

22-23

DEGREE



# MÁSTER UNIVERSITARIO EN ADMINISTRACIÓN SANITARIA

CODE 261101

UNED

22-23

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ADMINISTRACIÓN SANITARIA  
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## INTRODUCTION

The Master's Degree in Health Administration (MUAS) is an official Master's Degree, of 60 credits (ECTS), which is taught jointly by the Universidad Nacional de Educación a Distancia (UNED) and the Escuela Nacional de Sanidad (ENS), the latter belonging to the Instituto de Salud Carlos III (ISCIII). Since 2010, the UNED and the ENS have formed the Joint Research Institute under the name IMI-ENS.

The different subjects of the Master will be taken over two years (see the Syllabus section), making training compatible with professional activity; this process helps to rework and enrich the student's experience, and on this basis to build and consolidate managerial and management skills.

The Master's Degree is developed by combining face-to-face and virtual activities. The face-to-face activities allow a more direct interaction between the participants of the Master: students, teachers, speakers and academic organization. This activity is organized in Face-to-Face Sessions that will be held at the end of each subject. They have a duration of two days, including exams along with various teaching and academic activities. Virtual activities are the most important throughout the Master, with a varied range of methods and tools to work and interact from the virtual course hosted on the educational platform of the UNED.

## OBJECTIVES AND COMPETENCES

This section contains the general objectives and competencies, as well as the specific competencies that students are expected to acquire in each subject as a result of their learning.

### MUAS OBJECTIVES:

General objective: That students acquire advanced multidisciplinary training in the knowledge, skills and attitudes that currently govern the sciences of management, administration and direction of health systems and services, allowing them to develop their professional career appropriate to the needs and social demands.

Specific objectives. The student at the end of the course:

In relation to the macro-management of health systems and networks:

Know the agency relationships and determinants of the economy in the health sector.

Know how to characterize the components of the different models of health systems and the Spanish National Health System itself.

To understand the different organizational and management models of health services.

Analyze the principles, components and applications of good governance in healthcare institutions.

In relation to the management function and instruments of management of centers and services:

Analyze the essential components of planning, organization and management of health institutions.

Understand and know how to apply techniques and methods for the governance and management of people.

Know the accounting tools and methods in the framework of economic-budgetary

management and cost and expense control.

Know the management systems for sustainable health architecture and engineering projects.

In relation to clinical management:

Deduce the different situations derived from clinical activity through the assessment of metrics and health information systems.

Analyze the fundamentals of clinical organization and management, as well as quality models based on excellence.

In relation to analytical methodologies, evaluation and knowledge management.

To know the current methods and techniques in the field of public health, clinical epidemiology and applied statistics.

Reasoning the fundamentals of health law, as well as the inference of professional and social responsibility.

To acquire methodological and instrumental skills in research and evaluation of health centers, services, technologies and programs.

To know the policies and instruments in specialized training, research and development of scientific knowledge applied to biomedical sciences.

**MUAS COMPETENCIES:**

Basic Competencies:

To possess and understand knowledge that provides a basis or opportunity to be original in the development and/or application of ideas, often in a research context.

That students know how to apply acquired knowledge and problem-solving skills in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

That students are able to integrate knowledge and face the complexity of making judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

That students know how to communicate their conclusions and the ultimate knowledge and reasons that support them to specialized and non-specialized audiences in a clear and unambiguous manner.

That students possess the learning skills that will enable them to continue studying in a way that will be largely self-directed or autonomous.

General Competencies of the Master are:

**STRATEGIC:** To be able to act with vision and seize opportunities in their professional career and to implement efficient results-oriented governance in their managerial performance.

**INSTRUMENTAL:** To be able to make decisions, solve problems, organize and plan, analyze and synthesize, communicate orally and in writing, manage information, know and use new technologies and social networks, manage time adequately, have the ability to negotiate, determine priorities and use evaluation techniques.

**SYSTEMIC:** Be able to act motivated by quality, adapt to new situations, think creatively, learn autonomously, act with initiative and entrepreneurial spirit and show professional leadership.

**PERSONAL.** To be able to act with ethical commitment, work in a team and know how to

delegate, show skills in interpersonal relationships, show critical reasoning and act with personal autonomy and creativity.

Specific competencies of the Master are:

Acquire the fundamentals and principles of economics and social sciences applied to the field of health and systems and services in the health environment.

To assess the efficiency of public policies in health through the comparison of models and systems, characterizing the position of the National Health System in Spain.

Knowledge of the principles and fundamentals of public health and the epidemiological method. Specific

Apply statistical methods and techniques.

To analyze situations and problems of community and population health from the perspective of the epidemiological method.

Value the perspectives and foundations of public policies.

Relevant knowledge of the ability to apply the integral factors of health law, bioethics and sociology of health.

Analyze the global economic frameworks related to health.

Assess performance in complex organizational and social systems.

Ability to use the scientific method and its application in research.

To know the elements that characterize health production and the tools for management control.

To evaluate interventions and technologies applicable in the health field.

To assess professional performance and competencies in the context of clinical management.

Acquire the fundamentals and principles of administration and governance of the healthcare enterprise.

