



Health Service
Leadership
Academy

LEADING CARE II

Applicant Guide



Human
Resources
Leaders in People Services

Building a
Better Health
Service

Seirbhís Sláinte
Níos Fearr
á Forbairt

Introduction

This Applicant Guide provides Leading Care II programme applicants with the information they need to complete the application process and includes the following information:

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Virtual Programme Delivery

The Leading Care II programme is currently being delivered as a virtual programme. Residential and any other face to face components referred to in this applicant guide will now happen virtually until further notice. The feasibility of conducting residential or other components face to face will be kept under review as the programme progresses. Should it be decided that any elements will take place face to face we will advise participants accordingly. However; for now all aspects of the programme will take place virtually.

Applicant Suitability

The Leading Care II programme is a Masters level programme for those who are looking for development and stimulation to rapidly improve their service and enhance their leadership capability. It is aimed at those who:

- Lead teams or complex projects
- Lead services or systems of care
- Aspire to be responsible for a broader role and contribute to the wider organisation
- Would like development support to improve their leadership practices
- Are excited by the opportunity to apply new skills, learning and behaviours directly to real-time work related improvements
- Are willing to commit to at least 15 hours learning a week over the course of a 24 month period
- Are willing to commit to full attendance at all face to face aspects of the programme

Applicant Eligibility

The Leading Care II programme leads to an MSc in Leadership in Healthcare and to be eligible for the programme you must hold a minimum of:

- 2.2 undergraduate degree or above, or
- An equivalent professional qualification, or
- Relevant experience leading teams or services

In addition to the academic eligibility criteria above *and the suitability criteria* on the previous page, you must also:

- Be an employee of the HSE, TUSLA, a Section 39 hospice, or a body which provides service on behalf of the HSE under Section 38 of the Health Act 2004
- Satisfactorily complete the application process

Selection criteria will include:

- Applicant's personal statement
- Applicant's experience leading teams or complex projects or leading services or systems of care
- The Senior Line Manager Supporting Statement
- Applicant's previous leadership/management development programmes undertaken
- Creation of the best possible mix of participants from eligible applicants

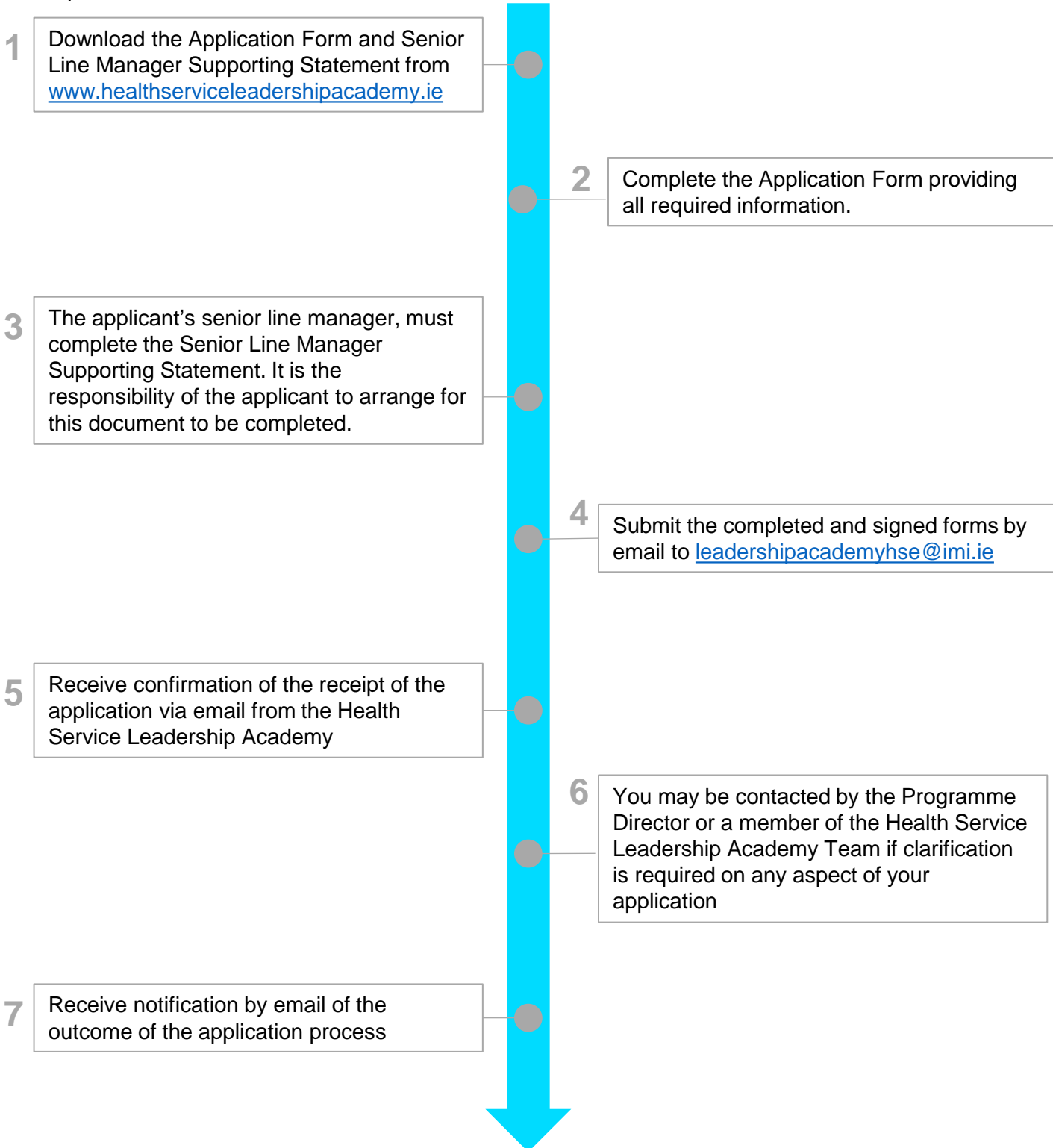
In order to maximise the learning within each cohort undertaking Leading Care II, the Health Service Leadership Academy will seek to create the best possible mix of participants from eligible applicants. This will include having a mix of clinical and non-clinical participants, a mix of disciplines and professions and a mix of locations and types of health service organisations. In striving to achieve a strong mix for each cohort, this may result in some eligible participants not being offered a place on the next cohort.

