

Policy and Strategy Session

22/07/2021



When/How are we meant to contact our first placement manager?

Seeing as lots of us have not received our NHS email address yet, and also have not been given contact details for our first placement manager, are we meant to contact them yet? If so, how?

General question asked by **Helena T.** | 10 replies



Helena T.

22/07/2021

Same question r.e. our buddy, as I have not had any information at all about who this is



Katherine B.

Manager, NHS

22/07/2021

Hi Helena - these should be coming out to you, but please do pick up with Amy, your Trainee Support Manager to clarify these details. Her email is amy.makler@leadershipacademy.nhs.uk



Katherine B.

Manager, NHS

22/07/2021

NHS emails should be coming out in the next week or so - so look out for this email



Helena T.

22/07/2021

Fab, thanks!



Lizzie S.

22/07/2021

Is Amy everyone's Trainee Support Manager, or just Helena's? If just Helena's, how do we find out who ours is? Thank you



Mohammed S.

Project Coordinator, NHS

22/07/2021

Hi Lizzie, your Trainee Support Manager is region based, so if you're in a different region to your peers you will have a different TSM. There is an upcoming TSM pathmotion where trainees can find out who their TSM is



Mohammed S.

Project Coordinator, NHS

22/07/2021

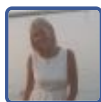
And meet/make contact with them.

Dáire A.

22/07/2021



Hi, when is the upcoming TSM pathmotion?



Natalie T.

Programme Coordinator, NHS

22/07/2021

Hi Daire, the TSM Pathmotions will be included in the 3rd Gradmail which will be sent on Tuesday, however it looks like the 23rd and 24th August



Daire A.

22/07/2021

Thank you

How is studying for the Health Policy diploma integrated into the scheme?

General question asked by **Francesca W.** | 6 replies



Melanie P.

Senior Postgraduate Administrator, Imperial

22/07/2021

Hi Francesca, I'm the course administrator and looking forward to meeting you all! The course will be largely delivered online, with asynchronous content that you can access whenever it best suits you, and weekly live sessions (once a week). We will then have 3 days per term (i.e. twice a year) where we will join together on campus for more active learning sessions and a chance to work directly with your peers.



James B.

Policy And Strategy GMTS Trainee, NHS

22/07/2021

Hi Francesca. In normal pre-Covid times, you spend 2 weeks in London full time at Imperial every 6 months where you do 2 modules (there are 8 modules overall, so you would go to London 4 times). During this time, you do lectures, group activities etc. After that, you are set 2 essays (one per module) that you do in your own time. The deadlines are a few months after the end of the module, so you have time to do it. You might be able to negotiate study leave with your manager, depending on them.



Melanie P.

Senior Postgraduate Administrator, Imperial

22/07/2021

Thanks for that James - just to clarify, the delivery model has changed to that I describe above.



Francesca W.

22/07/2021

Hi both, thank you so much that's super helpful! So, we will be able to attend the live sessions during the working day and then watch the lectures/seminars and complete our assignments in our own time is that correct?



Erik M.

Course Director MSc Health Policy, Imperial College London

22/07/2021

Afternoon Francesca - You are correct that the online content (asynchronous) is done in your study time and builds up to the weekly live session where you come together as a group. The live session will typically be on a Tuesday afternoon



Francesca W.

22/07/2021

Brilliant - thank you! Looking forward to starting in October.



Do we stay in the office we were appointed to or is there opportunity to move around the country throughout the scheme?

[General](#) question asked by **Rachael E.** | 3 replies



Clare R.

Programme Officer, NHS Leadership Academy

22/07/2021

Hi Rachael, this is dependent on your placement. Across the scheme, you have your 2 placements (+ your flexi placement) and will be based with that trust/organisation for that set period of time. There won't be the opportunity to move around the country as part of your fixed placements as these are set regionally and based in the region you selected when first applying. For your Flexi placement however, this is your decision as to where you go (as long as it's within the UK) so you may be able to move around a bit more here!



Clare R.

