

# Sheffield Teaching Hospitals GRADUATE MANAGEMENT SCHEME

Find out why you should join  
our award winning teams

**PROUD TO MAKE A DIFFERENCE**

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST



# I WOULD LOVE YOU TO JOIN OUR TEAM!

Sheffield Teaching Hospitals NHS Foundation Trust is a dynamic and forward thinking employer and we believe developing inspirational leaders is a key part of paving the way for a successful future.

We are committed to improving the lives of the people of Sheffield and beyond through all that we do as an organisation and we know that our success in achieving this is dependent upon the talented people that work with us.

We understand that in order for our staff to be successful, they need great leadership and management support. We firmly believe in the benefits of 'growing our own' and our new Graduate Management Scheme is one way we aim to develop passionate leaders who have the skills, knowledge, values and behaviours required for a rewarding career in NHS management.



The scheme is an important element of our leadership and talent development programme and aims to attract bright, innovative and motivated people with the potential to become our high calibre leaders and managers of the future. Our aim is to recruit, develop and retain talented individuals who are patient centred, values driven, and passionate about helping us to further improve the quality and efficiency of the healthcare we provide to our patients.

Following the two year scheme, we will focus on supporting participants to successfully apply for managerial and leadership roles within the organisation. We will help trainees develop the necessary skills and gain the experience and confidence needed to lead in a dynamic healthcare environment.

The scheme is designed to be challenging and to stretch individuals to develop their full potential so they can go on to help us sustain and build on our status as one of the most successful NHS Foundation Trusts in the UK.

If you think this opportunity is for you; then read on, this booklet will help to explain what the scheme involves and what you need to do next.

A handwritten signature in white ink that reads "Andrew Cash".

**Sir Andrew Cash OBE**  
Chief Executive

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# WHO WE ARE

We are one of the UK's biggest and most successful providers of hospital and community based healthcare.

We provide comprehensive NHS services ranging from maternity services to care of the elderly. We provide services to Sheffield, South Yorkshire, Mid Yorkshire and North Derbyshire but also specialist services to all parts of the UK.

We have a long history of providing high quality care, clinical excellence and innovation in medical research and we are proud to have been awarded an overall rating of 'Good' following the latest Care Quality Commission inspection.

With around 16,500 employees working within our hospitals and out in the community, we are one of the biggest employers locally. We aim to reflect the diversity of local communities and are proud of our partnerships with local people, patients, neighbouring NHS organisations, local authority and charitable bodies.

Through our partnerships with the University of Sheffield, Sheffield Hallam University, other health and social care providers and industry we remain at the forefront of advancements in clinical services, teaching and research.



**FIVE**  **HOSPITALS**

**ONE OF THREE**  
major trauma centres in  
Yorkshire and the Humber



**OVER 16,500**  **MEMBERS OF STAFF**

**OVER 2 MILLION**  **PATIENTS PER YEAR**

**OVER 150,000**  **ACCIDENT & EMERGENCY ATTENDANCES**

**£1 BILLION BUDGET**

**OVER 40**  **COMMUNITY LOCATIONS & CARE IN PEOPLE'S HOMES**

## Sheffield

Population 560,000  
All clinical services

## South Yorkshire (pop 2.2m)

- Cardiothoracic
- Vascular
- Bone
- Cancer

## National including:

- Pulmonary Vascular Disease
- Ocular oncology
- Orthopaedics
- Gestational Trophoblastic Disease
- Spinal Injuries
- Infectious diseases

# HOW WE MAKE A DIFFERENCE

## VISION

To be recognised as the best provider of health, clinical research and education in the UK and a strong contributor to the aspiration of Sheffield to be a vibrant and healthy city region.

## MISSION

We are here to improve health and well-being, to support people to keep mentally and physically well, to get better when they are ill and when they cannot fully recover, to stay as well as they can to the end of their lives. We aim to work at the limits of science - bringing the highest levels of human knowledge and skill to save lives and improve health. We touch lives at times of basic human need, when our care and compassion are what matter most.

## VALUES

**Patient-first** - Ensure that the people we serve are at the heart of all that we do  
**Respectful** - Be kind, respectful, fair and value diversity  
**Ownership** - Celebrate our successes, learn continuously and ensure we improve  
**Unity** - Work in partnership with others  
**Deliver** - Be efficient, effective and accountable for our actions

## AIMS AND OBJECTIVES



### Deliver the best clinical outcomes

Treat and care for people in a high quality, safe environment and protect them from avoidable harm.

Help people to recover from episodes of ill health or following injury.

Maximise the health of those who use our services.

