NHS Employers is delighted to support this year’s Best Places to Work initiative. Every day we work with NHS organisations in England to provide leaders and managers with practical, topical advice and information on issues ranging from pay and pensions to staff health and wellbeing. Our daily contacts with employers help us understand the importance of high levels of staff engagement and staff experience and the link this has to quality patient care.

Continuing to make the NHS a good place to work and retain current staff and attract new ones is always a challenge. Making our organisations a Best Place to Work is one aspect of meeting this challenge.

So, what’s the difference between good and great? What difference does it make to be recognised as one of the best places to work? A great employer has 100 per cent commitment from its leaders. They engage their staff, listen to innovative ideas and involve their people in the challenges and improvements that the organisation faces.

The NHS staff survey and initiatives such as Best Places to Work provide leaders with information they can use to identify where improvements need to be made. A great employer will proactively use data from the staff survey and engage with their workforce and patients to make improvements.

Staff engagement, talent, culture change and vision are all words that are being used more and more when we talk about being a good employer. These words need to be put into action. We hope that the examples of action set out in this year’s list will help you do this.

Gill Bellord is director of employment relations and reward at NHS Employers.

HSJ’s Best Places to Work is an annual celebration of the UK’s elite public sector healthcare employers. These organisations have proven that they know what it takes to create environments where people love to come to work. Identifying and recognising these outstanding workplaces is a joint effort of HSJ and Best Companies Group. BCG is an Independent workplace research firm specialising in identifying and recognising great places to work throughout the US, Canada and the UK.

Each year, all healthcare trusts are required to conduct an employee engagement and satisfaction survey. This is compiled into reports about trusts that are also made public by the NHS and the Picker Institute at www.nhsstaffsurvey.com.

Best Companies Group was able to use this information to analyse the organisations, determine who was in the top 100, and to create benchmark reports used by HSJ.

More specifically, each trust’s data was categorised into seven different core focus areas to determine how good they were in each of the areas. The core focus areas are:

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

Once that stage of the analysis was complete, BCG was able to rank the trusts and identify which were in the top 100. Each trust also had the opportunity to complete an employer questionnaire, conducted by BCG. The information gathered by this survey was used by HSJ to complete organisational profiles and to dig deeper into what makes a great place to work. The employer questionnaire was not used in the determination of the top 100.

BCG’s workplace assessment experts determined who was good enough to make the list and where they ranked.

The list presented here is ordered alphabetically, by organisation type, but the overall top 10 organisations have been highlighted.
More than three in four staff members feel staff taking part in an annual 10k Road Race witnessed incidents or near misses in the last 12 months.

Cambridge Hospitals has an active LGBT alliance to promote LGBT inclusion.

Cambridge Hospitals employs a total of more than 3,000 people, of whom 1,074 are nursing and 354 medical employees. With a good focus on development, 83 per cent of staff have received job-relevant training, learning or development in last 12 months. The organisation’s proposed merger with North West London Hospitals Trust could deliver a £12.2m surplus by 2017-18.

Frimley Park Hospital Foundation Trust
- Full time permanent staff: 2,388
- Voluntary staff turnover: 10 per cent
- Exec team male/female ratio: 50 per cent male/50 per cent female
- Programme to recruit ethnic diverse staff: No

Cambridge University Hospitals Foundation Trust
- Full time permanent staff: 7,357
- Voluntary staff turnover: 11 per cent
- Exec team male/female ratio: 64 per cent male/36 per cent female
- Programme to recruit ethnic diverse staff: Yes

Blackpool Teaching Hospitals Foundation Trust
- Full time permanent staff: 3,677
- Voluntary staff turnover: 11 per cent
- Exec team male/female ratio: 50 per cent male/50 per cent female
- Programme to recruit ethnic diverse staff: No

Birmingham Children’s Hospital Foundation Trust
- Full time permanent staff: 2,484
- Voluntary staff turnover: 8 per cent
- Exec team male/female ratio: 63 per cent male/37 per cent female
- Programme to recruit ethnic diverse staff: Yes

Dartford and Gravesham Trust
- Full time permanent staff: 1,710
- Voluntary staff turnover: 11 per cent
- Exec team male/female ratio: 43 per cent male/57 per cent female
- Programme to recruit ethnic diverse staff: No

Ealing Hospital Trust
- Full time permanent staff: 2,125
- Voluntary staff turnover: 10 per cent
- Exec team male/female ratio: 80 per cent male/20 per female
- Programme to recruit ethnic diverse staff: Yes

Great Ormond Street Hospital for Children Foundation Trust
- Full time permanent staff: 3,095
- Voluntary staff turnover: Not available
- Exec team male/female ratio: 60 per cent male/40 per cent female
- Programme to recruit ethnic diverse staff: Yes

Harrogate and District Foundation Trust
- Full time permanent staff: 1,616
- Voluntary staff turnover: 7 per cent
- Exec team male/female ratio: 60 per cent male/40 per cent female
- Programme to recruit ethnic diverse staff: Yes

Homerton University Hospital Foundation Trust
- Full time permanent staff: 2,352
- Voluntary staff turnover: 13 per cent
- Exec team male/female ratio: 67 per cent male/33 per cent female
- Programme to recruit ethnic diverse staff: Yes

Guy’s and St Thomas’ Foundation Trust
- Full time permanent staff: 8,751
- Voluntary staff turnover: 8 per cent
- Exec team male/female ratio: 50 per cent male/50 per cent female
- Programme to recruit ethnic diverse staff: Yes

As a small foundation trust, Harrogate and District employs a workforce of 2,871 providing acute and community services. Its staff feel opportunities are open to all with 94 per cent of staff believing the trust provides equal opportunities for career progression or promotion, and 79 per cent of staff are satisfied with the quality of work they are able deliver.

