



EXCEL 2020
EXCELLENCE IN PEOPLE
AWARDS 2020
hpma



HPMA's very first virtual awards took place on Thursday 1 Oct, as finalists, sponsors and HPMA members gathered around screens across the UK to watch the ceremony together.

Thankfully 'Airmeeet' captured much of the atmosphere of our special awards programme – table hopping to share best wishes and good luck with finalists and catching up with old and new faces soon came naturally via computer mics and cameras. But the stars of the night were our truly amazing finalists – as this year they all took their chance to share their passion for the projects and profession which brought them to the finals.



Here is some of the feedback:

"Just extraordinary! So moving! Love the different ways finalists chose to state their case – all powerful in their way.... HPMA showed diversity brilliantly."

It's great to see the range, depth and quality of all the different HR, OD and Workforce services and difference they are making. Passion and energy really comes over in the presentations. Great event!

Just loving this event – fabulous!

Well done on today's triumphant awards! Super success!

I am learning so much about ambition and compassion thank you

What an great event - thank you HPMA! Wonderful examples of fabulous people management and development. Congratulations!

Capsticks award for innovation in HR



WINNER: Promotion, Praise and Promise - Valuing our workforce, West London NHS Trust

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



WINNER: Red Card to Racism, North Bristol NHS Trust

Ulster University Award for excellence in employee engagement



WINNER: A mission to engage, improve and change culture, Chesterfield Royal Hospital NHS Foundation Trust

Academi Wales award for excellence in organisational development



WINNER: Senior Medics' Assessment and Review Trial (SMART) Initiative, West Hertfordshire Hospitals NHS Trust

Bevan Brittan award for wellbeing



WINNER: Caring for our Staff caring for our patients! Sandwell and West Birmingham NHS Trust

Mills & Reeve award for most effective use of diversity



WINNER: Diversity - Improving good practice, Royal Free London NHS Foundation Trust

Chamberlain Dunn Learning award for education, learning and development initiative



WINNER: Nursing Apprenticeship Programme - creating a sustainable workforce, Cambridge University Hospitals NHS Foundation Trust

Health Sector Talent award for best recruitment initiative



WINNER: One stop recruitment shop, Sandwell and West Birmingham Hospitals NHS Trust

The University of Bradford award for cross-sector working



WINNER: Greater Manchester Neighbourhood-Based Blended Roles, Greater Manchester Health and Social Care Partnership

HEIW award for smarter working



WINNER: The Introduction of a Flexible Workforce Department, Bradford Teaching Hospitals NHS Foundation Trust

Patchwork Award for HR Analytics



WINNER: The Importance of Information Sharing, Northamptonshire Health and Care Partnership

Rising star award winners

- Kay Myatt, Swansea Bay University Health Board
- Catherine Wills, Northamptonshire Healthcare NHS Foundation Trust
- Saira Hussain, London North West University Healthcare NHS Trust
- Joanne Adair, Western Health and Social Care Trust

Deputy HR director of the year



sponsored by NHS England & NHS Improvement

WINNER: Alison Koeltgen, Gloucestershire Hospitals NHS Foundation Trust

HR director of the year



sponsored by NHS England & NHS Improvement

WINNER: Raffaella Goodby, Sandwell and West Birmingham NHS Trust

HR Team of the Year



sponsored by NHS England & NHS Improvement

WINNER: HR at the Heart of TeamWestHerts! West Hertfordshire NHS Hospitals Trust

HPMA President's Award for Lifetime Achievement Sponsored by DACBeachcroft



Shirley Rogers, Scottish Government

Thank you to everyone who contributed to our unique celebration - a special mention to our table supporters Hempsons and Browne Jacobson – we look forward to spotlighting more fabulous projects and workforce leaders in our 2021 awards programme – BRING IT ON!





Executive Director Update

We are facing continuous challenging times with the emergence of increased Covid19 cases and local lockdowns. These are unprecedented times for

all our members and I am concerned for you all and really want to assure you that we are here with you and for you. Your energy and tenacity will undoubtedly be stretched over the coming months in recovery, recharge and responding to the next phase of Covid-19, please make time to show #selfcompassion and look after yourself.

I was particularly delighted that HPMA could celebrate this year's award winners as a community. It was a long wait for the results, and going virtual brought many challenges but it has also brought some wonderful opportunities. Unlike our past ceremonies, we were able to hear from all our finalists in their own words in our ceremony on Thursday, I know many of you gathered together to hear the results and enjoyed some networking too. Congratulations to you all - all winners - and thank you too to our loyal sponsors who have supported us in this difficult year. If you missed the ceremony do take a look at the new style awards winners pages on the website.

Last month I was fortunate to hear from our brilliant VPs at the HPMA National Council Meeting - welcoming some new faces and thanking them for working so hard to support their local membership. With Covid-19 it has been a particularly challenging time for all branches and I would like to acknowledge their tenacity in keeping going and reinvigorating activity for our members. They have run webinars on a variety of topics and held conferences in our new

'virtual' world, which have been highly evaluated and of real support to members.

I'm delighted to share with you so many new national webinars too - from recruitment to menopause at work - we have some brilliant contributors giving their time and expertise for members, so I hope many of you will be able to find the time to join us on these important and topical themes.

I would like to pass on my thanks to departing PPMA president Karen Graves, who has been a wonderful advocate for our profession, Dean and I look forward to working with incoming president Steve Davies as our associations continue to support each other. My congratulations also to Joanne Marshall who takes over as UHR Chair from Paul Boustead this week.

