

100%

EXCEL



WINNERS GUIDE

HPMA IS ALL
ABOUT PEOPLE
ACHIEVING
GREAT THINGS
FOR THEMSELVES
& FOR PATIENTS.
YOU CAN ALL FEEL
REALLY PROUD
OF ALL THE WORK
YOU HAVE DONE.

Every finalist and winner highlighted in this guide can be proud of leading the HR and OD community across the UK and it is a superb opportunity to recognise the great work that they and all those that applied have delivered. These are prime examples of what our people do to improve the care given to patients. Thank you and well done.

Now in our 26th year, the HPMA's annual awards have been more hotly contested than ever and the judges had to agonise over all of the decisions – several categories were very closely run. It is great to see so much excellence in HR management from every HPMA branch across the UK.

The awards are a centrepiece of HPMA's busy events programme, which has greatly expanded this year. The roadshows are in full swing, our branches are delivering more learning events than ever before and are starting to run joint events with other like-minded organisations that want to promote excellence in HR and people management in their sectors. Great opportunities for all our members to learn, share and generate new ideas and practices.

Our recently refreshed vision for HPMA – improving health through people – is becoming a reality, step by step. Every contribution from every HPMA member, committed to delivering and sharing excellence in people and HR takes us all a step further.

We hope in learning more about the good practice highlighted here you will be encouraged to develop your own ideas and projects, and create the environment for teams to do the same: great people management leads to improved outcomes.

The success of the HPMA awards programme would not be possible without the efforts of those of you who enter, the support of our sponsors and judges and the work of our delivery partner Chamberlain Dunn. **Thank you all for this support.**

A handwritten signature in magenta ink, reading 'Deborah Tarrant'.

Deborah Tarrant
HPMA President

SHARING
IMPROVING
EXCELLING

CAPSTICKS AWARD FOR INNOVATION IN HR

THE WINNER IS...



Development of a Composite Workforce Model for West Cumberland Hospital – Whitehaven

JULIAN AUCKLAND-LEWIS

Deputy Director of Strategy (not pictured)

ISLA EDGAR

Principal Human Resources Business Partner

KATIE POULTON

Acute Physician

North Cumbria University Hospital Trust

Recognising the scarcity of medical staff willing to fulfil non-training junior and middle grade roles, it was decided that the acute medicine

workforce at West Cumberland Hospital should be replaced by suitably trained and experienced clinicians from a variety of clinical backgrounds.

“ Outstanding innovation. Very impressed by the process of getting agreement from medical staff about the use of any clinician for the training.”

WHAT HAS THE PROJECT ACHIEVED?

- The model is novel because it places a non-medical clinician in charge of the acute medical take (i.e. the most senior clinical decision maker on-site).
- By the end of 2018, it is intended that all 28 trainee advanced clinical practitioners (TACPs) will have achieved Masters/ACP status.
- There is less reliance upon medical locums, and quality and safety concerns expressed by the CQC – which had led to a grading of ‘inadequate’ – have been addressed.

WANT TO FIND OUT MORE?

This innovation is being shared through the ‘Acute medical model in small DGHs’ project. The trust is also developing a network of small/coastal DGH ‘buddy’ partners and a how-to guide. For more information, email Julian.Auckland-Lewis@ncuh.nhs.uk

THE FINALISTS



Safecare at Plymouth

Beverley Allingham

Bill Chapman

Claire Ackerman

(not pictured)

Nicky Phillips

(not pictured)

Plymouth Hospitals NHS Trust

Beverley.allingham@nhs.net



StaffVoice

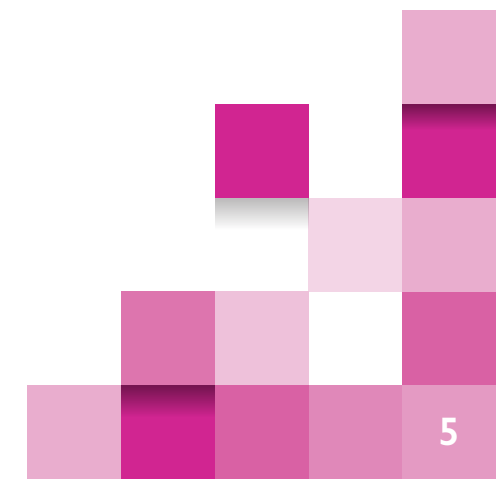
Darryn Allcorn

Susanne Brunner

(not pictured)

Northern Devon Healthcare
NHS Trust

darryn.allcorn@nhs.net



CHAMBERLAIN DUNN LEARNING AWARD FOR EDUCATION, LEARNING AND DEVELOPMENT INITIATIVE

THE WINNER IS...



Investing in Excellence at Royal Berkshire Foundation Trust

CHRIS PLUMB

Learning & OD Consultant

NIKKI KENYON-SMITH

Learning & OD Manager

Royal Berkshire NHS Foundation Trust

Investing in Excellence (IIE) is a four-day programme (two days followed by another two days a month later) created by a US firm, the Pacific Institute. It takes the principles of positive psychology and applies them in a simple and easy to understand way. The programme was offered to all staff (regardless of grade) on the assumption that everyone has a contribution to play in shaping the culture of an organisation.

“The team have continued to champion this programme and maintain board commitment. Their resilience, energy and positivity shine through.”

WHAT HAS THE PROJECT ACHIEVED?

- Universally positive ratings initially– 100% of delegates would recommend IIE to a colleague. Strong (96%) agreement that programme benefitted them. 100% rating for facilitators.
- 100% of delegates reported new learning/increased knowledge/new personal insights as a result of attending. This was sustained at 3 month and 12 month follow up as self-reported.
- Numerous anecdotal stories from managers noticing significant behavioural changes in staff returning from the programme.

WANT TO FIND OUT MORE?

The trust is running a stand at the Health Education Thames Valley leadership awards this year and have also communicated the success of the programme to L&D colleagues in neighbouring trusts. It is offering places on our programmes for staff from other trusts to attend so they can experience it first hand. For more information, email christopher.plumb@royalberkshire.nhs.uk

HIGHLY COMMENDED



Watford Workshops & the NHS

Hein Scheffer

Adrian Manning

(not pictured)

Linda McIntyre

Herts Valleys Clinical
Commissioning Group

hein.scheffer@hertsvalleysccg.nhs.uk

THE FINALISTS



Leadership & Management
Development Pathway

Steve Andrews

Pat Cotton

East & North Hertfordshire NHS Trust

steve.andrews5@nhs.net

HEALTH SHIELD FRIENDLY SOCIETY AWARD FOR WELLBEING

THE WINNER IS...



