



**BPP**

UNIVERSITY  
SCHOOL OF NURSING

ASSIGNMENT  
COVER PAGE

**Student Number:**

**Date submitted:**

**Word Count: 5000**

**Module name:**

**Assignment name: PRINCIPLES OF MANAGEMENT OF AN NHS TRUST  
AND THEIR IMPACTS ON ITS VALUE CREATION AND  
OPERATIONS**



**Tutor's name:**

**Declaration:**

*I certify that I have read and understood the University Regulations relating to plagiarism. All the material in this assignment is my own work, except where I have indicated with appropriate references.*

**Comments on any unusual/mitigating circumstances:**



**PRINCIPLES OF MANAGEMENT OF AN NHS TRUST AND  
THEIR IMPACTS ON ITS VALUE CREATION AND  
OPERATIONS**



## **List of Abbreviations**

NHS – National Health Service

CVF – Competing Values Framework

SMT - Scientific Management Theory



## Table of Contents

|              |    |
|--------------|----|
| Introduction | 5  |
| Main Body    | 5  |
| Task 1       | 5  |
| Task 2       | 11 |
| Task 3       | 13 |
| Task 4       | 17 |
| Conclusion   | 23 |
| References   | 24 |



## Introduction

Alder Hey Children's NHS Foundation Trust is one of the leading UK pediatric hospitals across the UK and Europe, which comes under the funding, guidelines, and rules of the NHS. The core mission is to offer high-quality and specialised health care for children, which aligns with their vision of creating a healthier future and better health outcomes for children. In the current report, the author is going to focus on the management functions, highlighting the role of organisational culture and how the philosophies of the Competing Value Framework are applied to the organisation, aligning with a respective management theory. The external environment of the healthcare industry in the UK is analysed using Porter's five forces model, followed by the evaluation of the internal environment by the VRIO analysis framework. Finally, a self-reflection of the learning and skills development of the author is addressed, with a strategic future plan.

## Main Body

### Task 1

#### Management contribution to organisational success

Management can be regarded as the core strategic bodies of the organisation to provide clear and tactical direction to the authority, foster effective communication, develop teamwork abilities, and improve operational efficiency. In contributing to business success, the vitality of management is associated with the coordination of all the business efforts, as well as building a productive and positive workplace culture (Radu, 2023). Moreover, as cited by Ramesh *et al.* (2023), in reinforcing the innovation and adaptability of the business organisation to align with the market evolution, management also plays the key role of inspiring the authority by giving new ideas and helping the employees in adapting to the changing workplace strategies.

The management of Alder Hey manages to cover a total of around 330,000 people, consisting of a young population and children, where they serve more than 60 specialities to their target population from a wide range of care settings (alderhey.nhs.uk, 2024). Alder Hey, along with the collaborative joining with the Isle of Man, operates globally, nationally, and locally, where they reach the community children and young people with numerous hospital facilities to make the care offerings accessible to every child and young person.

**Alder Hey** mainly operates from the UK, London; however, they have collaborations with several other care organisations, such as Vietnam and others. One of the examples of their global operations is the recent collaboration with the *Children's Hospital 1* of Ho Chi Minh

City, Vietnam, where the aim was to enter into a partnership for developing the clinical services and bring innovations so that together they can become the largest healthcare organisation in South Asia (alderhey.nhs.uk, 2025). In this collaboration, the management functions of Alder Hey contributed a lot. Before signing the agreement and entering into a partnership, it was the responsibility of the management process of the firm that the program introduced under this collaboration must extensively focus on the local children and young people of different communities. Thus, it can be understood that behind the value proposition and global success of the company, the management functions and processes of the NHS trust play a huge role.

### **Organisational culture with specific examples**

The organisational culture in the healthcare sector is important for the development of employee motivation and upskilling, so that a supportive work culture can be presented. Further, such a culture is helpful to reduce the stress level of the healthcare employees by taking care of their psychological safety as well as professional development, leading to better patient outcomes (Hunt *et al.* 2021). The culture of innovation and technological development is found to be the key factor for the focused organisation, owing to the improved patient satisfaction and more efficient healthcare service provision. The psychological safety of the employees is also found to be a key concern for the hospital authority to encourage humility, open communication, and teamwork. It also helps in managing complex challenges as well as conflict management among the employees, as opined by Keogh (2025).

