

MOZAMMIL RAMZAN

Programme Manager for NHS England
Level 7 Management Apprentice

Mozammil works full time at NHS England, completing his SLMDA in 2021. He started working in frontline services in 2015 as a Therapeutic Radiographer and during his time on the management & leadership course, moved from frontline services to the commissioning side of the health service for NHS England & Improvement as a Nursing Independent Review Manager, and then to a Programme Manager role for the Systems Improvement team.

PERSONAL DEVELOPMENT OPENED UP NEW OPPORTUNITIES FOR MOZAMMIL WITHIN THE NHS

The SLMDA took Mozammil to three new roles within NHS England, giving him new opportunities to progress and develop. Being able to take up these new opportunities also enabled him to achieve a pay rise of over £40,000.

“ <on gaining Chartered Manager Status> In terms of my career, it does help. It does put you in a stronger light compared to other candidates when you're applying for jobs. ”

ABILITY TO APPLY MANAGEMENT THEORIES TO REAL WORLD PRACTICE

Mozammil identified how theories and examples shared during the apprenticeship were acting out in the workplace and around him. For example, using change management strategies to help improve communication between corporate and clinical teams by explaining what changes were being made and more importantly why.

“ I was able to see things on the apprenticeship course play out in the real world, so I would learn something at university, and then see the exact thing play out at the workplace, therefore I would be able to advise my managers and other colleagues on different approaches we could take to tackle some of those issues. ”

He now has a track record of making change in the teams he has been a part of including in learning and development, change management and project management. Mozammil's key developed skills include:

- Identifying appropriate change management strategies
- Different leadership styles and how to adapt them for the audience
- Training and development strategies
- Communication styles and communication strategies
- Negotiation techniques
- Ability to lead and manage different projects and workstreams

“ In the roles that I've had since and during the course I've used a lot of the knowledge gained like management theories and communication theories and applied these in real life settings. ”

Through his skills and training, Mozammil has been able to bring structure to the programme he is part of. When he joined, there was a lack of programme documentation; he developed and implemented a programme plan with clear risk logs, stakeholder matrix and developed project management systems and tracking process to enable the project to be run more effectively and efficiently.

“ <What the NHS has gained> is a competent and qualified leader. I'm a manager...one of the issues, especially in hospitals, is they push forward intelligent clinical leaders, they don't have that management experience or those management qualifications, hence why some of them fail or struggle in the job. ”

MANAGEMENT APPRENTICESHIPS ARE AFFORDABLE WAYS TO LEVEL UP AND FAST TRACK EXPERIENCE

Mozammil has always wanted to gain additional qualifications; Radiography is a small profession and he considered opportunities for progression would be limited. He identified an additional business management qualification as the best way to progress into a management role where he could use his experience of frontline services to impact how internal and patient policies are developed, and to improve systems and processes.

On the face of it, his role at the time did not match the entry requirements for the course as it was a clinical only role, rather than a leadership and line management role. Mozammil had to demonstrate his suitability for the course, including having to have a number of interviews with his managers and University, and undergo assessments. He was finally accepted onto the course, and it has been transformative for him and his career.

“ I think the apprenticeship has had a huge impact on my working life. I started on the frontline so it was a very clinical role... The apprenticeship enabled me to apply for jobs and gain experience in roles & responsibilities I would never have been able to have before that. It essentially fast tracked me to a management position, whereas if I stayed in my previous role, I would have had to work years and tackle the political and cultural obstacles to progress to position where I could have that management responsibility. ”

Mozammil considers apprenticeships as the way forward because, in addition to gaining a qualification one would also gain relevant on-the-job experience which is so valuable to employers. In addition, he believes that apprenticeships can help break down barriers, giving access to those from different backgrounds including disadvantaged backgrounds or those who would not typically be considered for management roles in particular at a senior and board level.

IMPROVED COMMUNICATION AND LEADERSHIP STYLES

One of the key areas of focus for Mozammil has been in leadership styles and identifying how to best adapt those depending on the setting, including communication with patients when he was working on the frontline, to managing a team against strict deadlines or providing visionary leadership at the start of a new project or programme.

“ It's allowed me to adapt my management leadership approaches to various and different work that I'm doing. I know the type of leadership to take for patients and for colleagues. ”

IMPROVED TRAINING AND DEVELOPMENT STRUCTURE WITHIN THE DEPARTMENT

Mozammil identified that training and development was a weak area for the department that could be improved by changing from being paper based to online, and by redesigning the development pack for staff. He put himself forward to lead this project and was able to balance the needs of both corporate staff and clinical staff, reducing conflict and resolving communication between the two functions.

“ When I redesigned that training and developmental process, it became clear that there was a need for someone to be leading learning and development and because of the success of my piece of work, they now have employed someone into that role. ”