

Management Training Program

Strategic Leadership in Public Health
4-20 October 2000 *Spanish* Cuernavaca, México

COURSE DIRECTORS

Sarah Johnson, MSW, MPH, provides management and leadership support to public sector organizations and NGOs, after years of experience working in both sectors. She also facilitates management organizational assessments and strategic and operational planning. She is a MSH Senior Program Officer. **Lourdes de la Peza** has more than 15 years of experience in organizational development and management training. She is currently a consultant in organizational development for MSH.

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 to 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 to 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\$4450
- Airfare, meals, incidentals, and health insurance are the responsibility of the sponsoring organization.
- Deadline for confirmation of funding: 20 September 2000

MSH

Management Training Program ▲ Management Sciences for Health, Inc.
391 Centre Street ▲ Boston, MA 02130 ▲ USA ▲ Tel: 617-524-7766 ▲ Fax: 617-524-1363
Email: training@msh.org ▲ Web URL: <http://www.msh.org>

Management Training Program

Managing Drug Supply for Primary Health Care October, 2000 *English* Amsterdam, The Netherlands

COURSE DIRECTORS

Lecturers are recruited from Management Sciences for Health's senior staff and from the International Dispensary Association, and joined by invited guest lecturers who have extensive experience in essential drugs program management.

PARTICIPANT PROFILE

Physicians, pharmacists, senior health system managers, and technical assistance professionals from Ministries of Health, non-governmental organizations, and donor agencies.

COURSE OVERVIEW

This course teaches participants how to apply modern management principles of drug supply systems in their own specific situations. The course also provides practical tools to decision-makers and managers in essential drugs programs to improve their level of performance and a forum for the exchange of views and experiences.

Topics include:

- ◆ National Drug Policy and Regulation
- ◆ Drug Selection and Formulary Management
- ◆ Forecasting Drug Needs
- ◆ Procurement Methods and Strategies
- ◆ Suppliers Selection and Evaluation
- ◆ Quality Assurance
- ◆ Inventory Control
- ◆ Distribution Strategies
- ◆ Financing Drug Supply
- ◆ Medical Store Management
- ◆ Rational Drug Use
- ◆ Drug Supply Information Systems
- ◆ Indicator-Based Assessments

The course is highly participatory, consisting of presentations, discussions, group activities, and field visits. The interchange of skills and experiences among participants is essential to the course activities and to the learning that results.

FEES AND DEADLINE

- Tuition, course materials, accommodations, breakfast, and lunch: To be announced.
- Airfare, dinners, incidentals, and health insurance are the responsibility of the sponsoring organization.
- Deadline for confirmation of funding: To be announced.



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Management Training Program

Strategic Leadership in Public Health
7-23 March, 2001 *French* Dakar, Sénégal

COURSE DIRECTORS

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. **Bula-Bula Liélié A. Romain, PhD**, is a professor of management at the University of Kinshasa, President of the Association of Family Well-Being of the Congo, and a consultant to the World Health Organization, the World Bank, and several governments.

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:

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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 to build relationships with a diverse group of people playing leading roles in public health programs around the world.

FEES AND DEADLINE

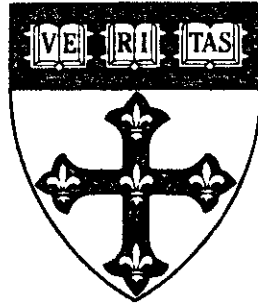
- Tuition, course materials, and accommodations: US\$4450
- Airfare, meals, incidentals, and health insurance are the responsibility of the sponsoring organization.
- Deadline for confirmation of funding: 28 February 2001

MSH

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Harvard School of Public Health

Boston, Massachusetts, U.S.A.



THE EIGHTH ANNUAL

MANAGING HEALTH PROGRAMS IN DEVELOPING COUNTRIES

June 21 - August 13, 1999



PURPOSE

Managers of health care organizations in developing countries face enormous challenges. While public demand for services has steadily grown, financial and human resources have become increasingly unstable and insufficient. Managers are coping daily with inadequate facilities and supplies, poorly-trained and/or poorly-motivated staff, insufficient information for decision-making, rapidly changing technology and fluctuating political support. There is tremendous pressure to initiate positive change within such demanding circumstances. Health sector reform has only increased the need for competent managers.

