

Description of the Study Programme

Professional Master's study programme "Health Management"

2015/2016
Academic year

1. Title of the study programme, degree, professional qualification or degree and professional qualification, aims and tasks.

Title: Professional Higher Education Master's study programme "Health Management"

Degree awarded: Professional Master's degree in Health Management

Professional qualification: 5th level professional qualification: Head of Companies and Institutions

Objectives:

The objective of the professional Master's study programme "Health Management" is to prepare highly qualified specialists for professional management work in health sector possessing the fundamental theoretical and practical knowledge and abilities in health management and health economics, strategic management of human resources and ensuring a sustainable development of organisation, as well as theoretical knowledge and practical skills in the area of health management scientific research. After completed study programme, the students will be able to apply the knowledge gained in development and analysis of health sector policies, management of both state and private institutions, planning financial and human resources, application of health economics methods, as well as establishment of health system processes.

Tasks :

- To provide students with in-depth knowledge in management science and facilitate understanding of applying this knowledge in health sector;
- To learn the basic principles of economics, their methods and practical application;
- To create an understanding of the organisation management issues and provide students with knowledge required for successful strategic, operational and human resources management of an organisation/enterprise;
- To help students understand the challenges and possibilities of public health and health policy making areas, to analyse and assess policy documents;
- To develop and strengthen the leadership knowledge and skills required for management of an enterprise or organisation in the health sector, including management of transformation processes and projects;
- To develop and implement developmental, research and transformation projects in health care area, also on international level;
- To provide students with in-depth knowledge on research methodologies;
- To provide students with abilities and skills for gathering, processing and analysing of quantitative and qualitative data required for research;
- To develop the skills to interconnect the knowledge and research results with health management practice (interaction of theory and

- practice); use of theoretical and practical findings in evidence-based health management practice;
- To ensure learning of additional knowledge required for solving specific health management issues in elective study subjects;
- To encourage participation of master's students in research, scientific conferences, as well as preparing publications.

2. Expected outcomes of the study programme.

The professional Master's study programme "Health Management" provides that in accordance with the aims and tasks of the study programme, after successfully completed studies, the student shall achieve the following **learning outcomes**:

1. Learned the theories used in health management and understands their application in both research and practice of health care sector or institution management.
2. In-depth knowledge of theoretical guidelines of scientific research work methods.
3. Ability to identify and justify the health management aspects required in research, to select the appropriate scientific approach, to gather and analyse data. Ability to carry out research activity by completing all the research stages.
4. Ability to select independently and apply practically the most suitable method and solution to prevent a complex health management issue.
5. The competence to make evidence-based decisions in health management and its practice, understanding the necessity of these decisions, assessment of the prospective impact on health management area, ability to set the future action objectives, justifying the proposals for amendments of legislative, structural and organisational nature.
6. Knowledge and ability to apply up-to-date leadership and transformation management skills.
7. Ability to justify, substantiate and defend his/her opinion, participate in a debate, as well as work in group for development of a collective solution in compliance with the ethical aspects of professional activity.
8. Ability to gain new knowledge and follow the development of health management after completed studies, ability to apply them creatively in research and practice, this contributing to development of this sector.
9. Able to work in both local and international scientific health management projects and develop cooperation with professionals of other areas, when necessary, and integrate knowledge of multiple areas in solving a scientific problem.
10. To demonstrate in the Master's thesis the ability to state and analyse the topical health management issues independently, make scientific literature review, develop the conceptual model, select the most suitable solution to obtain the data necessary to solve an issue, process the data, gather the information obtained, analyse it and give his/her own assessment, as well as present it in the form of academic writing.

During the study process, a student develops certain communication and organisational skills, as well as scientific-research paper writing skills.

After successfully completed programme, the student is awarded:

- 1) professional Master's degree in Health Management;
- 2) 5th level professional qualification "Manager of Companies and Institutions".

Compliance of Master's study programme with the second level professional higher education state standard.

Product of the study programme	Manager of health sector organisation and enterprises
Aim of the study programme:	The professional higher education Master's study programme "Health Management" is aimed at preparing specialists who will be able to apply the knowledge gained in development and analysis of health sector policies, management of both state and private institutions, planning financial and human resources, application of health economics methods, as well as establishment of health system processes.
The learning outcomes on programme level, including: - knowledge and understanding; - intellectual skills; - practical skills; - communication skills.	Compliance with the quality requirements set by RSU/RISEBA. Professional requirements in accordance with the professional standard. 1.49. The professional standard of head/deputy head of an enterprise.
The learning outcomes on the level of a certain study module and course	Compliance with the principles of creation of a study subject and its contribution toward the total outcome of the study programme
Assessment criteria	Requirements for obtaining credit points (study course assessment structure); forms of control and providing for study quality system assessment.

