MSc programmes, with Postgraduate Diploma and Postgraduate Certificate options available.

MSc Health Care Policy and Management

MSc Health Care Policy and Management with specialisms in:
- Quality and Service improvement
- Commissioning
- Integrated Care

MSc Leadership for Health Service Improvement

MSc Health Care Commissioning
## How to Apply

Applications to the programmes can be made by completing an application form online at: [www.apply.bham.ac.uk](http://www.apply.bham.ac.uk)

**Academic Enquiries**
If you require further information, please contact.
Iain Snelling on 0121 414 3212 email: i.n.snelling@bham.ac.uk
Jon Glasby on 0121 414 7068 email: j.glasby@bham.ac.uk

**General Enquiries:**
Jose Adkins on 0121 414 2280 j.e.adkins@bham.ac.uk OR Susan Newbury on 0121 414 3177 s.i.newbury@bham.ac.uk

### Tuition Fees 2014 - 2015

#### MSc
- Full time (UK and EU) £9,270
- Part time (UK and EU) £4,635 per year*
- Full time (non-EU students) £14,495

#### Postgraduate Diploma
- Full time (UK and EU) £8,040
- Part time (UK and EU) £4,020 per year*
- Full time (non-EU students) £14,495

#### Postgraduate Certificate
- £3,600**

In addition, HSMC delivers an MSc in Leadership for Health Service Improvement, available on a part time basis only

#### MSc
- Part time only (UK and EU) £5,130 per year*

#### Postgraduate Diploma
- Part time only (UK and EU) £4,320 per year*

#### Postgraduate Certificate
- UK and EU £3,600**

* Fees for the second year are likely to rise with inflation

** Students who transfer from PG Certificate to either PG Diploma or MSc will have £3,600 deducted from the programme fee for 2015-2016.
Welcome from HSMC

Welcome to the Health Services Management Centre (HSMC) and to the University of Birmingham. Thank you for your interest in our MSc programmes, and I hope this brochure provides you with the information you require – if not, please get in touch with me direct j.glasby@bham.ac.uk or with our teaching lead i.n.snelling@bham.ac.uk, and we’d be delighted to talk over any questions you may have.

In 2014, both the NHS and social care are experiencing significant financial and demographic challenges, and both face a series of tough choices. Following a series of care scandals in 2013, both are also facing difficult questions about how they deliver compassionate, person-centred, integrated care in difficult circumstances.

Responding to all this is going to require significant resilience, strong leadership and a longer-term vision of the outcomes we are trying to deliver. It will also need a detailed knowledge of how policy evolves and is implemented, how organisations work and how to manage large-scale change. Many of the decisions we will have to take are likely to be really difficult, and finding a way to take patients, the public and staff with us is going to be crucial. As part of this process, health and social care can’t see themselves as separate, standalone agencies but as part of a whole system – and new kinds of behaviours may be required to work successfully in partnership across traditional boundaries.

The programmes set out in this brochure (although only part of what we do) feel more important than ever in the current context. As the pace of change increases, finding ways of creating the time and space to reflect on what is happening and develop new skills to intervene in different ways seems even more important than ever.

We hope that our programmes help to equip you to respond to current challenges, and that they make a practical difference in the real world.

Jon Glasby
Professor of Health and Social Care Director
Health Services Management Centre
Flexible options for study to Postgraduate Certificate, Postgraduate Diploma and full Masters qualification

HSMCs three Masters programmes are all available for admission to Postgraduate Certificate, Postgraduate Diploma and full Masters levels.

A Postgraduate Certificate is made up of 60 credits, a Postgraduate Diploma is made up of 120 credits, and a full Masters is made up of 180 credits. The first 60/120 credits of a programme are earned with ‘taught’ modules of 20 credits each, and the full Masters is achieved through the addition of a substantial piece of independent research in a 60 credit dissertation. You can choose to enter for any award, and then either graduate with that qualification, or progress. All assessment is undertaken at Masters level - progression broadens the breadth of your study.

