

Module Title:	Clinical Leadership	Level:	7	Credit Value:	40
---------------	---------------------	--------	---	---------------	----

Module code:	NHS786	New Existing X	Code of module being replaced:	NA
--------------	--------	-------------------	--------------------------------	----

Cost Centre:	GANG	JACS3 code:	B700
--------------	------	-------------	------

Trimester(s) in which to be offered:	1&2	With effect from:	September 18
--------------------------------------	-----	-------------------	--------------

School:	Social and Life Sciences	Module Leader:	Tracy Ross
---------	--------------------------	----------------	------------

Scheduled learning and teaching hours	42 hrs
Guided independent study	158 hrs
Practice-based learning & development	200 hrs
Module duration (total hours)	400 hrs

Programme(s) in which to be offered	Core	Option
MSc Health Sciences	<input type="checkbox"/>	<input checked="" type="checkbox"/>
MSc Health Sciences (Healthcare Leadership)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
MSc Health Sciences (Therapies)	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Pre-requisites
NA

Office use only

Initial approval August 16

APSC approval of modification Enter date of approval

Have any derogations received SQC approval?

Version 2

Yes No

Module Aims

As well as enhancing the students' knowledge of leadership and management theory, the module requires them to demonstrate that they can apply the principles learned appropriately in a practice situation and critically reflect of their effectiveness. Content and outcomes are linked to Free to Lead, Free to Care (WAG 2009), National Occupational Standards (NOS) for management and leadership and the NHS Knowledge and Skills Framework.

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	Synthesise and analyse the principles of leadership and management in the practice context (linked to NOS);	KS1	KS2
		KS4	KS6
2	Critically reflect upon theories and principles of, and influences on, risk management and demonstrate appropriate application in practice (linked to NOS)	KS1	KS2
		KS7	KS9
		KS10	
3	Critically evaluate complex theories and principles of empowerment and apply these to the ward/team context (KSF Dimensions C1, C2, C4, C5, C6, G6)	KS2	KS3
		KS7	KS9
4	Critically assess their skills in the management of people and resources and identify evidence based strategies to enhance their performance (KSF Dimensions C1, C2, C3, C5, C6, G4, G6)	KS1	KS2
		KS7	KS9
5	Critique inter-professional practice and team working in contemporary healthcare.	KS2	KS6
		KS7	KS8
		KS9	
6	Critically apply a range of leadership and management strategies for managing conflict in healthcare practice.	KS6	KS7
		KS9	KS10

Transferable/key skills and other attributes

Exercise initiative and personal responsibility in a management setting;
 Make decisions in complex management situations;
 Communicate information to specialist and non-specialist audiences
 Demonstrate competency in word processing and the presentation of data;
 Demonstrate competence in the use of libraries, databases and the internet to identify and subsequently use scholarly reviews and primary sources such as refereed research and original material relevant to the subject being studied; Manage their own learning.

Derogations

The following derogation will apply for students undertaking the MSc Health Sciences (all routes): 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..

Assessment

This module is assessed by a portfolio and a presentation. The portfolio (6000 words equivalent) will contain evidence that students have met specified leadership and management NOS and will comprise a written reflective learning log, patient stories observations of management practice, extended reflections, testimonies, observations of management practice. Students will also include a 360° (or similar) peer review of their performance and their Personal Development Plan (PDP) in the portfolio. Student's personal reflections contained in the report. The presentation will be a reflection of the students' leadership journey and will include some discussion of the skills that they have developed and the theories that have been used to guide them in their journey. The presentation may be videoed via Panopto.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration (if exam)	Word count (or equivalent if appropriate)
1	1-4	Portfolio	80%		6000
2	5-6	Presentation	20%		30 mins

Learning and Teaching Strategies:

Learning strategies being used are a combination of directed and self-directed reading, case discussions, action learning sets, observations and work-based learning, lectures and group and individual tutorials and discussions. Taught material is supported by open learning materials and online resources through the University's VLE.

Syllabus outline:

Leadership in practice;
 Reflection: reflection and the reflective process, models of reflection.
 Empowerment: empowerment theory, understanding self and role, decision-making, problem solving, influencing, negotiating, political awareness, responsibility and accountability, networks, clinical supervision and safe learning environment;
 Power – using, enabling, in teams, shifting power bases, motivational theories and resilience;
 Resource Management: influence and conflict, financial management, business planning, business cases, professional issues, HR policy, and safe staffing.
 Risk Management: principles and theories, history of risk management, the risk management process, risk management tools, influences on risk management; service Improvement; understanding data triangulation in line with local quality improvement strategy
 Achieving dignity and respect in service delivery.

Bibliography:

Essential reading

Jones, L. and Bennett, C. L. (2012) *Leadership in health and social care*. Banbury: Lantern Publishing

Marquis, B.L. and Huston, C.J. (2015) *Leadership roles and management functions in nursing: theory and application*. 5th edition. Philadelphia: Lippincott, Williams and Wilkins

Other indicative reading

Hayes, J. (2014) *The theory and practice of change management*. Houndsmill. 4th ed. Palgrave Macmillan

Mullins L J (2016) *Management & Organisational Behaviour*. 11th ed. Prentice Hall London

Welsh Assembly Government (2009) *Free to Lead, Free to Care: Empowering ward sisters/charge nurses Ministerial Task and Finish Group*. Cardiff: WAG

Journals
 Health Service Journal
 Journal of Nursing Management
 Nursing Management