

Subject: Health System Management

Part A: Health System Management

1. Objectives

At the end of the course, the learners will be able to:

- a. Explain management theories
- b. Describe concept of health system management
- c. Describe concept of human resource management
- d. Identify, generate and use health management information (Service information, logistic information, human resource information and financial information) in management planning and decision – making process.
- e. Explain and apply concept of quality assurance, set priority, carryout strategic planning, logical framework analysis and prepare management plan
- f. Explain the concept of quality assurance

2. Course contents

Unit 1: Overview of Management 6hrs

- a. Describe an organization, types and functions of organization. How the concept of an organization has changed?
- b. Define Management
- c. Distinguish between efficiency and effectiveness
- d. Functions of management
- e. Explain the value of studying management.

Unit 2: Management Theory 6hrs

- a. Scientific management theory
- b. Classical organization theory
- c. Transitional theories
- d. Behavioral school
- e. Quantitative school
- f. General System Theory
- g. Systems Approach

Unit 3: Introduction to Personal and Interpersonal Skills 10hrs

- a. Team work and team development
- b. Decision making and problem solving

- c. Leadership and negotiation skills
- d. Time management
- e. Stress management
- f. Development of managerial self-awareness
- g. Delegation of authority
- h. Power and influence
- i. Conflict management
- j. Managerial ethics and work culture
- k. E-management

Unit 4: Concept of health systems management 10hrs

- a. Introduction to health care system, philosophy, aims, components, building blocks, health care systems of world and Nepal.
- b. Health care systems and its relationship with nature of state (privatized, welfare model, socialized)
- c. Health and management planning process
- d. Participatory approach in health planning/decentralized planning
- e. Strategic planning approach and log frame analysis
- f. Health planning and priority setting
- g. Health planning and programs in health
- h. National development periodic plans

Unit 5: Structure and function of health system 10hrs

- a. Components, types, functions, culture and lifecycle of health system
- b. Structure and functions Central, Regional, District and Peripheral health services
- c. Assessing and managing organizational change
- d. Leadership in learning organization
- e. The concept of a learning organization and risk analysis

Unit 6: Human Resource Management 10hrs

- a. Concept, evolution, functions, current situation, HR distribution, theories, principles and models development for Health Work Force (HWF) to meet National Health Service delivery.
- b. Evidence based HRF planning, projection, production and utilization, and evaluation for effective HRF planning in various plans of Nepal.
- c. Issues challenges of human resource management in health system management in relation to motivation, retention of health professional in various setting of health systems delivery.
- d. Theories and approaches of in-service training program for quality of care Importance of supervision, capacity building, career development and

quality assurance.

- e. Critical review on present Human Resource Information System (HuRIS)
- f. Conduct need based human resource plan and implementation and evaluation strategies in specific context applying theories of human resource management during practicum project work.

Unit 7: Information Management system and their use 8hrs

- a. System of generation (recording and reporting) valid and reliable information in a timely manner and using them: for effective planning and decision-making process.
- b. Health sector information system (HSIS),
- c. Health Management Information System (HMIS);
- d. Training information management system (TIMS)
- e. Drug Management System (DMS),
- f. Early Warning And Reporting System (EWARS),
- g. Financial Management Information System (FMIS)

Unit 8: Logistic System Management 6hrs

- a. Introduction, importance, current system of logistic management of DoHS
- b. Organizational structure and functions of Logistic management
- c. Role of Central and Regional Medical Stores.
- d. Store Management
- e. Logistic Cycle (Forecasting, quantification, bidding, procurement, storage and distribution),
- f. Logistic Management Information System (LMIS)
- g. Pharmaceutics management (estimation and projection of drug supply, monitoring and control of drug use, ensuring rational use of drug).
- h. Quality assurance and inventory control system.

Unit 9: Quality Assurance in Health Care 6hrs

- a. Definition, concept and dimensions of quality assurance in health services, Core Values, Concepts and Models, mechanism of quality assurance of DoHS.
- b. Principles of Quality Management: Structure, Process and Outcome in health services
- c. Hindering factors to assure the quality in health services
- d. Standard guidelines for different types of health services/health institutions
- e. Tools and Techniques of quality management: charts, pareto-diagram, cause-effect diagram, statistical process control etc

- f. Quality management system in organization (total quality management – TQM): Force field and SWOT analysis for TQM and logical framework for introducing quality.
- g. Performance management in organization, performance efficiency indicators and improving of individual performance, job engineering, supervision and training.
- h. Role of MoHP/Professional Organizations/individual role in order to maintain quality in health services.

