

# Master's Degree

## MBA in Clinical Management, Medical and Healthcare Administration

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university



## Master's Degree

### MBA in Clinical Management, Medical and Healthcare Administration

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Global University
- » Credits: 90 ECTS
- » Schedule: at your own pace
- » Exams: online

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

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# 01

# Introduction

The current socio-economic context, together with the other factors influencing people's health, is making it all the more necessary to improve the managerial skills of those responsible for healthcare procedures. This program is aimed at training heads of service and those responsible for the medical management of hospital centers, developing skills and techniques that promote their leadership.





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*If you are a doctor, head of service or section, assistant, coordinator, director or manager in a hospital or outpatient care center, and you want to update and develop your management skills to respond to the current reality and context in your professional future, this is the perfect postgraduate program for you”*

In the health structure, medical divisions are fundamental in performing different health processes, where the paradigm of Clinical Management is increasingly imposed, making it necessary to provide specialization in this area for physicians who develop or may reach positions of responsibility in health care, either in middle management, health care or in medical director and manager positions.

There are many new challenges in the sector which must be addressed, such as the approach to complex and chronic diseases, the relationships between professional groups, citizens (users, patients, clients) and providers and the development of new health technologies. There is also the need to increase efficiency in the use of resources to assume the new participative and transparent form of leadership; and to gain a position in the interdisciplinary team.

In order to contextualize the program, a review of health systems and policies, as well as the administrative process, is presented first, followed by considerations on the care and medical division and its role in the system. In the area of service management, the Clinical Management of Healthcare services, the management of the organization's people, talent, professionals, and the management of investments and economic evaluation stand out. Fundamental aspects in the daily activity of health managers.

It will also focus on all aspects related to the management of hospital and outpatient services and, specifically, on the quality of care in the centers and their different departments.

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

On the other hand, we will have modules on personal and health marketing from the development of personal branding, to the management of social networks and customer service and, finally, the research methodology required to work in Clinical Management will be assessed.

This **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 practical cases carried out by experts in health management and other specialties
- ♦ The graphic, schematic, and practical contents with which they are created provide scientific and practical information on the situations that regularly occur in the hospital setting
- ♦ Presentation of practical workshops on procedures and decision making
- ♦ Algorithm-based interactive learning system for decision making in the situations that are presented to the student
- ♦ Action protocols, where you can find the latest trends in health management
- ♦ All of this will be complemented by theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ♦ With a special emphasis on scientific methods and research methodologies in health management
- ♦ Content that is accessible from any fixed or portable device with an Internet connection



*The MBA in Clinical Management, Medical and Healthcare Administration, will qualify you to occupy a position of responsibility as head of service or section”*

“

*This Master's Degree is the best investment you can make when selecting a specialization program for two reasons: in addition to preparing you as a clinical manager, you will obtain a qualification endorsed by TECH Global University”*

The teaching staff includes a team of prestigious healthcare management professionals, who bring their experience to this program, as well as renowned healthcare specialists, who complement the program by adding interdisciplinary elements.

The multimedia content developed with the latest educational technology will provide doctors with situated and contextual learning, i.e., a simulated environment that will provide an immersive learning program to practice in real situations.

This program is designed around Problem-Based Learning, through which the faculty must try to solve the different professional practice situations that arise throughout the program. For this purpose, they will be supported by an innovative interactive video system developed by renowned experts in the field of Health Management, with extensive teaching experience.

*You will be able to complete the Master's Degree 100% online, adapting it to your needs and making it easier for you to take it while you carry out your full-time healthcare activity.*

*Increase the quality of your management with this program and improve patient care.*



# 02 Objectives

The Master's Degree in MBA in Clinical Management, Medical and Healthcare Administration offers a detailed, state-of-the-art, professional specialization program from an eminently practical point of view, in a time where accredited knowledge is essential, including the latest trends in Leadership for Healthcare Services Managers.





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*This program will generate a sense of confidence in the performance of Medical and Clinical Management, and will help you grow professionally”*



## General Objectives

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- ♦ Develop executive leadership to take on strategic roles in the management and direction of healthcare centers
- ♦ Optimize resource management to improve the sustainability and profitability of healthcare services
- ♦ Enhance care quality by implementing models and strategies focused on patient safety and satisfaction
- ♦ Design operational and strategic plans to optimize the functioning of hospitals, clinics, and primary care centers
- ♦ Incorporate digital tools and information systems to modernize clinical management and streamline healthcare processes
- ♦ Manage multidisciplinary teams by developing leadership, communication, and motivation skills for effective management
- ♦ Apply health economics principles to make decisions based on costs, benefits, and financial efficiency
- ♦ Integrate bioethics in medical management to ensure responsible care practices aligned with current regulations
- ♦ Implement innovative solutions by identifying trends and advances in medicine and healthcare management
- ♦ Develop quality and safety management strategies to reduce risks, optimize clinical protocols, and ensure excellence in care
- ♦ Design marketing and communication strategies in healthcare to manage the reputation of medical institutions and strengthen relationships with patients and stakeholders
- ♦ Apply data analysis and management tools to evaluate healthcare service performance and improve operational efficiency



## Specific Objectives

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### Module 1. Management and Economic Assessment

