MSc in Global Healthcare Leadership

Inspire and shape development in healthcare systems throughout the world

Executive Degrees at Oxford Saïd

Contents

'Despite the importance of leadership in healthcare, opportunities for professional development are limited, whether a career is planned in clinical management, organisational leadership, or in government health departments. This new programme brings together two of the world's most successful departments in clinical primary care and in business studies.'

Professor Richard Hobbs
Head of the Nuffield Department of Primary Care Health Sciences, University of Oxford

Welcome

'The COVID-19 pandemic has highlighted the extraordinary complexity of healthcare systems across the world, the wide range of specialisms they embrace, and their interconnectedness with governments, universities, NGOs, companies both large and small—and with each other. As we confront other global challenges such as the climate emergency and demographic changes, the healthcare sector's future resilience depends on leaders who can operate across boundaries and deal with uncertainty, while creating space for innovation and change in their own organisations and beyond.

If you are intellectually curious, enjoy being challenged, and want to be a part of shaping the future of your profession, we would like to hear from you.'

Kathy Harvey
Associate Dean, MBA and Executive Degrees at Saïd Business School, University of Oxford

'As health systems address the challenges of the 21st century, balancing limited resources with the needs of ageing populations with more chronic diseases, and dealing with global issues such as climate change and pandemic threats, the need for high quality leadership is more important than ever. Resilience, adaptability and the ability to deal with uncertainty are all key. This Masters' degree fully integrates the expertise of Oxford medicine in applied health sciences with Saïd Business School's research and teaching in leadership. It is a timely, relevant, and expert offering for practitioners in healthcare globally.'

Professor John Powell
Academic Director of the MSc in Global Healthcare Leadership and Professor of Digital Health Care, Nuffield Department of Primary Care Health Sciences.

Overview

Modules

In-person, Oxford

- Healthcare leader:
  Personal perspectives and challenges
- Organisational leadership
- Systems leading in comparative health systems
- Leading with evidence-based healthcare
- Healthcare innovation
- Healthcare policy and systems
- Challenges in global health

Online, remote

- Evidence-based healthcare:
  Study design and research methods

Quick facts

18 Months
duration (+ dissertation)

September 2022
Start date

Part-time
8 modules format

Oxford
UK location

30
Estimated class size

2.1
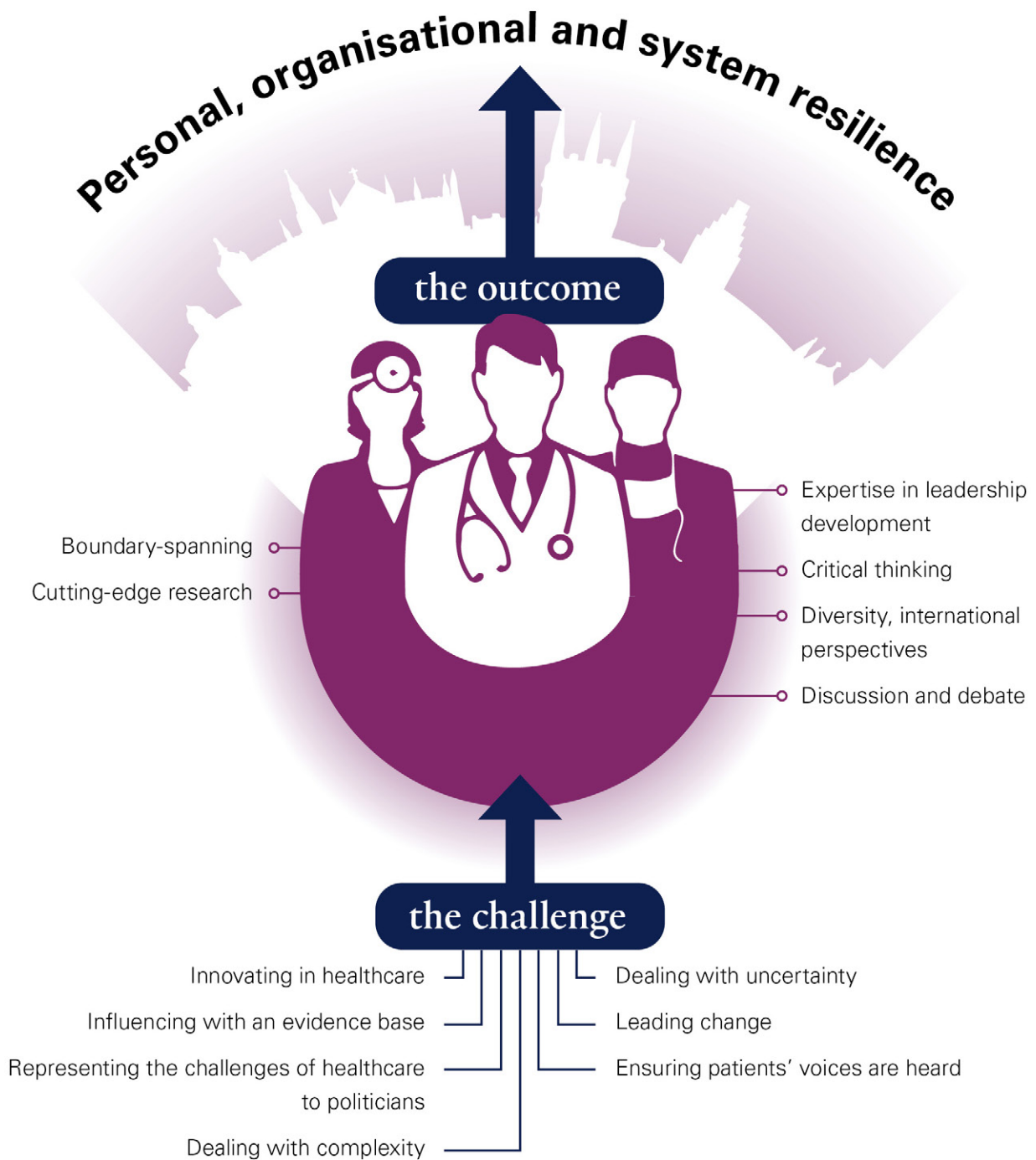2.1 degree or equivalent,
5 yrs relevant experience
Minimum entry requirements

