

TOP 100

PLACES TO WORK



HEALTH SERVICE JOURNAL
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Congratulations to the 100 best organisations to work for in healthcare



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Tough but good times for staff engagement

Welcome to the second annual Healthcare 100 supplement, recognising the top employers in healthcare. This year was bigger than last year, with 39 per cent more organisations completing the process and more staff giving feedback on their working life – in total, more than 35,000.

The heart of the process was the same: confidential employee questionnaires sent to representative samples of participating organisations; possible inclusion in the top 100 for those with a high enough response rate; and acknowledgement of organisations' human resources policies and practice through an employer survey (accounting for 15 per cent of the overall score).

We have also made improvements this year: increasing employee survey questions from 56 to 65; opening the programme to strategic health authorities and commissioner only primary care trusts; and more control layers in place to even out the differences impacting on employee engagement, including age, gender, length of service and patient contact to organisation size and type, whether NHS or independent.

These are important enhancements. The Healthcare 100 is not subjective; it is a robust, statistical process that brings to light how staff feel about their employers. For those ordering feedback and benchmarking data, we hope it proves useful.

Of course, these are challenging times for staff engagement. Immense financial pressure on healthcare organisations resulting in staff cuts, recruitment freezes and

more pressured working environments will continue. Strategic health authorities and primary care trusts will also see dramatic organisational change and uncertainty. But these should be good times for staff engagement: employers that involve their staff fully in change and harness their commitment and enthusiasm will be better able to weather the storm and maintain and improve patient care. The organisations recognised in the Healthcare 100 provide a ready made repository of best practice from which all can learn.

Finally, a few thanks: to NHS Employers for its continued support to our category sponsors; to our research partner Ipsos MORI, and to the Department of Health, which built on its support to use this year's programme to recognise and promote the beneficial impact of the staff commitments and values in the NHS Constitution. Our biggest thanks go to all the organisations and staff who took part.

ALASTAIR MCLELLAN is group director and editor of *Health Service Journal* and *Nursing Times*



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Validation panel

Clare Chapman, director general of workforce, Department of Health; Gill Bellord, acting director, NHS Employers; Giselle Lockett, head of strategic human resources and organisation, NHS Institute for Innovation and Improvement

Category sponsors

Airwave; Allocate; NHS Institute for Innovation and Improvement; Nursing and Midwifery Council; Zenon Consulting

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Award winners are showing us the way forward

The NHS Constitution makes an explicit link between high quality care, empowered staff and good employment practices. The best performing organisations have staff who are engaged with their employer and who are motivated to put patients first. That is why the Department of Health is a sponsor for the Healthcare 100 competition and a champion for the new category of awards to support the commitments in the NHS Constitution.

These awards recognise the top healthcare employers, whose staff are confident and proud of the services they provide and in their



“As we will all be under pressure to improve quality and efficiency, these awards point to the standards being set”

ability to keep improving them.

The employers listed here, therefore, have the satisfaction of knowing that winning one of these awards means they have staff who are proud advocates of what their organisations are achieving in the UK health sector. This is a fantastic testimony for any organisation, and provides important information to patients as they choose their services, and to staff as they choose where they want to work.

So, as we enter a particularly challenging period for the public sector, when resources will be tighter than they have been for many years and we will all be

under pressure to improve quality and efficiency, these awards point to the standards being set by winning organisations. Their message is clear: one of the rising expectations of patients is to follow the example of the award winners, so staff are engaged and empowered to be the best they can, in the interests of the communities they serve.

CLARE CHAPMAN is director general, workforce at the Department of Health



Staff engagement is vital if savings are to be made

There is a clear business case for improving staff engagement in NHS organisations. Trusts with high scores on staff engagement, measured by the NHS Staff Survey, tend to have better quality outcomes, overall good performance on other human resource practices and better results in the patient survey. Staff engagement is not a panacea but can be a critical ingredient in delivering high quality outcomes.

The NHS has a highly committed and engaged workforce but different organisations vary and there is always room for improvement. Over the next few years we face the unprecedented challenge of making major productivity improvements to release up to £20bn in efficiency savings. Research evidence shows an engaged workforce is essential in delivering sustainable savings.

Our work with NHS trusts has shown that successful staff engagement approaches must include senior leadership commitment. Top leaders set the tone for the organisation and can support staff engagement in their own ways of working and communications. In some cases, especially in periods of change

and when tough decisions must be made, direct face to face communication with large groups of staff can be key in creating a cycle of trust and openness.

First line supervisors and middle managers also need to be engaged and supported to engage their staff. Research shows that, on a hospital ward, more engaging leadership styles have a major impact on nurse effectiveness and engagement is crucial to effective team working.

Staff engagement needs to be embedded into day to day working rather than a separate initiative. It needs to be applied when deciding how organisations come up with ideas to make savings and improve services. There are many different models and techniques for this, from quality circles to staff suggestion schemes.

Involvement is key to engagement and the NHS needs to find ways to involve staff in decisions about their working lives. It needs to complement any formal partnership working arrangements with staff side bodies.

Communication is another key aspect of engagement; a range of methods can be used to improve

it, especially between senior leaders and others. Face to face communication has a crucial part to play through models including “listening in action” and “big conversations” and can be complemented with technology such as social networking sites and bulletin boards. It is critical that communication is two way and managers are seen to act on issues that are raised. Even if negative, it is better to respond than to say nothing.

Further advice and case studies from NHS organisations that have successfully engaged their staff can be found on the NHS Employers website at www.nhsemployers.org

STEVEN WEEKS is policy manager at NHS Employers



TOP TIPS

- 1 Make a case for staff engagement on the grounds of impact on patient care and organisational performance rather than human resources practice
- 2 Show commitment from the top with a symbolic action, for example an unannounced walk around or a special meeting with staff
- 3 Make staff engagement a critical catalyst for progress on productivity and quality, not a separate initiative
- 4 Support first level line supervisors to create an engaging style of leadership
- 5 Seek to involve staff in the critical challenges that are facing your organisation and finds ways of tapping into their ideas
- 6 Use information from the staff survey to identify the scope of the staff engagement challenge in your organisation and benchmark your performance and progress
- 7 Review and improve communication methods and, in particular, be seen to respond to staff concerns even if they cannot always be acted on

The price of staff engagement

*The cost of incorporating staff engagement practices doesn't have to be high, and the results can prove invaluable, says **Alison Moore***

There was a time when engaging staff in important decisions that affected their lives was seen as a nice, if slightly worthy, thing to do with few real effects on an organisation. It was also something that could be dropped when times got hard and tough decisions needed to be made.

But a growing body of evidence suggests good staff engagement can be a way of harnessing the "discretionary effort" of staff and improving productivity – which has added importance in times of recession and dramatic change. Both private and NHS healthcare organisations are turning to employee engagement as a "must have" rather than a "nice to have".

A major review of evidence on employee engagement across all sectors commissioned by the last government found that "engagement... can be key to unlocking productivity". The MacLeod report (*Engaging for Success: Enhancing Performance through Employer Engagement*) also warned that staff are very good at seeing through a mechanistic approach adopted by employers.

The outgoing government wanted to use the report to encourage all employers to develop employee engagement, but it may particularly resonate with sectors such as healthcare where the relationship between staff member and customer is vital. The Department of Health has been encouraging NHS organisations to put engagement at the heart of what they do, setting up a staff engagement policy group with representa-



Healthcare professionals know what needs to be done and it does not make any sense not to ask them

tives from across the NHS and including questions on engagement in the NHS staff survey.

Gill Bellord, acting director of NHS Employers, says: "The NHS has really made progress in improving employee engagement but there is still a lot to do.

"We know that job satisfaction is improving and, from the staff survey, staff say they are involved in decisions which affect their work. Improving engagement does not have to cost money and it can save you money."

Early evidence shows strong links between high engagement scores in the staff survey and:

- High patient satisfaction as measured by the acute inpatient survey;
- Good health and wellbeing of staff;
- High staff satisfaction;

- High rating in the annual healthcheck; and

- Lower levels of staff sickness, which could offer cost savings for NHS organisations.

But what does this mean for NHS organisations? There is a very real link between how staff feel about their jobs and the way and extent of engagement, and patients' experiences. Research by Aston Business School looked at the 2007 staff and patient surveys in the NHS acute sector. It found a number of correlations:

- The more staff with health and safety training, the better were patient perceptions of greater staff conscientiousness and availability.
- Where staff have clear, planned goals, patients are more likely to report positive experiences of communication.

● Where employees are considering leaving, it is more likely there are poor levels of communication with patients.

● Patient perceptions of staffing levels and the respect and dignity patients are accorded correlated with employees' feelings around work pressure and staffing levels.

● Prevalence of discrimination against staff is related to several areas of patient experience, particularly their perceptions of nursing staff.

● High levels of bullying, harassment and abuse against staff by outsiders relate to many negative patient experiences.

Employee engagement is rising up the agenda throughout healthcare – from discussion of a “John Lewis” model to concern why organisations fail to deliver quality care. But, Ms Bellord says, it is not clear whether any particular model of organisation is more likely to engage staff better than others.

There are some very high scoring foundation trusts in our Healthcare 100. There are also some non foundation trusts as well as primary care trusts and healthcare organisations outside the NHS that do a great job in engaging staff and are reaping the benefits. Mental health trusts often seem to do well, points out Ms Bellord. She sees the “employee ownership” (or “John Lewis”) model as having potential but cautions that the results need to be looked at. The health service has only a few social enterprise

organisations, many of which are quite new.

“Theoretically, it would seem that a good engagement in the governance and running of the organisation would promote staff engagement,” she says. But it is not clear whether there is any one way of involving staff that is a “magic bullet,” delivering a sense of staff engagement.

Ms Bellord suggests the key elements are talking and listening to staff, but there is evidence that getting staff involved in making changes to their immediate working environment or working practices in ways that impact on patient care can be effective. It improves patient care, immediately and has a sustained effect of making staff feel more involved, perhaps because they are reminded of the changes every day. This, says Ms Bellord, can be something as prosaic as a change in the layout of a ward, but its impact is reinforced every day.

She also points out that many people who leave an organisation don't do so because they are unhappy with the organisation as a whole; it is often related to personal relationships with those around them, especially their immediate manager, or situations with which they feel uncomfortable. This is backed up by the comments in our employee questionnaire – when people had a moan, it was often about how they were managed and whether they were listened to by their manager. If staff are not involved in the decisions

WHAT STAFF WANT

The NHS commissioned an extensive study of staff feelings in 2008 – What Matters to Staff in the NHS. This was carried out by Ipsos MORI and drew on in depth interviews with staff and more than 9,000 questionnaires. It identified 10 factors that staff see as important, all of which link in one way or other to improved patient and public satisfaction and an enhanced reputation of the organisation. These were grouped into four themes:

The resources to deliver quality care to patients

- I've got the knowledge, skills and equipment to do the job
- I feel fairly treated with pay, benefits and staff facilities

The support I need to do a good job

- I feel trusted, listened to and valued at work
- My manager (or supervisor) supports me when I need it
- Senior managers are involved with our work

A worthwhile job with the chance to develop

- I've got a worthwhile job that makes a difference to patients
- I help provide high quality patient care
- I have the opportunity to develop my potential
- I understand my role and where it fits in

The opportunity to improve the way we work

- I am able to improve the way we work in my team

about their everyday working life, are they really likely to feel engaged by their organisation?

Ms Bellord points out: “Healthcare professionals know what needs to be done and it does not make any sense not to ask them.”

So how well are healthcare organisations doing on employee engagement? The answer has to be “it varies”. There are great examples of engagement dating back some years – Ms Bellord points to the Blackpool, Fylde and Wyre Hospitals Foundation Trust which handled large scale redundancies through staff engagement some years back, an example of how engagement can help in bad times as well as good. NHS London has also commissioned work looking at the extent of engagement across its health economy and what could be done to improve this. It highlighted the role of line managers, providing opportunities for bottom up service improvement and the need for good communication, especially around strategic vision.

Our analysis of how employers were doing on the fourth commitment in the NHS constitution (a commitment to engage with staff and enable them to

make suggestions that would improve services) found organisations ranging all the way through a scale of 1–100. Not surprisingly, the best scores were found with organisations places towards the top of our Healthcare 100. But good scores were not limited to NHS trusts and PCTs, which are bound by the NHS Constitution; some non NHS organisations also scored very highly, suggesting that they see value in promoting employee engagement.

The comments received from employees in our extensive survey also suggest that good and bad engagement exist across the spectrum of organisations. Of course, it is probably easier for employees in a small organisation to feel closer to the decision making process but many big organisations had done well. And change can be made quite quickly, suggests Ms Bellord, with organisations that are really determined to move forward able to do so within a year.

“Staff engagement is an ongoing model. It is something you keep working at, you keep refining, if something does not work you go back and in the end it makes a difference to your organisation,” she says.

Key to sizes (on whole-time equivalent basis)

* under 100 ** 100-150 *** 500-1,000 **** 1,000-3,000 ***** 3,000+

TOP NHS

1

South Essex Partnership University Foundation Trust

Type: *mental health and learning disabilities*

Size: ****

Location: *south Essex*

It's hard to know where to start with this trust: it has won a string of accolades for its performance and the way it treats its staff; it's the only mental health trust to have been rated "excellent" in quality of services and use of resources from the Care Quality Commission three years running; its chief executive was named NHS leader of the year in 2009; and it has the highest spend on training and development of any trust. Add to that, Investors in People status, recognition from Stonewall, and Mindful Employer status and it adds up to a great place to work. That is echoed by the comments from staff in our survey: there are many expressions of pride about working at South Essex and one employee goes as far as to describe it as "inspirational".

