

# HPMA Excellence in HRM Awards 2014

## Infosheet - 16 category descriptions, criteria and submission questions

### Category 1 - Capsticks award for innovation in HR

A cutting edge, creative initiative within any sphere of HR management that has led to improved practice.

#### Criteria

- Evidence of true innovation, not simply new ways of working or implementation of policy
- Clear demonstration of need and rationale
- Detail of the process of implementation
- Evidence that the innovation is making a difference to patient/client care
- Plans for further research, development and full evaluation.
- The potential for the transfer of learning to other organisations.

#### Submission questions

1. Describe your project, including evidence of how your project demonstrates innovation (500 words or fewer)
2. Outline the project design, business need and rationale that support your chosen project strategy (200 words or fewer).
3. Outline your implementation process (200 words or fewer)
4. What are the measurable achievements, expected benefits and impact on patient care of your project (200 words fewer)? The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your project.
5. Outline your plans for further research, development and full evaluation (200 words or fewer)
6. What is the potential learning for other trusts from this project, and how best could this learning be shared (200 words or fewer)?

**Entry link - <http://bit.ly/Cat1HPMA2014>**

### Category 2 - Social Partnership Forum award for partnership working with trade unions

An initiative that demonstrates working in partnership between employers, trade unions and other stakeholders in the processes of formulating, consulting, implementing and evaluating issues related to the provision of health or social care.

#### Criteria

- Clear description of background including rationale, context, planning and implementation demonstrating genuine partnership working between employers and trade unions not simply collaboration
- Explicit detail about how employers and trade unions and other relevant partners were brought together

- Challenges and how they were overcome
- Evaluation of impact of project
- Sustainability, transferability and lessons learnt.

#### Submission questions

1. Describe your project, including background to the project, rationale and wider context (500 words or fewer)
2. Outline your planning and implementation process (200 words or fewer).
3. Explain how employers and trade unions and any other relevant partners on this project were brought together (200 words or fewer)
4. What were the challenges, and how were they overcome (200 words or fewer)
5. What are the measurable achievements, expected benefits and impact on patient care of your project (200 words or fewer)? The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your project.
6. How does your project demonstrate sustainability and transferability, and what are your 'lessons learnt' (200 words or fewer)?

**Entry link - <http://bit.ly/Cat2HPMA2014>**

### **Category 3 - NHS Health at Work Network and Syngentis [The Health & Work Community Interest Company] award for excellence in improving employee health & wellbeing**

A project concerned with improving the health and wellbeing of staff to boost business performance

#### Criteria

- Project design based upon analysis of business need and existing evidence base
- Excellent project management and evaluation
- Measurable achievement of expected benefits (including cost-effectiveness)
- Evidence of good leadership skills and excellent team working
- Making a difference to patient/client care
- The potential for the transfer of learning to other healthcare organisations.

#### Submission questions

1. Describe your project, and any relevant background to your work (500 words or fewer).
2. Outline the business need, project design and underpinning evidence base that supports your chosen project strategy (200 words or fewer).
3. Outline your project management process and evaluation approach (200 words or fewer)
4. What are the measurable achievements, cost benefits and impact on patient care of your project (400 words or fewer)? The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your project.
5. How does your project demonstrate leadership skills and team working? (200 words or fewer)
6. What is the potential learning for other healthcare organisations from this project, and how best could this learning be shared (200 words or fewer)?

**Entry link – <http://bit.ly/Cat3HPMA2014>**

### **Category 4 - GateHouse award for excellence in organisational development**

An OD initiative or project that has significantly benefited the organisation through improved effectiveness or viability.

#### Criteria

- Project design based upon analysis of business need and existing evidence base
- Excellent project management and evaluation

- Measurable achievement of expected benefits (including cost-effectiveness)
- Evidence of good leadership skills and excellent team working
- Making a difference to patient/client care
- The potential for the transfer of learning to other organisations

#### Submission questions

1. Describe your project, and any relevant background to your work (500 words or fewer).
2. Outline the project design, business need and underpinning evidence base that supports your chosen project strategy (200 words or fewer).
3. Outline your project management process and evaluation (200 words or fewer)
4. What are the measurable achievements, expected benefits and impact on patient care of your project (400 words or fewer)? The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your project.
5. How does your project demonstrate leadership skills and team working? (200 words or fewer)
6. What is the potential learning for other trusts from this project, and how best could this learning be shared (200 words or fewer)?

