Management in Healthcare 6KNIN342

Level: 6
Credits: 15

Module leader Julia Mingay
Tel: 020 7848 3546
Email: Julia.Mingay@kcl.ac.uk

Module deputy: Shelley Peacock
Tel: 020 7848 3603
Email: shelley.peacock@kcl.ac.uk

This handbook must be read in conjunction with module information provided on KEATS, the King’s E-Learning And Teaching Service. You will be given access to KEATS on enrolment. Important information relating to assessment and related regulations can be found in the Undergraduate Programme Handbook, available on KEATS and via the Student Services Centre.

This handbook can also be provided in alternative formats (such as large print) upon request to asc@kcl.ac.uk.
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Module overview

Recent publications such as Patient centred leadership (Kings Fund 2013), Developing Leadership Quality Framework (DH2006), Putting Quality in the Boardroom (King Fund 2010), A High Performing NHS: A review of progress 1997-2010 (Kings Fund 2010), Inspiring Leaders (DH2009) have highlighted effective clinical leadership as an integral part for patients’ safety.

Therefore, key topics will include:

- Challenges in current healthcare practice
- Management of incidents in the workplace
- Managing people at work
- Coping and managing change
- Inter-professional working and team building
- Coaching and giving/receiving feedback
- Leadership and Management styles

Module aim

The course aims:

- Develop your potential as a manager/leader
- Equip practitioners with knowledge, skills and confidence to manage organizational problems.
- Develop confidence to lead and manage changes in practice positively and creatively.

Learning outcomes

At the end of the course you will be able to:

- Develop a better understanding of your own learning styles and how to influence and motivate others.
- Develop a critical awareness of the skills required to effectively manage a healthcare team, recognizing when and how inter-professional working is successful.
- Develop a greater ability to deal with the uncertainties of continuous change.
- Develop confidence to initiate and implement evidence based changes in practice.
- Develop skills in delegation and decision-making.
- Gain a greater awareness of current challenges and policies in healthcare practice impacting on management.
- Confidently use coaching skills and feedback in staff development
- Promote quality care and patient safety

Teaching arrangements

A participative and student centred teaching strategies will be adopted throughout this course. These include both teacher and student led activities e.g. lectures, group work and discussions. You will be encouraged to share your ideas and clinical examples relating to management and leadership issues in practice with your peers. Group work will provide you with an opportunity to build effective networks and forge partnerships outside your own organisation which can support you during your management and leadership development.
Submitting coursework
For this module you are assessed by an assignment.

Assessment criteria
A critical discussion and analysis of an implementation of a change initiative in clinical practice (3,500 words).

Summative assessment
Assignment Guidelines:
- Identify and discuss a change initiative with which you have been directly or indirectly involved within your clinical practice.
- Discuss how the change process was implemented and managed including factors facilitating or inhibiting the change.
- Discuss any local/national healthcare policies or other current literature that may have triggered this change initiative.
- Discuss the impact of this change on the healthcare team and patient care delivery where relevant.
- Apply and integrate knowledge gained on this course about management and leadership to broaden your discussion e.g. leadership styles, motivation, coaching, inter-professional working quality issues etc.
- Harvard referencing style must be used throughout.
- Confidentiality of trusts, staff and patient must be maintained throughout this assignment.
Coursework submission are provided on the modules KEATS site. It is essential that you use your candidate number on all assignments/examinations. Your candidate number, which will begin with X for the academic year 2016/17, will be available via Student Records on the King’s Intranet approximately one month after you enrol.

If you are unable to submit your work by the deadline please refer to the information in your programme handbook on “mitigating circumstances”. If you require further support in these circumstances you are advised to contact KCLSU.

**Submission date for coursework:  11 April 2017, 11.59am**
**Handback: 16 May 2017**

Late submissions will be accepted for **24 hours** following the submission date. All work submitted late will be marked as normal but will be capped at the pass mark for the module. If your assignment is a hard copy please ensure you date stamp it and submit it to the submission room G15 James Clerk Maxwell Building. If your assignment is submitted electronically through TurnItIn, information about how to submit late will be provided on KEATS module sites under assessment information. Please label the file with your candidate number and double-check you have submitted the correct file.

The external examiner for this module is Paul Turner. **Students are not to make direct contact with external examiners, in particular regarding their individual performance in assessments.**

The College and its Examination Boards in the ten Faculties (Institutes/Schools, King’s Learning Institute and the Association of King’s College (AKC), work with over 500 external examiners to ensure the quality and standard of our taught awards. Find the latest report on the External Examiners Report page, navigate to the Faculty of Nursing and Midwifery section.

**Results and resubmissions for coursework**
Students will receive a provisional (unratified) mark for their coursework **4 weeks following submission.** According to the method of submission as detailed on your KEATS site, if your work was submitted online you will be able to download marked coursework from KEATS; alternatively, if you completed a hard copy submission you can collect your coursework and feedback from the Student Services Centre.

To collect a hard copy assignment, you must provide your candidate number. Alternatively, you may send a stamped addressed envelope to the Student Services Centre ensuring that this is large enough to accommodate your assignments and that you have applied sufficient postage. Hard copy assignments will be retained for four weeks; if you have not collected your assignment by then, it will be destroyed.