Finally it's with huge thanks but also sadness that we are seeing a number of our Trustees step down from their roles, the first of these is our Honorary Treasurer Dominic Tkaczyk, who has supported the financial work of the charity, Sally Storey (ex-President) also leaves us, however she will continue to support our London Academy. Over the coming months we will also say a fond farewell to our Chair of Trustees, Nick Grimshaw and Dr Pat Oakley who will continue to support the charity and be our wise counsel. I am personally grateful for their support to myself during their tenure and their passion and commitment to the Charity - they will be very hard acts to follow and I wish them all the very best in their next adventures.

May I extend a warm welcome to **Ismail Hafeji** who has joined the Trustees as our new Honorary Treasurer, we wish him all the very best in his role.



TUESDAY 1 & WEDNESDAY 2 DECEMBER VIRTUAL CONFERENCE



BOOK NOW



Reflections of a world that was and one to come

Craig de Sousa *HPMA London Vice-President*

Director of Human Resources and Corporate Governance, The Tavistock and Portman NHS Foundation Trust



It is without doubt that the last six months have been the most turbulent and unsettling time for us all. In a world where our day to day lives changed within a matter of hours and the social constructs that we had been accustomed to became alien and necessitated each and every one of us to find a new place in what, some may say, is a new normal.

It was an absolute privilege and pleasure to be appointed as the Healthcare People Management Association (HPMA) Vice President for London in April 2020 having been involved with the charity for so many years in many different ways. When I was appointed, I couldn't find a way to write a blog about my reflections as the pandemic was pulling my attention in multiple different directions and like others I too was trying to find my place in this new world of Teams and Zoom meetings and significantly increased infection, prevention and control systems.

I have been immensely proud of the work that the HPMA London Academy has been able to take lead on throughout the pandemic. Continuing in its role as a prominent and respected authority for professional development of our human resources and organisational development workforce. From the moment that lock down occurred the team used their creativity and expertise to convert our extensive programme into a digital offering and continue to provide that ongoing support our members wanted during the most challenging times.

Further, I have a real sense of pride in the way that our HPMA branches and the national team have led the way in supporting our members over the last six months. The number of new offerings, safe spaces to talk and a sense of community shines through clearly.

In August I gave myself permission to take a break, having not done so since February this year. Reflecting on this now, I waited too long and put more of my focus on making sure others around me were looked after and were also taking time out. Now with the benefit of hindsight I recognise that that was short sighted of me and having taken time out I actually feel refreshed and have a clearer perspective of what is likely to come.

As I look forward now to what is coming, my immediate attention is drawn to the rapidly increasing rates of COVID infections and I do not feel as troubled as I was back in March. If anything, I know we as a professional community know how to respond and most importantly our health system can do the same. The key, though, is protecting each and every individual's wellbeing so that we can play our part in delivering safe and compassionate care.

The coming weeks and months are going to stretch us again physically and emotionally but I know through our networks and the skills that we have developed, we will be able to respond and thrive.

BIM 2020

DIG DEEPER, LOOK CLOSER, THINK BIGGER

HPMA would like to share how members are celebrating Black History Month in our next newsletter issue. Please send your photos, articles or stories to lauren@chamberdunn.co.uk by Monday 26 October.

Ambassadors for change

Michelle Carr

Head of Communications

Black Country Healthcare NHS Foundation Trust



From feeling more confident in raising concerns to providing assurance that HR processes were fair and consistent, it's clear that Black Country Healthcare NHS Foundation Trust's Cultural Ambassadors programme is supporting much needed change.

At the core of the programme is a focus on eliminating discrimination, and in particular discrimination experienced by staff from minority backgrounds.

NHS workforce intelligence shows us that staff from Black Asian Minority Ethnic (BAME) backgrounds are disproportionately represented in the disciplinary process. Furthermore, they are likely to receive more severe sanctions when compared to colleagues from a white background.

"These inequalities present themselves in our own policies, practices, behaviours and can have detrimental impacts on our employees" Emma Barnes, HR Business Partner at Black Country Healthcare NHS Foundation Trust explains.

Keen to tackle some of the issues and further embed the Trust's equality, diversity and inclusion agenda, the then, Black Country Partnership NHS Foundation Trust teamed up with the Royal College of Nursing to take part in the Cultural Ambassadors programme.

Recruiting staff from Black Asian Minority Ethnic backgrounds, Cultural Ambassadors are trained to identify and challenge discrimination and cultural bias. Particularly important in disciplinary processes, ambassadors will look at formal processes through a different lens, providing independent information and advice.

The Trust launched with a small pilot that involved some thought provoking training sessions that enabled the organisation to listen and hear some very personal experiences from staff about their struggles and challenges.

"Hearing those experiences first-hand really helped us to shape and develop the programme and was a real eye opener for us" explains Tara Conlan, Assistant HR Business Partner.

Since launching the programme in 2016, the Trust has supported 10 staff through the Cultural Ambassador training.

Vanessa Falconer, one of the Cultural Ambassador explains why she decided to take part in the programme:

"In my years of working in the NHS I have come across a lot of unfair treatment and inequalities, especially towards Black and Minority Ethnic employees. So when the opportunity arose to become a Cultural Ambassador I was keen to support others and make a difference."

Whilst changing organisational culture can take time, the results are already impressive.

- There has been a reduction in the level of sanctions imposed to staff from BAME backgrounds;
- A reduction in the number of dismissals of staff from a BAME background;
- A reduction in the number of suspensions and final warnings given to staff from a BAME background;
- And, a reduction in investigations involving staff from a BAME background

In 2019, 1 in 55 BAME staff encountered the disciplinary process. In 2020, that figure dropped to 1 in 105.

"There's been a cultural shift" Emma Barnes, Assistant HR Business Partner explains. "We've seen changes in behaviour and practice from across all levels of the organisation."

