



STUDIJŲ KOKYBĖS VERTINIMO CENTRAS

Klaipėdos universiteto  
***SVEIKATOS PRIEŽIŪROS VADYBOS PROGRAMOS***  
**(621N27001)**  
**VERTINIMO IŠVADOS**

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**EVALUATION REPORT**  
**OF *HEALTH CARE MANGEMENT (621N27001)***  
**STUDY PROGRAMME**  
at Klaipėda University

Grupės vadovas:  
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Išvados parengtos anglų kalba  
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## DUOMENYS APIE ĮVERTINTĄ PROGRAMĄ

Studijų programos pavadinimas	<i>Sveikatos priežiūros vadyba</i>
Valstybinis kodas	621N27001
Studijų sritis	Socialiniai mokslai
Studijų kryptis	Vadyba
Studijų programos rūšis	Universitetinės studijos
Studijų pakopa	Antroji
Studijų forma (trukmė metais)	Nuolatinė (2)
Studijų programos apimtis kreditais	120
Suteikiamas laipsnis ir (ar) profesinė kvalifikacija	Vadybos magistras
Studijų programos įregistravimo data	2010-07-20 Nr. 1-01-66

## INFORMATION ON ASSESSED STUDY PROGRAMME

Name of the study programme	<i>Health Care Management</i>
State code	621N27001
Study area	Social Sciences
Study field	Management
Kind of the study programme	University Studies
Level of studies	Second
Study mode (length in years)	Full-time (2)
Scope of the study programme in credits	120
Degree and (or) professional qualifications awarded	Master of Health Care Management
Date of registration of the study programme	2010-07-20 No. 1-01-66

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## I. INTRODUCTION

Klaipeda University (KU) was founded on October 5, 1990. There are 7 faculties, 2 study institutes and 3 scientific research institutes at the University. Klaipeda University has 3 cycle study system: 69 bachelor, 4 special professional, 51 master (including 2 in management), and 10 doctoral studies programs have been taught (one of them – in Management and Administration field). The total number of students in year 2012 was 7381.

The academic staff of the KU consists of 528 professors, associate professors, lecturers and assistants. There are 60 professors and/or habilitated doctors, 215 associated professors and/or doctors.

In the Health care management study programme there are 53 students this year, including the second year 22 students and the first year 31 students.

According to the Self-Evaluation Report (SER), the Health Care Management master studies programme has been created as interdisciplinary master's study programme, connecting efforts of two departments – Department of Public Health of the Faculty of Health Sciences and Department of Management of the Faculty of Social Sciences. This programme has been created concerning the needs of the Klaipeda University's social partners - representatives of the municipal administrations, municipal doctors, public health centres' professionals, representatives of health care institutions administrations. They requested specialists with better knowledge about the requirements for health care system and capable to invoke modern principles of management and tools for health care system improvement and management of their organisations, in order to achieve a better response of health care organisations and overall health care system to public health's challenges. The Health Care Management master study programme was created in 2009 - 2010 (registered on 20 July 2010 by Order Nr. 1-01-66) and started on 1<sup>st</sup> of September 2010.

This is a new programme, so external assessment has not been carried out yet. The team for Health Care Management master study programme self-assessment was formed on 13 April 2012 by the Order No S-0750 of the KU Rector.

The site visit was undertaken on 5<sup>th</sup> of February 2013. The expert team was led by Jozsef Temesi and the other expert team members comprised Tiiu Paas, Juergen Bruns, Saulius Olencevičius and Giedrius Žilinskas. The site visit was very useful and formed a good basis – with the self-assessment report – of the final assessment.

## II. PROGRAMME ANALYSIS

### *1. Programme aims and learning outcomes*

The programme objectives and learning outcomes are well defined, linked to the study subjects and clear. Summary versions are publicly available on KU web page. The purpose of the programme is to prepare high qualified health care management specialists with knowledge and capabilities to perform scientific research individually and integrating novelties of health and social sciences, to evaluate critically processes within the health care system and organisations; knowing how to maintain health care organisations, actively participating in forming and implementing health care policy at local, municipal and national levels.

The programme was created in accordance with KU social partners needs: representatives of the municipal administrations, municipal doctors, public health centres' professionals, representatives of health care institutions administrations. During the meeting with social partners this information was confirmed: the expert team learnt that there are not enough specialists with biomedical education for implementation of health care system reform strategy, and there is a need of professionals with necessary management competencies, able to effectively manage health care organisations, to develop and implement health care programs.

