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| **MODULE TITLE** | **Healthcare Management and Leadership** |

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| MODULE TUTOR DETAILS | |
| Name of Module Leader/s | Colin Bicknell / Dorothy Griffiths |
| Department/Location |  |
| Hospital Name | St. Mary’s Hospital |
| Telephone Number | 0207 886 6072 |
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| MODULE ADMINISTRATOR DETAILS (If applicable) | |
| Administrator Name |  |
| Telephone Number |  |
| Fax Number |  |
| Email Address |  |

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| FIRST DAY REPORTING INSTRUCTIONS FOR STUDENTS |
| **To get in touch with** [Colin.bicknell@imperial.ac.uk](mailto:Colin.bicknell@imperial.ac.uk) a week before commencing placement |

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| MODULE AIM |
| * To understand the financial and logistical aspects of running a hospital and PCT such as funding, budgeting, resource allocation, supply chain, matching supply and demand * To understand the management hierarchy present within a large teaching hospital * To understand the managerial responsibilities of lead clinicians and how such clinicians couple these responsibilities with their medical work * To understand the processes regarding improvements and implementation within hospital * To understand the differing roles and responsibilities of managers and challenges between private and NHS healthcare services * To gain firsthand experience of the changes within UK healthcare provision and the possibility of a greater GP responsibility * To understand the utility and importance of leadership from clinicians in the healthcare sector |

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| **LEARNING OUTCOMES** |
| * To be able to list the important managerial aspects of running a healthcare organisation, in terms of finance and logistics * To draw the management hierarchy of a typical teaching hospital * To be able to explain the roles and responsibilities of managerial positions * To be able to name the tools used for process improvement and the implementation of change * To list in detail the managerial responsibilities of lead clinicians and how such clinicians couple these with clinical work * To list the differences between private healthcare provision and NHS healthcare provision |

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| **KEY LEARNING EVENTS** |
| * Attend board meetings with senior management and hospital leaders * Shadow hospital managers undergoing their day to day responsibilities and duties * Shadow PCT level managers and have an opportunity to experience and learn about healthcare provision on a larger scale * Shadow a GP consortia member * Spend time with private unit managers, comparing the NHS with the private sector * Conduct an mini audit (eg. on cost-effectiveness, patient safety, patient satisfaction or quality) and present findings to a board of directors and lead clinicians * Analyse documents, data and systems related to the managerial side of the hospital (e.g. balance sheets, P&Ls, inventory lists & stock ordering systems) |

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| BACKGROUND INFORMATION REGARDING YOUR MODULE/DEPARTMENT |
| There is increasing value in doctors taking up leadership roles in the NHS towards shaping policy and championing innovation in the health service. Key to this is the training of medical students in healthcare management, particularly for those students who are interested in developing the professional and management skills necessary for their future careers. The BMA states that “there are management and leadership components to every senior doctor's job. Doctors should, therefore, be encouraged to learn about management and leadership at every stage of their careers.” A report from the Royal College of Physician’s, GMC and King’s Fund (The 21st Century Doctor) called for medical students to be more aware of management and leadership in the NHS. The great demand for such training from medical students and junior doctors is demonstrated by recently created societies such as *Young Civitas for Medics* and *The Network (With No Name)* as well as training courses set up by *BAMM* and *The Diagnosis Network*. Many medical schools, such as in Manchester, are designing special study modules (SSMs) in medical management. Imperial College offers an intercalated BSc in Management for medical students, and an SCM in the topic would be beneficial too.  Reference Links:   1. BMA article on the principle of leadership training - http://www.bma.org.uk/healthcare\_policy/medical\_management/CMjointstatement300407.jsp 2. RCP article on the need for improved leadership training (from The 21st Century Doctor) - http://www.rcplondon.ac.uk/news-media/press-releases/medical-students-require-improved-leadership-training 3. Young Civitas website - http://www.ycfm.org.uk/ 4. The Diagnosis Network website - http://www.diagnosisltd.eu/din.html 5. BAMM article on training medical students in management - http://www.yourcareerguide.co.uk/article.asp?aid=1502 |

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| ASSESSMENT SPECIFIC TO THIS MODULE |
| * Acceptable attendance * Presentation of audit findings to managers/directors/clinicians * Submission of a report on one area of innovative improvement that students have witnessed during their placement |

**Max. Number of students per period: 1**