

本研究では、国内外の短期研修プログラムや大学院プログラムを参考に検討した結果、表4のような当該領域の分類を行い、当面の研究対象として「医療保障」と「公衆衛生・医療」（次年度以降、国際的な潮流も考慮して「所得保障」も検討する）に焦点をあてることにする。狭義の社会福祉については、国によって定義や扱う範囲が大きく異なるため、本研究対象から割愛する。

#### 4. 当該領域の教育・研修プログラムにおける主要教科の構成と内容

以上の1～3の研究結果を参考にしながら、国際協力の視点から医療保障・医療保険、医療制度、高齢者福祉、公衆衛生行政などに係る専門家教育・研修カリキュラムにおいて必須と考えられる主要教科とその内容について具体的な試案を作成した。なお、主要教科を選定する方針として、当該学問領域の学際性と実務性から、知識の深さ及び広さの双方をカバーできることを重視した。

##### 社会保障論

社会保障全般について、歴史的背景や哲学的基盤、国際比較も視野に入れながら概観する。世界的な高齢化の進行や貧富の格差拡大という状況もふまえながら、年金や労災補償、貧困者対策、医療保障、公衆衛生、高齢者介護、障害者対策などにおける主要な課題を扱う。

##### 保健・福祉領域における資源配分

この科目では資源分配に関する哲学的、倫理的基盤を提供する。功利主義、自由主義、ロールズ主義などを含む、分配の公正に関する様々な理論を紹介する。さらに途上国の文脈における、保健・福祉領域の資源配分の政治経済学、所得や富の再分配のあり方について論じる。

## 高齢化医療介護・年金政策

高齢者の医療や介護、年金に関する諸施策について、国際比較の視点も入れながら紹介する。各国における高齢者の疾病・障害の特徴や人口・社会・経済的状况をふまえた包括的で整合性のある施策のあり方について論じる。

## 公衆衛生倫理

この科目は専ら個人に焦点を当てる傾向を有する伝統的な生命倫理や医療倫理に対して、集団により強い関心を寄せる公衆衛生倫理の諸理論について、途上国の文脈において論じる。

## 保健医療制度論

この科目では、社会が如何にしてヘルスケアシステムを組織するかについて、財源と資源分配の仕組み、様々な社会的勢力がどのようにヘルスケアシステムに影響を及ぼすか、医師やその他の人々、病院や診療所、薬局、長期ケア施設、精神保健・福祉施設などを含むヘルスケアシステムの様々な構成要素、さらには公衆衛生及びヘルスケアサービスの規制のあり方なども含めて議論する。

## 保健医療経済学

保健医療に関わる基礎的なミクロ経済理論やその底流にある行動科学、規範的仮定、及びその保健政策応用について紹介する。主要なトピックとして患者（消費者）行動、医師や病院の行動、医療保険の理論、供給・生産分析、保健医療における効率性の定義と測定などを含む。

## 保健医療プロジェクトの経済評価

費用効果分析(CEA)、費用効用分析(CUA)、費用便益分析(CBA)、及びこれらを途上国における保健プロジェクトの評価に応用した場合の意義と限界についての基礎的知識を提供する。

### 組織行動論

この科目は組織行動理論と、当該理論の保健医療組織への応用を紹介する。

### 人材管理

この科目は保健・医療・福祉機関における人材管理や組織管理に関する理論と手法を紹介する。

### 会計・財務管理

この科目は会計学の基礎、病院・保険機関の財務管理を含む、保健・医療・福祉機関における財務管理のための理論と手法を紹介する。

### ソーシャルマーケティング

この科目は保健・医療・福祉領域に応用されたマーケティングの原理と手法、及びソーシャルマーケティングの特質について紹介する。これにはコミュニケーション理論とその手法、及びメディアの利用も含まれる。

### ヘルスファイナンス

この科目は、特に公領域における資金調達、健康保険、償還メカニズム、それ以外の資金調達方法などを通して、社会がどのようにして保健医療における資金調達の仕組みを構築して行くかについて論じる。

