

# Hybrid Professional Master's Degree

Clinical, Medical and  
Welfare Management





## Hybrid Professional Master's Degree

### Clinical, Medical, and Welfare Management

Modality: Hybrid (Online + Clinical Internship)

Duration: 12 months

Certificate: TECH Global University

60 + 5 ECTS Credits

Website: [www.techtute.com/us/medicine/hybrid-professional-master-degree/hybrid-professional-master-degree-clinical-medical-welfare-management](http://www.techtute.com/us/medicine/hybrid-professional-master-degree/hybrid-professional-master-degree-clinical-medical-welfare-management)

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# 01

# Introduction

Relationships between professional groups, citizens and providers, as well as the development of new healthcare technologies, the need to increase efficiency in the use of resources, or to assume leadership in the work team, are some of the many challenges to be addressed by physicians today. It is therefore essential for them to be updated in terms of Clinical Management, Medical and Healthcare Management and to renew their knowledge and leadership skills. Thanks to this high-level program, which stands out for the quality of its contents and its excellent teaching staff, you will be able to achieve this. In only 12 months, the professional will be able to get up to date with the most efficient methods of organization, planning and clinical management of a medical care center of international relevance thanks to the most complete study method and the most updated material chosen by experts in Clinical Management and Medical Care Management. In addition, the practical stay in a modern hospital center equipped with all the resources and dynamism necessary for the desired learning in a face-to-face period of 3 weeks, always under the guidance of the assigned tutor who will offer all the support you need.



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*This Hybrid Professional Master's Degree provides the possibility of approaching real work scenarios in Clinical, Medical, and Welfare Management that will provide an immersive experience alongside the best specialists"*

Clinical Management allows the organization of health care processes in an adequate and efficient way, based on the best scientific evidence of the moment and with the participation of professionals in the decision making around the patient. In the healthcare structure, the medical division is fundamental in the development of these processes, where the paradigm of Clinical Management is becoming more and more prevalent, making training in this area necessary for physicians who are or wish to reach positions of healthcare responsibility, whether as middle managers, medical-healthcare directors or managers. The current socioeconomic context, together with the rest of the factors that influence people's health, make it increasingly necessary to introduce managerial skills in those responsible for health processes.

This program first presents a review of health systems and policies, as well as the administrative process, and then addresses considerations of the health care and medical division and its role in the system. In the area of service management, the Clinical Management of health care services, people management and investment management or economic evaluation stand out. It will also address all aspects related to the management of hospital and outpatient services, and specifically the quality of care in the centers and their different departments.

In addition, it will focus on improving management skills in specific areas such as care for complexity and chronicity, alternatives to traditional hospitalization, the use of new technologies in the sector, evidence-based medicine and prudent prescribing and clinical safety.

In this way, TECH will provide you with a hospital setting with state-of-the-art resources for you to develop your maximum potential and growth in the areas of Clinical, Medical, and Welfare Management. You will approach patients using the latest evidence-based techniques and achieve results previously difficult to achieve.

This **Hybrid Professional Master's Degree in Clinical, Medical, and Welfare Management** contains the most complete and up-to-date scientific program on the market. Its most outstanding features are:

- ♦ Development of more than 100 clinical cases presented by medical professionals, experts in Clinical Management and university professors with extensive experience in Medical and Healthcare Management
- ♦ The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional practice
- ♦ Practical exercises where the self-assessment process can be used to improve learning
- ♦ Its special emphasis on innovative methodologies
- ♦ Algorithm-based interactive learning system for decision making on the clinical situations presented
- ♦ All of this will be complemented by theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ♦ Content that is accessible from any fixed or portable device with an Internet connection
- ♦ In addition, you will be able to carry out a clinical internship in one of the best hospitals in the world



*A unique opportunity to update your knowledge in such an important area of medical management and stand out professionally in a sector with a high demand for professionals"*

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*The constant updating of knowledge is key to provide better patient care, mainly based on the advances of modern clinical and comprehensive care medicine"*

In this Professional Master's Degree proposal, of a professionalizing nature and blended learning modality, the program is aimed at updating medical professionals who perform their functions in the Clinical, Medical, and Welfare Management unit, and who require a high level of qualification. The contents are based on the latest scientific evidence, and oriented in a didactic way to integrate theoretical knowledge into medical practice, and the theoretical-practical elements will facilitate the updating of knowledge and will allow decision making in patient management.

Thanks to their multimedia content developed with the latest educational technology, they will allow the healthcare professional to learn in a contextual and situated learning environment, that is, a simulated environment that will provide immersive learning programmed to train in real situations. This program is designed around Problem-Based Learning, whereby the professional must try to solve the different professional practice situations that arise throughout the program. For this purpose, the student will be assisted by an innovative interactive video system created by renowned experts.

*You will have access to a 3-week intensive stay in which you will become part of a top level medical team with which you will be able to perfect your skills in Medical Management.*

*A program that adapts to your needs and to the demands of the medical sector through an unparalleled theoretical and practical update with which you will raise your clinical quality to the maximum.*



# 02

## Why Study this Hybrid Professional Master's Degree?

On a daily basis, physicians face more and more challenges that force them to update their knowledge, both for patient care and for the clinical management and medical care management of their practices or hospitals. In addition, both the public and private healthcare sectors are constantly searching for professionals to effectively manage the policies and protocols of the healthcare facility. That is why TECH, aware of this reality, has generated a program of eminently professional character with a part of 100% online study and another part of 100% practical learning, both designed with the highest technology and academic scope to obtain the best professional background. In this way, the student will obtain a complete vision of the most current panorama in the subject of study, always guided by experts in Clinical, Medical, and Welfare Management.







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*TECH is the only university that offers you the possibility of entering into real and highly demanding clinical environments to deepen, with the help of the best specialists, in the latest advances in your professional area"*

### 1. Updating from the latest technology available

In order to successfully carry out Clinical Management, TECH has developed this program of high academic level with the most advanced technological resources, where the student will be able to study 1200% online with a revolutionary learning method based on Relearning. Thus, the professional will move towards modern work scenarios providing the best possible service and facing challenges such as digital transformation and sustainability in the health service.

### 2. Gaining In-Depth Knowledge from the Experience of Top Specialists

Thanks to TECH's vision to provide high value training for society and professionals, it has joined a team of experts in the subject of study, to provide students with the most important tools and techniques for optimal clinical management and medical care management. From the design stage of the content and study material to the mentoring at the Internship Program center.

### 3. Entering First-Class Clinical Environments

TECH carefully selects all available centers for Internship Programs. As a result, the specialist will have guaranteed access to a prestigious clinical environment in the area. In this way, you will be able to see the day-to-day work of a demanding, rigorous and exhaustive sector, always applying the latest theses and scientific postulates in its work methodology.





#### 4. Combining the Best Theory with State-of-the-Art Practice

Every professional wants to evolve quickly and effectively in their work environment, so go to this type of high academic level training and TECH will be able to immediately apply everything learned and generate a curricular profile of high value. Through on-site theoretical and practical study, you will gain valuable academic experience in just 12 months, which will enhance your chances of professional success in Clinical Management.

#### 5. Expanding the Boundaries of Knowledge

TECH offers the possibility of doing this Internship Program, not only in national, but also in international centers. This way, the specialist will be able to expand their frontiers and catch up with the best professionals, who practice in first class centers and in different continents. A unique opportunity that only TECH could offer.



*You will have full practical immersion  
at the center of your choice"*

# 03 Objectives

Proper management is essential for any organization, not only to ensure the proper use of economic, material and human resources, but also to increase the quality of its services. The same is true in the clinical sector. For this reason, professionals who aspire to occupy a prestigious position within the organizational area of their hospital or center should know in detail the latest developments related to this area, something they will be able to do in a multidisciplinary way thanks to this Hybrid Professional Master's Degree program.



