

A great deal can be done to identify and support carers and help ensure that they receive the recognition and support that they need and deserve from the NHS.

This award will recognise CCGs & local authorities who have worked in partnership to draw up plans to identify and support carers and, in particular, have worked with voluntary sector organisations and primary care as well as carers themselves. The planning guidance for CCGs for 2015/16 says “In developing plans, CCGs should be mindful of the significant changes to local authority powers and duties from April 2015 under the Care Act 2014. Plans should focus on supporting young carers and working carers through the provision of accessible services, and services for carers from vulnerable groups. Linked to this, we expect all NHS employers to review in 2015/16 their own flexible working arrangements and support for staff with unpaid caring responsibilities”.

The judges will be looking for:

- A clear explanation of how the CCG and local authority have developed and implemented their partnership working; and how GPs and voluntary sector organisations have been engaged to develop and commission services to support carers.
- Evidence of genuine engagement with carers in commissioning processes and how feedback from carers has influenced decisions.
- A commitment to achieving physical & mental health and wellbeing of carers, and involving carers as key partners in care.
- Evidence that commissioned services for carers improve ease and equity of access to support.
- Evidence that carers support services have been implemented effectively.
- Evidence of how the CCG and local authority, together with stakeholders, have identified and built on best practice to support carers.
- Evidence of how support services for carers are being monitored and evaluated.
CCG of the Year

As CCGs reach the third anniversary of their formal establishment, the organisations are becoming an increasingly solid part of the establishment. The Conservative win at the general election seems to have secured CCGs’ future in a largely unchanged form, although adaptions will no doubt be necessary at the integration agenda advances. The emphasis on place-based care presents both opportunities and challenges for CCGs, as do the additional responsibilities of co-commissioning and the growth of GP federations.

This award celebrates organisations capitalising on opportunities and overcoming challenges. We are seeking to recognise CCGs in which clinicians are truly leading; organisations that are starting to build truly integrated care across their geographic patches; and commissioners with an unwavering focus on patients.

The judges will be looking for:

- Commissioning that takes account of the health and wellbeing needs of all of the local population.
- A deliverable strategy for improvement which reaches those with the greatest health needs and which addresses health inequalities.
- Demonstrable engagement with the population, with a focus on commissioning care that puts the patient first.
- Evidence of how the organisation is actively managing the performance of provider organisations and holding them to account.
- Evidence the organisation is drawing on – and successfully implementing – best practice guidance.
- Demonstrably strong financial management which supports the organisation’s strategic goals.
- Good people development throughout the organisation.
- An organisational culture in which staff feel valued and respected and can raise concerns and receive an effective response.
- Excellent engagement between managers and clinicians, with demonstrable unity of purpose and collaboration to drive service improvements.
- Long term strategic planning, with a particular focus on driving greater integration of health, social and third sector services.
- Evidence which proves the strength of the CCG’s approach. This could be qualitative, quantitative or both but should centre on key areas of performance including, for instance, financial efficiency and quality of care.
Chief Executive of the Year

Swelling deficits, increasing demand, pressure from regulators: the life of an NHS trust chief executive continues to be a challenging one. Public scrutiny of their actions has never been more intense, and the steady stream of departures from top jobs – and the challenge finding successors – underscores the scale of the pressure. Meanwhile, the skills considered necessary to success are rapidly changing – the increasing need to be a values-based, collaborative system leader rather an organisation-focused command and controller is frequently emphasised.

This award will celebrate an exceptional individual who is handling these challenges with aplomb. He or she will be empowering colleagues at all levels and of all disciplines. Our judges are looking for NHS chief executives with a demonstrable patient focus, and one which they are embedding throughout their organisations. Those who are leading more challenged organisations will not be excluded from consideration – after all, excellent leadership is desperately needed in these environments.

