

2023
EXCELLENCE IN
PEOPLE AWARDS

HPMA AWARDS 2023 **WINNERS' GUIDE**

Once again we've seen a great number of excellent entries into the HPMA Excellence in People Awards, showcasing examples of what our people do to improve the care given to patients and continuing our mission of improving health through people. To reach the finals of these prestigious awards is a massive achievement and we're extremely proud of the work that is going on across the UK. Everyone highlighted in this guide should shout loud and be proud of this recognition. We hope that our finalists and winners continue to share these stories with passion and pride.

We also hope that everyone reading this will be inspired to develop their own ideas and projects. The success of the HPMA awards programme is made possible through the support and vision of so many – all who enter, the sponsors, the judges and our delivery partner Chamberlain Dunn. Thank you as always for this support.

Nicky Ingham, Sarah Morley & Janet Wilkinson



Nicky Ingham
Chief Executive, HPMA



Sarah Morley
Joint HPMA President



Janet Wilkinson
Joint HPMA President



President's award for outstanding lifetime achievement

Noeleen McCreanor

*Assistant Director of Human Resources
South Eastern Health and Social Care Trust*

Noeleen McCreanor has worked in HR in Health & Social Care (HSC) for 40 years with 16 years' experience as Assistant Director, leading a very diverse portfolio of HR functions, each with competing demands. Throughout her service to HSC she has delivered, influenced, led and innovated her teams and people, both internally and external to the Trust, by fostering a culture of openness, humanity and support.

In recent years she has pioneered a full reformation of recruitment services, secured a stable Prison Healthcare workforce in response to security concerns, acted as lead advisor on international medical and nursing recruitment, created a Trust Bereavement Service to mark the contribution of deceased staff, and was a key HR leader in the emergency response Covid 19 and pivotal in the rollout of the largest Covid 19 vaccination centre in Northern Ireland.

The wide diversity of her remit does not impact on her abilities to be extremely supportive and approachable. Her personal qualities are her passion, curiosity and integrity while simultaneously empowering staff to create solutions without 'telling' them what to do. She is extremely committed and encourages creativity and innovation at all levels.

Noeleen embodies the true qualities of leadership and supports leaders at all levels in the organisation. She is passionate, curious, and full of integrity. She is highly committed and encourages creativity whilst leading strategically. Noeleen is a truly inspirational individual, modelling the values of health and social care, and at all times ensuring patients are at the heart of everything the Trust does. She has devoted her lifetime career to the profession of people management and is highly respected for her warm approach and inclusive culture that people want to be a part of.

Noeleen has devoted her lifetime career to the profession of 'People Management' within Health & Social Care in Northern Ireland. She is highly respected and her professional ethos and warm approach has created an inclusive culture that people want to be a part of and an environment that fosters innovation and productivity.

Claire Smyth, Director of People & OD, South Eastern HSC Trust

Noeleen is a truly inspirational individual, modelling the values of Health and Social Care, and at all times ensuring that "patients are at the heart of all we do". She is all about our people. It has been a personal privilege to work alongside such a passionate, respected and dedicated individual. She leaves behind a legacy of care, compassion, empathy and delivery for patients in N. Ireland, and we are forever grateful to her.

Roisin Coulter, Chief Executive, South Eastern HSC Trust

Noeleen has made a massive contribution to recruitment in health and social care through her leadership of the Strategic Resourcing and Innovation Forum. She has been a fantastic colleague and a great role model for junior staff always willing to get involved in initiatives to improve recruitment.

Karen Hargan, Director of HR & Organisation Development (Western HSC Trust)

The University of Bradford award for cross-sector working



WINNER

Approach to wellbeing Joined Up Care Derbyshire

This collaborative initiative delivered equitable staff wellbeing services across eight anchor-organisations, including local authority, acute and community NHS, Primary Care, Voluntary sector and private partners with a combined workforce reach of over 40'000. The innovative model provided economy and scale, demonstrating the value of cross-sector partnerships in continual service improvement.

The Staff Health and Wellbeing leads from across the Derby and Derbyshire health and social care system had a desire to work collaboratively to facilitate an informed and joined-up approach in how best to achieve being the best providers of health and wellbeing in the sector for the collective workforce. This initiative has been described by colleagues as having "revolutionised the health and wellbeing culture" within constituent organisations. Where historically, resources may have been finite in this space with subsequent lack of meaningful engagement, instead, the system approach to shared resourcing and learning has established a model of person-centre preventative support which has reflected in its engagement.

For further information please contact James Buckley, ICB Head of Wellbeing and Workforce Health, Joined Up Care Derbyshire on james.buckley2@nhs.net

FINALISTS



Team Leeds: a citywide approach to workforce

Leeds Health and Care Academy (LHCA) brings health and care employers across the city together to take an innovative new workforce approach.

From engaging young people in careers to providing opportunities for training and mutual aid for staffing, LHCA balances the current and future workforce requirements for the city.

For further information please contact Eve Lindsay, Communications and Engagement Lead, Leeds Health and Care Academy on eve.lindsay@nhs.net

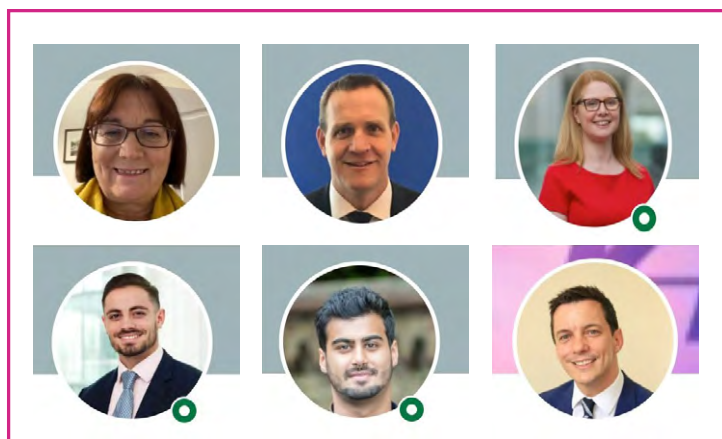


Crewe Care Community – Asylum seeker project

A Crewe Care Community project to develop a one stop shop approach to address the health and wellbeing needs of Asylum seekers living in hotel accommodation within Crewe, educating them on self-care and encouraging registration with local GP Practices.

