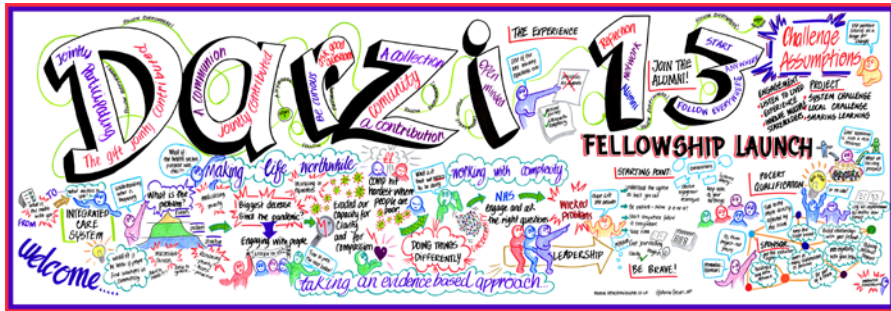


# Darzi Fellowships in Clinical Leadership

September 2023-24

## What it means for Fellows



***"Thank you. I had a fantastic year and really appreciated the time, knowledge and energy from you and the rest of the faculty. Delighted with the result!"***

Your Darzi Fellowship is a fantastic opportunity to undertake change work with the support of peers and experts in the fields of complex change, systems leadership, effective teams, improvement, and new models of care from the UK and Internationally.

You will join a community of leaders and connect to leaders around the globe, through modules, coaching, action learning sets, co-consulting, skills and practice workshops, and an online global course with MIT. The group work includes simulations and exposure to leading thinkers and practitioners.

### **At the end of the Fellows Programme you will have:**

- The knowledge, attitude, skills and change practices to lead the NHS of the future
- A wide network of critical friends and alliances to learn from (peer-2-peer learning)
- A deep understanding of new models of care, their benefits, challenges and application
- Made an impact on healthcare through the delivery of real change
- Confidence, resilience and the ability to lead in times of uncertainty

### **This is how you experience the programme:**

- I have a project on systems change and quality improvement that I am leading in my organisation.
- I'm sharing my learning by helping others do great change work.
- I improve how I use the ideas with my peers in my action learning group.
- I peer review my project with colleagues from around the world in the MIT online U.Lab.
- I have three modules for the PgCert which include discussions with senior leaders and I research and explore the ideas on my own.
- I meet others from around the world online in the MIT U.Lab, and learn about complex systems change.
- I learn new skills in workshops to improve my negotiating, ability to handle conflict and personal resilience.
- An initial coaching session with my sponsor develops my skills in working with authority in a system, and two more coaching sessions develop my personal leadership skills and support me in decisions about my career.
- I learn how to design, plan and deliver a real piece of change.
- I understand what type of a leader I am, and, how to engage others across a system
- I understand the importance of working with diversity and of hearing and including diverse voices in change work.

Our focus on application is critical for your learning. The phases of the programme relate to the phases of change work start-up, design, implementation, iteration and evaluation.

# PgCert Leadership in Health

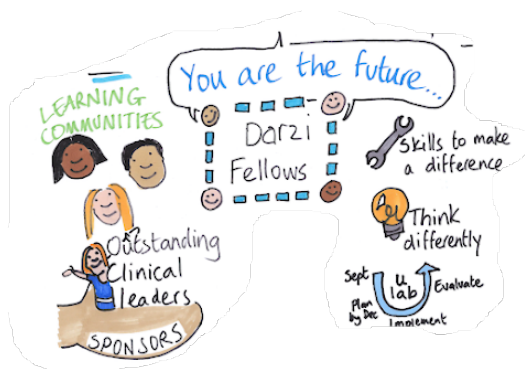
***“This has been the best experience. I am grateful for the opportunity to expand my knowledge and skills about an area of work that I feel passionate about”***

The leadership programme takes you through a journey of foundations of change, learning all the approaches you need to lead complex change, from scoping through to implementation and evaluation. Development of understanding of methodologies for change, personal strategies and skills for leadership including working with peers and with diversity are embedded in the online programme workshops. These are applied and reviewed in Action Learning Sets and through the coaching with Faculty.

