



INTRODUCTION

Course description: The subject, Healthcare Management, addresses an area of knowledge which must be understood by professional nurses: Management. Nursing professionals play an active role in the management, administration and running of health institutions and more specifically of the nursing product. Thus, nursing students need to understand and be able to carry out the basic management and administration functions of nursing services. The primary goal of this unit is to equip students with the basic knowledge, skills and attitudes needed to develop competency in these areas.

- **Degree:** Nursing
- **Module in the Degree Program:** Nursing Sciences, within the subject matter of Public Health and Community Nursing, and Health Management
- **Number of credits:** 3 ECT
- **Year:** Second year, First semester
- **Type of course:** Compulsory
- **Instructors:** Dra. María José Hernández, Hildegart González, Mónica Arias
- **Language:** English
- **Lecture schedule:** Tuesday, from 5:30-7:30 pm

COMPETENCIES

CB1 Based on a general secondary school education, students must demonstrate that they possess and understand knowledge in an area of study whose content often comes from advanced text books, but also includes cutting-edge knowledge in this field of study.

CB2 Students must know how to apply their knowledge to their work or vocation in a professional way and must have the competences that are usually demonstrated by means of preparing and defending arguments and solving problems within their area of study.

CB3 Students must have the ability to gather and interpret relevant data (usually within their area of study) to make judgments that include a reflection on relevant social, scientific and ethical topics.

CB4 Students must be able to transmit information, ideas, problems and solutions to specialized and general audiences.

CB5 Students must develop the learning skills required to undertake subsequent studies with a high level of independence.

CG01 In the context of nursing, students must be able to provide technical and professional healthcare that fits the health needs of the people they care for, in accordance with their stage in the process of acquisition of academic knowledge and the quality and safety levels established in applicable legal and ethical standards.

CG02 Planning and providing nursing care aimed at patients, families and groups and at achieving results in healthcare, and evaluating their impact using clinical-practice and patient-care guidelines, which describe the processes used to diagnose, treat and care for a health problem.



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- CG05 Designing care systems aimed at patients, families and groups, evaluating their impact and making the appropriate modifications.
- CG06 Basing nursing interventions on scientific evidence and the resources available.
- CG07 Students must approach people without prejudice and without considering their physical, psychological or social appearance. They must treat them as independent individuals, respect their opinions, beliefs and values, and guarantee their right to privacy, confidentiality and professional secrecy.
- CG08 Promoting and respecting the right of those under their care to participation, information, independence and informed consent when making decisions, in accordance with the way in which they experience their health-disease process.
- CG10 Protecting the health and welfare of the patients, families and groups treated and ensuring their safety.
- CG11 Establishing effective communication with patients, families, social groups and co-workers, and encouraging health education.
- CG13 Understanding the principles of healthcare and social services funding and making proper use of available resources.
- CG14 Establishing assessment mechanisms that take into account scientific, technical and quality aspects.
- CG15 Working with a team of professionals as a basic unit in the unidisciplinary, multidisciplinary or interdisciplinary structure of healthcare professionals and other personnel in patient-care organizations.
- CG16 Being familiar with healthcare information systems.
- CG17 Students must provide nursing care based on comprehensive healthcare, which involves multi-professional cooperation, process integration and the continuity of care.
- CE07 Using information and communication technologies and systems in healthcare.
- CE09 Identifying the psychosocial responses of people in different health situations (in particular, disease and suffering) and selecting suitable action to help them. Establishing an empathetic and respectful relationship with the patient and family in accordance with the person's situation, the health problem and its stage of development. Using strategies and skills that allow for effective communication with patients, family members and social groups, and that enable them to express their concerns and interests.
- CE13 Students must understand the evolution of the main concepts that make up the discipline of nursing from an ontological and epistemological perspective, as well as the most important theoretical models, while applying the scientific method in the care process and developing the corresponding care plans.
- CE14 Students must apply the nursing process to provide for and ensure the well-being, quality and safety of patients.
- CE15 Students must be familiar with and apply the principles behind comprehensive nursing care.



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PROGRAM

Unit I. AN INTRODUCTION TO THE DIRECTION AND MANAGEMENT OF THE HEALTH ORGANIZATIONS

Subject 1.1 Administrative process: planning, organization and human resources and evaluation.

