



**TALENT
SPOTTED**

2010

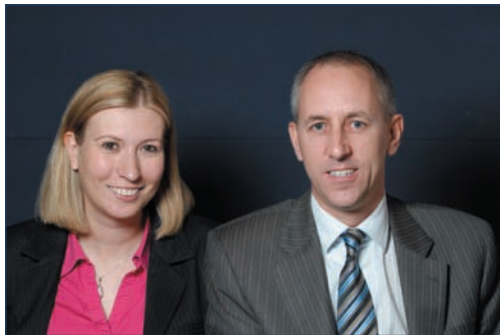
Excellence in HRM Awards

COMPENDIUM OF WINNING ENTRIES

This publication profiles the award winning human resource management projects and finalists from all categories in the Healthcare People Management Association (HPMA) Excellence in HRM Awards 2010.

Here are summaries of the projects together with judges' comments and contact details for further information.

OVERALL WINNER XpertHR AWARD FOR EXCELLENCE IN ORGANISATIONAL DEVELOPMENT



OVERALL WINNER AND CATEGORY WINNER

Organisation: Bradford District Care Trust
Project title: Exciting futures
Entrants: Steve Keyes, leadership and OD manager and Annette Tindall, HR business partner

Bradford District Care Trust provides mental health and learning disability services. It trains a large number of employees in various competencies, however, the development was piecemeal, uncoordinated and did not create skilled leaders with the right behaviours. It was clear that development was not competency-based and there was no agreement about what good leadership was.

Working in partnership with service users and staff, the board created a framework of seven competencies and then designed a leadership development programme called *Exciting Futures*. The programme consists of service improvement programmes/community projects where staff work with service users. Workshops, evening seminars, an online learning blog and an internet social networking site were also included.

An initial cohort of 40 participants was selected who set up five projects for people with learning disabilities. These include a national cheerleading team – the first of its kind in the UK, an art exhibition and a fashion show. Another project has resulted in an area of waste ground being turned into a wildlife garden with a hide that service users in wheelchairs will be able to use.

'deep transformational processes and the critical inclusion of all involved'

The judges were hugely impressed by the deep transformational processes and the critical inclusion of all involved (patients, staff and local community) working to shape the process and delivery of improved care. The judges recognised and praised great levels of enthusiasm within the project team. The panel really liked the future vision, and how the work will continue to embed to deliver cost and quality benefits.

Contact Steve Keyes on 01274 228300 or steve.keyes@bdct.nhs.uk for further information.

OVERALL WINNER SPONSORED BY:



CATEGORY SPONSORED BY:



RUNNER-UP

Organisation: Buckinghamshire Hospitals NHS Trust
Project title: Service standards
Entrants: Maria Earley, HR projects officer; Sandra Hatton, director of HR and OD (pictured), Alan Bidwell, programme manager and all champions and facilitators

In 2003/04 South Buckinghamshire and Stoke Mandeville Trusts merged which left the new organisation facing some challenging issues such as a major *C. difficile* problem and poor levels of staff satisfaction and engagement.

In 2007, three *In your Shoes* patient events were held. These events brought over 120 patients and trust staff together to explore patient stories, identify issues as well as build on positive experiences. Five patient promises were created:

- Clean and safe hospitals
- A helpful and respectful attitude
- Respect for your time
- Comfortable, modern facilities
- Best clinical care.

To deliver these promises the trust produced 10 service standards and gave all staff face-to-face training.

Improvements have included the number of staff trained, a reduction in the number of patient complaints and an increase in GP market share.

The judges liked the way this work is extremely grounded in the improvement of patient care. The team used a diverse range of measurements and impressed the panel with their simple and effective tools.

Contact Maria Earley on 01494 425490 or maria.earley@bucksp.nhs.uk for further information.



HIGHLY COMMENDED

Organisation: Imperial College Healthcare NHS Trust
Project title: ASPIRE TO - developing shared values after a merger
Entrants: Sue Grange, associate director of OD and Jan Samuel, OD consultant

Imperial College Healthcare NHS Trust was formed from the merger of Hammersmith Hospitals NHS Trust and St Mary's Hospital NHS Trust in October 2007. To ensure it functioned successfully as one organisation, a project was designed – the *Aspire to* project – to capture staff and patient views in defining the organisational values.

Project champions were introduced across every business unit and a variety of engagement methods were used including workshops and a communication campaign. Nine hundred staff gave feedback (about 10% of the workforce). After analysis of all the feedback, a final set of values were approved.

The level and scope of engagement was a significant achievement. In the 2009 staff survey 85% respondents stated that they were aware of the values and 68% strongly agreed or agreed that they were highly relevant to their work. Many further projects have embedded the values into trust life.

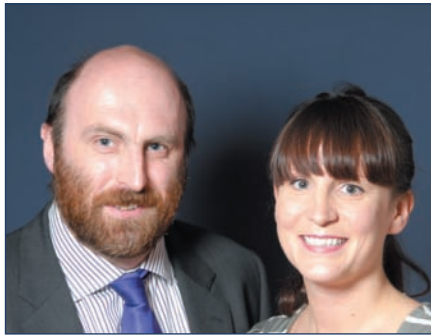
The judges praised the innovative work by the trust. Although in the early stages, the panel believes the project shows excellent learning for external organisations.

Contact Sue Grange on 020 331 21914 or sue.grange@imperial.co.uk for further details.

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BMJ CAREERS AWARD FOR SUPPORTING MEDICAL STAFF



WINNER

Organisation: NHS North West, Skills for Health and Central Manchester University Foundation Trust

Project title: North West Rostering (NWR):

A solution for complex medical workforce management

Entrants: Dan Hughes, senior project manager, Skills for Health; Dr Jennifer Harrop, deputy project director, junior doctor advisory team (pictured); Deborah Kendall, project director and Dr John Bright, acute consultant physician

The reduction in hours from the European Working Regulations as well as other pressures such as falling training doctor numbers and changes to immigration have meant that doctor vacancies have led to long-term 'gaps' that place significant pressure on services.

In addition, current methods of training have come under strain when the trainee has a reduced number of hours and supervision in which to train. Therefore, NHS North West decided to find innovative ways to train doctors to the same standard in fewer hours.

It was felt that the key lay in improving the rota system. North West Rostering (NWR) was therefore designed and built in collaboration with the Central Manchester Foundation Trust, Skills for Health and the NHS North West Junior Doctor Advisory Team.

The tool is still in its infancy but will soon exist in 10 trusts across NHS North West. Evaluation is ongoing but one cardiology site has already reported a drop from 12 hours required locum cover a month to none at all. This represents a monthly saving of £735 which could mean total savings a year of £8,820.