A major strand throughout the programme is developing the ability to work effectively and productively with peers from diverse backgrounds, including service users. Throughout the programme Fellows are exposed not only to the theory of clinical leadership but also to experienced clinical leaders, who share their personal approach as expert witnesses. This also provides a network for the Fellows to access as mentors.

In addition to the PgCert at LSBU, Fellows join the online MIT U.Lab from September to November.

The programme is highly experiential, with a requirement for significant independent study, and participation in small and medium sized group activities and learning online. Fellows are supported by the LSBU team to develop their masters-level social science skills in critical analysis, academic writing and reflection.



## The programme modules comprise:

### Innovating Systems

**Focus:** Understanding the Context for Leading Change and Developing and Implementing New Innovations in Care. This module provides an understanding of how new innovations in care are developed and implemented, from teams to systems. It includes developing personal capacity for leading as peers in inter-disciplinary teams, and with citizens.

There are two face-to-face workshops, the first of which is followed by an immersion week within your own organisation and health system; a series of median group sessions (unstructured whole-group sessions, drawing upon analytical approaches, a method widely used for developing an appreciation of team and organisational dynamics); and an onsite programme of exploration of the local context (student managed hours). Formative assessment is through a reflective learning assignment after the first workshop, and a summative assessment by a presentation and viva to your sponsor and the course director.

### Core Concepts of Quality

**Focus:** Introducing the Concepts of Patient Flow in Systems, Improvement Science, Systems Leadership and Coproduction.

This module is provided over two workshops and blended learning offer a grounding in the key concepts of quality that are in practice in the NHS. Formative assessment is through a presentation, and the summative assessment by a 4000 word assignment.

### Leading Change in Systems

**Focus:** Leading Complex Change in Systems in Real-Time through the Fellowship Challenge.

This module provides tools and techniques in designing, implementing, and reviewing a change project. You are supported in your application of learning to your change work by coaching sessions with a dedicated coach; facilitated Action Learning Sets; skills workshops on negotiation, conflict management and resilience; and face-to-face workshops.

The Formative Assessment is via one 500 word Fellowship Challenge Proposal, and then a final 4000 word summative assessment report based on your Darzi Fellowship Challenge.

### Coaching

Each Fellow has 3 hours of coaching, the first hour is with your sponsor to establish learning goals, the following coaching sessions relate to your personal leadership goals.

## MITx U.Lab – Transforming business, self and society

The Darzi Fellows form a hub for this global online innovation community.

Today's challenges require leaders and citizens to catalyse profound innovation across all societal sectors. Rethinking, reinventing and evolving the way we operate in our society requires not only a profound shift in how we think but also to engage both the whole system and the whole self.

This platform is designed for anyone who wants to see and bring change, and want to work together toward this goal by: (1) joining a global community of change makers (2) addressing today's challenges in an integrated way (3) developing practical solutions to the challenges we are dealing with. Many of the practices and assignments will also invite you to go outside, in your community and engage with others.

In the Lab you learn about Theory U (an approach to bring profound change, developed by action researchers at MIT, and practiced by leaders around the world, for over 20 years.) You also connect to other change makers in their area, organisation, and sector.

The course is offered in 7 modules (7 weeks), on the EdX Platform. It is a highly experiential course, with a mix of content, practices and assignments. The online programme comprises reading, video overview of the key ideas and methods in the U Lab model, video interviews with global leaders, weekly exercises and journaling. There are live broadcasts to join too. There is also the opportunity to connect with people from all over the world in an online community on the u.school site. You can share your developing projects with leaders from around the world for peer review and advice.

### The MIT U.Lab Community

As part of the U.Lab online learning community you can get advice and peer review from colleagues from around the world, and join in with online coaching sessions with people leading social change from all spheres of life.

## Launch

The programme starts on **5th September with a full induction** into the academic programme including how to use the online learning platform, registering for the MIT U.Lab, how to use the library, and for those of you without experience a workshop on delivering great assignments in social sciences.

On the afternoon of **6th September, we will host a launch event** with your sponsors and leaders who are committed to supporting your development and career. Prior to the programme launch we will be in touch to register you on the PgCert modules and to provide you with the pre-programme self-assessment materials.

## A bespoke programme

We are committed to ensuring that we evaluate the programme as we go along with you and your sponsor and ensure that it is adapted as far as possible to support your learning, and your organisation's commitment.

