



Elizabeth Garrett Anderson Programme

Programme and Applicant Guide

2018/19





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Applicant suitability and eligibility

The Elizabeth Garrett Anderson programme is for mid to senior clinical or non-clinical leaders aspiring to lead large and complex programmes, departments, services or systems of care. It's for you if you are:

- Aspiring to take on a more senior leadership role as well as looking to have a wider impact by leading a culture of compassion
- Ready and committed to developing your leadership skills and behaviours whilst undertaking a healthcare related academic qualification
- Excited by the opportunity to apply new skills, learning and behaviours directly to real-time work related improvements

You'll complete a personal statement as part of your application. This will be reviewed alongside other information to form a decision on your suitability for the programme.

To be eligible for the programme you'll have a minimum of:

- A UK Honours degree in any subject with a result of 2:2 or above, or
- An equivalent professional qualification, or
- 3+ years of relevant experience leading teams or services*

* If you don't hold a degree or equivalent professional qualification, you'll need to provide further evidence within your application.

You may be contacted via telephone by University Programme Directors if:

- Your highest education is lower than detailed above
- Clarity is needed in relation to your equivalent professional qualification
- Based upon your application, further information is needed about your current role and previous experience



English language and visa requirements

We welcome applications from candidates offering a range of overseas qualifications. In order to undertake the programme, you'll need to demonstrate you have a good level of written and spoken English with an undergraduate or Masters degree from an English-speaking institution, IELTS/TOEFL/PTE or alternative qualifications. If you are on a Visa, you may be asked for evidence of this during the University registration process.

Accreditation of prior experiential learning (APL)

If you've completed the Mary Seacole Programme, with a Postgraduate Certificate in Healthcare Leadership, it may be possible to transfer your achieved credits to the Elizabeth Garrett Anderson programme and begin the programme part-way through, at Module 4 within dedicated cohorts.

If you have credits from other academic study it may be possible to transfer your achieved credits. However, because of the bespoke and integrated nature of the programme, approval of APL requires careful consideration.

For more information, please visit our [website](#).



Programme summary

Programme title	Elizabeth Garrett Anderson
Award	NHS Leadership Academy Award in Senior Healthcare Leadership
Qualification	MSc Healthcare Leadership (Jointly awarded by Universities of Birmingham and Manchester)
Length of programme	24 months
Time commitment	At least 15 hours a week
Face-to-face study days	22 days
Modes of study	Work application (50%), online learning (35%) and face-to-face residentials and Action Learning Sets (15%)
Programme dates	Available on our website
NHS subsidised cost	£6,000 (If providing NHS Funded care)
Full programme cost	£16,500
Attendance	100% attendance at all face-to-face elements is required

Overview

If you're ready to stretch yourself, the Elizabeth Garrett Anderson programme is for you. It's designed to meet healthcare challenges now and into the future and will enable you to bring about change and real improvement providing opportunities to put your new skills into action where you work.

The focus of the programme is firmly on patient experiences and outcomes, so whether you work on the frontline or you indirectly focus on patient care, the patients your organisation cares for will benefit as a result of your learning. The strong vocational focus of the programme and the fact that it uses work-based evidence means you can start making a difference to patients immediately rather than having to wait until after you graduate.



If you're determined to challenge the status quo and make waves at a more senior level, this is where you need to be. It's no small task and a big ask, so prepare to put your leadership skills to the test.

You'll be immersed in innovative and intensive leadership development; whilst also providing you with theoretical knowledge and practical understanding needed to deliver inspiring leadership.

Like most leadership development programmes, we'll ask you to examine what has shaped you as a leader and to look at the impact your leadership might have. Most participants expect this level of exploration and benefit from the opportunity to reflect upon their leadership with others. Some are surprised by it and a minority find it uncomfortable. Please consider your views on this and your willingness and capacity to work in this way at this time before applying for the programme.

Profile

It's a unique healthcare leadership programme leading to an NHS Leadership Academy Award in Senior Healthcare Leadership and an MSc in Healthcare Leadership - jointly awarded by the Universities of Birmingham and Manchester. And while you're helping to improve the NHS for our patients' benefit, the Elizabeth Garrett Anderson programme will do the same for your career prospects through:

- the chance to learn from innovative, world-class healthcare experts, preparing you for the demands of senior leadership;
- benefitting from content co-created with National Voices to ensure a deeper focus on the patient experience;
- improving your personal impact to help drive progress with your team and organisation to build a culture of patient-focused care;
- building a powerful regional and national support network of like-minded, influential leaders.



