

## NHS workforce employees achieve 1000+ hours of physical activity in the first week of the HPMA 30:30 challenge

Mark Holt-Rogers, Director, Wellbeing4business Ltd



Lockdown 2.0 was looming and the anticipation of what was to come for NHS staff was once again becoming increasingly apparent. HPMA in partnership with Wellbeing4business Ltd asked the question, 'Who supports workforce professionals during this difficult time?'. Both parties wanted to play a part saying thank you and supporting NHS workforce professionals during the period of increased pressure this November:

The plan was conceived; provide a free, fun, individual and team-based challenge which helps staff to maintain and improve their physical and mental wellbeing. The challenge was set and started on Sunday 1st November. The 30:30 challenge asked participants to complete at least 30 minutes of physical activity every day for 30 consecutive days and record their mood on a daily basis. Participants would track their daily activity and mood in the specially designed Well I-2-I app. The app also pairs them with a real-life coach to guide and motivate them throughout the challenge.

The response was fantastic, 21 NHS organisations from across the UK registered a total of 210 people. The challenge began with a bang, on the first day over 9,000 minutes of physical activity were completed and the average recorded mood was happy!

By the end of the first week the total number of minutes recorded had reached 70,873 minutes (1186 hours) and 82% of all those registered met or exceeded the goal of 30 minutes each day.

Each NHS organisation have nominate a star performer for week 1. Here are some of those nominated.

- **SLaM and SWLSTG** - Despite her extremely full desk at a time she is leading both organisations through transformation, Mary Foulkes has taken this challenge head on, smashing her targets, ploughing through and keeping her position in the Top 10 of the HPMA3030 overall leader board. Her commitment and discipline inspire us all and we are so proud to put her forward as our challenger of the week!
- **Western Trust** - Geraldine McAleer is at the top of the leader board within our team. She has a new dog which has given her extra motivation to get out walking every day, and this in itself is motivating the rest of the team. She has also celebrated her birthday this week so it is her week to shine
- **Mid Cheshire Hospitals NHS Foundation Trust** - Claire Thomas has encouraged her whole family to get involved in her 30:30 challenge including doing home workouts together - Joe Wickes had better watch out! Well done Claire!

At the time of writing the challenge was in Week 2 and participants were starting to feel the physical and mental benefits of moving more each day

*"I have really enjoyed the challenge this week. It has encouraged me to be more active during the week. Bring on week 2"*

*"I just completed a 30-minute workout, I have to admit, it was a struggle tonight after a very busy day but I am so glad I did it. It was made easier knowing I wasn't alone, thanks to all"*

From everyone at HPMA and Wellbeing4business Ltd. we would like to say well done to every one for giving it their all during this difficult time in our lives and thank you for all the hard work you do for the whole of the UK.

For further information on Wellbeing4business Ltd [www.wellbeing4business.co.uk](http://www.wellbeing4business.co.uk) call 01257453645 or email [info@wellbeing4business.co.uk](mailto:info@wellbeing4business.co.uk)

## Working well



HEALTH | ACTIVE | FINANCE



November saw the launch of HPMA's Wellbeing Wednesdays, our thanks to Boo Coaching for their mini

webinar series. I hope you picked up a few practical tips to improve your wellbeing such as keeping hydrated, getting outside and taking regular screen breaks which can help you add mindful moments to your day.

I've been really pleased to see so many of you taking up the 30:30 challenge this month and being as @BOO\_HQ might say 'properly selfish' – brilliant to see members braving the wet and cold to enjoy the beautiful UK countryside and feeling the benefits too. I really hope that this initiative can build – so that next year we see many more teams encouraging each other to get outside and get active. West Midlands committee seem to have the edge on the variety of activities with walking, yoga, mudsliding, juggling and stair climbs keeping them on the leaderboard this week!

Congratulations to HPMA Wales on their successful virtual conference last month, I hope it's given the branch members an appetite for the HPMA UK Conference too. My stand out virtual event experience last month, was the brilliant Northern HRD Strategic Forum where I joined colleagues from UHR and PPMA for a fabulous collaborative day on Working Flexibly, Working Well and Working Inclusively. Such important insight and challenge from speakers Gem Dale, Michael Bryne and Terry Roberts.

