

# Hybrid Professional Master's Degree

MBA in Hospital and  
Health Services  
Management for Nursing



## Hybrid Professional Master's Degree

### MBA in Hospital and Health Services Management for Nursing

Course Modality: Hybrid (Online + Clinical Internship)

Duration: 12 months

Certificate: TECH Technological University

Teaching Hours: 1,620 h.

Website: [www.techtitute.com/us/nursing/hybrid-professional-master-degree/hybrid-professional-master-degree-mba-hospital-health-services-management-nursing](http://www.techtitute.com/us/nursing/hybrid-professional-master-degree/hybrid-professional-master-degree-mba-hospital-health-services-management-nursing)

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# 01

# Introduction

The management and administration of Health Services and Hospitals is an activity that demands high skills from Nursing personnel. In particular, these professionals are expected to know the latest organizational tools and those protocols that guarantee quality and the most dissimilar healthcare processes. At the same time, keeping up to date on these aspects is a challenge since there are not many programs on the subject and even fewer that deal with application methods. For this reason, TECH has devised a program that combines theoretical and practical learning of this discipline in two distinct phases. First, the nurses will study concepts from a 100% online platform. Then, they will carry out a 3-week intensive face-to-face stay in a hospital of the highest prestige.





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*The materials of this Hybrid Professional Master's Degree will increase your competencies for the management of hospital companies until you become a nursing professional with leadership skills and the best administrative work"*

Health systems and policies are constantly evolving, giving way to new organizational strategies. Proof of this is the inclusion of new communication technologies and the rise of telemedicine to manage healthcare activities. In addition to innovative technological tools, the sector is also betting on more efficient management protocols that put trust, leadership and human resources at the forefront of administrative processes. At the same time, nurses are expected to take up all these challenges and join the management of hospitals and health services. However, not all professionals are able to keep up to date with these advances due to the scarcity of programs in the educational market that analyze the subject.

In this context, TECH has implemented this Hybrid Professional Master's Degree, which is different from others in the market because it has two distinct stages. In the first stage, the students will dedicate 1,500 hours to the study of complex theoretical concepts. Innovative methodologies such as Relearning will be used to approach them. This method promotes the guided repetition of contents until they are mastered in a faster and more flexible way. Likewise, the study process will take place from a 100% online and interactive platform where the students will manage multimedia resources such as videos and infographics. Finally, the students will not have to worry about restrictive schedules or timetables since this degree facilitates self-management of the pace of academic progress.

Secondly, this program includes a 3-week intensive on-site stay. The nurses will participate from Monday to Friday, up to 120 hours, in a hospital center of international prestige. In this health facility, they will become familiar with the most modern management protocols for Health Services. Throughout this period of time, you will work directly with leading experts in the sector and discuss concrete strategies with them. You will also have at your disposal an assistant tutor who will supervise your progress and will insert dynamic tasks during the program to increase your level of updating.

This **Hybrid Professional Master's Degree in MBA in Hospital and Health Services Management for Nursing** contains the most complete and up-to-date scientific program on the market. Its most outstanding features are:

- ◆ Development of more than 100 clinical cases presented by nursing professionals with a distinguished track record in hospital and health services 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
- ◆ Presentation of practical workshops on procedures, diagnosis, and treatment techniques in critical patients
- ◆ An algorithm-based interactive learning system for decision-making in the clinical situations presented throughout the course
- ◆ Practical clinical guides on approaching different pathologies
- ◆ 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



*Incorporate the most recent clinical management strategies and the most advanced administrative technological tools into your daily work thanks to this Hybrid Professional Master's Degree"*

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*During the 3-week internship of this program, you will have access to the best team of experts and will be advised by an adjunct tutor with extensive professional experience"*

In this proposal for a Hybrid Professional Master's Degree, of a professionalizing nature and blended learning modality, the program is aimed at updating nursing professionals 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 in nursing practice, and the theoretical-practical elements will facilitate the updating of knowledge and allow decision making in the context of hospital management.

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

*The theoretical period of this program is supported by 100% online teaching methodologies, such as Relearning, designed to enhance your knowledge in a fast and flexible way.*

*With the practical and face-to-face stay of this program, you will have the opportunity to access a hospital center equipped with the best resources for the practice of Hospital Management in the field of Nursing.*



# 02

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

This Hybrid Professional Master's Degree is distinguished from other programs in the educational market by its emphasis on the assimilation of theoretical concepts in a 100% online way. Therefore, the program contemplates the study of various topics from the interactive platform and without pre-established TECH schedules. At the same time, it focuses on the acquisition of new skills, developing a 3-week intensive face-to-face stay. Through this clinical practice, the nurses will be linked to a hospital institution and will test their new skills to achieve excellence in their performance under the close supervision of an assistant tutor.







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*The world's largest digital university opens its doors to you so that, with this Hybrid Professional Master's Degree, you can update all your leadership skills and apply innovative methods of marketing and communication in the administration of Health Services"*

### 1. Updating from the latest technology available

The area of Hospital and Health Services Management has evolved considerably in recent years thanks to new and effective management tools that enable quality management. With this Hybrid Professional Master's Degree, the nurses will have access to all of them and will be able to master their management through theoretical and practical didactic methods.

