

A woman with short, wavy grey hair, wearing a white lab coat over a dark top with a floral pattern and a blue lanyard with an ID badge, stands in a classroom. She has her hands on her hips and is smiling warmly at the camera. In the background, several other people are seated at desks, some looking towards the camera and others looking down at their work. The room is bright and modern, with large windows and a whiteboard.

Oxford Healthcare Leadership Programme

Navigate complexity to drive change

Executive Education at Saïd Business School

Contents



Introduction



Mark O'Brien

Programme Director, Associate Fellow,
Saïd Business School, University of Oxford

‘Leaders face unprecedented challenges as they navigate pandemic-induced workforce and resource pressures in the complexed adaptive system that is modern healthcare. Our aim in this programme is to provide a framework, access to incredible thought leaders and academics, a forum for discussion and an ongoing network to assist healthcare leaders to explore the challenges and contradictions inherent in their roles - and use those insights to drive transformational change in themselves and their organisations.’



Eleanor Murray

Academic Director,
Senior Fellow in Management Practice and Associate Dean for Executive Education,
Saïd Business School, University of Oxford

‘Senior healthcare leaders often talk to me about wearing multiple “hats”, particularly when they are working both within organisations and across systems. Leadership in this context is about influencing and persuading and requires sophisticated analytical and diplomatic skills to recognize and work with the tensions in the system while diffusing potential conflicts.’

Overview

Respond

to the rapidly evolving healthcare environment

.....

Lead

transformational change

.....

Increase

wise decision-making

.....

Improve

delivery of healthcare services and organisations

Quick facts



5 days

Campus base modules in Oxford



25-30

Anticipated class size



15

Anticipated number of countries represented

The learning journey

The Oxford Healthcare Leadership Programme will help you interpret the highly complex and rapidly changing global healthcare environment and develop the skills and thinking necessary to harness the multiple, often paradoxical forces within it to effect change.

Expert industry speakers and Oxford academics will expand your understanding and challenge your assumptions – which you will then discuss with your fellow participants under the guidance of expert tutors to generate new thinking and ideas. Through facilitated discussions and small-group work you will share experiences and gain insights into how different organisations and systems respond to critical challenges. Under the guidance of the Oxford Healthcare Leadership team you will develop your own personal Leadership playbook and hone your learning into focused, actionable plans.



CHALLENGES

- Multidisciplinary care
- Increasing complexity
- Innovation in healthcare
- Paradoxes

OUTCOMES

- Confidence
- Knowledge
- Resilience
- Frameworks

PRE-COURSE PREPARATION

Course tutors will supply you with pre-course information to help you get the most out of your time with us at Oxford

(BETWEEN MODULES)

Individual self-taught work
Discussions

ENHANCING YOUR LEADERSHIP STYLE

INCREASING PERFORMANCE

DRIVING INNOVATION

DISCERNING EFFECTIVE STRATEGY

UNDERSTANDING THE ENVIRONMENT

ON-CAMPUS PROGRAMME

(FORMAL ACTIVITIES)

Research presentations
Group discussions
Group coaching
Evening speakers

(BETWEEN MODULES)

Reflection and discussion

ENHANCING YOUR LEADERSHIP STYLE

INCREASING PERFORMANCE

DRIVING INNOVATION

DISCERNING EFFECTIVE STRATEGY

UNDERSTANDING THE ENVIRONMENT

Key programme outcomes

You will leave the programme with:

- A tangible and personalised 'Leadership Playbook' – a physical folder that brings together everything that you have learnt and reflected on during the programme
- A detailed, stress-tested action plan for a specific change project in your organisation or network that you have worked on with your tutor and study group, and refined through feedback from the whole cohort during your week in Oxford
- Insights from cutting-edge research and exposure to models and cases from different sectors; reflections, suggestions, and new ideas that you can apply immediately in your work
- Awareness of how critical healthcare challenges are addressed in different systems throughout the world – from questions of funding, value, and delivery to prioritising levels of care, delivering multidisciplinary care, and the potential of digitalisation and artificial intelligence (AI)
- The knowledge, frameworks, and ways of thinking that will allow you wisely to discern the path ahead for your team or organisation, based on understanding the key issues in global healthcare now and in the future
- Enhanced leadership skills and confidence to navigate complexity, influence without formal authority, and build resilience within systems
- A new, high-quality network of peers in diverse organisations and healthcare systems around the world



... and how you will achieve them



Reflect on and apply the findings of academic research

Our Oxford Saïd faculty members and guest academics will introduce you to the latest research – in leadership, strategy, digital transformation, artificial intelligence, innovation, measurement, and more. They will frame questions that will make you look at things differently, helping you create meaning and define strategic direction.

