

# Executive Master's Degree

MBA in Hospital and Health Services  
Management for Nursing

M B A D H S S E



## Executive Master's Degree MBA in Hospital and Health Services Management for Nursing

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Technological University
- » Dedication: 16h/week
- » Schedule: at your own pace
- » Exams: online

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

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# 01 Welcome

This high-level training provides the nursing professional with the necessary skills and competencies to perform quality management. With this specialization the student will acquire the fundamental knowledge for the management of a hospital center, delving into key aspects that will allow them to develop their skills as a manager, together with management, communication and social and professional responsibility competencies, along with the social conscience and ethical conduct required in a position of hospital responsibility. Throughout this intensive program, the nursing professional will learn the latest techniques in planning and organizational theory, understanding the evolution of the health system and all aspects related to the management of a medical team. The syllabus is presented in a rigorous way with practical cases, in order to share experiences and new techniques that are already being used by some professionals in different health services around the world.





“

*You will learn to analyze the theories and models of the organization and working of Healthcare Systems, focusing on their political, social, legal and economic foundations and their organizational structure.”*

02

# Why Study at TECH?

TECH is the world's largest 100% online business school. It is an elite business school, with a model based on the highest academic standards. A world-class centre for intensive managerial skills training.



“

*TECH is a university at the forefront of technology, and puts all its resources at the student's disposal to help them achieve entrepreneurial success"*



## At TECH Technological University



### Innovation

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

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



### The Highest Standards

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

**95%** | of TECH students successfully complete their studies



### Networking

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

**100,000+**  
executives trained each year

**200+**  
different nationalities



### Empowerment

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

**500+** | collaborative agreements with leading companies



### Talent

---

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

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



### Multicultural Context

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

TECH students represent more than 200 different nationalities.



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



### Analysis

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



### Academic Excellence

---

TECH offers students the best online learning methodology. The university combines the *Re-learning* methodology (the most internationally recognized postgraduate learning methodology) with Harvard Business School *case studies*. A complex balance of traditional and state-of-the-art methods, within the most demanding academic framework.



### Economy of Scale

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



### Learn with the best

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

Teachers representing 20 different nationalities.



*At TECH you will have access to Harvard Business School case studies"*

03

# Why Our Program?

Studying this TECH program means increasing the chances of achieving professional success in senior business management.

It is a challenge that demands effort and dedication, but it opens the door to a promising future. Students will learn from the best teaching staff and with the most flexible and innovative educational methodology.



“

*We have highly qualified teachers and the most complete syllabus on the market, which allows us to offer you training of the highest academic level"*

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

**01**

### A significant career boost

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

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

**02**

### Develop a strategic and global vision of companies.

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

*Our global vision of companies will improve your strategic vision.*

**03**

### Consolidate the student's senior management skills

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

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

**04**

### Take on new responsibilities

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

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects.

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

*20% of our students develop their own business idea.*

07

### Improve soft skills and management skills

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

*Improve your communication and leadership skills and enhance your career.*

08

### Be part of an exclusive community

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

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

# 04 Objectives

This Executive Master's Degree is a high-quality tour through the most current contents regarding the educational policies applicable at the present time. With an immersive and transversal learning objective, it will allow students to acquire the skills of a specialist in this field of work. A unique opportunity for the nursing professional who wishes to update their management skills, from professionals with years of experience in the sector.



“

*With this high-level specialization, the student will be able to carry out an economic analysis of the functioning of health institutions and the economic behavior of the agents involved in health systems”*

Your goals are our goals.

We work together to help you achieve them

The MBA Hospital and Health Services Management for Nursing will train you to:

01

Analyze the theories and models of the organization and working of Healthcare Systems, focusing on their political, social, legal and economic foundations and their organizational structure

02

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

03

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

04

Showcase and evaluate advanced hospital management initiatives and experiences

05

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



06

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

08

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

09

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 the techniques

07

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

10

and instruments of economic evaluation applied in health systems

Determine the techniques, styles and methods to define, conduct and lead professional-talent

11

management policies in health institutions

Recognize, apply and know how to evaluate the usefulness in the clinical context of the different

14

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

12

management tools that can be applied to the context of healthcare practice

Develop the skill to analyze the different health benefits

13

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

15

programs.

Apply to different types of organizations

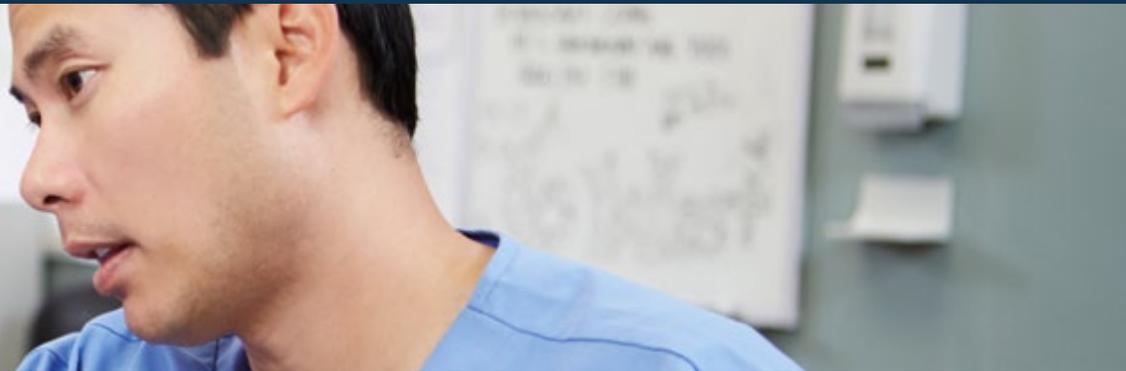


16

and health centers the approaches in health accreditation

18

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



19

Identify, understand and integrate management skills in the daily processes of health management

17

Develop methodological and instrumental skills to adequately use the different health information systems in the management decisions of the clinical units

20

Communicate the results of an investigation after having analyzed, evaluated, and synthesized the data

# 05 Skills

After completing the program, the nursing professional will be ready to face the daily challenges in the management of a hospital center and in the different health services. In this way, leadership and good communication will be the pillars of their professional practice. This way, the graduate will be able to recognize the need to maintain their professional skills and keep them up to date, with special emphasis on autonomous and continuous learning of new information.