This Harvard School of Public Health program, sponsored by the Health Systems Group and the Center for Continuing Professional Education, has been developed to enhance the skills of mid-career health care managers in developing countries. It allows the mid-career manager who does not have the option of enrolling in a lengthy degree program to enhance management skills for organizational success.

The faculty for the program are experts in the field of health care management, and familiar with the particular challenges facing health care managers in developing countries. Participants will also learn from dynamic exchanges between fellow program attendees. In addition, a number of special seminars on topics from HIV/AIDS to service for aging population are held.

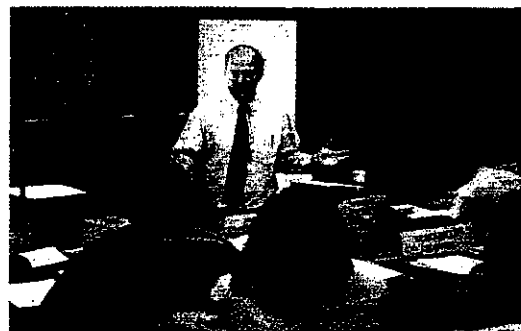
During the first seven years of the program, over three hundred participants from the following 84 countries have attended.

Albania	Costa Rica	Jamaica	Namibia	Peru	Spain
Angola	Cyprus	Jordan	Nepal	Philippines	Sri Lanka
Antigua	Djibouti	Kenya	Nicaragua	Poland	Sweden
Australia	Ecuador	Kuwait	Niger	Republic of	Taiwan
Bahamas	Egypt	Lebanon	Nigeria	Moldova	Tanzania
Bangladesh	Eritrea	Malawi	Northern	Rwanda	Thailand
Belize	Ethiopia	Malaysia	Marianas Is.	St. Vincent &	The Netherlands
Bolivia	Fiji	Maldives	Norway	the Grenadines	Uganda
Brazil	Georgia	Mali	Oman	Saudi Arabia	United Arab
British Virgin Islands	Ghana	Martinique	Pakistan	Senegal	Emirates
Bulgaria	Grenada	Mauritius	Palestine	Singapore	United States
Cambodia	Haiti	Mexico	Papua	Slovenia	Vietnam
Cameroon	India	Montserrat	New Guinea	Somalia	Zaire
Chad	Indonesia	Mozambique	People's Republic	South Africa	Zambia
Colombia	Iran	Myanmar	of China	South Korea	Zimbabwe

WHO SHOULD ATTEND

This program has been especially designed for managers and health professionals from developing countries who work in both government and private sector health organizations, including curative (hospital) and preventive health programs, at the national, provincial and district levels. The ideal candidates are experienced health professionals who have made the transition from direct service (usually clinical) to managerial responsibilities. Most participants in past programs have been physicians who have not had prior formal training in management. Space in this program is limited and each year many more qualified candidates apply than can be admitted. It is therefore important that interested individuals apply early.

Persons with exclusively health policy, rather than management, interests should be aware that the Health Systems Group has other courses currently being developed. You can be placed on the mailing list for other course announcements by contacting the office listed in this brochure and indicating your interests.



COURSE CONTENT

Health Sector Development (6 sessions)

- Political/Economic Context
- Factors Affecting Sustainability
- "Political Mapping" Process
- Decentralization

Priority-Setting (4 sessions)

- Epidemiologic/Demographic Factors
- Community Assessment
- Rapid Assessment

Organizational Strategy (4 sessions)

- Environmental Assessment
- Internal Assessment
- Development of Strategies and Tactics

Social Marketing (8 sessions)

- Marketing Strategy
- Marketing Research, Focus Groups, and Surveys
- Marketing Management

Micro Computer Operation with hands-on training (14 sessions)

- Basic Program for New Users
- Advanced Program for Experienced Users

Financial Management (12 sessions)

- Financial Accounting
- Cost Accounting
- Management Control/Budgeting

Human Resource Management (10 sessions)

- Communication
- Motivation
- Team-Building
- Managing Change
- Negotiation and Conflict Resolution

Program Financing (6 sessions)

- Alternative Strategies for Financing
- Community and Self-Financing
- Guidelines for Project Managers

Program Evaluation (8 sessions)

- Conceptual Overview
- Measuring Outcomes
- Research Design and Measurement
- Use of Evaluation Data

Cost-Effectiveness Analysis (4 sessions)

- Problem Clarification
- Cost Measurement
- Effectiveness Measurement
- Decision Rules
- Sensitivity Analysis

Quality Management (8 sessions)

- Basic Concepts
- Methods and Techniques
- Implementation Strategies

"An exciting, intensive course with a broad vision on public health, preparing one for higher aspirations in one's career."

