

PHAR4204: Clinical Leadership in Health Care

Callaghan

Semester 2 - 2023



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

COURSE OUTLINE

OVERVIEW

Course Description

In this advanced course, students will build on the cognitive knowledge and technical skills learnt throughout the program by considering and applying the principles of good business practice and leadership to the delivery of related services across the health sector. The course explores the fundamentals of managing an organisational unit in terms of procurement, human resources and clientele in a business and professional framework.

This course provides an advanced examination of the foundations of management and leadership theory within a clinical / healthcare context. It defines and explores management theory and characteristics and styles of leadership, and introduces individual, group and organisational structures. The role of the clinician/health scientist in health promotion, and in disaster and crisis management within a global context, is also discussed in this clinical leadership course.

Requisites

This course is only available to students enrolled in the Bachelor of Pharmacy (Honours) [12328] or Bachelor of Biomedical Science [40097] programs.

Contact Hours

Callaghan

Lecture

Online - Recorded

2 hour(s) per Week for 8 Weeks

Lectorial

Face to Face On Campus

2 hour(s) per Week for 1 Week

Tutorial *

Face to Face On Campus

2 hour(s) per Week for 8 Weeks

* This contact type has a compulsory requirement.

Unit Weighting Workload

10

Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

CONTACTS

Course Coordinator

Callaghan

Professor Beata Bajorek

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(02) 40550650

Consultation: By email

www.newcastle.edu.au

CRICOS Provider 00109J

Teaching staff *Guest speakers from different health organisations and businesses with expertise in various areas may deliver lectures, lectorials and/or tutorials. Lectures will provide the theoretical foundation for keystone focus areas and are paired with lectorials and tutorials.*

School Office **School of Biomedical Sciences and Pharmacy**
MS607 Medical Sciences Building, Callaghan
Biomedsci-Admin@newcastle.edu.au
02 49218679 or 49212058
8:30am-5pm (Mon-Fri)

SYLLABUS

Course Content 1. The nature and role of the biomedical and pharmaceutical industry within the Australian health system.
2. Fundamentals of marketing.
3. Human resource issues and management of work-related practices.
4. Ethics as they apply to health services and the biomedical and pharmaceutical industry.
5. Defining leadership and management.
6. Effective teamwork and problem solving.

Course Learning Outcomes **On successful completion of this course, students will be able to:**
1. Apply professionalism, including legal, ethical and clinical principles, to leadership roles.

2. Describe the qualities of effective leadership, critically assessing the leader's role in driving quality performance as well as effective, ethical change in organisations.

3. Demonstrate an integrative understanding of the concepts of management within health service delivery and an ability to apply these in an effective, ethical and socially responsible manner.

4. Demonstrate an understanding of health promotion and the clinician/health scientists role within this.

5. Describe the effectiveness of a marketing position, including the design and related ethically and socially responsible strategies, and demonstrate an understanding of the impact of these strategies on an organisation, its customers, the workforce and other stakeholders.

Course Materials Course readings will be communicated via CANVAS.

COMPULSORY REQUIREMENTS

In order to pass this course, each student must complete ALL of the following compulsory requirements:

Attendance Requirement: Compulsory Attendance requirement on Tutorials

Course Assessment Requirements:

- Assessment 1 – Mid-semester Examination: Attempt / Submission Requirement - Students must pass a combination of the mid-semester examination (apportioned) and the formal examination (apportioned) in order to pass the course.
- Assessment 2 – Group Presentation: Attempt / Submission Requirement - Students must attempt/submit this assessment item to pass the course.
- Assessment 3 – Formal Examination: Pass Requirement - Students must pass a combination of the mid-semester examination and the formal examination in order to pass the course.

ASSESSMENTS

This course has 3 assessments. Each assessment is described in more detail in the sections below.

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Mid-semester Examination*	Week 5 Wed 16 th Aug 9am Science Theatre (STHG01)	Individual	30%	1, 2, 3, 4, 5
2	Group Presentation*	Week 8	Group	30%	3,4,5
3	Formal Examination*	During the formal exam period	Individual	40%	1, 2, 3, 4, 5

* This assessment has a compulsory requirement.

Late Submissions

The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. Note: this applies equally to week and weekend days.

Assessment 1 – Mid-semester Examination

Assessment Type	Written Exam
Weighting	30%
Compulsory Requirements	Attempt / Submission Requirement - Students must pass a combination of the mid-semester examination and the formal examination in order to pass the course.
Due Date	Week 5 – Wed 16 th Aug 9am STHG01
Submission Method	In class
Assessment Criteria	Criteria will be available in the Assessment folder on CANVAS.
Return Method	Not returned
Feedback Provided	Feedback via email/CANVAS
Opportunity to Reattempt	No

Assessment 2 - Group presentation

Assessment Type	Presentation
Weighting	30%
Compulsory Requirements	Attempt / Submission Requirement - Students must attempt/complete this assessment item to pass the course.
Due Date	Week 8, during tutorial session
Submission Method	Not submitted
Assessment Criteria	Criteria will be available in the Assessment folder on CANVAS. All students must present in an equitable manner and be prepared to peer assess.

Return Method	Not returned
Feedback Provided	Feedback will be provided in class, or online.
Opportunity to Reattempt	Students WILL NOT be given the opportunity to reattempt this assessment.

