

Healthcare People Management Association

Presidents 1974 - 2023

*A brief history of the
association through the
eyes of its **past presidents.***



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Foreword

It is a pleasure to support the development of this booklet and to read the contributions from our previous presidents and how some of the challenges reoccurred over time, including finances, branch activity to name a couple.

The charity has gone from strength to strength over the last 5 years with the appointment of a dedicated Executive Director and the Membership and Engagement Manager who have worked tirelessly to develop the charity and get it to where it is today.

I am proud to have been President of HPMa and continue to see its influence and impact increase, actively contributing to the UK national agendas and putting people professionals in their rightful place at centre stage

Dean Royles

HPMA President 2019 - 2023



Introduction

It has been a great pleasure to pull together all the contributions from Past Presidents of NAHSPO/AHHRM and now HPMa.

Having worked abroad for the last 22 years I lost touch with the organisation but having now resurfaced I am delighted to see how HPMa has thrived over all these years and the strong influence it retains in the health sector in the UK.

The history of the organisation is reflected in each of the contributions - its lows (nearly going bankrupt in the mid 80's) the temporary demise of the annual conference (and its main income source) in the early 2000's along with its highs - first getting over 400 delegates to the Blackpool conference in 1992, Influencing the National HR Strategy and Agenda for Change cumulating in the successful appointment in 2017 of our present Executive Director Nicky Ingham. It is interesting to reflect that many of the people

who were elected to be President were in the middle of their careers at that time and examples such as Vic Flintham our first President went on to be a successful Military Historian and Pat Oakley founded the successful and influential Practices Made Perfect Consultancy.

History may not always be a good guide to the future but contained within these pages are role models that provide inspiration for those currently working in the service and no doubt future aspirants who wish to lead their profession in the years to come.

For myself reconnecting with past colleagues it is a special pleasure to reflect on how our time contributing to HPMa and its predecessors then influenced our subsequent careers.

Colin Pearson

International Human resource Specialist based in North Cyprus – Past President 1997/1998.





VIC FLINTHAM

Chairman 1974 – 1976

The first years of NAHSPO:

The first personnel officer appointed as such in the NHS was somewhere in the Midlands in around 1966/67. The first personnel department in the NHS was probably that at East Birmingham, with Maureen Green at the helm in 1968/69. The first comprehensive personnel department, embracing all staff, salaries and wages, occupational health and residential accommodation was that at Northwick Park Hospital established late in 1969. It was the brainchild of John Hoare and Graham Millard, and I had the privilege of being the first manager. At that time there were other personnel functions in Greater London and from at least 1971 and possibly earlier an association was formed. At this distance in time the names of those driving it escape me, but we met from time to time with up to 80 participants. By 1974 the Association, London based, was well established.

With the 1974 reorganisation impending there was a crash programme to develop training and personnel officers for the re-structured service. Involving five polytechnics and the Industrial Training Service the two programmes Training of Training Officers (TOTO) and Training of Personnel Officers (TOPO) - ran from 1973 through 1974 with three of each at the five centres. Thus about 400 people from a variety of administrative and related backgrounds were prepared for new roles in the Regional, Area and District departments which were mandatory from 1974.

At the regional level there had been regional staff officers in the old regional health authorities since 1966 with responsibility for the planned movement scheme for developing administrators. Most of the post-holders were appointed to the new RHA regional personnel officer posts in April 1974 and soon set about discussing the formation of a body to represent the interests of senior personnel officers at Area and Regional level. By then I had been appointed Area Personnel Officer for Brent and Harrow and with several colleagues set about starting

discussions with a view to avoiding the inevitable damage which would be caused by fragmentation into two parallel organisations, given that by that time the health personnel officers association was well established. Through a series of meetings at Lichfield we formed the unified National Association of Health Service Personnel Officers in 1974.

The interests represented were those of the regional and area personnel officers who were keen to see a high level and restricted entry body, those at district level who would not be involved in an 'elite' organisation, and those like me who spanned both potential groups and who were committed to cohesion. I had drafted the first constitution based loosely on that of the earlier association and was elected the founder chairman in 1974. In the initial years we had no President, and my recollection is that I remained Chairman until 1976 when succeeded by Peter Dalton.

Personal:

I started my career in hospital administration at the Royal London Homoeopathic Hospital in 1961 moving posts every couple of years and working in hospitals, finance, regional hospital board, becoming hospital secretary of Paddington General Hospital in 1967. As noted, I started at Northwick Park Hospital as Personnel Manager in 1970, becoming Area Personnel Officer for Brent and Harrow Health Authority in 1974. In 1980 I moved to N W Thames Regional Health Authority, initially to handle the major re-structuring of the Thames regions and from 1982 to 1988 as regional personnel Director.

I left the NHS to start my own consultancy, Granville Sansom, with several partners, retiring to run the family property business in 2006 while still working freelance with NHS clients until recently. I learned to fly in 2000 and have flown around much of Europe. I am also a military aviation historian with eight published works to date.



PETER DALTON

NAHSPO National Chairman

1976 – 1978

My colleague Vic Flintham was the founder Chairman of the Association of Hospital Personnel Officers, and I became the elected Chairman of the newly formed AHSPPO in 1976. The conference that year was more of a morning seminar with Hotel Olympia (a catering/supplies event with significant NHS input) with Roger Dyson and Robin Gourlay in support. Whilst the title escapes my memory the subject related to pay, pay scales, and pay systems.

The key issues of the year were:

1. Pay, pay systems, and pay relativities – (it seems that, listening to the present news, very little changes in the NHS).
2. The position of 'Personnel' vis-à-vis the Regional, Area and District Management Teams with a number of senior members, mainly Regional Personnel Officers but with a strong support from some Area Personal Officers seeking formal membership of the Management Team as of right by means of prescribed membership.
3. The preparation and giving of evidence to the Royal Commission on the NHS.

In so far as tying this into a political event is concerned a number of national and international events took place around the time I was Chairman.

- Wilson resigned as Prime Minister (remember Lady Faulkner in the Honours List) and he was succeeded by Callaghan
- David Steele became leader of the Liberals
- Chairman Mao Tse-tung died
- Carter became President of the United States
- The Israelis freed the hostages at Entebbe

On the sporting front it was the Montreal Olympics. Red Rum won the Grand National for the third time. Bjorn Borg won Wimbledon for the first time. Boycott scored a 100 centuries and Kerry Packer started his cricket series leading to the ban of many players. Virginia Wade won at Wimbledon. Liverpool won the league for the tenth time but Manchester United beat them in the FA Cup.

(Original contribution submitted to 1998 brochure).

'I became the elected Chairman of the newly formed AHSPPO in 1976.'



MARTIN BEARDWELL

NAHSPO National Chairman

1978 – 1981

2022 Update:

On leaving my post in the NHS in 1992 I had a period of self-employment engaged in a number of interesting personnel management consultancies. I was elected to Shropshire County Council in 1993, leading my political group from 1997 and becoming Leader of Council in 1999. I decided not to seek re-election in 2005. I was appointed a non-Executive member of the local NHS Hospital Trust in 2003 and served 10 years, including a short period as acting Chair.

I served as a magistrate in Shrewsbury for 33 years but that office, along with lay membership of the Employment Tribunal ceased at my age of 70 in 2009.

