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| Title | **Leading and Transforming Services** |
| **Code** | **MDM110** |
| **Level** | 7 |
| **Credit rating** | 20 Credits |
| **Pre-requisites** | The module is aimed at service leaders actively involved in, or with an interest in, leading and transforming health and care services; they may be clinicians, public health or commissioning specialists, leaders, managers, or other health or care professionals and practitioner; they may be operating in NHS settings, Local Authorities, or the independent or third sector. |
| **Type of module** | 5 days delivered in two 2-day blocks, and  1day intensive critical evaluation of applied local project |
| **Aims** | This module will enable those interested in leading and transforming services to critically appraise how to work with and challenge reform programmes, examining their impact on: service structures and relationships between: public and private providers; clinical commissioners and clinical providers; local authorities; third sector agencies; local communities; patients and the public  This module aims to provide an overarching understanding of the organisational context for change in health & care service settings, to enable managers, practitioners and professionals to contribute more effectively to leading and improving the design of service models and new organisational bodies, and the delivery, cost effectiveness, and outcomes of services  It combines taught sessions by academic staff and external expert contributors with applied project work, encouraging students to use a blended learning approach which combines teaching and learning sessions with their own work-based projects. |
| **Learning outcomes/objectives** | On successful completion of the module the students will be able to demonstrate:   * A systematic and critical understanding of public service reform theory, policy and current context, * A critical awareness of, and ability to think reflectively about, how to initiate, lead and manage changing and improving services, with an emphasis on using research to inform change goals and drive up outcomes * The ability to critically appraise different service delivery and management models from independent and public sector settings, understanding complexity theory, whole system leadership, and evaluation and selection of different approaches to the change process in health & care settings * A critical awareness of strategic planning, market development and financial management, in order to communicate vision and define key priorities * A deep critical understanding of the theory and practice of leadership. * A critical awareness of and ability to think reflectively on the principles, objectives and effectiveness of governance, and how accountability supports the delivery of quality services * An ability to assimilate, synthesise and critically appraise relevant aspects of leadership for service transformation, and present these both orally and in written form to different audiences |
| **Content** | **Policies and Structures**  Current legislative and policy changes in public services; examination of the changing health and social care system, organisational, social, cultural and political context  **Health & Care Service Strategy and Financial Challenges**  Overview of strategic planning, market development  Review of financial context, and its social and economic impact  **Quality & Care**  Policy and theory for achieving quality  Principles, objectives and effectiveness of effective governance  Safety and safeguarding issues for leaders in health & care settings  **Leadership Theory & its relationship to public services management**  Understanding leadership theories and their evaluation in relation to health and social care services  Leadership, Followership, and Partnership  Leading services in partnership with the public, communities and patients  Decision making and influencing processes  Competences, frameworks, and development models for leaders  **Change Theory**  Changing health systems and services  Organisational development  Organisational design & Organisational behaviour  Whole systems and complexity  Service modernisation processes and tools |
| **Teaching and learning strategies** | The attributes and competences of change leaders will be studied at individual and organisational levels  Project work will supplement educational sessions, with a detailed critical appraisal of the applied project forming 20% of the taught programme, to engender a holistic approach to the educational experience. Active reflection will supplement the theoretical learning.  Students will use independent learning and practice-based experience to contribute to the learning process.  Teaching methods will encompass: lectures, whole group discussion, videos, student debate, small group investigative tasks, and individual tutorials. Staff will provide direction within the lectures and seminars with much learner autonomy evident in the group work and student presentations. Learning will be supported further by the use of prepared notes and all usual visual and IT aids.  Students will be expected to support their learning by the use and critical appraisal of primary sources of information such as refereed research articles, important sources being made available on Student Central. |
| **Learning support** | **Core reading**  Appleby J, Crawford R, Emmerson C. How cold will it be? Prospects for NHS funding: 2011-17 [report online]. London: Kings Fund; 2009 [accessed 30 June 2011]. Available at URL:  <http://www.kingsfund.org.uk/publications/how_cold_will_it_be.html>  Bevan H, Plsek P, Shakespeare R. Commissioning to make a bigger difference: A guide for NHS and social care commissioners on promoting service innovation. Coventry: NHS Institute; 2008  Brereton L, Vasoodaven V. The impact of the NHS Market: an overview of the literature. London: Civitas; 2010  Harrison S, McDonald R. The Politics of Healthcare in Britain. London: Sage; 2008  Imison C, Naylor C. Referral Management. Lessons for success*.* London: The King’s Fund; 2010  Kotter JP. Leading Change.Boston: Harvard Business School Press;1996  Yukl G. Leadership in organizations. 7th ed. Upper Saddle River: Pearson; 2010  **Other recommended reading:**  Appleby J, Crawford R, Emmerson C. How Cold Will It Be? Prospects for NHS Funding 2011-2017.London: The Kings Fund/IFS; 2009  Argyris C. Teaching Smart People How To Learn. Harvard Business Review; May-June 1991  BateP, Mendel P, Robert G. 0rganising for Quality. Abingdon: Radcliffe-Nuffield Trust; 2008  Belbin R.M. Beyond the Team. Oxford: Butterworth Heinemann; 2000  Brereton L, Gubb J. Refusing Treatment: The NHS and Market-based ReformLondon: Civitas; 2010  Burnes B. Managing Change*.