### 薬剤供給と必須医薬品政策

この科目は、薬剤が途上国の貧困層においてどのように分配されてきたかということと、必須医薬品政策の課題について考察する。

### 母子・マイノリティー保健

母子や少数民族、最貧困層などの社会的弱者における疾病対策や健康増進に焦点をあて、現状分析、保健・福祉施策の立案、評価などの手法について紹介する。

### 疫学

感染症や慢性疾患の疫学、栄養疫学などの現状と基本的な理論や方法論について紹介する。途上国の現場における計画立案や評価に必要な分析ツールを提供することに主眼をおく。

### 保健・人口統計学

この科目は、保健統計及び人口統計の定義と測定、データ収集法及びその解釈に焦点を当てる。

### 情報処理実習

コンピュータの扱い方、基本的なコンピュータソフト（ワープロ、作表、作図、統計、ネットワークソフトを含む）の使用法について実習する。

### プレゼンテーション技術実習

パソコンや様々なメディアを介した情報伝達の技術を学習する。効果的なプレゼンテーションや企画書、報告書の作成について実習する。

なおここで留意すべきことは、上記の教科リストは決して当該領域の教育・研修プログラムの標準的リストではないし、また網羅的なリストでもないということである。言い換えれば、それぞれのプログラムは対象者の属性や人数、期間、教育資源に応じて、本リストから適切なものを選択し、あるいは必要な教科をさらに追加して独自のカリキュラムを構築することが可能である。



## IV 結論

近年、援助戦略の分野では「知識」を資金や他の資本財とともに本質的な開発資源と捉えるようになっており、開発援助の課題として knowledge sharing、すなわち知識の共有を以前にもまして重視するようになってきている。さらに国際的な援助政策の枠組みの中において、途上国の社会保障・保健医療分野全体における政策形成や自立的発展を支援することの優先順位が高まってきた。したがって、当該領域における知的蓄積を、従来の「経験知」の集合から「伝達知」として論理化することの重要性は大きい。

しかし、わが国のこの分野の教育・研修プログラムは質、量ともに未だ十分なものではない。援助大国でありながらわが国の教育態勢は、社会保障・保健医療政策を包括的に捉えて資源配分やマネジメントのあり方を提示するという他の先進国や援助機関の教育プログラムから、はるかに遅れてしまった。そして特殊な「日本モデル」が、比較分析の視点を欠如したまま、カリキュラム上に大きな比重を占めてきた。系統的分析や知識の体系化、途上国の文脈に即した事例教材(case study)を欠いたプログラムが、残念ながら大勢を占めてきたのである。早急に、わが国の教育・研修プログラムの弱点を克服し、国際的に通用するプログラムに改善することが将来の国際貢献につながると考えられる。

ところで当該領域の専門教育を希望する者は、学部教育終了直後の比較的若い年齢層でこれをキャリアの出発点にしようとする者や、すでに国際協力活動の従事経験がありリフレッシュ教育(専門家の再教育)を望む者、さらには途上国からの留学生、研修生という、いくつかのタイプに分類できる。このような対象者像を明確化してカリキュラム構築を行うべきであるが、現状の大学院教育は必ずしもそうなっていないこと、さらに卒業生の調査から、最初のタイプの場合、希望する職場・職種に就いていない者が少なくなく、当面はリフレッシュ教育や留学生対象のプログラムに重点をおく方がより効果的と考え

られた。

途上国からの研修生に対する短期研修プログラムは国内 2 施設で行われていたが、海外の同様のものと比較検討した結果、必ずしも体系的・包括的なカリキュラム構成ではなかった。短期研修プログラムのニーズは確実に存在するので、カリキュラム内容を改善することの意義はきわめて大きい。また海外の教育プログラムでは長期、短期を問わず、院生・研修生による事例教材の作成や改良、評価活動としての卒業生・修了者調査が日常的に行われており、わが国でも参考にすべき点であると思われた。このような初年度の研究成果をふまえた上で、カリキュラム体系化の作業の一環として主要教科のリストについての試案を呈示した。