What staff like about it is the feeling that they are providing great quality care to their service users, while at the same time having a good experience as an employee. The training and development opportunities are frequently mentioned, as is the approach to work/life balance.

The trust says it supports staff through any crisis and makes adjustments to enable them to continue working there. An example of its leading edge



The trust says it supports staff through any crisis and makes adjustments to enable them to continue working there

approach is resilience training, aimed at helping staff to deal with some of the distressing elements of working in mental health such as suicides or other patient outcomes.

There are also lots of positive comments about managers, both immediate line managers and the senior staff, right up to chief executive Dr Patrick Geoghegan, who is described as being "contactable on a one to one basis and is approachable". Another employee says: "I have confidence in our chief executive; also I have the best manager anyone could ever have!"

Promotion is often from within and the organisation has several directors from a healthcare professional background – its chief executive trained as a nurse. It's



Remarkably few people produced criticisms about South Essex... staff do seem generally happy and content

also possible to progress through the ranks without qualifications – training to assistant practitioner level and beyond is on offer for people coming in with few or no qualifications.

The trust's success has been recognised; it has recently taken over another trust and in April started to provide services to people in based in Luton and Bedfordshire. The acquisition might seem a risky move – key executives could be distracted by the new challenges and staff satisfaction could drop – but South Essex Partnership University Foundation Trust seems to have come through it with only positives. Good communication and engagement seem to be factors in this, as they are in so many elements of the trust's success.

And one last point. In the employee questionnaire we also ask an open ended question, designed to draw out people's real feelings about where they work, including those that may be negative. Inevitably some staff use this to have a moan about their employer, their boss and their pay, but it's fair to say that there were remarkably few people who produced criticisms about South Essex in response to this. On the whole, staff do seem genuinely happy and content.

1 Briar Court – Castlebeck

*Type: nursing care Size: * Location: Hartlepool*

Our highest rated non NHS organisation this year is a small unit that caters for people with learning disabilities and challenging behaviour who are being helped along the path to more independent living.

As well as the main accommodation unit, Castlebeck's Briar Court also runs an annexe, allowing clients to live increasingly independently and as part of the community as their rehabilitation progresses. The role staff play in this is key to their job satisfaction, judging by their comments. One says: "I'm given the opportunity to put into place nursing interventions which rehabilitate and enable the residents to further their independence." Some residents have been able to take up college places and do NVQs.

Castlebeck is a relatively small organisation that specialises in providing care and rehabilitation to people with mental health or learning disabilities who challenge existing services. In some cases, clients will be on the autistic spectrum or have other complex needs. Its ethos is to provide person centred care with the opportunity to progress towards more community based living, where appropriate.

To provide that level of care needs a dedicated workforce; Castlebeck has recognised the need to be a good employer with five other units also rated among our top 100. Its sites tend to be quite small, usually employ less than 100 people, and are spread around the UK, which may present challenges of its own.

How does it achieve such a high rating from staff? Castlebeck has a staff charter that emphasises its commitment to being an excellent place to work, developing staff and making them feel valued as part of a team with respect for their contribution. Many organisa-

"I'm given the opportunity to put into place nursing interventions which rehabilitate and enable the resident to further their independence"



There are also opportunities to progress within the organisation, with one employee commenting that it is possible to make your way up the career ladder from support staff to hospital manager. Sue Browell, human resources director for Castlebeck, says three regional directors started as nurses and the chief executive officer was also an internal promotion.

The company started in the North East and has a strong work ethic. Support workers can access a programme to train as nurses, all new staff are trained to provide care to those with learning disabilities and the company has a leadership development programme that is accredited by the Institute of Learning and Development. Staff are offered internal support after challenging episodes with clients, and the company also retains an external employee assistance company, which can offer counselling.

There's also praise for relationships with managers: "regular contact from the CEO, managing director and senior staff" is highlighted by one employee while another talks of the "positive relationship with my management team". Managers are seen as approachable and willing to discuss problems, whether they are work related or more personal.

Working within a multidisciplinary team is also valued by staff, and the level of team commitment leads to below average sickness rates. Castlebeck is keen to keep the staff in whom it has invested, offering flexible working opportunities. "If someone says they just can't work the hours and will have to leave, we look at different working patterns," says Ms Browell.

The company was highly commended in last year's national Jobs4mums awards.

tions may have similar credos, but Castlebeck's seems to deliver and to mean something to staff. One says that there is a "feeling of self worth with the company".

Exemplary training and development is part of the answer: staff at Briar Court often mention the opportunities for extra training they have been given, both internally and externally.

2 NHS South of Tyne and Wear PCTs provider services

Type: PCT provider arm **Size:** *** **Location:** Tyne and Wear

It's been a tough year for many provider sides of primary care trusts with great uncertainty about their future. But this organisation has come through this period with flying colours and the support and even admiration of its staff.

They praise the "emphasis on leadership at all levels" and the regular feedback and training opportunities they are offered. "The organisation is dedicated to staff development and new/innovative ideas," says one, while another says "I have been given the tools and support to truly measure and improve the service I manage".

The organisation has evolved from three PCTs that shared an integrated management team; it



is well advanced in taking services out of hospital and offering care at home, creating challenging but satisfying jobs for staff.

Leadership is also seen as important; the organisation supports it at every level, saying: "Despite continuous organisational change, reshaping plus a range of policy changes staff are 'can do' and strive to achieve the best quality patient experience. This has been done through staff involvement in all changes, development at every level [and] supporting staff to see and lead the range of changes to meet the local and individual patient level experience... the staff are just the best."

It has also gone to great lengths to keep staff with long term illnesses or requiring drawn out medical treatment at work, making adjustments to ease their return to the workplace.

3 NHS Tees

Type: commissioner only PCT
Size: ** **Location:** Teesside

This is the top performing commissioner only PCT in our Healthcare 100 – and it puts its money where its mouth is by investing around £1,000 per employee per year in personal and professional development.

NHS Tees is the umbrella organisation covering four PCTs (Middlesbrough, Redcar and Cleveland, Stockton on Tees and Hartlepool), which all share a chief executive.

Organisational development manager Barbara Broadbent says: "The investment in our staff is investment to save. Our goal is to keep people here from induction through to retirement." It has recently set up a programme for emerging leaders and tries to spot "talent" from within to ensure everyone is developed to their full poten-

tial. As well as developing emerging leaders, it has helped staff in bands 1-4 enhance their qualifications through NVQs.

"We are a relatively small organisation [so] we can make our working relationship and communications with staff much more personal, engendering a focus on valuing staff," it says. "Through this approach we more readily encourage and motivate staff to get actively involved in decision making and idea generating around potential improvements to services we commission. We also find that things happen quicker in our small organisation."

Staff certainly value its small friendly nature; one employee says letters from the chief executive are addressed to people by name not "dear colleague".



And there is a feeling that they are engaged and can affect what the organisation does. "I have the opportunity to influence the vision, values and strategic direction of the organisation," says one while another says they feel "empowered to have and take forward ideas." There's a recognition that the changes of the last few years have been difficult but that it "wants to develop into a great commissioner" and has an "open, fair culture". There's also a lot of praise for managers and teams.

4

Oxleas Foundation Trust

Type: mental health and learning disability

Size: ****

Location: south London

Staff engagement and development are at the heart of this trust's strategy to improve its services, delivered from 70 sites across the south of London.

It has invested in e-learning, moved contracts between various higher education institutes to ensure the best possible quality, and sees staff training and development as crucial in recruitment and retention.

Many staff praise the specialist and generic training, and the teamwork and communication from managers. "I feel proud to work for an organisation with such clear and positive values – where the patient is at the heart of decision making," says one.

Staff engagement is also a priority. "We have spent a lot of time developing really good working relationships with our trade union colleagues," says Simon Hart, human resources director. Focus groups have teased out staff concerns, and the trust is developing a staff engagement plan, praised by the National Social Partnership Forum as an example of best practice. The trust makes its quality of services a selling point. Mr Hart sees staff ability to listen, talk and react with patients as crucial to that.

Rated best mental health services provider in 2009 by the Royal College of Psychiatrists, it is consistently rated as excellent or good by the Care Quality Commission. In the 2008 NHS staff survey it was rated best or second best of all mental health and learning disability trusts in 15 categories.

2 Serco Health – Yarls Wood division

*Type: primary care Size: * Location: Bedford*

Staff working at this immigration removal centre have patients who could be moved at short notice and who often have enormous health needs. But they derive enormous satisfaction from providing the best possible care to them during their stay – however long or short that turns out to be. “Everyone works to the ethos of providing the best possible care for them while they are in detention,” explains Michelle George, healthcare contract manager. “There is also a lot of health promotion which goes on.”



Staff acknowledge that it can sometimes be a difficult environment to work within but say they get excellent support from managers: “If we are short staffed, management are willing to help out on the floor as necessary,” says one.

The company also offers good training and development prospects, with success being rewarded with recognition both locally and globally. In addition, there are flexible working opportunities, which are valued by staff who include nurses, GPs and health visitors.

3 Independent Community Care Management

*Type: home care Size: ** Location: nationwide*

Caring for people with long-term complex needs or who need palliative care in their own homes is often a challenging and isolating job. ICCM keeps staff motivated and feeling in touch with the wider organisation, and gives many the satisfaction of seeing clients improve.

Staff will work either alone or with another carer, but with time for handover at the end of their shift. They have regular contact with a manager, monthly team meetings and know who to call if there is a problem. The organisation also tries to pay well, says business manager Lucy Dean, as it knows these are not easy jobs, but it’s not all about money. “You can see the difference you have made. That is a motivating force for many of our very good carers.”

It’s a job where the relationship with the client and their family is very important. “Our clients are involved in the interview process,” says Ms Dean. “We try to recruit people with their own life experience outside

work. We have one client who is mad on horses and the carer we have for her has her own horse.”

But it can be draining and emotionally involving to work with the same client indefinitely – and upsetting if their condition is terminal and they die. Carers often remain in touch with old clients but ICCM tries to move them to a different client after a period of time.

It says: “Working in the health-care industry can sometimes be a thankless job so [we] endeavour to recognise good performance through good performance certificates and team of the month awards – which pay for the team and their service users to go and celebrate!”



4 Mary Stevens Hospice

*Type: palliative care Size: * Location: Dudley*

Anyone who thinks a hospice is a sad place to work should spend time at Mary Stevens, where a philosophy of holistic care is applied to both staff and patients. Director of nursing and patient care, Jackie Kelly, says it is a supportive culture where it is recognised that staff will have much to cope with. “We have deeply sad events but the actual organisation is not a sad organisation,” she says. Staff love coming to work at this hospice, saying they are supported by managers, it is well staffed and teamwork is excellent. “All the workers are encouraged towards self development and best practice,” says one.

Ms Kelly thinks being a small organisation helps as staff are closer to managers but are shielded from many of the problems the hospice faces, such as finance. “Staff are given the resources that they need in order to practice as they are trained to,” she says.

“Staff are known by managers as the unique people they are

and [are] helped to achieve a positive work/life balance,” says the hospice. “Clinical supervision, occupational health, complementary therapies and counselling are provided free to the team to help with wellbeing. Staff contribute to service development plans and are consulted

Therapies and counselling are provided free to the team to help with wellbeing

about every operational/strategic change. The hospice has an exceptional team and retains its excellent team membership because of its approach to personnel management and support.” One employee adds: “It’s the extra things that make the hospice a really special place to work such as having a massage to relieve any tension or reflexology therapy at the end of a shift.”



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5 Haydon Mayer Care Home

Type: mixed residential and nursing home

*Size: * Location: Herne Bay*

This small care home showed it can compete with the big boys, winning accolades from staff for the satisfaction they get from their working lives. "Management encourage me when I interact with the clients, even though I work on house-keeping," says one employee.

There's considerable stress on not only providing a good quality of care to residents but also on ensuring they live full a life as possible with social events, themed days and trips out. Each month one aspect of care is reviewed to ensure constant improvement. The home has also



created an infection control team, which not only has updated policies and training procedures, but also measures the outcomes from this.

Providing this sort of quality of life for residents obviously motivates and satisfies staff. As a small home, Haydon Mayer can't offer the range of facilities that larger employers can, but this doesn't seem to matter. Employees praise the "open door" approach and happy atmosphere. The home also offers good flexible working opportunities and has low, and falling, turnover and sickness rates.

6 McIndoe Surgical Centre – BMI Healthcare

*Type: private hospital Size: ** Location: East Grinstead*



Small is certainly beautiful at this 27-bedded hospital specialising in cosmetic, plastic and reconstructive surgery. It is named after the pioneer of plastic surgery, Sir Archibald McIndoe, who practised at the Queen Victoria Hospital – a site the surgical centre shares. Staff get external and internal training, and there is an emphasis on developing them. Staff say the organisation is "supportive in

Approachable senior managers allow staff to get on with their jobs and don't interfere in everyday decisions

times of personal crisis" and allows them to work flexibly, combining work and home lives. The working environment is good and there are "no barriers" with approachable senior managers who allow staff to get on with their jobs and don't interfere in everyday decisions. One employee values "the ability to get decisions made quickly rather than going through endless committees."

