Which specialism is right for you?

Joining the NHS Graduate Management Training Scheme, you’ll specialise in one of six areas: Finance, Health Analysis, Health Informatics, Human Resources, Policy and Strategy or General Management. All of these areas help the NHS to function so that we can provide first class healthcare to our nation.

We work closely with our colleagues in the Department of Health and Social Care (DHSC), as their policies underpin everything we do. This year DHSC is launching its own Health Policy Fast Track Scheme, designed to develop future Policy Leaders who will shape and influence policies that impact across the whole of the health and social care system.

**Finance Management** needs to lead the way in helping the health service tackle financial challenges to get the best value for money and ensure we spend more on delivering our vital services to patients.

**General Management** colleagues work on the front line ensuring services are managed and delivered in the best possible way for patients.

**Health Analysis** add value to data by providing insight and evidence, and data-based products to support decision-making in the NHS for the benefits of patients.

**Health Informatics Management** is the lifeline that ensures everyone has the information they need to make informed decisions for the benefit of patients.

**Human Resources Management** make sure we have the best workforce to deliver the best patient care, and to tackle the unprecedented change we’re going through.

**Policy and Strategy Management** create programmes that improve patient care through evidence-based policy, systems thinking and strategy development.

**The Department of Health & Social Care (DHSC)** deals with issues that affect everyone - from preventing pandemics and funding social care, to helping the NHS use taxpayers’ money wisely, and reducing future needs by tackling childhood obesity.
Finance

"The finance qualifications are excellent and when you’ve finished there are so many doors that are open to you in the NHS."

Lily Tinsley

The NHS has a multi-billion pound budget to deliver an efficient, modern, safe and effective healthcare service to our patients. As we go through a period of transformation that sees efficiency savings impacting on our limited resources, we need people capable of initiating bold ideas and innovative strategies to ensure we continue to deliver world-class healthcare.

What to expect on the Finance Scheme

With this specialism, you'll study for two and a half years. During this time you'll experience a wide range of activities such as corporate finance responsibilities, accounting and financial analysis, and methods of achieving value for money. These will equip you to deliver assessments and reports that will directly affect decisions we make in running the NHS. You'll grow a sound knowledge of local needs and integrated working practices. And, to ensure you get the most from the Scheme, you'll have direct input into how your training develops, as well as being monitored on your competencies as you progress.

A resounding success

All the hard work certainly paid off for both the Scheme and one of our graduates from the 2011 intake, when Christine Oakley received a commendation for achieving a perfect score - the highest ever - in her professional exam. We're delighted for her, her mentors and trainers.

Where it can lead - the role of Finance Director

The Finance Director is right at the heart of the NHS, ensuring we deliver better patient care at better value for money. Should you progress this far, you'll need to make sound decisions on revenue and capital investment, allocate clinical and non-clinical resources for optimum results, while making accurate benefit and risk assessments.

In this role, key responsibilities are to:

- Provide financial governance and assurance, including a drive for 'best value'.
- Provide business and commercial advice to the Board.
- Ensure adherence to corporate responsibilities as an Executive Director of the Board.

*nhsgraduates.co.uk/the-scheme/specialisms
General Management

"You’re given lots of opportunities to develop your own leadership skills. Not only that, but you’re doing something that could at some point benefit the people you care about the most."

Mohammed Usman Rehman

With this specialism, you'll have all the tools and knowledge you need for a successful career in leadership and management. Over the two years of the Scheme, you'll gain the skills, knowledge and confidence that will enable you to make real improvements at the frontline of the healthcare service and improve patient care.

What to expect on the General Management Scheme

Designed to fast track you to director level appointments, this Scheme gives you practical experience of organisational strategy, healthcare policy, managing change in healthcare, and many other general management areas that have real impact on the running of the NHS. You'll grow a sound knowledge of local needs and integrated working practices with the objective of improving patient care. And, to ensure you get the most from the Scheme, you'll have direct input into how your training develops, as well as being monitored on your competencies as you progress.

Where it can lead - the role of Executive Director or Chief Executive

With new advances in technology, science and medicine, the NHS works constantly to improve services for anyone who needs healthcare. The roles of the Executive Director and Chief Executive are of paramount importance in driving these improvements.

In these roles, key responsibilities are to:

- Establish, lead and drive strategic direction
- Strengthen organisational capabilities
- Lead operations
- Ensure financial viability
- Maintain a learning organisation
- Create effective relationships with stakeholders

*nhsgraduates.co.uk/the-scheme/specialisms*
Health Analysis

Why Health Analysis?
The NHS has to meet the challenges of an ageing population with more complex health needs, at a time of significant financial constraint. Health analysis has a vital role in meeting this challenge through, for example, undertaking the modelling and evaluation of potential healthcare system changes and providing tools and evidence to support the decision making. Ultimately health analysis helps to provide the evidence-base and tools to ensure that the focus is on continuously improving those things that really matter to patients - the outcome of their healthcare.

