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Bwrdd Iechyd Prifysgol  
Abertawe Bro Morgannwg  
University Health Board



<b>Meeting Date</b>	<b>16<sup>th</sup> August 2018</b>	<b>Agenda Item</b>	<b>2f</b>
<b>Report Title</b>	<b>Current Status of Graduate Trainee Management Development Programmes in ABM UHB</b>		
<b>Report Author</b>	Natalie Schell, Graduate Trainee and Internship Manager		
<b>Report Sponsor</b>	Kay Myatt, Head of Learning and Development		
<b>Presented by</b>	Kay Myatt, Head of Learning and Development		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	To provide the Workforce and OD Committee with an update on Graduate Trainee Management Development Programmes in ABM UHB		
<b>Key Issues</b>	<p>The following is an update relating to:</p> <ul style="list-style-type: none"> <li>• The progress of the eight graduates currently on placement in the organisation and the benefits they have realised to date.</li> <li>• The appointment and imminent arrival of our first graduate on the All Wales Public Service Graduate Programme run by Academi Wales</li> <li>• The need to continue and further development ABM UHB Graduate Growth Programme.</li> </ul>		
<b>Specific Action Required</b> <i>(please ✓ one only)</i>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
		✓	
<b>Recommendations</b>	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• <b>Discuss</b> and note the contents of the paper and continue to support the graduates.</li> <li>• <b>Support</b> a further discussion of the vision of the ABM UHB Graduate Growth Programme in an informal WOD Committee.</li> </ul>		

# **Graduate Trainee Management Development Programmes in ABM UHB**

## **1. INTRODUCTION**

Our organisation currently has two recognised pathways to attract the talented graduates we need to become our future leaders and managers; namely the ABM UHB Graduate Growth Programme and the All Wales Public Service Graduate Programme run by Academi Wales.

The following is an update relating to:

- The progress of the eight graduates currently on placement in the organisation and the benefits they have realised to date;
- The appointment and imminent arrival of our first graduate on the All Wales Public Service Graduate Programme run by Academi Wales
- The need to continue and further develop ABM UHB Graduate Growth Programme.

## **2. BACKGROUND**

### **2.1 Context**

In 2016, recognising the significant challenges our organisation faces recruiting into Divisional Manager/ General Manager Posts the Executive Team approved introduction of a bespoke fast track graduate management capacity building programme. In February 2017 ABM UHB, working in partnership with Cwm Taf University Health Board, welcomed six graduate trainee managers (graduates) when it introduced a version of Cwm Taf UHB's 'Graduate Growth' programme.

### **2.2 2017 National NHS Wales General Management Graduate Programme**

We currently have two 'Academi Wales' (national) graduates both of whom complete their 22 month programme on August 31<sup>st</sup> 2018. This will be the last cohort of this format of the national Programme, details of the graduates past and present experience along with future plans can be found in Appendix A.

### **2.3 The ABM UHB Graduate Growth Programme**

As agreed in 2016 each of our graduates is funded by an SDU, which has become their 'home unit'. Each is supported by a mentor from their home unit, in most cases the SDU Director, whilst the Graduate Trainee and Internship Manager provides individual coaching and pastoral support as well as facilitating a fortnightly reflective workshop.

During their first year our six graduates gained practical experience of healthcare strategy and policy in action in each of our SDU's. As well as managing their time and priorities, the process of change and many other general management areas that have real impact on the running of the Health Board they have had time to cultivate a sound knowledge of local needs and integrated working practices which will improve patient care.

Since February 2018 our graduates have been working specifically for, their 'home' unit in actual operational posts details of the graduates SDU placements and future plans (where known) can be found in Appendix B.

#### **2.4 All Wales Public Service Graduate Programme 2018:**

ABM UHB continues to support the Academi Wales Graduate Programme in its new format, a world first, which will operate across geographical areas grouped together in clusters, comprising three organisations in the North, West and South East of Wales.

