

“Great Food, Good Health”

HCA Learning & Development Forum

Philip Shelley - Chair of the NHS Hospital Food Review 2020
Senior Operational & Policy Manager for NHS England & Improvement

Date 30/03/22



Important progress - Food Review October 2020

The Hospital Food Review makes the following eight recommendations to improve staff and patient health and wellbeing through hospital food.

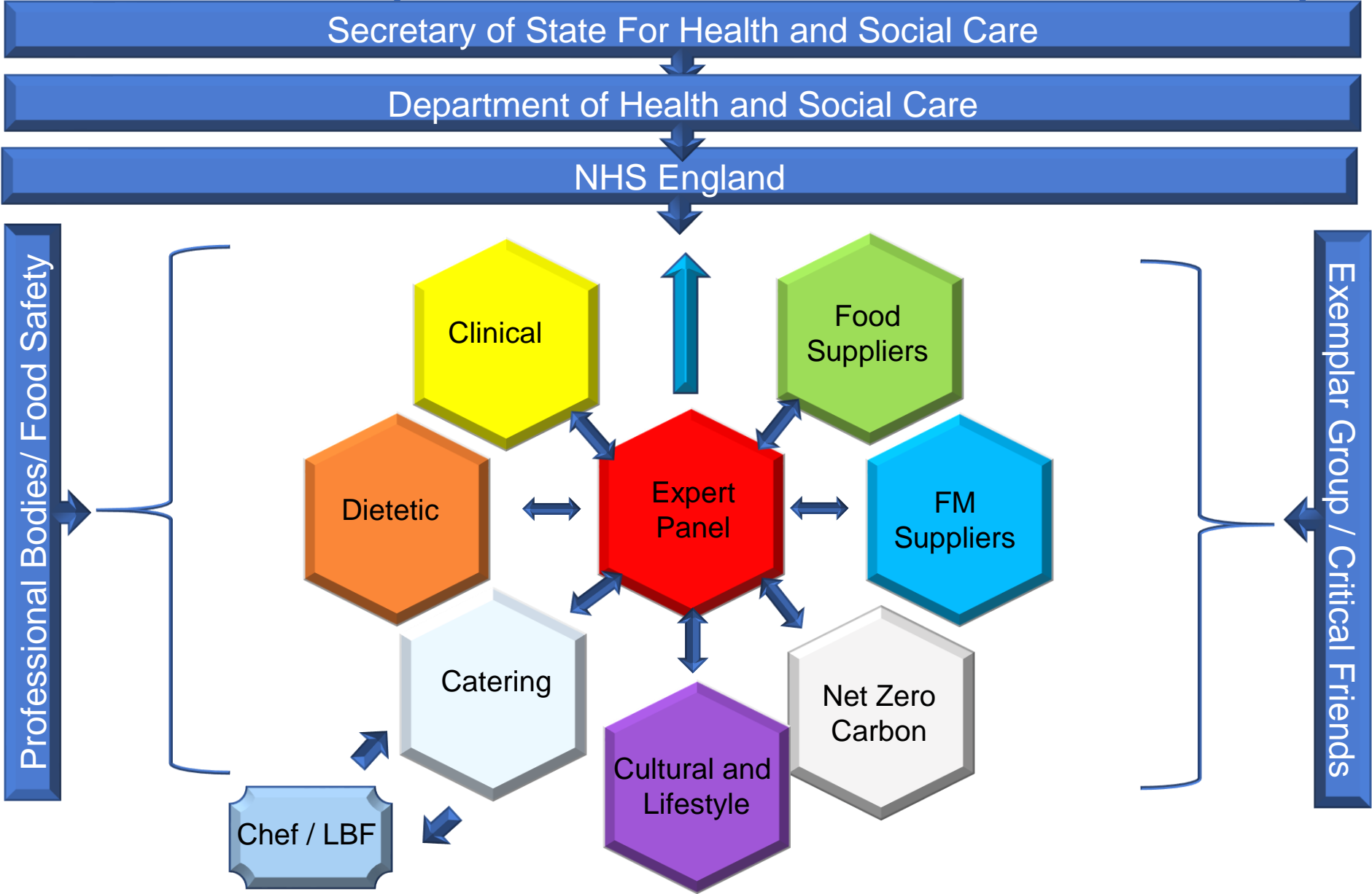
- 1. Catering staff support**
Introduce professional qualifications and standards for hospital caterers, provide more training and reward excellence with pay progressions.
- 2. Nutrition and hydration**
Ensure importance of food services is understood and integrated within patient recovery, hospital governance and staff training.
- 3. Food safety:**
Ensure food safety through open communication channels to address safety concerns, by appointing food safety specialists and upholding standards.
- 4. Facilities**
Provide funding to equip and upgrade hospital kitchens, provide 24/7 services for staff and patients,
- 5. Technology**
Every hospital should implement a digital meal ordering system by 2022 to collate food choices, manage allergies and diets, and minimise waste.
- 6. Enforcing standards**
Food and drinks standards should be statutory and inspected by the CQC. A forum should be established to share exemplary best practice.
- 7. Sustainability and waste**
Ensure government food procurement standards are upheld. NHS trusts should agree a common method of monitoring food waste.
- 8. Going forward**
Establish an expert group of hospital caterers, dieticians and nurses to monitor progress, accountable to the secretary of state for health and social care.

Report of the Independent Review of NHS Hospital Food

Chair: Philip Shelley



Expert Panel Groups – The Power of Partnership



Meet the Expert Panel



**Power
of
Partnership**





**Dr Maeve Tierney
- Clinician**

Maeve is a Consultant Gastroenterologist with a specialist interest in nutrition, working in Hampshire Hospitals. She spent two years of her higher medical training working with the regional expert nutrition team in Southampton where she gained expertise in managing patients with complex nutritional issues and participated in research.



**Tim Radcliffe
- Caterer**

Bringing thirty years of corporate, military, hospitality and restaurant ownership experience to the NHS. A passionate proponent of food as medicine, he has taken his East Lancashire Catering service into the spotlight, appearing on Channel Four's Food Unwrapped, and published on many occasions.

- Our group has put our focus firmly on the 24/7 provision
- Understand the level of provision currently available
- Understand why the provision is different (what are the barriers)
- Identify a simple solution
- Pilot solution in different settings

Culture and Lifestyle



**Stephanie Tempest
- Nurse**

I worked as a Stroke researcher before returning to the clinical setting and becoming the first Stroke Assessment nurse at Mid Yorkshire Hospital and later becoming the Manager. During that time, I helped develop new pathways to improve both patient care and experience.

In 2018, I became a Matron for the division of Medicine, managing a variety of areas including Stroke, Elderly Care, Spinal Injuries, Cardiology and Respiratory units. In April 2021, I became the Matron for Estates and Facilities.



**Emma Wilson
– Caterer**

Emma has 35 years' experience in NHS hospital catering. Her work history includes operational catering management positions in both specialist and acute hospital settings.

Passionate about patients having access to safe, high-quality food and hydration services in the right place at the right time, from a purpose designed facility, Emma and her dedicated team in Sheffield prepare and deliver around 40,000 patient and staff meals across 6 sites every week.

