Qualification:	CIPD Level 5 Diploma in Applied HR
Module:	Contributing to the Management of Change
Assignment:	Activity 1

Name:	Shelley Dony
Student Number:	1810449
CIPD Number:	53274174

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: 

Candidate name: Shelley Dony				**CIPD Membership/registration No.:** 53274174		
Qualification title: Level 5 CIPD Diploma in Applied HR				**Unique Learner No. (ULN):** 1810449		
Unit code	**Unit title**	**Assessment criteria no.**	**Evidence description**	**Evidence reference number**	**Assessor initials**	**I/V initials if sampled**
5AMOC	Contributing to Management of Change	1, 2, 3	Overview to the Portfolio	1		
5AMOC	Contributing to Management of Change	1	Activity 1	2		
5AMOC	Contributing to Management of Change	1	Stakeholder Analysis Image	3		
5AMOC	Contributing to Management of Change	1	TOR	4		
5AMOC	Contributing to Management of Change	1	Recruitment & Selection Policy	5		
5AMOC	Contributing to Management of Change	1	Learning & Development Policy	6		
5AMOC	Contributing to Management of Change	1	Nurse Safe Staffing (All Wales) Act	7		
5AMOC	Contributing to Management of Change	1	National Framework	8		

5AMOC	Contributing to Management of Change	1	SBAR	9		
5AMOC	Contributing to Management of Change	1	Example of correspondence (Legal)	10		
5AMOC	Contributing to Management of Change	1	Overview GANTT chart	11		
5AMOC	Contributing to Management of Change	1	Detailed GANTT chart	12		
5AMOC	Contributing to Management of Change	1	Presentation to the Board	13		
5AMOC	Contributing to Management of Change	1	Risk Register	14		
5AMOC	Contributing to Management of Change	1	Communications Strategy (Timetable)	15		
5AMOC	Contributing to Management of Change	1	Example 1 of Meeting Bundle	16		
5AMOC	Contributing to Management of Change	2	Witness Testimony	17		
5AMOC	Contributing to Management of Change	2	Activity 2	18		
5AMOC	Contributing to Management of Change	2	Workshop of Placement Managers (attendees)	19		

5AMOC	Contributing to Management of Change	2	Workshop Notes	20		
5AMOC	Contributing to Management of Change	2	Emails to Heads of Service	21		
5AMOC	Contributing to Management of Change	2	Job Description of Placements	22		
5AMOC	Contributing to Management of Change	2	Information Booklet	23		
5AMOC	Contributing to Management of Change	2	Risk Analysis	24		
5AMOC	Contributing to Management of Change	2	Updated SBAR to WOD Sub-Group	25		
5AMOC	Contributing to Management of Change	3	Activity 3	26		
5AMOC	Contributing to Management of Change	3	Minutes from Meeting (reflection)	27		
5AMOC	Contributing to Management of Change	3	Feedback from stakeholders	28		
5AMOC	Contributing to Management of Change			29		
5AMOC	Contributing to Management of Change	1,2,3	Bibliography	30		
Candidate declaration:						

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:		**Date:**	25/5/20

Evidence 1

Overview to the Portfolio

The 'Big Change' has been widely advertised, the consultation period complete and changes have already started that will affect all services and all counties (HDUHB, 2019; Hywel Dda University Health Board, 2019). This enoromous change will encompass strategic change, operational change and transformational change (Armstrong, 2009). One of the constant challenges that the Health Board faces is its lack of nurses. If this challenge is not resolved the 'big change' may not become the success it is envisioned to be.

This portofolio will look at one new initiative the Health Board has designed and implemented in order to reduce the shortfall of nurses in the future – the Healthcare Apprenticeship Programme. This is very big change to way we recruit nurses.

Evidence 2

Activity 1

1.1 Establish the need, objectives and potential benefits in relation to a specific change requirement.

Regular reports downloaded from ESR (electronic staff record) Business Intelligence on a monthly basis, with data on staff vacancies across all services across the Health Board. These reports highlight jobs that constantly open and hard to fill. For a number of years Hywel Dda University Health Board (HDd) constantly have between 160-200 registered nurse vacancies across all services across the Health Board. Traditional methods of recruiting nursing had not been fully meeting these numbers, therefore HDd was aware for a while that alternative methods of recruiting needed to be looked at.

A member of the Future Workforce Team conducted a short study on youth employment across the three counties. The research recommended that a programme be put in place to assist the youth of the local population.

After an initial discuss between a discreet group of staff members, we came up with a programme that could help this – the Healthcare Apprenticeship Programme. The aim is to develop a future nursing workforce from the youth of the local population, supporting them from entry to registration, within an eight-year programme.

The objectives are to increase the number of registered nurses, to build future workforce from within the local communities, develop a robust and governed educational and professional pathway, develop a sustainable pipeline of clinical nursing staff.

1.2 Analyse who will be affected by the changes and their potential information and support needs.

The propose programme would impact on a great number of stakeholders.

Whilst constructing the PID, I conducted a stakeholder analysis setting out who would need to be involved in the design of this changed recruitment method, along with the delivery and implementation. As it was a large project, there was a large number of stakeholders that needed to be involved if it was to be a success. Internal stakeholders, such as finance, nursing, learning and development, and resourcing needed to be involved. While, externally, local schools, colleges and universities, careers centres and employment institutions were

included. I ran this past my line manager, who subsequently chaired the design and implementation meetings, and included into the document.

A stakeholder analysis was carried out to ascertain who would need to be involved in the design, planning and implementation of the programme. This included the programme team, the operational team, internal and external stakeholders.

A Task and Finish Group was set up with purpose of designing the programme, whilst involving all the key stakeholders. I created a Terms of Reference document for the group, which included details on the specific members that were necessary for successful designing. This was to create Lewis' 'unfreezing' part of this change process (Connelly, 2016).

Stakeholder analysis – evidence number 3

ToR – *evidence number 4*

1.3 Identify the resources required for the change process and how these will be made available.

Finances were vital for both employment and study. The Health Board would be employing apprentices on an eight-year programme and would need funds to pay for the salary; also, these apprentices would be enrolled on to educational programmes which would needs funding at points. The finances were covered by the Health Board for the salary; apprenticeship schemes at levels 2 and 3, and HEIW funding was secured for higher education qualifications.

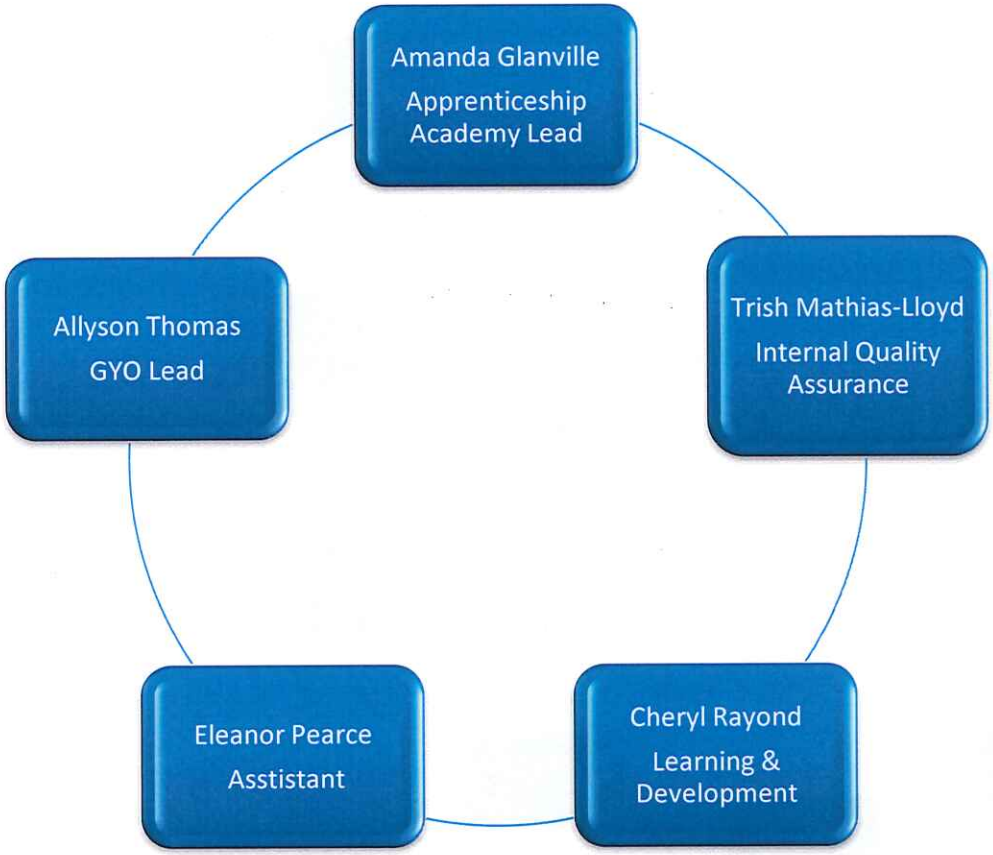
Resources also needed to be purchased by the communications department for marketing purposes to advertise these new roles. This included pop-up stands, booklets, and venues for identifying apprentices and/or providing information on the programme.

The Communications and Campaigns teams were vital resources in order to ensure that the correct information was getting to the right people at the right times, particularly internally with the placement managers and advertising to the right applicants.

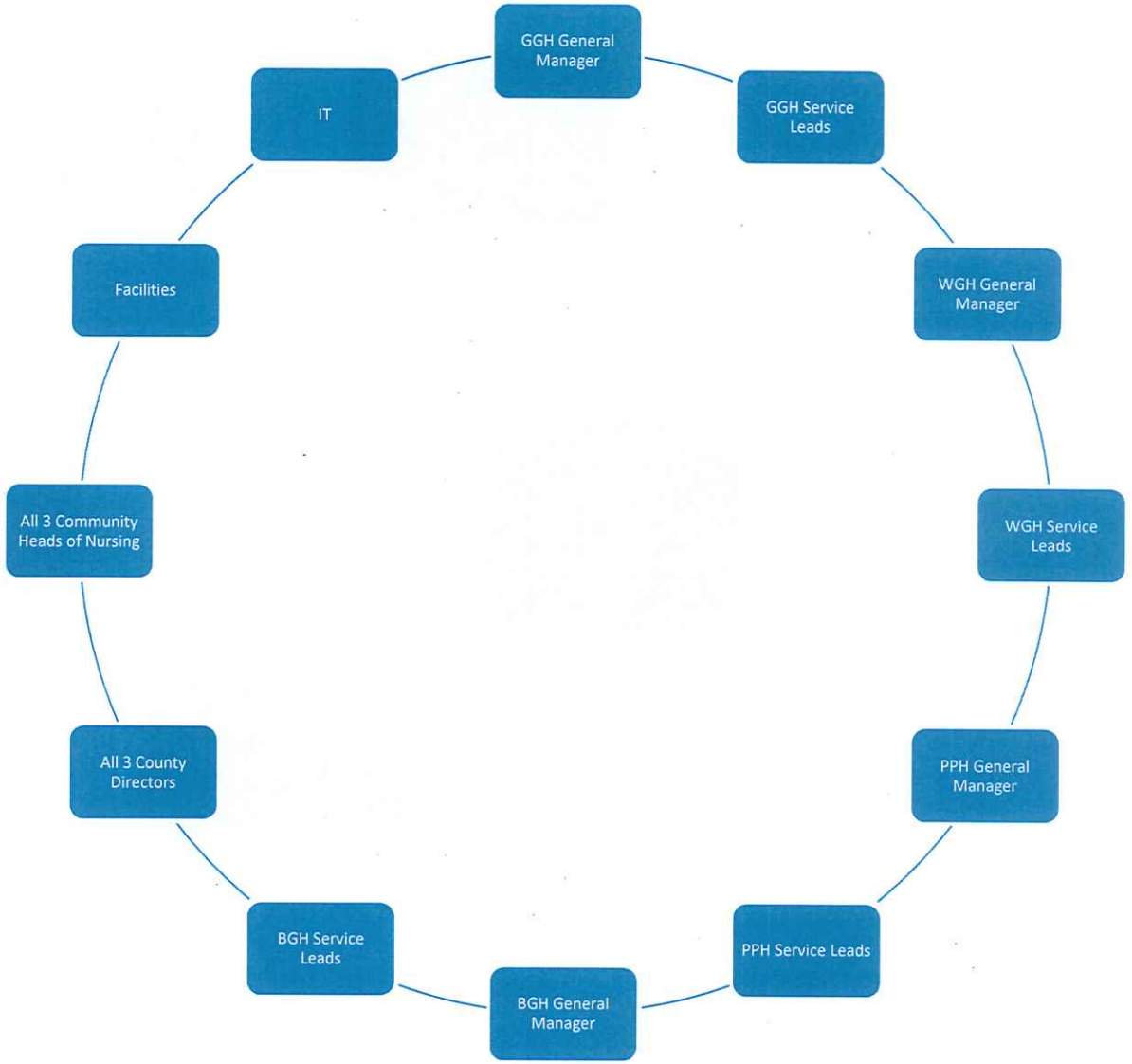
Two of the key internal stakeholders that formed part of the Task and Finish Group were the Interim Head of Resourcing and the Head of Learning & Development (Armstrong, 2009). These two are pivotal to help the team ensure that the relevant Workforce & OD policies are being followed. Also, as the apprentice roles are clinically-based with clinical legislation and national frameworks to be born in mind, therefore the Assistant Directors of Nursing and Therapies are included as part of the group to ensure all aspects of the programme were

Appendix 3

Internal qualification stakeholders

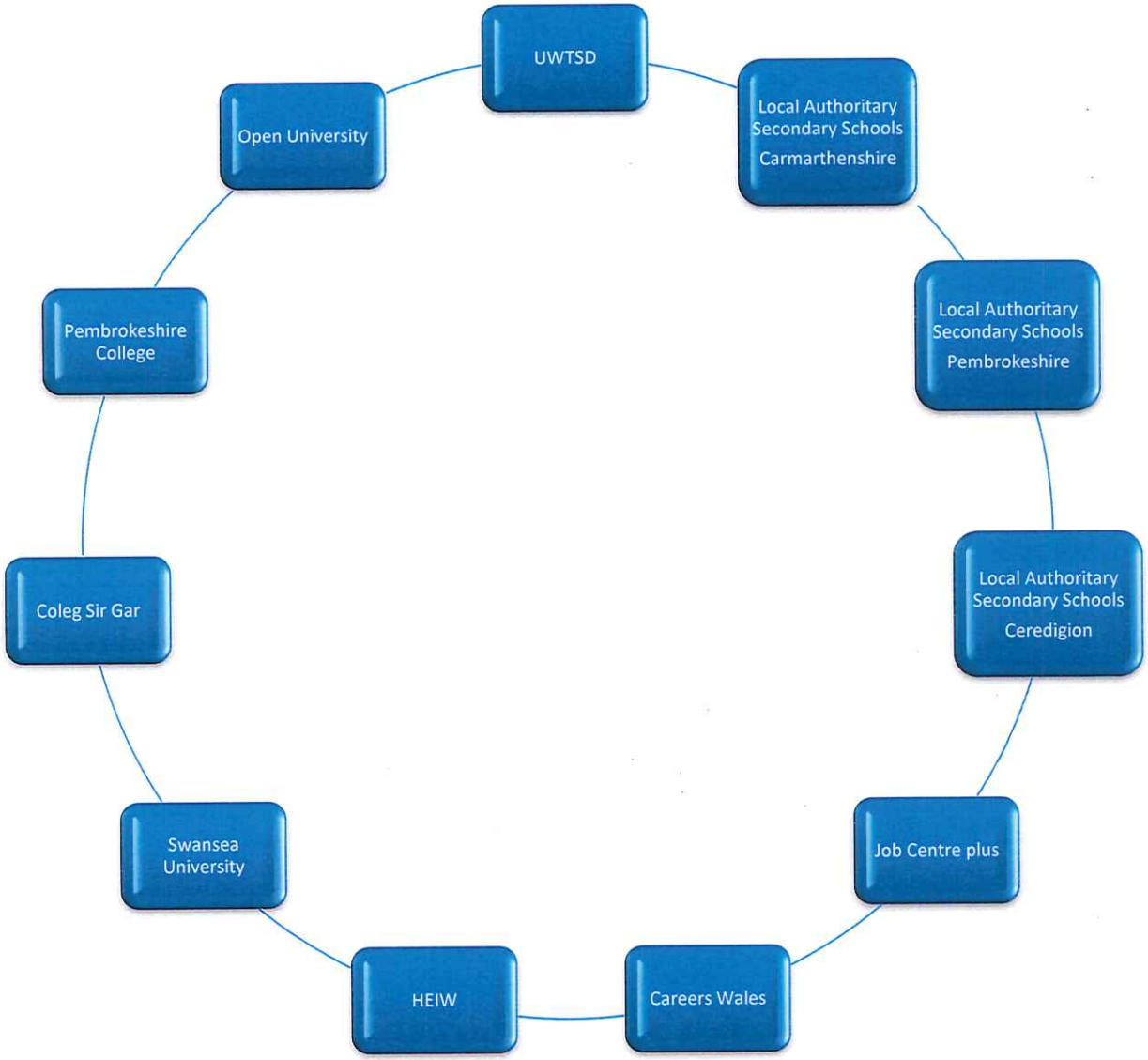


Appendix 4


GGH General Manager
GGH Service Leads
WGH General Manager
WGH Service Leads
PPH General Manager
PPH Service Leads
BGH General Manager
BGH Service Leads
All 3 County Directors
All 3 Community Heads of Nursing
Facilities
IT

Appendix 5

External stakeholders



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Hywel Dda
University Health Board

Healthcare Apprentice Programme



TERMS OF REFERENCE			
Version	**Issued to:**	**Date**	**Comments**
V.01	Healthcare Apprentice Programme Implementation Group	June 2019	
V.02			
V.03			

GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Purpose	
1.1	The Healthcare Apprentice Prorgramme Implementation Group will operate as a task and finish group to ensure the implementation and evaluation of the programme is at a high quality for the development of nurses of the future across Hywel Dda University Health Board.
Aims & Objectives	
2.1	Aims: 2.1.1 Ensure all risks are taken into consideration and minimized. 2.1.2 Oversee communications and engagement for the programme. 2.1.3 Oversee the implementation of all elements of the programme 2.1.4 Oversee ongoing methods for governance and evaluation.
2.2	Objectives: 2.2.1 Ensure all defined "products" developed for the programme continue to be fit for purpose 2.2.2 Ensure overall programme design is implemented effectively by operational teams 2.2.3 Implement plan for recruitment and selection, including communication and marketing. 2.2.4 Oversee risks identified for the programme, assess impact and mitigate. 2.2.5 Implement plan for communications and engagement with internal staff, partners and local population. 2.2.6 Ensure all roles defined in the programme are clearly governed within the appropriate framework (i.e. EAGLE) 2.2.7 Finalise and establish governance mechanisms and evaluation processes for the programme.
Accountability & Responsibility	
3.1	The Healthcare Apprenticeship Programme Implementation Group will be accountable to the Workforce and Organisational Development sub-Committee.
3.2	The Governance for the Healthcare Apprenticeship Programme Implementation Group shall embed the Health Board's vision, standards, values, priorities and requirements through the conduct of its business.

DRAFT

Membership & Chair	
4.1	The membership of the Implementation Group shall comprise: **Chair:** Director of Workforce & OD (LG) **Core Membership:** Future Workforce Development Manager (SDo) *Co-Vice Chair* Senior Workforce Development Adviser (AG) *Co-Vice Chair* Assistant Director of Nursing (SDa) Head of Strategic Resourcing (SO) HCSW Development Manager (TML) Senior Nurse, Education & Learning (SH) Assistant Director of Therapies (WO)
4.2	The membership of the group will be reviewed on an ongoing basis
4.3	Additional members to be invited as and when it is appropriate to the prioritized workplan.
4.4	The group secretariat arrangements will be provided by Programme Support.
Frequency of Meetings	
5.1	The Chair of the Implementation Group shall determine the time and the place of meetings and procedures of such meetings.
5.2	Meetings will be bi-weekly during the recruitment process and then move to monthly.
Standing Items	
6.1	Recruitment & Communication
6.2	Placements
6.3	Governance & Risk
6.4	Training/Education
Agenda & Papers	
7.1	An agenda setting meeting will be held between the Chair, Vice Chairs, and Programme Support.
7.2	The agenda will be based around the implementation, progress and actions needed for the successful implementation of the Healthcare Apprenticeship Programme. Following approval, the agenda and timetable for papers will be circulated to all Implementation Group members.
7.3	All papers must be approved by the Director of Workforce & Organisational Development.

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Hywel Dda
University Health Board

7.4	The agenda and papers for meetings will be distributed by the Programme Support within a reasonable timeline based on meeting schedule at least 2-3 days in advance of the meeting.
7.5	The minutes and action log will be circulated to members within 2-3 days of the following meeting to check the accuracy. The minutes must be an accurate record of the meeting which captures the discussions that take place.
7.6	Members must forward amendments prior to meeting or provide comments at the meeting. The group secretary will then update and forward the final version to the Chair for approval.
Quorum	
8.1	A quorum shall consist of no less than 50% and must include as a minimum the Chair or Vice Chair of the Group.
8.2	The Director of Workforce & Organisational Development shall chair the meeting. In their absence the co-vice chairs shall be requested to chair the meeting.
8.3	Additional members may be invited to contribute to specialised areas of discussion.
8.4	Any senior manager of the HB/partner organisation may be invited to attend when appropriate.
8.5	The Chairman of the HB reserves the right to attend any of the Programme Board's meetings as an ex officio member.
8.6	Should any member be unavailable to attend, they may nominate a deputy, with full voting rights to attend in their place, subject to the agreement of the Chair.
8.7	The Chair may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.
Review	
9.1	These terms of reference and operating arrangements shall be reviewed upon programme start.