Programme Officer, NHS Leadership Academy

22/07/2021

Within your organisation or trust however, they may have different sites across your region and so travel may be required as part of this.



Rachael E.

22/07/2021

Thank you!

What are the contact hours for the PG Dip and how many study hours are expected each week?

[General](#) question asked by   **Lizzie S.** | 6 replies



Lizzie S.

22/07/2021

Also what is the process if we want to make this into a full masters? Thank you



Melanie P.

Senior Postgraduate Administrator, Imperial

22/07/2021

Hi Lizzie, you will have 3 days on campus twice a year for the in-person contact. Then in regards to weekly study, you will have 1 hour a week of live sessions, with additional asynchronous learning (online). the suggested level of study per week is 5-10 hours per week, which will depend on your experience level with that particular area of study.



Melanie P.

Senior Postgraduate Administrator, Imperial
22/07/2021

With regards to conversion to the full masters, you are able to do this immediately after the PG Dip, or you can take a break in between. You would then just need to notify us by the cut-off date (usually in late July) that you want to start the following September.



Lizzie S.

22/07/2021

Great thank you, do we need to pay anything extra to turn the PG Dip into a masters? thank you



Melanie P.

Senior Postgraduate Administrator, Imperial
22/07/2021

Yes, often the trainees are able to attract funding from their employer for this but some will self-fund. The fees this year were just over £3000 but they do change slightly each year with inflation, so we are able to confirm this before you enrol on the MSc conversion.



Lizzie S.

22/07/2021

Great, thank you very much!



Any advice on how to prepare before we start?

Hello, thanks for doing this.

I was wondering if any current P&S grads had advice on how we can be preparing / things we could be reading or looking up before we start the programme?

General question asked by **Jacob H.** | 6 replies



James B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

Hi Jacob. I'd recommend having a look at some of the stuff health policy think tanks put out (King's Fund, Nuffield Trust and the Health Foundation), which can be a very good introduction to how the health and care system works.



James B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

This is a good thing to read if you have time www.kingsfund.org.uk/publications/never... as it tells the story of how a massive health policy was made



Jacob H.

22/07/2021

That's really helpful, thanks James.

**Tasia B.**

Policy And Strategy GMTS Trainee, NHS

22/07/2021

Hi Jacob,

In terms of your role, I'd recommend reaching out to your placement manager within the time frame that the scheme recommends. They'll be best placed to give you an outline on what your team's priorities are and what sort of documents are worth reading. There will likely be some key policy documents they recommend. You'll probably have time within your orientation month to read this so I wouldn't stress about doing it before you start, but if you want to get ahead that might be worth looking at. The Long Term Plan sets out a lot of the priorities for NHS England and Improvement where I think you'll be doing your first placement (unless that's changed!) Worth having a look at the exec summary.

In terms of the academics, I'm not sure when these start for you but just make sure you get started in line with the course structure that is set out. If you want to get ahead early, maybe log in as soon as you get your login details and checkout the background reading.

For general context, James' tips are great! If you aren't active in Twitter, it's worth following some key people on there to familiarise yourself with what's going on... Simon Stevens, Amanda Pritchard, Prerana Issar, NHS England and Improvement are good places to start

**Jacob H.**

22/07/2021

Hi Tasia, this all sounds like really sound advice, thank you!

**Tasia B.**

Policy And Strategy GMTS Trainee, NHS

22/07/2021

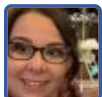
No worries - good luck!



I am likely to need to take off a full/half day during the orientation period, is this possible?

In order to fulfil the requirements of completing my course before the beginning of October in order to be able to start the PGCert at Imperial, I will need to do a viva exam in September, which will involve taking a full/half day during the orientation period. Who should I contact about this/is this possible?

[General](#) question asked by **Helena T.** | 1 reply

**Clare R.**

Programme Officer, NHS Leadership Academy

22/07/2021

Hi Helena, for this you will need to get in touch with your Trainee Support Manager (once you have these details) and let them know when this may be. You will also need to let your placement know (again, once you have these details) so they can take this into account as part of your orientation planning :)

Will we be working in the office full time or will there be remote/hybrid working patterns?