- Delivery of a training programme for catering and ward staff responsible for meal service
- Understanding and dealing with cultural and religious diets throughout the day
- Linking with NHS Supply Chain to identifying gaps in specialist meals and snacks

Net Carbon Zero



Kim Beevers
- Caterer

Kim Beevers joined Chesterfield Royal Hospital Foundation (CRH) now DSFS, (Derbyshire Support Facilities services), a wholly owned subsidiary of Chesterfield Royal Hospital Foundation Trust in November 2008 following a career in commercial food delivery and hospitality. Kim is passionate about delivering food excellence and has much experience in the sector.



Lisa Wright
– Caterer

Lisa is the Facilities Manager for Northern Devon Healthcare Trust (NDHT) and has management responsibility for the delivery of a wide range of Facilities services including catering along with project management experience across the acute and community sites. Lisa is very passionate about delivering high quality nutrition and hydration to patients, visitors and staff now and in the future.

- Confirm standard waste metrics and work with WRAP to adjust guardians of grub tool kit to ensure its suitability for the NHS
- Research electronic recording tools linking effectively to the catering group
- Undertaking multiple trials in exemplar and non-exemplar sites with a standard waste metrics and tool kit

FM Providers



Jenny Clarke
- Nurse

Jenny always knew she wanted to be a Registered Nurse and with over 35 years in the NHS, it has proved to be one of the best decisions she ever made.

Jenny has been Matron for the Estates and Facilities team at University Hospital North Midlands. In her role as clinical liaison for the division her primary focus is patient experience and patient dining.



Julie Allison
- Caterer

Julie is the professional lead for the contract management of Doncaster & Bassetlaw Teaching Hospitals NHS Trust Catering Services provided by Sodexo across 3 sites within the Trust.

Having joined DBTH in 1991, she has progressed through the Facilities Management structure undertaking various management positions including the role of Head of Catering Services.

- To build a network of representatives from across the FM Suppliers and ascertain from them what they wish to gain from the membership of the subgroup
- To support Trusts/contracts who are struggling with partnership working
- For the group to work as a conduit for information from and to other subgroups



Katherine Crossfield
- Dietitian

Katherine Crossfield is the Senior Specialist Catering Dietitian for Leeds Teaching Hospitals Trust. She works within the catering team at LTHT to ensure the menus provided are nutritionally adequate and clinically appropriate for the wide variety of clinical specialisms treated in the Trust. Kat completed her MMedSci in Human Nutrition and a PGDip in Nutrition and Dietetics before working as a Registered Dietitian for the last 10 years.



Jane Owen
- Caterer

I have worked for Sandwell and West Birmingham NHS Trust for 28 years, initially as Catering Manager for Sandwell and Rowley Regis Hospitals then following the trust merger with City Hospital in 2002 has Trust Catering Manager for the three hospital sites

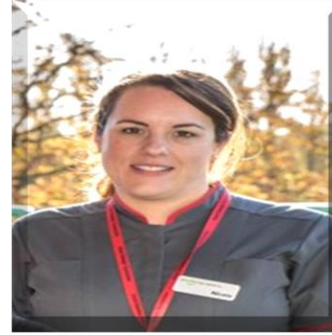
- Develop nutritional resources, fact sheet in relation to meal time matters
- Develop a nutritional guide containing info on special diets and IDDSI
- Food Service Staff/Team award

Catering



**Debra Armstrong, RN,
BSC, MSC - Nurse**

Debra trained as a Registered Nurse at Manchester Royal Infirmary in 1988 and has held a variety of nursing posts across her 33 year history with the organisation and is currently the Director of Nursing for MREH and the UDHM at MFT. Debra's leads on numerous work-streams, to continually improve this fundamental aspect of care, across the trust.



**Nicola Strawther
- Caterer**

With 22 years' experience Nicola brings valuable knowledge, skills and specialist experience of health service catering and nutrition management. In 2009 moved into her current role as Chief Dietetic and Catering Technician at NUH. This is a perfect combination of her passion for food and the health benefits associated with good nutrition and hydration.

- **Technology:** with the aim of developing an “options appraisal/data bank of what EMO can do”
- **Nutrition & Hydration:** during our site visits (planning x1 site visit every 6 weeks) we have been sourcing examples of data collection tools (food and hydration charts). Mealtime audits, any bench marking and/or metrics to measure food service and meals in line with nutrition strategies, food and drink policies.
- **Facilities:** Aim to initially develop case studies, based on site visits and data gathered.

Food Suppliers



Iain Robertson
- Caterer

Iain is the Catering Operations Manager at Solent NHS Trust, a community and mental health trust operating in Hampshire. He is responsible for the catering provision for patients and retail outlets across five inpatient sites. Iain is passionate about hospital catering and encourages staff to treat every patient as if they were a member of their own family. He is also an active member of the Hospital Caterers Association.



Noor Al-Refae
- Dietitian

Noor is a Registered Dietitian specialising in Mental Health and is the lead for the implementation of the Managing a Healthy Weight in Adult Low and Medium Secure Services CQUIN at Cheswold Park Hospital. She completed her degree in Nutrition and Dietetics in 2014 and has covered various areas within dietetics.

- To support with the GBSF by identifying food supplier and hospital enablers and barriers to ensure successful implementation
- Work with local food suppliers to review the current food safety and hygiene procedures followed and how these compare to food suppliers on the current framework.
- Arranging site visits for the next 6 month's and feedback the findings

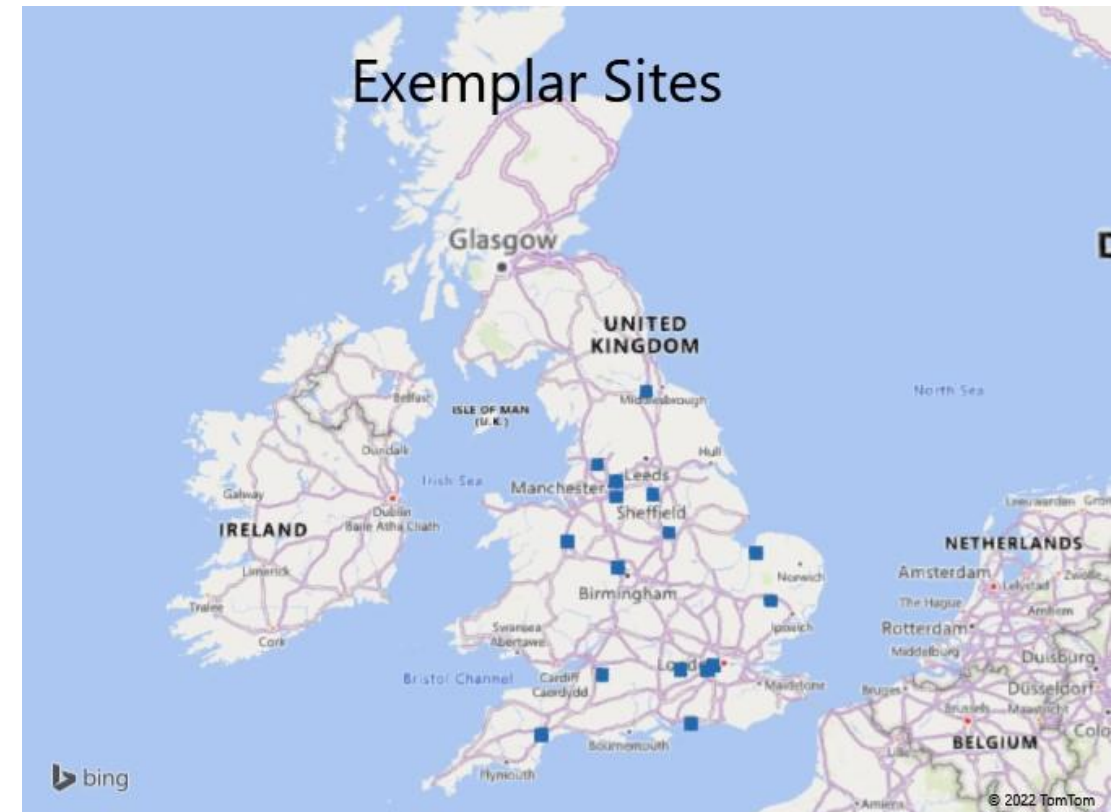
Exemplar Trust – "Platform for ambition"