"The programme itself has really been central to that positive change. It's helping to improve the experience of staff across our entire workforce."

More recently, The Trust received national recognition after recently winning the People and Organisational Development of the Year Initiative at this year's Health Service Journal Value Awards.

Following the Trusts merger earlier in the year with Dudley and Walsall Mental Health NHS Partnership Trust there is even more opportunity and enthusiasm to further embed and develop the role of Cultural Ambassadors.

If you would like to find out more about the Cultural Ambassador project please contact bchft.culturalambassador@nhs.net or yassar.mohammed@nhs.net

Putting menopause on the NHS agenda

Deborah Garlick, Director, *Henpicked: Menopause in the Workplace*

<https://menopauseintheworkplace.co.uk>

Once upon a time menopause was never mentioned, anywhere. And if it was, it was whispered, or referred to as 'women's issues' or 'the change'. Thankfully, as a society we've moved on from this, and menopause is now becoming something we're talking about more. Especially important are the conversations we're having in the workplace.

Why? Because for the 3 in 4 women who experience menopause symptoms, it's essential they can get the right support. When we consider that 8 in 10 menopausal women are in work and are the fastest-growing workplace demographic in the UK, the message becomes even more clear. Putting the right menopause support in the workplace is vitally important. Urgent and important.

Many forward-thinking organisations have already begun to do this, recognising the urgency and importance of introducing menopause policies and guidance, raising awareness of menopause and putting the right support in place. It's a win-win situation. Any changes are often minimal and temporary, but they support a fully inclusive workplace and often help organisations to retain talented, valuable employees.

Menopause symptoms can vary, and everyone's experience is unique. Most of us have heard of the infamous hot flashes. But what about the psychological symptoms? The brain fog, the memory issues, the anxiety, the loss of confidence? Add in a poor night's sleep and you can see why women may need support at work. Symptoms don't switch off when you clock on.

Findings from research carried out by the British Medical Association (BMA) show that a worrying number of female doctors were leaving the profession, due to menopausal symptoms. And over 90% of respondents said that menopause symptoms affected them at work. Consider that 38% said they couldn't make the necessary changes to manage symptoms at work, and it becomes evident there's a massive gap between what women need and what workplaces are providing.

NHS staff encompass a huge range of professions, from clinical to clerical, support teams, cleaning staff... the demographics really are staggering. COVID-19 has added increased challenges and stresses, with inflated workloads, further need for PPE and dealing with worried patients and their families.

"We have a predominately female workforce in the NHS,



many of whom are experiencing menopausal symptoms. Trans, non-binary and intersex colleagues may also be experiencing the menopause, and colleagues may also reach an early menopause or have premature ovarian insufficiency," says **Jog Hundle**, partner at Mills & Reeve. *"I am increasingly advising NHS employers with regard to disputes arising from poor support in the workplace for employees experiencing the menopause, which have resulted in costly and protracted grievances, breakdown of working relationships and ill health dismissals.*

"Managers very often do not have the training and skills to provide the support which is needed. It's time all NHS employers acted to increase menopause awareness and to support the workforce, given its impact, which includes the loss of vital skills, increased sickness absence and the risk of age, sex and disability discrimination claims."

October is World Menopause Month, and 18 October is World Menopause Day, a global event to raise awareness of all things menopause.

We're holding a series of three Menopause in the Workplace webinars, to help all NHS organisations get their conversations started and support underway. Designed for HR Managers and HR Business Partners, as well as Diversity, Inclusion and Wellbeing Leads – essentially those responsible for leading the change in your organisations.

By the end of these sessions you will understand:

- How menopause friendly is your organisation? The compelling reasons to introduce support, with a checklist to make things easy.
- Menopause and employment law. Jog Hundle from Mills & Reeve will consider the legal aspects of menopause at work.
- How to get everyone talking about menopause at work. Training and engagement tips to get your whole organisation on board.

For some organisations, it's about refining what's already in place, continuing the conversations and putting in support. For others, it's about taking the first steps on this important road. This is not something that organisations can afford to ignore, nor should they. Commercially, responsibly, legally... it's the right thing to do.

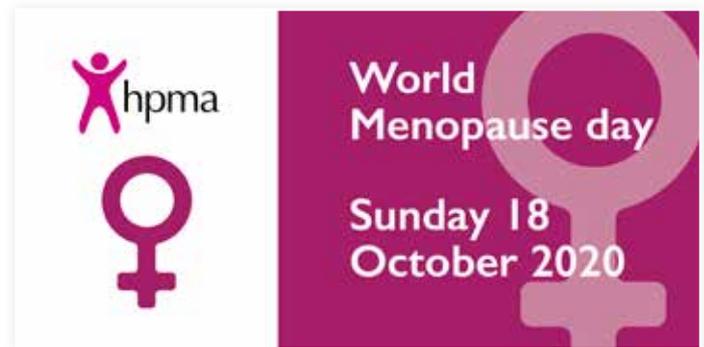
HPMA Menopause at Work Webinar series - Open to all members - book via the HPMA website

www.hpma.org.uk

- How menopause friendly is your organisation? **12 October 2020 at 10am – 11 am**
- What you need to know about menopause and employment law. **19 October 2020 at 10am – 11 am**
- How to get everyone talking about menopause at work. **2 November 2020 at 10am – 11 am**

Designed for HR Managers and HR Business Partners, as well as Diversity, Inclusion, and Wellbeing Leads – essentially those responsible for leading change in your organisation.

MILLS & REEVE



Recognise 'Our Health Heroes' truly looking after the health and wellbeing of our people

Our Health Heroes, the national healthcare awards from Skills for Health, dedicated to shining a light on our NHS, health and care support workers, is back for its 5th year, and with nominations now open, entries are pouring in from both staff and the public, as we recognise the herculean efforts of our people in 2020.

