



CASS
BUSINESS SCHOOL
CITY UNIVERSITY OF LONDON
EST 1894

**Executive Masters in
Medical Leadership**

“We’re not trained to think strategically at an organisational level so it’s important to have the tools to be able to think about vision and strategy and why something may matter at an organisational level, and being able to think how resources should be distributed. It’s also important to be able to disseminate those ideas.”

Dr Parashar Ramanuj, Consultant Liaison Psychiatrist, Royal National Orthopaedic Hospital NHS Trust, and UK Commonwealth Fund Harkness Fellow 2015/16 at Columbia University

Medical Leadership at Cass Business School

The Executive Masters in Medical Leadership is part-time, with a two-day block session on a Friday and Saturday each month during the academic year, from September to May. It provides 180 UK credits and 90 European Credit Transfers (ECTs).

A PIONEERING COURSE FOR SENIOR CLINICIANS

Welcome to our new programme, specifically designed to help enhance your leadership skills and knowledge, so you can achieve a successful career as an accomplished leader. Our goal is to equip you with the skills you need to improve your organisation’s performance and, ultimately, improve people’s health.

We conceived the two-year part-time Executive Masters in Medical Leadership to fit around doctors’ busy schedules. It incorporates the latest insights from Cass Business School experts and the ‘practice wisdom’ of successful clinical leaders.

The course was inspired by our own research on expert leadership, which is associated with improved organisational performance in healthcare. However, unlike most other generic healthcare management masters, our business school programme targets doctors.

To get on the programme, you need to be a high performer with clinical experience and aspire to become an expert leader who will make a real difference in healthcare. In return, the Masters will enable you to realise the Faculty of Medical Leadership and Management (FMLM)’s Leadership and Management Standards for Medical Professionals.

What we teach is evidence-based and draws on our own research and case studies, as well as the knowledge of experts. All our modules are specifically tailored to healthcare, using experiential and interactive teaching methods. These will help you learn how to:

- manage people and organisational change
- use techniques for managerial accounting and business planning
- use data analytics to drive decision-making
- formulate strategy and drive innovation
- navigate the regulatory and health policy environment, and
- understand the positive impact good leaders can make.

We are passionate about medical and healthcare leadership and have worked in the area for many years. We share a desire to unlock your potential as a doctor to improve healthcare and create social value, both for patients and the health service. Healthcare is moving towards a model of physician leadership. By completing the degree, you will gain the essential business skills and critical mindset necessary to lead this transformation in how healthcare is organised and delivered.

“There is accumulating evidence from around the world that the best healthcare organisations are clinician-led. It’s critical we provide clinician leaders with the skills and knowledge required to improve patient care and outcomes, especially in an increasingly challenging economic environment.”

Dr Stephen Powis, Medical Director, Royal Free Hospital NHS Trust, Chairman of the Association of UK Universities Medical Directors Group and Editor of *BMJ Leader*

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What will I learn?

Modules

EXPERT LEADERSHIP

Examines the evidence about why leaders matter, then helps you navigate the different environments and constraints you may face. Finally, we go inside the organisation, where you will learn how to motivate and incentivise for better employee and organisational performance.

PERSONAL LEADERSHIP DEVELOPMENT

Covers personal leadership form and style. You will be assigned an executive coach for two years and we will give you the tools to help you better understand yourself and your motivations, and the kind of influence you have on others. You will develop resilience and be able to improve standards even when managing and leading under pressure.

MANAGERIAL ACCOUNTING AND BUSINESS PLANNING FOR MEDICAL LEADERS

Helps you become familiar with the management practices of accounting, financial reporting and business planning. It arms you with the knowledge to confidently analyse and test colleagues' assumptions, plans and reports for business risk and to apply the financial practices to your own team effectively.

REGULATION, POLICY AND STRATEGY IN HEALTH

Reflects on links between your individual values and beliefs as a leader, as well as the wider challenges and social expectations. By developing a deeper understanding of philosophical foundations, regulatory frameworks, policy development and strategic thinking, you will be better able to navigate the complexities of healthcare policy and politics.

HEALTHCARE ANALYTICS

Gives you a general understanding and appreciation of the role of analytics in healthcare organisations, and hands-on experience of using data analysis and visualisation techniques on healthcare data. It also aims to give you the basic skills to use mathematical decision models for healthcare applications. You will learn relevant software packages and use them to solve sample problems.

