TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

**VICTORIA**
UNIVERSITY OF WELLINGTON

**FACULTY OF HUMANITIES AND SOCIAL SCIENCES**

**GRADUATE SCHOOL OF NURSING, MIDWIFERY & HEALTH**

# HLTH 524: Leadership in Health Care

**30 POINTS**
**TRIMESTER 2 2015**

## Important dates

**Trimester dates:** 13 July to 15 November 2015
**Teaching dates:** 13 July to 16 October 2015
**Mid-trimester break:** 24 August to 6 September 2015

**Last assessment item due:** 16 October 2015

**Withdrawal dates:** Refer to www.victoria.ac.nz/students/study/withdrawals-refunds. If you cannot complete an assignment or sit a test or examination, refer to www.victoria.ac.nz/students/study/exams/aegrotats.

# Contents

# SECTION 1: OPERATIONAL INFORMATION

## Class times and locations

### 1st School
Dates:        Monday 27 – Thursday 30 July 2015
Times:        0900 - 1630 daily
Venue:        CS802, Level 8, Clinical Services Building (CSB), Wellington Regional Hospital, Riddiford St, Newtown, Wellington

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### Important Notice

The Graduate School of Nursing, Midwifery & Health at Victoria University of Wellington, uses all reasonable skill and care in an effort to ensure the information and course content information contained in this outline is accurate at the time of going to print.

Students should be aware, however, that in the event course timetables and venues need to be changed, all attempts will be made to notify the students.

## Names and contact details

### Course Coordinator & Contact Details

Jo Walton
04 463 6135
Jo.Walton@vuw.ac.nz
Office Hours: by appointment

### Administrator

Ph: 04 463 5363
Email: nmh@vuw.ac.nz

### Office Hours

The Graduate School office will be open Monday 5 January 2015 and close on Friday 18 December 2015 from 9.00am – 4.00pm weekdays.

In keeping with the practice of other years, academic staff will not be available on Fridays, except for the times they are involved in Schools. Please contact the course coordinator directly either by telephone or email should you wish to make an appointment or discuss course related issues.

### Postal Address

Graduate School of Nursing, Midwifery & Health
Victoria University of Wellington
P O Box 7625
Newtown
Wellington 6242

### Physical Address

Level 7, Clinical Services Block (CSB)
Wellington Regional Hospital
Riddiford St, Newtown
Wellington 6021

# Communication of additional information

All course information and information on changes that occur during the course will be conveyed to students via Blackboard or student Victoria University of Wellington email.

# SECTION 2: COURSE INFORMATION

## Prescription

This course is based on the premise that all health practitioners should understand leadership, whatever their roles in the organisation. Students examine leadership issues in relation to today's complex and dynamic health care environment. Topical issues in health care are used as cases for analysis and critique. Leadership qualities and effective working relationships in the health care setting are explored.

## Course content

Topics covered will include (but not be limited to)
1. Theories of leadership, management and change in health
2. Leadership styles and attributes of effective leaders
3. Organisational culture
4. Dealing with conflict
5. Managing up
6. Team work and goal setting
7. Resilience

## Course learning objectives (CLOs)

Students who pass this course will be able to:
1. Critique current theories of leadership and management and judge their applicability in the health care environment
2. Critically analyse topical health issues and their implications for leadership in the health care sector
3. Formulate a plan for managing change in a specific healthcare setting
4. Integrate theoretical concepts with self-reflection to develop their own leadership development plan.

## Teaching format

There will be 4 School days held in Wellington which will be delivered in one block in July.  The days will be a mix of lectures, tutorials and small group activities.  A distance component supported by Blackboard forms part of the course and supports the development of the content delivered in the school.

This course is designed to be flexible enough to meet students' own learning needs. Discussion and debate amongst the class members is encouraged as a means of sharing expertise and experience.  Our Blackboard site will be opened at the start of the trimester and all students are requested to log in to meet each other online before the July School in Wellington.

## Mandatory course requirements

To pass this course, students must attend the on-campus School to take part in experiential learning activities and engage in class discussion.

Any student who is concerned that they have been (or might be) unable to meet the MCRs because of exceptional personal circumstances, should contact the course coordinator as soon as possible.

## Workload

As a guide each 30-point course at the Graduate School requires students to allocate approximately 10 hours per point for self-directed study, research, assessments and attendance at Schools.  Consequently 300 hours should be spread evenly over the 12 week trimester, break, study week and exam period.

