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|-------------------------------|--|----------|----|---------------------------------|----|
| Course Title                  | Health Policy, Management and Leadership   |          |    |                                 |    |
| Course Code                   | MPH-522  |          |    |                                 |    |
| Course Type                   | Required   |          |    |                                 |    |
| Level                         | 2 <sup>nd</sup> Cycle  |          |    |                                 |    |
| Year / Semester               | 1 / 2  |          |    |                                 |    |
| Teacher's Name                | Dr Christos Varounis<br>Dr Neophytos Stylianou<br>Prof Alexia Papageorgiou<br>Dr Anne Merewood<br>Dr Elena Critselis   |          |    |                                 |    |
| ECTS                          | 10   | Lectures | 14 | Interactive learning activities | 29 |
| Course Purpose and Objectives | <p>The main objectives of the course are to enable students to:</p> <ul style="list-style-type: none"> <li>• Apply processes and methods involved in the development, communication, implementation, and evaluation of health policies and evaluate the major policies relevant to global public health.</li> <li>• 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>• 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. Analyse and apply concepts and subjects of health economics, health policy, strategy, as well as health management and leadership to improve population health.</li> <li>2. Justify why the health care market is different from the market or other goods.</li> <li>3. Illustrate and apply the different approaches and methods of health policy implementation, and explain the relationship between the key actors. Discuss multiple dimensions of the policy-making process, including the roles of ethics and evidence</li> <li>4. Advocate for political, social or economic policies and programs that will improve health in diverse populations</li> <li>5. Critically appraise the different ideologies behind different health and social care systems in the developed and developing world.</li> <li>6. Relate and contrast the elements of quality in health care services and the use of available quality indicators.</li> <li>7. 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. Apply the methodology for determining health service needs, including participatory needs assessment.</li> <li>10. Perform prioritization in the context of justice and equity in health care provision.</li> <li>11. Justify the role of health for the success of a country.</li> </ol> |          |    |                                 |    |

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|----------------|--|----------|------|
|                | <ol style="list-style-type: none"> <li>12. Apply the relationship of macroeconomics and health: The production function of health (relationship between health and economic outcomes (GDP)).</li> <li>13. Critically analyse how the lack of resources in periods of economic crisis may affect population health.</li> <li>14. Critically analyse how periods of economic crisis, recession, and austerity (particularly in developed societies) influence the prioritization and strategic planning as regards public health policies.</li> <li>15. Critically evaluate the application of the main principles, theories, and models of effective management and leadership to Public Health and implementation of health policy.</li> <li>16. Critically evaluate the application of the main principles of delegation, negotiation, influencing, power, authority, role, and conflict in a health management context.</li> <li>17. Apply principles of leadership, governance and management, which include creating a vision, empowering others, fostering collaboration and guiding decision making.</li> <li>18. Critically evaluate the application of the theories and methods of effective written and oral communication in a health management context.</li> <li>19. Demonstrate effective personal management skills (e.g. time management, coping with acute stress, managing meetings).</li> <li>20. 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)}.</li> <li>21. Apply concepts and subjects such as Healthcare Operations Management, Quality Improvement and Performance measurement in the context of Public Health.</li> <li>22. Evaluate different operations management initiatives (i.e. Lean, Six Sigma) used in health organisations to improve their services, and analyse the challenges of healthcare organisations in managing their processes and implementing quality improvement initiatives.</li> <li>23. Analyse the main principles of behavioural change in individuals, groups, and organizations and critically evaluate frameworks of change management.</li> <li>24. Effectively manage disease prevention programmes involving individual education and lifestyle modification, at all levels of prevention.</li> <li>25. Effectively manage health promotion, health protection and health care programmes, at all levels of prevention.</li> <li>26. Demonstrate the ability of applying management and leadership skills for effectively managing healthcare systems and for the organization of effective provision of health services in the population.</li> </ol> |          |      |
| Prerequisites  | None   | 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> </ol>  |          |      |

|   | <p>7. Public health policy during periods of economic crisis and austerity</p> <p>8. Principles of health management and leadership</p> <p>9. Developing personal management and leadership skills</p> <p>10. Healthcare Quality Improvement and Operations Management</p> <p>11. Change management</p> <p>12. How to effectively manage disease prevention programmes: primary and secondary prevention, health promotion and protection</p> <p>13. How to effectively manage Healthcare systems and services</p>   |                                    |           |                 |      |      |   |                                      |                                    |      |                 |  |                          |                           |      |                 |  |         |          |      |  |       |           |           |      |      |   |  |           |      |                 |