LEADING INNOVATION IN HEALTHCARE

Looks at how you can change your mindset and motivate others to build innovation and enterprise in healthcare. You will explore the nature of successful innovation, associated challenges and leadership characteristics underpinning effective innovation and transformational change.

MANAGEMENT PLACEMENT: LEADING ACROSS CONTEXT

Provides you with experience of leading and managing in a setting very different to your own organisation. The aim is to help you develop your competencies by encouraging a receptive attitude to new experiences and perspectives, and to enhance your understanding of the dynamics of team working and team leading.

MANAGING PEOPLE AND CHANGE IN HEALTHCARE

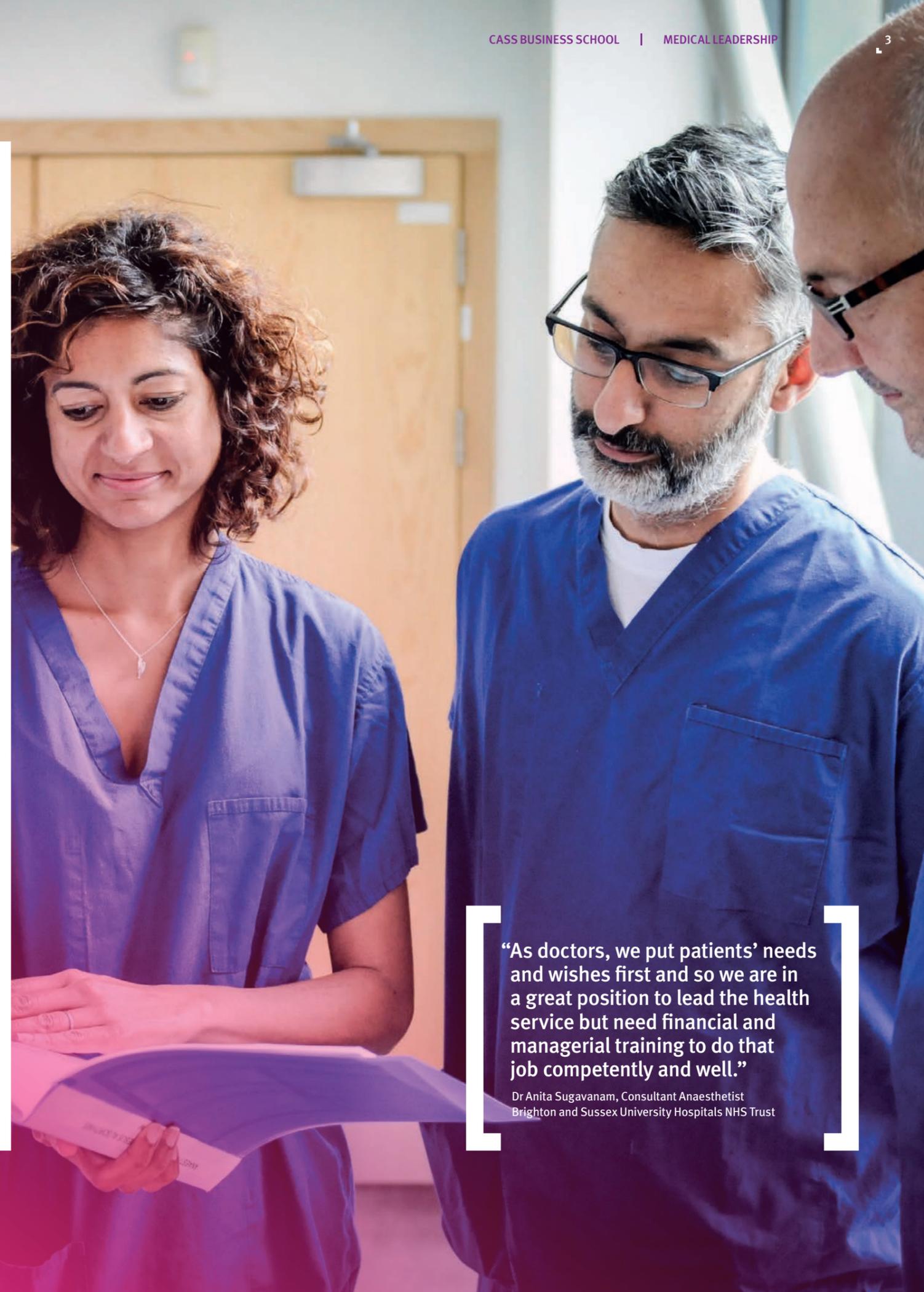
Gives you the skills to lead people and implement strategy. It focuses on the nature and process of managing people and organisational change, working in and leading teams. By helping you analyse key features of the change process, including communication, politics and the impact of change, it teaches you to be successful as a leader, implementer and recipient of change.

