



EXCELLENCE IN HRM AWARDS // 2016 WINNERS GUIDE

We can all be really proud of the achievements that we have honoured this evening and all the great work our people do to improve the care we give to patients. Thank you.

In our 25th year of the HPMA's annual awards programme, we celebrate excellence in HR management from every branch across the UK. I'm proud of the big part this programme now plays in our vision for HPMA – improving health through people – and particularly our key strategy to share excellence in people and HR.

Every finalist and winner highlighted in this guide can be proud of leading the HR and OD community across the UK. More entries than ever before competed across our 15 categories and this year we seemed to have more agonising decisions to make than usual – several categories were very closely run.

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.



Deborah Tarrant
President
HPMA

 @HPMA_national

CHAMBERLAIN DUNN LEARNING award for excellence in organisational development

NHS
Professionals



WINNERS & OVERALL WINNERS

Once for Wales

Helen Thomas (not pictured)
Deputy ESR Programme Director

Hazel Robinson
Director of Workforce & OD

Julie Rogers
WfIS Technology Enabled Learning
Programme Manager

NHS Wales Shared
Services Partnership

We like the ethos of where they were coming from. There were clear patient outcomes and the project provided a role model for collaboration.

The Judges' comments

The 'Once for Wales' technology enabled learning (TEL) solution gives assurance to organisations that staff are competent and compliant with the required levels of knowledge to safely and efficiently deliver patient care while meeting service, quality and financial challenges.

How has it improved HR practice?

This project has delivered a 'one Wales' national e-learning platform with materials available 24/7, 365 days a year at home or work. This includes:

- Access to e-learning modules outside the NHS Wales family.
- A TEL operating model that eliminates licence costs
- Agile e-learning development – over 200 e-learning courses have been developed by Wales employees for Wales employees
- Accessibility in the use of e-learning – there are approximately 150,000 e-learning users registered
- Use – the average number of learners have grown from 500 (2014) to over 20,000 users a month (2016).

Shared learning

A case study has been developed and a website fully developed to enable sharing of all project documents including:

- E-learning development templates
- Quality assurance templates
- User guides
- Frequently asked questions.

Want to find out more?

For more information, email helen.thomas7@wales.nhs.uk

THE FINALISTS



Delivering Tomorrow's Leaders – a FastTrack programme

Juli McQueen, Head of OD (not pictured)
Ann Crumley, Head of OD, Acute Services
Anne MacPherson, Director of HR&OD

NHS Greater Glasgow & Clyde
Email: juli.mcqueen@ggc.scot.nhs.uk



Creating the Barts Heart Centre

Cheryl Lee, OD Lead
Louise Crosby, Director of Nursing
& Governance
Charles Knight, Managing Director

Barts Healthcare NHS Trust
Email: cherylrlee@icloud.com

Capsticks award for innovation in HR



WINNER

Equalities Forum Theatre Group

Sally Edwards
Head of Equality, Diversity & Inclusion

Sarah Thomasin
Community Development Worker

Derbyshire Community Health
Services NHS Foundation Trust

Unique and innovative.
The approach can be easily used
in lots of different areas such as
safeguarding. There is clearly a lot
of potential.

The Judges' comments

The Equalities Forum Theatre Group is a new approach to understanding equality, diversity and inclusion, which gets right to the core of the issues and engages the audience in a way never experienced before. Our Equalities Forum Theatre Group, made up of staff in clinical and non-clinical roles, develop and act out a wide range of scenarios based on real-life experiences of discrimination, bias and stereotyping.

How has it improved HR practice?

Since the creation of the Equalities Forum Theatre Group, there has been an increase in the proportion of staff stating in the Staff Survey that they've received Equality and Diversity Training. This has increased from 91% in 2013 to 94% in 2014. By using real-life examples to inform the development of the scenarios, they are able to address many of the concerns that are raised by staff. For example, one of the scenarios is about disability equality and includes elements of discrimination, stereotyping, inappropriate behaviour and language. The feedback from staff so far has been incredibly positive with many stating that they have increased confidence in dealing with specific issues and knowing how to get support if they need it.