Throughout the time since leaving the NHS I worked as clerk to a charitable trust, but that trust was wound up in 2021.

For the last year I have been able to provide voluntary service at the local Hospice for a few hours each week and, happily, I retain my enthusiasm for cycling on a couple of days each week. I was so pleased to be contacted to provide this update and, more particularly, to read of the success of the Association.

Well done to those who have developed such a broad oak tree from the little acorn that it was my privilege to share in planting so long ago. I wish the Association continued success.

Extract from 1998 Presidents brochure:

I cannot recall readily any specific or important happenings to the Association during my period of office, although I do remember that Margaret Thatcher came to power shortly after me and little did, we know then what changes to the NHS were twinkles in the Government's eye.

I also remember working very hard on the document which NAHSPO put together (and which is referred to in Gabriel Blamires' contribution to this historical collection). I spent a great deal of time going round the country trying to persuade groups of the new and enthusiastic breed of District and Area Personnel Officers to set up local branches of our nascent body, with a modicum of success.

I certainly shared with others the pride in seeing the Association develop into a robust body and I know that it has now gone to a much stronger position. I retired from the service in 1992 as Director of HR in Shropshire after which I had a period of self-employment. My good wishes to you all.



GABRIEL BLAMIRES

NAHSPO National Chairman

1981 – 1982

The period of my tenure led up to the abolition of Area Health Authorities, which had been set up in 1974 with highly structured, nationally prescribed management arrangements. The plans for 1982 reorganisation were much more laissez-faire as far as management structures were concerned. This was a cause for considerable concern to NAHSPO national executive members, who had fears for the very survival of the still young and tender plant of integrated personnel management in the new NHS authorities. There was anxiety that not all District Health Authorities would understand the importance and scope of the personnel function; and that the function could splinter into medical, nursing, and administrative support services.

In 1980 a NAHSPO working group has already been developing a blueprint for the Personnel function in DHAS. I remember animated discussions with Martin Beardwell, Peter Dalton, Jim George, Nick Seddon and others in smoke filled rooms (now a distant memory) to thrash out the final version. The result was published in the spring of 1981 under the title of 'The Personnel Function in District Health Authorities in the reorganised National Health Service'. A major task of the national executive during my time as national chairman was therefore to get this blueprint widely circulated, in order to influence all those who would be involved in drawing up management arrangements for the new health authorities. For my part this included correspondence with the then Secretary of State – Patrick Jenkin. In retrospect the efforts of NAHSPO at the time seemed to have borne fruit. The generalist personal function survived and was consolidated into the service. However, not surprisingly, the model of personnel management of that time now looks distinctly dated. The perceived scope of personnel management in the NHS at that time showed a strong emphasis on industrial relations – as a result of the industrial relations troubles of the 1970's. You will search in vain in the 1981 model for references to aspects of the function such as pay strategy

and human resource strategy. A fancy new concept called organisation development found a place in the publication owing to the impassioned advocacy of Jim George. Nowadays 'personnel management' has become 'human resource management'. Today we have different problems – but I sense a confidence that a more mature human resource function is firmly rooted in the service.

(Original contribution submitted to 1998 brochure)

'Today we have different problems – but I sense a confidence that a more mature human resource function is firmly rooted in the service.'



JIM GEORGE

President 1982 – 1984

My personal mission when I was leader of the Association; Regional Personnel Director (Trent); Chair of Regional Personnel Directors; and as a founder member of the NHS Training Authority was to strive for organisational strategies and practices in relation to people which were led by humanistic values – founded on a belief in the essential goodness and worth of people and in their natural desire to work effectively for the good of others.

I was whistling against the orchestra.

One of my ideas was to do with 'caring for carers' and I expended a vast amount of my physical and emotional energy trying to focus attention on a nurturing philosophy. I am sorry to relate that I was so overwhelmed by the outpouring of alienation, pain and anger expressed to me that I collapsed under the weight of it all. I had been working for so many years as a kind of organisational subversive, in my OD and consultancy and teaching activities trying to empower people to look after themselves and survive, that in the end the realising that the conflict between the values of the mission I had taken on and the values of the changing NHS were so much in stark contrast and conflict - that my own personal survival was threatened.

(Original contribution submitted to 1998 brochure)

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ROY MALE

President 1985 – 1987

The National Conference in my year of office was the last one to be held at St Hilda's College Oxford, and an abiding memory was the absence at relatively short notice of an after-dinner speaker from the final conference dinner through illness, which meant I had to stand in. This was the year when Rochdale had announced 40 redundancies, a highly significant event.

At that time General Managers were being introduced into the service, in particular importing people from industry, and as my contribution to this booklet I have dug out a take-off of the Hunting of the Snark with appropriate references:

Fit the First – in the beginning was the circular:

All we need is a Snark! The Chairman cried as he handled his Team with care. Supporting each one with a cheery aside and promising judgements with flair. All we need is a Snark! I have said it twice that alone should alarm all of you. All we need is a Snark! I have said it thrice. What I tell you three time is TRUE. The team was complete it included a Nurse, a GP and a Surgeon to boot, medic, and admin both wholly averse to the Treasurer guarding the loot. It was strongly advised that the DPO be confined in a separate room, but the Chairman declared that could never agree with the structure he wished to assume.

Fit the Second – the specification:

We have searched many months, we have searched many weeks, beset by consultants and sharks, but never as yet (tis your Chairman who speaks) have we interviewed suitable snarks. Come listen my men while I tell you again the five unmistakeable marks, by which you may know wheresoever you go to the warranted genuine snarks. Let us take them in order. The first is their age. Neither youthful nor old may they be, the second

requirement is said by the sage 'be acceptable regionally'. The third is the lengthy curriculum V which it constantly carries about. The fourth is a knowledge of Good Grocer G, a commercial apostle devout. The fifth is ambition. It next will be right to ditch health professional types, distinguishing those who lead soldiers and fight, a captains of industry's hypts. For although common Snarks do no manner of harm, yet I feel it my duty to say some are Boojums – the Chairman broke off in alarm for the nurse had just fainted away.

Fit the Third – the Appointment:

They sought them with scalpels, they sought them with care, they trawled in the National Press. They shortened the list with a solemn air. They suffered unbearable stress. 'The assessor is smiling!' the Chairman said he is shouting like mad, only hark! He is waving his hands, he is wagging his head, he has certainly found our Snark. It's a Snark was the sound that first come to their ears and seemed almost too good to be true, then followed a contract of three to five years, and the ominous words – it's a Boo. In the midst of the word he was trying to say, at the end of the contract year three, the Chairman had suddenly vanished away for the Snark was a Boojum you see.

(Original contribution submitted to 1998 brochure)



NIC C SEDDON

President 1987 – 1989

It seems incredible that my two-year presidential spell started in the 80's for in some respects it seems much more recent. But then when I try to recall the people's events it seems an age past especially when I'm reminded that I've been out of the NHS for some time.

In this 'Tale of Two Cities' the incomparable Charles Dickens describes the period much more eloquently than I can.

'It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, It was the season of Light, it was the season of Darkness, it was the spring of hope, it was the winter of despair, ... in short, the period was so far like the present period, that some of its noisiest authorities insisted on its being received for good or for evil, in the superlative degree of comparison only'.

