

# Staff Experience of two Graduate Trainees

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Trust Board paper E

## Executive Summary

This staff story focuses upon two Graduate Trainees; and their positive experiences while following the UHL Graduate Trainee Management Scheme.

The graduates wish to share with the Trust Board how, following their programme, they have gained valuable insight into the NHS and become managers who understand the pressure points at all levels and how minor changes can affect patients.

This staff experience story will be shared with Trust Board using a video recording.

## Background

The UHL Graduate Trainee Management Scheme was created in response to a gap in the supply market of graduates who could enter the NHS at circa £25K per annum and have the opportunity to develop into Service or General Manager roles which require experience and understanding of the NHS and the operational management of an Acute Teaching Trust.

UHL's local Graduate Trainee Scheme (in partnership with NHS England) was developed and launched in 2015 and the first cohorts are nearing completion of the scheme. The scheme for 2015/17 was of 20 months duration and included:

- Placements in different project and operational roles which would provide the opportunity for development of a range of leadership and technical managerial competencies
- Completion of a Post Graduate Certificate in Leadership (shared cohort with clinical leaders)
- Action learning sets
- Supported internal development sessions including quality, risk, strategy and finance
- Three monthly assessments against the NHS Leadership Quality Framework and an internal competency framework
- Opportunities to attend conferences and shadowing in such teams as contracting and CIP.

The two graduates have very different backgrounds and joined the programme in different ways.

## Staff Experience

**Reena Karavadra** is a Business Analysis and Management Graduate, Reena continued to work part time for Boots as a pharmacy dispenser. Upon graduating, Reena applied for the Graduate Trainee programme as the healthcare sector really appealed to her (both from her work and academic experience and also from her family).

During Reena's time on the programme she has been working in a variety of roles and services, which include; working within the CSI management team with the Transformational Leads, working on a number of CIP related projects such as Outsourced Letter Printing Project and Therapies (Physio and OT) DNA patient audits.

Reena provided a benchmarking summary (following Carter Review) for Pharmacy services by writing a successful business case for prescribing pharmacists. During this time Reena also supported the head and deputy head of ops in service CIP meetings and monthly assurance meetings with each service.

From March 2016 Reena worked as an operational manager within Medical Records, the service manager for medical records went on secondment which left a gap in the service – Reena was then asked to support the service. The Operational role involved the management of a large a workforce (50+) undertaking appraisals, managing sickness, staff meetings, running recruitment (high turnover rate – linked to EDRM and FTCs) and other general management duties alongside complaints investigating and responses, missing case note audits, Datix investigating and signing off.

From November 2016 , Reena has worked for NHS England Central and East Midlands within the Cardio Vascular Disease (CVD) Clinical Network 4 days a week and with the transformational lead in RRCV for 1 day a week. During this time Reanna's work covered the STP and CVD network business plan alignment across the five STP regions, End of Life education and training, Vascular clinical advisory group education event, Stroke SNNAP audit summary and also summarising the Cardiology Services stocktake.

Reena expressed how the programme had benefited her by saying; *'The variety of experiences I have been able to have on the scheme have increased my understanding of the NHS as a whole and of how UHL operates and its pressures. This has developed me to naturally think about the impact of decisions on the whole of the healthcare system and not just on a particular service in one moment of time. Experiences have taught me to be resilient and confident in the skills I have gained.....The chance to have the opportunity to learn constantly for a period of time and to reflect and learn from mistakes in an open, honest and encouraging environment.'*

Reena has been fortunate enough to have secured the role of Outpatients Service Manager (CSI CMG) in November and she commenced her substantive role in March 2017 and she sees this as the start of a long and successful senior management role within UHL.

Debbie Waters General Manger expressed how she was *"initially quite sceptical of taking a graduate as I had preconceived ideas on what they would be capable of and how much work I would need to put in to support them, I was extremely surprised. Reena proved herself to be a very capable manager and it has been a joy to support her in her development at UHL. . Reena has taken on the responsibility of managing our recruitment processes, supporting us with staff management and day to day operational issues that face a department like ours"*.

**Hannah Rowley** is a Psychology Graduate. Upon graduating, Hannah undertook a Management Internship with Health Education East Midlands (HEEM) and Nottingham University Hospitals (NUH). Prior to joining the scheme Hannah was working as a Project Co-ordinator for the Innovation and Improvement Team at HEEM and as an HCA in Critical Care at NUH.

During Hannah's time on the programme she has been working within the Management Team for the Children's Hospital at UHL. She has undertaken a diverse range of work during her time with the Children's Hospital. This includes an LiA project for Paediatric Surgery and co-ordinating a Children's Hospital Showcase – where teams from across the Trust who work with Children came together to share their work.

