



BA (Hons) Healthcare Management with Foundation Year Programme Handbook



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V2

Introduction to the Programme

Programme structure

Welcome to the BA (Hons) Healthcare Management with Foundation Year degree programme.

The programme is made up of the core modules listed in the tables below. An outline of the content of each of the modules and the assessment methods used can be found in the Module Detail section on iLearn.

What is CMI?

CMI is The Chartered Management Institute and is an awarding body that delivers qualifications for managers. They are the only chartered professional body dedicated to promoting the highest standards in management and leadership excellence. CMI offers practical, proven solutions for individual managers, employers, and education providers alike. Their mandate is to create better led and managed organisations.

What does the student need to do?

Once the student has enrolled onto level 4 of the BA (Hons) Healthcare Management with Foundation Year programme and completed the induction, Arden University will register their membership with the CMI. This will provide the student with a wide range of resources that may help them during their studies. CMI offers practical help, fast advice, new ways to learn, handy tools and techniques, regular newsletters, access to events, and mentoring services. Once the student has completed the programme they will receive a Diploma at the relevant level, which is a qualification that is valued by employers making them more marketable.



Level 0

Module Code	Module Title	Credits	Module Type (Core/Option)
	Developing Academic Skills	20	C
	Using Numeracy, Data & IT	20	C
	Research Skills and Using Information	20	C
	Values, Ethics & Working Collaboratively	20	C
	Structure of Business	20	C
	Technology in Organisations	20	C

Level 4

Module Code	Module Title	Credits	Module Type (Core/Option)
SKI4001	Skills for Learning in Care	20	C
HCR4001	Social, Political and Environmental Issues in International Healthcare	20	C
HRM4005	Communication and Collaboration in Managing the Professional Environment	20	C
BUS4003	Meeting the Needs of Service Users	20	C
HRM4006	Planning and Managing Resources	20	C
HRM4007	Fostering Dignity & Respect	20	C

Level 5

Module Code	Module Title	Credits	Module Type (Core/Option)
FIN5003	Financial Control and Budgeting	20	C
HRM5002	Performance Improvement and Management in Health & Social Care	20	C
HCR5001	Public Health	20	C
HCR5002	Health Promotion	20	C
HCR5003	Inter-Agency Working	20	C
HCR5004	Leading Teams in Health and Social Care	20	C

Level 6

Module Code	Module Title	Credits	Module Type (Core/Option)
BUS6004	Quality Management in a Care Setting	20	C
BUS6005	Business Analysis and Planning	20	C
HCR6001	Global Health & Sustainability	20	C
PRM6001	Project Management & Risk	20	C
RES6005	Final Project	40	C

Please note that the order in which modules are delivered is subject to change.

BA (Hons) Healthcare Management with Foundation Year

1. Target Award	BA (Hons)
2. Programme Title	BA (Hons) Healthcare Management with Foundation Year
3. Exit Award	Foundation Certificate Certificate of Higher Education in Healthcare Management with Foundation Year Diploma of Higher Education in Healthcare Management with Foundation Year BA in Healthcare Management with Foundation Year
4. Programme Leader(s)	Foundation Year: Towella Ngambi Healthcare Management: Saikou Sanyang
5. Delivery Model	Online Blended Learning
6. Start date	September 2019
7. Programme Accredited by (PSRB or other, if applicable)	N/A
8. UCAS Code (If applicable)	
9. Relevant QAA subject benchmark statement	The programmes do not sit within the frameworks of existing QAA benchmarks however guidance on curriculum and standards has been drawn from facets of the existing benchmarks listed below to inform the curriculum and development of knowledge, intellectual, practical and transferable skills. Social Work 2008 General Business 2007 Health Studies 2008