This exciting new programme will provide our graduates:

- An opportunity to share best practice, strengthen networks and joint ways of working.
- Supports the Well-being of Future Generations (Wales) Act 2015.
- Participation in a two year development programme led by Academi Wales, including personal development, action learning sets and coaching. Participants will gain a bespoke Masters in public service leadership.

Our cluster comprises ABM UHB, Welsh Ambulance Services NHS Trust and South Wales Police. We have chosen a theme based around improving mental wellbeing in both the community and the workforce in the Swansea area. We see a number of opportunities to develop and build collaborative pan public services approaches to issues such as social isolation.

Graduates will spend eight months in each of the three organisations, which make up the cluster the focus of their placement will be improving mental wellbeing in the area including both communities and public services colleagues.

As public services, we currently do not have a clear picture of the mental health and wellbeing of different parts of the communities we serve. Additionally, we have even fewer evidence-based approaches which focus the right approach for the right demographics. As such, there are a number of strands for the graduates to appropriately develop the best approaches to support people both within the organisations as well as the broader communities we serve.

There are 3 main areas for the basis of the cluster:

- Long Term/strategic approaches
- Preventative approaches
- Reactive/acute approaches

We anticipate all three organisations can offer our three graduates the opportunities to be involved in all elements of these – with each having their own particular nuance to add.

The graduate in the ABM UHB Cluster will be presented with the extra opportunity to take part in a shared project. Throughout the 22 months of the Programme, they will work collaboratively with the focus to help Public Services in Wales move to a more

proactive preventative approach for mental health and wellbeing such as through reducing loneliness.

As a partnership approach we have made connections with Faith in Families, a regional charity based in the heart of Penlan, a deprived community in Swansea. Here their community centre provides activities and services that aim to inspire children and adults to be the best they can be. We are looking at opportunities to partner with a local university to support with research skills.

The three graduates selected for the ABM UHB cluster have now been offered contracts of employment with Welsh Government and Secondment Agreements have been issued to ABM UHB, WAST and South Wales Police. The Graduates attended a welcome and introduction day in Swansea at the beginning of August and will commence in post on the 10<sup>th</sup> of September 2018. Details of the proposed ABM UHB first placement can be found in Appendix C.

### **3. GOVERNANCE AND RISK ISSUES**

#### **3.1 Current Graduates:**

No governance issues have been raised in accordance with the 8 graduates currently working within ABMU. It is however essential that all appointments into posts for the current graduates follow a fair and robust process of recruitment to ensure that this is carried out in line with both our values and legal / policy requirements.

The OD Manager accountable for delivery of Graduate Growth Scheme in Cwm Taf Health Board has submitted her resignation. This means that there could be a lack of support within the partnership arrangements entered into at the commencement of the programme with Cwm Taf. Continuation of funding the 'partnership' will need to be reviewed with Cwm Taf representatives and may be impacted by the boundary change decisions.

#### **3.2 All Wales Public Service Graduate Programme:**

The new graduates who have been appointed into the all Wales Public Services Graduate Programme have been through a robust recruitment process including skills and strengths testing, an assessment centre, a presentation and an interview. All employment checks have been carried out by the Welsh Government who remain the employer throughout the 22 month agreement. As the South Wales Police require enhanced vetting, this has been completed for the candidates (or will be completed during the rotation).

The Graduate and Internship Manager has met with the Director of Nursing for MH+LD and the Head of Operations who have developed the role proposal for the first graduate placement. This will be worked on in partnership with the L+D Department, the graduate and representatives from MH+LD to ensure all activities are risk assessed and within the competency/ stretch ability of the graduate.

The salary for the All Wales Public Services Graduate is higher than previous programmes and the individual will have different contractual arrangements (including hours of work and Annual Leave) which will need to be monitored closely by the Health Board to ensure fairness and equity.