Entry criteria

The judges will be looking for:

- Excellent leadership and people management skills.
- Demonstrable engagement with all staff at all levels.
- Good people development skills and strategies.
- Leadership of an organisational culture in which teams feel valued and respected.
- Leadership of a culture in which evidence-based innovation is expected, encouraged and supported.
- Leadership of a patient-centric culture.
- An individual who is constantly seeking to learn from others, identifying and implementing best practice and avoiding reinventing the wheel.
- Dedication to an open culture, in which staff feel comfortable raising concerns and are confident they will receive an effective response.
- Leadership which is having a direct impact on patient experience and organisational improvement.
- A collaborative approach, in which strong connections are being built within local health economies.
- Demonstrable evidence of the benefits of the leader’s approach – this could include improved staff survey results, better financial performance and/or strong inspection reports.
Clinical Leader of the Year

Clinical leaders are inspiring. They show us how things should be done, they challenge us and they make us want to follow them. For clinical leaders, “good enough” is never enough. They listen to and empathise with their patients and put them at the centre of all they do. They are systematic and use clinical evidence to underpin change. They support their teams to innovate, are willing to try out new ideas and are constantly learning from the impact such ideas have. Clinical leaders are fundamental to improving patient safety and experience, to integrating services and to creating a culture where compassion is highly valued and where patients come first.

This award is about recognising exceptional NHS clinical leaders – doctors, nurses, midwives, physiotherapists and others – who are out there making a difference to patients’ lives. The leaders who qualify for this category may well protest that success is a team effort. They are right, of course, but great teams have great leaders and we want to celebrate the real difference they make.

Entry criteria

The judges will be looking for:

- Advancement of the quality and safety of care through innovation and improvement
- Leadership that helps all members of the team put the patient first and creates a culture of compassionate care.
- Embedding of a common set of core values and standards.
- Using evidence to create initiatives that have demonstrably improved the quality of care.
- Collaboration with managers and other clinicians.
- Measurable impact on patient care. This could be demonstrated by qualitative evidence, quantitative evidence, or both, but should be clear and incontrovertible.
- Management and development of effective relationships within teams and a consistent focus on compassionate care.
- A leader who demonstrates the benefits of change to patients, other staff and the wider organisation.
- A leader who fosters openness, allowing staff to have the confidence to raise concerns and to expect an effective response.
Clinical Research Impact

Clinical research is vital to finding ever-more effective ways of treating and identifying disease. The Five Year Forward View underscored its importance, and in January 2016 Simon Stevens announced the first wave of seven ‘test bed’ sites. Alongside existing academic health science centres and networks, these aim to accelerate research and implementation for the benefit of patients.

This award celebrates NHS organisations dedicated to furthering clinical research, ensuring advances quickly reach practice and improve care.

Judges will be looking for:

- Evidence the organisation has embedded or enhanced clinical research as part of its core business.
- Development of a portfolio of clinical research studies and/or trials in the organisation, or a sizeable increase in the level of commitment to research e.g. at Board level.
- Evidence of expansion in the breadth of disease specialties or service areas engaged in clinical research.
- Evidence of new strategies or projects that have significantly increased the scope of research activity undertaken.
- Evidence of novel and/or far-reaching promotional campaigns that have raised patient awareness of research activity, and increased access to research participation.
- The introduction or expansion of special training and development (above and beyond the norm) that has increased research capacity across the organisation.
- Evidence of an initiative or programme of activity to champion clinical research.
- Evidence of embracing new types of research or prioritising and developing an area of previously low activity.
- Evidence of patient involvement in the design and delivery of research
- Evidence of initiatives to strengthen and improve the patient experience when taking part in research.
- Evidence of how the adoption of clinical research study findings has led to significant service improvement, improved patient outcomes and/or transformed routine clinical practice.
Compassionate Patient Care

In a busy healthcare system, it can be challenging to genuinely put patients at the heart of care. In the light of prominent examples of serious failures in basic patient care, every health organisation should be looking honestly and self-critically at what more it can do to deliver compassionate care consistently for every patient.

This award is all about celebrating excellence in putting people first, engaging patients and families in their care, listening to views, and ensuring people are treated with care and compassion.

Entry criteria

The judges will be looking for evidence of entrants who have shown a real commitment and dedication to people-centred care, including:

- Leadership at all levels focused on compassionate patient care and service improvement.
- Using insights from patients and families to improve care.
- Innovative approaches that make a demonstrable difference, as indicated by qualitative and/or quantitative data.
- Openness and honesty with patients and families.
- Staff engagement, effective team working and empowerment of staff to deliver better care.
- Continuous learning and reflective practice.
- A particular focus on the specific needs of a patient group, for example older people with frailty and confusion.
- Sustained engagement in making measurable improvements.
- Sharing best practice across and beyond the organisation.
Enhancing Care by Sharing Data and Information

Personalised Care and Health 2020 makes clear data and technology can play a central part in transforming outcomes for patients. There is little doubt the only way to achieve true integration of care will be to ensure a steady flow of data and information between different parts of the system, for instance. Yet challenges remain: concerns over consent and the need to ensure interoperability chief among them.