- There needs to be a “Whole Hospital Approach” – full support from the board
- Able to be challenged and provide assistance with pilots and innovation.
- You will be a flagship trust, as well as being a representative of the central team at NHSE&I
- Is the relationship between clinical, catering and dietetic robust and is the nutrition steering group proactive
- Having a set of trusts that have stepped forward to regularly be involved in conversations will strengthen the partnership working with colleagues involved in healthcare catering



Exemplar Group

- Exemplar in how they approach and deliver change within the NHS.
- Currently 19 Sites across the 7 regions.
- A further 4 sites are under discussion.
- Vision to have 30 sites across England in the coming months.





Department
for Environment
Food & Rural Affairs

Public Sector Food and Catering Policy

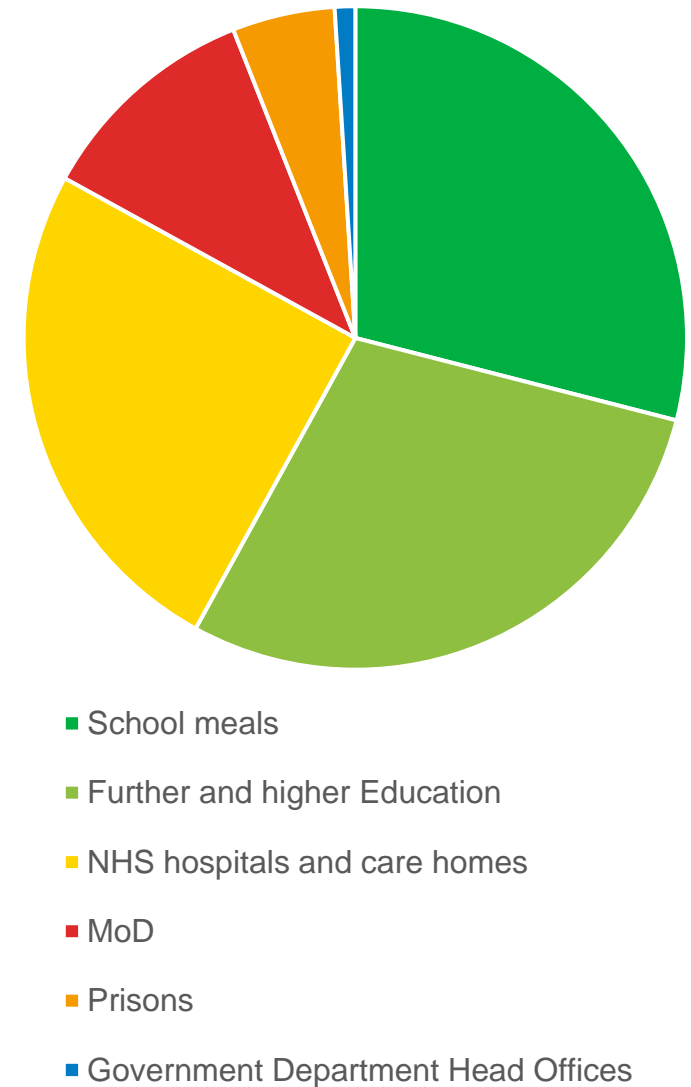
March 2022

Dr Helena Diffey, Senior Policy Advisor

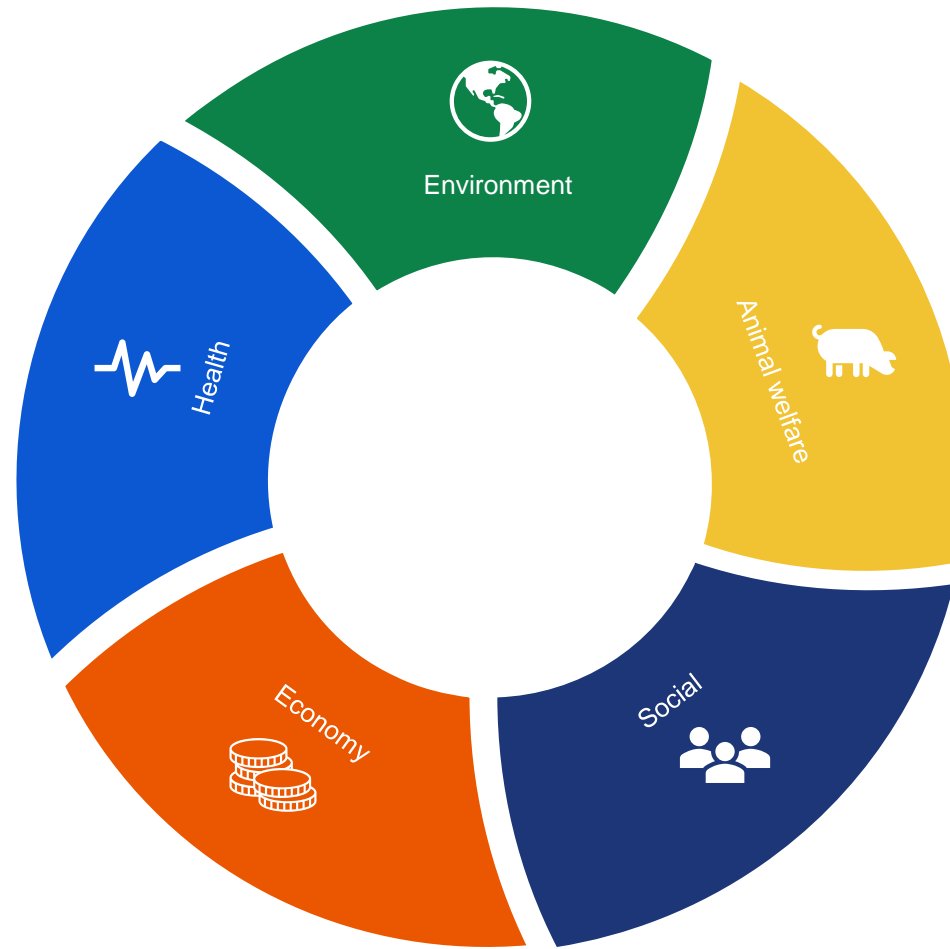


Background

- 1.9 billion meals are served in the public sector each year. This equates to 30% of all meals eaten out of home by the population of England.
- Public sector food and catering is a powerful lever for Government to lead by example and promote a healthier and more sustainable food system.
- Defra policy on public sector food and catering is currently mandatory for:
 - Central Government Departments
 - NHS England Hospitals
 - The Armed Forces
 - HM Prison and Probation Service



The vision: public sector food and catering is an exemplar to wider society in delivering positive health, animal welfare, environmental and socio-economic impacts.





