

Hybrid Master's Degree

MBA in Hospital and Health
Services Management





Hybrid Master's Degree

MBA in Hospital and Health Services Management

Modality: Hybrid (Online + Clinical Internship)

Duration: 12 months

Certificate: TECH Global University

60 + 5 créditos ECTS

Website: www.techtute.com/us/medicine/hybrid-master-degree/hybrid-master-degree-mba-hospital-health-services-management

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01

Introduction

Efficient management and leadership of healthcare centers requires up-to-date knowledge, as well as communication, management and leadership skills in line with the advances in the healthcare sector. There is a clear need for improvement in this area in many countries of the world, in order to provide an accessible, available and effective quality health service to the population. That is why this program will provide the physician with the latest and most advanced knowledge in hospital management and leadership, with a special emphasis on the current functioning of health services. In this way, thanks to this program, the professional will be up to date with clinical protocols and the administration of healthcare centers, a discipline that has undergone a great transformation due to the pandemic situation. And they will do so through a 100% online learning phase followed by a practical, on-site stay in a hospital of recognized international prestige.



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Thanks to this Hybrid Master's Degree, you will learn the best methods of hospital management. In a comfortable way and with the opportunity to perform face-to-face internships. Fully adapted to the current healthcare situation"

Hospital management protocols and methods have undergone a major transformation in recent years, driven by the recent pandemic situation. Because of this, nowadays, the professional focused on healthcare management has to adapt to this situation, keeping up to date with the latest methods of administration, human resources management and leadership.

This Hybrid Master's Degree in MBA in Hospital and Health Services Management will allow you to integrate them into your daily work, as it has been specifically designed to respond to the daily challenges of this discipline. Therefore, throughout the program, the physician will be able to delve into issues such as clinical management models and units, especially interhospital units, the working day in units and services or the accreditation of quality in health.

This program is carried out in 2 distinct phases: one 100% online and the other practical on-site. During the online stage, the physician will enjoy a methodology that will be completely adjusted to his personal circumstances, since it will allow them to study when, how and where they wish. In addition, you will be accompanied by leading experts in this health area, who will update you through multiple multimedia resources: case studies, videos, master classes or interactive summaries.

In the second phase, the specialist will have the opportunity to spend 3 weeks in a prestigious clinical center. There, you will be able to carry out a series of practical activities in a real environment, guided at all times by professionals from the center itself, who will guide you throughout the learning process.

This **Hybrid Master's Degree in MBA in Hospital and Health Services Management** contains the most complete and up-to-date scientific program on the market. The most important features include:

- ♦ Development of more than 100 cases presented by hospital management professionals
- ♦ 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
- ♦ Study of the best hospital management techniques
- ♦ Comprehensive systematized action plans for common and special situations faced by the director of a clinical service
- ♦ Presentation of practical workshops on management methods
- ♦ An algorithm-based interactive learning system for decision-making in the clinical situations presented throughout the course
- ♦ Practice guidelines on the approach to different clinical situations
- ♦ With a special emphasis on evidence-based medicine and research methodologies in hospital management
- ♦ 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

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You will go through an online phase, where you will be completely updated, and then you will have a practical stay in a clinic of great international prestige”

In this proposed Hybrid Master's Degree, of a professionalizing nature and blended learning modality, the program is aimed at updating medical professionals who have focused their careers on healthcare management or wish to do so. The contents are based on the latest scientific evidence, and oriented in a didactic way to integrate theoretical knowledge in the practice of clinical management, and the theoretical-practical elements will facilitate the updating of knowledge and allow decision making in health administration.

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

The recent pandemic situation has transformed health management protocols and with this program you can get up to date with them immediately.

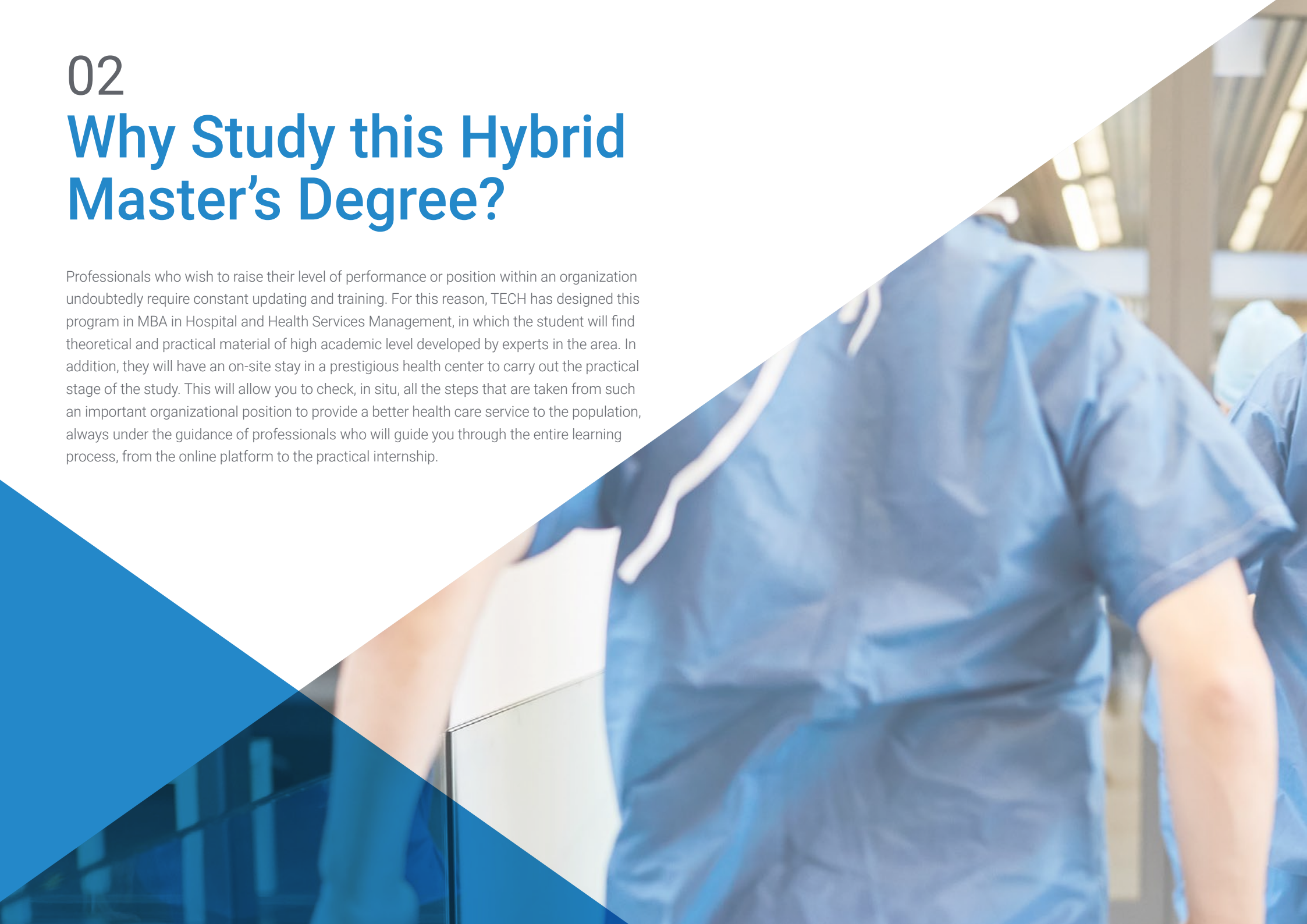
You will have at your disposal, during the online phase, the best multimedia materials: case studies, videos, master classes, among others.