### **3.3 Future 'Graduate Growth Programme':**

There is a risk that the internal 'Graduate Growth Programme' and the work associated with setting this up and raising the profile to be a credible and successful programme will be lost / forgotten if there is no future cohorts of the programme approved. The Committee have previously given support to recruiting future cohorts of graduates however currently this relies on the identification of funding from the Units.

## **4. FINANCIAL IMPLICATIONS**

### **4.1 Current:**

Seven of the internal graduates are funded directly by SDUs.

One graduate is funded through a ring fenced corporate budget that currently sits with the Board Secretary budget. This candidates will enter paid employment with the POW SDU before September 2018.

This funding will then be used to pay the All Wales Public Services Graduate who will commence in post in September 2018. Arrangements have been put into place to ensure there is funding to cover the rise in salary cost which the new programme attracts.

### **4.2 Future:**

It is recognised that ABM UHB are currently within a recovery and sustainability process. It is important not to lose the momentum and growing reputation of the first cohort of the programme. In order for the internal 'Graduate Growth' Programme to continue, funding for the posts needs to be found.

Options include:

- Units identifying funding and supporting / sponsoring a graduate in the same way as the first cohort of graduate growth.
- Top slicing of budgets to have corporately managed graduate placements with more flexibility of placement and career pathway.

## **5. RECOMMENDATION**

The financial pressures faced by our UHB present a very real risk that the numbers completing the Academi Wales Programme and the Graduate Growth Programme are not sufficient to meet the management requirements of the future.

Members are asked to:

- **Discuss** and note the contents of the paper and continue to support the graduates.
- **Support** a further discussion of the vision of the ABM UHB Graduate Growth Programme in an informal WOD Committee.

<b>Governance and Assurance</b>							
<b>Link to corporate objectives</b> <i>(please ✓)</i>	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access	Demonstrating value and sustainability	Securing a fully engaged skilled workforce	Embedding effective governance and partnerships	
			✓	✓	✓	✓	
<b>Link to Health and Care Standards</b> <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources
							✓
<b>Quality, Safety and Patient Experience</b>							
<p>During this time of unprecedented challenge for NHS Wales we believe continued support for the ABMU Graduate Growth Programme and the All Wales Public Service Graduate Programme will ensure capable and competent talent enters our workforce to strengthen management functions including finance, human resources, general management and planning.</p>							
<b>Financial Implications</b>							
<p>Seven of the internal graduates are funded directly by SDUs. One graduate is funded through a ring fenced corporate budget that currently sits with the Board Secretary budget. This candidates will enter paid employment with the POW SDU before September 2018.</p> <p>This funding will then be used to pay the All Wales Public Services Graduate. Arrangements have been put into place to ensure there is funding to cover the rise in salary cost which the new programme attracts.</p> <p>It is recognised that ABM UHB are currently within a recovery and sustainability process.</p>							
<b>Legal Implications (including equality and diversity assessment)</b>							
<p>There are no known legal implications in respect of the development outlined in this briefing.</p>							
<b>Staffing Implications</b>							
<p>Two of the eight graduates who have been supported and developed during their programmes over the last two years have secured permanent posts in the Health Board and the remaining six are in an excellent position to do the same by the end of January 2019.</p> <p>As a result the Health Board stands to benefit from an influx of enthusiastic, innovative, compassionate and engaging people committed to improving healthcare outcomes for patients and keen to promote a positive, progressive and rewarding workplace for their colleagues.</p>							
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>							
<p>Our internal and National Graduate Programmes emphasise the importance and impact of joined-up approaches to working, long-term decision making, engaging</p>							

and building relationships to ensure effective working with people, communities and each other, all of which will help ABM UHB fulfil its responsibilities as laid out in the Well-Being of Future Generations (Wales) Act 2015.

**Long-term** because the graduates have had the opportunity to influence their programme of learning and find out about the areas in which they would most like to work the Health Board's investment in their development will be rewarded by their loyal service in the forthcoming years.