The award is about recognising NHS initiatives where data sharing has made a real difference to patient care – improving outcomes, experience and supporting patients to look after themselves better while at the same time delivering efficiencies.

Entry criteria

The judges will be looking for:

• Data sharing between healthcare professionals and/or between organisations that has demonstrably improved patient care and supported improved clinical outcomes. Evidence of improvement could be quantitative, qualitative or both.
• Excellence in information governance including adherence to data protection and other information legislation.
• A clear focus on data quality, data collection and data presentation.
• Evidence of data being used to inform strategic decision making.
• Demonstrable benefits to the patient.
• Evidence clinicians have been engaged in – or preferably led – the work to better share data and information.
• Proof best practice has been identified and built upon.
Improved Partnerships between Health and Local Government

The ageing population and rise in the number of older people with multiple long term conditions presents challenges to a public sector in which health and local government traditionally operate in silos. The creation of Health and Wellbeing Boards, and initiatives including the Better Care Fund, have specifically attempted to break down these boundaries – with the Five Year Forward View emphasising the need for horizontal integration.

This award will recognise NHS health organisations and local authorities which have already made progress in working together. Our judges will be looking for evidence of strong, collaborative partnerships which are leading to demonstrable improvements for patients and citizens.

Entry criteria

The judges will be looking for:

• A demonstrable joint commitment to improving the health and wellbeing of local populations.
• Evidence risk stratification and other data-based methodologies are being used to inform approaches.
• A commitment to identifying and replicating best practice.
• Demonstrable success in addressing one or more of the key issues currently facing health and social services. These could include reducing hospital admissions, supporting patients at home or reducing A&E attendances. Evidence of improvement could be quantitative, qualitative or both.
• A dedication to achieving parity of esteem for physical and mental health and wellbeing.
• Genuine engagement with local populations, and evidence that the views of service users are shaping provision.
• Proof that best practice is being identified and built upon. We are not looking for reinventions of the wheel.
Improving Care with Technology

The national focus on the value of technology in healthcare remains strong. Jeremy Hunt used the HSJ Annual Lecture to announce a review of the NHS’s digital future by US expert Robert Wachter, and the comprehensive spending review settlement includes ringfenced funds for technology. Both indicate a firm belief in the importance of tech, but also an acknowledgement of the need to overcome barriers to consistent use at scale.

This award is designed to celebrate NHS teams, organisations or healthcare economies which are using successfully technology to make life better for patients and staff alike.

Entry criteria

The judges will be looking for evidence of:

• Innovative use of IT to improve patient outcomes and organisational efficiency.
• Mainstreaming of IT within the organisation.
• Partnership working with suppliers.
• Engagement with clinicians.
• Engagement with patients and the public.
• Technology which is helping to move care closer to home.
• A demonstrable commitment to identifying and building on best practice, and evidence that the organisation has learnt from previous NHS IT deployments.
• Demonstrable benefits for patients, staff and care outcomes. Evidence could be qualitative, quantitative or both.
Improving Environmental and Social Sustainability

Ensuring a sustainable health, public health and social care system is one of the most important challenges of our time. The health system has a clear responsibility to take a leading role in tackling climate change and must create a system which is environmentally, financially and socially sustainable.

This award is about recognising NHS organisations and systems that have changed ways of working to improve sustainability while enhancing patient care. It is about organisations and systems that have improved environmental, economic and social sustainability.

Entry criteria

Judges will be looking for evidence of:

• Strong leadership and management support.
• Impact, delivering the triple benefits of environmental, financial and social sustainability. This should be demonstrated by qualitative and/or quantitative evidence.
• Effective engagement with a range of groups such as staff, patients and the public resulting in broad support and changing attitudes/behaviours.
• Robust analysis, measurement and evaluation which shows the impact of the project
• A system-wide approach to sustainability.
• A commitment to identifying and implementing best practice rather than reinventing the wheel.
Improving Outcomes through Learning and Development

The importance of continuing professional development within healthcare is often emphasised. The positive impact of high quality learning and development is rarely celebrated, however. This category is an concerted effort to address that injustice.

