



Developing and Celebrating Organisational Culture and

ANNUAL AWARDS 2022

1 MARCH 2023



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Improving Health Through People

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WELCOME



Croeso! I am very pleased to welcome you to the HPMA Cymru Conference and Awards Ceremony, 1 March, 2023.

Today's event is centred around "Developing and Celebrating Organisational Culture" that permeates through NHS Wales. Cymru is a fusion of diverse cultures and this diversity is what makes us great, through building teams that bring different viewpoints and talents to the mix which ultimately increases innovation and drives higher performance.

Organisational culture is what shapes us and our organisations. Through a collection of values, expectations and practices that guide and inform the actions of all of those within the organisation, a culture is created. By having an organisational culture that celebrates and promotes diversity, people are empowered to develop their talent and skills which creates a culture where all voices are heard. Today's conference is about bringing the incredible work that is going on throughout NHS Wales and sharing the best practice so we can all positively influence our organisations cultures.

We also want to celebrate the incredible work that is ongoing throughout NHS Wales. This year's calibre of award submissions was incredibly high and it was delightful to read through the excellent projects and initiatives that are being undertaken on a local level. Those who have entered our awards and those who may be thinking about applying in the future, I would encourage you to submit an application to HPMA National Awards which has just opened for nominations. It is evident that the high quality of work that is ongoing within our region should be celebrated on a national level. This is HPMA Cymru's second in-person event following on from the COVID19 pandemic and we are so pleased to see so many of you attend.

This event would not be possible without all of the health boards throughout NHS Wales who have supported HPMA Cymru and additionally without the assistance of our sponsors, including our main sponsors, ACT. We are very thankful for all of those who have been involved in the organising and planning of the conference and awards, without the hard work of those within the committee we would not be here today.

The purpose of the HPMA Cymru is to improve the people management contribution within healthcare and ultimately improve patient care. The Cymru Branch has an important role to support members in building professional and personal support networks, promoting learning, exposing colleagues to new ideas and different ways of working and providing the opportunity and time to reflect on practice – building the capability and impact of people management in Wales.

Diolch yn fawr yn fawr and I hope you enjoy today's event.

Gareth

Gareth Hardacre

HPMA Cymru
Committee Chair

Developing and Celebrating Organisational Culture

9:00am	Arrival and Check In: Tea and Coffee
9:30am	Welcoming Address: Gareth Hardacre, HPMA Cymru Committee Chair
10:00am	Non Richards—Welsh Language Services Manager, <i>NWSSP: Gwnewch y pethau bychain!</i>
11:00am	Key Note Speaker: Noel Mooney CEO, Football Association of Wales
12:00pm	HPMA Cymru Awards Ceremony
12:45pm	Lunch, Networking and Exhibitions Video from NHS Wales URDD
1:30pm	<i>How Staff Networks Support Organisational Culture:</i> Raja Biswas: Cwm Taf Morgannwg University Health Board, CTMUHB Race Equality Network Robert Workman: Swansea Bay University Health Board, CALON Network
2:30pm	Afternoon Break: Tea, Coffee and Welsh Cakes
3:00pm	Break out Rooms: Shared Learning from Health Boards across NHS Wales: NHS Wales Shared Services Partnership: <i>This is Our NWSSP - Culture Change Programme including Values & Behaviours</i> Velindre University NHS Trust: <i>Welsh Language</i> Cardiff and Vale University Health Board: <i>Engagement with nursing staff and the implementation of a cultural leadership programme</i> Hywel Dda University Health Board: <i>Tackling Group Think: 5 Ways to Build Psychological Safety in your organisation</i>
4:00pm	CLOSE

OUR SPEAKERS



Gareth Hardacre

Director of People, Organisation Development & Employment Services - NHS Wales Shared Services Partnership (NWSSP) / HPMA Cymru Chair

Gareth joined NWSSP in June 2018 and is a Chartered Member of the CIPD. He is also the current Chair of HPMA Cymru, and sits on the National HPMA Committee.

He started his career in the Civil Service in 1986 as a Direct Entrant Executive Officer in the Manpower Services Commission's HR Department. His first project was to introduce an IT HRIS for the Wales Region, prior to supervising the Wales regional HR team. Achieving his Postgraduate CIPD in 1989, he spent 6 years in HR roles across the MSC's Employment Department, and Department of Employment in South Wales.

Furthering his career in the private sector, he worked across a range of blue-chip Manufacturing and Hi-Tech companies. During this period, he also attained a Masters Degree (MA) in Managing Human Resources and a DBA (Diploma in Business Administration) from University of South Wales.

