

**Dear Students,**

**I would like to invite you to participate in a 30 h elective course dedicated for students of medicine Faculty of Medicine School of Medicine in English JU MC called "*Business plan, human relations management and marketing communication*" divided into three parts:**

1. **Strategic management of physician practice and medical center/hospital management:** methods of health market environment analysis, organizational adaptation to internal and external environment – identifying strategic issues and goals on grounds of analysis, business plan – creating company's future plans based on environmental analyses including concept, goals and potential problems; strategic management and growth strategies in health care entities, creating of competitive advantages and growth strategies in own medical business – practical advices and best practices, team building and leadership styles (20 h)
2. **Marketing communication, negotiations and marketing research in medical companies:** role of marketing communication and branding in achieving market goals, strategy sensitive to client/patient, brand strategy – case studies of the best practices, role of social marketing – role in medical sector and cases of advertising campaigns, marketing research in medicine, negotiations with leading stakeholders in health care (7h)
3. **Relations management between physicians and patients:** styles of communication in physician-patient relations, building human relations, dependency between patient relations and process of diagnosis, treatment and delivery quality/value health care, changing model of patient, analysis of factors influencing patient satisfaction-surveys (3 h)

**Aim of course is very practical:** delivery of practical knowledge, skills and social competencies rules of running businesses in increasingly competitive environment in medical sector.

**To receive a credit for the course you need** prepare and present in power point short presentation including business plan of opening an activity of your future medical practice.

**Short information about me:**

Maciej Rogala (Ph. D.) – doctor of health sciences, Department of Health Policy and Management in the Institute of Public Health at the Faculty of Health Sciences, Jagiellonian University Medical College. Lecturer of the National Chamber of Physicians and Dentists in Warsaw. Author of the programmes and courses for health care managers (doctors and dentists) of medium and highest level. Author of the programme, scientific co-ordinator and lecturer of the course at the Postgraduate Centre of Medical Training JU „Effective communication physician-patient and communication with competitive environment”. Author of expertise for Ministry of Health in Poland and National Institute of Public Health in Warsaw. Member of the international scientific projects financed by UE and Norway Grants. Expert in field of health care Regional Operating Programme of the European Union in years 2014-2020. Former director of business development in highly specialized medical center and spokesman of JU MC.

With best regards,

*Maciej Rogala*

Name of the Faculty	Faculty of Medicine, Jagiellonian University Medical College
Name of the unit conducting the module	Department of Health Policy and Management, Institute of Public Health at the Faculty of Health Sciences, Jagiellonian University Medical College.
Name of the training module	<b>Business plan, human relations management and marketing communication – practical workshops for physicians and dentists</b>
Language of training	English
Goals of the training module	<p>The main goal of workshops is a delivery of practical knowledge, skills and social competencies rules of running businesses in increasingly competitive environment in health care sector. Workshops are directed to both physicians and dentists.</p> <p><b>First classes , in person, on April 30<sup>th</sup> at 5.00 pm to 7.15 pm at LHC (CDK)</b></p> <p>Remaining classes (in person or on-line ) to be schedule directly with course coordinator</p> <p>Fridays, 5.00 pm – 7.15 pm: April 30<sup>th</sup>, May 7,14, 21,28</p> <p>June 7-11 from 11.00am- 3.00 pm</p>
Education effects for the training module	<p><b>Knowledge:</b></p> <ol style="list-style-type: none"> <li>1. Distinguishes methods of planning and strategic management, marketing communication/research and negotiations in hospitals, medical centres and medical/dental practices.</li> <li>2. Explains importance, analyses and critically evaluates role of internal and external stakeholders, business plans and management strategies affecting development of health care organisations.</li> <li>3. Analyses and critically evaluates factors influencing effective and efficient management of health care institutions in the category of quality/value of health care, strategic development, marketing communication and human relations.</li> </ol> <p><b>Skills:</b></p> <ol style="list-style-type: none"> <li>1. Can use available data to interpret different internal and external factors that may impact growth of medical/dental practice and health care facilities, draws conclusions and formulates indications according to future perspectives.</li> <li>2. Has and develops skills of integration of theoretical knowledge with practice in the subject of marketing research, negotiations, human relations communication and team building/working.</li> <li>3. Can prepare elements of practical business plan of health care organization (medical/dental practice) and can critically assess its strengths, weaknesses, opportunities and treats.</li> </ol> <p><b>Social competences:</b></p> <ol style="list-style-type: none"> <li>1. Co-operates in group, can build team around common goals, can analyse and compare different human factors coming from inside and outside organization and propose solutions</li> <li>2. Is aware and can applicate knowledge and managerial skills to solve practical problems.</li> <li>3. Is effective in communication with co-workers, is aware patient's needs and role of quality of health care, can negotiate with disparate groups of stakeholders</li> </ol>
Methods for testing and evaluation criteria for learning outcomes achieved by students	<ul style="list-style-type: none"> <li>✓ Active participation in course</li> <li>✓ Preparation of short presentation in small groups (2-3 persons) of business plan including strategic recommendation, communication with different internal and external stakeholders and proposal of interpersonal relations model in</li> </ul>

