

PROGRAMME SPECIFICATION	 Newcastle University
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1	Awarding Institution	Newcastle University
2	Teaching Institution	Newcastle University
3	Final Award	Postgraduate Certificate
4	Programme Title	Postgraduate Certificate in Clinical Leadership
5	UCAS/Programme Code	3068P
6	Programme Accreditation	N/A
7	QAA Subject Benchmark(s)	N/A
8	FHEQ Level	7
9	Date written/revised	15 April 2014

10	Programme Aims	
		To provide health care professionals with an opportunity to develop personal and strategic leadership knowledge and skills underpinned by theory to strengthen and support their current and future professional role.

11	Learning Outcomes	
		The programme provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.

	Knowledge and Understanding	
		On completing the programme students will be able to:
		A1. Differentiate between leadership and management styles, 'small p' and 'big P politics' and coaching, mentoring and counselling.
		A2. Critically evaluate and synthesise leadership theory and practice.
		A3. Describe the commissioning process in healthcare and stakeholder engagement.

	Teaching and Learning Methods	
		Modules are delivered in a series of one day teaching blocks. These teaching day blocks include a mixture of lectures, tutorials, workshop style seminars, reflective learning and action learning approaches to deliver the knowledge and understanding outcomes A1 – A3. All modules employ structured feedback from both formative and summative assessment and opportunities for discussion and debate to ensure that the student achieves all learning outcomes. Preparatory activities are provided to support the planned learning activities – these include reading material and exercises to complete.

Assessment Strategy
To assess knowledge and understanding outcomes the modules will utilise formative and summative assessments – including use of written assessments, development of electronic portfolios, peer observation and MCQ assessment.
Intellectual Skills
<p>On completing the programme students will be able to:</p> <p>B1. Apply appropriate leadership, resilience and coaching theories, models and techniques including use of critical incident techniques and action learning sets.</p> <p>B2. Categorise organisation culture and ‘organisation readiness’ for transformational change including assessment of culture, safety and innovation.</p>
Teaching and Learning Methods
<p>A variety of different teaching and learning methods are used across the programme and include lectures, workshops and interactive group work.</p> <p>Lectures are designed to deliver the knowledge and understanding underpinning the intellectual skills whilst the workshops and interactive group work are designed to promote discussion, critical appraisal and reflection. To support learning, all students will have access to online learning material (videos, text, exercises, review of case studies etc.) with information and exercises to complete in preparation for teaching sessions.</p> <p>Students are provided with preparatory activities and exercises to support the introduction of each topic. This gives the students a chance to test their knowledge and relevant intellectual skills before delivery of the teaching materials.</p> <p>Students are encouraged to develop their intellectual skills by building on written feedback from formative and summative assessments to critically appraise their development and progress.</p>
Assessment Strategy
Learning outcomes B1 and B2 will be assessed using formative and summative assessments, these include written essay assessments based on critical reflection and critical review of evidence, development of an electronic portfolio, MCQ assessment based on case studies.
Practical Skills
<p>On completing the programme students will be able to:</p> <p>C1 Use tools and techniques to develop self and others as a leader.</p> <p>C2 Construct and facilitate action learning sets.</p> <p>C3 Promote and utilise leadership coaching in self and others.</p> <p>C4 Apply tools and techniques to assess, develop and sustain organisation change.</p>

Teaching and Learning Methods
Practical skills are developed through tutorials and workshops and in the various tools, techniques and assessments associated with the taught modules (C1-C4).
Assessment Strategy
Learning outcomes C1 – C4 will be assessed using formative and summative assessments, these include written essay assessments based on critical reflection and review of evidence, development of an electronic portfolio and MCQ assessment based on case studies.
Transferable/Key Skills
<p>On completing the programme students will be able to:</p> <p>D1 Communicate effectively orally and in writing</p> <p>D2 Use electronic information effectively including library resources and databases</p> <p>D3 Plan, organise and prioritise work activities in order to meet deadlines</p> <p>D4 Be able to work independently and within a team/group</p>
Teaching and Learning Methods
The skills are developed through the requirement to prepare for and submit written assessments. Module lead guidance with the support of library resource will assist this development. The programme is designed to enable these skills to be developed from the start to completion.
Assessment Strategy
Learning outcomes D1 – D4 will be assessed using formative and summative assessments, these include written essay assessments based on critical reflection and critical review of evidence, development of an electronic portfolio, MCQ assessment based on case studies and presentations.
12 Programme Curriculum, Structure and Features
Basic structure of the programme
<p>The programme comprises three 20 credit modules. The programme is delivered in part time mode over 1 year.</p> <ul style="list-style-type: none"> • MCR8017 Developing yourself as a Leader • MCR8047 Leadership Coaching • MCR8027 Strategic Leadership in Healthcare <p>All modules are available for standalone accredited CPD study. However, students must have completed MCR8017 Developing yourself as a Leader before undertaking MCR8027 Strategic Leadership in Healthcare.</p>