Objectives

1. Promote procurement of local, sustainable, healthier food and catering.
2. Open up public sector supply chains to a wider range of companies, particularly small and medium-sized enterprises (SMEs), to better support local economies, increase resilience, and encourage food producers to innovate.
3. Increase transparency of food supply chains to drive continuous improvement and build our understanding of what is bought, served, sold and wasted in the public sector.
4. Provide guidance and standards that:
 - are simple and engaging
 - reflect latest scientific evidence and national sustainability priorities
 - clearly align with broader Government policies, such as the Defra waste hierarchy guidance and Government dietary recommendations

Our work

1

Setting policy and standards

Including the Government Buying Standards for Food and Catering Services (GBSF):

1. Food sourcing standards
2. Healthier, more sustainable menu choices
3. Sustainable catering services

2

Supporting implementation

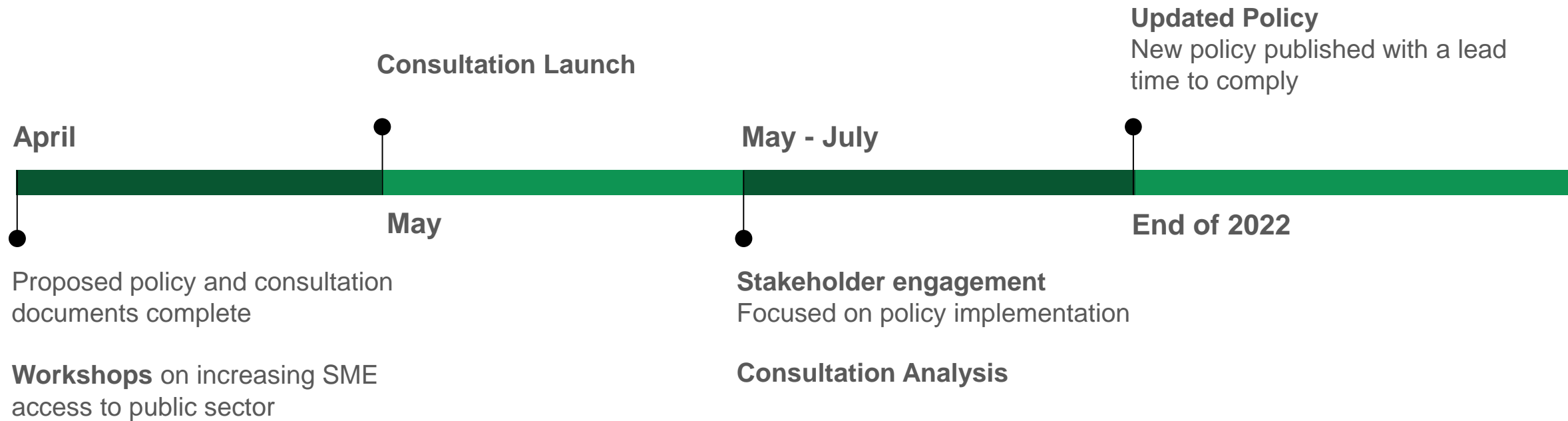
- Setting clear expectations on fair and transparent procurement.
- Supporting SME food and drink businesses in accessing public sector opportunities.
- Developing tailored support for implementing new standards.

3

Data and transparency

New mandatory reporting on food and catering to build our understanding of what is bought, served, sold, and wasted in the public sector.

Coming Up...



Get in touch...

Helena Diffey (helena.diffey@defra.gov.uk)

Ellen Fletcher (ellen.fletcher@defra.gov.uk) – Workshops in April



Decarbonising the NHS supply chain

Alexandra Hammond, Head of Sustainable Procurement and Supply Chain
Hospital Caterers Association – Wednesday 30 March 2022

NHS England and NHS Improvement



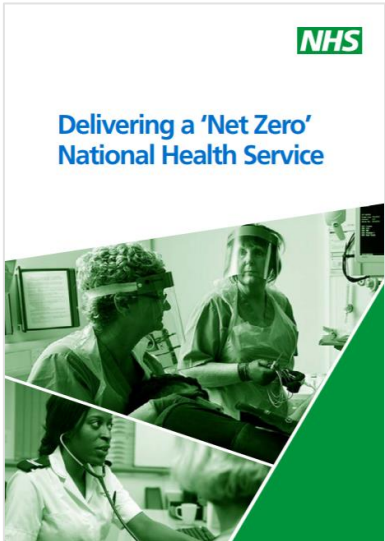
Background: Strategic objectives



With the publication of the NHS Net Zero report, *Delivering a 'Net Zero' National Health Service*, the NHS affirmed the need to act on climate change and committed to ambitious reduction targets. The NHS is also committed to transparency across the supply chain to eliminate Modern Slavery and facilitate local economic growth in-line with the Social Value Model.

Net Zero

In October 2020, the Greener NHS published the NHS' bold new climate targets.



Direct emissions: net zero by 2040
Indirect (carbon footprint plus): 2045

Modern Slavery

Modern Slavery manifests in supply chains, and no country is immune. Targeted action is needed in the supply chains as they have greatest risk and leverage.

UK government sourcing NHS PPE from company repeatedly accused of forced labour

Exclusive: Gloves from Malaysian company Top Glove found in NHS supply chain despite multiple allegations of worker exploitation

Social Value

PPN issued in June 2020 states that a minimum weighting of 10% of the total score for social value should be applied in central government procurements.