Part B: Applied Health System and Health Care Management

1. Objectives

Upon completion of the course, the students will be able to:

- 1. Set priority, carry out strategic planning, logical framework analysis and prepare management plan
- 2. Describe the key theories underpinning health management
- 3. Explain health system of Nepal and different health programs under GoN as well as other national / international organizations
- 4. Investigate the issue of hospital (medical care) planning and management
- 5. Analyse the preparedness for any kind of emergency and emergency management during disaster
- 6. Evaluate health care management of hospital

3. Course contents

Unit 1: Critical Appraisal on health care delivery systems of Nepal 15 hrs

- a. Concept of Health system
- b. Critical appraisal on structure and functions MoHP, DoHS, RHD, D/PHO and Peripheral health services
- c. Critical appraisal on current health programs of DoHS, Nepal
- d. Critical appraisal on health delivery system from Central, Regional, District and Peripheral levels.
- e. Preventive, curative promotive and rehabilitative - from center to peripheral level

Unit 2: Organizational diagnosis and managing Change in an organization 15 hrs

- a. Health sector reform (HSR) strategy:
- b. Health sector strategy: an Agenda for Reform
- c. Sector wide approach design and implementation
- d. Decentralization, local governance
- e. Stewardship in health sector and contracting out services

Unit 3: Management Ethics and Social Responsibilities 12hrs

- a. Introduction of management ethics and social responsibilities.
- b. Ethics, Values, Perspectives, ethics systems and role of managers
- c. Ethics in workplace, different view of ethical behaviour
- d. Factors affecting ethical behaviors of manager
- e. Ethics and transparency
- f. Ethical issues in global management
- g. Levels of social responsibilities, proactive and reactive social responsibilities

Unit 4: Disaster Management 10hrs

- a. Humanmade and natural disaster, its role, sensing system, investigations, relief operation emergency and long term measures.
- b. Basic elements of disaster planning
- c. TRIAGE, management and evaluation of relief operation.
- d. War and health
- e. Current practices to disaster planning and management at district and national level
- f. National policies, plans and programs related to disaster management in Nepal
- g. Role of governmental and nongovernmental, local, international and regional organization in disaster planning and management

Unit 5: Hospital Administrations and Hospital Planning 10 hrs

- a. Planning and designing a hospital from primary to tertiary level
- b. Guiding principles of hospital planning
- c. Management of Hospital Services including healthcare waste management
- d. Preparedness and disaster management of hospital

Unit 6: Evaluation of Hospital Services 10 hrs

- a. Evaluation of hospital services
- b. Steps in evaluation
- c. Factors influencing hospital services
- d. Frame work, guideline and procedures on evaluation of hospital services
- e. Tools of evaluation of hospital services
- f. Presentation on management of hospital departments or support services.

Part C: Public Health Administration and Management

1. Course Objectives

1. Introduction to the concepts of administration and management, general administration, development administration and health administration.
2. Explain the modern concept of administration and principles of management.
3. Explain the components of public health administration.
4. Explain the need for competent administration in health services.
5. Describe organizational development and techniques of improving administrative and management effectiveness.
6. Describe the modern concepts of planning. Production and utilization of Human Resource of Health.
7. Critically analyse the HRH concepts as applied in the context of Nepal.
8. Apply the concept of educational planning in the process of design, implementation and evaluation a training program.

