SKILLS INTELLIGENCE | APRIL 2026

NHS Digital Health Skills Intelligence Report

EDITION 1

Which skills travel across NHS digital health careers, and which define each role?

An analysis of 320 NHS job packs across six domains

Project Management · Data Analytics and BI · PMO · Clinical Safety · Digital Transformation · Clinical Research

320	6	20
Job packs reviewed	Domains covered	Skills that travel

SECTION 01

How to Read This Report

This report is drawn from 320 NHS job packs reviewed across six digital health domains. Every skill frequency, certification requirement and band distribution figure is taken directly from NHS job advertisements posted between 2024 and 2026. Nothing is estimated, surveyed or assumed.

The 320 job packs represent the full available reviewed pool for each domain as at April 2026. Where pools are smaller, particularly for Digital Transformation (22 job packs) and Clinical Safety (30 job packs), we note this in the relevant sections and recommend treating percentage figures as directional rather than definitive.

Essential vs desirable: why the distinction matters

Essential criteria are non-negotiable. If you cannot demonstrate them, you will not be shortlisted. Desirable criteria strengthen your application but are not screened at the initial shortlisting stage in most NHS trusts. When this report states that Stakeholder Management appears in 56% of PPM essential criteria, it means that more than half of all NHS PPM hiring managers treat it as a minimum requirement, not a bonus.

How to read the skill frequency bars

Each skill bar shows two numbers: the percentage of that domain's total essential or desirable criteria mentions that name the skill, and the raw mention count. The bar length is proportional to the highest-frequency skill in that domain. A skill at 7% means 7% of all essential criteria mentions across the reviewed pool named that skill. This is a more precise measure than simple job pack counts, because a single job pack may list fifteen essential criteria, each contributing to the frequency.

How to use the Accessibility Index

Section 7 ranks all six domains by how straightforward the transition is for a healthcare professional moving into non-clinical work. The score reflects four factors: proportion of soft versus technical essential skills, lowest realistic entry band, whether professional registration is required, and ratio of essential to desirable certifications. A score of 9/10 means the domain is genuinely open to career changers. A score of 4/10 means there are real structural barriers that require deliberate preparation.

A note on data limitations

Job pack review captures what employers write, not necessarily what they weight. Where a skill's real-world importance is likely to exceed its raw frequency, based on editorial knowledge of the market, we note this explicitly in the domain sections. This applies particularly to PRINCE2 in Project Management, where market evidence suggests requirements are moving faster than the current reviewed pool reflects. Always check individual job packs before applying.

SECTION 02

The State of NHS Digital Health Hiring

Across 320 reviewed job packs spanning six domains, the NHS digital health job market reveals a clear structural pattern. It is large at the top, growing in the middle, and deliberately accessible at the base. Project and Programme Management accounts for the greatest single volume with 100 reviewed job packs, followed by Clinical Research at 73 and Data Analytics at 63. These three domains alone represent 73% of the reviewed dataset.

Band 7 is the centre of gravity across the dataset. It is the peak hiring band in PPM (35% of roles), appears prominently in DA/BI, Digital Transformation and Clinical Safety, and represents the point at which NHS digital health professionals typically move from managing projects to leading programmes or specialisms. The journey to Band 7 is the defining career progression in this market.

Entry points vary considerably by domain. PMO is the most accessible, with 41% of reviewed roles at Band 4. Clinical Safety is the most senior, with 41% at Band 8A. These are not the same career move, and treating them as interchangeable is one of the most common mistakes healthcare professionals make when planning their transition.

320	6	Band 7	73%
Job packs reviewed	Domains covered	Centre of gravity	PPM, DA/BI, CR share

What the hiring volume tells you

High volume in a domain means more chances to apply, more variation in what employers require, and more forgiving shortlisting. PPM at 100 reviewed job packs has room for career changers at every band. Clinical Safety at 30 reviewed job packs is a tighter market where every application needs to be precisely targeted.

SECTION 03

The Portable Core: Skills That Travel

Twenty skills appear as essential criteria in all six domains reviewed. These are the portable foundations of NHS digital health careers, the competencies that NHS employers across every specialism treat as minimum requirements regardless of the specific role. For healthcare professionals planning a transition, these are not skills to develop. They are skills to articulate, because the overwhelming probability is that you already have them.

Communication

The most cited essential skill in the entire dataset with 138 total mentions across all six domains. In NHS digital health roles, communication means something more specific than the word suggests: the ability to translate technical or operational complexity into language that a mixed audience of clinicians, managers, finance colleagues and board members can act on. Healthcare professionals have been doing this for the entirety of their clinical careers.

Stakeholder Management

116 total mentions across all six domains. The NHS operates through relationships, not reporting lines. Most digital health professionals spend the majority of their time influencing people who do not work for them and have competing priorities. Clinicians who have coordinated MDT care or worked across organisational boundaries already have this competency. The skill is not new. The language for it is.

Project Management

94 total mentions. Every digital health role in the NHS involves managing something: a workstream, a system implementation, a research protocol, a service change. The discipline of scoping, planning, tracking and closing work is universal. What changes between domains is the methodology applied and the governance layer it sits within.

Data Analysis

73 total mentions including in Clinical Research and Clinical Safety, two domains where applicants rarely think to emphasise analytical capability. This is one of the most significant findings in the dataset. Data literacy is no longer a specialist skill in NHS non-clinical roles. It is a baseline expectation across every domain reviewed.

Change Management

45 total mentions across all six domains. The NHS is in a state of permanent transformation. Every domain in this report exists, in part, to manage organisational change of some kind. Clinical professionals who have led service improvements, implemented new pathways or changed clinical practice have direct and demonstrable change management experience.

Negotiation

41 total mentions, appearing in all six domains including Clinical Research where most applicants would not think to highlight it. NHS digital health professionals negotiate for resources, for clinical time, for system access, for supplier performance and for board decisions. It is a daily operational skill, not a commercial one.

The translation challenge

Healthcare professionals frequently possess every skill on this list. The challenge is not capability, it is language. NHS digital health interview panels expect these competencies to be described in the context of projects, programmes and organisational change, not in clinical language. An MDT coordinator who managed fourteen specialists across three organisations toward a shared care pathway goal has stakeholder management experience. A registrar who led a departmental audit that changed prescribing practice has change management and data analysis experience. The evidence is there. The framing needs work.

SECTION 04

The Technical Barrier: What DA/BI Demands That Others Do Not

Across five of the six domains reviewed, the top ten essential skills are entirely composed of soft skills and transferable competencies. No domain requires a specific technical tool in its essential criteria except one: Data Analytics and Business Intelligence.