Enhance the quality of life for people with long-term conditions.

Ensure clinical practice is evidence-based.

Contribute to the development of locally tailored public health prevention strategies.

Ensure person centred and coordinated care for our patients near the end of life.



### Provide patient-centred services

Treat patients and their families with respect, dignity and care.

Provide the right care in the right place, first time, working in partnership.

Maximise the quality of the patient experience.

Provide patients with choice, giving them greater involvement and control over their care.

Move care closer to home where appropriate and evidence-based.

Communicate effectively and develop a vibrant system of engagement within the local community.

Learn from complaints, compliments and other feedback.



### Employ caring and cared for staff

Treat staff with dignity and respect, encouraging them to take responsibility for their own actions.

Ensure staff seek feedback from patients, visitors and colleagues.

Develop a culture that promotes and demonstrates PROUD values

Employ engaged and motivated staff.

Engage, support and empower all staff to continually improve the services they deliver.

Promote health and well-being for all our staff, their families and the communities they live in.

Provide an environment where staff can achieve their potential and develop their leadership skills.



### Spend public money wisely

Ensure financial strength and stability.

Reduce inefficiencies and continually identify more efficient ways of working.

Ensure our services cost less to deliver than we receive in income.

Ensure value for money is central to all decision-making processes.

Learn from other health care providers both in the UK and abroad.



### Deliver excellent research, education and innovation

Become one of the top R&D performers in England.

Become a leading centre for innovation, spread and adoption, working with industry to create jobs and wealth.

Lead the development of top quality education and training for all staff.

Develop research in all disease areas.

Participate in NIHR, other UK and EU grant funding programmes.

To maximise the benefits from the use of technology



# A LEADER IN HEALTHCARE

## The Northern General Hospital

The Northern General Hospital is home to Sheffield's Accident and Emergency department which is also one of the three Major Trauma Centres in the Yorkshire and Humber region. A number of specialist medical and surgical services are located at the Northern General, including cardiac, orthopaedics, burns, plastic surgery, spinal injuries, gastroenterology and renal. A state of the art laboratory complex providing leading edge diagnostic services is based here at the Northern General, with the hospital also providing a wide range of specialist surgery including spinal cord, hand and kidney transplantation. The Northern General Hospital is home to one of three national centres of excellence for spinal injuries.

## Royal Hallamshire Hospital

The Royal Hallamshire Hospital has a dedicated neurosciences department including an intensive care unit for patients with head injuries, neurological conditions such as stroke and for patients undergoing neurosurgery. The Sheffield Stereotactic Centre is recognised nationally for its expertise in neurosurgery. We also have a large tropical medicine and infectious diseases unit, ophthalmology centre, gynaecology and a specialist haematology centre, alongside other leading medical and surgical services.

## Charles Clifford Dental Hospital

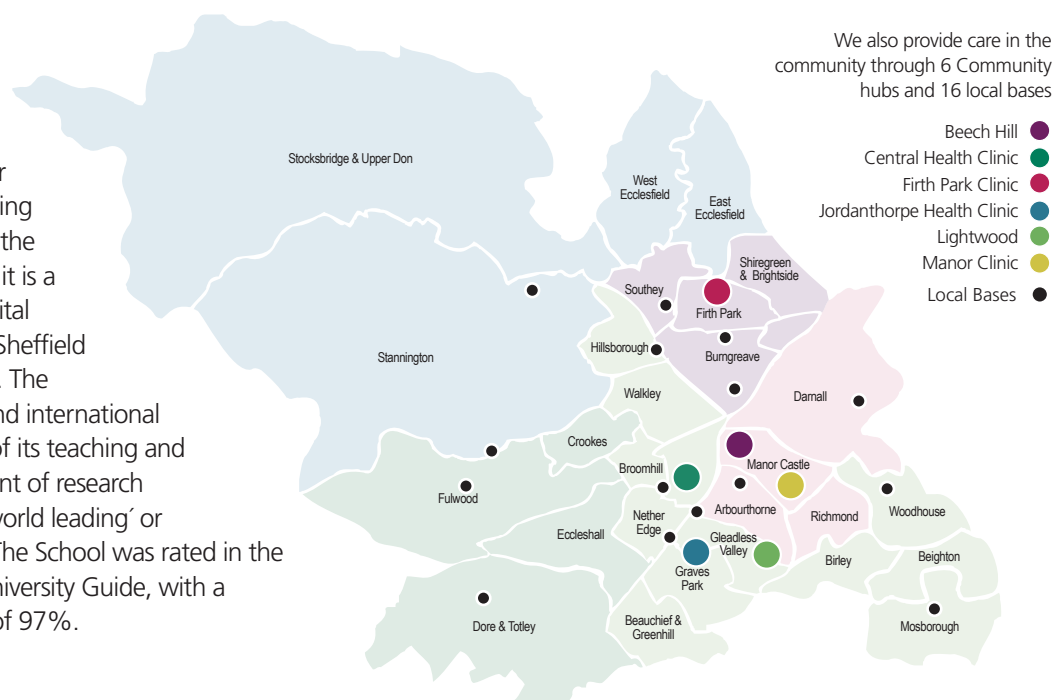
The Charles Clifford Dental Hospital provides specialist dental services for Sheffield and the surrounding areas. Located adjacent to the Royal Hallamshire Hospital it is a large dental teaching hospital linked to the University of Sheffield School of Clinical Dentistry. The School enjoys a national and international reputation for the quality of its teaching and research. Ninety two percent of research undertaken is graded as 'world leading' or 'internationally excellent'. The School was rated in the top ten in the Guardian University Guide, with a student satisfaction score of 97%.

