

WINNERS' GUIDE

CONGRATULATIONS TO ALL OF THE WINNERS AND FINALISTS OF THE HPM NORTH WEST AWARDS

WE IMPROVE THE CULTURE

Winner

The Healthier Fylde Coast 100 Systems Leaders programme

Sharon Adams, OD Lead for the Fylde Coast ICP

Dr Victoria Ellarby, Interim Director of Strategy for Fylde Coast ICP

Sam Landon, OD Practitioner

Sarah Green, OD Practitioner

Blackpool Teaching Hospitals

The Healthier Fylde Coast 100 Systems Leaders programme was designed and implemented to help better integrate health and social care across the Fylde Coast and deliver better outcomes for its residents. In order to address the challenging issues of health and wellbeing, care and quality and finance and efficiency, greater partnership working across the system was required.

The programme looked at ways of helping health and social care partners to employ the Local Delivery Plan. To do this, 100 leaders already involved in delivering transformation programmes across the Fylde Coast System were identified to take part. These individuals were linked to high priority clinical and non-clinical transformation programmes and came from all levels of the system, including senior leaders.

The selected individuals were assessed against a set of leadership behaviours, and the results of this led to a new development plan. They attended a 4-day development course with access to coaches and linked to the NWLA systems leadership behavioural framework. The attendees also spent the day within one of 14 voluntary and community sector organisations, observing and studying the impact that lifestyle and other factors have on people's health and their health decisions.

Evaluations from the course have shown that system level knowledge, skills and behaviour have all increased, along with fostering better relationships and connections with new colleagues.

The programme has received national recognition and has been connected with Surrey Heartlands STP to help develop and implement the programme within their organisation. The aim now is to implement and run the programme across Lancashire & South Cumbria ICS.

The judges said:

**"Fantastic to see that this programme is already
being adopted by other regions nationally."**

Finalists

Negative to Positive

Natalie Marshall,

Head of Operational HR

The Christie NHS Foundation Trust

Towards Respect & Civility

Melissa Holt,

Strategic Organisational Effectiveness
Practitioner

Mersey Care NHS Foundation Trust

WE IMPROVE THE SERVICE

Winner

Rotational Clinical Fellow Programme: An Educational/Workforce Solution

Kay Carter, Associate Director Strategic Medical Workforce

Ilse Burger, Consultant in Stroke Medicine

Claire Harrison, Workforce Project Lead Joanna Davies, Medical Workforce Projects Manager
Northern Care Alliance and Salford Royal NHS Foundation Trust

As a result of an all-time high of staff shortages in the junior medical workforce, and significant locum spend in 2017, Salford Royal FT developed a training programme for national and international 'Rotational Clinical Fellows' (RCFs).

The programme was developed by the senior medical workforce, whose experience has resulted in a high-quality and attractive training programme based on the foundation that junior doctors are more interested in education, training and career development than financial gain. The programme is also intended to appeal to overseas doctors looking for placements in the UK.

The programme guarantees that the Trust provides the same level of training and educational and career advice opportunities as are provided to doctors in training, including study leave, appraisal and teaching. Rotations are tailored to the individual needs of the RCF to support their applications to training programmes. These posts rotate around different specialties in an organised and structured way, which means rotations can be structured to meet individual needs while also meeting the needs of the service.

Currently Salford Royal have 46 RCF doctors, 35 of whom are from overseas and span 13 different countries. HEE UK trainees who want to bridge a 12 month gap in employment also utilise the program to gain further experience before applying for higher UK training schemes.

As a result of the programme, the trust has saved just over £739,000 in the year 2018/2019 and are predicted a 2019/2020 net saving of £368,000.

The programme is now oversubscribed and the Trust are in the process of rolling it out to their partner organisation in the Northern Care Alliance, where they also have a significant agency spend. They are also developing a Senior Clinical Fellow Programme to enable the RCFs to progress to more senior positions in the trust.

Judges Comments:

"Innovative response to a national Dr shortage problem. This is something that is transportable across the system to give wider benefits to the service."