Relevant knowledge of the factors involved in the management of human capital in the health organization and services.

Ability to apply negotiation and communication techniques.

To know how to operate with the methods for the calculation of health staff.

Relevant knowledge of the ability to manage budgets in health centers. Specific

Relevant knowledge of the ability to apply the integral factors of financial and analytical accounting of the company. Specific

To know how to apply budgeting and expenditure control techniques.

Knowledge of the methods for the management and control of sanitary and environmental engineering projects.

To know how to elaborate management contract models.

Relevant knowledge of the ability to apply operational methods of total quality management and patient safety.

Perform tasks related to the mechanisms of access and analysis of scientific evidence and its relationship with knowledge management.

Perform review, evaluation and supervision tasks on drugs and other health technologies.

Knowledge of the essential aspects of the philosophy of science applied to biomedical research.

Perform tasks related to the use of new technologies and web 2.0 in health sciences.

## CAREER OPPORTUNITIES

Students graduating with the MUAS will be qualified to:

Serve in technical, managerial and senior management positions in the State and Autonomous Health Administration.

Be a researcher in research projects in the field of Health Administration and health sciences.

Access to doctoral programs related to health, economic and social sciences.

In summary, the student who has passed the MUAS will have acquired the knowledge, abilities, tools and skills that will enable him/her to be competent in a varied profile of tasks, among which we highlight the following five:

(a) Develop policies and management processes of institutions and corporations that govern systems and networks of health and social-health services, both in the field of health risk insurance, as well as in the coordination of networks of centers and services, and in the implementation of programs for the improvement of population health.

b) Plan, organize, direct and evaluate health centers and services, providing significant competencies from the student's own disciplinary perspective: financing, economic evaluation, regulation, information, technology, organization, assistance, care, pharmacy, personnel, administration, general services, public health, health information and documentation, patients' rights, safety, quality, etc.

c) Collaborate with the management of healthcare microsystems, either by leading the processes, in the case of clinical and care disciplines, or by acting as support and liaison for these microsystems in the healthcare centers and networks in which they are located.

d) Implement projects to improve quality and efficiency, organizational change or innovation, based on a good command of technical tools from the world of management, organizational sciences, biomedical research and health services, and the set of disciplinary knowledge provided in the Master's program.

e) To take the initiative to maintain self-training, through "learning to learn" skills, which are projected in the ability to convert experience into tacit knowledge, and through participation in communities of knowledge and professional practice, to convert this into explicit knowledge published and disseminated with the guarantees of the scientific method.

## ACCESS PREREQUISITES

The requirements for access to the Master's Degree are:

To be in possession of an official Spanish university degree of Bachelor or Graduate in Medicine, of Diploma or Graduate in Nursing, of other degrees of Bachelor or Graduate in Health Sciences, or in other disciplines and areas of knowledge oriented to health management.

Degrees issued by an institution of Higher Education of the EHEA (Degrees) that allow access to postgraduate studies in the country issuing the degree are also considered valid.

Other graduates from educational systems outside the EHEA may also be admitted without the need for homologation of their degrees, subject to verification by the selection committee

that they accredit a level of training equivalent to the corresponding official Spanish degrees and that they qualify in the country issuing the degree for access to postgraduate studies. Access to the master's degree through this route will not imply, in any case, the homologation of the previous degree held by the interested party, nor its recognition for purposes other than that of taking the master's degree.

Guaranteed availability to attend the sessions scheduled (9 over two years).

Given its admission criteria, this Master's Degree does not contemplate adaptation or leveling courses, so that the student's access once evaluated and accepted is direct.

## ADMISSION CRITERIA

Previous training initiatives in this sector of health administration and management, show the existence of students with an important background of work practice, who seek to rework their experience and grow as professionals with a university knowledge base. This also coincides with the mission of the UNED, particularly open to the progression and improvement of students who have had a cycle of work performance.

Selection mechanisms:

The following three blocks of merit will be scored for the selection of students in the MUAS.

Academic record: 25%. In this section, the academic degrees presented by the student will be valued: Doctor, Bachelor or Graduate, as well as courses and other continuing education formats that are certified according to the number of credits/hours related to the administration of health services. In addition, continuing education training actions related to the direction, administration, management, governance and planning of health care services and units will also be valued.

Professional experience: 35%. In this section, professional experience in health and social-health centers, units and services, and in the management, administration, governance and direction of health care institutions will be valued.

Projects for the improvement of the quality of care, elaboration of technical reports, protocols and scientific production: 40%. In this section, participation in projects, programs, plans; works published as author in books and scientific journals related to the world of management, improvement programs and administration of health services will be valued.

The Academic Committee may request the applicants to justify the merits provided.

Only CVs with the defined structure and with specific sections according to the MODEL PROPOSED BELOW will be evaluated.

MODEL CV (word format)

MODEL CV (pdf format)

## NUMBER OF NEW STUDENTS

The maximum number of students admitted per course is 65.

## CURRICULUM

The MUAS consists of 60 ECTS. It has a duration of 2 years. The number of ECTS is divided into 10 subjects, including the Master's Thesis (TFM) and Case Studies and Applied Experiences.

