



## Advanced Master's Degree MBA in Senior Hospitals and Health Services Management

Language: English
Course Modality: Online

Duration: 2 years

Accreditation: TECH Technological University

Official No of hours: 3,000 h.

Website: www.techtitute.com/pk/school-of-business/advanced-master-degree/advanced-maste-degreer-mba-senior-hospitals-health-services-management

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# 01 **Welcome**

Healthcare management is a key element in ensuring that a hospital center becomes a benchmark, as it will enable it to offer users the care they require, through the most advanced treatments, achieving a good reputation in society. At this point, the figure of the director becomes very important, since they must manage, with rigor and security, all the resources at their disposal, both human and material and economic, achieving the precise distribution that provides greater profitability. In this field, studies tend to focus on the healthcare sector. However, TECH has gone a step further to provide business professionals with the necessary training that will enable them to enter an industry that requires highly skilled hospital and healthcare managers. In this way, this program will bring together two areas that may seem unrelated: business and health, but which, together, will mark the distinction that will provide greater quality in the management and development of hospitals and health services.









## tech 08 | Why Study at TECH?

#### At TECH Technological University



#### Innovation

The university offers an online learning model that combines the latest educational technology with the most rigorous teaching methods. A unique method with the highest international recognition that will provide students with the keys to develop in a rapidly-evolving world, where innovation must be every entrepreneur's focus.

"Microsoft Europe Success Story", for integrating the innovative, interactive multi-video system.



#### The Highest Standards

Admissions criteria at TECH are not economic. Students don't need to make a large investment to study at this university. However, in order to obtain a qualification from TECH, the student's intelligence and ability will be tested to their limits. The institution's academic standards are exceptionally high...

95%

of TECH students successfully complete their studies



#### **Networking**

Professionals from countries all over the world attend TECH, allowing students to establish a large network of contacts that may prove useful to them in the future.

100,000+

200+

executives trained each year

different nationalities



#### **Empowerment**

Students will grow hand in hand with the best companies and highly regarded and influential professionals. TECH has developed strategic partnerships and a valuable network of contacts with major economic players in 7 continents.

500+

collaborative agreements with leading companies



#### **Talent**

This program is a unique initiative to allow students to showcase their talent in the business world. An opportunity that will allow them to voice their concerns and share their business vision.

After completing this program, TECH helps students show the world their talent.



#### **Multicultural Context**

While studying at TECH, students will enjoy a unique experience. Study in a multicultural context. In a program with a global vision, through which students can learn about the operating methods in different parts of the world, and gather the latest information that best adapts to their business idea.

TECH students represent more than 200 different nationalities.



#### Learn with the best

In the classroom, TECH's teaching staff discuss how they have achieved success in their companies, working in a real, lively, and dynamic context. Teachers who are fully committed to offering a quality specialization that will allow students to advance in their career and stand out in the business world.

Teachers representing 20 different nationalities.



At TECH, you will have access to the most rigorous and up-to-date case studies in the academic community"

## Why Study at TECH? | 09 tech

TECH strives for excellence and, to this end, boasts a series of characteristics that make this university unique:



#### **Analysis**

TECH explores the student's critical side, their ability to question things, their problem-solving skills, as well as their interpersonal skills.



#### **Academic Excellence**

TECH offers students the best online learning methodology. The university combines the Relearning method (a postgraduate learning methodology with the highest international rating) with the Case Study. A complex balance between tradition and state-of-the-art, within the context of the most demanding academic itinerary.



#### **Economy of Scale**

TECH is the world's largest online university. It currently boasts a portfolio of more than 10,000 university postgraduate programs. And in today's new economy, **volume + technology = a ground-breaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.





## tech 12 | Why Our Program?

This program will provide students with a multitude of professional and personal advantages, particularly the following:



#### A significant career boost

By studying at TECH, students will be able to take control of their future and develop their full potential. By completing this program, students will acquire the skills required to make a positive change in their career in a short period of time.

70% of participants achieve positive career development in less than 2 years.



## Develop a strategic and global vision of companies

TECH offers an in-depth overview of general management to understand how each decision affects each of the company's different functional areas.

Our global vision of companies will improve your strategic vision.



### Consolidate the student's senior management skills

Studying at TECH means opening the doors to a wide range of professional opportunities for students to position themselves as senior executives, with a broad vision of the international environment.

You will work on more than 100 real senior management cases.



#### Take on new responsibilities

The program will cover the latest trends, advances and strategies, so that students can carry out their professional work in a changing environment.

45% of graduates are promoted internally.



#### Access to a powerful network of contacts

TECH connects its students to maximize opportunities. Students with the same concerns and desire to grow. Therefore, partnerships, customers or suppliers can be shared.

You will find a network of contacts that will be instrumental for professional development.



#### Thoroughly develop business projects

Students will acquire a deep strategic vision that will help them develop their own project, taking into account the different areas in companies.

20% of our students develop their own business idea.



### Improve soft skills and management skills

TECH helps students apply and develop the knowledge they have acquired, while improving their interpersonal skills in order to become leaders who make a difference.

Improve your communication and leadership skills and enhance your career.



#### Be part of an exclusive community

Students will be part of a community of elite executives, large companies, renowned institutions, and qualified professors from the most prestigious universities in the world: the TECH Technological University community.

We give you the opportunity to train with a team of world renowned teachers.





## tech 16 | Objectives

TECH makes the goals of their students their own goals too. Working together to achieve them.

The MBA in Senior Hospitals and Health Services Management will enable students to:



Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria



Develop strategies to carry out decision-making in a complex and unstable environment



Develop the key leadership skills that should define working professionals





Follow the sustainability criteria set by international standards when developing a business plan



Create corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives



Develop the skills required to manage business activities strategically



Understand the best way to manage the company's human resources, getting greater performance from employees that, in turn, increases the company's profits



09

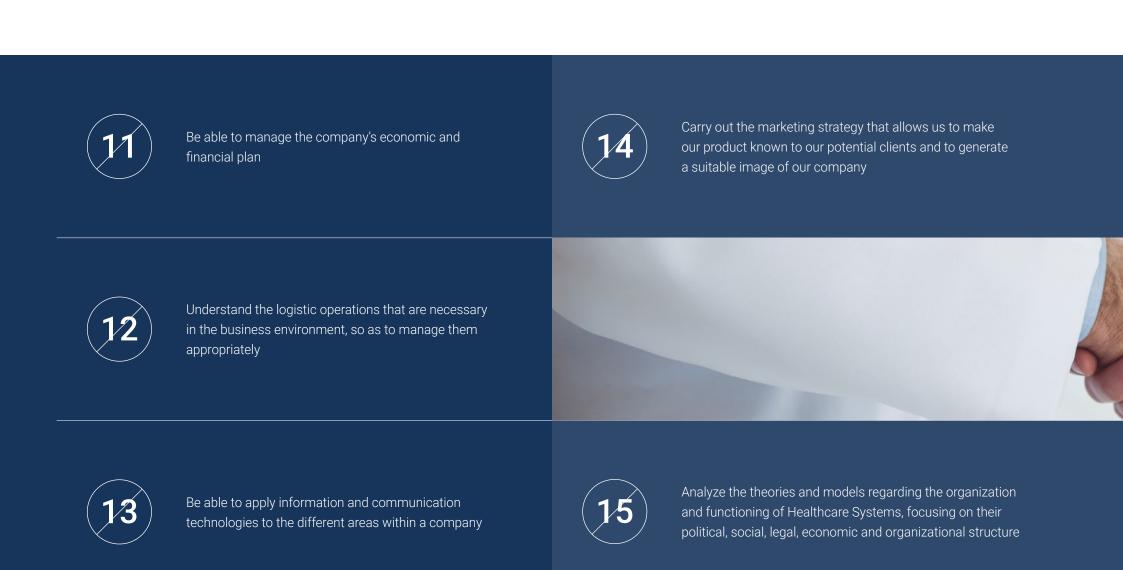
Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community