A grayscale photograph of a hand pointing at a document. The document features a bar chart with three bars of increasing height and a pie chart. The text 'Profit Trend' is visible on the document. The image is partially obscured by a dark blue diagonal overlay.

“

*With this program, you will have the ability to design and lead improvement, innovation and transformation processes in the units, services and centers”*

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

01

Describe, compare and interpret characteristics and performance data of different health models and systems

02

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

03

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

04

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

05

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



06

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

08

Determine the techniques, styles and methods to define, conduct and lead professional-talent management policies in health institutions

Recognize, apply and know how to evaluate the

09

usefulness in the clinical context of the different management tools that can be applied to the context of healthcare practice

07

Apply the fundamental concepts of the techniques and instruments of economic evaluation applied in health systems

10

Develop the skill to analyze the different health benefits



11

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

Develop methodological and instrumental skills

12

in epidemiological research and the evaluation of centers, services, technologies and health programs.

Apply to different types of organizations

13

and health centers the approaches in health accreditation

14

Develop methodological and instrumental skills to adequately use the different health information systems in the management decisions of the clinical units

15

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



16

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

18

Manage scientific databases to carry out the review and bibliographic search of scientific studies



19

Conduct a critical and in-depth study on the complexity and chronicity of care and assistance in the health system

17

Identify, understand and integrate management skills in the daily processes of health management

20

Communicate the results of an investigation after having analyzed, evaluated, and synthesized the data

06

# Structure and Content

Developed by professionals of proven competence in this field, the contents of the Master's Degree have been created based on a high quality criterion in each of the learning moments. For this purpose, the most relevant and complete topics have been selected, with the latest and most interesting updates of the moment. For this reason, more and more professionals wish to specialize in this field, through high quality programs such as the one offered by TECH, specifically on Hospital and Health Service Management for Nurses, which provides the latest information in this field.



“

*Our study plan will allow you to carry out a contextual and guided study of the main aspects of hospital management”*

## Syllabus

The **MBA in Hospital and Health Services Management for Nursing from TECH – Technological University** is an intense program that prepares you to face challenges and decisions both on a national and international level. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

Throughout **1,500 hours** of study, you will analyze a multitude of practical cases through individual work, which will allow you to obtain deep knowledge about the most relevant aspects of this subject, which you will subsequently be able to transfer to your daily work. It is, therefore, an authentic immersion in real business situations.

This MBA in Hospital and Health Services Management for Nurses deals in depth with different areas of healthcare centers and is designed to specialize managers who understand hospital management from a strategic, international and innovative perspective.

A plan designed for you, focused on improving your career and preparing you to achieve excellence in the management of hospitals and health services. A program that understands both yours and your company's needs through innovative content based on the latest trends and supported by the best educational methodology and an exceptional faculty, which will provide you with the skills to solve critical situations, creatively and efficiently.

This **Master's Degree** is carried out over **12 months** and is divided into **4 modules**:

<b>Module 1</b>	Health System and Health Organizations
<b>Module 2</b>	Clinical and Economic Management
<b>Module 3</b>	Quality Management
<b>Module 4</b>	Decision-Making and Communication



### Where, when, and how it is taught

TECH offers you the possibility of taking this program completely online. During the 12 months of training, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

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

**Module 1. Health System and Health Organizations**

**Unit 1. Planning and Control of Health Organizations**

**1.1. The Process of Strategic Planning.**

- 1.1.1. Mission, Vision and Values
- 1.1.2. The Cycle of Strategic Planning. Strategic Plan and Strategic Lines
- 1.1.3. Planning and Continuous Quality Improvement. Advantages of Planning
- 1.1.4. Internal Analysis and Competitive Analysis of the Environment. Benchmarking

**1.2. Management by Values and Objectives**

- 1.2.1. Operative Planning. Obtaining Objectives From Strategic Lines of Action
- 1.2.2. Types of Objectives. Goals
- 1.2.3. Management by values and objectives: management plans
- 1.2.4. Assessment of the Strategic and Operational Plan

**1.3. Organizational Theory Applied to Healthcare**

- 1.3.1. Types of Organizations
- 1.3.2. Organizational Behavior. Studies
- 1.3.3. Characteristics of a Public Organization
- 1.3.4. New Organizational Models. Liquid and

Matrix Organizations

**1.4. The actors of the national health system**

**1.5. The Organization of the Future**

**1.6. Management and Direction**

- 1.6.1. The Management Process
- 1.6.2. Collegiate Management Bodies
- 1.6.3. Styles of Management

**1.7. The Actors of the National Health**

**System**

- 1.7.1. Planners, Funders, Suppliers and Managers, Relationships and Differences

- 1.7.2. Control and Inspection
- 1.7.3. The Citizen: Client and Patient. Patient Associations

**Unit 2. Health Systems and Policies**

- 1.7.4. Professionals: Trade Unions and Professional Societies
- 1.7.5. Activists: Citizen Platforms and Pressure Groups

- 2.1.4. Model: Example Health Systems Biskmark
- Assurance Model: Examples
- 2.1.5. Evolution of the Different Health Systems

- 2.2.3. Basic and Complementary Services Different Models of Provision in a NHS. Private Contribution
- 2.2.4. User Co-Payment and Financing

**Differences Between Autonomous Communities, Regulatory Framework**

- 2.3.1. General Health Law and Basic Health Structures
- 2.3.2. Health Services of the Autonomous Communities and Territorial Coordination. The Interterritorial Health Council
- 2.3.3. Comparison of the Health Services of the Autonomous Regions: Organization,

**2.1. Health Systems**

- 2.1.1. Main Health System Models. Comparison and Results
- 2.1.2. The Health System in Spain
- 2.1.3. Beverage SMS Health Systems

**2.2. Health Financing and Provisioning**

- 2.2.1. Financing of the Health Systems. Public Contribution
- 2.2.2. The Right to Health Care:

**2.3. The National Health System in Spain. Relationships and**

**2.4. Evolution and Other Aspects of Health Systems**

- 2.4.1. Financing and Resources
- 2.4.1. Attention to Complexity and Chronicity
- 2.4.2. Information technologies as a driving force for the transformation of health systems
- 2.4.3. Health promotion and health education. Prevention

- 2.4.4. Traditional Public Health and Its Evolution
- 2.4.5. Health Coordination or Integration The concept of Social and Health Space

**2.5. Alternatives to the Traditional Management Models.**

- 2.5.1. Description of the new forms of management of the NHS, public ownership and public-private collaboration map of new