## What you can access

### Faculty

Our Faculty are available to Fellows throughout the programme and in your coaching sessions. We also support by sharing intelligence (articles, reports) on the shared learning site, and through social media.

### The Darzi Alumni

You are automatically registered into The Darzi Fellowship alumni and can seek out support and advice from previous Fellows through the buddy scheme.

### The Health Systems Innovation Lab

The Lab at LSBU is a leading network for health professionals looking to improve and re-shape health and social care through systems innovation.

## What it means for sponsors

### As a sponsor you are:

- Nurturing the next generation of clinical leader for your organisation and the NHS as a mentor
- Ensuring that the Fellowship Challenge is given the best possible support as a manager
- Enabling the development of capacity in your organisation for real change work as a leader
- Collaborating with LSBU to co-assess the Fellow's learning as part of the PGCert Leadership in Health (Darzi) as an assessor.

Not only does your Fellow have access to learning but we also encourage the spread of learning by giving your organisation access to relevant learning materials provided during the programme. You have access to a number of activities where you can find out more about the progress of the Fellowship group in the programme, and how best to support Fellows to secure sustained change and impact. We also provide a 'Darzi News' email update.

At the outset of the programme (after the first workshop in September) we ask you to provide an immersion for your fellows into your own organisation's context. You can use this as a useful scoping and learning exercise, with feedback to yourself and other leaders. Primarily this sets up the relationships and deep organisational understanding the Fellows need in order to do their change work.

We also ask you to release an hour to work with the Fellow and their coach to identify their learning and development needs in a contracting meeting, identifying how these relate to your expectations of the programme, and your sponsorship role with the Fellow.

Every year Darzi Fellows participate in the U.Lab, an MIT online learning community, which is also available to yourselves and to others in your organisation. Over four months participants learn about leading emergent change, and your organisation will have access to the videos, the live learning sessions and the reading materials and exercises.

The Darzi programme provides an assessed workplace-learning module, at the mid-point of which the Fellows submit the plan for their change work as a formative assignment. It will be really helpful if you can support your Fellow as they prepare

this plan and review them with us before the Fellows go onto deliver their change work. We then ask if you can again review their work with them, to support their final submission for this part of the Fellowship.

We do suggest that your Darzi Fellow links to your organisational development and / or transformation lead as part of their sponsorship in the programme to support the spread of learning.

### These are the specific dates in the Programme for your attention:

#### • 5th September 2023, 14.30 – 19.00

##### The Fellowship Launch event

Where we provide an opportunity to meet with other sponsors and collaborate.

#### • 18th – 22nd September 2023

##### One week Context Immersion within your organisation

Where you organise a programme of activities for your Fellow against a provided format.

#### • 28th November 2023

**Masterclass.** This is an open session in the programme where we would welcome your participation.

#### • 10th January 2024, 9.00 – 17.00

**The Powerlab.** A chance to engage in a high-fidelity, one day simulation of an organisation to see how power is modelled at different levels of a system. This is a fun, illuminating and highly interactive day.

#### • 27th February 2024, 15.00 – 17.00

##### Sponsors mid-point review meeting

#### • 11th – 13th June 2024

Co-assessing your Fellow's Viva Presentations with LSBU staff.

#### • 22nd July 2024

**The Fellowship Final Review workshop and presentation of learning.**



## Programme faculty

### Core Faculty

**Course Director:** Associate Professor Tom Holliday

### Programme Team:

**Business Manager, Anam Farooq**

**Senior Project & Event Coordinator, Em Wallace**

**Professor Becky Malby, Visiting Associate Kanar Ahmed, Visiting Professor Murray Anderson-Wallace, Senior Lecturer Eleanor Dady, Visiting Associate Prof Jane Keep, Visiting Fellow Nick Downham, Visiting Fellow Rebecca Myers**

## Programme facilities

This programme is provided through a blended approach of online and face-to-face learning (COVID-regulations allowing).

If you have a query that is not related to the course, you can get in contact with the Student Life Centre who are ready and waiting to help: [LiveChat](#) / [studentlife@lsbu.ac.uk](mailto:studentlife@lsbu.ac.uk).

