



winners' guide



We are now in our 28th year of the **HPMA Excellence Awards** and as always we've seen a great number of excellent entries, showcasing examples of what our people do to improve the care given to patients and continuing our mission of improving health through people. To reach the finals of these prestigious awards is a massive achievement and we're extremely proud of the work in HR that is going on across the UK. Everyone highlighted in this guide should shout loud and be proud of this recognition.

This year we introduced a new style of presenting at the judging day, a more relaxed and informal way of telling the stories behind the entries – this did not make the judges' decisions any easier with several closely run categories and agonising decisions made. We hope that our finalists and winners continue to share these stories with the passion and pride we saw that day. This could be by writing a blog for Twitter, contributing to the HPMA membership newsletter or presenting at one of the branch roadshows, or maybe helping to encourage others to develop their own ideas and projects and demonstrating how creativity and innovation can make an impact at all levels.

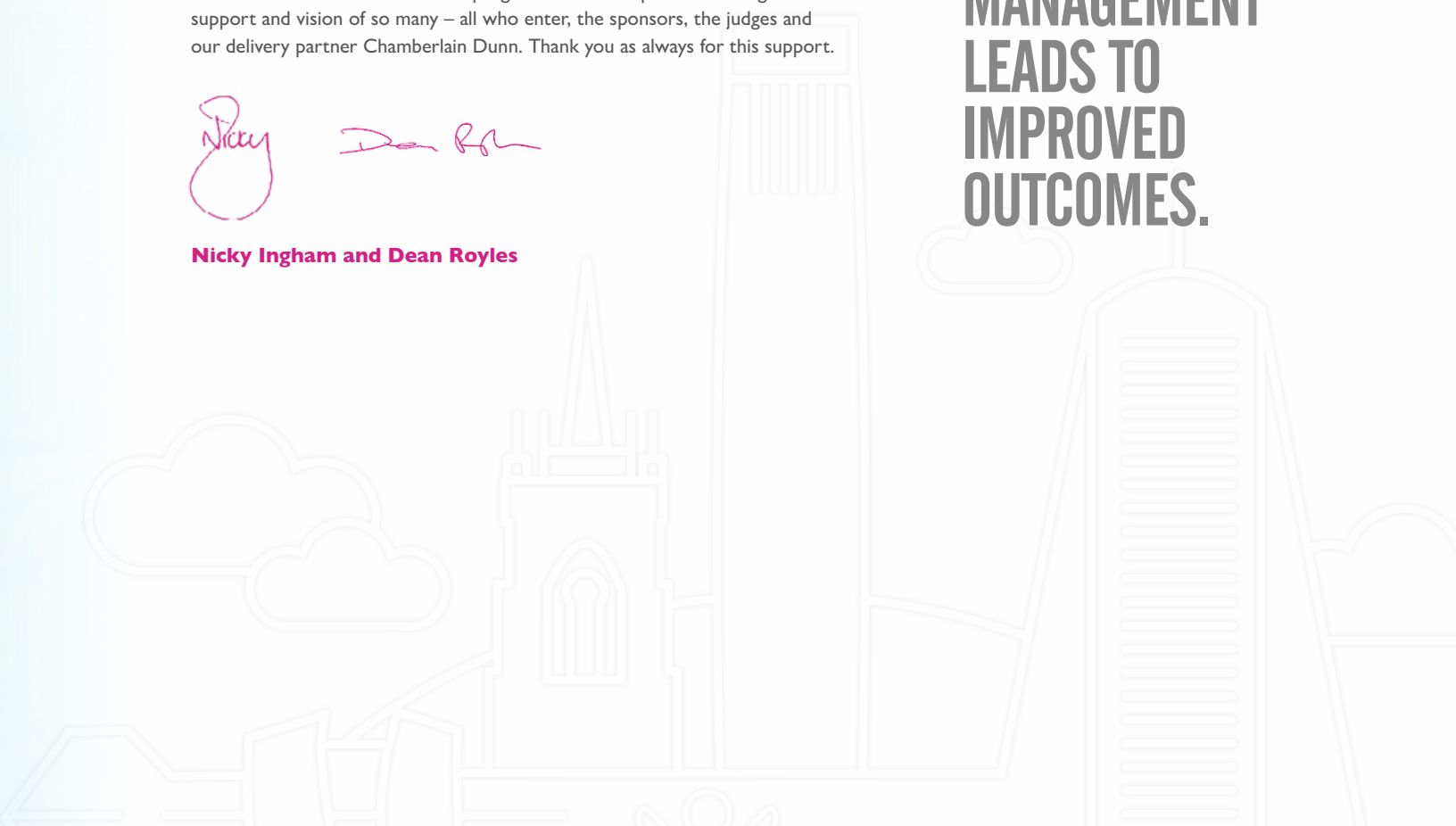
HPMA continues to expand its busy event programme and membership – it is great to see so many people from all branches come together to learn, share and generate new ideas and practices. We are thrilled to have integrated the annual conference and awards and hope to continue the success of this next year when we take this event to Belfast. We hope that you are inspired to develop your own ideas and projects by those who are featured here – perhaps it could be you and your team next year!

The success of the HPMA awards programme is made possible through the support and vision of so many – all who enter, the sponsors, the judges and our delivery partner Chamberlain Dunn. Thank you as always for this support.



Nicky Ingham and Dean Royles

“**HPMA IS ABOUT HELPING YOU DEVELOP YOUR OWN IDEAS AND PROJECTS AND CREATE THE ENVIRONMENT FOR TEAMS TO DO THE SAME: GREAT PEOPLE MANAGEMENT LEADS TO IMPROVED OUTCOMES.**”



PRESIDENT'S AWARD FOR OUTSTANDING LIFETIME ACHIEVEMENT



WINNER

JAN BLOOMFIELD

Director of HR

West Suffolk Hospital

Jan Bloomfield has undertaken the role of Director of HR at West Suffolk Hospital with great distinction for many years. She has also chaired regional networks of her colleagues for 10 years or more, commanding their respect and affection in equal measure, while representing the NHS in the national social partnership discussions with trade unions and ministers with credibility and authenticity. In addition, she has been a source of mentorship and support to countless colleagues as they have pursued their careers or faced challenges in their roles.

