



**WINNERS' GUIDE**



**EXCEL18**  
EXCELLENCE IN HRM  
AWARDS 2018

**WINNERS' GUIDE**

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

Now in our 27th year, the HPMA's annual awards have been more hotly contested than ever and the judges had to agonise over all of the decisions – several categories were very closely run. It is great to see so much excellence in HR management from every HPMA branch across the UK.

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

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

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

**Deborah Tarrant**

HPMA President

“ HPMA IS ABOUT HELPING YOU DEVELOP YOUR OWN IDEAS AND PROJECTS AND CREATE THE ENVIRONMENT FOR TEAMS TO DO THE SAME: GREAT PEOPLE MANAGEMENT LEADS TO IMPROVED OUTCOMES. ”

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# PRESIDENT'S AWARD FOR OUTSTANDING LIFETIME ACHIEVEMENT



# DEAN ROYLES

Executive Director of HR and OD

Leeds Teaching Hospital NHS Trust

Dean is the ultimate HR professional who epitomises what a forward-thinking workforce leader should be. He has always demonstrated his passion and commitment to giving his best to his organisation, the NHS and most of all his profession.

He is a values-driven leader who refreshingly says what he feels and is not afraid to go against the grain in his work and in sharing his opinions. The workforce profession can learn so much from Dean in relation to his attitude and approach in staying true to his values.

He has worked within the NHS for a considerable amount of time, showing his commitment to healthcare and putting staff and patients at the heart of everything he does. He is a great believer in developing the workforce professional, supporting colleagues through mentoring and coaching, ensuring that he provides whatever support he can. As Dean leaves his role within the NHS and opens up another chapter, it is a great time to acknowledge all he has done and how many lives he has touched during the course of his career.

Dean's achievement's whilst at LTHT include:

- ◆ Helped to embed the Leeds Way values and the Leeds Improvement Method
- ◆ Championed apprenticeships – the trust is now the largest employer of apprentices in the entire NHS with over 600 last year
- ◆ Led large reductions in medical agency spend
- ◆ Led the development of the Leeds Health and Care Academy.

“*Hugely deserved recognition for Dean for what he has done, and how he has done it. Dean has made a telling impact at a local, regional and national level for the people and patients of the NHS, but also in the development of the HR profession more generally.*”

**Danny Mortimer**  
Chief Executive  
NHS Employers

HR DIRECTOR OF THE  
YEAR,  
SPONSORED BY LIAISON

THE WINNER IS...

“Amanda is an exceptional leader in her field and is passionate about delivery of her agenda to the highest standard. She exemplifies what you would expect of a Director of Workforce – she is hard-working, goes above and beyond, and is always there to support others.”

# AMANDA OATES

## Mersey Care NHS Foundation Trust

Amanda brings both a commercial and NHS perspective to addressing workforce issues and opportunities which she does with great passion and enthusiasm, never shying away from a challenge.

Amanda's compassionate leadership style has been pivotal to a very successful period of change management. She is visible amongst staff and pays close attention to their needs, proactively seeking out opportunities to understand the situations that staff face. She consistently responds empathetically by taking thoughtful and appropriate action to help get the best outcome for staff, teams and the organisation.

The trust has commenced on a journey to implement and embed a Just and Learning Culture for staff, service users and patients. Amanda's work on Just Culture is at the leading edge in the NHS and is being internationally acclaimed. She has shown a great amount of courage, resilience and humility in leading this work across the trust as at the onset, Mersey Care had a significant number of disciplinary cases and associated suspensions.

Amanda is an extremely visionary strategic thinker and proactively seeks out opportunities to collaborate with others when she can see an opportunity to improve quality or to gain efficiencies, all for the greater good of the trust and the wider NHS community.

## FINALISTS



**James Devine**  
Medway NHS Foundation Trust  
james.devine3@nhs.net



**Raffaella Goodby**  
Sandwell and West Birmingham NHS Trust  
r.goodby@nhs.net

**Want to find out more? Email Amanda on:  
Amanda.Oates@merseycare.nhs.uk**

HR TEAM OF THE YEAR,  
SPONSORED BY WELSH  
GOVERNMENT

THE WINNER IS...



“ Fabulous! Significant transition project delivered to an excellent standard and on time. The panel were blown away by this powerful, passionate presentation from a well-bonded tight team. The panel all wanted to be part of their team! ”



# WORKFORCE & TRANSITION

**Pamela Jamieson, HR Manager - Head of Service, Natalie Morel, (not pictured) Workforce Development Partner, Lorraine Widdowson, Workforce Business Partner and Pauline Wells, Personal Assistant, Admin Team, Acute & Diagnostics Directorate**

## NHS Dumfries & Galloway

The Workforce and Transition Team at NHS Dumfries & Galloway was formed in July 2016, led by the Workforce Manager and supported by four Workforce Business Partners and a Workforce Development Partner, alongside the day job of supporting staff and managers in NHS Dumfries and Galloway.