The programme aims and learning outcomes are consistent with the type and level of studies and the level of qualifications offered. However, some of the learning outcomes a bit too ambitious, like “Will be able to plan, organize and co-ordinate health care organizations and their departments”, “Will be able to become a leader bringing together various departments and community for public health needs assessment and for qualitative changes implementation”. Gaining such qualifications long practical experience is needed.

The name of the programme, its learning outcomes, content and the qualification offered are compatible with each other.

## ***2. Curriculum design***

The Health Care Management master's studies programme consists of 120 ECTS credits and complies with general requirements for study programmes. According to the SER, the programme is compliant with general requirements laid down in the Law on Science and Studies of the Republic of Lithuania, Description of General requirements for study programmes, Regulation of Sequential study programmes, Description of Sequential study forms, Regulation of Basics, specialised professional and integrated study programs, Description of Master's degree programmes general requirements, List of study areas and directions under which studies takes place in higher education institutions, List of qualifying degrees and Regulation for Management and Business Administration.

15% of total programme are dedicated to optional study subjects. Students' individual work takes at least 30% of total study subject size in every study subject.

However, under Basics of the Study Programme only two modules are related to Health Care Management - "Health care organizing and management" and "Health care quality management". All the other subjects, including Scientific Work, are related to Management. The expert team recommends considering whether some of the optional electives "Health information management", "Risk management in health care organisations", "Public health evaluation" could not be part of the core curriculum. These subjects are essential for the target group, because the professionals have to be able to "manage health care organisations, to develop and implement health care programmes" (according SER information).

There is a lack of public management issues, at least one subject is needed focusing on not-for-profit companies, public enterprises.

There are five study subjects during Semesters 1-3, and one study subject during Semester 4 (to accomplish Master's thesis). The content of the subjects is clearly described, motivated and consistent with the type and level of the master studies. Also, the content of the subjects are appropriate for the achievement most of the intended learning outcomes. During the meetings with teaching staff, students and graduates the expert team was informed that various teaching methods are used: seminars, essays, presentations, etc.

The scope of the programme is sufficient to ensure learning outcomes. The content of the programme reflects the historical and present views on management, introducing theories of

management. The necessary classical theories, ideal bureaucratic, organisation and general management theories, classical socio-psychological theories, activity and behaviour motivation theories, global participation in governance, professional management theory and other theories are included in the course contents.

Practically all students are working in related field. This feature helps to develop the curriculum continuously and to solve case studies in the classroom.

### ***3. Staff***

The teachers of the programme were recruited according to the Description of an Order of Attesting and Competition for Tenure of KU Academic Staff, Heads of Departments and Deans of Faculties, approved by the Resolution No. 11-42 of 04 May 2012 of KU Senate. The requirements for new members of the academic staff and the procedure of their employment are laid down in the Regulation. The following major outcomes of academic and research activity over a 5-year-period are assessed: data about professional activity, defended theses, academic activity, researcher training, conducted research, expertise, organisation of research and studies, participation in conferences, experimental development, professional development, aims of academic activity over the following five years, list of scientific works and others. The qualification of the academic staff meets and exceeds legal requirements.

The qualifications of the teaching staff are adequate to ensure learning outcomes. However, almost all lectures are academicians and only few guest lectures during the semester are invited. During the meetings with students and social partners the expert team was assured, that more guest speakers would have positive influence on students' knowledge and motivation.

KU has signed Erasmus collaboration agreements with more than 30 universities internationally. However, students of the Health Care Management programme are not willing to travel. Teachers are also modestly participating in international exchange. Only few of permanent study programme teachers give lectures at universities abroad. Participation in conferences is more frequent.

14 lecturers from two departments take part in the programme: Department of Public Health – 7 lecturers, Department of Management – 7 lecturers. There are 9 professors (64%), 5 associated professors (36%), all 14 lecturers are PhD.

This programme is quite new, therefore no turnover yet, all teachers are working in the programme since its establishment.

The KU creates good conditions for the professional development of the teaching staff. The expert team was informed that lecturers have the opportunity to choose from a variety of trainings, seminars, conferences and etc.