In these circumstances and in the event of oversubscription, a waiting list will be established for eligible participants to whom places may be offered on a subsequent cohort.

You may be contacted by the Programme Director or a member of the Health Service Leadership Academy Team if clarification is required on any aspect of your application.

Application Process

In order for you to be considered for the programme, there are a number of steps that must be completed:



Programme Overview

Programme Title	Leading Care II
Qualification	Health Service Leadership Academy Leading Care II Award MSc in Leadership in Healthcare <i>(awarded by University College Cork)</i>
Length of Programme	24 months, part-time
Time Commitment	At least 15 hours per week
Faculty	Delivered by the IMI
Modes of Learning	Work based application (50%), Online learning (35%), learning set meetings and residential workshops (15%)
Face to Face Attendance Requirements	4 residential sessions totalling a minimum of 12 days over the programme A minimum of 11 action learning set days over the programme
Attendance	100% attendance at all face-to-face elements is required

The Leading Care II programme is designed to meet healthcare challenges now and into the future and will enable you to bring about change and real improvement providing opportunities to put your new skills into action where you work. The focus of the programme is firmly on patient experiences and outcomes, so whether you work on the frontline or you indirectly focus on patient care, the patients and service users your organisation cares for will benefit as a result of your learning. The programme involves work-based evidence to be provided, meaning you can start making a difference to patients and services immediately rather than having to wait until after you graduate.

The programme supports you in your role and future career by:

- Providing you with intensive personal leadership development
- Improving your personal impact and helping you drive progress with your team and organisation to build a culture of patient-focused care
- Enabling you to make a real difference to patients, staff and services
- Helping you to take up your leadership role and lead others more effectively
- Helping you develop quickly by immersing you in innovative and intensive leadership development
- Helping you make an immediate and tangible difference to your workplace by applying your learning to develop practical innovations for immediate use
- Helping you build a powerful national support network within the healthcare system who are all driving to achieve real change for patients

Programme Overview Continued

During the programme you'll be immersed in innovative and intensive leadership development; whilst also providing you with theoretical knowledge and practical understanding needed to deliver inspiring leadership.

Like most leadership development programmes, we'll ask you to examine what has shaped you as a leader and to look at the impact your leadership has on others. Please consider your views on this and your willingness and capacity to work in this way at this time before applying for the programme.