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

The large team of professionals that will accompany the specialist throughout the entire practical period is a first class endorsement and a guarantee of unprecedented updating. With a specifically designated tutor, the students will be able to see real patients in a state-of-the-art environment, which will allow them to incorporate the most effective procedures for Hospital and Health Services Management into their daily practice.

### 3. Entering First-Class Clinical Environments for Nursing

TECH carefully selects all available centers for Internship Programs. Thanks to this, the specialists will have guaranteed access to a prestigious Clinical Analysis environment. In this way, they will be able to test the requirements of this demanding, rigorous and exhaustive area of work. In addition, it will give way to the application of management models that are increasingly updated and in accordance with the current administrative panorama where new technologies play a decisive role.





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

The academic market is plagued by teaching programs that are poorly adapted to the daily work of the specialist and that require long teaching hours, often not very compatible with personal and professional life. TECH offers a new learning model, 100% practical, that allows you to take charge of hospital institutions and exercise your leadership. For the development of these skills, the program includes an exhaustive 3-week face-to-face internship.

#### 5. Expanding the Boundaries of Knowledge

TECH offers the possibility to carry out the clinical practice of this Hybrid Professional Master's Degree in facilities of international scope. In this way, the nurses will expand their frontiers to catch up with the best professionals practicing in top hospitals, chosen to detail. This is a potential only within the reach of TECH, the world's largest digital university.

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

# 03

# Objectives

This program provides students with the necessary competencies to distinguish themselves with excellence in the field of Hospital and Health Services Management for Nursing. The points of the syllabus will drive the professional from a global perspective, with full training for the achievement of the established academic challenges. Thus, they will be able to achieve the most rigorous skills and take advantage of them to face any problem. In this way, TECH guarantees that the graduates of this program will have first-rate skills for making decisions that fully meet the requirements of individual challenges.



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*The academic objectives of this program will show you how to efficiently manage the quality, competence and internal work of hospital centers, in accordance with the most advanced technical procedures in the healthcare panorama”*



