



Leadership Academy

Graduate Management
Training Scheme

Give life defining
opportunities
to help transform
the NHS

Redefine what's possible
at your organisation



Introducing the NHS Graduate Management Training Scheme

The NHS has looked after the nation for over 70 years. Our Graduate Management Training Scheme (GMTS) has produced inspirational leaders for most of that time. Today, it's part of the NHS Leadership Academy. Since GMTS began in 1956, notable alumni include the current Chief Executive of NHS England Simon Stevens and the Chair of the NHS Leadership Academy Peter Homa.

It's fair to say the opportunities we create are life defining for the graduates we recruit. And now more than ever, our leaders will be tasked with redefining the NHS. Every trainee you host at your organisation has the potential to solve huge challenges and raise the profile of leaders in healthcare.

The future of the NHS relies on strong leadership and clear direction. By hosting a trainee, you can help us nurture the next generation of high quality, compassionate and inclusive NHS leaders.

How it works

GMTS is unique, unrivalled and prestigious. It combines successful leadership strategies from international healthcare and private sector organisations, along with academic expert content.

Fast-tracking graduates who want to develop their career within the health service, it provides mentoring, support and high quality non-clinical training over approximately two years. Giving trainees the chance to become successful leaders in the NHS, it's crucial in sustaining the talent pipeline.

Each trainee specialises in one of six specialisms: finance management; general management; health analysis; health informatics management; human resources management; policy and strategy management. They also undertake structured work placements, complete a PGCert in Healthcare Leadership and can gain additional professional qualifications within their specialist area.

Why get involved

At this time of continuous transformation and improvement, investment in our people and future leaders has never mattered more. Reviews by [Lord Rose](#) and [Ed Smith](#) identified the lack of a clear and visible pipeline of leaders, ready for our more senior roles.

By hosting trainees, your organisation can be at the forefront of shaping leaders with the right skills and behaviours. Designed for the NHS by the NHS, GMTS supports our national leadership development framework, [Developing People – Improving Care](#) and the [NHS Long Term Plan](#). That is exactly what you will help us do. Together, we will develop excellent, passionate and ambitious leaders with all the knowledge and qualities to redefine what is possible, across your organisation and the whole NHS.

Watch Simon Stevens share his thoughts on why you should get involved.

Hosting trainees brings all kinds of advantages to your organisation...

High quality, happy recruits

- Having won multiple awards and currently ranked fifth on The Times top graduate employers list, GMTS receives tens of thousands of applications for a few hundred places – so you can be sure you'll get the best of the best graduates
- 96% of alumni would happily do GMTS again, and 88% say the positive difference they've made in their careers is a direct result of the Scheme (TMP Worldwide alumni research)
- Around 80% of trainees stay in permanent NHS roles directly after graduating from GMTS
- You'll be delighted with what your trainees deliver – 86% of host organisations claim trainees have made a positive impact, and 89% speak highly of GMTS and the service provided, which is why demand for trainees is so high (Ipsos MORI research).

Trainees inspire and challenge teams to think differently, contribute to strategic development, help influence decision making, and lead projects – they can adapt and add value to any team.

Trainees make a real difference

- Trainees are enthusiastic, self-motivated, committed to NHS values, forward thinking and highly capable, with a desire to transform the NHS by making it better and improving patient care
- Trainees bring new perspectives and fresh insights – your organisation will benefit from the current best practice they learn, the latest ideas from the NHS Leadership Academy, and exposure to exciting initiatives at other organisations
- A combination of academic expertise, NHS experience and passionate interest in healthcare means that trainees bring the best combination of tools to analyse, plan and implement a range of different solutions in a speedy yet thoughtful way
- Trainees have the skills and knowledge to develop new, innovative cost-effective systems and services, and improve processes and working practices to help improve patient care.

Excellent value for money

- We'll ask your organisation to contribute no more than 25% of the total costs per trainee – that's around £12,000 per annum with the total contribution being £24,000 for each trainee's two-year training period
- Your trainee can help generate savings in the tens of thousands of pounds through improving your systems, processes and services
- You'll see a return on your investment not just during the work placement but also long after the trainee completes GMTS – hosting a trainee generates real, long-term value for the NHS
- This is a unique way to get committed, quality trainees without the recruitment hassle – as well as covering some of the salary costs, all recruitment is carried out for you by the NHS Leadership Academy
- Plus, you have the option of offering them permanent employment at the end of their training.

All your people benefit

- This is a rewarding opportunity for people across your organisation to help develop, grow and get to know the diverse talent management pipeline of future NHS leaders
- Because trainees bring the latest, innovative and evidence based approaches, there's a chance for everyone who works with them to learn something new and important
- By mentoring, coaching and developing trainees, your people can enjoy the rewards of becoming influential role models for tomorrow's senior leaders
- As well as reporting a sense of pride in being part of GMTS, host organisations become more attractive employers – their status reflects a commitment to long term education and development for the benefit of the whole NHS and all our patients.





David Smith

Associate Director of Performance,
Southwark Clinical Commissioning
Group (CCG)

As an alumnus of the NHS Graduate Management Training Scheme (GMTS), Southwark CCG's Associate Director of Performance, David Smith, has first-hand experience of the benefits of the scheme and he continues to see the positive impact it makes on his organisation.