In DA/BI, SQL appears as an essential skill in 2.4% of criteria mentions and Power BI in 1.9%. Statistical Analysis sits at 2.4%. These are the only technical tools to break the top ten essential skills in any domain across the entire reviewed dataset. This is a significant structural difference that matters for transition planning.

What this means in practice

For PPM, PMO, Digital Transformation, Clinical Safety and Clinical Research, the path to shortlist runs through demonstrating soft skills, transferable experience and professional competencies. You can apply with clinical experience and strong supporting statement framing. For DA/BI, that is not enough. You will need to demonstrate SQL competency, familiarity with a BI tool such as Power BI or Tableau, and some form of statistical analysis experience before your application will be competitive at Band 6 and above.

This does not mean DA/BI is inaccessible. Band 3 and 4 roles exist and do not carry the same technical requirements. The DA/BI technical barrier is a Band 6 and above phenomenon. Entry-level and support roles are structured around more familiar competencies, including data entry, report production and system navigation, all of which have clinical parallels.

For healthcare professionals who do want to target Band 6 DA/BI roles, the investment required is specific and bounded. SQL can be learned to a competent level in three to four months of structured study. Power BI has a relatively shallow learning curve for someone already comfortable with Excel. Statistical Analysis in the NHS DA/BI context typically means descriptive statistics, trend analysis and significance testing rather than advanced modelling. The barrier is real but it is not insurmountable.

SECTION 05

Domain Deep Dives

PROJECT AND PROGRAMME MANAGEMENT

The most demanding convergence of skills in the dataset.

100 job packs reviewed · Bands 5 to 8D · 96 with band data

100	Band 7	35%	Band 8D
Job packs	Peak hiring band	Roles at Band 7	Ceiling

NHS Project and Programme Management is not a single role. It is four distinct specialisms that share a name and a pay framework but demand different skills, qualifications and career histories: digital and EPR delivery, capital and estates, research management, and service transformation. No single essential skill dominates the reviewed job packs because the role demands everything simultaneously. Stakeholder Management at 7.0%, Project Management at 6.5% and Communication at 6.4% form a near-equal triumvirate at the top of the essential criteria. This is a role where influence, delivery and governance operate in parallel, not in sequence.

Essential skills by frequency

Stakeholder Management — 7.0% — 56 mentions

The single most demanded essential skill. Appears more frequently than Project Management itself. In NHS PPM, this means influencing without authority across clinical, operational, finance and technical teams simultaneously.

Project Management — 6.5% — 52 mentions

Core delivery competency at every band. Supporting at Band 5, owning end to end at Band 6, leading programmes at Band 7 and above.

Communication — 6.4% — 51 mentions

Near-identical in frequency to Project Management. Board papers, exception reports, clinical engagement and supplier management all sit within this competency.

Problem Solving — 4.1% — 33 mentions

Structured analytical thinking under pressure. Interview panels typically test this through scenario questions about blocked projects and competing priorities.

Microsoft Office — 3.4% — 27 mentions

Present at all bands. At senior levels this means board-quality documents in Word, Excel-based project tracking and PowerPoint board papers, not basic literacy.

Data Analysis 3.3% 26 mentions

Appears at this frequency because NHS PM increasingly involves interpreting project performance data, financial reports and benefit realisation metrics.

Negotiation 3.3% 26 mentions

NHS project managers negotiate daily: for clinical time, for resources, for contractor performance and for board decisions. The frequency here exceeds PRINCE2.

Risk Management 3.1% 25 mentions

RAID log management is the practical expression of this skill. At Band 5 you maintain it. At Band 6 you own it. At Band 7 you present it to the board.

Leadership 2.9% 23 mentions

At Band 7 and above, leading project staff and presenting to programme boards becomes central. Clinical leadership of junior staff translates directly here.

Budget Management 2.8% 22 mentions

Financial accountability increases sharply at Band 7. Managing project budgets, preparing business cases and tracking cost improvement delivery are core expectations.

Desirable skills

Microsoft Project 8.6% 6 mentions

The most distinctly domain-specific desirable skill in PPM. Signals familiarity with project scheduling tools beyond basic Excel.

Change Management 10.0% 7 mentions

Appears as desirable despite being listed as essential in many roles. Formal methodology such as ADKAR or Prosci strengthens applications at Band 7 and above.

Benefits Realisation 4.3% 3 mentions

Increasingly expected as NHS organisations face pressure to demonstrate return on digital investment.

Contract Management 4.3% 3 mentions

Relevant particularly in capital, estates and digital procurement roles.

Coaching 5.7% 4 mentions

Signals people development capability at senior project manager and programme manager level.

DATA INSIGHT: PROJECT AND PROGRAMME MANAGEMENT

Negotiation appears in 26.3% of PPM essential criteria, a higher frequency than PRINCE2 at 14.7% essential. NHS project managers negotiate daily for clinical time, resources, contractor performance and board decisions. Clinicians with MDT experience are already practising this skill.

Certifications: what the data shows

Certification or Qualification	Status	Mentions	Note
Degree (any discipline)	Essential	17	Most frequently cited essential credential. Degree subject is rarely specified.
PRINCE2	Essential	14	Essential in 14% of reviewed job packs. Market evidence suggests this proportion is growing. Treat as essential for Band 6 and above applications.
MSP (Managing Successful Programmes)	Essential	8	Required for programme-level roles. Typically Band 8A and above.
PRINCE2 Practitioner	Desirable	6	Practitioner level strengthens applications but is rarely screened at shortlist stage.
CIOB or RICS	Desirable	5	Specific to capital and estates PM only. Not relevant for digital or transformation roles.
Masters Degree	Essential	5	Appears in senior and programme director level roles.
MSP	Desirable	4	Managing Successful Programmes appears as desirable in senior and programme office roles.

DATA ANALYTICS AND BUSINESS INTELLIGENCE

The only domain with a genuine technical barrier to entry.

63 job packs reviewed · Bands 3 to 8C · 55 with band data

Domain partner: **London Centre for Analytics** · lcfa.ai

63	Band 6	27%	Band 8C
Job packs	Peak hiring band	Roles at Band 6	Ceiling

Data Analytics and Business Intelligence sits at the intersection of two professional identities: the analyst who handles complex data and the communicator who explains what it means. The reviewed job packs reveal a role that is approximately half technical and half interpersonal. Communication tops the essential criteria at 5.6%, Data Analysis follows at 4.8%, and Stakeholder Management sits at 4.0%. Then, uniquely in the dataset, technical tools appear: SQL at 2.4%, Statistical Analysis at 2.4%, Power BI at 1.9% and Microsoft Excel at 1.9%. This is the only domain in the reviewed dataset where specific technical tools are essential requirements, not desirable ones. Excel in particular should not be underestimated: at Band 6 and above, NHS employers expect advanced competency including pivot tables, VLOOKUP and Power Query, not basic spreadsheet literacy.

