

Course Title	Health Policy, Management and Leadership				
Course Code	MPH-522				
Course Type	Elective				
Level	2 <sup>nd</sup> Cycle				
Year / Semester	2 / 3				
Teacher's Name	Prof Pascale Salameh Dr Neophytos Stylianou Prof Alexia Papageorgiou Dr Elena Critselis Dr Anne Merewood				
ECTS	10	Lectures	14	Interactive learning activities	29
Course Purpose and Objectives	<p>The main objectives of the course are to:</p> <ul style="list-style-type: none"> <li>• Demonstrate deep understanding and apply processes and methods involved in the development, communication, implementation, and evaluation of health policies and outline the major policies relevant to global public health.</li> <li>• Discuss and analyse how the lack of resources during periods of economic crisis, recession, and austerity may affect population health and influence the prioritization and strategic planning as regards public health policies.</li> <li>• Demonstrate deep understanding and apply the main principles, theories, models and skills for effective management and leadership relevant to Public Health and Health Care.</li> </ul>				
Learning Outcomes	<p>After completion of the course students are expected to be able to:</p> <ol style="list-style-type: none"> <li>1. Explain and analyse concepts and subjects of health economics, health policy, strategy, as well as health management and leadership and how they are applied for improving population health.</li> <li>2. Explain the makes the health care market different from the market or other goods.</li> <li>3. Illustrate and apply the different approaches and methods of health policy implementation.</li> <li>4. Identify the key actors involved in the processes of policy implementation and explain their relationship.</li> <li>5. Describe the different ideologies behind different health and social care systems in the developed and developing world.</li> <li>6. Understand the elements of quality in health care services and the use of available quality indicators.</li> <li>7. Demonstrate deep understanding and apply the Delphi technique for developing healthcare quality indicators.</li> <li>8. Perform and critically evaluate a clinical audit and apply the principles of clinical governance.</li> <li>9. Demonstrate deep understanding and explain in detail the methodology for determining health service needs, including participatory needs assessment.</li> </ol>				

10. Demonstrate understanding of prioritization in the context of justice and equity in health care provision.
11. Explain the role of health for the success of a country.
12. Explain and apply the relationship of macroeconomics and health. The production function of health (relationship between health and economic outcomes (GDP)).
13. Discuss and analyse how the lack of resources in periods of economic crisis may affect population health.
14. Discuss and analyse how periods of economic crisis, recession, and austerity (particularly in developed societies) influence the prioritization and strategic planning as regards public health policies.
15. Demonstrate deep understanding and describe the main principles, theories, and models of effective management and leadership, and critically evaluate their application to Public Health and implementation of health policy.
16. Demonstrate deep understanding and describe the main principles of delegation, negotiation, influencing, power, authority, role, and conflict and critically evaluate their application in a health management context.
17. Demonstrate deep understanding and describe the theories and methods of effective written and oral communication and critically evaluate their application in a health management context.
18. Demonstrate effective personal management skills (e.g. time management, coping with acute stress, managing meetings).
19. Demonstrate effective leadership skills (e.g. teamwork (e.g. flexibility), advance communication skills (e.g. dealing with conflict), integrity, and managing change (e.g. planning)).
20. Explain and apply concepts and subjects such as Healthcare Operations Management, Quality Improvement and Performance measurement in the context of Public Health.
21. Identify different operations management initiatives (i.e. Lean, Six Sigma) used in health organisations to improve their services.
22. Explain the challenges of healthcare organisations in managing their processes and implementing quality improvement initiatives.
23. Demonstrate deep understanding and describe the main principles of behavioural change in individuals, groups, and organizations.
24. Demonstrate deep understanding and describe the main principles and frameworks of change management.
25. Effectively manage disease prevention programmes involving individual education and lifestyle modification, at all levels of prevention.
26. Effectively manage disease prevention programmes involving wider determinants, such as environmental, social, and cultural modification, at all levels of prevention.
27. Effectively manage disease prevention programmes involving early disease detection (i.e. screening programmes).
28. Effectively manage programmes involving health protection from infectious conditions (e.g. immunization), at all levels of prevention.
29. Effectively manage programmes involving health protection from environmental and occupational hazards, at all levels of prevention.
30. Demonstrate the ability of applying management and leadership skills for effectively managing healthcare systems.

	31. Demonstrate the ability of applying management and leadership skills for the organization of effective provision of health services in the population.			
Prerequisites	MPH-511, MPH-512, MPH-513, MPH-521, MPH-523, MPH-531	Required	None	
Course Content	<ol style="list-style-type: none"> <li>1. Introduction to health policy and strategic planning</li> <li>2. Implementing, Evaluating and communicating health policies</li> <li>3. Introduction to health policy and healthcare provision</li> <li>4. Healthcare quality indicators</li> <li>5. Clinical audit and Clinical Governance</li> <li>6. Health needs assessment and health policy priorities</li> <li>7. Public health policy during periods of economic crisis and austerity</li> <li>8. Principles of health management and leadership</li> <li>9. Developing personal management and leadership skills</li> <li>10. Healthcare Quality Improvement and Operations Management</li> <li>11. Change management</li> <li>12. How to effectively manage disease prevention programmes: primary and secondary prevention, health promotion and protection</li> <li>13. How to effectively manage Healthcare systems and services</li> </ol>			
Teaching Methodology	This programme is delivered via distance learning (online) and includes recorded lectures, interactive online tutorials (Webinars) and discussion forums, as well as online exercises and other activities.			
Bibliography	<b>Required Textbooks / Reading:</b>			
	<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>	<b>Year</b>
				<b>ISBN</b>
	Public Health for the 21st Century, New Perspectives in Policy Participation and Practice (2 <sup>nd</sup> ed.)	Orme J, Powell J, Taylor P , Grey M.	Open University Press/ McGraw Hill	2007
Introduction To Health Care Management (3 <sup>rd</sup> ed.)	Buchbinder SB, Shanks NH	Jones & Bartlett Learning	2016	978-1284081015
Government Austerity and Socioeconomic Sustainability (eBook),	Rao PK.	Springer	2015	

	<b>Recommended Textbooks / Reading:</b>				
	<b>Title</b>	<b>Author(s)</b>	<b>Publisher</b>	<b>Year</b>	<b>ISBN</b>
	Mastering Public Health: A Postgraduate Guide to Examinations and Revalidation, (2nd ed.)	Lewis G, Sheringham J, Bernal JL, Crayford T	CRC Press	2014	978-1444152692
	Essentials Of Public Health Management (3 <sup>rd</sup> ed.)	Fallon FL Jr., Zgodzinski E.	Jones & Bartlett Learning	2011	978-1449618964
	Managing Health Services Organizations and Systems (5 <sup>th</sup> ed.)	Longest B Jr, Darr K.	Health Professions Press	2008	978-1932529357
	Transforming Health Care Leadership: A Systems Guide to Improve Patient Care, Decrease Costs, and Improve Population Health	Michael Maccoby, Clifford L. Norman, C. Jane Norman, Richard Margolies	Jossey-Bass	2013	978-1118505632
	International Public Health: Diseases, Programs, Systems and Policies	Merson MH, Black RE, Mills A.	Jones & Bartlett Learning	2006	978-0763729677
<b>Assessment</b>	Online quiz (formative) Coursework (1 essay, 1 mini project on health management and leadership) – 30% Mandatory interactive activities and webinar attendance/participation – 10%				

	Final exam – 60%
Language	English