



An-Najah National University

**Application for Accrediting a
Master in Public Health Management**

**Submitted to
Accreditation and Quality Assurance Commission
(AQAC)**

December 2016

General Information

Program Name: Master in Public Health Management

Program Level: Masters

- Specialized Professional Diploma
- Diploma Average
- Minor specialization as part of Master program
- Bachelor's
- Diploma of Education
- Higher Diploma
- Master's
- Doctorate

If the level of the proposed program is Bachelor's program or higher, does the institute offer a lower level program? No

Institution Name: An-Najah National University

Institution Place: Nablus

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Application Submission Date: Dec /2016

6-6 List of courses' names and numbers

The course structure for the PHM master program would follow the guidelines and requirements set by the University for Master Degree with both thesis and non-thesis tracks according to the following study plans:

a. Thesis Track:

A. General Rules and Conditions:

1. This plan conforms to the valid regulations of programs of graduate studies at An-Najah National University.

2. Areas of specialty for admission to the M.Sc. Program:

Holders of the bachelor's degree in:

- Medicine
- Pharmacy
- Economics
- Management
- Public health
- Medical laboratories
- Optometry
- Radiology
- Human resources

B. **Special Conditions:** consent to the committee of the master program and regulations of the faculty of graduate studies, each student's application will be evaluated separately and based on his/her bachelor course, s/he might be asked to enroll and pass in some prerequisite courses offered in the undergraduate level.

C. This Study Plan consists of 36 credit hours as follows:

1. Core Courses (18 credit hours)

Course No.	Course Title	Credit Hours	Pre-req.
	Essential Issues in Public Health Policy	3	
	Strategic Management and Commissioning	3	
	Health Services Management	3	
	Health, Culture and Society	3	
	Contextual factors and Health information systems	3	
	Operational research and health services	3	
	Seminar	0	

2. Elective Courses (Students choose 12 credit hrs.)

Course No.	Course Title	Credit Hours	Pre-req.
	Public Health and epidemiology	2	
	Biostatistics for public health	2	
	Epidemiological research methods	2	
	Fieldwork training	3	
	Communication skills in public health	2	
	Environmental and occupational health	3	
	Health finance and economics	3	
	Organizational behavior	2	
	Human resources management	2	
	Ethics in public health management	2	
	Hospital management	2	
	Health system in Palestine	2	
	Qualitative research methods	2	
	Primary healthcare management	2	
	Population demography and dynamics	3	

	Health management in conflict areas	1	
	Patient centered care	1	
	Equity and sustainability in health care	1	
	Global health	1	
	Performance management	1	

3. Thesis (6 Credit hours): A graduate student must submit a thesis and pass an oral defense related to his/her thesis.

b. Comprehensive Examination Track:

A. General Rules and Conditions:

This plan conforms to the valid regulations of programs of graduate studies at An-Najah National University.

B. Special Conditions: consent to the committee of the master program and regulations of the faculty of graduate studies, each student's application will be evaluated separately and based on his/her bachelor course, s/he might be asked to enroll and pass in some prerequisite courses offered in the undergraduate level.

C. This Study Plan consists of 36 credit hours as follows:

1. Core Courses (18 credit hours)

Course No.	Course Title	Credit Hours	Pre-req.
	Essential Issues in Public Health Policy	3	
	Strategic Management and Commissioning	3	
	Health Services Management	3	

	Health, Culture and Society	3	
	Contextual factors and Health information systems	3	
	Operational research and health services	3	

2. Elective Courses (Students choose 18 credit hrs.)

Course No.	Course Title	Credit Hours	Pre-req.
	Public Health and epidemiology	2	
	Biostatistics for public health	2	
	Epidemiological research methods	2	
	Fieldwork training	3	
	Communication skills in public health	2	
	Environmental and occupational health	3	
	Health finance and economics	3	
	Organizational behavior	2	
	Human resources management	2	
	Ethics in public health management	2	
	Hospital management	2	
	Health system in Palestine	2	
	Qualitative research methods	2	
	Primary healthcare management	2	
	Population demography and dynamics	3	
	Health management in conflict areas	1	
	Patient centered care	1	
	Equity and sustainability in health care	1	
	Global health	1	

	Performance management	1	
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3. Comprehensive Examination: A graduate student must pass a qualifying examination.

6-7 Course Description

Courses Description

1- Core Courses:

Essential Issues in Public Health 3 credit hours Policy

This course is about understanding essential public health issues and related policies in national and international contexts. It is also about understanding public health systems and policy interactions. The course will aim to promote critical understanding, debate and evaluation of current public health issues and policies. The course will aim to explore inter-linkages between public health, social determinants, social inequality, health gaps and health policy formulation. It will also aim to equip students with skills on building evidence-based policy for managing key public health issues.