Policy paper

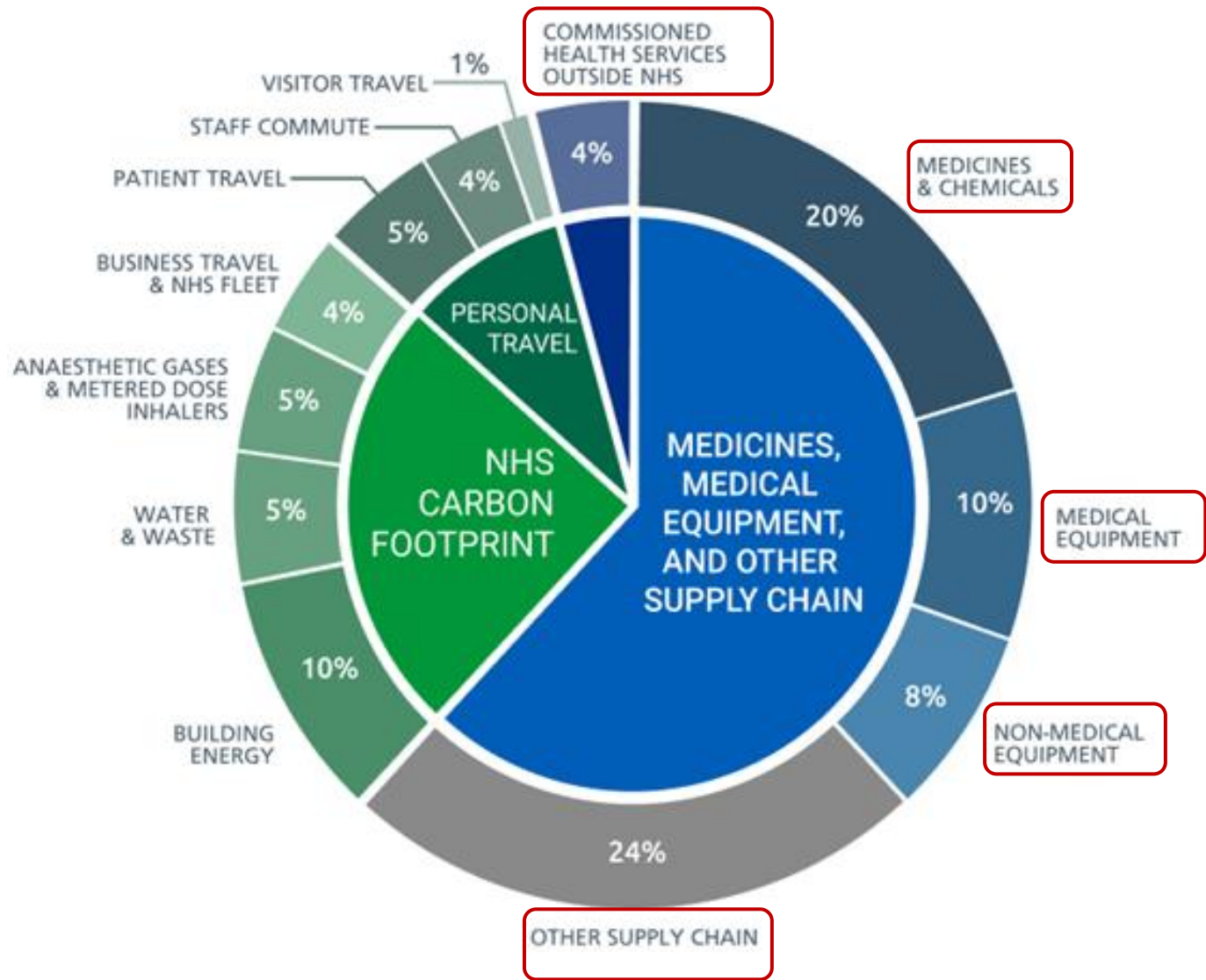
Procurement Policy Note 06/20 – taking account of social value in the award of central government contracts

This note sets out how to take account of social value in the award of central government contracts by using the Social Value Model.

Carbon Footprint Plus: the NHS supply chain



62% of the NHS carbon emissions occur in the supply chain, with many of these emissions occurring in the UK.



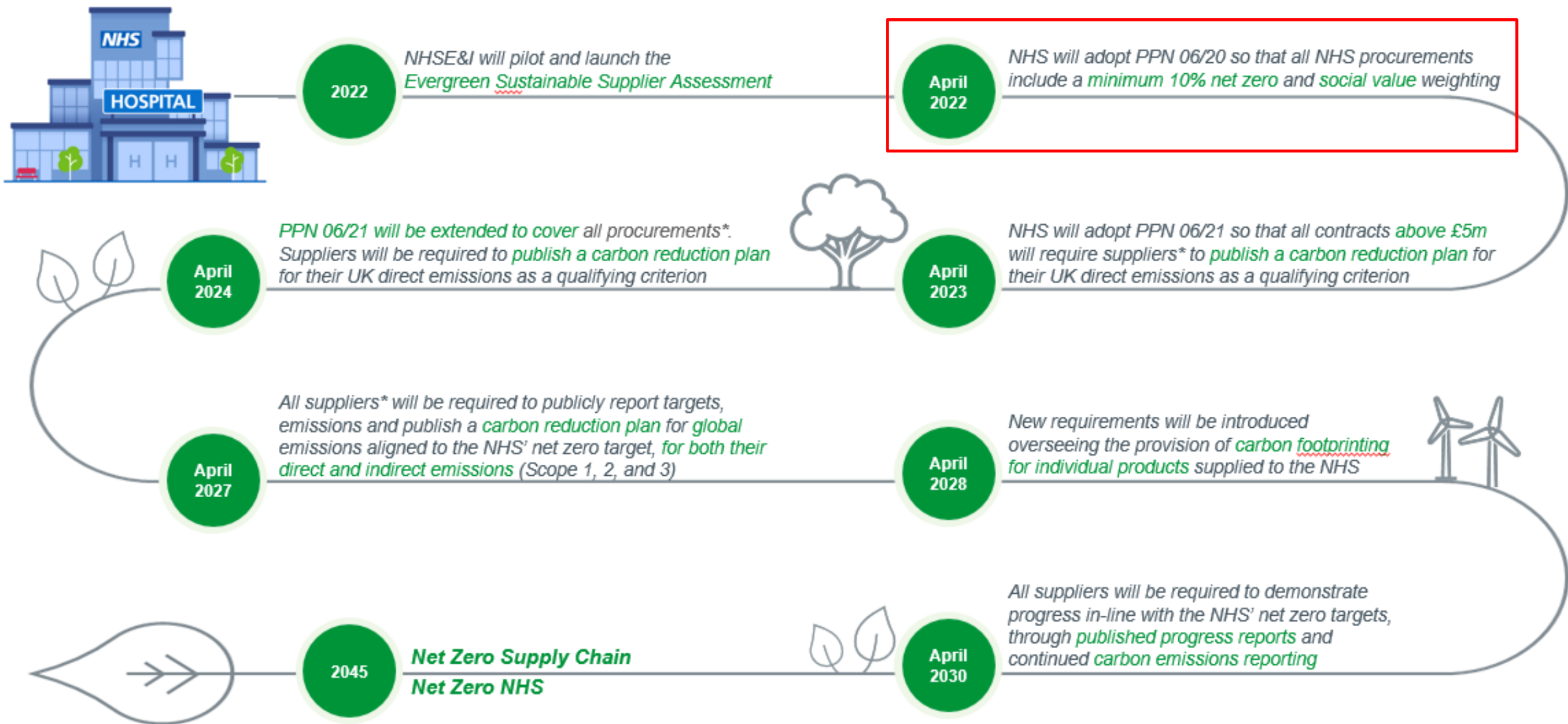
Suppliers are key to achieving our ambition, and so is food!



In the Net Zero report, 13 interventions were identified within the Supply Chain workstream. These form the foundation of the sustainable procurement and supply chain workstream programme plan for the next five years.



Building net zero into NHS procurement – the Supplier Roadmap



**To account for the specific barriers that Small & Medium Enterprises and Voluntary, Community & Social Enterprises encounter, a two-year grace period on the requirements leading up to the 2030 deadline, by which point we expect all suppliers to have matched or exceeded our ambition for net zero.*

Adopting PPN 06/20: Net Zero and the Social Value Model



The adoption by the whole NHS of [PPN 06/20](#) and Cabinet Office Social Value Model will ensure Net Zero and Social Value are embedded in all procurement decisions



[PPN 06/20](#) came into effect from January 2021. It mandates that a **minimum weighting of 10%** of the total score for the tender evaluation should apply to social value across five themes:

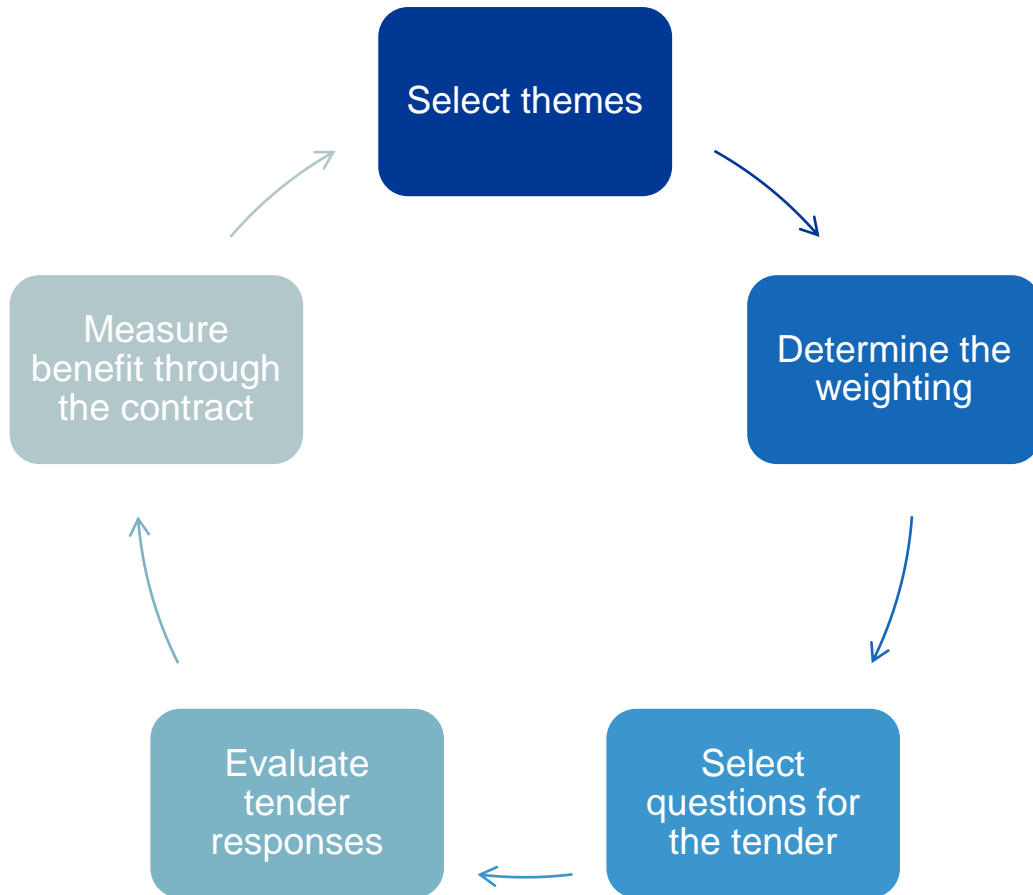
- **Fighting climate Change – priority theme**
- Tackling Economic Inequality
- COVID-19 recovery
- Wellbeing
- Equal Opportunity

From April 2022, **all NHS tenders** will require the inclusion of a minimum 10% net zero and social value weighting – **net zero will be required in all procurements.**

Net Zero and Social Value Guidance – now available!



The [Net Zero and Social Value Guidance](#) helps unlock healthcare related social and environmental benefit within NHS tendering. The guidance is a furthering of the central government's Social Value Model PPN 06/20.



The Guidance supports to:

Select themes:

- What social value themes are relevant to the contracting authorities local / regional / national priorities?
- Include a question on “Fighting Climate Change”
- Other example opportunity areas to unlock NHS priorities through tendering
- Ensure the tender is accessible for SMEs / VCSEs

Determine the weighting

- 10% minimum / more can be used as a differentiator
- Considerations to be made for a higher weighting

Select questions for tender inclusion

- Example questions mapped against NHS priorities, with suggestions on how to contract manage

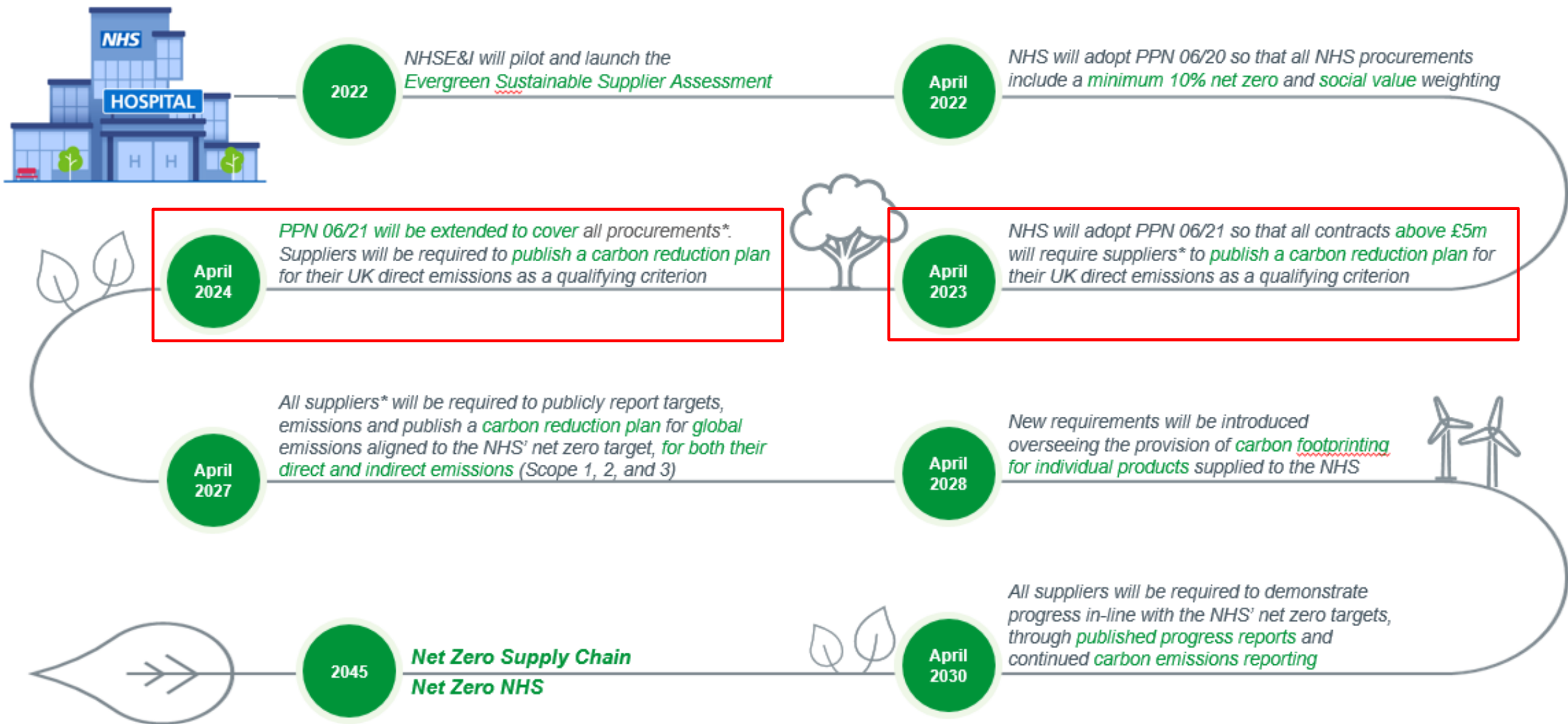
Evaluate tender responses

- Ensure that suppliers commit to additionality
- Link to the Model Scoring Criteria in the Social Value Model

Measure benefit through the contract

- Includes KPIs for measurement of benefit
- Refers to the NHS Contract Management Framework (CMF)

Building net zero into NHS procurement – the Supplier Roadmap



**To account for the specific barriers that Small & Medium Enterprises and Voluntary, Community & Social Enterprises encounter, a two-year grace period on the requirements leading up to the 2030 deadline, by which point we expect all suppliers to have matched or exceeded our ambition for net zero.*

April 2023 Milestone (PPN06/21) – Minimum Requirements



The NHS sees PPN06/21 as a stepping stone to later milestones in the roadmap, and thus is flexible on how the requirement is met. Below are the minimum requirements applicable to the adoption of the PPN



Carbon Reduction Plan (CRP) has to be net zero by 2050



Scope needs to be *at least* scope 1 and scope 2 emissions, but can include scope 3 if available



Geographic boundary needs to be at least the UK but we encourage global emissions



Can be done for the global entity or contracting entity, but future milestones will require global entity reporting



Must be board approved and publicly available on the company website of the entity to which it refers

The NHS will extend the “flexible” PPN06/21 requirement for all contracts that exceed relevant public sector procurement threshold values for the April 2024 milestone. Sharing the PPN information should be done through Evergreen on Atamis.