02

Why Study this Hybrid Master's Degree?

Professionals who wish to raise their level of performance or position within an organization undoubtedly require constant updating and training. For this reason, TECH has designed this program in MBA in Hospital and Health Services Management, in which the student will find theoretical and practical material of high academic level developed by experts in the area. In addition, they will have an on-site stay in a prestigious health center to carry out the practical stage of the study. This will allow you to check, in situ, all the steps that are taken from such an important organizational position to provide a better health care service to the population, always under the guidance of professionals who will guide you through the entire learning process, from the online platform to the practical internship.





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Don't wait any longer to test your hospital management and leadership skills. Learn everything you need in just 12 months with a practical stay included"

1. Updating from the latest technology available

The best hospital centers have state-of-the-art technology. Therefore, the professional who wishes to work in Hospital and Health Services Management must know and handle all the advances in the field in order to achieve efficient management. Consequently, TECH has designed this program that condenses the evolved theory with the practical space for the updating of the health professional with the quality they deserve and adjusted to his needs, in a face-to-face stay in a state-of-the-art clinical center and next to the most expert medical leaders.

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

Thanks to this program, students will always have the guidance of a multidisciplinary team that will support them in all their doubts and study procedures. Both from the online platform and during the practical stay at the reference health 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 of study. In this way, you will be able to experience the day-to-day management of hospitals and health services, facing problems and situations that will allow you to nurture your professional background.





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

This program has been designed to provide the professional with the most advanced knowledge in planning and management from the direction of state-of-the-art healthcare centers in a practical and precise manner. You will acquire knowledge in a different way, thanks to the appropriate methodology designed to raise the professional level of any specialist.

5. Expanding the Boundaries of Knowledge

TECH has an online platform where the student can be trained 24 hours a day wherever they are, this allows them to adjust their current agenda without inconveniences and reach the training goal they set for themselves. Likewise, it has established agreements with different hospitals both nationally and internationally, which will allow the professional to stay in person for 3 weeks for on-site training. So, according to your possibilities, needs and expectations, you will choose the one that best suits your reality and professional perspective.

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You will have full hands-on immersion at the center of your choice”

03 Objectives

The main objective of this Hybrid Master's Degree in MBA in Hospital and Health Services Management is to bring the physician closer to all the latest developments in this health area, in a flexible and practical way. To achieve this goal, this program has the best multimedia materials, the most prestigious teaching staff, an effective and innovative online methodology, and a 3-week on-site stay during which the specialist will be able to put into practice all the skills obtained throughout the program.





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Reach all your professional goals thanks to this program, specially designed to provide physicians with the best management and leadership tools”



General Objective

- Throughout this program, the physician will be trained with the basic skills necessary to improve problem solving and decision making in day-to-day clinical and care management. In turn, they will delve into criteria of efficiency, efficacy, effectiveness, equity, performance and cost-effectiveness. At the same time, they will update their competencies on methodological tools to be applied in critical areas of institutional health management. You will immediately assume a professional practice of excellence

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Through this program, physicians will update their clinical, economic and personnel management, incorporating the latest protocols in this field into their daily practice”





Specific Objectives

Module 1. Planning and control of health organizations

- ♦ Describe, compare and interpret characteristics and performance data of different health models and systems
- ♦ Apply the essential concepts and methods of planning, organization and management of health institutions
- ♦ Explore the care and health division in the interdisciplinary team and learn about new challenges in the healthcare sector
- ♦ Learn about the different professionals in the Health System, and their day-to-day interactions
- ♦ Delve into the concept of sustainability of the National Health System and the factors that positively and negatively influence its solvency
- ♦ Describe the existing conflicts of interest in the interrelation between the different factors of the health system

Module 2. Health Systems and Policies

- ♦ Describe the Main Health System Models
- ♦ Know and differentiate the entities and professionals in the healthcare system, as well as the established forms of health financing
- ♦ Understand the right to health care and know about the portfolio of basic and complementary services
- ♦ Define user co-payment and financing, as well as the consequences of its use
- ♦ Integrate new information technologies to drive transformation of health systems

Module 3. Medical and Welfare Management Department in the Health System

- ♦ Describe how to achieve the aforementioned transformation of the healthcare system and of the current healthcare model, to ensure excellent care that is sustainability in the medium to long term
- ♦ Overcome care fragmentation with more integration of care and care integration, not only between primary care and hospitals, but also between hospitals and social services
- ♦ Develop mechanisms for effective patient participation in the healthcare system
- ♦ Integrate ICT as a fundamental driver of transformation, which supports a clinical information sharing strategy

Module 4. Clinical Management

- ♦ Facilitate the necessary coordination between units and patient monitoring
- ♦ Make this a clear management priority because, if properly developed, it is the basis for true continuous quality improvement
- ♦ Get to know and understand the models and key features of interhospital clinical management units (ICMUs)
- ♦ Explore the features of interhospital clinical management units and be aware of the importance of leadership and organizational structure in ICMUs
- ♦ Identify patient needs
- ♦ Know the fundamentals of human resources management
- ♦ Know how processes are organized in the ICMU: Learn about the control panel Identify and integrate synergies
- ♦ Know how to implement management by objectives and a vision for improvement

Module 5. Chronicity and Telemedicine Management

- ♦ Explore the definition and origins of telemedicine, its evolution over the years and the different types of telemedicine that are currently available
- ♦ Know which are the key aspects to introduce telemedicine projects in your healthcare organization, studying both the aspects most valued by patients and those that can guarantee success in the implementation of a telemedicine project
- ♦ Examine examples of telemedicine services currently in place around the world, with a final reflection on the advantages and risks that may be involved in the large-scale implementation of a healthcare system that knows no geographical boundaries

Module 6. People and Talent Management

- ♦ Learn the key concepts of people assessment, talent development and organizational culture, which will lead to improved performance
- ♦ Implement evaluation systems, develop empowerment skills and commit to improving the organizational culture

Module 7. Management and Economic Assessment

- ♦ Understand, interpret, transmit and apply regulatory norms for the activities and functions of health professionals regarding 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
- ♦ Conduct an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems
- ♦ Apply the fundamental concepts of economic evaluation techniques and tools applied in management practice within 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

