

# Training and development (strategic management)

## Training and development

Staff working in strategic level management posts will have gained knowledge and experience in one or more areas, for example, in [financial planning/budgeting](#) <sup>[1]</sup>, [human resource \(HR\) planning](#) <sup>[2]</sup> or [measuring quality/performance of certain services](#) <sup>[3]</sup>.

Whatever the sector of management, gaining management qualifications while on-the-job will improve your career prospects and performance greatly and is encouraged in most healthcare organisations. Training will vary for each level of management.

- [Supervisor and assistant manager](#)
- [NHS Graduate management training scheme](#)
- [Middle management training](#)
- [Senior management training](#)

### Supervisor and assistant manager posts

Training may be available on-the-job or in-service to enter some of these posts. A range of organisations, including the Institute of Healthcare Management (IHM) and the Institute of Leadership and Management (ILM), offer general supervisory level courses. Many training courses are designed to be done while in employment, including NVQs and the IHM/ILM Introductory Award and Award for First Line Managers. Courses more tailored to a specific management area will usually be offered by the professional body for that area (e.g. the Chartered Institute of Personnel and Development (CIPD)).

### Graduate management training scheme

The [NHS Graduate Management Training Scheme](#) <sup>[4]</sup> is an intensive programme, combining early responsibility in real jobs with management education. It offers the opportunity to specialise in general, financial, [informatics](#) <sup>[5]</sup>, human resource (HR) or policy and strategy management. The scheme includes a thorough induction and orientation to the NHS and work placements.

On the Policy and Strategy Scheme, you will gain hands-on experience of how the health service interacts with government, frontline services, think tanks and academia and work

towards a Postgraduate Diploma (PG Dip) in Health Policy.

As a trainee on the General Management Training Scheme, you'll get the opportunity to spend time working with other healthcare organisations in the UK and gain postgraduate qualifications in health care or general management.

On the Financial Management Scheme, trainees study for professional accountancy qualifications - for example Chartered Institute of Public Finance Accountancy.

Trainees on the HR Management Scheme study for Chartered Institute of Personnel and Development (CIPD) qualifications.

If you secure a place on the [Informatics \[5\] Management Scheme](#), you will study for the PG Dip Health Informatics [5].

[Find out more about the NHS Graduate Management Training Scheme \[6\]](#)

### **Middle management training**

In-service management training is available to individuals already employed in the NHS. The Institute of Healthcare Management's (IHM) Managing Health and Social Care Programme is a flexible in-service programme of management training, leading to QCF Level 4 and 5 qualifications.

For people coming into management from backgrounds with little specific management training, whether they be administrative, clinical or social care, the IHM's practical and flexible management training course, the Certificate in Managing in Health and Social Care (CertMHSC), is particularly useful. This qualification is for:

- first line managers wishing to dramatically develop or consolidate their management skills
- clinicians moving into operational management for the first time
- senior managers wishing to update their skills.

Other formal healthcare management courses are also available. Many of these have been validated by the IHM and most enable full membership.

[Find out more about The Institute of Healthcare Management's programmes \[7\]](#)

### **Senior management training**

The NHS Leadership Academy runs an Executive Fast-track Programme for senior clinicians and experienced outstanding business leaders.

If you have cross sector experience and influence (from across health, social care, education, local government, children's and emergency services), you could be a prime contender for Intersect – a new systems leadership programme led by the NHS Leadership Academy.

[Find out more about the NHS Leadership Academy's programmes \[8\].](#)

- **Support during training**

There are no centrally funded schemes providing financial support to staff undergoing training, except for the NHS Graduate Management Training Schemes.

You'll usually be supported in some way by your employer for supervisory or management level training. For example, you may be given financial support that partly pays tuition fees and receive some time off to study towards qualifications.

It is important therefore to check with your employer about the opportunity to receive assistance during training. If you're part way through obtaining a qualification and move to a different employer, this is particularly important.

- **Continuing professional development**

Depending on your background and role, you may be required to maintain your professional registration, through continuing professional development (CPD). Find out more about CPD requirements from the professional/regulatory body that represents your particular area of management.

Find out more about professional development [9].

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