

# Hybrid Professional Master's Degree

## MBA in Clinical Management, Medical and Healthcare Administration

TECH is a member of:



**tech** global  
university



## Hybrid Professional Master's Degree

MBA in Clinical Management, Medical  
and Healthcare Administration

Modality: Hybrid (Online + Clinical Internship)

Duration: 7 months

Certificate: TECH Global University

Credits: 60 + 4 ECTS

Website: [www.techtitude.com/us/medicine/hybrid-professional-master-degree/hybrid-professional-master-degree-mba-clinical-management-medical-healthcare-administration](http://www.techtitude.com/us/medicine/hybrid-professional-master-degree/hybrid-professional-master-degree-mba-clinical-management-medical-healthcare-administration)

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# 01

# Introduction

Relationships between professional groups, citizens and providers, as well as the development of new healthcare technologies, the need to increase efficiency in the use of resources, or to assume leadership in the work team, are some of the many challenges to be addressed by physicians today. It is therefore essential for them to be updated in terms of Clinical Management, Medical and Healthcare Management and to renew their knowledge and leadership skills. Thanks to this high-level program, which stands out for the quality of its contents and its excellent teaching staff, you will be able to achieve this. In only 7 months, the professional will be able to get up to date with the most efficient methods of organization, planning and clinical management of a medical care center of international relevance thanks to the most complete study method and the most updated material chosen by experts in Clinical Management and Medical Care Management. In addition, the practical internship in a modern hospital center equipped with all the resources and dynamism necessary for the desired learning in a in-person period of 3 weeks, always under the guidance of the assigned tutor who will offer all the support you need.



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



Clinical Management enables the organization of healthcare delivery processes in an appropriate and efficient manner, grounded in the best available scientific evidence and involving professionals in patient-centered decision-making. Within the healthcare structure, the medical division plays a crucial role in shaping these processes. As the Clinical Management model continues to gain prominence, specialized training is increasingly essential for physicians who currently hold or aspire to hold leadership positions—whether as mid-level managers, heads of medical departments, or healthcare executives. Today's socioeconomic landscape, along with other determinants of health, underscores the need for healthcare leaders to develop strong managerial and leadership skills.

This program begins with an in-depth review of healthcare systems and policies, along with key administrative processes. It then explores the roles of the medical and clinical divisions within the broader health system. The syllabus emphasizes Clinical Management in health services, including personnel management, investment planning, and economic evaluation. It also thoroughly covers both hospital-based and outpatient service management, with a specific focus on quality of care across departments and healthcare settings.

TECH provides a simulated hospital environment equipped with cutting-edge resources, offering participants the opportunity to reach their full potential in Clinical Management and Medical and Healthcare Administration. You will engage with patients using the latest evidence-based techniques, achieving clinical outcomes that were previously out of reach.

In addition, a renowned international guest director will deliver 10 intensive Masterclasses.

This **Hybrid Professional Master's Degree MBA in Clinical Management, Medical and Healthcare Administration** contains the most complete and up-to-date scientific program on the market. The most important features include:

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



*A prestigious International Guest Director will deliver 10 exclusive Masterclasses on the latest trends in Clinical Management, Medical and Healthcare Administration"*

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*The constant updating of knowledge is key to provide better patient care, mainly based on the advances of Modern Medicine, clinical and comprehensive care”*

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

Thanks to multimedia content developed using the latest educational technology, healthcare professionals will benefit from contextualized, experiential learning. This simulated environment offers an immersive experience designed to prepare them for real-life clinical situations. This program is designed around Problem-Based Learning, whereby the professional must try to solve the different professional practice situations that arise throughout the program. For this purpose, students will be assisted by an innovative interactive video system created by renowned experts.

*You will have access to an intensive 3-week residency, joining a top-tier medical team where you can refine your skills in Medical Leadership.*

*This program is tailored to your professional needs and the demands of the healthcare sector, offering an unparalleled blend of theoretical and practical training designed to elevate your clinical performance to the highest level.*



# 02

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

Physicians today face increasing challenges that demand continuous knowledge updates—not only in patient care, but also in Clinical Management and the medical and administrative leadership of clinics and hospitals. Both public and private healthcare sectors are constantly seeking professionals capable of effectively leading institutional policies and clinical protocols. In response to this reality, TECH has designed a highly practical program combining 100% online academic study with 100% hands-on learning, both developed using cutting-edge technology and rigorous academic standards to deliver exceptional professional growth. This program provides a comprehensive understanding of the latest developments in the field, always guided by leading experts in Clinical Management, Medical and Healthcare Administration.







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*TECH is the only university that offers the opportunity to train in real, high-demand clinical settings, where you will explore the latest advances in your specialty alongside leading professionals”*