West Suffolk is quite properly viewed as one of the beacons of good workforce leadership in the NHS. The chief executive rightly receives recognition for the impact of his personal leadership, but he is clear that he was able to build upon the significant work led by Jan prior to his arrival.

The strong ethos of compassionate leadership amongst the executive has meant there are effective systems for managing and developing talent, while partnership working is strong and characterised by mutual respect and openness. Above all, in 2017, the organisation's people were reported to be the most engaged in the NHS. To read the 2018 CQC assessment of West Suffolk as 'Outstanding' is to see the impact that good HR practice, consistently and patiently applied can make to the performance of teams, and ultimately their patients. To read that report is then to see the impact that Jan and her team have made over many years.

Singular achievement can be celebrated in colleagues who have chaired the CIPD or whose name alone is shorthand for the importance of compassionately led teams. It is also, however, seen in colleagues such as Jan who have committed to one institution and community and made a real difference to those that work and receive care there.

CAPSTICKS AWARD FOR INNOVATION IN HR



“ This stands out as a strategic and impressive piece of work. It lays a strong foundation for the creation of new and innovative ways of working. True innovation around a collaborative approach with an excellent, gold-star on-boarding process. ”

WINNER

COLLABORATIVE INTERNATIONAL RECRUITMENT FOR PHYSICIAN ASSOCIATES

RACHEL STANFIELD

Deputy Director of People and Organisational Development

TERRY ROBERTS

Director of People and Organisational Development

The Hillingdon Hospitals NHS Foundation Trust

The National Physician Associate Expansion Programme (NPAEP) is a specialist NHS workforce transformation programme, created in order to expand the numbers of physician associates (PAs) working in the NHS by recruiting from the United States, where the role originated.

The programme sought to find a sustainable way to bring much needed clinical skills to the NHS: PAs had been trained in the UK since 2007 but there was an under-supply of experienced PAs.

Firstly work was undertaken to understand the need for PAs in providers, then a recruitment campaign was run to directly source PAs from the US. The PAs were then placed on two-year contracts in participating provider trusts, providing full, centralised on-boarding.

NPAEP increased the number of qualified PAs working in the NHS by over 10% and the number of acute trusts employing PAs by about a third. NPAEP has led to the creation of over 50 further PA positions, transforming the workforce model in the participating trusts and making PAs integral to the service.

The PAs have had an impressive impact on patient and staff experience:

- Team working and functioning: PAs were described as integral to their medical /surgical teams
- Service innovation and delivery: PAs were able to undertake complex procedures and run clinics
- Improved patient care and access: PAs facilitated improved patient flow through the hospital, reduced waiting times and provided care that patients reported as good.

Contact: Rachel Stanfield - rachel.stanfield@nhs.net



THE BELFAST HEALTH AND SOCIAL CARE POSITIVE ACTION ARE HIGHLY COMMENDED



Frieza Mahmood Head of Human Resources Operations. **Elizabeth Prior** Workforce Business Partner for Strategy and Projects (not pictured). **Leanne Owen** HR Business Partner. **Paula Ward** Clinical Nurse Manager

Decision Making Group Initiative

Birmingham and Solihull Mental Health NHS Foundation Trust

Contact: Frieza.mahmood@nhs.net or

FINALISTS



Sarah Hodgson Education Delivery Lead. **Karen Hampshire** Clinical Educator

Clinical Education & Training Programme for Care Homes

North Tees and Hartlepool NHS Foundation Trust

Contact: Sarah.hodgson@nth.nhs.uk



Martin McGrath PCSS Manager. **Michelle Morris** HR Manager. **Samantha Whann** Senior HR Manager

Positive Action – Making it Work

Belfast Health and Social Care Trust

Contact:

Martin.mcgrath@belfasttrust.hscni.net or Samantha.whann@belfasttrust.hscni.net

SOCIAL PARTNERSHIP FORUM AWARD FOR PARTNERSHIP WORKING BETWEEN EMPLOYERS AND TRADE UNIONS



“ This stands out as a strategic piece of work, able to demonstrate outcomes. Impressive and the team showed a high degree of co-production and candid dialogue. ”



WINNER

COLLABORATIVE PEOPLE STRATEGY DEVELOPMENT

TERRY ROBERTS

Director of People and Organisational Development

RACHEL STANFIELD

Deputy Director of People and Organisational Development

DEE FISHER

Staff Side Chair

The Hillingdon Hospitals NHS Foundation Trust

This project centred around the development and implementation of a People Strategy with Staff Side. The aim was to create a strategy that was developed, owned and implemented by the staff, carers and patients. The development of the sStrategy was a response to a range of people issues at the Trust such as turnover, vacancy rates and time to recruit, which had been jointly identified with Staff Side.

The strategy was developed through >6 months of engagement across the 3,500 plus staff. The team engaged all staff in developing the visions, including the Board, full-time officers, front-line staff and patients. They used a range of tools and techniques to engage staff including structuring discussions around key questions, social media, presenting at formal meetings, leading focus groups, using surveys and holding 1:1 meetings. The close involvement of Staff Side ensured that the issues that were important to staff were identified and addressed

The People Strategy has accelerated a range of improvements in the Trust's people metrics and in the experience of staff and patients. As at September 2018, there has been: a reduction in the vacancy rate from 15.32% to 12.76%; a reduction in agency spend from £1,156,175 to £874,972; a reduction in Time to Hire from 57 days in to 33 days; savings of £342,181 from the direct engagement scheme (from June 2017); a reduction in turnover from 14.75 % to 12.17% and fewer new starters leaving within 12 months – 8.4% compared to 15%.

Contact: terry.roberts2@nhs.net or rachel.stanfield@nhs.net

FINALISTS



Frieza Mahmood Head of Human Resources Operations. **Elizabeth Prior** Workforce Business Partner for Strategy and Projects (not pictured).

Pete Adams Unite Lead Representative and Staff Side Chair. **Sally Selvey** RCN Lead Representative.

"We" not "Them and Us"

Birmingham and Solihull Mental Health NHS Foundation Trust

Contact: frieza.mahmood@nhs.net or elizabeth.prior@nhs.net



Natalie Marshall Senior HR Business Partner (not pictured). **JoAnn Hughes** Head of Talent. **Rebecca Hollinshead** HR Business Partner. **Gillian Hobson** Partnership Officer.