10. Programme Aims
<p>The BA (Hons) in Healthcare Management with Foundation Year programme aims to produce graduates who can contribute dynamic leadership and management in an international healthcare context.</p> <p>Our confident and creative alumni will lead on the creation of communities of best social care practice by making a contribution to the development of dynamic, research informed, values-based practice.</p> <p>More specifically at Level 3 it will:</p> <ul style="list-style-type: none"> • enable learners to confidently identify and use relevant understanding, methods and skills to complete tasks and address problems. • equip learners with basic numeracy, academic and research skills in preparation for future undergraduate study. • enable learners to take responsibility for initiating and completing tasks and procedures as well as exercising autonomy and judgement within limited parameters. • reflect awareness of different perspectives or approaches when collaborating with others within an area of study or work. • enable learners to develop a basic understanding across a range of management and technology disciplines. <p>At Levels 4-6 it will:</p>

- facilitate the study of international healthcare organisations, their management and the changing and challenging environment in which they operate.
- develop knowledge and understanding of relevant, key areas of management.
- facilitate the application of knowledge and understanding of business and management to complex healthcare issues through critical and analytical approaches to management theory, practice and research.
- enhance the ability to evaluate management techniques, tools and models in a variety of contexts and across the international community with a view to sharing good practice
- develop personal and interpersonal skills relevant to healthcare management and communicate the arising issues in written and oral form.
- equip students with the necessary knowledge and skills to achieve the appropriate level of post graduate award and continue their lifelong learning development
- actively promote the use of research across the international healthcare community to make a contribution to the improvement of public health.
- achieve the learning outcomes contained within the modules of the pathway.

The modules which make up this award are a combination of core management modules delivered within a health and social care context, alongside award specific modules such as Social, Political and Environmental Issues in International Healthcare, Public Health, Health Promotion and Global Health & Sustainability.

The award embeds across each level, three core themes, Professional Environment and Practice, Operations & Quality Management and Leadership & Management within a healthcare context. This gives clear effect to the aims of the award as students will be encouraged to explore their potential future contributions to the international healthcare community as professional practitioner, manager and leader.

11. Intended programme learning outcomes and the means by which they are achieved and demonstrated		
11a. Knowledge and understanding	The means by which these outcomes are achieved	The means by which these outcomes are demonstrated
<p>At Level 3: With due regard to the QAA Recognition Scheme for Access to HE: The Access to Higher Education Diploma specification 2018, the intended programme learning outcomes are for students at Level are to: A1/0 Use factual, procedural and theoretical understanding to complete tasks</p> <p>At Levels 4-6: K1 Within the international context, identify those factors that impact upon the management of healthcare delivery. K2 Explore the nature of human relationships in the workplace and the importance of team working, collaborative practice and effective communication. K3 Recognise the importance of personal and professional development to inform evidence-based practice in the field of healthcare.</p> <p>Level 5 Outcomes: K4 Discuss the multiplicity of factors which inform environment and client assessment, evaluation and the delivery of evidence-based practice in healthcare.</p>	<p>Acquisition of knowledge and understanding (K1 – K10) is facilitated through a combination of lectures, tutorials; group discussions and independent and directed study, supported throughout by comprehensive online teaching materials and broader resources. We achieve this through a pedagogy that includes project work, group forums and project-based activities.</p> <p>Throughout, the learner is encouraged to undertake independent study to both supplement and consolidate what is being learnt and to broaden their individual knowledge and understanding of the subject. Learning is facilitated largely by set tasks with regular tutor support including small group forums. This allows students to not only discuss with staff their own work and progress, but to also see other students' work and to engage in the discussions that relate to the work of their peers.</p> <p>There is a requirement for written work at all levels including reports, essays, practical tasks, and examinations upon all of which detailed feedback is supplied by tutors.</p>	<p>The assessment strategy encourages a variety of assessment methods all explicitly aligned to learning outcomes that focus upon knowledge, understanding and skills. These are contextualised so that the assessment is directly relevant to each subject area and assessment methods include case study analysis, written essay, critical self-reflection, portfolios of evidence, report production, preparation of a subject-specific plan, etc.</p>

