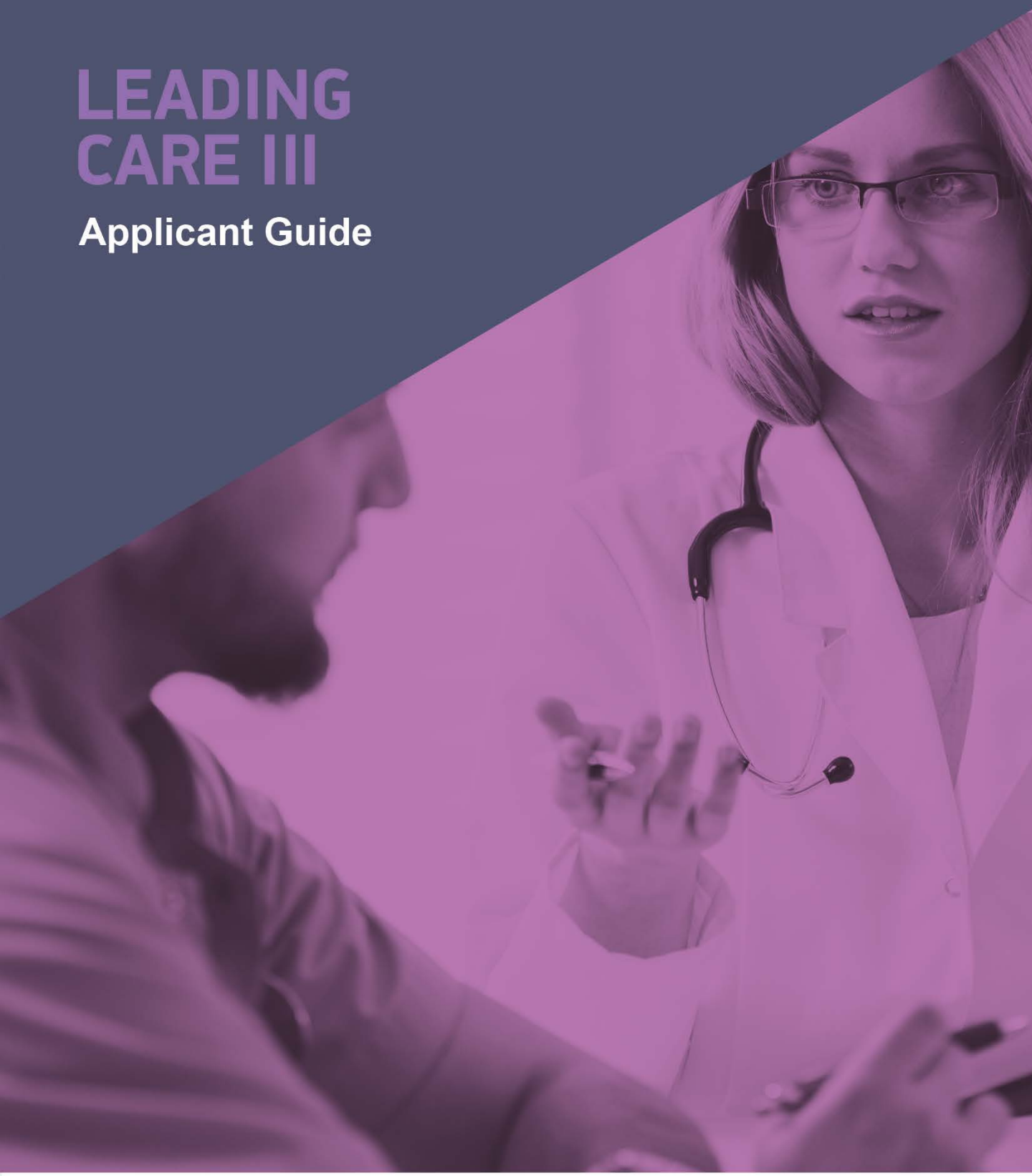
Health Service Leadership Academy

LEADING CARE III

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 III 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 III programme is currently being delivered as a virtual programme. Residentials referred to in this applicant guide will now happen virtually until further notice. The feasibility of conducting residentials face to face will be kept under review as the programme progresses. Should it be decided that residentials 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 III programme is a Professional Diploma in Management in Healthcare (NFQ Level 9) for those who wish to have a comprehensive, intensely practical and critical overview of best-practice management in a broad range of areas with a particular focus on the healthcare environment. The programme is open to both clinical and non-clinical colleagues.