The key features of the programme are that it:

- Builds your capability with the latest thinking and learning from world-class healthcare experts, preparing you for the demands of senior leadership in the healthcare system today and for the future
- Applies cutting-edge learning methods blending a flexible state-of-the-art Virtual Campus with face-to-face development
- Is fully supported every step of the way by your tutor, your action learning set and online, through the user-friendly Virtual Campus
- Gives you access to experts in healthcare and other industries helping you understand best practice from both inside and outside the Irish health service
- Leads to an MSc in Leadership in Healthcare upon successful completion

Learning Methods

The learning methods are a cutting-edge blend to keep you inspired and motivated via a flexible state-of-the-art Virtual Campus, residential workshops, face-to-face development and online tutor support.

The programme is delivered using the following core learning methods:

- 50% work based application (where set activities on the online Virtual Campus are put into practice at work)
- 35% online learning (academic content, assignments and discussion groups)
- 15% face-to-face residential behavioural development workshops and action learning sets

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 Set Meetings

- Your Action Learning Set Meetings provides you with a forum to explore the links between individual, group and organisational dynamics, in order to equip you with the practical skills to craft your leadership role, style and skills. Your Action Learning Set meets a minimum of eleven times during the programme for full day working sessions.

Face-to-face learning – Residential Experiential Workshops

- There are four residential workshops during the course of the programme; the dates of which can be found 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 as opposed to any academic theory or knowledge learning.

Online learning through the Virtual Campus

- The Health Service Leadership Academy Virtual Campus has been designed to feel like an inviting space; delivering what you need in an interactive learning environment. It can be accessed at any time and on any device, at a time and place which suits you
- 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, books, tutorial and discussion boards, learning journals and more.

Individual and Group Tutorials

- You will have individual and group tutorials over the duration of this programme. These will take place during specified weeks, but the day and time of tutorials (including evenings and weekends) will be mutually agreed with groups/individuals. Tutorials will take place either online, by telephone or face-to-face.

Programme Structure

The programme consists of a 24 month learning journey comprising seven modules that explore the knowledge, skills, attitudes and behaviours that are important for leading others when building a culture of person-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.

The programme involves at least 15 hours a week, in which you'll explore themes that support your development of self, teams and organisations to achieve the learning aims of the programme which are:













- Ensuring that patients have good quality and safe experiences
- Understanding how you, as a leader, can make a difference to improving care quality and the patient experience
- Enabling others to give their best to improve care quality and the patient experience
- Making person-centred co-ordinated care happen
- Making decisions based upon the best available evidence to improve care quality and the patient experience
- Creating value for patients, service users and the communities we serve.

The Leading Care II modules are as follows:

Leading Care II Modules	
1	Understanding and Developing Leadership Practice
2	Building Foundations for Team Effectiveness
3	Making Sense of Organisational Values, Engagement and Service Delivery
4	Delivering System Wide Coordinated Care
5	Creating Engaging and Learning Cultures
6	Evaluating My Leadership Behaviours and Impact
7	Healthcare Leadership Case Study
















Programme Structure Continued

The graphic below and overleaf shows the programme structure in greater detail:

Stages	Activities
Introduction: Getting Started	 Online introduction via the Virtual Campus
	 Residential workshop (4 Days)
Module 1: Understanding and Developing Leadership Practice <i>4 Weeks</i>	 Online and work-based study
	 Individual tutorial 1
Module 2: Building Foundations for Team Effectiveness <i>8 Weeks</i>	 Online and work-based study
	 Action learning set 1
	 Individual tutorial 2
Module 3: Making sense of organisational values, engagement and service delivery <i>12 Weeks</i>	 Action learning set 2
	 Online and work-based study
	 Group tutorial 1
	 Action learning set 3
	 Group tutorial 2
Module 4: Delivering system wide co-ordinated care <i>12 Weeks</i>	 Online and work-based study
	 Residential workshop (3 Days)
	 Action learning set 4
	 Group tutorial 3
	 Action learning set 5

Programme Structure Continued

The graphic below shows the programme structure in greater detail:

Stages	Activities
Module 5: Creating engaging and learning cultures 8 Weeks	 Online and work-based study
	 Action learning set 6
Module 6: Evaluating my leadership behaviours and impact 4 Weeks	 Online and work-based study
	 Group tutorial 4
	 Residential workshop (3 Days)
	 Action learning set 7
Module 7: Healthcare Leadership Case Study Remainder of programme	 Online and work-based study
	 Individual tutorial 3
	 Action learning set 8
	 Individual tutorial 4
	 Self managed learning set 1
	 Self managed learning set 2
	 Individual tutorial 5
	 Self managed learning set 3
Programme Close	 Programme Close & Evaluation (2 Days)

Programme Assignments

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'll explore current thinking and best practice at the level of the individual leader and, with support, you'll 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'll 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

One critical assignment of approx. 4,000 words and one work based assignment of approx. 2,000 words

Module 2: Building Foundations for Team Effectiveness

This module focuses on teams. You'll 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.

