



2011 Excellence in HRM Awards

Compendium

of winning entries

This publication profiles the award winning human resource management projects and finalists from all categories in the Healthcare People Management Association (HPMA) Excellence in HRM Awards 2011.

Entry summaries are collated with comments from the judges and contact details for further information on the successful projects.

Welcome



At a time of so much pressure on budgets and focus on delivering savings, it's great to see such a range of entries for our awards. This year we've had more entries than ever and the standard has been fantastic.

It's great to see some new entrants as well as those that we see year after year. The jewel in the HPMa crown, the awards are a great opportunity to celebrate the excellence in our profession.

For tonight's winners, it will be a fantastic boost to morale and a feeling of real achievement. However, with the high standard of entries this year, being shortlisted is a major achievement and all those here tonight should feel proud of, and celebrate, their success.

Sharing good practice is one of the HPMa's key roles and the awards are also an opportunity for learning from each other; not only from the winners and finalists but also from the very good submissions that haven't quite made it through. Please enjoy this compendium which we hope will be just the start of capturing and sharing the lessons from this year's entries.

Finally, the awards and this evening would not be the success they are without those that enter, without the support of our sponsors and the work of our delivery partner Chamberlain Dunn. I would like to thank all of you for this support and look forward to meeting many of you over the coming year.

A handwritten signature in black ink, appearing to read 'Kevin Croft'.

Kevin Croft
HPMA President

The jewel in the HPMa crown, the awards are a great opportunity to celebrate the excellence in our profession.

Overall winner sponsored by NHS Professionals Mills & Reeve award for excellence in organisational development



Overall winner and category winner

Organisation: West Hertfordshire Hospitals NHS Trust

Project title: Developing outpatient services

Entrants: Susan Whiterod, head of leadership development and Louise Gaffney, associate director of strategy & infrastructure (health planning)

West Hertfordshire Hospitals NHS Trust's outpatient department had poor national outpatient experience survey results (lowest quartile), staff refusing to participate in development events because they felt the problems lay elsewhere and a perceived 'tell and tell off' management style.

Improving the experience within a highly pressured, resource-constrained frontline service was hugely challenging. The trust set up an engagement workshop and invited staff to 'tell it as experienced'. This was not comfortable listening.

The trust committed to action within three interlocking work streams; environment, system and processes and 'how we do things around here'. A series of low cost/high impact events brought frontline staff together to think, learn and discover using the idea that 'the answer is in our room'. Action inquiry and experiential learning workshops helped staff reconnect with core values, recognise that what they do transforms experience and realise that their contribution mattered.

Over a 12-month period, incremental, systemic changes have achieved qualitative and quantitative improvements. Outpatient services are now highly valued as the 'front-window' of the trust. Fragmented management arrangements are replaced by new, integrated ways of working, based upon confidence, and not 'change it to fix it'.

The changes achieved have been so significant that the trust was the overall winner of the HPMA awards and also won the award for excellence in organisational development.

The judges were full of praise for this exciting project. They said the team tackled a disaffected staff group delivering poor customer service and helped them turn themselves around with a minimum investment but clear evidence of change (saving over £400K). With a great programme management approach, they transformed staff and patient experience.

Contact Susan Whiterod on 07979 456220 or susan.whiterod@whht.nhs.uk for further information.

Runner-up

Organisation: Heart of England NHS Foundation Trust

Project title: Successful appraisals

Entrants: Karen Camm, deputy dean and Prabhjot Kaur, appraisal adviser

Heart of England NHS Foundation Trust wanted to ensure that 90% of employees underwent an appraisal between April and September 2010 and all had an individual personal development plan.

Evidence from discussion forums showed that trust staff needed guidance and support with completing quality appraisals. They were unfamiliar with documentation, process and online systems. Intelligence from staff forums showed a need for a centralised database for recording appraisal completion.

West Midlands Graduate Advantage had just commenced a scheme matching unemployed newly qualified graduates to six-month unpaid internship posts, so the trust took on four brand new HR graduates from March 2010 to work on the project.

By September 2010 this project had become a win-win situation; the 90% appraisal target was achieved; the graduates had six months' experience and matured and gained confidence and best of all: all four secured paid employment in HR positions from October 2010.

The judges, who awarded the trust with runner up in the excellence in organisational development category, liked this exciting project and thought their use of undergraduate interns was really creative. Contact Karen Camm on 0771 777 9211 or karen.camm@heartofengland.nhs.uk for further information.



Highly commended

Organisation: Guy's & St Thomas' NHS Foundation Trust & King's College Hospital NHS Foundation Trust

Project title: A partnership approach to developing frontline leaders

Entrants: Carolyn Norgate, transformation project manager, OD and Sarah James, associate director, education & development

Over the last year Guy's and St Thomas' (GSTT) and King's College Hospital have worked in collaboration with an external partner, Lane4, to deliver a performance-focused programme for 123 managers across eight cohorts.

They chose to target frontline leaders (e.g. ward sisters) as the largest group of leaders in their organisations, managing the majority of their workforce. Their aim was to develop a programme that modelled and promoted partnership using a multidisciplinary approach, bringing clinical and corporate leaders together from both trusts. The key objective was in line with Darzi's vision where frontline managers would, 'offer leadership' step-up, work with other leaders, both clinical and managerial, and change the system where it would benefit patients.

In order to deliver sustainable change through embedded learning, each cohort was spread over eight months and consisted of: Pre-course 360-degree feedback designed using the trusts' values; a half-day launch event; three leadership development day-long modules; three half-day action learning sets utilising a work-based project as a vehicle for learning; a half-day close event to review learning, receive 360-degree re-measure feedback and plan next steps.

The benefits have been felt both at individual and team level, and at the organisation/service-user level through the delivery of 101 work-based improvement projects. Developing staff together has increased understanding between the trusts and working in partnership has enabled a level of investment not deliverable by a single partner, both in the number of leaders developed in a year and in the quality of the programme.

The judges agreed this was a significant project with ambitious aims to improve frontline leadership which had seen qualitative benefits. Contact Carolyn Norgate on 020 7188 7775 or carolyn.norgate@gstt.nhs.uk for further information.



GateHouse award for equality and diversity



Winner and Judges' special award winner

Organisation: United Lincolnshire Hospitals NHS Trust

Project title: See Me, Talk to Me

Entrants: Rachel Taylor, diversity manager, Cameron Patton, young carer and Ben Newton, young carer

The Young Carers Partnership (young carers and young carers organisations in Lincolnshire) had realised that there was a need for increased dialogue and awareness of young carers among health services staff, as the young carers were reporting a number of negative experiences when accessing healthcare services with the person that they care for.

Working with the young carers lead from the local authority, the then patient and public involvement manager set up a joint evening meeting with young carers, and Action for Young Carers. From that meeting an action plan was put together, and the group was named 'See Me, Talk to Me'.