With our [HPMA UK Conference taking place on 1-2 Dec](https://hopin.com/events/hpma-annual-conference) (link <https://hopin.com/events/hpma-annual-conference>), I'm excited to be part of a virtual event bringing members from across the UK together to exchange ideas and good practice. With no face to face networking, we all have to work a little harder to learn from each other. So thanks to all our participants - speakers, exhibitors and delegates - for making the extra effort to connect and learn from each other.

So much of my HPMA work in November came back to 'being kind to yourself', so finally I'd like to reflect on World Kindness Day which this year falls in The Year of Kindness; kindness is the most powerful, least costly, and most underrated agent of human change.

## See ME First - Time for Change

**Mehvish Shaffi-Ajibola,**

*Head of Organisational Development and (Interim)  
Equality, Diversity & Inclusion Lead, Whittington  
Health*



This year has been a very challenging and emotive time for all, especially now with the second wave is upon us and the onset of flu season. We have seen the impact of COVID on our black, Asian and minority ethnic (B.A.M.E) workforce, employees have reported fearing for their own safety and for those within their immediate family. At Whittington Health NHS Trust, emotions were even more heightened as many staff had experienced losing colleagues. Open and honest conversations are continuing to take place, noting how staff were feeling following the global events, and the increased awareness of race inequalities and injustice within society. The voice of B.A.M.E staff were now being echoed and heard across the organisation and for the first time staff felt they were able to share their personal and professional work experiences.

It is for this reason, the Trust Management Board issued a clear statement of support that the Trust is an open, non-judgemental and an inclusive organisation that will not tolerate racism or discrimination. On Thursday, 29th October 2020, in celebration of Black History Month the B.A.M.E staff network launched a new Trust initiative. The 'See ME First' Badge promoting Equality, Diversity and Inclusivity.

By wearing the 'See ME First' Badge, the wearer is making a commitment to listen and speak up against racial injustice and discrimination. The badge has become a great conversation starter; has grown organically and has prompted colleagues to understand that race and ethnicity should be acknowledged, appreciated, respected, and not topics to be avoided no matter how challenging the conversation might be. The 'See ME first' Badge is a reminder that people should "not be judged by the colour of their skin but by the content of their character" (Dr Martin Luther King Jr - 'I Have a Dream', 28 August 1963). It's a clear message that inappropriate behaviours will be called out. WRES allies and peak up advocates across the Trust are there to ensure that there is equal opportunities and fair treatment in the workplace for all. Within the Trust the focus and commitment is to foster a culture where all experiences, skills and ideas are valued and to ensure equity is a reality for all not just the few. We were keen to demonstrate true and meaningful change through leadership that is compassionate and employee centred. We recognise that only then sustainable organisational change can be achieved.

Since the launch we have received an influx of interest from across the organisation including senior management, seeking to make a pledge to wear the badge and commit to eliminating racial discrimination or bias. Within three weeks of launching the badge we issued over 400 pledges from staff across the organisation. We have received similar interest from other London NHS Trusts and nationally about our badge initiative. It would be wonderful for NHS organisations to sign up, with their staff and ally's making a pledge so the brand becomes known and is recognised widely for standing up against racial injustice and inequality. We are currently finalising the 'See ME First' toolkit including pledge forms and personalised letters for other NHS organisations who are interested in the embracing the 'See ME First' Badge and making the pledge.

For further information in making the pledge and receiving the toolkit, please contact Whittington Health NHS Trust, B.A.M.E staff network directly via email on [whh-tr.bamenetwork@nhs.net](mailto:whh-tr.bamenetwork@nhs.net). If you have any questions or queries please contact me directly on [m.shaffi-ajibola@nhs.net](mailto:m.shaffi-ajibola@nhs.net)



## UNITED AGAINST BULLYING- What a difference kindness can make

Jayne Adamson

*People Lead at Humber Coast and Vale ICS*



2020 has been a difficult year with the Covid-19 pandemic changing the way we live our lives and changing the working world for lots of us along with increasing the challenges of how we all work together at a time of unparalleled uncertainty and stress. For most of us these will be the most difficult times in our memory. Our support mechanisms through our work has become more important than it has ever been, however work can be the source of that anxiety and make how we are feeling much worse increasing anxiety and harming our health and well-being.