<p>K5 Evaluate the impact of leadership and management approaches and the ethical perspectives that influence healthcare.</p> <p>K6 Explore the importance of continuing self-development in healthcare practices and take appropriate action</p> <p>Level 6 Outcomes:</p> <p>K7 Critically analyse the impact of the ever-changing environment of international healthcare at local and national levels and its impact on the need for continuous professional development.</p> <p>K8 Utilise research findings and research methodology to both inform and evaluate healthcare practices</p> <p>K9 Critically analyse multi-professional /multi-agency practice.</p> <p>K10 Critically analyse the impact of professional, legal and ethical frameworks in health and social care.</p>		
<p>11b. Intellectual, Practical & Transferable skills</p>	<p>The means by which these outcomes are achieved</p>	<p>The means by which these outcomes are demonstrated</p>
<p>At Level 3 B1/0 Apply knowledge and understanding to basic, non-complex situations to solve problems.</p> <p>At Levels 4-6: Level 4 Outcomes:</p>	<p>Intellectual skills (IPT1 – IPT8) are developed throughout the programme by the methods and strategies outlined in section A, above. Intellectual development is further encouraged via formative assessment tasks including set briefs, in-module activities, self-initiated briefs, and discussion with tutors and peers (in synchronous and asynchronous online forums/debates).</p>	<p>Our assessment strategy encourages a variety of assessment methods all explicitly aligned to learning outcomes that focus upon the development of sound academic practices and the development of intellectual skills. These are contextualised to health and social care management so that</p>

<p>IPT1 Reflect upon the holistic nature of healthcare management and processes and the broad knowledge and skills required to deliver effective and ethical care.</p> <p>IPT2 Recognise the contribution that all team members make to the delivery of effective care and reflect upon one's own contribution to this process.</p> <p>IPT3 Promote individual rights through non-discriminatory practices in all aspects of healthcare.</p> <p>Level 5 Outcomes:</p> <p>IPT4 Develop the ability to be responsible for one's own CPD, acknowledging the importance of this for effective care delivery and evidence-based practice.</p> <p>IPT5 Reflect upon the legal and ethical parameters of healthcare strategy and interventions and how one is enabled or fettered by policy, management and leadership approaches.</p> <p>IPT6 Examine the nature of communication within the context of various relevant client groups and how one's own approach impacts upon the team dynamics.</p> <p>Level 6 Outcomes:</p>	<p>Specific modules support the development self-reflective skills, and this is the focus of the opening Skills for Learning in Care. In addition, the student's thinking skills will be evident in a summative assessment process which requires and rewards learners for the demonstration of creative thinking and problem solving, analysis, judgement and self-reflection in the development of solutions.</p> <p>Practical and transferable skills are employed in the production of ethical solutions to real life situations developed through set briefs and are a particular focus in Communication and Collaboration in Managing the Professional Environment, Planning & Managing Resources and Inter-Agency Working. The important modern-day skills of engaging in academic debate, working independently and presenting ideas clearly using appropriate terminology pervade all module and forms of assessment on the programme.</p>	<p>the assessment is directly relevant to each subject area and assessment methods include case study analysis, written essay, critical self-reflection, portfolios of evidence, sector report production, preparation of a plan, etc.</p> <p>To support the development of practical skills, students must supply worked materials and evidence in completion of their assignments. Logical reasoning, good presentation and sound evidence trails in all assignments are rewarded. Assessment briefs include a variety of social/healthcare scenarios and geographical contextual setting. Students receive formative feedback on all tasks, activities and assessment which includes practical examples towards improvement.</p> <p>To embed transferable skills all assignments must meet time deadlines and word count guidelines as guided by our policies All assessed work must be submitted independently even where group activity has been an element of the process. Students must take responsibility for their own work. All assignments require students to engage in critical enquiry and self-</p>
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<p>IPT7 Demonstrate critical and insightful problem-solving strategies in the provision of quality in healthcare management in an inter-professional/ multi-agency context.</p> <p>IPT8 Act as a resource for professional development for colleagues/ inter-professional team members sharing knowledge within their field of expertise.</p>		<p>reflection which is rewarded in marking guides. These guides, in line with good practice are available to students and are included with every assignment brief.</p>
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12. Graduate Attributes and the means by which they are achieved and demonstrated

Attributes of the Arden University Graduate

This set of Arden University attributes have been taken across the programme specifications at both undergraduate and postgraduate level along with 'outward facing' sources of information on what employers seek in graduate appointments.

7 Discipline Expertise

Knowledge and understanding of chosen field. Possess a range of skills to operate within this sector, have a keen awareness of current developments in working practice being well positioned to respond to change.