With a total headcount of 3,291, Homerton University Hospital Foundation Trust offers a wide range of benefits to its employees, including free confidential counselling services and subsidised exercise classes. More than three in four staff members feel...
that they are able to contribute to improvements at the trust.

**James Paget University Hospitals Foundation Trust**
- Full time permanent staff: 2,534 WTE
- Voluntary staff turnover: 9 per cent
- Exec team male/female ratio: 4/0 per cent
  male/60 per cent female
- Programme to recruit ethnic diverse staff: Yes
  Flexible working and an on-site nursery are some of the benefits the trust offers to its total workforce of 3,419 people. The organisation performs well on appraisals for employees with 97 per cent of staff having been appraised in the last 12 months.

**King's College Hospital Foundation Trust**
- Full time permanent staff: 10,894
- Voluntary staff turnover: 7 per cent
- Exec team male/female ratio: 62 per cent
  male/38 per cent female
- Programme to recruit ethnic diverse staff: Yes
  Having opened its doors to the media through Channel 4’s documentary 24 Hours in A&E, the trust's motivation and staff dedication is clearly evident with 93 per cent agreeing their role makes a difference to patients. As one of the largest hospitals in south London it employs more than 10,000 staff and has an annual income of £679.3m. Its benefit packages for staff include buddy schemes, cycle to work schemes, flexible working as well as day nurseries.

**Lewisham and Greenwich Trust**
- Full time permanent staff: 5,261 WTE
- Voluntary staff turnover: 10 per cent
- Exec team male/female ratio: 33 per cent
  male/67 per cent female
- Programme to recruit ethnic diverse staff: Yes
  Formed out of a merger last October with Liverpool Heart and Chest Hospital Foundation Trust have suffered discrimination in the last 12 months, one of the lowest figures nationally among provider trusts. An on-site gym, flexible working and access to physiotherapy services are just some of the benefits it offers its team of 1,350 people.

**Luton and Dunstable Hospital Foundation Trust**
- Full time permanent staff: 3,250 WTE
- Voluntary staff turnover: 10 per cent
- Exec team male/female ratio: Not available
- Programme to recruit ethnic diverse staff: Not available
  Luton and Dunstable employs a dedicated workforce: 77 per cent report that they work extra hours. While many of its staff may go beyond the call of duty, the organisation also ensures adequate training is available to them. It has been considered a leader in improving patient safety and 69 per cent of staff say that they have received health and safety training in the past 12 months.

**Northumbria Healthcare Foundation Trust**
- Full time permanent staff: 4,678
- Voluntary staff turnover: 4.5 per cent
- Exec team male/female ratio: 40 per cent
  male/60 per cent female
- Programme to recruit ethnic diverse staff: Yes
  Employing 7,162 staff, the trust offers many opportunities for career progression, from work experience through to specialist training. It scored an impressive 3.74 out of 5 for job satisfaction in the NHS staff survey and 3.94 for staff recommendations.

**Moorfields Eye Hospital Foundation Trust**
- Full time permanent staff: 1,423
- Voluntary staff turnover: 11 per cent
- Exec team male/female ratio: 71 per cent
  male/29 per cent female
- Programme to recruit ethnic diverse staff: Yes
  Moorfields, based in London, is one of the world’s leading eye hospitals in clinical care, research, and education.

  The trust manages three commercial divisions: Moorfields Private, Moorfields Pharmaceuticals and Moorfields Eye Hospital Dubai. There is a sense of pride among its workers as 92 per cent would recommend the care delivered by the trust to friends and family.

  “We’re a friendly organisation”, says Tracy Luckett, Moorfields director of nursing and allied health professionals.

  “We try to take an exploratory view of how we provide service and meet the individual needs of our staff.” Opportunities to visit other ophthalmic units in the UK and abroad are offered to staff across the board. In other institutions, “most junior staff don’t really get the opportunity to do that,” says Ms Luckett.

  Although staff work across various locations in London, 87 per cent of employees know who their senior managers are.

  Chief executive John Pelly provides monthly briefings across Moorfields’ 22 sites and is on hand to answer any staff questions. Most employees say they are free to choose their working methods, and feel able to make suggestions in their team.

  “We retain our staff and I think that’s about meeting the needs of individual staff members and working with them as their work life changes,” says Ms Luckett.

  Staff benefits include an employee assistance scheme that offers confidential counselling and a benevolent fund for those experiencing financial difficulties.
### ACUTE TRUSTS

- **Nottingham University Hospitals Trust**
  - Full time permanent staff: 8,148
  - Voluntary staff turnover: 9 per cent
  - Exec team male/female ratio: 75 per cent male/25 per cent female
  - Programme to recruit ethnic diverse staff: Yes
  - The fourth largest acute trust in England, Nottingham University Hospitals Trust is based on three separate sites across the city. Its large workforce is kept fit and happy through the use of an on-site gym, and access to its physiotherapy department gym outside of clinic times. A take-a-break campaign also encourages all staff to take regular breathers while working.

- **Oxford University Hospitals Trust**
  - Full time permanent staff: 6,180
  - Voluntary staff turnover: 11 per cent
  - Exec team male/female ratio: 80 per cent male/20 per cent female
  - Programme to recruit ethnic diverse staff: Yes
  - One of the largest providers in the country, Oxford University Hospitals Trust employs a big workforce, almost half of which are nursing staff. Engagement among its team is one of the highest compared with all NHS organisations. Employees report effective team working, good communication between senior management and staff and low experiences of violence and harassment. The organisation also offers flexible working and career breaks to staff where possible.

