

Experiences of the Internal UHL Graduate Management Trainee Programme

Author: Joe Pringle and Aabida Patel Graduate Management Trainees, Muhammed Kathrada Service Manager
Ophthalmology Sponsor: Hazel Wyton Director of Workforce and Organisational Development

Trust Board paper E

Executive Summary

This staff story focuses on three of our Graduate Management Trainees, two of whom commenced the programme in October 2017 and one who has been successful in securing permanent posts in Children's and Ophthalmology Services.

Our staff stories focus on the benefits that the scheme has provided to both the individuals that have participated in the scheme and the organisation. The UHL Graduate Trainee Management scheme is a critical part of our Talent Management approach as well as providing an opportunity to improve our BAME leadership representation as many of our local graduate population are BAME.

Background

We introduced our programme in 2015 in recognition of the need to grow our own managerial capacity in collaboration with our local Higher Education providers – De Montfort University, University of Leicester and Loughborough University. We had already worked on a jointly funded internship scheme and a number of the interns from these universities had delivered high quality projects during placements at University Hospitals of Leicester, Leicester Partnership Trust and NHS England. As a result of this we approached NHS England to develop a local training scheme to enhance the capacity of management trainees. The scheme was designed to complement the highly regarded National NHS Graduate Management Training Scheme and we originally worked in collaboration with the Leadership Academy on designing our local programme.

The pioneer scheme was of 20 months duration and included a single placement hosted and funded by Clinical Management Groups (through reinvestment of vacancy monies). A number of trainees requested internal moves in order to enhance their experiences. During the programme management trainees completed a Post Graduate Certificate in Leadership (Good to Great) and had regular NHS Leadership Framework Competency and performance assessments. There were nine participants on the first cohort, eight of whom remain in managerial posts within UHL and one of whom pursued the Physician Associate programme at De Montfort University.

We launched a second programme in 2017 and six participants were appointed following a rigorous selection process. We listened to the feedback from our first cohort and their managers and mentors and utilised the opportunity presented by new apprenticeship frameworks to make some enhancements to the original scheme. The scheme is now of two years duration and consists of three eight month placements. All of the participants are pursuing a Masters qualification in leadership via an apprenticeship framework at De Montfort University and we run a series of internal skills and knowledge based workshops including quality and risk, finance, strategy, operations, contracts. During each placement there are two assessments against delivery of objectives and an assessment against the new capability framework. Prior to the end of the fixed term training contracts, we will be supporting candidates to pursue substantive posts at UHL.

Stories from cohorts one and two

Summarised below are the inspiring stories from cohorts one and two which demonstrate the benefits and the continuing evolution and development of our scheme.

Succession Planning in Action Cohort One

Muhammed Kathrada Cohort One 2015-2017

Background:

Muhammed studied Financial Economics at the University of Coventry, before joining UHL's Strategy team as an Intern in September 2014. After having a successful and enjoyable time in Strategy, Muhammed chose this as his placement when he joined the very first cohort on the UHL Manager Trainee Scheme. After spending a further year in Strategy, Muhammed expressed his interest in getting some operational experience in order to gain experience required to become a Service Manager. He successfully completed the remainder of the scheme working for the Children's Hospital where he secured a Service Manager job in W&C on completion. Muhammed has recently joined MSS as a Service Manager in Ophthalmology as he wanted to build on his operational experience as well as gain some transformation experience.

Why have you stayed with UHL?

Muhammed has had a very positive experience on the scheme and has chosen to stay with the NHS and UHL for several reasons:

- By working in both a strategic capacity, and on the shop floor in the Children's Hospital, Muhammed has been able to appreciate both UHL's longer term plans, followed by gaining exposure and a wider understanding for the work involved in achieving these goals
- The management training scheme provides the opportunity for shadowing and networking like no other role in UHL. This has allowed Muhammed to network with a wide range of individuals, from board level to porters, giving him a sense of belonging at UHL and insight to how teams across all levels contribute to patient care
- As Muhammed is local to Leicester, he has a sense of fulfilment in working for the hospital which cares for his local community
- Muhammed has felt supported and encouraged throughout his time at UHL and this has continued post being a Graduate Management Trainee.

What are your future plans?

Muhammed has ambitions to continue working for the NHS and UHL. He very recently joined Ophthalmology as their Service Manager to build on his operational experience and gain some transformation experience, as he sees his next role as either a General or Transformational Manager. He also has a keen interest in partnership working and would like to pursue this as a more senior manager/director in the future.

Why is it important to run the scheme?

