



Health Service  
Leadership  
Academy

# LEADING CARE I

## 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 I programme applicants with the information they need to complete the application process and includes the following information:

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## Applicant Suitability

The Leading Care I programme has been specifically designed to develop senior leaders. Designed with national and international experts in health and organisational performance, the programme offers support and learning to build personal resilience, confidence and capabilities over 12 months.

The programme is for clinical and non-clinical colleagues within the health service who are looking to progress their careers.

It is aimed at those who:

- Are experienced senior leaders/managers who may already be on the senior leadership/management team of their organisation
- Are experienced leaders/managers who are aspiring to be on the senior leadership/management team of their organisation, and are likely to be ready to apply for such a leadership role in the next two years
- Are excited by the opportunity to apply new skills, learning and behaviours directly to real-time work related improvements
- Are able and keen to work on a challenging development programme with peer assessment
- Are willing to commit to at least 10 hours learning a week over the course of a 12 month period
- Are willing to commit to full attendance at all face to face aspects of the programme

This is a rewarding, yet challenging, programme and will require dedicated time outside the residential activity and application of learning in the workplace.

You'll undertake activities involving your team, colleagues, patients, service users and carers. You will also participate in a range of self-directed, experiential learning activities which will focus on your self-awareness and personal development.

The programme is based on the principles of self-managed learning. You'll be supported to learn and develop as a leader whilst at the same time being asked to evidence that your learning and development is achieving the programme learning outcomes, as well as your own personal learning goals. You'll assess and be assessed by your peers within learning sets with the learning set advisor upholding the standard.

The programme is designed to mirror some of the challenges of working at senior level. Working in small learning sets with an experienced Learning Set Advisor, you'll be asked to hold yourself and your learning set colleagues to account, to give and receive feedback and ultimately to decide whether they should pass or fail the programme, with the learning set advisor upholding the standard.

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. This includes a Viva process where you present to a panel and explain the difference that your learning and development throughout this programme has made to patients and service users. The panel will provide you with feedback on your presentation and the impression you make on them.

Please consider your views on this and your willingness and capacity to work in this way at this time before applying for the programme.

## Applicant Eligibility

In addition *to the suitability criteria* on the previous page, you must also:

- Be an employee of the HSE, TUSLA 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 leadership/management experience
- 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 I, 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:

- 1 Download the Application Form and Senior Line Manager Supporting Statement from [www.healthserviceleadershipacademy.ie](http://www.healthserviceleadershipacademy.ie)
- 2 Complete the Application Form providing all the required information. The Application Form should be saved locally, completed electronically and then printed and signed
- 3 The applicant's senior line manager, must complete the Senior Line Manager Supporting Statement. It is the responsibility of the applicant to arrange for this document to be completed. Again the form should be saved locally, completed electronically and then printed and signed
- 4 Scan the completed and signed forms if the applicant wishes to submit them by email to [leadershipacademy@hse.ie](mailto:leadershipacademy@hse.ie). Alternatively they can be sent by post to:  
Health Service Leadership Academy,  
Health Service Executive,  
4th Floor,  
20-23 Merchant's Quay,  
Dublin 8,  
D08DXW6.
- 5 Receive confirmation of the receipt of the application via email from the Health Service Leadership Academy
- 6 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
- 7 Receive notification by email of the outcome of the application process



### Programme Overview

<b>Programme Title</b>	Leading Care I
<b>Award</b>	Health Service Leadership Academy Leading Care I Award IMI Graduate Award in Executive Healthcare Leadership
<b>Length of Programme</b>	12 months, part-time
<b>Time Commitment</b>	At least 10 hours per week
<b>Faculty</b>	Delivered in partnership with the IMI and KPMG
<b>Modes of Learning</b>	Online, learning set meetings and residential workshops
<b>Face to Face Attendance Requirements</b>	4 residential sessions totalling a minimum of 11 days over the programme  A minimum of 7 learning set days over the programme
<b>Attendance</b>	100% attendance at all face-to-face elements is required

The Leading Care I 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 programme is designed to support you in developing the skills, knowledge, attitudes and behaviours to succeed and operate successfully at senior leadership/management level.

