

# HIRODC Postgraduate Training Institute



**A Postgraduate - Only Institution**



**#234**

**Health Service Management and Administration**

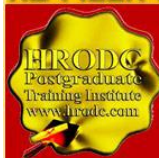
**Programme**

**Leading To:**

**POSTGRADUATE DIPLOMA IN**

**Health Service Management and Administration**

**HIRODC Postgraduate Training Institute**  
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK



**Prof. Dr. Ronald B. Crawford - Director**

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.



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*A Postgraduate – Only Institution*

**Websites:**  
<https://www.hrodc.com/>  
<https://www.hrodc.london>  
[postgraduateshortcourses.com/](https://www.postgraduateshortcourses.com/)

**Email:**  
[institute@hrodc.com](mailto:institute@hrodc.com)  
[london@hrodc.com](mailto:london@hrodc.com)

**HQ**  
122A Bhylls Lane  
Wolverhampton  
WV3 8DZ  
West Midlands, UK

**Tel:**  
+44 1902 763 607  
+44 7736 147 507

**HRODC Postgraduate Training Institute, A Postgraduate-Only Institution**


**Our UK Government's Verification and Registration**

**Our Institute is Verified by, and Registered with, the United Kingdom (UK) Register of Learning Providers (UKRLP), of the Department for Education (DfE). Its UK Provider Reference Number (UKPRN) is: 10019585 and might be located at: <https://www.ukrlp.co.uk/>.**

**Programme Coordinator:**

**Prof. Dr. R. B. Crawford is the Director of HRODC Postgraduate Training Institute, A Postgraduate-Only Institution. He has the following Qualifications and Affiliations:**

- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London}};
- MEd Management (University of Bath);
- Postgraduate (Advanced) Diploma Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames Valley University);
- Diploma in Doctoral Research Supervision, (University of Wolverhampton);
- Teaching Certificate;



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- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);
- Member of ResearchGate;
- Executive Member of Academy of Management (AOM). There, his contribution incorporates the judging of competitions, review of journal articles, and guiding the development of conference papers. He also contributes to the Disciplines of:
  - Human Resources;
  - Organization and Management Theory;
  - Organization Development and Change;
  - Research Methods;
  - Conflict Management;
  - Organizational Behavior;
  - Management Consulting;
  - Gender & Diversity in Organizations; and
  - Critical Management Studies.

**Professor Dr. Crawford has been an Academic in the following UK Universities:**

- University of London (Royal Holloway), as Research Tutor;
- University of Greenwich (Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- University of Wolverhampton, (Wolverhampton Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- London Southbank University (Business School), as Lecturer and Unit Leader.


**His responsibilities in these roles included:**

- Doctoral Research Supervisor;
- Admissions Tutor;
- Postgraduate and Undergraduate Dissertation Supervisor;
- Programme Leader;
- Personal Tutor

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## For Whom This Course is Designed

### This Programme is Designed For:

- Health Care Managers and Supervisors;
- Health Care Administrators;
- Health Care Professionals;
- Medical Staff Services Professionals;
- Health Management Analysts;
- Medical Directors;
- Chief Medical Officers and Administrators;
- Medical Staff Officers;
- Managed Care Professionals;
- Nurse Manager;
- Physicians;
- Employees aspiring for health care manager position.

<b>Classroom-Based Duration and Cost:</b>	
<b>Classroom-Based Duration:</b>	<b>12 Weeks (5 Days per Week)</b>
<b>Classroom-Based Cost:</b>	<b>£45,000.00 Per Student</b>
<b>Online (Video-Enhanced) Duration and Cost</b>	
<b>Online Duration:</b>	<b>20 Weeks – 3 Hours Per Day, 6 Days Per Week</b>
<b>Online Cost:</b>	<b>£30,150.00 Per Student</b>

## Classroom-Based Programme Cost includes:

- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;
- Postgraduate Diploma/ Diploma – Postgraduate –or
- Certificate of Attendance and Participation – if unsuccessful on resit.

**Students and Delegates will be given a Selection of our Complimentary Products, which include:**

- **Our Branded Leather Conference Folder;**
- **Our Branded Leather Conference Ring Binder/ Writing Pad;**
- **Our Branded Key Ring/ Chain;**
- **Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown;**
- **Our Branded 8-16 GB USB Flash Memory Drive, with Course Material;**
- **Our Branded Metal Pen;**
- **Our Branded Polo Shirt.;**
- **Our Branded Carrier Bag.**

**Daily Schedule: 9:30 to 4:30 pm.**

**Delivery Locations:**

- 1. Central London, UK;**
- 2. Dubai, UAE;**
- 3. Kuala Lumpur, Malaysia;**
- 4. Amsterdam, The Netherlands;**
- 5. Brussels, Belgium;**
- 6. Paris, France; and**
- 7. Durban, South Africa;**
- 8. Other International Locations, on request.**