**Entry link - <http://bit.ly/Cat4HPMA2014>**

### **Category 5 - Award for best practice and innovation using ESR**

#### **Sponsored by NHS ESR Programme**

Initiatives that can demonstrate innovation and best practice use of the Electronic Staff Record system within an organisation.

#### Criteria

- Project design based upon the analysis of business need, existing evidence base and evidence required to meet core standards (for example Operating Framework - Everyone Counts: Planning for Patients 2013/14 & CQC National Standards)
- Excellent project management and evaluation
- Measurable benefits that have resulted or will result in improved quality and productivity and efficiency savings
- Evidence of improved staff engagement in relation to the deployment of ESR and utilisation of workforce data
- Evidence of good leadership skills and excellent team working
- Making a difference to the working lives of NHS Staff and demonstrating how this impacts on patient/client care
- The potential for the transfer of learning/best practice to other organisations including development of case study materials.

#### Submission questions

1. Describe your project, and any relevant background to your work (500 words or fewer).
2. Outline the project design, business need and underpinning evidence base that supports your chosen project strategy (200 words or fewer).
3. Outline your project management process and evaluation (200 words or fewer)
4. What are the measurable achievements, expected benefits and impact on patient care of your project (400 words or fewer)? The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your project.
5. How does your project demonstrate leadership skills and team working? (200 words or less)
6. What is the potential learning for other trusts from this project, and how best could this learning be shared (200 words or less)?

**Entry link - <http://bit.ly/Cat5HPMA2014>**

### **Category 6 - Bevan Brittan award for HR's contribution to organisational change and/ or turnaround**

We are looking for evidence of HR management that has had a critical and positive impact on organisational change and/or turnaround within an organisation or in the local health economy.

Criteria – evidence of:

- Significant HR contribution to the development, design, delivery and evaluation of a strategy aligned to the organisation's goals.
- Development of the project supporting the cultural, commercial and workforce values of the organisation and promoting equalities.
- Excellent project management demonstrating clear communication, engagement and consultation with all stakeholder groups
- The achievement of the expected benefits of the project including efficiency, quality, communications and cost-effectiveness.
- Good leadership skills with excellent team working.
- A positive impact on patient/client care with a particular focus on local needs and equalities.
- The potential for the transfer of learning to other organisations.

Submission questions

1. Describe your project, and any relevant background to your work (500 words or fewer).
2. Outline the project design, delivery, and business need, and underpinning evidence base that supports your chosen project strategy (200 words or fewer).
3. Outline your project management process and evaluation (200 words or fewer)
4. Explain the measurable achievements, expected benefits and impact on patient care of your project (400 words or fewer)? The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your project, including an analysis of any impact upon equalities.
5. Describe how your project demonstrates leadership skills, team working and staff/staff side engagement? (200 words or fewer)
6. If the project resulted in any cultural change issues how was this managed. ? (200 words or fewer)
7. What is the potential learning for other trusts from this project, and how best could this learning be shared (200 words or fewer)?

**Entry link - <http://bit.ly/Cat6HPMA2014>**

### **Category 7 –CIPD award for best improvement of HR capability in a team**

This category is for significant and insightful improvements to the capability and abilities of an HR team – improvements with clear and demonstrable benefits for the organisation.

Criteria

- Measurable improvement in an aspect of HR capability in a team. The judges are looking for how the HR team improved their impact, their insight and their contribution.
- Clear relation between the intended improvement in capability and a business/organisation need, ideally with an impact on patient care
- Learnings for other organisations.

Submission questions

1. Describe how you diagnosed the capability need, eg by using the CIPD's HR Profession Map (300 words or fewer)
2. Describe how improving the capability related to your organisation's business priorities, eg patient care (300 words or fewer)
3. Show evidence of the improvement in capability (300 words or fewer)
4. Show evidence of the benefits to the organisation of the improvement in capability (200 words or fewer)

5. Share a few brief insights of the learning you could share with other organisations as a result of your approach. (200 words).

**Entry link – <http://bit.ly/Cat7HPMA2014>**

### **Category 8 – The Aston OD award for team based working**

An OD or Service Improvement intervention or project that has improved outcomes for patients or service users through the introduction or extension of team based working. The judges will be particularly interested in evidence of sustainable improvements in inter-professional team working across care pathways and / or between partnership organisations.

