

Plan of the course

Organization and Management of the Health Care

Academic year **2018/2019**

prof. dr. sc. Selma Šogorić

I. COURSE AIMS

COURSE AIMS:

The aim of this course is to make students familiar with the health care system organization and function, its funding and management. Through comparative analysis, this Course, will inform students of the state of art of the different models of the health care systems (Europe and abroad) and services provision, and discuss (based on trends) possible scenarios of their development in the predictable future. Students will gain knowledge and skills necessary for better understanding (insight) of the system they will work in. They will learn basics of the health care planning cycle, management and financing. They will develop better understanding of their clients (population they serve) health needs, meaning of the prioritization of health problems, planning and organization of the health care system response to the recognized population needs. Course is encouraging proactive approach, exchange of experience and team work, emphasizing values such as reorientation, collaboration and quality improvements as the imperatives for future development

II. COURSE STRUCTURE

Course hours:

Lectures: 22

Seminar: 28

Practicum: 22

Total hours: 72

Lectures (L): 22 h

- attendance of entire group of students

Seminars (S): 28 h

- students are divided in groups (depends on number of students)
- seminar in form of oral presentation, group discussion and written essay

Practicals (P): 22h • students are divided into groups as for seminars

Total: 72 h

III. PLAN OF THE COURSE AND COURSE SCHEDULE

BLOCKS OF THE COURSE

Number of blocks: 1

Block number	Start	End
1.	10.12.2018	8.1.2019

BLOCKS OF THE COURSE

Number of blocks: 1

Block number	Start	End
1.	10.12.2018	8.1.2019

BLOCKS OF THE COURSE SCHEME

Block 1

Date	Time	Group	Course hours type	Theme	Teaching staff
Monday 10.12.2018.	09:00-10:30; ŠNZ A prizemlje	1,2	Lectures	Health in changing Europe L2	prof. dr. sc. Selma Šogorić
	10:45-12:15; ŠNZ K	2	Practicum	Welcome – getting to know each other and the subject S2	doc. dr. sc. Aleksandar Džakula
	10:45-12:15; ŠNZ A prizemlje	1	Practicum	Welcome – getting to know each other and the subject S2	prof. dr. sc. Selma Šogorić
	12:30-14:00; ŠNZ K	1,2	Seminar	Selected topics – seminars preparation S2	prof. dr. sc. Selma Šogorić, doc. dr. sc. Aleksandar Džakula
	14:15-15:45; ŠNZ K	1,2	Practicum	Selected topics – seminars preparation S2	izv. prof. dr. sc. Danijela Štimac, izv. prof. dr. sc. Ana Borovečki, doc. dr. sc. Vera Musil, dr. sc. Ana Ivičević Uhernik, prof. dr. sc. Aida Mujkić-Klarić, dr. sc. Marjeta Majer, Dorja Vočanec, dr. med.
Tuesday 11.12.2018.	08:30-11:15; KBSD, Ginekologija	1,2	Practicum	Selected topics – seminars preparation S3	dr. sc. Milan Stanojević
	08:30-10:15; HZZO, Predavaonica 1	1,2	Practicum	Selected topics – seminars preparation S3	Ružica Čuljak, ???, Dubravka Pezelj Duliba, pred.
	08:30-11:15; Ministarstvo zdravlja, Predavaonica 1	1,2	Practicum	Selected topics – seminars preparation S3, P3	Sanja Predavec
	08:30-11:15; HLK, Predavaonica 1	1,2	Practicum	Selected topics – seminars preparation S3	doc. dr. sc. Trpimir Goluža
	08:30-11:15; Agencija za lijekove i medicinske proizvode, Predavaonica 1	1,2	Practicum	Selected topics – seminars preparation S3	Adriana Andrić, pred.
	12:00-13:45; KBSD, Ginekologija	1,2	Practicum	Selected topics – seminars preparation 6 P	dr. sc. Milan Stanojević
	12:00-13:30; HZZO, Predavaonica 1	1,2	Practicum	Selected topics – seminars preparation 6 P	Dubravka Pezelj Duliba, pred., Ružica Čuljak, ???
	12:00-13:30; Ministarstvo zdravlja, Predavaonica 1	1,2	Practicum	Selected topics – seminars preparation 6 P	Sanja Predavec
	12:00-13:30; HLK, Predavaonica 1	1,2	Practicum	Selected topics – seminars preparation 6 P	doc. dr. sc. Trpimir Goluža
	12:00-13:30; Agencija za lijekove i medicinske proizvode, Predavaonica 1	1,2	Practicum	Selected topics – seminars preparation 6 P	Adriana Andrić, pred.