The master's degree is structured as follows:

1.- Compulsory subjects: 52 ECTS.

2.- TFM: 8 ECTS.

The number of ECTS is divided into 10 subjects, including the Master's Thesis (TFM).

In the academic year 2021-2022 (first year) the student can enroll in the first four subjects, totaling 24 ECTS. In the academic year 2022/2023 (second year), the student may enroll in the remaining credits.

This Master's Degree does not include internships.

According to section 4.4 of the Degree Report NO CREDITS ARE RECOGNIZED FOR:

Credits taken in Official Non-University Higher Education.

Credits taken in Proprietary Degrees.

Credits taken for Accreditation of Work and Professional Experience.

Two important observations: Required dedication and attendance.

Those interested in pursuing this Master's Degree should bear in mind, before submitting their application, two very important issues: the degree of demand required to successfully complete the studies; and the compulsory attendance at certain times of the Course.

Studying the Master's Degree on a full-time basis (one academic year), according to the indications of the EHEA, implies a weekly dedication on the part of the student of 40 hours (8 hours per day). Each ECTS credit implies 25-30 hours of effective work by the student. In this sense, students must take into account their real possibilities of fulfilling this requirement and enroll in as many subjects as they consider they can satisfactorily pass according to their available time. Therefore, except in exceptional situations, the MUAS must be taken in two academic years, and its design is based on a pedagogical sequence: in the first year, subjects 1, 2, 3 and 4; in the second year, subjects 5, 6, 7, 8, as well as 9 (Master's Thesis) and 10 (Case Studies and Applied Experiences).

According to the regulations (see corresponding section), it is possible to study part-time, taking a minimum of 10 credits per academic year, but knowing that the time spent in the Master's program cannot exceed 4 academic years.

On the other hand, for this biennial Master's programmed 9 Face-to-Face Sessions, which will be held in Madrid, either at the headquarters of the National School of Health (c/ Monforte de Lemos 5), or at the UNED campus (c/Senda del Rey, in any of the spaces available in the Faculties located there). They will be held at the beginning of each course, and at the end of each subject; each of these sessions will take place over two days (Thursday and Friday).



These sessions are used both for teaching activities and for examining the completed course. The exams or face-to-face tests will not take place in a different place or on a different date from those scheduled for the Face-to-Face Sessions. For the purposes of the face-to-face sessions and the evaluation, the Associated Centers of the UNED will not be used. In addition, participation in the Face-to-Face Sessions is compulsory and carries a mark for attendance.

The date and place of the opening face-to-face session of the 6th edition of the MUAS will be communicated sufficiently in advance to admitted students who have initiated the registration process. It is the student's responsibility to access the virtual platform (aLF) from the day the course begins.

The evaluation of the acquisition and development of competences, knowledge and skills will be carried out by means of:

Written test: which will consist of a multiple-choice exam and an exam of open questions or development.

Participation in classroom activities established in the program.

Elaboration of the case or essay, for the subject "Case studies and applied experiences".

Preparation, presentation and public defense of the Master's Thesis.

Each subject may incorporate the evaluation system or systems most appropriate to the teaching objectives.

The student will find further information on these issues within the virtual course of the Master.

## STRUCTURE OF THE STUDY PLAN

### COURSE

### DURATION

### CHARACTER

### ECTS CREDITS

Health Systems Governance

Block 01: Economics and Welfare

Block 02: Health and Health Systems

Semester

(First year - Semester 1)

Available in the

academic year 2021/2022

Compulsory

7

Epidemiology and Public Health

Block 03: Public Health and Clinical Epidemiology

Block 04: Statistical Analysis, Interpretation and Communication of Data

Semester

(First year - 1st semester)

Available in the

academic year 2021/2022

Compulsory

5,5

Health Insurance and Health Law

Block 05: Health Insurance and Network Management

Block 06: Health Law and Bioethics

Semester

(First year - 2nd semester)

Available in the

academic year 2021/2022

Compulsory

6

Health Evaluation and Knowledge Management I

Block 07: Evaluation of health services

Block 08: Analysis and control of clinical activity management

Semester

(First year - 2nd semester)

Available in the

academic year 2021/2022

Compulsory

5,5

Managerial Functions

Block 09: Management function and strategy

Block 10: People Management

Semester

(Second year - 3rd semester)

Available in the

academic year 2022/2023

Compulsory

6

Management Functions

Block 11: Financial, purchasing, logistics and hospitality management.

Block 12: Infrastructure, Technology and Investment Management

Semester

(Second year - 3rd semester)

Available in

academic year 2022/2023

Compulsory

5

Clinical Management

Block 13: Clinical Management 1. Organization and operation.

