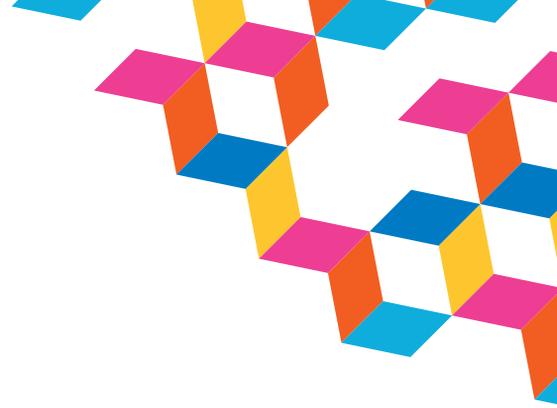


# Darzi Fellowship

Kent | Surrey | Sussex



# Darzi Fellowships in Clinical Leadership April 2018/19



**London  
South Bank  
University**

EST 1892

# What it means for Fellows

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

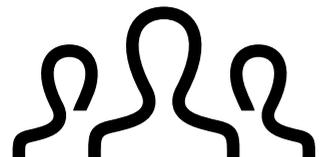
You join a community of leaders within London and connect to leaders around the globe, through modules, coaching, action learning sets, co-consulting, skills and practice workshops, and an online global course with MIT. The group work includes simulations and exposure to leading thinkers and practitioners.

## **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 bring my problems of puzzles about my project to a co-consulting session.

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 visits to see ideas in practice, and I research the ideas on my own.

I work with the People's Academy to explore how to work better with citizens.

I meet others from around the world online in the MIT U.Lab, and learn about systems change.

I learn new skills in two workshops to improve my negotiating and resilience.

A coaching session with my sponsor develops my skills in working with authority, and two more coaching sessions develop my personal leadership and career.

I learn how to design, plan and deliver a real piece of change.

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



# PgCert Leadership in Health

The leadership programme takes you through a journey of foundations of change, learning all the approaches you need to undertake a complex change project, 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 programme workshops. These are applied and reviewed in Action Learning Sets and through the Coaching and Co-Consulting sessions with Faculty where Fellows seek advice and support for the design and implementation of their project.

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 the Fellows are exposed not only to the theory of clinical leadership but also to experienced clinical leaders, who share their personal approach. This also provides a network for the Fellows for current and future mentoring.

You can use the credits from this programme to access the new MBA at London South Bank University or our Masters in Leadership and Service Improvement.

In addition to the PgCert you join the MIT U.Lab from September to November.

You will be working and learning in one of two programme cohorts, coming together for the Launch, master class and networking.

## The programme modules comprise:

### New Models of Care

**Focus:** Understanding the Context for Leading Change and Developing and Implementing New Effective Models of Care.

This module provides an understanding how new models of 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 three-day workshops, the first of which is followed by a one-week induction in your own organisation and health system.

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, Improvement Science, Systems Leadership and Coproduction.

This module provides a grounding in the key concepts of quality that are in practice in the NHS.

Formative assessment is through a presentation in your Action Learning Set, and the summative assessment by a 4000 word assignment.

### Leading Change Projects

**Focus:** Leading Complex Change in Systems in Real-Time.

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 projects by the

Co-Consulting Sessions and Coaching with programme faculty as well as facilitated Action Learning sets and two skills workshops on negotiation and conflict management, and resilience.

The Formative Assessment is through one 2000 word project plan, which is then incorporated into a final 4000 word summative assessment report of the project.

### 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 competence in their leadership tasks.

# 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 catalyze 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, 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.

## Launch

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.

The programme starts in April with a full induction into the

academic programme including enrolment, 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.

This is then followed by a Launch event with your sponsors and leaders in Kent, Surrey and Sussex who are committed to supporting your development and careers. There will be keynote speeches held.

## 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 in the Modules but also in your coaching sessions, and in 'book-in' co-consulting sessions where you can run through your projects and seek advice. We also support you online by sharing intelligence (articles, reports) on the shared learning site, and through social media.

## The Darzi Alumni

The newly established Darzi Fellows Alumni launches in the Summer. You are automatically registered in the alumni and can seek out support and advice from previous Fellows.

## The People's Academy

This is a unique feature of London South Bank University, where you can engage citizens with experience in governance, systems change, coproduction, personalised services, coaching in mentoring or coaching you with your projects

## 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.

## The Health Systems Innovation Lab

The Next Generation. A new Lab at LSBU connecting innovators to those systems seeking innovation across the UK.



## What it means for sponsors

The Darzi Programme offers your organisation capacity for real change work. Not only does your Fellow have access to learning but we encourage the spread of learning by giving your organisation access to relevant learning materials provided during the programme. At the outset will have a timetable 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.