Date	Time	Group	Course hours type	Theme	Teaching staff
Wednesday 12.12.2018.	09:00-10:30; ŠNZ Tavan	1,2	Seminar	Selected topics – seminars preparation S2	prof. dr. sc. Selma Šogorić, doc. dr. sc. Aleksandar Džakula, prof. dr. sc. Aida Mujkić-Klarić, izv. prof. dr. sc. Danijela Štimac, doc. dr. sc. Vera Musil, dr. sc. Marjeta Majer, Dorja Vočanec, dr. med., dr. sc. Ana Ivičević Uhernik
	10:45-12:15; ŠNZ A prizemlje	1,2	Lectures	Population health assessment – indicators and assessment procedures L2	prof. dr. sc. Aida Mujkić-Klarić
	12:30-13:15; ŠNZ A prizemlje	2a	Practicum	Health indicators – where to find them P1	prof. dr. sc. Selma Šogorić
	12:30-13:15; ŠNZ K	1a	Practicum	Health indicators – where to find them P1	izv. prof. dr. sc. Danijela Štimac
	13:15-14:00; ŠNZ A prizemlje	2b	Practicum	Analysis of wider environment – identifying key stakeholders and their interests P1	Dorja Vočanec, dr. med.
	13:15-14:00; ŠNZ K	1b	Practicum	Analysis of wider environment – identifying key stakeholders and their interests P1	doc. dr. sc. Aleksandar Džakula
Thursday 13.12.2018.	09:00-10:30; ŠNZ B prizemlje	1,2	Lectures	Intersectorial cooperation and planning for helath L2	prof. dr. sc. Selma Šogorić
	10:45-12:15; ŠNZ K	2	Seminar	TOPIC: Vulnerable groups and their needs S1 TOPIC: Patient rights S1	doc. dr. sc. Aleksandar Džakula
	10:45-12:15; ŠNZ A prizemlje	1	Seminar	TOPIC: Vulnerable groups and their needs S1 TOPIC: Patient rights S1	prof. dr. sc. Selma Šogorić
	12:30-14:00; ŠNZ A prizemlje	1b,1a	Practicum	Public health priority setting – models for selecting priorities P2	prof. dr. sc. Selma Šogorić, doc. dr. sc. Aleksandar Džakula
	12:30-14:00; ŠNZ K	2a,2b	Practicum	Public health priority setting – models for selecting priorities P2	dr. sc. Marjeta Majer, Dorja Vočanec, dr. med.
Friday 14.12.2018.	09:00-10:30; ŠNZ B prizemlje	1,2	Lectures	Health promotion and health education L2	doc. dr. sc. Vera Musil
	10:45-12:15; ŠNZ B prizemlje	1	Seminar	Health literacy S2	dr. sc. Marjeta Majer
	10:45-12:15; ŠNZ K	2	Seminar	Health literacy S2	doc. dr. sc. Vera Musil
	12:30-14:00; ŠNZ A prizemlje	1a,1b	Practicum	Health communicaiton - media and public P2	doc. dr. sc. Aleksandar Džakula
	12:30-14:00; ŠNZ K	2a,2b	Practicum	Health communication - media and public P2	doc. dr. sc. Vera Musil, dr. sc. Marjeta Majer
Monday 17.12.2018.	09:00-09:45; ŠNZ A prizemlje	1,2	Lectures	Public health interventions (primary, secondary, tertiary) L1	prof. dr. sc. Aida Mujkić-Klarić
	09:45-10:30; ŠNZ A prizemlje	1,2	Lectures	Public health interventions data base L1	izv. prof. dr. sc. Danijela Štimac
	10:45-11:30; ŠNZ A prizemlje	1	Practicum	TOPIC: Public Health Institutions S1	izv. prof. dr. sc. Danijela Štimac