#### Criteria

- Excellent project management and evaluation
- Measurable achievement of expected benefits for patients and service users
- Evidence of excellent team working within the design / implementation team
- Sustainability and scalability of interventions
- The potential for the transfer of learning to other organisations

#### Submission questions

1. Describe your intervention, and any relevant background to your work (500 words or fewer).
2. Outline the intervention design, business need and underpinning evidence base that supports your chosen strategy (200 words or fewer).
3. Outline your design and implementation process and evaluation (200 words or fewer)
4. What are the measurable achievements, expected benefits and impact on patient / service user care of your project (400 words or fewer)? The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your intervention.
5. How did you ensure sustainability and spread of the intervention? (200 words or fewer)
6. How did you model excellent team working through the design and implementation phases? (200 words or fewer)
7. What is the potential learning for other health and social care organisations from this project, and how best could this learning be shared (200 words or fewer)?

**Entry link - <http://bit.ly/Cat8HPMA2014>**

### **Category 9 The HSJ award for strategic approach to recruitment**

Open to any healthcare organisation in the UK eg NHS Trust, private healthcare. Where relevant, entries must include working examples of any digital and print media (eg on a review site).

This award recognises well-planned, well-designed and well-executed work that has helped healthcare organisations to achieve their recruitment goals. Measurable evidence of how the strategy and execution met the brief and its objectives will be required. Any initiatives launched in 2013 are eligible in this category.

#### Criteria

- Creative, consistent and relevant use of the chosen media
- Effectively promotes and reinforces the employer brand
- Continuity of branding across campaign
- Demonstrates engaging, original and enticing copy
- Design and impact of the communication
- Evidence of effectiveness - How was the campaign measured and what were the metrics of success? Were results linked to initial brief? Were correct media choices made and branding challenges met?

#### Submission questions

1. The objective of your chosen strategy and any background evidence to support your approach (300 words or fewer)
2. Please outline your media plan and strategy (300 words or fewer)
3. Please demonstrate the effectiveness of your campaign (400 words or fewer)
4. Additional/non-standard questions for category:
  - a) Agency:
  - b) Budget:
  - c) Date of launch:

An additional 3 files of material by may be sent by email ([admin@hpm.org.uk](mailto:admin@hpm.org.uk)) – they must be less than 3MB in size. Please send after posting your submission online.

**Entry link - <http://bit.ly/Cat9HPMA2014>**

#### **Category 10 The CMP Resolutions ‘Courage to Manage’ Award**

A project or initiative that has taken a proactive approach to promoting and maintaining a constructive and respectful working environment. Your project could have enabled managers to build their confidence and skills in addressing the difficult management responsibilities of managing performance and behaviours; it could be supportive of equality or diversity; or it could be part of reducing bullying and harassing behaviours or a grievance-culture. The judges are looking to uncover your ‘culture of dialogue’, your support strategies and your dispute resolution techniques .

#### Criteria

- Project design based upon analysis of business need and existing equality evidence base
- Excellent project management and evaluation
- Measurable achievement of expected benefits (including cost-effectiveness)
- Challenges and how they were overcome
- Making a difference to patient/client care/workforce
- Sustainability, transferability and lessons learnt.

#### Submission questions

1. Describe your project, and any relevant background to your work (500 words or fewer).
2. Outline the project design, business need and underpinning evidence base that supports your chosen project strategy (200 words or fewer).
3. What were your challenges and how were they overcome (200 words or fewer)
4. What are the measurable achievements, expected benefits and impact on patient/client care/workforce of your project (400 words or fewer)? The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your project.
5. What is the potential learning for other trusts from this project, and how best could this learning be shared (200 words or fewer)?

**Entry link - <http://bit.ly/Cat10HPMA2014>**

#### **Category 11 Academi Wales award for leadership development**

The judges are looking for entries that demonstrate a strong link between innovative leadership and enhanced organisational performance.