£48,670
Course fees

The programme at a glance

Personal, organisational and system resilience

the outcome

Boundary-spanning
Cutting-edge research

Expertise in leadership development

Critical thinking

Diversity, international perspectives

Discussion and debate

the challenge

Innovating in healthcare

Influencing with an evidence base

Representing the challenges of healthcare to politicians

Dealing with complexity

Dealing with uncertainty

Leading change

Ensuring patients' voices are heard

Why study the MSc in Global Healthcare Leadership?

Broad perspective

Oxford's MSc in Global Healthcare Leadership takes a system-wide view and considers the impact on healthcare leadership of contextual factors such as funding, policy background, demographics, education, scientific research, and other types of organisation within each ecosystem. You will gain knowledge and ways of thinking that are flexible and future-focused.

Leadership focus

Building upon Oxford University's 800-year history of educating world-changing leaders, Saïd Business School seeks to develop the next generation of business leaders and entrepreneurs. You will learn about the specific challenges of leading in healthcare contexts, including interaction with experts; leading collaboratively and with limited formal authority, especially in multidisciplinary and inter-organisational groups; responding to policies and organisational changes that have been imposed from outside; facilitating innovation; leading through crises; remaining resilient and more.

Professional network

The MSc will bring together a range of experienced leaders from healthcare and related organisations worldwide. You will learn together and from each other, forming the nucleus of a powerful international network that can work collaboratively to reshape and strengthen your profession for years to come.

Complexity and uncertainty

Harnessing world-leading expertise from the Nuffield Department of Primary Care Health Sciences, and drawing on Saïd Business School's research in areas such as strategy, organisational behaviour, data, and the impact of technologies such as artificial intelligence (AI), you will explore leadership and decision-making in the context of an ever-changing and complex environment, helping you to consider how process and technological innovations will transform your organisation and the way you design services and operations.

Why Oxford?

Rigorous and visionary

Nuffield Department of Primary Care Health Sciences and Saïd Business School are world-leaders in their respective fields. They produce cutting-edge research and harness expertise across the University to think imaginatively about addressing a variety of challenges. Nuffield Department of Primary Care Health Sciences, for example, brings together teams from many different backgrounds to address contemporary issues in primary care and rethink how healthcare in the community is delivered; Saïd Business School uses initiatives such as its Global Opportunities and Threats Oxford project to consider innovative ways of addressing world-scale challenges such as systems reset, climate action, demographics, and the future of work.