We are looking for highly numerate graduates based in Leeds or London with an interest in the NHS, and an understanding of a wide variety of analytical approaches (i.e. economics, statistics and operational research techniques) and their application, to provide high quality, timely analysis and intelligence. We would expect candidates to be able to structure problems and develop appropriate analytical solutions, analysing and triangulating data, providing insight and giving persuasive explanations of complex concepts orally and in writing to a range of audiences, in a clear and accessible manner.

What to expect on the Health Analysis scheme
The Health Analysis Graduate Management Training scheme will give you the opportunity to work in Leeds or London in a health analytical team in a national organisation. You’ll gain hands-on experience of how analysis informs policy and direction in the healthcare system, and get the opportunity to work in a number of areas. The type of areas that you might work on includes: modelling future levels of hospital activity and production of tools to help support local areas for long term planning; evaluating the success of new ways of delivering care to patients as part of the delivery of the NHS Five Year Forward View; analysis to understand the drivers behind cancer waiting times; analysis of the drivers behind the growth in GP referrals; and modelling to support the Maternity Review including development of a model for understanding and planning midwifery workload.

You’ll undertake a minimum of three placements during the two years programme, across at least two organisations. During this time you’ll also work towards a Postgraduate Diploma in Health Analysis (the exact details of this are still to be confirmed).

In these roles, key responsibilities often include:

- Setting the direction for the use of analysis in the health service
- Championing the importance of analysis and ensuring it is integral to the NHS’s agenda
- Providing analytical links across other NHS organisations, and strengthening the capacity and capability of analysis in the NHS
- Providing strategic leadership for analytical professions and analytical issues
- Innovating and organising analytical resources to get maximum value
- Providing the NHS with the analysis and evidence needed to deliver better care for NHS patients across the country.

Please note that this programme is only available in Leeds or London.

*nhsgraduates.co.uk/the-scheme/specialisms*
Health Informatics

"The area is so vast and ever expanding that there are plenty of roles, projects and opportunities to get involved in."
Megan Reid

Why Informatics?

Without informatics, the NHS would grind to a halt. Every area depends on information to do its job, and that information is delivered through informatics. Informatics will continue to be crucial to delivering a sustainable health and social care system, as evidenced in recent publications including Health and Care 2020 and the Five Year Forward View. The NHS is part of the National Information Board; a group of national health and care organisations developing strategic priorities for data and technology.

Informatics is a fast moving and evolving field with many different areas. You don’t need to be technical but you do need to be interested in how we can use information to provide and transform patient care. You will have the opportunity to experience different roles across three placements on the scheme.

Informatics trainees may be involved with one or more of the six core areas in this specialism:

- The collection, storage, and structure of data through processes, technologies, and information systems including the extraction from data from source systems into data warehouses
- The coding (often called clinical coding), categorisation and standardisation of data
- Information management, governance, security, law and patient safety
- Business & information analysis, interpretation, and presentation (including visualisations)
- Providing analytical and predictive intelligence to support decision-making
- Transforming ways we deliver health care for our patients through technology, facilitated by informatics project management. This may include procurement, development and delivery of online services, health apps and other digital health aspects.

What to expect on the Health Informatics Management Scheme

With this specialism you’ll develop skills that will enable you to make a vital impact on the smooth running of the NHS and our delivery of first-class healthcare to the nation. You’ll gain theoretical and practical experience on topics such as information systems, knowledge management, project/change management, user-centred design and engagement, representation, prediction and reasoning, analytical and scientific databases and digital health. You will grow a sound knowledge of local needs and integrated working practices. To ensure you get the most from the Scheme you will have a direct input into how your training develops, as well as being monitored on your competencies as you progress.

*nhsggraduates.co.uk/the-scheme/specialisms
Human Resources

"I only have to think of some of the cases I’ve worked on to know that being in HR has enabled me to make a really big difference to people’s lives."

Claire Toms

As the NHS continues to go through a period of massive change, our HR department takes an active role in managing the change process. They also work to create and implement cutting-edge strategies to acquire, retain and develop a high performance workforce, to deliver a first-class healthcare service at a local and national level.

What to expect on the Human Resources Scheme

With this specialism you'll develop the sound HR practices fundamental to a far-reaching career. You'll benefit from a balance of professional development through a staged programme, and the opportunity to lead on real strategic issues. Your training will cover areas such as change management, recruitment and selection, employment legislation, team building and performance management. You'll have all the tools, training and skills you need to take the lead in the development of HR and the delivery of good practice with high quality services, culminating in comprehensive patient-led healthcare. And, to ensure you get the most from the Scheme, you'll have direct input into how your training develops, as well as being monitored on your competencies as you progress.