Teachers of the Department of Management are active in annual international conferences held by the Faculty of Social Sciences: “Modelling the European Future: Integrating the Old and the New” in 2008, “Social Sciences in Global World: Possibilities, Challenges, and Perspectives” in 2009, “Application of Sustainable Development: Critical Assessment” in 2010 and “Urban and Regional Development in Global Context” in 2011. Over evaluated period, the researchers of the Department of Management organised two international conferences: on 15–17 April 2010 “Sustainable Development of the Region” in Zhytomyr, Ukraine; and on 8-9 April 2011 “Economic-Managerial Aspects of Region and Organisation Sustainable Development” in Klaipeda, Lithuania.

Department of Public Health organised an international conference “Non-infectious disease management” in Klaipeda in 2012, and related articles have been published in journal „Public health“. There were seminars, conferences and workshops in “ImPrim” project. Also, Department of Public Health is involved in the project „Klaipėda 80+“ collaborating with Lund University, in international scientific project “Improvement of public health by promotion of equitably distributed high quality primary health care systems” ImPrim no. 46, from the year 2002.

Number of other important projects and conferences are described in SER, which are directly linked to professional development of the teaching staff. During the site visit teachers have showed interest in further personal development.

The teaching staff of the programme is involved in research. The teachers of the Department of Public Health Management in collaboration with co-authors have published 3 monographs, 2 textbooks, 4 teaching book and 1 media over period of 2008–2012. Also in the study field of Management in collaboration with co-authors they have published in 2009 11 articles in reviewed publications, in 2010 - 13 articles in reviewed journals. Lecturers from the Department of Public Health have published 18 (2009) 21 (2010) and 34 (2011) articles in reviewed journals.



#### ***4. Facilities and learning resources***

Premises used for studies are located in the KU Faculty of Health Sciences (H. Manto str. 84), Faculty of Social Sciences (Minijos str. 153) and in the building which is in Malūnininkų str. 4. Part of the classes are held in the auditorium located in Klaipėda University hospital. The new building called Aula Magna was opened in 2006, containing: conference hall (100 seats), located on the 1st floor, as well as the first Auditorium (250 seats) and the second auditorium (250 seats), located on the 2nd floor.

The Faculty of Health Sciences has seven lecture halls, which can accommodate 300 students at the same time. According to the SER, general stream lecturers are in classroom 313 – 63 seats (this classroom is equipped with stationary multimedia projector and computer. Classroom 424 (30 seats) is specialized for classes which need computers. Classroom 118 – 25 seats (there is interactive blackboard and necessary equipment for videoconferences). Classroom 117 - 30 seats, classroom 314 - 25 seats (9 computerized seats), classroom 214 - 30 seats, classroom 113 - 30 seats. In the building, located at Malunininku str. 4, classroom 204 with 30 seats, classroom 202 (fully computerized and with multimedia) – 20 seats. There are two laboratories as well – classroom 103 – 35 seats and in the classroom 104 – 25 seats.

During the site visit the expert team visited some classroom facilities and the library. All KU classrooms were equipped with writing boards and screens, access to overhead projector, multimedia systems.

The Faculty of Social Sciences uses different technical equipment and it has a technician to maintain them. The Faculty has 19 projectors, 14 multimedia projectors, 21 notebooks, 79 stationary computers, 1 TV set, 5 video cameras, and 12 copying machines. Both teachers and students can use them for the purpose of studies.

The Faculty of Health Sciences has 15 multimedia systems, 3 projectors and 3 mobile write-boards. The Faculty has enough copying machines (12), scanners (8), printers (37), notebooks (30), stationary computers (48), faxes (3) and interactive blackboard (1). For the learning purposes KU fully guarantee availability of computer classes, where are over than 240 personal computers with Internet access and computer software required for study purposes.

The social partners are Klaipėda University Hospital, Klaipėda Seamen's Hospital, Territorial Patient Fund, Klaipėda public health centre, Klaipėda and Klaipėda district's Public Health bureau, Klaipėda public health office. KU actively co-operates with other various Klaipėda health care agencies. Unfortunately no internship arrangements are present. But students are involved in practical research in their own working institutions.