The current pandemic has increased levels of stress and anxieties in a world where the 'norms' of how things should be have changed. Normally calm and focused employees are experiencing stress and in the frontline of our public services experiencing trauma that is resulting in an increase of psychological damage and burnout. This can show up in increased conflict between work colleagues and sensitivity to events between each other that can quickly escalate.

For most of us once you have finished your adolescent academic journey you will enter the world of work and again for most of us this means we will work with other people. This should be a positive experience but for lots of us that isn't the case. Organisations intend to be caring and kind places but often turn out to be the opposite and as we know the places we work and how it feels to be part of them is in fact a product of all of us that work within them.

This variety of styles and approaches can create tensions that can result in bullying behaviours and allegations of bullying more formally, this has become normal but what we are living through is anything but normal.

Bullying is a difficult subject to speak about, as research shows if you are accused of bullying you are considered 'evil' and if you experience bullying you are considered 'weak'. Bullying can impact organisations reputation and the leaders within it, it can impact the wellbeing of its people, those accused, those that are victims and the bystanders.

An organisation can develop a reputation as a toxic place to work with increased levels of absence, poor employee engagement and low productivity compared to other organisations. This can make it more difficult to recruit new

people and retain the current workforce. There will be more employee cases and tribunals and the resulting negative publicity. These patterns will continue to cause problems for the organisation. Bullying behaviours can cause people to develop poor health that continues well after the episodes of bullying stop or when the employee leaves their place of work.

So, what can you do about it? What can make the biggest differences to your people? Can you make a difference as a leader? Kindness is what comes to mind and it appears the research backs this up. Good leadership is an act of kindness. Can kindness really make a difference?

The answer is unequivocally yes. According to psychology today kind bosses have been shown to increase morale, decrease absenteeism and retain employees longer; it has also been shown to decrease stress levels which improves health and well-being.

Leaders create the values and culture within an organisation by how they behave and how they treat others and as most often the most powerful people in the organisation they will be copied by those around them. No surprises then that a toxic bullying culture is created by those same leaders who if they behaved differently with compassion and kindness would create a different culture with different standards and expectations that was far more productive and positive for the people that work there.

Jacinda Ardern the Prime Minister in New Zealand quotes that, 'I really rebel against this idea that politics has to be a place full of ego and where you're constantly focused on scoring hits against each other. Yes, we need a robust democracy, but you can be strong, and you can be kind'.

Twentieth century novelist Henry James wrote, 'three things in human life are important, the first is to be kind, the second is to be kind and the third is to be kind'. So, kindness matters. How do you go about developing a kindness culture that reduces the anxiety and stress levels that we are all experiencing through the pandemic and eradicate a toxic bullying culture which increases psychological safety and boosts teamworking.

Understanding what kindness can do in your workplace comes first. Kindness is a universal human need and along with trust, respect and safety support us to feel fulfilled and

to thrive in the workplace. As a leader you can directly encourage kindness in the workplace. In doing so and fostering a culture of kindness you can create the environment for a happier workforce. Being kind comes from the heart not the head.

Social scientists are now using the phrase, 'survival of the kindest' rather than 'survival of the fittest' originally developed by Dacher Keltner based on his work on what drives our survival instincts. The three areas of the brain responses that do are avoidance, achievement and soothing systems, so when we feel safe, we live in a more connected way. A real struggle whilst we all live through a pandemic.

It would only take one person to change their behaviours and the ripple effect would kick in. Changing behaviours develops and eventually impacts group thinking and then the organisation and its culture shifts.

As a leader being aware of the tone that you set will begin this journey and focusing on a few changes will begin that ripple.

- Slow down and notice the people around you
- Make time for people and check out how they are doing
- Listen - when you ask how someone is, really listen to the response
- Practice acts of kindness and notice how it makes you feel
- Show appreciation to others, develop positive feedback rather than negative

Creating a culture of kindness will make it difficult if not impossible for bullying behaviours to flourish and will develop meaningful connections in the workplace.

As Margaret Mead said, 'A small group of committed people can change the world. It is indeed the only thing that ever has.'

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### London Juice Pilot for Wellbeing



In response to raised concerns over debilitating work stress suggesting there will be significant impacts upon wellbeing. A new NHS cooperative pilot, Juice, is set to give thousands of NHS employees across three co-located London-based trusts increased wellbeing provision.