- 2.5.2. management models in Spain Evaluation of new management models. Results and Experiences

Unit 3. Medical and Care Management Department in the Health System

**3.1. Classical Medical Management VS. Care Management**

- 3.1.1. Structure and Content of the Governing Bodies of a Health System. Current and Future Alternative Organization Charts
- 3.1.2. Physicians as Managers: From Board Members to Care Directors and Managers, Including General Management
- 3.1.3. Preparation and Contribution of Value
- 3.1.4. Medical Division: Critical Areas
- 3.1.5. Different Organizational Structures

of the Medical Division  
**3.2. Management Information Systems and Electronic Medical Records**

- 3.2.1. Control Panels
- 3.2.2. Electronic Clinical History
- 3.2.3. Assisted Prescription Systems
- 3.2.4. CMBD, CIE
- 3.2.5. Other Useful Information Systems

in Health Management

**3.3. Territorial Coordination and Continuity of Care: Integration of Primary Care, Hospital Care and Social Health Care**

- 3.3.1. Territorial Coordination and Levels of Assistance
- 3.3.2. Continuity of Care in the Care Process. Integrated Care Processes
- 3.3.3. Moving Towards a Model of Social and Health Care

**3.4. Bioethics and Humanization**

**in Medical Practice**

- 3.4.1. Principles of Bioethics
- 3.4.2. Ethics Committees in Healthcare Organizations
- 3.4.3. Humanization of Health Care

**3.5. Medical and Care Management: Relations With the Nursing Division**

- 3.5.1. Knowledge Management Tools for Clinical and Healthcare Management

- 3.5.2. Medical and Care Management: Relations With the Nursing Division

**3.6. Public Health, Health Promotion and Health Education for Health Care Directorates**

- 3.6.1. Public Health Concept and Scope
- 3.6.2. Health promotion and Health Education
- 3.6.3. Types of Prevention Programs

**Module 2. Clinical and Economic Management**

**Unit 4. Clinical Management**

**4.1. Regulating Clinical Management**

- 4.1.1. Different Definitions and Visions of Clinical Management
- 4.1.2. Different Decrees and Regulations of Clinical Management
- 4.1.3. Levels of Autonomy

**4.2. Clinical Management Processes and Protocols. Management of Scientific Evidence**

- 4.2.1. Types and Classification of Scientific Evidence
- 4.2.2. Protocols, Clinical Practice Guidelines,

- 4.2.3. Clinical Pathways: Differences Grade and Care Routes

**4.3. Patient Classification Systems**

- 4.3.1. Patient Classification Systems.
- 4.3.2. Analysis of Patient Dependency. Levels and Classification of Dependency
- 4.3.3. Calculation of Staffing/Cash Flow Based on Patient Classification. Distribution

of Workloads

**4.4. Models and Clinical Management Units: Interhospital Units**

- 4.4.1. Types of Clinical Management Units
- 4.4.2. Mixed Primary and Specialized Care Units
- 4.4.3. Interservice Units

- 4.4.4. Interhospital Units

**4.5. Prudent Pharmacological Prescription. Electronic Prescription**

- 4.5.1. Prudent Prescription: Choosing Wisely
- 4.5.2. "Not Doing" Strategies

**4.6. Prescribing Complementary Tests**

- 4.6.1. Prudent Prescription VS Defensive Medicine
- 4.6.2. Prescription Audits and Prescription

Monitoring: Results

**Unit 5. Managing Chronicity and Telemedicine**

**5.1. Complex and Chronic Patient Management**

- 5.1.1. Chronic Care Model and Population Stratification. Kaiser Permanente
- 5.1.2. Management of Population Groups at Risk. Management of Complex and/or Chronic Diseases at Home
- 5.1.3. Chronicity and Social and Health Care

**5.2. Experiences in Patient Empowerment: The Active Patient, School of Patients**

- 5.2.1. Active Patient Model. University of Stanford
- 5.2.2. Self-Care Education Program. International and Spanish Experiences
- 5.2.3. The School of Patients
- 5.2.4. Patient Empowerment

and the Nurse's Contribution

**5.3. Telemedicine**

- 5.3.1. Services Currently in Place

and Future Prospects

**Unit 6. People and Talent Management**

**6.1. Health Professionals. Types**

and Opportunities for Improvement

**and Relationships**

6.1.1. Ordination of Health Professions. Types of Professionals and Interactions

Between Them

6.1.2. Training of Health Personnel With Special Mention of Physicians, Situation

**6.2. Rights and Responsibilities. Retributions.**

6.2.1. Workers' Statute. Rights and Responsibilities

6.2.2. Statutory and Civil Servant Personnel. Status of Statutory Personnel. Disciplinary Regime. Incompatibilities

6.2.3. Remuneration of Civil Servants and

Statutory Personnel

6.2.4. Labor Personnel in Public Administrations and Private Institutions

6.2.5. Trade Unions. Representation, Participation and Collective Bargaining. Staff Councils and Works Councils

**6.3. A Work Day in the Units and Services**

6.3.1. Working Hours; Leaves and Leaves of Absence for Statutory Personnel and Civil Servants

6.3.2. Collective Bargaining Agreements in the Health Sector

6.3.3. Shift Work and On-Call System. Shift Planning Systems. Rotations. Continuous Attention

6.3.4. Staffing Management Based on the Demand for Care

**and Public Sector.**

6.4.1. Public Employment Offers. Types of Offers. Scales of Merit

6.4.2. Personnel Selection Systems in the Private Sector

6.4.3. Terminations or Dismissals, Their Justification and Communication

**Talent Development. Social and Institutional Climate**

6.5.1. Welcome, Mentoring and Farewell Plans

6.5.2. Talent Detection and Development

6.5.3. Institutional and Social Climate: Measurement

and Improvement

**6.6. Visibility in Clinical and Care Management: Blog and Networks**

6.6.1. The Digital Revolution in Healthcare Practice and Clinical Management. Description of New Digital Tools. How to Improve Visibility

