



University of the
West of England

REINVESTMENT PROJECT FINAL REPORT

NHS Workforce Access and Progression Projects

July 2011

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1. Executive Summary

1.1 The Day in the Life website was developed in response to the need to create a South West specific resource that raised awareness and aspiration towards the wide range of jobs and careers in the health care sector to under-represented groups. It was also identified that there was a need to engage with NHS Trusts to encourage the sharing of best practise around work experience and apprenticeship opportunities.

1.2 The South West Strategic Health Authority funded project commenced in May 2009, when there were concerns about a future skills gap due to a predicted and significant retirement of the workforce over the next 5 years. This predicted gap leads to the need to attract people into health care employment. Additional project priorities lay in demonstrating that the workforce represented the population it serves to ensure that widening participation and diversity targets are met particularly in relation to young people and ethnic minority groups within the region.

1.3 The project was also asked to look at progression routes and self development opportunities for staff once part of the workforce particularly in light of a strong focus being place on training opportunities for the previously under resourced groups within Bands 1-3. The progression routes and development element grew in importance during the project's lifespan with the increasing need to create redeployment opportunities for existing staff and the introduction of apprenticeships. Additionally there became a need to help potential new staff and those undergoing redeployment identify their transferable skills.

Scoping existing provision and identification of gaps

1.4 Scoping was undertaken to identify what information and resources were already available, where they were stored and how they were used. A range of methods were used to undertake this including; extensive internet research, discussions with representatives from all 40 SW NHS Trusts, individual and group meetings. The work produced for this project was designed, tested and redesigned to meet as wide

range of these as possible, therefore an ongoing organic approach was taken to the development of all resources.

1.5 The scoping exercise identified that although there is a wide range of local, regional and national information available to individuals, schools, colleges and adults, it is not always readily available or presented in a way that is easy to access or navigate. It was found that it often stood in isolation from other sources and did not have a specific South West focus which was identified as of critical importance.

1.6 It was identified that both young people and the more mature workforce often know what area they want to work in, for example; engineering, IT or catering, but would not necessarily consider the health care sector as an employer within these areas. It was agreed that more needed to be done to promote opportunities within the health care sector to demonstrate the variety of jobs that can be undertaken in a wide range of locations.

1.7 There was also a need to encourage existing staff to undertake further training thus increasing their skill sets to meet current and future organisational requirements, particularly around numeracy and literacy.

Development of resources

1.8 A central repository or portal (www.dayinthelife.org.uk) was developed to enable the storage and easy access of newly created and existing resources. The new resources were designed to address particular issues and gaps around topics such as attracting a diverse workforce, training & education, retaining, and re-deploying the right staff. This portal also holds new information and activities developed by the project leads to meet the explicit requirements of the potential and existing workforce.

1.9 Information developed and stored on the website has been categorised into different sections, with the aim that there is a natural progression through them all but that each fulfils the requirements of an individual or group at any one time. The

different sections sought to provide information on qualifications, work experience, pay and benefits and completing university and job applications. Different search methods were designed to help individuals identify their skills and find different jobs. There is also a section on development opportunities for existing staff about issues relating to development and training, redeployment, career progression, appraisals, staff case studies and SW NHS and Educational contact maps.

Partnership & Stakeholder Working

1.10 Partnership and stakeholder working has had a particularly strong focus within this project with Project Leads, partners and practitioners worked together in directing the course of this work using a style similar to elements of an action learning/action research approach.

1.11 A project steering group was established in order to get a breadth of representatives from a wide range of organisations and community groups.

1.12 Specific work was undertaken around the sharing of best practice in relation to work experience programmes, application forms and the development of apprenticeships. SW NHS Trusts were encouraged to share their experiences and documentation to encourage others to offer opportunities. A number of interactive events and workshops were run to best facilitate this sharing process.

Evaluation and Promotion

1.13 The project achievements have been presented at a number of meetings and conferences, again, both nationally and regionally. Promotional bookmarks were designed and distributed to encourage people to visit the website.

1.14 Evaluation and feedback was sought throughout the duration of the project to ensure the ongoing validity and relevance of the website to all end users. A comprehensive evaluation of the website showed that it was well received by all users.

2. Background

2.1 There are currently 159,000 people employed in the health sector in the South West Region (SfH 2010). However it is forecast that an average of 8,200 employees will leave the sector every year across the South West, with 82,000 people predicted to retire from the sector between 2007 and 2017. Therefore, despite the financial drive to decrease staff numbers, the region and its employers will still need a substantial number of people to fill new jobs and replace existing workers who will retire or leave the sector (SfH 2010).

2.2 While this retirement allows the health care sector to look at ways to achieve a more cost effective skill mix through role reconfiguration, redeployment and decrease in staff numbers there will still be a need to employ new members of staff, albeit in different roles than those currently recognised.

2.3 The White Paper Equity and Excellence: Liberating the NHS (July 2010), requires healthcare providers to employ staff with the skill mix appropriate to deliver a high quality service to patients in every circumstance. It discusses the need to generate security of workforce supply to enable people to have the “right skills in the right place at the right time”. It is calling for high quality education and training to allow greater flexibility of care and a workforce that is responsive to changes in service delivery that meets patients changing needs. This requires a future supply of people interested in working within the sector.

2.4 With this in mind, the South West Strategic Health Authorities commissioned the University of the West of England to undertake a project to look at ways individuals access employment within, and progression through, the NHS. It was identified that there was a need to raise individuals and group’s awareness and perception of the Health Care Sector as an employer. Although there is a wide range of information available to individuals, schools, colleges and adults it is not always readily accessible or presented in a way that is easy to navigate. Gaps in the information available on the internet and within organisations were identified. In light of this, the

project was created to look at the issues of recruitment and progression both in terms of new recruits into the NHS and existing staff who feel that they would like to move within their organisation particularly in light of the need for redeployment. A strong South West focus was emphasised throughout the work undertaken.

2.5 The project, therefore, was designed to look more widely than the obvious choices of health and social care careers to include areas such as; estates, catering and administration and, in particular, jobs and careers within current risk areas identified within the Skills for Health Labour Market Intelligence Document (2010).

2.6 Potential recruits could be young people straight from school and college, or adults who have worked in other areas and, although new to the NHS, are not new to the work environment. Additionally they could be individuals seeking redeployment within the sector. It was identified that people don't understand the range of jobs that are available within the health care sector and therefore do not look to it for employment.

2.7 It was identified that both young people and the more mature workforce often know what area they want to work in, for example; IT, science or catering, but would not necessarily consider the Health Care Sector as an employer. However, recently there seems to be an increase in the amount and diversity of people applying for work within the NHS, possibly due to the current financial climate.

2.8 Many applicants seem to be insufficiently versed in the language and style of the NHS and, often, are not able to complete applications effectively, indeed there is anecdotal evidence that this issue impacts upon all ages and professional groups. It is also generally considered harder recruiting adequate staff members into Bands 1-4 than into Bands 5 - 9, as recruiting adults, who are already working, and young people who have left school or college, are much harder groups to identify, and target. Additionally local job market competition is often strong with competitive pay scales and working conditions.

2.9 There is also a need to help existing staff identify what opportunities are available for them to retrain or move into other areas of work to maintain their interest, keep them in the workforce, aid with redeployment and ensure that people are appropriately trained and educated to provide “the right skill in the right place at the right time” (DH 2010). It was identified that more needed to be done to promote opportunities within the NHS to demonstrate the variety of interesting and rewarding jobs that can be undertaken in a wide range of locations and encouraging existing staff to consider increasing their skill sets by undertaking further training and therefore hopefully retaining staff members.

2.10 The availability of dedicated funding for bands 1- 4 since 2008, through the Joint Investment Framework, has raised NHS organisations’ and staffs’ awareness of the learning and development needs of staff within these bands. Miers & Shobrook (2010) found that the Joint Investment Framework funding has improved in-house learning provision with learners reporting positively on learning provision and organisations identifying that this learning led to an increased understanding of their roles, an increase in confidence, communication and a better understanding of the patient/customers’ need.

2.11 The work of Miers & Shobrook (2010) also found that there was an improvement in productivity and identification of opportunities for career progression. It was further identified that the transparency and consistency of opportunities within health care organisations in the South West needs development in order to improve equality and parity of service throughout the region.

2.12 The formation of the coalition government in the May 2010 resulted in a shift in priorities for the funding of training opportunities. Train to Gain was abolished and financial resources were targeted into Apprenticeship opportunities instead of standalone vocational qualifications. These opportunities were open to new and existing staff although the funding was concentrated in the 16-19 age group. South

West NHS Trusts were actively encourage to put in place and offer apprenticeship opportunities in order to meet the government public sector organisation target of approximately 500 for 2010-2011.

2.13 The Health Care Sector also needs to reflect the communities in which it functions and as such a diverse workforce is required. It therefore needs to ensure equal recruitment opportunities for ethnic minority groups, disabled staff and people of all ages and genders. Adding to this there are currently low numbers of 16-24 year olds employed within the sector, this number is less than half of those employed in the local economy (SfH 2010) and while this may be due to the time taken to qualify for specialist roles, young people need to be encouraged to identify that working within the health care sector is a valuable career option.