- ♦ Understand and be able to perform an economic analysis of the operation of healthcare institutions and the economic behavior of agents involved in health systems
- ♦ Incorporate the fundamental concepts of economic evaluation techniques and instruments applied in health systems into management practice
- ♦ Understand integrated procurement systems from the perspective of centralized purchasing for efficient and multidisciplinary operation
- ♦ Apply management and economic analysis tools to optimize the allocation of healthcare resources, evaluate costs, and improve the financial sustainability of health services

### Module 2. People and Talent Management

- ♦ Recognize and develop professional talent by integrating new tools for employability in both the public and private sectors
- ♦ Develop leadership and talent management strategies to optimize the performance of healthcare teams, foster an efficient work environment, and improve the quality of care

### Module 3. Clinical Management

- ♦ Implement clinical management models to optimize the organization and efficiency of healthcare services
- ♦ Apply continuous improvement tools to enhance quality and safety in medical care
- ♦ Evaluate the impact of clinical management on health outcomes and patient satisfaction
- ♦ Design coordination strategies among different care levels to improve continuity of care

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

- ♦ Develop strategic plans to improve sustainability and operational efficiency in healthcare institutions
- ♦ Implement control and evaluation systems to ensure the achievement of organizational objectives
- ♦ Apply financial management techniques to optimize resource allocation in healthcare organizations
- ♦ Analyze the impact of managerial decisions on the quality and accessibility of health services

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

- ♦ Understand the structure and functions of the medical and healthcare division within the health system
- ♦ Analyze organizational and coordination models between medical and healthcare services
- ♦ Implement leadership and communication strategies to improve management in the medical division
- ♦ Evaluate the impact of the medical division on the quality and efficiency of healthcare delivery

**Module 6. Quality Management**

- ♦ Apply quality management models and regulations in the healthcare sector
- ♦ Design continuous improvement strategies to ensure excellence in health services
- ♦ Evaluate healthcare quality indicators and their impact on patient safety
- ♦ Implement audit and control protocols to ensure compliance with quality standards

**Module 7. Competency-Based Management**

- ♦ Identify and develop key competencies in healthcare personnel to improve professional performance
- ♦ Apply talent assessment methodologies and design professional development plans
- ♦ Implement continuous training and work strategies in healthcare settings
- ♦ Design incentive and recognition systems to promote professional and organizational growth

**Module 8. Patient Safety**

- ♦ Identify risks and factors that affect patient safety in different healthcare settings
- ♦ Implement prevention strategies and medical error management to reduce adverse events
- ♦ Apply international protocols and regulations to ensure safety in healthcare delivery
- ♦ Promote a safety culture based on effective communication and continuous learning

**Module 9. Quality Accreditation in Healthcare**

- ♦ Analyze the different healthcare accreditation models and regulations at the national and international levels
- ♦ Implement strategies to meet the quality standards required by accrediting bodies
- ♦ Evaluate the impact of accreditation on the improvement of healthcare quality and safety
- ♦ Design improvement plans based on the requirements and recommendations of accreditation processes

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

- ♦ Optimize the planning and organization of hospital services and specialized units
- ♦ Apply management strategies to improve operational efficiency and care in high-complexity units
- ♦ Evaluate performance indicators in hospital services to ensure quality care
- ♦ Implement innovative models for resource management and inpatient care

**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 the management decisions of the 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
- ♦ Study 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 the results of an investigation after having analyzed, evaluated, and synthesized the data

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

- ♦ Develop a strong and distinct professional identity in the field of healthcare management
- ♦ Apply branding and communication strategies to enhance professional visibility and reputation
- ♦ Use digital tools and social media to position yourself as a leader in the healthcare sector
- ♦ Design a personal branding plan aligned with professional goals and current market trends

### **Module 17. 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

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

- ♦ Apply effective communication strategies to strengthen relationships between healthcare professionals, patients, and institutions
- ♦ Design health marketing campaigns that promote education, prevention, and patient loyalty
- ♦ Use digital tools and social media to optimize the dissemination of healthcare information
- ♦ Analyze the impact of marketing on the reputation and positioning of healthcare services

**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 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

**Module 20. Leadership, Ethics and Social Responsibility in Companies**

- ♦ Analyze the impact of globalization on corporate governance and corporate social responsibility
- ♦ Evaluate the importance of effective leadership in the management and success of companies
- ♦ Define cross-cultural management strategies and their relevance in diverse business environments
- ♦ Develop leadership skills and understand the current challenges faced by leaders
- ♦ Determine the principles and practices of business ethics and their application in corporate decision making
- ♦ Structure strategies for the implementation and improvement of sustainability and social responsibility in business

**Module 21. People and Talent Management**

- ♦ Determine the relationship between strategic direction and human resources management
- ♦ Delve into the competencies necessary for the effective management of human resources by competencies
- ♦ Delve into the methodologies for performance evaluation and management.
- ♦ Integrate innovations in talent management and their impact on employee retention and staff loyalty.