- **Papworth Hospital Foundation Trust**
  - Full time permanent staff: 1,671 WTE
  - Voluntary staff turnover: 16 per cent
  - Exec team male/female ratio: 33 per cent male/67 per cent female
  - Programme to recruit ethnic diverse staff: No
  - Papworth owns its own nursery, within easy walking distance of the hospital. It also offers childcare vouchers and flexible working options. Almost nine in 10 of staff who were polled for the NHS staff survey had received relevant training in the previous 12 months.

- **Queen Victoria Hospital Foundation Trust**
  - Full time permanent staff: 965
  - Voluntary staff turnover: 9 per cent
  - Exec team male/female ratio: 75 per cent male/25 per cent female
  - Programme to recruit ethnic diverse staff: Yes
  - The trust employs 822 people.

- **Royal Berkshire Foundation Trust**
  - Full time permanent staff: 3,136
  - Voluntary staff turnover: 13 per cent
  - Exec team male/female ratio: 70 per cent male/30 per cent female
  - Programme to recruit ethnic diverse staff: No
  - The trust employs a total workforce of 4,642 highly motivated people, three quarters of whom would recommend it as a place to work and believe they can contribute towards improvements within the organisation. Its newly appointed chief executive Jean O’Callaghan will be hoping to maintain the low stress levels and work pressure felt by staff (2.88 out of 5).

- **Royal Brompton and Harefield Foundation Trust**
  - Full time permanent staff: 2,686
  - Voluntary staff turnover: 8 per cent
  - Exec team male/female ratio: 80 per cent male/20 per cent female
  - Programme to recruit ethnic diverse staff: Yes
  - Subsidised accommodation, childcare facilities and meals are available for staff at Royal Brompton and Harefield. The trust scored a high 3.89 for effective team working in the last NHS staff survey, and had an absence rate of just 2.4 per cent in the second quarter of the last financial year.

- **Royal Free London Foundation Trust**
  - Full time permanent staff: 5,400 WTE (note: this is prior to the acquisition of Barnet and Chase Farm Hospitals Trust in July)
  - Voluntary staff turnover: 10 per cent
  - Exec team male/female ratio: 55 per cent male/45 per cent female
  - Programme to recruit ethnic diverse staff: Yes
  - Its takeover of Barnet and Chase Farm Hospitals Trust on 1 July 2014 created one of London’s largest trusts. Many of the organisation’s staff are satisfied with the quality of work they can deliver, and would recommend the trust as a place to work and receive treatment. Its staff are dedicated, with 71 per cent putting in extra hours. They are rewarded with clear career development goals and objectives.

- **Royal National Orthopaedic Hospital Trust**
  - Full time permanent staff: 2,998 WTE
  - Voluntary staff turnover: 14 per cent
  - Exec team male/female ratio: 70 per cent male/30 per cent female
  - Programme to recruit ethnic diverse staff: No
  - As its name suggests the trust specialises in neuro-musculoskeletal care. It delivers well on the training of its staff with 87 per cent having received health and safety training, 77 per cent having equality and diversity training and 88 per cent having been appraised in last 12 months. As the largest orthopaedic hospital in the UK, it plays an important role in teaching and training with over 20 per cent of orthopaedic surgeons in the UK receiving their education at the trust.

- **Royal Surrey County Hospital Foundation Trust**
  - Full time permanent staff: 3,197 WTE
  - Voluntary staff turnover: 10 per cent
  - Exec team male/female ratio: 31 per cent male/69 per cent female
  - Programme to recruit ethnic diverse staff: No
  - The trust employs 932 nursing and 501 medical staff. Commitment and dedication to the care they provide is a strong ethos among its team members with 82 per cent of its staff working extra hours and 94 per cent believing their role makes a difference to patients.

- **Salisbury Foundation Trust**
  - Full time staff: 1,805
  - Voluntary staff turnover: 15 per cent
  - Exec team male/female ratio: 43 per cent male/57 per cent female
  - Programme to recruit ethnic diverse staff: Yes
  - There is an open and honest feel at Salisbury Foundation Trust and a genuine desire to give good quality care throughout all levels and departments of organisation. An annual "Papworth owns its own nursery, within easy walking distance of the hospital"
“walk for wards” charity event is supported by patients, staff, families and friends. Staff are also offered psychological wellbeing training, including workshops on alleviating stress and yoga classes.

### Sandwell and West Birmingham Hospitals Trust
- Full time permanent staff: 6,823 WTE
- Voluntary staff turnover: 9 per cent
- Exec team male/female ratio: 57 per cent male/43 per cent female
- Programme to recruit ethnic diverse staff: Yes

Sandwell and West Birmingham Trust is one of four acute trusts in the UK specifically designed for children. It employs a total of 2,418 workers with an income of £153.9m. Staff generally feel respected and valued within their roles. Most staff also say that they are trusted to do their jobs and 75 per cent say that they can make suggestions for improvements within their teams.

### Sheffield Children’s Foundation Trust
- Full time permanent staff: 1,187
- Voluntary staff turnover: 18 per cent
- Exec team male/female ratio: 83 per cent male/17 per cent female
- Programme to recruit ethnic diverse staff: No

Sheffield Children’s Foundation Trust is one of four acute trusts in the UK specifically designed for children. It employs a total of 2,418 workers with an income of £153.9m. Staff generally feel respected and valued within their roles. Most staff also say that they are trusted to do their jobs and 75 per cent say that they can make suggestions for improvements within their teams.

### South Devon Healthcare Foundation Trust
- Full time permanent staff: 3,541
- Voluntary staff turnover: 6 per cent
- Exec team male/female ratio: 67 per cent male/33 per cent female
- Programme to recruit ethnic diverse staff: Yes

Despite the controversy surrounding its former chief executive Paula Vasco Knight’s decision to step down after her suspension, South Devon and Torbay Foundation Trust has also been awarded one of CHKS’s Top 40 best performing hospitals award for five years running.

