PROGRAM OVERVIEW

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

Since its inception in 2006, 1,128 participants from 37 African countries have graduated from this program. MDI invites participation of those involved in implementing national health priorities in the areas of communicable diseases and chronic diseases.

The MDI program was designed by world-class management faculty from the University of California at Los Angeles (UCLA) - Anderson School of Management and by faculty from various African universities coordinated by Amref Health Africa. The MDI is delivered by outstanding faculty from: Amref Health Africa, Ghana Institute of Management and Public Administration, University of Cape Town - Graduate Business School, Institut Supérieur de Management (International School of Management, ISM), Nova School of Business and Economics. The MDI is administered by the Global Business School Network and is funded by Johnson & Johnson, one of the most admired companies in the world today. In 2017, MDI will be taught in three languages: English, French and Portuguese.

MDI IN PORTUGUESE TO BE LAUNCHED IN 2017 IN MAPUTO, MOZAMBIQUE!

To extend the geographical reach of this outstanding program and meet the leadership and management needs of Lumacenque Africa, the MDI will be launched in Portuguese in Maputo in 2017, in partnership with Nova School of Business and Economics.

PROGRAM GOALS

The primary goal of the MDI is to assist African ministers of health in implementing their particular national health priorities and improving the effectiveness of their health systems by enhancing the leadership and management skills and practices of program managers and leaders of organisations that are devoted to delivering healthcare services to underserved populations.

Participants will gain access to management tools, frameworks and knowledge that will enable them to increase the quantity and quality of health services they provide alongside improved access to them. The lessons are practical and aimed toward successfully meeting the complex challenges faced by African health systems.

PROGRAM NEED

Without effective leadership and management of health services, there will be barriers to scaling up service delivery, the development of robust health systems and the achievement of 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 demonstrable impact in enhancing the quantity, quality and access to healthcare for underserved populations. Health systems must achieve better and more health outcomes with the limited human and financial resources at their disposal. Sound management and leadership can significantly increase the efficiency and effectiveness of these scarce resources, yet we need to strengthen these overall health systems on the continent.

HOW TO FIND OUT MORE

Please visit our website at WWW.MDICHIP.ORG for additional program information.

PROGRAM PARTNERS

THE JOHNSON & JOHNSON FAMILY OF COMPANIES

Johnson & Johnson is the world’s most comprehensive and broadly based manufacturer of health care products as well as a provider of related services, for the consumer, pharmaceutical, and medical devices and diagnostics markets. Over 114,000 employees at more than 250 Johnson & Johnson companies work with partners in health care to touch the lives of more than a billion people every day throughout the world. For more information, visit www.jnj.com. Johnson & Johnson’s giving is inspired by Our Credo responsibility to the communities in which we live and work. Our philanthropic efforts support partnership programmes that contribute to life changing, long-term differences in human health.

GLOBAL BUSINESS SCHOOL NETWORK (GBSN)

The Global Business School Network is a non-profit organisation that partners with business schools, industry, foundations and aid agencies to improve access to quality, locally relevant management education for the developing world. With a growing network of over 70 business schools on 6 continents, GBSN fosters cross-border networking, knowledge sharing and collaboration both within network membership and with the broader business education and development communities. GBSN’s international events, programmes and thought leadership fosters; demonstrates and advocate for management education as a critical component of economic and social development efforts.

AMREF HEALTH AFRICA

Amref Health Africa’s mission is to improve health and healthcare in Africa. They aim to ensure that every African can enjoy the right to good health by helping to create vibrant networks of informed and empowered communities and health care providers working together in strong health systems. Their extensive experience in development of human resources for health targets a diverse range of health professionals, from primary health care workers to field surgeons. Amref Health Africa has a strong regional presence and close working relationships with communities, governments, key development agencies, academic institutions, and the private sector, with a current funding base of over $100m annually.

