



SEVERN  
BUSINESS  
COLLEGE

**EBMA Level 5 Advanced Diploma in Health  
and Social Care Management**

**Course Handbook**



## Qualification

EBMA Level 5 Advanced Diploma in Health and Social Care Management

## Level

5

## Guided Learning Hours

360

## Total Qualification Time Hours

1200

## Credit Value

120

## Qualification Objective

The EBMA level 5 Advanced Diploma in Health and Social Care Management is designed to equip learners with the underpinning knowledge, understanding and skills for success in employment in the Health and Social Care sector at a management level. EBMA Level 5 Advanced Diploma in Health and Social Care Management allows learners to demonstrate their skills by producing evidence of their work activities, to meet national occupational standards. Learners will acquire care management skills in the Health and Social Care sector.

## Assessment

Assessment is through practical assignments, with no exams - to more accurately reflect the real working environment.

## Unit Structure of the Qualification

Unit number	Units	Unit level	Unit credit
5	Strategic Marketing for Health Care Organisations	5	30
6	Essential of Management in Health Sector	5	30
7	Decision Making in Health Care	5	30
8	Social Work in Mental Care: An Evidence-based Approach	5	30

## Assessment Grades

Marks Ranges %	Marking Criteria
80 -100	<b>Distinction:</b> All learning outcomes are achieved. All assessment criteria are met at a outstanding level.
60-79	<b>Merit:</b> All learning outcomes are achieved. All assessment criteria are met at a good level.
40-59	<b>Pass:</b> All learning outcomes are achieved. All assessment criteria are met at a satisfactory level.
0-39	<b>Fail:</b> All learning outcomes are not achieved. All assessment criteria are not met.
No Marks	Plagiarism

## UNIT SPECIFICATIONS

### Unit Title

Strategic Marketing for Health Care Organisations

### Level

5

### Guided Learning Hours

90

### Learning Time Hours

300

### Credit Value

30

### Aim

This unit aims to develop a strategic marketing focus and link it to the strategy process within in health and social care organisations.

### Learning Outcomes

1. Evaluate health care system trade-offs and the role of marketing in health care organisations.
2. Evaluate marketing environment and determinants of the utilisation of health care service that influence health care industry.
3. Identify the importance of strategy and marketing planning, including segmentation, targeting, positioning and competition in the health care industry.
4. Investigate the process of brand development, designing and managing health care channels and marketing implementation process in health and social care sector.

### Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
<p><b>LO1</b> Be able to evaluate health care system trade-offs and role of marketing in health care organisations.</p>	<p><b>AC 1.1</b> Evaluate the major areas of health care in which marketing is regularly applied and practiced.</p> <p><b>AC 1.2</b> Identify the purpose of marketing thinking and planning in health care organisations.</p> <p><b>AC 1.3</b> Assess how marketing normally organised in health care organisations.</p> <p><b>AC 1.4</b> Analyse main trade-offs between cost, quality, and access of the healthcare organisation facing in allocating their resources.</p>
<p><b>LO2</b> Be able to evaluate marketing environment and determinants of the utilisation of health care service that influence health care industry.</p>	<p><b>AC 2.1</b> Investigate the major characteristics and weaknesses of the U.K Health Care system.</p> <p><b>AC 2.2</b> Identify the characteristics of an ideal health care system.</p> <p><b>AC 2.3</b> Identify the major active participants in health care systems in the United Kingdom.</p> <p><b>AC 2.4</b> Assess how the health care system changing demographically, economically, socially, culturally, technologically, politically and legally.</p> <p><b>AC 2.5</b> Analyse the main factors that tend to increase demand for health care.</p> <p><b>AC 2.6</b> Evaluate main factors and forces that reduce the demand for health care.</p>
<p><b>LO3</b> Be able to identify the importance of strategy and marketing planning, including segmentation, targeting, positioning and competition in the health care industry.</p>	<p><b>AC 3.1</b> Evaluate main steps in building a strategic plan for health care organisations.</p> <p><b>AC 3.2</b> Critically analyses how SWOT analysis and Five Forces Model enrich the strategic planning process.</p> <p><b>AC 3.3</b> Identify the main stages in the consumer buying decision process.</p> <p><b>AC 3.4</b> Evaluate methods that are used to gather and respond to marketing intelligence on opportunity and threads in health care organisations.</p> <p><b>AC 3.5</b> Analyse how a health care organisation divides a market into segments.</p> <p><b>AC 3.6</b> Identify how an organisation, analyse the competitor's strategies, objectives, strengths and weaknesses.</p>
<p><b>LO4</b> Be able to investigate processes of brand development, designing and managing health care channels and marketing implementation process in health and social care organisation.</p>	<p><b>AC 4.1</b> Identify how health care organisations differentiates and market its services.</p> <p><b>AC 4.2</b> Evaluate the nine steps in effectively developing and launching a new product</p> <p><b>AC 4.3</b> Analyse the main stages of product life cycle and how do they help management to understand the behaviour of health care products and service over time.</p> <p><b>AC 4.4</b> Identify steps for setting an initial price for a product or service.</p> <p><b>AC 4.5</b> Identify major elements of the marketing communication process in health and social care organisation.</p> <p><b>AC 4.6</b> Analyse the main steps involved in effective personal selling.</p> <p><b>AC 4.7</b> Assess main steps to ensure a successful implementation of the marketing plans and campaigns.</p>

