

SEPTEMBER 2019



Leadership Academy

South West

Leadership

# OUTLOOK

**GRADUATE MANAGEMENT**  
Training Scheme



# Christina Quinn

Director, NHS South West Leadership Academy



@ChristinaQuin16

Welcome to the September issue of Leadership Outlook! I'm in the office this morning and many of the team are in today. Its always lovely for me to be with the team here and sometimes that's all too rare. It was a real pleasure recently to open the first 'Speaking Up, Listening Up' workshop that we've held in the South West too, it was great to do this because it's always lovely to meet participants and I found myself wanting to attend the workshop! Over the summer we also held a new masterclass, 'Reflective Leadership – the cornerstone for senior leaders' that provides a start towards a greater balance between being and doing, that was well received by colleagues who took part. And I know that's another one I would like to attend myself too!

Our graduate management training scheme (GMTS) trainees are really important to us in the SWLA, they represent our future workforce along with all the other young and new starters we see dedicate their careers to health and care. In the South West region, we have 18 GMTS trainees starting in September and there will be a further intake in the region in March, which supports the national GMTS expansion, please do look out for the application window for that as we are keen to get some of our current internal staff to apply for this great scheme, its not just for new graduates! We had our GMTS placement manager meeting in July, we welcomed colleagues to the event to brief them on hosting a GMTS trainee. We're also presently onboarding the September 2019 trainees and we look forward to the trainees joining the NHS and working throughout the region.

We've been working with an initial group of our organisations locally to launch the Talent Management maturity diagnostic tool. During July & August we worked together to explore this innovative developmental resource which has been designed to support organisations to advance their TM maturity. As some of the first national early adopters, the organisations will play a vital role in supporting the NHS Leadership Academy to ensure the tool is fully fit for purpose for wider roll out across all NHS organisations within England later in 2019.

I hope you all had a good summer, I went diving for a week and it's a brilliant holiday for me as I literally have to switch off (well other than concentrating on staying alive - always a good thing!) when I am under the water just looking at the amazing scenes in our oceans. I hope those who have gone away had a happy holiday and thanks to those who were working so the rest of us can get our time off, we promise to do the same for you too!

Christina

What is the **GMTS**? →



# WHAT IS THE GMTS?

## About the scheme

Joining the **NHS Graduate Management Training Scheme** puts trainees on the road to developing the skills and confidence needed to lead organisations through their transformation into an ever more efficient, successful and professional health care service.

It's a multi-award winning Scheme, where trainees enjoy mentoring, support and first class training from some of the most brilliant minds in and outside the NHS. Trainees experience some truly life defining moments. They'll influence decisions that improve the lives of millions of people. And, after two years (or two and a half if they opt for finance), they'll be ready to take their career further than they thought possible.

*The scheme is split into six different specialisms:*

- Finance Management needs to lead the way in helping the health service tackle financial challenges to get the best value for money and ensure we spend more on delivering our vital services to patients.
- General Management colleagues work on the front line ensuring services are managed and delivered in the best possible way for patients.
- Health Analysis add value to data by providing insight and evidence, and data-based products to support decision-making in the NHS for the benefits of patients.
- Health Informatics Management is the lifeline that ensures everyone has the information they need to make informed decisions for the benefit of patients.
- Human Resources Management make sure we have the best workforce to deliver the best patient care, and to tackle the unprecedented change we're going through.
- Policy and Strategy Management create programmes that improve patient care through evidence-based policy, systems thinking and strategy development.

As the NHS is Europe's largest employer, employing over 1.3 million people. This means there are many sites throughout England where trainees could be based.