Shared learning

We have been approached by a number of other NHS Trusts to either provide them with support with their equality-related learning and development provision or with a view to delivering a tailored version of the training we have already developed within their own organisation. Some videos are available on the DCHS' YouTube Channel.

Want to find out more?

For more information, email sallyedwards6@nhs.net

THE FINALISTS



Workforce Information: Making a difference

Suzanne Hartshorne, Deputy Director of HR
Simon Jarvis, Associate Director of Facilities

University Hospitals Birmingham NHS
Foundation Trust

Email: suzanne.hartshorne@uhb.nhs.uk



HR Information Service – Delivering Excellence

Catherine Shannon, Senior HR Manager
Stacie Cleland, Senior HR Officer

Belfast Health and Social Care Trust

Email: catherinep.shannon@belfasttrust.hscni.net

SOCIAL PARTNERSHIP FORUM award for partnership working between employers and trade unions



WINNER

See Something Say Something

Denyze Harris
Speech and Language Therapist

Dawn Dawson
Head of General Nursing and Patient Safety

Somerset Partnership NHS
Foundation Trust

The approach to partnership working was creative, practical and led to cultural change, without that being an initial intention. It was evident that the joint project had an impact from floor to board.

The Judges' comments

Somerset Partnership Foundation Trust worked in partnership with staff side to develop a system to empower staff to have conversations to not only challenge the less than ideal behaviours they saw but also, and equally importantly, to praise and reinforce all the positive behaviours.

How has it improved HR practice?

In the areas that embraced the See Something Say Something concept, there has been a significant reduction in recruitment and retention difficulties. Since the project commenced there has been a real change in working relationships between staff side and management, working closely to deliver some very difficult decisions. Long may that continue. 'See Something Say Something' has become part of everyday business at the trust. The chairman introduces the programme to new starters as part of the induction day, and it is woven into all training so that it becomes part of the organisational DNA.

Shared learning

It has to be owned by the staff and this means engagement with all staff to get their experiences in. Executive buy-in is essential – the programme would not have been as successful without this. The whole Board engaged enthusiastically and having been trained by staff side and management they were able to challenge and praise, and be challenged by staff. Partnership working with staff side from the outset was key as was making it as much fun as possible when training, so everyone sees the relevance and meaning of Seeing Something and Saying Something.

Want to find out more?

For more information, email denyze.harris@sompar.nhs.uk

THE FINALISTS



Cultural Ambassadors Project

Bruno Daniel, Senior Equality & Diversity Lead
Jane Paterson, Senior RCN Officer

Birmingham and Solihull Mental Health
NHS Foundation Trust
Royal College of Nursing

Email: bruno.daniel@bsmhft.nhs.uk



Developing Modern Apprentices in Partnership

Laura McKie, Workforce Employability Lead
Donald Sime, Employee Director

NHS Greater Glasgow and Clyde

Email: Laura.mckie@ggc.scot.nhs.uk

SCOTTISH GOVERNMENT award for employee engagement



WINNER

The Mum Test

Yvonne Davies
EFP Staff Engagement Champion

John Simpson (not pictured)
EFP Staff Engagement Champion

Lorraine Whitehead
Deputy Director of Corporate Services

University Hospitals of
North Midlands NHS Trust

Clearly a lot of time and energy was put into this project with lots of commitment and passion demonstrated by the engagement champions. Great that positive relationships been built with PFI.

The Judges' comments

The Estates, Facilities and PFI Division (EFP) at the University Hospitals of North Midlands NHS Trust created a staff engagement programme that focused on making a number of small changes towards improved staff engagement leading to longer-term sustainable improvements.

How has it improved HR practice?