2. Course Contents

Unit 1: Introduction to Public Health Administration (PHA) & Management 20 hrs

Concept, Principles and scope of public health administration and Management
Philosophy, methods and objective of the delivery of public health services
Functions of public health management \administration

Unit 2: Models of PHA and Management 80 hrs

POSDCROB model
Planning of Health Service
 Introduction to health services
 Strategy formulation
 Elements of planning
 Different method of planning
 Setting objectives: operations, research for planning
 Management approach in planning
Types of health planning
 Problem solving planning
 Programme planning
 Co-ordination of efforts and activities planning
 Planning for the allocation for resources
 Creation of a plan
 Design of standard operating Procedure
 Project Planning
Organization of Health Service

Introduction
Importance of organization structures [organs gram]
Organization theory: a] Classical b] modern

Staffing Aspects of the Organizing Functions

- Staffing pattern
- Role and responsibilities
- Recruitment and placement
- Career planning opportunities training promotion
- Performances appraisal
- Staff grievances and negotiations
- Human resources development

Directing

- Introduction
- Human factor
- Keys to successful directing
- Delegation as a means of directing
- Motivational aspects
- Leadership
- Communication
- Monitoring, supervision and evaluation

Controlling function in health services administration

Co-ordination of Health Services

- Introduction
- Types of co-ordination
- Conceptual co-ordination
- Functional co-ordination
- Organizational co-ordination

Budget

- Introduction, Process of budgeting
- Fiscal planning [budgeting, accounting and auditing]

Reporting

- Importance
- Techniques of report writing format and content

Unit 3: Management Promotion Strategies	10 hrs
Organizational communication	
Organizational development	
Organizational behavior management	
Management evaluation	

Unit 4: Project Formulation and Management	10 hrs
Project identification	
Project proposal writing	
Identifications of funding sources	
Project management	
Project monitoring	
Program evaluation review technique\ critical path method	
Unit 5: Human resource management	40hrs
Introduction to Human Resources Development	
Concept and definition of HR and HRD.	
Function of HR and HRD	
HRD in the context of organizational development	
Interrelationship among the planning, production and utilization (management) cycle in HRD.	
Pre-requisites for HRD.	
On the basis of statistical need	
Leadership readiness.	
Enabling legislation	
Administrative capacity	
Political dimension	
Human Resource for Health (HRH) planning	
Conceptualizing planning in the context of health	
Analysis of health care needs in the country	
Demographic tends	
Epidemiological trends	
Socio-economic trends	
Development of scientific and technical capability.	
Methods of estimating of HRH.	
Market oriented method.	
Service Target / Panel expert.	
Economic demand method	
Statistical method.	
Need based Requirement and manpower projection	
Overview, objective, strategies, targets, challenges and critical appraisal on National strategic plan for HRH	
Role of various institution in support to HRH planning	
National Planning Commission	
MOHP / Ministry of Education	
Universities/Health Science Institutions	
Critical analysis of the existing HRH planning process in the context of national health	

services system of Nepal. HRH planning models from other countries.

HRH Production

Concept and definition of HRH production

Demand and supply of Human Resources

Role of public and private sectors

Analysis of manpower situation (public and private sectors)

Mismatch among various categories and levels of HRH.

Gap between demand and supply analysis.

Critical analysis of mal and mis-distribution of HRH in the context of Nepal.

Preventive, curative, promotive/rehabilitative human resources for health.

Interrelationship between health services system and education system

Co-ordination between Ministry of health and Ministry of Education in producing

High level HRH, Mid level HRH, Grass root level HRH.

Critical analysis public private mix in the production of HRH for Nepal.

Role of NHPC, NMC, NNC, NPC, NAMC

Overview on objective, function and role in quality assurance in HRH production

HRH Utilization

Concept on HRH management and utilization

Recruitment Procedure

Selection and deployment

Employment motivation

Promotion and gratitude

Reward/ Punishment

Job Security

Staff career development

Role of health care service system in HRH utilization

National health services system -primary, secondary, tertiary levels.

Role of private sectors

Concept, objective, role, function, importance and critical appraisal application

HURDIS - (Human Resource Development Information System)

PIS- (Personal Information System)

Unit 6: Curriculum development in public health training 15 hrs

Introduction and Purpose to Curriculum Development

Concept of Curriculum

Process of Curriculum Planning

Principles of Curriculum Development

Types of Curriculum Development

Unit 7: Health manpower training 15 hrs

Concept of health manpower training and education

Types of training

Planning for health manpower training

Training need identification, Task analysis, Purpose of training, Training Plan

Selecting an instructional method according to need of the trainees
Implementation of training programme
Evaluation of training programme
Concept, need and organization of training of trainers (TOT)
National Policies, plans and programs related to training

