

FOR HEALTHCARE LEADERS  
**HSJ**  
Nursing  
Times

# BEST PLACES TO WORK

IN ASSOCIATION WITH  
NHS Employers

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## FOREWORD

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NHS Employers is a proud sponsor of *Nursing Times* and *HSJ's* Best Places to Work. Professor Michael West has compellingly evidenced our instinctive belief: that effective

engagement of staff makes a profound difference to the experience, safety and outcomes of patients. The organisations on this list reinforce West's research, while also reflecting the efforts of organisations to sustain and improve the experience of their people in the face of financial and service pressure.

The *NHS Five Year Forward View* highlighted in particular the contribution the NHS as a group of employers must make to the health and wellbeing of people and communities. A long standing commitment to healthy workplaces characterises many of those featured on this list. This provides evidence to policy makers that the practice to support the ambition in the forward view can already be found across the NHS.

Challenges remain, however, and there is clear variation in the experience of the 1.4 million NHS workers. The NHS is this year renewing efforts to address the poorer experience of black and minority ethnic colleagues, and is also rightly focusing on the poorer experience and opportunities of other communities.

Robert Francis has also challenged us to ensure there is freedom for people to speak up, and for their feedback and concerns to be welcomed and supported. I know all employers are committed to addressing these issues, and look forward to their efforts being reflected in future year's best places.

Congratulations to all those on the list. ●  
*Danny Mortimer is chief executive of NHS Employers*



**Effective engagement of staff makes a profound difference to the experience, safety and outcomes of patients**



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## BEST PLACES TO WORK IN THE NHS 2015 – HOW WE IDENTIFIED THEM

This supplement is about celebrating the best employers in the NHS. Our aim is to recognise those organisations across the country that are working the hardest for their staff, striving to create workplace environments where staff can enjoy their work.

Identifying and recognising this high performing group of public sector healthcare employers is a joint effort between *HSJ*, *NT* and Best Companies Group, an independent workplace research firm that specialises in identifying and recognising great places to work in the US, Canada and UK.

The list is compiled as follows:

Using data provided by the NHS staff survey (an annual employee engagement survey conducted across the NHS organisations), we analyse performance in seven key areas:

- Leadership and planning

- Corporate culture and communications
- Role satisfaction
- Work environment
- Relationship with supervisor
- Training, development and resources
- Employee engagement and employee satisfaction

Organisations are ranked by performance and the top performing 100 providers and 20 clinical commissioning groups are identified and listed alphabetically. We aim for a 60:40 acute to "other" trust type ratio for our top 100 providers. This year, that list identifies 42 acute trusts and 58 highest ranking "other" trusts: specialist, mental health and community trust providers. Note that ambulance trusts were not excluded from our analysis: none of them met the criteria.

The resulting list is then sense-checked by a

panel of experts, including people from NHS Employers, *HSJ*, *NT* and Managers In Partnership.

We recognise that organisational size makes it unfair to compare CCGs with providers, so have created a separate list for CCGs. In total, then, our list names 120 top NHS organisations.

To supplement our analyses, we also carry out a detailed employer survey that asks for information on a range of subjects, from vacancy rates to benefit packages for staff. Results of this are built into our Best Places to Work benchmark report, which provides detailed performance insight. These benchmark reports are used to provide the profiles of our winners and runners up.

The supplement presents a summary of each organisation with supplementary data points, sourced from the NHS staff survey and the Health and Social Care Information Centre.

\* Indicates trusts recently merged with others

## ● Bedford Hospital Trust

- Full time equivalent staff: 2,211
- Sickness absence rates: 3.96 per cent
- Staff recommending care: 75 per cent
- Staff recommending as place to work: 63 per cent

Nine in 10 employees at Bedford Hospital Trust reported feeling satisfied with the quality of patient care they delivered, according to the most recent NHS staff survey. Childcare vouchers and gym membership are offered as standard benefits at the organisation, which has an ethos of "every patient matters".

## ● Blackpool Teaching Hospitals Foundation Trust

- Full time equivalent staff: 5,738
- Sickness absence rates: 4.33 per cent
- Staff recommending care: 62 per cent
- Staff recommending as place to work: 62 per cent

More than four in 10 full time vacancies at Blackpool Teaching Hospitals Foundation Trust last financial year were filled by internal candidates. Nine in 10 employees surveyed by the NHS said their role made a difference to patients and service users. Health screening is part of the trust's employee benefits scheme.

## ● Bolton Foundation Trust

- Full time equivalent staff: 4,554
- Sickness absence rates: 5.08 per cent
- Staff recommending care: 64 per cent
- Staff recommending as place to work: 56 per cent

Bolton Foundation Trust has a staff gym and offers the opportunity for regular work from home where appropriate. Four in five workers told the NHS they had received job-relevant training and development over the previous 12 months. The trust is an accredited City and Guilds Centre.

## ● Central Manchester University Hospitals Foundation Trust

- Full time equivalent staff: 11,534
- Sickness absence rates: 5.07 per cent
- Staff recommending care: 67 per cent
- Staff recommending as place to work: 62 per cent

Staff at Central Manchester University Hospitals Foundation Trust benefit from a range of on-site facilities, from a nursery to a Costa and Starbucks. Physiotherapists and osteopaths provide their services, while health programmes available include yoga, mindfulness and smoking cessation. More than nine in 10 staff told the NHS their role made a difference.

## ● Chelsea and Westminster Hospital Foundation Trust

- Full time equivalent staff: 3,086
- Sickness absence rates: 2.89 per cent
- Staff recommending care: 77 per cent
- Staff recommending as place to work: 69 per cent

Early morning exercise classes are held on site at Chelsea and Westminster Hospital Foundation Trust, which says its vision is to have a modern workforce delivering high quality, patient-centred care in a range of settings. The trust scored an impressive 3.87 out of 5 when the NHS asked its staff whether they would recommend it as a place to work or receive treatment.

## ● Dartford and Gravesham Trust

- Full time equivalent staff: 2,593
- Sickness absence rates: 3.68 per cent
- Staff recommending care: 78 per cent
- Staff recommending as place to work: 76 per cent

Childcare vouchers, bicycle loans and optical care vouchers are among the standard benefits to staff at Dartford and Gravesham Trust. An annual staff awards scheme exists, as does a programme to recruit and retain disabled workers. More than four in 10 members of staff questioned by the NHS said they had received well structured appraisals in the previous 12 months.

## ● East Lancashire Hospitals Trust

- Full time equivalent staff: 6,890
- Sickness absence rates: 4.63 per cent
- Staff recommending care: 60 per cent
- Staff recommending as place to work: 59 per cent

Four in five workers at East Lancashire Hospitals Trust told the NHS they felt satisfied with the quality of work and patient care they were able to deliver. An even

greater proportion said their work made a difference to patients and service users. The trust says it supports flexible working.

## ● \*Frimley Health Foundation Trust

- Full time equivalent staff: 4,948
- Sickness absence rates: 3 per cent
- Staff recommending care: 89 per cent
- Staff recommending as place to work: 77 per cent

Frimley Health Foundation Trust was created in October 2014 by the merger of Frimley Park Hospital Foundation Trust with Heatherwood and Wexham Park Hospitals Foundation Trust. Frimley Park scored an impressive 3.85 for effective team working in the most recent NHS staff survey, while Heatherwood and Wexham Park scored 3.73.

## ● Guy's and St Thomas' Foundation Trust

- Full time equivalent staff: 12,198
- Sickness absence rates: 3.35 per cent
- Staff recommending care: 85 per cent
- Staff recommending as place to work: 78 per cent

A range of staff recognition programmes are held at Guy's and St Thomas' Foundation Trust, including the monthly Courtesy, Attitude, Respect, Enthusiasm awards and twice-yearly prize giving ceremonies. Long service awards are also handed out. A dedicated education centre provides training courses, and 90 per cent of staff had been appraised in the 12 months leading up to the last NHS survey.

## ● Harrogate and District Foundation Trust

- Full time equivalent staff: 2,911
- Sickness absence rates: 4 per cent
- Staff recommending care: 72 per cent
- Staff recommending as place to work: 65 per cent

Gym membership, financial advice and retail discounts are offered as part of a benefits scheme at Harrogate and District Foundation Trust. Wellbeing days are held, as are a range of charity events. The trust actively works to recruit and retain ethnically diverse staff as well as disabled workers.

## ● Homerton University Hospital Foundation Trust

- Full time equivalent staff: 3,330
- Sickness absence rates: 3.09 per cent
- Staff recommending care: 78 per cent
- Staff recommending as place to work: 75 per cent

Working closely with Jobcentre Plus, Homerton University Hospital Foundation Trust provides opportunities for local people



**A programme to recruit and retain disabled workers exists at Dartford and Gravesham Trust**



and is accredited with the Positive About Disability symbol. It holds health fairs and fun runs. The trust scored a lofty 4.04 out of 5 when the NHS asked its employees whether they would recommend it as a place to work or receive treatment.

## ● Imperial College Healthcare Trust

- Full time equivalent staff: 8,919
- Sickness absence rates: 3.06 per cent
- Staff recommending care: 71 per cent
- Staff recommending as place to work: 62 per cent

A quarterly engagement survey is held by Imperial College Healthcare Trust, which says it takes action based on the views expressed by staff. Other engagement events are also held including a “Paddington Breakfast”. Gym membership, personal accident insurance and financial advice are offered as part of a benefits scheme.

## ● James Paget University Hospitals Foundation Trust

- Full time equivalent staff: 2,511
- Sickness absence rates: 4.38 per cent
- Staff recommending care: 65 per cent
- Staff recommending as place to work: 64 per cent

James Paget University Hospitals Foundation Trust sets out a vision for its staff to work in creative ways, using advances in technology to their full potential and to eliminate waste that adds no value to patient care. It claims to be situated in a great area to live, with a low crime rate. The trust boasts an on-site nursery.

## ● Luton and Dunstable Hospital Foundation Trust

- Full time equivalent staff: 3,323
- Sickness absence rates: 3.25 per cent
- Staff recommending care: 67 per cent
- Staff recommending as place to work: 60 per cent

Luton and Dunstable Hospital Foundation Trust says it strives to ensure staff feel valued, empowered, confident and motivated. It adds that it focuses on developing staff to maximise their potential. Almost seven in 10 workers told the NHS staff survey they had received equality and diversity training in the past 12 months.

