

2016-2017

AMSTERDAM  
BUSINESS  
SCHOOL

**Business**

# Course Overview 2016 - 2017

**MBA Healthcare Management**

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## 1 Amsterdam Leadership Programme

Studielast: 3,5 EC (98 studie-uren, waarvan 24 lesuren)

### Leerdoelen

The goal of this programme is for participants to:

- Gain insight into their personal style as professional, manager or leader;
- Understand how their style contributes individually and within a group to the strategic context;
- Integrate leadership issues with other topics within the MBA.

## 2 Process Improvement in Healthcare

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### Inhoud

Managing a business involves identifying, analyzing and developing improvement opportunities in processes and the organization. Managers need professional skills in problem analysis, problem solving and decision-making. A generic structure for improvement projects is Lean Six Sigma.

Lean Six Sigma is built on principles and methods that have proven themselves over the twentieth century. It has incorporated the most effective approaches and integrated them into a full programme. It offers a management structure for organizing continuous improvement of routine tasks, such as manufacturing, service delivery, healthcare, sales, nursing and other work that is done according to a routine. Furthermore, it offers a method and tools for carrying out improvement projects effectively.

The essence of the Lean Six Sigma method for improvement projects is that problems are solved with professional, science-like skills. Improvement actions are based on thorough analysis of the causes of problems. A precise and quantitative problem definition as well as a data-based diagnosis precede attempts at solving the problem. Ideas and improvement actions are tested before they are accepted.

The methodological principles underlying Lean Six Sigma have been integrated with a collection of tools and techniques (both statistical and non-statistical) into a roadmap which is called DMAIC. This roadmap employs five phases: Define (D), Measure (M), Analyze (A), Improve (I) and Control (C). During the course, the DMAIC steps are addressed. During the lectures, attention is given to the different tools and techniques of Lean Six Sigma. Furthermore, topics regarding the organization of process improvement are discussed. These include the following organizational structure, project management, deployment, political force field and managing resistance.

### Leerdoelen

Upon completion of this course, students will have:

- The ability to manage business improvement in the form of a project and to deal with the political force-field in which such projects take place;
- Proficiency in efficient and rational problem solving and decision analysis;
- Knowledge of frequently used quantitative analysis and decision techniques;
- Knowledge of the principles of Lean Six Sigma.

## 3 Information Systems

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### Inhoud

*Introduction in Healthcare IT* gives an overview of the total course and explains the basics of

Healthcare IT. This lecture also discusses the history of information systems and the topic IT infrastructure.

*IT Governance & Strategy* explains the changing role of IT in healthcare and the need for a better structured governance. IT has become a strategic asset and supports most of the hospital processes. There is a need for a solid and mature IT governance and IT strategy.

The lecture on *Enterprise Applications* explains the variety of Clinical and ERP systems. This lecture also addresses the project- and program management. Both theoretical and empirical experiences are used to clearly illustrate (1) the differences between programs and projects; (2) how risk management is related to program/project management and (3) which internal and external controls could be used.

*Data Management & Big Data* is all about the way (source) data can be used in extracting analytical insights in a large variety of topics (meso data, macro data etc.). We zoom in on the technology that can be used today to structure data and make it available as well as strategies how data can lead to process improvements.

*Risk Management & Cyber Security*: IT control becomes more important as the world is digitalizing fast. Medical and other appliances are connected to networks, the so-called Internet of Things. While improving innovations, the possible impact of breakdowns or outside threats are more impactful.

*Disruptive Technology* gives insight in how healthcare IT trends will change the sector over time. Recent technologies like Cloud, Big Data, Mobile, Internet of Things, etc. will be explained as well as the associated potentials and risks.

#### **Leerdoelen**

- Become partner in business with IT professionals in the healthcare industry;
- Be able to communicate with these specialists about recent opportunities, trends, challenges, risks and control of IT from a business perspective;
- Be familiar with the most recent terminology;
- Become knowledgeable of all the potentials and risks associated in developing and operating automated information systems.

