MODULE SPECIFICATION PROFORMA

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

Module code:	NHS786	Is this a new module?	Yes	Code of module being replaced:	

Cost Centre:	GANG	JACS3 code:	B700

Trimester(s) in which to be offered:	1 & 2	With effect from:	September 16

School:	Social & Life Sciences	Module Leader:	Tracy Ross

Scheduled learning and teaching hours	40 hrs
Guided independent study	120 hrs
Directed study	40 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 (generic and healthcare leadership routes)	☐	✓

Pre-requisites
None

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	KS6
		KS2	KS4
2	Critically reflect upon theories and principles of, and influences on, risk management and demonstrate appropriate application in practice (linked to NOS)	KS1	KS9
		KS2	KS10
		KS7	
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	KS9
		KS3	KS7
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	KS9
		KS2	KS7
5	Critique inter-professional practice and team working in contemporary healthcare.	KS2	KS8
		KS6	KS9
		KS7	
6	Critically apply a range of leadership and management strategies for managing conflict in healthcare practice.	KS6	KS10
		KS7	KS9

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
None

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 360º (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 panapto.

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 Minutes

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; power – using, enabling, in teams, shifting power bases, motivational theories; Resource Management: influence and conflict, financial management, business planning, business cases, professional issues, HR policy. Risk Management: principles and theories, history of risk management, the risk management process, risk management tools, influences on risk management; Service Improvement; Achieving dignity and respect in service delivery

Bibliography:
Essential reading
Lecturers will provide additional reading list, including current journal articles, policy documents and other literature specific to each session. 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 Royal College of Nursing (2009) *Clinical Leadership Programme* Pack (revised). London: RCN 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
Hayes, J. (2011) *The theory and practice of change management.* Houndsmill. 2nd edition. Palgrave Macmillan Mullins L J (2015) *Management & Organisational Behaviour.* 8th edition Prentice Hall London Journals Health Service Journal Journal of Nursing Management Nursing Management