DRAFT

compliant, including the Safe Nurse staff (All Wales) Act and the National Framework of Skills and Careers for HCSWs (GOV.UK, No date).

As these posts were a new way of employing staff and training them, the Legal Team were extremely important to consult along the way, as contracts were needed for each apprentice, along with other aspects of employment law (ACAS, n.d.). I emailed our both Heads of HR (Legal) during the design and development of the programme on a regular basis.

Recruitment and Selection Policy – evidence number 5
Learning & Development Policy – evidence number 6
Nurse Safe Staffing (All Wales) Act – evidence number 7
National Framework – evidence number 8
SBAR – Evidence number 9
Example of correspondence (Legal) – Evidence number 10

1.4 Devise a plan, including objectives, actions and timescales for implementing the required change.

I drew up an overview timeline (mini GANTT) targeting specific phases of the development of the programme – design, delivery, communications and implementation. Following this I started a more detailed GANTT that was shared with team and updated every week following the Task and Finish Group meeting. Between the detailed GANTT chart and the regular meetings, we could ensure that all roles carried out relevant activities on time. This GANTT chart involved all stakeholders, which made it rather complicated and it was vital that meetings were had on a weekly basis minimise an increase in complications.

Brief GANTT chart – evidence number 11
Detailed GANTT chart – evidence number 12

1.5 Communicate the change plan, and gain agreement for its implementation, from decision makers

Support from the Executive Board was necessary to ensure a Health Board wide approach. I co-facilitated presentations to the Board of Directors at the Health Board, which was streamed to the general public, and to HEIW (Health Education and Improvement Wales – a department in Welsh Government) in request for these funds. I also took this concept to the Health Board's Trade Union representatives in a workforce meeting, as it involves a progressive route not yet available to current staff members. It was important to have the support of the Trade Unions as if they had concerns they can make it very different for the change management process to be fully accomplished and successful (Armstrong, 2009). It was important that all decision-makers had the necessary information, including the potential risks and the timelines.

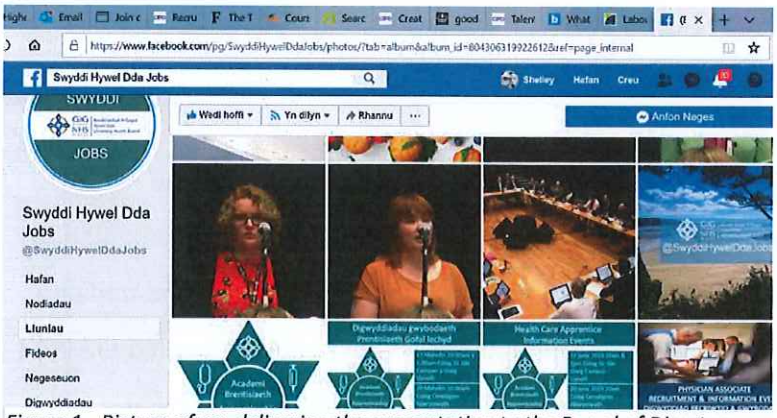


Figure 1 - Picture of me delivering the presentation to the Board of Directors that was posted on Facebook

Presentation to the Board – Evidence 13

Risk Register – Evidence 14

Comms Strategy (timetable) – Evidence 15

Example of Meeting Bundle 1 – Evidence 16

Witness Testimony – Evidence 17

5

GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Recruitment & Retention Payment Protocol (All Wales)

Procedure Number:	572	Supersedes:		Classification	Employment

Version No:	Date of EqIA:	Approved by:	Date Approved:	Date made active:	Review Date:
1		W&OD Committee Welsh Partnership Forum	18.5.2017 March 2017	11.4.2017	18/5/2020

Brief Summary of Document:	This is to provide information, advice and guidance on the process for determining an RRP and the process for consulting on the proposed RRP prior to implementation.
Scope	The policy is applicable to NHS Terms and Conditions of Service (AfC) posts where market pressures would otherwise prevent the Organisation from being able to recruit and retain staff in sufficient numbers (for the posts concerned) at the normal salary for the job.

To be read in conjunction with:	

Owning group	Workforce & OD Group – for approval 19.5.17 Welsh Partnership Forum – AW – March 2017

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Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Learning and Development Policy

Policy Number:	113	Supersedes:		Classification	Employment

Version No	Date of EqIA:	Approved by:	Date of Approval:	Date made Active:	Review Date:
V5		W&OD Sub Committee	17.5.2018	18.5.2018	18/05/2020

Brief Summary of Document:	Outlines the process and management of learning and development opportunities in relation to study leave
Scope:	This policy applies to all employees excluding medical and dental staff who have their own study leave arrangements
To be read in conjunction with:	443 - AW Pay Progression Policy Degree and Higher Award Policy 045 – PADR Policy 248 - Standards Of Behaviour Policy - Incorporating Declarations of Interests, Gifts, Hospitality and Sponsorship 203 – All Wales Capability Policy 201 – All Wales Disciplinary procedure 192 – Records Management Policy 225 – Data Protection Act Policy

Owning Group	Workforce & OD Group

Executive Director:	Lisa Gostling	Job Title	Director of Workforce & Organisational Development

Llywodraeth Cymru
Welsh Government

GIG CYMRU NHS WALES

Nurse Staffing Levels (Wales) Act 2016

Statutory Guidance

OGL © Crown copyright 2017 WG33103 Digital ISBN 978-1-78859-708-1 Print ISBN 978-1-78859-712-8
Mae'r ddogfen yma hefyd ar gael yn Gymraeg / This document is also available in Welsh

Developing Excellence in Healthcare

An NHS Wales Skills and Career Framework for Healthcare Support Workers supporting Nursing and the Allied Health Professions



GIG CYMRU NHS WALES

Partneriaeth Cydwasanaethau'r Gwasanaethau'r Gweithlu, Addysg a Datblygu
Shared Services Partnership
Workforce, Education and Development Services

Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

WORKFORCE & ORGANISATIONAL DEVELOPMENT SUB-COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	15 May 2019
TEITL YR ADRODDIAD: TITLE OF REPORT:	The Healthcare Apprentice Programme
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling
SWYDDOG ADRODD: REPORTING OFFICER:	Shelley Dony

Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

The Healthcare Apprentice Programme

This paper is being submitted for the committee's information.

The **Healthcare Apprentice Programme** will develop a future nursing workforce by investing in the development of the population within local community, engaging with educational institutions and youth & employment organisations. By maximising on the potential of the EAGLE pathway and the Apprenticeship Academy, the programme will develop individuals from entry level to registration within eight years, following a governed process. The population targeted will be those that need to follow an alternative pathway into nursing *e.g. those whose families can't support its child into university, a young carer who wasn't able to achieve their full potential whilst in compulsory school years.*

The committee are being asked to support the development and delivery of this programme by raising awareness in discussions being held.

Cefndir / Background

Throughout the UK, there are difficulties in recruiting nurses into the NHS. In addition to the challenge faced by others, the rurality of the Health Board, combined with our financial challenge in delivering services across all sites, means that some services are fragile. In addition to this, we are in the long-term process of modernising our services and existing workforce via TCS. Our medical model is changing and the need to develop our existing registered nurses to fulfil new, expanded, extended and advanced roles means that there are even further pressures on our registered nurse numbers.

At January 2019 there were 253 live (current) nursing vacancies, with 192.34 FTE Band 5 Nurses needed, across the Health Board – some wards needing up to 17 to fulfil their obligations under the Nurse Staffing Levels (Wales) Act. We remain heavily reliant on temporary staffing, which is expensive and less effective when compared to the provision of care through substantive staff.

Furthermore, the impact of the Nurse staffing Levels (Wales) Act, in terms of any additional RN workforce required in order to comply with the registered nurse staffing levels, is being calculated currently and it is imperative that this is built into the predicted numbers for acute skilled staff.

With the increase in the number of nurses employed within the Health Board, there should be a decrease in the costs paid to agency staff. Cost & quality
High quality of care

Asesiad / Assessment

Asesiad / Assessment

The Healthcare Apprentice Programme is being aligned to the resourcing and workforce planning strategies to ensure that it is of value to medium term workforce planning models being used in the Health Board. In doing so, robust decisions relating to numbers for the programmes are being considered and ensure that we do not over or under subscribe. It will also align to the youth employment strategy to ensure Hywel Dda is meeting its corporate responsibility in providing employment to the local population.

Aim:

Develop a future nursing workforce from the youth of the local population – from entry to registration – within an eight year programme.

Objectives:

- Increase number of registered nurses,
- Build future workforce from within local communities,
- Develop a robust and governed educational and professional pathway,
- Develop a sustainable pipeline of clinical nursing staff.

Overarching Timeline

The first apprentices will start in September 2019 and it will take them through to December 2027 where they will have completed the programme.

Phase 1:	
• Foundation Apprenticeship (18 months)	September 2019 – March 2021
• Further Education Employability Enhancement Programme (6 months)	March 2021 – September 2021
Phase 2:	
• Apprenticeship (18 months)	September 2021 – March 2023
Phase 3:	
• Level 4 Certificate (24 months)	March 2023 – March 2025
Phase 4:	
• Part-time Student Nurse (2 years 9 months)	March 2025 – December 2027

Education

This project will build on a range of initiatives which continue the excellent work already undertaken, as well as develop new and innovative ways to attract, develop and retain our local population to achieve professional registration:

- Level 2 Foundation Apprenticeship
  - Level 2 Certificate in Healthcare Support Services
  - BTEC Level 2 Award in Employment and Personal Learning Skills in Health
  - Application of Number Essential Skill Level 1
  - Communication Essential Skill Level 1
- Level 3 Apprenticeship
  - Level 3 Diploma in Clinical Healthcare Support
  - Application of Number Essential Skill Level 2
  - Communication Essential Skill Level 2
- Level 4 Certificate in Health Care
- BSc (Hons) in Adult Nursing

By the end of the Healthcare Apprentice Programme the apprentice will be able to apply for their registration and PIN through the Nursing and Midwifery Council (NMC). These nurses then will be required to remain as employees within the Health Board for a minimum of two years after completion of the programme.

Operational

The number of apprentices will be 40 apprentices across the Health Board – 10 located on each site.

For the first phase, a job description has been written that allows the apprentice to gain experience, knowledge and skills at a foundation level. During this phase the apprentice will have 6 month rotational placements that allow them to get a panoramic picture of the Health

Board and how all services play an integral part of the day to day activities of a nurse. This will be the foundation on which their career will be based. There are four pillars to the placements that will shape the apprentices – Facilities, Therapies, Administration, and Health Care.

The aim of the pillars are:

Facilities – to allow individuals to become familiar with the layout of the hospital, as well as the standards expected within a healthcare environment. Individuals will interact with patients and develop their communication skills, whilst displaying the qualities needed to become a nurse of the future. Apprentices will gain an insight into how support services play an important role in patient care, through providing a hygienic environment. As nutrition and hydration is a vital part of patient care, this provides an insight into food service, dietary requirements and reporting processes.

Administration - to allow individuals to become familiar with the administrative systems within a healthcare environment. Exposure will be given to records needed and the need for confidentiality and respect of patient information. Individuals will interact with patients and develop their oral communication skills, whilst developing their resilience when dealing with patients and staff. The placement will provide an insight into various IT systems, giving experience in communicating through emails, telephone and face to face. This will allow individuals a holistic experience, developing the nurses of the future.

Therapies – to allow individuals the chance to support the therapies to carry out tasks within the service. This could be supporting with preparing for a clinic, manufacture of orthotics and preparation of equipment, providing an awareness of multidisciplinary teams and how different services work together to provide all round patient care. In addition, this would allow individuals to understand the different roles within the therapy services and how these are divided into different areas of specialism.

Health Care - This will give individuals an insight into care at an introductory level. This will involve working with a mentor within patient areas, preparing to deliver care to patients. As part of the placement, individuals will also spent time within the pharmacy and experience the safe and secure handling of medicines, using various computer systems, which will improve their confidence within IT. Through the supplying of medicines to departments and wards.

NB *Discussions are currently taking place as to the definition of 'personal care' and the boundaries as to what a 16 year old may or may not be able to carry out in within this placement.*

As with any new role, governance and accountability is key. The development of a mentorship and line manager process is currently being developed by key stakeholders, including workforce and nursing, to ensure robust roles and responsibilities are carried out for the duration of the programme.

When apprentices move on to the second phase, where they start working on the Level 3 Apprenticeship, individuals will move into HCSW vacancies where they will stay for the duration of their programme. Work is being undertaken along with the relevant services to secure these vacancies.

Key dates

Launch date when the communications element begins is on Friday 24th May 2019.

Information Sessions are being held in:

- Carmarthenshire – Monday 17th June - 10am -12pm at Coleg Sir Gar, Llanelli
- Ceredigion – Thursday 20th of June -10am – 12pm at Coleg Ceredigion, Aberystwyth
- Pembrokeshire – Saturday 29th of June – 10am -12pm at The Archives, Haverfordwest

Assessment days for interviewing and selecting are being held in:

- Carmarthenshire – Monday 8th of July - 9am – 4.30pm in Coleg Sir Gar, Llanelli
- Ceredigion – Wednesday 10th July – 9am – 4.30pm at Coleg Ceredigion, Aberystwyth
- Pembrokeshire – Wednesday 17th July – 9am -4.30pm at Pembrokeshire College, Haverfordwest

Induction for the programme will take place in cohorts per county in:

- Carmarthenshire – Monday 2nd September in Alun Ward, Hafan Derwen, Carmarthen
- Ceredigion – Monday 9th September in the Old Library, Bronglais Hospital, Aberystwyth
- Pembrokeshire – Monday 16th September in the IT Room, Withybush Hospital, Haverfordwest

Risk

The risks identified with the programme are held on the risk register, attached below.

Argymhelliad / Recommendation

For the information of the Committee.

The committee are being asked to support the development and delivery of this programme by raising awareness in discussions being held, and if possible attend one of the key dates.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	TOR 120319.doc
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Risk Register - Apprentices Apr19.xl
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	7. Staff and Resources 7.1 Workforce Choose an item. Choose an item.
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable Choose an item. Choose an item. Choose an item.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Statement	Develop a sustainable skilled workforce Improve efficiency and quality of services through collaboration with people, communities and partners Choose an item. Choose an item.

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	
Rhestr Termau: Glossary of Terms:	**EAGLE** - Excellence, Assurance & Governance in a Learning Environment - An Organisational Development Strategy & Governance Framework for an Employer-Led Regulation and Registration System of Assistant Practice, Advanced Practice, Extended Roles and New Roles within Hywel Dda University Health Board **Apprentice Academy** – the suite of apprenticeship qualifications delivered in partnership between services and local colleges. Administered by the Future Workforce Team.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw : Parties / Committees consulted prior to Workforce & Organisational Development Sub-Committee:	

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian:	e.g. financial impact or capital requirements:

Financial / Service:	Initial work has been undertaken, but further work is required. The money to pay for the salary of the 40 apprentices for the first two years will come from the overseas nurses budget – code 1520. http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906
Ansawdd / Gofal Claf: **Quality / Patient Care:**	e.g. adverse quality and/or patient care outcomes/impacts: Discussions are currently taking place as to the definition of 'personal care' and the boundaries as to what an apprentice may or may not be able to carry out in within this placement. http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906
Gweithlu: **Workforce:**	e.g. adverse existing or future staffing impacts: This programme will impact on Workforce staff in the development and delivery in its duration. There is a need for additional resourcing potentially in mentoring, but also in administration of the programme. http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906
Risg: **Risk:**	e.g. risks identified and plans to mitigate risks: Risks have been identified and scored on the Risk Register (embedded). http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906
Cyfreithiol: **Legal:**	e.g. legal impacts or likelihood of legal challenge: As this programme involves the employment of apprentices, there are many legal impacts to be considered. The Head of Workforce East is a member of the steering group and leads on all legal issues involved. http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906
Enw Da: **Reputational:**	e.g. potential for political or media interest or public opposition: As this is a programme open to youth in our local population, there is anticipated to be media interest in its running. A member of the Communications team sits on the programme steering group and leads on the communication strategy. http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906
Gyfrinachedd: **Privacy:**	e.g. potential impact on individual's privacy rights or confidentiality and/or the potential for an information security risk due to the way in which information is being used/shared, etc: Discussions are currently taking place as to the definition of 'personal care' and the boundaries as to what an apprentice may or may not be able to carry out in within this placement. http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906

Cydraddoldeb: Equality:	e.g. potential negative/positive impacts identified in the Equality Impact Assessment (EqIA) documentation – follow link below • Has EqIA screening been undertaken? **Yes** (if yes, please supply copy, if no please state reason) • Has a full EqIA been undertaken? **Yes** The EqIA has been carried out, and the document is currently being written up. http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906

Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager)

From: Kim Warlow (Hywel Dda UHB - Workforce Management)
Sent: 27 February 2019 09:26
To: Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager); Sarah Jenkins (Hywel Dda UHB - workforce management)
Cc: Tracy Walmsley (Hywel Dda UHB - Senior Workforce Development Manager)
Subject: RE: Made in Hywel Dda - Apprenticeship Information

Annex 21 is specifically about trainees and of that the maximum trainee period is 4 years and the payment is 60%,65%70%75% of the normal salary of the post they are training for over that 4 year period, so it depends on what we put in our agreement. If we are using annex 21 criteria then in my view we should stick to the word trainee but if we are going to use the statutory apprenticeship criteria/agreement but just use the payment method in annex 21 then we could still use the title of apprentice. I think we need to see what the agreement that we are hoping to adapt says before we decide.
Regards
Kim

From: Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager) <Shelley.Dony@wales.nhs.uk>
Sent: 26 February 2019 11:44
To: Kim Warlow (Hywel Dda UHB - Workforce Management) <Kim.Warlow@wales.nhs.uk>; Sarah Jenkins (Hywel Dda UHB - workforce management) <Sarah.Jenkins40@wales.nhs.uk>
Cc: Tracy Walmsley (Hywel Dda UHB - Senior Workforce Development Manager) <Tracy.Walmsley@wales.nhs.uk>
Subject: RE: Made in Hywel Dda - Apprenticeship Information

Morning,

Just wondering, would we still be able to issue 'apprentice' contracts if we are paying them under annex 21??

Regards

Shelley

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SA31 3BB

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Keep an eye out for the hashtags below on social media for information on some of the HB's future workforce initiatives:
#GYON #growyourownnurses #destinationnhs #hywelddacelebration

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From: Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager)
Sent: 26 February 2019 08:58
To: Kim Warlow (Hywel Dda UHB - Workforce Management); Sarah Jenkins (Hywel Dda UHB - workforce management)

Cc: Tracy Walmsley (Hywel Dda UHB - Senior Workforce Development Manager)
Subject: RE: Made in Hywel Dda - Apprenticeship Information

Morning all,

I mentioned in our meeting a couple of weeks ago that Amanda was working on an Apprenticeship paper and promised to forward it on to you when it was complete. The board has now agreed to option 3 in the paper – pay rates based on apprenticeship level.

Regards

Shelley

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From: Kim Warlow (Hywel Dda UHB - Workforce Management)
Sent: 25 February 2019 15:14
To: Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager); Sarah Jenkins (Hywel Dda UHB - workforce management)
Cc: Tracy Walmsley (Hywel Dda UHB - Senior Workforce Development Manager)
Subject: RE: Made in Hywel Dda - Apprenticeship Information

Hi Shelly,
Ok so we are clear that we are looking at the statutory apprenticeship scheme so we will need to make sure that what we propose matches the statutory scheme. I think we will need to sit down and assess that properly once you have everything you are proposing in place. We need to confirm what elements of the programme will it within the statutory Apprenticeship scheme and then what elements will be something different. Need to consider how apprentices will move from one level to the next and then how they move onto the higher levels and what commitments we are thinking of giving for this progression. Sarah has said that she has an agreement we can adapt so that should be fairly straight forward. We will still have to be mindful of the rights of fixed term workers if we go down the fix term route which seems the most practical and of course once they have contracts running one after the other then they are building up their continuous service rights anyway.
Sarah is on leave this week but once she is back she can let us have sight of the agreement she has so that we see what key areas we may need to adapt for our needs.
Kim

From: Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager) <Shelley.Dony@wales.nhs.uk>
Sent: 25 February 2019 13:52
To: Sarah Jenkins (Hywel Dda UHB - workforce management) <Sarah.Jenkins40@wales.nhs.uk>; Kim Warlow (Hywel Dda UHB - Workforce Management) <Kim.Warlow@wales.nhs.uk>
Cc: Tracy Walmsley (Hywel Dda UHB - Senior Workforce Development Manager) <Tracy.Walmsley@wales.nhs.uk>

10

Subject: RE: Made in Hywel Dda - Apprenticeship Information
Importance: High

Hi Sarah,

Thanks for email back, yes I had looked into some of the information you suggested. I've managed to find out info, and have tried to answer your questions below (and see your questions with my replies in red)..

NMW – It is lawful to provide all apprentices in their first year the minimum of £3.70, no matter what their age. The following NMW rates apply:

Age	**Minimum Rate**
16-18 & Year 1 Apprenticeship	£3.70 (approx £7,215)
19-20	£5.90 (approx £11,505)
21-24	£7.38 (approx £14,391)
25 & over	£7.83 (approx £15,269)

So, if you compare this with the costing on the attached document, we have borne it all in mind and hopefully all things are lawful.