Teachers and students of the Department of Public Health are using the services and funds of all nine divisions of Klaipėda University Library. At the beginning of 2012, the Library could offer 305 library user places, including 59 computerised ones. Since 2001, students and teachers have been using e-catalogue of the library (<http://aleph.library.lt/>) and ordering books on the Internet. On the data of 01-01-2012, the amount of the Library funds was consisted of 44.518 documents, including about 6000 of them related with health sciences. All of them can be found in the e-catalogue. Partial replenishment of the material is done every year.

In 2011, the KU have been subscribed to periodicals of 167 titles (in Lithuanian and foreign languages), including 67 titles in the social sciences fields, including scientific journals, which are suitable for Health care management students. In 2011, KU have been subscribed to 51 databases (<http://www.ku.lt/libr/databases/>), including 2 maintained in Lithuania. Via licensed databases KU have had access to 27,333 full-text scientific journals.

During the libraries visits the expert team found teaching material in Lithuanian, English and Russian languages, which are directly related to health management.

### ***5. Study process and student assessment***

In the Health Care Management master's degree study program the admitted students have bachelor degree in study areas of social sciences, and medical and health sciences. There are no age limitations. The studies are not allowed for individuals whose undergraduate thesis has been rated "poor". If an equal number of points will be collected, then preferred persons are: a) with scientific publications, b) with a higher final bachelor thesis grade.

The average of competitive score of candidates was 18,04 in 2010 and 18,17 in 2011.

The number of admitted students was 17 in 2010 (from 22 applicants) and – 35 in 2011 (from 50 applicants).

Students have the opportunity to combine their studies with work, therefore, most sessions take place from 5 p.m. or parallel (cycles of intensive schedule). Autumn and springs semesters consist of 15 weeks for lectures and 4 weeks are intended for exam sessions.

The KU regulation declares that master programme students have to work individually 40-50 % of all study subjects' time. Amount of theoretical lectures and practical session's hours are almost equal.

The teachers provide information about the study subject and grading system during the first lecture of each subject. Information about the studies, scholarships, loans, student mobility opportunities, information about optional subjects are presented, too. Moreover, any relevant information is provided in notice boards, university web-sites and is forwarded to the students via group e-mails.

There is ten grades criterion scale and cumulative assessment system. Assessments of semester individual works are expressed in numerical grades, and during the exam session the final assessment is defined by multiplying separate grades with the weighting factor and summing those marks together. Exam should compose not less than 50 percent of final assessment. In addition, the final assessment could be partly influenced by students attendance in lectures.

Students of the programme participate in Vydūnas conferences, which are held every academic year. They are volunteers in various events like Europeade, The Tall Ships' Races Baltic, HD Super Rally and others. Graduate in 2011-2012 Laura Kubiliute and Vaida Juknevičiūtė, 1<sup>st</sup> year Master's studies student, are investigators in international project "Improvement of public health by promotion of equitably distributed high quality primary health care systems" (ImPrim) from Klaipeda University.

Students can participate in the ERASMUS/Socrates exchange programmes, but due to various reasons (financial, family, work, etc.) they do not participate. There were no inbound/outbound students during the assessed period. This fact was confirmed by students during the site visit. However, KU International Relations section organizes seminars, which presents the opportunity to participate in exchange programs abroad in booklets and online, as the students at the meeting confirmed.

State-funded students who do not have academic debts can receive social, incentive and single scholarship. Orphans and children without parental care are paid a minimum standard level of living stipend preserving a right to receive other scholarships. Any information about other financial support is provided in web-page [www.paramastudentams.lt](http://www.paramastudentams.lt). KU provides financial support by reduction of the tuition fees for: students from socially supported families or single persons - up to 100%; students which semester academic average is 10 and for students which actively participate in university public activities – up to 75%. Tuition fee can be paid in instalments. A student may receive state loans to pay tuition fees, living expenses, for studies exchange programs, and to take the advantage of income tax and retrieve part of the tuition fee paid from the payment of income tax.

Students can stay in university dormitory. Priority is given to students living far away from Klaipeda.

From the first 8 graduates in 2012 7 of them already had a job during studies, and 1 graduate is on maternity leave.

## ***6. Programme management***

The programme is managed by the Department of Public Health of the Faculty of Health Sciences and the Department of Management of the Faculty of Social Sciences. The programme coordinator is the Head of the Department of Public Health. All decisions regarding programme structure or performing are made in joint meeting of both departments. The programme and its changes are approved by both Faculties councils, if necessary, joint meetings of both Departments are organised. At the University level, the management decisions regarding study programmes are made by the Study Department of KU and the vice-rector for research and academic affairs.