Negative to Positive

The Christie NHS Foundation Trust

Contact: Natalie.Marshall@christie.nhs.uk

NEYBER AWARD FOR EXCELLENCE IN EMPLOYEE ENGAGEMENT



“ This project won on passion. The simplicity and transferrability was good and the project has great potential for sustainability. ”

WINNER

BIG 5 – ACTING ON STAFF FEEDBACK TO IMPROVE CULTURE AND PATIENT CARE

TANIA MARCUS

Head of HR Business Partnering & Organisational Development

PAUL DA GAMA

Director of HR & Organisational Development

DEBBIE FOSTER

Divisional Manager

West Hertfordshire NHS Trust (WHHT)

In 2017 WHHT achieved a response rate of 41% against a national average of 45% in that year's national staff survey and encountered a lot of resistance from staff completing the questionnaire. Staff were cynical that their feedback would lead to any changes and felt that their feedback from 2016 had not led to any significant improvements. Although a "You said, we did" campaign was carried out promoting several actions which had been completed, these were not recognised by staff as having addressed their issues.

There was a need to change the approach and identify a more impactful way of addressing survey feedback. The Trust wanted its colleagues to understand that it was listening to them and addressing concerns as well as demonstrating that its actions related directly to staff feedback.

The trust identified five key corporate actions that would impact the whole organisation with each action being promoted for a whole month. Actions would be supported by a strong communication campaign building on the branding used for the staff survey campaign to ensure each month's action was promoted and visibly linked to the staff survey. This became known as the 'Big 5'.

The response rate improved from 41% in 2017 to 44% in 2018 even with an increased establishment. The staff engagement score rose from 6.93 in 2017 to 7.02 in 2018. Improvements were across the board with notable improvements on patient care indicators.

The Big 5 changed staff perception that the Trust wasn't listening to them. The CQC in their visit in September 2018 remarked on improved staff engagement and morale saying: "Managers across services generally promoted a positive culture that supported and valued staff, creating a sense of common purpose based on shared values."

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neyber

HIGHLY COMMENDED



Tanya Carter Director of HR (not pictured).

Auz Chitwell Senior Improvement

Advisor. **Gaurav Singh** Occupational

Therapist. **Felicity Stocker** People

Participation.

Enjoying Work

East London Foundation Trust

Contact: Tanya.carter@nhs.net

FINALISTS



Rachel Watling Head of

Communications. **Menna Evans** OD

Project Support Manager. **James Moore**

Assistant Director Organisational Design and Development (not pictured).

Welsh Ambulance Service Staff Awards

Welsh Ambulance Services NHS Trust

Contact: Rachel.watling@wales.nhs.uk

ACADEMI WALES AWARD FOR EXCELLENCE IN ORGANISATIONAL DEVELOPMENT



“An amazing journey from ‘requires improvement’ to ‘outstanding’. The compelling narrative of the project demonstrated good linkages between patient and staff indicators.”



WINNER

WHAT MATTERS AT ROYAL BERKSHIRE NFT

ROSALIND PENNY

Deputy Director of Organisational Development

PETER SANDHAM

OD & Staff Engagement Manager

Royal Berkshire NHS Foundation Trust

In March 2014 the Royal Berkshire NHS Foundation Trust (RBFT) was rated as 'Requires Improvement' by the CQC having been rated as such for three out of the five domains.

There was a need to address the low level of staff engagement so the top team decided to trial a large scale engagement exercise around values and behaviours. In late 2016, the Trust ran a 'Dragon's Den' type competition for staff to pitch to the top team what they believed the Trust's values should be. Out of this evolved the mnemonic CARE – values of Compassionate, Aspirational, Resourceful and Excellent.

Fewer than 200 staff had been involved in the consultation process that came up with CARE so in 2017 the L&D team were tasked with having a conversation with at least 60% (i.e. 3000 plus) of staff about what these values meant to them.

Out of this challenge evolved Phase 1 of the What Matters programme – a Big Conversation exercise where staff would have the opportunity to tell the trust's management what was important to them in face to face sessions and really giving staff the opportunity to have their say. The information gathered was then explored in depth with around 1,000 staff in Phase 2 of the Programme and in 2018 Phase 3 of the programme saw the launch of the trust's Behavioural Framework in which a further 1,000 plus staff have been engaged.

This behavioural framework now informs many OD processes such as recruitment, appraisal and talent management. The latest CQC report rated the hospital as 'Outstanding'. Significant improvements have been achieved in the NHS staff survey results – with the trust becoming the second most improved amongst participating trusts.

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AcademiWales



FINALISTS



Susan Whiterod Head of OD.

Debbie Foster Director of Operations – Emergency Medicine. **Sara Cato** Lead Nurse Emergency Medicine.

Organisational Development at the Front-line of Emergency Medicine

West Hertfordshire Hospitals NHS Trust

Contact: Susan.whiterod@whht.nhs.uk



Tracy Pinner Head of HR Business

Partnering. **Judith Salaman** Clinical Director ELHT Theatres. **Clare Owen** Transformation Manager.

ELHT Theatres Project

East Lancashire NHS Trust

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PATCHWORK AWARD FOR HR ANALYTICS



“ This was a powerful use of data with a real focus on doing one thing really well. There was evidence of system-wide work, collaboration and integration of finance, workplace and patient data in an engaging way. ”



WINNER

PREMIUM PAY SPEND REVIEW

CARL ROBERTS

Head of Workforce Systems & Intelligence

DEBORAH ERSKINE –SMITH

Deputy Director of HR and Organisational Development

Warrington and Halton Hospitals

According to the NHSI (August 2018), the NHS could free up £480m to reinvest into NHS services if trusts filled temporary vacancies with workers from a 'staff bank' instead of using expensive staffing agencies. The Temporary Staffing spend in 2017/2018 at Warrington and Halton Hospitals confirmed that this was the case so a review of its approach was undertaken to develop work plans to address the problem.

The aim of the project was to draw together all of the data relating to pay spend across the Trust, to allow a full understanding themes, issues and opportunities. It therefore sourced information and data from various sources, including activity data, bed occupancy, turnover and absence to provide the background to the data on workforce pay costs. This led to the creation of a Premium Pay Spend Review Group and to informing the group's work plan. Since it was established, the Premium Pay Review Group has evolved to also utilise the intelligence to identify specific areas within the Trust where premium pay is high and therefore provides support to teams in developing work plans.