This will help you to develop the foundations for effective team working, such as creating a safe team climate, discuss concerns, make suggestions and provide 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

One critical assignment of approx. 2,500 words and one work based assignment of approx. 3,500 words

Programme Assignments Continued

Module 3: Making Sense of Organisational 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'll 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, 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.

This organisational analysis will help you understand and focus on what needs to change to improve service delivery, care quality and patient experience.

Assessment

One critical assignment of approx. 3,500 words and one work based assignment of approx. 2,500 words

Module 4: Delivering System Wide Coordinated Care

Building on module 3, this module focuses more strategically on quality, efficiency and effectiveness. You'll 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 communities we serve will be explored so they have greater choice and take control of decisions about their health and care.

Assessment

One critical assignment of approx. 3,500 words and one work based assignment of approx. 2,500 words

Programme Assignments Continued

Module 5: Creating and Engaging Learning Cultures

Building on module 2, this model focuses on delivering care quality and service improvement by emphasising accountability and cohesive team dynamics. You'll 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

One critical assignment of approx. 3,500 words and one work based assignment of approx. 2,000 words

Module 6: Evaluating My Leadership Behaviours and Impact

You will build on the learning outcomes and the theoretical approaches introduced in module one 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

One critical assignment of approx. 3,000 words and one work based assignment of approx. 2,500 words

Module 7: Healthcare Leadership Case Study

This module will prepare you for your healthcare leadership case study (the dissertation). You'll learn how to collect and analyse information and make sense of this through different theoretical approaches that govern the way you understand the world and in turn influence your leadership. 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 engagement have improved as a result of your own and your team's learning and leadership actions.

Assessment

Half hour presentation to a panel of tutors for feedback on the proposed dissertation

Approx. 3,000 word dissertation proposal

Approx. 10,000 word Healthcare Leadership Case Study

Practical Arrangements

The programme requires participants to make a commitment of at least fifteen hours per week to programme work, and it is up to each person to fit into their own lives. It is likely that most of this will be undertaken in participants' own time. However, as the programme has a strong focus on the practical application of new learning, they are strongly encouraged to practice developing their range of leadership behaviours in their own workplace. Accordingly, we would ask line managers to support participants in doing this so that they can become a more effective leader.

In addition, attendance is mandatory at four residential sessions totalling a minimum of 12 days over the 24 months of the programme and a minimum of 11 action learning set days throughout the programme. Line managers are being requested to treat time spent at residential workshops and action learning set meetings, also at individual tutorials and group tutorials (both approx. 1 hour in duration) as time spent at work. The attendance requirement continues to apply whether these elements are delivered virtually or face-to-face.

While there are no programme fees currently charged for participating on this programme, if the programme is delivered in person in the future, participants may incur travel and subsistence costs associated with attending residential and face to face components of the programme. Where this arises it must be paid directly by participants themselves (including any cancellation charges which may arise), and then recovered through normal local Travel and Subsistence procedures. In this respect, we would be most grateful if line managers could please ensure that arrangements are put in place to allow participants to submit their claims through local Travel and Subsistence process. Regrettably, the Leadership Academy is not in a position to refund other areas of the HSE, or external agencies for costs incurred in this regard.


Contact Details for Further Support

Should you require additional information about the Leading Care II programme or the Health Service Leadership Academy, please see the Frequently Asked Questions available on our website (www.healthserviceleadershipacademy.ie).

For further information, please contact the Health Service Leadership Academy using the details below:

 www.healthserviceleadershipacademy.ie

 leadershipacademy@hse.ie

 087 747 4005 or 087 272 8198

To submit a completed application please use the following email address:

 leadershipacademyhse@imi.ie

The contents of this Leading Care II Applicant Guide are correct at the time of publishing and may be subject to change