For further information please contact Laura Reynolds, Community Operational Manager, Central Cheshire Integrated Care Partnership (CCICP) on CCICP. CCICPTransformation@mcht.nhs.uk

Bevan Brittan award for digital and workforce analytics



WINNER

Using data to drive the future Northern Care Alliance

This team developed a first of its kind strategic workforce planning solution, aligning workforce, finance and activity data to create one integrated robust data set to help develop OBR like workforce projections based on future demand over the next ten years. The solution brings together ESR, financial ledger and activity data from across the health & care system, including acute, social care and community to provide a single 10 year forward view of workforce requirements. This has enabled scenario modelling (50 so far) of agreed organisation and system level initiatives that will mitigate gaps and accelerate new roles and ways of working. They have identified £50m of savings which we will reinvest into building a sustainable approach to sustaining the skills to deliver our services and help improve the lives of patients, families and carers across our communities.

For further information please contact Estelle Carmichael & Nicky Clarke, Director, Northern Care Alliance on Estelle.Carmichael@nca.nhs.uk

FINALISTS



Cracking the Code to NHS Staff Retention

NHS SBS has worked with Medway NHS Foundation Trust to develop an analytics solution capable of predicting who is at risk of leaving so the trust can implement support strategies to reduce employee turnover, enabling potential savings of up to £1.5 million each year in recruitment and training costs.

For further information please contact Krishna Rao, Media & PR, NHS Shared Business Services on k.chilamkurthi-rao@nhs.net



Workforce control improvement – the analytical approach

The BHR Workforce Improvement Programme was initiated to support the organisations financial recovery following its response to Covid. The agenda intended to deliver improvements to the Trust's effectiveness by targeting premium waste. This workstream was underpinned by comprehensive performance analytics which supported a £10m reduction to the workforce run rate.

For further information please contact Adam Souris, Associate Director Workforce – People Insights, Systems & Technology, Barking, Havering and Redbridge University Hospitals NHS Trust on adam.souris@nhs.net

Mills & Reeve award for leading in equality, diversity and inclusion



WINNER

Leading in equality, diversity and inclusion Lewisham and Greenwich NHS Trust

Conducting an independent review of the Trust in late 2018 was a watershed moment for Lewisham and Greenwich NHS Trust.

The staff survey results in 2018/19 confirmed high levels of bullying, with markedly worse experiences described by staff from minority communities, poor levels of staff engagement, poor outcomes on the Workforce Race Equality Standard (WRES). It resulted in a programme that has been focused on creating a values-based culture, truly inclusive workplaces that are representative of our teams and communities and that allow every employee to feel seen and heard.

The Respect Compassion and Wellbeing programme has been running since 2018 and continues to be chaired by the CEO, and CPO as the designated executive lead for delivery. The group ensures that progress is maintained on all programmes that staff wish to see delivered in the organisation to make their life at work feel fair, safe, and supported.

For further information please contact Meera Nair, Chief People Officer – CPO, Lewisham and Greenwich NHS Trust on meera.nair@nhs.net

FINALISTS



Developing EDI capability and sustainability at Imperial College Healthcare NHS Trust

Imperial College Healthcare NHS Trust has totally transformed its approach to Equality Diversity and Inclusion over the last 5 years, underpinned by changes to its Governance, recruitment and promotion pathways, to bring about a cultural change which can be demonstrated through a range of insight, data and evidence today.

For further information please contact Olayinka Iwu, Head of Equality, Diversity, and Inclusion, Imperial College Healthcare NHS Trust on Olayinka.Iwu@nhs.net



#InclusiveHR: 5 step Challenge to change by Royal Free London, HPMA & Cheryl Samuels

#InclusiveHR's 5 step challenge to change was launched within the RFL People Team in March 2022. Over 12 months, the team has taken a journey of honesty, insight and action to address career progression for BAME colleagues which was previously lacking – thereby transforming their lived experiences within the workplace.

For further information please contact Sutopa Sen, Freedom from Racism Programme Lead, Royal Free London, HPMA + Cheryl Samuels on Sutopa.sen@nhs.net



Delivering A Truly Inclusive Approach To Disability

The way in which the spectrum of disability is viewed has changed in recent years. Recognising this, the EDI team set out on a mission to meaningfully impact the experience of disabled colleagues, culminating in tangible improvements to representation, recruitment and policy within the Trust.

For further information please contact Carla Primmer, Equality, Diversity and Inclusion Project Officer, Leeds Community Healthcare NHS Trust on carla.primmer@nhs.net

Browne Jacobson award for excellence in employee engagement



WINNER

Supporting our disabled workforce St Helens and Knowsley Teaching Hospitals NHS Trust

This project aims to engage with disabled staff and key stakeholders to improve the Trust disability support and reasonable adjustments processes, with the aim to ensure disabled staff are able to work to the best of their abilities.

The project aimed to identify gaps and where required, develop new policies, guidance for employees and managers, training, and other relevant resources. The objective was to ensure that our disabled staff had access to the support they needed to be able to carry out their jobs effectively, without experiencing unnecessary barriers to the workplace: ultimately to have a positive impact on patient care.

