



## **Module Specification**

### Management of Clinical Services

Version: 2023-24, v2.0, 19 Jun 2023

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## Part 1: Information

**Module title:** Management of Clinical Services

**Module code:** USSJQ8-30-M

**Level:** Level 7

**For implementation from:** 2023-24

**UWE credit rating:** 30

**ECTS credit rating:** 15

**Faculty:** Faculty of Health & Applied Sciences

**Department:** HAS Dept of Applied Sciences

**Partner institutions:** NHS Blood and Transplant

**Field:** Applied Sciences

**Module type:** Module

**Pre-requisites:** None

**Excluded combinations:** None

**Co-requisites:** None

**Continuing professional development:** Yes

**Professional, statutory or regulatory body requirements:** None

## Part 2: Description

**Overview:** This module focuses on enhancement and leadership in the management of clinical services to ensure patient safety and quality of care. Drivers and processes for transformation and evidence-based change within the clinical setting is a key thread throughout the module, which covers regulatory frameworks, validation, risk reduction, leadership, management and accreditation.

**Features:** Not applicable

**Educational aims:** This module aims to develop critical evaluation with respect to service provision enhancement through the application of leadership and management theory and understanding of regulation and quality enhancement, with the aim of improving organisational value.

**Outline syllabus:** Indicative syllabus:

Managing and leading people:

Developing effective teams, groups and individuals; diversity and inclusivity  
Purposeful management, leadership, and effective communication; stakeholder management; Transforming Clinical Services through the effective leadership and management of change

Managing Quality:

Licensing, accreditation, and regulation (relevant to transfusion, transplantation and associated research and development);  
Quality risk assessment and risk management  
Quality management systems e.g. change control, incident management (investigation, corrective and preventative action, root cause analysis, look back and recall), asset management, data integrity, facility/premises.  
Training and competency assessment.  
Audit, inspection and assessment.  
Clinical governance, intellectual property (related to clinical service), data protection and confidentiality.

Managing systems and processes:

Procurement, budget management and supplier management  
Information technology - technical options and assessment/validation of hardware and software used in transfusion, transplantation and tissue banking.  
Corporate risk assessment and business continuity  
Capacity planning.  
Continuous improvement and operational efficiency (including benefits and challenges of automation).

Managing a clinical service:

Clinical audit and critical appraisal of current practice.

Keeping the patient at the centre (Duty of Candour, ethics and consent).

Individual and employee professional practice, competence, developing and maintaining knowledge and scope of practice. Developing autonomy and empowerment.

Knowledge management and knowledge transfer.

Evidence based practise and benchmarking.

Working in the NHS, NHS organisational and financial structure.

### **Part 3: Teaching and learning methods**

**Teaching and learning methods:** Fully distance learning with a combination of on-line materials, live webinars and group tutorials.

**Module Learning outcomes:** On successful completion of this module students will achieve the following learning outcomes.

**MO1** Critically evaluate how service provision can be enhanced by the application of leadership and management theory and of recognised leadership models.

**MO2** Critically review the regulations and guidelines that govern clinical service provision.

**MO3** Describe and critically evaluate the methods and tools used in maintaining the resilience of clinical service provision.

**MO4** Critically discuss the process and role of clinical audit, quality systems and evidence-based practise in maintaining and managing a clinical service.

**MO5** Critically examine a change you have experienced, applying recognised tools to effectively evaluate the approach, together with detailing how improvements could be made to enhance the experience for all stakeholders and ensuring patient (or donor) safety was maintained.

**Hours to be allocated:** 300

**Contact hours:**

Independent study/self-guided study = 228 hours

Face-to-face learning = 72 hours

Total = 300

**Reading list:** The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://rl.talis.com/3/uwe/lists/E800E867-67A6-A0F8-F3AB-1571B83A8CBA.html?lang=en-GB&login=1) via the following link <https://rl.talis.com/3/uwe/lists/E800E867-67A6-A0F8-F3AB-1571B83A8CBA.html?lang=en-GB&login=1>

**Part 4: Assessment**

**Assessment strategy:** Students will write an essay (Assessment 1) critically reviewing the leadership and implementation of a change within a clinical service, covering all aspects of the change process, including; evidence and drivers for change such as audit of current service, stakeholder consultation, and risk management. This assessment will develop an understanding of the skills and competencies needed to manage change within a professional clinical setting.

Students will complete a portfolio of work (Assessment 2) including critical reviews of leadership, management and quality within clinical services, and self-reflection.

Students will be supported in these assessments by support tutorials and portfolio progress review sessions throughout the module. Feedback from Assessment 1 will feed forward into Assessment 2.

**Assessment tasks:****Written Assignment (First Sit)**

Description: An essay critically reviewing the leadership and implementation of a change within a clinical service (1500 words)

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO4, MO5

**Portfolio (First Sit)**

Description: Clinical service management portfolio (3000 words)

Weighting: 60 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4

**Written Assignment (Resit)**

Description: An essay critically reviewing the leadership and implementation of a change within a clinical service (1500 words)

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO4, MO5

**Portfolio (Resit)**

Description: Clinical service management portfolio (3000 words)

Weighting: 60 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4

**Part 5: Contributes towards**

This module contributes towards the following programmes of study:

Applied Transfusion and Transplantation Science [Frenchay] MSc 2023-24

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