ILOs

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

- Critically analyze the theoretical concepts and ideologies which inform public health policy and practice .
- Critique current public health issues in the light of historical perspectives and discourses .
- Synthesize evidence from public health policy interventions and suggest alternative policy approaches especially in relation to tackling inequalities in health.
- Deconstruct the social, political, economic and environmental contexts of Public Health particularly in relation to social inequalities .

- Analyze the contemporary developments in public health policy and the implications for inter-agency collaborative partnerships across all sectors at national, local and international levels.

Strategic Management and 3 credit hours Commissioning

This course aims to teach students how to: do strategic analysis of health organization: strengths-weaknesses, opportunity-threats (SWOT model), develop health organization strategic plan, implementing Health organization strategy, and applying good practices of commissioning in healthcare organizations.

ILOs

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

- Understand and apply theories and models of strategic management.
- Learn how to allocate effectively Health organization resources: material, financial and human resources.
- Contribute effectively to strategy formulation, implementation and evaluation in health organization: Strategic planning, Operational planning, and control planning.
- Develop and evaluate models of good practices in commissioning in Health Care.
- Improve their understanding and practice with regard to leading or contributing to strategy and commissioning.
- Lead effectively in collaborative commissioning contexts.

Health Services Management 3 credit hours

Health management services course aims to provide students with the essential managerial skills and capabilities to lead a public health organization in a changing environment considering the cost effectiveness. This course also aims at providing students with the theoretical framework and background to analyze the environment in which health care organization operate and to determine how organizations in the health care sector

develop and implement strategies to achieve short term and long term goals. Strategic management theory will be used to integrate knowledge across functional areas of management. This course will introduce the student to the basis of health management. The concepts of efficient and cost effective health management and its impact on daily work and during crisis are to be emphasized. Components and characteristics of local health management together with the importance of its impact on the local community will be highlighted .The course is designed to focus on managerial positions within the health services organizations. The course combines insights to both public and private health care services with contemporary management theory.

ILOs

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

- Identify basic management concepts for structuring the autonomous management of public health services governmental or private.
- Apply different representations of the public health
- Mobilize structural innovations
- Implement the dynamics involved in the public health
- Elaborate a strategic planning process
- Appreciate its potential benefits
- Promote an approach focused on the implementation

Health, Culture and Society

3 credit hours

This course will: focus on the influence of society, culture and sociopolitical environment on health, analyze the structure of the national health care system and the social, political and the global influence that shape it ,The course will introduce students to different models and theories of health, illness and culture in the society, with understanding illness experience, perceived causes, pattern of distress of health in a sociocultural framework , Cultural-related health issues and priorities prevalent in the society will be discussed in this course, both positive and negative health outcomes, (e.g.:

CVD, obesity, personal hygiene) ,This course should highlight the importance of cultural components in public health interventions including awareness and health promotion
This course will introduce students for the concepts of Medical ethics in Public Health and discuss the importance of sociocultural factors associated with Ethics, This course aims to introduce the concept of cultural competent care and tools to apply it in the society.

ILOs

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

- Describe the sociocultural characteristic of the society.
- Identify the most common health related issues arising from cultural and sociopolitical influences.
- Discuss the impact of society, culture and sociopolitical environment on health.
- Recognize the different models of illness, health and culture.
- Apply ethical principles and cultural values in public health management.
- Apply several strategies and tools for health promotion and awareness that are sensitive to the cultural settings.
- Appreciate strategies to deliver a culturally competent care.

Contextual factors and Health 3 credit hours information systems

This course provides students with an understanding of the importance of health information and health informatics. It introduces the basic concepts of health information system and information technology related to health care. It provides students with an understanding of health information system use in health care and the performance of the health system. It describes the tools and processes for collecting, storing, and retrieving health care data. In addition, web-based applications of information system in health care and electronic health records are emphasized. Furthermore, the course helps students to apply new technologies to public health practice, education, research and learning. Additionally, it focuses on identifying valid sources of health information to be used in health care.

ILOs

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

- Describe the basic concepts, fundamental components and processes of health information systems.
- Apply technology in data collection, storage, analysis, and reporting of information in health care.
- Utilize intranet and Internet applications to facilitate the electronic health record (EHR), personal health record (PHR), public health, and other administrative applications.
- Apply confidentiality and security measures to protect electronic health information.
- Participate in the planning, design, selection, implementation, integration, testing, evaluation, and support for organization-wide information systems.
- Use electronic health record technology to collect, store and analyze medical data to be used in health care practice and research.