Boundary-spanning

Complex problems require interdisciplinary and collaborative approaches to solve them. The partnership of Nuffield Department of Primary Care Health Sciences and Saïd Business School, together with inputs from other departments and centres in Oxford, mean that clinical issues are explored in conjunction with the business and policy environments that affect them.
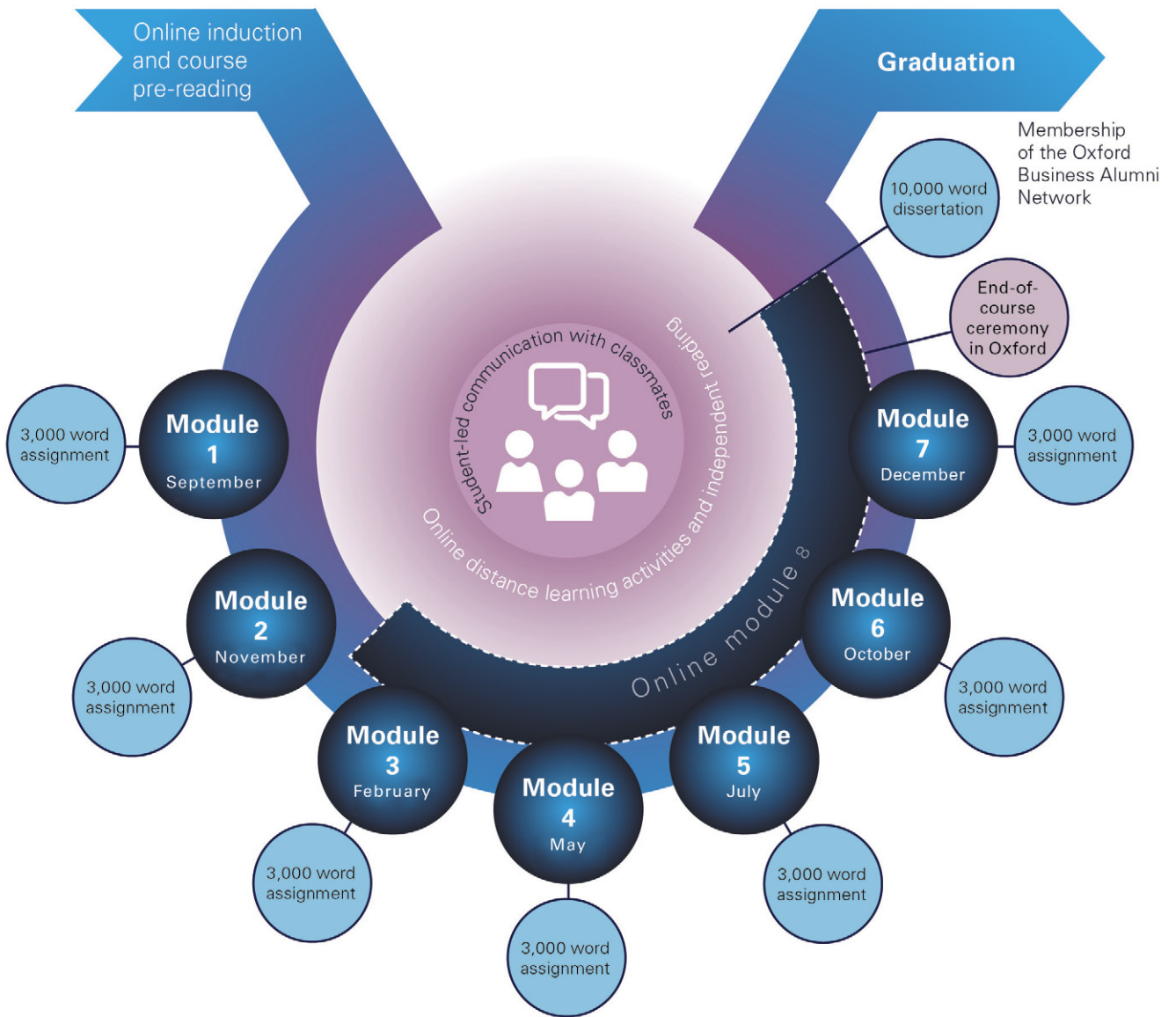
Questioning

Critical-thinking and problem-solving skills are central to study at all levels at Oxford. They will allow you to develop a critical approach to evidence and data, interrogate how the fruits of research may be usefully implemented, and learn how to translate knowledge into action within different healthcare systems.

Global

Oxford is one of the world's great universities and attracts academics, students, and guest speakers from across the globe. Saïd Business School, for example, typically sees 20–50 different nationalities in each class. It is the ideal place to convene a conversation about the future of healthcare leadership.