For further information please contact Darren Mooney, Head of Equality, Diversity & Inclusion, St Helens and Knowsley Teaching Hospitals NHS Trust on darren.mooney@sthk.nhs.uk

FINALISTS



Creating better staff engagement, patient experience and patient outcomes through a fully integrated service

In March 2020, the team insourced 1000 Hotel Services staff to the Trust to improve patient safety, patient experience and staff experience. Three years later, this important group of staff show significant improvements in staff engagement in the 2022 national staff survey and significantly improved portering cleaning and catering quality measures.

For further information please contact Sue Grange, Deputy Director of People and Organisation Development, Imperial College Healthcare NHS Trust on sue.grange1@nhs.net



Wellbeing at Warrington and Halton Hospitals with Rugby League Cares

WHH has successfully implemented an innovative and unique wellbeing and engagement offer for our colleagues, working in partnership with Rugby League Cares to deliver a range of wellbeing interventions which include the Off-Load Programme, bespoke physical and mental fitness sessions and 1:1 support to promote being well and in work.

For further information please contact Laura Hilton, Associate Chief People Officer, Warrington and Halton Teaching Hospitals NHS Foundation Trust on laura.hilton6@nhs.net

Team of the year



WINNER

The Year of OD: Our Exceptional Organisational Development Team Bradford Teaching Hospitals NHS Foundation Trust

By listening to what people have told the team they need, the team have implemented interventions which have made a significant impact in transforming the culture.

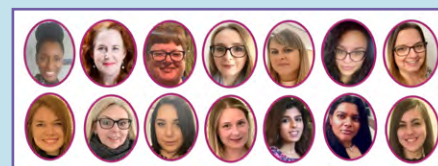
The OD team focuses on anything that makes the system(s) people work in better, supporting people to be the best they can be. This includes a focus on; wellbeing, development, voice, recognition, civility, and culture.

As one of 23 People Promise (PP) exemplar sites, they also work hard to bring the PP to life for colleagues through an innovative 'Thrive' approach – the brand/vehicle for creating a one stop shop where colleagues can access anything they need to enhance their employee experience – but Thrive is also an ethos, a community that proactively adapts to what people tell us they need.

They all work flexibly and wellbeing is a priority. They have regular time-out, including a set space during which each member takes some time to focus on their wellbeing – whatever that means to them. The team all have a slot at the monthly team meeting to share their proudest achievement, as well as biggest challenge that month

For further information please contact Catherine Shutt, Head of Organisational Development / Assistant Director Human Resources, Bradford Teaching Hospitals NHS Foundation Trust on catherine.shutt@bthft.nhs.uk

FINALISTS



L&OD @ PAHT

As a team they have delivered a series of high-profile, high-impact projects over the last 12 months. They've collaborated as a new team to create an inclusive, aspirational and engaged culture, continuing to raise the bar at PAHT.

For further information please contact Hannah Cressey, Senior HR Business Partner – Resourcing, Leeds Community Healthcare on hannah.cressey1@nhs.net

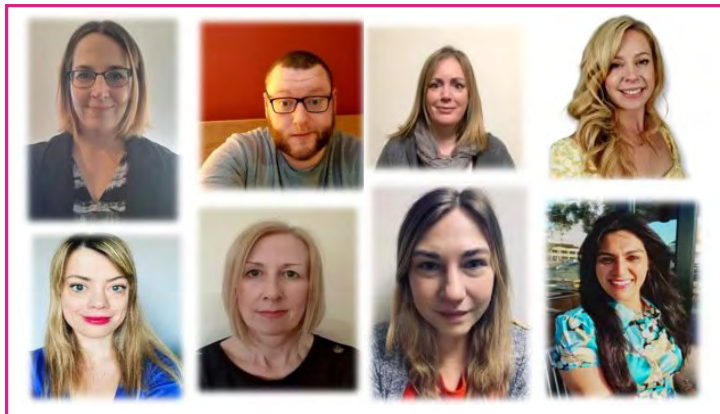


Gateshead Health People & OD Team

The team at Gateshead Health have a mantra to Deliver Excellence in People Practice. They have worked tirelessly over the last year to provide excellent customer service and ensure all our Gateshead People can be their best.

For further information please contact Amanda Venner, Deputy Director of People & OD, Gateshead on amanda.venner1@nhs.net

Award for systems workforce planning and development



WINNER

Mental health workforce planning across the sectors

Health Education and Improvement Wales and Social Care Wales

This unique strategic mental health workforce plan was coproduced and delivered by health and social care, with a cross sector focus including the voluntary sector.

It was developed over 18 months of intensive activity including a threefold approach that encompassed research, engagement, data & analytics to inform the actions in the plan.

The actions within the plan span the breadth of mental health services, and encompass the entirety of the mental health workforce, including community care and the voluntary sector. Engagement activities included a month long interactive online conference, workshops, and bespoke engagement with professional groups and specialist sector representatives and bodies, showcase events for underrepresented professions such as art and music therapy demonstrations, dialogue with people with lived experience and their families, as well as creative and dynamic opportunities to interact using a wide range of media.

For further information please contact Ainsley Bladon, Implementation lead, strategic mental health workforce plan, HEIW on ainsley.bladon3@wales.nhs.uk

HIGHLY COMMENDED



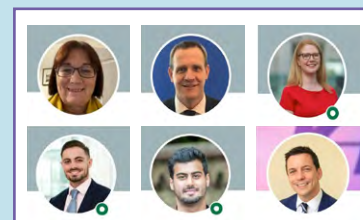
Wakefield System Workforce Team

Wakefield has developed a new approach to system workforce planning. It incorporates three key delivery vehicles.

- 1 A People Alliance that has delegated responsibility for workforce planning.
- 2 A Pillar Leadership structure that brings system leaders together to identify priorities
- 3 A dedicated PMO to support pillar leads on delivery

For further information please contact Dominic Blaydon, Associate Director – System Workforce, Wakefield District Health and Care Partnership on d.blaydon@nhs.net

FINALISTS



Strategic Workforce Planning; Doing It Right

They have transformed the approach to strategic workforce planning to create a 'one workforce'. The team have developed a 'first of its kind' strategic workforce planning solution that brings together workforce, financial and activity data from across the full health & care system, to provide a single, integrated 10 year forward look.

