



Leadership Academy

Graduate Management Training Scheme

Orientation Guidance

2019 Intake



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Health Education England

www.leadershipacademy.nhs.



Purpose

This document is designed to provide information to support Programme Managers and Trainees to plan an effective orientation experience into the NHS.

Aims of Orientation

The aim of orientation is to give trainees the broadest overview of the health service as possible and to think about how patients experience the NHS. Orientation is not about the trainee learning about their specialism i.e. general management, finance, etc...so this means trainees having access to:

- Health and social care as viewed through the eyes of the patients, care givers, and partner organisations
- The nature and pattern of health service delivery and the issues arising
- How the NHS operates as both an entity and how its various components contribute to the delivery of health and social care.

Wherever possible, trainees should directly experience the provision of health and care services and participate (e.g. work as a Health Care Assistant). The learning can also be through observation and shadowing; meetings can have value but should be used more sparingly.

See: Appendix A - Services for orientation experiences and
Appendix B - Checklist for the Programme Manager.

Duration and Timing of Orientation

The Orientation is 20 working days *exclusive* of any education dates or any other Scheme dates.

Trainees will attend a national welcome event on and there will be a specialism induction for all trainees. The orientation period starts following these events.

Any other education dates that fall within September will be confirmed asap to enable the orientation planning to take these into account.

Please be advised that all trainees complete a DBS as part of the NHS recruitment checks prior to commencing on the scheme. It is anticipated that all DBS clearances will therefore be received prior to trainees starting. If, however there are any delays to any clearances being received for reasons out of our control, we will advise you of this.



Content of Orientation

In designing the content of the orientation consider how to:

- Promote the best introduction to and understanding of, the NHS
- Follow the patient journey/partner organisations/macro/micro issues
- Split time between different organisations in your health community so that trainees get as full exposure as possible to the range of services and activities that the NHS provides.
 - NHS Trusts
 - Primary Care Services
 - Mental Health
 - Clinical commissioning groups
 - Commissioning Support Units
 - Ambulance Service
 - Social care
- Other partner organisations - public, private and voluntary
- Involve the trainee/s in service delivery and contributing where possible, rather than passively absorbing information.
- Provide trainees with the opportunity to meet and have exposure to senior managers
- Ensure knowledge of Personal and Patient Safety
- Encourage trainees to source a suitable mentor
- Build in time for reflection so that trainees can complete a blog or learning diary and share experiences with trainee colleagues
- Provide opportunities for trainees to evidence their experiences

Feedback from Orientation

The trainee is required to feed back their orientation experiences to their host organisation. This can be achieved in a number of ways, for example:

- Feedback to their trainee colleagues in a presentation forum to which Programme Managers will be invited
- Feedback through a local/organisation newsletter
- One to one feedback with Programme Manager
- As part of the first Performance Development Review
- Presentation to the Board
- Presentation to the regional steering group



APPENDIX A: SUGGESTED SERVICES FOR ORIENTATION EXPERIENCES

Services in primary care/ community to include:

- GP practice (including GP, practice nurse, practice receptionist, etc)
- Elderly care with social services
- Community therapy services (physiotherapy, psychotherapy, occupational therapy, health visiting, speech therapy, podiatry)
- Learning disabilities
- District nurses, Health Visitors, School Nurses, CPNs
- Palliative care services / hospices
- Community mental health services
- Homeless teams
- Voluntary sector organisation and/or a Social Enterprise Council

Services in secondary and tertiary care in an acute setting

- Clinical Specialties: Time with different specialties as well as an opportunity to work as a health care assistant and time with a junior doctor.
- Clinical support services: Allied Health Professional's (AHPs) focusing on their role in providing integrated clinical services. Could include occupational therapy, physiotherapy, podiatry, dietetics, pharmacy, radiography, pathology, theatres and medical physics
- Ambulance service: both out on the road and at central control.
- Hospital support services: including catering, portering, domestics, security, switchboard, medical records, hospital estates and supplies, IT.
- Central services: an opportunity to understand the role of the central functions and services, including finance, corporate communications/marketing, staff development, contracting and IT.
- Exposure to a managed clinical network.
- Some time spent seeing the service over the full 24-hour period, e.g. a night shift in A&E and a shift shadowing a junior doctor

Services in Mental Health

- Adult Mental Health, Mental Health Services for Older People (Organic and Functional Wards), Child and Young Peoples Mental Health
- Learning Disability areas
- Forensic Mental Health and Learning Disability areas gaining an insight in the treatment and care in specialist services
- Substance Misuse - visiting community centres or rehabilitation wards
- Spending time with Community Mental Health Teams and Integrated Teams where they carry out joint working with Social Services

Services that impact on the health of the population

Covering aspects of healthcare which do not seek to treat individuals but who have a significant influence on the health of the general population. This could include public health, Royal Colleges, and cancer networks.

Other experiences

- Shadowing the executive tier, i.e. non-executives and directors

APPENDIX B: CHECKLIST FOR PROGRAMME MANAGERS

✓	ACTION – Have you...
	...informed departments, areas and individuals in advance about the trainee and their start date with the organisation?
	...made arrangements for the trainee to have access to a computer and communication equipment before they arrive e.g. e-mail, telephone?
	...taken into account a trainee's previous NHS experience and knowledge when planning orientation content?
	...booked the trainee, in the early stages, onto appropriate in-house training programmes, as required of the Scheme, the post or the trainee's PDP? e.g. health and safety, disciplinary and grievance procedure, and manual handling
	...arranged personally to provide, in the first week, an overview of your organisation as a whole, and other NHS organisations in the local health economy? e.g. it's place in the patch; it's objectives - strategic plans; structure - information on directorates and how this feeds up to board level; organisation chart; current issues or developments in the trust and area (new board members, large capital projects etc).
	...arranged to hold regular meetings with the trainee, once a week initially, to actively encourage the trainee to reflect on experiences during this period?
	...asked the trainee to prepare a one page 'pen portrait' about themselves' and circulated this to departments and organisations prior to their orientation visit?
	...helped the trainee prepare a framework for interviewing and questioning those they meet during their orientation, referring to personal and scheme objectives?
	...scheduled the trainee to meet or shadow the Chief Executive, Chair and Directors? (Ensure that this happens later on in orientation - a new trainee is unlikely to make the best of this time early on, having not had sufficient experience to formulate appropriate opinions and questions).
	...worked with the Placement Manager to make the arrangements for transition into post?
	...arranged to attend the first performance review with the trainee and the Placement Manager?
discussed and arranged with the trainee the method that they will use to provide feedback on their orientation experience.



Version Control

Version	Last Update	Updated by
v1	13.06.14	NK
v1.2	13.03.15	NK
V1.3	13.03.16	MC
V1.4	12.06.17	NK
V1.5	15.06.18	AD/SS
V1.6	31.01.19	AD