### South Warwickshire Foundation Trust
- Full time permanent staff: 2,063
- Voluntary staff turnover: 10 per cent
- Exec team male/female ratio: 72 per cent male/28 per cent female
- Programme to recruit ethnic diverse staff: Yes

Use of social media is encouraged at the South Warwickshire trust with its communications, recruitment and executive teams regularly using Twitter and Facebook as well as blogging to talk to employees and the public. Staff can anonymously post questions via Rumour Mill – the trust’s internal communication platform. The trust has also been awarded one of CHKS’s Top 40 best performing hospitals award for five years running.

### Salford Royal Foundation Trust
- Full time permanent staff: 4,240
- Voluntary staff turnover: 7 per cent
- Exec team male/female ratio: 71 per cent male/29 per cent female
- Programme to recruit ethnic diverse staff: Yes

Providing acute and community services to a population of 220,000, Salford Royal has built a national reputation as an early adopter of quality improvement systems and a champion of patient safety initiatives.

Its chief executive Sir David Dalton has been in the role for 12 years, and is recognised as having created a sustainably high performing organisation. Over the last six years there has been a big push for responsibility and accountability among the senior teams says Paul Renshaw, executive director of organisational development and corporate affairs.

Strong leadership is important to the trust, he says, and one it has been heavily investing in through the training of its line managers. “We’ve spent a lot of time with staff on quality improvement and making them feel supported,” he adds.

This simple methodology and effort has paid off as 73 per cent of its employees say they are supported by their immediate managers and 83 per cent say they have clear goals and objectives. Staff are enthusiastic about their roles with 79 per cent being satisfied with the care they give to patients. People communicate with each other, say staff, with 53 per cent of its employees believing there is effective communication between senior management and staff. Perhaps this is part of the reason that health secretary Jeremy Hunt has asked Sir David to lead a review into securing the clinical and financial sustainability of NHS providers. The review aims to offer “the vision and tools” for providers to adopt new models to improve outcomes for patients.

### St Helens and Knowsley Teaching Hospitals Trust
- Full time permanent staff: 2,470
- Voluntary staff turnover: 8 per cent
- Exec team male/female ratio: 72 per cent male/28 per cent female
- Programme to recruit ethnic diverse staff: Yes

Internal candidates filled 80 per cent of full-time permanent vacancies last year. No wonder 91 per cent of staff believe they have equal opportunities for career progression. The trust also runs a Games Day and Walking Wednesdays to keep staff fit.

### Stockport Foundation Trust
- Full time permanent staff: 2,642
- Voluntary staff turnover: 17 per cent
ACUTE TRUSTS

- **The Robert Jones and Agnes Hunt Orthopaedic Hospital Foundation Trust**
  - Full time permanent staff: 1,197 WTE
  - Voluntary staff turnover: 7 per cent
  - Exec team male/female ratio: 40 per cent male/60 per cent female
  - Programme to recruit ethnic diverse staff: No
  - The hospital based on the Shropshire border with Wales provides a wide range of musculoskeletal surgical, medical and rehabilitation services. The trust provides excellent on-site facilities that its team can access, including a swimming pool, and cricket pitch. It delivers well on staff training and job satisfaction.

- **The Royal Marsden Foundation Trust**
  - Full time permanent staff: 2,377
  - Voluntary staff turnover: 12 per cent
  - Exec team male/female ratio: 40 per cent male/60 per cent female
  - Programme to recruit ethnic diverse staff: No
  - The Royal Marsden offers a free travel clinic and immunisation service to its staff and promotes a cycle to work scheme. Open meetings with the chief executive are held regularly and the trust runs a local employee of the month scheme.

- **The Royal Orthopaedic Hospital Foundation Trust**
  - Full time permanent staff: 848
  - Voluntary staff turnover: 8 per cent
  - Exec team male/female ratio: 33 per cent male/67 per cent female
  - Programme to recruit ethnic diverse staff: No
  - At this small, specialist teaching hospital, 76 per cent of staff feel supported by work colleagues and 75 per cent are satisfied with the quality of care they give to patients. Based in South Birmingham, the Royal Orthopaedic trust has one of the largest orthopaedic units in Europe. Its benefits for employees include long service awards, and staff bonuses.

- **Warrington and Halton Hospitals Foundation Trust**
  - Full time permanent staff: 1,930
  - Voluntary staff turnover: 6 per cent
  - Exec team male/female ratio: 60 per cent male/40 per cent female
  - Programme to recruit ethnic diverse staff: No
  - Warrington and Halton has two sites, in Warrington and Runcorn. The trust aims to achieve a work-life balance for employees through flexible working and in-house programmes such as Healthy Worker and Revitalise. Subsidised pilates classes are also offered to employees.
foundation trust health services trust

and their immediate manager.

Trust say they are supported by colleagues.

Employees and 85 per cent of staff at the

Team solidarity is high among Lancashire

services in London, the organisation was

formed five years ago through an alliance of

primary care trusts. Its staff are under less

pressure and experience relatively few

incidences of violence at work.

Central London
Community Healthcare Trust

Full time permanent staff: 2,581 WTE

Voluntary staff turnover: Not available

Exec team male/female ratio: Not available

Programme to recruit ethnic diverse staff: Not available

One of the largest providers of community

services in London, the organisation was

formed five years ago through an alliance of

primary care trusts. Its staff are under less

pressure and experience relatively few

incidences of violence at work.

Derbyshire Community
Health Services Trust

Full time staff: 1,537

Voluntary staff turnover: 5 per cent

Exec team male/female ratio: 42 per cent male

/58 per cent female

Programme to recruit ethnic diverse staff: Yes

Derbyshire Community Health Services

Trust has an annual turnover of £188.4m.

Many of its staff would recommend the trust

as a place to work or receive treatment with

lower pressure compared with

similar trusts (3 out of a scale of 5).