Returning to the Public Sector in 2005, he took up post as the Head of Workforce & OD at Caerphilly County Borough Council, leading the HR team across the Authority. In 2015, he took up post as the Assistant Director of Workforce & OD at Cwm Taf UHB, where he led the Operational, Medical, Occupational Health and Workforce Solutions teams prior to joining NWSSP as Director of Workforce. During this period, he designed and delivered a Social Media Recruitment campaign for Nurses, that was a UK HPMA award winner. He also chaired several All Wales workstreams including ESR Self Service, Nursing Workforce Group and Bank & Agency Group.

He is a former Independent Governor at Cardiff Metropolitan University, and a former Board Member at Careers Gwent.



Noel Mooney

Chief Executive Officer / Football Association of Wales

A former professional footballer, Noel has gone on to become Chief Executive of football associations across the UK & Ireland. Noel spent almost a decade at UEFA as Head of Strategy, leading the development of European Football across 55 markets. During that time, he took up the post of Interim CEO at the Football Association of Ireland.

He became Chief Executive of the Football Association of Wales in August 2021 and leads on the implementation of 'Our Wales' – a strategy to drive Welsh football forward to 2026. Noel has a Masters in European Sports Governance with Sciences Po, Paris – and is an international Board Director through IMD Switzerland.



Non Richards

**Welsh Language Services Manager
NHS Wales Shared Services Partnership (NWSSP)**

Non Richards is the Welsh Language Services lead at NWSSP. She joined the organisation in 2016. During her time in Shared Services, she has developed a translation team to support NWSSP in the delivery of Welsh language services. She leads on the Welsh language agenda with Shared Services Partnership Committee, NWSSP's Senior Leadership Group, Heads of Services and managers in the planning of services and the delivery of Welsh language services.

She is the organisation's advisor on the legal requirements of delivering Welsh language services, and leads all internal investigations to complaints received about Welsh language services, or when Welsh standards are breached. She is also responsible for agreeing obligations and local service improvement action plans with all service areas and hosted programmes. Non has had a diverse career working for the BBC here in the UK, BBC World Service, The British Council, Cardiff University and Welsh Government. Non has a passion for other languages and speaks Welsh, English, French, Italian, Arabic and Greek. She loves travelling and learning about different cultures. She enjoys hiking in the great outdoors and spending time in the Snowdonia, Brecon Beacons and Pembrokeshire Coast National parks.



How Staff Networks Support Organisational Culture

Raja Biswas

MBBS, FRCP (UK) DGM (UK) CCST in General Medicine / Geriatric Medicine Consultant Physician – CTMUHB
Honorary Lecturer – Cardiff University Chair – Race Equality Network, CTMUHB

Raja started his journey with the NHS in 1996 as a Senior House Officer. He has been appointed as Consultant Physician /Geriatrician in Cwm Taf Morgannwg University Health Board (CTMUHB), having been in the post since 2006. He is very keen to deliver value-based and prudent healthcare. Apart from his clinical responsibilities, he is interested in hospital management. He was the Clinical Service Group Director in Medicine from 2019-2023. He has provided clinical leadership in his organisation-offering the essential link between clinicians and management. His other passion is ensuring a level playing field for all staff regardless of their background and beliefs. Being an ethnic minority doctor, he understands the challenges and opportunities in the NHS for staff from an Ethnic Minority background. He was elected as the Chair of the Race Equality Network (previously BAME Network) in CTMUHB – a role in which he endeavours to initiate positive changes for all staff, regardless of ethnicity.



Rob Workman

Deputy Head of the Occupational Therapy Service
Swansea Bay University Health Board

Rob is currently the Deputy Head of the Occupational Therapy Service in Swansea Bay University Health Board and Chair of Calon, the LGBT+ & Allies Staff Network. He started work in the organisation as an Occupational Therapy Assistant in 1999 and has happily remained in the service ever since. Prior to moving into a leadership role, his clinical specialty was the rehabilitation of older people, including stroke, falls and dementia, where he worked on busy wards to deliver therapy sessions and arrange safe discharges. As well as clinical work, he has worked as an Associate Lecturer on the Occupational Therapy programme in Cardiff University, and has completed a MSc in Ageing Studies and published a book on his research dissertation, focussing on the use of meaningful activity in retirement transition.