**Integration** – During their programmes the Graduates have been challenged to always consider how their actions and those of their teams and departments can improve the social, economic, environmental and cultural well-being of Wales.

**Involvement** – The Graduates completing ABM's programme have worked with Calon our LGBT+ Network to launch and promote the No-Bystanders Campaign. This has afforded them the opportunity to appreciate the power and impact of involving key stakeholders in any new developments.

**Collaboration** – the collaborative nature of these fast track development programmes has been emphasised from the beginning. As a result we will have a cohort of future managers and leaders for whom collaborative working is the norm.

**Prevention** - Responsibility and accountability for taking prompt action to deal with issues are key themes addressed during the programmes and if embedded as ways of working men that our future leaders and managers will naturally take action early to prevent problems occurring or getting worse.

**Report History**

**June 2016:** Executive Team Report commissioned by CEO and Director of HR.

Options for a Graduate Management Capacity Building Programme, For ABM UHB.

**August 2017:** Workforce and OD Committee  
Future Plans for the ABMU UHB Graduate Management Capacity Building Programme

**November / December 2017:** Executive Team  
Future Plans for the ABMU UHB Graduate Management Capacity Building Programme V3.

**Appendices**

Appendix A: 2017 National Graduate Training Programme  
Appendix B: ABM UHB Graduate Growth Programme  
Appendix C: All Wales Public Services Programme role proposal

## Appendix A: 2017 National NHS Wales General Management Graduate Programme

SDU and Graduates	Work Programme
<p>Charlotte Higgins - Corporate Nursing Baglan HQ</p> <p>Business Manager Corporate Band 6 - Nursing Administration Hub</p>	<ul style="list-style-type: none"> <li>• Lead and manage the Corporate Nursing Business Administration Hub.</li> <li>• Providing comprehensive business support to Executive Director of Nursing and Patient Experience (DoNPE), the Assistant Directors, Heads of Patient experience, Risk and Legal, Head of Safeguarding and corporate head of Nursing.</li> <li>• Project manage delegated improvement activities.</li> </ul>
<p><b>Future Plans</b> Since May 2018 Charlotte has been acting into the above role and such is the confidence of the Corporate Nursing Team in her abilities they have elected to pay her Band 6. She will be in an excellent position to apply for this post when her programme ends.</p>	
<p>Claire Rowe – Princess of Wales Hospital SDU</p> <p>Support Service Manager, Breast &amp; Urology</p>	<ul style="list-style-type: none"> <li>• Provide a robust tracking of cancer patients within the department, understanding the pathways and timescales and highlighting potential breaches before they occur.</li> <li>• Lead on direct patient contact with respect to the management of waiting times. Provide patients with waiting times information, ensuring full and appropriate record keeping; dealing with issues/complaints ensuring that appropriate resolutions are achieved as quickly as possible.</li> <li>• Supporting the Service Manager in maximising theatre and outpatient sessions.</li> <li>• Work with Service Manager to resolve capacity issues, liaising with consultants and other department.</li> <li>• Direct line management of admin and clerical staff. Record annual leave, study leave and sickness absences as well as coordinating medical staff rotas and locum requirements.</li> <li>• Analyse business information and identify possible areas for service improvement.</li> </ul>
<p><b>Future Plans</b> Claire has recently accepted a permanent post as Service Manager in Princess of Wales Hospital SDU.</p>	