## ● Maidstone and Tunbridge Wells Trust

- Full time equivalent staff: 4,964
- Sickness absence rates: 3.97 per cent
- Staff recommending care: 73 per cent
- Staff recommending as place to work: 63 per cent

Awarded Practice Status for the Improving Working Lives standard, Maidstone and Tunbridge Wells Trust is committed to

investing in more flexible, supportive and family friendly working arrangements to improve diversity and develop staff skills. It actively encourages staff to put forward ideas to improve services, and says all suggestions are considered.

## ● Mid Cheshire Hospitals Foundation Trust

- Full time equivalent staff: 3,003
- Sickness absence rates: 4.04 per cent
- Staff recommending care: 71 per cent
- Staff recommending as place to work: 66 per cent

Sports days and charity events are held at Mid Cheshire Hospitals Foundation Trust, which offers bicycle loans, optical care vouchers and legal advice as standard employee benefits. Nine in 10 workers had appraisals in the 12 months prior to the most recent NHS staff survey.



## Northumbria Healthcare is leading the way in staff equality and diversity measures



## ● Northumbria Healthcare Foundation Trust

- Full time equivalent staff: 7,217
- Sickness absence rates: 4.29 per cent
- Staff recommending care: 81 per cent
- Staff recommending as place to work: 72 per cent

Northumbria Healthcare Foundation Trust has been in the spotlight of late for its work on integration, and has been named as one of NHS England’s Vanguard sites. Working in partnership with local service providers, the trust will deliver an integrated primary and acute care system.

Chief executive Jim Mackey says: “By working together we can make sure that care is joined up so that our patients have a smooth transition from hospital to home with the right support and ultimately a good experience of care whenever and wherever they need it in Northumberland.”

The trust is clearly an organisation at the forefront of integration and transformation. However, there is another side to its story. Not only is the trust pioneering in transformation, it is also leading the way in staff equality and diversity measures, with almost 19 out of 20 staff surveyed saying that the trust provided equal opportunities for career progression.

For the second year running, the trust was awarded a place on Stonewall’s workplace equality index, a list which benchmarks UK organisations that are achieving excellence in LGBT equality and diversity measures. The trust moved up an impressive 50 places on Stonewall’s list from number 100 in 2014.

Executive director of human resources Ann Stringer says: “It was an excellent achievement to be named in the top 100 employers for the first time last year and



for our performance to have improved so much in 2015 is credit to the hard work which has been taking place”.

She adds: “As a trust, we are committed to promoting equality and celebrating difference and we are delighted that our efforts to engage with our diverse communities and create an inclusive workplace have been recognised nationally, and have had a positive impact on patient care.”

The trust is also focussed on boosting staff morale and ensuring that staff gain recognition for their hard work with a weekly announcement in the staff update for those who have put in the extra mile. The annual “Building a Caring Future” award ceremony and dinner also allows the trust to reward the dedication and commitment of its employees. Talking about the trust’s culture, Ms Stringer says: “Our staff do an amazing job every single day providing high quality, safe and compassionate care for our patients and we are committed to supporting them in any way we can.”



### ● Milton Keynes Hospital Foundation Trust

- Full time equivalent staff: 2,623
- Sickness absence rates: 3.99 per cent
- Staff recommending care: 61 per cent
- Staff recommending as place to work: 58 per cent

Events organised for staff at Milton Keynes Hospital Foundation Trust include weekends away and trips to the theatre. Flexible working is available, as are staff discounts to local health facilities. According to the most recent NHS staff survey, 86 per cent of staff at the trust had received relevant training in the prior 12 months.

### ● Northern Devon Healthcare Trust

- Full time equivalent staff: 3,603
- Sickness absence rates: 3.43 per cent
- Staff recommending care: 76 per cent
- Staff recommending as place to work: 68 per cent

Sky dives have been held by staff at Northern Devon Healthcare Trust, while a staff choir performs public events. Income protection, legal advice and gym membership are offered as part of the trust's benefits scheme. Four in five workers told the NHS they had received equality and diversity training in the prior 12 months.

### ● Nottingham University Hospitals Trust

- Full time equivalent staff: 11,557
- Sickness absence rates: 3.39 per cent
- Staff recommending care: 78 per cent
- Staff recommending as place to work: 69 per cent

An on-site gym and dedicated spaces for daily exercise classes and other therapies help boost health and fitness at Nottingham University Hospitals Trust. The trust has signed the Mindful Employer charter and supports people with a mental health condition to find or keep employment. Staff values include being polite and respectful and valuing each other's views.

### ● Portsmouth Hospitals Trust

- Full time equivalent staff: 5,645
- Sickness absence rates: 3.65 per cent
- Staff recommending care: 66 per cent
- Staff recommending as place to work: 59 per cent

A staff wellbeing centre on site at Portsmouth Hospitals Trust includes a pool, a gym and treatment rooms. Internal celebrations include staff values awards and a gala ball. The trust scored an impressive 3.87 out of 5 for staff motivation at work in the most recent NHS staff survey.

### ● Royal Berkshire Foundation Trust

- Full time equivalent staff: 4,651
- Sickness absence rates: 3.23 per cent
- Staff recommending care: 72 per cent
- Staff recommending as place to work: 64 per cent

Royal Berkshire Foundation Trust has a cycle to work scheme and offers emotional resilience training to staff. Alternative therapies are offered to staff at discounted rates. The trust actively works to recruit and retain disabled workers. More than seven in 10 workers told the NHS they felt able to contribute towards improvements at work.

### ● Royal Surrey County Hospital Foundation Trust

- Full time equivalent staff: 3,141
- Sickness absence rates: 3.08 per cent
- Staff recommending care: 72 per cent
- Staff recommending as place to work: 65 per cent

A private nursery is located at the Royal Surrey County Hospital while staff at the trust can also apply for tax-free childcare vouchers. A social club provides activities for staff. Support from immediate managers was rated as 3.79 out of 5 in the most recent NHS staff survey.

### ● \*Royal United Hospitals Bath Foundation Trust

- Full time equivalent staff: 3,852
- Sickness absence rates: 3.85 per cent
- Staff recommending care: 75 per cent
- Staff recommending as place to work: 68 per cent

An innovation panel at Royal United Hospitals Bath Trust allows staff to win funding for their proposals. A gym, a swimming pool and tennis courts are provided on-site. Staff motivation was scored at 3.91 out of 5 in the most recent NHS staff survey, while overall engagement was 3.82.

### ● Salford Royal Foundation Trust

- Full time equivalent staff: 6,219
- Sickness absence rates: 4.42 per cent
- Staff recommending care: 87 per cent
- Staff recommending as place to work: 71 per cent

Salford Royal Foundation Trust aims to have a workforce which reflects the diversity of the patients it serves. More than nine in 10 workers polled by the NHS said their role made a difference to patients and service users. Staff gave an overall engagement score of 3.98 out of 5.

### ● Salisbury Foundation Trust

- Full time equivalent staff: 2,752
- Sickness absence rates: 3.37 per cent
- Staff recommending care: 83 per cent
- Staff recommending as place to work: 75 per cent

An on-site staff club at Salisbury Foundation Trust gives employees access to a gym, a swimming pool and exercise classes. The trust has a cycle to work initiative and a staff running group. A stress management programme is available. Half of open, full time, permanent positions at the trust last financial year were filled internally.

### ● Sheffield Teaching Hospitals Foundation Trust

- Full time equivalent staff: 13,112
- Sickness absence rates: 4.49 per cent
- Staff recommending care: 78 per cent
- Staff recommending as place to work: 70 per cent

Events organised for staff at Sheffield Teaching Hospitals Foundation Trust include a buggy push, a sky dive and a carol concert. An annual sharing good practice festival is held. Zumba classes are available as is a fast track physiotherapy service. Gym membership is part of the employee benefits scheme.



**An innovation panel at Royal United Hospitals Bath Trust allows staff to win funding for their proposals**



## ● South Tees Hospitals Foundation Trust

- Full time equivalent staff: 7,840
- Sickness absence rates: 4.45 per cent
- Staff recommending care: 70 per cent
- Staff recommending as place to work: 52 per cent

Childcare vouchers are available to staff at South Tees Hospitals Foundation Trust, while a nursery is open on the James Cook University Hospital site from 6.45am to 6pm. The intranet allows employees to advertise items for sale free of charge, and a staff lottery draw is held on the first working day of the month.

## ● South Tyneside Foundation Trust

- Full time equivalent staff: 3,818
- Sickness absence rates: 5.71 per cent
- Staff recommending care: 63 per cent
- Staff recommending as place to work: 57 per cent

Nine in 10 staff at South Tyneside Foundation Trust polled for the most recent NHS staff survey said their role made a difference to patients and other service users. The trust scored 3.82 out of 5 for effective team working as well as 3.7 for overall engagement.

## ● South Warwickshire Foundation Trust

- Full time equivalent staff: 3,444
- Sickness absence rates: 4.14 per cent
- Staff recommending care: 73 per cent
- Staff recommending as place to work: 71 per cent

The chief executive and HR director of South Warwickshire Foundation Trust judge internal “going the extra mile” awards every



**Wrightington, Wigan and Leigh carries out quarterly pulse surveys that measure staff engagement feelings**



## ● Wrightington, Wigan and Leigh Foundation Trust

- Full time equivalent staff: 4,169
- Sickness absence rates: 4.71 per cent
- Staff recommending care: 78 per cent
- Staff recommending as place to work: 77 per cent

Wrightington, Wigan and Leigh Foundation Trust has shone this year due to its successful staff engagement approach. The trust was ranked fourth out of 138 acute trusts for staff engagement in the 2014 NHS staff survey and has seen a steady improvement in its results, with 59 per cent of staff ranking it above average for engagement in 2012 and 93 per cent in 2014.

The trust has created an engagement framework designed to help individual teams diagnose levels of staff engagement. Developed in 2013, the staff engagement model called “the WWL way” allows staff to track engagement across nine different enablers: working relationships, recognition, resources, clarity, perceived fairness, personal development, influence, mindset and trust. Alongside this, the trust runs a 26 week “Pioneer” training and support programme that is focussed on empowering local teams to improve engagement levels.

