

ELIZABETH
GARRETT
ANDERSON
PROGRAMME

Elizabeth Garrett Anderson Participant Guide



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Introduction

The Elizabeth Garrett Anderson programme is a unique, award winning leadership development programme. It helps middle to senior level leaders in NHS healthcare develop leadership capability, improve confidence and increase resilience, to prepare you for the demands of senior leadership in healthcare today - and into the future.

This part time, two-year programme was awarded Gold for Excellence in Practice by the [European Federation of Management Development \(EFMD\)](#) in 2016, and is fully accredited, leading to an NHS Leadership Academy Award in Senior Healthcare Leadership and a Masters in Healthcare Leadership.

So far, over 2,300 leaders have participated on the Elizabeth Garrett Anderson programme, with nearly 50% of recent graduates reporting being promoted during their time on the programme, and 90% attributing this directly to their learning.

“When working in the NHS you develop the knowledge and technical skills to carry out your work, but not necessarily the skills of how to work effectively in teams, how to understand colleagues and their ways of working, or how to engage people within teams. I gained all of this from the Elizabeth Garrett Anderson programme.”

Adewale Abimbola,
Senior Pharmacist,
NHS West Suffolk Clinical Commissioning Group



Programme benefits

As a participant on the programme, you will:

- 1** Learn from innovative, world-class healthcare experts and use ground breaking learning technologies to prepare for the challenges of senior leadership

- 2** Bring immediate positive and productive changes to your team(s), organisations, services and patients in areas such as increasing staff morale, improving patient experience, effective service redesign and providing financial benefits

- 3** Improve your personal impact to help drive progress in your team(s) and inspire your organisation to build a culture of inclusive, patient centred care

- 4** Work more strategically with greater collaboration across large and complex programmes, departments, services and systems of care; whilst building a powerful regional and national support network of influential leaders

- 5** Increase your resilience to meet the demands of senior leadership within the challenging, transforming environment of the NHS

- 6** Graduate with a highly sought after leadership development qualification, improving your career and promotion prospects across the NHS



Who's the programme for?

It's for you if you are:

- Aspiring to take on a more senior leadership role as well as looking to have a wider impact by leading a culture of compassion
- Ready and committed to developing your leadership skills and behaviours whilst undertaking a healthcare related academic qualification
- Motivated by the opportunity to apply new skills, learning and behaviours directly to real-time work related improvements

To be eligible for the programme, you'll have a minimum of:

- A UK Honours degree in any subject with a minimum result of 2:2, or an equivalent professional qualification* AND
- A minimum of three years' relevant experience in leading teams or services

* If you don't hold a degree or equivalent professional qualification, further evidence will need to be provided with your application.



Programme overview

The Elizabeth Garrett Anderson programme is a 24 month learning journey with 22 out of office days including four residentials.

The focus of the programme is firmly on patient experiences and outcomes. The programme will allow you to explore the knowledge, skills, attitudes and behaviours that are important for leading others when building a culture of patient-centred care. It's 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.

It is designed for the NHS, allowing you to bring immediate, positive changes to your teams, services and patients, in areas such as increasing staff morale, improving patient experience, effective service redesign, and providing financial benefits, while leading a culture of compassionate care.

You'll be working for at least 15 hours a week, in which you'll explore themes that support your development of self, teams and organisations.

The programme is fully accredited, leading to an NHS Leadership Academy Award in Senior Healthcare Leadership and a Masters in Healthcare Leadership.



Learning and commitment

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

There are three core learning methods on the programme:

1. 50% work based application (where set activities on the online virtual campus are put into practice at work)

- It will focus 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
- It's important to recognise that you will not be able to complete the programme without applying the learning in your workplace

2. 35% online learning (academic content, assignments and discussion groups)

- The virtual campus is where you can find all the resources you'll need including; e-learning nuggets, simulation events, webinars, videos, psychometric assessments, surveys, electronic journals and books, tutorial and discussion boards, learning journals and social networks

3. 15% residential behavioural development workshops and action learning sets (ALS)

- There are four residential behavioural development workshops during the course of the programme
- Your ALS provides you with a forum to explore the links between individual, group and organisational dynamics, in order to equip you with practical skills to craft your leadership role, style and skills. The ALS meets eleven times during the programme for full day working sessions
- You will also have individual and group tutorials over the duration of the programme; taking place either online, by telephone or face-to face

“Learning on the Elizabeth Garrett Anderson programme has been great and challenging at times. You must balance your work, life and studying time and you need to be very disciplined and self-directed in your learning. The learning on the programme is accessed via video conference with 22 days face to face contact over two years, so you soon realise that it's a flexible way of learning.”

Khonzie Ndlovu,
Specialist Advisor,
Care Quality Commission (CQC)



Modules and assignments

The programme consists of a 24 month learning journey comprising seven study modules exploring the knowledge, skills, attitudes 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 at least 15 hours a week, in which you'll explore themes that support your development of self, teams and organisations.

Module		Assessment
1	Understanding and developing leadership practice (4 weeks)	1,500 word assignment One work based assignment
2	Building foundations for team effectiveness (8 weeks)	2,000 word assignment Two work based assignments
3	Making sense of organisational values, engagement and service delivery (12 weeks)	3,000 word assignment Three work based assignments
4	Delivering system wide coordinated care (12 weeks)	3,000 word assignment Three work based assignments
5	Creating engaging and learning cultures (8 weeks)	2,000 word assignment Two work based assignments
6	Evaluating my leadership behaviours and impact (4 weeks)	1,500 word assignment One work based assignment
7	Healthcare leadership case study (24 weeks)	3,000 word dissertation proposal 10,000 word Healthcare Leadership case study



Cost and funding options

The programme costs £6,000 per person for those providing NHS funded care.

Organisations are able to cover the cost of places on the programme. We recommend you engage your organisation early in conversations regarding your application to provide ample time to explore potential funding options.

Self-funding

Participants are also able to self-fund a place on the programme. The government offers a loan of up to £10,000 per student for postgraduate Master's study. This is:

- A contribution towards the costs of study ie. it will be at the student's discretion to use the loan towards fees, maintenance or other costs
- Non-means tested
- Paid directly to the student into a UK bank account

Bursaries

The Academy's bursary scheme supports talented individuals from under-represented groups across leadership levels who, without financial help, would miss out on the opportunity to access its excellent leadership development programmes.

There are a very limited number of bursaries (covering the programme fee), which are available to those who have exhausted all other possibilities for funding and belong to groups such as:

- BAME
- People with disabilities
- LGBT+

To find out more including applying for a bursary please visit <https://www.leadershipacademy.nhs.uk/programmes/bursary-information>.



Application process

Before applying you'll need to seek the support of your line manager and organisation as they will be required to support you throughout the programme.

The application form includes:

1. A 500 word personal statement explaining why you're interested in studying on this programme, your relevant experience and provide a clear argument for why you should have a place.
 2. Supporting certificate of highest educational attainment e.g. degree certificate
 3. Terms and conditions
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