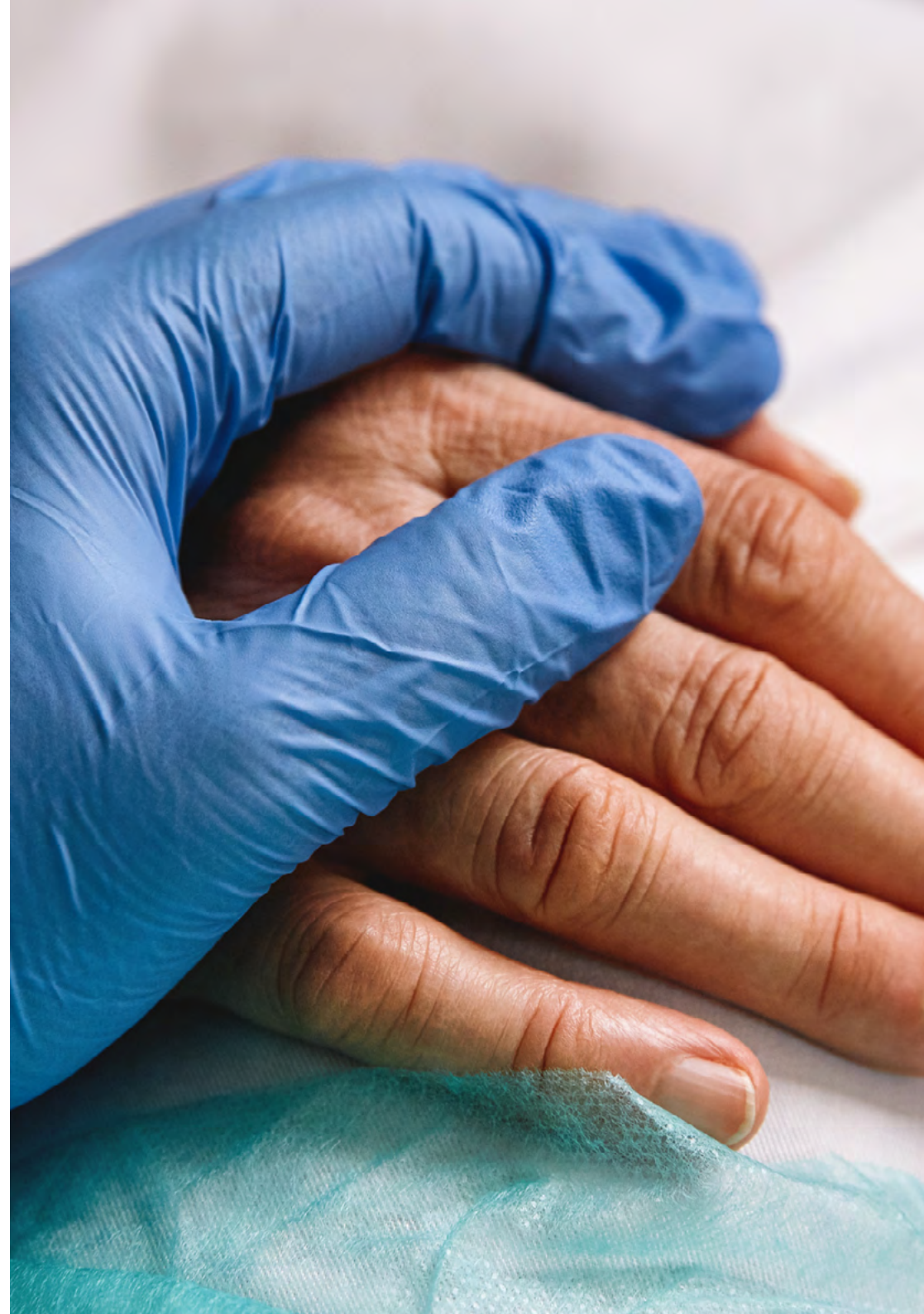
## General Objective

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- ♦ The general objective of the Hybrid Professional Master's Degree is to address the most efficient theories and models on the organization and operation of Health Systems. In this way, students will update their knowledge and professional skills in health management, from an in-depth analysis of the methodological tools available to them and their applications in daily administrative practice. At the same time, it will provide an intensive tour of all the skills that a professional in this area must master in order to consider that his or her profile has been updated with the highest possible quality



*Get up to date in the field of Hospital and Health Services Management and thus broaden your professional profile as a nurse and become a leader in prestigious health organizations"*





## Specific Objectives

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### Module 1. Planning and control of health organizations

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

### Module 2. Health Systems and Policies

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

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

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

### Module 4. Clinical Management

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

### Module 5. Chronicity and Telemedicine Management

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

### Module 6. People and Talent Management

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

### Module 7. Management and Economic Assessment

- ♦ Understand, interpret, transmit and apply regulatory norms for the activities and functions of health professionals regarding clinical management in accordance with the legal framework of the health sector
- ♦ Recognize and know how to apply and interpret health law in order to contextualize clinical practice in terms of professional and social responsibility, as well as the ethical aspects associated with health care
- ♦ Carry out an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems

- ♦ Apply the fundamental concepts of economic evaluation techniques and tools applied in management practice within health systems
- ♦ Determine the techniques, styles and methods for defining, guiding and leading professional-talent management policies in health institutions
- ♦ Within a clinical setting, recognize, apply and learn how to assess the usefulness of different leadership and management tools that can also be applied to the context of healthcare practice

### Module 8. Quality Management

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



**Module 9. Management by Process Lean Healthcare**

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

**Module 10. Competency Management**

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

**Module 11. Patient Security**

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

**Module 12. Quality Accreditation in Healthcare**

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

**Module 13. Leadership Management**

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

**Module 14. Change, Decision-Making and Time Management**

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

### **Module 15. Internal Communication in Management**

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

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

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

### **Module 17. Communication and Marketing in Health**

- ♦ Gain knowledge about the basic concepts of marketing
- ♦ Identify the main historical and current references
- ♦ Identify the peculiarities of marketing in the healthcare world
- ♦ Start to view communication as an essential element within the healthcare organization
- ♦ Be aware that nowadays, internal and external communication are intermingled concepts
- ♦ Put a communication strategy in place as part of an overall knowledge management strategy
- ♦ Identify the importance of information symmetry in healthcare
- ♦ Know the fundamentals of the market



### Module 18. Teaching and Research Management

- ◆ Introduce the student to the concept of clinical epidemiology and the benefits of applying epidemiological method to clinical questions
- ◆ Define the essential features of clinical trials design and implementation
- ◆ Describe the main observational studies and their most important measures of disease frequency and association between exposure and disease. Detail the unique features of diagnostic evaluation studies and their indicators
- ◆ Describe the different forms of prognostic studies
- ◆ Explain the most important potential biases in epidemiological studies
- ◆ Introduce the student to current program-based, translational and cooperative research
- ◆ Explore the impact of the new paradigm for big data and Systems Medicine
- ◆ Make students aware of the importance of research projects design, both in terms of structure and rigor
- ◆ Briefly describe research funding options in biomedical research
- ◆ State the value of the technological transfer of health research results

# 04 Skills

After passing the evaluations of this Hybrid Professional Master's Degree, the nurses will have the optimal professional skills to undertake the practice of Hospital and Health Services Management with the utmost rigor. Based on these skills, they will be able to take on challenges of varying complexity, providing the most competitive and efficient solutions.





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*With the help of TECH, you will develop the most selected skills to make decisions and manage efficiently the time of medical consultations”*



## General Skills

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- ◆ 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 deal with the complexity of making judgments based on incomplete or limited information, including reflections on the social and ethical responsibilities associated with the application of their knowledge and judgments
- ◆ Know how to communicate their conclusions, the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way
- ◆ Acquire the learning skills that will enable further studying in a largely self-directed or autonomous manner
- ◆ Develop within the Profession in terms of working with other Health Professionals, acquiring skills to work as a team
- ◆ Recognize the need to maintain your professional skills and keep them up to date, with special emphasis on autonomous and continuous learning of new information
- ◆ Develop the capacity for critical analysis and research in your professional field





