



The MEDiterranean Public HEALTH Alliance – MED-HEALTH”



الكلية الجامعية للعلوم التطبيقية
University College of Applied Sciences

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Master Program in Public Health Management **Suggestive Draft Curriculum**

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Overview

The Master of Public Health Management program prepares a diverse group of young professionals to become future managers and leaders within the public healthcare organizations who are committed to improving the delivery of public health services in Palestine and internationally. Students obtain this degree through a two-year didactic curriculum followed by a thesis tackling an important issue of public health in Palestine. The program provides students with a wide range of enriching professional development experiences through the multidisciplinary content to be able to work effectively and to be a key member within the public health care team.

Program Description

The Public Health Management program provides students with the essential knowledge and skills that required to undertake the main managerial roles in public health services in Palestine and internationally. The major strength of this program is its combination of public health, management, health services research and health economics. The program focuses in promoting both current and future leaders who are knowledgeable and skillful in strategic planning, quality and safety improvement and monitoring, and policy making within a wide variety of contexts. These include the primary and community healthcare services, aged care services, Ministry of Health, and Governmental and Non-Governmental organisations. The graduates of the program will be able to work within a team as the program provides them with the interdisciplinary skills and the content provided has a multidisciplinary context including the psychosocial as well as the managerial aspects of public health services.

Program Objectives

The main objective of the Master of Public Health Management program is to develop managers who can provide effective and highly efficient leadership on public health services in Palestine. The program ensures that students have a strong grounding in the principles underpinning health systems and services, strategic planning, change management, financial management and health economics, evidence informed decision and policy-making, clinical governance and risk management, and innovation and improvement strategies.

VISION

"The program graduates a highly competent leaders able to improve the public health services in Palestine and internationally".

Mission

"Our mission is to provide high quality education in the field of public health and public health management and consequently share in improving the public health services nationally and internationally".

Program Values

- Excellence— setting the highest standards and learning requirements for students and faculty and encouraging their achievement and accountability.
- Innovation— program encourages flexibility, initiative and creative thinking in both classroom and other program activities.
- Professionalism— Promoting professional identity, maintaining ethical behavior, and professional development are crucial to the success of students and the program as a whole.
- Collaboration—Cooperation, respect and being part of a team are central to classroom and program activities.
- Diversity—Valuing different backgrounds, perspectives, and approaches combine to create optimal learning experiences for students and faculty.
- Lifelong Learning—A commitment to lifelong learning is essential in order to continuously develop the knowledge and skills required by the dynamic and changing public health care sector.

TARGET GROUPS

Professionals from the different health care sectors including physicians, nurses, pharmacists, administrative staff and other health care providers including those working in health care education institutions can enroll in this program. Other professionals from the ministry of education (school health) and those working in the health department of

local councils and municipalities and the non-governmental and private organizations could be accepted.

Admission Requirements

1. Having a Baccalaureate degree with an average of not less than 70% in any of health care related fields.
2. Passing an admission exam.
3. At least 2 years of working experience in health care related sector.
4. English language proficiency test or TOEFL 550 or IELTS 6.
5. Passing a personal interview.

Future Careers Prospects

The graduates of the program will have the chance to be a highly competent professional in any of the public health managements fields such as a project manager, a program consultant, a policy maker, a researcher and/or an educator in different organizations intended to provide public health services. These organizations include:

1. Universities and schools.
2. Health research centers.
3. Hospitals and primary health care clinics.
4. National and international health agencies.
5. The ministry of health, education, and economy.
6. Municipalities and local governing councils.

Teaching Methods

A variety of teaching methods or approaches will be used including a traditional lectures. An interactive, case-based learning combined with a peer group collaboration as well as problem solving and critical thinking exercises will be used in some courses. These methods provide an actual public health management situations. students will be given the opportunity to practice what they learned to apply the skills and concepts learned in this program. Home and small group assignments will be used to enhance the values prospected from this program.

General Program Guidelines

In order to complete the program, all students must fulfill the following requirements regardless of their track:

1. Finishing the pre-requisite courses determined by the department.
2. 36 credits hour's minimum distributed as core, obligatory and elective courses (see tables below).
3. Successfully complete all courses required by the selected track including thesis oral defense (check the Academic Rules and Regulations for Graduate Students).
4. Cumulative grade point average of at least 2.5 (75%) with not less than 70% in any individual course.