The Juice pilot brings people together virtually through common interests, enabling employees to share their hobbies, interests, and talents with their colleagues. West London NHS Trust, Central North West London NHS Foundation Trust (CNWL) and now Camden and Islington NHS Foundation Trust have teamed up to pilot the platform.

Through Juice, the three trusts in the pilot share relevant wellbeing provision with one another, allowing employees to come together for shared learning, and online activities and events. What's more, colleagues from different specialities will be able to interact with people they wouldn't otherwise meet during their working day. So far, the cooperative has showcased creative writing courses, virtual pub quizzes, financial wellbeing workshops, yoga classes, and cockney sing-a-longs, just to name a few!

By working cooperatively, it is hoped that Juice will help the three trusts boost wellbeing, happiness, satisfaction, and retention with greater impact and reach. As more organisations join and share provision, the offer to employees only gets stronger.

Beverley Flint, Head of Business Partnerships (Wellbeing) at Camden and Islington NHS Foundation Trust, said: "Having shared wellbeing resources that our employees can access based on where they work or live will be a real bonus for all."

Gary Butterfield, who co-founded Everyday Juice Limited, said: "Stricter lockdown measures have created increased risk that people will become lonely and isolated, so investing in a health and wellbeing platform which brings individuals and organisations together to engage is a major step in the right direction."

"The Juice NHS Cooperative concept has really come into its own over the last few months, so it's great that we can bring more individuals and NHS organisations together to share resources and broaden the offer."

The pilot will run from November until May.

The Juice team are also in early discussions with NHS England around their Conversation Canvas product, a framework created to enable quality wellbeing conversations within the workplace, inspired by founder Gary's poor experiences with appraisal in the past.

For more information, go to [www.juicelimited.co.uk](http://www.juicelimited.co.uk).

## Bridge to Retirement

Richard Pertwee

Founder & Chair, The Challenge Hub



The Challenge Hub was launched at the start of this year as a direct not-for-profit response to the difficulties faced by many people in transitioning from the workplace into fulfilling, productive and healthy retirement.

We really want HR practitioners to understand what happens to their employees after their leaving parties and to help them in their transition.

A high-level report by Centre for Ageing Better (set up with a £56M Big Lottery grant to build research around this and related issues) which is called *The experience of the transition to retirement: Rapid evidence review* concludes that 'approximately 25% of retirees experience difficulties resulting in adverse psychosocial outcomes'. A copy of that report and supporting research can be found at <https://www.ageing-better.org.uk/>.

In response, The Challenge Hub encourages those aged over 55 to lead their fullest possible lives based on learning new things, taking exercise and helping others. Under that mantra we operate two challenges, the chief of which is 'The All in One'.

The All in One is our over-55s equivalent to The Duke of Edinburgh's Award which is, of course, for youth. It offers some of the structure, status and motivation which can be lost from the moment of retirement. Its call for achievements in learning, physical activity and social contribution promotes good physical and mental health while creating a volunteer resource for the benefit of society generally.

We do also offer a second challenge – 'The Charities Challenge' – by which groups or communities can come together, agree their own collective endeavour (challenge), publicise on our website if they so wish and issue personalised certificates to successful participants as an external recognition of achievement.

We believe that if employers fully understood the well-researched issues faced by their employees as they retire then they would want to help – indeed that it should be good Corporate Social Responsibility to do so.

We are therefore developing our **Bridge to Retirement initiative** see our Responsible Employers page at <https://www.thechallengehub.org/responsible-employers/> by which we ask employers simply to register their outgoing employees with us so that they at least have the information and structure to bridge into a purposeful retirement.

Being young, we are appealing for socially aware employers to help us to develop this initiative for the benefit of employer and employee alike. It may, for example, be practical to establish an alumni group which is socially co-ordinated around an agreed set of challenges and topics. An NHS Trust raised this with us as a potential way for them to keep in touch with former NHS staff who might become a volunteer resource in support of that Trust in their retirement.

The Challenge Hub is endorsed by Public Health England – who nominated their Lead on healthy ageing to sit on our Advisory Board – and by College of Medicine. A representative of Activity Alliance (English Federation for Disability Sport) sits on our Advisory Board and we are discussing with them a request to host an equivalent DofE-style challenge for those aged 25-54 with mental or physical impairment.

