

Short description of Health Policy & Management track (HPM) of Minors and Majors					
Module #	Module title	Coordinator	Contents	ECTS #	Teaching Week/year
212	HPM track Minor: « The politics of health financing »	Matthias Brunn	<p>This module delves deeper into public health policy analysis with a focus on the role of management in the implementation of policy through programs, with careful consideration of the various stakeholders and external forces. Students will have the opportunity to discuss the lecture content during work in small groups and plenary sessions and complete a policy analysis which focuses on its implementation.</p> <p>Learning objectives: at the end of the module, students should be able to</p> <ol style="list-style-type: none"> 1. Think more broadly about the role that policy plays in populational health both within and outside the health system 2. Critique differing approaches to public health policy (development & implementation) 3. Apply the principles of program planning, budgeting, management and evaluation in community initiatives. 4. Evaluate the effects of public health policies on health outcomes 5. Enhance skills in collaborating with colleagues. <p>Prerequisite: None</p>	3	43, 2020
213	HPM track Minor: « Tools & methods for healthcare organizational performance »	Teresa Durães	<p>Managing health services and public health organizations is one of the most challenging tasks there is. This module concerns some of the basic issues involved in this management realm, introducing students to the following topics: mission, goals, objectives; organizational design and structure; organizational control; organizational environments; strategy and strategic planning; change and innovation; financial valuation. Students use the case method to pull these topics together into an overall "organizational diagnosis" and approach to improving organizational performance.</p> <p>Learning objectives: at the end of the module, students should be able to:</p> <ol style="list-style-type: none"> 1. Develop an integral statement of organizational mission, goals, and objectives. 2. Analyze and interpret financial statements 3. Develop a Business plan 4. Understand Lean management method 5. Formulate what appropriate organizational control mechanisms are required given organizational designs and goals. 6. Understand and predict the multifarious impacts of organizational environments on organizational action. 7. Formulate appropriate organizational strategies given internal and external organizational assessments of capabilities. 8. Identify how organizational change is undertaken. 	3	47, 2020

			<p>Prerequisite: Basic knowledge of Excel® including the creating of databases (not just spreadsheets) creation of charts and graphs and simple statistical analysis (person's r, r-square, chi-square) and an understanding of the basic alternatives in trend analysis offered in Excel.</p>		
227	<p>HPM track Major: « Health policy & health system analysis in LMIC »</p>	Bertrand Lefebvre	<p>Over the past 30 years, health systems in low- and middle-income countries have faced considerable challenges in providing affordable, quality care to their populations. From conflicting injunctions by international agencies and donors to local financial and human resource constraints, LMIC countries have had to experiment with various models and programs to achieve universalization of care. Through the MDGs and SDGs, new models have emerged to reduce inequalities in access to health services and improve the health status of populations (universal health coverage). Although there has been a clear move from the "one size fits all" approach among stakeholders in international public health (WHO, World Bank), there is still a need to analyze these initiatives against each other, and to compare them with health policy theories and models. This module aims to provide a rich overview of how health policies and health reforms in LMICs are designed and implemented with often unanticipated outcomes.</p> <p>Learning objectives: at the end of the module, students will be able to:</p> <ol style="list-style-type: none"> 1. Identify tracks of action, in reference to the recognized strategies, programming interventions 2. Implement and monitor an action plan. 3. Recognize the strengths and weaknesses of health systems in developing countries by using appropriate tools. 4. Discuss and propose the most efficient strategies in a contextualized intervention <p>Prerequisite: Advanced core 205</p>	3	50,2020
226	<p>HPM track Major: « Health Care Management »</p>	Bruce Fried	<p>This course is intended to develop practical management skills and teach the student how to manage systematically.</p> <p>First, we will focus on the very important task of managing people working in groups with a focus on team design and communication. The course will touch on the need to measure individual as well as group productivity, efficiency and the outputs of the organization as well as its ability to maintain itself and its mission. The position of the organization in its environment will be the focus of the second half of the course where we will discuss the principles of organizational design in terms of its relationship to environmental stresses and opportunities and the importance of strategic alliances. Coping with the environment requires adaptation and change; the organization must be a learning unit.</p> <p>Part of that learning process is the development of meaningful indicators and measures that will help the manager to cope with the day to day needs of leadership, but also support the strategic planning that is necessary to ensure the future of the organization.</p> <p>Learning objectives: at the end of the module, students should be able to:</p> <ol style="list-style-type: none"> 1. Gain and demonstrate familiarity with key organizational behavior theories and concepts related to organizations, leadership and management. 2. Improve their efficacy in leading public service and public health mission-driven organizations. 3. Develop an understanding of the challenges and opportunities presented in managing in a diverse organization. 4. Identify alternative strategies for effectively managing in difficult organizational settings, including situations involving poor management, toxic managers, dysfunctional organizations. 5. Develop one's own skills in managing the workforce, including motivation, communication, negotiation, performance feedback, and team leadership. 6. Appreciate the interplay between ethical organizations and ethical management. 7. Gain personal insight into one's strengths as a manager, and to clarify opportunities for continuous personal and professional growth. <p>Prerequisite: Prior experience in management is an advantage and will help leveraging this class</p>	3	51, 2020

228	<p style="text-align: center;">HPM track Major: « Managing and evaluating program implementation »</p>	<p style="text-align: center;">Odessa Dariel</p>	<p>This module delves deeper into policy implementation and evaluation in public health with a focus on the role of management in the implementation of policy through programs, with careful consideration of the various stakeholders and external forces. Students will have the opportunity to discuss the lecture content during work in small groups and plenary sessions and complete a policy analysis with a focus on program implementation.</p> <p>Learning objectives: <i>at the end of the module, students should be able to:</i></p> <ol style="list-style-type: none"> 1. Think more broadly about the role that policy plays in health both within and outside of the health system 2. Critique differing approaches to public health policy. 3. Think about ways to implement a given policy and the role of management. 4. Better evaluate the effects of public health policies on health outcomes 5. Enhance skills in collaborating with colleagues. <p>Prerequisite: Advanced core 205</p>	<p style="text-align: center;">3</p>	<p style="text-align: center;">4, 2020</p>
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