

Module Specification

Module Summary Information

1	Module Title	Innovation, creativity and improvement in healthcare (BL)
2	Module Credits	20
3	Module Level	7
4	Module Code	LBR7574
5	Semester Taught	S2

6	Module Overview
<p>This module is part of the MSc Transforming and Leading in Health Care and explores creativity, innovation and service improvement and the application of these areas to the quality and safety of patient care. It will give you the experience of understanding, reviewing and applying theories of innovation, improvement and change into practice. You will critically review theories, roles and responsibilities, and different methods while drawing on key learning from research and literature, whilst considering how these relate and apply to your practice. The aims of this module are to equip you with an in-depth knowledge, understanding and critical awareness when working in a creative and improvement space within the field of healthcare, to stretch your thinking and analysis of practice, contributing towards your personal and professional development and fostering independent study. This will be facilitated by encouraging you to further develop your critical thinking, research skills and written skills, and will conclude with the production of a written assignment. By developing the skills and attribute to be able to identify problems accurately, assess appropriate methods and approaches to planning and implementing real and progressive innovations in your workplace you will enhance your employability.</p> <p>Throughout this module, you will be encouraged to undertake student led activities and independent study with guidance and facilitation from designated academic support. This will include viewing and learning from a range of resources including video and written content. Live synchronous sessions will also be scheduled as necessary. Group work and online/virtual discussions, including sharing experiences are intricate to this module. Group and individual tutorials will be provided to support your development.</p> <p>Your assessment will require you to draw upon your own experiences and applying your learning through this modules to focus on an innovation you would like to introduce in your workplace setting, identifying, planning and explaining how you would evaluate one such innovation.</p>	

7	Indicative Content
<p>Key themes will be addressed:</p> <ul style="list-style-type: none"> • Culture, people and projects: An exploration and critique of the influence of culture at national, organisational and team levels, and the impact this can have on the propensity for embracing change and innovation • Creativity: A review of the creative thinking theories, models and tools available for use. An opportunity to review mental models and how to break out of constrained thinking patterns • Quality improvement: A session to cover practical tools for the analysis of change and innovation, with consideration given to engaging employers and colleagues who may be resistant. The content cover how to present the case for change in an objective and measured way. • Innovation: This content reviews the types of innovation and the barriers to it. It explores the value of Big Data and how to apply theories to influence the thinking of others e.g. evidence bases and metrics • Shaping your assignment: At this point students begin to explore the innovation they would like to bring about in their own organisational setting 	

8	Module Learning Outcomes On successful completion of the module, students will be able to:	
	1	Analyse how creativity and innovation frameworks can be applied to your area of practice.
	2	Critically evaluate the sustainability issues of improvement methodologies in practice.
	3	Critically explore the application of these strategies to your own practice setting.

9	Module Assessment		
Learning Outcome Number <i>(from table 8)</i>	Coursework	Exam	In-Person
1 - 3	Assignment 100%		

10	Breakdown Learning and Teaching Activities		
Learning Activities	Hours	Details of Duration, Frequency and other comments	
Scheduled Learning (SL) includes lectures, practical classes and workshops as specified in timetable	36	5 x 6 hour live remote lectures 3x2 hour group tutorials/ workshops on campus	
Directed Learning (DL) includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	24	Moodle activities, discussion groups, reading, critique of articles	
Private Study (PS) includes preparation for exams	140	Reading, preparation for assessment, project progression activities	
Total Study Hours:	200		

11	Key Texts and Online Learning Resources
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You will be introduced to the Virtual Learning Environment (VLE) and be expected to engage with materials throughout this on line module. The module has a reading list online. This which will be a comprehensive and continually updated resource of a variety of sources of literature and information that will support learning and achievement of learning outcomes. You may also have access to your workplace library and resources.

Below is a sample that will support your learning:

- Amabile, T.M. (1996) *Creativity in context: Update to the social psychology of creativity*. 2nd Edition. Boulder, CO: Westview Press.
- Dawson, P. & Andiopulous, C. (2017) *Managing Change, Creativity and Innovation*. Sage.
- De Bono, E. (1992) *Serious creativity: Using the power of lateral thinking to create new ideas*. New York: HarperCollins.
- Dixon-Woods M, Amalberti, R, Goodman, S, Bergman, B, Glasziou, P. (2010) Problems and promises of innovation: why healthcare needs to rethink its love/hate relationship with the new. *BMJ Qual Saf* 20:47-51. doi:10.1136/bmjqs.2010.046227.
- Ghaferi, A.A, Myers, C.G, Sutcliffe, K.M, Pronovost, P.J. (2016) The next wave of hospital innovation. *Harvard Business Review* <https://christophergmyers.net/publication/2016-ghaferi-hbr/>
- Kaufman, J.C. & Sternberg, R.J. (2006) *The international handbook of creativity*. New York: Cambridge University Press.
- Latta, G.F. (2009) A process model of organizational change in cultural context (OC3 Model) the impact of organizational culture on leading. *Change Journal of Leadership & Organizational Studies* 16(1), 19-37.
- Runco, M.A. (2007) *Creativity, theories and themes: research, development, and practice*. San Diego, CA: Elsevier Academic Press.
- Seelig, T. (2012) In *Genius: A Crash Course on Creativity*. Harper Collins.
- Suárez-Barraza, M.F, Ramis-Pujol, J, Kerbache, L. (2011)
- Thoughts on Kaizen and its evolution [International Journal of Lean Six Sigma](#) p288-308.
- Snowden D (2002) Complex acts of knowing paradox and descriptive self-awareness. *Journal of Knowledge management* volume 6 number 2 pp100-111. DOI 10.1108/13673270210424639. / access via <https://www.emerald.com/insight/content/doi/10.1108/13673270210424639/full/html>