Derbyshire Healthcare
Foundation Trust

Full time staff: 1,477

Voluntary staff turnover: 8 per cent

Exec team male/female ratio: 57 per cent

male/43 per cent female

Programme to recruit ethnic diverse staff: No

Derbyshire Healthcare provides mental

health and substance misuse services. Most

staff believe their role makes a difference to

patients (92 per cent) and 84 per cent have

received job-relevant training in the last year.

Lancashire Care Foundation Trust

Full time permanent staff: 3,697

Voluntary staff turnover: 6 per cent

Exec team male/female ratio: 50 per cent male

/50 per cent female

Programme to recruit ethnic diverse staff: No

Team solidarity is high among Lancashire

employees and 85 per cent of staff at the

trust say they are supported by colleagues

and their immediate manager.

Cambridgeshire
Community Services Trust

Full time permanent staff: 1,563

Voluntary staff turnover: 14 per cent

Exec team male/female ratio: 60 per cent

male/40 per cent female

Programme to recruit ethnic diverse staff: Yes

More than nine in 10 Cambridgeshire staff

believe their role makes a difference to

patients. The trust provides equal

opportunities for promotion, according to an

overwhelming 96 per cent of employees.

Navigo

Full time permanent staff: 428

Voluntary staff turnover: 3 per cent

Exec team male/female ratio: 100 per cent

male/0 per cent female

Programme to recruit ethnic diverse staff: No

Another Lincolnshire-based organisation to

appear in the top 10, NAViGO Health

and Social Care is a not for profit social

enterprise which provides mental health

care services in North East Lincolnshire.

Owned by its members (both staff and

community), all have an equal voice and

voting rights to directly change the way in

which the organisation works.

Its mission is to provide services that

“we would be happy for our family to use”.

Navigo also employs 80 staff who have

been diagnosed with, and treated for, a

mental health condition. The only social

enterprise on our list, it has high team

camaraderie with 86 per cent of staff

reporting good communication

among team members.

Last year the trust launched its

Rising Stars programme, offering staff at

every level the chance to join a

management development programme.

Any surplus the non-profit body makes

is reinvested in local services. Members

vote on what and this it was awarded to its

Older People’s Services for a mobile base,

“The Brain Bus”, to offer therapeutic

groups in community settings.

Its RESPECT programme, promoting

empathy in understanding disturbed

behaviour, has also been shortlisted in

HSJ’s Value Awards 2014.

Peninsula Community Health

Full time permanent staff: 853

Voluntary staff turnover: 10 per cent

Exec team male/female ratio: 50 per cent

male/50 per cent female

Programme to recruit ethnic diverse staff: Yes

Engaging and empowering employees to

create an environment in which they are

proud to work is a key value of the

organisation. It scores highly, not only from

staff recommending it as a place to work, but

also on motivation, job satisfaction and

support from immediate managers.

Rotherham Doncaster and
South Humber Foundation Trust

Full time staff: 2,200

Voluntary staff turnover: 7.4 per cent

Exec team male/female ratio: 38 per cent

male/62 per cent female

Programme to recruit ethnic diverse staff: No

Most staff report they have received job-

relevant training or development in the past

year. In addition, 92 per cent believe that

trust provides equal opportunities for career

progression or promotion.

Solent

Full time staff: 1,925

Voluntary staff turnover: 10 per cent

Exec team male/female ratio: 38 per cent

male/63 per cent female

Programme to recruit ethnic diverse staff: No

Some 70 per cent of staff feel they can

contribute towards improvements. Solent

also has a positive disabled people’s scheme,

as well as flexible working, job sharing and

paid time off for community service activities

and volunteer work.

Sussex Community Trust

Full time staff: 2,008

Voluntary staff turnover: 8 per cent

Exec team male/female ratio: 64 per cent

male/36 per cent female

Programme to recruit ethnic diverse staff: No

Sussex Community Trust hosts an

annual leadership conference and

quarterly leadership exchange for

senior staff. Moreover, all of the trust’s

staff are supervised to help them manage

their performance and are supported in

their professional and personal

development.

Torbay and Southern
Devon Health and Care

Trust

Full time staff: 1,681 WTE

Voluntary staff turnover: 10 per cent

Exec team male/female ratio: 50 per cent

male/50 per cent female

Programme to recruit ethnic diverse staff: Yes

Over 90 per cent of staff at Torbay and

Southern Devon say their role makes a

difference to patients. Only 8 per cent report

facing discrimination at work in the past 12

months.

Wirral Community
Health Services Trust

Full time permanent staff: 638

Voluntary staff turnover: Not available

Exec team male/female ratio: Not available

Programme to recruit ethnic diverse staff: Yes

The organisation scores highly on staff

appraisals and its fairness and effectiveness

on incident reporting. Also, 96 per cent of

the trust’s staff have been appraised in

the past 12 months.

hbj.co.uk
North Essex staff are competitive, especially at the annual doctors versus managers cricket match
Dudley and Walsall Mental Health Partnership Trust

- Full time staff: 754
- Voluntary staff turnover: 12 per cent
- Exec team male/female ratio: 55 per cent male/45 per cent female
- Programme to recruit ethnic diverse staff: No

Four out of five of Dudley and Walsall Mental Health Partnership’s 754 full time staff feel satisfied with the quality of work and care they are able to deliver. And 61 per cent of staff say immediate managers consider their opinion and input before making decisions that affect their work.