This year the Awards return, a little later than expected, but together with partners NHS Employers, UNISON and Bevan Brittan, are bigger than ever, with nine categories, as we pay tribute to the incredible contribution from all of the people at the heart of our sector:

John Rogers Chief Executive, Skills for Health says: "The Awards highlight the thousands of individuals and teams, who work tirelessly 'behind the scenes' to keep our NHS, health and care systems running smoothly, day-after-day. We believe every key worker, no matter their status, is deserving of admiration and recognition. Which is why we dedicate Our Health Heroes to those in support roles. Without these people, the NHS simply couldn't have survived for 72 years and none more so than in recent months." As acknowledged in the recently released NHS People Plan, the pace and scale of actions implemented across the country, in response to COVID-19, to look after the health and wellbeing of our people, both physically and psychologically, has been profound. The NHS People Promise makes a welcome pledge to ensure this greater focus on the support offered within teams and organisations to keep our people safe, healthy, and well, is maintained and built upon."

We have all seen and heard of numerous innovative and effective initiatives where organisations, individuals and teams have done a huge amount to support one another this year; including setting up 'wobble rooms', specifically designed mental health apps, local wellbeing support networks, and more. Now, if you are working in the NHS or use its services, and know of an organisation who are

taking incredible steps to look after their staff, Skills for Health ask you spend a few minutes to nominate them in the Health and Wellbeing Employer of the Year Award.

Presented to an organisation which has demonstrated a clear, significant, and sustainable improvement in the health and wellbeing of its workforce, this award raises awareness of the outstanding initiatives organisations have developed to support the wellbeing of their people. Nominations are based on those going above and beyond at an organisational or systemic level to implement wellbeing strategies that make a real difference to staff, not to mention demonstrating the realisation of a key ambition of the NHS People Plan.

Andrew Lovegrove, Senior Workforce Consultant, and registered nurse and health visitor says:

"Having great wellbeing strategies in place for the workforce is not just 'a nice thing to do', it's something we can't operate without. Health and wellbeing are fundamental to everything that we do. Having the right support structures in place to maintain the health and wellbeing of staff is a long-term investment that simply cannot be ignored. With those support structures in place, we can reduce sickness and absence, improve retention, effectiveness, and efficiency. We can make the NHS not only a more attractive place to work but ensure a sustainable workforce fit for the future.

"Our Health Heroes is a fantastic way for us to recognise and celebrate those Trusts within the NHS already going above and beyond to ensure the support for the health and wellbeing of our workforce is unwavering. Pay tribute to those you know who are truly making a difference to look after our people and nominate them today."

Everyone knows Our Health Heroes, browse our categories and please nominate yours here today.

Journey to system working in the South West

William Thomas, Account Director, Liaison Workforce

In October 2020, the Southwest Peninsula NHS Bank will launch. The bank is a regional collaboration bringing together providers from across South West England to allow all staff groups to book shifts tailored to their preferences. Initially, the bank will focus on medical and dental staff, with the option for additional staff groups in the future. This initiative will enable the healthcare providers involved to fill their clinical shifts quickly and without additional agency fees.

We initially raised the idea of system working whilst developing the first local medical bank at the Northern Devon Healthcare NHS Trust in early 2017. Their support of a collaborative bank helped to bring Torbay & South Devon NHS Foundation Trust onboard, who initially created their own medical bank and soon became the driving force behind the developing project, whilst we continued to form the vision of system working in the South West region.

Royal Devon & Exeter NHS Foundation Trust and Devon Partnership NHS Trust also saw the benefit of collaborative working and agreed to join the project in late 2018. Finally, Livewell Southwest CIC joined the collaboration in January 2020.

Speaking to Judy Falcao, Director of Workforce & Organisational Development at Torbay & South Devon NHS Foundation Trust recently, she commented: "Our aim in joining this collaborative bank with our fellow healthcare providers in the region was to increase the flexibility we can offer for clinical shifts and provide a smooth and straightforward end to end system to book and pay staff. We can't wait to see it up and running."

So, what do we hope the Southwest Peninsula NHS Bank will achieve?

- The advantages of having system working in operation across the trusts involved were widely recognised by the key stakeholders and included the opportunity to keep junior doctors in the region for longer, whilst widening their options for training.
- Break down barriers and enable the easy deployment of the workforce across the participating organisations through shared technology and worker passports alike, thus improving the worker experience in terms of how they secure additional shifts, how they are paid,



Judy Falcao



Rob Dyer,

etc. This will also ensure that the system can respond to demands in service, such as the response to the recent pandemic.

- Improve financial sustainability of the region through reducing agency staff usage and enhanced workforce planning and demand reduction.
- Better the quality of patient care, by using fewer agency staff and improvement of staff retention. The project aims to negate the need for workers to have to register with agencies to quickly secure additional shifts, and the trusts will be able to secure local staff with the knowledge of their hospitals, therefore improving care quality.
- Improve workforce planning and demand capacity through access to region-wide workforce intelligence, and promotion of a "support culture" between providers.

"Over the last few years the trusts in Devon have been working together to find ways to ensure that we provide care that is safe and accessible in all parts of the county. Key to that is the filling of medical workforce gaps when and where they occur. The collaborative bank for medical staff will make that easier for everyone and it is great to see it now in operation." – Rob Dyer, Lead Medical Director, Devon Sustainability and Transformation Partnership

Through the many meetings and conversations over the past months preparing for the launch, I know that the five healthcare providers are all looking forward to seeing the resulting benefitting not only their workforce teams, but the junior doctors and other medical staff, and ultimately the patients within the region.

