IHF Healthcare Management Advancement Program for health leaders (IHF-HMAP) Customized to address countries' key challenges

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Introduction

Welcome to the IHF Healthcare Management Advancement Program (IHF-HMAP).

This program is designed to raise your knowledge and skills as a healthcare manager, to increase your confidence and competence as a leader, and to improve the performance of your organization. At the completion of this program, our goal is that you will:

- Understand the practice of management and leadership in the healthcare environment
- Develop competence with core tools and approaches used for leadership and management within the context of your organization and culture
- Develop skills to:
  - Understand how your personality shapes your role as a manager
  - Enhance organizational results by driving change along with focus on results
  - Respond to complex and multi-factor challenges
  - Work in teams and mobilize others
  - Increase curiosity and out of the box thinking
  - Benefit from continuous learning

Faculty

Mark Bassett is a UK based health services manager with 28 years’ experience in health management, policy and public affairs, including 11 years with a specific international development emphasis. He has worked for NHS (England), NHS Overseas, Department of Health (UK), Bupa Group and the World Bank Group.

Ken Hekman is an American leadership coach and management consultant with 39 years’ experience serving more than 500 healthcare organizations in 30 countries on five continents. He has written six books on healthcare management topics and led national and international workshops.

Thomas Vogel is a health economist and public health specialist with more than 15 years’ experience as a consultant, coach and trainer. Based in Switzerland, he has worked with clients in Eastern Europe, Central Asia, Africa and the Middle East. He has taught courses in health economics and policy with universities in Europe.

Eric de Roodenbeke is a French healthcare leader with a solid hospital executive experience in various setting before embracing health policy advisory role in French Ministry of foreign affairs, World Bank and World Health Organization. Since 2008, he is the CEO of the International Hospital Federation.
Aim and Rationale of the Program

Overview – Future Health Leaders Program

This program has been designed to help you become a transformative healthcare leader. To achieve that goal, we have designed a curriculum that builds your knowledge, skills, and attitudes for leadership in a logical sequence. You will learn how to better know yourself, and manage your career, your organization, and your future.

We are using the most up-to-date thinking about healthcare management and leadership. You will gain the greatest value from this course by combining the lectures and exercises with self-study, individual coaching, and by applying what you are learning in a meaningful practicum – a practical demonstration of your learning.
Program Outline

The program will take twelve months to complete and will include four on-site, face-to-face training sessions, and the successful completion of an individual practicum with coaching and support by the international faculty.

Session One: Core Management Tools

Session 1 will introduce essential knowledge; skills and attitudes managers need to be effective. The training will be provided in a combination of lectures, exercises, small group discussions, case studies and personal research and reflection. We will focus on these modules in the first session:

1. Healthcare Management Skills
2. Individual Self-assessment and Learning Plan
3. People management
4. Individual practicum
5. Human Resources Management
6. Communication
7. Organizational Culture and Climate

The learning objectives for this session are that participants will:

1. Assess your skills and readiness for leadership and management
2. Discern how character and personality shape effective leaders
3. Recognize the elements of human organizations, and how to build a culture of collaboration
4. Build a personal learning plan
Session Two: Integrating the Tools in Healthcare Organizations

Session 2 will look more closely at how the tools work together in healthcare organizations to impact clinical results and raise patient satisfaction by focusing on the following departments and functions:

1. Understanding challenges, needs and priorities
2. Corporate and Institutional Strategy
3. Organizational structures and functions
4. Information systems
5. Financial Management
6. Legal and Contracting Functions
7. Purchasing and Supply Chain
8. Facilities and Construction
9. Equipment Management

The learning objectives for this session are that participants will:

1. Become familiar with the core functions and departments of healthcare organizations
2. Build financial management literacy to work across disciplines
3. Appreciate the need for cross-departmental collaboration
Session Three: Leadership Effectiveness

Session 3 will examine how effective leaders make good decisions, and how they assure sound implementation of those decisions. We will focus on these modules in the third session:

1. Corporate Alignment
2. Resources Allocation and Ethics
3. Prioritizing and Decision Making
4. Managing Risks, Quality and Safety
5. Planning and Implementation
6. Performance Monitoring and Management

The learning objectives for this session are that participants will:

Participants will be able to

1. Align practices with strategies
2. Best practices of effective leaders
3. Create business planning processes to initiate change and drive performance
Session Four: Prepare for the Future of Healthcare

Session 4 will challenge healthcare managers to prepare for the next generation of healthcare delivery. Insight into future trends and foresight to prepare for them can drive current priorities. We will examine modules that include the following topics:

1. Trends and Megatrends in Healthcare
2. Future scenarios
3. Anticipation and Strategic Surveillance
4. Establishing and Adopting a Vision
5. Mobilizing Resources
6. Trust building
7. Developing Ownership
8. Team Development
9. Managing and Sharing Knowledge and Experience
10. Curiosity and Agility
11. Becoming a Healthcare Leader