The volume of study course contact hours is 12 CP which complies with the requirements stated in IV Chapter of CR Regulations No. 512 of 26.08.2014.

Students undergo their professional placement in companies or organisations operating in healthcare sector in Latvia or abroad. The aim of the placement is to apply knowledge and skills gained within the framework of the study programme with actual situation in enterprises and organisation, as well as to improve professional, communication and social skills for successful further professional development in local and foreign enterprises or organisations.

Three types of placement fostering corporate cooperation and employment are included in the study programme:
Management of Healthcare Enterprises – 6 CP (elective in the programme with 60 CP) or 20 CP (compulsory in the programme with 80 CP).
Management of Health Systems – 6 CP (elective in the programme with 60 CP) or 20 CP (compulsory in the programme with 80 CP).
Professional placement "Project Laboratory" – 6 CP (elective).

Placement report is a written report (15-25 pages) consisting of the following parts:

- Detailed analysis of the profile, structure and operation of the enterprise;
- Report on the student's duties in the enterprise;
- Placement diary;
- Report on in-depth analysis of one of the functional fields of the enterprise (such as human resources, finance, marketing and sales) – in case of the implementation of the professional placement “Management of Healthcare Enterprises”;
- Report on the analysis of health policy in the selected healthcare field – in case of the professional placement “Management of Health Systems”;
- Assessment form filled out by the placement supervisor or Letter of reference form the enterprise (signed);
- The report may contain annexes (tables, charts, samples etc.)

3. Admission requirements (specify admission requirements of the study programme). If the programme is implemented in a foreign language, applicant's language proficiency should be tested.

Study programme will be implemented in both Latvian and English. Testing the applicant's language skills is provided for in the English language programme or a proof of the required skills provided. A link to RSU website with the relevant information. <http://www.rsu.lv/studiju-iespejas/magistra-studijas/veselibas-vadiba>

RSU and RISEBA joint requirements for admission to studies in the professional higher education Master's study programme Health Management comply with the legislative acts of the Republic of Latvia, i.e. Sections 46 and 47 of the Law On Institutions of the Higher Educations, as well as CR No. 846 of 10 October 2006 Regulations Regarding the Requirements, Criteria and Procedures for Admission to Study Programmes.

The professional higher education Master's study programme Health Management may be completed as **full-time studies**.

Applicants corresponding to one of the below listed points shall be admitted for enrolment in the full-time studies of RSU/RISEBA interinstitutional programme “Health Management”:

- completed second level professional higher education in the areas of economics, finance, management or medicine;
- academic Bachelor's degree in the areas of economics, finance, social sciences, management, public health or medicine.

Students with previously completed second level professional higher education in the areas of economics, finance or management and students with previously acquired fifth level professional qualification shall follow a programme of 60 CP (including placement – 6 CP).

Students with previously completed second level professional higher education in medicine or acquired academic bachelor's degree in the areas of economics, finance or management shall follow a programme of 80 CP (including placement – 26 CP).

Additional admission requirements:

1) knowledge of English: IELTS or TOEFL certificate or any other internationally recognized certificate proving the knowledge of English.

If the relevant certificate is missing, an exam shall be taken to test the knowledge of English.

2) letter of motivation: The applicants to the study programme Health Management shall be assessed individually taking into account their experience, academic and professional objectives stated in the letter of motivation, as well as English language skills.

Student admission is carried out in accordance with the Admission Regulations approved by the RSU Senate for the respective academic

year and external regulations. According to Paragraph 3 of the Regulations of the Cabinet of Ministers No. 846 “On Requirements, Criteria and Procedure for Admission to Study Programmes” of 10 October 2006, the rules for admission to study programmes (hereinafter referred to as the admission rules) for the next academic year shall be drawn up, approved and published (also on the website) each year by 1 November.

The technical procedures of admission are established and described in Paragraph 7.1 of RSU Process Description No. 7 “Service Provision for Students”.

RSU applicants apply electronically on website <http://www.rsu.lv/studiju-iespejas/uznemsana>

According to Regulations of the Cabinet of Ministers No. 36 “On Recognition of the Study Results Achieved in Previous Education or Professional Experience”, one is entitled to submit an application to Rīga Stradiņš University (RSU) regarding recognition of knowledge, skills and competencies acquired in previous education or professional experience in a study programme or part thereof implemented by the University.

