

Embedding the learning from speaking up

Moving from a blame culture to a learning culture is an integral part of the ethos behind the work of Freedom to Speak Up. One of the ways in which the National Guardian's Office helps organisations embed learning is through the case reviews it carries out, writes Dr Henrietta Hughes, National Guardian for the NHS.

In June 2017, we launched a 12-month trial of our case review process, a key recommendation from the Francis Freedom to Speak Up review. Case reviews listen hard to the experience of workers and look at the speaking up culture in NHS trusts, including how individuals' cases have been handled.

Case reviews call out areas for improvement and also commend good practice. We publish reports and, working collaboratively with trusts and regulators, ensure the recommendations are implemented.

We have highlighted recurring areas for improvement, finding that the way guardian role has been implemented does not always meet the needs of workers. Additionally, trusts are not routinely following national policy and guidance. Conflicts of interest are widespread. A worker alleged a sexual assault, then discovered that the investigating officer was the partner or the alleged assailant. In the same trust, a manager was asked to investigate their own conduct. Elsewhere only one of 9,000 members of staff had signed the declaration of interests register. We have also made recommendations about the excessive use of grievances and counter grievances, the use of settlement agreements, bullying cultures and the Fit and Proper Person Review.

Since we began case reviews pilot we have completed 24 case reviews at five NHS trusts. The reports have included 87 recommendations made to trusts, DHSC, CQC, and a law firm. By carrying out a 'gap analysis', guardians in trusts throughout England have been able to review their own practices, processes and policies and use the learning to make improvements. Following the pilot, we commissioned an independent evaluation and sought feedback from our advisory groups and other stakeholders. We're currently exploring options to refine our case review process to reflect that feedback. We will continue to carry out case reviews in the meantime – as we have since the pilot ended in June – and expect to be working to our new model in the summer.

Angela Hillery, Chief Executive of Northamptonshire Healthcare NHS Foundation Trust, said, "Case review recommendations have helped us to address anything that is getting in the way of allowing people to speak up and affect change.

"They have helped us shape our organisation so that it is more willing to listen and more open to learning. It is vital to the culture of the trust that all workers are actively encouraged and empowered to speak up.

"I believe there are lessons that all organisations across the health sector can garner from the case review reports published by the National Guardian, and I would encourage them to use them to help identify how they can improve."

To read more about our Case Reviews, go to <https://www.cqc.org.uk/national-guardians-office/content/case-reviews>

Dr Henrietta Hughes, National Guardian for the NHS

Archived: 21 October 2019 13:52:39

From: [REDACTED]

Sent: Mon, 14 Jan 2019 08:42:51

To: [REDACTED]

Subject: Category

Sensitivity: Normal

Hi [REDACTED]

How are you?

I have read through the work you've done on the category. Have you got time today or tomorrow for a quick chat? I can do 13:00 today or 10:00 or 13:00 tomorrow

thanks

[REDACTED]
Awards Director, **HSJ**

Tel: [REDACTED]

Mob: [REDACTED]



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Archived: 18 October 2019 16:15:30

From: [REDACTED]

Sent: Thu, 17 Jan 2019 10:31:28 +0000X

To: [REDACTED]

Subject: Final Criteria

Sensitivity: Normal

Attachments:

[Freedom to Speak Up Organisation of the Year.docx](#);

Hi [REDACTED]

Good to speak with you, have a look at the attached let me know if you'd like to make any further changes.

New for this year is an eligibility section to make it clear on each category who the award is for.

Hopefully this all works and we can move on the next stage.

Thanks

[REDACTED]

Awards Director, **HSJ**

Tel: [REDACTED]

Mob: [REDACTED] 7



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Archived: 25 October 2019 14:36:53

From: [REDACTED]

Sent: Thu, 12 Apr 2018 17:05:00

To: [REDACTED]

Cc: [REDACTED]

Subject: FW: Copy invoice

Sensitivity: High

Attachments:

[SIN104176.pdf](#);

Hi [REDACTED]

In regards to the below, the order form that was signed told us to bill to: National Guardian's Office, 151 Buckingham Palace Road, London. If the invoice needs to be raised to a different company name and address we would need a new order form to be signed with the new details so that we can raise a credit note for the old invoice and raise a new invoice.

Is there any way around this or do you want me to ask our invoicing team to arrange a new order form?

Thank you

Kind Regards

[REDACTED] Senior Credit Controller
Wilmington Shared Services
2-3 Commercial Way, Christy Close, Southfields, Basildon, SS15 6EF
[REDACTED]

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From: [REDACTED]
Sent: 12 April 2018 16:58
To: [REDACTED]
Subject: FW: Copy invoice

External Email

Hi [REDACTED]

[REDACTED] has passed me the attached for payment. Could I ask if you could resend it but instead of making it out to the National Guardian for payment it should be addressed to:

Care Quality Commission
T70 Payables F175
Phoenix House
Topcliffe Lane
Wakefield
West Yorkshire
WF3 1WC.

If you could resend back to me I will arrange for a PO to be raised.

Apologies for the inconvenience.

Kind regards

[REDACTED]
National Guardian's Office
151 Buckingham Palace Road
London
SW1W 9SZ
Tel: [REDACTED]
enquiries@nationalguardianoffice.org.uk



Follow us on [Twitter](#)

National Guardian
Freedom to Speak Up

From: [REDACTED]
Sent: 12 April 2018 16:47
To: [REDACTED]
Subject: FW: Copy invoice

[REDACTED]
Here you go – let me know if I have to fill out any forms with this.

Kind regards

[REDACTED]
National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 12 April 2018 16:46
To: [REDACTED]
Subject: Copy invoice

Hi [REDACTED]
Copy invoice attached as discussed- if you could ensure this is processed on your system it would be greatly appreciated
Many thanks

Kind Regards

[REDACTED] Senior Credit Controller
Wilmington Shared Services
2-3 Commercial Way, Christy Close, Southfields, Basildon, SS15 6EF
[REDACTED]



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A Wilmington Company

Archived: 18 October 2019 15:42:59
From: [REDACTED]
Sent: Wed, 10 Oct 2018 14:09:16
To: [REDACTED]
Cc: [REDACTED]
Subject: HSJ Awards - Essential Guide
Sensitivity: Normal



Dear [REDACTED]

We are looking forward to greeting you and your guests at the HSJ Awards 2018 which are taking place on Wednesday 21 November at the Intercontinental O2 Hotel.

- Please [click here](#) to access the HSJ Awards Portal to view all the information you need to know for the evening and the items that you need to complete ahead of the event. It also contains:
- Summary of deadlines
 - Downloadable invitation to send to your guests
 - Form to input your guest list
 - The menu
 - Venue and event timings Information

Further details you require are listed below:

HSJ Awards Portal	https://awards.hsj.co.uk/sponsors-0
Unique reference number <i>(add this to the guest list form for each of your guests)</i>	W-NGOSPO
Tables/Seats included in package	2 table 20 seats in total

As part of your sponsorship package a representative from your company will announce the winner of your sponsored category (Creating A Supportive Staff Culture), present them with a trophy and pose for photographs. The representative will be required to be in attendance for a rehearsal at 18.00 on the night of the awards. A full brief will be sent closer to the event date. Can you please supply the name of your representative with their full name, job title and email by Friday 2nd November?

Please don't hesitate to get in touch if you have any further questions.

We look forward to greeting you at the awards!

Kind regards
[REDACTED]

[REDACTED]
Senior Event Manager

T. [REDACTED]
A. 5th Floor, 10 Whitechapel High Street, London, E1 8QS





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Archived: 25 October 2019 15:10:06

From: [REDACTED]

Sent: Fri, 2 Feb 2018 15:49:06

To: [REDACTED] Hughes, Henrietta

Cc: [REDACTED]

Subject: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Sensitivity: Normal

Attachments:

[HSJ Awards 2018 working in partnership with National Guardian's Office.pdf](#)

Hi [REDACTED] and Henrietta,

It was a pleasure to meet you this morning and as agreed, please see attached an initial proposal of how we would like to work together with you. Based on your feedback today, I would like to propose the below should this be signed off before March so we can launch the category in partnership with National Guardian Freedom to Speak Up and get as much launch impact as possible:

	Price
HSJ Awards 2018 Category Partnership	£25,000
Two sponsored columns published on hsj.co.uk	£10,000
Total	£35,000
National Guardian's Office Package Price	£17,500 + VAT

As a next step, I would like to arrange a follow up call/meeting with my colleague, [REDACTED] who will be taking over moving forward and also to answer any questions you may have.

As mentioned, [REDACTED] will send you a sample of the entry form and example judging criteria for us to use as an initial point of discussion.

Please let us know when would be the best time so we can discuss.

Best wishes, [REDACTED]

[REDACTED]
Head of Sales – Public Sector



Please note that my working days are Tuesday – Friday

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Archived: 24 October 2019 16:30:44
From: [REDACTED]
Sent: Thu, 15 Nov 2018 13:44:59 +0000X
To: Hughes, Henrietta
Cc: [REDACTED]
Subject: HSJ Awards Presenter Briefing
Sensitivity: Normal



Hi Henrietta,

Thank you for agreeing to present an award for us next week!

Please see below your presenter brief which gives you an overview of your category number and the winners citation which you will be reading out, however this will also be on the winners card on the night so there is no need to print the below.

I will be conducting a very short briefing session for presenters from 6.00pm to 6.15pm in the Arora Ballroom (first floor) on the night of the awards. Please note after 6.15pm I will not be available however, if you can't make this please do not worry, I will come and find you during dinner and quickly brief you.

Looking forward to seeing you!

Award Number: 12
Presenter: Henrietta Hughes

Running order	Category
1	Improving Care with Technology
2	Acute Sector Innovation
3	Enhancing Care by Sharing Data and Information
4	Widening Participation
5	Improvement in Emergency and Urgent Care
6	System Led Support for Carers
7	Improved Partnerships Between Health and Local Government
8	Acute or Specialist Services Redesign - London and the South
9	Acute or Specialist Services Redesign - North/Midlands/East
10	Staff Engagement
11	Workforce
12	Creating A Supportive Staff Culture
13	Community or Primary Care Services Redesign - London and the South
14	Community or Primary Care Services Redesign - North/Midlands/East
15	Primary Care Innovation
16	Patient Digital Participation
17	Patient Safety
18	Optimisation of Medicines Management
19	Improving Outcomes Through Learning and Development
20	Compassionate Patient Care
21	Using Technology to Improve Efficiency
22	HSJ Partnership of The Year
23	Innovation in Mental Health
24	Clinical Leader of The Year

25	Chief Executive of The Year
26	Trust of The Year

Citation: This winner clearly demonstrated that positive culture change is happening throughout their organisation. The judges particularly felt that this is much more than an ‘initiative’ – it’s a sustained effort to continually improve the trust and contribute to wider improvement across the NHS.

Winner: xxx

Kindest regards

██████████
Event Executive

██████████

A. 5th Floor, 10 Whitechapel High Street, London, E1 8QS



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Archived: 24 October 2019 16:36:02

From: [REDACTED]

Sent: Mon, 22 Oct 2018 10:59:39

To: [REDACTED]

Subject: HSJ Judges Invitation

Sensitivity: Normal

Hi [REDACTED]

I hope you are well.

I just wanted to pop you an email to let you know that the judges that sat on your panel on Tuesday 9th October will be receiving an invite to attend the HSJ Awards Ceremony in November. We just wondered if they accepted whether you wanted them to be seated on your table or on the normal judges table?

Many thanks!

Kindest regards

[REDACTED]
Event Executive

[REDACTED]
A. 5th Floor, 10 Whitechapel High Street, London, E1 8QS



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Archived: 24 October 2019 16:38:37

From: [REDACTED]

Sent: Fri, 2 Mar 2018 17:19:17

To: [REDACTED]

Subject: HSJ subscription discounts

Sensitivity: Normal

Hi [REDACTED]

As I mentioned we can arrange small discounted corporate subscriptions, as individually subscriptions cannot be discounted. These usually start at 10 users; however I am happy to lower this to a minimum of 5 users at £130 per person (usually £250).

If you're happy to proceed, please let me know, and I can draw up a contract. I will need the number of users on each order, contact details for whoever will be signing the contract, and the desired start date.

Once this is done I will send you an electronic contract via docusign to review and sign. Alternatively, I could send you also a pdf version if it is easier to manually sign. Once you've raised the PO and signed the contract, you then need to then send through the desired names to me (staff names/emails), and I will get them set up for you.

I hope this is all clear, however if you have any questions please let me know.

Kind regards
[REDACTED]

From: [REDACTED]

Sent: 02 March 2018 10:41

To: [REDACTED]

Subject: RE: Update

External Email

Hi [REDACTED]

So I had a few changes in red and [REDACTED] our [REDACTED], has suggested a few more in blue. Thought it probably easier to send you the track change version so you can see both where we have amended and why we think changes need to be made.

To be honest I don't think much of it is too major or controversial, so hopefully we are there or thereabouts.

Two other bots I just need to cover off. Firstly, can I check whether Henrietta Hughes can be included on the judging panel and whether we might also have a Freedom to Speak Up Guardian as one of the judges too? Secondly, [REDACTED] was looking into the offer of a reduced subscription for a guardian at every trust as part of the package – she suggested something around a half price offer. Do you know where things are with that?

Kind regards
[REDACTED]
[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]

Sent: 27 February 2018 09:55

To: [REDACTED]

Subject: Update

Hi [REDACTED]

Apologies this has taken a couple of extra days to get across to you. Have a look at the below criteria and let me know what you think.

Creating a Supportive Staff Culture - NEW

The importance of an organisational culture which enables staff to speak freely with confidence without fear of negative consequences is key to a supportive staff culture. Organisations whether public or private should have taken specific steps to encourage an improved culture within teams and between individuals.

Winners of this award will have created confidential channels for staff to feel they have a “freedom to speak up”. Guardians within an organisation are important within this context but must be part of wider initiative and will be judged to have gone above and beyond to ensure positive cultural change has been achieved. Entrants will be able to provide demonstrable examples of integrated cultural staff support mechanisms, including Guardians, which enable the workforce channels to express concerns free from worries about effects on their employment. Organisations from across the healthcare spectrum are welcome to enter this category whether private providers or NHS.

Entry criteria

Ambition

- A clear explanation of how the organisation has created an atmosphere and culture in which staff have the “freedom to speak up”
- Outline the scope of an initiative or process which has resulted in a supportive staff culture
- What specific steps did the organisation take to enable an improved culture and what barriers were experienced

Outcome

- Evidence on the success of the initiative including any unattributed or confidential testimonials from staff who have been through the process.
- Evidence of change in working practices or structures as a direct result of your initiatives

Spread

- A dedication to a supportive culture which has demonstrably spread throughout an organisation and to all aspects of its work
- Approaches which have or could spread beyond the boundaries of the organisation

Value

- Evidence that placing supportive culture at the centre of the organisation’s work has improved value, for staff and for patient outcomes

Involvement

- Significant staff involvement in the process implementation with evidence that staff views have changed practice
- A culture in which all staff are able to raise concerns and make suggestions for improvements
- A culture in which staff feedback is taken seriously, and used to guide improvements

[REDACTED]
Awards Director, HSI



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Archived: 18 October 2019 16:10:18

From: [REDACTED]

Sent: Mon, 8 Oct 2018 13:29:53

To: [REDACTED]

Subject: Interview with judges at HSJ Awards

Sensitivity: Normal

Hi [REDACTED] and [REDACTED]

I hope you are both well and are looking forward to awards judging tomorrow.

I just wanted to let you know that we will be doing short vox-pops at the judging and it would be great to get [REDACTED] on camera.

The questions that will be asked are below.

Can you give us an insight into your judging experience today?

What do you think this part of the process means to HSJ Awards Finalists?

What do you and the National Guardian's Office get out of being part of the judging process?

What are you looking forward to most at the HSJ Awards 2018?

