

## Unit 25: Influences on Health and Social Care Organisations

**Unit code:** L/601/1662

**QCF level:** 4

**Credit value:** 15

### ● Aim

This unit aims to develop understanding of how the external environment, organisational structure and function impact on health and social care service delivery and the role that leadership plays in service provision.

### ● Unit abstract

This unit covers the theoretical concepts used to explain how organisations function and investigates the role of leadership within organisations. Current thinking in management theory will be discussed with particular reference to health and social care organisations. Learners will be encouraged to apply theoretical concepts to organisations with which they are familiar and to analyse the leadership roles within these organisations. The relationship between individual and organisational effectiveness and their impact on health and social care services will also be discussed from the perspective of care workers and those who use services.

Learners will be encouraged to explore the influences that the external environment has on service delivery and organisational effectiveness, using a range of business theories and analysing how these theories apply to health and care services.

### ● Learning outcomes

**On successful completion of this unit a learner will:**

- 1 Understand the relationship between the external environment and health and social care organisations
- 2 Understand the impact of organisational structure and culture on health and social care service delivery
- 3 Understand the role of leadership in health and social care organisations.

## Unit content

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### 1 Understand the relationship between the external environment and health and social care organisations

*External environmental factors:* public and media concerns; legal framework; political issues; resource and funding issues; demography; commercial pressures; external stakeholders eg Care Quality Commission, Department of Health, Supporting People, local government

*Potential impact:* on people eg users of services, workers, others; roles and responsibilities; accountabilities; functions and services; organisational restructuring

*Responding to external stakeholder needs:* approaches eg inspection, keeping records and statistics, conformance, accountability

### 2 Understand the impact of organisational structure and culture on health and social care service delivery

*Types of organisations:* public, private, not-for-profit; formal/informal; function differences eg service-based, product-based, multi-functional

*Individual behaviour theory:* personality, motivation theories eg Maslow, Herzberg, McClelland, Vroom; job design; stress; conflict

*Group behaviour theory:* group formation; socialisation; roles; ambiguity; compliance; conformity; group think; team building eg Belbin, Janis, Asch, Milgram

*Organisational structures:* functional; geographical; matrix; centralisation versus decentralisation; tall versus flat

*Organisational culture:* power cultures; role cultures; task cultures; person cultures; cultural norms; how cultures develop

### 3 Understand the role of leadership in health and social care organisations

*Concept of leadership:* vision; values; management style (participative, consultative); personal authority and self-confidence; transformational leadership; authority and power

*Organisational effectiveness:* best use of scarce resources; achievement of organisational objectives; successfully meeting needs of those who use services; meeting the needs of staff

## Learning outcomes and assessment criteria

Learning outcomes On successful completion of this unit a learner will:	Assessment criteria for pass The learner can:
LO1 Understand the relationship between the external environment and health and social care organisations	1.1 analyse the impact of external environmental factors on health and social care organisations 1.2 evaluate the ways in which organisations respond to the impact of external factors, including those of external stakeholders
LO2 Understand the impact of organisational structure and culture on health and social care service delivery	2.1 compare and contrast different types of organisational structures in health and social care 2.2 analyse the concept of organisational culture in health and social care services 2.3 analyse theories relating to the behaviour of individuals and groups in health and social care organisations 2.4 explain how the organisational structure and culture of a health and care organisation impacts on service delivery
LO3 Understand the role of leadership in health and social care organisations.	3.1 discuss concepts of leadership as related to health and social care organisations 3.2 analyse how leadership can influence the effectiveness of health and social care organisations 3.3 evaluate the specific leadership contributions in a health or social care organisation.

## Guidance

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### Links

This unit has links with, for example:

- *Unit 1: Communicating in Health and Social Care Organisations*
- *Unit 4: Personal and Professional Development in Health and Social Care*
- *Unit 5: Working in Partnership in Health and Social Care*
- *Unit 13: Managing Human Resources in Health and Social Care*
- *Unit 23: Employability Skills*
- *Unit 26: Facilitating Change in Health and Social Care*
- *Unit 27: Managing Quality in Health and Social Care.*

This unit also has links with the National Occupational Standards in Health and Social Care. See *Annexe B* for mapping.

This unit also has links with the National Occupational Standards in Leadership and Management for Care Services. See *Annexe C* for mapping.

### Essential requirements

Use of real or fictitious case studies will be essential to ensure that the theoretical learning is applied to understanding how organisations operate, develop and change.

### Employer engagement and vocational contexts

Some contact with employers will be required in order for learners to achieve the assessment criteria. It would also be useful for centres to use factual organisational case studies to enhance the vocational nature of the unit.