

**LTC13D090 Appendix v**

**Title:** Proposed Collaboration between UEA and the BMJ Group (British Medical Journal)  
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**Issue**

Proposed approval process for collaboration between UEA and BMJ Group.

**Recommendation**

LTC is asked to:

- a) approve the approval process detailed below, and
- b) agree to, on receipt of a new course proposal, taking Chair's Action for Approval in Principle to proceed to a combined Institutional Approval and Course Validation event.

**Resource Implications**

Cost and time involved in supporting approval process.

**Risk Implications**

Please refer to Partnerships Office checklist – document available on the website.

**Equality and Diversity**

There are no equality and diversity implications.

**Timing of decisions**

Request Chairs action on Approval in Principle so that process can continue before next meeting of LTC.

**Further Information**

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## Discussion

BMJ Group are a wholly owned subsidiary of the British Medical Association and currently deliver online CPD courses to medical practitioners. The proposed collaboration is explained more fully in the accompanying paper from Professor Jim Gazzard.

As a proposed new academic partner, BMJ are subject to UEA Institutional Approval by Senate, following which any new course requires a validation event, the Panel for which has delegated authority by LTC to approve new courses. All new courses must first receive Approval in Principle from LTC to proceed to a validation event.

To reflect the small nature of the provision (one online PGDip course initially) it is proposed that a combined Institutional Approval and Course Validation Event is held. To enable work to proceed in a timely fashion before LTC in October 2014, it is requested that Chair's Action is taken on Approval in Principle.

The proposed approval process is as follows (see attached Gantt chart for process timeline):

1. Outline rationale paper (from FMH) and details of approval process (from Partnerships Office) to LTC 25 June 2014.
2. BMJ complete programme specification and this is submitted to UEA for Chair's Action on Approval in Principle to proceed to validation.
3. BMJ submit all required documentation to Partnerships Office in advance of the combined Institutional Approval and Course Validation Event (date TBA).
4. The combined event Panel makes two decisions:
  - a) whether to recommend to Senate that BMJ Group should receive Institutional Approval as a partner of UEA, and
  - b) whether to validate the proposed course, subject to Senate giving Institutional Approval.
5. The Chair of the combined event Panel submits a recommendation to LTC (and thence Senate) in October or December 2014.
6. If successful, BMJ begin delivery of the new online course in late 2014/early 2015.
7. Partnerships Office work with FMH to manage the relationship and monitor academic standards and quality assurance using the standard model applied to existing partners.

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Paper – FOR INFORMATION

## **Potential Validation of a Postgraduate Diploma in the Care of the Frail Elderly, in Partnership with BMJ Online**

### Context

The Faculty of Medicine and Health Sciences is seeking to refresh and renew the way it delivers post-registration professional education so that it reflects:

1. The needs of contemporary healthcare professionals including engaging with accessible, high quality and affordable professional education that underpins patient safety and career progression, whilst being sympathetic to work-life balance issues;
2. The needs of policy makers, major commissioners and professional / regulatory bodies so that, similarly, professional education is effective in driving evidence-based changes to practice, stimulates engagement with lifelong learning and is much 'closer to the bedside' (as opposed to campus based);
3. The needs of healthcare providers (i.e. employers of medical and healthcare professionals) across the globe in terms of maximising their return on investment from workforce development, minimising the time away from the workplace of their employees and securing competitive advantage through retaining and developing the very best talent pool of healthcare professionals;
4. Most significantly, the needs of patients, service users and their carers / relatives in terms of being reassured that the healthcare professionals who deliver their care are working to continually develop and renew their knowledge, skills and behaviours.

Central to FMH's strategy are a number of pillars. The post-registration education we develop must be contemporary, research-led, accessible (including e- and m-learning and advanced simulation), affordable and profitable.

We must diversify our income streams away from Norfolk to the global population of medical and healthcare professionals seeking lifelong education from a trusted provider such as UEA.

We must work extensively with partner organisations to grow our reputation (as we are a relatively young faculty of health compared, for example, to some of the London schools or those based in Cambridge, Edinburgh, etc.)

We must find a market niche against the backdrop of commercial agile, risk averse and low cost post-92 HEIs and the established brands (e.g. Barts, Trinity, Johns Hopkins, Cleveland Clinic, etc.) However, we know that the ‘middle market’ is a difficult place to be (e.g. Tesco being squeezed by Aldi and Lidl at the lower end and Waitrose and M&S at the top end). So we need to be smart, agile and take mitigated risks to carve out a sustainable and meaningful market position.

To this end FMH is pushing hard before the market becomes saturated to find new approaches through, for example, its emerging Health Online project, the award winning Masters of Surgery programmes etc.

The proposal set out below matches our strategy in terms of being commercially aggressive, global in nature, scalable and potentially profitable. Moreover it presents a partnership with a global brand in publishing, medical education and research with an established reputation for providing exception training and support for medical and healthcare professionals across the world.

An alternative option would be to launch a new frail elderly programme ourselves. Whilst we certainly have the academic expertise to do, the resources required to launch a 120 credit fully online postgraduate diploma programme would be considerable, both in terms of monetary cost (estimated to be approx. £240,000 if you anticipate a cost of £20,000 per 20 credit online component) and time. Furthermore the marketing and networks required to launch a fully global programme is something UEA still needs to build capacity around. Consequently building selected partnerships with high quality partners willing to take on the investment risk and that already have extended global marketing capacity is likely to be one of a range of workable approaches to support FMH’s approach to become a global provider of professional education.

### BMJ Online Learning

BMJ is a global publishing powerhouse, supporting a stable of high impact journals and a broad portfolio of CPD for doctors and increasingly nurses and allied healthcare professionals.

BMJ has an existing successful partnership with the Open University delivering a fully online postgraduate diploma in clinical leadership. Furthermore it has a partnership with the University of Leicester around an online postgraduate diploma in diabetes.

Both programmes typically recruit a global cohort of more than 100 students, twice a year, each paying around £5,000 for an online postgraduate diploma.

The cohorts are multi-professional and drawn from both developed and developing nations. Students are either self-paying, employer paid or Ministry of Health paid.

The business model with Leicester is particularly interesting. BMJ have recruited a global adjunct faculty (employed by BMJ rather than Leicester) and have developed a programme around diabetes care. Leicester provide validation and ‘professorial figurehead’ support. Approximately a year ago BMJ approached FMH about developing a relationship with them in a new clinical area. After considered discussion and BMJ-led market research we agreed that care of the frail elderly was an area ripe for a potential partnership.

The area of frail elderly care, complex multi-morbidities, etc. is a significant growth sector given a rapidly aging global population, older people living with more complex conditions and the demand from developing nations for healthcare across all demographics of their community. In developed nations such as the UK, the Winterbourne View and Mid-Staffordshire scandals have exposed the demands placed on healthcare professionals caring in particular for older, more complex patients.

#### The Proposal

BMJ online learning will develop a frail elderly postgraduate diploma curriculum for a global marketplace. They will utilise their extensive global network of clinician-academics to develop the structure and content.

The programme will be fully online (i.e. not a blended offer)

UEA will act as the validating partner.

The primary endpoint will be a postgraduate diploma awarded by UEA. There will be a postgraduate certificate exit point. Those students seeking a Master’s degree would register with UEA having identified a project and supervisor.

UEA would receive 20% of gross revenue for their validation of the programme.