

	<b>BQA NCQF QUALIFICATION TEMPLATE</b>	Document No.	DNCQF.QIDD.GD02
		Issue No.	01
		Effective Date	04/02/2020

**SECTION A: QUALIFICATION DETAILS**

<b>QUALIFICATION DEVELOPER (S)</b>		<i>Botho University</i>										
<b>TITLE</b>	<i>Master of Science in Healthcare Management</i>										<b>NCQF LEVEL</b>	9
<b>FIELD</b>	<i>Health and Social Sciences</i>			<b>SUB-FIELD</b>				<i>Healthcare Management</i>			<b>CREDIT VALUE</b>	
<i>New Qualification</i>					✓	<i>Review of Existing Qualification</i>						
<b>SUB-FRAMEWORK</b>		<i>General Education</i>				<i>TVET</i>			<i>Higher Education</i>			✓
<b>QUALIFICATION TYPE</b>	<i>Certificate</i>	<i>I</i>	<i>II</i>	<i>III</i>	<i>IV</i>	<i>V</i>	<i>Diploma</i>	<i>Bachelor</i>				
<i>Bachelor Honours</i>			<i>Post Graduate Certificate</i>					<i>Post Graduate Diploma</i>				
<i>Masters</i>					✓	<i>Doctorate/ PhD</i>						

**RATIONALE AND PURPOSE OF THE QUALIFICATION**

**RATIONALE:**

Development of human capital specifically in human resource and operations management, is one of the key components in improving operational efficiencies and the overall patient health outcomes in the delivery of healthcare services. Good health and wellness are basic human rights and are necessary conditions for the economic development and prosperity of every nation. Botswana’s Vision 2036 is a transformational agenda that defines the aspirations and goals of Botswana as a people. One of the pillars of Vision 2036 is the agenda on Human and Social Development where the realization of good health and wellness for all by 2036 is one of

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the goals. However, Botswana as a middle-income country is faced with a challenge of the double burden of rising levels of lifestyle and non-communicable diseases and communicable diseases such as HIV and AIDS, TB and Malaria. Recently the emergence of the COVID-19 pandemic has exposed the gaps and inadequacies within health systems worldwide including Botswana. This has highlighted not just the need for the availability of quality healthcare services for all but the need for availability of healthcare services which are guided by data and science. The World Health Organisation (WHO) highlights the need for a high-quality health workforce as one of the critical elements in ensuring that quality is built into the foundations of health systems in order to be able to improve health system performance.

The Human Resource Development Council (HRDC, 2019) has prioritized Healthcare Management as one of the top occupations in high demand across various sectors in healthcare. As a result, this calls for enhancement of human resources development in this field to ensure efficiency, awareness, and articulation of Healthcare management matters. Prioritization of occupations in demand is informed by national priorities duly outlined in Vision 2036, National Development Plan (NDP 11) and HRDC, 2019 – Priority Skills for Current and Future skills. The proposed Master of Science in Healthcare Management has been developed with this in mind and will therefore address this gap. The significance of this qualification was echoed by the respondents during stakeholder consultation for needs assessment from the industry. The respondents further highlighted the relevance of this qualification in the industry and the module coverage was reportedly sufficiently satisfactory in equipping learners with contemporary issues in Healthcare Management. They conclusively recommended the qualification (Appendix: 1 Market Need Analysis).

**PURPOSE:**

The purpose of this qualification is to produce graduates with advanced knowledge, skills and competences to:

- Effectively and efficiently manage healthcare organizations.
- Make recommendations for the acquisition and utilization of appropriate Health Information Systems in healthcare organizations.
- Analyze data to inform organizational decisions in healthcare.
- Integrate and promote the use of healthcare ethics in day-to-day operations in healthcare.
- Demonstrate a high level of mastery in healthcare research.

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<b>ENTRY REQUIREMENTS (including access and inclusion)</b>
<ul style="list-style-type: none"> <li>The minimum admission requirement is an NCQF Level 7 qualification in Healthcare Management and/or allied fields.</li> <li>There is provision to access the qualification through RPL.</li> </ul>

<b>SECTION B QUALIFICATION SPECIFICATION</b>	
<b>GRADUATE PROFILE (LEARNING OUTCOMES)</b>	<b>ASSESSMENT CRITERIA</b>
1. Effectively & efficiently manage healthcare organisations.	1.1 Demonstrate knowledge and understanding of concepts, theories, and principles of management.  1.2 Apply management in healthcare contexts, including human resource and operations management.
2. Manage and control organizational finances efficiently.	2.1 Demonstrate understanding of accounting and finance principles and concepts (budgeting, financial reporting, and control etc).  2.2 Compute statistics and financial information using industry-standard software in order to come to decisions on business problems.
3. Make recommendations for the acquisition and utilization of appropriate Health Information Systems in healthcare organisations.	3.1 Evaluate recommended Health Information Systems based on knowledge and understanding of concepts, theories, laws, tools, and of Health Information Systems.  3.2 Engage with technical personnel (health information systems) in discussions of appropriate health information systems.  3.3 Participate in the decision to acquire appropriate health information system.