6.6.2. Experiences with Networks and Blogs of Health Professionals

**6.4. Employability Tools in the Private**

**6.5. Personnel Evaluation and**

**Unit 7. Management and Economic Evaluation**

**7.1. Cost Calculation.**

7.1.1. Weighting and Calculation of Health Care Costs

7.1.1.1. Cost/Benefit

7.1.1.2. Cost/Utility

7.1.1.3. Cost/Productivity

**7.2. Budget and Accounting**

7.2.1. General Basis of Accounting

7.2.2. What is a Budget? Types of Budgeting and Financial Management

7.2.3. Retrospective Budget of Income and Expenses

7.2.4. Public Prospective Budget

by Sections

7.2.5. Public Legislation on Budgets

**7.3. Purchasing, Contracting and Supplies**

7.3.1. Purchasing Management. Commissions and Asset Procurement Committees

7.3.2. Integrated Procurement Systems. Centralized Purchasing

7.3.3. Management of Public Service Contracting:

Competitions, Bid for Tenders

7.3.4. Contracting in the Private Sector

7.3.5. Supply Logistics

**7.4. Efficiency and Sustainability of Health Systems.**

7.4.1. Financial Situation of the Public Health System, Sustainability Crisis

7.4.2. Spending to Gain in Health. Comparison of Investments to Gain More Health

7.4.3. Controlling Expenditures in the Public Health System

7.5.3. Financing by DRGs and Processes, Payment per Intervention

7.5.4. Incentives to Professionals Based on Funding

7.6.1. Management Agreements. Definition and Models

7.6.2. Evolution and Evaluation of a Management Agreement

**7.5. Financing Models**

7.5.1. Financiación en base a presupuesto histórico y actividad

7.5.2. Capitation Financing

**7.6. Clinical and Economic Management Agreements and Contracts**

**Module 3. Quality Management**

**Unit 8. Quality Management**

**8.1. Quality in Health**

- 8.1.1. Definitions of Quality and Historical Evolution of the Concept. Dimensions of Quality
- 8.1.2. Quality Assessment and Improvement Cycle

- 8.1.3. EFQM Quality Improvement Model. Implementation
- 8.1.4. ISO Standards and External Quality Accreditation Models

**8.2. Care Quality Programs. Improvement Cycles**

- 8.2.1. Quality Circles
- 8.2.2. Strategies for Continuous Quality

- 8.2.3. Improvement LEAN

**Unit 9. Management by processes. Learn-Healthcare**

**Unit 10. Skills Management.**

**10.1. Performance Evaluation. Management by Responsibilities.**

- 10.1.1. Definition of Responsibilities.
- 10.1.2. Performance Evaluation Procedure. Implementation

- 10.1.3. Feedback From the Professions to Improve Performance and Self-Evaluation
- 10.1.4. Design of a Training Itinerary for Developing Responsibilities

**10.2. Methods and Techniques.**

- 10.2.1. The Evaluation Interview. Instructions for the Evaluator
- 10.2.2. Main Common Errors and Barriers

- 10.2.3. The Motivational Interview in the Evaluation
- 10.2.4. Miller's Pyramid

**Unit 11. Patient Security.**

**11.1. Patient Security. Historical Evolution**

- 11.1.1. Introduction and Definition. Background and Current Situation
- 11.1.2. Basic Studies on Patient Safety

- 11.2.1. Definition and Classification. Evolution EPINE Studies
- 11.2.2. Surveillance and Control Networks and Programs of Hospital-Acquired Infections
- 11.2.3. Asepsis, Disinfection and Sterilization

**11.3. Prevention of the Adverse Effects of Health Care**

- 11.3.1. Prevention and Detection of Adverse Events Related to Health Care
- 11.3.2. AMFE: (Modal Analysis of Failures and Effects). Cause / Root Analysis

- 11.4.1. Adverse Event Reporting and Recording Systems

**11.5. Secondary and Tertiary Victims.**

- 11.5.1. Health Professionals in the Face of Adverse Effects
- 11.5.2. Recovery Trajectory and Emotional Support
- 11.5.3. Impact on the Corporate Image

**11.2. Nosocomial Infections.**

**12.1. Accreditation in Health**

- 12.1.1. Peculiarities of Health Service Accreditation
- 12.1.2. The Value of Being Accredited. Benefits on the Organization and Patients
- 12.1.3. Health Accreditation in Clinical Services

- 12.2.1. Criteria and Phases of the Process

- 12.3.1. Self-Evaluation Concept
- 12.3.2. Improvement Plans
- 12.3.3. Example of Implementation of the EFQM Model in a Hospital and in a Health Area

- 12.4.1. Definition and General Criteria
- 12.4.2. ISO 9001
- 12.4.3. ISO 14001
- 12.4.4. Other Relevant Types of ISO

**12.2. Joint International Commission**

**12.3. The EFQM Model**

**12.4. ISO Accreditation.**

- in the Health Sector

**Module 4. Decision-Making and Communication**

**Unit 13. Managing Leadership**

**13.1. Team Leadership**

- 13.1.1. Theories on the Nature and Origin of Authority: Traditional or Institutional Approach. Functional Approach. Behaviorist Approach. Integrative Conception
- 13.1.2. Authority and Power, Types of Power

- 13.1.3. Leadership; Components of Leadership, and Types
- 13.1.4. How to Create a Leader
- 13.1.5. New Models of Leadership. Situational and Coach Leader
- 13.1.6. The Term Staff, Functional Hierarchical Scheme, Different Types of Staff, Concepts of Line and Staff; Theories, Influence of

Cultures on Leadership

**13.2. Motivation**

- 13.2.1. Motivating Agents. Intrinsic and Extrinsic Motivation
- 13.2.2. Differences Between Motivation and Satisfaction and Their Different Theories

- 13.2.3. Evidence Available on How to Motivate Professionals

**13.3. Delegation.**

- 13.3.1. What Does it Mean to Delegate? Forms of Delegation Ways to Evaluate Delegation, Tasks and Delegation, Non-Delegable Tasks

- and Functions
- 13.3.2. Personal Attitudes Towards Delegation. Guidelines for Effective Delegation

**13.4. Executive Coaching.**

- 13.4.1. Coaching. Types of Coaching
- 13.4.2. Organizational Benefits and Applications in the Health Sector. Examples

**Unit 14. Decision-Making in Management**

**14.1. Change Management**

- 14.1.1. Managing Change in Organizations: Cultural, Structural and Scientific Changes
- 14.1.2. Growth, Transition or Transformation.

- Is Change Permanent in the World of Health?
- 14.1.3. Resistance to Change: how to Beat it and be Convincing?