### 1. Updating from the latest technology available

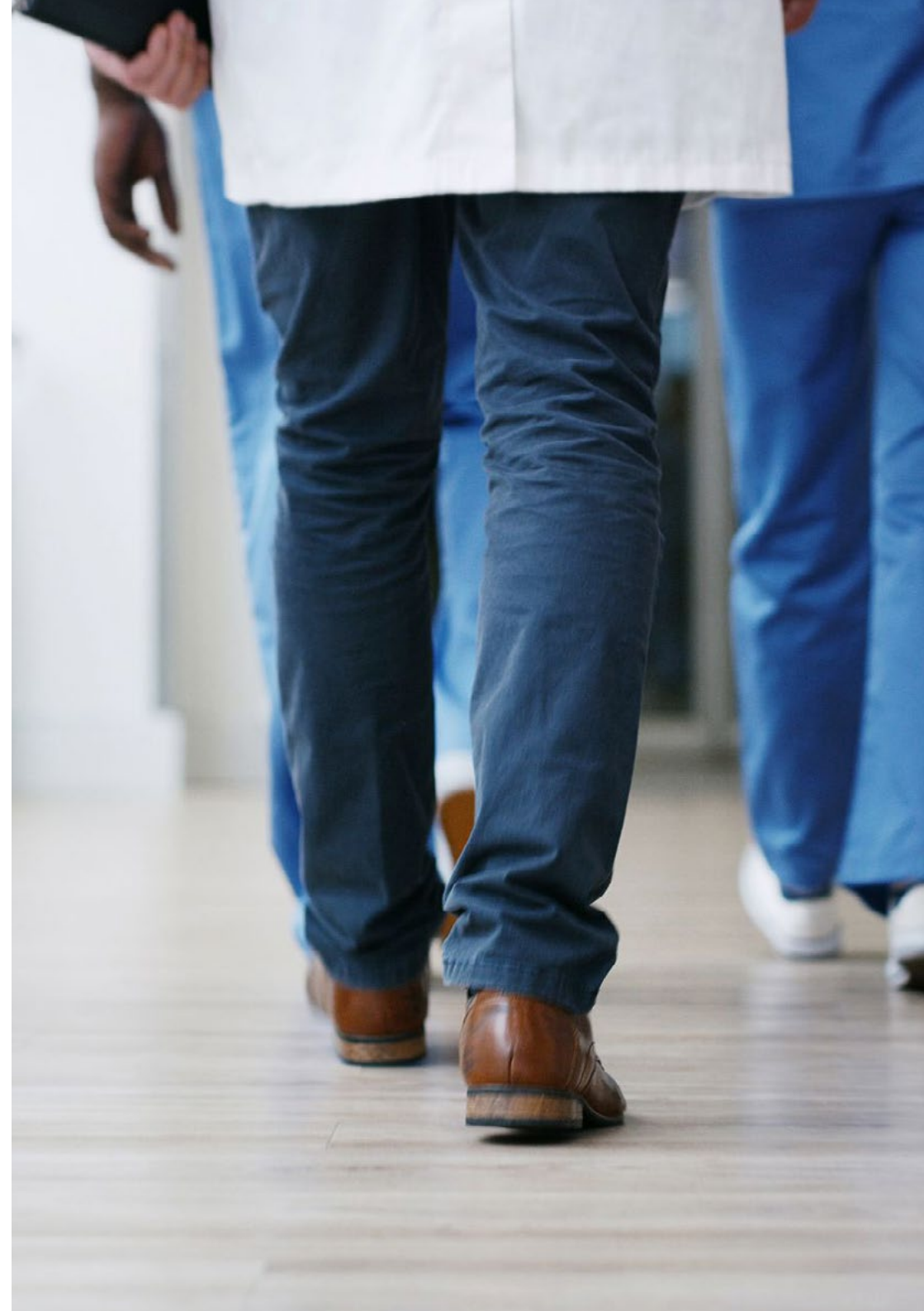
To support effective Clinical Management, TECH has developed a high-level academic program featuring the most advanced technological resources. Students can study entirely online through a revolutionary learning method based on Relearning. This approach prepares professionals to thrive in modern healthcare environments, delivering top-quality care while tackling key challenges such as digital transformation and sustainability in healthcare systems.

### 2. Gaining in-depth knowledge from the experience of top specialists

Driven by its commitment to high-impact training for professionals and society, TECH has assembled a team of leading experts in the field. They provide participants with cutting-edge tools and techniques for optimal Clinical Management, Medical and Healthcare Administration. From content and materials design to hands-on mentoring during the practical training phase.

### 3. Entering first-class clinical environments

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



#### 4. Combining the best theory with state-of-the-art practice

Every professional aims to grow quickly and effectively in their workplace. That's why they pursue high-level training programs like this one. With TECH, participants can immediately apply what they learn and strengthen a high-value professional profile. Through a combination of theoretical study and on-site practical training, participants gain a valuable academic experience in just 7 months, significantly enhancing their career opportunities in Clinical Management.

#### 5. Expanding the boundaries of knowledge

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



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



# 03 Objectives

Effective management is essential for any institution—not only to ensure responsible use of financial, material, and human resources, but also to enhance service quality. This is especially true in the healthcare sector. Professionals aiming to hold senior organizational roles in hospitals or healthcare centers must stay current with the latest developments in this field. This Hybrid Professional Master's Degree MBA offers a multidisciplinary approach to do just that.



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*The practical training component, held at a prestigious clinic, allows participants to apply the strategies learned during the theoretical phase—proving both their effectiveness and impact”*





## General Objectives

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- ♦ Analyze and update knowledge on healthcare organization theories and models, focusing on their political, social, legal, economic, and structural foundations
- ♦ Expand and refine professional competencies in health management through the lens of Clinical Management

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*Thanks to the program's comprehensive and rigorous structure, participants will acquire the skills needed to elevate their healthcare institution to the highest quality standards, in line with current clinical sector demands”*





## Specific Objectives

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### Module 1. Management and Economic Assessment

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

### Module 2. People and Talent Management

- ♦ Recognize and develop professional talent by integrating new tools for employability in both the public and private sectors

### Module 3. Clinical Management

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

### Module 4. Planning and Control of Health Organizations

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

### Module 5. The Medical and Healthcare Division in the Health System

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

### Module 6. Quality Management

- ♦ Analyze and apply techniques, styles and methods to define, conduct and lead professional-talent management policies in health institutions
- ♦ Identify, apply, and assess the clinical relevance of various leadership and management tools used in healthcare delivery settings
- ♦ Lead patient quality and safety systems, applied to the context of Clinical Management units

### **Module 7. Competency-Based Management**

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

### **Module 8. Patient Safety**

- ♦ Place the definition of patient safety in the current context
- ♦ Recognize the risks of infections associated with nursing care, especially in the care of venous accesses
- ♦ Identify fall risks to anticipate and monitor incidents in hospitalized patients

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

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

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

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

hemodynamic, stroke or pain units

### **Module 11. Management of Central Services**

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

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

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

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

- ♦ Get to know the outpatient care services, the agencies involved and the patient care circuit
- ♦ Learn how to calculate and manage human and material resources

- ♦ Acquire techniques and patient selection for palliative care at home
- ♦ Understand the overload to which the main caregiver is exposed

#### **Module 14. Leadership Management**

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

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

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

#### **Module 16. Creating a Personal Brand**

- ♦ Understand the concept of personal branding and establish its importance as a business presentation and reputation
- ♦ Learn about the job interview process for management positions from the perspective of personal branding

#### **Module 17. Internal Communication in Management**

- ♦ Learn about the fundamentals of communications theory
- ♦ Get to 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 to leverage technological tools and manage them efficiently
- ♦ Know the basic techniques for non-verbal communication

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

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

#### **Module 19. Management of Teaching and Research. Research and Innovation: R&D&I in the Healthcare Sector**

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

# 04 Skills

After successfully completing the evaluations of the Hybrid Professional Master's Degree MBA in Clinical Management, Medical and Healthcare Administration, healthcare professionals will have acquired the competencies and skills necessary to provide high-quality medical care, updated according to the latest scientific evidence. They will be able to contribute across all areas of planning, organization, and coordination within the healthcare institution to establish and pursue objectives aimed at improving the care environment.