Greater Manchester West Mental Health Foundation Trust

- Full time permanent staff: 2,024
- Voluntary staff turnover: 9 per cent
- Exec team male/female ratio: 80 per cent male/20 per cent female
- Programme to recruit ethnic diverse staff: Yes

Mersey Care Trust

- Full time permanent staff: 3,519 WTE
- Voluntary staff turnover: 8 per cent
- Exec team male/female ratio: 67 per cent male/33 per cent female
- Programme to recruit ethnic diverse staff: Yes

St Mary’s Hospital, Roehampton, one of 125 Oxleas Trust sites

Oxleas Foundation Trust

- Full time permanent staff: 2,085
- Voluntary staff turnover: 9 per cent
- Exec team male/female ratio: 83 per cent male/17 per cent female
- Programme to recruit ethnic diverse staff: Yes

“The trust feels very much like a family,” says one member of staff. It delivers well on career pathways as 94 per cent of staff have been appraised in the last 12 months. Its staff are competitive, especially at the annual doctors versus managers cricket match.

Northumberland, Tyne and Wear Foundation Trust

- Full time permanent staff: 4,242
- Voluntary staff turnover: 9 per cent
- Exec team male/female ratio: 67 per cent male/33 per cent female
- Programme to recruit ethnic diverse staff: No

Northumberland, Tyne and Wear Foundation Trust holds the sixth largest income of all mental health trusts (at £316m in 2012-13), as well as being the second largest by number of beds, and the fourth largest by number of staff. It trains staff well, with 90 per cent having been appraised in the past year and 81 per cent receiving health and safety training.

Nottinghamshire Healthcare Trust

- Full time staff: 5,337
- Voluntary staff turnover: 6 per cent
- Exec team male/female ratio: 38 per cent
- Programme to recruit ethnic diverse staff: No

Nottinghamshire runs an executive mentoring programme every two years and a band 5 executive and a senior manager mentoring programme launches this month. The trust also employs peer support workers who have experience of the same or similar conditions to their patients.

Oxford Health Foundation Trust

- Full time permanent staff: 3,194
- Voluntary staff turnover: 12 per cent
- Exec team male/female ratio: 66 per cent
83 per cent of Oxford Health Foundation Trust staff say they can make suggestions for improvements in their team

male/34 per cent female

Programme to recruit ethnic diverse staff: Yes

The specialist mental health services provider has an annual income of around £279.8m. Chief executive Stuart Bell was one of HSJ’s top chief executives for 2014. Eighty-three per cent of staff say they can make suggestions for improvements in their team, and 75 per cent feel supported by line managers. On-site personal development and stress management workshops, seminars, paid sabbaticals and career breaks are some of the benefits on offer.

Sheffield Health and Social Care Foundation Trust

Full time staff: 2,740

Voluntary staff turnover: 8 per cent

Exec team male/female ratio: 71 per cent male/29 per cent female

Programme to recruit ethnic diverse staff: No

Sheffield Health and Social Care Foundation Trust scores highly on overall engagement of its staff and most of its employees would recommend it as a place to work and receive treatment. According to 73 per cent of staff, the organisation acts on the concerns they raise.

South Essex Partnership University Foundation Trust

Full time permanent staff: 3,570

Voluntary staff turnover: 7 per cent

Exec team male/female ratio: 86 per cent male/14 per cent female

Programme to recruit ethnic diverse staff: No

An employee experience team looks after staff at South Essex Partnership University Foundation Trust, covering occupational health, an employee assistance programme and a staff flu campaign among other initiatives. The trust has scored an impressive 3.91 for effective team working in the most recent NHS staff survey.

South West Yorkshire Partnership Foundation Trust

Full time permanent staff: 2,836

Voluntary staff turnover: 10 per cent

Exec team male/female ratio: 56 per cent male/44 per cent female

Programme to recruit ethnic diverse staff: Yes

Regarded as a successful organisation with strong, stable leadership, South West Yorkshire Partnership Foundation Trust employs a team totalling 4,237. Chief executive Steven Michael has been in the post since 1997. Staff retreats and away days for 12 qualifying staff. The retreats run six times annually. An employee support officer has also been in post for three and a half years and helps employees with mental health difficulties liaise with line managers.

South London and Maudsley NHS Foundation Trust

Full time permanent staff: 4,212

Voluntary staff turnover: 12 per cent

Exec team male/female ratio: 60 per cent male/40 per cent female

Programme to recruit ethnic diverse staff: Yes

The trust provides mental health, learning disability, eating disorders and substance misuse services for people living in County Durham, the Tees Valley, Scarborough, Whithby, Ryedale, Harrogate, Hambleton and Richmondshire. Its headquarters are at West Park Hospital in Darlington. For a trust of its size, it has lower levels of employees experiencing discrimination at work – at just 9 per cent, while staff also work closely together in sharing tasks. Eighty-five per cent feel supported by colleagues.

Tees, Esk and Wear Valleys has been working towards an improvement programme adopted in Seattle focusing on quality and safety. The Virginia Mason Hospital in Seattle borrows the “stop the line” quality management methods of Toyota in Tokyo. By incorporating these practices into the trust, it aims to engage and encourage staff to report problems or bring solutions for improvements without any fear of repercussions. “The staff know best on what and how to improve,” says chief executive Martin Barkley. So far over 2,000 staff have taken part in the improvement events, he adds.

The trust scores top marks among staff on how valued they feel as employees, with 93 per cent believing they are trusted to do their jobs and 80 per cent feeling able to make improvements at work. Staff wellbeing is also boosted through the use of retreats and away days for 12 qualifying staff. The retreats run six times annually.

Social media and technology such as web chats and webcasts to facilitate open dialogue.

Surrey and Borders Partnership Foundation Trust

Full time permanent staff: 1,516

Voluntary staff turnover: Not available

Exec team male/female ratio: 29 per cent male/71 per cent female

Programme to recruit ethnic diverse staff: Yes

The trust has a committed workforce – 72 per cent of staff at Surrey and Borders Partnership reported that they had worked extra hours. Moreover, 74 per cent said that they had received equality and diversity training in the past 12 months.