The team worked so well because it communicated. The team were based together, and held weekly huddles where everyone had a voice, everyone was valued and everyone's views were listened to with equal measure – this openness within the team built trust between all the members regardless of grade. They role modelled this open approach wherever they worked. When NHS Dumfries & Galloway was given the 'green light' to go, the team pulled together and developed a concise plan, working in partnership with managers to establish their needs and how it could meet these, whilst continuing to maintain an acute & diagnostic service. The team reacted to ever-changing service demands by being accessible and resilient whilst remaining consistently enthusiastic.

The team sought information from across the board, with everyone having an equal part to play, and colleagues had the opportunity to feedback. As a team, they work together extremely well – '#TeamAwesome' has become their tagline!

## HIGHLY COMMENDED



Jennifer Carr-Smith, Human Resources Business Partner and Michelle Heeley, HR Business Partner

Black Country Partnership NHS Foundation Trust

Resilience & excellence in an ever changing environment

[jennifer.carr-smith@nhs.net](mailto:jennifer.carr-smith@nhs.net)

## FINALISTS



Noeleen McCreanor, Assistant Director of HR – Employee Resources and Linda Thompson, Corporate Bank Manager

South Eastern HSC Trust

Collective leadership at its best!

[noeleen.mccreanor@setrust.hscni.net](mailto:noeleen.mccreanor@setrust.hscni.net)



Samantha Whann, (not pictured) HR Senior Manager, Michelle Morris, HR Manager, Equality & Governance, Aisling Curran, Learning Disability Service Manager and Tracy Gouck, Occupational Therapy Assistant

Belfast Health & Social Care Trust

Equality matters

[samantha.whann@belfasttrust.hscni.net](mailto:samantha.whann@belfasttrust.hscni.net), Michelle.morris@belfasttrust.hscni.net

Want to find out more? Email Pamela on:  
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# 9

DEPUTY HR DIRECTOR  
OF THE YEAR,  
SPONSORED BY NHS  
ENGLAND

THE WINNER IS...



“Noeleen goes above and beyond and collaboration is her watchword. She develops others to be the best they can be and has a great emotional connection with patients and her team but remains self deprecating.”

# NOELEEN McCREANOR

## South Eastern Health and Social Care Trust

Noeleen is well deserving of this accolade as she has made an outstanding contribution to both the trust and regionally within the Health and Social Care service in Northern Ireland.

Noeleen is nominated for her outstanding contribution and exceptional achievements within HR, resulting in improved services for patients and clients both within the trust and across the HSC in Northern Ireland (NI).

The trust is a £500m Investors in People accredited organisation, employing 13,000 staff and is one of five complex integrated Health and Social Care Trusts in NI, delivering acute adult, children and primary care services to 440,000 people.

There are currently massive challenges facing the trust/HR such as high vacancy levels for nursing/medical staff, the unique provision of prison healthcare, increased reliance on locum and agency staff – all of which create challenges in the provision of quality care.

She has fully embraced this supreme challenge by working collaboratively with regional HR managers and heads of service to successfully question the 'status quo' and instigate innovative approaches such as teaching managers how to apply engineering mindsets to HR practices.

Notwithstanding these various challenges, Noeleen always emphasises the individual as the heart of the organisation, and by role-modeling compassionate leadership, lives by the principle of staff 'being guests in people's lives'. This ethos creates a culture that people want to be a part of and an environment that fosters innovation and productivity.

## FINALISTS



**Dee Appleton-Carins**

Countess of Chester Hospital NHS  
Foundation Trust

[dee.appleton-cairns@nhs.net](mailto:dee.appleton-cairns@nhs.net)



**Lynne Shaw**

Northumberland Tyne and Wear NHS  
Trust

[Lynne.Shaw@ntw.nhs.uk](mailto:Lynne.Shaw@ntw.nhs.uk)

**Want to find out more? Email Noeleen on:**  
[noeleen.mccreanor@setrust.hscni.net](mailto:noeleen.mccreanor@setrust.hscni.net)



# CAPSTICKS AWARD FOR INNOVATION IN HR

THE WINNER IS...



“This model agreement has enabled the trust to find an innovative solution to an ‘old chestnut’ of an HR problem.”

# UCLH/WHITTINGTON HEALTH STAFF PORTABILITY AGREEMENT

Deborah Callaghan, Head of Workforce, Jonathan Gardner, Deputy Director of Strategic Development, UCLH and Helen Kent, Assistant Director for Learning & OD, Whittington

University College London Hospitals NHS Foundation Trust & Whittington Health NHS Trust

To tackle the problem of managing a shared workforce, Memorandum of Understandings (MoU) were being used by University College London Hospitals (UCLH)/Whittington Hospital (WH) to better support the flow of staff. It was felt, however, that the MoU approach still didn't go far enough, as they often took a long time to negotiate and could also prove quite costly.

With this in mind, the two trusts created the UCLH/WH staff portability agreement. This offers real innovation as it enables staff to be easily deployed between organisations in support of shared clinical priorities, in the best interest of both trusts and their patients – based on genuine collaboration and without the need for endless paperwork.

The staff portability agreement has proven to provide a quick and effective solution to the issues of improving staff flow and staff now carry a credit card-sized 'licence to attend' to show their right to work across sites.

The new agreement is already supporting a variety of cross-working arrangements across the UCLH/WH partnership and is now held as a model of how the agreement could support other frontline services in collaboration with partners across the NHS.