Staff engagement events have improved performance through the delivery of a culture of trust, confidence and respect at all levels. A poignant message was delivered when the Director of EFP circulated a photograph of his elderly mum asking attendees to consider 'the mum test' in fulfilling their day to day roles; how would individuals want their own mum treated throughout her patient journey; ensuring a comfortable and caring welcome to a clean and tidy hospital by staff prepared to go that extra mile to provide patient care second to none.

Shared learning

The key to successful staff engagement is to ensure the buy-in of all staff from Band 1 to Director. Staff should be empowered to promote on-going improvement to feel they are making a difference and that their 'employee voice' counts. Effective communications are essential so that staff feel comfortable in making suggestions knowing that senior management will provide feedback. A 'You Said....We Did....' approach has proved successful. The 'Mum Test' ensures that staff directly relate to patient needs and appreciate how their role impacts on the patient experience. Visit www.youtube.com

Want to find out more?

For more information, email Yvonne.davies@uhns.nhs.uk

THE FINALISTS



Listening into Action – 100 Day Challenge

Catherine McKeown, Head of Staff
Engagement

Sharon Landrum, OD Facilitator

Wirral University Teaching Hospital
NHS Foundation Trust

Email: catherine.mckeown@nhs.net



Implementing the Change and Inspire Employee Wellbeing Programme

Zipporah Jempeji, Staff Engagement Manager
Claire Johnston, Director of Nursing & People

Camden & Islington NHS Foundation Trust

Email: Zipporah.Jempeji@candi.nhs.uk

Award for best use of ESR to support the NHS workforce agenda

Electronic Staff Record Programme



WINNER

Revalidation Project

Nicola Fowler
HR Transformation Programme Manager

Lisa Sharp
Project Lead - NMC Revalidation

Peterborough & Stamford Hospitals
NHS Foundation Trust

The trust is ahead of the game using revalidation as part of ESR. They have a passion for ESR and were focused on the benefits for nurses and patient care.

The Judges' comments

This was a collaborative project between the nursing and HR directorates to implement the Electronic Staff Record (ESR) appraisal module and self-service functionality to support the introduction of the NMC revalidation guidelines.

How has it improved HR practice?

The user-friendly system helps registrants keep up-to-date with their practice and clinical proficiency, and provide quality patient care. The system supports the governance to individuals, the trust, relevant professional bodies and the NMC, and is an active record of staff being fully regulated. By using the ESR solution, the Trust has achieved a total cost saving of £105,696 approx. over a three year cycle for all nurses to revalidation. Workforce data maintenance indirect costs are also greatly reduced, due to all workforce changes, supervisor hierarchy and self-service access being maintained in ESR; a substantial time and resource saving to the trust.

Shared learning

As ESR is the national workforce solution for the NHS, all trusts will have the system embedded at varying degrees. As a minimum, trusts will be using it as a HR and payroll system. Therefore to implement the revalidation solution simply requires adopting a new module.

The new way of working involving a self-service approach is required whether trusts use ESR or an alternative system. The key difference is that by choosing ESR, trusts already have a workforce system with an established infrastructure for maintenance.

Want to find out more?

For more information, email Nicola.fowler@pbh-tr.nhs.uk

THE FINALISTS



ESR strategy linked to service reconfiguration and improvement

Rhonda Watters, Head of Performance, Information & Planning

Takura Chiketa, Workforce Analyst

Lindsay Freeston, Workforce Analyst

East & North Hertfordshire NHS Trust

Email: rhonda.watters@nhs.net



Giving time back to care

Ruth Thomas, Head of Training

Sue Heafield, Assistant HR Director – Workforce

2gether NHS Foundation Trust

Email: ruth.thomas11@nhs.net

TMP WORLDWIDE award for excellence in HR social media

tmp.worldwide



WINNER

ABM Flu Fighters 2015 – An Interactive Campaign

Dawn Williams
Occupational Health Senior Nurse Manager

Angharad Price
Deputy Head of Communications

Bev Edgar
Director of HR

ABM University Health Board

Focused campaign with clear objectives. Right channels aimed at the right people with the right contact and very positive outcomes.