Dr. Idrissa Kempanju - Tanzania

"Provides excellent resources on healthcare issues."

Emeka Onugha - Nigeria

Note: Every effort has been made to ensure that the information in this brochure is accurate. The Harvard School of Public Health, however, reserves the right to make changes without prior notice as conditions may warrant.

COURSE DIRECTOR

Paul H. Campbell, M.P.A., Sc.D.
Deputy Director, Health Systems Group
Lecturer on Management
Harvard School of Public Health

FACULTY

Iain W. Atkin, M.B., B.Chir., M.B.E.
Lecturer on Maternal and Child Health
Harvard School of Public Health

Thomas J. Bossert, Ph.D.
Research Associate
Harvard School of Public Health

Maggie Huff-Rousselle, M.A., M.B.A.
President, Social Sectors Development Strategies, Inc.
Instructor in Management
Harvard School of Public Health

David G. Javitch, Ph.D.
President, Javitch Associates
Instructor in Organizational Behavior
Harvard School of Public Health

Joel H. Lamstein, S.M.
President, John Snow, Inc. (JSI)
Visiting Lecturer on Population & International Health
Harvard School of Public Health

Eugene Litvak, Ph.D.
Senior Research Fellow
Harvard School of Public Health

Leonard J. Marcus, Ph.D.
Lecturer on Public Health Practice
Harvard School of Public Health

A.K. Nandakumar, Ph.D.
Asst. Professor of International Health
Policy & Economics
Harvard School of Public Health

Doreen A. Nicastro, M.P.H.
Instructor, Division of Graduate Medical Sciences
Boston University Medical Center

Michael R. Reich, Ph.D.
Professor of International Health Policy
Harvard School of Public Health

Dennis Ross-Degnan, Sc.D., M.S.P.H.
Asst. Professor in Social Medicine & Health Policy
Harvard Medical School

Pedro J. Saturno, M.D., Ph.D., M.P.H.
Professor of Public Health
University of Murcia, Spain
Visiting Lecturer in Quality Management
Harvard School of Public Health

Donald S. Shepard, Ph.D.
Research Professor, Heller School
Brandeis University
Visiting Lecturer on Health Policy & Management
Harvard School of Public Health

Glenn K. Wasek, S.M.
Vice President, Marketing, John Snow, Inc. (JSI)
Adjunct Lecturer on Management
Harvard School of Public Health

COURSE ORGANIZATION

We have found that experienced professionals benefit most from a program of study that stresses the application of analytical tools to the solution of practical problems. The program has been designed with this goal in mind. The eight weeks of study will include lectures, discussion groups, case studies, problem sets and the preparation of a major case presentation. Both lectures on core material and special topics will be conducted by experts in international health management and Harvard University faculty. The course schedule will also include site visits to local health care facilities. All classes will be held at the Harvard School of Public Health.

Participants are expected to work independently or in small groups on a project focussing on a current management problem in their organization. Each person will meet with the course director to discuss their major project and will present a summary of the problem and recommendations to the class towards the end of the course. Participants are encouraged to bring information from their own organizations which may be helpful in their study project. The Harvard University libraries will be available for participants to use while they are attending the program.

A Certificate of Participation from the Harvard School of Public Health, acknowledging the educational accomplishment, will be presented to each participant who has successfully completed the course.

COURSE FEES AND ESTIMATED LIVING EXPENSES

Required course fees are as follows:

Tuition	\$6,650.00 (U.S.)
Course Materials	\$ 435.00
Computer Fee	\$ 420.00
Health Insurance	\$ 315.00
Total course fees	\$7,820.00

Tuition includes all instruction, field trips, social and recreational activities, and the use of Harvard University facilities including libraries and University transportation. *Course materials* include books, booklets, articles and other take-home materials. *Computer fee* covers use of computer laboratory facilities for formal classes and 24-hour access for independent use throughout the course.

United States *health insurance* is mandatory for international participants. The cost quoted above is for insurance purchased through Harvard University. Sponsoring agencies may provide U.S.-based health insurance which can be substituted.