You can find out more information about the Southwest Peninsula NHS Bank at www.swnhsbank.net



Could rise in remote working transform the role of HR within the NHS?

Richard Haggarty,

Principal Human Resources and Organisational Development Consultant, Castlefield Recruitment – a member of the CCS framework.



Remote working has rocketed in the wake of the COVID-19 lockdown, in the UK and worldwide. This increase has been seen across both public and private sectors, including the organisation at the heart of the UK's coronavirus response – the NHS.

In the NHS, the number of remote meetings held has risen from around 13,500 to over 90,000 in the first eight weeks of lockdown. The public health body has also utilised Microsoft Teams to rollout instant messaging, direct audio and video calls to more than 1.3 million users, and the measures seem to be a major success.

But if remote and flexible working is here to stay permanently, what will this mean for HR teams within organisations like the NHS?

The crucial role of technology

By far the biggest change likely to affect HR is the increasingly critical role of digital technology. HR teams will need to embrace new tools and technologies, and do so very quickly. When utilised correctly, digital can make it easier for remote teams to share information and collaborate effectively.

Dawn Dawson, Director of Nursing, Therapies and Quality for Dorset HealthCare, explains the role technology has played in the NHS during the coronavirus crisis:

“Using a digital platform has been absolutely essential in helping us to respond to the pandemic effectively. It has allowed us to run our incident management remotely and safely share information quickly and be responsive at this challenging time.

“Importantly, it has also enabled our teams to stay connected – our staff rely on regular communication with each other, both for work purposes and for looking after each other and combating the isolation people can feel working remotely. Going digital has given us the ability to keep that vital contact going.”

The challenge for HR will be how to effectively engage remote workforces beyond lockdown. To deliver their best, employees need to feel valued and rewarded – but how can this be done outside of the office? It may mean an adjustment to benefits to improve the employee experience. For example, introducing a technology salary sacrifice scheme in place of perks such as an on-site gym or a company car.

Changes to policies and processes

HR departments in organisations such as the NHS will face many practical considerations if remote working becomes the new normal. For example:

- How to monitor attendance, working hours and productivity
- Whether or not to provide funding for remote workers' connectivity and digital equipment
- Ensuring employees have a healthy and safe working environment and habits
- Scheduling of meetings, appraisals and disciplinary procedures
- How training and professional development will be carried out.

HR professionals will also need to put measures in place to support employee wellbeing, especially in the wake of an unprecedented global health crisis. Needless to say, this has hit the NHS particularly hard, being as it is on the frontline of the UK's pandemic response. Employees may be experiencing feelings of anxiety and worry about the future, which can impact motivation as well as staff retention levels. It's clear that many HR functions will need to adapt, with changes to policies and procedures required across the board.

Surely now isn't the time for NHS Leaders to be considering a radical overhaul to longstanding policies and procedures?

Matt Giblin, *Marketing Coordinator, The TCM Group*

The current pandemic poses the most challenging time that our NHS workers will have ever faced. It may be tempting to focus all energy and efforts on clinical provision, while putting off unnecessary changes. Truly, it is now, more than ever, that all healthcare organisations should consider transforming their grievance and disciplinary procedures.

The huge toll that the Coronavirus pandemic has placed on our frontline health workers is widely recognised. While so many of us have made every effort to show our gratitude and support this has not been sufficient to prevent thousands of NHS staff from having thoughts of leaving the profession. So much so that an [IPPR/YouGov study](#) revealed that more than one in five healthcare workers are more likely to leave their role after the pandemic than they were prior to the outbreak. The same study revealed that staff mental health has also greatly deteriorated. Half of healthcare workers reported a worsening of their mental wellbeing since the Covid-19 crisis began. So what role can the HR profession play in supporting our frontline staff?

Workplace conflict has been a huge problem within the NHS, long before the pandemic began. Robert Francis' [Freedom to Speak Up Review](#) publicly aired shocking findings. Very often staff do not feel safe to raise concerns. When they do so, they must endure harrowing investigative processes, or even face bullying. Traditional grievance and disciplinary procedures can be toxic, generating a blame- culture whereby staff end up avoiding conflict altogether.

Conflict usually gets worse before it gets better when a formal investigation happens. The win-lose process drifts people further apart and this division spreads within the workplace to create a destructive blame culture.

But what is the alternative? The TCM group have supported numerous NHS organisations in transforming the way they

handle workplace conflict.

The hallmark of this has been the incorporation of our ground-breaking Resolution Framework™. This replaces traditional procedures and promotes the use of early resolution methods such as Mediation, wherever possible. This modern, more progressive approach is pioneering in developing a values-based, outcomes oriented and person-centred system within your healthcare trust. It underpins the development of a fair and just culture.

Not only does such a resolution framework limit the referral of cases to costly and timely formal processes, but it helps transform the overall culture throughout your organisation. Less blame, more empathy, more compassion, and a reduced fear of speaking up.

The NHS is starting to realise that the pandemic is not the time to wait to make much needed changes. Earlier this year, London Ambulance Service decided to spend part of their Coronavirus emergency fund on an investment into developing their Resolution Framework™.

We know that a large proportion of the NHS still needs our help. That's why, on Tuesday 20 October, we'd like to invite you to our online conference, entitled 'Redefining Resolution in the NHS'. TCM founder and CEO, David Liddle will be hosting the event, alongside an exciting and diverse panel of special guests (including Nicky Ingham). Together we'll share our collective experience, with recent case study examples, to show how you can play a pivotal role, in making the decision to redefine resolution within your NHS trust.

There are free conference spaces (worth £195 + VAT) available to HPMA NHS leaders.



