Universidad de Navarra

Healthcare Management

Guía docente 2026-27

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. Beatriz Esquisábel Soteras (responsable), Don Eduardo Ecay Osaba, Don Javier Zumaquero.
- **Language**: English
- **Lecture schedule**: Monday from 17:30-19:30H

LEARNING OUTCOMES (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.

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.

PROGRAM

Unit I. HEALTH SYSTEMS AND ORGANIZATIONS

Subject 1.1_Health systems and Healthcare Models

Subject 1.2_The National Health System

Subject 1.3_The sociosanitary attention

Subject 1.4_Introduction to Health Economics

Subject 1.5_Health organizations and levels of management

Unit II: QUALITY MANAGEMENT IN HEALTH CARE ORGANIZATIONS

Subject 2.1_Introduction to the concept of quality: Conceptual frame

Subject 2.2_Assistencial quality evaluation

Subject 2.3_Health accreditation and quality models

Subject 2.4_Administrative process: planning, organization and human resources and evaluation.

Subject 2.5_ Patients´satisfaction; Shared Decision Making

Subject 2.6_Patients' safety

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

Subject 3.1_Leadership

Subject 3.2_Motivation

Subject 3.3_Communication and teamwork

Subject 3.4_Decision making process

Subject 3.5_Time and stress management

Subject 3.6_Conflict management and negotiation

Subject 3.7_Politics competences

EDUCATIONAL ACTIVITIES

Theoretical lectures: 29H =1.6 ECTs

Students must attend classes, seminar Patients' safety **(attendance is mandatory)** , and experts panel **(attendance is mandatory)** prepared by the lecturers, where the content will be delivered in an expository manner.

Seminar Patient safety: 2H =0,08 ECTs

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

Exam: 2H=0,08ECTs

The final exam consists of multiple-choice questions, each with four answer options, of which only one is correct. A penalty will be given for every 3 incorrect answers and one correct one. A minimum grade of 5.0 is required to pass.

Group Work: 34H = 1.36 ECTS

Students will work in groups to identify a management problem in their clinical practice settings. They will then diagnose the issue and propose improvements by applying the knowledge acquired in the administrative process. Each group will prepare a written report and, based on this work, design an infographic summarising the key aspects of their analysis and proposed interventions. The same group will present the infographic during the Expert Panel session, where students will discuss and defend their proposals and respond to questions and feedback from the panel members.

Personal study: 8H = 0,32 ECTs

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.

ASSESSMENT

Group Assignment	**50%**
Group work	30%
Patient Safety Seminar	20%
Exam	**50%**
Total	**100%**

Students with special educational needs must contact the Office of Academic Affairs at the Faculty of Nursing in advance to obtain the necessary authorisation for any required accommodations. This authorisation must then be submitted by the student to the course lecturer. It is recommended that this process be completed at the beginning of the semester.

Evaluation in the ordinary call

To pass the course, it is mandatory to attend the Patient Safety Seminar and the Expert Panel.

Additionally, to pass the course, students must obtain a grade of 5.0 or higher in the Group work, Patient seminar and the Exam sections independently.

For the Group Project, optional mentoring sessions will be offered to the groups. In addition, students will be provided with an evaluation rubric for both the written report and the oral presentation. The group work accounts for 30% of the final grade. This 30% is broken down as follows:

- Podcast: 40%
- Expert panel: 40%
- Self-assessment: 10%
- Peer assessment: 10%

The final exam consists of multiple-choice questions with four answer options, only one of which is correct. One correct answer will be deducted for every three incorrect answers.

On the day of the exam, students may only enter the classroom with a pen and an identification document. The use of mobile phones, watches, earpieces, or any other electronic devices is strictly prohibited.

Evaluation in the extraordinary call

In the event that the student must go to extraordinary call because he has failed any of them (Exam, seminar 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 5.0.

Atención: Adevertnecia sobre fraude académico

Se recuerda que cualquier intento de fraude, copia, plagio u otro comportamiento irregular supone una infracción grave, tal y como está contemplado en el título IV "Normas de disciplina académica de los estudiantes" dentro del sistema de normas sobre la convivencia en la Universidad de Navarra.

OFFICE HOURS

Dra. Beatriz Esquisábel Soteras (besquisabel@unav.es)

Office 093, Los Castaños Building, Floor -1

Tutorial hours: 09:00 - 17:00 (by appointment)

D. Eduardo Ecay Osaba (eecay@unav.es)

Clínica Universidad de Navarra

BIBLIOGRAPHY AND RESOURCES

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The sociosanitary attention

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Leadership

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Interest links

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- Consejo internacional de enfermería: http://www.icn.ch/es/