[General](#) question asked by **Sammy B.** | 5 replies

Katherine B.



Manager, NHS
22/07/2021

Hi Sammy - this may well depend on your placement so worth checking with your placement manager to see what the plans are. Most NHS England staff are working from home at the moment, where operational needs permit. Advice around this will be updated as we head through the Autumn.



Katherine B.
Manager, NHS
22/07/2021

Some people love working from home, others find it more of a challenge so do talk to your trainee support manager about how you are finding your placement. It's important to look after your wellbeing.



Francesca W.
22/07/2021

Can I ask if our orientation will be completed remotely or in person? Thank you!



Clare R.
Programme Officer, NHS Leadership Academy
22/07/2021

Hi Francesca, this is really dependent on your placement and your placement manager will be able to advise more - the way we do orientation this year has changed slightly with Covid limiting often what trainees can do and see, however if there is anything you really wish to do and see, talk to your placement manager about this.



Francesca W.
22/07/2021

Sounds great - thank you!



What does the Elizabeth Garrett Anderson course involve/where can I find extra information regarding this?

General question asked by **Francesca W.** | 8 replies



Helena T.
22/07/2021

Yes, does this run for the full two years alongside our specialism learning?



James B.
Policy And Strategy GMTS Trainee, NHS
22/07/2021

It is a health leadership course that policy and strategy grads take in the first year (general management do it for the second year as well, but they don't have the health policy course as well). I'm not sure how it will be delivered this year, but it was in-person pre-covid and online post-covid. There isn't really any preparation you need to do, as the course is quite hands on. Here is the EGA guide www.leadershipacademy.nhs.uk/wp-content... but as I said you will only do the first year of the content



James B.
Policy And Strategy GMTS Trainee, NHS
22/07/2021

You only do modules 1, 2 and 3 outlined on page 9



James B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

You also don't need to apply or pay, as this is done via the grad scheme



Francesca W.

22/07/2021

Thank you, James!



Helena T.

22/07/2021

Is this delivered from a University?



Clare R.

Programme Officer, NHS Leadership Academy
22/07/2021

Hi Helena, this is a Leadership Academy Programme delivered in conjunction between the Universities of Birmingham and Manchester



Bethany S.

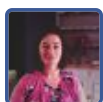
22/07/2021

This is really helpful! Thank you all!

Do you have any advice for planning our orientation, if it is virtual?

In a recent grad mail it mentioned speaking to our first placement manager about our 20 day orientation. With this potentially being virtual how can we ensure we get the same experiences as graduates before us?

[General](#) question asked by **Dáire A.** | 4 replies



Katherine B.

Manager, NHS
22/07/2021

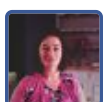
Hi Daire - your orientation will be organised by your programme or placement manager, and you can also contribute. These contact details will be shared with you in the next week or so - so that you can start this conversation.



Katherine B.

Manager, NHS
22/07/2021

Orientation also needs to take account of the operational needs of the NHS so that some elements may be scheduled for later in the year.



Katherine B.

Manager, NHS
22/07/2021

If there is something you are really keen to explore then raise this with your Programme or placement manager and see what might be possible. It may be that your fellow regional trainees may be able to host you in their organisation - so look for opportunities to network and contribute to your own orientation.

**Dáire A.**

22/07/2021

Thank you :)



What kind of projects will we take part in on our placements?

I can imagine these are dependent on your department, but are any grads able to give us an example of a project/a piece of work they completed on a placement please? :) Thank you!

General question asked by **Francesca W.** | 8 replies

**Tasia B.**

Policy And Strategy GMTS Trainee, NHS

22/07/2021

Hi Francesca, you're completely right it depends on the team you're put with! But I'll try to give you an overview of what I've done throughout the scheme...

**Tasia B.**

Policy And Strategy GMTS Trainee, NHS

22/07/2021

Hopefully James will chime in too because every trainee has such a different experience!