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*The program of the practical stay in a prestigious clinic will allow you to apply the strategies developed in the theoretical part, demonstrating their effectiveness and efficiency”*



## General Objectives

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- ♦ Analyze and update on the theories and models of health organization and its operation, with emphasis on their political, social, legal, economic and structural foundations
- ♦ To broaden and improve their professional competencies within the framework of health management from the point of view of Clinical Management



*Thanks to the comprehensive and thorough nature of this program, you will acquire the necessary skills to raise the quality of your center to the highest level according to the current demand of the clinical sector"*





## Specific Objectives

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### Module 1. Management and Economic Assessment

- ♦ Understand and know how to carry out an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems
- ♦ Incorporate the fundamental concepts of the techniques and instruments of economic evaluation applied to management practices in healthcare systems
- ♦ Incorporate integrated procurement systems from a centralized purchasing perspective for efficient and multidisciplinary operation

### Module 2. People and Talent Management

- ♦ Establish the rights and duties of a medical entity in the management of people
- ♦ Get to know the right to collective bargaining, representation and institutional participation
- ♦ Recognize and develop the professional talent of people by integrating new tools for employability in the public and private sectors

### Module 3. Clinical Management

- ♦ Understand, interpret, transmit and apply regulatory norms for the activities and functions of health professionals in Clinical Management, in accordance with the legal framework of the health sector
- ♦ Recognize and know how to apply and interpret health law in order to contextualize clinical practice in terms of professional and social responsibility, as well as the ethical aspects associated with health care

### Module 4. Planning and control of health organizations

- ♦ Know the main models of health systems in the world as a formal structure whose objective is the provision of services aimed at contributing to people's health
- ♦ Establish the elements and actors of the health system with reference to the different groups that adopt different roles according to their participation and role in it
- ♦ Discover the controversy between public and private healthcare in the description of the new management formulas in the healthcare system

### Module 5. Medical and Welfare Management Department in the Health System

- ♦ Differentiate between classical medical management and healthcare management
- ♦ Delve into the information systems for documentation management
- ♦ Understand bioethics and humanization in medical practice

### Module 6. Quality Management

- ♦ Analyze and apply techniques, styles and methods to define, conduct and lead professional-talent management policies in health institutions
- ♦ Recognize, apply and know how to evaluate the usefulness in the clinical context of the different leadership and management tools that can be applied in the context of clinical practice
- ♦ Lead patient quality and safety systems, applied to the context of Clinical Management units

### **Module 7. Competency Management**

- ♦ Understand how to evaluate performance in competency-based management and to know how to establish different evaluation protocols in clinical management
- ♦ Get to know different methods and techniques to be applied in the assessment of professionals
- ♦ Acquire instructions for the evaluation interview as an encounter between evaluator and evaluated from different perspectives

### **Module 8. Patient Security**

- ♦ Place the definition of patient safety in the current context
- ♦ Recognize the risks of infections associated with nursing care, especially in the care of venous accesses
- ♦ Identify the risk of falls so that inpatient falls can be anticipated and monitored

### **Module 9. Quality Accreditation in Healthcare**

- ♦ Integrate the ability to analyze the different healthcare benefits
- ♦ Develop methodological and instrumental skills in epidemiological research and the assessment of centers, services, technologies and the health programs

### **Module 10. Managing Special and Hospitalization Services**

- ♦ Understand the processes of an emergency department in order to carry out a correct planning and control of the service
- ♦ Analyze the Intensive Care Unit as a physical structure with human resources
- ♦ Analyze other models of special units or services such as hemodialysis, hemodynamic, stroke or pain units

### **Module 11. Managing Central Services**

- ♦ Apply health accreditation approaches to different types of organizations and health centers
- ♦ Develop methodological and instrumental skills to adequately use the different health information systems in Management and Administration decisions in clinical units
- ♦ Interpret and appropriately apply the most appropriate tools in each context for valuation and clinical decision making
- ♦ Design and lead improvement, innovation and transformation processes in the units, services and centers

### **Module 12. Management of Transversal and Primary Services**

- ♦ Improve knowledge of the conceptual basis of Primary Care (PC) and its role in the National Health System (NHS)
- ♦ Review health legislation related to Primary Health Care
- ♦ Understand the health structures of Primary Care
- ♦ Understand the characteristics of the Primary Care Team (PCT)
- ♦ Gain knowledge about the portfolio of Primary Care services
- ♦ Point out the importance of health planning

### **Module 13. Management of Outpatients Services**

- ♦ Know the ambulatory care services, the agencies involved and the patient care circuit they follow
- ♦ Learn how to calculate and manage human and material resources
- ♦ Acquire techniques and patient selection for palliative care at home
- ♦ Understand the overload to which the main caregiver is exposed



**Module 14. Leadership Management**

- ♦ Learn the dynamics and influence flows that occur within a group to guide them towards achievement
- ♦ Differentiate between intrinsic and extrinsic motivation to explain the behaviors necessary to achieve a given goal
- ♦ Establish the differences between motivation and satisfaction and their different theories
- ♦ Understand coaching as a methodological model whose aim is to motivate each person through techniques that achieve maximum performance

**Module 15. Decision Making and Time Management**

- ♦ Identify, understand and integrate managerial skills into daily health management
- ♦ Manage scientific databases for carrying out reviews and bibliographic searches of scientific studies
- ♦ Conduct a critical and in-depth study on the complexity and chronicity of care and assistance in the health system
- ♦ Communicate result findings after having analyzed, evaluated, and synthesized the data

**Module 16. Creating a Personal Brand**

- ♦ Understand the concept of personal branding and establish its importance as a business presentation and reputation
- ♦ Get to know the job interview to apply for a management position from a personal branding point of view

**Module 17. Internal Communication in Management**

- ♦ Know the fundamentals of communications theory
- ♦ Know and identify the difficulties for effective internal communication within the healthcare organization
- ♦ Appreciate the importance of internal transparency within the organization
- ♦ Identify the keys to face-to-face verbal communication with professionals
- ♦ Learn how to take advantage of technological tools and manage them efficiently
- ♦ Know the basic techniques for non-verbal Communication

**Module 18. Communication and Marketing in Health**

- ♦ Gain knowledge about the basic concepts of marketing
- ♦ Identify the main historical and current references
- ♦ Identify the peculiarities of marketing in the healthcare world

**Module 19. Teaching and Research Management. Research and innovation: R&D&I in the Healthcare Environment**

- ♦ Introduce the student to the concept of clinical epidemiology and the benefits of applying epidemiological method to clinical questions
- ♦ Define the most important characteristic of clinical trials as an experimental design
- ♦ Describe the main observational studies and their most important measures of disease frequency and exposure-disease association
- ♦ Define the peculiarity of diagnostic assessment studies and their indicators
- ♦ Describe the different forms of prognostic studies
- ♦ Explain the most important potential biases in epidemiological studies

# 04 Skills

After passing the evaluations of the Hybrid Professional Master's Degree in Clinical, Medical, and Welfare Management, the healthcare professional will have acquired the competencies and professional skills necessary for quality medical care, and updated based on the latest scientific evidence. They will be able to intervene in all areas of planning, organization and coordination of the health institution in order to draw up and set objectives for the improvement of the environment.





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*Boost your career with this professional training program that will allow you to develop new skills to play an efficient role in any referral healthcare facility”*



## General Skills

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- ◆ Possess and understand knowledge that provides a basis or opportunity to be original when developing and/or applying ideas, often in a research context
- ◆ Know how to apply acquired knowledge and problem-solving skills in new or unfamiliar environments within broader (or multidisciplinary) contexts related to the field of study
- ◆ Integrate knowledge and face the challenge of making judgements based on incomplete or limited information. In addition, include reflections on the social and ethical responsibilities linked to implementing this knowledge and judgement
- ◆ Know how to communicate conclusions, knowledge, and supporting arguments to specialized and non-specialized audiences in a clear and unambiguous way
- ◆ Acquire the learning skills that will enable further studying in a largely self- directed or autonomous manner
- ◆ Develop within the profession in terms of working with other health professionals, acquiring skills to work as a team
- ◆ Recognize the need to maintain your professional skills and keep them up to date, with special emphasis on autonomous and continuous learning of new information
- ◆ Develop the capacity for critical analysis and research in your professional field





## Specific Skills

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- Plan health services and structures from a Clinical Management perspective, taking into account the differences in organizational models and experiences of the National Health System and other international entities, providing for the trends and future needs of the health system
- Determine the tools and resources for clinical and health management, favoring both the best possible quality of care and the optimal management of available care resources, including both social and economic costs, based on continuity of care
- Improve attention to complexity and chronicity by acquiring the necessary information on their interrelation and coordination with the area of health
- Incorporate the new developments on program contracts in a health area, as well as the design of budgets and subsequent cost control, assessing and interpreting financial and socioeconomic results of the various clinical processes
- Evaluate the medical and healthcare division using bioethical criteria and good health governance, in a multi and interdisciplinary manner
- Perform the functions of health manager, generating individual and collective critical reflection of each work style, both individual and team in the health organizational environment"
- To acquire the fundamentals and principles of health economics applied to the field of clinical management in the areas of clinical management, professional-talent management and economic management
- To develop an updated management of users - patients - clients with the main elements and systems of care quality management and clinical safety, improving the satisfaction and loyalty of the people - patients - clients as well as of the professionals who attend them and their work environment
- Define and use the basic concepts of Clinical and Healthcare management for organizing the various inpatient services, central services, special services and hospital support services ; as well as primary care and outpatient care, in a complex and chronic patient management environment
- Describe the actors in the field of health and their current and future relationships with health professionals, especially physicians, as well as the main aspects of our health system, with its current and future developments
- Apply leadership management tools, decision making and, in short, management skills, even favoring the generation of an adequate "personal brand" and starting from communication and marketing, both external and internal to the health organization



*Training is the key to success, with TECH you will be able to live an academic experience with the most complete content and the most agile study dynamics"*

03

# Course Management

This academic program includes the most specialized teaching staff in the current educational market. They are specialists selected by TECH to develop the whole syllabus. In this way, starting from their own existence and the latest evidence, they have designed the most up-to-date content that provides a guarantee of quality in such a relevant subject.