Block 14: Clinical Management 2. Instruments and Key Areas

Semester

(Second year - 4th semester)

Available in the

academic year 2022/2023

Compulsory

6

Health Evaluation and Knowledge Management II

Block 15: Knowledge Management

Semester

(Second year - 4th semester)

Available in the

academic year 2022/2023

Compulsory

4

Master's Thesis (TFM)

Annual

(semesters 3 and 4)

Compulsory

8

Case studies and applied experiences

Annual

(semesters 3 and 4)

Required

## RULES

- RD 1393/2007, de 29 de octubre, por el que se establece la ordenación de las enseñanzas universitarias oficiales
- RD 861/2010, de 2 de julio, por el que se modifica el Real Decreto 1393/2007, de 29 de octubre, por el que se establece la ordenación de las enseñanzas universitarias oficiales
- RD 43/2015, de 2 de febrero, por el que se modifica el Real Decreto 1393/2007, de 29 de octubre, por el que se establece la ordenación de las enseñanzas universitarias oficiales, y el Real Decreto 99/2011, de 28 de enero, por el que se regulan las enseñanzas oficiales de doctorado.
- Actualización de los procedimientos de organización y gestión académica de los Másteres Universitarios oficiales y Doctorado de la UNED, para su adaptación en lo dispuesto en el RD. 1393/2007.
- Normas y criterios generales de reconocimiento y transferencia de créditos para los másteres.
- Normas de permanencia en estudios conducentes a títulos oficiales de la Universidad Nacional de Educación A Distancia.
- Regulación de los trabajos de fin de master en las enseñanzas conducente al título oficial de master de la UNED.

## PRACTICES

This Master's Degree in Health Administration does not include an internship.

## OFFICIAL DOCUMENTATION

De acuerdo con la legislación vigente, todas las Universidades han de someter sus títulos oficiales a un proceso de verificación, seguimiento y acreditación.

En el caso de la UNED, el Consejo de Universidades recibe la memoria del título y la remite a la ANECA para su evaluación y emisión del Informe de verificación. Si el informe es favorable, el Consejo de Universidades dicta la Resolución de verificación, y el Ministerio de Educación eleva al Gobierno la propuesta de carácter oficial del título, ordena su inclusión en el Registro de Universidades, Centros y Títulos (RUCT) y su posterior publicación en el Boletín Oficial del Estado.

Los títulos oficiales de máster han de renovar su acreditación antes de los cuatro años desde su verificación o bien desde la fecha de su última acreditación, con el objetivo de comprobar si los resultados obtenidos son adecuados para garantizar la continuidad de su impartición. Si son adecuados, el Consejo de Universidades emite una Resolución de la acreditación del título.

Estas resoluciones e informes quedan recogidos en el Registro de Universidades, Centros y Títulos (RUCT).

### VERIFICACIÓN / MODIFICACIÓN

- Memoria del Título
- Informe de Verificación de la ANECA
- Resolución de verificación del CU
- Informe/s de modificación del Plan de Estudios
- Inscripción del Título en el Registro de Universidades, Centros y Títulos
- Publicación del Plan de Estudios en el BOE

### SEGUIMIENTO

- Informe de seguimiento del título 2015

### ACREDITACIÓN

- Informe de renovación de la acreditación 2016
- Resolución de acreditación del CU 2016
- Informe de renovación de la acreditación 2020
- Resolución de acreditación del CU 2020

## INTERNAL QUALITY ASSURANCE SYSTEM FOR THE TITLE

The UNED has an Internal Quality Assurance System (SGIC-U) that covers all its official undergraduate, master's and doctoral degrees, as well as the services it offers, whose design was certified by ANECA.

The SGIC-U includes all the processes necessary to ensure the quality of its faculty, resources and services for students: access, admission and reception, external internships, mobility programs, academic guidance and job placement, monitoring and evaluation of the results of training, attention to suggestions and complaints and the adequacy of support staff, among others.

Those responsible for the IQAS are:

The Coordinating Committee of the Degree.

The Quality Assurance Committee of the Center.

The Dean's or Management Team.

The Quality Assurance Commission of the UNED.

Through the Statistical Portal, the UNED provides information to the entire university community on both the results of training and the results of satisfaction of the various groups involved.

## PROFESSIONAL ATTRIBUTIONS

No aplica para este Título

## INFORMACIÓN SESIONES PRESENCIALES

The Master's Degree in Health Administration consists of 9 face-to-face sessions of compulsory attendance. Failure to attend them means failing the subject/subjects to be examined in those sessions.

The classroom sessions will be held either at the headquarters of the National School of Health, in Madrid (c/ Monforte de Lemos 5), or in one of the Faculties located on the campus of the UNED (c/Senda del Rey). They will be held at the beginning of each course, and at the end of each subject; these two-day sessions are used both for teaching activities and for examining the completed subject. The exams cannot be held on a different date, nor in a different place, with respect to what is scheduled for the Presential Sessions.

The dates of each face-to-face session will be announced within the Virtual Course, as well as by e-mail, with sufficient time in advance so that the student can schedule them. In any case, an indicative schedule of such dates will be made available at the beginning of the Course, which will be tried to be definitive.

## PERFIL DE EGRESO

Students who have passed this Master's Degree will have acquired the knowledge, competencies and skills that will enable them to be competent in a varied profile of functions, among which we highlight the following five:

Develop policies and management processes of institutions and corporations that govern systems and networks of health services, both in the field of health risk insurance, as well as in the coordination of networks of centers and services, and in the implementation of programs for the improvement of population health.