## Jessop Wing

The Jessop Wing is a purpose built maternity unit where approximately 7500 babies are born each year. In addition to a labour ward, there are postnatal wards and one antenatal ward, an admission triage and a high dependency unit. The Jessop Wing also provides neonatal intensive and special care for sick and premature babies born in Sheffield and those transferred from other units in the region. It is also home to the Jessop Assisted Conception Unit.

## Weston Park Hospital

Weston Park Hospital is one of only four dedicated cancer hospitals in the country. Its reputation as a centre of excellence for both cancer treatment and research is recognised, not only here in the UK, but also internationally. Our purpose built Cancer Research Centre, partly funded through charitable gifts and donations, is fully integrated within Weston Park Hospital and is credited as a pioneer of numerous modern advances within the field of cancer research. As home to one of the best radiotherapy departments in the UK (and the only one in the vicinity of South Yorkshire, North Nottinghamshire and North Derbyshire), Weston Park is ideally equipped to handle the 6,000 new cases of cancer diagnosed annually in this region alone. On average, nearly 60,000 patient visits are received every year by the department



## The Care Quality Commission rated us as a 'GOOD' Trust with 'OUTSTANDING' features

# ABOUT THE SCHEME

Our Graduate Management Scheme (GMS) aims to develop individuals with potential into high calibre managers and leaders of the future. Joining the scheme will help you to develop the skills, behaviours, experiences and confidence you need to lead in a dynamic healthcare environment. You will spend your time working alongside some of the most talented people in the NHS who will offer guidance and support.

## The Scheme Structure

This full time two year programme will offer you many exciting new experiences to help lead NHS services in Sheffield that improve the lives of millions of people. The scheme will provide you with the opportunity to develop both professionally and personally, and allow you to gain an understanding of where your career aspirations lie.

Orientation 1 Month	Placement One 11 Months	Placement Two 12 Months
YEAR ONE		YEAR TWO
Professional development, training and support		

## Placements

During the two years, you will complete both an operational placement and a corporate placement. This will give you a feel for working both on the 'front line' and behind the scenes and you will see how they come together to deliver high quality care for our patients.

Each work placement will differ depending on the department it is hosted by, and the duties aligned to the placement role. You can be assured that wherever you are placed within our complex and varied organisation, you will be presented with a broad range of exciting experiences and opportunities to develop your knowledge and skills whilst working alongside our passionate and committed staff.

The operational placement will be within a clinical service. This placement will help you gain experience of delivering high quality services for our patients.

## You will gain first hand experience of managing the people and teams that deliver high quality care for our patients.

You will be involved in planning and delivering service improvements, alongside developing business cases for investment. You will help our teams deliver great access to services and low waiting times for our patients, understanding the processes, information and standards that underpin this. You will also be involved in understanding the challenge of delivering high quality sustainable care, gaining first hand experience of managing budgets and efficiency plans. These clinical placements will enable you to understand the context of your role within the wider organisation. You will be part of a team directly affecting the experience of patients and the quality of front line care they receive.

The second placement will be based within a corporate department such as Strategy and Planning or Service Improvement. This opportunity will help you understand the crucial role our support services play in enabling our front line services to operate effectively and efficiently. It will also give you an insight into the wider system and the cutting edge strategic agenda the Trust has within the wider NHS. This placement will aim to develop specific skills including your ability to influence and engage across the organisation, working with data and information, developing and using service improvement skills, building consensus, strategic planning and developing networks of relationships in a wider organisational context.