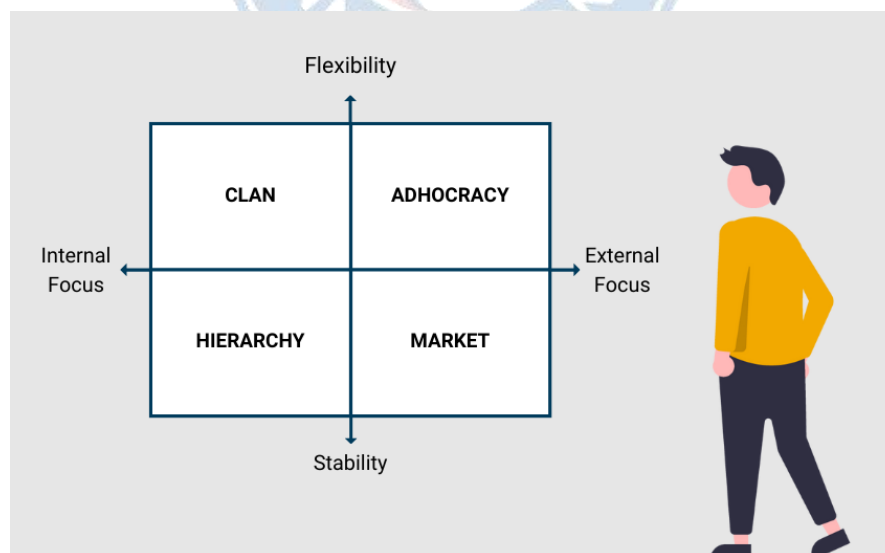
With the help of this type of organisational working culture, Alder Hey made it possible to develop an excellence centre for cancer, along with facilities to treat heart issues, spinal problems, and different brain-related conditions (europeanhealthcaredesign.eu, 2025). This can be taken as an example of the collaborative work culture of the organisation, which contributed to bringing several other similar kinds of developments from the trust under the NHS. Other than this, there are other major national joint service centres also available, where the work culture is inspired by passionate working and togetherness in teamwork, so that magic can be created.

Further, there has also fostered a supportive and inclusive working culture within the firm where the staff members are found to be friendly, warm in behaviour, and welcoming (alderhey.nhs.uk, 2025). As a result of this, all the employees within the company work with mindfulness, through which they serve different types of needs and fulfil the expectations of every individual or any group when it comes to meeting their healthcare requirements.

Furthermore, to make the organisational culture foster equality and diversity, the focused organisation makes its work environment comply with the "Equality Act 2010" provisions. All the hospitals that work under the selected NHS Trust have made themselves compliant with the "**Equality Act 2010**" so that the policies, procedures, and legalities can be aligned with this regulation and made legitimate (alderhey.nhs.uk, 2023). Depending on these alignments, the healthcare providers also made changes within their organisational culture to foster equality, inclusivity, and diversity, and enhance work cultures.

### Competing Values Framework (CVF) and related philosophies

It can be referred to as one of the key strategic models to analyse the organisational culture in terms of two different dimensions, flexibility and stability, and finally, internal versus external focus. Four quadrants are in the framework, including four different cultural genres for the organisations, such as clan, adhocracy, competency, and control (Zeb *et al.* 2021). However, in contrast to this, Buhumaid (2022) explained that the CVF model consists of four different hypotheses or philosophies which help to develop and test the influence of the organisational cultural constituents on the employee behaviour and attitude. Thus, it can be interpreted that in the selected organisation, this framework contributes to enhancing the work culture and making the management practices more quantifiable and valuable.



**Figure 1: Competing Values Framework**

(Source: icagile.com, 2024)

The application of the CVF framework to the selected organisation can be analysed as follows.

| CVF quadrant            | Internal/<br>external | Stable/<br>flexible          | Focus                                      | Manifestation                                                                                                                                                                                                                                                                                                                                              |
|-------------------------|-----------------------|------------------------------|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Collaboration<br>(Can)  | Internal              | High level of<br>flexibility | Teamwork and<br>productivity               | The presence of expert healthcare professionals within the selected organisation provides collaborative efforts to improve the holistic patient care. The authority aims to provide family-centred care to the patients. Staff development is one of the core focuses in this context, to improve the staff members' ability to take care of the patients. |
| Creation<br>(Adhocracy) | External              | High level of<br>flexibility | Innovation,<br>growth, and<br>adaptability | The selected healthcare organisation is already an existing market leader in pediatric surgery and cardiology (Lambert, 2025). The R&D team of the hospital is highly dedicated to                                                                                                                                                                         |

|                     |          |               |                                             |                                                                                                                                                                                                                                                                                                                                          |
|---------------------|----------|---------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     |          |               |                                             | translational research for innovative healthcare treatment for the complex disorders of children.                                                                                                                                                                                                                                        |
| Competency (market) | External | Stable        | Increased market share and brand reputation | The competency of Alder Hey as one of the significant and reputed healthcare organisations at the national level is driven by patient-centric care and a fundamental approach. The patients' satisfaction is also important by reducing the waiting time, inclusion of more professional and specialised segments, and prompt treatment. |
| Control (hierarchy) | Internal | Highly stable | Efficiency and standardisation              | The compliance with the legal and regulatory framework maintains the standardisation approach, leading to a boost in                                                                                                                                                                                                                     |