Unit 8: Management information system **20 hrs**

Introduction to Management Information System
Definition and evolution, components of an information system
Information system resources, objectives and limitations
Concept of health information system, clinical information system
Information System Frameworks
Different perspectives on information system
System analysis: concept, system approach, system selection procedure
Types of information system, need for system analysis, role of system analyst
Health Systems Information System (HSIS)
Purposes and features of HSIS
HSIS tools and information dissemination
HSIS as monitoring and evaluation tool
Concept of health management information system, logistic management information system, financial management information system and human resource information centre
Ethical and Social Issues in Information System
A mode of thinking about ethical, social and political issues
Ethics in an information society: responsibilities, accountability, liabilities
Information rights: privacy and freedom in an information society
Property rights: intellectual property
E-commerce & E-bidding
Introduction to e-commerce
Electronic payment procedures
E-commerce trends, and
E-bidding procedure in health services management

Unit 9: Disaster management **30 hrs**

Disaster – Concept, history, types, causes and consequences
Disaster Planning and Preparedness
Medical management of mass causalities
Patterns of injuries and trauma
Post-disaster assessment and recovery
Pitfalls and barriers in disaster planning and response
Understanding the needs of special populations (i.e. children, elderly, disabled)
Disaster management cycle
National policies, plans and programs related to disaster management in Nepal

Part D: Research Methods

1. Objectives

At the end of the course, the students will be able to:

- a. Explain the concepts, process and steps involved in conducting health research
- b. Select suitable approaches to quantitative and qualitative data analysis
- c. Design quantitative and qualitative research
- d. Apply mixed methods in different research activities
- e. Demonstrate a critical understanding of various research methods.
- f. Reflect critically on evidence-based practice in public health issues
- g. Demonstrate knowledge and understanding of the assumptions of the research approaches that are commonly used in public health and other relevant areas.
- h. Demonstrate skills in processing, interpretation and use of data
- i. Develop a research proposal on a selected health problem

2. Course contents

Unit 1: Theoretical orientation on research methodology 20hrs

- a. Research paradigm and knowledge generation
- b. Research problems
- c. Research objectives
- d. Research framework
- e. Research design
- f. Rationale of research
- g. Literature review
- h. Ethics and research

Unit2: Process of research 10 hrs

- a. Identifying research problems
- b. Setting research objectives
- c. Deciding research design
- d. Literature search and review
- e. Data collection – Techniques, tools and process
- f. Data analysis – management and analysis process
- g. Validity and reliability

Unit 3: Qualitative research Method 15hrs

- a. Qualitative research designs
- b. Selection of participants

- c. Instruments of qualitative study
- d. Qualitative data collection methods
- e. Qualitative data analysis
- f. Trustworthiness of Qualitative data

Unit 4: Mixed method in health research 5hrs

- a. Introduction to Mixed Methods (MM) study
- b. Theory of mixed methods
- c. Variations on the MM Designs
- d. Characteristics of MM Studies

Unit 5: Development of research proposal 10hrs

- a. Proposal of a research project - concept of proposal, components of a research proposal, research development process, obtaining ethical approval.

Unit 6: Writing Research Report

- a. Concept of research report
- b. Components of research report
- c. Organizing results
- d. Discussions of the results
- e. Limitations of research
- f. Conclusion and recommendation

Unit 7: Research report dissemination

- a. Oral presentation
- b. Poster presentation
- c. Publication

Part E: Pedagogical methods

1. Objectives

At the end of the course, the learners will be able to:

1. Discuss the objectives and philosophies of pedagogy
2. Explain the required qualities for teaching in higher education
3. Discuss various pedagogical approaches used in education
4. Describe the relationship between curriculum and pedagogy
5. Describe the methods of student evaluation and assessment

2. Contents

- a. Objectives and philosophies of pedagogy
- b. Required qualities for teaching in higher education: individual, social and occupational/professional
- c. Pedagogical approaches (teaching methods and media) in education
- d. Curriculum and Pedagogy
- e. Balanced model of curriculum
- f. Methods of student evaluation and assessment: formative, summative and diagnostic