The first year started with the Annual Conference in Nottingham and devastatingly so. It was then that Michael Fish said that the hurricane which hit the South East wouldn't but did. And then that a Wall Street crash adversely impacted on our American friends representing our transatlantic equivalent association (ASHHRA). It was also when our cooperation bore fruit in the form of our manual 'Human Resource Planning in Healthcare'.

During the two years I prepared and submitted on the Association's behalf to the House of Commons Social Services Select Committee a memorandum of evidence on 'Human Resourcing the NHS'. As a result, we were asked(?) to attend to give oral evidence. All I can say is that it's so nerve-racking when you've done nothing wrong. Heaven knows what it must be like when you have!

Subsequently I represented the Association at a private preview of the (then proposed) health service reforms. This took place in the Inner Sanctum of Richmond House, Duncan Nicol's office. This was important for the

Association insofar as it was being recognised alongside such as the IHSM and RCN.

'It was the best of times, it was the worst of times...'

Towards the end of my period, I organised a party of colleagues into a delegation attending ASHHRA's Silver Jubilee Conference in Hawaii. For its relative lack of stress personal this might well have been my presidency's highlight.

Those of you who were around at the time will surely recognise why the Dicken's quote is relevant to then and I imagine that those who weren't will see its relevance to now. For me the Association's presidency probably represented the best of times, for the conflict between the two, my Director of Personnel role the worst. In some ways I can lay claim to wisdom but sadly and with greater certainty to foolishness! I'll not exemplify the former so as to avoid being pressed for the latter.

It appears to be the season of Light and the Spring of Hope for the Association and long may that continue. It's good to see the Association so much stronger now than it was.

(Original contribution submitted to 1998 brochure).

Colin Pearson writes sadly Nick died in 2010.



FRANK GLASCOTT

President 1989 – 1990

It was a pleasant surprise to be tracked down here in 'la France profonde' and invited to join the Past Presidents' Dinner at this year's conference. A surprise and an honour and I am delighted to be able to accept.

Although I didn't join the NHS (from Local Government) until 1977 and therefore missed the birth of NAHSPO, as it then was, I became a keen supporter and conference attendee, including those youthful, amateurish but unmissable events at St Hilda's College, Oxford in the early 1980s. As a member of the National Executive, I saw the Association mature and grow, changing as the world of health and social care changed around it. At the same time, it managed the metamorphosis from Personnel to Human Resource Management, expanding into new areas of work such as Organisational Development, a skill virtually unknown in my early NHS career when the emphasis was solidly on Industrial Relations. It is gratifying to see how HPMA has built a truly professional Association on those early foundations.

When I took over the Presidency in 1989 from the late Nic Seddon, I was Director of HR and Corporate Affairs for the old Mersey Regional Health Authority, but when I passed on the baton to Peter Drummond the following year, I had begun my third career as Senior Fellow at Manchester University's Health Services Management Unit (HSMU).

I had 15 very happy years at HSMU latterly, after taking early retirement, as an Honorary Senior Fellow. During those later years, I developed a fourth career as an independent Organisational Development Consultant – a career I was able to carry on (thanks to Ryanair) while spending more time in France before moving here permanently in 2013 and finally hanging up my flipchart. Also, during that time, I was a Non-Executive Director of Mersey Care NHS Foundation Trust and chair of the sub-committee overseeing Ashworth Hospital, a 7-year stint which allowed me to rectify a shocking lack of knowledge of mental health services.

As an avid follower of UK politics and healthcare developments, I take my hat off to the current workforce and cadre of HR professionals. The going is tough, and the future of the Service seems precarious. But I hope you find the odd moment for fun. And if, like me, you're an optimist, you know it will get better.

'It is gratifying to see how HPMA has built a truly professional Association on those early foundations.'

And the future for yours truly? Well, despite appearances to the contrary (see photo), my fifth career will decidedly not be as a member of the United States Space Force!



PETER DRUMMOND

President 1990 - 1991

Those of you who are developing your career in the NHS might not realise that for the first 25 years it survived largely unchanged. Until in fact, 1974 when I first met Tony Anhoury, the conference organiser for the 1998 Conference. Since then, as you know, change has been the name of the game.

Falling in between Italia 90 and the Barcelona Olympics, 1990/91 was notable for Desert Storm, the end of the USSR and the Thatcher years and Bryan Adams reassuring us interminably that 'Everything I do, I do for you'. In the NHS, however, it brought fundamental change with the introduction of the internal market, GP fundholding and NHS Trusts from 1 April 1991. Those relatively few of us working in those 'first wave' Trusts really did feel as though we were breaking new ground. Brave talk either was of single table bargaining, reprofiling and (perish the thought) derecognition of trade unions.

The programme for our conference in Bristol in September 1991 reflected this changing NHS world. Eric Caines (naturally) Vicky Wright of Hay and Alan Maynard of York (back at the conference in 1998 and who sadly died in 2018) provided keynote sessions and Phil Gray (RCN) and Roger Poole (NUPE) enlivened Sunday morning. The social highlight was the trivia challenge presented by Rory McGrath and Tony Robinson.

The real highlight for me, however, was the presentation of the inaugural awards for Excellence in Healthcare Human Resource management. Significant interest was raised and, if memory serves, the first winners were from the private sector. Other developments for NAHSPO included special links with the IPM and the start of work on a development plan to change the organisation. Which is where I started this note ...

(Original contribution submitted to 1998 brochure)

**'In the NHS...
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CAROLE TIETJEN

President 1991 – 1992

Unfortunately, we have been unable to contact Carole, but Colin Pearson who was at the time National Treasurer writes:

Carole's presidency was highlighted by her encouragement of the Learning Organisation concept, and this was incorporated into the theme of the Conference which in 1992 was held at the Norbreck Castle Hotel Blackpool, Eric Caines, the then Director of Personnel at the NHS Executive opened the conference with a session entitled: 'Change as an Opportunity' in which he extolled the virtues of using the new Trust freedoms to full advantage in the HR field. He was followed by Chris Ham, as ever offering a sober analysis of the progress of the reforms. We also had as one of our workshops a juggling class called 'more balls than most' – all part of the learning process!

Carole was also the first female President of the association, and brought with her a refreshing vision of the HR professional's role – this is how she put it in her presidential address: 'The HR professionals should be the change agents within organisations – this means defining as well as reacting to the agenda. We need to influence managers at all levels that the NHS's success will be through people. Words will not be enough; it will be our behaviours that actually make the difference'

The Blackpool Conference recorded the highest ever attendance for NAHSPO/AHHRM, attracting nearly 400 people. It was a memorable event and Norbreck Castle Hotel provide a number of legendary tales; the management's insistence that guests should have cold showers, the military liftman, the lady delegate who was roused at 5:00 am to be asked for the return of the hotel iron, and the serving staff at breakfast telling off guests for being late. New Association members will probably learn of more fascinating stories from those who were lucky enough to be there.

(Original contribution submitted to 1998 brochure)

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LEW SWIFT

President 1992 – 1993

I took over the presidency at the Blackpool conference in 1992 and handing over to my successor at the Wembley Conference in 1993. In between I did what presidents do and visited as many branches as I could, went to numerous meetings, spoke to hordes of people, and at the end probably made little impression on anything.

The significant events during my presidency were the creation of our newsletter 'Network' to improve our communications and information systems. To this extent my year was rather different to most of my colleagues, and I do feel a small sense of achievement for that.