Decision on recognition of study results achieved in previous education or professional experience is made by the Commission on Recognition of Study Results Achieved in Previous Education or Professional Experience established by the University. Its rights, duties, rules of formation, as well as specific conditions of the procedure for recognition of study results achieved in previous education or professional experience are established in the Regulations on Recognition of Study Results Achieved in Previous Education or Professional Experience at Rīga Stradiņš University.

For the study results to start being recognised, the following should be submitted to the Commission on Recognition of Study Results Achieved: an application; documents confirming the study results in the previous education or professional experience; a bank payment order for the payment made.

The application is examined and the resolution is made within one month from the receipt of the application. In the study programme Health Management, this option has been used by 4 persons during the academic year 2015/2016, and 4 cases on recognition of prior educational or professional outcomes have been considered. The outcomes of prior education have been recognized as adequate.

4. Curriculum of the study programme (list of study courses and study modules, their volume in credit points, their division into compulsory, restricted elective or free elective parts by specifying their volume in credit points, plan of their implementation).

Code	Programme title	Faculty	Language	Level	Duration
MFVM	Health Management / Head of the programme : Daiga Behmane	Faculty of Medicine	English	Professional Master's	2 years
Code	Course title	Year	Semester	CP	Category
VVDG_004	Health Economics	1	1	3	A
JF_225	International Medical Legal Aspects	1	1	2	A
VV_006	Business Strategy and Management	1	1	3	A
VV_015	Strategic Management of Human Resources	1	1	2	A
VV_019	Marketing Management in Health Care	1	1	2	A
VVDG_006	Structure of Healthcare Systems	1	1	2	A
SVUEK_088	Public Health and Epidemiology	1	1	2	A
VV_017	Leadership and Development of Efficient Management Skills	1	1	2	B
VV_008	Business Ethics	1	1	1	B
JF_034	Civil Protection	1	1	1	B
VVDG_008	Pharmacy Policy and Management	1	1	2	B
VV_016	Qualitative and Quantitative Research Methods (Research Methodology)	1	2	2	A
VVDG_015	Efficiency and Quality Management of the Organisation	1	2	2	A
VVDG_010	Assessment of Health Technologies	1	2	2	A
VVDG_013	Information Management in Health Systems	1	2	2	A
VV_018	Enterprise Financial Management	1	2	3	A
VVDG_014	Placement	1	2	6	A
VV_012	Project Management in Health Care	1	2	2	A
VV_013	Change Management	1	2	1	B
VVDG_014	Placement	2	3	20	A
VVDG_021	Pre-Defence of Master's Thesis	2	4	2	A

VVDG_022	Master's Thesis	2	4	18	A
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MFVMP	Health Management / Head of the programme : Daiga Behmane	Faculty of Medicine	English	Professional Master's	1.5 years
Code	Course title	Year	Semester	CP	Category
VVDG_004	Health Economics	1	1	3	A
VV_006	Business Strategy and Management	1	1	3	A
VV_015	Strategic Management of Human Resources	1	1	2	A
JF_225	International Medical Legal Aspects	1	1	2	A
VV_019	Marketing Management in Health Care	1	1	2	A
VVDG_006	Structure of Healthcare Systems	1	1	2	A
SVUEK_088	Public Health and Epidemiology	1	1	2	A
VV_017	Leadership and Development of Efficient Management Skills	1	1	2	B
VV_008	Business Ethics	1	1	1	B
VVDG_008	Pharmacy Policy and Management	1	1	2	B
JF_034	Civil Protection	1	1	1	B
VVDG_008	Pharmacy Policy and Management	1	1	2	B
VV_016	Qualitative and Quantitative Research Methods (Research Methodology)	1	2	2	A
VVDG_015	Efficiency and Quality Management of the Organisation	1	2	2	A
VV_018	Enterprise Financial Management	1	2	3	A
VVDG_014	Placement	1	2	6	A
VVDG_010	Assessment of Health Technologies	1	2	2	A
VV_012	Project Management in Health Care	1	2	2	A
VVDG_013	Information Management in Health Systems	1	2	2	A
VV_013	Change Management	1	2	1	B
VVDG_021	Pre-Defence of Master's Thesis	2	3	2	A
VVDG_022	Master's Thesis	2	3	18	A

