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A Management Development Program
for Managers and Leaders of Health Care Organizations

Developed by:
HAROLD AND PAULINE
PRICE CENTER
FOR ENTREPRENEURIAL STUDIES

In cooperation with:

UCLA/JOHNSON & JOHNSON MANAGEMENT DEVELOPMENT INSTITUTE

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PROGRAM OVERVIEW

The Management Development Institute (MDI) for Health Care Organizations is a one-week intensive program designed to enhance the leadership and management skills of program managers and leaders of sub-Saharan African organizations, governmental and non-governmental, that are devoted to delivering health care services to underserved populations. The program has been designed specifically to assist African ministries of health in implementing their particular national health priorities.

Nearly 870 participants from 32 African countries have graduated from this program. Up until 2010, the MDI was focused solely on HIV/AIDS. In 2011, the program’s focus was expanded to health systems, generally, and now invites participation of those involved in implementing national health priorities in the areas of communicable diseases — of which HIV/AIDS is one — and chronic diseases, as well.

The original MDI program was designed by world-class management faculty from the UCLA Anderson School of Management at the University of California at Los Angeles (UCLA) and by leaders of the African Medical and Research Foundation (AMREF). The MDI is delivered by instructors from UCLA, AMREF and by outstanding faculty from other African universities, including the Ghana Institute of Management and Public Administration (GIMPA) and the Graduate School of Business at the University of Cape Town (UCT). The program is funded by Johnson & Johnson, one of the most admired companies in the world today. The language of instruction in all programs is English.

PROGRAM GOALS

The primary goal of the MDI is to provide ministries of health with the requisite management and leadership capacity to implement their stated national health priorities.

Representatives from public health systems along with their NGO implementing partners will learn management tools, frameworks and knowledge that will enable them to increase the quantity and quality of health services they provide along with improved access to them. The lessons will be practical, and aimed toward successfully meeting the complex challenges faced by Eastern, Western and Southern African health systems.

PROGRAM NEED

Without effective leadership and management of health services, there will be barriers to scaling up service delivery, the attainment of the Millennium Development Goals (MDGs) and achieving national health priorities in sub-Saharan Africa. This constraint persists due to a shortage of leadership and management expertise in the region, and to an uncoordinated and fragmented approach to building this capacity.

Leadership and management knowledge, skills and abilities can be taught, and have a demonstrated impact in enhancing the quantity, quality and access to health care for underserved populations. Health systems must achieve more and better health outcomes with the limited human and financial resources at their disposal. Sound management and leadership can significantly increase the efficiency and effectiveness with which these scarce resources are used.
SPECIAL PROGRAM FEATURE

The Community Healthcare Improvement Project (CHIP) is the practical application or experiential component of the program, allowing the participants to immediately translate the MDI curriculum to improve performance in their own health systems. Through this peer-and-faculty consulting process, participants develop strategic plans to resolve a significant issue or obstacle in their nation, region or organization. As part of the application process, participants identify specific initiatives — aligned with national health priorities — that they intend to undertake as part of their CHIP. The CHIP provides a process for conducting environmental analysis, identifying critical issues and/or key problems, formulating goals and objectives, creating action plans and developing monitoring and evaluation plans.

Prior to attending the MDI, participant teams and their superiors will be asked to identify two potential healthcare improvement projects that are relevant to their roles and organizations. During the residential portion of the program, one of these projects will be further developed as the CHIP. Each team’s CHIP should be aligned with the roles and responsibilities of the team members, and should have the support of their superiors and/or their organization’s senior leadership. It is expected that program participants will implement the CHIP as part of their work responsibilities after completing the program, and will secure the resources (including time) necessary to do so. Our objective is to ensure that MDI participants and their superiors will implement and evaluate CHIPS in the context of their healthcare service delivery programs that lead to better health outcomes, and which may serve as models for other organizations.

Below are basic guidelines on identifying a CHIP project. The project should:

• address a service delivery gap, an unmet need, a healthcare problem or a challenge facing your organization.
• have the potential to solve, or at least mitigate, the healthcare problem.
• be central to the strategy of your organization/department/directorate.
• be one that you have the power, organizational commitment and financial resources to implement.
• be directed toward achieving one of these aims:
  • Improved health outcomes,  
  • Enhanced patient/client experience, or  
  • Reduced cost of care.
• be able to demonstrate outcomes, even short-term ones, 12 months after the MDI is completed.
• be one that the organization is committed to monitor and evaluate.