We are seeking NHS teams or organisations which are successfully giving their staff the opportunity to learn and to develop their skills – and seeing improved outcomes as a result.

Delivering learning and development in healthcare is never straightforward. The immense pressures of ensuring high quality patient care day in, day out, means that it can be difficult to free up staff for training. We will be shortlisting departments, organisations and local health economies which have found ways to overcome that challenge. Importantly, we will want to see evidence that outcomes have improved as a result. That could be patient outcomes. It could also be improved efficiency or value for money, or simply improvements in the number of people successfully completing a training course.

The judges will be looking for:
- Innovative approaches to the delivery of learning and development. This might include the use of technology or other flexible approaches.
- A department- or organisation-wide culture of learning. We will seek evidence that the importance of learning and development is appreciated and supported at all levels of seniority.
- Tailored programmes which address the different needs and preferences of learners.
- Clear improvements in outcomes which can be attributed to the learning programmes. This can include qualitative data, quantitative data, or both.
Innovation in Mental Health

The attention afforded to mental health in the run up to the election was long overdue. Yet the reality is, for many years, innovators in the NHS have been working away – often out of the spotlight – to improve care for the one in four of us who experience mental ill health in any given year.

Could computers help deliver cognitive behavioural therapy (CBT) to more people who need it? How can social networking help reduce isolation among those suffering mental health problems? Could prescriptions for exercise and other activities be as effective as one for antidepressants? All of these and more are being explored by individuals keen to ensure the need for mental healthcare is met.

This award is about seeking out the innovation that is leading the way in delivering better services, empowering service users, putting them at the centre of care, engaging the community and reducing stigma.

Entry criteria

The judges will be looking for:

- Patient-centric innovations, ideally co-produced with patients.
- Clear evidence the innovation has improved ease and equity of access to diagnosis, treatment and/or care.
- Improved patient experience, demonstrated by qualitative or quantitative evidence.
- Improved clinical outcomes, demonstrated by qualitative or quantitative evidence.
- Promotion of mental wellbeing.
- An explanation of how best practice has been identified and built upon, and how the risk of reinventing the wheel has been avoided.
Most effective adoption and diffusion of best practice

Note: Our judges will review all entries in other categories and select those to be considered for this category.

We know there are many existing healthcare innovations that improve patient care and experience. Despite being recognised as best practice, such innovations are often not diffused or adopted at scale across the NHS. Good practice tends to remain in pockets – sometimes within one department within an organisation; sometimes within only one organisation; sometimes only within one region. Yet now, more than ever, adoption and diffusion of strong, evidence-based practice is needed to help improve patient outcomes and deliver better quality care.

This award is not about the “new”. It has been specifically created to recognise NHS primary, acute and community organisations which have scouted for best practice ideas and diffused these at scale, leading to improved patient outcomes and better quality services.

Our judges will select the entrants for this category, choosing from entries submitted for other categories. They will be looking for:

- Effective engagement with all relevant stakeholders, including service users, in the identification and subsequent use of best practice.
- Clear evidence the adoption and diffusion of best practice has brought about improvements in a) patient outcomes b) better quality services and c) value for money. This evidence can be qualitative, quantitative or both.
- Identification of key success factors for effectively using and diffusing best practice.
Patient Safety

Focus on patient safety remains intense, not least due to the embedding of the new CQC inspection model and the introduction of the duty of candour and fit and proper persons test. The ultimate aim remains a zero avoidable harm NHS environment, but achieving it will be complex. It may involve everything from improving communication between teams, to reviewing staff mix, to encouraging patients to speak up about risk. Some risks we know and understand – yet fail to act on them. Some we don’t and they will become apparent only when we look at safety incidents systematically. But whether we are dealing with known or unknown risks, there is a need for a culture in which staff can act on risks, report them and know that their reports will be investigated dispassionately and thoroughly.

This award is all about driving up patient safety. It will recognise not just initiatives focused on identifying a risk and reducing it, but also work to introduce a culture in which incidents are reliably reported, investigated and learnt from.