Tavistock and Portman Foundation Trust

Full time permanent staff: 4,48 WTE

Voluntary staff turnover: Not available

Exec team male/female ratio: 50 per cent male/50 per cent female

Programme to recruit ethnic diverse staff: No

Staff at Tavistock and Portman have access to a range of flexible working options, as well as a dedicated advice service for issues inside or outside work. Staff absence was just 1.1 per cent in the second quarter of 2013-14.
CLINICAL COMMISSIONING GROUPS

- **NHS Erewash CCG**
  - Full time staff: 40
  - Voluntary staff turnover: 2 per cent
  - Exec team male/female ratio: 33 per cent male/67 per cent female
  - Programme to recruit ethnic diverse staff: Yes

- **NHS Hardwick CCG**
  - Full time permanent staff: 37
  - Voluntary staff turnover: 15 per cent
  - Exec team male/female ratio: Not available
  - Programme to recruit ethnic diverse staff: No

- **NHS Lincolnshire West CCG**
  - Full time permanent staff: 29
  - Voluntary staff turnover: 24 per cent
  - Exec team male/female ratio: 71 per cent male/29 per cent female
  - Programme to recruit ethnic diverse staff: No

- **NHS Mansfield and Ashfield CCG**
  - Full time permanent staff: 43
  - Voluntary staff turnover: 0 per cent
  - Exec team male/female ratio: 53 per cent male/47 per cent female
  - Programme to recruit ethnic diverse staff: No

- **NHS Milton Keynes CCG**
  - Full time permanent staff: 40
  - Voluntary staff turnover: Not available
  - Exec team male/female ratio: 75 per cent male/25 per cent female

- **NHS Nottingham City CCG**
  - Full time permanent staff: 79
  - Voluntary staff turnover: 0 per cent
  - Exec team male/female ratio: 63 per cent male/37 per cent female
  - Programme to recruit ethnic diverse staff: No

- **NHS South Worcestershires CCG**
  - Full time permanent staff: 44
  - Voluntary staff turnover: 1 per cent
  - Exec team male/female ratio: 60 per cent male/40 per cent female
  - Programme to recruit ethnic diverse staff: No

The commissioning group’s largely female workforce look forward to going to work (76 per cent say they do) and most within the CCG (65 per cent) feel they have adequate staffing levels for them to be effective within their roles.
CLINICAL COMMISSIONING GROUPS

NHS West Leicestershire City CCG

- Full time permanent staff: 65
- Voluntary staff turnover: 11 per cent
- Exec team male/female ratio: 85 per cent male/15 per cent female
- Programme to recruit ethnic diverse staff: Yes

West Leicestershire is one of four clinical commissioning groups to feature in our overall top ten.

The organisation purchases care for a population of 361,954 with a budget of £382m for 2015-16. It commissions collaboratively with Leicester City and East Leicestershire and Rutland CCG. Of the organisation’s employees, 87 per cent say they have clear, planned goals and objectives for their role. They also feel supported by immediate managers.

“Our ‘one team’ culture is about openness,” says CCG managing director Toby Sanders. He adds that “involvement is actively encouraged and helps to drive dynamism and energy which helps colleagues across the organisation to feel empowered.” Conversation is key for the CCG and staff are encouraged to do this through informal ways. “We create time to recognise and celebrate success and enjoy some light hearted moments alongside the serious work that we do, which really helps our team to develop and grow together,” explains Mr Sanders.

And the freedom the CCG puts towards exploring the best ways to work collaboratively is demonstrated among its team members: 89 per cent say they are trusted to do their job and 77 per cent look forward to going to work. Most staff also believe they are able to make improvements in their area of work.

NHS South West Lincolnshire CCG

- Full time permanent staff: 27
- Voluntary staff turnover: 0 per cent
- Exec team male/female ratio: 45 per cent male/55 per cent female
- Programme to recruit ethnic diverse staff: No

As a small CCG, South West Lincolnshire purchases care for a population of 127,573. Most of its small workforce feel recognised for their efforts and look forward to going to work. “We do very conventional things,” says its chief officer Allan Kitt. “But we do them well.”

The majority of staff also believe that the organisation values their work (90 per cent) and would recommend the CCG as a place to work (93 per cent). “We have a personalised approach to professional and personal development,” says Mr Kitt. “We ask our staff for their views and we listen; they can see we listen and act as a result.”

At quarterly meetings between staff and the leadership, open and honest questions are encouraged. The office is also open plan and all managers are visible, which the CCG believes fosters communication.

There are more good results for levels of staffing and pay with 65 per cent of its staff believing the CCG employs enough staff for them to do their jobs properly and 67 per cent saying they are satisfied with their level of pay. Just 4 per cent of its employees have suffered discrimination at work in the last 12 months.

“We try our best to walk the walk and live up to our aim to help get the best out of people,” says Mr Kitt. “It’s not hard to get great results with great people; we just need to create the conditions where they can be great.”

NHS Newark and Sherwood CCG

- Full time staff: 30
- Voluntary staff turnover: 0 per cent
- Exec team male/female ratio: 50 per cent male/50 per cent female
- Programme to recruit ethnic diverse staff: No

Newark has ‘sofa sessions’ where they can ask any questions of senior management. The CCG also hosts “network and share” events.

NHS North Derbyshire CCG

- Full time permanent staff: 55
- Voluntary staff turnover: 4 per cent
- Exec team male/female ratio: 50 per cent male/50 per cent female
- Programme to recruit ethnic diverse staff: No

The clinical commissioning group has one of the largest budgets in England, at £1.1bn. It performs strongly on equality and diversity training with 71 per cent having received this
Four in five Rushcliffe CCG staff feel that their role makes a difference to patients

in the last 12 months. However just 29 per cent of its staff have had well structured appraisals in the past 12 months, perhaps reflecting the fact that it is a relatively new organisation that will need time to develop and grow.