I look forward to seeing you there [REDACTED]

Thanks,

[REDACTED]
Leadership Editor, HSJ

Direct Dial: [REDACTED]

Mobile: [REDACTED]

Email: [REDACTED]

Web: www.hsj.co.uk



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Archived: 24 October 2019 14:41:11
From: [REDACTED]
Sent: Wed, 18 Jul 2018 16:39:24 +0100X
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Award
Sensitivity: Normal

Hi [REDACTED],

Thanks for your email.

Sure so the 9th October judging day requires a judge to be there from 9.30am to approx 5.30pm (most likely earlier finish).

Judging will take place after the official finalist announcement and only those on the final short list will be invited to present to panels of senior healthcare leaders.

- The project leads and teams of each finalist will travel to London for a 25-minute presentation including Q&A
 - Presentations may also be live streamed if finalists cannot make the journey
 - Presentations could include video, PowerPoint and audio testimony and finalists may bring patient representatives to support their bid
 - After each presentation judges will be able to question the presenting team
 - Further notes and commentary will be recorded at this time
-
- At the end of the day judges will be invited to choose their winning project, team, organisation or leader for that category

It's not essential for Henrietta to attend as we do have another 4 judges on the panel however we feel it does give most value to the sponsors and we would of course love to welcome Henrietta. In regards to interaction, Henrietta will not interact with the judges before the day of judging but will then spend the whole day discussing and debating with them.

Shortlists will be sent out early September and will be a maximum of 12 entries.

Regarding your table, we encourage shortlisters to attend with their project teams so it may not be the best set up for you to host on your table however this of course can be discussed further.

Kindest regards

[REDACTED]
Event Executive

T: [REDACTED]
A: 5th Floor, 10 Whitechapel High Street, London, E1 8QS



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From: [REDACTED]
Sent: 18 July 2018 15:49
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Award

External Email

Hi [REDACTED]

I have copied in [REDACTED] so she can block out some relevant time in Henrietta's diary for the judging. We have a bit of a clash at the moment for 9 October, so would be useful to understand what happens on that day and how necessary it is for Henrietta to be there.

Perhaps also useful to know when she will be asked to look at entries, how many and how long judging takes? Also how much interaction she needs to have with other judges and how that works.

Finally, we are just thinking about who we invite to join the two tables we have. How many people get shortlisted?

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 11 July 2018 15:27
To: [REDACTED]
Subject: RE: Award

Oh OK, thanks for trying.

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 11 July 2018 15:22
To: [REDACTED]
Subject: RE: Award

Hi [REDACTED]

Unfortunately [REDACTED] wasn't available on the day of judging.

Kindest regards

[REDACTED]

Event Executive

T: [REDACTED]

A: 5th Floor, 10 Whitechapel High Street, London, E1 8QS

FOR HEALTHCARE LEADERS
HSJ



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Wilmington plc

From: [REDACTED]
Sent: 11 July 2018 13:25
To: [REDACTED]
Subject: RE: Award

External Email

Yes Henrietta's details below:

Dr Henrietta Hughes
National Guardian for the NHS
National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ

henrietta.hughes@nationalguardianoffice.org.uk

Any luck with [REDACTED]

Kind regards
[REDACTED]
[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 11 July 2018 13:21
To: [REDACTED]
Subject: RE: Award

Hi [REDACTED]

Apologies for the delay, I have been away at another congress and awards.

Of course we would love to have Henrietta on board, please could you send me her contact details and job title/organisation?

The other judges are below;

[REDACTED]

Thank you!

Kindest regards

[REDACTED]
Event Executive

T: [REDACTED]
A: 5th Floor, 10 Whitechapel High Street, London, E1 8QS

FOR HEALTHCARE LEADERS
HSJ

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From: R [REDACTED]
Sent: 11 July 2018 13:02
To: [REDACTED]
Subject: RE: Award

External Email

Hi [REDACTED]

Do you have the dates and names re. below?

Kind regards
[REDACTED]
[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 04 July 2018 09:43
To: [REDACTED]
Subject: RE: Award

Yes, sorry October. Yes Henrietta is part of the final judging panel – she's paying for it so we agreed early on that she would be part of that last panel.

Can you give me an update on the other judges you have lined up? Would like to thank the ones we put forward.

Kind regards
[REDACTED]
[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 03 July 2018 16:15
To: [REDACTED]
Subject: RE: Award

Hi [REDACTED]

Really sorry, I'm a little bit confused. I don't have Henrietta down as a judge and we don't have any judging going on in September (October only)?

Apologies, I am free for a phone call tomorrow if it's easier?

Kindest regards

[REDACTED]
Event Executive

[REDACTED]
A. 5th Floor, 10 Whitechapel High Street, London, E1 8QS



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From: [REDACTED]
Sent: 03 July 2018 11:42
To: [REDACTED]
Subject: RE: Award

External Email

Hi [REDACTED]

Just looking at Henrietta's diary for September and wondered if you had a date when you needed her to be part of the judging? Do you have a date and timeslot and does everyone need to be in the room or is there the potential to dial in?

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 27 June 2018 10:29
To: [REDACTED]
Subject: RE: Award

Thanks for the below [REDACTED]

I'll get in touch with [REDACTED] and invite him to judge.

Kindest regards

[REDACTED]
Event Executive

T. [REDACTED]





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From: [REDACTED]
Sent: 27 June 2018 10:25
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Award

External Email

That's good to hear – and pleased to hear you might be able to use [REDACTED]. His contact details are:

[REDACTED] Brasenose College, Oxford, OX1 4AJ. His email is [REDACTED]

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 26 June 2018 11:28
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Award

Hi [REDACTED]

How are you?

It all went very well, it's our 7th biggest category. Lots of interest throughout the entry drive. We finished on 64 confirmed submissions. To give you a comparison, our more popular category is Acute Sector Redesign which garnered 112 entries, our least popular categories got between 10-12 entries.

The next stage from today is to send out the entries to all the judges. This is Stage 1 judging so we don't need any new judges for this part. However, we could do with one more for Stage 3 in October. [REDACTED], who is coordinating would appreciate being put in touch with you professor.

We have a month of remote judging now which will be concluded by the end of July. Then the Stage 2 judging day on August 15th. We will have a short list for embargoed release by August 23rd.

Let me know if you have any further questions [REDACTED]. I'd be happy to chat through the next stages and how we can continue the narrative from your point of view.

thanks

[REDACTED]
Awards Director, **HSJ**



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From: [REDACTED]
Sent: 25 June 2018 12:26
To: [REDACTED]
Subject: Award

External Email

Hi [REDACTED]

Hope we did well on the ward in terms of numbers of entries – would be interesting to know what the final figure was.

Also have a Professor from Oxford who we have been speaking to who has said he might be interested in judging if you still need judges.

Kind regards

[REDACTED]
[REDACTED]
National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ
[REDACTED]

National Guardian
Freedom to Speak Up



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Archived: 24 October 2019 15:09:40

From: [REDACTED]

Sent: Wed, 24 Jan 2018 16:24:57 +0000X

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Awards

Sensitivity: Normal

Hi [REDACTED]

Good news, I am definitely available next week, let me ask around and see who I can get together I'll come back to you tomorrow hopefully.

Thanks

[REDACTED]

Awards Director, **HSJ**

Tel: [REDACTED]

Mob: [REDACTED]



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From: [REDACTED]

Sent: 24 January 2018 15:37

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Awards

External Email

Hi [REDACTED]

Having discussed in the office, Henrietta (the National Guardian) and [REDACTED] ([REDACTED]) are both keen and would like to meet next week to discuss if possible.

I have copied in [REDACTED], who is not working today but can try to find sometime next week when we are all available if you want to let her know when works for you.

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]

Sent: 11 January 2018 11:26

To: [REDACTED]

Subject: RE: Awards

Hi [REDACTED]

Joint sponsorship is completely acceptable. NHS Employers worked with a company called THET on our International Award last year so not unprecedented and could add some value for us both.

Yes I can see how working it into your conference works well for both cost and presentation. I think the next stage is to confirm there is appetite at your end. We had a planning meeting for HSJ Awards 2018 yesterday and there was consensus we should explore this idea with you but there wasn't appetite to work with you on managed event, for two reasons. Revenue and growth potential and resource from our side. A standalone programme managed for you would require new headcount and that's off the table at the moment. So from HSJ our desire is to work through the potential of a new category in the HSJ Awards. I am keen on this.

Let me know how you wish to proceed.

Thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]
Mob: [REDACTED]

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From: [REDACTED]
Sent: 10 January 2018 16:11
To: [REDACTED]
Subject: RE: Awards

External Email

Hi [REDACTED]

As mentioned on the phone, our first plan was to try to see if we could have someone administer the awards for us for a contract up to £10k. Obviously that wouldn't include the ceremony itself and all that goes with it, but the idea would be it would be coordinated with our annual conference and therefore piggyback on the cost of that.

However, we are open to exploring all angles at the moment but obviously whichever way we go means compromises of some kind.

The other question about the possibility of joint sponsorship of the award still intrigues me and might make things a better sell to people this end. If we found a business or organisation that were prepared to joint sponsor the category would that be a possibility too?

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up

From: [REDACTED]
Sent: 10 January 2018 09:16
To: [REDACTED]
Subject: RE: Awards

Hi [REDACTED]

Sorry for the slight delay, I wanted to speak to some sales people about this as obviously there are rates we use. I have been unable to speak to the relevant person but our rack rate for a commercial sponsor is £25,000 per category, it comes with a range of benefits including being involved in the criteria creation, judging panel and the publicity and platform which goes with that. We do have NHS sponsors, for example NHS digital, NHS England, NHS Employers and we do differing rates, so don't take that rate as final. As a ballpark consider figures lower than this.

I would be keen on getting this into the programme so I'd need to know more about what budget you have for it rather than focus on what we would normally charge.

Yes, very happy to come along and chat more in person.

thanks

[REDACTED]
Awards Director, **HSJ**

Tel: [REDACTED]

Mob: [REDACTED]

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From: [REDACTED]

Sent: 09 January 2018 11:39

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Awards

External Email

Great to chat earlier [REDACTED], and having had a chance to run past people this end I think there is definitely some potential in exploring the idea of including a Freedom to Speak Up award in the HSJ Awards.

As you might imagine, cost will be a significant factor, so it would be good to understand what sort of expense we would be looking at to sponsor an award. I think if we are able to pitch the case that incorporating our award into yours will be more cost effective than running a standalone event for half a dozen of our own awards then that will make a huge difference to which way the decision goes. That said, I obviously appreciate there are also the additional benefits of being part of the HSJ Awards with all the prestige and profile that offers to consider, so money is not the only factor.

So it would be good to get a ballpark figure and in addition, I am also wondering whether there is any potential for the category to be jointly sponsored by us and a n other. If so that might be an even more attractive proposition in terms of keeping costs down.

Assuming costs look good it would be great for you, [REDACTED] or whoever else would be best to come along to the office to talk through details in a bit more detail.

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up

From: [REDACTED]

Sent: 08 January 2018 14:33

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Awards

Hi [REDACTED]

You'd be most welcome to call either number. I'll pop a note in my diary to expect your call, thanks and looking forward to talking

[REDACTED]
Awards Director, **HSJ**

[REDACTED]

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From: [REDACTED]
Sent: 08 January 2018 14:29
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Awards

External Email

Hi [REDACTED]

Yes that would be great – shall I call you on that landline number?

Kind regards

[REDACTED]

[REDACTED]
[REDACTED]
National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ

[REDACTED]
[REDACTED]

National Guardian
Freedom to Speak Up

From: [REDACTED]
Sent: 08 January 2018 14:16
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Awards

Hi [REDACTED]

Thanks for your note to [REDACTED], I look after the awards programmes here a HSJ. Maybe we could schedule a call about this? I would like to understand a little more about it all.

Have you got some time tomorrow? 10am?

Thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]
Mob: [REDACTED]

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From: [REDACTED]
Sent: 08 January 2018 12:45
To: [REDACTED]
Subject: Awards

External Email

Hi [REDACTED]

I am looking for a piece of advice if you can help.

Like you, we have our own awards and are looking at who we might interest in a tender to run them for us. I wonder if you could advise who handles your awards?

Kind regards

[REDACTED]

[REDACTED]
[REDACTED]

National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ

[REDACTED]
[REDACTED]

National Guardian
Freedom to Speak Up

Archived: 21 October 2019 16:13:22

From: [REDACTED]
To: [REDACTED]
Subject: RE: Catch up
Sensitivity: Normal

Hi [REDACTED]

So, I have now run things past everyone this end and I think we can agree to bend on the title.

There is still some concern on the idea that a winner may not be connected to speaking up, but if we can have speaking up as part of the criteria then I think we can justify who the award goes to. So what we would need is the criteria to insist that consideration is given to the speaking up provision in the trust. We know that there are some trusts where guardians are well resourced with good amounts of ring-fenced time set aside for their freedom to speak up duties and there are others where guardians don't have any specific time set aside. Similarly some guardians will have been trained and will have direct access to their CEO and allowed to present directly to their boards, whereas in others they won't.

If the criteria were to ask that consideration be given to the guardian service in the trusts shortlisted, the bulk of the judgement could still go on the individual activity that has helped create a supportive culture, but only if the trust demonstrates that it also has a good speaking up culture embedded too in the sorts of ways highlighted above.

Does that make sense and could that work?

Kind regards
[REDACTED]
[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 19 February 2018 16:07
To: [REDACTED]
Subject: RE: Catch up

Hi [REDACTED]

Well that would great if we can find a way through. Do let me know how I can support

thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]
Mob: [REDACTED]



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From: [REDACTED]
Sent: 16 February 2018 11:58
To: [REDACTED]

Subject: RE: Catch up

External Email

Thanks for your call this morning [REDACTED]. I have had another chat through things with our [REDACTED] this end and I'm not convinced this is entirely dead in the water yet.

Henrietta is currently on leave, but we have a meeting with her on Monday to make a decision about this one way or another. I think when push comes to shove there is a lot of value in us finding ways to cover off in the criteria a need for some form of demonstration that speaking up is part of the mix in creating a supportive culture, even if there may be other elements involved in the decision for making the award.

I think that compromise could work with us, but ultimately as the National Guardian Henrietta would have the final say. I will let you know for definite on Monday.

Kind regards
[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 14 February 2018 13:26
To: [REDACTED]
Subject: Catch up

Hi [REDACTED]

I have had a quick brief from [REDACTED] about the progress of the agreement, just tried to give you a call. Do you have some time today to have a chat. I have about an hour spare now and then on a train from Manchester to London.

Let me know or give me a call on the mobile below

thanks

[REDACTED]
Awards Director, **HSJ**

Tel: [REDACTED]
Mob: [REDACTED]



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Archived: 25 October 2019 15:43:10

From: [REDACTED]
To: [REDACTED]
Subject: RE: Columns with HSJ
Sensitivity: Normal
Attachments:
[HSJ column3.docx](#); [Henrietta Hughes.jpg](#);

Hi [REDACTED]

Here's our first one for 17th along with a photo – is that all you need?

I will get the second one to you in time for that 21st Jan. deadline.

[REDACTED]

From: [REDACTED]
Sent: 27 November 2018 12:56
To: [REDACTED]
Subject: RE: Columns with HSJ

Hi [REDACTED]

Good to hear from you.

Does publishing one before Christmas and one at the end of January sound feasible?

For publication before Christmas the deadline would be December 10 with the column going live on the 17th.

For the new year, a deadline of January 21st for publication on the 30th.

Let me know if that's do-able.

Best wishes
[REDACTED]

[REDACTED]

Deputy Executive Editor

[REDACTED]

From: [REDACTED]
Sent: 27 November 2018 12:02
To: [REDACTED]
Subject: RE: Columns with HSJ

External Email

Hi [REDACTED]

Sorry these columns have been taking so long to get to you. They were delegated to a colleague who patently didn't give them much priority!

I have taken them back under my wing and agreed subject matter so I can write them and send them over for publication as and when appropriate. When can you schedule?