Each student's negotiated agreement and project objectives will determine how many actual hours is spent on site undertaking the negotiated practice activities. The remainder of the workload will be taken up with attendance at the Schools in Wellington, with reading, reviewing and completing the assessment tasks for the course.

This course comprises approximately 30 hours of course contact time at the on campus course. The amount of time you should notionally assign to the completion for each of the assignments is as follows:
1. Assignment Number One: 30% 81 hours
2. Assignment Number Two: 50% 135 hours
3. Assignment Number Three: 20% 55 hours

# SECTION 3: ASSESSMENT INFORMATION

## Assessment

| | Assessment items and workload per item | % | CLO(s) | Due date |
|---|---|---|---|---|
| 1 | Précis (critical summary): leadership and management theories in health care  (1000-1500 words) | 30% | 1 | 14 August 2015 |
| 2 | Case review and management plan (3000-3500 words) | 50% | 1, 2, 3 | 18 September 2015 |
| 3 | Leadership development plan (1000-1500 words) | 20% | 4 | 16 October 2015 |

Approval is required in writing from the Course Coordinator if you wish to use work you have submitted from a previous course or have written for your organisation.

Marking guidelines for all assessment tasks will be available on Blackboard and discussed at the School days in July.

# Assignment Number One

| | |
|---|---|
| Assignment Name: | **Précis (Critical summary): Leadership and management theories in health care** |
| Due Date: | 14 August 2015 |
| Length: | 1000-1500 words |
| Weighting: | This assignment is worth 30% of your final grade |

You are asked to read broadly about leadership and management theories that relate to the health care context. Critically analyse the main points raised in your reading and summarise the main points in a 1000-1500 word précis.

We will discuss the topic, the kind of theories you might choose to examine, and nature of this summary format in class at the School. My expectation is that your work will include 5 or 6 different theoretical positions. You should describe each very briefly, explain where the ideas originated from (e.g. business, psychology, nursing etc.) and identify the strengths and weaknesses of the theories and their usefulness in health care.

*This assignment addresses course learning objective 1.*

**Please submit this assignment via the Blackboard portal.**

# Assignment Number Two

| | |
|---|---|
| Assignment Name: | **Case review and management plan** |
| Due Date: | 18 September 2015 |
| Length: | 3000-3500 words |
| Weighting: | This assignment is worth 50% of your final grade |

At the on-campus course you will be directed to a topical health-related report. Read the report carefully, analysing it for leadership/management implications.

Your written assignment will include a brief overview of the case, and your analysis of the leadership/management implications of the case. This should include your own conjecture about what could have been done differently, and/or what should now be done in the way of leadership to overcome the deficits you identify. Demonstrate your analytical thinking by using selected literature to provide evidence for your suggested plan.

*This assignment addresses course learning objectives: 1, 2 and 3.*

**Please submit this assignment via the Blackboard portal.**

# Assignment Number Three

Assignment Name:  **Leadership development plan**

Due Date:  16 October 2015

Length:  1000-1500 words

Weighting:  This assignment is worth 20% of your final grade

Reflect on your current work role and leadership style, assessing your own strengths and weaknesses as you see them. Thinking about your future career plans and your current situation, write a plan for your own leadership development, explaining the data you have used in your assessment and the rationale for specific aspects of your plan.

*This assignment addresses course learning objective 4.*

**Please submit this assignment via the Blackboard portal.**

## Submission and return of work

For submission details, please see individual assessment items. Student coursework assignments submitted by the due date will normally be returned with feedback within three weeks of the due date.

## Extensions

An extension to a deadline will only be considered where there are extenuating circumstances. An application for an extension must be made by you in writing/e-mail to the course coordinator at least 24 hours before the due date. When communicating your request you must include the following information:
- name, student number and contact details
- course code
- date of submission and  request date for new submission
- reason for extension request

Upon receipt of your request, course coordinators may grant an extension of up to 2 weeks. Any further request for an extension may require Head of School approval.

## Penalties

Late assignments or assignments with extensions may be subject to delays in marking and may not receive comprehensive feedback.

A penalty will be incurred for late submission of work **where no prior arrangement** has been made as follows:
- Work submitted up to 7 days after the due date without an extension will receive a 2 grade penalty. For example a B+ to a B-.
- Work submitted 8-14 days after the due date without an extension will receive a 4 grade penalty. For example a B+ to a C.
- Work submitted more than 15 days late without an extension will not be marked and will receive an 'E' (fail) grade.

