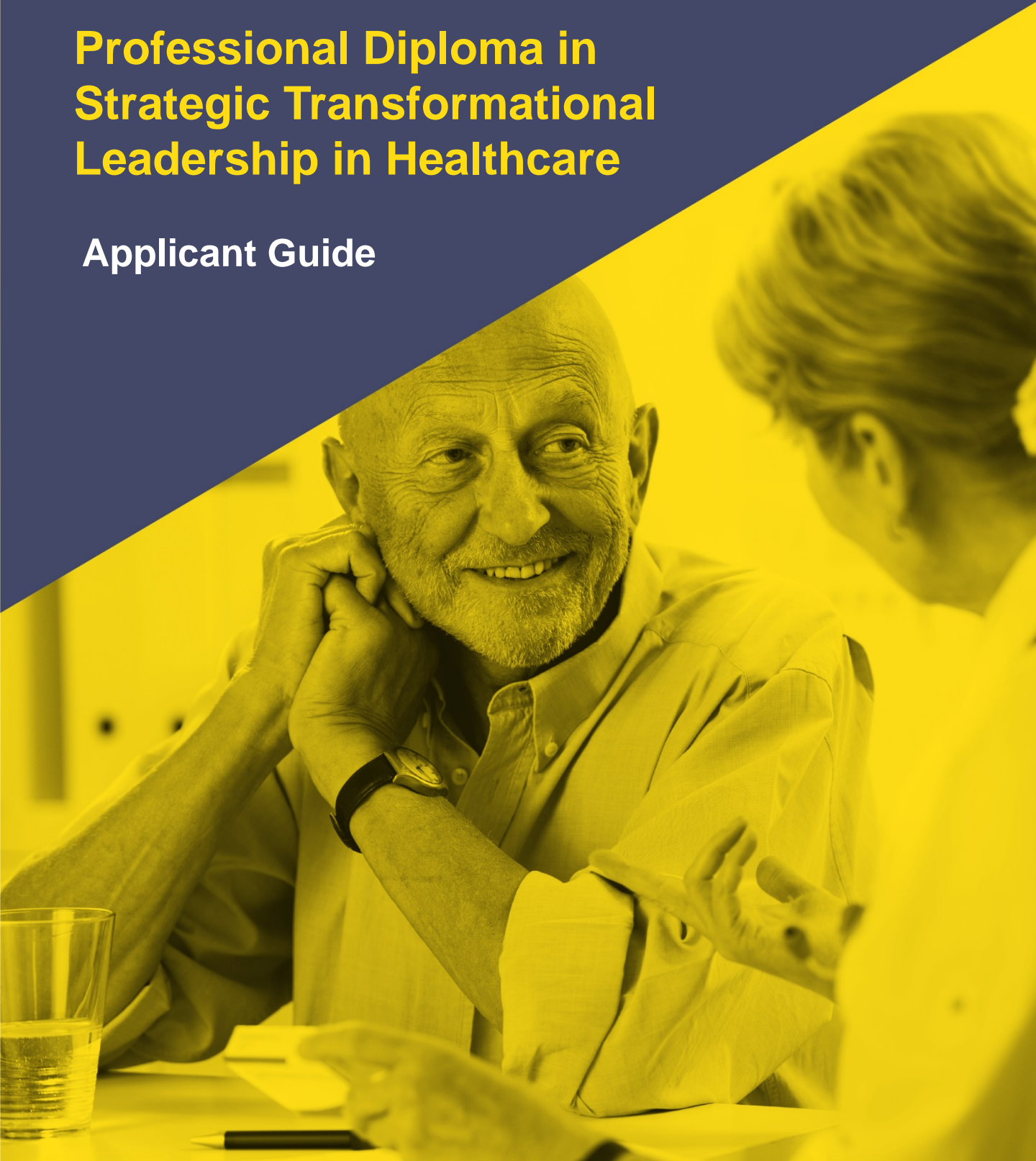


Professional Diploma in Strategic Transformational Leadership in Healthcare

Applicant Guide



Introduction

This Applicant Guide provides the Professional Diploma in Strategic Transformational Leadership in Healthcare* applicants with the information they need to complete the application process and includes the following information:

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**Subject to Validation*

Virtual Programme Delivery

The Professional Diploma in Strategic Transformational Leadership in Healthcare will be delivered as a virtual programme. Residentials referred to in this applicant guide will happen virtually until further notice. Should it be decided that residentials will take place face to face we will advise participants accordingly.