CONTACT AND STUDY HOURS

The Masters includes eight taught modules (up to a value of 120 credits), plus the Leadership Impact Project (60 credits). Taught modules typically involve 150 hours of study, comprising about 30 contact hours (lectures and group work) and 120 to 130 hours of self-directed study.

LEADERSHIP IMPACT PROJECT

You will apply the knowledge and skills you have learnt by leading and implementing a project to improve performance in a healthcare organisation. The Leadership Impact Project will involve 600 hours of study, including about 20 hours of classroom time and individual supervision. You will be expected to deliver a PowerPoint presentation and a written report of 10,000-12,000 words.



“As doctors, we put patients’ needs and wishes first and so we are in a great position to lead the health service but need financial and managerial training to do that job competently and well.”

Dr Anita Sugavanam, Consultant Anaesthetist
Brighton and Sussex University Hospitals NHS Trust

How & why should I apply?

WHO CAN APPLY?

You will need to have a degree from a medical school and significant work experience. Ideally, you will be able to certify experience of a minimum five years from graduation and demonstrate significant career achievements. If you have less than five years' experience after your primary medical qualification, you may be accepted if you can demonstrate truly outstanding career achievements. Students will be selected following an interview.

WILL I GET ANY PROFESSIONAL RECOGNITION?

Endorsement and accreditation is being sought by the FMLM – they are finalising the establishment of their accreditation process. Successful graduates will also be eligible to be awarded Associate Fellow of FMLM, FMLM Fellow or FMLM Senior Fellow, depending on their prior professional experience in healthcare leadership.

WHAT ARE THE BENEFITS?

- Personal leadership development** – You will develop reflective awareness of your own leadership and management style, strengths and weaknesses. You will learn how to negotiate successfully, and manage conflict and difficult conversations.
- Conceptual knowledge** – This includes contextual knowledge (e.g. regulation and policy) so you can engage with and transform health systems; people management skills (e.g. teams, managing culture, decision-making, negotiations) to help you effectively mobilise support from others; and analytical knowledge (e.g. managerial accounting, healthcare analytics) to give you practical tools to achieve improvements in your own organisation.

- A practical emphasis** – Our emphasis on experiential learning will help you translate the conceptual knowledge into practical application. The programme is designed around exercises, case studies, simulations, action learning sets, a short work placement with a radically different healthcare provider (e.g. financially rich or poor) and other experiential tools.
- An impact project** – As part of the programme, you will complete a Leadership Impact Project so you can synthesise what you have learned and apply it in your career. You will lead and implement a change project in a host healthcare organisation. The project will give you the chance to lead a major change initiative with the support of a structured learning community, including an academic mentor and/or peer.
- Access to a community network** – The aim is to support your career aspirations and, importantly, to maintain a relationship with Cass experts, successful medical peers and international health management thought-leaders. This community is central to the ethos of the programme, fulfilling our sense of responsibility in creating social value via engagement with the wider health service community.

HOW WILL THE PROGRAMME HELP MY CAREER?

- Clinical consultants may migrate into more senior leadership positions in hospitals and other healthcare organisations with their dual clinical and management expertise.
- GPs may progress to become practice partners and, importantly, contribute strategically as leaders to the local health economy, regionally and nationally.
- Junior doctors will be primed for management as their careers develop.
- Doctors working in pharmaceuticals, research or other settings will also benefit from learning to lead in their specific sector.

Outstanding doctors and experienced clinicians with leadership skills are much sought after in many sectors globally. These include public and private healthcare providers, pharmaceuticals, non-government organisations and social enterprises, private enterprise, health insurance, medical devices and biotechnologies, as well as in health policy and regulatory organisations and management consultancy firms.