The learning journey

Online induction and course pre-reading

Graduation

Membership of the Oxford Business Alumni Network

10,000 word dissertation

End-of-course ceremony in Oxford

Student-led communication with classmates

Online distance learning activities and independent reading

Online module 8

Module 1 September

3,000 word assignment

Module 2 November

3,000 word assignment

Module 3 February

3,000 word assignment

Module 4 May

3,000 word assignment

Module 5 July

3,000 word assignment

Module 6 October

3,000 word assignment

Module 7 December

3,000 word assignment

The learning journey

Healthcare leader: Personal perspectives and challenges

12–16 September 2022

This module focuses on you as an individual leader, exploring concepts such as personality, purpose, unconscious bias in decision-making, and influencing for leaders in complex organisational systems.

You will learn to:

- Identify your own personal development needs as a healthcare leader

- Recognise and work within the dynamics of distributed leadership

- Shape and respond to the behaviour of people in change situations

Organisational leadership

22–25 November 2022

Leading in organisations encompasses the dual challenges of setting strategic goals while also guiding people to work together to achieve those goals.

You will learn to:

- Lead complex, knowledge-intensive organisations at both a micro and macro level

- Achieve high performance through awareness of organisational behaviour concepts and change models

- Explore the challenges of strategy implementation and innovation

Systems leading in comparative health systems

7–10 February 2023

Systems leaders work in organisations, but also across different organisations, often at different levels and usually in highly complex environments. Typically they lead by building alliances and collaborating with their peers to bring about change.

You will learn to:

- Compare and contrast the value of systems tools from different disciplines

- Understand the role of the systems leader, how to lead without authority, and how the constituents and organisations in health systems work together

- Develop a systems approach to work with global health challenges and opportunities that actively engages with multiple constituent perspectives

The learning journey

Leading with evidence-based healthcare

2–5 May 2023

This module covers what leaders need to know about the principles and practice of evidence-based healthcare.

You will learn to:

- Explain and apply the critical steps associated with the practice of evidence-based healthcare, including how to formulate a research question, search for evidence, and appraise the evidence for sources of bias and synthesising

- Discuss the interacting contributions of research evidence, expertise and values in the decision-making process

- Explain how evidence-based healthcare relates to quality improvement, implementation science and policymaking

Healthcare innovation

11–14 July 2023

Innovation in healthcare encompasses changes to processes, structures, and organisations, as well as the introduction of new technologies and tools. This module explores the strategies and tools that make it possible to create, deliver, and capture value.

You will learn to:

- Engage with debates around transformational change, quality improvement, and implementation science

- Examine the role of policy and regulation in innovation

- Understand and use a range of tools to help analyse and capture value

Healthcare policy and systems

3–6 October 2023

This module features an in-depth analysis of global healthcare policies and systems, exploring the interplay between public, private, civil society and other sectors, in the context of access, quality, equity, financing and resilience.

You will learn to:

- Explain the structures in which new global health policy is necessarily developed, and how policy responds to global health issues and prioritises healthcare needs

- Examine the interface of communicable and non-communicable disease healthcare policies and their effects on the global burden of disease

- Understand the different mechanisms of managing, funding and leading global healthcare systems to maximise improvements and minimise health inequalities

The learning journey

Challenges in global health

12–15 December 2023

Designed to provide an overview of the challenges in global health, this module will critically examine common factors contributing to several key global health challenges, and outline approaches to addressing them with emphasis on the leadership opportunities presented. Topics may vary from year to year but will range from climate change to emerging infectious diseases including pandemics, global health security, nutrition, mental health, and maternal health.

Learn to:

- Describe the range of global health challenges and the factors contributing to them

- Discuss the kind of leadership needed to address these challenges

- Critically engage with health challenges and formulate creative and sustainable solutions to address them

Evidence-based healthcare: Study design and research methods

To be spread over 2023 via online learning

This online module will cover the key empirical issues of health research, delivered as five blocks of teaching, each focusing on different research designs, methods and analyses relevant to global health improvement and evaluation.

Learn to:

- Understand the different research designs and their uses

- Explain key issues in the ethics of healthcare research

- Identify the benefits of patient and public involvement in research

- Interpret common statistical tests and the findings of qualitative analyses

Typical class profile

As with Oxford's other postgraduate degree programmes, the MSc in Global Healthcare Leadership will benefit from an experienced and diverse student body. We are actively recruiting students who can offer differing perspectives and examples of practice, reflecting the complex systems that they will be studying.