## **4 Quantitative Methods**

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

#### **Inhoud**

Good decision-making requires, first and foremost, high quality information. For managers and other decision makers it is therefore crucial to understand the quantitative and statistical methods – and their drawbacks – that are so often used to generate the information with which they are provided. This course reviews and explains the statistical concepts and techniques that are most commonly used in the area of management, business administration and healthcare. The course emphasizes the practical application of various statistical techniques using Minitab.

In the lectures, the various statistical techniques will each be carefully explained and illustrated with examples of how and why they may be used in management research. Students will learn how to calculate the various statistics using Minitab and how to interpret the output. They will also learn how to identify and solve potential problems in the data and results and will apply Minitab to some practical assignments.

#### **Leerdoelen**

At the end of this course, students will be able to:

- Derive, present and interpret various basic statistics;

- Derive and test various hypotheses in order to arrive at the most likely story underlying the data and the patterns exhibited;
- Understand the basic principles underlying ANOVA, regression analysis and the Chi-Square test, as well as know when to use each test;
- Understand the principles of Analysis of Experiments and design an experiment using factorial design;
- Identify and solve problems in unplanned historical datasets;
- Apply Statistical Process Control;
- Use Minitab as needed to reach the above objectives.

## 5 Quality & Safety Management

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### Inhoud

- A brief overview will be presented on the historical development of quality management;
- The concept of quality and quality of care will be explored;
- The measurement of quality will be discussed and pitfalls will be revealed;
- Several quality improvement methodologies such as TQM, Six Sigma and Lean will be presented and compared;
- The principles of quality management will be demonstrated;
- Several quality management systems, such as ISO, NIAZ and JCI, will be presented compared and assessed;
- The special role of patient safety in quality management will be outlined;
- The context of quality management will be explored (who are the relevant stakeholder and what do they expect from the management of a healthcare organization);
- An introduction will be given how to write a Quality Policy Deployment Plan.

### Leerdoelen

After completing this course, students will be able to:

- Understand and apply the relevant quality management tools;
- Analyze and evaluate quality management mal-performance in a healthcare organization;
- Assess the actual performance on quality management of a healthcare organization and recommend improvement measures related to the Quality Policy and the Quality Management System.

## 6 Marketing Strategy

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### Inhoud

During the course we will address the following marketing strategy topics:

- *Marketing strategy*: basics on marketing strategy, customer process, customer experience;
- *Market research*: segmentation, positioning, market intelligence;
- *Marketing tactics*: growth, life cycles, competitive strategy;
- *Innovation*: disruption, launching products, Marketing-R&D interface, open innovation;
- Digital marketing, channel strategy and e-commerce;
- Building brands, brand experience and brand equity.

### Leerdoelen

This course is directed at four learning objectives:

- Developing awareness of the range, scope and complexity of the marketing strategy frameworks, topics and problems related to the process of marketing management;

- Offering an integrated perspective on marketing and strategy at the business level;
- Providing a theoretical and, more important, an empirical ground for understanding the role of business innovation;
- Translating perspectives from other industries to healthcare: learn from actions of (online) retailers, the airline industry, the pharmaceutical industry or toy manufacturers through intriguing case discussions.

## 7 Finance of Healthcare

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### Inhoud

The themes mentioned below will be presented to and discussed with MBA students by experienced finance related healthcare professionals. The lectures will be accompanied by relevant articles and case studies.

### Leerdoelen

The overall objective of this course is to enable MBA students to be partner in business with finance professionals in the healthcare industry such as controllers, CFOs and auditors employed in health care institutions and therefore being able to communicate with these specialists about recent opportunities, trends, challenges, risks and control of finance from a business perspective. The course will therefore provide the students with recent terminology and will make the student familiar with the specific impact of the transition in the healthcare industry and the reorganization of health care in a competitive environment.

