



FACULTY OF HUMANITIES AND SOCIAL SCIENCES

GRADUATE SCHOOL OF NURSING, MIDWIFERY AND HEALTH

# HLTH 524: Leadership in Health Care

**30 POINTS**  
**TRIMESTER 2 2016**

## **Key dates**

**Trimester dates:** 11 July to 13 November 2016

**Teaching dates:** 11 July to 16 October 2016

**Mid-trimester break:** 22 August to 4 September 2016

**Last assessment item due:** 14 October 2016

**Withdrawal dates:** Refer to [www.victoria.ac.nz/students/study/withdrawals-refunds](http://www.victoria.ac.nz/students/study/withdrawals-refunds).

If you cannot complete an assignment or sit a test in the last three weeks of teaching, or an examination, it may instead be possible to apply for an aegrotat (refer to [www.victoria.ac.nz/students/study/exams/aegrotats](http://www.victoria.ac.nz/students/study/exams/aegrotats)).

## SECTION 1: OPERATIONAL INFORMATION

### Class times and locations

#### Block School

Dates: Wednesday 13 – Friday 15 July 2016

Times: 0900 - 1630 daily

Venue: CS802, Level 8, Clinical Services Building (CSB), Wellington Regional Hospital,  
Riddiford St, Newtown, Wellington

---

#### 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

Jo Walton

04 463 6135

[Jo.Walton@vuw.ac.nz](mailto:Jo.Walton@vuw.ac.nz)

Office Hours: Wednesdays & Thursdays 12-2pm or by appointment

#### Administrator

Ph: 04 463 5363

Email: [nmh@vuw.ac.nz](mailto:nmh@vuw.ac.nz)

Office hours: Monday to Friday 9.00am – 4.00pm

#### Office Hours

The Graduate School office will be open 09.00 – 16.00 weekdays from Tuesday 5 January 2016 and close on Thursday 22 December 2016.

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 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 3 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**

In addition to achieving an overall pass mark of 50%, students must:

- attend the three day on-campus School to take part in experiential learning activities and engage in class discussion. Evidence based learning activities at the School will assist students to reflect on leadership theories. Guest speakers will present a variety of models of leadership, and class discussions will assist students to critique leadership and management theories and reflect on leadership practices in the health care context. Participation in these activities is designed to assist students to understand the course content and meet the course objectives.
- Achieve at least 35% for each assessment in order to demonstrate the achievement of all the CLOs of the course.

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 24 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% 83 hours
2. Assignment Number Two: 50% 138 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	12 August 2016
2 Case review and management plan (3000-3500 words)	50%	1, 2, 3	16 September 2016
3 Leadership development plan (1000-1500 words)	20%	4	14 October 2016

Marking criteria for each assessment will be made available on Blackboard.

### Assignment one

Assignment Name: **Précis (Critical summary): Leadership and management theories in health care**

Due Date: 12 August 2016

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 electronically via the Blackboard portal.**

### Assignment two

Assignment Name: **Case review and management plan**

Due Date: 16 September 2016

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 electronically via the Blackboard portal.**

## Assignment three

Assignment Name: **Leadership development plan**

Due Date: 14 October 2016

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 electronically 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 (via Blackboard) 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.

**Other marking penalties**

Assignments may also be penalised for poor presentation and for exceeding or being below the word limit by 10%.



## **SECTION 4: ADDITIONAL INFORMATION**

### **Set texts**

There is no set text for this course.

### **Recommended reading**

Clegg, S.R, Kornberger, M. and Pitsis, T.S (2016) *Managing & Organizations. An Introduction to Theory and Practice* (4<sup>th</sup> Ed). London: Sage.

This is an excellent resource and reference book for those of you seriously interested in developing your leadership skills. The earlier editions are also very good. Purchase of the book leads you to a range of electronic resources as well. While not essential, some of you may want to access this material. That said, you will certainly be able to complete the course using other resources.

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 in 2014 the assignment order was rearranged and the largest assignment designed to be more critical and more focussed when the course ran last year. Students reported finding the last assignments helpful for their learning.

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php).

