



**[ Executive Master's in  
Medical Leadership ]**

**“Change in healthcare is hard, but this degree furnished me with the tools and strategy I needed to take this on and make a positive difference to patients.”**

Dr Kathryn Oakland, Executive Master's in Medical Leadership (2019),  
Head of Digestive Diseases and Surgery, HCA Healthcare UK

# Medical Leadership at Cass Business School

**The Executive Master's in Medical Leadership (EMML) was conceived to fit around doctors' busy schedules. It incorporates the latest insights from Cass Business School experts and the 'practice wisdom' of successful clinical leaders.**

## A PIONEERING PROGRAMME FOR DOCTORS

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 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 medical leadership.

## TEACHING AND CREDITS

The Executive Master's in Medical Leadership (EMML) 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).

Teaching on the EMML is also supported by thought leadership research produced in the Centre for Healthcare Innovation Research (CHIR), which draws on expertise from Cass Business School and the School of Health Sciences.

## CAREER BENEFITS

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.

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 Master's 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. Our modules are tailored to healthcare whilst also drawing from other sectors when appropriate. We use 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 inform decision-making
- Formulate strategy and drive innovation
- Navigate the regulatory and health policy environment, and
- Understand the positive impact good leaders can make.

## APPRENTICESHIP DEGREE

The Executive Master's in Medical Leadership (EMML) is now available using apprenticeship levy funding. Degree apprenticeships combine on-the-job training with part-time study for a higher-level qualification, helping you to progress in your career and to develop your leadership skills.

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**“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.”**

Professor Stephen Powis, National Medical Director of NHS England

# 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.

### CONTACT AND STUDY HOURS

The master's 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.