There is a basic structure of modules which contributes to our three programmes, which is arranged over three terms. We try to help students spread out their study across the academic year. The basic timetable is shown below with some explanation of which modules fit with which programmes - further details of each programme are provided in this brochure.

### MSc Health Care Policy and Management

The ‘general’ HCPM programme has four ‘core’ modules, and two optional modules. The core modules are:
- Health Service Management
- Health and Health Care Policy
- Patient and User Involvement in Health Care
- An Introduction to Organisational Development in Health and Social Care

A ‘specialist’ MSc in Health Care Policy and Management is achieved by completing two specific modules as options in the programme. There are 3 specialist routes available shown with the specialist modules. If a specialist route is taken, the award made will be Health Care Policy and Management with the specialism in brackets.

<table>
<thead>
<tr>
<th>Specialist HCPM programme</th>
<th>1st specialist module</th>
<th>2nd specialist module</th>
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<tbody>
<tr>
<td>Quality &amp; Service Improvement</td>
<td>Health Care Quality - Measuring and Assuring</td>
<td>Health Care Quality Improvement &amp; Innovation</td>
</tr>
<tr>
<td>Commissioning</td>
<td>Strategic Commissioning</td>
<td>Either Decision making and priority Setting or Procurement and Market Management</td>
</tr>
<tr>
<td>Integrated Care</td>
<td>Integrated Care: Policy &amp; Theory</td>
<td>Integrated Care in Practice</td>
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*Health Services Management Centre*
Module timetable 2014-2015

<table>
<thead>
<tr>
<th>Core modules for Health Care Policy and Management</th>
<th>Core modules for Health Care Commissioning &amp; HCPM (Commissioning)</th>
<th>Core modules for Leadership for Health Service Improvement</th>
<th>Optional Modules (all programmes draw from this menu of optional modules – some of these options will be ‘core’ for some specialist programmes)</th>
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<tbody>
<tr>
<td>Term 1</td>
<td>Health Service Management</td>
<td>Strategic Commissioning</td>
<td>Leadership in Context</td>
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<td></td>
<td>Health and Health Care Policy</td>
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<tr>
<td>Term 2</td>
<td>Patient and User Involvement in Health Care</td>
<td>Decision-making and Priority-setting</td>
<td>Applied Leadership Learning</td>
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<td></td>
<td></td>
<td></td>
<td>Health Care Quality - Measuring and Assuring</td>
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<td>Integrated Care: Policy &amp; Theory</td>
</tr>
<tr>
<td>Term 3</td>
<td>An Introduction to Organisational Development in Health Care</td>
<td>Procurement and Market Management</td>
<td>Health Care Quality Improvement &amp; Innovation</td>
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<td></td>
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<td>Integrated Care in Practice</td>
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</table>

For a PG Certificate in Health Care Commissioning, all three core modules from the MSc must be taken.

For a PG Certificate in Leadership for Health Services Improvement, Leadership in Context and Applied Leadership Learning must be taken, with one of the other core modules.

A Postgraduate Diploma is awarded where all the ‘taught’ elements of the relevant programme are achieved without the dissertation.

You may choose to apply to undertake a Certificate, Diploma or a full Masters at the relevant fee.
Studying at the Health Services Management Centre

The Health Services Management Centre (HSMC) at the University of Birmingham is the leading UK centre providing a combination of research, teaching, professional development and consultancy to health and social care agencies. HSMC has established a unique reputation as a ‘critical friend’ of the healthcare community.

The commissioning and provision of healthcare outside hospitals have become specific areas of expertise in recent years, underpinned by a continuing commitment to issues of quality improvement and public and patient engagement.

Our reputation has also started to extend to adult social care, with a growing track record in inter-agency commissioning and provision of health and social care services. HSMC has also developed a national and international reputation for both organisational and leadership development across all health settings.

Distinctive features of HSMC’s work and reputation are:

- Its recognition of the interdependence between research, teaching and consultancy, with each individual activity potentially enriching and informing the other two.
- Its dual expertise on process and content when working with health and social services.
- Its emphasis on providing research-based policy analysis, development and teaching to the health and social care community.