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*TECH offers the most specialized teaching staff in the field of study. Enroll now and enjoy the quality you deserve”*

## International Guest Director

Pauline Maisani is a leading professional in the field of clinical management and medical direction. As a specialist in the improvement of quality and safety in health services, her career has focused on the implementation of strategic projects and health planning. In addition, her interests include the financial management of hospital institutions, as well as the planning and development of continuous improvement strategies in healthcare.

Throughout her career, she has held important positions in institutions in France and Canada. In fact, she has been Deputy General Director at the Pitié-Salpêtrière Hospital, where she has led key initiatives in health care improvement and resource management. She has also served as Director of Strategic Planning at the University of Montreal Hospital Centre, where she has overseen the implementation of major projects and the optimization of hospital services. She has also rendered great service to the Paris Public Assistance and University Hospitals, working as Head of the Health Care Quality and Safety Department at their headquarters, as well as Deputy Director of Finance and Medical Affairs.

Internationally, she has been recognized for her leadership skills and her ability to manage complex projects in the hospital sector. In this respect, her work in different countries and her collaboration with multidisciplinary teams have earned her a reputation as an expert in healthcare management. Pauline Maisani has contributed to several publications and studies on hospital management and strategic planning in health systems. Her innovative approach and commitment to excellence have earned her the respect of her colleagues and recognition within the healthcare sector.





## Ms. Maisani, Pauline

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- Deputy General Manager at the Pitié-Salpêtrière Hospital, Paris, France
- Director at the University Hospitals of Beaujon and Bichat Claude Bernard
- Deputy General Manager, Paris Nord Val de Seine Hospital Group
- Head of the Health Care Quality and Safety Department at the Public Assistance Headquarters - Paris Hospitals
- Director of Strategic Planning, University of Montreal Hospital Center, Canada
- Deputy Director of Finance and Medical Affairs at the Public Assistance Headquarters - Paris Hospitals
- Vice Director of the Strategic Analysis Unit at the University Hospital of Lille
- Trained in Hospital Management and Administration of Hospital and Health Care Facilities at the School of Advanced Studies in Public Health (EHESP).
- Master's Degree in European Affairs and Policies from the University of Sussex. Degree in Political Science and Government from Sciences Po



*Thanks to TECH, you will be able to learn with the best professionals in the world"*

# 06

## Educational Plan

The curriculum of this Hybrid Professional Master's Degree consists of an innovative and dynamic method that will allow the professional to reach his academic goal in a simple and comfortable way. From the comfort of an Internet-connected device, you can delve into the 20 development modules and enjoy the most up-to-date theoretical and practical material. The 100% online nature of this training allows you to freely choose the time of study. In addition, this program includes a purely practical space with an intensive 8-hour face-to-face session from Monday to Friday, in a reference hospital center. In this way, you will be able to broaden your knowledge on site from the most experienced doctors and medical personnel.





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*Enroll now and advance in your field of work with a comprehensive program that will allow you to put into practice everything you have learned”*

## Module 1. Management and Economic Assessment

- 1.1. Funding Models
  - 1.1.1. Payment Models and Actors in the Health System
  - 1.1.2. Payment Models to Professionals
  - 1.1.3. Ideal Payment Model. Payment Models and Incentive Models
  - 1.1.4. Assess Incentive Efficacy
- 1.2. Cost Calculation
  - 1.2.1. Financial Assessment Fundamentals
  - 1.2.2. Critiques of the Fundamentals of Welfare Economics
  - 1.2.3. Classification of Accounting According to Purpose
  - 1.2.4. Defining and Classifying Costs
  - 1.2.5. Financial Assessments Used in Healthcare
  - 1.2.6. Cost Centers
  - 1.2.7. Process and Patient Cost
  - 1.2.8. Cost Analysis by Diagnosis-Related Groups (DRG)
- 1.3. Efficiency and Sustainability of Health Systems
  - 1.3.1. Definitions
  - 1.3.2. Public Health Spending in Spain
  - 1.3.3. Macroeconomic Sustainability
  - 1.3.4. Factors Putting Upward Pressure on Public Health Spending, Compromising Its Sustainability
  - 1.3.5. Health Care Spending in the Autonomous Communities in Spain
  - 1.3.6. Reduction in Public Health Spending in Recent Years
  - 1.3.7. Use in Health Services Supply and Demand
  - 1.3.8. Health System Reports and Sustainability
- 1.4. Management Agreements
  - 1.4.1. Strategic Planning as a Starting Point
  - 1.4.2. The Management Agreement or Program Contract
  - 1.4.3. Contents Normally Included in Management Agreements
  - 1.4.4. Management Agreements and Differential Compensation
  - 1.4.5. Limitations and Aspects to Consider in a Management by Objectives System



- 1.5. Budget and Purchasing
    - 1.5.1. Budget Concept and Budgetary Principles
    - 1.5.2. Types of Budgets
    - 1.5.3. Budget Structure
    - 1.5.4. Budget Cycle
    - 1.5.5. Purchasing and Procurement Management
    - 1.5.6. Management of Public Service Procurement
  - 1.6. Purchasing, Contracting and Supplies
    - 1.6.1. Integrated Procurement Systems. Centralized Purchasing
    - 1.6.2. Management of Public Service Contracting: Tenders and Agreements. Purchasing and Procurement Commissions
    - 1.6.3. Hiring in the Private Sector
    - 1.6.4. Supply Logistics
  - 1.7. Staffing and Performance Calculations
    - 1.7.1. Estimated Healthcare Staffing Requirements
    - 1.7.2. Staffing Calculation
    - 1.7.3. Allocate Time for Healthcare Activity
  - 1.8. Budget Management
    - 1.8.1. Budget. Concept
    - 1.8.2. Public Budget
  - 1.9. Negotiation with Suppliers
    - 1.9.1. Negotiation with Suppliers
- Module 2. People and Talent Management**
- 2.1. Rights and Duties, Remuneration
    - 2.1.1. Rights and Responsibilities
    - 2.1.2. Duties of Public Employees. Code of Conduct
  - 2.2. Working Hours in Units and Services
    - 2.2.1. Shift Work Organization: Types
    - 2.2.2. Planning Human Resources
    - 2.2.3. Right to Collective Bargaining, Representation and Institutional Participation
    - 2.2.4. Content of the Agreement
    - 2.2.5. Demand-Driven Staffing
  - 2.3. Employability Tools in the Private and Public Sector
    - 2.3.1. Selective Processes
    - 2.3.2. Article 64
    - 2.3.3. Resignation. Article 65
    - 2.3.4. Loss of Nationality
    - 2.3.5. Article 66
    - 2.3.6. Article 67
    - 2.3.7. Retirement
    - 2.3.8. Article 68
    - 2.3.9. Rehabilitation of Civil Servant Status
    - 2.3.10. Public Employment Offer
    - 2.3.11. Selective Processes
    - 2.3.12. Provision of Jobs and Mobility. Free Designation
    - 2.3.13. Suspension of Duties
    - 2.3.14. Contract Termination
    - 2.3.15. For Retirement of the Employee
    - 2.3.16. For Dismissal of the Employee
  - 2.4. Personnel Assessment and Talent Development. Social and Institutional Climate
    - 2.4.1. People Assessment
    - 2.4.2. Talent Development
    - 2.4.3. Social and Institutional Climate
  - 2.5. Visibility in Clinical and Healthcare Management: Blogs and Networks
    - 2.5.1. The Digital Revolution in Welfare Practice and Clinical Management Description of New Digital Tools
    - 2.5.2. Experiences with Networks and Blogs of Health Professionals
  - 2.6. Health Professionals and Types of Relationships
    - 2.6.1. Statutory Employee Classification
    - 2.6.2. Statutory Healthcare Personnel
    - 2.6.3. Statutory Management and Services Employees
    - 2.6.4. Statutory Employee Linkage

