Graduates into Health

NHS

NHS Graduate Digital, Data & Technology Scheme

Fast-tracking tomorrow's talent, into the NHS today

NHS Graduate Digital, Data & Technology Scheme: supporting NHSe Frontline Digitisation Programme and Business As Usual roles

- The Graduate scheme is a **highly-focused development pathway for digital, data and technology graduates to become the next NHS digital, data and technology middle managers** and beyond

- This is a **'grow your own model'** to recruit bright digital, data and technology graduates and develop technical specialists for your organisation

- The **NHSE Frontline Digitisation Programme** is collaborating with the **Grad DDaT Scheme**, delivered by the Health Innovation Network and NWSDN to support trusts across England in local digital transformation

- The Frontline Digitisation Programme is an NHSe **ambitious programme** to support **all trusts to have an EPR** in place that meets the **capability standard for digitalisation** (equivalent to HIMSS5)

Graduate fast track scheme model:

- **Any roles within the EPR / BAU project team -** e.g. Configuration Analyst, Trainer, Project Management / Support, Cyber Security, IG, Software Development, Network Specialist, Data Analyst

- **Band 5 or 6 length of scheme / employment contract -** 24 months or dependent on EPR project length

- **Technical skill development -** EPR training qualification and/or an apprenticeship or bespoke technical training plan

- **Leadership & Management CPD workshops** (ILM Level 5 Certification)

- **Pastoral support** through mentoring, pastoral support lead, networking and events

- **Progression to Band 6/7/8a -** successful application for a more senior role

The DDaT scheme was launched in London in 2018/19 and has now recruited over 170 graduates across all nine English regions. Below is a sample of NHS organisations participating in the scheme and roles that have been successfully recruited into at bands 5 and 6.

Organisation	Senior Manager	Graduate roles	
		Band 5	**Band 6**
• South London & Maudsley	• Stephen Docherty, CIO	Digital Project Support Officer	Configuration Analysts
• St Georges	• Elizabeth White, CIO	Data Analysts	Information Analyst
• Kings College	• Anwar Alhaq, 100,000 Genomes	Business Analysts	Database Administrator (DBA)
• Leeds Teaching Hospital	• Mark Richardson, Head of Digital Workplace	Cyber Security	Change Managers
• Guys & St Thomas	• Ray Franklin, Director of Health Analytics	Information Governance	Performance Analyst
• West Yorkshire & Harrogate ICS	• Dawn Greaves, Digital Programme Manager	Software Development	Infrastructure Engineer
• Sandwell & West Birmingham General Hospitals	• Matthew Maguire, Associate Director of Performance and Strategic Insight	Solution Architect / Database Administrator (DBA) / Change Managers / Infrastructure Engineer / Business Intelligence (BI)	Business Intelligence (BI) / Data Analyst / Business Analyst / PMO
• Yorkshire Ambulance Service NHS Trust	• Simon Marsh, CIO	Network Engineer / Data Warehouse developer / IM&T Systems Facilitators	Business Analyst PMO / Cyber Security Analyst / Project Manager / Coordinator
• North Devon Healthcare Trust	• Dr. Raied Abdul-Karim	Application Developer / Support / PMO Analysts / Information Analyst	Solution Developer / Data Engineer / Systems Operations engineer
• Clatterbridge Cancer Centre	• Paula Pickford, Head of BI	Digital Inclusion Support Liaison Officers / User researcher	Systems Infrastructure engineer / Networks engineer / Client Services engineer
• Royal Marsden	• Lisa Emery, CIO	Digital Enablement Officer / Solution Developer / Data Warehouse Architect	Integration engineer/developer / Data Warehouse/BI developer

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Two Year Scheme Example

Graduates complete Technical Skill Development / Apprenticeship and CPD workshops delivered via blended learning

3 months	6 months	9 months	12 months	15 months	18 months	21 months	24 months

Induction and Orientation

Technical Skill Development or Apprenticeship (20% OTJ)

Pastoral Support

Mentoring

Progress Review 1   Progress Review 2   Progress Review 3   Progress Review 4

CPD Workshops (10 Days)

Organisation and DDaT **induction** completed

Graduate assigned **mentor** by DDaT

Graduate **completes** scheme and progresses into higher band role

Scheme CPD Workshops:

ILM Level 5 Certificate

- Personal Brand / Personal Impact
- Customer Service
- Influencing and Negotiation
- Managing Challenging Conversations
- Effective Communication
- Leadership and Management
- Interview Skills
- Consolidation

Scheme assessment:
Technical Skill Development / Apprenticeship, ILM Level 5 completed
Final Progress review conducted

Graduate starts **employment** with organisation

Graduate commences **Technical Skill Development Plan / Apprenticeship** within 3 months of starting with organisation

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Recruitment & Selection Process

Over 12,000 applicants reviewed annually

Grad DDaT Scheme Team

Grad DDaT Scheme team select suitable applicants to forward to hiring manager for shortlisting

Hiring Manager(s)

Briefing – with line manager(s) to tailor the recruitment process

Tailored national advertising campaigns across various technical job boards/social media

Applicant applies online with CV and cover letter

If successful, applicant completes three online screening questions

If successful, applicant completes three online ability tests – verbal, numerical & critical reasoning

If successful, applicant completes a one way video interview – six questions

If shortlisted by hiring manager, applicant attends a virtual assessment centre – interview, presentation and group activity

Typical assessment centre profile of graduates

- **Qualifications :** PhD Physics, MSc Advanced Computing, MSc Information Science, MSc Information systems, MSc Communication and Signal Processing, MSc Software Development, MSc Software Engineering, MSc Management of Information Systems & Digital Innovation, BSc (Hons) Computer Networks and Cyber Security, BSc Statistics, BSc Mathematics with Business Management.

- **Work experience:** NHS informatics / technology, non-NHS informatics / technology, non-informatics/technology fields with transferable skills, fresh graduates from university with limited experienced but tested well through online tests and video interviews.

Financial commitment - £7,500 fee breakdown

- **Trust requirement gathering -** CIO, Deputy Director's, Head of Departments on staff structure, number of graduate roles and type of roles.

- **Trust wider team engagement -** HR Directors, Recruitment Leads and Apprenticeship Leads for advertising the scheme across the organisation, onboarding and CPD apprenticeship pathway development work.

- **Recruitment and selection of graduates -** national graduate recruitment campaign over 3 months, advertising across 90% of universities in England, nationally on technical job boards and social media; over 12,000 applicants assessed through CV applications, online tests and video interviews.

- **On programme training and support -** development of a technical training plan, mentor sourcing, pastoral support, CPD workshops, optional rotations, manager and graduate progress reviews, progression support.

Benefit of the Graduate DDaT Scheme to the health care system

Current experience of hiring managers	Positive impact to individual organisations using the scheme
Usual recruitment methods / NHS jobs fails, and posts bands 5 – 8+ stay empty, impacting on department productivity	Have a tried and tested pool of pre-screened and assessed candidates, saving hiring managers time. 96% of candidates rated 'good enough to hire' at assessment centre, by hiring managers
Specialists function are outsourced at a more expensive option e.g. software development	Organisations can recruit and train individuals with specialised qualifications and backgrounds for their functions
Some functions are weaker than is optimal e.g. cyber security	Organisations can build and develop specialised functions and strengthen informatics resilience
Trusts, LAs, and healthcare organisations recruit and 'steal' staff from other local organisations causing tensions	Graduate scheme recruits 100s graduates every year who progress into band 7s and future band 8s, so hiring managers have a larger pool to recruit from in the system
Contractors are sourced to fill skills gaps causing transient teams at more expensive means	Organisations can recruit, train and retain their own staff
Board requires informatics to have a recruitment, development and retention strategy	HEE commissioned tried and tested Graduate DDaT scheme 'oven ready' as a service to commission

Using the NHS Graduate Digital, Data and Technology Scheme within your workforce planning

- Where organisations have a **history of hard-to-fill Band 7 roles**, we have recruited graduates into Band 5 trainee roles, developing them into your next Band 7 professionals – Roger Harris, Guy's and St. Thomas' NHS Foundation Trust.

- The Graduate DDaT Scheme can be used for the **development of both new and existing staff members** – Bridget Nichols, Imperial College Healthcare NHS Trust.

- Graduates can be recruited to **develop into roles** within your **structure currently filled by contractors or agency staff** – Irene Odera Holt, Moorfields Eye Hospital NHS Foundation Trust.