Plan, organize, direct and evaluate health centers and services, providing significant competences from the student's own disciplinary perspective: financing, economic evaluation, regulation, information, technology, organization, assistance, care, pharmacy, personnel, administration, general services, public health, health information and documentation, etc.

Collaborate with the management of health care microsystems, either by leading the processes, in the case of coming from clinical disciplines, or by acting as support and liaison for these microsystems in the health care centers and networks in which they are located. Implement projects to improve quality and efficiency, organizational change or innovation, based on a good command of technical tools from the world of management, organizational sciences, biomedical research and health services, and the set of disciplinary knowledge provided in the Master's program.

To take the initiative to maintain self-training, through the competences of "learning to learn", which are projected in the ability to convert experience into tacit knowledge, and through participation in communities of knowledge and professional practice, to convert this into explicit knowledge published and disseminated with the guarantees of the scientific method.

Based on the above competencies, MUAS graduates will be able to:

Occupy senior management, techno-structure, and support staff positions in the State and Autonomous Health Administration,

Occupy positions of maximum responsibility (managerial or functional directors) in health organizations both at the level of Specialized Care and Primary Care and socio-health centers.

Work in health programs and projects oriented to the achievement of objectives, the development of innovations and improvements, or the implementation of centers or services.

To be a researcher in research projects in the field of health administration sciences.

Access to doctoral programs related to health, economic and social sciences.

## **ACTIVIDADES FORMATIVAS**

The teaching and learning activities of the Master, developed in the distance modality, conceived and designed for the autonomous learning of the student, will use the following means and forms.

### 1. STUDIES OF LEARNING UNITS

The basis of the distance learning is the reading, study and reflection on the learning units configured as didactic units, articles and texts, study guidelines and self-assessment tools, all materials prepared and selected by teachers with a high level of competence and practical knowledge in the field.

In each learning unit, grouped by thematic blocks, links to texts and study materials will be included. A good part of these will be Didactic Units prepared specifically for the Master, and which are available in open access in the Espacio UNED Platform (Collections of the National School of Health), or in a new publication, the GAPS Journal, which will include review and dissemination articles for specialized teaching, specifically commissioned for the courses on the general subject of "Government, Administration and Health Policies" that are developed in the ENS and the UNED. LINK LIST OF COLLECTIONS

The course guides contain the following information for each Teaching Block: a brief introduction; an outline of the Teaching Blocks (objectives and contents), and instructions on study and evaluation. To this information will be added later the scheme of Learning Units, ordered by weeks.

The Learning Units are built on the platform - virtual course. In each Learning Unit the teachers-coordinators of the thematic block will make a brief introduction and will indicate the essential readings that allow to cover the learning objectives; they will also provide a series of items or questions that facilitate the identification of these objectives. Finally, they will provide links and further reading, as well as open-ended self-assessment questions. All the material or links necessary for learning will be specified and accessible from these Units.

Each subject will be able to count on Video-lessons, dedicated to :

Introduction to the didactic block of each subject.

Synthesis of the compulsory contents.

Practical cases.

### 2. GENERAL COURSE FORUMS

The accompaniment to the study of the Units is essential, and it is developed through the Virtual Classroom of the course; in it appears a Work Plan structured in chronological sequence to stimulate the sequential follow-up of the study; there is a General Forum where the students can communicate with the Academic Direction of the MUAS any doubt, question, suggestion or problem that arises in the course. Along with this instrument a Student Forum is provided, where at the beginning of the course students are encouraged to make a brief self-introduction, and which remains as an arena for horizontal communication of students (among themselves), and with their student representatives of the course.

### 3. WORK AND TUTORING FORUM OF THE COURSES

Within the Virtual Classroom, and in each Subject, an essential instrument of communication between the students and the Coordinating Professors of each Subject is established. In each Block there will be two Professor-Coordiators who will dynamize the Work and Tutoring Forum; these forums are much more than mere "doubt forums" and are promoted as a place where the Professors launch ideas, propose activities, bring current topics, and rely on questions or comments from students to encourage new discussions and work; the ease with which documents or links are now incorporated into these platforms and forums, creates an enormously creative and enriching dynamic.

The aLF-UNED Platform Forums are designed to send to the internal internet address of all professors and students (and also other external addresses) immediately or periodically, the communication and transcription of new messages incorporated to the discussion threads. From the initial impulse (as has been observed in all previous editions of the MUAS) the function of the Professor-Coordinator becomes more of a moderator and synthesis of the contents that have been emerging; the closing of the course also allows the Forums to reach some conclusions in the threads of debate and work that have been developed.

#### 4. TUTORIALS AND DIRECT COUNSELING FOR STUDENTS

As a complementary means of support to the students' non-attendance study, the possibility of connecting via email with the Academic Direction and with the Professors-Coordiators of the Subjects is offered; for purposes of greater academic control, this is done through a unified email address, although emails of the Academic Directors are also provided; telephone consultation with the MUAS Secretariat is easy and available every morning; and a call can be arranged with the teaching staff. This direct channel can be particularly useful for very specific problems or difficulties of the student (with the course or with some subject) whose resolution is preferable to be done bilaterally and through direct interaction.