### Module 3. Clinical Management

- 3.1. Patient Classification Systems
  - 3.1.1. Diagnosis-Related Groups (DRGs)
  - 3.1.2. The Nipe Project (Standardization of Interventions)
  - 3.1.3. Patient Classification Systems
  - 3.1.4. Essential Resources
- 3.2. Definitions and Regulation of Clinical Analysis Management
  - 3.2.1. Definition of Clinical Governance
  - 3.2.2. Evolution of Clinical Management in the National Health System
  - 3.2.3. The Contract-Program and Clinical Management
  - 3.2.4. Regulation of Clinical Management in Spain
  - 3.2.5. Current Status and Controversies
- 3.3. Processes and Protocols in Clinical Management. Handling Scientific Evidence
  - 3.3.1. Variability in Medical Practice
  - 3.3.2. Scientific Evidence
  - 3.3.3. Clinical Management
  - 3.3.4. Processes, Procedures, Clinical Pathways and Clinical Management Units
- 3.4. Models and Clinical Management Units: Inter-hospital Units
  - 3.4.1. What Can Be Considered in a Clinical Management Unit: Interhospital
  - 3.4.2. Requirements of Interhospital Clinical Management Units
  - 3.4.3. Importance of Leadership in Interhospital Clinical Management Units
  - 3.4.4. Human Resources, Continuing Education, Research and Teaching
  - 3.4.5. Patients and Companions. Humanization in Healthcare
  - 3.4.6. Processes in Interhospital Clinical Management Units
  - 3.4.7. The Indicators of these Interhospital Units
  - 3.4.8. Management by Objectives and Improvement
- 3.5. Prudent Drug Prescription. Electronic Prescription
  - 3.5.1. Good Prescribing Standards
  - 3.5.2. Principles for Prudent Prescribing
  - 3.5.3. Tools for Prudent Pharmacological Prescribing
  - 3.5.4. Prescribing Quality Indicators

- 3.6. Prescription Complementary Tests
  - 3.6.1. Management of Requests
  - 3.6.2. Prevention and Detection of Adverse Events Related to the Preparation and Administration of Medication
  - 3.6.3. Benefits of a Request Manager
  - 3.6.4. Lean Method

### Module 4. Planning and control of health organizations

- 4.1. Actors in the National Health System
  - 4.1.1. Sustainability of the National Health System
  - 4.1.2. The Actors in the Healthcare System
  - 4.1.3. The Taxpayer
  - 4.1.4. The Patient
  - 4.1.5. The Professional
  - 4.1.6. Purchasing Agency
  - 4.1.7. The Buyer
  - 4.1.8. The Manufacturing Institution
  - 4.1.9. Conflicts and Interests

### Module 5. Medical and Welfare Management Department in the Health System

- 5.1. Classical Medical Management VS. Care Management
  - 5.1.1. Classic Medical Management
  - 5.1.2. Medical Healthcare Management
- 5.2. Management Information Systems and Electronic Medical Records
  - 5.2.1. Control Panels
  - 5.2.2. Electronic Medical Records
  - 5.2.3. Assisted Prescription Systems
  - 5.2.4. CMDDB, CIE
  - 5.2.5. Other Useful Information Systems in Health Management
- 5.3. Continuity of Care: Integration of Primary Care– Hospital Care and Social Healthcare
  - 5.3.1. The Need for Healthcare Integration
  - 5.3.2. Integrated Health Organizations. Initial Bases
  - 5.3.3. Starting an OSI



- 5.4. Bioethics and Humanization in Medical Practice
  - 5.4.1. Current Status of Dehumanization in the Healthcare System
  - 5.4.2. Quality Management
  - 5.4.3. Humanizing Quality Management
  - 5.4.4. Humanization Programs
- 5.5. Medical and Healthcare Management: Relationships
  - 5.5.1. Management Role
  - 5.5.2. Active Participation Management
  - 5.5.3. Management Objectives
  - 5.5.4. Regulation of the Relationship Between Medical Management and Executive Management
  - 5.5.5. Professional Management Systems
- 5.6. Public Health, Health Promotion and Disease Prevention for Healthcare Directorates, Hospitals and Health Areas
  - 5.6.1. What is Public Health
  - 5.6.2. Health promotion
  - 5.6.3. Disease Prevention
  - 5.6.4. Foreign or International Health
  - 5.6.5. The Challenges of Public Health
- 5.7. Transformation of the Healthcare Model. The Triple Aim
  - 5.7.1. Continuity of Healthcare Strategy
  - 5.7.2. Social Health Strategy
  - 5.7.3. Efficiency, Health and Patient Experience

## Module 6. Quality Management

- 6.1. Quality in Health Care
  - 6.1.1. Quality Care
  - 6.1.2. Health and Quality Activity Records
- 6.2. Quality of Healthcare Programs
  - 6.2.1. Quality of Care

## Module 7. Competency Management

- 7.1. Performance Evaluation. Competency Management
  - 7.1.1. Definition of Competencies
  - 7.1.2. Performance Evaluation Procedure. Implementation
  - 7.1.3. Functions
  - 7.1.4. General and Specific Skills
  - 7.1.5. *Feedback* from Professions for Improving their Performance and Self-Assessment
  - 7.1.6. Training Itinerary Design for Skills Development
  - 7.1.7. Intrinsic and Extrinsic Motivation to Improve Performance. Methods
  - 7.1.8. Most Important Principles of Change
- 7.2. Methods and Techniques. Competency Management
  - 7.2.1. The Assessment Interview. Instructions for the Assessor
  - 7.2.2. General Principles of Motivational Interviewing
  - 7.2.3. Motivational Interview
  - 7.2.4. Communication Strategies
  - 7.2.5. Miller's Pyramid

## Module 8. Patient Security

- 8.1. Patient Safety: Evolution Over Time
  - 8.1.1. Introduction and Definition. Background and Current Situation
  - 8.1.2. Unequivocal Patient Identification. Localization and Traceability Systems
  - 8.1.3. Patients at Risk of Developing Pressure Ulcers (PUs)
  - 8.1.4. Infection Risks Associated to Nursing Care Venous Access Care
  - 8.1.5. Risk of Falling Fall Prevention and Monitoring in Hospitalized Patients
- 8.2. Nosocomial Infections
  - 8.2.1. Nosocomial Infections. Definition and Classification. Evolution of EPINE (Prevalence of Nosocomial Infections in Spain) Studies
  - 8.2.2. Care for Nosocomial Infection
  - 8.2.3. Hospital Infection Control and Surveillance Programs and Networks
  - 8.2.4. Asepsis, Disinfection and Sterilization

- 8.3. Prevention
  - 8.3.1. Primary and Secondary Prevention Types and Examples
  - 8.3.2. Prevention and Detection of Adverse Events Related to the Preparation and Administration of Medication
  - 8.3.3. Screening Programs: Breast Cancer. Management
  - 8.3.4. Screening Programs: Colon Cancer. Management
  - 8.3.5. Vaccination Program Management. Childhood vaccination
  - 8.3.6. Vaccination Program Management. Flu Vaccination
  - 8.3.7. FMEA (Failure Mode and Effects Analysis). Root Cause Analysis
- 8.4. Notification and Registration System
  - 8.4.1. Information and Record Systems
  - 8.4.2. Adverse Event Reporting and Recording Systems
- 8.5. Secondary and Tertiary Victims
  - 8.5.1. Health Professionals in the Face of Adverse Effects
  - 8.5.2. Recovery Trajectory and Emotional Support
  - 8.5.3. Impact on Corporate Image

## Module 9. Healthcare Quality Accreditation

- 9.1. Accreditation in Health Care
  - 9.1.1. Quality Management Systems: Accreditation, Certification and Excellence Models
- 9.2. Joint Commision International
  - 9.2.1. History
  - 9.2.2. The Joint Commision International
- 9.3. EFQM Model
  - 9.3.1. Criteria in Models for Excellence
  - 9.3.2. The Reder Logic Scheme
  - 9.3.3. Update of the EFQM Excellence Model
- 9.4. ISO Accreditation
  - 9.4.1. Rules Are Used as a Standard for Certification
  - 9.4.2. Healthcare System Accreditation Status
  - 9.4.3. Accreditation in Perspective: Main Theoretical-Practical Conflicts



## Module 10. Management of Special and Hospitalization Services

- 10.1. Emergency Services Management
  - 10.1.1. Processes of Emergency Services
  - 10.1.2. Service Planning and Control
  - 10.1.3. Human resources
  - 10.1.4. Teaching in the Emergency Department
- 10.2. ICU Management
  - 10.2.1. Intensive Care Definition
  - 10.2.2. ICU. Physical Structure
  - 10.2.3. Human Resource Allocation
  - 10.2.4. Material Resources: Technology and Equipment. Monitoring
  - 10.2.5. ICU Without Walls and Innovation Models
  - 10.2.6. Spanish Transplantation Model. Collaboration with the ONT
  - 10.2.7. Safety Management in ICU. Zero Projects, Quality Indicators. Information Transfer
  - 10.2.8. Humanization in ICUs
- 10.3. Surgical Unit Management
  - 10.3.1. The Surgical Unit. Physical Structure, Organization and Channels
  - 10.3.2. Coordination of Operating Rooms. Surgical Performance and Operation Indicators Surgical Scheduling. Improving Performance
  - 10.3.3. Calculation of Human Resources in a Surgical Department
  - 10.3.4. Material Resource Calculation: Surgical Block Sizing and Operation
  - 10.3.5. Safety Management in a Surgical Department. Surgical CHECK LIST. Surgical Hand Washing
  - 10.3.6. Asepsis and Sterilization in Operating Rooms. Environmental Monitoring of the Operating Room
- 10.4. Management of Hospitalization Units
  - 10.4.1. What are Hospitalization Units
  - 10.4.2. Requirements of Hospitalization Units
  - 10.4.3. Importance of Leadership in the Hospitalization Units
  - 10.4.4. Human Resources, Continuing Education, Teaching and Research
  - 10.4.5. Patients and Companions
  - 10.4.6. Processes: Strategic, Operational and Structural
  - 10.4.7. Hospitalization Unit Indicators
  - 10.4.8. The Role of Primary Care and Other Healthcare Facilities
  - 10.4.9. Management by Objectives and Improvement