SWBH Benefits

AMIR ALI

Head of Employee Benefits (not pictured)

JENNY WRIGHT

Health & Wellbeing Manager

RAFFAELA GOODBY

Director of HR and OD

Sandwell and West Birmingham Hospitals NHS Trust

While Sandwell and West Birmingham Hospitals NHS Trust had historically offered various health and wellbeing benefits, they were fragmented and had no dedicated management or communication resources, resulting in limited staff engagement. However, with SWBH Benefits, all existing benefits, along with a wealth of fantastic new ones, are now managed within a single platform for the first time, and supported by a dedicated management team and communication activities.

“We really liked the comprehensive nature of the package and that they celebrated all of the things that were already on offer. Great to see a focus on lower banded staff.”

WHAT HAS THE PROJECT ACHIEVED?

- The 2016 staff survey showed that 86% of staff feel the new benefits package is a positive improvement.
- The trust has improved productivity by reducing sickness absence from 4.9% to 4.5% (April 2016 vs. Jan 2017). This has reduced the cost of sickness from £9.08m to £8.57m, generating savings of £510k.

WANT TO FIND OUT MORE?

In a unique approach, 2017 will see us provide consultancy to trusts across the region to help them create similar benefits offerings, in turn both supporting our wider community whilst also generating income for our own trust. For more information, email amir.ali1@nhs.net

THE FINALISTS



bWell app & website –
Pioneering the Way in Staff
Wellbeing Resources

Samantha Whann
Brendan McConaghy

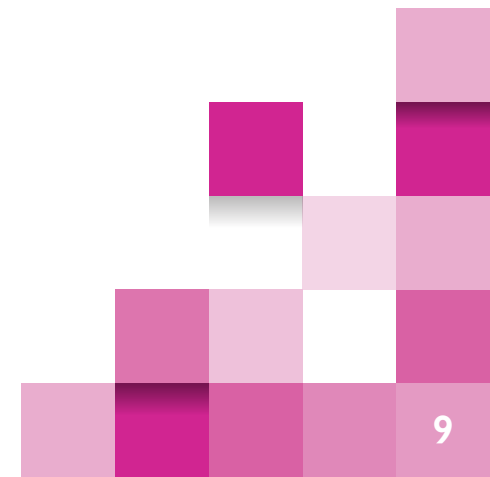
Belfast Health & Social Care Trust
samantha.whann@belfasttrust.hscni.net



King's Mill Hospital Staff
Health & Wellbeing Approach

Anne Burton
Rebecca Loveridge

Sherwood Forest Hospitals NHS FT
anne.burton@sfh-tr.nhs.uk



AWARD FOR EXCELLENCE IN EMPLOYEE ENGAGEMENT

THE WINNER IS...

neyber

Fairer finance for employees



‘Be the Change’

LOUISE McKENZIE

Director of Workforce Transformation

MARK HINCHCLIFFE

Programme Management Office Manager (not pictured)

KEEFAI YEONG

Consultant

Ashford & St Peter's Hospitals NHS Foundation Trust

‘Be the Change’ launched in February 2014 as a programme conceived by junior doctors. It provides staff with the opportunity to come forward with ideas for improvement, but also creates opportunities for front-line staff to become ‘Change Champions’ and to develop new skills in their roles.

“Engaged all levels of the workforce and responded to every single person, whatever the idea. Very clear and impressive.”

WHAT HAS THE PROJECT ACHIEVED?

- Hundreds of postcards were submitted with ideas for improvement from across the organisation and over 40 QI projects were launched with a junior doctor and local ‘change champion’ leading each one. The top 3 QI projects received recognition by the Executive team and support to full implementation.
- The programme has spread and is now a vital part of the quality improvement strategy for the whole organisation, now using online portals for submitting ideas for change.
- Supporting all staff to do QI has encouraged innovation and experimentation, improved the patient experience and made continuous improvement part of the culture.

WANT TO FIND OUT MORE?

The trust has a quality improvement microsite – www.bethechangeasph.com – which provides staff and anyone with an interest in QI with helpful online tools and resources to get started with improvement. A mobile app is also available to help people to adopt this approach. For more information, email louise.mckenzie@asph.nhs.uk

THE FINALISTS



Maternity Integrated Improvement plan

Gloria Rowland
Tania Marcus

West Hertfordshire Hospitals NHS Trust

Paul.dagama@whht.nhs.uk

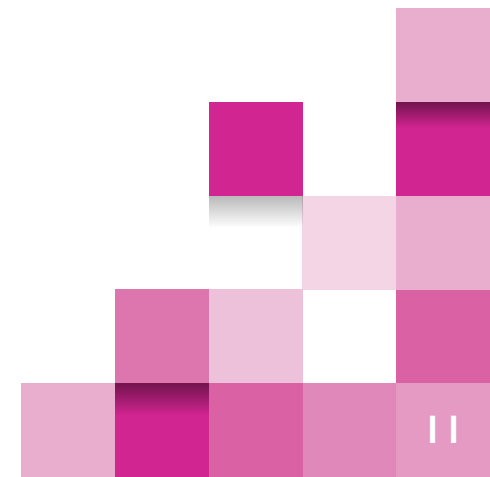


Do You Have a Green Brain?

Emma Goss
Miriam Lester

Royal Bournemouth and Christchurch Hospitals NHS Trust

emma.goss@rbch.nhs.uk



ACADEMI WALES AWARD FOR EXCELLENCE IN ORGANISATIONAL DEVELOPMENT

THE WINNER IS...



Leading with Compassion

LAURA ROGERS

Shropshire and Staffordshire
Leadership and Organisational
Development Lead (not pictured)

CAROLINE DONOVAN

Chief Executive, North Staffordshire
Combined Healthcare (not pictured)

ROBERT CRAGG

Deputy Director Strategy and
People, North Staffordshire
Combined Healthcare NHS Trust

SARAH LEHMANN

Assistant Director of HR and
Head of OD, University Hospitals
of North Midlands

Shropshire and Staffordshire Leadership Leads Group

“The judges loved the simplicity of this entry – compassion needs to be at the heart of everything we do.”

This is an accessible scheme whereby staff, patients and carers nominate anyone who they believe has demonstrated ‘leading with compassion’. The scheme was designed to acknowledge

and reward compassionate acts, however big, small, subtle, impactful, fleeting or enduring they may be. Each nominee receives a bespoke card which contains the details of the nomination, and a badge which indicates they have been recognised for acting compassionately.

WHAT HAS THE PROJECT ACHIEVED?

- 1,500 compassionate acts have been shared across 11 NHS organisations, which have given rise to 1,500 potential experiences to spread positive behaviours.
- The first ever NHS definition of compassion and 7 qualities of healthcare compassion.
- The receipt of simple recognition cards and badges has enhanced staff engagement and the impact on staff practice and sense of pride has been profound.

