

LEADING AND DEVELOPING OLDER PEOPLE'S SERVICES

Version number: 1
Level: 7
Credit value: 20 Credits (ECTS 10)
Effective from: September 2015

PRE-REQUISITES AND CO-REQUISITES

None

AIMS

The aim of this unit is to enable students to critically analyse the impact of policy drivers on the provision of person-centred models of care for older people. Through critical evaluation of their own organisation, as well as exploration of leadership and change management approaches, students will propose strategies and implementation plans to enable effective partnership working for the delivery of integrated service provision.

INTENDED LEARNING OUTCOMES

Having completed this unit the student is expected to:

- 1 Articulate an in-depth understanding of current health and social care drivers affecting health and social care services for older people.
- 2 Critically analyse an organisation's strategic vision, mission statement, objectives and model of care delivery in the light of policy.
- 3 Critically evaluate facets of organisational culture and the role of leadership in the provision of person-centered, humanised care.
- 4 Using change management theory, propose and justify a detailed plan to enhance the delivery of integrated care.
- 5 Envision and critically analyse practice challenges of partnership and collaborative working which impact on service change or development.

LEARNING AND TEACHING METHODS

A problem-based learning approach will form the basis of the unit, incorporating lectures, seminar work, online learning, and independent reading and study. The unit will conclude with a mini-conference, open to invited guests from students' workplace.

ASSESSMENT

Summative Assessment

ILO 1-3 will be assessed by coursework 1 (50%).
ILO 4 & 5 will be assessed by coursework 2 (50%)

Indicative Assessment Information

Coursework 1: Presentation covering outcomes 1-4 with a reference list (2500 word equivalent)

Coursework 2: Supporting case study critically evaluating service enablers and inhibitors affecting integrated person-centred care provision, together with an action plan and justification to address these (2500 word equivalent).

INDICATIVE CONTENT

- Policy issues in health and social care for older people
- Models of integrated care and partnership working
- Organisational structure
- Leadership for humanising care cultures
- Leadership theories
- Self-awareness in relation to leadership skills
- Care (including personal) commissioning
- Cost benefit and economic evaluation
- Visioning, mission statements and strategic objectives
- Identification and utilisation of analytical tools
- Redesigning services
- Change management theories
- Communication for change, negotiation and facilitation
- Motivating and inspiring staff

INDICATIVE KEY LEARNING RESOURCES

Books

Argyris, C. 2010. *Organizational Traps: Leadership, Culture, Organizational Design*. Oxford: Oxford University Press.

Glasby, J. 2003. *Hospital Discharge: Integrating Health and Social Care*. Abingdon: Radcliffe.

Gray, I. and Field, R. 2010. *Effective Leadership, Management and Supervision in Health and Social Care*. Exeter: Learning Matters.

Halifax, J, 2013. Understanding and cultivating compassion in clinical settings. The A.B.I.D.E. Compassion Model in Singer, T. and Bolz, M. (eds) *Compassion Bridging Practice and Science*. Munich: MaxPlank Society.

Holroyd, J. 2015. *Self-leadership and Personal Resilience in Health and Social Care*. London: Learning Matters.

Martin, V. 2003. *Leading Change in Health and Social Care*. London: Routledge.

Mullins, L. 2013. *Management and Organisational Behaviour*. Harlow: Pearson

Senge, P. 2006. *The Fifth Discipline. The Art and Practice of a Learning Organisation*. London: Random House.

Journals

Health Care Management Review
Health Service Journal

International Journal of Integrated care
Journal of Nursing Management
British Journal of Social Work

Websites

Bevan, H. and Fairman, S., 2014. *The new era of thinking and practice in change and transformation: a call to action for leaders of health and care*. NHS Improving Quality. Available from: <http://www.nhs.uk/resource-search/publications/white-paper.aspx> [Accessed May 2015]

NHS England. 2014. Five Year Forward View. Available at: <http://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf> [Accessed May 2015].