



Leadership Academy

Applicant guide





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

Applicant suitability

The Mary Seacole programme is for **first time leaders in healthcare**, or those **aspiring to their first formal leadership role**. It's for you if you're:

- Looking to move into your first leadership role
- In a 'formal' position of leadership with responsibilities for people and services
- Able to relate what you learn to your workplace

The programme is six months long with 100 hours of online study, plus three face-to-face behavioural workshops delivered locally.

Learning is accessed through:

- The Academy's virtual campus, which includes films, interactive content, discussion forums and online resources
- Three one day face-to-face skills workshops working with expert facilitators delivered around the country

You must be able to attend all three face-to-face workshops, as attendance at these is mandatory. We don't offer deferrals under any circumstance and we can't guarantee a place at an alternative workshop if you're unable to attend one of the days listed.

Applications will close five weeks prior to the start date of each individual cohort, unless otherwise stated.

English language requirements

We welcome applications from candidates with a range of overseas qualifications. In order to undertake the programme, you'll 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.

Programme summary

Programme title	Mary Seacole programme
Award	NHS Leadership Academy Award in Healthcare Leadership
Length of programme	Six months
Time commitment	At least four hours a week
Out of office days	Three one-day workshops
Modes of study	Online learning and face-to-face workshops
Programme dates	Available on our website

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 three face-to-face workshops including lunch and refreshments, and access to our state of the art online Virtual Campus. Accommodation and travel aren't included.

Full programme cost	£1,700
NHS subsidised cost*	£995

** This cost applies to those who work for organisations providing NHS-funded care.*

Fees are payable in full prior to the start of the programme via invoice. You'll need to provide a purchase order number.

Self-funding

Participants are able to self-fund a place on the programme. Please contact us using the details on page 16 if you wish to discuss further.

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, and how they'll understand and apply them to their own situation. 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 you to consider what that change means for you, and how you might need to behave in the workplace to be a success in your role.

Programme summary continued

Profile

Created by the NHS Leadership Academy in conjunction with internationally renowned business and academic experts Korn Ferry 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 by helping you to:

- Learn from innovative, world-class healthcare experts, preparing you for the demands of first-time leadership
- Improve your personal impact to help drive progress with your team and organisation to build a culture of patient-focused care
- Build a powerful regional and national support network of like-minded, influential leaders

Learning

The Mary Seacole Programme will prepare you for the demands of leadership in the healthcare system today – and into the future. It will give you the theoretical knowledge and practical understanding needed to deliver inspiring leadership. 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'll emerge from the programme with the professional skills to thrive in a leadership role, ready to play your part in building a more compassionate NHS.

Application checklist

Use this checklist to ensure that you've taken all the necessary steps to start your application.

- Read and understood the programme and applicant guide
- Checked all the programme dates and understood that 100% attendance is required at all face-to-face elements
- Spoken with and have the support of your manager to take part in the programme
- Uploaded your completed and signed Terms and Conditions
- Researched funding opportunities and understood the costs involved

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 500 words ± 10%.** To support us in reviewing your application for suitability, we'd strongly encourage you to make full use of the word count.

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 address the following questions, which will be used to score your application from 1 (very poor) to 5 (excellent):

1. Why should I have a place on this programme? And why now?
2. What is my relevant professional and leadership experience?
3. Your current role and the people you lead
4. How you plan to meet the requirements for four hours of study per week
5. What support will your line manager/organisation provide for you while you're on the programme?

Guidelines for writing a personal statement

Your personal statement should be personal and unique to this programme. Once you've 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're 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 suggest any areas for improvement.

Personal statement continued

Structure

Your statement should be structured with a clear beginning, middle and end. You should try 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, concentrate on relating your skills, knowledge and experience to the questions on page 11, making sure you answer each one.

Conclude by summarising your statement for the reader. Your conclusion should not contain any new information.

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're 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's 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 our website. 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.

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

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.

It's where you'll 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, videos, surveys, electronic journals, books, discussion forums, and more.

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

Assessment

You'll be assessed on three activities:

- Mandatory attendance at all three face-to-face workshops
- Regular contributions to online discussion forums and facilitator provocations, including completion of all online activities
- Submission of a 2,000-word reflective essay at the end of the programme

Units of study

The programme consists of a six month learning journey; comprising 12 study units, and explores the knowledge, skills and behaviours that are important for leading others when building a culture of patient-centred care within the healthcare system. You'll be working for around four hours a week, in which you'll explore themes that support your self-development, 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

Unit 1: Launch – why does leadership matter?