● NHS Rushcliffe CCG
  ● Full time permanent staff: 36
  ● Voluntary staff turnover: Not available
  ● Exec team male/female ratio: Not available
  ● Programme to recruit ethnic diverse staff: Yes

Made up of 15 GP practices, NHS Rushcliffe CCG has a budget of £125m for 2014-15. More than four in five staff feel that their role makes a difference to patients, and work pressures are seen to be relatively low.

● NHS Southern Derbyshire CCG
  ● Full time permanent staff: 108
  ● Voluntary staff turnover: 11 per cent
  ● Exec team male/female ratio: 69 per cent male/31 per cent female
  ● Programme to recruit ethnic diverse staff: No

More than half a million patients are covered by Southern Derbyshire, with an allocated budget of £603.3m for 2014-15. Two-thirds of staff report good communication between senior managers and staff. More than half of staff had equality and diversity training in the year to the last NHS staff survey.

● NHS Sunderland CCG
  ● Full time permanent staff: 65
  ● Voluntary staff turnover: 6 per cent
  ● Exec team male/female ratio: 29 per cent male/71 per cent female
  ● Programme to recruit ethnic diverse staff: No

Made up of 53 practices, Sunderland CCG looks after a population of more than 280,000. More than nine in 10 staff at the body, which has a budget of £417.2m for 2014-15, received health and safety training in the past 12 months. There is a shared responsibility among team members as 78 per cent of cent of its employees feel their line managers encourage teamwork.

Best places to work 2014

ACUTE TRUSTS
● Birmingham Children’s Hospital Foundation Trust
● Blackpool Teaching Hospitals Foundation Trust
● Cambridge University Hospitals Foundation Trust
● Chelsea and Westminster Hospital Foundation Trust
● Darlington and Gravesham Hospital
● Ealing Hospital Trust
● Frimley Park Hospital Foundation Trust
● Great Ormond Street Hospital for Children Foundation Trust
● Guy’s and St Thomas’ Foundation Trust
● Harrogate and District Foundation Trust
● Homerton University Hospital Foundation Trust
● James Paget University Hospitals Foundation Trust
● King’s College Hospital Foundation Trust
● Lewisham and Greenwich NHS Trust
● Liverpool Heart and Chest Hospital Foundation Trust
● Luton and Dunstable Hospital Foundation Trust
● Moorfields Eye Hospital Foundation Trust
● Northumbria Healthcare Foundation Trust
● Nottingham University Hospitals Trust
● Oxford University Hospitals Trust
● Papworth Hospital Foundation Trust
● Queen Victoria Hospital Foundation Trust
● Royal Berkshire Foundation Trust
● Royal Brompton and Harefield Foundation Trust
● Royal Free London Foundation Trust
● Royal National Hospital for Rheumatic Diseases Foundation Trust
● Royal National Orthopaedic Hospital Trust
● Royal Surrey County Hospital Foundation Trust
● Salisbury Royal Foundation Trust
● Sandwell and West Birmingham Hospitals Trust
● Sheffield Children’s Foundation Trust
● South Devon Healthcare Foundation Trust
● South Tyneside Foundation Trust
● South Warwickshire Foundation Trust
● St Helens and Knowsley Teaching Hospitals Trust
● Stockport Foundation Trust
● Surrey and Sussex Healthcare Trust
● The Christie Foundation Trust
● The Clatterbridge Cancer Centre Foundation Trust
● The Newcastle upon Tyne Hospitals Foundation Trust
● The Robert Jones and Agnes Hunt Orthopaedic Hospital Foundation Trust
● The Royal Marsden Foundation Trust
● The Royal Orthopaedic Hospital Foundation Trust
● The Royal Wolverhampton Trust
● The Walton Centre Foundation Trust
● University College London Hospitals Foundation Trust
● University Hospitals Birmingham Foundation Trust
● Warrington and Halton Hospitals Foundation Trust

COMMUNITY TRUSTS
● Cambridgeshire Community Services Trust
● Central London Community Healthcare Trust
● Derbyshire Community Health Services Trust
● Derbyshire Healthcare Foundation Trust
● Lancashire Care Foundation Trust

NAVIGO
● Peninsula Community Health

MENTAL HEALTH TRUSTS
● 5 Boroughs Partnership Foundation Trust
● Berkshire Healthcare Foundation Trust
● Birmingham and Solihull Mental Health Foundation Trust
● Bradford District Care 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
● Hertfordshire Partnership University Foundation Trust
● Mersey Care Trust
● North Essex Partnership Foundation Trust
● Northumbria, Tyne and Wear Foundation Trust
● Nottinghamshire Healthcare Trust
● Oxford Health Foundation Trust
● Oxleas Foundation Trust
● Sheffield Health and Social Care Foundation Trust
● South Essex Partnership University Foundation Trust
● South West Yorkshire Partnership Foundation Trust
● Southern Health Foundation Trust
● Surrey and Borders Partnership Foundation Trust
● Tavistock and Portman Foundation Trust

CLINICAL COMMISSIONING GROUPS
● NHS Erewash CCG
● NHS Hardwick CCG
● NHS Lincolnshire West CCG
● NHS Mansfield and Ashfield CCG
● NHS Milton Keynes CCG
● NHS Newark and Sherwood CCG
● NHS North Derbyshire CCG
● NHS Northern, Eastern and Western Devon CCG
● NHS Nottingham City CCG
● NHS Rushcliffe CCG
● NHS South West Lincolnshire CCG
● NHS South Worcestershire CCG
● NHS Southern Derbyshire CCG
● NHS Sunderland CCG
● NHS West Leicestershire CCG
BEST PLACES TO WORK