Winner of the award for equality and diversity and Judges special award winner, the See Me, Talk to Me group has transformed the lives of young carers. This includes a young carers card, that has been launched throughout the Lincolnshire health services. The card is carried by the young carer, who then presents the card when engaging with health and other services in relation to the person they care for.

Young carers have reported that the increased dialogue brought about by See Me, Talk to Me and the development of the card has reduced the stress of the person they care for being in hospital, and increased awareness of young carers among staff. It has also meant that young carers have a better understanding of health services and how to access them.

The judges were bowled over by the carers' positive can-do attitude and by the vast potential for rolling out the scheme across the UK and internationally. They felt it was a brilliant, original and inspirational project, which has challenged the professionals to confront age discrimination. One judge commented: 'The young carers was one of the most fantastic projects I have seen in a long time.'

Contact Rachel Taylor on 01522 573030 or rachel.taylor2@ulh.nhs.uk for further information.

Runner-up

Organisation: NHS Wiltshire

Project title: Embedding equality and diversity into the organisation

Entrants: Parveen Sharma, equality and diversity lead and Suzanne Tewkesbury, director HR & corporate affairs

Following a number of complaints on behalf of a young wheelchair user, NHS Wiltshire's work on equality was brought under the scrutiny of the Equality and Human Rights Commission (EHRC).

In response, the trust commissioned an independent review which concluded that the trust's work was highly process-oriented and that there was little documentation to demonstrate the good work which was taking place.

A project was initiated with other statutory public service bodies in Wiltshire to not only address specific concerns expressed by the EHRC but to go beyond this to ensure the integration of equality, diversity and human rights into everything the trust did.

A series of patient engagement initiatives are now in progress which have had a significant positive impact. For example, there is now an active wheelchair service user group and the trust has received very positive feedback from the EHRC on its overall equality performance.

The judges felt this was an ambitious project well executed, aimed at embedding equality throughout the organisation by starting at the top. The trust's success was recognised by being awarded runner-up in the equality and diversity category. Contact Parveen Sharma on 01793 331 390 or parveensharma9@gmail.com for further information.



Runner-up

Organisation: South West Yorkshire Partnership NHS Foundation Trust

Project title: Positive action training scheme

Entrants: Claire Hartland, HR manager, Maggie Bell, assistant director of workforce development leadership (pictured) and Alan Davis, director of human resources and workforce development

People from black and minority ethnic (BME) communities, and in particular those of South Asian origin, are under-represented in the South West Yorkshire Partnership NHS Foundation Trust workforce.

The Positive Action Training Scheme (PATS), which was a runner-up for the equality and diversity award, was launched to actively recruit people from South Asian communities, who may not have sought employment with the trust otherwise.

In this scheme the trainees were given the opportunity to complete a fixed-term training agreement which includes working towards a National Vocational Qualification (NVQ) level 2 or equivalent qualification.

Five suitable applicants were recruited and four completed the scheme in 2009. Three trainees gained substantive posts in the trust, and another in a different organisation. Subsequently seven trainees were recruited to form a second cohort of the PAT Scheme.

An unexpected benefit of the scheme was the added value the trainees brought to service teams to enable them to function more effectively.

The judges saw this as a creative approach to positive action to raise awareness of work opportunities in the NHS among ethnic groups who thought it was not for them. Contact Claire Hartland on 01977 605303 or claire.hartland@swyt.nhs.uk for further information.



NHS Discounts award for staff engagement and leadership through challenging times

NHSdiscounts.com



Winner

Organisation: Royal Bolton Hospital NHS Foundation Trust

Project title: Engaging the difference that makes the difference

Entrants: Nicky Ingham, director of workforce and organisational development, John Murphy, chair of staff side (pictured), Sue Whittam, head of organisational effectiveness and staff engagement and Karen Sivill, staff engagement officer

Staff surveys at Royal Bolton Hospital NHS Foundation Trust had revealed that the trust had a 'Tell not Listen' culture, and significant challenges with staff not feeling supported or satisfied with the quality of care they were giving. The trust was also facing challenges from having higher than average mortality rates that were potentially attributed to staff dissatisfaction.

In 2009 a comprehensive review of the workforce strategy implementation plan was undertaken and as a result the Board of Directors agreed to embark upon a challenging organisation-wide project to accelerate a shift in culture.

The aim of the project was to design a framework for staff engagement that could be used to identify and improve staff and patient experiences.

The project, which won the award for the staff engagement and leadership category, was entitled: 'Taking listening into action: creating a great place to work', the first phase of which was a series of Small and Big Conversations to:

- Listen to and understand staff experiences of working at the trust
- Identify a core set of values for the new integrated care organisation
- Identify a number of priority actions that would involve the staff in shaping the future organisation.

Since the project started there have been a number of significant improvements including a reduction in HSMR from 118 to 95 and the staff engagement score increasing in the annual staff survey from 3.60 in 2009 to 3.66 in 2010. Also the percentage of staff feeling they are valued by work colleagues has increased from average in 2009 to the highest 20% in 2010.

The judges' verdict was that this was an excellent example of how passionate leadership can influence staff engagement and make a positive, tangible difference.

Contact Nicky Ingham on 01204 390912 or nicky.ingham@rbh.nhs.uk for further information.

Runner-up

Organisation: Nottingham University Hospitals NHS Trust

Project title: Building essential leadership skills

Entrants: Paula Ward, assistant director of learning and organisational development and Julie McCarthy, management development lead

The Nottingham University Hospitals NHS Trust's workforce strategy (2008) recognised that the next phase for the organisation must be a sustained investment in the development of its line managers.

The aim of the accredited multidisciplinary management development programme for 'Band 7' managers (middle-managers) across the trust was to ensure that, irrespective of discipline or field of work, this development would help managers to become better leaders, improve staff morale and as a result, the overall patient experience.

'Building Essential Leadership Skills' (BELS) was launched in 2009 and to date has been delivered in five tranches of Band 7 leaders, offering 204 places. A total of 158 managers attended the programme, the highest voluntary attendance rate achieved at the trust with 116 finishing the course with a nationally recognised level 5 management qualification.

Managers who have been on the training programme have since said that they feel more empowered in their own area of work, have confidence to try new techniques out, are better skilled in time management and are better able to support their staff.

The judges agreed this was an impressive leadership programme that has provided the building blocks for a solid foundation in staff engagement. Contact Paula Ward on 0115 969 1169 ex 76143 or paula.ward@nuh.nhs.uk for further information.



Highly commended

Organisation: Cardiff and Vale University Health Board

Project title: HCSW future jobs project

Entrants: Tessa Callaghan, LED manager, support worker development and Cath Cutts, future jobs trainer

Training people who would not normally be considered for routine shortlisting can produce skilled and experienced healthcare support workers, Cardiff and Vale University Health Board (UHB) has shown.

The initial project design was based on partnership working with Cardiff County Council to recruit long-term unemployed candidates who would otherwise not have applied, or possibly be seen as eligible to apply for HCSW posts in the UHB.