30
Class size

40
Average age

20
Nationalities

10
Employment sectors

15
Average years' experience

Teaching and assessment

Teaching approach

The design and content of the MSc in Global Healthcare Leadership integrates the very latest teaching techniques and technologies with established educational approaches developed specifically for experienced executives.

The seven modules in Oxford will feature lectures, practical sessions, small group workshops, one-to-one coaching, guest speakers, and real-world case studies. The emphasis will be on discussion, sharing ideas, and debate.

These intense, practical and in-person experiences will be reinforced throughout by online materials and the fully virtual research methods module, which culminates in the final written dissertation.

Study commitments

You should allow for at least ten hours self-directed study each week between modules, including reading, online learning, and writing assessed assignments.

Assessment

The degree is formally assessed by eight individual assignments, each worth 10% of the total marks. It concludes with a written dissertation of 10,000 words worth 20%. The dissertation will be due in September 2024, completing the full two-year study duration of the programme.

At the end of the programme, you and your family will be invited to attend a traditional University of Oxford End of Course Ceremony. On successful completion of all eight modules and the dissertation you will also have the opportunity to graduate with your College and will receive your Master's degree certificate.

Meet the faculty

John Powell
Academic Director and Professor of Digital Health Care
John Powell is an academic public health physician and health services researcher who has been working in the area of digital health for over 20 years. He combines an academic career at the University of Oxford with a role as Consultant Clinical Adviser at NICE, where he advises the NHS on the safe adoption of surgical and other interventional procedures. He is an NIHR Senior Investigator.

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Sue Dopson
Professor of Organisational Behaviour and Deputy Dean
Sue Dopson's research lies in the area of innovation, change and healthcare studies. She has led a number of research projects in the health service sector, including the evaluation of work aimed at improving clinical effectiveness; exploring evidence-based medicine; developing the skills of healthcare managers; and investigating the changing role of healthcare assistants within the NHS workforce.

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Proochista Ariana
Associate Professor of International Development and Health
and Director of MSc in International Health and Tropical Medicine
Proochista Ariana's research empirically examines the relationship between processes of development and health in resource-limited and transition contexts, appreciating the multidimensionality of both.

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Peter Drobac
Director of the Skoll Centre for Social Entrepreneurship
A global health physician and social entrepreneur, Peter Drobac was a co-founder and first Executive Director of the University of Global Health Equity (UGHE) in Rwanda, a worldwide innovation hub for healthcare delivery science. As Director of the Skoll Centre for Social Entrepreneurship at Saïd Business School he promotes social innovation by developing talent and promoting actionable insight through research.

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Kamal R. Mahtani
GP, Associate Professor, and Director of the MSc in Systematic Reviews
Kamal Mahtani works as a GP in Oxfordshire. His research interests focus on the assessment of novel technologies to improve patient-centred chronic disease management; increasing the evidence base to support the redesign of future primary care; and improving the understanding and use of evidence, particularly systematic reviews.

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Eleanor Murray
Senior Fellow in Management Practice and Associate Dean for Executive Education
Eleanor Murray's research interest is focused on how change is constructed in organisations and systems, the context of change and the impact and outcomes of change for stakeholders. A 20-year career in health services management involved ten years in senior manager and executive director roles; since 2008 she has been a director of her own consulting company, advising on health, education and government projects.

Megan Morys-Carter
Founder, OxLaunch, and Programme Director, The Hill
Megan Morys-Carter is an entrepreneur and educator who focuses on helping entrepreneurs solve large-scale healthcare and sustainability challenges by training, networking, and systems change. She is the founder of OxLaunch, a social enterprise dedicated to helping purpose-driven businesses and social enterprises to start and scale, and Programme Director of The Hill, a digital health innovation community based in Oxford.

Tom Lawrence
Professor of Strategic Management
Tom Lawrence's areas of expertise include strategic management, organisational change, social innovation, institutional theory, and social change. He is a leader in developing research strategy and organisation theory that integrates cultural understandings of organisations, industries, and fields with a concern for the role of individuals and organisations in creating change.

Rafael Perera
Professor of Medical Statistics
As Director of the Statistics Group at NDPCHS, Rafael Perera has overseen the development of one of the strongest methodological/statistical groups in the UK (across all clinical areas) with a particular emphasis on Monitoring. He sits on a range of national and international panels and boards that influence healthcare policy at different levels, and is a Statistical Editor of the British Medical Journal.