- ♦ Develop strategies for motivation and development of high performance teams
- ♦ Propose effective solutions for change management and conflict resolution in organizations

**Module 22. Economic and Financial Management**

- ♦ Analyze the macroeconomic environment and its influence on the national and international financial system
- ♦ Define information systems and Business Intelligence for financial decision making
- ♦ Differentiate key financial decisions and risk management in financial management
- ♦ Evaluate strategies for financial planning and obtain business financing

**Module 23. Commercial and Strategic Marketing Management**

- ♦ Structure the conceptual framework and the importance of commercial management in companies
- ♦ Delve into the fundamental elements and activities of marketing and their impact on the organization
- ♦ Determine the stages of the strategic marketing planning process
- ♦ Evaluate strategies to improve corporate communication and the digital reputation of the company

**Module 24. Executive Management**

- ♦ Define the concept of general management and its relevance in business management
- ♦ Evaluate the roles and responsibilities of managers in organizational culture
- ♦ Analyze the importance of operations management and quality management in the value chain
- ♦ Develop interpersonal communication and public speaking skills for the creation of spokespersons

# 03 Skills

After passing the assessments of the MBA in Clinical Management, Medical and Healthcare Administration, you will have acquired the professional skills necessary to carry out quality hospital management and up to date based on the latest international trends.



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*With this program you will be able to better manage resources, lead people and improve procedures in your healthcare institution”*



## General Skills

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- ♦ Possess and understand knowledge that provides a basis or opportunity to be original in the development and/or application of 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 their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way
- ♦ Acquire study skills that will enable further study in a largely self-directed or autonomous manner
- ♦ Develop professional aptitude to work with other health professionals and acquire the necessary skills to work as a team
- ♦ Recognize the need to maintain your professional skills and keep them up to date, with special emphasis on autonomous and continuous learning of new information
- ♦ Develop the capacity for critical analysis and research in your professional field







## Specific Skills

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



*A unique specialization course that will enable you to acquire superior education for development in this field"*

# 04

# Course Management

TECH is continually committed to academic excellence. For this reason, each of its programs has teaching teams of the highest prestige. These experts have extensive experience in their professional fields and, at the same time, have achieved significant results with their empirical research and field work. In addition, these specialists play a leading role in the university program, as they are responsible for selecting the most up-to-date and innovative content for inclusion in the syllabus. At the same time, they participate in the development of numerous multimedia resources of high pedagogical rigor.





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*A complete teaching staff, made up of experts with extensive experience, will be at your disposal in this TECH program"*

## International Guest Director

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

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

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



## Ms. Maisani, Pauline

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

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

## International Guest Director

With over 20 years of experience in designing and leading global talent acquisition teams, Jennifer Dove is an expert in **technology recruitment and strategy**. Throughout her career, she has held senior positions in several technology organizations within Fortune 50 companies such as **NBCUniversal and Comcast**. Her track record has allowed her to excel in competitive, high-growth environments.

As **Vice President of Talent Acquisition at Mastercard** she is responsible for overseeing talent onboarding strategy and execution, collaborating with business leaders and HR Managers to meet operational and strategic hiring objectives. In particular, she aims to build diverse, inclusive and high-performing teams that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for amplifying Mastercard's employer brand and value proposition through publications, events and social media.

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of HR professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in Organizational Communication from the University of Miami, she is now a graduate of the University of Miami.

On the other hand, it has been recognized for its ability to lead organizational transformations, integrate technologies into recruitment processes and develop leadership programs that prepare institutions for future challenges. She has also successfully implemented wellness programs that have significantly increased employee satisfaction and retention.



## Ms. Dove, Jennifer

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- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition at NBCUniversal, New York, USA
- Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory, New York, USA
- Executive Vice President of the Sales Division at Ardor NY Real Estate
- Director of Recruitment at Valerie August & Associates
- Account Executive at BNC
- Account Executive at Vault
- Graduated in Organizational Communication from the University of Miami

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

## International Guest Director

A technology leader with decades of experience in **major technology multinationals**, Rick Gauthier has developed prominently in the field of cloudsservices and end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at Amazon has allowed him to manage and integrate the company's IT services in the United States. At Microsoft he has led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

This experience has allowed him to stand out as a high-impact manager with remarkable abilities to increase efficiency, productivity and overall customer satisfaction.





## D. Gauthier, Rick

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- Regional IT Director at Amazon, Seattle, USA
- Senior Program Manager at Amazon
- Vice President of Wimmer Solutions
- Senior Director of Productive Engineering Services at Microsoft
- Degree in Cybersecurity from Western Governors University
- Technical Certificate in Commercial Diving from Divers Institute of Technology
- B.S. in Environmental Studies from The Evergreen State College

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*Take the opportunity to learn about the latest advances in this field to apply it to your daily practice”*

## International Guest Director

Romi Arman is a renowned international expert with more than two decades of experience in **Digital Transformation, Marketing, Strategy and Consulting**. Through that extended trajectory, he has taken different risks and is a permanent advocate for innovation and change in the business environment. With that expertise, he has collaborated with CEOs and corporate organizations from all over the world, pushing them to move away from traditional business models. In this way, he has helped companies such as Shell Energy become true market leaders, focused on their customers and the digital world.