## Appendix B: ABM UHB Graduate Growth Programme

SDU and Graduates	Work Programme
<p>Singleton Hospital SDU</p> <p>Abi Young - Acting Service Manager Neurodevelopmental Disorders and Community Paediatrics</p>	<ul style="list-style-type: none"> <li>• Supporting the relatively newly formed Neurodevelopmental Disorders Service, which is responsible for the assessment, diagnosis and support for ASD and ADHD in children and young people (0-18) across the Health Board.</li> <li>• Sit on the National Steering Group with colleagues from ND services across Wales and WG representatives to monitor, review and improve our services</li> <li>• Manage several A&amp;C staff, including PADR's; recruitment, progressing service improvement and KPI plans.</li> <li>• Ensuring WG RTA targets are adhered to and accurately reported</li> <li>• Working with Community Paediatric colleagues in Bridgend and Cwm Taf to maintain day to day running of services during the merger.</li> <li>• Manage the risk register for the service, and deal with any complaints or incidents.</li> </ul>
<p>Singleton Hospital SDU Meghann Reynolds</p> <p>– Acting Service Manager Acute Paediatric Services</p>	<ul style="list-style-type: none"> <li>• Manages performance across the four Acute sites, including eTOC, RTT and FUNB lists.</li> <li>• Manage several A&amp;C staff, completion of PADR's and appropriate support.</li> <li>• Service improvement across the department</li> <li>• Service lead on the Singleton Outpatients Improvement Group (OPIG) which feeds into the corporate OPIG group.</li> </ul>

	<ul style="list-style-type: none"> <li>• Manage the risk register for the service, and deal with any complaints or incidents.</li> <li>• Responsible for the efficient running of the NPTH and POWH Children Centre's.</li> <li>• Accommodation lead for both acute and community paediatrics, ensuring that each site is being used efficiently and ensuring that appropriate accommodation is found for new services (e.g. NDD).</li> </ul>
<p><b>Future Plans</b></p> <p>Both Abi and Meghann are working towards Band 7 posts with mentoring and coaching support from Jan Worthing – Service Director and Sam Williams Service Group Manager - Childrens Services. Meghann has support to start her Executive Masters of Business Administration at Cardiff University in September 2018 part funded by Singleton Hospital SDU.</p> <p>The SDU is investing heavily in terms of time and support in two outstanding graduates who, as a result, will be in an excellent position to secure these post permanently at the end of their programme in January 31<sup>st</sup> 2019.</p>	
<p>Neath Port Talbot Hospital SDU</p> <p>Sarah Hatfield - Specialty Service Manager</p>	<ul style="list-style-type: none"> <li>• Responsible for a range of operational activities within General, Thoracic, Endocrine/Diabetes and Care of the Elderly Medical Services within Neath Port Talbot Hospital.</li> <li>• Supporting Senior Service Manager and Site Manager in taking forward the key targets of the Medical services element of the hospital including Referral to Treatment Targets (RTT), Cancer pathways, key performance indicators, service development, and supporting delivery of IMTP.</li> <li>• Co-ordinate rotas for Medical on call and ward cover</li> <li>• Project manager for delegated improvement activities; develop business cases; support service innovation and improvements</li> </ul>

	<ul style="list-style-type: none"> <li>• Undertake reporting and analysis of information to support project delivery</li> <li>• Manage several A&amp;C staff, including PADR's; recruitment, progressing service improvement.</li> </ul>
<p><b>Future Plans</b></p> <p>Sarah has recently accepted a permanent post as Assistant Manager for Dentistry and Optometry in Primary and Community Services SDU at ABM UHB</p>	
<p>Mental Health &amp; Learning Disabilities SDU Richard (Ricky) Morgan - Business Support Manager</p>	<ul style="list-style-type: none"> <li>• Responsible for the Risk Register and locality based risk registers for the areas of Swansea, Bridgend, Neath Port Talbot and Specialist Services.</li> <li>• Monitoring and improving ETOC performance throughout the DU.</li> <li>• Outpatient Improvement lead for the DU.</li> <li>• Administer key meetings including the Decommissioning of the Cefn Coed site.</li> <li>• Project Manage organising World Mental Health Day at the Grand Theatre in Swansea linking with voluntary organisations, Local Authority and the third sector.</li> </ul>
<p><b>Future Plans</b></p> <p>MH &amp; LD SDU is investing heavily in terms of time and support for Ricky and hope to offer him the opportunity to apply for a Band 6 Performance Management role encompassing what he is currently responsible for.</p>	
<p>Primary &amp; Community Services SDU Nicholas (Nick) How - Business Service Manager</p>	<ul style="list-style-type: none"> <li>• Provides comprehensive business support to the Director of Primary and Community Services.</li> <li>• Provide line management to a range of admin and clerical staff as required.</li> <li>• This will be to ensure the smooth running and development of the Primary and Community Services business and administrative affairs. Autonomy to solve procedural issues to ensure an efficient service for all portfolio requirements.</li> </ul>
<p><b>Future Plans</b></p>	