- **ICS and shared service organisations** have recruited graduates to benefit the whole local system – Leicester, Leicestershire and Rutland CCG, University Hospitals of Leicester NHS Trust, and Leicestershire Health Informatics Service.

- Graduate talent can futureproof and strengthen existing capability in new and **emerging areas such as Cyber Security** – Croydon Health Services NHS Trust, St. George's University Hospitals NHS Foundation Trust, and Epsom and St. Helier University Hospitals NHS Trust.

- Graduates can be recruited at scale for **mass transformation projects, such as EPR implementation** – Guy's and St. Thomas' NHS Foundation Trust (Central London), and North Devon Healthcare Trust, (rural location - Barnstaple, North Devon).

Supporting the delivery of large EPR transformation projects – London based case study

Guy's and St Thomas' NHS Foundation Trust (GSTT) - 'Apollo' Epic Electronic Patient Record Programme: London Bridge, London Zone 1

- As part of GSTT's campaign to recruit 180 staff for their Epic transformation project, we recruited **23 Configuration Analyst graduates – Band 6 Trainees**.

- We have assessed **2,000 graduate applicants** through **adapted recruitment processes** to reflect the needs of the Epic programme, incorporating the Epic required 'Sphinx test.'

- Our graduate applicants are out-performing applicants from NHS jobs with a **78% pass rate on the Sphinx test compared to 50% of NHS jobs applicants**.

- **Epic training and qualifications** have been incorporated as part of our graduate scheme to ensure graduates develop and succeed in their Epic role.

- We delivered **100 graduate applications** to Heather O'Brien, GSTT Apollo Deployment Director, all of which have passed the Sphinx test as well as our scheme's robust 4 stage recruitment process.

Supporting the delivery of large EPR transformation projects – South West rural location case study

North Devon Healthcare Trust (NDHT) - 'My Care' Epic Electronic Patient Record Programme: Barnstaple, North Devon, South West Region

- As part of NDHT's campaign to recruit 100s of staff for their Epic transformation project, we recruited and relocated **12 Configuration Analyst graduates – Band 6 Configuration Analysts to support more experienced Band 7 Lead Analysts**.

- We assessed over **500 graduate applicants** through **adapted recruitment processes** to reflect the needs of the Epic programme; incorporating the Epic required 'Sphinx test.'

- We **tailored the DDaT Scheme** to align with the length of the EPIC project – **14 month employment contracts** with condensed **Epic training and qualifications** and **CPD sessions** and pastoral support.

- **50%** of Band 6 graduates were successful in applying and **securing Band 7 Lead Analyst roles** within 9 months in role.

- All graduates not taken on by NDHT in BAU roles are **supported to apply for other trusts implementing EPR programmes across the country.**

The Expansion of Grad DDaT Scheme:

- From 2018 pilot - now recruiting into **all 9 English Regions**

- **Over 170 graduates recruited** since 2018 into acute trusts, mental health trusts, community trusts, GP Federations, STPs / ICSs and national organisations

- **An additional 200 graduates to be recruited** by 2024

- **Increased specialised candidate pool** – over 12,000 applicants a year, running assessment centres every week

- **Quality of graduates** 18% Masters or PHD – pass / distinction, 29% Degree – 1st Class, 45% Degree – 2.1 honors

- **Success rate** 73% graduates selected for the scheme at assessment centre, 91% retention rate

- **99% progression rate - g**raduates that complete scheme progress into a higher band role

- **Inclusive recruitment** 52% BAME, 42% female

South London and Maudsley NHS Foundation Trust view

Stephen Docherty, Former Chief Information Officer- South London and Maudsley NHS Foundation Trust:

"The Graduate Digital, Data & Technology Scheme is a welcome intervention to the challenges trusts face in bringing in new talent. We need an innovative programme like this to help drive both quality improvement and value from our workforce."

Hirak Majumdar, Head of Digital Programme Management, South London and Maudsley NHS Foundation Trust

"Following participation in a very thorough and difficult selection day evaluating a number of very high calibre candidates, SLaM has been fortunate in having a graduate join as part of the scheme.

In the short time she has been in the trust she has contributed to a complex and important piece of work. Hitting the ground running; delivering analysis of a high quality that is vital to the programme in a professional and considered manner.