Date	Time	Group	Course hours type	Theme	Teaching staff
	10:45-11:30; ŠNZ K	2	Practicum	TOPIC: Public Health Institutions S1	doc. dr. sc. Aleksandar Džakula
	11:45-14:00; ŠNZ A prizemlje	1a,1b	Practicum	Comprehensive intervention planning - model hypertension P3	doc. dr. sc. Aleksandar Džakula, izv. prof. dr. sc. Danijela Štimac
	11:45-14:00; ŠNZ K	2a,2b	Practicum	Comprehensive intervention planning - model hypertension P3	Dorja Vočanec, dr. med., prof. dr. sc. Aida Mujkić-Klarić
Tuesday 18.12.2018.	09:00-10:30; ŠNZ A prizemlje	1,2	Lectures	Health system organization and structure - L2	doc. dr. sc. Aleksandar Džakula
	10:45-11:30; ŠNZ A prizemlje	1	Seminar	TOPIC: Primary health care S1	dr. sc. Marjeta Majer
	10:45-11:30; ŠNZ K	2	Seminar	TOPIC: Primary health care S1	doc. dr. sc. Aleksandar Džakula
	11:45-14:00; ŠNZ A prizemlje	1a,1b	Practicum	Resource allocation – health system planning P3	prof. dr. sc. Selma Šogorić, Dorja Vočanec, dr. med.
	11:45-14:00; ŠNZ K	2a,2b	Practicum	Resource allocation – health system planning P3	doc. dr. sc. Aleksandar Džakula, dr. sc. Marjeta Majer
Wednesday 19.12.2018.	09:00-10:30; ŠNZ A prizemlje	1,2	Lectures	Health management L2	prof. dr. sc. Selma Šogorić
	11:00-13:15; ŠNZ A prizemlje	1	Seminar	TOPIC: The role of State in health care services provision- Ministry of health S1 TOPIC: The role of counties in health care services provision S1 TOPIC: Professional associations – physicians' rights and duties S1	prof. dr. sc. Selma Šogorić
	11:00-13:15; ŠNZ K	2	Seminar	TOPIC: The role of State in health care services provision- Ministry of health S1 TOPIC: The role of counties in health care services provision S1 TOPIC: Professional associations – physicians' rights and duties S1	doc. dr. sc. Aleksandar Džakula
Thursday 20.12.2018.	09:00-10:30; ŠNZ A prizemlje	1,2	Lectures	Quality management and quality improvement in health sector L2	doc. dr. sc. Aleksandar Džakula
	10:45-12:15; ŠNZ A prizemlje	1	Seminar	TOPIC: Hospital – managing complex system S1 TOPIC: Palliative care S1	prof. dr. sc. Selma Šogorić
	10:45-12:15; ŠNZ K	2	Seminar	TOPIC: Hospital – managing complex system S1 TOPIC: Palliative care S1	doc. dr. sc. Aleksandar Džakula
	12:30-14:00; ŠNZ A prizemlje	1a,1b	Practicum	Health management skills - management styles	prof. dr. sc. Selma Šogorić, dr. sc. Marjeta Majer
	12:30-14:00; ŠNZ K	2a,2b	Practicum	Health management skills - management styles	doc. dr. sc. Aleksandar Džakula, Dorja Vočanec, dr. med.
Friday 21.12.2018.	09:00-10:30; ŠNZ A prizemlje	1,2	Lectures	Financing of the health care system and the models of payment L2	doc. dr. sc. Vera Musil
	10:45-11:30; ŠNZ A prizemlje	2	Seminar	TOPIC: Health care financing – Health Insurance S1	prof. dr. sc. Aida Mujkić-Klarić
	10:45-11:30; ŠNZ K	1	Seminar	TOPIC: Health care financing – Health Insurance S1	doc. dr. sc. Vera Musil
	11:45-13:15; ŠNZ A prizemlje	1	Seminar	TOPIC: Reorientation of health care services S1 TOPIC: Internaitonal cooperation in health S1	prof. dr. sc. Aida Mujkić-Klarić