Key features of the programme (including what makes the programme distinctive)
<p>It is expected that the majority of students will be studying whilst working full time. Therefore the programme has been developed with this in mind.</p> <p>In summary the distinctive features include:</p> <ol style="list-style-type: none"> 1) Each attendance module is built on three taught study days making it attractive to employed students and their employer. 2) The programme e offers a multi professional learning experience with students from medical, nursing, midwifery, allied health professionals and clinical research management backgrounds
Programme regulations (link to on-line version)
http://www.ncl.ac.uk/regulations/specs/

13 Criteria for admission
<p><i>Entry qualifications</i></p> <p>A candidate may be entered for the Postgraduate Certificate at the discretion of the Degree Programme Director and provided that such a candidate:</p> <p>(a) has successfully completed the final year of the Bachelor of Medicine and Bachelor of Surgery <i>or</i> Bachelor of Dental Surgery <i>or</i> equivalent and has a minimum of one year post-qualification experience; <i>or</i></p> <p>(b) has an appropriate degree <i>or</i> equivalent professional qualification in a profession allied to medicine and has a minimum of one year post-qualification experience; <i>or</i></p> <p>(c) has a minimum lower-second-class appropriate Honours degree</p> <p>In addition candidates must work or have worked in a relevant role in a healthcare setting.</p> <p><i>Admissions policy/selection tools</i></p> <p>Applicants will apply online for consideration of a place. Where appropriate, paramedical professionals will be invited to participate in a short informal interview where suitability of the course for their particular training needs will be considered by the Degree Programme Director and other course leaders as appropriate.</p> <p><i>Non-standard Entry Requirements: None</i></p> <p><i>Additional Requirements:</i></p> <p>All students will require computer and internet access.</p> <p><i>Level of English Language capability:</i></p> <p>Overall IELTS score of 7.0, minimum 6.5 in each component.</p>

14 Support for Student Learning

The Student Services portal provides links to key services and other information is available at:
<http://www.ncl.ac.uk/students/>

Induction

Information is given in the Programme Handbook to introduce students to the sources of information/advice available. In addition, all students will have access to a programme and library induction via Blackboard after registration. Any students who need help or guidance with any aspect of becoming/being a postgraduate student are advised to contact the Programme Administrator in the first instance.

Study skills support

Students will learn a range of Personal Transferable Skills, including Study Skills, as outlined in the Programme Specification. All students are given a copy of the Programme Handbook which includes access to study skills support via Newcastle Library.

Academic support

The initial point of contact for a student is with a lecturer or module leader, or their tutor (see below) for more generic issues. Thereafter the Degree Programme Director or Dean of Postgraduate Studies may be consulted. Issues relating to the programme may be raised at the Staff-Student Committee, and/or at the Curriculum Committee.

Pastoral support

All students are assigned a personal tutor who will provide support and guidance regarding the student's general wellbeing. In addition the University offers a range of support services, including the Student Advice Centre, <http://www.ncl.ac.uk/postgraduate/support/studadv.htm>, the Counselling and Wellbeing team, <http://www.ncl.ac.uk/students/wellbeing/support/counselling.htm>, the Mature Student Support Officer, and a Childcare Support Officer, see <http://www.ncl.ac.uk/postgraduate/funding/search/list/childcare>

Support for students with disabilities

The University's Disability Support Service provides help and advice for disabled students at the University - and those thinking of coming to Newcastle. It provides individuals with: advice about the University's facilities, services and the accessibility of campus; details about the technical support available; guidance in study skills and advice on financial support arrangements; a resources room with equipment and software to assist students in their studies.