## Specific Skills

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- ◆ Plan health services and structures from the point of view of clinical management, taking into account the differences in the organizational models and experiences of the National Health System and other entities of international projection, providing the future trends and needs of the health system
- ◆ Determine the tools and resources for clinical and health management, favoring both the best possible quality of care and the optimal management of available care resources, including both social and economic costs, based on continuity of care
- ◆ Improve attention to complexity and chronicity, by acquiring the necessary information on their interrelation and coordination with the area of health
- ◆ Incorporate the novelties of contracts in a health department, as well as design of budgets and subsequent cost control, assessing and interpreting financial and socioeconomic results of the various clinical processes
- ◆ Assess the health and healthcare division, with bioethical and good health governance criteria, in a multidisciplinary and interdisciplinary manner
- ◆ Carry out the functions of health manager, generating, individual and collective critical reflection, of each style of work both individual and teamwork, within the organizational health setting
- ◆ Acquire the fundamentals and principles of health economics, applied to the field of clinical management, in the areas of clinical management, professional-talent management and administration
- ◆ Develop an updated database of users, patients and clients, with the main elements and systems of care quality management and clinical safety. Improving the satisfaction and loyalty of people, patients and clients, as well as of the professionals who care for them and their work environment
- ◆ Define and use the basic concepts of clinical and care management, for the organization of the various inpatient services, central services, special services and hospital support services, as well as primary care and outpatient care, in a complex and chronic patient management environment
- ◆ Describe the actors, their current and future relationships, the professionals, as well as the main aspects of the system, with its current developments and future opportunities
- ◆ Apply management tools for leadership, decision making and, in short, management skills, including the generation of an adequate "personal brand", starting from communication and marketing, both external and internal to the health organization

# 05

## Educational Plan

The syllabus of this Hybrid Professional Master's Degree has been developed taking into account the most up-to-date protocols and management tools in the healthcare panorama. In a large number of academic modules, the nurses will examine those technologies that facilitate planning and control in healthcare organizations. They will also delve into the innovative field of telemedicine and the new demands of this professional area. At the same time, they will evaluate the business communication, talent management and leadership techniques best suited to this field. In addition, these contents can be addressed from a 100% online and interactive platform, with no pre-established schedules for their study.







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*The theoretical materials and multimedia resources of this program will serve to expand your understanding of complex concepts within the framework of Health Services Management for Nursing”*

### Module 1. Planning and control of health organizations

- 1.1. The Process of Strategic Planning
- 1.2. Management by Values and Objectives
- 1.3. Organizational Theory Applied to Healthcare
- 1.4. Management and Direction
- 1.5. Actors in the National Health System
- 1.6. Future Organization

### Module 2. Health Systems and Policies

- 2.1. Health Systems
- 2.2. Healthcare Financing and Provision
- 2.3. National Health System
- 2.4. Evolution and Other Aspects of Health Systems
- 2.5. Alternatives to the Traditional Management Models

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

- 3.1. Classical Medical Management VS. Care Management
- 3.2. Management Information Systems and Electronic Medical Records
- 3.3. Continuity of Care: Integration of Primary Care, Hospital Care and Social Healthcare
- 3.4. Bioethics and Humanization in Medical Practice
- 3.5. Medical and Healthcare Management: Relations with the Nursing Division
- 3.6. Public Health, Promotion of Health and Health EpS for Healthcare Directorates
- 3.7. Transformation of the Healthcare Model: The Triple Objective

### Module 4. Clinical Management

- 4.1. Definitions and Regulation of Clinical Analysis Management
- 4.2. Processes and Protocols in Clinical Management. Handling Scientific Evidence
- 4.3. Patient Classification Systems
- 4.4. Models and Clinical Management Units
- 4.5. Prudent Drug Prescription. Electronic Prescription
- 4.6. Prescription Complementary Tests

### Module 5. Chronicity and Telemedicine Management

- 5.1. Complex and Chronic Patient Management
- 5.2. Experiences in Patient Empowerment: Active Patients, School of Patients
- 5.3. Telemedicine

### Module 6. People and Talent Management

- 6.1. Rights and Responsibilities. Retributions
- 6.2. Working Hours in Units and Services
- 6.3. Employability Tools in the Private and Public Sector
- 6.4. Personnel Assessment and Talent Development. Social and Institutional Climate
- 6.5. Staffing and Performance Calculations
- 6.6. Visibility in Clinical and Care Management: Blogs and Networks
- 6.7. Health Professionals and Types of Relationships

### Module 7. Management and Economic Assessment

- 7.1. Cost Calculation
- 7.2. Accounting Basis
- 7.3. Budget and Purchasing
- 7.4. Efficiency and Sustainability of Health Systems
- 7.5. Funding Models
- 7.6. Management Agreements

### Module 8. Quality Management

- 8.1. Quality in Health Care
- 8.2. Quality of Healthcare Programs

### Module 9. Management by Process Lean Healthcare

- 9.1. Management of "What": Process Management and Management by Processes
- 9.2. Management of "How"
- 9.3. Process Improvement

**Module 10. Competency Management**

- 10.1. Performance Evaluation. Competency Management
- 10.2. Methods and Techniques

**Module 11. Patient Security**

- 11.1. Patient Safety: Historical Evolution
- 11.2. Nosocomial Infections
- 11.3. Prevention
- 11.4. Information and Record Systems
- 11.5. Secondary and Tertiary Victims