Through linking vacancies to areas of high temporary staffing usage, the trust also sought to improve its approach to large recruitment drives. The result is a more effective and successful approach to the recruitment of staff nurses, AHPs, health care assistants and radiographers.

This increase in substantive workforce numbers (56 FTE since April 2018) has improved the quality of patient care. Where there are gaps in the substantive workforce, the bank development projects attempt to fill these gaps. As agency spend is premium spend, the Trust works closely with NHSP to improve the bank uptake, whilst also aiming to achieve the NHSI Agency ceiling. Previously 45.5% of clinical vacancies were filled by agency staff, which has now reduced to 40%.

Contact: carl.roberts@nhs.net or deborah.smith54@nhs.net

FINALISTS



Laura Bevan Deputy HR Director.
Richard Wilkes Head of Workforce Information (not pictured). **Tania Marcus** Head of HR Business Partnering & OD.
Paul Da Gama Director of HR & OD.

Enhancing Productivity and Effectiveness through Workforce Metrics

West Hertfordshire Hospitals NHS Trust

Contact: laura.bevan@whht.nhs.uk



Elaine O'Neill Senior HR Manager.
Kristine Telford HR Analytics Manager.
Laura Turley HR Business Partner.

A Picture Paints a Thousand Words!

South Eastern Health and Social Care Trust

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VIVUP AWARD FOR WELLBEING



“An enthusiastic team led this staff-focused project which included the employment of a health, mind and body practitioner and chaplain which was unique. The approach contributed to the trust moving from ‘Requires Improvement’ to ‘Outstanding’ in two years.”



WINNER

KINGSTON WORKS WELL - MENTAL HEALTH SPACE

GEORGINA MABEY

Health & Wellbeing Lead

DIANA STEADMAN

Staff Wellbeing Chaplain

JO DUFFIN

Mind Body Practitioner

Kingston Hospital NHS Foundation Trust

In 2017, Kingston Hospital reported its highest turnover rates of around 18% alongside steadily increasing sickness rates, with anxiety/stress/depression frequently being cited as the main reasons for absence.

Recognising that staff are the greatest resource an acute hospital has, the trust wanted to create an environment that encouraged staff to take responsibility for their own health and wellbeing.

To this end, the Trust Board made improving staff wellbeing and retention a key Corporate Objective and the Health and Wellbeing strategy was developed; the focus of which was 4 Pillars of wellbeing – Physical, Mental, Financial and Family health.

With an initial investment of £100K, new roles were created to help deliver the strategy and promote a holistic approach to staff health and wellbeing, including a Staff Wellbeing chaplain, a Mind and Body practitioner and a specialist physiotherapist. In addition, initiatives were set up across the trust to support mental health and enhance emotional resilience including Stress & Resilience workshops, 1:1 Time to Talk with the chaplain, advice & support to managers, specific issue or event debriefs and 1:1 Mind-body awareness.

In the NHS Survey for engagement, the Trust now ranks in the top 20% of acute trusts (11 out of 93) and the third best score in London. It is now rated as 'Outstanding' for overall quality and 'Well Led' by the CQC in August 2018. The Trust has succeeded in jumping in ratings from 'Requires Improvement' to 'Outstanding' in just two years. Turnover has also gone from 17.83% to 14.39% and sickness absence is maintained at below 3%, currently 2.79%

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HIGHLY COMMENDED



Trudy Martin Deputy HR Director.
Chris Oakes Director of HR & OD.
Liz O'Leary Senior HR Business Partner.

NHFT: Your Health Your Wellbeing

Northamptonshire Healthcare NHS Foundation Trust

Contact: trudy.martin@nhft.nhs.uk

FINALISTS



Guy Dickson Head of People Strategy.
Janine Thompson Perioperative Practice Facilitator.

NBT Wellbeing Programme: "Your Health is as important as our Patients"

North Bristol NHS Trust

Contact: guy.dickson@nbt.nhs.uk

MILLS & REEVE AWARD FOR MOST EFFECTIVE USE OF DIVERSITY



“A worthy winner and very strong all round. This really was about pushing boundaries, best practice and excellence. The reverse mentoring scheme, specifically the thought and care behind it, was impressive.”



WINNER

DEVELOPING A DIVERSE WORKFORCE AT NHFT

DAVID LEDGER

Senior HR Business Partner – Medical HR & Corporate Services

CHRIS OAKES

Director of HR & Organisational Development

DIANA BELFON

Equality & Engagement Manager

Northamptonshire Healthcare NHS Foundation Trust

In 2015, Northamptonshire Healthcare NHS Foundation Trust (NHFT) was rated as 'Requires Improvement' by the Care Quality Commission (CQC). At the time its staff survey results showed only 62% of staff would recommend the Trust as a place to work and 25% of colleagues from a Black & Minority Ethnic (BME) background reported they had experienced discrimination in the previous 12 months. The culture gave cause for concern, with a staff engagement score of 3.77 out of 5. Feedback from BME colleagues signalled a deep mistrust in senior management to address these challenges.

A focus on leadership and engagement was identified as a top priority with a new strategy and fresh approach to inclusivity. The Trust recognised the need to re-launch its values and embed them across the organisation. The acronym PRIDE was used to capture the values and commitments to put People First, act with Respect and compassion, Improve lives, work with Dedication and value Equality. These values were channelled through the organisation by senior leaders and booklets were produced to help colleagues and teams understand what the values meant. To further embed the commitments, teams were asked to publicly sign up to a Staff Charter.

In 2017, a 'Changing the Lens on Diversity' conference was held with 132 leaders and in 2018, a project of reverse mentoring was undertaken with the eight executive board members being mentored by BME colleagues. In 2018, NHFT was rated as 'Outstanding' by the CQC. The latest NHS survey results show 76% of staff would now recommend the Trust as a place to work and the staff engagement score has increased from 3.77 to 4.01. The proportion of BME colleagues experiencing discrimination has reduced to 14% and the Trust has been awarded a place on the NHS Employers Diversity Partners Programme to share best practice.

Contact: david.ledger@nhft.nhs.uk

MILLS & REEVE

FINALISTS



Adrian Betton Chair:

Richard Lewis BAME Staff Network

Chair: **Safina Nadeem** Equality Diversity & Inclusion Lead.