#### Criteria

Individuals and/or teams who have shown a real commitment and dedication to people-centred leadership development including:

- Leadership initiatives that have demonstrably improved the quality of healthcare

- Innovative leadership ideas and approaches that have made a positive difference to the working lives of NHS staff
- A leadership initiative that has challenged or enhanced organisational performance and culture
- A leadership initiative that has resulted in the transfer of learning to other teams and organisations

Submission questions:

1. Describe your leadership initiative, including background, rationale and wider context? (500 words or fewer)
2. What are the measurable and expected achievements, benefits and impact of your leadership initiative in improving the quality of healthcare? (500 words or fewer)
3. Provide evidence as to why your leadership initiative was particularly innovative in making a positive difference to the working lives of NHS staff? (500 words or fewer)
4. Describe the ways in which your leadership initiative challenged or enhanced organisational performance and culture? (500 words or fewer)
5. How does your leadership initiative demonstrate transfer of learning to other teams and organisations and what would be the evidence to support this view? (500 words or fewer)
6. Outline your approach to the evidence base in relation to planning implementing and evaluating your leadership initiative (500 words or fewer)

The judges are looking for qualitative and/or quantitative evidence that demonstrates the impact of your leadership initiative.

**Entry link - <http://bit.ly/Cat11HPMA2014>**

### **Category 12 APPRECIATE Champion**

#### **Sponsored by Engage For Success**

To an organisation that has significantly improved patient care through improved staff engagement

Criteria

- Evidence of engagement and support from the top of the organisation
- Evidence of measurable benefits to patient care
- Evidence of the link between the interventions, staff engagement and improvement in patient care
- Evidence of systematic approach having impact across the organisation
- Evidence of an approach that is sustainable and contributing to a change in organisational culture
- Potential for the transfer of learning to other organisations

Submission questions

1. Describe your project, and any relevant background to your work (500 words or fewer).
2. Outline the project design, business need and underpinning evidence base that supports your chosen project strategy (200 words or fewer).
3. What were your challenges and how were they overcome (200 words or fewer)
4. What are the measurable achievements, expected benefits and impact on patient/client care/workforce of your project (400 words or fewer)? The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your project.
5. What is the potential learning for other trusts from this project, and how best could this learning be shared (200 words or fewer)?

**Entry link - <http://bit.ly/Cat12HPMA2014>**

### **Category 13 Deputy HR director of the year**

#### **Sponsored by Mills & Reeve**

A UK healthcare Deputy HR Director demonstrating an outstanding contribution to the HR profession over the last 12 months. We welcome nominations from equivalent roles, as we recognise that trust organisational structure and job title varies.

#### Criteria

- Evidence of impact on the organisation and on patient care
- Evidence of high levels of personal and professional credibility within the HR function and organisation
- Record of delivery of a high quality customer focussed workforce function
- Evidence of initiative, innovation and commitment to HR in the workplace
- Examples of successfully deputising for the HRD internally at Board level or externally and displaying HRD qualities
- Ability to combine HR management delivery and strategic leadership

#### Submission questions:

1. Please explain the reasons for nominating your deputy for this award, highlighting any specific challenges for the organisation during this period (500 words)
2. What achievements has the deputy contributed to during the past year either in terms of his/her organisation's or team's performance? (250 words)
3. What qualities has the deputy brought to his/her role? (250 words)
4. Please explain how the deputy has provided professional leadership for other members of the HR function (250 words)

**Entry link – <http://bit.ly/Cat13HPMA2014>**

### **Category 14 - HR director of the year**

#### **Sponsored by Harvey Nash**

A UK healthcare HR director demonstrating excellent leadership and an outstanding contribution to the HR profession over the past 12 months.

#### Criteria

- Evidence that nominated director is a shining example to the profession as a HR leader
- Examples of how the nominated director makes a difference in the workplace
- Evidence of how the HR Director has made a difference to patient experience.
- Evidence of initiative, enthusiasm, and dedication in promoting the work of HR in the workplace
- Evidence of impact on the organisation and on patient care within the organisation.
- An outstanding leader renowned for putting quality of care at the heart of service delivery
- A reputation for spotting talent and being regarded as a role model and sponsor for emerging leaders
- Contributing to removing barriers to diversity in the workforce and service-wide
- Ability to motivate and energise other people
- Ability to influence and work with a range of partners
- Delivery of measurable outcomes from interventions.