**14.2. The Decision Process**

- 14.2.1. Centralized Decision-Making Process, Individual Decision-Making Process, Group Decision-Making Process

- 14.2.2. Limiting Factor Principle. Effectiveness and Cost Efficiency in the Decision Making Process
- 14.2.3. Choosing the Best Solution. Prioritization. Decision Tree

**14.3. Managing Time, Stress and Personal and Professional Happiness**

- 14.3.1. Techniques for Time Management, Personal Agenda Management and Compatibility With Personal Life
- 14.3.2. Stress Management Techniques and Techniques to Promote Personal and Professional Happiness.

**Unit 15. Internal Communication in Management**

**15.1. Communication.**

- 15.1.1. Communication and Information. The Communication Process. Elements of Communication. Requirements of Communication. Barriers of Communication
- 15.1.2. Forms and Instruments of Communication. Verbal Communication. Non-Verbal Communication. Written Communication

**15.2. Meetings.**

- 15.2.1. Techniques for Holding Profitable Meetings. Preparing Meetings and Types of Meetings. Selection of Participants
- 15.2.2. Care and Technical Committees and Commissions and Technical Committees and Commissions in Hospitals

- and Health Centers and Areas
- 15.2.3. Negotiation. Types of Strategies Assertiveness. WIN WIN Strategy

**15.3. Conflict Management.**

- 15.3.1. Possible Conflicts in Health Organizations Preventive Strategies
- 15.3.2. Conflict Management. Mediation

**Unit 16. Creating a Personal Brand**

**16.1. The Public Profile**

- 16.1.1. Presenting Ourselves to the World. Our Digital Footprint
- 16.1.2. Professional Profile on Social Networks
- 16.1.3. Digital Reputation. Positive References
- 16.1.4. The Letter of Introduction

**16.2. The Interview Process to Apply for a Managerial Position**

- 16.2.1. How to Tackle an Interview
- 16.2.2. Messages From our Body During an Interview Kinesics

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

**17.1. Marketing**

- 17.1.1. Definition of the Term. The Dimensions of Marketing. Mission and Cycles of Marketing.

- Marketing Tools
- 17.1.2. Patient, Customer, User? Marketing Focused on Public Healthcare Users
- 17.1.3. External Marketing Planning in a Private Center
- 17.1.4. The Internal Customer. Marketing and Internal Communication Plan in Health Care Institutions
- 17.1.5. Management of Institutional Presence in Networks. Facebook
- 17.1.6. The Organization's Use of Twitter
- 17.1.7. The Use of Twitter by the Organization and on a Professional Level
- 17.1.8. The Use of Other Networks: Instagram, Tumblr...

**17.2. Communication in the**

**Organizations**

- 17.2.1. Communication Systems in Organisations. Intranet/internet
- 17.2.2. Specific Communication in Health Institutions. Hospitals
- 17.2.3. Health Awards. Submission of Candidatures
- 17.2.4. Organization of Conferences, Congresses and Other Educational Events
- 17.2.5. Managing Local Communication: Press
- 17.2.6. Managing Local Communication: Radio
- 17.2.7. Managing Local Communication: Television
- 17.2.8. Managing National Communication: Specialized Health Press
- 17.2.9. External Conflicts. Information Crises Due to Bad News and Their Management

**17.3. Relationships With Social Agents,**

**Users and Suppliers**

- 17.3.1. Communication With the Public, Patient and Consumer Associations - Users
- 17.3.2. Communication With Political Leaders, Shareholder-Owners and Suppliers
- 17.3.3. Collaboration With the Pharmaceutical Industry
- 17.3.4. Internationalisation of the Health Sector. Health Tourism

**17.4. Corporate Social Liability (CSL) and**

**Good Governing in Health**

- 17.4.1. CSL in Health. CSL Strategic Plans in Organizations. Good Health Governance: Transparency From Public and Private Companies

- 17.4.2. Environmental Management and Energy Efficiency in Healthcare Institutions

- 17.4.3. Development Cooperation Through Health Institutions
- 17.4.4. Networking. Strategic Alliances

- 17.4.5. The Patient Portal. Health Promotion and Disease Prevention

Through the Internet

**18.1. Basic Principles of Research Methodology Applied in Health Sciences.**

**18.2. Sources of Information for Research and Sourcing**

**Strategies**

**18.3. Critical Reading of Articles.**

**18.4. Epidemiology and Research Study Designs and Biases**

**18.5. Database Analysis**

**18.6. Communication and Dissemination of Research Findings**

**Unit 18. Managing Teaching, Research and Innovation: R&D&I in the Healthcare Environment**



“

*A unique opportunity to specialize  
in a sector of the future, which  
will allow you to achieve  
professional success”*

07

# Methodology

This training provides you with a different way of learning. Our methodology uses a cyclical learning approach: ***Re-learning***.

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 Re-learning, 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 Business School we use the Harvard case method.**

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

“

*At TECH you will experience a way of learning that is shaking the foundations of traditional universities around the world"*



*We are the first online university to combine Harvard Business School case studies with a 100% online learning system based on repetition.*



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

This TECH Business School program is an intensive training program that prepares you to face any challenge in this field, both on a national and international level. We are committed to promoting your personal and professional growth, the best way to strive for success, that is why at TECH Technological University you will use Harvard case studies, with which we have a strategic agreement that allows us to offer you material from the best university in the world.

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

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

In a given situation, what would you do? This is the question that you are presented with in the case method, an action-oriented learning method.

Throughout the program, you will be presented with multiple real cases. You will have to combine all your knowledge, and research, argue, and defend your ideas and decisions.

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

## Re-learning Methodology

Our University is the first in the world to combine Harvard University case studies with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

We enhance Harvard case studies with the best 100% online teaching method: Re-learning.

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

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

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



In our program, learning is not a linear process, but rather a spiral (we learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically.

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

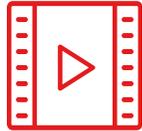
*Re-learning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*

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

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



In this program you will have access to the best educational material, prepared with you 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.