### Experience | Development | Training

- On-the-job training and experience
- Postgraduate Diploma level qualification, with options to extend to a Masters
- Professional study and qualifications
- Early leadership responsibility
- Three or four placements depending on specialism

### Duration

- 2 years long
- 2½ years for Finance trainees

If you're interested in applying to be part of the scheme, visit the GMTS website to find out more

[www.nhsgraduates.co.uk](http://www.nhsgraduates.co.uk)

GMTS: **Congratulations** 

# CONGRATULATIONS

Congratulations to general management & HR trainees who have successfully completed the scheme and secured roles within the NHS. (Our 2017 finance trainees continue in their second placements)



**Jodie-Ranae Schram**  
2017 / GM  
On Mat Leave



**Emily Spottiswoode**  
2017 / GM  
Locality Development Manager  
BNSSG CCG



**Eleanor Wallace**  
2017 / GM  
GMTS Regional Trainee Support  
Manager  
NHS Leadership Academy



**Elizabeth Kimpton**  
2017 / GM  
Performance and Operations  
Manager  
University Hospitals Bristol NHS  
Foundation Trust



**Jack Henniker**  
2017 / HR  
HR Manager  
University Hospitals Plymouth NHS Trust



**Nick Goff**  
2017 / GM  
Locality Development Manager  
BNSSG CCG



GMTS: **Good Luck** →

# GOOD LUCK

Good luck to our 2018 trainees who are moving into their final placements.



**Dean Carless**

2018 / HR

SWAST - South Western  
Ambulance Service



**Eloise Wyke**

2018 / GM

Healthier Together  
Programme Office-  
University Hospitals Bristol



**Rebecca Foster**

2018 / HR

Gloucestershire Hospitals  
NHS Foundation Trust



**Rachel Tompkins**

2018 / GM

Avon and Wiltshire Mental  
Health Partnership NHS  
Trust



**Josh Skinner**

2018 / FI

University Hospitals Bristol



**Sally Worfolk**

2018 / GM

University Hospitals Bristol



**Alex Harper**

2018 / GM

North Bristol NHS Trust



**Cecilia Price**

2018 / GM

BrisDoc Healthcare Services



**Hannah Millar**

2018 / GM

NHS Bristol, North  
Somerset & South  
Gloucestershire CCG



**Nathan Carter**

2018 / GM

University Hospitals Bristol



**Jordan Snell**

2018 / GM

Avon and Wiltshire Mental  
Health Partnership



**Chloe Barnes**

2018 / HI

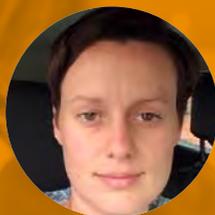
Sirona Care and Health



**Eloise Taylor**

2018 / GM

Sirona Care and Health



**Bethan Simmonds**

2018 / HI

Royal United Hospitals Bath  
NHS Foundation Trust



**Thomas Woodward**

2018 / GM

North Bristol NHS Trust



**Robert Pais**

2018 / GM

New Devon CCG



**Glen Coppack**

2018 / FI

North Somerset  
Community Partnership



**Ed Roberts**

2018 / GM

Royal United Hospitals Bath  
NHS Foundation Trust



**Laura Birks**

2018 / HA NHSI

Bristol, North Somerset and  
South Gloucestershire CCG

# WELCOME

Good luck to our 2019 trainees who are joining the scheme.



**James Cookson**

2019 / GM

Torbay and South Devon  
NHS Foundation Trust



**Sydney Walsh**

2019 / GM

Gloucestershire Clinical  
Commissioning Group (on  
behalf of ICS)



**Bradley Hoskins**

2019 / GM

University Hospitals  
Plymouth



**Claire Ward**

2019 / FI

Royal Devon and Exeter  
NHS Foundation Trust



**Lauren Caddick**

2019 / GM

NHS Blood and Transplant



**Liam Hancock**

2019 / GM

Great Western Hospital  
NHSFT



**Peter Weber**

2019 / FI

Gloucestershire Clinical  
Commissioning Group (on  
behalf of ICS)