An extensive accredited induction, training and placement programme was developed and set up to deliver to the first cohort of six candidates in October 2010. The total number of applicants for this programme has now reached 26 over four cohorts.

The first cohort are proving to be an asset to the organisation with all but one applying for posts as internal UHB employees with the full support of their line managers. All the clinical managers of the placement areas have reported how impressed they are with the candidates' level of skill and caring attitude towards providing high quality patient care, and have expressed their willingness to support individuals on future cohorts.

This project has proved that it is possible to widen the access gates for employment within the NHS, at this level. Contact Tessa Callaghan on 029 2033 6379 or tessa.callaghan@wales.nhs.uk for further information.



Capsticks award for innovation in human resources



Winner

Organisation: York Teaching Hospital NHS Foundation Trust

Project title: HCA retention initiative

Entrants: Lydia Jukes, recruitment manager and Lucy Connolly, assistant chief nurse, workforce

A low retention rate for healthcare assistants (HCAs) at York Teaching Hospital NHS Foundation Trust has led to an innovative project being introduced to improve recruitment – and an award for innovation in human resources.

Workforce information showed that the turnover rate of 15.59% within this staff group was higher than the trust average of 12.10% and it was felt that a major reason for this was a lack of understanding about the role from new recruits.

A completely new way of recruiting HCAs was therefore developed, focusing on providing information for applicants prior to them making an application, using values-based recruitment as part of the selection process and then comprehensively inducting new starters.

Compulsory open days were also introduced. Only candidates who had attended one of the open days would be eligible to apply. The open days not only outlined the day-to-day tasks of HCAs, but also ensured only candidates who were genuinely interested in the role were able to apply.

Before the project an average of only 13% of applicants were appointable. Since the new measures were introduced this has risen to 36%. Of the 86 HCAs who have started employment with the trust via the new process, only five (5.8%) have left the trust to date. Of the HCA leavers in the year ending December 2010, 34% had less than one year's service, compared to 52% in the previous year.

The judges liked the way the project was highly focused on patient care and the quality of staff. They thought the compulsory elements were a great innovation, educating applicants and focusing on values and attitudes of people as key qualities for patient care and experience.

Contact Lydia Jukes on 01904 726043 or lydia.jukes@york.nhs.uk for further information

Runner-up

Organisation: Royal Surrey County Hospital NHS Foundation Trust

Project title: The c3i programme

Entrants: Michael Pantlin, director of human resources & organisational development and Catherine Collard, associate director, capacity & access

The c3i programme (Creating Capability for Continuous Improvement) was developed by Royal Surrey County Hospital NHS Foundation Trust (RSCH) in order to increase the capacity of existing staff to make the frontline changes needed to improve simultaneously patient care and efficiency.

The initiative, which was a runner up for the innovation in human resources award was undertaken to ensure that RSCH has a supply of experienced service improvement experts, as it had proven extremely difficult to recruit these specialists from outside the trust.

The trust achieved this through two innovative steps: firstly creating a process improvement methodology tailored to the health setting (DECODER); secondly, training the frontline staff in this approach using an innovative 'live-project' method.

The first projects carried out using the DECODER improvement methodology delivered impressive results: for example, a 20% reduction in length of stay for emergency medical admissions and neck of femur patients. The outcomes have also been significant in terms of improved staff motivation, successful delivery of large numbers of projects and new ways of working across hundreds of staff members.

This committed and impressive project that has brought real change to organisation and continual learning focused on organisation's goals, the judges felt. Contact Maggie Flanagan on 01483 406793 or maggie.flanagan@nhs.net for further information.



Highly commended

Organisation: NHS Portsmouth

Project title: QIPP benchmarking tool

Entrants: Oliver Anderson, head of workforce and development

Portsmouth City Teaching PCT has developed a QIPP benchmarking tool which enables trusts to plan workforce cuts in a more scientific way and which has been highly commended in the innovation in human resources category.

The tool compares and models NHS organisations within the NHS South Central SHA region in four categories: workforce, workforce costs, productivity and quality.

Where previously trusts within the region had been planning workforce reductions in a non-scientific way, the model has given them the ability to model through scenarios and observe estimations of what might happen to quality and productivity (as well as estimating potential cost savings) if those plans did become a reality.

It has, therefore, become an integral part of the workforce planning and workforce assurance process within the region this year helping model through £40m worth of workforce reductions at present while assuring quality and productivity are not adversely affected.

The judges were impressed by this entry's innovative approach to solving the complex task of linking workforce costs to productivity and quality measures. This project presents an excellent opportunity to develop a more comprehensive understanding of these issues as the modelling tool becomes more widely tested across the NHS. Contact Oliver Anderson on 023 9268 2581 or oliver.anderson@ports.nhs.uk for further information.



BMJ Careers award for outstanding achievement in the field of medical staffing



Winner

Organisation: Buckinghamshire Healthcare NHS Trust

Project title: Consultant recruitment - getting it right

Entrants: Kathy Gillman, assistant director of HR and Dr Graz Luzzi, medical director and consultant in GU medicine

This project was developed in response to management concerns about poor attitudinal and behaviour responses from some consultants, giving rise to complaints from patients and staff.

It was identified that the recruitment and selection of the consultant medical workforce should be improved and that this would require a significant change from the traditional approach to recruitment and selection through just a committee selection interview.

A competency framework was developed which formed the basis for future consultant selection interviews. Once the competency framework had been developed, time was spent redesigning the interview paperwork and processes. During 2008/2009 interview training days were delivered. Everyone involved in consultant selection panels was trained in the new methods.

The trust has made some excellent appointments under the new system. It has greater confidence that candidates are chosen who have personal qualities that go beyond clinical capability. There have been a number of examples where candidates have not been appointed to consultant posts and potentially derailing behaviour has been spotted and the appointment avoided. The trust has also had very positive feedback from successful candidates and the panel members.

Its success has earned the team at Buckinghamshire Healthcare NHS Trust an award for outstanding achievement in the field of medical staffing.

The innovative approach to consultant recruitment attracted the judge's attention for cracking a long-standing issue using tenacity and determination. They also felt that it was robust and focused and could also be used for performance management, influencing behavioural change in an existing workforce, redundancy selection as well as having the ability to be rolled out beyond.

Contact Maria Earley on 01494 425490 or maria.earley@buckshealthcare.nhs.uk for further information.

Runner-up

Organisation: York Teaching Hospital NHS Foundation Trust

Project title: Rota co-ordinator team

Entrants: Natalie McMillan, assistant director, resourcing and Amanda Clark, senior rota co-ordinator

York Teaching Hospital NHS Foundation Trust had found it was incurring substantial expenditure for external medical locums. The medical staffing team had previously coordinated and booked locums but the trust believed that this could be streamlined.

The role of rota coordinator was introduced to a number of specialties. The coordinators are responsible for devising and maintaining the rotas on a daily basis. This means they can react immediately to any problems with the rotas and provide regular communication to departments on the status of cover and shifts. The roles have removed the need for clinicians to manage the rotas so releasing their time for clinical activity.