Stockport NHS Foundation Trust

Stockport National Health Service
Foundation Trust

Contact: Safina.Nadeem@stockport.nhs.uk or tetchells@nhs.net



Lawrence Kelly Widening Participation
Project Manager **Nav Sharma**

NHS HealthCare Overseas project

Sandwell and West Birmingham Hospitals
NHS Trust

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CHAMBERLAIN DUNN LEARNING AWARD FOR EDUCATION, LEARNING AND DEVELOPMENT INITIATIVE



“Impressive culture change. There is great potential for sustainable impact with considerable savings to be made in locum cover. A different ‘take’ on how you recruit and train medical practitioners.”



WINNER

CDL EDUCATION, LEARNING AND DEVELOPMENT INITIATIVE

CLAIRE GORE

Director of HR and Organisational Development

DR NAILA KAMAL

Associate Director of Medical Education

LAURENCE JOHN

Consultant Infectious Diseases and Acute Medicine,
Northwick Park Hospital

SARAH INGHAM

General Manager – Acute Medicine Ambulatory Care & Medicine
HDU – Trustwide

NORRITA LABASTIDE

General Manager Emergency Department, Northwick Park Hospital

London North West University Healthcare NHS Trust

Like other NHS organisations, London North West University Healthcare NHS Trust had historically had difficulty recruiting doctors to 'hard to recruit' specialties, including emergency care, medical specialties, oncology, rehabilitation and ITU. Simultaneously, there has been a steady increase in clinical activity, placing corresponding pressure on staff.

The shortage of doctors in ED and medical specialties, combined with greater activity, significantly affected staff workload and therefore their experience. Staffing issues in these areas also presented a risk to patient experience and even quality of care, which led to considerable cost implications in addressing this risk through bank and agency spend.

Innovative teaching programmes for Trust-grade doctors, aiming to make vacant posts more attractive, were therefore created. In ED, this involved offering Trust doctors training packages so they could complete their Certificate of Eligibility for Specialist Registration (CESR). For doctors in the medical specialties, the Trust produced a new rotational model. This combined posts often perceived as less attractive, such as in rehabilitation or care of the elderly services, with more popular rotations in order to produce a 12-month programme similar to that undertaken by junior doctors in training. This both increased the attraction of the post, and ensured that these doctors had a much more comprehensive understanding of the Trust.

The immediate benefits of the new training initiatives are evident from their increased popularity. The original rotation programme started with 12 doctors. By August 2017, this had increased to 41 doctors, or a fully staffed rota, due to its attractiveness to candidates. Not only have these posts continued to be filled, their numbers rose to 47 last year.

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FINALISTS



Carley Brown Head of Leadership & Organisational Development. **Nazia Fitzpatrick** OD Projects & Talent Management. **Amir Khaki** Deputy Director of HR, Organisational Development & Education

Buckinghamshire ICS Leadership Development Programme

Buckinghamshire Healthcare NHS Trust
Contact: Carley.brown@nhs.net or Nazia.fitzpatrick@nhs.net

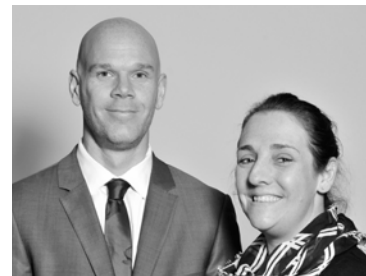


Rachel Maguire Head of People Development. **Harriet Stephens** Head of Education, Training & Development. **Paul Bunyan** Head of Employment, **Claire Lowe** Interim Deputy Director of people and organisational effectiveness. **Jayne Adamson** Director of people and organisational effectiveness.

Career Confidence – Unlocking Potential

Northern Lincolnshire & Goole NHS Foundation Trust

Contact: rachel.maguire@nhs.net or harriet.stephens@nhs.net



Stuart Davies Lead Facilitator. **Kay Myat**, Head of Learning and Development.

Footprints
#WhatImpressionWillYOUmake

Swansea Bay University Health Board
Contact: Stuart.davies@Wales.nhs.uk

AWARD FOR WORKFORCE CONTRIBUTION IN HEALTH & SOCIAL CARE SYSTEMS



“A good example of partnership working across acute trusts, with strong facilitation. The financial benefits are clearly demonstrated.”



WINNER

SOUTH YORKSHIRE AND BASSETLAW NURSING BANK MANAGEMENT

BEN CHICO

Programme Manager South Yorkshire and Bassetlaw Integrated Care System

MARK BROOKES

Associate Director of HR Doncaster and Bassetlaw Teaching Hospitals FT

CLAIRE DAVIES

Nursing Workforce Lead Chesterfield Royal Hospital FT

Acute trusts across South Yorkshire and Bassetlaw Integrated Care System (SYB ICS) face similar challenges to the rest of the NHS around nursing vacancies and financial pressures. However, owing to workforce shortages, the culture across NHS trusts has tended to be more competitive than collaborative in this area over recent years.

In response, these Trusts decided to come together on a number of initiatives, facilitated by SYB ICS, to maximise nursing hours made available to deliver front line care.

HR Directors across the trusts meet regularly to oversee agreed work plans, as well as providing an advisory function to SYB ICS. A sub group was initiated by the HR Directors which included representatives across nursing, HR and procurement. This led to NHS Professionals (NHSP) being appointed as strategic partner to four Trusts from July 2018, with a fifth Trust implementing in October 2018. A sixth Trust is currently reviewing the opportunity to move onto the agreement.

Since April 2018, initiatives have included:

- A collaborative approach to the adoption of trainee nurse associates, leading to the number of training roles increasing by fourfold in 2018.
- A structured programme of eRostering “masterclasses”.
- Proactively jointly engaging on the NHSI Retention programme to optimise opportunities both across and within Trusts.

NHSP has reported a reduction in nursing agency costs across Trusts of £1.2m year to date (at February 2019). This reflects successes across both local Trust and partnership working. This efficiency has been converted into bank hours at lower cost, providing a net increase of over 87,000 bank hours which have supported front-line care.

Contact: bchico@nhs.net



FINALISTS



Chris Goulding Project Manager. **Kelvin Cheate** Director of Workforce Kingston Hospital. **Verity Dods** Head of Customer Success.

SWL Collaborative Bank

South West London Collaborative Bank

Contact: Chris.goulding@nhs.net



Rob Little Regional Account Director. **Sara Wheeler** Marketing Communications Manager. **Linsey Richards** Head of Human Resources Health Education England North East.