## FINALISTS



Pauline Dunlop, Senior HR Manager and Elaine Roberts, Senior Project Manager  
Western Health and Social Care Trust  
WHSC international medical recruitment  
pauline.dunlop@westerntrust.hscni.net



Wyn Jones, Deputy Director of HR (Resourcing & Workforce Systems) and Mandy Walker, Resourcing Manager  
Leeds Teaching Hospitals NHS Trust  
Development of a bespoke in-house onboarding system  
wyn.jones@nhs.net

Want to find out more? Email Deborah on:  
[deborah.callaghan1@nhs.net](mailto:deborah.callaghan1@nhs.net)

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# CHAMBERLAIN DUNN LEARNING AWARD FOR EDUCATION, LEARNING AND DEVELOPMENT INITIATIVE

THE WINNER IS...



“ This project had a high impact on safety for service users and staff. It achieved a culture change in delivery and at the heart of the project, the focus was on the service user. ”

# REDUCING RESTRICTIVE INTERVENTIONS – RESPECT TRAINING

Dean Wilson, Head of HR; Greg Hughes, Respect Professional Lead; and Catherine Carlick, Trainer, Practitioner

## Sheffield Health & Social Care NHS Foundation Trust

Sheffield Health & Social Care (SHSC) had received feedback from patients that the way staff were managing disturbed behaviour on the inpatient wards could be improved as it was causing patients additional distress.

This feedback led to SHSC reconsidering how disturbed behaviour could be managed differently. A lengthy consultation process of service users and frontline staff led to a recommendation to adopt a new training package called RESPECT Training, and an intensive training plan was agreed and implemented. The RESPECT training involves service users telling personal stories about experiences of restrictive practice on the inpatient wards. Staff are equipped with a range of skills to de-escalate situations and to safely restrain patients to prevent harm.

Since the outset of this process there has been a reduction in seclusion and restraint on inpatient wards. Figures released by NHS Benchmarking show that SHSC has the lowest level of face-down restraint across England and Wales and year-on-year the use of face-down (prone) restraint in the trust has reduced. In the past 18 months there has been no use of face-down restraint in SHSC despite the increase in the complexity of patients with more formal detentions and with fewer beds.

## FINALISTS



Jean Perkins, Learning and Development Manager; Karen Eillot, Pre-Employment Lead; and Lesley Church, Support Working Programme Participant

Mersey Care NHS Foundation Trust  
Pre-employment programme at Mersey Care NHS Foundation Trust

Jo.davidson@merseycare.nhs.uk



Elaine Kehelly, Senior Organisational / Learning and Development Manager, David Cairnduff, Senior Consultant and Paula O'Kelly – Principal Consultant, HSC Leadership Centre

Belfast Health and Social Care Trust  
Leading with Care

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Want to find out more? Email Dean on:  
[Dean.wilson@shsc.nhs.uk](mailto:Dean.wilson@shsc.nhs.uk)

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VIVUP AWARD  
FOR WELLBEING

THE WINNER IS...



“ Groundbreaking and exciting initiative that provides a shining example of reducing stress in the workplace and reducing absence. ”



# STRESS-MANAGEMENT PROGRAMME: REDUCING STRESS, CUTTING ABSENCE

Phil Waterworth, Head of Occupational Health and Wellbeing, and Tracey Hampton-Smith, CBT Therapist

North West Boroughs Healthcare NHS Foundation Trust

Stress in the NHS is a significant problem, and is estimated to cause 30% of total sickness absence, costing the NHS £300–£400 million a year. It has been suggested that a cocktail of increased work demands combined with low levels of support and control has resulted in these high rates of sickness absence and costs, and is unlikely to change in the near future.

This programme was undertaken to consider whether a workplace stress-management programme might result in reduced sickness absence within the trust. The intervention combined a cognitive behavioural therapy (CBT)-based psychoeducation course with exercise and relaxation.

Analysis of sickness absence due to mental health in the six months pre-intervention, when compared to the six months post-intervention, showed a reduction of 70%, saving 361 days for the 13 participants completing the programme. A cost-benefit analysis showed that the total cost of delivering the course was £4,899. Monetary savings associated with the 361 days' reduction in sickness absence due to stress, anxiety and depression was estimated to be £53,012. Therefore, the programme could save the trust £48,113 per course.

## HIGHLY COMMENDED



Leon Hinton, Deputy Director of Human Resources & Organisational Development; (not pictured) James Devine, Deputy Chief Executive & Executive Director of HR & OD, Margaret McLoughlin, (not pictured) Group Head of HR (Resourcing) & Tom Beaumont, Public Sector Lead, Neyber

Midway NHS Foundation Trust, Neyber

Becoming players 'in the game' and not simply 'at the game'

leon.hinton@nhs.net

## FINALISTS



Joanne Woods, Health and Wellbeing/Smoking Cessation Lead, Michelle Brookhouse, Associate Director of Workforce and Eileen Williams: Head of Occupational health

University Hospital Coventry and Warwickshire NHS Trust

Working together towards world-class people

joanne.woods@uhcw.nhs.uk



Sarah Bexley, Public Health Nurse Manager, Helen Kay, Clinical Services Manager and Annika Lindberg, Psychologist

Guys and St Thomas' NHS Foundation Trust

Access to psychological wellbeing services at GSTT

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Want to find out more? Email Phil on:  
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# 17

AWARD FOR EXCELLENCE IN  
EMPLOYEE ENGAGEMENT,  
SPONSORED BY NEYBER

THE WINNER IS...