**Angela Wright**

2019 / FI

BrisDoc Healthcare Services



**Stefanie Glanville**

2019 / GM

University Hospitals  
Plymouth



**Georgina Beale**

2019 / GM

Royal Cornwall Hospitals  
NHS Trust



**Martin Batten**

2019 / HR

BrisDoc Healthcare Services



**Katherine Heredge**

2019 / HR

Yeovil District Hospital



**Isabel Weir**

2019 / GM

Wiltshire Health and Care



**Koren McIntosh**

2019 / GM

Torbay and South Devon  
NHS Foundation Trust



**Sophie Limb**

2019 / HR

Our Dorset Workforce  
Delivery Group



**Dan Owston**

2019 / FI

Yeovil District Hospital



**Natalie Smith**

2019 / GM

North Bristol NHS Trust



**Annabel Gilding**

2019 / GM

Royal Devon and Exeter  
NHS Foundation Trust

# MAP OF THE REGION

18 trainees  
12 lead organisations  
7 STPs/ICS's



Scheme and **Highlights** 

# SCHEME AND HIGHLIGHTS

With contributions from:



**Dean Carless**  
2018 / HR



**Eloise Wyke**  
2018 / GM



**Cecilia Price**  
2018 / GM



**Nathan Carter**  
2018 / GM



**Josh Skinner**  
2018 / FI



**Sally Worfolk**  
2018 / GM



**Robert Pais**  
2018 / GM



**Laura Birks**  
2018 / HA



**Alex Harper**  
2018 / GM

## Why were you interested in joining the NHS graduate management training scheme?



*The scheme seemed to offer exactly what I wanted: a mixture of challenging work and support.*

## What leadership qualities do you think a scheme like this instils and develops?



*From my own experience NHS leaders need to be well organised, determined and empathise with those around them.*

*Through the scheme I have developed a greater ability to reflect and question assumptions and challenge behaviours both of myself and of others.*



*Humility, self-awareness, confidence to do what's right not necessarily what's easy, understanding of different personalities and ways of working.*



# SCHEME AND HIGHLIGHTS

## What has been your biggest achievement?



*I led on a CQC inspection to one of our GP practices, to be able to get so involved and spend so much time with the inspectors (around 6 hours!) was an incredible experience. To really get to ground level and get to know the service at a scrutinised level during the prep was fascinating and an experience that I felt a huge sense of pride when it was completed.*



*My biggest achievement has been leading a project from start to finish for a community paediatric service. As project manager, I was responsible for launching a new central booking service and managing all of the workstreams.*



*My proudest achievement to date has been chairing a working group that includes managers and clinicians from primary care, secondary care, community providers and the CCG in order to develop a new model of community provision. The model is due to be piloted in September and I am proud to have been able to lead the group from the initial conception of the idea to this point. I am excited to see the impact this new provision has on patient care and experience.*

## As someone who may be viewed as a future leader in the NHS, why do you think it's important to have schemes like this one?



*Schemes like this allow graduates to see so many areas of the NHS and discover what they are interested in and where they think they can have the most impact. You end up with staff that are motivated, passionate and likely to stick around and give back and that's good for everyone!*



*To allow those with great potential but little experience to have a chance to learn from the best. It teaches you so much in just 2 years and allows you the freedom to explore the areas you find most interesting.*

## What does success look and feel like to you? How will you know when you've achieved it?



*Success to me is constantly improving, being better than I was last week etc. I know when I've improved when I feel more comfortable, and do something better, than the last time I did it. This has happened a lot during the first year of my placement, I have learnt so much and things that daunted me when I first started on GMTS I now do without worrying and can now focus on tackling the next thing that daunts me.*



# SCHEME AND HIGHLIGHTS

## What do you value most from an organisation you work for? What's important to you?



*In an organisation I value being in a compassionate organisation, focussed on making a difference. I like to work in an organisation that is both internally and externally minded: making a difference to the lives of patients but also focused on being a great place to work and develop people. In terms of the way I work, I enjoy continuous learning, working in a team, and working creatively. For me, part of working in a team means consciously championing each other's wellbeing whilst having fun.*



*I have valued the exposure my placement has given me to a wide variety of work and groups. This varied exposure has allowed me to gain a fairly detailed understanding of a broad area of the organisation, from how the board functions to meeting with budget holders and understanding how their understanding of their budgets impact the front line work. I've also valued the accessibility of senior staff and have met with a number of execs and non-exec on a one to one basis.*