The programme enables you to access unique learning. At the core is the self-managed learning and peer assessment philosophy of the programme – participants submit evidence to each other, making courageous decisions in holding peers to account for their impact as leaders, and making pass or fail decisions on each other’s work, with the learning set adviser upholding the standard. These are the kind of behaviours that differentiate performance at senior leadership/management level.

Leading Care I facilitates collaboration with colleagues and peers using your own experiences to solve difficult problems, building your own support network with other participants throughout the healthcare system.

The programme has the following benefits for you as a participant:

- Developing your skills, knowledge, attitudes and behaviours to succeed and operate successfully at senior leader/manager level
- Tackling real workplace issues, reflecting what is needed at senior level to promote safe, high-performing, and continuously-improving patient-centred organisations
- Focusing on your behaviours and challenges to improve organisational outcomes and patient care
- Improving your personal impact to help drive progress to build and lead a culture of inclusive, person-centred, compassionate care

## Programme Overview Continued

- Being part of a programme with an expert faculty and using state-of-the-art online learning technologies to help prepare you for the challenges of leadership at a senior level
- Building your personal resilience, confidence, influence, and capabilities to prepare for the challenges and demands of senior leadership/management
- Enhancing your ability to influence local and national policies
- Becoming critically aware of your personal approach to leadership – biases, blind spots, attitude to diversity – and how to continue to develop your leadership after the programme
- Building a powerful, regional and national support network of like-minded, influential leaders
- Working more strategically with greater collaboration across organisations and systems of care
- Making immediate, positive changes in your organisation to provide better services, improve patient outcomes and experiences, increase staff engagement and morale

The learning outcomes that the Leading Care I programme seeks to achieve is that participants:

1. Demonstrate that they have led with confidence and taken courageous decisions to make the aspirations of the Irish health service values a reality
2. Demonstrate their ability to create the right conditions for frontline staff, irrespective of their background, to deliver good quality, patient-centred, co-ordinated and cost-effective care
3. Demonstrate their understanding of best practice in leading across a system and their ability to enable change in the health economy
4. Demonstrate their understanding of good practice for senior leaders/managers and their ability to demonstrate behaviours associated with effective leadership
5. Demonstrate their ability to engage with patients, service users, carers and families of all backgrounds, and use this perspective to foster person-centred care in a complex environment
6. Demonstrate their attainment of an appropriate level of relevant knowledge and networks that will support them in their leadership now and into the future
7. Demonstrate a critical awareness of their personal approach to leadership, biases, blind spots and attitude to diversity, and how they will continue to develop their leadership after the programme
8. Demonstrate their ability to work constructively within a team, offering and receiving feedback, support and challenge to improve individual and team performance

## 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 and learning set meetings.

### 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 – Learning Set Meetings

- Your learning set meetings provide 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 learning set meets a minimum of seven times during the programme for full day working sessions. The first and fifth learning set meetings are scheduled in the course timetable as part of the residential workshops 1 (Knowing Yourself and Others) and 4 (Viva).

### 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. They take full advantage of face-to-face group work, experiential and simulation learning activities.

### 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, and books, tutorial and discussion boards, learning journals and more.



## Assessment Elements

You'll go through the programme as part of a cohort and will work directly within a learning set of seven people with a learning set adviser. Building your personal network is an important part of leadership, so you'll also have the chance to exchange views with people from other cohorts, and alumni from previous cohorts.

Learning set members will provide each other with support and challenge as they progress through the programme. Your learning set members will also act as internal examiners, reviewing submissions and providing formative and summative feedback with the learning set advisor upholding the standard. The three written elements which you'll be required to submit will be peer assessed by your learning set, reaching pass or fail judgements and ultimately deciding (with the learning set adviser upholding the standard), which set members are recommended for the Leading Care I award.