During my year we also spent a great deal of time discussing the fact that if the Association were to move forward, it would require a permanent dedicated administrative office. I am delighted to see that this has now been achieved and even more delighted with the continuing strength and influence of our organisation.

(Original contribution submitted to 1998 brochure)

'I am delighted to see that this has now been achieved and even more delighted with the continuing strength and influence of our organisation.'



RAY MAILLY

President 1993 – 1994

My Presidential year saw a change of the Association's name. However, I would not like motif to be NAHSPO to AHHRM – perhaps a painful memory! The venue of the conference was Glasgow – the first outside England and I think I remember a very successful one, complete with pipe band.

The key issue has to be the introduction of X and Y pay deals and the painful road to the 'Framework Agreement'. Ken Jarrold's commencement as HR Director for the NHS after an 18-month interregnum also was in February 1994.

It is perhaps also worth mentioning that the first contacts were made between AHHRM and NAHAT/Trust Federation during 1993/94 – a turning point in terms of our strategy!

My abiding memory of a link with the pop world has to be discovering loads of teenage girls outside the Glasgow Hotel on a pre-conference visit and Tony Anhoury believing they had arrived to greet us! In fact, they were there for the new craze that year – Take That (or That's Life' as Tony kept referring to them!)

Colin Pearson writes that sadly Ray died in 2003 a career cut short.

(Original contribution submitted to 1998 brochure).

**'A turning
point in
terms of our
strategy!'**



CHRIS WILSON

President 1994 – 1995

The National Conference during my year of office was held in Cardiff, the first time Wales had hosted the event. It was also the year when a Welsh Trust won the Excellence in HRM competition, so all in all my term had a distinctly Gallic feel about it. The high point of the Conference - which was opened for the first time by a Minister of Health, Jerry Malone (remember Winchester?) has to be the head-to-head debate between Sandy Macara, the BMA President, and Roy Lilley who had been my Chairman at the Homewood Trust in Surrey. It was called 'Carry on Doctor' and will live on in many people's memories for its humour, its punches, and Roy Lilley's spectacles.

The Trust waves were complete and exciting initiatives were going on in many places.

My year was noted for the work which we put into developing a National Strategic Plan, the first time that this had been attempted by the Association. This led to a number of initiatives, the most important of which was the Corporate Membership drive. This brought with it a massive increase in membership and at the same time a raising of the profile nationally. I hope that this legacy will live on and on.

Following Homewood, I subsequently worked at Chase Farm, Maidstone & Tunbridge Wells and Brighton University Hospitals NHS Trusts as HR Director before working in Gibraltar for the final 9 years of my gainful employment, again as Director of HR (where, once again, I was responsible for designing and introducing new Pay and T&Cs for healthcare staff) and latterly as CEO of Social Services.

I am now disgracefully retired and living in Brighton.

**'The Trust
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TERRY DAVIES

President 1995 - 1996

I regard the re-writing of the Association's Constitution to be my most significant contribution to the development of the Association during my Presidency. This exercise involved extensive consultations with Branches and members and the result is a constitution which should serve the Association for the foreseeable future.

The low point of the year was the decision to move the Annual Conference from Belfast to Manchester. A sad task was made much easier for me by the sympathy and understanding shown by the members of the Northern Ireland Branch. Disappointment.

Despite this, the Conference - under the title 'Out of the Frying Pan?' was a great success and was particularly notable for the contribution made by Rabbi Julia Neuberger: Employment Ethics which way now?' Ken Jarrold was there too, making a considerable impact upon the proceedings.

Tracy Myhill is still in contact with Terry who turned 90 this year. He is frail in body and less mobile, but Tracy says he is still active in mind and continued to advise and guide her throughout her career and they still have the occasional coffee and reminisce as they talk about their presidency years and the many conferences they attended.

(Original contribution submitted to 1998 brochure)

**'The Conference
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PATRICIA OAKLEY

President 1996 - 1997

I encountered massive goodwill as President in maintaining AHHRM's presence and conference efforts. However, these were unattainable for the future as AHHRM was growing too rapidly in both its profile and breadth of services. Therefore, my priority was to strengthen the administrative infrastructure and to start the process for gaining approval for our strategic direction and alliances.

Another major recollection during my Presidency was seeing in the change of government. I recall meeting a very tired Mr Stephen Dorrell, the then (Conservative) Secretary of State for Health, as he tried to explain why the Government would be awarding a differential pay award to Nurses and Doctors. In contrast, I remember meeting a very lively Mr Alan Milburn, the then incoming (Labour) Minister for Health in the first Blair Administration, at the AHHRM Conference in Keele, where he launched his Five-point Plan and HRM Strategy consultation document. We were, at last, both recognised and involved in policymaking, and we emphasised the need for a research basis for any HRM Strategy.

'I encountered massive goodwill as President'

I was also privileged to attend a very pleasant week in Boston U.S.A. at the American Conference for healthcare HR managers. Their delegate numbers at more than 2,000 heads, and the scale of the conference, were impressive. And rather reassuringly, the discussions focused on the

same agenda as that for the UK. The best part was being able to listen to one of my heroes, Harvard's Professor Rosabeth Moss Kanter, give a rousing talk on the future of the HR Specialist. Reaffirmed in my beliefs, I enjoyed kicking off the Research into Practice theme which I hope has stood the test of time.

That was twenty-five years ago! Since then, I have mainly been involved in supporting strategic workforce planning at policy-level, and workforce development and change management at local level. It has been a long haul often working in a technically complex subject in a politically sensitive policy-making environment. The difficult choices and strategic investment decisions required were not made easy by having naïve and short-term decision-makers at the helm.

Being retired, my last contribution to the strategic workforce agenda is to write about it and this will be my task for the coming summer and autumn. So, please look out for my article and make time to read it.

Director of Practices made Perfect Ltd and Teaching and Research Fellow, HRM, King's College, London University.



COLIN PEARSON

President 1997 - 1998

I joined NAHSPO after moving down from Scotland in 1984 and after attending my first conference at St Hilda's Oxford decided as a way to meet professional colleagues, I would join the conference organising team. This then led eventually to being Conference Treasurer in 1988 which I amalgamated with the National Treasurer role as I discovered that in the previous year NAHSPO was technically bankrupt having been defrauded by the previous external Conference organisers. As the Annual Conference was the only source of income it took us until 1996 to achieve a satisfactory balance to afford an administrative post to support the National Council. I was Chairman of the Oxford Regional branch between 1985 and 1994 and one of our key achievements was to launch a Junior Personnel Development Programme that won the Annual Branch award in 1997.

My presidential year started with the launch of the consultation on the National HR Strategy and the emergence of the Clinical Governance agenda accumulating in the Oxford Keble College conference. I decided that one of the themes was also to celebrate Past Presidents and we were able to bring together 10 of the past Presidents at the conference plus produce a short booklet on each of the President's contributions. I am delighted that HPMA has been able to replicate this for its Annual Conference in 2022.

In fact, much of my theme for that year built on my interest in HR playing a more positive and constructive role in dealing with difficult medical staff. The quote "we are and should be better at dealing with the two-year suspension followed by early retirement which seemed to be the default for dealing with dysfunctional medical consultants" followed me around in that year.