Nicole Ferguson, staff engagement lead at the trust, says: “I think the framework has allowed our trust to be data led in our engagement drive, so that we can take a more tailored approach.” As part of this framework the trust carries out quarterly “pulse surveys” that measure staff engagement feelings, behaviours and enablers.

According to Ms Ferguson, these surveys mean the trust “can implement different approaches to staff engagement that will best meet the needs of staff and/or specific ‘hot spot’ groups of staff.”

As an example Ms Ferguson describes the creation of the trust’s “Going the Extra

month. Financial advice, health screening and retail discounts are all standard benefits for employees at the trust. Mindfulness sessions are run regularly while monthly wellbeing initiatives are promoted to all staff.

## ● St Helens and Knowsley Teaching Hospitals Trust

- Full time equivalent staff: 4,136
- Sickness absence rates: 3.75 per cent
- Staff recommending care: 78 per cent
- Staff recommending as place to work: 72 per cent

Learner awards are held by the St Helens and Knowsley Teaching Hospitals Trust to



“Mile” scheme. Based on staff feedback, this project redesigned staff recognition methods to make them more informal, spontaneous and accessible. “The scheme has had a huge amount of uptake and, following its implementation, the score for recognition on our quarterly staff engagement pulse survey has significantly improved and achieved its highest score to date,” she says.

Over six months, WWL improved engagement levels by as much as 25 per cent in some teams. Talking about the trust’s achievement, Alison Balson, acting director of HR, says: “We are delighted with the success we have achieved over the last four years on staff engagement. We firmly believe that levels of staff engagement are directly related to patient experience – happy staff leads to happy patients”.

WWL is also a “positive about discrimination” employer and actively helps staff with disabilities remain in employment by offering occupational health support and, where possible, adjusting staff working hours and environments.

recognise individual achievements and promote access to training and development. An annual talent show is held at the Theatre Royal in St Helens to showcase hidden skills among trust staff. An annual staff awards evening is held at Liverpool Echo Arena.

## ● Surrey and Sussex Healthcare Trust

- Full time equivalent staff: 3,161
- Sickness absence rates: 3.33 per cent
- Staff recommending care: 77 per cent
- Staff recommending as place to work: 70 per cent

Season ticket travel loans, childcare vouchers and optical care vouchers are

among the standard employee benefits at Surrey and Sussex Healthcare Trust. Employee motivation at work scored 3.95 out of 5 in the most recent NHS staff survey. Almost nine in 10 workers said the trust offered equal opportunities for career progression.

### ● **The Dudley Group Foundation Trust**

- Full time equivalent staff: 4,177
- Sickness absence rates: 3.80 per cent
- Staff recommending care: 72 per cent
- Staff recommending as place to work: 67 per cent

The Dudley Group Foundation Trust says it aims to provide an excellent employee benefits package including flexible working opportunities, a modern gym and occupational health services. In the most recent NHS staff survey, 93 per cent of staff polled at the trust said their role made a difference to patients and service users.

### ● **The Hillingdon Hospitals Foundation Trust**

- Full time equivalent staff: 2,608
- Sickness absence rates: 3.50 per cent
- Staff recommending care: 65 per cent
- Staff recommending as place to work: 65 per cent

Staff events run at the Hillingdon Hospitals Foundation Trust include a Christmas jumper scheme, a maternity afternoon cream tea, and Macmillan coffee mornings. Health screening, financial advice and gym membership are part of the trust's employee benefits scheme. Staff motivation at work was rated 4 out of 5 in the most recent NHS staff survey.

### ● **The Newcastle upon Tyne Hospitals Foundation Trust**

- Full time equivalent staff: 11,847
- Sickness absence rates: 3.95 per cent
- Staff recommending care: 85 per cent
- Staff recommending as place to work: 69 per cent

Equality networking groups have been created within the Newcastle upon Tyne Hospitals Foundation Trust, which participates in the Stonewall Champions programme. A gym and cycling facilities are provided on-site, and return-to-work classes are run by the occupational psychology team. Leadership and management programmes are also available.

### ● **University College London Hospitals Foundation Trust**

- Full time equivalent staff: 7,657
- Sickness absence rates: 3.38 per cent
- Staff recommending care: 83 per cent
- Staff recommending as place to work: 70 per cent

Staff at the University College London Hospitals Foundation Trust benefit from a range of flexible working options, including job share arrangements, temporarily reduced hours, home working and flexi time. The trust offers discounted membership of a sports and social club that boasts a gym, a range of classes and beauty therapies.

### ● **University Hospital of South Manchester Foundation Trust**

- Full time equivalent staff: 5,318
- Sickness absence rates: 4.39 per cent
- Staff recommending care: 79 per cent
- Staff recommending as place to work: 71 per cent

Targeted in-house resilience training is available to staff at the University Hospital of South Manchester Foundation Trust, as is on-site childcare. The trust received an overall engagement score of 3.84 out of 5 in the most recent NHS staff survey. Almost nine in 10 of its staff questioned said there were equal opportunities for career progression.

### ● **University Hospital Southampton Foundation Trust**

- Full time equivalent staff: 8,280
- Sickness absence rates: 3.45 per cent
- Staff recommending care: 77 per cent
- Staff recommending as place to work: 68 per cent

An interactive conference celebrating

diversity is one way equal opportunities are promoted at University Hospital Southampton Foundation Trust. Active moves are made by the trust to recruit and retain ethnically diverse and disabled workers. Almost a third of full time open permanent positions were filled internally last financial year.

### ● **University Hospitals Birmingham Foundation Trust**

- Full time equivalent staff: 7,712
- Sickness absence rates: 3.86 per cent
- Staff recommending care: 82 per cent
- Staff recommending as place to work: 70 per cent

University Hospitals Birmingham Foundation Trust says it invests in its workforce as it believes career development through education and training enables it to deliver the best care to its patients. It scored 3.97 out of 5 when the NHS asked its staff whether they would recommend it as a place to work or receive treatment.

### ● **University Hospitals Coventry and Warwickshire Trust**

- Full time equivalent staff: 6,198
- Sickness absence rates: 3.99 per cent
- Staff recommending care: 70 per cent
- Staff recommending as place to work: 64 per cent

University Hospitals Coventry and Warwickshire Trust seeks to inspire its current and future workforce through a positive culture of achievement, education, training and development. It aims to endorse a working environment that promotes communication, equality and diversity. An impressive 94 per cent of staff surveyed by the NHS said their role made a difference.

### ● **West Suffolk Foundation Trust**

- Full time equivalent staff: 2,604
- Sickness absence rates: 3.86 per cent
- Staff recommending care: 78 per cent
- Staff recommending as place to work: 76 per cent

Monthly and annual staff awards are held at West Suffolk Foundation Trust, while fundraising events include sky diving and quizzes. Legal advice, personal accident insurance and financial advice are part of the standard benefits package at the trust. A tag rugby competition is held, as are weight management classes.

“  
**UCL Hospitals has a range of flexible working options, including job share arrangements**  
”



## ● Birmingham Children's Hospital Foundation Trust

- Full time equivalent staff: 3,236
- Sickness absence rates: 3.39 per cent
- Staff recommending care: 89 per cent
- Staff recommending as place to work: 74 per cent

Birmingham Children's Hospital Foundation Trust has values including compassion and respect. Benefits offered include season ticket travel loans and optical care vouchers. Three in four workers polled by the NHS felt able to contribute to improvements at work.

## ● Great Ormond Street Hospital for Children Foundation Trust

- Full time equivalent staff: 3,652
- Sickness absence rates: 2.63 per cent
- Staff recommending care: 87 per cent
- Staff recommending as place to work: 73 per cent

Working with its staff, Great Ormond Street Hospital for Children Foundation Trust has created a set of values designed to establish it as an employer people want to work for. These are based on mutual respect, openness and accountability. An astonishing 96 per cent of workers told the NHS their role made a difference to patients and service users.

## ● Liverpool Heart and Chest Hospital Foundation Trust

- Full time equivalent staff: 1,335
- Sickness absence rates: 4.13 per cent
- Staff recommending care: 92 per cent
- Staff recommending as place to work: 69 per cent

As well as monthly staff awards, Liverpool Heart and Chest Hospital Foundation Trust holds employee events such as a bake-off and a red dress day when health checks are available. A gym and a walking route at the site contribute to staff fitness and wellbeing. Nine in 10 staff told the NHS the trust provided equal opportunities for career progression.

## ● Moorfields Eye Hospital Foundation Trust

- Full time equivalent staff: 1,611
- Sickness absence rates: 3.60 per cent
- Staff recommending care: 88 per cent
- Staff recommending as place to work: 74 per cent

Health MOTs and healthy eating programmes are offered to employees at Moorfields Eye Hospital Foundation Trust. Health screening is a standard benefit. The trust actively works to recruit and retain disabled and ethnically diverse members of staff. An impressive 93 per cent told the NHS their role made a difference.

## ● Royal National Hospital for Rheumatic Diseases Foundation Trust\*

- Full time equivalent staff: 208
- Sickness absence rates: 3.18 per cent
- Staff recommending care: 91 per cent
- Staff recommending as place to work: 79 per cent

Locally known as "The Min", Royal National Hospital for Rheumatic Diseases (RNHRD) merged with Royal United Hospitals Bath in February this year. Despite merging due to the financial pressures of being such a small trust, Royal National's 2014 staff survey results prove that the trust was certainly not struggling in terms of its staff engagement. With a 61 per cent response rate to the NHS staff survey, nine out of 10 of those surveyed said that they felt satisfied with the quality of work that they were able to deliver. An even greater proportion had increased job satisfaction with the knowledge that their role made a difference to patients and service users.

The organisation also scored an impressively low 2.73 out of 5 for the level of work pressure felt by staff and a comparatively high 3.9 out of 5 for effective team working.

Mergers can often be hard on a trust's workforce, however during this period staff engagement scores for RNHRD actually went up compared to the year before, as did its response rate to the staff survey.

While working towards integrating the two trusts, a programme focussed on improving communication with staff about the process was rolled out. This



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included regular immersion events run by individual teams. The events provided staff with the opportunity to celebrate successes related to the integration of staff teams and to also generate a clear vision of what integration should look like from their perspectives.

Talking about the merger with Royal United, Claire Buchanan, director of human resources says: "The RUH is proud to have welcomed staff from the Royal National Hospital for Rheumatic Diseases. This is the second year running that the RNHRD has been recognised in the top 100 and we hope to continue to build on this success."