|---|--|------------------------------------|-----------|-----------------|------|------|---|--------------------------------------|------------------------------------|------|-----------------|--|--------------------------|---------------------------|------|-----------------|--|---------|----------|------|--|-------|-----------|-----------|------|------|---|--|-----------|------|-----------------|
| 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  | <p><b>Required Textbooks / Reading:</b></p> <table border="1"> <thead> <tr> <th>Title</th> <th>Author(s)</th> <th>Publisher</th> <th>Year</th> <th>ISBN</th> </tr> </thead> <tbody> <tr> <td>Public Health for the 21st Century, New Perspectives in Policy Participation and Practice (2<sup>nd</sup> ed.)</td> <td>Orme J, Powell J, Taylor P , Grey M.</td> <td>Open University Press/ McGraw Hill</td> <td>2007</td> <td>978033 522207 0</td> </tr> <tr> <td>Introduction To Health Care Management (3<sup>rd</sup> ed.)</td> <td>Buchbinder SB, Shanks NH</td> <td>Jones &amp; Bartlett Learning</td> <td>2016</td> <td>978-128408 1015</td> </tr> <tr> <td>Government Austerity and Socioeconomic Sustainability (eBook),</td> <td>Rao PK.</td> <td>Springer</td> <td>2015</td> <td></td> </tr> </tbody> </table> <p><b>Recommended Textbooks / Reading:</b></p> <table border="1"> <thead> <tr> <th>Title</th> <th>Author(s)</th> <th>Publisher</th> <th>Year</th> <th>ISBN</th> </tr> </thead> <tbody> <tr> <td>Mastering Public Health: A Postgraduate Guide to Examinations and</td> <td>Lewis G, Sheringham J, Bernal JL, Crayford T</td> <td>CRC Press</td> <td>2014</td> <td>978-144415 2692</td> </tr> </tbody> </table> | Title                              | Author(s) | Publisher       | Year | ISBN | 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 | 978033 522207 0 | Introduction To Health Care Management (3 <sup>rd</sup> ed.) | Buchbinder SB, Shanks NH | Jones & Bartlett Learning | 2016 | 978-128408 1015 | Government Austerity and Socioeconomic Sustainability (eBook), | Rao PK. | Springer | 2015 |  | Title | Author(s) | Publisher | Year | ISBN | Mastering Public Health: A Postgraduate Guide to Examinations and | Lewis G, Sheringham J, Bernal JL, Crayford T | CRC Press | 2014 | 978-144415 2692 |
| Title   | Author(s)  | Publisher                          | Year      | ISBN            |      |      |   |                                      |                                    |      |                 |  |                          |                           |      |                 |  |         |          |      |  |       |           |           |      |      |   |  |           |      |                 |
| 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      | 978033 522207 0 |      |      |   |                                      |                                    |      |                 |  |                          |                           |      |                 |  |         |          |      |  |       |           |           |      |      |   |  |           |      |                 |
| Introduction To Health Care Management (3 <sup>rd</sup> ed.)  | Buchbinder SB, Shanks NH   | Jones & Bartlett Learning          | 2016      | 978-128408 1015 |      |      |   |                                      |                                    |      |                 |  |                          |                           |      |                 |  |         |          |      |  |       |           |           |      |      |   |  |           |      |                 |
| Government Austerity and Socioeconomic Sustainability (eBook),  | Rao PK.  | Springer                           | 2015      |                 |      |      |   |                                      |                                    |      |                 |  |                          |                           |      |                 |  |         |          |      |  |       |           |           |      |      |   |  |           |      |                 |
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|------------|--|--|--------------------------------|------|------------------------|
|            | Revalidation,<br>(2nd ed.)   |  |                                |      |                        |
|            | Essentials Of<br>Public Health<br>Management<br>(3 <sup>rd</sup> ed.)  | Fallon FL Jr.,<br>Zgodzinski E.  | Jones & Bartlett<br>Learning   | 2011 | 978-<br>144961<br>8964 |
|            | Managing<br>Health Services<br>Organizations<br>and Systems<br>(5 <sup>th</sup> ed.)   | Longest B Jr,<br>Darr K.   | Health<br>Professions<br>Press | 2008 | 978-<br>193252<br>9357 |
|            | Transforming<br>Health Care<br>Leadership: A<br>Systems Guide<br>to Improve<br>Patient Care,<br>Decrease<br>Costs, and<br>Improve<br>Population<br>Health  | Michael<br>Maccoby,<br>Clifford L.<br>Norman, C.<br>Jane Norman,<br>Richard<br>Margolies | Jossey-Bass                    | 2013 | 978-<br>111850<br>5632 |
|            | International<br>Public Health:<br>Diseases,<br>Programs,<br>Systems and<br>Policies   | Merson MH,<br>Black RE, Mills<br>A.  | Jones & Bartlett<br>Learning   | 2006 | 978-<br>076372<br>9677 |
| Assessment | <p>Online quiz (formative)</p> <p>Coursework (3 short essays (Public Health outputs), 1 mini project on health management and leadership) – 30%</p> <p>Mandatory interactive activities and webinar attendance/participation – 10%</p> <p>Final exam – 60%</p> |  |                                |      |                        |
| Language   | English  |  |                                |      |                        |