Feedback from students about programme implementation and teachers qualification are collected regularly. Social partners' involvement is limited. During the meeting with social partners only two of them provided real examples of close co-operation for the expert team.

KU has an internal study quality assurance system based on the provisions of study quality assurance of the European Higher Education Area. The process of the study programme administration and quality assurance is regulated by the KU Study Regulations.

Graduates raised an important question: the regulation for writing the final Theses are not identical in the two responsible Faculties. This makes some extra co-ordination problems for the students.

### III. RECOMMENDATIONS

1. Internationalisation of the Health Care Management Programme must be strengthened. Foreign lecturers may take positive impact on programme content and deliver a broader view on health care systems effectiveness in foreign countries.
2. The experts' team recommends to take all responsibilities of the programme by one Faculty. This will eliminate any internal contradictions and provide clear administration process for the students.
3. More active involvement of invited lecturers from the practice is needed. Most of the students are working during their studies. Solving and analyzing practical cases could give added value to the theoretical background received.
4. Revisiting the admission requirements is suggested. A more open admission policy can attract more students from different areas.
5. The core curriculum can contain a course focusing on public management issues. After having more experience and comments from the graduates the study plan committee can consider replacement of certain core subjects with recent elective health management subjects.
6. The programme is targeted to the highest management positions. The expert team recommends to consider a shift in the focus to middle managerial positions, too. This would help, again, to recruit more applicants to the programme in the future.

#### IV. SUMMARY

The Health Care Management programme was conducted in the years 2010-2012. Experience of programme execution, students' and social partners' responses show that this programme is significant for the labour market providing highly qualified graduates for Lithuania's health care system.

Learning outcomes are well defined, linked to the study subjects and clear. However, the assessment results showed that some particular study subject objectives and themes have to better correlate with the programme aims and the recent needs of students and employers. Under Basics of the Study Programme only two modules are related to Health Care Management - "Health care organizing and management" and "Health care quality management". All the other subjects, including scientific work, are related to management. The expert team recommends to consider whether the optional electives "Health information management", "Risk management in health care organisations", "Public health evaluation" could be part of the core curriculum.

The programme was created in relation to KU social partners needs: representatives of the municipal administrations, municipal doctors, public health centres' professionals, representatives of health care institutions administrations. During the meeting with social partners this information was confirmed; the expert team was assured, that there are not enough specialists with biomedical education for implementation of health care system reform strategy, and there is a need of professionals with necessary management competencies, able to effectively manage health care organisations, to develop and implement health care programs. However, some of the learning outcomes a bit too ambitious, like "Will be able to plan, organize and co-ordinate health care organizations and their departments", "Will be able to become a leader bringing together various departments and community for public health needs assessment and for qualitative changes implementation". These statements suggest that the programme is targeted to the highest management positions. However, gaining such qualifications long practical experience is needed. The expert team recommends to consider a shift in the focus to middle managerial positions, too. This would help, again, to recruit more applicants to the programme in the future.

The qualifications of the teaching staff are adequate to ensure learning outcomes. However, almost all lectures are academicians and only few guest lectures during the semester are invited.

Meetings with students and social partners underlined that more guest speakers would have positive impact on students knowledge and motivation.

Internationalisation of the programme must be strengthened from teaching and from students view as well. Students have the opportunity to participate in ERASMUS/Socrates exchange programmes, but due to various reasons (financial, family and etc.) they are not participating in the programmes.

Co-operation with the labour market is promising. The social partners are Klaipeda University Hospital, Klaipeda Seamen's Hospital, Territorial Patient Fund, Klaipeda public health centre, Klaipeda and Klaipeda district's Public Health bureau, Klaipeda public health office. KU actively co-operates with other various Klaipeda health care agencies. Unfortunately no internship arrangements are present. However, students are involved in practical research in their own working places.

The programme is executed by the Department of Public Health of the Faculty of Health Sciences and the Department of Management of the Faculty of Social sciences. On one hand it helps to attract best resources for teaching, but on other hand, due to different procedures, it can create administration problems for the students, for instance in Theses writing requirements.



## V. GENERAL ASSESSMENT

The study programme *Health Care Management* (state code – 621N27001) at Klaipeda University is given **positive** evaluation.