Ms Buchanan adds: "With the Royal United Hospitals also featuring in this year's top 100, it is clear to see that two motivated and highly skilled teams of staff have come together for the direct benefit of patients. We will continue to support our staff throughout the integration process so that they can continue to do what they do best – deliver world class care."

## ● Papworth Hospital Foundation Trust

- Full time equivalent staff: 1,677
- Sickness absence rates: 3.63 per cent
- Staff recommending care: 92 per cent
- Staff recommending as place to work: 75 per cent

Employees at all levels can enter the staff achievement awards at Papworth Hospital Foundation Trust, which recognise behaviours linked to the trust's values. Staff events include bingo and Balti evenings as well as family open days. Income protection and gym membership are offered as part of the trust's benefits scheme.

## ● Queen Victoria Hospital Foundation Trust

- Full time equivalent staff: 817
- Sickness absence rates: 3.58 per cent
- Staff recommending care: 91 per cent
- Staff recommending as place to work: 74 per cent

Flexible working options at Queen Victoria

Hospital Foundation Trust include flexible hours and working practices as well as family friendly policies such as carers' leave career breaks. More than nine in 10 workers at the trust told the NHS their role made a difference to patients and service users.

## ● Royal Brompton and Harefield Foundation Trust

- Full time equivalent staff: 3,125
- Sickness absence rates: 2.49 per cent
- Staff recommending care: 92 per cent
- Staff recommending as place to work: 81 per cent

Smoking cessation courses, physiotherapy and counselling are offered to employees at Royal Brompton and Harefield Foundation Trust. Childcare vouchers, season ticket travel loans and optical care vouchers are also offered as part of the trust's employee benefits scheme. More than nine in 10 Royal Brompton and Harefield employees surveyed by the NHS said that they were



satisfied with the quality of patient care they were able to deliver.

### ● Royal National Orthopaedic Hospital Trust

- Full time equivalent staff: 1,310
- Sickness absence rates: 2.88 per cent
- Staff recommending care: 87 per cent
- Staff recommending as place to work: 71 per cent

The Royal National Orthopaedic Hospital Trust has invested in software that supports staff with dyslexia. It actively seeks to recruit and retain staff with disabilities. Gym and swimming pool facilities exist on site. The trust scored 3.9 out of 5 for engagement in the most recent NHS staff survey.

### ● Sheffield Children's Foundation Trust

- Full time equivalent staff: 2,456
- Sickness absence rates: 4.50 per cent
- Staff recommending care: 84 per cent
- Staff recommending as place to work: 68 per cent

Values at Sheffield Children's Foundation Trust include being committed to excellence, teamwork, accountability, compassion and integrity. In a recent NHS staff survey, 87 per cent of staff polled at the trust said their role made a difference to patients and service users. Almost 19 in 20 said equal opportunities existed for career progression.

### ● The Christie Foundation Trust

- Full time equivalent staff: 2,313
- Sickness absence rates: 3.41 per cent
- Staff recommending care: 92 per cent
- Staff recommending as place to work: 73 per cent

A health and wellbeing day is held annually for staff at The Christie Foundation Trust. Rounders tournaments are also held, while leadership academy courses are available. Six in 10 workers at the trust told the NHS they had received equality and diversity training in the 12 months prior to its most recent survey.

### ● The Clatterbridge Cancer Centre Foundation Trust

- Full time equivalent staff: 866
- Sickness absence rates: 4.10 per cent
- Staff recommending care: 92 per cent
- Staff recommending as place to work: 73 per cent

Summer barbecues are held for all staff at the Clatterbridge Cancer Centre Foundation Trust. Outdoor gym equipment and secure bike racks help promote healthy lifestyles to staff, as do a running club and an on-site fruit and veg stall. Each employee receives an average of 60 hours of training and development per year.

### ● The Robert Jones and Agnes Hunt Orthopaedic Hospital Foundation Trust

- Full time equivalent staff: 1,101
- Sickness absence rates: 3.23 per cent
- Staff recommending care: 93 per cent
- Staff recommending as place to work: 71 per cent

A cricket pitch is among the sport and leisure facilities available to staff at the Robert Jones and Agnes Hunt Orthopaedic Hospital Foundation Trust. An annual health and wellbeing event is held by the trust, which has values of being friendly, caring, professional, excellent and respectful. Health checks are available for over 45s.

### ● The Royal Marsden Foundation Trust

- Full time equivalent staff: 3,528
- Sickness absence rates: 2.85 per cent
- Staff recommending care: 89 per cent
- Staff recommending as place to work: 71 per cent

## ● The Walton Centre Foundation Trust

- Full time equivalent staff: 1,160
- Sickness absence rates: 4.45 per cent
- Staff recommending care: 88 per cent
- Staff recommending as place to work: 77 per cent

Unique in its status as the only specialist neurosciences trust in the UK, The Walton Centre Foundation Trust is based in Liverpool and has a workforce of around 1,300 staff.

In 2012, the trust reviewed its health and wellbeing strategy after recording sickness absence rates of around 7 per cent. Galvanised by this, it implemented a health and wellbeing programme led by union rep and staffside chair Jean Blevin. The programme offers a variety of activities including Zumba, Pilates and circuit training. Most recently the trust implemented massage therapy sessions.

According to Jane Mullin, deputy director of HR, the massage therapy has been received very positively and one employee even told her it has kept her in work.

Health and wellbeing is a priority for the Walton Centre and it has been rewarded for its efforts, receiving a health and wellbeing award in 2014 from Investors in People (IIP).

Recognised by IIP for "World Class HR" the trust received a Gold Standard accreditation.

Mike Gibney, director of workforce explains: "They [IIP] come in for 11 days and interview over 70 staff and at the end of it you can pass, fail or receive bronze, silver or gold."

Loans are on offer to staff at the Royal Marsden Foundation Trust for season ticket travel costs and bicycles. Childcare vouchers are also part of the standard benefits package. Gym membership is subsidised. In the most recent NHS staff survey, 92 per cent of staff questioned at the trust said their role made a difference.

### ● The Royal Orthopaedic Hospital Foundation Trust

- Full time equivalent staff: 831
- Sickness absence rates: 4.56 per cent
- Staff recommending care: 84 per cent
- Staff recommending as place to work: 67 per cent

The Royal Orthopaedic Hospital Foundation Trust promotes cycling to work, providing a number of cycle racks on-site as well as shower facilities and the loan of cycling equipment in return for a reduction in salary. Almost nine in 10 staff told the NHS they had received appraisals in the 12 months prior to its most recent staff survey.

He adds: "There are only five trusts in the country that are currently gold standard and when IIP came in they said that only 1 per cent of all UK employers have both the gold standard and health and wellbeing award."

Since starting the health and wellbeing agenda, staff sickness absence rates have fallen to 4 per cent, and Ms Mullin reports that there are plans to expand their agenda beyond just physical activity. "In the past we concentrated on the physical activities, so the next steps will be continuing with and developing those activities but it's also looking at health and wellbeing in its round."

Staff engagement is also a priority for the trust. As Mr Gibney explains, the organisation is providing collective leadership courses for those in middle management roles. "In the end the face of this organisation are those middle and line managers and so we're running these programmes. The basis of it is they need to invest their time in staff. It's not all about writing reports and organising rotas they've got to talk to staff and engage with staff," he says.

RUNNER UP  
ACUTE  
SPECIALIST  
TRUST





## ● **Cambridgeshire Community Services Trust**

- Full time equivalent staff: 2,864
- Sickness absence rates: 4.89 per cent
- Staff recommending care: 83 per cent
- Staff recommending as place to work: 73 per cent

On a recent visit to Cambridgeshire Community Services Trust, health secretary Jeremy Hunt said: “It’s clear that their work is the NHS at its best.” The trust serves over two million people and pivotal to providing high quality care for this population is the organisation’s attitude to staff wellbeing and engagement.

The trust has performed well in the NHS staff survey this year, receiving the highest overall engagement score of any community trust in the country. Anita Pisani, deputy chief executive, stresses the importance of a culture co-created by staff. “For the second year running, staff have rated working for the trust incredibly positively, reflecting the fantastic culture and behaviours all our staff have helped create.

“We know that a well engaged workforce is more motivated to provide high quality services and experience greater job satisfaction.”

For Cambridgeshire, a core part of having an engaged workforce is staff feeling supported and recognised for the work they do. So, each month the trust holds its “Shine a Light” awards. Staff, senior managers, patients and relatives are encouraged to nominate and “shine a light” on those who have displayed outstanding work for the trust. These

nominations are reviewed by the executive team which presents the winner with a certificate and vouchers. Their achievement is also shared across the trust and local newspapers. Liz Sloman, a play specialist who recently won the award, says: “I really love my job. It’s very rewarding.”

In order to improve staff absence rates and ensure that they have a healthy and happy workforce, Cambridgeshire introduced the “live life well” programme in August 2013. Chaired by the assistant director of workforce, the programme was created in collaboration with the corporate team, clinical and staffside champions.

As part of this programme the trust now offers personal resilience training, coaching conversation training and has implemented “roving health check kiosks”. These kiosks give staff the opportunity to gauge key health measurements such as body mass index, blood pressure and body fat. Since the launch of the “live life well” programme, Cambridgeshire has improved its average monthly sickness absence rate by 0.17 per cent.

The trust’s occupational health team was also asked to provide a staff service to neighbouring Hinchingsbrooke Healthcare Trust. This offered staff access to Rapid Access Musculoskeletal (MSK) treatment and was aimed at those who were regularly off sick due to ongoing illness and medical investigation. The service was such a success that Cambridgeshire has now decided to implement it across its own sites.

## ● **Central London Community Healthcare Trust**

- Full time equivalent staff: 2,577
- Sickness absence rates: 4.04 per cent
- Staff recommending care: 64 per cent
- Staff recommending as place to work: 53 per cent

Staff at Central London Community Healthcare Trust can benefit from flexible working arrangements including reduced hours for temporary periods of up to a year, and home working. Childcare vouchers are available as is up to 52 weeks of maternity leave. Season ticket travel loans are offered along with walking and cycling allowance schemes.