**Module 12. Quality Accreditation in Healthcare**

- 12.1. Accreditation in Health Care
- 12.2. *Joint Commission International*
- 12.3. *EFQM Model*
- 12.4. *ISO Accreditation*

**Module 13. Leadership Management**

- 13.1. Team Leadership
- 13.2. Motivation
- 13.3. Delegation
- 13.4. Executive Coaching

**Module 14. Change, Decision-Making and Time Management**

- 14.1. Decision Making
- 14.2. The Decision Process
- 14.3. Time, Stress and Happiness Management

**Module 15. Internal Communication in Management**

- 15.1. Communication
- 15.2. Meetings
- 15.3. Conflict Management

**Module 16. Creating a Personal Brand**

- 16.1. Public Profile
- 16.2. The Interview Process to Apply for a Managerial Position

**Module 17. Communication and Marketing in Health**

- 17.1. Marketing and Social Media
- 17.2. Communication in Organizations
- 17.3. Relationships with Social Agents Users and Suppliers
- 17.4. Corporate Social Responsibility. Good Healthcare Governance

**Module 18. Teaching and Research Management**

- 18.1. Research Methodology: Epidemiology and Research Study Designs and Biases
- 18.2. Sources of Information for Research and Sourcing Strategies
- 18.3. Critical Reading of Articles
- 18.4. Research Projects: Financial Resources. Product and Patents Development
- 18.5. Communication and Diffusion of Research Findings



*Relearning, a didactic methodology developed by TECH, will allow you to assimilate the most complex concepts of Hospital Management for Nursing in a fast and flexible way"*

06

# Clinical Internship

At the end of the theoretical phase of this Hybrid Professional Master's Degree, the students will develop a practical, face-to-face and intensive internship in a prestigious internship center. From that entity, they will have access to an assistant tutor who will support them in the development of new skills, based on scientific evidence and the contents analyzed in the previous period.





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*Complete your training from a prestigious center, famous for applying the most innovative leadership and management protocols of the moment”*

During the clinical internship period of this degree, the student will spend 3 weeks in direct training, from a highly prestigious facility in the health panorama. This educational modality is organized in days of 8 consecutive hours, from Monday to Friday, where each nurse will be able to analyze the most modern protocols and strategies of administration and management applied to Hospitals and Health Services.

In this proposal of training, completely practical in nature, the activities are aimed at developing and perfecting the skills necessary for the provision of health care in areas and conditions that require a high level of qualification, and which are oriented to the specific training for the exercise of the activity, in an environment of safety for the patient and high professional performance.

This face-to-face and intensive academic modality will allow the student to apply procedures and develop skills under the close supervision of an assistant tutor. This professional will be in charge of inserting dynamic tasks that will help the nurses to broaden their qualification. In addition, you will be able to discuss state-of-the-art methods of practice with a team of experts with a distinguished track record.

The practical part will be carried out with the active participation of the student performing the activities and procedures of each area of competence (learning to learn and learning to do), with the accompaniment and guidance of teachers and other training partners that facilitate teamwork and multidisciplinary integration as transversal competencies for clinical nursing praxis (learning to be and learning to relate).





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

Module	Practical Activity
<b>Administrative, clinical and economic management techniques</b>	Planning the administrative, clinical and strategic management of the organization, taking into account the particularities of the health area
	Manage the health care organization in accordance with the functioning of the health care system and applicable health policies
	Organize patients in an adequate way, taking into account their diagnosis and the most modern user management models
	Implement Telemedicine systems
	Perform costing, as well as budget accounting and procurement provisioning
<b>Quality management in healthcare organizations</b>	Establish protocols for assessing patient safety in the organization
	Apply lean healthcare principles to perform an adequate management of and by processes in the healthcare organization
<b>Human Resources Management in healthcare organizations</b>	Organize the available human resources to guarantee an adequate quality of care at all times
	Develop techniques for attracting and retaining talent in the healthcare organization
<b>Techniques of Communication and Marketing in healthcare</b>	Implement an internal communication plan that guarantees an adequate flow of information among the members of the institution
	Create and implement a communication and marketing plan tailored to the needs of the organization in different information channels such as social networks and media
	Use research, dissemination and teaching in the clinical area as a method to bring the organization closer to society and potential users

## Civil Liability Insurance

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

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

This liability policy for interns will have broad coverage and will be taken out prior to the start of the practical training period. That way professionals will not have to worry in case of having to face an unexpected situation and will be covered until the end of the internship program at the center.





## General Conditions for Practical Training

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

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

**2. DURATION:** The internship program will have a duration of three continuous weeks of practical training, distributed in 8-hour days, five days a week. The days of attendance and the schedule will be the responsibility of the center, informing the professional duly and in advance, with sufficient time in advance in order to in advance to facilitate their organization.

**3. ABSENCE:** In case of no-show on the day of the beginning of the Hybrid Professional Master's Degree, the students will lose the right to the same 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.