### Reference texts and readings:

- Marketing for Healthcare Organizations: An Introduction to Network Management Lucie C.M. Boonekamp, (Department of Health Policy and Management, Erasmus University of Rotterdam, The Netherlands) MCB UP Ltd
- Strategic Marketing for Health Care Organisations Building a Customer Driven Health System John Wiley & Sons, Inc, 2008
- Supply chain management in health services: an overview Type: Research paper Author(s): Jan de Vries, Robbert Huijsman
- Enhancing the Cultural Competency of Health-Care Organizations Author(s): Robert Weech-Maldonado, Mona Al-Amin, Robyn Y. Nishimi, Fatema Salam Book: Advances in Health Care Management, Volume: 10, 2011
- Philip Kotler's Contributions to Marketing Theory and Practice Type: Chapter Item Author(s): Philip Kotler Source: Review of Marketing Research, Volume: 8, 2011
- The need for a social marketing perspective of consumer-driven health care Author(s): Kimball P. Marshall, Michaeline Skiba, David P. Paul, III Source: International Journal of Pharmaceutical and Healthcare Marketing Volume: 3 issue: 3 2009
- An integrative model for social marketing Author(s): R. Craig Lefebvre Source: Journal of Social Marketing Volume: 1 Issue: 1 2011

### Articles/Journals Databases:

- ASSIA: Applied Social Sciences Index & Abstracts
- British Library
- British Nursing Index
- Cabell's Directory of Publishing Opportunities
- CINAHL Information System
- Emerald Management Review
- Health Service Abstracts
- Hospital and Health Administration Index
- MEDLINE
- Mosby Index
- Mosby Nursing Consult
- PNA Research
- SCOPUS

## UNIT SPECIFICATIONS

### Unit Title

Essential of Management in Health Sector

### Level

5

### Guided Learning Hours

90

### Learning Time Hours

300

### Credit Value

30

### Aim

The unit aim is to develop effective managers in health and social care sector: learners will be able to engage with policy, clarify strategic goals, implement, manage and monitor good practice, and manage themselves and others in the pursuit of excellence in a multi-disciplinary context.

### Learning Outcomes

1. Develop, maintain and evaluate systems and structures to promote the rights, responsibilities and diversity of people.
2. Manage a service which achieves the best possible outcomes for the individuals in the health care sector.
3. Understand the management of financial resources, controlling expenditures against budgets in the health care sector.
4. Monitor and evaluate process of the work undertaken by the team, including feedback in the health care sector.

## Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
<b>LO1</b> Be able to develop, maintain and evaluate systems and structures to promote the rights, responsibilities and diversity of people.	<p><b>AC 1.1</b> Identify legislation and policies relating to the promotion of rights and responsibilities in health care organisations.</p> <p><b>AC 1.2</b> Identify how to develop and maintain systems and structures to promote the care value.</p> <p><b>AC 1.3</b> Evaluate the importance of change in the workplace and suggest ways to handle change.</p> <p><b>AC 1.4</b> Evaluate how to strike a balance between support and clear management.</p> <p><b>AC 1.5</b> Suggest ways to improve leadership skills in health care organisation.</p>
<b>LO2</b> Be able to manage a service which achieves the best possible outcomes for the individuals in the health care sector.	<p><b>AC 2.1</b> Identify how services are designed to promote the best possible outcome for residents.</p> <p><b>AC 2.2</b> Evaluate the legislation and policies that inform and guide care staff of the best possible outcome for residents.</p> <p><b>AC 2.3</b> Analyse organisational factors relating the achievement of the best possible outcomes for residents.</p> <p><b>AC 2.4</b> Identify how to manage and monitor systems for the assessment of risk.</p> <p><b>AC 2.5</b> Analyse how to manage and monitor systems for administering medication in health care organisation.</p>
<b>LO3</b> Be able to understand the management of financial resources, controlling expenditures against budgets in the health care sector.	<p><b>AC 3.1</b> Identify how to communicate with relevant people in order to allow them to be involved in the business of planning the budget priorities.</p> <p><b>AC 3.2</b> Analyse expenditures in the past and use the results to place recommendations for the effective use of financial resources in futures.</p> <p><b>AC 3.3</b> Identify the difference between income statement, balance sheet and cash flow statement.</p> <p><b>AC 3.4</b> Assess the main stages of strategic path for financial planning and development.</p> <p><b>AC 3.5</b> Critically evaluate the monitoring system of expenditure that complies with health care organisational requirements.</p>
<b>LO4</b> Be able to monitor and evaluate the process of the work undertaken by the team, including feedback in the health care sector	<p><b>AC 4.1</b> Identify how to make recommendations regarding the allocation of work in health care organisation.</p> <p><b>AC 4.2</b> Evaluate the importance of training and Continuing Professional Development (CPD) in the health care sector.</p> <p><b>AC 4.3</b> Develop a training process, including new paradigm for each member of staff and discuss the key areas that require consideration before training begins.</p> <p><b>AC 4.4</b> Evaluate how to conduct the assessment of the performance of teams and individuals.</p> <p><b>AC 4.5</b> Assess five stage model of appraisal.</p> <p><b>AC 4.6</b> Identify the selection of human resource in health care sector, design induction program and find potential problems with induction.</p>

### Reference texts and readings:

- Essentials of management and leadership in public health Robert E. Burke, Leonard H. Friedman Jones & Bartlett Learning, 2010
- Care Management in Practice, 2003 Dr Andrew Thomas, Lynda Manson and Sharon Ford Heinemann
- Essential Nursery Management: A Practitioner's Guide Volume 5 of The Nursery World/Routledge Essential Guides for Early Years Practitioners Series Susan Hay Routledge, 2007
- Knowledge Management and Staff Expertise in Health and Social Care Author(s): Mark Watson Source: Journal of Integrated Care Volume: 15 Issue: 5 2007
- Resource Management in Health and Social Care Source: International Journal of Health Care Quality Assurance, Volume: 18 Issue: 3 2005

