

Applicant Guide

2022 – 2023

Contents

Introduction

Programme benefits

Who's the programme for?

Programme overview

Learning and commitment

Modules and assessments

Costs and funding options

Application process

Contact

Introduction

The Rosalind Franklin programme is for clinical or non-clinical middle leaders across health and care aspiring to lead large and complex programmes, departments, services or systems of care.

It aims to help shape middle leaders' knowledge, skills, attitudes and behaviours to help them become outstanding, compassionate and inclusive leaders, working at all levels across the health and care system, to help improve services for people who access them.

“As part of our continuous commitment to developing outstanding leadership at all levels and given the growing body of evidence; it is important that we recognise the significant role played by individuals operating in critical, middle level ‘connecting’ leadership roles. Those who are leaders of leaders, providing the crucial link between strategic and team levels of leadership – and the impact they have upon the experiences of staff and the people who use health and care services. In response to this and our research findings, the Rosalind Franklin programme has been developed. The programme has been designed to support participants explore what they will need in order to be the outstanding, compassionate, inclusive leaders of health and care in the future.”

Alan Nobbs,
Head of Programme
Design and Practice,
NHS Leadership
Academy

Programme benefits

As a participant on the programme, you will:

- 1 Develop a deeper and clearer sense of who you are, your strengths and development areas – strengthening your existing leadership practice through cutting edge theory, evidence and practice
- 2 Improve your personal impact to help you drive progress in your team(s) and inspire your organisations/system to build compassionate, inclusive, person-centred cultures of care
- 3 Understand more about your team and how to work in and with it more effectively
- 4 Develop new ideas about how best to work with others through change – understanding different leadership approaches, challenges related to change and your relationship to them
- 5 Bring immediate positive and productive changes to your team(s), organisations, services and service users in areas such as increasing staff morale, improving service user experience, effective service redesign, reduction of waste and more efficient use of resources
- 6 Understand where you and your services are located in the wider health and care system and gain a deeper understanding of the experiences of people who access them
- 7 Work with several analytical tools to more deeply understand the challenges you are currently facing
- 8 Build a powerful support network of influential leaders
- 9 Increase adaptability and readiness to meet the demands of senior leadership within the challenging, transforming environment of the health and care system
- 10 Develop a deeper understanding of the concept of being a systems leader and how that will require you to behave differently

Who's the programme for?

It's for you if you are:

- Directly leading people who manage others ie. a step beyond first line management. This group is likely to include those who work in a traditional team based in a structured medium to large organisation.
- Individuals who may not directly lead a team now but as part of their role; lead a project, pathway or service across a network or system. This includes managers, clinicians of all disciplines and those in postgraduate training.
- A professional who leads teams of experienced professionals that may exist on a temporary basis before dissolving, and then realigning again around specific issues. This group might include those leading complex projects and initiatives who operate at pivot points between other professional groups and need to balance operational and strategic demands.
- Managing complex programmes and projects, substantial budgets, politically sensitive and significantly impactful work.

Programme overview

The Rosalind Franklin programme will support participants to be outstanding innovators, leaders and team-members. Evidence shows that outstanding leadership in health and care has four key aspects: compassion, inclusion, collaboration, knowledge of improvement skills and how to apply them.

It will encourage participants to ask, and answer, fundamental questions that will support you to become an outstanding leader.

The programme is nine months long with eight out of office days and you'll be expected to work for approximately four to five hours a week.

Successful completion of the programme will lead to an NHS Leadership Academy Award in Senior Healthcare Leadership.

Learning and commitment

The programme lasts nine months and incorporates a blended learning style with mandatory and comprehensive online learning, virtual workshops and small group work, including:

- Six online modules of learning
- Two day back to back workshops at the start of the programme
- A one day workshop at the end of the programme
- Five virtual facilitated impact groups across the nine months (groups of eight people)
- Approximately 120 hours of online study
- Submission of a 5,000 word written assessment

Learning and commitment

There are four core learning methods on the programme:

1. *Work based learning*

This takes the work you're already doing and uses it as the basis for your learning. Much of your online learning will relate to your work place. It focuses your attention on what is practical 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 the learning in your workplace.

2. *Virtual learning*

- **Workshops** – there are three days of developmental workshops. Two at the beginning of the programme (that will run consecutively) and one day at the end of the programme. The focus of these workshops will be on your personal and behavioural development in context; they take full advantage of virtual group work, experiential and simulation learning activities and social networking opportunities.

Attendance at these workshops is mandatory. Please make sure you can attend all three workshops as we can't guarantee an alternative date if you're unable to attend one of the dates.

- **Facilitated impact groups** – your impact group provides you with a forum to further critically explore your learning and work-based application in addition to helping you explore the links between individual, group and organisational dynamics.

The impact group meets five times during the programme for full day working sessions.

3. *Online learning (virtual campus)*

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 articles, videos, activities, surveys, discussion forums and more.

You must make regular contributions to the discussion forums and facilitator provocations as part of your assessment.

4. *Critically reflective assignment*

You will be required to submit a 5,000 word, critically reflective assignment. The assignment should seek to demonstrate an understanding as to how your learning, development and integration project have served to improve experience and outcomes for staff, patients, service users and their families.

Modules and assessments

The programme consists of a nine month learning journey; comprising six online study modules exploring the knowledge, skills, attitudes and behaviours that are important for leading others when building a culture of person-centred care within the health and care 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, whilst also providing intensive personal and professional development.

You might expect to be working for at least 4-5 hours per week (as a guide), in which you'll explore themes that support your development of self, the environment and systems, improvement, change and management skills.

Each module has its own objectives and learning outcomes which the module sets out to achieve. However, the programme has a number of 'golden threads' that run throughout including a constant focus upon the 'line of sight' of leaders to the quality and experience of all who access health and care services, a drive to develop compassionate and inclusive leadership, the need to create the right conditions for staff to thrive through a qualityimprovement, system-based leadership lens.

You'll be assessed on four activities:

- Mandatory attendance at all three virtual developmental workshops and the five facilitated impact groups
- Completion of all online content on the virtual campus
- Regular contributions to online discussion forums and facilitator provocations
- Submission of a 5,000 word reflective essay at the end of the programme demonstrating how you have developed and applied your leadership throughout the programme

Successful completion of the programme will lead to an NHSLeadership Academy Award in Senior Healthcare Leadership.

Cost and funding options

The programme costs £1,200 per person.

Self-funding

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

Payments can be made by bank transfer or card payment. Further information and instructions will be issued when you have been offered a place on the programme.

As a self-funder you are still required to agree to the Terms and Conditions as part of your application.

Application process

As 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 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. If you are successful, your budget holder is required to read and agree to a copy of the terms and conditions.

Personal statement

Your personal statement is an important part of your application and should explain why you're interested in developing your leadership through this programme, your relevant experience, and provide a clear argument for why you should have a place.

Your statement should answer the following questions:

1. Tell us about your current role and the people/projects/kind of work you lead, demonstrating the complexities and challenges? (max 250 words)
2. Tell us what you hope to be able to bring to the programme and how you'll use your learning to help make a positive impact for both staff and patients/service users? (max 200 words)
3. Why have you chosen this programme, why now, and what do you hope to achieve? (max 200 words)
4. It is important that you begin the programme having already done some thinking about and exploring opportunities for, leading some real change in your workplace. What are you passionate about and hoping this programme will help you address in your work place? For example, this might directly affect patient care, could be related to your work culture, or a desire to support staff/team development. (max 250 words)
5. What arrangements will you make to create time to study for at least 15 – 20 hours a month? (max 100 words)

Please ensure your statement is personal and unique to this programme.

Contact

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