A chance conversation as the past president at the following years conference led to me leaving the NHS in 1999 for an international HRH career which has taken me from Egypt to South and North Cyprus, Solomon Islands, Sri Lanka, Timor Leste, Libya, Philippines, Lao

PDR, Germany and most recently Georgia. Most of these assignments were long term health sector reform programmes. My defining moment was to receive the "Outstanding Consultant Award" given by the Ministry of Health in the Philippines in 2017. Having now worked abroad for the last 22 years I can certainly recommend it to those facing a midlife crisis as there seems little prospect of having to retire unless you lose interest in travelling to new countries. I am now based in North Cyprus where I have lived on and off for the last 16 years.

'I decided that one of the themes was also to celebrate Past Presidents and we were able to bring (them) together.'

Director Of Organisational Development Milton Keynes General Hospital NHS Trust 1990 -1999.



IAN STONE

President 1998 – 1999

My year as President ran alongside an NHS organisational upheaval as the new Primary Care Groups, a shadow version of Primary Care Trusts, were created. A large number of staff throughout the country were transferred to the emerging organisations. New management jobs were put together, many new roles were created, and the whole process of transfers, interviews, appointments - and disappointments – permeated much of the NHS. Acute services and staff were largely unaffected but the distractions for HR staff were considerable. Many staff were unsettled, and productivity and concentration suffered. This was a challenge to HR staff up and down the land. The function was pressed to make organisational sense of all this and to bring a feeling of fairness to it all. Quite a year.

‘This was a challenge to HR staff up and down the land.’

At my end of my presidential year our conference was held at Warwick University with a very high attendance. The opening speaker was John Denham MP, Minister of Health, and the after-dinner speaker was Roger McGough: he entertained a spellbound gathering with his witty and sometimes strangely moving poetry. Our special guest was Ed Dunn, President of the American Health HR Association with whom I sang a karaoke version of American Pie.

Shortly after this year was over, I moved on from operational HR to work in Whitehall as HR Adviser to the Chief Medical Officer along with the National Clinical Assessment Service. I travelled to all corners of the kingdom advising Trusts, especially Chief Executives, and became heavily involved in the drafting and eventual launch of the new disciplinary policy for medical and dental staff. I liaised with ministers and MPs, learning a whole new way of working. My NHS Trust life often seemed far away but good friends and colleagues, many gained through AHHRM, were of great value through this time.

When I retired from full time work, I joined the board of the Weldmar Hospice and am now its Vice-Chair. We contract with the NHS and other bodies to provide end of life care across Dorset. This is a complex organisation with a turnover of £10m and around 300 staff but, like the NHS, is full of highly motivated people who care about their work and ensure the organisation is successful. It is pleasing to be able to use my NHS experience in this way. In my spare time I am also Parish Clerk for my village, and this brings many echoes of previous Board life.



KAREN BELL

President 1999 - 2000

Karen was a very proactive member of AHHRM when I was President writes Colin Pearson. She played a major part in re-establishing the East Anglian branch and I was delighted to hear that she had been elected President shortly after I left the UK.

This is an extract from The Hunts Post – ‘Tributes have been paid to Karen Bell, former chief executive of Huntingdonshire Primary Care Trust and CEO of Cambridgeshire and Peterborough mental health trust, who died of cancer on June 9, 2011, aged 57’. Diana Jakubowska, the trust’s head of communications, said: “Karen Bell was a person with huge passion to improve the lives of local people. Karen’s career began as a human resource professional, and she worked in many senior roles in the public sector throughout Cambridgeshire including Cambridge City Council, Cambridge Health Authority, Lifespan Healthcare NHS Trust, Hunts PCT and most recently as chief executive of the Cambridgeshire and Peterborough NHS Foundation Trust. “Karen made a significant contribution to the establishment of Cambridge University Health Partnership, an academic health science centre, and this will be a lasting testimony to her hard work and dedication.

“At CPFT, Karen led a radical programme of service transformation that has subsequently been used as a model of how to improve NHS mental health services by trusts throughout the country. She also pioneered the introduction of recovery practice into CPFT, which now leads the way throughout the country in the development of peer workers and recovery-oriented services,” Mrs Jakubowska said. “Karen was renowned for her drive to improve leadership and she opened our eyes to what leadership in the NHS is really about. She had a simple philosophy: do the right things for the right reasons. CPFT went from strength to strength under her leadership: Karen was a great champion of mental health, and her commitment to mental health services always shone through.”

Her former colleague said tributes to Mrs Bell repeatedly included key words such as passion, inspiration, commitment, integrity, encouragement, visionary, commitment to quality and courage. “Karen will be

missed by her wide circle of colleagues and friends, and she will also be missed by those who never knew her but who benefited from her dedication to improve local services for local people. “She leaves a fine legacy of which her family and friends can be rightly proud and from which local people will benefit for years to come. The world is a poorer place at her passing, but her legacy will endure, her many achievements give us cause to celebrate her life.”

Michael Lynch, who was chairman of the Hunts PCT from its formation until shortly before its abolition in 2006, told The Hunts Post: “I consider it a privilege to have worked with one of the best chief executives in the NHS. “As well as being my chief executive, she became a good friend. She will be greatly missed not only by her family but also by the NHS in Cambridgeshire to which she was a long-standing and devoted servant. She was a great chief executive, a good ‘people person’ and an accomplished communicator.”

Karen also gave her time to help others including roles as governor of Cambridge Regional College, founder trustee of the Mountain Trust, a charity providing support for basic health and education in the most remote parts of Nepal – a scholarship is being established in her name, trustee of the National Children’s Bureau and Kate was a member of a number of top-level Government advisory groups. She undertook a wide range of international visits and lectures including a series of short-term consultancies to South Africa helping national and provincial governments build top team capacity at its 10 academic teaching hospitals, as a consultant for the Government of Malawi to establish a DIFID funded National AIDS Executive, facilitator for a top management retreat for the Namibian Ministry of Health and keynote speaker at the American Society of Hospital Personnel Practitioners, San Diego, Mrs Jakubowska added. “Karen was a kind person, who invariably put the needs and wishes of others before her own. At work she was an inspirational leader trusted and admired by those with whom she worked. “She leaves two much-loved sons, Oliver and Matthew, husband Chris and a strong extended family that was very important to her and which was a huge influence on the way she lived her life.”



SALLY STOREY

President 2000 - 2001

Having served as Secretary to the then National Council for many years previously I took up the presidency in October 2000. These were the early days of the NHS Plan, and I hardly had time to draw breath before the Government launched its plans for tough HR performance targets for the NHS. The framework had more than 60 points on issues such as flexible working, widening access to training, recruitment and working life improvements, which were a tall order for HR to meet. AHHRM as it was then, was a much smaller organisation, with about 3,000 members, and worked in partnership with SHRINE, the newly established strategic HR intelligence network. Tony Blair was in number ten with a landslide victory for Labour keeping him there, Peter Mandelson resigned from the cabinet for a second time, and Sven Goran-Erikson took on the England team. Price-fixing by drug companies was outlawed. Challenges within the world of HR, indeed across the world in general, were eclipsed by 9/11 as my year ended.

I retired from my Human Resources Director position for South London & Maudsley in 2020 but have been doing project work on restructures at Guy's and St Thomas' ever since, still working pretty much full time.

'I hardly had time to draw breath before the Government launched its plans for tough HR performance targets for the NHS.'