The team, who were runners up for the outstanding achievement in the field of medical staffing category, have worked hard to promote the internal locum bank and the trust now has almost 60 doctors registered. This, in turn, has enabled it to reduce the rates for internal locums.

Using a central role to free up clinical time led to better utilisation of the workforce in an equitable and transparent way, the judges said. Contact Natalie McMillan on 01904 726491 or natalie.mcmillan@york.nhs.uk for further information.

Highly commended

Organisation: Great Western Hospitals NHS Foundation Trust

Project title: Reducing the cost of temporary medical staffing

Entrants: Sophie Atkins, medical staffing manager and Lesley Maiden, deputy director of workforce & education

The Great Western Hospitals NHS Foundation Trust's medical workforce department have reduced the locum spend for medics across the trust by approximately £1.3 million over the past year by improving the use of internal locums and skill mix rather than external agencies.

Before the project started there was no central system to record locum usage so a new database was created into which every locum request was input, why it was needed and details of how it was covered. This allowed the trust to analyse the data on why locums were requested and challenge inappropriate requests like covering for annual and study leave.

Trends were identified which enabled the medical workforce department to come up with innovative ideas around recruitment strategies and skill-mixing. For example a physician's assistant was used in a hard-to-fill general medical post. This has been very successful and the trust is now reviewing other difficult posts that could be filled in this way.

The medical workforce team also identified that there were not enough doctors on the locum bank so they now capture details of doctors who would like to remain on the locum bank once they rotate to new trusts and identifies doctors with the appropriate skills and competencies to undertake the locum posts. This has increased the number of doctors on the locum bank.

The judges were impressed by the focused approach and determination to remedy the high medical locum spend by working in partnership with the medical and general management on a comprehensive set of ideas, analysis of data and processes. Along with saving £1.3million, other benefits were realised in contributory areas including improving medical workforce absence monitoring and management, development of new roles and improved performance and credibility of the medical workforce team. Contact Sophie Atkins on 01793 605211 or sophie.atkins@gwh.nhs.uk for further information.



Social Partnership Forum award for partnership working



Winner

Organisation: NHS Norfolk

Project title: Social Partnership

Entrants: Michelle Pelling, HR team leader and Noel Glover, UNISON regional organiser (Norfolk & Cambridge)

The separation of NHS Norfolk into two entities: Norfolk Community Health and Care and NHS Norfolk meant that a staff engagement/partnership model was needed that was relevant for a commissioning organisation where trade union membership was low and staff side was limited to only one active representative from one trade union.

One of the key challenges was encouraging staff to see the relevance of trade unions at NHS Norfolk and in addition be willing to come forward as representatives.

To overcome this the regional fulltime officers were asked to deliver a number of workshops and surgeries to staff to highlight the benefits of belonging to a trade union and the importance of their role in supporting staff. At these trade union awareness days the HR team promoted the approved staff engagement model to be used at NHS Norfolk and gave information to staff about how this impacted on them and their work.

Following the implementation of the project, which won the award for partnership working, there are now 12 active representatives at NHS Norfolk and a successful committee with seven regular staff side attendees and three management side including the chief executive officer and the director of finance.

The final outcome has been the development of an active and collaborative staff side representation and a formal consultation process. All parties involved are committed to keeping this in place so that it forms a key aspect of the delivery of the organisation's objectives.

This back to basics approach is a very solid example of partnership working, said the judges.

Contact Michelle Pelling on 01603 257000 or hrcommissioning@norfolk.nhs.uk for further information.

Highly commended

Organisation: Cardiff and Vale University Health Board

Project title: A cry for help - partnership working in maternity services

Entrants: Helen Watkins*, workforce modernisation manager and Bernie Steer, divisional nurse (children and women division), Mike Jones, chair of staff reps and Hywel Daniel*, HR manager (*pictured)



Poor staff morale and allegations of bullying were impacting on the quality of care provided to mothers and their babies at the maternity services of Cardiff and Vale University Health Board and high profile media attention was adding to the problem.

It was agreed that an organisational health review would be undertaken by a clinical psychologist from the employee wellbeing service. Despite a tense and difficult backdrop, ongoing dialogue was maintained and a collective responsibility for finding a solution emerged.

As a result of continued partnership working the review has delivered improvements to the work environment and culture. There are changes to the way staff are supported through emotionally difficult work, improvements in methods of communication with staff and there is now a workplace culture that is intolerant of unacceptable behaviours by other staff or members of the public. The skill mix was also reviewed to address the increasing birth rate and £2million was invested in staff. Morale has consequently improved.

This is a good example of working in partnership to resolve a crisis and an excellent example of a sustained partnership, said the judges, who highly commended the project for the partnership working category. Contact Helen Watkins on 02920336390 or helen.watkins6@wales.nhs.uk for further information.

Highly commended

Organisation: Abertawe Bro Morgannwg University Health Board, Unison Cymru/ Wales' and Betsi Cadwaladr University Health Board'

Project title: Improving essential skills in the NHS in Wales

Entrants: Ruth Gates, connecting health project manager', Helen Huelin, regional learning and development organiser*', Gareth John, regional organiser (education) and Maggie Gulrguis, Wales Union Learning Fund project manager** (*pictured)



Unison, in partnership with all the health boards in Wales, has set up three projects to tackle workplace skills shortages in line with the Welsh Assembly Government's strategy 'Words Talk, Numbers Count' and 'Skills that Work for Wales'.

The projects, which were highly commended for the partnership working award, provide learning opportunities for support staff to develop transferable skills so they can adapt to any changes in the workplace and gain qualifications which provide evidence of their learning.

By improving their literacy and numeracy skills staff now feel more empowered, motivated and confident, and this has improved patient care and safety. Furthermore, the partnerships forged across a range of departments foster a sustainable 'learning community' within the health boards and other NHS organisations in Wales.

To date, the numbers on courses are 919 on essential skills awareness, 1,134 literacy/numeracy, and 988 demonstrating improvements in confidence.

The judges thought this was an excellent example of partnership working to address wider social issues. Contact Ruth Gates on 07870 919781 or ruth.gates@wales.nhs.uk for further information.

NHS Plus award for excellence in improving employee health and wellbeing



Winner

Organisation: Southampton University Hospitals NHS Trust

Project title: Return to health: innovative service development

Entrants: Jean Piernicki, occupational health nurse manager and Dr Julia Smedley, lead consultant and head of service

In 2008, Southampton University Hospitals NHS Trust (SUHT) funded the introduction of Return2Health (R2H), an innovative programme that has optimised joint working with occupational health (OH) and minimised the adverse effects on health and wellbeing and the costs of long-term absence.

The success of the project has been recognised with the award for excellence in improving employee health and wellbeing.