MFVVM	Health Management / Head of the programme : Daiga Behmane	Faculty of Medicine	Latvian	Professional Master's	2 years
Code	Course title	Year	Semester	CP	Category
VVDG_004	Health Economics	1	1	3	A
VV_006	Business Strategy and Management	1	1	3	A
VV_015	Strategic Management of Human Resources	1	1	2	A
VV_019	Marketing Management in Health Care	1	1	2	A
VVDG_006	Structure of Healthcare Systems	1	1	2	A
VVDG_024	Legal Aspects of Health Management	1	1	2	A
SVUEK_088	Public Health and Epidemiology	1	1	2	A
VV_017	Leadership and Development of Efficient Management Skills	1	1	2	B
VV_008	Business Ethics	1	1	1	B
JF_034	Civil Protection	1	1	1	B
VV_016	Qualitative and Quantitative Research Methods (Research Methodology)	1	2	2	A
VVDG_015	Efficiency and Quality Management of the Organisation	1	2	2	A
VVDG_010	Assessment of Health Technologies	1	2	2	A
VV_018	Enterprise Financial Management	1	2	3	A
VVDG_014	Placement	1	2	6	A
VV_012	Project Management in Health Care	1	2	2	A
VVDG_013	Information Management in Health Systems	1	2	2	A
VV_013	Change Management	1	2	1	B
VVDG_008	Pharmacy Policy and Management	1	2	2	B
VVDG_014	Placement	2	3	20	A
VVDG_021	Pre-Defence of Master's Thesis	2	4	2	A
VVDG_022	Master's Thesis	2	4	18	A

MFVVMp	Health Management / Head of the programme : Daiga Behmane	Faculty of Medicine	Latvian	Professional Master's	1.5 years
Code	Course title	Year	Semester	CP	Category
VVDG_004	Health Economics	1	1	3	A
VV_006	Business Strategy and Management	1	1	3	A
VV_015	Strategic Management of Human Resources	1	1	2	A
VV_019	Marketing Management in Health Care	1	1	2	A
VVDG_006	Structure of Healthcare Systems	1	1	2	A
VVDG_024	Legal Aspects of Health Management	1	1	2	A
SVUEK_088	Public Health and Epidemiology	1	1	2	A
VV_017	Leadership and Development of Efficient Management Skills	1	1	2	B
VV_008	Business Ethics	1	1	1	B
JF_034	Civil Protection	1	1	1	B
VV_016	Qualitative and Quantitative Research Methods (Research Methodology)	1	2	2	A
VVDG_015	Efficiency and Quality Management of the Organisation	1	2	2	A
VV_018	Enterprise Financial Management	1	2	3	A
VVDG_014	Placement	1	2	6	A
VVDG_010	Assessment of Health Technologies	1	2	2	A
VV_012	Project Management in Health Care	1	2	2	A
VVDG_013	Information Management in Health Systems	1	2	2	A
VV_013	Change Management	1	2	1	B
VVDG_008	Pharmacy Policy and Management	1	2	2	B
VVDG_021	Pre-Defence of Master's Thesis	2	3	2	A
VVDG_022	Master's Thesis	2	3	18	A

5. Practical implementation of the study programme: to study methods and forms used, usage of distance learning methods). Assessment system (educational criteria and assessment methods for reaching and assessing learning outcomes, test forms and procedure).

The learning process in this study programme includes lecture, practical examples, group tasks, case analysis, interactive discussions, writing individual papers and lectures given by the visiting lecturers representing health sector. Studies are conducted

mainly in work groups and as self-instruction which is a significant part of all programmes. This requires extensive reading of syllabus, preparation of practical work, and active and analytical participation in discussions. The studies are based on participation, and the study group resembles a community where students share and discuss their ideas. Computer work, simulations, role playing and studying videos are all an integral part of the study process.

Student participation in scientific conferences and seminars is also simulated. The study process has a practical inclination. The theories and models are learned and taught through a practical application in health management matters – practical projects and examples, analysis of health economics, organisation and enterprise management and global health issues. Master's thesis is linked to actual health management matters. Subject of the master's thesis is connected to operational direction of the health sector institutions combining both academic and practical research.

English as both working and assessment language, participation of visiting lecturers, student exchange in study groups as well as use of textbooks and collections of articles published by various foreign authors contribute to the international environment of this programme and preparedness for work in international enterprises and health sector institutions and enterprises.

The methodological support of each study course is summarised in the Course Set which includes the following:

- summary and programme of the course;
- course calendar and methodological plan;
- list of recommended reading;
- handout samples;
- student independent work plan (list of topics);
- tasks for independent work, test work and tests;
- samples of completed papers;
- sample tasks for the written examinations.

In order to achieve the study objectives, different tests of knowledge and skills, as well as assessment methods, may be included in the study process.