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*Advance your career with this professional training program designed to help you develop new skills for effective leadership in any leading healthcare facility”*

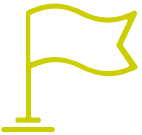


## General Skills

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





## Specific Skills

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- Plan healthcare services and structures from the perspective of Clinical Management, delving into differences in organizational models and experiences within the National Health System and other internationally recognized entities, while addressing future trends and system needs
- Identify Clinical Management and healthcare tools and resources to promote the highest possible quality of care alongside optimal management of available resources, including social and economic costs, based on continuity of care
- Improve care for complex and chronic conditions by acquiring necessary information on interrelation and coordination within the health area
- Incorporate updates on program contracts within a health area, as well as design budgets and monitor expenditures, evaluating and interpreting financial and socioeconomic results of various clinical processes
- Assess the medical and healthcare divisions using bioethical criteria and sound health governance, applying a multidisciplinary and interdisciplinary approach
- Perform healthcare management functions that foster individual and collective critical reflection on work styles, both personal and team-based, within the health organizational environment
- Acquire foundational principles of health economics applied to Clinical Management, including managing clinical areas, professional talents, and economic resources
- Develop updated management of users—patients—clients by implementing key elements and systems for quality of care and clinical safety, enhancing satisfaction and loyalty among patients, healthcare professionals, and their work environment
- Define and apply basic Clinical and Healthcare Management concepts for organizing various inpatient services, central services, specialized and support hospital services, as well as primary and outpatient care, within a complex and chronic patient management setting
- Describe stakeholders in the health sector and their current and future relationships with healthcare professionals, especially physicians, alongside key aspects and ongoing developments of the health system
- Apply leadership, decision-making, and management skills, including fostering the development of a strong “personal brand”, grounded in communication and marketing strategies both external and internal to the healthcare organization



*Training is the key to success; with TECH, you'll experience an academic journey featuring the most comprehensive content and the most dynamic learning approach"*

05

# Course Management

TECH's philosophy is to offer the most comprehensive and up-to-date university programs available, which is why it follows a rigorous selection process for its faculty. Thanks to this, the current Hybrid Professional Master's Degree MBA benefits from the participation of true experts in the field of Clinical Management, Medical and Healthcare Administration. In this way, they have created a variety of teaching materials that stand out both for their quality and for adapting to the demands of the current labor market. In this way, graduates have the guarantees they demand to access an experience that will allow them to significantly improve their professional prospects.





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*You will have the support of a teaching staff made up of distinguished specialists in Clinical Management, Medical and Healthcare Administration”*



## International Guest Director

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

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

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



## Ms. Maisani, Pauline

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

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

06

# Structure and Content

The syllabus of this Hybrid Professional Master's Degree MBA features an innovative and dynamic method that enables professionals to achieve their academic goals easily and comfortably. From the convenience of any internet-connected device, participants can delve into 20 developmental modules and access the most current theoretical and practical materials. The fully online format offers complete flexibility to choose study times freely. Additionally, this program includes a fully practical component with an intensive 8-hour, Monday-to-Friday on-site session at a leading hospital. This allows participants to deepen their knowledge hands-on under the guidance of highly experienced physicians and healthcare professionals.





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

## Module 1. Management and Economic Assessment

- 1.1. Funding Models
  - 1.1.1. Payment Models and Stakeholders in the Health System
  - 1.1.2. Payment Models to Professionals
  - 1.1.3. Ideal Payment Model. Payment Models and Incentive Models
  - 1.1.4. Assess Incentive Efficacy
- 1.2. Cost Calculation
  - 1.2.1. Financial Assessment Fundamentals
  - 1.2.2. Critiques of the Fundamentals of Welfare Economics
  - 1.2.3. Classification of Accounting According to Purpose
  - 1.2.4. Defining and Classifying Costs
  - 1.2.5. Financial Assessments Used in Healthcare
  - 1.2.6. Cost Centers
  - 1.2.7. Process and Patient Cost
  - 1.2.8. Cost Analysis by Diagnosis-Related Groups (DRG)
- 1.3. Efficiency and Sustainability of Health Systems
  - 1.3.1. Definitions
  - 1.3.2. Macroeconomic Sustainability
  - 1.3.3. Factors That Put Upward Pressure on Public Healthcare Spending, Compromising Its Sustainability
  - 1.3.4. Use in Health Services. Supply and Demand
- 1.4. Management Agreements
  - 1.4.1. Strategic Planning as a Starting Point
  - 1.4.2. The Management Agreement or Program Contract
  - 1.4.3. Contents Normally Included in Management Agreements
  - 1.4.4. Management Agreements and Differential Compensation
  - 1.4.5. Limitations and Aspects to Consider in a Management by Objectives System
- 1.5. Budget and Purchasing
  - 1.5.1. Budget Concept and Budgetary Principles
  - 1.5.2. Types of Budgets
  - 1.5.3. Budget Structure
  - 1.5.4. Budget Cycle
  - 1.5.5. Purchasing and Procurement Management
  - 1.5.6. Management of Public Service Procurement





- 1.6. Purchasing, Contracting and Supplies
  - 1.6.1. Integrated Procurement Systems. Centralized Purchasing
  - 1.6.2. Management of Public Service Contracting: Tenders and Agreements. Purchasing and Procurement Commissions
  - 1.6.3. Hiring in the Private Sector
  - 1.6.4. Supply Logistics
- 1.7. Staffing and Performance Calculations
  - 1.7.1. Estimated Healthcare Staffing Requirements
  - 1.7.2. Staffing Calculation
  - 1.7.3. Allocate Time for Healthcare Activity
- 1.8. Budget Management
  - 1.8.1. Budget. Concept
  - 1.8.2. Public Budget
- 1.9. Negotiation with Suppliers
  - 1.9.1. Negotiation with Suppliers

## Module 2. People and Talent Management

- 2.1. Personnel Assessment and Talent Development. Social and Institutional Climate
  - 2.1.1. People Assessment
  - 2.1.2. Talent Development
  - 2.1.3. Social and Institutional Climate
- 2.2. Visibility in Clinical and Healthcare Management: Blogs and Networks
  - 2.2.1. The Digital Revolution in Welfare Practice and Clinical Management. Description of New Digital Tools
  - 2.2.2. Experiences with Networks and Blogs of Health Professionals

## Module 3. Clinical Management

- 3.1. Patient Classification Systems
  - 3.1.1. Diagnosis-Related Groups (DRGs)
  - 3.1.3. Patient Classification Systems
  - 3.1.4. Essential Resources
- 3.2. Definitions and Regulation of Clinical Analysis Management
  - 3.2.1. Definition of Clinical Governance
  - 3.2.2. Evolution of Clinical Management in the National Health System
  - 3.2.3. The Contract-Program and Clinical Management
  - 3.2.4. Current Status and Controversies