Design innovative strategies and policies to improve management and business efficiency



Understand the economic environment in which the company operates and develop appropriate strategies to anticipate changes





Improve knowledge and professional skills in health management, knowing the practical methodological tools to apply in the critical areas of health management and direction, both institutional and day-to-day



Showcase and evaluate advanced hospital management initiatives and experiences





Learn the basic skills necessary to improve problem solving and decision making in hospital management



Approach clinical management using the criteria of efficacy, efficiency, effectiveness, equity, performance and profitability and the solution of problems through the appropriate use of information systems



Understand, interpret and appropriately apply the most appropriate tools in each context for valuation and decision making



Apply the essential concepts and methods of planning, organization and management of health institutions



Apply the fundamental concepts of economic evaluation techniques and tools applied in management practice within health systems



Contextualize the care and medical division in the interdisciplinary team and learn about the new challenges of the health sector



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Carry out an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems



Determine the techniques, styles and methods for defining, guiding and leading professional-talent management policies in health institutions



Recognize, apply and know how to evaluate the usefulness in the clinical context of the different management tools that can be applied to the context of healthcare practice



Develop methodological and instrumental skills in epidemiological research and the assessment of centers, services, technologies and the health programs



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Design and lead improvement, innovation and transformation processes in the units, services and centers



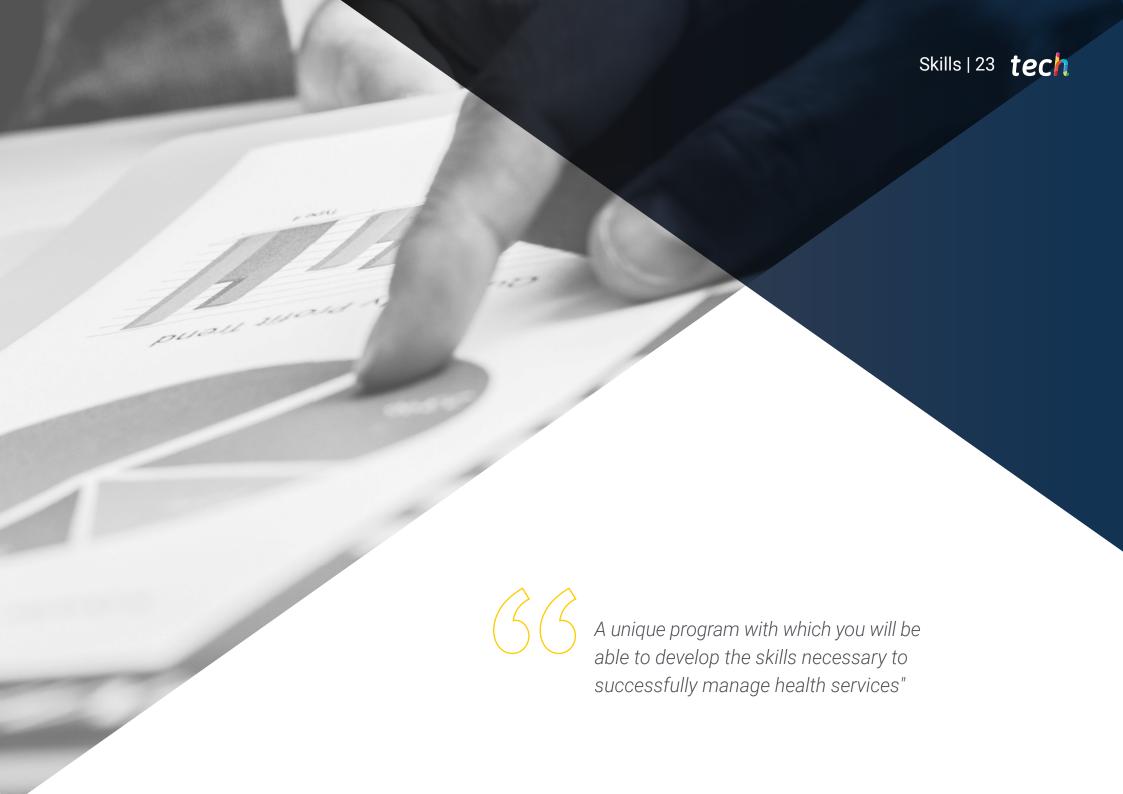
Lead quality and patient safety systems applied to the context of clinical management units



Identify, understand and integrate managerial skills into daily health management procedures







## tech 24 | Skills

At the end of this program, the student will be able to:



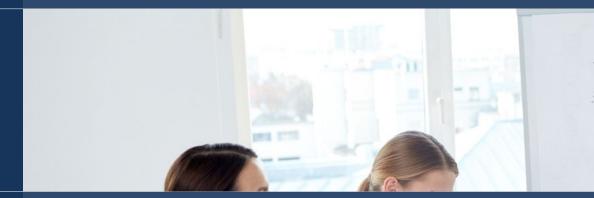
Manage a company as a whole, applying leadership techniques that influence the employees' performance, in such a way that the company's objectives are achieved



Correctly manage teams to improve productivity and, therefore, the company's profits



Be part of and lead the company's corporate and competitive strategy



03

Resolve business conflicts and problems between workers



Exercise economic and financial control of a company



Control the company's logistics processes, as well as purchasing and procurement



Apply the most appropriate strategies to support e-commerce of the company's products





09

Develop and lead marketing plans



Delve into the new business models associated with information systems



Focus on innovation in all processes and areas of the company



Lead the different projects in a company



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



Commit to sustainably developing the company, avoiding environmental impacts



13

Develop within the profession in terms of working with other health professionals, acquiring skills to work as a team



Develop the capacity for critical analysis and research in your professional field



Plan health services and structures from a clinical management perspective, taking into account the differences in the organizational models and experiences of the National Health System and other entities of international projection, providing the future trends and needs of the health system



Improve care for complexity and chronicity by acquiring the necessary information on the interrelation and coordination with the health department





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



Identify clinical and health management tools and resources, 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



Assess the health and healthcare division with bioethical and good health governance criteria, in a multidisciplinary and interdisciplinary manner



Carry out the functions of health manager generating individual and collective critical reflection of each style of work, both individual and teamwork, within the organizational health setting