Sorry I have information in different places, Sarah, I may not have made it easy for you to read, but this was the way my brain could work out all the information you needed.

If there's anything else you need to know, just come back to me .

Regards
Shell

Shelley

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#GYON #growyourownnurses #destinationnhs #hywelddacelebration

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From: Sarah Jenkins (Hywel Dda UHB - workforce management)
Sent: 20 February 2019 17:29
To: Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager); Kim Warlow (Hywel Dda UHB - Workforce Management)
Cc: Tracy Walmsley (Hywel Dda UHB - Senior Workforce Development Manager)
Subject: RE: Made in Hywel Dda - Apprenticeship Information

Hi Shelley

Happy to help, although I wasn't aware of the timescales and that may be a problem (see below).

It would be helpful to have some more information than what is included below if that's Ok Shelley:

- Can you give more detail to confirm on what basis you determine this to be foundation apprenticeship etc.. I am assuming this is under the statutory apprenticeship schemes – is that right? Yes, it is the statutory apprenticeship scheme we would be working with. The level of the apprenticeship is determined by the level of the diploma attached to it – i.e. foundation apprenticeship has a Level 2 diploma attached. The level of diploma we request our staff to undertake is dependent on their band, as states in the All Wales HCSW Skills and Career Framework issued by Welsh Government – i.e. a band 2 has to have a minimum of a level 2, band 3 a min of level 3. Does that make sense?
- When you say level 2, 3 etc – are you referring to our bands here or something else? The Levels are the qualification levels that the learners will be working toward, and doesn't necessarily reflect their banding.
- Also the schedule you showed us last time – how do the yearly stages, sit with the table you have highlighted below? Might be easier to talk this through? I've written up the table with the different stages/years and the costings for the project summary document, I've attached that document too.
- Do the apprenticeships you are proposing comply with the statutory framework for statutory apprenticeships – you were going to check this? Yes they do.
- You were also going to check the NMW criteria for us to consider? Yes, these have been considered, I've written the table above.
- We really need to establish the following to help determine:
    - What is the status of the agreement? Can you clarify what you mean by this please, Sarah?
    - Is it a statutory or common law apprenticeship – ive attached an advice note showing the difference Statutory.
    - Is the primary purpose of the engagement for learning/training? If so, it would be an apprenticeship Yes, learning/training for the first year. More than likely yes for years 2 & 3, though this is up for debate and will be a discussion point in the next steering group. The other years, are up in the air for the time being... It may be that the whole programme has learning as its primary purpose. But I'd like to get everybody's view on it before we decide for sure.
    - What age ranges are covered as this will impact in terms of NMW entitlement etc? See above table.
    - Does what we are proposing match the statutory apprenticeship regime? If so, I have an outline agreement we can adapt quite easily

I think what you need from us, or what I suggested, was you identify the arrangements you want to put in place and then we provide you with advice on risks and options for engagement. In law there are 2 main types of apprenticeships which may apply (statutory and common law). For us to give the advice we need to understand which one you are looking to achieve? It may be, for example better for us to work with fixed term contracts than a common law apprenticeship which had protection in terms of dismissal and lots more hoops to go through to bring to an end etc... I've attached the note I have on employment law implications which we discussed last time – by all means look at this in the interim?

I'm also really sorry, but I'm off next week and its likely I won't be able to look at this before I go on leave. Ive just had meetings and time put in to review and draft two defences for the ET which have to be filed when I am away. It will take some time to look at properly too. I'm not sure if Kim can instead to speed things up?

Thanks
Sarah

From: Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager) <Shelley.Dony@wales.nhs.uk>
Sent: 20 February 2019 12:42
To: Sarah Jenkins (Hywel Dda UHB - workforce management) <Sarah.Jenkins40@wales.nhs.uk>; Kim Warlow (Hywel Dda UHB - Workforce Management) <Kim.Warlow@wales.nhs.uk>
Cc: Tracy Walmsley (Hywel Dda UHB - Senior Workforce Development Manager) <Tracy.Walmsley@wales.nhs.uk>

10

Subject: Made in Hywel Dda - Apprenticeship Information
Importance: High

Morning both,

Thanks for meeting with me last week.
I said that I would forward on information on the different apprenticeships to you.

Type	Level	Duration	Comments
Foundation Apprenticeship	Level 2	12 month programme	
Apprenticeship	Level 3	12-18 month programme	
Higher Apprenticeship	Levels 4 or 5	18-24 month programme	*May not look at an apprenticeship at this level*
Degree Apprenticeship	Level 6	4 year programme	*May not look at an apprenticeship at this level*

Annex 21
Trainees to be paid a percentage of the post band they are training for:
Up to 1 year to completion = 75%
More than 1 year but less than 2 years to completion = 70%
More than 2 years but less than 3 years to completion = 65%
More than 3 years to completion = 60%

Level	Duration	Annex 21 Pay	Comments
Level 2	12 month programme	Year 1 = 75%	
Level 3	12-18 month programme	Year 1 = 70% Year 2 = 75%	
Levels 4 or 5	18-24 month programme	Year 1 = 65% Year 2 = 70% Year 3 = 75%	*May not look at annex 21 at this level*
Level 6	4 year programme	Year 1 = 6% Year 2 = 65% Year 3 = 70% Year 4 = 75%	*May not look at annex 21 at this level*

Is this the information you were looking for? If you need more information please let me know.
There is a meeting with Lisa Gostling on the 26th, which I appreciate is very soon, but it would be good to know the advantages and disadvantages from a legal point of view for the options.

Shelley

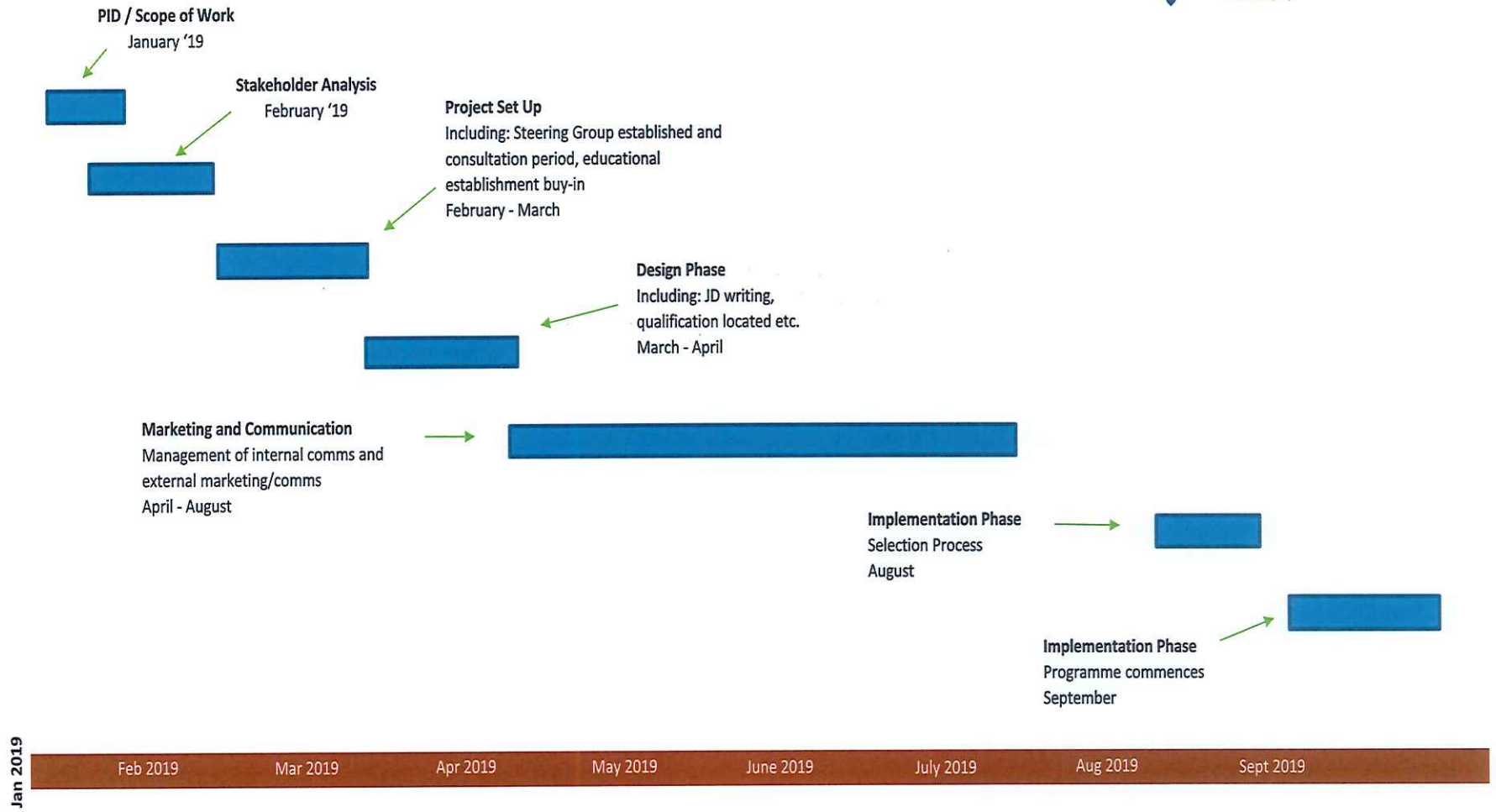
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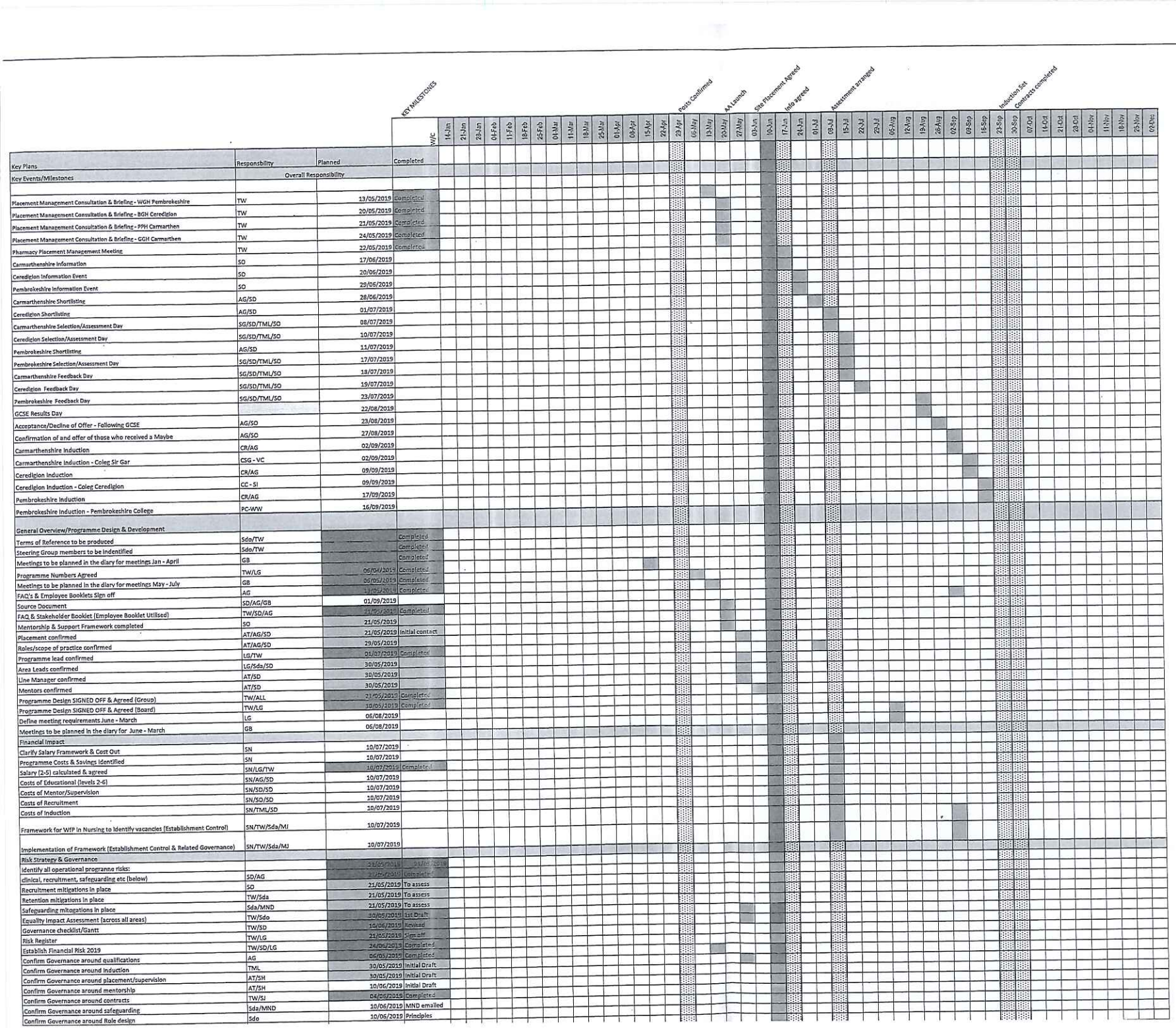
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Made in Hywel Dda - Timeline





Key Plans	Responsibility	Planned	Completed
Key Events/Milestones	Overall Responsibility		
Placement Management Consultation & Briefing - WGH Pembrokeshire	TW	13/05/2019	Completed
Placement Management Consultation & Briefing - BGH Ceredigion	TW	20/05/2019	Completed
Placement Management Consultation & Briefing - PPH Carmarthen	TW	21/05/2019	Completed
Placement Management Consultation & Briefing - GGH Carmarthen	TW	24/05/2019	Completed
Pharmacy Placement Management Meeting	TW	22/05/2019	Completed
Carmarthenshire Information	SO	17/06/2019	
Ceredigion Information Event	SO	20/06/2019	
Pembrokeshire Information Event	SO	29/06/2019	
Carmarthenshire Shortlisting	AG/SD	28/06/2019	
Ceredigion Shortlisting	AG/SD	01/07/2019	
Carmarthenshire Selection/Assessment Day	SG/SD/TML/SO	08/07/2019	
Ceredigion Selection/Assessment Day	SG/SD/TML/SO	10/07/2019	
Pembrokeshire Shortlisting	AG/SD	11/07/2019	
Pembrokeshire Selection/Assessment Day	SG/SD/TML/SO	17/07/2019	
Carmarthenshire Feedback Day	SG/SD/TML/SO	18/07/2019	
Ceredigion Feedback Day	SG/SD/TML/SO	19/07/2019	
Pembrokeshire Feedback Day	SG/SD/TML/SO	23/07/2019	
GCSE Results Day		22/08/2019	
Acceptance/Decline of Offer - Following GCSE	AG/SO	23/08/2019	
Confirmation of and offer of those who received a Maybe	AG/SO	27/08/2019	
Carmarthenshire Induction	CR/AG	02/09/2019	
Carmarthenshire Induction - Coleg Sir Gar	CSG - VC	02/09/2019	
Ceredigion Induction	CR/AG	09/09/2019	
Ceredigion Induction - Coleg Ceredigion	CC - SI	09/09/2019	
Pembrokeshire Induction	CR/AG	17/09/2019	
Pembrokeshire Induction - Pembrokeshire College	PC-WW	16/09/2019	
General Overview/Programme Design & Development			
Terms of Reference to be produced	Sdo/TW		Completed
Steering Group members to be indentified	Sdo/TW		Completed
Meetings to be planned in the diary for meetings Jan - April	GB		Completed
Programme Numbers Agreed	TW/LG	06/04/2019	Completed
Meetings to be planned in the diary for meetings May - July	GB	06/05/2019	Completed
FAQ's & Employee Booklets Sign off	AG	17/07/2019	Completed
Source Document	SD/AG/GB	01/09/2019	
FAQ & Stakeholder Booklet (Employee Booklet Utilised)	TW/SD/AG	21/05/2019	Completed
Mentorship & Support Framework completed	SO	21/05/2019	
Placement confirmed	AT/AG/SD	21/05/2019	Initial contact
Roles/scope of practice confirmed	AT/AG/SD	29/05/2019	
Programme lead confirmed	LG/TW	01/07/2019	Completed
Area Leads confirmed	LG/Sda/SD	30/05/2019	
Line Manager confirmed	AT/SD	30/05/2019	
Mentors confirmed	AT/SD	30/05/2019	
Programme Design SIGNED OFF & Agreed (Group)	TW/ALL	23/05/2019	Completed
Programme Design SIGNED OFF & Agreed (Board)	TW/LG	30/05/2019	Completed
Define meeting requirements June - March	LG	06/08/2019	
Meetings to be planned in the diary for June - March	GB	06/08/2019	
Financial Impact			
Clarify Salary Framework & Cost Out	SN	10/07/2019	
Programme Costs & Savings identified	SN	10/07/2019	
Salary (2-5) calculated & agreed	SN/LG/TW	10/07/2019	Completed
Costs of Educational (levels 2-6)	SN/AG/SD	10/07/2019	
Costs of Mentor/Supervision	SN/SD/SD	10/07/2019	
Costs of Recruitment	SN/SD/SD	10/07/2019	
Costs of Induction	SN/TML/SD	10/07/2019	
Framework for WIP in Nursing to identify vacancies (Establishment Control)	SN/TW/Sda/MJ	10/07/2019	
Implementation of Framework (Establishment Control & Related Governance)	SN/TW/Sda/MJ	10/07/2019	
Risk Strategy & Governance			
Identify all operational programne risks:		21/05/2019	21/05/2019
clinical, recruitment, safeguarding etc (below)	SD/AG	21/05/2019	Completed
Recruitment mitigations in place	SO	21/05/2019	To assess
Retention mitigations in place	TW/Sda	21/05/2019	To assess
Safeguarding mitogations in place	Sda/MND	21/05/2019	To assess
Equality Impact Assessment (across all areas)	TW/Sdo	30/05/2019	1st Draft
Governance checklist/Gantt	TW/SD	10/06/2019	Revised
Risk Register	TW/LG	21/05/2019	Sign off
Establish Financial Risk 2019	TW/SD/LG	24/06/2019	Completed
Confirm Governance around qualifications	AG	06/05/2019	Completed
Confirm Governance around induction	TML	30/05/2019	Initial Draft
Confirm Governance around placement/supervision	AT/SH	30/05/2019	Initial Draft
Confirm Governance around mentorship	AT/SH	10/06/2019	Initial Draft
Confirm Governance around contracts	TW/SJ	04/06/2019	Completed
Confirm Governance around safeguarding	Sda/MND	10/06/2019	MND emailed
Confirm Governance around Role design	Sdo	10/06/2019	Principles

Academi Brentisiaeth
Apprenticeship Academy

Lisa Gostling - Director of Workforce & OD
Sally Owen - Interim Head of Strategic Resourcing
Amanda Glanville - Senior Workforce Advisor
Shelley Dony - Future Workforce Development Manager

Apprenticeship Academy

- Creating pathways to produce the workforce of the future
- Combine practical training with paid employment 'earn while you learn'
- Access to professional training across rural areas
- Nationally recognised qualification, with no tuition fees
- Providing increased opportunities for our local population
- Full collaboration with all local colleges and universities
- In addition to existing workforce development

Healthcare Apprentice | Engineering Apprentice | Health Science Apprentice | Administration Apprentice | IT & Informatics

Prifysgol Cymru University of Wales | Swansea University Prifysgol Abertawe | Aberystwyth University | colegsirgâr | colegceredigion

Apprentice levels

Apprenticeships are available at four levels:

- **Foundation Apprenticeships** - follow work-based learning towards level 2 – equivalent to GCSEs level/level 2 qualifications
- **Advanced Apprenticeship** - follow work-based learning towards level 3 – equivalent to A-levels/level 3 qualifications
- **Higher Apprenticeships** - follow work-based learning towards levels 4 & 5 – equivalent to a foundation degree and above
- **Degree Apprenticeships** - follow work-based learning towards levels 6 & 7 – equivalent to a full bachelor's or master's degree

Kerry's story



Healthcare Apprentice Programme

Foundation Apprenticeship → Employability Enhancement Programme → Level 3 Apprenticeship → Nursing Degree

QUALIFIED NURSE

Ceredigion 10 Apprentices + Pembrokeshire 10 Apprentices + Carmarthenshire 20 Apprentices = 40 Health Care Apprentices

Programme Outline for the Health Care Apprentice Programme						
Level 2 Foundation Apprenticeship in Health Care Support Services	Sept 2019 – March 2021					National Minimum Apprenticeship Wage
Further Education Employability Enhancement Programme		March 2021 – Sept 2021				£14,265 per annum*
Level 3 Apprenticeship Clinical Health Care Support			Sept 2021 – March 2023			£14,557 per annum, increasing to £15,596 after 6 months*
Level 4 Certificate in Health Care				March 2023 – March 2025		£16,633 per annum, increasing to £17,821 after 12 months
BSc in Adult General Nursing (Degree)					March 2025 – December 2027	£18,813 per annum, leading to £24,214 once qualified

*National Minimum Wage rates apply. Rates of pay correct as of May 2019.

