

MODULE SPECIFICATION

Academic Year (student cohort covered by specification)	2022-23
Module Code	PHM210
Module Title	Managing Health Services
Module Organiser(s)	Nicky Macleod
Contact email	<p>The LSHTM distance learning programmes and modules are run in collaboration with the University of London. Enquiries may be made via their Student Advice Centre.</p> <p>(Enquiries from face-to-face i.e. London-based the LSHTM MSc or research students regarding study of DL modules should be emailed to: distance@lshtm.ac.uk).</p>
Faculty	Public Health & Policy: The London School of Hygiene & Tropical Medicine https://www.lshtm.ac.uk/research/faculties/php
FHEQ Level	Level 7
Credit Value	CATS: 15 ECTS: 7.5
HECoS Code	100810 : 100088
Mode of Delivery	Distance Learning
Mode of Study	Directed self-study, through online materials (Virtual Learning Environment)
Language of Study	English
Pre-Requisites	None
Accreditation by Professional Statutory and Regulatory Body	None
Module Cap (Maximum number of students)	None
Target Audience	This module is available to students registered for the DL MSc and PGDip in Public Health. It is recommended for students studying the MSc Public Health: Health Services Management stream. The module is also open to students on the DL PGDip/MSc Clinical Trials and Epidemiology programmes. Alternatively, it can also be taken as an individual module.

Module Description	This module provides insight for management roles and responsibilities together with foundations for managing performance at different levels of an organisation, through exploration for health care finance, human resources management, quality management, management for change and leadership.
Duration	Studies for distance learning modules begin in early October. At this time, module materials will be made available on Moodle, once fees have been paid. Students may start their studies at any time from the beginning of October and work through the material until the start of the June examinations. However, students are encouraged to commence their studies in October and work steadily through the materials over the course of the academic year and must adhere to other assessment submission deadlines.
Last Revised (e.g. year changes approved)	April 2022

Programme(s)	Status
This module is linked to the following programme(s)	
MSc Public Health: Health Services Management (Distance Learning - University of London Worldwide)	Recommended Elective
MSc Public Health (General Stream) (Distance Learning - University of London Worldwide)	Elective
MSc Public Health: Environment and Health (Distance Learning - University of London Worldwide)	Elective
MSc Public Health: Health and Promotion (Distance Learning - University of London Worldwide)	Elective
MSc Public Health: Health Economics (Distance Learning - University of London Worldwide)	Elective
PGDip Public Health (Distance Learning - University of London Worldwide)	Elective
PGDip/MSc Clinical Trials (Distance Learning - University of London Worldwide)	Elective
PGDip/MSc Epidemiology (Distance Learning - University of London Worldwide)	Elective

Module Aim and Intended Learning Outcomes

Overall aim of the module
The overall module aim is to: <ul style="list-style-type: none"> Develop students' ability to apply concepts and approaches of management, managerial leadership and governance within health care systems.

Module Intended Learning Outcomes

Upon successful completion of the module a student will be able to:

1. Analyse the influence of the context of health services and management in health service provision;
2. Define and analyse the key functions involved in funding and purchasing health services;
3. Describe and provide examples of the management and development of people in health services, and human resource management;
4. Apply the principles of performance management and methods for measurement, assessment and improvement of performance and quality; and
5. Critically analyse strategies for managing change in the health context and describe the roles and challenges related to leadership and issues of power and culture.

Indicative Syllabus

Session Content

The module is expected to cover the following topics:

1. The roles and responsibilities for managers in health care, including successful approaches for leadership in health care
2. Health care funding, from a policy and commissioning perspective
3. Human resources management theory and skills
4. Approaches to managing quality and results in health care
5. Techniques for managing change in health care.

Teaching and Learning

Notional Learning Hours

Type of Learning Time	Number of Hours	Expressed as Percentage (%)
Directed self-study	110	73.3
Self-directed learning	0	0
Assessment, review and revision	40	26.7
Total	150	100

Teaching and Learning Strategy

Learning is via directed self-study. A guide to studying the module is provided, together with access to a range of study resources, discussion forums and online webinar discussion sessions. The textbook that supports this module provides a detailed set of learning objectives at the start of each chapter, and also offers focused reading and various learning activities. Students are strongly encouraged to participate in the module-specific discussions and online webinar discussion sessions to obtain tutor support, and to make use of the LSHTM on-line library resources. Written feedback is provided on submitted assignments.

