

Module code: MOD004054	Version: 2 Date Amended: 14/Oct/2014
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1. Module Title
Healthcare Environment

2a. Module Leader	2b. Department	2c. Faculty
Null	Department of Leadership and Management	Lord Ashcroft International Business School

3a. Level	3b. Module Type
4	Standard (fine graded)

4a. Credits	4b. Study Hours
30	300

5. Restrictions			
Type	Module Code	Module Name	Condition
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Pre-requisites:	None		
Co-requisites:	None		
Exclusions:	None		
Courses to which this module is restricted:			

LEARNING, TEACHING AND ASSESSMENT INFORMATION

6a. Module Description
<p>One important theme in this module is the management of change. Change is a constant in modern health care settings both in clinical developments and Government initiatives. Understanding how health organisations work effectively and the behaviour of people in care organisations are essential tools for the successful manager. This module gives an insight into key aspects of how health organisations function in terms of their structure, culture and the dynamics of change management, along with identifying how these areas impact on the behaviour of care organisation's staff and stakeholders. Another theme addressed is that of organisational culture: one of the less tangible but strongest influences on individual and collective behaviour. All of this is discussed alongside the importance of understanding one's job in the context of both internal and external environments and links this analysis to the effectiveness of managers in managing these issues and the development of managerial competence. The final area addressed is to recognise and evaluate the local situation, impact of poverty, deprivation etc., levels of responsibility and accountability of managers and others in and outside of your organisation and understand the social, economic and political factors from within and outside of your organisation. This enables understanding of national and local approaches in, and explanations of, health, wellbeing and social care problems and initiatives, in addition to developing personal transferable skills in team working, problem solving and communication. In completing this module you will have acquired a range of knowledge, understanding and transferable skills that will enable you to take advantage of the employment opportunities in the health and care sector. This module will be assessed by a midterm written assignment and a final project. There will be formative assessments throughout including feedback from peers and case study driven tasks. Aims To integrate the four key management roles into an understanding of the complexity of organisational culture and how this affects the delivery of health care services. To understand how your health care organisation is affected by its social, economic and political environment so that you are able to provide high quality care services, which ensure empowerment and equality for your customers. To understand how and why organisational change takes place and to be able to influence the management of change and be able to analyse the consequences.</p>

6b. Outline Content
<p>- Managing change in response to environmental and Government pressures. Identifying current national & local initiatives, issues and problems; service users' requirements; ensuring service user participation; working across boundaries and agencies. - The significance of Organisational Culture in the care sector and the impact on the planning of change. Consideration of culture and change theories, e.g. Handy, Wilson, Blanchard, Kolb, Lewin, Johnson & Scholes (1999), Kotter & Schlesinger. - The significance of environmental analysis in health care settings. Analysis and discussion of the various environments in which care is delivered by using a range of analysis techniques e.g. force field analysis, SWOT, PEST, PESTLE analyses, change equation. Sources of information for the environmental analysis of health care settings. - The context of the healthcare industry including organisation types and governance structures, levels of competition and regulation, and key challenges. - Managing Service Improvements: managing people and change; planning health and social care services; accountability; assessing and managing risk.</p>

6c. Key Texts/Literature

Audit Commission (2001) Change Here! Managing Change to Improve Local Services Mannion R, Davies HTO, Marshall MN (2004) Cultures for Performance in Health Care OU Press Martin V & Henderson E (2001) Managing in Health & Social Care, Routledge. Moullin, M (2002) Delivering Excellence in Health & Social Care, OU Press

Last Updated:

6d. Specialist Learning Resources

General Government site – links to all government departments and associated organizations – www.open.gov.uk or www.cabinet-office.gov.uk Department of Health and Social Care – www.doh.gov.uk Institute of Health Managers - www.ihm.org.uk Care Quality Commission – www.cqc.org.uk Audit Commission – www.audit-commission.gov.uk NHS Confederation – www.nhsconfed.org Kings Fund - www.kingsfund.org.uk NHS Managers network – www.nhsmanagers.net Joseph Rowntree Foundation - www.jrf.org.uk Local Government Association - www.lga.gov.uk Community Care (Journal) – www.communitycare.co.uk Health Service Journal – www.hsj.co.uk Care and Health Magazine – www.careandhealth.com The Guardian - www.guardian.co.uk Observer – www.observer.guardian.co.uk

7. Learning Outcomes (threshold standards)

No.	Type	On successful completion of this module the student will be expected to be able to:
1	Knowledge and Understanding	Explain the complexity of ideas, values and beliefs that make up the culture of healthcare organisations and understand how to use management influence to ensure the provision of high quality services and equality for your customers
2	Knowledge and Understanding	Understand the levels of responsibility and accountability of managers and others in healthcare organisations and understand the social, economic and political factors from within and outwith healthcare organisations
3	Intellectual, practical, affective and transferrable skills	Explain how to manage a healthcare enterprise and how the key management roles combine to help form or change the culture or structure of your organisation
4	Intellectual, practical, affective and transferrable skills	Explain the complex stakeholders in healthcare organisations and the complex influences which impact the management of healthcare

8a. Module Occurrence to which this MDF Refers

Year	Occurrence	Period	Location	Mode of Delivery
2016/7	ZZF	Template For Face To Face Learning Delivery		Face to Face

8b. Learning Activities for the above Module Occurrence

Learning Activities	Hours	Learning Outcomes	Details of Duration, frequency and other comments
Lectures	24	1-4	12 sessions of 1 hour per week, or 3 block teaching sessions (8 hours in total each, including lectures and tutorials).
Other teacher managed learning	48	1-4	12 sessions of 1 hour per week, or 3 block teaching sessions (8 hours in total each, including lectures and tutorials).
Student managed learning	228	1-4	Reading, session preparation, assessment preparation, research, writing.
TOTAL:	300		

9. Assessment for the above Module Occurrence

Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
010	Coursework	1-4	40 (%)	Fine Grade	30 (%)
Details: ASSIGNMENT 3000 WORDS					
Assignment 3000 words					
011	Coursework	1-4	60 (%)	Fine Grade	30 (%)
Details: FINAL PROJECT 3000 WORDS					
Final project 3000 words					

In order to pass this module, students are required to achieve an overall mark of 40%.

In addition, students are required to:

(a) achieve the qualifying mark for each element of fine graded assessment of as specified above

(b) pass any pass/fail elements