“Excellent initiative with clear, tangible outcomes that has created a strong culture of engagement throughout the stroke team. The panel really liked the clear message: “It’s just the way things are done around.””

# ENGAGING FOR THE TOP GRADE IN STROKE SERVICES

**Tolu Adesina, Consultant and Emma Pope, Nurse, Stroke Unit and Paul Da Gama, Director of Human Resources and Organisational Development**

**West Hertfordshire Hospitals NHS Trust**

To provide a high standard of care, services must be joined up and it is critical that all staff members are engaged and working towards a shared vision. This was previously not the case for the stroke services at West Hertfordshire Hospitals NHS Trust which was given an E grade when rated by the Royal College of 'Physicians' Sentinel Stroke National Audit Programme (SSNAP) a couple of years ago.

This project was born out of a desire to change the stroke unit into a top class service that provides the very best care to every patient every day. With a new clinical lead and ward manager on board the project involved the design and implementation of a strategy for improvement underpinned by engagement across all staff groups involved in stroke care. The success of this project has been achieved through better communication and collaborative working within the multidisciplinary team involved in stroke care.

This has affected a real culture change that is palpable when you walk into the department and which has been recognised externally by the service attaining an A grade when reviewed by SSNAP in April 2016. This top rating and high standard of care has now been maintained in excess of a year.

## FINALISTS



**Laura Crossfield, Employee Engagement Lead and Claire Underdown, Head of Learning & Organisational Development**

**University Hospital Plymouth NHS Trust**

Creating and sustaining staff engagement in challenging times

[lcrossfield@nhs.net](mailto:lcrossfield@nhs.net)



**Michelle Hodgkinson, Deputy Director of Engagement and Education, Charlotte Shaw, Organisational Development Manager and Tom Nettel Director of workforce and improvement**

**Royal National Orthopaedic Hospital**

VAL-YOU: Bringing the RNOH values to life from ward to board

[Michelle.Hodgkinson2@nhs.net](mailto:Michelle.Hodgkinson2@nhs.net)

**Want to find out more? Email Tolu on:  
[tolu.adesina@whht.nhs.uk](mailto:tolu.adesina@whht.nhs.uk)**

# 19

# ACADEMI WALES AWARD FOR EXCELLENCE IN ORGANISATIONAL DEVELOPMENT

## THE WINNER IS...



“

*This is a truly transformational project which has had an impact on the whole care community and patient care. It has longevity and sustainability across the whole of Wales and the UK.*”

# NORTH WALES ADVANCED PARAMEDIC PRACTITIONER PILOT

**Duncan Robertson, Regional Clinical Lead - Consultant Paramedic, Andy Swinburn, Assistant Director Clinical Paramedicine and Brendan Lloyd, Medical Director**

## Welsh Ambulance Services NHS Trust

As an increased number of paramedics have completed the MSc in Advanced Practice, there was scope to bring together a team of these individual practitioners. Prior to the pilot, qualified advanced paramedic practitioners in North Wales had been deployed in an ad-hoc manner and dispersed among the existing workforce with few opportunities to fully use their scope of practice. This had led to some seeking clinical employment with other organisations and the ambulance service ultimately losing their expertise.

The pilot was focussed on providing care for patients where there was an identified potential to provide safer care in the community without the need to attend hospital. The identification of the patient groups was through Health Informatics analysis of the call data and the stratified condition codes.

Interim analysis has indicated that this group of practitioners has been successful in providing the right care to nearly 1,000 patients. Feedback from patients has been positive and the measures indicate the pilot has been a success. The team are now working with partners to ensure the longer-term sustainability of this pilot and to expand the pilot across Wales in a planned way.

## FINALISTS



**Fiona Yates, Leadership and Engagement Advisor and Louisa Graham, Deputy Director of Workforce and OD**

Lancashire Teaching Hospitals  
NHS Foundation Trust

24 hours in...Maternity

Fiona.Yates@lthtr.nhs.uk



**David Wilkinson, Director of Workforce & OD; Matt France, Deputy Director of OD; and Liz McDongall, Associate Director of Engagement & Improvement**

University Hospitals of Morecambe Bay  
NHS Foundation Trust

Cultural transformation at Morecambe Bay

david.wilkinson@mbht.nhs.uk

**Want to find out more? Email Duncan on:  
duncan.robertson@wales.nhs.uk**

# 21

**SOCIAL PARTNERSHIP  
FORUM AWARD FOR  
PARTNERSHIP WORKING  
BETWEEN EMPLOYERS  
AND TRADE UNIONS**

**THE WINNER IS...**



“As a panel we could see, hear and feel the enthusiasm, passion and energy of this partnership and were impressed with the focus on patient safety and quality.”