- Muhammed believes the Graduate Management Trainee Scheme provides the opportunity to those who are most willing to kick start their career as an NHS manager
- Ambitious graduates fresh out of university are looking for schemes exactly like this one, giving UHL the opportunity to recruit our future talent
- The scheme is developing a legacy, as the second cohort is following the success of the first. The longer the scheme runs the more established this legacy becomes, resulting in attracting the most talented individuals which will ultimately have a positive contribution to patient care.

Inspiring New Leaders Cohort Two

Joe Pringle: Cohort Two 2017-2019

Background:

Joe studied History and Politics at the University of Leicester, whilst also playing American Football and being an active member within the committee. In addition to this, he worked part-time for Radiology Reporting Online, an out of hours reporting company for CT and MRI scans. In this role he worked as an Overnight Operations Coordinator, managing the various elements of the process to ensure scans were performed and reported on in Trusts across the UK. This was his first exposure to working within the healthcare environment and sparked an interest that he did not know was previously there. This experience, coupled with activities within the University of Leicester, inspired him to pursue a role that would make a difference within the community.

What inspired you to join the scheme?

He was attracted to the graduate scheme due to several factors:

- involvement in a job which would make a difference to people and not just profit oriented
- first hand knowledge through family members of the pressures faced by front line staff
- opportunity to impact on local communities
- opportunity to shape staff experiences and, as a consequence, the impact on patients.

How has the scheme benefitted you so far?

Joe has so far benefitted enormously from this graduate scheme:

- reassurances that the decision to pursue the scheme was the right one
- breadth and range of diverse experiences – NHS England, project management in CSI and the next challenge being operations in Children's
- extensive knowledge of NHS functions and their interconnectivity
- ability to create innovative but informed solutions to problems
- extensive portfolio of work has strengthened knowledge base
- Master's programme has afforded academic understanding which can be applied to everyday work to make quality improvements

How do you believe the scheme benefits patients?

Joe believes there is a tangible benefit for patients:

- Seeing the NHS as a whole and the impact that minor changes can have on day to day functions
- The opportunity to reenergise demotivated staff through bringing fresh approaches to teams
- Bringing a different perspective such as effective use of technology.

Aabida Patel Cohort Two 2017-2019

Background:

Aabida completed her undergraduate degree in Law at De Montfort University and a Masters in Human Resource Management and Training alongside CIPD qualifications at University of Leicester. For the duration of her studies, she worked part time at B&Q at first as customer advisor, moving to pricing administrator. This experience at B&Q played a crucial part in influencing the career move from Law to Management. During her time there she discovered an unknown passion for developing and utilising

people's skills and knowledge to their advantage and to the advantage of the team and people around them.

The final year of her degree was a challenge trying to figure out what type of organisation she wanted to work in. She knew she wanted to be in a role and organisation that would challenge her, and would also provide support and opportunities to learn. Furthermore she wanted to join an organisation that understood the value and impact a diverse workforce can have. The entire application and interview process for this Graduate Scheme at UHL solidified what she wanted from a job coming straight out of University.

How has the scheme benefitted you so far?

Aabida describes the scheme as benefitting her above and beyond her expectations:

- Excellent support and learning opportunities
- Ability to impact positively on an organisation which delivers services locally thereby impacting on friends and family
- Professional and personal development of skills through the Masters in Senior Leadership programme
- Ability to work across Primary and Secondary care
- Recognition of the interconnectivity and the importance of working as a team across LLR
- Increased self confidence in dealing with operational and strategic challenges

How do you believe the scheme benefits patient?:

Aabida is able to make a link between her involvement in the BAME network and patient care:

- Acknowledgement of the cultural factors that impact on the delivery of patient care
- Opportunity to train as a Cultural Ambassador to enact and influence changes and quality improvements
- Understanding of how change and quality improvement can impact on improved service delivery
- Understanding how to keep the patient perspective at the heart of everything

How can we extend the benefits to be realised across UHL?

- We would like to continue to run an internal Graduate Management Training scheme on alternate year basis potentially in partnership with another provider.
- We would envisage this scheme being a core part of our Talent Management strategy and for the support to be mirrored in the development of internal talent.

Input Sought

The Trust Board is asked to:

- Receive and listen to the staff stories
- Support and promote a third cohort from 2019-2021
- Support

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'	Yes
A caring, professional, engaged workforce	Yes
Clinically sustainable services with excellent facilities	Not applicable
Financially sustainable NHS organisation	Yes
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: Not applicable

6. Executive Summaries should not exceed 1 page. The paper does comply

7. Papers should not exceed 7 pages. The paper does comply