Module 8. Quality Management

- ♦ Develop the ability to analyze different health benefits
- ♦ Lead quality and patient safety systems applied to the context of clinical management units
- ♦ Develop methodological and instrumental skills in epidemiological research and the assessment of centers, services, technologies and the health programs
- ♦ 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 the management decisions of the clinical units
- ♦ Understand, interpret and appropriately apply the most suitable tools for clinical assessment and decision making in each situation
- ♦ Design and lead improvement, innovation and transformation processes in the units, services and centers

Module 9. Management by Process Lean Healthcare

- ♦ Study what a process is, how it is managed and how to implement process management in an organization
- ♦ Study process improvement
- ♦ Study different ways of defining "how" processes are carried out

Module 10. Competency Management

- ♦ Define the concept of skills from different perspectives
- ♦ Develop a performance appraisal procedure and a plan to implement it
- ♦ Learn how to provide professional feedback to improve performance, self-assessment and enhance results
- ♦ Apply methods to improve performance through intrinsic and extrinsic motivation
- ♦ Learn about communicative strategies, putting different techniques into use

Module 11. Patient Security

- ♦ Describe the background and current status of patient safety in the healthcare system
- ♦ Accurately identify patients using track and trace systems
- ♦ Define the risk of infections associated with nursing, as well as venous access care and fall hazards
- ♦ Review the definition and classification of nosocomial infection
- ♦ Establish nursing care plan for hospital-acquired infection through various surveillance activities and written protocols and procedures

Module 12. Quality Accreditation in Healthcare

- ♦ Understand the role of accreditation for healthcare quality assurance programs
- ♦ Review the history of quality accreditation in health care
- ♦ Know the criteria of the excellence models and the render logic scheme
- ♦ Learn to integrate the standards used as a basis for certification, as well as any major theoretical and practical conflicts

Module 13. Leadership Management

- ♦ Describe the concept of leadership and establish the steps to follow for success, as well as the qualities and actions of a leader
- ♦ Study the seven habits common to successful people and leaders
- ♦ Review intrinsic and extrinsic motivation to establish the differences between motivation, satisfaction and the different theories relating to them
- ♦ Learn to evaluate whether tasks can be delegated and recognize non-delegable functions

Module 14. Change, Decision-Making and Time Management

- ♦ Identify, understand and integrate managerial skills into daily health management procedures
- ♦ 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 15. Internal Communication in Management

- ♦ Know the fundamentals of communications theory
- ♦ Know and identify the obstacles to effective internal communication within the healthcare organization
- ♦ Appreciate the importance of internal transparency within the organization
- ♦ Identify the keys to good face-to-face verbal communication with professionals
- ♦ Learn how to make the most of technological tools and manage them efficiently
- ♦ Know the basic techniques for non-verbal Communication
- ♦ Appropriately evaluate the use of the meeting as an element of internal communication and participation within the healthcare organization
- ♦ Know the keys to the efficient use of meetings as a resource
- ♦ Identify the basic features of the clinical committee structure
- ♦ Be aware of the potential for asynchronous work using new technologies
- ♦ Develop skills to get the most out of meetings
- ♦ Learn how to identify and anticipate a conflict within the organization
- ♦ Be aware of the specific features of conflict within healthcare organizations
- ♦ Get to know the main causes of conflict
- ♦ Acquire change management skills to avoid conflicts arising from resistance to change
- ♦ Understand the basic methodology for conflict mediation

Module 16. Creating a Personal Brand

- ♦ Establish a strategy to promote the personal brand, understood as the set of marketing strategies focused on the person who wants to achieve certain personal and/or professional goals
- ♦ Learn how to conduct a productive job interview and integrate methods for a successful interview

Module 17. 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
- ♦ Start to view communication as an essential element within the healthcare organization
- ♦ Be aware that nowadays, internal and external communication are intermingled concepts
- ♦ Put a communication strategy in place as part of an overall knowledge management strategy
- ♦ Identify the importance of information symmetry in healthcare
- ♦ Know the fundamentals of the market
- ♦ Understand the role of each agent in transactions related to health services



Module 18. Teaching and Research Management

- ♦ Introduce the student to the concept of clinical epidemiology and the benefits of applying epidemiological method to clinical questions
- ♦ Define the essential features of clinical trials design and implementation
- ♦ 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
- ♦ Facilitate the student's understanding of the current biomedical research model in Spain, with special reference to Health Sciences and the role of the Instituto de Salud Carlos III
- ♦ Introduce the student to current program-based, translational and cooperative research
- ♦ Expose the transcendence of the new paradigm of big data and Systems Medicine
- ♦ Make students aware of the importance of research projects design, both in terms of structure and rigor
- ♦ Briefly describe research funding options in biomedical research
- ♦ State the value of the technological transfer of health research results

04 Skills

This Hybrid Master's Degree in MBA in Hospital and Health Services Management will allow physicians to develop new competencies and update others in this healthcare field, making them experts in clinical management. In this way, upon completion of this program, you will have obtained all the necessary skills to respond to all present and future challenges of medical administration and health services.





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Update and develop your skills in this field, in an eminently practical way, through a 3-week on-site stay"



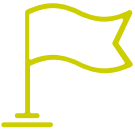
General Skills

- ♦ 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

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You will be accompanied by teachers with a high level of specialization in the area of study”





Specific Skills

- ♦ Plan health services and structures from the point of view of Clinical Management, 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
- ♦ 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 the interrelation and coordination with the health area
- ♦ Incorporate novelties on program contracts in a health area, as well as budget design and subsequent cost control, assessing and interpreting the financial and socio-economic 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
- ♦ Acquire the bases and principles of health economics, applied to the fields of Clinical Management, professional-talent management and economic management
- ♦ 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 both the people-patients-clients and the professionals who care for them and their work environment
- ♦ Define and use the basic concepts of Clinical and Care Management, for the organization of 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 stakeholders in the health field 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 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

05

Course Management

TECH is continually committed to academic excellence. For this reason, each of its programs has teaching teams of the highest reputation. These experts have extensive experience in their professional fields and, at the same time, have achieved significant results with their empirical research and fieldwork. In addition, these specialists play a leading role within the university qualification, as they are in charge of selecting the most up-to-date and innovative content to be included in the syllabus. In addition, they participate in the elaboration of numerous multimedia resources of high pedagogical rigor.





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You will have access to a library of multimedia resources 7 days a week, 24 hours a day”

Directora Invitada Internacional

Dr. Leslie K. Breitner, Ph.D., is an internationally renowned specialist with a distinguished career in the fields of business administration, not-for-profit management, and health care. Her professional and research career has focused on analyzing the impact of initiatives that improve the quality of financial systems in healthcare organizations. In that sense, her main contributions have been related to education and leadership, collaborating with numerous educational institutions in the creation of training programs for managers. She is also co-author of the popular accounting books "Essentials of Accounting, 10th Edition" and "Essentials of Accounting Review". In these volumes, she reflects her extensive knowledge of financial management, budgeting and performance measurement in hospitals. In addition, many of the studies and contributions contained in her various publications have been supported by grants from the U.S. Department of Health and Human Services. Dr. Breitner is a graduate of Boston University and collaborates as a specialist at McGill University in Montreal, Canada. At McGill University, she founded the International Master's Degree in Healthcare Leadership (IMHL) program and served as Co-Academic Director of the Graduate Program in Healthcare Management. She also lectures frequently at Harvard University, Washington University and Seton Hall University. Dr. Breitner's professional experience has been recognized on numerous occasions, receiving awards from important organizations and university institutions around the world. Among other distinctions, she holds the Beekhuis Award from the Simmons College Graduate School of Management and is an honorary member of the Boston chapter of the Beta Gamma Sigma Society.