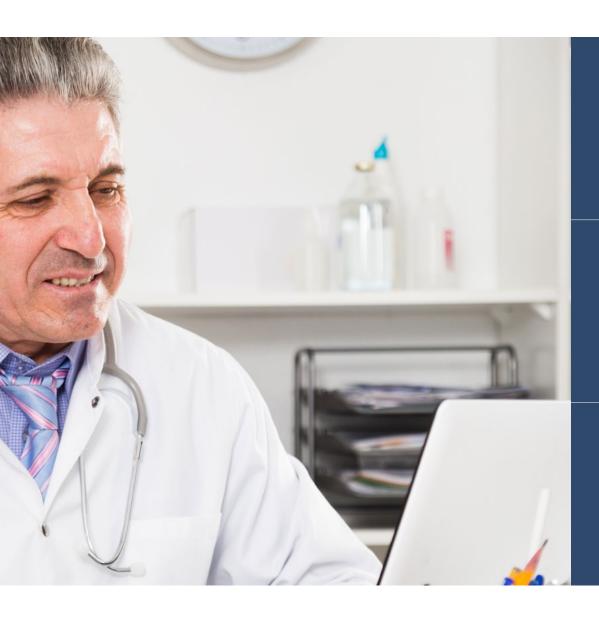


Acquire the fundamentals and principles of health economics applied to the field of clinical management in the areas of clinical management, professional-talent management and economic management



Develop an up-to-date management system for userspatients-clients with the main elements and systems of healthcare quality management and clinical safety, improving the satisfaction and loyalty of both users and 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

**25** 

Describe the actors in the health field and their current and future relationships with health professionals, as well as the main aspects of our health system, with its current and future developments



Apply leadership management tools, decision-making and management skills in general, including encouraging the creation of an appropriate "personal brand" using both external communication and marketing and the health organization's internal resources





## tech 32 | Structure and Content

#### **Syllabus**

Throughout 3,000 hours of study, the students will analyze a multitude of practical cases through individual work, achieving a contextual learning that they will be able to apply to their daily work. It is, therefore, an authentic immersion in real business situations.

This MBA in Senior Hospitals and Health Services Management deals in depth with the main areas of the company, and is designed for managers to understand hospital management from a strategic, international and innovative perspective. A plan designed for professionals, focused on improving their career and preparing them to achieve excellence in the field of business management and administration. A program that understands your needs and those of your company through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide you with the competencies to solve critical situations in a creative and efficient way.

This program takes place over 24 months and is divided into 26 modules:

Module 1	Leadership, Ethics, and CSR					
Module 2	Strategic Direction and Executive Management					
Module 3	People and Talent Management					
Module 4	Economic and Financial Management					
Module 5	Operations and Logistics Management					
Module 6	Information Systems Management					
Module 7	Commercial Management, Marketing, and Corporate Communication					
Module 8	Innovation and Project Management					
Module 9	Planning and Control in Health Organizations					
Module 10	Health Systems and Policies					
Module 11	The Medical and Health Care Division in the Health System					
Module 12	Clinical Management					
Module 13	Chronicity and Telemedicine Management					

Module 14	People and Talent Management					
Module 15	Management and Economic Assessment					
Module 16	Quality Management					
Module 17	Management by Process Lean Healthcare					
Module 18	Competency Management					
Module 19	Patient Security					
Module 20	Quality Accreditation in Healthcare					
Module 21	Leadership Management					
Module 22	Managerial Decision-Making					
Module 23	Internal Communication in Management					
Module 24	Creating a Personal Brand					
Module 25	Healthcare Marketing and Communication					
Module 26	Teaching and Research Management					

### Where, When and How is it Taught?

TECH offers the possibility of taking this program completely online. Over the 24 months of the program, you will be able to access the contents of this program at any time, which will allow you to self-manage your study time.

A unique, key, and decisive educational experience to boost your professional development and make the definitive leap.

## tech 34 | Structure and Content

1.2. Leadership

Intercultural Environment

Leadership and Business Management

1.2.3. Management Roles and Responsibilities

2.6.3. Continuous Improvement Approach

1.2.1.

Module 1. Leadership, Ethics, and CSR.

1.1.1. Globalization and Trends: Internationalization

1.1. Globalization and Governance

1.1.2. Economic Environment and Corporate

2.5.4. Strategic Management and Reporting

of Markets

Governance

#### 1.1.3. Accountability 1.3.4. Fraud and Corruption Prevention Corporate Social Responsibility 1.5.1. Corporate Social Responsibility 1.5.2. Roles and Responsibilities 1.5.3. Implementing Corporate Social Responsibility Module 2. Strategic Direction and Executive Management 2.1. Organizational Analysis and Design Corporate Strategy 2.3. Strategic Planning and Strategy 2.4. Strategy Models and Patterns 2.2. Formulation 2.1.1. Organizational Culture Corporate-Level Strategy 2.4.1. Wealth, Value, and Return on Investments 2.1.2. Organisational analysis Types of Corporate-Level Strategies 2.4.2. Corporate Strategy: Methodologies 2.3.1. Strategic Thinking Determining the Corporate Strategy 2.1.3. Designing the Organizational Structure Growing and Consolidating the Corporate 2.3.2. Strategic Planning and Formulation 2.2.4. Corporate Strategy and Reputational Image Strategy 2.3.3. Sustainability and Corporate Strategy 2.5. Strategic Management 2.6. Implementing and Executing 2.7. Executive Management 2.8. Analyzing and Solving Cases/ Problems Strategy 2.5.1. Strategic Mission, Vision, and Values 2.7.1. Integrating Functional Strategies into the 2.5.2. Balanced Scorecard Global Business Strategies 2.8.1. Problem Solving Methodology 2.6.1. Implementing the Strategy: Objectives, 2.5.3. Analyzing, Monitoring, and Evaluating the 2.7.2. Management Policy and Processes Actions, and Impacts 2.8.2. Case Method Corporate Strategy 2.7.3. Knowledge Management 2.6.2. Supervision and Strategic Alignment 2.8.3. Positioning and Decision-Making