Assessment 3 – Formal Examination

Assessment Type	Formal Examination
Weighting	40%
Compulsory Requirements	Pass Requirement - Students must pass this assessment item to pass the course. Students must pass a combination of the mid-semester examination and the formal examination in order to pass the course.
Due Date	In the formal examination period
Submission Method	Invigilated Formal Exam
Assessment Criteria	This is a RESTRICTED OPEN BOOK examination. A memory aid can be brought into the exam, this will be collected by Examinations / does not leave the exam venue. Format: 1 x A4 sheet; both sides; drawings permitted, own work; any size font. This written examination will consist of Multiple Choice and Short Answer Questions.
Return Method	Not returned
Opportunity to Reattempt	Students who do not achieve a combined mark of 50% or more in the combined mid semester and final examination WILL be offered a supplementary assessment. Students who successfully pass this supplementary assessment and complete the course requirements, will receive a maximum mark of 50 for the course. Students who fail to satisfy the compulsory course component will be awarded a CF grade, irrespective of their final numeric mark.

ADDITIONAL INFORMATION

Grading Scheme This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods Communication methods used in this course include:
Face-to-face, CANVAS, Email

Course Evaluation Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.

Oral Interviews As part of the evaluation process of any assessment item in this course an oral examination may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the [Oral Examination Guidelines](#). In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the [Student Conduct Rule](#).

Academic Misconduct All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <https://policies.newcastle.edu.au/document/view-current.php?id=35>.

Adverse Circumstances The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). **Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system for all assessment items.** Before applying you must refer to the Adverse Circumstance Affecting Assessment Items Procedure available at: <https://policies.newcastle.edu.au/document/view-current.php?id=236>

Important Policy Information The 'HELP for Students' tab in UoNline contains important information that all students should be familiar with, including various systems, policies and procedures.

Lecture

Date	Time	Location	Topics	Lecturer
Week 1 17 Jul				
Recorded			Part A <ul style="list-style-type: none"> Introduction to the course Part B <ul style="list-style-type: none"> Analysis of management theory, characteristics and styles of leadership Foundations of management and leadership theory within a clinical context Concepts of management within health services 	Beata Bajorek
Week 2 24 Jul				
Recorded			<ul style="list-style-type: none"> Qualities of effective leadership Critically assessing the leader's role in driving quality performance and effective, ethical change in organisations Teamwork and problem solving for effective leadership 	Beata Bajorek
Week 3 31 Jul				
Recorded			<ul style="list-style-type: none"> Global perspectives on clinical leadership Inclusive leadership Power, policy and politics in health care 	Beata Bajorek
Week 4 7 Aug				
Recorded			<ul style="list-style-type: none"> Role of the clinician in health promotion within a global context Health services co-design, evaluation and implementation Role of the clinician in crisis management 	Beata Bajorek
Week 5 14 Aug				
16 Aug	9-11am	STHG01	Mid-Semester Examination	
Week 6 21 Aug				
Recorded			<ul style="list-style-type: none"> The nature and role of the biomedical and pharmaceutical industry within the Australian health system Ethics as they apply to health services and the biomedical and pharmaceutical industry 	Beata Bajorek
Week 7 28 Aug				
Recorded			<ul style="list-style-type: none"> Change management Human resource issues and management of work-related practices 	Beata Bajorek

Week 8 4 Sep		
Recorded	Part A <ul style="list-style-type: none"> Fundamentals of marketing Effectiveness of a marketing position; including the design, ethically and socially responsible strategies, and the impact of these strategies on an organisation, its customers, the workforce and all other stakeholders Part B Assessment 2 - Group presentation due (during tutorial)	Beata Bajorek
Week 9 11 Sep		
PHARMACY PLACEMENT		
Week 10 18 Sep		
PHARMACY PLACEMENT		
Recess September 25th – October 6th – including PHARMACY PLACEMENT		
Week 11 9 Oct		
Possible PHARMACY PLACEMENT		
Week 12 16 Oct		
Possible PHARMACY PLACEMENT		
Self-directed revision prior to exam 22 October – 29 October		
Examination Period 30 October – 10 November*		
Assessment 3 – Formal Examination (date to be advised)		
Rescheduled Examination Period 11 December – 15 December*		

Please note that all students are expected to be available during BOTH formal and rescheduled exam periods. In the event that you have an approved rescheduled or supplementary formal exam this will be held in the rescheduled exam period. If you have made plans to travel or work during that period, you will not be offered another opportunity to sit the examination.

Tutorial

Tutorial Group 1						
1	21 Jul	Fri	9-11am	V107	Fundamentals of management and leadership	Beata Bajorek
2	28 Jul	Fri	9-11am	V107	Team building and team performance	Beata Bajorek
3	4 Aug	Fri	9-11am	V107	Diversity and inclusive leadership	Beata Bajorek
4	11 Aug	Fri	9-11am	V107	Global leadership	Beata Bajorek
5	18 Aug	Fri	9-11am	V107	Health promotion and service delivery	Beata Bajorek
6	25 Aug	Fri	9-11am	V107	Ethical dilemmas and legal implications	Beata Bajorek
7	1 Sep	Fri	9-11am	V107	Change management	Beata Bajorek
8	8 Sep	Fri	9-11am	V107	Presentations	Beata Bajorek
Tutorial Group 2						
1	21 Jul	Fri	12-2pm	V107	Fundamentals of management and leadership	Beata Bajorek
2	28 Jul	Fri	12-2pm	V107	Team building and team performance	Beata Bajorek
3	4 Aug	Fri	12-2pm	V107	Diversity and inclusive leadership	Beata Bajorek
4	11 Aug	Fri	12-2pm	V107	Global leadership	Beata Bajorek
5	18 Aug	Fri	12-2pm	V107	Health promotion and service delivery	Beata Bajorek
6	25 Aug	Fri	12-2pm	V107	Ethical dilemmas and legal implications	Beata Bajorek
7	1 Sep	Fri	12-2pm	V107	Change management	Beata Bajorek
8	8 Sep	Fri	12-2pm	V107	Presentations	Beata Bajorek

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified, and an amended course outline will be provided in the same manner as the original.

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