



Hong Kong College of Nursing and Health Care Management
香港護理及衛生管理學院

Nursing and Health Care Management Fellowship Program



Fellowship Program Accredited by:



Hong Kong Academy of Nursing
香港護理專科學院

Training Programme Administrative Partner:



THE HONG KONG
POLYTECHNIC UNIVERSITY
香港理工大學



I/E Institute for Entrepreneurship
企業發展院

Introduction

As nurses move upward in organizations, the decision making, the problem solving, and the project management become increasingly complex and multifunctional. Comprehensive management fellowship training is required for the potential fellows in order to equip them with knowledge and skills as well as experience sharing, which required for performing their leadership and management role at work. The College deliberated the Competence Framework for Advanced Practice Nurses to blueprint the milestones for the competences development of the fellows.

About HKCNHCM

Hong Kong College of Nursing and Health Care Management Limited (HKCNHCM) was established in April 2012 to provide the professional platform with 4 major themes in relations to nursing management for nursing managers whom are qualified Nursing Fellows accredited by the College in contributing to the nursing excellence for the betterment of healthcare in Hong Kong



Generic Competence Framework for Advanced Practice Nurses (APNs)

Key Domains of the Competence Framework

Domain 1	Provide nursing leadership in managing clients with complex health conditions
Domain 2	Enhanced therapeutic nurse-client relationship
Domain 3	Effective leadership and teamwork
Domain 4	Quality assurance and improvement
Domain 5	Managing and negotiating innovative and effective approaches to care delivery
Domain 6	Enhancing professional attributes of general and advanced practice
Domain 7	Enhancing personal attributes

Competence Statements for Nursing Leaders

The statement describing the Competence is listed on the College website, which can be found by scanning this QR code:



Curriculum of Fellowship Program

The curriculum and syllabus of the training program is divided into three cores of study containing a total of 500 hours of Academic Experience. *Program participants also need to fulfill 500 hours of Clinical Experience requirements, if they want to be recommended by the College to HKAN for consideration of grating Fellow Membership.*

Academic Experience

	Generic Core (167 hours)	Advanced Practice Core (167 hours)	Specialty Core (167 hours)
Structure courses at post-graduate level (60-100%)	<ul style="list-style-type: none"> ▪ Research ▪ Healthcare policy ▪ Healthcare system organization ▪ Healthcare financing ▪ Ethics ▪ Professional role development ▪ Theoretical function of nursing practice ▪ Human diversity and social issues ▪ Health promotion and disease prevention 	<ul style="list-style-type: none"> ▪ Advanced health assessment ▪ Evidence-based practice ▪ Clinical teaching and research ▪ Team collaboration and communication ▪ Healthcare services organization structure, coordination and design ▪ Performance management ▪ Project Management 	<ul style="list-style-type: none"> ▪ Global perspective on healthcare management in relation to nursing management ▪ Organizational development and strategic management ▪ Operations management ▪ Human resources management ▪ Health economics and financial management ▪ Quality and patient safety ▪ Information management, legal & ethical implications in health ▪ Evidence-based practice (EBP) and management ▪ Nursing leadership in health care ▪ Managing change and innovation
Structured courses provided by Specialty Course Providers (0-40%)			