Applicant Suitability

The Professional Diploma in Strategic Transformational Leadership in Healthcare has been specifically designed to provide senior leaders and managers in the Health Service with the insight, tools and frameworks needed to lead transformational change and implement strategy effectively. It will put patient/service user care at the heart of the learning journey, situating all learning and discussion around the impact on patient/service user care. It builds upon a deep insight into each leader's personal leadership capability, supports them in understanding and leading transformational change and culminates with building the ability to implement Health Service strategy at pace and in difficult and challenging circumstances.

The programme takes places over six months and is for clinical and non-clinical colleagues within the health service who are experienced senior leaders and managers 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 willing to commit to at least 10 hours learning a week over the course of a 6 month period
- Are willing to commit to full attendance at all 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.

Applicant Eligibility

The Professional Diploma in Strategic Transformational Leadership in Healthcare (NFQ Level 9) is 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 experience and / or learning

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 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 Professional Diploma in Strategic Transformational Leadership in Healthcare 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:

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- 1 Download the Application Form and Senior Line Manager Supporting Statement from www.healthserviceleadershipacademy.ie.
 - 2 Complete the Application Form providing all the required information.
 - 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.
 - 4 Scan the completed 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 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

Programme Title	Professional Diploma in Strategic Transformational Leadership in Healthcare*
Qualification	Professional Diploma in Strategic Transformational Leadership in Healthcare* (<i>awarded by University College Cork</i>)
Length of Programme	6 months, part-time
Time Commitment	At least 10 hours per week
Faculty	Delivered by the IMI
Modes of Learning	Online, residential workshops, peer learning circles
Attendance Requirements	4 residential sessions totalling a minimum of 7 days over the programme A minimum of 3 peer learning circle days over the programme
Attendance	100% attendance at all elements is required

*Subject to Validation

The Professional Diploma in Strategic Transformational Leadership in Healthcare is designed to meet healthcare challenges now and into the future and will enable you to lead transformational change and implement Health Service strategy to deliver real improvements for patients and service users. The programme is designed to support you in developing the insights, skills and knowledge to lead transformational change and implement strategy successfully at senior leadership/management level. The Professional Diploma in Strategic Transformational Leadership in Healthcare 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 supports you in your role and future career by:

- Providing a breadth of knowledge focusing on the systematic acquisition and understanding of leadership principles by exploring key themes through the lens of relevant theoretical and practical applications.
- Facilitating you to create and interpret new ideas with advanced scholarship supported by your personal reflections and peer review.
- Developing a range of new skills through hands-on practical techniques, toolkits and materials.
- Experimenting with new ideas and engaging in critical dialogue with peers to communicate and explore results of research and innovative ideas.
- Examining the need to make evidence-based decisions, balancing the leveraging of healthcare analytics with professional judgement under challenging circumstances.

Programme Overview Continued

- Learning to scrutinise and reflect on social norms and relationships and where appropriate make changes.
- Exercising autonomy to evaluate yourself through personal reflection, required readings, and personal research to explore a relevant complex issue.

Programme Features

The programme will include several features that have been designed to maximise the impact of the programme:

Psychometrics and Debrief

You will complete the following two psychometrics:

- Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT) – the most scientifically robust ability test of Emotional Intelligence.
- Hogan Development Survey: Deeper dive into derailers for senior leaders.
- You will attend a one-to-one psychometric feedback and debriefing session which will focus on self-awareness and areas for personal and professional development. This includes the analysis and evaluation of abilities to productively manage relationships, enhance mindset and behaviours, and expand presence as an impactful and transformational leader.

Pre- and Post- Leadership Evaluation

- A bespoke questionnaire will assess your leadership skills pre- and post-programme. This will enable you to self-assess yourself in the specific areas of each module and will provide insights into programme impact and further areas for development.

Peer Learning Circles

- You will participate in a peer learning circle (see Learning Methods on page 8 for further information).

Panel Poster/Presentation Day

- The final day of the programme involves you presenting a poster of your plan for an implementable transformational change in your area of the health service. The day will be split into two parts: a morning session when a panel of assessors from the IMI will review the posters and discuss the plan with each participant in order to grade the output; an afternoon session when the other participants and senior staff from the health service will be invited to walk through the poster gallery and discuss the proposal with each participant.

Learning Methods

The programme is delivered using the following core learning methods:

60% self-directed learning (academic content and assignments)

30% virtual residential learning (academic content and peer interaction)

10% peer to peer learning (academic content and peer learning circles)

Self-directed Learning

- You will 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, additional reading is provided so that you can go deeper into any topic if you wish.
- The Health Service Leadership Academy Virtual Campus is where you can find all the resources needed for your studies. It can be accessed at any time and on any device, at a time and place which suits you.
- It is unlikely that you will need to read academic material beyond the required and additional reading lists, but you may need to access and assimilate health care specific material from other resources.