*Study programme assessment in points by fields of assessment.*

No.	Evaluation Area	Evaluation Area in Points*
1.	Programme aims and learning outcomes	3
2.	Curriculum design	3
3.	Staff	3
4.	Material resources	3
5.	Study process and assessment (student admission, study process student support, achievement assessment)	3
6.	Programme management (programme administration, internal quality assurance)	3
	<b>Total:</b>	<b>18</b>

\*1 (unsatisfactory) - there are essential shortcomings that must be eliminated;

2 (satisfactory) - meets the established minimum requirements, needs improvement;

3 (good) - the field develops systematically, has distinctive features;

4 (very good) - the field is exceptionally good.

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**KLAIPĖDOS UNIVERSITETO ANTROSIOS PAKOPOS STUDIJŲ PROGRAMOS  
SVEIKATOS PRIEŽIŪROS VADYBA (VALSTYBINIS KODAS – 621N27001) 2013-03-14  
EKSPERTINIO VERTINIMO IŠVADŲ NR. SV4-57 IŠRAŠAS**

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## V. APIBENDRINAMASIS ĮVERTINIMAS

Klaipėdos universiteto studijų programa *Sveikatos priežiūros vadyba* (valstybinis kodas – 621N27001) vertinama **teigiamai**.

Eil. Nr.	Vertinimo sritis	Srities įvertinimas, balais*
1.	Programos tikslai ir numatomi studijų rezultatai	3
2.	Programos sandara	3
3.	Personalas	3
4.	Materialieji ištekliai	3
5.	Studijų eiga ir jos vertinimas	3
6.	Programos vadyba	3
	<b>Iš viso:</b>	<b>18</b>

\* 1 - Nepatenkinamai (yra esminių trūkumų, kuriuos būtina pašalinti)

2 - Patenkinamai (tenkina minimalius reikalavimus, reikia tobulinti)

3 - Gerai (sistemiškai plėtojama sritis, turi savitų bruožų)

4 - Labai gerai (sritis yra išskirtinė)

## IV. SANTRAUKA

Sveikatos priežiūros vadybos programa yra vykdoma nuo 2010 m. Patirtis, įgyta vykdam programą, studentų ir socialinių partnerių atsiliepimai rodo, kad ši programa yra reikšminga darbo rinkai, nes ji rengia aukštos kvalifikacijos specialistus Lietuvos sveikatos sistemai.

Studijų rezultatai yra gerai apibrėžti, susiję su studijų dalykais ir aiškūs. Tačiau atlikus vertinimą nustatyta, kad tam tikri studijų dalykų tikslai ir temos turėtų būti labiau susiję su programos tikslais ir dabartiniais studentų ir darbdavių poreikiais. Iš visų studijų programos dalykų tik du moduliai yra susiję su sveikatos priežiūros vadyba – “Sveikatos priežiūros organizavimas ir vadyba” ir „Sveikatos priežiūros kokybės vadyba“. Visi kiti dalykai, įskaitant mokslinį darbą, yra susiję su vadyba. Ekspertų grupė rekomenduoja apsvarstyti galimybę įtraukti į pagrindinę programą pasirenkamus dalykus – „Sveikatos informacijos valdymas“, “Rizikos valdymas sveikatos priežiūros organizacijose”, “Visuomenės sveikatos vertinimas”.

Programa sukurta atsižvelgiant į Klaipėdos universiteto socialinių partnerių poreikius: savivaldybės administracijų atstovų, savivaldybės gydytojų, visuomenės sveikatos priežiūros centrų specialistų, sveikatos priežiūros institucijų administracijų atstovų. Tai buvo patvirtinta per susitikimą su socialiniais partneriais; ekspertų grupė sužinojo, kad biomedicinos specialistų skaičius yra nepakankamas sveikatos priežiūros sistemos reformos strategijai įgyvendinti ir, kad trūksta specialistų, turinčių reikalingų vadybos gebėjimų, kurie efektyviai vadovautų sveikatos priežiūros organizacijoms ir įgyvendintų sveikatos priežiūros programas. Reikia pastebėti, kad kai kurie studijų rezultatai yra pernelyg ambicingi, pvz., „sugebės planuoti, organizuoti ir koordinuoti sveikatos priežiūros institucijas ir jų padalinius“, „galės tapti lyderiu, gebančiu sutelkti skirtingus padalinius ir bendruomenę vertinant visuomenės sveikatos poreikius ir įgyvendinant kokybinius pokyčius“. Spendžiant iš šių teiginių programa skirta aukščiausiosios grandies vadybininkams. Tačiau tokiai kvalifikacijai įgyti reikia didelės praktinės patirties. Ekspertų grupė rekomenduoja pritaikyti programą ir vidurinėsios grandies vadybininkams. Tai padėtų ateityje pritraukti daugiau studentų, norinčių studijuoti šią programą.