*Hywel Dda University Health Board have the right to modify qualifications based on changes to qualifications, sector requirements or funding

The Holistic Experience

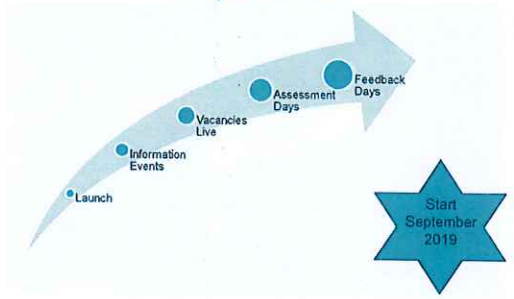


Governance

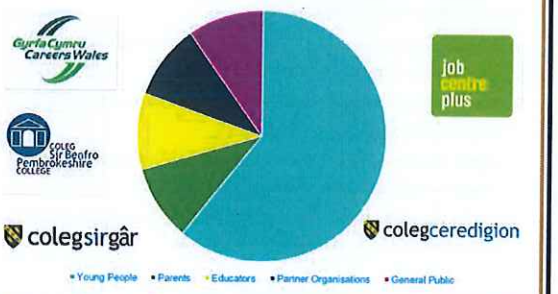
Apprentice Governance Group:

- Robust mentorship and support
- Competency framework
- Scope of practice
- Training
- Evaluation
- Panel reviews

Key Events



Target Audience



The Campaign



"Is Nursing a Girls Job?"

LINK TO FILM
https://youtu.be/B9IRnfz_WO4



Advertising

Join us on LinkedIn

NHS Jobs

ParentMail

Assessment Days



Thanks for Listening

Any questions?



Risk Ref	Health and Care Standards	Directorate	Directorate lead	Management or service lead	Date risk identified	Risk Statement	Existing Control Measures Currently in Place	Domain	Risk Tolerance Score	Current Likelihood	Current Impact	Current Risk Score	Additional Risk Action Required	By Whom	By When	Progress Update on Risk Actions	Lead Committee	Target Likelihood
1		Workforce & OD	Lisa Gostling	Shelley Dony/Amanda Glanville	25/02/2020	There is a risk of a lack of appropriate supervision mechanisms being made available, particularly when movements in rotational placments have newly taken place. This will lead to a poor experience for the apprentice and may cause an increase in incidents.	Apprentice programme has been designed to ensure induction, training, supervision and mentoring are built into the programme.	Workforce & OD	8	1	3	3	Following a discussion and agreement in Implementation Group, work will be carried to enlist a 1:1 mentor for each apprentice for the duration of the programme. This should ensure a good relationship is established between apprentice and mentor with regular supervision and feedback taking place.	Amanda Glanville	Apr-20		Workforce & OD	
2		Workforce & OD	Lisa Gostling	Shelley Dony/Amanda Glanville	24/06/2019	If apprentices leave the programme, there is a risk that the colleges will not be able to provide the education required for the programme due to cohort number. For the colleges to provide education within the programme, each cohort must have at least ten apprentices in order for the provision to be justifiable for them.	Continuous engagement is being carried out the Apprenticeship Academy Team to try retain all current apprentices.	Workforce & OD	6	3	2	6	Continual engagement is needed on an ongoing basis to try retain all current apprentices.	Shelley Dony/Amanda Glanville	Ongoing		Workforce & OD	
3		Workforce & OD	Lisa Gostling	Shelley Dony/Amanda Glanville	24/06/2019	There is a risk of a lack of vacancies for the apprentices to fill in Year 3 of the programme.	Work is being planned to take place over twelve months from September 2019 in order to secure buy-in from clinical areas in preperation for Year 3 of the programme.	Workforce & OD	2	2	2	4	Meetings to take place between SO and Heads of Nursing to ensure vacancies are identified. Then discussion to be had with SDa	Shelley Dony/Amanda Glanville	Mar-20		Workforce & OD	
4		Workforce & OD	Lisa Gostling	Shelley Dony/Amanda Glanville	21/01/2020	Lack of capacity to provide pastoral support to the apprentices through the programme, resulting in apprentices not passing, dropping out or having a poor experience.	Work is being currently being undertaken by the Apprenticeship Academy Team, however, there are major capacity issues.	Workforce & OD	2	2	1	2	Following the provision of funds, a band 6 and band 3 will need to be advertised and filled.	Lisa Gostling/Sally Owen	Apr-20		Workforce & OD	
5		Workforce & OD	Lisa Gostling	Shelley Dony/Amanda Glanville	25/02/2020	Changing pathways for one apprentice during the programme could lead to other apprentices wanting to change or wanting the option to change.	The Apprenticeship Academy team are working with Therapies to develop a plan that could possibly allow one apprentice to move to physiotherapy after the Healthcare placement.	Workforce & OD	3	3	2	6						

Risk Ref	Health and Care Standards	Directorate	Directorate lead	Management or service lead	Date risk identified	Risk Statement	Existing Control Measures Currently in Place	Domain	Risk Tolerance Score	Current Likelihood	Current Impact	Current Risk Score	Additional Risk Action Required	By Whom	By When	Progress Update on Risk Actions	Lead Committee	Target Likelihood	Target Impact	Target Risk Score	Date Reviewed
		Workforce & OD	Lisa Gostling	Tracy Walmsley	10/04/2019	There is a risk of harm to apprentices or to patients. This is caused by a lack of training or appropriate supervision mechanisms being made available. This will lead to a poor experience by apprentice, patient and wider workforce, may cause an increase in incidents.	Apprentice programme is being designed to ensure induction, training, supervision and mentoring are built into the programme.	Workforce & OD	8	3	3	9	Critically assess mentorship offer and internal support structures. Ensure programme is developed in partnership with service to ensure clarity of supervision requirements. Briefing undertaken with supervisors and managers. Central co-ordination support assessed and developed. Ensure robust recruitment methods to ensure levels of appropriate maturity of apprentice and risk assess support requirements for each individual. Induction should incorporate an element of individual personal responsibility and signposting to support, pastoral care and mentorship.	Lisa Gostling	Jul-19	Update 29 April in Steering Group Meeting: site/service placement meetings in diary for May. Gannt for Programme provides detail on actions being taken to develop robust programme.	Workforce & OD	3	2	6	
		Workforce & OD	Lisa Gostling	Tracy Walmsley	10/04/2019	There is a risk of overcommitment of financial resources. This is caused by an uncoordinated approach to workforce planning and alignment of corporate functions to service recruitment. This will lead to a financial cost pressure for the organisation, a poor experience by apprentices and not generating the value for the programme in terms of addressing workforce shortages and developing a positive reputation with our local population.	Work is being undertaken to ensure mechanisms are in place to identify finances, manage vacancies in line with establishment and plan where the future roles may exist.	Workforce & OD	8	2	3	6	Internal process checked and assessed to monitor vacancy and workforce planning approaches aligned to finance and service.	Lisa Gostling	Oct-19	Progress to be updated through meetings with Planning/Finance/Workforce & Service. Noted impliations with Finance Director. Suggested engage with Eldeg Rosser. To be flagged at meeting in May 19 with planning & finance and engagement with HoN ongoing for future roles.	Workforce & OD	2	2	4	
		Workforce & OD	Lisa Gostling	Shelley Dony	24/06/2019	There is a risk that the recruitment numbers will not be met. While the numbers of initial interest have been high there is a possibility of low number of applications being made.	The Resourcing Team, along with the Communications Department, have detailed action plans to promote the programme as widely as possible.	Workforce & OD		3	3	9	The TRAC system is being checked on a daily basis to monitor the number of applications being submitted for each county.	Sally Owen	uly-19	Run second recruitment campaign	Sally Owen	2	2	4	
		Workforce & OD	Lisa Gostling	Shelley Dony	24/06/2019	If all vacancies are not filled, there is a risk that the colleges will not provide the education required for the programme. For the colleges to provide education within the programme, each cohort must have at least ten apprentices in order for the provision to be justifiable for them.	There is little that can be done in this regard until applications have been submitted and applicants have been through the assessment centre.	Workforce & OD		3	3	9	As above	Shelley Dony/Amanda Glanville	Aug-19	Look to merge cohorts should numbers reduce	Amanda Glanville/Shelley	2	2	4	
		Workforce & OD	Lisa Gostling	Shelley Dony	24/06/2019	Observations from information events suggest there is a risk of a lack of buy-in from certain areas, including nursing management.	Work is being undertaken by the Apprenticeship Team and the Nursing representatives from the Implementation Group to work with key service leads to secure buy-in.	Workforce & OD		3	3	9		Shelley Dony/Amanda Glanville	Aug-19						
		Workforce & OD	Lisa Gostling	Shelley Dony	24/06/2019	There is a risk of a lack of vacancies for the apprentices to fill in Year 3 of the programme.	Work is being planned to take place over twelve months from September 2019 in order to secure buy-in from clinical areas in preperation for Year 3 of the programme.	Workforce & OD		3	3	9		Shelley Dony/Amanda Glanville	Sep-20						

15

15

Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager)

From: Sally Owen (Hywel Dda UHB - Strategic Resourcing Manager)
Sent: 10 June 2019 11:21
To: Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor); Lisa Gostling (Hywel Dda UHB - Director of Workforce & OD (Organisational Development); Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager)
Cc: Tina Coleman (Hywel Dda UHB - Recruitment Campaign Specialist)
Subject: AA Animation
Attachments: apprenticeship-academy-FINAL DRAFT 10Jun19.mp4

Hi, please see attached the first draft for the AA HCA animation, which ideally we need to get out today/tomorrow.

As you will see it's very simple and just another method for us to share information online. This will be taken offline once the adverts have closed. We can then maybe have a more generic one for AA Opps.

Any feedback appreciated.

Thx

Sally

Sally Owen

Pennaeth Dros dro Adnoddau Strategol / **Interim Head of Strategic Resourcing**

Ysbyty Cyffredinol Llwynhelyg / **Withybush General Hospital**

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April	May	June	July	Aug	Sept
1st April TC/AG/SO to meet to discuss stakeholder attendance at events	1 May JD/PS ready & translated (AT/WL)	3 June - Male RN Film	8 July - Carms Selection Day	Aug - PEC Completed throughout August - d	30 Sept first start date (Staggered starts per county - dates tbc)
5 Apr - All roational /depts confirmed (TW/SDo/AT)	1 May - Teaser launched on social media (TR/TC) - just the logo 'coming soon'?	12 June - vacancies need to be authorised LG/Fin	10 July - Ceredigion Selection Day		Start dates tbc ™
5 April - Logo agreed/confirmed (LG/All)	1 May - RSP ready (TR/TC/WL)	17 June - Carms info event	11 July - Shortlist Pembs advert (SD/TML?)		
11 Apr - Recruitment Service Page (RSP) first draft (SDo) To be sent to TC (signed off by TR & WL	3 May - Agenda/Speakers to tbc at info events (SD)	17 June Carms Advert goes live on NHS Jobs (CR)	17 July - Pembs Selection Day		
26 April - All vacancies identified (Sdo/TW/CR)	3 May - Confirmation of assessors: TML/AG	20 June - Ceredigion info event	20 July - All offers Made		
16 April - Initial teaser agreed and translated (TC/TR/SO)	3 May - Confirmation of stakeholders to attend info events and assess days	20 June - Ceredigion advert goes live (CR)			
April - Film to be produced focussing on male RNs (AMP Media), SO to create a brief (filming da	3 May - all campaign materials signed off by LG	27 June - Shortlist Carms vacancy (SD/TML?)			
19 April - Posters / Postcards (1st Draft) to be ready (TC/AG) for Comms & WL review	3 May - submission to WL (RSP, posters, postcards) (TC)	29 June - Pembs info event			
	5 May - Shortlisting criteria agreed (SD/LG/SO/AG/TM)	29 June - Pembs advert goes live (CR)			
	17 May - all welsh translation complete (WL) and returned to TC/TR	30 June - Shortlist Ceredigion Vacancy (SD/TML?)			
	21 May - Launch Apprentieship Academy online (before whitsun holiday) (TC & TR) - to be launched 21 May				
	22 May - Start advertising info events (CR on NHS Jobs, TR & TC on social media). TC to send out to 3 counties.				
	24 May - 3 x separate vacancies placed on Trac ready by CR - for authorisation				
	24 May - Animation 'Apprentice' to be ready (TR) for launch				
	29 May - Public Board Meeting				
	29 May - Animation Launch (TR/TC)				
SDo - Shelly Dony					
TW - Tracy Walmsley					
AT - Allyson Thomas					
SD - Sharon Daniel					
LG - Lisa Gostling					
SO - Sally Owen					
WL - Welsh Language					
CR - Carol Ritchie					
TML - Trish Mathias Lloyd					

Healthcare Apprentice Framework

Steering Group

4 June 2019
12.30pm- 2.00pm
Venue tbc, Ystwyth Building, Hafan Derwen

AGENDA

Item	Title	Speaker & Attachments
43	Welcome & apologies	TW
44	Minutes & TOA	TW Notes of Meeting 29.05.19.docx TOA 29 May19.docx
45	Project Design & Definition Updates • Placements • Contract • Draft: Equality & Impact Assessment	TW AT/AG ~~TM~~L SD/TW
46	Project Timelines & Plans	All
47	AOB	
48	Next Meeting: Wednesday 10th June 2019 TBC	

Healthcare Apprentice Framework Task & Finish Group

Tuesday 29st May 2019, 1.00pm – 2.30pm

Rm F37, College of Human & Health Sciences

MINUTES

PRESENT
Tracy Walmsley, Head of Workforce & Planning (Chair)
Sharon Daniel, Assistant Director of Nursing
Trish Mathias-Lloyd, HCSW Development Manager
Allyson Thomas, Grow Your Own Programme Manager
Amanda Glanville, Future Workforce Advisor
Sally Hore, Senior Nurse, Education & Learning
Emma Evans (for Enfys Williams)
Tina Coleman (for Sally Owen)

IN ATTENDANCE
Allyson Thomas

Item No	Agenda Item	
49.	**Apologies for Absence** Apologies were received from: Lisa Gostling, Director of Workforce & OD Will Oliver, Assistant Director of Therapies Shelley Dony, Future Workforce Development Manager Andrea Thomas, Senior Terms, Conditions & Benefits Manager Sarah Jenkins, County Head of Workforce (East) Rhian Evans, Senior Equality & Diversity Manager Cheryl Raymond, Education & Development Manager Trish Rees, Communications Manager Paul Evans, Assistant Head of Estates and Facilities Vanessa Davies, Head of Occupational Health Enfys Williams, Welsh Language Services Manager Tim Baines, Head of Specialist Services – Catering and Laundry Sally Owen, Head of Strategic Resourcing Lisa Hughes, Senior Workforce Manager Sadie North, Values Business Partner Julie Bassett, Senior Human Resources Advisor	
50.	**Minutes and Actions of the last Meeting** ***Minutes*** The minutes were approved as an accurate reflection of the meeting. **Table of Actions** 4. **Finance** – ongoing. As notes meeting to be scheduled for August to look at new starters/alignment (ESR, Payroll, Finance)	SD/AG

DRAFT

	6. **EQIA** - A meeting with Jackie Hooper Equality Impact Assessment for the 29th May 2019, today.	
	17. Inductions for Apprentices AG and TML to meet with a view establishing the details of inductions for apprentices.	AG/TML
	25. **Apprentice Uniforms**: SDa updated the group that whilst they were not able to get teal uniforms the nearest colour is peacock, these could be provided at a cost of £5.00 plus x 3 logos would be £7.50 a NHS logo would cost £2.50 plus VAT. It was thought to be too much to have all three logos embroidered on the uniform, it was felt that NHS Wales should be on the top and the apprentice logo in English and Welsh could be put onto a wipe clean badge. Navy trousers would make up the rest of the uniform and each of the apprentices would receive four of the items to cover the four shifts. Once recruited the apprentice would need to be measured to allow for ordering the garmets. AG queries whether this could be at or prior to induction.	SDa
	26. Welsh Language List was with EW, advised by EE. Queries Induction materials. General thinking would not need to translate managers booklet unless requested. Noted Induction materials would need to be and would be sent by TML when confirmed.	TML
	31. ESR/Payroll Meeting A meeting to be arranged to take place with ESR/Payroll in August.	AG
	32. Safeguarding S Da advised that the Job Descriptions had now gone to Mandy Nicholls-Davies re: safeguarding. SDa will follow up.	SDa
	33. Welsh Language Levels to be used in Assessment. AG confirmed the levels for assessment.	AG
	40. Assessment activities Assessment activities to go to AG for sending Valued Based Questions to SDa. It was agreed that there was a need for more staff for the selection day rather than the information day. AG said that she was struggling with welsh speakers requiring the information in welsh. To date one person has requested the information/assessment in Welsh.	AG/SDa
	45. Managers Booklet AG noted that the information becomes out of date too quickly and agreed further update to come back to this group by the end of June. It was noted that little feedback had been received to date and AG to meet with SD to discuss the feedback that has been received. The book requires streamlining and as advised referencing of key documents would be the most appropriate approach i.e. All Wales Delegation guidelines, Policy Framework i.e. PADR, all employee relations related: lieu, absence with relevant differences drawn out i.e. leave to be managed within placement as much as possible etc	AD/SD

51.	**Frequent Asked Questions (FAQs)** Allyson Thomas discussed FAQs for the Healthcare Apprentice Programme for additional clarification on points and additional questions:. Q. What if I am Ill? What do I do? A. If you are ill you will be expected to let both your College and workplace know that you will not be attending. Q If I already work for the Health Board, am I eligible to apply**?** AT has sent an update on this to Sarah Jenkins and Lisa Hughes and would update the group. Q.Will apprentices will be allowed to join the bank? To be discussed at a future meeting. Time in Lieu (TIL) AG added that TIL had come up in a placement meeting, it was felt that TIL should not be accrued and the time taken back at the earliest opportunity ie. the next shift if possible, TW added that we need to ensure that this is in the managers handbook. AG continued that she received several questions which will need to be developed/added into FAQ's	AT/AG AG AG
52.	**Project Design & Definition updates.** **Placements update** Allyson Thomas provided the meeting with the current update on placements. **Pharmacy** A meeting had taken place between TW and JPJ to discuss apprentice placements within Pharmacy. JPJ was comfortable with them being included in the Admin Pillar of pharmacy as the role would be tech focused and not pharmacist. JPJ would like apprentices to be considered for Pharmacy and agreed would be revisited for the programme; possible additional placements may be required dependent on how the programme develops i.e. 4th Pillar rotations **Mental Health** A conversation had taken place with Liz Carroll and Sarah Rees, it was considered to leave placements in mental health for the 4th Pillar also. **Therapies** It was noted that a Managers Placement meetings had taken place with Therapies included and most directorates were on board, there would be split placements with line managers and mentors provided. Negotiations will continue on Friday 31 May 2019 **Glangwili General Hospital** **Out-Patients Department**	AT/AG

	It was felt that placements in OPD should not be considered due to the possibility of abuse and suggested that Audiology be approached as placements would be better suited due there. **AT to contact Andrew Grant in Audiology.**	AT
	Diabetes Centre. Line Managers and mentors had been provided for placements.	
	Cadog/Gwenllian/Priory Day Hospital Line Managers have been sourced and it was noted that mentors would need to be required.	
	Soft Facilities Line Managers and mentors are on board for placements.	
	Prince Philip Hospital	
	Diabetes Centre - Placements for admin roles at the diabetic centre had been agreed along with line managers and mentors.	
	Audiology AT to contact Andrew Grant in Audiology.	
	Soft Facilities While some Line Managers had been sourced, there are multiple mentors on board that nearer the time would be agreed	AT
	Therapies Split placements to be discussed at the meeting with Therapies on Friday 31 May 2019 to include Physiotherapy reception placements.	
	Withybush General Hospital **Admin placements** Placements had been agreed for assistant ward clerks. AT to contact Andrew Grant in Audiology.	AT
	Health Care Health care placements had been arranged in MDU and Medical Optimising and now require mentors.	AT
	Soft facilities Catering line managers and mentors agreed, awaiting update on Hotel facilities.	AT
	Therapies Split placements to be discussed at the meeting with Therapies on Friday 31 May 2019 to include Physiotherapy reception placements.	AT
	Bronglais General Hospital **Admin** Placements agreed ward clerk assistants, AT to contact Andrew Grant in Audiology.	AT

	Healthcare Line Managers have been sourced, still require mentor names for Dyfi, Y Banwy and ECCU.	AT
	Soft facilities Kitchen placements agreed, waiting update on hotel facilities.	AT
	Therapies Split placements to be discussed at the meeting with Therapies on Friday 31 May 2019 to include Physiotherapy reception placements, it was noted that Podiatry had provided both line manager and mentors.	AT
	It was noted that following Fridays meeting a revised list of placements would be circulated to the members of the meeting. AT to action.	AT
	Source Documentation TW asked that all documentation/materials that has been developed specifically for the programme to be sent to GB for collation.	ALL/GB
	Project Timeline and Plans	
	Assessment Days It was noted that SD, KB,AG and SH were working on gaining more support for the assessment day.	SD,KB, AG &SH
	Mentor/Supervisor TW noted line managers, mentors and supervisors need to be identified and "site leads". Currently we are working on the presumption that line management with sit at cband 7 with the lowest being band 5 offered as direct supervision by the registrant or equivalent, it was noted that there was work to be done to update this.	
	SDa suggested that we go through the recruitment in the first instance and then go back to look at managers, mentors and supervisors. Apprentices could be identified and slotted into placements during the first week of August 2019. AG advised that the inductions would be staggered over 3 dates to take place on 2nd, 9th and 16 September. TW/SDa noted further "placement manager meetings" by site could take place mid/late August to work through the details and identify individuals.	
	TW stated that AJT would now start a task & finish group to standardise job descriptions for the Apprentice Programme Bands 2-4 which would need to be aligned and considered alongside the HCA roles. SDa noted Band 2 roles would need to be prioritised. Sda noted a conversation had taken place regarding an All Wales job description without much progress.	TW/AJT TW/GB
	TW Discussed agenda for next meeting: Placements, Induction, Contract, EQiA suggested Sarah Jenkins to be invited to a meeting to discuss contracts. AG suggested that Induction to be taken off the next agenda and placed on the agenda for the following meeting.	