## 8 Leading People Strategically

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### Inhoud

The core of leading people strategically is the recognition of the value of employees for organizational success. During this course we will discuss theories that help to explain how different forms of leading and managing people impact on individual attitudes and behaviors, and team and organizational performance. We cover real life examples and cases, practical examples and exercises, and we will link the theories and research evidence to the health care context, and to your own experience.

The questions we will discuss in this course include: What is the strategic importance of people? How do firms make choices regarding leading and managing people? How can we motivate and inspire employees to be their best? What is the added value of leadership and people management for firms and employees? What types of leader behaviors are effective? What makes work teams successful? How can we create teams that take advantage of the knowledge and expertise of their members? How do members with divergent perspectives get their voices heard? How do status and power affect relations between and within teams? What is the role of culture in organizations?

### Leerdoelen

People are central to the success of organizations. Therefore, how to lead and manage people effectively is an important area for research and practice. At the end of this course, students should be able to:

- Describe, reproduce and critically evaluate the theoretical arguments underpinning:
  - The importance of leading and managing people;
  - How to lead and manage people effectively;
  - How to manage teams effectively.
- Use these theories and research evidence to analyze people-related problems in cases and

exercises, as well as in your own organizations in the health care context.

## 9 Organisation Design & Governance

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### Leerdoelen

After having participated in this course, students will:

- Be able to decide when a managerial or organizational issue is an issue of organization design;
- Understand the difference between conventional approaches to, and scopes of, organization design and contemporary practices, including innovation;
- Have an understanding of the various academic theories with respect to organization design, their use and limitations in view of the reality of contemporary healthcare organizations in international perspective;
- Understand what design parameters are from a holistic, administrative viewpoint;
- Understand what design criteria may be in a specific situation and what will be constraints to observe, this will include extra-mural healthcare delivery;
- Understand organization design in relation innovation of business models in health care and in the national system of healthcare;
- Be able to define an efficient design for a health care organization, in view of a societal perspective, operational and from a perspective of corporate governance;
- Understand the nature of abductive thinking as required for non-technical innovation and its applicable logic, and especially design thinking, incl. framing, to include the different perspectives and interests of the various stakeholders, patients, doctors, para-medics, etc. relevant for delivering healthcare;
- Be able to understand the dimensions of organization design as a process, how to organize participation, communication, reconceptualization and decision-making with respect to organization design.

## 10 Workshop Healthcare Law

Studielast: 1 EC (27 studie-uren, waarvan 7 lesuren)

### Inhoud

Een klok-klepel gevoel creëren voor (medisch) managers in de zorg op een aantal specifieke juridische terreinen, zodat zij vroegtijdig kunnen herkennen wanneer zij bij hun handelen de juridische aspecten moeten betrekken of zelfs voorrang moeten geven.

### Leerdoelen

- Een aantal juridische onderwerpen op het gebied van de zorg introduceren bij studenten;
- de studenten meenemen in de vertaalslag tussen enerzijds de juridische thematiek en anderzijds de praktijk;
- De studenten laten inzien wanneer zij bij hun handelen de juridische aspecten moeten betrekken of zelfs voorrang moeten geven.

## 11 Workshop Leadership according Covey

Studielast: 1 EC (27 studie-uren, waarvan 7 lesuren)

### Inhoud

The course is based on Stephen Covey's ideas on leadership. The seven habits of Stephen Covey will be presented, discussed and explored by using some simple exercises. The relationship and the

interaction between the habits will be demonstrated. In the afternoon two CEOs of large merger hospitals will present their vision and describe the way they are executing the actual merger process. Each presentation will take one hour, followed by half an hour during which the students can ask questions. The students have to recognize which habits the two speakers are demonstrating and evaluate their effectiveness.

### **Leerdoelen**

After taking this workshop, students will be able to:

- Describe and recognize the seven habits in Covey's leadership model;
- Understand the leadership model and the interaction and relationship between the seven habits;
- Recognize the application of the seven habits.