8 Effective Communication

Communicate effectively both, verbally and in writing, using a range of media widely used in relevant professional context. Be IT, digitally and information literate.

9 Responsible Global Citizenship

Understand global issues and their place in a globalised economy, ethical decision-making and accountability. Adopt self-awareness, openness and sensitivity to diversity in culture.

10 Professional Skills

Perform effectively within the professional environment. Work within a team, demonstrating interpersonal skills such as effective listening, negotiating, persuading and presentation. Be flexible and adaptable to changes within the professional environment.

11 Reflective Practitioner

Undertake critical analysis and reach reasoned and evidenced decisions, contribute problem-solving skills to find and innovate in solutions.

12 Lifelong Learning

Manage employability, utilising the skills of personal development and planning in different contexts to contribute to society and the workplace.

The development of these attributes is integrated into all programmes of study curriculum, unit study tasks (individual and group work), formative tasks and through summative assessment tasks.

13. Learning and teaching methods and strategies

Learning and teaching methods and strategies are delivered through a blended and integrated learning and teaching pedagogy that includes both asynchronous and synchronous activity.

For Online Learners:

Asynchronous

- Independent and directed student study, supported throughout by comprehensive online multi-media teaching materials and resources accessed through our Virtual Learning Environment
- Guided group / project-based work
- Research tasks
- Discussion forums where students discuss and critically engage with themes emerging from the online materials they engage with, following the posing of questions or propositions, case studies or similar by either tutor or students themselves.
- Podcasts and narrated PowerPoints

For Blended Learners:

Synchronous

- Face to face activity workshops and seminars where theory and practice are integrated.
- Independent and directed student study, supported throughout by comprehensive teaching materials and resources.
- Guided group / project based work

Based upon the profile of our typical student profile, our strategy enables students to engage with a variety of learning tools that best meet their learning styles, overall objectives and personal circumstances. Developing independent study skills is the cornerstone of the learner experience, supported by peer engagement and engagement with the tutor and academic skills team. There is a requirement for written work at all levels including reports, essays, practical tasks, developed plans, timed examinations, portfolios of work etc., and our assessment policy informs how feedback is supplied by tutors at the formative and summative assessment stage.

14. Assessment methods and strategies

The assessment process involves both formative opportunities for assessment and summative elements and is developmental in nature. It attempts to integrate theory and practice allowing the student to:

- delve deeper into healthcare management practice
- acquire new knowledge and develop new skills
- adapt and apply new skills to new contexts
- develop existing skills and knowledge to a greater depth and breadth
- extend transferable skills

Strategies have been selected to maximise student learning and give opportunities for students to demonstrate the acquisition of specialist knowledge and skills in both the face to face sessions and online discussions.

The assessment designed for each module reflects the intentions of that module and will measure the identified learning outcomes. A variety of assessment strategies will be used to reflect and test the achievement of the learning outcomes. These are detailed within each module. Assessment strategies are seen to be dynamic and are reviewed regularly in order to maintain rigour and reflect changes in professional focus, practice etc.

Environment and profession practice modules are normally assessed through the use of a variety of means including care studies, critical reflection on practice, portfolios, case presentations and the development of individual learning plans with mentors that reflect and expand upon the practice related learning outcomes for each module.

15. Employability

Our approach pays due regard to the UKCES report 'The Employability Challenge' (2009a) definition of employability, 'the skills almost everyone needs to do almost any job. They are the skills that must be present to enable an individual to use the more specific knowledge and technical skills that their particular workplaces will require.' Employability is an important strand integrated into the curriculum, learning tasks and summative assessment.