**James B.**

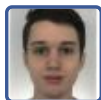
Policy And Strategy GMTS Trainee, NHS

22/07/2021

Hi Francesca. You're right, it does depend on your placement. A couple of things I've done:

1) I did a placement at an ICS in South Yorkshire right at the start of covid. I was part of a small team that did an analysis of some of the innovations that were being introduced because of the pandemic. I led on the patient feedback and engagement work. This involved assessing how changes to services during Covid-19 had affected patients, speaking with patient representatives and generally analysing what was working.

2) I also did my flexi-placement at the King's Fund. One of the teams I was on was working with the Race Health Observatory on racial inequalities in the NHS. This involved researching and analysing the evidence base from previous years for the extent of racial health inequalities in the NHS, speaking with key stakeholders and making recommendations (the report ended up being published as well www.nhs.uk/rho/wp-content/uploads/2021/0...)

**James B.**

Policy And Strategy GMTS Trainee, NHS

22/07/2021

(not all the things you work on are as interesting as the stuff above!)

**Tasia B.**

Policy And Strategy GMTS Trainee, NHS

22/07/2021

My first placement was in the Cancer Programme at NHS England and Improvement where national policy is set for cancer. I worked on producing the guidance for cancer specialists, GP's and patients on a new cancer 'waiting time standard' (how long patients can expect to wait for different parts of their cancer pathway) which set out that patients

being referred urgently would be told within 28 days whether or not they had cancer. The aim of this guidance was to set out what the policy is, what it means for that audience, and how they can implement it effectively.

I was due to finish my placement with that team just as the pandemic started, so I stayed on for another couple of months and this was a really exciting time to be involved. The team were producing national guidance for how to run cancer services during the pandemic and I worked on responding to queries to specialists across England about how to interpret this guidance. I worked on a number of scripts for the directors for their update meetings with cancer charities. I was responsible for translating the new government guidance around shielding into easy to understand key messages that cancer charities could share with patients.

My second placement was in a Trust, but in a strategic role where I worked bringing together different voices to agree the design for the education centre for a new eyecare hospital, research and education centre

My third placement was my flexi placement (elective placement). I chose to work with some internal NHS consultants who specialise in virtual collaboration events to generate large scale change. I led a team to pull together the programme for the biggest virtual event the NHS has ever done (super exciting but lots of pressure) to celebrate international women's day, and specifically the achievements of women in the NHS throughout the pandemic and the disproportionate effects on them



Tasia B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

I'm now working in a London Staff Experience and Engagement Team, responsible for implementing national policy and delivering interventions to improve the health and wellbeing of London's NHS workforce. I also have a bit of a dual role where I also work on the team's programme management i.e. ensuring that we are meeting our deadlines, that projects are moving along at a good pace etc.



Tasia B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

Happy to answer any questions you have on any of that!



Francesca W.

22/07/2021

Wow it sounds like you both have had great experiences! It must have been wild working throughout the pandemic - but how amazing that you were able to contribute to the incredible efforts of the NHS!



Could any of the current Trainees say what they enjoyed most and what they are planning to do after the scheme?

[General](#) question asked by **Ellie S.** | 3 replies



Francesca W.

22/07/2021

Great question - would love to hear what they are planning on doing after :)



Tasia B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

Hi Ellie, three highlights for me are

1) Working on the national Cancer Programme during the onset of the pandemic - this was really fast paced and I was really close to national policy and guidance and translating this into clear key messages for our key stakeholders e.g. cancer charities, and patients

2) Working on an event to celebrate International Women's Day, celebrating the achievements of women throughout the pandemic and the disproportionate impacts on them. This was my first experience of leading a team which was scary but great. I got great exposure to some very senior women leaders in the NHS and across healthcare. I also learnt loads about the challenges facing women across the NHS

3) I love my current/final placement. I currently work in the London Staff Experience and Engagement Team, which sits within the Workforce and Organisational Development Team for London. Essentially, this wider team is responsible for ensuring that across London, NHS people are looked after, supported to work well and thrive in the NHS, and have long-lasting careers in the NHS.