<b>Programme for Health Service Management and Administration</b>				
<b>Leading to Postgraduate Diploma in Health Service Management and Administration</b>				
<b>Current Module #</b>	<b>Module Title</b>	<b>Page</b>	<b>Duration</b>	<b>Credit Value</b>
234.M1	<b>The Health Service Organisations</b>	7	1 Week (5 Days)	Single Credit
234.M2	<b>The Practice of Management in Health Service Organisations/Health Systems</b>	10	4 Weeks (20 Days)	Quad Credit
234.M3	<b>Quality Management in the Health Care Reform</b>	16	4 Weeks (20 Days)	Quad Credit
234.M4	<b>Information Technology in the Health Sectors</b>	19	1 Weeks (5 days)	Single Credit
234.M5	<b>Health Care Record Management and Business Systems</b>	23	2 Weeks (10 Days)	Double Credit

**Health Service Management and Administration, Programme  
Leading to Postgraduate a Postgraduate Diploma in Health Service  
Management and Administration**

**Module 1  
The Health Service Organisations**


**M1 - Part1: Understanding the Health Service Organisations and the Role  
of Health Service Manager**

- Definition of Terms:
  - Health Services;
  - Health Services Organisations (HSOs);
  - Health Systems (HSs);
  - Managers;
  - Management.
- Classification and Types of Health Service Organisations:
  - Profit or Not for Profit;
  - Ownership;

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 M. RG. C.





- Length of Patient Stay;
  - Role in the Health Services System;
  - Unique Institutional Providers;
  - Mental Health Organisations;
  - Teaching Hospitals.
- Role of a Health Service Manager;
- Key Competencies of Health Service Managers:
- Conceptual Skills;
  - Technical Skills;
  - Interpersonal Skills.
- Clinician Managers;
- Accountabilities of the Health Service Manager;

## M1 - Part2: Types and Structures of Health Services Organisations or Health Systems

- Key Organisational Components:
- Governing Body:
    - ✚ Responsibilities and Functions;
    - ✚ Composition;
    - ✚ Committees;
    - ✚ Relationship to the Chief Executive Officer (CEO);
  - Chief Executive Officer:
    - ✚ CEO Responsibilities and Required Skills and Knowledge (Competencies);
  - Professional Staff Organisation (PSO):
    - ✚ Integrating Licensed Independent Practitioners into Management;
    - ✚ Self-Governance;
    - ✚ Open or Closed;
    - ✚ Committees;
    - ✚ Clinical Departmentation;
    - ✚ Credentialing;
    - ✚ PSO Membership;
    - ✚ Clinical Privileges;

- ✚ PSO Disciplinary Action;
- ✚ Organisational Structures of Selected Health Services Organisations/Health Systems.

- The Health Care Settings;
- Acute Care Hospitals:
  - Hospitals by the Numbers;
  - Organisational Structure of Acute Care Hospitals.
- Nursing Facilities:
  - Organisation Structure of Nursing Facilities.
- Health Systems;
- Ambulatory Health Services;
- Hospice: Organisational Models and Structures;
- Home Health Agencies: Organisational Structures;
- Managed Care:
  - Types of Managed Care Organisations;
  - Organisational Structures of Managed Care Organisations.
- Public Health;
- Corporate Diversification of Health Service Organisations and Systems;
- Environmental Pressures to Change Types and Structures of Health Service Organisations and Systems;
- Long Term Care Facilities;
- Rehab Facilities;
- Home Care;
- Inpatient vs. Outpatient;
- Admission and Discharge.

## M1 - Part3: Health Care Providers and Professions

- Direct Care Providers;
- Doctors;
- Nurses;
- Licensed Practical Nurse;



- Registered Nurse;
- Physician Assistant;
- Allied Health Care Professions;
- Clinical Allied Health Professions;
- Non-Clinical Allied Health Professions.

## Module 2 The Practice of Management in Health Service Organisations or Health Systems

### M2 - Part 1: The Functions of Management

- Profiling Managers at Different Organisational Levels;
- Planning;
- The Planning Hierarchy;
- Difference between Strategic, Tactical and Operational Plans;
- Standing Plan;
- Organising;
- Organisational Structure and Design;
- Effective Organising;
- Division of Work;
- Departmentalising;
- Establishing Vertical and Horizontal Relationships and Formal Communication Channels;
- Establishing the Mechanism Whereby the Organisational Activities Can Be Co-Ordinated;
- Desirable Level of Specialisation;
- Level of Worker Autonomy and Managerial Control;
- Levels of Managerial Control & Worker Autonomy;
- Span of Management/Control or Span of Management;
- Degree of Decision-Making and Operational Centralisation or Decentralisation;
- Tall or Flat Structure;

- Directing/Leading;
- Co-Ordinating;
- Mutual Adjustment - With Informal Communication;
- Direct Supervision;
- Standardisation of Work Process;
- Standardisation of Input - Skills, Knowledge and Attitudes;
- Standardisation of Output;
- Controlling;
- The Management of Quality.

## M2 – Part 2: Managerial Problem Solving and Decision Making

- Problem Analysis and Decision Making;
- Problem-Solving;
- Influencing Problem Solving and Decision Making:
  - Problem-Solver Attributes;
  - The Situation;
  - The Environment;
  - Implications for the Health Services Manager.