|  |  |  |  |                                                                                                                                                                                                                                                      |
|--|--|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  |  |  | operational efficiency and clinical safety. Tackling the regulatory challenges of the healthcare premises is also necessary in this aspect, ensuring accountability and more process-oriented healthcare applications (Mennella <i>et al.</i> 2024). |
|--|--|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The management practices of the selected NHS Foundation Trust are aligned with their mission, where the children and young people's healthcare matters are their first priority, which shows that they emphasise valuing components like flexibility, performance, innovation, and adaptability within their workforce. Their values consist of four major elements, including Courage, Passion, Magic, and Together, all of which work to bring success, flexibility, and adaptability to organisational performance (alderheycharity.org, 2025). In this matter, it can be assumed that in order to enhance their four elements, the CVF model aligned with the work culture elements of the chosen organisation can provide scope to strive for successful achievement of high-quality care delivery to children and young people globally.

### ***Relevant Management Theory***

The theory suggests that more than autocratic and authoritative behaviour, the rewards in both monetary and nonmonetary form work more to make the employees engage in their work and give their best performances. The main elements, on which the management practices are transformed under this theory, mainly include cooperation, harmony, science, maximum output, and individual development. Together, all these factors contribute to making the workforce outcomes more fruitful and efficient. Simultaneously, Alder Hey, with this theoretical implementation, can further bring creative and productive transformations within

their work culture and make their organisational environment more collaborative and effective. These theoretical considerations can help them to maximise their human resource outcomes. Therefore, without using the rule of thumb, scientific application to the company's management practices can move rapidly towards fulfilling their goals and targets of providing the best healthcare to children and the young population all over the world.

## **Task 2**

### **Porter's 5 Forces Analysis**

#### ***Threats of New Entrants***

The global healthcare sector is widely spread all across the globe, and there are various organisations and trusts currently working as healthcare providers, where some focus on old age healthcare, some often consider women's healthcare, and some of them emphasise children and young people. Simultaneously, the risk of ransomware attacks is also increasing, where the threats to patients' personal and medical information are at risk of being lost or misused by fraudsters. According to one of the recent studies of 2024 by the European Commission, ransomware attacks related to the healthcare sector have reached around 71%, resulting in breach of patients' data (cloud.google.com, 2025). Along with this, the report further reveals that the data leak issue in the global healthcare industry from different sites has doubled or increased by 50% in 2024, as tracked and monitored by *Google Threat Intelligence Group* (cloud.google.com, 2025). Thus, the firm can take a major step towards increasing the global level of cybersecurity in the healthcare sector so that the data insecurities can be tackled with innovative strategic implications.

With this initiative, not only can the global level of patients' personal and medical information be protected, but the national and local levels of patient information can also be enhanced. Although the cybersecurity issues are rapidly increasing, any other healthcare provider or organisation can also introduce any such intervention through which this risk can be mitigated. This can turn into a major new entrant threat for the selected healthcare firm, as this new intervention can give them tough competition.

#### ***Threats of Substitutes***

From a perspective of national levels, the threats come from several specialist pediatric hospitals like Great Ormond Street Hospital. However, due to the referral system, NHS patients are typically referred to the closest or most appropriate specialist centre, which collectively limits their direct competition. Globally, the threat is much higher since the presence of private

and internationally renowned children's hospitals can offer similar or even better services. Additionally, the longer waiting list of the NHS also creates a threat to the organisation globally.

However, in order to counter these threats, the organisation needs to strengthen its position at local and national levels by continuing to invest in cutting-edge technologies research, specifically in areas such as digital health, AI and genomics. The AlderHey@nywhere is a great platform here to provide virtual consultations (Macwilliam *et al.* 2021). At a global level, the organisation must also make strong and more reliable collaboration with India and Vietnam. Additionally, actively engaging with the charity as well as offering philanthropic funds will enable the hospital to reach and facilitate facilities that go beyond the existing core NHS funding. Additionally, by investing in the major economies through agreements like India, the organisation can secure a space at the global level and offer better health outcomes.