#### Submission questions

1. Please explain why you are nominating the HRD for this award, highlighting any specific challenges faced by the organisation or the wider health economy? (500 words)
2. What achievements / impact has the HRD contributed to during the past year either in terms of his/her organisation's performance or within the wider health economy? (250 words)
3. What qualities has the HRD brought to his /her role? (250 words)

4. Please explain how the HRD has acted as the professional lead for the HR function and give details of any contribution to the development of the national HR function. (250 words)

Please note that the judges are looking for clear and tangible evidence in your nomination.

**Entry link - <http://bit.ly/Cat14HPMA2014>**

#### **Category 15 - HR team of the year**

**This award is sponsored by NHS England, Department of Health, Social Services and Public Safety in Northern Ireland, Scottish Government and Welsh Government.**

A UK healthcare HR team working together and achieving exceptional things over the past 12 months.

#### Criteria

- Exceptional performance and impact on frontline service delivery
- Evidence of excellent team working and cohesive relationships
- Thorough evaluation and assessment and exceptional feedback on service
- Clearly demonstrate service excellence
- The entry can include specific projects and also demonstrate the function's collaborative approach and ability to attract and develop excellent HR people.

#### Submission questions

1. Describe the HR team composition, ways of working and organisational context (200 words or fewer).
2. Give examples of technical excellence, innovative approach, or creative working that has enabled the team to reach exceptional performance levels and provide excellent service (500 words or fewer).
3. How does your team demonstrate good leadership skills and excellent team working (200 words or fewer)?
4. How has the HR team contributed to the measurement and achievement of corporate objectives (200 words or fewer)?
5. Describe the evaluation and assessment of your team, and the feedback received (200 words or fewer)?

**Entry link - <http://bit.ly/Cat15HPMA2014>**

#### **Category 16 - President's award for outstanding lifetime achievement**

##### **Sponsored by DACBeachcroft**

Awarded to an individual who has made contributions of outstanding significance to the field of healthcare human resource management.

Nominations may be submitted in the form of a supporting statement (1000 words or less).

**Entry link - <http://bit.ly/Cat16HPMA2014>**

#### **Overall winner**

**Sponsored by NHS Professionals** and selected by the judges from among the category winners. You may not enter this category directly.

## How to enter

1. Criteria and submission questions vary across the categories, so review this infosheet carefully to decide which best fits your project or initiative.
2. Prepare your entry offline (eg using a word processing package)
3. Check you have followed word limits, and fully answered each question, reflecting the listed criteria. This year we are insisting that judges penalise submissions that exceed stated word counts.
4. Ask a colleague to double check your submission.
5. Confirm that your head of department or nominated director (for HR director of the year) is happy to endorse the entry.
6. Visit [www.hpma.org.uk](http://www.hpma.org.uk) and select the category you wish to enter
7. Complete the online form. You will be asked to complete full contact details of project team (or nominator / nominee). Please do so carefully as we will use this data to contact you with the results of the shortlisting stages. We use Google Drive Forms for our entry system so you need to ensure your IT systems permit access if you experience problems.
8. Cut and paste your entry onto the website form, no attachments or images maybe included, text-only submissions permitted.
9. Make a final check that all details are correct (as you cannot return to your submission to make any amendments).
10. Submit your entry
11. If you don't see the submission confirmation message at the end of the process, please contact the awards team and we will confirm receipt of your entry.
12. You must submit your entry by 12.00 Thursday 13 March 2014.

In the event of a problem with your submission, please contact the awards team by calling 020 8334 4500 or emailing [mail@chamberdunn.co.uk](mailto:mail@chamberdunn.co.uk).

You can review the HPMA award winners' compendium online at [www.hpma.org.uk](http://www.hpma.org.uk) to find out more about the shortlisted teams, projects and initiatives from last year's competition.

## Rules of entry

1. Members of the project team or nominees should be working within the human resources (or equivalent) team and be based in a UK healthcare setting or support organisation.
2. Entrants do *not* have to be members of the HPMA. However only finalists and teams who are current HPMA members will be offered complimentary tickets (2 per entry) to the final. Non-members will be offered a finalist ticket discount price.
3. Entries must be submitted online by 12 noon on Thursday 13 March 2014.
4. You can enter as many *different* projects as you wish, but do not enter the same project in multiple categories.
5. The judges reserve the right to move an entry to a new category, if appropriate.
6. If you have entered a similar project into the programme in the past and made the finals, please ensure that your submission differs significantly.
7. Entries will be assessed (at the shortlisting stage and at the judging panels) against the category criteria set out in the 2014 awards infosheet.
8. All entrants must be available on Tuesday 29 April 2013, as shortlisted teams are invited to present their projects to the judging panel in central London. We regret that we cannot give feedback on entries that are not shortlisted.
9. The judges' decision is final.
10. Winning entries will be published in a variety of media.
11. Project teams will be asked to share their experiences with the wider HPMA membership by contributing articles or presentations.