**Student IT Support:** [llr-ithelpdesk@lsbu.ac.uk](mailto:llr-ithelpdesk@lsbu.ac.uk) / Online (<https://libguides.lsbu.ac.uk/studentitsupport>)

**Digital Skills Centre:** [digitalskills@lsbu.ac.uk](mailto:digitalskills@lsbu.ac.uk) / Online (<https://libguides.lsbu.ac.uk/digitalskillscentre>)

**Skills for Learning:** [S4L@lsbu.ac.uk](mailto:S4L@lsbu.ac.uk) / Moodle / MyLSBU

**Library and Learning Resources:** [library@lsbu.ac.uk](mailto:library@lsbu.ac.uk) / online library pages (<https://libguides.lsbu.ac.uk/LSBU-Library-and-Learning-Resources/Home>)

### LSBU Equality, Diversity & Inclusion Team:

(<https://www.lsbu.ac.uk/about-us/mission-vision-values/equality-and-diversity>)

## PG Cert Leadership in Health (Darzi) Programme Dates 2023 – 2024

These programme dates are for a hybrid programme of delivery featuring both online and in-person workshops.

Topic	Dates	Faculty	Location
<b>September 2023</b>			
Academic Induction with LSBU 1 day	5 <sup>th</sup> Sept	TH	F2F, on Campus
Launch (14:30-19:00)	6 <sup>th</sup> Sept	All Faculty	F2F, on Campus
Innovating Systems Workshop I 3 days	12 <sup>th</sup> - 14 <sup>th</sup> Sept	RM, TH	F2F, on campus
Immersion within your organisation (3-way coaching at the end)	18 <sup>th</sup> – 22 <sup>nd</sup> Sept	N/A	At host organisation
Leading Change in Systems Workshop I	26 <sup>th</sup> Sept	BM + Keith Grint	F2F, on campus
Leading Change in Systems Workshop I Study Day	27 <sup>th</sup> Sept		
<b>October 2023</b>			
Median Group Session 1 (09:30 – 10:30)	3 <sup>rd</sup> Oct	MAW, RM	Online
Module 2: Core Concepts of Quality Workshop I 3 days	17 <sup>th</sup> – 19 <sup>th</sup> Oct	MAW, ND	F2F, on campus
Action Learning Sets 1 (09:30 to 13:30)	20 <sup>th</sup> Oct (am)	RM, TH, JK	F2F, on campus
Faculty Meeting (16:00-17:00)	20 <sup>th</sup> Oct (pm)	All	Online
<b>Autumn Half Term Mon 23<sup>rd</sup> to Fri 27<sup>th</sup> October 2023</b>			
Innovating Systems Formative (context) Due Date	30 <sup>th</sup> Oct	ED, TH	
Median Group Session 2 (09:30 – 10:30)	31 <sup>st</sup> Oct	MAW, RM	Online

<b>November 2023</b>			
Skills Practice: Resilience 1 day	1 <sup>st</sup> Nov	ED, JK	F2F, on campus
Core Concepts of Quality Workshop II (Co-production) 2 days	7 <sup>th</sup> and 8 <sup>th</sup> Nov	BM and TH	F2F, on campus
Core Concepts of Quality Workshop II (Co-production) Visits	14 <sup>th</sup> Nov	TH	Site Visits & F2F, on campus
Fellows peer review session (optional) (14:00-16:00)	15 <sup>th</sup> Nov (pm)	Fellows only	Online (Fellows to arrange)
Action Learning Sets 2 (includes formative assessment presentation) (09:30-13:30)	16 <sup>th</sup> Nov (am)	RM, TH, JK	F2F, on campus
Faculty Meeting (16:00-17:00)	16 <sup>th</sup> Nov (pm)	All	Online
Masterclass (afternoon)	28 <sup>th</sup> November	Guest facilitator with TH	F2F, on campus
<b>December 2023</b>			
Median Group Session 3 (09:30 – 10:30)	5 <sup>th</sup> Dec	MAW, RM	Online
Leading Change in Systems Workshop II Study Day	6 <sup>th</sup> Dec		
Module 3: Leading Change in Systems Workshop II	7 <sup>th</sup> Dec	BM + Nick Downham	F2F, on campus
<b>January 2024</b>			
LCP Formative Project Plan Due Date	8 <sup>th</sup> Jan	BM and TBC	
Leading Change in Systems Workshop III (Power) 1 day	9 <sup>th</sup> Jan	BM + Nnenna Osuji	F2F, on campus
The Power Lab including sponsors 1 day	10 <sup>th</sup> Jan	RM, TH	F2F, on campus
Median Group Session 4 (09:30 – 10:30)	11 <sup>th</sup> Jan	MAW, RM	Online

