

**American University of Beirut  
Faculty of Health Sciences  
Department of Health Management & Policy**

**HMPD 300: Health Care Systems  
3 Credits  
Fall 2017**

**SCHEDULE**

Section 1: Fridays 9:00 AM -11:30 AM

Section 2: Fridays 3:30 PM -6:00 PM

**Van Dyck Rm 103**

**COURSE COORDINATORS**

Dr. Kassem Kassak

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**PREREQUISITES**

There are no formal course prerequisites. However, course work and assignments require:

- A basic understanding of medical and health related terminology
- Computer literacy, especially web-browsing, email and word processing
- A developed ability to read and use course materials and other sources to research and write graduate-level, analytic assignments
- Developed English language (reading and writing) abilities

**COURSE DESCRIPTION**

HMPD300 is a core course that addresses the main components, resources and functions of health care systems. It is designed for graduate students to identify organizational and health system problems and apply systems thinking in resolving them. The course also introduces graduate students to the policy making process and the analysis of health system issues with particular focus on Lebanon and the Middle East region.

HMPD 300 is intended for students from divergent educational and occupational backgrounds who are working or planning to work in the health care industry. By the end of the course, students should be able to develop the following competencies:

- 1- Identify the main components and issues of the organization, financing and delivery of health services and public health systems with emphasis on Lebanon and the region.
- 2- Make use of quality and performance improvement concepts to address organizational performance issues.
- 3- Describe principles of strategic planning in public health.
- 4- Use systems thinking for resolving organizational problems.
- 5- Discuss the policy making process for improving the health status of populations.
- 6- Describe the legal and ethical bases affecting the delivery of health services.
- 7- Identify data needs and limitations of health care systems
- 8- Describe the health policy making process with special focus on weak states.
- 9- Introduce the principles of budgeting and financial statements

### **FIVE EXPECTATIONS OF STUDENTS**

- 1- Attend and participate thoughtfully in the class conversations and discussions
- 2- Share and react to ideas
- 3- Work in teams and submit 2 group assignments
- 4- Complete a comprehensive final exam

### **MOODLE (<https://moodle.aub.edu.lb/>)**

HMPD 300 makes extensive use of a restricted web site, which uses the computer package Moodle. To access Moodle, you must have a web browser and you will need a user name and password (the same you use to access your Imail). For more information on using Moodle please check URL:

<http://staff.aub.edu.lb/~acc/Moodle/MoodleStudents/MoodleStuTutorials/MoodleStuTutorial.htm>

### **COURSE READING MATERIAL**

HMPD 300 has a **recommended** text book available for purchase at AUB's bookstore

**Buchbinder, S. & Shanks, N. (2007). Introduction to Health Care Management. Jones and Bartlett Publishers, Sudbury, Massachusetts.**

The course will also use an assortment of educational resources including: publications, reports, white papers and case studies. All course readings, except for book chapters, will be posted on Moodle according to the weekly topic and reading schedule. It is the responsibility of students to access the Moodle and download/ print the course readings as per the weekly schedule.

### **PEDAGOGY**

Lectures, group discussions, case studies, assignments and invited experts in the health care system.

## **COURSE EVALUATION**

Assessment will be based on class attendance & participation; group assignment a mid term and a final exam.

<b>Attendance &amp; participation</b>	<b>10%</b>
<b>Group Assignment I</b>	<b>15%</b>
<b>Midterm Exam</b>	<b>25%</b>
<b>Group Assignment II</b>	<b>15%</b>
<b>Final Exam</b>	<b>35%</b>

### *A. Attendance and participation*

Attendance in class meetings is **mandatory** and will be regularly checked. Students are advised to read AUB's policy on Attendance and on missing classes

<http://staff.aub.edu.lb/~webregist/catalogue-graduate/generaluniversity.pdf>.

Group discussions require collegiality and assume a shared conceptual base.

Therefore, students are required to complete the readings on each topic before that topic's class session occurs, and be prepared to engage in discussions. Students will be provided with the opportunity to draw from their own experience and from what has been learned in other courses.

### *B. Group Assignments*

Students will work in groups of four to analyze case studies. The case studies will be handed out in class with a comprehensive protocol. Case studies are discussed in groups during the class session and each group will be required to submit a written report on two selected case studies.

In fairness to all students, each team member **MUST** contribute effectively both in time and efforts in preparing and presenting the case studies. Free riders are not tolerated. With each assignment, students are required to report on the group dynamics and evaluate the contribution of other members in the group.

### *C. Mid Term Exam*

A Midterm Exam will be offered to students to test their comprehension of the information presented during the first half of the course.

### *D. Exams*

There will be a comprehensive final exam based on material covered in class (readings, lectures and discussions). The exam will draw on the knowledge gained throughout the course.

## **MISCONDUCT**

Education is demanding and you need to properly manage your time. Do not hesitate to use the resources around you but do not cut corners. Cheating and plagiarism will not be tolerated. Review the Student Code of Conduct and familiarize yourself with

definitions and penalties. Cheating might earn you a failing mark on the assignment, at the very least. You might fail the course in which you cheated, be warned, suspended or expelled from University and a permanent mention of the disciplinary action might be made in your student records. If you're in doubt about what constitutes plagiarism, ask your instructor because it is *your* responsibility to know. Remember that the American University of Beirut has a strict anti-cheating and anti-plagiarism policy. Do not become a lesson to others. For further information, kindly visit AUB's Policies and Procedures or <http://pnp.aub.edu.lb/general/conductcode>.