Note: As a condition of admission to the MDI, each participant agrees to complete the entire residential portion of the program, as well as the pre-program and post-program modules. The pre-program module includes identifying potential CHIPS and securing organizational support to implement them. The post-program module includes our M&E (monitoring and evaluation) effort. The data gathered during this process is essential to future MDI program enhancements, and allows us to share best practices and health outcomes among MDI program alumni and with the program sponsors.

WHO SHOULD APPLY?

The Management Development Institute is designed principally for high-level managers of public sector entities in sub-Saharan Africa, who are dedicated to the improvement of the health care of underserved populations in their countries. However, places will also be reserved for leaders of NGO’s and other civil society organizations (Faith-Based Organizations and Community-Based Organizations) that have a similar health-related mission and that have a role in supporting initiatives and implementing health care priorities of the public sector. We are seeking teams or clusters of individuals (2-6) having related leadership responsibilities for implementing specific national health care programs and priorities in their country or region. In that way, the likelihood of the MDI bringing about significant impact is heightened, and the program’s utility to national health systems is enhanced.

Depending on the country and sector, candidates might have the following titles:

• Director  
  • Regional Coordinator  
  • Program Manager  
  • Chief Medical Officer  
  • Executive Director  
  • Chief Nurse  
  • Program Coordinator  
  • Medical Superintendent  
  • Public Health Coordinator  
  • Country Coordinator

TUITION AND SCHOLARSHIPS

The cost of the MDI training program is US$ 4,000 per participant. Johnson & Johnson awards scholarships to managers who have the greatest potential to positively impact the quantity and quality of services in their organization. Johnson & Johnson offers full scholarships to all who are admitted to the course. These scholarships cover the cost of tuition, training materials, accommodation and meals. Travel expenses, if required, will be borne by the participants. Upon completion of this training, candidates will be required to apply the knowledge and skills gained to resolve a management issue or obstacle in their organizations.

To apply for these scholarships and access additional information on the program, please visit the MDI website: http://www.anderson.ucla.edu/mdi.xml

Successful applicants will receive an admission letter.

CERTIFICATION

Participants who attend all the sessions and complete the program successfully will receive a Certificate of Completion from the host institution.
CURRICULUM

The Management Development Institute consists of eight modules focusing on specific areas of management directly relevant to national ministries of health and their implementing partners as they evaluate their mission and implement their health plans to achieve their stated priorities. Note: Topics listed below are subject to change based on our continued efforts to adapt the program content to participants’ real-time needs.

ORGANIZATIONAL PLANNING

- Creating a vision and mission for the unit or organization
- The essential elements of an effective planning process
- Assessing community needs
- Internal assessments of strengths and weaknesses, and assessing the external environment
- Partnerships in planning efforts
- Planning and budgeting

OPERATIONS MANAGEMENT

- Aligning operations with corporate mission and strategy
- The importance of operations management in scaling up services
- Service process analysis and re-engineering for effective operations management
- Service-process matrix model for ensuring, effectiveness, efficiency and productivity in service delivery
- Service demand forecasting, inventory systems and policies
- How attention to process can increase capacity and patient services

HEALTH INFORMATION SYSTEMS

- Collecting information related to health care operations, clinical outcomes and financial systems
- Data analysis to support strategic, operational and financial decision making
- Data analysis for program and services evaluations
- Data reporting for accountability
- Using appropriate tools and technology to collect, analyze and report information

FINANCIAL MANAGEMENT

- Key finance and accounting concepts
- Budgeting
- Forecasting

LEADERSHIP

- Leading vs. managing
- Leading and managing change
- Overcoming resistance to change
- Motivation and goal setting
- Conflict and resolution
- Teamwork and collaboration
- Effective communication

PROGRAM MONITORING AND EVALUATION

- The uses of monitoring and evaluation
- Types of evaluation; formative, monitoring and summative
- Conceptual framework design: health and economic outcomes
- Outputs, outcomes and impact
- Evaluation approaches
- Methodological issues

SOCIAL MARKETING

- Social marketing versus commercial marketing: differences and similarities
- Achieving desired outcomes and impact—social change at individual, group and society levels
- Determining the target group for intervention (demographics/geographic segmentation and selection)
- Developing a social marketing mix and strategy
- Implementing a social marketing strategy
- Determining the effectiveness of the intervention

HEALTH ECONOMICS

- Economic tools for allocating scarce financial resources across competing health programs
- The identification of economic outcomes from health care interventions and programs
- Creating maximum value from health care expenditures
- Comparative effectiveness analysis
- Cost effectiveness analysis
- Cost benefit analysis
SCHEDULE

IN 2015, WE WILL OFFER THREE IDENTICAL PROGRAMS
– EACH IN A DIFFERENT REGION OF AFRICA:

For Eastern African leaders, the program will be held in Addis Ababa, Ethiopia:
4 – 9 May 2015

For Western African leaders, the program will be held in Accra, Ghana:
(Please visit our website for updated information.)