7 Arden Vale – Castlebeck

*Type: private hospital Size: **

Location: Meriden

This centre deals with people with learning disabilities and challenging behaviour with or without mental illness, helping them to live as independently as possible. It also cares for staff, urging them to express themselves and pursue personal goals.

The chance for career development is appreciated by staff members, one of whom says "the company recognises potential in existing staff and encourages them to develop." All staff can apply for a management training course.

The organisation is also made up of "team players" say staff and one describes it as a "joy to work for" as it is passionate about the standards of care. As so often, job satisfaction is important: many staff say being able to offer quality care to service users and seeing them progress towards independence is important for them.

5

The Walton Centre Foundation Trust

*Type: specialist Size: *** Location: Liverpool*

This specialist trust has “translated” the NHS Constitution into a document designed for its own constituency. The “Walton Way” was drawn up with input from staff and patients and provides a value based approach to the organisation’s work.

The trust has put considerable emphasis on partnership working with staff and has involved staff representatives in a number of initiatives across the trust, from discussions about the challenges it will face over the next few years to jointly handling our employee survey! Human resources director Amanda Oates says it is important for the organisation “to walk the walk” on employee engagement and involvement, rather than just “talking the talk”. This is beginning to pay off with the highest response rate in three years for



“There’s an awful lot we want to do, but we want to do it through and with our staff”

the national staff survey. Ms Oates also has an open door policy so staff can come in for a conversation – or just a moan.

The trust has just launched “dignity champions” and has increased its emphasis on this

element of care. But it won’t stop there: “There’s an awful lot we want to do,” says Ms Oates. “But we want to do it through and with our staff. It is lovely to walk the corridors here but we are not complacent about it.”

6

Blackpool Fylde and Wyre Hospitals Foundation Trust

*Type: acute Size: ***** Location: Lancashire*

A strong focus on “deep” employee engagement across the organisation makes this trust stand out from the crowd. Staff know its visions and values, and how it expects them to behave – through the “Blackpool way”.

Exit interviews are used to aid with staff retention – as an example, the stress management group recommended the use of open questioning as a method to tease out more information that could prove useful. One employee says: “Staff praise the ‘Blackpool way’, which means continuously improving the performance of the organisation through communication, management style, recognition.”



7

Derbyshire Community Health Services

*Type: PCT provider arm Size: ***** Location: Derbyshire*

More than seven in 10 staff work less than full time, a sign of the organisation’s commitment to work/life balance. There are plenty of professional development opportunities, with more than 400 leaders across the organisation, all of whom have 360-degree appraisals. Staff engagement is a priority and provides many ideas on improving services.

8

The Royal Marsden Foundation Trust

*Type: specialist Size: **** Location: London*

"We believe that to be an excellent service provider we also need to be an excellent employer," says this trust that aims to create a positive culture. Staff praise extensive training and development opportunities, and the sports and leisure facilities on offer. But what shines through is the satisfaction all staff (frontline and "behind the scenes") get from providing a world class service to cancer patients and their relatives. One employee described this as "the sense that this is a special place".

"We believe that to be an excellent service provider we also need to be an excellent employer"



10

Yeovil District Hospital Foundation Trust

*Type: acute Size: **** Location: Somerset*

Accessible directors and senior managers who respect the opinions of staff help make this a popular place to work, with low turnover. New staff are quickly integrated with what has been described as an ethos of mutual respect and working as a united team. Staff say it is friendly – "in passing everyone smiles or says hello" – and their contribution is valued. "Very good daily communication from management downwards," says one.

It was in the top 10 per cent of trusts in the annual staff survey, and believes in empowering staff to bring about improvements for patients.

"In passing everyone smiles or says hello... [there is] very good daily communication"

9

NHS Derbyshire County

*Type: commissioner only PCT Size: *** Location: Derbyshire*

The annual staff survey is seen as a key performance tool in this primary care trust, which also has all staff meeting with the executive team every three months. It seeks to develop staff by having a talent management tracking process in place. It also has a wellbeing strategy, supported by a steering group. "Staff engagement and wellbeing is of a high priority," it says. More than 60 per cent of staff would recommend it as a place to work. All 80 leaders have been through a 360-degree appraisal in the past year to build an engaging leadership style and culture.



8

Fresenius Kabi Nursing Service

*Type: nursing care Size: ** Location: nationwide*

Fresenius staff visit patients and their carers at home to offer training and support in intravenous therapies and artificial nutrition. The time nurses can spend with patients and the flexibility in managing their own workload are important factors that make it a popular employer.

Having staff spread around the country, working independently, could be a challenge – there is a risk that staff could feel isolated and unsupported – but email and telephone communication is backed up with regular regional meetings, and contact between individual nurses and managers. Staff feel they are both autonomous and supported – and many obviously relish the work they do and the difference they can make to patients.



Having staff spread around the country could be a challenge but email and telephone communication is backed up with regular meetings

9

Rivers Hospital – Ramsay Health Care UK

*Type: private hospital Size: ** Location: Essex*

Free uniforms, parking and drinks are popular perks at this hospital, but exemplary staff engagement is more important. “Staff are valued through empowerment, involvement and support to deliver the highest standards of care,” it says.

Staff were involved in the design of a recent refurbishment. The hospital also takes exit interviews seriously and has responded to concerns as varied as lack of career progression and the need for a dedicated staff room. During the extreme weather earlier this year, management were in the hospital at 6.30am and staff showed similar dedication, with many walking for up to two hours to get in. “I have never heard anyone say that something is not their job to do,” says one employee while another



says “the balance between bedside care and administration is perfect.” Staff also appreciate the opportunity they have to make decisions as close to the patient journey as possible.

“I have never heard anyone say that something is not their job to do”

10

The New Victoria Hospital

Type: specialist (acute care)

*Size: ***

Location: south west London

An impressive 99 per cent of patients say they would recommend this hospital: a testimony to the care they receive from the staff, many of whom have worked there for a long time.

“Staff are supported, encouraged and provided with flexibility to ensure that they receive the commitment from the organisation in achieving, maintaining and exceeding the expected high standards,” it says. The hospital also takes feedback from departing staff members very seriously. “Customer feedback is excellent with 99 per cent of patients rating their nursing care as excellent/very good,” it says.

11

Burton Hospitals Foundation Trust

Type: acute

Size: ****

Location: Staffordshire

Low absence rates and below average turnover are two indications that this trust is a good place to work. It aims to develop staff internally and has a system for internal succession planning; it uses exit interviews to identify potential problems in a work area and to confirm that succession planning is working and staff are moving on, having developed. It also works hard to accommodate people who are or have become disabled, making workplace adjustments for nine members of staff over the last year and employing a switchboard operator with mental disabilities.

The trust aims to develop staff internally and has a system for internal succession planning



12

Nottinghamshire Healthcare Trust

Type: mental health and learning disabilities

Size: *****

Location: Nottinghamshire

Openness and partnership working are hallmarks of this well regarded trust. Chief executive officer Mike Cooke holds open sessions with staff and there is strong service user and carer input into staff selection and service improvement.

The trust has also made significant adjustments to working hours and practices to accommodate staff who have been diagnosed with a variety of

“We work hard but there are also opportunities to laugh”

conditions. Training and development opportunities are good and staff praise the working atmosphere – “we work hard but there are also opportunities to laugh,” says one.

13

NHS Doncaster

Type: commissioner only PCT

Size: **

Location: Doncaster

Staff benefit from a wide range of flexible working options. NHS Doncaster has good industrial relations, a high level of staff involvement and has seen its staff survey results improve this year.

It uses feedback when staff leave to inform a review of roles and job descriptions. Employees may also get the chance to undertake secondments with other organisations.



14

Portsmouth Community and Mental Health Services

Type: PCT provider arm with mental health

Size: ****

Location: Portsmouth

A running club, pilates and yoga sessions are just some of the incentives for staff in Portsmouth to live a healthy life. The organisation has recently merged with Southampton Community Healthcare to become Solent Healthcare. Staff are supportive, and are closely involved with everything that is done both strategically and operationally. Disabled staff have been helped to stay in work – a nurse with back problems was moved to an administrative role but enabled to still share her clinical expertise

Staff are supportive and are closely involved with everything that is done both strategically and operationally

with others, for example. Staff praise managers for maintaining the level of consultation and involvement in difficult times.

15

North Tees and Hartlepool Foundation Trust

Type: acute

Size: *****

Location: North Tees

A range of benefits await staff at this trust including mediation and counselling services. An improving working lives group meets monthly, addressing items raised in the staff survey, as well as health and wellbeing issues.

The trust has also developed ways of recognising the success and achievement of staff members. “We believe in engaging staff, enabling them to feel part of the trust decision making processes, and their engagement in



communications forums. We offer continuous development and support throughout their careers,” it says.

11

CuroCare

Type: learning disability and mental health

Size: *

Location: north London

CuroCare works with people who have learning disabilities, associated mental illness, personality disorders and challenging behaviour. Staff work in small units in a non hierarchical approach. The company – which has several nurses among its directors – tries to recruit and keep the best talent possible, using positive feedback and goal setting for staff. Training and development opportunities are good, say staff who recognise “definite opportunities to learn and grow within the organisation”. One says: “I have seen colleagues rise in the ranks which inspires me.” Managers and directors express their appreciation for work well done.



12

Croxtan Lodge – Castlebeck

Type: learning disabilities

Size: *

Location: Melton Mowbray

Patients with learning disabilities and complex needs, who challenge services, are cared for at this complex.

The services offered range from acute care to a supportive environment aimed at moving people towards more community based living.

Staff say that they feel well supported in what must be a difficult environment at times.

The services offered range from acute care to a supportive environment aimed at moving people to more community based living

13

Nork Clinic

Type: general practice

Size: *

Location: Banstead

This general practice has an open, transparent, no blame culture where all staff can thrive and have the chance to participate in decision making. Staff praise the friendly working atmosphere and the team working; one says, “staff made me feel I was part of the team from day one.” Managers make time for staff, which is much appreciated. “I look forward to coming to work,” is what one member of staff had to say.



14

Efficacy

Type: psychotherapy

Size: *

Location: London and Sevenoaks

It may be small in comparison with many healthcare organisations but this psychotherapy practice is the largest independent provider of cognitive behavioural therapy in London. It prides itself on providing flexible working arrangements for its highly trained staff.

Staff say they like being able to voice their opinions and be involved in the development of the organisation and business, as well as being included by

Staff like being able to voice their opinions and be involved in the development of the organisation and business

senior managers in its day to day running.

15

Ardgowan Hospice

Type: palliative care

Size: *

Location: Greenock

Staff at this hospice have helped to redesign services. It constantly tries to improve communication and consultation with staff, and learn from its mistakes. Staff who make exceptional efforts are given “delighted” cards and those with long service to the organisation are rewarded with a dinner to which partners are invited. Staff benefit from placements in different departments to help career development and enhance clinical skills, and also get discounted therapies.



16

Salford Royal Foundation Trust

Type: teaching

Size: *****

Location: Salford

"A trust that staff are proud to work for, greeting each other with a smile" is how this organisation describes working life in Salford. As a teaching trust, it puts great emphasis on development and training. It also makes extensive use of leaver surveys, saying they are of paramount importance and facilitate change. Salford Royal is one of the country's top performing trusts. Staff who have illnesses and disabilities have been helped to remain in work through changed hours and more flexible working practices.

The trust makes extensive use of leaver surveys, saying they are of paramount importance and facilitate change



17

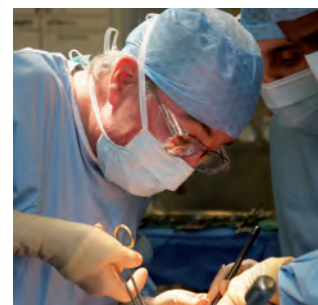
Aintree University Hospitals Foundation Trust

Type: teaching

Size: *****

Location: Liverpool

Staff engagement is a strength of this large trust, which has used Social Partnership Fund money to cascade partnership working through the organisation. Staff say there are good opportunities to move up the ladder and appreciate the "honesty and transparency shown by the board." "I feel my organisation values my work and recognises my personal commitment to my role," says one employee. And there are several mentions of



what are obviously memorable Christmas parties!

18

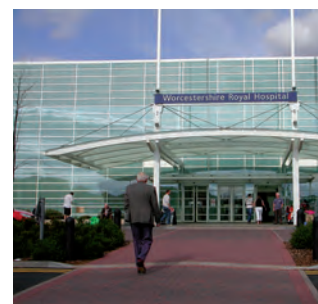
Worcestershire Acute Hospitals Trust

Type: acute

Size: *****

Location: Worcestershire

With more than 17,000 applications received a year, this is a popular trust to work for. It has a string of awards and offers staff fringe benefits including law surgeries for family and elder care issues, and services to aid relaxation and wellbeing. Staff say they are encouraged to progress, and there is much praise for family friendly working practices and the opportunities for flexible working. The chief executive is an excellent leader with a



clear vision for the organisation, says one employee.

19

Stockport Foundation Trust

Type: acute

Size: *****

Location: Stockport

Aiming to be the "employer of choice" locally, this trust celebrates the achievements and hard work of staff with a number of special events each year, including a gala evening. "We involve staff in decision making to enable them to feel engaged and valued," it says. "Staff can expect opportunities to learn and develop, support from their manager, to be treated with dignity and respect and to make a real difference to patients."