3. Project aims and scope

The initial aims of the project were:

3.1 To identify what resources were currently available to help individuals and groups identify the wide range of job and career opportunities within the NHS and other health care organisations.

3.2 To identify which organisations were offering what services to schools and other health care organisations to help with the identification of the NHS and other Health & Social Care providers as employers.

3.3 To promote the NHS and other health care organisations as an employer with a extensive range of jobs and career opportunities.

3.4 To build a central resource, acting as both a storage for information and to allow the sharing of best practice through the development of an interactive web portal: the Day in the Life website www.dayinthelife.org.uk

3.5 To provide information on development opportunities for existing members of health care sector staff and organisations to help meet the current challenges.

Project Dates: May 2009 – July 2011

4. Project Activity

4.1 Project activity has been broken down into 4 areas:

- Scoping existing provision and identification of gaps
- Development of resources
- Partnership and stakeholder working and sharing best practice
- Promotion and evaluation

4.2 Scoping existing provision and identification of gaps

4.2.1 Scoping exercises were undertaken to find both national and local information. A range of methods were used to undertake the initial and ongoing scoping exercises of what was already available, where this was stored and how it was used. This included; a trawl of the internet, discussions with members of the three Skills Alliance Groups in the South West, individual meetings and the establishment of a project steering group with representatives from South West Strategic Health Authority, Skills for Health, Human Resources representatives, NHS Trusts (both Acute and Community), the Independent and Voluntary Sectors, Job Centre Plus, the Connexions Service, Education & Business Partnerships, 14-19 Education Leads and young people. Additional work has been undertaken with Bristol City Council, the Western Vocational Lifelong Learning Network and Aimhigher.

4.2.2 It was identified that although there is a wide range of information available to individuals, schools, and colleges this is not easy for the individual to find or access. For example, schools and colleges have information about how to complete a strong UCAS application, however, this information would be difficult for the stand alone individual to find, access and utilise.

4.2.3 While there is explicitness to individual sites, they don't always make sense to the uninitiated. Language, terminology and jargon are all too easily established within

organisations; however these often leave the “outsider” outside, with the risk that this will lead to missed opportunities for recruitment of staff from a wide range of social groups. All new developments were discussed with a wide range of individuals and groups to ensure it met regional requirements and that the content and language was appropriate.

4.2.4 The scoping exercise found examples of best practice within the South West which were then shared with other South West organisations by the project leads and developed further to meet wider requirements. The scoping exercise also enabled the identification of extensive information stored on a range of national websites that would not be readily found by the casual browser. This was collated and explicitly linked to work that was being undertaken within the South West and to the Day in the Life website www.dayinthelife.org.uk. The development of this website became a significant part of this project.

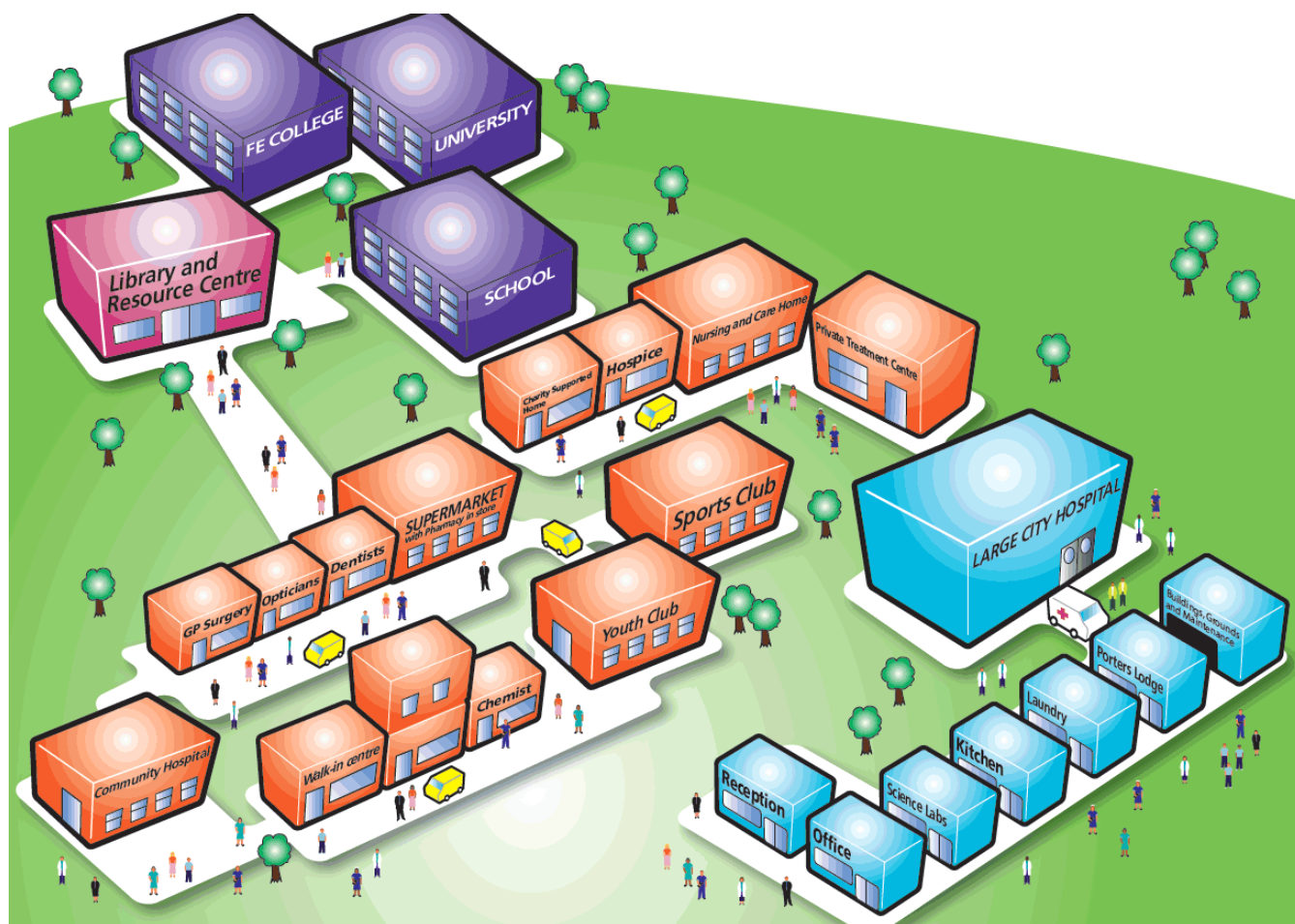
4.2.5 The recruitment process is a clear example of the use of specialised terminology. Within the national NHS websites, health sector jobs can fall under categories such as “Corporate Services” or “Hotel Services” which don’t necessarily mean very much to people outside of the NHS. On the other hand, external recruitment agencies use terminology such as; Information Management, Secretarial and PA, Chefs and Kitchens, Security, Portering and Driving, Science and Engineering, all of which are more readily understandable by the public, who could miss opportunities for employment within the health care sector because of this language/jargon barrier.

4.2.6 Apart from NHS Careers, there were few websites that promoted the full range of work opportunities within the health care sector or indeed the wide range of locations where work can be undertaken. For example, when asked, most people identified “big town hospitals” but found it harder to recognise that health care was also provided in an individual’s home or on the high street; in Chemist shops, Opticians or Dentists and certainly not within Sport Centres. Young people also

forgot that health care was provided within their school settings and interestingly did not equate inoculations for holidays with health care. Therefore extensive work was carried out showing the diversity of work places as well as job types.

4.2.7 Building on work undertaken by St Mark & St John University Plymouth (Bell 2006) where analysis of questionnaires given to young people identified that some were reluctant to work directly with patients, the jobs and careers available within the NHS and Health Care settings were broken down into Direct Physical Contact, Direct Verbal Contact (i.e. in the vicinity of the client group) and Minimal to No Contact. The search categories were also broken down into the type of working style an individual wanted (e.g. team working, community working) and into areas of work e.g. community, hospital. This led to the development of a pictorial high street where health care jobs were identified within communities e.g. pharmacies, within supermarkets, health care within sport centres.

Figure 1 – Community Map showing the range of places for working and learning within the NHS and health & social care sectors



4.2.8 Working closely with individuals and groups, the project leads were able to identify existing work and best practice within the South West and ensured that this was shared, and used as a resource to help others develop practice both by face to face communications and, more sustainably storage on the day in the life web site www.dayinthelife.org.uk. This also allowed the information to be given a South West focus that is missing from national information.