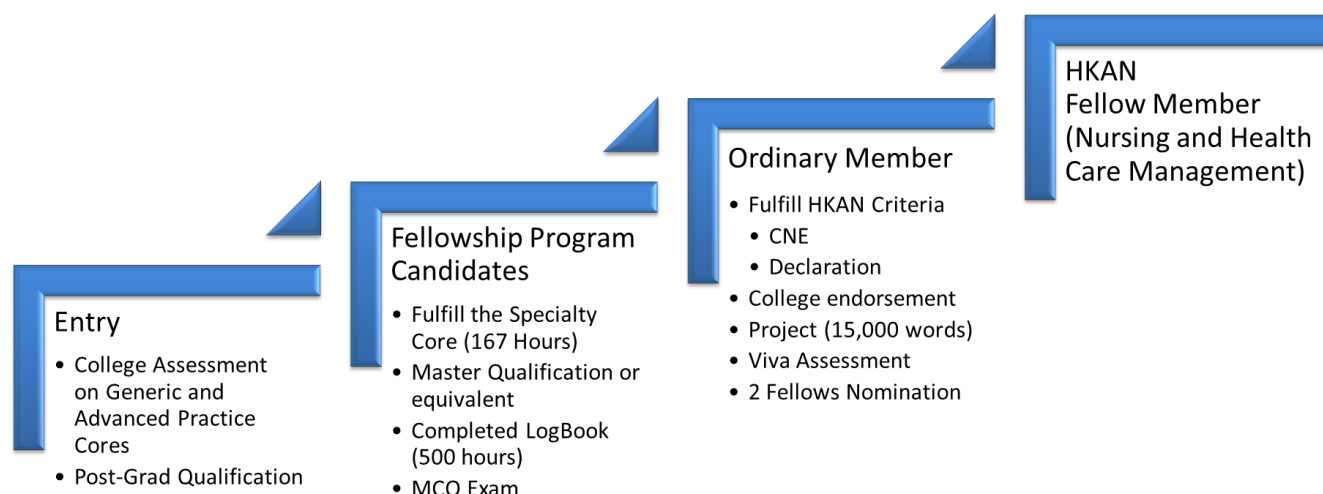
Clinical Experience

The Program required candidates to accomplish 500 clinical hours within a 4 years' time span, which has 50% under supervision and 50% in work placement situations, with a full record on the Clinical Logbook being kept for the learning. The participant should be able to:

1. Identify a real clinical situation or management problem
2. Formulate a diverse problem-solving team
3. Discuss and have reflection
4. Convert the discussion into action to tackle situation or problem
5. Commit to learning in problem solving process



Pathway of Fellowship



Assessment and Award

For Members

Multiple Choice Question Assessment

- The examination consists of 150 MCQ
- The length of examination time is 3 hours
- The passing mark is 70%

For Fellows

Evidence-based Management Project

- The words limit of the project report is around 15,000 words;
- The nature of the project can be case study, article critique, and project implementation report or service model development with evidences and literature review.
- The size of the project will depend on the design and objectives of the project, which has to be focused on management and involved at least ward level or equivalent.

Viva Assessment

- Candidates are required to go through a Viva assessment for being nominated to the Fellowship Application of the HKAN.

Candidates will be awarded after completion of the whole Fellowship Program:

The Hong Kong Academy of Nursing

- **Diploma of Fellowship** in Nursing and Health Care Management

Nursing Leadership and Health Care Management Programme

To facilitate Candidates to complete the whole Fellowship Program, an award-bearing programme, namely Nursing Leadership and Health Care Management Programme, is designed to help achieve the Specialty Core (Candidates may go for other programmes to achieve the Specialty Core).

The Programme is specifically designed to equip nurse leaders who can make informed, strategic decisions regarding all aspects of health care management, including effective delivery of high-quality care, survives consolidation, escalating costs, disproportionate access to health care, effective health information technology, and ever-increasing regulation.

Modules of Study Programme



Objectives of 10 Modules

Global Perspective on Healthcare Management in relation to Nursing Management

Taking an international and comparative approach, this module introduces different types of health system and attempts to respond the issue of which approaches to designing and improving health systems are most likely to have a better performance. It enables the students to understand and critically evaluate health care systems in terms of their main structures, financing, delivery of health care, the role of the government and other dimensions. The module will also consider and critically assess the performance of different health systems and discuss various strategies in response to health needs. Local health care systems (public and private) and crucial issues will be discussed in evidence-based approach.

Organizational Development and Strategic Management

This module enhances student's understanding of Organizational Development concepts in enhancing their management in an organization, which includes:

- Organization development theories: the Fifth Disciplines
- Different models of organizational structures and how they affect policy making
- "What" and "Why" to strategic management
- Concepts of Blue Ocean Strategies

Operations Management

Bottlenecks, backlog, ageing, queuing, medical incidents, hospitals everywhere face the same business challenges. These problems impede improvement, exhaust resources, and compromise customer satisfaction.