WANT TO FIND OUT MORE?

A package of learning materials has been developed for organisations interested in introducing the scheme. The trust has a website www.nhscompassion.org which is regularly updated with learning, inspirational literature and case studies to support further learning. For more information, email laura.rogers@northstaffs.nhs.uk

THE FINALISTS



Our ‘Good to Outstanding’
(G2O) Programme

Jo Catlin
Ian Crich
(not pictured)

Jo Bennis

Peterborough and Stamford
Hospitals NHS Foundation Trust
johanne.catlin@pbbh-tr.nhs.uk

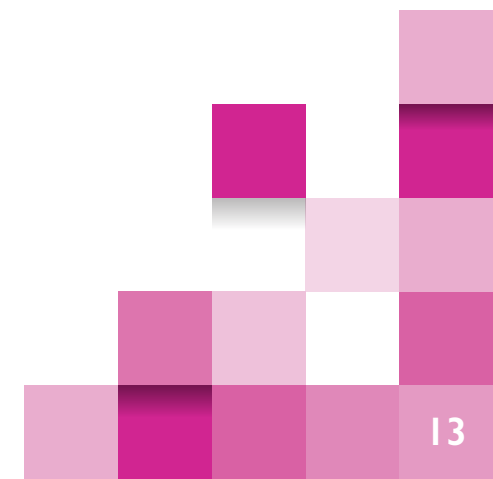


Bay Learning and
Improvement Collaborative

Sally Baines
Rachel Fleming
(not pictured)

Matthew France

Bay Health and Care Partners
Matthew.france@mbht.nhs.uk



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



THE WINNER IS...



A New Attendance Policy... A New Approach To People Management

ASHLEY JUDD

Deputy Director of Workforce

HARRY SEDDON

Chair of Staff Side at Norfolk and Norwich

Norfolk and Norwich University Hospitals NHS FT

Following a 'horror' story about how sickness absence was being tackled at Norfolk and Norwich University Hospitals

FT, an attendance policy was formulated instead of a sickness policy. Members of the Pay and Conditions of Service (PACS) committee worked together to change the status quo and avoid dispute and mistrust – it really was a partnership with both sides pushing for radical change.

Compelling story of a fundamental shift to a 'people' focus. An authentic example of partnership in action.

WHAT HAS THE PROJECT ACHIEVED?

- In the six months to January 2017, sickness figures for each month (August 2016 to January 2017) have been lower than the comparable months from 12 and 24 months previously.
- The actual levels of sickness in the six months to January 2017 were approximately 5% lower than 12 months previously.
- Fewer staff are being sanctioned despite 'hitting' the 'trigger points' – evidence of a qualitative assessment by managers 'knowing their staff'.

WANT TO FIND OUT MORE?

For more information, email ashley.judd@nnuh.nhs.uk

THE FINALISTS



Reasonable Adjustments Passport

Amanda Wildgust

Lynn Booth

Derbyshire Community Health Services NHS FT

amanda.wildgust@nhs.net



Learning in Partnership

Darren Barber

Georgina Goodman (not pictured)

Lorraine Wellard

The Queen Elizabeth Hospital, Kings Lynn

darren.barber@qehkl.nhs.uk



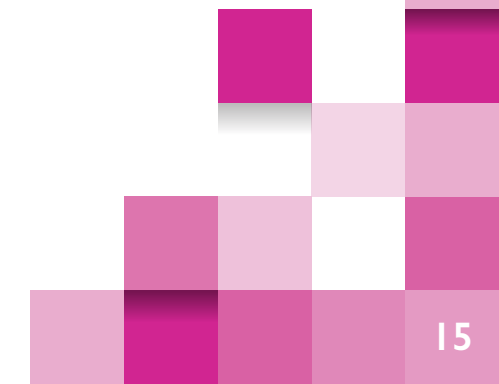
Feel Good Friday

Patrick Ross-Osborne

Steve Jones

North Staffs Combined Healthcare NHS Trust

patrick.ross-osborne1@northstaffs.nhs.uk



UNIVERSITY OF BRADFORD AWARD FOR CROSS-SECTOR WORKING



THE WINNER IS...



Cumbria Learning & Improvement Collaborative: Cross Sector Training

TONI HALL

Cumbria Partnership Foundation Trust Education & Learning Manager
Cumbria Learning & Improvement Collaborative Programme Manager

SUE GALLAGHER

Lay Representative

Cumbria Clinical Commissioning Group

Following the success of a training programme for registered nurses, this project provided the opportunity to deliver free clinical skill awareness workshops for all non-registered health and care support workers across the independent sector and NHS. It brought staff together from different organisations to share expertise, build networks, problem solve and build confidence.

“Brilliant opportunity.
This training has made a real difference to patients and staff and has ability to have a UK-wide impact.”

WHAT HAS THE PROJECT ACHIEVED?

- Between June 2016 and February 2017, 177 workshops were delivered.
- Over 1,300 different staff were trained from over 250 over places of work.
- Staff made 1,500+ promises to implement actions from the workshops.

WANT TO FIND OUT MORE?

This will become 'business as usual' for North, West and East Cumbria STP as the leadership team has committed to develop a clinical skills programme for 2017/18. For more information, email Toni.hall@cumbria.nhs.uk

THE FINALISTS



Get On the Bus!

Sarah Montgomery
Alison Balson

Wrightington, Wigan and Leigh NHS FT
sarah.montgomery@wwl.nhs.uk



Wear Recovery Partnership

Michelle Gill
Amanda Oakes

Northumberland Tyne and Wear FT
michelle.gill@ntw.nhs.uk



The Sheffield Health & Social Care NHS FT & Mental Health Uganda Gulu Branch

Greg Harrison
Kim Parker

The Sheffield Health & Social Care (SHSC) NHS FT
Caroline.Parry@shsc.nhs.uk



BMJ CAREERS AWARD FOR WORKING SMARTER

THE WINNER IS...



Working Together for Better Outcomes

PAUL DA GAMA
Director of Human Resources

SHARON MASON
Strategic Workstream Lead
(not pictured)

TOM SIMONS
Chief People Officer

JANE GOODALL
Purchasing Manager

The Herts and Beds Agency Consortium

Since NHS Improvement (NHSI) set rate caps in October 2015 to reduce spend on agency staff, health trusts across Herts and Beds have worked collectively to not only implement the rate caps, but also approach the topic holistically. The key principle agreed by all trusts through a memorandum of understanding was 'open book', i.e. all current agency rates and bank rates were openly shared in the spirit of complete collaboration.

“The panel were really impressed with the collaborative approach. People can now ask themselves ‘what’s the reason not to collaborate’ rather than the other way round.”