It is aimed at those who:

- Are newly appointed to a management role or a position of responsibility, or
- Aspire towards a management or supervisory role in the next two years, or
- Are more senior and wish to undertake this programme
- Would like development support to improve their management practices
- Are willing to commit to at least 10 hours learning a week over the course of a circa twelve month period
- Are willing to commit to full attendance at all aspects of the programme

Applicant Eligibility

The Leading Care III programme leads to a Professional Diploma in Management in Healthcare (NFQ Level 9) awarded by UCC. To be eligible for the programme applicants should hold:

- A relevant academic qualification at primary degree level

OR

- An equivalent professional qualification

OR

- Provide evidence of relevant work based learning and experience

In addition to the academic eligibility criteria above and the *suitability criteria* on the previous page, applicants 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 professional experience
- The Line Manager Supporting Statement
- Applicant's previous 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 III, 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.

Applicants may be contacted by the Irish Management Institute's Registrar or the Programme Director or a member of the Health Service Leadership Academy Team if clarification is required on any aspect of their application.

Application Process

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

1. Download the Application Form and Line Manager Supporting Statement from www.healthserviceleadershipacademy.ie
2. Complete the Application Form providing all required information.
3. The applicant's line manager, must complete the Line Manager Supporting Statement. The line manager who signs off on this form must be at a senior enough level that they have the authority to approve the release of the applicant to attend the programme should their application be successful. It is the responsibility of the applicant to arrange for this document to be completed.
4. Submit the completed and signed forms by email to leadershipacademyhse@imi.ie.
5. Receive confirmation of the receipt of the application via email from the Health Service Leadership Academy
6. Applicants 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 their application
7. Receive notification by email of the outcome of the application process

Programme Overview

Programme Title	Leading Care III
Qualification	Health Service Leadership Academy Leading Care III Award Professional Diploma in Management in Healthcare *(awarded by University College Cork)*
Length of Programme	Circa 12 months, part-time
Time Commitment	At least 10 hours per week
Faculty	Delivered by the IMI
Modes of Learning	70% self-directed learning (academic content and assignments) 30% virtual residential learning (academic content and peer interaction)
Attendance Requirements	6 virtual residential sessions totalling a minimum of 18 days over the programme
Attendance	100% attendance at all virtual learning elements is required

This programme will provide a comprehensive, intensely practical and critical overview of best-practice management in a broad range of areas with a particular focus on the healthcare environment. Throughout the programme participant will apply management concepts and frameworks to their area of the health service to build practical managerial skills and deliver genuine service improvements for patients and the health service. Participants will have the opportunity to practically apply learning directly to service areas. Emphasis is placed upon combining classroom teaching with a creative mix of class discussion, case study analysis and individual and group activities. As experienced practitioners within the healthcare setting participants will be supported and challenged to apply the theories, concepts and models from the programme to their work place.

The key features of the programme are that it:

- Provides up to date academic thinking on the key areas of management in a healthcare setting preparing participants for the demands of management as they progress in the healthcare system
- Supports and challenges participants to situate learning in the real world context of their experience and allows them to understand their management challenges through appropriate academic lenses
- Gives access to expertise in healthcare and other industries helping participants to understand best practice from both inside and outside the Irish health service
- Provides an opportunity to develop a plan for a service improvement that is capable of enhancing patient care which will serve as a template for all future service development initiatives

Learning Methods

The programme is delivered using the following core learning methods:

- 70% self-directed learning (academic content and assignments)
- 30% virtual residential learning (academic content and peer interaction)

Self-directed learning

- Participants are expected to engage in a significant amount of self-directed learning, including reading of assigned material and preparation of assignments. While the required reading is essential for a complete grasp of the topics the additional reading is provided so that participants can go deeper into any topic if they wish.
- The Health Service Leadership Academy Virtual Campus is where participants can find all the resources needed for their studies. It can be accessed at any time and on any device, at a time and place which suits participants.
- It is unlikely that participants will need to read academic material beyond the required and additional reading lists, but participants may need to access and assimilate health care specific material from other resources.