Program curriculum

The program grants the graduating students a master degree in Public Health Management based on either thesis or non thesis options. Students has to complete a total number of 36 credit hours distributed as the following:

Mandatory courses: 24 credit hours.

Elective courses for thesis track: 6 credit hours and thesis 6 credit hours.

Elective courses for non thesis track: 10 credit hours and seminar project 2 credit hours.

Thesis Track:

A. General Rules and Conditions:

This plan conforms to the valid regulations of programs of graduate studies at UCAS.

B. Special Conditions: consent to the committee of the master program and regulations of UCAS, 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. The Study Plan consists of 36 credit hours as follows:

1. Mandatory Courses (24 credit hours)

Course Number	Course Title	Credit Hours	Prerequisite
	Introduction to public health	2	

	Epidemiology	2	
	Quantitative research methods	3	
	Health finance and economic	2	
	Professional ethics	2	
	Health services management	2	
	Public health policy	2	
	Strategic planning in public health	3	
	Biostatistics	3	
	Health information system	2	
	Residency	2	

2. Elective Courses (6 credit hours for thesis track and 10 hours for non thesis track)

Course Number	Course Title	Credit Hours	Prerequisite
	Quality in public health care	2	
	Population demography and dynamics	2	
	Thesis	6	
	Project Seminar	2	
	Qualitative research method	2	
	Human resources management	2	
	Negotiation and conflict management	2	
	Organizational behavior	2	
	Health care system in Palestine	2	
	Primary health care management	2	
	Evaluation of public health services	2	
	Health care management in conflict areas	1	
	Global health	1	

	Performance management	1	
	Issues in public health	1	

Course Description

a. Mandatory Courses

Course Title	Course Description
Epidemiology	The course provides an introduction to the basic concepts, principles and methods of epidemiology. It provides a picture of common diseases affecting population in Palestine and compare it regionally and globally. it will allow the student to conceptualize, analyze, and evaluate an epidemiological study relevant to the community. Topics covered: measures of disease frequency and associations, concepts of confounding and bias, screening & diagnostic tests, causation concepts, and health services.
Introduction to public health	The course introduces students to the essential concepts of public health. In this course different topics will be covered such as history and perspectives of public health, functions of public health, measurements of health, principles of communicable and non-communicable disease control, social determinants of health, mental health, environmental and occupational health, ethics of health, and the current status of public health services and factors influence the delivery of these services.
Quantitative research method	This course introduces the student to the research process in public health. Content will focus on problem identification, research design and sampling, data collection and analysis, and interpretation of findings. Special attention will be given to develop the ability to criticize research studies in nursing and to the selection of a researchable problem and the development of a plan.
Health finance and economic	It gives an introduction to the science of health economic, its implications to the health sector and the market approach and the economic characteristics of health care services. It explores the relationship between public health, economic growth and development. The course will discuss the concepts of cost analysis and the tools used for economic evaluation for public health programs. Methods of financing health care and familiarizing participants with the Palestinian health care financing will be also provided.
Professional Ethics	The course focuses on ethical concepts and ethical issues related to public health care and public health management. Topics of this course include client informed consent, privacy, healthcare malpractice, equity and other concepts

	such as health hazards, accessibility and acceptability of clients to public health services. The course will also examine legal environment concerning the establishment and control over health care facilities, licensure of health professionals, as well as the responsibility and rights of both professionals and clients.
Health services management	The course aims at examining public health organizations, the operations and administration structure of health care institutions including hospitals and primary health care clinics. Different organizational models, roles and responsibilities of the organization governance will be tackled. Moreover, operations management and evaluation of the performance organizations and their units, process and capacity analyses are examined. Risk management, malpractice as well as strategic development of organizations will be discussed. Different Palestinian public health organizations (public, private, NGO) will be studied and ways of development with regard to the topics will be discussed.
Public health policy	The course focuses on how the public policy concerning medical care and public health is developed. It explores the theoretical approaches to policy making. The contextual factors including the political situation, socioeconomic status, culture, and history will be tackled throughout the course. The course will discuss the formulation and implementation of public health policy, and the international organizations impact on national health policies.
Strategic planning in public health	The course aims to define the main concepts of strategic planning and strategic management in theory and practice. Tools of strategic analysis of the environment such as PEST and Porter's analysis, and SWOT analysis will be tackled. It will also introduce strategic option appraisal and the management of change as an inevitable process in most organizations. The course will focus on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.
Biostatistics	This course include detail studies about selecting samples, organization and displaying data, summarizing data, the Normal distribution, sampling distribution of means, estimation of population means, tests of significance, The chi-square test, correlation and regression, and analysis of variance.