WHAT HAS THE PROJECT ACHIEVED?

- This united approach to sharing intelligence means that NHS organisations aren't inadvertently driving up prices by competing against each other for staff.
- There is no longer any benefit for workers to 'rate chase' between trusts, which has led to a more stable workforce and better consistency of care.
- Trusts can incentivise agencies with higher volumes of work through combined buying power. As more people are employed permanently by trusts the vacancy rate is decreasing.
- Total savings across nursing/allied health professionals/medical locums between Nov 2015/Dec 2016 is £6m.

WANT TO FIND OUT MORE?

For more information, email paul.dagama@whht.nhs.uk

THE FINALISTS



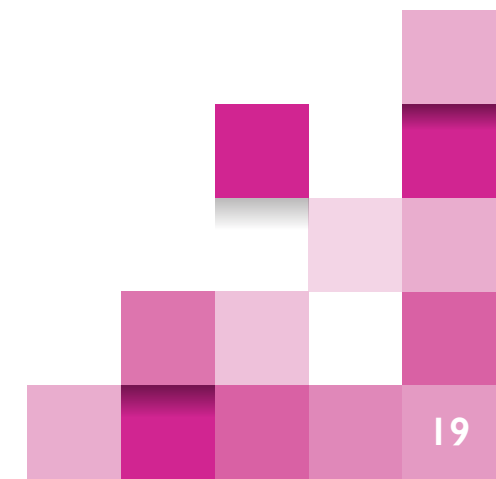
Casework Investigation Unit

Claire Toms
Alison Newcomb-Ferreday
Sandwell & West Birmingham
NHS Trust
c.toms@nhs.net



Reducing and Tackling Agency Spend

Christine Brereton
Amanda Dunkley
North Cumbria University
Hospital Trust
christine.brereton@ncuh.nhs.uk



HSJ STRATEGIC RECRUITMENT AWARD

THE WINNER IS...

FOR HEALTHCARE LEADERS
HSJ



#joincwmtaf

GARTH HARDACRE

Asst Director of Workforce & OD (not pictured)

JOANNA DAVIS

Director of Workforce and OD

SARA MASON

Senior Business Partner

Cwm Taf University Health Board

“The panel applauded the innovation in choice of advertising media and that the project is sustainable at no extra cost.

The #joincwmtaf Nurse Recruitment Campaign was launched to position Cwm Taf University Health Board as an employer of choice. The aim was to increase the number of nurses it recruits, set against the backdrop

of a national shortage. The campaign was launched in August, exploiting social media to save money and reach the target audience, with a Channel 4 On Demand element being live for a month.

WHAT HAS THE PROJECT ACHIEVED?

- Across all media – 1,320,408 impressions @ £0.019 per eyeball were recorded.
- The campaign attracted significant media and political interest. The Chief Executive and Nurses were interviewed by both the BBC and ITV news, providing unplanned publicity. The campaign was also identified by the Welsh First Minister and the Health Minister, amongst a number of politicians and major figures in other organisations such as the RCN.
- There was successful attraction of candidates in the immediate months post-campaign, rising from 142 applications in August 2016 to 272 in November and job offers roughly doubling from 25 to 52 over the same time period.

WANT TO FIND OUT MORE?

The creation of a microsite provided not only a step improvement in the trust's ability to showcase its vacancies, but it gave a longstanding platform to market Cwm Taf as an employer of choice. For more information, email gareth.hardacre@wales.nhs.uk

THE FINALISTS



Project ENHanced

Pawel Tamberg

Jo Stiles

East and North Hertfordshire
NHS Trust

Pawel.tamberg@nhs.net



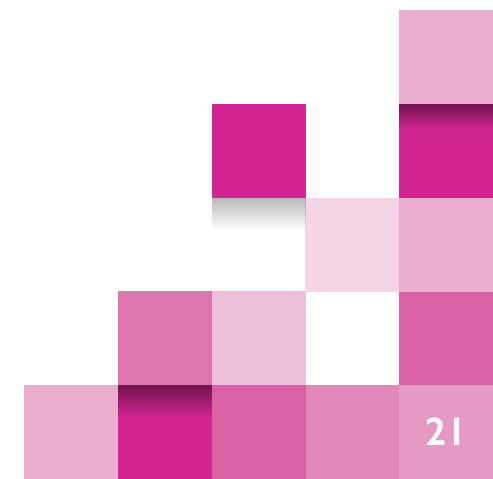
A New Kind of Trust

Diane Poulson

Jane Haire

University Hospitals of
North Midlands NHS Trust

diane.poulson@uhnm.nhs.uk



AWARD FOR BEST USE OF YOUR ESR

THE WINNER IS...

Electronic Staff Record Programme



Transforming Hire to Retire processes across NHS Wales

HELEN THOMAS

Programme Manager

VANESSA DAVIES

Head of Occupational Health

NHS Wales Shared Services Partnership and Hywell Ddd UHB

Prior to this project there was significant variation in the use of OH systems and processes. Duplication of data entry was significant, as were inconsistencies in processes, resulting in significant delays in appointing to posts. An ESR 'Hire to Retire' vision was developed that defined the process from confirmation of preferred applicant to occupational health clearance and readiness to commence in post.

The resilience and continued motivation and enthusiasm of the leads over the four years is to be admired.

WHAT HAS THE PROJECT ACHIEVED?

- An 80% reduction in duplication of data entry for occupational health administration teams.
- Occupational health process steps have been reduced by about 20%.
- Time savings of 23,835 hours per annum within occupational health and recruitment processes.
- The project has significantly raised the profile of OH services and enhanced contract benefits including collaborating with the pilot organisations to maximise training, OH developments and user forums.

WANT TO FIND OUT MORE?

This project will act as a blueprint for the deployment of the ESR/OH bi-directional interface across all remaining Wales NHS organisations. For more information, email helen.thomas7@wales.nhs.uk or vanessa.davies2@wales.nhs.uk

THE FINALISTS



Expanding the use of
ESR to 900 GP Surgeries

John Foo
Michael Foo

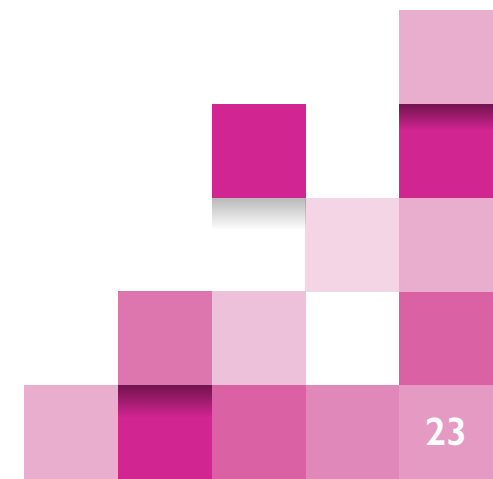
St Helens and Knowsley
Teaching Hospitals Trust
john.foo@sthk.nhs.uk



Implementation of Nursing
Revalidation in ESR

Steve Emmerson
Suzanne Medows

The Newcastle upon Tyne
Hospitals NHS Trust
steve.emmerson@nuth.nhs.uk



NHS DIGITAL AWARD FOR HR ANALYTICS

THE WINNER IS...