The learning objectives for this session are that participants will:

1. Gain perspectives about the future of healthcare organizations worldwide
2. Build your capacity for imagining and visualizing better ways to deliver healthcare services
3. Affirm your role as a healthcare leader
Individual Practicum

Why are we doing a practicum?
Gaining knowledge is a worthy goal, and participating in this course will expose you to core concepts every healthcare manager needs to know to be effective. But knowledge is not enough by itself. You also need to build the skills and attitudes to apply what you learn, and that is why this program includes a practicum. A practicum is designed to give you an opportunity to apply the knowledge you will gain through the course, with supervision from the faculty.

You may choose the type of your practicum from the following list:

- **A. Problem Diagnosis and Recommended Solutions** – Write a report that clearly identifies root causes of a recurring management challenge, and outlines alternative solutions. The analysis should demonstrate critical thinking skills, creativity, and thoughtfulness at every stage.

- **B. Cost/Benefit Analysis** – Write a report that analyzes the costs and benefits of a specific change initiative. You should begin with a thorough assessment of a management problem, and careful evaluation of alternative solutions to that problem. Your analysis should demonstrate a clear understanding of the financial and non-financial costs (or risks) and benefits of multiple alternative solutions. It should conclude with your recommendation for a solution, and the rationale for selecting that choice.

- **C. Case Study** – Write a case study demonstrating your ability to analyze a management challenge and develop recommendations for interventions to improve the outcomes. The case study must be on a situation in which you participated directly, rather than one that you observed. It may be a historical case study, in which case you should also evaluate how well the proposed interventions succeeded in improving the outcomes.

- **D. Process Improvement Plan** – A process improvement plan is the type of practical project that every manager will face at some point in his or her career. Managers are change agents, and they create changes through analyzing recurring problems, finding better ways of addressing those problems, and implementing solutions successfully. The plan will consist of three parts:
  - Develop an in-depth analysis of a current management challenge
  - Create a plan for improving the results
  - Implement the plan and demonstrate the results
• **E. Plan** – Develop a business plan for a new service or program within your own professional environment. The plan should include the following components:
  o Executive Summary description of the proposed service or program
  o Clear definition of the purpose of the new service or program, including an assessment of the root causes for the problems it will solve
  o Outline of alternative solutions
  o Selection criteria for the optimal solution
  o Timeline and milestones for implementation
  o Budgets for capital investments and operational revenues and expenses for the first three years
  o Evaluation criteria to discern how well the service or program is performing
Team Assignments

Participating in this course provides opportunities to learn how teams can work together effectively to accomplish more than individuals can accomplish on their own. You will have opportunities to both learn about teamwork, and practice what you learn by collaborating with others to achieve specific objectives throughout the course.

The faculty will establish teams for each of the following assignments:

Assignment 1
At the conclusion of Session 1, teams will be organized into groups of 5 to research additional resources regarding the management tools you learned about in Session 1. Each group will organize themselves and report to an assigned faculty member. The assignment will follow these stages:

1. Each group is assigned a module from Session 1 to focus on, and will work together to identify resources to expand your knowledge and skills about that module. You might look for case studies, articles, books and websites that are relevant and helpful for expanding your knowledge.

2. The groups will collaborate in systematically researching the topic and then prioritizing their findings into the top three to five resources worthy of sharing with all the participants in the IHF Healthcare advancement Program. Each group should identify a coordinator to organize the research and report the findings. **The coordinator of each group must share their prioritized list of resources with their assigned faculty member by the deadline agreed upon with the faculty.**

3. We will publish the resources on the website and invite you to read and evaluate each resource for its relevance to your work.

Assignment 2
At the conclusion of Session 2, teams will be organized into groups of 5 to research additional resources regarding the management tools you learned about in Session 2. Each group will organize themselves and report to an assigned faculty member. The assignment will follow these stages:

1. Each group is assigned a module from Session 2 to focus on, and will work together to identify resources to expand your knowledge and skills about that module. You might look for case studies, articles, books and websites that are relevant and helpful for expanding your knowledge.
2. The groups will collaborate in systematically researching the topic and then prioritizing their findings into the top three to five resources worthy of sharing with all the participants in the IHF Future Healthcare Leaders Program. Each group should identify a coordinator to organize the research and report the findings. **The coordinator of each group must share their prioritized list of resources with their assigned faculty member by the deadline agreed upon with the faculty.**

3. We will publish the resources on the website and invite you to read and evaluate each resource for its relevance to your work.