OUR WORKSHOP SPEAKERS



Tackling Group Think: 5 Ways to Build Psychological Safety in your organisation

Psychological safety is a shared belief within a team that it is safe to take risks, speak out about mistakes and to be your true self at work, without fear that this will lead to negative personal or professional consequences. It plays a role in wellbeing by creating an environment in which change can be embraced, with confidence that there is a way in which to resolve conflict.

In our workshop we will look at the different ways we can cultivate psychological safety and recognising barriers to this in your organisation. We want to create a culture of openness that will allow others to come forward with their concerns, doubts, and even failures



Rob Blake

Head of Culture/ Workforce Experience
Hywel Dda University Health Board

Rob has worked in Hywel Dda for seven years and is a CIPD Chartered Member, HR professional, with 20 years in a diverse range of sectors from civil service, retail, BBC and NHS Wales. Rob is passionate around organisational culture, staff experience, wellbeing human behaviours and leadership and is an accredited coach, mediator and 360 facilitator.

In his spare time, he volunteers for the charity 2wish Upon a Star which looks to support families who have suffered child bereavement.



Denise Fitzsimmons

OD Practitioner
Hywel Dda University Health Board

Denise is a CIPD qualified WF&OD professional with 13 years generalist HR experience in Healthcare, Engineering, Education and Recruitment and a specialist in organisational conflict and a qualified Mediator.



OUR WORKSHOP SPEAKERS



Beth yw'r ots ?/ Who cares?: why the Welsh language is important in Health care and how do we begin to win hearts and minds? This is not a lecture!

Jo Williams

Welsh Language Manager
Velindre University NHS Trust

I've worked for the NHS in language promotion for over 14 years having started my career in the arts. Performing on stage was and is my passion however the love for my language comes a very close second.

Having lost my mother to cancer in my early 30's this post came up and I applied for it with the hope that I may be able to make a difference to those who need it. I still believe I can, and I still believe that good communication is central to all good care within the NHS. I was fortunate enough to support these values on a secondment at Welsh Government working on the implementation of the 'more than just words' framework and I firmly believe that working together we can provide a bilingual service at a time where patients and families most need it.

OUR WORKSHOP SPEAKERS



This is Our NWSSP - Culture Change Programme including Values & Behaviours

In this session, Julia Denyer and Abigail Alzetta will share their experiences of leading a cultural change programme at NHS Wales Shared Services Partnership (NWSSP). This session will walk you through the journey from the reasons for change to the initial findings, to the action plan and beyond. There are lessons to be learned and more to achieve and some definite wins to share.



Julia Denyer

Head of Organisational Development
NHS Wales Shared Services Partnership (NWSSP)

Julia has a background in education and IT having begun her career in computer forensics analysis and training on an international level. Julia then moved into private sector training before joining the NHS as an IT Trainer in 2004. Throughout her NHS Wales journey, Julia has worked on a Wales-wide level since 2008 starting with the health informatics professional development programme before moving into a broader organisational development role. An experienced OD Practitioner, coach and mentor, Julia is proud to lead and support a team of dedicated OD colleagues, a team which has tripled in size since she joined NHS Wales Shared Services in 2018, and who share her passion for engaging, motivating and supporting others.



Abi Alzetta

Specialist Organisational Development Facilitator for
Culture and Inclusion
NHS Wales Shared Services Partnership (NWSSP)

Abi's current role provides her an opportunity to engage with services and support the Culture Change Programme, This is Our NWSSP, as well as equality, diversity and inclusion initiatives to support the communities in NWSSP. She is passionate about making a difference and will challenge where needed to make sure NWSSP is an inclusive and compassionate organisation. She has been in the NHS for just over 10 years, starting career in Recruitment, then to Medical Workforce for several years before stepping into a Directorate Support Manager role in Cardiff and Vale UHB. She eventually came back to NWSSP into People and OD. She cares about what she does, and strives for positive change.



OUR WORKSHOP SPEAKERS



Cardiff and Vale University Health Board: Engagement with nursing staff and the implementation of a cultural leadership programme

James Gibbons

Head of Education, Culture and Organisational Development
Cardiff & Vale University Health Board

I am currently Head of Education, Culture and Organisational Development at Cardiff and Vale University Health Board. Formerly a teacher, I have a background in digital education and instructional design, exploring how technology can be used to provide innovative learning experiences. In my current role, I oversee the design and development of our leadership and management offerings, our OD initiatives and lead on building a digitally ready workforce, as part of our People and Culture Plan, which has been created in line with A Healthier Wales: a workforce strategy for health and social care.