How technology is driving an evolution in healthcare learning and development

Shona Blackhall, *DevelopMe+ Product Manager Allocate Software*

Covid-19 caused wide-scale disruption within health and care, revealing the skills of its workforce to be more vital than ever. This disruption has seen positive changes in the way trusts use technology for training and development and has now highlighted the need for new technology to manage skills data for greater efficiency and effective management and delivery of staff resources. Allocate Software Product Manager Shona Blackhall shares some ideas around future innovations.



The Covid-19 pandemic has turned lives upside down. So many families and individuals have experienced loss and it has had such a profound effect on the way we live our lives, interact with each other, and go about our daily work. Nowhere more so than in health and care organisations.

Health technology has long been widely available but adoption has often been sporadic and for many practitioners some health technology has felt like an unnecessary solution to a problem. The notion of certain disciplines engaging in consultations with patients online might have seemed bizarre, even inappropriate just a few months ago. However, when faced with the imperative to adopt to new ways of working, health staff have taken up the challenge and excelled in technology adoption to continue to deliver outstanding service for patients and service users. Initial consultations have been carried out using live video calls, and team meetings conducted via Microsoft Teams and Zoom, with staff working very effectively from home alongside their usual clinical settings.

Online technology has also played a key part in enabling continuing professional development and training for clinical staff. The dynamic nature of the NHS workforce means there is never really downtime when it comes to individual learning and development. Training has to continue in order to keep patients, and staff, safe; Covid-19 or not. A surprisingly high percentage of courses can be delivered online, with only a minority requiring trainers and trainees to be together in a physical space. This huge shift in delivery process has of course required a large scale evaluation of existing course content and delivery by training providers, with sweeping changes to enable effective online learning. The old adage, 'needs must', holds true. When forced to consider new ways to use technology the NHS has become an exemplar for change. Many other industries and sectors may learn from this huge public-sector organisation that has proved itself to be highly agile, innovative and adaptable.

Right at the beginning of the pandemic in the UK, many providers quickly realised they did not always have a full or thorough understanding of the skills that were available to them within their own organisations. There were justifiable concerns around potentially losing large numbers of staff, either to illness, self-isolating requirements or to care for their own sick family members. It highlighted the need to back-fill those skills and personnel very quickly. For example, calling upon people who used to work in ICU to step back into those roles, and utilising individuals with similar skillsets from other disciplines to cover shortfalls.

Unlike many other sectors, skills in complex care settings are vital to the delivery of quality care. The safety critical nature of health and care means that a deep understanding of the current valid skills and experience of an organisation's staff is crucial.

Covid-19 has now further highlighted just how fundamental a comprehensive, detailed database of workforce skills, training and experience is, in order for an organisation to remain responsive and effective when the unexpected comes along.

So how can trusts take control of their workforce's skills?

We see a number of technology opportunities that can tackle some of the wastage in training and skills development. The sector is collaborating and working hard to develop technologies that can unite entire digital records of employees' skills, credentials and certification. Such innovation will help trusts meet skills shortages or particular requirements and address medical demand.

This technology can also be applied further when healthcare workers move from one trust to another. When NHS staff join a new health organisation, they receive onboarding training, which can mean an individual may receive the same information over and over, each time they move. With previous training frameworks not always been trusted, new employers often prefer to repeat certain aspects of training to protect themselves and their patients making sure things are done 'their way.' But surely in an ideal situation all NHS organisations would be fully joined up, saving themselves the significant costs in time and money because they have full confidence in the credentials and qualifications described on each employee's 'skills passport.' And it is this technology that is now being explored to make this a reality, with a modern NHS taking responsibility for the diverse and complex digital credentials of all of its staff.

The Allocate DevelopMe+ platform already provides trusts with ways to easily manage its skills and learning and development programmes. Whilst Covid-19 has seen the greatest challenge healthcare organisations have had to face, the technology disruption it has forced is something that will now drive the transformation of health care delivery to help create workforces that are responsive to the demands of the future.