	hospital/medical centre/ corresponding to future professional student's plans of their career as doctors/dentists.
Type of training module (mandatory/facultative)	Facultative
Year of study	In the last year of studies in medicine and dentistry
Semester	First or second – to choose
Name of the person leading the module	Maciej Rogala, Ph. D.
Name of the person examining or granting a credit if it is not the person conducting the module	Maciej Rogala, Ph. D.
Methods of performance	Lectures, seminars, classes
Initial and additional requirements	No initial and additional requirements
Type and number of class hours that require direct involvement both teacher and students, when such activities are provided for the module	<b>15 hours of lectures and 15 hours of classes and seminars</b>
Number of ECTS credits allocated to the module	<b>2</b>
Balance of ECTS points	
Teaching methods applied	<b>Lecture, classes, analysis of case studies, discussion and presentation in groups</b>
Form and conditions for module passing, including the rules of admission to the exam, pass, and the form and condition for completion of the various activities within the scope of the module	Participation in course and oral presentation of selected topic
Training module content	<ol style="list-style-type: none"> <li><b>1. Relations management between physicians/dentists and patients:</b> styles of communication in physician-patient relations, building human relations, dependency between patient relations and process of diagnosis, treatment and delivery quality/value of health care, changing model of patient, analysis of factors influencing patient satisfaction – surveys.</li> <li><b>2. Marketing communication, negotiations and marketing research in medical companies:</b> role of marketing communication and branding in achieving market goals, strategy sensitive to client/patient, brand strategy – case studies of the good practices, role of social marketing – role in medical sector and cases of advertising campaigns, marketing research in medicine, negotiations with leading stakeholders in health care market.</li> <li><b>3. Strategic management of medical/dental practice and hospital/medical centre</b> management: methods of health market environment analysis, organizational adaptation to internal and external environment – identifying strategic issues and goals on grounds of analysis, business plan – creating company's future plans based</li> </ol>

	on environmental analyses including concept, goals and potential problems; strategic management and development strategies in health care entities, creating of competitive advantages and growth strategies in own medical business – practical advices and best practices, team building and leadership styles.
Basic and supplementary bibliography to complete the module	<ol style="list-style-type: none"> <li>1. Boyatzis R. E.: Competencies in the 21st century, Journal of Management Development, 2008; 27(1): 5-12.</li> <li>2. Stowell C., Akerman Ch.: Better Value in Health Care Requires Focusing on Outcomes. Harvard Business Review, Sep 17, 2015.</li> <li>3. Clawson J., Lawyer P., Schweizer Ch., Larsson S.: Competing on Outcomes: Winning Strategies for Value-Based Health Care. Boston Consulting Group. Jan 16, 2014.</li> <li>4. Evans W. D.: How social marketing works in health care BMJ. 2006 May 20;332(7551):1207-10.</li> <li>5. Porter M. E., Lee T. H.: The Strategy That Will Fix Health Care, Harvard Business Review, October 2013</li> <li>6. Porter M. E.: What Is Value in Health Care? N Engl J Med. Dec 23, 2010; 363:2477-81.</li> <li>7. Herzlinger R. E.: Why Innovation in Health Care Is So Hard. Harvard Business Review, May 2006.</li> <li>8. Stowell C., Akerman Ch., Better Value in Health Care Requires Focusing on Outcomes. Harvard Business Review. Sep 17, 2015.</li> <li>9. McKinsey &amp; Company and Korn/Ferry International: Managing talent in the Medical Affairs function. Creating value through a strengths-based approach. Jul 2013.</li> <li>10. Lee T. H.: Turning Doctors into Leaders, Harvard Business Review, April 2010</li> <li>11. Schoemaker P. J. H., Krupp S., Howland S.: Strategic Leadership: The Essential Skills, Harvard Business Review, Jan–Feb 2013.</li> <li>12. Giovino J. M. (2002), You Should See My Doctor”: Cost-Effective Marketing Ideas for Your Practice, Fam Pract Manag. 2002 Jan; 9(1):33-36.</li> <li>13. Deloitte: 2016 Global health care outlook. Battling costs while improving care 2016.</li> <li>14. Leonard K.: Hospital of Yesterday: The Biggest Changes in Health Care. July 15, 2014.</li> <li>15. Health Research Institute. Healthcare delivery of the future: How digital technology can bridge time and distance between clinicians and consumers. PricewaterhouseCoopers LLP, 2014.</li> <li>16. David Waring D.: Top 25 Medical Practice Marketing Ideas. January 8, 2015. Available at <a href="http://fitsmallbusiness.com/medical-practice-marketing/">http://fitsmallbusiness.com/medical-practice-marketing/</a>.</li> <li>17. Collins-Nakai R.: Leadership in medicine. McGill J Med. 2006 Jan; 9(1): 68–73.</li> <li>18. Rodríguez Perera F. de P., Peiró M.: Rev Esp Cardiol. Strategic Planning in Healthcare Organizations. 2012; 65 (08):749-54.</li> <li>19. Clark B.: 5 Ways Innovation Could Save Your Hospital. Becker’s Hospital Review.   Sept 16, 2013.</li> <li>20. Maguire P., Pitceathly C.: Key communication skills and how to acquire them. BMJ; 2002 325((7366)):697–700.</li> <li>21. Samuel YS Wong S., Lee A.: Communication Skills and Doctor Patient Relationship, Medical Bulletin, 2006 March, 11:3.</li> <li>22. Fong Ha J.F, Longnecker N.: Doctor-Patient Communication: A Review, Ochsner J.; 2010 Spring, 10(1): 38–43.</li> <li>23. Travaline J. M., Ruchinskas R., D’Alonzo G. E.: Patient-Physician Communication: Why and How, The Journal of the American Osteopathic Association. 2005 Jan, 105: 13-18.</li> <li>24. Back A.: Patient-Physician Communication in Oncology: What Does the Evidence Show? Oncology Journal, Jan 01, 2006.</li> <li>25. White B.: Measuring Patient Satisfaction: How to Do It and Why to Bother, Fam Pract Manag. 1999 Jan;6(1):40-44.</li> </ol>