Learning resources

The University's main learning resources are provided by the Robinson and Walton Libraries (for books, journals) and via the intranet for online resources, and Information Systems and Services, which supports campus-wide computing facilities.

The graduate school offers a student learning space with dedicated on-line computer facilities, a number of study rooms and social space for interaction with other postgraduate students. There will be some use of lecture capture systems for all students.

15	Methods for evaluating and improving the quality and standards of teaching and learning
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Module reviews

All modules are subject to review by questionnaires which are considered by the Curriculum Committee and Board of Studies (Graduate School). Changes to, or the introduction of new, modules, are considered at the Board of Studies and at the Faculty Learning, Teaching and Student Experience Committee. Student opinion is sought and presented at the Staff-Student Committee and/or the Curriculum Committee. New modules and major changes to existing modules are subject to approval by the Faculty, Teaching Learning and Student Experience Committee. Module evaluation questionnaires will be provided for all modules.

Programme reviews

The Curriculum Committee conducts an Annual Monitoring and Review of the degree programme and reports to Graduate School (Board of Studies) and Faculty Learning, Teaching and Student Experience Committee.

External Examiner reports

External Examiner reports are considered by the Curriculum Committee and Board of Studies (Graduate School). The Board responds to these reports through Faculty Learning, Teaching and Student Experience Committee. External Examiner reports are shared with institutional student representatives, through the Staff-Student Committee.

Student evaluations

All modules, and the degree programme, are subject to review by student questionnaires. Students will be signposted to electronic student evaluation questionnaires. Informal student evaluation is also obtained at the Staff-Student Committee and Curriculum Committee.

Mechanisms for gaining student feedback

Feedback is channelled via the Staff-Student Committee, Curriculum Committee and the Board of Studies.

Faculty and University Review Mechanisms

The programme is subject to the University's Internal Subject Review process.

16	Regulation of assessment
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Pass mark

The pass mark is 50

Course requirements

Progression is subject to the University's Master's Degree Progress Regulations, Taught and Research and Examination Conventions for Taught Master's Degrees (<http://www.ncl.ac.uk/regulations/docs/> - regulations and conventions are part of same document, 'Master's regulations').

Students are required to pass all assessment components for each module. (This includes students completing modules via accredited standalone). Students who fail a component of assessment will be allowed to resubmit on one occasion only. Where students fail a component this will result in the module being failed with the normal consequences. On resit the module mark would be capped at 50.

Common Marking Scheme

The University employs a common marking scheme, which is specified in the Taught Postgraduate Examination Conventions, namely:

<50	Fail
50-59	Pass
60-69	Pass with Merit
70 or above	Pass with Distinction

Role of the External Examiner

An External Examiner, a distinguished member of the subject community, is appointed by Faculty Learning, Teaching and Student Experience Committee, after recommendation from the Board of Studies. The External Examiner is expected to:

- See and approve examination papers
- Moderate examination and coursework marking
- Attend the Board of Examiners
- Report to the University on the standards of the programme

In addition, information relating to the programme is provided in:

The University Prospectus (see <http://www.ncl.ac.uk/postgraduate/>)

The Programme Co-ordinator in the Graduate School (contact pgclinres@ncl.ac.uk)

The University Regulations (see <http://www.ncl.ac.uk/regulations/docs/>)

The Degree Programme Handbook

Please note. This specification provides a concise summary of the main features of the programme and of the learning outcomes that a typical student might reasonably be expected to achieve if she/he takes full advantage of the learning opportunities provided. The accuracy of the information contained is reviewed by the University and may be checked by the Quality Assurance Agency for Higher Education.

Mapping of Intended Learning Outcomes onto Curriculum/Modules

		Intended Learning Outcomes			
Module	Type	A	B	C	D
Certificate					
MCR8017 Developing yourself as a Leader	Core	1,2	1	1	1-4
MCR8047 Leadership Coaching	Core	1	1	2, 3	1-4
MCR8027 Strategic Leadership in Healthcare	Core	1, 3	2	4	1-4