1.3. Business Ethics

1.3.1. Ethics and Integrity

Conduct

1.3.2. Ethical Behavior in Companies

1.3.3. Deontology, Codes of Ethics and Codes of

1.4. Sustainability

1.4.1. Business and Sustainable Development

1.4.3. The 2030 Agenda and the SDGs

1.4.2. Social, Environmental, and Economic Impact

4.12. Analyzing and Solving Cases/

4.12.1. Problem Solving Methodology 4.12.2. Case Method

Problems

. <b>1.</b> .1.1. .1.2. .1.3.	Organizational Behavior Organizational Theory Key Factors for Change in Organizations Corporate Strategies, Types, and Knowledge Management		Strategic People Management Job Design, Recruitment, and Selection Human Resources Strategic Plan: Design and Implementation Job Analysis: Design and Selection of People Training and Professional Development	3.3.2. 3.3.3.	Management and Leadership Development Management Skills: 21st Century Skills and Abilities Non-Managerial Skills Map of Skills and Abilities Leadership and People Management	3.4.1. 3.4.2. 3.4.3.	Change Management Performance Analysis Strategic Approach Change Management: Key Factors, Process Design and Management Continuous Improvement Approach
3.5.2. 3.5.3.	Negotiation and Conflict Management  Negotiation Objectives: Differentiating Elements Effective Negotiation Techniques Conflicts: Factors and Types Efficient Conflict Management: Negotiation and Communication	<b>3.6.</b> 3.6.1. 3.6.2. 3.6.3. 3.6.4.	Executive Communication  Performance Analysis Leading Change. Resistance to Change Managing Change Processes Managing Multicultural Teams	3.7.1. 3.7.2. 3.7.3.	Team Management and People Performance Multicultural and Multidisciplinary Environment Team and People Management Coaching and People Performance Executive Meetings: Planning and Time Management	3.8.2.	Knowledge and Talent Management Identifying Knowledge and Talent in Organizations Corporate Knowledge and Talent Management Models Creativity and Innovation
Mod		ement			ппе мападеттепт		
<b>4.1.</b> 4.1.1. 4.1.2.	Lile 4. Economic and Financial Manage Economic Environment Organizational Theory Key Factors for Change in Organizations Corporate Strategies, Types, and Knowledge Management	4.2. 4.2.1. 4.2.2. 4.2.3. 4.2.4.	Executive Accounting International Accounting Framework Introduction to the Accounting Cycle Company Financial Statements Analysis of Financial Statements: Decision-Making	<b>4.3.</b> 4.3.1. 4.3.2. 4.3.3.	Budget and Management Control Budgetary Planning		Corporate Tax Responsibility Corporate Tax Responsibility Tax Procedure: A Case-Country Approach

4.11. Money and Capital Markets

4.11.1. Fixed Income Market 4.11.2. Equity Market 4.11.3. Valuation of Companies

4.10. Strategic Financing

4.10.2. Risk Analysis and Management

4.10.1. The Banking Business: Current Environment

4.9. Macroeconomic Context

4.9.1. Macroeconomic Analysis4.9.2. Economic Indicators4.9.3. Economic Cycle

## tech 36 | Structure and Content

Module 5. Operations and Logistics Mana	agement		
<ul><li>5.1. Operations Management</li><li>5.1.1. Define the Operations Strategy</li><li>5.1.2. Supply Chain Planning and Control</li><li>5.1.3. Indicator Systems</li></ul>	<ul><li>5.2. Purchasing Management</li><li>5.2.1. Stock Management</li><li>5.2.2. Warehouse Management</li><li>5.2.3. Purchasing and Procurement Management</li></ul>	<ul> <li>5.3. Supply Chain Management (I)</li> <li>5.3.1. Costs and Efficiency of the Operations Chain</li> <li>5.3.2. Change in Demand Patterns</li> <li>5.3.3. Change in Operations Strategy</li> </ul>	<ul> <li>5.4. Supply Chain Management (II) Implementation</li> <li>5.4.1. Lean Manufacturing/Lean Thinking</li> <li>5.4.2. Logistics Management</li> <li>5.4.3. Purchasing</li> </ul>
<ul> <li>5.5. Logistical Processes</li> <li>5.5.1. Organization and Management by Processes</li> <li>5.5.2. Procurement, Production, Distribution</li> <li>5.5.3. Quality, Quality Costs, and Tools</li> <li>5.5.4. After-Sales Service</li> </ul>	<ul> <li>5.6. Logistics and Customers</li> <li>5.6.1. Demand Analysis and Forecasting</li> <li>5.6.2. Sales Forecasting and Planning</li> <li>5.6.3. Collaborative Planning, Forecasting, and Replacement</li> </ul>	<ul> <li>5.7. International Logistics</li> <li>5.7.1. Customs, Export and Import processes</li> <li>5.7.2. Methods and Means of International Payment</li> <li>5.7.3. International Logistics Platforms</li> </ul>	<ul> <li>5.8. Competing through Operations</li> <li>5.8.1. Innovation in Operations as a Competitive Advantage in the Company</li> <li>5.8.2. Emerging Technologies and Sciences</li> <li>5.8.3. Information Systems in Operations</li> </ul>
Module 6. Information Systems Manager	nent		
<ul><li>6.1. Information Systems Management</li><li>6.1.1. Business Information Systems</li><li>6.1.2. Strategic Decisions</li><li>6.1.3. The Role of the CIO</li></ul>	<ul> <li>6.2. Information Technology and Business Strategy</li> <li>6.2.1. Company and Industry Sector Analysis</li> <li>6.2.2. Online Business Models</li> <li>6.2.3. The Value of IT in a Company</li> </ul>	<ul><li>6.3. IS Strategic Planning</li><li>6.3.1. The Process of Strategic Planning</li><li>6.3.2. Formulating the IS Strategy</li><li>6.3.3. Strategy Implementation Plan</li></ul>	<ul> <li>6.4. Information Systems and Business Intelligence</li> <li>6.4.1. CRM and Business Intelligence</li> <li>6.4.2. Business Intelligence Project Management</li> <li>6.4.3. Business IntelligenceArchitecture</li> </ul>
<ul> <li>6.5. New ICT-Based Business Models</li> <li>6.5.1. Technology-Based Business Models</li> <li>6.5.2. Innovation Abilities</li> <li>6.5.3. Redesigning the Value Chain Processes</li> </ul>	<ul> <li>6.6. E-Commerce</li> <li>6.6.1. E-Commerce Strategic Plan.</li> <li>6.6.2. Logistics Management and Customer Service in E-Commerce.</li> <li>6.6.3. E-Commerce as an Opportunity for Internationalization</li> </ul>	<ul> <li>6.7. E-Business Strategies</li> <li>6.7.1. Social Media Strategies</li> <li>6.7.2. Optimizing Service Channels and Customer Support</li> <li>6.7.3. Digital Regulation</li> </ul>	<ul><li>6.8. Digital Business</li><li>6.8.1. Mobile E-Commerce</li><li>6.8.2. Design and Usability</li><li>6.8.3. E-Commerce Operations</li></ul>
Module 7. Commercial Management, Ma	rketing, and Corporate Communication		
<ul><li>7.1. Commercial Management</li><li>7.1.1. Sales Management</li><li>7.1.2. Commercial Strategy</li><li>7.1.3. Sales and Negotiation Techniques</li><li>7.1.4. Management of Sales Teams</li></ul>	<ul><li>7.2. Marketing</li><li>7.2.1. Marketing and the Impact on the Compar</li><li>7.2.2. Basic Marketing Variables</li><li>7.2.3. Marketing Plan</li></ul>	7.3. Strategic Marketing Management 7.3.1. Sources of Innovation 7.3.2. Current Trends in Marketing 7.3.3. Marketing Tools 7.3.4. Marketing Strategy and Communication with Customers	<ul> <li>7.4. Digital Marketing Strategy</li> <li>7.4.1. Approach to Digital Marketing</li> <li>7.4.2. Digital Marketing Tools</li> <li>7.4.3. Inbound Marketing and the Evolution of Digital Marketing</li> </ul>
<ul><li>7.5. Sales and Communication Strategy</li><li>7.5.1. Positioning and Promotion</li><li>7.5.2. Public Relations</li><li>7.5.3. Sales and Communication Strategy</li></ul>	7.6. Corporate Communication 7.6.1. Internal and External Communication 7.6.2. Communication Departments 7.6.3. Communication Managers: Managerial St	7.7. Corporate Communication Strategy 7.7.1. Corporate Communication Strategy 7.7.2. Communication Plan 7.7.3. Press Release/Clipping/Publicity Writing	

and Responsibilities

#### Module 8. Innovation and Project Management

- 8.1. Innovation
- 8.1.1. Conceptual Framework for Innovation
- 8.1.2. Types of Innovation
- 8.1.3. Continuous and Discontinuous Innovation
- 8.1.4. Training and Innovation