WE LOOK AFTER OUR PEOPLE

Winner

Support for Armed Forces & Reservists

Caroline Durdle, HR Business Manager

Sarah Pickering, HR Advisor

Stockport NHS Foundation Trust

Following feedback from an armed forces veteran patient, Stockport re-evaluated its care provision for veterans and also its support for members of staff in the Reserve Forces.

As a result, the trust has provided training and education to improve the care and support given to veterans, amending pathways in and out of hospital to align with and refer to veteran-focused services and organisations.

The trust has also implemented a Reserve Forces Training and Mobilisation policy, which supports staff who are part of the Reserve Forces. This is done by allowing staff additional leave to attend camps, having an Armed Forces Champion and recognising Reserves day and an Armed Forces week, during which staff are encouraged to wear military uniform.

The trust also offers veterans a pre-employment programme - supporting veterans with entry level employment in the NHS. They provide health and social care level 1 accreditation pre-employment training at Stockport College, followed by work-based training at the trust. The attendees have access to mentors throughout and are guaranteed a job interview once they have completed all elements of the programme.

Additionally, the trust has opened up opportunities for serving or ex-military personnel to shadow colleagues in the trust in order to understand which would be the most suitable role for them when leaving the forces. As a result the trust has successfully employed many serving and former members of the Armed Forces.

The Trust is one of nine organisations from across the North West of England who have been awarded Silver under the Ministry of Defence Employer Recognition Scheme for their support to Defence and the wider Armed Forces community.

Judges' comments:

"Demonstrates a person centred approach with real benefits for the organisation and the patient."

Finalists

A partnership approach to Nurse Recruitment

Paul Henshaw, Head of Resourcing

Audrey Parkinson, Employee Service Centre Manager

Antony Makepeace, Matron

Sam Bulpitt, Operational Lead – Pre-Registration Team

Bolton NHS Foundation Trust

School's out for summer in East Cheshire

Wendy Barker, Head of Education, L&D

East Cheshire NHS Trust



Finalists

Caring for the Carers

Lisa Gammack, Head of Organisational Development

Bolton NHS Foundation Trust

Working Carers Toolkit for Employers

Jo Finnerty, Workforce Lead Social Care

Greater Manchester Health and Social Care Partnership



WE TAKE CARE OF TALENT

Winner

Empowering Women into Leadership

Anna Hobson, Strategic OD Manager

Macaila Finch, L&D Manager

Lisa Tyndall, L&D Manager

Ged Blezard, Director of Operations

Steve Hynes, Deputy Director of Operations

North West Ambulance Service

To challenge the preconception that ambulance trusts are a male dominated area, the North West Ambulance Service launched their 'Empowering Women' talent programme. This programme has been developed to address the gap in representation of senior females within PES.

The Service have developed a 12 month programme which gives delegates the chance to gain greater exposure to operational issues and areas of practice whilst also developing their confidence and conviction, supporting them on their journey to becoming brilliant leaders.

The programme provides women with relevant development, knowledge and skills, allowing them to approach internal vacancies with greater self-assurance. The aim is to arm women with the tools they need to break the mould and progress in specific areas that have been historically underrepresented by women.

One to one coaching and reviews are offered to all delegates; progress is then tracked against the development themes that came up during these one to one sessions, prior to reviewing their progress upon completion.

This programme has led to a rise in confidence, internal job applications and moves not only into more senior roles but across wider directorates.

The trust have shared this practice across the Northern Ambulance Alliance and are working collaboratively to build a 'Some Leaders and Born Women' network, which will tackle the challenging issues which women face within what has previously been described as a male dominated working environment.

Judges Comments:

"Clear evidence of impact and organisational learning with robust plans for next steps."