The Judges' comments

The ABMU staff flu campaign 2015/16 firmly based the flu experiences of health board staff at the centre of their campaign. The aim was for staff to encourage and promote the flu vaccination among their colleagues and in turn act as role models for patients and carers.

How has it improved HR practice?

During a period of considerable organisational change and pressure on the organisation, ABM achieved 50% uptake among frontline staff by the end of November 2015 and 54% by the end of January 2016. This is a 12% increase compared to 2014 and saw the Welsh Government target being achieved for the first time in the first year that the target was not mentioned in any communications.

Shared learning

An in-house staff flu video was also made which saw individual members of staff talking about their personal and working experiences of flu. This was made available to staff via the interactive intranet and was adapted to cover all at-risk groups for use on Facebook, Twitter and YouTube. This achieved:

- 10 staff bulletins generating 18,338 views and 136 comments
- 22 Facebook posts reached 104,338 people generating 131 comments, 643 likes and shared 416 times.
- 22 Tweets creating an impression of 24,966.

Want to find out more?

For more information, email dawn.d.williams@wales.nhs.uk

THE FINALISTS



GOSH_HROD

James Devine, Deputy Director of HR&OD
Ali Mohammed, Director of HR&OD

Great Ormond Street Hospital for
Children NHS Foundation Trust

Email: james.devine@gosh.nhs.uk



The Social Impact of #Superhospital

Beth Maher, Associate Director
– Marketing, Communication & Engagement
Laura Stevens, Commercial Marketing Specialist

Derby Teaching Hospitals
NHS Foundation Trust

Email: beth.maher@nhs.net

CIPD award for best improvement of HR capability in a team

CIPD
*Championing better
work and working lives*



WINNER

Comprehensive Workforce Service Review

Jenny Crighton
Strategic HR Business Partner

Amanda Oates
Executive Director of Workforce

Mersey Care NHS Trust

Excellent work to support organisational transformation by an HR team which provided a different service more closely aligned to the business strategy.

The Judges' comments

A full review of the trust workforce function was undertaken over the past 18 months which has demonstrated substantial improvement in HR capability from a strategic and operational focus across all workforce services.

How has it improved HR practice?

The benefits realised range from enhanced proactive support, effective balance between strategic and operational focus, and increased constructive challenge to divisional decision making. Some examples include:

- Three years consecutive improvement in staff engagement, motivation, making a difference to the lives of service users within Annual Staff Survey.
- Second highest response rates for Staff Survey across comparator Trusts at 59%.

Shared learning

Learning that would be valuable to share with other organisations includes the importance of achieving a balance within the revised workforce structure of divisionally aligned roles, of both a strategic and operational nature, and the centralised focus on priority areas for the organisation such as sickness absence and employee relations activity. In practice this structure ensures that clinical and corporate services have proactive support provided to all elements of their workforce needs. This structure has also led to significant improvements in the trust-wide planning, monitoring and reporting of workforce services.

Want to find out more?

For more information, email jenny.crighton@merseycare.nhs.uk

THE FINALISTS



Recruitment management

Isimeme Egbuniwe, Head of Resourcing
Debbie Eytayo, Deputy Director of Workforce

Lewisham and Greenwich NHS Trust
Email: debbie.eyitayo1@nhs.net



UHSM's vision

Andrew Jones (not pictured),
Deputy Director of HR & OD
Charlotte Vaughan, HR Business Partner
Bethany Darbyshire, OD Business Partner

University Hospital South Manchester
NHS Foundation Trust
Email: andrew.jones1@uhsm.nhs.uk

ASTON OD award for team-based working



WINNER

Supporting Positive Improved Changes in Community Nursing

Dusty Millar
Head of OD

Janine Gargett
Integrated Clinical Team Lead

Lincolnshire Community Health
Services NHS Trust

There was good team work and evidence of positive impact. Good team building structures and a two team structure was put in place.