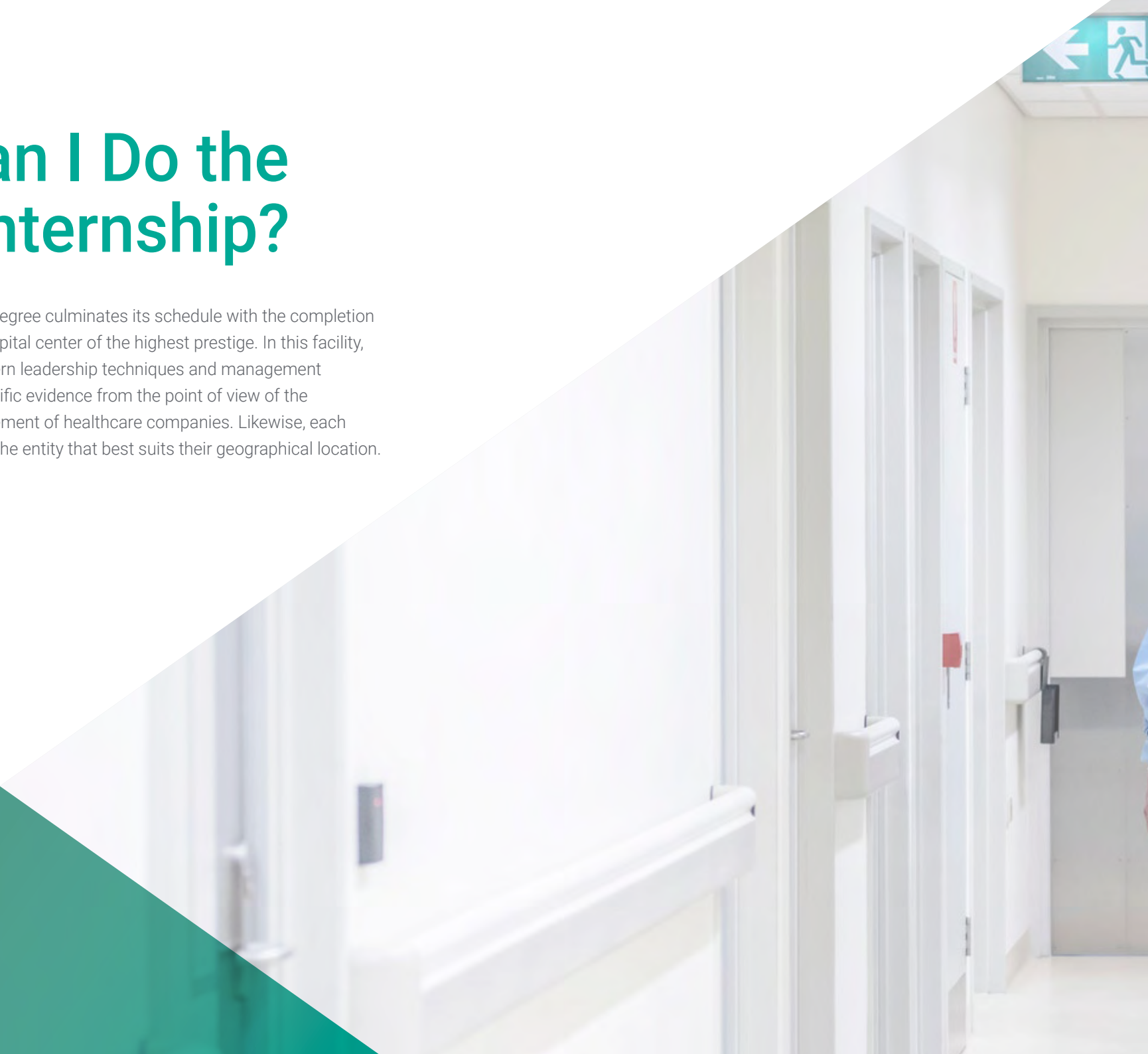
**7. DOES NOT INCLUDE:** The Hybrid Professional Master's Degree will not include any element not described in the present conditions. Therefore, it does not include accommodation, transportation to the city where the internship takes place, visas or any other items not listed.

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

07

# Where Can I Do the Clinical Internship?

This Hybrid Professional Master's Degree culminates its schedule with the completion of a first level practical stay in a hospital center of the highest prestige. In this facility, the nurse will be able to apply modern leadership techniques and management protocols based on the latest scientific evidence from the point of view of the administrative field and the management of healthcare companies. Likewise, each professional will be able to choose the entity that best suits their geographical location.





“

*Don't waste any more time and enroll now in this program that will allow you to acquire the best theoretical and practical skills in Nursing for the Management of Hospitals and Health Services"*