### ***Bargaining power of suppliers***

The role of the organisation is a major employer and also a community anchor institution that can help in avoiding these negotiations. At a national and global level, the supplier threat is generally high as the organisation imports specialised medical goods across the globe. For example, for pharmaceutical products, the NHS mainly imports products from Belgium, the United States, the Netherlands, Germany, and Switzerland (Oecd.org, 2024). This creates space for foreign suppliers to negotiate on prices, product supply, and even long-term contracts. However, in order to counter these threats, the company can take several steps. At a national and local level, the company can actively participate and share the supply chain and procurement strategy of the NHS in order to ensure fair pricing and supply stability (Shah *et al.* 2021). On the other hand, in order to counter supply chain disruptions, high prices, and transportation fluctuations, the organisation can incorporate predictive analytics to predict demand considering the situations.

### ***Bargaining power of customers***

The NHS controls all the necessary findings and says the payment process and rules are through the national tariff. This eventually shapes what the organisation can charge the most for specific services. Additionally, this gives the NHS immense leverage to negotiate prices and demand efficiency. Additionally, at the local level, the power of individual patients, along with their families is relatively low. Since healthcare is free at a certain point. Additionally, as patients do not pay for services, there are no direct price negotiations. Considering the global landscapes, the bargaining powers of international buyers or patients are negligible. Most

practitioners come from all over the world and generally pursue highly reputable and socially strong working places, which limits their powers. Additionally, the NHS is active globally with other countries through agreements that are not major threats to them. However, in order to counter the national threats, the company needs to take a strategic approach to the NHS, specifically regarding the payment system. As they are completely dependent on the NHS funding, they can make a clearer and more efficient approach to the trust, so that trusts and collaboration must be sustained in the long run.

### ***Competitive rivalry***

Additionally, the level of their images and brand reputation that the organisation has makes it also impossible to compete with others. At a local level, the organisation is also positioned as one of five pediatric care providers despite its longer waiting times. However, at the global level, the competition is relatively higher as many countries, such as Australia, Germany, and the USA, have more or less similar services with shorter waiting times and advanced technologies, which creates robust competitive disadvantages.

The illicit access to Alder Hey Children's NHS Trust is severely threatening sensitive patient data, e.g., names, addresses, and medical records, thereby risking the violation of their privacy and damaging the reputation. Leakage of financial and donation data may upset donors' trust. Moreover, the disruption of hospital system operations would delay patient care. In dealing with these threats, the Trust shall consider working closely with cybersecurity experts and the Crime Agency to build strong IT defences. Strong encryption, multi-factor authentication, and regular system audits would be key in reducing future risks. Lastly, maintaining an open line of communication with the public would help secure their trust during this crisis (Milmo, 2024).

## **Task 3**

### ***Current/expected environmental changes and internal challenges***

The rising threats against healthcare providers have been alarming, with the ransomware threat in this sector accounting for 71% of healthcare-related incidents projected in 2024 (Cloud.google.com, 2025). It becomes imperative, then, for the Trust to examine its internal cybersecurity protocols so as to shield the patient data from any potential harm.

Being such a reputable establishment for medical care, the organisation runs the risk of having its information purloined: medical records, financial documents, patient information—all capable of either chipping away at its standing or risking losing the patient's trust. A case of data breaches in healthcare organisations, such as the rise of ransomware attacks, notably in

the NHS and beyond-gloriously, calls for a strong need to re-evaluate and fortify the cybersecurity infrastructure in that realm (Cloud.google.com, 2025). Furthermore, the report also suggests that data leak issues in the healthcare industry have been on an exponential rise, potentially doubling in 2024. Hence, while maintaining its IT infrastructure, the healthcare firm should also consider strengthening its internal systems to proactively probe these breaches.

In addition, the introduction of integrated and digitalised healthcare services, evidently via the widening spectrum of the services provided by the selected firm, documenting virtual consultation through AlderHey@nywhere, has also amplified the risk of cyberattacks. Along with these digital arrangements, the Trust thus grows ever dependent on secure systems to support its virtual engagements, and any disruption to such systems stands to translate to unauthorised dissemination of sensitive information. This pandemic of data breaches calls for immediate and extreme acceleration in cyber-defence upgrades that equally ward off harm to patients and organisations.

To counter this menace, Alder Hey must pursue a broadly laid cybersecurity strategy covering encryption, multi-factor authentication, system audits, and upscaling employee training on security best practices. By taking such a route, patient data will be safeguarded, our operations protected, and public confidence secured. Also, a complete embedding of security solutions into the operational and management actions of the company will make the Trust resilient to the fast-changing threat landscape and prepare it for both external and internal risks in the near future (Milmo, 2024). In strengthening these, it will also allow them to stay ahead competitively, keeping them resistant to burgeoning cyber risk.