See page 9 for examples of placement locations and roles.

## Orientation

Prior to commencing in your first placement you will be given the opportunity to undertake a one month orientation programme. You will be supported to develop your personal orientation plan which you will undertake at the beginning of the scheme. This is a fascinating and unique opportunity to see first hand the work of the Trust and the patient journey from many perspectives. One day you may shadow a nurse in the Emergency Department or work with a care worker delivering services in a patients' home. You may also spend time with a porter or receptionist, seeing how our support staff help our services run smoothly. You will also gain an understanding of how we connect with the wider NHS and care system such as GPs, our commissioners, social work teams and indeed the national NHS bodies.

## Education, Training and Professional Development

During the scheme you will be funded to undertake the national Mary Seacole leadership and development programme. This programme, designed by the NHS Leadership Academy, is designed for those who are new to leadership or those looking to secure their first leadership role, and provides the academic knowledge required for building the foundations for a long and prosperous career in healthcare leadership.

Our Leadership and Development Department runs an ongoing and co-ordinated programme of excellent training and development opportunities for our staff and we are committed and passionate about providing everyone with access to training and further development. A large and varied range of training programmes are on offer and you will be provided with access to a variety of these to complement your other academic and work based learning. These will be aligned to both your personal and role development needs both during the scheme, and in preparation for your future career.

In order to further advance your professional development you will be allocated a Placement Manager during each work placement, these nominated people will support and mentor you on a day to day basis and provide you with appropriate objectives in your role. They will work closely with you and ensure that you are provided with the appropriate tools, support, knowledge, guidance and motivation to be successful both in terms of delivering the objectives of the role and your own professional development and progression. To support your professional development further, you will be provided with the opportunity to shadow senior members of staff including Trust Executive Directors during the course of the programme.

You will also be supported by the Graduate Scheme Manager who will support your individual learning needs and ensure you are gaining all the experiences you need to meet your

competencies throughout the scheme. The Graduate Scheme Manager will host a series of 'group learning' sessions for you and your peers, and a range of reflective learning opportunities to help you get the most from the scheme.

There will also be the opportunity for mentoring and coaching provided by senior members of the Trust.

### **Competency Framework**

As you undertake the variety of educational and work based learning and experience you will track your progress against a

defined competency framework. The content of this will be aligned to the skills, experience, knowledge and behaviours you will require to be successful in the long term in a leadership role in the NHS. Capturing your progression against the framework will ensure your learning and development stays on track to enable you to complete the scheme fully prepared for future success.

**This is a fantastic opportunity to help develop the necessary knowledge needed to hold a leadership role within the NHS.**





# PERSON SPECIFICATION

We are seeking to recruit people that can demonstrate they have the necessary qualifications, skills, qualities and values that give them the potential to succeed in a leadership or managerial role within the NHS. Whilst previous work experience may be beneficial where it has helped you to acquire the necessary skills and qualities, it is not in itself, an essential element of the qualifying criteria.

Prior to applying for a place on the scheme, you are encouraged to read the associated Job Description and Person Specification for the role. Within your application you will need to demonstrate how you meet the essential criteria outlined within the Person Specification. In brief, you will need to demonstrate the following:

## Qualifications

- Degree level qualification at level 2:2 or above
- 5 GCSEs (or equivalent) including C grade or above in English and Maths

## Key Skills

- Leadership – ability to lead, engage and inspire others to achieve
- Communication – ability to communicate in a variety of different ways and situations, enabling you to engage and motivate others
- Interpersonal – ability to form positive relationships at all levels, to engage, work with and build relationships with both internal and external stakeholders
- Resilience – ability to work under pressure and prioritise tasks to meet deadlines
- Analytical – ability to critically evaluate qualitative and quantitative data from a variety of sources and convert into clear and concise innovative initiatives
- Decision making – ability to use own initiative to demonstrate sound judgement when making decisions and completing tasks
- Problem solving – ability to resolve problems through exploration and evaluation of possible solutions, able to demonstrate facilitation and negotiating skills
- IT literacy – ability to utilise a range of systems and databases

## Qualities

- Commitment – to personal and professional development; the successful completion of the GMS and a desire to work for Sheffield Teaching Hospitals in the longer term
- Outcomes focused – strong drive and motivation in order to realise own potential and the energy and enthusiasm for delivering improvement
- Your qualities will reflect the Trust's '**PROUD**' values:

**Patients First** – quality focused, promotes high standards to consistently improve patient outcomes

**Respectful** to patients, staff colleagues and all internal and external contacts, values diversity and difference, operates with integrity

Demonstrates **ownership** for own actions and areas of responsibility and proactive approach to own development

Demonstrates **unity** with all colleagues, works across boundaries, looks for collective success

Proven track record of **delivery** on objectives





## SALARY AND BENEFITS

You will work under the NHS Terms and Conditions of Service (Agenda for Change). Working for the NHS means that you will enjoy one of the most competitive and flexible benefits packages offered by any employer in the UK.