Action Taken:

Extensive online research of local, regional and national resources undertaken

Extensive face-to-face contact made to relevant individuals and groups

Perceived Benefit:

Utilisation of existing resources to decrease duplication of effort

Increased user friendly use of language and terminology

Involvement of young people in the development of resources

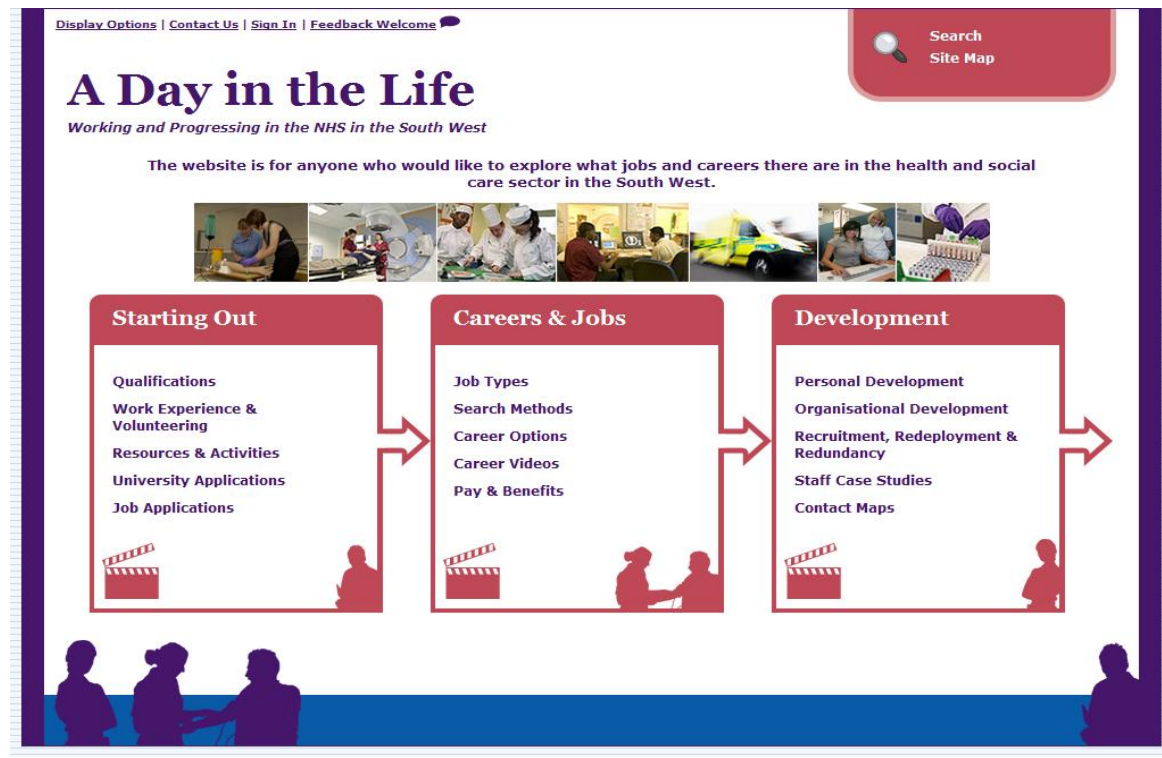
Identification and sharing of best practice across the South West

Development of a central storage and access point

4.3 Development of resources

4.3.1 The development of the website was undertaken in close conjunction with the University of the West of England's IT staff who developed it in its early stages. It was originally designed under the auspices of Aimhigher, to help potential university students searching for careers within the health care professions available at the University of the West of England. The website has been extended to include as many careers and jobs within the health care sector as possible and especially non-clinical Bands 1-4. The website sought to cover the whole of the South West and no longer has the strong Higher Education and University of the West of England focus of its early days. See figure 1 below for a screen shot of the home page.

Figure 2 – Screen shot of the Day in the Life website home page



4.3.2 The website is broken down into 3 discreet areas:

Starting Out - which is aimed at people interested in finding out more about a career in the Health Care Sector and has information and activities to help teachers and young people

Careers & Jobs -which is aimed at helping people identify what jobs are available and how their existing skills, attributes and work styles would help them.

Development Opportunities -which is aimed at helping people once employed within the sector.

Starting Out:

Figure 3 – Screen shot of the Day in the Life ‘Starting Out’ section

A Day in the Life
Working and Progressing in the NHS in the South West

Starting Out | Careers & Jobs | Development Opportunities | Contact Maps | Useful Links

Starting Out

Did you know there are over 400 sorts of jobs in the NHS?

YES: Do you know what qualifications are needed for that job?
NO: Go to careers page

Do you know what qualifications are needed for that job?

YES: Have you found out enough about this career?
NO: Find out about qualifications

Have you found out enough about this career?

YES: Does the job need a higher education qualification?
NO: Seek further information about options

Does the job need a higher education qualification?

Seek further information about options

YES: Go to Higher Education application flow chart
NO: Go to NHS jobs application flow chart

Go to Work Experience and volunteering
Go to NHS Staff case studies

Finding Your Way Around NHS Careers Options

Welcome to these pages which are designed to help you understand the career options and opportunities available to you in the NHS and health & social care sectors. Use the flow chart above to help you decide what information would be most help to you at this stage and go straight to the relevant page.

There are lots of reasons for considering a job or career in the NHS or health and social care sectors. Many of

4.3.3 “Starting Out” looks at the qualifications required for a wide range of specific jobs within the health care sector. It identifies ways an individual can make themselves a more attractive candidate on a job or UCAS application form. It has guidance about gaining work experience and volunteering opportunities, while also

making sure that individuals are better informed about the jobs available. Thus organisations and individuals save time and money on recruitment and training.

4.3.4 Additionally, information supplied by NHS Trusts actively engaged in delivering Work Experience opportunities is stored here as a central point to enable organisations starting out on this process to have a wide range of useful policies, procedures, risk assessment strategies, orientation programmes, etc to make the introduction of Work Experience a less onerous task and to decrease the risk to the organisation.

4.3.5 Best practice in relation to Work Experience has been identified across the South West through two workshops run in Plymouth and Taunton and relevant documentation shared with other interested NHS Trusts. The profiling of documentation from Trusts offering work experience has allowed some Trusts to begin to develop work experience programmes and other more established ones to look at their own practices and fine tune these.

4.3.6 There are a range of resources and activities specifically aimed at allowing teachers and students to work with examples of real documentation and equipment from the health care sector. There is information for both young and mature people looking to make a university application. There is information and guidance on the completion of job applications particularly following concerns raised about the poor quality of application forms in general. There is also a strong focus on helping the hard to reach groups and supporting people going through redeployment. The wide range of jobs and environments in which individuals can work are identified using language that is in common usage rather than the terminology used within the health care sector.

4.3.7 It was identified that the website language and approach needed to be appropriate for a wide range of users. Language, terminology and jargon are all too

easily established within organisations with the risk that this leads to missed opportunities for recruitment of staff from a wide range of social groups

Careers & Jobs:

Figure 4 – Screen shot of the Day in the Life ‘Careers and Jobs’ section

A Day in the Life
Working and Progressing in the NHS in the South West

Starting Out | **Careers & Jobs** | Development Opportunities | Contact Maps | Useful Links

Search for a Career

Welcome to this Jobs and Careers section that is designed to help you easily explore what sort of job you might like to do in the NHS or health and social care. With over 400+ to choose from, there really is something for everyone. If you are unsure of where to start looking, then use the different search methods to help you explore the full range of career options.

Click a cog to search for careers in the NHS

Watch Career Videos

Transcript Transcript Transcript

Choose a Career

Search All

Adult Nurse [Go]

Search Alphabetically

ABC | DEF | GHI | JKL | MNO | PQR | STU | VWXYZ |

Search by Type of Patient Contact

Minimal | Direct Physical | Direct Verbal |

Search by Work Place

Ambulance Service | Care Homes | Care in the Home | Community Hospital | Dental Practise | GP Surgery | Hospital | Mental Health Services | Nursing Homes | Opticians | Pharmacy | Private Treatment Centres | Sports and Youth Clubs | Voluntary Sector |

Search by Entry Level

Accounting and Finance | Ambulance | Chefs and Kitchen | Computing and IT | Managers | Healthcare | Early Years and Childcare | Gardens, Buildings, Maintenance | Housekeeping and Cleaning | Science and Engineering | Information Management | Nursing and Midwifery | HR and Training | Secretarial and PA | Medicine, Pharmacology and Dentistry | Social Work and Social Care | Reception, Switchboard and Admin | Security, Portering and Driving

4.3.8 The “Careers & Jobs” section gives a wide range of search options to identify what sort of work and careers are available within the health care sector, and which ones would appeal to an individual’s personal working style. A variety of search options were developed to cover as wide a range of individual styles as possible such as:

- Alphabetical
- Job groups
- Education level
- Work place
- Work style
- Amount of patient contact

It also has a focus on pay and benefits, which was deemed of particular importance by the young people consulted during this work and interestingly, the young people often underestimated the salary for jobs with the NHS.

Development Opportunities

Figure 4 – Screen shot of the Day in the Life ‘Development Opportunities’ section

A Day in the Life
Working and Progressing in the NHS in the South West

Starting Out | Careers & Jobs | **Development Opportunities** | Contact Maps | Useful Links

Development Opportunities

Diversity, Access and Widening Participation Opportunities and Threats within HE and the NHS

STAFF DEVELOPMENT DAY - 20th MAY 2011 - Speaker presentations:

- 1. Changing NHS and HE Landscape - Degrees, Tariffs and Fees**
Professor Helen Langton - UWE Pro-Vice Chancellor and Executive Dean Health and Life Sciences
- 2. Apprenticeships Opportunities in the NHS**
Amanda Shobrook (SW SHA) & Jonathan Evans (Skills for Health)
- 3. Progression to HE from Access - Changes to Grading**
Steph Hulford - Director of Access OCN (South West Region)
- 4. Future of Widening Participation at UWE - Life after Aimhigher**
Fay Croft - UWE Director of Widening Participation and Schools and Colleges Partnerships

Welcome to the Development Opportunities section which has been designed for NHS employees and employers to provide information about a range of career progression and training opportunities. There is information on workforce developments initiatives as well as skills passports and options for continuing professional development for all career bands (1-9).