付表1 わが国の社会保障体系と実務者研修カリキュラムの講義内容との比較

わが国の社会保障制度の体系	公衆衛生行政管理研修（7週間） （国立公衆衛生院）	病院管理技術とヘルスサービスマネジメント研修（6週間） （国立医療・病院管理研究所）	Managing Health Programs in Developing Countries （8 weeks） （Harvard School of Public Health）
<p>（総論）</p> <p>所得保障 年金 雇用保険 労災保険 生活保護</p> <p>医療保障 医療保険 公費医療</p> <p>公衆衛生・医療 予防・健康増進 医療供給 生活環境 学校・産業保健 など</p> <p>社会福祉 障害者福祉 母子福祉 老人福祉 生活保護</p> <p>（見学、実習）</p>	<p>社会保障制度論 人材管理論 財務管理 日本の健康水準 日本の厚生行政</p> <p>医療経済 ヘルセクターリフォーム</p> <p>公衆衛生行政組織論 健康教育 住民参加型保健活動 保健医療福祉計画テクノロジー・アセスメント 総合的な質管理 計画策定のための疫学調査法</p> <p>（保健医療福祉計画）</p> <p>施設見学 パソコン施設見学 PCM・アクションプランなどのワークショップ</p>	<p>日本の保健・医療・福祉の現状</p> <p>日本の医療制度と医療保険制度 途上国のヘルスファイナンス</p> <p>日本の地域保健医療システム 日本の保健医療システムのマネジメント 病院財務マネジメント 病院管理の国際的動向 医療の質の管理 病院の人事・労務管理</p> <p>施設見学</p>	<p>保健と開発 財務分析 組織論 人材管理論 優先順位決定論</p> <p>（プログラムファイナンス）</p> <p>プログラム評価 プログラムファイナンス 費用効果分析 質の管理手法 リショナルマーケティング</p> <p>（リショナルマーケティング）</p> <p>パソコン・情報処理</p>

## 資料





## Executive Course in Health Financing and Sustainability

2000  
May 14-26, 1999 • Boston, Massachusetts

Course Directors: Dayl Donaldson, PhD and Charles Stover, MA

### OBJECTIVES

This course applies basic principles of economics and financial management to the health sector to provide practical tools for analysis and planning which enable participants to:

- ◆ Assess the feasibility and sustainability of reforms
- ◆ Analyze economic information for financing policies
- ◆ Understand and apply health insurance and user fee principles
- ◆ Examine public/private issues of paying providers and contracting for services
- ◆ Compare health financing systems in different countries
- ◆ Adapt relevant experiences from other countries to participants' own situations.

### Course Content

#### Module I: Introduction and Course Overview

The course begins with a global view of events and trends that affect the environment, health care policy, and health financing. This helps to set the context for discussion throughout the course on key issues, and gives participants a better sense of current challenges and future implications associated with the trends and patterns of health financing and sustainability.

#### Module II: Health Economics and Economic Tools

This module is designed to introduce and reinforce basic economic principles as they apply to health care. It will enable participants to answer questions about the determinants of supply and demand, how elasticity of demand can affect choices of health financing options, and the benefits and costs of government intervention in the economy through such means as public provision, redistribution, regulation, and incentives.

Specific tools will be presented to augment participants' knowledge and skills in the area of costing health services, determining the proper mix of services, and pricing those services. Topics include definition of and uses for unit costs; understanding various forms of costs, e.g. fixed and variable; capital and recurrent; marginal, and how they are interrelated; and calculating unit costs.

Participants will be able to use and evaluate CORE, a costing tool developed by MSH. Hands-on training with this tool will provide participants with practical, basic operational skills in costing.

#### Module III: Health Financing Options

Moving toward reform requires an understanding of many issues: what are recent trends in the financing of health services? What are the basic sources for financing health services? What are the options for paying providers of health services? How are financing alternatives assessed as to their appropriateness for a given situation? How can user fees be introduced while ensuring quality? This module addresses these and other questions related to health financing reform.

#### Module IV: Health Insurance

This module provides participants with basic insurance concepts such as risk-sharing, premiums, and moral hazard. Participants will examine the impact of health insurance on health financing and utilization. They will evaluate alternate models of insurance (e.g., employment- or community-based health insurance; social health insurance). Emphasis will be given to the links between insurance coverage and how the health care referral system is structured. This module presents issues associated with paying providers, containing costs, and improving quality of services.

Real case studies from various countries will illustrate how different countries are approaching health insurance issues and the key decisions countries must make with regard to health insurance.

**Module V: Health Sector Reform**

In addition to reforms taking place in health financing, the health sector as a whole is being scrutinized. This module addresses the elements that comprise health sector reform; the need for having explicit criteria when selecting policy options; identification of critical issues to consider for developing effective national policy; and supply, demand, and quality of care issues related to sector reform.