Learning methods

The learning methods are a cutting-edge blend to keep you inspired and motivated via a flexible state-of-the-art virtual campus, residentials, face-to-face development and online tutor support. And to keep it all fresh and current, you've got the latest thinking from world-class experts. You'll emerge from the programme with the professional skills to thrive in a more senior leadership role, ready to play your part in building a more compassionate NHS.

There are three core learning methods on this programme:

- 50% work based application (where set activities on the online Virtual Campus are put into practice at work)
- 35% online learning (academic content, assignments and discussion groups)
- 15% face-to-face residential behavioural development workshops and action learning sets

Work-based learning

The programme is designed around practical learning in the workplace - the most important environment for you to learn and develop as a leader. Work-based learning (WBL) is an important part of how the learning methods are applied in practice. WBL takes as its focus the work you are already doing and uses this as the basis for your learning. Much of your online learning will relate to your workplace. It focuses your attention on what is practical and works, and helps to lighten the study workload, as some of the learning is within your day-to-day job.

It's important to recognise that you will not be able to complete the programme without applying your learning in your workplace.



Online learning (Virtual Campus)

The NHS Leadership Academy's Virtual Campus (VC) has been designed to feel like an inviting space; delivering what you need in an interactive learning environment.

The Virtual Campus is where you can find all the resources you'll need for your studies. It provides a range of different learning formats such as e-learning nuggets, simulation events, webinars, videos, psychometric assessments, surveys, electronic journals and books, tutorial and discussion boards, learning journals, social networks and more.

Face-to-face learning: residential experiential workshops

There are four residential behavioural development workshops during the course of the programme. They will be based at the Leadership Academy HQ in Leeds (unless specified otherwise). They focus on your personal and behavioural development through face-to-face group work, experiential and simulation learning activities and social networking opportunities.

Face-to-face learning: Action Learning Sets (ALS)

Your ALS provides you with a forum to explore the links between individual, group and organisational dynamics, in order to equip you with practical skills to craft your leadership role, style and skills.

The ALS meets eleven times during the programme for full day working sessions; dates and locations will be negotiated and agreed within your ALS and there will be some travel involved.

Individual and group tutorials

You will have individual and group tutorials over the duration of this programme. These will take place during specified weeks, but the day and time of tutorials (including evenings and weekends) will be mutually agreed with groups/individuals. Tutorials will take place either online, by telephone or face-to-face.



Modules and assignments

The programme consists of a 24-month learning journey; comprising seven study modules, and exploring the knowledge, skills, attitudes and behaviours that are important for leading others when building a culture of patient-centred care within the healthcare system.

The programme is specifically designed to enable you to put your work role, tasks and experiences to practical use in your study of leadership, while also providing intensive personal and professional development.

You'll be working for at least 15 hours a week, in which you'll explore themes that support your development of self, teams and organisations to:

- ensure patients have good quality and safe experiences
- understand how you make a difference to an improved patient experience
- enable others to give their best to improve the patient experience
- embed behaviours that improve the patient experience
- inspire person-centred coordinated care
- make decisions based upon the best available evidence to improve the patient experience

Learning journey

Module 1: Understanding and developing leadership practice

This module introduces you to a range of leadership theories and models that can be applied to improve the quality of care and the patient experience. You'll explore current thinking and best practice at the level of the individual leader and, with support, you'll critically evaluate your current leadership practice and examine how this may (or may not) make a difference to the quality of care for a diverse range of patients. You'll focus on understanding your current levels of self-awareness, the ways in which you use reflection 'in' and 'on' action, how you manage yourself in your leadership role and the identification of areas for learning and development.

Assessment: 1,500-word assignment + 1 work based assignment



Module 2: Building foundations for team effectiveness

This module focuses on teams. You'll have a critical introduction to the literature and research evidence relating to effective team working and other relevant models relating to team effectiveness. Through the application of relevant theories, models and reflection on practice, you will develop a clear understanding of the team you lead; its purpose, membership and team community.

This will help you to develop the foundations for effective team working, such as creating a safe team climate, discuss concerns, make suggestions and provide constructive debate. Topics will include team member engagement and team dynamics, understanding the effects of diversity on team effectiveness, team conflict resolution and developing team positivity, as well as exploring inter-team working and situational constraints.