## 10.5. Other Units and Special Services

- 10.5.1. Alternatives to Conventional Hospitalization: Day Hospital (DH)
- 10.5.2. Alternatives to Conventional Hospitalization: Day Hospital Units Integrated in Other Units
- 10.5.3. Alternatives to Conventional Hospitalization: Home Hospitalization
- 10.5.4. Alternatives to Conventional Hospitalization: Short Stay Units

## Module 11. Management of Central Services

- 11.1. Admission and Clinical Documentation Service
  - 11.1.1. Admissions and Clinical Documentation Services
  - 11.1.2. Bed Management
  - 11.1.3. Medical Record Archive
  - 11.1.4. Digitization and Indexation
  - 11.1.5. Metadata Definition
- 11.2. Radio Diagnostic Services Management
  - 11.2.1. Radiology Service Definition
  - 11.2.2. Structure and Organization of the Diagnostic Radiology Service
  - 11.2.3. Radiological Information Systems (RIS)
  - 11.2.4. Radiological Request Circuit
  - 11.2.5. Patients' Rights
  - 11.2.6. Teleradiology
- 11.3. Laboratory Management
  - 11.3.1. Pre-Analytical Phase
  - 11.3.2. The Analytical Phase
  - 11.3.3. The Post-Analytical Phase
  - 11.3.4. Point-Of-Care Testing (POCT)
  - 11.3.5. The Madrid Clinical Laboratory (MLC) Project

- 11.4. Hospital and Primary Care Pharmacy Management
  - 11.4.1. Planning and Organization of Pharmacy Services: Physical Structure, Organization and Channels
  - 11.4.2. Human and Material Resources. Different Competencies and Functions
  - 11.4.3. Procurement Management and Pharmacotherapy Management Process
  - 11.4.4. Hospital Dispensing Systems: Plant Stock, Unit Dose, Automated Systems
  - 11.4.5. Sterile Medication Preparation Area: Hazardous and Non-Hazardous
  - 11.4.6. Pharmaceutical Care to Outpatients and Ambulatory Patients
  - 11.4.7. Primary Care Pharmacy and Healthcare Coordination in Pharmacotherapy
- 11.5. Hospitality, Complementary and Voluntary Services Management
  - 11.5.1. Hospital Food
  - 11.5.2. Linen Service
  - 11.5.3. Hospital Volunteering

## Module 12. Management of Transversal and Primary Services

- 12.1. Primary Healthcare
  - 12.1.1. Primary Healthcare Resolution Capacity
  - 12.1.2. Community Care: Health Programs
  - 12.1.3. Emergency and Continuous Care. PAC Model and Special Emergency Services Model
- 12.2. Complex-Chronic Patient Management
  - 12.2.1. Chronicity Care Models
  - 12.2.2. Current situation in Spain
  - 12.2.3. From the Strategy for Chronic Care to Chronic Patient Management
  - 12.2.4. Chronicity and Social Healthcare
- 12.3. Experiences in Patient Empowerment: Active Patients, School of Patients
  - 12.3.1. Patient Empowerment and Nursing Input
  - 12.3.2. Peer Support
  - 12.3.3. Self-Care and Self-Care Support
  - 12.3.4. Health Education and Self-Management Education
  - 12.3.5. Self-Management Projects Features
  - 12.3.6. Self-Management Projects International and Spanish Experiences

## Module 13. Management of Outpatients Services

- 13.1. Management of Outpatient Services: Day Hospitals and Outpatient Consultations
  - 13.1.1. Organization and Operation of the Day Hospital
  - 13.1.2. Oncohematologic Day Hospital Management
  - 13.1.3. Organization and Management of Outpatient Consultation
- 13.2. Management of Outpatient Services
  - 13.2.1. Evolution Over Time
  - 13.2.2. Emergency Coordination Centers
  - 13.2.3. Human Resources and Skills. Team Involved
  - 13.2.4. Health Care Network Devices Coordination
  - 13.2.5. Emergency Quality Indicators
  - 13.2.6. Planning for Disasters Managing a Disaster
- 13.3. Home Care: Models
  - 13.3.1. Home Hospitalization Types and Concepts
  - 13.3.2. Criteria for Patient Selection
  - 13.3.3. Calculating and Managing Human and Material Resources
  - 13.3.4. Palliative Care at Home. Techniques and Patient Selection
  - 13.3.5. Family Support and Bereavement Management
  - 13.3.6. Managing Primary Caregiver Overload. Family Claudication
- 13.4. Mental Health, Addictive Behavior and Social Work
  - 13.4.1. Introduction to Mental Health
  - 13.4.2. Comprehensive Care
  - 13.4.3. Diagnostic and Therapeutic Techniques and Procedures Common to All Devices
  - 13.4.4. Transversality and Continuity of Care in the Healthcare Setting
  - 13.4.5. Social Work

## Module 14. Leadership Management

- 14.1. Team Leadership
  - 14.1.1. Concept of Leadership
  - 14.1.2. Steps for Successful Leadership
  - 14.1.3. Qualities of a Leader
  - 14.1.4. Activities to Be Carried Out by the Leader
  - 14.1.5. Seven Habits of Successful People and Leadership
- 14.2. Motivation
  - 14.2.1. Intrinsic and Extrinsic Motivation
  - 14.2.2. Differences between Motivation and Satisfaction: Different Theories
- 14.3. Delegation
  - 14.3.1. What is Delegation?
  - 14.3.2. Ways of Assessing Delegation: Tasks
  - 14.3.3. Non-Delegable Functions
- 14.4. Executive Coaching
  - 14.4.1. Development

## Module 15. Decision-Making and Time Management

- 15.1. Decision Making
  - 15.1.1. Deciding as an Organizational Process
  - 15.1.2. Decision Process Phases
  - 15.1.3. Features of any Decision
- 15.2. The Decision Process. Techniques
  - 15.2.1. Management Schools. History
  - 15.2.2. The Framework of the Management and Decision-Making Function
  - 15.2.3. Types of Decisions
  - 15.2.4. Characteristics of a Good Decision
  - 15.2.5. Key Points to Consider in Decision-Making
  - 15.2.6. The Logical Reasoning Process
  - 15.2.7. Decision Support Tools

- 15.3. Time, Stress and Happiness Management
  - 15.3.1. Introduction to Stress in Managerial Positions
  - 15.3.2. General Guidelines for Preventing and/or Reducing the Experience of Stress
  - 15.3.3. Effective Time Management
  - 15.3.4. Agenda Planning
  - 15.3.5. Personal Time and Professional Time, in Search of Happiness

## Module 16. Creating a Personal Brand

- 16.1. Public Profile
  - 16.1.1. Presenting Ourselves to the World. Our Digital Footprint
  - 16.1.2. Digital Reputation. Positive References
  - 16.1.3. The Cover Letter in 2.0
- 16.2. The Job Interview to Apply for a Managerial Position
  - 16.2.1. The Interview
  - 16.2.2. Methods for a Successful Interview