Virtual Residential Workshops

- There are six virtual residential workshops during the course of the programme; the dates of which can be found on our website. We recognise that participants will have a level of experience of working within the healthcare system and we will seek to make the sessions interactive so we can leverage the experience of participants.

Programme Structure

The programme consists of a circa twelve month learning journey comprising six modules that provide practical knowledge and skills to inform management practice in a range of areas with a particular focus on the healthcare environment.

The programme involves at least 10 hours a week, in which participants will explore a series of management themes that will support their development to achieve the learning aims of the programme which are to:

- Demonstrate management theory and skills across a range of functions and disciplines such as strategy, finance, healthcare economics and human resource management
- Critically appraise techniques that can best drive the execution of successful change within a healthcare setting
- Research and integrate academic frameworks, tools and models, to develop practical recommendations that can lead to organisational enhancement demonstrating a sophisticated knowledge and understanding and an ability to situate that knowledge within a healthcare context
- Effectively communicate concepts and decisions to a range of audiences both verbally and in writing to secure organisational development, demonstrating an ability to tailor that communication to a healthcare context
- Analyse the benefit of applying and using key management tools and concepts within a healthcare context and critically evaluate the impact their use can have on the organisation

The Leading Care III modules are as follows:

Leading Care III Modules	
1	Organisational Communications in Healthcare
2	Human Resource Management in Healthcare
3	Health Economics
4	Financial Management in Healthcare
5	Organisational Behaviour in Healthcare
6	Implementing Strategy and Change

The graphic below shows the programme structure in greater detail. All residentials will happen virtually until further notice.

Programme Modules and Assignments

Module 1: Organisational Communications in Healthcare

This module equips participants with the knowledge and skills to analyse and critique the main concepts, tools and theories of business communication, and enhance their managerial effectiveness by applying these in a healthcare context.

Indicative module content:

- Core skills of communications
- Organisational communications channels
- Making professional presentations
- Mastering the art of body language
- Developing excellent listening skills
- Handling critical conversations
- Power and influence

Assessment	• Presentation of change initiative (20 minute presentation during Module 6) • Submission on this topic in change initiative report (1,250 words)

Module 2: Human Resource Management in Healthcare

The goal of Human Resource Management in Healthcare is to introduce participants to the concept, procedures and principles of Strategic Human Resource Management (SHRM). This module draws on organisational behaviour, social psychology, human resource management and strategic management to provide a framework for the creation of a culture that will provide optimal patient and service-user outcomes. Strategic Human Resource Management deals with how we can design and implement 'A Human Organisation' or culture that will deliver the relevant strategy and build the capability of the health service to continue to learn, adapt and execute with excellence.

Indicative module content:

- Strategic HRM alignment
- Implementing HR Strategy
- Workforce Planning
- Managing performance
- Employee engagement
- Integrating leadership and HR

Assessment	• Case study (1,000 words) • Submission on this topic in change initiative report (1,250 words)

Module 3: Health Economics

The purpose of Health Economics is to provide participants with the capacity to understand, analyse and apply the concepts and practice of health economics in their own context.

Indicative module content:

- The role of health economics in healthcare
- The application of economic theory to the production and supply of healthcare services
- The market for healthcare
- The financing of healthcare
- Principles of economic evaluations in healthcare

Assessment	• Case study (1,000 words) • Submission on this topic in change initiative report (1,250 words)

Module 4: Financial Management in Healthcare

The purpose of Financial Management in Healthcare is to equip participants with a strong, practical understanding of a variety of key financial tools and budgeting techniques for day-to-day use for managerial effectiveness in a health service setting.

