



NUFFIELD DEPARTMENT OF  
**PRIMARY CARE**  
HEALTH SCIENCES



# MSc in Global Healthcare Leadership

Developing leaders to drive innovation  
and create change in global healthcare

Executive Degree Programmes at the University of Oxford

# Contents

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*'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

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*'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

*'The world faces multiple health challenges: an ageing population, multimorbidity, health inequalities, communicable diseases, and a stretched workforce, to name a few. Finding practical solutions to these challenges will need individuals with a great mix of skills, including skills in healthcare and leadership. Resilience, adaptability and the ability to deal with uncertainty are all key. This Masters' degree fully integrates the applied health research and expertise of the University of Oxford's Nuffield Department of Primary Care Health Sciences with Saïd Business School's knowledge and teaching in leadership. It is a timely, relevant, and expert offering for current and emerging global leaders in healthcare.'*



**Kamal R. Mahtani**

Academic Director of the MSc in Global Healthcare Leadership,  
GP, and Professor of Evidence Based Healthcare

# 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 live sessions

- Study design and research methods

## Quick facts



### 18 Months

Duration (plus 6 months for dissertation)



### September 2023

Start date



### Part-time

8 modules



### Oxford

UK location



### 40

Estimated 2023 class size



### 2.1

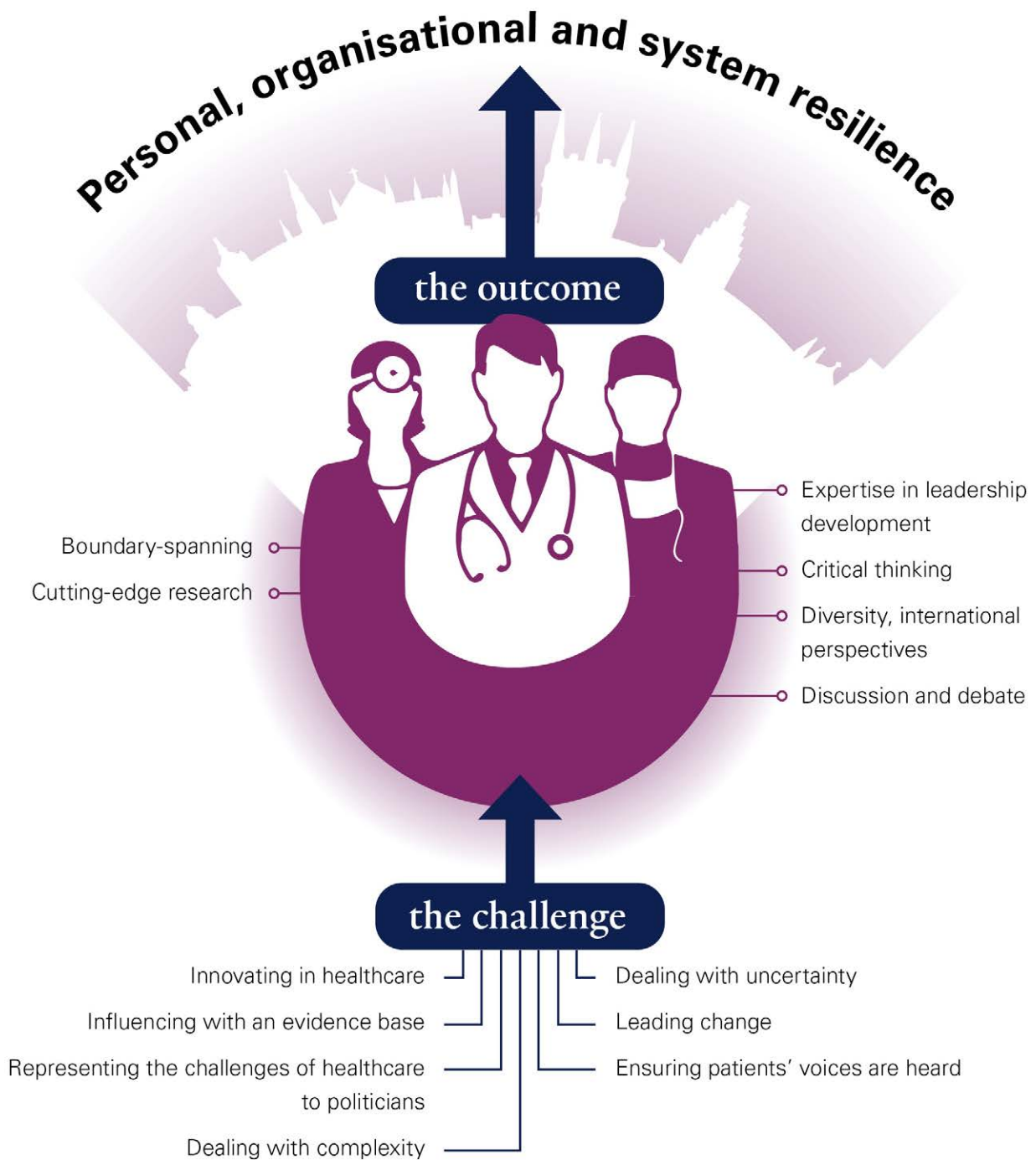
2.1 degree or equivalent,  
5 years relevant experience  
(minimum entry requirements)



