



BAYES
BUSINESS SCHOOL
CITY ST GEORGE'S
UNIVERSITY OF LONDON

Executive Master's in Medical Leadership

[Always learning]



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“The programme has been instrumental in helping me develop and take on the role of Chief of Service for two directorates. It gave me the time and space to explore concepts and ideas around leadership with medical colleagues.”

Dr Timothy Liversedge, Executive Master’s in Medical Leadership (2021)
Consultant paediatric anaesthetist and Chief of Service for the core clinical services directorate, Great Ormond Street Hospital

Medical Leadership at Bayes Business School

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

A PIONEERING PROGRAMME FOR DOCTORS

Healthcare is moving towards a model of clinical leadership. This Master’s programme is designed specifically to help enhance your leadership capabilities and knowledge, so you can achieve a successful career as an accomplished leader. We will equip you with the skills you need to improve your organisation’s performance and, ultimately, improve people’s health.

WHAT DO WE TEACH?

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 June.

Bayes’ scholars are world leading researchers. The EMML curriculum draws directly on our faculty’s research and case studies, and that of the Centre for Healthcare Innovation Research (CHIR). Health leaders and practitioners also play a central role in teaching. Our modules are tailored to healthcare whilst also drawing from other sectors when appropriate. We use experiential and interactive teaching methods.

Since its launch in 2017, our doctors have progressed swiftly into leadership and management roles and they have demonstrated clear documented benefits from their learning.

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. The EMML will help you learn how to:

- Understand your own behaviour and how it influences others
- 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
- Understand the positive impact good leaders can make.

CREDITS

The EMML provides 180 UK credits and 90 European Credit Transfers (ECTs).

The Executive Master’s in Medical Leadership (EMML) can be funded through both the apprenticeship levy and via self funding. The fees are £14,000.

“Studying 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)
Chief Medical Director, Consultant Paediatric Intensive Care, Great Ormond Street Hospital for Children NHS Foundation Trust



Part-time degree



Specialist programme for doctors



Scholarships available



“Every module on the Executive Master’s in Medical Leadership is packed full of opportunities to learn and grow in Expert Leadership. My cohort is very diverse, and our Action Learning group has helped me get through very challenging situations.”

Dr Montio Morgan, Executive Master’s in Medical Leadership (2022)
Consultant ENT surgeon at Sherwood Forest Hospitals



FMLM Accredited

“The EMLL is really helpful for GPs who are either in leadership positions now or plan to become leaders in the future. Learning with doctors from different specialities and levels of experience has been particularly valuable.”

Dr Sunil Gupta
Executive Master's in Medical Leadership (2022)
GP and Vice Chair of East of England Clinical Senate



“From improving workplace culture and communication, developing high-functioning teams, and understanding finance and strategy, I have applied my learning to develop a team passionately committed to providing excellent care.”

Dr Pranai Buddhdev
Executive Master's in Medical Leadership (2022)
Consultant Paediatric Orthopaedic & Young Adult Hip Surgeon



What will I learn?

Modules

PERSONAL LEADERSHIP DEVELOPMENT

Covers the latest research and thinking to inform leadership practice and behaviour. 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.

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.

EXPERT LEADERSHIP

Explores the evidence about why leaders matter, particularly why expert leaders matter for employee job satisfaction and organisational performance. We examine how leaders and line managers influence at different levels and you will learn how to motivate and incentivise for better employee and organisational outcomes.

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.

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.



“My learning from the EMLL has nurtured my personal development as a manager and leader, and shaped the direction of my career. I drew directly from it in the design and implementation of Virtual Glaucoma clinics at Nottingham University Hospitals to tackle a backlog of patients.”

Dr Bansri Lakhani, Executive Master's in Medical Leadership (2021)
Consultant Ophthalmologist, Moorfields Eye Hospital

Modules

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.

