



Level 4

NHS Transformation and Associate Project Manager Apprenticeship

Course Fact Sheet

ABOUT

This programme supports individuals managing or supporting transformation, quality improvement, and project initiatives across the NHS and wider health and social care sectors. It is designed to equip learners with a broad, highly transferable set of project management tools, leadership skills, and strategic health domain knowledge needed to drive service improvements, lead cross-functional transformation, and navigate complex healthcare environments.

Apprentices will work across departments, engage with internal multidisciplinary teams (MDTs) and external health partners (e.g., Integrated Care Boards, Healthwatch, CQC), and lead initiatives that contribute directly to improved patient care, operational efficiency, and national NHS transformation priorities (including Integrated Care Systems and neighbourhood working).

Roles include, but are not limited to: Project Manager, Practice Manager, Assistant Practice Manager, NHS Transformation Officer, Quality Improvement (QI) Lead, PMO Support Officer, Service Improvement Lead, Project Support Lead, Operational Change Coordinator, and Department Supervisor.

Upon programme completion, the learner will achieve a Government-recognised qualification at Level 4 – Associate Project Manager (ST0310). This is equivalent to the first year of a university degree or a Higher National Certificate (HNC).

LENGTH

The course is **16 months plus 5 months** for the Apprenticeship Assessment (AA). The AA is an independent assessment that takes place at the end of the apprenticeship. It is carried out by another organisation.

Learners need to allocate **6 hours a week** to the apprenticeship, which is split between teaching and workshops, self-paced learning, research and the practical application of skills.

MODEL OF DELIVERY

The apprenticeship is delivered through monthly workshops, structured as a mix of Face-to-Face (F2F) and remote interactive sessions.

Each learner is allocated an assessor who will work with them and support them throughout the apprenticeship journey. In addition to the monthly workshops, this will



also include 6-weekly 1:1 meetings between learner and assessor, and 12-weekly periodic reviews between assessor, learner and line manager.

ELIGIBILITY CRITERIA

Candidates should:

- Have the right to live and work in the UK
- Have been ordinarily resident in the UK or the European Economic Area (EEA) for at least three years before starting the apprenticeship
- Hold an appropriate visa if not a UK citizen
- Must be in a role where the learnt skills can be applied

Modules and Content:

Introduction to Management in Healthcare

Overview of NHS structure
Integrated Care Systems (ICS)
System-wide priorities
Project vs Business as Usual (BAU) in healthcare
Joined-up neighbourhood working
Quality Improvement (QI) principles

From Manager to Leader & NHS Transformation

Leadership and management theory
Performance management
NHS transformation (10-year plan, local context)
NHS 6-step workforce planning methodology
Leadership competencies

Interpersonal & Professional Communication Skills

Internal (MDTs, Clinical Directors, ICB leads) stakeholder engagement
External (Patients, Healthwatch, CQC) stakeholder engagement
Patient experience
Influencing and negotiating
STAR technique for AA preparation

Project Environment & Governance

Project management overview
Portfolio vs Programme vs Project
Governance structures
Organisational frameworks (functional, matrix, projectised)
Project scoping
Project roles



Sustainable Team Leadership

- Conflict resolution
- Negotiation skills
- Resource allocation
- Inclusion in healthcare practice
- Compassionate management
- Stakeholder analysis and relationship management

Organisational Governance & Compliance

- Caldicott Principles
- Data Protection Act
- Business continuity
- Sustainable procurement
- Public Contracts Regulations, SLAs
- Navigating CQC standards

The Project Business Case & Lifecycle

- Business case
- Linear vs iterative vs hybrid lifecycles

Project Planning & Scoping

- Organisational analysis tools (SWOT, PESTLE, VUCA)
- Project scoping
- Project briefing
- Project Initiation Document (PID) and Delivery Plans
- Benefits mapping
- Project scheduling

Digital Tools & Healthcare Technology

- AI and digital interventions
- NHS IT systems (e.g. EMIS, Accurx, Rio, SystmOne, Oracle)
- Digital collaboration tools
- Data-driven problem solving

Quality & Configuration Control

- Quality Management Plans
- Evaluating project success
- Portfolio evidence audit
- Quality Improvement methodologies (PDSA cycle)

Project Scheduling & Baseline Budgeting

- Critical Path Analysis
- Gantt charts
- Substantive vs temporary workforce configuration



NHS funding streams
Cost-centre management
Cost-improvement strategies

Risk, Governance & Quality Assurance

Risk Management Plans
Risk registers and issues logs
Escalation pathways
CQC 'Well-Led' inspection framework alignment
Clinical governance
Clinical audit compliance
Patient safety

Resource Management, Change Control & Performance Monitoring

Project budgeting, thresholds and Scheme of Delegations
Earned Value Management (EVM) principles
Budget variance analysis
Contract management
Internal SLAs
External supplier oversight

Research, Data Analysis & Healthcare Informatics

Managing quality data systems
NHS Digital and Public Health Data
Joint Strategic Needs Assessment (JSNA)
Making sense of data
Tracking patient access metrics (DNAs)
National datasets (HES/SUS)
Clinical coding (SNOMED CT/ICD-10)
EVM application

Further information – apprenticeships@communitymatters.co.uk