Subject 1.2 Leadership

Subject 1.3 Motivation

Subject 1.4 Communication and teamwork

Subject 1.5 Decision making process

Subject 1.6 Conflict management and negotiation

Subject 1.7 Time and stress management

Subject 1.8 Nursing and politics: decision making levels

Unit II. HEALTH SYSTEMS AND ORGANIZATIONS

Subject 2.1 Health systems and Healthcare Models

Subject 2.2 The National Health System

Subject 2.3 The sociosanitary framework

Subject 2.4 Health organizations

Unit III: QUALITY MANAGEMENT IN HEALTH CARE ORGANIZATIONS

Subject 3.1 Introduction to the concept of quality: Conceptual frame

Subject 3.2 Asistencial quality evaluation

Subject 3.3 Health accreditation and quality models

Subject 3.4 Patients' satisfaction and perceived quality

EDUCATIONAL ACTIVITIES

Theoretical lectures

A theoretical background will be provided for students to be able to understand and to reflect on a number of management concepts that relate to the health and social care context. A number of essential concepts will be covered. Active participation will be incited, cherished and encouraged to enhance comprehension.

Seminar

Students should work in groups on the topic of Patient Safety, here they should analyze a real clinical case in relation to the Takashi Diagram. To finish a knowledge test will be performed.



Personal study

Students will be encouraged to independently study and further reflect on the theoretical concepts covered during the lessons. Students will be responsible for organising their workload in a timely manner.

Written Assignment

Students must attend the scheduled activity with the Panel of Experts. In this instance they should actively participate in the interview of the guests. Finally, in a group, they should provide a reflect report of what was discussed in the session.

Training face-to face activities in classroom

Theoretical classes: 29hrs (1,16 ECTS)

Seminar 1 hrs = (0,04)

Exam: 2 hrs (0,08 ECTS)

Training not face-to face activities

Team work: 35 hrs (1,4 ECTS)

Reading and personal study: 8hrs (0,32 ECTS)

ASSESSMENT

Group Assignment	50%
Reflective report	30%
Patient Safety Seminar	20%
Exam	50%
Total	100%

Evaluation in the ordinary call

Attendance at the Patient Safety Seminar and Expert Panel is required. The minimum approval mark is a 5 in the Work and Review section independently.

In the test exam, consisting of 30 questions, every 3 incorrect answers will penalize with the elimination of the score obtained in 1 correct. Blank questions will not penalize negative.

Evaluation in the extraordinary call



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In the event that the student must go to extraordinary call because he has failed any of them (Exam or Group Assignment) must recover and examine the part that has failed and the approved note will be kept in second call, Minimum approved mark 5.

OFFICE HOURS

Dra. María José Hernández (mhernandezl.1@unav.es)

- Despacho 092. Edificio Los Castaños. Planta -1
- Horario de tutoría: 09:00 - 18:00 hrs (concertar cita previa)

BIBLIOGRAPHY AND RESOURCES

BASIC

Kérouac, S., et al. (1996). Propuestas para la gestión de los cuidados. En S. Kérouact et al (Ed), *El pensamiento enfermero*. Barcelona: Masson. [Find this book in the library](#)

Marquis, B. L., & Huston, C. J. (2006). *Leadership Roles and Management Functions in Nursing*, 5ªed. Philadelphia: Lippincott Williams & Wilkins. [Find this book in the library](#)

Mason, D. J., Leavitt, J. K. & Chaffee, M., W. (2021). Policy & politics in nursing and health care (8th ed). St Louis, MO: Elsevier Saunders. [Find this book in the library](#)

Monje Balmaseda, Ó. (2012), *Responsabilidad médica civil y penal por presunta mala práctica profesional: (el contenido reparador del consentimiento informado)*. Madrid: Dykinson D.L. [Find this book in the library](#)

MoveOn. org. (2004). *MoveOn's 50 Ways to Love Your Country: How to Find Your Political Voice and Become a Catalyst for Change*. New World Library. [Find this book in the library](#)

WEBSITES OF INTEREST

Deontological Code of Spanish Nursing: <http://www.unav.es/cdb/esotcodigoenf.html>

Royal Decree 1231/2001, eight November, which approves the General Statutes of the Collegial Organization of Nursing in Spain, of the General and Management Council of the professional nursing activity: http://noticias.juridicas.com/base_datos/Admin/rd1231-2001.html

International council of nurses: <http://www.icn.ch/es/>