NHS PPN06/21 Requirement ‘flexibility’ stays the same



Minimum Direct Emissions
(Scope 1&2) is acceptable until
2027



Any emissions geographical
boundary that includes the UK
(e.g. UK, Regional, Global) is
acceptable



2045 is preferred, but 2050 is
acceptable until 2027

2023 to 2024 Milestone Highlights

Contract value



Required for all
contracts that
exceed
procurement
threshold
values

Demonstrating compliance



Information
must be
reported
through the
NHS Evergreen
Assessment

Evergreen creates a single centralised source of information recording how suppliers are aligning with our net zero trajectory. Suppliers will be able to self-certify their achievement of our requirements, initially voluntarily.

Please note, details of qualifying criteria will be confirmed and updated during the Evergreen pilot in 2022.

<p>Level 3: Influencer Leaders in sustainability</p>	<p><i>All of level 2, plus:</i></p> <ul style="list-style-type: none"> • Recognised high performer via global sustainability reporting platform • Publicly set targets <i>that are independently verified</i> • Demonstrates collaborative participation with fellow suppliers <p><i>And at least one of the following:</i></p> <ul style="list-style-type: none"> • Embeds circular economy principles in and measures the carbon footprint of products and services and shares that with the NHS • Shows leadership across the UN Sustainable Development Goals (SDGs)
<p>Level 2: Mature Comprehensive targets, plans, and action</p>	<p><i>All of level 1, plus:</i></p> <ul style="list-style-type: none"> • Publicly demonstrates emissions reductions • Publicly committed to targets in line with NHS Scope 3 targets • Publicly published carbon reduction plan with carbon emissions reporting • Conducts modern slavery audits in hotspot areas of their supply chain
<p>Level 1: Early Adopter Operational emissions targets and plan</p>	<p><i>Meets the minimum expectation of all suppliers, plus:</i></p> <ul style="list-style-type: none"> • Publicly committed to emissions targets for scope 1 and 2 in line with NHS commitments • Public ethical sourcing policy, supply chain risk assessment
<p>Minimum expectation of suppliers</p>	<ul style="list-style-type: none"> • Comply with the expectations of the Supplier Roadmap • Demonstrate net zero and social value through contract delivery



CDP: Supporting long term data collection



Inviting 500 Suppliers

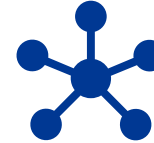
We will be inviting 500 Suppliers in April 2022 to share carbon information through CDP, emphasising those fields that will also align to the Evergreen Assessment.



Sharing CDP Data

We will be sharing the CDP data with Greener NHS and workstreams, as well as trusts.

2021 data is now on the PTOM hub.



Integrating CDP Data

Data will be integrated into historical reporting for Evergreen, as well as the Greener NHS dashboard.

To recap...

Net Zero and Social Value in ALL procurements from April 2022

Further engagement with our key suppliers, including food and catering

Preparing suppliers for carbon emissions targets – PPN 06/21 by April 2023 and April 2024

Follow us on  | Search “NHS Procurement Transformation”

Thank you!

Alexandra.Hammond2@nhs.net

NHS England and NHS Improvement



A large blue graphic element on the left side of the slide, resembling a folded piece of paper or a book cover. It has a darker blue shadow on its left and bottom edges, giving it a 3D effect. The text 'Inspire, Influence & Innovate' is written in white, sans-serif font on its front face.

Inspire, Influence & Innovate

- NHS Chef 2021/22
- 24/7
- Children's Services
- Love British Food
- Food Safety
- Healthcare Food Standards
- Apprenticeships
- NHS New Hospitals

NHS Chef of the Year 2022

The event is organised across NHS England

Open to NHS employed chefs and NHS contracted chefs

Focus on quality, presentation and value

7 regional events to determine finalists (Apr 22)

Mentoring event to prepare chefs (Oct 22)

Final to showcase excellence (Nov 22)



Independent Hospital Food Review 2020

NHS Food Review 2020

Hospitals are 24-hour services – but restaurants and shops close at night and at the weekend. Hospitals must offer their staff the ability to access healthy food 24/7. The best way of achieving this can be up to the trust to find what works for them. It could include overnight restaurant services, or chilled meals that can be heated up in microwaves when staff want them. It could be as simple as access to staff kitchens to prepare their own food.

Recommendation: Facilities

If 24/7 food service is not available for staff, they must have access to appropriate facilities to safely store, prepare and eat their own meals at any time of the day or night. Facilities to prepare hot drinks must be available to all staff.

Recommendation: Enforcing Standards

Standards to apply to patient, staff and visitor food, food manufacturers, food retailers and vending machines; including requirements for appropriate facilities to support patients and staff to eat well 24/7 when in the hospital environment.



24/7 Staff Food Availability Multiple Options

Main 4 Food Options	 <p>24/7 Automated Food Solutions Including Retail Outlets</p>	 <p>Fresh Cook Kitchens</p>	 <p>External Supplier / Local Food Options</p>	 <p>Self Supply i.e. Packed / Microwaved Meals</p>
Challenges	Infrastructure, Location, Keeping Stocked	Location, Staffing, Food Choices	Nutritional Value of Food, Location of Rest Area	Infrastructure i.e. Ward Based Fridges, Microwaves
Risks	<ul style="list-style-type: none"> Automated Café in incorrect area Filled with wrong items Overpriced 	<ul style="list-style-type: none"> Staff lone working Too expensive Service not quick enough Excessive food waste 	<ul style="list-style-type: none"> Potentially less healthy options Availability Too expensive 	<ul style="list-style-type: none"> Poor food hygiene Insufficient cleaning regime Fire risks with grills and toasters



HOTBOX.

24HR AUTOMATED CAFÉ

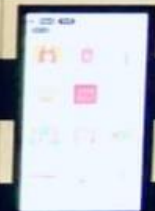
Breakfast || Lunch || Dinner || Hot Drinks || Snacks



HOTBOX.

24HR AUTOMATED CAFÉ

Breakfast || Lunch || Dinner || Hot Drinks || Snacks



MUSGROVE PARK HOSPITAL - HUGELY SUCCESSFUL

Children's and Young People

Children's Food is a key element for focus and improvement, taking into consideration the parents whilst their children are in hospital.