- 3.3. Processes and Protocols in Clinical Management. Handling Scientific Evidence
  - 3.3.1. Variability in Medical Practice
  - 3.3.2. Scientific Evidence
  - 3.3.3. Clinical Management
  - 3.3.4. Processes, Procedures, Clinical Pathways and Clinical Management Units
- 3.4. Clinical Management Models and Units: Interhospital Units
  - 3.4.1. What Can Be Considered in a Clinical Management Unit: Interhospital
  - 3.4.2. Requirements of Interhospital Clinical Management Units
  - 3.4.3. Importance of Leadership in Interhospital Clinical Management Units
  - 3.4.4. Human Resources, Continuing Education, Research and Teaching
  - 3.4.5. Patients and Companions. Humanization in Healthcare Assistance
  - 3.4.6. Processes in Interhospital Clinical Management Units
  - 3.4.7. The Indicators of these Interhospital Units
  - 3.4.8. Management by Objectives and Improvement
- 3.5. Prudent Drug Prescription. Electronic Prescription
  - 3.5.1. Good Prescribing Standards
  - 3.5.2. Principles for Prudent Prescribing
  - 3.5.3. Tools for Prudent Pharmacological Prescribing
  - 3.5.4. Prescribing Quality Indicators
- 3.6. Prescription Complementary Tests
  - 3.6.1. Management of Requests
  - 3.6.2. Prevention and Detection of Adverse Events Related to the Preparation and Administration of Medication
  - 3.6.3. Benefits of a Request Manager
  - 3.6.4. Lean Method

## Module 4. Planning and Control of Health Organizations

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

## Module 5. The Medical and Healthcare Division in the Health System

- 5.1. Classical Medical Management vs. Care Management
  - 5.1.1. Classic Medical Management
  - 5.1.2. Medical Healthcare Management
- 5.2. Management Information Systems and Electronic Medical Records
  - 5.2.1. Control Panels
  - 5.2.2. Electronic Medical Records
  - 5.2.3. Assisted Prescription Systems
  - 5.2.4. Other Useful Information Systems in Health Management
- 5.3. Continuity of Care: Integration of Primary Care– Hospital Care and Social Healthcare
  - 5.3.1. The Need for Healthcare Integration
  - 5.3.2. Integrated Health Organizations. Initial Bases
  - 5.3.3. Starting an Integrated Health Organization
- 5.4. Bioethics and Humanization in Medical Practice
  - 5.4.1. Current Status of Dehumanization in the Healthcare System
  - 5.4.2. Quality Management
  - 5.4.3. Humanizing Quality Management
  - 5.4.4. Humanization Programs
- 5.5. Medical and Healthcare Management: Relations with the Nursing Division
  - 5.5.1. Management Role
  - 5.5.2. Active Participation Management
  - 5.5.3. Management Objectives
  - 5.5.4. Regulation of the Relationship Between Medical Management and Executive Management
  - 5.5.5. Professional Management Systems
- 5.6. Public Health, Health Promotion and Disease Prevention for Healthcare Directorates, Hospitals and Health Areas
  - 5.6.1. What is Public Health
  - 5.6.2. Health Promotion
  - 5.6.3. Disease Prevention
  - 5.6.4. Foreign or International Health
  - 5.6.5. The Challenges of Public Health

- 5.7. Transformation of the Healthcare Model. The Triple Aim
  - 5.7.1. Continuity of Healthcare Strategy
  - 5.7.2. Social Health Strategy
  - 5.7.3. Efficiency, Health and Patient Experience

## Module 6. Quality Management

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

## Module 7. Competency-Based Management

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



## Module 8. Patient Safety

- 8.1. Patient Safety: Evolution over Time
  - 8.1.1. Introduction and Definition Background and Current Situation
  - 8.1.2. Unequivocal Patient Identification. Localization and Traceability Systems
  - 8.1.3. Patients at Risk of Developing Pressure Ulcers (PUs)
  - 8.1.4. Infection Risks Associated to Nursing Care Venous Access Care
  - 8.1.5. Fall Risks. Fall Prevention and Monitoring in Hospitalized Patients
- 8.2. Nosocomial Infections
  - 8.2.1. Nosocomial Infections. Definition and Classification.
  - 8.2.2. Care for Nosocomial Infection
  - 8.2.3. Hospital Infection Control and Surveillance Programs and Networks
  - 8.2.4. Asepsis, Disinfection and Sterilization
- 8.3. Prevention of Adverse Effects of Healthcare
  - 8.3.1. Primary and Secondary Prevention. Types and Examples
  - 8.3.2. Prevention and Detection of Adverse Events Related to the Preparation and Administration of Medication
  - 8.3.3. Screening Programs: Breast Cancer Management
  - 8.3.4. Screening Programs: Colon Cancer Management
  - 8.3.5. Vaccination Program Management. Childhood Vaccination
  - 8.3.6. Vaccination Program Management. Flu Vaccination
  - 8.3.7. FMEA (Failure Mode and Effects Analysis). Root Cause Analysis
- 8.4. Notification and Registration System
  - 8.4.1. Information and Record Systems
  - 8.4.2. Adverse Event Reporting and Recording Systems
- 8.5. Secondary and Tertiary Victims
  - 8.5.1. Health Professionals in the Face of Adverse Effects
  - 8.5.2. Recovery Trajectory and Emotional Support
  - 8.5.3. Impact on Corporate Image

## Module 9. Healthcare Quality Accreditation

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

## Module 10. Management of Special and Hospitalization Services

- 10.1. Emergency Services Management
  - 10.1.1. Processes of Emergency Services
  - 10.1.2. Service Planning and Control
  - 10.1.3. Human Resources
  - 10.1.4. Teaching in the Emergency Department
- 10.2. UCI Management
  - 10.2.1. Intensive Care Definition
  - 10.2.2. ICU. Physical Structure
  - 10.2.3. Human Resource Allocation
  - 10.2.4. Material Resources: Technology and Equipment Monitoring
  - 10.2.5. ICU Without Walls and Innovation Models
  - 10.2.6. Safety Management in ICU. Zero Projects, Quality Indicators. Information Transfer
  - 10.2.7. Humanization in ICUs

## 10.3. Surgical Unit Management

- 10.3.1. The Surgical Unit. Physical Structure, Organization and Channels
- 10.3.2. Coordination of Operating Rooms. Surgical Performance and Operation Indicators Surgical Scheduling. Improving Performance
- 10.3.3. Calculation of Human Resources in a Surgical Department
- 10.3.4. Material Resource Calculation: Surgical Block Sizing and Operation
- 10.3.5. Safety Management in a Surgical Department. Surgical Checklist. Surgical Hand Washing
- 10.3.6. Asepsis and Sterilization in Operating Rooms. Environmental Monitoring of the Operating Room