Date	Time	Group	Course hours type	Theme	Teaching staff
	11:45-13:15; ŠNZ K	2	Seminar	TOPIC: Reorientation of health care services S1 TOPIC: International cooperation in health S1	prof. dr. sc. Selma Šogorić
Monday 7.1.2019.	09:00-10:30; ŠNZ O	1,2	Lectures	Drugs expenditure L2	izv. prof. dr. sc. Danijela Štimac
	10:45-12:15; ŠNZ O	1	Seminar	TOPIC: Drug prescription and pharmaceutical expenditures S1 TOPIC: Quality in health care S1	izv. prof. dr. sc. Danijela Štimac
	10:45-12:15; ŠNZ K	2	Seminar	TOPIC: Drug prescription and pharmaceutical expenditures S1 TOPIC: Quality in health care S1	doc. dr. sc. Aleksandar Džakula
	12:30-14:00; ŠNZ O	2a,2b	Practicum	Team work exercise - roles P1 Strategic decision-making P1	prof. dr. sc. Selma Šogorić, Dorja Vočanec, dr. med.
	12:30-14:00; ŠNZ K	1a,1b	Practicum	Team work exercise - roles P1 Strategic decision-making P1	doc. dr. sc. Aleksandar Džakula, izv. prof. dr. sc. Danijela Štimac
Tuesday 8.1.2019.	09:00-10:30; ŠNZ O	1,2	Lectures	Health and Health policy for 21st century L2	prof. dr. sc. Selma Šogorić
	10:45-11:30; ŠNZ O	1	Seminar	Preparations for oral exam - S1	prof. dr. sc. Selma Šogorić
	10:45-11:30; ŠNZ K	2	Seminar	Preparation for oral exam - S1	doc. dr. sc. Aleksandar Džakula
	11:45-12:30; ŠNZ O	1	Seminar	Final discussion and course evaluation S2	prof. dr. sc. Selma Šogorić
	11:45-12:30; ŠNZ K	2	Seminar	Final discussion and course evaluation S2	doc. dr. sc. Aleksandar Džakula

A. PLAN LECTURES

1. Introductory presentation – Health in Changing Europe (changed health needs and changed approaches to health and delivery of health services)
2. Population health assessment – indicators and assessment procedures
3. Intersectoral cooperation and planning for health
4. Health promotion and health education
5. Public health interventions (primary, secondary, tertiary)
6. Health system organization and structure
7. Health management
8. Financing of the health care system and the models of payment
9. Drugs expenditure
10. Quality management and quality improvement in health sector
11. Health and health policy for 21st century

SEMINARS

1. Vulnerable groups' (VG) needs – Professor Aida Mujkić, Tomislav Benjak, MD, PhD

-students will know and understand characteristics and needs of vulnerable groups and learn how this need could be addressed

- apart for some general descriptions and analysis (VG definition and needs) most of the content and objectives are related to specific population needs and care models (people with disabilities, minority groups, refugees).

Seminar is comprised of:

1. Critical literature analysis of existing models for VG care (Teaching book and journals, legislation, selected articles and web sites)
2. Field visit
3. Comprehensive analysis of care (policy, clinical work, primary health care, community care) – literature and field visits comparisons and analysis

2. Patient rights – Associate Professor Ana Borovečki

The main objective of this teaching unit is to explain the concept of patient rights and how different actors address them:

- Ministry of Health through the Act on patient rights (its definition and implementation)
- patient associations experiences (individual and organized civil initiatives – bottom up approach)
- medical profession (who should educate patient and how – partnership, i.e. medical ethics as a confidence without mediator)

Comparative analysis of the models of patient rights protection and promotion – Croatia and other countries.

Seminar is comprised of:

1. Critical literature analysis of existing models (Teaching book and journals, legislation, selected articles and web sites, publications related to patient rights-civil sector in Croatia, Great Britain, Austria, Nederland,...)

3. Ministry of health – Associate Professor Danijela Štimac

The main objective of this teaching unit is to explain the role of central state in organizing, maintaining and financing health care system, the role of Parliament, of Government, and of Ministry of health,

- explain structure and responsibilities of the Ministry of Health and
- discuss human resources development

Seminar is comprised of:

1. Field visit - Ministry of health
2. Critical literature analysis: Health care act, Website: Ministry of health (Croatia and other countries)

4. County government – Professor Selma Šogorić

The main objective of this teaching unit is to compare and discuss advantages and disadvantages of centralized and decentralized models of health care planning and management. Through this seminar we will elaborate the role of the state and the role of the regions (counties) as the founders and owners in the health sector - the legal framework (i.e. how could owners influence health system performance through governing council and decentralized funds) and local practice development (Healthy counties – co-funding of system and public health interventions through county budgets).

