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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>
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<tr>
<th>Event</th>
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<tbody>
<tr>
<td>Applications Close</td>
<td>Monday 22\textsuperscript{nd} February 2016</td>
</tr>
<tr>
<td>Notification of application outcome</td>
<td>TBC*</td>
</tr>
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*We will contact you in due course to confirm your place.*
Programme Overview

<table>
<thead>
<tr>
<th>Programme Title</th>
<th>Mary Seacole Programme</th>
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<tbody>
<tr>
<td>Award</td>
<td>NHS Leadership Academy Award in Healthcare Leadership</td>
</tr>
<tr>
<td>Length of Programme</td>
<td>6 months</td>
</tr>
<tr>
<td>Time Commitment</td>
<td>100 hours online learning</td>
</tr>
<tr>
<td>Out of Office Days</td>
<td>3 x 1-day workshops</td>
</tr>
<tr>
<td>Modes of Study</td>
<td>Online and face-to-face workshops</td>
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Overview

As people take on leadership responsibilities, their relationship with their organisation and the people around them shifts. Expectations change, accountabilities increase and scrutiny grows. This programme explores key themes with which new leaders need to engage, understand and apply to their own context. The idea of ‘something has changed – and what does this mean?’ – runs through the programme. A leadership role is a significant change of role, and the programme will actively encourage people to consider what that change means for them, and how they might need to be in the workplace to be a success in the role.

Profile

Created by the NHS Leadership Academy in conjunction with internationally renowned business and academic experts Hay Group, the programme provides the opportunity for you to develop your leadership and management skills leading to a NHS Leadership Academy award in Healthcare Leadership. And while you’re helping improve the NHS for our patients’ benefit, the Mary Seacole 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 leadership;
- 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 Mary Seacole 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 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 and face-to-face development. 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 to thrive in a leadership role, ready to play your part in building a more compassionate NHS.
Modules and Assignments

The programme consists of a 6 month learning journey; comprising twelve 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.

You will be working for around 4 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.

**Module 1: Launch – why does leadership matter?**
This module covers how the programme works, stages of personal development, and focuses on your own personal values.

**Module 2: Myself and my role**
This module looks at the definitions of management and leadership and ways of thinking about leadership.

**Module 3: Teams and success**
This module focuses on team dynamics, leadership responsibility, and inclusion.

**Module 4: Relationships, influence, and your system**
This module reflects on you as part of the system. It covers relationship mapping, influencing others, negotiation, and looks at the broader care system.

**Module 5: Impact of organisational culture**
In this module you will focus on organisation culture, what do we mean by this, how it is developed, and your role as a leader.

**Module 6: Focus on performance**
This module looks at what do we mean by performance, different views on performance, and creating the climate for performance as well as performance management.

**Module 7: Patients, care, and context**
This module is an integral part of the programme with much of this running across all modules, focusing on patient experience and their stories, patient leadership, patient safety, and the human factors.
Modules and Assignments continued

Module 8: Leading for improvement

This module looks at improvement, looking at the model for improvement, flow, lean and making improvements.

Module 9: Recruitment and selection
Module 10: Appraisal
Module 11: Finance fundamentals
Module 12: HR fundamentals

The 4 additional management modules cover recruitment and selection, appraisal, financial fundamentals, and HR fundamentals. These modules focus on skills, behaviour, and knowledge.
Learning Methods

There are three core learning methods on this programme:

- Work based learning
- Face-to-face learning at workshops
- 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: Workshops

There are three workshops during the course of the programme; the dates of which you can find on the application form. 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, videos, surveys, electronic journals, 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 your first formal clinical or non-clinical leadership role or aspiring to a formal leadership role within the next 2 years.

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.
Application Form

All applications to the Mary Seacole 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:

Please ensure you are logged into NHSx to then access the application form via the link here or as provided in your invitation email and you will see the screen below and please check the programme title includes Mary Seacole Programme – Funded.
Application Form continued

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.

Please ensure you are logged into NHSx to then access the application form via the link here or as provided in your invitation email and you will see the screen below and please check the programme title includes **Mary Seacole Programme – Funded**.

If you experience any technical problems during your application, please email support@leadershipacademy.nhs.uk.

Completing the application form

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**.

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: terms-and-conditions.pdf
Personal Statement

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 between 250 and 500 words.

This programme leads to a NHS Leadership Academy Award in Healthcare Leadership. Please give consideration to your suitability and capability to commit to the programme.

Your statement should answer the following questions:

1. Why am I interested in studying on this programme?
2. What is my relevant experience?
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 4 hours a week?
5. What support will your Line Manager provide for you while you are on the programme?

General Guidelines for Writing a 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 complete the personal statement and attach a copy of your 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 line manager, and an 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 SeacoleProgramme@leadershipacademy.nhs.uk.

A copy of the Terms and Conditions are available to download from the application form.
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 between 250 and 500 words
☐ I have uploaded my signed Terms and Conditions
☐ I have read and noted the cohort dates and locations I have chosen
☐ I have submitted my application form before the deadline
Further Support

If you have dyslexia or another specific learning difficulty, such as dyspraxia or dyscalculia, please ensure that you fill out the relevant section on your application form and let us know as soon as possible so we can identify any support that you might need.

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

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