Assessment: 2,000-word assignment + 2 work based assignments

Module 3: Making sense of organisational values, engagement and service delivery

This module focuses on the organisation as a whole, and begins by introducing you to models and concepts relating to values and stakeholder engagement, firstly exploring the alignment of values at individual, team and organisational levels, and then identifying conflicts, and steps that can be taken to create change.

You'll be asked to explore and understanding the context within which your services are situated, before looking more generally to apply these concepts beyond the immediate services and organisation.

This sets the scene for a multi-faceted examination of the structures, processes, behaviours, culture and patient experiences of services. This includes examining the wider system, evaluating and using a diverse range of information and viewpoints, and understanding the regional, national, international and multi-cultural contexts and drivers for change.

This organisational analysis will help you understand and focus on what needs to change to improve service delivery, care quality and patient experience.

Assessment: 3,000-word assignment + 3 work based assignments



Module 4: Delivering system wide coordinated care

Building on module three, this module focuses more strategically on quality, efficiency and effectiveness. You'll examine the use of resources with a view to the future, look where duplication and waste can be reduced and increase the use of shared resources across system boundaries. This requires working across multiple services and care pathways, understanding models of governance, analysing inequalities in services and building strategic relationships and networks to support this work.

Learning will focus on how to enable your team to work in interdisciplinary, complex and ambiguous contexts more effectively through evaluating shared roles and accountabilities and working with the tensions this brings. Sharing decision making with patients, carers and the public will be explored so they have greater choice and take control of decisions about their health and care.

Assessment: 3,000-word assignment + 3 work based assignments

Module 5: Creating engaging and learning cultures

This module continues to build on the learning commenced in module 2; delivering care quality and service improvement by emphasising accountability and cohesive team dynamics. You'll make use of the evidence, theories and models focused both on creating engaging and learning cultures, and optimising your potential as a leader so that teams are led effectively and dynamically.

Learning will be demonstrated through measurable work-based learning activities that further develop innovative team leadership and team working in order to improve patient experience, safety and care.

Assessment: 2,000-word assignment + 2 work based assignments

Module 6: Evaluating my leadership behaviours and impact

In this module, you will build on the learning outcomes and the theoretical approaches introduced in module one and continue to evaluate the ways in which your leadership practices are making a difference to patient care. This will involve a more intense focus on your leadership behaviours and how you respond to patient, staff and organisational needs, as well as how able you are to challenge behaviours and performance in others which have a negative impact on patient experience and outcomes.

Assessment: 1,500-word assignment + 1 work based assignment



Module 7: Healthcare leadership case study

This module will prepare you for your healthcare leadership case study (the dissertation). You'll learn how to collect and analyse information and make sense of this through different theoretical approaches that govern the way you understand the world and in turn influence your leadership. Working independently, you will conduct and write up your case study, which will be a critical evaluation of the way in which care quality, diverse patient experience and patient engagement have improved as a result of your own and your team's learning and leadership actions.

Assessment: 3,000-word dissertation proposal
10,000-word Healthcare Leadership Case Study



Learning support

Within your application, you'll be given the opportunity to tell us about any disabilities and or learning needs. This information will be used to help us establish how best we can support you should you be offered a place on the programme. It will not influence whether your application is successful.

We offer support for a range of disabilities and learning needs. In partnership with the University of Birmingham, we're here to give as much help as possible to make sure you can take full advantage of this learning experience.

Disabled Students' Allowance

As a higher education student living in England, you can apply for a Disabled Students' Allowance (DSA) if you have a disability, including a:

- long-term health condition
- mental health condition
- specific learning difficulty, e.g. dyslexia

You must meet the definition of disability under the Equality Act 2010. The support you get depends on your individual needs and not on income.

You can get help with the costs of:

- specialist equipment
- non-medical helpers
- extra travel because of your disability
- other disability-related costs of studying
- you may get a new computer if you don't already have one, or your current one doesn't meet the required specification. More information will be provided to you if you're assessed as needing a new computer

For more information about DSA, please visit:

www.gov.uk/disabled-students-allowances-dsas

We encourage anybody for whom this is applicable to make contact if confirmed on the programme with the student support team at the University once the registration process is complete.