Essential skills by frequency

Communication — 5.6% — 21 mentions

Tops the essential criteria ahead of Data Analysis. DA/BI professionals present findings to clinicians, managers and boards who may have limited data literacy. The ability to translate numbers into narrative is as important as generating them.

Data Analysis — 4.8% — 18 mentions

The core technical competency. In NHS DA/BI this spans descriptive statistics, trend analysis, performance reporting and benefits quantification, not advanced modelling.

Stakeholder Management — 4.0% — 15 mentions

Data analysts are intermediaries between systems and decision-makers. The ability to understand what different stakeholders need from data, and deliver it in accessible form, is a consistent essential requirement.

Problem Solving — 3.5% — 13 mentions

NHS data problems are rarely clean. Incomplete datasets, legacy system exports and mismatched coding require structured analytical problem-solving as a baseline competency.

SQL — 2.4% — 9 mentions

The entry requirement that distinguishes DA/BI from every other domain in this report. SQL competency is the technical gateway to Band 6 and above DA/BI roles. It is not optional.

Statistical Analysis 2.4%
9 mentions

In the NHS context this means descriptive statistics, significance testing and trend analysis. Advanced statistical modelling is rarely specified. Competency in Excel or R at a basic level is typically sufficient at Band 6.

Power BI 1.9%
7 mentions

The dominant BI visualisation tool in NHS data roles. Appears alongside SQL as the practical toolkit expected at Band 6. Tableau and other tools appear infrequently by comparison.

Microsoft Excel 1.9%
7 mentions

Still a core requirement at all bands. Advanced Excel including pivot tables, VLOOKUP and basic VBA or Power Query is expected at Band 6 and above, not just basic spreadsheet literacy.

Data Management 1.9%
7 mentions

Covers data quality assurance, data governance compliance and the management of data flows between NHS systems. Information governance knowledge is closely linked.

Business Intelligence 1.6%
6 mentions

Appears as a distinct competency rather than just a job title. Understanding how BI tools fit into NHS reporting infrastructure and performance frameworks is expected at senior level.

Desirable skills

Statistical Process Control 10.0%
3 mentions

SPC charts are used in NHS quality improvement and performance reporting. A desirable that signals analytical depth.

Power BI 10.0%
3 mentions

Appears as both essential and desirable depending on the role. At Band 5 it is desirable. At Band 6 it is typically essential.

Agile Methodology 10.0%
3 mentions

Appears in digital-facing DA/BI roles where teams work in sprint-based product development cycles.

Statistical Analysis 10.0%
3 mentions

At Band 5 level, statistical analysis appears as desirable rather than essential, signalling it as a development expectation.

DATA INSIGHT: DATA ANALYTICS AND BUSINESS INTELLIGENCE

DA/BI is the only domain in the reviewed dataset where technical tools appear in the top ten essential skills. SQL and Power BI are not desirable additions for stronger applications. They are shortlisting requirements at Band 6 and above. Every other domain reviewed is dominated entirely by soft and transferable skills.

Certifications: what the data shows

Certification or Qualification	Status	Mentions	Note
Degree (any discipline)	Essential	11	The most cited essential credential in DA/BI. Subject is infrequently specified. Numeracy-related degrees strengthen applications but are not universally required.
GCSE English	Essential	3	Appears in lower band roles. Entry-level NHS positions occasionally specify GCSE English as a minimum academic requirement.
GCSE Mathematics	Essential	2	Specified in entry-level and Band 4 roles where degree-level qualification is not required.
Enhanced DBS	Essential	2	Required in roles with access to patient data or clinical environments. Standard across NHS employment.
Coaching or Mentoring qualification	Desirable	1	Appears in senior DA/BI roles with people management responsibilities.

PMO AND PROJECT SUPPORT

The most accessible entry point into NHS digital health careers.

32 job packs reviewed · Bands 2 to 7 · 29 with band data

32	Band 4	41%	Band 7
Job packs	Peak hiring band	Roles at Band 4	Ceiling

PMO and Project Support is the entry-level infrastructure of NHS project delivery. These roles exist to keep projects running: maintaining RAID logs, coordinating meetings, producing governance documentation, tracking actions and supporting project managers to focus on delivery. The reviewed job packs reveal a domain that is operationally demanding, detail-oriented and deliberately accessible. No professional registration is required. No advanced technical tools are specified. Customer Service appears as a unique essential skill not found in any other domain reviewed, signalling that patient-facing and administrative experience from clinical settings translates directly.

The strategic value of PMO entry is often underestimated. Many successful NHS transformation leaders began in Band 4 or 5 project support roles. The discipline learned here, governance documentation, programme reporting, RAID management and stakeholder coordination, is the foundation on which everything above Band 6 is built.

Essential skills by frequency

Communication — 5.8% — 15 mentions

The dominant essential skill. PMO professionals communicate upward to project managers, outward to workstream leads and across to operational colleagues. Written and verbal clarity is non-negotiable.

Microsoft Office — 4.6% — 12 mentions

Second-highest essential skill in PMO and the highest of any domain reviewed. Word, Excel and PowerPoint are the daily tools of project support. Competency is expected, not aspired to.

Stakeholder Management — 3.9% — 10 mentions

At PMO level this is largely coordination: scheduling meetings, preparing agendas, circulating actions and following up. The skill is interpersonal rather than strategic at this band.

Time Management — 3.9% — 10 mentions

PMO professionals typically support multiple projects simultaneously. Prioritising competing demands from different project managers is a daily operational challenge.

Project Management — 3.1% — 8 mentions

Even at support level, understanding project lifecycle, terminology and governance structures is expected. PMO is where project management knowledge is built in practice.

Problem Solving 3.1% 8 mentions

Projects encounter obstacles daily. PMO professionals are expected to resolve low-level problems independently and escalate appropriately, without waiting to be directed.

Interpersonal Skills 3.1% 8 mentions

Unique high frequency in PMO reflects the relational nature of support roles. Building trust with busy project managers and clinical leads is a genuine professional skill.

Attention to Detail 2.3% 6 mentions

Governance documentation, action logs and programme reports must be accurate. A PMO professional who produces documents with errors undermines programme credibility.

Data Analysis 2.3% 6 mentions

At PMO level this typically means tracking metrics, producing progress reports and identifying variances. Basic Excel competency and an analytical mindset are sufficient.

Change Management 1.9% 5 mentions

Appears as an essential skill even at support level, reflecting the NHS context in which all projects operate: persistent organisational change with resistant stakeholders.

Desirable skills

Data Analysis 10.0% 4 mentions

At Band 5 and 6, data analysis capability is desirable. It becomes essential as PMO professionals progress toward project manager roles.