Finalists

Creating a thriving workplace at Manchester Health and Care Commissioning

Catherine Shutt, Head of Workforce and Organisational Development

Rachel Pearson, Performance and Quality Improvement Manager

Manchester Health and Care Commissioning

Growing our Own - Development of a Payroll Apprenticeship and Training Programme

Pauline Jones, Head of Service Development

Jennie Dwerryhouse, Assistant Director of Employment Services
St Helens & Knowsley NHS Teaching Hospital Trust



WE WORK ACROSS SYSTEMS

Winner

Greater Manchester Health and Social Care Workforce Collaborative

Yvonne Rogers, Deputy Director of Workforce / Strategic Workforce Lead

Greater Manchester Health & Social Care Partnership

In order to improve the health and well-being of Greater Manchester's population and deliver the bold ambition of devolution, Greater Manchester Health and Social Care Workforce Collaborative (GMHSC) was set up to bring together partners from 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 combining skills from 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.

The collaborative has a number of significant achievements, including delivering the region's first joint nurse recruitment campaign, 'Be a Greater Manchester Nurse'. The campaign is the first of its kind to bring together NHS Trusts, GP practices and the independent care sector. The campaign helped to recruit 136 more nursing students in the 2018/19 programme.

The collaborative is also focussing on a number of new projects, including a guaranteed employment scheme for nurses and the 'Teaching Care Homes' pilot: a virtual reality programme that encourages young people to join the sector. They are also in the process of developing schemes that will make it easier to move from one organisation to another, and tackle race equality.

Judges Comments:

"They show true system wide working."

Finalists

Cross sector Working – Race Equality across GM public sectors

Tara Hewitt, Group Equality & Inclusion Programme Manager
Northern Care Alliance NHS Group

Global Fellows – An international partnership approach in response to the workforce crisis in radiology

Liesje Turner, Assistant Director - Workforce - Strategic Recruitment

Robin Proctor, Clinical Director - Consultant Radiologist

University Hospitals of Morecambe Bay NHS Foundation Trust



RISING STAR

Winner

Gemma Davies

Recruitment Manager

East Cheshire NHS Trust

Gemma joined East Cheshire NHS trust in April 2017 and made it her mission to turn the reputation of the recruitment service around. When Gemma joined the trust, recruitment had a poor reputation, with managers complaining that processes took too long, weren't responsive and were too bureaucratic.

Gemma started with the basics, reviewing all the processes in place to ensure that they supported both the managers' and candidates' needs. This year she implemented a new recruitment system that has visibly shortened the time to hire of the recruitment process. She also widened how the trust market their jobs, investing time into social media, job fairs and other avenues. This has resulted in a 17% increase in applications. Gemma has also transformed the nursing recruitment process, reducing the administrative burden on short-staffed nurses in managerial positions. As a result, over the last 18 months, time to hire has reduced from 58 working days to 45 - much lower than the national average.

Gemma's leadership skills have encouraged and supported the recruitment team to understand the true impact that they have – the whole team are committed to making the recruitment process much more accessible for front line staff. Her team now make sure that they go out to managers to help with recruitment paperwork and processes and they are also the first to volunteer to assist committee and support clinical staff at times of pressure.

Gemma also leads the regional recruitment manager group to ensure that Trusts continue to work collectively and support each other in the face of the region's recruitment challenges – her ability to lead this group despite being one of the more junior members demonstrates her strong leadership skills and her potential to progress beyond that expected in her career.

Everyone in the Trust knows who Gemma is and, more importantly, they know they can rely on her for advice and support on all things recruitment. Over the past couple of years, she has made a massive impact on the recruitment team and their reputation. Her ongoing commitment and passion to do the right thing for patients and staff shows she is a true Rising Star!

Judges comments:

“Clearly very dedicated, going the extra mile with a focus on her impact on patient care.”



HEMPSONS

OVERALL WINNER

Empowering Women into Leadership

Anna Hobson, Strategic OD Manager, **Macaila Finch**, L&D Manager, **Lisa Tyndall**, L&D Manager, **Ged Blezard**, Director of Operations, **Steve Hynes**, Deputy Director of Operations
North West Ambulance Service

Judges Comments:

“Clear evidence of impact and organisational learning with robust plans for next steps. ”