Organisation Learning Support

As 50% of the programme centres on work based application of your learning it's essential that your manager and organisation are aware of and support the commitments involved. Given the nature of your role and tasks it's important for you to jointly consider the feasibility of you creating the time to apply your studies to the workplace. We also recommend you agree with your manager from the outset what support they'll provide to help protect this time. As part of your application your line manager is required to complete a referee document form to pledge their support.



Fees and funding options

Fees payable

Fees are payable once your place is confirmed and cover tuition, access to our state-of-the-art Virtual Campus, and accommodation during residentials. Travel and accommodation prior to and following residentials are not included.

You will need to provide a Purchase Order (PO) to our finance department. As part of your application you'll complete a terms and conditions agreement.

Organisation funding

Organisations are able to cover the cost of places on the programme. We recommend you engage your organisation early in conversations regarding your application to provide ample time to explore potential funding options.

Self-funding

Participants are able to self-fund a place on the programme.

The Government offers a loan of up to £10,609 per student for postgraduate Master's study. The policy is intended to increase the number of individuals with postgraduate Master's qualifications, which will help to ensure that the UK is able to meet increasing demands for highly skilled workers.

Postgraduate Loan (PGL) for Master's study is:

- a contribution towards the costs of study, i.e. it will be at the student's discretion to use the loan towards fees, maintenance costs or other costs;
- non-means tested;
- paid directly to the student into a UK bank account.

Please be aware your PGL may be paid to you in instalments, unfortunately NHS Leadership Academy is unable to guarantee a payment schedule for your place on the programme to correspond directly with these instalments however we can work with you to agree a payment schedule.



Bursaries

The Academy puts diversity and inclusion at the heart of everything it does, reflecting the richness and diversity of the NHS workforce. The Academy's bursary scheme supports talented individuals from under-represented groups across leadership levels who, without financial help, would miss out on the opportunity to access its excellent leadership development programmes.

There are a very limited number of bursaries, which are available to those who have exhausted all other possibilities for funding and belong to the following groups:

- BAME
- People with disabilities
- LGBT+

Bursaries cover the programme fee as described above. Application for a bursary can be made within a programme application on NHSx. Find out more including guidance:

www.leadershipacademy.nhs.uk/programmes/bursary-information/

If you wish to discuss funding options to look at any support we can provide, please [contact us](#) directly.



Application form

All applications must be completed online via www.nhsx.uk during the live application period.

Personal statement

Your personal statement is an important part of your application, and should explain why you're interested in studying on this programme, your relevant experience, and provide a clear argument for why you should have a place. **It should be no more than 500 words \pm 10%.** To support us in reviewing your application for suitability and eligibility, we'd strongly encourage you to make full use of the word count.

This programme is fully accredited and leads to an MSc in Healthcare Leadership; consideration should be given to your readiness and ability to study at Postgraduate level whilst also continuing within your role.

Your statement should answer the following questions:

1. Tell us about your current role and the people/projects you lead demonstrating complexities or challenges
2. Tell us what you'll bring to the programme and how you'll use your learning to make an impact?
3. What is your relevant experience – both academic and professional?
4. What arrangements will you make at work and home to create space to study for at least 15 hours a week?
5. What support will your line manager/organisation provide for you while you're on the programme?

Please ensure your statement is personal and unique to this programme. This will be reviewed alongside your referee form and your role to form a decision on your suitability for the programme therefore it's important you provide as much pertinent information as possible in line with the word count available.



Supporting documents

When submitting your application during the live application period you'll need to upload 3 supporting documents:

- Certificate of highest educational attainment, e.g. degree certificate **AND**
- Your completed [referee form](#) **AND**
- Signed Terms and Conditions

Referee form

To apply for this programme, we require a reference from your direct, or a more senior manager, who knows you well. This is to ensure you have the skills, experience and knowledge necessary to undertake the course.

Terms and conditions

When applying for the programme, you agree to the Terms and Conditions.

These are signed by you, your line manager and your Organisation's budget holder. It's important to read these carefully and thoroughly.

Please note your Terms and Conditions come into effect when correspondence is sent from the NHS Leadership Academy confirming your place on the programme.