If this resonates with any of you who are reading this then please do act by contacting us through General Enquiries on our website. This issue is real, well-researched, under-recognised and has never been more important than in these times of rising unemployment and fewer opportunities.



## Disability History Month in the NHS

Kate Shute

Principal Associate in  
Employment Law at

**Weightmans**

Disability History Month [DHM] runs from 18 November to 20 December this year in the UK; it is an annual opportunity to celebrate the achievements of disabled people as well as reflect on their experiences, rights and needs. Although these considerations are always at the heart of good HR practice (and NHS values), for the first time since the initiative started in 2010 (when the Equality Act came into force), NHS Employers is promoting and celebrating DHM to further raise awareness of disability, encourage discussion and share good practice between

NHS employers; a wide range of resources are available on the website <https://www.nhsemployers.org/news/2020/11/disability-history-month-2020>.

Never has this focus been as important as this year, when the COVID-19 pandemic has had such a disproportionate impact on disabled staff. As a result of long term health complications and potential delays in treatment caused by the pandemic, many more NHS staff are likely to become disabled (within the meaning of the Equality Act) and will require additional support from their employer in the coming years.

Below, Kate Shute, Principal Associate at Weightmans LLP, summarises some of the key issues for NHS employers managing and supporting its disabled workforce during the pandemic .....

### **Prompt action and avoiding future challenges**

Understandably, all NHS staff are currently focussed on service delivery in extremely difficult circumstances. However, NHS employers taking action now will help to support and empower disabled staff to play a vital role in the NHS' continuing Covid response, as well as ensure compliance with their legal obligations as employers, as set out in the Equality Act; namely to make reasonable adjustments and to ensure disabled staff are not treated less favourably because of their disability or for a reason arising in consequence of their disability.

### **Knowledge....is key**

NHS employers need to ensure that staff are routinely encouraged to declare their disability and record it on their ESR record. Of course, such declarations and conversations will only take place where an open and supportive culture exists about the support / adjustments an employee may need as a result of any significant health condition. The pandemic has heightened the need for these campaigns and discussions to be renewed and reviewed so that this data can be gathered and relied upon to manage and protect staff.

### **Risk assessments ...additional steps to consider**

Whilst Covid-19 risk assessments have been carried out extensively for the safety of all staff in the workplace, disabled staff are more likely than others to require a more in depth review, including input from Occupational Health. Where a referral is necessary, the usual principles still apply; -involve the individual, ask practical questions of the expert such as how risk can be managed with reference to the underlying condition/disability and, if necessary, seek further clarification.

### **Shielders**

Some, but not all, disabled staff will fall within the “clinically

extremely vulnerable” category either because they have received the formal notification letter from the DHSC or their GP/ treating clinician has advised them that they fall within the category. In both situations action is required to make appropriate arrangements/adjustments either to;

- facilitate working from home or;
- where that is not possible, for the staff member to remain away from the workplace and be placed on special Covid-19 leave and pay as per the NHS Employers guidance.

A number of NHS employers have had to consider the difficult scenario where there is currently no prospect of the disabled staff member returning to the NHS workplace and against the pressing need to fulfil their role, especially in high risk clinical/specialist settings. Ill-health termination is likely to be seen as a knee jerk reaction unless there is clear medical evidence and all reasonable adjustments, including redeployment to a lower risk setting if possible, have been considered; even then, the “reasonableness” of any Covid-related ill health dismissal would need to be considered against the transient COVID landscape and the ever increasing possibility of a vaccine being available in the coming months.

### **Mental ill-health and the potential effects of the pandemic..**

For some staff with pre-existing conditions such as anxiety and depression, the effects of the pandemic have exacerbated their conditions; some previously well staff have developed a mental illness as a result of it. Even where initially, or on the face of it, mental illness appears to be a short term reaction, it may still meet the definition of disability and trigger the employer's legal obligations if it is likely to last for a year or more. Reassuringly, many NHS employers take appropriate steps as a matter of course and follow good HR practice that would, in most cases, satisfy their legal obligations. In light of the predicted increase of mental ill health in the wake of 2020, and on the back of the Improving People Practices guidance issued in 2019 [https://i.emlfiles4.com/cmpdoc/9/7/2/8/1/1/files/56794\\_letter-to-chairs-and-chief-executives-24-may-2019.pdf](https://i.emlfiles4.com/cmpdoc/9/7/2/8/1/1/files/56794_letter-to-chairs-and-chief-executives-24-may-2019.pdf), NHS employers will be expected to demonstrate an ever more compassionate approach. Cases are likely to require more careful consideration and handling where mental ill health affects performance or behaviours and management action is required.