## M2 – Part 3: Management Model in Health Services Organisations

- Resources;
- Mission and Objectives;
- Integration;
- Managers Managing;
- External Environment.

## M2 – Part 4: Organisational Design: Designing Health Organisation Services

- An Introduction to Organisational Design;
- The Importance of Designing an Organisation;
- Approaches to Organisational Design:
  - Classical Organisational Design;
  - Neo-Classical Organisational Design;
  - Classical Approach to Organisational Design;
  - Scientific Management to Organisational Design;
  - Humanistic Approach to Organisational Design;
  - Mechanistic Approach to Organisational Design.
- Human Relations Movement;
- Contingency Approaches to Organisational Design;
- Organisational Structure and Internal and External Relationships;
- Levels of Control and Role Specificity;
- Mechanistic and Organismic Structures and Their Types of Relationships;
- A Case In Point: The Mechanistic Factory Setting;
- Vertical Relationships in Organisational Design ;
- Horizontal Relationships in Organisational Design;
- Lines of Authority and Accountability in Organisational Design;
- Types of Organisational Structure:
  - The Simple Structure;
  - The Functional Structure;
  - The Divisional Structure and Its Internal Relationships.
- Division of Work;
- Bases of Divisionalisation:
  - Product Divisional Structure;
  - Service Divisional Structure;
  - Geographic or Regional Divisional Structure;
  - The Matrix Structure;
  - Divisional Matrix Structure;



- Functional Matrix Structure.
- Customised Matrices;
- The Divisional Structure Compared with the Functional Structure on the Basis of:
  - Communication;
  - Co-Ordination;
  - Worker Autonomy.
- Organisational Control;
- Organisational Flexibility;
- The Organisation of the Matrix Structure;
- Decision-Making and Communication Patterns in Functional Structures;
- Decision-Making and Communication Patterns in Divisional Structure;
- Decision-Making and Communication Patterns in Matrix Structures;
- Structural Contingency;
- The Interrelationship between Organisational Design and International Business;
- The Place of the Divisional Structure in International Operations;
- Identifying and Designing Organisational Structures.

## M2 – Part 5: Strategic Management in the Health Organisations/Health Systems

- Defining Strategic Management;
- Three Core Areas of Strategic Management:
  - Strategic Analysis;
  - Strategic Development;
  - Strategy Implementation.
- Three Elements of the Strategic Decision;
- Five Key Elements to Strategy;
- Strategic Management at the:
  - Corporate Level;
  - Business Level.
- What Makes “Good” Strategy?;
- Two Main Test Areas for Strategy;

- Application-Related;
- Academic Rigour.
- Prescriptive Model of Business Strategy;
- Emergent Model of Business Strategy;
- What is Green Strategy and Where Does It Fit In?;
- Analysing the Main Elements of the Environment;
- Analysing the Strategic Environment;
- The Ten Basic Analytical Tools;
- Steps in Taking the Analytical Tools;
- Customer Profiling;
- Segmentation and Positioning;
- Analysing the Strategic Environment: The Ten Basic Analytical Tools;
- How Do We Analyse The Strategic Environment?;
- Five Political Trends That Have Affected Strategic Management;
- Government and Industrial Policy;
- Why Are Strategic Resources And Capabilities Important?;
- Identifying and Developing the Resources That Deliver SCA and Value Added;
- How Can We Identify Value Added?;
- Green Strategy Value Chain Linkages;
- Green Strategy Value Chain: Benefits and Costs;
- How Can We Identify Strategic Resources And Capabilities?;
- Sustainable Competitive Advantage;
- Categories of Resources;
- Resources and Capabilities Should Be Analysed Against Seven Main Elements;
- Valuable, Rare, Inimitable, Organised (VRIO) Framework;
- The VRIO Framework: Performance Implications;
- Core Competencies;
- Distinguishing Features of Successful Core Competences;
- Benchmarking;
- Leveraging;
- Upgrading Resources;
- How Do We Analyse an Organisation's Strategic Resources and Capabilities?;
- Identify the Resources Capabilities of the Organisation;

- Resources/Capabilities Analysis;
- Sustainable Competitive Advantage;
- Intensity of Competition in an Industry;
- What Is Strategy Dynamics?;
- Interpretative Dynamics vs. Proactive Dynamics;
- Various Approaches of Strategy Dynamics;
- Interpretive Dynamics: Nature and Intensity of Industry Competition;
- Interpretive Dynamics: Innovation Flow Process in Strategy Dynamics;
- Proactive Dynamics: Three 'S' Framework for Strategy Dynamics;
- Proactive Dynamics: Planning Aggressive Competitive Strategies;
- The Dynamics of Purpose;
- The Dynamics of Environmental Development;
- The Dynamics of Resource Development.