Participants will be able to place their own country experience into an international context and recognize factors that generate significant changes in how health services are organized and financed.

The topics of private health care, public-private collaboration, and contracting for health services will also be addressed. Participants will be able to identify the strengths and weaknesses of different types of health systems around the world, and apply this knowledge by describing how their own countries could develop health systems that would avoid the problems encountered elsewhere.

**Module VI: Developing an Action Plan**

Participants will work on action plans for health financing reforms that are specific to their country. These plans will identify key objectives that participants can take in their own jobs and relate lessons learned to their individual plans. The plans provide an opportunity to integrate what has been learned in the course with practical steps for action which are relevant to participants' situations.

A field trip to a health center—and a chance to meet with its managers—will be used to help integrate classroom lessons with the issues faced by health care managers.

**Closing**

In addition to issues raised during the course, this is a forum for participants to provide more formal feedback to the Course Directors on course design and content. Participants will be asked to share their opinions on which sessions were most helpful, which ones were not as useful/relevant, etc. Their input will be considered when designing future courses.

**COURSE SCHEDULE****Course Opening and Orientation****Module I: Introduction and Course Overview**

- ◆ The Context of Health Reform: Wall of Wonder

**Module II: Health Economics and Economic Tools**

- ◆ Relevance of Economics to Health Care
- ◆ Costing of Health Services
- ◆ Costing Tools: Costing Exercise Using CORE
- ◆ Country Presentations

**Module III: Health Financing Options**

- ◆ Alternatives for Financing Health Care

**Local Tour of Boston****Module IV: Health Insurance**

- ◆ User Fee Systems: Cost Sharing in Kenya
- ◆ Health Insurance: Concepts and Principles
- ◆ Prepaid Insurance Mechanisms and HMOs
- ◆ Social Health Insurance
- ◆ Managed Care Case Study
- ◆ Field Trip: Visit to Community Health Center
- ◆ Paying Providers
- ◆ Comparative Health Systems

**Course Directors' Dinner****Module V: Health Sector Reform**

- ◆ Health Sector Reform: Policy Options
- ◆ Social Health Insurance: Case Study
- ◆ Equity and Protecting the Poor: User Fee Systems
- ◆ Contracting Out for Health Services
- ◆ Public-Private Sector Collaboration: Issues and PROSALUD

**Module VI: Developing an Action Plan**

- ◆ A Process for Developing an Action Plan
- ◆ Working on Individual Action Plans
- ◆ Synthesis of Health Financing Principles
- ◆ Presentation of Action Plans

**Farewell Feast and Awarding of Certificates****Course Closing**

**Tuition, course materials and accommodations: US\$5950**

**Management Training  
Management Sciences for Health  
891 Centre Street, Boston, MA 02130 USA  
Telephone: 617-524-7766 Fax: 617-524-1363  
Email: training@msh.org**

**.006 EXECUTIVE COURSE IN HEALTH FINANCING AND SUSTAINABILITY**  
**Management Sciences for Health**  
**Boston, 5-21 May 1999**

