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MSC NURSING (ADVANCED LEADERSHIP)

MODULE DESCRIPTOR

RCSI DEVELOPING HEALTHCARE LEADERS WHO MAKE A DIFFERENCE WORLDWIDE

Module Title	Change Management: Theory & Practice
Level of Learning	9 NFQ
Pre-requisite course	Primary degree or equivalent
ECTS Credits	10
Module Coordinator	Dr. Tom O'Connor

Rationale of Module

Nurses and midwives in Ireland are working within a healthcare arena, which is experiencing significant change, increasing complexity of care delivery in both the acute hospital and community setting and health service reform. The Institute of Medicine (2011), in its report *The Future of Nursing: Leading Change, Advancing Health*, proposed that nurses and midwives are ideally positioned to meet the challenges of healthcare reforms and calls for nurses to lead innovative strategies to improve the health care system for all service users. In order to effectively lead and manage change initiatives, nurses and midwives, an advanced understanding of the theory and practice of change management is essential.

Module Aims

This module aims to provide students with a systematic understanding of knowledge on the field of change management, so as to foster a critical awareness of current problems and/or new insights and enable the student to effectively lead, manage, implement and evaluate change initiatives in their practice area.

Learning Outcomes

On successful completion of this module, the student will be able to:

- Critically evaluate the theoretical approaches to change management and organisational behaviour in health care;
- Critically analyse factors the internal & external political, socio-economic and technological drivers of change in healthcare;
- Critically evaluate the role of leadership and managers in the planning and implementation of change;
- Critically explore the relationships between change management and organisational culture in healthcare.



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Indicative Syllabus

- Change management models and theories
- Context and political, socio-economic and technological drivers of change in healthcare
- The role of managers and change agents in the change process
- Leadership skills in change management
- Power, organisational culture and change management
- Politics of change and conflict resolution
- Strategic aspects of organisational change
- The relationship between organisational change and organisational capability
- Resistance in change management
- Emotional management in change processes
- Reflective practice in organisational change

Teaching Learning Activities	Hours
Contact time (face to face, online tuition, discussion forum, group work, PBL)	18
On Line Contact Hours	12
Independent learning time	175
Course work preparation	45
Total	250

Examination/ Assessment Method	Type of Assessment (Continuous/Terminal)	Weighting
Presentation	Terminal	25%
Written Assignment	Terminal	75%

Indicative Reading List

Brady A-M. (Ed) (2010) *Leadership & Management in the Irish Health Service*. Gill & Macmillan, Dublin.

Buchanan D.A. & Badham R.J. (2008) *Power, Politics and Organisational Change: Winning the Turf Game*. 2nd Edn. Sage Publications, London.



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Carney M. (2000) The development of a model to manage change: reflection on a critical incident in a focus group setting. An innovative approach. *Journal of Nursing Management* 8, 265-272.

Fagerstrom L. & Salmela S. (2010) Leading change: a challenge for leaders in Nordic health care. *Journal of Nursing Management* 18(5), 613-617.

Salmela S. & Fagerström L. (2008) When two health care organizations are merged into one – staff attitudes in a change process. *International Journal of Public Administration* 31, 1380–1402.

Hardiman E (2010) Leading Change in the Irish Health Service. In *Leadership & Management in the Irish Health Service*. (Ed Brady, A-M.) Gill & Macmillan, Dublin.

Harvard Business Review (2011) *HBR's 10 Must Reads on Change Management*. Harvard Business Review Press, Boston, MA.

Health Service Executive (2008) *Improving Our Services: A Users' Guide to Managing Change in the Health Service Executive*. Health Service Executive, Dublin.

Health Service Executive: The Change Hub. Available at <https://www.hseland.ie/lcdnn/Welcome/tabid/36/Default.aspx>

Health Service Executive (2010) *Improving Team Working: A Guidance Document*. Health Service Executive, Dublin.

Helms Mills J., Dye K. & Mills A.J. (2009) *Understanding Organizational Change*. Routledge Taylor & Francis Group, London.

Iles V. & Sutherland K. (2001) *Managing Change in the NHS. Organisational Change: A Review for Health Care Managers, Professionals and Researchers*. National Co-ordinating Centre for NHS Service Delivery and Organisation R&D (NCCSDO), London.

Kotter J.P. & Schlesinger L.A. (2008) *Choosing Strategies for Change*. Harvard Business Review July-August, 1 – 13.

Kotter J.P. (2011) *The Heart of Change*. Harvard Business Review Press, Boston, MA.

Kotter J.P. (2012) *Leading Change*. Harvard Business Review Press, Boston, MA.



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Kotter J.P. & Cohen D.S. (2012) *The Heart of Change: Real-Life Stories of How People Change Their Organizations*. Harvard Business Review Press, Boston, MA.

Mc Kee L., West M., Klin R., Grant A., Johnston D., Jones M., Miles C., Charles K., Dawson J., Mc Cann S. & Yule S. (2010) *Understanding the Dynamics of Organisational Culture Change: Creating Safe Places for Patients and Staff: Report for the National Institute for the Health Research Service Delivery and Organisation Programme*. Health Services Research Unit, Aberdeen.

O'Shea J.A., McAuliffe E. & Wyness L.A. (2007). Successful large system change: At what cost? *Journal of Change Management* 7(2), 107-120.

Paton R.A. & McCalman J. (2008) *Change Management: A Guide to Effective Implementation*. 3rd edn. Sage Publications, London.

Price D. (Ed) (2009) *The Principles and Practice of Change*. Palgrave Macmillan/ OU Business School, Basingstoke.

Shanley C. (2007) Management of change for nurses: lessons from the discipline of organizational studies. *Journal of Nursing Management* 15, 538–546

Stonehouse D. (2013) The change agent: the manager's role in change. *British Journal of Healthcare Management* 19(9), 443-445.

Watzlawick P. (1993) *The Language of Change*. W.W. Norton, New York, NY.

Articles from the following Journals

- Harvard Business Review
- Journal of Change Management
- Journal of Organizational Change Management
- Journal of Nursing Management
- Journal of Nursing Administration
- Journal of Advanced Nursing
- Journal of Clinical Nursing
- Nurse Leader



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- Journal of Interprofessional Care
- Strategy and Leadership
- RCSI Library Databases which includes the E-Journal Portal with an A-Z list of online journals

Recommended Web-sites * All checked and active September 2014

- HSELand.ie- <http://www.hseland.ie/tohm/default.asp>
- The Office for Health Management – archive website <http://www.hseland.ie/>
- The Department of Health– <http://health.gov.ie/>
- The Department of Health (UK) – <https://www.gov.uk/government/organisations/department-of-health>
- International Council of Nurses (ICN) Leadership for Change programme <http://leadership.icn.ch/lfc/>
- The King's Fund (UK)- <http://www.kingsfund.org.uk/>

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