## M2 – Part 6: Marketing Health Organisations

- Marketing Defined:
  - Social Marketing Defined;
  - What Marketing is Not;
  - What Marketing Is.
- Strategic Marketing Management and Analysis;
- The Marketing Mix:
  - Product/Service;
  - Place;
  - Price;
  - Promotion.
- Identifying the Customer and Target Markets:
  - Market Segmentation;
  - Quantifying Patient/Customer Target Markets.
- Marketing Strategies;
- Industry Structure and Competitive Position: Porter's Model
  - Intensity of Competition (Rivalry);
  - Substitute Products;



- Potential for New Entrants;
- Bargaining Power of Buyers;
- Bargaining Power of Suppliers.
- Market Position Analysis:
  - BCG Matrix;
  - GE (General Electric) McKinsey/Matrix.
- Strategic Marketing Postures;
- Market Research;
  - Marketing Audits.
- Ethics in Marketing.

## **Module 3**

### **Quality Management for Health Care Reform**

#### **M3 – Part 1: The Underlying Principles for Quality Management in Healthcare**

- Introduction to the Underlying Principles for Quality Management in Healthcare;
- Changing Healthcare Environment;
- Development of Quality Improvement in Healthcare;
- Integrated Healthcare Delivery Systems;
- Balance between Quality and Access;
- Industrial vs. Healthcare Quality;
- Problems, Challenges and Quality Issues in Healthcare.

#### **M3 – Part 2: Group Practices in Healthcare Quality Improvement**

- Introduction to Group Practices in Healthcare Quality Improvement;
- The Concept of Teamwork;
- The Functions of Teams in Organisations;
- Group Processes Techniques;
- Team Building Approaches;
- Teamwork towards Higher Quality.

### **M3 – Part 3: Process Orientation in Healthcare**

- Introduction to Process Orientation in Healthcare;
- Process Analysis Tools;
- Failure Mode and Effects Analysis;
- Root Cause Analysis;
- Continuous Quality Improvement;
- Relationship of Quality Assurance Approaches;
- Data Requirements in Quality.

### **M3 – Part 4: Statistical Process Control**

- Introduction to Statistical Process Control;
- Data Analysis Models;
- Process Problems and Statistical Process Control (SPC);
- Statistical Basis of Statistical Process Control (SPC).

### **M3 – Part 5: Statistical Process Approaches**

- Introduction to Statistical Process Approaches;
- Overview of Data Types;
- Charts for Categorical Attributes;
- Analysis of Variables Data;
- Run Testing In Control Charts;
- The Power of Control Charts.

### **M3 – Part 6: Advanced Statistical Process Control**

- Introduction to Advanced Statistical Process Control;
- Utilising the Control Chart Selection Diagram.

### **M3 – Part 7: Advanced Statistical Applications in Continuous Quality Improvement**

- Introduction to Advanced Statistical Applications in Continuous Quality;
- Discrete Distributions;
- Statistical Inference;
- ANOVA;
- Regression Analysis;
- Analysis of Means;
- Design of Experiments;
- Sources of Data for Quality Improvement.

### **M3 – Part 8: Clinical Processes**

- Introduction to Clinical Processes;
- Development of Clinical Practice Guidelines in Healthcare;
- Use of Clinical Practice Guidelines in Healthcare;
- Developing Clinical Practice Guidelines.

### **M3 – Part 9: Strategic Quality Improvement Implementation**

- Introduction to Strategic Quality Improvement Implementation;
- Deming's 14 Principles Applied to Healthcare;
- Approaches to Implementation;
- Phases of Organisational Change;
- Institutionalisation of Change;
- Balanced Scorecard Approach to Quality Improvement;
- Quality Improvement Implementation in Complex Organisations.



### **M3 – Part 10: Care Management**

- Introduction to Care Management;
- Care Management: A Contemporary Approach;
- Care Management: A Theoretical Framework;
- Key Elements of Care Management Programme;
- Evolution of Care Management Programme;
- Financial Analysis of Care Management Programme;
- Provider Involvement in Care Management;
- Partnerships within the Industry;
- Future of Care Management.

### **M3 – Part 11: Continuous Quality Improvement in Healthcare**

- Introduction to Continuous Quality Improvement in Healthcare;
- Improved Information Management;
- Healthcare System Integration;
- Consumerism;
- Education;
- Federal and State Government Programmes Emphasis on Quality;
- Quality Philosophy;
- Quality Improvement;
- Physicians and Continuous Quality Improvement:
  - Practice Guidelines;
  - Involving Physicians;
  - Results of Involving Physicians.

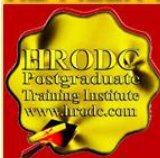
## Module 4 Information Technology in the Health Sector

### M4 – Part 1: Health Information Professionals

- Evolution of Health Information Management;
- Health Information Technology and Health Information Management Professions;
- Job Descriptions and Organisational Structures;
- Health Information Management Manager or Director;
- Registered Health Information Administrator;
- Clinical Data Specialist;
- DRG Coordinator;
- APC Coordinator;
- Clinical Coding Specialist;
- Coding Associate;
- Medical Transcriber;
- Cancer Registrar;
- HIM Compliance Specialist;
- Optical Imaging Coordinator;
- Registered Health Information Technicians;
- Building an All Digital Hospital;
- Clinical Project Manager, IT Project Manager;
- Clinical Analyst;
- Clinical Vocabulary Manager;
- Clinical Applications Coordinator;
- Data Quality Manager;
- Data Resource Administrator;
- Decision Support Analyst;
- Health Information Systems Department Technician;
- Enterprise Application Specialist;
- Integration Architect;
- Health Systems Specialist;