[REDACTED]

From: [REDACTED]
Sent: 10 September 2018 11:28
To: [REDACTED]
Subject: RE: Columns with HSJ

Hi [REDACTED]

I hope you're well and had a great summer.

Sorry to chase you again on the two columns – do you have a date in mind for when you might be able to have the first one to me?

Best wishes

[REDACTED]

Deputy Executive Editor

[REDACTED]

From: [REDACTED]

Sent: 23 July 2018 15:57

To: [REDACTED]

Subject: RE: Columns with HSJ

External Email

Hi [REDACTED]

Yes sorry, always seems to fall to the bottom of my list. I do have some ideas in mind, so let me get back to you with those later this week or next.

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]

Sent: 23 July 2018 14:33

To: [REDACTED]

Subject: Columns with HSJ

Hello [REDACTED]

I hope you're well and enjoying the summer.

Just following up on your sponsored columns – do you have a preferred publication date for the first one?

Do let me know if you have any questions.

Best wishes

[REDACTED]

[REDACTED]

Deputy Executive Editor

[REDACTED]

From: [REDACTED]

Sent: 22 May 2018 12:02

To: [REDACTED]

Subject: RE: Your awards

External Email

Great thanks [REDACTED], that all sounds good.

Kind regards
[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 22 May 2018 11:21
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]

Good to hear from you.

Yes, if you could do a first draft that would be great (columns are usually written by our partners). I've attached the column guidelines – one change I would make to these is that you can go up to 500 words rather than 400.

Also, here are some links to recent columns to give you an idea of style / tone:

<https://www.hsj.co.uk/innovation/moving-work-to-machines-and-patients/7022177.article>

<https://www.hsj.co.uk/primary-care/we-need-an-evolution-in-how-primary-care-works/7021594.article>

<https://www.hsj.co.uk/technology-and-innovation/transforming-services-across-stps-and-acos-for-true-population-health/7021570.article>

In terms of deadlines / publication dates can I suggest a first publication date of June 18, which would be copy to me (plus logo and author head and shoulders pic) by June 11; and a second publication date of September 10, which is a deadline of September 3.

Those are flexible so please do let me know if you have any preferences.

Best wishes
[REDACTED]

[REDACTED]
Deputy Executive Editor

From: [REDACTED]
Sent: 17 May 2018 11:08
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Your awards

External Email

Thanks [REDACTED] and hello [REDACTED] Do you want me to have a go at drafting something [REDACTED] or what's the best way forward?

Kind regards
[REDACTED]



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From: [REDACTED]
Sent: 17 May 2018 10:35
To: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]

I hope you're doing well. Let introduce you to my colleague [REDACTED] (copied in). [REDACTED] is our Deputy Executive Editor, and will be working with you on the sponsored columns.

We initially proposed for one in March, so ideally should work on a copy as soon as possible for the first one. Then planned for another in late September.

[REDACTED] the National Guardians Office were offered two sponsored columns as part of their HSJ awards partner sponsorship package.

If either of you have any further questions, please let me know.

The HSJ Awards 2018 Programme Partnership



All the best

From: [REDACTED]
Sent: 16 May 2018 08:44
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: Your awards

External Email

Thanks [REDACTED] she has been in touch so hopefully we can progress pretty quickly.

We also have a couple of columns we need to write too don't we. When would you like that copy?

Sent from my BlackBerry 10 smartphone.

From: [REDACTED]
Sent: Tuesday, 15 May 2018 16:09
To: [REDACTED]
Cc: [REDACTED]

Subject: RE: Your awards

Hi [REDACTED]

I chased [REDACTED] again today, I do apologise, she says she's been on holiday last week and has told me she will be in touch this week, I will inform her of you availability and no we won't let another week go on this.

Thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]



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From: [REDACTED]
Sent: 15 May 2018 12:19
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Your awards

External Email

Hi [REDACTED]

Haven't heard from [REDACTED] yet and conscious I won't be easy to get hold of the next couple of days. Didn't want another week to go by, so would it be useful to speak to her on Thursday or Friday when I am in the office? My direct dial is [REDACTED]

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 02 May 2018 17:05
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]

Have spoken with [REDACTED] today about the article and she is going to get in touch with you asap. [REDACTED] is a freelance writer for HSJ. She has all the details of the previous winners but I want her to touch base with your first. She will take a bit of a brief from you on the Guardians and get a quote from your or Henrietta and then get in touch with your three suggestions.

I am hoping she will do this before the week is out.

Once complete I think it worth putting a call in to discuss the social media and marketing at that point.

Let me know if you have any questions

[REDACTED]
Awards Director, **HSJ**
[REDACTED]



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From: [REDACTED]

Sent: 30 April 2018 13:53

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Your awards

External Email

Hi [REDACTED] and [REDACTED]

Hope you're well and everything is going swimmingly with the awards. Did you manage to get hold of any of the below to carry out interviews and if so when do you think you will make those available? We're just ratcheting up the comms with guardians and stakeholders to encourage entries and thought it would be good to link to some of the profiles as and when.

Can you copy in my colleague [REDACTED]x so that he can schedule into our comms?

I suppose we also need to think about copy for the couple of columns we need to write for you. Any idea of when you are looking for those to appear?

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]

Sent: 03 April 2018 15:38

To: [REDACTED]

Subject: RE: Your awards

Hi [REDACTED]

Hope you had a good Easter break.

Thanks for sending these across. [REDACTED] is currently on annual leave, but I'll show this to him when he gets back and we'll contact your suggestions then.

Best regards,

Marketing Manager, HSJ

Direct Line: [REDACTED]

FOR HEALTHCARE LEADERS

HSJ

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Wilmington plc

Wilmington plc 2017 | Company registration 3015847 | VATNO.GB 899 3725 51 | Registered office 6-14 Underwood St, London N1 7JQ, UK

From: [REDACTED]

Sent: 03 April 2018 10:42

To: [REDACTED] >

Subject: RE: Your awards

External Email

Hi [REDACTED]

Apologies for dragging my feet on this. So the best people to speak to from last year's winners are:

[REDACTED] in the 'LEARNING FROM SPEAKING UP AWARD' category. [REDACTED]
can be contacted at: [REDACTED]

[REDACTED] in the 'LEADING THE CHANGE FOR SPEAKING UP TO BECOME BUSINESS AS USUAL'
category. [REDACTED] can be contacted at: [REDACTED]

[REDACTED] in the 'FREEDOM TO SPEAK UP GUARDIAN OR NETWORK OF
THE YEAR' category. [REDACTED] can be contacted at: [REDACTED]

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]

Sent: 20 March 2018 11:03

To: [REDACTED]

Subject: Your awards


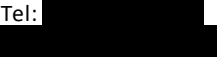
Hi [REDACTED]

I want to get one of our journalists to interview some of the winners from your awards last year for HSJ.co.uk to promote the new category and drive some traffic toward it.

Given the context of our new category, do you think you could introduce me to 2 or 3 of the previous winners to engage and introduce to our writer? I'll also

set her up with your details to arrange a call with Henrietta.

thanks


Awards Director, **HSJ**
Tel: 



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Archived: 25 October 2019 16:00:49

From: [REDACTED]

Sent: Fri, 7 Dec 2018 13:04:02

To: [REDACTED]

Subject: RE: Columns with HSJ

Sensitivity: Normal

That's great – thank you [REDACTED]

Could you also send me your logo which will run alongside the copy.

Best wishes

[REDACTED]

[REDACTED]

Deputy Executive Editor

[REDACTED]

From: [REDACTED]

Sent: 07 December 2018 12:12

To: [REDACTED]

Subject: RE: Columns with HSJ

External Email

Hi [REDACTED]

Here's our first one for 17th along with a photo – is that all you need?

I will get the second one to you in time for that 21st Jan. deadline.

[REDACTED]

From: [REDACTED]

Sent: 27 November 2018 12:56

To: [REDACTED]

Subject: RE: Columns with HSJ

Hi [REDACTED]

Good to hear from you.

Does publishing one before Christmas and one at the end of January sound feasible?

For publication before Christmas the deadline would be December 10 with the column going live on the 17th.

For the new year, a deadline of January 21st for publication on the 30th.

Let me know if that's do-able.

Best wishes

[REDACTED]

[REDACTED]

Deputy Executive Editor

[REDACTED]

From: [REDACTED]

Sent: 27 November 2018 12:02

To: [REDACTED]

Subject: RE: Columns with HSJ

External Email

Hi [REDACTED]

Sorry these columns have been taking so long to get to you. They were delegated to a colleague who patently didn't give them much priority!

I have taken them back under my wing and agreed subject matter so I can write them and send them over for publication as and when appropriate. When can you schedule?

[REDACTED]

From: [REDACTED]
Sent: 10 September 2018 11:28
To: [REDACTED]
Subject: RE: Columns with HSJ

Hi [REDACTED]

I hope you're well and had a great summer.
Sorry to chase you again on the two columns – do you have a date in mind for when you might be able to have the first one to me?

Best wishes

[REDACTED]

[REDACTED]
Deputy Executive Editor

[REDACTED]

From: [REDACTED]
Sent: 23 July 2018 15:57
To: [REDACTED]
Subject: RE: Columns with HSJ

External Email

Hi [REDACTED]

Yes sorry, always seems to fall to the bottom of my list. I do have some ideas in mind, so let me get back to you with those later this week or next.

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 23 July 2018 14:33
To: [REDACTED]
Subject: Columns with HSJ

Hello [REDACTED]

I hope you're well and enjoying the summer.
Just following up on your sponsored columns – do you have a preferred publication date for the first one?
Do let me know if you have any questions.

Best wishes
[REDACTED]

[REDACTED]
Deputy Executive Editor

From: [REDACTED]
Sent: 22 May 2018 12:02
To: [REDACTED]
Subject: RE: Your awards

External Email

Great thanks [REDACTED] that all sounds good.

Kind regards
[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 22 May 2018 11:21
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]

Good to hear from you.
Yes, if you could do a first draft that would be great (columns are usually written by our partners). I've attached the column guidelines – one change I would make to these is that you can go up to 500 words rather than 400.

Also, here are some links to recent columns to give you an idea of style / tone:

<https://www.hsj.co.uk/innovation/moving-work-to-machines-and-patients/7022177.article>

<https://www.hsj.co.uk/primary-care/we-need-an-evolution-in-how-primary-care-works/7021594.article>

<https://www.hsj.co.uk/technology-and-innovation/transforming-services-across-stps-and-acos-for-true-population-health/7021570.article>

In terms of deadlines / publication dates can I suggest a first publication date of June 18, which would be copy to me (plus logo and author head and shoulders pic) by June 11; and a second publication date of September 10, which is a deadline of September 3.

Those are flexible so please do let me know if you have any preferences.

Best wishes
[REDACTED]

██████████
Deputy Executive Editor

From: ██████████
Sent: 17 May 2018 11:08
To: ██████████
Cc: ██████████
Subject: RE: Your awards

External Email

Thanks ██████████ and hello ██████████. Do you want me to have a go at drafting something ██████████ or what's the best way forward?

Kind regards
██████████

National Guardian
Freedom to Speak Up



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From: ██████████
Sent: 17 May 2018 10:35
To: ██████████
Cc: ██████████
Subject: RE: Your awards

Hi ██████████

I hope you're doing well. Let introduce you to my colleague ██████████ (copied in). ██████████ is our Deputy Executive Editor, and will be working with you on the sponsored columns.

We initially proposed for one in March, so ideally should work on a copy as soon as possible for the first one. Then planned for another in late September.

██████████ – the National Guardians Office were offered two sponsored columns as part of their HSJ awards partner sponsorship package.

If either of you have any further questions, please let me know.

The HSJ Awards 2018 Programme Partnership



All the best
██████████

From: [REDACTED]
Sent: 16 May 2018 08:44
To: [REDACTED]
Subject: Re: Your awards

External Email

Thanks [REDACTED], she has been in touch so hopefully we can progress pretty quickly.

We also have a couple of columns we need to write too don't we. When would you like that copy?

[REDACTED]

Sent from my BlackBerry 10 smartphone.

From: [REDACTED]
Sent: Tuesday, 15 May 2018 16:09
To: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]

I chased [REDACTED] again today, I do apologise, she says she's been on holiday last week and has told me she will be in touch this week, I will inform her of you availability and no we won't let another week go on this.

Thanks

[REDACTED]
Awards Director, **HSJ**
[REDACTED]



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From: [REDACTED]
Sent: 15 May 2018 12:19
To: [REDACTED]
Subject: RE: Your awards

External Email

Hi [REDACTED]

Haven't heard from [REDACTED] yet and conscious I won't be easy to get hold of the next couple of days. Didn't want another week to go by, so would it be useful to speak to her on Thursday or Friday when I am in the office? My direct dial is [REDACTED]

Kind regards
[REDACTED]

**National Guardian
Freedom to Speak Up**



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 02 May 2018 17:05
To: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]

Have spoken with [REDACTED] today about the article and she is going to get in touch with you asap. [REDACTED] is a freelance writer for HSJ. She has all the details of the previous winners but I want her to touch base with your first. She will take a bit of a brief from you on the Guardians and get a quote from your or Henrietta and then get in touch with your three suggestions.

I am hoping she will do this before the week is out.

Once complete I think it worth putting a call in to discuss the social media and marketing at that point.

Let me know if you have any questions

[REDACTED]
Awards Director, **HSJ**
[REDACTED]



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From: [REDACTED]
Sent: 30 April 2018 13:53
To: [REDACTED]
Subject: RE: Your awards

External Email

Hi [REDACTED] and [REDACTED]

Hope you're well and everything is going swimmingly with the awards. Did you manage to get hold of any of the below to carry out interviews and if so when do you think you will make those available? We're just ratcheting up the comms with guardians and stakeholders to encourage entries and thought it would be good to link to some of the profiles as and when.

Can you copy in my colleague [REDACTED] so that he can schedule into our comms?

I suppose we also need to think about copy for the couple of columns we need to write for you. Any idea of when you are looking for those to appear?

Kind regards
[REDACTED]
[REDACTED]



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 03 April 2018 15:38
To: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]
Hope you had a good Easter break.

Thanks for sending these across. [REDACTED] is currently on annual leave, but I'll show this to him when he gets back and we'll contact your suggestions then.

Best regards,

[REDACTED]
Marketing Manager, HSJ
Direct Line: [REDACTED]



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From: [REDACTED]
Sent: 03 April 2018 10:42
To: [REDACTED]
Subject: RE: Your awards

External Email

Hi [REDACTED]

Apologies for dragging my feet on this. So the best people to speak to from last year's winners are:

[REDACTED] in the 'LEARNING FROM SPEAKING UP AWARD' category. [REDACTED]
can be contacted at: [REDACTED]

[REDACTED] in the 'LEADING THE CHANGE FOR SPEAKING UP TO BECOME BUSINESS AS USUAL'
category. [REDACTED] can be contacted at: [REDACTED]

[REDACTED] in the 'FREEDOM TO SPEAK UP GUARDIAN OR NETWORK OF
THE YEAR' category. [REDACTED] can be contacted at: [REDACTED]

Kind regards
[REDACTED]
[REDACTED]



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 20 March 2018 11:03
To: [REDACTED]
Subject: Your awards

Hi [REDACTED]

I want to get one of our journalists to interview some of the winners from yours awards last year for [HSJ.co.uk](#) to promote the new category and drive some traffic toward it.

Given the context of our new category, do you think you could introduce me to 2 or 3 of the previous winners to engage and introduce to our writer? I'll also set her up with your details to arrange a call with Henrietta.

thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]



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[REDACTED]

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[Redacted]

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[Redacted]

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Archived: 25 October 2019 16:36:49

From: [REDACTED]

Subject: RE: Columns with HSJ

Sensitivity: Normal

Attachments:

[NGO logo JPEG.jpg](#)

Yes, here you go.