## **12 Financial Accounting**

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### **Inhoud**

In this course, we aim to explain why accounting is seen as the 'language of business'. It is not something mystical, nor do accounting numbers represent a 'better' picture of firms. However, in the end, healthcare organizations, like any organization, need to explain their activities in financial terms. The field of accounting provides you with the tools and techniques to do so. Although it does not come natural to everyone, understanding the logic behind a unit cost, or a balance sheet, or a profit number, will make your life as a manager easier.

The course deals with accounting techniques. These are not specific to healthcare situations. We will frequently use examples from a healthcare setting, but there is no such thing as a costing or budgeting technique for healthcare which uses a different logic or is based on other principles than those used for determining financial results of a company or the unit cost of a product. Having said that, upon completion participants should be able to understand and explain why it is difficult to evaluate the performance of hospitals from a financial perspective, or why it is difficult to improve financing mechanisms such as DBCs, DOTs or ZZPs.

### **Leerdoelen**

After completing this course, participants are able to do the following:

- Explain what assets, liabilities and equity are;
- Prepare simple financial statements and interpret complex financial statements;
- Use accounting information in decision-making;
- Understand and apply cost allocation mechanisms;
- Describe budgeting processes and explain the uses of budgets;
- Perform job costing and activity based costing;
- Explain what performance management is.

## **13 The Executive Process**

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### **Inhoud**

Course Topics:

- Tasks, responsibilities and accountabilities of the CEO of an academic hospital;
- The resource allocation process, traditional and modern, as a critical administrative process to execute strategy;
- Administrative behavior, the psychology at play in administrative processes and decision-making;
- The human equation in administration and organization;



- Complexity leadership in hospitals;
- Monitoring & learning;
- Adaptation, management of change and to be in-control.

### **Leerdoelen**

Learning Outcomes:

- To know and understand principles for modern hospital administration in comparison to the classical principles for business administration;
- To know and understand the difference between outcome-based management and financial performance;
- To know and understand the main concepts of administrative behavior;
- To know and understand how to combine specialized medical departments with patient centered approach and teamwork;
- To know and understand the difference between the ‘disease focused’ approach as opposed to the ‘asset focused’ approach;
- To know and understand the information-based organization in contrast to the command and control organization;
- To know and understand the concept of information-based empowerment in relation to the issue of accountability and to be in-control;
- To know and understand the concept of the platform organization as alternative to the bureaucratic organization of a hospital.

## **14 Change Management**

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### **Inhoud**

Managing change is an integral part of the responsibility of a manager. Many interim, programme and change managers are given the responsibility to manage large complex programmes and projects. Research shows that many of such change initiatives related to strategy, ICT, mergers, reorganisation, revitalisation and redesign of organisational processes fail or remain uncompleted. Examples of fail factors in non-successful change initiatives are the absence of a clear ‘why’ for the change, not enough insight in the effects of the change, the change ambition not being in line with the change capacity in the organisation, too many uncertainties for people in the organisation and a lack of coherence and management of the different change initiatives. This course will offer students insight in the relevant theory and practice of change management. Research findings are the basis for the sessions and will be related to the own practice of students.

- Diagnosing the situation for change;
- Defining an effective change approach (change strategy);
- Implementing and managing complex change initiatives;
- Evidence based (change) management;
- Leadership and behavior;
- Organization and change.

### **Leerdoelen**

At the end of this course, students will:

- Understand the main theories of change management, their respective strengths and weaknesses, and their relevance in different change contexts;
- Gain insight in the success and fail factors of complex change initiatives;
- Learn the key elements for diagnosing, designing and implementing change.

## 15 Corporate Strategy

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### Inhoud

One of the occupational hazards of strategic management is superficiality on the one hand, and paralysis by analysis on the other. Hence, in this course, the emphasis is not on filling in frameworks and applying standard tools or recipes. On the contrary, participants will be expected to challenge recipes, question the literature, and exhibit unconventional thinking with regard to corporate strategy.