Operational research and health services 3 credit hours

This course focuses on operational research and its strategies, interventions, tools or knowledge that can enhance the quality, coverage, effectiveness or performance of the health system or program in which the research is being conducted.

In-depth discussion of timely topics reflecting scope of public health management as a discipline and its interrelation with many other academic and professional disciplines.

2- Elective Courses:

Public Health and epidemiology

This course provides an introduction to the basic methods and principles of epidemiology. It gives the student an understanding of disease present in the community in the past and present, it will allow the student to conceptualize, analyze, and evaluate an epidemiological study relevant to the community. Topics include: measures of disease frequency and associations, study designs used in epidemiological research, concepts of confounding and bias, screening and diagnostic tests, causation concepts and basics of scientific research in infectious and chronic diseases.

Biostatistics for public health

This course is designed to provide students with an introduction to methods and concepts of statistical analysis. It focuses also on Sampling situations, with special attention to those occurring in biological sciences. Topics include distributions, tests of hypotheses, estimation, types of error, significance and confidence levels, sample size. Statistical software mainly SPSS will be used to supplement hand calculations. This course focuses also on Test hypotheses for one group or more, equip students with statistical analysis programs and tests such as SPSS, ANOVA, T-Tests, applied regression analysis, nonparametric statistical measures. Students have to be acquainted with Application of Statistical analysis programs using real projects to perform during the course. Topics presented include measures of disease effect: cross sectional analysis, cohort analysis; case-control studies, diagnostic testing and evaluation, bias, interaction and adjustment. Therefore, course application will include major types of applied epidemiological studies.

Epidemiological research methods

This course concentrates on practical issues in the conduction of epidemiological, and health services research studies with an emphasis on survey research methods. Both quantitative and qualitative methods of research will be covered. Topics will cover the whole research process including research ethics, formulating studies, aims, objectives, hypothesis formulation and testing, quantitative and qualitative sampling strategies, quantitative and qualitative research designs, validity and reliability, measurement types, data collection methods and criteria, the analysis and interpretation phase of the research process and dissemination, proposal development phases.

Fieldwork training

In this course, students will carry out a written project of public health importance and present it to the students and department members. Students will have to spend a full-time working day

per week during the academic semester (14 working days) at the institution chosen to do their project. The student is expected to find and/or directed to find a position in a health care or public health institution such as a hospital, a PHC, a government or non-governmental agency, or any other health care institution. This field project course requires students to apply and test the theories, skills and knowledge acquired in the academic setting. Practical application of skills and knowledge is an essential part of professional degree programs, offering learning opportunities not available in classrooms. The field project is coordinated with the target institutions and mentors within the institutions will guide the students. However, the students will be supervised and monitored by the course instructor at the department of Public Health.

Communication skills in public health

This is course designed to provide students with a critical understanding of the effects of the media—mass, social, and participatory—in promoting and impeding the achievement of public health goals. Students will develop the skills necessary to use media strategically to advance public health policies and social change. The course covers the design, implementation and evaluation of media campaigns to promote public health goals, examines theories and research on media influences with respect to its potential harmful effects on wellbeing, and students design a digital media-based health communication campaign.

Environmental and occupational health

This course affords Students the opportunity to study the general principles and strategies concerning dealing with environment and methods to control pollution. Study diseases resulted from environment and ways to prevent and control those diseases. It is also intended to introduce students to the basic core concepts of occupational health. Work-related health disorders and diseases that arise due to the interaction of employees and self-employed persons with their working environment will be presented. Modern approaches in occupational health aiming to improve workers' health and well-being, as well as productivity will be discussed. Students will be introduced to major occupational health related diseases including those of the musculoskeletal system, the lungs, and the skin, as well as accidents. Overall, this course is intended to allow students to understand the interaction of the workplace and environment on the health and well-being of the workforce.

Health finance and economics	The course provides an introduction to the basic concepts, modeling and problems in the organization, financing and provision of health care. The course will provide the basic theoretical foundations of health production and the demand for health, the organization of health care, health care markets and health care financing. These include a discussion on market failures, information and health insurance. Then it touches upon the industrial organization of pharmaceuticals, economic evaluation and concludes with a final lecture series on health systems and aging.
Organizational behavior	This course presents existing research, theories and models explaining how individual and group behavior and processes shape the internal dynamics of organizations. Provides the foundation to understand contemporary debates concerning alternative organizational designs and management practices.
Human resources management	This course deals with concepts related to human resources for health with emphasis on issues related to planning for developing and retaining personnel. Issues include planning for human resources at national and local levels, staffing, managing personnel services, and competency specifications for personnel, recruitment and selection, assigning and balancing staff, personnel evaluation and development of human resources. Jobs satisfaction, motivation and effective communication skills in health care organizations are also tackled.
Ethics in public health management	The course focuses on ethical theory and ethical issues in health care, policy and management as well as the regulatory framework concerning health and health care in the country. Topics will include patient informed consent, privacy, medical malpractice, resources allocation (equity) and control of health hazards. The course will also examine legal environment concerning the establishment and control over health care facilities, licensure of health professionals, drug production and administration.