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



### 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 our future difficult decisions.



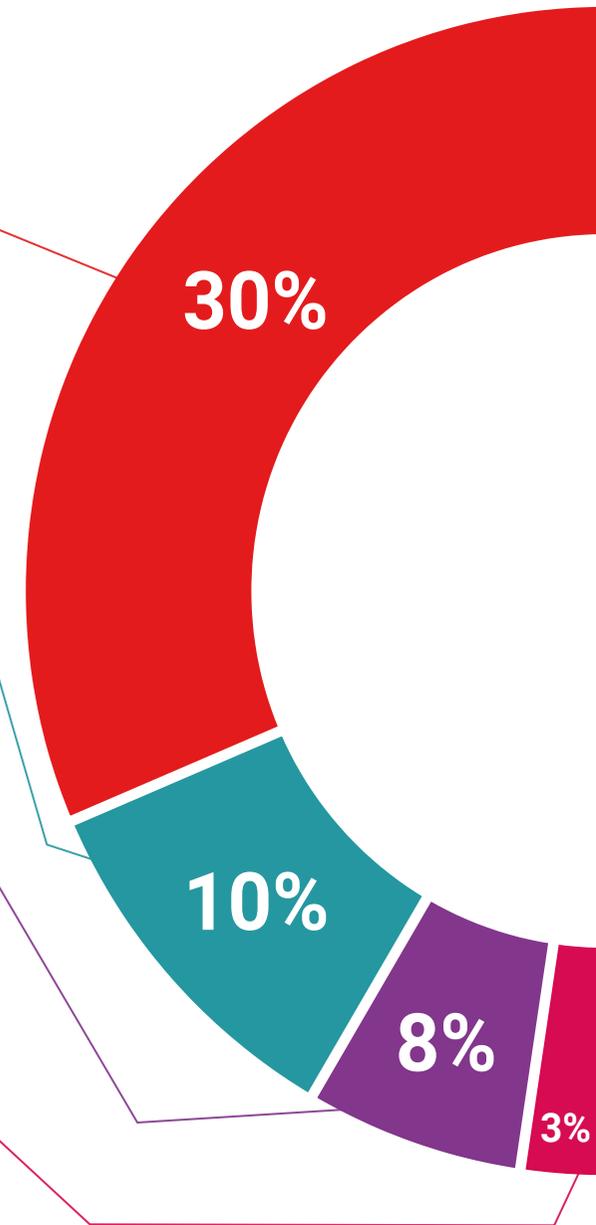
### Management Skills Exercises

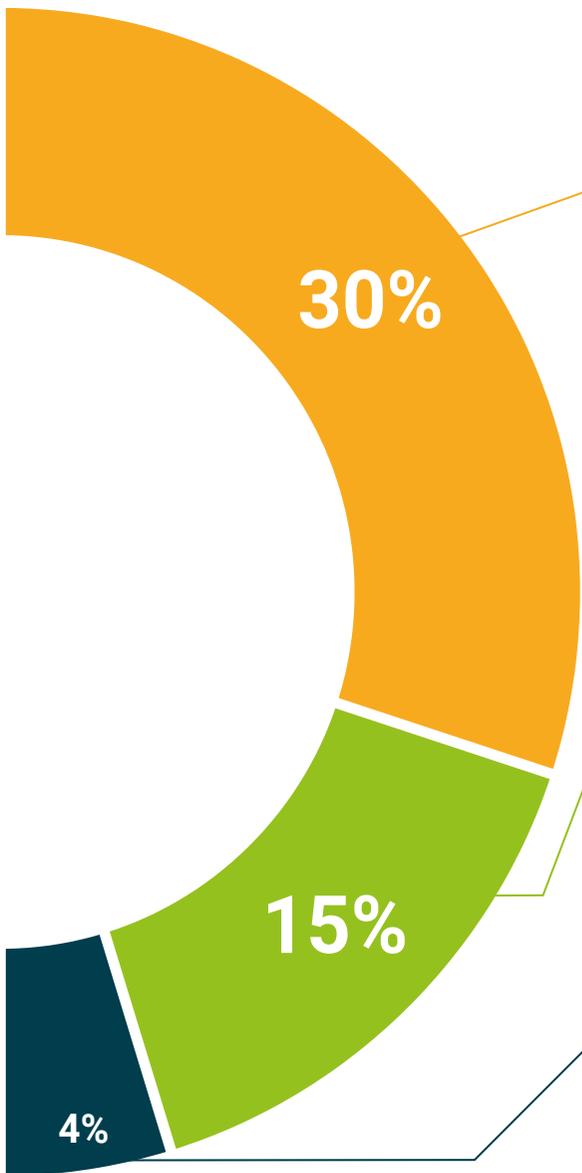
You will carry out activities to develop specific managerial skills in each subject area. Exercises and activities to acquire and develop the skills and abilities that a senior manager needs to develop in the context of the globalization we live in.



### Additional Reading

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





### Case Studies

You will complete a selection of the best business cases used at Harvard Business School. Cases that are presented, analyzed, and supervised by the best senior management specialists in Latin America.



### Interactive Summaries

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

This unique multimedia content presentation training system was awarded by Microsoft as a "European Success Story".



### Testing & Re-Testing

We periodically evaluate and re-evaluate your knowledge throughout the program. We do this on 3 of the 4 levels of Miller's Pyramid.



08

# Our Students' Profiles

Our MBA in Hospital and Health Services Management for Nursing is a program aimed at university graduates who want to transform their professional careers. This program uses a multidisciplinary approach as the students have a diverse set of academic profiles and represent multiple nationalities.



“

*Our program is aimed at professionals with a university degree who wish to acquire a high-level specialization that will allow them to improve in their profession"*

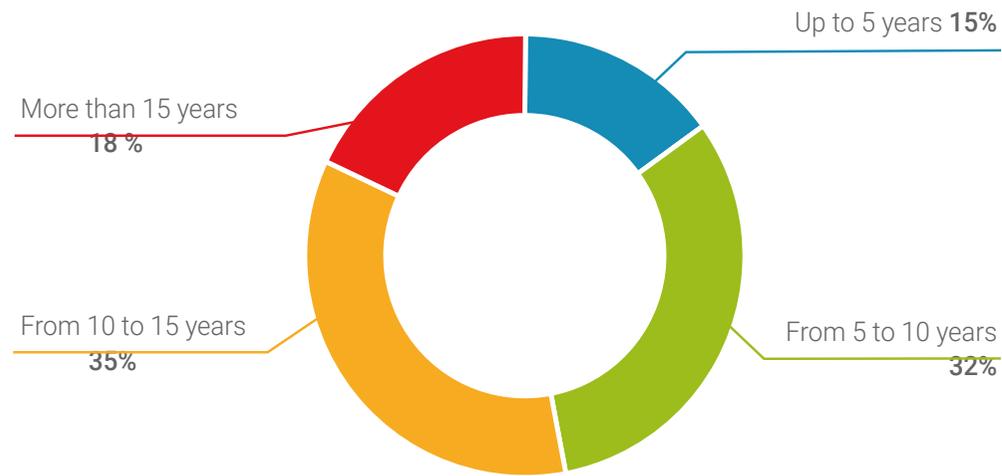
### Average Age

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Between **35** and **45** years old