TRACY MYHILL - OBE

President 2001 - 2002

I took over the Presidency in 2001. The theme of 'my' conference in Chester was: - HR - the difference that makes the difference.

When I became President, I was Head of Personnel at Gwent Healthcare NHS Trust having previously been Director of HR in Gwent Community and Mental Health Trust. I remember constant debates with my CEO who did not want the post to be called Director because it was not a full Executive post. Andrew Foster was the NHS HRD at the Department and was talking about HR with Attitude, encouraging the profession to step-up. The Presidency challenged me to do just that ultimately becoming Executive Director of HR on the Board. HR - the difference that makes the difference gaining the recognition it deserved for many colleagues at that time, not just me.

'...some of the best years of my career...'

I joined NAHSPO in the 1980's and remember my time with NAHSPO, AHHRM and HPMA fondly: some of the best years of my career. I met as many members as possible across the UK and promoted the role and raised the profile of HR in the NHS. Being one of Personnel Today's Top 40 Power Players alongside Chairs, CEO's, Ministers, Secretaries of State and HRD's across industry and public sector including Tesco, (Claire Chapman – some might remember), Lloyds Bank, Nokia, Ford, ASDA, Local Authorities and Geoff Armstrong Director General of CIPD, was a significant step for the profile of HR in the NHS.

The agenda was preparing for NHS Reform, improving HR Management in the NHS, recruitment and retention and NHS Pay Reform. I also worked to push equality and diversity up the agenda.

My overriding priority was to support the HR profession to enable its voice to be heard.

I will never forget my handover to Elaine Way who managed to get the whole conference dancing at the end of her speech.

'I worked to push equality and diversity up the agenda.'

Following my presidency, I went on to further Director roles including a national role as Director of HR for NHS Wales. There's no doubt in my mind that my HR career influenced my later success in NHS CEO roles and now retired from the NHS, a successful 'portfolio' career including mentoring through my consultancy, an NHS Chair role and my NED role on the People Committee at the Ministry of Defence.

Personnel, HR, Workforce, People - whatever we call it I believe it's the bedrock of a successful leadership career in any role or sector.



ELAINE WAY - CBE

President 2002 – 2004

Previously Chief Executive of the Western Health and Social Care Trust (Western Trust), one of the largest and most complex public sector organisations in the UK. Elaine was awarded the HPMa Lifetime Achievement award in 2017.

Prior to her role as CEO, Elaine was a Director of Human Resources and her tenure as President saw the name changed from Association of Healthcare Human Resource Management (AHHRM) to Healthcare People Management Association (HPMA), reflecting the belief that people management is everyone's business. Using her considerable energy and influence, Elaine brought HR front and centre touring the four nations to speak at conferences as well as introducing the HR awards and much of this legacy shapes how HR is today.

Andrew Foster, previous Chief Executive at Wrightington, Wigan and Leigh NHS Foundation Trust said: "As Workforce Director at the Department of Health from 2001 to 2006, I was fortunate enough to see at first hand, the enormous contribution made by Elaine Way to HR in the NHS.

Described by many as a real role model who has influenced them through their careers Elaine was always the person mentioned. Her warm engaging style enabled people at all levels and from all professions to relate to her.

'Using her considerable energy and influence, Elaine brought HR front and centre touring the four nations to speak at conferences as well as introducing the HR awards and much of this legacy shapes how HR is today.'



MIKE PYRAH

President 2004 - 2006

Mike left the NHS in 2012 after a 34-year career. For the last 17 years of those Mike was a NHS Chief Executive, undertaking this role in both a NHS Trust in the West Midlands and for a large Primary Care Trust in Cheshire.

Throughout his career Mike has always undertaken regional and national work particularly in his areas of interest which include, Social Value, Primary Care Development and Organisational Effectiveness.

Mike was a Policy Board Member for NHS Employers for 6 years, a Board Member of the NHS Equality and Diversity Council for 3 years.

On leaving the NHS Mike undertook a wide range of consultancy assignments within and outside the NHS, before he formed Howbeck Healthcare in 2014.

Mike is primarily involved in providing management and leadership support to GP Federations, Practices and the new Primary Care Networks.

‘Throughout his career Mike has always undertaken regional and national work particularly in his areas of interest which include, Social Value, Primary Care Development and Organisational Effectiveness.’



DEBORAH O'DEA

President 2007 – 2008

My presidency followed some truly excellent and very well attended NHS nationally organized HR conferences which had put our national conference very much in competition and had markedly reduced our coffers. This coincided with our great sponsor Andrew Foster stepping down from his role as the national HR Director for the NHS.

I thoroughly enjoyed visiting branches and country conferences and of course our wonderful awards during my tenure.

Additionally for the two years of the presidency we were large concerned with how to keep the organisation afloat; finding a new and innovative place for a newly formed HPMA. It was a very tough time.

We introduced the 'Just in Time' events, took a punt on a London conference which was the start of a strong London branch and introduced commercial partners in new ways.

The most outstanding feature of my presidency was the enormous amount of effort and support that people were willing to give personally to ensure the survival of the organisation. There were so many supporters, but a few names come to mind in particular: David Amos, Tracy Myhill, Sally Storey, Alex O'Grady, Chris Carron, Billy Bateman, Nikki Hill, Lauren Crawford and the Chamberlain Dunn team and Peter Edwards and the Capsticks Team. I will forever feel indebted to them for helping to keep the organisation alive so that later Presidents were able to do such a wonderful job on building us ever stronger.

'The most outstanding feature of my presidency was the enormous amount of effort and support that people were willing to give personally to ensure the survival of the organisation.'



KELVIN CHEATLE

President 2009 – 2010

When my phone rang in Sept 2008 and I saw Deb O'Dea's name pop up I had no idea I was being canvassed as a potential HPMA President- it was an enormous surprise and thrill to be asked to take on this role, especially by somebody of Deb's stature.

I had been an HRD in the NHS for 12 years at that point. Leading the function firstly at Broadmoor Hospital and then West London Trust. It probably helped that West London had won the Overall Winner award at HPMA 2007 but that too was a huge surprise to the extent that our Trust Chairman had to call me back in to the awards as I had left for a comfort break! Bad timing Kelvin! So you never know when opportunity will knock on the door and HPMA have been a golden thread in my 25 year career as an HR Director in this sector. I have been lucky enough to see the work of my predecessors and successors build the professional voice it represents today. Each era has had its own challenges and priorities.

My two years as President was a time of volatility and change in HR and the NHS. The "HR with attitude" era led so brilliantly by Andrew Foster (who can ever forget his motorbike entrance at the Annual Conference!) had been replaced by a less certain future for HR. Austerity was cutting through, HRDs were losing their voice as Board members and workforce was an easy target for cuts. My priority was to build resilience and expand membership to help navigate these troubled times which has echoes of today supported by the brilliant team at Chamberlain Dunn.

I focussed on visiting the regions outside London including Northern Ireland, the North, Wales and the West Country to see the great HPMA HR communities at work. We had talks with partner professional organisations in other sectors to see if we could build resilience (although these eventually fell away) and rebuilt the HPMA website and newsletters to help sustain and attract members at the beginning of the new digital age. We also appointed a Deputy President who materialised as Kevin Croft who went on to do a great job himself as President after 2010. The volatility of this period affected me too as my own Trust had been through a difficult CQC inspection leading to a change in CEO leadership. Although this didn't directly impact me, I decided it was time to do something different and went to work with Capsticks leading a national HR Consultancy.