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



Nurses

### Hospital HM Modelo

Country	City
Spain	La Coruña

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

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

**Related internship programs:**

- Anaesthesiology and Resuscitation
- Palliative Care



Nurses

### 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



Nurses

### Hospital HM Rosaleda

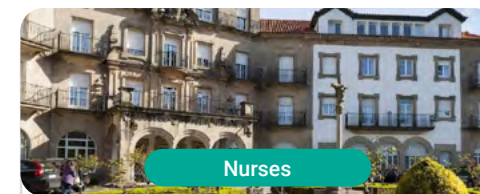
Country	City
Spain	La Coruña

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



Nurses

### 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



Nurses

### Hospital HM Nou Delfos

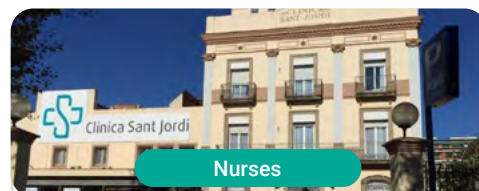
Country	City
Spain	Barcelona

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



Nurses

### 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



Nurses

### Hospital HM Nens

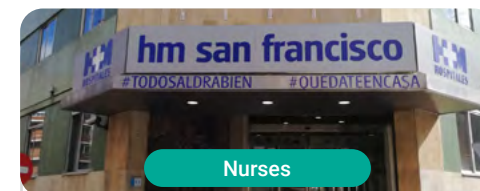
Country	City
Spain	Barcelona

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



Nurses

### 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 Service



Nurses

### Hospital HM Regla

Country	City
Spain	León

Address: Calle Cardenal Landázuri, 2, 24003, León

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

**Related internship programs:**

- Update on Psychiatric Treatment in Minor Patients



Nurses

### 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:**

- Palliative Care
- Anaesthesiology and Resuscitation



Nurses

### 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:**

- Palliative Care
- Aesthetic Medicine



Nurses

### 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
- Palliative Care



Nurses

### 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
- Palliative Care



Nurses

### 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



Nurses

### Hospital HM Puerta del Sur

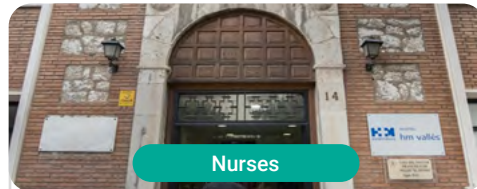
Country	City
Spain	Madrid

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

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

**Related internship programs:**

- Palliative Care
- Clinical Ophthalmology



Nurses

### 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





Nurses

### Hospital HM Málaga

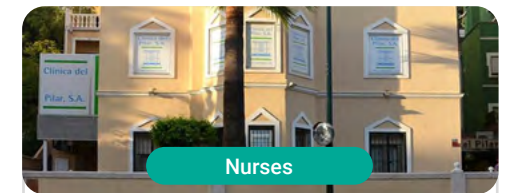
Country	City
Spain	Malaga

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



Nurses

### Hospital HM El Pilar

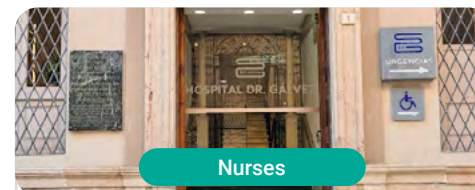
Country	City
Spain	Malaga

Address: Paseo de Sancha, 15, 29016, Málaga

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

**Related internship programs:**

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



Nurses

### Hospital HM Gálvez

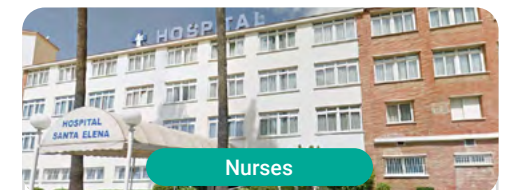
Country	City
Spain	Malaga

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



Nurses

### Hospital HM Santa Elena

Country	City
Spain	Malaga

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

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

**Related internship programs:**

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

08

# 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.







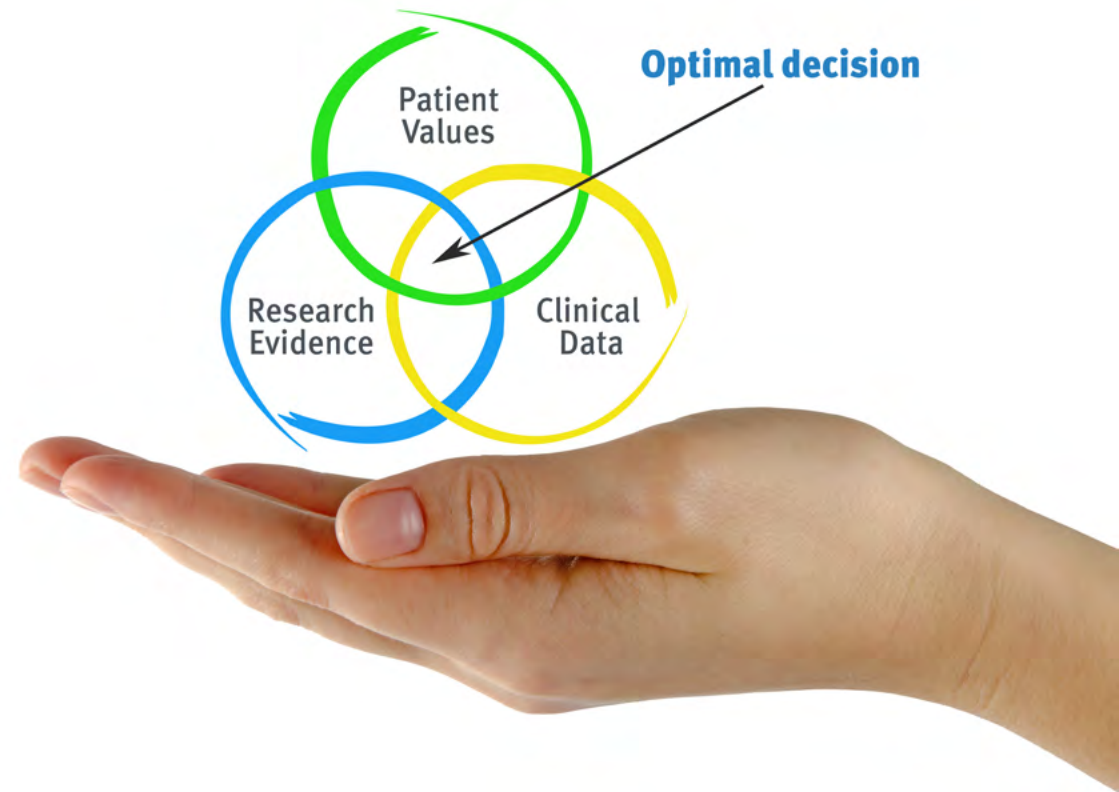
“

*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 Nursing School we use the Case Method

In a given situation, what should a professional do? 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. Nurses learn better, faster, and more sustainably over time.