'the potential to be rolled out far and wide'

The judges felt that this project delivered an effective solution to a widespread problem, and developed a product that has the potential to be rolled out far and wide. The panel particularly liked the junior doctor involvement in the design of the solution.

Contact Sean Whyment on 0161 266 2261 or sean.whyment@skillsforhealth.org.uk for further details.



RUNNER-UP

Organisation: Heart of England NHS Foundation Trust

Project title: SAS Doctors' Project

Entrants: Vittorio Insalaco, SAS doctors' project manager; Karen Camm, faculty divisional manager (pictured); Mandy Coalter, director of HR and OD; Mr Sinaj Natalwala, SAS doctors' chairman; Mamdouh Morgan, associate specialist and CESR expert and Mr Mark Thomas, clinical director of education

Staff grade and associate specialist (SAS) doctors represent 20% of the NHS hospital workforce. But due to high service commitment, their continuing professional development needs have been neglected. At the Heart of England Foundation Trust (HEFT) a template was created to determine the development needed for its estimated 150 SAS doctors.

The project revealed there was nearly a 50% turnover of SAS doctors, due to the grade having no development opportunities. There had been little training and investment in the doctors, and not as many were gaining consultant appointments as desired.

With 209 SAS doctors now in post, the grade's grown by 25% since the project commenced. Turnover has also dropped by 15%. A key contributor is the New Specialty Doctor Contract, which over 90 doctors signed last year, many being new to the Trust. HEFT is now dedicated to giving every specialty doctor the CPD opportunities available to all its SAS doctors.

The panel recognised this project as a good piece of work that really added value to local SAS doctors.

Contact Vittorio Insalaco on 0121 424 9050 or vittorio.insalaco@heartofengland.nhs.uk for further details.



HIGHLY COMMENDED

Organisation: York Hospitals NHS Foundation Trust

Project title: Consultant recruitment, induction and development

Entrants: Natalie McMillan, senior HR manager (pictured) and Peta Hayward, director of human resources

Having suffered the costly implications of a poor appointment system for consultants, York Hospitals NHS Foundation Trust decided that a new process was needed.

The trust wanted the new system to ensure that all skills required for the job (not just clinical) were identified, and to spot weaker candidates. It was hoped that a more stringent assessment would identify performance issues at the selection stage rather than after the consultants had been appointed.

The process also needed to incorporate 'cultural fit' so that the candidate would complement the post or team rather than just being able to undertake the role, and be better at differentiating between high performing candidates.

The project began in December 2008 with the development of a competency framework which was introduced from September 2009. To date 11 consultants have been successfully appointed using this new approach and evaluation has shown that the process is more robust and tests a number of competencies, not just clinical practice.

The judges believed this was a great example of HR good practice.

Contact Natalie McMillan on 01904 725321 or natalie.mcmillan@york.nhs.uk for further details.

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NHS DISCOUNTS AWARD FOR STAFF ENGAGEMENT



WINNER

Organisation: Sandwell and West Birmingham Hospitals NHS Trust

Project title: Listening into action

Entrants: Sally Fox, listening into action facilitator; Judith Whalley, former staff side convenor (pictured) and John Adler, chief executive

Listening into Action (LiA) was introduced in April 2008 as Sandwell and West Birmingham Hospitals NHS Trust's approach to staff engagement. The aim was to increase staff satisfaction and identification with the organisation's goals, secure service improvements and better outcomes for patients, and improve working lives for staff.

The first objective was to listen to the views of a wide cross section of staff. The chief executive chaired five staff conversations which were attended by about 350 members of staff. Nine key themes emerged as really important to staff. A number of 'enabling projects' were initiated to address some of the issues raised, with an emphasis on highly visible 'quick wins' to demonstrate to staff that things were really happening as a direct result of their involvement.

As at the end of March 2010 there were over 60 teams in the trust using the methodology, and LiA has involved approximately half the workforce (some 3,000 staff to date).

There have been a number of significant improvements in the staff survey results and the trust is now in the top 20% of all acute trusts for good communication between senior management and staff.

'practical, innovative and very polished'

The judging panel praised this outstanding project, describing the initiative as practical, innovative and very polished.

Contact Sally Fox on 0752 8969842 or sally.fox@swbh.nhs.uk for further details.



RUNNER-UP

Organisation: Barnet and Chase Farm Hospitals NHS Trust

Project title: Big Staff Conversation – change agenda

Entrants: Raj Chana, director of OD and HR; Yemisi Oluyede, assistant director of HR - workforce development (pictured); Noeleen Behan, chair of staff side and Averil Dongworth, chief executive

When Barnet and Chase Farm Hospitals NHS Trust decided to implement a major new clinical services strategy they wanted to ensure all staff were engaged with the plans including those in hard-to-reach groups, such as night workers, part-time staff and those working in isolation.

To do this, they set up a process called the *Big Staff Conversation Project*. The staff sit at tables in a café-style environment while the executive team sit in the middle and start a 'conversation' which trickles to all the tables. Once the conversations are going, staff bring the executive member they want to answer their questions to their table. All the attendees are asked to identify solutions to the issues raised for their directorates. An action plan is then developed and cascaded to staff.

Since the implementation of the Big Staff Conversation, the overall staff engagement score has risen significantly and is now above the national average, placing the trust in the top 20% of acute trusts in the UK.

Although it was a little too early in the life of the programme to win the category, the judges felt it had massive potential.

Contact Yemisi Oluyede on 020 8375 2699 or yemisi.oluyede@bcf.nhs.uk for further details.



HIGHLY COMMENDED

Organisation: Walsall Hospitals NHS Trust

Project title: Our Manor: better together

Entrants: Sue Wakeman, director of human resources and Sarah Smith, director of development

Walsall Hospitals NHS Trust recognised that to achieve their strategic vision, it was critical to engage their staff in the transformation programme, so in April 2009 they embarked on a staff engagement campaign, entitled *Our Manor: better together*.

Our Manor: better together involves team leaders holding a series of monthly team sessions, using gameboards to act as a framework. Each 40–50 minute discussion ends with an action plan from every team that is summarised in a 'team commitment'.

Even after a few sessions many teams have identified and implemented improvements that have actually benefited patients and enhanced the overall efficiency of the hospital. The staff survey has also shown many significant improvements, for example, the percentage of staff that would recommend the trust as a place to work rose from 32% to 53% from 2008 to 2009.

The judges praised this highly polished good practice project.

Contact Sue Wakeman on 01922 656340 or sue.wakeman@walsallhospitals.nhs.uk for further details.