I was lucky in that both Capsticks and HPMA were very supportive of me remaining as President, although I wasn't strictly in the NHS, and I renewed many of my HPMA contacts during this period of national HR work.

'HPMA is a force for good'

I re-joined the NHS in 2016 as HRD at Kingston and it's been the happiest of times, leading a great Workforce team (more latterly including Hounslow and Richmond Community) and with fortune smiling again as the HR team won two HPMA Awards during this period and Kingston Hospital itself became an Outstanding Trust. In 2021 I was honoured to receive the HPMA Outstanding Lifetime Achievement Award complete with an amazing video accompanying it, full of tributes so lovely I began to wonder who they were talking about! HPMA is a force for good building confidence and talent in a profession that has often struggled to find its voice in the NHS where clinical professions dominate. The national Workforce leadership role epitomises these struggles and the enormous complexity of leading people in an organisation of 1.3 million workers. This year I had the pleasure of being involved in the ASPIRE Deputy programme- a great tribute to the work of Rachael and colleagues- and it is great to see such strong new talent coming through. No career at this level is without its bumps and bruises and I've had my share but I wouldn't want to do any other job in any other organisation....people really do matter and I am so lucky to have enjoyed such a long career full of wonderful colleagues, many of whom are also great friends.

So, thank you Will, Lauren, Nicky, Dean and everybody involved with HPMA today- it's been a journey of discovery, and long may you run in doing your work which I will always support.



KEVIN CROFT

President 2011 - 2015

When I took over the only branches with much activity were Northern Ireland, Wales, and London. There was still no UK-wide national conference but one of the highlights of my presidency was attending the annual conferences in Northern Ireland and Wales. The branches, conferences and members made me feel so welcome, had such passion for the people agenda and a real sense of community and determination. The challenge was to re-generate and grow the membership across the English regions.

To address the lack of activity in England we firstly needed to persuade senior colleagues to take up its leadership. I was concerned that being a 'Branch Chair' sounded a bit like an offer to run the Wheeltappers and Shunters Social Club. Barack Obama was in the news as US President along with his Vice President, Joe Biden. This gave me the idea of creating multiple Vice Presidents as national positions with regional responsibilities rather than asking people to become a Chair of a local branch. I hoped this would be more enticing.

At the time there was a mixed picture in HR professional development across the regions and the idea by the NHS Chief People Officer of the time, Claire Chapman, of a national HR Academy, had come to nothing. Whilst I was London 'Branch Chair', and in response to the death of the national project, we'd converted the London branch of the HPMA into the London Healthcare People Management Academy. Whilst, at its most basic, it was new words for the same initials, it gave us a different feel and a specific, and engaging, purpose that also filled a gap. It was also much more attractive to sponsors, contributors, and participants. We now had a focus, an offer, and a prototype that I was hoping we could sell (at no charge) to the English regions.

In developing the London academy we'd built a good relationship with the CIPD, who were keen to improve their profile in the NHS and helping us grow the HPMA gave them a route to this end. We had great support from the law firms. Michael West was a real champion, and his research was the foundation of our new strapline 'Good People Management Improves Patient Care'.

So began the HPMA, CIPD and law firms 'Build the Regions' tour. The 3V's modus operandi was set - Richard Goff from the CIPD on the vision, the London Academy presentation as a vehicle and a 'volunteer' prepped in advance to step

forward as the Vice President. All rounded off with drinks and nibbles from the local legal sponsor. By the end of the tour, we had Hein Scheffer to lead the South West, Amanda Rawlings the East Midlands, David Holmes the West Midlands, Mark Vaughan and Tom Simons the East of England and Joanne Marshall the North West. We tirelessly courted, but didn't quite convert, a prospect in the North East. Yorkshire and the South East took a dip, but not the plunge.

In other developments, and to feed the growth, we launched the APPRECIATE model and campaign, which was a 10-point plan for good people management. We created the award winner's roadshow to provide some exposure for those shortlisted as well as content for branch events. I was keen to open up access to the annual awards which was mainly attended by those shortlisted, sponsors or senior people invited by sponsors. It was still too risky to move back to the multi-day conference, but we started running an event on the day of the awards with a combined ticket for the conference and awards. This opened up access for more junior staff to experience the amazing awards night that was such an inspiration and boost for those lucky enough to attend. Having experienced the awards night these members were also more inclined and determined to submit their own entries.

With the new VPs and regional interest, we had the platform to grow. By the end of my term, I hadn't managed to achieve my ultimate vision of 4 English regional academies - London, The South, The Midlands and The North - but memberships were up, activity was up, and award entries were up. Income had increased so much it was time to consider the legal form of the association, which I'm sure you will hear about in the next leg of the journey.

My 4 years as President was one of the best periods of my, now nearly 30-year, NHS career. I feel blessed to have had the experience. I want to end with a special mention to two unsung heroes - Lauren Crawford, from Chamberlain Dunn, and Diana Cliff, the London Academy Development Manager, who was the key that unlocked the academy vision and is still running it today. Thank you to all those mentioned above for their support as well as the others who contributed, or just came along, but I haven't got space to mention.



DEBORAH TARRANT

President 2015 – 2019

I am currently a trustee of HPMA and pleased to still be part of this amazing organisation. Whilst reflecting on my time as president to write this article I found my notes for my presidency launch event. It is both fascinating and reassuring that what I believed and said then holds true today and that the vision and the commitments I made on that launch day were delivered.

I felt privileged and humbled to be the new president (it takes a while to get used to that title) and, whilst excited I was a little daunted wondering what it really entailed! What I did know was that I wanted to do a good job and make a difference for the people working in the NHS and those that it served, our patients and communities. I have always been clear that the leadership of an organisation determines the culture and the health and performance of the whole organisation. This has driven me to work in and apply a holistic organisational development approach in all my work to create healthy, high performing teams. My starting point is “it’s all about the people” so the focus must be on developing and looking after our people so we attract and retain the best and diverse workforce to provide the best care we can for our patients.

So, what did I say? ... some words from my inaugural speech:

The NHS is a PEOPLE business, People caring for People. Without our dedicated and talented people, we don’t have a health and care service. I believe it is vital that the HR&OD community take a leading role in ensuring healthcare utilises its precious resources, our people, most effectively to provide safe, quality, and compassionate patient care. We need to lead, engage, manage, develop, and look after our people well to get the best out of them. HPMA is the professional voice of HR in the NHS and more fittingly we now talk about people management, and we need to provide active support and development to our members, their teams to enable them to lead in this crucial area. We have a

duty to improve the capability, confidence, and impact of our people. HPMA has a role to play in helping the NHS become a better employer, getting the fundamentals of people management right and contribute to delivering the healthcare of the future.

My vision is for HPMA to continue to be the profession’s voice, to grow the membership and our reach, to provide more networking events and development opportunities for more of our people professionals and teams at all levels, and to support and develop the academy model. To do this we will need to consider the goals and strategy for the next 5 years and how we govern and operate as an organisation, ensuring that the HPMA is in the best organisational shape to deliver this now and into the future.