- Knowledge Management in Health and Social Care Author(s): Mark Watson Source: Journal of Integrated Care Volume: 15 Issue: 1 2007
- Case Management for Long-Term Conditions: The Role of Networks in Health and Social Care Services Author(s): Jessica Abell, Jane Hughes, Siobhan Reilly, Kathryn Berzins, David Challis Source: Journal of Integrated Care Volume: 18 Issue: 1 2010
- Personnel management in Finnish social and health care Type: Research paper Author(s): Lauri Kokkinen, Anne Konu, Elina Viitanen Source: Leadership in Health Services Volume: 20 Issue: 3 2007
- The Impact of Supervisor–Subordinate Relationships on Nurses' Ability to Solve Workplace Problems: Implications for their Commitment to the Organization Author (s): Yvonne Brunetto, Rodney Farr-Wharton, Kate Shacklock Source: Advances in Health Care Management, Volume: 10, 2011
- The Role of Mission, Organizational Culture, and Cultural Competency in Furthering the Development of Health-Care Organizations: A Commentary Author(s): Margarete Arndt, Barbara Bigelow Source: Advances in Health Care Management, Volume: 10, 2011
- Enhancing the Cultural Competency of Health-Care Organizations Author(s): Robert Weech-Maldonado, Mona Al-Amin, Robyn Y. Nishimi, Fatema Salam Source: Advances in Health Care Management, Volume: 10, 2011
- Building Brazilian citizenship in the context of poverty, waste, drugs and violence: The social entrepreneurship project of Marli Medeiros Author(s): Luciano Barin Cruz, Luis Felipe Nascimento, Matias Poli Sperb Source: Emerging Markets Case Studies Collection

#### Articles/Journals Databases:

- ASSIA: Applied Social Sciences Index & Abstracts
- British Library
- British Nursing Index
- Cabell's Directory of Publishing Opportunities
- CINAHL Information System
- Emerald Management Review
- Health Service Abstracts
- Hospital and Health Administration Index
- MEDLINE
- Mosby Index
- Mosby Nursing Consult
- PNA Research
- SCOPUS

## UNIT SPECIFICATIONS

### Unit Title

Decision Making in Health Care

### Level

5

### Guided Learning Hours

90

### Learning Time Hours

300

### Credit Value

30

### Aim

The course aims to explore issues and problems associated with health care organisations and the importance of decision making. A Learner will be able to explore tools and techniques for decision making as an effective manager.

### Learning Outcomes

1. Apply decision modelling techniques used to model clinical situations in health care organisation.
2. Understand the role of health policy and economics in health care decision making.
3. Assess patients' preferences, and able to understand the opportunities for applying psychological theory to improve medical decision making.

## Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
<p><b>LO1</b> Be able to apply decision modelling techniques used to model clinical situation in health care organisation.</p>	<p><b>AC 1.1</b> Define decision model and identify the importance of different methodologies that can be used to construct a model for a given problem.</p> <p><b>AC 1.2</b> Evaluate how sensitivity analysis help in understanding decision making process.</p> <p><b>AC 1.3</b> Define Markov Processes in sequential screening strategy for decision making.</p> <p><b>AC 1.4</b> Identify the complexity in Markov processes and suggest alternatives to Markov Models.</p> <p><b>AC 1.5</b> Identify how to improve leadership skills in health care organisation.</p> <p><b>AC 1.6</b> Assess advantages of experimental control in quantitative decision making.</p>
<p><b>LO2</b> Be able to understand the role of health policy and economics in health care decision making.</p>	<p><b>AC 2.1</b> Define normative decision theory and evaluate the concept of Koehler, Lieberman and Tversky (1995) to demonstrate probability theory violation.</p> <p><b>AC 2.2</b> Identify the importance of time management in decision making.</p> <p><b>AC 2.3</b> Discuss three methods of assessing the accuracy of physicians' judgments, including Receiver Operating Characteristics (ROC), Mean Probability Score (PS) and Lens Model.</p> <p><b>AC 2.4</b> Identify bioethical principles and assess their limitations.</p> <p><b>AC 2.5</b> Identify role of team medical in decision making process.</p>
<p><b>LO3</b> Be able to examine patients' preferences, and able to understand the opportunities for applying psychological theory to improve medical decision making.</p>	<p><b>AC 3.1</b> Identify levels of decision making in health care.</p> <p><b>AC 3.2</b> Identify the selection of utility assessment method and rationale, including effects and implications for the selection of methods in health care.</p> <p><b>AC 3.3</b> Assess how paper based method and computers support for complicated utility elicitation tasks.</p> <p><b>AC 3.4</b> Assess the importance of patient involvement in health care and medical decisions.</p> <p><b>AC 3.5</b> Discuss barriers, trends and advantages of providing health information to patient for decision making.</p> <p><b>AC 3.6</b> Identify ethical and legal issues related to computer based clinical decision support.</p>