Respond to the input of expert practitioners

Selected expert practitioners will share details of their own leadership experience and organisational challenges – raising questions and inviting you to consider the implications for your own environment.

Share your experiences and best practice within healthcare

Your fellow participants will be carefully selected to ensure a diverse and balanced cohort, all with senior experience of healthcare in a variety of different cultural and policy environments and with contrasting funding models.

Test, debate, challenge your ideas in tutor groups

You will bring an organisational challenge or change project to work on during the week in Oxford. As your tutor encourages you to reflect on what you have learnt from the speakers, you will ask, what does that mean for my project and for me as a leader? And what do my peers think it means for them?

Put your learning into practice immediately

Though incorporating academic research and reflection, the programme is intensely practical, generating actionable insights that you can put into practice the next day.

Interview with the programme directors

Eleanor Murray and Mark O'Brien

Why did you develop this programme, and why now?

MO'B While there are many leadership training programmes directed at people in the healthcare and medical sector, they tend to be, in my view, quite 'management' based; and, in the case of some of the offerings of leading US universities, draw from the experience and context of a system substantially different to many countries in both its absence of universal access and very high percentage of GDP spent on healthcare. There was a gap that needed to be filled with a world-class university-based programme that tapped into a range of expertise – academic and practice, business and policy – designed for healthcare systems seeking to provide government delivered and/or funded universal coverage in parallel, or in partnership with, with the private sector. I had experienced Oxford's Advanced Management and Leadership Programme and knew that Saïd Business School could create the sort of challenging, interdisciplinary experience that I thought was needed, so that's where it started.

EM Healthcare leaders are having to change and evolve. The challenges of recruiting, retaining and developing your workforce, responding to demand for enhanced multidisciplinary care and service re-design alongside continual innovation in funding models and research discoveries mean that healthcare leaders need to 'supercharge' their organizational and business skills. The pandemic has spawned an acceleration in digital technologies, rapid service redesign in some areas, and vastly more public and political scrutiny. Healthcare systems globally are feeling the heat, and enhanced leadership is the factor that will help them adapt and survive.





MO'B In addition, it was my experience that there is usually quite a lot of forming, norming and storming in the first days of a traditional, in-person programme. With the online elements of the programme, we can really hit the ground running on day one and maximise the value of our time in Oxford.

Eleanor Murray (Academic Director)
in conversation with participant

What makes the programme distinctively Oxford?

EM It is designed to give you a chance to deeply reflect on critical questions – for you personally as a leader and for your leadership in your own organisation. This has been Oxford's teaching DNA for over 800 years: we ask critical questions, then assist our scholars in shaping effective answers. Oxford's convening power means that we can attract world experts to stimulate thinking, while our coaches and tutors will ensure all learning is personalised, contextualised and transferred into actionable change.



Mark O'Brien
(Programme Director)

What are the particular challenges that healthcare leaders are facing?

EM Most of them have several roles: a senior clinician for example could be an individual expert and team-leader, while at the same time holding an organisational role, and influencing and persuading across boundaries as a system-leader. Within the system there can be clashing cultures and priorities, so it's the job of the leader to work with these tensions, develop a broad vision that everyone can coalesce around, and not get hung up on conflicts. Though those conflicts do have to be unpicked and addressed, in a thoughtful and empathetic way: leaders can't just pretend they don't exist. And the pandemic has only increased these tensions.

MO'B I think a lot of leaders are struggling with the need to integrate new ways of recruiting, onboarding and nourishing a resilient workforce that is responsive to their calls for innovation and services and/or process redesign. Pre-pandemic strategies are not working. Likewise, while all acknowledge the need for transformation in areas such as environmental sustainability or building the digital ecosystem, their organisations may be struggling to discern what level of resource allocation is appropriate in an environment of surging demand and constrained funding. In a similar vein, technological advances mean some previously disabling or incurable conditions can be addressed, but the cost can be astronomical, raising difficult questions around equitable and appropriate resource-allocation. And there's no simple answer to any of these questions.