Clare Bankhead
Associate Professor of Epidemiology
Clare Bankhead's research focuses on diagnosis and monitoring of non-infectious diseases. One strand is concerned with investigating symptom profiles and experiences prior to diagnosis, mainly in cancer. Another aspect of her work is methodological and statistical issues of large or routinely collected databases.

Guest speakers
Module leads will be joined by colleagues from across the University of Oxford as well as distinguished guest speakers who will add invaluable insights to the topics and case studies discussed.

Healthcare research at Oxford Saïd

The Health Care Research Group incorporates faculty members from diverse academic backgrounds, including marketing, entrepreneurship, public health, health services research, and operations management. They explore how healthcare organisations work, why they work and how to improve them, covering a wide range of topics, from developing the workforce to improving the design of surgery theatre teams.

Recent publications include:

Locock, L.; Montgomery, C.; Parkin, S.; Chisholm, A.; Bostock, J.; Dopson, S.; Gager, M.; Gibbons, E.; Graham, C.; King, J.; Martin, A.; Powell, J.; Ziebland, S.: *'How do frontline staff use patient experience data for service improvement? Findings from an ethnographic case study evaluation' Journal of Health Services Research & Policy (2020)*

Grailey, K. E.; Murray, E. J.; Billings, J.; Brett, S. J.: *'How do critical care staff respond to organisational challenge? A qualitative exploration into personality types and cognitive processing in critical care' PloS One*

Research at the Nuffield Department of Primary Care Health Sciences

Multidisciplinary teams across the Nuffield Department of Primary Care Health Sciences bring together their wide-ranging knowledge and expertise with applied research to rethink how healthcare in the community is delivered locally, nationally and globally. This is translated into health benefits that improves people's lives and reduces hospital admissions.

Key themes include:

Health policy and systems

Health policy and systems research seeks to understand and improve how societies organise themselves in achieving collective health goals, and how different actors interact in the policy and implementation processes to contribute to policy and health outcomes. The Department uses qualitative, quantitative, mixed-methods, and evidence synthesis approaches to examine health system goals, the system building blocks to achieve them and the policies to support them.

International health

Effective primary care is of particular importance in resource-poor countries. Effective delivery of vaccinations, maternal care, and treatment of common diseases such as malaria, is essential for the achievement of the United Nations Millennium Development Goals. Researchers in the Nuffield Department of Primary Care Health Sciences work with academic institutions, non-governmental organisations and government agencies across the globe (including Africa, China and India) to support the delivery of high-quality primary care through policy development and research.

Big data

Across the Nuffield Department of Primary Care Health Sciences, research teams are using big data to generate new insights from patient electronic health records into areas of primary care where there is most need, including prescribing, risk factors for illness, diagnosis, and patterns of GP consultations.