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- Solution Analyst;
- Solution Consultant;
- Systems Analyst;
- Information Security Manager;
- Records and Information Coordinator;
- Officers and Other Positions;
- Compliance Officer;
- Privacy Officer;
- Information Privacy Coordinator;
- Security Officer;
- Risk Management Specialist;
- Utilization Manager;
- Quality Improvement Director;
- Senior Document Coordinator;
- Health Services Manager;
- Patient Information Coordinator;
- Clinical Research Associate;
- Medical Office Manager;
- Health Insurance Specialist;
- Sample Project Management.

## M4 – Part 2: Health Care Technology

- History and Background;
- Types of Technologies;
  - Definitive (Curative, Preventive) Technologies;
  - Halfway (Add-On) Technologies;
  - Deferral Technologies;
  - Competing Technologies;
  - Cost-Saving Technologies.
- Effects of Technology on Health Status;
- Forces Affecting Development and Diffusion of Technology:
  - Medical Education and Medical Practice;



- Third-Party Reimbursement of Services;
- Diagnosis-Related Groups;
- Centres for Medicare and Medicaid Services;
- The Public;
- Competitive Environment.
- Responses to Diffusion and Use of Technology:
  - Public Sector Activities;
  - PSROs, PROs, and QIOs;
  - Private Sector Activities.
- Healthcare Technology Assessment:
  - Public Sector Activities;
  - Private Sector Activities.
- Health Services Organisation Technology Decision Making:
  - Review and Planning;
  - Financing Technology;
  - Evaluating and Acquiring Technology—TEAM;
  - Newer Alternative to TEAM.
- Managing Biomedical Equipment in HSOs/HSs:
  - Systems Engineering;
  - Organisation.

## M4 – Part 3: Miscellaneous: Health Information Systems

- Departmental Systems;
- LIS and Device Systems;
- Radiology Department;
- CAT, CT, PET, MRI Etc.;
- Digital Images;
- Voice Recognition;
- Pharmacy Systems;
- Dispensing Systems;
- Drug Trials;
- ER Systems;

- Scheduling Systems;
- Surgery;
- Appointments;
- Staff;
- Implant Records.

## Module 5 Health Care Records Management and Business Systems

### M5 – Part 1: Dealing with Health Care Records

- Understanding Health Care Records;
- Functions of Health Care Records;
- Primary and Secondary Uses of Records;
- Types and Structure of Health Records;
- Transition from Paper to Electronic Records;
- Health Record Contents;
- Administrative and Demographic Data;
- Consent and Directives;
- Consent to Treatment;
- Informed Consent;
- Refusal of Treatment;
- Medicare Patient Rights Statement;
- Assignment of Benefits;
- Advance Directives;
- Organ Donor;
- Personal Property List;
- Disclosure Records;
- Clinical Documents;
- Medical History;
- Physical Exam;
- Diagnostic and Therapeutic Orders;
- Diagnostic and Therapeutic Reports;

- Diagnostic Images;
- Operative Records;
- Nursing Notes;
- Referral Consults;
- Case Management;
- Discharge Summary;
- Obstetrical Records;
- Pediatric Records;
- Public Health Records;
- Continuity of Care Record;
- RHIO;
- Who Owns The Record?;
- The Personal Health Record;
- Telemedicine;
- Teleradiology;
- Reporting Home Nursing Visits;
- Patient Reporting and Telemonitors;
- E-Visits.

## M5 – Part 2: Understanding Electronic Health Records


- Electronic Medical Records;
- IOM;
- CPRI;
- HIPAA;
- EHR Defined;
- Social Forces Driving Adoption;
- Health Safety;
- Health Costs;
- Government Response;
- Functional Benefits of anHER;
- Health Maintenance;
- Trend Analysis;

- Alerts;
- Decision Support;
- Prescriptions;
- Medical References;
- Protocols;
- Form Affects Functionality;
- Standard EHR Coding Systems;
- SNOMED;
- MEDCIN;
- LOINC;
- Advantages of Codified Records;
- Health Maintenance;
- Trend Analysis;
- Alerts;
- Decision Support;
- Documenting at the Point of Care;
- Benefits of Real Time Documentation;
- Document Storage and Image Retrieval Systems;
- Quality Control;
- Flow of an Office Fully Using HER;
- Electronic Signatures;
- How Digital Signatures Work;
- Methods of Capturing and Recording Data;
- Clinician Entered Data;
- Saving Clinicians Time;
- Nomenclature;
- Lists;
- Forms;
- Search;
- Prompt;
- Flow Sheets;
- Orders;
- Protocol;

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- Patient Entered Data;
- Workflow Using Patient Entered Data;
- Preventive Health Screening;
- Alternative Workflow;
- E-Visits;
- Workflow of an E-Visit;
- Health Maintenance;
- Immunisations;
- Preventative Care Screening;
- Using EHR Data for Alerts;
- Reactions to Drugs or Other Treatments;
- Other Types of Alerts;
- Decision Support.