Any Other Business

Apprentice Academy – Facebook Launch

Logo Launch
Tina Coleman informed the meeting that the apprentice academy bilingual Logo launched on Facebook on 22 May 2019 and she shared the following stats:

was viewed by 41,747 people and engaged by 5,467 people, received 165 likes and was shared 314 times, 159 comments were made.

Apprentice Academy Poster and link to Recruitment Service Pages.
This was launched on 23rd May and English version was seen by 24,190 of which 2,731 engaged, there were 39 likes and 192 shares, 82 comments were made.

The welsh version was seen by 1,988 of which 218 engages, there were 5 likes and 6 shares comments were left by 2

The total Facebook followers are 2561, the highest ever reach and the Communications department are said to be impressed by the numbers.

Clicks to RSP (May 2019)

Apprentice Academy	1164
Health Care Apprenticeship	607
Academi Brentisiaeth	120
Health Care Apprentice	337

Twitter
Stats around social media

AA Logo Launch – 22 May 2019
English - 36 retweets, 45 likes
Welsh – 9 likes
AA Poster and Link to RSP Launch 23 May 2019
English – 14 retweets, 13 likes
Welsh – 1 like

More work was considered necessary to boost numbers. TC

TC continued that 99% of the interest was shown in apprenticeships and work was continuing in advertising using the social media platform. Her team were currently working on sending posters to schools and discussions were taking place on using emails to the target audience as pupils were more likely to read an email than a poster and sending information to parents using an app.

Information Event
AG stated that 80 people had booked onto the information events 35 in Carmarthenshire, 14 Ceredigion and 22 Pembrokeshire. She had received a total of 267 queries regarding the event.

48.	**Next meeting date: Tuesday 4 June 2019** at 12.30pm, venue details to follow.	GB

GIG CYMRU NHS WALES | Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

TABLE OF ACTIONS from MADE IN HYWEL DDA TASK & FINISH GROUP held on 21st MAY 2019

MINUTE REFERENCE	ACTION	LEAD	TIMESCALE	PROGRESS	GANTT
Meeting date: 13 March 2019					
4.	Finance full programme costs/savings ie NI and Superannuation Bands 2,3 and 4.	SB	On-going	Meeting with Finance held 21/5/19. Discussed at meeting need to build in to annual planning process 12 months in advance. Actions bands 2-4 jd's /roles created. Post this identify vacancies. Meeting to be scheduled for August regarding Payroll, ESR & Finance.	
6.	TW meeting with Jackie Hooper to Impact Assess our process.	TW	ASAP	Meeting arranged for 29 May 19 **Complete**	
Meeting date: 27 March 2019					
12.	IT support mechanism for programme - App/Portal to incorporate easy access to information for Apprentice	SDo/ TR/AG/AT/SH	ASAP	Made contact but no feedback	

	- Facebook - SO said that she would follow this up at her meeting with TR on the 22/5/19. - E-portfolio	SO/TR	22/5/19	Agreed not to process	
Meeting date: 1st April 2019					
17.	TML will recirculate the dates following final confirmation from the Moving & Handling Team.	TML	On-going	Dates to be confirmed following 24/5/19 **Update 29/5/19: 3 week induction confirmed; full detail of induction to be given on 10 June meeting**	
Meeting date: 29th April 2019					
25.	There was discussion around the uniform and formal sign off from Mandy Rayani. SDa said that this needed final clarification and will seek confirmation from Mandy Rayani.	SDa	ASAP	It was agreed that SDa/TB would discuss with Derek Upton to ascertain ordering. **Colour confirmed: Peacock Ordering to be agreed**	x
26.	EW asked for a list of everything that needs translating.	EW/TW/ SO/AG	ASAP	SO to provide EW with numbers for simultaneous translating for Pembs event.	

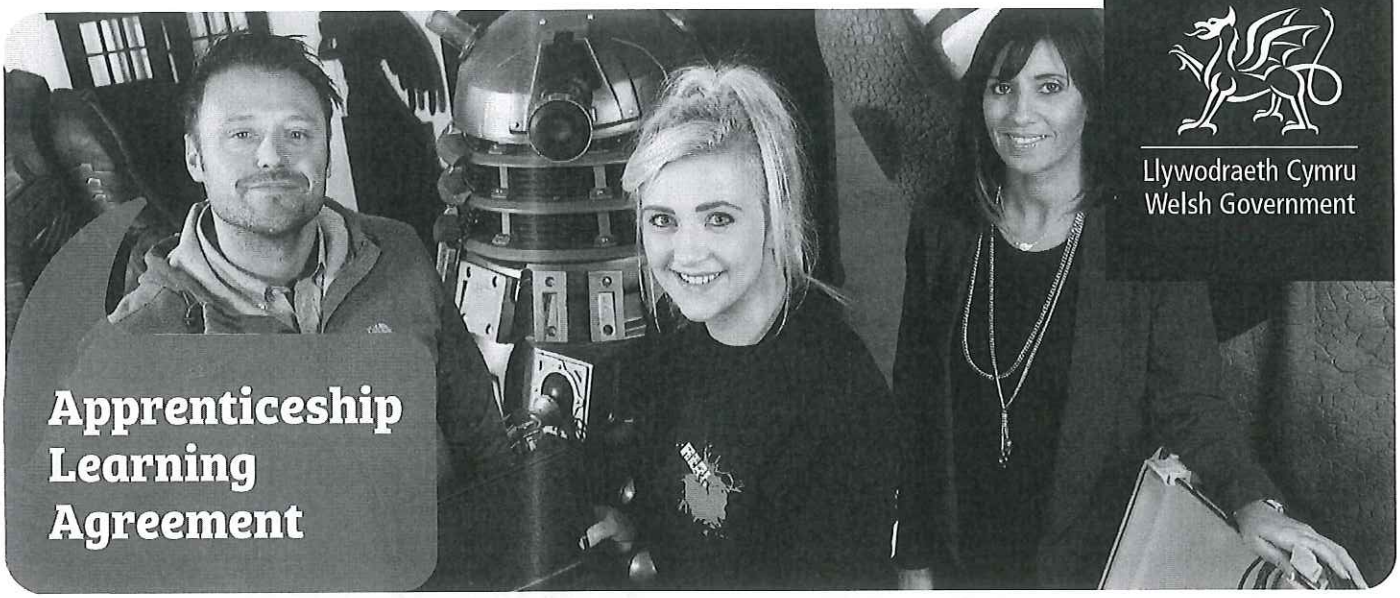
				Updated list emailed to EW and feedback requested.	
Meeting Date: 8th May 2019					
30.	By the next meeting a pack of all the documents could be presented including job description, booklet, FAQ's etc. Amended as below: 13 May – Healthcare Apprentice Booklet 21 May – Managers Booklet – Draft & Gap 21 May – Source Documentation – Draft & Gap	TW	 13/5/19 21/5/19 21/5/19	Employee Booklet circulated at meeting FAQ's to be sent with minutes. **Completed**	
31.	The Occupation Code also needs to reflect this role correctly and LG suggested checking with Cath Thomas or Deb Lewis to ensure accuracy. (ESR)	AT	ASAP	Awaiting confirmation from Michelle James	
32.	SDa would discuss the safeguarding element with Mandy Nicholls-Davies to ascertain if it needs to be specific.	SDa	ASAP	JD to be emailed to MND for scruitiny On-going	
32.	SDa said that for the Locality Lead (Nurse) she would raise at the next SNMT which is meeting next Friday	SDa	21/5/19	Awaiting feedback on specific names **Completed**	
32.	Align with how the Bank Nurses worked as LG felt they shared some common principles	TW/SO/SH	21/5/19	Reflected as part of mentor/ supervision **Completed**	
32.	It was discussed that confirmation on positions/roles would be required for mentorship	LG/SDa/SH	21/5/19	**Completed** Reflected in placement Update	
33.	LG asked if EE could liaise with SO to identify a way of assessing the abilities via the application form/information day.	EE/SO	21/5/19	On-going	

				SO to send levels to AJT for inclusion within JD LG and SO to meet to discuss levels. **Complete: levels confirmed by AG**	
34.	Risk Register - This is now awaiting sign off from LG.	LG	13/5/19	On-going	
	Meeting Date: 13th May 2019				
39.	There were a number of amendments to be made to the Healthcare Apprentice Booklet ie • It was felt that examples of roles needed to be included for Healthcare and also for that section to be moved to the top of the page and remove the Medicines Management element. • TML asked if page numbering could be included in the final document. • TW said that the nurse one needs to be included and AT said that she would forward the information to AG. • WO asked for Orthoptist to be changed to Orthotist. • Under Further Education Employability Enhancement Programme if the first point could be simplified as it is confusing. • WO asked if PAS/Myrddin could be taken out as the apprentices at this stage would not know what these are.	AG	13/5/19	All actioned. **Complete**	
40.	Assessments - activity/questions to be returned to AG by 30/5/19	Activity lead: SDa, SH, SO, TML	30/5/19	**Update: discussed further actions. Review 4/6/19**	

Meeting Date: 21st May 2019					
45.	Draft Managers Booklet - the group could feedback any comments by the 29th May 2019	All	29/5/19	**Update:Manager Booklet to be presented for review w/c 24/6/19**	
45.	FAQ's Pay day - AG agreed to discuss with Payroll to see if they could go on the supplementary pay run. Expenses – SO said that she would discuss access to policies with TR. Benefits – AJT was asked to provide information on benefits that would be available to them. Illness – 'You are covered by the All Wales Attendance Policy' would need to be changed to refer them to the policy. As far as maternity leave was concerned AG informed the group that the contract goes into suspension mode but would find suitable wording for the FAQ's. Sentence be added 'should you need support with XXX then please speak to the Programme Lead. Leave – AJT confirmed that it was 35 days annual leave and the last sentence in brackets to be removed. LG suggested a statement asking for them to be mindful of their commitment to the course. Occupational Health – LG asked if Steve Morgan, Assistant Director of Workforce & OD be copied into any correspondence. Criminal records check – LG asked for on-boarding to be changed to recruitment process. Any problems – Change Programme Lead to Apprenticeship Lead.	AG SO/TR AJT AT AG AT AT AT SDo AT AT AT	29/5/19 29/5/19	**Complete**	

	GCSE – It was suggested to flip the questions for this and start the answer with No, but... Essential Skills – It was felt that this was complicated and may at this stage be better removed from the document. Studies in own time – sentence added saying 'it is expected that you will study in your own time as and when necessary' FAQ's to be updated and sent for translation in readiness for the Information Event. Source Document feedback to TW by 29/5/19.	AT AT AT All			
47.	AJT also said that she had used something similar on conferences and said that she would confirm what package it was, but could of been Slidio. Not available in Welsh SH suggested that we ask a 16year old to read the FAQ's for understanding and any other questions. AG said that she would be able to ask several youngsters.	AJT AG	29/5/19 29/5/19		
Meeting Date: 29th May 2019					
17	AG &TML to meet to establish the details for inductions for apprentices	AG/TML	10/6/19		
25	Apprentice uniforms to have NHS wales embroidered on peacock top and will need to have an apprentice badge in both English and Welsh, Gaynor to find out who does the badges in Hywel Dda.	GB	10/6/19		
40	More staff are required on the selection days rather than on the information day. AG to analyse gaps and feedback to group to target.	AG SD,KB, Ag & SH	4/6/19		
45.	Managers Booklet – AG to meet with SD to discuss feedback that has been received i.e. framework and	AG/SD	10/6/19 24th June		

	referencing of policies and exceptions to clearly identified i.e. Leave/Toil				
51.	Q&A if I work for the HB am I eligible to apply? AT has sent update to SJ &LH and will update the group once a response is received to clarify position/wording	AT	4/6/19		
52.	Placement updates A revised list of placements to be circulated following Fridays meeting Ongoing discussions needed to confirm/agree placements	 AT SD/AG			
	Project Timeline & Plans Further placement manager meetings needed mid/late August (following Apprentices slotted into placements during 1st week of August) T&F group to be set up to standardise JDs Sarah Jenkins to be invited to a meeting to discuss contracts	SD,KB, Ag & SH SD/AG AJT TW/GB		**Complete**	
	AA Logo Launch – more work required to boost numbers on Twitter	TC			



To be completed by the provider

This agreement made on _____ (*date Apprenticeship commences*)
between _____ (*the employer representative*)
of _____ (*the name of the company*)
at _____ (*the address of the company*)
and _____ (*the apprentice and N.I number*) and
_____ (*the delivering provider*) and
_____ (*the contracted provider*) to study
_____ (*specify skill, trade or occupation of the Apprenticeship*) following the
_____ Apprenticeship Framework* at current level _____, expected to progress
to level _____ . Expected final completion date is _____ . Hourly rate of pay at start of
Apprenticeship is _____ .

**If the aim is to eventually achieve a framework at a higher level, please state the level the learner started at i.e. level 2 and then the final level they expect to progress to i.e. Level 3, 4 or above (This ALA will cover the learner for all levels of learning and there is no need to complete another ALA once they progress)*

All parties agree that

If this agreement is terminated on the grounds of redundancy, or if for any reason the employer is unable to meet the terms of this agreement, all parties will use their best endeavours using local networks and contracts, to ensure that the apprentice is given the opportunity to transfer to another employer who will be able to provide continuity for the apprentice, to complete his/her Individual Learning Plan.

Signed by/or on behalf of the employer, the apprentice and the provider, at the commencement of learning.

The employer: _____ Date _____

The apprentice: _____ Date _____

The provider: _____ Date _____

The provider: _____ Date _____
(if different from the provider delivering the apprenticeship)

The Apprenticeship Learning Agreement complies with the requirements of the Apprenticeship, Skills, Children and Learning Act 2009 (Section 32). It is a contract of service, not a contract of employment.

The Provider/s agree/s to:

- Ensure all aspects of the programme are delivered in compliance with the framework requirements, the quality standards laid down by Estyn and all contractual, quality and financial requirements of the Welsh Government. This includes the qualifications and experience of those delivering the learning;
- Ensure that attention is paid to the integration of all aspects of the programme (NVQ/QCF Competence and Knowledge based qualifications, Essential Skills Wales and additional requirements) to ensure a development and coherent experience for an apprentice;
- Offer support, guidance and advice to the employer/apprentice and to keep both parties informed and involved in the progress review;
- Ensure that each apprentice has an individual learning plan, and that no change(s) to the individual learning plan, nor transfer of the apprentice to another provider, will take place without the prior consent of the apprentice.

The Welsh Government agrees to:

- Monitor the quality of the directly contracted provider's performance;
- Contribute such funding (including from the European Social Fund) to the directly contracted provider as the Welsh Government deems appropriate towards the cost and delivery of the framework;
- Promote all learning opportunities and programmes as non-discriminatory in respect of gender, race, religion, sexual orientation, age or disability (where disability is not a barrier to the training activity);
- Promote apprenticeships throughout Wales.

The Apprentice agrees to:

- Apply himself/herself to his/her learning and assessment by attending courses and other on or off the job learning events, being prepared for assessment, and actively participating in the planning and reviewing of their programme;
- Take responsibility for his/her own learning and development;
- Behave in a considerate and responsible manner, with due regard to his/her own and other's equality of opportunity and to the Health and Safety of others and self in his/her working and learning environment;
- Work for the employer to the best of his/her ability and in accordance with the employer's policies and procedures;
- Authorise his/her provider to apply for his/her apprentice completion certificate on his/her behalf;
- Any concerns the apprentice has about his/her learning should, in the first instance, be made to the provider delivering the apprenticeship. If resolution cannot be secured, concerns should then be referred to the provider contracted with the Welsh Government. In the rare event of a resolution still not being secured, the Welsh Government should be contacted.

The Employer agrees to:

- Actively promote the value of the apprenticeship within the organisation, and to ensure that other staff are fully aware of the needs of the apprentice;
- Employ and, as a minimum, pay the apprentice in accordance with National Minimum Wage requirements. Tips, gratuities, service charges and cover charges do not count towards minimum wage pay;
- Ensure the apprentice has a contract of employment;
- Undertake legal and contractual responsibilities for the Health and Safety of the apprentice;
- Ensure conformity with equal opportunities legislation and good practice;
- Ensure that sufficient time and resources are made available for the apprentice to fulfil their learning and assessment needs including to ensure that the apprentice attends work and training for at least sixteen hours per week, unless authorised absence has been granted;
- Actively contribute to the regular review of the apprentice's progress;
- Any concerns the employer has about the learning, should, in the first instance, be made to the provider delivering the apprenticeship. If resolution cannot be secured, concerns should then be referred to the provider contracted with the Welsh Government. In the rare event of a resolution still not being secured, the Welsh Government should be contacted.

Prentisiaethau Apprenticeships

Cronfa Gymdeithasol Ewrop
European Social Fund

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Apprenticeship Programmes in Wales are part-funded by the European Social Fund through the Welsh Government. 'Europe and Wales: Investing in your Future'.

Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager)

From: Derek Upton (Hywel Dda UHB - Laundry manager)
Sent: 29 May 2019 11:02
To: Sharon Daniel (Hywel Dda UHB - Assistant Director of Nursing); Tracy Walmsley (Hywel Dda UHB - Senior Workforce Development Manager)
Cc: Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager); Joan Standfield (Hywel Dda UHB - Laundry)
Subject: RE: Polo Shirts for Helathcare Apprentice Roles

Follow Up Flag: Follow up
Flag Status: Flagged

Dear All

I thought it best to mention this to you so at least we have documented proof to show we have taken this into account as part of the process

Within the All Wales Nurses Uniform Policy the Senior Nurse / Nurse Practitioners have a choice of either a Peacock Tunic with a "mandarin" collar and Navy piping or Navy with Red piping .

The preferred option within our Health Board has been Navy, in fact I do not recall ever ordering the Peacock Tunic other than as a sample.. See picture below.

Given the rarity and seniority of staff who in the future may opt for a Peacock tunic together with the fact that it is a Tunic with Navy piping and not a plain polo shirt, I do not feel there will be any issue over opting for a Peacock polo shirt for this group of staff.

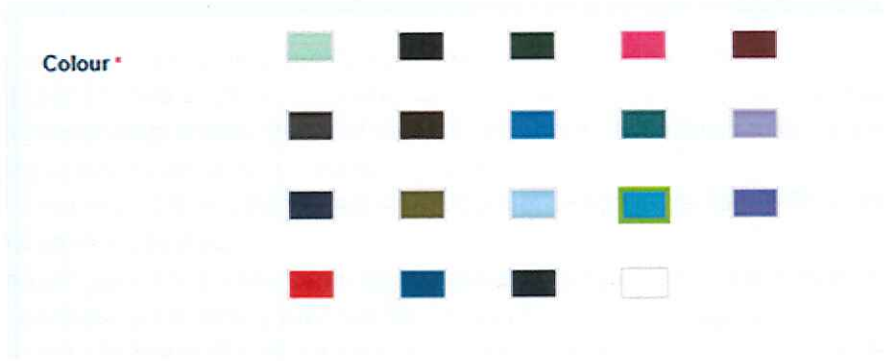


From: Sharon Daniel (Hywel Dda UHB - Assistant Director of Nursing)
Sent: 29 May 2019 09:04
To: Tracy Walmsley (Hywel Dda UHB - Senior Workforce Development Manager)
Cc: Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager); Derek Upton (Hywel Dda UHB - Laundry manager)
Subject: RE: Polo Shirts for Helathcare Apprentice Roles

Hi Tracy,

I have spoken with Derek Upton re the uniform for the apprentices. The closest colour they can get to Teal, which no other Healthcare Worker is wearing, is Peacock (see image below). Derek has ordered a sample. As you can see from the colour chart options are limited:





In terms of cost estimates as follows plus VAT:

- Polo shirt £2.50
- Each logo £2.50 (NHS Cymru Logo/Welsh Speaking Logo/Apprentice Logo).

Derek was concerned that if we were to embroider the Apprentice logo then it would be a lot of writing & that a badge would be a better & possibly cheaper option. I explained that the logo is an image not writing thus bilingual may not be an issue but his view was to keep embroidery to limit and consider an enamel badge as this would be more visible.

I have said that we would need 160 polo shirts (4 per person) also we would need trousers (I didn't ask about cost of these). Polo shirts should be a stock item but they cannot be ordered until individuals have been measured. So once appointed, and before induction, the apprentices will need to be issues with a uniform requisition and go to the Laundry Departments to be measured. Are you able to advise Derek on the approximate timing of this please? He will notify his supplier as this is probably more stock than they would normally hold. Derek will hold the uniforms until they are required.