## ● **Hertfordshire Community Trust**

- Full time equivalent staff: 2,415
- Sickness absence rates: 4.17 per cent
- Staff recommending care: 67 per cent
- Staff recommending as place to work: 53 per cent

Opportunities for flexible working at Hertfordshire Community Trust include part time working, flexi time, annualised hours, term time only working and job share. Childcare vouchers are available, and on-site nursery facilities exist on several Hertfordshire acute sites. More than nine in 10 staff said their role made a difference.

## ● **Hounslow and Richmond Community Healthcare Trust**

- Full time equivalent staff: 868
- Sickness absence rates: 3.38 per cent
- Staff recommending care: 72 per cent
- Staff recommending as place to work: 61 per cent

An initiative based on hit BBC show *Dragons’ Den* is run by Hounslow and Richmond Community Healthcare Trust to find ideas that improve staff and patient experiences. The trust is a member of the NHS Two Ticks scheme, and guarantees interviews to all disabled applicants meeting essential criteria for a role.

## ● **Kent Community Health Foundation Trust**

- Full time equivalent staff: 4,467
- Sickness absence rates: 4.20 per cent
- Staff recommending care: 69 per cent
- Staff recommending as place to work: 54 per cent

A range of flexible working opportunities are available at Kent Community Health Foundation Trust, as are childcare vouchers. All employees must complete mandatory training as well as training that is essential to their particular role. A leadership and management development programme is being designed to identify individuals’ needs and tailor learning accordingly.



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**Involving staff in everything is a key priority for Derbyshire Community**

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### ● Lincolnshire Community Health Services Trust

- Full time equivalent staff: 1,997
- Sickness absence rates: 4.71 per cent
- Staff recommending care: 72 per cent
- Staff recommending as place to work: 56 per cent

In the most recent NHS staff survey, more than nine in 10 workers polled at Lincolnshire Community Health Services Trust said their role made a difference to patients and service users. The trust scored an overall engagement mark of 3.82 out of 5 in the survey.

### ● Solent Trust

- Full time equivalent staff: 3,149
- Sickness absence rates: 4.66 per cent
- Staff recommending care: 70 per cent
- Staff recommending as place to work: 52 per cent

A number of health and wellbeing programmes help Solent Trust recruit and retain workers with disabilities. It is a Mindful employer and aims to support people with mental illnesses. The trust runs weight management courses as well as leadership management development programmes. Health screening is a standard employee benefit.

### ● Sussex Community Trust

- Full time equivalent staff: 3,460
- Sickness absence rates: 4.83 per cent
- Staff recommending care: 72 per cent
- Staff recommending as place to work: 60 per cent

Income protection, childcare vouchers and bicycle loans are standard employee benefits at Sussex Community Trust. Yoga and pilates classes are run, and access is given to health checks. In the 12 months prior to the most recent NHS staff survey, 94 per cent of those polled at the trust had received appraisals.

### ● Torbay and Southern Devon Health and Care Trust

- Full time equivalent staff: 1,689
- Sickness absence rates: 4.41 per cent
- Staff recommending care: 73 per cent
- Staff recommending as place to work: 65 per cent

Torbay and Southern Devon Health and Care Trust says it is committed to working in partnership with all its staff to improve their working lives, health and wellbeing. It has an employee assistance programme, a cycle to work scheme and a range of staff discounts. The trust offers childcare vouchers.

### ● Wirral Community Trust

- Full time equivalent staff: 1,076
- Sickness absence rates: 4.90 per cent
- Staff recommending care: 78 per cent
- Staff recommending as place to work: 60 per cent

A network for staff with disabilities helps Wirral Community Trust explore how it can improve the experience of disabled staff. Childcare vouchers, season ticket travel loans and bicycle loans are offered as standard benefits. There is an on-site gym. More than nine in 10 staff told the NHS there were equal opportunities for career progression at the trust.



### ● Derbyshire Community Health Services Foundation Trust

- Full time equivalent staff: 3,227
- Sickness absence rates: 4.13 per cent
- Staff recommending care: 78 per cent
- Staff recommending as place to work: 65 per cent

This year, Derbyshire Community Health Services won an NHS England Innovation Challenge award for a new fitness for work service. Run by occupational health experts, the service offers specialist workplace support and care to staff that are off work or struggling to remain at work due to medical conditions.

Derbyshire was one of 13 winners selected from 340 applicants and as a result received £75,000 to expand the service. The trust estimates that it has saved at least £250,000 in sickness absence costs since the project launched.

Jayne Crook, a specialist occupational health physiotherapist and one of the two people leading the project, says: “We are grateful to all those involved in enabling the service to work efficiently on a daily basis [...] and help play a role in preventing as well as managing sickness absence.”

Involving staff in everything it does is also a key priority for Derbyshire Community, says Amanda Rawlings, the director of people and organisational

effectiveness. Ms Rawlings says: “Our big focus is on staff wellbeing and boosting engagement, so if there are issues affecting staff we know about them quickly and can take action.”

Two years ago the trust introduced a staff forum, which brings together a cross-section of employees, including staff governors, partnership representatives and the frontline care council to discuss workplace issues chosen by staff.

As a direct result of discussions at the staff forum, the executive team supported a drive to encourage staff to seek a higher rate of “permissions to share” on patient records. This has since been approved by the trust board as one of the organisation’s strategic “big nine” key performance indicators for 2015-16.

The trust has also been recognised for its outstanding HR by the Healthcare People Management Association. It won three HPMA awards in one night. Ms Rawlings won HR director of the year; judges described her as being, “focused, dedicated and passionate about all she does”.

The trust’s Chesterfield team also won HR team of the year and its organisational effectiveness team was awarded the “courage to manage” award.



## ● 2gether Foundation Trust

- Full time equivalent staff: 1,711
- Sickness absence rates: 5.35 per cent
- Staff recommending care: 67 per cent
- Staff recommending as place to work: 57 per cent

Gloucestershire-based 2gether Foundation Trust says it aims to provide its employees with roles they will find rewarding and interesting while making a difference to patients, carers and families. Nine in 10 workers at the trust had appraisals in the 12 months leading up to the most recent NHS staff survey.

## ● Barnet, Enfield and Haringey Mental Health Trust

- Full time equivalent staff: 2,534
- Sickness absence rates: 4.50 per cent
- Staff recommending care: 51 per cent
- Staff recommending as place to work: 49 per cent

Barnet, Enfield and Haringey Mental Health Trust says it strives to achieve equality of opportunity for all, creating inclusive workplace environments where everyone can work effectively towards the provision of better healthcare. Nine in 10 workers at the trust believe their role makes a difference to end users, according to the most recent NHS staff survey.

## ● Berkshire Healthcare Foundation Trust

- Full time equivalent staff: 3,524
- Sickness absence rates: 4.00 per cent
- Staff recommending care: 71 per cent
- Staff recommending as place to work: 62 per cent

Berkshire Healthcare Foundation Trust is a regular participator in the lesbian, gay, bisexual and transgender Reading Pride event. It provides mindfulness and stress management programmes. The trust scored 3.84 out of 5 for engagement in the most recent NHS staff survey, with 86 per cent saying it provided equal opportunities for career progression.

## ● Birmingham and Solihull Mental Health Foundation Trust

- Full time equivalent staff: 3,924
- Sickness absence rates: 4.77 per cent
- Staff recommending care: 62 per cent
- Staff recommending as place to work: 62 per cent

Eligible staff at Birmingham and Solihull Mental Health Foundation Trust can exchange a proportion of their gross salary for benefits such as laptops, iPads, mobile phones, cars and bicycles. The trust has a cycle to work scheme and offers discounts on local bus travel. Engagement measures include a standalone website for staff to raise concerns directly with the chief executive.

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Birmingham and Solihull Mental Health FT has a website for staff to raise concerns directly with the chief executive

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## ● Bradford District Care Trust

- Full time equivalent staff: 2,384
- Sickness absence rates: 5.30 per cent
- Staff recommending care: 64 per cent
- Staff recommending as place to work: 60 per cent

A professional change month allows workers at Bradford District Care Trust to get a feel for working life in a different area to usual. Pregnant employees are supported with exercise classes, maternity workshops and baby yoga among other measures. All unsuccessful job applicants from a black or minority ethnic background are invited to a one day training programme.

## ● Calderstones Partnership Foundation Trust

- Full time equivalent staff: 1,396
- Sickness absence rates: 6.10 per cent
- Staff recommending care: 61 per cent
- Staff recommending as place to work: 62 per cent

Calderstones Partnership Foundation Trust aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of sex, marital status, age, sexual orientation, disability, race, colour, nationality or ethnic origins. Almost nine in 10 staff at the trust told the NHS equal opportunities existed for promotion.

## ● Camden and Islington Foundation Trust

- Full time equivalent staff: 1,774
- Sickness absence rates: 2.54 per cent
- Staff recommending care: 55 per cent
- Staff recommending as place to work: 56 per cent

Staff at Camden and Islington Foundation

Trust can apply for loans to buy bicycles worth up to £1,000 and repay the amount borrowed over a year. Carer's leave is offered, as is maternity, paternity and adoption leave. A range of flexible working possibilities is available including employment breaks and staggered hours.

## ● Central and North West London Foundation Trust

- Full time equivalent staff: 5,745
- Sickness absence rates: 3.51 per cent
- Staff recommending care: 63 per cent
- Staff recommending as place to work: 56 per cent

Central and North West London Foundation Trust says it values diversity in its workforce and encourages staff to reach their potential through training, coaching and mentoring. It has a monthly staff prize, called the Hidden Gem Award, and an annual awards ceremony. The trust scored 3.79 out of 5 for engagement in the NHS staff survey.

## ● Cheshire and Wirral Partnership Foundation Trust

- Full time equivalent staff: 2,986
- Sickness absence rates: 5.61 per cent
- Staff recommending care: 67 per cent
- Staff recommending as place to work: 61 per cent

All employees at the Cheshire and Wirral Partnership Foundation Trust undergo an annual personal development review at which learning and development needs are identified and plans laid to begin to address them. A trust-wide training needs analysis is carried out every year, with results fed into an in-house training programme.

## ● Dudley and Walsall Mental Health Partnership Trust

- Full time equivalent staff: 948
- Sickness absence rates: 5.40 per cent
- Staff recommending care: 62 per cent
- Staff recommending as place to work: 54 per cent

An agile working initiative means staff at Dudley and Walsall Mental Health Partnership Trust can use modern technology to work flexibly and effectively. Senior managers at the trust shadow other departments to improve their understanding of staff experiences. Leadership and management development programmes are run. Health screening is offered as standard.

