Health Services Management

*(offered by the Department of Health Studies)*

*Telephone number 012 429 6303*

1 **Introduction**

Health Services Management is aimed at preparing manager/leaders for health services to function on all levels from functional to executive level. These managers/leaders are equipped to take the lead in curative as well as in primary health care services. Opportunities are provided for practising the essential skills for this role.

2 **General Information**

Credits are granted for equivalent modules as listed below:

<table>
<thead>
<tr>
<th>Modules in new curriculum from 2007</th>
<th>Equivalent modules in curriculum 2006 and old curriculum, being phased out</th>
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</thead>
<tbody>
<tr>
<td>HMA1034</td>
<td>HMA101Y and HMA1023 <em>(phased out in 2007)</em></td>
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<tr>
<td>HMA2038</td>
<td>HMA2015 <em>(offered for last time in 2008, only for repeaters)</em> and HMA302A <em>(offered for last time in 2009)</em></td>
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<tr>
<td>HMA306E <em>(offered for first time in 2009)</em></td>
<td>HMA3019 and HMA303B <em>(offered for last time in 2009)</em></td>
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<td>HMA307F <em>(offered for the first time in 2009)</em></td>
<td>HMA304C and HMA305D <em>(offered for the last time in 2009)</em></td>
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3 **Transitional Arrangements**

- Students who passed individual papers of Nursing Administration II and III without completing the relevant level are referred to the Department of Health Studies to determine which outstanding modules must be taken.
- First-level modules HMA101Y (12 credits) and HMA1023 were offered for the last time in 2007. If students did not complete these modules they will have to register for HMA1034 (24 credits).
- If only one of the two above-mentioned modules has been completed, students will have to register for HSE1034 (24 credits) and forfeit the 12 credits of the already completed phased-out module.
- Second-level modules (HMA2015, HMA302A) will be offered for the last time in 2008 and 2009 respectively, only for repeaters. Refer to the table above and register for the equivalent modules if you are not able to complete the second-level modules in 2008.
- Students who passed papers not mentioned above, but without completing the relevant course, must consult the Department of Health Studies in connection with outstanding modules.

4 **Syllabus**

*NB*

All modules in this subject are offered as YEAR MODULES.

**FIRST-LEVEL MODULES**

**HMA1034 Health services unit management**

*Purpose:* to equip students with higher cognitive skills of analysis, synthesis and evaluation to develop health practitioners at operational/functional level to be able to plan, organise, lead and control health care services, as well as the available health care resources, in different health service settings.

**SECOND-LEVEL MODULES**

**HMA2015 Human resources in health services (offered for the last time in 2008)**

*Prerequisite:* TWO first-level modules in this subject or any FOUR first-level modules

*Purpose:* to enable students to demonstrate and apply their understanding of planning for the provision of human resources, considerations in determining staffing, analysis of scope of practice, recruiting, selecting and assigning health care staff, ensuring continuity of staff service, protecting staff against hazards, providing training on statutory regulations, accreditation criteria and safe practice, career mapping, motivation, and job enrichment in health care services.

**HMA2038 Human resource management and labour relations in health services**

*Prerequisite:* HMA103
Purpose: to enable students to manage the human resources employed in their health care institutions and to conduct fair labour relations.

HMA2129  Health services management: laboratory work*
Prerequisite: HMA101, 102, 103
Purpose: to gain practical experience in management-related procedures and issues by providing exercises, group work and role play in topics such as developing job descriptions, staff requirements, assertiveness, team building, setting standards and criteria, auditing, reporting incidents and analysing incident reports, budgeting and meeting procedures, conflict management, effecting discipline, handling grievances, doing a situational analysis, problem solving, and decision making.

THIRD-LEVEL MODULES

Prerequisite: TWO first-level modules in this subject or any FOUR first-level modules

HMA3019  Financial aspects pertaining to health services*
Purpose: to enable students to demonstrate understanding of the budgeting process, the role of the manager in utilising different types of budgets, the health personnel budget, cost containment, managed care, cost implications of length of stay, and the importance of marketing a service, and the ability to apply this understanding to practical, health-related management.

HMA302A  Labour relations in health services (offered for the last time in 2009)*
Purpose: to enable students to gain insight into the nature of labour relations in health services, the unique nature of labour-related issues in health services, the implications of professionalism and ethics in labour relations, the manager's role in collective bargaining, discipline and handling grievances, the role of statutory bodies, the influence of the manifest of patient rights, and applying this understanding to practical health services situations.

HMA303B  Quality in health services (offered for the last time in 2009)*
Purpose: to enable students to demonstrate an understanding of contemporary views regarding quality in health services, identifying critical aspects of patient care, formulating standards and criteria, organising data collection process and evaluation of variations, management information system in health services and applying this understanding in health services.

HMA304C  Leadership in health services (offered for the last time in 2009)*
Purpose: to enable students to gain insight into the evolution of leadership in nursing, the empowerment of employees, patients and clients, motivation and assertiveness, leading change and applying this knowledge in a health service.

HMA305D  Contemporary issues in health services (offered for the last time in 2009)*
Purpose: to enable students to demonstrate understanding of the systems approach in health services, managing medico-legal risks, handling absenteeism and high turnover rates, evaluating organisational effectiveness, health and nursing information systems, commissioning of a new health service, private practice, diverse health environments, and applying this understanding to practical, health-related management.

HMA306E  Financial aspects and quality management in health services
Prerequisite: HMA203, 212
Purpose: to prepare students to be managers with knowledge and skills to manage financial resources and quality in the health services and to demonstrate knowledge and understanding of the magnitude, trends and behaviours of costs and contemporary views regarding quality within a health care industry.

HMA307F  Leadership and contemporary issues in health services management
Prerequisite: HMA203, 212
Purpose: to develop health practitioners at both operational/functional and managerial level to be able to display skills, knowledge and attitude to deal with contemporary issues related to management development in health services and leadership ability necessary to guide change and transformation in health care institutions to enable them to make leadership style choices, related to their own organisational situation.