# IMPLEMENTATION OF JUST AND LEARNING CULTURE

**Amanda Oates, Executive Director of Workforce, Mandi Gregory, Chair Staff Side, Alison Murphy, Charge Nurse, Jenny Crighton (not pictured), Strategic HR Business Partner and Amanda Gregory (not pictured), Chair of Mersey Care Staff Side & Unison Branch Secretary,**

## Mersey Care NHS Foundation Trust

In 2016, Mersey Care had a significant number of disciplinary cases and associated suspensions. This was problematic for safe service delivery and seriously affected the health and wellbeing of colleagues. The trust's staff side chair had been raising concerns about the detrimental impact on staff of the trust's formal approach when things went wrong. Jointly it was recognised that something significant had to change and this led us to looking, in partnership, for alternative solutions.

A Just and Learning Culture was implemented which centred on the desire to create an environment where staff feel supported and empowered to learn when things do not go as expected, rather than feeling blamed.

There has been a significant reduction in disciplinary cases, for example, one clinical division saw a 64% reduction in disciplinary cases between 2016–2017. The direct salary cost of conducting an investigation has been calculated as £2.5–5k per investigation. This constitutes a saving of £40k–80k in this one clinical division alone. The trust's 2017 NHS Staff Survey shows statistically significant improvements in the fairness and effectiveness of procedures for reporting errors, near misses and incidents, and staff confidence in raising concerns. Having a level of psychological safety where issues can be raised and addressed before they escalate is a key factor to improving both patient and staff safety.

## FINALISTS



Rami Jumnoodoo, Branch Secretary UNISON, Staff-Side Chair CNWL and David Bell, Head of Human Resources Central and North West London NHS Foundation Trust

A whole system approach: to raise awareness & build confidence for staff to assert their rights and develop wellbeing at work

[rami.jumnoodoo@nhs.net](mailto:rami.jumnoodoo@nhs.net)



Lesley Wood, Regional Officer North West, Kathy Murphy, Director of Nursing and Midwifery for Saint Mary's Hospital Managed Clinical Service and Mary Symington HOM Saint Marys Hospital MFT Manchester

Royal College of Midwives

Collaborative approach to improve staff health & wellbeing to enable delivery of high quality care

[Lesley.Wood@rcm.org.uk](mailto:Lesley.Wood@rcm.org.uk)



Lesley Faux, Diversity & Inclusion Lead, Jenny Harvey, Staff Side Chair and UNISON Branch Secretary, UNISON Staffordshire Community Health and Colin Burgess, Staff Side RCN lead

North Staffordshire Combined Healthcare NHS Trust

North staffs 'combined action' on inclusion

[lesley.faux@combined.nhs.uk](mailto:lesley.faux@combined.nhs.uk)

Want to find out more? Email Jenny on:  
[Jenny.Crighton@merseycare.nhs.uk](mailto:Jenny.Crighton@merseycare.nhs.uk)

# 23

UNIVERSITY OF  
BRADFORD AWARD  
FOR CROSS-SECTOR  
WORKING

THE WINNER IS...



“ This trail blazing project showed clear benefits over time and strong communications. The team were passionate about the individual stories. ”



# WORKING TOGETHER TO IMPROVE EMPLOYMENT FOR YOUNG PEOPLE WITH LEARNING DIFFICULTIES

**Pat Campbell, Director of HR and Bryony Dolby, Coordinator,  
Bradford Project SEARCH**

## **Bradford Teaching Hospitals NHS Foundation Trust**

Project SEARCH began in 1996 in Cincinnati Children's hospital. It provides young people with learning difficulties with nine months on the job work experience. This is done through systematic instruction, fully immersing the young people in to the work culture of the host business.

There are around 50 Project SEARCH sites in the UK and Europe. Bradford Project SEARCH began in September 2013 and was initially a partnership between Southfield School, Hft (a supported employment charity) and Bradford Teaching Hospitals NHS Foundation Trust. The programme has had a huge impact for interns, their family/carers, mentors and employers. Interns are supported to learn to travel by train to and from the hospital which in turn helps them to become independent travellers. They are extremely focused on their career with a desire to get paid employment. Each intern has a mentor who offers support and guidance for the duration of the placement.

Since the programme, 36 young people have been supported through the programme to graduation. Of these, 26 have gained employment, a success rate of 72%. This compares to a national employment rate of around 6% for people with learning difficulties. Ten graduates have gained employment at the hospital and have become role models.

## FINALISTS



**Claire Harris, Service Improvement Officer and Paul Thomas, Director of Employment Services**  
NHS Wales Shared Service Partnership  
NWSSP - certificate of sponsorships  
Claire.harris4@wales.nhs.uk



**Jennifer Taggart, Senior HR Manager, Gary Cooper, Employability Manager and Tanya McCallen, Nursing Auxiliary**  
Belfast Health and Social Care Trust  
From care to career in the "family firm"  
jennifer.taggart@belfasttrust.hscni.net



**Gordon Smith, Head of Diversity and Inclusion and Simon Jones, Assistant School Head**  
Mid Yorkshire Hospitals NHS Trust  
MY Project SEARCH  
jennifer.taggart@gordon.smith@midyorks.nhs.uk

**Want to find out more? Email Lorraine on:  
lorraine.cameron@bthft.nhs.uk**

# 25

# BMJ CAREERS AWARD FOR WORKING SMARTER

THE WINNER IS...