Dra. Breitner, Leslie

- Director of the International Professional Master's Degree in Healthcare Leadership.
- Co-Academic Director of the Graduate Program in Healthcare Management.
- Supervisor of the Mitacs-Accelerate graduate research internship program.
- Collaboration with UNICEF on Budget and Fiscal Analysis Training
- Doctorate in Business Administration (DBA) from Boston University Graduate School of Management
- Master's Degree in Business Administration (MBA), Simmons College Graduate School of Management

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The teaching materials of this program, elaborated by these specialists, have contents that are completely applicable to your professional experiences”

04

Course Management

TECH is continually committed to academic excellence. For this reason, each of its programs has teaching teams of the highest reputation. These experts have extensive experience in their professional fields and, at the same time, have achieved significant results with their empirical research and fieldwork. In addition, these specialists play a leading role within the university qualification, as they are in charge of selecting the most up-to-date and innovative content to be included in the syllabus. In addition, they participate in the elaboration of numerous multimedia resources of high pedagogical rigor.





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Make the most of this opportunity to surround yourself with expert professionals and learn from their work methodology”

Directora Invitada Internacional

La Doctora Leslie K. Breitner es una **especialista de renombre internacional**, con una destacada trayectoria en los campos de **administración de empresas, gestión sin fines de lucro y atención médica**. Su carrera profesional e investigativa se ha centrado en analizar el impacto de las iniciativas que mejoran la **calidad de los sistemas financieros en organizaciones sanitarias**. En ese sentido, sus principales contribuciones han estado relacionadas a la **educación y el liderazgo**, llegando a colaborar con numerosas instituciones pedagógicas en la creación de programas de capacitación para directivos.

Por otro lado, es coautora de los populares libros de contabilidad "*Essentials of Accounting, 10th Edition*" y "*Essentials of Accounting Review*". En estos volúmenes, la experta refleja sus amplios conocimientos sobre **gestión económica, elaboración de presupuestos** y medición del **rendimiento en hospitales**. Asimismo, muchos de los estudios y aportes que se recogen en sus diferentes publicaciones, han contado con el apoyo subvencionado del **Departamento de Salud y Servicios Humanos de los Estados Unidos**.

Del mismo modo, la Doctora Breitner es **egresada de la Universidad de Boston** y colabora como especialista en la Universidad McGill de Montreal en Canadá. En ese último centro **fundó el programa de Máster Internacional de Liderazgo en Salud (IMHL)** por sus siglas en inglés) y fungió como **Co-Directora Académica de Posgrado en Gestión de la Atención Médica**. Igualmente, imparte conferencias de modo frecuente en las Universidad de Harvard, Washington y Seton Hall.

La experiencia profesional de la Doctora Breitner ha sido reconocida en numerosas ocasiones, recibiendo lauros de importantes organismos e instituciones universitarias de todo el mundo. Entre otras distinciones, ostenta con el **Premio Beekhuis** de la Escuela de Graduados de Administración de Simmons College y es **miembro de honor de la división de Boston de la Sociedad Beta Gamma Sigma**.



Dra. Breitner, Leslie

- Directora del Máster Internacional en Liderazgo Sanitario
- Co-Directora Académica del Posgrado en Gestión de la Atención Médica
- Supervisor del programa de prácticas de investigación para licenciados Mitacs-Accelerate
- Colaboración con UNICEF en Formación sobre Presupuesto y Análisis Fiscal
- Doctora en Administración de Empresas (DBA) por la Escuela Superior de Gestión de la Universidad de Boston
- Máster en Administración de Empresas (MBA) por la Escuela de Postgrado en Gestión del Simmons College

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Gracias a TECH podrás aprender con los mejores profesionales del mundo"

05

Educational Plan

This Hybrid Master's Degree in MBA in Hospital and Health Services Management is composed of 18 specialized modules and has been designed by experts in clinical management. In this way, throughout the program, the physician will learn about the latest developments in issues such as the main models of health systems, health financing and provision, patient classification systems or the main common errors and barriers in the evaluation of professional performance in the health area, among many others.



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Enter the best content online and learn from the most outstanding specialists in situ”

Module 1. Planning and control of health organizations

- 1.1. The Process of Strategic Planning
 - 1.1.1. Mission, Vision, and Values
 - 1.1.2. The Cycle of Strategic Planning. Strategic Plan and Strategic Lines
 - 1.1.3. Planning and Continuous Quality Improvement. Advantages of Planning
 - 1.1.4. Internal and Competitive Analysis of the Environment. Benchmarking
- 1.2. Management by Values and Objectives
 - 1.2.1. Operative Planning. Obtaining Objectives from Strategic Lines of Action
 - 1.2.2. Types of Objectives Goals
 - 1.2.3. Management by Values and Objectives: Management Plans
 - 1.2.4. Assessment of the Strategic and Operational Plan
- 1.3. Organizational Theory Applied to Healthcare
 - 1.3.1. Types of Organization
 - 1.3.2. Organizational Behavior Studies
 - 1.3.3. Characteristics of the Public Organization
 - 1.3.4. New Organizational Models. Fluid and Matrix Organizations
- 1.4. Management and Direction
 - 1.4.1. The Management Process
 - 1.4.2. Collegiate Management Bodies
 - 1.4.3. Management Styles
- 1.5. Actors in the National Health System
 - 1.5.1. Planners, Funders, Suppliers and Managers, Relationships and Differences
 - 1.5.2. Control and Inspection
 - 1.5.3. Citizens: Clients and Patients. Patient Associations
 - 1.5.4. Professionals: Trade Unions and Professional Societies
 - 1.5.5. Activists: Citizen Platforms and Pressure Groups
- 1.6. Future Organization
 - 1.6.1. Organizational Environment
 - 1.6.2. Knowledge Management as the Driving Force of the Organization of the Future
 - 1.6.3. Innovative Hospitals and Health Centers