The Judges' comments

During 2015/16, 8 members of the OD and Workforce Team have been undergoing a programme of development to improve their capability in the areas of coaching, consultancy and facilitation. These skills can be deployed in the Trust to support the delivery of the organisational strategic objectives and support a clinical leadership/management team.

How has it improved HR practice?

- There has been a shift from reactive to proactive management.
- The monthly meetings have expanded and developed new objectives like improving handovers, calibrating how managers feel through 'checking-in' 'checking-out' at the start/end of each meeting.
- OD Team support has been reduced as the leadership team now own and deliver the intervention.

Shared learning

The scalability of this is massive. The learning was the importance of team-based working in delivering better outcomes for staff and patients. But of equal importance was how OD can operate with the business in a much more client-focused way. The changing relationship between OD acting more like an internal consultant and not having the solution was also an experiment of a new way of working.

Want to find out more?

For more information, email Dusty.millar@lincs-chs.nhs.uk

THE FINALISTS



Staff Volunteering Programme

Jo Wood, Deputy Director of HR
Sarah Watson, Ward Sister

The Ipswich Hospital NHS Trust
Email: jo.wood@ipswichhospital.nhs.uk



Teamwork is the Best Investment

Dawn Thompson, Associate Director of OD
Sue Slater, Training Manager
Julie Richardson, Residential Co-ordinator

North Staffordshire Combined
Healthcare NHS Trust
Email: Dawn.Thompson@northstaffs.nhs.uk



Leading Teams for Perfect Care

Jo Davidson, Head of OE and Learning
Fiona Smith, OE Practitioner (not pictured)
Amanda Oates, Executive Director of Workforce
Mersey Care NHS Trust
Email: joanne.davidson@merseycare.nhs.uk

HSJ award for strategic approach to recruitment

FOR HEALTHCARE LEADERS
HSJ



WINNER

Choose South Cumbria

Hazel Smith
Primary Care Development Lead

Karmini McCann
Workforce Business Partner

Kate North (not pictured)
Workforce Futures Manager

Luke Diccio
Business Development Manager

The NHS in Cumbria
(c/o University Hospitals of
Morecambe Bay NHS Foundation Trust)

A great example of cross industry partnership working. The idea of 'partner' recruitment for the family or group is an excellent 'hook'.

The Judges' comments

Choose South Cumbria is a recruitment collaboration between NHS and private sector employers in the South Cumbria locality to promote the region as a place to live, work and play.

How has it improved HR practice?

The campaign has brought together key employers in the region. For the NHS partners in the locality, it is the first time every vacancy, including from General Practice, have been advertised together. No hard and fast set targets were set as this was the launch of a new brand with a long-term proposition. 2015 activity sets a benchmark for future measurement. Impact has been measured through audience reached and engaged with (focus on quality rather than quantity) with primary measures through website statistics and social media.

Shared learning

The last 12 months have resulted in unprecedented recruitment activity for the NHS collaborative. The Acute Trust has recruited 518 new starters (processing 6200 applications). Registered Nursing and Midwifery staff in post growth has been 6.8%, almost 7 times that of the national reference group.

Want to find out more?

For more information, email Karmini.mccann@mbht.nhs.uk

THE FINALISTS



South London and Maudsley NHS Foundation Trust Recruitment Strategy

Louise Pratt, HR Business Partner
Roddy Wells, Head of Employee Services

South London and Maudsley NHS Foundation Trust & TMP Worldwide
Email: rodgy.wells@slam.nhs.uk



You're talented, we're great... come and be part of our community nursing teams

Ruth Griffin, HR Business Partner
Chris Knibb, Head of Comms

Hertfordshire Community NHS Trust
Email: ruth.griffin@hct.nhs.uk

CMP RESOLUTIONS 'Courage to Manage' Award



WINNER

Stay Safe Campaign

Ian Cromarty
Health and Safety Manager

Tony Gent
Deputy Estates Manager

Derbyshire Community Health
Services NHS Foundation Trust

It put staff in the driving seat – it gave them the courage to put themselves first and act differently which resulted in improving patient care.