### **M5 – Part 3: Health Records Organisation, Storage and Management**

- Organising Paper Charts;
- Source Oriented Record;
- Problem Oriented Record;
- Integrated Record;
- Electronic Views;
- Filing Paper Records;
- Paper Chart Numbering Systems;
- Paper Chart Filing Systems;
- Terminal Digits Filing;
- Color Coding;
- Record Storage and Circulation;
- Calculating Storage;
- Chart Locator Systems;
- Legal and Ethical Management of Health Records;
- Record Retention;
- Destruction of Health Records;

- Release of Information;
- Health Information Management and Health Information Technician Ethics.

## **M5 – Part 4: The Health Care Business Systems**

- Administration and Business Systems;
- Registration;
- Master Patient Indexes;
- Insurance Eligibility;
- Episode vs. Continuing Care;
- Admission/Discharge;
- Coding, Billing and Reimbursement;
- Batch and Real-Time Posting;
- Transaction Standards;
- Electronic Claims;
- Paper Claims;
- Ub-92;
- CMS 1500;
- Electronic Remittance;
- Prospective Payment System;
- DRG;
- Accounting and Tax Records;
- Payroll;
- Purchasing and Supplies;
- Inventory Control.

## **M5 – Part 6: Health Statistics, Research and Quality Improvement**

- Secondary Health Records;
- Using Data Analysis and Research;
- Health Care Statistics;
- Using Codified Data;
- Coding and Abstracting Reports;
- Registries;

- Cancer;
- Tumor;
- Immunisation;
- CDC;
- Text Analysis Processing.

## M5 – Part 7: Information Systems for Managerial Support

- Administrative Records;
- Maintenance Records;
- Personnel Records;
- Training;
- Evaluations;
- Accreditation;
- Continuing Education Unit Records;
- Incident Records.

## Postgraduate Diploma, Postgraduate Certificate, and Diploma – Postgraduate - Short Course Regulation

### Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate: Their Distinction, Credit Value and Award Title

Postgraduate Short Courses of a minimum of five days' duration, are referred to as Diploma – Postgraduate. This means that they are postgraduate credits, towards a Postgraduate Certificate and Postgraduate Diploma. Postgraduate Certificate and Postgraduate Diploma represent Programmes of Study, leading to Awards bearing their title prefixes. While we refer to our short studies, of 5 days to five weeks, as 'Courses', those with duration of 6 weeks and more are labelled 'Programmes'. Nevertheless, in line with popular usage, we often refer to all study durations as 'Courses'. Another mark of distinction, in this regard, is that participants

in a short course are referred to as 'Delegates', as opposed to the term 'Students', which is confined to those studying a Postgraduate Programme.

Courses are of varying Credit-Values; some being Single-Credit, Double-Credit, Triple-Credit, Quad-Credit, 5-Credit, etc. These short courses accumulate to Postgraduate Certificate, with a total of 180 Credit-Hours (= 6 X 5-Day Courses or 3 X 10-Day Courses), or Postgraduate Diploma, with a total of 360 Credit-Hours (= 12 X 5-Day Courses or 6 X 10-Day Courses).

Delegates studying courses of 5-7 days' duration, equivalent to 30-42 Credit-Hours (Direct Lecturer Contact), will, on successful assessment, receive the Diploma – Postgraduate Award. This represents a single credit at Postgraduate Level. While 6-day and 7-day courses also lead to a Diploma – Postgraduate, they accumulate 36 and 42 Credit Hours, respectively.

### **Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate Assessment Requirement**

Because of the intensive nature of our courses and programmes, assessment will largely be in-course, adopting differing formats. These assessment formats include, but not limited to, in-class tests, assignments, end of course examinations. Based on these assessments, successful candidates will receive the Diploma – Postgraduate, Postgraduate Certificate, or Postgraduate Diploma, as appropriate.


In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order to receive the Awards of Postgraduate Certificate and Postgraduate Diploma, candidates must have accumulated at least the required minimum 'Credit-Hours', with a pass (of 70% and above) in at least 70% of the courses taken.

Delegates and students who fail to achieve the requirement for Postgraduate Certificate, Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions for each course. Those delegates who fail to achieve the assessment requirement for the Postgraduate Diploma or Diploma - Postgraduate - on 2 resubmissions, or those who elect not to receive them, will be awarded the Certificate of Attendance and Participation.

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## Diploma – Postgraduate, Postgraduate Certificate, and Postgraduate Diploma Application Requirements

Applicants for Diploma – Postgraduate – Postgraduate Certificate, and Postgraduate Diploma are required to submit the following documents:

- Completed Postgraduate Application Form, including a passport sized picture affixed to the form;
- A copy of Issue and Photo (bio data) page of the applicant's current valid passport or copy of his or her Photo-embedded National Identity Card;
- Copies of credentials mentioned in the application form.