Digital health

As health systems increasingly seek to harness digital tools to support the transformation of services, research in this area aims to investigate and evaluate the effectiveness of applying digital tools in healthcare, and the issues in their adoption and implementation. Current projects are investigating the use of digital tools and mobile apps by patients to better manage their health, and by healthcare practitioners to improve patient communication and feedback.
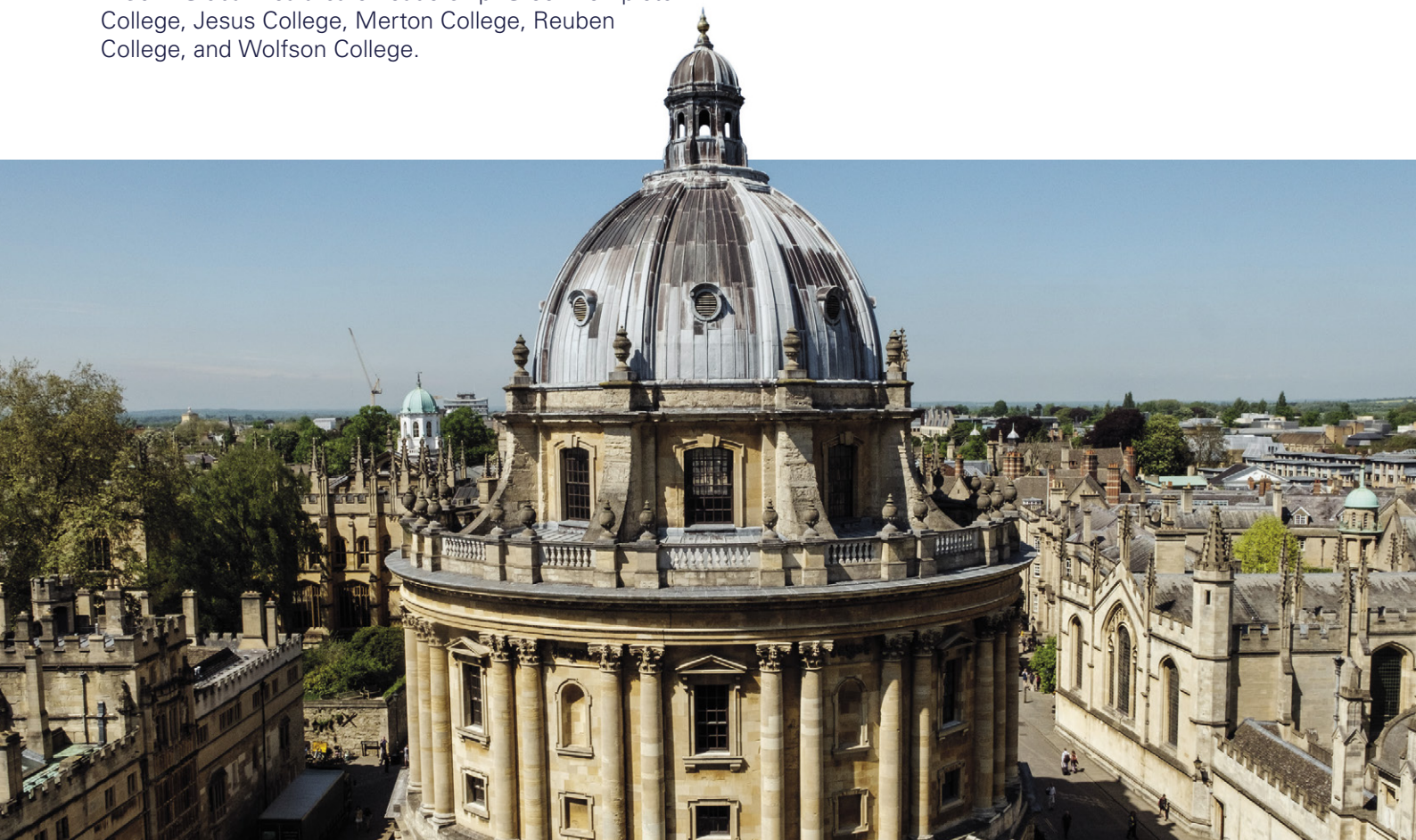
The Oxford experience

Oxford is one of the world's leading research universities, with a vast global network of connections with governments, organisations, and international institutions.

As a student on a part-time, modular degree, your Oxford experience will come in a series of short, intense bursts – but it will be no less powerful or enjoyable for that. You will be a member of one of the University's colleges – small, multidisciplinary academic communities – which will give you the opportunity to mix with academics and fellow students, and engage in other aspects of Oxford life, from formal dinners to Oxford Union debates or even learning to row.

Five colleges are currently accepting students of the MSc in Global Healthcare Leadership: Green Templeton College, Jesus College, Merton College, Reuben College, and Wolfson College.

Most of all, Oxford provides an environment in which you can ask questions, experiment, and try out new ideas, learning from a wide variety of people with different backgrounds, life experiences, and interests.

And after you have graduated you will join the hundreds of Oxford University alumni who are influencing, leading, and innovating around the globe. You will always have something in common with them, and a means of connecting with them for advice, help, or information sharing.

Your alumni network

As you learn, debate, and work with your classmates, both virtually and in person over 24 months, you will inevitably forge connections that last beyond the end of the programme. Together you will form part of a network, or community of practice, that will provide support and knowledge-sharing for healthcare professionals throughout the world.

Your relationship with the university continues after graduation. You will automatically become a member of the Oxford Business Alumni (OBA) Network, which has over 24,000 members in more than 150 countries and runs academic, networking, and social events in volunteer-led chapters across the globe.

You will also join the wider University Alumni Association, which also has chapters around the world, and can access the Oxford and Cambridge alumni groups, with their diverse and longstanding memberships.

Is this the right programme for you?