Hospital management

The course aims at examining the organization, the operations and administration structure of hospitals. Different organizational models, roles and responsibilities of the hospital governance, committees and medical staff are examined. Moreover, operations management and evaluation of the performance hospitals and their units, process and capacity analyses are examined. Risk management, malpractice as well as strategic development of hospitals are discussed. Different Palestinian hospitals (public, private, NGO) will be studied and ways of development with regard to the topics will be discussed at class.

Health system in Palestine

This course aims at introducing students to major contemporary health policy issues facing the Palestinian health care system. The course will focus on issues concerning provision of health care. Financing, insurance, user charges and role of private and public sector will be tackled. Some sessions can also be devoted to issues such as medical malpractice, policy issues related to pharmaceuticals sector, health personnel payments and human resources production, health technology, and quality health care.

Qualitative research methods

It aims to discuss the theoretical information that are related to the designing of qualitative research methods, including: major concepts and methods, sampling techniques, data collection techniques and data analysis.

Primary healthcare management

This multidisciplinary course prepares students for leadership roles in primary health care (PHC) irrespective of their discipline background and career aspirations. The course develops students' specialist knowledge and skills so that they can contribute to excellence in PHC, whether as managers, planners, clinicians or researchers.

Population demography and dynamics

This course discusses theories of demographic transition theory and their application population changes in developing and developed countries. The course will also explain the different theories, (social, economic theories) including indicators and measures used in studying population and demographic change used for population projection and estimation. The course will discuss the effect of population growth and demographic changes including migration on the social, economic, environmental and health conditions of people utilizing different development theories and arguments.

Health management in conflict areas

This course is designed to offer a basic introduction to the concepts, instruments, functions and theories of modern conflict management techniques. The purpose of this introduction is to provide some of the information needed to better understand the basic personal, organizational, legal and practical problems facing the world of economic interaction today. The course will focus on the discussion of interpersonal conflict and its causes. Second, various forms of conflicts and the legal system's impact on them will be examined. Third, we will examine the process of negotiation and the skill set required to successfully engage in problem solving. Finally, today's legal system and its provisions for court annexed dispute resolution will be examined in terms of the opportunities to overcome systemic obstacles to resolution.

Patient centered care

This course introduces students to many of the fundamental concepts of caregiving. A large part of the course focuses on wellness and health promotion, with students learning to motivate and educate patients to achieve or maintain optimum health. Screening and early intervention are stressed. Patient characteristics and attributes and the impact of health determinants are considered. As students' progress, they are introduced to other principles of caregiving in such areas as stress and coping, mobility and elimination. Throughout the course, students are asked to integrate principles of therapeutic communication, inter-professional collaboration, and safety.

Equity and sustainability in health care

This course focuses on the principles of Equity which is the absence of avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically. Health inequities therefore involve more than inequality with respect to health determinants, access to the resources needed to improve and maintain health or health outcomes. They also entail a failure to avoid or overcome inequalities that infringe on fairness and human rights norms. Reducing health inequities is important because health is a fundamental human right and its progressive realization will eliminate inequalities that result from differences in health status (such as disease or disability) in the opportunity to enjoy life and pursue one's life plans. A characteristic common to groups that experience health inequities—such as poor or marginalized persons, racial and ethnic minorities, and women—is lack of political, social or economic power. Thus, this course will explore and emphasize on the principles that to be effective and sustainable, interventions that aim to redress inequities must typically go beyond remedying a particular health inequality and also help empower the group in question through systemic changes, such as law reform or changes in economic or social relationships.

Global health

The course will provide a wide overview of global public health issues. It is couched in the context of the Sustainable Development Goals and other international health policies. It provides an insight into ethical and economic issues within which health care is delivered in resource poor settings.

Performance management

This course examines the importance of an effective performance management system in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.

Courses vs. Outcomes

Table 2 illustrates the relationship between courses and outcomes. Table 2 shows that all proposed courses contribute to the programs' outcomes and hence to program objectives.