### £52,560

Course fees

# The programme at a glance





# Why study the MSc in Global Healthcare Leadership?

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## 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

The Nuffield Department of Primary Care Health Sciences and Saïd Business School seek 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?

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## 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.

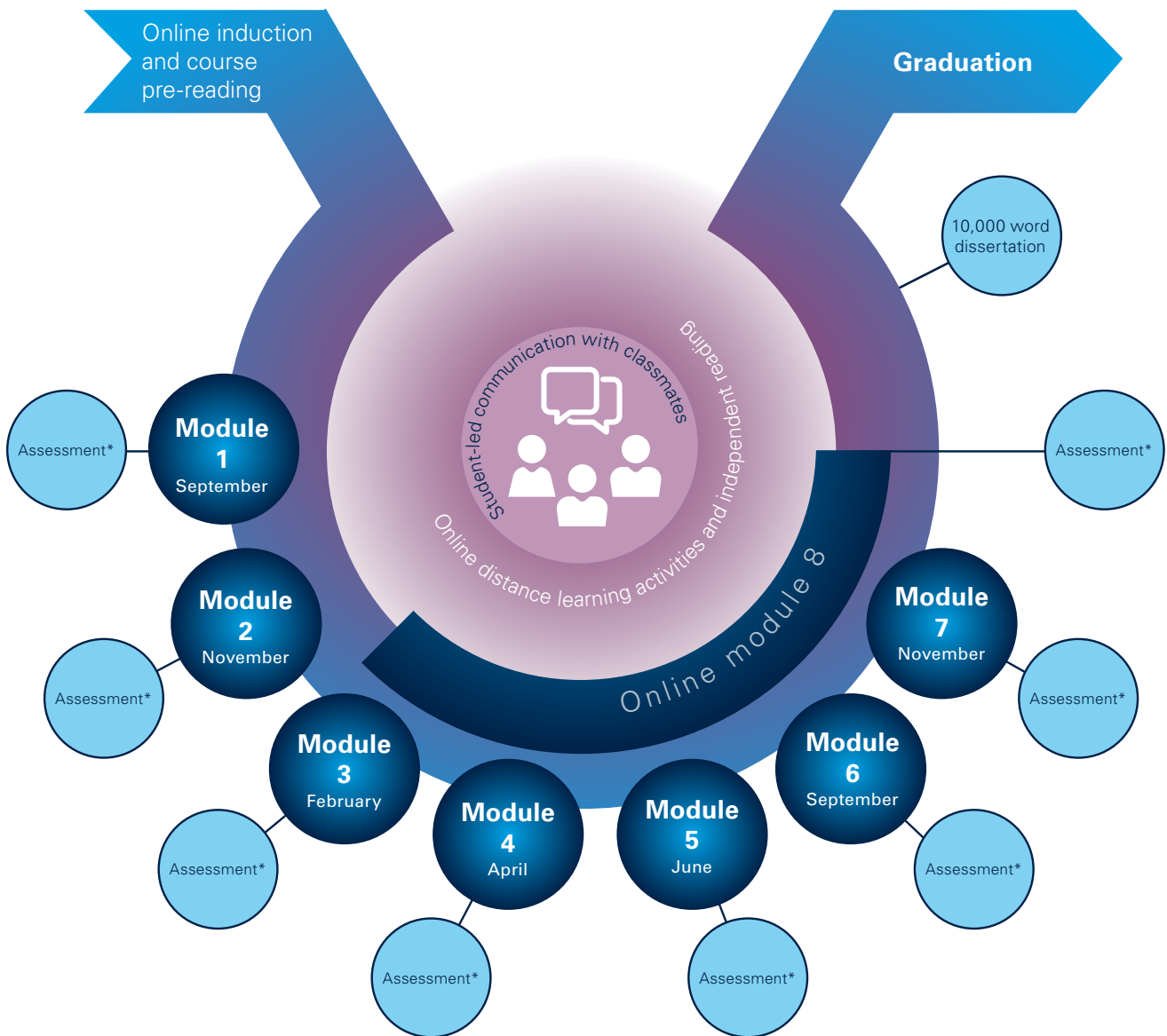
## Global

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



\*Via submission, presentation or timed examination

\*\*Please note this diagram is an indicative schedule only



# The learning journey

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## Healthcare leader: Personal perspectives and challenges

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

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

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

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## Leading with evidence-based healthcare

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 policy and systems

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

## Healthcare innovation

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

# The learning journey

## Challenges in global health

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

This online module will cover the key empirical issues of health research, delivered as five blocks of live synchronous teaching and teamwork, 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



# Current class profile

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The MSc in Global Healthcare Leadership benefits from an experienced and diverse student body. We actively recruit students who can offer differing perspectives and examples of practice.

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**35**

Class size

**43**

Average age

**43%**

Women

**21**

Nationalities

**13**

Employment sectors

**16**

Average years' experience



# Teaching and assessment

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## 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 commitment

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

The eighth module 'Evidence-based healthcare' is divided into five week long blocks taught online, these take place in between your other modules. There are 15-25 hours of work in each of those weeks, including team work and live synchronous sessions. This should be taken into consideration when planning your workload.

## Assessment

Each module is formally assessed via submission, presentation or timed examination throughout the duration of the programme. It concludes with a written dissertation of 10,000 words worth 20%. The dissertation will be due in August/September 2025, completing the full two-year study duration of the programme.

On successful completion of all eight modules, and the dissertation, you will graduate with a Master's degree from the University of Oxford.