Dėstytojų kvalifikacija tinkama, kad būtų pasiekti studijų rezultatai. Tačiau beveik visi dėstytojai yra akademiniai darbuotojai ir per semestrą pakviečiami tik keli kviestiniai dėstytojai. Susitikime su studentais ir socialiniais partneriais pabrėžta, kad didesnis kviestinių dėstytojų skaičius padarytų teigiamą įtaką studentų žymioms ir motyvacijai.

Dėstytojų ir studentų nuomone, reikėtų padidinti programos internacionalizavimą. Studentai turi galimybę dalyvauti ERASMUS / Socrates mainų programose, bet dėl įvairių priežasčių (finansinių, šeimyninių ir kitų) jie nedalyvauja šiose programose.

Bendradarbiavimas su darbo rinka perspektyvus. Socialiniai partneriai: Klaipėdos universitetinė ligoninė, Klaipėdos jūrininkų ligoninė, Klaipėdos teritorinė ligonių kasa, Klaipėdos visuomenės sveikatos centras, Klaipėdos ir Klaipėdos rajono savivaldybės visuomenės sveikatos biuras, Klaipėdos visuomenės sveikatos biuras. Klaipėdos universitetas aktyviai bendradarbiauja su įvairiomis Klaipėdos sveikatos priežiūros įstaigomis. Deja, nėra sudaryta jokių susitarimų dėl praktikos atlikimo. Studentai atlieka praktinius mokslinius tyrimus savo darbo vietose.

Programą vykdo Sveikatos mokslų fakulteto Visuomenės sveikatos katedra ir Socialinių mokslų fakulteto Vadybos katedra. Tai padeda užtikrinti geriausias mokymo išteklius, tačiau dėl skirtingų procedūrų studentai gali patirti administravimo problemų, pvz., dėl reikalavimų moksliniams darbui.

### III. REKOMENDACIJOS

1. Reikia padidinti Sveikatos priežiūros vadybos programos internacionalizavimą. Užsienio dėstytojai galėtų padaryti teigiamą poveikį programos turiniui ir suteikti daugiau žinių apie užsienio šalių sveikatos priežiūros sistemų efektyvumą.
2. Ekspertų grupė rekomenduoja, kad visa atsakomybė už programą tektų vienam fakultetui. Tai padėtų pašalinti visus vidaus prieštaravimus ir studentams užtikrintų aiškų administravimo procesą.
3. Reikėtų pasikviesti daugiau praktinės patirties turinčių dėstytojų. Dauguma studentų dirba ir mokosi. Praktinės patirties panaudojimas ir analizavimas suteiktų pridėtinės vertės teorinėms žinioms.
4. Reikėtų persvarstyti priėmimo reikalavimus. Atviresnė priėmimo politika padėtų pritraukti daugiau studentų iš įvairių vietų.
5. Į pagrindinę programą reikėtų įtraukti dalyką susijusį su viešojo valdymo klausimais. Sukaupęs daugiau patirties ir sužinoję absolventų nuomonę, studijų planavimo komitetas galėtų apsvarstyti galimybę pakeisti tam tikrus pagrindinius dalykus pasirenkamais sveikatos vadybos dalykais.
6. Programa skirta rengti aukščiausiosios grandies vadybininkus. Ekspertų grupė rekomenduoja pritaikyti programą ir vidurinėsios grandies vadybininkams. Tai padėtų ateityje pritraukti daugiau studentų, norinčių studijuoti šią programą.

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Paslaugos teikėja patvirtina, jog yra susipažinusi su Lietuvos Respublikos baudžiamojo kodekso<sup>1</sup> 235 straipsnio, numatančio atsakomybę už melagingą ar žinomai neteisingai atliktą vertimą, reikalavimais.

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<sup>1</sup> Žin., 2002, Nr.37-1341.