## What has been the most impactful conversation you've had to date?



*The most impactful conversation I have had so far was with my placement manager. He emphasised to me that he was invested in my development and wanted to give me a wide ranging experience whilst on my placement and enable me to see a variety of areas of the role. This conversation gave me confidence in pursuing work and ensured I felt comfortable speaking to him when I felt unsure about how to go about completing a task or when unsure how to achieve a competency.*



*It wasn't a conversation but a lecture at Confed19 from Professor David Williams, Professor of Public Health at Harvard. The lecture was entitled 'Addressing racial inequities to drive better care and a more engaged workforce' and some of the shocking statistics he shared about direct and indirect racism made me realise how far we still have to go to address racial inequity.*



*A meeting with the Head of Learning and Development. I didn't think my project was doing very well but during the meeting it became clear that the project had actually been moving on at a good pace. She finished the meeting by saying that I'm better that I give myself credit for and that the project would go as far as I wanted to take it. I took a lot of confidence from that.*

## How significant have the Programme and Placement Manager been for your time in the scheme?



*Throughout the scheme, my programme and placement managers have been a huge support. Both in terms of acting as positive role models, but also in providing support and constructive guidance on the scheme.*

*Both leaders work to the high ethical standards, lead by example and ensure that the correct culture is fostered within the work environment- this has helped immeasurably with my time spent on the scheme.*



*My placement manager has shaped my experience both by being my line manager but also by supporting me to spend time working with and shadowing other teams.*

*My programme manager has been a coach and mentor to me, and will be even after the scheme. Meeting with her every month has been vital for reflecting on my experiences, digging into the challenges I'm facing and coming up with ideas of how to overcome them, as well as identifying ways to continue my development through shadowing various teams beyond our orientation.*



*I have been incredibly lucky to have fantastic managers and a wonderfully supportive team. My programme manager is an experienced director who has provided me with advice, feedback and development opportunities. She has not only helped me develop in my role but has encouraged me to think about my future by supporting me with my CV and interview preparation. My placement manager has been a constant source of support and acted as a mentor to me to ensure I get the most out of my experience and meet my competencies.*

# KEY INDIVIDUALS WHO SUPPORT TRAINEES THROUGH THEIR JOURNEY

## Supporting your GMTS journey

*All GMTS Trainees are supported the same way*

### People

### Roles

**Host organisations**

*Facilitate and support development of you as future NHS leaders*

**LLAs**

*Identify/assure placements and support managers*

**Programme Managers**

*Overarching support and facilitation of your Scheme*

**Placement Managers**

*Day-2-Day management for each placement*

**Regional Trainee Support Manager**

*Support GMTS trainees on all aspects of your Scheme*

**Mentor**

*Support your career and personal development*

**Buddy**

*Answer your practical Trainee questions*

**Higher Education Institute**

*Provide your academic education and training*



**Programme and Placement Manager**

# KEY INDIVIDUALS WHO SUPPORT TRAINEES THROUGH THEIR JOURNEY

## PROGRAMME AND PLACEMENT MANAGER



I've been involved with the GMTS in a number of ways, initially as a trainee, then helping out with the recruitment process, being a member of the local steering group, a programme manager for new trainees and an ongoing member (18 years on) of my GMTS learning set. I think the scheme is one of the great things about the NHS. To me, it represents a needed force for the positive in terms of NHS leadership culture in terms of the way it operates and the ethos it represents, and for improving NHS management through bringing in great new recruits.

In terms of my personal motivations for being involved with the GMTS, there's a bit of idealism, but it's mainly that it adds value to my working life. I find that my connection with why I joined the NHS in the first place sometimes needs nurturing and sustaining; contact through having trainees based with us helps massively with that. Also, I'm based long term in Cornwall and have been in a similar role for a long time, and need to keep finding new challenges and interests to stop me getting stale. My involvement in the last few years in helping develop the GMTS presence in our health economy, which has been historically quite weak, has been great in that regard. The trainees themselves give high-quality fresh eyes on the way we do things in my teams. So it really is a win-win.



