Academiau Dysgu Dwys Cymru
Intensive Learning Academies Wales

Bwrdd Partneriaeth Ranbarthol Powys
Iechyd a Gofal Cymdeithasol
One Powys Yn Un
Powys Regional Partnership Board
Health and Social Care

University of South Wales
Prifysgol De Cymru

MSc Leading Digital
Transformation

MSc Leading Digital Transformation

About the course

The MSc in Leading Digital Transformation is a two-year, part-time course, designed to develop leadership knowledge and skills needed to drive innovation in the fast-growing area of digital transformation within Health and Social Care.

The MSc, co-created with Wales' Health boards, draws on the expertise from across the University and sector to create an interdisciplinary learning experience, spanning health and social care, leadership and change management, and digital technologies.

The course is about supporting leaders to challenge traditional practice, to be more curious about processes, and to 'think digital first' to re-imagine and improve their organisation and services for the benefit of their users, stakeholders, and employees. With three distinct strands of study underpinning the essence of digital transformation:
1. **Leadership**
2. **Digital Technology**
3. **Innovation and Change**

These distinct strands combine at regular points throughout the course in the form of practical challenges which provide opportunities for students to investigate their own organisation to identify areas which may benefit from interventions with digital technology to make measurable improvements and impact.

Aimed at early- or mid-career professionals, entrants to the MSc will come from a wide range of backgrounds, including leaders and managers in clinical medicine, public health, psychology and social care. While no pre-existing knowledge is assumed, applicants must be in a management and leadership role and have an interest in using digital technology to instigate and drive transformational change within their organisation through their leadership role.

Course aims

The course aims to provide students with the skills, knowledge, understanding and professional behaviours required to lead digital transformation projects within an organisation.
Specifically, students will learn to:

- Become visionary leaders who prioritise people and develop a culture of change where solutions are co-designed in collaboration with patients and health and social care staff
- Improve awareness of digitisation across the health and social care system and the understanding that new technology solutions can reimagine the service and assist the delivery of high-quality care
- Create and reimagine new capabilities using technology whilst inspiring others to do the same
- Understand change management for their own personal development and to contribute to the wider organisational change
- Implement an agile approach to digitisation which optimises the development of innovative solutions through rapid testing and an iterative development process
- Translate research into operational solutions and improved patient outcomes

Course outline

This course will consist of eight compulsory 20 credit modules, it is delivered through intensive short blocks of learning of up to four hours of online delivery per week, and supported by more extended periods of investigation and application.

Each module focuses on different ways in which digital solutions can be used to address the challenges facing twenty-first century healthcare.

Modules to follow:

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1 Leading Digital Transformation

The role of the leader in this context is to develop new ways of thinking, inspire motivate and drive forward transformation change. This module will develop your leadership skills and give you strategic tools to do just that.
Themes in this module include.

• Key drivers for digital engagement & transformation
• Leading transformational change overview
• Overview of change management
• Attitudes to change
• Self-awareness
• Emotional intelligence
• Social & Cultural awareness
• Leading, Managing & Influence
• Leadership styles
• Case studies of change management from within & outside the sector

2 Exploring Digital Technology

This module looks at the key elements of working digitally in the Health and Care sector. Using global examples, we explore understanding digital culture, and thinking digital first.

- Exploring broad definitions of digital, & key concepts
- Exploring the potential of digital as a concept
- Introduction to key areas "internet of things"
- Exploration of various technologies and possibilities using appropriate case studies

3 Design Thinking

The starting point for any transformation needs to be service users' needs and solving the challenges and issues they face. This module will involve

- Exploring the design cycle,
- Understanding the problem
- Design research methods
- Generating ideas
- Empathy mapping & ethnographic interviews
- Driving innovation in response to key stakeholder problems –
- Emphasis on team working.

4 Leading Transformational Teams

The leader can't do it all they need a team of subject matter experts to develop and design the right initiative and then deliver it. The module contains:

- Leadership and Management within a Digital Culture
- Agile Practice & Process
- Transforming self/teams/culture
- Project Management within a digital context User centred design

Delving deeper into the world of technology we take an in depth look at digital in practice and the art of the possible.