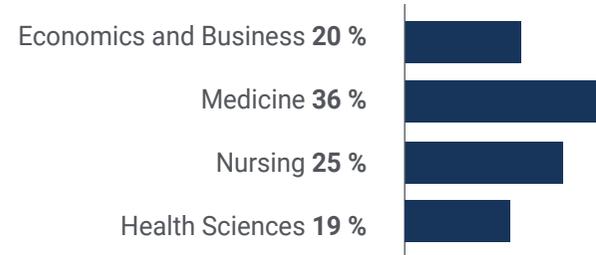
### Years of Experience

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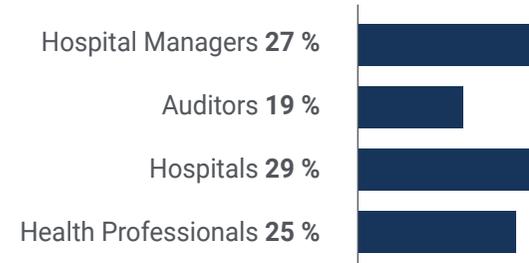
### Training

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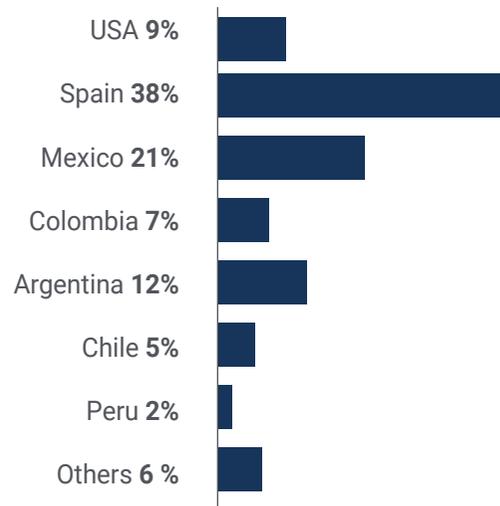
### Academic Profile

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## Geographical Distribution

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## Roberto González

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Hospital manager

*"Thanks to the MBA in Hospital and Health Services Management for Nursing I have developed my leadership skills and now manage a Health Center. The content of the program is completely up to date and has been designed by professionals with years of experience in the sector. Without a doubt, it has been a good decision to specialize with TECH. I will continue to develop my knowledge and management skills with them"*

09

# Impact on Your Career

We are aware that studying a program like this entails great economic, professional and, of course, personal investment. The ultimate goal of this great effort should be to achieve professional growth. And, therefore, we put all our efforts and tools at your disposal so that you acquire the necessary skills and abilities that will allow you to achieve this change and become a hospital manager with critical and impartial thinking.



“

*At TECH we help you make a positive change in your career thanks to the quality of our program"*

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

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

The **MBA in Hospital and Health Services Management for Nursing** from TECH - Technological University is an intense program that prepares you to face challenges and decisions both on a national and international level. The main objective is to promote your personal and professional growth. Helping you achieve success. If you want to improve yourself, make a positive change at a professional level, and network with the best, then this is the place for you.

*Achieve the specialization you need to turn your professional career around.*

### Generating Positive Change

#### When the change occurs



#### Type of change



## Salary increase

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This program represents a salary increase of more than **25%** for our students.