## ● Greater Manchester West Mental Health Foundation Trust

- Full time equivalent staff: 2,650
- Sickness absence rates: 6.50 per cent
- Staff recommending care: 61 per cent
- Staff recommending as place to work: 59 per cent

Seasonal and charity events are held in the

## ● East London Foundation Trust

- Full time equivalent staff: 3,470
- Sickness absence rates: 3.84 per cent
- Staff recommending care: 72 per cent
- Staff recommending as place to work: 73 per cent

With six out of seven executive directors at East London Foundation Trust clinically trained, the trust is able to “represent clinical professions at a board level as well as being able to recognise the clinical impacts of decisions on patient outcomes and staff experience,” says the trust’s chief executive Dr Robert Dolan.

Demonstrating the trust’s ethos of being “clinician-led, management supported”, Dr Dolan says: “At ELFT, we have developed a culture of continuous quality improvement; we put our clinicians and patients at the heart of what we do... Evidence shows that there is a link between staff and patient experiences, which is why we actively involve clinicians in the management and development of the trust.”

The trust – which provides both mental health and community services – is one of only two “super hubs” for community nursing development in the capital. Ensuring that it is “developing clinical leaders for the future” is a key priority for Dr Dolan. The trust has given over 300 inpatient nursing staff clinical leadership development training. Included in this are sessions on leadership and management, the art of engagement and recovery, understanding yourself and others, resilience, and understanding service users’ experience.

In addition, the trust runs an apprenticeship programme for band 6 nurses that seeks to prepare them for being a lead clinician and junior manager at band 5. During the apprenticeship, nurses take clinical, leadership and management modules and are allocated a mentor to support, challenge, assess and be a critical friend.

East London serves one of the most



culturally diverse parts of the UK and has made significant improvements to its staff equality and diversity approach. This year the trust won the “most improved” award in Stonewall’s 2015 Workplace Equality index, health sector awards, moving up an impressive 117 places from 228 in 2014 to 111 in 2015. The trust’s deputy chief executive and director of operations Dr Navina Evans says that it is “committed to ensuring that LGBT equality is an integral part of the trust’s culture”.

Actively promoting diversity within its senior leadership roles, East London Foundation Trust has recruited five new board members since 2010 who are either woman and/or from an ethnic minority background.

Marie Gabriel, the trust’s chair, says: “My experience as chair at ELFT underlines my belief that a diverse board is not a ‘nice to have’: it is a prerequisite for the success of our organisation. Only through this diversity can we deliver the care our local communities need by fostering innovation, harnessing talent and embracing the fact that equality is our core business.”

staff restaurant at the Greater Manchester West Mental Health Foundation Trust. A dedicated apprenticeship programme has boosted the numbers of workers at the trust under 21 years of age by 50 per cent. The trust has a football team and offers Zumba classes.

## ● Kent and Medway NHS and Social Care Partnership Trust

- Full time equivalent staff: 2,878
- Sickness absence rates: 4.41 per cent
- Staff recommending care: 53 per cent
- Staff recommending as place to work: 51 per cent

As a “two ticks” positive about disability employer, Kent and Medway NHS and Social Care Partnership Trust has committed to interview all disabled job applicants meeting the essential criteria for a role. Flexible working options are available to staff at the trust, which says it offers a wide range of training opportunities.

## ● Lincolnshire Partnership Foundation Trust

- Full time equivalent staff: 1,886
- Sickness absence rates: 4.60 per cent
- Staff recommending care: 62 per cent
- Staff recommending as place to work: 56 per cent

Lincolnshire Partnership Foundation Trust is a participant in the Stonewall Equality Index. It has a leadership programme and offers yoga as well as mental wellbeing sessions for staff. More than nine in 10 workers at the trust believe their role makes a difference to service users, according to the most recent NHS staff survey.

## ● Mersey Care Trust

- Full time equivalent staff: 3,448
- Sickness absence rates: 5.77 per cent
- Staff recommending care: 58 per cent
- Staff recommending as place to work: 53 per cent

A series of listening events allows Mersey Care Trust to engage informally with its staff, while a “thank you” scheme encourages workers to show gratitude to each other for outstanding contributions. Staff can access a swimming pool, gym and daily fitness classes. A cycle to work scheme is supported by relevant facilities.

## ● North Essex Partnership University Foundation Trust

- Full time equivalent staff: 1,771
- Sickness absence rates: 4.30 per cent
- Staff recommending care: 55 per cent
- Staff recommending as place to work: 51 per cent

The North Essex Partnership Foundation Trust says it offers equal opportunities to all staff as it strives for diversity in its workplace. The trust welcomes applications from people who have experienced mental health problems. Almost three in four workers polled by the NHS said they felt able to contribute towards improvements at the trust.

## ● Northumberland, Tyne and Wear Foundation Trust

- Full time equivalent staff: 5,580
- Sickness absence rates: 5.82 per cent
- Staff recommending care: 61 per cent
- Staff recommending as place to work: 53 per cent

Childcare vouchers, season ticket travel

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East London FT is committed to ensuring that LGBT equality is an integral part of its culture

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**Oxleas FT board members visit different services to discuss with staff what it is like working in their team**

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loans and bicycle loans are all available as part of the employee benefits package at Northumberland, Tyne and Wear Foundation Trust. Football, Zumba and power hoop classes are on offer for staff at the trust. Internal management development programmes exist as does access to external leadership courses.

**● Nottinghamshire Healthcare Foundation Trust**

- Full time equivalent staff: 7,780
- Sickness absence rates: 5.09 per cent
- Staff recommending care: 72 per cent
- Staff recommending as place to work: 68 per cent

Income protection, legal advice and season ticket travel loans are standard parts of the employee benefit package at Nottinghamshire Healthcare Trust. The trust had an overall engagement score of 3.89 out of 5 in the most recent NHS staff survey. Three in four workers polled felt able to contribute to improvements at the trust.

**● Pennine Care Foundation Trust**

- Full time equivalent staff: 5,159
- Sickness absence rates: 5.58 per cent
- Staff recommending care: 63 per cent
- Staff recommending as place to work: 55 per cent

An equal opportunities employer, Pennine Care Foundation Trust aims to create a well managed, flexible working environment and to help staff develop through learning and training. It strives to ensure a healthy

**● Oxleas Foundation Trust**

- Full time equivalent staff: 3,071
- Sickness absence rates: 4.38 per cent
- Staff recommending care: 74 per cent
- Staff recommending as place to work: 74 per cent

Named by The King’s Fund as one of the few high performing trusts in staff engagement in a 2014 report, Oxleas Foundation Trust was praised for its efforts to develop more inclusive and supportive leadership styles.

The report stated: “Oxleas Foundation Trust made substantial investment to convince sceptical leaders and managers of the need to change, before helping them to ‘unlearn’ ingrained behaviours and develop a broader set of leadership skills.”

The trust’s director of human resources Simon Hart says: “We were really pleased to have this confirmation from The King’s Fund but, as always, it is the opinion of our staff that really counts.”

Focussing on staff opinion has clearly paid off, with the trust receiving an impressive 4.02 out of 5 for staff engagement in the NHS staff survey – the highest score for any mental health trust.

With over 125 sites, the trust still ensures that all board members visit different services each month to discuss with staff what it is like working within their team. Trust chief executive Stephen Firm says: “We know that providing excellent patient care relies on having highly motivated and engaged staff.”

Ranked sixth in *HSJ*’s 2015 top chief executives, Mr Firm says: “I make sure I meet every new member of staff personally and ask them to share their experiences with me.”

A total of 837 of Oxleas’ staff responded to the NHS staff survey this year and subsequently it was rated as one of the best in the country for effective team working, effective appraisals, reporting

balance between work and home life and offers flexible working practices. Childcare vouchers are also available.

**● Sheffield Health and Social Care Foundation Trust**

- Full time equivalent staff: 2,392
- Sickness absence rates: 5.97 per cent
- Staff recommending care: 67 per cent
- Staff recommending as place to work: 65 per cent

Poetry and artwork events are held for staff and service users at Sheffield Health and Social Care Foundation Trust. Walks, runs and bicycle rides are organised for staff, and there is an on-site gym. Nine in 10 workers



errors/incidents, fairness of reporting incidents and not experiencing work related stress.

Discussing this year’s staff survey success Mr Firm says: “We are delighted that this staff survey is even better than last year’s.”

“Despite all the pressures on the NHS, our staff continue to say that they feel engaged and that they would recommend Oxleas as a place to be treated and to work. This is particularly important because we know that good staff satisfaction leads to good patient care.”

Following feedback from the staff survey the trust will now also focus on reducing the levels of discrimination, bullying and abuse experienced by staff from patients and relatives.

Mr Hart comments: “Although the [NHS staff survey] indicates that only a small number of people are affected [by bullying], we want to make sure that this type of behaviour is not accepted and that individuals are supported if it does occur.”



polled by the NHS said the trust offered equal opportunities for career progression.

### ● South Essex Partnership University Foundation Trust

- Full time equivalent staff: 5,084
- Sickness absence rates: 5.07 per cent
- Staff recommending care: 65 per cent
- Staff recommending as place to work: 55 per cent

An employee experience team at South Essex Partnership University Foundation Trust organises special events and helps workers access services. Staff can benefit from occupational health services, childcare vouchers, a cycle to work scheme and an employee assistance programme. The trust says its philosophy includes caring for staff and creating a happy place to work.

### ● South London and Maudsley Foundation Trust

- Full time equivalent staff: 4,218
- Sickness absence rates: 3.74 per cent
- Staff recommending care: 58 per cent
- Staff recommending as place to work: 59 per cent

South London and Maudsley Foundation Trust runs a staff wellbeing service as well as workshops on topics related to mental health. A profiling scheme is aimed at encouraging black and minority ethnic staff to secure promotions, while a lesbian, gay, bisexual and transgender group helps develop some trust policies.

### ● South Staffordshire and Shropshire Healthcare Foundation Trust

- Full time equivalent staff: 3,008
- Sickness absence rates: 4.68 per cent
- Staff recommending care: 61 per cent
- Staff recommending as place to work: 56 per cent

South Staffordshire and Shropshire Healthcare Foundation Trust says it ensures staff have the opportunities to develop knowledge and skills to deliver safe and effective services. Almost nine in 10 staff at the trust said their role made a difference to service users, according to the most recent NHS staff survey.