The fundamental change was a highly active integrated case management approach that aimed to enable employees to access specific treatment for their condition, to identify their own return to work barriers, and high intensity follow-up to encourage and support them in personal goal setting. Thus employees were empowered to overcome hurdles to achieve earlier rehabilitation.

The overall absence rate in SUHT has reduced to 3.53%, close to the strategic target of 3.5%. A second outcome of interest was an improvement in staff experience and well-being. During the period of the R2H intervention there has been a year-on-year improvement in the indices of staff satisfaction in the SUHT staff survey results. A survey of SUHT employees carried out in 2011 showed that employees rated the OH service as good.

The judges were particularly impressed by their scientific, evidence-based way of introducing and evaluating a case manager, goal-setting approach to managing staff sickness and speeding up return to work. This has achieved a £3.5million reduction in agency costs and enhanced employee health and wellbeing throughout the Trust. The judges felt this was a clear demonstration of the added value of the OH role, integrated with HR and aligned with business need.

Contact Jean Piernicki on 023 80796723 or jean.piernicki@suht.swest.nhs.uk for further information.

Runner-up

Organisation: Knowsley Health and Wellbeing

Project title: Healthy workforce programme

Entrants: Fiona O'Reilly, head of strategic HR performance and projects and Mark Fox, service manager, leisure and cultural services

In 2007 the index of deprivation positioned Knowsley as the eighth most deprived area in the country. As 60% of the local NHS workforce live within Knowsley the potential impact on staff and patients is immense.

Sickness absence rates were running at an average of 11 days per person per annum in the directorate of wellbeing services (DWS) and at 6.53% within NHS Knowsley. Work-related stress as reported in the annual NHS staff survey was at 27%.

The vision the trust set out was to improve the health of its own workforce and contribute to reducing sickness absence, as well as sharing positive messages with the family and friends of its staff.

Many health benefits have been reported and as a result the project was runner-up in the excellence in improving employee health and wellbeing category. A monthly snapshot in September 2010 shows sickness absence in NHS Knowsley had dropped to 3.38%, compared to 4.4% across the North West NHS organisations.

The judges thought this was an excellent project, well targeted and researched; and a good example of HR working collaboratively with partner organisations and pooling funds. Contact Fiona O'Reilly on 0151 443 4961 or hr.projects@knowsley.nhs.uk for further information.



Runner-up

Organisation: Leicestershire Partnership NHS Trust: Leicester City Community Health Service

Project title: Health and wellbeing initiative

Entrants: Kam Kotecha, assistant director of human resources and Teresa Smith, acting associate director of adult services.

Leicester City Community Health Services was concerned about its 2008/2009 staff survey results and high sickness absence rate in light of recommendations from the interim Boorman report.

It launched a Health and Wellbeing Initiative in October 2009 and a full organisational risk assessment was undertaken. Based on the outcome of the assessment, 16 core workplace features were identified as having either a negative or positive impact on staff's health.

Interventions that would reduce the negative impact and enhance the positive impact of these workplace features were created including an MSK early intervention scheme, a mental wellbeing group and effective manager training. A new sickness absence policy and a stress risk assessment policy was also launched.

Since implementation of the project, which was a runner-up in the excellence in improving employee health and wellbeing category, the sickness absence rate has dropped from 4.8% to approximately 3.8% overall and it has one of the lowest sickness rates in the region.

The judges liked the way that the starting point was to ask staff what was good and what was not so good in their workplace - with some surprising results - and then design the project accordingly. Contact Caroline Harrop on 0116 2951476 or caroline.harrop@leicpart.nhs.uk for further information.



NLIAH award for best learning and development strategy



Winner

Organisation: London Deanery

Project title: Coaching and Mentoring

Entrants: Tim Swanwick, dean of professional development and Rebecca Viney, coaching and mentoring lead

In March 2008 London Deanery developed and implemented a strategy to provide access to coaches/mentors for doctors and dentists working in the NHS in London.

They set up a service offering up to four sessions of face-to-face coaching/mentoring to any junior doctor applying. A total of 300 senior doctors and dentists with an educational role completed the three or four-day training programme to become a mentor. They were provided with guidelines for good practice, an ethical framework, on-going supervision commissioned from consultants in two mental health trusts, feedback, opportunities for development and administrative assistance.

Since the service was launched, 400 trainees have been mentored, 198 new GPs or consultants and 96 SAS grades.

Evaluation of the service at one year confirmed that mentors were highly satisfied with the quality of training and supervision they had received and reported benefits to their own behaviour, including patient care, as a result of the experience.

This project, which won the award for best learning and development strategy, has shown that senior doctors are willing to learn and use coaching and mentoring skills and doctors at all stages in their career will apply to such a service, especially those (women and ethnic minorities) who are often left out of informal arrangements. The biggest surprise for the deanery was they way in which the coaching/mentoring experience benefitted the mentors themselves.

Under the leadership of Rebecca Viney, the team seized the opportunity to embed a culture of coaching and mentorship among doctors and managers throughout the deanery area. It became 'viral' - creating the largest and most sustained mentoring scheme ever. The judges praised the excellent project management and sound evaluation.

Contact Tim Swanwick on 020 7866 3250 or tim.swanwick@londondeanery.ac.uk for further information.

Runner-up

Organisation: West London Mental Health NHS Trust

Project title: Imagine: an integrated strategy for mandatory training

Entrants: Andrew Wells, associate director learning and development and Ali Webster, head of staff development

In 2009 a report was published by the Care Quality Commission (CQC) following an in depth inspection and inquiry into perceived failings at the West London Mental Health NHS Trust. Amongst the findings were serious shortcomings in statutory and mandatory training compliance.

The challenge to get 4,000 staff trained in 16 different mandatory courses could not be underestimated but the aim was to achieve reasonable compliance across all courses.

By February 2011 an 80% compliance target had been achieved across the majority of courses and service delivery units. Every staff member now has a clear understanding as to what mandatory training they need to undertake and how often. A major achievement was the launch of e-learning accessed via a virtual learning environment. The CQC has commended the trust on the improvements it has made and lifted all improvement orders.

The judges who awarded the team with runner-up in the best learning and development strategy category were impressed by the way the team used the trust's intranet to make it simple and straightforward for staff to sign up, and for managers and the Board to track compliance for mandatory training. Contact Andrew Wells or Ali Webster on 020 8354 8728 or email Andrew.wells@wlmht.nhs.uk or ali.webster@wlmht.nhs.uk for further information.



Runner-up

Organisation: NHS Education for Scotland

Project title: The next chapter...allied health professions education strategy 2011-2014

Entrants: Sonya Lam, director of allied health professions and Helen McFarlane, programme director, allied health professions

NHS Education for Scotland (NES) has engaged in a major listening exercise over the past two years to identify the key priorities for AHP education, learning and development across NHS Scotland and to strengthen the strategic approach to supporting AHP workforce development.

The AHP Team in NES agreed to review their progress and articulate key educational priorities for future years through an education strategy, applying principles of evidence, listening and engagement.