For further information please contact Estelle Carmichael & Nicky Clarke, Director, Northern Care Alliance on Estelle.Carmichael@nca.nhs.uk

BOB Award submission for systems workforce planning and development

The Berkshire, Oxfordshire and Buckinghamshire (BOB) system supported a project to improve workforce planning across the wider care system. Using the HEE Star Model and scenario modelling, a series of workforce transformation deep dives helped to address workforce and backlog challenges by considering new workforce and service models..

For further information please contact Jane Nicholson, Director of People, Submitting on behalf of the BOB system on jane.nicholson@berkshire.nhs.uk

HILL DICKINSON

Hill Dickinson award for education, learning and development initiative



WINNER

Cultural Intelligence Programme Barts Health NHS Trust

In May 2022, Barts Health invested in the launch and roll out of a Cultural Intelligence (CQ) training programme, which combines the principles of inclusive leadership underpinned by CQ, to enable the Trust to move past merely having a diverse workforce and towards a truly inclusive and culturally intelligent workforce.

Bart's Health NHS Trust has the most diverse workforce in the NHS and serves some of the most diverse boroughs in the country. Their vision is to be a high-performing group of NHS hospitals, renowned for excellence and innovation, and providing equitable, safe, and compassionate care to our patients in east London and beyond. Central to the realisation of this vision, is the ability of our diverse workforce to work effectively within diverse teams and across multicultural contexts.

For further information please contact Asha Blake, Workforce Programme Manager, Barts Health NHS Trust on asha.blake@live.com

FINALISTS



OPP-ortunities Programme

With over 5,000 staff, Birmingham Women's and Children's Hospital is one of the first Trusts of its type in the UK. The Trust developed a widening participation programme, the 'OPP-ortunities Programme' – an Overseas Professionals Programme to attract a diverse workforce, capture talent from the local community who have a wealth of transferable qualifications & skills.

For further information please contact Lawrence Kelly, People Partnerships & Programmes Manager, Birmingham Women's and Children's NHS Foundation Trust on lawrencekelly@nhs.net



Five Year Registered Nurse Degree Apprenticeship

The team have utilised the Apprenticeship Levy to grow their own nursing workforce. With the University they co-designed a flexible nursing degree apprenticeship, which enables learners to remain in salaried employment whilst studying for a work-integrated degree in learning disability nursing or mental health nursing, registrable with the NMC.

For further information please contact Annette Connor, Apprenticeship and Career Development Lead, CNTW NHS FT on annette.connor@cntw.nhs.uk

Academi Wales award for excellence in organisational development



WINNER

Multi-disciplinary Simulation Based Education Peri Pandemic to improve Patient Care and wellbeing of Healthcare Providers West Hertfordshire Teaching Hospitals NHS Trust

The Pandemic compelled the team to look at the training needs and delivery of simulation-based education that was provided to staff in relation to patient care. They had to safeguard the wellbeing and resilience of staff and ensure that they maintained their confidence in the face of great uncertainty, morbidity, and mortality.

The Trust had a busy and successful Simulation suite that was heavily directed towards supporting clinical staff. The Pandemic meant they were providing healthcare in a time-compressed, high stakes environment. This changed the focus on an immediate need to roll out a multidisciplinary training programme to quickly establish competencies in managing critically ill COVID-19 patients.

The approach of the Simulation Team became more focussed on multidisciplinary requirements, embracing technology for delivery and engaged teamworking to improve flexibility and resilience.

The project helped to break down traditional silo working to promote increased cognitive resources, improved situational models and broader worldviews.

For further information please contact David Goodier, Associate Director of People for Education and Learning, West Hertfordshire Teaching Hospitals NHS Trust on david.goodier@nhs.net

HIGHLY COMMENDED



Your future your way – breaking down barriers for diverse talent

The diversity of this workforce was not reflected in senior management teams with just nine senior AHPs and 24 nurses/ midwives in Band 7 and 8 roles being from an ethnic minority background. The Your Future Your Way programme was created to begin our journey to reach equity.

For further information please contact Ruth Heggie, Head of Organisation Development, Learning and Culture, Warrington and Halton Teaching Hospitals NHS Foundation Trust on ruth.heggie@nhs.net

FINALIST



One+ AuditOne Organisational Development Programme

AuditOne was created in 2016, bringing together four legacy organisations into one team, each of which had its own identity, methodologies and a long-established sense of loyalty to the predecessor organisations. This created long standing organisational challenges. One+ was a targeted OD programme designed to create unity across the business.

For further information please contact Terry Smith, Director of Operations, AuditOne on terry.smith1@nhs.net

Social Partnership Forum award for partnership working between employers and trade unions



WINNER

We work flexibly' delivered through effective Partnership Working Isle of Wight NHS Trust

The A4C Terms and Conditions for Flexible Working were amended, and the policy needed updating. Like many Trusts, the Isle of Wight NHS Trust faced recruitment challenges, and their geographical location makes it that much harder to attract candidates. They recognised that they needed to look at their offer for flexible working.

In August 2021 they presented their Flexible Working project outline to the Executive Team to seek senior leadership endorsement for a quality improvement initiative.

The objective was to co-design in partnership with Trade Unions, Clinical, Operational and Corporate teams their flexible working action plan.

Their policy was rewritten and the strength of the partnership working was recognised by the NHSE Flexible Working Lead. They were invited to present their approach at a National NHS Flexible Working Network to participate in a Podcast to share their best practice in relationship to their partnership working approach.

They pride themselves on partnership working with Trade Union. Working on this quality improvement initiative is one of many examples of how working in partnership to co-design and co-create policy frameworks benefits patients and their people.