Feedback will include the award of a numerical grade which remains provisional until ratified by the examination boards. The dates for the examination boards are available on KEATS. Ratified marks can be viewed via Student Records on the King’s Intranet, the Monday following the relevant examination board.

The marking criteria by which your work is judged are provided in full in your programme handbook. Please also refer to the section in your programme handbook on plagiarism and how to avoid it. If you have a query about how to refer to a specific piece of work please ask your module leader, your group leader or a member of library staff for guidance or please use King’s Libguides site.
The feedback you receive on your assignment will guide you towards how to do better next time or how to maintain your existing high standard!

If you do not understand your mark or the feedback you receive please contact Julia Mingay.

If you are unsuccessful, it is recommended that you contact the module leader before submitting your second attempt. This will enable the module leader to provide you with an appropriate level of support as you prepare to resubmit your work.

**Resubmission date for coursework: 18 July 2017, 11.59am**
Learning outcomes

Session: Introduction and Time Management
By the end of the session students will be able to:
• Discuss personal learning needs with regards to the nature of your role as a manager/leader.
• Discuss strategies for effective time management.

Session: Managing a Team: Motivation and Personal Leadership Profile
By the end of the session students will be able to:
• Gain insight into strategies to motivate, engage and influencing others in your team.
• Explore the importance of some of the theories of motivation.

Indicative reading

Session: Coaching and Feedback
By the end of the session students will be able to:
• Define the following term: Coaching
• Discuss the principles and strategies for implementation of one of the above within the practitioner’s own area of practice.

Session: Making Change Possible
By the end of the session students will be able to discuss:
• Explore the transformational journey of change
• How to deal with criticism and negativity
• How to manage the contradiction between stability and change
• How to recognise the limiting beliefs, patterns and habits that inhibit change

Indicative reading

Session: Current Changes in Healthcare Policy
By the end of the session students will be able to:
• Identify healthcare policy that currently influences healthcare delivery at national/local level.
• Gain an understanding of the principles of commissioning in healthcare.

Indicative reading
Session: Leadership through the Management of Change
By the end of the session students will be able to:
• Differentiate the term leadership/management.
• Gain an understanding of different theories of leadership styles in the management of change.

Indicative reading

Session: Leading Multiagency Working
By the end of the session students will be able to:
Define key concepts related to inter-professional working (IPW):
• Collaboration
• Partnership working
• Service integration
• Inter-agency initiatives within health and social care

Identify the strengths, weaknesses and barriers to this approach relating this to practice experience.

Examine the models of inter-professional working and identify how these relate to the practitioner’s professional practice.

Indicative reading

Session: Managing Patient Safety and Quality issues in Practice. Care Quality Commission
By the end of the session students will be able to:
• Undertake a root cause analysis using the fishbone framework to explore incidents in the work place.
• Discuss strategies that may promote quality care and patient safety.

Indicative reading
Parliamentary and Health Service Ombudsman report (2014): My expectations for raising concerns and complaints. This can be found at www.ombudsman.org.uk
**Overall indicative reading**


Kings Fund Documents for further reading
Timmins F. (2011) Manager's duty to maintain good workplace communication skills Nursing Management 18(3), 30-34.
Module evaluation
At the end of the module you are requested to complete the short online evaluation which will be available on your module KEATS site. Student evaluations are very important to us and are required by Health Education England and the regional London Local Education and Training Boards.
**Timetable**  
Please check the module [KEATS](#) page for the latest information.

<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
<th>Time</th>
<th>Lecturer</th>
<th>Room</th>
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<tbody>
<tr>
<td>20 Jan 2017</td>
<td>Introduction</td>
<td>10.00-11.00</td>
<td>Shelley Peacock</td>
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<td>Time Management/Delegation</td>
<td>11.30-13.30</td>
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<td>Managing a Team: Motivation and Personal</td>
<td>14.30-16.30</td>
<td>Julia Mingay</td>
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<td>Leadership Profile</td>
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<td>3 Feb 2017</td>
<td>Coaching and Feedback</td>
<td>10.00-11.00</td>
<td>Julia Mingay</td>
<td>FWB 1.68</td>
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<td>Making Change Possible</td>
<td>11.30-13.30</td>
<td>Annie Holme</td>
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<td>Current Changes in Healthcare Policy</td>
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<td>17 Feb 2017</td>
<td>Leadership through the Management of Change</td>
<td>10.00-13.00</td>
<td>Kim Goddard</td>
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<td>Leading Multiagency Working</td>
<td>14.00-16.00</td>
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<td>3 March 2017</td>
<td>Managing Patient Safety</td>
<td>10.00-12.00</td>
<td>Annie Holmes</td>
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<td>Quality Issues in Practice. Care Quality Commission</td>
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<td>Module Evaluation/Tutorials</td>
<td>15.00-16.00</td>
<td>Annie Holme/Julia Mingay</td>
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**Location key:**
FWB – Franklin-Wilkins building, Waterloo campus