### Salary

The starting salary for the scheme will be £22,128. This is commensurate with point 16 of the Agenda for Change pay scale. In year two of the scheme your salary will increase to £22,683, moving to point 17 of the pay scale. The quoted salaries may increase additionally by any cost of living increase applied nationally in April each year.

Successful candidates presently working within the NHS in a band 5 post will commence the scheme at their present pay point.

### Pension

The NHS Pension Scheme is one of the most comprehensive and generous schemes within the UK. It is a key element of the overall reward package for staff. As a Graduate Trainee you will be eligible for automatic enrolment of the NHS Pension.

Member contributions are enhanced by a further 14.3 per cent of salary contribution to the pension scheme by the Trust. Further information on the NHS Pension scheme and its associated benefits can be found at; <http://www.nhsbsa.nhs.uk/Pensions.aspx>

### Annual leave

The annual leave year runs from 1 April to 31 March, you will receive an entitlement based on the provision under the Agenda for Change Terms and Conditions of Service. The entitlement is based upon length of NHS service as follows:

- On appointment to the NHS – 27 days annual leave plus 8 days bank holiday per year
- After 5 years of NHS service – 29 days annual leave plus 8 days bank holiday per year
- After 10 years of NHS service – 33 days annual leave plus 8 days bank holiday per year

**"I genuinely feel very lucky to have had such a variety of challenging roles and to have been able to progress my career to date in a single, successful, organisation."**

Michael Harper, Chief Operating Officer.



# EXAMPLE PLACEMENTS

## Example 1

### Service Improvement - Project Manager

The Service Improvement department aims to help teams improve the quality and efficiency of services for patients, staff and the wider NHS. Within our department, we have five teams;

- Building capability
- Improving Non-Elective Pathways
- Improving Elective Pathways
- Programme Management Office
- Analytics for Improvement

We support a range of service improvement work across the Trust and aim to foster the development of a continuous improvement culture. We are proud to have won a number of national awards and to have been recognised for our innovative approach to building improvement capability through the Sheffield Microsystems Coaching Academy. We work with hundreds of teams across the Trust to help them make improvements to their work. We coordinate a number of cross Trust large transformation programmes including Seamless Surgery and Excellent Emergency Care, which comprise a number of projects and continuous improvement work.

We are a fun, vibrant and creative department with a real emphasis on team work and development. A graduate trainee would work with one of our teams, as a Project Manager or Improvement Facilitator and would:

- Develop microsystem improvement skills, working with teams across the Trust to apply these and deliver improved outcomes in a wider strategic transformation context.
- Develop project management skills, learning from our skilled team of project managers.
- Develop high level analytical skills to support improvement at team and organisational level and understand how to measure and evaluate improvement.
- Get involved with the Trust wide efficiency agenda and understand how Sheffield Teaching Hospitals approaches improving quality, whilst delivering sustainable financial resources.

Key skills you will develop in this placement include working collaboratively across the organisation, and developing how you engage and influence at all levels. Your excellent interpersonal skills will be essential to the role, alongside great time management, problem solving skills and the ability to work with several services, juggling the complexity of different services and different improvement needs. You will gain fantastic experience in leading and supporting service improvement work – and helping track outcomes. Alongside learning from your successes, we will encourage you to gain the richness of learning from what doesn't go so well. The essential skills, knowledge and experience you will gain through working in the team will be excellent experience as you move forward as a leader in the dynamic, ever changing world of Sheffield Teaching Hospitals and the wider NHS.

**"Service Improvement is a really dynamic, forward thinking department. This placement will challenge your thinking, develop you as an individual and provide a great variety of different projects and insights across the Trust."**

Amy Hutchins, Head of Programme Management Office

## Example 2

### Gastroenterology – Operational Manager

Gastroenterology is the branch of medicine focused on the digestive system and its disorders. Within the Trust it is one department which forms part of the Medicine and Pharmacy Services Care Group (MAPS). Our well established and progressive Gastroenterology service offers one of the most comprehensive and specialised services in the UK.