### ***Management functions and related principles***

#### ***Planning***

Cybersecurity matters at Alder Hey Children's NHS Trust are dealt with through advanced planning and the spirit of collaboration. Once it learned of the alleged data breach, the Trust immediately partnered with the National Crime Agency with a view to securing its IT systems. It also said that all its services were operating normally and assured patients of their safety. The Trust is being made to work with other NHS organisations, including Liverpool Heart and Chest Hospital NHS Foundation Trust, to verify the data and assess what impacts may have resulted (Milmo, 2024). This shows their indomitable spirit in promptly facing cyber threats to protect sensitive patient information.

#### ***Organising***

Cybersecurity at the focused NHS Trust is actually dealt with through directed strategic initiatives, the Digital Futures Strategy being one of them. Since adopting MEDITECH

Expanse, the Trust is said to use technology to improve the patient experience while maintaining cybersecurity positions. The web-based platform brings to bear interoperability and analytics to enhance patient data security, thereby facilitating interoperability across care settings. Affirming emphasis on digital quality improvements and tendering protection to sensitive data, HIMSS Stage 7 is also being pursued by the Trust. On account of the Trust's leadership in digital transformation, it is assured that cybersecurity gets embedded into all its advances in technology, thereby complementing its position at the global level as a Digital Exemplar (MEDITECH, 2022).

### ***Leading***

The selected healthcare organisation is leading the response to this incident through a structured and proactive approach. In addition to the ongoing investigation to ascertain the full extent of the breach, Alder Hey is working with the National Crime Agency and the Information Commissioner's Office to secure the impacted systems. Since then, the Trust has done much to mitigate further threats by having compromised systems secured as well as blocking any further access by the attackers. Furthermore, the Trust has been monitoring the situation, issuing updates and direct support to those potentially affected by the breach, showing strong leadership through the handling of this crisis (McNamara, 2024).

### ***Controlling***

Cybersecurity at the organisation is controlled through a systematic and organised approach comprising policy development, risk assessment, and compliance. Planning and implementing security initiatives under the direction of the Cyber Security Manager ensures that systems are safeguarded in line with NHS standards and industry best practices. This entails maintaining the Information Security Framework and performing regular audits and incident management. The Trust also ensures data protection regulations such as GDPR are followed and liaises with external bodies like the MIAA and the Cheshire and Merseyside ICS. Control measures at the Trust may thus include continuous monitoring, training for staff, and incident management (Jobs.nhs.uk, 2024).

### ***VRIO Analysis***

| <b>Cybersecurity at Alder Hey</b>                               | <b>Value</b> | <b>Rarity</b> | <b>Imitate</b> | <b>Organization</b> | <b>Justification</b>                                                                                                                                    |
|-----------------------------------------------------------------|--------------|---------------|----------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cybersecurity ensures the protection of sensitive patient data. | Yes          | Yes           | No             | Yes                 | Cybersecurity is crucial for sustaining patient confidence, service continuity, and regulatory requirements.                                            |
| Cybersecurity expertise is specialised and limited.             | Yes          | Yes           | Yes            | Yes                 | Scarce cybersecurity expertise in the healthcare sector makes it a unique internal asset.                                                               |
| High investment in specialised tools and training.              | Yes          | No            | No             | Yes                 | The duplication of cybersecurity expertise demands high economic and technical inputs.                                                                  |
| The organisation has a structured cybersecurity approach.       | No           | Yes           | No             | Yes                 | Though structured, cybersecurity requires continuous adaptations and updates to meet the changing threats.                                              |
| Competitive advantage in patient trust and compliance.          | Yes          | No            | No             | No                  | Maintaining effective cybersecurity will help patient loyalty and compliance with the law; neglecting it will result in losing a competitive advantage. |

### ***Analysis***

Cybersecurity at the healthcare firm is an essential resource for securing patient data and ensuring uninterrupted operations. The application of advanced technology like MEDITECH Expanse serves to improve patient care and also acts as a tool for digital quality improvement. These very security measures are relatively rare in the NHS, as few providers of healthcare

have committed themselves to the advanced cybersecurity system paired with cutting-edge technologies. The cost of duplicating these systems would be very much exorbitant, implying spending a fortune on technology and expertise, thus giving Alder Hey cybersecurity measures that are uniquely advantageous. However, while the aforementioned strengths are there, the shared digital gateway breach with Liverpool Heart and Chest Hospital reflects a weakness that must be addressed. Powerfully, this speaks to a gap between what potential cybersecurity claims and what it currently operationally is, marking the necessity of continuous improvements.