Change Management 7.5% 3 mentions

Formal change methodology is desirable in PMO, reflecting the expectation that support staff will grow into delivery roles over time.

Programme Management 5.0% 2 mentions

Desirable in senior PMO roles where the postholder supports programme rather than individual project governance.

DATA INSIGHT: PMO AND PROJECT SUPPORT

Customer Service appears as a unique essential skill in PMO, the only domain in the reviewed dataset where it features in essential criteria. This signals that NHS organisations value patient-facing and administrative service experience in project support roles. Healthcare professionals with ward, reception or outpatient experience have a genuine, demonstrable advantage.

Certifications: what the data shows

Certification or Qualification	Status	Mentions	Note
ECDL (European Computer Driving Licence)	Essential	3	Specified in entry-level Band 3 and 4 roles. Less common in newer job packs but still appears.
PRINCE2	Desirable	3	Desirable in PMO roles rather than essential. Signals aspiration to progress toward project manager level.
MSP (Managing Successful Programmes)	Desirable	3	Appears alongside PRINCE2 in PMO roles supporting programme governance structures.
APM (Association for Project Management)	Desirable	2	APM qualifications appear as desirables in Band 5 and 6 PMO roles, particularly in trusts with formal project management frameworks.
PRINCE2	Essential	2	Required in senior PMO roles, particularly those managing the programme governance office.
Degree (any discipline)	Essential	2	Specified in higher-level PMO roles rather than entry-level support positions.

CLINICAL SAFETY AND PATIENT SAFETY IN DIGITAL HEALTH

Where clinical knowledge and organisational authority converge.

30 job packs reviewed · Bands 3 to 8B · 27 with band data · Directional data only

30	Band 8A	41%	Band 8B
Job packs	Peak hiring band	Roles at Band 8A	Ceiling

Clinical Safety in digital health sits at one of the most specialised intersections in NHS non-clinical careers. It requires registered healthcare professionals who understand clinical risk, governance frameworks and patient safety standards, and who can apply that knowledge to the deployment and management of digital health systems. The DCB0129 and DCB0160 clinical safety standards govern this work, and the Clinical Safety Officer role carries formal regulatory responsibility under NHS England guidance.

The reviewed job pack data reveals the flattest essential skill distribution of any domain in the dataset. No single skill exceeds 3.6% of essential criteria mentions. Change Management, Data Analysis, Stakeholder Management, Leadership and Communication all tie at the top. This is not a domain where one or two competencies define candidacy. It is a role that requires the simultaneous integration of clinical judgement, governance expertise, analytical capability and senior leadership. The Band 8A concentration reflects this: Clinical Safety is typically a second or third career step, not a first transition.

Essential skills by frequency

Change Management — 3.6% — 6 mentions

Clinical safety processes must change as digital systems evolve. Clinical Safety Officers lead the change management process for system updates, new deployments and hazard responses.

Data Analysis — 3.6% — 6 mentions

Incident data, near-miss reporting and hazard log analysis are core to the role. The ability to identify patterns in safety data and draw defensible conclusions is a genuine technical requirement.

Stakeholder Management — 3.6% — 6 mentions

Clinical Safety Officers work across clinical teams, system suppliers, NHS England, the Medicines and Healthcare products Regulatory Agency and executive boards. The stakeholder landscape is broad and high-stakes.

Leadership — 3.6% — 6 mentions

At Band 8A, Clinical Safety Officers are typically leading safety governance rather than contributing to it. Leadership at this level means setting standards, chairing committees and being accountable for safety assurance decisions.

Communication 3.6% (6 mentions)

Safety reports, hazard assessments and clinical risk communications must be precise, defensible and comprehensible to both clinical and non-clinical audiences simultaneously.

Report Writing 3.0% (5 mentions)

Clinical safety documentation is regulatory documentation. Hazard logs, clinical safety cases and safety reports must meet the formal standards set out in DCB0129 and DCB0160.

Microsoft Office 3.0% (5 mentions)

Present as an essential skill reflecting the documentation-intensive nature of clinical safety governance. Excel for hazard logs and Word for safety cases are daily tools.

Policy Development 2.4% (4 mentions)

Appears uniquely in Clinical Safety among the reviewed domains. Clinical Safety Officers frequently develop and maintain clinical safety policies, procedures and standards frameworks.

Desirable skills

PSIRF Implementation 10.0% (2 mentions)

Patient Safety Incident Response Framework implementation experience is a strongly differentiating desirable in patient safety roles.

Root Cause Analysis 10.0% (2 mentions)

Structured investigation methodology. Desirable rather than essential suggests NHS organisations will train for this if the broader safety competency is present.

Quality Improvement 10.0% (2 mentions)

QI methodology experience adds analytical depth to clinical safety applications.

DATA INSIGHT: CLINICAL SAFETY (NOTE ON POOL SIZE)

This domain has 30 reviewed job packs, the second smallest pool in the dataset. All figures should be treated as directional. The flat skill distribution, with five skills tied at 3.6%, is a genuine finding: Clinical Safety does not have one defining competency. It has five that must all be present simultaneously. That is the real entry barrier.

Certifications: what the data shows

Certification or Qualification	Status	Mentions	Note
NMC Registration	Essential	2	Nursing registration appears as essential in patient safety roles with direct clinical oversight responsibilities.
HCPC Registration	Essential	2	Allied health professional registration specified in clinical safety roles requiring active clinical knowledge.
GPhC Registration	Essential	2	Pharmacy registration appears in medication safety and prescribing system safety roles.
Degree (any discipline)	Essential	2	Degree-level qualification specified in Band 8A roles. Subject infrequently stated.
Degree	Desirable	2	Appears as desirable in roles where experience is weighted more heavily than academic qualification.
Chartered Member of IIRSM	Essential	1	Institute of Industrial and Systems Safety Management membership. Appears in a small number of specialist safety roles.

DIGITAL TRANSFORMATION

The most senior-skewed domain in the dataset.

22 job packs reviewed · Bands 5 to 8D · 18 with band data · Directional data only

22	Band 7	28%	Band 8D
Job packs	Peak hiring band	Roles at Band 7	Ceiling

Digital Transformation is the most senior-skewed domain in the reviewed dataset. Where other domains spread hiring across a broad band range, Digital Transformation concentrates it at Band 7 and above, with Band 8C and 8D roles present in a small domain pool. Stakeholder Management dominates the essential criteria at 6.9%, the highest single-skill dominance of any domain reviewed. This is a role defined by the ability to move organisations, not manage workstreams. The data describes a senior leadership function dressed as a change management role.

The smallest unique skill pool in the dataset, 78 unique essential skills compared to 100 in PPM and DA/BI, does not signal a simple role. It signals a senior, generalist one where the expected competencies are broadly understood rather than extensively specified. Digital Transformation job packs assume a level of professional maturity that makes extensive essential criteria specification unnecessary.