# Meet the faculty

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## **Kamal R. Mahtani**

Academic Director of the MSc in Global Healthcare Leadership, GP, and Professor of Evidence Based Healthcare

Kamal works as a GP in Oxfordshire. His research focuses 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.

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## **Proochista Ariana**

Associate Professor of International Development

Proochista'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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## **Clare Bankhead**

Associate Professor of Epidemiology

Clare'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 databases.

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## **Sue Dopson**

Professor of Organisational Behaviour

Sue's research lies in innovation, change and healthcare studies. She has led several research projects in the health service sector, including the evaluation of work aimed at improving clinical effectiveness; exploring evidence-based medicine; and developing the skills of healthcare managers.

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**Peter Drobac****Director of the Skoll Centre for Social Entrepreneurship**

Peter is a global health physician and social entrepreneur. He co-founded the University of Global Health Equity in Rwanda, a worldwide innovation hub for healthcare delivery science. As Director of the Skoll Centre at Saïd Business School he promotes social innovation by developing talent and promoting actionable insight through research.

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**Tom Lawrence****Professor of Strategic Management**

Tom's area of expertise includes 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 the role of individuals and organisations in creating change.

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**Oscar Lyons****Programme Director MSc in Global Healthcare Leadership and Module Lead, MSc in Evidence-Based Health Care**

Oscar is Programme Director for the MSc in Global Healthcare Leadership, Module Lead (Knowledge into Action) for the Masters in Evidence Based Healthcare, and a Tutor for the MBA. He practiced medicine in New Zealand before moving to Oxford for his DPhil in Leadership Development in Healthcare.

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**Chris Moos****Lecturer in Organisation Studies**

Chris' research explores how leaders and organisations deal with the complex demands of diverse and pluralistic environments. Chris joined Saïd Business School after being awarded a PhD in Management from the London School of Economics and Political Science.

**Megan Morys-Carter**

Founder, OxLaunch, and Programme Director, The Hill

Megan is an entrepreneur and educator who focuses on helping entrepreneurs solve large-scale healthcare and sustainability challenges. She is the founder of the social enterprise OxLaunch and Programme Director of The Hill, a digital health innovation community.