The Judges' comments

The project is designed to help create a Zero Harm environment where all of our staff, contractors, visitors and members of the public go home safely at the end of each and every day.

How has it improved HR practice?

We have seen a 24.4% increase in near miss reporting in 2014 and a further 26% increase in 2015. This shows that staff culture is changing, with staff feeling more able to report incidents even if they are a near miss. Minor injuries have reduced by 5% since 2013 and Riddor reportable injuries (over 7-day injuries) have been reduced by 3% over the same two-year period. The 2015 staff survey has also confirmed that since 2013 we have seen a 4% improvement in errors/near misses/incidents that could hurt staff.

Shared learning

We would happily visit other healthcare organisations and assist them with a review of their health and safety management systems. The programme of initiatives implemented at DCHS could be replicated in other NHS healthcare organisations. We believe that the key elements which led to the success of our initiative are:

- Executive and Board support
- Specific focus on the alignment of staff injuries and behaviour
- Simplification of policies and operating procedures to reduce the complexity of information provided to staff
- Cost savings from a reduction in injuries and litigation costs enabling a reduction in bank and agency costs when staff are off from injury.
- Focussing engagement on staff safety through all areas of the trust ensuring that we removed 'silo management' attitudes.

Want to find out more?

For more information, email ian.cromarty@nhs.net

THE FINALISTS



Improving BME employee experience

Karmini McCann, Workforce Business Partner

David Wilkinson (not pictured), Director of Workforce & OD

University Hospitals of Morecambe Bay
NHS Foundation Trust

Email: karmini.mccann@mbht.nhs.uk



Trust Mediation Pool

Bruno Daniel, Senior Equality and Diversity Lead

Birmingham and Solihull Mental Health
NHS Foundation Trust

Email: bruno.daniel@bsmhft.nhs.uk

ACADEMI WALES award for leadership development

AcademiWales



WINNER

Engaging Leaders Programme

Hazel Murgatroyd
Leadership and OD Manager

Fiona Sherburn
Deputy Director HR and OD

Bradford District Care NHS
Foundation Trust

This is a holistic approach
to creating a streamlined
and cohesive structure for
leadership development.

The Judges' comments

A high impact leadership programme developing leadership competence, influencing a positive culture shift to support delivery of quality services, promoting and supporting wellbeing and resilience.

How has it improved HR practice?

Strong event management has ensured that all participants received the right information, at the right time which has seen high attendance and satisfaction levels. Attendance across the 2015 programme has remained high (83% – 96%). We have also created an improved online resource which provides access to programme slides, tools and leadership resources. Participants reported that they had a better understanding of the importance of leadership and that they were:

- Feeling more confident and self-aware
- Engaging more positively with their teams and taking active steps to empower individuals and teams
- Involving staff with changes and decisions
- Harnessing talent in their teams to improve resourcefulness.

Shared learning

We have made some progress in sharing and promoting the learning from the programme through the use of social media. This is an opportunity we are keen to develop further to support our Engaging Leadership Movement within and across our organisations.

Want to find out more?

For more information, email hazel.myrgatroyd@bdct.nhs.uk

THE FINALISTS



Are we speaking your language?
Applying the Process
Communication Model (PCM)
in the NHS

Claire Young, Corporate Learning
Development Manager

Keith Watkins, Senior Trainer

Royal Wolverhampton NHS Trust

Email: claire.young3@nhs.net



Quality Always Leadership; the
DCHS Way

Debbie Taylor, Leadership Development Lead
Julie Thornhill, Ward Manager

Derbyshire Community Health Services
NHS Foundation Trust

Email: debbie.taylor27@nhs.net

Deputy HR director of the year



WINNER

Kerry Eldridge

East and North Hertfordshire
NHS Trust

Kerry is an HRD in waiting. She demonstrated engagement at all levels of the organisation and provided excellent evidence of impact. There is clearly strength and passion from her team and from the CEO/staff on the ground.