For further information please contact Julie Pennycook, Director of People and OD, Isle of Wight NHS Trust on julie.pennycook1@nhs.net

HIGHLY COMMENDED

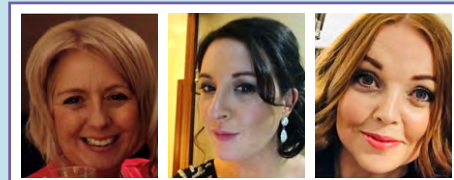


Promoting a positive working environment

Working in partnership the team have radically redesigned their approach to disciplinary, performance and grievance to create an open and honest culture where everyone feels fairly treated, confident and safe to speak up, encouraging learning at all levels.

For further information please contact Katharine Harris, Head of Organisational Development, Business Partnering and HR Advice, Devon Partnership Mental Health Trust on k.harris11@nhs.net

FINALISTS



Flexible Working through a Partnership Approach – Making it happen across HSCNI at Pace!

In Autumn 2021, Health and Social Care Northern Ireland (HSCNI) Employers and Trade Union colleagues embarked on a very ambitious journey to implement Section 33 AFC Flexible Working by 31 March 2022. By adopting a culture of inclusion and true partnership working, they delivered the project at pace and on time!

For further information please contact Noeleen McCreanor, Assistant Director HR – Employee Resourcing, South Eastern HSC Trust on noeleen.mccreanor@setrust.hscni.net



Achieving Great Ambitions Through Partnership Working

In January 2022, following changes in leadership of both management and the local trade unions, a strong commitment for positive partnership working at Liverpool University Hospitals was made, which has enabled the organisation to achieve great things within the last 12 months of significance open its new hospital..

For further information please contact James Mark Dawson, Associate Director of People, Liverpool University Hospitals NHS Foundation Trust on jms.dawson@googlemail.com

Ward Hadaway Star Award

WINNER



Sonya Robertshaw

Workforce Lead, Mental Health, Learning Disabilities and Autism Workforce Collaborative West Yorkshire Health and Care Partnership

Sonya is a strategic collaborative partner and innovator as the workforce lead across four mental health and LD Trusts in West Yorkshire. Everything she does is about making positive change for staff and service users through her positivity, commitment, influencing the people/HR communities and supporting new initiatives.

WINNER

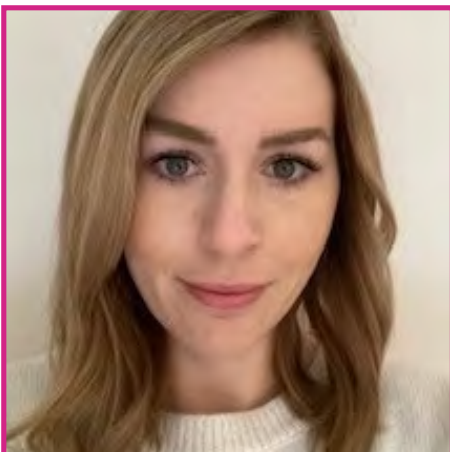


Sharon Landrum

Workforce Engagement and Inclusion Wirral University Teaching Hospital NHS Foundation Trust

Sharon has led the equality, diversity and inclusion agenda for the past five years. She has supported and positively impacted hundreds of staff in both a group and 1:1 setting. She has worked with everyone to build and create opportunities for wider learning and acceptance.

WINNER



Stacey Clare

People Manager, NHS South Central & West Commission Support Unit

Stacey joined the SCW internal HR/People team in April 2022 during a particularly challenging period. She is a credit to the people profession and a shining star in the directorate with a can-do attitude. Never fazed by the challenging schedule working the NHS brings, she works flexibly to deliver, develop and make effective working relationships across all stakeholder groups.

Deputy director of the year



WINNER

Meagan Fernandes

Deputy Chief People Officer Sandwell and West Birmingham NHS Trust

Meagan is a true visionary. She sees beyond the common and ordinary, to deliver in the world of great possibilities. She has brought energy, drive, commitment and vision to the role, being brave and taking time in relentless pursuit of improvement.

She consistently drives innovation through an authentic and progressive approach and her personal values are central to delivering the absolute best.

She has also uncovered a number of developmental priorities and governance risks within the directorate which she has actively prioritised for resolution, identifying that these would impede in the delivery of the wider strategic objectives of the People Plan.

FINALISTS



Tracey Slegg

Deputy Director of People Berkshire Healthcare NHS Foundation Trust

Tracey was nominated for her outstanding contribution to the trust. She is constantly innovating and her compassionate and inclusive approach to HR has significantly contributed to the Trust's high engagement scores since she joined in 2011.



Emma Wilkins

Deputy Director for People and Organisational Development The Shrewsbury & Telford Hospital NHS Trust

Despite the pressures of the COVID-19 pandemic and continued hospital pressures, Emma has led significant improvements in employee experience through her professionalism and inspirational leadership. Her passion and strong leadership makes a big difference to how people feel.



Susan Thomas

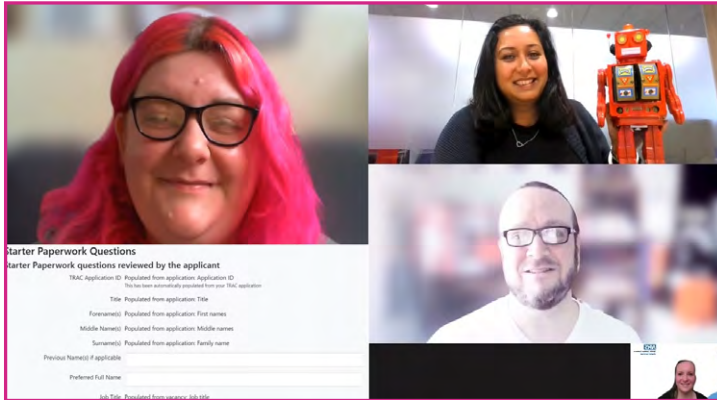
Deputy Director of People & OD, Velindre University NHS Trust

Susan shines in her work for the organisation but also across the profession in NHS Wales. She is highly influential within the Trust and leads the way with her peers through her actions and her challenge. She acts with the wellbeing of staff at the heart of her work.