Everything I do now has people at the heart of it. The purpose of my team and my work is to ensure that staff are being looked after which is so important because they do such incredible and worthwhile work and they deserve to be looked after and supported. Just as importantly, the NHS exists to serve its patients and all the research shows that staff who are healthy and well, are better equipped to provide patients with quality care. The NHS cannot function without its people, and I love being part of a team that supports those people.

I'm hoping to stay on with this team when I finish!



Ellie S.

22/07/2021

Sounds really interesting, and so varied! Thanks Tasia



What kind of deliverables are generated?

Do we develop strategy, create presentations and reports through primary and secondary research? or do we execute existing strategy? what is the expectation from a P&S trainee?

General question asked by **Chandraroop B.** | 4 replies



Katherine B.

Manager, NHS

22/07/2021

Hi Chandroop - I love your enthusiasm here and the fact that you are starting to think yourself into your role. In terms of your placement I think you would certainly use these skills and approaches.



Katherine B.

Manager, NHS

22/07/2021

Your placement role may well have been designed to look at particular strategies and involve research - but if you bring skills and experience then let your manager know..



Katherine B.

Manager, NHS

22/07/2021

The Health Policy course you undertake with Imperial will be an opportunity to further your particular interests.. as well as providing a broad base of knowledge for this specialism.



Tasia B.

Policy and Strategy GMTS Trainee, NHS

22/07/2021

Hi Chandroop, James and I (current P&S trainees) have set out our experiences in a question that Francesca asked 'What kind of projects will we take part in on our placements' - worth having a look at that as it might answer your question!



Where did you do your flexi-placement?

I would love to hear where the current grads completed their flexi-placement!

[General](#) question asked by **Francesca W.** | 4 replies



James B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

I did mine (virtually) at the King's Fund which was amazing! I did 2 pieces of work while I was there for 8 weeks. First was something actually commissioned by NHS England on what are the main barriers and enablers on introducing flexible working. This involved a literature review of everything that has been written in academia/other organisations on what the key enablers and barrier are. We then wrote this in a report and presented back to NHS England. The other piece of work was for the Race Health Observatory on racial health inequalities in England and what the system can do to help. Again, this involved a lit review but also interviewing key stakeholders and generally analysing what could be done by making recommendations



Francesca W.

22/07/2021

Sounds great - I will definitely have a read over the King's Fund link you sent, it sounds like they do some really important work!



Tasia B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

Hi Francesca, I did mine with a team called NHS Horizons - they are internal consultants which means they are brought in by teams across the NHS to deliver a service and they earn their own money, like external consultants, but they sit within the NHS. I set out a bit about what I did in my other reply to you...

Off the top of my head, some of the other trainees have :

- Worked at Chatham House
- Worked in the Homeless and Rough Sleeping Team in the Civil Service
- Worked in the Race Observatory
- Worked for Public Health England
- Worked for external consultants - Carnall Farrar



Francesca W.

22/07/2021

Thank you, Tasia! Sounds like there are loads of options for us!

Are we able to do our flexi placement outside of NHS England?

With health care partners or companies working with the NHS? For example, I think I read about one person going to PWC for their flexi placement

[General](#) question asked by **Dáire A.** | 3 replies



Clare R.

Programme Officer, NHS Leadership Academy
22/07/2021

Yes absolutely! You can choose anywhere within England for this, and will depend on your area of interests and what you want to see :)



Dáire A.

22/07/2021

Thank you, that's great :)



James B.

Policy And Strategy GMTS Trainee, NHS

22/07/2021

The grad scheme advertise flexi placements that they have arranged which you can apply for, or you can go out and find your own by contacting different organisations

What role does our programme manager have whilst we are on placement?

[General](#) question asked by **Bethany S.** | 2 replies



James B.