### ● South West London and St George's Mental Health Trust

- Full time equivalent staff: 1,940
- Sickness absence rates: 4.36 per cent
- Staff recommending care: 56 per cent
- Staff recommending as place to work: 54 per cent

Free staff gyms are available at South West London and St George's Mental Health Trust, and an annual football tournament is held. A running club is open to staff of all

levels of fitness. Bespoke management training is provided, along with a mentoring scheme – and free head massages.

### ● South West Yorkshire Partnership Foundation Trust

- Full time equivalent staff: 4,235
- Sickness absence rates: 4.81 per cent
- Staff recommending care: 63 per cent
- Staff recommending as place to work: 56 per cent

Staff at South West Yorkshire Partnership Foundation Trust can access fast track physiotherapy and occupational therapy services, as well as mental health care and counselling. Childcare vouchers and bicycle loans are standard employee benefits. The trust runs leadership and management training programmes. Nine in 10 workers told the NHS the trust provides equal opportunities for career progression.

### ● Southern Health Foundation Trust

- Full time equivalent staff: 6,662
- Sickness absence rates: 4.95 per cent
- Staff recommending care: 64 per cent
- Staff recommending as place to work: 53 per cent

Southern Health Foundation Trust says it is committed to ensuring its staff have the support they need. It has occupational health teams to help with physical and mental wellbeing; specially trained bullying support advisors to help deal with harassment issues; and a critical incident stress management team to help after a traumatic event.

### ● Surrey and Borders Partnership Foundation Trust

- Full time equivalent staff: 2,254
- Sickness absence rates: 3.59 per cent
- Staff recommending care: 61 per cent
- Staff recommending as place to work: 56 per cent

A flexible working policy is in place at Surrey and Borders Partnership Foundation Trust, as is a cycle to work scheme. The trust scored 3.81 out of 5 for engagement in the most recent NHS staff survey. More than four in five staff had received equality and diversity training in the 12 months prior to the poll.

### ● Tavistock and Portman Foundation Trust

- Full time equivalent staff: 449
- Sickness absence rates: 0.92 per cent
- Staff recommending care: 84 per cent
- Staff recommending as place to work: 73 per cent

Flexible working options at Tavistock and Portman Foundation Trust include job shares, adjustable start and finish times, home working and career breaks. A dedicated advice service provides support on issues including debt management, anxiety, depression and relationship problems. Childcare vouchers are available, and yoga classes are held on site.

### ● Tees, Esk and Wear Valleys Foundation Trust

- Full time equivalent staff: 5,437
- Sickness absence rates: 5.11 per cent
- Staff recommending care: 70 per cent
- Staff recommending as place to work: 64 per cent

As a mindful employer, Tees, Esk and Wear Valleys Foundation Trust has committed to increase awareness of mental ill health and to recruit and retain staff with mental health issues. The trust scored 3.97 out of 5 for effective team working in the most recent NHS staff survey.

### ● Worcestershire Health and Care Trust

- Full time equivalent staff: 3,127
- Sickness absence rates: 4.36 per cent
- Staff recommending care: 69 per cent
- Staff recommending as place to work: 58 per cent

An annual staff awards evening celebrates workers at Worcestershire Health and Care Trust who have done something extra for their patients, services or colleagues. The trust also runs a "big shout out" scheme where workers can put forward someone for recognition of a job well done. A monthly "living the values" award goes to those who demonstrate the trust's values in their work.



**Tees, Esk and Wear Valleys FT has committed to recruit and retain staff with mental health issues**



### ● Airedale, Wharfedale and Craven CCG

- Full time staff: 21
- Sickness absence rates: 0.57 per cent
- Staff recommending as place to work: 95 per cent

Airedale, Wharfedale and Craven CCG says its staff are encouraged to develop their professional skills in a creative and challenging environment, and given support to help achieve their personal goals. Every member of staff at the organisation polled by the NHS for the most recent staff survey had received health and safety training in the prior 12 months.

### ● Bassetlaw CCG

- Full time staff: 21
- Sickness absence rates: 0.47 per cent
- Staff recommending as place to work: 74 per cent

An overall engagement score of 3.94 out of 5 was given to Bassetlaw CCG in the most recent NHS staff survey. Nine out of 10 staff at the organisation said it offered equal opportunities for career progression. More than four in five said their role made a difference to patients and service users.

### ● East Leicestershire and Rutland CCG

- Full time staff: 72
- Sickness absence rates: 4.24 per cent
- Staff recommending as place to work: 75 per cent

East Leicestershire and Rutland CCG scored 3.86 out of 5 for effective team working in the most recent NHS staff survey. Almost four in five workers at the organisation had received job-relevant training or development in the 12 months leading up to the poll. Almost nine in 10 had received an appraisal in the same timeframe.

### ● Erewash CCG

- Full time staff: 19
- Sickness absence rates: 1.02 per cent
- Staff recommending as place to work: 75 per cent

An event based on classic TV show *It's A Knockout* is held as a team building exercise for staff at Erewash CCG. Flu vaccinations are offered to all staff. A leadership academy is in place. The organisation scored 4.1 out of 5 for effective team working in the most recent NHS staff survey.

### ● Hardwick CCG

- Full time staff: 30
- Sickness absence rates: 1.45 per cent
- Staff recommending as place to work: 85 per cent

Staff at Hardwick CCG are given time to learn and practice mindfulness. An equality,



### ● South West Lincolnshire Clinical Commissioning Group

WINNER  
CCG

- Full time equivalent staff: 34
  - Sickness absence rates: 2.57 per cent
  - Staff recommending care: 100 per cent
- “We are a very focussed and enthusiastic organisation with great clinical leaders at our heart,” says Allan Kitt, accountable officer for this top performing CCG.

South West Lincolnshire Clinical Commissioning Group was also recognised in our top 10 last year and praised for its open and communicative culture.

Of its achievement this year Mr Kitt says: “We invest in developing our team members and our leaders are very visible and accessible to staff; it is an easy organisation in which to ask difficult questions.”

The CCG has continued improving its staff engagement by introducing bi-monthly question and answer sessions between the staff, chair and chief officers. These sessions are a part of a wider “Making a Difference” programme, designed to enable participation from every staff member at every level of the organisation.

“The Q&A sessions bring staff up to date with the latest developments both nationally in the NHS and locally in the Lincolnshire community and the CCG,” says Jo Wright, chief finance officer for the

CCG. She adds: “They give staff an opportunity to ask about anything from what the latest NHS policy announcement means to them, to the new office layout.”

The CCG’s small size does not stop staff from believing that they are making a difference to the 127,573 population that they serve. A hundred per cent of staff, polled in the recent NHS staff survey had increased job satisfaction through the belief that their role made a difference to patients and service users. “Team members are genuinely empowered to do the right thing for patients; staff clearly find it a satisfying way to work,” says Mr Kitt.

In the 12 months prior to the NHS staff survey, more than nine out of 10 employees at South West Lincolnshire said they had received job-relevant learning and development training.

Among the programmes offered by the CCG is a resilience building programme. This involves using behavioural diagnostics in individual and group coaching sessions – available for all staff regardless of level.

The aim is to raise staff resilience in times of worry and to promote a healthy work-life balance; something that the CCG also does by refusing to book meetings and events outside working hours.

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**South West Lincolnshire CCG has introduced bi-monthly Q&A sessions between the staff, chair and chief officers**

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## Rotherham CCG introduced a collective weight loss challenge across the organisation

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human rights and inclusion specialist ensures all practices within the organisation promote equality and diversity. The organisation has been awarded the two ticks symbol to show it is positive about opportunities for disabled workers.

### ● High Weald Lewes Havens CCG

- Full time staff: 43
- Sickness absence rates: 4.29 per cent
- Staff recommending as place to work: 96 per cent

Speed dating-style events are held by High Weald Lewes Havens CCG to allow its staff to get to know their governing body. Childcare and optical care vouchers are offered as standard benefits to employees. More than nine in 10 staff at the body feel satisfied with the quality of work they can deliver, according to the most recent NHS staff survey.

### ● Leeds South and East CCG

- Full time staff: 105
- Sickness absence rates: 3.07 per cent
- Staff recommending as place to work: 73 per cent

Four in five workers at Leeds South and East CCG believe their role makes a difference to patients and service users, according to the most recent NHS staff survey. The organisation scored 4.02 out of 5 for staff motivation at work in the poll, and 4.01 for overall engagement.

### ● Lincolnshire West CCG

- Full time staff: 59
- Sickness absence rates: 1.94 per cent
- Staff recommending as place to work: 86 per cent

More than nine in 10 employees at Lincolnshire West CCG believe their role makes a difference to patients and service users, according to the most recent NHS staff survey. The organisation scored an impressive 4.09 out of 5 for effective team working, and 4.2 out of 5 for overall engagement.

### ● Liverpool CCG

- Full time staff: 101
- Sickness absence rates: 2.69 per cent
- Staff recommending as place to work: 77 per cent

More than four in five workers at Liverpool CCG had received appraisals in the 12 months prior to the most recent NHS staff survey. Health and safety training had been undertaken by 85 per cent during the same period. The organisation scored 3.92 out of 5 for staff job satisfaction in the poll.

### ● Milton Keynes CCG

- Full time staff: 114
- Sickness absence rates: 2.44 per cent
- Staff recommending as place to work: 82 per cent

Quarterly staff forum days are held at Milton Keynes CCG to update workers on the business and gather feedback and ideas. Team away days are held to focus on national and local priorities. There is an employee assistance programme. Lunch and learn sessions are held to develop staff knowledge of a range of topics.

### ● North Derbyshire CCG

- Full time staff: 152
- Sickness absence rates: 2.09 per cent
- Staff recommending as place to work: 83 per cent

A staff engagement forum exists at North Derbyshire CCG as does an employee recognition and award programme. A health and wellbeing day is held, while childcare vouchers and optical care vouchers are standard staff benefits. The organisation scored 3.99 out of 5 for effective team working in the most recent NHS staff survey.