It is the intention of this course to address the topic of corporate strategy in connection with real-life strategic problem situations. Aim is to enhance participant's problem-solving skills and strategic thinking capabilities. In terms of topics covered, the focus will be on strategy content: the what of corporate strategy. What is, and should be, the strategy for multi-unit organizations in order to create more value than just the sum of its constituent parts?

### Leerdoelen

These are objectives set for this course:

- *Knowledge.* To encourage the understanding of the many, often conflicting, schools of thought and to facilitate the gaining of insight into the assumptions, possibilities and limitations of each set of theories and issues relevant to the topic of corporate strategy.
- *Skills.* To develop the course participant's ability to define strategic issues, to critically reflect on existing theories, to creatively combine or develop theories where necessary and to flexibly employ theories where useful;
- *Attitude.* To instill a critical, analytical, flexible and creative mindset challenging organizational, industry and national paradigms and problem-solving recipes.

## 16 External Environment of Healthcare Organisations

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### Inhoud

This course aims to provide insight in the external environment of healthcare providers: their playing field and the relevant player and stakeholders. The healthcare providers discussed in this course will primarily be hospitals (general, academic, specialized and private hospitals). The other major players and stakeholders are health insurance companies, supervisory agents, the market-specific regulator, the general competition regulator, the insurance authority, and politics. They all play their own role in ensuring a good functioning of 'regulated competition in healthcare'.

In order to understand the role of agents, we first have to study the concept of regulated competition, originally by Alain Enthoven. We will discuss the various conditions that must be met to make regulated competition work. Next we assess to what extent these conditions have been met in practice. It will become clear that some of these conditions have not been met. This naturally leads to the questions about what policy changes are needed to address these unmet conditions.

Next we move on to the different agents and their roles in ensuring that healthcare markets deliver the right mix of price, quality and accessibility. Some of these agents will appear 'live' in the program by means of guest lectures.

At the end of this course, participants will appreciate the external environment in which healthcare suppliers have to operate. Moreover, they will have a better understanding (or will be 'confused at a higher level') of the results of regulated competition in the Dutch market for (hospital) healthcare.

Finally, they will have formed a well-founded view as to which changes are needed in the Dutch healthcare system and what their own role could be in making these changes.

- What is regulated competition in healthcare and how close are we to the theoretical ideal?;
- The role of incentives in healthcare;
- Quality information and pay for performance;
- The healthcare market regulator;
- The political economy of regulated competition in healthcare;
- Competition regulation;
- Health insurance: does the market work as intended?;
- New developments in financing healthcare.

### **Leerdoelen**

Upon completion of the course, students will be able to:

- Understand the way the Dutch healthcare system works;
- Have a clear grasp of the role of the various actors in this system;
- Have a clear understanding of the costs and benefits of healthcare;
- Develop a view as to what changes are needed in the Dutch healthcare system;
- Develop a view about one's own role in making these changes come about;
- Analyze and evaluate academic research on health systems.

## **17 Valuation**

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### **Inhoud**

This course focuses on the foundations of finance, with in particular capital budgeting and valuation. The objective of this course is to introduce students to fundamental concepts and to the most commonly used tools in valuation and capital budgeting. The topics covered include: arbitrage, the law of one price, time value of money, capital budgeting and company valuation, valuation of stocks, the relationship between risk and return, the Capital Asset Pricing Model (CAPM) and market efficiency. We also address the use of value-based metrics like economic profit and economic value added and discuss the limitations of the NPV approach. The course is intended to provide students with both a lasting conceptual framework and, through the incorporation of real-world data and business cases, a greater understanding of how real-life situations play out.

### **Leerdoelen**

Corporate finance – in academic context – encompasses the financial management of corporations, in particular capital budgeting (investment) and funding decisions.