## 10.4. Management of Hospitalization Units

- 10.4.1. What are Hospitalization Units
- 10.4.2. Requirements of Hospitalization Units
- 10.4.3. Importance of Leadership in the Hospitalization Units
- 10.4.4. Human Resources, Continuing Education, Teaching and Research
- 10.4.5. Patients and Companions
- 10.4.6. Processes: Strategic, Operational and Structural
- 10.4.7. Hospitalization Unit Indicators
- 10.4.8. The Role of Primary Care and Other Healthcare Facilities
- 10.4.9. Management by Objectives and Improvement

## 10.5. Other Units and Special Services

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

## Module 11. Management of Central Services

- 11.1. Admission and Clinical Documentation Service
  - 11.1.1. Admissions and Clinical Documentation Services
  - 11.1.2. Bed Management
  - 11.1.3. Medical Record Archive
  - 11.1.4. Digitization and Indexation
  - 11.1.5. Metadata Definition
- 11.2. Management of Radiodiagnostic Services
  - 11.2.1. Radiology Service Definition
  - 11.2.2. Structure and Organization of the Diagnostic Radiology Service
  - 11.2.3. Radiological Information Systems (RIS)
  - 11.2.4. Radiological Request Circuit
  - 11.2.5. Patients' Rights
  - 11.2.6. Teleradiology
- 11.3. Laboratory Management
  - 11.3.1. Pre-Analytical Phase
  - 11.3.2. The Analytical Phase
  - 11.3.3. The Post-Analytical Phase
  - 11.3.4. Point-Of-Care Testing (POCT)
- 11.4. Hospital and Primary Care Pharmacy Management
  - 11.4.1. Planning and Organization of Pharmacy Services: Physical Structure, Organization and Channels
  - 11.4.2. Human and Material Resources. Different Competencies and Functions
  - 11.4.3. Procurement Management and Pharmacotherapy Management Process
  - 11.4.4. Hospital Dispensing Systems: Plant Stock, Unit Dose, Automated Systems
  - 11.4.5. Sterile Medication Preparation Area: Hazardous and Non-Hazardous
  - 11.4.6. Pharmaceutical Care to Outpatients and Ambulatory Patients
  - 11.4.7. Primary Care Pharmacy and Healthcare Coordination in Pharmacotherapy
- 11.5. Hospitality, Complementary and Volunteer Services Management
  - 11.5.1. Hospital Food
  - 11.5.2. Linen Service
  - 11.5.3. Hospital Volunteering

## Module 12. Management of Transversal and Primary Services

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

## Module 13. Management of Outpatients Services

- 13.1. Management of Outpatient Services: Day Hospitals and Outpatient Consultations
  - 13.1.1. Organization and Operation of the Day Hospital
  - 13.1.2. Oncohematologic Day Hospital Management
  - 13.1.3. Organization and Management of Outpatient Clinics
- 13.2. Management of Pre-Hospital Emergencies
  - 13.2.1. Evolution over Time
  - 13.2.2. Emergency Coordination Centers
  - 13.2.3. Human Resources and Skills. Team Involved
  - 13.2.4. Health Care Network Devices Coordination
  - 13.2.5. Emergency Quality Indicators
  - 13.2.6. Planning for Disasters. Managing a Disaster



- 13.3. Home Care: Models
  - 13.3.1. Home Hospitalization Types and Concepts
  - 13.3.2. Criteria for Patient Selection
  - 13.3.3. Calculating and Managing Human and Material Resources
  - 13.3.4. Palliative Care at Home. Techniques and Patient Selection
  - 13.3.5. Family Support and Bereavement Management
  - 13.3.6. Managing Primary Caregiver Overload. Family Claudication
- 13.4. Mental Health, Addictive Behavior and Social Work
  - 13.4.1. Introduction to Mental Health
  - 13.4.2. Comprehensive Care
  - 13.4.3. Diagnostic and Therapeutic Techniques and Procedures Common to All Devices
  - 13.4.4. Transversality and Continuity of Care in the Healthcare Setting
  - 13.4.5. Social Work

## Module 14. Leadership Management

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

## Module 15. Decision- Making and Time Management

- 15.1. Decision-Making
  - 15.1.1. Deciding as an Organizational Process
  - 15.1.2. Decision Process Phases
  - 15.1.3. Features of any Decision
- 15.2. The Decision Process. Techniques
  - 15.2.1. Management Schools. History
  - 15.2.2. The Framework of the Management and Decision-Making Function
  - 15.2.3. Types of Decisions
  - 15.2.4. Characteristics of a Good Decision
  - 15.2.5. Key Points to Consider in Decision-Making
  - 15.2.6. The Logical Reasoning Process
  - 15.2.7. Decision Support Tools
- 15.3. Time, Stress and Happiness Management
  - 15.3.1. Introduction to Stress in Managerial Positions
  - 15.3.2. General Guidelines for Preventing and/or Reducing the Experience of Stress
  - 15.3.3. Effective Time Management
  - 15.3.4. Agenda Planning
  - 15.3.5. Personal Time and Professional Time, in Search of Happiness

## Module 16. Creating a Personal Brand

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

**Module 17. Internal Communication in Management**

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

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

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

**Module 19. Management of Teaching and Research. Research and Innovation: R&D&I in the Healthcare Sector**

- 19.1. Research Methodology: Epidemiology and Research Study Designs and Biases
  - 19.1.1. Epidemiology and Clinical Epidemiology
  - 19.1.2. Main Study Designs in Clinical Research
  - 19.1.3. Quality of the Studies: Reliability and Validity Biases
- 19.2. Sources of Information for Research and Sourcing Strategies Databases
  - 19.2.1. Clinical Research Questions
  - 19.2.2. Information Sources
  - 19.2.3. Where and How to Search for Information
  - 19.2.4. Searching
  - 19.2.5. Databases
- 19.3. Critical Reading of Articles
  - 19.3.1. Phases in Critical Reading
  - 19.3.2. Tools for Critical Reading
  - 19.3.3. Main Mistakes
- 19.4. Research Projects: Financial Resources. Product and Patents Development
  - 19.4.1. Research Project Design
  - 19.4.2. Funding in Research
  - 19.4.3. Exploitation of Research Results
- 19.5. Communication and Diffusion of Research Findings
  - 19.5.1. Research Reports
  - 19.5.2. Choosing a Journal for Publication
  - 19.5.3. Some Style Recommendations

07

# Clinical Internship

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





“

*Carry out a clinical internship in  
one of the best hospitals in Spain”*



The Internship Program of this program consists of a practical stay at a prestigious institution, lasting 3 weeks, from Monday to Friday, with 8 consecutive hours of hands-on training alongside an attending specialist. This placement will allow you to learn about the latest management methods and train in the areas of Medical Direction and service management, applying the latest trends in healthcare administration and planning the healthcare processes developed within healthcare institutions.