Liaison and the LET HEE Collaborative Bank

Liaison

Contact: rlittle@liaisonfs.com or swheater@liaisonfs.com

HEALTH SECTOR JOBS AWARD FOR BEST RECRUITMENT INITIATIVE



“ This was an end-to-end holistic approach to recruitment. The staff are now the champions of the organisation. ”



WINNER

BELFAST TRUST NURSING JOBS

JENNIFER TAGGART

Senior HR Manager

MOIRA MANNION

Deputy Director of Nursing Workforce, Education and Regulation

STEPHEN MCKENNA

Digital Communications Manager

Belfast Health and Social Care Trust

Amidst a chronic shortage of nurses in the UK and Ireland, Belfast Health and Social Care Trust decided to take a less traditional approach to the promotion of their annual Nursing Recruitment Open Day. The objective of the event was to reduce the Trust's 486 Band 5 registered nurse vacancies.

Previous events held by the trust directed candidates to the official government website for Northern Ireland Health and Social Care Trusts – HSCRecruit.com. However, the website is not fully optimised for mobile use, there is a risk in candidate leakage and there was an inability to add tracking codes. Using a dedicated landing page incorporating both the Belfast Trust's own unique brand and a newly created Nurse Recruitment brand – Belfast Nursing Jobs – the Trust dispensed with the traditional online application process and instead sought expressions of interest (EOI) via a free online ticketing system. Using a cross-platform campaign, the Trust aimed to engage nurses using a variety of different media – radio, display campaigns, video, social media and AdWords.

A total of 233 nurses attended the event in April 2018 representing a 71% conversion rate and a cost-per-attendee of £67. A total of 122 nurses have since accepted and have either commenced employment with the Trust or have a confirmed start date representing a cost-per-hire of £128.

The use of social media for the event contributed to a 133% increase in interviews on the day (196 interviews in 2018 vs 84 interviews in 2017) and a 125% increase in nurses being hired (122 posts were offered and accepted in 2018 vs 54% in 2017). The event also led to a reduction in the Trust's Band 5 registered nurse vacancies by 25.1%.

Contact: Jennifer.Taggart@belfasttrust.hscni.net

HIGHLY COMMENDED



Amanda Dunkley Head of Attraction.
Caroline Hastings Operations Manager.

Recruiting for the System Not Just Ourselves

North Cumbria NHS

Contact: Amanda.Dunkley@ncuh.nhs.uk

FINALIST



Peter Absalom Associate Director:
Workforce Operations. **Jo Haworth**
Deputy Chief Nurse. **Steve Taylor** Senior
Workforce Operations Manager.

King's Nurse Recruitment Initiative

King's College Hospital NHS Foundation
Trust

Contact: peter.absalom@nhs.net

THE UNIVERSITY OF BRADFORD AWARD FOR CROSS-SECTOR WORKING



“Quite simply – the scale, size and commitment to this collaborative project wowed the panel. The number of partners, clear rationale, improved health outcomes and continuous reference to patients made this the category winner with no doubt. Fabulous!. ”



WINNER

GREATER MANCHESTER HEALTH AND SOCIAL CARE WORKFORCE COLLABORATIVE

JANET WILKINSON

Director of Workforce

RIONA GRAINGER

Programme Manager

TRACY BRENNAND

Assistant Director, People and Workforce Development, Tameside
MBC

Greater Manchester Health and Social Care Partnership

In order to improve the health and well-being of Greater Manchester's population and deliver the bold ambitions of devolution, Greater Manchester Health and Social Care Workforce Collaborative (GMHSC) was set up to bring together partners across the region to address challenges that are best managed at a system level.

The Workforce Collaborative is a collaborative in its truest sense. It has cross sector involvement, from hospitals, local authorities, universities, the voluntary sector, trade unions and many more. It is also broad in its definition of workforce; providing support to the voluntary sector and unwaged carers, as well as paid health and care workers.

By coming together and making the most of the skills across the region, this unique approach has enabled the collaborative to tackle problems together, to target regional resources where they are needed most and limit duplication across the system. Achievements include:

- Helping to develop Greater Manchester's Employment Charter, which aims to help all employers reach excellent employment standards.
- Launching the Workforce Futures Centre, an online platform for the Workforce Collaborative.
- Supporting ambitious overseas recruitment programmes
- Delivering the first ever region-wide awards to recognise the contribution of the workforce as part of a commitment to support the improvement of staff morale and workforce retention
- Developing a Working Carer Toolkit to support employers of all sectors and sizes across Greater Manchester to adopt employment practices that support their working carers.

Contact: Janet.wilkinson9@nhs.net or Riona.grainger@nhs.net

FINALISTS



Debbie Creaser Team Manager:
Leanne Brouder Recovery Co-
Ordinator: **Amy Richards** Assistant
Service Manager:

Police Placements

Sheffield Health and Social Care NHS
Foundation Trust

Contact: Debbie.creaser@shsc.nhs.uk



Joanne Barrot Programme Manager:
Sam Debbage SYREC Chair:
Emily Hopkinson SYREC Deputy Chair:

Improving Education for Care and
Support Staff in Health and Social Care

South Yorkshire Region Excellence Centre

Contact: Joanna.barrott1@nhs.net

WELSH GOVERNMENT AWARD FOR SMARTER WORKING



“Innovative project with demonstration of value across the NHS. There was evidence of positive impact on employee experience, patient activity and data accuracy.”

WINNER

STU THE RECRUITMENT ROBOT

JILLY JAMIESON

Head of Recruitment Services

GARETH JONES

Deputy Director of People – Resourcing, Medical Workforce and Lead Employer Services

Royal Free London NHS Foundation Trust

The recruitment service at the Royal Free Group received 12,487 applications between January 2018 and January 2019, servicing three hospitals within the Royal Free London group. Additionally, the team handled 3,296 rotational training moves, both for the group's own trainees and as a lead employer for GP trainees across north London. With ever-increasing pressure to reduce costs and consolidate back office functions, a radical reshaping of recruitment services was required.

The challenge was to reduce time to hire (thus saving on agency spend) whilst improving the manager and candidate experience and reducing pressures on already overstretched HR staff. The trust engaged a commercial partner, EY, to develop and deploy a range of e-forms that could be read by a “virtual worker” or robot (STU – Speeds Things Up), which would to handle data entry/transfer. The aim was not simply to allow the department to downsize but to release recruitment staff from data entry to concentrate on value adding duties, such as working with managers to enhance selection choices, and improving the quality of job descriptions and person specifications etc.