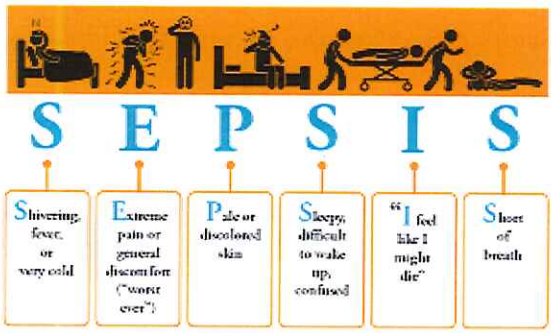
KR
Sha

Sharon Daniel

Cyfarwyddwr Cynorthwyol Safonau Proffesiynol a Gweithlu Nyrsio / Assistant Director of Nursing Professional Standards & Workforce

Rhif Ffôn / Telephone Number: 01437 834475 / 07737605687

Ebost: Email: Sharon.daniel5@wales.nhs.uk



From: Sharon Daniel (Hywel Dda UHB - Assistant Director of Nursing)
Sent: 22 May 2019 11:28
To: Joan Standfield (Hywel Dda UHB - Laundry)
Cc: Derek Upton (Hywel Dda UHB - Laundry manager); Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager); Amanda Glanville (Hywel Dda UHB - Senior Workforce Advisor); Sally Owen (Hywel Dda UHB - Strategic Resourcing Manager); Tracy Walmsley (Hywel Dda UHB - Senior Workforce Development Manager); Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager)
Subject: Polo Shirts for Helathcare Apprentice Roles

Dear Joan,

Many thanks for advising me this morning on the process for procuring Polo Shirts for the new Healthcare Apprentices that will be starting within the Health Board in September 2019. I have copied key colleagues from Workforce & OD in as they will need to provide you with the relevant information, logos and budget codes to progress the procurement.

Summary of our conversation as follows:

- Sept 2019 40 Healthcare Apprentices starting (10 in each Locality). These will be following a programme to become Registered Nurses. For the first 2 years they will be on 6 months rotation working across a variety of areas i.e. therapies, clinical placements, estates, Hotel Services. During this time they will be required to wear polo shirts and trousers. From year 3 they will go into the green HCSW uniforms.
- They will be working 30 hours a week in the Health Board (in uniform) and will attend college one day a week.
- They will be classed as employees.
- The preferred colour for the polo shirt is Teal – as this is not available via your regular suppliers then there will need to be a conversation with the programme lead (Tracy Walmsley) or one of her team about use of other suppliers.
- The Polo Shirt will need NHS Wales Logo and the new Apprentice Logo and a logo for Welsh speakers if feasible.
- The programme lead (or one of her team) needs to know what the lead in time is for the procurement of the items and will advise on recruitment timescales to make sure that the new recruits have the garments when they are due to start.

I can't think of anything else that I need to brief you on and have copied in the relevant individuals who are involved with the programme so that they can provide the detail required to progress this. I know you have recently conducted business with Leigh Oldale and Tina Williams for the Work Experience team I am not sure if they are also involved in this programme but have flagged it to the Programme team so that they are aware.

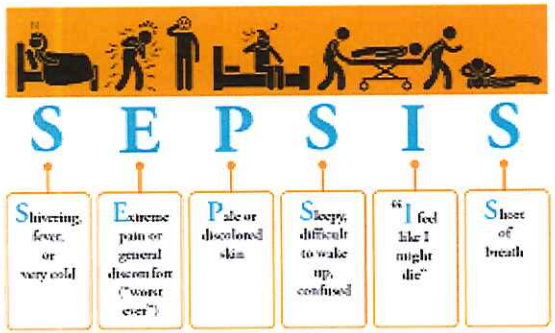
KR
Sha

Sharon Daniel

Cyfarwyddwr Cynorthwyol Safonau Proffesiynol a Gweithlu Nyrsio / Assistant Director of Nursing Professional Standards & Workforce

Rhif Ffôn / Telephone Number: 01437 834475 / 07737605687

Ebost: Email: Sharon.daniel5@wales.nhs.uk

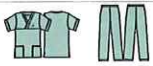


16

Gwisg Nyrsus a Bydwragedd Cymru Gyfan
All Wales Nurses and Midwives Uniform

GIG CYMRU NHS WALES

Canllaw adnabod staff / Staff Identification Guide

	**Prif Nyrs / Bydwraig:** Sister / Charge Nurse / Midwife:	**Glas tywyll** Navy Blue
	**Nyrs Glinigol Arbenigol:** Clinical Nurse Specialist:	**Glas brenhinol** Royal Blue
	**Nyrs Gofrestredig:** Registered Nurse:	**Glas ysbyty** Hospital Blue
	**Bydwraig:** Registered Midwife:	**Postman Blue** Postman Blue
	**Gweithiwr Cymorth Gofal Iechyd:** Health Care Support Worker:	**Gwyrdd Tywyll** Dark Green
	**Arbenigwr Chwarae / Gweinyddes Feithrin:** Play Specialists / Nursery Nurse:	**Aqua** Aqua

Evidence Number 17
Witness Testimony (TW)

To whom it may concern:

As Shelley's line manager throughout her time developing programmes to "grow our own" talent within Hywel Dda University Health Board I have been impressed by Shelley's commitment to individual mentorship and wider projects. These projects have covered: Destination NHS, Apprentice Academy and Healthcare Support Workers programmes.

As part of the Healthcare Apprentice programme, Shelley took a lead role in developing and managing the programme; looking at all aspects of the work i.e. scope, plan, risk assessment and implementation. Her commitment to the programme and supporting individual apprentices.
Happy to provide detail if required.

Kind regards Tracy

Tracy Walmsley
Senior Workforce Development Manager / Uwch reolwr datblygu gweithluHywel Dda University Health Board / Bwrdd Iechyd Prifysgol Hywel Dda
Hafan Derwen St Davids Park / Parc Dewi Sant
Carmarthen / Caerfyrddin
SA31 3BB

Evidence 18

Activity 2

2.1 Follow the agreed plan to implement change processes.

As there was a limited timeline for the development of this programme, there needed to be an organised approach to all activities. Each meeting the GANTT chart was updated and people were able to keep track of where we were in the development. Each stakeholder had targets on the timeline that impacted on others, therefore it was imperative effective and open communication was had particularly if deadline were not able to be met, so that others' work could be flexed.

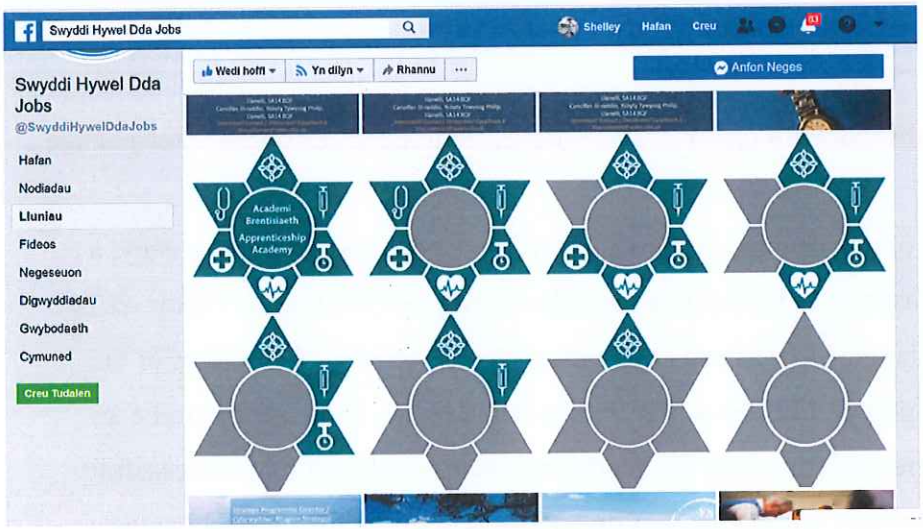


Figure 2 The progression of the teaser release of the programme logo from the Communications and Campaigns team

2.2 Provide information and support to stakeholders in line with their identified requirements.

Part of the design of the programme was to ascertain what roles and activities the apprentices would carry out on a day to day basis in their placements. It was vital to work with the service leads to gauge what would be appropriate to ask the apprentices to do when working in their own services. I arranged and led workshops with various key services managers across the three counties attended to contribute to the discussions. Notes were taken and collated from all workshops, and job descriptions were written up. These draft job descriptions were taken to the Heads of Service, Assistant Directors and, finally the Directors of the relevant services for approval. Stakeholders will more likely support the change when they are actively involved in the whole process (Armstrong, 2009).

An information booklet on the programme was produced collaboratively between the Task and Finish Group and the Communications Team. The targets audience was the potential apprentices themselves; however, care was taken to ensure that the information contained answered questions for all internal and external stakeholders. This was available in hard copy and on-line, in Welsh and in English.

Workshop of placement managers – evidence number 19
Notes – evidence number 20
Email to service heads – evidence number 21
Job Description for placements – evidence number 22
Information booklet – Evidence number 23

2.3 Apply techniques for maintaining positive working relationships throughout the change processes.

Throughout the stages of this change, there was a need for openness and transparency, a every stakeholder had aspects to learn and a specialist to rely on (Wilkins & Taylor, 2016). Organisation-public relationship was one key relationship as we needed members of the public to buy-in to the programme and apply for a position on it. There needed to be an effective manager-HR relationship as it the Workforce teams could not have successfully implemented this programme without the buy-in and support of the operational managers. There was a need for transformational leaders and transactional leaders during the design, development and implementation phase, as this was a very new concept and could worry some people, but also there was a vast number of actions that needed completing by set times for the programme to start successfully (Robbins, 2005).

2.4 Monitor the effectiveness of the implementation, agreeing and making justified adaptations where required.

Meeting were had on a weekly in the development of the programme, including the implementation of the new recruitment method. This allowed all to continually monitor how the actions were going, whether they were successful or whether changes needed. During advertising it became apparent that the campaign wasn't as successful in Ceredigion, with numbers showing interest and applying were vastly lower than in the other two counties. Being aware of how the changes are going meant that we could discuss matters at the meetings and put actions in place. With the advertising in Ceredigion, the campaigns team

tried reaching out to other institutions for help and carried out an extra run of advertising to see if that would help. It did slightly, but the numbers were still lower than the other two counties. Actions were continually compared against the targets set, including target dates for completions, as these were vital to ensure the programme start date was met.

2.5 Maintain records of the change process in line with organisational requirements.

I carried out a risk analysis as per HB requirements and updated at various steps of the process. This is to highlight potential risks, the impact they could have, where the responsibility lay, what actions could be done to mitigate any of these risks.

In order to inform the Workforce and Organisational Development Sub-group on the progress on the development of the programme, I produced an updated SBAR and presented it in one of their meetings, as per policy.

Risk analysis – Evidence Number 24

SBAR Update to WOD Sub-group Committee – Evidence Number 25

BGH. 20/5/19.

Name	Department	role	Line manager	Supervisior	comments
Suzanne Crompton	Occupational Therapy	Clinical lead Occupational Therapist.	Kerrie Phipps ←		
✓ ENFYS JAMES.	PODIATRY	Caredegau Manager	Mike Mulloy.		
✓ Claire Davies	USC	Hospital Services Manager	Hazel Davies/ Lee Callum		
✓ David Harrison	SNM	SNM	Dawn Jones		
✓ Tracey Evans	Head of community nursing	Community	Jing Hawkes		
✓ KAREN BARKER	SCHEDULED CARE	INTERIM HEAD OF NURSING	STAFF HIRE.		

WGH.

Name	Department	role	Line manager	Supervisior	comments
KELLY ROWE	Pharmacy	CLINICAL LEAD PHARMACIST.	Dave Morgan.		
CLAIRE CURRAN	Physio	Clinical Lead T&O Physiotherapy	Sue Griffiths.		
Andrew MURRAY	Unscheduled Care	Clinical Lead Nurse	Carol Thomas.		
Gina Hughes	USC	Senior Nurse Manager	Carol Thomas.		
Stephen. John	Estates & FMC.	ops manager	Rob Elliott		
Lindsey Stowell	Hotel facilities	Hotel facilities Supervisor	Jill Richards.		

WGH attendance list. placement meeting 13/5/19.

Name	Department	role	Line manager	Supervisior	comments
Simon Mansfield	USC	SDM	Janice Cole Williams.	"	
Jo Davies	CRDU	Team Leader	Jane Phillips.		
Helen GEORGE	Scheduled Care.	SNM.	Karen Baker. / Diane Lineyit		
Nicola Davies	Speech and Language therapy	Speech therapist	~~Lynne Roberts~~ Alison Thomas		
Lorna Butler.	O.T	Occupational Therapist.	Claire Sims. (Sharon Davies)		
Susan Phillips	OT	occupational Therapist	Claire Sims (Sharon Davies)		
Tim Barns	Estates	Catering/ Laundry mgr	R. Elliot.		

20

Healthcare Apprentice Facilities Placement Duties

One day at college, four days a week at placement:

One day will be spent in the Kitchen: – Assistant Manager - Richard Daniel.
↓
Kitchen Team Leaders

- Learning about how the kitchen works
- How they cater for dietary needs
- Awareness of the All Wales Menu
- Understanding waste
- Understanding the roles involved in producing patient meals
- Plating up in the Kitchen

Three days, which include the following: – Assistant Manager - David Lewis.
↓
Hotel Services Supervisors.

- Change water jugs regularly
- Patients menu order
- Tea Trolley
- Cleaning of ward areas
- Deep cleaning
- Patient feedback project
- Plating up on ward and giving out meals
- Understanding the importance of reporting of patient food not being eaten

Plating up of food is done on the wards at GGH & PPH. In BGH and WGH, food is plated up centrally in the kitchen.

– Portering duties could be added.

DRAFT

Healthcare Apprentice Healthcare Placement Duties

One day at college, four days a week at placement

Delegation is the responsibility of the Registrant

- Meet and greet new patients and their families to the ward. ✓
- Orientate new patients to ward facilities. ✓
- Support hygiene activity for patients: cleaning teeth/brushing hair ✓
- Prepare wash bowl for individuals that need minimum support. ✓
- Walk patients to the bathroom. X
- Support activity for equipment and resources in a ward area eg assisting supervisor with setting up a dressing. ✓
- Make beds. ✓
- Prepare bed areas for new admissions. ✓
- Clear bed area post discharge. ✓
- Stocking up, putting away stock ✓
- Getting equipment ready/clearing away equipment ✓
- Help keep ward tidy. ✓
- Preparation of tea tray for distressed relatives. ✓
- Assist with food and drinks, cutting up food, filling jug/glasses, opening packets (no feeding patients). ✓
- Patient mouth care. ✓
- Patients menu order ✓
- Disposal of body fluids (no documentation) X
- Transfer patients to the discharge lounge with porter only.
- Escort patients to XRay if they have no infusion or other medical devices. ? bed.
- Collect medication ✓ & take requests.
- Answer phone ✓
- No intimate personal care. ✓
- No documentation ✓
- Not to administer last offices. (Could spend time with the Bereavement Officer to understand what happens after an individual has passed away in terms of how bereavement support is offered and possibly paper work completed). ✓

- Taking samples to path lab.
- Patient activities on the ward.

DRAFT

20

Healthcare Apprentice Occupational Therapy Placement Duties

- Compiling case notes for acute and community teams.
- Answering phone calls and taking messages.
- Supporting training – Getting resources and equipment ready.
- Support therapy programmes written by therapists – conversation practice and interaction with patients, picture matching, reading newspaper, puzzles, Connect 4, IPAD
- Sending out letter and information to patients and families.
- Support with group work eg hand group, stroke groups. Preparing room and beginning and end of sessions. Welcoming and talking to patients, helping with refreshments, supporting activities as directed by therapists or support worker.
- Support therapist with individual treatment sessions, observing, talking to patients, fetching/holding equipment, information packs.
- Shadow community team on community visits – helping to load/unload and carry equipment and accompany therapists into patients home.
- Accompanying patients to and from appointments eg transporting or accompanying patient in wheelchair or working with patients.
- Observing activities of daily living assessments and practice including washing and dressing, kitchen tasks, Grooming.
- Organising equipt. store - stock take
- Transferring pt's from ward & therapy room - ? ?
- Attending MDT's, Board rounds ?
- Support running of wlch various clinics ?
  Joint protection programmes ?
- organising therapy areas, before / a/te interventions /groups

Healthcare Apprentice Physiotherapy Placement Duties

- Compiling case notes for acute + community teams.
- Answering phone call + taking message
- Supporting training - getting resources + equipment
- Support therapy programmes written by therapists + with supervision
  - Simple bed, standing ± chair exercises
  - Mobilising patients with appropriate aids who are ish assessed as low by Physios.
  - Assisting Physios sit to stand ~~+ mobilising patients who are Ast Observing rehabs~~
- Sending out letter + information to patients.
- Supporting group work - ~~getting~~ welcoming patients, preparing equipment + setting up room, support activities as directed, providing refreshments as needed, packing away, cleaning up
- Individual treatment sessions support
  - Observing, delivering exercises, ergo? packs,
  - Observing complex ~~rehabilitation~~ rehabilitation + participating in delivery under close supervision from qualified
- Accompanying pts to + from appts eg. transporting or accompanying pts to treatment sessions.
- Observing variety of meetings - Board rounds, MDT's, training sessions specific to Physio, ward rounds.
- Stock taking of equipment.
- Inputting of clinical data into audit sheets.

DRAFT

Healthcare Apprentice Facilities Placement Duties

One day at college, four days a week at placement:

One day will be spent in the Kitchen: - 8 - 4 Tracey Evans Specialist Services Assistant Manager - Catering PPH. tracey.evans2@wales.nhs.uk. 241884

- front of house
- Learning about how the kitchen works
- How they cater for dietary needs
- Awareness of the All Wales Menu
- Understanding waste
- Understanding the roles involved in producing patient meals
- Plating up in the Kitchen

Three days, which include the following: - 7 - 3. Susan Davies Soft Fm Assistant Manager PPH. susan.davies16af2e@wales.nhs.uk.

- Change water jugs regularly
- Patients menu order
- Tea Trolley
- Cleaning of ward areas
- Deep cleaning
- Patient feedback project
- Plating up on ward and giving out meals
- Understanding the importance of reporting of patient food not being eaten

Plating up of food is done on the wards at GGH & PPH. In BGH and WGH, food is plated up centrally in the kitchen.

Requirement

Food Safety Level 2 Training

DRAFT

Admin Role.

Healthcare Apprentice Administration Placement Duties

Reception Duties - first point of contact
Meet & Greet Visitors / patients
Answer telephone & direct calls appropriately
Book, alter and cancel Appointments
Collect medical notes, Print off clinic lists.
liaise with clinical staff & and other health professionals
Support Medical Secretaries
Filing
Process incoming and outgoing Correspondence

DRAFT

Healthcare Apprentice Podiatry Placement Duties

- Meet and Greet patients
- Remove shoes and socks
- Assist in open access /Foot at Risk clinics with dressings for patients
- Assist Nail Surgery
- Input patient details on computer
- Orthotic Lab work , computer and simple manufacturing
- Clinics ; checking and ordering stock
- Setting up, clearing up between patients
- Learn Aseptic techniques
- Support Empowering Patient programme / Health Education
- Assist Orthotist
- Learn Footcare (cutting of simple nails) and Health promotion to patients.
- Filing, answering phone
- Domiciliary visits with podiatrists/chaperone

DRAFT

Healthcare Apprentice Occupational Therapy Placement Duties

- Compiling case notes for acute and community teams
- Answering phone and taking messages
- Supporting training - Getting resources and equipment ready
- Support therapy programmes written by therapists - conversation practice and interaction with patients, picture matching, reading newspaper, puzzles, connect 4,
- Sendy out letter and information to patients and families
- Support with group work eg hand group, stroke groups. Preparing room and begining & end of sessions. Welcoming & talking to patients, helping with refreshments, supporting activities as directed by therapists or support workers.
- Support therapist with individual treatment sessions, observing, talking to patients, fetching / holding equipment, information packs.
- Shadow community team on community visits - helping to load/unload and carry equipment & accompany therapists into patients home.
- accompanying patients to and from appointments ie Transporting or accompanying patient in wheelchair or walking with patients.
- Observing activities of daily living assessments and practice including washing and dressing, kitchen tasks.

DRAFT

Healthcare Apprentice Speech & Language Placement Duties

- Compiling case notes for acute and community teams
- Producing communication books for patients
- Supporting training – Getting resources and equipment ready
- Support Acute Therapy Team on the Wards by thickening drinks/getting food ready for swallowing assessments
- Carry out therapy programmes written by therapists – conversation practice and interaction with patients, picture matching, reading newspapers, puzzles, connect 4,
- Sending out mail shots e.g. sending information to nursing homes relating to training
- Support with group work e.g. Parkinson's Disease groups – as part of the 8 weeks MDT programme, helping a practitioner – demonstrating and supporting.
- Shadow community team on visits – eg Nursing homes – and supporting

DRAFT

Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager)

From: Claire Sims (Hywel Dda UHB - Head of Occupational Therapy)
Sent: 03 July 2019 22:56
To: Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager); Alison Shakeshaft (Hywel Dda UHB - Executive Director Of Therapies & Health Science); Helen Annandale (Hywel Dda UHB - Head of Physiotherapy- Carms Therapy Lead); Karen Thomas (Hywel Dda UHB - Joint Head of Dietetics / Ceredigion Therapy Representative); Philippa Large (Hywel Dda UHB - Interim Head of Speech and Language Therapy)
Subject: RE: Healthcare Apprentice Programme - Scope of Practice
Attachments: Healthcare Apprentice Occupational Therapy Placement Duties.docx

Thanks

Have amended slightly. Happy to sign off attached for occupational therapy. Assume we can review and update once programme is running as suspect we will learn and adapt as we go along.

Claire

From: Shelley Dony (Hywel Dda UHB - Future Workforce Development Manager)
Sent: 03 July 2019 11:28
To: Alison Shakeshaft (Hywel Dda UHB - Executive Director Of Therapies & Health Science); Helen Annandale (Hywel Dda UHB - Head of Physiotherapy- Carms Therapy Lead); Claire Sims (Hywel Dda UHB - Head of Occupational Therapy); Karen Thomas (Hywel Dda UHB - Joint Head of Dietetics / Ceredigion Therapy Representative); Philippa Large (Hywel Dda UHB - Interim Head of Speech and Language Therapy)
Subject: Healthcare Apprentice Programme - Scope of Practice
Importance: High

Good morning all,

We have collated all the information from the managers within your services that attended our placement meetings recently and have drawn up scopes of practice based on the activities they suggested.