## Module 17. Internal Communication in Management

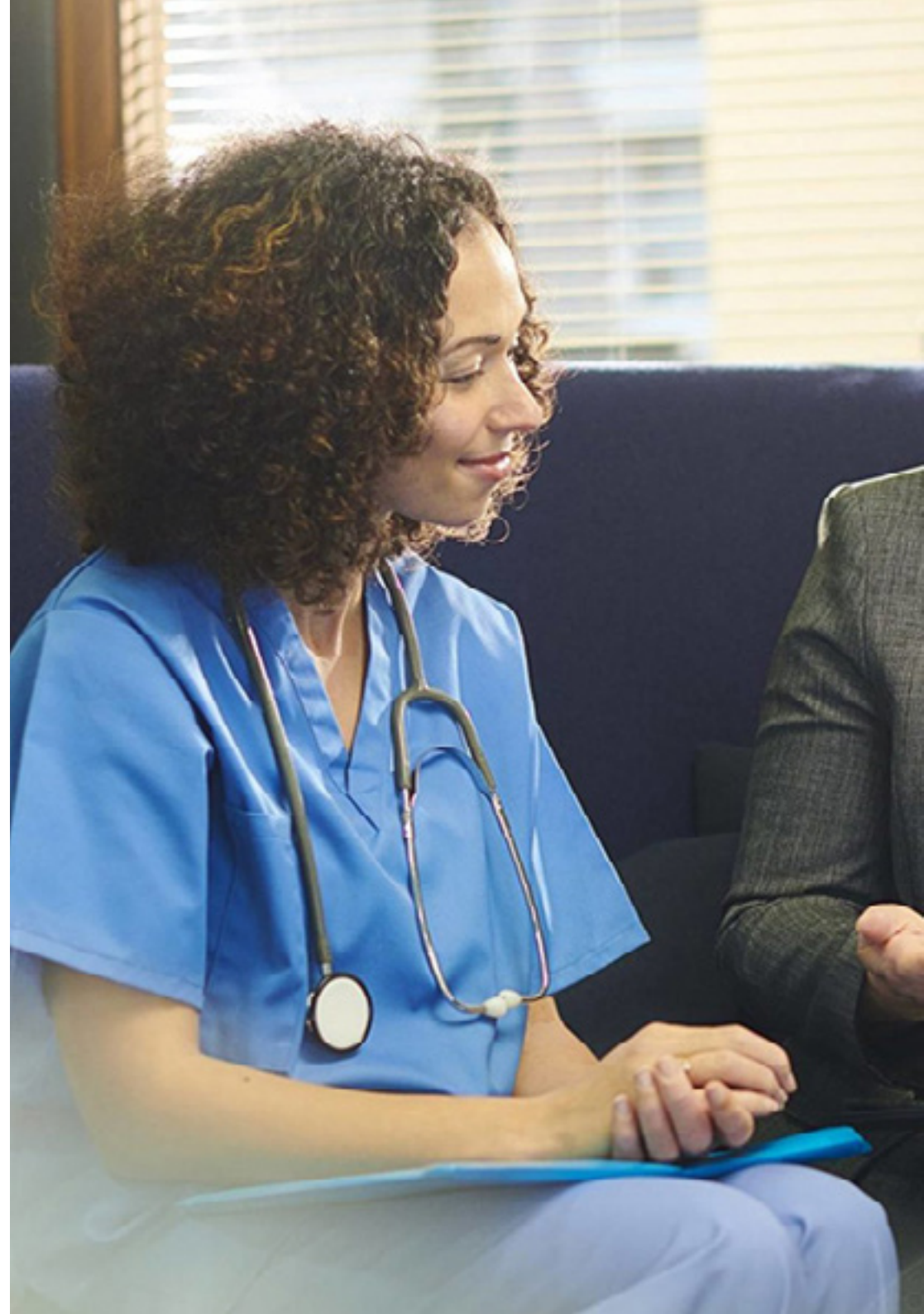
- 17.1. Communication
  - 17.1.1. Conceptual Approach
  - 17.1.2. Internal Communication in Health Organization Do You Have a Plan?
  - 17.1.3. How to Create Internal Communication Plan
  - 17.1.4. Tools Evolution. From the Internal Circulation Note to the Corporate Social Network
- 17.2. Meetings
  - 17.2.1. Conceptual Approach
  - 17.2.2. Management Meetings and Time Management
  - 17.2.3. Scheduled Team Meeting Architecture A Proposal
  - 17.2.4. Keys to Successful Meeting Preparation
  - 17.2.5. Meeting Management
- 17.3. Conflict Management
  - 17.3.1. Conceptual Approach
  - 17.3.2. Labor Disputes
  - 17.3.3. The Change. Main Source of Conflict with Management
  - 17.3.4. Conflict Management in Health Teams

## Module 18. Communication and Marketing in Health

- 18.1. Marketing and Social Media
  - 18.1.1. Conceptual Approach
  - 18.1.2. Health Services Marketing
- 18.2. Communication in Organizations
  - 18.2.1. Conceptual Approach
  - 18.2.2. What to Communicate in the Healthcare Organization?
  - 18.2.3. ICTs as a Key Communication Tool in Clinical Management
- 18.3. Relationships with Social Agents Users and Suppliers
  - 18.3.1. Financing and Underwriting
  - 18.3.2. Regulation Actors in the System
  - 18.3.3. Relationship Map, What do they Expect from Each Other
- 18.4. Corporate Social Responsibility. Good Healthcare Governance
  - 18.4.1. Responsibility and Ethics in the Organizations
  - 18.4.2. Principles and Commitments to Develop Social Responsibility in the National Health System
  - 18.4.3. Good Healthcare Governance
  - 18.4.4. Good Governance Practices

## Module 19. Teaching and Research Management. Research and innovation: R&D&I in the Healthcare Environment

- 19.1. Research Methodology: Epidemiology and research study designs and biases
  - 19.1.1. Epidemiology and Clinical Epidemiology
  - 19.1.2. Main Study Designs in Clinical Research
  - 19.1.3. Quality of the Studies: Reliability and Validity. Biases
- 19.2. Sources of Information for Research and Sourcing Strategies Databases
  - 19.2.1. Clinical Research Questions
  - 19.2.2. Information Sources
  - 19.2.3. Where and How to Search for Information
  - 19.2.4. Searching
  - 19.2.5. Databases





- 19.3. Critical Reading of Articles
  - 19.3.1. Phases in Critical Reading
  - 19.3.2. Tools for Critical Reading
  - 19.3.3. Main Mistakes
- 19.4. Research Projects: Financial Resources. Product and Patents Development
  - 19.4.1. Spanish Biomedical Research Model
  - 19.4.2. Research Project Design
  - 19.4.3. Funding in Research
  - 19.4.4. Exploitation of Research Results
- 19.5. Communication and Diffusion of Research Findings
  - 19.5.1. Research Reports
  - 19.5.2. Choosing a Journal for Publication
  - 19.5.3. Some Style Recommendations



*Don't think twice and expand your talent towards Clinical Management. With this preparation you will get the improvements you want in your career"*

07

# Clinical Internship

After completing the online training period, the program includes a practical training period in a reference clinical center. The student will have at their disposal the support of a tutor who will accompany them during the whole process, both in the preparation and in the development of the clinical practice.





“

*Do your clinical internship in one of the best hospitals in Spain"*

The Internship Program's Internship Program consists of a 3-week practical stay in a prestigious center, from Monday to Friday, with 8 consecutive hours of practical training with an assistant specialist. This internship will allow you to learn the latest forms of management and train you in the area of medical management and service management, applying the latest trends in health administration and planning the care processes that are developed in health institutions.

In this completely practical Internship Program, the activities are aimed at developing and perfecting the skills necessary to provide healthcare care in areas and conditions that require highly qualified professionals, and are oriented towards specific expertise for practicing the activity, in a safe environment for the patient and with highly professional performance.

It is undoubtedly an opportunity to learn by working in the innovative hospital of the future where real-time health monitoring of patients is at the heart of the digital culture of its professionals. This is a new way of understanding and integrating health processes, making it the ideal teaching scenario for this innovative experience in the improvement of professional medical competencies for the 21st century.

The practical teaching will be carried out with the active participation of the student performing the activities and procedures of each area of competence (learning to learn and learning to do), with the accompaniment and guidance of the professors and other fellow trainees that facilitate teamwork and multidisciplinary integration as transversal competencies for medicine Analysis Clinical Analysis Care Medicine(learning to be and learning to relate).







The procedures described below will form the basis of the practical part of the training, and their completion is subject to both the suitability of the patients and the availability of the center and its workload, with the proposed activities being as follows:

Module	Practical Activity
<b>Strategies in Clinical Management and Medical Direction</b>	Manage advanced information systems to support the proper management of the electronic medical record
	Use of knowledge management and communication tools in clinical and healthcare management
	Analyze hospital quality, efficiency, safety and harmony standards in order to detect possible areas for improvement
	Cooperate with the executive team in decision making and overall coordination
<b>Clinical Management</b>	Integrate in the management of new Clinical Management models such as inter-hospital units
	Manage the systems of pharmacological prescription, both electronic and complementary tests
	Evaluate the performance and operation of the different hospital services
	Participate in the design of preventive measures and action plans in case of hospital emergencies
	Prepare reports that collect the main clinical activity data
<b>Personnel, talent and communication</b>	Improve communication and leadership skills in multidisciplinary and complex clinical work teams
	Promote the management and coordination of the different hospital working groups
	Participate in the work planning of the different hospital units and services
	Promote talent and quality through incentive programs and performance evaluation
	Study the accounting, logistical and financial management of the hospital center
<b>Clinical Management Leadership</b>	Practice management coaching specific to the clinical setting
	Managing meetings to get the most out of them
	Mediation of possible conflicts
	Involvement with the different hospital committees
	Participate in the centralized decision-making process, making individual and group decisions

## Civil Liability Insurance

This institution's main concern is to guarantee the safety of the trainees and other collaborating agents involved in the internship process at the company. Among the measures dedicated to achieve this is the response to any incident that may occur during the entire teaching-learning process.