*With TECH, nurses can experience a learning methodology 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, in an attempt to recreate the real conditions in professional nursing 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. Nurses who follow this method not only grasp concepts, but also develop their mental capacity, by evaluating real situations and applying their knowledge.
2. The learning process has a clear focus on practical skills that allow the nursing professional to better integrate knowledge acquisition into the hospital setting or primary care.
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 case studies with a 100% online learning system based on repetition combining a minimum of 8 different elements in each lesson, which is a real revolution compared to the simple study and analysis of cases.



*The nurse will learn through real cases and by solving 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 we have trained more than 175,000 nurses with unprecedented success in all specialities regardless of practical workload. 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 really 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.



### Nursing Techniques and Procedures on Video

We introduce you to the latest techniques, to the latest educational advances, 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 them as many times as you want.



### 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 suggesting that observing third-party experts can be useful.

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



#### Quick Action Guides

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



09

# Certificate

The Hybrid Professional Master's Degree in MBA in Hospital and Health Services Management for Nursing guarantees students, in addition to the most rigorous and up-to-date education, access to a Hybrid Professional Master's Degree issued by TECH Technological University.





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

This **Hybrid Professional Master's Degree in MBA in Hospital and Health Services Management for Nursing** contains the most complete and up-to-date program on the professional and academic scene.

After the students have passed the evaluations, they will receive their corresponding TECH Internship Program issued by TECH Technological University via tracked delivery.

In addition to the Diploma, students will be able to obtain an academic transcript, as well as a certificate outlining the contents program. In order to do so, students, should contact their academic advisor, who will provide them with all the necessary information.

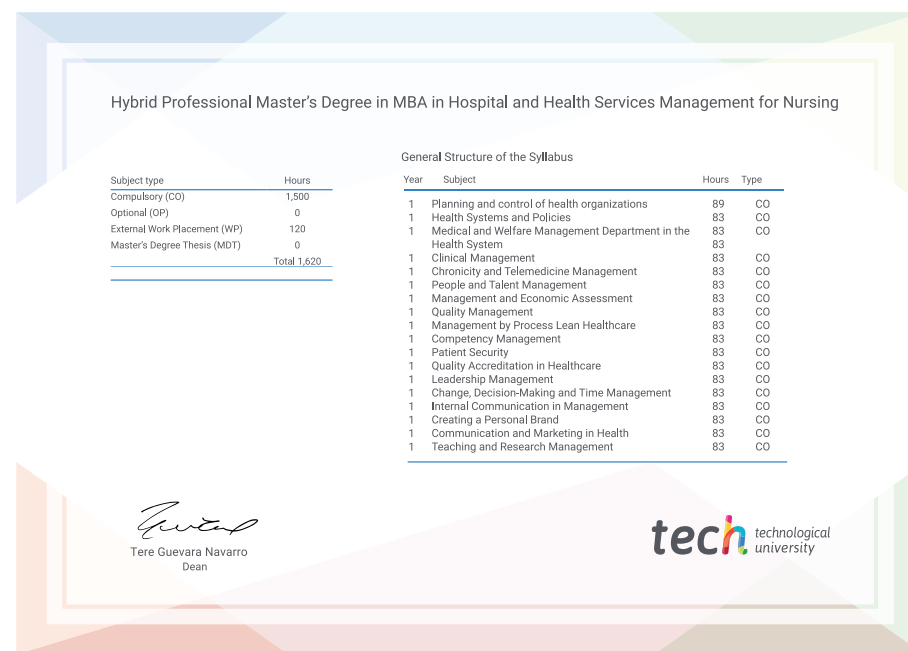
Title: **Hybrid Professional Master's Degree in MBA in Hospital and Health Services Management for Nursing**

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

Duration: **12 months**

Certificate: **TECH Technological University**

Teaching Hours: **1,620 h.**



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



## Hybrid Professional Master's Degree

MBA in Hospital and  
Health Services  
Management for Nursing

Modality: Hybrid (Online + Internship)

Duration: 12 months

Certificate: TECH Technological University

Teaching Hours: 1,620 h.

# Hybrid Professional Master's Degree

MBA in Hospital and  
Health Services  
Management for Nursing