Opportunity

NHS Workforce Support
Development Learning Partnership
Skills Information Guidance Training

There is a range of information about:

- 1. Personal Development** - targeted at current NHS employees
- 2. Organisational Development** - targeted at NHS organisations and employers
- 3. Recruitment, Redundancy and Redeployment** - targeted at employees and employers
- 4. Case Studies of staff**

Watch Developing Yourself Videos

Transcript Transcript Transcript

Personal Development

- Learning & Education
- Support & Guidance
- Progression Pathways
- Practitioner Resources

Organisational Development

- Learning & Education
- Support & Guidance
- Workforce Planning
- Corporate Civic Responsibility
- Simulation Learning

Recruitment, Redeployment & Redundancy

- Recruitment
- Redundancy & Redeployment

Case Studies

- Staff Case Studies

Benefits of Working in the NHS

- Who Works Where?
- Pay and Benefits

4.3.9 The “Development Opportunities” section looks at how an individual can develop themselves after they have commenced employment and what career progression routes are open to them. There is also information for existing health care workforce and organisations about issues relating to development and training, redeployment, career progression, appraisals and redundancies. There is extensive material on how NHS organisations can also develop and improve with regards to workforce planning and how to best incorporate apprenticeship opportunities into their workforce plans.

4.3.10 The aim was to develop a way to signpost routes and pathways into the NHS and progression through jobs and careers once employed. Much of the work developed and stored on the website gives underpinning information and guidance to help people individualise both these elements, however it was important that this could also be represented in a diagram format. A number of differing options were looked at. However, as this work was being developed it became clear that this was a complex task with such a vast range of jobs and careers available within health & social care with subtly different job titles used in different organisations. There was also a significant risk that this work would become dated very quickly as a result of changes being made during the current financial climate within the UK.

4.3.11 With further consideration, it was identified it would be useful to look at the trigger that led to people to look for career progression. This trigger would often be via the appraisal but may be another event, redeployment for example, or a readiness to extend oneself. The diagram then looks at what an individual needs to do to prepare themselves for a new job/career. This may be more training or undertake some formal education but would definitely include completion of an application form and preparation for interview and interview feedback for both the successful and non successful candidates. The cycle would then recommence. This cycle was then replicated for individuals looking to join the health & social care sectors.

4.3.12 The focus on self development started once an individual was part of the workforce and covers a range of options and strategies that help individuals develop and further themselves. A range of approaches was taken to achieve this wide remit, many of which link closely with fulfilling an organisation's civic corporate responsibilities.

4.3.13 A number of staff progression success stories from around the South West were videoed and included on the site as an inspiration to others. For example, one person talks about starting out as a cleaner in a theatre suite and is now an Operating Department Practitioner.

4.3.14 There is also a further section containing two contacts maps:

- A NHS Organisation contacts map with details for all the NHS organisations within the South West.
- An Educational contact map of the contact details for Further Education Providers, Higher Education Institutes and private training providers within the South West region.

Figure 5 – Screen shot of the Day in the Life ‘Maps’ section



4.3.15 The aim was to produce a natural progression through the three areas while allowing each area to fulfil the requirements of an individual or group at any one time.

4.3.16 To help ensure sustainability upon completion of the project, there are copious links from the Day in the Life website to other national websites that will be maintained by their providers e.g. Government sites, NHS Careers, Skills for Health, National Apprenticeship Service. An agreement has been reached with UWE for ongoing site maintenance at the end of the project for the initial duration of 3 years.

4.3.17 The resources and products from a number of related SHA and UWE projects are housed on DITL for easy access by all parties.

Action Taken:

Identified and links established to existing regional and national resources.

Creation of focused SW specific resources.

Worked with technical team to develop interactive website.

Care taken to ensure appropriate usage of language and terminology.

Care taken to ensure sustainability and currency of website information.

Perceived Benefit:

Central storage point created so that individual users of the website could easily navigate to relevant other resources.

Allowed connections to and from other organisations websites as a reciprocal benefit.

Low maintenance needed after project completion to update information stored.

4.4 Partnership and stakeholder working and sharing best practice

4.4.1 Partnership and stakeholder working has had a particularly strong focus within this project with Project Leads, partners and practitioners worked together in directing the course of this work using a style similar to elements of an action learning/action research approach. This was of particular importance as the work had to be undertaken with people making contributions, suggesting solutions and sharing existing resources. Using a collaborative approach allows new knowledge to be generated while allowing this knowledge to be utilised in the change process. This approach was felt to be important to ensure validity and relevance, and allowed teams to embed the developments within their organisations.

Steering group

4.4.2 A steering group for the project was established to enable the project leads to stay focused and ensure as wide a voice and range of individuals as possible informed the work. The membership was taken from a wide range of organisations with membership representing: South West Strategic Health Authority, Voluntary (3rd Sector), Private (Independent) Sector, Skills for Health, NHS Human Resources representatives, NHS Trusts both Acute and Community, Job Centre Plus, Connexions & Education Business Partnership, Schools and Further Education

colleges, 14-19 Education Leads and young people. Thus a wide range of people and organisations were involved, all of whom had different priorities.

4.4.3 The wider value of the work this group could produce in terms of reference (see Appendix 1) and importance was identified early on and a commitment was made for this group to continue after the completion of this project.

Action Taken:

Establishment of steering group from a wide range of organisations

Perceived Benefit:

Strong links made across organisations and different sectors

Close and effective sharing of resources and ideas

Useful multi and cross agency working

Constant reflection on the relevance of the website to different audiences.

Group will aim to be ongoing after completion of its initial remit

Young person's perspective

4.4.4 North Somerset Education Authority through its 14-19 Diploma leads kindly gave the project access to two groups of Diploma students. The first group were Society Health & Development students based at Weston FE College and this group helped with the content and language of the website, and importantly challenged the direction of thinking that allowed the project to see the importance of looking at the NHS and other health care providers from the outside rather than from the inside. Thus the use of words like "Acute Trust" and "Corporate Services" were challenged as these are not familiar to a non NHS audience. They were replaced with the words "large city hospital" and "information management and computing & IT" to bring them in line with terminology used by recruitment agencies and therefore more recognisable in relation to categorising jobs; for example jobs have been categorised by "Chefs & Kitchens", Accounting & Finance and "Security, Portering and Driving".

4.4.5 The students also approved of the development of the Community Map to show where health & social care work could be undertaken and by whom. A lively debate took place about how best to pictorially represent where health care was delivered within a community. The representation of a town (See Figure 1) was finally identified as the most appropriate choice.

4.4.6 Students undertaking the Creative and Media 14-19 Diploma from Backwell School, North Somerset were also approached to help with this project with the aim that their work would become part of their extended project course work. They were asked to develop media that would appeal to a younger age group (Appendix 3). They were given access to a range of individuals who represented the less well known jobs within the NHS, including those working in; the science laboratory, catering, CSSD, library, crèche, administration (a young person undertaking an apprenticeship) and a cleaner. The students chose to link all these people's recordings together with the phrase "I'm NHS too".

4.4.7 The project has also worked closely with the Education Business Partnership West, Aimhigher West and Aimhigher Peninsula Healthcare Strands who have helped the project team gain access to a wide range of schools to promote and seek young people's evaluation of the website and promote the health service as a career.

4.4.8 A young person undertaking the Diploma qualification was invited to represent the views of his peers at the Steering Group meetings which he regularly attended. He did this with confidence and maturity and also undertook a small research project that also informed his course work and the website development.

Action Taken:

Involvement of young people was sought at various stages of project activity

Perceived Benefit:

Ensure that the young person's voice was reflected in the website.

Efforts made to ensure that a young person friendly approach was adopted for both content and design

The language and terminologies were constantly challenged and refined to maintain relevance to the intended audience.

The project provided a 'real life' employer focused media project opportunity for the Creative Media students

Allowed a young person to confidently develop communication, team working and negotiation skills.

Graduates

4.4.9 The website has also been used as a resource for graduates looking for work within the NHS and other health care providers. The Project Leads encouraged cross project collaboration which led to working closely with a colleague who secured funding to purchase a Day in the Life Ad button presence on the GradSouthWest website as this is a site used by recent graduates to look for career opportunities and/or further training. After the advert was placed, a significant rise was seen in the amount of traffic entering the site at that page. The aim was to demonstrate the range of career opportunities open to all graduates but specifically science graduates who might consider a career in Health Sciences.

4.4.10 Two careers Fairs were attended in Bristol and Plymouth to promote the website to this audience and demonstrate how it could help them seek employment and consider different career options after graduation. One group were third year applied science students and the other were healthcare students so they had differing needs. The events were helpful in order to gain feedback about other information they would like to see included in the future.

