



Delivering business
workforce solutions



**Difficult roads
often lead to
great success**



Introduction

Dearden HR is a high quality provider of HR business solutions for the NHS, public and commercial sectors. We aim to take the drama out of dealing with difficult people issues and work closely with our clients to agree clear objectives and outcomes. At the heart of what we do is a commitment to adding long-term value and creating solutions that ensure tangible business benefits.

Being a boutique HR consultancy we can design creative and bespoke solutions. We have a depth of skills and experience to identify business-focused remedies to the most complex of situations. This may often include tackling difficult and challenging people issues. At Dearden HR we believe in managing these situations head-on, ensuring the organisation can move forward with the minimum of disruption.

We have a sophisticated client base who benefit from our clarity of vision and ability to get to the core of the problem without a drama.

We have a passion for success and a real pride in our achievements. We take time to listen and to understand our clients, taking responsibility for the delivery of high quality HR solutions that provide an enduring business advantage.

Dearden has a team of highly experienced and skilled consultants who can adapt quickly to the challenges and changing needs of the client. We expect the very best of our team and will continue to recruit talented and passionate individuals who can think creatively and with imagination.

The Dearden HR Approach

The Dearden HR values and the principles that underpin them



We 'deliver'

- Practical and lasting solutions for our clients
- High quality outcomes that provide long term value



High quality services

- Changing organisational cultures by being clear, methodical and disciplined.
- Quality is at the heart of what we are and we aim for nothing less than excellence.



Strive to be outstanding and driven to succeed

- We are able to promote innovation and creativity in the design of our business solutions.
- Establishing a reputation for innovation through skillful application, experience and expertise
- We take on the most difficult business challenges in a fair and decent way.



We take on the 'difficult to do'

- Challenging the way things are done through our experience and success
- We have the know-how to build trust with our clients and stakeholders and are focused on delivering lasting solutions.



A no-nonsense approach and we do what we say we'll do

- Developing a positive working relationship with our clients through honest appraisal of what is required for success.
- We know what we do best and are not distracted by the unimportant.

What we do

As a boutique HR consultancy we can offer a range of specialist services that will improve productivity, efficiency and engagement. We are focused on our client's needs and deliver our services to the standard and quality expected of a professional and well respected consultancy.



The 'difficult to do'

We are prepared to take on the 'difficult to do' work which effects organisational performance and efficiency. This includes:

- Management of underperforming senior staff and doctors
- Complex employee relations' casework including conduct and capability cases, application of TUPE
- Senior management and organisational re-structure
- Performance management solutions
- Employee performance



Organisational structure

We are committed to supporting organisations achieve greater efficiency through the best use of their human resources. We have a range of approaches developed through our experienced and professional consultants. These services contribute to the organisations 'bottom line' and develop greater staff engagement for the long term. They include:

- Workforce efficiency, productivity and cost reduction
- Strategic organisational and workforce development
- Assessment of the capability and capacity of HR services
- Improving medical workforce productivity through consultant job planning and understanding the impact of demand and capacity



Strategic

Dearden HR can develop internal HR capacity whilst also making structural changes and managing its implementation. We work with the senior team to get to the core of the strategic changes required for continuing success. We provide expertise in:

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- Board level human resources direction, advice and support
 - Management and implementation of organisational change
 - Medical workforce productivity
 - Business transformation
 - HR strategy development
 - OD strategy development



Development

Organisational success depends on recruiting and retaining high quality people to lead the business. It is therefore important to ensure talented individuals are given the right development and the opportunity to progress into more senior roles. Dearden HR will support Boards and organisations with:

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- Skills assessment, selection techniques and assessment centres
 - Coaching and mentoring senior managers and executives, clinical leaders and middle managers
 - Board development
 - Talent management

Who we are

Mark Gammage Managing Director

Mark joined the NHS as a national management trainee in the late 1980s and worked in general management and HR roles in acute and community NHS settings. He is now a highly experienced management consultant having managed Dearden since 2002. He has worked as a substantive or interim HR Director in 10 NHS organisations including teaching hospitals, foundation trusts, acute and specialist trusts and primary care trusts, and has experience of providing director level consultancy in the private sector

He is currently leading the HR work on Shaping a Healthier Future, the remodeling of healthcare services across NW London, and has considerable expertise and experience in medical staffing, medical productivity and job planning.