Implementation of scientific research (creative work) within the frame of the study programme, including institutional organisation of the research, research (creative) work of academic staff involved in the implementation of the study direction, student involvement in research (creative) projects, as well as participation in international projects, projects financed by the Latvian Council of Science and other institutions within the accounting period.

The implementation of the programme is provided by the group of health management lecturers with the Faculty of Medicine involved in different research projects, including:

- 1) National Research Programme EKOSOC-LV, project 5.1 Exploring the Competitiveness of Latvian Enterprises in Foreign Markets and Presentation of Proposals for Increasing the Competitiveness, sub-project 5.1.3 - Public Sector External Competitiveness Study;
- 2) research projects of the *Euroobservatory Health System Policy Monitor*;

3) preparation and representation of RSU in the EC programme Horizon 2020 projects (Call: H2020-SC1-2016-2017) TO-REACH and HANDOVER-CD.

Traditional methods may be used to demonstrate **knowledge and skills** in the given subject, such as:

- Practical and independent work;
- Answers to questions presented as a text or in an electronic form;
- Writing a paper or a short essay;
- Test work;
- Exam.

Assessment of **analytical** skills includes testing knowledge and skills based on certain parameters:

- Solving practical situations using the appropriate analytical method;
- Presentation of outcomes.

On the level of **synthesis**, the student must demonstrate the ability to gather, combine, extract the substantial, detect the causal links, develop alternative options for solving management issues in an enterprise or organisation, and choose the optimal solution. He/she must prepare a new decision, a new method of solving a business problem. Accordingly, knowledge and skills may be assessed using following methods:

- Analysis of a practical situation;
- Group work;
- Developing a scenario or forecast;
- Own research during placement in an organisation;
- Writing abstracts for a scientific article.

Ability to gain value from the study material for certain professional aim is characterises a higher level of thinking in the study programme – the evaluation. The possible types of knowledge and skills control and assessment:

- Analysis of a practical situation and its presentation in the group interests;
- Writing an expertise;
- Ability to give an advice and draft a proposal;
- Development of a project on the basis of hypothesis;
- Writing a review for a professional article;
- Preparing a scientific article.
- Master's Thesis

The methodological support of additional study courses includes the following:

- Methodological guidelines on writing and formatting of test work and independent studies work, as well as master's thesis (issued to every student), study course methodological guidelines and study aids (available in the library);

- consultation schedules of the academic staff;
- computerised study aids.

6. Analysis of strengths, weaknesses opportunities and threats of the study programme:

Advantages and problems due to internal and external factors	
Internal factors	
<u>Strengths</u> <ol style="list-style-type: none"> 1) Specialisation of the programme 2) Implementation in cooperation with RISEBA (management courses) 3) International lecturers 4) Harmonisation of the programme content with the relevant programmes in EU universities 5) Interest in cooperation expressed by international universities 6) Programme is offered in both Latvian and English 7) Modular study format 8) Certain study courses may be learned via Open University 9) Demand in the local market 10) State-funded places for the academic year 2016/2017 	<u>Weaknesses</u> <ol style="list-style-type: none"> 1) No e-study format for distance learning 2) Insufficient demand on the international level 3) Weak representation of the programme in RSU home page 4) Complicated administrative implementation and added administrative burden (2 higher education institutions, financial flow, trilateral student agreements, etc.) 5) Complexity of conducting certain RSU processes due to programme implementation in 2 higher education institutions 6) Additional burden on students using 2 e-study environments
External factors	
<u>Opportunities</u> <ol style="list-style-type: none"> 1) Cooperation with international universities and <i>European Health Management Association</i> higher education institution consortium (quality of the programme, student exchange programmes, prospective international diploma) 2) Continuous development of study content based on the general development of health management sector 3) Possibility to create several programme specialisations in the future 4) Student placement options abroad, participation in summer schools, etc. 5) Possibility to create additional learning “basket” based on programme competences – certain courses demanded in the market 6) PR events including leading health care specialists and positive student feedback 	<u>Threats</u> <ol style="list-style-type: none"> 1) Limited resources in terms of lecturers, especially for bilingual programme implementation, in Latvian and English 2) Programme lecturers are professionals in their field, not permanently employed by the RSU (loyalty, motivation) 3) The increasing volume of the programme due to sectoral development

7) Growing demand for specialists in this field	
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7. Employment prospective of programme graduates by including references to information sources to justify the statements.

Information on study programme alumni employment outlook.