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BEACHCROFT AWARD FOR DIVERSITY AND EQUALITY

**WINNER****Organisation:** NHS 24**Project title:** Sexual Orientation Equality Scheme (SOES)**Entrants:** Jane McCartney, director of HR and corporate affairs; Gill McInnes, head of HR business services (pictured); Davie Morrison, equality and diversity co-ordinator and Wladyslaw Mejka, equality and diversity manager

NHS 24 faces particular challenges in understanding the barriers that might be encountered by people from the lesbian, gay and bisexual (LGB) community when accessing their services, and deciding how these could be identified and removed. Evidence shows that gay, lesbian and bisexual people have disproportionately higher risk levels of suicide, alcohol and drug abuse, and self-harm.

It was agreed that a Sexual Orientation Equality Scheme (SOES) provided the best framework within which NHS 24 could meet and deliver the 2007 legal obligations on LGB equality. Also included in the SOES is the goal to encourage job applications and provide equality of opportunity.

NHS 24 has set itself seven headline objectives to achieve between January 2008 and December 2011. These are: involving people; making sure the sexual orientation equality scheme is put into practice; making sure people who are LGB have equality of access to NHS information and services; carrying out impact assessment of functions, policies and practices; gathering and using information; training staff; and meeting its obligations as an employer.

A recent Stonewall survey of NHS 24 staff revealed that the majority of staff who took part felt they can be open with their colleagues about their sexual orientation and view the culture in NHS 24 as inclusive to LGB people.

The judges were highly impressed by this scheme; what at first glance might be seen as a niche project was, in fact, something that clearly has significance for both staff and service users.

NHS 24 also engaged with Stonewall Scotland to improve equality of opportunity in employment for LGB staff and potential staff, and LGB service users. Through this, they addressed the need to recruit from the widest possible talent pool, and to be seen by service users as an organisation worth consulting.

This project has also been awarded a highly commended in the overall winner category.

Contact Wladyslaw Mejka on 0141 337 4545 or wlad.mejka@nhs24.scot.nhs.uk for further details.

**RUNNER-UP****Organisation:** Royal Devon and Exeter NHS Foundation Trust**Project title:** Embedding equality and diversity**Entrants:** Mary Stidston, head of workforce and OD; Tony Williams, education and development manager (pictured) and Lynn Lane, HR director

In January 2009 Royal Devon and Exeter NHS Foundation Trust decided to employ an equality and diversity specialist to raise the profile of equality and diversity. The resulting training strategy has so far reached over 3,000 staff.

The training is adapted to different audiences including hard-to-reach groups. For example, specific approaches have been developed for medics (who can be cynical about the relevance to equality for their job) and facilities (who are often hard to release for face-to-face training). It is proving an open-ended project, as the initial training has provoked wider interest in the subject.

Since January 2009, feedback forms have shown that individual attitudes have changed, and the trust has moved from marginally below average to the top 20% in the latest staff survey for uptake of equality training.

The judges praised this project to embed equality and diversity training throughout the trust. The panel was impressed by the resulting dramatic fall in BME staff reporting that they had experienced discrimination from 35% to 27% in a year.

Contact Tony Williams on 01392 406942 or tony.williams@rdefn.nhs.uk for further details.

**FINALIST****Organisation:** NHS Gloucestershire**Project title:** Pacesetter Disability Workforce Project**Entrants:** Ruth Thomas, assistant director HR; Anis Ghanti, equality, diversity and human rights (pictured); Nuala Ring, director of HR and Lucy Lea, equality, diversity and human rights

In December 2009 NHS Gloucestershire set out to develop a project to improve the prospects of employment for people with disabilities. The project was established as part of the national Pacesetter programme.

However, the trust knew that the quality of the data on the electronic staff records (ESR) system was suspect. Records showed that 0.4% of staff on ESR were listed as 'disabled'; however, 12% of staff in their 2007 NHS staff survey identified themselves as 'having a long-standing illness, health problem or disability'.

By using project planning methodology in a sympathetic and supportive way the trust has been able to explore areas which up until now have been perceived as difficult to unpick. Staff have been very willing to discuss a topic which is potentially uncomfortable and have shared information which, in some cases, they have previously concealed.

The trust has now been able to develop a targeted action plan to improve the reliability of its data and open up more employment opportunities for people with disabilities.

Contact Ruth Thomas on 08454 221614 or diversity@glos.nhs.uk for further details.

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NHS PLUS AWARD FOR EXCELLENCE IN IMPROVING EMPLOYEE HEALTH AND WELLBEING



WINNER

Organisation: Great Western Hospitals NHS Foundation Trust

Project title: Ergonomics initiative to achieve MSD reduction

Entrants: Oonagh Fitzgerald, director of workforce and education and Mark Hemphill, health and safety manager

In March 2009, the occupational health and safety (OH&S) team at Great Western Hospitals NHS Foundation Trust was set an objective to work towards reducing the 600 days per month lost due to 66 staff (on average) sustaining a musculoskeletal injury of back, neck, shoulders or arms/hands. This absence equated to nearly 20% of the total absence.

Two ergonomist practitioners from a local Japanese vehicle manufacturing plant were appointed. They joined the OH&S team and helped to analyse electronic staff records data and hotspot areas. Ergonomic process assessments of activities such as making beds, pushing and pulling trolleys etc were reviewed and safe systems of work agreed and publicised in picture format around the wards and departments.

An MSD hotline was also introduced and publicised to ensure rapid action, and ergonomics awareness training was integrated into staff induction and regular refresher training.

MSD-related absence is now at 14.9% of total trust absence and is down from 16.4% in 2008/09 and nearly 20% from the previous year. Recent staff survey results have also shown staff job satisfaction has improved as a result from 3.41 to 3.52 and is currently better than the NHS average.

The judges praised the team's straightforward and highly effective approach, which created an appetite within work groups to take control of their environment and to make real changes for the better.

The panel was particularly interested to note that the project came about as a result of a bid through a Dragon's Den-style 'invest to save' competition within the trust, that encouraged staff to put forward ideas and gain funding for them.

Contact Mark Hemphill on 01793 605544 or mark.hemphill@gwh.nhs.uk for further details.

'created an appetite within work groups to take control'



RUNNER-UP

Organisation: York Hospitals NHS Foundation Trust

Project title: Excellence in improving employee health and wellbeing

Entrants: Dawn Preece, senior human resource manager (pictured) and Peta Hayward, director of human resources

Faced with a quarterly absence rate of 5.13%, York Hospitals NHS Foundation Trust realised action was needed. Furthermore, the average referral time to occupational health (OH) for a member of staff on long-term sick leave was 15 weeks and the estimated cost of absence was £3.7 million.