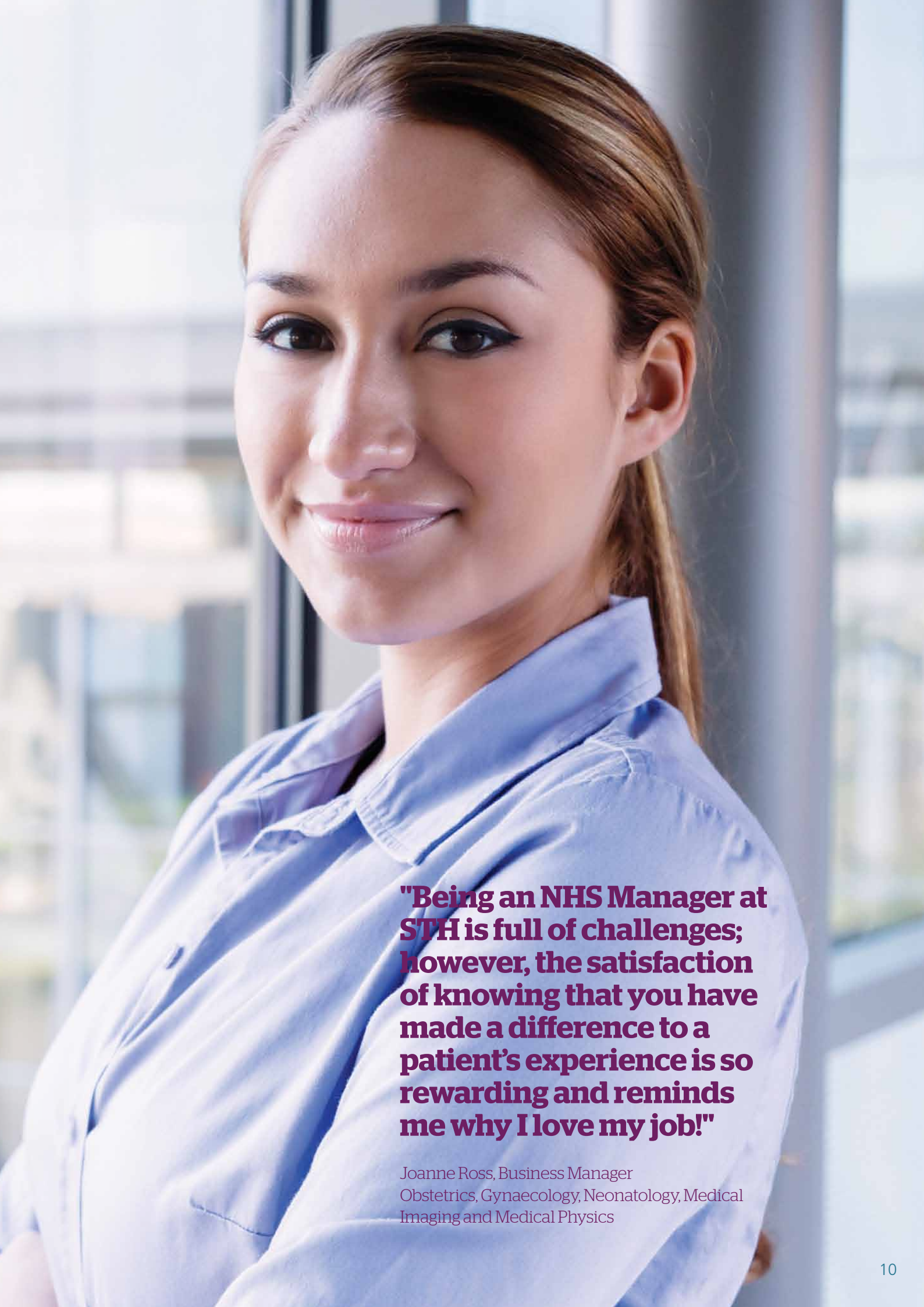
Our team is committed to delivering excellent standards of clinical service whilst delivering a great patient experience. Our two operational managers work as a key part of our Gastroenterology multidisciplinary team, to help deliver the service for our patients. As a graduate trainee, you may take up one of the Operational Manager posts in this department or another frontline service.