The strategy was launched in February 2011 in Scotland's AHP Week to an audience of AHP healthcare support workers in recognition of their valued contribution.

Measurable achievements from the exercise include the development of a strategy with transparent objectives for the next three years. Also, a recurrent funding budget of £120k per year was secured to support AHP learning needs through the establishment of a new AHP Career Fellowship Scheme. The scheme is already supporting 41 fellows in its first year.

The judges welcomed this highly innovative approach to engagement in strategy development to help avoid duplication of education provision across Scotland and placed it as a runner-up in the best learning and development strategy award. Contact Sonya Lam on 0131 313 8011 or sonya.lam@nes.scot.nhs.uk for further information.



Award for best practice and innovation using ESR



Winner

Organisation: NHS London

Project title: Improving junior doctor changeover project

Entrants: Mary Currie, associate director: workforce planning and Dr Graham Hay-Smith, surgical trainee

Trusts spend significant time duplicating induction processes performed in other trusts six or 12 months earlier and junior doctors lose a day or two each induction period doing the same. Medical HR staff spend three to five days entering this information on to ESR.

NHS London decided to launch an investigation into junior doctors' experience of handover and identified key areas for improvement including making enhancements in the electronic staff record (ESR) to support a streamlined rotation process for junior doctors.

The project was designed by identifying the end point i.e. what a good rotation looks like for a trainee, then by identifying what needed to change to reach that position.

Changes needed included establishing an electronic link allowing medical trainees' details to transfer from the London Deanery into NHS organisations so that employers have trainee data earlier, and introducing competency labels and associated renewal dates into ESR and including them as part of the pre-employment Inter Authority Transfer process.

The project, which won an award for best practice and innovation using ESR, has ensured that all staff moving between NHS organisations only receive the training they need to meet statutory requirements without unnecessary repetition. Also it has removed the need for paper-based checks as much of the information required by the employing organisation is available to them before new staff arrive. Significant financial savings have been achieved particularly through the removal of training duplication.

The judges were impressed with the size of the project, tackling a need that all trusts recognise but most ignore. They said it was a project that required huge commitment, tenacity and drive to deliver and that had potential to replicate across the whole NHS and all staff groups.

Contact Victoria Finch, workforce programme support manager on 020 7932 3976 or victoria.finch@london.nhs.uk for further information.

Runner-up

Organisation: Barnsley Hospital NHS Foundation Trust

Project title: Maximising ESR, improving staff experience and patient care.

Entrants: Kim Reynolds, workforce information officer, Joanne Morgan, ESR support advisor and Angie Price, informatics training manager



Barnsley Hospital NHS Foundation Trust has been at the forefront of several ESR developments and during the last 12 months has been a pilot site for the User Identity Manager UIM/ESR interface and also successfully implemented the ESR National Learning Management System (NLMS) e-Learning.

Working together the UIM/ESR smartcard project has supported the NLMS project as NLMS is solely accessed via smartcards. Without the UIM/ESR interface the NLMS project would have needed more administrative support and resources. The trust has also recently implemented establishment control which has enabled cross boundary working between HR, finance and managers.

The key benefits of both projects have been releasing staff time back to clinical duties, reducing paper work and less time needed for attending sessions for smartcard issuing and classroom training - all of which ultimately benefits patients. The trust's achievements were recognised by being chosen as the runner-up in the category for for best practice and innovation using ESR.

The judges' verdict was that Barnsley has pushed the boundaries of ESR further with their exemplar deployment of the system for e-learning and access to clinical systems. Contact Kim Reynolds on 01226 433931 or kim.reynolds@nhs.net for further information.

Highly commended

Organisation: Gloucestershire Hospitals NHS Foundation Trust

Project title: Single subject reporting from ESR OLM

Entrants: Julie Connell, head of induction and mandatory training and Diana Sheppard, training records manager



Gloucestershire Hospitals NHS Foundation Trust had found that the number of mandatory training topics had grown significantly which meant they needed a way to accurately record and report on staff's mandatory training activity and trust compliance for each topic.

The department embarked on a complex project to develop the recording system. The aim was to report each topic independently against the mandatory training requirements for each member of staff. The first phase of the project was to implement the system for an agreed number of topics.

The new style reports have been adopted trust-wide as a management tool to meet the 100% compliance target for mandatory training.

Despite teething problems, the level of accuracy of the reports has been acknowledged as being a reflection of the compliance both in departments and the trust. One of the key benefits of this transparent system has been a small, but steady, increase in mandatory training compliance.

Highly commended in the best practice and innovation using ESR category, the judges applauded the records team who masterminded the implementation of single subject mandatory training reporting with terrier-like tenacity and had shown huge determination. Contact Julie Connell on 08454 225115 or julie.connell@glos.nhs.uk for further information.

HR team of the year



The team is organised so that codirectors of HR operate as business partners at a strategic level, acting as change agents and internal consultants, while senior HR managers work as functional 'experts' in different areas such as employment law, organisational development and workforce planning.

Winner

Belfast Health and Social Care Trust, HR team led by Marie Mallon

Good working relationships between practitioners, experts and business partners has enabled the HR team at Belfast Health and Social Care Trust to reduce their budget by £549,000, manage a 13.6% workforce reduction in the 2010/11 period, cut the sickness absence rate from 4.25% to 3.64% and achieve a turnover rate of 3.5%.

The HR team, which has already won 3 HPMA Awards since 2009 and now won the HR team of the year 2011, has managed this by developing and implementing a range of strategies to provide leadership and direction to the trust on key workforce issues.

The team is organised so that codirectors of HR operate as business partners at a strategic level, acting as change agents and internal consultants, while senior HR managers work as functional 'experts' in different areas such as employment law, organisational development and workforce planning.

They have played a lead role in the trust's Maximising Outcomes Resources and Efficiencies programme (MORE) which realised savings of £122m in the period 2008-2011 and ensured £44.9m saving through the workforce efficiency programme during the period 2008-11 (original target £17.6m). This includes savings through HR facilitating vacancy controls.

The team has also established a trust-wide bank of 5,000 staff, providing ad-hoc cover and reducing agency expenditure.

Diane Taylor, director of HR, Department of Health, Social Services and Public Safety Northern Ireland, said: 'I have had the pleasure of working with this exceptional team of HR professionals since 2005. In that time, we have worked together on a wide range of local Trust issues, but I am always most impressed by the team's contribution and approach to complex regional HR issues. In my view, the hard work, commitment and professionalism demonstrated by each and every member of this team, truly deserves to be recognised at national level.'

HR team of the year

Runner-up

Heart of England NHS Foundation Trust, HR directorate led by Mandy Coalter



Heart of England NHS Foundation Trust is one of the largest in the country employing 10,000 people across three hospitals and many smaller sites across Birmingham and Solihull.

The HR team provide much more than the traditional HR service. Their remit is broad, from paying staff, recruitment, health and wellbeing, organisational development, management information, the HR advice line and the award winning Faculty of Education.