Learning objectives:

- To understand concepts of time value of money, arbitrage, CAPM and (N)PV and to be able to apply this knowledge to the evaluation of capital budgeting decisions and company valuation;
- To be able to reflect on the limitations of the NPV approach;
- To analyses, report and present business cases on valuation, capital budgeting and capital structure;
- To calculate the appropriate WACC for capital budgeting decisions;
- To apply these insights in day-to-day practice of management in the medical sector.

## **18 Competitive Strategy**

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

## **Inhoud**

The discipline of strategic management is concerned with questions about the interaction between organizations and their environments. Within the strategic management discipline, the field of competitive strategy is specifically concerned with understanding differences in the performance of competing organizations. Why do some organizations have advantages over their competitors and what can managers do to build and maintain such competitive advantages?

Over the years, the strategic management discipline has developed numerous processes, theories and tools to help organizations compete successfully. On the one hand, this has resulted in a traditional, almost standardized approach to strategy that relies heavily on analysis and planning and that is widely used and proscribed. On the other hand, an alternative approach to strategy has emerged in parallel over the past decades. It relies more on creativity, trial & error and design. Both these approaches will receive ample attention in this course, as well as their specific strengths and weaknesses.

Topics that are covered include:

- Definitions and elements of competitive strategy;
- Planned vs. emergent strategy;
- The strategy process: activating, mapping, assessing, innovating and formulating strategy;
- Inside-out vs. outside-in approaches to strategy.

Throughout this course students will apply the processes, theories and tools to cases and their own organizations. Sessions will be interactive and have much room for students to bring in their own background and experience.

## **Leerdoelen**

Competitive strategy is a foundational course that teaches strategy processes, theories and tools on which later courses in strategy, international business and marketing will build. At the end of this course, students should be able to:

- Understand and explain how strategy, competition, value creation and value capturing drive the performance of organizations;
- Describe and summarize the main processes, theories and tools of competitive strategy;
- Assess and discuss the main strengths and weaknesses of these processes, theories and tools;
- Apply the processes, theories and tools in diagnosing strategy issues in case-based and real-life organizations;
- Utilize the processes, theories and tools in order to improve the strategy of case-based and real-life organizations.

## **19 Operations & Supply Chain Management**

Studielast: 4 EC (112 studie-uren, waarvan 24,5 lesuren)

### **Inhoud**

Operations & Supply Chain Management (OSCM) is concerned with the creation and distribution of products and services to satisfy end-users (customers). Clearly, this is key to the existence of any organization. Fundamentally, OSCM is all about management of 'business processes' (recurring activities), as well as creating and distributing the right products of the right quality at the right time at the right cost to the right customers. The course introduces the issues, frameworks and tools needed for managing operations and supply chains in a general business context.

Topics include:

- Operations strategy;
- Process analysis, including bottlenecks and queuing;
- Strategic decisions in OSCM (OSCM design);

- Tactical decisions in OSCM (OSCM planning & control);
- Improvement methods such as Lean Management, reengineering and TQM;
- Supply chain collaboration.

### **Leerdoelen**

At the end of the course, students will be able to:

- Understand OSCM issues in general business context;
- Understand the importance of OSCM, as well as the need for an integrated vision on OSCM in any organization;
- Understand the linkages of operations and supply chain to other business areas;
- Be able to use tools and techniques in OSCM environments;
- Identify, analyze and resolve typical problems that arise in managing operations and supply chain;
- Understand and resolve OSCM implementation issues.

## **20 International Study Trip**

Studielast: 2,5 EC (67,5 studie-uren, waarvan vijf dagen op locatie)

### **Inhoud**

Lean is a management system (methods, principles, management style) intended to improve the patient experience in terms of safety, quality, patient-centeredness, accessibility and costs.