With primary degrees from the UK and the States, Mark has an MBA from Henley Management College as well as a post-graduate diploma in personnel management (distinction), an Advanced Diploma in Management Consultancy and a Certificate in Advanced Professional Practice in Senior Executive Coaching and Mentoring. Mark is Fellow of the Chartered Institute of Personnel and Development and an MBTI Step one and Step two accredited practitioner.

Graeme Armitage Director

Graeme is an HR professional with more than 9 years' experience of working as a Board Director in the NHS. He has managed complex change management programmes as well as working with independent organisations to support the development of their Human Resources teams and supporting them to deliver specific projects. He also has valuable experience in operational delivery, having managed community NHS services in Buckinghamshire for 12 months.

In addition he has also been involved in a number of mergers and acquisitions within the healthcare sector and undertook the role of Programme Director for a significant merger between mental health and community NHS providers.

Viv Walton Associate

Viv is a psychologist who specialises in the assessment and development of clinicians and executives for leadership roles in the NHS. Viv has worked in or around the NHS all her working life and brings a contextual element to the assessment and development that she provides. She is a qualified and experienced coach and an experienced facilitator. Recent work has focused on values and behavioural assessment of candidates for consultant posts and development of leadership qualities in primary care clinicians. Viv's qualifications are BSc(Econ), BSc(Psych), MSc Coaching Psych, MHSM, DipHSM and she is also qualified to use the following psychometric instruments: MBTI (Steps I and II), SHLOPQ32 and ability exercises, Saville Consulting assessments, Emotions and Behaviour at Work behavioural assessment, Cattells and 16PF. She is also a Senior Associate member of the Royal Society of Medicine, and a member of the Institute of Directors.

Sheila Williams Associate

Sheila is a long standing associate of Dearden HR and combines consultancy with a part-time clinical role. She manages change, undertakes strategic planning, provides project management support and leads developments in healthcare in response to both local and national NHS agendas. These skills are underpinned by experience of research. Much of her work involves working across teams and health communities to facilitate them through processes

of change. She has extensive experience of working with clinicians to facilitate change. Sheila is a qualified coach and is passionate about helping people be the best they can be! She has recently completed a CIPD qualification in training and wants to support organisations who want to be the 'best' in their sector in providing customer care!

Philip Holton

Associate

Philips' consultancy work spans coaching, leadership, organisation development, action learning and the management and delivery of sustainable change. Philip joined the NHS as a trainee in the 1970s and worked in general management and HR roles in acute and regional NHS settings. His last substantive role in the NHS was Head of OD with a Strategic Health Authority. Recent consultancy work with Dearden has focused on improving medical productivity. Philip is a Master Practitioner in Neuro-Linguistic Programming and is licensed to use the MBTI and NHS Healthcare Leadership instruments.

Rainy Faisey

Associate

Rainy is an independent HR and OD consultant, with over 26 years' experience as a senior HR and OD Manager within the NHS, working with Directors and Board members. Rainy joined the NHS in 1989 and has worked within Regional, Acute and Community organisations. Rainy has been Deputy Director of HR at Dudley Group NHS Foundation Trust and Oxford University Hospitals NHS Trust, acting up to Director of HR on several occasions.

Since 2011, Rainy has undertaken senior HR interim and project assignments at Oxford University Hospitals NHS Trust, Leicester University Hospitals NHS Trust, Mid Essex

Hospital Services MHS Trust, Northampton Healthcare NHS Foundation Trust, Barts Health NHS Trust, London Ambulance Service NHS Trust and most recently at London North West Hospital NHS Trust. Rainy has considerable experience of working as a Dearden consultant.

Rainy is qualified in 16PF and MBTI psychometric assessment, is an experienced coach and mentor and holds an MBA (HR stream), an MSC in HR Leadership, and is a Fellow of the Chartered Institute of Personnel Development (FCIPD).

Ken Jarrold CBE

Associate

Ken Jarrold is an Associate of Dearden HR, Chair of the Board of Management of Brighter Futures, Patron of the NHS Retirement Fellowship, a Patron of the Cavell Nurses Trust and Chair of the Government's Pharmacy Rebalancing Programme Board.