Programme outline

Full-time study over five days, including evening speakers and dinners

Module 1: *Understanding the environment*

Examining healthcare megatrends, including healthcare economics and business model disruption, technological disruption

Module 2: *Discerning effective strategy*

Effective strategy formation and implementation in a time of disruption

Module 3: *Driving innovation*

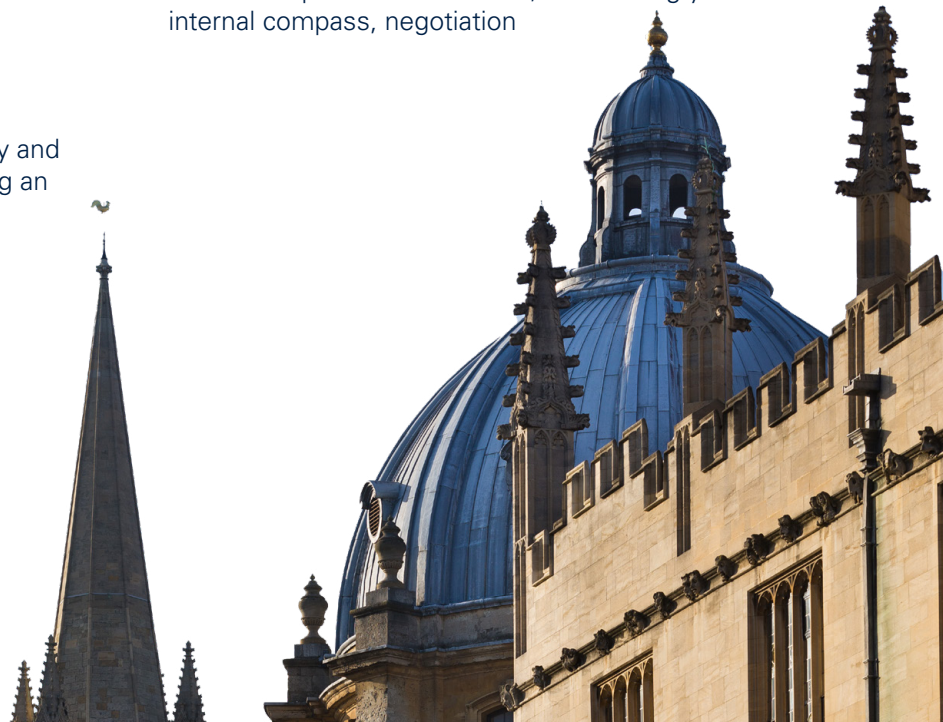
Leading in systems; redesigning with a safety and quality and ESG lens; creating and embedding an innovation culture

Module 4: *Increasing performance*

Leading solutions; creating a high performance arc in a healthcare setting, addressing underperformance and holding critical conversations, the role of equality, diversity and inclusion in a performance culture

Module 5: *Enhancing your leadership style*

Self-development and renewal, maintaining your internal compass, negotiation



Meet the faculty

Mark O'Brien

Programme Director and
Associate Fellow

Paul Fisher

Associate Fellow

Eleanor Murray

Academic Director, Senior
Fellow in Management Practice
and Associate Dean for
Executive Education