In April 2008 two new roles were created, an HR adviser and a senior OH adviser, to act as champions for managing sickness absence in the 'hot-spot' areas and to ensure all long-term

sickness cases received proactive management. Additional staff counsellors, psychologists and physiotherapists were also involved.

So far there has been a proportionate reduction of 49.5% in the number of staff off for longer than four weeks and a proportionate reduction of 63.5% in the number of staff off for longer than three months.

Staff now have fast tracked services, paid phased returns to work and short-term alternative work options. The judges praised this large scale project that has had a significant impact on sickness absence levels across the trust.

Contact Dawn Preece on 01904 725318 or dawn.preece@york.nhs.uk for further details.



HIGHLY COMMENDED

Organisation: Nuffield Orthopaedic Centre NHS Trust

Project title: NOC wellbeing programme

Entrants: Clair Bond, head of HR; Lynne Thorn, HR business manager (pictured) and Bev Edgar, executive director of workforce and OD

A 3.7% sickness absence rate was costing Nuffield Orthopaedic Centre NHS Trust £5,000 per day – not including temporary staffing cover costs. There was also little focus for employee health and wellbeing and funding was going towards dealing with sickness absence rather than supporting staff to take early and preventative measures. There were also high levels of stress and bullying.

A health and wellbeing strategy was developed involving the consultation of employees and managers across the trust. Bullying and harassment officers became staff support officers, championing health and wellbeing activities, providing support to staff encountering workplace conflict and helping them to deal with stressors.

Since the introduction of the strategy, the average number of days lost to sickness absence per employee has fallen from 8.4 to 7.3, a reduction of 14%. Days lost due to absence for psychological reasons has fallen by 25%. There has also been a 40% reduction in complaints to PALS regarding staff attitude.

Although it's still early days, the judges liked the comprehensive approach of the project team.

Contact Clair Bond on 01865 737515 or clair.bond@noc.nhs.uk for further details.

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CAPSTICKS AWARD FOR INNOVATION IN HR

**WINNER**

Organisation: Belfast Health and Social Care Trust

Project title: Unleashing Talent Passport

Entrants: Robin Arbuthnot, senior learning and development manager; Marina McCarney, learning and development manager (pictured) and Therese McKernan, co-director of HR

Research has suggested that up to 18% of the Northern Ireland Health & Social Care workforce has essential skills support needs, and that up to 20,000 staff lack level 2 qualifications. Support staff make up over 40% of the total workforce and Belfast Health and Social Care Trust itself employs about 8,300 support staff (Bands 1–4).

The Unleashing Talent Passport (UTP) programme was created to address the gaps for the support services staff in their foundation gateway year. The UTP programme is an accredited, level 2 vocationally related qualification (VRQ) linking participants' development directly to day-to-day roles. It comprises three key elements in one development intervention, based on the core dimensions of the Knowledge and Skills Framework.

Initial feedback indicates that staff are now switched on to learning and view themselves as a valued part of the trust. They feel engaged with their role and the trust, and can see potential for a career in the organisation. Participants are already taking the initiative to apply for other roles, including supervisory positions – one participant felt confident enough to apply for a supervisory role within a few weeks of completing the programme, and has been successfully appointed.

The panel was impressed by the great partnership working across local social and economic systems. The incentivised induction process has shown great value as a building block for staff's personal and professional development. It also shows innovative development of learning and productivity metrics.

The project shows great transformational potential, all the more significant when considered in the context of the challenges facing the area and the organisation.

Contact Robin Arbuthnot on 028 9063 1360 or robin.arbuthnot@belfasttrust.hscni.net for further details.

**RUNNER-UP**

Organisation: NHS Greater Glasgow & Clyde

Project title: Single system induction portal

Entrants: Alastair McKenzie, learning and education advisor (pictured) and Lyndsay Lauder, head of workforce planning and development

Results of a staff survey at NHS Greater Glasgow & Clyde indicated that an unacceptably low number of staff – 54% – had received an effective induction. In addition, there was dissatisfaction with the 'old-style' classroom approach that was used.

Over the next 18 months, a group of subject matter experts developed a flexible, single-system induction framework which could be accessed as appropriate for different groups of staff.

Central to the revised induction process is an intranet-based portal. This contains all the information managers and supervisors need to build a relevant induction programme for their staff. The portal allows a fully flexible approach to induction, so that learners can work through the process at a time and place that suits them, with their manager.

The judges praised this innovative approach to addressing the uptake of induction, achieved within existing resources by adopting a virtual approach to increase access for all staff. The judges felt the project revealed a high transfer potential as well as good HR practice.

Contact Alastair McKenzie on 0141 201 4795 or alastair.mckenzie@ggc.scot.nhs.uk for further details.

**FINALIST**

Organisation: Alder Hey Children's Hospital NHS Foundation Trust

Project title: Day case service transformation

Entrants: Nigel Lee, divisional director for surgery; Carol Platt, rapid improvement programme manager (pictured); Steve Ryan, acting chief executive and Suzanne Thoms, business development director

In 2007/08, Alder Hey Children's Hospital NHS Foundation Trust found itself facing a number of key challenges including a potential deficit of £13.5m, increasing financial and service delivery pressures and the need to improve its financial and governance performance to become a foundation trust.

The trust selected the Lean methodology for meeting these challenges and developed a *Future State* plan for six major pathways. Day case was chosen as the first of the six pathways as there were many problems being experienced including nurses being overburdened with all patients arriving at once and many day cases out-lying on inpatient wards which led to cancellations of elective surgery and delays in emergency admission.

A rapid improvement event team was formed to implement the changes. Eight rapid improvement events have taken place, each one further improving on the last to ensure real and sustained change.

The transformation of the day case services has created an additional 6,600 bed days capacity. Along with some bed rationalisation, £600,000 has subsequently been saved.

Contact Carol Platt on 0151 252 5166 or carol.platt@alderhey.nhs.uk for further information.

HSE AWARD FOR BEST MANAGEMENT PRACTICE IN TACKLING WORKPLACE STRESS

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WINNER

Organisation: Cardiff and Vale University Local Health Board
Project title: Implementing the HSE Management Standards Approach using a Systemic Psychological Approach: making the difference that makes the difference
Entrants: Dr Clare Wright, consultant clinical psychologist, lead clinician for organisational health (pictured); Tracy Myhill, director of workforce and OD and Dr Jane Boyd, head of employee wellbeing

In Cardiff and Vale University Local Health Board two directorates of a large teaching hospital, involving over 750 staff in total, were displaying consistently above average sickness absence rates with consequent high human and salary-based costs.

