



Elizabeth Garrett Anderson Programme

Information for line managers

APEL – 2017/18





About The Elizabeth Garrett Anderson programme

What is The Elizabeth Garrett Anderson programme?

The Elizabeth Garrett Anderson programme is a unique, award winning leadership development programme. It helps mid to senior level leaders in NHS healthcare develop their leadership capability, improve their confidence and increase their resilience, to prepare them for the demands of senior leadership in healthcare today – and into the future.

This part time, two-year programme was awarded Gold for Excellence in Practice by the European Federation of Management Development (EFMD) in 2016, and is fully accredited, leading to an NHS Leadership Academy Award in Senior Healthcare Leadership and a Masters in Healthcare Leadership.

Delivered in partnership with renowned world-class healthcare, business and academic experts such as KPMG, the University of Birmingham and the Alliance Manchester Business School, the programme immerses participants in intensive leadership development through ground breaking learning technologies, offering the theoretical knowledge and practical understanding needed to become inspiring and innovative leaders.

It is designed for the health and care system, and comprehensive evaluation has identified that the programme has allowed participants to bring immediate, positive changes to their teams, services and patients, in areas such as increasing staff morale, improving patient experience, effective service redesign, and providing financial benefits, while leading a culture of compassionate care.

Accreditation of Prior Experiential Learning (APEL)

If someone has completed The Mary Seacole Programme with a Postgraduate Certificate in Healthcare Leadership, it may be possible to transfer the achieved credits to The Elizabeth Garrett Anderson programme, and begin the programme part-way through, meaning the programme duration is reduced to 18-months rather than 24.

Alternatively, if someone has credits from other academic study it may be possible to transfer the achieved credits.



Programme summary

Programme title	Elizabeth Garrett Anderson - APEL
Award	NHS Leadership Academy Award in Senior Healthcare Leadership
Qualification	MSc Healthcare Leadership (Jointly awarded by Universities of Birmingham & Manchester)
Length of programme	18 months
Time commitment	At least 15 hours a week
Out of office days	15 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	£5,000 (If providing NHS Funded care)
Full programme cost	£10,000
Attendance	100% attendance at all face-to-face elements is required

What are the benefits of the programme for my organisation?

Feedback from the extensive alumni and current participants of the programme has shown that organisations and teams will benefit from supporting their employees to participate in The Elizabeth Garrett Anderson programme through:

- Participants bringing positive and productive changes to their teams, services and patients in areas such as increasing staff morale, improving patient experience, effective service redesign, and thus improving the organisation's overall success



- Participants working more strategically with greater collaboration across large and complex programmes, departments, services and systems of care, leading to less waste and more efficient use of resources
- Participants building a powerful, regional and national support network of like-minded, influential leaders that the organisation can tap into
- Participants building personal resilience, confidence and capabilities to meet the demands of senior leadership within the challenging, transforming environment of the NHS
- Increasing the number of inspiring and innovative leaders in the organisation's talent pipeline for better succession planning
- Participants demonstrating improved leadership practices thus having a greater positive impact on organisational culture, and inclusive, patient-centred care



Obligations as a line manager

Who should I encourage to apply?

Line managers have a key role to play to ensure the right people are expressing an interest in and applying for places on the programme.

The Elizabeth Garrett Anderson programme is for mid to senior clinical or non-clinical NHS leaders aspiring to lead large and complex programmes, departments, services or systems of care across the NHS, including providers, commissioning organisations, Arm's Length Bodies and national organisations.

Applicants should be:

- 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 their leadership skills and behaviours while undertaking a healthcare-related academic qualification
- Motivated by the opportunity to apply new skills, learning and behaviours directly to real-time work-related improvements

There are no specific Agenda for Change band requirements for the programme, but participants are usually bands 8a and above.


The programme involves a significant amount of application of the learning in the workplace. This means participants will undertake activities that require the involvement of their team, workplace colleagues, you as their line manager, service users and carers/internal customers.

You should consider your own objectives, that of the team/service you work with and those of the organisation as a whole and look at how your employee participating on the programme could support these.

Eligibility

To be eligible for the programme via the APEL route, applicants require:

- A Postgraduate Certificate in Healthcare Leadership as a result of completing the Mary Seacole Programme, or

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- Successfully matched credits from other academic study approved by University of Birmingham

What are the commitments for a participant and how can I support these?

The Anderson programme is an intensive academic and development programme which is demanding. The programme runs part time over 18 months with four modules.

Participants benefit from a mixed blend of learning, including work-based application (where set activities are put into practice at work), online learning (academic content, assignments and discussion groups), and face-to-face residential behavioural development workshops and action learning sets.