## Admission and Enrolment Procedure

- On receipt of all the above documents we will assess applicants' suitability for the Course or Programme for which they have applied;
- If they are accepted on their chosen Course or Programme, they will be notified accordingly and sent Admission Letters and Invoices;
- One week after the receipt of an applicant's payment or official payment notification, the relevant Course or Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary immigration documentation, to support their application;
- Applicants will be notified of the dates, location and venue of enrolment and orientation, where appropriate.

## Modes of Study and Duration of Postgraduate Certificate and Postgraduate Diploma Programmes

There are two delivery formats for Postgraduate Certificate and Postgraduate Diploma Programmes, as follows:

1. Intensive Full-time (Classroom-Based) Mode, lasting 3 months for Postgraduate Diploma, and 6 weeks for Postgraduate Certificate. These durations are based on six hours' lecturer-contact per day, five days (30 hours) per week, for Postgraduate Diploma.
2. Video-Enhanced On-Line Mode. This interactive online mode lasts twenty (20) weeks, for Postgraduate Diploma, and ten (10) weeks for Postgraduate Certificate. Our calculation is based on three hours per day, six days per week.

Whichever study mode is selected, the aggregate of 360 Credit Hours must be achieved.

## Introducing Our Video-Enhanced Online Study Mode

In a move away from the traditional online courses and embracing recent developments in technology-mediated distance education, HRODC Postgraduate Training Institute has introduced a Video-Enhanced Online delivery. This Online mode of delivery is revolutionary and, at the time of writing, unique to HRODC Postgraduate Training Institute.

You are taught as individuals, on a one-to-one or one-to-small-group basis. You see the tutor face to-face, for the duration of your course. You will interact with the tutor, ask and address questions; sit examinations in the presence of the tutor. It is as real as any face-to-face lecture and seminar can be. Choose from a wide range of Diploma – Postgraduate Courses and an increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a 6-year period, towards a Postgraduate Certificate or Postgraduate Diploma.

## Key Features of Our Online Study: Video-Enhanced Online Mode

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart.
- All participants are able to see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology.
- Their assessment is structured in the same way as it is done in a classroom setting;
- The Video-Enhanced Online mode of training usually starts on the 1<sup>st</sup> of each month, with the cut-off date being the 20<sup>th</sup> of each month, for inclusion the following month;
- Its duration is twice as long as its classroom-based counterpart. For example, a 5-day (30 Credit Hours) classroom-based course will last 10 days, in Video-Enhanced Online mode. This calculation is based on 3 hours tuition per day, adhering to the Institute's required 30 Credit-Hours;
- The cost of the Video-Enhanced Online mode is 67% of similar classroom-based courses;
- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

## 10-Week Video-Enhanced Online Postgraduate Certificate and 20-Week Video-Enhanced Online Postgraduate Diploma

You might study an Online Postgraduate Certificate or Online Postgraduate Diploma, in 10 and 20 weeks, respectively, in the comfort of your office or homes, through HRODC Postgraduate Training Institute's Video-Enhanced Online Delivery. We will deliver the 180 Credit-Hours and 360 Credit-Hours, in line with our regulation, through 'Direct-Lecturer-Contact', within the stipulated timeframe. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.

## Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

All short courses can accumulate to the required number of Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, over a six-year period from first registration and applies to both general and specialist groupings. In this regard, it is important to note that short courses vary in length, the minimum being 5 days (Diploma – Postgraduate) – equivalent to 30 Credit Hours, representing one credit, as is tabulated below.

On this basis, the definitive calculation on the Award requirement is based on the number of hours studied (aggregate credit-value), rather than merely the number of credits achieved. This approach is particularly useful when a student or delegate studies a mixture of courses of different credit-values.

For those delegates choosing the accumulative route, it is advisable that at least one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

<b>Examples of Postgraduate Course Credits: Their Value, Award Prefix &amp; Suffix – Based on 5-Day Multiples</b>		
<b>Credit Value</b>	<b>Credit Hours</b>	<b>Award Title Prefix (&amp; Suffix)</b>
<b>Single-Credit</b>	<b>30-54</b>	<b>Diploma - Postgraduate</b>
<b>Double-Credit</b>	<b>60-84</b>	<b>Diploma – Postgraduate (Double-Credit)</b>
<b>Triple-Credit</b>	<b>90-114</b>	<b>Diploma – Postgraduate (Triple-Credit)</b>
<b>Quad-Credit</b>	<b>120-144</b>	<b>Diploma – Postgraduate (Quad-Credit)</b>
<b>5-Credit</b>	<b>150-174</b>	<b>Diploma – Postgraduate (5-Credit)</b>
<b>6-Credit</b>	<b>180-204</b>	<b>Postgraduate Certificate</b>
<b>7-Credit</b>	<b>210-234</b>	<b>Postgraduate Certificate (+ 1 Credit)</b>
<b>8-Credit</b>	<b>240-264</b>	<b>Postgraduate Certificate (+2 Credits)</b>