[REDACTED]

From: [REDACTED]

Sent: 07 December 2018 13:04

To: [REDACTED]

Subject: RE: Columns with HSJ

That's great – thank you [REDACTED]

Could you also send me your logo which will run alongside the copy.

Best wishes

[REDACTED]
Deputy Executive Editor

[REDACTED]

From: [REDACTED]

Sent: 07 December 2018 12:12

To: [REDACTED]

Subject: RE: Columns with HSJ

External Email

Hi [REDACTED]

Here's our first one for 17th along with a photo – is that all you need?

I will get the second one to you in time for that 21st Jan. deadline.

[REDACTED]

From: [REDACTED]

Sent: 27 November 2018 12:56

To: [REDACTED]

Subject: RE: Columns with HSJ

Hi [REDACTED]

Good to hear from you.

Does publishing one before Christmas and one at the end of January sound feasible?

For publication before Christmas the deadline would be December 10 with the column going live on the 17th.

For the new year, a deadline of January 21st for publication on the 30th.

Let me know if that's do-able.

Best wishes

[REDACTED]

[REDACTED]

Deputy Executive Editor

[REDACTED]

From: [REDACTED]

Sent: 27 November 2018 12:02

To: [REDACTED]

Subject: RE: Columns with HSJ

External Email

Hi [REDACTED]

Sorry these columns have been taking so long to get to you. They were delegated to a colleague who patently didn't give them much priority!

I have taken them back under my wing and agreed subject matter so I can write them and send them over for publication as and when appropriate. When can you schedule?

[REDACTED]

From: [REDACTED]

Sent: 10 September 2018 11:28

To: [REDACTED]

Subject: RE: Columns with HSJ

Hi [REDACTED]

I hope you're well and had a great summer.

Sorry to chase you again on the two columns – do you have a date in mind for when you might be able to have the first one to me?

Best wishes

[REDACTED]

[REDACTED]

Deputy Executive Editor

[REDACTED]

From: [REDACTED]

Sent: 23 July 2018 15:57

To: [REDACTED]

Subject: RE: Columns with HSJ

External Email

Hi [REDACTED]

Yes sorry, always seems to fall to the bottom of my list. I do have some ideas in mind, so let me get back to you with those later this week or next.

Kind regards

[REDACTED]

[REDACTED]



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 23 July 2018 14:33
To: [REDACTED]
Subject: Columns with HSJ

Hello [REDACTED]

I hope you're well and enjoying the summer.
Just following up on your sponsored columns – do you have a preferred publication date for the first one?
Do let me know if you have any questions.

Best wishes

[REDACTED]
Deputy Executive Editor

From: [REDACTED]
Sent: 22 May 2018 12:02
To: [REDACTED]
Subject: RE: Your awards

External Email

Great thanks [REDACTED] that all sounds good.

Kind regards



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From: [REDACTED]
Sent: 22 May 2018 11:21
To: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]

Good to hear from you.
Yes, if you could do a first draft that would be great (columns are usually written by our partners). I've attached the column guidelines – one change I would make to these is that you can go up to 500 words rather than 400.

Also, here are some links to recent columns to give you an idea of style / tone:

<https://www.hsj.co.uk/innovation/moving-work-to-machines-and-patients/7022177.article>

<https://www.hsj.co.uk/primary-care/we-need-an-evolution-in-how-primary-care-works/7021594.article>

<https://www.hsj.co.uk/technology-and-innovation/transforming-services-across-stps-and-acos-for-true-population-health/7021570.article>

In terms of deadlines /publication dates can I suggest a first publication date of June 18, which would be copy to me (plus logo and author head and shoulders pic) by June 11; and a second publication date of September 10, which is a deadline of September 3.

Those are flexible so please do let me know if you have any preferences.

Best wishes

[REDACTED]

[REDACTED]

Deputy Executive Editor

[REDACTED]

From: [REDACTED]

Sent: 17 May 2018 11:08

To: [REDACTED]

Subject: RE: Your awards

External Email

Thanks [REDACTED] and hello [REDACTED]. Do you want me to have a go at drafting something [REDACTED] or what's the best way forward?

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]

Sent: 17 May 2018 10:35

To: [REDACTED]

Subject: RE: Your awards

Hi [REDACTED]

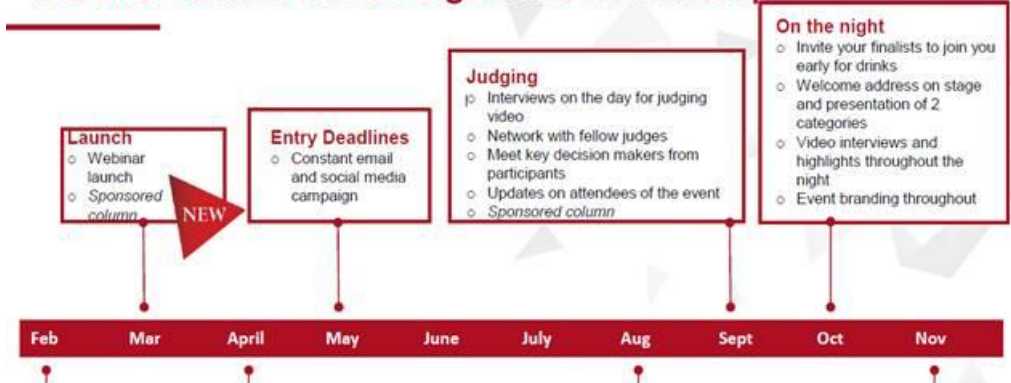
I hope you're doing well. Let introduce you to my colleague [REDACTED] (copied in). [REDACTED] is our Deputy Executive Editor, and will be working with you on the sponsored columns.

We initially proposed for one in March, so ideally should work on a copy as soon as possible for the first one. Then planned for another in late September.

[REDACTED] – the National Guardians Office were offered two sponsored columns as part of their HSJ awards partner sponsorship package.

If either of you have any further questions, please let me know.

The HSJ Awards 2018 Programme Partnership



All the best
Reh

From: [REDACTED]
Sent: 16 May 2018 08:44
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: Your awards

External Email

Thanks [REDACTED], she has been in touch so hopefully we can progress pretty quickly.

We also have a couple of columns we need to write too don't we. When would you like that copy?

Sent from my BlackBerry 10 smartphone.

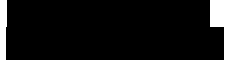
From: [REDACTED]
Sent: Tuesday, 15 May 2018 16:09
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]

I chased [REDACTED] again today, I do apologise, she says she's been on holiday last week and has told me she will be in touch this week, I will inform her of your availability and no we won't let another week go on this.

Thanks

Awards Director, **HSJ**



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From: [REDACTED]
Sent: 15 May 2018 12:19
To: [REDACTED]
Subject: RE: Your awards

External Email

Hi [REDACTED]

Haven't heard from [REDACTED] yet and conscious I won't be easy to get hold of the next couple of days. Didn't want another week to go by, so would it be useful to speak to her on Thursday or Friday when I am in the office? My direct dial is [REDACTED]

Kind regards
[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 02 May 2018 17:05
To: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]

Have spoken with [REDACTED] today about the article and she is going to get in touch with you asap. [REDACTED] is a freelance writer for HSJ. She has all the details of the previous winners but I want her to touch base with your first. She will take a bit of a brief from you on the Guardians and get a quote from your or Henrietta and then get in touch with your three suggestions.

I am hoping she will do this before the week is out.

Once complete I think it worth putting a call in to discuss the social media and marketing at that point.

Let me know if you have any questions

[REDACTED]
Awards Director, **HSJ**
[REDACTED]



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From: [REDACTED]
Sent: 30 April 2018 13:53
To: [REDACTED]
Subject: RE: Your awards

External Email

Hi [REDACTED] and [REDACTED]

Hope you're well and everything is going swimmingly with the awards. Did you manage to get hold of any of the below to carry out interviews and if so when do you think you will make those available? We're just ratcheting up the comms with guardians and stakeholders to encourage entries and thought it would be good to link to some of the profiles as and when.

Can you copy in my colleague [REDACTED] so that he can schedule into our comms?

I suppose we also need to think about copy for the couple of columns we need to write for you. Any idea of when you are looking for those to appear?

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 03 April 2018 15:38
To: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]
Hope you had a good Easter break.

Thanks for sending these across. [REDACTED] is currently on annual leave, but I'll show this to him when he gets back and we'll contact your suggestions then.

Best regards,

[REDACTED]
Marketing Manager, HSJ
Direct Line: [REDACTED]

FOR HEALTHCARE LEADERS
HSJ

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From: [REDACTED]
Sent: 03 April 2018 10:42
To: [REDACTED]
Subject: RE: Your awards

External Email

Hi [REDACTED]

Apologies for dragging my feet on this. So the best people to speak to from last year's winners are:

[REDACTED] in the 'LEARNING FROM SPEAKING UP AWARD' category. [REDACTED]
can be contacted at: [REDACTED]

[REDACTED] in the 'LEADING THE CHANGE FOR SPEAKING UP TO BECOME BUSINESS AS USUAL'
category. [REDACTED] can be contacted at: [REDACTED]

[REDACTED] in the 'FREEDOM TO SPEAK UP GUARDIAN OR NETWORK OF
THE YEAR' category. [REDACTED] can be contacted at: [REDACTED]

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 20 March 2018 11:03
To: [REDACTED]
Subject: Your awards

Hi [REDACTED]

I want to get one of our journalists to interview some of the winners from yours awards last year for HSI.co.uk to promote the new category and drive some traffic toward it.

Given the context of our new category, do you think you could introduce me to 2 or 3 of the previous winners to engage and introduce to our writer? I'll also set her up with your details to arrange a call with Henrietta.

thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]



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Archived: 25 October 2019 14:09:36

From: [REDACTED]

Sent: Wed, 16 May 2018 10:00:17 +0100Content

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: comment for HSJ awards feature

Sensitivity: Normal

Attachments:

[20170712 - Awards nomination form FINAL.docx](#);

Hi [REDACTED]

Many thanks for getting in touch.

The winners were from the first ever Freedom to Speak Up Awards, hosted by BBC Crimewatch presenter Nick Ross. These were presented at a ceremony at our Freedom to Speak Up Guardians' Day on 19 October 2017 at County Hall in London.

The winners were for the following award categories – this was the copy from our awards booklet:

Each one of the five Freedom to Speak Up Award categories is about individuals, teams and networks living the values of the NHS Constitution. Our judges have been looking for evidence of people working together for patients, showing respect, preserving dignity, displaying a commitment to the quality of care and improving lives with compassion.

- 1) *Learning From Speaking Up* – recognising how speaking up is being used to promote learning and improvement, and showing how a team, network or individual has used speaking up to promote learning and improvement
- 2) *Speaking Up Together: the Freedom to Speak Up partnership Award* - this recognises the connections and partnerships that are being forged to enable all staff to speak up
- 3) *Speaking Up: The Freedom to Speak Up Communications Award* – this recognises creativity and innovation in spreading the Freedom to Speak Up message
- 4) *Leading the Change to Speaking Up Becoming Business As Usual* – where anyone or any team is recognised for demonstrating the leadership that will create the change to make speaking up become 'business as usual'
- 5) *Freedom to Speak Up Guardian or Network of the Year* – a recognition of excellence in promoting and supporting Freedom to Speak Up across a trust

As we're currently publishing profiles of last year's winners in our bulletin, you can access the write ups for [REDACTED] on our ['news and events' page](#) (They're located towards the bottom of the page). As [REDACTED] has now left the Royal National Orthopaedic Hospital NHS Trust, it may be best to get in touch with [REDACTED], the Trust's Communications and Engagement Manager. He can be contacted on [REDACTED]

I've also attached the nomination form from these awards, which includes the criteria for each category.

Let me know if you have any other questions.

Kind regards

[REDACTED]

[REDACTED]

National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ
enquiries@nationalguardianoffice.org.uk



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From: [REDACTED]
Sent: 16 May 2018 08:41
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: comment for HSJ awards feature

Hi [REDACTED]

I am not in the office until later this afternoon, so I have copied in my colleague [REDACTED], who can give you all the background and details you need in relation to the previous awards and winners.

I will send you something from Henrietta later today. How much do you need?

[REDACTED]

Sent from my BlackBerry 10 smartphone.

From: [REDACTED]
Sent: Tuesday, 15 May 2018 15:09
To: [REDACTED]
Subject: comment for HSJ awards feature

Hi [REDACTED]

I am writing a series of articles for the HSJ on their awards and [REDACTED] gave me your contact details as I believe National Guardian is sponsoring the "Creating a Supportive Staff Culture" which is a new category.

As there are no previous winners I am going to cover some winners from other awards which you have been involved with and [REDACTED] has given me contact details for these people. Before I contact them it would be useful to have a bit of background about the awards that these organisations won - can you tell me which awards each of the winners won (have category names but not sure from which awards they are from or which year), details about the categories that they won (ie criteria for that category that they had to meet), what these organisations did (do you have their entries or a write up you could forward) why these particular entries won (any judges comments).

- [REDACTED] in the 'LEARNING FROM SPEAKING UP AWARD' category.
- [REDACTED] in the 'LEADING THE CHANGE FOR SPEAKING UP TO BECOME BUSINESS AS USUAL' category.
- [REDACTED] in the 'FREEDOM TO SPEAK UP GUARDIAN OR NETWORK OF THE YEAR' category.

[REDACTED] also mentioned that you will send me some comments from Henrietta Hughes on why you are sponsoring the award and what the award is all about and why it is important to recognise organisations making progress in this area.

Regards

[REDACTED]

Kind regards
Sent from [Mail](#) for Windows 10

Archived: 24 October 2019 16:08:40

From: [REDACTED]

To: [REDACTED]

Subject: RE: Creating a supportive staff culture shortlist

Sensitivity: Normal

Hi [REDACTED],

Have amended slightly:

The National Guardian's Office provides leadership, training and advice for Freedom to Speak Up Guardians in NHS and Foundation trusts and provides challenge, learning and support to the healthcare system as a whole.

The role of the National Guardian was a key recommendation from Sir Robert Francis' Freedom to Speak Up Review in response to the Mid-Staffordshire enquiry. Dr Henrietta Hughes, the National Guardian for the NHS, took up the post in October 2016. Her office is an independent body, funded equally by the Care Quality Commission, NHS Improvement, and NHS England, with a remit to lead culture change in the NHS so that speaking up becomes business as usual.

The office has also started a case review process to assess the speaking of culture in trusts where it appears that accepted standards of good practice have not been followed. The National Guardian makes recommendations to promote best practice and provides national leadership to the NHS.

There is a guardian in place in every trust in the country, with over 800 individuals playing an active part in delivering the Freedom to Speak Up agenda across all 230 trusts in England. The National Guardian has also helped train guardians for organisations in the independent sector, Arms' Length Bodies, and other sectors.

[REDACTED]

From: [REDACTED]

Sent: 26 October 2018 12:08

To: [REDACTED]

Subject: RE: Creating a supportive staff culture shortlist

Hi [REDACTED],

I hope you are well. I have been asked to get in contact with you as the profile we have for National Guardian's Office is too long. I have rewritten and would like to confirm if you are happy? If not can you please send me back 200 words asap.

Thanks

The National Guardian's Office provides leadership, training, and advice for Freedom to Speak Up Guardians in NHS and Foundation trusts and provides the challenge, learning and support to the healthcare system as a whole by reviewing trusts' speaking up culture and the handling of concerns where they have not followed good practice.

The role of the National Guardian was a key recommendation from Sir Robert Francis' Freedom to Speak Up Review in response to the Mid-Staffordshire scandal. Dr Henrietta Hughes, the National Guardian for the NHS, took up the post in October 2016. Her office is an independent body, sponsored equally by the Care Quality Commission, NHS Improvement, and NHS England, with a remit to lead the culture change in the NHS so that speaking up becomes business as usual.

The office has also started a case review process to assess the speaking of culture in trusts where it appears that accepted standards of good practice have not been followed. The National Guardian makes recommendations to promote best practice in speaking up and provides national leadership to the NHS and surrounding organisations.

