

Learning outcomes

At the European Master in Health Economics and Management (Eu-HEM) you will develop competences and expertise in the field of health economics and policy, health care management, health law and regulation.

EUHEM prepares students to staff and executive positions in organizations, institutions and companies involved in health care provision. A key to the fulfillment of steady job in this sector is awareness of the societal relevance of health care and the implied constraints imposed by social rules, regulations and the law. The programme therefore aims to develop competences and expertise in the field of health economics and policy, health care management, health law and regulation.

The prospective candidate will develop:

- Ability to use disciplines and concepts required in formulating, implementing and evaluating strategic choices in health care
- Knowledge of key options in the policy, planning and financing of health care services
- Understanding of the diversity of international health policies
- International and comparative views on solutions and best practices
- Practical experience in managerial issues;
- Long-run orientation in problem analysis and solving
- Basic quantitative skills and the ability to apply them in a problem-solving context;
- Communication and co-operation skills
- Knowledge of the objectives of health care systems and how the choice of objective may carry over to priority setting

Learning outcomes for the six specializations

In the 2nd and 3rd semester you must choose one of six specializations. The learning outcomes for each specialization is outlined below.

- [Management of health care institutions](#)
- [Economic evaluation in health care](#)
- [Health economics \(research track\)](#)
- [Decision making in health care](#)
- [Global health](#)
- [Health insurance and financing](#)

Management of health care institutions

Healthcare institutions are complex and dynamic. The nature of organizations requires that managers provide leadership, as well as the supervision and coordination of employees. Often managers must

consider external and internal domains in carrying out tasks and making decisions. The external domain refers to the influences, resources, and activities that exist outside the boundary of the organization but that significantly affect the organization. These factors include community needs, population characteristics, reimbursement issues as well as government plans. The internal domain refers to those areas of focus that managers need to address on a daily basis, such as ensuring the appropriate number and types of staff, financial performance and quality of care. Keeping the dual perspective requires significant balance on the part of management of health care institutions.

After completing the specialization students will

- Understand the management tools and techniques used to design and manage successful organizations
- Develop a good understanding of core financial accounting and control principles.
- Gain competence in reading and understanding financial statements and develop a robust understanding of the work of management accounting, incorporating budget preparation, budget appraisal, costing, and financial appraisal techniques.
- Take a practical approach to funding negotiation and negotiation in general.
- Be able to describe leadership domains and competencies and compare leadership styles
- Be able to differentiate between the functions, roles and responsibilities of healthcare managers
- Be able to define and apply key quality concepts
- Demonstrate personal and professional ethical responsibility in all managerial and organizational decision making.
- Gain a deeper understanding of evaluating and creating dynamic and flexible strategies for healthcare delivery
- Have explored ways to effectively and efficiently foster innovation within the care setting
- Understand the features of marketing management in healthcare organizations, and the steps through which marketing helps an organization identify the needs of and focus on its customers
- Be able to design public campaigns in preventive medicine and apply social marketing techniques, both addressing public will and individual behaviors

Economic evaluation in health care

Economic evaluation is increasingly used for medical decision making and priority settings within health care. This requires that many more professionals than today can perform and interpret these evaluations. This specialization is focusing on the most commonly used health economic evaluation methods and provides the participants the skills to critically assess these evaluations.

After completing the specialization students will

- have a profound understanding of economic theories and models of program evaluations;
- know basic theories of decision making under uncertainty
- be able to develop decision tree models and Markov models for economic evaluation and evaluate uncertainty in such models
- be able to develop and perform simple HTA-studies.
- be experienced in different methods to estimate the effects of a treatment or a policy intervention

- be able to understand, apply and analyze EU pharmaceutical legislation related to relevant cases/topics.
- be able to distinguish different decision-making frameworks, like Informed decision making, situated judgment, political decision making
- understand key concepts of pharmaceuticals pricing and market access

Health economics (research track)

Health care systems worldwide confront the challenge of meeting seemingly unlimited patient needs and demands with constrained and limited resources. Health economics is playing an increasing role, providing analysis to inform health care decision making and policy formation. This specialization prepares students for undertaking, promoting and facilitating high quality health economics research.

The learning outcomes for students in this specialization include the development of a thorough knowledge of the theory and methods used in health economics research and their potential applications in decision-making. The overall goal is to provide students with current tools to undertake health economics research and practice.