Please can you take a look at what has been included on the documents attached and, if you are happy with them, could you please sign them off for us to take forward. If you have issues with any of them, it is not a problem for us to take activities off.

Regards
Shelley

Shelley Dony

Rheolwr Datblygu Gweithlu i'r Dyfodol
Adran Gweithlu
Hafan Derwen
Parc Dewi Sant
Tre Ioan
Caerfyrddin
SA31 3BB

Future Workforce Development Manager
Workforce Department
Hafan Derwen
St. David's Park
Johnstown
Carmarthen
SA31 3BB

Rhif Tel: 01267 239862 (ext 4862)

Ysgrifennwch ataf yn Gymraeg neu Saesneg
Please write to me in Welsh or English

Edrychwch allan am yr hashnodau isod am wybodaeth ar rai o fentrau'r gweithlu i'r dyfodol y mae'r Bwrdd Iechyd wedi'u datblygu:
Keep an eye out for the hashtags below on social media for information on some of the HB's future workforce initiatives:
#GYON #growyourownnurses #destinationnhs #hywelddacelebration #apprenticeacademy #HywelDdaHAP

GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

For office use only	
CAJE REFERENCE	**HD2019/0063**
DATE APPROVED	**10/04/2019**

JOB DESCRIPTION

JOB DETAILS

Job Title:	Healthcare Apprentice
Pay:	Apprentice rate during initial training whilst gaining the appropriate level of knowledge and skills Annex 21 of band 2 upon offer of a HB contract
Directorate:	Health Board Wide
Department:	Health Board Wide

ORGANISATIONAL ARRANGEMENTS

Managerial Accountable to:	Relevant Manager in the area of placement
Reports to:	Relevant Supervisor in the area of placement
Professionally Responsible to:	Director of Nursing
Responsible For:	N/A
Organisation chart:	

This job description describes an overview of the role that the apprentice will be working in during the training period. Specific requirements of the role and the academic learning are set out as in appendix 1 – 5.

Supervision and support will be provided during tasks, supporting the apprentice to safely gain experience and confidence, and to successfully complete the training programme.

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Hywel Dda
University Health Board

Academi Brentisiaeth
Apprenticeship Academy

Health Care Apprentice Information Pack

What is the Health Care Apprenticeship?

- ✓ Do you want to help and care for people? ✓ Are you ready for a challenge?
- ✓ Would you love to be a Registered Nurse but don't feel ready or able to remain in full time education (school, college or university)?
- ✓ Would you like to learn and earn?
- ✓ If you have answered yes to all of these questions, then this could be the role for you!

The Health Care Apprenticeship programme is an exciting opportunity that will enable you to train to become a fully Registered Nurse through work-based learning. You will begin by completing a Foundation Apprenticeship in Health Care Support Services (level 2), progress to an Apprenticeship in Clinical Health Care Support (level 3), before embarking on part-time university education, starting at level 4.



How is the Health Care Apprentice Programme different to any other apprenticeship programme?

The Health Care Apprenticeship Programme combines many learning programmes into one, which shows that we are committed to proving a direct pathway into nursing. You will not need to reapply for the different qualifications along the way. When you have finished the programme, you will be a qualified Registered Nurse and will not have had to pay any university fees. You will be learning whilst you are earning the whole time.

When you have become a Registered Nurse, you will be expected to remain employed with the Health Board for a minimum of two years.

***Hywel Dda University Health Board have the right to modify qualifications based on changes to qualifications, sector requirements or funding.**

***Rates of pay correct as of May 2019.**

Programme Outline for the Health Care Apprentice Programme

Level 2 Foundation Apprenticeship in Health Care Support Services	Sept 2019 – March 2021					National Minimum Apprenticeship Wage
Further Education Employability Enhancement Programme		March 2021 - Sept 2021				£12,356 per annum
Level 3 Apprenticeship Clinical Health Care Support			Sept 2021 - March 2023			£13, 169 per annum, increasing to £14,110 after 6 months
Level 4 Certificate in Healthcare				March 2023 - March 2025		£14,762 per annum, increasing to £15,817 after 12 months
BSc in Adult General Nursing (Degree)					March 2025 – December 2027	£18,813 per annum, leading to £24,214 once qualified

What does the Health Care Apprenticeship Programme involve?

- A comprehensive induction which will prepare you for your placements within the Health Board
- You will be supported by a workplace mentor
- You will have the equivalent of a day a week 'off-the-job training' to develop your learning in the first two years
- You will have a mentor from the college
- You will attend workshops where you will have the opportunity to discuss and share ideas
- You will work towards vocational qualifications, building the levels as you grow in confidence and experience

What will I be doing in each stage?

Within the first two years, you will complete four rotational placements in the following areas:

Rotational area	Purpose and expected learning outcomes
Healthcare	Working alongside Registered Nurses and other Health Care Professionals, this will give you an insight into care at an introductory level, involving working with a mentor within patient areas, preparing to deliver care to patients.

Domestics/Food Service Support	This role will allow you to become familiar with the layout of the hospital, as well as the standards expected within a healthcare environment. You will interact with patients and develop your communication skills, whilst displaying the qualities needed to become a nurse of the future. It will provide an insight into how support services play an important role in patient care, through providing a hygienic environment. As nutrition and hydration is a vital part of patient care, this provides an insight into food service, the 'All Wales Menu', dietary requirements and reporting processes.
Patient Focussed Administration	This role will allow you to become familiar with the administrative systems within a healthcare environment. Exposure will be given to recording processes and the need for confidentiality and respect of patient information. You will interact with patients and develop your oral communication skills, whilst developing your resilience when dealing with patients and staff. The placement will provide an insight into various IT systems, giving experience in communicating through emails, telephone and face to face. This gives a holistic experience, developing the nurses of the future.
Therapies	This role will give you the opportunity to work with therapies, carrying out various tasks within the service. Examples include supporting with preparing for a clinic, manufacture of orthotics and preparation of equipment. You will gain an awareness of multi-disciplinary teams and how different services work together to provide all round patient care. In addition, this will allow you to understand the different roles within therapies and how they are divided into different areas of specialism. Your time may be spent with Podiatry, Occupational Therapy, Speech and Language, Physiotherapy or Dietetics.

Examples of placements are as follows:

Health Care Apprentice Facilities Placement Duties Four days a week at placement will be split as outlined below.

One day within the kitchen environment:

- Learning about how the kitchen works
- How dietary needs are catered for
- Awareness of the All Wales Menu
- Understanding waste
- Understanding the roles involved in producing patient meals Plating up in the kitchen

Three days, which include the following:

- Changing water jugs regularly
- Taking patients menu order
- Hosting the Tea Trolley
- Cleaning of ward areas
- Deep cleaning
- Helping to conduct the Patient Feedback Project
- Plating up on ward and giving out meals
- Understanding the importance of reporting of patient food not being eaten Plating up of food is done on the wards or centrally in the kitchen.

After you have successfully completed the first two years, the remaining time you will be working to develop within the role of a Health Care Assistant, whilst continuing with your learning. This is detailed as follows:

Programme Overview

Health Care Apprentice Placement Duties

- Meet and greet new patients and their families to the ward
- Support hygiene activity for patients; cleaning teeth/brushing hair
- Prepare bed areas for new admissions
- Clear bed areas post discharge
- Getting equipment ready and clearing away after use
- Assist with food and drinks, cutting up food, filling jug/glasses, opening packets (no feeding patients)
- Assist patients with completing menu order
- Escort patients to XRay/other department if they have no infusion or other medical devices

Health Care Apprentice Speech & Language Placement Duties

- Compiling case notes for acute and community teams
- Producing communication books for patients
- Supporting training, preparing resources and equipment
- Supporting the Acute Therapy Team on the wards by thickening drinks/getting food ready for swallowing assessments
- Carrying out therapy programmes written by therapists including conversation practice and interaction with patients, picture matching, reading newspapers, puzzles and games
- Sending out mail shots e.g. sending information to nursing homes relating to training
- Support with group work e.g. Parkinson's Disease groups – as part of the 8 weeks Multi-Disciplinary Team (MDT) programme
- Helping practitioners, demonstrating and supporting within group activities
- Shadowing community team on visits e.g. Nursing homes

Health Care Apprentice Podiatry Placement Duties

- Meet and Greet patients
- Remove shoes and socks
- Assist in open access /Foot at Risk clinics with dressings for patients
- Assist Nail Surgery
- Input patient details on computer
- Orthotic Lab work, computer and simple manufacturing
- Clinics; checking and ordering stock
- Learn Aseptic techniques
- Support Empowering Patient programme / Health Education
- Assist an Orthotist
- Learn Foot care (cutting of simple nails) and health promotion to patients

Level 2 Foundation Apprenticeship (18 months)

Individuals will complete the following and attend college one day per week:

- Apprenticeship Induction (one day by the College)
- Weekly tutorials
- Progress review every 61 days
- Three six month placement rotations
- Manual Handling Passport
- E-learning Modules
- Welsh in the Workplace (2 hours per week)
- Study Skills
- Basic Food Hygiene
- Support with any learning needs
- Mentor Support and access to welfare officers (including housing, financial, well-being)
- Planned training for clinical information patient systems

Apprenticeship consists of the following qualifications:

- Level 2 Certificate in Health Care Support Services
- BTEC Level 2 Award in Employment and Personal Learning Skills in Health
- Application of Number Essential Skill Level 1
- Communication Essential Skill Level 1

Further Education Employability Enhancement Programme (6 Months)

Rotation of final six month placement (totalling four)

- Weekly tutorial sessions
- Attendance at college 1 day per week
- Support with any learning needs
- Individuals will have the opportunity to complete accredited bespoke programme including: o Welsh in the workplace
  - Health and Safety in the Work Environment
  - Team Working o Time Management
  - Effective communication in the workplace o Oral Communication Skills o Equality and Diversity o Problem Solving
  - Resilience in the Workplace

Level 3 Apprenticeship Clinical Health Care Support - Individuals will complete the following:

- Diploma Level 3 in Clinical Health Care
- Application of Number Essential Skill Level 2
- Communication Essential Skill Level 2
- Attendance at Clinical Induction Update Training

Level 4 Certificate in Health Care
Year 1 - Part 1 - Modules 1 & 2
Each module has 7 days based in a classroom, so 14 in total for the first part, with portfolios, assignments, and a small exam needed to be passed in order to meet the university's requirements. Year 2 - Part 2 - Modules 3,4&5
Three classroom-based days in the University, and then the rest is completed via work-based learning. This means that the Health Care Assistant will need to be motivated to complete research on their own time, but will have access to the full resources from the partner University.

BSc in Adult General Nursing (Degree)
With a part-time degree, you will be a student at a university for three days a week, but will continue working as Health Care Support Workers within the Health Board for the remaining two days if you work full time in your current ward/area. Health Education and Improvement Wales (HEIW) fully fund the fees for the parttime degree, and you are expected to remain within the Health Board for 2 years following registration as a Nurse.

What are the entry requirements?

- You must be a kind, caring person who is passionate about helping others
- You must be aged 16+ in September 2019
- You must have lived in the UK/EEA for the last three years
- You must be able to demonstrate kindness and compassion and a passion for helping others
- You must be able to demonstrate a willingness to work hard
- You must not hold a full level 3 health related qualification (if you are not sure, please contact us)
- You must not be in any formal government-funded education at the time of starting the Health Care Apprenticeship Programme

We are looking to recruit 40 Health Care Apprentices across our three counties (10 in Pembrokeshire, 10 in Ceredigion and 20 in Carmarthenshire (10 in Carmarthen and 10 in Llanelli).

We will be hosting information events in each county on the following dates:

- Carmarthenshire – Monday 17 June 2019 at 10am & 1pm
- Ceredigion - Thursday 20 June 2019 at 10am
- Pembrokeshire – Saturday 29 June 2019 at 10am

Please remember to book your place to attend an information event via Amanda.glanville@wales.nhs.uk

The vacancies will clearly state the county/area they relate to. The dates from which you can apply for these vacancies are as follows:

- Carmarthenshire – Monday 17 June 2019
- Ceredigion - Thursday 20 June 2019

How do I apply?

- Pembrokeshire – Saturday 29 June 2019

If you would like to apply for the Health Care Apprenticeship opportunity, please visit the NHS Jobs website or our Hywel Dda University Health Board website: http://www.wales.nhs.uk/sitesplus/862/page/75202

Make sure you don't miss the closing date and please read the advert carefully as we will be asking for some specific questions to be answered.
Then, complete the application form and submit! **Good Luck!**

Please take care to apply for the vacancy in the locality you wish to work in.

What happens next?

Once the closing date has passed, if you are successfully shortlisted, you will be invited to attend an assessment day in your county. This will be a fun day and give you the chance to meet us as well as get to know more information about the programme. You will need to bring a packed lunch and drinks with you for this day.

The Assessment Days will be:

- Carmarthenshire – Monday 8 July 2019 - 9am to 4.30pm in Coleg Sir Gar, Graig Campus, Llanelli
- Ceredigion - Wednesday 10 July 2019 – 9am to 4.30pm at Coleg Ceredigion, Aberystwyth
- Pembrokeshire – Wednesday 17 July 2019 – 9am to 4.30pm at Pembrokeshire College, Haverfordwest

What documents do you need to bring to the assessment day?

To ensure we can deliver an efficient and safe recruitment process all those invited to attend the assessment day will be asked to bring the following documentation. Please read this carefully:

- Proof of the right to work in the UK
- Proof of identity
- You will also need to provide evidence for the DBS (Disclosure and Barring Service) check

not successful this time around you will be offered support from us and from your local College, Careers Wales Centre and Job Centre.

When will I receive feedback?

Everyone who attends the assessment day will be invited to attend a feedback day, where we will discuss the outcome of the assessment day with you. These dates are:

- Carmarthenshire – Thursday 18 July 2019 – 10am - Coleg Sir Gar, Graig Campus, Llanelli
- Ceredigion - Friday 19 July 2019 – 10am - Coleg Ceredigion, Aberystwyth, Ceredigion
- Pembrokeshire – Tuesday 23 July 2019 – 10am - Pembrokeshire College, Haverfordwest

If you are successfully recruited you will start your employment as a Health Care Apprentice with Hywel Dda University Health Board in September 2019. If you are

Key Dates

Carmarthen	Ceredigion	Pembrokeshire
Advert live: 17/06/2019	Advert live: 20/06/2019	Advert live: 29/06/2019
Closing date: 27/06/2019	Closing date: 30/06/2019	Closing date: 10/07/2019
Shortlist date: 28/06/2019	Shortlist date: 01/07/2019	Shortlist date: 11/07/2019
Selection Day: 08/07/2019	Selection Day: 10/07/2019	Selection Day: 17/07/2019
Feedback Day: 18/07/2019	Feedback Day: 19/07/2019	Feedback Day: 23/07/2019
Start Date: 02/09/2019	Start Date: 09/09/2019	Start Date: 16/09/2019

Why should you work for us?

Why apply for an apprenticeship in Hywel Dda University Health Board? Here's just some of the reasons why:

- Apprenticeships are great first step into a career in the NHS
- Apprenticeships combine practical training with paid employment ('earn while you learn')
- An opportunity to work alongside experienced staff to support you and help gain the practical skills you need
- You gain nationally recognised qualifications, with no tuition fees
- 27 days paid holiday a year, plus additional Public Holidays
- Holiday entitlement increases with service
- A potential first step to professional training (eg. nurse, engineer)
- A great experience, working as part of a team, making a real difference

Invest in your future. Come and join the Hywel Dda family. There's no better place to #TrainWorkLive

What should I do if I have a question?

This Health Care Apprentice information pack is available at www.hywelddahb.wales.nhs.uk/apprenticeshipacademy as well as further information about recruitment opportunities within Hywel Dda University Health Board.

If you require any further information please contact: Amanda Glanville 01267 239724 / 07971480755 or Amanda.glanville@wales.nhs.uk

XXX Service, XXX Hospital, XXX County

Service Lead: XXX
Job Title: XXX
Contact Details: XXX *[for internal use only]*
Photo (head & shoulders): Yes/No *(if not, please arrange for a 'head and shoulders' photo to be taken)*
Quote: *please provide a quote about the service to accompany your photo*

SERVICE PHOTOS – Please provide photos where possible as this really helps to bring the piece alive to readers – where possible, photos should illustrate staff working/providing a service/using equipment etc, rather than pictures of empty rooms or corridors. Thank you ☺

What we do

Maximising the potential of the EAGLE pathway and the Apprenticeship Academy, the Health Care Apprentice will develop a future nursing workforce by investing in the development of the young population within local community, engaging with educational institutions and youth & employment organisations. The programme will develop individuals from entry level to registration within eight years, following a governed process of development. The population targeted will be those that need a to follow an alternative pathway into nursing.

The programme covers a period of eight years and consists of the following:

- Year 1 – Foundation Year

This will be a one year Apprenticeship Contract. Right at the start of the programme, the Health Care Apprentice (HCA) will undertake a bespoke Corporate and Health Care Induction, setting the scene on life in Hywel Dda University Health Board. Within this Foundation Year the HCA will have the opportunity to gain experience, knowledge and skills in a range of multi-disciplinary teams while completing a Level 2 Apprenticeship. The Health Care Apprentice will rotate around the settings, gaining a snap shot of the overall Health Board.

- Years 2 – Reflective Practice and Widening Learning Year

During this year, the HCA will develop and deepen the experience, knowledge and skills acquired in the previous year, whilst completing further accredited units relevant to their circumstances.

- Year 3 & 4 – Apprenticeship

It is as this point that the Apprentice becomes a Health Care Assistant. At the beginning of Year 3 the Health Care Assistant will attend the Skills 2 Care programme, before being placed within a clinical area and gain experience in acute, community and primary care. Again, they will rotate around each area for a period of 18 months, to ensure crucial exposure to various nursing settings which will help them decide in what area they would like to pursue. The Health Care Assistant will also complete a Level 3 Apprenticeship in a Health Care qualification.

- Years 4, 5 & 6 – Higher Apprenticeship

Half the way through Year 4, the HCA is enroled on to the Level 4 Certificate in Healthcare (comprising of the 120 credits and competencies needed to achieve the first year in Nursing). The HCAs on the course are classed as part time students, with the qualification being completed on two consecutive academic years. During the qualification the HCA will be required to complete an essay/assignment, reflective account, competencies, a multiple-choice test and the Safe Medicating Exam.

- Years 6, 7 & 8 – Degree

After having completed the Level 4 Certificate, the HCA will be enroled on to the Part-Time Pre-Registration Nursing Programme at Swansea University. With the part-time degrees, HCAs will be student nurses for three days a week, but will also continue working as Health Care Assistants within the Health Board for the other two days.

NB: Final copy will be agreed with the service, however, please note that the Communications Team has editing rights to ensure consistency across the health board's overall recruitment campaign and to maintain our corporate identity.

What we want to do in the future

Develop a future nursing workforce from the youth of the local population – from entry to registration – within an eight year programme, by:

- Increase number of registered nurses,
- Build future workforce from within local communities,
- Develop a robust and governed educational and professional pathway,
- Develop a sustainable pipeline of clinical nursing staff.

Annual activity

- There will be an intake of 40?? Apprentices in the 2019/2020 academic year, starting in September 2019.

Why you should work for us

- *Maximum word count – 200 words. Please avoid acronyms.*
- *Explain here what you can offer potential candidates, why should they choose you as a service/team to work for.*
- *Highlight opportunities for training and development, accessing professional networks, research etc..*

Here's what some of our staff say about working here:

Testimonial 1
Name: Lindsey Ellis
Job Title: Staff Nurse
Testimonial text: "Having had recognition to be offered a once in a life time opportunity and investment by the local health board to complete my training has been invaluable to myself personally, family and health board.

23

Having over a decade of experience within health care has been the catalyst in continuing my professional development on the degree programme. I have met such dedicated members who have shared passionately such knowledge and skill in supporting my learning and development progression throughout my clinical competencies with the future registration onto the Nursing and Midwifery Council (2015).

I would recommend such training to any who wishes to advanced as a qualified nurse and encourage mangers seeking to develop their team members. I feel proud to be a home grown student from grass roots and wish to be a valued member to the trust."

[Please do not alter this section]

For further information please contact:
Tina Coleman - Recruitment Campaign Specialist
01267 266292
tina.coleman@wales.nhs.uk

www.twitter.com/HywelDdaJobs
www.linkedin.com/company/hywel-dda-university-health-board

Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

WORKFORCE & ORGANISATIONAL DEVELOPMENT SUB-COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	24 June 2019
TEITL YR ADRODDIAD: TITLE OF REPORT:	The Healthcare Apprentice Programme
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce & Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	Shelley Dony, Future Workforce Development Manager

Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

This paper is being submitted to the Workforce & Organisational Sub-Committee for information.

The Healthcare Apprentice Programme will develop a future nursing workforce by investing in the development of the population within local communities and engaging with educational institutions, youth organisations, and employment organisations. By maximising on the potential of the Excellence, Assurance & Governance in a Learning Environment (EAGLE) pathway and the Apprenticeship Academy, the programme will develop individuals from entry level to registration within eight and a quarter years, following a governed process. The Sub-Committee are being asked to support the development and delivery of the programme.

Cefndir / Background

The Healthcare Apprentice Programme Aim:
To develop a future nursing workforce from the local population, from entry to registration, within an eight year programme.