### Reference texts and readings:

- Decision Making in Health Care, 2000 Gretchen B. Chapman, Frank A Sonnenberg Cambridge University Press
- Care Management in Practice, 2003 Dr Andrew Thomas, Lynda Manson and Sharon Ford Heinemann
- Decision Making in Health Care: Theory, Psychology, and Applications, Cambridge Series on Judgment and Decision Making Gretchen B. Chapman, Frank A. Sonnenberg Cambridge University Press, 2003
- Leadership and Organization Development in Health-Care: Lessons from the Cleveland Clinic Type: Chapter Item Author(s): Margaret M. Hopkins, Deborah A. O'Neil, Kathleen FitzSimons, Philip L. Bailin, James K. Stoller Source: Advances in Health Care Management, Volume: 10, 2011
- Knowledge sources affecting decision-making among social and health care managers Type: Research paper Author(s): Outi Simonen, Elina Viitanen, Juhani Lehto, Anna-Maija Koivisto Source: Journal of Health Organization and Management Volume: 23 Issue: 2 2009
- Mental health care clusters and payment by results: considerations for social inclusion and recovery Type: General review Author(s): Michael Clark Source: Mental Health and Social Inclusion Volume: 15 Issue: 2 2011
- Enhancing the Cultural Competency of Health-Care Organizations Type: Chapter Item Author(s): Robert Weech-Maldonado, Mona Al-Amin, Robyn Y. Nishimi, Fatema Salam Source: Advances in Health Care Management, Volume: 10, 2011
- Philosophy for managers?: An exploration of what the great philosophers can do to assist ethical decision making Type: Research Paper Author(s): Gillian D. Green Source: Journal of Management in Medicine Volume: 15 Issue: 6 2001



- Patient activation among Medicare beneficiaries: Segmentation to promote informed health care decision making Type: Research paper Author(s): Sunyna S. Williams, Amy Heller Source: International Journal of Pharmaceutical and Healthcare Marketing Volume: 1 issue: 3 2007

#### Articles/Journals Databases:

- ASSIA: Applied Social Sciences Index & Abstracts
- British Library
- British Nursing Index
- Cabell's Directory of Publishing Opportunities
- CINAHL Information System
- Emerald Management Review
- Health Service Abstracts
- Hospital and Health Administration Index
- MEDLINE
- Mosby Index
- Mosby Nursing Consult
- PNA Research
- SCOPUS

## UNIT SPECIFICATIONS

### Unit Title

Social Work in Mental Care: An Evidence-based Approach

### Level

5

### Guided Learning Hours

90

### Learning Time Hours

300

### Credit Value

30

### Aim

This unit aims to develop awareness of the treatments that are used to help treat mental health issues. Learners will be able to explore evidence based approaches to deal with mental health issues.

### Learning Outcomes

1. Understand philosophical foundations, and the major steps involved in the process of conducting evidence based practice and disorders in social work.
2. Understand the problem, evidence based approaches to assessment and intervention of alcohol abuse, cannabis and opioid related disorders.
3. Analyse problems and evidence based assessment and intervention of antisocial and borderline disorder and understand the role of social workers in the managed health care system.

### Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

Learning Outcome	Assessment Criteria
LO1 Be able to understand philosophical foundations, and the major steps involved in the process of conducting evidence based practice and disorders in social work.	<p><b>AC 1.1</b> Describe any two philosophical principles that evidence based practice accepts are given.</p> <p><b>AC 1.2</b> Discuss any two philosophical principles that evidence based practice largely rejects.</p> <p><b>AC 1.3</b> Discuss the main characteristics of persons with mental retardation.</p> <p><b>AC 1.4</b> Compare and contrast mental retardation with another disability.</p> <p><b>AC 1.5</b> Identify the role of parents in the treatment of ADHD</p>