The module will include:

- Understanding the overall objectives, structures and processes of finance in a public sector organisation
- Practical finance, understanding balance sheets, profit and loss
- Financial analysis, financial strategy and budgeting skills
- Using financial metrics for measuring organisational and service area performance
- Developing a business case for a service improvement

Assessment	• Case study (1,000 words) • Submission on this topic in change initiative report (1,250 words)

Module 5: Organisational Behaviour in Healthcare

The purpose of Organisational Behaviour in Healthcare is to familiarise participants with and critically evaluate the core concepts, theories and frameworks of the discipline, with a view to applying this learning in the context of their own environment.

The module will include:

- Effective leadership
- Organisational culture
- Motivating individuals and groups
- Individual response to change
- Building effective teams – teams and teamwork

Assessment	• Case study (1,000 words) • Submission on this topic in change initiative report (1,250 words)

Module 6: Implementing Strategy and Change

This module equips participants with the skills to understand the core principles, concepts, tools and theories of strategy, to analyse developments and dynamics within their environment, and how to understand their role in implementing the health services strategy in their service area. The module will also deal with the challenge of overcoming resistance to change.

Indicative module content:

- What is strategy?
- Understanding the health service environment
- Implementing strategy in challenging environments
- What is change?
- Understanding change management – enablers and barriers to success
- Integrating strategy, leadership and change

Assessment	• Change initiative proposal (1,000 words) –To be submitted before Module 2 • Submission on this topic in change initiative report (1,250 words)

The Change Initiative

As part of this programme participants will be asked to identify a potential change initiative that could be undertaken in their area of the system, or an area with which they are familiar. A key feature of the initiative will be the articulation of the patient benefit that could be derived from the implementation of the proposal.

In Module One participants will spend one day looking at the nature of strategic change and will then be asked to submit a 1,000 word proposal for their change initiative, which will be submitted before Module Two.

In Module Six, participants will be required to deliver a 20 minute presentation on their change initiative, detailing the key features of the problem and the nature of their proposed solution. Participants should also refer to the implementation challenges that the initiative is likely to face and suggest how these challenges might be overcome.

Participants will be required to write an 8,250 word change initiative report which sets out the change initiative in detail.
The report should contain the following sections:

1. Introduction (250 words), setting out the context and outlining the issue and potential solution
2. Health Economics (1,250 words), setting out the economic context which gives rise to or contributes to the issue and how the health economics module informs the proposed solution
3. Finance section (1,250 words), setting out the financial implications of the proposed solution
4. HR section (1,250 words), outlining the feature of the HR system which has contributed to the issue and explaining how relevant theories of HR have helped to frame your solution
5. Organisational behaviour (1,250 words), articulating how the theories of leadership, motivation and culture have informed the proposed solution
6. Communications (1,250 words), explaining the communication strategy that you would recommend to support the implementation of your proposal
7. Strategy Implementation (1,250 words), setting out the key implementation steps to take and demonstrating how the implementation plan overcomes the known risks and challenges with implementing strategic change
8. Conclusion (500 words), briefly summarising the paper and presenting clear recommendation for the implementation of the proposal

It is important that appropriate weight and emphasis is given to each subject area as these sections of the final report form a key part of the assessment for each topic.

Participants will also prepare a 250 word Executive Summary of the change initiative report in a format that will be publishable by the HSLA. A detailed template for this Executive Summary will be provided during the programme.

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, they are strongly encouraged to practice developing their range of management behaviours in their own workplace. Accordingly, we would ask line mangers to support participants in doing this so that the participant can become a more effective manager.

In addition, attendance is mandatory at six residential sessions totalling a minimum of 18 days over the nine months of the programme. Line managers are being requested to treat time spent at residential workshops 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 changed for participating on this programme, if the programme is delivered in person in the future, rather than virtually, 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 III 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 III Applicant Guide are correct at the time of publishing and may be subject to change