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4. Demonstrate strategic leadership in professional practice in a dynamic business environment.	<p>4.1 Participate productively in overall organizational strategic planning and execution.</p> <p>4.2 Critically analyse the business processes that are centred around collaborative business strategies.</p>
5. Source and utilise data to inform organizational decisions in healthcare.	<p>5.1 Demonstrate proficiency in locating information from published sources,</p> <p>5.2 Interpret health-related reports, data, charts, graphs, and tables to inform healthcare decisions.</p>
6. Integrate and promote the use of healthcare ethics in day-to-day operations in healthcare.	<p>6.1 Demonstrate knowledge of professional ethics in healthcare organizations in the local and international contexts.</p> <p>6.2 Apply health professional ethics in day-to-day healthcare operations.</p>
7. Demonstrate a high level of mastery in healthcare research.	7.1 Apply principles and practices of research within the context of the Healthcare delivery system.

<b>SECTION C</b>	<b>QUALIFICATION STRUCTURE</b>				
<b>COMPONENT</b>	<b>TITLE</b>	<b>Credits Per Relevant NCQF Level</b>			<b>Total</b> <i>(Per Subject/ Course/ Module/ Units)</i>
		<b>Level [ 7 ]</b>	<b>Level [ 8 ]</b>	<b>Level [ 9 ]</b>	
<b>FUNDAMENTAL COMPONENT</b> <i>Subjects/ Courses/ Modules/Units</i>	Healthcare Management: Principles and Practices			20	20
	Human Resource Management in Healthcare Organizations			10	10
	Operations Management in Healthcare			20	20
<b>CORE COMPONENT</b> <i>Subjects/Courses/ Modules/Units</i>	Accounting and Finance for Healthcare Managers			10	10
	Health Law and Ethics			20	20
	Strategic Management			20	20
	Evidence and Research for Healthcare Managers			20	20
	Dissertation			90	90
	Health Information Systems			10	10

<b>ELECTIVE/ OPTIONAL COMPONENT</b>  <i>Subjects/Courses/ Modules/Units</i>	Public Health and Epidemiology			10	10
	Economic Evaluation in Health Care			10	10
	Project Management			10	10
	E-Health and Global Health			10	10
	Health Monitoring and Evaluation			10	10

**SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL**


**TOTAL CREDITS PER NCQF LEVEL**

<b>NCQF Level</b>	<b>Credit Value</b>
9	240
<b>TOTAL CREDITS</b>	<b>240</b>

**Rules of Combination:**

**(Please Indicate combinations for the different constituent components of the qualification)**

- In order to be awarded the degree, the candidate must complete 240 credits in the Master of Healthcare Management. Furthermore, the candidate must have successfully defended the final dissertation.
- The candidate must complete all 9 fundamental and core modules (220 credits) and 2 elective modules (20 credits).

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### **ASSESSMENT ARRANGEMENTS**

This qualification is assessed using an integrated approach consisting of summative and formative assessments each contributing 50% to the final grade attained in each module/course. All assessments will be carried out by BQA accredited and registered assessors.

### **MODERATION ARRANGEMENTS**

There will be provision of internal and external moderation of all assessments in line with relevant institutional policies and guidelines that are compliant with BQA standards. All assessments will be carried out by BQA accredited and registered assessors.

### **RECOGNITION OF PRIOR LEARNING**

The qualification may be awarded through recognition of prior learning (RPL) and/or credit accumulation and transfer (CAT).


### **CREDIT ACCUMULATION AND TRANSFER**

The qualification may be awarded through recognition of prior learning (RPL) and/or credit accumulation and transfer (CAT).

### **PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)**

#### **Horizontal:**

- Master of International Healthcare Management
- Master of Health Administrations.

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**Vertical:**

Completion of a master’s degree meets the requirement for vertical progression and admission to a cognate Doctoral Degree in the same or relevant field such as :

- PhD in International Healthcare Management
- PhD in Health Administrations

**Employment Pathway:**

The qualification will produce postgraduates suitable for positions such as:

- Health Policy Makers
- Health Researchers and Educators
- Healthcare organisation Management/consulting (Health Insurance companies, pharmaceutical companies, hospitals, manufacturing and marketing of healthcare supplies and equipment)
- Healthcare project management

**QUALIFICATION AWARD AND CERTIFICATION**


The learner will be awarded a certificate, ‘**Master of Science in Healthcare Management** ‘after attaining 240 credits as specified in the rules of combination and credit distribution. This qualification does not have exit awards. Therefore, if the candidate does not meet the prescribed minimum standards of the qualification the learner will exit with a transcript. Upon successful completion of the qualification a graduate will be issued a certificate and a transcript.