Faculty Meeting (9:00-10:00)	23 <sup>rd</sup> Jan (am)	All	Online
Action Learning Sets 3 (13:00-17:00)	23 <sup>rd</sup> Jan (pm)	RM, TH, JK	F2F, Tabard St
<b>February 2024</b>			
Core Concepts Summative Assignment Due Date	5 <sup>th</sup> Feb	BM, ED	
Quantitative Methods Workshop	6 <sup>th</sup> Feb (am)	KA	Online
<b>Half Term Mon 12<sup>th</sup> to Fri 16<sup>th</sup> February 2024</b>			
Median Group Session 5 (09:30 – 10:30)	20 <sup>th</sup> Feb	MAW, RM	Online
Leading Change in Systems Workshop IV 1 day	21 <sup>st</sup> Feb	BM, TH & Kanar	F2F, on campus
Skills Practice: Conflict & Negotiation 1 day	22 <sup>nd</sup> Feb	RM, MAW	F2F, on campus
Sponsors mid-point meeting (15:00 – 17:00)	27 <sup>th</sup> Feb	BM, TH	Online
<b>March 2024</b>			
Qualitative Methods Workshop	5 <sup>th</sup> Mar (am)	KA	
Darzi Mentoring Evening (17:00-19:00)	5 <sup>th</sup> Mar (pm)	TH	F2F, on campus
Faculty Meeting (9:00 – 10:00)	12 <sup>th</sup> Mar (am)	All	Online
Action Learning Sets 4 (13:00-17:00)	12 <sup>th</sup> Mar (pm)	RM, TH, JK	F2F, on campus
Median Group Session 6 (09:30 – 10:30)	19 <sup>th</sup> Mar	MAW, RM	Online
<b>April 2024</b>			
<b>Easter Break Mon 1<sup>st</sup> to Fri 12<sup>th</sup> April 2024</b>			
Median Group Session 7 (09:30 – 10:30)	16 <sup>th</sup> Apr	MAW, RM	Online

May 2024			
Innovating Systems Workshop II 3 days	30 <sup>th</sup> April –2 <sup>nd</sup> May	RM, TH	F2F, on campus
Faculty Meeting (9:00–10:00)	3 <sup>rd</sup> May (am)	All	Online
Action Learning Sets 5 (13:00–17:00)	3 <sup>rd</sup> May (pm)	RM, TH, JK	F2F, on campus
Writing Publications Workshop	7 <sup>th</sup> May (am)	TBC	Online
Median Group Session 8 (09:30 – 10:30)	14 <sup>th</sup> May	MAW, RM	Online
May half-term Mon 27 <sup>th</sup> May to Fri 31 <sup>st</sup> May 2024			
June 2024			
Innovating Systems Summative Vivas Co-assessed by Sponsor and LSBU staff 3 days	11 <sup>th</sup> – 13 <sup>th</sup> June	BM, TH	F2F, on campus
Median Group Session 9 (09:30 – 10:30)	18 <sup>th</sup> June	MAW, RM	Online
Faculty Meeting (9:00–10:00)	20 <sup>th</sup> June (am)	All	Online
Action Learning Sets 6 (13:00–17:00)	20 <sup>th</sup> Jun (pm)	RM, TH, JK	F2F, on campus
July 2024			
Module 3: Leading Change in Systems Final Workshop – 1 day	9 <sup>th</sup> Jul	BM, MAW, RM, JK, ED, ND, TH, KA	F2F, on campus
Leading Change in Systems Summative Assessment Due Date	22 <sup>nd</sup> Jul	BM, KA	

**Notes:**

1. For all f2f sessions, arrival will be 30 minutes before start time
2. One day workshops are from 09:00 – 17:00
3. Three-way coaching with Sponsor in September
4. 1:1 coaching with Fellow and Coach in January and May
5. Median Groups – MAW and RM to have two 15 minute debriefs at 09:15 and 10:30 per session



## Contact

**For more information please contact:**

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