#### **Task 4**

#### **Personal SWOT**

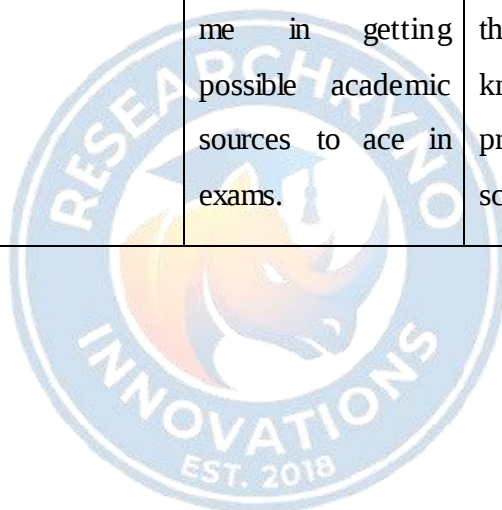


| <b>Strengths</b>                                                 | <b>Weaknesses</b>                                                                              | <b>Opportunities</b>                                                                                                                                                                                     | <b>Risks</b>                                                                                                                                                 |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Strong analytical and problem-solving skills.                 | Sometimes I struggle with public speaking and presenting my opinion and data to larger groups. | In terms of opportunity, I can enrol in the public speaking courses and workshops that are available online.                                                                                             | The biggest risk in this context could be time constraints due to heavy academic loads and the pressure of timely exam completion and assignment submission. |
| 2. Highly motivated as well as a quick learner.                  | Currently, I am not proficient in advanced software and technology.                            | There are several digital platforms that offer basic to advanced courses on data analytics and other advanced tools, which creates an opportunity for me to learn these advanced tools and fill the gap. | Lack of access to the relevant training programs is a significant gap here.                                                                                  |
| 3. Excellent time management as well as organisational abilities | I am more focused on detailing and perfectionism, which sometimes slows down projects.         | Seeking mentorship or guidance from a manager or faculty members to delegate tasks more effectively is also a potential opportunity for me.                                                              | The financial costs of these professional developments are much higher, which creates a significant risk for my current situation as a student.              |

### **Skills Development Plan**

| Skills Development Plan                                                                                             |                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                 |                        |
|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| Career aim                                                                                                          | Required skills                                                                                                                                                                                    | Support and resources needed                                                                                                                                                                                                                                                                                                                         | Process of achieving the skills                                                                                                                                                 | Timeframe              |
| 1. To enhance my personal competencies and management ideas through academic assignments and theoretical knowledge. | Teamwork and leadership skills throughout my academic career, additionally, working on public speaking and communication are also needed to make myself competent in the global employment market. | Focusing on more case study analysis, along with working as an intern or part-time job, can help to hone my strengths and identify gaps so that I can focus on my personal and professional competency for future growth. Additionally, attending a workshop offered by the university is also a great resource to sharpen my theoretical knowledge. | Success will be measured by mentoring my progress both in the working space and organisations. My regular attendance, along with my working outcomes, will measure my progress. | Within the next 1 year |

|                                                  |                                                                                                          |                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                |                             |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| 2. To graduate with first-class academic grades. | For these figures, I need advanced time management skills along with great focus on academic excellence. | Doing well in the university group project can help in getting academic excellence along with good academic grades. Additionally, joining a student society or peer groups of my own university can help me in getting possible academic sources to ace in exams. | This will be measured by my test reports, mark sheet and grades. Additionally, these will also be measured by my project quality and answer writing skills, along with applying theoretical knowledge in a practical scenario. | By the end of my graduation |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|



|                                                                                   |  |                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                               |                 |
|-----------------------------------------------------------------------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 3. To be proficient in public speaking, along with improving digital proficiency. |  | Enrolling in public speaking workshops on online platforms or attending university webinars can be great sources for working on my communication and public speaking skills. Additionally, enrolling in data literacy workshops or attending boot camps regarding advanced tools can also be a great resource for working on my digital proficiency. | This will be measured by my application of data analytics in primary data analysis in a thesis or a long research paper. Additionally, this will be measured by the quality of my analysis and its consequences in both my academic and professional careers. | Within 6 months |
|-----------------------------------------------------------------------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|

### **Reflective statement**

Embarking on the path of management practices in industry is one of the complex landscapes, as it demands not just a bunch of concepts or maps of theories, but also a rich approach or path of self-awareness. Reflection in this context refers to a crucial process that shapes the direction of self-awareness. This also allowed me to think and analyse the expenses I have gained and substantiate the very lesson that I have as a leader, which practically transforms my theoretical knowledge into practical wisdom. The Assignment on the Principles of management has been an enriching exercise in this context. In order to reflect on this journey of the module and an assignment, an application of Kolb's reflective cycle will be a great option.

### **Reflection:**

### **Concrete experience**

I got involved with this assignment by truly diving into the evaluation and critical analysis of “Alder Hey Children’s NHS Foundation Trust”. This assignment is not just another case study, but it was a wholesome experience to learn about management practices. It was a great opportunity to observe the management ideas, such as the P.O.L.C. framework, truly work in a real-life organisation. Understanding these theories in real-life action for the first time has been a concrete experience of mine that has assisted me in understanding how strategic decisions shape an organisation’s success and demonstrates to me that good management is always ongoing and valuable.

