Newcastle Business School

GSBS6384: Strategic Health Leadership and Management
2024

MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.

OVERVIEW

Course Description

The healthcare sector is in continuous evolution with complex simultaneous dynamics involving demographic and epidemiologic transitions, health technology and new models of healthcare, changes in healthcare funding algorithms and governance, and consumers and societal expectations about health outcomes and optimal mix of healthcare workforce. Strategic Health Leadership and Management introduces students to leadership and managerial approaches pertaining to health and social care organisations. Participants gain information on the implications of key challenges for strategic health leadership and management, and the skills to effectively anticipate and manage structural changes in health industries locally, nationally and internationally. The course distinguishes between Management, described as the production of acceptable results within known constraints and conditions; and Leadership, described as harnessing individual and organisational capacity, collaboration and character to facilitate strategic and productive changes within health organisations. Through the use of case studies presented by industry leaders and academic staff, theoretical and practical issues in healthcare leadership and management in Australian and global health industries will be discussed.

Sustainable Development Goals

Contact Hours

Workshop:
Face to face on campus for two (2) hours per week for 12 weeks starting week 1.

Self-Directed Learning:
Six (6) hours of online content per term provided for self-directed learning.

Unit Weighting 10 units

Assumed Knowledge No prerequisite for course/ No prior training in economics is required.

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

Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.

Student Consultation A minimum of one (1) hour per week. Please see course CANVAS site for details of time and location.

Course Learning Outcomes

On successful completion of this course, students will be able to:
1. Examine the styles and attributes of current leaders in health and social care;
2. Demonstrate understanding of strategic tactical, operational and contingency planning in health and social care organisations;
3. Explain the fundamental theories and models of health leadership and management;
4. Identify and develop their leadership style, in relation to individual

5.   Apply competencies in communicating health policy development and review; and
6.   Develop adaptable leadership and management skills for the complex and ever-changing healthcare system.

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	Reflective Report	Sunday, Week 4 by 11:59 pm	Individual	20%	1, 2, 4
2	Evaluation Essay	Sunday, Week 8 by 11:59 pm	Individual	30%	2, 3, 4
3	Presentation Research Report	Sunday, Week 12 by 11:59 pm	Individual	20% 30%	1, 2, 3, 5, 6

Please note: students are advised that ALL assessments must be submitted in English. Assessments not submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

Time referenced is time in Newcastle NSW

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 – Reflective Report

Assessment Type	Reflective Report
Purpose	Demonstrate understanding of mindfulness, Transactional Analysis and 'The Five Leadership Practices' (Posner and Kouzes) and apply the theories to personal experience and workplace.
Description	Students prepare a reflective report identifying areas for improvement and focus to demonstrate excellence in leadership. Students are required to complete a personality test to identify gaps in their self-assessment and consider how the test results may be useful to improve their leadership skills and styles.
Weighting	20%
Length	Refer to course CANVAS site
Due Date	Sunday Week 4 by 11:59 pm
Submission Method	Online via course CANVAS site
Assessment Criteria	The problem-based learning assignment will test students' understanding of relevant concepts and their critical thinking
Return Method	Online via CANVAS site
Feedback Provided	Feedback will be made available on Online on the CANVAS site

Assessment 2 – Evaluation Essay

Assessment Type	Individual Article critique
Purpose	This report critique requires the student to demonstrate their knowledge of leadership and management theory applied to health and healthcare. Students will be required to apply critical thinking and to provide reasoned and appropriate responses to the elements proposed
Description	Students will have to prepare a well-researched written critique on a peer-reviewed article proposed by the lecturers.
Weighting	30%
Length	Refer to course CANVAS site

Due Date	Sunday Week 8 by 11:59 pm
Submission Method	Online via course CANVAS site
Assessment Criteria	The report critique will test the understanding of relevant concepts, critical thinking, the accuracy of your answers with supporting workings and the clarity of expression.
Return Method	Online via CANVAS site.
Feedback Provided	Feedback will be made available on Online on the course CANVAS site