5 User Experience Design

Exploring models of putting yourself in your service users shoes we look at

- UX Design – concepts and practice
- Improving user experience through design - in response to a key challenge from the stakeholder group.
- Case studies of UX from within & outside the sector

6 Exploring Digital Technology 'Part 2'

Delving deeper into the world of technology we take an in depth look at digital in practice and the art of the possible through:

- Explorations of various digital themes & technologies & future developments
- Big Data, Data Analytics, Data Visualisation
- AI (Artificial Intelligence)
- Industry 4.0, 5G Mobile tech, Cyber, Ethics, Data Protection

7 Applied Digital Transformation project proposal

In this Work based module you will discover the difference you can make to your organisation and your service users through initiating and developing an impactful Digital Transformation and leading on taking it through to delivery.

- Investigation and project proposal to support a Final Major Project.
- Projects to be developed in collaboration with employers.
  - Project to include full project proposal, planning, risk assessment etc

8 Final Major Digital Transformation project

Final Major project –Development of a digital solution/intervention in response to an identified need within your organisation or in the health and care sector. Presented in an academic context, including proposals for future developments.

Delivery Mode

The teaching is delivered virtually via a range of methods, including lectures, seminars, workshops, presentations, self- directed learning and study, with all theoretical learning underpinned by real world case-studies. Learning will be further supported by a guest lecture series, and enrichment activities such as podcasts. There will be opportunities for face to face occasions throughout the programme

Specific to this course, you will participate in Action Learning sets every 3 – 4 months and you will be allocated an executive coach to help you embed your learning in the workplace. The action learning will provide you with key challenges for you to explore

• Research informed practice

• Active & Collaborative learners

• Positive Societal Impact

• Digital Fluency

• Challenge based learning

The Intensive Learning Academy

USW's Leading Digital Transformation ILA is funded by the Welsh Government, and is aligned with 'A Healthier Wales' policy. It recognises 'digital' as a key enabler of the transformational change necessary as a whole system approach, whilst at the same time recognising the challenges of driving digital change at pace and scale across health and care in Wales.

USW is developing leadership capability that embraces digital ways of working to successfully lead transformational change. The academy provides a range of professional development opportunities and pathways for developing leaders and managers, including this MSc, in Health and Care organisations to improve the skills and capacity of this new network of digital leaders.

Course Team

Bob Hudson - ILA Executive Co Director

Bob has been a driving force behind transformation within the NHS in Wales for many years. Having retired from his role as Director of the NHS Wales Collaborative in 2018 Bob joined the University of South Wales in 2020 as a Visiting Professor within the Faculty of Life Sciences and Education. Alongside his work on the ILA Bob is also co-leading work for the University on the Health and Wellbeing Accelerator Programme.

In November 2020 Bob took on the role of Interim Chair to oversee the establishment of a new national agency for digital health and care services in NHS Wales. Digital Health and Care Wales was formally established in April 2021 and following establishment Bob led the Board through its first 6 months of operation.

Bob has held 4 CEO posts within the Welsh NHS as CEO of Gwent Community Health NHS Trust, Gwent Health Authority, founding CEO of Public Health Wales and Powys Teaching Local Health Board. He worked in Government as the NHS Regional Director for southeast Wales and as Director of Strategy for the Welsh Government Health Department.

Bobs interests are in public health, service and system redesign, management and organisational development and environmental sustainability. He is a Companion of the Institute of Health and Social Care Management (IHSCM). Bob was awarded the OBE for services to the NHS in Wales in 2018.

Mark Jackson – ILA Executive Co Director

Mark is the Director of Design and Digital at the University of South Wales. He brings a passion for technology and improvement to the ILA with his innovation and vision.

He has extensive experience within creative education, working across all levels of the education sector and collaborating with councils, local authorities, schools and industry partners to develop new curriculum which responds to the importance of creativity and digital skills for students.

Since moving to Wales in 2009 Mark has been awarded seven teaching innovation awards for both his work exploring the integration of digital technology in teaching practice, and his collaborative projects with international partners which embed international learning experiences into the curriculum for the benefit of all students.