Module 2. Health Systems and Policies

- 2.1. Health Systems
 - 2.1.1. Main Health System Models. Comparison and Results
 - 2.1.2. The Health Care System in Spain
 - 2.1.3. Beverige SMS Health Systems Model: Example
 - 2.1.4. Health Systems Biskmark Assurance Model: Example
 - 2.1.5. Evolution of the Different Health Systems
- 2.2. Healthcare Financing and Provision
 - 2.2.1. Financing of the Health Systems. Public Contributions
 - 2.2.2. The Right to Health Care: Basic and Complementary Services
 - 2.2.3. Different Provision Models in a NHS. Private Provision
 - 2.2.4. Co-payment and User Financing
 - 2.2.4. General Health Law and Basic Health Structures
 - 2.2.6. Health Services of the Autonomous Communities and Territorial Coordination. The Interterritorial Health Council
 - 2.2.7. Comparison of the Autonomous Communities' Health Service Organization and Resources
- 2.3. Evolution and Other Aspects of Health Systems
 - 2.3.1. Complexity and Chronicity Care
 - 2.3.2. Information Technology as a Driver for the Transformation of Healthcare Systems
 - 2.3.3. Promotion of Health and Health Education Prevention
 - 2.3.4. Traditional Public Health and Its Evolution
 - 2.3.5. Health Coordination or Integration. The Concept of a Public Health Space
- 2.4. Alternatives to the Traditional Management Models
 - 2.4.1. Description of the New Forms of NHS Management, Public Ownership and Public-Private Collaboration Map of New Management Models in Spain
 - 2.4.2. Evaluation of New Management Models. Results and Experience

Module 3. Medical and Welfare Management Department in the Health System

- 3.1. Classical Medical Management VS. Care Management
 - 3.1.1. Structure and Content of Health System Governing Bodies. Current Organization Charts and Future Alternatives
 - 3.1.2. Physicians as Managers: From Board Members to Care Directors and Managers, Including General Management
 - 3.1.3. Preparation and Value Contribution
 - 3.1.4. Medical Division: Critical Areas
 - 3.1.5. Different Organizational Structures within the Medical Division
- 3.2. Management Information Systems and Electronic Medical Records
 - 3.2.1. Control Panels
 - 3.2.2. Electronic Clinical History
 - 3.2.3. Assisted Prescription Systems
 - 3.2.4. MBDS, ICD
 - 3.2.5. Other Useful Information Systems in Health Management
- 3.3. Continuity of Care: Integration of Primary Care, Hospital Care and Social Healthcare
 - 3.3.1. The Need for Healthcare Integration
 - 3.3.2. Integrated Health Organizations. Initial Bases
 - 3.3.3. Starting an OSI
- 3.4. Bioethics and Humanization in Medical Practice
 - 3.4.1. Bioethical Principles
 - 3.4.2. Ethics Committees in Health Organizations
 - 3.4.3. Humanization of Health Care
- 3.5. Medical and Healthcare Management: Relations with the Nursing Division
 - 3.5.1. Knowledge Management Tools for Clinical and Healthcare Management
 - 3.5.2. Medical and Healthcare Management: Relations with the Nursing Division
- 3.6. Public Health, Promotion of Health and Health EpS for Healthcare Directorates
 - 3.6.1. Public Health Concept and Scope
 - 3.6.2. Promotion of Health and Health Education
 - 3.6.3. Prevention Program Types
- 3.7. Transformation of the Healthcare Model: The Triple Objective
 - 3.7.1. Continuity of Healthcare Strategy
 - 3.7.2. Social Health Strategy
 - 3.7.3. Efficiency, Health and Patient Experience

Module 4. Clinical Management

- 4.1. Definitions and Regulation of Clinical Analysis Management
 - 4.1.1. Different Definitions and Visions of Clinical Management
 - 4.1.2. Different decrees and Regulations on Clinical Management
 - 4.1.3. Levels of Autonomy
- 4.2. Processes and Protocols in Clinical Management. Handling Scientific Evidence
 - 4.2.1. Types and Classification of Scientific Evidence
 - 4.2.2. Protocols, Clinical Practice Guidelines, Clinical Pathways: Differences
 - 4.2.3. Grade and Care Routes
- 4.3. Patient Classification Systems
 - 4.3.1. Patient Classification Systems
 - 4.3.2. Patient Dependency Analysis. Dependency Scales and Classification
 - 4.3.3. Calculation of Staffing/Cash Flow Based on Patient Classification Workload Distribution
- 4.4. Models and Clinical Management Units
 - 4.4.1. Types of Clinical Management Units
 - 4.4.2. Mixed Primary and Specialized Care Units
 - 4.4.3. Interservice Units
 - 4.4.4. Inter-hospital Units
- 4.5. Prudent Drug Prescription. Electronic Prescription
 - 4.5.1. Prudent Prescribing: *Choosing Wisely*
 - 4.5.2. "Non-action" Strategies
- 4.6. Prescription Complementary Tests
 - 4.6.1. Prudent Prescribing vs. Defensive Medicine
 - 4.6.2. Prescription Audits and Prescription Monitoring: Results

Module 5. Chronicity and Telemedicine Management

- 5.1. Complex and Chronic Patient Management
 - 5.3.1. Chronic Care Model and Population Stratification. Kaiser Permanente
 - 5.3.2. Management of Population Groups at Risk. Management of Complex and/or Chronic Diseases at Home
 - 5.3.3. Chronicity and Social and Health Care
- 5.2. Experiences in Patient Empowerment: Active Patients, School of Patients
 - 5.2.1. Active Patient Model. Stanford University
 - 5.2.2. Self-care Education Program. International and Spanish Experiences
 - 5.2.3. Patient Schools
 - 5.2.4. Patient Empowerment and Nursing Input
- 5.3. Telemedicine
 - 5.3.1. Services Currently in Place and Future Perspectives

Module 6. People and Talent Management

- 6.1. Rights and Responsibilities. Retributions
 - 6.1.1. Worker's Statute. Rights and Responsibilities
 - 6.1.2. Statutory and Civil Servant Personnel. Status of Statutory Personnel Disciplinary Regime. Incompatibilities
 - 6.1.3. Remuneration of Civil Servants and Statutory Personnel
 - 6.1.4. Labor Personnel in Public Administrations and Private Institutions
 - 6.1.5. Trade Unions. Representation, Participation and Collective Bargaining. Personnel Boards and Works Councils
- 6.2. Working Hours in Units and Services
 - 6.2.1. Working Hours; Leaves and Leaves of Absence for Statutory Personnel and Civil Servants
 - 6.2.2. Collective Bargaining Agreements in the Health Sector
 - 6.2.3. Shift Work and On-call System. Shift Planning Systems. Turnover. Continued Care
 - 6.2.4. Demand-Driven Staffing
- 6.3. Employability Tools in the Private and Public Sector
 - 6.3.1. Public Employment Offers. Types of offers. Merit Scales
 - 6.3.2. Personnel Selection Systems in the Private Sector
 - 6.3.3. Terminations or Dismissals, Motivation, Justification and Communication, thereof
- 6.4. Personnel Assessment and Talent Development. Social and Institutional Climate
 - 6.4.1. Welcoming, Mentoring and Dismissal Plans
 - 6.4.2. Talent Detection and Development
 - 6.4.3. Institutional and Social Climate: Measurement and Improvement
- 6.5. Staffing and Performance Calculations
 - 6.5.1. Estimated Staffing Requirements
 - 6.5.2. Staffing Calculation
 - 6.5.3. Allocate Time for Healthcare Activity
- 6.6. Visibility in Clinical and Care Management: Blogs and Networks
 - 6.6.1. The Digital Revolution in Welfare Practice and Clinical Management. Description of New Digital Tools. How to Improve Visibility
 - 6.6.2. Experiences with Networks and Blogs of Health Professionals
- 6.7. Health Professionals and Types of Relationships
 - 6.7.1. The Digital Revolution in Welfare Practice and Clinical Management. Description of New Digital Tools
 - 6.7.2. Experiences with Networks and Blogs of Health Professionals