MARKETING AND MACHINE LEARNING FOR HEALTHCARE

This module discusses two dominant forces that are radically changing healthcare. The first part of the module introduces you to fundamental principles of marketing, with an emphasis on service marketing. Second, the module builds on the idea of consumer marketing and discusses the ways in which digital technologies are changing if not disrupting the healthcare system.

If you are interested in either a specific module or a customised programme derived from any section of the EMML to be tailored specifically for your organisation, please contact Pierre Mcllwee in our Executive Education team at Pierre.Mcllwee.2@citystgeorges.ac.uk



“Even after 10 years of management experience, the EMML helped me take on new challenges with confidence. I apply the content of the course on a daily basis, and it’s as relevant to me as Group Medical Director as it was as Clinical Director or Regional Associate Medical Director.”

Dr Adrian Cree Executive Master’s in Medical Leadership (2021)
Executive Group Medical Director, Consultant Forensic Psychiatrist,
The Priory Group

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.

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.

“As an experienced medical leader, I wanted a rigorous course to challenge me further, and to learn with other doctors. The EMML has delivered. I have been promoted to a strategic leadership position and have the confidence to aim even higher.”

Dr Emma Jane Hosking
Executive Master’s in
Medical Leadership (2022)
Medical Director for the East
Integrated Health Community,
Betsi Cadwaladr University Health
Board (Wales)



“The EMML course highlighted to me the impact a reflective leader with credibility in their field, has on an organisation. Importantly, being able to apply the theories learnt on the course at work, in real time, was unique and invaluable. The spectrum of experiences and perspectives within the cohort also created an enriching environment for peer-learning. The EMML course gave me clarity on my career path, and confidence to take on new leadership opportunities and challenges at work.”

Dr Dami Oyedele
Executive Master’s in
Medical Leadership (2023)
Medical Leadership Fellow,
HCA Healthcare UK

What are the career benefits?

Our doctors – whether in hospitals, general practice, pharmaceuticals or health tech – quickly advance into more senior roles and take on more responsibilities. Positive feedback from students’ own line managers validates the effectiveness of their learning from the Executive Master’s in Medical Leadership in their workplace.

- **Personal leadership development** – Runs over the two years through the professional coaching sessions and you will also be put into an Action Learning Group. 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** – The Leadership Impact Project helps you synthesise what you have learned and apply it in your career. You will lead and implement a change project in a host healthcare organisation.
- **Access to a community network** – The aim is to support your career aspirations and, importantly, to maintain a relationship with the Business School 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.

QUALIFICATIONS AND PROFESSIONAL RECOGNITION

The degree is accredited as a Masters in Science. For those funded via the apprenticeship levy you will also receive a Senior Leader level 7 apprenticeship and recognition by the Chartered Management Institute (CMI).

The programme is FMLM accredited. 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.

“After speaking with several Doctor and Consultant Colleagues across East Kent Hospitals, it was clear that despite having numerous leadership development programmes available, many were not meeting their personal and professional needs. When we discovered the Level 7 Executive Master’s in Medical Leadership Apprenticeship at Bayes Business School, we realised that this offers a beautiful blend of all the desired training elements that our Medical Colleagues sought.”

Carly Larkin
Apprenticeship & Learner Support Lead, East Kent Hospitals University NHS Foundation Trust



“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

Funding, scholarships & apprenticeship levy

The fees for this two-year part-time MSc are £14,000. There are two routes to funding:

APPRENTICESHIP LEVY

The Executive Master's in Medical Leadership (EMML) can be fully funded via the Apprenticeship Levy. Your employer will be paying into the Apprenticeship Levy, in most cases, and, if not, you can still access this funding. To find out how to access the Apprenticeship Levy you will need to approach your Head of Learning & Development/ Human Resources or the Apprenticeships Team at your Trust or Practice.

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.

SELF-FUNDING & SCHOLARSHIPS

Bayes is offering scholarships to honour UK doctors who sadly died from COVID-19 or COVID-19 related circumstances during the first year of the pandemic, the majority of whom were from Black, Asian and Ethnic Minority communities.