Objectives:

- To increase the number of registered nurses,
- To build future workforce from within local communities,
- To develop a robust and governed educational and professional pathway,
- To develop a sustainable pipeline of clinical nursing staff.

Key dates
The launch date, when the communications element begins, will be Friday 24th May 2019.

The first apprentices will start in September 2019 and the programme will take them through to December 2027 where they will have completed the programme. There will be 40 apprentices across HDdUHB; 10 located on each acute site

Information Sessions are being held in:

- Carmarthenshire: Monday 17th June 2019; 10am -12pm at Coleg Sir Gar, Llanelli
- Ceredigion: Thursday 20th June 2019; 10am – 12pm at Coleg Ceredigion, Aberystwyth
- Pembrokeshire: Saturday 29th June 2019; 10am -12pm at The Archives, Haverfordwest

Asesiad / Assessment

Since the launch of the Apprenticeship Academy, and the Healthcare Apprentice Programme in particular the campaign has reached an unprecedented number. Through the Swyddi Hywel Dda Jobs Facebook page:
The Apprenticeship Academy logo has reached **42,583** views;
Isn't Nursing a Girls Job has reached **31,865** views;
Information Event Posters has reached **25,355** views.

Information events have now started taking place across the three counties for the new programme. Three sessions have taken place to date, with feedback gained, discussed and improvements implemented before the next event.

Carmarthenshire
109 booked on: **66 attended**. Those that did not attend were contacted to ascertain why; 14 were unable to provide reasons, however, 29 were able to provide genuine reasons for the lack of attendance, but remain interested in the programme.
The aim is to invite 100 applicants to the Carmarthenshire assessment day.

Ceredigion
46 were booked on to the event: **34 attended**. There will be a follow up to the 12 that did not attended to acertain reasons, but hasn't taken place as yet.
The aim is to invite 50 applicants to the Ceredigion assessment day.

Pembrokeshire
This event is due to take place on Saturday 29th June in the Archives Centre in Haverfordwest.
To date there are 62 people booked on to attend this event.
The aim is to invite 50 applicants to the Ceredigion assessment day.

Shortlisting criteria for the applications has been detailed, with a small team of key staff members carrying out the activity the day after the vacancy closes.

The vacanices for the apprenticeship posts went live on the date of the information events (county-based). To date there are have been 43 applications, with 1 pending, for the Carmarthenshire vacancies with 3 days before the vacancy window closes. There have also been 14 applications for the Ceredigion vacancies, with 6 days before close. This number is lower than we originally anticipated, based on the reaction and scale of the campaign. It is a concern at the moment, though the Apprenticeship Team and Resourcing & Campaigns Team are working hard to ensure that the right number and right calibre of applicants is reached not only via social media but also via our partners (eg: Careers Wales, Job Centres, Colleges).

Argymhelliad / Recommendation

The Sub-Committee is requested to support the development and delivery of this programme

by raising awareness in discussions being held.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Sub-Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	5.1.6 To ensure robust mechanisms are in place to deliver effective staff engagement and an organisational culture of effective leadership, innovation and continuous improvement. 5.1.9 Proactively address the educational needs of the current and future workforce.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	The current risks sit at 9 and 6 for any risk to harm and financial considerations, respectively, mitigating actions for management of the programme are in place to reduce the risk assessment further.
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	7. Staff and Resources 7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Statement	Develop a sustainable skilled workforce Improve efficiency and quality of services through collaboration with people, communities and partners
Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	
Rhestr Termau: Glossary of Terms:	**EAGLE** - Excellence, Assurance & Governance in a Learning Environment - An Organisational Development Strategy & Governance Framework for an Employer-Led Regulation and Registration System of Assistant Practice, Advanced Practice, Extended Roles and New Roles within Hywel Dda University Health Board **Apprentice Academy** – the suite of apprenticeship qualifications delivered in partnership between services and local colleges. Administered by the Future Workforce Team.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw : Parties / Sub-Committees consulted prior to Workforce & Organisational Development Sub-Sub-Committee:	

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Initial work has been undertaken, but further work is required. The money to pay for the salary of the 40 apprentices for the first two years will come from the overseas nurses budget – code 1520.
Ansawdd / Gofal Claf: Quality / Patient Care:	Discussions are currently taking place as to the definition of 'personal care' and the boundaries as to what an apprentice may or may not be able to carry out in within this placement.
Gweithlu: Workforce:	This programme will impact on Workforce staff in the development and delivery in its duration. There is a need for additional resourcing potentially in mentoring, but also in administration of the programme.
Risg: Risk:	The current risks sit at 9 and 6 for any risk to harm and financial considerations, respectively, mitigating actions for management of the programme are in place to reduce the risk assessment further.
Cyfreithiol: Legal:	As this programme involves the employment of apprentices, there are many legal impacts to be considered. The Head of Workforce East is a member of the steering group and leads on all legal issues involved.
Enw Da: Reputational:	As this is a programme open to youth in our local population, there is anticipated to be media interest in its running. A member of the Communications team sits on the programme steering group and leads on the communication strategy.
Gyfrinachedd: Privacy:	Discussions are currently taking place as to the definition of 'personal care' and the boundaries as to what an apprentice may or may not be able to carry out in within this placement.
Cydraddoldeb: Equality:	• Has EqIA screening been undertaken? **Yes** (if yes, please supply copy, if no please state reason) • Has a full EqIA been undertaken? **Yes** The EqIA has been carried out, and the document is currently being written up. http://howis.wales.nhs.uk/sitesplus/862/opendoc/453906

Evidence number 26

Activity 3

3.1 Measure the effectiveness of the change process in meeting the required objectives.

The objectives were to increase the number of registered nurses, to build future workforce from within the local communities, develop a robust and governed educational and professional pathway, develop a sustainable pipeline of clinical nursing staff. While the first objective will not be realise until the programme's completion in a few years' time, the other objectives have been met, as all apprentices have been employed within the three counties covered by the health board; a robust pathway has been drawn up with help from key professions and educational institutes and as this programme will be delivered each year for the foreseeable future, it has provided a pipeline of clinical nursing staff for the future.

3.2 Identify further work required to embed changes and/or further developments required.

It became apparent during the implementation stage of the programme that further work was needed with regards to the management of the placements. While I had done much work with the service leads in ascertaining what duties the apprentices could carry out, this was not disseminated very clearly or widely to placement operational managers. In the couple of weeks leading up to the first cohort starting, operational managers started coming forward anxious about what these apprentices could/could not do in their departments. As a group we decided that mentor packs for the department would be written up and given to all placements, with all key information, including examples of work the apprentices could do in each place. During the first three months of the programme, we realised that more work was needed in helping placements gain confidence in how they manage, train and mentor these students. Monthly meetings were set up with managers/mentors so they could talk to us about any relevant issues and in time build their confidence.

3.3 Communicate the key outcomes and the impact of change to stakeholders.

A Public Board Meeting was held where the apprenticeship team were invited to come and inform the board, and members of the public (as it was a streamed event), on the progress of the programme, the impact the programme has had so far on the apprentices, our staff members and our patients. This was received very well and an ask for another cohort the following year.

3.4 Evaluate the effectiveness of own performance in contributing to the management of change.

One of the Implementation Meetings was focused on evaluating the process and roles so far. The meeting consisted of the chair, the programme leads, and all key internal stakeholders. Each person in the meeting had feedback to provide from their service area teams. The agenda was provided beforehand, so they all had the opportunity to collate and bring to the meeting. There was a number of things we thought went well – the overall assessment days, some of the assessment activities themselves, the commitment of the vast number of staff that helped. There was also a number of aspects that we would do different next time – including an extended timeline, the same interviewers across all counties to ensure consistency of scoring, separation of the Carmarthenshire cohort into Carmarthen and Llanelli. Feedback was also sought from apprentice applicants and family members who attended the various information events, assessment days and feedback days. This was also fed back to the internal and external stakeholders.

Minutes from meeting (evaluation) – evidence number 27

Feedback sheet – evidence number 28

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Healthcare Apprentice Implementation Group

Monday 30th September 2019, 4.00pm – 5.00pm

Board Room, Ystwyth Building

MINUTES

PRESENT
Lisa Gostling, Director of Workforce & OD
Amanda Glanville, Future Workforce Advisor
Shelley Dony, Future Workforce Development Manager
Sally Owen, Head of Strategic Resourcing
Sally Hore, Senior Nurse, Education & Learning

IN ATTENDANCE
Gaynor Bowen, Project Support

Item No	Agenda Item	
	Apologies for Absence & Welcome Apologies were received from: Sharon Daniel, Assistant Director of Nursing Will Oliver, Assistant Director of Therapies Trish Mathias-Lloyd, HCSW Development Manager **Welcome** LG welcomed all to the meeting.	
1.	**Minutes and Actions of the last Meeting** ***Minutes*** Due to the length of time since the last meeting the minutes were approved as an accurate reflection of the meeting held on 24th June 2019. ***Table of Actions*** SDo said that the TOA had been updated accordingly for this meeting.	
2.	**Draft ToR's/ Risk Register** SDo had not received any additional risks for adding to the TOR's. **LG asked for the Risk Register to be updated as some will now have closed and recirculate to the group again.** Now that the Apprentices are in post there will be new risks associated with this. Suggestions were given as follows: Safeguarding; Wellbeing; Exposure to things whilst in placement; Communication issues. LG asked for updated TOR's to be brought to the next meeting.	SDo SDo
3.	**Health & Wellbeing** AG informed the group that she has set up contact log to keep a record of how they are getting on, monthly 1-1's, placement contact. There have been	

	some teething problems with them not looking at their Outlook calendars so to avoid missing appointments etc so they are sent on the Facebook group as well. There has been 1 referral to Occupational Health in relation to safeguarding. LG suggested a slot in **resilience to be included at some point and to be included in future Induction programmes for each site.** SH added that the Action Learning Sets will help with the exposure they may experience.	AG
4.	**Establishing Processes** AG said that clear processes/guidelines need to be established for when problems arise which will need to include sickness etc. LG said that we may also need to **develop a pack/guide for younger Apprentices and their parents. It was agreed to call the packs 'Apprentice Information Pack' and 'Guide for Parents/Guardians'.**	AG
5.	**Qualifications/Induction** **This item is to be kept as a standard agenda item** to discuss how they are doing. The Colleges have emailed to say how in depth our Induction was which has meant that they have already covered some of their Personal Development qualification as part of their framework.	GB
6.	**Placements** AG sending lots of emails out to mentors. Surprised at how many were not aware. The response from BGH has been poor. AG had phoned contacts to ensure all arrangements were in place AG said that they were all enjoying apart from 2 admin placements in the Diabetic Centre that were having a completely different level of experience and **SDo would be following this up once the manager returned from leave. AG to record all feedback to share with services.** SH said that there had been a few questions regarding chaperoning and thought that it would be best to set up examples of what is acceptable. **SH will draft guidelines and share with Senior Nurses for comments before circulating wider.** After their initial 2 years they will be able to fulfil the full elements of chaperoning. For clarity this will also cover recording in different types of notes too. A query regarding the hours of work had been raised by Outpatients in that they would like their Apprentice to work longer days over a shorter week and have asked if they could use their discretion. We need to be clear about what we are saying and ensure that the 7.5hr day rule is followed.	SDo AG SH
7.	**Finance** Apart from 1 error this has now been sorted LG informed the group. LG also said that she had submitted an Invest to Save application to Welsh Government for help covering the salaries.	
8.	**Evaluation – Recruitment Processes, Campaigns/Comms, Induction & Uniforms** LG felt that to evaluate the processes it would be better to go through stage by stage. ***Resourcing*** SO said that from a recruitment point of view the timelines were tight. It would be better if next time they fitted in with GCSE's which would give more time for the pre-employment checks. The advertising and marketing strategy would ideally be better starting in January. Targeting the College's Open Evenings and having the current Apprentices in attendance would be of benefit.	

AG suggested that we might of been too late sending out our offer letters and that we should fall in line with other organisations and send at the same time.

SO said that if they were to be sent out earlier then it would mean having the events out of hours eg weekends/evenings. SDo felt the event held in Pembrokeshire on the Saturday had a nice atmosphere to it. SO added that this was a duel event which was the difference. LG felt that one of the weeks we were feeding back and also interviewing which didn't sit right and felt rushed. SO thought that this could possibly happen again even if they were held earlier in the year. Maybe try February or March instead and ensure the assessment and interview dates are plotted in at the same time. SO also felt that having the Apprentices involved in the events would be beneficial. It would also be nice to have parents involved. Very little support from schools to advertise the programme and most of the Apprentices saw it via Facebook and other social media sites. LG said that in Ceredigion there was definitely a lack of support from the schools there. We need to find a way that applicants understand expectations of application form in terms of questions.

Assessment Days

AG said that she was pleased with how these went. The feedback has been positive although the buy-in from services was challenging at times. It was difficult having events close together and to ensure there was consistency between the people interviewing or assessing. For future AG said that she would prefer to select who participates. SH said that having smaller, niche groups would be better. AG said it's finding parity between people and at the most recent apprentice interviews explained to interviewers what to mark/expect against each point. GB said that some of the interviews didn't allow much time to write up and AG added that future interviews have been looked at to provide more time.

LG raised the issue of those that declared disabilities on the day and this in a particular circumstance as panels weren't aware of it had an impact on their scoring. LG also felt with how a couple of them were collated that she lost knowing the person overall. AG said that at the Patient Experience assessment day she had a board with 'My name is...' and took photos (with their permission) to display. AG also suggested having an overall suitability score eg what would a 10 look like.

Feedback Days

It was felt that more time was needed to prepare for the feedback days. Seemed to be a rush the night before and everyone agreed that they were lucky with the amount of feedback they were given.

SO felt that the structure of the days were good, even for those who were unsuccessful. For those who were in pairs feedback had been received that they initially thought they were unsuccessful and the extra person was there to console. LG said that for future it would be best to explain why pairs and this would not be a reflection on the outcome. AG said that making the commitment to work experience etc and following this up has been difficult. It was also felt that the work experience application form should have been available on the day or a pack with the application form included to be handed out.

Staff engagement was poor and minimal from Senior Nurses. LG noted that the Senior Nurse at BGH was not at the celebration event last week.

It had been noted that comments had been made by staff directly to the Apprentices about them working for £3.90 when they could have a HCSW role on full pay. SDo said that more engagement needs to be done at all levels. Some thought also needs to be given to existing HCSW's and opportunities available to them. As a result of this programme there are now 37 HCSW's waiting to do their Level 2 in Carmarthenshire. LG suggested a comms about supporting existing HCSW and contact us for further information.

LG said that the event at Pembrokeshire College there was quite a distance between rooms which wasted time. It was agreed that the College had been unhelpful in ensuring suitable rooms were available on the day.

Start Dates

LG asked the group if the staggered starts dates worked? SDo felt that it would have been better if GGH and PPH apprentices had been staggered and AG agreed with this.

Discussion was had regarding the timetable for the Induction and it had become apparent that a waiting list for new starters has now built up. LG asked if Cheryl had been to earlier meetings and this was confirmed. There was confusion and miscommunication around venues. LG said that alternative venues should have been sourced. SDo and AG did Induction and the impact was caused by availability of rooms, more than staffing.

AG said that she had asked the Apprentices for feedback and has got a list of 'What went well' and 'What didn't go well' to review. AG suggested a different format for future. AG also felt that as the trainers were specialists in their field and not 'Trainers' they may have struggled to keep the Apprentices attention. SH said that having a brief 'Introduction to Professionalism' may help future intakes with a shorter Induction and ongoing training.

Video Process

LG asked SO if there were any more videos from AMP as she had not seen any individual ones. SO explained that there had been 4 individual interviews and it was necessary to pick the ones that would convey the best message. These were selected carefully and included males, and considered age etc. LG said that it would be nice to map their journey and what it means to them. Already got photos from when they started and could show the transformation through to Christmas and onwards. SO said that this would be discussed with SDo and AG. AG informed the group that the Apprentices had already said they would like to have contact with W&OD every 6 months and it may be the opportunity to video a 30s clip for marketing purposes. LG said that we need to ensure that those that are confident are used for external purposes. Attending the Skills Cymru events would be beneficial AG added as it is informal. SDo said we need to encourage the Welsh speakers to do more. In addition with the number of Welsh speakers it was disappointing that none of the Assessments Days were requested through the medium of Welsh.

To date 3 have been withdrawn before starting and 1 after starting.

LG said that she had noticed at the Celebration Events that Pembrokeshire Apprentices are not wearing uniform trousers and that by the time they start their placement they will need to. AG said that by tomorrow they will all have

	the correct trousers. AG raised concerns that there was not much team building, this needs to be an integral part of Induction going forward. There has been a delay with the name badges as Jeanette Jones had had trouble gaining authorisation via Oracle. **GB to raise order.** Uniforms had been an issue with the ordering of sizes and not been given the correct procedure for ordering or samples for the Apprentices to try. There is now a number of trousers left with the team and Laundry are refusing to accept returns. **LG suggested that they email Joan and explain the situation and inform them they will be returned. LG was happy for this email to be sent in her name.** It was agreed that supplying the Apprentices with an additional polo shirt was better so that they would have rotation of clean clothes. **AG currently waiting on confirmation of sizes from the Apprentices to order extra in.**	GB AG AG
9.	**Apprentice Initiatives – Information & Sign-off** The most recent Assessment Day has been for the Patient Experience position which was very good. AG said that she had learnt lessons from it. LG said that for future campaigns the process should be managed by the Apprentice Academy Team with the manager for the service/department part of it. AG said that it was frustrating not being able to see information on Trac and was unable to plan properly due to this. SDo said that we need to achieve parity across processes and LG added that for DBS we consistency. SO felt that for future campaigns smaller groups would be far easier to manage. AG asked what colour the Patient Experience Apprentices should wear and it was agreed that they will wear peacock as this is the Apprentice uniform. The ToRs were added to the agenda as now the project has moved along they need to be developed. LG felt that they should now become generic to suit any discipline that recruits under the Apprentice Academy umbrella. This group would need to continue and maintain an overarching log of programmes. A process for sign-off also needs to be developed.	
10.	**Any Other Business** SO asked if there would be another campaign next year and LG confirmed that there would be as HEIW have committed plus Finance have said they are double-running costs. This maybe the opportunity to open up to Therapies or areas where extra support is required.	
11.	**Next meeting date: Monday 16th October 2019** at 11.00am in the Board Room, Ystwyth Building, Hafan Derwen.	

I just wanted to drop you an email following our recent conversation in the Ceredigion apprentice open day. I've been really motivated by all the talks and presentations had have definitely come to the conclusion that Nursing is where I would like to be! I'm currently in the process of completing the application for the scheme. Although the apprentice route really appeals to me, I am aware that there is only a certain amount of spaces and that not everyone will be successful. Therefore as previously discussed with you at the end of the open day, if I am one of the unlucky ones this time around, would you be happy to advise me on other possible paths into healthcare and nursing? Are there any other routes of working whilst gaining qualifications etc?

Once again, many thanks for all the help and excellent advice that was provided on Thursday, it really was a great help in concreting my decision!

I just wanted to let you know how amazing it has been to work with you and to have been involved, albeit in a small way, in this exceptional venture. Having been involved from the inception, seeing the successful applicants today was so moving. I am not easily brought to tears in the workplace so today was an exception but in a very good way. You and your team must be so proud of bringing your idea to fruition - it really is changing lives. There is so much more to come and this is just the first step to what is going to be an incredible journey for those 10 ecstatic young people. And it's not just the successful candidates that you have supported, the way in which the whole process has been handled has been professional, empathetic and very supportive. As I mentioned to you earlier, 4 of the 10 unsuccessful candidates have opted to apply for courses at Coleg Ceredigion and we have already received some completed application forms. It's been a pleasure to be a part of your journey and to witness your infectious enthusiasm and passion first hand.

I'd just like to say that I thoroughly enjoyed last week and would like to thank you all for making it such a relaxed, informative day. Interviews on the whole can be quite daunting, but the whole structure of the day was brilliant! I for one appreciated the warmth and friendliness of your team and the humour you bought with it as it worked wonders at keeping my nerves at bay! Thank you again and I will see you Friday, hope you've had the chance to enjoy the weather today.

I may not have got in, but I now know I really want to be a nurse. I will be doing my Access to Nursing and I will see you in a few years!

Thank you for the feedback today, I'm really excited to be offered work experience even though I didn't get it. This still gives me a chance to have my dream

The Assessment say was BRILLIANT, thank you!

I just wanted to say a huge thank you (again) for accepting me as an Apprentice. Never in my wildest dreams did I think that I was going to get a 'yes!' It's still not completely sunk in, however you'll be pleased to know that I was all cried out by the time I left you guys on Friday (thank god!) ....but have been smiling ever since!!! I cannot wait to grab this opportunity with both hands and get started. Over the moon that I'm going to be part of the Hywel Dda family!!

Thanks again for believing in me!

The information day, I really feel that a nursing career is something for me. It gave so much information and great insight into a nursing career.

I just wanted to drop a quick email to say Thank You to you and all the Hywel Dda staff who have been involved with the apprenticeship process. I feel so lucky to have had the chance to be a part of it. The time, good advice and information provided, the insight into different health care staff experiences and the tips on completing applications etc has been invaluable to me.
Everyone has been so very kind, friendly, approachable and helpful, I really do appreciate it.

Absolutely loved the assessment day, it was unlike any interview I've been to and allowed us to relax enough to show you the real us, as opposed to us being nervous wrecks.
Thank you for organising such a great day!

I'm going to have to calm down. Every time I talk about it I get that excited I go light headed; I can't breathe because I can't stop talking about it, and I have a headache because I haven't stopped smiling"!!