Module 7. Management and Economic Assessment

- 7.1. Cost Calculation
 - 7.1.1. Weighting and Calculation of Health Costs
 - 7.1.1.1. Cost/Benefit
 - 7.1.1.2. Cost/Utility
 - 7.1.1.3. Cost/Productivity
- 7.2. Accounting Basis
 - 7.2.1. General Accounting Principles
 - 7.2.2. What is a Budget? Types of Budgeting and Financial Management
 - 7.2.3. Retrospective Income and Expenses Budget
 - 7.2.4. Prospective Public Budget by Chapters
 - 7.2.5. Public Legislation on Budgets
- 7.3. Budget and Purchasing
 - 7.3.1. Purchasing Management. Purchasing and Procurement Commissions
 - 7.3.2. Integrated Procurement Systems. Centralized Purchasing
 - 7.3.3. Management of Public Service Procurement: Competitions, Bid for Tenders
 - 7.3.4. Hiring in the Private Sector
 - 7.3.5. Supply Logistics
- 7.4. Efficiency and Sustainability of Health Systems
 - 7.4.1. Financial Situation of the Public Health System, Sustainability Crisis
 - 7.4.2. Spending for Health Benefits. Comparison of Investments for Further Health Benefits
 - 7.4.3. Expenditure Control in the Public Health System
- 7.5. Funding Models
 - 7.5.1. Financing Based on Historical Budget and Activity
 - 7.5.2. Capitation Funding
 - 7.5.3. Financing by DRGs and Processes, Payment per Procedure
 - 7.5.4. Incentives for Professionals Based on Funding
- 7.6. Management Agreements
 - 7.6.1. Management Agreements. Definition and Models
 - 7.6.2. Development and Assessment of a Management Agreement

Module 8. Quality Management

- 8.1. Quality in Health Care
 - 8.1.1. Definitions of Quality and of the Historical Development of the Concept Quality Dimensions
 - 8.1.2. Quality Assessment and Improvement Cycle
 - 8.1.3. EFQM Quality Improvement Model. Implementation
 - 8.1.4. ISO standards and External Quality Accreditation Models
- 8.2. Quality of Healthcare Programs
 - 8.2.1. Quality Circles
 - 8.2.2. Continuous Quality Improvement Strategies
 - 8.2.3. LEAN

Module 9. Management by Process *Lean Healthcare*

- 9.1. Management of "What": Process Management and Management by Processes
 - 9.1.1. Conceptual Principles
 - 9.1.2. Process Management
- 9.2. Management of "How"
 - 9.2.1. Health Care Processes
 - 9.2.2. Integrated Healthcare Processes
 - 9.2.3. Procedures
 - 9.2.4. Standard Operating Procedures (SOP)
 - 9.2.5. Protocols
 - 9.2.6. Clinical Practice Guidelines. Grade Method. AGREE Instrument
 - 9.2.7. Clinical Pathways
 - 9.2.8. Care Guidelines
- 9.3. Process Improvement
 - 9.3.1. Continuous Process Improvement. Organic Rankine Cycle
 - 9.3.2. Process Reengineering
 - 9.3.3. Other Methods for Process Improvement

Module 10. Competency Management

- 10.1. Performance Evaluation. Competency Management
 - 10.1.1. Definition of Competencies
 - 10.1.2. Performance Evaluation Procedure. Implementation
 - 10.1.3. Feedback from Professions for Improving their Performance and Self-evaluation
 - 10.1.4. Training Itinerary Design for Skills Development
- 10.2. Methods and Techniques
 - 10.2.1. The Assessment Interview. Instructions for the Assessor
 - 10.2.2. Main Common Errors and Impediments in Assessment
 - 10.2.3. Motivational Interview
 - 10.2.4. Miller's Pyramid

Module 11. Patient Security

- 11.1. Patient Safety: Evolution Over Time
 - 11.1.1. Introduction and Definition. Background and Current Situation
 - 11.1.2. Basic Studies on Patient Safety
- 11.2. Nosocomial Infections
 - 11.2.1. Definition and Classification. Evolution EPINE Studies
 - 11.2.2. Hospital Infection Control and Surveillance Programs and Networks
 - 11.2.3. Asepsis, Disinfection and Sterilization
- 11.3. Prevention
 - 11.3.1. Prevention and Detection of Adverse Events Related to Health Care
 - 11.3.2. AMFE: (Modal Analysis of Failures and Effects). Cause / Root Analysis
- 11.4. Information and Record Systems
 - 11.4.1. Adverse Event Reporting and Recording Systems
- 11.5. Secondary and Tertiary Victims
 - 11.5.1. Health Professionals in the Face of Adverse Effects
 - 11.5.2. Recovery Trajectory and Emotional Support
 - 11.5.3. Impact on Corporate Image





Module 12. Quality Accreditation in Healthcare

- 12.1. Accreditation in Health Care
 - 12.1.1. Specific Features of Health Services Accreditation
 - 12.1.2. The Value of Being Accredited. How the Organization and Patients Benefit
 - 12.1.3. Health Accreditation in Clinical Services
- 12.2. Joint Commission International
 - 12.2.1. Criteria and Process Phases
- 12.3. EFQM Model
 - 12.3.1. The Concept of Self-assessment
 - 12.3.2. Improvement Plans
 - 12.3.3. An Example of EFQM Model Implementation in a Hospital and in an Area of Health Care
- 12.4. ISO Accreditation
 - 12.4.1. Definition and General Criteria
 - 12.4.2. ISO 9001
 - 12.4.3. ISO 14001
 - 12.4.4. Other Types of ISO Relevant to the Health Sector

Module 13. Leadership Management

- 13.1. Team Leadership
 - 13.1.1. Theories on the Nature and Origin of Authority: Traditional or Institutional Conceptions. Functional Approach Behavioral Approach Integrative Approach
 - 13.1.2. Authority and Power, Types of Power
 - 13.1.3. Leadership. Components of Leadership and Types
 - 13.1.4. How to Create a Leader
 - 13.1.5. New Leadership Models. Situational Leadership Coaching
 - 13.1.6. The Term 'Staff', Functional Hierarchical Scheme, Different Types of Staff, Line and Staff Concepts; Theories, Influence of Cultures on Leadership
- 13.2. Motivation
 - 13.2.1. Motivating Agents. Intrinsic and Extrinsic Motivation
 - 13.2.2. Differences Between Motivation and Satisfaction and Their Different Theories
 - 13.2.3. Available Evidence on How to Motivate Professionals