20

The Whittington Hospital Trust

Type: acute

Size: *****

Location: north London

The Whittington says "shared friendship and mutual respect" among staff is the bedrock of its excellence. Staff say they can influence decision making, that senior managers are "visible and approachable" and there is excellent communication within the hospital. Many work in mutually supportive teams and there is much praise for the friendliness of the organisation – almost like "a cottage hospital in the middle of London," says one.





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16

West Midlands
Hospital –
Ramsay Health
Care UK

Type: private hospital
*Size: **

Location: Halesowen

“Success comes through recognising and encouraging the value of people and teams” says this hospital. It has not only made adjustments to enable disabled staff to continue working but also has given a disabled student a work placement and gone on to employ them. Staff say suggestions they make to improve patient care are evaluated and can be acted on and “every person is made to feel they matter.” Flexible working arrangements are welcomed by staff.

“Success comes through recognising and encouraging the value of people and teams”



17

Trinity House
– Castlebeck

Type: nursing care

*Size: **

Location: Dumfrieshire

This community rehabilitation unit takes people with learning disabilities and challenging behaviour, and moves many towards more independent living. Staff welcome the training and development opportunities, as well as the freedom to develop ideas. But team working is also important – staff watch for one another, says one employee. “I am not a number, I am respected and feel very much

“I am not a number, I am respected and feel very much part of the team”

part of the team,” says one. There is also a lot of job satisfaction in providing quality care to patients.

18

Duchy Hospital
– Ramsay Health
Care UK

Type: private hospital

*Size: ***

Location: Truro

Excellent retention rates mark this hospital out – and even then many of those who leave remain on the “bank”. Staff satisfaction is also high, boosted no doubt by good training and flexible working opportunities. “Every employer should be this good – I wouldn’t work anywhere else,” says one employee, while another points out that several staff joined after treatment at the hospital or visiting someone there. There’s praise for the hospital manager, Chris Sealy,

“Every employer should be this good – I wouldn’t work anywhere else”

for helping people to reach their full potential.

19

Endeavour
Practice

Type: general practice

*Size: **

Location: Middlesbrough

This general practice is situated in the most deprived ward in the country and its staff face many challenges each day. But it has fantastic retention – no full time member of staff has left for three years – helped by progressive policies. It is currently funding two clerical staff through degrees, it has a staff bonus scheme and it funds social events for its employees. Staff say decisions are only made after full discussion with the entire



team. “After many years working in hospital this is where I will retire,” says one.

20

E12 Health

Type: general practice


*Size: **

Location: East London

This general practice was formed by a four way merger between small, poorly resourced practices, and has gone on to provide greatly improved services. It is involved in customer services training for other practices, and is run by a management team of two doctors, four managers and a senior nurse. Staff praise the training and development opportunities and good communication within the practice. “When the work is hard

“When the work is hard or there is a lot on, we work together to get it completed”

or there is a lot on, we work together to get it completed,” says one.



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Taking positive action for Equal Opportunities



▼ Bedford Hospital Trust

Type: acute

Size: ****

Location: Bedford

"Happy well motivated staff deliver excellent patient care," says this trust. Staff speak of the real sense of team spirit, good communication and approachable senior managers. "A philosophy of everyone being able to achieve is encouraged across the organisation," says one.

Biggart Hospital

Type: acute

Size: **

Location: Prestwick

This 166-bedded hospital for older people is run by NHS Ayrshire and Arran. Staff praise the family friendly approach and the willingness to take up ideas that have been initiated by employees on the wards. A consultant says there is excellent cooperative working between colleagues both within and between specialties.



Bradford District Care Trust

Type: mental health and learning disabilities

Size: ***

Location: Bradford

This complex health and social care organisation was formed by a three way merger in 2002. It aims to be an excellent employer with extensive benefits for staff. Staff like the further education possibilities – one says they have completed a college course and are now moving onto an Open University course – as well as the evidence of commitment to equality and diversity.

NHS Bristol

Type: commissioner only PCT

Size: **

Location: Bristol

A forward thinking PCT, which offers staff pool bikes and has a car club to improve its sustainability. It has used information from exit interviews to counter a perceived lack of career development opportunities by introducing succession planning. Staff say they are recognised as the local leaders of the health service and are working to improve the city's health.

Derby Hospitals Foundation Trust

Type: teaching

Size: *****

Location: Derby

Staff absence is at its lowest for seven years and staff satisfaction the highest since 2005: two indicators that this trust is getting it right. The organisation has recently moved to a new hospital, which gets many appreciative comments from staff. There's also positive feedback about senior managers with clear short and long term objectives.

East Kent Hospitals University Foundation Trust

Type: teaching

Size: *****

Location: Ashford, Canterbury and Margate

This trust holds regular events to celebrate staff achievements. It strives to provide job satisfaction with well managed services, education, training and career progression, and to improve quality by learning from incidents and patient feedback. It's made adjustments to help staff back from illness and has moved them to less stressful environments, when necessary.



Eastern and Coastal Kent Community Services

Type: PCT provider arm

Size: *****

Location: east Kent

The staff at this large provider unit are spread across most of the county and are engaged and empowered to be successful, says the organisation. Several staff mention the career advancement opportunities they have been offered, such as support through degrees. "Great team spirit which is needed when facing a tough future," says one.

Elective Orthopaedic Centre

Type: treatment centre

Size: **

Location: Epsom

This unique centre operates out of Epsom General Hospital but is run separately from the trust. It has an "informal, collegiate, lively feel" and promotes a culture of learning, with emphasis on training. Staff like the dynamic environment. There's "a real buzz around with innovation and improvement a central theme", says one.

Gateshead Health Foundation Trust

Type: acute

Size: *****

Location: Gateshead

The trust has recently embarked on embedding an improvement programme dubbed Gateshead Lean. Its staff survey results have shown significant improvements across a range of areas. It has also made adjustments to help disabled staff stay in work.

Harrogate and District Foundation Trust

Type: acute

Size: *****

Location: Harrogate

Anyone leaving this trust after more than 15 years gets a personal letter from the human resources director – one of a number of measures taken to show staff that they are appreciated. This small trust was in the top 20 per cent on 21 out of 36 measures in the 2008 staff survey. It says it has an excellent record in management expertise and staff training.

Hertfordshire Partnership Foundation Trust

Type: mental health and learning disability

Size: *****

Location: Hertfordshire

A package of support for staff makes this a popular employer. Five days' care leave a year and an employee support service that offers telephone and face to face services are just two of the components. There's praise for its flexibility on working hours, study leave and training as well.

Luton and Dunstable Foundation Trust

Type: acute

Size: *****

Location: Luton

This trust describes itself as a "compelling" place to work and has improving staff experience as one of its strategic aims. That does seem to be translated into practice with staff mentioning aspects such as empowerment and autonomy. They are also conscious of the high regard the hospital is held in within the local community.

NHS Blackburn with Darwen Teaching Care Trust Plus

Type: commissioner only
PCT

Size: **

Location: Lancashire

This is a small PCT with all the staff on one site, which may explain the good working relationships and the many positive mentions of the chief executive. Mutual respect, open communication and a clear vision are mentioned as components of what one staff member describes as an “uplifting” atmosphere.



NHS East of England

Type: SHA

Size: **

Location: Cambridge

This strategic health authority puts emphasis on engaging, motivating and listening to staff. It says it has clear and effective leadership, a sense of purpose and a clear vision for moving the NHS forward in its area. It regularly carries out staff surveys, and offers opportunities for staff to get involved and share ideas, suggestions and feedback.

NHS Eastern and Coast Kent

Type: commissioner only
PCT

Size: ***

Location: Whitstable

This large PCT has high retention rates and offers staff training, secondment and rotation opportunities. Unusually, several managers praise it for the employment of more mature workers. Staff also like the opportunity to work remotely – which can save them time and money – and the “yes we can” atmosphere.

NHS Gloucestershire

Type: PCT without mental health

Size: ****

Location: Gloucestershire

This PCT regards its staff as its greatest asset and gets them involved in making decisions at every level. Its objectives are clearly communicated and it is committed to training and development, effective support and good leadership. It uses information from exit interviews to review policy, procedures and staff benefits.

NHS Halton and St Helens

Type: PCT with mental health

Size: ****

Location: Widnes

This PCT tries to support staff in a work/life balance and sees having happy and healthy staff as key to the success of the organisation. Flexible working practices are much appreciated by the staff who say that recent organisational changes have given a better sense of identity and leaders are proactive and forward thinking.

NHS Islington

Type: PCT without mental health

Size: ***

Location: London

Free or subsidised activities that promote healthy living are on offer through the “workfit” programme at this forward thinking PCT. The chief executive and deputy chief executive are described as “excellent” and “inspirational leaders” and communication within the organisation is praised.



NHS Kingston

Type: PCT without mental health

Size: ***

Location: south west London

Employees benefit from a cycle scheme and discounted gym membership. The PCT says innovation is encouraged and individuality and diversity are promoted and valued. “The culture of this organisation is one of communicating and listening to all levels of workforce,” it says.

NHS Mid Essex

Type: commissioner only
PCT

Size: **

Location: Chelmsford

“We care about people” is one of the core values of this PCT and is reflected in its employment practices. A staff member who recently lost a relative says there has been support from the very top, and another says they have “wonderful and beautiful people in their team.” Senior managers are seen as being approachable and willing to listen.

NHS North West

Type: SHA

Size: **

Location: Manchester

Supportive and flexible working practices help staff at this strategic health authority work at their peak. Employees speak of the “sense of purpose” of the organisation and the absence of hidden agendas – and there are many compliments paid to senior managers. The working environment – a new building – is also appreciated.

NHS Oxfordshire

Type: commissioner only
PCT

Size: **

Location: Oxford

This PCT prides itself on a culture where staff are supported. It says its culture is one where people are friendly and positive, enjoy using their robust skills and knowledge, and cooperate to achieve mutual goals to improve health and wellbeing.



NHS South West Essex Community Services

Type: PCT provider arm

Size: ****

Location: Basildon

This is an organisation that likes to celebrate its staff with “team of the month” awards and an annual awards ceremony. It promotes a no blame culture towards reporting. Staff say it is willing to embrace change and move towards a more business-like model, and they are challenged but encouraged and supported.

NHS Southampton City

Type: PCT provider arm

Size: ****

Location: Southampton

An open door policy helps staff to raise concerns at this PCT, now part of the merged Solent Healthcare. There are a range of measures to help staff achieve a work/life balance. The organisation is keen to remain the employer of choice locally and scrutinises information from leavers carefully to see whether any issues are exposed.

NHS Stockport

Type: PCT with mental health
Size: ***
Location: Stockport

A PCT that has made some innovative changes to working practice and environment to support staff who have become disabled. Staff say "people tend not to leave" and speak warmly of the career development opportunities – such as funding diploma and degree courses.

NHS Stoke on Trent

Type: PCT without mental health
Size: ***
Location: Stoke on Trent

Pedometers are part of daily life for many staff at this PCT, provided as part of its concern for their wellbeing. "The results of the last staff survey placed us in the top 20 per cent for 18 factors. We have a very positive relationship with staff side and a staff engagement forum," it says.



Nottinghamshire Community Health

Type: PCT provider arm
Size: ****
Location: Nottinghamshire

Apprentice schemes have proved to be a winner for this community services provider: as well as "growing its own staff" it has been able to address skills and employment deficiencies in deprived areas. Staff say they have the resources to do the job and are supported in doing it.

Papworth Hospital Foundation Trust

Type: specialist
Size: ****
Location: Cambridge

Not surprisingly, research and education opportunities are considered to be very important at this well regarded trust, which is also an academic health science centre. "We are continuing to develop our cardiothoracic services underpinned by effective translational research and innovative education strategies to support a highly motivated, competent workforce to deliver excellence to our patients," it says.

Pennine Care Foundation Trust

Type: mental health and learning disability
Size: ****
Location: Oldham and surrounding areas

This trust is committed to the wellbeing of staff and the development of leadership capacity. The chairman holds regular lunches for staff and there is an annual awards ceremony. Line managers are praised by staff, one of whom says: "I feel valued and am able to develop both myself and our service."

Royal National Orthopaedic Hospital Trust

Type: specialist
Size: ****
Location: Middlesex

Staff commitment and motivation at this small trust was recently described as exemplary in an external review, which also mentioned the *esprit de corps*. There is huge loyalty to the organisation and passion for the services that it provides. This is borne out through staff survey results and the involvement in staff events and campaigns, the trust says.

Royal Surrey County Hospital Foundation Trust

Type: acute
Size: ****
Location: Guildford

When it comes to staff satisfaction, this trust scores in annual surveys. "The 2008 staff survey showed our staff were the most satisfied with their quality of work/patient care across acute hospitals in the south east. In addition, our staff rated the trust in the top 20 per cent of acute hospitals for eight key findings," it says.

Sherwood Forest Hospitals Foundation Trust

Type: acute
Size: ****
Location: Nottinghamshire

Staff receive strong training and development at this two hospital trust. They say they are encouraged to come forward with ideas, which lead to change. One employee describes working there as "awesome" while another says that the trust's relatively small size encourages a "cottage hospital style" friendliness.

South Tyneside Foundation Trust

Type: acute
Size: ****
Location: South Shields

Patients speak highly of the staff at this trust – "everyone is a gem" was one comment that was made last year – but the trust emphasises the fact that employees need to feel valued, supported and appreciated to deliver the care that gains them such accolades. The trust may be relatively small – it's small enough to be personal – but it's also large enough to compete with the big boys, as one employee puts it – and has a "can do" culture.