“ Outstanding improvement in patient care and finance was achieved in this project through cultural change and collaboration.”

# WORKING COLLABORATIVELY THROUGH DIGITAL SOLUTIONS TO CUT OUT THE MIDDLEMAN

Louise McKenzie, Director of Workforce Transformation and Colleen Sherlock, Assistant Director of HR, Corporate Services

## Ashford & St Peter's NHS Foundation Trust

Ashford & St Peter's (ASPH) was spending significant amounts of its medical staffing budget on high cost agency workers, and was benchmarked poorly against its peer acute Trusts. The process for finding bank staff to cover a locum shift – as an alternative to agency – was cumbersome, expensive and lacked any kind of efficiency.

The project consisted of two main aims – to improve governance arrangements and clinical accountability for medical budgets, and to improve the systems for utilising medical bank staff. A medical workforce strategy and pay scrutiny group led by the medical director was set up. The digital system that became the solution – Locums Nest – was designed by two junior doctors at a neighbouring trust.

ASPH became an early adopter of this technology and helped to further develop the system. The trust has gone from bank usage of just 18% of all temporary staffing shifts when it launched in February 2017, to 87% in December 2017 growing the Staff Bank from 30 doctors to more than 550 in this period. In the nine-month period from April–December 2017, the trust reduced its overall temporary spend from £5.7m to £4.4m and its agency spend went from £4.3m to £1.7m – a reduction of £2.6m.

## HIGHLY COMMENDED



Caroline Lankshear, Head of Employee Relations, Paul Da Gama, Director of Human Resources and Organisational Development and Laura Bevan, Deputy Director of Human Resources

West Hertfordshire Hospitals NHS Trust  
Helping managers manage – an employee relations transformation to support a shift in culture

caroline.lankshear@whht.nhs.uk

## FINALIST



Roujin Ghamsari, Associate Director of Workforce and Linda Dyson, Deputy Director of HR

Kingston Hospital NHS Foundation Trust  
AskHR App

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Want to find out more? Email Louise on:  
[louise.mckenzie1@nhs.net](mailto:louise.mckenzie1@nhs.net)

# 27

# HSJ STRATEGIC RECRUITMENT AWARD

## THE WINNER IS...



“Very impressed with what was achieved with no additional cost. Great use of various social media platforms for specific purposes and particularly impressed with very low attrition rates.”

# NEWLY QUALIFYING NURSE RECRUITMENT CAMPAIGN 2017

Su Twin, Resourcing Manager, Emma Gill (not pictured), HR Resources Business Partner, Kate Prosser, Lead Nurse, Recruitment and Pardina Samson Fessale, Staff Nurse

## Great Ormond Street Hospital for Children NHS Foundation Trust

With predicted falls in qualified nursing applicants and high Band 5 turnover rates across London, GOSH needed to secure a pipeline of talent; both for business as usual and an increase in bed capacity for a new clinical building.

The trust's mandate was to provide a collaborative process which embodied the trust values and provided a positive, individualised candidate experience. The key objective was to attract and welcome a high volume of newly registered nurses in a very competitive environment. The media plan and communications strategy aimed to optimise and digitise current information resources. It also wanted to utilise new technology in order to provide a more efficient and personal service for potential candidates.

The campaign used a wide cross-section of social media to attract as many candidates to apply including NHS Jobs, RCN, Page Tiger, Facebook, LinkedIn, Eventbrite, Instagram and Twitter.

The Nursing Workforce Team worked in partnership with over 15 multi-disciplinary teams across the organisation to successfully attract and welcome 225 talented newly qualified nurses. This campaign attracted over 300 candidates which was an almost 35% increase.

## FINALISTS



Phillippa Doble, Head of Workforce Productivity, Ruth Alcolado, Deputy Medical Director and Donna Hill, Head of Strategic Medical Workforce

Cwm Taf University Health Board

#joincwm Taf medical recruitment campaign

phillippa.doble2@wales.nhs.uk



Raffaella Goodby, Executive Director of People & OD, Caroline Lowe (not pictured), Client Partner, Paul Hooton, Deputy Chief Nurse and Annabel Bottrill, Matron, Emergency Department

Sandwell and West Birmingham Hospitals NHS Trust

'Ambition' – a revolutionary recruitment programme benefitting the trust, staff and patients alike.

r.goodby@nhs.net

Want to find out more? Email Susan on:  
[susan.twin@gosh.nhs.uk](mailto:susan.twin@gosh.nhs.uk)

# 29

AWARD FOR BEST USE OF  
YOUR ESR,  
SPONSORED BY THE NHS  
ESR PROGRAMME

THE WINNER IS...



“A fantastic team effort from a well structured project. This team’s efforts have put ESR at the centre of change with a clear roadmap for the future.”

# ESR TRANSFORMATION AT THE LONDON AMBULANCE SERVICE

**Julia Smyth, ESR Transformation Programme Lead and Mark Ando, ESR Transformation Programme Lead and Chris Randall, Head of Workforce Analytics**

## The London Ambulance Service NHS Trust

Prior to the commencement of the ESR Transformation Programme, there was very little knowledge, engagement and use of ESR across the London Ambulance Service. In November 2015, the trust was put into special measures following a CQC inspection which amongst other risks identified significant gaps in the trust's recording and reporting of workforce information.