The strategies designed by Arman have a latent impact, as they have enabled several corporations to improve the experiences of consumers, staff and shareholders alike. The success of this expert is quantifiable through tangible metrics such as CSAT, employee engagement in the institutions where he has practiced and the growth of the EBITDA financial indicator in each of them.

Also, in his professional career, he has nurtured and led high-performance teams that have even received awards for their transformational potential. With Shell, specifically, the executive has always set out to overcome three challenges: meeting customers' complex decarbonization demands supporting a "cost-effective decarbonization" and overhauling a fragmented data, digital and technology landscape. Thus, his efforts have shown that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture.

In addition, the executive stands out for his mastery of the business applications of Artificial Intelligence, a subject in which he holds a postgraduate degree from the London Business School. At the same time, he has accumulated experience in IoT and Salesforce.



## Mr. Arman, Romi

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- ♦ Digital Transformation Director (CDO) at Shell Energy Corporation, London, UK
- ♦ Global Director of E-Commerce and Customer Service at Shell Energy Corporation
- ♦ National Key Account Manager (OEM and automotive retailers) for Shell in Kuala Lumpur, Malaysia
- ♦ Senior Management Consultant (Financial Services Sector) for Accenture based in Singapore
- ♦ Graduate of the University of Leeds
- ♦ Graduate Diploma in Business Applications of AI for Senior Executives from London Business School
- ♦ CCXP Customer Experience Professional Certification
- ♦ IMD Executive Digital Transformation Course

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*Do you want to update your knowledge with the highest educational quality? TECH offers you the most updated content in the academic market, designed by authentic experts of international prestige"*

## International Guest Director

Manuel Arens is an **experienced data management professional** and leader of a highly qualified team. In fact, Arens holds the position of **global purchasing manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as **master data integrity, vendor data updates and vendor prioritization**. He has led data center supply chain planning and vendor risk assessment, generating improvements in vendor risk assessment, resulting in process improvements and workflow management that have resulted in significant cost savings.

With more than a decade of work providing digital solutions and leadership for companies in diverse industries, he has extensive experience in all aspects of strategic solution delivery, including marketing, media analytics, measurement and attribution. In fact, he has received a number of accolades for his work, including the **BIM Leadership Award, the Search Leadership Award, the Lead Generation Export Program Award and the Export Lead Generation Program Award and the EMEA Best Sales Model Award.**

Arens also served as Sales Manager in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as Senior Industry Analyst, Hamburg, Germany, creating storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the macroeconomic and political/regulatory factors affecting technology adoption and diffusion.

He has also led teams at companies such as Eaton, Airbus and Siemens, where he gained valuable account management and supply chain experience. He is particularly noted for continually exceeding expectations by building valuable customer relationships and working seamlessly with people at all levels of an organization, including stakeholders, management, team members and customers. His data-driven approach and ability to develop innovative and scalable solutions to industry challenges have made him a prominent leader in his field.



## Mr. Arens, Manuel

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- Global Procurement Manager at Google, Mountain View, USA
- Senior Manager, B2B Analytics and Technology, Google, USA
- Sales Director - Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager - Google, Ireland
- Accounts Payable at Eaton, UK
- Supply Chain Manager at Airbus, Germany

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*Bet on TECH! You will have access to the best didactic materials, at the forefront of technology and education, implemented by internationally renowned specialists in the field"*

## International Guest Director

Andrea La Sala is an **experienced Marketing executive** whose projects have had a significant impact on the **Fashion environment**. Throughout his successful career he has developed different tasks related to Products, Merchandising and Communication. All of this linked to with prestigious brands such as Giorgio Armani, Dolce&Gabbana, Calvin Klein, among others.

The results of this high-profile international executive have been linked to his proven ability to synthesize information in clear frameworks and execute concrete actions aligned to specific business objectives. In addition, he is recognized for his proactivity and adaptability to fast-paced work rhythms. To all this, this expert adds a strong commercial awareness,, market vision and a genuine passion for products.

As Global Brand and Merchandising Director at Giorgio Armani, he has overseen a variety of Marketing strategies for apparel and accessories. His tactics have also focused on the retail environment and consumer needs and behavior. In this La Sala has also been responsible for shaping the commercialization of products in different markets, acting as team leader in the Design, Communication and Sales departments..

On the other hand, in companies such as Calvin Klein or Gruppo Coin, he has undertaken projects to boost the structure, and development of different collections. He has been in charge of creating effective calendars for buying and selling campaigns.

He has also been in charge of the terms, costs, processes and delivery times of different operations.

These experiences have made Andrea La Sala one of the main and most qualified corporate leaders in Fashion and Luxury. A high managerial capacity with which he has managed to effectively implement the positive positioning of different brands and redefine their key performance indicators (KPIs).



## Ms. La Sala, Andrea

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- Global Brand & Merchandising Director Armani Exchange at Giorgio Armani, Milan, Italy
- Merchandising Director at Calvin Klein
- Brand Manager at Gruppo Coin
- Brand Manager at Dolce&Gabbana
- Brand Manager at Sergio Tacchini S.p.A.
- Market Analyst at Fastweb
- Graduate of Business and Economics at Università degli Studi del Piemonte Orientale

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*The most qualified and experienced professionals at international level are waiting for you at TECH to offer you a first class teaching, updated and based on the latest scientific evidence. What are you waiting for to enroll?"*

## International Guest Director

Mick Gram is synonymous with innovation and excellence in the field of **Business Intelligence** internationally. His successful career is linked to leadership positions in multinationals such as Walmart and Red Bull. Likewise, this expert stands out for his vision to identify emerging technologies that, in the long term, achieve an everlasting impact in the corporate environment.