In such a role you would:

- Gain first-hand experience of delivering a high quality service for our patients, working collaboratively with others and adapting your leadership style for different scenarios in a fast paced environment.
- Help co-ordinate the management of all administrative functions and staff, with direct experience of line management, people development and all linked policies and procedures.
- Gain experience of planning demand and capacity and developing plans to address our patient activity needs throughout the year, working closely with the clinical team.
- Gain experience of planning and delivering waiting time targets and other quality and patient experience indicators, in areas including outpatients and endoscopy.
- Develop financial management skills, including day to day budget management and experience of planning and delivering efficiency schemes.
- Have the opportunities to develop business cases and service development bids and gain experience of the annual business planning cycle.
- Gain experience of triangulating and interpreting different information sources – with then the opportunity to debate and persuade others of your findings.
- Develop an understanding of how Gastro-enterology links into the wider Trust, both in terms of operational services and corporate planning processes.
- Gain crucial leadership experience, in delivering a clinical service, engaging and working collaboratively across the department and beyond.

During this placement you would further develop your communication, team working, and data analysis and presentation skills. You will enhance your ability to develop, motivate, engage and lead others to achieve overall objectives. You will begin to build a network of working relationships, invaluable for your future career.

Operational Management is challenging, yet highly rewarding. You will be working in a dynamic, fast paced environment, seeing the results of your decisions day to day and learning what it takes to lead a first class frontline service for patients. This will be a great foundation of experience for your future roles.



**"Being an NHS Manager at STH is full of challenges; however, the satisfaction of knowing that you have made a difference to a patient's experience is so rewarding and reminds me why I love my job!"**

Joanne Ross, Business Manager  
Obstetrics, Gynaecology, Neonatology, Medical  
Imaging and Medical Physics



# APPLICATION PROCESS

## How to apply

Please visit the NHS Jobs website: [www.jobs.nhs.uk](http://www.jobs.nhs.uk)

Your application will be submitted via the NHS Jobs portal by completing the online NHS jobs application form. Additional information including the full Job Description and Person Specification will be available online. Candidates are encouraged to read the associated documentation prior to completing and submitting their application.

You must have the right to work in the UK.

The opening date for applications is May 15th; the post will be advertised for a minimum of 4 weeks.

## Selection process

Applications will be reviewed within 14 days from the advertisement being closed. If you successfully demonstrate how you meet the essential criteria you will be shortlisted to progress further through the application process. All candidates will be notified of the outcome of their application.

Shortlisted candidates will progress through the selection process, including attendance at an assessment centre. During the assessment centre, participants will be required to complete a variety of exercises and will undergo a panel interview.

## Start date

The two year programme will commence in October 2017 and all successful candidates must be available to commence in post.

# POST SCHEME OPPORTUNITIES

Following completion of the scheme, we hope to be your future employer of choice. We are fully committed to retaining the talent that we have nurtured and we will support and guide you through the process of identifying and applying for your next career opportunity with us after completion of the scheme.

**"Every day as a leader in the Trust is exciting, you work with fantastic teams and can really make a positive difference to the working lives of your staff and to the care our patients receive."**

Helen Brown, Nurse Director





# JOIN OUR TEAM OF INSPIRATIONAL LEADERS

We are recognised for having outstanding leadership across all levels throughout the Trust. Our leadership team is made up of many colleagues who started their careers by completing similar NHS Graduate Schemes, read about a few of our colleague's career progression after graduation below:

## Sir Andrew Cash OBE, Chief Executive

I completed the National NHS Graduate Management Training Scheme at the beginning of my career having left University and found it a wonderful entrance into the National Health Service.



After a number of roles within the NHS, I joined Sheffield Teaching Hospitals as a Chief Executive at the Northern General Hospital and during my time here have had two secondments to The Department of Health. The first was to almost immediately head up the Millennium Executive Team for the National Health Service which was preparing the NHS for the year 2000 date change and for the Winter. The second was working as Director General at The Department of Health looking after all forms of providers and developing The Foundation Trust model. When I came back to the Trust in 2004 I led the merger between the Central Sheffield University's Hospitals NHS Trust and the Northern General NHS Trust and thereafter led the movement to us becoming a first wave Foundation Trust and what you know as Sheffield Teaching Hospitals today.

My defining moment working for the NHS was organising Critical Care Services for the Country. I realised how important strategic planning was and to ensure all members of our society were looked after in the same way.

I have found the Trust to be an excellent place to work because it is a huge organisation yet at the same stage very personal.

The organisation is dealing with people at their most vulnerable, through a highly committed group of staff. Working in such a large, complex organisation with such a variety of experiences available means you can be sure of a fascinating and rewarding leadership challenge.

The Trust's Graduate Management Scheme will be an excellent way to progress your career and realise your potential.

## Anna Hescott, Performance and Improvement Manager for Medicine and Pharmacy Services

I joined the Trust straight off the National NHS Graduate Management Training Scheme to work within the Medicine and Pharmacy Care Group supporting performance monitoring, business planning and improvement of our services. This role is covering a period of maternity leave so I have recently secured my next role at the Trust as a Service Manager for Diabetes and Endocrinology. I look forward to learning more about these clinical services and continuing to learn about the organisation from a different perspective.



