

Department of Health Management and Policy

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The Health Management and Policy Department (HMPD) advances the field of health systems, policy and management through excellence in education, research and practice that is relevant to Lebanon and the Global south. HMPD is considered as a leader in producing health systems and policy research in the Arab World. Through the Master of Public Health (MPH) program, HMPD provides graduate students with the skills they need to lead and manage health care organizations and systems. Research interests of departmental members include areas related to health policy, policymaking, health financing and management, human resources for health, quality of care, patient safety, accreditation, role of civil society in policy, health in conflict, and the role of community networks in impacting health.

HMPD prepares students and learners to become leaders and influencers in health care organizations and systems. The multidisciplinary curriculum at HMPD allows students to gain conceptual, analytical and practical skills in health management, health policy and decision-making, strategic planning, human resources management, performance improvement, health information systems, budgeting, program and policy evaluation and knowledge translation.

Throughout the years, HMPD has informed and influenced health systems, management practices and policies in Lebanon and the region. HMPD has strong connections to overseas institutions, and its faculty members have direct links with policymakers, stakeholders and influencers in Lebanon and the region. Our departmental members have a wide range of expertise not limited to Lebanon but also extending to the Arab region and beyond. In addition to their teaching, they are also engaged in research that is impact oriented and aims to improve health systems. Departmental members regularly engage with policymakers and stakeholders in effort to build and sustain collaborations and partnerships; students are regularly exposed to these interactions through course work and get the opportunity to listen to real life experiences and understand the roles of different stakeholders in the decision making process.

Graduates from HMPD have assumed leadership roles in public health systems at the national, regional and global levels. The department hosts the Executive Master of Healthcare Leadership (EMHCL) which is designed for professionals who have significant responsibility in the healthcare sector - including those from care delivery, pharmaceutical and product manufacturing, healthcare consulting, health management

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systems, insurance, patient advocacy, public health, policy and regulation institutions. HMPD also have a Health Leadership Academy (HLA), an Executive Program that offers a set of consecutive modules, three days each, addressing key topics under the broad theme of leadership in healthcare and bringing hands-on experience of leading experts in the field.

The following courses are offered by the department:

HMPD 300 Health Systems Management 3.0; 3 cr.

This course is designed for public health graduate students to identify organizational and health system challenges and apply systems thinking in resolving them. The course is a core MPH module that examines the organization, delivery and funding of health care and addresses the main components, resources and functions of health systems at several levels including national, regional and international. It critically integrates analyses of structural biases and social inequities as barriers to equitable public health and health care systems. Although the course topics have relevance to national and regional challenges, an international comparative approach is adopted.

HMPD 306 A Workshop on Microeconomics for Healthcare 0 cr.

The goal of this workshop is to teach basic economic principles in preparation for HMPD 351. Topics to be studied include: What is Economics? Principles of Economics, Opportunity Cost, Demand/supply for health care, Elasticity, Costing, Monopoly, Perfect competition, Monopolistic competition, and Oligopoly. The course will use examples from Lebanon, the Region, Europe and the U.S. health care sector to illustrate the role of Health Economics. This Economics course will follow the traditional lecture structure of an introductory course but will also include discussion and case studies.

HMPD 314 Project Management 2.0; 2 cr.

A course that exposes students to current project management trends, best practices, and strategies that can aid in better management of projects and programs in health care settings.

HMPD 315 Performance Improvement 3.0; 3 cr.

HMPD 315 is a service-learning course that blends the theory and practice of performance improvement in health care settings. Special attention will be dedicated to discussing organizational culture for quality improvement, and the application of quality improvement tools to healthcare from a global perspective. *Prerequisite: HMPD 300.*

HMPD 318 Policy and Decision Making in Health Systems 2.0; 2 cr.

