

Award for Best Use of an 'Avoidable Employee Harm' Approach

sponsored by Bevan Brittan



WINNER

Developing and Embedding a Culture of Compassionate Practice Welsh Ambulance Services University NHS Trust

WAST have been early adoptors in reducing the harm ER processes can cause. Working in partnership with trade unions and ABUHB, the work was launched in 2022/23 and followed up with training for managers, Investigating and Disciplinary Officers. They redeveloped initial assessments with a lens on mitigation and seeking alternatives to investigations to embed an approach which better protects their people. The team participated in 100 conversations and those outcomes were included in their action plans. They have reduced cases and timelines and increased understanding and awareness and recently had their progress assessed independently by Danube University, Austria.

The work sat as part of the WAST cultural change journey which included other aspects such as sexual and psychological safety across the workforce. Consistent engagement with the Executive team, senior managers and TU partners supported organisational adoption, with research, data and learning being shared. Compassionate practices and avoidable harm are now a part of their organisational language.

The judges were particularly impressed by the passion of the team which included a deep understanding of the particular nature of ambulance trusts, the need for dedicated investigating officers, the challenges of taking line managers and People professionals out of their comfort zones, taking a partnership approach and being able to put individual people at the centre whilst also demonstrating clear organisational impact.

For further information contact Liz Rogers
liz.rogers@wales.nhs.uk

FINALISTS



Creating a Whole System Approach to reducing Avoidable Employee Harm in West Yorkshire: the first train- the-trainer model with a focus on inequalities

*West Yorkshire Health and Care Partnership &
Staff Mental Health and Wellbeing Hub*

The team adopted a partnership approach from the outset to design and embed the systems, processes and programme content. Combining two large-scale training events with a concurrent focus on developing cohorts of train-the-trainers has ensured a robust and sustainable delivery plan that matches capacity and system readiness for change. The team wanted to ensure sustainability and adaption to their local workforce needs and capitalise on their integrated care system (ICS) approach to collaborative working. The judges were particularly impressed by the use of an EDI lens and intersectionality considerations to ensure that the whole person is considered when aiming to reduce avoidable harm.

sonya.robertshaw@nhs.net



Enhanced Case Reviews: Embedding Compassion into Every Case

Liverpool Women's NHS Foundation Trust

Liverpool Women's NHS Foundation Trust introduced a proactive and compassionate approach to managing employee relations cases through Enhanced Case Reviews. This practice prioritises employee wellbeing, learning, and early resolution. By systematically analysing past cases, both internal and external, with operational HR, union partners, and investigation officers, the team identified key themes, improved processes, and significantly reduced harm. The results include faster resolution times, fewer dismissals, and more proportionate outcomes. Their approach has fostered a culture of reflection, accountability, and continuous improvement, aligned with the HPMA's 'Avoiding Harm' philosophy, while demonstrating real change and measurable impact since implementation.

jaymi.whitehead@lwh.nhs.uk