

Evidence of Learning Outcomes from Doctors on the ‘Executive Master’s in Medical Leadership’ at Bayes Business School, City, University of London, by Professor Amanda Goodall¹

Introduction

The below information is a summary of the recorded evidence of student outcomes from the ‘Executive Master’s in Medical Leadership’ at Bayes Business school, from 2019-2023. Interview data comes from students funded through the apprenticeship levy, and it was collected from the levy’s tripartite meetings between EMLL student, their line manager and one of our team, which take place three times a year. The full dataset includes statements from 70 EMLL students at different points over the two-years. All students are medical doctors, from a range of specialties and at different levels of seniority. The following summary outcomes have been documented (the full report with interviews is available on request):

- The EMLL provides a safe place to discuss and share problems and learn from others
- It develops self-reflection and self-awareness
- One hears different perspectives from peers and other healthcare providers
- Builds confidence and inner resilience to manage workplace challenges and anticipate problems and their possible resolution
- Encourages innovation and the ability and vision to drive change to improve patient care
- Develop an understanding about how to use Action Learning Groups to resolve challenges
- Learn to use coaching with others and to receive coaching for career development
- Provides strategic skills and an ability to see the bigger picture
- Empowers and motivates aspiring leaders to pursue leadership roles
- Builds skills to understand budgets, spreadsheets and management accounting
- Instils confidence, self-belief and self-assurance to lead with impact and credibility
- Shapes thinking to navigate organisational politics, policy and conflict
- Provides the tools to contribute to a more inclusive and diverse workplace
- Teaches how to build more inclusive teams and to delegate and empower
- Delivers skills and know-how to manage more effectively a wide range of stakeholders and relationships across departments and organisations
- Builds empathy through active listening and the development of communication skills
- Provides knowledge and understanding of healthcare analytics and how to apply these with a view to improvement of patient experience
- Overall the learning journey incrementally upskills at every level to contribute to better patient care and outcomes.

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In conclusion

Doctors who complete Bayes Business School's Executive Master's in Medical Leadership (EMML) report a huge boost in confidence to tackle workplace politics, staff shortages and bring about positive change and innovation to patient pathways, helping to improve services to patients in the NHS and private healthcare settings. In addition, this new-found confidence, alongside the knowledge and behaviours they apply directly in their workplace, leads to rapid promotion.

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