- 13.3. Delegation
 - 13.3.1. What is Delegation? Forms of Delegation Ways to Evaluate Delegation, Tasks and Delegation, Non-Delegable Tasks and Functions
 - 13.3.2. Personal Attitudes Towards Delegation. Guidelines for Effective Delegation
- 13.4. Executive Coaching
 - 13.4.1. Coaching: Types of Coaching
 - 13.4.2. Organizational Benefits and Applications to the Health Sector. Examples:

Module 14. Change, Decision-Making and Time Management

- 14.1. Decision Making
 - 14.1.1. Deciding as an Organizational Process
 - 14.1.2. Decision Process Phases
 - 14.1.3. Features of any Decision
- 14.2. The Decision Process
 - 14.2.1. Centralized Decision-Making Process, Individual Decision-Making Process, Group Decision-Making Process
 - 14.2.2. Limiting Factor Principle. Cost Effectiveness and Efficiency in the Decision-making Process
 - 14.2.3. Choosing the Best Solution. Prioritization. Decision Tree
- 14.3. Time, Stress and Happiness Management
 - 14.3.1. Techniques for Managing Time, Personal Agenda and Work-Life Balance
 - 14.3.2. Stress Management Techniques and Techniques for Promoting Personal and Professional Happiness

Module 15. Internal Communication in Management

- 15.1. Communication
 - 15.1.1. Communication and Information. The Communication Process. Elements of Communication. Requirements for Communication. Communication Barriers
 - 15.1.2. Communication Methods and Tools. Verbal Communication. Non-Verbal Communication. Written Communication
- 15.2. Meetings
 - 15.2.1. Techniques for Holding Profitable Meetings. Preparation for Meetings and Types of Meetings. Participant Selection
 - 15.2.2. Healthcare and Technical Committees and Commissions in Hospitals, Centers and Areas of Health Care
 - 15.2.3. Negotiation. Strategy Types, Assertiveness Win-Win Strategy
- 15.3. Conflict Management
 - 15.3.1. Possible Conflicts in Health Organizations. Preventive Strategies
 - 15.3.2. Conflict Management. Mediation

Module 16. Creating a Personal Brand

- 16.1. Public Profile
 - 16.1.1. Presenting Ourselves to the World. Our Digital Footprint
 - 16.1.2. Professional Profile on Professional Social Networks
 - 16.1.3. Digital Reputation. Positive References
 - 16.1.4. Cover Letter
- 16.2. Interview for a Managerial Position
 - 16.2.1. How to Tackle an Interview
 - 16.2.2. Body Language During an Interview. Kinesics

Module 17. Communication and Marketing in Health

- 17.1. Marketing and Social Media
 - 17.1.1. Definition of the Term. Dimensions of Marketing. Marketing Mission and Cycles. Marketing Tools
 - 17.1.2. Patient, Client, User? Marketing Aimed at Public Health Care Users
 - 17.1.3. External Marketing Planning in a Private Center
 - 17.1.4. The Internal Client. Marketing and Internal Communication Plans in Healthcare Institutions
 - 17.1.5. Management of Institutional Presence on Social Networks. Facebook
 - 17.1.6. Use of Twitter by the Organization
 - 17.1.7. Use of LinkedIn by the Organization on a Professional Level
 - 17.1.8. Use of Other Networks: Instagram, Tumbler, etc
- 17.2. Communication in Organizations
 - 17.2.1. Communication Systems in Organizations. Intranet/Internet
 - 17.2.2. Communication Specific to Welfare Institutions. Hospitals
 - 17.2.3. Welfare Awards. Presentation of Nominations
 - 17.2.4. Organization of Conferences, Congresses and Other Educational Events
 - 17.2.5. Managing Local Communication: Press
 - 17.2.6. Managing Local Communication: Radio
 - 17.2.7. Managing Local Communication: Television
 - 17.2.8. National Communication Management: Healthcare Press
 - 17.2.9. External Conflicts. Information Crises Due to Bad News and How it is Managed
- 17.3. Relations with Social Agents, Users and Suppliers
 - 17.3.1. Communication with Citizens, and with Patient and Consumer– User Associations
 - 17.3.2. Communication with Political Leaders– Owners-Shareholders, and Suppliers
 - 17.3.3. Collaboration with the Pharmaceutical Industry
 - 17.3.4. Internationalisation of the Health Sector. Health Tourism
- 17.4. Corporate Social Responsibility. Good Healthcare Governance
 - 17.4.1. CSR in the Welfare Sector. CSR Strategic Plans in Organizations. Good Welfare Governance: Transparency From Public and Private Companies
 - 17.4.2. Environmental Management and Energy Efficiency in Healthcare Institutions
 - 17.4.3. Development Cooperation through Healthcare Institutions
 - 17.4.4. Networking. Strategic Partnerships
 - 17.4.5. The Patient Portal. Health Promotion and Disease Prevention Through the Internet

Module 18. Teaching and Research Management

- 18.1. Research Methodology: Epidemiology and research study designs and biases
 - 18.1.1. Epidemiology and Clinical Epidemiology
 - 18.1.2. Main Study Designs in Clinical Research
 - 18.1.3. Quality of Studies: Reliability and Validity. Biases
- 18.2. Sources of Information for Research and Sourcing Strategies
 - 18.2.1. Clinical Research Questions
 - 18.2.2. Information Sources
 - 18.2.3. Where and How to Search for Information
 - 18.2.4. Searching
 - 18.2.5. Databases
- 18.3. Critical Reading of Articles
 - 18.3.1. Phases in Critical Reading
 - 18.3.2. Tools for Critical Reading
 - 18.3.3. Main Mistakes
- 18.4. Research Projects: Financial Resources. Product and Patents Development
 - 18.4.1. Research Project Design
 - 18.4.2. Funding in Research
 - 18.4.3. Exploitation of Research Results
- 18.5. Communication and Diffusion of Research Findings
 - 18.5.1. Research Reports
 - 18.5.2. Choosing a Journal for Publication
 - 18.5.3. Some Style Recommendations



This program will mark a before and after in your professional practice"

06

Clinical Internship

This program includes an on-site, hands-on internship at a prestigious clinical center. In this way, these internships are carried out over 3 weeks and will allow the doctor to come into contact with the administration and equipment of the hospital, so that they can actively intervene in its management, attending to the needs of the clinic at any given time.





“

You will be able to choose a prestigious clinic in your country to carry out this internship”

This program includes a 3-week practical stay, from Monday to Friday, with 8 consecutive hours of hands-on learning with an assistant specialist. This stay will give the physician access to numerous hospital management procedures and activities alongside a team of physicians and professionals of reference in this health area.

The practical part will be carried out with the active participation of the professional, performing the activities and procedures of each area of competence (learning to learn and learning to do), with the accompaniment and guidance of teachers and other training colleagues, facilitating teamwork and multidisciplinary integration as transversal competencies for the praxis of hospital management (learning to be and learning to relate).