Essential skills by frequency

Stakeholder Management — 6.9% — 9 mentions

The highest single-skill dominance of any domain reviewed. Digital transformation at scale requires senior leaders who can align executive sponsors, clinical champions, operational managers and technical teams simultaneously.

Project Management — 4.6% — 6 mentions

Present at the same frequency as Change Management and Communication. Digital Transformation roles manage the implementation lifecycle of large-scale programmes.

Change Management — 4.6% — 6 mentions

Formal change methodology is expected rather than simply valued. The ability to structure and lead organisational change at programme level is a core requirement.

Communication — 4.6% — 6 mentions

At Band 8A and above, communication means executive-level reporting, board papers and programme governance narratives. It is a leadership skill as much as a technical one.

Strategic Planning — 3.1% — 4 mentions

Appears uniquely at this frequency in Digital Transformation. Senior roles require the ability to translate national digital health strategy into trust-level delivery plans.

Budget Management 3.1%

4 mentions

Digital Transformation programmes carry significant financial risk. Budget management at this level means programme-scale financial oversight rather than project cost tracking.

Data Analysis 3.1%

4 mentions

Programme performance data, benefits realisation metrics and adoption analytics are part of the role. The analytical requirement here is strategic rather than technical.

Workload Management 3.1%

4 mentions

Senior transformation leads manage multiple concurrent workstreams, sometimes across multiple organisations. Managing competing programme demands is a genuine daily challenge.

Desirable skills

Change Management 10.0%

2 mentions

Appears as desirable in roles where transformation is framed primarily as technology delivery rather than organisational change.

Teaching 10.0%

2 mentions

Signals expectation of knowledge transfer and capability building within organisations undergoing digital change.

DATA INSIGHT: DIGITAL TRANSFORMATION (NOTE ON POOL SIZE)

With 22 reviewed job packs, the smallest pool in the dataset, all figures should be treated as directional. The finding that Stakeholder Management dominates at 6.9% is consistent with the seniority profile of the domain and is unlikely to change materially with a larger pool. This is a leadership domain, not a technical one.

Certifications: what the data shows

Certification or Qualification	Status	Mentions	Note
Masters Degree	Essential	3	The most frequently cited essential credential in Digital Transformation, reflecting the senior, strategic nature of most roles.
PRINCE2	Desirable	3	Desirable rather than essential in most Digital Transformation roles, where programme governance is more relevant than project methodology.
MSP (Managing Successful Programmes)	Desirable	3	More relevant at programme level. Appears alongside PRINCE2 as a complementary desirable.
NHS Digital Academy or Digital Health Leadership programme	Essential	2	Appears in NHS England-affiliated and integrated care board roles. Signals commitment to NHS digital health leadership development.
Agile	Desirable	2	Appears in digital-facing transformation roles where iterative development methodologies are used alongside traditional waterfall approaches.
NHS Leadership Academy programme	Desirable	2	Signals leadership development investment valued at Band 8A and above.

CLINICAL RESEARCH AND TRIALS

The only domain where your clinical registration is a hard requirement.

73 job packs reviewed · Bands 3 to 8C · 63 with band data

Domain partner: **Clinops Academy** · clin-opsacademy.com

73	Band 5 to 6	56%	22%
Job packs	Dominant bands	Bands 5 to 6	Require NMC reg

Clinical Research is the most distinct domain in the reviewed dataset. It is the only domain where professional registration, NMC, HCPC, GPhC or GMC, appears as an essential criterion in job packs, and the only domain where clinical procedural skills such as venepuncture, cannulation and phlebotomy feature in person specifications. This is not a transition role for non-clinicians. It is a lateral move for registered healthcare professionals who want to apply their clinical knowledge in a research context, working with patients enrolled in clinical trials rather than receiving standard care.

The band distribution reflects this clinical character. Over half of reviewed roles sit at Band 5 or 6, entry points that are accessible to clinicians with a few years of post-registration experience. Band 7 and above roles exist and demand research management experience, but the domain has the most genuinely entry-level profile of any in the dataset outside of PMO.

Essential skills by frequency

Communication — 5.3% — 39 mentions

Clinical researchers communicate across patients, clinical teams, sponsors, regulators and ethics committees. Each audience requires a different register and a different level of technical detail.

Time Management — 3.8% — 28 mentions

Trial protocols run to fixed timelines. Recruitment windows, data lock dates and regulatory submissions have consequences for research integrity if missed. Time management here is protocol adherence.

Stakeholder Management — 2.7% — 20 mentions

Spans internal clinical teams, external sponsors, patient and public involvement groups, ethics committees and regulatory bodies. A clinical background provides natural credibility with the clinical stakeholder group.

Leadership — 2.6% — 19 mentions

Research teams frequently include junior researchers, research nurses and clinical trial assistants. Leadership appears at a notably higher frequency in Clinical Research than in PMO or Digital Transformation.

Project Management 2.5% 18 mentions

Clinical trials are projects with defined scopes, timelines, deliverables and risk registers. The lifecycle from protocol development through to site close-out maps directly onto project management methodology.

Problem Solving 2.5% 18 mentions

Research deviations, protocol amendments and participant management challenges require structured problem-solving. Research teams cannot simply escalate every issue to a principal investigator.

Microsoft Office 1.9% 14 mentions

Present as an essential skill at all bands. Research documentation, data collection tools and reporting templates are typically managed in standard Microsoft applications.

Data Analysis 1.8% 13 mentions

Clinical trial data collection, monitoring and analysis are core activities. The data analysis requirement in clinical research is directly clinical, not BI-focused.

IT Skills 1.6% 12 mentions

Research teams use Electronic Data Capture systems, electronic health records and trial management databases. General IT competency across multiple systems is a consistent essential requirement.

Database Management 1.5% 11 mentions

Clinical trial data sits in structured databases subject to regulatory requirements. Managing data entry, querying and audit trail compliance is part of the day-to-day role.

Desirable skills

Venepuncture 10.0% 6 mentions

The most frequently cited desirable clinical skill. Reflects the practical clinical component of research nurse and practitioner roles.

Teaching 8.3% 5 mentions

Research teams frequently train clinical staff in trial procedures. Teaching and training delivery experience is valued at Band 6 and above.

Data Management 8.3% 5 mentions

Appears as a desirable in roles where data management is a secondary rather than primary responsibility.

Training Delivery 8.3% 5 mentions

Distinct from Teaching in the job pack language. Covers formal training programme delivery for site staff.

Cannulation **6.7%**

4 mentions

Alongside venepuncture, reflects the clinical procedural component of research practitioner roles.