Annex 7 Summary of Survey Results on Graduate Satisfaction with the Quality of Studies and their Use in Study Programme
Quality Monitoring

Study programme aims at preparing health management specialists both in enterprise and health care system level. The employment opportunities of programme graduates are considered to be extensive; graduates have been promoted in the health care management field, opened private practices or involved in health care system related research.

<p style="text-align: right;">COPY</p> <p><i>/Pauls Stradins Clinical University Hospital logo/</i> Limited Liability Company “PAULS STRADINS CLINICAL UNIVERSITY HOSPITAL” Unified reg. No. 40003457107 • Pilsoņu iela 13, Rīga, LV-1002 • phone: 67069601, 67069600 fax: 67069661 • e-mail: stradini@stradini.lv • www.stradini.lv</p> <p style="text-align: right;">Rīga</p> <p>23.11.2012 No. 5.1-1.2/1741 to _____ No. _____</p> <p style="text-align: right;">To the Ministry of Education and Science Vaļņu iela 2, Rīga, LV-1050</p> <p><i>On full time professional higher education Master’s study programme “Health Management”</i></p> <p>The Board of the Pauls Stradins Clinical University Hospital has studied the professional higher education Master’s study programme “Health Management” (hereinafter referred to as the “study programme”), as a result of which we, as independent experts, have evaluated the study programme as modern and very necessary for the</p>	<p style="text-align: right;">COPY</p> <p><i>/coat of arms of the Republic of Latvia/</i> MINISTRY OF HEALTH OF THE REPUBLIC OF LATVIA Brīvības iela 72, Rīga, LV-1011 • Phone 67876000 • Fax 67876002 • E-mail: vm@vm.gov.lv</p> <p style="text-align: right;">Rīga</p> <p>7 November 2012</p> <p>Feedback on full time professional higher education Master’s study programme “Health Management”</p> <p>The Minister of Health has studied the RISEBA/RSU professional higher education Master’s study programme “Health Management” (hereinafter referred to as the “study programme”) and has recognised that it is appropriate and worthy for the needs of Latvian healthcare.</p> <p>Aims of the study programme match the requirements of the health sector and focus on the preparation of senior level managers according to the international level. For successful operation of the healthcare system, it is important to prepare</p>
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<p>development of the healthcare system in Latvia.</p> <p>The concept of the study programme matches the latest requirements of the field and focuses on the preparation of international medium level and senior level managers. The knowledge offered by the study programme would be interesting and necessary for administration of a wide range of healthcare related companies in the public and private sector.</p> <p>The content of the study programme (its theoretical foundation and practical skill promotion plans) is logically arranged and focuses on the preparation of senior level specialists. The subjects included in the programme will provide students with the knowledge necessary for successful fulfilment of their duties and tasks, as well as the implementation of complicated projects. This, in its turn, might facilitate raising of funds from different international funds and their disbursement by Latvian companies. Another advantage provided by the study programme is the ability of managers of Latvian health organisations to gain necessary knowledge in the arrangement and improvement of the existing system of knowledge. The study programme would make managers better capable of finding a balance between principal functions of the company being administered – healthcare and gaining profit. All the above mentioned are strengths of the study programme. Therefore, we conclude that the study programme undoubtedly is practically worthy.</p> <p>We believe that the study programme is extremely promising and interesting not only for the Latvian market, but also for the foreign market.</p> <p>Yours faithfully, Acting Chairman of the Board E.Striķe Bahs 67069590 AS SEB banka • SWIFT code: UNLALV2X • account: LV93 UNLA 0003 0294 6714 4</p> <p style="text-align: right;"><i>/signature/</i></p>	<p>senior level management specialists, which, in its turn, is a precondition for modern and financially justified management of institutions of the sector.</p> <p>The content of the study programme includes necessary theoretical knowledge and focuses on the mastering of practical skills, which would help managers in the healthcare system to manage personnel, business processes, finances and projects in a proper way. It is topical that the Health Economy subject was included into the study plan, which was not offered before as a separate study subject in any of Master's study programmes in Latvia, but knowledge about it is vital for ensuring functioning of healthcare and adopting economically justified decisions in conditions of limited funding.</p> <p>At the same time, the programme is topical at the international level, too, claiming to attract international students from the Baltic countries and other countries.</p> <p>The study programme will make a significant contribution to the further development of the Latvian healthcare system preparing modern managers gifted with good knowledge.</p> <p>Minister of Health Ingrīda Circene</p> <p style="text-align: right;"><i>/signature/</i></p> <p>V.17.3</p>
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In academic year 2015/2016, in total 4 students (out of 4) graduated the programme in English with the average grade 8.25.