To this end, this educational entity undertakes to take out civil liability insurance to cover any eventuality that may arise during the stay at the internship center.

This liability policy for interns will have broad coverage and will be taken out prior to the start of the practical training period. In this way, the professional will not have to worry in case he/she has to face an unexpected situation and will be covered until the end of the practical program at the center.



## General Conditions of the Internship Program

The general terms and conditions of the internship agreement for the program are as follows:

**1. TUTOR:** During the Hybrid Professional Master's Degree, students will be assigned with two tutors who will accompany them throughout the process, answering any doubts and questions that may arise. On the one hand, there will be a professional tutor belonging to the internship center who will have the purpose of guiding and supporting the student at all times. On the other hand, they will also be assigned with an academic tutor whose mission will be to coordinate and help the students during the whole process, solving doubts and facilitating everything they may need. In this way, the student will be accompanied and will be able to discuss any doubts that may arise, both clinical and academic.

**2. DURATION:** The internship program will have a duration of three continuous weeks, in 8-hour days, 5 days a week. The days of attendance and the schedule will be the responsibility of the center and the professional will be informed well in advance so that they can make the appropriate arrangements.

**3. ABSENCE:** If the students does not show up on the start date of the Hybrid Professional Master's Degree, they will lose the right to it, without the possibility of reimbursement or change of dates. Absence for more than two days from the internship, without justification or a medical reason, will result in the professional's withdrawal from the internship, therefore, automatic termination of the internship. Any problems that may arise during the course of the internship must be urgently reported to the academic tutor.

**4. CERTIFICATION:** Professionals who pass the Hybrid Professional Master's Degree will receive a certificate accrediting their stay at the center.

**5. EMPLOYMENT RELATIONSHIP:** The Hybrid Professional Master's Degree shall not constitute an employment relationship of any kind.

**6. PRIOR EDUCATION:** Some centers may require a certificate of prior education for the Hybrid Professional Master's Degree. In these cases, it will be necessary to submit it to the TECH internship department so that the assignment of the chosen center can be confirmed.

**7. DOES NOT INCLUDE:** The Hybrid Professional Master's Degree will not include any element not described in the present conditions. Therefore, it does not include accommodation, transportation to the city where the internship takes place, visas or any other items not listed.

However, students may consult with their academic tutor for any questions or recommendations in this regard. The academic tutor will provide the student with all the necessary information to facilitate the procedures in any case.

08

# Where Can I Do the Clinical Internship?

To ensure that the updating process is the best possible, TECH proposes to carry out the practical part of this program in a prestigious center that can provide the physician with the latest advances in the field of senior medical management. This is a very complex and broad field, so it requires updating by the specialist, and the role of the hospital institutions proposed here is vital in this process, since they will offer the most advanced knowledge in the specialty.



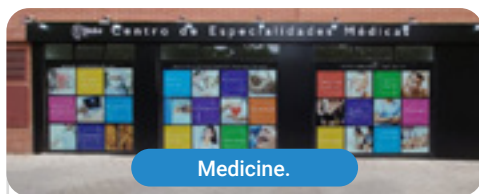


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*You will obtain the most advanced knowledge in the field of senior medical management"*



The student will be able to take the practical part of this Hybrid Professional Master's Degree in the following centers:



Medicine.

### CT Medical

Country	City
Spain	Madrid

Address: C. Lonja de la Seda, 41, 28054 Madrid

Clinical center offering a multidisciplinary range of medical specialties.

**Related internship programs:**

- Clinical, Medical and Welfare Management
- Pediatric Nursing



Medicine.

### Hospital HM Modelo

Country	City
Spain	La Coruña

Address: Rúa Virrey Osorio, 30, 15011, A Coruña

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Anaesthesiology and Resuscitation
- Palliative Care



Medicine.

### Hospital Maternidad HM Belén

Country	City
Spain	La Coruña

Address: R. Filantropía, 3, 15011, A Coruña

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Update in Assisted Reproduction
- Hospitals and Health Services Management



Medicine.

### Hospital HM Rosaleda

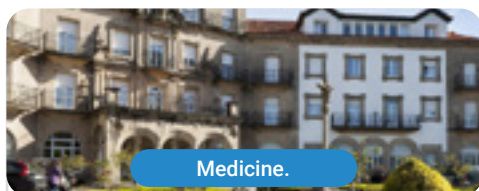
Country	City
Spain	La Coruña

Address: Rúa de Santiago León de Caracas, 1, 15701, Santiago de Compostela, A Coruña

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Hair Transplantation
- Orthodontics and Dentofacial Orthopedics



Medicine.

### Hospital HM La Esperanza

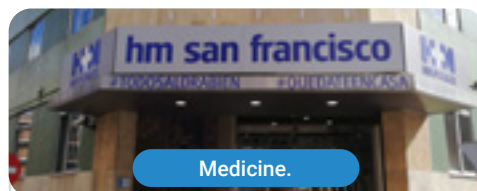
Country	City
Spain	La Coruña

Address: Av. das Burgas, 2, 15705, Santiago de Compostela, A Coruña

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Oncology Nursing
- Clinical Ophthalmology



Medicine.

### Hospital HM San Francisco

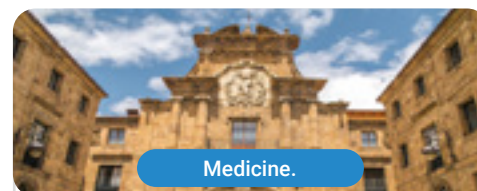
Country	City
Spain	León

Address: C. Marqueses de San Isidro, 11, 24004, León

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Update in Anesthesiology and Resuscitation
- Trauma Nursing



Medicine.

### Hospital HM Regla

Country	City
Spain	León

Address: Calle Cardenal Landázuri, 2, 24003, León

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Update on Psychiatric Treatment in Minor Patients



Medicine.

### Hospital HM Nou Delfos

Country	City
Spain	Barcelona

Address: Avinguda de Vallcarca, 151, 08023 Barcelona

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Aesthetic Medicine
- Clinical Nutrition in Medicine



Medicine.

### Hospital HM Sant Jordi

Country: Spain City: Barcelona

Address: Plaza de la estación, 12, 08030, Barcelona

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Hospitals and Health Services Management
- Hospital Nursing



Medicine.

### Hospital HM Nens

Country: Spain City: Barcelona

Address: C. del Consell de Cent, 437, 08009, Barcelona

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Hospital Nursing
- Hospitals and Health Services Management



Medicine.

### Hospital HM Madrid

Country: Spain City: Madrid

Address: Pl. del Conde del Valle de Súchil, 16, 28015, Madrid

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Palliative Care
- Anaesthesiology and Resuscitation



Medicine.

### Hospital HM Montepíncipe

Country: Spain City: Madrid

Address: Av. de Montepíncipe, 25, 28660, Boadilla del Monte, Madrid

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Palliative Care
- Aesthetic Medicine



Medicine.

### Hospital HM Torrelodones

Country: Spain City: Madrid

Address: Av. Castillo Olivares, s/n, 28250, Torrelodones, Madrid

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Anaesthesiology and Resuscitation
- Palliative Care



Medicine.

### Hospital HM Sanchinarro

Country: Spain City: Madrid

Address: Calle de Oña, 10, 28050, Madrid

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Anaesthesiology and Resuscitation
- Palliative Care



Medicine.

### Hospital HM Nuevo Belén

Country: Spain City: Madrid

Address: Calle José Silva, 7, 28043, Madrid

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- General and Digestive System Surgery
- Clinical Nutrition in Medicine



Medicine.

### Hospital HM Puerta del Sur

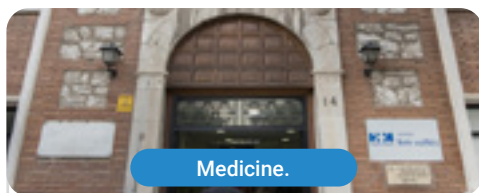
Country: Spain City: Madrid

Address: Av. Carlos V, 70, 28938, Móstoles, Madrid

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Palliative Care
- Clinical Ophthalmology



Medicine.

### Hospital HM Vallés

Country	City
Spain	Madrid

Address: Calle Santiago, 14, 28801, Alcalá de Henares, Madrid

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Gynecologic Oncology
- Clinical Ophthalmology



Medicine.

### Hospital HM Málaga

Country	City
Spain	Malaga

Address: Av. de Carlos Haya, 121, 29010, Málaga

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Hospital Nursing
- Hospitals and Health Services Management



Medicine.