The Ipswich Hospital Trust

Type: acute
Size: ****
Location: Ipswich

"This is a friendly hospital with [a] family atmosphere" says the trust, which emphasises how staff go out of their way to help each other. Staff certainly feel that they are well supported by their colleagues and one says the organisation manages to turn criticism from outside into a positive by involving staff at all levels to bring about change.

The Rotherham Foundation Trust

Type: teaching
Size: ****
Location: Rotherham

This trust sees employees as key stakeholders and partners in delivering high quality care, as evidenced by staff being involved in developing its core values. Staff see the chief executive as a visionary and says there are "dynamic vision and attitudes" from senior managers.

University Hospitals of Morecambe Bay Trust

Type: acute
Size: ****
Location: Lancashire and Cumbria

"Recognising and rewarding staff is key to our success," says this trust, which invests time in helping managers manage better. "Our staff recognition event, Pride of the Bay, demonstrated the commitment, skills and enthusiasm of individuals and teams across the trust," it says.

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Are You Interested In A Career In Palliative Care Nursing?

Fancy a move to Brighton and Hove?

...to one of the country's most lively and creative cities set between the stunning South Downs and the sea? It's a city like no other in the country – a great place to live and work.

The Martlets Hospice in Hove – a registered charity - is looking for skilled registered nurses who have a committed interest in palliative care. The hospice, which was opened in 1997, cares for people through its three clinical departments – an 18 bed In-Patient Unit, a Day Hospice and the Martlets@ Home community service. The Hospice is committed to the professional development of all staff through internal and external training.

Although we do not have any permanent vacancies at present, we would still encourage you to contact us to discuss future opportunities as we plan the development of our services.

We also welcome informal visits – to arrange such a visit, please contact Karen Taylor, Director of Clinical Services, on **01273 273400** or email: Karen@themartletshospice.co.uk

For more information, take a look at our website www.themartlets.org.uk

Martlets Hospice

Wayfield Avenue

Hove

BN3 7LW



Martlets
Hospice

Life is precious... right to the end

Acorns Children's Hospice, Birmingham

Type: palliative care
Size: *
Location: Birmingham

Staff praise the opportunities they have to give care of the highest standard and to build up relationships with children and their families. The difference that this makes to them is obvious: "I never feel that I do not want to go to work," says one.



Bath Clinic – BMI Healthcare

Type: private hospital
Size: **
Location: Bath

This hospital has only been open 28 years but has 50 staff with more than 20 years' experience working there, which must say something about it. It has a supportive but stretching work environment, enabling staff to recognise the role their jobs play in the wider organisation.

Blakelands Treatment Centre – Ramsay Health Care UK

Type: independent treatment centre
Size: *
Location: Milton Keynes

Staff at this treatment centre enjoy a four day week, which helps their work/life balance, and good training opportunities. There is a strong emphasis on staff feedback that can lead to changes in patient pathways. One staff member says, "We work as a small family business, all contributing to the success of the treatment centre."

Bupa Care Services

Type: nursing and residential care
Size: *****
Location: nationwide

Bupa Care Services is one of the biggest employers in our survey with more than 10,000 staff working in over 300 care homes across the UK. It's committed to providing the best possible environment in which staff can work and develop. Bupa's vision – "taking care of the lives in our hands" – is an important responsibility, which applies not only to the lives of customers but also to those of employees.

Cambian Healthcare

Type: mental health acute care
Size: ***
Location: North, Midlands and Wales

Cambian runs a number of mental hospitals where staff work in multidisciplinary teams and are made to feel their contribution is valued. Many employees praised the training and ability to progress, including several who said the company had supported them to move from healthcare assistant to nurse.

Carfax Health Enterprise Community Interest Company

Type: primary care
Size: *
Location: Swindon

This company provides primary care and walk in services to a diverse population. It lacks the usual hierarchy of primary care, which it says makes direct and honest communication a lot easier to achieve, and many staff multitask. As a small organisation, it can respond quickly and make changes.

Cedar View – Castlebeck

Type: private hospital
Size: *
Location: Nottingham

This small private hospital provides care and support for adults on the autistic spectrum with emphasis on patient centred care. Training and development has a high priority and is welcomed by staff. One staff member says that they love "being listened to and praised for ideas and contributions."

Central Notts Clinical Services

Type: primary care
Size: *
Location: Nottinghamshire

This community benefit society provides primary and urgent care services both in and out of hours. Staff are offered training and development, and there is emphasis on good recruitment and induction. Central Notts Clinical Services says it strives to achieve a fair, free, happy and inclusive working environment for all staff.

Clifton Park Treatment Centre – Ramsay Health Care UK

Type: independent treatment centre
Size: *
Location: York

Ramsay aims to deliver success by recognising the value of people and teams and encouraging them as much as possible. Staff speak of the "very approachable senior managers. They are willing to listen, show empathy and act on their findings." One member also commented that they appreciated "being left to work on my own initiative".

Connect Physical Health

Type: primary care
Size: *
Location: north of England

Connect provides physiotherapy, sports clinics and occupational physiotherapy to both NHS and private clients. It describes its employees as an exceptional team; staff praise the training and development on offer in return. "I'm given trust and autonomy to move towards my individual goals," says one.

East Kent Medical Services

Type: private hospital
Size: *
Location: Margate

Staff at this small private hospital – which shares a site with a major NHS hospital – have to become "experts" in order to enable the company to progress and compete with larger units. This has led to a great emphasis on training, which the company says is as good as that provided by many larger organisations.



Earl Mountbatten Hospice

Type: palliative
Size: *
Location: Isle of Wight

Staff at this hospice are described as "dedicated, caring and committed to providing the best possible care to patients at the end of their lives" – they even bundled up one patient to take him out in this year's snow to feel the snowflakes on his face. However, the organisation also tries to be a good employer.



The Mildmay chief executive declares
"Mildmay UK is extremely proud of the
commitment, dedication and service of its
staff."

Mildmay UK offers Europe's only rehabilitation
programme for patients suffering with Neuro
cognitive impairment secondary to HIV.

Our specialist interdisciplinary team engages
patients in an individualised structured
rehabilitation programme to HIV+ve patients
who have become unwell and physically
impaired as a result of their illness, offers
targeted adherence support programmes for
those with significant difficulties in adhering to
their regime of medication, and psychological

support for those with HIV infection and
concurrent functional, cognitive, behavioural
or mental health problems. Mildmay aims to
enable a person to live life to their maximum
capability of independence and potential.

Our programmes are holistic and individually
tailored to each person's needs. An appropriate
period of rehabilitation can enable patients to
establish or maintain independent living.

Mildmay is developing a rehabilitation
technician role to straddle the health and
social care elements of its service.

The Mildmay Vision is: 'That everyone with HIV
have life in all its fullness' The Christian ethos
of Mildmay informs every aspect of its service,
ensuring excellence and compassion go hand
in hand but our services reach people of all
faiths or none. Mildmay UK is a independent
non-profit organisation.

Mildmay celebrates 22 years of innovation and
excellence in the provision of care, support and
training in the field of HIV care, Its expertise

is recognised internationally. Mildmay has
Projects in East Africa and delivers training
programmes in Eastern Europe.

Mildmay UK will be moving into a new building
on site in 2012 and will be continuing its
innovative path setting role in the care and
support of people living with HIV.

WWW.MILDMAY.ORG for more information,
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admissions@mildmay.org

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The Princess Mary's Royal Air Force Nursing Service is recruiting Nursing Officers (with a minimum of 2 years post-registration experience in an acute nursing speciality), Registered Nurses (Adult and Mental Health) and Student Nurses (Adult). In return, we offer the following;

Starting salaries as follows:

Nursing Officer: £29,950 to £38,255 (depending on experience)

Registered Nurse: £28,134

Student Nurse: £13,377 (after 1 year £16,681)

- Training in Aeromedical Evacuation (in-flight nursing)
- Academic training and CPD
- A non-contributory pension scheme
- Qualified A&E, ITU or Operating Theatre nurses may be eligible for a golden hello of £20,000
- Significant additional benefits package

For more information and to check your eligibility, search online for RAF careers

The RAF values every individual's unique contribution, irrespective of race, ethnic origin, religion, gender, sexual orientation or social background.

BE PART OF THE STORY

Highland Hospice

Type: palliative

Size: *

Location: Inverness

Covering a population of 240,000 over an area of 10,000 square miles is the challenge facing this hospice, which provides inpatient, day care and visits patients at home. Staff appreciate the public support the hospice receives, and say it has a first class vision and mission statement and all staff are involved in major decisions.

Integra Community Living Options

Type: residential care

Size: *

Location: Cardiff

This company provides residential care and rehabilitation to people with enduring mental health issues and complex needs. It is committed to staff engagement and to wellbeing for all. All leavers meet with a human resources officer, and information and trends are acted on.



John Munroe Hospital Group

Type: mental health hospital

Size: **

Location: Staffordshire

This former nursing home group moved to hospital status in 2002 and says it still has a family focused ethos. Some 90 per cent of directors are nurses or doctors. One employee says: "the directors look after all the staff." Others like the opportunities to progress and continuing professional development.



Mildmay UK

Type: HIV rehabilitation

Size: *

Location: east London

Europe's only specialist unit for people with HIV related cognitive impairment sees its staff as ambassadors for its services. Information from staff who leave if used to guide future roles and policies, and staff have access to counsellors and mentors.

Oaklands – Castlebeck

Type: private hospital

Size: *

Location: Hexham

This nurse led service takes challenging patients who may have long term mental health problems and developmental disorders or are vulnerable in other ways. Staff say there is good support and they can work flexibly around the needs of their families.

Princess Mary's Royal Air Force Nursing Services

Type: secondary and primary care

Size: **

Location: nationwide and worldwide

Nurses working for the RAF can be providing care to seriously injured service personnel in the back of a helicopter in Afghanistan or working in a primary healthcare centre in the UK. "You find yourself in diverse situations which challenge your clinical skills but always with management support," says one.

Sk:n clinics

Type: aesthetic medical treatment

Size: **

Location: nationwide

Nurses, dermatologists and plastic surgeons are all employed by these clinics, which look to promote internally. An employee says it "recognises and celebrates achievements" and staff also mention the opportunities to learn new techniques and skills. But the free treatments are also popular!



St Wilfrid's Hospice

Type: palliative

Size: **

Location: Chichester

Staff say there is great teamwork and a supportive atmosphere at this hospice, and they appreciate access to complementary therapy sessions. The hospice receives tremendous support from the community and there are many volunteers involved in it. Staff often also choose to get involved in fundraising.

Teesside Hospice Care Foundation

Type: palliative care

Size: *

Location: Middlesbrough

This hospice works closely with the NHS to provide a range of services, delivered by staff but with the assistance of volunteers who have a wide range of skills. "Although I do not have contact with the patients at work, I know that every member of staff makes a difference," says one employee.

The Manor Hospital – BMI Healthcare

Type: private hospital

Size: *

Location: Bedford

"The fact that everyone knows your name" is a major attraction of working in this small, friendly hospital, says one employee. There's a real commitment to work/life balance; flexible working is a popular option and staff say their personal circumstances are taken into account. Staff are happy to come to work and are proud to work there, the hospital says.

The Martlets Hospice

Type: palliative care

Size: **

Location: Hove

This hospice believes in empowering staff to deliver excellent care with limited resources. Committed to training and development, flexible working arrangements and rewards for its employees, it's adapted for staff with disabilities.



The Saxon Clinic – BMI Healthcare

Type: private hospital

Size: *

Location: Milton Keynes

A 2009 staff survey at this hospital suggested an issue with low morale but, rather than ignoring this, a package of measures have been devised to address it, including team development and an improved work/life balance. Several staff praise the flexible hours and the supportive atmosphere.

What makes a good employer?

The Healthcare 100 picks out the best healthcare organisations in England. Alison Moore examines the responses and recent trends

The entries received this year reflected the fantastic diversity of providers and commissioners of healthcare, both in and outside the NHS. Entries included a private unit, run by a company owned entirely by an NHS trust; a community benefit society; and a string of clinics specialising in laser skin treatments. None of these could be easily pigeonholed and, as many non NHS organisations now provide services to NHS patients, it is increasingly difficult to draw a definitive line between the NHS and non NHS healthcare organisations.

We do divide our winning entries in this way for simplicity. However we are very conscious that non NHS organisations can get most or all of their income from providing services that are paid for by the NHS – such as independent treatment centres and GP surgeries for example.

For the first time we have invited entries from strategic health authorities and allowed primary care trusts to split their entries between provider and commissioner side, reflecting the increasingly arms length relationship between them and the two very different workforces that they employ. Commissioner and provider sides get fairly equal representation in our survey. Both have faced a year of challenge with uncertainty over their roles –



Relationships with an immediate boss could make or break staff views of their organisation

especially on the provider side – so it's a tribute to the organisations if, despite this, their staff feel happy and satisfied at work.

As ever, some surprising organisations and settings do well. Hospices scored very well last year and repeat their success this year: far from being a sad place to work, staff seem to value the opportunity to provide holistic care to patients and their families, and to use their training to best effect.

But one of the surprises has to be the Serco Health Yarl's Wood

division, second in the independent section, where staff are dealing with patients who may not be transferred or released at short notice. Working in an immigration removal centre must be a tough call, even if the healthcare you are providing is of real and obvious benefit to the people incarcerated there. Good support for staff is vital in such an uncertain environment.