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**Eleanor Murray**

Senior Fellow in Management Practice and Associate Dean for Executive Education

Eleanor's research is focused on how change is constructed in organisations and systems and the impact and outcomes for stakeholders. She has had a 20-year career in health services management and is currently a director of her own consulting company, advising on health, education and government projects.

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**David Nunan**

Departmental Lecturer and Senior Research Fellow

David is a Fellow of Kellogg College and a senior tutor in the Centre for Evidence-Based Medicine. His role is divided between research, teaching and outreach activities. As a researcher, his focus is on the prevention and treatment of lifestyle related conditions, particularly the role of physical activity and exercise.

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**Rafael Perera**

Professor of Medical Statistics and Director of Graduate Studies at the Nuffield Department of Primary Care Health Sciences

As Director of the Statistics Group at NDPCHS, Rafael 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.



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**John Powell****Professor of Digital Health Care**

John is an academic public health physician and health services researcher. 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.

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**Michael Smets****Professor of Management**

Michael's research focuses on professional service firms, especially their internationalisation, innovation and regulation. He is a Fellow of the Higher Education Academy, a Research Fellow at Green Templeton College and a member of the Centre for Professional Service Firms at Saïd Business School.

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**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.

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**Head of Programmes****Judy Irving****Head of Programmes, Nuffield Department of Primary Care Health Sciences**

Judy specialises in programme development. She works with teams of subject experts to design new programmes training leaders in healthcare, and has facilitated the launch of MScs in healthcare leadership, digital health and mathematical modelling for global health, and redeveloped a leadership module on the MSc International Health and Tropical Medicine. As a coach, Judy's interests extend to supporting both staff and postgraduate student development at Oxford, designing professional development support activities, coaching programmes and offering 1:1 coaching.



# Healthcare research at Oxford

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The University of Oxford hosts world-leading healthcare research faculties. The Health Care Research Group at Saïd Business School 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.

The Oxford Institute of Digital Health is a dynamic, interdisciplinary hub for digital health research and teaching that addresses critical challenges and identifies solutions harnessing innovations to improve health and health care. Based in the Nuffield Department of Primary Care Health Sciences, the

Institute provides an enhanced interface between its world-class research facilities and teaching through the co-location of primary care undergraduate teaching and Master's programmes, including the MSc in Global Healthcare Leadership.

The main focus of the Nuffield Department of Primary Care Health Sciences multidisciplinary and applied research is on the prevention, early diagnosis and management of common illness in primary care and other community settings. The department brings together experts from many different backgrounds to work together across 30+ research themes, groups, centres and institutes, to produce benefits for the NHS, for populations and for patients.



# Further research

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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

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

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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.

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

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As you learn, debate, and work with your classmates, both virtually and in person, 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.



# Admissions criteria

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- You are a clinician or healthcare leader in the public or private sector in a mid- to senior-level position
  - You have 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
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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

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## **The cost of the 2023 – 2025 programme is £52,560**

This includes:

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

## **Payment of fees**

- Applicants who are offered and accept a place on the programme are asked to pay a 15% non-refundable deposit, which is offset against their fees. The deposit is due 30 days after notification of acceptance
- The remainder of the programme fee is due in two instalments, 50% to be paid before the first year of study and 35% 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 a number of scholarships available for participation on this degree programme.

### **MSc in Global Healthcare Leadership Scholarships for Women**

These scholarships, worth 50% of course fees, are open to exceptional female candidates.

### **MSc in Global Healthcare Leadership Director's Awards**

These scholarships, worth 50% of course fees, are 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.

Please see the website for detailed information.

# 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
- You have 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](https://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 an interview. Final decisions will be emailed to all candidates on the final decision deadline of the round in which you have applied

## To complete your application, you will need:

- Academic transcripts of higher education qualifications outlining subjects studied and grades obtained
- A CV
- 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 Kate Richards-Whitworth, Associate Director – Executive Diplomas and Masters**

[kate.richards-whitworth@sbs.ox.ac.uk](mailto:kate.richards-whitworth@sbs.ox.ac.uk)





Saïd Business School  
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](http://www.sbs.oxford.edu)**

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

Oxford University's Nuffield Department of Primary Care Health Sciences has been one of the world's most important primary care centres for over 20 years, leading multidisciplinary applied research and training to rethink the way health care is delivered in general practice and across the community both in the UK and internationally.

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](http://www.phc.ox.ac.uk)**

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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