Preparation for application checklist

All applications must be completed online via www.nhsx.uk during the live application period. Use this checklist to prepare for completing your application:

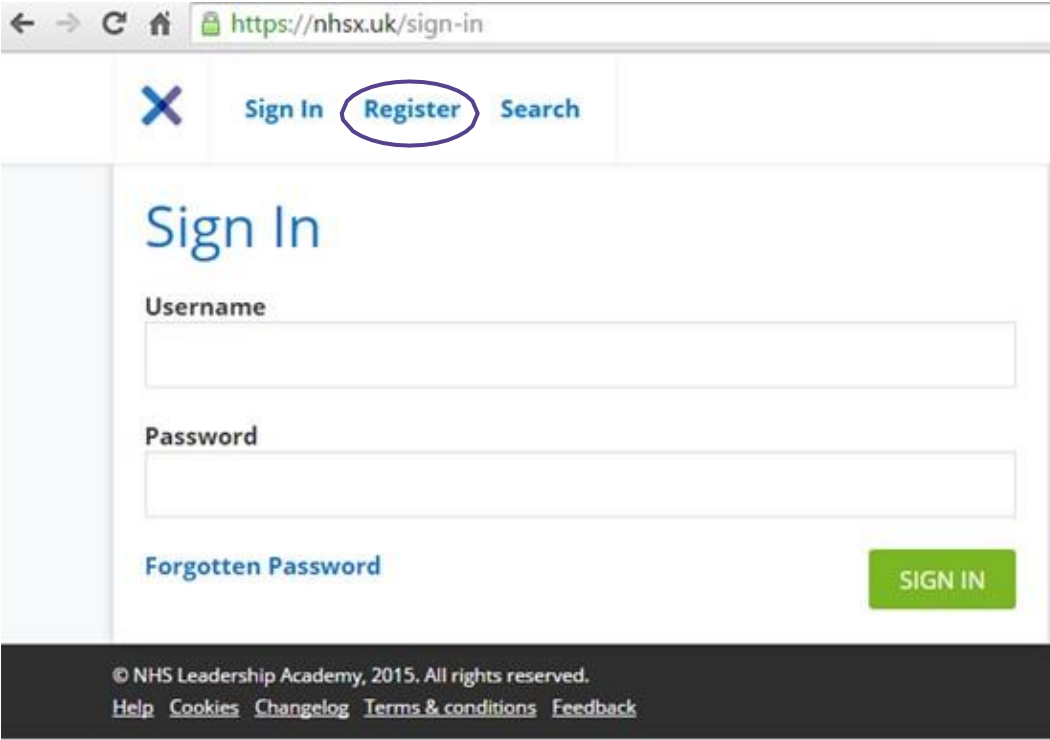
- Read and understand this programme applicant guide
- Check programme dates and understand that 100% attendance is required at all face- to-face elements
- Seek to fully understand the time commitment needed to be successful and think about what arrangements you'll need to make at work and home
- Research funding opportunities and understand the costs involved
- Ensure you have a robust agreement in place to cover the programme fee
- Speak to your manager regarding their support and show them the referee form. Our guidance for line managers is available [here](#).
- Ensure you, your authorised Budget Holder and manager have read, understood and signed the Terms and Conditions
- Take some time to think about your personal statement

Guidance for completing your application form

All applications must be completed online via <https://nhsx.uk/> during the live application period. If you experience any technical problems during your application, please email support.nla@hee.nhs.uk.

New user

If you haven't used NHSx before, you'll need to register by clicking 'Register' at the top of the screen, highlighted below:



The screenshot shows a web browser window with the address bar displaying <https://nhsx.uk/sign-in>. The page header contains a navigation bar with a blue 'X' icon, the text 'Sign In', the word 'Register' (which is circled in purple), and a 'Search' button. The main content area is titled 'Sign In' and features two input fields: 'Username' and 'Password'. Below the 'Password' field is a link for 'Forgotten Password'. A green 'SIGN IN' button is located at the bottom right of the sign-in form. The footer of the page is dark grey and contains the copyright notice '© NHS Leadership Academy, 2015. All rights reserved.' followed by links for 'Help', 'Cookies', 'Changelog', 'Terms & conditions', and 'Feedback'.

On the 'Register with NHSx' page, fill in your first name, last name, email address and choose a secure password, then click 'create account' in the green box.

You'll then be able to log in using the details given during registration.



Existing user

If you've registered with NHSx before, you can log straight in from the home page shown above.