A range of useful resources on supporting staff during the pandemic can be found at <https://www.nhsemployers.org/covid19/health-safety-and-wellbeing>



## Reimagining employee engagement

Jade Stewart

Digital Marketing Lead, Trickle



Traditionally, some organisations have compartmentalised employee engagement; treated it as an end-game project, where if they take the right steps and tick the right boxes the job is done. While this approach can work, its efficacy has a short-shelf life that cannot achieve long-term and sustainable employee engagement or deliver real benefits to the organisation.

Instead, a more proactive, human-centric and holistic approach to employee engagement that considers all the contributors to engagement, wellness and satisfaction will yield better and more impactful results. Rather than have it be a side-project or one-off effort, a culture of engagement and wellbeing should be woven into the DNA of an organisation's employee experience and considered a core aspect of its business strategy. After all, incentives are unlikely to have the desired effect if people are feeling stressed, unwell, undervalued and unhappy at work on a daily basis.

Feedback and communication are a major aspect of engagement – the quickest way to disengage and demotivate a workforce is to ignore them. This is why we need to stop relying on employee surveys as the primary approach to employee engagement, not only is it slow, it lacks the human touch and can be perceived as an extra inconvenience for already busy employees.

A more modern approach is to establish an open-ended two-way dialogue that feeds information from the ground up, giving everyone in your organisation a voice. This approach would enable you to continuously capture employee feedback and cut down on time spent gathering data. By removing traditional barriers to communication, you will be able to capture your people's sentiment "in the moment" and empower them to reach out to you at any time. This type of timely data will empower you to make better strategic decisions about how to drive employee engagement. It ensures line managers really understand what their people value and what they need to thrive at work.

Trickle gives organisations both the data and platform they need to make timely interventions that are visible to anyone within the organisation, making them more agile and endlessly adaptable. Employees feel engaged when they feel their voice is being heard, their input is valued,

and that improvements are made based on these views. If you give your people a chance to contribute, be genuinely involved in an inclusive, transparent and agile workplace, everyone benefits.

The world of work is becoming increasingly digital, more and more people are working remotely, while many companies are moving towards an office-less environment – a trend likely to continue due to the ongoing Covid-19 pandemic. The rapidity of Covid-19 saw a number of organisations have to digitally transform almost overnight, and this snap process highlighted a number of issues that traditional engagement strategies are not equipped to handle. For example, people needed a lot more wellbeing support to ensure their engagement levels did not slip. While people were suddenly more digitally connected, this new physical distance and detachment created problems that previously did not exist.

From missed "water cooler chats" to a lack of in-person interactions, suddenly important ad hoc conversations, ideas, suggestions and team connectivity were being lost. Now, with the immediate rush to pivot over, organisations are now asking themselves how they will maintain employee engagement and wellbeing going forward. What may have worked before is no longer applicable.

This will require a new innovative engagement solution that can address these emerging issues, such as managing inclusion in isolation, staff burnout, a growing always-on culture, and ensuring meaningful employee appreciation continues to happen. Rather than thinking of engagement as an outcome to work towards, it should be viewed as a tool to get results for the overall health and sustainability of your organisation.

The future success of employee engagement depends on the ability of organisations to reimagine their approach to employee engagement to include wellbeing and all contributors to employee satisfaction. When it comes to employee engagement it is essential we become more adaptable and put people at the centre of the experience.

Find out how Trickle is reinventing employee engagement and what it could mean for your organisation. For more information or to start a free 30-day no obligation trial visit, [trickle.works/freetrial](https://trickle.works/freetrial)



## The room where it happened - Some memories of HSJ 40 years ago

**Alison Dunn**

*Joint Managing Director, Chamberlain Dunn*



Many HPMA members over the years may well have been part of teams that entered the HSJ awards – the oldest and biggest in the sector. And those who were lucky enough to go the awards dinner would have enjoyed a spectacular night out. So congratulations to the HSJ Awards on their 40th birthday.