There are six COVID-19 Medical Leadership Commemoration Scholarships named below. These are each worth £5,000 and are available to those who are living and working in the UK.

- Dr Kirsty Gillgrass scholarship
- Dr Vishna Rasiah scholarship
- Dr Paul Kabasele scholarship
- Dr Poornima Nair scholarship
- Dr Mamoona Rana scholarship
- Dr Abdul Chowdhury scholarship

FIND OUT MORE

For more information please contact:

Ruth Velenski
 Head of Corporate Development
 Bayes Business School
 T: +44 (0) 207 040 5251
 E: Ruth.Velenski.1@citystgeorges.ac.uk
bayes.citystgeorges.ac.uk/degree-apprenticeships

Programme Team



Professor Amanda Goodall

Amanda is Course Founder and Course Director of the EMML, and she brings her research on expert leadership and the relationship between leadership, organisational performance, and employee job satisfaction into her teaching on the EMML.



Ruth Velenski

Ruth is Head of Corporate Development within Bayes Business School and plays a significant role in helping to promote and attract doctors to the programme from across both the NHS and Private Health Care sectors.



Natasha Maw

Natasha is Programme Director, Leadership Development and Coaching. She works with hospitals and trusts in helping experts to become leaders, developing leadership teams, integrating health and social care systems and primary care network development.

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.



“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 enjoyed it. Alongside the academic content, coaching, action learning sets and networking have all been of great practical value.”

Dr Tom Hurst (he/him) MSc FRCA FFICM FFMLM Executive Master's In Medical Leadership (2020) Consultant in Pre-Hospital Care, Bart's Health NHS Medical Director, London's Air Ambulance

“Undertaking the EML has been hugely valuable for me professionally. Even though I already work in a senior strategic role, the course content, diverse perspectives and learning have really extended both my theory base and in turn my confidence to use skills learnt to deliver change in highly complex systems. I wish I had had the opportunity to do this learning at the beginning of my leadership career.”

Dr Charlotte Canniff, Executive Master’s in Medical Leadership (2024), Joint Chief Medical Officer, Surrey Heartlands ICS



“Working as a doctor in the fast-moving world of Healthtech has allowed me to practice medicine at scale. The Executive Master’s in Medical Leadership at Bayes has given me the knowledge and tools to better lead the companies and teams that are building innovative products and solutions.”

Dr Keith Grimes, Executive Master’s in Medical Leadership (2023), GP, Digital Health & Innovation Consultant, and Founder of Curistica Ltd.



“I have enjoyed the EML programme tremendously as I feel it has made an impact in my professional career. The modules, discussions and interaction with peers have opened new vistas in leadership and learning and I am eagerly awaiting the rest of this year.

The onboarding was smooth and the support from the course team was excellent. Particular highlights for me were the personal coaching sessions which were personally enriching. The tripartite reviews also went well without a hitch.”

Dr Kwok Sean Mun, Executive Master’s in Medical Leadership (2024), Consultant Neonatologist, Child Health Audit Lead, KCL QUIP lead, East Kent Hospitals University NHS Foundation Trust



“The EML course has broadened my knowledge and equipped me with skills to apply to my daily role in a medical leadership position. I have grown and developed into a more confident and effective leader. The course offered many practical opportunities to develop new skills that could be applied straight away to my day job.”

Lihini Gunawardana, Executive Master’s in Medical Leadership (2023), Associate Medical Director, Change Grow Live



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.