The HSE Management Standards Approach (MSA), launched in 2004, provides a clear risk assessment methodology for the identification and management of work-related causes of stress. To improve the situation, the two directorates followed the five intervention stages advocated by this approach. In both instances, the use of systemic psychological theory, alongside more traditional risk assessment techniques recommended by the MSA, has resulted in high levels of engagement.

Available quarterly stress mapping data reveal that, during the course of this work so far, sickness absence rates have fallen by 2.29% in the first directorate and by 1.53% in the second, representing a quarterly salary-based cost saving of £63,493 and £9,747 respectively.

'sickness absence rates have fallen by 2.29%'

This evidence-based approach fully utilised the HSE Management Standards Approach with input from specialist practitioners from a non-HR background. The panel was particularly impressed with the potential of this method for predicting and preventing stress rather than trying to address the symptoms.

Contact Dr Clare Wright on 02920 744133 or clare.wright@wales.nhs.uk for further details.



RUNNER-UP

Organisation: London Ambulance Service NHS Trust
Project title: The LINC peer support scheme
Entrants: Fatima Fernandes, staff support, counselling and occupational health services manager; Jackie Bishop, duty station officer (pictured) and Caron Hitchen, HR director

The introduction of peer support schemes has been reported to increase staff morale, reduce sick leave and increase satisfaction with management. In 2005, London Ambulance Service NHS Trust set up a scheme called *LINC (Listening, Informal, Non-Judgmental and Confidential)*, to promote the psychological and emotional wellbeing of its staff.

Any staff member can apply to become a LINC worker. They are then trained in basic counselling skills and how to work with issues such as bereavement, suicide, bullying and harassment, and family relationships. The scheme now plays a key role in a number of policies and is a key element in the proposed wellbeing strategy.

The scheme has led to a reduction of both short-term and long-term sickness absence periods for staff, an increase in productivity and performance levels, an increase in morale and engagement levels, and lastly a decrease in stress levels. In 2008/09, 765 individuals accessed LINC, equating to 17% of staff.

The judges commended this very good project, which is making a valuable contribution to a very specialist area.
 Contact Fatima Fernandes on 0207 783 2014 or fatima.fernandes@lond-amb.nhs.uk for further details.



HIGHLY COMMENDED

Organisation: Moray Community Health and Social Care Partnership
Project title: Well being at work project
Entrants: Philip Shipman, MCHSCP HR manager; Helen Thompson, MCHSCP HR officer (pictured) and Mike Perera, service manager

As Moray Community Health & Social Care Partnership (MCHSCP) delved into its sickness absence levels, it became clear that staff were wary of disclosing mental health problems. As part of its moral duty to care for staff, the trust wanted to identify how to prevent the escalation of mental health issues.

With no additional staffing resource or funding, the trust used professional expertise already within the organisation. By promoting and encouraging professionals to work together, over 500 members of staff became involved in the project.

The Wellbeing at Work Steering Group (main stress issues) and Healthy Working Lives Group (generic wellbeing) developed a selection of options that staff could choose from to help them manage stress better such as complementary therapy sessions, walking groups, self-help books and relaxation CDs. Staff could select as many as they wished to suit their personal needs.

The most obvious impact was sickness absence rates reducing from 4.9% to 4.4%. The reduction in absence rates led to an identified saving of £500,000 in salary costs.

Contact Helen Thompson on 01343 567449 or helen.thompson7@nhs.net for further details.

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SOCIAL PARTNERSHIP FORUM AWARD FOR PARTNERSHIP WORKING



WINNER

Organisation: St Georges Healthcare NHS Trust

Project title: One team @ St George's

Entrants: Jane Pilgrim, staff side secretary and Alan Thorne, director of transformation

Disappointing staff survey results which showed an increase in bullying between colleagues persuaded St Georges Healthcare NHS Trust that action needed to be urgently taken. With help from a consultancy, the *One Team* project was set up to gain information from patients and staff about problems in the hospital and then to listen to their ideas for improvement.

The *One Team* board, which included 50% staff side representatives and the other half HR and management agreed five service attitudes: I choose the right attitude, we are all saving lives; I listen and share; I show I care; I am a professional; and I make a difference.

The trust decided to focus on training staff as 'service partners' in three departments: estates and facilities, outpatients and theatres. Staff side are now using any opportunity they can to spread the word about the project and engage all staff. Unions have been running road shows within departments and inviting managers and medical staff along. The trust is also planning to train about 30 to 40 trainers to deliver the *One Team* training.

'high integrity and tremendous passion'

The judges agreed that the project team had high integrity and tremendous passion – a unanimous verdict that this was an exemplar entry.

Contact Jane Pilgrim on 0208 725 4203 or jane.pilgrim@stgeorges.nhs.uk for further details.



RUNNER-UP

Organisation: Nottingham University Hospitals NHS Trust

Project title: Dignity at work at NUH

Entrants: Emma-Jayne Perez-Chies, directorate HR manager; Martin Benn, staff side vice chair and unison branch secretary (pictured); Daniel Mortimer, director of HR and Bel Rowe, deputy director of HR

In November 2008, the Trust decided to re-launch *Improving Working Lives*. One of the reasons for this was that their 2007 staff survey highlighted that 23% of staff had experienced bullying and harassment. The re-launch focused on seven pledges to staff which were decided in consultation with staff and staff side: staff satisfaction; staff involvement; teamwork; environment; working practices; recognition; and development.

An Improving Working Lives Steering Group (with management and staff side representatives) was set up, and an action plan agreed. The trust managers have developed promises to patients and staff regarding their values and behaviours and standards of behaviour for staff are now being created.

The 2008 staff survey reported a decrease in the percentage of staff experiencing bullying and harassment to 19%. To decrease this figure even further, the trust has now launched a Dignity at Work Campaign. The judges agreed that this project was a true partnership collaboration, delivered with flair and passion.

Contact Bel Rowe on 0115 9691169 or bel.rowe@nuh.nhs.uk for further details.



HIGHLY COMMENDED

Organisation: University Hospital of North Staffordshire

Project title: Healthcare Careers and Skills Academy

Entrants: Ian Carruthers, education and training manager and Natasha Mills, young apprenticeship programme manager

Unemployment is a major problem in the West Midlands, with the number of job seekers doubling since August 2008. To tackle the problem they introduced a careers advisory service to reduce recruitment costs and attract valuable skills from the local community.

To do this it set up a healthcare careers and skills academy which offers access to training, employment and careers advice to all its employees. In addition to providing a range of education interventions including literacy and numeracy, NVQs, 'skills for work' and foundation degrees, the academy provides postgraduate medical education on a range of subject areas.