As a result of this, a Quality Improvement Plan (QIP) was initiated to address areas which required improvement including how the trust could record, monitor and report its workforce information more effectively. It was decided that the functionality within ESR should be explored so the Executive Leadership Team approved the initiation of a focused ESR Transformation Programme.

Since going live in September 2017, the ESR Transformation Programme has delivered over 85% uptake of MyESR, with over 40,000 e-learning modules completed by the trust's mobile workforce. The team have also launched a Workforce Reporting tool which, for the first time, allows managers to view workforce information. Over 2,500 staff who were in the wrong place in the ESR have been corrected, reducing manual adjustments in the general ledger and creating an efficiency saving of 0.5 FTE.

## FINALISTS



**Chris Heward, ESR Senior Business Partner and Julie Williams-Finch (not pictured), ESR Team Supervisor**

Birmingham Community Healthcare NHS Foundation Trust

Streamlining recruitment, hiring and assignment changes using ESR manager self service  
[chris.heward@nhs.net](mailto:chris.heward@nhs.net)



**Julia Michael, ESR/OLM Programme Lead, Angela Hartley, Assistant Director of Workforce and Niamh Robinson ESR/OLM Programme Coordinator**

Cambridgeshire Community Services NHS Trust

CCS NHS Trust's ongoing successful journey with ESR and OLM  
[julia.michael@nhs.net](mailto:julia.michael@nhs.net)

**Want to find out more? Email Julia on:  
[julia.smyth@lond-amb.nhs.uk](mailto:julia.smyth@lond-amb.nhs.uk)**

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# HPMA AWARD FOR HR ANALYTICS

## THE WINNER IS...



“The trust used the data to make a real and tangible impact with a huge benefit to the business. The focus on better patient outcomes made them stand out from the other entrants.”



# HR ANALYTICS & THE WORKFORCE PROGRAMME GROUP

**Danielle Petch, Associate Director of HR and Debbie Holmshaw,  
Workforce Information Manager**

## The Rotherham NHS Foundation Trust

In 2016 The Rotherham Foundation Trust (TRFT) recognised that it did not have good oversight of the usage of staff, substantive or temporary. Areas and staff groups worked in silos, planning and arranging their rosters and temporary cover in isolation of each other.

In February 2017, the trust agreed to the formation of the Workforce Programme Group to oversee all staffing expenditure. The clear business need for this project was to bring the oversight of all staffing expenditure into one place. The Workforce Programme Group was charged with ensuring that not only were the wards safely staffed but also that expenditure on bank and agency staff was controlled. The success of the Group has been phenomenal, cutting non-medical agency expenditure by 28% – a total of £1,200,000 this year. This is far beyond expectations and has been achieved as a result of tremendous group effort.

In addition to the expected outcomes other benefits have occurred. These include far closer working relationships between the corporate HR teams and the nursing leadership. The main benefit though is for the patients. The areas are now making best use of their substantive staff and as a result keeping bank and agency staff to a minimum. It is widely accepted that the trust's own staff deliver a higher quality of care than temporary staff as they are better able to work as a team and are more familiar with the area and patient group.

## FINALISTS



**Julie Trebble, Workforce Information  
Development Officer and Ryan  
Cunningham, Workforce Information  
Manager**

**NHS Wales Workforce Education and  
Development Services**

Workforce performance dashboard 2017  
e.trebble@wales.nhs.uk



**Martin McKelvie (not pictured), HR  
Head of Management Information  
Systems, Liz Balfour, Senior  
Information Analyst, Ruth Kelly -  
Deputy Director of HR and Dawn  
Carmichael – Head of Services  
CAMHS/Service Manager REAS**

**NHS Lothian**

Workforce self service dashboards  
Martin.Mckelvie@nhslothian.scot.nhs.uk

**Want to find out more? Email Danielle on:  
danielle.petch@rothgen.nhs.uk**

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OR PROMOTION, SPONSORED  
BY MILLS & REEVE**

**THE WINNER IS...**

*“Tangible success was achieved in supporting underrepresented BME staff in accessing and aspiring to promotional opportunities.”*

# BME LEADERSHIP DEVELOPMENT PROGRAMME

**Maggie Morgan-Valentine, Head of Diversity**

## West London Mental Health Trust

At West London Mental Health Trust, 46% of staff are from visible ethnic minority backgrounds, however, BME (Black, minority ethnic) staff make up only 28% of staff at pay-band 8a, and the numbers continue to decline starkly further up the pay-scales. Other ethnic minority groups, e.g. Polish and Irish staff were overrepresented at senior grades.

As part of a strategy to make the senior team more representative of its community, a BME Leadership Development Programme was devised to support aspiring BME leaders. The programme builds resilience, by providing on-going coaching and mentoring support, as well as development opportunities, not ordinarily afforded within their roles.

Since the start of this programme 14 delegates have been promoted, mainly internally over two years. Also, prospective staff have chosen to join the trust because of the programme. Delegates that had intended to resign have stayed with the trust and one of these staff members has been promoted. There is increased confidence, resilience, renewed enthusiasm and engagement within the trust. The increase in the proportion of BME staff who believe that there are equal opportunities for promotion, irrespective of background, has risen from 63% to 73% in the NHS Staff Survey.