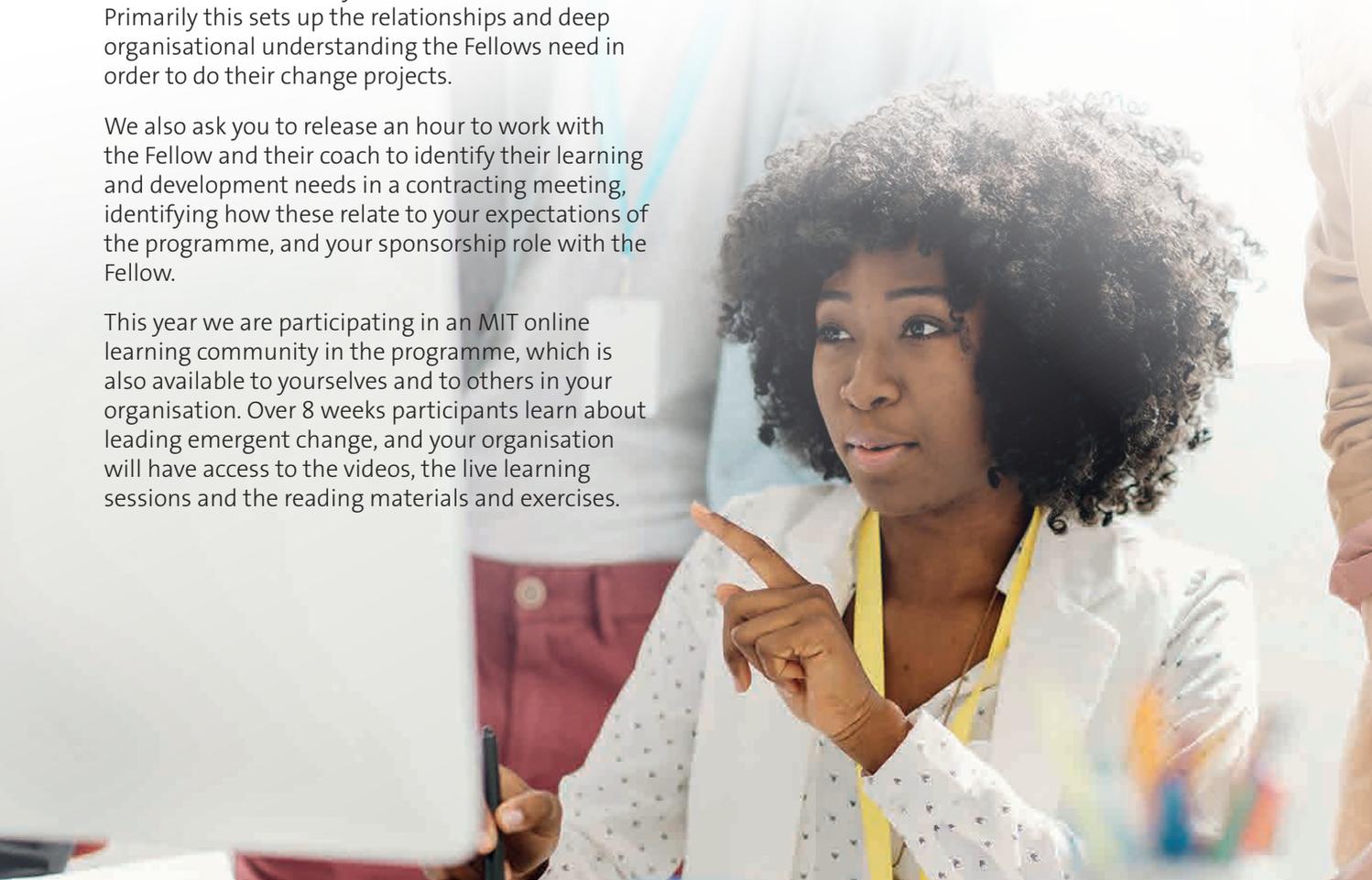
At the outset of the programme (after the first workshop in September) we ask you to provide an induction for your fellows into your own organisation's context. You can use this as a mini 'raid' with feedback to yourself and other leaders. Primarily this sets up the relationships and deep organisational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

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.

This year we are participating in an MIT online learning community in the programme, which is also available to yourselves and to others in your organisation. Over 8 weeks 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.

This year we also have an assessed workplace learning module, with a mid-point proposal stage for the Fellow's change plans. It will be really helpful if you can support the Fellows as they prepare and these plans, and review them with us before the Fellows go onto implement their change work. We then ask of you can again review their application 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 lead as part of their sponsorship in the programme to support the spread of learning.