8. Introduction of proposals (if applicable) given within the framework of the licensing of the study programme during the previous accreditation (if applicable).

Recommendations made by the assessment committee (6-7 November 2014):

Recommendations	Execution
To carry out a comparative analysis with similar programmes in other higher education institutions as far as possible.	Comparison has been made; attention is paid to regular update of study course content corresponding to the international practice
To consider an option entering into agreement and harmonising the modules with similar study programmes in other countries.	Ongoing activity
To make information on admission requirements in terms of TOEFL and IELTS tests more accessible.	Supplemented information

9. Information on external relations:

9.1. Cooperation with employers and professional organisations in Latvia and abroad.

To promote cooperation with employers' organisations, their involvement in the education of prospective professionals, as well as to increase the RSU students' competitiveness in the labour market, each year the university hosts a Career Week. It includes presentations of employer organisations, where representatives of employers tell about career opportunities in the organisation they represent, offer RSU students and graduates current vacancies, as well as provide practical advice on how to succeed in the labour market. More than 30 employers participated in the Career Week from 27 to 29 October 2015. RSU students and graduates had an opportunity to meet the representatives from medical and healthcare institutions from Riga (such as Pauls Stradins Clinical University Hospital, Children's Clinical University Hospital, Riga East Clinical University Hospital, Veselības centru apvienība, Health Centre 4, MFD medical company, the Centre for Disease Prevention and Control) and regional healthcare institutions (such as Ziemeļkurzeme Regional Hospital, Daugavpils Regional Hospital, Madona Hospital, Rēzekne Hospital, Tukums Hospital, National Rehabilitation Centre "Vaivari"). The event was attended by more than 250 healthcare students. Employers from the social direction: Ministries of Defence and Foreign Affairs of the Republic of Latvia, State Revenue Service, State Police, Prison Administration, Delfi, National Information Agency LETA, McCANN Consulting, PricewaterhouseCoopers, INVL Asset Management, Nordea bank, Statoil Fuel & Retail Business Centre, Deloitte Latvia.

The programme is developed in accordance with the principles of Bologna Declaration, and the strategic aim is a dynamic development of RISEBA and RSU within the Latvian higher education area in order for the degree and diploma awarded to be recognized both in European labour market and for further education in other European countries.

The main study premises are RISEBA and RSU, while students will have the possibility to participate in student exchange or double-degree programmes combining studies in Latvia and abroad. The programme complies with the principle of Bologna Declaration - to promote the mobility of students, academic staff and researchers.

During the development stage of the programme, discussions on cooperation in terms of exchange of students and lecturers have taken place involving representatives from the international Health Management Programme Consortium (EU_HEM) which includes Erasmus University Rotterdam, University of Bologna, University of Oslo, and Management Centre Innsbruck. Implementation of several programme subjects is intended in cooperation with the said higher education institutions. Lecturers from the University of Salford are involved in several study courses. The intention is to gradually transform the Health Management programme into a double-degree programme (with a joint diploma) with one of the higher education institutions currently involved in programme development.

The study programme is aimed at cooperation with professional sectoral organisations and professionals in this field, including inviting them to give lectures during the study course, as well as to submit research topics for students' master's theses. Cooperation agreements have been signed with the Latvian Health Economics Association and the Association of International Research-based Pharmaceutical Manufacturers. Students are offered placement options in sectoral management bodies, as well as medical institutions.

The international cooperation in the study programme is aimed at establishing an international environment, including lectures and classes given by international lecturers, student exchange options, joint study process with international students, summer schools, as well as student placements and writing master's thesis in cooperation with international universities.

In the summer of 2016, students from the master's programme Health Management participated in the Greifswald International Summer School 2016 (ISSG 2016).

RSU Library is a member of the Association of Academic Libraries of Latvia (LATABA) and since 1994 it has been cooperating with the libraries of the largest universities, especially in matters related to supplying information resources. Annual summer seminars oriented towards continuing education and experience exchange and other events are held within the frame of the association, RSU Library is also engaged in various library projects, such as "Electronic Publications in Latvia's Libraries", "Unified Reader's Card" coordinated by the state agency "Kultūras informācijas sistēmu centrs" (KISC). Continuing education of librarians has been organised also by the National Library of Latvia, and RSU Library employees attend various courses. RSU Library is also a member of EAHIL (European Association for Health Information and Libraries) and library employees meet colleagues from various European libraries during annual conferences and seminars on a regular basis. Besides, RSU Library employees also make experience exchange visits to the libraries of the largest European universities within the frame of ERASMUS programme. Exchange and supply of information resources for library users has been carried out in cooperation with The British Medical Association Library, Document Delivery Service SUBITO from Germany and many other European libraries.