Virtual Residential Workshops

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

Peer to Peer Learning

- Your peer learning circle meetings provide a space for peer review, exploration, and synthesis where you can experiment with ideas and skills to enhance leadership practice and behaviours. This will involve interactive learning to review readings, respond to content questions and collaborate with colleagues. Your peer learning circle will support the individual and collective process of sense-making and meaning-making in a disruptive and transformational environment. You will collectively support and challenge each other to understand the changes needed and to identify the choices available. The three peer learning circle meetings take place after the first, second and third residentially respectively, on dates agreed between the peer learning circle and the tutor assigned to facilitate and support the learning.

Programme Structure

The programme consists of a circa six month learning journey comprising three modules and a programme assessment day. The modules provide practical knowledge and skills to inform the leadership of transformational change in the healthcare environment. At the programme assessment day you will present a poster.

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

- Leverage deep insight into your personal leadership capability and create a meaningful personal implementation development plan.
- Evaluate the full power of equality, diversity, and inclusion to lead, inspire and motivate a diverse healthcare workforce to optimise patient and service user outcomes.
- Analyse complex decisions and act courageously in the service of patients and service users where appropriate.
- Critically examine the significance of organisational purpose and the role of environmental, social and governance criteria in strategic decision-making in healthcare.
- Formulate a comprehensive range of practical recommendations for developing best-practice leadership to impact organisational and patient-centric outcomes.
- Critique models of social, emotionally intelligent, and compassionate leadership to identify applications to healthcare.
- Create alignment between overall Health Service strategy and implementation plans in participant-specific contexts that puts patient and service user outcomes at the heart of strategy implementation.

The Professional Diploma Strategic Transformational Leadership in Healthcare components are as follows:

Professional Diploma in Strategic Transformational Leadership in Healthcare	
1	Defining and Refining Senior Leadership Presence
2	Leading Transformational Change
3	Leading Effective Strategy Implementation
4	Programme Assessment Day

Programme Modules and Assignments

Module 1: Defining and Refining Senior Leadership Presence

This module will highlight the experiences of patients/service users in the health service, encouraging you to reflect on the key learning points from their experiences for you as a senior manager and leader. The module will equip you to understand and further develop your personal leadership style. It will increase your readiness to have conversations about diversity, inclusion and power. It will also develop your ability to lead more inclusive organisations that promote staff engagement and improve healthcare outcomes.

Indicative module content:

- Patient/service user experience
- Leadership capabilities
- Leadership derailers
- Importance of self-reflective practice
- Collective leadership
- Morale courage
- Collective intelligence
- Collective transformational leadership
- Diversity, inclusion and power

Assessment

180 Day Personal Development Implementation Plan.

Module 2: Leading Transformational Change

This purpose of this module is to enable you to comprehend and evaluate transformational leadership models in the context of environments of change and transition. It will increase your understanding of influencing styles and your ability to think strategically. In addition, the module will address social, emotional and compassionate leadership perspectives.

Indicative module content:

- Growth through transformation
- The healthcare workplace as a system: clashing cultures and priorities
- Change management theory overview
- The three dimensions of success: results/process and relationships
- Leading collaborative change
- Separating tasks from transactions
- Transformational leadership
- Compassionate leadership

Assessment

3,000 word Reflective Essay.

Module 3: Leading Effective Strategy Implementation

This module will differentiate the strategy development and strategy execution processes. It will equip you to develop a personal vision for transformational strategy and to critically evaluate and address strategic challenges. It will enable you to formulate evidence-based decisions utilising enhanced strategic planning and analysis techniques. It will also equip you to construct transformational and patient-centred strategic implementation imperatives for the health service.

Indicative module content:

- Differentiating a leader of strategy development from a leader of strategy implementation
- Strategic implementation imperatives in the health service
- Five stages of effective team strategy dialogue
- Exponential organisations
- Strategic planning and analysis
- Leading people with me
- Making hard decisions and focusing on vital imperatives
- Evidence based decision making

Assessment

A Poster to be presented.
250-word Executive Summary.
A recorded Ted-Talk.

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 4 residential sessions totalling a minimum of 7 days over the 6 months of the programme and a minimum of 3 days at peer learning circle 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, 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 Professional Diploma in Strategic Transformational Leadership in Healthcare or the Health Service Leadership Academy, please visit 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 or 087 2819507

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

 leadershipacademyhse@imi.ie

The contents of this Professional Diploma in Strategic Transformational Leadership in Healthcare Applicant Guide are correct at the time of publishing and may be subject to change.