The importance of staff feeling that they make a difference came through very strongly in the employee questionnaires. Hundreds, if not thousands, of staff mentioned the sense of providing quality care to patients as being an important part of their job satisfaction. This was true even of staff who were not working on the front-line in providing direct patient care; many mentioned that feeling they contributed to better patient care even if they were "back room boys" as important. Would ensuring that all staff understand the role they play in patient care and the difference they can make improve staff morale and satisfaction – and possibly boost the discretionary input they make?

Good working relationships with those people with whom staff worked most closely was also highlighted. Mutually supportive teamwork seemed to lead to happy employees and it was obvious from staff com-

The NHS is increasingly valued as an employer that is unlikely to make massive job cuts or axe sites entirely

ments that relationships with their immediate boss could make or break their view of the organisation.

Even in today's turbulent times, many staff said they were proud or even privileged to work in healthcare. And despite the concern about changing structures and possible redundancies, job security was also flagged as one of the benefits. Last year, there were a handful of employees who mentioned the relative job security the NHS in particular was seen to offer as important to them; this year, as so many other sectors have shed jobs, the number of mentions increased exponentially.

As employees see friends and family facing uncertainty at work, the NHS – despite its difficulties – is increasingly valued as an employer that is unlikely to make massive job cuts or axe sites entirely. The value of the NHS pension was also mentioned, just as the debate about the future of public sector pensions starts to kick off.

There was pragmatism about pay although, inevitably, there were a few individual gripes about pay rates! However, many NHS employees said they felt they were not badly paid and there were relatively few complaints. Last year, there were far more mentions of Agenda for Change and some staff undoubtedly felt they had done badly

under it; these had diminished this year. Where there were complaints about pay, comparisons were only made with other healthcare organisations rather than with the wider economy.

Flexible working is often seen as a perk, one of a range of employee benefits that are nice to have but perhaps not core to the organisation's survival. Yet the number of staff who mentioned flexibility and family friendly working – often as the best thing about working for their organisation – was staggering, suggesting it may play a very important part in the recruitment and retention of staff.

The challenge for healthcare employers will be maintaining these aspects that motivate and satisfy staff – the sense of doing a useful job, the reasonable pay and conditions, and the work/life balance – while driving forward on productivity and, inevitably, cost restraint.

Methodology

Gathering the information for the Healthcare 100 is a massive task: this year we received 270 initial entries (more than ever before) and had to analyse nearly 35,000 questionnaires filled in by employees. So how do we arrive at our final list and why do we believe that it is an accurate reflection of healthcare employers?

We analyse both employers'



Working in immigration removal centres has proved satisfying despite the challenges

and employees' answers to our questionnaires in great depth. We give a lot more weight to the employees' responses than the employers'. This is because the survey is based on what people feel about their employer and their experience of working in the organisation rather than what their employer says they do or their staff should feel. This year we have also analysed the responses given to specific questions that relate to the NHS Constitution commitment and underlying values.

Research, however, shows that certain types of employer will get higher scores than others. For example, employees working in a small organisation will generally be happier than in a large one, and some demographic groups among staff will be inherently more satisfied

than others, which will benefit some employers and disadvantage others. Large employers will also find it easier to provide some benefits and facilities for staff than small organisations. This is true of all employers, not just those in healthcare. So we try to take account of these factors by adjusting the results to put all entrants on a level playing field before ranking them. This enables us to compare how, say, a large NHS trust does compared with a small hospice or treatment centre without our results being skewed by these known features.

Any organisation that gets into our top 100 is there because it has done well despite being a certain size or having a certain make up of staff – its inclusion is down to something special it has done.



Principles and values at the heart of healthcare

The NHS Constitution supports staff to deliver their best for patients

NHS CONSTITUTION AWARD WINNERS

The Department of Health Top Employer for the NHS Constitution Commitment on Clear Roles and Responsibilities and Rewarding Jobs that Make a Difference

- NHS
- NHS Tees – commissioner only
- Independent
- Fresenius Kabi Nursing Service

The Department of Health Top Employer for the NHS Constitution Commitment on Personal Development, Training and Management Support

- NHS
- South Essex Partnership University Foundation Trust
- Independent
- Haydon Mayer Care Home

The Department of Health Top Employer for the NHS Constitution Commitment on Staff Health, Wellbeing and Safety

- NHS
- South Essex Partnership University Foundation Trust
- Independent
- Efficacy

The Department of Health Top Employer for the NHS Constitution Commitment on Staff Engagement, Empowerment and Partnership Working

- NHS
- South Essex Partnership University Foundation Trust
- Independent
- Efficacy

The Department of Health Top Employer for Demonstrating the NHS Values

- NHS
- South Essex Partnership University Foundation Trust
- Independent
- Fresenius Kabi Nursing Service

The aim of the NHS Constitution for England is to protect and renew the enduring principles of the NHS. It empowers staff, patients and the public by setting out existing legal rights and commitments for the first time in one place and in clear and simple language. The Constitution also sets out clear expectations about the behaviours and values of all organisations providing NHS care.

The handbook to the NHS Constitution includes information for staff involved in providing NHS services and covers the commitments the NHS has made to its staff to help them deliver better quality care and to make the NHS a better place to work. It clearly sets out the expectations the NHS has of its staff and their rights as employees.

Commitments

- The NHS commits to provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities.
- The NHS commits to provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed.
- The NHS commits to provide support and opportunities for staff to maintain their health, wellbeing and safety.
- The NHS commits to engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.

NHS values

- *Respect and dignity.* We value each person as an individual, respect their aspirations and

commitments in life, and seek to understand their priorities, needs, abilities and limits. We take what others have to say seriously. We are honest about our point of view and what we can and cannot do.

- *Commitment to quality of care.* We earn the trust placed in us by insisting on quality and striving to get the basics right every time: safety, confidentiality, professional and managerial integrity, accountability, dependable service and good communication. We welcome feedback, learn from our mistakes and build on our successes.

- *Compassion.* We respond with humanity and kindness to each person's pain, distress, anxiety or need. We search for the things we can do, however small, to give comfort and relieve suffering. We find time for those we serve and work alongside. We do not wait to be asked, because we care.

- *Improving lives.* We strive to improve health and wellbeing and people's experiences of the NHS. We value excellence and professionalism wherever we find it – in the everyday things that make people's lives better as much as in clinical practice, service improvements and innovation.

- *Working together for patients.* We put patients first in everything we do, by reaching out to staff, patients, carers, families, communities, and professionals outside the NHS. We put the needs of patients and communities before organisational boundaries.

- *Everyone counts.* We use our resources for the benefit of the whole community, and make sure nobody is excluded or left behind. We accept that some people need more help, that difficult decisions have to be taken – and that when we waste resources, we waste others' opportunities. We recognise that we all have a part to play in making ourselves and our communities healthier.

NHS CONSTITUTION CATEGORIES



NHS

South Essex Partnership University Foundation Trust

The Department of Health Top Employer for the NHS Constitution Commitment on Personal Development, Training and Management Support

The Department of Health Top Employer for the NHS Constitution Commitment on Staff Health, Wellbeing and Safety

The Department of Health Top Employer for the NHS Constitution Commitment on Staff Engagement, Empowerment and Partnership Working

The Department of Health Top Employer for Demonstrating the NHS Values

South Essex Partnership virtually sweeps the board of our NHS Constitution awards, winning the NHS awards for three of the four commitments and also for values.

It's an incredible achievement for the forward thinking trust, which seems to be able to provide very high quality care at the same time as motivating and engaging staff from boardroom to bedside.

So how does it do it? It starts with recruitment: the trust actively tries to recruit staff who share its values and ethos. Job applicants fill in an online questionnaire on their values and those shortlisted answer questions about how they would behave in certain situations. The information on these is available to the interview panel.

This values based recruitment is designed to ensure that recruits share the trust's philosophy around patient care – and this is reinforced during induction training, when all staff undergo customer care training.

But from then onwards the emphasis is on empowering and engaging staff and helping them to achieve their potential. The trust offers a wide range of training courses, some of which are university accredited. Many are available online to increase their availability

“We have courses for assistant practitioners that enable people who have entered with no qualifications to get to that level”

(the trust operates out of 50 sites) and to give staff maximum flexibility regarding when they do them.

“We have courses for assistant practitioners that enable people who have entered with no qualifications to get to that level,” says Karen Hussey, assistant director of human resources.

“They can then go on to study to become an occupational therapist or a nurse. We have examples of people who have moved through the organisation in this way.”

This is backed up with an appraisal system that involves teams as well as individuals. Almost every staff member is appraised – managers get 360-degree appraisals – and this is linked to a training and development plan. Teams are also given objectives.

Staff are also well supported to

live healthy lives and to maximise wellbeing – something which has been on the trust's agenda for many years. Its “shape your life” programme offers staff information and the chance to try activities, as well as health checks. There's a strong commitment to occupational health, a staff counselling service and person support line for staff and their families. The organisation recognises that working in mental health can be draining, and is working on staff resilience to help them cope with distressing events.

The organisation also listens to its staff and engages them in helping to make decisions and form policies. There are good relations with the unions, and regular communication with the staff. Quality awards are designed to recognise and celebrate all members of a team who improve services, and sometimes involve patients and carers as well.

The trust has recently taken over another and is providing services in Bedfordshire and Luton; despite this major change, the recent staff survey showed very high levels of satisfaction.

“Engagement is just part of all the things that we do,” says Karen Hussey. “It's just part and parcel of what we do.”

NHS CONSTITUTION CATEGORIES



“We ensure our staff are supported and developed to deliver their full potential”

NHS *NHS Tees*

The Department of Health
Top Employer for the NHS
Constitution Commitment on
Clear Roles and Responsibilities
and Rewarding Jobs that Make
a Difference



NHS Tees is the top NHS organisation for the NHS Constitution commitment on roles and responsibilities for staff and whether they feel they have rewarding jobs.

The commissioner only primary care trust is an umbrella body for four separate PCTs and works out of three locations. It beats many other organisations where staff have “hands on” jobs delivering healthcare, often associated with staff satisfaction.

Over the last 15 months it has run two events designed to help staff understand their roles and how

they fit into the broader organisation. These “Our plans, our people” events outlined the PCT’s strategy for improving the health of the population it serves, and what part staff would play.

“We make sure that people are competent to deliver our objectives and to ensure our staff are supported and developed to deliver their full potential,” says Barbara Broadbent, organisational development manager.

The organisation has a “realising potential” strategy, aimed at ensuring all staff get development

opportunities. It “talent spots” individuals with a gift for leadership and offers them an emerging leadership course. All staff have access to an e-learning portfolio, offering training and development courses at all levels.

NHS Tees has revamped its internal communications, with staff now getting a weekly emailed newsletter. Staff receive letters addressed to them by name and the organisation tries to foster a sense of being small and personal. “Everyone is important in our organisation,” says Ms Broadbent.

INDEPENDENT *Haydon Mayer Care Home*

The Department of Health Top
Employer for the NHS
Constitution Commitment on
Personal Development, Training
and Management Support

Haydon Mayer Care Home is the top ranked independent organisation for the commitment on personal development and support.

This small residential and nursing home in Herne Bay, Kent offers exemplary training and development opportunities to its staff. There is a strong ethos of not just caring for residents but also offering them a range of activities, from trips out to themed social evenings.

Staff say they are encouraged to bring new ideas into the home, undertake training and get good support from managers. Initiatives have included a monthly focus on one aspect of care that can lead to improvements. Haydon Mayer has also set up its own infection control team and improved training of its staff in this area.



NHS CONSTITUTION CATEGORIES

INDEPENDENT

Efficacy

The Department of Health
top employer for the NHS
Constitution Commitment on
Staff Health, Wellbeing and
Safety

The Department of Health
Top Employer for the NHS
Constitution Commitment on
Staff Engagement,
Empowerment and Partnership
Working

Efficacy, a private psychotherapy service based in London and Sevenoaks, is the top independent organisation for the NHS Constitution commitments on staff wellbeing and engagement.

Employees like the feeling of being engaged in the business and having the opportunities to work flexibly. One mentions "inclusion by senior management in the day to day running of the organisation" as a plus point while another explains that "being able to voice opinion and be involved in development" is important.

Business manager Shamira Graham says: "Because we are a

psychotherapy firm then health and wellbeing is something that is deeply embedded. It's a big priority for the clinical directors that the staff feel supported, and their health and wellbeing is a big priority for Efficacy".

This is shown in the approach to flexible working and how things are tackled if a staff member has personal problems such as with relationships or childcare.

The company says it values each employee's contribution. "It's very much output driven. It's not about working your contracted hours but its about your contribution to the business," says Ms Graham.



"It's a bottom up organisation and we are constantly listening and reviewing our policies and procedures in light of it"

INDEPENDENT

Fresenius Kabi

The Department of Health
top employer for the NHS
Constitution Commitment on
Clear Roles and Responsibilities
and Rewarding Jobs that Make
a Difference

The Department of Health Top
Employer for Demonstrating the
NHS Values

Fresenius Kabi, which provides home nursing to patients needing artificial nutrition and intravenous therapy, is the winner of two awards in our NHS Constitution section.

The organisation, which is also number eight in the non NHS section overall, wins these awards for the commitments on – providing staff with clear roles and responsibilities and rewarding jobs, while making a difference to patients – and for NHS values.

It's a well deserved accolade for the company, whose staff often work alone with their own caseloads of patients. Responses from the staff suggest many get vast satisfaction from helping patients.

