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The contents of this booklet were correct at the time of publishing, and may be subject to change
### Key Dates and Deadlines

<table>
<thead>
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<th>Date/Publication</th>
<th>Details</th>
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<tr>
<td>Bursary Application Deadline</td>
<td>14 March 2016 at 5pm</td>
</tr>
<tr>
<td>Applications Close</td>
<td>14 March 2016 at 5pm</td>
</tr>
<tr>
<td>Notification of application outcome</td>
<td>April 2016</td>
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#### Residential 1
4 days; 3 nights
- Cohort 9.1: Starts 27 June 2016
- Cohort 9.2: Starts 4 July 2016
- Cohort 9.3: Starts 4 July 2016

#### Residential 2
3 days; 2 nights
- Cohort 9.1: Starts 13 March 2017
- Cohort 9.2: Starts 20 March 2017
- Cohort 9.3: Starts 20 March 2017

#### Residential 3
3 days; 2 nights
- Cohort 9.1: Starts 18 September 2017
- Cohort 9.2: Starts 25 September 2017
- Cohort 9.3: Starts 25 September 2017
Programme Overview

<table>
<thead>
<tr>
<th>Programme Title</th>
<th>Elizabeth Garrett Anderson (Leading Care II)</th>
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<tbody>
<tr>
<td>Qualification</td>
<td>MSc Healthcare Leadership</td>
</tr>
<tr>
<td>Award</td>
<td>NHS Leadership Academy Award in Senior Healthcare Leadership</td>
</tr>
<tr>
<td>Length of Programme</td>
<td>24 months, part time</td>
</tr>
<tr>
<td>Time Commitment</td>
<td>At least 15 hours a week</td>
</tr>
<tr>
<td>Out of Office Days</td>
<td>23 days across 24 months</td>
</tr>
<tr>
<td>Modes of Study</td>
<td>Online, group learning and residencies</td>
</tr>
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Overview

Could you drive real and lasting change by inspiring a culture of compassion that improves the patient experience? The Elizabeth Garrett Anderson Programme takes it to the next level for our most innovative leaders. 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.

Profile

Created by internationally renowned business and academic experts – KPMG, Manchester Business School and the Health Services Management Centre at the University of Birmingham – this programme is fully accredited. It leads to an MSc in Healthcare Leadership and an NHS Leadership Academy Award in Senior Healthcare Leadership. And while you’re helping improve the NHS for our patients’ benefit, Leading Care II 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

The Elizabeth Garrett Anderson Programme will immerse you in innovative and intensive leadership development. It will give you the theoretical knowledge and practical understanding needed to deliver inspiring leadership. This programme is going to prepare you for the demands of senior leadership in the healthcare system today – and into the future.

The learning methods are a cutting edge blend to keep you inspired and motivated via a flexible state-of-the-art virtual campus, residencies, 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 will emerge from the programme with the professional skill so thrive in a more senior leadership role, ready to play your part in building a more compassionate NHS.
Modules and Assignments

The programme consists of a 24 month learning journey; comprising eight study modules, and exploring the knowledge, skills 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 will be working for around 15 hours a week, in which you’ll explore themes that support your development of self, teams and organisations:

- 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

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 will explore current thinking and best practice at the level of the individual leader and, with support, 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 will 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

1500 word assignment + 1 work based assignment
Module 2: Building Foundations for Team Effectiveness

This module focuses on teams. You will 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, discussing concerns, making suggestions and providing 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 2000 word assignment + 2 work based assignments

Module 3: Making sense of organizational 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 will be asked to explore and understand 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, and 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.

Assessment 3000 word assignment + 3 work based assignments

Module 4: Delivering System Wide Coordinated Care

Building on module 3, this module focuses more strategically on quality, efficiency and effectiveness. You will 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 you have greater choice and can take control of decisions about their health and care.

Assessment 3000 word assignment + 3 work based assignments
Modules and Assignments continued

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 will 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
2000 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 1 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
1500 word assignment + 1 work based assignments

Module 7: Developing Organisational Research Study Skills

This module will prepare you for your Healthcare Leadership Case Study (dissertation). You will learn how to collect and analyse information and make sense of this through different theoretical approaches that govern the way they understand the world and in turn influence your leadership. The outcome will be a fully worked up dissertation proposal.

Assessment
3000 word dissertation proposal

Module 8: Healthcare Leadership Case Study

In this module you will implement the Healthcare Leadership Case Study proposal developed in module 7. 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 involvement, has improved as a result of your own and your team’s learning and actions.

Assessment
10,000 word Healthcare Leadership Case Study
Learning Methods

There are three core learning methods on this programme:

- Work based learning
- Face-to-face learning at workshops and in learning sets
- Online via the virtual campus

Work Based Learning

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 work place. 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.