Addysg a Gwellia Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

Health Education and Improvement Wales (HEIW) award for working smarter



WINNER

New Starter E-forms with Robotics North London Partners Shared Services, hosted by the Royal Free London NHS Foundation Trust

To improve the recruitment process, the team implemented electronic new starter forms on the recruitment system Trac and built 2 bespoke robotic processes which download the e-forms and input applicant's personal details to the electronic system records.

This initiative was embedded into processes for the 8 Trusts whose recruitment service is delivered by the North London Partners Shared Services.

This resulted in a number of smarter working outcomes, including reducing the time it takes to submit a form from 11 to 3 working days for at least 80% of applicants, and reducing the overall time to hire by 12 days.

Following the implementation of new starter e-forms and related automation in May 2022, the team have also been sharing their experiences with other NHS employers, so that they can gain similar benefits.

For further information please contact Sylwia Misko, Recruitment Service Development Manager, North London Partners Shared Services, hosted by the Royal Free London NHS Foundation Trust on sylwia.misko@nhs.net

FINALISTS



Recruiting Local Talent Differently: An Efficient Cost-Effective Alternative Approach to Recruiting into the Health and Social Care Sector

To attract people from the local community into health and social care, the team delivered cross-sector recruitment events at local level. Organisations presented themselves to candidates as one, rather than in competition against each other. This increased recruitment efficiency and reduced costs, time to hire, and impact on clinical teams.

For further information please contact Susan Howard, Head of Workforce Collaborative Programme Development, NHS Greater Manchester Integrated Care on susan.howard32@nhs.net



Virtual Recruitment Diversity in the Workforce

In order to reduce vacancy rates, deliver potential cost savings and engage with a wider audience, the team utilised an online virtual recruitment platform. The events raise awareness about job opportunities in the West Yorkshire Mental Health, Learning Disabilities and Autism Collaborative (BDCT, SWYPFT, LYPFT). They reach under-represented groups and supported the recruitment of a diverse workforce.

For further information please contact Sonya Robertshaw, Strategic Workforce Lead, Mental Health, Learning Disabilities and Autism, West Yorkshire Health and Care Partnership on sonya.robertshaw@nhs.net



Capsticks award for innovation



WINNER

One Workforce Lincolnshire Lincolnshire Integrated Care System

The Lincolnshire System Allyship Toolkit is a bank of resources designed to improve understanding, raise awareness of the importance of Allyship and how to practice being an Ally, in order to help improve the working lives and health and wellbeing of our staff and provide a sense of belonging. The objective of the toolkit is to embed a thriving Allyship support programme around creating compassionate, civil and respectful working cultures.

To date, the toolkit has been viewed and utilised by over 1000 staff, there have been 41 pledges and each social media post is viewed over 200 times. The toolkit has kept momentum daily, demonstrating that the awareness campaign is thriving and is starting to see fruition, which is evidenced in the WRES data.

For further information please contact Angela Stockwood, System EDI Lead/Programme Manager, Lincolnshire Integrated Care System on a.stockwood1@nhs.net

FINALISTS



180 days

180 Days of Action on Workforce is an exciting new relational approach to generating workforce transformation through true shared system leadership. From September 2022 to March 2023, 180 Days has catalysed a workforce change movement in the Humber and North Yorkshire health and care community, demonstrating significant positive change.

For further information please contact Rachel Baillie Smith, Deputy Director for People, Humber and North Yorkshire ICB on rachel.bailliesmith@nhs.net



Innovative solutions to new recruits onboarding experience including those joining from overseas

This project aimed to provide innovative solutions to new recruits onboarding experience, importantly recruits from overseas, allowing for a person-centred, inclusive and accessible experience.

For further information please contact Kathy Franey, Head of Education, Learning and Organisational Development, Liverpool Women's NHS Foundation Trust on kathryn.franey@lwh.nhs.uk

HST Talent Acquisition strategy of the year award



South West London

WINNER

Supporting the South West London community into good jobs and opportunities in the NHS

NHS South West London Integrated Care Board

NHS South West London Integrated Care Board are working with partners to support young people, lone parents, those with disabilities, ethnic minorities and those economically impacted by the Covid pandemic into careers in the NHS.

They set up a structured, work experience programme that majored on a project-based approach, the main aim being to provide people with tangible experience to include on future NHS applications. This approach also features a feedback phase for participants to reflect their lived experience of services, in order to generate ideas for improvement where appropriate.

The team have also created a number of assets that can be shared across the NHS and link back to national campaigns. They are working closely with the other ICBs across London to ensure cross ideation and sharing of learning and sustainability on regular calls together.

*For further information please contact Anisha Patel,
Project Manager, South West London Integrated Care Board
on anisha.patel@swlondon.nhs.uk*

FINALISTS



NECS100 Programme

The NECS100 Programme was created in response to employment challenges caused by the COVID-19 Pandemic. NECS created 100 new opportunities for those leaving full time education, or looking for a change of career. The Programme helps develop colleagues by supporting them through an Apprenticeship, Post-graduate or further professional development.

*For further information please contact
Jehenna Stratford, Senior OD&CI Manager,
North of England Commissioning
Support on jehenna.stratford@nhs.net*



Hyper local recruitment

In an exceptionally challenging labour market, Leeds Community Healthcare recruited over 100 local people for local jobs, reaching deep into communities to tap into a diverse talent pool and tackle unemployment. The Trust innovated new ways to recruit, engaging with local people to overcome barriers in the recruitment process.

