

Postgraduate Certificate (PG Cert) in  
**‘Healthcare Management,  
Leadership & Innovation’**

**Brochure**

A partnership between NHS South West Leadership Academy and the  
Plymouth University Peninsula Schools of Medicine and Dentistry



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# Introduction

The Postgraduate Certificate in Healthcare Management, Leadership & Innovation has been specially designed for new, aspiring and experienced clinical (and non-clinical) leaders in the South West. Offering a complete overview of how it feels to lead in a complex, ever-changing public sector, it includes essential leadership thinking and the place of innovation in healthcare. It offers an introduction to organisational structures, cultures and the importance of individual and collective values in the minds of developing leaders.

*“Professor Michael West says of the role of organisational development as making sure an organisation has and will have the leadership needed to deliver the vision, provide supportive people management, promote staff engagement, build effective team working and ensure the organisation fulfils its vision of delivering consistently high quality, compassionate and safe patient care. NHS Leadership South West, working in partnership with PU PSMD has commissioned and designed a postgraduate programme to enable people to gain the skills in order to lead themselves and others, and to implement organisational development into organisational culture and therefore make improvements in health and social care outcomes and the lives of staff.”* **Christina Quinn, Director, NHS South West Leadership Academy.**

We are delighted to be entering our third year of collaboration on this initiative at a time when leadership in the NHS is demanded through policy and popular thinking. This programme is set against a background where the NHS faces multiple challenges in an environment dominated by spending restraint, growing demand for patient services, rapid structural change and increased scrutiny over standards of care. In this context, the role of clinical leaders in managing complex issues has assumed a central importance. This programme aims to address these challenges through experiential learning and an explicit focus on the practice of leadership firmly rooted within real-world experiences and projects.

Fundamentally, the programme aims to build upon your skills and experiences by connecting practice-based and academic learning. This will create opportunities for innovative learning that are challenging and organisationally relevant, while working towards a postgraduate qualification. The programme will equip you with the skills to develop your leadership practice alongside your intellectual understanding to engage with contentious and challenging issues.

Leadership in the current socio-political and economic climate is challenging. What we hope to create in this programme is a space where you can bring your experiences and ideas and really engage and learn from each other, to enable you to construct your own leadership identity.

## Who is the programme for?

The Healthcare Management, Leadership & Innovation programme is designed to support the development of specialists, leaders and managers working within the NHS in the South West. It will be of most benefit to:

- New clinical leaders in the provider and commissioner landscape, and those wishing to consolidate practical experience through academic rigour and challenge
- Non-clinical leaders wishing to reflect on and develop their own practice
- Those seeking to develop their professional profile
- Those who value this opportunity to network as a community of practice with other clinical and non-clinical leaders in their region
- Senior professionals seeking to enhance their continuous professional development with a credible postgraduate qualification, which could lead to a full MSc in Healthcare Management, Leadership and Innovation



Participants will be expected to draw on and work with relevant practice throughout the programme both in the face to face sessions and also integral to the assessment process.

## Programme Team



**Dr Susanne Smith** is a core tutor for this MSc and is academic lead for the Simulation & Patient Safety Programme and overall director for dissertations. She has

a number of interests, including shared decision-making in the clinical environment and student engagement in the enhancement of postgraduate programmes. She is a molecular scientist by background and has experience of other sectors including engineering, project management, corporate change management as well as clinical research and governance.



**Dr Higgi Higginson** is module leader for the Foundation Module and the Advanced Practice module at Diploma level. Higgi is a senior clinician, with an enviable track record of positive reform through his role as clinical director for the

Emergency Department at Plymouth Hospitals NHS Trust. He has an MSc in Health Sciences (Health Services Management) in addition to his extensive clinical qualifications.



**Jane Rowe** is module lead for the Foundation module. Her background is primarily in education and she is Programme Lead for our Msc in Clinical Education. There are many blurred boundaries between education and leadership

and Jane is particularly interested in how we educate leaders in a growingly complex NHS.

## Programme Team



**Louise Hardy** – is the Programme Lead for the MSc. With a background in organisation development and redesign, Louise has a proven track record of management consultancy in the public sector, most recently as the Organisation Development Consultant for South Devon & Torbay Clinical Commissioning Group.