**The trainees themselves give high-quality fresh eyes on the way we do things in my teams. So it really is a win-win.**

That said, it's a significant commitment hosting a trainee. The role of the Programme Manager is changing this year, of course, but I see it overall as being to oversee the whole 2 years and to do your best to ensure the trainee gets a positive holistic experience. Involvement with trainees has taught me the importance of remembering how much else is going on for the trainee as an individual in their whole life at that time and paying attention to it all. Often they have the transition to the world of 'proper' work going on, whilst also balancing issues such as the academic workload, the travelling, being based somewhere new, adjusting to the altered social and out-of-work side which that can also bring. It's also important to pay enough attention to how you relate to a different generation; many of us don't have that much experience of working as directly, recently, with people fresh out of uni, and I've found it hard not to fall into the trap sometimes of drawing too much on the 'in my day' angle of having been a trainee myself and forgetting how long ago that was.



**I think the two most important things, though, are treating every trainee as a unique individual, and making sure you have identified fantastic Placement Managers who are committed to making it a success.**

If you have the right person with the right values, ethos and connections, you can find the opportunities to give trainees the experiences they need to make a successful placement even if the initial role fit needs more thought.

**Jo Davis**

*Experience Programme Manager*

Royal Cornwall Hospitals NHS Trust

more



# KEY INDIVIDUALS WHO SUPPORT TRAINEES THROUGH THEIR JOURNEY

## PROGRAMME AND PLACEMENT MANAGER

I joined the NHS in 2016 as Head of Organisational Development and Improvement and on hearing about the Graduate Management Trainee Scheme I was keen to get involved, so I volunteered to be a programme manager. I wanted to ensure we provided our trainees with high quality placements and at the same time take the opportunity to learn from them to create mutually beneficial learning.

I see my role is to build a trusting and supportive relationship with the trainee and provide a safe and confidential space for them to discuss their progress and feedback, how they are settling in and really any aspect of the scheme.



**Being a programme manager is very rewarding and in particular I have felt really privileged to be able to support my trainees to help them to develop strategies for dealing with communication, personal, work and academic challenges.**

The programme is extremely intense and my meetings take the form of coaching sessions, looking back at what they have achieved and looking forward to what their focus will be for the next few weeks. Some of my proudest moments are when I have seen the 'mist starting to lift' and the trainee's confidence grow in their ability to work at fairly senior levels in the complex world of the NHS.

I learn so much from the trainees and they arrive into the NHS with a fresh, keen and enthusiastic approach from diverse and varied backgrounds, which we need to capture and nurture. I ensure I listen to their thoughts and feedback and by doing this I have been able to introduce some of their ideas into the Trust to help make our organisation a great place to work.

### Linda Gabaldoni

*Head of Organisational Development and Improvement*

Gloucestershire Care Services NHS Trust

I joined the Graduate Management Training Scheme in 2012 and was fortunate to have excellent Placement Managers during my time on the scheme who played a huge part in my development and offered a great start to my NHS management career. Having understood the importance of this role first hand I've always been really keen to become a Placement Manager and hope to be able to use my experience to help support a Trainee in the same way I was.



**I see my role as being a coach and mentor to the Trainee, sharing my knowledge and experience to help guide them through their placement and build their management and leadership skills.**

I'll aim to be there to give advice when needed, provide feedback and create opportunities where the Trainee can put some of the theory they will learn through the Scheme in to practice. And of course I'll be on hand to translate the many NHS acronyms!

For me a successful placement will be one where the Trainee is an integral part of a team, is given genuine responsibility, and freedom to develop in a supportive environment. I think it's important the placement is flexible and offers a good mix of being challenging yet achievable, and uses the Trainee's feedback to make sure this balance is right. The biggest sign of success for me will be if the Trainee looks forward to coming to work every day!