- 8.2. Innovation Strategy
- 8.2.1. Innovation and Corporate Strategy
- 8.2.2. Global Innovation Project: Design and Management
- 8.2.3. Innovation Workshops

- 8.3. Business Model Design and Validation
- 8.3.1. The Lean Start-up Methodology
- 8.3.2. Innovative Business Initiative: Stages
- 8.3.3. Financing Arrangements
- 8.3.4. Model Tools: Empathy Map, Canvas Model, and Metrics
- 8.3.5. Growth and Loyalty

- 8.4. Project Management
- 8.4.1. Innovation Opportunities
- 8.4.2. Feasibility Study and Proposal Specification
- 8.4.3. Project Definition and Design
- 8.4.4. Project Execution
- 8.4.5. Project Closure

#### Module 9. Planning and Control in Health Organizations

#### 9.1. The Process of Strategic Planning

- 9.1.1. Mission, Vision, and Values
- 9.1.2. The Cycle of Strategic Planning. Strategic Plan and Strategic Lines
- 9.1.3. Planning and Continuous Quality Improvement. Advantages of Planning
- 9.1.4. Internal Analysis and Competitive Analysis of the Environment. Benchmarking

## 9.2. Management by Values and Objectives

- 9.2.1. Operative Planning. Obtaining Objectives from Strategic Lines of Action
- 9.2.2. Types of Objectives Goals
- 9.2.3. Management by Values and Objectives: Management Plans
- 9.2.4. Assessment of the Strategic and Operational Plan

## 9.3. Organizational Theory Applied to Healthcare.

- 9.3.1. Types of Organization
- 9.3.2. Organizational Behavior Studies
- 9.3.3. Characteristics of the Public Organization
- 9.3.4. New Organizational Models. Fluid and Matrix Organizations

#### 9.4. Management and Direction

- 9.4.1. The Management Process
- 9.4.2. Collegiate Management Bodies
- 9.4.3. Management Styles

#### 9.5. Future Organization

## tech 38 | Structure and Content

#### Module 10. Health Systems and Policies

#### 10.1. Health Systems

- 10.1.1. Main Health System Models. Comparison and Results
- 10.1.2. Beverige SMS Health Systems Model: Example
- 10.1.3. Health Systems Biskmark Assurance Model: Examples
- 10.1.4. Evolution of the Different Health Systems

#### 10.2. Healthcare Financing and Provision

- 10.2.1. Financing of the Health Systems. Public Contributions
- 10.2.2. The Right to Health Care: Basic and Complementary Services
- 10.2.3. Different Provision Models in the NHS. Private Provision
- 10.2.4. Co-payment and User Financing

## 10.3. Evolution and Other Aspects of Health Systems

- 10.3.1. Complexity and Chronicity Care
- 10.3.2. Information Technology as a Driver for the Transformation of Healthcare Systems
- 10.3.3. Promotion of Health and Heath Education Prevention
- 10.3.4. Traditional Public Health and Its Evolution
- 10.3.5. Health Coordination or Integration. The Concept of a Public Health Space

## 10.4. Alternatives to the Traditional Management Models

10.4.1. Evaluation of New Management Models. Results and Experience

#### Module 11. The Medical and Health Care Division in the Health System

## 11.1. Classic Medical Management vs. Care Management

- 11.1.1. Structure and Content of Health System Governing Bodies. Current Organization Charts and Future Alternatives
- 11.1.2. Physicians as Managers: From Board Members to Care Directors and Managers, Including General Management
- 11.1.3. Preparation and Value Contribution
- 11.1.4. Medical Division: Critical Areas
- 11.1.5. Different Organizational Structures within the Medical Division

## 11.2. Management Information Systems and Electronic Medical Records

- 11.2.1. Control Panels
- 11.2.2. Electronic Clinical History
- 11.2.3. Assisted Prescription Systems
- 11.2.4. MBDS, ICD
- 11.2.5. Other Useful Information Systems in Health Management

# 11.3. Continuity of Care: Integration of Primary Care, Hospital Care and Social Healthcare

- 11.3.1. Health Care Continuity in the Care Process. Integrated Healthcare Processes
- 11.3.2. Moving Towards a Model of Social and Health Care

## 11.4. Bioethics and Humanization in Medical Practice

- 11.4.1. Bioethical Principles
- 11.4.2. Ethics Committees in Health Organizations
- 11.4.3. Humanization of Healthcare

# 11.5. Medical and Healthcare Management: Relations with the Nursing Division

- 11.5.1. Knowledge Management Tools for Clinical and Healthcare Management
- 11.5.2. Medical and Healthcare Management: Relations with the Nursing Division

# 11.6. Public Health, Promotion of Health and Health Education for Welfare Directorates

- 11.6.1. Public Health Concept and Scope
- 11.6.2. Promotion of Health and Heath Education
- 11.6.3. Types of Prevention Program

#### Module 12. Purchasing and Procurement Function

#### 12.1. Clinical Management

- 12.1.1. Different Definitions and Visions of Clinical Management
- 12.1.2. Different Decrees and Regulations on Clinical Management
- 12.1.3. Levels of Autonomy

#### 12.2. Processes and Protocols in Clinical Management. Handling Scientific Evidence

- 12.2.1. Types and Classification of Scientific Evidence
- 12.2.2. Protocols. Clinical Practice Guidelines. Clinical Pathways: Differences
- 12.2.3. Grade and Care Routes

#### 12.3. Patient Classification Systems

- 12.3.1. Patient Classification Systems
- 12.3.2. Patient Dependency Analysis. Dependency Scales and Classification
- 12.3.3. Calculation of Staffing/Cash Flow Based on Patient Classification. Workload Distribution

#### 12.4. Models and Clinical Management Units

- 12.4.1. Types of Clinical Management Units
- 12.4.2. Mixed Primary and Specialized Care Units
- 12.4.3. Interservice Units
- 12.4.4. Inter-hospital Units

#### 12.5. Prudent Drug Prescription. Electronic Prescription

- 12.5.1. Prudent Prescribing: Choosing Wisely
- 12.5.2. "Non-action" Strategies

#### 12.6. Prescription Complementary Tests

- 12.6.1. Prudent Prescribing vs. Defensive Medicine
- 12.6.2. Prescription Audits and Prescription Monitoring: Results

## Module 13. Chronicity and Telemedicine Management

#### 13.1. Complex and Chronic Patient Management

- 13.1.1. Chronic Care Model and Population Stratification: Kaiser Permanente (Life-Changing Healthcare)
- 13.1.2. Management of Population Groups at Risk. Management of Complex and/or Chronic Diseases at Home
- 13.1.3. Chronicity and Public Health Care