16. Entry Requirements

- IELTS 6.0 (no less than 5.5 in any element) or equivalent for students whose medium of prior learning was not English.
- Candidates who demonstrate an ability to study the programme as evidenced through previous a personal statement (of between 350-500 words) or interview taking into account:
 - their motivation for undertaking the programme
 - relevant work experience
 - prior qualifications
 - references

17. Programme Structure**Level 3**

Module Code	Module Title	Credits	Module Type (Core/Option)	Assessment Method
	Developing Academic Skills	20	C	Portfolio of tasks
	Using Numeracy, Data & IT	20	C	Portfolio of 2-3 tasks
	Research Skills and Using Information	20	C	Portfolio including PowerPoint slides with speaker notes and a research report
	Values, Ethics & Working Collaboratively	20	C	Portfolio of 3-4 tasks
	Structure of Business	20	C	Portfolio of tasks
	Technology in Organisations	20	C	Portfolio of tasks

Level 4

Module Code	Module Title	Credits	Module Type (Core/Option)	Assessment Method
SKI4001	Skills for Learning in Care	20	C	Portfolio of Tasks
HCR4001	Social, Political and Environmental Issues in International Healthcare	20	C	Essay
HRM4005	Communication and Collaboration in Managing the Professional Environment	20	C	Essay and Critical Reflection
BUS4003	Meeting the Needs of Service Users	20	C	Case Study
HRM4006	Planning and Managing Resources	20	C	Report
HRM4007	Fostering Dignity & Respect	20	C	Case Study and Reflection

Level 5

Module Code	Module Title	Credits	Module Type (Core/Option)	Assessment Method
FIN5003	Financial Control and Budgeting	20	C	Portfolio of Tasks
HRM5002	Performance Improvement and Management in Health & Social Care	20	C	Case Study Assessment
HCR5001	Public Health	20	C	Report
HCR5002	Health Promotion	20	C	Report
HCR5003 (DL) HRM5003 (BL)	Inter-Agency Working	20	C	Case Study Assessment and Reflective Statement
HCR5004 (DL) HRM5004 (BL)	Leading Teams in Health and Social Care	20	C	Case Study Assessment

Level 6

Module Code	Module Title	Credits	Module Type (Core/Option)	Assessment Method
BUS6004	Quality Management in a Care Setting	20	C	Coursework Essay
BUS6005	Business Analysis and Planning	20	C	Portfolio of Tasks
HCR6001	Global Health & Sustainability	20	C	Briefing Paper

PRM6001	Project Management & Risk	20	C	Project Plan/Review Document
RES6005	Research Methods and Final Project	40	C	Project

18. Subject:	Select from: https://www.hesa.ac.uk/component/content/article?id=1787
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Mapping of Programme Learning Outcomes and Modules – Level 3

		Programme Learning Outcomes	Module Type	A1/0	B1/0	C1/0	C2/0	D1/0
Modules								
Level 3	Developing Academic Skills	C	√		√	√	√	√
	Using Numeracy, Data & IT	C			√			
	Values, Ethics & Working Collaboratively	C	√	√				√
	Research Skills and Using Information	C	√		√	√	√	√
	Structure of Business	C	√	√		√	√	√
	Technology in Organisations	C	√	√		√	√	√

Annex – Mapping of Programme Learning Outcomes and Modules

Programme Learning Outcomes		Module Type (Compulsory (C) or Option (O))	K1	K2	K3	K4	K5	K6	K7	K8	K9	K10	IPT 1	IPT 2	IPT 3	IPT 4	IPT 5	IPT 6	IPT 7	IPT 8	
Modules																					
Level 4	Skills for Learning in Care	C		√	√								√			√					
	Social, Political and Environmental Issues in International Healthcare	C	√	√									√		√						
	Communication and Collaboration in Managing the Professional Environment	C	√	√									√	√	√						
	Meeting the Needs of Service Users	C	√	√										√	√						
	Planning and Managing Resources	C	√										√	√							
	Fostering Dignity & Respect	C	√		√											√					
Level 5	Financial Control and Budgeting	C					√							√	√		√				
	Performance Improvement and Management in Health & Social Care	C					√	√		√						√	√	√			
	Public Health	C				√											√				
	Health Promotion	C				√											√	√			
	Inter-Agency Working	C				√					√							√			
	Leading Teams	C					√	√								√		√			
Level 6	Quality Management in a Care Setting	C							√		√									√	
	Business Analysis and Planning	C							√		√										√
	Global Health & Sustainability	C							√	√	√								√	√	
	Project Management & Risk	C								√		√							√		
	Research Methods & Project	C							√	√		√							√	√	