With so many employees the team constantly monitors how they perform in delivering HR shared services. The payroll accuracy is 99.5%, time to hire is 11-12 weeks and over 90% of bank worker shifts are filled. Sickness absence has also reduced from over 6% in 2007 to just over 4%.

The team has delivered the largest apprentice programme of any single health service organisation in the West Midlands with over 500 apprentices joining the trust in frontline care delivery roles. Through intensive values based recruitment and training, these healthcare cadets are demonstrating a major impact in attitude and quality of care.

In a drive to improve the quality of nursing care, the HR team launched the country's first on line assessment and development tool of fundamentals of safe practice called 'VITAL' and over 3,000 nurses are going through this.

A modernisation programme to make HR relevant, and business focused at the same time, has delivered efficiency savings in the directorate of 15.7%, or £957,000, over the last two years. External recognition has included winning Personnel Today and HR Excellence Awards, beating the best HR teams across sectors.

Runner-up

Leicester City Community Health Services, HR and OD team led by Kam Kotecha



Leicester City Community Health Services' (LCCHS) key corporate HR objectives over the last two years were to reduce sickness rates, improve staff satisfaction, increase appraisal rates and achieve full compliance with mandatory training.

In 2009 the trust identified that the sickness absence rate had increased from the previous year and was higher than other NHS provider trusts in the East Midlands. The HR team introduced a sickness management programme which reduced the rate from 4.81% to 3.87% in 2010, achieving a significant reduction - the trust now has the lowest sickness absence rate of all NHS providers in the East Midlands.

The mandatory training compliance rates were at 55% in 2008 and are now at 99%. The appraisal rate is currently at 87%, well above the national average, a significant improvement from the 45% before appraisals were agreed as a corporate objective in 2008. And finally the CQC rated their staff satisfaction above the national average in 2010.

In a recent survey of managers, HR received very positive feedback, with the majority of managers saying it was the best HR service they had ever worked with. The feedback stated that the HR team works in partnership with them to deliver their objectives to provide better patient care. A number of initiatives developed by the HR Team have achieved national and regional recognition. These include: Dis-Solution Scheme, Apprenticeship Scheme, Health and Well-being Initiative, reduction in sickness absence and ESR Benefits Realisation.

Runner-up

York Teaching Hospital NHS Foundation Trust HR directorate led by Peta Hayward



Since winning HPMA team of the year in 2010, York Teaching Hospital NHS Foundation Trust (YTHFT) HR directorate has evolved into five departments instead of four to allow for the development of a corporate HR team.

This has enabled the directorate to introduce a reward and recognition strategy. This new philosophy has changed a previously insurance-focused system to one that is more performance-focused.

The trust, highly commended for the HR team of the year award, was also successful in bidding to be one of the 10 pilot sites nationally for medical revalidation. This has involved a tremendous amount of work but has prepared the organisation for the target date of April 2012.

And the directorate's Bright Ideas initiative, launched jointly with staff side partners, enabled all staff to bring forward suggestions as to how the trust might save money.

Tim Gilpin, director of workforce and education, NHS Yorkshire and the Humber said: 'Peta and her team are, in my opinion, one of the best performing HR teams in the country. They have had and continue to deliver great results in the field of people management practice.'

President's award for outstanding achievement



Winner

Tim Gilpin, director of workforce and education, NHS Yorkshire and the Humber

Tim is director of workforce and education and has over 25 years of experience of human resource management within the NHS. He has been director of human resources in a variety of NHS organisations including mental health, community and acute services. His last post was director of human resources at Cumbria and Lancashire Strategic Health Authority and prior to this he was director of human resources at Central Manchester and Manchester Children's University Hospitals NHS Trust for five years.

'Tim has been hugely committed to the development and delivery of NHS HR in Yorkshire throughout his professional career'

He is hugely respected by his colleagues and staff. Executive director of workforce at the NHS Information Centre Rachel Allsop said: 'Tim has been hugely committed to the development and delivery of NHS HR in Yorkshire throughout his professional career (apart from when he had an aberration and worked west of the Pennines - but we have forgiven him now!).'

HPMA past president Deborah O'Dea said: 'Tim was nominated by colleagues who know him formally as a respected member of the Association on UK University Hospitals and currently in his SHA role. Tim has an extensive and sound knowledge of the service needs from a range of perspectives, a great deal of common sense and calm manner. He is highly approachable and a good source of opinion. We have thoroughly enjoyed working with him.'

As well as valuing his HR expertise, many of those who have worked with him appreciate his outstanding personal qualities. Bill McCarthy chief executive of NHS Yorkshire and the Humber remarked: 'Tim has a wealth of experience and expertise in the HR field which is recognised by colleagues nationally. But more than that he is an excellent colleague whose judgement and humour make a huge contribution to corporate leadership.'

'Tim has also worked hard to foster multi-professional relationships through his very genuine easy style and general bonhomie,' Rachel explains. 'Despite the rigorous demands of his various appointments, Tim has retained his passionate concern for others. On an individual and often quite private basis, his "pastoral care" of the HR community through changing times has been valued by many.'

'an excellent colleague whose judgement and humour make a huge contribution to corporate leadership'

'More publicly, his commitment to charity sporting events enables Tim to combine the three things that most matter to him - helping others, sporting achievements and maintaining his temple-like physique!'

And Dean Royles, director of NHS Employers added: 'I am delighted Tim has been nominated he has that rare ability to be both well liked and well respected by the HR community and has made a significant contribution over the years.'

President's award for outstanding achievement



Stephen is a truly exceptional leader who has made a huge contribution to the healthcare workforce and to his team's own professional development.

Winner

Stephen Welfare, director of workforce and deputy chief executive NHS East of England

Stephen is Director of Workforce and Deputy Chief Executive of NHS East of England and has over 25 years of proven NHS leadership experience. He took on the role despite facing major challenges, including a huge financial deficit, inequity and lack of engagement.

Stephen created and led a team whose function was to support high quality healthcare delivery and provide value for money through a dedicated, well trained, motivated and committed workforce.

Stephen's approach to leadership and his ability and determination have delivered some key successes including:

- Creating a truly inter-professional leadership team
- Creating a strategic regional workforce fund using a minimal top-slice that has funded several workforce transformation projects
- Creating a leadership and talent management programme that is widely recognised and was a precursor of many of the current leadership and talent management reforms
- Developing a local healthcare apprenticeship programme in the east of England, which saw the number of NHS apprenticeships rise from 9 in 2008/09 to over 1200 apprentices in training two years later
- Establishing a collaborative project between the NHS and The Prince's Trust to encourage young people to consider health careers, the first such scheme nationally
- Achieving the best performance in the country in recruiting newly qualified healthcare professionals
- Leading the development of the regional 'Employment Framework' to support staff redeployment and avoid redundancies which became the template for other SHA regions.

Stephen leads by example and his personal commitment to organisational development has seen the organisation listed in the HSJ/Nursing Times 2010 'Healthcare 100' top healthcare employers, and an exclusive place as the only NHS organisation in the country to feature in the Sunday Times Top 100 public sector employers.