On the other hand, the executive is considered a pioneer in the **use of data visualization techniques** that simplified complex sets, making them accessible and facilitating decision making. This ability became the pillar of his professional profile, transforming him into a desired asset for many organizations that bet on gathering information and generating concrete actions from them.

One of his most outstanding projects in recent years has been the Walmart Data Cafe platform, the largest of its kind in the world that is anchored in the cloud aimed at Big Data analysis. In addition, he has held the position of **Director of Business Intelligence at Red Bull**, covering areas such as Sales, Distribution, Marketing and Supply Chain Operations. His team was recently recognized for its constant innovation regarding the use of Walmart Luminat's new API for Shopper and Channel insights.

As for his training, the executive has several Masters and postgraduate studies at prestigious centers such as the University of Berkeley, in the United States, and the University of Copenhagen, in Denmark. Through this continuous updating, the expert has attained cutting-edge competencies. Thus, he has come to be considered a born leader of the new global economy, centered on the drive for data and its infinite possibilities.





## Mr. Gram, Mick

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- Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- Business Intelligence Solutions Architect for Walmart Data Cafe
- Independent Business Intelligence and Data Science Consultant
- Director of Business Intelligence at Capgemini
- Senior Analyst at Nordea
- Senior Business Intelligence Consultant at SAS
- Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- Executive MBA in e-commerce at the University of Copenhagen
- B.Sc. and M.Sc. in Mathematics and Statistics at the University of Copenhagen



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## International Guest Director

Scott Stevenson is a distinguished expert in the **Digital Marketing** sector who, for more than 19 years, has been linked to one of the most powerful companies in the entertainment industry, **Warner Bros. Discovery**. In this role, he has played a fundamental role in overseeing logistics and creative workflows across various digital platforms, including social media, search, display and linear media.

This executive's leadership has been crucial in driving production strategies in paid media, resulting in a marked improvement which has resulted in company's conversion rates. At the same time, he has assumed other roles, such as Director of Marketing Services and Traffic Manager at the same multinational during his former management.

Stevenson has also been involved in the global distribution of video games and digital property campaigns. He was also responsible for introducing operational strategies related to the formation, completion and delivery of sound and image content for television commercials and trailers.

In addition, he holds a Bachelor's degree in Telecommunications from the University of Florida and a Master's Degree in Creative Writing from the University of California, which demonstrates his proficiency in communication and storytelling.. In addition, he has participated at Harvard University's School of Professional Development in cutting-edge programs on the use of Artificial Intelligence in business.. Therefore, his professional profile stands as one of the most relevant in the current field of Marketing and Digital Media.



## Mr. Stevenson, Scott

---

- Director of Digital Marketing at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment
- M.A. in Creative Writing from the University of California
- B.S. in Telecommunications from the University of Florida

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## International Guest Director

Eric Nyquist, Ph.D., is a leading **international sports professional** who has built an impressive career, noted for his strategic leadership and ability to drive change and innovation in world-class sports organizations.

In fact, he has held senior roles such as **Director of Communications and Impact at NASCAR**, based in Florida, USA. With many years of experience behind him at NASCAR, Dr. Nyquist has also held several leadership positions, including Senior **Vice President of Strategic Development and General Manager of Business Affairs**, managing more than a dozen disciplines ranging from **strategic development to entertainment marketing**.

Nyquist has also made a significant mark on Chicago's top sports franchises. As Executive Vice President of the Chicago Bulls and Chicago White Sox franchises, he has demonstrated his ability to drive business and strategic success in the world of professional sports..

Finally, it is worth noting that he began his career in sports while working in New York as a senior strategic analyst for Roger Goodell in the National Football League (NFL) and, prior to that, as a Legal Intern with the United States Football Federation.



## Mr. Nyquist, Eric

---

- Director of Communications and Impact at NASCAR, Florida, USA
- Senior Vice President of Strategic Development at NASCAR, Florida, United States
- Vice President of Strategic Planning at NASCAR
- Senior Director of Business Affairs at NASCAR
- Executive Vice President at Chicago White Sox Franchises
- Executive Vice President at Chicago Bulls Franchises
- Manager of Business Planning at the National Football League (NFL)
- Business Affairs/Legal Intern with the United States Soccer Federation
- Juris Doctor from the University of Chicago
- Master's Degree in Business Administration-MBA from the University of Chicago Booth School of Business
- B.A. in International Economics from Carleton College

“

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05

# Structure and Content

The structure of the syllabus has been designed by a team of professionals knowledgeable about the implications of specialization in clinical management and administration, aware of the relevance of current qualification and committed to quality teaching through new educational technologies.