Where can it lead - the role of HR Director

The HR Director needs vision and strong leadership qualities. It's their responsibility to lead the organisation's planning and talent management strategy, so we have a workforce of highly skilled, diverse and dedicated individuals who'll contribute individually and collectively to delivering high quality patient care now and in the future.

*nhsgraduates.co.uk/the-scheme/specialisms*
Policy and Strategy

"The NHS promotes world-class healthcare. And I don’t just want to contribute to that: I want to improve it for everyone and change people’s lives for the better."
- Evelyn Akintomide

The NHS is at a turning point. The values of the health service haven't changed since its inception in 1948, but the world we live in has. The NHS has to transform the way it provides care; it has to take advantage of the new opportunities offered by science and technology; and it must evolve to meet the challenges of an ageing population with more complex health issues. It needs to do all of this at a time of significant financial constraint. We're looking for people in Leeds and London who understand complexity and can design strategies that will help solve challenging problems. In this training scheme, you'll focus on ways in which a future NHS can deliver high-quality care and improve the health of the nation while maintaining value for the tax payer.

What to expect on the Policy and Strategy Scheme:
The Policy and Strategy Graduate Management Training scheme will give you the opportunity to put world-class learning into practice across the full healthcare landscape. In this two-year scheme you'll gain hands-on experience of how the health service interacts with government, frontline services, think tanks and academia. You will develop skills in evidence-based policy making, systems thinking and strategy development, and work with clinicians, economists and thought leaders to develop programmes that will make a real impact on patients' lives.

You'll undertake four work placements in either Leeds or London over two years and will be based in either Leeds or London. After a month shadowing frontline staff, support staff and senior management, you'll spend seven months within the Commissioning Strategy Directorate, contributing to key policy areas such as strategy development, cancer care or new care models. It's important you understand the impact of policy decisions on frontline services, and you will gain an understanding of this through working with clinicians and patient-facing services in the wider NHS for six months in your second placement. We then give you the chance to organise your own one-month placement in order to meet any specific skills gaps you've identified. Your final nine months will be based in a different group within the Commissioning Strategy Directorate.

Where it can lead: the role of Director in a national organisation
Directors and National Directors of national organisations are among the most influential people in the health service, setting the future direction for over £100bn of taxpayers' money.

In these roles, key responsibilities include:

- Delivering an equitable health service.
- Prioritising the prevention of ill health.
- Continuously improving the quality of care provided for patients whilst balancing the budget.
- Maintaining good relations with the Government and securing the resources the NHS needs.
- Setting the organising frameworks for the NHS e.g. planning guidance.
- Delivering key national programmes to make a difference for patients.

Please note that this programme is only available in Leeds or London.

*nhsgraduates.co.uk/the-scheme/specialisms*
The Department of Health & Social Care (DHSC) Health Policy Fast Track Scheme.

“There are lots of training opportunities, from informal “lunch and learn” sessions to the structured learning at the Policy School, to help you build your policy skills.”

Emma - Data and Information Policy

About the Department of Health and Social Care

The Department of Health and Social Care (DHSC) aims to help people live more independent, healthier lives for longer. We are a ministerial department, supported by 15 Arm’s Length Bodies (ALBs) and a number of other agencies and public bodies, and employ over 1500 staff across the country.

Our vision

DHSC sets the direction and coordinates action across the health and care system, which comprises public health, the NHS and adult social care. We work with our partners to ensure that everyone can access the health and care they need.

Our role and purpose

Supporting ministers in leading the nation’s health and care, our role is to:

- **Support and advise our Ministers.** We help them shape and deliver policy that delivers the Government of the day’s objectives.
- **Set direction.** We anticipate the future and lead the debate, ensuring we protect and improve global and domestic health.
- **Be accountable.** We ensure that the Department and our ALBs deliver on our agreed plans and commitments.
- **Act as guardians of the health and care framework.** We make sure the legislative, financial administrative and policy frameworks are fit for purpose and work together.
- **Be trouble-shooters.** In the last resort, the public and Parliament expect us to take the action necessary to resolve crucial and complex issues.

Our Values and Behaviours

- **Fair and inclusive.** DHSC is a diverse organisation where everyone can reach their potential. We celebrate difference and the value it brings.
- **Respectful and confident.** We respect everyone we work with, valuing differences while being confident in our ability to challenge, lead and hold others to account.
- **Open and engaged.** We are open to new ideas, challenge and feedback, building trusting relationships that are needed for getting business done. We are proactive and constructive in all that we do.

*nhsgraduates.co.uk/the-scheme/specialisms*