# SECTION 4: ADDITIONAL INFORMATION

## Set texts

There is no set text for this course.

## Recommended reading

There is an expectation that you will browse the library and on-line data bases for inspiring books, journal articles and other resources on vision, innovation, leadership, management, service development and change in health care.  Make use of the Victoria online library facilities to assist you in accessing the necessary and applicable information relevant to this course. These activities are central to the work of the course and you will be expected to contribute to tutorial activities and on-line discussions throughout the course. Don't feel you must limit your reading to material directly relating to the health care environment: look also to other disciplines such as business, psychology and the social sciences for relevant material.

During the course your lecturers, fellow students and guests will recommend reading material and/or other resources. References will be shared on Blackboard over the trimester.

## Student feedback

Feedback from previous students has been very positive. In response to some confusion about the last assignment from students and external moderators the assignment order has been rearranged and the largest assignment designed to be more critical and more focussed.

Enhancements made to this course, based on the feedback of previous students, will be covered during the course.

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php.

## Other important information

The information above is specific to this course. There is other important information that students must familiarise themselves with, including:

- Academic Integrity and Plagiarism: www.victoria.ac.nz/students/study/exams/integrity-plagiarism
- Aegrotats: www.victoria.ac.nz/students/study/exams/aegrotats
- Academic Progress: www.victoria.ac.nz/students/study/progress/academic-progess (including restrictions and non-engagement)
- Dates and deadlines: www.victoria.ac.nz/students/study/dates
- FHSS Student and Academic Services Office: www.victoria.ac.nz/fhss/student-admin
- Grades: www.victoria.ac.nz/students/study/progress/grades
- Resolving academic issues: www.victoria.ac.nz/about/governance/dvc-academic/publications
- Special passes: www.victoria.ac.nz/about/governance/dvc-academic/publications
- Statutes and policies including the Student Conduct Statute: www.victoria.ac.nz/about/governance/strategy
- Student support: www.victoria.ac.nz/students/support
- Students with disabilities: www.victoria.ac.nz/st_services/disability
- Student Charter: www.victoria.ac.nz/learning-teaching/learning-partnerships/student-charter
- Student Contract: www.victoria.ac.nz/study/apply-enrol/terms-conditions/student-contract
- Subject Librarians: http://library.victoria.ac.nz/library-v2/find-your-subject-librarian
- Turnitin: www.cad.vuw.ac.nz/wiki/index.php/Turnitin
- University structure: www.victoria.ac.nz/about/governance/structure

- Victoria graduate profile: www.victoria.ac.nz/learning-teaching/learning-partnerships/graduate-profile
- VUWSA: www.vuwsa.org.nz

# Blackboard Information

Students enrolling for this course will need access to the Victoria flexible learning system (Blackboard) via the Internet.

Blackboard is an online environment that supports teaching and learning at Victoria by making course information, materials and learning activities available online via the internet. Blackboard provides web-based access to course content, assessment, communication and collaboration tools.  Instructions for using this will be provided as part of timetable during the 1st School. Students will need to be able to access the Internet on a regular basis.

The following software, which is necessary for using material on Blackboard, is freely available to download from the internet if you don't already have it:

- Netscape Communicator v 4.78 or higher (v. 7.1 recommended)  OR
- Microsoft Internet Explorer v. 5.2.x  or higher
- MS Windows 2000 or XP/ MacOS 9 or Mac OS X.2 or higher

Other software: Adobe Acrobat Reader - free download from
http://www.adobe.com/products/acrobat/

Students are encouraged to use Endnote to manage the research material they use and cite. Endnote can be obtained at http://library.victoria.ac.nz/library/resources/guides/endnote.html

Microsoft Office or Microsoft Viewers. The viewers can be downloaded free of charge from:
http://www.microsoft .com/office/000/viewers.asp

**Computer skills required:**
- Internet browsing skills
- Basic word processing skills

**How to log onto Blackboard**
- Open a web browser and go to myVictoria.ac.nz
- Enter your account username which you can find in your C*onfirmation of Study* sheet
- It is usually made up of 6 letters of your last name and 4 letters of your first name
- Enter your password. If you have never used Victoria computer facilities you initial password is your student ID number
- Click on the Blackboard icon
- Alternatively, if you want to access Blackboard without going through the myVictoria portal, just log on at http://blackboard.vuw.ac.nz

**Off Campus access**
Blackboard is available from any location where you can access the Internet. This may be your home, work or an Internet café.

**Problems with access?** Contact ITS service desk **04 463 5050**