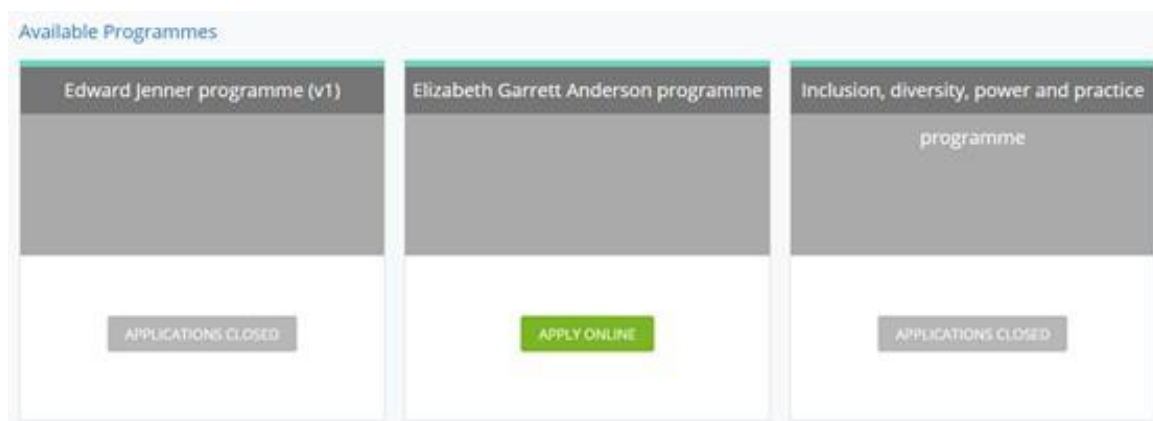
If you've forgotten your password click 'Forgotten Password' to recover it.

Completing the application form

Once you've logged in, you'll be taken to the 'Dashboard'. If you have applied for or completed any programmes before, this will be broken down into 'Programmes I'm on' and 'Available Programmes'.

If you have an existing profile, please check the email address in your profile is correct and up to date before submitting the form. If you change your email in NHSx after submitting your application, this will not feed through to your form.


To apply for the Elizabeth Garrett Anderson programme, scroll down to 'Available Programmes' and click the green 'Apply Online' button as shown below.



You can then complete the application form. You can save your form at any point and come back to it later by clicking 'Save for Later' in the green box at the bottom of the application form.

Please ensure that you complete all fields, and that all entered information is correct and accurate. You may not be able to edit this once your application has been submitted.

Once you've completed all of the necessary information, including your personal statement, you'll need to upload all relevant supporting documents as detailed on page 18.



To do this, click 'Choose file' to open your file explorer, and choose the correct document. This should be in Word or PDF format. Click on the selected document, then click 'Open'. The document has been uploaded when the file name appears next to the 'Choose file' button as below.

Upload signed terms and conditions *

Please upload a scanned copy of your signed terms and conditions. If you have not done so already, please download the terms and conditions from our website.

Choose file Jane Doe EGA Ts&Cs.docx

You can only upload one document using this function. Clicking 'Choose file' again will overwrite any previously uploaded document.

Once you've completed your form, and uploaded all of the necessary documents,

please ensure you click

SAVE FOR LATER

before

SUBMIT APPLICATION

Application submission checklist

Use this checklist to ensure you've taken all necessary steps to complete and submit your application within the live application period.

- I've created my NHSx log in with the **correct and up to date email address** I shall use for all communications relating to this application and programme
- I've started my online application form within the live application period
- I've filled in all my personal details accurately (**correct email address in your profile is crucial**)
- I've entered my personal statement of no more than 500 words \pm 10%
- I've uploaded my signed Referee Form and Terms and Conditions
- I've uploaded proof of my highest qualification
- I've submitted my application form before the deadline



Next steps

Following submission you'll receive an email acknowledging your application including advice as to whether you'll be contacted by University Programme Directors.

The final decision notification of your application will be sent to the email address provided in your application **(please ensure it is up to date)**.

Key dates can be found on our [website](#).

Contact us

If you'd like to talk to us, we'd be more than happy to help you. Please feel free to contact us using the details below:

Phone

0113 322 5699

Email

Andersonprogramme.nla@hee.nhs.uk

Twitter

[@NHSLeadership](https://twitter.com/NHSLeadership)

Website

www.leadershipacademy.nhs.uk