The academy has so far arranged for 144 people to complete work experience. The careers officer saw over 1,500 people, via one-to-ones, open days and workshops and 100 people have been supported into employment.

The judges praised this ambitious and worthy project.

Contact Ian Carruthers on 01782 553411 or ian.carruthers@uhns.nhs.uk for further details.

NHS ESR PROGRAMME AWARD FOR BEST PRACTICE AND INNOVATION USING ESR

SPONSORED BY:



Electronic Staff Record



WINNER

Organisation: Heart of Birmingham Teaching Primary Care Trust

Project title: ESR – squeezing it until the pips squeak

Entrants: Martin Callus, head of HR and Chris Heward, HR project manager

Heart of Birmingham Teaching Primary Care Trust (HOBTPCT) recognised that it was ‘information poor’, particularly on sickness reporting. The hurdles involved in the paper-based process resulted in a reported sickness rate that was significantly lower than the NHS average.

The trust’s approach was to capitalise as much as possible on the implementation of the electronic staff record (ESR) from the outset. It used the Manager Self Service (MSS) component which promoted the idea that the managers were the ‘owners’ of the data on their staff and Oracle Learning Management (OLM). The Trust was the first organisation to fully use ESR in this way.

The reported sickness rate is now closer to the NHS average. This is a consequence of managers being more aware of their responsibilities in recording absence. With the help of ESR in recording and monitoring sickness in the children’s service, the trust has achieved a reduction in sickness from 7.06% in 2008/09 to 5.35% in 2009/10. This has saved £80,000 in just this one service. The trust’s success in the implementation of ESR was recognised with awards at the 2009 West Midlands ESR awards for innovation and best practice.

The judges commended this remarkable work for being ‘a truly brave project, fired by a clear vision’. HOBTPCT was one of the very few trusts to implement the whole of the ESR offering in one go – not just payroll but OLM and Manager Self Service – the whole footprint. Three years on this ambition has paid off and the benefits run into millions.

Contact Chris Heward on 0121 255 0515 or chris.heward@hobtpct.nhs.uk for further details.

*‘a truly brave project,
fired by a clear vision’*



RUNNER-UP

Organisation: Portsmouth City Primary Care Trust

Project title: PMIS for workforce

Entrants: Oliver Anderson, senior workforce analyst; Andy Neal, e-rostering project lead (pictured) and Liza Walter-Nelson, associate director, workforce

In April 2007, Portsmouth City PCT realised action was needed to improve their workforce information system, which was hard to use, gave inconsistent information, and couldn’t identify any trends in the data or good and poor performance.

The objective was to develop a system that would resolve these problems and enable managers to access the relevant information, without the need for help from the workforce team.

The new workforce information system was based on the electronic staff record (ESR) and has now been maintained for three full years. It has reduced the amount of time taken to summarise the data held in ESR and has also massively reduced the amount of time spent responding to ad hoc queries. The managers now have the information they require.

The panel commended the quality of the workforce reports as first class, remarking that the ability to look beneath the figures without having to interrogate different spreadsheets or systems brought significant benefits.

Contact Andy Neal on 7541238862 or andy.neal@solent.nhs.uk for further details.



HIGHLY COMMENDED

Organisation: West Middlesex University Hospital NHS Trust

Project title: OLM & NLMS meeting the needs of the organisation

Entrants: Nina Singh, director of workforce and development; Julia Ryan, assistant director for learning and development (pictured); Harjinder Mann, workforce analyst and Karen Boakes, assistant director for learning and development

To ensure they had accurate and up-to-date staff training records – in particular mandatory and statutory training - the Trust decided to see whether the Oracle Learning Module (OLM) could solve the problem of incomplete training records and help to target training more effectively.

The project focused on two key high priority areas – fire training and infection control. The trust’s OLM database was completely re-designed so that information could be produced more quickly and accurately and departments that were falling short of compliance could be targeted.

This system has proved so successful that some training providers have seen their overall training compliance figures double in just six months’ usage; statutory fire training compliance has seen a 10% increase from a year ago and some divisions have 100% compliance for infection control and safeguarding children training.

A tightly focused project that achieved all it set out to do – effectively translating business into strategy and into action, the judges praised this excellent good practice example.

Contact Karen Boakes on 020 8321 6820 or karen.boakes@wmuh.nhs.uk for further details.

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GATEHOUSE AWARD FOR EXCELLENCE IN LEARNING, TRAINING OR DEVELOPMENT



WINNER

Organisation: Heart of England NHS Foundation Trust

Project title: Learn: Lead

Entrants: Kerry Jones, faculty dean; Karen Camm, faculty divisional manager (pictured); Mandy Coalter, director of HR and OD; Sara Jaskiewicz, faculty divisional manager and David Twist, faculty divisional manager

Feeling increasingly dissatisfied with the impact of educational investment on individual and organisational performance, the Heart of England NHS Foundation Trust initiated a new learning and development strategy. An extensive action research project was undertaken, engaging staff at all levels within the organisation, and a strategy entitled *Learn: Lead* was developed.

This was underpinned by a workforce model for developing healthcare careers 'the HEFT 6 C's strategy'. The aim of this model was to recruit individuals from local communities and help them develop lifelong careers in healthcare. As part of the strategy, a foundation year was introduced for the whole workforce which supported development of core skills and behaviours and a personalised development plan.

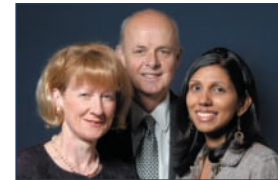
The key feature of the new strategy was the development and launch of the HEFT Faculty of Education. The faculty is central to developing job skills and core workplace skills.

Amongst the achievements in year one are the employment and support of 200 apprentices demonstrating £1 million of new education investment, the launch of a dedicated Healthcare Careers Development Unit and recruitment of 40 long-term unemployed people onto a bespoke healthcare support worker apprenticeship programme.

'highly impressed by the scale of organisation change achieved'

The judges praised this comprehensive approach in a complex operating environment, which led to a better use of resources and a more collaborative approach between the trust and its education providers. The panel was highly impressed by the scale of organisation change achieved.

Contact Kerry Jones on 0121 424 9660 or kerry.jones@heartofengland.nhs.uk for further details.