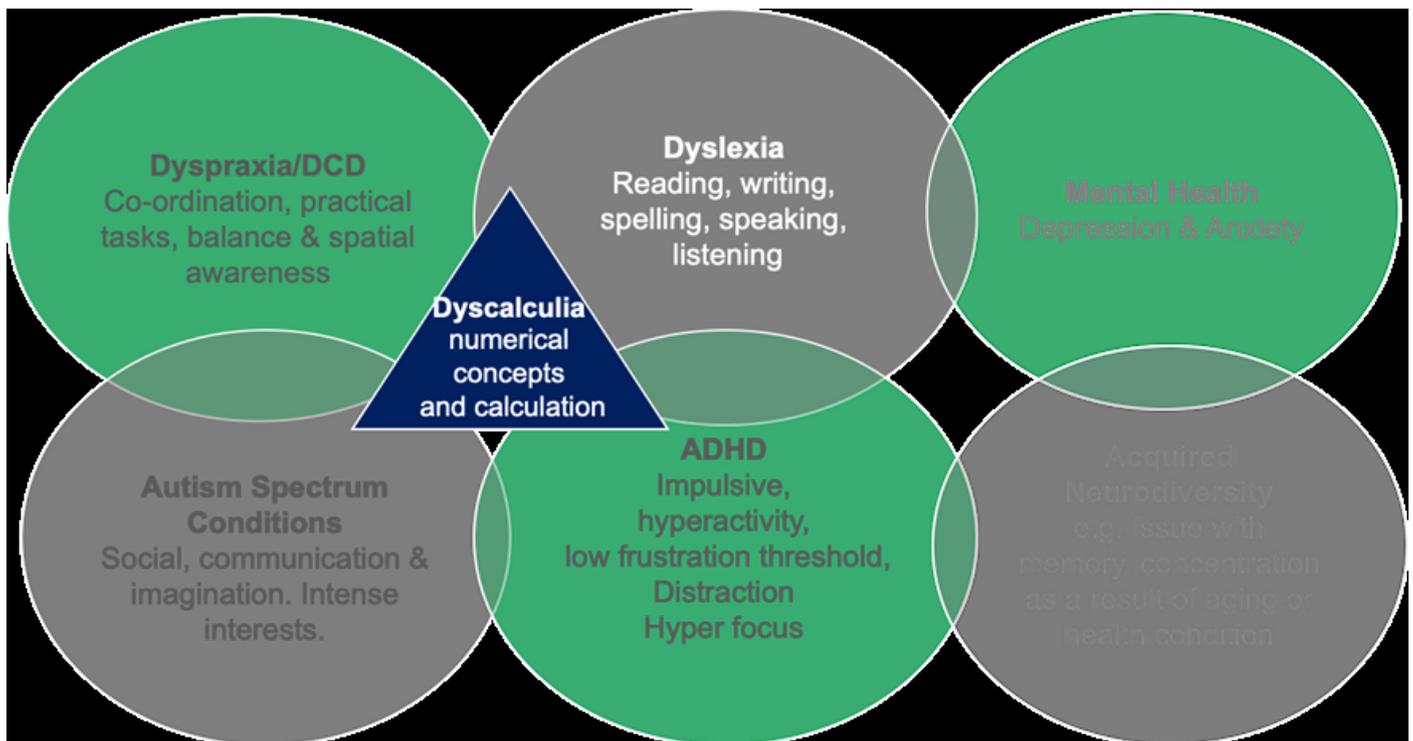
For more information about the Allocate DevelopMe+ learning management system, please visit our [website](#).

How do you support an employee with a neurodiverse condition at work?

Having worked with many HR professionals across many industry sectors, we often hear common themes coming out when approached by HR about a neurodiverse condition? What is neurodiversity? How do we support someone with the a neurodiverse condition? How do we access neurodiverse services?

What is neurodiversity?

Neurodiversity refers to the idea that neurological differences such as Dyslexia, Dyspraxia, DCD, Autism Spectrum Conditions and ADHD are a naturally occurring phenomenon as a result of normal variation in the human species.



Neurodiverse conditions

According to ACAS, approximately **1 in 7** individuals have a neurodiverse condition. That's over nine million people across the UK. Having a neurodiverse condition comes with many strengths and development areas, but is this not the same for all people? I am an Occupational Psychologist and I was diagnosed with dyslexia in the 3rd year of my degree. I love books but I have always found reading very challenging, until I discovered audio books. I can listen to these all day, every day. I find it very easy to take in the information in this form. I was explaining this to a friend who loves reading books and he explained that he finds it very difficult to listen and take in information from audio books. This got me thinking that if the world was designed in a different way, maybe he would have dyslexia and not me. So, is it the design of the world that causes something to be a barrier rather than the neurodiverse conditions itself? Many individuals with a neurodiverse condition have thrived and are leaders in different disciplines. For example, Steve Jobs (Founder of Apple), Louis Smith (Olympic Gymnast) and Michelle Mone (Entrepreneur) and many

more. I have worked with many Nurses and Doctors with neurodiverse conditions across a range of roles. Jacqueline Wiles from the Nursing standard explains how dyslexia is a strength for many Nurses:

"Nurses with dyslexia can use a multidimensional approach to patient care and can visualise a patient as an integrated whole. They can connect with a patient in ways that integrate the art and science of nursing... (Dyslexic) nurses use novel and creative problem-solving measures that show an exceptional understanding of patients' individual needs and the wider nursing issues involved in nursing care."

Jacqueline Wiles, Nursing Standard

How do we support someone with a neurodiverse condition?

When supporting an individual with a neurodiverse condition we would recommend a 3-stage approach:

Stage 1 Screening or Diagnostic Assessment

Firstly, it is important that you identify what neurodiverse condition the individual has. This involves either a screening

or a diagnosis for the suspected neurodiverse condition, which can be triaged in the referral process. During Covid-19 many individuals are opting for remote screening and some are undertaking face to face diagnostic assessments where possible. It is really important after this process not to stop once someone has been provided with a screening or diagnostic label. The reason for this is that workplace adjustments and coaching are where you really see the behavioural change, as the neurodiverse individual learns strategies and adjustments to support their difficulties and maximise their strengths. If someone is just provided with a screening or diagnosis this could leave the person feeling upset, confused and not knowing what to do next.

Stage 2 Workplace Assessment

A workplace assessment involves examining the job tasks and working environment to recommend adjustments and support. Implementing adjustments makes a key difference in job success. During Covid-19, workplace assessments are generally being offered remotely although, if someone is working in a health and safety related role, it is recommended that an assessor visits the workplace when practical, and any addendums are added to the report after the visit.

Stage 3 Coaching, Workshops and E-learning

One to one coaching involves a specialist coach providing support to the individual, to learn new strategies and skills to support their neurodiverse condition in the workplace. This can be accompanied by neurodiverse e-learning like www.neurotalentunlocked.com and awareness sessions for teams. Co-coaching between a manager and employee to support with the understanding and implementation of the different strategies, is also hugely beneficial.

How do we access neurodiverse services?

There are a number of companies which provide diagnostics, workplace assessment and coaching services, such as Lexxic, a specialist psychological consultancy (www.lexxic.com). You can also find support through access to work.