Interactive Benchmarking Tools for Workforce Redesign

DIANE WILLIAMS

Workforce Information
Data Analyst

RYAN CUNNINGHAM

Workforce Information Manager

Workforce, Education and Development Services (WEDS),
NHS Wales Shared Services

The team has created and developed four user-friendly benchmarking data tools in MS Excel, to help the users of NHS Wales' organisations easily interact with an all-Wales ESR data set, without having to be Excel experts, or actually having to access the ESR Data Warehouse itself.

“The team has achieved a lot with no extra resource and had an impact at a national level.”

WHAT HAS THE PROJECT ACHIEVED?

- The tools have helped users to perform workforce planning activities and to identify opportunities to redesign the workforce more effectively, by providing instant and direct access to key workforce data.
- Since the four tools were completed in 2015, and presented to the 10 NHS Wales organisations, there are currently 356 senior managers who have first-hand practical experience of them via workshops.
- 70 users have received practical and interactive demonstrations through the integration of workforce planning and other workforce workshops.
- 179 users are using the tools without any classroom training and are assisted by the illustrated user guides provided.

WANT TO FIND OUT MORE?

Organisations are being supported to build their own local tools, with the Workforce Information team supplying the technical platform and the organisation populating the programme with their own data. Benchmarking tools could be built for other independent organisations such as the Welsh Ambulance Service Trust. For more information, email diane.williams4@wales.nhs.uk

THE FINALISTS



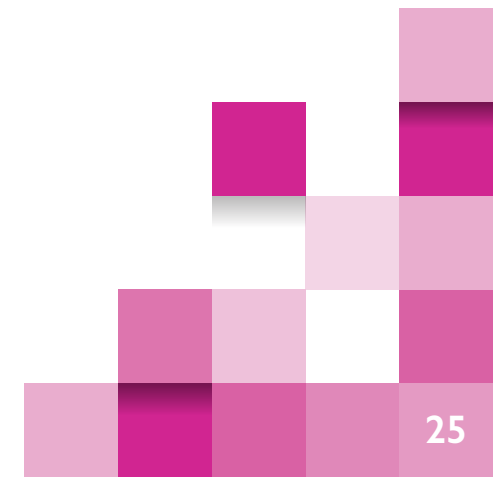
**Electronic Workforce
Intelligence Portal**

Nigel Moloney
Jonathan Hodges
Central Manchester University
Hospitals NHS FT
nigel.moloney@cmft.nhs.uk



**Go Engage: Turning the
Science Behind Employee
Engagement into Practice**

Nicole Ferguson
Rachel Holden
Wrightington, Wigan
and Leigh NHS FT
Nicole.Ferguson@wwl.nhs.uk



MOST EFFECTIVE USE OF DIVERSITY TO STRENGTHEN GOVERNANCE, RECRUITMENT OR PROMOTION

THE WINNER IS...

DIVERSITY
BY DESIGN



Promote & Improve Equality, Diversity, Inclusion for Black Asian and Minority Ethnic Service Staff & Service Users

LIZ JOHNSON

Head of Equality and Inclusion

MANREESH BAINS

Project Lead

Sheffield Health and Social Care (SHSC) NHS Foundation Trust

“An innovative project focussing on an excellent mentoring programme for BME staff.”

This project aimed to not only support BME staff in their personal development but also to provide an opportunity for board members to listen to

BME staff and gain a greater understanding of their personal experiences within the organisation. The involvement of trust executives in the project meant that a proposal to continue the project into the second and now third phase was supported because the ‘hearts and minds’ argument had already been won.

WHAT HAS THE PROJECT ACHIEVED?

- In January 2017, a half year report indicated that the percentage of staff in Band 6 had increased from 6% to 7.5% (long term target 9%). The percentage of staff in Band 7 had increased from 6% to 6.5% (long term target 9%) and the percentage of staff in Bands 8-9 had increased from 3% to 4.1% (long term target 9%).
- BME staff engagement was also measured through the number of staff involved in the staff network group, this increased from 4 at the start of the project in 2015 to over 40 by December 2016.

WANT TO FIND OUT MORE?

In terms of CPD, the trust now plans to undertake an annual in-house survey. In 2016, for the first time, it included an additional optional section in its NHS staff survey focused on Leadership and Career Development and chose to survey all staff rather than the required sample. For more information, email Liz.johnson@shsc.nhs.uk

THE FINALISTS



Strength in Diversity

Tanise Brown

Louise Clark

(not pictured)

Lisa Neden

The Royal Marsden NHS FT

louise.clark@rmh.nhs.uk



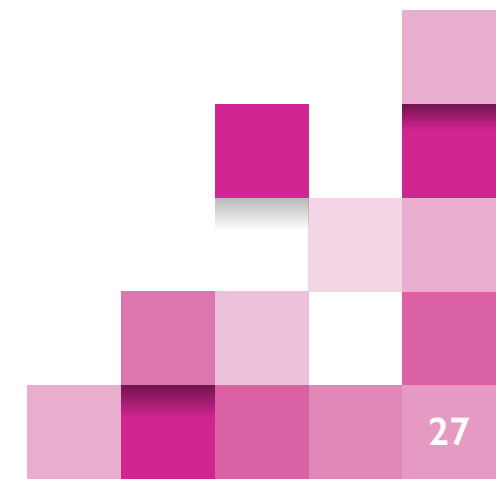
Workforce that Reflects the Ethnic Diversity of the Local Population

Lorraine Cameron

Patricia Campbell

Bradford Teaching Hospitals NHS FT

lorraine.cameron@bthft.nhs.uk



GUARDIAN JOBS RISING STAR AWARD

THE WINNERS ARE...

theguardianjobs

Alison Wilkinson

Senior HR Advisor

Nominated by
FRASER McPHERSON

Leeds Teaching Hospitals
NHS Trust



Alison is a Senior HR Advisor at the Leeds Teaching Hospitals NHS Trust, where she is responsible for servicing the operational HR needs of the management teams and staff of three diverse Clinical Service Units (CSUs), comprising over 1,500 staff across 3 main sites. Entirely on her own initiative, Alison put forward a proposal to develop short training videos in relation to a number of HR practices. She then worked with the Trust's Organisational Learning function to develop a business case for proposal and secured funding to produce the videos.