RUNNER-UP

Organisation: NHS London/ London Post Graduate Medical and Dental Deanery

Project title: Darzi fellowships in clinical leadership

Entrants: Margaret Murphy, clinical leadership programme lead; Maya Nagaratnam, specialist registrar, John O'Connor, Darzi project lead (pictured) and Fiona Moss, director of medical and dental education

The Darzi Fellows in Clinical Leadership project was developed in response to the vision in the Next Steps Review final report *High Quality Care for All* which emphasised the importance of clinicians' engagement in shaping services.

Medical directors across London submitted their proposals for service change projects which were then assessed against a set of evaluation criteria. Thirty nine 'Darzi Fellows' were recruited who then entered into a 12-month 'out of programme experience' in various trusts.

The Fellows were required to take part in a leadership development programme, in which they learned skills necessary to deliver their projects and to support their future roles as consultants and clinical leaders.

While the data is still anecdotal, there is convincing evidence that the Fellows improved the culture at their various organisations especially in areas such as collaboration and strategic leadership. Impressive outcomes at service level have also been achieved.

The judges praised this excellent project linking personal development to strategy, which should be shared with other regions trying to develop similar schemes.

Contact Margaret Murphy on 0207 9323923 or margaret.murphy@london.nhs.uk for further details.



FINALIST

Organisation: Abertawe Bro Morgannwg University Health Board

Project title: Maths for healthcare staff within ABM University Health Board

Entrants: Paul Lee, medical devices training manager and Ruth Gates, connecting health through learning project manager (pictured)

The Welsh Assembly has set targets to improve the literacy and numeracy skills of working age adults. However, within health and social care, 56% of workers have literacy skills at Level 1 or below and 72% of workers have numeracy skills at Level 1 or below, which is equivalent to the level of an average 11 year old.

The solution was the introduction of a *Maths for Healthcare Staff* course as part of the Connecting Health through Learning Project (a Unison-funded project), within Abertawe Bro Morgannwg (ABM) University Health Board.

The course has been run twice a year at the three main, acute hospitals. Over 100 staff have attended the full five-week programme and approximately 400 staff have successfully completed the online training tool.

The practical skills staff have acquired through the course have led to improved patient care and a reduction in drug errors. As a consequence, staff are empowered, motivated and confident in their abilities. The judges felt that the project filled a vital gap in staff numeracy skills.

Contact Ruth Gates on 01639 862193 or ruth.gates@wales.nhs.uk for further details.

HR DIRECTOR OF THE YEAR

SPONSORED BY:



West London Mental Health NHS Trust



WINNER

Name: Nicky Ingham
Role: Director of Workforce and Organisational Development
Organisation: Royal Bolton Hospital NHS Foundation Trust

Nicky Ingham, director of workforce and organisational development is a shining example of an exemplar HR director, says nominator John Murphy, chair of staff side.

Nicky joined Royal Bolton Hospital NHS Foundation Trust in December 2005 and has worked tirelessly to improve HR services with her strong belief that what her HR service does impacts upon the patient's experience.

She has shared this belief with staff so they recognise how the work they undertake impacts upon the quality of care patients receive. Nicky has also given a personal commitment to all staff that she will support them to achieve happiness, health and wellbeing in their working lives. She voiced her personal commitment at the trust's *Big Conversation* events which involved 300 staff. The feedback from staff was that she talked from the heart. They truly felt she meant what she said and were clearly motivated that a director had made such a strong personal pledge.

Nicky is a grounded individual who is very modest about her personal achievements, never forgetting her roots as an admin and clerical grade 3, working her way up to where she is today through hard work, commitment and her desire to succeed.

'She combines flare with integrity, imagination with common sense'

From a regional perspective Nicky is very active. She chairs one of sub regional HR groups and is a member of the regional social partnership forum. She is committed to partnership working and her organisation won one of the recent partnership awards.

She is also committed to developing the HR profession. She works actively with HR graduates, for example, recently taking the time to do mock interviews with them.

She is well networked and generous in her time for others. Nicky has established a first class reputation as a leader in her own organisation but also in the wider community. The judges remarked, 'She combines flare with integrity, imagination with common sense and is a worthy winner of HR director of the year'.



RUNNER-UP

Name: Harry Hayer
Role: Director of Organisation, People and Performance
Organisation: North Bristol NHS Trust

For many years, North Bristol NHS Trust (NBT)'s direction was dictated by the legacy of its past. Tremendous change was demanded, but the trust was struggling to achieve this.

Nominator Pete Bailey, assistant HR director says all this changed when the new director of organisation, people and performance, Harry Hayer, arrived in 2007. He talked passionately about NBT 'reclaiming its place as the flagship provider of acute health provision in the South West'. He developed a vision for NBT and created five core organisational goals, known as the 'Big 5'.

These were to:

- 1) Improve quality of services, patient experience and safety
- 2) Progress significantly towards no waits/no delays
- 3) Prepare for the opening of the new hospital at Southmead
- 4) Become a Great Place to Work
- 5) Build a strong, viable organisation.

Harry immediately championed appraisals based on staff understanding their personal contribution to the Big 5. NBT reported 85% staff appraisals in 2009. This doesn't end Harry's ambition though! His challenge to his team is always to go further.



FINALIST

Name: Paul Cracknell
Role: Director of business support
Organisation: Norfolk and Waveney Mental Health NHS Foundation Trust

Paul joined Norfolk and Waveney Mental Health NHS Foundation Trust about five years ago with a remit to improve HR in its widest sense. He was subsequently appointed as an executive director on the trust board with lead responsibility for HR.

Nominated by Sarah Ball, head of human resources and Aidan Thomas, chief executive, Paul has led an excellent HR service improvement programme including, for example, a culture-changing leadership and management development programme that approximately 200 leaders have completed to date.

Over the last 18 months, with the support of the chief executive, he has led a highly effective series of 'big conversations'. They have resulted in the first staff awards event, have accelerated investment in improvements in the IT infrastructure and are now supporting the development of a wellbeing strategy.

Paul is an inspirational leader to his HR team and a valued and influential colleague to his fellow board directors. He has also influenced the agenda at a national level in his work with the Leadership Council.

HR TEAM OF THE YEAR

**WINNER**

Led by: Jacqueline Gilbey, deputy director of human resources and Peta Hayward, director of human resources

Organisation: York Hospitals NHS Foundation Trust

The HR team at York Hospitals NHS Foundation Trust adopts a dual approach, working internally with their service managers, but also externally within the community. This has resulted in strong partnerships with local schools, North Yorkshire Business Enterprise Partnership and Job Centre Plus, and the large volunteer network.

In 2009 the team implemented a new sickness policy which resulted in a dramatic drop in long-term sickness cases from 80 to 50 - a 38% reduction (49.5% for the duration of the two-year project). The project is being hailed as a beacon of good practice within the NHS.