He has developed collaborative courses in design with our partners in Germany; delivered lectures and creative masterclasses with universities in China and established several international collaborations with universities in the USA. Mark has contributed to strategic initiatives with the Higher Education Academy and been an external examiner and curriculum reviewer for universities and colleges throughout the UK.

In 2019 Mark developed the Wales Creative Industries Academy, a collaboration between USW, eleven Further Education Colleges and industry partners from the Creative sector in Wales to provide unique learning opportunities to support career pathways for creatively talented young people. Mark is currently also the interim Director of South Wales Business School. He is a Principal Fellow of the Higher Education Academy, and a Fellow of the Royal Society of Arts.

Simon Read – Course Leader

Simon has spent 18 years working with the Royal Navy and helped to develop and deliver on a national leadership school and regional academy for the development and enhancement of those with the interest and drive to develop. He has worked at the 2014 Commonwealth Games Counter terrorism team in Scotland. He has also been a national trainer for Maritime Trade operations which included responses to Hijackings, as well as Emergency response, disaster training and planning. Simon has lectured at the University of South Wales for 20 years including in the fields of Project management, Law and Emergency and disasters management and response.

He has been part of the Military Field Gun Team which covers the building, dismantling, firing, and running of a cannon across a course in the fastest and most accurate way. He enjoys mountain hiking, running, and weightlifting. He is currently working with the potential uses of augmented reality and Holographic technology for education and emergency exercises.

He is a keen photographer of nature and the natural environment. He also likes to travel and like to see ancient ruins. His approach to people is based on positive, productive relationships, helping, and pushing forward collaborations.

Liam Collins

As a UX/UI designer, Liam enjoys applying user-centered design research methods to understand and gain insights into users and demographics on each project. Passionate about creative thinking, problem solving and strategic planning through design communication.

Liam has a strong interest in new and emerging technologies and how they can be used to improve and provide innovative user experiences for brands.

Ben Wheeler

Ben is passionate about Digital; Digital Innovation, Digital Transformation and Digital Marketing.From coming up with an innovative digital solution to a business problem, to transforming the way a business operates, to just getting the right apps, websites, and marketing in place.

His working life revolves around digital - consulting, implementing, teaching, and is currently undertaking a doctorate in digital for small businesses.

He has a unique blend of experience in Technology, Marketing and Business Growth that's developed since 2000. This blend of technology, marketing and business knowledge will help you improve your customer experience.

He has used his knowledge and experience from the last 18 years in Technology to create digital transformation solutions for businesses.

How to apply

To apply for this course, please complete the booking form on the webpage and one of the course team will be in touch.

BOOK HERE:
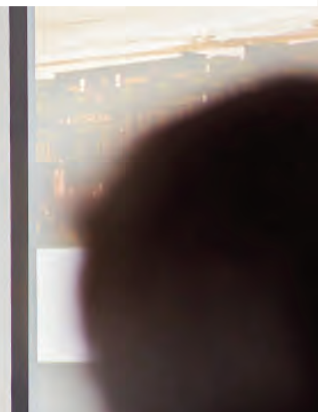
This Programme is supported by

GIG CYMRU NHS WALES | Bwrdd Iechyd Addysgu Powys / Powys Teaching Health Board

GIG CYMRU NHS WALES | Ymddiriedolaeth GIG Prifysgol Felindre / Velindre University NHS Trust

GIG CYMRU NHS WALES | Bwrdd Iechyd Prifysgol Cwm Taf Morgannwg / University Health Board

GIG CYMRU NHS WALES | Bwrdd Iechyd Prifysgol Caerdydd a'r Fro / Cardiff and Vale University Health Board

GIG CYMRU NHS WALES | Addysg a Gwella Iechyd Cymru (AaGIC) / Health Education and Improvement Wales (HEIW)

GIG CYMRU NHS WALES | Iechyd a Gofal Digidol Cymru / Digital Health and Care Wales

GIG CYMRU NHS WALES | Bwrdd Iechyd Prifysgol Aneurin Bevan / University Health Board

WIDI | Wales Institute of Digital Information / Athrofa Wybodaeth Ddigidol Cymru

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