UNIVERSITY OF CAPE TOWN - GRADUATE SCHOOL OF BUSINESS

Ranked as the top business school in Africa, the GSB has four decades of success in developing business leaders. GSB graduates consistently go on to achieve highly in all sectors of society and all over the world. Their success creates an enduring reputation for the School. GSB programmes are at the cutting edge of management education. The School continually pushes the boundaries and challenges students on every level to ensure that they grow both personally and professionally. The GSB is taking the lead in South Africa in developing a business school that is adapted to the circumstances of a country and continent where the imperatives are - democratisation, international competitiveness and economic growth.

Ghana Institute of Management and Public Administration (GIMPA)

GIMPA, established in 1961, is the leading management development institution in Ghana and West Africa. As a topnotch Ghanaian management development institute, GIMPA aims to be a world-class centre of excellence for training, consultancy and research in leadership, business management, and public administration, using top class and motivated staff with state-of-the-art facilities. The MDI is conducted under the auspices of the Centre for Management Development, the training and development arm of the Business School, offering programmes and courses in several professional development areas. Specialising primarily in executive education, CMD’s goal is to deliver programmes that build and strengthen the capacity of public and private organisations. 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 programmes combine the very best in academics and theory with practical application.

Instituto Superior de Management/International School of Management (ISM)

The ISM is the first private higher education institution founded in Senegal in 1992. The main objective was to train human resources for a new type of professionals. The ISM started with only 25 students and now has nearly 3,500 students in 8 campuses in Senegal and hosts nearly 40 nationalities. All of ISM’s programmes are recognised by the State of Senegal, by CAMES (African and Malagasy Council for Higher Education) and are members of ENFMD, the European accreditation body. They deliver after three years of learning a superior management degree (DSE) and more than twelve Masters (finance, marketing, human resources, etc.). They also offer two high-level executive programmes - an International MBA and a Ph.D. in Management.

Nova School of Business and Economics (NOVA SBE)

The Nova School of Business and Economics is one of the most prestigious European schools in the areas of Economics, Finance and Management, and the leader in research, teaching and executive education in Portugal. Nova SBE is one of the few schools in the world to hold the Triple Crown accreditation, and the exclusive Portuguese member of the Global Business School Network and CESIS - Global Alliance in Management Education. Nova SBE’s commitment to Africa which the School has been focused on the production of international quality research on topics relevant to emerging African economies and has successfully organised several executive and capacity-building programmes in Angola through its subsidiary, the Nova Angola Business School. The first MDI programme in Portuguese-speaking Africa is managed by NOVARICA, a knowledge center of NOVA SBE, whose mission is to produce expertise with an impact on business and economic development in Africa, with a focus on Portuguese-speaking countries.
SPECIAL PROGRAM FEATURE: COMMUNITY HEALTHCARE IMPROVEMENT PROJECT

The Community Healthcare Improvement Project (CHIP) is the practical application component of the program, allowing the participants to immediately apply 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 national, region or organization. As part of the application process, participants identify specific initiatives - aligned with national health priorities - they intend to undertake as part of the MDI. The CHIP provides a process for conducting environmental analysis, identifying critical issues and/or key problems, formulating goals and strategies, creating action plans and developing monitoring and evaluation plans.

Participants should come to the MDI with 2 ideas in mind which can then further develop into a CHIP throughout the course of the training. Each team’s CHIP should be aligned with the risks 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.

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

- address a service delivery gap, an unmet need, a healthcare problem or challenge facing your organization
- have the potential to solve, or at least mitigate, the healthcare problem
- be relevant to the strategies 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
  - 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 assessing organizational support to implement them. The post-program module includes an AIE (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 primarily for high-level managers of public sector entities in sub-Saharan Africa who are dedicated to the improvement of the healthcare of under-served populations in their countries. However, places will also be reserved for leaders of NGOs and other civil society organisations (Faith-Based and Community-Based organisations) that have a similar health-related mission and that have a role in supporting initiatives and implementing healthcare priorities of the public sector. We are seeking teams or groups of 2-4 individuals from organisations who have related leadership responsibilities for implementing specific national healthcare programs and priorities in their country or region. This format increases the impact of MDI and the program’s utility to support national health systems is enhanced.