The defining moment for me, so far, was coordinating a successful business case for additional clinical staff for one of our services.

There are many things I love about my job, but it isn't always easy. It takes resilience and belief in what you're doing to keep things moving forward for the benefit of our patients and colleagues.

For me, there are three key things which make the Trust a good place to start and develop a career: the first is strong and respectful relationships between clinical and administrative teams, highly experienced and supportive managers to learn from and finally the size of the organisation means that there are lots of opportunities to get involved in projects both within and outside of your immediate working environment.

**“I cannot think of a better leadership environment than working at the Trust.”**

Sir Andrew Cash OBE, Chief Executive



# “The existing strong leadership provides vision, clarity and focus.”

Balbir Bhogal, Performance and Information Director

## Michael Harper, Chief Operating Officer

Following the scheme, I started at the Trust in 2000, as the then Operational Manager for A&E and Endoscopy. The 4 hour A&E standard was first implemented during my time which, as a relatively junior and fresh faced manager, very much put me under the spotlight. Since then I have also worked in Emergency Admissions, Older Peoples' Services Cardiology and Cardiothoracic, Orthopaedics and Surgical Services. I still look back on my 5 years as General Manager (now known as Operations Director) for Surgical Services as one of my most favourite roles. I loved leading my own team and working closely with clinical colleagues to manage the day to day operational pressures of an extremely challenging service whilst trying to support with the tactical and strategic development of the service.

I don't think I have ever had a career plan but I probably have always wanted to be a Chief Operating Officer so when the opportunity presented at the Trust I was really excited.

I genuinely feel very lucky to have had such a variety of challenging roles and to have been able to progress my career to date in a single, successful, organisation. I really enjoy working across the entire organisation and working with individuals I have worked with throughout my 16 years at the Trust.

The Trust is really focussed on developing good staff who are patient focussed and are willing to work hard to develop their leadership skills and behaviours. As a result, given its size and complexity as well as position within the City's health and social care services and regional health provision, there are loads of opportunities for working with very talented and committed clinical and non-clinical staff. This creates a great, and supportive environment to learn within and lots of opportunities to make a real difference to patients every day.



## Maria Makhonina, Improvement Facilitator (Service Improvement)

After the scheme I joined the Service Improvement Team at Sheffield Teaching Hospitals and am working as an Improvement Facilitator working with a range of clinical teams across different pathways. As part of my job I am delivering teaching for Sheffield Microsystems Coaching Academy. Recently I was on secondment as an Operational Manager, which gave me a completely different experience and understanding of the systems and processes.

The scheme opened new horizons for me and developed me both professionally and as a person. The Trust is one of the largest and leading health care providers both in the region and nationally. Sheffield Teaching Hospitals has a reputation as one of the best hospital Trusts and is one of the recognised leaders for innovation and improvement, which makes it a place of endless opportunities for people striving to learn, develop and lead.

I feel very privileged that I've had the opportunity to work, study, develop, grow professionally and make new connections and friends during my time at the Trust.



## Rebecca Joyce, Service Improvement Director

I joined the Trust in 2007 as an Operations Director for Specialised Cancer and Medicine after spending 7 years working in the NHS in London. In 2011 I had the opportunity to set up a number of improvement programmes across the Trust and in 2014 I was appointed as Service Improvement Director. I lead a team of 30 people from different healthcare and non healthcare backgrounds - all committed and enthusiastic to help teams improve care for our patients. We help teams across the Trust make improvements to the quality and efficiency of services for patients, staff and the wider NHS.

From joining the Trust I really appreciated the positive and can do culture. I really noticed the talent and commitment of colleagues throughout the organisation and have always really enjoyed this. As a leader, I've been given real space and autonomy to lead which has been great. There is a real developmental ethos, and people will help you develop and learn. The size of the organisation means there are always opportunities to get involved and carve out an interesting and varied career.

Joining the NHS and the Trust is also an opportunity to contribute to something that genuinely makes a difference in people's lives when they are at their most vulnerable - what you are doing really matters. The Trust is a fascinating and complex organisation and you will always have great, talented and committed colleagues. One of the things I love about working in the NHS is that I am still learning - and think this will never end!



## CONTACT US

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Further information about Sheffield Teaching Hospitals  
NHS Foundation Trust can be found on the Trust's  
website at: **[www.sth.nhs.uk](http://www.sth.nhs.uk)**

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