#### 5. ELABORATION OF CASES AND ESSAYS

This activity, framed in Subject number 10 (Case studies and applied experiences) consists of the elaboration by the students of a Case or Essay on a health problem, health services, organization of services, management, or development of health policies, which combines the student's interest with its importance from the health and management perspective, and its academic projection. Specific instructions will be given in the Guide, and in the first classroom session training will be provided on how to develop a case study or a thematic essay; and finally, a collection of the best cases and essays from previous promotions will be made available to the students to serve as a guide and model for their development.

At the beginning of the course, a sequence of presentation of the cases and essays will be established, and in the Virtual Classroom there will be a tool to upload the work, which will be located in an area of the Classroom accessible to all other classmates, so that everyone can share and learn from the work of others.



The Academic Direction of the MUAS and the Professors-Coordiators of Subject 10, will be available to support in the realization (and to evaluate through the court the cases and essays for grading purposes of the subject).

#### 6. ELABORATION OF THE MASTER'S THESIS (TFM)

MUAS students must develop an original work of study and research, which may have different modalities: it can be an original research work with primary or secondary information, elaborated according to the usual characteristics of an article for a scientific journal; it can also be a practical case of management and organization of services, in which a management problem and its improvement alternatives are documented in a sufficiently broad and deep way; It can also be a project of reorganization or transformation of a center, service, unit, technology or service, in which the situation of a given organizational structure is analyzed and documented and the necessary transformation processes are developed (planned or carried out); an essay with a broad and in-depth review of a management or research problem in health services can be an interesting alternative. Given the practical orientation of the Master, the course allows other formats of TFM (portfolio of description and strategic analysis of a health service, map and analysis of care processes, evaluation of interventions, etc.) always with the prior agreement of the Professors-Coordiators of the Subject 9 , and also of the Academic Direction of the MUAS.

As resources for the realization of the TFM, students can count on the support of "external" tutors (experts in the methods of the study or close to the object and data of the research), and "internal" tutors (academic guidance provided by MUAS, ENS and UNED professors who may be familiar with the specific contents of the TFM).

In Subject 9, the guidelines for the TFM are set out more specifically; however, already from the first year (although this subject is in the second year), information and guidelines will be provided, encouraging students to outline their work and identify in advance the relevant information they will need (and, as far as possible, to collect it).

#### 7. PRESENTATION AND DISCUSSION OF THE MASTER'S THESIS

The TFM will be submitted for evaluation according to the teaching guide of this subject; students may present and publicly defend their work in face-to-face mode or in non-face-to-face mode (submission of the TFM and oral presentation).

In Subject 9 the guidelines for the development of this activity of presentation and discussion of the TFM are set out more specifically.

The activities carried out in face-to-face mode (at the headquarters of the National School of Health, or at the Faculty of the UNED indicated as appropriate), which involve all subjects, will be the following

##### 1. PRESENTATION OF THE MASTER'S DEGREE

At the beginning of the Master (first year), a session will be held either at the headquarters of the National School of Health, or at one of the UNED Faculties in Madrid, to present the

course, the teaching guide, the virtual classroom, the teaching dynamics, and the contact and tutoring tools.

It will also seek the mutual knowledge of the participants, as a motivating element and also as a facilitator of exchange and subsequent communication. In addition, in this session the academic direction and coordination will introduce the contents, seeking the integration of the vision of the Master as a whole, and will also give the appropriate advice so that the students assume the difficulties involved in the distance study components, and are able to program their stable and sustained effort for the study that is programmed in the Work Plan.

## 2. LECTURES, ROUND TABLES AND THEORETICAL FACE-TO-FACE CLASSES

In the face-to-face sessions, of two days duration, lectures, round tables or face-to-face classes are incorporated on contents of deepening or updating of the subjects already studied, allowing to build on the basis of the personal study at a distance, new cognitive competences or of application of knowledge, and supporting the extension or diversification of the learning carried out. The formats and contents must be adapted to the aspects developed in the subjects studied or those to be studied, and will be subject to a specific programming by the Academic Coordination of the MUAS to ensure currency and adaptation to the aspects discussed in the Forums of the course, and which concentrate the greatest academic interest.

## 3. FACE-TO-FACE SEMINARS

Also in the face-to-face sessions, seminars are developed coinciding with the subjects (and Thematic Blocks that compose them) where the Professors-Coordination who have led the Forums and have developed the tutoring function, have the opportunity to interact face-to-face with the students, to comment on what has been learned, to resolve doubts, and to introduce additional contents for updating, application and extension; these seminars can last between one and two hours.

## 4. FACE-TO-FACE WORKSHOPS

The face-to-face sessions will also include workshops for the acquisition of practical skills and competences, which will complement personal study in those subjects that are not very susceptible to distance learning; practical aspects, calculation exercises, analysis of cases and problems, development and application of methods, etc. They may be between two and three hours long, and students will have a high level of participation and interaction.

## 5. PRESENTATION AND DISCUSSION OF CASES AND ESSAYS.

Of the cases and essays described in the previous activity, the Academic Direction of the MUAS will choose for each classroom session some of them, which for their quality, interest, and fit with the subjects under study, will be presented publicly through a brief presentation by the student, followed by comments from classmates and faculty. This activity bonuses the score obtained in the previous activity, allowing to raise the grade in the case that such presentations add value to the learning process.