With support from his mentor Service Director Hilary Dover and mentor Andrew Griffiths - Interim Head of Primary Care & Community Services Development Nick is thriving growing in confidence and competence. He will be in an excellent position to apply for the role he is currently developing in, when it is advertised as a permanent post at the end of the programme.

<p>Princess of Wales Hospital SDU</p> <p>Ruth Davies - Operational Support Manager, Obstetrics &amp; Gynaecology January - June 2018</p> <p>Clinical Support Services, Princess of Wales Hospital, June 2018 – to date</p>	<ul style="list-style-type: none"> <li>• Line management for the speciality's Medical Secretaries and Waiting List team.</li> <li>• Coordination of the speciality medical rotas, management of leave; submission of pay for clinical staff.</li> <li>• Responsible for USC pathway reporting for the speciality in line with national targets; RTT performance (stages 1-5) and activity analysis - including theatre utilisation for the specialty in line with 6 4 2.</li> <li>• Represent specialty AT weekly Theatre SCRUM meetings.</li> <li>• Lead on Theatres Performance reporting for Princess of Wales and Neath Port Talbot sites, including detailed activity and utilisation analysis which is shared with Clinical Lead of Surgery and Surgery Service Group Manager.</li> <li>• Lead on gathering intelligence required for 2017/2018 submission to the NHS Benchmarking Operating Theatres Project.</li> </ul>
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**Future Plans**

Ruth has been working in POW Hospital SDU since January with Service Director Jamie Marchant as her mentor. She has support from her line managers and has remained very positive and focused throughout the programme. She is keen to work in ABM UHB following completion of the programme and had already started applying for Band 6 and 7 posts. Ruth is currently talking to Therapies And Health Sciences about a potential fixed term opportunity.

<p>Morrison Hospital SDU</p> <p>Currently no Graduate on placement</p>	<p>Singleton SDU 'head hunted' Meghann Reynolds inviting her to work in a Service Manager role rather than return to NPT Hospital.</p> <p>As a result Sarah Hatfield opted to move to NPT Hospital SDU for her second year rather than return to Morrison Hospital SDU.</p>
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## **Appendix C: All Wales Public Service Graduate Programme role proposal for first ABM UHB Placement**

Since Mental Health and Learning Disabilities amalgamated and due to new appointments in South Wales Police Service existing links and working relationships with the South Wales Police Service have suffered.

Representatives from ABM UHB MH&LD SDU, Cwm Taf UHB and Cardiff and Vale UHB attend the Crisis Care Concordat - Wales Meeting. This concordat agreement sets out how partners can work together to deliver a quality response when people with acute mental health crisis, need help, have contact with the Police and who are likely to be detained under section 135 or section 136 of the Mental Health Act 1983.

During their placement in MH&LD SDU the graduate will:

- Scope existing relationships and working arrangements between the three health board organisations and the South Wales Police.
- Identify any partnership working opportunities with Welsh Ambulance Services Trust.
- Compile evidence of existing forums and structures/opportunities for joint working between the organisations represented at the Crisis Care Concordat.
- Explore and describe the role of the existing Local Police Officers and their links with their localities.
- Explore and describe the impact of the changes which came about as a result of the Policing and Crime Act 2017.