This module provides insight into the major requirements to be met in the service design, planning, operation and control of hospitals and health services, and develop a numerate approach to the challenge and practice of health management.

- Qualitative approach on decision making
- Quantitative approach on decision making
- Project management and scheduling
- Service planning and commissioning
- Crisis Management
- Better client relationship
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Human Resources Management

This module enhances students' understanding of, and ability to manage, the human aspects of the health care services. The module focuses on key issues associated with leading and managing health care organisations, and explores more practical aspects of human resources management:

- The role, function and trend of human resources
- Manpower planning
- Law and practice relating to employment
- Recruitment and selection
- Performance management
- Training and Development

Health Economics and Financial Management

The purpose of this course is to provide an overview and discussion of important sources of health economics information, and aim to introduce students to key knowledge and skills pertaining to Public Financial Management:

- Describes the scope of health economics and its key information resources
- Highlights the sources and characteristics of health care financing information
- Outlines issues relating to the quality of health economic evaluation studies
- Background information of Hospital Authority
- Overview on hospital's Annual and Budget Planning
- Budget Management in public hospitals
- Budget Control and Monitoring
- Financial Performance Reporting
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Quality and Patient Safety

This module aims to equip students at advanced practice level with contemporary knowledge and skills in health care quality, risk management and patient safety. It includes:

- Overview on health care quality
- Relations between patient safety, risk and quality
- Human Factors Framework
 - Understanding adverse events
 - Human Factor skills and patient safety
- Complaint management
- Strategies for quality and safety improvement
- Impact of hospital accreditation and magnet hospital

Information Management, Legal & Ethical Implications in Health

The module is structured to help advance the understanding on information management, ethical & legal aspects in health care and the application on health care organization.

The module emphasizes quality healthcare data as the foundation for organizational information and knowledge management systems. It also appraises critically the complexity of ethical and legal requirements for healthcare professionals in practice situations, express their ideas coherently and critically on the ethical and legal issues in practice contexts, recognize the moral and legal obligations in the context of professional practice, and communicate their comprehension on the principles of bioethics and law and how they can be applied in specific healthcare situations.

The module will prepare the students to:

- Improve the strategic use and management of information resources, such as, big data analysis
- Develop policies to maximize the benefits resulting from the widespread use of these technologies
- Increase the productivity and creativity of knowledge workers, managers, and executives who work with information resources, such as, Mobile solution, Apps application
- Evaluate, plan, and deploy the effective use of information and communication technologies
- Ethical Aspect in health care
- Principles of law and its relevance to health care

Evidence-Based Practice (EBP) and Management

The module would let students able to appreciate the application of Evidence-based Practice for improvement of patient care and drive the use of Evidence-based Practice in work place. This module enhances students'

- basic concepts of EBP
- how to ask a practice question
- process and model of EBP
- value of EBP in quality and safety management
- strategies to promote EBP

Managing Change and Innovation

The module would let students able to understand the leader's role in managing change, identify the important elements in promoting creativity and innovation, master the skills in improving motivation, creativity and innovation, health leader's role in managing change, important elements in creativity and innovation, and putting creativity and innovation into health care practice.

Nursing Leadership in Health Care

The module would let students able to understand the quality and behavior of a nurse leader, master the latest in nursing leadership skills and know how to inspire, motivate people and create incentive, which includes:

- Develop nursing leadership in health care
- Leading through people
- Motivate self and motivate people
- Skills in nursing leadership - coaching



Award

Upon successful completion of the programme, students will be awarded by the following

Hong Kong College of Nursing and Health Care Management

- **Advanced Diploma** in Nursing Leadership and Health Care Management

Admission Criteria

Please refer to the training programme leaflet for further details.



Information & Enquiries

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