Entry criteria

The judges will be looking for:

• An explanation of how the problem was analysed and identified.
• A multidisciplinary approach, including learning and sharing across teams, specialities and care settings.
• A culture in which incidents are readily reported, analysed and used as learning opportunities.
• Evaluation, or planning for evaluation, to demonstrate sustainability of improvements.
• Evidence of genuine patient engagement and involvement.
• Robust incident reporting systems that staff feel confidence to use and which reflect learning and data back into service design and delivery.
• Clear and convincing evidence that the change has improved safety – for instance, evidence drug admissions or errors have fallen; falls have reduced; communication failings have been eliminated.
• An explanation of how best practice was identified and built upon, and the risk of reinventing the wheel avoided.
Primary Care Innovation

The answer to the question of how to make the NHS sustainable invariably includes primary care: the idea of keeping patients out of hospital and closer to home. Making this a reality will inevitably mean finding innovative ways to deliver this care, as the Five Year Forward View has made clear. It is also not merely a matter of coming up with good ideas – something in which the NHS has a sterling track record – but identifying ideas quickly and accelerating their spread.

This award will recognise NHS primary care teams and organisations that have embraced innovation. The judges will be looking for evidence-based innovations based on existing best practice – we are not seeking examples of reinvention of the wheel. Instead, we want to see projects in which best practice has been implemented and built upon, leading to better primary care. We are particularly keen to hear about innovations which have had a cross-organisation and cross-sector impact. All entries should contain clear evidence on the benefits of the innovation.

Entry criteria

The judges will be looking for:

• Innovations which address a clearly defined problem.
• Proof that there was an inclusive, multidisciplinary approach to identifying the problem and developing the innovation. This should include explanation of how patients and other stakeholders were involved.
• An explanation of how the organisation identified and built on existing good practice.
• Clear evidence that the innovation has been implemented effectively.
• Evidence of the impact of the innovation on patient outcomes, value for money or ideally both. This evidence can be qualitative, quantitative or a combination of the two.
• Innovations which are demonstrably scalable, and which have wide applicability.
• Innovations which improve ease and equity of access to services.
Provider Trust of the Year

NHS trusts are undergoing rapid change – a statement that applies as much to teaching hospitals as it does to district general hospitals, community trusts or mental health trusts. The need for vertical integration has been frequently emphasised, not least by the Five Year Forward View and its new care models.

This award is about recognising those provider organisations that are already providing excellent, patient-centric care built on strong engagement between clinicians. It is about recognising those organisations with a culture of continuous improvement. We are particularly seeking organisations with an eye to the future, and a clear understanding how the organisation will need to adapt – including by joining with local partners to form a health economy centred on a geographic rather than organisational approach. All entries should contain clear evidence of the success of the NHS trust’s approach.

Entry criteria

The judges will be looking for:

- Excellent engagement between managers and clinicians, with demonstrable unity of purpose, and collaboration to drive service improvement.
- Use of management and clinical information to drive improvement.
- Evidence that best practice is reliably identified, implemented and built upon.
- A culture which encourages openness, transparency and candour.
- Real involvement of patients and the wider local community in shaping services.
- Understanding of health inequality issues in the catchment population.
- A culture in which staff feel valued and respected.
- Strong financial management which supports the organisation’s strategic goals.
- Partnership working with other organisations, both in the NHS and outside it.
- Long term strategic planning.
- Evidence of the strength of the organisation’s approach, whether qualitative or quantitative.
Rising Star

Speaking to HSJ at the beginning of 2015, Simon Stevens predicted that 2015/16 would be “a year when across the health service we see in many places a new cadre of leaders step up… I think this is going to be year of generational shift, and passing of the batons to a new group of leaders.”

This award recognises those who have fulfilled this prediction. We are looking to celebrate the NHS’s exceptional younger leaders; those who are making change happen today while simultaneously preparing for tomorrow. We seek the chief executives of the future – the ones who will ultimately be charged with delivering an integrated, efficient, sustainable NHS.

Entry criteria

Our judges will be looking for:
- Innovative work which has delivered real change, backed by evidence.
- Excellent networking at all levels, with colleagues and patients alike.
- Mentorship of other young leaders.
- A dedication to compassionate, evidence-based care.
- Evidence the individual is committed to identifying and building on best practice rather than reinventing the wheel.
- A demonstrable commitment to sharing knowledge widely.
- A true desire to find better ways of doing things.
Specialist Service Redesign

Specialised services are in a period of flux, amid concerns about growing spending and stalled plans to transfer some specialist commissioning from NHS England to CCGs. The importance of these services in caring for patients with very specific needs is undeniable and undiminished, however. They are often literally lifesaving.