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 your practical skills to craft your leadership role, style and skills.

The ALS meets eleven times during the programme for full day working sessions: eight times facilitated by your tutor and three times self-managed by the set.

Face-to-Face Learning: Residential Experiential Workshops

There are four residential behavioural development workshops during the course of the programme; the dates of which you can find on page 3. The focus of these workshops will be on your personal and behavioural development in context; they take full advantage of face-to-face group work, experiential and simulation learning activities and social networking opportunities.

Online Learning (Virtual Campus)

The NHS Leadership Academy’s virtual campus 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 will 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.
Entry Requirements

To qualify for entry onto this programme, you'll generally be in a clinical or non-clinical healthcare role and aspiring to lead large and complex projects, departments, services or systems of care.

You may already be leading teams of service leaders/complex services and systems of care without any formal leadership development. Or you could be a newly appointed clinical lead or clinical director without prior formal leadership development training.

Irrespective of which, you’ll have a minimum of:

- a good UK Honours degree in any subject, or
- an equivalent professional qualification, or
- 3+ years of relevant experience leading teams or services*

* If you do not hold a degree or equivalent professional qualification, you will need to submit a written report to your Referee to allow them to assess your academic ability. Please contact us for more information.

English Language Requirements

We welcome applications from candidates offering a range of overseas qualifications. In order to undertake the programme, you will need to demonstrate that 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.

References

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 that you have the skills, experience and knowledge necessary to undertake the course.

During your application, you will need to upload your completed and signed reference. The referee form is available to download from the programme page of our website.
Disability Support

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

If you tell us about your disability as soon as possible – which you can do on your application form – we can identify any support that you might need.

Dyslexia Support

If you have dyslexia or another specific learning difficulty, such as dyspraxia or dyscalculia, we will help you get the support you need to make the most of your studies.

In order to ensure that we can provide this, please ensure that you fill out the relevant section of your application form. If you would like to talk further about the support we can provide, please contact us using the details on page 18.

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
Mary Seacole Programme Alumni

If you have previously completed the Mary Seacole Programme, leading to 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.

As the programmes are very different, there is no automatic right to transfer, and you must make sure that you fulfil the full entry requirements of the Elizabeth Garrett Anderson programme as on page 9.

To access the Anderson programme, you must apply as normal through the online application form detailed on page 13.

Joining the Programme

Elizabeth Garrett Anderson applicants who have successfully completed the Mary Seacole Programme will be placed within a dedicated Seacole Alumni cohort, starting once or twice a year. The next intake for Mary Seacole graduates will be in Autumn 2016 as part of Intake 10; eligible applicants should apply then and not for Intake 9. If you are unsuccessful in securing a place for this cohort, you will need to re-apply for the next available Intake when this is open.

Fees and Funding

There is a reduction in the cost of the Elizabeth Garrett Anderson if you are successful in transferring your credits across. More details can be found in ‘Fees and Funding’ on page 12.

Further Information

If you would like to talk further about your options as a Mary Seacole programme graduate, then please do not hesitate to get in touch using the details on page 18.
Fees and Funding

The full cost of the programme is detailed below, and varies depending on your organisation and situation. The fees detailed below are fully inclusive of all accommodation, tuition and access to our state-of-the-art online virtual campus.

<table>
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<tr>
<th>Full Programme Cost</th>
<th>£16,500</th>
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<tbody>
<tr>
<td>NHS Staff</td>
<td>£6,000</td>
</tr>
<tr>
<td>Mary Seacole Alumni</td>
<td>£5,000</td>
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Fees are payable in full prior to the start of the programme via invoice.

Bursaries

The NHS Leadership Academy places diversity and inclusion at the heart of everything that we do. Inclusion is one of our four key strategic aims and therefore must be sown across and throughout our work.

In offering our programmes, we pay attention to inclusion in relation to both content and how our programmes are delivered. We must also ensure that access to our programmes reflects the richness and diversity of our workforce.

To this end, we now have a bursary scheme to support talented applicants who are from groups under-represented across leadership levels and whom, without the bursary, would miss out on opportunities to access the excellent quality professional leadership programmes that the Academy offer.

Please note that we have a very limited number of bursaries available.

The bursary scheme is open to those who have exhausted all other possibilities for funding and who also belong to groups that are underrepresented such as:

- People with disabilities
- BME
- Women
- LGBT

These bursaries are limited, and cover the full programme fee including accommodation for residential, but not travel and some subsistence where that’s not provided as part of the programme.

To apply for the bursary, you will need to complete the combined Bursary Application and Terms and Conditions form and upload this when applying, indicating that you are applying for a bursary.