“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), Chief Medical Information Officer, HCA Healthcare



FIND OUT MORE

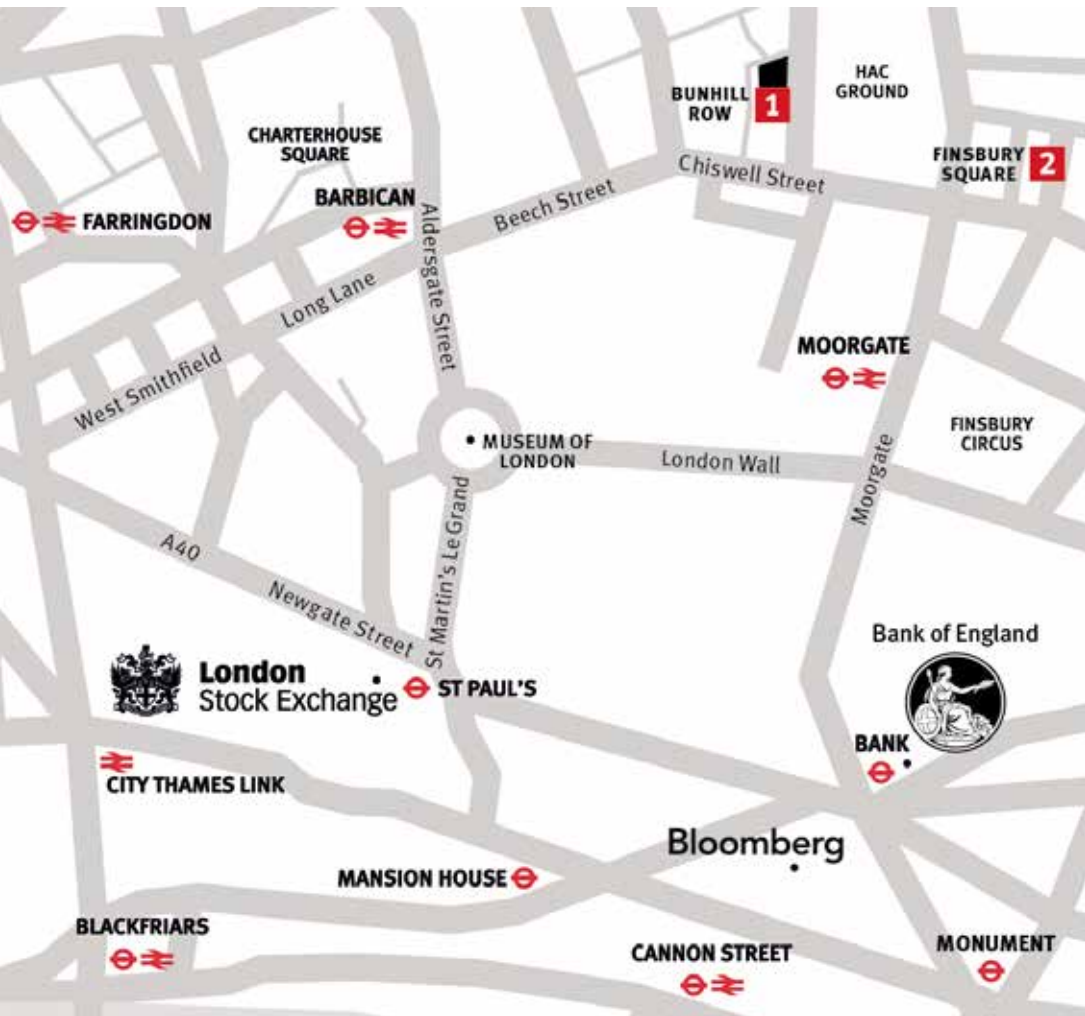
For more information contact Ruth Velenski:

Ruth Velenski
Head of Corporate Development
Bayes Business School
T: +44 (0) 207 040 5251
E: Ruth.Velenski.1@citystgeorges.ac.uk
bayes.citystgeorges.ac.uk/degree-apprenticeships


Find us


KEY


- 1** Bayes Business School
Bunhill Row
- 2** Bayes Business School
Finsbury Square





Bayes Business School (formerly Cass)
Executive Education
3 Finsbury Square
London EC2A 1PL
T: +44 (0)20 7040 8665
E: execed@citystgeorges.ac.uk
www.bayes.citystgeorges.ac.uk/execed

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