Improvements are not only possible through medical advancements, but also through patient-oriented processes. This involves the application of the scientific method at the process level (measuring performance, drawing together proposals for improvement, testing, measuring impact, implementing improvements and new standards) by all healthcare professionals. ‘Lean’ is the word to describe this continuous improvement on a process level.

Lean has proven its value in the industry as well as in healthcare. It is applied in many Dutch healthcare organizations nowadays. Its approach and the extent to which it is applied differs significantly however. Sometimes it is used to describe a project and sometimes it is used to describe a program including behavior and culture (‘lean thinking and doing’).

### **Leerdoelen**

During this study trip, students will:

- See and experience first-hand lean as a management system;
- Talk with and learn from people working within a lean system;
- Gain insight about the specifics of the different roles in a lean environment;
- See and experience several strategies, lessons learned and results.
- Learn to identify and apply lean tools, system and principles.

## **21 Workshop Policy and Academic Writing**

Studielast: 2 EC (56 studie-uren, waarvan 11,5 lesuren)

### **Inhoud**

De colleges van Policy and Academic Writing zijn gericht op het verbeteren van de schrijfvaardigheid in de context van de studie en het werk in een ziekenhuis op academisch niveau. Bij de algemene schrijfkwaliteit gaat het om aspecten als een adequate selectie van de inhoud, lezersgericht schrijven, heldere opbouw, enzovoort. Bij de specifieke schrijfkwaliteit gaat het om de genre-eisen van de economische beleidstekst en van de economische wetenschappelijke tekst. Aan de hand van voorbeelden en oefeningen ervaren de studenten wat het verschil is tussen een goede en een minder

goede tekst. De moderne theorie over schrijven staat daarbij centraal.

### **Leerdoelen**

Na afloop van dit vak heeft de student:

- Kennis opgedaan van de theorie over goed schrijven;
- Inzicht gekregen in de sterkten en zwaktes van de eigen schrijfvaardigheid op academisch niveau;
- De eigen schrijfvaardigheid doelgericht verbeterd.

## **22 Workshop Crisis Management**

Studielast: 1 EC (27 studie-uren, waarvan 8 lesuren)

### **Inhoud**

- During this course a crisis in a major healthcare organization will be presented and used to demonstrate the development and impact of that crisis. The impact of the crisis can be seen in the disruption of the organization and damage to its reputation;
- The case will be used to demonstrate the characteristics of an emerging and full-blown crisis;
- The case will also be used to demonstrate the dynamics, development and impact of a crisis;
- Aspects of internal and external communication related to a crisis will be explained;
- The juridical aspects of a crisis will be discussed;
- Options will be presented on how to structure an organization in order to be able to control a crisis, such as the deployment of a crisis management team, crisis briefings and how to deal with people involved;
- The before, during and after stages of a crisis will be elucidated. The main focus will be on the actual outbreak of a crisis. We will also pay attention to prevention and damage control after the crisis.

### **Leerdoelen**

After having participated in this workshop, students must be able to:

- Know the definitions related to crisis in an healthcare organization;
- Recognize (the possible development of) a crisis in an healthcare organization;
- Understand the relevance of crisis control in a healthcare organization;
- Assess potential impact and possibility of a crisis in a healthcare organization;
- Recommend measures to mitigate and control a crisis.

## **23 MBA Thesis Project**

Studielast: 15 EC (405 studie-uren)

### **Inhoud**

The goal of the thesis project is to affect an improvement within a healthcare process in the student's own organization. The student is expected to approach the project with a research-based methodology and to submit a thesis describing the approach and results of the project.

### **Leerdoelen**

Upon completion of the company project, students will have:

- The ability to structure a problem and approach it systematically;
- The ability and statistical knowledge to collect and analyze data for the purpose of diagnosing problems and optimizing processes;
- The ability to apply a selection of techniques and methods to solve problems;
- Basic knowledge of, and insight into, the dynamics of political give-and-take and human interaction;
- Basic knowledge and skills to effect organizational change and manage projects.