



BSG Improvement Leadership Programme

Applicant Handbook

Introduction

Improvement leadership refers to a leadership approach focused on driving continuous improvement within an organisation, team, or community. This style of leadership aims to foster a culture of growth, learning, and innovation. Improvement leaders aim to empower individuals, align efforts with strategic goals, and create sustainable change.

The BSG 'Project 90' wishes to offer ambitious members the opportunity to develop their leadership skills in a speciality focused and supportive environment. The programme's aim is to develop cohorts of future gastroenterology and hepatology leaders that have the skills and networks to improve services into the future. The programme has been designed in collaboration with our delivery partner [AQUA](#)

The BSG will fully fund an initial cohort of 25 enthusiastic BSG members from a variety of clinical backgrounds to develop their skills in improvement and leadership. Each participant will be expected to apply their learning to a service improvement opportunity, leadership challenge or improvement project within their own organisation throughout the programme.

Choosing a project or improvement opportunity

Participants are encouraged to identify a service improvement opportunity before the programme begins. This does not need to be a fully developed project, but applicants should ideally have a real-world improvement challenge, service development opportunity or leadership challenge that they can apply their learning to throughout the programme.

Previous participants reported that having a practical improvement opportunity from the outset helped them gain maximum value from project clinics, peer discussion and faculty support. The programme is nine months long, with three two-day face-to-face blocks of study and two one-day online blocks of study. Participants will be required to commit to all five study blocks. The programme will conclude with a celebration of achievement at BSG Live '27 in June 2027 in Glasgow.

What's Covered?



Who is it for?

The programme is suitable for any BSG member who aspires to play a greater role in leading improvement in gastroenterology or hepatology services. This might be in the form of formal leadership positions (e.g. Governance Lead, Clinical Director, Senior/Lead Nurse), in the form of system leadership (e.g. Integrated Care roles, regional or national roles, BSG executive roles) or in the form of informal leadership.

The programme is open to all BSG Member healthcare professionals.

Why should I join the Programme?

The BSG Improvement Leadership Programme is designed to develop the leadership and improvement capabilities of professionals in gastroenterology and hepatology. It equips participants with the skills to lead change, influence teams, and apply improvement methodologies in real-world healthcare settings.

The programme blends leadership development with quality improvement (QI), integrating traditional and contemporary leadership theories to ensure participants can navigate complexity, manage change, and build high-performing teams. Rather than simply learning frameworks, participants will be



encouraged to critically engage with them, adapting their leadership approaches to suit the realities of leading in healthcare.

Our Improvement leadership programme is designed primarily as a leadership development programme, and it is envisaged that while some participants may undertake formal QI projects, others may focus on leading service improvements or applying learning to everyday leadership challenges. Support for QI projects and leadership application throughout the programme will include:

- Orientation video (pre-programme preparation): A pre-recorded video will introduce the programme structure, expectations including project, key themes, and available support to ensure participants can familiarise themselves with the programme at their convenience.
- Integrated learning and application: QI projects will be embedded into measurement, stakeholder engagement and change management sessions, ensuring practical application of learning.
- Faculty project progress check-ins during learning blocks: Dedicated time within each teaching block for faculty to support delegates in refining and progressing their QI projects.
- Informal faculty support throughout the programme: Participants will have ongoing access to faculty via email or short virtual conversations for guidance on leadership challenges and improvement projects.

Participants are not expected to arrive with detailed project plans or prior expertise in quality improvement methods. The programme is designed to support participants in developing their thinking, applying leadership and improvement approaches in practice, and progressing improvement work within their own organisational context.

What makes this programme different?

Previous participants consistently identified three aspects as particularly valuable:

- Access to nationally recognised speakers and leaders from across gastroenterology, hepatology and healthcare improvement.
- Opportunities to build a supportive network of peers from across the UK.
- Protected time away from the workplace to reflect, learn and develop leadership capability.
- Opportunities to apply learning to a real-world improvement opportunity, leadership challenge or service development initiative.

Networking and peer learning are considered core programme outcomes, alongside leadership and improvement capability development. Previous participants consistently identified the opportunity to build lasting professional relationships and learn from peers across the UK as one of the most valuable aspects of the programme.