For Southern African leaders, the program will be held in Cape Town, South Africa:
23 – 29 August 2015

HOW TO APPLY

Thirty-six participants will be selected for each session. For an application form, to apply online or further information on the MDI, visit our website at http://www.anderson.ucla.edu mdi.xml

For program questions and the application process, please contact:

EASTERN AFRICA MDI PROGRAM:
Anthony Wairagu, Regional Coordinator
Phone: (254) (020) 6993234 or 6993000
E-mail: hq mdi@amref.org

DEADLINE TO APPLY: 1 April 2015

WESTERN AFRICA MDI PROGRAM:
Anthony Sallar, Regional Director
Phone: (233) 30 240 1681
Email: info@gimpa.edu.gh

SOUTHERN AFRICA MDI PROGRAM:
Richard Chivaka, Regional Director
Phone: 27 21 406 1423
Email: richard.chivaka@gsb.uct.ac.za

DEADLINE TO APPLY: 11 May 2015

A mandatory requirement for your application is a commitment to scope a Community Healthcare Improvement Plan during the program.

SPECIAL PROGRAM FEATURE
The Community Healthcare Improvement Project (CHIP) is the practical application or development of the concepts and skills acquired from the program. Through this peer-and-faculty consulting process, participants will work on developing a CHIP. The CHIP provides a process for conducting environmental analysis, identifying critical issues and/or key problems, formulating goals and objectives, creating action plans and developing monitoring and evaluation plans.

CHIPs will support the implementation of projects that address issues faced by the participant’s own health service/organization. CHIPs will be central to the strategy of your organization/department/program, have the potential to solve, or at least mitigate, the healthcare problems, or address the needs of underserved populations in your country or region. In that way, CHIPs will contribute to achieving your organization’s stated priorities within a defined time frame. The CHIP will be a guiding document informing future strategic planning and decision making.

Leadership. It is expected that program participants will implement their CHIP as part of their work responsibilities after completing the program content to participants’ real-time needs. Note: Topics listed below are subject to change based on our continued efforts to adapt the program content to participants’ real-time needs.

Leadership
• Evaluation approaches
• Types of evaluation; formative, monitoring and summative
• The uses of monitoring and evaluation

Operations Management
• Planning and budgeting
• Assessing community needs

Health Information Systems
• Cost effectiveness analysis
• Comparative effectiveness analysis
• Cost benefit analysis

Financial Management
• Implementing a social marketing strategy
• Determining the target group for intervention

• Economic tools for allocating scarce financial resources

• Key finance and accounting concepts
• Data analysis for program and services evaluations

Special Program Feature
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which these scarce resources are used. Sound management and leadership can significantly increase the efficiency and effectiveness with enhancing the quantity, quality and access to health care for underserved populations. Health systems expertise in the region, and to an uncoordinated and fragmented approach to building this capacity. Priorities in sub-Saharan Africa. This constraint persists due to a shortage of leadership and management delivery, the attainment of the Millennium Development Goals (MDGs) and achieving national health. Without effective leadership and management of health services, there will be barriers to scaling up service PROGRAM NEED

The primary goal of the MDI is to provide ministries of health with the requisite management and language of instruction in all programs is English.

The program is funded by Johnson & Johnson, one of the most admired companies in the world today. The Public Administration (GIMPA) and the Graduate School of Business at the University of Cape Town (UCT).

Nearly 870 participants from 32 African countries have graduated from this program. Up until 2010, the program designed to enhance the leadership and management skills of program managers and leaders of health care services to underserved populations. The program has been designed specifically to assist areas of communicable diseases — of which HIV/AIDS is one — and chronic diseases, as. Generally, and now invites participation of those involved in implementing national health priorities in the MDI.

Aims and Objectives

The management development program is aimed toward successfully meeting the complex challenges faced by Eastern, Western and areas. Specializing primarily in executive education, CMD’s goal is delivery of programs that build and strengthen the capacity of public and private organizations. To achieve this goal, CMD develops and implements cost-effective training specifically designed to enhance the ability of participants in effective and efficient management in order to stimulate sustainable economic growth. The training programs combine the very best in academics and theory with practical application.

How to Find Out More

Please visit our website: anderson.ucla.edu/price/jnj/md