### 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.

### 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.

### 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.

### 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.

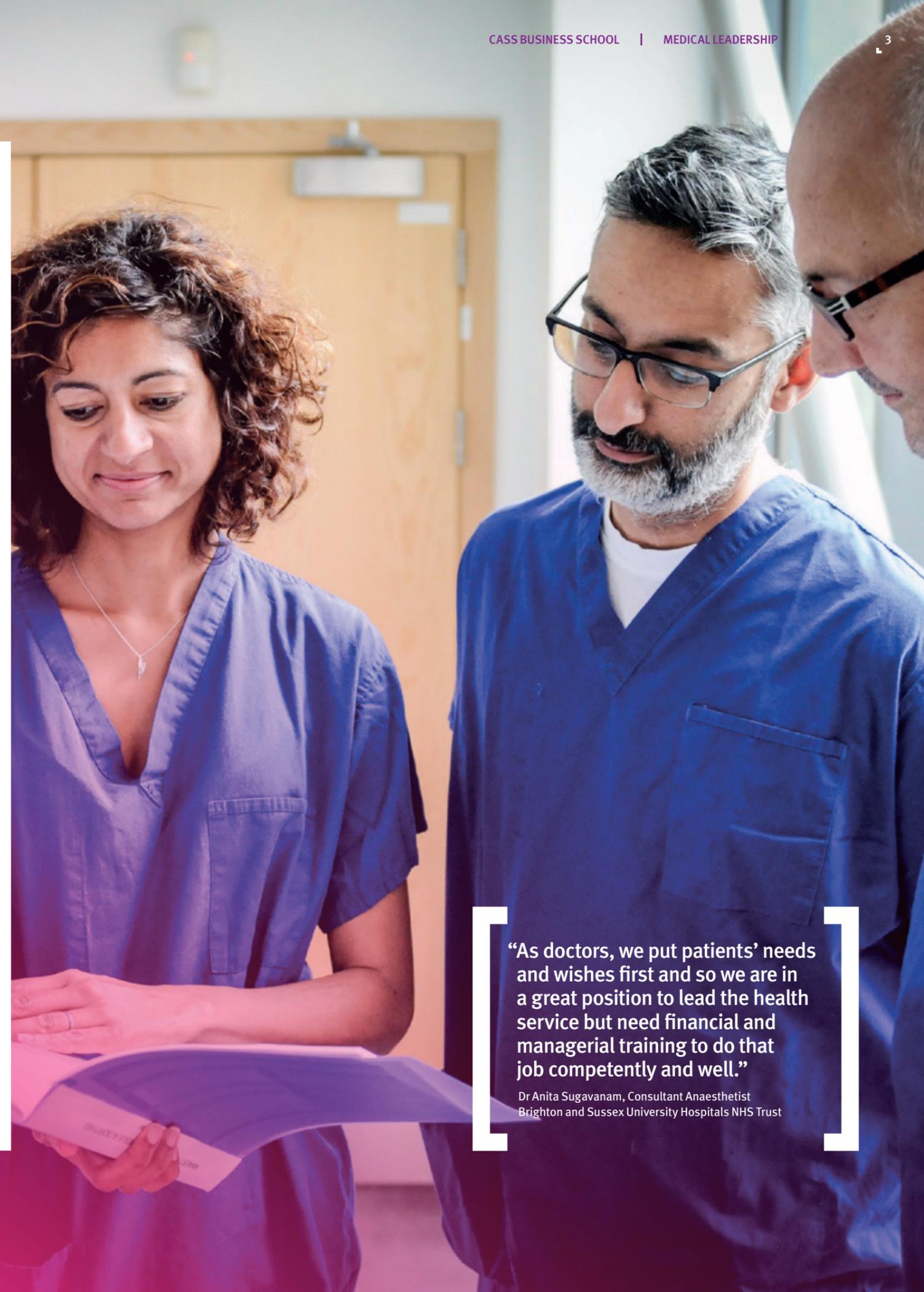
### MANAGERIAL ACCOUNTING AND BUSINESS PLANNING FOR MEDICAL LEADERS

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.

### 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.

**Note:** in addition to these, new modules are planned for 2020.



“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

## Why should I apply?

### 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 and action learning sets.
- 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.

### 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 your prior professional experience in healthcare leadership.

### 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.
- Doctors working in pharmaceuticals, research or other settings will also benefit from learning to lead in their specific sector.

### PROGRAMME DELIVERY

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 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.

## Funding, scholarships & apprenticeship levy

### 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 Master's in Medical Leadership.

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

### APPRENTICESHIP DEGREE

The Executive Master's in Medical Leadership is now available using apprenticeship levy funding. Degree apprenticeships combine on-the-job training with part-time study for a higher-level qualification, helping you to progress in your career and to develop your leadership skills.

### FIND OUT MORE

To find out please contact:

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[www.cass.city.ac.uk/degree-apprenticeships](http://www.cass.city.ac.uk/degree-apprenticeships)



**“This programme has helped me to focus my ambitions and work towards a senior medical leadership role. The quality of the delivery, organisation and the venue are all excellent – I thoroughly enjoy the days at Cass. Alongside the academic content, coaching, action learning sets and networking have all been of great practical value.”**

Dr Tom Hurst FRCA FFICM, Executive Master's in Medical Leadership (2020)  
 Consultant in Intensive Care Medicine, Clinical Lead: Neurocritical Care & JSCCU, King's College Hospital, London

### Who are the Programme Founders



Dr Amanda Goodall

Her research into expert leadership looks at the relationship between leadership, organisational performance, and employee job satisfaction. She examines leadership in a number of settings, but is particularly focused on clinical and medical leadership. She publishes in academic journals and practitioner publications, and is often featured in the media.



Professor Amit Nigam

Amit Nigam is a Professor of Management with a focus on Organisational Behaviour. His research looks at conflict and coordination within and across professions, in processes of change in organizations and larger social systems. He is currently on the leadership track for the Organisational Development and Change division of the Academy of Management, and is an Associate Editor at BMJ Leader.

# Testimonials

“Studying at Cass on the Executive Master’s in Medical Leadership has been transformative for me. The coaching that happens alongside the programme is extremely supportive and has challenged my perceptions of ‘self’ and ‘other’ in a way that allows me to grow and develop as a healthcare leader.”

Dr Sanjiv Sharma, Executive Master’s in Medical Leadership (2020), Medical Director Consultant Paediatric Intensive Care, Great Ormond Street Hospital for Children NHS Foundation Trust



“I’ve gained confidence in my management and leadership skills, and have expanded my network hugely, talking and connecting with people around the globe that I would never otherwise have contacted.”

Dr Ruth McCabe, Executive Master’s in Medical Leadership (2019), Critical Care & Remote Area Medicine



“I believe that doctors are keen to develop their leadership and management skills. This Master’s, that is tailored to their requirements, fills a much needed gap and is especially timely for the many GPs who are now entering a new phase through the creation of Primary Care Networks.”

Dr Riaz Jetha GP, Organisational Consultant & Chair, SELDOC Group of Companies Ltd

“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 programme 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

# 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 Master's 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 Master's 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.

4

## Apprenticeship degree

The Executive Master's in Medical Leadership is now available using apprenticeship levy funding.

**“Not only has the EMMML helped me become a more well-rounded doctor, but it has also given me the confidence and the tools to successfully start my own business.”**

Dr Hanieh Asadi, Executive Master's in Medical Leadership (2020), Resident Medical Officer (HCA)



# Building your business case & applications

## FIND OUT MORE

To find out more about the programmes and the degree apprenticeship scheme, please contact:

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[www.cass.city.ac.uk/degree-apprenticeships](http://www.cass.city.ac.uk/degree-apprenticeships)

## WHO SHOULD 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.

## 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.

## APPRENTICESHIP DEGREE

The Executive Master's in Medical Leadership is now available using apprenticeship levy funding. Degree apprenticeships combine on-the-job training with part-time study for a higher-level qualification, helping you to progress in your career and to develop your leadership skills. Speak to your employer about apprenticeship levy funding options.

## 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.

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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.

All the information contained within this brochure was correct at the time of going to print.



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