	<p>(Attention-Deficity/Hyperactivity Disorder).</p> <p><b>AC 1.6</b> Describe the risk factors associated with conduct disorder behaviour, presenting in childhood and in adolescence.</p> <p><b>AC 1.7</b> Assess empirical findings regarding the incidence and prevalence of oppositional defiant disorder.</p> <p><b>AC 1.8</b> Discuss empirical findings regarding the intervention of oppositional defiant disorder.</p>
<p><b>LO2</b> Be able to understand the problem, evidence based approaches to assessment and intervention of alcohol abuse, cannabis and opioid related disorders.</p>	<p><b>AC 2.1</b> Identify ways that problems with alcohol can manifest themselves.</p> <p><b>AC 2.2</b> Identify the different methods used to assess an alcohol problem.</p> <p><b>AC 2.3</b> Discuss alcohol treatments in your community and assess what types of strategies should be used at the regional level to encourage the development of missing services.</p> <p><b>AC 2.4</b> As a social work practitioner, in which practice evidence based settings need to be more vigilant for cannabis disorders, Explain.</p> <p><b>AC 2.5</b> Assess the knowledge of assessment and diagnostic instruments used in treating cocaine using clients and opioid disorders.</p>
<p><b>LO3</b> Be able to analyse problems and evidence based assessment and intervention of antisocial and borderline disorder and understand the role of social workers in the managed health care system.</p>	<p><b>AC 3.1</b> Identify why clinical social workers need to be familiar with evidence based approaches to the assessment and treatment of clients with orgasmic disorders.</p> <p><b>AC 3.2</b> Describe any two evidence based approaches treating orgasmic disorders.</p> <p><b>AC 3.3</b> Assess various assessment and treating methods that are currently used to assess eating disorders.</p> <p><b>AC 3.4</b> Discuss the most effective treatments for individuals diagnosed with Antisocial Personality disorder (ASPD).</p> <p><b>AC 3.5</b> Identify the usefulness of family intervention and prevention efforts regarding antisocial behaviour.</p> <p><b>AC 3.6</b> Identify how cost-effectiveness and cost benefit studies contribute to evidence based social work practice.</p> <p><b>AC 3.7</b> Analyse how managed care influenced contemporary social work practice</p>

### Reference texts and readings:

- Social work in mental health: an evidence-based approach Bruce A. Thyer, John S. Wodarski John Wiley and Sons, 2007
- Social work in mental health: trends and issues Volume 25, Issue 3 of Social Work in Health Care Series Uri Aviram Routledge, 1997
- Mental disorders in the social environment: critical perspectives Foundations of social work knowledge Stuart A. Kirk Columbia University Press, 2005
- Fischer, Joel and Kevin J. Corcoran (2007). Measures for Clinical Practice and Research: A Sourcebook (4th ed.). Oxford, UK; New York, NY: Oxford University Press.
- Journal of Evidence-Based Social Work Evidence-Based Practice and Social Work C. Aaron McNeece PhDa & Bruce A. Thyer PhDa Volume 1, Issue 1, 2004
- Social work in the UK: a testing ground for trialists Author(s): Geraldine Macdonald Source: Journal of Children's Services Volume: 3 Issue: 1 2008
- Equity and excellence in liberating mental health commissioning Type: Non-article Author(s): Sally Hardy Source: Journal of Public Mental Health Volume: 10 Issue: 2 2011
- Physical healthcare for people with serious mental illness Type: Research paper Author(s): Tom Ratcliffe, Sam Dabin, Peter Barker Source: Clinical Governance: An International Journal Volume: 16 Issue: 1 2011
- Mindfulness at Work Author(s): Theresa M. Glomb, Michelle K. Duffy, Joyce E. Bono, Tao Yang Source: Research in Personnel and Human Resources Management, Volume: 30, 2011

### Articles/Journals Databases:

- ASSIA: Applied Social Sciences Index & Abstracts
- British Library
- British Nursing Index
- Cabell's Directory of Publishing Opportunities
- CINAHL Information System

- Emerald Management Review
- Health Service Abstracts
- Hospital and Health Administration Index
- MEDLINE
- Mosby Index
- Mosby Nursing Consult
- PNA Research
- SCOPUS