National nurse manager Sue Coorey says many patients have

experienced an event like a stroke, been in hospital and desperate to get home, but then face a period of readjustment as they realise their life has been permanently changed. "It is the nurses going in and being able to support them that really makes the difference," she says. Staff members may look after the same patient for years, enabling them to live independently.

"When you have a motivated workforce who know exactly what they should be doing, that reaps its own rewards.

"It's a bottom up organisation and we are constantly listening and reviewing our policies and procedures in light of it."

Although staff members may work by themselves, the company

is determined they should not feel isolated, she says. They will be in contact with a regional manager at least weekly and the regional teams meet every six weeks. Once a year all the staff attend a meeting and training, which encourages team bonding.

"It's so they have a forum to discuss how they feel, whether they could have done anything differently if they had an issue, and to get support from their local teams," says Ms Coorey.

But she is also conscious that as the organisation moves forward and changes, it needs to continually listen to staff and see if they are happy. "It is important that we don't grow too quickly and leave gaps," she says.



The Zenon Top Employer for Performance Management and Staff Development

NHS

South Essex Partnership University Foundation Trust

It's no surprise to see South Essex Partnership University Foundation Trust taking this award: its training and development opportunities are praised by staff and it has a well thought out and extensive appraisal process.

It's appraising about 98 per cent of staff, suggesting that very few fall through the net.

Karen Hussey, assistant director of human resources, says team appraisals help each member to appreciate what other members are contributing to the team's objectives. "That seems to have had a big impact on how people feel about working in a team," she says. Individuals also get work objectives and personal objectives, which might include development in a particular direction.

The trust's commitment to staff development is clear. Training and development starts with induction – including a session on customer care, which makes it clear providing excellent care is key to the organisation's ethos – and continues throughout an employee's career.

There is also a clear commitment to offering development opportunities to those in the lower bands so they can become assistant practitioners or move above that level. At management level, thought has been given to career progression and succession planning so that good managers have the opportunity to go further.



INDEPENDENT

Haydon Mayer Care Home

Haydon Mayer Care Home in Herne Bay, Kent is the winner in this category – despite being a tiny employer with around just 30 employees.

The organisation has many policies and procedures in place that are often difficult to establish in smaller organisations. Staff get annual appraisals, for example, and there is evidence of good communication and engagement with staff. It also has decreasing sickness rates and has improved retention of its staff.

Staff are enthusiastic about the opportuni-

ties they get. "We are constantly updating practices and enjoy our role," says one employee, while others add similarly positive comments, including: "They encourage staff to further their careers with a lot of training" and "we get all the training we require and can speak to management about anything".

The home has also taken a serious look at infection control, with its own team that has updated policies, training and procedures as well as measuring the outcomes. The home also focuses on one aspect of care a month and carries out a review to try to improve it.

BEST EMPLOYER FOR PERFORMANCE MANAGEMENT AND STAFF DEVELOPMENT

We applaud those organisations that have made it into the Healthcare 100 and to our award winners.

Developing staff and managing performance are watchwords for these challenging times. Middle management development is key in delivering higher gains in QIPP, as is effective workforce planning, service redesign and ensuring staff are happy in their work.

Staff wellbeing cannot be underestimated when seeking to improve productivity.

NHS leaders need to be open and creative in their strategic thinking. Leaders need to look at the "here and now", look at gaps and the different roles needed. The NHS should develop more extended

roles – and implement them in a creative way – because this is going to have to happen with tighter budgetary constraints.

Once this is done, leaders need to drill down the detail. The trick is to have a development plan: look at what you want your legacy to be, how it will be perceived and have strategic conversations about training and development.

Zenon Consulting works to achieve sustainable change with our clients using unique insight, innovative approaches and applications. We have and facilitate an energy which aligns and supports stakeholders to deliver highly effective, successful, measurable results.

Our core services include: senior interim management; organisational

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Our approach to working with our clients and our assignments are underpinned by our strengths in: focusing on the project, the needs and the value we can add; building trusting

partnerships with our clients, associates and networks; developing excellent performance in ourselves and our clients; seeking out new opportunities by proactive relationship development; and having passion in everything we do.

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For further details, contact Julia Tybura at Zenon Consulting on 020 7921 0577 or juliatybura@zenonconsulting.com

The Nursing and Midwifery Council Top Healthcare Employer for Nurses and Midwives

NHS

NHS South of Tyne and Wear PCTs provider services

Nurses working for the provider side of NHS South of Tyne and Wear are likely to be caring for patients who, in many areas, would be in hospital. Intensive nursing care, backed up by good training, is helping patients who are vulnerable to live and die in their own homes.

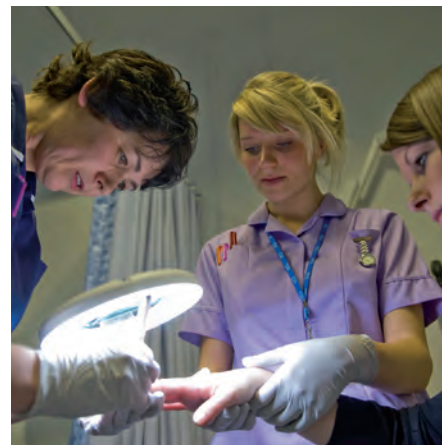
It is that ability to deliver good care and make a difference to patients that is important to staff, according to Bev Atkinson, human resources director. Patient stories are used as an effective way of bringing home to all staff the difference the service makes.

The organisation covers a wide area that has considerable deprivation and a growing number of people who are very old. "We are one of the few trusts to offer a whole range of

services including delivering acute care in the community," says Ms Atkinson. "We do lots of on the job training and career succession planning. We have lots of tools to assess whether a patient will require hospital admission or could stay at home. Staff can access training online."

This is necessary as most of the services offered are nurse led and have been for some time. But the organisation has no problems recruiting nurses – in fact, many are attracted by the challenging, yet satisfying, jobs on that are on offer.

Second in this category was South Essex Partnership University Foundation Trust and third The Royal Marsden Foundation Trust.



INDEPENDENT

HCA International

HCA, which runs six private hospitals in London, is the winner in the non NHS section. Its work tends to be at the more acute end of the scale – often with patients who are seriously ill such as children needing intensive care and oncology patients – and nurses can expect to really use their clinical skills in dealing with them.

It has a graduate programme which eases newly qualified nurses into the job and develops them in a specialty through a two year scheme, which leads to an award that is recognised by Thames Valley University. But there are plenty of training opportunities for nurses at all levels. As a London based organisation, it can bring staff together from its different

hospitals for training at a central location.

"We do have a good retention rate. We reward, retain and recognise it with service awards for anything from five years to 20 plus years," says Marion Robinson, director of nursing and risk.

The organisation also offers a wide range of benefits, including a pension and various health schemes such as discounted maternity care at one of the group's hospitals. Under the Lifestyle Choices scheme staff can choose from a menu of different benefits to best suit their circumstances – for example, from more holiday or different levels of life insurance benefits.

BEST EMPLOYER FOR NURSES AND MIDWIVES

I am delighted the Nursing and Midwifery Council is sponsoring the Healthcare 100 2010 award for the top healthcare employer for nurses and midwives.

I came to the NMC from a career working on the frontline of nursing and my experience has impressed on me the importance of an effective partnership between employers, healthcare professionals and their regulatory bodies in order to safeguard the health and wellbeing the public.

The fostering of these relationships is a high priority for us at the NMC. We are

making significant strides to better engage with nurses and midwives and their employers: inviting directors of nursing, heads of midwifery and human resources directors to special events to discuss our priorities, as well as sending representatives across the four countries of the UK to meet with employers and engaging with the military.

The work we are doing to strengthen our partnership with nurses and midwives and their employers is central to our ultimate purpose of safeguarding the health and wellbeing of the public.

The responsibilities of employers in regards of regulation naturally stretch further than the basics, such as checking the registration and qualifications status of employees. Good employers recognise the importance of supporting, leading, nurturing and educating their staff. It is the responsibility of employers to create an environment in which excellence in nursing and midwifery practice can flourish.


From the NMC's perspective, it is within the preregistration education programmes that the foundations of

safe, compassionate, evidence based care are laid down. Obviously, considerable responsibility for the quality of these programmes lies with universities. However, the importance of the employer/university partnership cannot be overestimated as we all rely on such effective partnerships to produce excellent nurses and midwives for the future.

On behalf of everyone at the NMC, I congratulate the winners of this award.
Professor Dickon Weir-Hughes, chief executive and registrar, NMC

Allocate Software is a trusted and proven Healthcare technology solutions provider committed to helping Healthcare organisations improve the delivery and safety of patient care whilst achieving the best value.

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-  We offer a solution built with the Healthcare sector for the Healthcare sector
-  We deliver one, integrated solution that streamlines the entire workforce process
-  We believe that together with our customers we go from 'strength to strength'
-  We follow a methodology that drives sophisticated yet easy to use technology
-  We implement a bespoke solution; we do not recommend a 'one size fits all' approach



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The Allocate Software Top Employer for Managers

NHS

South Essex Partnership University Foundation Trust

Managers get a raft of development opportunities at this mental health and learning disabilities trust, perhaps not surprising as the chief executive was named NHS leader of the year last year.

Dr Patrick Geoghegan is known as an inspirational leader who wants to encourage others to come forward, and runs a trust that is prepared to offer all staff the opportunity to shine.

There is a modular development course so managers can progress even if work commitments make it difficult for them to attend a particular session. They also get 360-degree appraisals and there is a focus on career development and succession planning.

But that does not mean the trust won't recruit from outside – it has taken several managers from outside the NHS and they often have a different approach,

says Karen Hussey, assistant director of human resources. The trust's ethos, which puts customer care at the focus of what they do, obviously has parallels in many other sectors beyond healthcare.

"We do want to grow our own but we are open to bringing in people from outside the NHS especially in management roles. We have a very good mixture," she says.

The trust also runs a management programme linked to Yale University. "Some of our managers go over there and do some training and last month we had some visitors with links to Yale to learn about our processes," she says. "That's a leading edge programme – I don't think any mental health programme had done anything like that. We do tend to think outside the box and think much more like a business."

INDEPENDENT

HCA International

HCA International leads the field in offering managers satisfying jobs and development opportunities in the non NHS sector.

With six hospitals in London it is big enough to employ a large number of managers and offer them extensive development opportunities. Marion Robinson, director of nursing and risk, says the organisation focuses on leadership and relationships between managers and staff. It also has a good reputation for promoting internally and seeking to "grow its own" by offering leadership and management opportunities for existing staff.

"But sometimes there is a clear recognition that we need to bring a skill into the organisation that we don't already have," she says.

The group runs several management courses, some accredited by the Institute of Leadership and Management. Some of these are attendance based but the company has also developed a range



of courses that can be done through e-learning.

Managers also get a full range of benefits from working for HCA; these include pensions, a range of health related benefits and help with childcare costs.

The NHS Institute for Innovation and Improvement Most Improved Employer

NHS

*Institute for Innovation
and Improvement*

NHS

Sherwood Forest Hospitals Foundation Trust

Sherwood Forest Hospitals Foundation Trust has put staff engagement and involvement at the heart of tackling the financial difficulties the NHS will face in the coming years. The trust, which is moving into a new hospital and changing services at a second, has concentrated on several areas the NHS staff survey had suggested could be approved. More staff are getting appraisals and their quality has improved, it has introduced a policy on violence and aggression towards staff, and improved opportunities for flexible working.

Its changes have vastly improved these factors in the staff survey and meetings are held with staff

to examine when they have provided "best care" for patients and what helped them. This "best care, people, place" programme is helping to develop a series of pledges for patients and staff, backed up by a list of management behaviours.

"We are upping the ante on communication, engagement and partnership working," says a spokeswoman. These, along with openness, are vital in helping the trust through tougher financial times, she says. Much has been achieved here in little over a year.

Second in this category was The Walton Centre Foundation Trust and third was NHS Gloucestershire.

NON-NHS

McIndoe Surgical Centre – BMI Healthcare

McIndoe Surgical Centre – BMI Healthcare wins the award for the most improved non NHS organisation with very supportive comments from staff.

Director of nursing Janice Gauld confesses she can't think of one particular action which has led to the improved rating, but says that continuous improvement is very much on the organisation's agenda, with both patients and staff.

The centre recently celebrated its 10th anniversary with a big party for staff. "I think that motivated everyone and was a real bonding process," she says. In addition, office staff have also moved into a new suite of offices

that have a more airy feel and lots of windows; this may have had a positive effect on them, she says.

But it is providing great patient care which may make the biggest difference to the trust's staff members. "I have such wonderful staff," she says. They enjoy the calm atmosphere and good working conditions and, despite the presence of a large NHS trust on the same site in East Grinstead, the trust has no problems recruiting.

"We don't really have the staff benefits compared with the NHS," Ms Gauld says. "But it is a different entity. We don't have such a stressful time."

EMPLOYERS AND STAFF LEADING THE WAY FOR IMPROVEMENT

Sponsor of the most improved employer award, the NHS Institute for Innovation and Improvement is committed to helping the NHS transform healthcare for patients and the public by rapidly developing and spreading new ways of working, new technology and world class leadership.

The NHS Institute collaborates with NHS staff across all professional groups and organisations to create products, tools and services that have the potential to deliver meaningful and sustainable improvements in care for patients, while improving the experience of staff and increasing productivity and efficiency.