DATA INSIGHT: CLINICAL RESEARCH AND TRIALS

NMC Registration is the single most cited essential certification across the entire reviewed dataset with 16 mentions, exceeding PRINCE2 in PPM with 14. This is the only domain where a clinical licence is a genuine hiring requirement, not just an advantage. For registered nurses, this domain represents one of the most natural lateral moves available.

Certifications: what the data shows

Certification or Qualification	Status	Mentions	Note
NMC Registration	Essential	16	The most cited essential certification in the entire dataset. Nursing registration is a hard requirement in a substantial proportion of clinical research roles.
Good Clinical Practice (GCP)	Essential	8	The international standard for clinical trial conduct. Essential rather than desirable in roles with direct trial management responsibility.
ICH Good Clinical Practice	Essential	4	The ICH-GCP guidelines underpin regulatory compliance in clinical trials. Often specified alongside or interchangeably with GCP certification.
HCPC Registration	Essential	3	Allied health professional registration specified in roles requiring clinical assessment or procedural competencies.
Registered Nurse	Essential	3	Specified explicitly in research nurse roles in addition to NMC registration.
Degree in relevant discipline	Essential	3	Science or healthcare degree specified in research practitioner and coordinator roles.
MSc	Desirable	4	Postgraduate qualification strengthens applications for Band 7 and above research roles, particularly in academic or university-affiliated trust settings.
PhD	Desirable	3	Appears as desirable in senior research management and clinical research fellow roles.

SECTION 06

The Accessibility Index

Each domain is scored out of 10 for transition accessibility: how straightforward it is for a healthcare professional to move into the domain without additional qualifications. The score reflects four factors weighted equally: proportion of soft versus technical essential skills, lowest realistic entry band, whether professional registration is required, and ratio of essential to desirable certifications. A higher score means a more accessible transition. This is not a ranking of career value, earning potential or long-term progression.

1 RANK

PMO and Project Support

Most accessible entry point in the dataset

8.5/10 SCORE

41% of reviewed roles sit at Band 4. No registration requirement. Skills are predominantly soft and transferable. Customer Service appears as a unique essential skill, signalling that patient-facing and administrative experience from clinical settings is genuinely valued at entry level. This is the most realistic first step for a clinical professional with no prior project management experience.

2 RANK

Project and Programme Management

Accessible with deliberate clinical translation

7.0/10 SCORE

High volume of roles across Bands 5 to 8D. No registration requirement. Skills are soft-dominated. The main barrier is demonstrating project delivery experience, which clinicians can address through clinical audit, quality improvement projects and MDT coordination framed in project management language. The translation is linguistic rather than experiential.

3 RANK

Clinical Research and Trials

Accessible to registered clinicians, closed to others

5.5/10 SCORE

NMC, HCPC or GMC registration is essential in 22% of reviewed roles. A structural barrier for non-clinicians but a hard advantage for registered professionals. Band 5 to 6 roles represent 56% of the reviewed pool. For nurses and allied health professionals, this is one of the most natural lateral moves available in NHS digital health.

4 RANK

Data Analytics and Business Intelligence

Accessible at entry level, technical barrier at Band 6

5.0/10 SCORE

Entry-level and Band 4 DA/BI roles are accessible without technical skills. At Band 6 and above, SQL and Power BI become essential requirements rather than desirable ones. The accessibility score reflects this split: open at the base, requiring specific technical investment to progress beyond Band 5.

5
RANK

Digital Transformation

Senior entry point, limited volume

4.0/10
SCORE

The most senior-skewed domain in the dataset. Band 7 is the realistic entry point for most roles reviewed. No registration requirement, but the expectation of existing senior programme management experience creates a practical barrier. The small reviewed pool of 22 job packs also limits the number of entry opportunities available at any one time.

6
RANK

Clinical Safety and Patient Safety

Specialist second career move

3.5/10
SCORE

41% of reviewed roles sit at Band 8A. Registration appears as essential in a proportion of roles. The flat skill distribution, with five competencies tied at the top, signals a role that requires integrated expertise across clinical governance, safety frameworks, data analysis and senior leadership simultaneously. This is typically a deliberate step from an established NHS career rather than an entry transition.

SECTION 07

The Seniority Gap

One of the most practical questions a healthcare professional faces when planning a transition is: at what band can I realistically enter? The reviewed job pack data provides a clear, domain-specific answer, and it challenges some common assumptions.

PMO and Project Support

Entry band	Peak hiring
Band 2 to 4	Band 4 at 41% of reviewed roles

The most genuinely entry-level domain. Clinicians at Band 5 or below can make a lateral or downward move to enter and build project support experience before progressing. Many choose to take a short-term pay reduction at Band 4 to gain the foundational experience that accelerates career progression.

Clinical Research and Trials

Entry band	Peak hiring
Band 3 to 5	Bands 5 and 6 at 56% of reviewed roles

A more accessible entry point than most clinicians expect. Band 5 research nurse and practitioner roles are a natural entry for newly post-registration nurses or allied health professionals. The clinical skills are already there. Good Clinical Practice training can be completed in advance of applying.

Data Analytics and Business Intelligence

Entry band	Peak hiring
Band 3 to 5	Band 6 at 27% of reviewed roles

Entry is possible at Band 3 to 5 without technical skills. The step to Band 6 requires SQL and Power BI competency. The seniority gap here is actually a skills gap that can be addressed through structured learning over three to six months.

Project and Programme Management

Entry band	Peak hiring
Band 5	Band 7 at 35% of reviewed roles

Band 5 project support roles exist and are a legitimate entry point, but they are less common than in PMO. Most PPM job packs are pitched at Band 6 and above. Clinicians with demonstrable project delivery experience, even from clinical settings, can often enter at Band 6 directly.

Digital Transformation

Entry band	Peak hiring
Band 5 to 7	Band 7 at 28% of reviewed roles

The minimum realistic entry for most reviewed roles is Band 5 to 7. Entry at Band 5 is limited to roles in digital change teams with significant support structures. The typical entry point for a clinician with relevant experience is Band 7, requiring prior programme or senior project management experience.

Clinical Safety and Patient Safety

Entry band	Peak hiring
Band 6 to 8A	Band 8A at 41% of reviewed roles

The realistic entry point is Band 7 for most clinicians. The small number of Band 6 and lower roles in the reviewed dataset are specialist rather than entry-level. Clinical Safety is an established-career destination rather than a first transition step.

SECTION 08

Certifications: What the Data Shows

Certifications generate more anxiety and misplaced investment among healthcare professionals planning a transition than almost any other topic. The reviewed job pack data offers a more measured picture. Some certifications are genuine shortlisting requirements. Others appear frequently as desirables but are rarely screened at application stage. And some that are widely assumed to be essential appear far less frequently than the market narrative suggests.