Automation led to a restructured recruitment team (16 junior staff instead of 20) with more client-facing and fewer system-facing roles. The speed of the automated processes, added to the fact that the virtual worker can (if needed) be on duty 24/7, greatly reduced the “boom-bust” dynamic that historically occurred at times of peak activity.

Time to hire fell by 5 working days when compared between summer of 2017 and summer of 2018, across all staff groups, a reduction of 7%. the candidate experience was greatly enhanced by the introduction of the new processes.

Contact: jilly.jamieson@nhs.net



Llywodraeth Cymru
Welsh Government

FINALISTS



Cheryl Samuels Deputy Director of Workforce - NCL STP. **Nicola Fowler** Senior ESR Account Manager. **Tanika Francis** L&D Manager, BEHMHT. NCL STP Collaborative Working – MaST

Royal Free NHS Foundation Trust
Contact: cherylsamuels@nhs.net



Amanda Dunkley Head of Agency, Bank and Attraction. **Dave Allen** Head of Financial Delivery.

Saving Money to Save Lives

North Cumbria University Hospitals NHS Trust

Contact: amanda.dunkley@ncuh.nhs.uk or dave.allen@ncuh.nhs.uk



Carla Beechey Head of Human Resources. **Eleanor Huddleston** Human Resources Manager. **Lucy Mckracken** HR Manager

HR Paperless Revolution – Embracing technology to achieve the NHS paperless challenge

West Midlands Ambulance Service
University NHS Foundation Trust

Contact: carla.beechey@wmas.nhs.uk or eleanor.huddleston@wmas.nhs.uk

GUARDIAN JOBS RISING STAR AWARD



JADE DEAR

Talent Lead

Southern Health NHS Foundation Trust

Jade is an outstandingly innovative and creative OD/HR practitioner, who makes a positive difference to leadership and talent capability. Colleagues consistently describe Jade as a fantastic support who is enviably quick, focused on delivery, but with time to share knowledge or offer compassionate feedback, enabling others to learn and develop.

Contact: jade.dear@southernhealth.nhs.uk

TANIA MARCUS

Head of HRBP and OD

West Hertfordshire Hospitals NHS Trust

Tania certainly embodies a 'rising star'. She applies herself to all aspects of the role with enthusiasm and offers a flexible work approach to ensure her customers are well supported. She is passionate about HR and consistently gives the very best of herself to improve both patient and staff experience. There are several examples illustrating Tania's REAL impact across the organisation, the most significant of which is her recent work on improving staff engagement at the Trust.

Contact: Tania.marcus@whht.nhs.uk

MALA SHAUNAK

OD Trainer

Whittington Health NHS Trust

Mala has been with Whittington Health for 18 months. She quickly demonstrated her capability by leading on creating bespoke diagnostics and interventions which have a measurable impact on performance and behaviours. Within six months of joining, she had created values-based leadership development programmes, which are highly evaluated, over-subscribed, and are now run three times per year.

Contact: Mala.shaunak@nhs.net

GEORGIA STOKES

HR Business Partner

Warrington and Halton NHS Foundation Trust

Georgia is an outstanding young HR professional who embraces the role of HRBP with the finesse and expertise of someone far beyond her years. Georgia graduated from the NHS HR Graduate scheme in 2017 and immediately took up a Band 8a HRBP role, where she has consistently achieved and excelled. Georgia's contribution to the Trust and the NHS community across Cheshire and Merseyside is nothing less than impressive.

Contact: georgia.stokes@nhs.net

DEPUTY HR DIRECTOR OF THE YEAR



“A worthy winner with a strong value set and a mindset of the ‘sky’s the limit’. She has stepped into system work, led the streamlining work for her region and been an inspirational role model and leader, setting up the deputy network for London.”



WINNER

CHERYL SAMUELS

Deputy Director of Workforce - NCL STP

Royal Free NHS Foundation Trust

Cheryl Samuels worked as Deputy Director first at Kingston Hospital then latterly joined the Royal Free London. Here she was initially engaged as interim Deputy Director leading recruitment and transactional services. For the last year and a half she has been leading work across North London Partners in health and care on streamlining recruitment, MaST and employee transfer processes. In each role the challenges have been different, and Cheryl has always risen to them.

Cheryl brings humour, tenacity and attention to detail to her roles. She is a 'completer finisher' and will make sure everyone is aware of work outstanding. But she can also persuade and inspire – you do not get a collection of Trusts to follow the same path easily, it takes commitment and an ability to articulate a compelling case and to secure investment. Cheryl has done this across a wide range of stakeholders. She will also 'speak truth to power' and is not afraid to point out when commitments or pledges have been made but in reality are not being delivered.

She is also wonderfully willing to share best practices and what's been done with others, as well as to learn from them too. So she supports networks at every level and provides guidance and solutions when problems occur. She also doesn't seek the limelight preferring the teams and individuals who have made the changes take the credit – which is a measure of her modesty.

Cheryl is passionate about doing things right and making things better, for patients, staff and HR professionals. She is an outstanding advocate for improvement and an example of someone who will 'walk the talk' with the charm and persistence to get things done. She is truly committed to the professionalism of HR in the NHS and her colleagues.

Contact: cherylsamuels@nhs.net

FINALISTS



Suzanne Hamilton

Cumbria Partnership NHS Foundation Trust

Contact: Suzanne.Hamilton@cumbria.nhs.uk



Laura Bevan

West Hertfordshire Hospitals NHS Trust

Contact: laura.bevan@whht.nhs.uk

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Improvement

HR DIRECTOR OF THE YEAR



WINNER

JAMES DEVINE

Chief Executive

Medway NHS Foundation Trust

James took on the HRD role in October 2016 and has made a significant contribution. He was appointed Deputy CEO in November 2017 alongside the HRD role, and was appointed interim CEO in November 2018. He works incredibly hard to link people and patients, to great effect and impact. James' credibility to deliver at pace, on target, multiple projects or workstreams is what defines his greatest contribution to Medway. The agency reduction savings made through his determination to address deep-seated and entrenched beliefs that using agency staff was the only way to keep the hospital going have been fully vindicated with demonstrable evidence.