During my presidency I set an ambitious development strategy for the organisation; achieved charity status and thus provided the clear organisational form and clear governance and financial arrangements to provide a sound foundation for the growth and sustainable future of HPMA. It also enabled clarity of roles and accountabilities and appropriate protection of those involved in the running of the organisation.

Before taking up the Presidency in April 2015 I was Vice President for the London branch/ HPMA Academy for four years. By the time of my presidency, I had been working within HR in the NHS for the past 20 years (after an early career in private and other public organisations) and have always had a strong belief that ‘good people management’ is fundamental to successful organisations. The concept of an HPMA Academy for London had been tested and proven when I took up the vice president role, and I could see it’s need and potential for growth and was determined not to let it disappear. However, without funding for the part time development lead, this was at risk, so we set about developing a business strategy to deliver a structured and sustainable development programme for all HR and OD leaders and practitioners

for London members. It was a special and proud moment for our small team when nearly all the HRDs across London stepped up to agree to an increased membership fee to fund the support to run the Academy and, thus, provide their teams' professional development. Since this time the Academy has continued to grow and is one of the jewels in the HPMA crown.

In a similar vein when I took over the national presidency, I was puzzled that this important and much needed voice and development organisation for our profession was run on a shoestring, relying largely on the good will and hard work of volunteers and with no clear organisational form or governance to protect them and build for the future. As a comparator I looked to the HFMA (the equivalent organisation for the NHS Finance profession) and saw how much was invested in it by FDs and organisations, how it was run and what it provided.

I will always be grateful that I had a team of deputy presidents: Damian McAllister, David Holmes, and Joanne Marshall, that shared the vision to take HPMA further and that to do this we needed to operate within a different organisational form. So, very early in my term, on top of the normal national meetings and events, we undertook a comprehensive governance and financial review alongside the development of a strategy for the future of HPMA. We set about consulting the national council and our partners in rethinking our vision, mission, and business strategy and the organisational form to work in. Whilst we kept much of what was good about HPMA, including its mission and fundamental values, the review recommended the establishment of HPMA as a charitable incorporated organisation.

Our vision for HPMA within the CIO application was "Improving Health through People". To set the culture for providing great care through great people management. The core pillars of our purpose were: Networking for members; Voice of the profession; Bringing benefits to our members: providing information and development events,

sharing research, evidence, and best practice in the field. It was a special and memorable time when we signed off the constitution and application for our new organisational form and were subsequently granted charity status. This gave HPMA the clear form and governance arrangements to be well led, managed, and grow for the benefit of its members and the people we serve in the NHS.

Alongside these important governance and strategic developments this period saw some exciting events and times in HPMA's history. We celebrated the 40th anniversary of HPMA and its predecessor organisations, for which we staged a special event and welcomed back Vic Flintham, the founder and first president, and shared some highlights from the 40-year history. There were the many conferences and ever-growing awards ceremonies, including local branch conferences with their own awards sharing best practice around the UK. Some of my best memories were seeing the delight of the award winners and even those that weren't chosen to join in celebrating the best of HROD in the NHS, singing, dancing, and having fun. I'm also grateful for the platform to talk about what I believed and was important to me, oh and of course a chance to buy a new outfit! (I think the Chamberlain Dunn team also had lots of fun choosing which music I should come on stage to. A fav would be 'Sisters are doing it for themselves'!).

It would not be an accurate picture of my presidency, or would I be true to myself if I did not mention a difficult time for me personally during my tenure. Without going into detail, I suffered a period of ill health which can, for simplicity, be described as 'burnout' that affected my physical and mental health. Whilst I, like I suspect a lot of people do, carried on and hid my symptoms when I wasn't well, when the panic attacks started happening on the tube, and I was unable to function effectively, it became unsustainable, and I had to take time off. Work alone was not the cause but there are factors from working in less optimal cultures and it became clear



DEBORAH TARRANT

President 2015 – 2019

(continued)

with the right professional support that previous work and personal experiences had left me with PTSD and when I was faced with similar behaviours it triggered poor mental health. I had to face, I was not super woman, I was exhausted from years of being strong, I was ill, and I couldn't keep going. Then the hard work began, working through the causes, understanding, healing, and rebuilding me. So how could I have let this happen? I had always believed in the importance of health and wellbeing of our people, compassionate leadership and yet I was not looking after myself or being compassionate to myself. I was too busy doing this for others, accommodating others, absorbing the 'bad stuff and behaviours of others' etc. etc. Selfcare is a very hard thing until you really understand it, have the tools, and apply it authentically to yourself and those in your care.

I was fortunate to have good team at HPMA that kept the show on the road and moved forward on our plans and am especially grateful to Damian for stepping up in my absence. I am so thankful that I was able to return to work under flexible arrangements and to be welcomed back in to the HPMA family. I promised myself and others that I would ensure something good came out of my experience so at a conference I shared my story and what I had learnt. If I have helped one person, not to get to the place I did, I am pleased. Due to my period of absence, I was touched to be asked to stay on another year as president to see through some of what I set out to do. I was delighted to hand HPMA over to Dean Royles in 2019 who is a highly experienced people professional and an excellent voice for HPMA.

I have always been an advocate for health and wellbeing of people at work, for flexible working and work life balance and my lived experience has strengthened my insight and has led me to the decisions and focus for my life and work for now and future. I am now clear that I will only work the hours and in healthy environments that allow me to be my best self and do my best work. I am acutely aware that I have the gifts of age and circumstances to enable this. But it should be possible for all, and we should help to enable the conditions and

flexibility to maintain our people's health and wellbeing and retain them in the NHS.

After a short break from senior NHS roles, I joined NHSEI London in April 2020, to 'do my bit' to support the people in London during the Covid-19 response and recovery. I was able to combine the workforce provision and focus on flexible working and health and wellbeing. Latterly, until July 2022 I was interim joint Director of Workforce and OD for the SE Region. By working as part of a job share, I am pleased to have championed flexible working in the NHS whilst ensuring my own health and wellbeing.

I am now focusing on developing my own coaching and consulting services specialising in personal and team development and wellbeing. My mantra and brand are BeWell, LiveWell, WorkWell. I believe a focus on wellbeing and balance is vital whilst working in challenging caring professions and aim to continue to support people to be their best selves in work and their lives.

I am proud of my work career that has spanned the private, public and third sector with the majority of my 30-year career as a HROD professional spent in the NHS at executive director level. I am also clear that being part of HPMA has been a great support to me during my career and has been some of the best and happiest of times working with some amazing people.

**'It will always
be all about
the People.'**



DEAN ROYLES

President, 2019 - 2023

Dean has been president since 2019 following the awarding of the HPMA Lifetime Achievement Award in 2018. He was previously Executive Director of HR and OD at Leeds Teaching Hospital as well as being the Chief Executive of NHS Employers.

Dean epitomises the ultimate people professional, is forward thinking and always demonstrates passion and commitment to give his best to the charity, the NHS and most of all his profession.

He has supported the charity to build its national profile, supporting the team to put HPMA even more on the map through his vast network having worked for the NHS for some considerable time, now running his own consultancy and is a Non-Executive Director at Humber NHS Trust. Dean is committed to supporting people professionals, providing coaching and mentoring, providing whatever help he can.

During the course of his tenure, Dean has seen the emergence of a North Academy, currently being developed and due to be launched in the Autumn alongside all of the UK having active branches.

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branches.’**



Stay in touch



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