Health information system	The course is introduces students to health information system, its structure, components, and uses in decision making, policy and planning. It concentrates on health information systems and subsystems, data resources, and common problems related to health information systems. It examines routine and non-routine data collection methods and introduces the advantages of available software possibilities to support management activities including planning and decision making.
Residency	In this course, the student will apply and test the 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. It is a planned and supervised learning experience gained through observations and assuming some responsibilities in a health services setting. The students will be closely supervised and monitored by the course instructor who will be a mentor or a facilitator of the training process. The training will be conducted using a variety of approaches including case management, critical thinking and problem solving. At the end of the residency period, students will have to provide a report of the residency project according to the guidelines of the course.

a. Elective Courses

Course Title	Course Description
Quality in public health care	The course provides students with the essential concepts and approaches of quality improvement and total quality management in public health care and their application. The course aims at providing knowledge and skills in quality management to help professionals in improving the public health care provided in Palestine.
Thesis	Thesis aims to giving the students an opportunity to apply research knowledge in designing a workable research proposal. In this course, students are required to present their research proposal for approval by the faculty before starting application of their proposal. Each thesis student will have one supervisor. The supervisor can be one of the program faculty members or another person from inside

	the university from a relevant field and who have the qualification required by the program administrators.
Seminar Project	This course is designed to enable students to develop a public health project proposal. Students will be guided through development of project: background, objectives, methods and evaluation.
Population demography and dynamics	The course will discuss theory of demographic transition its application to population changes in developing countries, with specific application to Palestine. 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 tackle some issues such as population growth and demographic changes including migration on the social, economic, environmental and health conditions in Palestine and internationally.
Qualitative research method	The course provides students with the basic theoretical knowledge related to the designing of qualitative research methods, including: major concepts and methods, sampling techniques, data collection techniques and data analysis.
Human resources management	The course provides students with essential concepts related to human resources within the health care delivery system with emphasis on issues related to developing these resources. Planning for human resources at national and local levels, staffing, managing personnel services, and competency, 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.
Negotiation and conflict management	The course presents negotiation theory, strategies and styles within an employment context. In addition to the theory and exercises presented in class, students practice negotiating with role-playing simulations that cover a range of topics, including difficult situations such as working with a scarcity of resources. The course covers conflict management as a first party and as a third party: third-party skills include helping others deal directly with their conflicts, mediation, investigation, arbitration, and helping the system change as a result of a dispute.
Organizational behavior	This course presents existing research, theories and models explaining how individual and group behavior and

	<p>processes shape the internal dynamics of organizations. Provides the foundation to understand contemporary debates concerning alternative organizational designs and management practices.</p>
Health care system in Palestine	<p>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.</p>
Primary health care management	<p>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.</p>
Evaluation of public health services	<p>This course introduces students to evaluation research in public health care context. It discusses the design and implementation of public health programme evaluations. The terminology of evaluation and different evaluation approaches including stakeholder analysis, rapid assessments, participatory evaluations and other methods. Students will also learn how to write an evaluation report and proposals.</p>
Health care management in conflict areas	<p>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.</p>
Global health	<p>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</p>

	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.
Issues in public health	This course aims at introducing students to major contemporary public health policy issues facing the Palestinian health care system. The course will focus on issues concerning provision of public health care. Financing, insurance, user charges and role of private and public sector will be tackled. Other public health issues such global warming, environmental pollution and health hazards will be tackled in this course.