#### 13.2. Experiences in Patient Empowerment: Active Patients, School of Patients

- 13.2.1. Active Patient Model, Stanford University
- 13.2.2. Self-care Education Program. International and Spanish Experiences
- 13.2.3. Patient Schools
- 13.2.4. Patient Empowerment and Nursing Input

#### 13.3. Telemedicine

13.3.1. Services Currently in Place and Future Perspectives

## tech 40 | Structure and Content

per Procedure

15.5.4. Incentives to Professionals Based on Funding

#### Module 14. People and Talent Management 14.1. Employability Tools in the Private 14.2. Staff Evaluation and Talent 14.3. Staffing and Performance 14.4. Visibility in Clinical and Healthcare and Public Sector Development. Social and Calculations Management: Blog and Networks Institutional Climate 14.1.1. Public Employment Offers. Types of offers. 14.4.1. The Digital Revolution in Welfare Practice Merit Scales and Clinical Management. Description of 14.2.1. Welcome, Mentoring and 14.1.2. Personnel Selection Systems in the Private New Digital Tools. How to Improve Visibility Farewell Plans Sector 14.4.2. Experiences with Networks and Blogs of 14.2.2. Talent Detection and Development Health Professionals 14.1.3. Terminations or Dismissals, Motivation, 14.2.3. Institutional and Social Climate: Justification and Communication, thereof Measurement and Improvement 14.5. Health Professionals and Types of Relationships Module 15. Socio-Ecological Impact 15.2. Accounting Basis 15.3. Budget and Purchasing 15.4. Efficiency and Sustainability of 15.1. Cost Calculation Health Systems 15.1.1. Weighting and Calculation of Health Costs 15.1.1.1. Cost/Benefit 15.4.1. Financial Situation of the Public Health 15.1.1.2. Cost/Utility System, Sustainability Crisis 15.1.1.3. Cost/Productivity 15.4.2. Spending for Health Benefits. Comparison of Investments for Further Health Benefits 15.4.3. Expenditure Control in the Public Health System 15.5. Funding Models 15.6. Clinical and Economic Management 15.5.1. Financing Based on Historical Budget and Agreements and Contracts Activity 15.6.1. Management Agreements. Definition 15.5.2. Capitation Funding and Models 15.5.3. Financing by DRGs and Processes, Payment 15.6.2. Development and Assessment of a

Management Agreement

#### Module 16. Quality Management

#### 16.1. Quality in Health Care

- 16.1.1. Definitions of Quality and of the Historical Development of the Concept. Quality Dimensions
- 16.1.2. Quality Assessment and Improvement Cycle
- 16.1.3. EFQM Quality Improvement Model. Implementation.
- 16.1.4. ISO standards and External Quality
  Accreditation Models

#### 16.2. Quality of Healthcare Programs

- 16.2.1. Quality Circles
- 16.2.2. Continuous Quality Improvement Strategies
- 16.2.3. LEAN

#### Module 17. Management by Process Lean Healthcare

17.1. Management of "What": Process Management and Management by Processes

17.2. The Management of "How"

17.3. Process Improvement

#### Module 18. Competency Management

## 18.1. Performance Evaluation. Competency Management

- 18.1.1. Definition of Competencies
- 18.1.2. Performance Assessment Procedure. Implementation
- 18.1.3. Feedback from Professions for Improving their Performance and Self-evaluation
- 18.1.4. Training Itinerary Design for Skills
  Development

#### 18.2. Methods and Techniques

- 18.2.1. The Assessment Interview. Instructions for the Assessor
- 18.2.2. Main Common Errors and Impediments in Assessment
- 18.2.3. Motivational Interview
- 18.2.4. Miller's Pyramid

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#### Module 19. Patient Security

#### 19.1. Patient Safety. Evolution Over Time

- 19.1.1. Introduction and Definition. Background and Current Situation
- 19.1.2. Basic Studies on Patient Safety

#### 19.2. Nosocomial Infections

- 19.2.1. Definition and Classification. Evolution EPINE Studies
- 19.2.2. Hospital Infection Control and Surveillance Programs and Networks
- 19.2.3. Asepsis, Disinfection and Sterilization

#### 19.3. Prevention

- 19.3.1. Prevention and Detection of Adverse Events Related to Health Care
- 19.3.2. FMEA: (Modal Analysis of Failures and Effects). Root Cause Analysis

#### 19.4. Information and Record Systems

19.4.1. Adverse Event Reporting and Recording Systems

#### 19.5. Secondary and Tertiary Victims

- 19.5.1. Health Professionals in the Face of Adverse Effects
- 19.5.2. Recovery Trajectory and Emotional Support
- 19.5.3. Impact on Corporate Image

#### Module 20. Quality Accreditation in Healthcare

#### 20.1. Accreditation in Health Care

- 20.1.1. Specific Features of Health Services
  Accreditation
- 20.1.2. The Value of Being Accredited. How the Organization and Patients Benefit
- 20.1.3. Health Accreditation in Clinical Services

#### 20.2. Joint Commission International

20.2.1 Criteria and Process Phases

#### 20.3. EFQM Model

- 20.3.1. The Concept of Self-assessment
- 20.3.2. Improvement Plans
- 20.3.3. An Example of EFQM Model Implementation in a Hospital and in an Area of Health Care

#### 20.4. ISO Accreditation.

- 20.4.1. Definition and General Criteria
- 20.4.2. ISO 9001
- 20.4.3. ISO 14001
- 20.4.4. Other Types of ISO Relevant to the Health Sector

#### Module 21. Leadership Management

#### 21.1. Team Leadership

- 21.1.1. Theories on the Nature and Origin of Authority: Traditional or Institutional Conceptions. Functional Conception. Behavioral Conception. Integrative Conception
- 21.1.2. Authority and Power, Types of Power
- 21.1.3. Leadership; Components of Leadership and Types
- 21.1.4. How to Make a Leader?
- 21.1.5. New Leadership Models. Situational and Leader Coaches
- 21.1.6. The Term 'Staff', Functional Hierarchical Scheme, Different Types of Staff, Line and Staff Concepts; Theories, Influence of Cultures on Leadership

#### 21.2. Motivation

- 21.2.1. Motivating Agents. Intrinsic and Extrinsic Motivation
- 21.2.2. Differences between Motivation and Satisfaction: Different Theories
- 21.2.3. Available Evidence on How to Motivate Professionals

#### 21.3. Delegation

- 21.3.1. What is Delegation? Forms of Delegation, Ways to Evaluate Delegation, Tasks and Delegation, Non-Delegable Tasks and Functions
- 21.3.2. Personal Attitudes Towards Delegation.
  Guidelines for Effective Delegation

#### 21.4. Executive Coaching

- 21.4.1. Coaching Types of Coaching
- 21.4.2. Organizational Benefits and Applications to the Health Sector. Examples

#### Module 22. Purchasing and Procurement Function

#### 22.1. Decision-Making

#### 22.2. The Decision Process

- 22.2.1. Centralized Decision-Making Process, Individual Decision-Making Process, Group Decision Making Process
- 22.2.2. Limiting Factor Principle. Cost Effectiveness and Efficiency in the Decision-making Process
- 22.2.3. Choosing the Best Solution. Prioritization.
  Decision Tree

## 22.3. Time, Stress and Happiness Management

- 22.3.1. Techniques for Managing Time, Personal Agenda and Work-Life Balance
- 22.3.2. Stress Management Techniques and Techniques for Promoting Personal and Professional Happiness

#### Module 23. Internal Communication in Management

#### 23.1. Communication

- 23.1.1. Communication and Information. The Communication Process. Elements of Communication. Requirements for Communication. Communication Barriers
- 23.1.2. Communication Methods and Tools.