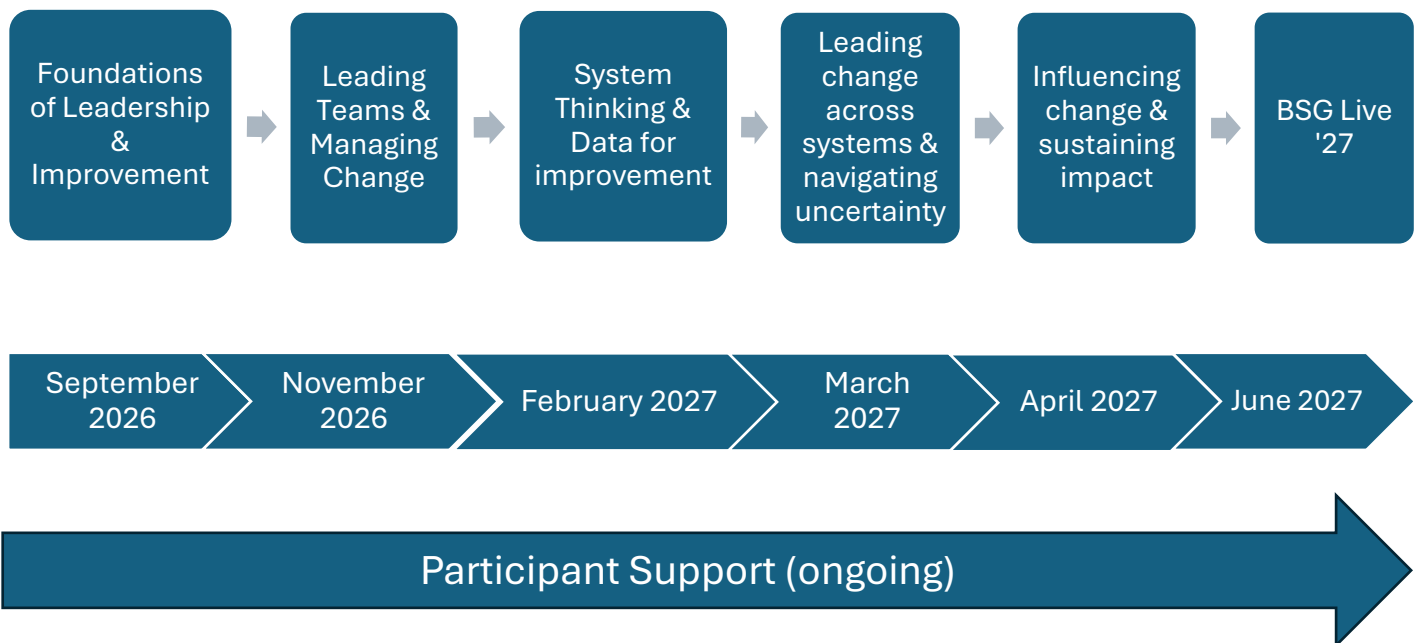
Eligibility

The programme is open to anyone who has been a BSG member for at least one year on the date of the application closing date. Applicants must confirm their commitment to attend all 8 teaching days of the programme.

The following priorities will be applied when assessing the application:

- Working in front-line care in gastroenterology and hepatology
- Any clinical background will be considered
- Able to demonstrate some experience of leadership and management (formal or informal)
- Able to describe their ambition for the future for service leadership and improvement
- Able to demonstrate support from their line manager/employer to participate in the programme.
- Able to apply the learning using a practical opportunity in their workplace. This could be a project they are developing or leading or a service change they are involved in.

Programme Structure and Units of Study





Cohort detail and commitment (dates/places)

- **Residential Block 1**
24 & 25 September 2026, De Vere Cranage Estate, Holmes Chapel, nr. Manchester
- **Residential Block 2**
25 & 26 November 2026, De Vere Cranage Estate, Holmes Chapel, nr. Manchester
- **Online Block 3**
10 February 2027
- **Online Block 4**
11 March 2027
- **Residential Block 5**
28 & 29 April 2027, De Vere Cranage Estate, Holmes Chapel, nr. Manchester

Attendance expectations

The programme is designed as an integrated learning journey. Participants are expected to attend all learning blocks and actively participate in both face-to-face and online sessions. The online learning days are an important part of the programme and are designed to maintain momentum between residential blocks.

Residential learning is a key feature of the programme and previous participants consistently reported that the residential format enhanced networking, reflection and peer learning. While travel requirements vary depending on participants' location, applicants should be prepared to travel to the residential venue and stay overnight.

Programme resources and learning platform

Participants will have access to programme materials, recordings and supporting resources through the programme learning platform - Basecamp.

The platform is intended primarily as a repository for learning materials and resources. Participants are also encouraged to build connections through programme networking opportunities and peer support mechanisms established during the programme.

Information about access arrangements following programme completion will be shared during the programme.



Programme outcomes and celebration event

Participants will be encouraged to share learning and progress from their improvement work throughout the programme.

Opportunities to showcase projects, posters or presentations at BSG Live will be communicated during the programme. Guidance, timelines and requirements will be shared well in advance to support planning and preparation. Not all participants will necessarily be expected to submit a project for presentation at BSG Live; guidance on eligibility and opportunities for sharing work will be provided during the programme.

Participant responsibilities

To support both your learning and the evaluation of programme impact, participants will be expected to:

- Attend all programme learning blocks.
- Complete the pre-programme and post-programme leadership and improvement self-assessments.
- Complete short evaluation surveys following each learning block.
- Complete the end-of-programme evaluation survey.
- Actively participate in programme discussions, peer learning activities and project support sessions.
- Apply learning within their own service, improvement project or leadership context wherever possible.

Programme Cost

The BSG will fund travel (from port of entry for international members), accommodation and the entire programme for successful applicants.

Participants must have demonstrable employer support and fund the time required for the programme via annual leave or study leave. ***Should a participant fail to complete the programme without good reason, the BSG will seek reimbursement from participants of the cost of the placement. It is therefore important that all applicants ensure their availability for all teaching blocks before applying.***

How to apply

Applications for this cohort will open on 01 June 2026 and close at noon on 08 July 2026.

Applications must be made on the prescribed online form here

<https://xf5qqoilmzc.typeform.com/to/gFtVT3Zt>



You will be asked: -

- to list any current or previous leadership, management or quality improvement training you have received and the year this was completed:
- to identify a practical opportunity to implement the learning in your day-to-day role. This could be a project you are leading or planning, or a service change your department is working on that you are part of. Please briefly describe this project or service change (max 200 words)
- to describe how you hope to benefit from completing this programme (max 200 words)

We also require a letter of support from your institution.

Contact Us

Any questions? Drop us a line at Project90@bsg.org.uk, or come along to the BSG stand at BSG Live '26 (22-25 June 2026) to chat to the Project 90 team.