I'm also excited to see what ideas and viewpoints they'll bring to my team, as I'm sure through their own experiences and time on the scheme we'll be able to learn from them as well.

### Siobhan Heeley

*Deputy Divisional Director – Unscheduled Care*

Great Western Hospitals NHS Foundation Trust, Swindon SN3 6BB

# KEY INDIVIDUALS WHO SUPPORT TRAINEES THROUGH THEIR JOURNEY

## THE ROLE OF REGIONAL SUPPORT MANAGER



The recent expansion of the GMTS has meant an expansion of the national team. A new role called Regional Trainee Support Manager (RTSM) has been put in place, and this year I joined the team as RTSM for the South West. As this is a new role, I thought it might be worth telling you a bit about what I do...



**Our aim as RTSMs is to provide pastoral support to trainees on the scheme to support the delivery of a high quality and nationally consistent training experience.**

We will act as the main point of contact for trainees, after their placement and programme managers, across a variety of areas including general advice and guidance, wellbeing, education and placement support.

As RTSMs our primary focus is always the trainee. One of the key features of the role is providing face-to-face support across the region and investing time in developing relationships with trainees; this means every trainee will be visited at least once during their first and second NHS placement. In between visits, we can provide support via phone, email or Skype to resolve concerns or issues. We will also support trainees through key milestones on the scheme such as flexi placements, performance reviews and leaving the scheme. We can act as an escalation point to local and national teams when necessary and link in with a trainee's placement and programme managers on certain elements such as workplace performance and HR issues.

As RTSMs, we work closely with the Local Leadership Academies, so we are in a unique position to act as a link between national and local teams, collating and feeding back themes based on trainee's experiences within the region. We also support the LLAs in delivering local programmes of work including programme and placement manager training, regional welcome events and flexi placement panels. Similarly, we often support the national team with various activities such as assessment centres and onboarding for new trainees.

I joined the team this year, having recently graduated from GMTS General Management stream myself. From my own experience, I know how vital this role can be for trainees, who can sometimes feel they have been 'thrown in the deep end'.



**The scheme can be a highly rewarding experience – for many, it is life-changing - but it also requires a lot of commitment, dedication and can be tough at times.**

We know, through experience and research, that people who feel valued and supported at work are happier and more engaged in what they do; this is what I hope to achieve.

Having been based in the South West throughout my time on the scheme, I have already developed relationships with key stakeholders and can bring my own lived experience to the role. I have a background in neuroscience and psychology, which I continue to be interested in.

**Eleanor Wallace**

**If you would like to get in contact, feel free to email me: [Eleanor.wallace@leadershipacademy.nhs.uk](mailto:Eleanor.wallace@leadershipacademy.nhs.uk) or call 07884115314.**

**GMTS Buddy** 

# KEY INDIVIDUALS WHO SUPPORT TRAINEES THROUGH THEIR JOURNEY

## GMTS BUDDY

My relationship with my second year GMTS buddy started as a virtual back and forth with me asking all of the “silly” questions and concerns that came to mind. I remember emailing a lot in my first few weeks reflecting on how my introductions had gone and what I had observed during orientation (I definitely sent at least one panicked email after a bad introductory session with a Director). Once she had returned from her flexi in London we managed to meet in person for a drink after work which, thanks to traffic, I was half an hour late for!



**It was so helpful to hear the perspective of someone one year on and hearing that the worries I had were common and manageable. I remember thinking that I would never be able to be so knowledgeable in just one year on the Graduate Scheme.**

I think our buddy relationship worked well because we both wanted the same thing from it and there was no pressure to make something of nothing. When I went on to become a buddy to first year trainees I found that they didn't necessarily want the buddy support as much I had and that was fine too. I hope to continue the friendship with my buddy now that we have both left the scheme and allow our relationship to evolve to reflect wherever we go next.

## Emily Spottiswoode

*Locality Development Manager – South Bristol*

NHS Bristol, North Somerset and South Gloucestershire CCG



# FEATURES OF THE SCHEME

CONFEDERATION 2019



All trainees attend one conference whilst on the scheme.  
Cece Price shares her experience of Confed 2019.