There is now a guardian in place in every trust in the country, and in fact, there are over 565 individuals playing an active part in delivering the Freedom to Speak Up agenda across all 232 trusts in England. The National Guardian has also helped train guardians for organisations in the independent sector, Arms' Length Bodies, and other sectors.

From: [REDACTED]

Sent: 12 September 2018 11:26

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Creating a supportive staff culture shortlist

External Email

Got a lot of bouncebacks so sending again.

From: [REDACTED]
Sent: 12 September 2018 11:24
To: [REDACTED]
Cc: [REDACTED]
<[REDACTED]>
Subject: RE: Creating a supportive staff culture shortlist

Yes not bad thanks [REDACTED]. Hope you are well too.

All those slots look a bit clogged at the moment as we have an event out of the office on Friday, our Board are meeting on Tuesday afternoon and we have a regular team meeting on Monday morning. Do you have any other time later next week that would work?

Needless to say a phone catch-up with me and [REDACTED] sounds like a good idea.

From: [REDACTED]
Sent: 12 September 2018 11:12
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Creating a supportive staff culture shortlist

Hi [REDACTED]

Hope you're keeping well. I think there is probably a few things to cover off as we get closer to the judging and awards ceremony and including the questions you've raised below.



Can I suggest we set up a call between the team and yourselves over the next few days. We can discuss the following.

- Capitalising on the finalists and how Guardians have worked to build the supportive staff culture
- The scoring and reasoning for the choices made by judges
- Any introductions you might wish to have with the finalists
- The upcoming judging process
- The awards evening
- New team introductions – [REDACTED] is on maternity leave and therefore you should be introduced to [REDACTED] Has also taken on the role of ensuring deliverables for all our partners and will assist in the run up to the next stages and event

How are you fixed for Friday this week, also Monday morning or Tuesday afternoon.

thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]
Mob [REDACTED]

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authority.

From: [REDACTED]
Sent: 12 September 2018 11:02
To: [REDACTED]
Subject: Creating a supportive staff culture shortlist

External Email

Hi [REDACTED]

I saw the shortlist came out for the awards. Can you let me know how the next stage works so I can brief [REDACTED] for the judging day and is there any accompanying information regarding the shortlisting that we should look at in advance i.e. why they were chosen? I'm conscious there are some non-trusts in there and there was a requirement to outline 'how the work of guardians has contributed', so just wonder whether they have people in speaking up roles and that was considered as part of the shortlisting.

Kind regards

[REDACTED]
[REDACTED]
National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ
[REDACTED]

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Archived: 25 October 2019 15:12:38

From: [REDACTED]

Sent: Thu, 13 Sep 2018 14:02:14

To: [REDACTED]

Subject: RE: Creating a supportive staff culture shortlist

Sensitivity: Normal

Hi [REDACTED]

Have sent you a meeting request for 11 next Thursday, hope that still suits. Please forward to [REDACTED]

We'll run through the full agenda of what's coming up.

thanks

[REDACTED]
Awards Director, **HSJ**

Tel: [REDACTED]

Mob: [REDACTED]



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From: [REDACTED]

Sent: 13 September 2018 13:55

To: [REDACTED]

Subject: RE: Creating a supportive staff culture shortlist

External Email

No I meant next Thursday if that works.

[REDACTED]

From: [REDACTED]

Sent: 13 September 2018 13:54

To: [REDACTED]

Subject: RE: Creating a supportive staff culture shortlist

Hi [REDACTED]

We had email problems here yesterday and many emails didn't get through with bounce backs.

I think you might have meant today for a call. We've obviously missed that boat. I do apologise, I think our email is fixed now.

How about tomorrow?

[REDACTED]
Awards Director, **HSJ**



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Wilmington plc 2017 | Company registration 3015847 | VATNO.GB 899 3725 51 | Registered office 5th Floor, 10 Whitechapel High Street, London, E1 8QS

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From: [Redacted]
Sent: 13 September 2018 13:10
To: [Redacted]
Subject: RE: Creating a supportive staff culture shortlist

External Email

[Redacted] I couldn't get this one out yesterday to everyone so have pushed to IT, but still awaiting their response. Just wanted to see if I can get it to you to circulate tom others your end.

[Redacted]

From: [Redacted]
Sent: 12 September 2018 11:44
To: [Redacted]
Subject: RE: Creating a supportive staff culture shortlist

Got the same again, so trying one more time before I send to IT.

From: [Redacted]
Sent: 12 September 2018 11:43
To: [Redacted]
Subject: RE: Creating a supportive staff culture shortlist

Same thing happened again, so sending again. Not sure if it gremlins in my IT or yours? Message says:

"A problem occurred during the delivery of this message to this e-mail address. Try sending this message again. If the problem continues, please contact your helpdesk.

The following organization rejected your message: [212.20.251.79]."

Not sure whether we are [212.20.251.79] or you are?

[Redacted]

From: [Redacted]
Sent: 12 September 2018 11:41
To: [Redacted]
Subject: RE: Creating a supportive staff culture shortlist

Thursday between 11am and 2pm looks good for both [Redacted] and I if a slot there would work for you guys.

[Redacted]

From: [Redacted]

Sent: 12 September 2018 11:38

To: [REDACTED]

Subject: RE: Creating a supportive staff culture shortlist

Thanks [REDACTED] that reply didn't come through so thanks for sending again.

Can you suggest some dates for you both and I'll coordinate with the team

thanks

[REDACTED]
Awards Director, HSI

Tel: [REDACTED]



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From: [REDACTED]

Sent: 12 September 2018 11:26

To: [REDACTED]

Subject: RE: Creating a supportive staff culture shortlist

External Email

Got a lot of bouncebacks so sending again.

[REDACTED]

From: [REDACTED]

Sent: 12 September 2018 11:24

To: [REDACTED]

<[REDACTED]>

Cc: [REDACTED]

Subject: RE: Creating a supportive staff culture shortlist

Yes not bad thanks [REDACTED]. Hope you are well too.

All those slots look a bit clogged at the moment as we have an event out of the office on Friday, our Board are meeting on Tuesday afternoon and we have a regular team meeting on Monday morning. Do you have any other time later next week that would work?

Needless to say a phone catch-up with me and [REDACTED] sounds like a good idea.

[REDACTED]

From: [REDACTED]

Sent: 12 September 2018 11:12

To: [REDACTED]

Subject: RE: Creating a supportive staff culture shortlist

Hi [REDACTED]

Hope you're keeping well. I think there is probably a few things to cover off as we get closer to the judging and awards ceremony and including the questions you've raised below.

Can I suggest we set up a call between the team and yourselves over the next few days. We can discuss the following.

- Capitalising on the finalists and how Guardians have worked to build the supportive staff culture
- The scoring and reasoning for the choices made by judges
- Any introductions you might wish to have with the finalists
- The upcoming judging process
- The awards evening
- New team introductions – [REDACTED] is on maternity leave and therefore you should be introduced to [REDACTED]. [REDACTED] has also taken on the role of ensuring deliverables for all our partners and will assist in the run up to the next stages and event

How are you fixed for Friday this week, also Monday morning or Tuesday afternoon.

thanks

[REDACTED]
Awards Director, **HSJ**

Tel: [REDACTED]



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From: [REDACTED]
Sent: 12 September 2018 11:02
To: [REDACTED]

Subject: Creating a supportive staff culture shortlist

External Email

Hi [REDACTED] and [REDACTED]

I saw the shortlist came out for the awards. Can you let me know how the next stage works so I can brief [REDACTED] for the judging day and is there any accompanying information regarding the shortlisting that we should look at in advance i.e. why they were chosen? I'm conscious there are some non-trusts in there and there was a requirement to outline 'how the work of guardians has contributed', so just wonder whether they have people in speaking up roles and that was considered as part of the shortlisting.

Kind regards

[REDACTED]
[REDACTED]
National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ

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Archived: 25 October 2019 15:22:29

From: [REDACTED]

Sent: Mon, 23 Apr 2018 16:11:14 +0100X

To: [REDACTED]

Subject: RE: HSJ Award - Creating a Supportive Staff Culture

Sensitivity: Normal

Hi [REDACTED]

I hope you are well!

My name is [REDACTED] and I am working with [REDACTED] on the HSJ Awards 2018.

I just wanted to update you in regards how many people have contacted us regarding judging for the awards;

Katherine Bradshaw, Head of Communications
Helen Buckingham, Senior Fellow Nuffield Trust
Rachel Clarke, Senior Complaints and Whistleblowing Manager

My awards director has also recommended Virginia Patania, CCG Board Member/Transformation - Tower Hamlets CCG / The Jubilee Street Practice / Tower Hamlets GP Care Group.

Are you happy for me to contact the above with official invites etc?

Thank you!

Kindest regards

[REDACTED]
Event Executive

T. [REDACTED]
A. 5th Floor, 10 Whitechapel High Street, London, E1 8QS



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From: [REDACTED]
Sent: 03 April 2018 10:03
To: [REDACTED]
Cc: [REDACTED]
Subject: HSJ Award - Creating a Supportive Staff Culture

External Email

As some of you may be aware, the National Guardian's Office is sponsoring a new HSJ Award this year titled, 'Creating a Supportive Staff Culture'. Do have a look at full details here: https://awards.hsj.co.uk/content/creating-supportive-staff-culture-new?search_id=40

HSJ has asked that we recommend some judges for the award and your name was one that cropped up in discussions with the team here. I have accordingly BCC'd you into this email and wonder whether you might let [REDACTED] (CC'd) know whether you would be able to help out with judging over the summer? Obviously she can also talk you through the details.

I didn't want to volunteer your services or share your emails without first asking, so do please take this as me asking if you might be able to be involved and apologies for doing so in something of a round robin email.

Kind regards

[REDACTED]

[REDACTED]

National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ

[REDACTED]

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Freedom to Speak Up



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Archived: 24 October 2019 16:24:45

From: [REDACTED]

Sent: Tue, 30 Oct 2018 08:25:19

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: HSJ Awards - Essential Guide

Sensitivity: Normal

Hi [REDACTED]

Thanks for confirming your trophy presenter.

I will send Henrietta the presenter brief in a couple of weeks time.

Kind regards

[REDACTED]

[REDACTED]
Senior Event Manager

[REDACTED]
A. 5th Floor, 10 Whitechapel High Street, London, E1 8QS



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From: [REDACTED]

Sent: 29 October 2018 16:36

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: HSJ Awards - Essential Guide

External Email

Hi [REDACTED]

Yes it will be Dr Henrietta Hughes, National Guardian for the NHS and her email is Henrietta.hughes@nationalguardianoffice.org.uk

[REDACTED]

From: [REDACTED]

Sent: 10 October 2018 14:09

To: [REDACTED]

Cc: [REDACTED]

Subject: HSJ Awards - Essential Guide

Dear [REDACTED]

We are looking forward to greeting you and your guests at the HSJ Awards 2018 which are taking place on Wednesday 21 November at the Intercontinental O2 Hotel.

Please [click here](#) to access the HSJ Awards Portal to view all the information you need to know for the evening and the items that you need to complete ahead of the event. It also contains:

- Summary of deadlines
- Downloadable invitation to send to your guests
- Form to input your guest list
- The menu
- Venue and event timings Information

Further details you require are listed below:

HSJ Awards Portal	https://awards.hsj.co.uk/sponsors-0
Unique reference number <i>(add this to the guest list form for each of your guests)</i>	W-NGOSPO
Tables/Seats included in package	2 table 20 seats in total

As part of your sponsorship package a representative from your company will announce the winner of your sponsored category (Creating A Supportive Staff Culture), present them with a trophy and pose for photographs. The representative will be required to be in attendance for a rehearsal at 18.00 on the night of the awards. A full brief will be sent closer to the event date. Can you please supply the name of your representative with their full name, job title and email by Friday 2nd November?

Please don't hesitate to get in touch if you have any further questions.

We look forward to greeting you at the awards!

Kind regards

[REDACTED]
Senior Event Manager

A. 5th Floor, 10 Whitechapel High Street, London, E1 8QS

FOR HEALTHCARE LEADERS
HSJ

CONFERENCE AWARDS 2016 ★ MARK OF EXCELLENCE
Best Operations Team

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Archived: 21 October 2019 15:42:41

From: [REDACTED]

Sent: Mon, 12 Feb 2018 09:53:59

To: [REDACTED]

Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Sensitivity: Normal

I am not I am afraid, in a meeting for another 30 mins sorry guys.

[REDACTED]

Awards Director, **HSJ**

Tel: [REDACTED]

Mob: [REDACTED]



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From: [REDACTED]

Sent: 12 February 2018 09:50

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

External Email

I'm travelling to a meeting in about 20 minutes – are you both available now?

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]

Sent: 12 February 2018 09:41

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Good morning [REDACTED]

Do you have 10 minutes to have a quick chat with [REDACTED] and I today?

All the best

[REDACTED]

From: [REDACTED]

Sent: 09 February 2018 17:05

To: [REDACTED]

Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

External Email

Thanks [REDACTED]

Yes the individual trusts would be purchasing on behalf of the guardians, so it would be just an individual subscription per trust (232 in all). Maybe if the full rate is £249 we could offer them it for £99 each or something like that? Ultimately I expect the vast majority of guardians do not subscribe at the moment and wouldn't be able to convince their organisations to give them a subscription for £250. So while heavily discounted these subscribers would probably all be new customers.

On the name, could we perhaps go for something less specific like the 'Speaking up' category? Maybe 'Speaking up to create a supportive culture' would work, but seems a bit wordy. We can bend on the idea of the award not necessarily just going to a guardian – so maybe a CEO could win for supporting a particular change after someone spoke up – but it would need to have speaking up in there. As I say, creating a supportive culture may be evidenced by other means – which are great, don't get me wrong – but if they are not born out of speaking up they don't play to our remit.

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]

Sent: 09 February 2018 16:04

To: [REDACTED]

Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Hi [REDACTED]

In terms on the subscription's it would depend on how they were purchased. Would the organisation be purchasing on behalf of the guardians as a bulk order, or will they be coming to us separately? The individual rate of an annual subscription is £249. Please note that discount can only be given for corporate subscriptions which start at a minimum of 10 users. This is due to the fact that individual licences have to be purchased online, which generates an automatic price. I can give you a call to discuss further if you'd like.?

Secondly having spoken with [REDACTED] he has said that the name needs be in line with the rest of the awards. The logo that would sit beside will have your National Guardian – Freedom to Speak Up logo. In any relevant copy in focused emails HSJ would be happy to have the full name as "Creating a Supportive Culture in partnership with National Guardian", but not in lists of categories or on printed or screen collateral. It will in general be displayed with your logo however, and this is an important distinction. We would make it clear within the entry guidelines the sort of nominations we'd be looking for.

I hope this is all understandable?

All the best

[REDACTED]

From: [REDACTED]

Sent: 09 February 2018 13:02

To: [REDACTED]

Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

External Email

Great stuff, thanks very much indeed – I am hopefully going to get a chance to chat with Henrietta this afternoon so can confirm later.

Just two additional things to cover off. We mentioned the discounted subscription offer for guardians. You mentioned doing at less than half price – what sort of cost would it be to them for the year and how does that compare to the normal rate?

Also, we spoke with [redacted] and [redacted] at the meeting about the need for the award to go to guardians for speaking up and that the title needed to reflect that. “Creating a supportive culture” runs the risk of people putting in nominations for all sorts of things that might not be related to speaking up. Let me nail down the exact title with Henrietta this afternoon, but something like the “Freedom to Speak Up Guardian” category would be more in line with what we were thinking.

Kind regards
[redacted]

[redacted] [k](#)



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From: [redacted]
Sent: 09 February 2018 12:38
To: [redacted]
Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Hi [redacted]

Following on from our call yesterday, and my grovelling this morning, I hope I have what comes as good news to you. I have explained the situation to ‘the powers that be’ and have managed to bring the price down to £16,500. This would be an overall investment of £19,800 after VAT, which we would split into two different payments for you. Please find the revised agreed package below. If you’re happy to move forward please let me know as soon as possible and I can draw up a agreement for you to sign and return.