A note on interpretation: the figures below reflect the reviewed pool as at April 2026. For Project and Programme Management in particular, the market is moving. PRINCE2 appears as essential in 14% of reviewed PPM job packs. Editorial evidence from the market, including the feedback that informed this section, suggests that proportion is growing and that PRINCE2 should be treated as essential for Band 6 and above PPM applications regardless of what individual job packs specify. The data is a floor, not a ceiling.

What is genuinely essential by domain

Project and Programme Management

Certification or Qualification	Status	Mentions	Note
PRINCE2	Essential	14	Treat as essential for Band 6 and above. Market moving faster than pool reflects.
Degree	Essential	17	Any discipline. Most frequently cited essential credential in PPM.
MSP	Essential	8	Programme-level roles at Band 8A and above.

Data Analytics and Business Intelligence

Certification or Qualification	Status	Mentions	Note
Degree	Essential	11	Any discipline. Numeracy-related strengthens but is not universally required.
SQL competency	Essential	9	Not a formal certification but an essential technical requirement at Band 6.

Clinical Research and Trials

Certification or Qualification	Status	Mentions	Note
NMC Registration	Essential	16	Most cited essential certification across the entire dataset.

Certification or Qualification	Status	Mentions	Note
Good Clinical Practice	Essential	8	GCP or ICH-GCP certification. Can be completed before applying.
HCPC or GPhC Registration	Essential	3	Specified in roles requiring active allied health professional or pharmacy registration.

Clinical Safety

Certification or Qualification	Status	Mentions	Note
NMC or HCPC Registration	Essential	4	Required in roles with direct clinical safety officer responsibilities.

PMO and Project Support

Certification or Qualification	Status	Mentions	Note
ECDL	Essential	3	Appears in entry-level Band 3 to 4 roles. Less common in newer job packs.
PRINCE2	Desirable	3	Desirable at PMO level. Signals aspiration to progress toward project manager.

Digital Transformation

Certification or Qualification	Status	Mentions	Note
Masters Degree	Essential	3	Most cited essential credential. Reflects the senior, strategic nature of most roles.
NHS Digital Academy programme	Essential	2	Appears in NHS England-affiliated roles.

What to invest in and what to hold off on

Before spending money on a certification, check whether it appears in the essential or desirable column for the specific roles you are targeting. PRINCE2 Foundation costs money and time. If you are targeting PMO roles at Band 4, it is a desirable that adds marginal value. If you are targeting PPM at Band 6, it is becoming a practical requirement. GCP certification for Clinical Research costs very little and can be completed in a day. It dramatically strengthens a research application at any band. CIOB and RICS are only relevant for capital and estates PM roles. Do not pursue them for digital or transformation roles.

SECTION 09

Your Registration Is an Asset

For registered healthcare professionals, clinical registration is typically experienced as a clinical identity rather than a career asset. The data in this report reframes that. Professional registration creates genuine structural advantages in specific NHS digital health domains that no amount of training or certification can replicate for non-clinicians.

NMC Registration

Domain relevance: Clinical Research and Trials

What the data shows: NMC registration is the single most cited essential certification in the entire reviewed dataset with 16 mentions. It exceeds PRINCE2 in PPM in absolute frequency. It is not a helpful bonus in Clinical Research. It is a hard requirement for a substantial proportion of available roles.

What it means for your application: Registered nurses applying for clinical research roles are competing in a structurally smaller applicant pool than non-clinicians applying for PPM roles. The registration creates a practical barrier to entry that makes the Clinical Research applicant pool more manageable. Your NMC pin is a competitive advantage.

HCPC Registration

Domain relevance: Clinical Research and Trials, Clinical Safety

What the data shows: HCPC registration appears as an essential criterion in clinical research roles requiring clinical assessment or procedural competencies, and in clinical safety roles with active clinical oversight responsibilities. 3 mentions as essential in Clinical Research, 2 in Clinical Safety.

What it means for your application: Allied health professionals have access to a subset of roles that are structurally closed to non-clinicians. Physiotherapists, radiographers, occupational therapists and speech and language therapists entering clinical research or safety roles carry a hard advantage that begins at shortlisting, not at interview.

GMC Registration

Domain relevance: Clinical Research and Trials

What the data shows: Medical registration appears in senior clinical research roles, particularly those involving principal investigator responsibilities or clinical trial medical oversight.

What it means for your application: Doctors with research interests who are considering a move away from clinical practice have access to senior research management roles that require active GMC registration. These roles sit at the intersection of clinical and managerial responsibility and typically offer Band 8A to 8C remuneration.

GPhC Registration

Domain relevance: Clinical Safety

What the data shows: Pharmacy registration appears in medication safety and prescribing system clinical safety roles. 2 mentions as essential in Clinical Safety.

What it means for your application: Pharmacists moving into digital health have a specific pathway through medicines management system safety that leverages their clinical knowledge in a way no other professional background can replicate.

SECTION 10

The 90-Day Transition Plan

Based on the skill frequency data in this report, here is a domain-specific preparation plan for the 90 days before you submit your first application. These are not generic career development recommendations. They are the three highest-leverage actions for each domain, derived directly from what employers actually require.

PMO and Project Support

1

Build your Microsoft Office evidence base

Microsoft Office is the second-highest essential skill in PMO. Create or update a template RAID log in Excel, a project status report in Word and a governance summary in PowerPoint. These are concrete deliverables you can reference or attach to applications.

2

Frame one clinical experience as a project

Select one piece of work from your clinical career, an audit, a rota change, a service improvement, and rewrite it using project management language: scope, stakeholders, timeline, risks, outcome. This is the foundation of your supporting statement.

3

Apply early and often

PMO has the highest volume and the lowest barrier of any domain in the dataset. The learning curve is manageable. Apply to Band 4 roles even if you feel overqualified. The experience of NHS project governance gained in the first 12 months is worth more than the short-term band difference.

Project and Programme Management

1

Map your clinical experience to PPM competencies

Take the top ten essential skills from the PPM section of this report and write one concrete example from your clinical career for each. MDT coordination covers stakeholder management. Clinical audit covers data analysis and project management. On-call decision-making covers risk management and problem solving under pressure.

2

Learn PRINCE2 Foundation

The market evidence points toward PRINCE2 Foundation becoming a practical requirement for Band 6 PPM applications. The Foundation level can be studied in two to three months alongside clinical work. It also teaches the governance language, RAID logs, exception reports, highlight reports, that appears in almost every PPM job pack.

3

Target Band 6 directly if your experience supports it

PPM has fewer Band 5 roles than PMO. If you have led a quality improvement project, managed a team or delivered a defined piece of work end to end, you may be competitive at Band 6. Do not automatically assume you need to enter at Band 5.