*For further information please contact
Charlotte Jefferson, Head of learning and
OD, The Princess Alexandra Hospital NHS
Trust on charlotte.jefferson1@nhs.net*

NHS Employers award for wellbeing



WINNER

Mission: menopause – changing culture in South Yorkshire

South Yorkshire ICB and South Yorkshire Integrated Care System

South Yorkshire ICB and South Yorkshire Integrated Care System are tackling the menopause to reduce the taboo. National statistics suggest that nearly 10,000 women reduce their working hours or leave work due to Menopause. 'Mission: menopause' got leaders and workers talking. They trained advocates, ran webinars, conferences, gained media coverage, system-wide accreditation and engaged over 50,000 colleagues.

Between 2021 and 2023 the team:

- engaged 33 organisations in 'menopause friendly' accreditation
- offered over 30 webinars and bite-size sessions for staff, managers and family
- included menopause in all wellbeing conferences and leadership training
- ran a huge in-person MenoFest event for staff and families with stalls, talks and holistic treatments for 550 attendees
- ran the first-ever menopause conference targeting leaders and managers
- ran separate monthly virtual Meno Cafés for women and men
- developed bespoke training for advocates from trusts, primary, social care and voluntary groups, and much more.

For further information please contact Brigitte Kaviani, Programme Director – Health and Wellbeing, South Yorkshire ICB and South Yorkshire Integrated Care System on Brigitte.Kaviani@nhs.net

FINALISTS



Health and Wellbeing Package for Colleagues

Organisations prioritising investing in the wellbeing of colleagues have shown improved patient satisfaction, better staff retention and lower rates of sickness absence. The Health & Wellbeing team at Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust have assembled.

For further information please contact Libby Shaw, Trust Fundraising & Marketing Officer, Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust on libby.shaw2@nhs.net



Embracing neurodiversity in supporting employee wellbeing

With increasing numbers of NHFT (Northamptonshire Healthcare NHS Foundation Trust) colleagues sharing that they live with a long-term health condition, a yearlong project was undertaken to encourage staff to report that they have a long term condition, to ensure they feel valued for their contributions and to provide wellbeing support.

For further information please contact Kathryn Hall, Communications Manager, Northamptonshire Healthcare Foundation Trust on kathryn.hall@nhft.nhs.uk

Director of the year



WINNER

Terry Roberts

*Chief People Officer
Oxford University Hospitals NHS Trust*

Terry Roberts is an outstanding leader; from compassionate leadership in his own organisation to driving the NHS people agenda and the entire profession at a regional and national level, Terry's commitment, drive, determination and passion have transformed the experience of patients and staff alike.

Collaboration, partnership and engagement are at the heart of the way Terry works – developing and implementing the 3-year OUH People Plan has been founded on his ability to influence colleagues at all levels to recognise the importance of the people agenda and more importantly to see that supporting people is everyone's role.

Terry is courageous, someone who never shies away from the right thing even when it's difficult. He has increased the capacity and resilience of the organisation to make difficult decisions in upholding its values, including tackling discrimination and changing the culture. Terry has fostered his team to grow and develops talent at every opportunity. He puts others first, fostering a sense of inclusion and belonging with everyone who works with him.

FINALISTS



Alex Brett

*Chief People Officer Midlands
Partnership University NHS Foundation
Trust*

Alex is a future thinker who lives the Trust's values. Remarkable in performance; living the values; a track record of brilliance with the rare ability to drive through complexity; taking others along with her. The most incredible, inspiring leader and role model.

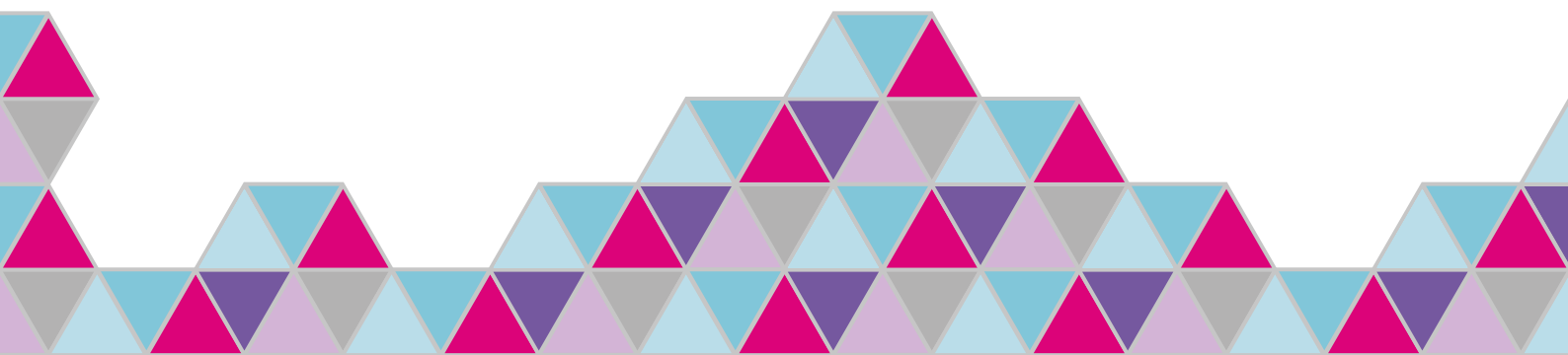


Alan Duffell

*Group Chief People Officer
The Royal Wolverhampton Trust and
Walsall Healthcare NHS Trust
Interim Chief People Officer The Dudley
Group NHS Foundation Trust*

Alan has had immense impact on the performance of the organisations he serves and the wider health economy. He is committed to improving EDI across the organisations he works with and always demonstrates his full support of this.