### **Reflective Observation**

Apparently, this experience has made me reflect on my own abilities and skills. Additionally, doing a personal SWOT analysis has also assisted me in seeing that I am good at problem-solving and picking up new things quickly. At the same time, I have also realised I need to work more on my confidence when speaking in public. Thinking about these things gave me a better idea of where I am now and what I need to improve to become a better manager.

### **Abstract Conceptualisation**

From this reflection, I further move to Abstract Conceptualisation, where I have connected my personal observations to more comprehensive and broader principles of management. I have realised that my strengths in analysis and problem-solving are directly applicable to the "Planning and Controlling functions of management". This phase also assisted me in conceptualising my gap areas and further opportunities for my growth. I have understood that my goal must be to focus on improving public speaking, and I must not consider this as just a personal aim but an important step towards becoming a more effective leader.

### **Active Experimentation**

Finally, my “Skills Development Plan” demonstrates the “active Experimentation” part of Kolb’s cycle. This is eventually an action-oriented response of mine to everything I have learned so far. Additionally, my plan to enrol in workshops as well as actively seeking out opportunities to attend in class can be considered as a direct effort to address my weakness in public speaking. This module has notably taught me that true managerial competence is not just a destination but a continuous cycle of experience, learning and proactive development. By incorporating these lessons, I am now confident enough in my ability to become an effective manager in my future career.

## Conclusion

Alder Hey Children's NHS Trust stands out for patient care from childhood through adolescence, with strong management practices, innovation, and partnership. With digital transformation leadership in cybersecurity and MEDITECH Expanse, patient care is well supported, yet data privacy must surely be maintained. Now with ransomware threats lurking, a little more vigilance in cybersecurity would serve well. The culture nurtures inclusivity and diversity, along with high patient-care standards. Along those lines, enhancing the security of its digital infrastructure and extending its footprints for international collaboration would serve both sides of its competitive stance and patient trust.



## References

alderhey.nhs.uk, 2023. Alder Hey Children's NHS Foundation Trust, available at: [alderhey.nhs.uk](https://alderhey.nhs.uk) Accessed: 23/08/2025

alderhey.nhs.uk, 2024. Alder Hey Children's NHS Foundation Trust STRATEGIC PLAN 2019-2024, available at: [alderhey.nhs.uk](https://alderhey.nhs.uk) Accessed: 22/08/2025

alderhey.nhs.uk, 2024. Our mission, vision and values, available at: [alderhey.nhs.uk](https://alderhey.nhs.uk) Accessed: 22/08/2025

alderhey.nhs.uk, 2025. Alder Hey signs ground-breaking agreement with Children's Hospital in Vietnam, available at: [alderhey.nhs.uk](https://alderhey.nhs.uk) Accessed: 21/08/2025

alderhey.nhs.uk, 2025. Equality, Diversity and Inclusion, available at: [alderhey.nhs.uk](https://alderhey.nhs.uk) Accessed: 23/08/2025

Buhumaid, M., 2022. Approaching the impact of organisational culture on quality management practices using the competing values framework: the case study of Dubai government organisations. *International Journal of Productivity and Quality Management*, 37(2), pp.284-304. Available through: [inderscienceonline.com](https://www.inderscienceonline.com) Accessed: 23/08/2025

cloud.google.com, 2025. Cloud CISO Perspectives: The global threats facing EU healthcare, available at: [cloud.google.com](https://cloud.google.com) Accessed: 22/08/2025

europeanhealthcaredesign.eu, 2025. Alder Hey Children's NHS Foundation Trust, available at: [europeanhealthcaredesign.eu](https://europeanhealthcaredesign.eu) Accessed: 23/08/2025

Hunt, D.F., Bailey, J., Lennox, B.R., Crofts, M. and Vincent, C., 2021. Enhancing psychological safety in mental health services. *International journal of mental health systems*, 15(1), p.33. Available at: <https://link.springer.com/content/pdf/10.1186/s13033-021-00439-1.pdf>

Jobs.nhs.uk. (2024). *Job Advert*. [online] Available at: [beta.jobs.nhs.uk](https://beta.jobs.nhs.uk) [Accessed 23 Aug. 2025].