This award will celebrate NHS specialist teams and organisations that have redesigned how they deliver care, addressing the pressures currently facing the specialist sector and improving outcomes at the same time.

Judges will be particularly interested in redesigns which have increased equity of access to specialist provision. This could be through the use of innovative methods of care delivery, including ‘hub and spoke’ arrangements.

The judges will be looking for:

• Evidence the redesign builds on existing best practice rather than reinventing the wheel
• A demonstrable increase in ease of access to specialist services as a result of the redesign
• A clear focus on the needs and preferences of users of specialist services
• A focus on moving care closer to home
• A focus on increasing patients’ knowledge of their own conditions, and bolstering their ability to self-care
• Evidence all relevant stakeholders – including patients – were involved in the redesign
• Clear evidence the redesign has improved outcomes for patients. This evidence can be qualitative, quantitative, or both.
• Evidence the redesign has led to better value for money.
Staff Engagement

How many times have we heard the mantra that “our staff are our biggest asset”? And how many times has this produced an upward roll of the eyes from staff who feel anything but valued? The evidence from more than two decades of study is that a workforce that feels valued and has an element of control over its future is healthier and more productive. NHS staff who are motivated to perform well, feel able to suggest and implement ideas for improvement, and feel supported by their workplace culture deliver higher quality services. High levels of staff engagement result in improved levels of patient satisfaction, so staff wellbeing is essential to patient wellbeing. The Francis review of whistleblowing illustrated the importance of an open culture – and that the NHS is often struggling to deliver it.

This award is about recognising organisations that have turned the theory of engaging with staff into reality. It will recognise organisations that are able to demonstrate that staff engagement is at the heart of their culture - where they are at the heart of decision making processes, feel valued, and understand the values of the organisation. Judges will be looking for organisations where staff can express concerns and receive an effective response and where there is partnership with trade unions.

Entry criteria

The judges will be looking for:

- An environment where staff are at the heart of decision making processes, feel valued, and understand the values of the organisation.
- Dedication to an open culture, in which staff feel comfortable raising concerns and confident that they will receive an effective response.
- Engagement and partnership working with trade unions.
- A sustainable engagement programme with measurable outcomes that are reviewed regularly.
- Implementation of the NHS Constitution and a clear local vision for engagement.
- Clear evidence staff engagement has led to better outcomes (for example: financial performance, care quality).
- Examples of improvements/changes made as a result of staff engagement.
- Proof that best practice is being reliably identified and built upon, and the risk of reinventing the wheel avoided.
- Strong or improved staff survey results.
Using Technology to Improve Efficiency

Technology has the clear potential to improve patient care – through enabling remote monitoring, for example, or ensuring that all clinicians have the same information about a patient. But it also has the benefit of improving productivity and efficiency, as Personalised Health and Care 2020 makes clear.

A community healthcare worker who can complete forms on an iPad rather than paper is likely to be more efficient, the doctor who can use speech recognition software to write letters more productive, and the nurse who only sees patients once monitoring shows a visit is necessary able to use resources in the most effective way.

This award, which is open to suppliers to the NHS as well as to healthcare organisations in both the public and private sector, will recognise the ways technology is helping to make the delivery of healthcare more efficient.

Specific entry criteria

The judges will be looking for:

- Evidence of efficiencies achieved through the implementation of information technology, including financial savings and service improvements. This should be demonstrated by quantitative data.
- A clear explanation of the methods used to implement the technology solution, and the investments involved.
- Evidence of staff engagement in the design and implementation of new technology.
- Thorough analysis of the opportunities presented by information technology and evaluation of which opportunities will achieve the greatest benefit for the service in question.
- A patient-centred approach, in which greater efficiencies are beneficial for patients as well as staff.
- The use of new forms of information technology, or the adaptation of existing forms for use in new ways or in new sectors.
- A comprehensive training strategy to ensure that everyone using the technology is able to achieve optimum efficiency and effectiveness.
- Evidence existing best practice has been identified and built upon.
Workforce