I am really pleased that she elected to join our organisation as part of her career development"
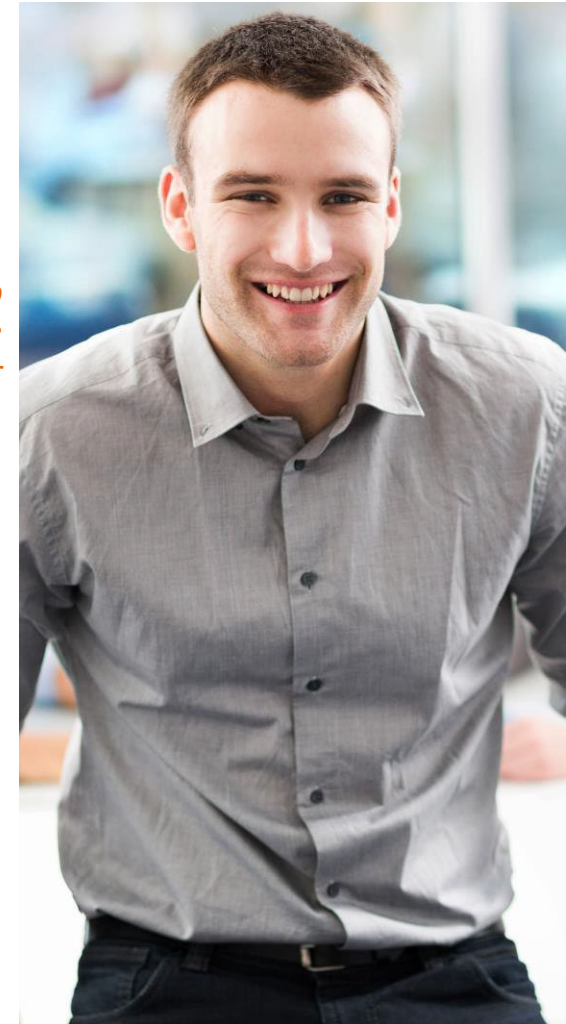
Hear what our managers and graduates have to say about the Graduate DDaT Scheme

https://vimeo.com/507922326/ec2a49f094

The view of Health Education England

James Freed, Chief Information Officer- Health Education England

"The Building a Digital Ready Workforce programme in Health Education England, supported by NHSx, has invested in the NHS Graduate Digital, Data & Technology Scheme that selects the best and the brightest and then works with you as an employer to match your need to a graduate best able to meet your specific skills gap.

This scheme is provided by the Health Innovation Network, AHSN for south London whose reason for being is to support innovation into the NHS."

So to recap …

Commitment to the scheme:

- **Financial commitment** - 2 year band 5 salary, apprenticeship levy for training, £7,500 fee to cover scheme operating costs

- **Manager staff time commitment** - hiring manager to assess at assessment centres, End Point Assessment (EPA) at end of scheme, feedback on the scheme

- **Graduate staff time commitment** - apprenticeship study, mentoring and CPD workshops (10 days), optional 2 x rotations

Benefits of the scheme:

- **Hassle free quality graduate intake** - national campaign over 3 months, covering 90% universities across England, 73% graduates selected for the scheme at assessment centre

- **Potential to incorporate missing skills / competences at a fraction of the cost** – costly expertise such as cyber security, FHIR interoperability possible to grow rapidly internally without diluting existing staff focus

- **Excellent stability / retention record and prospects** - rotational experience, management focus + CPD breeds commitment. 91% retention

The weight of evidence suggest it's a winner …

Requirements for Recruitment

If interested in recruiting graduates through the **NHS Graduate Digital, Data & Technology Scheme** the following information/actions are required:

- Number of graduates to be recruited

- Type of role(s) e.g. Configuration Analyst, Data Analyst, Networker, Cyber Security, Software Tester etc

- Job description for each role

- Contact details for the organisation's Apprentice Lead/Education Manager and HRBP / Resourcing Lead

- Signed Service Level Agreement (SLA) and Purchase Order (PO) for the total fee

- Nominated manager details for assessing at the graduate assessment centre(s)

Once the Organisation confirms in writing their participation in the NHS Graduate Digital, Data & Technology Scheme, they are required to make an upfront payment equal to 50% of the agreed fee, fully refundable if no suitable candidates are interviewed. Full details of the fee can be found on the Service Level Agreement.

To recruit your next high-flying graduate(s) please contact:

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