Action Taken:

Advertisement button added to national Grad SW website and career fairs attended.

Perceived Benefit:

A rise in the amount of user traffic through the Graduate section of the website.

An opportunity to speak to this user group and gauge levels of interest and interaction.

Useful feedback about what specific information graduates would want from the website.

Recruitment processes, completion of application forms and transferable skills

4.4.11 It was identified, by a number of staff within a range of organisations, that there is an issue relating to the successful completion of application forms for employment and potentially redeployment within the NHS. There was a sense of frustration that potentially good and valuable members of the workforce could not be shortlisted due to poor standard of completion, particularly in relation to how they met the person specification. It was noted that this applied to all ages and a wide range of grades and professional qualifications.

4.4.12 While the ownership of this issue is contentious; the potential employers or the potential candidate, it is clear that there is a bigger issue than first thought, especially when considering ages and cultural backgrounds and the need for employers to engage with their local communities and meet equality and diversity legislation. It was also felt that employers could be missing members of society who would make valuable contributions to the NHS in relation to enthusiasm, commitment, loyalty, diversity and innovation.

4.4.13 Additionally, it was identified that individuals, who needed to follow the redeployment route, particularly if they had been in their jobs for some time, would need support, help and guidance in this area.

4.4.14 There is an underlying commonality of need around issues of literacy, spell checking, grammar and text speak and while some of this is related to today's society, it was clear that people are not always aware of the inappropriateness of informal language in formal applications. It was also found that some individuals did not have the skills necessary to sell themselves due to their lack of awareness in the

importance of meeting the person specification, and the depth of information required. Concerns were also raised in relation to candidates' presentation of self at interview e.g. appropriate clothing. It was also noted that while unsuccessful candidates are given the offer of feedback this could be a daunting process, that the under confident would not engage with.

4.4.15 With this in mind a number of initiatives were undertaken by the project leads. Links were made to a range of information about completion of UCAS forms. A sample of a weak and strong application form was developed using a real job that was being advertised on the NHS Jobs website; this is already proving of value to those seeking redeployment. A group has been set up to look at the issue of application form completion and a paper has been written for circulation highlighting the main areas of concern (See Appendix 2).

4.4.16 Two NHS focused Employment Workshops were developed in conjunction with Business in the Community which aimed to help unemployed people identify their skills and qualities and successfully match them to a job description and person specification in order to complete an application form. Thirty seven individuals attended and they evaluated the events extremely well. The Business in the Community coordinator stated that the sessions were exactly the sort of interactive activities that these individuals needed to help give them the confidence and knowledge to successfully apply and gain employment.

4.4.17 A workshop was run to help inform careers advisors, teachers and tutors about opportunities in the healthcare sector and the recruitment process (presentations available on the website) and provided them with interactive activities that teachers could take back to the classroom to use with their students. The evaluation feedback from these stated that they "exceeded expectation". They also supported another teachers event being run in Plymouth.

4.4.18 The project leads have worked closely with JobCentre Plus to identify ways to attract their clients into the NHS as they are a particularly target group for Bands 1-4 jobs. They have run Back to Work Fairs to promote the web resource to individuals looking for work. They supported a recruitment fair aimed at filling non-clinical positions at the newly opened Minehead Hospital.

4.4.19 The project leads have been collaborating with the Bristol City Council's Regeneration Team and looking at ways in which NHS organisations can engage more fully with their local community and support employment initiatives. The Council have included the weblink on their Ways to Work Employment pack that is available in all of their libraries.

Action Taken:

Meeting convened to discuss the issues and propose solutions.

Briefing document written for wide circulation.

Paper was tabled and presented at the SW Skills for Health Employers Council and Bristol City Council Employability Forum.

Information on the completion of applications forms included on the website along with a strong and a weak example.

Perceived Benefit:

Raised awareness of issues related to the poor completion of application forms.

Improvement in the completion of application forms by candidates.

Information, advice and guidance package developed for inclusion on the website for use by careers advisors, teachers and individuals.

Interactive resources used at employability workshops designed to help unemployed individuals gain meaningful employment.

Website link added to Bristol City Council website and library information pack.

Minorities and hard to reach individuals and groups

4.4.20 In conjunction with the University of the West of England's Faculty of Health & Life Science Widening Participation lead and people within the UWE Refugee and Migrant Support Hub tasked with engaging with refugee migrant or other underrepresented members of the community, it was also decided to pilot an approach that could be attractive to minority groups. Funding was gained from the Western Vocational Lifelong Learning Network (WVLLN), who were particularly interested due to their work developing LifePilot (www.life-pilot.co.uk a website to help adults access university) to help with this pilot.

4.4.21 An open day event in November 2010 was held within the heart of the community at the Pierian Centre, Portland Square, St Paul's, Bristol, where advice and guidance was available on a range of related topics. While the initial aim of the day was to engage with a group of people who can be challenging to reach, the long term aim was to pilot an approach to identify if this is an effective and efficient way to encourage marginalised groups into employment in the Health & Social Care sectors.

4.4.22 Topics for the event included:

- Finding out about opportunities to study in Higher Education
- Getting help with university (UCAS) or online application forms
- Getting advice on NHS related courses and entry requirements
- Finding out whether you have the right qualifications
- Getting general information on careers and jobs in the NHS
- Getting help with completing job application forms
- Finding out how your skills match the jobs available in the NHS
- Finding out what other help is available and how to access it
- Attending a One-to-One individual surgery
- Talking to a Student Financial Adviser about funding for NHS Health Care courses

Action Taken:

Event hosted in city centre to attract individuals from the local community to seek information and advice.

Individuals targeted from minority groups – Black & Ethnic Minorities, migrant workers and long term unemployed.

Perceived Benefit:

Increase in confidence about their skills and ability to apply for work and university courses.

Increased awareness of the healthcare sector as an employer and routes into work.

The translation of their overseas qualifications to the UK equivalent.

Better understanding of funding and visa conditions.

Improvement in the completion of appropriate application forms by candidates.

Work Experience

4.4.23 Work experience can be defined as: A placement on employers' premises in which a pupil / individual carries out a particular task or duty, more or less as would an employee, but with the emphasis on the learning aspects of the experience. The placement would need to be Health and Safety approved and it is usual for this sort of programme to be at least 5 days.

4.4.24 Work experience has become increasingly popular and important as more people realise the benefits of going into a place of work to find out more about what is involved. Schools have increasingly made commitments to employer engagement via the Diplomas and this has particular importance to this project in relation to raising the profile of health care as a future employer. Giving young people access to work experience within the sector both helps individual schools and parents identify the health & social care sector as an employer who offers a large range of jobs and careers. It also helps people identify what they don't want to do and so helps prevent young people commencing careers that are not suitable for them.

4.4.25 A big commitment was made to working with schools & colleges and schools liaison & work experience coordinators within the NHS and other health care

environments. Work experience is viewed, within many Trusts, as an important opportunity to engage with schools in their catchment areas to achieve three aims:

- Raise awareness of the NHS and the wider health care communities of the potential of future work.
- To help raise the awareness of healthy living.
- Go some way to meeting their corporate civic responsibilities within in their communities.

4.4.26 A number of Trusts within the South West are actively engaged with work experience while others are interested in establishing it within their organisations. To help with this, two work experience workshops were undertaken for NHS Work Experience Coordinators throughout the South West – held in Taunton and Plymouth. The aim of these days was to share resources, approaches and identify concerns and develop a consistent approach across the South West to the provision of work experience. It was felt important that the health care sector could clearly articulate to outside organisations the extent of the work experience provision they could offer and that clear guidelines will be available to schools and colleges. Aligned with this, it was identified that schools, colleges and partner organisation needed to be able to articulate their role and responsibilities within this partnership. To help achieve this, teachers and Connexion PA's were invited to join the group at the second workshop which led to a lively and successful meeting.

4.4.27 The group identified that the value of the meetings was in looking at how other organisations provided work experience, what they offered and how, the transferability of Criminal Record Bureau checks, the use of risk assessments, who they partnered with e.g. Education & Business Partnerships and Connexions services. Sharing resources in relation to role descriptions and paperwork was felt to be useful to both established Work Experience Coordinators and members of the group who had been tasked to set up work experience and needed guidance and support to get started.

4.4.28 It was identified that a shared approach with work experience across the South West would be useful, however, during the workshops it became clear that there were two differing approaches taken around the formalising of the relationship between the candidate and the host organisation. Some organisations offered 'honorary contracts' which gave the candidates the same rights as an employee and some organisations chose to clearly indicate that the candidate was not an employee and had chosen to offer 'agreements.' Both approaches were clearly articulated by their organisations and it has to be acknowledged that it is unlikely in the term of this project that the differing approaches would be reconciled. Nevertheless, this does not mean that shared working cannot take place. This has proved very useful to others looking to offer a programme of work experience. The project leads also met people individually as necessary to help with this work.

4.4.29 These meetings were evaluated were found to be a very valuable resource by all who attended, not least because many of the people delivering on the work experience agenda are often working in solo capacities.