“

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## 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 Putting Upward Pressure on Public Health 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)
  - 3.1.2. Patient Classification Systems
  - 3.1.3. 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. Defining an Interhospital Clinical Management Unit
  - 3.4.2. Requirements for Interhospital Clinical Management Units
  - 3.4.3. The 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. Information Systems Integration Model for the Management of Diagnostic Tests
  - 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 Objective
  - 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 Vulnerable to Developing Pressure Ulcers (P.U.P.)
  - 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 Infection
  - 8.2.1. Nosocomial Infection. 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. Quality Accreditation in Healthcare

- 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. Managing 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. Admissions and Clinical Documentation Services
  - 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 Outpatient Services

- 13.1. Management of Outpatient Services: Day Hospitals and Outpatient Clinics
  - 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 of System Stakeholders
  - 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 Design and Bias
  - 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

### Module 20. Leadership, Ethics and Social Responsibility in Companies

- 20.1. Globalization and Governance
  - 20.1.1. Governance and Corporate Governance

- 20.1.2. The Fundamentals of Corporate Governance in Companies
- 20.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 20.2. *Cross-Cultural Management*
  - 20.2.1. Cross-Cultural Management Concept
  - 20.2.2. Contributions to Knowledge of National Cultures
  - 20.2.3. Diversity Management
- 20.3. Business Ethics
  - 20.3.1. Ethics and Morals
  - 20.3.2. Business Ethics
  - 20.3.3. Leadership and Ethics in Companies
- 20.4. Sustainability
  - 20.4.1. Sustainability and Sustainable Development
  - 20.4.2. The 2030 Agenda
  - 20.4.3. Sustainable Companies
- 20.5. Corporate Social Responsibility
  - 20.5.1. International Dimensions of Corporate Social Responsibility
  - 20.5.2. Implementing Corporate Social Responsibility
  - 20.5.3. The Impact and Measurement of Corporate Social Responsibility
- 20.6. Responsible Management Systems and Tools
  - 20.6.1. CSR: Corporate Social Responsibility
  - 20.6.2. Essential Aspects for Implementing a Responsible Management Strategy
  - 20.6.3. Steps for the Implementation of a Corporate Social Responsibility Management System
  - 20.6.4. CSR Tools and Standards
- 20.7. Multinationals and Human Rights
  - 20.7.1. Globalization, Multinational Corporations and Human Rights
  - 20.7.2. Multinational Corporations and International Law
  - 20.7.3. Legal Instruments for Multinationals in the Area of Human Rights
- 20.8. Legal Environment and Corporate Governance
  - 20.8.1. International Rules on Importation and Exportation
  - 20.8.2. Intellectual and Industrial Property

- 20.8.3. International Labor Law

## Module 21. People and Talent Management

- 21.1. Strategic People Management
  - 21.1.1. Strategic Human Resources Management
  - 21.1.2. Strategic People Management
- 21.2. Human Resources Management by Competencies
  - 21.2.1. Analysis of the Potential
  - 21.2.2. Remuneration Policy
  - 21.2.3. Career/Succession Planning
- 21.3. Performance Evaluation and Performance Management
  - 21.3.1. Performance Management
  - 21.3.2. Performance Management: Objectives and Process
- 21.4. Innovation in Talent and People Management
  - 21.4.1. Strategic Talent Management Models
  - 21.4.2. Talent Identification, Training and Development
  - 21.4.3. Loyalty and Retention
  - 21.4.4. Proactivity and Innovation
- 21.5. Developing High-Performance Teams
  - 21.5.1. High-Performance Teams: Self-Managed Teams
  - 21.5.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 21.6. Change Management
  - 21.6.1. Change Management
  - 21.6.2. Type of Change Management Processes
  - 21.6.3. Stages or Phases in the Change Management Process
- 21.7. Negotiation and Conflict Management
  - 21.7.1. Negotiation
  - 21.7.2. Conflict Management
  - 21.7.3. Crisis Management
- 21.8. Productivity, Attraction, Retention and Activation of Talent

- 21.8.1. Productivity
- 21.8.2. Talent Attraction and Retention Levers

## Module 22. Economic and Financial Management

- 22.1. Economic Environment
  - 22.1.1. Macroeconomic Environment and the National Financial System
  - 22.1.2. Financial Institutions
  - 22.1.3. Financial Markets
  - 22.1.4. Financial Assets
  - 22.1.5. Other Financial Sector Entities
- 22.2. Executive Accounting
  - 22.2.1. Basic Concepts
  - 22.2.2. The Company's Assets
  - 22.2.3. The Company's Liabilities
  - 22.2.4. The Company's Net Worth
  - 22.2.5. Results Research
- 22.3. Information Systems and Business Intelligence
  - 22.3.1. Fundamentals and Classification
  - 22.3.2. Cost Allocation Phases and Methods
  - 22.3.3. Choice of Cost Center and Impact
- 22.4. Budget and Management Control
  - 22.4.1. The Budget Model
  - 22.4.2. Capital Budget
  - 22.4.3. The Operating Budget
  - 22.4.4. The Treasury's Budget
  - 22.4.5. Budget Monitoring
- 22.5. Financial Management