Keogh, G., 2025. *How psychological safety at Alder Hey Children's hospital saved a life* [Online] Available at: <https://www.linkedin.com/pulse/how-psychological-safety-alder-hey-childrens-hospital-gary-keogh->

[ir7be#:~:text=How%20humility%2C%20vulnerability%2C%20openness%20and,May%207%2C%202025](#) [Accessed on: 1 Sep 2025]

Lambert, M., 2025. Alder Hey's heart of gold: charity, cardiac surgery and the distortion of paediatric provision in a nationalised health service, 1948–91. *Medical Humanities*. Available at: <https://mh.bmj.com/content/medhum/early/2025/03/22/medhum-2024-013133.full.pdf>

Macwilliam, J., Hennessey, I. and Cleary, G., 2021. Telemedicine: improving clinical care and medical education in paediatrics. *Paediatrics and Child Health*, 31(10), pp.388-396. Available through: [nih.gov](https://pubmed.ncbi.nlm.nih.gov/) [Accessed 23 Aug.2025].

McNamara, P. (2024). *Update on Cyber Incident - Alder Hey Children's Hospital Trust*. [online] Alder Hey Children's Hospital Trust. Available at: [alderhey.nhs.uk](https://alderhey.nhs.uk) [Accessed 23 Aug. 2025].

MEDITECH (2022). *Alder Hey Advances Digital Futures Strategy and Signs for MEDITECH Expanse*. [online] MEDITECH. Available at: [meditech.com](https://meditech.com) [Accessed 23 Aug. 2025].

Mennella, C., Maniscalco, U., De Pietro, G. and Esposito, M., 2024. Ethical and regulatory challenges of AI technologies in healthcare: A narrative review. *Heliyon*, 10(4). Available at: <https://www.sciencedirect.com/science/article/pii/S2405844024023284#:~:text=In%20the%20context%20of%20healthcare,to%20confirm%20their%20intended%20functionality>.

Milmo, D. and Gregory, A. (2024). *Alder Hey children's hospital explores 'data breach' after ransomware claims*. [online] the Guardian. Available at: [theguardian.com](https://theguardian.com) [Accessed 23 Aug. 2025].

Oecd.org, (2024) OECD Health Policy Studies Securing Medical Supply Chains in a Post-Pandemic World. Available at: [Oecd.org](https://oecd.org) [Accessed 23 Aug.2025].

Radu, C., 2023. Fostering a positive workplace culture: Impacts on performance and agility. In *Human resource management-an update*. IntechOpen. Available at: <https://www.intechopen.com/chapters/1170791?ref=remote4africa>

Ramesh, P., Bhavikatti, V., Omnamasivaya, B., Chaitanya, G., TEJASWINI, HIREMATH, S., GONDESI, H.S. and KAMESWARI, J., 2023. Organisational adaptability: A study of the mediating role of leadership in the influence of strategies, complexity, and technology. *International Journal of Innovation Management*, 27(07n08), p.2350036. Available at: [https://www.researchgate.net/profile/Vee-na-Bhavikatti/publication/378830118\\_ORGANISATIONAL\\_ADAPTABILITY\\_A\\_STUDY\\_O](https://www.researchgate.net/profile/Vee-na-Bhavikatti/publication/378830118_ORGANISATIONAL_ADAPTABILITY_A_STUDY_O)

[F THE MEDIATING ROLE OF LEADERSHIP IN THE INFLUENCE OF STRATEGIES COMPLEXITY AND TECHNOLOGY/links/65ebee1cb7819b433bea1c0e/ORGANISATIONAL-ADAPTABILITY-A-STUDY-OF-THE-MEDIATING-ROLE-OF-LEADERSHIP-IN-THE-INFLUENCE-OF-STRATEGIES-COMPLEXITY-AND-TECHNOLOGY.pdf](#)

Shah, K., Sharma, A., Moulton, C., Swift, S., Mann, C. and Jones, S., 2021. Forecasting the requirement for Nonelective hospital beds in the National health service of the United Kingdom: model development study. *JMIR Medical Informatics*, 9(9), p.e21990. Available through: [medinform.jmir.org](https://medinform.jmir.org) [Accessed 23 Aug.2025].

Zeb, A., Akbar, F., Hussain, K., Safi, A., Rabnawaz, M. and Zeb, F., 2021. The competing value framework model of organizational culture, innovation and performance. *Business process management journal*, 27(2), pp.658-683. Available at: [https://www.researchgate.net/profile/Ali-Zeb-5/publication/349441072\\_The\\_competing\\_value\\_framework\\_model\\_of\\_organizational\\_culture\\_innovation\\_and\\_performance/links/604adfcf45851543166f2e4e/The-competing-value-framework-model-of-organizational-culture-innovation-and-performance.pdf](https://www.researchgate.net/profile/Ali-Zeb-5/publication/349441072_The_competing_value_framework_model_of_organizational_culture_innovation_and_performance/links/604adfcf45851543166f2e4e/The-competing-value-framework-model-of-organizational-culture-innovation-and-performance.pdf)