This course introduces students to concepts, approaches and strategies to promote evidence-informed policy making in health systems. It provides students with the knowledge and skills of how to define and frame health systems and policy problems and assess underlying factors; develop and frame policy options; and assess options in terms of benefits, harms, risks, stakeholder reactions and implementation considerations. Students will be introduced to ways to use knowledge translation tools such as briefing notes, policy briefs and rapid response in order to promote the use of evidence in policy and to effectively communicate with policy makers to influence action. Real world health systems case studies will be provided in class. *Prerequisites: PBHL 304 and HMPD 300.*

HMPD 319 Strategic Management of Health Care Organizations 2.0; 2 cr.

A course that provides knowledge of fundamental strategic management skills applicable in health care organizations. Its purpose is to prepare students to think strategically and build knowledge to develop, implement and evaluate effective strategies in health care organization.

HMPD 320 Governance in Health Care 2.0; 2 cr.

The course examines the multiple levels of governance in health care systems, including theory, dynamics, approaches, dysfunctions and challenges. The objectives of the course are to: (1) introduce students to governance and accountability at the organizational, clinical, national, regional, and global levels (2) convey an understanding of governance and accountability of different healthcare structures; and (3) examine actors roles, responsibilities, interactions and challenges at each level of governance, including the international; (4) Factual interaction with principal stakeholders to grasp the governance decision making process and the operation inside concerned institutions. This course will assist students in understanding the theory and practice of governance and accountability of health care. What does governance at different levels mean; how these levels are interrelated; how this operates in the real world; what are the implications of the existing challenges to achieving change – represent issues among the key questions that will be explored in this course.

HMPD 321 Foundations of Health Administration II 3.0; 3 cr.

A course that deals with current issues in health care, such as primary health care, health care reform, and integration of social sciences in health sciences.

HMPD 325 Quality Management and Accreditation in Health Care 2.0; 2 cr.

A course that examines at multiple levels the theory and practice of quality management and accreditation in health care organizations. The objectives of the course are to: (1) convey an understanding of quality of care, with particular attention to conceptual frameworks for continuous quality improvement, quality assessment, improvement and patient safety including approaches, methods and tools, (2) explain how to develop a quality improvement plan, performance indicators and measurement systems for quality and accreditation; and (3) address ethical issues related to quality management, risk management and patient safety with particular attention to Lebanon and the region.

HMPD 339 Tutorial in Health Management and Policy 1–3 cr.**HMPD 342 Financial Management and Accounting in Health Care Organizations 3.0; 3 cr.**

Financial Management and Accounting in Health Care Organizations covers significant issues in the areas of cost accounting, financial ratios and statement, working capital management, capital financing, cost analysis and rate setting, budgeting, reimbursement, contracting, and cost controls. The course has been developed to maximize student opportunities for independent analysis through the development of PC-based problem solving applications, and through in-class discussion and evaluation of pertinent financial issues and problems. An emphasis is placed on uses of information generated through accounting and financial management systems to control operations in health care organizations. To promote such understanding, students receive problem oriented assignments and examinations in which they can apply knowledge and reasoning techniques gained from this and other courses to reach logical decisions that would effectively control operations in the simulated exercises. *Prerequisite: HMPD 300 or NURS 507.*

HMPD 351 Health Economics 2.0; 2 cr.

A course that covers the application of the principles of microeconomics to the health field, utilization of the techniques of microeconomics to the study of prices and markets in the health field, and developing competence in cost analysis and cost projections. *Prerequisites: HMPD 251, ECON 203, AGSC 212 or any undergraduate course in economics, and HMPD 300.*

HMPD 354 Special Topics in Health Management and Policy 1-3 cr.

A course that presents students with analytical tools for an in-depth understanding of current or emerging health policies that are debated in the health care industry, as well as tools for generating health policy documents.

HMPD 365 Practicum in Health Management and Policy 0.30; 2 cr.

A course that constitutes an administrative residency program in a health care setting such as a hospital, insurance facility, governmental or non-governmental agency, or any other health care facility. Through hands-on experience, this practicum prepares students to assume increasing levels of responsibility with competence in these settings. *Prerequisites: Completion of all, or all but one, of the core and/or concentration courses.*