Assessment 3 – Presentation & Research Report

Assessment Type	Video presentation & Written Research Report
Purpose	The purpose of this exercise is to assess the approach used by students in integrating health industry leaders' styles and attributes effectively, enhancing individual' skills and in evaluating complex and changing contexts in the health industry.
Description	Students are required to submit a video version of the presentation (e.g. PowerPoint slides, recording) and a research report, indicating their ability to master knowledge on the topics covered in class. Both the oral and written versions are included in the grading.
Weighting	50%
Length	**Report: 2000 words (30%)** **Presentation: 10 – 12 minutes (20%)**
Due Date	Sunday Week 12 by 11:59 pm
Submission Method	Online via course CANVAS site
Assessment Criteria	Accuracy of answers with supporting workings and clarity of expression; ability to integrate the styles and attributes of effective health industry leaders; provide a comprehensive analysis of the problem presented
Return Method	Online via CANVAS site
Feedback Provided	Feedback will be made available on Online on the course CANVAS site

SYLLABUS

Course Content

Topics in the course include but are not limited to the following:
1. Emotional Intelligence
2. Healthcare sector leadership and management
3. Leadership Styles and Identities in Health and Social Care.
4. Individual and Organisational Learning and Motivations
5. Managing people
6. Decision Making in healthcare.
7. Managing and Leading innovation in healthcare
8. Managing employees in the healthcare industry
9. Managing stress and mental health
10. Diversity in healthcare organisations
11. Leadership challenges in healthcare
12. Managing under uncertainty

Course Materials

Required Text:

Walston, S. L., & Johnson, K. L. (2017). *Organizational behavior and theory in healthcare: leadership perspectives and management applications*. Health administration press.

This book is available as an Ebook from the UoN library at the link below:

https://ebookcentral.proquest.com/lib/newcastle/reader.action?docID=5909590

ISBN: 1567938418

Turner, P. (2018). *Leadership in healthcare: delivering organisational transformation and operational excellence*. Springer.

ISBN: 9783030043872

Please refer to the course CANVAS site for details of additional recommended texts.

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Journey Towards Becoming a Mindful Leader: self-awareness.	Refer to course CANVAS site for additional mandatory and suggested readings	Group workshop
2	Mindful Leadership in Healthcare: Self-awareness and self-management.	Refer to course CANVAS site for additional mandatory and suggested readings	Group reflection and discussion
3	Self-awareness, self-management, and leadership	Refer to course CANVAS site for additional mandatory and suggested readings	Case study presentation
4	Leadership Perspectives and Management Applications in Healthcare	Refer to course CANVAS site for additional mandatory and suggested readings	Group activity
5	Meet real world leaders 1: leadership challenges in the Singapore health system	Refer to course CANVAS site for additional mandatory and suggested readings	Guest lecturer - case study presentation
6	Meet real world leaders 2: managing and leading transformations in the Singapore public-private mix	Refer to course CANVAS site for additional mandatory and suggested readings	Guest lecturer - case study presentation
7	Leadership Perspectives and Management Applications: the individual and the group	Refer to course CANVAS site for additional mandatory and suggested readings	Group workshop
8	Meet real world leaders 3: Leadership challengers in Primary, Regional, and Rural health	Refer to course CANVAS site for additional mandatory and suggested readings	Guest lecturer - case study presentation **Assessment 2 due:** Sunday by 11:59 pm
9	Meet real world leaders 4: workforce challenges in healthcare	Refer to course CANVAS site for additional mandatory and suggested readings	Guest lecturer - case study presentation Activity
10	Leadership Perspectives and Management Applications: the organization system	Refer to course CANVAS site for additional mandatory and suggested readings	Group discussion Interactive Activity
11	Meet real world leaders 5: Innovation in healthcare and digital care	Refer to course CANVAS site for additional mandatory and suggested readings	Guest lecturer - case study presentation Activity
12	Meet real world leaders 6: Effective leading through public health	Refer to course CANVAS site for additional mandatory and suggested readings	Guest lecturer - case study presentation **Assessment 3 due:** Sunday by 11:59 pm
If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.			

CONTACTS

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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: - CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site. - Email: Students will receive communications via their student email account. - Face to Face: Communication will be provided via face to face meetings or supervision.
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 (Vivas)	As part of the evaluation process of any assessment item in this course an oral examination (viva) 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 (viva) Procedure. 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 where: 1. the assessment item is a major assessment item; or 2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system; 3. you are requesting a change of placement; or 4. the course has a compulsory attendance requirement. Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: https://policies.newcastle.edu.au/document/view-current.php?id=236
Important Policy Information	The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures that support a safe and respectful environment at the University.

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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