9.2. Quantitative indicators of international exchange of students and academic staff.

In the summer of 2016, 6 students from the master programme Health Management participated in the Greifswald International Summer School 2016 (ISSG 2016).

Lectures by 2 visiting lecturers, F.Paolucci and O.Goetz, were given in the study course Health Economics and Organisational

Efficiency and Quality Management.

9.3. Cooperation with local and foreign institutions of higher education and colleges that implement similar study programmes by indicating whether the institution cooperates with libraries of other institutions of higher education or colleges.

The programme is implemented in cooperation with "RISEBA" University of Business, Arts and Technology; a permanent cooperation and exchange of experience is established also with the University of Greifswald (Germany).

9.4. International certificates, accreditations etc. of the study programme.

Rīga Stradiņš University has been certified in conformity with international standard ISO 9001:2008 "Quality management system, Requirements" since 2002. Fields: higher education, lifelong learning, research, assessment of research results, assessment of knowledge and skills, issue of documents certifying the acquisition of the degree of education, higher professional education, academic degree, scientific degree.

At the end of 2014, re-certification took place that testifies to the fact that Rīga Stradiņš University keeps continuously developing and fitting in unified European Higher Education Area by improving the quality of education and raising the prestige of the university so that RSU's academic staff and students would be eager to work and study at Rīga Stradiņš University.

Document certifying the conformity to the requirements of ISO 9001:2008 is available on RSU website: http://www.rsu.lv/images/stories/dokumenti/sertifikati/ISO_LV_2014.pdf.

On February 2016, PASCL experts paid a visit to RSU, within the frame whereof RSU is recognised as a student-centred university (see Paragraph 9.2. of the Description of Study Direction).

10. Conformity of the study programme to the needs of the labour market, employer survey results.

Until the academic year 2015/2016, the study programme corresponded to the labour market needs only partially, as it was implemented in English. Starting from academic year 2015/2016, the programme is implemented also in Latvian ensuring that both international and local students can acquire the programme. Needs of the prospective employers – health sector management and health care institutions – are taken into consideration in the implementation of programme.

11. Prospective evaluation of study programmes taking into account priorities specified in development planning documents at national level, Latvia's tasks in implementing the strategy of the European Union, as well as conformity of the study programme to the recommendations for the development of the European Higher Education Area.

Content of the programme is continuously updated based on the latest national and international level strategic and health care sector planning documents: Public Health Strategy 2014-2017; EC country report for Latvia 2016; National Development Plan NDP 2020, etc.

A programme content audit was carried out in the end of the first year of studies in cooperation with the Prof. Francesco Paolucci who based on his vast experience in management and implementation of similar programmes both in Europe and Australia gave his recommendations regarding improvement of programme design and harmonisation with the European level, in particular the EU_HEM

programmes. The following recommendations can be mentioned:

- 1) To introduce a specialisation Health Management Systems in Transition Economies;
- 2) In the future, 2 specializations will be distinguished – Health Care Business Organisation and Health Management Systems in Transition Economies.

However, after critical evaluation of the recommendations, the programme board has recommended:

- 1) To postpone the introduction of specializations to a time when the programme will have a larger number of students (at least 30);
- 2) To allocate a certain number of hours within the existing courses to the topic Health Management Systems in Transition Economies;
- 3) During the Introductory Day of the programme, at least 5 academic hours will be devoted to development of study skills and academic writing in the study process in order to prepare students for carrying out a research for their study papers.

To summarize all of the above, the basic developmental directions of the study programme Health Management include:

- 1) Compliance of the study programme with the requirements of laws and regulations, as well as the recommendations for creation of the European Higher Education Area;
- 2) Establishing cooperation with health care sector institutions in terms of involvement of visiting lecturers, implementation of placement projects, and development of aims of the programme;
- 3) Establishing cooperation with the universities of EU Member States in terms of involvement of visiting lecturers, development of study content, student exchange, and implementation of placement (projects);
- 4) Ensuring the international quality standards of the study programme in order to integrate it in the EU Member State university Health Management Programme Consortium EU_HEM.

Head of the study programme: _____/Daiga Behmane/

Signature, full name

Date: 26.09.2016.

AGREED ON

In Rīga Stradiņš University Faculty of Medicine

Meeting of 14 september 2016

Minutes No. 12-3-3/13