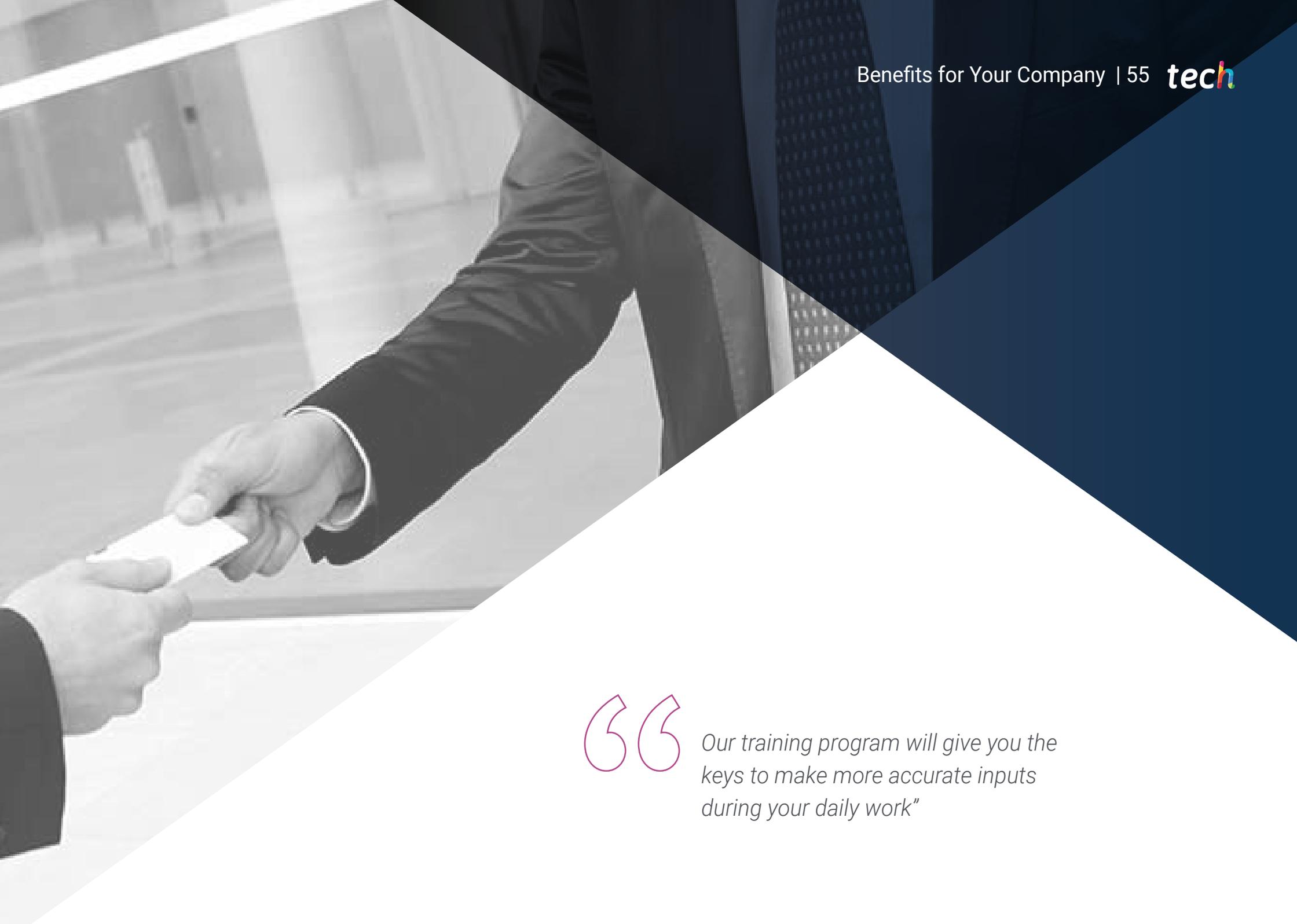


10

# Benefits for Your Company

The MBA in Hospital and Health Services Management for Nursing contributes to elevate the organization's talent to its maximum potential through the specialization of high-level leaders. In this way, you will acquire training that will not only add quality to your resume, but will also be an added value for the organization you work for. Furthermore, participating in this program is a unique opportunity to access a powerful network of contacts where you can find future professional partners, clients, or suppliers.





“

*Our training program will give you the keys to make more accurate inputs during your daily work”*

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

01

### **Intellectual Capital and Talent Growth**

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

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02

### **Retaining high-potential executives to avoid talent drain**

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

03

### **Building agents of change**

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

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04

### **Increased international expansion possibilities**

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



05

### **Project Development**

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

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06

### **Increased competitiveness**

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

# 11 Certificate

The MBA in Hospital and Health Services Management for Nursing guarantees you, in addition to the most rigorous and updated specialization, access to a Master's Degree Title issued by TECH Technological University.





“

*After passing our program, you will receive a TECH qualification that will be a plus for your curricular excellence”*

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

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

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

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

**60 ECTS**

Official Number of Hours: **1,500**



**tech** technological university

Awards the following  
**DIPLOMA**  
to

Mr./Ms. \_\_\_\_\_ with identification number \_\_\_\_\_  
For having successfully passed and accredited the following program

**EXECUTIVE MASTER'S DEGREE IN MBA**  
in  
**MBA in Hospital and Health Services Management for Nursing**

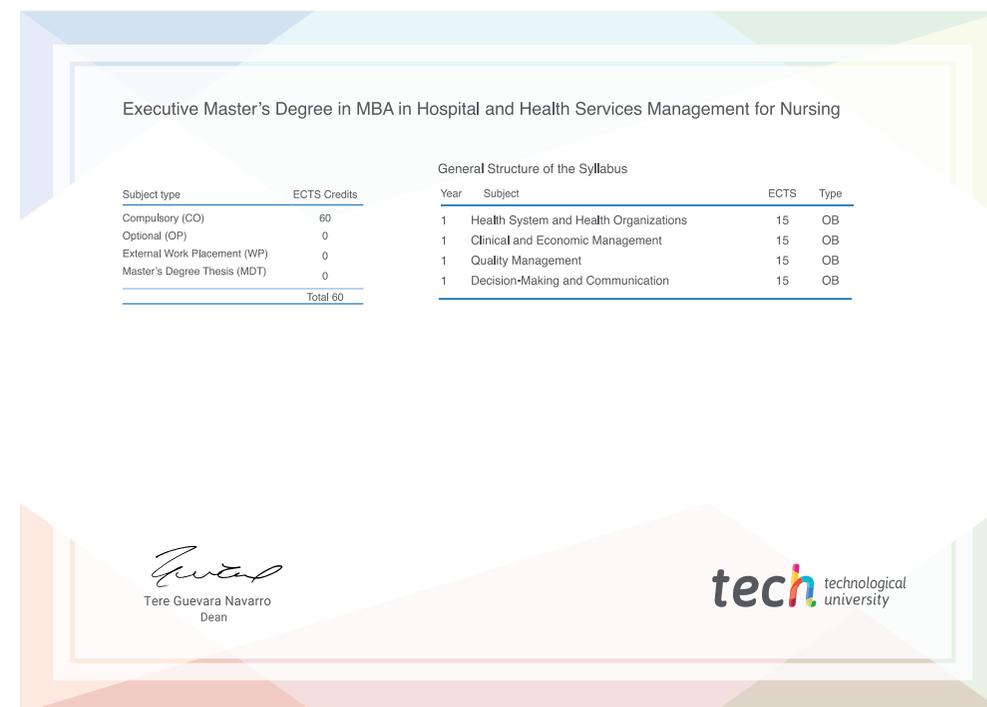
This is a qualification awarded by this University, with 60 ECTS credits and equivalent to 1500 hours, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

TECH is a Private Institution of Higher Education recognized by the Ministry of Public Education as of June 28, 2018.

June 17, 2020

*Tere Guevara Navarro*  
Tere Guevara Navarro  
Dean

This qualification must always be accompanied by the university degree issued by the competent authority to practice professionally in each country. Unique TECH Code: AFWOR235 techtute.com/certificates



Executive Master's Degree in MBA in Hospital and Health Services Management for Nursing

Subject type		ECTS Credits	General Structure of the Syllabus			
Year	Subject	ECTS	Type			
	Compulsory (CO)	60	1	Health System and Health Organizations	15	OB
	Optional (OP)	0	1	Clinical and Economic Management	15	OB
	External Work Placement (WP)	0	1	Quality Management	15	OB
	Master's Degree Thesis (MDT)	0	1	Decision-Making and Communication	15	OB
		Total 60				

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\*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.



## Executive Master's Degree MBA in Hospital and Health Services Management for Nursing

- » Modality: **online**
- » Duration: **12 months**
- » Certificate: **TECH Technological University**
- » Dedication: **16h/week**
- » Schedule: **at your own pace**
- » Exams: **online**

Executive Master's Degree

MBA in Hospital and Health Services

Management for Nursing