The organisation takes seriously the benefits of appraising its staff and recognises the positive impact appraisal has on the services to patients. The turnover rate dropped from 12.19% to 11.04% in 2009, supported by recruitment projects such as a new consultant recruitment and induction process and staff starter questionnaires. A scheme to introduce apprenticeships into the organisation has seen the recruitment team exceed their predicted number of four placements with a 125% improvement.

'excellent record of innovation and delivery'

Finally the annual staff survey has shown an improvement in 15 key findings with no change in 21 indicators (36 key indicators for last year) and demonstrating no deterioration on last year.

The entry was also supported by the SHA director of workforce, Tim Gilpin: 'The HR team at York have an excellent record of innovation and delivery within the region. Under Peta's leadership they have tackled a number of significant challenges which have had a direct and positive impact on people management practice in the trust. I am sure that through this the experience of patients and the quality of care will have improved as a direct result of their actions.'

The judges agreed that the HR team at York are worthy winners.

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RUNNER-UP

Led by: James Devine, head of HR Services and Cheryl Lee, HR director

Organisation: Medway NHS Foundation Trust

A fresh, innovative approach to recruitment and selection called *Recruiting 4 Attitude* was the brainchild of the HR team at Medway NHS Foundation Trust.

They used an external media organisation to develop leadership behaviours and obtained copies of the selection processes used by prestigious firms renowned for putting candidates through their paces. This helped the team differentiate themselves from other trusts, and to put Medway on the map as an excellent employer.

The implementation of *Recruiting 4 Attitude* was trialled in the emergency department where there were 17 band 5 nurse vacancies. As a result of revised adverts, selection/assessment days and interviews, all the vacancies were filled. The 'recruiting manager's satisfaction survey' shows that 89% believe that the service is getting better or is much improved. Other areas of excellence include equality and diversity. This is now integrated into corporate induction, and the target of training a minimum of 100 staff by the end of 2009 was achieved ahead of schedule.

RUNNER-UP

Led by: Bev Edgar, director of workforce and OD and Jan Fowler, CEO

Organisation: Nuffield Orthopaedic Centre NHS Trust

In 2009 the workforce and OD team at the Nuffield Orthopaedic Centre NHS Trust (NOC) won the HPMA HR Team of the Year and was seen as 'inspirational' to all struggling HR teams, by shaking off a poor reputation.

In 2010, this team has continued to build on its success with a number of strategies which include staff engagement, coaching, staff health and wellbeing, learning and development, and talent management. The introduction of the Workforce Process Transformation group has also ensured processes are 'fit' to support technology.

The key objective of the team now is 'to develop a fully engaged workforce by creating the conditions for people to succeed'. The most recent 2009/10 staff survey shows that 72% of staff can approach managers to talk about flexible working (10% ahead of the NHS average), 92% of staff feel proud to work at the NOC and that there has been a 6% increase in staff recommending NOC as an employer (11% ahead of NHS average).

RUNNER-UP

Led by: Lindsay Ashworth, assistant director of human resources and Tina Ricketts, associate director of HR

Organisation: NHS Gloucestershire

The human resources team in NHS Gloucestershire is led by their director, Nuala Ring, and comprises 50 staff. Solid HR practices have facilitated the recruitment of quality staff, supporting their retention through improved training and the development of activities as a listening and learning organisation.

Examples of creative working which have enabled the team to reach exceptional performance levels and provide an excellent service are: Supporting service redesign; effective systems for monitoring and managing accidents; talent and capability plan - talent pool; SHA leadership programme; joint workforce planning to reduce costs, increase capacity and provide more integrated working; effective approaches to recruitment; commitment to recruiting disabled candidates and those who are long-term unemployed due to mental health issues. Feedback is welcomed by the team to enable them to enhance their service.

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NHS DISCOUNTS: NHS Discounts staff benefits is 10 years old, has over 850k registered members and is available free to all NHS employees. It is totally committed to supporting staff engagement through its arrangements with over 400 NHS Trusts and services now include a Health and Wellbeing initiative together with an extensive range of benefits for staff including discounted shopping, dedicated help lines, insurance and financial benefits, holidays, and motoring services.



NHS ELECTRONIC STAFF RECORD (ESR): ESR provides integrated recruitment, HR, Learning Management, eLearning and Payroll functionality for the NHS in England and Wales. It provides the complete workforce information solution to support workforce planning and education commissioning, and enables realisation of benefits that support delivery of the quality and productivity challenge.



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- Delivering services to other public sector bodies and smaller businesses
- Supporting the development of quality occupational health practices.

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SOCIAL PARTNERSHIP FORUM: The Social Partnership Forum is a partnership between the Department of Health, NHS Employers and NHS Trade Unions which is used to discuss, debate and involve partners in the development and implementation of the workforce implications of policy.



THE SCOTTISH GOVERNMENT: The Scottish Government is responsible for most of the issues of day-to-day concern to the people of Scotland, including health, education, justice, rural affairs, and transport. The Government's purpose is to focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.



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OUR JUDGES



Back row (left to right) Reza Tavassoli, [Beachcroft LLP](#); Kevin Croft, HPMA London; [David Shepherd, XpertHR](#) and [Daniel Jones](#), HPMA Wales.

Second row (left to right) Liz Maddocks-Brown, NHS Institute of Innovation and Improvement; [Sally Storey](#), HPMA Council; Andrew Rowland, Capsticks; [Kelvin Cheatle](#), HPMA President; Tracey Peters, HPMA South West; [Will Chamberlain-Webber](#), [GateHouse](#); Clare McNicholas, Health and Safety Executive; [David Booth](#), NHS ESR Programme.

Front row, seated (left to right) Therese McKernan, HPMA Northern Ireland; [Angie Walsh](#), Department of Health England; June Chandler, UNISON; [Chris Heather](#), NHS Discounts; Jackie Connor, BMJ Careers and [Gill Bellord](#), NHS Employers.

Judges not pictured; John Adsett, HPMA Council; [Dr Ingrid Clayden](#), [The Scottish Government](#); Linda Davidson, HPMA Scotland; [Alison Dunn](#), [GateHouse](#); Zoe Elston, Welsh Assembly Government; [Peter Gregg](#), Department of Health, Social Services and Public Safety; Nikki Hill, HPMA Council; [Bethan Johnson](#), NLIAH; Keith Johnston, NHS Plus; [Steven Keith](#), HPMA South West; Deborah O'Dea, HPMA Council; [Geoff Rose](#), West London Mental Health NHS Trust; Paul Spooner, NHS ESR Programme and [Charles Summers](#), NHS South West.

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