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

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

The practical teaching will be done with the accompaniment and guidance of professors and other fellow trainees that facilitate teamwork and multidisciplinary integration as transversal competencies for medical praxis (learning to be and learning to relate).





The procedures described below will be the basis of the specialization, and their realization will be subject to the center's own availability, its usual activity and workload, the proposed activities being the following:

Module	Practical Activity
<b>Strategies in Clinical Management and Medical Administration</b>	Manage advanced information systems to facilitate the proper management of the electronic medical record
	Utilize knowledge management and communication tools in Clinical and Healthcare Administration
	Analyze quality, efficiency, safety, and hospital harmony standards to identify potential areas for improvement
	Cooperate with the executive team in decision-making and general coordination
<b>Clinical Management</b>	Integrate into the leadership of new Clinical Management models, such as interhospital units
	Manage pharmacological prescription systems, both electronic and for complementary tests
	Evaluate the performance and functioning of various hospital services
	Participate in designing preventive measures and emergency action plans in the event of a hospital emergency
	Prepare reports summarizing key clinical activity data
<b>Personnel, Talent, and Communication</b>	Refine communication and leadership skills in multidisciplinary and complex clinical teams
	Enhance the management and coordination of different hospital workgroups
	Participate in the planning of work for the various hospital units and services
	Promote talent and quality through incentive programs and performance evaluation
	Study the accounting, logistics, and financial management of the healthcare center
<b>Leadership in Clinical Management</b>	Practice executive coaching specific to the clinical environment
	Manage meetings to maximize their effectiveness
	Mediate potential conflicts
	Engage with various hospital committees
	Be involved in the centralized decision-making process, making decisions both individually and as a group

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

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

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

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

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

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



# 08

## Where Can I Do the Clinical Internship?

To ensure that the update process is the best possible, TECH proposes the completion of the practical component of this program at a prestigious institution that can provide the physician with the latest advancements in the field of high-level medical management. This is a very complex and broad field, which requires continuous updating by the specialist. The role of the proposed hospital institutions is vital in this process, as they will provide the most advanced knowledge in the specialty.



“

*You will acquire the most advanced knowledge in the field of high-level Medical Management”*



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



Medicine

### CT Medical

Country City  
Spain Madrid

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

Clinical center offering a multidisciplinary range of medical specialties

#### Related internship programs:

- MBA in Clinical Management, Medical and Healthcare Administration
- Pediatric Nursing



Medicine

### Hospital HM Modelo

Country City  
Spain La Coruña

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

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

#### Related internship programs:

- Anaesthesiology and Resuscitation
- Spine Surgery



Medicine

### Hospital Maternidad HM Belén

Country City  
Spain La Coruña

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

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

#### Related internship programs:

- Update in Assisted Reproduction
- Hospitals and Health Services Management



Medicine

### Hospital HM Rosaleda

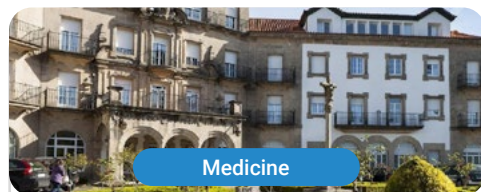
Country City  
Spain La Coruña

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

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

#### Related internship programs:

- Hair Transplantation
- Orthodontics and Dentofacial Orthopedics



Medicine

### Hospital HM La Esperanza

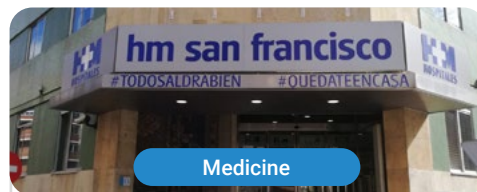
Country City  
Spain La Coruña

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

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

#### Related internship programs:

- Oncology Nursing
- Clinical Ophthalmology



Medicine

### Hospital HM San Francisco

Country City  
Spain León

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

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

#### Related internship programs:

- Update in Anesthesiology and Resuscitation
- Nursing in the Traumatology Department



Medicine

### Hospital HM Regla

Country City  
Spain León

Address: Calle Cardenal Landázuri, 2, 24003, León

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

#### Related internship programs:

- Psychiatric Treatments Update in Minor Patients



Medicine

### Hospital HM Nou Delfos

Country City  
Spain Barcelona

Address: Avinguda de Vallcarca, 151,  
08023, Barcelona

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

Related internship programs:

- Aesthetic Medicine
- Clinical Nutrition in Medicine



Medicine

### Hospital HM Sant Jordi

Country City  
Spain Barcelona

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

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

Related internship programs:

- Hospitals and Health Services Management
- Hospital Nursing



Medicine

### Hospital HM Nens

Country City  
Spain Barcelona

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

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

Related internship programs:

- Hospital Nursing
- Hospitals and Health Services Management



Medicine

### Hospital HM Madrid

Country City  
Spain Madrid

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

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

Related internship programs:

- Clinical Analysis
- Anaesthesiology and Resuscitation



Medicine

### Hospital HM Montepíncipe

Country City  
Spain Madrid

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

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

Related internship programs:

- Child Orthopedics
- Aesthetic Medicine



Medicine

### Hospital HM Torrelodones

Country City  
Spain Madrid

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

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

Related internship programs:

- Anaesthesiology and Resuscitation
- Hospital Pediatrics



Medicine

### Hospital HM Sanchinarro

Country City  
Spain Madrid

Address: Calle de Oña, 10, 28050, Madrid

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

Related internship programs:

- Anaesthesiology and Resuscitation
- Sleep Medicine





Medicine

### Hospital HM Nuevo Belén

Country City  
Spain Madrid

Address: Calle José Silva, 7, 28043, Madrid

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

#### Related internship programs:

- General and Digestive System Surgery
- Clinical Nutrition in Medicine



Medicine

### Hospital HM Puerta del Sur

Country City  
Spain Madrid

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

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

#### Related internship programs:

- Pediatric Emergencies
- Clinical Ophthalmology



Medicine

### Hospital HM Vallés

Country City  
Spain Madrid

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

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

#### Related internship programs:

- Gynecologic Oncology
- Clinical Ophthalmology



Medicine

### Hospital HM Málaga

Country City  
Spain Malaga

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

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

#### Related internship programs:

- Hospital Nursing
- Hospitals and Health Services Management



Medicine

### Hospital HM El Pilar

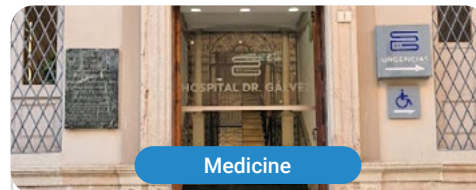
Country City  
Spain Malaga

Address: Paseo de Sancha, 15, 29016, Málaga

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

#### Related internship programs:

- MBA in Clinical Management, Medical and Healthcare Administration
- Hospitals and Health Services Management