Data Analytics and Business Intelligence

1

Build your Excel competency first

Excel is the foundation before SQL. It appears as an essential skill at every band in DA/BI and NHS employers expect advanced competency, not basic literacy. In the next 30 days, practise pivot tables, VLOOKUP, XLOOKUP and Power Query using freely available NHS datasets such as referral-to-treatment waiting times or A&E; performance data. A working Excel analysis of real NHS data is a concrete portfolio deliverable and the most immediate evidence of analytical capability.

2

Then learn SQL to a functional level

SQL is the technical requirement that separates a Band 5 DA/BI application from a Band 6 one. Once your Excel foundation is solid, three to four months of structured SQL study using freely available resources including Khan Academy and SQLZoo is sufficient to reach the competency level expected in NHS DA/BI roles. Build one portfolio query using publicly available NHS data to demonstrate applied competency.

3

Build a Power BI dashboard

Power BI has a shallow learning curve once Excel and SQL are in place. Download the free desktop version and build one dashboard connecting to publicly available NHS data. A working dashboard is a visible portfolio deliverable for both applications and interviews, and directly addresses the 1.9% essential skill frequency in the reviewed DA/BI job packs.

Clinical Research and Trials

1

Complete GCP training before applying

Good Clinical Practice certification can be completed online in a single day through the NIHR or equivalent provider. It is an essential requirement in a significant proportion of clinical research roles and a visible differentiator between applications. Complete it before submitting a single application.

2

Target Band 5 research nurse or practitioner roles first

The most accessible entry point into Clinical Research for registered nurses and allied health professionals is the Band 5 research practitioner or clinical trial assistant role. These roles exist at most NHS trusts with active research portfolios. The clinical skills are already present. The research methodology can be learned on the job.

3

Frame your clinical registration as a differentiator

NMC, HCPC or GMC registration is a hard entry requirement for a substantial proportion of clinical research roles. Do not simply list it. Explain in your supporting statement why your registration and associated clinical competencies, patient assessment, consent processes, clinical procedures, are directly relevant to the research practitioner role.

Digital Transformation

1

Do not apply before Band 7

The realistic entry point for most Digital Transformation roles in the reviewed dataset is Band 7. If you are currently below Band 7, the most effective 90-day action is to build programme management experience in your current role or through a PPM or PMO position before targeting Digital Transformation.

2

Develop a strategic narrative

Stakeholder Management dominates at 6.9% of essential criteria. Interview panels for Digital Transformation roles test strategic thinking and influencing capability at programme scale. Develop one narrative from your career that demonstrates large-scale stakeholder alignment toward a shared goal. It does not need to be a technology transformation.

3

Consider the NHS Digital Health Leadership programme

The NHS Digital Academy and NHS England digital health leadership programmes appear as essential credentials in a small number of Digital Transformation roles and as desirables in more. They signal commitment to NHS digital health leadership development and provide a network of NHS digital health professionals.

Clinical Safety and Patient Safety

1

This is a second-step destination, not a first transition

With 41% of reviewed roles at Band 8A, Clinical Safety is not the right first target for most healthcare professionals in transition. The most effective 90-day action for those targeting Clinical Safety is to build your clinical governance and patient safety evidence base in your current role while developing a parallel track through PPM or service improvement.

2

Understand DCB0129 and DCB0160

The clinical safety standards for NHS digital health are defined in DCB0129 (clinical risk management for health IT systems manufacturers) and DCB0160 (clinical risk management for health IT system deployment). Read both documents. Understanding the regulatory framework is the foundational knowledge for every Clinical Safety Officer application.

3

Build your incident investigation evidence

Root Cause Analysis and PSIRF implementation appear as desirable skills. If you have led or contributed to a serious incident review, a never event investigation or a PSIRF-compliant safety review in your clinical role, document it in structured detail. This is the most directly transferable Clinical Safety experience available in clinical practice.

SECTION 11

Methodology and Acknowledgements

All data in this report is drawn from NHS job advertisements posted between 2024 and 2026 across six NHS non-clinical digital health domains. Job packs were sourced from NHS Jobs and reviewed for essential criteria, desirable criteria, band level, employing organisation and location.

Skill and certification frequencies are calculated as a proportion of total essential or desirable criteria mentions within each domain. A single job pack listing fifteen essential criteria contributes fifteen mentions to the frequency count. This methodology captures the weight employers place on specific competencies across the full reviewed pool, not simply whether a skill appears in a job pack or not.

Band data is normalised across formatting variations in NHS job pack descriptions, where Band 7, Band 7.0 and 7 are treated as equivalent. Job packs without a stated band are excluded from band distribution calculations. Pool sizes by domain are stated throughout the report.

About Career Co-Pilot Academy

Career Co-Pilot Academy is a members-only career intelligence platform built for healthcare professionals transitioning into non-clinical digital and health tech roles. The platform tracks live non-clinical roles across 25 health tech domains, extracting skill frequencies, certification requirements and hiring patterns that are updated as new roles are posted. Members access domain skill maps, live job listings, career readiness tools and role intelligence reports. This report is one of a series of intelligence publications produced from that dataset and made available free of charge.

Independence statement

The intelligence, analysis and editorial decisions in this report are those of Career Co-Pilot Academy. Domain partners have not influenced the content, data selection or conclusions of any section of this report. Their involvement is limited to domain partnership and is acknowledged on this page.

DOMAIN PARTNER: CLINICAL RESEARCH AND TRIALS

ClinOps Academy

clin-opsacademy.com

ClinOps Academy offers industry-driven training to help professionals master Clinical Research Project Management. Their career-focused programme covers over 60 lessons from protocol development through to site management and regulatory compliance, designed for professionals who want to lead global clinical trials with confidence.

DOMAIN PARTNER: DATA ANALYTICS AND BUSINESS INTELLIGENCE

London Centre for Analytics

lcfa.ai

The London Centre for Analytics helps professionals bridge the experience gap and land UK data analyst roles. Their structured programme is built around real employer requirements and is designed to take candidates from training to employment, combining curriculum, mentorship and outcome-focused support.

Skill frequencies and certification data reflect the reviewed pool as at April 2026 and will be updated as the dataset grows. careercopilot.academy

Free tools for NHS career changers

Every tool on Career Co-Pilot is built from live NHS job pack data. Free to access without an account.

Career Fit Finder ■	Upload your CV and see how your clinical experience maps to live NHS digital health roles across 25 domains.
Pivot Intelligence ■	A four-step tool that maps your background to the most viable NHS non-clinical transition path, with live job data at every step.
QIP Co-Pilot ■	Structure, frame and present your Quality Improvement Project for a non-clinical audience. Turn your QIP into a career asset.

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