



SEVI_ENG 381 GLOBAL HEALTH SERVICES MANAGEMENT

with special focus on the Spanish health system

Professor Marjan De Pooter
E-mail: psychologiststudio@gmail.com

Course Description:

This course describes and contrasts systems and models of health policies in political, economical and cultural context to analyze the organization, management and outcomes of health services in public, private and working field, NGO work included. The cultural component and its impact on management/leadership is approached from the perspective of the team and the users.

Learning Outcomes:

This course will teach participants:

1. Cognitive insight in the field of health services and its management.
 - a. What is health, health services and health systems?
 - b. Different models in USA, Europe and other parts of the world.
 - c. The Spanish health system, often subject of controversy. Rightfully so?
 - d. Governance of health systems: public, private and NGO systems.
 - e. Management functions within the health sector: leadership and management, organizational design, staffing, training and development, supervision and evaluation procedures, communication procedures in a multicultural environment, quality control.
 - f. Financial management in a health system: budgeting and cost. Funding and allocation of funds in public, private and NGO sector. Impact of history and economical crisis on the financial management.
 - g. Health care management: different functions, roles and responsibilities, multiculturalism of customers and team members.
 - h. Ethics in health services: legal framework; patient rights, medical mistakes, unethical behavior.
2. Practical learning:
 - a. Critical sense with regards to theory and practice in the field of health services
 - b. Analytic insight in the different funding mechanism of health systems and the way they allocate their funds
 - c. Competency in analyzing and synthesizing
 - d. Finance technical skills
 - e. Appreciate and utilize diversity in teams
 - f. Management tools, useful in the health service sector
 - g. Leadership competencies
 - h. Impression management
 - i. Communication skills
 - j. Time management and working under pressure

Content (order of content may be modified by lector):

MODULE 1: HEALTH SERVICES

- Introduction to health, health services and health systems in USA, Europe and other parts of the world
- Practicum: case study: the Spanish public and private health system
- Overview of governance of the health sector, worldwide, within USA, within Europe, on country level
- Policies, guidelines and legal frameworks
- Practicum: exploring conversation with a Spanish Dentist and/or a Spanish Pharmacist about Spanish legislation towards their profession
- Who are the users of the different systems?
- Practicum: we will listen to two live testimonies by users of the public or private health care system in Spain and based on those make our personal evaluation of the system. + Students will have to individually interview two users of health systems anywhere in the world (Jordan, Morocco, Sweden, Chile, India, Mozambique, South Africa, Kenya etc.) and report back to the group about their findings

MODULE 2: MANAGEMENT FUNCTIONS WITHIN HEALTH CARE SYSTEMS

- Management and leadership
- Organizational design
- Cross cultural organizational behavior
- Staffing: recruitment and selection, compensation
- Planning
- Learning and development
- Supervision and feedback and evaluation cycles
- Change management
- Communication processes
- Practicum: FILM 'Outbreak' by Wolfgang Petersen (1995) will introduce us to the worldwide Ebola crisis of 2014/15. Based on case studies we will compare the way the crisis was managed by the government of Spain and by the government of the USA and formulate suggestions for improvement

MODULE 3: FINANCIAL MANAGEMENT

- Budgeting, cost analysis, cost control
- Funding and allocation of funds within public, private sector
- NGO's, their role and responsibilities
- Practicum: Skype interview with the CEO of NGO Practice Greenhealth covering the reason of existence and the financing of NGO's in general; and Practice Greenhealth in particular, being an American NGO focused on sustainable health care + visit to a Sevillian NGO, like for instance the Red Cross

MODULE 4: HEALTH CARE MANAGER

- Preparation to the chapter: find both an American and a Spanish Health Care Manager and interview them about their job content. Bring your information to the group
- Job description, roles and responsibilities
- Practicum: draft a job description for the Spanish Health Care Manager you have interviewed and present it to him/her for feedback – Share his/her reaction with the group, what can we conclude?
- Practicum: the roles reversed: you will apply for your first leadership role, as to gain experience. Draft your resume and bring to class, you will receive feedback on the result. Download the app 'CEO for one month' and apply
- Profile of the job and job holders in different parts of the health sector and different parts of the world
- Competencies, while facing diversity in team members and while facing different cultural back grounds of customers and service providers
- Practicum: workshop in managing diversity

MODULE 5: ETHICS

- The legal framework for our work
- Patient rights
- Medical errors and its consequences
- Practicum: do some research and bring to class examples of know Spanish medical errors (for instance the Softenon (talidomida) error that went to trial in 2013), we will discuss the cases in the presence of Spanish lawyer, expert in medical errors
- Unethical behavior and how to do things right: organizational values, code of conduct
- Practicum: exercise in defining your personal values

Bibliography:

- The healing of America. T.R. Reid. By Penguin Press. August 2010, 304 p.
- Leadership in health care. A European Perspective. Neil Goodwin. By Taylor and Francis, October 2013, 200 p., +/- 34 Euro
- Redefining health care. Creating Value-based Competition on Results. Michael E. Porter & Elizabeth Olmsted Teisberg. By Harvard Business Review Press, August 2011, 528 p., +/- 29 Euro

Complementary Bibliography:

- Per module you will receive more or less 3 mandatory and 6 optional readings (articles), all to be downloaded from the internet and we will refer you to do critical reviews of some web pages related to universal healthcare.
- The 7 habits of highly effective people. Stephen R. Covey. By Fanklin Co, originally published in 1989, 172p.

Course Grade:

20%: tasks (individual and in group) and presence in class

40%: acquired knowledge (individual - final exam)

30%: projects

10%: personal qualification (individual)

Final letter grades will be assigned using the following scale, expressed in terms of the percentage of total possible points earned:

- 10 = Matrícula de Honor
- 9 – 9,9 = Sobresaliente
- 7 – 8,9 = Notable
- 5 – 6,9 = Aprobado
- 0 – 4,9 = Suspenso

✓ Attending the course but not taking the exams = No presentado

Class Attendance:

Class attendance is obligatory and is checked every class day.

Not missing any class *will be considered positively*.

Students are allowed two unexcused absences. Beginning with the third absence, 0,3 points will be subtracted for each unexcused absence.

English Expression:

The students should express themselves -both orally and in writing- in good formal English. Particularly in the written partials and quizzes good academic writing is to be taken for granted. Bad, sloppy academic writing (misspellings, deficient syntax, etc.) *will be penalized*.

Excused Absences:

Medical Certificates: certificates will be considered only if issued by a physician (not notes from the family explaining the student absence).

The certificates must include the *exact* dates for which a student should be excused for having missed classes.

Tardiness:

It is expected that students arrive to class on time and that they return directly to class after any given break. Arriving 10 minutes late (or more) and/or early class departures are considered unexcused absences and will be taken into account as half absence.

Class Protocol:

Students are required to be involved in class activities. They are expected to show their preparation by participating in discussions, by asking relevant questions, being critical and analytical with the contents presented in class as well as by sharing their ideas and opinions. In class the student is required to maintain a polite demeanor always and under every circumstance. Students are asked not to eat in class and to put their cell phones on silence. With the exception being for class presentations, laptops are not to be used in class.

Special Accommodations:

Students with special needs who require reasonable modifications, special assistance or accommodations in this course (either for properly following-up classes, to take exams, etc.) should direct their request to Academic Coordination during the first week of the course.