<p>Sunday, 2 May</p>	<p>Monday, 3 May</p>	<p>Tuesday, 4 May</p>	<p>Wednesday, 5 May</p>	<p>Thursday, 6 May</p>	<p>Friday, 7 May</p>	<p>Saturday, 8 May</p>	
	<p>Arrival of participants Orientation at hotel</p>	<p><b>INTRODUCTION AND COURSE OVERVIEW</b> 9:00 Course Opening Gallery of Experts CS/BN Walking tour of local area 1:30 1. The Context of Health Reform: Wall of Wonder CS/BN 3:45 2. Framework for Country Presentations CS</p>	<p><b>HEALTH ECONOMICS AND ECONOMIC TOOLS</b> 8:30 3. Relevance of Economics to Health Care: An Introduction to Health Economics BN 1:00 4. Costing of Health Services: Methods and Applications DD 5(b): Hospital Costing Model DD (with computers)</p>	<p><b>COMMUNITY FINANCING AND USER FEES</b> 8:30 15. Experiences with Community Financing CS 11:00 16. Social Health Insurance: A Case Study CS 1:00 17. Field Trip: Visit to Community Health Center CS</p>	<p><b>HEALTH FINANCING REFORM</b> 8:30 6. Alternatives for Financing Health Care BN 10:30 Group Photo 11:00 7. Essential Elements of Health Reform BN <b>Launch at MSH</b> 1:00 8. Country presentations CS 3:00 Meet MSH and Tool Fair</p>	<p><b>HEALTH INSURANCE</b> 8:30 10. Health Insurance: Concepts and Principles Video and discussion BN/CS 10:00 11. Prepaid Insurance Mechanisms and HMOs RE 2:30 12. Social Health Insurance RE 6:00 Course Dinner at the <i>Newbrander home</i></p>	<p><b>INTRODUCTION AND ECONOMIC TOOLS</b> 8:30 3. Relevance of Economics to Health Care: An Introduction to Health Economics BN 1:00 4. Costing of Health Services: Methods and Applications DD 5(b): Hospital Costing Model DD (with computers)</p>
<p>Sunday, 9 May</p>	<p>Monday, 10 May <i>(at Brandegee all day)</i></p>	<p>Tuesday, 11 May</p>	<p>Wednesday, 12 May</p>	<p>Thursday, 13 May</p>	<p>Friday, 14 May</p>	<p>Saturday, 15 May</p>	
	<p><b>HEALTH FINANCING REFORM</b> 8:30 6. Alternatives for Financing Health Care BN 10:30 Group Photo 11:00 7. Essential Elements of Health Reform BN <b>Launch at MSH</b> 1:00 8. Country presentations CS 3:00 Meet MSH and Tool Fair</p>	<p>9. Paying Providers: Theory and Experiences with Incentives CS 1:00 8. (Continued) Country presentations CS</p>	<p><b>HEALTH INSURANCE</b> 8:30 10. Health Insurance: Concepts and Principles Video and discussion BN/CS 10:00 11. Prepaid Insurance Mechanisms and HMOs RE 2:30 12. Social Health Insurance RE 6:00 Course Dinner at the <i>Newbrander home</i></p>	<p>13. Managed Care Case Study RE 1:00 14. Performance-based Contracting RE</p>	<p><b>COMMUNITY FINANCING AND USER FEES</b> 8:30 15. Experiences with Community Financing CS 11:00 16. Social Health Insurance: A Case Study CS 1:00 17. Field Trip: Visit to Community Health Center CS</p>	<p>Boston City Tour and Shopping</p>	
<p>Sunday, 16 May</p>	<p>Monday, 17 May</p>	<p>Tuesday, 18 May</p>	<p>Wednesday, 19 May</p>	<p>Thursday, 20 May</p>	<p>Friday, 21 May</p>	<p>Saturday, 22 May</p>	

**.006EXECUTIVE COURSE IN HEALTH FINANCING AND SUSTAINABILITY**

Management Sciences for Health  
Boston, 5-21 May 1999

<p>8:30 18. User Fee Systems: Case Studies of Cost Sharing in Kenya and Guinea CS/PS</p> <p><b>DEVELOPING AN ACTION PLAN</b></p> <p>1:00 19. A Process for Developing an Action Plan JH</p>	<p><b>HEALTH SECTOR REFORM: OTHER ISSUES</b></p> <p>8:30 20. Comparative Health Systems and Health Reform DD</p> <p>1:00 Work on Individual Action Plans JH</p>	<p>8:30 21. Equity and Protecting the Poor: User Fees BN</p> <p>1:00 22. Public and Private Sector Collaboration: Issues and PROSALUD LL</p>	<p>8:30 23. TBD (Session requested by participants)</p> <p>1:00 Work on Individual Action Plans CS</p>	<p>8:30 24. Synthesis of Health Financing Principles CS/DD/BN</p> <p>9:00 Presentation of Action Plans HRFP staff</p> <p>11:00 Evaluation of Course JH</p> <p>12:00 Presentation of Course Certificates</p> <p>12:30 Course Closing</p>
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**INSTRUCTOR CODE:**

- BB: Bea Bezmalinovic
- DD: Dayi Donaldson
- RE: Rena Eichler
- JH: Jan Hoey
- LL: Liz Lewis
- BN: Bill Newbrander
- SJS: Stephen Sacca
- CS: Charles Stover

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# Management Training Program

## SCHEDULED MANAGEMENT COURSES

*Participatory, International Professional Development*

Scheduled Management Courses are designed to enhance the practical knowledge and skills of one or several key staff in Strategic Leadership, Health Financing, Information Systems, or Drug Management. Through active learning, group work, and simulation exercises, MSH facilitators provide participants with an international professional development experience that they can share and apply within their organizations. Participants are experienced health care managers and decision-makers from diverse professional and cultural backgrounds. Their lively exchange of ideas creates an exciting and productive learning environment. During the course, participants apply their learning to actual situations through field trips and, in most cases, develop action plans to implement upon return.