Participants are required to commit at least 15 hours a week study which needs to be structured around their work life and home life. In addition, there are 15 out of office days comprising 7 days' attendance at three residential workshops in Leeds and 8 full day action learning sets for which some travel is required. There is also participation in weekly on-line studies and discussion groups as well as taking part in group and individual tutorials. To support these commitments participants, need clear and realistic support from you as their line manager and their organisation.

To make sure a participant experiences the best learning possible, it's vital that they're able to commit to all elements of the programme. As a line manager, you'll need to support them to do this by giving them the time to attend the face to face elements and to study. It is fundamental to the programme that you provide the opportunity, space and support for them to bring their learning back to the workplace.

Participants may wish to talk to you about their learning and development experience and you can check how they are getting on as the programme moves forward. In your discussions with them you should ask them about their progress, what support they need from you, and give any advice that you can provide as a leader yourself.



What are the financial implications to an organisation?

Programme fee

The full programme fee for the APEL route is £10,000 per participant but NHS staff are offered a substantially subsidised cost of £5,000; providing excellent value for money for an award-winning Masters programme.

Bursary availability

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. Find out more including guidance:

<http://www.leadershipacademy.nhs.uk/programmes/bursary-information/>

Payment of fees

Fees are payable before the programme starts 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. When applicants are notified that they have a place on the programme, their signed terms and conditions come into effect. At this stage, a Purchase Order number must be provided to our finance department.

Withdrawal implications

If the applicant either fails to start or fails to complete the programme for any reason (other than for a reason that the Academy at its discretion determines is an extenuating circumstance), the organisation is liable to pay the full programme fee and a further withdrawal fee of £5,000 as agreed recompense to the Academy for subsidising the applicant's place on the programme.

The Academy is funded centrally through NHS monies; we therefore have a substantial responsibility to ensure any money spent is done so effectively. Due to the contractual obligations of the NHS Leadership Academy and our partners, we are required to cover the cost of the programme upfront in its entirety. The amount charged to participants is a heavily subsidised proportion of the full programme cost with the NHS Leadership Academy paying the remaining balance. The total cost is committed by us at the start of the programme, and is non-recoverable based on whether a participant completes or withdraws from the programme.



What is required of the line manager during the application process?

Having a conversation

The process begins with a talent management conversation between a line manager and an individual to discuss the nature of the programme and its suitability to their development needs. Serious consideration should be given to the capacity of the individual to undertake all elements of the programme requirements, and capacity for the support they will need from their line manager and organisation while on the programme.

While applicants may be 'eligible' to apply for the programme it may not necessarily be appropriate for them. The key factors line managers need to take into account when considering 'suitability' include:

- Understand the nature of the programme: 85% online and work based application and 15% face-to-face (experiential and self-directed).
- Understand the extent of the work associated with the programme: Minimum of 15 hours of study a week including work based application which includes undertaking activities that require the involvement of their team, workplace colleagues, line manager, and service users and carers/internal customers.
- Have capacity: support from work and home to attend and undertake the programme, including attendance at learning events with overnight stays.
- Have the motivation: a desire to develop and change themselves (self-awareness, behaviour and impact), develop their career (wanting to move into a more senior role) and a desire to study at Masters level

Agreements need to be put in place regarding time to participate in all programme components, attend face-to-face activities and provision of associated study leave as appropriate.

It is essential that any plans agreed between an applicant and their line manager/organisation whether in relation to financial support or time needed to attend and study are clear, realistic and understood fully by all parties.



Completing the Referee form

Line managers must be able to evidence that the applicant for the programme meets the eligibility criteria. To do this, you are required to complete a Referee form which is uploaded by the applicant before submitting.

In Section A of the Referee form, line managers are required to evidence the suitability of the applicant for the programme, feasibility of the applicant having time to complete the programme and the support you will offer them in order to do so.

After you have completed Section A, you must also then complete Section C. This involves signing to confirm that all information provided in the form is accurate and true.

Once you have completed the form, please provide it to the applicant who should then upload it when submitting their application.

Terms and conditions

As part of the application process the applicant is also required to upload a signed version of the Terms and conditions for the programme.

This document is essential as it sets out the financial and practical support requirements and acts as a record of the commitment of the applicant, you and the supporting organisation for their participation in the programme.

As the line manager of the applicant you are required to read the relevant terms and conditions and to sign in the appropriate space. An authorised signatory for the organisation will also be required to countersign the document.



Further support

Further support is available, if you have any questions about any aspect of this support document or the Anderson programme please contact:

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