Rob Rathbone, the LDI General Manager comments: "Mega-efficient is the best way I can describe Alison. She has been supporting the LDI for over a year and has recently become our main HR contact. I've been impressed by the way Alison can handle the most difficult situations while at the same time juggle multiple projects. No matter how tense a meeting may be, she is always calm and measured and is an asset to LTHT".

For more information, email
alison.wilkinson10@nhs.net

Jamie McClenahan

Workforce Development Advisor

Nominated by
JUSTINE STEPHENS

South Eastern Health
& Social Care Trust



Jamie McClenahan has been working with the Organisation and Workforce Development (OWD) Team within the Human Resources Directorate of the South Eastern Health & Social Care Trust for just over five years. He originally joined the trust working part-time as a Band 1 Domestic and Catering Assistant to help fund his way through university. Jamie has proved himself to be a first-class trainer and the go-to guy for support and general queries on just about any subject that the OWD team deals with.

However, it is as the trust's resident eLearning guru that Jamie's enthusiasm, creativity and bent for innovation really shines. Working with an under-developed set of tools, Jamie taught himself all the skills necessary to maintain, create and develop the organisation's digital resources. Almost single-handedly he has transformed the nature and use of eLearning throughout the organisation. His default position is to assume that no problem is insurmountable, which has endeared him to his team and the whole trust.

For more information, email
jamie.mcclenahan@setrust.hscni.net

Lucy Purdy

Assistant Director –
HR Business Partnering

Nominated by
LOUISE McKENZIE

Ashford & St Peter's Hospitals
NHS Foundation Trust



It is easy to underestimate what a powerhouse Lucy is. Although softly spoken and unassuming, her personal impact and the contribution to our Trust in nine months is incredible.

The diverse nature of her postgraduate experience contributes to her success. She has worked in acute, mental and community healthcare and has a sound knowledge of the current context within which the health system operates. Throughout her career she has demonstrated how she works with leadership teams to develop workforce plans and collaborate with HR specialist teams to organise the delivery of workforce interventions in support of agreed plans. Lucy readily sees opportunities to innovate and do things differently. Within her current role she is sharing her equalities expertise through a patient experience programme.

She has built her credibility with very senior staff (including members of the executive team) very quickly within her current role – the ultimate testimony of this being her recent promotion.

For more information, email
lucy.purdy@asph.nhs.uk

RECRUITMENT TEAM OF THE YEAR

THE WINNER IS...



The Big Bang Recruitment Team

CATHERINE MULLIGAN

HR Business Partner

MICHELLE MORSE

HR Business Partner

Welsh Ambulance Services NHS Trust

“The project was cost-effective and achieved 100% success in recruitment and retention.”

The ‘Big Bang’ recruitment team were tasked with identifying an innovative way to tackle 32 paramedic vacancies at the Welsh Ambulance Services NHS Trust. In 2016, the trust launched a new shared vision and purpose entitled ‘Being our Best’.

As part of this, the team decided to hold a ‘Big Bang’ event in April 2016 in Cardiff and implement a values-based recruitment approach.

WHAT HAS THE PROJECT ACHIEVED?

- As a result of the Big Bang recruitment event, the trust was able to fill all 32 of its paramedic vacancies, ensuring that it was the first ambulance trust across the whole of the UK to fill all paramedic posts.
- The feedback from the event from both applicants and staff was overwhelmingly positive, with 95% stating that they felt that the format of the event was either very good or excellent.
- The targeted social media campaign resulted in the trust recruiting graduates from 12 of the 27 universities offering the Diploma in Paramedic Science.
- As of 31 December 2016, there is a 0% turnover for those paramedics recruited at the Big Bang. A further 15 paramedic vacancies have been identified, however, the success of the Big Bang generated enquiries from potential new recruits.

WANT TO FIND OUT MORE?

For more information, email catherine.mulligan@wales.nhs.uk

THE FINALISTS



To Boldly Go...!

Jonathan West

Katie McGowan (not pictured)

Phil Downing

West Hertfordshire Hospitals NHS Trust

jonathan.west@whht.nhs.uk



Recruitment Team

Clare Ridout

Rowena Welsford (not pictured)

Guy's & St. Thomas' NHS FT

Clare.ridout@gstt.nhs.uk



Recruitment Team

Katy Stretch

Ruth Keeler

University Hospitals of Morecambe Bay NHS FT

Katy.Stretch@mbht.nhs.uk



DEPUTY HR DIRECTOR OF THE YEAR

THE WINNER IS...

NHS
England

Helen Farrington

Nominated by
MARGOT JOHNSON

Central Manchester University Hospital Foundation Trust

Helen is a key member of the HR Leadership team and works very closely with the other directors. She is an excellent team worker, always willing to help support the other directors' agendas as well as providing clear direction in her own area of professional expertise.

“The panel were very taken by Helen's credibility in a complex and challenging environment. Excellent example of sound judgement in a very difficult position.”

The trust has been experiencing the most challenging financial climate in its history. At the start of 2016, the board took the difficult but necessary decision to place the trust into internal turnaround. Helen worked very closely with directors across the trust to develop and implement a staff engagement and improvement programme that has resulted in hundreds of staff, across all divisions, making suggestions and implementing improvement initiatives that have so far resulted in savings and additional income of over £38 million.

Helen has a wealth of OD experience but also has that rare quality of being able to apply proven OD theory in the workplace through instilling in others a true belief in OD. Instead of it being a vague subject that arouses suspicion and uncertainty, she inspires her colleagues to be genuinely excited about OD and the benefits that effective application can bring to their teams and the wider organisation.

WANT TO FIND OUT MORE?

For more information, email helen.farrington@cmft.nhs.uk

HIGHLY
COMMENDED



Anne Lloyd
Nominated by Stephen Moir
NHS England
anne.lloyd@nhs.net

THE FINALISTS



Jonathan West
Nominated by Paul Da Gama
West Hertfordshire Hospitals
NHS Trust
jonathan.west@whht.nhs.uk



Llywodraeth Cymru
Welsh Government

HR TEAM OF THE YEAR

THE WINNER IS...



HR&OD Team

LAWRENCE OSGOOD

Assistant Director of HR

CATHY McKEOWN

Head of Staff Engagement

Wirral University Teaching Hospital NHS Foundation Trust

Guided by their Workforce & Organisational Development Strategy, the HR&OD team at Wirral University Teaching Hospital (WUTH) have been

relentless in their creativity and sheer hard work in pursuit of excellence in the organisation's workforce performance metrics. These have improved dramatically over the last two years.