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

- Director
- Executive Director
- Project Manager
- Program Manager
- Program Coordinator
- Public Health Coordinator
- Regional Coordinator
- Chief Medical Officer
- Chief Nurse
- Medical Superintendent
- Country Coordinator
- Head of Finance/Administration

TUTION AND SCHOLARSHIPS

The cost of the MDI training program is US $4,000 per participant. Johnson & Johnson awards full scholarships to all managers who are accepted to the course and have the greatest potential to positively impact the quality and quantity of services in their organisation. These scholarships cover the cost of tuition, training materials, accommodation and meals. Travel expenses, if required, will be borne by the participants.

To apply for these scholarships and access additional information on the program, please visit the MDI website: WWW.MDICHIP.ORG. Successful applicants will receive an admission letter with further details of their acceptance.

CERTIFICATION

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

THE 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 missions and implement their health plans to achieve their stated priorities.

The Management Development Institute offers two programs: the Certificate in Health Management and the Certificate in Health Economics. Both programs are available in English. The Certificate in Health Management program is offered in Portuguese.

LEADERSHIP

- Leading versus managing
- Leading and managing change
- Overcoming resistance to change
- Motivation and goal setting
- Conflict 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 (demographic/geographical 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 programmes
- Identification of economic outcomes from healthcare interventions and programmes
- Creating maximum value from health care expenditures
- Comparative effectiveness analysis
- Cost-effectiveness analysis
- Cost-benefit analysis

Tuition and Scholarships

- Certificate of Completion from the host institution
- Successful applicants will receive an admission letter with further details of their acceptance.

Note: Topics listed below are subject to change based on our continued efforts to adapt the program content to participants’ real-time needs.

ORGANISATIONAL PLANNING

- Creating a vision and mission for the unit or organisation
- 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

FINANCIAL MANAGEMENT

- Key finance and accounting concepts
- Budgeting
- Forecasting

DATA ANALYSIS FOR PROGRAM AND SERVICE OPERATIONAL AND FINANCIAL DECISION MAKING

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

SCHEDULE

IN 2017, WE WILL OFFER THE MDI PROGRAMME IN 3 LANGUAGES AND IN 3 REGIONS THROUGHOUT AFRICA. APPROXIMATELY 36 PARTICIPANTS WILL BE SELECTED FOR EACH SESSION.

EASTERN AFRICA REGION

Kampala, Uganda: 23 - 29 July 2017

For questions regarding the application process and the programme, please contact:

- George Kimathi, Regional Director
- Afrotel Health Africa
- Phone: +254 20 699 3000/1 3228
- E-mail: george.kimathi@afrotel.org
- *Taught in English

WESTERN AFRICAN REGION

Accra, Ghana: 14 - 20 October 2017

For program questions and the application process and the programme, please contact:

- Anthony Sallar, Regional Director
- Ghana Institute of Management and Public Administration
- Phone: (233) 54 315 4128
- E-mail: asallar@gimpa.edu.gh
- *Taught in English

SOUTHERN AFRICA REGION

Cape Town, South Africa: 27 August - 2 September 2017

For questions regarding the application process and the programme, please contact:

- Mfengu Jere, Regional Director
- Graduate School of Business at the University of Cape Town
- Phone: 27 21 406 1414
- Email: mfengu.jere@gbs.uct.ac.za
- *Taught in English

NEW THIS YEAR! MDI IN PORTUGUESE

Maputo, Mozambique: 9 - 19 December 2017

For questions regarding the application process and the programme, please contact:

- Miguel Leão Ferreira, Regional Director
- Nova School of Business and Economics
- Phone: 00 258 821 783 606
- E-mail: miguel-leao.ferreira@novasbe.pt
- *Taught in Portuguese