This approach is often summarised as a commitment to rigour and relevance in the development of people and policy in health and social care - with HSMC spanning the traditional divide between academic study and the worlds of policy and practice. In particular, the highly regarded ‘added value’ of HSMC comes where each of our three core activities is informed by the other:

- With research (R) providing an evidence base for our consultancy and teaching.
- With the knowledge from Consultancy work (C) informing our teaching and research.
- With Teaching (T) and Policy Advise (P) codifying and disseminating learning from research and consultancy.

Full details of our activities can be found on our website at http://www.birmingham.ac.uk/schools/social-policy/departments/health-services-management-centre/index.aspx

We have an established relationship with The Manchester Business School with whom we have for many years delivered the education element of the NHS Graduate Management Training Scheme. From 2013 this partnership is delivering the NHS Leadership Academy’s Elizabeth Garrett Anderson programme – an MSc in Health Services Leadership – and the Nye Bevan programme. Full details are available on the NHS Leadership Academy website at: http://www.leadershipacademy.nhs.uk/grow/professional-leadership-programmes
Park House

Park House was originally built for the Birmingham screw manufacturer John Hawkins at some point during the 19th century. It was eventually bought by the Cadbury family in 1929. Barrow Cadbury (grandson of John Cadbury, founder of the 'Cadbury' firm), his wife Geraldine and their three children lived in the House (known as 'Southfield' during their time there) from 1929 until 1945.

After Geraldine’s death in 1941, Barrow left Southfield to live with his daughter in Wellington Road. Southfield was donated to the United Birmingham Hospitals (Queen Elizabeth Hospital), becoming one of the many generous gifts which both Geraldine and Barrow were to donate to the city of Birmingham.

The Cadbury’s generosity proved timely, as an increase in workload after the war meant that United Birmingham Hospitals was in need of additional space. As a result, in 1946, Southfield became a preliminary training school providing both education and housing for new intakes of student nurses, during their first few weeks of training.

In 1972, Park House became home to the Health Services Management Centre (HSMC), a newly formed department at the University of Birmingham. The department originally only had six staff, one of whom, Derek Williams, would be appointed as HSMC’s first director in 1973.

The Centre was originally run by the University on behalf of the Department of Health and Social Security, and offered senior development courses for personnel from all areas of the NHS (in order to prepare them for the planned 1974 reorganisation of the NHS).

The first courses started on 23 October 1972, and included programmes in ‘Management of Integrated Health Care’.

HSMC today is now home to nearly 60 academic, associate and support staff.

Our programmes are undertaken by part-time students who are working in health and social care, and by full-time students who are often from overseas.

Most modules are delivered in a pattern of a three day block of study and a two day block of study a month or so afterwards. Health Service Management is usually the first module undertaken and is delivered in a five day block.

At the beginning of the programme there is a four day induction programme which includes an introduction to study skills.

Assessments are mainly by 3,000 word individual assignments, with an additional ‘in module’ assignment of around 1,000 words connected to activities in the module days. Most assessments have a work-based option available for part-time students so that there is an opportunity to apply learning to the workplace.

Park House has its own library with a unique collection which is largely focused on health management, commissioning, leadership, social care and health policy related topics, and provides additional services including, lending, reference & enquiry, article supply service, literature searching, current awareness and user education.

We also have our own dining room, and resource room with 15 computer places.

Park House is an active scholarly community of staff, students, and visitors.
MSc/PG Diploma/PG Certificate in Health Care Policy and Management

MSc/PG Diploma/PG Certificate in Health Care Policy and Management (with specialisms)

Health systems are complex in nature. Governments and health care organisations have to manage need and demand with finite resources and increasing public expectations. Within the UK, the NHS is expected to deliver on national targets, improve organisational performance, and respond to local needs and demands, and internationally most countries face similar challenges. To manage this complexity successfully, health care managers and clinicians need the knowledge, skills and resources to bring about sustainable change. This MSc provides a theoretical framework and practical tools that can be applied to health systems in the UK and overseas.