## ● Rotherham Clinical Commissioning Group

- Full time equivalent staff: 52
- Sickness absence rates: 2.26 per cent
- Staff recommending as place to work: 96 per cent

An impressive 96 per cent of staff at Rotherham CCG said that they were satisfied with the quality of care they were able to deliver. With a workforce that feels valued and involved, Rotherham CCG is one of the top performers in staff wellbeing and engagement.

Chief officer Chris Edwards says: “We are delighted that Rotherham CCG has been recognised as a fantastic place for people to work.”

He adds: “The dedication that our staff and GP members demonstrate is our major strength and we want to harness their talents by involving them, helping them to stay healthy and recognising their role in enabling us to make the right commissioning decisions for the people of Rotherham.”

In order to improve staff engagement the CCG introduced discussion workshops during the staff meetings to encourage staff to share ideas and help shape its work. Most recently the CCG had a discussion with staff around its NHS staff survey results and how improvements could be sought.

Senior managers, including Mr Edwards, also share an open plan office with staff in order to engage staff daily

and facilitate an open culture.

Mr Edwards says: “We want our staff to enjoy coming to work and we pride ourselves on having an open environment, where our strategic GPs are side by side with staff in an open plan office to achieve what matters most to the CCG.” He adds that this is to ensure “high quality, safe health services for our patients”.

Ensuring staff health and wellbeing is important to the organisation. One of the most successful health initiatives for the organisation was the CCG-wide weight loss challenge. In the first three months of this year the CCG took on a challenge to collectively lose 150lbs by March. This was received well by staff, who supported each other by sharing healthy recipes and exercise tips. The CCG even managed to exceed its goal by 120lbs.

Rachel Garrison, primary care contracts and quality assurance manager, took part in the challenge. She says: “The CCG Weight Loss Challenge really helped me to find the impetus to lose 18lbs. It took an issue that’s very personal and usually relies solely on individual motivation and turned it into a team activity; the moral support and element of friendly competition were great drivers and everyone did so well. I hope we do it again after next Christmas to help shed the excess weight.”

RUNNER UP  
CCG



### ● Rushcliffe CCG

- Full time staff: 135
- Sickness absence rates: 2.01 per cent
- Staff recommending as place to work: 76 per cent

Childcare vouchers, optical care vouchers and bicycle loans are standard benefits for workers at Rushcliffe CCG. The organisation offers coaching and mentoring as well as accredited management programmes. Rushcliffe CCG scored 4.05 out of 5 for overall engagement in the most recent NHS staff survey.

### ● Southern Derbyshire CCG

- Full time staff: 114
- Sickness absence rates: 2.89 per cent
- Staff recommending as place to work: 86 per cent

Southern Derbyshire CCG heavily involved staff in creating its core values. After a presentation at a staff engagement event, workshops were held and a staff development forum helped create the values: patient-centred, responsive, partnership, integrity, understanding and compassion. The organisation scored 4.05 out of 5 for engagement in the latest NHS staff survey.

### ● South Warwickshire CCG

- Full time staff: 14
- Sickness absence rates: 4.23 per cent
- Staff recommending as place to work: 75 per cent

More than nine in 10 workers at South Warwickshire CCG believe their role makes a difference to patients and service users, according to the NHS staff survey. The organisation scored 4.16 out of 5 when staff were asked whether they would recommend it as a place to work or receive treatment.

### ● South Worcestershire CCG

- Full time staff: 59
- Sickness absence rates: 0.93 per cent
- Staff recommending as place to work: 87 per cent

Regular activities for staff at South Worcestershire CCG include weekly football and boules games as well as charity bake-offs and walking groups. Dress down Fridays support local charities. The organisation says it works proactively to identify and carry out adaptations needed to cater for workers with disabilities. Bike storage and shower facilities are in place to encourage cycling to work.

### ● Sunderland CCG

- Full time staff: 72
- Sickness absence rates: 2.90 per cent
- Staff recommending as place to work: 94 per cent

The health and wellbeing programme at Sunderland CCG includes an on-site pilates class. The organisation scored 3.98 out of 5 for effective team working in the most recent NHS staff survey. Of the staff polled at the body, 94 per cent had received an appraisal in the prior 12 months.

### ● Swale CCG

- Full time staff: N/A
- Sickness absence rates: N/A
- Staff recommending as place to work: 87 per cent

Swale CCG received an impressive score of 4.2 out of 5 for effective team working in the most recent NHS staff survey. More than nine in 10 of its staff polled said they had received job-relevant training, learning or development in the 12 months leading up to the survey.

### ● West Leicestershire CCG

- Full time staff: 74
- Sickness absence rates: 2.53 per cent
- Staff recommending as place to work: 89 per cent

Childcare and optical care vouchers are standard offerings to staff at West Leicestershire CCG. An annual health and wellbeing fun day is held by the organisation, and staff have access to stress management workshops. Of the staff at the body polled by the NHS for its most recent staff survey, 86 per cent said their role made a difference. ●

“  
Rushcliffe CCG offers coaching and mentoring as well as accredited management programmes  
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# Full list of best places to work

## ACUTE TRUSTS

- Bedford Hospital Trust
- Blackpool Teaching Hospitals Foundation Trust
- Bolton Foundation Trust
- Central Manchester University Hospitals Foundation Trust
- Chelsea and Westminster Hospital Foundation Trust
- Dartford And Gravesham Trust
- East Lancashire Hospitals Trust
- Frimley Health Foundation Trust\*
- Guy's and St Thomas' Foundation Trust
- Harrogate and District Foundation Trust
- Homerton University Hospital Foundation Trust
- Imperial College Healthcare Trust
- James Paget University Hospitals Foundation Trust
- Luton and Dunstable Hospital Foundation Trust
- Maidstone And Tunbridge Wells Trust
- Mid Cheshire Hospitals Foundation Trust
- Milton Keynes Hospital Foundation Trust
- Northern Devon Healthcare Trust
- Northumbria Foundation Trust
- Nottingham University Hospitals Trust
- Portsmouth Hospitals Trust
- Royal Berkshire Foundation Trust
- Royal Surrey County Hospital Foundation Trust
- Royal United Hospitals Bath Foundation Trust\*
- Salford Royal Foundation Trust
- Salisbury Foundation Trust
- Sheffield Teaching Hospitals Foundation Trust
- South Tees Hospitals Foundation Trust
- South Tyneside Foundation Trust
- South Warwickshire Foundation Trust
- St Helens And Knowsley Hospitals Trust
- Surrey And Sussex Healthcare Trust
- The Dudley Group Foundation Trust
- The Hillingdon Hospitals Foundation Trust
- The Newcastle Upon Tyne Hospitals Foundation Trust
- University College London Hospitals Foundation Trust
- University Hospital of South Manchester Foundation Trust
- University Hospital Southampton Foundation Trust
- University Hospitals Birmingham Foundation Trust
- University Hospitals Coventry And Warwickshire Trust
- West Suffolk Foundation Trust
- Wrightington, Wigan and Leigh Foundation Trust

## ACUTE SPECIALIST TRUSTS

- Birmingham Children's Hospital Foundation Trust
- Great Ormond Street Hospital for Children Foundation Trust
- Liverpool Heart and Chest Foundation Trust
- Moorfields Eye Hospital Foundation Trust
- Papworth Hospital Foundation Trust
- Queen Victoria Hospital Foundation Trust
- Royal Brompton and Harefield Foundation Trust
- Royal Hospital for Rheumatic Diseases\*
- Royal National Orthopaedic Hospital Trust
- Sheffield Children's Foundation Trust
- The Christie Foundation Trust
- The Clatterbridge Cancer Centre Foundation Trust
- The Robert Jones and Agnes Hunt Orthopaedic Hospital Foundation Trust
- The Royal Marsden Foundation Trust
- The Royal Orthopaedic Hospital Foundation Trust
- The Walton Centre Foundation Trust

## COMMUNITY TRUSTS

- Cambridgeshire Community Services Trust
- Central London Community Healthcare Trust
- Derbyshire Community Health Services Trust
- Hertfordshire Community Trust
- Hounslow and Richmond Community Healthcare Trust
- Kent Community Health Foundation Trust
- Lincolnshire Community Health Services Trust
- Solent Trust
- Sussex Community Trust
- Torbay and Southern Devon Health and Care Trust
- Wirral Community Trust

## MENTAL HEALTH TRUSTS

- 2gether Foundation Trust
- Barnet, Enfield and Haringey Mental Health Trust
- Berkshire Healthcare Foundation Trust
- Birmingham and Solihull Mental Health Foundation Trust
- Bradford District Care Trust
- Calderstones Partnership Foundation Trust
- Camden and Islington Foundation Trust
- Central and North West London Foundation Trust
- Cheshire and Wirral Partnership Foundation Trust
- Dudley and Walsall Mental Health Partnership Trust
- East London Foundation Trust
- Greater Manchester West Mental Health Foundation Trust

- Kent and Medway NHS and Social Care Partnership Trust
- Lincolnshire Partnership Foundation Trust
- Mersey Care Trust
- North Essex Partnership University Foundation Trust
- Northumberland, Tyne and Wear Foundation Trust
- Nottinghamshire Healthcare Foundation Trust
- Oxleas Foundation Trust
- Pennine Care Foundation Trust
- Sheffield Health and Social Care Foundation Trust
- South Essex Partnership University Foundation Trust
- South London and Maudsley Foundation Trust
- South Staffordshire and Shropshire Healthcare Foundation Trust
- South West London and St George's Mental Health Trust
- South West Yorkshire Partnership Foundation Trust
- Southern Health Foundation Trust
- Surrey and Borders Partnership Foundation Trust
- Tavistock and Portman Foundation Trust
- Tees, Esk and Wear Valleys Foundation Trust
- Worcestershire Health and Care Trust

## CLINICAL COMMISSIONING GROUPS

- Airedale, Wharfedale and Craven CCG
- Bassetlaw CCG
- East Leicestershire and Rutland CCG
- Erewash CCG
- Hardwick CCG
- High Weald Lewes Havens CCG
- Leeds South and East CCG
- Lincolnshire West CCG
- Liverpool CCG
- Milton Keynes CCG
- North Derbyshire CCG
- Rotherham CCG
- Rushcliffe CCG
- Southern Derbyshire CCG
- South Warwickshire CCG
- South Worcestershire CCG
- South West Lincolnshire CCG
- Sunderland CCG
- Swale CCG
- West Leicestershire CCG