Stephen is a truly exceptional leader who has made a huge contribution to the healthcare workforce and to his team's own professional development.

Chief executive of NHS East of England, Sir Neil McKay said: 'I am delighted Stephen has been recognised in this way. Stephen is an excellent HR and workforce professional who is constantly striving to improve the way he and his team works and the results they deliver for staff. He is a widely respected leader regionally and nationally. I can think of no one more deserving of this award.'

The members of the NHS East of England workforce executive team who nominated Stephen are:

Kathy Branson, head of education; Vicki Davis, corporate communications manager; Prof Simon Gregory, postgraduate dean; Paul Holmes, deputy director of workforce; Prof John Howard, GP postgraduate dean; Gareth Jones, head of innovation; Simon Rudkins, head of corporate Finance; Caroline Stanger, head of leadership and talent management; Gary Theobald, head of human resources.

HR director of the year



Winner

Jane Raven, director of human resources & organisation development, Knowsley Health and Wellbeing

Jane has developed a single workforce strategy for health and wellbeing which sets out an approach to operate flexibly and deal with the ambiguities of working across two separate statutory organisations

As director of HR and OD, Jane has led the development of an integrated model of human resources and organisational development across Knowsley Health and Wellbeing and her success in the role has been recognised by Jane being named HR director of the year.

Jane has developed a single workforce strategy for health and wellbeing which sets out an approach to operate flexibly and deal with the ambiguities of working across two separate statutory organisations. The seamless delivery of services by the workforce is highly regarded by service users. It has reduced duplication (having a single executive team has saved £280,000 per annum alone), generated innovation in developing new job roles and is fiercely supported by staff and trade unions.

A keen advocate of the Towards World Class HR and OD initiative, Jane used the findings of the survey to modernise the directorate and introduce a supportive framework for the team's professional development. This has seen the development of new job roles which has significantly impacted on organisational performance, including a reduction in overall rate of sickness absence by 1% in the first year.

Under Jane's leadership Knowsley became the first NHS organisation to achieve the Government Office North West Skills Award. This was a significant achievement, championed by Jane and was rewarded with a 'Distinction' level of award.

In recognition of her accumulated outstanding achievements, she was awarded NHS Northwest's 'Outstanding Achievement in Patient Centred HR' in 2010.

Chris Jefferies, acting director of workforce and education, NHS North West said: 'Jane has been one of our senior contributing HR directors both within her own patch and the North West and is one of the few HR directors to be selected for the NHS Top Leaders Programme. I consider her contribution to be considerable and believe she deserves this award.'

Runner-up

Peta Hayward, director of human resources, York Teaching Hospital NHS Foundation Trust

Director of HR at York since July 2003, Peta Hayward has made a significant impact on the HR department, organisation and patient care, using her philosophy and enthusiasm to ensure the HR team 'makes a difference' to the trust.

Peta, who was highly commended in the HR director of the year award, introduced the concept of 'total reward' which offers staff a flexible benefits package including buying and selling annual leave, five salary sacrifice schemes and an in-house staff benefits service.

She has also implemented four new key recognition schemes which include a monthly star performer award and a big annual celebration of achievement event.

And by working four days a week, she has shown that even at director level balancing your home and work life is a healthy and productive model. Her philosophy is for the team to work 'smarter'.

Tim Gilpin, director of workforce and education, NHS Yorkshire and the Humber said: 'What I respect about Peta as an individual is that she gets on with the job in a very unassuming but professional way. She has not been one to move from organisation to organisation but has consolidated her position and that of her team.'



Runner-up

Amanda Rawlings, director of human resources & organisation development, Derbyshire Community Health Services NHS Trust

Amanda is responsible for the design and delivery of the human resources and organisational development strategy for Derbyshire Community Health Services (DCHS).

Just some of her achievements are the integration of six PCTs into a £1.2m high performing PCT and provider organisation, working with colleagues to deliver a £17m deficit reduction plan and structuring the organisation to place over 5,500 staff with only two redundancies.

She also managed to reduce staff turnover by over 3% annually and increase staff engagement and satisfaction across 4,500 staff from 50% in 2008 to 65% in 2010 with over 60% of staff saying they would recommend the organisation as a place to work.

Other successes include implementing an employee well-being and attendance matters strategy achieving a 31% reduction in staff absence, with over £4m savings in three years. She also entered DCHS into the national Healthcare 100 awards for the first time and achieved 7th place in terms of the best place to work.

She has tremendous impact within the trust and takes responsibility for driving issues forward that are well outside of her remit. She has been charged with leading the whole change process of converting to an independent trust on behalf of the board. She is able to influence others from 'board to ward' by making full use of board and staffside meetings and her dynamic approach leaves others feeling energised and motivated.



Thank you to our judges



Seated (left to right)

Deborah Tarrant, The Royal Marsden NHS Foundation Trust & HPMA London; Jog Hundle, Mills & Reeve; Chris Heather, NHS Discounts; Nikki Hill, Hounslow & Richmond Community Healthcare & HPMA Council; Christine Bamford, NLIAH; Udara Ranasinghe, Beachcroft LLP

Standing (left to right)

Alison Dunn, GateHouse; Deborah Porter, Hywel Dda Health Board & HPMA Wales; Jackie Connor, BMJ Careers; Nick Adcock, NHS ESR Programme; Gareth Jones, NAMPS; Frank Rutley, McKesson; Corrin Shepherd, NHS Employers; Paul Beal, HPMA South Central; Angie Walsh, Department of Health England; John Adsett, HPMA Council; Chris Carron, NHS Greater Glasgow & Clyde & HPMA Scotland; Celeste Laporte, UNISON; Keith Johnston, NHS Plus; Peter Gregg, Department of Health, Social Services and Public Safety Northern Ireland; Andrew Rowland, Capsticks; John Harrison, Imperial College Healthcare NHS Trust; Steven Keith, NHS South West & HPMA South West; Sally Storey, Sussex Community NHS Trust & HPMA Council; Therese McKernan, Belfast HSC Trust & HPMA Northern Ireland

Judges not pictured:

Ingrid Clayden, The Scottish Government; June Chandler, UNISON; Kelvin Cheatle, HPMA Council; Kevin Croft, HPMA Council; Debbie Morgan, Abertawe Bro Morgannwg University Health Board & HPMA Wales and Liz Davies, Welsh Assembly Government.



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The National Leadership and Innovation Agency for Healthcare (NLIAH) supports NHS Wales in working towards the provision of a world class health service by delivering better quality and safer patient services. NLIAH focuses on five key strategic themes: Workforce Development, Leadership & Organisational Development, Partnership Development, Service Improvement and the Quality Improvement Plan (QuIP). NLIAH has set up strong UK and international links with leaders in these fields and places a strong emphasis on shared learning and collaborative working. www.nliah.wales.nhs.uk



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