Funding & Scholarships

CASS-FMLM SCHOLARSHIPS

Cass and FMLM are joining forces to offer three Cass-FMLM scholarships for consultants and general practitioners. The scholarships cover half of all fees for the degree. They are aimed at general practitioners and consultants in acute care and community/mental healthcare within five years of CCT/CESR. This is open to self-funded candidates only (i.e. the fee is not being paid by anyone other than themselves), who have clear professional merit, and can demonstrate their potential to contribute to all aspects of the Executive Masters in Medical Leadership.

To stay informed about other scholarship opportunities, please visit our website and connect to our network.

REGISTRATION

The normal period of registration for this programme is two years for the taught component. It can include up to one additional year for the Leadership Impact Project component for the Masters level degree.

The maximum period of registration for this programme is five years.

If you would like more information on the Careers support available at City, please go to: <http://www.city.ac.uk/careers/for-students-and-recent-graduates>

Who are the Course Directors

Amanda Goodall

Senior Lecturer in Management

Her research into expert leaders and, more recently, the role of expert leaders in healthcare, has been cited and published widely in management and medical journals, and in the media.

Amit Nigam

Reader in Management

His research examines change processes in healthcare organisations and systems, with a specific focus on the role of professions and occupations in change processes. It has been published in a number of leading management, medical sociology and health service journals.

There will be a mix of lectures (including sessions facilitated by experienced practitioner speakers), workshops, group activities, guided discussions, action learning sets, directed research, enterprise activities, a short placement in a healthcare organisation and self-directed learning.

Teaching and learning are facilitated by Moodle, the University's online virtual learning environment. You may also access other support services such as the Library Information Service, Computing Service, the Open Learning Centre, Careers, Student Development and Outreach.



Testimonials

Training for 21st-century doctors

Many senior clinicians have welcomed our pioneering programme.

They recognise that our evolving healthcare system needs clinical leaders with both superlative medical expertise and effective leadership skills. Read why you should consider taking our course...

“Physician leaders have a breadth and depth of clinical experience, allowing them to have a unique perspective in healthcare leadership. But for a variety of reasons, doctors have been less willing than other healthcare professionals to take on leadership roles. This must change, and there’s encouraging evidence that younger doctors are prepared to take on the challenge. However, to accomplish this they must be familiar with the tools available to help them lead and manage.”

Dr Stephen Powis, Medical Director, Royal Free Hospital NHS Trust, Chairman of the Association of UK Universities Medical Directors Group and Editor of *BMJ Leader*

“Healthcare has traditionally been unusual in the separation between its leadership structure and its high-performing clinical experts and that’s been one of its failings. Most people in healthcare think organisations would be improved if led by a clinician who understands what it’s like to deliver care first hand, just like most of the high-performing hospitals I’ve worked in, or visited.”

Mr Oliver Warren, Consultant Colorectal and General Surgeon Chelsea & Westminster NHS Trust



“There’s a need and desire for doctors to have better skills and knowledge for clinical leadership. Often, these skills are picked up piecemeal. This is a more comprehensive course that makes sense for doctors, who will come out and be more effective. It’s the first to be co-designed by medics and business school experts.”

Dr Sarah Hammond, Consultant Anaesthetist, St George's University Hospitals NHS Trust



“Future clinical leaders in the UK will almost certainly need a portfolio of skills to maximise their effectiveness. Tailored courses such as the Cass Executive Masters concentrates on providing doctors with training in key skills that will be specifically useful to them as they develop into the highly effective clinical leaders of the future.”

Dr William Wynn Jones
Clinical Fellow, HCA Corporate

Benefits for employers

1

Effective clinical/medical leadership is essential to drive the reform and transformational agenda in health and social care organisations.

You want doctors with leadership and management skills working at all levels in your organisation. Doctors skilled in these areas are better able to improve clinical quality and the patient experience; they are equipped to act as coordinator within their specialism and across occupational groups in a way that improves service. They also understand how to develop and progress new initiatives. These capabilities are particularly important in an era when healthcare organisations – including acute care trusts, mental health trusts and GP practices – are increasingly asked to do more with fewer resources.

2

It's a cost-effective way to get tangible improvements in your organisation.

Our Masters is designed so that you will reap the benefits quickly. All participants will plan and execute a Leadership Impact Project involving an efficiency project, an effectiveness initiative, and a change of culture or process. With your support and input, using the healthcare analytic tools provided, they can address a pressing issue or problem being experienced currently in your organisation in a way that improves effectiveness and efficiency.