4.4.30 There is even more pressure than ever for NHS organisations to provide work experience opportunities to local young people as the coalition government has withdrawn the funding for Education Business Partnerships which used to source the placement and conduct the health and safety checks. The onus has been placed back with the school but it is unlikely that they will have the time or resources to adequately secure placements for all their students.

Action Taken:

SW workshops run to share best practice around work experience for NHS organisations, careers advisors and teachers.

SW communication network established

Perceived Benefit:

Sharing of best practice and documentation from SW Trusts.

Identification of alternative ways of offering Work Experience.

Help, support and guidance given to areas looking to establish Work Experience.

The addition of relevant and useful documentation to the website for general usage.

Apprenticeships

4.4.31 The development of the role of the Apprentice is of increasing importance. To help organisations with the introduction of apprenticeship programmes it was decided to build on work undertaken by NHS Dorset PCT and North Bristol NHS Trust. An Apprenticeship Work book has been developed, this includes; an action plan which gives background information, guidance to the steps in the process from concept to commencement, a generic orientation programme based on Skills for Health Competencies with a focus on customer care/service and a generic statement if two organisations are looking to work together for example an NHS Trust and a Local Authority. Contributions to this work have also been made by the regional National Apprenticeship Scheme lead.

Action Taken:

Sharing of good practice around apprenticeship programmes within NHS Trusts.

Information sourced and then housed on the website

Development of booklet to aid introduction of apprentices into organisations

Perceived Benefit:

More SW NHS Trusts to offer apprenticeship opportunities to all age groups and new and existing staff groups.

To employ a diverse and competent workforce that is fit for purpose and has the skills and knowledge needed to provide excellent patient care.

Help the SW SHA achieve its apprenticeship target numbers.

Simulation Suites

4.4.32 It was also identified that the HealthTec simulation suite in Plymouth was a valuable resource that needed to be replicated in the North of the South West <http://www.healthtecsw.org.uk/>. Papers were presented to The University of the West of England, who identified this as a valuable resource and have made a commitment to the development of an extended facility within their new build on the Coldharbour Lane Campus. This resource will be extended by the inclusions of 2nd Life, Patient Pathways other IT teaching resources and the potential to develop specific scenarios for health & social communities.

4.4.33 An event was hosted at the University of the West of England in May 2010 in order to encourage collaborative working with external partners and establish pilot working parties around specific simulation topics and priority areas for the Trusts. Projects are now in development with the RUH and Bath and NBT in Bristol.

4.4.34 Contact and networks are being established with the Peninsula and Severn Deaneries as well as Health Innovation and Education Cluster Project Lead around the formation of a SW Network of Simulation.

Action Taken:

Paper in support of developing a Simulation Centre in the north of the SW was written with help from Plymouth HealthTec.

Paper was submitted to UWE for consideration and accepted.

Partnership meeting was coordinated by project leads to gauge local interest with a range of organisations.

Perceived Benefit:

Raised awareness of simulation and technology enhanced learning as an accessible teaching and learning tool.

Pilot projects initiated between UWE and local NHS Trusts on priority issues.

Engagement with SW Deaneries in support of their Simulation Network.

4.5 Promotion and evaluation

4.5.1 The Project Leads have presented their work to and sought guidance from the SW SHA Skills Alliance Groups, the Skills for Health Employers' Council and the South West Local Education Authorities' Regional 14-19 meeting.

4.5.2 The project achievements have been presented at a number of meetings and conferences, again, both nationally and regionally.

4.5.3 Reciprocal hyperlinks have been established from the SW section of the Skills for Health website, the workforce development section of the SW SHA website, the SW Observatory website, SW LifePilot website, UWE's HSC webpages, and Bristol City Councils Employability Directory.

4.5.4 In partnership with Skills for Health marketing materials, such as the magnetic bookmarks have been developed to help promote the website. Over 10,000 have been distributed to a wide range of contacts to give out to their user group and encourage them to visit the website and gain relevant information.

4.5.5 Evaluation and feedback was sought throughout the duration of the project to ensure the ongoing validity and relevance of the website to all end users. A comprehensive evaluation of the website was undertaken at the end.

4.5.6 The online survey software on www.surveymonkey.com was used to seek the views and comments of people connected with the project. A 10 question survey was created and emailed out to over 100 people from a range of organisations with 38 completing the survey. A 3 week deadline was set for responses to be returned after which the survey was closed and analysis conducted.

4.5.7 The respondents came from a range of organisations which included:

NHS Organisation	17
Government Body (SW SHA, Skills for Health, NHS Careers	3
Higher Education Institution	6
Further Education College	3
School	2
Education-related organisation/body	2
Careers Information Advice and Guidance	0
Jobcentre Plus	0
Local authority or Council	1
Council related Scheme or Programme	0
Voluntary Sector	1
Private Employer	0
Other	1

4.5.8 From the NHS organisations that replied, there was a wide mix of different Trusts from across the whole of the SW region.

	Devon and Cornwall	Dorset and Somerset	Avon, Gloucester and Wiltshire
Acute Trust	5	4	2
Primary Care Trust	0	0	4
Mental Health Trust	1	0	0
Ambulance Trust	0	0	1

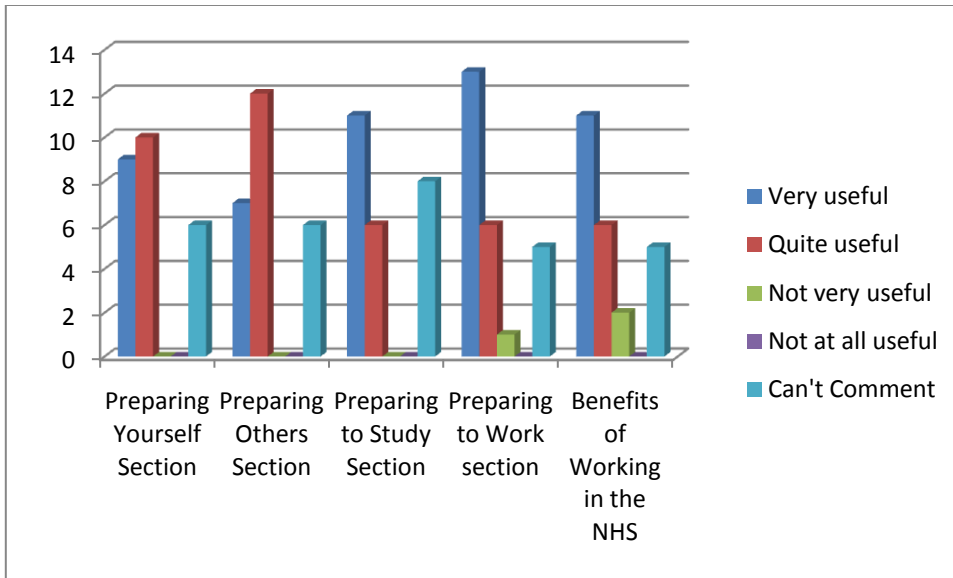
The respondents were asked their job titles and it was pleasing to note that there a number senior staff had looked at the site and evaluated it's usefulness. Therefore, as part of their role they would cascade the information down to other staff in their organisations by recommending that staff accessed the resources on the website. They included amongst others:

-
1. Assistant Director - Corporate Learning and Development
 2. Careers Adviser and consultant
 3. Teacher Placement Manager
 4. Learning Advisor Community Partnerships
 5. Placement Development Practice Lead & work experience lead
 6. Academy & workforce redesign Lead
 7. Lead Commissioner (Raising Participation)
 8. Employee Services Manager
 9. Workforce Development Facilitator (Engaging with the Young Workforce Lead)
 10. Vocational Learning Lead

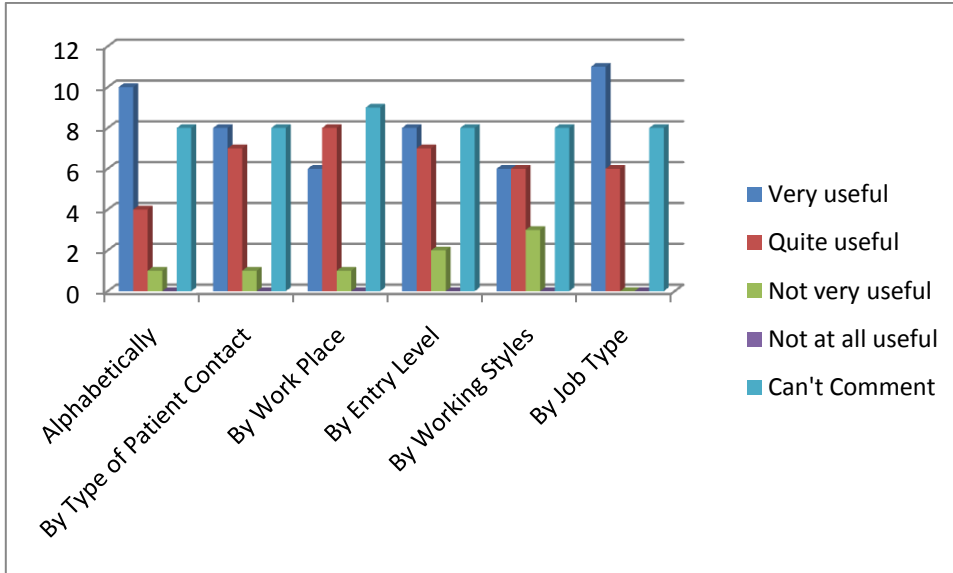
4.5.9 The survey asked the respondents to rate how useful they found the different areas on the Starting Out section which were:

1. Preparing Yourself Section, with info on qualifications and work experience
2. Preparing Others Section, with interactive and on-line careers resources
3. Preparing to Study Section, with info on the HE application process, UCAS application forms and student life
4. Preparing to Work section, with info on the NHS application process, job applications forms & transferable skills and qualities
5. Benefits of Working in the NHS with information on pay and benefits and the Community Map

As the results below indicate, the majority of respondents stated that they found most sections either 'quite' or 'very' useful



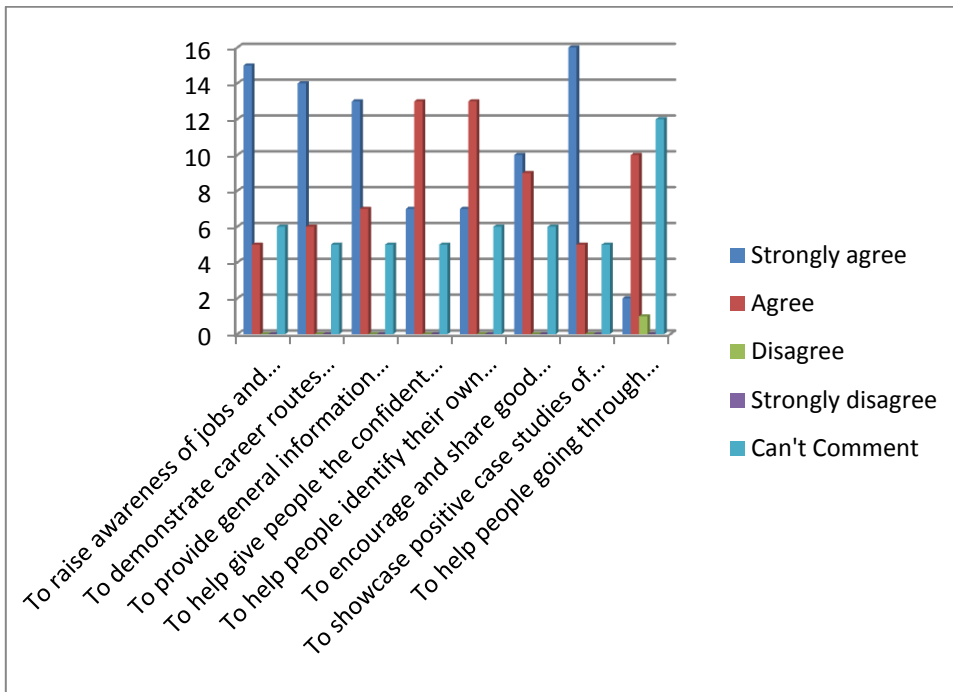
4.5.10 They were then asked about their perception of the usefulness of the different ways of searching through the jobs on the Careers and Jobs section and again the feedback indicated that they found all methods either 'quite' or 'very' useful.



4.5.11 They commented on extent with which they agreed that the Day in the Life website achieved the aims stated below:

1. To raise awareness of jobs and careers in the NHS
2. To demonstrate career routes available in the healthcare sector
3. To provide general information advice and guidance
4. To help give people the confident and skills to complete an NHS application form and interview
5. Form To help people identify their own transferable skills and qualities
6. To encourage and share good practise around work experience
7. To showcase positive case studies of NHS staff
8. To help people going through redundancy or redeployment

The feedback revealed that 96% of the respondents considered that the website had delivered on the aims stated above which given the scope of them is a considerable achievement.



4.5.12 The final question on the survey asked them to comment on the impact and effectiveness of the Day in the Life project in relation to their work, students, clients, staff or organisation. This elicited a large number of positive comments about all aspects of it's usefulness across a range of situations. These included:

"A very informative and wide-ranging NHS careers resource with applicability beyond the NHS too. Will support good careers education"

"I have found this website an invaluable link for students who are just starting out to people wishing to develop their career"

"Being involved in the project has given me a greater understanding of the diversity of roles in the NHS and wider healthcare. It is a fantastic resource for a wide variety of individuals, including our target audience - young people. In the climate of reduced one to one and more on-line careers advice on the way, this is a fabulous additional information portal for many."

"We advise all our students, Bands 1-4 to visit the site, many have commented on the benefits"

"I think the website offers an extremely comprehensive overview of the NHS in the SW with good links to, and explanations of, the many national initiatives that influence the area. I find the site helpful for my own immediate work as well as signposting much of what the NHS does to potential newcomers"

"I have used the website from an employer's perspective to look up information, particularly the work experience section. I have sign posted young people making enquiries to the organisation and to ensure the information I have given to people is accurate. The only comment I would have about what is otherwise a fantastic resource linking to useful websites and other sources of information is that some of the blocks of text are too long and wordy and could have been 'plain englished' more."

4.5.13 The overwhelming positive responses to the survey demonstrated the success of the website in achieving all of the aims as identified in the Project Initiating Document, Steering Group meetings and wider consultation events.

4.5.14 The conclusion from this evaluation process is that the resource has fully met its aims and purposes of being used by a wide variety of people in a large number of settings across the South West with a diverse end user group.

Action Taken:

Funding sought to design and purchase promotional bookmarks.

Bookmarks widely distributed to a range of individuals and organisations to encourage website visitations.

On line survey of stakeholders' thoughts on the website was undertaken

Perceived Benefit:

Awareness was raised as to the existence of the website

Increased website footfall and usage

The bookmarks acted as a memory aid for the website and web address

The on line survey demonstrated the value of the website to many different users and that it achieved all of its intended aims.

5. Project outcomes and key findings

5.1 Scoping existing provision and identification of gaps

Action Taken:

Extensive online research of local, regional and national resources undertaken

Extensive face-to-face contact made to relevant individuals and groups

Perceived Benefit:

Utilisation of existing resources to decrease duplication of effort

Increased user friendly use of language and terminology

Involvement of young people in the development of resources

Identification and sharing of best practice across the South West

Development of a central storage and access point

5.2 Development of resources

Action Taken:

Identified and links established to existing regional and national resources.

Creation of focused SW specific resources.

Worked with technical team to develop interactive website.

Care taken to ensure appropriate usage of language and terminology.

Care taken to ensure sustainability and currency of website information.

Perceived Benefit:

Central storage point created so that individual users of the website could easily navigate to relevant other resources.

Allowed connections to and from other organisations websites as a reciprocal benefit.

Low maintenance needed after project completion to update information stored.

5.3 Partnership and stakeholder working and sharing best practice

Action Taken:

Establishment of steering group from a wide range of organisations

Perceived Benefit:

Strong links made across organisations and different sectors

Close and effective sharing of resources and ideas

Useful multi and cross agency working

Constant reflection on the relevance of the website to different audiences.

Group will aim to be ongoing after completion of its initial remit

Action Taken:

Involvement of young people was sought at various stages of project activity

Perceived Benefit:

Ensure that the young person's voice was reflected in the website.

Efforts made to ensure that a young person friendly approach was adopted for both content and design

The language and terminologies were constantly challenged and refined to maintain relevance to the intended audience.

The project provided a 'real life' employer focused media project opportunity for the Creative Media students

Action Taken:

Advertisement button added to national Graduate SW website and career fairs attended.

Perceived Benefit:

A rise in the amount of user traffic through the Graduate section of the website.

An opportunity to speak to this user group and gauge levels of interest and interaction.

Useful feedback about what specific information graduates would want from the website.

Action Taken:

Meeting convened to discuss the issues of poor completion of application forms and propose solutions.

Briefing document written for wide circulation.

Paper was tabled and presented at the SW Skills for Health Employers Council and Bristol City Council Employability Forum.

Information on the completion of applications forms included on the website along with a strong and a weak example.

Perceived Benefit:

Raised awareness of issues related to the poor completion of application forms.

Improvement in the completion of application forms by candidates.

Information, advice and guidance package developed for inclusion on the website for use by careers advisors, teachers and individuals.

Interactive resources used at employability workshops designed to help unemployed individuals gain meaningful employment.

Website link added to Bristol City Council website and library information pack.

Action Taken:

Event hosted in city centre to attract individuals from the local community to seek information and advice.

Individuals targeted from minority groups – Black & Ethnic Minorities, migrant workers and long term unemployed.

Perceived Benefit:

Increase in confidence about their skills and ability to apply for work and university courses.

Increased awareness of the healthcare sector as an employer and routes into work.

The translation of their overseas qualifications to the UK equivalent.

Better understanding of funding and visa conditions.

Improvement in the completion of appropriate application forms by candidates.

Action Taken:

SW workshops run to share best practice around work experience for NHS organisations, careers advisors and teachers.

SW communication network established

Perceived Benefit:

Sharing of best practice and documentation from SW Trusts.

Identification of alternative ways of offering Work Experience.

Help, support and guidance given to areas looking to establish Work Experience.

The addition of relevant and useful documentation to the website for general usage.