Policy And Strategy GMTS Trainee, NHS

22/07/2021

You will have one programme manager throughout the two years as a permanent contact for you if you need anything scheme related. You will also have a different placement manager at each of your placements who is there as your contact for things related to the placement (they are usually your line manager too)



Bethany S.

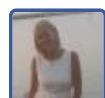
22/07/2021

Ah that is a very helpful, thank you James

Are there any events (online or in person) that will allow us to get to know our fellow trainees?

Will this happen during orientation? Thank you!

[General](#) question asked by **Francesca W.** | 8 replies



Natalie T.

Programme Coordinator, NHS

22/07/2021

Hi Francesca, there will be lots of opportunity whilst on the scheme to connect with your peers, You will go through EGA , Experiential Learning and ALS, Whilst these due to the current situation have been virtual it is still a great way to connect, We would also encourage the trainees to set up a WhatsApp group as this is a great platform to build networks within your specialism.



Francesca W.

22/07/2021

Thank you, Natalie. Sounds great!



James B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

Your first placement is either Leeds or London and all the other policy and strategy grads will be based in the same building as you (half in Leeds, half in London). If you are in the office, it's therefore pretty easy to get to know each other. If you're in Leeds, you'll also probably live quite near each other so again it's easy to meet up. If virtual, like Natalie said, make a whatsapp group, meet each other on zoom etc.



Tasia B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

Hi again Francesca. In my experience, with the policy and strategy cohort being so small (13, although this year it's 30) it's been really easy to connect. With the London trainees, were all based in the same building and had lunch together most days. We also had our education component together which was more time to connect. I'd definitely take the time to get to know your fellow trainees! Those I was based with are some of my best pals now!



Tasia B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

Also - they'll be a crucial support network throughout the scheme!



Francesca W.

22/07/2021

Thanks so much for answering all my questions and taking the time for us today James and Tasia :) this all sounds good!



James B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

I agree with Tasia, getting to know each other is really important and a much needed support throughout the scheme!



Tasia B.

Policy And Strategy GMTS Trainee, NHS
22/07/2021

No worries - tasia.boyton@nhs.net is my email if you have any other questions Francesca!



I received an email from Imperial College requesting I pay the Tuition Fee Deposit Invoice - do I just ignore this?

It's for the diploma and they say the deadline to pay is 6th August, so I just wanted to check I do not need to do anything! Thank you!

[General](#) question asked by **Katie C.** | 8 replies



Francesca W.

22/07/2021

Hey Katie, I actually received an invoice as well! All I did was email their tuition fees department and explained that the course is funded by the NHS. I quickly received an email to tell me it was all sorted and I don't have to worry! Hope

this helps :)



Helena T.

22/07/2021

TUITION FEES

You are sponsored by the NHS, therefore you should not receive an invoice, if you receive an invoice in error please contact the fee department quoting your name and CID number and ask them to cancel it
Email: tuition.fees@imperial.ac.uk



Melanie P.

Senior Postgraduate Administrator, Imperial

22/07/2021

Hi Katie, this is incorrect and you shouldn't have received it so I apologise!



Helena T.

22/07/2021

That's what I did and then confirmed that the invoice was cancelled



Helena T.

22/07/2021

**they confirmed



Katie C.

22/07/2021

Okay great thanks so much everyone I will email them now - glad I checked!



Melanie P.

Senior Postgraduate Administrator, Imperial

22/07/2021

And in fact it's helpful if you can contact Ann O'Mahoney at Imperial (who you will have heard from during the admissions process) if you are receiving these as she has sent all relevant information to the fees department which should have avoided the invoices being sent to you all.



Katie C.

22/07/2021

Okay great I will copy Ann into the email, thank you!



Is there a reading list we can start looking through for the PG Dip?

I've seen the recommendations in response to Jacob's question on preparation but wondered if there was anything course specific?

General question asked by **Rebecca S.** | 1 reply



Melanie P.

Senior Postgraduate Administrator, Imperial

22/07/2021

Hi Rebecca, the reading lists are modular rather than covering the whole course, so these will be available as and when each module launches. For the start of the course this will be in early October.