"I've continued to be involved in GMTS in different capacities, including being on the interview panels. Hosting graduate trainees has been a natural part of my journey in the NHS.

The graduate management trainees that come to us are very high calibre and we benefit hugely from their skills and attributes. They bring a new dynamic to our organisation. They are an additional resource and as well as working on specific tasks, they can be used as a floating resource, working with different teams and clinicians. Everyone throughout the organisation – wherever they are – is very receptive to them. The whole organisation and ultimately our patients, benefit from their energy, enthusiasm and commitment.

Graduate trainees bring a fresh pair of eyes and sometimes they ask the questions that need to be asked on the way that we do things. They might say; 'have you thought of doing it this way? I have an alternative' and, importantly, they are able to implement it."

For instance, former graduate general management trainee, Lucy Butterworth, wondered why GPs were making referrals to secondary care when more could be made of community services. By asking the question, she was able to explore her own idea for increasing engagement between GPs and community organisations.

Lucy realised that although GPs were willing to engage, they were not aware of the range of services that existed within the community. Her solution was to target GPs through a fortnightly e-newsletter. It focused on community services available to patients and how they could best be accessed by GPs. Embedded within the newsletter were active 'hot links', with useful feedback from primary and secondary care.

"The e-newsletter is a practical and active way to efficiently and comprehensively disseminate information to GPs and ultimately, to improve patient care. GPs have been very receptive to it and it is being adopted by other CCGs within the NHS," explained David.

In another instance, Lucy developed a business case for treating patients with minor eye conditions in the community, rather than in hospital. Although there were already optometrists in high street opticians carrying out treatment for minor eye conditions, they relied on patients coming in off the high street or being directed by GPs.

"We have 40 practices and a lot rely on locum staff who are more likely to refer straight to hospitals," explained David.

Lucy took something good which was already happening within high street opticians, but closed the loop which was preventing it from being used to its full potential. This was achieved by setting up a system where all our eye referrals are seen by a local optometrist who makes the treatment decision.

"It is better for patients, who can be seen within a week rather than 15 weeks and closer to home. Both Southwark and Lambeth are now applying Lucy's business case, with a saving of around £150,000 a year and improved patient care."

Although there are specific gains to be made for individual organisations such as Southwark CCG, David sees the benefits of hosting graduate management trainees as more broad and sustaining. "As an organisation, hosting trainees means we show a commitment to the wider NHS. Put simply, we're getting good people involved in all areas of the NHS, whether that's with providers or commissioners. It's really important that we share that responsibility – in the training and support – so that people have as well rounded an experience as possible.

Certainly in commissioning, you start recruitment at middle management level. It can be very difficult to get that level at entry point. But on the graduate management training scheme you can get talented people in and develop a pipeline. It means you have people with the skills and experience to apply for the challenging roles that come up.

It's immensely satisfying to see how trainees, new to commissioning, grow in confidence through the year. It's great for them and it's great for us and it is extremely rewarding to see them go on to take up important roles right across the organisation," said David.

Who are our graduate trainees?

Passionate about healthcare and ambitious for what they can achieve, our trainees are focused on the future.

GMTS helps them to develop the skills and confidence to lead the NHS. As they grow, they'll help us evolve into an ever more efficient, successful and professional healthservice.

Their time spent with you will give them an essential insight into how we put patients at the heart of everything we do. Structured work placements enable them to further develop and demonstrate their ability to add value to your organisation.

We recruit graduates who are equipped for the challenges of working and leading in the NHS. Thriving on the demand to constantly innovate and improve, they find their experience incredibly rewarding. Their positivity and fresh thinking will make them a real asset to any team.

In addition to the leading edge ideas they learn during training, these graduates will bring a host of attributes to your organisation:

- Keen intelligence, commitment and confidence in their abilities
- Fresh perspectives and a raft of important and provocative questions
- Great people skills, with the ability to take direction and forge their own path
- Vision, enthusiasm and ambition to be part of your organisation's journey forward
- High expectations and desire to make change happen, which raises the bar for leadership.



"One of the projects that I led helped to improve patient waiting times in phlebotomy by 60%. I also led a service review in orthotics that led to a reduction in patients waiting for an outpatient appointment from over 20 weeks to around 14 weeks initially."

**Mohammed Usman Rehman,
General Management Specialism**



"My last job was as a trainee accountant for a small private accounting and audit firm. I liked the job and the people. But I got tired of the feeling that my hard work existed to fill the pockets of the owner. I used to volunteer and I enjoyed the satisfaction I got from helping others. So switching to the NHS scheme seemed like the perfect move."

Daniel Peacock, Finance Specialism



"I wanted my post-university role to be within the public sector, in an environment that was challenging and innovative. This met all my criteria, and more."

**Megan Reid,
Health Informatics Specialism**



"I want to be a part of positive change to improve patient care and experience."

Elcy Nwokeji, General Management Specialism



"I wanted to work for an organisation that would in one way or another touch the lives of everyone I knew. The culture of the NHS gets me out of bed on a Monday morning."

Claire Toms, Human Resources Specialism

If you are keen to host one or more of our high-calibre trainees, please head to graduates.nhs.uk/hosting-a-trainee to find out whom to contact.

For general information about our General Management Training Scheme visit graduates.nhs.uk.