The HR&OD staff are passionate about the staff engagement agenda, recognising the strong link between staff engagement, quality and patient outcomes. The trust has used the 'Listening into Action' framework to involve every team in the organisation in major engagement events and localised 'huddles'. This agenda has had a huge impact on staff being listened to and supported in improving the environment and the quality of patient care.

The trust has achieved national recognition in this area and was the winner of the Patient Experience National Network Award. WUTH Staff Guardians were included as one of the top 100 NHS stories as part of the #NHS100 Stories campaign.

The HR&OD team are committed to continuing working closely with all members of staff to improve every year so that they reach the top 20% of trusts nationally, as measured in the national staff survey, by the 2017 survey.

WANT TO FIND OUT MORE?

For more information, email LOsgood@nhs.net

“ This is an excellent example of the best in the profession. Passionate and impactful. ”

HIGHLY COMMENDED



Learning & Development Team

Joanne Davies

Samantha Springett

University Hospital of South Manchester NHS FT

Joanne.Davies@uhsm.nhs.uk

THE FINALISTS



Pan London Doctors' Contracts project group HR&OD All Stars

Sarah Nicol

Sarah Ottaway

Royal Free London NHS FT

sarah.nicol4@nhs.net



Medical Workforce Team

Carol Robinson

Julie Sutcliffe

Leeds Teaching Hospitals Trust

Juliesutcliffe@nhs.net



HR DIRECTOR OF THE YEAR

THE WINNER IS...



Phillip Marshall

Harrogate and District NHS Foundation Trust

At Harrogate & District NHS Foundation Trust (HDFT), the HR Director is someone who looks beyond his own organisational boundaries, leads from the front and is driven by his passion for the NHS. Phillip is recognised for being approachable, inclusive and honest and he creates conditions for his team to excel.

“*Phillip is held in great regard by his own team, peers in his trust and, critically, other partners outside the organisation all of whom value his honest and approachable manner underscored by humility and modesty. Phillip is a fantastic asset to the HR community but more importantly the NHS. A truly deserving HR Director of the Year.*”

Phillip believes strongly in true partnership working. Ray Gray, Regional Organiser for Unison said, “For partnership to work it has to be more than just words on a document and in Harrogate, Phillip ensures that we are listened to, respected and feel part of a real partnership that has the interest of the staff and the patients at the heart of all that we do.”

This year Phillip has spearheaded the implementation of a values and behaviours framework incorporating values-based appraisals and provided leadership to the roll out of the Quality Charter. The 2015 National Staff Survey showed that HDFT was ranked third nationally in its category. This increased again in 2016 for the third consecutive year.

Danny Mortimer, Chief Executive of NHS Employers describes Phillip as, “One of the pre-eminent HRD experts in terms of workforce development, skills and education.”

WANT TO FIND OUT MORE?

For more information, email phillip.marshall@hdft.nhs.uk

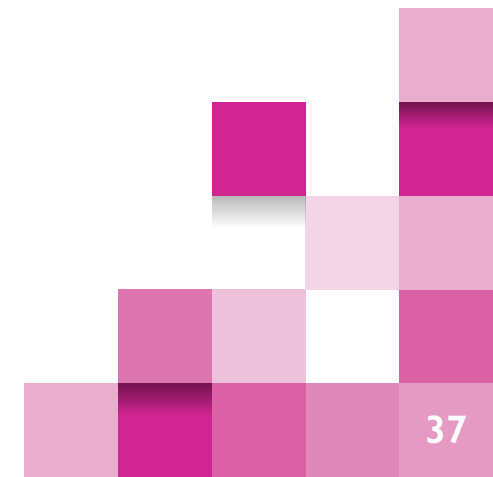
THE FINALISTS



Janet Wilkinson
University Hospital of South
Manchester NHS FT
janet.wilkinson1@uhsm.nhs.uk



Paul Da Gama
West Hertfordshire Hospitals
NHS Trust
paul.dagama@whht.nhs.uk



PRESIDENT'S AWARD FOR OUTSTANDING LIFETIME ACHIEVEMENT

DACbeachcroft



Elaine Way

Chief Executive

Western HSC Trust

Elaine joined health and social care in 1977 as a graduate trainee and from an early stage in her career, identified that HR was the specialism for her, rising through the ranks quickly to become a Director of Human Resources, before advancing to become a Chief Executive in 1996.

Elaine has, throughout her career, been passionate and enthusiastic about the people management agenda and the positive impact that strong HR management can have on patient and client care.

As a busy Chief Executive, Elaine committed to being President of the Association of Healthcare Human Resource Management (AHHRM) from 2002-2004 and was in charge when the name changed to Healthcare People Management Association – to reflect the belief that people management is everyone's business. Using her considerable energy and influence, Elaine brought HR front and centre, touring the four nations to speak at conferences and introducing the HR awards. Much of this legacy shapes how HR is today.

From 2006 to date Elaine has been Chief Executive of the Western HSC Trust, one of the largest and most complex public sector organisations in the UK. Chief Executive from the Trust's inception, Elaine had to build a team subsequent to the most radical restructuring of health and social care in Northern Ireland in a generation. Merging three 'legacy' trusts, all with different challenges and cultures was a daunting task which Elaine met with relish. Gathering staff around her one stated aim of 'providing high quality patient and client-centred care delivered by well trained staff with high morale' Elaine, through her dynamic and visible leadership, ensured that every member of the Western Trust team felt valued and critical to future organisational success.

She is vivacious, energetic, interested, engaging, forward thinking, someone who values and supports her colleagues and is a kind and compassionate leader who inspires and motivates those she comes in contact with. In short, she embodies all the qualities of an exemplary HR leader.

Elaine is retiring after 40 years of dedicated public service and the theme tune she brought to her work: 'Don't stop me now, I'm having a good time' will become the theme tune of her life.

“As Workforce Director at the Department of Health from 2001 to 2006, I was fortunate enough to see at first hand, the enormous contribution made by Elaine Way to HR in the NHS. I can think of no-one more deserving than her to be recognised by the HPMA for her lifetime achievement.”

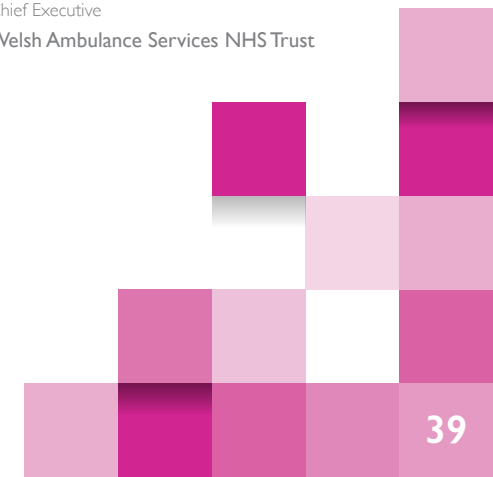
Andrew Foster
Chief Executive

Wrightington, Wigan and Leigh
NHS Foundation Trust

“Whenever I am asked to identify role models who have influenced me through my career Elaine is always the person I mention. Her warm engaging style has enabled people at all levels and from all professions to relate to her.”