Seminar is comprised of:

1. Field visit (interview) with Head of county Department for health and social welfare (governing councils, decentralized funding, public expenses, Healthy county...)
2. Critical literature analysis: Health care act, Website: Croatian healthy cities network

5. Primary health care - Marjeta Majer, MD, PhD

The main objective of this teaching unit is to explain the concept and basic principles of primary health care (accessibility, continuity, comprehensiveness, financial sustainability, community orientation). Seminar will present changes in the primary health care in Croatia and internationally (40 years after Alma Ata pledge). During the class institutions, workforce and inter-sectoral cooperation (community programs) will be presented to students. General and specific tasks of Primary health care will be explained, and role of Health center in future will be discussed. Community nursing as the model of outreach in Croatia will be discussed (organization, responsibilities ...)

Seminar is comprised of:

1. Field visit: Health center – community nurses
2. Critical literature analysis: WHO selected documents on primary health care

6. Professional organizations – physicians' rights and duties – Assistant Professor Aleksandar Džakula

The main objective of this teaching unit is to

- present legislation related to physicians' profession in Croatia
- explain the role of Croatian Medical Association, Croatian Medical Chamber and Croatian medical Union
- explain professional development program for medical doctors (after graduation)

Seminar is comprised of:

1. Field visit to Croatian medical chamber
2. Critical literature analysis: Act on physicians' profession, Website: Croatian and others medical chambers

7. International cooperation in the field of health – Professor Selma Šogorić

The main objective of this teaching unit is to

- inform students about international agencies and organizations participating in health problem solving – UN agencies (WHO, UNICEF), EU agencies and international nongovernmental agencies
- make students familiar with international organizations methods of work and communication in international cooperation

Seminar is comprised of:

1. Field visit – WHO Euro liaison Office in Zagreb or IOM office in Zagreb
2. Literature analysis and Websites

8. Institutes of Public Health - Associate Professor Danijela Štimac, Ana Ivičević Uhemik, MD, PhD

The main objectives of this teaching unit are to:

- present the role of Institutes of public health (legal position, local and national responsibilities), their main functions, departments and activities (special attention will be given to department of public health – health status and health service performance measurement),
- compare organization models of public health services in Croatia and internationally and discuss the future of Public Health institutes (organization, financing, ...) in the light of privatization in the health care

Seminar is comprised of:

1. Field visit to the Director in the Institute of public health or Head of department of public health

2. Critical literature analysis: Health care act, Website: Croatian Institute for Public Health, County institutes for public health, CDC

9. Integrated care (palliative care as a model) - Assistant Professor Aleksandar Džakula

The main objective of this teaching unit is to explain the complexity of health services organization (involving all three organizational levels) around single challenge – palliative care.

During the class international and Croatian experiences will be presented. Advantages and disadvantages will be discussed (from patient and family perspective, service provider and payer perspectives).

Seminar is comprised of:

1. Field visit
2. Critical literature analysis: teaching book, website search

10. Hospital – complex system – Professor Selma Šogorić, Dorja Vočanec, MD, assistant

The main objective of this teaching unit is to present the hospital from a managerial perspective (hospitals as a complex management system), to explain management challenges, various professional roles (lawyers, economics, IT-experts...), to analyze criteria for «successful» hospital (business indicators, quality improvements and patients safety, clinical indicators, professional development (human resources development), business development, environment protection, support to local economy...)

Seminar is comprised of:

1. Field visit
2. Critical literature analysis: Hospital legal act, Business report for health care institutions, Hospitals in a changing Europe by Martin Mckee and Judith Healy (ed.) Open University Press

11. Health care system reorientation - Professor Aida Mujkić

The main objective of this teaching unit is to present concept of «reorientation» through the «Healthy hospital» model. Based on real models students will discuss new orientation towards users and employees, and service delivery based on recognized community needs.

During class student will get to know the history of hospital care for children, become aware of the importance of new models of hospitals, friendly for patients and community they serve and get the answer on «new orientation» sustainability

Seminar is comprised of:

1. Field visit to Children friendly hospital Srebrenjak
2. Critical literature analysis: Handbook, Hand-outs, websites

12. Quality in health care – Assistant Professor Aleksandar Džakula, Dorja Vočanec, MD, assistant

The main objective of this teaching unit is to introduce to students the concepts of quality of health care, models and methods for quality improvement, to present three components of quality in health care: technical care, physician-patient relation and general setting and to introduce to students concepts for quality improvement assessment, intervention and evaluation.

