



UCLA/JOHNSON & JOHNSON MANAGEMENT DEVELOPMENT INSTITUTE

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

Developed by:

HAROLD AND PAULINE
PRICE CENTER
ENTREPRENEURSHIP & INNOVATION

In cooperation with:



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 1,000 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 Amref Health Africa (Amref). The MDI is delivered by outstanding faculty from Amref Health Africa, the Ghana Institute of Public Administration (GIMPA), the Graduate School of Business at the University of Cape Town (UCT), UCLA and other African universities and together, they continue to bring creative home-grown innovations and improvements that make this program a unique, world-class leadership development option for healthcare managers in Africa. The program is funded by Johnson & Johnson, one of the most admired companies in the world today. The language of instruction since inception in 2006 in the Eastern, Western and Southern Africa programs is English.

MDI IN FRENCH TO BE LAUNCHED IN 2016 IN DAKAR SENEGAL!

In order to extend the geographical reach of this outstanding program and meet the leadership & management needs of francophone Africa, the MDI will be launched in French in Dakar in 2016, in partnership with the Institut Supérieur de Management/International School of Management (ISM). This is a major milestone for the MDI partners as the program celebrates 10 years of success on the continent.

PROGRAM GOALS

The primary goal of the MDI is to assist African ministries 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 sub-Saharan African governmental and non-governmental organizations who are devoted to delivering health care services to underserved populations.

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 development of robust health systems and 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 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, while strengthening overall health systems on the continent.

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*
- *Project Manager*
- *Program Manager*
- *Executive Director*
- *Program Coordinator*
- *Public Health Coordinator*
- *Regional Coordinator*
- *Chief Medical Officer*
- *Chief Nurse*
- *Medical Superintendent*
- *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(s):

www.anderson.ucla.edu/price/jnj/mdi
or www.mdichip.org

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 2016, WE WILL OFFER THE MDI PROGRAM IN DIFFERENT REGIONS IN AFRICA. THIRTY-SIX PARTICIPANTS WILL BE SELECTED FOR EACH SESSION.

EASTERN AFRICA REGION

Nairobi, Kenya: 11 – 16 July 2016

For program questions and the application process, please contact:

Anthony Wairagu, Regional Coordinator

Amref Health Africa

Phone: (254) (020) 6993234 or 6993000

E-mail: hq.mdi@amref.org

Website: www.mdichip.org

SOUTHERN AFRICA REGION

Cape Town, South Africa: 21 – 27 August 2016

For program questions and the application process, please contact:

Richard Chivaka, Regional Director

Graduate School of Business at the University of Cape Town

Phone: 27 21 406 1423

Email: richard.chivaka@gsb.uct.ac.za

Website: www.gsb.uct.ac.za

WESTERN AFRICAN REGION

Accra, Ghana: 8 -16 October 2016

For program questions and the application process, please contact:

Anthony Sallar, Regional Director

Ghana Institute of Public Administration

Phone: (233) 54 315 4128

Email: asallar@gimpa.edu.gh

Website: www.gimpa.edu.gh

NEW! MDI IN FRENCH TO BE LAUNCHED THIS YEAR!

Dakar, Senegal: 13 – 19 November 2016

For program questions and the application process, please contact:

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Institut Supérieur de Management

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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 programs that contribute to life changing, long-term differences in human health.

PRICE CENTER FOR ENTREPRENEURSHIP & INNOVATION, UCLA ANDERSON SCHOOL OF MANAGEMENT

UCLA Anderson School of Management is recognized as one of America's premier business schools. Its preeminent position is based on internationally acclaimed research, an innovative and distinguished faculty, excellent degree programs, and exceptionally bright, highly motivated students chosen from one of the largest and finest application pools in the nation. The MDI is conducted under the auspice of the [Harold and Pauline Price Center for Entrepreneurship & Innovation](#), a recognized leader in entrepreneurial education and research. The Price Center oversees teaching, research, extracurricular and community activities related to entrepreneurship and social innovation at UCLA Anderson, and maintains a strong commitment to serving the non-profit and small business communities through management development programs, such as the MDI.

AMREF HEALTH AFRICA

Amref Health Africa's mission is to improve health and health care in Africa. We 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. Our 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 \$80m 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, established in 1961, is the leading management development institution in Ghana and West Africa. As a topmost 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 programs and courses in several professional development 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.

INSTITUT SUPÉRIEUR DE MANAGEMENT/INTERNATIONAL SCHOOL OF MANAGEMENT

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 programs are recognized by the State of Senegal, by CAMES (African and Malagasy Council for Higher Education) and are members of EFMD, the European accreditation body. They deliver after three years of learning a superior management degree (DSG) and more than twelve Masters (finance, marketing, human resources, etc.). They also offer two high-level executives programs - an International MBA and Ph.D. in Management.

HOW TO FIND OUT MORE

Please visit our website at www.anderson.ucla.edu/price/jnj/mdl for additional program information.