Charles Vincent

Professor of Psychology,
University of Oxford

Sue Dopson

Professor of Organisational
Behaviour

Richard Whittington

Professor of Strategic
Management

Healthcare leadership at Oxford Saïd

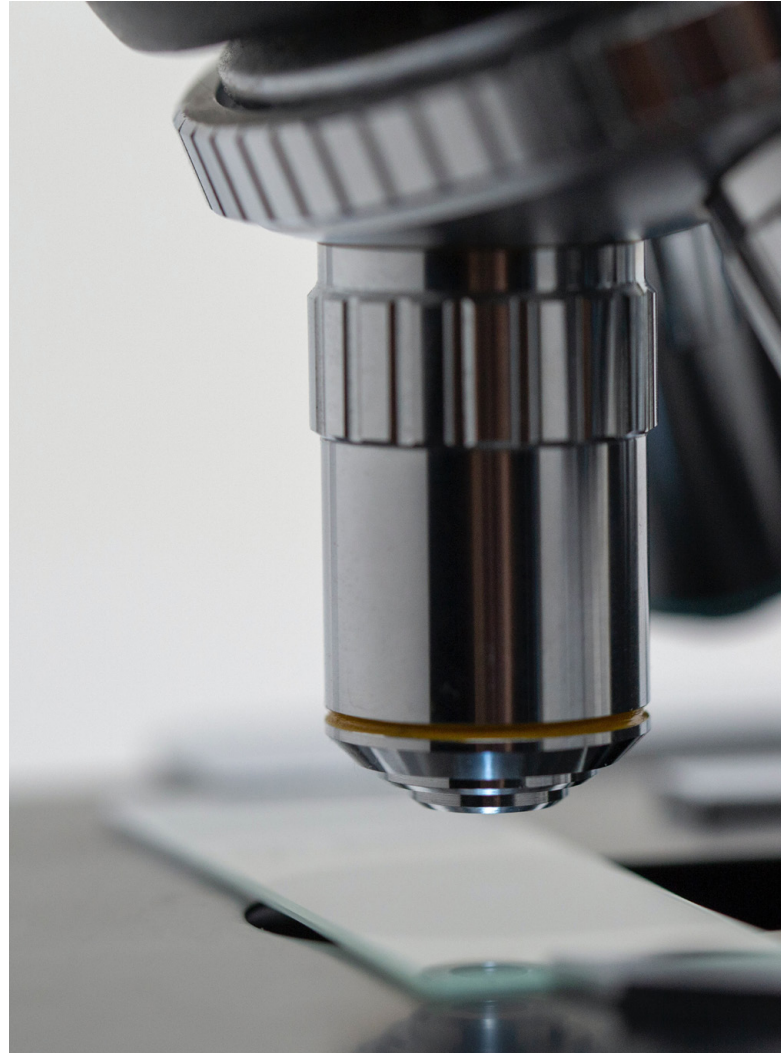
Research

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.

Teaching

Oxford's 1+1 MBA combines a Master's degree from partnering departments in the University of Oxford with a one-year MBA from Saïd Business School. The Nuffield Department of Clinical Medicine pairs the MBA with its MSc in International Health and Tropical Medicine, allowing students to explore the major global health problems in resource-limited settings and their potential solutions.

MSc in Global Healthcare Leadership, designed and run in partnership with the Nuffield Department of Primary Care Health Sciences, seeks to develop experienced leaders with the skills to deliver affordable, effective and efficient healthcare in complex global systems.



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.

It is an environment conducive to study, in which reflection is valued and differing experiences and opinions are respected. Most of all, Oxford is a safe place 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 completed the programme you will have the opportunity to connect and engage with a global cohort and the networks you have created, to give advice, share your experiences in the sector, and continue the discussion.



Anticipated class profile

As with Oxford Saïd's other executive programmes, you will learn as much from your fellow participants as you will from the faculty members and guest speakers. We are aiming to recruit a diverse, experienced, and balanced cohort who can offer differing perspectives and examples of practice.

'Medical schools do not prepare us for leadership. This course is suitable for those who wish to engage in a near future on a leadership position. It aims to ensure that you will be better prepared for this challenging role and able to choose wisely the leadership style that is best suited to your personality.'

Ana Teresa Timóteo MD PhD FESC,
Vice-President, Portuguese Society of Cardiology Board 2021–2023,
Cardiology Consultant, Santa Marta Hospital, CHULC, Lisbon, Portugal,
Professor of Cardiology, NOVA Medical School, Lisbon, Portugal,
Member of the EACVI Education Committee



25-30

Class size



15

Average years' experience



40

Average age



15

Nationalities



‘There is an abundance of educational programmes available to aspiring or current healthcare leaders. However, there is a dearth of really excellent ones that reflect the “real world” demands on our leaders – the Oxford Healthcare Leadership Programme is one of these. It aims to equip leaders in a rapidly evolving industry with the insights and skills they need to make the right decisions at the right time, and to transform healthcare where this is required.’

Dr Shane Kelly

Group CEO, St John of God Health Care, Australia

Is this the right programme for you?

Yes, if:

- You are a healthcare leader involved in the policy development, design or delivery of care for patients
- Or you have a leadership role in a Healthcare-related industry, such as pharmaceuticals, research, technology development or digital innovation
- You are seeking to access cutting edge thinking around healthcare strategy, service design and delivery
- And place this in a global context, with awareness of different policy environments and policy changes
- You want to hear from and talk to experts and other participants from around the world about what great healthcare and healthcare leadership looks like in a post-COVID world
- You are passionate about influencing policy so that it is not an impediment to healthcare delivery
- You are intellectually curious, have a learning mindset, are eager to find solutions to the challenges that you can see in your organisation, your system or your country

We are inviting applications from people with the following responsibilities in health or related sectors:

Senior leaders, clinical and non-clinical

Senior managerial leaders

CEOs

Executives

Board members

Healthcare industry executives

Healthcare policy professionals

Senior government healthcare leaders and executives

Senior government policy or service planning leaders

Entrepreneurs

Your alumni network

By completing this programme you will be eligible for lifelong membership of the Oxford Business Alumni (OBA) network, comprising more than 24,000 members in 150 countries.

OBA membership provides a wide range of benefits, including:

- Access to the online OBA Directory and OBA social media communities
- Opportunities to join regional OBA Chapters across the globe, and industry- or region-specific Oxford Business Networks
- Invitations to academic, networking, and social events in Oxford and your home country
- Subscription to the monthly e-newsletter
- Access to the OBA website, which contains news, resources, and relevant research from the University



How to apply

Visit www.sbs.oxford.edu/ohlp
to apply online



Next steps

To discuss any aspect of the programme,
or your specific learning needs, contact:

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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.

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All information is correct at the time of going to press. Please check our website for the most up-to-date information.

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