Action Taken:

Sharing of good practice around apprenticeship programmes within NHS Trusts.

Information sourced and then housed on the website

Development of booklet to aid introduction of apprentices into organisations

Perceived Benefit:

More SW NHS Trusts to offer apprenticeship opportunities to all age groups and new and existing staff groups.

To employ a diverse and competent workforce that is fit for purpose and has the skills and knowledge needed to provide excellent patient care.

Help the SW SHA achieve its apprenticeship target numbers.

Action Taken:

Paper in support of developing a Simulation Centre in the north of the SW was written with help from Plymouth HealthTec.

Paper was submitted to UWE for consideration

Partnership meeting was coordinated by project leads to gauge local interest with a range of organisations.

Perceived Benefit:

Raised awareness of simulation and technology enhanced learning as an accessible teaching and learning tool.

Pilot projects initiated between UWE and local NHS Trusts on priority issues.

Engagement with SW Deaneries in support of their Simulation Network.

5.4 Promotion and evaluation

Action Taken:

Funding sought to design and purchase promotional bookmarks.

Bookmarks widely distributed to a range of individuals and organisations to encourage website visitations.

On line survey of stakeholders thoughts on the website was undertaken

Perceived Benefit:

Awareness was raised as to the existence of the website

Increased website footfall and usage

The bookmarks acted as a memory aid for the website and web address

The on line survey demonstrated the value of the website to many different users and that it achieved all of its intended aims.

6. Recommendations and next steps

6.1 Website sustainability and maintenance

It has been agreed that the maintenance and ongoing up keep of the Day in the Life website be undertaken by UWE's IT and Widening Participation staff. For a 3 years duration, they will ensure all links remain active, remove any inaccurate information and respond to any queries.

6.2 Promotion

Skills for Health and South West SHA need to continue to promote the web resource through the use of marketing materials and when speaking to relevant individuals.

6.3 Work experience

The project leads commend the ongoing commitment by many organisations in the SW to support the provision of quality work experience.

6.4 Application Forms

The project leads recommend that NHS organisations continue to engage with Jobcentre Plus, community employability groups and Council regeneration teams in order to support potential applicants through the application process. In this way successful applications from a divers and wide range of individuals that best reflect local communities can be assured. This may also help Trusts meet their corporate and civic responsibilities.

7 References

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Skills for Health (2009) Sector Qualification Strategy Action Plan 2009-2011 for England

Skills for Health (2010) Skills and Labour Market Intelligence Briefing for the South West of England

Appendix 1

Terms of Reference For South West Widening Participation Working Group

Aim of steering group

- To use Widening Participation approaches to raise awareness of health care career opportunities in the SW
- To share the strategy and outcomes with relevant groups and organisations

Objectives:

- To aid in the development and expansion of Widening Participation policies as a method of attracting a wide range of future employees to the South West health care workforce
- To provide a forum for multi-agency discussion, network building and to promote the sharing of good practice. To ensure all stakeholders have the opportunity to input into the Widening Participation agenda
- To highlight the ways in which training and development aids staff progression within health care organisations. Improve understanding of training and development opportunities amongst employers and employees
- Help improve access to health specific careers information, advice and guidance. Drawing on currently available local and national resources.
- To assist and guide health care organisation to meet government targets in relation to:
 - ❖ School and college leavers or those Not in Education Employment or Training (NEET) and Jobs Without Training (JWT)
 - ❖ Individuals who are looking for a career change or are unemployed or in redeployment
 - ❖ Individuals coming back into the workforce after a career break

Membership

- 1 x SW SHA representative - Amanda Shobrook Widening Participation Lead
- SHA Project Lead - Lynn Denning
- SHA Project Lead - Gail Born
- 1 x Skills for Health representative - Jonathan Evans
- 1 x Hospital Trust representative -Janine Osmond
- 1x Community representative - Mandy Underwood Somerset PCT
- 1x 14-19 Diploma representative- Delyse Taylor North Somerset
- 2 young people – Tom Lawton SHD Diploma Student
- 1 x 3rd Sector representative - Simon Goodenough
- 1 x EBP Connexions representative - Carolyn Griffiths 14-19 Partnership Manager
- 1 x representative from the private sector
- 1 x representative HR

Other members may be co-opted and members are encouraged to have designated deputies and are accountable for representation from and to their work sectors.

Accountability: the group is accountable to SW SHA and supports the work of the Employers Council.

Quarterly meetings

Appendix 2

Missed opportunities within the NHS recruitment process

Issue

It has been identified, by a number of staff within a range of organisations, that there is an issue around the completion of application forms for employment and potentially re-deployment within the NHS. There is a sense of frustration that potentially good and valuable members of the workforce cannot be shortlisted due to poor completion of the application forms, particularly in relation to how they meet the person specification. It has been noted that this applied to all ages and a wide range of grades. How can the employer be sure that they are not missing members of society who would make valuable contributions to the NHS in relation to enthusiasm, commitment, loyalty, diversity and innovation?

Impact on Managers

- Due to the extremely large amount of applicants for any job in today's environment the poor quality of application forms adds to the complexity and time it takes to shortlist, increasing the demand on the manager.
- Managers are expressing frustration as they see forms from candidates they identify would be potentially valuable members of the workforce, but are not able to shortlist them due to the poor quality of their application form.

Impact on Applicants

- There is a risk that people re-entering the NHS or undergoing re-deployment are not gaining employment because they are unaware of the changes in the application processes.
- Lack of feedback leads individual's to having no clear way to improve performance to enter or continue careers.
- There is a risk of disengagement within local communities if individuals and groups are deselected because of their inability to access; support, IT, and their lack of knowledge of the process required to apply for a job in the NHS.
- The unemployed stay unemployed

Impact on Organisations

- Organisations miss out on new people bringing different skills into the organisation
- Organisations risk creating disinterest, frustration and disengagement from the NHS within the public.
- Organisations fail to meet Equality & Diversity targets and don't meet their corporate civil responsibilities.

These issues apply across these 6 main groups:

- Equality and Diversity Groups
- Redeployment
- Return to Work
- Newly Qualified Professionals

-
- Job Centre Plus
 - Schools and colleges due to a higher focus on UCAS applications rather than employment

There is an underlying commonality of need within the identified groups

- Literacy Issues – spell checking, grammar, text speak, using lower case inappropriately, some of this is related to today's society but it's clear that people are not aware of the inappropriateness of informal language in formal applications.
- Content – inability to sell themselves, unawareness of the importance of meeting the person specification, and the depth of information required e.g. why you want the job: "because I do".
- Presentation at interview - e.g. appropriate clothing.
- Lack of access to IT means individuals are unaware of the availability of jobs and are unable to apply due to the online application process. They may also be unable to access the information available through the internet to guide them in completion of application forms.
- Individuals, groups and organisations are often unaware of who does/could provide help
- A need to target minority groups within communities.
- Advice and guidance in a manner that is useful/appropriate to client groups

Way forward

- Discussions with HR Directors, Equality & Diversity leads, SHA to establish how this may be taken forward
- Agenda item at Employers' Council meeting
- Schools and colleges seem keen for support. Some schools are happy to be involved in any initiatives e.g. developing a booklet. Encourage sharing of good practice between them.
- Build on existing relationships/partnerships
- Consideration of language usage on job applications which favours people familiar with the NHS - discussions with NHS employers
- Look at work already undertaken with Job Centre Plus, Tomorrow's People and Remploy which has produced better quality of application.
- Review of rejection letters that are sent out to see if constructive comments can be added.
- Consider running days for people to attend if they have been unsuccessful so that they could get feedback which most don't get at the moment. This has been tried previously by UHB with varied success

Work undertaken to date

- 2 meetings engaging key stakeholders have been held to explore the relevancy of the issues and the extent of this group's ability to influence/address this issue
- Issue to be presented at next Employers' Council in October 2010.

Appendix 3

Project:

Development of resources to aid recruitment of Young People to the full range of job opportunities within the NHS

Sponsor: South West Strategic Health Authority
(SW SHA) Amanda Shobrook

Project leads SW SHA:
Lynn Denning & Gail Born

**Project Leads North Somerset
Education:**
Mark Curtis & Delyse Taylor

Project purpose:

1. To work in partnership to produce appropriate materials/media to encourage young people to seek employment opportunities in the NHS.
2. For young people to become aware of the wide ranging and exciting job/career options available within the NHS in the SW

Project support:

1. Identified students undertaking Society Health & Development diploma who will be directing project leads on content and appropriate wording
2. Lynn & Gail to be available to act as academic mentors to students

Project objectives:

1. Develop a resource that can be used throughout the SW by a range of agencies working with young people
2. The resource will be designed to increased awareness of young people of the range of jobs/roles/careers available within the NHS in the SW
3. Increased awareness of the qualifications/work experience/life experience that is required for the job roles available in the NHS in the SW
4. Work undertaken by the creative & Media Diploma students to be linked with course work

Project Scope:

1. Materials to be created by end of academic year
2. Potential for further joint projects relating to this area of work
3. Presentation of this work at conferences +/- or in publications
4. Minimal funding available at current time

Partner Project:

1. Project working with North Somerset Society Health & Development Students

LD/GB Jan 2010