- Sophie and Charlotte Fairall's patient story has spotlighted an urgent need for improvement in children and young people's food choice, quality, facilities and offer for resident parents
- A working group of Nursing leads for Children & Young People established to review the food and facilities offer with Trusts across England
- A consistent approach required for patients and parents, recognising needs, support and driven by the recommendations of the NHS Food Review
- Experience from Covid-19, learnings and future changes
- Aiming higher, changing perceptions, improving experience and leadership engagement



Love British Food Hospitals Working Group



Champions

Phil Shelley, Chair of Hospital Food Review

Chris Neale, Nottingham NHS Trust

Duncan O'Neil, Stockport NHS Trust

Michael Sharp, Southmead hospital

Noor Al Rafae, East Cheshire NHS Trust

Iain Robertson, Royal Bournemouth Hospital

Kushboo Naik, Sheffield Teaching Hospitals NHS Trust

Nick Vadis, NHS Supply Chain

Nicola Strawther, Nottingham NHS Trust

Co-chairs

Alexia Robinson, Love British Food

Tim Radcliffe, East Lancs NHS Trust

Supported by:

Craig Smith, formerly HCA Chair and now Open Door PR

Andy Jones, Chair of Public Sector 100 industry group

Let's just do it!

Food Safety

Healthcare should be leading the way on
“safe food, safe service”



Partnership working:

- Auditing
- NHS Supply Chain
- Food Standards Agency
- Experienced EHO's
- Critical Colleagues
- FM Providers
- Food Suppliers

Accountability
at all levels

Consistent Food
Safety
Management
Systems

Appropriate Food
Safety Training –
to the level
required

Labelling, stock
rotation, system
approach



National Standards for Healthcare Food and Drink



Team originally met
in 2019 to shape the
new standards

Whilst the NHS Food
Review took place, the
work on the standards
were put on hold

Team have started to
shape the new
standards to reflect the
recommendations of the
NHS Food Review

Standards for 2014
and updated in 2017

Linked to the Health
& Social Care Bill –
May 2022

The aim is to have 7
Mandatory
Standards to drive
positive leadership
on Food and Drink



Opportunities in our NHS



NHS England and NHS Improvement



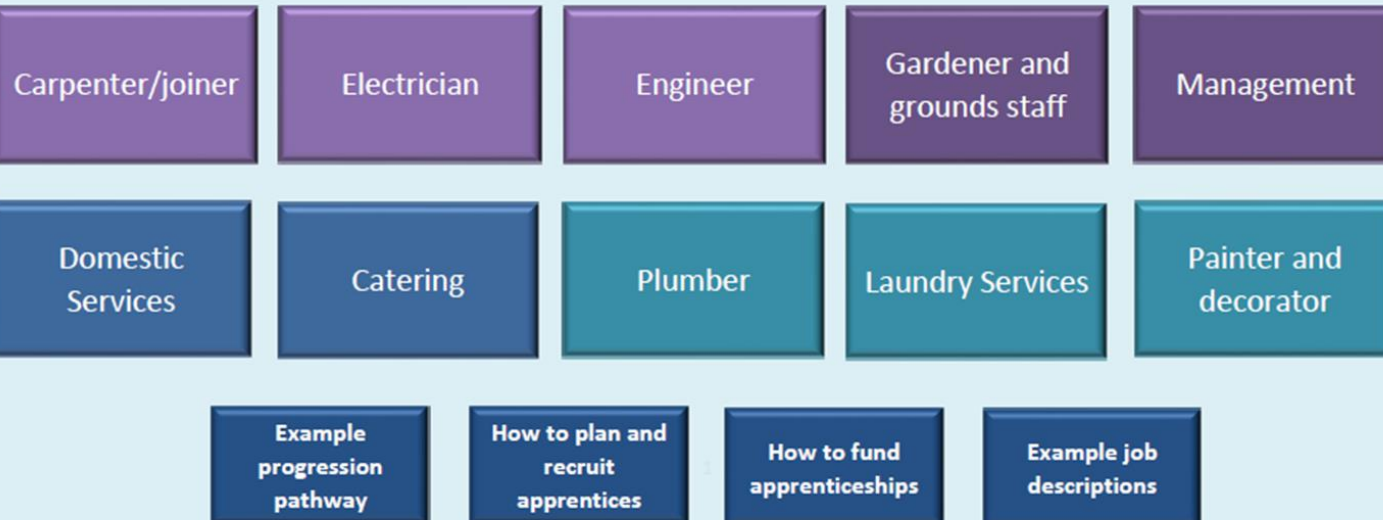
Health Education England

Estates and facilities apprenticeships in the NHS

Did you know there are dozens of apprenticeship qualifications that can be used for roles in estates and facilities? You can use these apprenticeship qualifications to train new talent and upskill your existing workforce



Click on the boxes below to explore some example apprenticeship routes that you could use in your own workforce



Opportunities in our NHS



NHS England and NHS Improvement

NHS
Health Education England

Catering

Hospitality Team Member Level 2

This apprenticeship is about developing fantastic 'hospitality' skills and knowledge such as recognising customer needs, knowing how to match them to the products and services of the business and working as part of a team to ensure that every customer has a great experience.

Production Chef Level 2

This apprenticeship focuses on the operations within a hospital's kitchen. Learners will focus on the importance of nutrition within a healthcare setting, health and safety, communication with their teams and how their role and actions impact on the business function of the trust.

Commis Chef Level 2

A commis chef apprentice prepares food and carries out basic cooking tasks under the supervision of a more senior chef. A primary objective of the commis chef is to learn and understand how to carry out the basic functions in every section of the kitchen.

Senior Production Chef Level 3

Focusing on producing customers' meals consistently to perfection according to predetermined specifications. Promoting the ability to work independently and lead the team within the hot and highly challenging NHS kitchen environments.

NHS England and NHS Improvement

NHS
Health Education England

Leadership & Management

Team leader / supervisor Level 3

This apprenticeship is about developing first line management skills, including; supporting, managing and developing team members, managing projects, planning and monitoring workloads and resources, delivering operational plans and resolving problems.

Operations / departmental manager Level 5

Apprentices will develop skills and knowledge to create and deliver operational plans, manage projects, lead and manage teams, manage change, financial and resource management, talent management, coaching and mentoring.

Chartered manager Degree Apprenticeship

Apprentices will learn to take responsibility for people, projects, operations and/or services to deliver long term organisational success. They will learn financial management, project management, innovation, risk management, & develop stakeholder relationships.

Senior Leader Level 7

Apprentices will learn how to set, manage and monitor core objectives that are aligned to the overall strategic objectives of their organisation. They will lead on the development and critical review of operational policies and practices within their area. Lead and influence agreed projects to deliver organisational strategy Make decisions about organisational resource requirements (budgets, people, technology).



New Hospitals Approach



Early Conversations

To understand requirements and ensure that the new hospital complies with latest policy.



Consistency

Learning from NHS Chefs and providers on the most suitable technology, to future proof the buildings.



Innovation

Using the designated footprint of the hospital to be as flexible as possible. Combining all the latest agendas such as bedside ordering, Greener NHS, menu bank, Lower Carbon.



Inspire, Influence & Innovate

- Hospital Food Review
- Healthcare Standards for Food & Drink
- National Food Strategy
- Government Buying Standards for Food



Hospital Catering Association
NHS England & Improvement
NHS Scotland
NHS Wales
Health & Social Care, Northern Ireland
Defra
British Dietetic Association





“Working together in our NHS”

Thank you for listening