## ENGLISH VERSION

### UNIVERSITY MASTER´S DEGREE IN HEALTH ADMINISTRATION AND MANAGEMENT

#### INFORMATION IDENTIFYING THE QUALIFICATION

**Name and status of awarding institution**

Universidad Nacional de Educación a Distancia.

Public University.

**Name of qualification and title conferred in original language**

Máster Universitario en Administración Sanitaria por la Universidad Nacional de Educación a Distancia.

**Status****National validity.**

Approved by Accord of the Council of Ministers on March 8th, 2013.

**Main field(s) of study for the qualification**

The study is included in the field of Health Sciences.

**Language(s) of instruction/examination**

The degree is taught in Spanish language.

#### INFORMATION ON THE LEVEL OF THE QUALIFICATION

**Level of qualification**

Level 3 (Master) in the Spanish Framework of Higher Education (MECES) is equivalent to level 7 of European Qualification Framework (EQF).

**Official length of programme**

The official length of programme is 60 ECTS and it is designed to be studied in two years (part time for being compatible with working students).

**Access requirements**

Bachelor's Degree, Engineering or Diploma.

#### INFORMATION ON THE CONTENTS

**Mode of study**

Blended learning to full time.

**Programme requirements**

The program of studies is composed of 45 compulsory ECTS, 7 external practices and 8 Master's Dissertation ECTS.

**Subjects**

Health Systems Governance

Epidemiology and Public Health

Insurance and Health Law

Health Assessment and Knowledge Management (I)

Managerial Functions  
 Management Functions  
 Clinic Management  
 Health Assessment and Knowledge Management (II)  
 Placements in Master of Health Management  
 Dissertation for the Master in Health Management

	Asignatura 01 <b>GOBIERNO DE LOS SISTEMAS DE SALUD</b>		Asignatura 02 <b>EPIDEMIOLOGÍA Y SALUD PÚBLICA</b>	
<b>Subjects</b>	<b>01 The Governance of Health Systems</b>		<b>02 Epidemiology and Public Health</b>	
	<b>01 Economía y Sociedad</b>	<b>02 Salud y Sistemas Sanitarios</b>	<b>03 Salud Pública y Epidemiología Clínica</b>	<b>04 Estadística aplicada</b>
<b>Content blocks</b>	<b>01 Health Economy and Society</b>	<b>02 Health and Healthcare Systems</b>	<b>03 Public Health and Clinical Epidemiology</b>	<b>04 Applied Statistics</b>
	Asignatura 03 <b>ASEGURAMIENTO Y DERECHO SANITARIO</b>		Asignatura 04 <b>EVALUACIÓN Y GESTIÓN DEL CONOCIMIENTO I</b>	
<b>Subjects</b>	<b>03 Health Insurance and Health Law</b>		<b>04 Monitoring, Evaluation and Knowledge Management I</b>	

	<b>05</b>		<b>07 Evaluación de Servicios Sanitarios</b>	<b>08 Análisis de actividad clínica</b>
	<b>Aseguramiento Sanitario y Gestión de Redes</b>	<b>06 Derecho y Sociedad</b>		
<b>Content blocks</b>			<b>07 Health Services Research and Evaluation</b>	<b>08 Clinical Activity Analysis</b>
	<b>05 Health Insurance and Health Networks Management</b>	<b>06 Health Law and Society</b>		

	Asignatura 05 FUNCIONES DIRECTIVAS		Asignatura 06 FUNCIONES GESTORAS	
<b>Subjects</b>	<b>05 Leadership &amp; Management Functions</b>		<b>06 Management Competencies</b>	
	<b>09 Función Directiva y Estrategia</b>	<b>10 Gestión de Personas</b>	<b>11 Gestión económico-presupuestaria</b>	<b>12 Infraestructuras e inversiones</b>
<b>Content blocks</b>	<b>09 Leadership and strategy</b>	<b>10 Human resource management</b>	<b>11 Economic &amp; Financial Management</b>	<b>12 Investments and Facilities Management</b>

	Asignatura 07 GESTIÓN CLÍNICA		Asignatura 08 EVALUACIÓN Y GESTIÓN DEL CONOCIMIENTO II	
<b>Subjects</b>	<b>07 Clinical Governance</b>		<b>08 Evaluation and Knowledge Management II</b>	

<b>Content blocks</b>	<b>13 Gestión Clínica 1: organización y funcionamiento</b>	<b>14 Gestión Clínica 2: instrumentos y áreas clave</b>	<b>15 Gestión del Conocimiento</b>
	<b>13 Clinical Organization and Operations</b>	<b>14 Clinical Management: Tools and Key Areas</b>	<b>15 Knowledge Management</b>

### Grading scheme

In the Spanish university system, modules/courses are graded on a scale of 0 to 10 points with the following qualitative equivalence:

0-4.9: "suspenso"; 5-6.9: "aprobado"; 7-8.9: "notable"; 9-10: "sobresaliente". A special mention, "Matrícula de Honor" may be granted to up to 5% of the students in a group provided they have got a "sobresaliente". To pass a module/course it is necessary to get at least 5 points.

