Executive Education

Expand your horizon. Make an impact.

INSEAD
The Business School for the World®

Industry-Focused Programmes 2017 – 2019

Innovating Health for Tomorrow
Innovating Health for Tomorrow

Innovating Health for Tomorrow is a pioneering professional development programme for senior managers in the fields of healthcare services. It is designed to equip participants to become more innovative – and to support those around them in becoming more innovative too. After all, today’s healthcare professionals face many challenges. Ageing populations, rising expectations, less healthy lifestyles, more chronic illness and the relentless march of science and technology in a constantly shifting economic landscape are just a few. At the same time, more spending does not necessarily equal better outcomes.

In the face of such challenges, it is tempting to focus on rationing or to try and lower society’s expectations, or to simply try harder to be more efficient. However, the real solution is to innovate, not just by adding to the scientific or technological advances of old processes, but by finding new ways of doing things. It is time to develop more creative approaches to care and prevention that work for today’s needs… and are also sustainable for tomorrow.

Innovating Health for Tomorrow seeks to develop not only an understanding of innovation but also a passion for creative thinking. Its two five-day modules draw on INSEAD’s long experience of teaching innovation to healthcare professionals, as well as the school’s diverse research on innovation. As well as encouraging participants to undertake a radical rethink of their services, the programme develops insights for improving the efficiency and effectiveness of existing health provision. It uses experiential exercises to help participants access their own creative capacities and nurture collaborative skills. It explores the role of marketing in health and healthcare. Innovating Health for Tomorrow addresses the practical issues of implementing innovation and change management.

In particular, the programme uses the eight-year Innovator’s DNA study of hundreds of inventors and innovators, to help participants think more creatively. It also builds on the model of ‘design thinking’ to offer a new approach to patient-centric service. In addition, it introduces the Renaissance Innovation method, developed at INSEAD, for developing new business models that work – including in the public sector.

Touch points between the two modules and follow-up after the programme help to embed the learning and support long-term impact. Innovating Health for Tomorrow remains practical and realistic about the many constraints faced by participants in the real world of healthcare innovation, but will send you back to work inspired and ready to innovate on Monday morning – and many Monday mornings to come.

**Key benefits**

— Improve innovation skills and the ability to maximise the potential of staff

— Understand the special nature of service operations – and gain the appropriate tools to innovate in patient care or to rethink business models for health

— Learn how to implement measurable and sustainable improvements in patient care or community health.

**Faculty**

**Programme Director**

Stephen Chick
Professor of Technology and Operations Management
The Novartis Chaired Professor of Healthcare Management
Programme content

The programme consists of two modules, spaced approximately three months apart – with pre-programme preparation, follow-up between modules and a status report three months after the end of the second module. The programme includes hands-on experiential workshops, which enable participants to work through a process of structured and systematic generation of ideas. The practice of innovation to improve care or health thus begins in the classroom.

Pre-programme preparation

Prior to arriving to the programme, participants will receive background reading, and assignments and case studies that will form the basis for class discussions.

Module 1: The why, what and how of innovation

Participants engage with peers and professors in large- and small-group discussions, lectures, interactive simulations, and workshops to define their individual innovation or change projects. Topics covered include:

— The Innovator’s DNA – developing others and delivering results, discovering new directions and using ‘design thinking’
— Small-scale innovation – in patient-centred quality and efficiency
— Large-scale innovation – in the business model as a whole
— Business model innovation – selecting opportunities and refining projects
— The power of collaboration
— Finding success ‘inside the box’.

Between the modules

Halfway between the modules, INSEAD will facilitate two interactive webinar discussions. Participants apply the tools from the programme to help structure, develop and adapt either an ongoing or new innovation initiative.

Module 2: Driving innovation further

The second module develops innovation skills and concepts further. It focuses particularly on patient mindset, change management and refining the participants’ own projects. Topics covered include:

— The role of customer insight for successful innovation
— Innovating while managing power and politics
— Leading and managing change – particularly for transformative innovation
— Outliers as a source for learning and inspiration
— Embedding innovation in healthcare.

After the programme

Three to four months after the second module participants commit to submitting a status report (a structured questionnaire of 4–5 pages with open-ended questions) that summarises participants’ progress. This is an opportunity to help identify best practice in innovation in healthcare, and to share learning in a network of peers.

Innovating Health for Tomorrow builds on a long-standing partnership between INSEAD and Johnson & Johnson Corporate Citizenship Trust (the Trust).
Participant profile

This programme is designed for a cross-section of professionals who can influence healthcare at a regional, national or local level. Most participants are expected to hold senior executive and/or entrepreneurial positions in organisations such as:

— Public-sector providers of public, primary or acute care
— Public-private partnerships in healthcare
— NGOs focusing on healthcare (or community development where health plays a major role)
— Private healthcare providers
— Government healthcare insurance agencies, assessment departments or policy units
— Academic clinicians
— Professional medical or patient advocacy organisations

Participants not suitable for the programme include those who work for: pharmaceutical or medical device companies; consulting firms in the health sector; and private, for-profit health insurance companies.

Participants will typically have 5 to 10 years of management experience or more. They should already have demonstrated leadership and innovation qualities. Their organisations should also consider them capable of holding positions of increased responsibility in the future. They must have strong command of the English language, which is the language of instruction for all pedagogical materials.