## Programme dates

<b>April 2018</b>	
Academic Induction at LSBU	11th April (AM)
Launch	11th April (PM)
<b>May 2018</b>	
Workshop 1 (New Models of Care)	8th – 10th May
Induction week within your organisation (coaching at the end)	14th – 18th May
<b>June 2018</b>	
New Models of Care formative assessment due	4th June
Workshop 2 (Core Concepts of Quality)	5th – 8th June
Action Learning Sets	7th June (PM)
<b>July 2018</b>	
Workshop 3 (Leading Change Projects)	3rd – 6th July
Powerlab Workshop	4th July
Action Learning Sets 2	6th July
Core Concepts of Quality formative assessment due	6th July
<b>September 2018</b>	
Workshop 4 (Core Concepts of Quality)	4th – 6th September
Co-consulting 1:1 sessions	6th September (PM)
Formative Project Plan Assignment submission date	10th September
<b>October 2018</b>	
Practice Workshop (Resilience)	2nd October
Workshop 5 (Leading Change Projects)	9th – 11th October
Action Learning Set 3	11th October (PM)
ELFT Optional Immersion	23rd October
Core Concepts of Quality summative assignment due	29th October
<b>November 2018</b>	
Action Learning Set 4	20th November
Practice Workshop (Negotiation and Conflict)	21st November
<b>January 2019</b>	
Co-consulting 1:1 sessions	15th January
Workshop 6 (New Models of Care)	16th – 18th January
<b>February 2019</b>	
Action Learning Sets 5	12th February
<b>March 2019</b>	
New Models of Care Summative viva assessments due (assessed by sponsor and LSBU staff).	5th – 7th March
Masterclass Evening	6th March
Workshop 7 (Leading Change Projects)	20th March
<b>April 2019</b>	
Leading Change Projects summative assessment due	22nd April

# Programme facilities

The programme will take place at LSBU's award-winning Clarence Centre for Enterprise and Innovation and the LSBU conference suite. Transformed from 17 derelict Grade II-listed Georgian buildings, the now modern and accessible Clarence Centre is the heart of a community of start-ups, student entrepreneurs, SMEs and LSBU's Health and Wellbeing Institute. The LSBU Conference suite in the Keyworth Building provides panoramic views over the London Skyline.

The Clarence Centre and the Keyworth Centre are specifically geared toward executive education. At the Clarence Centre there is clear open collaboration spaces, huddle rooms, a large 'Business Lounge', 3 table-tennis tables and a relaxing courtyard. The venue is located 20 minutes from central London, 15 minutes walk from Guys and St Thomas' Hospital and 5 minutes from Elephant and Castle Tube.

## Clarence Centre Address:

The Business Centre,  
Clarence Centre for Enterprise & Innovation  
6 St George's Circus,  
London, SE1 6FE

## Keyworth Centre Address:

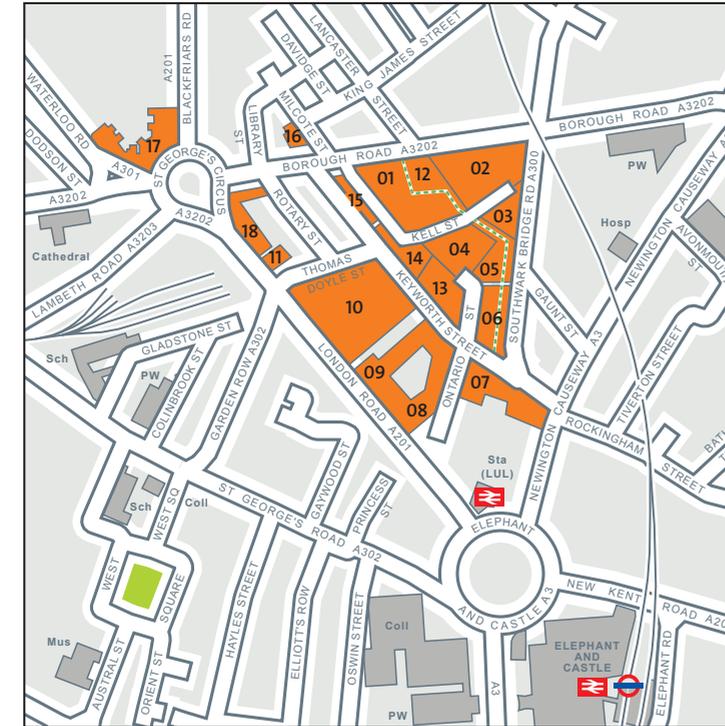
The Keyworth Centre,  
Keyworth Street,  
London SE1 6NG

The nearest tube is Elephant and Castle and it's then a 5 minute walk. We are well connected for buses.

Note: Some of the larger events take place off-site.



# Campus map



- 01 Borough Road
- 02 Tower Block
- 03 Metal Block
- 04 Joseph Lancaster
- 05 Extension Block
- 06 Faraday Wing
- 07 Perry Library
- 08 Admissions & Recruitment Centre
- 09 Technopark
- 10 London Road / Academy of Sport
- 11 Foundation Campus
- 12 Student Centre / Students' Union
- 13 Keyworth Centre
- 14 K2
- 15 Learning Resources Centre
- 16 Caxton House
- 17 McLaren House
- 18 The Clarence Centre for Enterprise and Innovation

## Contact

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This is a partnership between Health Education England,  
Kent Surrey Sussex Academic Health Science Network,  
London South Bank University