Email: [louise.hardy@plymouth.ac.uk](mailto:louise.hardy@plymouth.ac.uk)

## Subject specialists/guest speakers include:

Dr Ian Gurney – senior consultant in emergency medicine, Plymouth Hospitals NHS Trust

Simon Tapley – Director of Commissioning, South Devon & Torbay Clinical Commissioning Group

Jo Curtis – Patient Engagement Lead, South Devon & Torbay Clinical Commissioning Group

Professor Donna Ladkin – Professor of Leadership & Ethics at Plymouth Business School

Dr Simon Knowles – consultant pathologist and innovation specialist

Steve Astbury – freelance consultant specialising in NHS finance and audit

In addition - we are delighted that many of our regional Chief Executive Officers will offer guest seminars on this programme.



## The Programme

### Programme overview

The **Post Graduate Certificate** consists of two, 30 credit Masters Level modules:

- Foundation Healthcare Management, Leadership & Innovation (HML1711)
- Organisation Development & Culture (HML1712)

Progression is available to the Post Graduate Diploma and MSc stages of the Healthcare Management & Leadership programme on a self-funded basis and we are able to offer useful flexibility of module choice at Diploma level.

### Programme aims

- The overall aim of the programme is to develop clinical and non-clinical leadership by enabling participants increase their efficacy through reflection on academic and practical models
- The learning process will facilitate personal and organisational development through a tailored programme of structured learning through live experiential projects.
- The programme will consolidate and deepen prior learning and/or experience.
- It will enhance critical awareness of the subject.
- Develop specialist knowledge and skills, particularly in action research.
- Participants will acquire problem-solving skills to enable them to engage in high level project management and decision-making.

Plymouth Peninsula Schools of Medicine and Dentistry offer flexible and relevant access to other modules at Diploma level for the full progression to MSc. For example – students may choose clinical education, patient safety & simulation, advanced healthcare leadership or human factors in healthcare as they progress through Diploma to full MSc.

## Teaching, learning and Assessment

### Programme Venue, study & timetable

The programme will take place at the John Bull Building on the Tamar Science Park in Derriford, Plymouth.

The programme will begin with an induction event on Thursday 21 September 2017. The two modules in the programme take place over 12 learning events (six in each module).

The programme also involves online learning activities and self-directed learning. A programme schedule is set out below.

### Induction

**20 September 2018**

### Foundation in Healthcare Leadership, Management and Innovation

**3, 4 and 5 October 2018**

**PLUS: 14, 15 and 16 November 2018**

### Organisation Development & Culture

**23, 24 and 25 January 2019**

**PLUS: 6, 7 and 8 March 2019**

Optional tutorials will be available and publicised when you commence programme.

It is essential, also, that you attend the presentation day on **9 May 2019**, since this is a marked assignment.



## Module Assessments

### Module One

#### Assessment

5000 word report. This report will fulfil two functions: a critical review of the literature studied during the module written from the perspective of an external management consultant, thus enabling the student to consider application of the knowledge to an area of improvement or innovation from the student's working environment. There will be two sections:

1. Introductory section (3000 words) outlining the area for improvement (rationale) in the context of contemporary literature.
2. Quality improvement or innovation proposal/action plan (2000 words) based on the analysis of the above and comprehensively referenced to quality improvement and innovation literature.

### Module Two

#### Assessment

Students will present a 4000 word essay, describing and critiquing a whole-system change which they have experienced. Using and critiquing the OD literature, a demonstration of mastery of leadership through change will be sought, along with reflections on the values and culture of the people involved, the efficacy of the change and the future personal learning from the experience.

Students will give a short presentation to colleagues/tutors of an organisation development plan (either at team, department or organisation level). This presentation should draw on key models (with rationale as to their use), management development and local application in the context of a real-time change.

## Module Outlines

### Module One:

This module covers essential principles of leadership and management theory, enabling a critical view of how they are applied in a modern health and care setting. Financial flows and structures will be explored as will new models of commissioning, and the relationship between commissioners and providers. Patient safety and the leadership of quality care is a core part of this module and participants will be introduced to improvement models and the place of innovation in leadership.