  Verbal Communication. Non-Verbal

  Communication. Written Communication

#### 23.2. Meetings

- 23.2.1. Techniques for Holding Profitable Meetings.
  Preparation for Meetings and Types of
  Meetings. Participant Selection
- 23.2.2. Healthcare and Technical Committees and Commissions in Hospitals, Centers and Areas of Health Care
- 23.2.3. Negotiation. Types of Strategies. Assertiveness. WiN WiN Strategy

#### 23.3. Conflict Management

- 23.3.1. Possible Conflicts in Health Organizations Preventive Strategies
- 23.3.2. Conflict Management. Mediation

#### Module 24. Creating a Personal Brand

#### 24.1. Public Profile

- 24.1.1. Presenting Ourselves to the World. Our Digital Footprint
- 24.1.2. Professional Profile on Professional Social Networks
- 24.1.3. Digital Reputation. Positive References
- 24.1.4. Cover Letter

## 24.2. The Interview Process to Apply for a Managerial Position

- 24.2.1. How to Face an Interview?
- 24.2.2. Body Language During an Interview. Kinesics

## tech 44 | Structure and Content

#### Module 25. Healthcare Marketing and Communication

#### 25.1. Marketing and Social Media

- 25.1.1. Definition of the Term. Dimensions of Marketing Mission and Cycles. Marketing Tools
- 25.1.2. Patient, Client, User? Marketing Aimed at Public Health Care Users
- 25.1.3. External Marketing Planning in a Private Center
- 25.1.4. The Internal Client. Marketing and Internal Communication Plans in Health Institutions
- 25.1.5. Management of Institutional Presence on Social Networks, Facebook
- 25.1.6. Use of Twitter by the Organization
- 25.1.7. The Use of Twitter by the Organization and on a Professional Level
- 25.1.8. Use of Other Networks: Instagram, Tumblr

#### 25.2. Communication in Organizations

- 25.2.1. Communication Systems in Organizations. Intranet/Internet
- 25.2.2. Communication Specific to Welfare Institutions. Hospitals
- 25.2.3. Welfare Awards. Presentation of Nominations
- 25.2.4. rganization of Conferences, Congresses and Other Educational Events
- 25.2.5. National Communication Management: Healthcare Press
- 25.2.6. External Conflicts. Information Crises Due to Bad News and How it is Managed

#### 25.3. Relations with Social Agents, Users and Suppliers

- 25.3.1. Communication with Citizens, and with Patient and Consumer-User Associations
- 25.3.2. Communication with Political Leaders, Owners-Shareholders, and Suppliers
- 25.3.3. Collaboration with the Pharmaceutical Industry
- 25.3.4. Internationalization of the Health Sector. Health Tourism

#### 25.4. Corporate Social Responsibility. Good Healthcare Governance

- 25.4.1. CSR in the Welfare Sector. CSR Strategic Plans in Organizations. Good Healthcare Governance: Transparency on the Part of Public and Private Companies
- 25.4.2. Environmental Management and Energy Efficiency in Healthcare Institutions
- 25.4.3. Development Cooperation through Health Institutions
- 25.4.4. Networking. Strategic Partnerships
- 25.4.5. The Patient Portal. Health Promotion and Disease Prevention Through the Internet

#### Module 26. Teaching and Research Management

- 26.1. Research Methodology: **Epidemiology and Research** Study Designs and Biases
- 26.2. Sources of Information for Research and Sourcing Strategies
- 26.3. Critical Reading of Articles
- 26.4. Research Projects: Financial Resources. Product and Patents Development

26.5. Communication and Dissemination of Research Findings



A unique, key, and decisive experience to boost your professional development and make the definitive leap"





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.





## tech 48 | Methodology

# TECH Business School uses the Case Study to contextualize all content

Our program offers a revolutionary approach to developing skills and knowledge. Our goal is to strengthen skills in a changing, competitive, and highly demanding environment.





This program prepares you to face business challenges in uncertain environments and achieve business success.



Our program prepares you to face new challenges in uncertain environments and achieve success in your career.

#### A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch to present executives with challenges and business decisions at the highest level, whether at the national or international level. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and business reality is taken into account.



You will learn, through collaborative activities and real cases, how to solve complex situations in real business environments"

The case method has been the most widely used learning system among the world's leading business schools for as long as they have existed. The case method was developed in 1912 so that law students would not only learn the law based on theoretical content. It consisted of presenting students with real-life, complex situations for them to make informed decisions and value judgments on how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

What should a professional do in a given situation? This is the question we face in the case method, an action-oriented learning method. Throughout the program, the studies will be presented with multiple real cases. They must integrate all their knowledge, research, argue and defend their ideas and decisions.

## tech 50 | Methodology

#### Relearning Methodology

TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

We enhance the Case Study with the best 100% online teaching method: Relearning.

Our online system will allow you to organize your time and learning pace, adapting it to your schedule. You will be able to access the contents from any device with an internet connection.

At TECH you will learn using a cutting-edge methodology designed to train the executives of the future. This method, at the forefront of international teaching, is called Relearning.

Our online business school is the only one in the world licensed to incorporate this successful method. In 2019, we managed to improve our students' overall satisfaction levels (teaching quality, quality of materials, course structure, objectives...) based on the best online university indicators.



## Methodology | 51 tech

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. With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

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.

From the latest scientific evidence in the field of neuroscience, not only do we know how to organize information, ideas, images and memories, but we know that the place and context where we have learned something is fundamental for us to be able to remember it and store it in the hippocampus, to retain it in our long-term memory.

In this way, and in what is called neurocognitive context-dependent e-learning, the different elements in our program are connected to the context where the individual carries out their professional activity.

## tech 52 | Methodology

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.



#### **Classes**

There is scientific evidence suggesting that observing third-party experts can be useful.

Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.



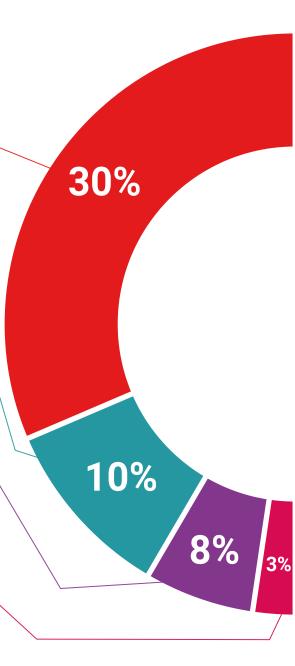
#### **Management Skills Exercises**

They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.