Please note that if you are unsuccessful in receiving a bursary, you will not be offered a non-funded place on this intake of the programme as you are required to prove as part of your bursary application that you are unable to fund the programme via other means. You are, however, welcome to apply in subsequent intakes.

For more information, please go to: www.leadershipacademy.nhs.uk/programmes/bursary-information/
Application Form

All applications to the Elizabeth Garrett Anderson programme must be completed online via www.nhsx.co.uk. If you experience any technical problems during your application, please email support@leadershipacademy.nhs.uk.

New User

If you have not used NHSx before, you will need to register. You can do this by clicking ‘Register’ at the top of the screen, highlighted below:

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 will then be able to log in using the details given during registration.

Existing User

If you have registered with NHSx before, perhaps if you have registered for access to our membership platform, previously applied or undertaken a programme, then you can log straight in from the home page shown above.

If you have forgotten your password, you can click ‘Forgotten Password’ to recover this.
Completing the application form

Once you have logged in, you will 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’.

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 on the application form, and that all entered information is correct and accurate as you may not be able to edit this once your application has been submitted.

Once you have completed all of the necessary information, including your personal statement, you will need to upload the signed Terms and Conditions, your Referee Form and certificate of highest educational achievement. If you are applying for a bursary, please ensure you upload the combined bursary application and bursary terms and conditions.

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.

You can only upload one document using this function. Clicking ‘choose file’ again will overwrite any previously uploaded document.

Once you have completed your form, and uploaded all of the necessary documents, click

APPLY NOW
Your personal statement accompanies your application, and should explain why you are interested in studying on this programme, your relevant experience, and provide a clear argument for why you should have a place on this programme. It should be no more than 500 words ± 10%.

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. Why am I interested in studying on this programme?
2. What is my relevant experience – both academic and professional?
3. Why should I have a place on this programme?
4. What arrangements you have made, at work and home, to create space to study for 15 hours a week?
5. What support will your Line Manager provide for you while you are on the programme?

General Guidelines for Writing a Postgraduate Personal Statement

Your personal statement should be personal and unique to this programme. Once you have written your statement, ask yourself “could this statement apply equally to my friend or neighbour?”

Don’t underestimate how difficult it can be to write a good personal statement that will do you justice. You should make sure you have ample time to write it.

Always use good vocabulary and grammar. Use well-written sentences that flow easily to make your statement fresh and dynamic. Avoid using overly long sentences.

Keep the tone of your statement positive and enthusiastic. You need to demonstrate that you are able to make the points required in a concise manner, and make sure you adhere to the word limit.

Write a draft and keep checking it, shortening it if needed and rewriting it until it feels right. You could perhaps ask someone to read it for you and highlight any errors that you may have missed.

Structure

Your statement should be structured with a clear beginning, middle and end. You should seek to grab the reader’s attention in your introduction, and hold it so they remain interested until the end.

In the main body of the statement, you should concentrate on relating your skills, knowledge and experience to the questions above, making sure to answer each one.

You should conclude by summarising your statement for the reader. A conclusion should not contain any new information.
Supporting Documents

When submitting your application, you will need to upload 3 sets of supporting documents. These will be:

- Certificate of highest educational attainment, e.g. degree certificate. 
  *Please note that if you also have a Higher Education Achievement Report (HEAR), relevant from 2013 onwards, then this is not required AND*

- Your completed reference AND

- Signed Terms and Conditions

Terms and Conditions

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

These are signed by yourself, your manager and authorised signatory and are uploaded when applying for the programme. It is important to read these carefully and thoroughly.

If there is anything that you do not understand or wish to discuss further, please email AndersonProgramme@leadershipacademy.nhs.uk.

A copy of the Terms and Conditions are available to download from: www.leadershipacademy.nhs.uk/programmes/elizabeth-garrett-anderson-programme/
Application Checklist

Use this checklist to ensure that you have taken all of the necessary steps to complete and submit your application.

☐ I have read and understood the programme overview
☐ I fully understand the time commitment needed to be successful
☐ I have spoken with my manager about taking part in the programme
☐ I have read and understood the Terms and Conditions
☐ I have researched funding opportunities and understand the costs involved
☐ I have created my NHSx log in
☐ I have started my online application form
☐ I have filled in all of my personal details accurately
☐ I have entered my personal statement of no more than 500 words ± 10%
☐ I have uploaded my signed Reference and Terms and Conditions
☐ I have uploaded proof of my highest qualification (if applicable)
☐ I have submitted my application form before the deadline
Further Support

If you would like to talk to us further about the Elizabeth Garrett Anderson Programme, then please feel free to contact us using the details below:

- 0113 322 5699
- AndersonProgramme@leadershipacademy.nhs.uk
- @NHSLeadership
- www.leadershipacademy.nhs.uk