* Harlow: Pearson Education; 2004  Burke W. W. Organisation Change: Theory and practice. 2nd ed., USA: California; 2007    Collins J. Good to Great. Why some companies make the leap... and others don’t. London: Random House Business Books; 2001  Ernst & Young LLP. Understanding health care markets: A PCT Guide to market analysis and market management. London: Ernst & Young; 2009  Gaynor M. What do we know about competition and quality in healthcare markets? Cambridge Mass: NBER Working Paper 12301; 2006  Grint K, Holt C. Followership in the NHS: A Report for The King’s Fund Commission on Leadership and Management in the NHS;2011 (online). Available at: [www.kingsfund.org.uk/leadershipcommission](http://www.kingsfund.org.uk/leadershipcommission)  Goffee R. Jones G. Why should anyone be led by you? USA: Harvard Business School Press; 2006  Goodwin N. Leadership in health care: a European perspective. Oxford: Routledge; 2005  Gray A, Harrison, S Editors. Governing Medicine – Theory and Practice. Maidenhead: Open University Press; 2004  Gubb J, Meller-Herbert O. Markets in Health care: the theory behind the policy. London: Civitas; 2009  Ham C. Health policy in Britain 6th ed. London: MacMillan; 2009  Ham C, Dickinson H Engaging Doctors in Leadership: What can we learn from international experience and research evidence?Coventry: NHSI/HSMC; 2008  Hartley J, Bennington J. Recent Trends in Leadership Thinking and Action in the Public and Voluntary Service Sector. A review for the Kings Fund*;* 2011 Available at: [www.kingsfund.org.uk/leadershipcommission](http://www.kingsfund.org.uk/leadershipcommission) ;  Health Select Committee. Commissioning: Further Issues. Fifth Report of session HC); 2011 (2010-11) 25-1 (112)  Healthcare Financial Management Association. Introductory guide to NHS Finance in the UK. 10th ed. Bristol: HFMA; 2011  Howell JP, Costley DL. Understanding behaviours for effective leadership. 2nd ed. Upper Saddle River: Prentice Hall; 2006)  Iles V, Sutherland K. Organisational change. a review for health care managers, professionals and researchers [report online]. London: NCCSDO; 2001 Available at URL: <http://www.sdo.nihr.ac.uk/files/adhoc/change-management-review.pdf>  Kay J. The Truth About Markets. London: Penguin; 2004  The future of leadership and management in the NHS: No More Heroes. Report from the Kings Fund Commission on Leadership and Management in the NHS. The Kings Fund; 2011 (Online): Available at: [www.kingsfund.org.uk/leadershipcommission](http://www.kingsfund.org.uk/leadershipcommission)  Kernick D, ed. Complexity and healthcare organization: a view from the street*.* Oxford: Radcliffe; 2004  Kouzes JM, Posner BZ. The leadership challeng*e*. 4th ed. San Francisco: Jossey-Bass; 2008  Lawson N. Machines, Markets and Morals: The new politics of a democratic NHS. London: Compass; 2008  Northouse P. Leadership:Theory & Practice. London:Sage; 2010  Pollock A. NHS plc: the privatisation of our health care. 2nd ed. London & New York: Verso; 2005  Roebuck C. Developing Effective Leadership in the NHS. A short report for the Kings Fund; 2011 (Online)Available at: [www.kingsfund.org.uk/leadershipcommission](http://www.kingsfund.org.uk/leadershipcommission)  Schein E. Organisational culture and leadership. 4th ed. Jossey Bass: San Francisco; 2010  Turnbull James K Leadership in Context: lessons from new leadership theory and current leadership development practice; 2011 (online): Available at: [www.kingsfund.org.uk/leadershipcommission](http://www.kingsfund.org.uk/leadershipcommission)  Wanless D. Securing our future health: taking a long-term view final report [report online]. HM Treasury; 2002 Available at URL: <http://si.easp.es/derechosciudadania/wp-content/uploads/2009/10/4.Informe-Wanless.pdf>  Walshe K, Smith J. Eds. Healthcare Management*.* Maidenhead: Open University Press*;* 2006  Western S. Leadership: a critical text. Thousand Oaks: Sage; 2008  Wheatley MJ. Leadership and the new science: discovering order in a chaotic world. 3rd ed. San Francisco: Berrett-Koehler; 2006  **Web Sites:**  Students are recommended to study policy and publications produced on the main health & social care websites- Department of Health; Local Government Association and its associated local government websites, |
| **Assessment tasks** | 3 000 word critically reflective assignment on an aspect of Leading and Transforming services. The topic will have relevance to the student’s work setting, and will be agreed with the Module Co-ordinator. |
| **Brief description of module content and/or aims (maximum 80 words)** | This module will enable those interested in leading and transforming services to critically appraise how to work with and challenge reform programmes, examining their impact on: service structures and relationships between: public and private providers; clinical commissioners and clinical providers; local authorities; third sector agencies; local communities; patients and the public  This module aims to provide an overarching understanding of the organisational context for change in health & care service settings, to enable managers, practitioners and professionals to contribute more effectively to leading and improving the design of service models and new organisational bodies, and the delivery, cost effectiveness, and outcomes of services  . |
| **Area examination board to which module relates** | IPGM – Area Examination Board |
| **Module team/authors/coordinator** | Breda Flaherty  Caroline Hopper |
| **Semester offered, where appropriate** |  |
| **Site where delivered** | Falmer |
| **Date of first approval** | N/A |
| **Date of last revision** | N/A |
| **Date of approval of this version** | March 2012 |
| **Version number** | 1 |
| **Replacement for previous module** | This is a new module |
| **Field for which module is acceptable and status in that field** | Leadership, Commissioning, Management, Medicine, Public Health, Health and Social Care, , Nursing, Midwifery, Local Authority, Third Sector, Private sector.  Optional |
| **Course(s) for which module is acceptable and status in that course** | MSc Commissioning and Leadership, MSc Public Health, Graduate Programme in Health and Social Sciences  Optional module |
| **School home** | IPGM |
| **External examiner** | Professor Terry Desombre, Professor of Health Care Management / Head of the Schools of Management and Law,  University of Surrey |