To register, applicants and their sponsors follow the Registration Checklist and submit an Application and a Sponsor Commitment Form to MSH.

**Look Further to Find :**

- Course Schedule
- Registration Checklist
- Sponsor Commitment Form
- Application Form
- Full Course Description(s)

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# Management Training Program

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**\*Scheduled Management Courses\* Cursos de Capacitación Gerencial\*  
\*Cours de Formation en Gestion\***

## **Executive Course in Health Financing and Sustainability**

**14-26 May, 2000 \* Boston, MA, USA \* English \* Course Fees : US\$4,950**

Applies basic principles of economics and financial management to the health sector, providing practical tools for analyzing the current situation and for planning for the future.

## **Strategic Leadership in Public Health**

**13-30 June, 2000 \* Boston, MA, USA \* English \* Course Fees : US\$5,950**

Explores the various dimensions of leadership and management; examines personal leadership styles, explores the dynamics of change, and increases awareness of self and surroundings.

## **Planning and Managing Information Systems**

**9-21 July, 2000 \* Boston, MA, USA \* English \* Course Fees: US\$4,950**

Provides the conceptual framework needed to lead the design and development of a practical, effective information system that enables managers to use information to make sound decisions.

## **Managing the Procurement of Pharmaceuticals and Medical Supplies**

**August 2000 \* Republic of South Africa \* English \* Course Fees: To Be Announced**

Examines how the key principles of procurement impact the efficient and effective management of pharmaceuticals and medical supplies; instructs in improving the selection of drugs and supplies, in needs quantification and forecasting, in efficient purchasing, and in monitoring.

## **Liderazgo Estratégico en Salud Publica**

**4-20 Octubre, 2000 \* Cuernavaca, Mexico \* Español \* Costo del Curso : US\$4,450**

Enfoca al tema de liderazgo en el complejo e inestable ambiente de las organizaciones. El curso le ayudará a adquirir una mayor conciencia de estas relaciones, herramientas y habilidades prácticas, y la confianza para ejecutar su liderazgo.

## **Managing Drug Supply for Primary Health Care**

**October 2000 \* Amsterdam, Netherlands \* English \* Course Fees: To Be Announced**

Enables participants to learn to apply modern management principles to drug supply systems and to use practical tools to improve their performance in drug supply management.

2001

## **Leadership Stratégique en Santé Publique**

**7-23 Mars 2001 \* Dakar, Sénégal \* Français \* Frais du Cours : US\$4,450**

Dans ce cours, on explore les différences entre le leadership et la gestion; on examine les styles de leadership et ses impacts; on explore la dynamique de changement; on renforce la conscience de soi et de l'environnement externe.

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# Management Training Program

## Executive Course in Health Financing and Sustainability 14-26 May 2000 \*English\* Boston, MA, United States

### COURSE DIRECTOR

**Charles Stover, MA**, develops prepaid health plans and national health insurance; analyzes the costs and efficiency of services; identifies areas for saving or reallocating expenditures; establishes fee systems; promotes cooperation between public and private health systems; and projects financial requirements. He has held senior positions in private and public offices in the health care industry.

### PARTICIPANT PROFILE

Senior policy-makers, staff, managers, and executives from government ministries, NGOs, and international and donor agencies who work in health-sector reform and financing in the public and private sectors

### COURSE OVERVIEW

This course applies basic principles of economics and financial management to the health sector to provide practical tools for analyzing your country's current situation and planning for the future. The course will enable you to: assess the feasibility and sustainability of reforms; analyze economic information for financing policies; apply health insurance and user fee principles; compare health financing systems in different countries; and adapt relevant experiences from other countries to your own situation. Topics include:

- ◆ Economic principles and health-sector reform
- ◆ Comparative health financing alternatives
- ◆ Sustainability, quality, costs, and equity in the context of reform
- ◆ Cost recovery, cost sharing, and user fee systems
- ◆ National health insurance, private insurance, and HMOs
- ◆ Costing, cost-effectiveness, and cost containment
- ◆ Paying providers and contracting out for services
- ◆ Self-financing services
- ◆ Practical lessons in implementing health financing reforms

Case studies and a field trip demonstrate health financing principles at work in real health systems.