- 22.5.1. The Company's Financial Decisions
- 22.5.2. Financial Department
- 22.5.3. Cash Surpluses
- 22.5.4. Risks Associated with Financial Management
- 22.5.5. Financial Administration Risk Management
- 22.6. Financial Planning
  - 22.6.1. Definition of Financial Planning
  - 22.6.2. Actions to Be Taken in Financial Planning
  - 22.6.3. Creation and Establishment of the Business Strategy
  - 22.6.4. The Cash Flow Table
  - 22.6.5. The Working Capital Table
- 22.7. Corporate Financial Strategy
  - 22.7.1. Corporate Strategy and Sources of Financing
  - 22.7.2. Financial Products for Corporate Financing
- 22.8. Strategic Financing
  - 22.8.1. Self-Financing
  - 22.8.2. Increase in Equity
  - 22.8.3. Hybrid Resources
  - 22.8.4. Financing Through Intermediaries
- 22.9. Financial Analysis and Planning
  - 22.9.1. Analysis of the Balance Sheet
  - 22.9.2. Income Statement Analysis
  - 22.9.3. Profitability Analysis
- 22.10. Analyzing and Solving Cases/Problems
  - 22.10.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

## Module 23. Commercial and Strategic Marketing Management

- 23.1. Commercial Management



- 23.1.1. Conceptual Framework of Commercial Management
- 23.1.2. Business Strategy and Planning
- 23.1.3. The Role of Sales Managers
- 23.2. Marketing
  - 23.2.1. The Concept of Marketing
  - 23.2.2. Basic Elements of Marketing
  - 23.2.3. Marketing Activities of the Company
- 23.3. Strategic Marketing Management
  - 23.3.1. The Concept of Strategic Marketing
  - 23.3.2. Concept of Strategic Marketing Planning
  - 23.3.3. Stages in the Process of Strategic Marketing Planning
- 23.4. Digital Marketing and E-Commerce
  - 23.4.1. Digital Marketing and E-Commerce Objectives
  - 23.4.2. Digital Marketing and Media Used
  - 23.4.3. E-Commerce. General Context
  - 23.4.4. Categories of E-Commerce
  - 23.4.5. Advantages and Disadvantages of E-Commerce versus Traditional Commerce
- 23.5. Digital Marketing to Reinforce a Brand
  - 23.5.1. Online Strategies to Improve Your Brand's Reputation
  - 23.5.2. *Branded Content and Storytelling*
- 23.6. Digital Marketing to Attract and Retain Customers
  - 23.6.1. Loyalty and Engagement Strategies through the Internet
  - 23.6.2. *Visitor Relationship Management*
  - 23.6.3. Hypersegmentation
- 23.7. Managing Digital Campaigns
  - 23.7.1. What Is a Digital Advertising Campaign?
  - 23.7.2. Steps to Launch an Online Marketing Campaign

- 23.7.3. Mistakes in Digital Advertising Campaigns
- 23.8. Sales Strategy
  - 23.8.1. Sales Strategy
  - 23.8.2. Sales Methods
- 23.9. Digital Communication and Reputation
  - 23.9.1. Online Reputation
  - 23.9.2. How to Measure Digital Reputation?
  - 23.9.3. Online Reputation Tools
  - 23.9.4. Online Reputation Report
  - 23.9.5. Online Branding

## Module 24. Executive Management

- 24.1. General Management
  - 24.1.1. The Concept of General Management
  - 24.1.2. The Role of the General Manager
  - 24.1.3. The Chief Executive Officer and Their Functions
  - 24.1.4. Transforming the Work of Management
- 24.2. Manager Functions: Organizational Culture and Approaches
  - 24.2.1. Manager Functions: Organizational Culture and Approaches
- 24.3. Operations Management
  - 24.3.1. The Importance of Management
  - 24.3.2. Value Chain
  - 24.3.3. Quality Management
- 24.4. Public Speaking and Spokesperson Education
  - 24.4.1. Interpersonal Communication
  - 24.4.2. Communication Skills and Influence
  - 24.4.3. Communication Barriers

- 24.5. Personal and Organizational Communications Tools
  - 24.5.1. Interpersonal Communication
  - 24.5.2. Interpersonal Communication Tools
  - 24.5.3. Communication in the Organization
  - 24.5.4. Tools in the Organization
- 24.6. Communication in Crisis Situations
  - 24.6.1. Crisis
  - 24.6.2. Phases of the Crisis
  - 24.6.3. Messages: Contents and Moments
- 24.7. Preparation of a Crisis Plan
  - 24.7.1. Analysis of Possible Problems
  - 24.7.2. Planning
  - 24.7.3. Adequacy of Personnel
- 24.8. Emotional Intelligence
  - 24.8.1. Emotional Intelligence and Communication
  - 24.8.2. Assertiveness, Empathy and Active Listening
  - 24.8.3. Self-Esteem and Emotional Communication
- 24.9. Personal Branding
  - 24.9.1. Strategies for Personal Brand Development
  - 24.9.2. Personal Branding Laws
  - 24.9.3. Tools for Creating Personal Brands





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*Make the most of this opportunity to learn about the latest advances in this field in order to apply them to your daily practice”*

06

# 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.

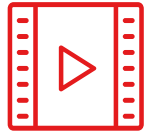
*Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*

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.