## *What did you learn?*

Confed was a whirlwind of speakers, topics, freebies and networking.

***"It was great to step outside of my everyday working environment of an acute trust and to get up to date on the current opportunities and challenges in the health and social care sector. "***

Simon Steven's opening address ranged a number of topics, one of which got me thinking about how the NHS can be more sustainable and help achieve the UK's commitment to net zero carbon emissions. There was also a strong focus on how health and social care are related and for me this culminated in a talk by Andy Burnham, Mayor of Manchester, on devolution and Housing First initiatives in Greater Manchester.

There were numerous talks championing equality, diversity and inclusion, whether this concerned achieving diversity of workforce or current health inequalities. ***"A particular highlight was hearing Professor David Williams go into detail about race inequality in healthcare, a sobering but motivating talk which made me reflect on how we must create psychologically safe work environments and acknowledge existing inequalities in order to overcome them. "***

It was quite special to spend some time hearing Simon Stevens and Prerana Issar speak to the graduates about their careers and motivations and to be able to ask them our questions.

In the breakout sessions, I enjoyed hearing leaders from the NHS discuss how Primary Care Networks will look and hearing how other regions were harnessing interoperability to improve patient care by collaborating with numerous Trusts to create a local health care record. A session with a sports psychologist provided a deeper insight into the psychology of success and the importance of listening.

Of course there were numerous talks and stands concerning digital health. During the 'digital breakfast' I learnt about the potential for biometrics in healthcare – how collecting data on a person's movements might be able to identify when someone is moving abnormally and might require medical assistance – and was challenged to consider cybersecurity within the NHS.

Listening to the CEO of the Samaritans talk about how she continues to volunteer regularly made me think about the value of staying grounded and connected to the frontline and how I – and other leaders – could continue to do this, no matter what the day job is.



continued



# FEATURES OF THE SCHEME

CONFEDERATION 2019



*What next steps did you take? How has it impacted your organisation?*

Since Confed, I've kept in touch with some of the people I met. Arising from the talk on suicide prevention, I have suggested to my organisation's Staff Advice and Wellbeing Hub that we share news about the Zero Suicide Alliance and how everyone can receive the training for free. This will hopefully be shared on 10th September – World Suicide Prevention Day – with all staff members through our weekly newsletter. I've set up various meetings, including one with my manager and one with my Trust's Chief Executive in which I'll discuss some of the points of interest, such as how the Trust could become more sustainable. Lastly, I've been looking into various topics that I was interested in at Confed, including health inequalities and devolution, and I've joined the IHM's Carbon Reduction Group.



Flexi Placement Experience →



# FEATURES OF THE SCHEME

## FLEXI PLACEMENT EXPERIENCE



### *Interview with Jack Henniker (2017 HR Trainee) on his Flexi placement*

Part of the NHS Graduate Management Training Scheme is a two month 'flexi' placement which can be inside or outside the NHS and relates to healthcare. Ellie Wallace (Regional Trainee Support Manager) spoke to Jack Henniker, one of our 2017 trainees about his experiences at DELT Shared Services Ltd.

So, tell me about DELT Shared Services, what do they do?

*PCC and the NHS won a joint bid for half a million pounds from the government to implement a shared IT service and reduce overall spending on IT. This led to the launch of DELT Shared Services in 2014 as a publicly owned but private limited company. They started out providing a range of IT services to Plymouth City Council (PCC) and the NHS, but extended into other support services including Payroll and HR just before I started with them.*

What did you expect to get out of it, prior to starting?

*The opportunity to experience another organisation's culture and look at how different business models work. I wanted to see how the values compared to the NHS; it was interesting because, although it was a private organisation, they were not-for-profit and their clients were generally public sector, for example, the CCG and local council. Any profits they generate are returned to their clients, not to remote shareholders.*

What were your initial impressions of the organisation?