### Hospital HM El Pilar

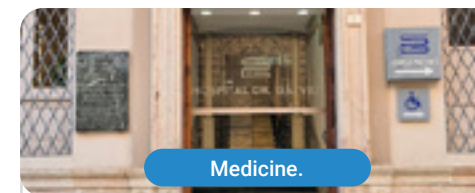
Country	City
Spain	Malaga

Address: Paseo de Sancha, 15, 29016, Málaga

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Clinical, Medical and Welfare Management
- Hospitals and Health Services Management



Medicine.

### Hospital HM Gálvez

Country	City
Spain	Malaga

Address: Calle San Agustín, 1, 29015, Málaga

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Hospitals and Health Services Management
- Hospital Nursing



Medicine.

### Hospital HM Santa Elena

Country	City
Spain	Malaga

Address: Urbanización Los Alamos, C. Sardinero, s/n, 29620, Torremolinos, Málaga

Network of private clinics, hospitals and specialized centers distributed throughout Spain.

**Related internship programs:**

- Clinical, Medical and Welfare Management
- Hospitals and Health Services Management



Medicine.

### Centro Médico Las Rosas

Country	City
Spain	Madrid

Address: C. de Suecia, 63, 28022 Madrid

Centro Médico Las Rosas seeks to meet the health needs of the population by offering quality and efficient primary care services.

**Related internship programs:**

- Clinical, Medical and Welfare Management





Medicine.

### Rehamex

Country  
Mexico

City  
Mexico

Address: J.J. Fernández de Lizardi No. 5,  
Cto. Novelistas, Ciudad Satélite, Naucalpan

Center specialized in rehabilitation and physical health  
promotion.

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**Related internship programs:**

- Diagnosis in Physiotherapy  
Medical Research



*It delves into the most relevant theory  
in this field, subsequently applying it  
in a real work environment"*

09

# Methodology

This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning**.

This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.



“

*Discover Relearning, a system that abandons conventional linear learning, to take you through cyclical teaching systems: a way of learning that has proven to be extremely effective, especially in subjects that require memorization"*

## At TECH we use the Case Method

What should a professional do in a given situation? Throughout the program, students will face multiple simulated clinical cases, based on real patients, in which they will have to do research, establish hypotheses, and ultimately resolve the situation. There is an abundance of scientific evidence on the effectiveness of the method. Specialists learn better, faster, and more sustainably over time.

*With TECH you will experience a way of learning that is shaking the foundations of traditional universities around the world.*



According to Dr. Gérvas, the clinical case is the annotated presentation of a patient, or group of patients, which becomes a "case", an example or model that illustrates some peculiar clinical component, either because of its teaching power or because of its uniqueness or rarity. It is essential that the case is based on current professional life, trying to recreate the real conditions in the physician's professional practice.

“

*Did you know that this method was developed in 1912, at Harvard, for law students? The case method consisted of presenting students with real-life, complex situations for them to make decisions and justify their decisions on how to solve them. In 1924, Harvard adopted it as a standard teaching method”*

The effectiveness of the method is justified by four fundamental achievements:

1. Students who follow this method not only achieve the assimilation of concepts, but also a development of their mental capacity, through exercises that evaluate real situations and the application of knowledge.
2. Learning is solidly translated into practical skills that allow the student to better integrate into the real world.
3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.
4. Students like to feel that the effort they put into their studies is worthwhile. This then translates into a greater interest in learning and more time dedicated to working on the course.



## Relearning Methodology

At TECH we enhance the case method with the best 100% online teaching methodology available: Relearning.

This university is the first in the world to combine the study of clinical cases with a 100% online learning system based on repetition, combining a minimum of 8 different elements in each lesson, a real revolution with respect to the mere study and analysis of cases.

*Professionals will learn through real cases and by resolving complex situations in simulated learning environments. These simulations are developed using state-of-the-art software to facilitate immersive learning.*



At the forefront of world teaching, the Relearning method has managed to improve the overall satisfaction levels of professionals who complete their studies, with respect to the quality indicators of the best online university (Columbia University).

With this methodology, more than 250,000 physicians have been trained with unprecedented success in all clinical specialties regardless of surgical load. Our pedagogical methodology is developed in a highly competitive environment, with a university student body with a strong socioeconomic profile and an average age of 43.5 years old.

*Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*

In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically.

The overall score obtained by TECH's learning system is 8.01, according to the highest international standards.



This program offers the best educational material, prepared with professionals in mind:



#### Study Material

All teaching material is produced by the specialists who teach the course, specifically for the course, so that the teaching content is highly specific and precise.

These contents are then applied to the audiovisual format, to create the TECH online working method. All this, with the latest techniques that offer high quality pieces in each and every one of the materials that are made available to the student.



#### Surgical Techniques and Procedures on Video

TECH introduces students to the latest techniques, the latest educational advances and to the forefront of current medical techniques. All of this in direct contact with students and explained in detail so as to aid their assimilation and understanding. And best of all, you can watch the videos as many times as you like.



#### Interactive Summaries

The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



#### Additional Reading

Recent articles, consensus documents and international guidelines, among others. In TECH's virtual library, students will have access to everything they need to complete their course.







#### Expert-Led Case Studies and Case Analysis

Effective learning ought to be contextual. Therefore, TECH presents real cases in which the expert will guide students, focusing on and solving the different situations: a clear and direct way to achieve the highest degree of understanding.



#### Testing & Retesting

We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals.



#### Classes

There is scientific evidence on the usefulness of learning by observing experts. The system known as Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.



#### Quick Action Guides

TECH offers the most relevant contents of the course in the form of worksheets or quick action guides. A synthetic, practical, and effective way to help students progress in their learning.



09

# Certificate

This Hybrid Professional Master's Degree in Clinical, Medical, and Welfare Management guarantees students, in addition to the most rigorous and up-to-date education, access to a Hybrid Professional Master's Degree diploma issued by TECH Global University.



“

*Successfully complete this program and receive your university qualification without having to travel or fill out laborious paperwork”*

This program will allow you to obtain your **Hybrid Professional Master's Degree diploma in Clinical, Medical, and Welfare Management** endorsed by **TECH Global University**, the world's largest online university.

**TECH Global University** is an official European University publicly recognized by the Government of Andorra ([official bulletin](#)). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

This **TECH Global University** title is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

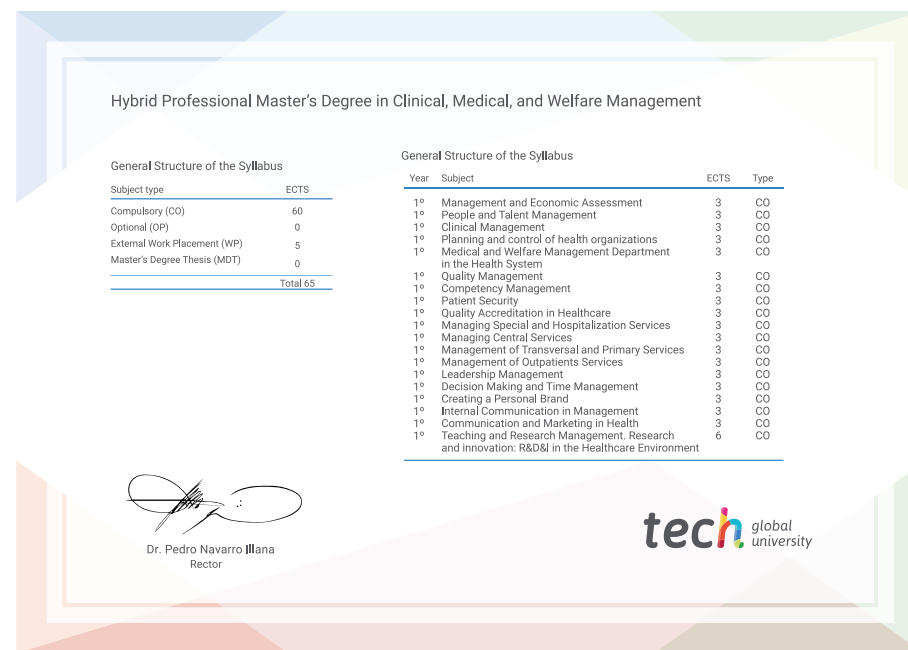
Title: **Hybrid Professional Master's Degree in Clinical, Medical, and Welfare Management**

Course Modality: **Hybrid (Online + Clinical Internship)**

Duration: **12 months**

Certificate: **TECH Global University**

Recognition: **60 + 5 ECTS Credits**



\*Apostille Convention. In the event that the student wishes to have their paper diploma issued with an apostille, TECH Global University will make the necessary arrangements to obtain it, at an additional cost.

future

health confidence people

education information tutors

guarantee accreditation teaching

institutions technology learning

community commitment

**tech** global  
university

## Hybrid Professional Master's Degree

Clinical, Medical, and  
Welfare Management

Modality: Hybrid (Online + Clinical Internship)

Duration: 12 months

Certificate: TECH Global University

60 + 5 ECTS Credits

# Hybrid Professional Master's Degree

Clinical, Medical and  
Welfare Management