HSJ Awards 2018 Category Partnership (22 nd November 2018)	<ul style="list-style-type: none">• 2 tables for 10 people• Branded poser table at the pre-dinner reception• Branding at the awards and marketing collateral (Subject to time of booking)• Pre- marketing subject to time of booking• Sponsor logo to be used on your marketing collateral	<ul style="list-style-type: none">• Please see attached collateral	£30,000 (including extra £5k table)
2 x Sponsored Column (March 2018 + September 2018)	<ul style="list-style-type: none">• A maximum of 400 words written by and attributed to a client representative• Client logo which appears alongside the column• Author photo which appears alongside the column• One tweet via the HSJnews account• One mention of the column in an HSJ daily newsletter	<ul style="list-style-type: none">• Raise the profile of a specific issue• Secure guaranteed publication in a specific timeframe	£10,000
Total			£40,000
National Guardian’s Office Package Price			£16,500 + VAT

From: [REDACTED]
Sent: 08 February 2018 11:51
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

External Email

Hi all and apologies for taking a while to get back on this.

As mentioned in my conversation with [REDACTED] yesterday, that quote looks pretty close to what we are after, but isn't quite what we were looking for. Are you able to move any further on price?

I note the £10,000 down for the two columns (albeit halved in the final price) and wonder whether there isn't some compromise there? We're not keen on columns being branded up as 'sponsored by' and as discussed I think it is probably to both our benefits to get the profile of Freedom to Speak Up raised so that the award is seen as really relevant. Is it possible to work with your editorial side to do something that suits both of us a bit and is therefore less just sponsored content?

We're also thinking it might be good to really sell this to our Guardians and convince them HSJ involvement is a good thing by offering them a free subscription to HSJ. Would that sort of offer be open to us as a good incentive?

Finally, can we have two tables at the event to be able to invite key stakeholders as well as the shortlisted guardians – just a bit concerned about associated costs there? And will we be able to put forward some names for the judging panel? Appreciate we need to get the right calibre of people, but think we can achieve that.

Kind regards
[REDACTED]
[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 02 February 2018 15:49
To: [REDACTED] Hughes, Henrietta
Cc: [REDACTED]
Subject: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Hi [REDACTED] and Henrietta,

It was a pleasure to meet you this morning and as agreed, please see attached an initial proposal of how we would like to work together with you. Based on your feedback today, I would like to propose the below should this be signed off before March so we can launch the category in partnership with National Guardian Freedom to Speak Up and get as much launch impact as possible:

	Price
HSJ Awards 2018 Category Partnership	£25,000
Two sponsored columns published on hsj.co.uk	£10,000
Total	£35,000
National Guardian's Office Package Price	£17,500 + VAT

As a next step, I would like to arrange a follow up call/meeting with my colleague, [REDACTED] who will be taking over moving forward and also to answer any questions you may have.

As mentioned, [REDACTED] will send you a sample of the entry form and example judging criteria for us to use as an initial point of discussion. Please let us know when would be the best time so we can discuss.

Best wishes, [REDACTED]

[REDACTED]
Head of Sales – Public Sector

Tel: [REDACTED]
Mobile: [REDACTED]



Please note that my working days are Tuesday – Friday

5th Floor, 10 Whitechapel High Street, London, E1 8QS

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Archived: 21 October 2019 15:58:38
From: [REDACTED]
To: [REDACTED]
Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up
Sensitivity: Normal

Great thanks [REDACTED]

Just pushing this all through finance now for approval. Did we ever bottom out what we could offer guardians re. reduced subscription?

Kind regards
[REDACTED]

[REDACTED]



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From: [REDACTED]
Sent: 20 February 2018 11:08
To: [REDACTED]
Subject: FW: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Hi [REDACTED]

I'm pleased we have come to an agreement that both parties are happy with. Though [REDACTED] will be your main point of contact throughout the awards campaign, I will be overseeing everything. Please do call on me as and when you need, and I will be more than happy to assist.

You'll shortly receive an electronic PDF agreement, which will be sent via DocuSign – this will require your electronic signature. Once this is signed/completed we can get to work on the nitty gritty. I have also attached the PDF agreement if it easier to sign manually and scan along with our updated supplier details.

All the best
[REDACTED]

From: [REDACTED]
Sent: 09 February 2018 12:38
To: [REDACTED]
Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Hi [REDACTED]

Following on from our call yesterday, and my grovelling this morning, I hope I have what comes as good news to you. I have explained the situation to 'the powers that be' and have managed to bring the price down to £16,500. This would be an overall investment of £19,800 after VAT, which we would split into two different payments for you. Please find the revised agreed package below. If you're happy to move forward please let me know as soon as possible and I can draw up a agreement for you to sign and return.

HSJ Awards 2018 Category Partnership (22 nd)	<ul style="list-style-type: none">2 tables for 10 peopleBranded poser table at the pre-dinner receptionBranding at the awards and marketing collateral (Subject to time of booking)	<ul style="list-style-type: none">Please see attached collateral	£30,000 (including extra £5k table)

November 2018)	<ul style="list-style-type: none"> • Pre- marketing subject to time of booking • Sponsor logo to be used on your marketing collateral 		
2 x Sponsored Column (March 2018 + September 2018)	<ul style="list-style-type: none"> • A maximum of 400 words written by and attributed to a client representative • Client logo which appears alongside the column • Author photo which appears alongside the column • One tweet via the HSJnews account • One mention of the column in an HSJ daily newsletter 	<ul style="list-style-type: none"> • Raise the profile of a specific issue • Secure guaranteed publication in a specific timeframe 	£10,000
Total			£40,000
National Guardian's Office Package Price			£16,500 + VAT

All the best

Public Sector Account Manager

T. [REDACTED]
M. [REDACTED]
E. [REDACTED]
A. 5th Floor, 10 Whitechapel High Street, London, E1 8QS



HSJ is part of Wilmington Healthcare Ltd.

Wilmington plc

Wilmington plc 2017 | Company registration: 2530185 | VATNO.GB 899 3725 51 | Registered office: 5th Floor, 10 Whitechapel High Street, London, E1 8QS

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Wilmington plc

Archived: 21 October 2019 16:07:52

From: [REDACTED]

Sent: Fri, 9 Mar 2018 15:52:35

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Sensitivity: Normal

Attachments:

[Scanned from a Xerox Multifunction Device.pdf](#)

Dear [REDACTED]

Please find attached the scanned PDF copy of the contract. Our photocopier is playing up this afternoon so if you need a better copy let me know on Monday.

Kind regards

[REDACTED]

From: [REDACTED]

Sent: 09 March 2018 14:58

To: [REDACTED] Hughes, Henrietta

Subject: FW: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Now that the money has been agreed for the awards can you sign the agreement please Henrietta?

Sorry [REDACTED], HSJ are signing and need by close of play today, so once signed can you scan and send to [REDACTED] (below)?

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]

Sent: 20 February 2018 11:08

To: [REDACTED]

Subject: FW: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Hi [REDACTED]

I'm pleased we have come to an agreement that both parties are happy with. Though [REDACTED] will be your main point of contact throughout the awards campaign, I will be overseeing everything. Please do call on me as and when you need, and I will be more than happy to assist.

You'll shortly receive an electronic PDF agreement, which will be sent via DocuSign – this will require your electronic signature. Once this is signed/completed we can get to work on the nitty gritty. I have also attached the PDF agreement if it easier to sign manually and scan along with our updated supplier details.

All the best

[REDACTED]

From: [REDACTED]

Sent: 09 February 2018 12:38

To: [REDACTED]

Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Hi [REDACTED]

Following on from our call yesterday, and my grovelling this morning, I hope I have what comes as good news to you. I have explained the situation to ‘the powers that be’ and have managed to bring the price down to £16,500. This would be an overall investment of £19,800 after VAT, which we would split into two different payments for you. Please find the revised agreed package below. If you’re happy to move forward please let me know as soon as possible and I can draw up a agreement for you to sign and return.

HSJ Awards 2018 Category Partnership (22 nd November 2018)	<ul style="list-style-type: none">• 2 tables for 10 people• Branded posser table at the pre-dinner reception• Branding at the awards and marketing collateral (Subject to time of booking)• Pre- marketing subject to time of booking• Sponsor logo to be used on your marketing collateral	<ul style="list-style-type: none">• Please see attached collateral	£30,000 (including extra £5k table)
2 x Sponsored Column (March 2018 + September 2018)	<ul style="list-style-type: none">• A maximum of 400 words written by and attributed to a client representative• Client logo which appears alongside the column• Author photo which appears alongside the column• One tweet via the HSJnews account• One mention of the column in an HSJ daily newsletter	<ul style="list-style-type: none">• Raise the profile of a specific issue• Secure guaranteed publication in a specific timeframe	£10,000
Total			£40,000
National Guardian’s Office Package Price			£16,500 + VAT

All the best
[REDACTED]
[REDACTED]
Public Sector Account Manager

T. [REDACTED]
M. [REDACTED]
E. [REDACTED]
A. 5th Floor, 10 Whitechapel High Street, London, E1 8QS



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Archived: 21 October 2019 15:17:14
From: [REDACTED]
Sent: Fri, 9 Feb 2018 12:38:40
To: [REDACTED]
Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up
Sensitivity: Normal
Attachments:
[HSJ Awards 2018 working in partnership with National Guardian's Office.pdf](#)

Hi [REDACTED],

Following on from our call yesterday, and my grovelling this morning, I hope I have what comes as good news to you. I have explained the situation to ‘the powers that be’ and have managed to bring the price down to £16,500. This would be an overall investment of £19,800 after VAT, which we would split into two different payments for you. Please find the revised agreed package below. If you’re happy to move forward please let me know as soon as possible and I can draw up a agreement for you to sign and return.

HSJ Awards 2018 Category Partnership (22 nd November 2018)	<ul style="list-style-type: none">• 2 tables for 10 people• Branded poser table at the pre-dinner reception• Branding at the awards and marketing collateral (Subject to time of booking)• Pre- marketing subject to time of booking• Sponsor logo to be used on your marketing collateral	<ul style="list-style-type: none">• Please see attached collateral	£30,000 (including extra £5k table)
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Total			£40,000
National Guardian’s Office Package Price			£16,500 + VAT

All the best
[REDACTED]

From: [REDACTED]
Sent: 08 February 2018 11:51
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

External Email

Hi all and apologies for taking a while to get back on this.

As mentioned in my conversation with [REDACTED] yesterday, that quote looks pretty close to what we are after, but isn’t quite what we were looking for. Are you able to move any further on price?

I note the £10,000 down for the two columns (albeit halved in the final price) and wonder whether there isn't some compromise there? We're not keen on columns being branded up as 'sponsored by' and as discussed I think it is probably to both our benefits to get the profile of Freedom to Speak Up raised so that the award is seen as really relevant. Is it possible to work with your editorial side to do something that suits both of us a bit and is therefore less just sponsored content?

We're also thinking it might be good to really sell this to our Guardians and convince them HSJ involvement is a good thing by offering them a free subscription to HSJ. Would that sort of offer be open to us as a good incentive?

Finally, can we have two tables at the event to be able to invite key stakeholders as well as the shortlisted guardians – just a bit concerned about associated costs there? And will we be able to put forward some names for the judging panel? Appreciate we need to get the right calibre of people, but think we can achieve that.

Kind regards

**National Guardian
Freedom to Speak Up**



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From: [REDACTED]
Sent: 02 February 2018 15:49
To: [REDACTED] Hughes, Henrietta
Cc: [REDACTED]
Subject: HSJ Awards 2018 - Creating a supportive culture sponsored by National Guardian Freedom to Speak Up

Hi [REDACTED] and Henrietta,

It was a pleasure to meet you this morning and as agreed, please see attached an initial proposal of how we would like to work together with you. Based on your feedback today, I would like to propose the below should this be signed off before March so we can launch the category in partnership with National Guardian Freedom to Speak Up and get as much launch impact as possible:

	Price
HSJ Awards 2018 Category Partnership	£25,000
Two sponsored columns published on hsj.co.uk	£10,000
Total	£35,000
National Guardian's Office Package Price	£17,500 + VAT

As a next step, I would like to arrange a follow up call/meeting with my colleague, [REDACTED] who will be taking over moving forward and also to answer any questions you may have.

As mentioned, [REDACTED] will send you a sample of the entry form and example judging criteria for us to use as an initial point of discussion. Please let us know when would be the best time so we can discuss.

Best wishes, [REDACTED]

[REDACTED]
Head of Sales – Public Sector

Tel: [REDACTED]
Mobile: [REDACTED]

FOR HEALTHCARE LEADERS
HSJ

Please note that my working days are Tuesday – Friday

5th Floor, 10 Whitechapel High Street, London, E1 8QS

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Archived: 25 October 2019 15:27:12
From: [REDACTED]
To: [REDACTED]
Subject: RE: HSJ awards 2019 rebook
Sensitivity: Normal
Attachments:
[HSJ Award 2019.docx](#);

Hi [REDACTED]

New criteria worked up and attached.

Do let me know if this looks good from your perspective and also confirm the price will remain the same this year as last and then we can look at progressing things.

[REDACTED]

From: [REDACTED]
Sent: 17 December 2018 16:25
To: [REDACTED]
Subject: RE: HSJ awards 2019 rebook

Hi [REDACTED]

Thanks for letting me know, I should've stuck with today haha. Have a look at below for the criteria and category description:

Creating a Supportive Staff Culture – Sponsored by National Guardian

The importance of an organisational culture which enables staff to speak freely with confidence without fear of negative consequences is key to a supportive staff culture. Organisations whether public or private should have taken specific steps to encourage an improved culture within teams and between individuals.

Winners of this award will have created confidential channels for staff to feel they have a “freedom to speak up”. Guardians within an organisation are important within this context but must be part of wider initiative and will be judged to have gone above and beyond to ensure positive cultural change has been achieved. Entrants will be able to provide demonstrable examples of integrated cultural staff support mechanisms, including Guardians, which enable the workforce channels to express concerns free from worries about effects on their employment. Organisations from across the healthcare spectrum are welcome to enter this category whether private providers or NHS.

Entry criteria

Ambition

- A clear explanation of how the organisation has created an atmosphere and culture in which staff have the “freedom to speak up”
- Outline the scope of an initiative or process which has resulted in a supportive staff culture
- What specific steps did the organisation take to enable an improved culture and what barriers were experienced

Outcome

- Evidence on the success of the initiative including any unattributed or confidential testimonials from staff who have been through the process.
- Evidence of change in working practices or structures as a direct result of your initiatives

Spread

- A dedication to a supportive culture which has demonstrably spread throughout an organisation and to all aspects of its work
- Approaches which have or could spread beyond the boundaries of the organisation

Value

- Evidence that placing supportive culture at the centre of the organisation's work has improved value, for staff and for patient outcomes

Involvement

- Significant staff involvement in the process implementation with evidence that staff views have changed practice
- A culture in which all staff are able to raise concerns and make suggestions for improvements
- A culture in which staff feedback is taken seriously, and used to guide improvements

Many thanks

[REDACTED]

[REDACTED]

Public Sector Account Manager

T. [REDACTED]

M. [REDACTED]
E. [REDACTED]
A. 5th Floor, 10 Whitechapel High Street, London, E1 8QS

-----Original Appointment-----

From: [REDACTED]
Sent: 17 December 2018 15:54
To: [REDACTED]
Subject: Declined: HSJ awards 2019 rebook
When: 18 December 2018 11:30-12:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.
Where: 151 Buckingham Palace Road | London | SW1W 9SZ

External Email

Hi [REDACTED]

I am sorry, but I think I am going to have to reschedule tomorrow's catch-up. When you phoned last week the meeting I was supposed to have tomorrow was going to be cancelled. It has now been rescheduled instead so I am struggling for time as I am off for Xmas from Wednesday.