## Our sponsors

The Healthcare People Management Association (HPMA) would like to thank all our generous sponsors for their encouragement and commitment to healthcare human resources.

Each of these sponsors helps to make it possible to put on these awards, which recognise and reward the contribution that HR professionals across the UK are making in front line services.

**Capsticks** is the UK's leading specialist healthcare law firm. Our national employment team of over 40 specialist lawyers advises healthcare clients across the country, including NHS trusts and commissioning bodies, national advisory bodies and independent healthcare providers. We have the skills and experience to help you achieve your goals, because we know the healthcare business inside out. At a time of unprecedented pressure on workforce leaders in healthcare to deliver both savings and quality, we are helping them and their organisations by providing innovative and cost-effective legal solutions. <http://www.capsticks.com/expertise/health-and-social-care/employment/>

**The Social Partnership Forum** is a tripartite arrangement between the Department of Health, NHS Employers and NHS Trade Unions. Its role is to discuss, debate and involve partners in the development and implementation of the workforce implications of policy. Effective partnership working brings important benefits for both employers and staff and can have a positive influence on the patient experience. The best performing organisations have staff who are engaged with their employer and motivated by the work they do. [www.socialpartnershipforum.org](http://www.socialpartnershipforum.org)

The **NHS Health at Work Network** is the national network of NHS occupational health services in England and is dedicated to improving the health of NHS staff through policy influence, sharing best practice and working collaboratively. [www.nhshealthatwork.co.uk](http://www.nhshealthatwork.co.uk)

**Syngentis** is the not for profit social enterprise that is progressing the work of NHS Plus in improving the fitness, health and productivity of the working age population. [www.syngentis.co.uk](http://www.syngentis.co.uk)

**GateHouse** has been delivering bespoke learning and development programmes to public and third sector organisations throughout the UK for over twenty years. It specialises in management, leadership, personal skills, finance and budgeting, and project management. Its 18-strong faculty of course leaders and associates are all highly experienced in these sectors and can deliver inspiring programmes to audiences of all levels. [www.GateHouseCourses.com](http://www.GateHouseCourses.com)

**The NHS Electronic Staff Record (ESR)** is a the national IT workforce system solution for the NHS across England and Wales. To date it remains the world's largest integrated HR, Payroll and learning management system, paying 1.4 million NHS employees, which equates to 7% of the population in England and Wales. This ground-breaking and successful programme is delivered by the Department of Health and NHS, in partnership with McKesson, and is the complete workforce management solution for a 21st Century NHS. [www.electronicstaffrecord.nhs.uk](http://www.electronicstaffrecord.nhs.uk)

**Bevan Brittan – The public services law firm.** The NHS is at the heart of Bevan Brittan and at a time of unprecedented change for the NHS our clients appreciate legal support from innovative employment lawyers with exceptional knowledge of the health and social care sector. Don't take our word for it. *"Their specialism is in NHS matters and that certainly comes through."* Chambers UK, A Client's Guide to the Legal Profession 2014.

The **Chartered Institute of Personnel and Development (CIPD)** is the largest Chartered HR Institute in the world. Our purpose is to develop better work and better working lives, and we're partnering with NHS Employers and the HPMA to help build great HR capability in the NHS. [www.cipd.co.uk](http://www.cipd.co.uk)

**Aston OD** has pioneered the development of Team Based Working in the NHS for the past ten years. Originally established by Professor Michael West as a spin-out company from Aston University, Aston OD continues to work with Health and Social Care organisations across the UK and inter-nationally. Our aim is to ensure that research findings are translated into practical, evidence-based, diagnostic and development tools which improve patient outcomes, increase staff well-being and develop positive organisational cultures. [www.astonod.com](http://www.astonod.com)

**HSJ - finding you quality candidates:** HSJ is the only title to offer news, opinion and practical advice across the UK healthcare sector and as a result dominates the UK healthcare market. It is an essential healthcare talent attraction resource offering a wide range of tools across several advertising platforms.