Details of the written elements to be submitted throughout the 12 month programme are as follows:

### Element 1: Opening Statement and Learning Contract

The opening statement is your critically reflective analysis of what has contributed to how you currently lead. It should convince your learning set colleagues that you have provided a good critically reflective account of how you lead now and why. It needs to be explicit about the gap between where you are now and how you will become a more effective senior manager/leader.

The second part of Element 1 is your learning contract - which will have two sections: one focusing on personal learning goals and the other focusing on programme learning outcomes. These may relate to personal aspects of leadership or to developing your competency to lead within or across your system. Your learning contract needs to make the case as to why you choose these goals and what you are going to do to achieve development towards them - what you will read, or practice or experiment with. The learning contract will also set out how you propose to demonstrate your learning and your achievement of the eight programme learning outcomes and your personal learning goals.

**Word Limit**

4,000 words

### Element 2: Evidence of meeting both personal learning goals and programme learning outcomes

During the programme, you'll be studying, taking action, and analysing the impact, with a view to developing yourself in line with your personal learning goals and the programme learning outcomes. This is about personal change and involves both experimentation - doing something differently - and reflection. You then need to demonstrate that you've achieved the standards required for both your personal learning goals and the programme learning outcomes. Element 2 is a single document where you present your critically reflective account of achieving each of these goals and outcomes.

**Word Limit**

8,000 words

## Assessment Elements Continued

### Element 3: Closing Statement

Here we ask you to provide a critically reflective closing statement of your learning, your leadership development throughout the programme, and, in particular, your ability to lead effectively at a senior leader/manager level. This will include your experience of the Viva, the feedback you received from it and your reaction to the feedback.

**Word Limit**

2,000 words

### Programme Sequence

The three assessment elements are delivered across five stages during the programme. Each stage involves different activities that are brought together to deliver a blended learning experience that is sequenced as follows:

Stages	Activities
Getting Started	 Pre programme orientation
Knowing Yourself and Others	 Online and work-based study
	 Residential Workshop (5 Days)
	 Self managed learning set 1
	 Self managed learning set 2 <i>Within week 6-8 of the start</i>
Broadening Horizons	 Online and work-based study
	 Residential Workshop (3 Days)
	 Self managed learning set 3 <i>Around 10-12 weeks from start of programme</i>
Making the Case for Change	 Online and work-based study
	 Residential Workshop (3 Days)
	 Self managed learning set 4 <i>Midway between learning set 3 and Viva</i>
Viva Assessment	 Residential Workshop (2 Days)
	 Self managed learning set 5
	 Self managed learning set 6 <i>Within 6 weeks of the Viva</i>
	 Self managed learning set 7 <i>Within 12 weeks of the Viva</i>
	Graduation and post programme review

## Practical Arrangements

The programme requires participants to make a commitment of at least ten hours per week to programme work, and it is up to each person to fit this 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, participants 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 11 days over the 12 months of the programme and a minimum of 7 days at learning set meetings throughout the programme. Line managers are requested to treat time spent at residential workshops and learning set meetings as time spent at work.

While there are no programme fees currently charged for participating on this programme, 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 and then recovered through normal local Travel and Subsistence procedures. 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 I programme or the Health Service Leadership Academy, please see the Frequently Asked Questions available on our website ([www.healthserviceleadershipacademy.ie](http://www.healthserviceleadershipacademy.ie)).

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

 [www.healthserviceleadershipacademy.ie](http://www.healthserviceleadershipacademy.ie)

 [leadershipacademy@hse.ie](mailto:leadershipacademy@hse.ie)

 01 8817012 or 01 8817085

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Health Service Executive,  
4<sup>th</sup> Floor,  
20-23 Merchant's Quay,  
Dublin 8,  
D08DXW6.

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