The Judges' comments

MILLS & REEVE

Kerry has been instrumental in ensuring delivery of the transformation project at East and North Hertfordshire NHS Trust. At this time she was also the key driver behind a number of significant developments and changes within the Workforce and OD Team.

How has she improved HR practice?

- Movement in Staff Engagement scores from below average nationally to above average in the last year.
- Delivery of the largest CIP programme, £26.2m, in the NHS during 2014/15: Workforce savings were equivalent to 360wte.
- Fully embedded the Trust's Employee Relations Advisory Service and transformed this into a highly regarded and trusted support function: The team trained over 400 managers over a six month period focusing on employment law, emotional intelligence, difficult conversations and bullying and harassment.
- Introduced a five-year people strategy, culture programme including leadership development and talent management.

Personal qualities

Personal and professional development of the team is of high importance and Kerry ensures that training opportunities are provided in alignment with team objectives. Kerry has also re-established a new senior leadership team in HR and brought through a number of existing team members to new, more demanding roles to fully utilise their skills and capabilities. Kerry is extremely well thought of at Board level and influences well at that level. Kerry is a role model for others and is seen as an inspirational leader by her colleagues; her passion for putting the patient first and improvement of services is evident at all times.

Want to find out more?

For more information, email Kerry.eldridge@nhs.net

THE FINALISTS



Lynne Shaw

Northumberland, Tyne and Wear
NHS Foundation Trust

Email: Lynne.Shaw@ntw.nhs.uk



Mark Ratley

West Midlands Ambulance Service
Foundation Trust

Email: mark.ratley@wmas.nhs.uk

HR director of the year

**HARVEY
NASH**



WINNER

Kieran Donaghy

Director of Human Resources and
Organisational Development

Southern Health and Social Care Trust

One of Kieran's greatest strengths is his ability to see solutions and work towards them when many others only see obstacles and dead-ends.

The Judges' comments

Kieran Donaghy has worked within Human Resources in Health and Social Care in N Ireland for almost 40 years, has been a Director of HR for 26 years and since 2007 has held the post of Director of Human Resources and Organisational Development for the Southern Health and Social Care Trust (N Ireland). During the past year the role of Deputy Chief Executive was added to his portfolio.

As Director, Kieran is held in the highest possible esteem by his colleagues in other Trusts, the Department of Health and Social Services, Trade Unions, local education providers and a range of other stakeholders. He has led the development of a number of regional policies and initiatives to include most recently an e-locum service for medical staff. Within N Ireland HSC, and for many years Kieran has been at the leading edge in how he has introduced a HR business partner model in Health and Social Care.

Kieran's contributions have been at local Trust and also regional level in N Ireland Health and Social Care and come from his passion for the role of HR in enabling front line teams deliver the highest possible quality of care. His strategic vision, influencing and leadership skills, partnership working, experience and knowledge epitomize why HR deserves a top place in any organization's boardroom. Kieran sees what success will look like and has remained focused on helping to lead the Trust to be a champion of continuous improvement.

Want to find out more?

For more information, email kieran.donaghy@southerntrust.hscni.net

THE FINALISTS



James Mawrey

Director of Workforce

Wirral University Teaching Hospital NHS
Foundation Trust

Email: james.mawrey@nhs.net



Alison Kingscott

Director of Human Resources and Organisational
Development

Salisbury Hospital NHS Foundation Trust

Email: alison.kingscott@salisbury.nhs.uk

HR team of the year



WINNER

South Eastern H&SC Trust

Nominees

Claire Smyth
HR Business Partner

Elaine O'Neill
Deputy Director of Workforce & OD

Demonstrated excellent HR response to significant change showing high levels of resilience and collaboration. Levels of commitment were excellent.