**CMP Resolutions**, dispute resolution specialists, supports healthcare providers to become better at reducing the human and financial burden of workplace conflict. We take the conflict out of change, and strengthen dispute resolution process at work. We Close complaints; Manage disputes; and Prevent negative conflict to build respectful and effective environments. [www.cmpresolutions.co.uk](http://www.cmpresolutions.co.uk)

**Academi Wales** was established in June 2013 as the Welsh public service's centre for leadership excellence. Academi Wales provides access to cutting edge development opportunities for all public service leaders and managers, building capability, capacity and collaboration to deliver the best public services for Wales. [www.academiwales.org.uk](http://www.academiwales.org.uk)

**Engage for Success** is a movement committed to the idea that there is a better way to work, a better way to enable personal growth, organisational growth and ultimately growth for Britain by releasing more of the capability and potential of people at work. <http://www.engageforsuccess.org/>

**Mills & Reeve** is a top tier law firm and a health sector specialist. We operate from six offices across England, with 11 specialist health partners and over 100 dedicated lawyers providing a full range of legal services to commissioners, providers and others.  
We are delighted to support the HPMA Awards 2014.  
[www.mills-reeve.com/health](http://www.mills-reeve.com/health)

**Harvey Nash** is the UK's leading healthcare executive search firm specialising in Board, senior management and senior clinical recruitment. With offices across the UK, they have a diverse team of senior professionals with unrivalled experience of healthcare to deliver outstanding results. Harvey Nash has an enviable reputation and track record, and their approach allows them to us access the best possible talent for their clients. [www.harveynash.com/healthcare](http://www.harveynash.com/healthcare)

**The Department of Health, Social Services and Public Safety (DHSSPS NI)**, one of twelve Northern Ireland Government Departments, has devolved responsibility to oversee the management and delivery of the health service to the people of Northern Ireland. The Department is responsible for over 70,000 professionals working in health and social care, ambulance and the fire service and has an annual budget of approximately £4.6 billion pounds. [www.dhsspsni.gov.uk](http://www.dhsspsni.gov.uk)

**The Welsh Government** is the devolved Government for Wales and is committed to improving the health and well being of everyone living in Wales. This includes treating disease and addressing the wider social, economic and environmental influences that directly impact on the affect health and well being of its citizens. [www.wales.gov.uk/topics/health](http://www.wales.gov.uk/topics/health)

**The Scottish Government (SG)** is the devolved government for Scotland with responsibility for most of the issues of day-to-day concern to the people of Scotland, including education, transport, justice and health. The SG's Health Workforce and Performance Directorate aims to create the conditions to ensure that NHSScotland has the right workforce to enable it to deliver the Scottish Government's 2020 Vision for Health and Social Care. [www.scotland.gov.uk/Topics/Health](http://www.scotland.gov.uk/Topics/Health)

**NHS England** creates the culture and conditions for health and care services and staff to deliver the highest standard of care and ensure that valuable public resources are used effectively to get the best outcomes for individuals, communities and society for now and for future generations.

Offering expert guidance on all aspects of employment and pensions law within the NHS, **DAC Beachcroft** have the largest health employment and pensions team nationally. We are straight talking, no nonsense and completely focused on getting the job done in a cost-effective way.

*"The team is known for 'A tour de force in advising public and privately held healthcare clients on a range of concerns, including strategic restructurings, tribunal claims and whistle-blowings.' – Chambers UK 2014*

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**NHS Professionals** is the leading provider of managed flexible workforce services to the NHS with approximately 40,000 general and specialist nurses, doctors, midwives, administration and clerical and other healthcare professionals signed to its bank. We help our 62 NHS Trust clients implement tactical measures to improve workforce efficiency and productivity as part of an overall workforce strategy. Our aim is to save Trusts up to 20% of their flexible workforce costs by reducing shift demand, optimising pay rates and managing agency usage. For more information visit [www.nhsp.co.uk](http://www.nhsp.co.uk).

## Contact us

These awards are organised on behalf of the Healthcare People Management Association (HPMA) by Chamberlain Dunn.

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