## FINALISTS



**Stacey Beard, Project SEARCH Co-ordinator and Jeanette Williams, Staff Engagement Manager**

East Sussex Healthcare NHS Trust

Project SEARCH

[Stacey.Beard@sussexdowns.ac.uk](mailto:Stacey.Beard@sussexdowns.ac.uk)



**Sally Anne Lawson, Workforce Diversity and Inclusion Manager; Alison Money, Head of HR Consultancy; and Lisa Mead, Emergency Department Software Support Manager**

University Hospitals Birmingham

Raising awareness of sexual orientation and gender identity

[sally.lawson@heartofengland.nhs.uk](mailto:sally.lawson@heartofengland.nhs.uk)

Want to find out more? Email Margaret on:  
[margaret.morgan-valentine@wlmht.nhs.uk](mailto:margaret.morgan-valentine@wlmht.nhs.uk)

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**GUARDIAN JOBS  
RISING STAR AWARD**



**THE WINNER IS...**



**Sarah Davies**, Learning & Development Business Partner,  
Welsh Ambulance Services NHS Trust

Sarah is a vibrant, young professional, who demonstrates maturity beyond her years, with natural business acumen. She has the ability, commitment and skills to work at strategic levels. Sarah continually makes tangible contributions at all levels; she is a compassionate leader and effective role model who listens with fascination.

*sarah.davies31@wales.nhs.uk*

**Sally Anne Lawson**, Workforce Diversity and Inclusion Manager,  
University Hospitals Birmingham

During her time at Heart of England NHS Foundation Trust, Sally has developed personally and advanced professionally in Human Resource Management and found her calling in equality and diversity. Sally is passionate about creating an inclusive environment for staff and patients and her enthusiasm is often described as 'infectious'.

*sally.lawson@heartofengland.nhs.uk*

**Victoria Bullerwell**, Workforce and OD Manager,  
Northumberland, Tyne and Wear NHS Foundation Trust

Victoria has been key in two significant pieces of work over the past year – the setting up of a subsidiary company and the development of a regionwide audit service. She also won a trust award for “Behind the Scenes” and became a staff governor. A credit to the trust.

*victoria.bullerwell@ntw.nhs.uk*

**Naina Arnett**, Head of Employee Relations,  
University College London Hospitals NHS Trust Foundation Trust

Naina is a true rising star having never previously worked in the National Health Service. She is now the Head of Department for Employee Relations, after two promotions within the last two years. She instills innovation, credibility and passion.

*Naina.Arnett@nhs.net*

RECRUITMENT TEAM OF  
THE YEAR,  
SPONSORED BY HEALTH  
SECTOR JOBS

THE WINNER IS...



“Excellent example of a perfect blend of strategic and practical HR intervention having a direct impact on frontline clinical services.”

# SMALL TEAM, BIG ACHIEVEMENTS

**Louise Harris, Recruitment Manager and Kim Nurse, Executive Director of Workforce and OD**

## West Midlands Ambulance Service NHS Foundation Trust

With a team of only six people, the recruitment team within West Midlands Ambulance Service NHS Foundation Trust has managed to ensure it is the only ambulance service in the UK with no frontline vacancies.

The team has achieved this by managing to build relationships with key internal and external stakeholders. To allow it to maintain these relationships, each vacancy has a nominated recruitment professional that will guide and advise recruiting managers throughout the process from identifying a vacancy to after appointment.

Since implementing this approach, the feedback has been extremely positive and recruitment timescales have been reduced. The improved communication strategies for both frontline and non-frontline vacancies have ensured that applicants have a better understanding of the roles that they are applying for and also the wide range of opportunities available in the trust. The shorter timescales from advert to appointment also builds on the professional image of the trust and the recruitment process as a whole.

The team have also seen an increase of applications from people within the West Midlands region, therefore increasing retention and lowering the chance of applicants joining the trust as a training opportunity and then leaving once qualified. The leavers rate has dropped to 8.86% compared to 10.2% in 2017 and retention rates for 2017 are within the top three of all ambulance services at 7.57%

## HIGHLY COMMENDED



**Leon Hinton, Deputy Director of Human Resources & Organisational Development, James Devine, Deputy Chief Executive & Executive Director of HR & OD and Margaret Mcloughlin, Group Head of HR (Resourcing)**

Medway NHS Foundation Trust

Why wouldn't you do this?  
leon.hinton@nhs.net

## FINALIST



**Para Radhakrishnan, Senior HR Manager, Saima Allee, HR Manager and Caroline O'Haire, Assistant Director of frailty and intermediate care**

North East London Foundation Trust

Para.Radhakrishnan@nelft.nhs.uk

Want to find out more? Email Louise on:  
[louise.harris@wmas.nhs.uk](mailto:louise.harris@wmas.nhs.uk)

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To find out more visit: [Liaisonfs.com](http://Liaisonfs.com) or email: [info@liaisonfs.com](mailto:info@liaisonfs.com)

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[www.electronicstaffrecord.nhs.uk](http://www.electronicstaffrecord.nhs.uk)

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[www.socialpartnershipforum.org](http://www.socialpartnershipforum.org)

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