He has stepped across traditional professional boundaries to show that HR can robustly move across transformative strategies, financial planning and recovery, digital strategies and be a credible partner, executive and system leader across traditional non-HR business areas.

As the lead for transformation (deputy CEO) and the executive lead for HR, James led the Trust's ambitious cost improvement programme in 2018/19 – this being a 7% saving target of £21m. Through a very robust and meticulous personal approach, James built the team and implemented strong grip and control – particularly around people and patient quality. As at December 2018, James has led the team to achieve savings of £16m, with the plan on track to deliver £21.6m for the year. This is the first time Medway has hit the target in almost a decade.

James never loses sight of people, quality and patient care being at the centre of decision making with a simple human approach to saying hello to people he walks past, including relatives, patients and staff.

Contact: james.devine3@nhs.net



FINALISTS



Chris Oakes

Northamptonshire Healthcare NHS
Foundation Trust

chris.oakes@nhft.nhs.uk



Kevin Moynes

East Lancashire Hospitals NHS Trust

kevin.moynes@elht.nhs.uk

HR TEAM OF THE YEAR



“There was great evidence of team working here through head and heart with a clear vision and systemic all-round approach. There was steady delivery and a great sense of going through it together as a family.”



WINNER

THE COLLABORATIVE WORKFORCE TEAM

ANNESLEY DONALD

Deputy Director of Workforce

DAVID WHERRETT

Director of Workforce

AMY BUSHEN

Workforce Project Lead

Cambridge University Hospitals NHS Foundation Trust

In 2015 the CQC rated Cambridge University Hospitals NHS Foundation Trust (CUH) as inadequate, identifying a lack of robustness in the systems and processes supporting quality and risk management and a perceived 'disconnect' between staff and senior leadership teams. Placed in special measures with ensuing regulatory scrutiny, CUH was also impacted by large-scale change initiatives including e-hospital and system wide partnerships.

Led by the executive director of workforce, overseen by the Board and the trust's Workforce and Education Committee, the team created and delivered an ambitious strategy across all aspects of the workforce agenda focussing on five explicit key strategic priorities underpinned by defined workstreams. Its successful implementation is fundamental to the delivery of the Trust's vision and strategy. Innovation is highlighted through a five-year multi-faceted OD strategy focusing on culture, climate and leadership and the design and implementation of a large-scale CUH nurse apprenticeship programme (NAP) delivering 100 registered nurses per year.

In February 2019 the CQC rated the Trust as outstanding for the 'well led' domain. Over time, the context has shifted to one that encompasses system collaboration through the STP, where the workforce function is pivotal to identifying and responding to the challenges and opportunities this brings. The workforce team has been a key component of the Trust's journey from 'Adequate' to 'Outstanding'.

Through vision, focus and synergy across workforce disciplines, aligned to the trust's strategy, the workforce team has delivered exceptional performance and tangible improvement across the organisation.

Contact: annesley.donald@addenbrookes.nhs.uk



FINALISTS



Jennifer Ratcliffe Wellbeing Manager.
Angela Rayner Head of Inclusion & Wellbeing. Sophie Emmerson Wellbeing Practitioner.

Wellbeing Hub works wonders

South East Coast Ambulance Service NHS Foundation Trust

Contact: jennifer.ratcliffe@secamb.nhs.uk



David Matthew Learning and Development Manager. Louise Thomas Assistant Director of HR & ODL. Averkios Charalampous ODL Administrator.

Herts Valleys Clinical Commissioning Group HR and ODL Shared Service

Herts Valleys Clinical Commissioning Group

Contact: david.mathew1@nhs.net



Erik Smith HR Business Partner. Mehreen Noorah Medical Staffing Advisor. Ryan Harris Recruitment Partner

CNWL HR Team of the Year

Central North West London NHS Trust

Contact: erik.smith@nhs.net



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Chambers UK 2015.

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Liaison saves the NHS real money in the key area of temporary workforce management and we are helping around 25% of trusts and health boards improve control, bring costs down, and improve self-sufficiency. Our goal is to shift the power and control of temporary staffing back to the NHS. Our TempRE Bank service provides all of the support you need to optimise the use of a medical staff bank and reduce the reliance on agencies. Our hands-on help plus expert advice and guidance helps you to make the most of your staff bank and fill shifts in the most cost effective way. Whether you don't yet have a medical bank or want to make an existing bank more effective, we can help.

To find out more visit: Liaisonfs.com or email: info@liaisonfs.com

NHS England creates the culture and conditions for health and care services and staff to deliver the highest standard of care and ensure that valuable public resources are used effectively to get the best outcomes for individuals, communities and society for now and for future generations.

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The Welsh Government is the devolved Government for Wales and is committed to improving the health and well being of everyone living in Wales. This includes treating disease and addressing the wider social, economic and environmental influences that directly impact on the affect health and well being of its citizens.
www.gov.wales/health

The Social Partnership Forum brings together NHS Employers, NHS trade unions, NHS England, Health Education England, NHS Improvement and the Department of Health. Its role is to discuss, debate and involve partners in the development and implementation of the workforce implications of policy. Effective partnership working brings important benefits for both employers and staff and can have a positive influence on the patient experience. A growing body of evidence demonstrates that the best performing organisations have staff who are engaged with their employer and motivated by the work they do.
www.socialpartnershipforum.org

Neyber provide financial wellbeing solutions as a free staff benefit. We partner with organisations to offer staff access to practical online tools, educational content and fairer finance when they want to borrow or save money. All through salary deduction with no cost/risk to the employer. Neyber believe financial wellbeing is a vital component of any wellbeing strategy to drive staff engagement, increase productivity and reduce stress.
www.neyber.co.uk
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Vivup is a wellness programme and is the first cost-free platform that provides a complete set of employee benefits and health and wellbeing initiatives. Our ambition is to make it easy for employers to take a different approach to employee benefits with a comprehensive health and wellbeing strategy that's provided free of charge. Taking good care of your workforce isn't just about offering individual benefits anymore, it's about taking a completely different view and trying to understand and meet their complex needs. Vivup provides employers with a support network to help staff become more grounded and less stressed individuals, at work and at home. Achieving this balance will increase productivity and create a more positive atmosphere at work that people aspire to be part of.
www.vivup.co.uk
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To find out more visit:
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