## **ACCESSIBILITY**

AUB strives to make learning experiences as accessible as possible. If you anticipate or experience academic barriers due to a disability (including mental health, chronic or temporary medical conditions), please inform US immediately so that we can privately discuss options. In order to help establish reasonable accommodations and facilitate a smooth accommodations process, you are encouraged to contact the Accessible Education Office: [accessibility@aub.edu.lb](mailto:accessibility@aub.edu.lb); +961-1-350000, x3246; West Hall, 314

## DETAILED COURSE OUTLINE<sup>1</sup>

	<b>Fridays</b> <b>Section 1: 9:00-11:30 AM</b> <b>Section 2: 3:30-6:00 PM</b>	<b>Topic</b>
1	September 1, 2017	Adha Eid, No Class
2	September 8, 2017	Course Organization, Structure and Objectives
3	September 15, 2017	The anatomy of a Health Care System
4	September 22, 2017	Hijri New Year, No Class
5	September 29, 2017	Introduction to Organization, Delivery and Financing of Health Services
6	October 6, 2017	Health System Financing/Financial Management in Health Care Institutions
7	October 13, 2017	Introduction to Health Human Resources Organization & Management
8	October 20, 2017	<b>MID TERM EXAM</b>
9	October 27, 2017	The Lebanese Health care System
10	November 03, 2017	Introduction to Health Policy
11	November 10, 2017	Introduction to Healthcare Quality and Performance Improvement
12	November 17, 2017	Health Information Systems
13	November 24, 2017	Strategic Planning in Health Care
14	December 1	Prophet's Birthday, holiday. No class

<sup>1</sup> Note that the topic order may be modified at the sole discretion of the course coordinator

### Selected references

1. Alameddine, M., Baumann, A., Laporte, A. and Deber, R. (2012) A Narrative Review on the Effect of Economic Downturns on the Nursing Labor Market: Implications for Policy and Planning. *Human Resources for Health*. 10 (23): 1-7.
2. Alameddine, M, Dainty, K, Deber, R & Sibbald, W. The ICU Work Environment, Current Challenges and Recommendation for the Future, *Journal of Critical Care* 24(2), 243-8.
3. Ammar, W (2003). Health System and Reform in Lebanon, WHO EMRO, MOPH Lebanon Enterprise Universitaire d'Etudes et de Publications Beyrouth-Liban.
4. Barker, C (2000). The Health Policy Process, The Cromwell Press Ltd.
5. Deber, R (2002). Delivering Health Care Services: Public, Not-For-Profit, or Private? Commission on the Future of Health Care in Canada. Discussion Paper number 17.
6. El-Jardali, F, Dumit, N, Jamal, D and Mouro, G (2008) Migration of Lebanese nurses: A questionnaire survey and secondary data analysis. *International Journal of Nursing Studies*. (45), 1490-1500.
7. Exworthy, M (2008) Policy to tackle the social determinants of health: using conceptual models to understand the policy process. *Health Policy and Planning*. 23, 294-307.
8. Fried, B & Gaydos, L (2002) World Health Systems: Challenges and Perspectives. Health Administration Press, Chicago, Illinois.
9. Gilson, L and Raphaely, N (2008) The terrain of health policy analysis in low and middle income countries: a review of published literature 1994-2007. *Health Policy and Planning*. 23,308-317.
10. Jackson, S (2001) Successfully Implementing Total Quality Management Tools Within Healthcare: What are the Key Actions? *International Journal of Health Care Quality Assurance*. 14(4)
11. Saleh, SS, Alameddine, M, Natafqi, NM (2014). The path towards universal health coverage in the Arab uprising countries Tunisia, Egypt, Libya, and Yemen. *Lancet*, 383 (3914), 368-81
12. Saleh, SS, Alameddine, M, Natafqi, N (2014). Beyond accreditation: a multi-track quality-enhancing strategy for primary health care in low- and middle-income countries. *International Journal of Health Services*, 44(2), 355-372

13. Walt G, Shiffman, J, Schneider, H et al. (2008) 'Doing' health policy analysis: methodological and conceptual reflections and challenges. *Health Policy and Planning*. 23, 318-327.
14. WHO (2000) The World Health Report 2000, Health Systems – Improving Performance WHO, Geneva.
15. WHO (2001) Technical Discussions: Health Systems Development. Regional Office for the Eastern Mediterranean. EMRO. Session 48, agenda item 9.
16. WHO (2006a) Health System Profile Lebanon. Regional Health Systems Observatory. EMRO.
17. WHO (2006b) The world health report 2006 - working together for health. WHO, Geneva.
18. Yassoub, R. (2013) A Lifeline for Lebanon's Ailing Healthcare and Social Security Systems: A Primary Care Health Benefits Package. A practicum report submitted FHS MPH HMPD student.