The good news is I think we are probably on for repeating the award and I have some ideas around new criteria. Could you send me the criteria from last year and I can rework and get back to you and then perhaps we can catch up early in the New Year to discuss if they work?

[REDACTED]

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Archived: 21 October 2019 14:00:37

From: [REDACTED]
To: [REDACTED]
Subject: RE: Name
Sensitivity: Normal

I think we're alright to keep as National Guardian's Office, but thanks for checking [REDACTED] And the website link you sent through is the right one.

[REDACTED]

From: [REDACTED]
Sent: 15 November 2018 09:42
To: [REDACTED]
Subject: Name

Hi all

Quick question, in some copy we are currently referring to you as the National Guardian's Office, however I suspect you'd prefer to be National Guardian, Freedom to Speak Up. I've pasted the relevant area of the programme. Please advise.

▶ Workforce Partnered by NHS Employers	▶ Clinical Leader of the Year
▶ Creating a Supportive Staff Culture Partnered by National Guardian's Office	▶ Chief Executive of the Year
	▶ Trust of the Year Partnered by Lloyds Pharmacy

Thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]
Mob: [REDACTED]



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Archived: 21 October 2019 14:13:42

From: [REDACTED]

Sent: Thu, 15 Mar 2018 12:43:38 +0000X

To: [REDACTED]

Subject: RE: Thanks

Sensitivity: Normal

Attachments:

[National Guardians Office.pdf](#)

Hi [REDACTED]

Many thanks for the logo and profile. Please find attached your key information pack.

With regards to the judging it would be great if the invite came from you and you cc'd me in. Once each judge accepts I can then follow up with further information.

Stage 1: online judging

25 June – 23 July

Each judge will be sent log in details and instructions on how to complete this stage. They will have 4 weeks to read and score the entries

Stage 2: Hackathon

Wednesday 15th August

Stage 1 judges will come to a London venue where they will review the long list of entries, first stage scores and comments and record further feedback.

Stage 3: Live presentations

Tuesday 9th October

The shortlist will present to the panel judges at a London venue. Prior to the date all judges will be sent a judges pack which will include the original entries for the shortlist.

If you have any questions then please do not hesitate to contact me.

I look forward to working with you and thank you for supporting the HSJ Awards 2018.

Kind regards

[REDACTED]

[REDACTED]
Senior Event Manager

T. [REDACTED]
A. 5th Floor, 10 Whitechapel High Street, London, E1 8QS



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From: [REDACTED]

Sent: 15 March 2018 11:54

To: [REDACTED]
Subject: RE: Thanks

External Email

Here you go.

Kind regards
[REDACTED]
[REDACTED]

National Guardian
Freedom to Speak Up



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From: [REDACTED]
Sent: 15 March 2018 10:12
To: [REDACTED]
Subject: FW: Thanks

Hi [REDACTED]

Thanks for this, very useful.

[REDACTED] is running the judging and she will reply with the best way forward on this.

Also while we're at it, we are due to launch Monday, we need two things from you. A 400 word profile, what you do and why and high res EPS of your logo please.

thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]
Mob: [REDACTED]



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From: [REDACTED]
Sent: 15 March 2018 10:09
To: [REDACTED]
Subject: RE: Thanks

External Email

Hi [REDACTED]

Sorry been off a couple of days. So the people that we thought might be appropriate for stages 1 & 2 are [REDACTED] from [REDACTED] from [REDACTED] and a couple of guardians who have recently stepped down from their posts and therefore wouldn't be compromised – [REDACTED] and [REDACTED] They were both in the role a couple of years and [REDACTED] was a regional lead so have good experience.

For stage 3 we thought [REDACTED] from the [REDACTED] (she sits on our Pan Sector Network), [REDACTED]
[REDACTED]

What's the best way forward? Do you want to let me know which ones you think make sense and I can email them and copy you in or do you just want me to send through emails?

Kind regards

[Redacted]

[Redacted]



Follow us on [Twitter](#)

From: [Redacted]
Sent: 12 March 2018 16:06
To: [Redacted]
Cc: [Redacted]
Subject: RE: Thanks

Morning [Redacted]

Hope you all had a good weekend.

We would like to publish the names of any judges asap but judging itself won't begin until June.

The judging round look like the below table. We need judges who can spare time in that first month, stage 2 and 3. Happy to talk through this in more detail if you like.

Date	Activity
March 19 – May 31	Entries open for submission
June 25 – July 23	STAGE 1 JUDGING - Our panel of judges will review all the entries and will have 4 weeks to score each entry. At the end of the process a long list will be created based on scores and forwarded to the next round.
Aug 15	STAGE 2 JUDGING - Over the course of a couple of days our panel of your peers will review the long list of entries, first stage scores and comments and record further feedback.
Sept 3	Announcement of the HSJ Awards finalists.
Oct 8 – 19	STAGE 3 JUDGING - Finalist presentations to our live judging panels, please reference your categories and ensure you are free all day on those relevant days.
Nov 21	Awards Ceremony at the Intercontinental Hotel, The O2, London
Dec 3 - 7	Feedback provided to all participants

[Redacted]
Awards Director, **HSJ**
Tel: [Redacted]
Mob: [Redacted]



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From: [REDACTED]
Sent: 08 March 2018 16:20
To: [REDACTED] Hughes, Henrietta <Henrietta.hughes@nationalguardianoffice.org.uk>
Cc: [REDACTED]
Subject: RE: Thanks

External Email

Hi [REDACTED]

Yes the category description and criteria all looks good and I'm pleased to say approval has been given to the budget so we can get the signed agreement sent through in the post.

I am catching up with Henrietta and [REDACTED] about potential judges – what's the timeframe for that?

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 08 March 2018 14:43
To: [REDACTED] Hughes, Henrietta
Cc: [REDACTED]
Subject: Thanks

Hi [REDACTED] Henrietta

Thanks for inviting me down this week to your conference, how was the rest of the day?

It seemed from outset like a very positive event, the people I met were lovely and in the brief time I was there I met quite a few people and explained our relationship. Shared my business card and even got an invite to the Countess of Cheshire hospital for a site visit.

Did you get any further enquiries from the people in the room?

Sorry I couldn't stay longer, I had a customer meeting in the office at 11 and couldn't get out of it.

I am aware of a some loose ends to tie up.

1. The approved category description and criteria – I was happy with all your edits and recommendations and have attached this version for your final approval for publishing
2. The agreement from your side to be signed
3. Suggestions for judges including Henrietta – I would like to introduce [REDACTED] our Senior Event Manager who will be managing the entrants and judges, suggestions would be most welcome

Let me know your thoughts and speak soon

thanks

[REDACTED]

Awards Director, **HSJ**

Tel: [REDACTED]

Mob: [REDACTED]



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Archived: 25 October 2019 16:16:16
From: [REDACTED]
Sent: Fri, 2 Mar 2018 12:00:25
To: [REDACTED]
Subject: RE: Update
Sensitivity: Normal
Attachments:
[Creating a Supportive Staff Culture.docx](#);

Hi [REDACTED]

I have no issue with any of the changes made here. Read through in detail and the suggestions all make sense, so I can confirm we'd be happy to go ahead with the attached. [REDACTED] will be looking at your second question here and will get back to you asap

Also very happy for Henrietta to be a judge, I would think it essential actually. I would like you to suggest some other judges for this category, yes please. There are two groups of judges we need.

Stage 1 and 2 – Qualified health professionals at middle to senior level, clinical, leadership, HR – those within organisations qualified and who maybe have more time than those at the most senior levels – 4 or 5 suggestions
Stage 3 - Ideally those at the most senior levels within the health service, these are invariably Chief Execs, so maybe some advocates that you work with, don't always have to be trust CEOs – 4 or 5 suggestions

Please let me know who you think would be up this.

Here is the judging process for dates etc.

Date	Activity
March 13 – May 31	Entries open for submission
June 25 – July 23	STAGE 1 JUDGING - Our panel of judges will review all the entries and will have 4 weeks to score each entry. At the end of the process a long list will be created based on scores and forwarded to the next round
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Nov 21	Awards Ceremony at the Intercontinental Hotel, The O2, London
Dec 3 - 7	Feedback provided to all participants

Thanks

[REDACTED]
Awards Director, **HSJ**
[REDACTED]



HSJ is part of Wilmington Healthcare Ltd.
Wilmington plc 2017 | Company registration 3015847 | VATNO.GB 899 3725 51 | Registered office 5th Floor, 10 Whitechapel High Street, London, E1 8QS

From: [REDACTED]
Sent: 02 March 2018 10:41
To: [REDACTED]
Subject: RE: Update

Hi [REDACTED],

So I had a few changes in red and [REDACTED] our [REDACTED] has suggested a few more in blue. Thought it probably easier to send you the track change version so you can see both where we have amended and why we think changes need to be made.

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Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 27 February 2018 09:55
To: [REDACTED]
Subject: Update

Hi [REDACTED]

Apologies this has taken a couple of extra days to get across to you. Have a look at the below criteria and let me know what you think.

Creating a Supportive Staff Culture - NEW

The importance of an organisational culture which enables staff to speak freely with confidence without fear of negative consequences is key to a supportive staff culture. Organisations whether public or private should have taken specific steps to encourage an improved culture within teams and between individuals.

Winners of this award will have created confidential channels for staff to feel they have a “freedom to speak up”. Guardians within an organisation are important within this context but must be part of wider initiative and will be judged to have gone above and beyond to ensure positive cultural change has been achieved. Entrants will be able to provide demonstrable examples of integrated cultural staff support mechanisms, including Guardians, which enable the workforce channels to express concerns free from worries about effects on their employment. Organisations from across the healthcare spectrum are welcome to enter this category whether private providers or NHS.

Entry criteria

Ambition

- A clear explanation of how the organisation has created an atmosphere and culture in which staff have the “freedom to speak up”
- Outline the scope of an initiative or process which has resulted in a supportive staff culture
- What specific steps did the organisation take to enable an improved culture and what barriers were experienced

Outcome

- Evidence on the success of the initiative including any unattributed or confidential testimonials from staff who have been through the process.
- Evidence of change in working practices or structures as a direct result of your initiatives

Spread

- A dedication to a supportive culture which has demonstrably spread throughout an organisation and to all aspects of its work
- Approaches which have or could spread beyond the boundaries of the organisation

Value

- Evidence that placing supportive culture at the centre of the organisation’s work has improved value, for staff and for patient outcomes

Involvement

- Significant staff involvement in the process implementation with evidence that staff views have changed practice
- A culture in which all staff are able to raise concerns and make suggestions for improvements

- A culture in which staff feedback is taken seriously, and used to guide improvements

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]



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Wilmington plc

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Wilmington plc

Archived: 25 October 2019 16:21:27

From: [REDACTED]

Sent: Fri, 2 Mar 2018 16:10:52

To: [REDACTED]

Subject: RE: Update

Sensitivity: Normal

Great stuff.

I would like to come yes please [REDACTED]. Probably for a couple of hours around lunch time. Please can you put me down and my colleague [REDACTED], Awards Consultant, HSJ. [REDACTED] looks after all our entrants and would be great to bring to speak to people.

I will have a stab at putting a slide together for the Henrietta over the weekend and send across Monday.

[REDACTED]

Awards Director, **HSJ**

[REDACTED]



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Sent: 02 March 2018 15:14

To: [REDACTED]

Subject: RE: Update

External Email

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[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]

Sent: 02 March 2018 12:00

To: [REDACTED]

Subject: RE: Update

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Thanks

[redacted]
Awards Director, HSI
[redacted]
 

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Subject: RE: Update

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[redacted]
[redacted]



Follow us on [Twitter](#)

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Entry criteria

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[REDACTED]
Awards Director, **HSJ**



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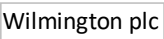
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Archived: 25 October 2019 16:25:46

From: [REDACTED]

Sent: Mon, 5 Mar 2018 12:31:25 +0000X

To: [REDACTED]

Subject: RE: Update

Sensitivity: Normal

Hi [REDACTED]

Hopefully this works

thanks

[REDACTED]

Awards Director, **HSJ**

[REDACTED]



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From: [REDACTED]

Sent: 05 March 2018 12:14

To: [REDACTED]

[REDACTED]

Subject: RE: Update

External Email

Hi [REDACTED]

Thanks for sending the slides through – would it be possible to have them in 16.9 ratio please?

Many thanks.

Kind regards

[REDACTED]

[REDACTED]

National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

enquiries@nationalguardianoffice.org.uk



Follow us on [Twitter](#)

National Guardian
Freedom to Speak Up

From: [REDACTED]

Sent: 05 March 2018 10:23

To: [REDACTED]
Subject: RE: Update

Hi [REDACTED] Hope you had a good weekend.

Have a look at the slides I have prepared for tomorrow. I hope this works.

So are we good to go with the category, I am happy with the criteria my end, has it all been confirmed with your team.

Can we move ahead?

We have delayed the launch of the awards programme by a couple of weeks to the 19th for website checks and entry form checks. These are still to be completed.

Otherwise if you're happy with everything we can get the agreement signed off.

Many thanks

[REDACTED]
Awards Director, **HSJ**



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Sent: 02 March 2018 15:14
To: [REDACTED]
Subject: RE: Update

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[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

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Sent: 02 March 2018 12:00
To: [REDACTED]
Subject: RE: Update

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[redacted]

 
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Sent: 02 March 2018 10:41
To: [redacted]
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National Guardian Freedom to Speak Up



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Wilmington plc

Archived: 25 October 2019 16:30:31

From: [REDACTED]

Subject: RE: Update

Sensitivity: Normal

Yes, I am so sorry not to get back until now [REDACTED]

Conference was mad, but I did get on this yesterday and we are chasing through finance. I think we are almost there, but will let them know we need to get sorted by tomorrow and let you know if there are any issues.

Kind regards
[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]

Sent: 08 March 2018 11:01

To: [REDACTED]

Subject: FW: Update

Hi [REDACTED]

Any progress with this? I'm aware you were away for your conference on Tuesday. I am out of office this afternoon, so can't pick anything up. We ideally need to get this signed off by tomorrow. If there is anything I can do to help speed up the process then please let me know

All the best
[REDACTED]

From: [REDACTED]

Sent: 05 March 2018 16:50

To: [REDACTED]

Subject: RE: Update

Hi [REDACTED]

Have you managed to catch up with Henrietta? I have resent the electric agreement and attached the PDF version for you to sign today. Please let me know if you need anything else.

All the best
[REDACTED]

From: [REDACTED]

Sent: 05 March 2018 10:23

To: [REDACTED]

Subject: RE: Update

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[Redacted]
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Creating a Supportive Staff Culture - NEW

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Winners of this award will have created confidential channels for staff to feel they have a “freedom to speak up”. Guardians within an organisation are important within this context but must be part of wider initiative and will be judged to have gone above and beyond to ensure positive cultural change has been achieved. Entrants will be able to provide demonstrable examples of integrated cultural staff support mechanisms, including Guardians, which enable the workforce channels to express concerns free from worries about effects on their employment. Organisations from across the healthcare spectrum are welcome to enter this category whether private providers or NHS.

Entry criteria

Ambition

- A clear explanation of how the organisation has created an atmosphere and culture in which staff have the “freedom to speak up”
- Outline the scope of an initiative or process which has resulted in a supportive staff culture
- What specific steps did the organisation take to enable an improved culture and what barriers were experienced

Outcome

- Evidence on the success of the initiative including any unattributed or confidential testimonials from staff who have been through the process.
- Evidence of change in working practices or structures as a direct result of your initiatives

Spread

- A dedication to a supportive culture which has demonstrably spread throughout an organisation and to all aspects of its work
- Approaches which have or could spread beyond the boundaries of the organisation

Value

- Evidence that placing supportive culture at the centre of the organisation’s work has improved value, for staff and for patient outcomes

Involvement

- Significant staff involvement in the process implementation with evidence that staff views have changed practice
- A culture in which all staff are able to raise concerns and make suggestions for improvements
- A culture in which staff feedback is taken seriously, and used to guide improvements

[REDACTED]
Awards Director, **HSJ**
[REDACTED]



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Wilmington plc

Archived: 25 October 2019 16:13:12

From: [REDACTED]
To: [REDACTED]
Subject: RE: Update
Sensitivity: Normal
Attachments:
[Awards criteria \[REDACTED\].docx](#);

Hi [REDACTED]

So I had a few changes in red and [REDACTED] our [REDACTED], has suggested a few more in blue. Thought it probably easier to send you the track change version so you can see both where we have amended and why we think changes need to be made.