### Module Two:

Unique to health leadership programmes, this module will take participants through the relevance of health and care organisational structures to good leadership, particularly where large-scale change is required. Organisational cultures and the place of individual values in establishing culture are a central feature of this module, and we will also critically review change management methodology with this in mind. Participants will engage with models of strategic planning, ideas of complexity and will consolidate the learning through application of an organisation development plan to their own working environment.



## Teaching and Learning Strategy

Plymouth University has a national reputation for excellence in teaching and learning and we aim to build on this excellence, transforming our participants' lives through knowledge. This programme places the experiential practice based ethos at the heart of teaching and learning through innovative and inspirational teaching by subject experts, visiting practitioners and visiting academics.

The teaching and learning strategy is designed to maximise experiential learning. You will be encouraged to engage in critical self-reflection throughout the duration of your study. As noted previously, the programme and assessments facilitate learning from real live experiential activities. These will involve elements such as problem solving, reflecting on discussion points individually and in groups, responding to questions or issues posed and presenting responses individually and in groups. Key learning points will be discussed and highlighted throughout the programme creating opportunities to clarify understanding and to reflect on techniques, principles and practice.

### The teaching methods

A variety of in-class teaching methods will be employed. These will include:

**Presentations:** Presentation by subject specialists and guest speakers are used to set the scene and to outline an area and highlight key issues, concepts and factual information. A variety of media methods may be used to generate dialogue and provoke discussion. Presentations will always involve learner participation through small group/break out activities.

**Small group work:** The group will consist of 15-17 participants, thus creating opportunities and space for open and honest dialogue and debate in class and in smaller groups. This will provide exposure to alternative ways of thinking and an interesting range of perspectives.

**Case Study Learning:** Case studies may be used to trigger discussion and debate within small groups. This will enable you to develop critical appraisal skills in reviewing relevant material from a range of settings.

**Problem solving:** Opportunities to solve problems will be offered in the practical sessions and case study discussion sessions, designed to promote exploration of the problem and a discussion of alternative solutions.

### Experiential Learning and reflection:

Embodying learning within experience is essential for the development of leadership skills. You will be asked to bring your own experience(s) to your learning and develop this through new experiences and through the process of reflection in and on practice.

**Critical incident analysis:** You will be encouraged to discuss critical incidents either from your own practice or that of others; analysing the key issues therein and developing strategies for understanding and future action.

**In addition to in-class learning, self-directed reading and evaluation of current research papers is expected:** Each session will be supplemented with core reading material in addition to the pre-course material provided. Relevant references will be provided to enable participants to access papers from the Library website.

### Assessment

You will be encouraged to be creative and resourceful through module assessments, which will link theoretical frameworks to **your own area of work and professional practice.**

### How to Apply

Please fully complete the application form which can be found in the original email.

Once complete send your application form to [Leadership.SW@hee.nhs.uk](mailto:Leadership.SW@hee.nhs.uk)

If you have any queries regarding the application process please contact the team on [Leadership.SW@hee.nhs.uk](mailto:Leadership.SW@hee.nhs.uk) or 01823 361132.

**The closing date for applications is Monday 18 June 2018**

Once your application has been accepted it will be forwarded to Plymouth University who will then contact you personally to ask you to complete the next brief stage of online registration. For queries with that stage of the process you may contact:

[Meddent-admissions@plymouth.ac.uk](mailto:Meddent-admissions@plymouth.ac.uk) PU

PSMD Admissions: 01752 437333



**Post Graduate Diploma and MSc stages - indicative programme schedule**

Year		Modules and credits	Sept-Dec	Jan-April	May-June
2018-2019	PG Dip	Foundation Healthcare Management, Leadership & Innovation (HML1711)			
		Organisation Development & Culture (HML1712)			
2019-2020	MSc				

**Please note:**

NHS South West Leadership Academy funding is for the PG Certificate only. Those wishing to progress to PG Diploma or MSc should liaise with their own organisations to explore possible funding routes.

**NHS South West Leadership Academy**

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