#### **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.





Students will complete a selection of the best case studies chosen specifically for this program. Cases that are presented, analyzed, and supervised by the best senior management specialists in the world.



#### **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".

#### **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.



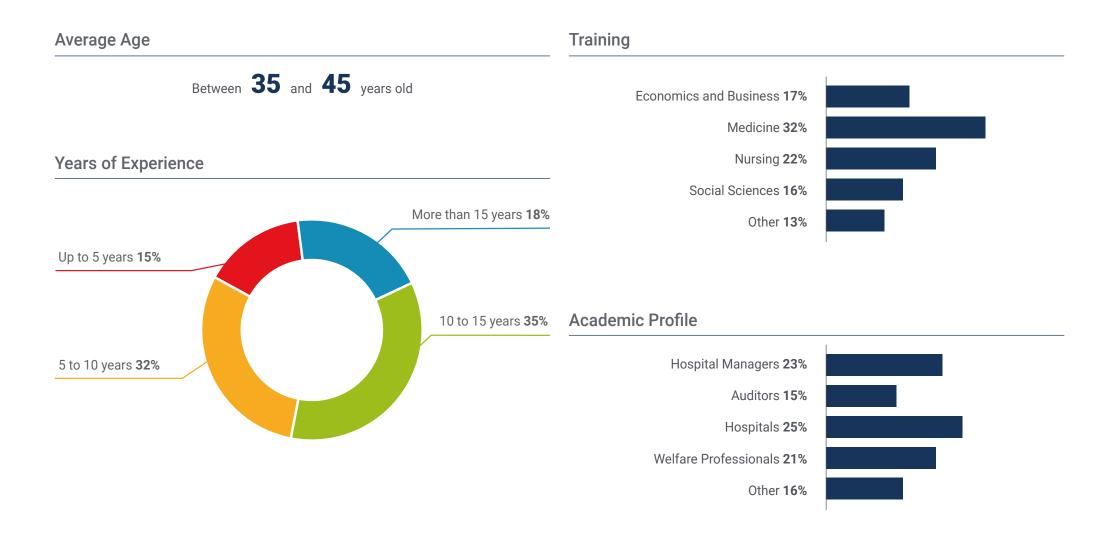


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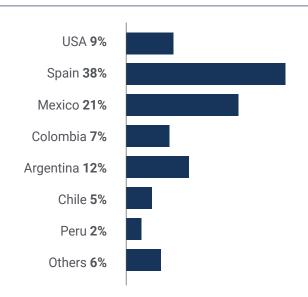


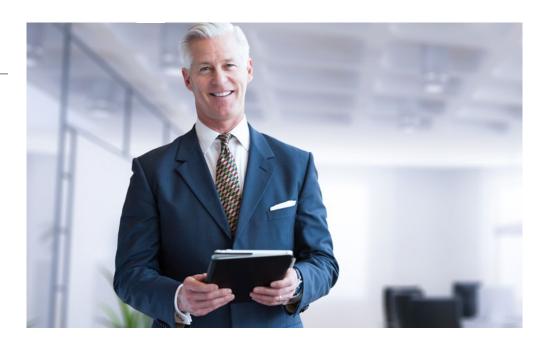


## tech 56 | Our Students' Profiles



## **Geographical Distribution**





## Francisco Muñoz

#### Manager of a Hospital Center

"The management of a hospital center is a complex task, due to the fact that this work involves multiple areas that require proper administration. However, considering a Advanced Master's Degree of this type is not easy, especially if you have to balance it with the rest of your daily obligations. Fortunately, this TECH program has allowed me to increase my training in this field with the best faculty and teaching methodology. Thanks to this, today I am the director of a hospital center"





## tech 60 | Course Management

#### Management



#### Ms. Carrasco González, Mercedes

- · Attending Physician, Intensive Care Medicine at San Juan Clinical Hospital in Alicante
- Director of the Emergency Health Service (S.E.S.) from Alicante with functions of coordination and management of all human and technical resources involved in Emergency Care in the province of Alicante for 10 years
- S.E.S. (Emergency Health Services) Director Valencian Community, assuming the joint management of the three provinces for 2 years
- LEAD Diploma (Specialization in Leadership and Transformation in Welfare Organizations and Systems), with the best academic record in her class (2014-2015)
- · Master's Degree in Health Management and Planning for Health Executives
- EADA Diploma in Hospital Management Techniques
- · Clinical Simulation Instructor qualification from Harvard University







Achieve the specialization you need to turn your professional career around, thanks to the completion of this Advanced Master's Degree.

# Are you ready to take the leap? Excellent professional development awaits you

The MBA in Senior Hospitals and Health Services Management of TECH Technological University is an intensive program that prepares students to face business challenges and decisions, at both national and international levels. Its main objective is to promote your personal and professional growth Helping students achieve success. Therefore, those who wish to improve themselves, achieve a positive change at a professional level and interact with the best, will find their place at TECH.

Professionals must continue to specialize throughout their careers in order to update their knowledge and keep abreast of all the latest developments in the industry.

#### When the change occurs

During the program

21%

During the first year

22%

#### Type of change

Internal Promotion 30%
Change of Company 45%
Entrepreneurship 25%

## Salary increase

This program represents a salary increase of more than **25.22%** for our students.

\$57,900

A salary increase of

25.22%

\$72,500





## tech 68 | Benefits for Your Company

Developing and retaining talent in companies is the best long-term investment.



# Intellectual Capital and Talent Growth

You will introduce the company to new concepts, strategies, and perspectives that can bring about significant changes in the organization.



# Retaining high-potential executives to avoid talent drain

This program strengthens the link between the company and the executive and opens new avenues for professional growth within the company.



#### **Building agents of change**

You will be able to make decisions in times of uncertainty and crisis, helping the organization overcome obstacles.



## Increased international expansion possibilities

Thanks to this program, the company will come into contact with the main markets in the world economy.





## **Project Development**

You will be able to work on a current project or develop new projects in the field of R&D or Business Development within the company.



## Increased competitiveness

This program will equip our students with the necessary skills to take on new challenges and thereby drive the organization forward.







## tech 72 | Certificate

This Advanced Master's Degree MBA in Senior Hospitals and Health Services

Management contains the most complete and up-to-date program on the market.

After the student has passed the assessments, they will receive their corresponding **Advanced Master's Degree** issued by **TECH Technological University** via tracked delivery\*.

The certificate issued by **TECH Technological University** will reflect the qualification obtained in the Advanced Master's Degree, and meets the requirements commonly demanded by labor exchanges, competitive examinations, and professional career evaluation committees.

Title: Advanced Master's Degree MBA in Senior Hospitals and Health Services Management

Official No of hours: 3,000 h.





<sup>\*</sup>Apostille Convention. In the event that the student wishes to have their paper certificate issued with an apostille, TECH EDUCATION will make the necessary arrangements to obtain it, at an additional cost.



# Advanced Master's Degree MBA in Senior Hospitals and Health Services Management

Language: **English** Course Modality: **Online** 

Duration: 2 years

Accreditation: TECH Technological University

Official N° of hours: 3,000 h.