3

You want to develop a pipeline of medical leaders internally.

It's becoming increasingly difficult for trusts and GP practices to recruit the medical workforce they need. This shortage is particularly acute for GPs, and in specific specialisms, such as A&E. Our new part-time Executive Masters can help with recruitment in two ways: it can be offered as an incentive in hard-to-hire areas, and it will help you with leadership succession. The government has recognised that the NHS needs many more medical leaders. Let us help you develop a pipeline of clinical leads, medical directors and heads of GP practices.



Building your business case

HOW TO GAIN YOUR EMPLOYER'S SUPPORT

Many of our delegates source some kind of sponsorship from their employer for their executive education studies. Here are some suggestions to help you create a compelling business case for getting financial support or securing a salary sacrifice agreement.

EXAMPLES OF QUESTIONS TO ASK YOURSELF

- Why the Executive Masters in Medical Leadership at Cass Business School?
- Who will be making the sponsoring decision?
- How does the programme fit the needs of the organisation?
- How does the programme fit with my career development?
- What commitment am I asking for from my employer?
- What commitment am I prepared to make to my employer?

MAKING YOUR CASE

Every organisation demands different information, but there are specific issues it's good to address:

- Identify and demonstrate the value and benefits of the programme to your organisation, your unit, your department, your team and to you.
- Illustrate your commitment to your employer, both during and after the programme.

SALARY SACRIFICE

If your employer agrees to pay your tuition fees, either fully or in part, they may ask you to commit to a salary sacrifice scheme. The portion of your salary used to reimburse your fees may be exempt from Income Tax and National Insurance. Your employer may also save on paying their National Insurance contribution on this part of your salary.

Visit the HMRC website for further information on the scheme in the UK.

If an employer wishes to have a direct point of contact at Cass Business School to answer any questions or concerns, or to build a relationship with us, they should contact:

Cass Executive Education
T: +44 (0)20 7040 8665
E: execed@city.ac.uk
www.cass.city.ac.uk/execed

Senior Advisory Board

Chair: Professor Ian Curran

- Sir Bruce Keogh, KBE, National Medical Director NHS
- Dr Peter Lees, Chief Executive and Medical Director, Faculty of Medical Leadership and Management
- Professor James Stoller, Chairman, Education Institute, and Professor of Medicine, Cleveland Clinic
- Professor Jacky Hayden CBE, GP and Dean of Postgraduate Medical Studies, Health Education England (North)
- Dr Stephen Powis, Medical Director, Royal Free Hospital NHS Trust
- Dr Fiona Mason, Associate Registrar for Leadership and Management, Royal College of Psychiatrists
- Dr Sarah Hammond, Consultant Anaesthetist, St George's University Hospitals NHS Trust
- Professor Cliff Oswick, Cass Business School

International

honorary members

- Professor Rifat Atun, Global Health Systems, Harvard University
- Dr Tarun Bastiampillai, Executive Director Mental Health Strategy, South Australia Health, and Associate Professor of Psychiatry, Flinders University
- Charisse Jimenez, Program Manager, Physician Leadership Development at Texas Health Resources
- Lisa Boudreau, Dean for Resource Development, Harvard Medical School
- Dr John Van Aerde, Neonatologist and Past-President of the Canadian Society for Physician Executives

**Cass Business School
Executive Education**
200 Aldersgate Street
London EC1A 4HD
T: +44 (0)20 7040 8665
E: execed@city.ac.uk
www.cass.city.ac.uk/execed

 youtube.com/user/cassprogrammes

 [Cass Business School](https://www.linkedin.com/company/cass-business-school)

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Cass Business School

In 2002, the School was renamed Sir John Cass Business School following a generous donation towards the development of its new Bunhill Row premises.

Sir John Cass's Foundation

Sir John Cass's Foundation has supported education in London since the 18th century and takes its name from its founder, Sir John Cass, who established a school in Aldgate in 1710. Born in the City of London in 1661, Sir John served as an MP for the City and was knighted in 1713.



City, University of London is an independent member of the University of London which was established by Royal Charter in 1836. It consists of 18 independent member institutions of outstanding global reputation and several prestigious central academic bodies and activities.

Disclaimer: All the information contained within this brochure was correct at the time of going to print. Published May 2017.