More recently she has been taking on some more operational and service management responsibilities – this includes being part of the Manager of the Day rota for the Children's Hospital and dealing with arising operational issues with the team She has also been working closely with the administration and outpatients team updating the booking system for outpatients and looking at clinic utilisation.

Furthermore she has had some experience dealing with complaints, working closely with management colleagues and members of the Quality and Safety team. Hannah is currently working with a group to develop a website for the Children's Hospital.

Hannah stated that: *'The programme has provided me with a unique opportunity to develop academically and professionally in a supportive environment. This has helped to practically apply and further my leadership skills as well as improving my understanding of the complex workings of a large Acute NHS Trust and the importance of the diverse range of roles and professionals that work for such a Trust. The welcoming attitude of the Children's Hospital (and wider teams) and being able to build networks with these teams has also been important to me and helped to improve my confidence.'*

Following completion of the programme Hannah has applied to return to University to undertake the Physicians Associate Training. The programme has reinforced her aspirations to pursue a career in the NHS.

Nick Kirk General Manager Acute Paediatrics and Paediatric Surgery stated, *"It has been an absolute pleasure working with Hannah, she has absolutely been a great asset to our team and has become highly regarded across the wider Children's team. Without her support, dedication and hard work a number of the Children's Hospital projects and achievements would either not have been achieved or been achieved to a lesser degree.*

*I have also personally gained from working with Hannah and have learned a lot about working with the graduates and hopefully helping them to achieve their goals. It is the first time I have been involved in a scheme like this and fully support future programmes of this nature.*

*I would also like to congratulate Hannah on her achievement, but also to say as well as demonstrating great commitment, motivation and skills, she is also a thoroughly nice individual who it is a pleasure to be around. She is a great advertisement for the programme and young people of today.*

*I would absolutely be delighted if her PA placements were here at UHL and be even more delighted if they were in Paediatrics"*

The benefits for Trust:

- Leaders with rounded skill-sets due to the competencies we have been measured against (includes the NHS Healthcare Leadership Model)
- 'Home-grown talent' – they are invested managers who understand UHL's pressures and culture
- Provided team with sufficient capacity and support to undertake projects and work which otherwise the team may have not been able to do
- Provided extra support for addressing and resolving daily operational issues
- They have been able to bring learning and experiences from other roles and bring a fresh perspective to the organisation, whilst at the same time being willing to learn from those already in the organisation.
- Someone who supports staff engagement, involvement and teamwork across all levels as it has personally benefitted them greatly and so I wish to share that experience with all.
- The Trust has also been able to tailor the learning and development programme to meet the needs of the organisation.

Benefit for the patient:

- An NHS Manager that understands the pressure points at all levels and how minor changes can affect patients

- Encouraged by the teams to have a patient centred approach to my work and this is an ethos I will continue to take forward in future roles.
- Caring and compassionate leader
- Improved a generic pathway for children from referral to decision to operate and from point of admission for surgery to discharge.
- Presented opportunities for teams to learn from each other's work to develop their own services for the benefit of patients.
- The Children's Hospital website is intended to provide patients and parents/carers with information about the services and support preparation for patients/ families visiting the hospital.
- Invested in doing my best for patients – e.g. going out of my way to ensure case-notes are available for a clinic or operation.

### Input Sought

The Trust Board is asked to:

- Receive and listen to the staff's story.
- Support and promote ongoing opportunities for Graduate Trainees across the Trust.

### For Reference

1. The following [objectives](#) were considered when preparing this report:

Safe, high quality, patient centred healthcare	Yes
Effective, integrated emergency care	Not applicable
Consistently meeting national access standards	Not applicable
Integrated care in partnership with others	Not applicable
Enhanced delivery in research, innovation & ed'	Not applicable
A caring, professional, engaged workforce	Yes
Clinically sustainable services with excellent facilities	Not applicable
Financially sustainable NHS organisation	Not applicable
Enabled by excellent IM&T	Not applicable

2. This matter relates to the following [governance](#) initiatives:

Organisational Risk Register	Not applicable
Board Assurance Framework	Not applicable

3. Related [Patient and Public Involvement](#) actions taken, or to be taken:

No Patient and Public Involvement issues identified as part of this staff story

4. Results of any [Equality Impact Assessment](#), relating to this matter:

No equality issues identified as part of this patient story

5. Scheduled date for the [next paper](#) on this topic: July 2017

6. Executive Summaries should not exceed [1 page](#). The paper does comply

7. Papers should not exceed [7 pages](#). The paper does comply