“

The best executive and management methods are now within your reach thanks to the on-site stay offered by this program"





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 |
|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Administrative, clinical and economic management techniques | Carry out the administrative, clinical and strategic planning of the organization, taking into account the particularities of the health area |
| | Manage the healthcare organization in accordance with the functioning of the healthcare system and applicable health policies |
| | Plan an adequate continuity of care, integrating and connecting primary care with hospital and socio-health care |
| | Establish an adequate organization of patients according to their diagnosis, applying the most appropriate user management model for the organization |
| | Implement Telemedicine systems |
| | Perform costing, as well as budgetary accounting and purchase provisioning |
| Quality management in healthcare organizations | Establish protocols for assessing patient safety in the organization |
| | Manage the organization in accordance with the criteria required to obtain or maintain quality accreditation |
| | Apply the principles of lean healthcare to perform an adequate management of and by processes in the healthcare organization |
| Human Resources Management in healthcare organizations | Organize the human resources available to guarantee an adequate quality of care at all times |
| | Perform template and yield calculations |
| | Apply talent attraction and retention techniques in the healthcare organization |
| Health communication and marketing techniques | Establish an internal communication plan that guarantees an adequate flow of information among the members of the institution |
| | Create and implement a communication and marketing plan tailored to the needs of the organization in different information channels such as social networks and media |
| | Apply the principles of corporate social responsibility as a means to improve the image of the organization |
| | Use research, dissemination and teaching in the clinical area as a method of bringing the organization closer to society and potential users |

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 entity commits to purchasing a civil liability insurance policy to cover any eventuality that may arise during the course of the internship at the center.

This liability policy for interns will have broad coverage and will be taken out prior to the start of the practical training period. That way professionals will not have to worry in case of having to face an unexpected situation and will be covered until the end of the internship 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 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 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 Master's Degree will receive a certificate accrediting their stay at the center.

5. EMPLOYMENT RELATIONSHIP: the Hybrid 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 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 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.

07

Where Can I Do the Clinical Internship?

The doctor will be able to carry out his or her internship in one of the prestigious centers that TECH has carefully chosen. There, the specialist will enjoy the accompaniment of assistant physicians from the clinic itself, who will guide them throughout the learning process. They will also have access to hospital equipment and will participate in a number of activities to develop new professional skills.





“

This hands-on stay will make a difference and bring you closer to the future of this healthcare discipline”



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



Medicine.

Hospital Fuensanta

| | |
|---------|--------|
| Country | City |
| Spain | Madrid |

Management:
C. de Arturo Soria, 17, 28027 Madrid
Clinical center with medical services in multiple specialties

Related internship programs:
Nursing Management
- Nursing in the Digestive Tract Department



Medicine.

Hospital HM Modelo

| | |
|---------|-----------|
| Country | City |
| Spain | La Coruña |

Management: 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 |

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

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

Related internship programs:
- Update in Assisted Reproduction
MBA in Hospitals and Health Services Management-



Medicine.

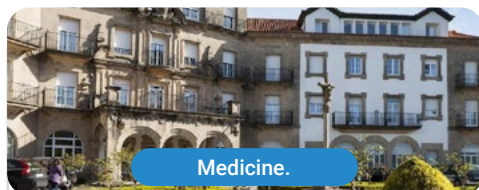
Hospital HM Rosaleda

| | |
|---------|-----------|
| Country | City |
| Spain | La Coruña |

Management: 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.

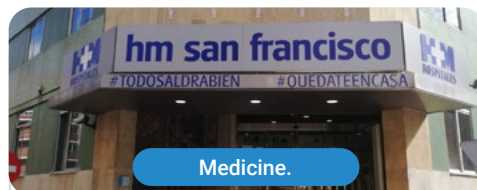
Hospital HM La Esperanza

| | |
|---------|-----------|
| Country | City |
| Spain | La Coruña |

Management: 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 |

Management: 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 |

Management: 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 |

Management: 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



Hospital HM Sant Jordi

| | |
|---------|-----------|
| Country | City |
| Spain | Barcelona |

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

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

Related internship programs:
MBA in Hospitals and Health Services Management-
Hospital Nursing



Hospital HM Nens

| | |
|---------|-----------|
| Country | City |
| Spain | Barcelona |

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

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

Related internship programs:
Hospital Nursing
MBA in Hospitals and Health Services Management-



Hospital HM Madrid

| | |
|---------|--------|
| Country | City |
| Spain | Madrid |

Management: Pl. del Conde del Valle de Sùchil, 16, 28015, Madrid

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

Related internship programs:
- Palliative Care
- Anaesthesiology and Resuscitation



Hospital HM Montepíncipe

| | |
|---------|--------|
| Country | City |
| Spain | Madrid |

Management: 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 Torreldones

| | |
|---------|--------|
| Country | City |
| Spain | Madrid |

Management: Av. Castillo Olivares, s/n, 28250, Torreldones, 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 | City |
| Spain | Madrid |

Management: 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 | City |
| Spain | Madrid |

Management: 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 | City |
| Spain | Madrid |

Management: 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 |

Management: 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

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| Country | City |
| Spain | Malaga |

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

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

Related internship programs:

- Hospital Nursing
- MBA in Hospitals and Health Services Management-



Medicine.

Hospital HM El Pilar

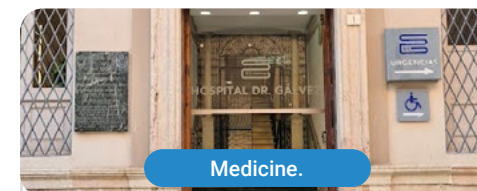
| | |
|---------|--------|
| Country | City |
| Spain | Malaga |

Management: 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
- MBA in Hospitals and Health Services Management-



Medicine.

Hospital HM Gálvez

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| Country | City |
| Spain | Malaga |

Management: Calle San Agustín, 1, 29015, Málaga

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

Related internship programs:

- MBA in Hospitals and Health Services Management-
- Hospital Nursing



Medicine.

Hospital HM Santa Elena

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| Country | City |
| Spain | Malaga |

Management: 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
- MBA in Hospitals and Health Services Management-



Medicine.

Rehamex

| | |
|---------|--------|
| Country | City |
| Mexico | Mexico |

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

Center specialized in rehabilitation and physical health promotion.

Related internship programs:

- Diagnosis in Physiotherapy
- Medical Research

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

The Hybrid Master's Degree in MBA in Hospital and Health Services Management guarantees students, in addition to the most rigorous and up-to-date education, access to a Hybrid 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 Master's Degree diploma in MBA in Hospital and Health Services 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 Master's Degree in MBA in Hospital and Health Services 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
personalized service innovation
knowledge present quality
development language
virtual classroom



Hybrid Professional Master's Degree

MBA in Hospital and Health Services Management

Modality: Hybrid (Online + Clinical Internship)

Duration: 12 months

Certificate: TECH Global University

60 + 5 créditos ECTS

Hybrid Master's Degree

MBA in Hospital and Health
Services Management