To be honest I don't think much of it is too major or controversial, so hopefully we are there or thereabouts.

Two other bots I just need to cover off. Firstly, can I check whether Henrietta Hughes can be included on the judging panel and whether we might also have a Freedom to Speak Up Guardian as one of the judges too? Secondly, [REDACTED] was looking into the offer of a reduced subscription for a guardian at every trust as part of the package – she suggested something around a half price offer. Do you know where things are with that?

Kind regards
[REDACTED]
[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 27 February 2018 09:55
To: [REDACTED]
Subject: Update

Hi [REDACTED]

Apologies this has taken a couple of extra days to get across to you. Have a look at the below criteria and let me know what you think.

Creating a Supportive Staff Culture - NEW

The importance of an organisational culture which enables staff to speak freely with confidence without fear of negative consequences is key to a supportive staff culture. Organisations whether public or private should have taken specific steps to encourage an improved culture within teams and between individuals.

Winners of this award will have created confidential channels for staff to feel they have a “freedom to speak up”. Guardians within an organisation are important within this context but must be part of wider initiative and will be judged to have gone above and beyond to ensure positive cultural change has been achieved. Entrants will be able to provide demonstrable examples of integrated cultural staff support mechanisms, including Guardians, which enable the workforce channels to express concerns free from worries about effects on their employment. Organisations from across the healthcare spectrum are welcome to enter this category whether private providers or NHS.

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Ambition

- A clear explanation of how the organisation has created an atmosphere and culture in which staff have the “freedom to speak up”
- Outline the scope of an initiative or process which has resulted in a supportive staff culture
- What specific steps did the organisation take to enable an improved culture and what barriers were experienced

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- Evidence on the success of the initiative including any unattributed or confidential testimonials from staff who have been through the process.
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Involvement

- Significant staff involvement in the process implementation with evidence that staff views have changed practice
- A culture in which all staff are able to raise concerns and make suggestions for improvements
- A culture in which staff feedback is taken seriously, and used to guide improvements

[Redacted]
Awards Director, **HSJ**
[Redacted]



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Wilmington plc

Archived: 18 October 2019 15:45:43

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Your awards
Sensitivity: Normal

Hi [REDACTED]

Haven't heard from [REDACTED] yet and conscious I won't be easy to get hold of the next couple of days. Didn't want another week to go by, so would it be useful to speak to her on Thursday or Friday when I am in the office? My direct dial is [REDACTED]

Kind regards
[REDACTED]
[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 02 May 2018 17:05
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]

Have spoken with [REDACTED] today about the article and she is going to get in touch with you asap. [REDACTED] is a freelance writer for HSJ. She has all the details of the previous winners but I want her to touch base with your first. She will take a bit of a brief from you on the Guardians and get a quote from your or Henrietta and then get in touch with your three suggestions.

I am hoping she will do this before the week is out.

Once complete I think it worth putting a call in to discuss the social media and marketing at that point.

Let me know if you have any questions

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]
Mob: [REDACTED]



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From: [REDACTED]
Sent: 30 April 2018 13:53
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Your awards

External Email

Hi [REDACTED]

Hope you're well and everything is going swimmingly with the awards. Did you manage to get hold of any of the below to carry out interviews and if so when do you think you will make those available? We're just ratcheting up the comms with guardians and stakeholders to encourage entries and thought it would be good to link to some of the profiles as and when.

Can you copy in my colleague [REDACTED] so that he can schedule into our comms?

I suppose we also need to think about copy for the couple of columns we need to write for you. Any idea of when you are looking for those to appear?

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 03 April 2018 15:38
To: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED]

Hope you had a good Easter break.

Thanks for sending these across. [REDACTED] is currently on annual leave, but I'll show this to him when he gets back and we'll contact your suggestions then.

Best regards,

[REDACTED]

Marketing Manager, HSJ

Direct Line: [REDACTED]

FOR HEALTHCARE LEADERS
HSJ

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From: [REDACTED]
Sent: 03 April 2018 10:42
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Your awards

External Email

Hi [REDACTED]

Apologies for dragging my feet on this. So the best people to speak to from last year's winners are:

[REDACTED] in the 'LEARNING FROM SPEAKING UP AWARD' category. [REDACTED]
can be contacted at: [REDACTED]

[REDACTED] in the 'LEADING THE CHANGE FOR SPEAKING UP TO BECOME BUSINESS AS USUAL'
category. [REDACTED] can be contacted at: [REDACTED]

[REDACTED] in the 'FREEDOM TO SPEAK UP GUARDIAN OR NETWORK OF
THE YEAR' category. [REDACTED] can be contacted at: [REDACTED]

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 20 March 2018 11:03
To: [REDACTED]
Cc: [REDACTED]
Subject: Your awards

Hi [REDACTED]

I want to get one of our journalists to interview some of the winners from yours awards last year for HSJ.co.uk to promote the new category and drive some traffic toward it.

Given the context of our new category, do you think you could introduce me to 2 or 3 of the previous winners to engage and introduce to our writer? I'll also set her up with your details to arrange a call with Henrietta.

thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]
Mob: [REDACTED]



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Archived: 18 October 2019 15:56:46

From: [REDACTED]

Sent: Tue, 15 May 2018 16:09:59

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Your awards

Sensitivity: Normal

Hi [REDACTED]

I chased [REDACTED] again today, I do apologise, she says she's been on holiday last week and has told me she will be in touch this week, I will inform her of you availability and no we won't let another week go on this.

Thanks

[REDACTED]

Awards Director, **HSJ**

Tel: [REDACTED]

Mob: [REDACTED]



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Our legal basis for processing your data is legitimate interest. Your data will be processed by our employees and we only transfer your data outside of the EU with appropriate contractual safeguards in place.

Please see our privacy policy for information on our data retention policy. You have the right to access, port, rectify, erase, restrict and object to the processing of your data. To contact our Data Protection Officer please email dataprotection@wilmingtonplc.com. You have the right to complain to the supervisory authority.

From: [REDACTED]

Sent: 15 May 2018 12:19

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Your awards

External Email

Hi [REDACTED]

Haven't heard from [REDACTED] yet and conscious I won't be easy to get hold of the next couple of days. Didn't want another week to go by, so would it be useful to speak to her on Thursday or Friday when I am in the office? My direct dial is [REDACTED]

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]

Sent: 02 May 2018 17:05

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Your awards

Hi [REDACTED]

Have spoken with [REDACTED] today about the article and she is going to get in touch with you asap. [REDACTED] is a freelance writer for HSJ. She has all the details of the previous winners but I want her to touch base with your first. She will take a bit of a brief from you on the Guardians and get a quote from your or Henrietta and then get in touch with your three suggestions.

I am hoping she will do this before the week is out.

Once complete I think it worth putting a call in to discuss the social media and marketing at that point.

Let me know if you have any questions

[REDACTED]

Awards Director, **HSJ**

Tel: [REDACTED]

Mob: [REDACTED]



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From: [REDACTED]

Sent: 30 April 2018 13:53

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Your awards

External Email

Hi [REDACTED]

Hope you're well and everything is going swimmingly with the awards. Did you manage to get hold of any of the below to carry out interviews and if so when do you think you will make those available? We're just ratcheting up the comms with guardians and stakeholders to encourage entries and thought it would be good to link to some of the profiles as and when.

Can you copy in my colleague [REDACTED] so that he can schedule into our comms?

I suppose we also need to think about copy for the couple of columns we need to write for you. Any idea of when you are looking for those to appear?

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]

Sent: 03 April 2018 15:38

To: [REDACTED]

Subject: RE: Your awards

Hi [REDACTED]
Hope you had a good Easter break.

Thanks for sending these across. [REDACTED] is currently on annual leave, but I'll show this to him when he gets back and we'll contact your suggestions then.

Best regards,

[REDACTED]
Marketing Manager, HSJ

Direct Line: [REDACTED]

FOR HEALTHCARE LEADERS

HSJ

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From: [REDACTED]
Sent: 03 April 2018 10:42
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Your awards

External Email

Hi [REDACTED]

Apologies for dragging my feet on this. So the best people to speak to from last year's winners are:

[REDACTED] in the 'LEARNING FROM SPEAKING UP AWARD' category. [REDACTED]
can be contacted at: [REDACTED]

[REDACTED] in the 'LEADING THE CHANGE FOR SPEAKING UP TO BECOME BUSINESS AS USUAL'
category. [REDACTED] can be contacted at: [REDACTED]

[REDACTED] in the 'FREEDOM TO SPEAK UP GUARDIAN OR NETWORK OF
THE YEAR' category. [REDACTED] can be contacted at: [REDACTED]

Kind regards

[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 20 March 2018 11:03
To: [REDACTED]
Cc: [REDACTED]
Subject: Your awards

Hi [REDACTED]

I want to get one of our journalists to interview some of the winners from yours awards last year for HSJ.co.uk to promote the new category and drive some traffic toward it.

Given the context of our new category, do you think you could introduce me to 2 or 3 of the previous winners to engage and introduce to our writer? I'll also set her up with your details to arrange a call with Henrietta.

thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]
Mob: [REDACTED]



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Archived: 21 October 2019 15:06:28

From: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Your awards
Sensitivity: Normal

[REDACTED] and [REDACTED]

Just a note on this and the judges that have responded. I don't think either of our ex-guardians have replied yet, so you might also want to consider [REDACTED] (details below) as a judge. He is no longer a guardian so can be entirely non-partisan.

Kind regards
[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 03 April 2018 10:42
To: [REDACTED]
Subject: RE: Your awards

Hi [REDACTED],

Apologies for dragging my feet on this. So the best people to speak to from last year's winners are:

[REDACTED] in the 'LEARNING FROM SPEAKING UP AWARD' category. [REDACTED]
can be contacted at: [REDACTED]

[REDACTED] in the 'LEADING THE CHANGE FOR SPEAKING UP TO BECOME BUSINESS AS USUAL'
category. [REDACTED] can be contacted at: [REDACTED]

[REDACTED] in the 'FREEDOM TO SPEAK UP GUARDIAN OR NETWORK OF
THE YEAR' category. [REDACTED] can be contacted at: [REDACTED]

Kind regards
[REDACTED]

[REDACTED]

National Guardian
Freedom to Speak Up



Follow us on [Twitter](#)

From: [REDACTED]
Sent: 20 March 2018 11:03
To: [REDACTED]
Cc: [REDACTED]
Subject: Your awards

Hi [REDACTED]

I want to get one of our journalists to interview some of the winners from yours awards last year for HSJ.co.uk to promote the new category and drive some traffic toward it.

Given the context of our new category, do you think you could introduce me to 2 or 3 of the previous winners to engage and introduce to our writer? I'll also set her up with your details to arrange a call with Henrietta.

thanks

[REDACTED]
Awards Director, **HSJ**

Tel: [REDACTED]
Mob: [REDACTED]



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Archived: 21 October 2019 14:51:52

From: [REDACTED]

Sent: Thu, 1 Nov 2018 11:25:56

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: your table

Sensitivity: Normal

Hi [REDACTED]

Following the question you've raised below, please ask your attendees and then you will input this into the portal we've referred to. It's important we get this right as any dietary requirements can't be catered for unless we know in advance.

thanks

[REDACTED]

Awards Director, **HSJ**

Tel: [REDACTED]

Mob: [REDACTED]



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Please see our privacy policy for information on our data retention policy. You have the right to access, port, rectify, erase, restrict and object to the processing of your data. To contact our Data Protection Officer please email dataprotection@wilmingtonplc.com. You have the right to complain to the supervisory authority.

From: [REDACTED]

Sent: 01 November 2018 10:35

To: [REDACTED]

[REDACTED]

Cc: [REDACTED]

Subject: RE: your table

External Email

Thank you very much [REDACTED]

Kind regards

[REDACTED]

[REDACTED]

National Guardian's Office

151 Buckingham Palace Road | London | SW1W 9SZ

enquiries@nationalguardianoffice.org.uk



Follow us on [Twitter](#)

National Guardian Freedom to Speak Up

Who can you speak up to?

#SpeakUp
ToMe

From: [REDACTED]
Sent: 01 November 2018 10:31
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: your table

Hi [REDACTED]

Attached is the email I sent to [REDACTED] with all the details for the awards.

Kind regards
[REDACTED]

[REDACTED]
Senior Event Manager

T. [REDACTED]
A. 5th Floor, 10 Whitechapel High Street, London, E1 8QS

FOR HEALTHCARE LEADERS
HSJ



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Wilmington plc

Wilmington plc 2017 | Company registration 3015847 | VATNO.GB 899 3725 51 | Registered office 5th Floor, 10 Whitechapel High Street, London, E1 8QS

From: [REDACTED]
Sent: 01 November 2018 10:00
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: your table

External Email

Thanks [REDACTED] The other delegate is [REDACTED] from [REDACTED]

With regards to dietary requirements or special requests, will the delegates notify you of these or do we need to get in contact with them?

Kind regards
[REDACTED]

[REDACTED]

[REDACTED]
National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ
enquiries@nationalguardianoffice.org.uk



Follow us on [Twitter](#)

National Guardian Freedom to Speak Up

Who can you speak up to?

#SpeakUp
ToMe

From: [REDACTED]
Sent: 01 November 2018 09:39
To: [REDACTED]
Subject: RE: your table

Yes you will be able to enter all the names of those at your table and their food choices through the portal.

[REDACTED] – I expect we've sent the portal details to [REDACTED], can you forward on to [REDACTED] as well please.

[REDACTED] – please can you let me know who that other person is so I can tick them off my list

thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]
Mob: [REDACTED]



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From: [REDACTED]
Sent: 01 November 2018 09:35
To: [REDACTED]
Subject: RE: your table

External Email

Hi [REDACTED]

Thank you very much for the update.

Ok – I understand with regards to coordinating their attendance through you.

I don't think I've seen the portal – can you send this through please? We have another delegate who has confirmed a seat at our table – they have been corresponding directly with us. Can I also manage their details through the portal?

Many thanks.

Kind regards

[REDACTED]
National Guardian's Office
151 Buckingham Palace Road | London | SW1W 9SZ
enquiries@nationalguardianoffice.org.uk



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National Guardian
Freedom to Speak Up

Who can you speak up to?

**#SpeakUp
ToMe**

From: [REDACTED]
Sent: 01 November 2018 08:53
To: [REDACTED]
Subject: your table

Hi [REDACTED]

Hope you're well. The response from the finalists has been good so far, I've sent 2 replies your way already and I think I have 3 more to send today.

With regards the logistics, you will need to coordinate their attendance with us. So if they have dietary requirements or special requests could we ask that you manage this through the portal that we sent across recently. You will need to enter their name there as well.

Not had a reply from 3 others yet so will chase next week if I haven't seen anything.

thanks

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]
Mob: [REDACTED]



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Archived: 18 October 2019 15:39:12

From: [REDACTED]

Sent: Thu, 15 Nov 2018 09:59:59

To: [REDACTED]

Subject: Website

Sensitivity: Normal

Hi again

We have your organisational profile in the event programme for next week and we don't have a website.

Should we use this? www.cqc.org.uk/national-guardians-office/content/national-guardians-office

[REDACTED]
Awards Director, **HSJ**
Tel: [REDACTED]
Mob: [REDACTED]



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