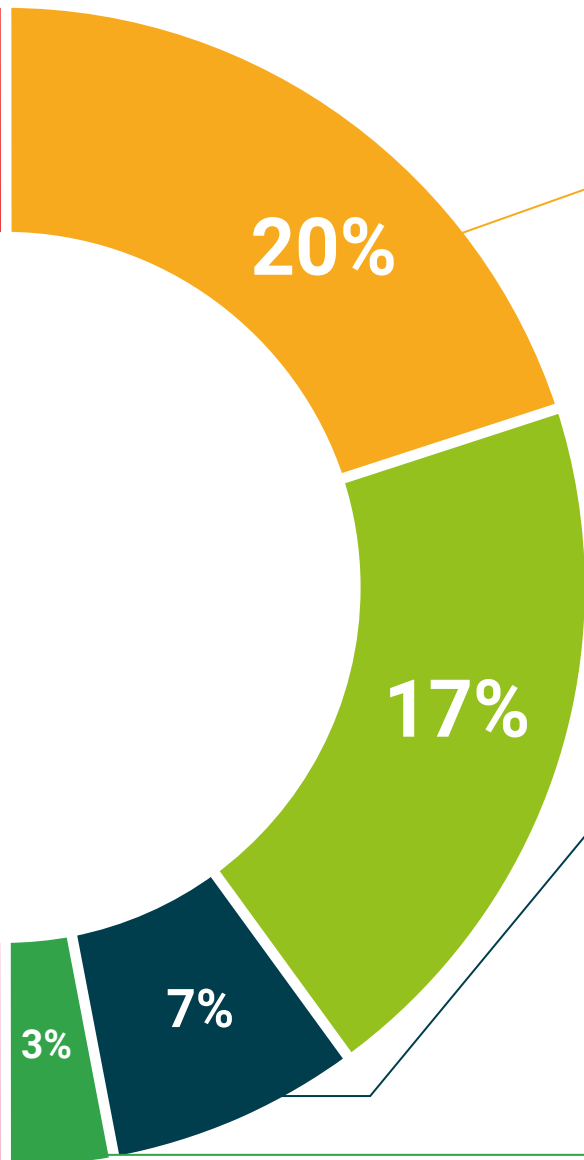
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



### 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.



# 07 Certificate

The MBA in Clinical Management, Medical and Healthcare Administration, guarantees you, in addition to the most rigorous and updated knowledge, access to a Master's Degree 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 **Master's Degree in 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.

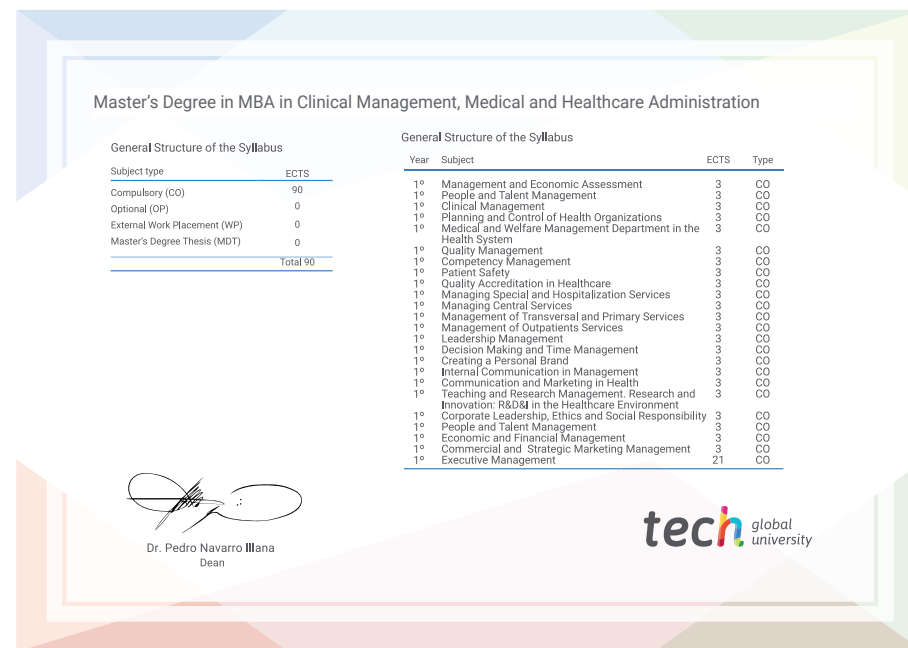
This **TECH Global University** private qualification is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Master's Degree in MBA in Clinical Management, Medical and Healthcare Administration**

Modality: **online**

Duration: **12 months**

Accreditation: **90 ECTS**



\*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 pres quality  
online development languages  
virtual classro



## Master's Degree

MBA in Clinical Management, Medical  
and Healthcare Administration

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Global University
- » Credits: 90 ECTS
- » Schedule: at your own pace
- » Exams: online

# Master's Degree

## MBA in Clinical Management, Medical and Healthcare Administration

Endorsed by:

A photograph of a modern, multi-story hospital building with a light-colored facade and large windows. A prominent blue square sign with a white letter 'H' is mounted on the building's exterior. The image is overlaid with large, semi-transparent blue and white geometric shapes.

**tech** global  
university