HPMA Cymru Awards 2022

We have a number of awards in different categories to be presented at the Conference, these include:

Innovation:

A cutting edge, creative initiative within any sphere of HR, OD or workforce management that has led to improved practice.

Excellence in Organisational Development

An OD initiative or project that has significantly benefited an organisation through improved effectiveness or viability.

Partnership Working Between Employers and Trade Unions

This award will be given to an initiative that fully demonstrates the benefits of true partnership working between employers and trade unions in the provision of health and social care.

Equality, Diversity & Inclusion

Awarded to an organisation that has significantly improved diversity and can demonstrate impact on governance, recruitment and/or promotion.

Workforce Analytics

This category recognises how the analysis of workforce data delivers insight, which generates action, leading to better decision making and better business performance. The project could have brought performance insight by simply providing a new way of looking at, collecting or utilising key data in a new way.

Well-being

This award recognises organisations who can demonstrate how specific employee health, fitness or wellbeing initiatives are making a positive impact on staff satisfaction, motivation, health or productivity.

Education, Learning & Development Initiative: Sponsored by Gower College Swansea

This award category demonstrates a strong link between L&D initiatives and key business goals, including leadership programmes at all levels. An organisational culture that promotes learning, focuses on talent and performance, uses innovative delivery approaches and encourages openness among employees about their development needs.



HPMA Cymru Awards 2022



Cross-sector Working: Sponsored by ALS

Increasingly solutions are not developed or delivered by one sector alone whether public SME, or private, or a combination, but require cross-sector collaboration or there is a solution developed by one sector which is then utilised and implemented in another. This award is for a project, product or service across sectors that, has had a measurable impact and delivered real outcomes for health service clients or customers.

Team of the Year

Awarded to a UK healthcare workforce team working together and achieving exceptional things over the past 12 months.

Welsh Language

This is an award for a team, project or initiative that has promoted and/or embedded the use of the Welsh language within their organisation.

Rising Star: Sponsored by ACT (our main event sponsors)

This is an award for a rising star within an organisation. This person will epitomise the organisations values and goes above and beyond within the workforce sphere. Candidates will have worked within workforce for a minimum of two years (but not necessarily in current role). This award recognises those workforce practitioners who do their job brilliantly well. The nominee should be below the deputy director level or equivalent.





OUR EXHIBITORS



Cwm Taf Morgannwg University Health Board Employee Wellbeing Service

The Cwm Taf Morgannwg University Health Board Employee Wellbeing Service is a small team of Psychological Wellbeing, Mindfulness and Systemic Practitioners, led by a Consultant Clinical Psychologist and Systemic Psychotherapist. We also have a business partner, administrator and a Psychological research analyst to ensure we thoroughly evaluate all that we offer. We provide evidenced based, preventative and treatment interventions to promote positive emotional wellbeing using a stepped care approach.

In addition, we promote positive financial and physical wellbeing, adopting an innovative approach, and work in close collaboration with a network of over 100 Wellbeing Activists – staff who are passionate about supporting and promoting the wellbeing of themselves and their colleagues in their own services.

Our website: <https://ctmuhb.nhs.wales/staff/>

Facebook: @WellExp

Twitter: @WellExp



Legal & Risk Services Employment Team

Since its inception in 2012, the Team has acted for Health Boards and Trusts in a wide and diverse range of Employment Tribunal cases. The Team have also had the privilege of advising on high level strategic policy issues that have arisen. They are conscious that the issues have ramifications for the whole of NHS Wales and deal with them with skill, foresight and diplomacy. Specialist employment lawyers are available to advise on all aspects of employment law and employee relations issues

OUR EXHIBITORS



NHS Wales e-Library

The NHS Wales e-Library connects users to NHS Wales' largest source of health and social care evidence and digital information. Our vision is to provide a high-quality service to promote evidence-based practice and empower users to improve and innovate in health and social care. Discover high quality e-Journals, e-Books, databases, evidence summaries, medicines information, guidelines, e-Learning and more: <https://elh.nhs.wales/>

Cryfhau partneriaeth gymdeithasol Strengthening social partnership

The Social Partnership and Public Procurement (Wales) Bill

Social Partnership is a Welsh way of working, bringing together government, business and trade unions to tackle the challenges we face and improve outcomes for the people of Wales. The [Social Partnership and Public Procurement \(Wales\) Bill](#) fulfils a [Programme for government](#) commitment to place social partnership on a statutory footing in order to embed this way of working into civic life with, amongst other duties, the creation of a statutory Social Partnership Council. It provides a framework to enhance the well-being of the people of Wales by improving public services through social partnership working, promoting fair work and socially responsible public procurement.