Last but not least, participants must commit to participating in both modules, contributing constructively during modules, innovating between modules and sharing updates with other participants in a spirit of open-source innovation.
INSEAD and Johnson & Johnson Corporate Citizenship Trust (the Trust): the story of a unique partnership

On one side of the partnership stands a global healthcare company with a strong commitment to corporate social responsibility. On the other, an international business school that seeks to take management education to a wider audience than ever before. Together, they have had the imagination and foresight to do something that we believe will make a genuine difference to all our lives. At the heart of the partnership stand the rapidly evolving healthcare systems of Europe and the Middle East. These are largely state-run or state-influenced and have yet to benefit from the latest management know-how – management know-how that could transform them into highly efficient, customer-focused organisations.

This is where the Trust and INSEAD come into the picture. They have joined forces to:
— Pioneer management education for healthcare leaders
— Pursue cutting-edge research that will enable the sector to innovate
— Create an alumni network for healthcare managers from different countries and cultures to learn from each other and the latest management thinking.
“The programme has triggered reflection about my own practice. I have to adjust some of my thinking about innovations, leading change. I now have important tools to actually do some of the team work initiatives. A major paradigm shift has been catalysed.”

James Kisia
Deputy Secretary General - Programmes & Knowledge Kenya, Red Cross Kenya

“This course will... put you in ‘stretch’ within a supported learning environment. This was one of the most stimulating and demanding courses I have ever been on.”

Joanne Smith, Consultant Clinical Psychologist and Early Intervention Lead, Worcestershire Health & Care NHS Trust, UK

“Want to impact the world with success? Learn how repetitious failure is the most efficient pathway to viable feasible and valuable change!”

Thomas Tscherning, Director Technology Transfer Office, Aarhus University & Region Midt Hospitals Denmark

“In today’s challenging health care environment, I believe there is a great need to innovate more than ever before in finding new solutions. Learning and innovation go hand in hand and by bringing together world renowned faculty with experienced healthcare leaders in a unique learning environment, the IHT program is unique in providing the right mindset and tools to find these innovative solutions.”

Jane Griffiths
Company Group Chairman, Janssen, EMEA Chair of the Johnson & Johnson Corporate Citizenship Trust
INSEAD is unique among leading business schools in having a 3-campus structure—spanning Europe, Asia and Abu Dhabi. Each campus is highly cosmopolitan and has its own world-class faculty in residence. Executive Education programmes run at 1, 2 or even all 3 locations, while Customised Programmes can be held anywhere in the world.

**Europe Campus**
INSEAD’s 8-hectare Europe Campus is situated on the edge of the beautiful, historic town of Fontainebleau, France. It nestles in the vast Forest of Fontainebleau yet is less than 1 hour from the centre of Paris and international airports. Facilities are of the highest standard and include: 29 lecture theatres, many classrooms, study areas, 2 restaurants, a bar, a bookshop, extensive library resources, a fully equipped gym and 2 on-campus hotels with a total of 158 rooms.

**Asia Campus**
The Asia Campus in Singapore occupies a 1.94-hectare site in the heart of the city’s Buona Vista ‘knowledge hub’—just 30 minutes from the airport and 15 minutes from the financial district. Its state-of-the-art facilities include: 12 amphitheaters, 6 flatrooms, classrooms, study areas, 2 dining areas, 2 bars, a 24-hour library, a fitness centre and 133 hotel rooms for participants.

**Abu Dhabi Campus**
Abu Dhabi’s city centre is home to INSEAD’s third campus, just 40 minutes from the airport and 10 minutes from the ‘Corniche’. This new, 14-storey, 6,000 square-metre building, purposely designed for Executive Education, has 3 lecture theatres, 2 conference rooms, classrooms, study areas, a library, a restaurant and prayer rooms.
Practical information

Calendar 2017 – 2019

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<thead>
<tr>
<th>Programme</th>
<th>Date(1)</th>
<th>Location</th>
<th>Length</th>
<th>Fee*</th>
<th>Level</th>
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<tbody>
<tr>
<td>Innovating Health for Tomorrow</td>
<td>M1: 6-10 February 2017</td>
<td>Fontainebleau</td>
<td>5 days per module</td>
<td>Covered by The Trust</td>
<td>Please refer to our website for more information</td>
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<td></td>
<td>M2: 22-26 May 2017</td>
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<td>M1: 5-9 February 2018</td>
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<td>M2: 21-25 May 2018</td>
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<td>M1: 4-8 February 2019</td>
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<td>M2: 20-24 May 2019</td>
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(1) Participation in both modules in a given year is mandatory.

Application procedure

We recommend that you submit your completed application form as early as possible, at least two months prior to programme’s start date. The application includes a nomination letter from the candidate’s organisation, which should address the current and future leadership skill needs of the individual concerned.

The Programme Director will review all applications and make the final admissions decisions. These decisions will be based on the candidate’s level of responsibility in the care system, past experience and expressed goals for innovation in healthcare. Decisions will also be guided by the level of support of the employer organisation and the need to achieve a balance of different backgrounds and perspectives in each class.

You should expect a reply from INSEAD one month after your application has been received.

Note: all our programmes are taught in English and participants should be able to exchange complex views, listen and learn through the medium of English.

Tuition fees*

Covered by The Trust (tuition fees, refreshments during breaks and lunches on campus). Travel, accommodation and evening meals are at the participant’s own expense. For only those who will need it, support for travel and/or accommodation may be available upon request. Please contact your local J&J affiliate for information.

Please note that last minute cancellations or “no shows” without warning and justifiable reasons will not be accepted. Should this happen, both the candidate and the organisation the candidate is coming from, will not be allowed to participate to any of the Trust sponsored programmes for the following two years.

Contact us

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