THANK YOU TO OUR SPONSORS



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

Bevan Brittan is a UK Top 100 commercial law firm providing a comprehensive range of legal services from offices in London, Leeds, Birmingham and Bristol. We are a market-leading law firm across Health and Social Care, Housing and Local Government, advising over 800 businesses throughout the UK. We have an exceptional, award winning, multi-disciplinary team, including 60+ partners and 250+ lawyers specialising in providing corporate, commercial, litigation, regulatory, employment, procurement and property legal advice to the health sector.

www.bevanbrittan.com

Browne Jacobson LLP are specialist healthcare lawyers offering exceptional service to health and social-care providers, commissioners and regulators across the country. Our experience in both the private and public sectors means we are a trusted advisor to over 100 NHS bodies, more than 150 local authorities and many independent providers. Our clients choose to stay with us because of our extensive sector knowledge, accessible advice, progressive approach and our commitment to delivering exceptional service as standard. With a large team of healthcare solicitors operating nationwide, you can rely on us whether you need assistance on a national or local scale. We're sure our specialist, pragmatic and bespoke healthcare legal advice will help you to achieve the results you are looking for.

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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/

DAC Beachcroft With over 70 years' experience working in healthcare, DAC Beachcroft is the firm of choice for healthcare providers in today's complex and ever-changing environment.

Working on cutting edge projects with a range of healthcare organisations, we combine a practical and innovative approach with a wide breadth of strategic, commercial and regulatory legal knowledge to help our clients to provide the highest quality care for patients.

Our 200 strong award-winning team help clients structure complex transactions, anticipate policy and regulatory challenges and address compliance and other risks through robust, pragmatic solutions.

www.dacbeachcroft.com/health

Health Education and Improvement Wales

Established on 1 October 2018, Health Education and Improvement Wales (HEIW) is the only Special Health Authority within NHS Wales. We sit alongside Health Boards and Trusts, and have a leading role in the education, training, development, and shaping of the healthcare workforce in Wales, in order to ensure high-quality care for the people of Wales.

www.heiw.nhs.wales

Hill Dickinson

Hill Dickinson are one of the leading firms providing legal advice and support to the NHS and independent healthcare organisations. We act for more than 100 NHS bodies and are on all of the national framework agreements – NHS SBS, NHS CPC, HealthTrust Europe, NHS Resolution, NHS Commercial Alliance and CCS.

Our expertise and experience mean that we understand the issues you face and the clear and practical advice that you require, especially as services and systems become more integrated.

<http://www.hilldickinson.com/>

HST HealthSectorTalent® also known as HST is an award-winning healthcare talent consultancy working in partnership with both providers and governments. We provide expertise across the entire applicant lifecycle including talent acquisition strategy, source market intelligence,

process design, outsourced recruitment marketing, technology and candidate management for permanent and temporary staffing. Forward thinking organisations choose us because of our global reach and customisable solutions including direct, hybrid and end-to-end delivery. Our holistic approach to talent acquisition is focused on delivering greater predictability of supply and a lower candidate acquisition cost through a partnership that goes beyond simply filling a vacancy.

Healthcare Talent Acquisition. More Than Recruitment.

www.healthsectorjobs.com

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 Social Partnership Forum (SPF) includes NHS Employers, NHS Trade Unions, Health Education England, NHS England and NHS Improvement, and the Department of Health and Social Care. The SPF enables trade unions and employers to contribute to the development and implementation of policy where it impacts on the NHS workforce. The Forum also promotes and encourages good practice social partnership working in the NHS, as it brings important benefits for both employers and staff and can have a positive influence on the patient experience.

www.socialpartnershipforum.org

NHS England leads the National Health Service (NHS) in England. We promote high quality health and care for all through the NHS Long Term Plan.

We are working to make the NHS an employer of excellence and enable patients to benefit from world-leading research, innovation, and technology. Through our seven regional teams, we support local integrated care systems (ICS) to improve the health of the population, tackle inequalities and deliver care more efficiently.

<https://www.england.nhs.uk/>

NHS Employers is the employers' organisation for the NHS in England. We support workforce leaders and represent employers to develop a sustainable workforce, improve staff experience and be the best employers they can be. Our practical resources and expert insights help make sense of current and emerging healthcare issues, keep employers up to date with the latest thinking and ensure they are informed and equipped to support the NHS workforce. We generate opportunities to network, share knowledge and actively seek the views of workforce leaders to ensure their voice is front and centre of health policy and practice. We also lead the national collective relationships with trade unions on behalf of the NHS and the Secretary of State for Health and Social Care. NHS Employers is part of the NHS Confederation.

[NHS Employers www.nhsemployers.org](http://www.nhsemployers.org)

Mills & Reeve Health and care is a complex ecosystem. You need advisers who understand every part of it, how it connects and your specific circumstances, particularly given the changes proposed in the Health White Paper.

Mills & Reeve is a national leader in the sector, operating from six offices across England. We have been recognised in 'The Sunday Times' Best 100 Companies to Work For' list for 17 consecutive years which is reflective of our inclusive, innovative and engaging culture.

We have a national team of 12 specialist health partners and 120 lawyers providing a full range of legal services to commissioners, providers and others.

www.mills-reeve.com

Ward Hadaway Our employment law team are trusted advisers to healthcare clients across the country including: NHS Trusts, CCGs, ICBs and primary care organisations. Each member of the team is specifically trained to advise the public healthcare sector. They understand the challenges that you face and use that knowledge to take a proactive approach to ensure that their advice is tailored to deliver on your objectives and achieves the best outcomes for your organisation.

wardhadaway.com

THANK YOU TO OUR JUDGES

Alan Lofthouse, UNISON

Alex Berkshire, Browne Jacobson

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Andrew Morris, Department of Health

Andy Collings, Rest Less

Annesley Donald, Cambridge University Hospitals NHS Foundation Trust

Bernadette Thompson, Barts Health

Beverly Fallon, HST

David Grantham, University Hospitals Sussex NHS Foundation Trust

Dean Royles, HPMA

Elizabeth Nyawade, Surrey & Sussex Healthcare NHS Trust

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