*They were a much smaller organisation with a much smaller HR team, compared to what I was used to from my first placement in an operational HR advisory at a large acute hospital. I had to work out what the different roles were and what responsibilities they had on a day-to-day basis and how they all worked together.*

What would you say was the most significant thing you learnt on your flexi placement?

*They really promoted the health and wellbeing of their staff and tried to show them that they were valued, for example, flexible working hours and providing free yoga sessions. These are things that I think we would really like to do in the NHS but often just don't have the money or time to do at the moment. I think we often feel constrained in the NHS by the standard model of service delivery but we could change this; we could definitely make the centralised, corporate elements of hospitals more flexible.*

What advice would you give to future GMTS trainees when organising their flexi placements?

*It's such a short space of time; it can often be difficult to settle into the organisation, establish yourself, make important networks and actually be able to use them in a way that has an impact. I would definitely make sure you meet with your flexi organisation before starting. Although, it's not necessarily about the quantity of these meetings, but the quality of them. I would try and establish a good relationship with your flexi manager, set out your expectations and assumptions so that they can get the appropriate work ready for you and you can jump straight in. For a lot of organisations, their work changes over time so meeting more regularly in the lead up to starting on flexi to define what you'll be doing is important. This will allow you to identify any necessary prep work.*

What impact did the experience have on you personally?

*It gave me the opportunity to explore functions and areas of HR that I wasn't used to and to work out where my strengths and interests lie. It helped me to identify that I like to work in a team and that's shaped the roles I've gone for after the scheme.*

What do you think DELT Shared Services got out of having a GMTS trainee?

*I think it was interesting for them to have someone who has been working for the organisations that they are targeting as clients, to learn about what the vision and strategies of those organisations are. It's a client-provider relationship so they are two different ends of the spectrum.*

What learning did you bring back to the NHS?

*It gave me a good idea of how I would like, in particular corporate areas, to work. Looking at what the new generation want in terms of portfolio careers, flexible working and opportunities at work and how leaders can help support that.*

# UPCOMING EVENTS

All our regional events are managed by the **South West Leadership Academy**, we attempt to base events centrally to the region, however this isn't always possible taking into account our geography. All events are managed on a first-come, first-served basis unless stated otherwise. Please note cancellation fees may apply for non-attendance, please check booking terms and conditions upon registration.

## WHY NOT JOIN US AT OUR NEXT EVENT?

OR GET IN TOUCH FOR MORE INFORMATION BY CONTACTING

[leadership.SW@leadershipacademy.nhs.uk](mailto:leadership.SW@leadershipacademy.nhs.uk)

### **Dialogic OD**

17th September | Taunton Racecourse

### **Speaking Up, Listen Up Ben Fuchs - Workshop 1**

18 September | Newton Abbot racecourse

### **Developing Primary Care Leaders - M1/5**

1 October | South West House

### **Inclusive Leadership Programme - M1 Day 1**

2 October | South West House

### **Inclusive Leadership Programme - M1 Day 2**

3 October | South West House

### **Theatre of the Board C3, day 3**

7 October | Dillington House

### **Leadership Essentials**

7 October | South West House

### **OD CPD**

9 October | South West House

### **Coaching Skills for Leaders**

11 October | Chinafleet Country Club

To book your place on any of the events above please take a look at our dates for your diary page and follow the 'book now' links.

[www.southwestleadership.nhs.uk/dates](http://www.southwestleadership.nhs.uk/dates)

# JOIN THE CONVERSATION!

If you would like to see anything in the next edition of our Newsletter, or have anything to contribute, please get in touch at:

[leadership.SW@leadershipacademy.nhs.uk](mailto:leadership.SW@leadershipacademy.nhs.uk)

## COMING SOON.....



ROSALIND  
FRANKLIN  
PROGRAMME

EDWARD  
JENNER  
PROGRAMME

MARY  
SEACOLE  
PROGRAMME

ELIZABETH  
GARRETT  
ANDERSON  
PROGRAMME

NYE  
BEVAN  
PROGRAMME

**NHS South West Leadership Academy**  
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