Medicine

### Hospital HM Gálvez

Country City  
Spain Malaga

Address: Calle San Agustín, 1, 29015, Málaga

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

#### Related internship programs:

- Hospitals and Health Services Management
- Hospital Nursing



Medicine

### Hospital HM Santa Elena

Country City  
Spain Malaga

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

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

#### Related internship programs:

- MBA in Clinical Management, Medical and Healthcare Administration
- Hospitals and Health Services Management



Medicine

### Centro Médico Las Rosas

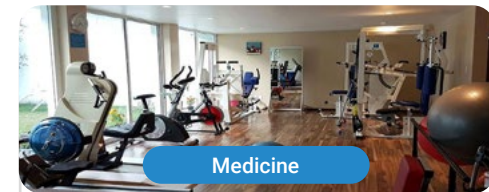
Country City  
Spain Madrid

Address: C. de Suecia, 63, 28022 Madrid

At Centro Médico Las Rosas, they address the health needs of the population by offering primary care services with quality and efficiency

#### Related internship programs:

- MBA in Clinical Management, Medical and Healthcare Administration



Medicine

**Rehamex**

Country  
Mexico

City  
Mexico

Address: J.J. Fernández de Lizardi No. 5, Cto.  
Novelistas, Ciudad S  tellite, Naucalpan

Center specialized in rehabilitation and  
physical health promotion.

**Related internship programs:**

- Diagnosis in Physiotherapy
- Sports Physiotherapy



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



09

# Study Methodology

TECH is the world's first university to combine the **case study** methodology with **Relearning**, a 100% online learning system based on guided repetition.

This disruptive pedagogical strategy has been conceived to offer professionals the opportunity to update their knowledge and develop their skills in an intensive and rigorous way. A learning model that places students at the center of the educational process giving them the leading role, adapting to their needs and leaving aside more conventional methodologies.



“

*TECH will prepare you to face new challenges in uncertain environments and achieve success in your career”*



## The student: the priority of all TECH programs

In TECH's study methodology, the student is the main protagonist.

The teaching tools of each program have been selected taking into account the demands of time, availability and academic rigor that, today, not only students demand but also the most competitive positions in the market.

With TECH's asynchronous educational model, it is students who choose the time they dedicate to study, how they decide to establish their routines, and all this from the comfort of the electronic device of their choice. The student will not have to participate in live classes, which in many cases they will not be able to attend. The learning activities will be done when it is convenient for them. They can always decide when and from where they want to study.

“

*At TECH you will NOT have live classes  
(which you might not be able to attend)”*



### The most comprehensive study plans at the international level

TECH is distinguished by offering the most complete academic itineraries on the university scene. This comprehensiveness is achieved through the creation of syllabi that not only cover the essential knowledge, but also the most recent innovations in each area.

By being constantly up to date, these programs allow students to keep up with market changes and acquire the skills most valued by employers. In this way, those who complete their studies at TECH receive a comprehensive education that provides them with a notable competitive advantage to further their careers.

And what's more, they will be able to do so from any device, pc, tablet or smartphone.

“*TECH's model is asynchronous, so it allows you to study with your pc, tablet or your smartphone wherever you want, whenever you want and for as long as you want*”

## Case Studies and Case Method

The case method has been the learning system most used by the world's best business schools. Developed in 1912 so that law students would not only learn the law based on theoretical content, its function was also to present them with real complex situations. In this way, they could make informed decisions and value judgments about how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

With this teaching model, it is students themselves who build their professional competence through strategies such as Learning by Doing or Design Thinking, used by other renowned institutions such as Yale or Stanford.

This action-oriented method will be applied throughout the entire academic itinerary that the student undertakes with TECH. Students will be confronted with multiple real-life situations and will have to integrate knowledge, research, discuss and defend their ideas and decisions. All this with the premise of answering the question of how they would act when facing specific events of complexity in their daily work.



## Relearning Methodology

At TECH, case studies are enhanced with the best 100% online teaching method: Relearning.

This method breaks with traditional teaching techniques to put the student at the center of the equation, providing the best content in different formats. In this way, it manages to review and reiterate the key concepts of each subject and learn to apply them in a real context.

In the same line, and according to multiple scientific researches, reiteration is the best way to learn. For this reason, TECH offers between 8 and 16 repetitions of each key concept within the same lesson, presented in a different way, with the objective of ensuring that the knowledge is completely consolidated during the study process.

*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.*





## A 100% online Virtual Campus with the best teaching resources

In order to apply its methodology effectively, TECH focuses on providing graduates with teaching materials in different formats: texts, interactive videos, illustrations and knowledge maps, among others. All of them are designed by qualified teachers who focus their work on combining real cases with the resolution of complex situations through simulation, the study of contexts applied to each professional career and learning based on repetition, through audios, presentations, animations, images, etc.

The latest scientific evidence in the field of Neuroscience points to the importance of taking into account the place and context where the content is accessed before starting a new learning process. Being able to adjust these variables in a personalized way helps people to remember and store knowledge in the hippocampus to retain it in the long term. This is a model called Neurocognitive context-dependent e-learning that is consciously applied in this university qualification.

In order to facilitate tutor-student contact as much as possible, you will have a wide range of communication possibilities, both in real time and delayed (internal messaging, telephone answering service, email contact with the technical secretary, chat and videoconferences).

Likewise, this very complete Virtual Campus will allow TECH students to organize their study schedules according to their personal availability or work obligations. In this way, they will have global control of the academic content and teaching tools, based on their fast-paced professional update.



*The online study mode of this program will allow you to organize your time and learning pace, adapting it to your schedule”*

### 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 assess 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.

### The university methodology top-rated by its students

The results of this innovative teaching model can be seen in the overall satisfaction levels of TECH graduates.

The students' assessment of the teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, obtaining a 4.9 out of 5.

*Access the study contents from any device with an Internet connection (computer, tablet, smartphone) thanks to the fact that TECH is at the forefront of technology and teaching.*

*You will be able to learn with the advantages that come with having access to simulated learning environments and the learning by observation approach, that is, Learning from an expert.*



As such, the best educational materials, thoroughly prepared, will be available in this program:



#### 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.

This content is then adapted in an audiovisual format that will create our way of working online, with the latest techniques that allow us to offer you high quality in all of the material that we provide you with.



#### Practicing Skills and Abilities

You will carry out activities to develop specific competencies and skills in each thematic field. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop within the framework of the globalization we live in.