An exciting opportunity to learn more is the remote event being run in conjunction with Lexxic, NHS employers and ENEI on "The Value of Neurodiversity in the Workplace", on October 19th between 2pm and 4.30 pm. To find out more information and register for this event, please follow the link below:

<https://www.enei.org.uk/events/the-value-of-neurodiversity-in-the-workplace/>

If you cannot attend the event and what to find out more, please do not hesitate to contact me. I am always happy to chat !



Author

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UPCOMING HPMA EVENTS & ACTIVITIES

Recruitment in a Virtual World - Thursday 8 October 9.30 - 11.00am [Book here](#)

Whistleblowing: speaking up in times of crisis Thursday 15 October 10 - 11.30am [Book here](#)

How menopause friendly is your organisation? Monday 12 October 10 - 11am [Book here](#)

What you need to know about menopause and employment law Monday 19 October 10 - 11am [Book here](#)



HPMA Activity and wellbeing challenge 1 – 30 November

Look out for further details on the 30:30 Activity Challenge app

How to get everyone talking about menopause at work Monday 2 November 10 - 11am [Book here](#)

Coming Soon

Staff wellbeing: Living and working with the uncertainty of COVID

Creating resilience in challenging times

Live chat with Dean and Nicky

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Nicky Ingham HPMA Executive Director

David Holmes Deputy President

Janet Wilkinson Deputy President

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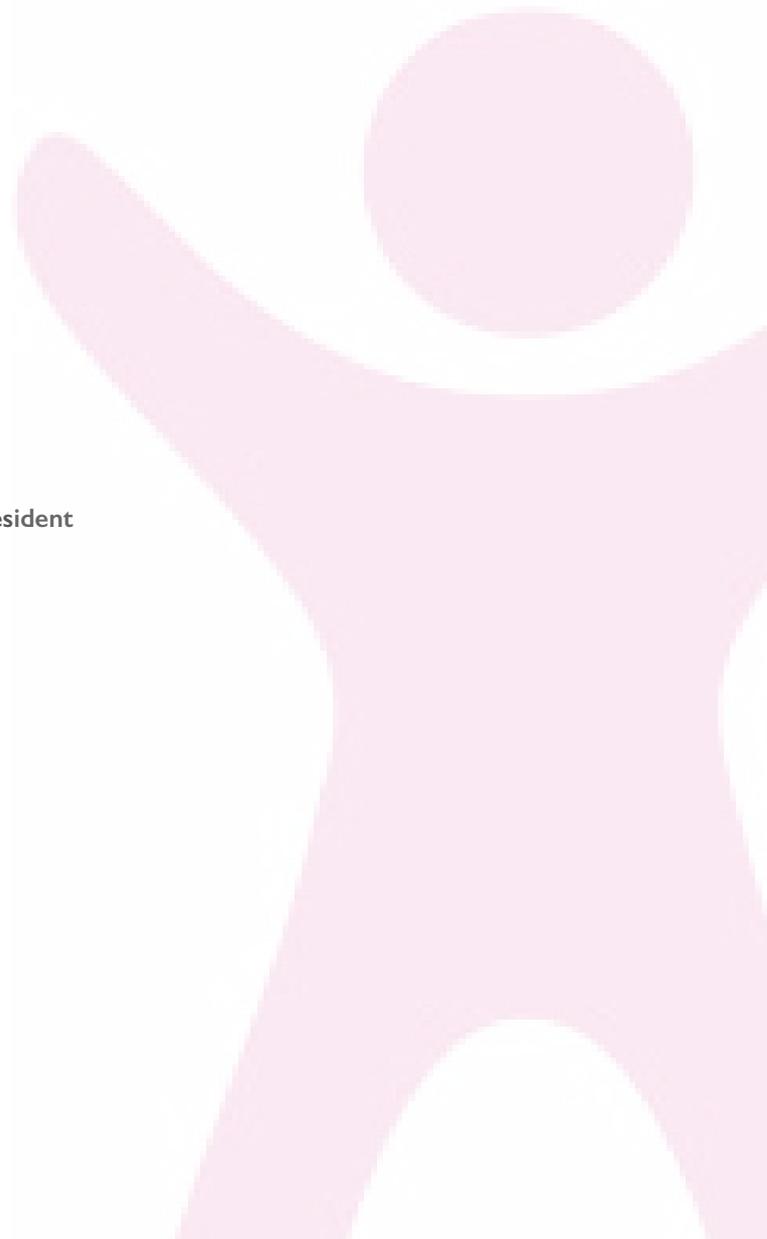
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**TUESDAY 1 & WEDNESDAY 2 DECEMBER
VIRTUAL CONFERENCE**



BOOK NOW

HPMA Virtual conference Tuesday 1 & Wednesday 2 December

The theme of the conference is Architects of Change, recognising and exploring the key role of workforce and OD professionals in designing, developing and delivering the future vision for workforce in the NHS.

It will be another virtual event bringing you the opportunity to connect with colleagues from across the UK, hear from inspirational speakers, share examples of outstanding projects and be part of creative conversations.

Speakers include:

Helen Bevan, Chief Transformation Officer, NHS Horizons

Mark Britnell, Global Chairman & Senior Partner, Healthcare, Government & Infrastructure, KPMG International

Tom Simons, Chief HR and OD Officer, NHS England and NHS Improvement

Julie Rogers, Deputy Chief Executive/ Director of Workforce and OD, Health Education and Improvement Wales

Dean Royles, HPMA President **Craig de Sousa**, HPMA London Vice-President & Director of Human Resources and Corporate Governance, The Tavistock and Portman NHS Foundation Trust

Shirley Rogers, Director of Operational Readiness and SGoRR Director at The Scottish Government & 2020 recipient of the President's Award for Outstanding Achievement