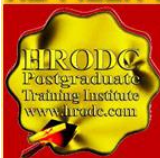
<b>Examples of Postgraduate Course Credits: Their Value, Award Prefix &amp; Suffix – Based on 5-Day Multiples</b>		
<b>Credit Value</b>	<b>Credit Hours</b>	<b>Award Title Prefix (&amp; Suffix)</b>
<b>9-Credit</b>	<b>270-294</b>	<b>Postgraduate Certificate (+3 Credits)</b>
<b>10-Credit</b>	<b>300-324</b>	<b>Postgraduate Certificate (+ 4 Credits)</b>
<b>11-Credit</b>	<b>330-354</b>	<b>Postgraduate Certificate (+5 Credits)</b>
<b>12-Credit</b>	<b>360</b>	<b>Postgraduate Diploma</b>
<b>360 Credit-Hours = Postgraduate Diploma</b>		
<b>12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma</b>		
<b>10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma</b>		

**Exemplification of Accumulated Postgraduate Certificate and Postgraduate Diploma Award Titles**

All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have their predetermined Award Titles. Where delegates do not follow a Specialism, for accumulation to a Postgraduate Diploma, they will normally be Awarded a General Award, without any Specialist Award Title. However, a Specialist Award will be given, where a delegate studies at least seventy percent (70%) of his or her courses in a specialist grouping. These are exemplified below:

- 1. Postgraduate Diploma in Accounting and Finance;**
- 2. Postgraduate Certificate in Accounting and Finance;**
- 3. Postgraduate Certificate in Aviation Management;**
- 4. Postgraduate Diploma in Aviation Management;**
- 5. Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
- 6. Postgraduate Diploma in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
- 7. Postgraduate Certificate in Business Communication;**
- 8. Postgraduate Diploma in Business Communication;**

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9. **Postgraduate Certificate in Corporate Governance;**
10. **Postgraduate Diploma in Corporate Governance;**
11. **Postgraduate Certificate in Costing and Budgeting;**
12. **Postgraduate Diploma in Costing and Budgeting;**
13. **Postgraduate Certificate in Client or Customer Relations;**
14. **Postgraduate Diploma in Client or Customer Relations;**
15. **Postgraduate Certificate in Engineering and Technical Skills;**
16. **Postgraduate Diploma in Engineering and Technical Skills;**
17. **Postgraduate Certificate in Events Management;**
18. **Postgraduate Diploma in Events Management;**
19. **Postgraduate Certificate in Health and Safety Management;**
20. **Postgraduate Diploma in Health and Safety Management;**
21. **Postgraduate Certificate in Health Care Management;**
22. **Postgraduate Diploma in Health Care Management;**
23. **Postgraduate Certificate in Human Resource Development;**
24. **Postgraduate Diploma in Human Resource Development;**
25. **Postgraduate Certificate in Human Resource Management;**
26. **Postgraduate Diploma in Human Resource Management;**
27. **Postgraduate Certificate in Information and Communications Technology  
(ICT);**
28. **Postgraduate Diploma in Information and Communications Technology  
(ICT);**
29. **Postgraduate Certificate in Leadership Skills;**
30. **Postgraduate Diploma in Leadership Skills;**
31. **Postgraduate Certificate in Law – International and National;**
32. **Postgraduate Diploma in Law – International and National;**
33. **Postgraduate Certificate in Logistics and Supply Chain Management;**
34. **Postgraduate Diploma in Logistics and Supply Chain Management;**
35. **Postgraduate Certificate in Management Skills;**
36. **Postgraduate Diploma in Management Skills;**


37. Postgraduate Certificate in Maritime Studies;
38. Postgraduate Diploma in Maritime Studies;
39. Postgraduate Certificate in Oil and Gas Operation;
40. Postgraduate Diploma in Oil and Gas Operation;
41. Postgraduate Certificate in Oil and Gas Accounting;
42. Postgraduate Diploma in Oil and Gas Accounting;
43. Postgraduate Certificate in Politics and Economic Development;
44. Postgraduate Diploma in Politics and Economic Development;
45. Postgraduate Certificate in Procurement Management;
46. Postgraduate Diploma in Procurement Management;
47. Postgraduate Certificate in Project Management;
48. Postgraduate Diploma in Project Management;
49. Postgraduate Certificate in Public Administration;
50. Postgraduate Diploma in Public Administration;
51. Postgraduate Certificate in Quality Management;
52. Postgraduate Diploma in Quality Management;
53. Postgraduate Certificate in Real Estate Management;
54. Postgraduate Diploma in Real Estate Management;
55. Postgraduate Certificate in Research Methods;
56. Postgraduate Diploma in Research Methods;
57. Postgraduate Certificate in Risk Management;
58. Postgraduate Diploma in Risk Management;
59. Postgraduate Certificate in Sales and Marketing;
60. Postgraduate Diploma in Sales and Marketing;
61. Postgraduate Certificate in Travel, Tourism and International Relations;
62. Postgraduate Diploma in Travel, Tourism and International Relations.

The actual courses studied will be detailed in a student or delegate's Transcript.

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The submission of our application form or otherwise registration by of the submission of a course booking form or e-mail booking request is an attestation of the candidate's subscription to our Policy Terms and Conditions, which are legally binding.

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**Director**  
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