The programme is designed for managers, clinicians and policy makers working in or with health care organisations, or with an interest in developing their careers in this direction.

The MSc programmes are available as a full-time (12 months) or part-time (28 months) option.

The PG Diploma programmes are available as a full-time (12 months) or part-time (24 months) option.

The PG Certificate programmes are available part-time (12 months).
MSc/PG Diploma/PG Certificate in Leadership for Health Service Improvement

Effective leadership is viewed by the government as a key ingredient in reforming and improving today's health service, because it creates a culture that values and promotes safer and better patient care and works to improve organisational performance overall.

Leading improvements and change in health care is about bringing the collective talents of health care workers together – clinicians, managers and support staff – to meet the needs of patients. This requires health care leaders to successfully navigate through a complex, ambiguous and political context involving multiple constituencies and simultaneous demands. In this context, an approach that emphasises the relational, distributed, emotional and moral dimensions of leading is the greatest challenge.

This programme responds to the contemporary health care political agenda, by combining relevant knowledge, theory, concepts, skills and personal development relating to leadership within the context of improving health services. It explores the theory, principles and practice of leadership and service improvement organisational development in health related organisations with exploration of key issues relating to clinical quality and performance, service improvement, patient user choice and involvement, and clinical and managerial interdependence. It includes a focus on personal development and action learning.

The MSc programme is only available for part-time study (28 months).

The PG Diploma programme is only available for part-time study (24 months).

The PG Certificate programme is available part-time (12 months).
MSc/PG Diploma/PG Certificate in Health Care Commissioning

Following the passage of the Health and Social Care Act, this programme is designed for clinical commissioners, all those involved in new CCGs and emerging commissioning support organisations.

Although fully tailored to the current policy context, these programmes build on previous successful programmes such as the MSc in Health Care Commissioning delivered for NHS London and NHS West Midlands, the UK’s first MSc in Public Service Commissioning and a series of local and regional commissioning development programmes delivered throughout the country. Aimed at both clinicians and managers, these previous programmes have been consistently positively evaluated, and feedback suggests they help those in commissioning roles to understand what commissioning is, where it has come from, where it might be taking us and how to do it differently and better.

There is an urgent need for training and development for clinical commissioners and those who support them. Although policy emphasises the importance of ‘commissioning’, it has not always enjoyed the infrastructure necessary to equip health care commissioners with the right skills and knowledge – and formal, well established development opportunities can be rare. In accessing such support, clinical commissioners will need to balance existing workloads and commitments with the training they need to adapt to new roles – and our PG Certificate offers scope to get the best of both worlds (sufficiently in-depth whilst also not taking the time of a full MSc).

The MSc programme is available as a full-time (12 months) or part-time (28 months) option.

The PG Diploma programme is available as a full-time (12 months) or part-time (24 months) option.

The PG Certificate programme is available part-time (12 months).
Entry requirements

For entry to the Masters programme you should normally have an undergraduate degree of at least an upper second standard or an equivalent professional qualification. However, if you do not have a degree or professional qualification then previous research or career experience may also be taken into account. In addition to the above, applicants to the LHSI programme must be in employment in a healthcare-related organisation at the time of programme commencement in order to optimise the application of theory and the action learning elements of the programme.

Enquiries

If your require further information, please contact Iain Snelling, HSMC Director of Learning and Teaching on 0121 414 3212 i.n.snelling@bham.ac.uk or the Postgraduate Office, Jose Adkins on 0121 414 2280 j.e.adkins@bham.ac.uk ; Susan Newbury on 0121 414 3177 s.i.newbury@bham.ac.uk

The University of Birmingham

The University of Birmingham was founded in 1900 and is a member of the Russell Group of leading UK universities. It is currently ranked among the top five research institutions in the UK, and its teaching quality ratings average 22 on a 24 point scale.

The University of Birmingham was awarded University of the Year for 2013-2014 by The Times/The Sunday Times.