The news jogged my memory and I thought: I was there in 1980. A small group of the great and good met over lunch in a room at the Cumberland Hotel at Marble Arch to judge the inaugural awards of the Health and Social Services Journal (as it then was). I think the group included former Minister of Health David Ennals.

As acting editor, taking over from the awards founder Nathan Goldberg who had just left to edit Social Work Today, it fell to me to host it. I was editor of Nursing Times at the time and was at home in the nursing world but health managers were a different breed. I was frankly terrified of this unfamiliar culture with its different language, but presumably decisions were made over a glass or two of wine and winners chosen.

Macmillan, the publishers of Nursing Times and the science journal Nature, had acquired the Health and Social Services Journal and Therapy Weekly a couple of years before. With it they inherited Nathan with his red-hot editorial team and politics to match. Nathan had been editor in 1975 of the iconic Scottish Daily News, a staff buy-out from Express newspapers, a brave experiment that collapsed when funding was withdrawn.

Nathan died in 2017 and remembering him recently in Press Gazette, Drew Clode, who worked with him for years, wrote: 'His editorial style was punishing and inspiring. Fresh from the trenches of the Scottish Daily News he simply made mincemeat of publishers and staff.'

After the acquisition, Macmillan's promoted (?) me to editorial director and sent me into the lion's den. There I found this brilliant journalist and editor, charismatic and chaotic, a chess genius who demanded to be paid weekly in cash. Lunching and drinking at Fleet Street bars and restaurants on Macmillan's expenses seemed a good place to start.

Well that was Fleet Street in the late '70s. Our offices were full of cigarette smoke, galley proofs which you cut and pasted with real glue, typesetters' (hot metal of course) messengers twice a day, printing press and newstrade distribution dramas, the tea trolley, our photo library in a filing cabinet. We went to the pub every lunchtime and often after work too. No computers, no internet, no mobile phones, no email – just the old landline telephone that we used with great effect and somehow our weekly journals came out on time – mostly.

I'm still very much immersed in the world of awards. Recently we've taken our own Advancing Healthcare awards for allied health professionals and healthcare scientists on-line as well as the Social Prescribing Awards and of course HPMA's Excellence in People Awards which we judged virtually as well as creating a virtual ceremony. The advances in technology may be massive but the principle is the same – rewarding and recognising people for outstanding achievement and sharing good practice.

**Congratulations to HSJ from one who was in the room where it happened.**

## Diary dates

**HPMA UK Conference** (1-2 Dec) Architects of Change on the Hopin platform [BOOK HERE](#) using Google Chrome

**HPMA Webinar: Time for NHS staff to focus on self-compassion** – Tuesday, 8th December at 2pm In collaboration with Allocate, Dr Marti Balaam and Kathryn Lovewell [Register now](#)

**HPMA Yorkshire Webinar: Covid 19** – Thorny Issues – Wednesday, 9th December at 2.30pm In collaboration with Andrew Davidson, National Head of Employment, Hempsons Solicitors [Register now](#)

**HPMA North West Webinar: The Legal Challenges in the People Plan** – Thursday 10th December at 10.30am An HPMA Northwest webinar hosted by Andrew Davidson, National Head of Employment Partner at Hempsons [Register now](#)

**HPMA Scotland Creating a Culture of Kindness webinar** led by Ben Thurman, Carnegie UK Trust Thursday 10 December (1.30 – 2.30pm) Please [register here](#)

**HPMA Scotland Wellbeing webinar** (title to be confirmed) led by David Taylor, Project Lift Thursday 21 January (1 – 2pm) Please [register here](#)

**HPMA Scotland Employment Law Update with Central Legal Office** Thursday 4 February 2021 (Timing and booking link tbc)

## HPMA EXECUTIVE TEAM

Dean Royles HPMA President  
Nicky Ingham HPMA Executive Director  
David Holmes Deputy President  
Janet Wilkinson Deputy President  
Sarah Morley Deputy President  
Jo Owens HPMA Executive Assistant [admin@hpm.org.uk](mailto:admin@hpm.org.uk)

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