**REGIONAL AND INTERNATIONAL COMPARABILITY**

The design of the MSc in Healthcare Management qualification was benchmarked with the following universities:

**Locally:** N/A

**Regional:** N/A

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**International:**

- Swansea University (UK) - MSc in Health Care Management
- University of Essex (UK) - MSc in International Healthcare Management
- Coventry University, (UK) - MSc Global Healthcare Management

**Swansea University (MSc Health Care Management) :**

**Summary (Similarities and Differences):**

The proposed qualification will offer core and elective modules which are similar to those offered by Swansea University, these include: Evidence and Research for Healthcare management, foundations in public Health and Primary healthcare, quality improvement, and economic evaluation in Healthcare. Modules unique to the Swansea University qualification include Psychology of Healthcare management and the Social, cultural & Economic context of Health. Modules that are unique to the proposed qualification and of relevance to the local context include: Project Management, Monitoring and Evaluation, Health Information Systems, Health Law and Ethics, Introduction to Human Resources in Healthcare Organisations, and Accounting and Finance for Healthcare Managers.

The qualification offered by Swansea University is a 1-year full-time course and is more focused on developing managerial and leadership skills. Candidates are required to complete 180 credits to graduate. The proposed qualification will, over and above this develop technical skills in health data management and reporting by offering monitoring & Evaluation and the Health Information systems modules. Because of the length of study (2 years) and a total of 11 modules compared to Swansea University's 7 modules, the proposed qualification will offer 240 credits. Furthermore, having recognised the need to build a body of Health research in Botswana, the proposed qualification will place emphasis on Public Health and research hence the 90 credits awarded for the final dissertation compared to Swansea University's 60 credits. (Appendix 2).

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**University of Essex (MSc International Healthcare Management):**

**Summary (Similarities and Differences):**

The qualification offered by University of Essex consists of 180 credits and offers the following unique modules: Health Economics, Financial Decision Making, and social marketing. Both qualifications offer modules that impart skills in health law and ethics, and human resource management: Healthcare Management: Principles and practices; social, political and ethical issues in Healthcare; health law and ethics. Modules unique to the proposed qualification include: Foundations of Public Health and Epidemiology, quality improvement, Health Information Systems, Monitoring & Evaluation, and project Management. These modules are proposed specifically to impart skills that will help in addressing challenges faced by healthcare organisations in Botswana.

The exit outcomes for the University of Essex include: to use health economics to inform public policies and planning for effective and efficient delivery of healthcare services; develop practical leadership skills underpinned by a critical appreciation of leadership theory; apply the concept of evidence-based management practice in healthcare environments. The proposed qualification has similar exit outcomes and in addition will emphasise the following: candidate to develop an in-depth understanding of health policies and the healthcare delivery systems in Botswana; demonstrate knowledge of expectations for professional ethics in healthcare organisations as established by the Ministry of Health and Wellness and the Health Professions Council in Botswana; and apply principles and practices of research within the context of the Healthcare delivery system in Botswana. Unlike the qualification offered by the University of Essex which awards 40 credits for the dissertation, the proposed qualification will be 240 credits total, with 90 credits awarded for the final dissertation.

**Coventry University, (UK) - MSc Global Healthcare Management:**

**Summary (Similarities and Differences):**

Coventry university offers several studies paths; 3 semesters Full-time Qualification, 5 semesters with Professional Experience, and Part-time Apprenticeship Qualification (2 years and 3 years). The proposed qualification was benchmarked against the 3-semester full time qualification, which comprises of 180 credits. The proposed qualification will offer modules that are similar to those offered by Coventry university, especially in the areas of general organizational management.

Coventry offers modules that are aimed largely at developing general management skills suitable for health care organisations. Unlike the proposed qualification, there is little emphasis on public and community health. Furthermore, Coventry University takes a global view approach to healthcare management whereas the proposed qualification will highlight both global and local trends in health care by offering the following unique modules: Foundations in Public Health and Epidemiology, Project Management, Monitoring and Evaluation, Accounting and Finance for Healthcare Managers. Additionally, the proposed qualification will comprise 240 credits with 90 credits awarded for the final dissertation compared to Coventry University's 50 credits for the same.

***REVIEW PERIOD***

5 Years