#### Interactive Summaries

We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

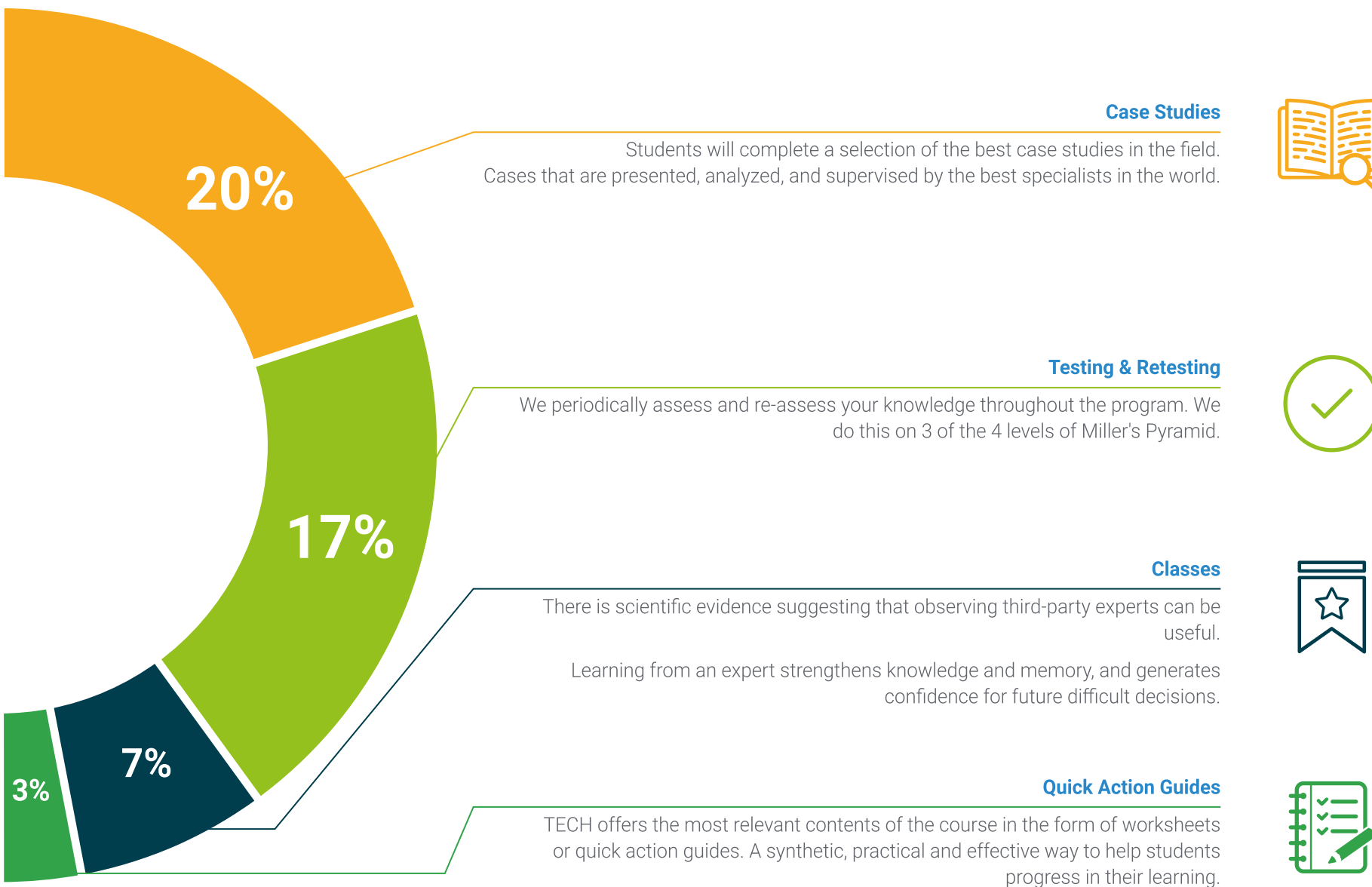
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



#### Additional Reading

Recent articles, consensus documents, international guides... In our virtual library you will have access to everything you need to complete your education.







# 10 Certificate

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



“

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

This private qualification will allow you to obtain a **MBA in Clinical Management, Medical and Healthcare Administration** 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** private qualification 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.

TECH Global University is a member of the Business Graduates Association (BGA), the international organization that brings together the world's leading business schools and guarantees the quality of the best executive development programs. BGA member schools are united by their dedication to responsible management practices, lifelong learning and delivering a positive impact for the business school's stakeholders. Belonging to BGA is synonymous with academic quality.

**TECH is a member of:**

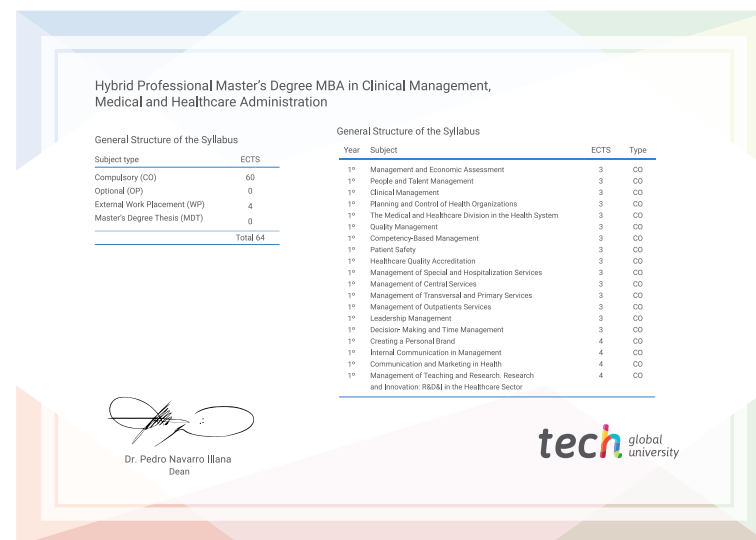


Title: **MBA in Clinical Management, Medical and Healthcare Administration**

Modality: **online**

Duration: **7 months**

Accreditation: **60 + 4 ECTS**





## Hybrid Professional Master's Degree

MBA in Clinical Management, Medical  
and Healthcare Administration

Modality: Hybrid (Online + Clinical Internship)

Duration: 7 months

Certificate: TECH Global University

Credits: 60 + 4 ECTS



# Hybrid Professional Master's Degree

## MBA in Clinical Management, Medical and Healthcare Administration

TECH is a member of:

A photograph of a man and a woman sitting at a wooden table, engaged in a conversation. The man, on the left, is wearing a dark suit and tie, and has a beard. The woman, on the right, is wearing a white lab coat over a yellow top, and has a stethoscope around her neck. They are both looking at each other. A white coffee cup is on the table in front of the man. The background is a wooden wall.

**tech** global  
university