### FEES AND DEADLINE

- Tuition, course materials, and accommodations: US\$4950
- Airfare, meals, incidentals, and health insurance are the responsibility of the sponsoring organization.
- Deadline for confirmation of funding: 28 April 2000

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# Management Training Program

## Strategic Leadership in Public Health 13-30 June 2000 \*English\* Boston, MA, United States

### COURSE DIRECTOR

**Sylvia Vriesendorp, Drs**, designs and conducts training courses and workshops on management and leadership in health programs. She facilitates strategic planning exercises and helps individuals and organizations improve performance by better understanding the dynamics of change and human behavior.

### PARTICIPANT PROFILE

Directors, senior managers, and executives from government agencies, NGOs, and international agencies who have or anticipate having significant leadership responsibilities.

### COURSE OVERVIEW

This course focuses on leadership rather than management. It emphasizes the importance of change, and of developing productive relationships with yourself, with others, within workgroups, within your organization, and within the larger environment. Participants examine what it takes to innovate and bring about change, and learn what they must do to inspire and communicate with others in a meaningful way. You will reflect on current practices, learn new concepts, and challenge traditional ways of thinking. You will take a critical look at yourself as a leader. You will sharpen your ability to perceive events around you. Topics include:

- ◆ Exploring the various dimensions of leadership and management
- ◆ Understanding your own style as a leader and the impact you have on others
- ◆ Reflecting on the importance of an organizational environment that encourages people to communicate honestly
- ◆ Sharpening your ability to analyze the changing environment in which your organization operates, and to develop strategies to respond to the changes
- ◆ Improving your capacity to be flexible and take advantage of opportunities

The course provides a stimulating learning experience and an opportunity to address complex leadership issues in a safe and supportive environment. It also offers a unique opportunity to exchange ideas and build relationships with a diverse group of people playing leading roles in public health programs around the world.

### FEES AND DEADLINE

- Tuition, course materials, and accommodations: US\$5950
- Airfare, meals, incidentals, and health insurance are the responsibility of the sponsoring organization.
- Deadline for confirmation of funding: 29 May 2000

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# Management Training Program

## Planning and Managing Information Systems 9-21 July 2000 \*English\* Boston, MA, United States

### COURSE DIRECTORS

**Randy Wilson, MPH**, and **Anne Young, MPH**, are experienced in training, monitoring and evaluation, systems development, and information and communications technology. They are both senior staff members of MSH's Information for Management Program.

### PARTICIPANT PROFILE

Directors, managers, and MIS officers from government ministries, NGOs, and international and donor agencies who plan, develop, manage, or supervise health management information systems.

### COURSE OVERVIEW

This course provides the conceptual framework to lead the design and development of a practical, effective information system. Course sessions include: Conceptual Framework for Health MIS, HMIS Assessment, Strategic Planning for Information Systems, Interpretation and Presentation of Information, and Specifications for MIS Development.

Topics include:

- ◆ Identifying an information politics model that fits your own organization's culture
- ◆ Managing the elements of HMIS development: information technology, human resources, and financial resources
- ◆ Using information to improve decision-making
- ◆ Overseeing the design of an HMIS that helps your organization to achieve its strategic goals
- ◆ Understanding the practical applications of using communications technology (e-mail, Internet) for exchanging information, accessing resources, strengthening coordination, and improving supervision

Participants will work as consultants to a local community health center. With MSH support, you will analyze the organization's management structures and information systems and recommend appropriate policies and strategies. MSH facilitators guide you in understanding how to apply these new concepts within your home environment.

### FEES AND DEADLINE

- Tuition, course materials, and double-occupancy accommodation: US\$4950
- Airfare, local transport, meals, incidentals, and health insurance are the responsibility of the sponsoring organization.
- Deadline for confirmation of funding: 23 June 2000

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