### **Ethics conduct**

Students are expected to adhere to ethical principles in all aspects of their coursework. This applies to academic integrity and also to the way information about, or from, individuals in the practice setting is managed. Good ethical practice must be maintained in all learning activities. The Human Ethics Committee at Victoria University of Wellington has granted approval for the incorporation of data or observations from patient/client/individuals into coursework from the Graduate School of Nursing, Midwifery and Health, and expects adherence to the instructions below.

Students are expected to adhere to their professional codes of conduct and standards, relevant legislative frameworks and contractual obligations to any employing organisation at all times. In addition, all students in classes where assignments might include observations, reports, images, photographs or descriptions of individuals (patients or colleagues) with whom they have worked in a clinical or practice setting as part of an assignment, must:

1. Read and sign the "Information for using individual data in an assignment: Student agreement statement"

2. Determine whether verbal or written informed consent is required, according to the guidelines provided in the student agreement statement and in consultation with their course coordinator if they are unsure;
3. Provide the patient/client/individual, or the parent/guardian of the child, whose data they intend to use with full information about how they intend to obtain and use the data;
4. Provide written information and obtain written informed consent if required.

Should students have any concerns about ethical aspects of their course requirements they should discuss them with the course coordinator.

**Your Course Coordinator will discuss the ethical implications and special requirements (if any) for this particular course.**

## 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](http://www.victoria.ac.nz/students/study/exams/integrity-plagiarism)
- Academic Progress: [www.victoria.ac.nz/students/study/progress/academic-progress](http://www.victoria.ac.nz/students/study/progress/academic-progress) (including restrictions and non-engagement)
- Dates and deadlines: [www.victoria.ac.nz/students/study/dates](http://www.victoria.ac.nz/students/study/dates)
- FHSS Student and Academic Services Office: [www.victoria.ac.nz/fhss/student-admin](http://www.victoria.ac.nz/fhss/student-admin)
- Grades: [www.victoria.ac.nz/students/study/progress/grades](http://www.victoria.ac.nz/students/study/progress/grades)
- Special passes: refer to the *Assessment Handbook*, at [www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf](http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf)
- Statutes and policies including the Student Conduct Statute: [www.victoria.ac.nz/about/governance/strategy](http://www.victoria.ac.nz/about/governance/strategy)
- Student support: [www.victoria.ac.nz/students/support](http://www.victoria.ac.nz/students/support)
- Students with disabilities: [www.victoria.ac.nz/st\\_services/disability](http://www.victoria.ac.nz/st_services/disability)
- Student Charter: [www.victoria.ac.nz/learning-teaching/learning-partnerships/student-charter](http://www.victoria.ac.nz/learning-teaching/learning-partnerships/student-charter)
- Subject Librarians: <http://library.victoria.ac.nz/library-v2/find-your-subject-librarian>
- Terms and conditions: [www.victoria.ac.nz/study/apply-enrol/terms-conditions/student-contract](http://www.victoria.ac.nz/study/apply-enrol/terms-conditions/student-contract)
- Turnitin: [www.cad.vuw.ac.nz/wiki/index.php/Turnitin](http://www.cad.vuw.ac.nz/wiki/index.php/Turnitin)
- University structure: [www.victoria.ac.nz/about/governance/structure](http://www.victoria.ac.nz/about/governance/structure)
- Victoria graduate profile: [www.victoria.ac.nz/learning-teaching/learning-partnerships/graduate-profile](http://www.victoria.ac.nz/learning-teaching/learning-partnerships/graduate-profile)
- VUWSA: [www.vuwsa.org.nz](http://www.vuwsa.org.nz)

## Blackboard Information

Students enrolling for this course will need regular internet access to engage with the online Victoria learning platform (Blackboard).

Blackboard is an online environment that supports teaching and learning at Victoria by making course information, materials and learning activities available online. Blackboard provides web-based access to course content, assessment, communication and collaboration tools.

### How to log onto Blackboard

- Open a web browser and go to <https://my.vuw.ac.nz/>
- Enter your student username which you will find in your *Confirmation of Study* sent via email. It is usually made up of 6 letters of your last name and 4 letters of your first name e.g. Bart Simpson's username would be 'simpsobart'

- Enter your password. If you have never logged in before your initial password should be 'Vuw' followed by a hyphen and your student ID number e.g. Vuw-123456789
- 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**