Students are strongly encouraged to participate in the module-specific discussions and real-time tutorials available on Moodle to obtain tutor support, and to make use of LSHTM online library resources.

Assessment

Assessment Strategy

For students registering for the first time in 2022/2023

This module is assessed via a required Assessed Assignment worth 50% of the student's mark. Additionally, the module is assessed by a summative exam of 2 hours and 15 minutes that is worth 50% of the student's mark. For the summative exam, students are advised to spend the first 15 minutes reading the instructions and questions.

For students who first registered for the module prior to 2022/2023

Prior to 2022/23 students were required to complete an assessed assignment (30%) and sit an unseen written examination (70%). If you are a continuing student (i.e. registered for the module for the first time prior to 2022/23) the module will be assessed as follows:

- If you have completed either the assignment or the exam, you will need to complete the remaining element of the summative assessment.
- If you have not completed either the assignment or the exam you may either continue with the assessment strategy in place prior to this academic year (i.e. 30% assignment and 70% exam) **OR** complete the assessment strategy in place for students registering for the first time in 2022/23 i.e. 50% assignment and 50% exam.

For students registered before 2022/23, who are continuing with the assessment strategy in place when they first registered (i.e. a 30% assignment and a 70% exam) the last opportunity to complete either component of the assessment strategy will be the 2023/24 academic year.

Summative assessment. New for 2022/23.

Note: students who first registered for this module prior to 2022/23 may have the option to continue with the format in place when they first registered for the module. Please read preceding section – 'Assessment Strategy'.

Assessment Type	Assessment Length	Weighting (%)	Intended Module Learning Outcomes Tested
Assessed Assignment	Please see the Assignment Instructions for details.	50	All
Exam	2 hours and 15 minutes	50	All

Assignments for this module can be submitted only once annually, no later than 31 March and must be submitted via the online Assignment Management System.

Timed examinations for DL modules are held once a year, in June (including resits). Examinations in 2022/23 will either be taken in a student's country of residence in one of over 650 [examination centres worldwide](#) or will be held online. If the June 2023 module exam is held at a local examination centre, a local fee will be payable direct to the exam centre. This fee will be in addition to the module fee and is set by, and paid directly to, the individual examination centre. The level of local examination centre fees varies across the world and neither the University of London nor the LSHTM have any control over the fee amount. If the June 2023 module exam is held online, no additional exam entry fee will be payable. (Note that for those resitting module assessments, a fee will be payable.)

Resitting assessment

Resits will accord with the LSHTM's [Resits Policy](#).

The Resit assessment will be the same assessment type as the first attempt (see previous table).

Resources

The following materials are provided to students after registration and fee payment for this module in October:

- A brief guide to studying the module;
- The textbook *Managing Health Services* by Nick Goodwin, Reinhold Gruen and Valerie Iles.
- A reading list including details of both required and optional reading and links to selected papers;
- A list of useful websites;
- Access to the LSHTM Virtual Learning Environment (VLE) - Moodle, where students can access a range of materials, including the materials listed above; participate in module-specific discussion forums and online webinar discussion sessions and access the LSHTM online library resources;

All materials are provided in e-format and may be accessed via the LSHTM VLE – Moodle.

Teaching for Disabilities and Learning Differences

The module-specific site on Moodle provides students with access to the majority of the module learning materials, including a study guide and online reading list (detailing both essential and recommended readings), and additional resources including supplementary exercises and optional lecture recordings. In some cases, module materials include a text book that is made available to students in e-format. All materials posted up on Moodle areas, including computer-based sessions, have been made accessible where possible. The LSHTM Moodle has been made accessible to the widest possible audience, using a VLE that allows for up to 300% zoom, permits navigation via keyboard and use of speech recognition software, and that allows listening through a screen reader. All students have access to "[SensusAccess](#)" software which allows conversion of files into alternative formats.

For students with special needs, reasonable adjustments and support can be arranged – details and how to request support can be found on the University of London Worldwide website at <https://london.ac.uk/applications/how-it-works/inclusive-practice-access-arrangements>