In cases of recognition of ECTS, professional experience, cultural or sports activities, or student representation no grading will be recorded but, where appropriate, the word "Apto".

### INFORMATION ON THE FUNCTION OF THE QUALIFICATION

#### Access to further study

This qualification gives access to Doctoral studies, provided that the student had completed a minimum of 300 ECTS credits in the overall teachings of Bachelor and Master.

Stated objectives associated with the qualification and professional status (if applicable)

The main aim of this degree is the students acquire an advanced multidisciplinary training on the attitudes, abilities and skills necessary to undertake the management and administration of healthcare systems and services. The students will be able to develop their professional career according to the social demands and needs. In order to achieve this aim, each subject has a series of general and specific competences. These competences include knowledge, skills and actions related to strategy, instrument management, systematic action and personal development.

The main learning outcomes and competencies acquired are: Be able to characterize the elements of the socio-economic environment and its impact on healthcare services; be able to lead and use management instruments in healthcare centres and facilities; be able to run

healthcare centres, clinical management units and projects; be able to design and evaluate the methodological basis for analysis and knowledge management.

### **ADDITIONAL INFORMATION**

Master is taught in collaboration with the Instituto de Salud Carlos III [www.isciii.es](http://www.isciii.es) through the National School of Public Health (Escuela Nacional de Sanidad). From 2010 this school has become a University Institute of the UNED (IMIENS) for better coordination of research, training and advisory projects. <http://www.imiens.es/index.php>

## **CLAUSTRO DE PROFESORES**

El Claustro de profesores que participan en esta edición del Máster está integrado por los siguientes (ordenados por asignatura y bloque en el que participan, con indicación de la institución a la que pertenecen):

### **Asignatura A1: GOBIERNO DE LOS SISTEMAS DE SALUD**

B01 Economía y Bienestar

Pedro A. Tamayo Lorenzo (UNED)

Ana Herrero Alcalde (UNED)

B02 Salud y Sistemas Sanitarios

José M. Freire Campo (ENS)

Cristina Hernández Quevedo (London School of Economics y Observatorio Europeo)

### **Asignatura A2: EPIDEMIOLOGÍA Y SALUD PÚBLICA**

B03 Salud Pública y Epidemiología Clínica

Miguel Ángel Royo Bordonada (ENS)

Yolanda Fuentes (Hospital Clínico de San Carlos)

B04 Análisis Estadístico, interpretación y comunicación de datos

Imaculada Jarrín Vera (ISCIII)

Enrique Bernal Delgado (IACS)

### **Asignatura A3: ASEGURAMIENTO Y DERECHO SANITARIO**

B05 Aseguramiento Sanitario y Gestión de Redes

José Ramón Repullo Labrador (ENS)

Rosa Urbanos Garrido (Universidad Complutense, Madrid)

B06 Derecho Sanitario y Bioética

José María Antequera Vinagre (ENS)

David Larios Risco

#### **Asignatura A4: EVALUACIÓN Y GESTIÓN DEL CONOCIMIENTO I**

B07 Evaluación de Servicios Sanitarios

Juan Oliva Moreno (Universidad Castilla la Mancha)

Javier Martín Román (UNED)

B08 Análisis y control de gestión de la actividad clínica

Agustín Albarracín Serra (Quirón Salud)

Sonia García San José (Hospital U. Gregorio Marañón)

#### **Asignatura A5: FUNCIONES DIRECTIVAS**

B09 Función Directiva y Estrategia

José María Muñoz y Ramón (ENS)

Mayte Alonso Salazar (Hospital U. Infanta Sofía de Madrid)

B10 Gestión de Personas

Juan Pablo Martínez Marqueta (Quirón Salud)

Ángela Hernández Puente (AMYTS de Madrid)

#### **Asignatura A6: FUNCIONES GESTORAS**

B11 Gestión financiera, de compras, logística y hostelera

Marisa Martín Del Burgo (SERMAS 112)

Emilio Rodríguez Pérez (Hospital U de Móstoles)

B12 Gestión de Infraestructuras, tecnologías e inversiones

José León Paniagua Caparrós

Manuel Pérez Vallina (Hospital U. Gregorio Marañón)

#### **Asignatura A7: GESTIÓN CLÍNICA**

B13 Gestión Clínica 1: organización y funcionamiento

Susana Lorenzo Martínez (Hospital U. Fundación Alcorcón)

José Jonay Ojeda (Hospital U. de la Paz)

B14 Gestión Clínica 2: instrumentos y áreas clave

Carolina Varela (Hospital U. 12 de Octubre)

Reyes Álvarez-Osorio García de Soria (Hospital de Poniente)

#### **Asignatura A8: EVALUACIÓN Y GESTIÓN DEL CONOCIMIENTO II**

B15 Gestión del Conocimiento



Ferrán Catalá López (ENS)

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## **GENDER EQUALITY**

Consistent with the assumed value of gender equality, all the denominations that in this Guide refer to single-person, representative, or members of the university community and are made in the masculine gender, when they have not been replaced by terms generic, shall be understood as interchangeably in female or male gender, depending on the sex of the holder who performs them.