After completing the specialization students will

- gain an understanding of the key analytical reasoning and tools of health economics and their normative foundations and ethical implications
- have competence to apply economic concepts and models to the fields of demand for health, demand for health services, demand for health insurance, provision of health insurance and provision of health care.
- have an enhanced understanding of the health-related behavioral determinants and an overview of some recent policies aimed at improving the population's lifestyle
- have knowledge of basic economic theories and models of regulation applied to provision of health care. acquire extensive knowledge of the nature and sources of socio-economic data have knowledge of relevant econometrics models for the analysis of the economic agents' behavior in the field based on cross sectional and longitudinal data.
- have developed skills supporting evidence-based decision making, and have adequate knowledge of the evaluation approaches and their applications to the different health promotion programs.
- be able to interpret the decentralization process in the health care sector in many countries.
- be able to describe, analyze and critically address economic aspects of global health issues

Decision making in health care

Managers in health care organizations must make frequent decisions, using collected data. They must decide how to direct and organize others, and also how to control processes within the system. Moreover, health care managers must also help others to reach their own decisions.

Decision making, the act of selecting a course of action from among alternatives, can be quite stressful in today's dynamic and complex health care environment. Health care managers can reduce their stress somewhat if they understand how to deal with decision making and how to avoid common errors that lead to poor decisions.

After completing the specialization students will

- be able to utilize data to support quality and performance measurement decision-making processes for health care entities.
- will be trained in critically reviewing HTA-studies, in order to judge their validity and applicability and will have advanced knowledge on the usefulness of HTA-studies for policy making
- be able to distinguish different decision-making frameworks, like Informed decision making, situated judgment, political decision making.
- be able to analyze the impact of various management and leadership theories within health care organizations and delivery systems
- become both users and producers of quality health services research that enables evidence-informed decision making.
- have gained comprehensive knowledge and understanding of core ethical principles and moral philosophies which can guide ethical decision-making.
- be able to design public campaigns in preventive medicine and apply social marketing techniques, both addressing public will and individual behaviours.
- have acquired an advanced level of experiencing how culture and values influence management and organizational practices in the context of a social, political and economic environment
- have developed further the ability to reason and argue taking into account multiculturalism
- have increased the ability to manage with personal resources under pressure

Global health

Global Health is a policy field addressing health problems and issues that transcend national boundaries. The underlying assumption is that the world's health problems are shared and best tackled by cooperative action and the sharing of innovative solutions. The increase in international aid to support health programs in developing countries, along with a general rise in interest in global health issues coming from governments, multilateral organizations, NGOs, civil society, and the private sector, make this field a prominent one for a prospective scholar looking for steady jobs in these international institutions.

After completing the specialization students will

- have acquired a better understanding of the global distribution of health and disease and of the underlying determinants and trends
- have an overview over mechanisms relating population health and economic development
- have a greater understanding of the complexities of health economics and policy in low and middle income countries
- understand the governance of global health through national, multilateral and private institutions including the role of WTO in trade-related aspects of intellectual property agreement (TRIPS) on access to medicines
- have a profound knowledge of and skills in comparative policy analysis of health system reform

- command on frameworks for prevention and control of global health crises such as influenza pandemics, food scares or bioterrorism
- have a profound understanding of theories and models for the economic evaluation of health programmes like vaccination, drugs provision, disease eradication, healthy behavior promotion
- have an enhanced understanding of the health-related behavioral determinants and an overview of recent policies aimed at improving the population's lifestyles in different populations

Health insurance and financing

Healthcare managers are confronted with a number of concerns relating to the overall costs of health care, how it is financed, how health insurance works, where the gaps in insurance are and how to better manage these areas.

After completing the specialization students will:

- be able to identify the concepts of healthcare financing and payment for healthcare
- be able to provide an overview of how health insurance works and to compare and contrast different types of health insurance
- Be able to identify the concepts of healthcare financing and payment for healthcare
- have a general knowledge on advanced treatment of health economics issues with a special emphasis on the market for healthcare insurance, pharmaceutical industry, innovation in healthcare.
- will have a detailed knowledge of the enforcement of EU antitrust rules in the field of health care.
- is in a position to understand the fundamental microeconomic justifications of public intervention in the economy and to identify potential remedies and their limitations.
- comprehensive knowledge and understanding of core ethical principles and moral philosophies which can guide ethical decision-making.
- demonstrate basic knowledge and awareness on how medical prevention programs are financed, designed and implemented
- be able to critically discuss financial aspects of public health prevention programs
- be familiar with measures to ensure the sustainability of health systems in the future and ways to monitor, manage and improve performance so that health systems are as effective and efficient as possible
- have experience in exercising executive ability in a project