The Judges' comments

In late 2014, as a result of a late political settlement on the budget, the Trust had to achieve a saving of £5m before March 2015. A series of ambitious contingency measures were imposed with a month deadline e.g. temporary closure of 35 beds in three local hospitals, reduction in workforce expenditure through temporary staff and agency reductions, overtime and vacancy control. HR rose to these challenges and these extremely demanding measures were fully achieved within the timeframe due to the exceptional performance of the HR team.

Improvements in HR practice

High level leadership was demonstrated by HR who developed and delivered a suite of structured communications which articulated the organisational strategy and redeployment impact.

Experienced senior managers struggled to deliver these messages and needed clear guidance and leadership from HR. The HRBPs supported them by communicating at large group meetings with staff and TUs, as well as having frequent individual discussions.

Due to the short timeframes and pressures, individuals felt personally aggrieved and a wide range of powerful emotions were displayed which were supported by HR, who appreciated the massive upheaval on individuals who had minimal time to process its impact on their lives (change of rotas, locations, wards, personal life etc.)

Despite these huge challenges, HR demonstrated exceptional team working to achieve every objective.

Want to find out more?

For more information, email Claire.smyth4@setrust.hscni.net

THE FINALISTS



South Western Ambulance Service NHS Foundation Trust

Amy Hanson, Deputy Director of HR

Email: Vicky.evans@swast.nhs.uk



ABMU Health Board

Louise Joseph, Assistant Director
Workforce & OD

Kay Myatt, Head of Learning and Development
Bev Edgar, Director of HR

Email: louise.joseph@wales.nhs.uk

President's award for outstanding lifetime achievement

DACbeachcroft



WINNER

Pat Oakley

Director – Practices made Perfect Ltd,
Teaching & Research Fellow –
King's College London

"Pat's knowledge and networks are infinite and her 'one big explanation' (OBE) style of assimilating the most complex information in a way that all could understand always stays with me. A number of years ago she told me I should be a chief executive and gave me confidence to believe that I could be; now I am!"

Tracy Myhill

Chief Executive, Welsh Ambulance Services NHS Trust

"In the 1980's we had personnel. Then along came Pat Oakley to North West Thames Regional Health Authority... and taught us all about workforce. At that time many units did not even know how many staff they employed. Pat brought us new ways of thinking, skill mix, unit labour costs, and of course workforce planning."

Deborah O'Dea

Past HPMA President

"Hearing Pat speak sets everyone's sights that bit higher and their horizons further. Her influence is game-changing in terms of how we perceive the ambition, scale and sustainability of our practice as professionals in healthcare people management."

Natalie Dowey

Associate Director of OD & Engagement, Barking, Havering and Redbridge University Hospitals NHS Trust

"I have been present on many occasions over the years where Pat has captivated Board level, clinical leaders and HR practitioner audiences with her out of the box thinking around people matters."

David Holmes

Director of HR, Birmingham Community Healthcare NHS Trust

Thank you to all our judges...

Diana Baker
TMP Worldwide
Alex Broughton
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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



NHS Professionals manages temporary staff banks on behalf of more than 65 NHS Trusts across England. An integral part of the NHS, it aims to reduce trusts' spending on flexible workers and improve the clinical governance standards of bank workers. With more than 60,000 flexible workers, the bank comprises general and specialist nurses, doctors, midwives, admin/clerical, allied health professionals, healthcare scientists, and support services among other healthcare professionals.

www.nhsp.co.uk



Uywodraeth Cymru
Welsh Government

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 health and well-being of its citizens.

www.wales.gov.uk/topics/health



The Scottish Government (SG) is the devolved government for Scotland with responsibility for most of the issues of day-to-day concern to the people of Scotland, including education, transport, justice and health. The SG's Health Workforce and Performance Directorate aims to create the conditions to ensure that NHS Scotland has the right workforce to enable it to deliver the Scottish Government's 2020 Vision for Health and Social Care.

www.scotland.gov.uk/Topics/Health



The Social Partnership Forum brings together NHS Employers, NHS trade unions, NHS England, Health Education England 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



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