**Assignment 3**

At the conclusion of Session 3, teams will be organized in groups 5 to research and present at Session 4 on a topic of the group’s choice. All participants will evaluate each group’s presentation according the following criteria:

- How well did they achieve their learning objectives?
- Did they use real world examples?
- How original is their thinking?
- How thorough was their research?
- How effective are their recommendations?

**Timeline**

The timeline for the program will be as follows:

- **Session 1** is scheduled for one week
- Practicum design and begin to work with coaches two weeks after session one
- **Session 2** is scheduled for one week and will take place 6 to 8 weeks after session one
- Continuing practicum development with coaches
- **Session 3** will be for one week beginning and will take place 6 to 8 weeks after session one
- Practicum outline validated by coaches and initial tasks undertaken
- **Session 4** will be for one week beginning and will take place 6 to 8 weeks after session one
- Guidance for reporting the results of practicum
- Deadline for completion of practicum reports between nine to ten months after session one
- **Certification** presentations will be scheduled about 12 months after session one
Coaching

Each participant will develop a one-to-one relationship with a faculty member to serve as an executive coach. The International Coach Federation defines coaching as “partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.” The proposed coaching engagement provides an opportunity for personalized learning and supportive guidance in a confidential trust relationship for the duration of the program.

Website

You will find resources, announcements and contact information about the program on a designated password-protected website.

Certification

Participants who have fully attended the courses will receive a certificate of attendance. Those having successfully attended the full program and completed a practicum utilizing the skills developed in the program will receive a Certificate of Achievement jointly issued by the International Hospital Federation and the relevant national health authority. In addition, the top three papers will be selected for special recognition and potential participation to the next International World Hospital congress.
Key Messages

The International Hospital Federation has developed this program based on a few key principles. We want all participants to know:

1. There is no ONE best way to do things as a manager. The best managers understand the strengths and weaknesses of their personality to successfully achieve results in their work. Knowledge about management is vital, but it is not sufficient by itself. Those who seek to manage well must devote time and energy to reflect on the teachings, practice the skills through exercises, and find ways to blend both knowledge and skills with the manager’s individual personality in the context of the culture.

2. We can all learn and increase our skills, but not everyone will become a champion. For example, some people may enjoy playing a particular sport, but they may not have the natural talent to play it well enough to join a professional team or lead the team to a national championship. The goal should be to increase your skills from their present levels and expand a never-ending quest to develop your effectiveness as a manager. Managers can have a very enjoyable and satisfying career by contributing their talents to make a difference for others.

3. Effective leaders understand that their accomplishments are demonstrated less by their individual efforts than by the performance of their teams. The leaders’ function is to inspire, align and consistently mobilize people to accomplish extraordinary things with simple elegance.

4. Our primary focus as healthcare managers and leaders should always remain focused on serving patients, their relatives and friends, and the broader community. We are here to serve others by contributing our talents and efficiently balancing resources to improve the health of each community. When we are successful in this, we create a sense of confidence in our healthcare organization.
Rules of Engagement

The International Hospital Federation would like to offer the following rules of engagement to enhance the benefits of this special program.

1. Expect respect. Each faculty member and each participant is to be treated with respect at all times.

2. Mobile phones should be silenced during all sessions.

3. Beginning and ending times are to be honored as they are scheduled.

4. Attendance at each session is expected. Only those who are in full attendance will be eligible for certification.

5. There are no questions that will be considered too basic to receive a professional and thoughtful response. This program should be considered a safe place to raise any question related to the topic under discussion.

6. The free exchange of ideas and experience will enhance the educational value for everyone.

7. What is discussed in the room stays in the room. Let us respect the confidential nature of the discussions.


Your responsibilities

This program provides an opportunity for extraordinary development as a healthcare manager, but to gain the fullest benefit, you will be responsible for a few specific actions:

1. You will need to share your email with the faculty and the group. Email will be the principle method for communicating outside the classroom.

2. You will need to take the initiative to set up coaching appointments with your faculty coach by contacting him through email. Please provide at least three alternative dates and times you are available to meet, and allow up to three days for a response from your coach.

3. You are responsible for being on time for all sessions, video consultations and assignment deadlines. This program will require you to devote significant time for self-learning, research and completing assignments. You should allocate time beyond your traditional work schedule to meet the expectations of the program.

4. You are responsible for your own learning. In support of that, we highly recommend that you maintain a personal daily journal to document your learning experiences, ideas for the future, and additional topics you would like to explore on your own. You may find it best to write in your native language.

Program Evaluation

You will have opportunities to provide regular feedback on the content and pace of this program through a variety of formats. We will ask for your insights and opinions about how well the program is accomplishing each learning objective, and your comments and suggestions for improvement. Our goal is to provide an educational experience that makes a difference for your role as a healthcare manager and for those you serve. A systematic evaluation process is therefore an integral part of our mutual success. At the end of the program, you will be expected to complete a comprehensive review and evaluation of the learning experience.