Ken was an NHS Manager for 36 years having joined the NHS in 1969 after achieving a 1st Class Honours Degree in History at Cambridge University. During his time as an NHS manager Ken was Director of Human Resources and Deputy to the Chief Executive of the NHS in England for three years and a Chief Executive of District, Regional and Strategic Health Authorities for 19 years. He held many national roles including President of the Institute of Healthcare Management, Chairman of the Working Group that produced the Code of Conduct for NHS Managers, Chair of the Group that produced the learning materials for Managing Health and Social Services and Chair of the National Reference Group on Health Inequalities. Ken is an Honorary Professor in the School of Medicine and Health at Durham University and has been an Honorary Professor of York and Salford Universities. He is also an Honorary Doctor of the Open University.

Acute Healthcare Foundation Trust

West Midlands

Background

A large general hospital based in the West Midlands with a revenue of £317m and a deficit of £2.5m therefore requiring a cost improvement programme. The Trust was under severe financial pressure and required savings from specialties across the Trust with medical productivity and job planning being a big priority. Dearden HR was commissioned to lead on this work in partnership with Kingsgate (a specialist financial and operational management organisation) who were undertaking a wider turnaround piece of work.

Key Issues identified

- A job planning policy/guidance which was not fit for purpose
- Out of date job planning data with no regular reviews
- Lack of clarity/understanding of actual medical activity/productivity within services
- PA allocation for Consultants and programmed activities requiring a streamline to meet the needs of the service - on-call, routine work, DCCs, SPAs and CPD
- Pay bill increasing year on year without increase in activity levels
- Temporary staffing spend increasing significantly year on year with no central controls
- Usage of APAs with little obvious justification and lack of regular review

Dearden HR delivery

- Assessment of job planning data, process and policies
- Desktop analysis of consultant job plans and SAS doctors
- Triangulation of job plan data with payroll and medical rosters/planned activity
- Review of extant policies and procedures
- Reported risk adjusted savings opportunity of £2m in relation to job planning, SPAs, on-call allowances, temporary staffing and theatre productivity
- Reported weak controls and processes for job planning and temporary staffing expenditure
- Developed a plan to reduce medical pay spend, ensure a transparent and fair job planning process and an increase in productivity

Dual Site Acute Healthcare Trust

London Area

Background

A medium sized, two site district general hospital with an income of £350m. The Trust was embarking on a major reconfiguration of services as part of the overall Trust strategy. At the same time, they were facing a significant financial sustainability challenge. Dearden HR worked in partnership with Kingsgate to deliver a significant CIP programme to improve the long term financial future of the Trust.

Key Issues identified

- Working with Kingsgate on a £17.5m CIP required
- The need for a robust, consistent and transparent job planning policy and guidance
- Lack of understanding at Clinical Led/General Manager level of the job planning process

Dearden HR delivery

- Refreshed the job planning policy and guidance
- Produced detailed guidance about how to manage job planning
- Produced FAQs
- Delivered job planning training for Clinical Leads, General Managers and HR

Large Acute Health Care NHS Foundation Trust Yorkshire

Background

A large general Acute Foundation NHS Trust with an annual income of £350m and more than 6,500 staff. The Trust has significant financial difficulties and is undergoing a major re-alignment of services to achieve greater levels of efficiency whilst also improving the quality of services to patients. Workforce productivity is a particular challenge and Dearden HR is working with the Trust to secure improvements in the utilisation of their medical workforce through revised job planning and working with specialties to reduce their SPA time.

Key Issues identified

- Potential recurring savings achievable through reduction in consultant SPAs
- Job planning process was out of date and not fit for purpose
- Lack of transparency between specialties and ownership of the Trust's financial position
- A need to move towards team job planning as specialties develop and change in line with the Trust's strategic direction

Dearden HR

Implementation and delivery

- Ensured all the work is undertaken in partnership with the Trust and its clinical leads
- Built into the job planning process an approach that delivers equity, transparency and consistency between, and within, specialties
- Introduced updated job planning guidance
- Leading the provision of job planning training including the skills involved in managing change
- Ensuring there is a logical flow in to reducing costs within each specialty
- Supported the implementation of cost reduction
- Supported two exemplar services from redesigning of services to delivery of new job plans and a tangible reduction in costs



Dearden
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