As HSJ’s investigation into the use of temporary non-clinical staff has indicated, there is a huge workforce challenge in the NHS. The changing nature of healthcare – where it is delivered, what is delivered, how its effectiveness is measured – will require new skills and competencies in the workforce. Effective NHS workforce development supports service delivery and ensures staff are fit for purpose, with the right skills mix. Evidence shows it is critical in driving up quality, while seeking to reduce costs. It involves growing the workforce via progression routes and career pathways and so retaining quality staff. The result is a more stable substantive workforce with reduced reliance on temporary staff, overtime and outsourcing. This in turn results in improved continuity and better patient care.

This award is about recognising innovation in workforce development. Judges will be looking for new strategic approaches to workforce planning to improve quality and productivity. They will want to see organisations rethinking roles, breaking down the traditional barriers to create an adaptable workforce that delivers quality and efficiency. They want to see initiatives that develop not just the existing workforce and its talents but look for new ways to bring people into the NHS, getting good people into hard-to-fill entry-level posts.

Entry criteria

The judges will be looking for:

- Development of new strategic approaches to workforce planning to improve quality and productivity.
- A rethinking of roles, demonstrating adaptability and innovation, to improve quality and efficiency.
- The use of apprenticeship programmes to improve quality and productivity.
- Innovative ways of growing and developing an organisation’s talent.
- Effective systems for getting good people into hard-to-fill entry level posts.
- Evidence changes in workforce approach have led to quantifiable benefits – particularly reductions in absence rates, turnover, and agency use.
Top tips for successful entries

- **Preparation is key.** Read the criteria carefully and allow yourself plenty of time to develop a well thought-out entry. Don’t get caught out by the deadline. The final deadline is 3 June 2016.

- **Remember you can enter more than one category** – doing so will increase your chances of winning! But ensure that you address the criteria with each entry – the categories have individual requirements.

- **Clearly set out the benefits of your entry** – don’t just write a ‘stream of consciousness’.

- **Make the judges’ job easier** – write in clear, plain English, avoid jargon and explain uncommon abbreviations.

- **Use attachments wisely.** You may attach documents to support your entry but they should be limited to useful information that will help the judges to understand the impact of your work. However the essential elements of the entry must be kept within the entry form fields – we won’t be able to accept entries on an attached PDF.

- **Ensure you back up your claims with evidence.** Judges are looking for entries that have good data. For example five measurable results of your actions that support your entry, key actions that were taken to achieve your result and feedback from those affected by your project. And if a project resulted in cost improvement for example, tell the judges what this relates to – compared to the previous period or expected spend, to other organisations, to the relevant standard etc.

- **Ask someone else, such as a colleague, to look through your entry before you submit.**
  It can be helpful to ask someone who was not directly involved in the work you are entering – because, like the judges, they will not have intimate knowledge of the entry, so they may be able to suggest ways to clarify the details.

- **Before you submit, double-check that you have fulfilled all the elements of the brief** and provided all the evidence that the judges need.
  If you get stuck then email ryan.saunders@emap.com

**Winning the HSJ Award will give our team a boost within the hospital and London and will give us an increased profile in the UK and internationally.**

*University College London Hospitals Foundation Trust*  
*Acute Sector Innovation 2015 winner*

For more information on entering or help completing your entry, contact Ryan Saunders on 020 3033 2606 or email Ryan.Saunders@EMAP.com
The hard work that the whole team put in to improve our performance was phenomenal. It’s recognition for the staff, its reputation for the patients and it proves to the country as a whole that the NHS is world class.

The Dudley Group Foundation Trust
Acute, Community and/or Primary Care Services Redesign 2015 winner

5 REASONS FOR ENTERING

- Showcase your project in front of healthcare’s most influential audience to gain support and build momentum for your projects
- Benchmark your achievements against the entire UK health sector to drive the improvement of patient care across the NHS
- Position your trust as the frontrunner in innovation and earn recognition from your peers
- Put the spotlight on your team’s achievements and boost team morale
- Help HSJ spread best practice and celebrate excellence in the NHS

ENTERING IS FREE AND EASY

1. Register your details at AWARDS.HSJ.CO.UK
2. Select the category (ies) you wish to enter
3. Submit your completed entry online by 3 June

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