This unit covers how the programme works, stages of personal development, and focuses on your own personal values.

Unit 2: Patients, care, and context

This unit is an integral part of the programme with much of this running across all units, focusing on patient experience and their stories, patient leadership, patient safety and the human factors.

Unit 3: Myself and my role

This unit looks at the definitions of management and leadership and ways of thinking about leadership.

Unit 4: Teams and success

This unit focuses on team dynamics, leadership responsibility, and inclusion.

Unit 5: Relationships, influence and your system

This unit reflects on you as part of the system; it covers relationship mapping, influencing others, negotiation, and looking at the broader care system.

Unit 6: Impact of organisational culture

In this unit you'll focus on organisation culture, what do we mean by this, how it is developed, and your role as a leader.

Unit 7: Focus on performance

This unit looks at what do we mean by performance, different views on performance, and creating the climate for performance as well as performance management.

Units of study continued

Unit 8: Leading for improvement

This unit looks at improvement, the model for improvement, and how to make improvements.

Unit 9: Recruitment and selection

Unit 10: Appraisal

Unit 11: Finance fundamentals

Unit 12: HR fundamentals

The four additional management units cover:

- Recruitment and selection
- Appraisal
- Financial fundamentals
- HR fundamentals, focusing on skills, behaviour, and knowledge

These units are mandatory, but can be accessed and completed at any time during the programme.

Assessment

You will be assessed on three activities:

- Mandatory attendance at all three face-to-face workshops
- Regular contributions to online discussion forums and facilitator provocations, and completion of all online activities
- Submission of a 2,000-word reflective essay at the end of the programme



Learning support

Within your application you'll be given the opportunity to tell us about any disabilities and/or learning needs you may have. 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 won't influence whether or not your application is successful.

Application form

All applications must be completed online via www.nhsx.uk. If you experience any technical problems during your application, please email support@leadershipacademy.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:

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.

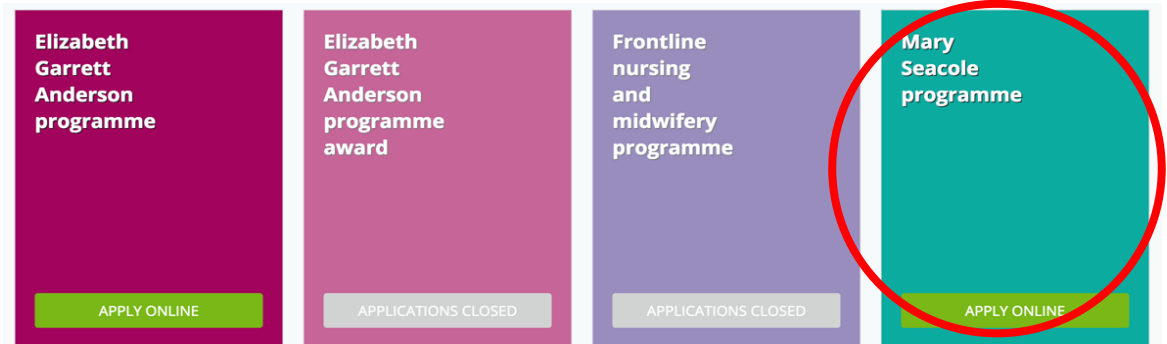
If you've forgotten your password click 'Forgotten Password' to recover it.

Application form continued

Completing the application form

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

To apply for The Mary Seacole programme, scroll down to 'Available Programmes' and select 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 selecting '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've completed all the necessary information, including your personal statement, you'll need to upload the signed **Terms and Conditions**.

To do this, select '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

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

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

APPLY NOW

Supporting documents

When submitting your application you'll need to upload your terms and conditions form.

Terms and Conditions

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

These are signed by you, your line manager, and an authorised signatory (such as a training or organisational development lead, or a budget holder). It's important to read these carefully and thoroughly.

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

Next steps

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

- Started your online application form
- Filled in all of your personal details accurately
- Entered your personal statement of no more than 500 words \pm 10%
- Fully understood the time commitment needed to be successful
- Submitted your application form before the deadline

You'll receive a courtesy notification email acknowledging receipt of your application within one week of submission.

You'll be notified of your application outcome four weeks prior to the cohort start date via the email address provided in your application.

If any of your contact details change, please notify the Academy as soon as possible.

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:



0113 322 5699



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@NHSLeadership



www.leadershipacademy.nhs.uk