Yes, if
- You are a clinician or healthcare leader in the public or private sector in a mid- to senior-level position
- At least five years' relevant professional experience, which should include demonstrable leadership of a team, project, programme, department or similar in healthcare
- You wish to extend or deepen your professional expertise
- You are aware of the wider issues in health policy and healthcare delivery beyond your own organisation
- You are intellectually curious, energetic, eager to find solutions to the challenges that you can see in your organisation or in healthcare more generally
- You are prepared to invest a significant amount of time in independent study, alongside your existing role

We anticipate that you will be studying alongside people working across a range of sectors in healthcare such as clinical medicine, public health, pharmaceutical, policy and regulatory bodies, intergovernmental organisations, NGOs, technical services and consultancies. We are also inviting applications from people working in the following fields:

- Biotechnology
- Government
- Hospital and Health Care
- International Affairs
- International Trade and Development
- Management Consulting
- Medical Devices
- Medical Practice
- Mental Health Care
- Non-Profit Organisation Management
- Pharmaceuticals
- Public Policy
- Public Safety
- Research

Fees and funding

The cost of the 2022-2024 programme is £48,670

This includes:

- Tuition, all essential reading materials, lunch, refreshments and one college dinner per module
- Membership of an Oxford college

Deposit and payments

After an offer has been made, you must secure your place by paying a 15% deposit within 30 days of the offer.

In addition to paying your deposit, you will be required to pay the following:

- 50% of programme fees, due before the start of the programme
- 35% of programme fees, due before the second year of study

Personal expenses

Participants should also budget for accommodation during each module and travel to and from Oxford.

Scholarships

There are currently two scholarships available for participation on this degree programme.

MSc in Global Healthcare Leadership Scholarship for Women

One scholarship worth 50% of the course fees is available for an exceptional female candidate on each intake of the MSc in Global Healthcare Leadership.

MSc in Global Healthcare Leadership Director's Award

This scholarship, worth 50% of the course fees, is open to candidates who can effectively demonstrate how they will enhance the learning experience of the cohort through the diverse experience they have accumulated to date.

If you wish to be considered for a scholarship you will need to apply by the scholarship application deadline and upload an additional supporting statement.

If you would like to talk about these opportunities, please contact us.

How to apply

Eligibility criteria

- A 2:1 or higher undergraduate degree, GPA score of 3.5 or above, or equivalent international qualification. We will consider applicants who do not hold such a qualification but can demonstrate a particularly strong employment record and/or hold certain professional qualifications

- At least five years' relevant professional experience, which should include demonstrable leadership of a team, project, programme, department or similar in healthcare

- English language proficiency test (with minimum scores met if English is not your first language). Either a previous degree or work experience in English in the last two years may be sufficient to apply for a waiver

Application process

- Applications are submitted online at **apply.sbs.ox.ac.uk/apply** Applicants are required to pay a non-refundable processing fee of £150

- If you are shortlisted, you will be invited to interview, which will either be in Oxford or online. Applicants will be notified of the outcome as soon as possible, generally 5–10 working days following their interview

To complete your application, you will need:

- Academic transcripts of higher education qualifications outlining subjects studied and grades obtained

- At least two referees

- Three pieces of written work (one statement of purpose and two essays)

Visas

Prospective overseas students should allow sufficient time for the requisite visa to be processed.

More information

For full details on how to apply, including application deadlines, visit the how to apply page.

Next steps

**For a CV review and to discuss your application
in more detail, contact Joe Nicholson, Recruitment Manager,
joe.nicholson@sbs.ox.ac.uk**

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University of Oxford
Park End Street
Oxford, OX1 1HP
United Kingdom

The Nuffield Department of Primary
Care Health Sciences
Radcliffe Primary Care Building
Radcliffe Observatory Quarter
Woodstock Road
Oxford, OX2 6GG
United Kingdom

Saïd Business School

Saïd Business School at the University of Oxford blends the best of new and old. We are a vibrant and innovative business school, but yet deeply embedded in an 800-year-old world-class university. We create programmes and ideas that have global impact. We educate people for successful business careers, and as a community seek to tackle world-scale problems. We deliver cutting-edge programmes and ground-breaking research that transform individuals, organisations, business practice, and society. We seek to be a world-class business school community, embedded in a world-class university, tackling world-scale problems.

www.sbs.oxford.edu

**The Nuffield Department of
Primary Care Health Sciences**

The Nuffield Department of Primary Care Health Sciences is the largest, top-ranked centre for academic primary care in the UK and leads world-class research and training to rethink the way healthcare is delivered in general practice and other primary care settings. The department's main research focus is on the prevention, early diagnosis and management of common illness, bringing together academics from many different backgrounds to work together to produce benefits for the NHS, for populations and for patients.

www.phc.ox.ac.uk