Tracy Myhill
Chief Executive

Welsh Ambulance Services NHS Trust



THANK YOU TO ALL OUR SPONSORS...



DACbeachcroft

Electronic Staff Record Programme



theguardianjobs



Academi Wales was established in June 2013 as the Welsh public service's centre for leadership excellence. Academi Wales provides access to cutting edge development opportunities for all public service leaders and managers, building capability, capacity and collaboration to deliver the best public services for Wales.

www.academiwales.org.uk

Hiring the right doctor is one of the most important investments that any organisation can make. With our high quality audience, **BMJ Careers** is the first choice for recruiters looking for the best candidates. We partner with clients to identify fast and effective recruitment solutions, saving them time and money. We get results.

See jobs.bmj.com, email careers@bmj.com or call 020 7383 6344

Capsticks is the UK's leading specialist healthcare law firm. Our national Employment Team of 50 specialist lawyers, along with our unique HR Advisory and Consultancy Services, advise healthcare clients across the country, including NHS provider and commissioning organisations, national advisory bodies and independent healthcare providers. We have the skills and experience to help you achieve your goals, because we know the healthcare business inside out. At a time of continuing pressure on workforce leaders in healthcare to deliver both savings and quality, we are helping them and their organisations by providing innovative and cost-effective legal solutions.

www.capsticks.com/expertise/health-and-social-care/employment/

Chamberlain Dunn Learning has been delivering bespoke learning and development programmes to public and third sector organisations throughout the UK for over twenty five years. It specialises in management, leadership, personal skills, finance and budgeting, and project management. Its 18-strong faculty of course leaders and associates are all highly experienced in these sectors and can deliver inspiring programmes to audiences of all levels.

www.chamberlaindunnlearning.co.uk

DAC Beachcroft is the legal firm of choice for health and social care, with the largest health employment and pensions team nationally. We were named legal adviser of the year - public sector at the 2013 and 2014 Health Investor Awards. What sets us apart is our in-depth understanding of the challenges faced by HR Directors and their teams within health and social care and our ability to provide commercial, innovative and practical answers to a wide range of issues. "Exceptional employment practice celebrated for its expertise in matters related to large reorganisations and restructurings... A very good team that gets results and offers good response times" Chambers UK 2015.

www.dacbeachcroft.com/health

Diversity by Design is a consultancy, co-founded by Simon Fanshawe OBE and Roy Hutchins, that uses the power of difference to help you make your organisation or business more effective. The work we do is energising, valuable and drives performance. Using the latest research in the field, we work with you to re-design your ways of hiring, promoting and retaining to close the gap between good intentions in relation to diversity and measurable outcomes.

diversitybydesign.co.uk

Our broad knowledge and experience base makes **Good Governance Institute (GGI)** a distinctive partner in governance and assurance development. Our core skillset is matching understanding and expertise in governance systems with the business needs and strategies of the organisations we work with. We assist organisations to recognise that strong and transparent, united governance is a key tenet of a strategic and dynamic organisation – particularly one encountering growth and transformation.

www.good-governance.org.uk

Guardian Jobs uses innovative audience targeting that allows recruiters to capitalise on the Guardian's huge online reach. We connect your vacancies to relevant, high quality candidates within the health sector (including 369,000 monthly browsers of our healthcare network, a dedicated editorial space for news, comment and analysis).

Tell us your challenge today, email steven.norris@theguardian.com or call 020 3353 2085

Health Sector Jobs is a recruitment marketing company working directly with leading healthcare employers to reduce their dependency on temporary agency staff through the direct recruitment of healthcare professionals. We are a single source for employers looking to develop and implement direct hiring strategies. We simplify the digital advertising landscape for our customers, while still embracing traditional methods of recruitment advertising. Our products and services include recruitment events, online recruitment & microsites and digital marketing.

To learn more about our products and services visit www.healthsectorjobs.com

Health Shield is a non-profit making friendly society with over 137 years' experience of healthcare provision. We provide award winning cash plans to hundreds of businesses around the UK with a range of schemes to suit all business needs. Health Shield cash plans offer a great range of benefits with up to 100% cashback, subject to annual review and up to chosen limits, including optical, dental, physiotherapy, health & wellbeing treatments and many more. Health Shield Corporate schemes help employers to raise productivity and reduced absenteeism amongst their staff.

Call us today on 0120 588 555 or visit www.healthshield.co.uk

HSJ – finding you quality candidates: HSJ is the only title to offer news, opinion and practical advice across the UK healthcare sector and as a result dominates the UK healthcare market. It is an essential healthcare talent attraction resource offering a wide range of tools across several advertising platforms.

www.hsj.co.uk

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

As an arms-length body of the Department of Health, **NHS Digital** is the national provider of information, data and IT systems for commissioners, analysts and clinicians in health and social care. It supports the health and care system by operating and developing IT systems, collecting, processing and publishing data, ensuring organisations meet information and security standards and helping patients make informed choices about their care, while ensuring their data is kept safe. NHS Digital has offices around England and employs 2,600 staff as IT specialists, programme and project managers, statisticians, analysts, and information security experts.

www.digital.nhs.uk

The NHS Electronic Staff Record (ESR) is a national workforce system for the NHS across England and Wales. To date it remains the world's largest integrated HR, Payroll and learning management system, paying 1.4 million NHS employees, which equates to 5.6% of the population in England and Wales. This ground-breaking and successful programme is delivered by the Department of Health and NHS, in partnership with IBM is your complete workforce management solution.

www.electronicstaffrecord.nhs.uk

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.

www.england.nhs.uk

The University of Bradford is a centre of excellence for teaching and research, harnessing technology for the good of society through our academic themes of advanced healthcare, innovative engineering, and sustainable societies. Our students learn from academic experts who are shaping the future of their sectors, in world class facilities. Strong links with industry leaders ensure all students gain real world practical experience. This outstanding provision means our graduates are global in their perspective, capable in their abilities and highly employable.

www.bradford.ac.uk

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

TO OUR TABLE SPONSORS...

 questback



HEMPSONS

Bevan Brittan 

& THANK YOU
TO ALL OF OUR JUDGES



Healthcare People Management Association
The Old Candlemakers, West Street, Lewes BN7 2NZ
T 020 8334 4500 F 020 8332 7201
www.hpma.org.uk

Designed by Chamberlain Dunn Creative
www.chamberlaindunncreative.co.uk