Table 2: A Matrix Relating Program Learning Outcomes to Program Objectives

Outcomes	1	2	3	4	5
Courses	Strategic Management and Commissioning	Health Services Management	Contextual factors and Health information systems	Health, Culture and Society	Essential Issues in Public Health Policy

6-8 Credit hours for each course and credit hours to finish the program

The information required in this section were mentioned in section 6-6

6-9 Program tracks

The course structure for the **PHM** program would follow the guidelines and requirements set by the University for Masters' Degree with both thesis and non-thesis tracks according to the study plans provided in sec 6-6

The master degree in Public Health Management requires the completion of 36 credit hours, which include 18 credit hours of required Core courses, 12 credit hours of elective courses and 6 credit hours for the master thesis for thesis track students. For comprehensive examinations track, the program requires the completion of 36 credit hours which include 18 credit hours of required obligatory course and 18 credit hours from the elective courses. The master program in Public Health Management also requires meeting all the requirements of the Deanship of Graduate Studies at An-Najah National University.

6-10 selected faculty members:

	Name	Academic rank	Specialty	Full time or part time	Time dedicated to the program
1.	Prof. Imad Dweikat	Associate Professor	Pediatrics and metabolic disorders	Full time	2 hr/week
2.	Dr. Ameerah Ali Ahmed Shahin	Assistant Professor	Epidemiology and Public Health	Full time	8 hr/week
3.	Dr. Abdulsalam Alkhayyat	Assistant Professor	Epidemiology and Non communicable diseases	Full time	16 hr/week
4.	Dr. Wafa Menawi	Assistant Professor	Health Management	Full time	8 hr/week
5.	Dr. Hamzeh Alzabadi	Assistant Professor	Environmental Health and Public Health	Full time	8 hr/week
6.	Dr. Maryam Ismail Tel	Assistant Professor	Community Public Health	Full time	8 hr/week
7.	Dr. Mujahed Shraim	Assistant Professor	Epidemiology	Full time	8 hr/week
8.	Dr. Adnan L. Sarhan	Assistant Professor	Mental Health	Full time	4hr/week
9.	Dr. Mohammad (Mohammad Zeyad) Marie	Assistant Professor	Mental Health	Full time	4hr/week
10.	Dr. Sabrina Russo	Assistant Professor	Clinical Psychology	Full time	4hr/week
11.	Prof. Waleed Sweileh	Full Professor	Clinical Pharmacology	Full time	2 hr/week
12.	Dr. Saed Zyoud	Associate Professor	Clinical Toxicology	Full time	2 hr/week

	Name	Academic rank	Specialty	Full time or part time	Time dedicated to the program
13.	Dr. Rowa Al-Ramahi	Associate Professor	Clinical Pharmacy	Full time	2 hr/week
14.	Prof. Abdel Naser Zaid	Full Professor	Pharmaceutical Chemistry & Technology	Full time	2 hr/week

ANNU - Core Courses Candidates		
Course Name	Credit-Hours	Teachers
Essential Issues in Public Health Policy	3	Dr.Ameera Ali Ahmed Shahin, Prof. Imad Dweikat
Strategic Management and Commissioning	3	Dr. Abdulsalam Sameer Alkhayat
Health Services Management	3	Dr.Hamzeh Alzabadi/ Dr. Wafa Menawi
Health, Culture and Society	3	Dr.Maryam Ismail Tel
Contextual factors and Health information systems	3	Dr.Mujahed Shraim

The executive plan for the program will be distributed as follows:

First Year - First Semester			
Course No.	Course Name	Credit-Hours	Core/Elective
1	Essential Issues in Public Health Policy	3	Core
2	Public Health and epidemiology	2	Elective
3	Biostatistics for public health	2	Elective
4	Communication skills in public health	2	Elective

First Year - Second Semester			
Course No.	Course Name	Credit-Hours	Core/Elective
1	Strategic Management and Commissioning	3	Core
2	Health Services Management	3	Core
3	Environmental and occupational health	3	Elective
4	Organizational behavior	2	Elective

Second Year - First Semester			
Course No.	Course Name	Credit-Hours	Core/Elective
1	Health, Culture and Society	3	Core
2	Contextual factors and Health information systems	3	Core
3	Health finance and economics	3	Elective

Second Year - Second Semester			
Course No.	Course Name	Credit-Hours	Core/Elective
1	Human resources management	2	Elective
2	Primary healthcare management	2	Elective
3	Population demography and dynamics	2	Elective
4	Health management in conflict areas	2	Elective
5	Patient centered care	2	Elective
