Module Title:	Transforming Health Service Delivery Through Effective Leadership	Level:	7	Credit Value:	20

Module code:	NHS754/ NHS754D* *please see derogations section	Is this a new module?	No	Code of module being replaced:	

Cost Centre:	GANG	JACS3 code:	B700	

Trimester(s) in which to be offered:	2	With effect from:	September 16

School:	Social & Life Sciences	Module Leader:	Tracy Ross

Scheduled learning and teaching hours	66 hrs
Guided independent study	134 hrs
Placement	0 hrs
Module duration (total hours)	200 hrs

Programme(s) in which to be offered	Core	Option
MSc Advanced Clinical Practice (Therapies)	☐	✓
MSc Advanced Clinical Practice	☐	✓
MSc Health Sciences	☐	✓
MSc Health Sciences (Healthcare Leadership)	☐	✓
MSc Health Sciences (Palliative Care)	☐	✓
MSc Health Sciences (Allied Health)	☐	✓

Pre-requisites

Module Aims

This module aims to enhance the students' knowledge and problem-solving skills in the management of the service improvement at the delivery point of healthcare. The main focus of the module is care standards and quality assurance and improvement process and strategies.

Intended Learning Outcomes

Key skills for employability

KS1	Written, oral and media communication skills
KS2	Leadership, team working and networking skills
KS3	Opportunity, creativity and problem solving skills
KS4	Information technology skills and digital literacy
KS5	Information management skills
KS6	Research skills
KS7	Intercultural and sustainability skills
KS8	Career management skills
KS9	Learning to learn (managing personal and professional development, self-management)
KS10	Numeracy

	At the end of this module, students will be able to	Key Skills	
1	Critically review the care standards applicable to their area of management, the origins of these standards and their use;	KS1	KS2
		KS3	KS4
		KS5	KS6
2	Evaluate a range of quality monitoring processes and tools;	KS1	KS2
		KS3	KS4
		KS5	KS6
3	Using an appropriate model, discuss the process of change in order to transform care in clinical practice.	KS1	KS2
		KS3	KS4
		KS5	KS6
4	Demonstrate problem solving skills through the application of a quality improvement tool to a practice situation	KS1	KS2
		KS3	KS4
		KS5	KS6
5	Draw upon current policy, literature and research to rationalise the need for change in clinical practice.	KS1	KS2
		KS3	KS4
		KS5	KS6

Transferable/key skills and other attributes

- Demonstrate highly developed professional written and verbal communication skills;
- Exercise initiative
- Demonstrate the ability to make decisions in complex situations
- Demonstrate the ability to manage risk
- Demonstrate independent learning ability
- Demonstrate competency in word processing and the presentation of data
- Demonstrate competency in the use of libraries, databases and the internet as sources of information

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Derogations

Students on MSc Advanced Clinical Practice and MSc Advanced Clinical Practice (Therapies) will be registered on NHS754D and the following derogations will apply:

Any work submitted which indicates unsafe practice by the student, or which breaches anonymity and/or confidentiality, will result in overall refer/defer of the module.

There will be no condonement allowed for any assessment, thus all elements of a module must be passed.

Assessment:

This module is assessed through an essay and a presentation. The essay critically examines the context of current standards and quality initiatives within Healthcare and demonstrates how a quality improvement tool may be used to enhance service delivery. The student would be expected to critically examine the nature and origins of the quality movement in healthcare and with reference current standard(s) demonstrate how a quality improvement tool may be used to problem solve in a practice context. The presentation draws upon current policy, literature and strategies to highlight an innovation in practice that the student has identified.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration (if exam)	Word count (or equivalent if appropriate)
1	1,2,3,4	Essay	80%		3,000
2	1,2,3,4,5	Presentation	20%		20 minutes

Learning and Teaching Strategies:

The teaching and learning strategies employed would involve a series of lead lectures with student presentations, small group tutorials, problem/case- based learning, role play supported by online materials using Moodle. Where possible two days would be spent shadowing relevant people in strategic management positions relevant to the student's learning needs and role. The Module Leader will ensure that international students have an assignment brief that recognises the context of their healthcare system.

Syllabus outline:

Standards: their origins and use, Fundamentals of Care, clinical indicators, healthcare standards, local and national priorities;
Quality: Defining quality, QA systems and processes, research, audit;

Quality improvement tools: PROFIT, PDSA cycle, Fishbone diagrams, Lean Leadership Techniques; Patient experience: customer care, complaints, patient and public involvement; Nursing Metrics; Transforming Care. Models of change.
Bibliography:
Essential reading
Cole, G. A. and Kelly, P. (2015) *Management theory and practice.* 8th Edition. London: Cengage Learning.   Mullins, L.J. Christy, G. (2010) *Management and organizational behaviour*. London: Prentice Hall.   Jasper, M. and Juma .M. (2016) *Effective health care leadership.* Oxford: Blackwell Science.   Parkin, P. (2009) *Managing change in healthcare using action research*. London. Sage Publications.   Nolan A (Ed) (2007) Productive Ward. *Health Services Journal Annual Supplement* 19 April 2007.   Welsh Assembly Government (2009) *Free to Lead, Free to Care: Empowering ward sisters/charge nurses Ministerial Task and Finish Group*. Cardiff: WAG.
Other indicative reading
Gantz, N. (2010) *101 Global leadership lessons for nurses. Shared legacies from leaders and their mentors*. Sigma Theta Tau International. Indianapolis.   Mullins, L J. (2008) *Essentials of organizational behaviour*. 2nd Edition. Harlow. Pearson Education.   http://www.nelctp.nhs.uk/transformingcare/   http://www.qaproject.org/methods/resqa.html   http://www.improvementfoundation.org/   Relevant government policy documents and guidelines