Welsh Government officials will be in attendance at the HPMA Cymru Conference and Awards to talk to you more about the Bill and how this will impact on you within NHS Wales. To contact the team, please email: SPEFW@gov.wales

Please refer to Social Partnership and Public Procurement (Wales) Bill documents [here](#). You can subscribe to the quarterly Social Partnership newsletter for important updates on the Bill [here](#).

OUR EXHIBITORS



Healthy Workplace, Healthy Workforce, Healthy Business

Healthy Working Wales (HWW) is delivered by Public Health Wales on behalf of Welsh Government to support and encourage employers to create healthy working environments, take action to improve the health and wellbeing of their staff, manage sickness absence well and engage with employees effectively, all of which can help to achieve a range of business and organisational outcomes.

HWW provides online survey tools to identify employers' priority areas for health and wellbeing action and to inform the development of action plans together with health advisor support, training events, workshops, information and guidance.



Health Education and Improvement Wales

One of the core responsibilities of Health Education and Improvement Wales (HEIW) is to deliver our leadership vision for health and social care in Wales. Guiding this approach is the Strategy for Health and Care - 'A Healthier Wales' and the Health and Social Care Workforce Strategy outlining our ambition that 'by 2030, leaders in the health and social care system will display collective and compassionate leadership.

Compassionate leadership involves a focus on relationships through careful listening to, understanding, empathising with and supporting other people, enabling those we lead to feel valued, respected and cared for, so they can reach their potential and do their best work. There is clear evidence that compassionate leadership results in more engaged and motivated staff with high levels of wellbeing, which in turn results in high-quality care (What is compassionate leadership?).

Gwella@HEIW is the Leadership Portal managed by the HEIW Leadership and Succession team with the goal of providing users with an accessible, intuitive system that allows them to access a range of compassionate leadership resources with ease. This platform is accessible to everyone within health and social care in Wales regardless of their position or qualification.

OUR EXHIBITORS



Coleg Gŵyr Abertawe
Gower College Swansea

Gower College Swansea

Gower College Swansea is a large further education college delivering the highest quality of education and training that inspires and supports learners to achieve their full potential.

With seven campuses across Swansea and approximately 13,000 learners per year, the College offers a wide range of full-time and part-time courses, including 40 A Level subjects and 40 vocational subject choices, alongside higher education courses and apprenticeships.



PARTNERSHIPS FOR GLOBAL HEALTH

Tropical Health Education and Training

THET has a vision of a world where everyone has access to healthcare. We achieve this by training and educating health workers in Africa and Asia, working in partnership with organisations and volunteers from across the UK. Founded in 1988 by Professor Sir Eldryd Parry, we are the only UK charity with this focus.

Over the past nine years we have partnered with over 130 NHS Trusts, Royal Colleges and academic institutions. We work closely with the British government, and are an organisation in Official Relations with the World Health Organization.

OUR SPONSORS



Our main event sponsors

ACT

ACT is Wales' leading training provider and part of one of the biggest college groups in the UK. We are extremely passionate about improving people's lives through learning.

We provide a wide range of training programmes and qualifications that help people reach their full potential. These include Jobs Growth Wales+ (JGW+), Apprenticeship and Higher Apprenticeships across 30 different sectors, employability training, independent school provision, part-time Further Education and short commercial courses.

We are proud of our awards and recognition, as they help us know we are doing the right things for our learners and staff. These include achieving 'good' across the board on our most recent Estyn inspection of our Work Based Learning programmes; being positioned as the 39th best company to work for in the UK (Best Companies Best 100 Large Companies 2021); and of course, being named the UK Investors in People Platinum Award Large Employer of the Year.

Website: acttraining.org.uk



ALS

ALS, a leading Wales training provider, offers FULLY-FUNDED accredited professional qualifications to help you grow your business. We provide specialist training support to businesses of all sizes, across a wide range of sectors and can assist your business with the recruitment of new talent and the upskilling of your existing workforce.

OUR SPONSORS



**Academiau Dysgu
Dwys Cymru**

Intensive Learning
Academies Wales

University of South Wales (USW)

USW Professional Development work with businesses and their employees to customise, design and deliver programmes that meet their individual needs. Our methods focus on experiential learning and collaboration to ensure new skills and knowledge are deeply embedded and routinely applied