Module Details	
Module Title	Strategic Planning and Quality Improvement
Module Code	PHA7093-C
Academic Year	2024/5
Credits	30
School	School of Pharmacy and Medical Sciences
FHEQ Level	FHEQ Level 7

Contact Hours	
Type	Hours
Directed Study	240
Lectures	10
Practical Classes or Workshops	50

Availability	
Occurrence	Location / Period
BDA	University of Bradford / Semester 2

Module Aims

The aim of this module is to introduce students to key principles of strategic management, and the importance of clinical governance and continuous quality improvement in healthcare. Students will consider the history of the NHS and the reasons that practices have developed over time, for example in response to patient safety issues or workforce challenges. They will also consider how this may have influenced healthcare in different countries. Students will have the opportunity to consider how they would cost, implement and evaluate a change that would be beneficial to their organisation and patients. Students will be encouraged to look internally and externally to the health and social care eco-system in the UK and other countries for examples of good/best practice and solutions to improve services (for example, manufacturing, retail and hospitality sectors).

The module includes an introduction to transformational change, change management, project and financial management and quality improvement tools and techniques. Students will also learn theories and strategies to deliver change and improvement across diverse professional, functional and hierarchical boundaries.

Outline Syllabus

The three units will cover the following topics:

Unit 1 (Strategy, policy and transformational change)
Theories of strategy and policy, and transformational change. Case studies illustrating the implementation of these theories in practice. Working across barriers, organisations and hierarchy.

Unit 2 (Clinical governance and patient safety)
Clinical governance, patient safety incident reporting, near misses, human factors, error reporting systems, data review and monitoring, and root cause analysis.

Unit 3 (Quality and Service improvement (include change, financial and project management))
Theories of change management and project management. Introduction to financial planning and costing. Theories of service improvement and introduction to quality and service improvement methodologies.

Learning Outcomes	
Outcome Number	Description
O1	Demonstrate a critical understanding of strategy and policy within a chosen area of service delivery.
O2	Critically identify areas which require improvement within a service and understand how to design an improvement project.
O3	Demonstrate a critical understanding of theories of change, financial and project management and service improvement to devise and justify an appropriate course of action to implement transformational change.
O4	Employ the principles of clinical governance, risk management and patient safety to recognise good practice, learn from mistakes and improve the quality of services offered to patients.

Learning, Teaching and Assessment Strategy

Learning outcomes 1-4 are developed and achieved through three units that cover the underpinning material and application of key principles. For each unit students will receive pre-work to ensure they understand the underpinning knowledge and theory required. This is supported by contextualising lectures to enable students to understand how the theory relates to practice. Workshops and practical classes will provide students with the opportunity to discuss the theory, along with consideration of effective practical implementation, using their own and other organisations as examples.

Unit 1: Strategy, policy and transformational change
Unit 2: Clinical governance and patient safety
Unit 3: Quality and Service improvement (including change, financial and project management)

To demonstrate learning outcomes 1-3 students will develop and present a detailed plan to implement and evaluate a change within their organisation, including justifying the need for change, managing the change process and the project, predicting associated costs, and evaluating outcomes and cost-effectiveness. Students will have the opportunity to receive formative feedback on a draft presentation.

Learning outcome 4 will be assessed by a piece of written coursework, which will require students to analyse a set of data, identify patient safety/governance issues and design a set of recommendations.

Mode of Assessment			
Type	Method	Description	Weighting
Summative	Presentation	Plan for implementation and evaluation of organisational change (20 mins)	50%
Summative	Coursework - Written	Management of patient safety in context (2000 words)	50%

Reading List
To access the reading list for this module, please visit https://bradford.rl.talis.com/index.html

Please note:
This module descriptor has been published in advance of the academic year to which it applies. Every effort has been made to ensure that the information is accurate at the time of publication, but minor changes may occur given the interval between publishing and commencement of teaching. Upon commencement of the module, students will receive a handbook with further detail about the module and any changes will be discussed and/or communicated at this point.