During class students will exercise quality management process: they will be obliged to select «the best» hospital for baby birth and explain criteria for selection.

Seminar is comprised of:

1. Critical literature analysis: handbook, hand-outs and websites

13. Health care financing – Croatian Health Insurance Institute – Assistant Professor Vera Musil, MD, PhD

The main objective of this teaching unit is to explain the basic models of health care system financing (globally), to explain health insurance model in Croatia and to define the Croatian Health Insurance Institute role in payment of primary health care, hospitals and other health care services (and other financial rights based on health insurance)

Seminar is comprised of:

1. Field visit to Croatian Health Insurance Institute
2. Critical literature analysis: Health care act, websites

14. Drug prescription and pharmaceutical expenditures – Associate Professor Danijela Štimac

The main objective of this teaching unit is to explain three key criteria for drug use: security, effectiveness, quality..., to present drug registration procedures in Croatia, US and EU, to explain mechanism for drug pricing (international comparisons), the role of different stakeholders: pharmaceutical industry, wholesaler, pharmacies, hospitals, MD and to give an overview on Croatian drug market: prescription and drug expenditure.

Seminar is comprised of:

1. Field visit to Pharmaceutical company
2. Critical literature analysis: Regulating pharmaceuticals in Europe: striving for efficiency, equity and quality; Elias Mossialos, Monique Mrazek and Tom Walley (ed.) Open University Press

PRACTICAL

1. Analysis of wider environment – identifying key stakeholders and their interests
2. Health indicators and data-basis
3. Public health priority setting – models for selecting priorities
4. Comprehensive intervention planning – model of hypertension
5. Resource allocation – health system planning
6. Health management skills – management styles
7. Team work – roles
8. Health system quality improvement
9. Consensus techniques
10. Strategic decision-making
11. Health communication - media and public

PLACE

Lectures, seminars and practicals will take place at Department for social medicine and organization of health care, School of Public Health Andrija Štampar, Medical School University of Zagreb. Field visits (according to selected seminar topic)

IV. EXAMINATIONS

Seminar – PP presentation of selected topics and essay on selected topic is treated as written exam and as a prerequisite for oral exam

Regular terms	Date
Winter	11 January 2019
Summer	07 June 2019
Autumn	13 September 2019
Additional terms	
	15 February 2019

V./I. LIST OF LECTURERS AND TEACHING STAFF

1. prof. dr. sc. Selma Šogorić
2. doc. dr. sc. Aleksandar Džakula
3. prof. dr. sc. Aida Mujkić-Klarić
4. izv. prof. dr. sc. Danijela Štimac
5. prof. dr. sc. Gordana Pavleković
6. prof. dr. sc. Vesna Jureša
7. izv. prof. dr. sc. Ana Borovečki
8. doc. dr. sc. Ognjen Brborović
9. doc. dr. sc. Vera Musil
10. dr. sc. Marjeta Majer
11. doc. dr. sc. Trpimir Goluža
12. Dorja Vočanec, dr. med.

V./II EXTERNAL ASSOCIATES:

1. dr. sc. Tomislav Benjak
2. dr. sc. Milan Stanojević
3. dr. sc. Viola Macolić-Šarinić
4. Katarina Bošnjak-Nađ, pred.
5. Katarina Sekelj-Kauzlarić, pred.
6. Dubravka Pezelj Duliba, pred.
7. Sanja Predavec

8. Ružica Čuljak, ???

9. Adriana Andrić, pred.

10. izv. prof. dr. sc. Siniša Tomić*

11. Renata Marđetko, pred.

12. Maja Vajagić, dr. med.

V./III UNTENURED LECTURERS:

1. izv. prof. dr. sc. Urelija Rodin

2. dr. sc. Ana Ivičević Uhemik

VI. LITERATURE

VII. LITERATURE

Manual "Organization and management of health care services", professor Selma Šogorić, lecturers and associates of the Department of Social medicine and Organization of Health Care Services, School of Medicine, University of Zagreb

B. Additional

According to selected seminar topic