Our experience of working nationally and internationally with other high performing healthcare organisations shows that the key to sustaining high impact improvements is to involve staff and encourage them to help shape positive changes that will benefit patients, staff and the public. This has been highly successful in the NHS Institute's Productive Series where improvements are driven by staff, by empowering them to ask difficult questions about practice and make positive changes to the way they work.

As the NHS enters a critical time of challenge and opportunity, employers

and staff can really work together and be at the forefront of leading improvement. For those who work tirelessly to deliver continuous innovation and improvement for staff, patients and carers, these awards provide a unique opportunity for exceptional effort to be recognised. For this reason the NHS Institute is pleased to support this important event.

This year's winners have shown that bringing staff and management together can make significant improvements in areas that really matter to patients, the public and staff, and that making changes, even those that may seem insignificant, can add to staff motivation.

The NHS Institute strives to improve the care and experience of patients by developing staff skills and delivering real value for the public, while increasing efficiency and productivity. Never has the need been greater to have organisations such as Sherwood Forest Hospitals Foundation Trust and McIndoe Surgical Centre – BMI Healthcare, demonstrating that continuous and sustainable improvements can be achieved in these important areas, even in times of economic challenge.

Simone Jordan, chief operating officer, NHS Institute for Innovation and Improvement

The Ipsos MORI Top Employer for Staff Participation

NHS + INDEPENDENT

Eastern and Coastal Kent Community Services and Bupa Care Services

We at Healthcare 100 are always delighted when staff are prepared to spend their time filling in our questionnaire – and we think it is the mark of an organisation that engages its employees when they are happy to do so.

We carefully calibrate the number of questionnaires that are sent out to each organisation to reflect its size. This year more than 35,000 surveys were returned (including those that came in after the cut off date)

despite NHS employees' known dislike of yet more paperwork!

Two organisations stood out as having very high response rates despite being large employers – surprisingly, both operate out of multiple sites, which people might have expected would make it more difficult to get employees to participate.

Eastern and Coastal Kent Community Services (where 52 per cent of the forms

distributed were returned to us) and Bupa Care Services (where 51 per cent were completed and returned) are the worthy winners of the Ipsos MORI award for staff participation among NHS and independent organisations respectively.

Ipsos MORI

The Top Acute Trusts



Teaching

Keeping staff happy in a big, busy trust is no easy task but Salford Royal Foundation Trust continually gets praise from its staff and recognition in the wider community for the quality of service it provides.

It's our top teaching trust and, judging by staff comments, deserves its position. It puts patient safety, quality of care and the patient experience at the heart of what it does, but does not rest on its laurels, says one employee. Another adds it's "a good feeling having experts on hand to talk through any problems, both professional and personal".

Despite its size, many staff members say it is friendly and senior management are not distant: "It's the personal things that the executive

nurse remembers about you and asks about," says one nurse.

Our three top trusts in this category are all foundation trusts, which may indicate that hospitals that have yet to achieve foundation status are grappling with problems such as financial viability, which can also affect staff morale and working lives.

Second is Aintree University Hospitals Foundation Trust and third is Derby Hospitals Foundation Trust.

Specialist

The top specialist trust is The Walton Centre Foundation Trust in Merseyside. Human resources director Amanda Oates argues its comparatively small size compared with acute

trusts helps to make The Walton a special place to work. "It has the ability to be different because something can go from the top of the organisation to the bottom in a short time," she says. "It is also very focused on a few key elements."

But being a specialist trust can also present challenges – such as having to draw in foundation trust members and governors from across a wide area (the trust's governors come from as far away as Wales, for example). In addition, because it adopts a hub and spoke model of care, staff have to be flexible enough to work in satellite centres in acute trusts as well as The Walton itself.

Second in this category is the Royal Marsden Foundation Trust, where staff obviously get enormous job satisfaction from working with and improving the lives of patients with cancer; third is the Royal National Orthopaedic Hospital Trust.

General

Our top general trust is Blackpool, Fylde and Wyre Hospitals Foundation Trust, an organisation that is committed to staff engagement across the board and has won plaudits as an employer. It is committed to continual improvement through the "Blackpool Way"; one staff member says: "We are all working towards the same targets."

There's much praise for the training and development opportunities and also the forward thinking nature of the trust. One employee says: "The trust has invested in me and now I feel valued."

Second is Yeovil District Hospital Foundation Trust and third, Burton Hospitals Foundation Trust.

The Top Primary Care Trusts

It has been a phenomenally challenging year for PCTs that have faced pressure to split into their commissioner and provider sides – and the next year is likely to be just as difficult as they get to grips with a change of government and policy direction. But the best PCTs have been able to keep their eyes on the ball as they try to ensure their staff remain motivated and committed to top quality healthcare.

PCT provider arm

Our top provider side PCT is NHS South of Tyne and Wear, which was formed from several local PCTs before splitting into provider and commissioning sides. It's a leading edge organisation that works hard to provide care to vulnerable people in their own homes. That requires well trained staff who understand their own limitations. The organisation

supports them through good training and development opportunities, and offers some great roles for frontline staff who want to push the boundaries.

Runners up in this category are Derbyshire Community Health Services and Portsmouth Community and Mental Health Services (now part of the Solent Healthcare merger with NHS Southampton's provider arm).

Commissioner only PCT

The top commissioner side PCT is NHS Tees, which is marked by the amount it spends on personal and professional development for its staff – £1,000 a year per head.

It's a small, friendly place to work with good relationships all the way up the organisation and an approachable chief executive. Staff at all levels get training and development

opportunities, and it has been working hard at engaging them and explaining what the future holds.

Second is NHS Derbyshire County and third is NHS Doncaster.

Whole PCT

Best overall PCT – with a joint entry for both commissioner and provider sides – is NHS Stoke on Trent. "You are always encouraged to develop and innovate rather than just maintain," says one employee, while others praise the proactive nature of the organisation, the changes it is making and the good relations between staff and management. "I feel as if my contribution is valued," concludes another staff member.

Second is NHS Islington and third NHS Halton and St Helens.

CATEGORY WINNERS

The Allocate Software Top Healthcare Employer for Managers

- NHS
- South Essex Partnership University Foundation Trust
- Independent
- HCA International

The Nursing and Midwifery Council Top Healthcare Employer for Nurses and Midwives

- NHS
- NHS South of Tyne and Wear
- Independent
- HCA International

The Zenon Top Healthcare Employer for Performance Management and Staff Development

- NHS
- South Essex Partnership University Foundation Trust
- Independent
- Haydon Mayer Care Home

The NHS Institute for Innovation and Improvement Most Improved Employer

- NHS
- Sherwood Forest Hospitals Foundation Trust
- Independent
- McIndoe Surgical Centre – BMI Healthcare

The Airwave Top Ambulance Trust

- West Midlands Ambulance Service Trust

The Ipsos MORI Top Employer for Staff Participation

- NHS
- Eastern and Coastal Kent Community Services
- Independent
- Bupa Care Services

The Top Acute Trusts

- Teaching
- Salford Royal Foundation Trust
- Specialist
- The Walton Centre Foundation Trust
- General
- Blackpool, Fylde and Wyre Hospitals Foundation Trust

The Top Primary Care Trusts

- PCT provider arm
- NHS South of Tyne and Wear
- Commissioner only
- NHS Tees
- Whole PCT
- Stoke on Trent PCT

The Top Mental Health Trust

- South Essex Partnership University Foundation Trust

The Top Large Employer

- Blackpool Fylde and Wyre Hospitals Foundation Trust

The Airwave Top Ambulance Trust

NHS

West Midlands Ambulance Service Trust

Ambulance services have gone through massive changes in the last three years and have faced the challenge of combining many smaller organisations into one management structure.

West Midlands Ambulance Service Trust was formed from four others in 2007 and now its 4,000 employees serve a population of 5.3 million that ranges from the urban heartlands of Birmingham to rural areas. But with a farflung staff where immediate working relations with the rest of the crew are so

important, there are particular challenges that ambulance services have to meet.

Since the merger, the trust has made changes to operational working practices and working conditions. It says it promotes a culture of openness and honesty, where staff engagement is actively encouraged. It was named as ambulance service of the year three years running – 2007, 2008 and 2009 – by the Ambulance Service Institute.

Not surprisingly, staff derive a lot of satisfaction from their deal-

ings with the public. But they are also complimentary about the organisation, which many say has moved on considerably. "I have the backing of managers and there is always someone in authority to give advice or assistance," says one employee.

Others praise the support received from the trust for staff undertaking higher education courses.



The Top Mental Health Trust

NHS

South Essex Partnership University Foundation Trust

This year we have some very strong mental health trusts; South Essex Partnership University Foundation Trust is ranked top of our NHS list and Oxleas Foundation Trust isn't far behind.

Mental health work used to be regarded as a tough choice, but there is plenty of evidence it is now employing first class leaders (South Essex chief executive Dr Patrick Geoghegan was NHS leader of the year last year) and providing excellent working conditions where staff feel valued and involved. Simon Hart, human resources and organisational development director at Oxleas, describes it as "different rather than difficult" and highlights the holistic approach to care which it often takes. It is an approach that also tends to be reflected in how staff are treated.

Third is Nottinghamshire Healthcare Trust, which is also highly rated and has an inspirational chief executive.



The Top Large Employer

NHS

Blackpool, Fylde and Wyre Hospitals Foundation Trust

Blackpool, Fylde and Wyre Hospitals Foundation Trust is also the winner of our top large employer award, which is for those employing more than 4,000 staff. Motivating and engaging staff in a big organisation is often challenging, but this trust seems to have overcome many of the usual problems such as communication and management feeling distant. "You feel part of a team and well informed about what is going on," says one employee, while another says "I feel this organisation values its staff and knowing I am doing a caring job has kept me in the profession for so long." The trust is also praised for how it looks after its staff through flexible working and support in tough times.

Second in this category is Derbyshire Community Health Services and third is Nottinghamshire Healthcare Trust.

Introducing Airwave.

Critical communications solutions for healthcare

Airwave delivers critical communications services to organisations with public safety responsibilities. Customers include the Emergency Services and healthcare providers such as SHAs, PCTs, Acute Hospital Trusts and GP practices. We design and integrate solutions that combine the right communications platform and effective applications with the right equipment for the job - ranging from providing a paramedic with lone worker monitoring or a community nurse with an electronic version of patient notes, to providing emergency planners with secure radio services to manage incidents - helping our customers improve patient experience, public life and wellbeing.

Our Innovation Agreements with NHS organisations and in-house consulting services help customers to deliver better and safer services whilst reducing waste by looking at organisational strategy and business processes to ensure technology is part of an overall solution.

Providing the world's largest public safety network and serving over 300 public sector organisations means we are perfectly placed to offer healthcare organisations solutions that fully meet their needs.

Emergency care solutions

Ambulance Trusts throughout the country are now using Airwave's secure radio network under the Department of Health's Ambulance Radio Programme (ARP). Designed to support the ongoing changes taking place within the Ambulance Service, it enables the new ways of working that were proposed by the Ambulance Service Review.

Trusts now benefit from better coverage than other systems providing stronger safeguards for patient information than existing NHS solutions, improvements in capacity, reliability, flexibility and functionality. Communication between Ambulance crews and receiving acute units is improved, helping them to be better prepared to treat patients on arrival.

Better connected employees

A wide range of healthcare organisations can experience the benefits of the clear, secure radio communications used by Ambulance Trusts. The easy-to-use service can help improve employee safety leading to improved patient outcomes and increased performance against operational delivery targets. With unrivalled resilience it will keep users in communication at times when other systems fail. For emergency responders and clinicians, the ability to communicate quickly and effectively with other public safety services and hospitals in response to emergencies, pandemics and other rising tides is essential.

Improved communications in the community

We recognise that healthcare providers today need to deliver improvements to service quality and safety by achieving greater efficiencies that include cost savings, reduced waste and improved processes.

Our simple, easy-to-use Community Carer mobile information solutions help healthcare staff maintain electronic patient notes and administration away from the office whilst increasing the number of patient visits and time spent in the community by up to 50%* - resulting in improved patient care and reduced costs.

We can also deliver improvements in other healthcare communications for example between; hospital and primary care; between PCT and general public or clinician to clinician through a new two-way messaging solution, Envoy.

Safety for lone workers

Recognising that more than 3.3 million lone workers come from the public sector, Airwave designs personal safety solutions that enable organisations to fulfil their duty of care responsibilities by monitoring the status and location of staff at all times. Our solutions also provide a means to raise immediate alerts and call for backup. This helps improve resource management, enabling flexible staff deployment.

Essential healthcare training solutions

Airwave has developed a bespoke, web-based e-learning programme for hospital staff who treat acutely ill patients and who could benefit from better training in clinical care techniques. Developing these skills will improve overall standards of care, boost staff confidence and morale, and reduce the demand for treatment in critical care units - delivering significant savings. Developed with clinical care experts in critical care networks, e-learning can be used in short bursts on the ward, or remotely through any internet-enabled PC.



Find out more

For more details on how Airwave can help you achieve more with less, please get in touch:

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E: airwave.sales@airwavesolutions.co.uk

W: www.airwavesolutions.co.uk

*Actual improvement will depend on the location in which the solution is deployed, and the functionality. Over the air synchronization is required to maximize improvements in productivity.



THANK YOU

to all the organisations and staff who
took part in this year's Healthcare 100



NURSING *times*



Ipsos MORI

Our 2011 programme
will be launched in February,
with the results out in
September. To pre-register
your interest, email
rosalind.brewster@emap.com