Housing and estimated living expenses for the 8-week period are as follows:

Housing	\$1,845.00 (U.S.)
Meals	\$2,000.00
Miscellaneous	\$3,000.00

The *housing cost* is for an individual participant in the University-owned facility described on the next page of this brochure. Other living arrangements made by participants will vary greatly in cost depending upon size, amenities and location. Based upon past experience, participants should expect to pay per month, \$900-\$1,300 for a 1-bedroom apartment, \$1,400-\$2,000 for a 2-bedroom apartment and over \$2,000 for a 3-bedroom apartment. The estimated cost for *meals* is based upon a combination of cooking in the residence hall kitchen and dining out. *Miscellaneous* costs include local transportation and other personal expenses. We recommend allocating funds for shipping course materials home at the end of the program.

Financial Assistance/Requirements

Participants are generally sponsored by their employer or funding organization. Applicants seeking funding for this program are advised to contact potential sponsors as soon as possible. Whenever possible, application for funds should be submitted to the sponsor's local or regional representative. Information regarding potential sources of funding may be available from the Educational Advising Centers in the United States Embassy or at the Ministry of Health. Harvard University and the School of Public Health do not provide scholarship or financial assistance for short-term training courses.

Agencies that have sponsored this Harvard University program include: *WHO* (World Health Organization); *PAHO* (Pan American Health Organization); *USAID* (United States Agency for International Development); *AAI* (African-American Institute); *Asia Foundation*; *World Bank*; *UNDP* (United Nations Development Programme); *UNFPA* (formerly United Nations Population Fund); *SIDA* (Swedish International Development Authority); *PPTP* (Pakistan Participant Training Programme); *AED* (Academy for Educational Development); *Kellogg Foundation*; *Ford Foundation*; *ILO* (International Labor Organization); *GTZ* (Gesellschaft fuer Technische Zusammenarbeit); *ECFMG* (Educational Commission for Foreign Medical Graduates); *Fullbright Commission*; and *Pathfinder International*. Please note that we are unable to be an intermediary between applicants and funding organizations and are unable to provide addresses to these organizations.

Participants must provide the Harvard School of Public Health with a letter of financial commitment from their sponsors detailing the level and duration of financial support.

Self-funded applicants must submit a non-refundable deposit in the amount of \$500.00 (U.S.) within two weeks of acceptance to the program. This deposit will be credited to the course tuition. Upon acceptance, self-funded participants must also provide documentation (bank statement or letter of credit) of sufficient funds to cover required course fees and estimated living expenses.

GENERAL INFORMATION

Living/Dining Arrangements

Housing for individual participants has been reserved at one of Harvard University's student resident halls in Cambridge, which is a 25-minute bus ride from the School of Public Health in Boston. A shuttle bus leaves Harvard Yard every 10 to 15 minutes providing free transportation from 7:00 a.m. until 10:30 p.m. daily between the School of Public Health and Rockefeller Hall. Each person will have a private single room and share a bathroom with 3 other participants within a suite (separate for men and women). There is also a common kitchen which is shared by everyone on a floor. Participants are responsible for their meals, which may be purchased at local restaurants, University cafeterias, or prepared in the residence hall kitchens.

Private housing arrangements are available to a limited degree in Cambridge and Boston and can be made by participants who do not wish to stay in Rockefeller Hall.

Boston and Cambridge

Boston is the capital of the state of Massachusetts and one of the oldest cities in the United States. It is also a vital and dynamic center of government, education, commerce, medicine, banking and the arts. It is the site of the Harvard Medical School and the School of Public Health. Cambridge, just across the Charles River from Boston, is a city of 100,000 people and home to Harvard University. Harvard Square is a lively cultural center with numerous stores and restaurants catering to almost any national taste.

While at Harvard, program participants will be able to enjoy Harvard's outstanding museum collections, athletic facilities and libraries. The University and surrounding communities offer a busy cultural calendar during the summer months, including music concerts, dance performances, lectures and films.

June, July and August are excellent months to visit Boston. The summer climate is generally warm, with June temperatures in the 70's and 80's (°F), and occasionally temperatures in the 90's (°F/32° C) in July and August. There can be cool days with temperatures as low as 55°F/14° C and periodic rainfall.

APPLICATION

The application form required for the program is enclosed. Enrollment is limited to approximately 50 participants to facilitate discussion among instructors and participants. Applications should be received in our office no later than April 1, 1999. Individuals are advised to apply as soon as possible as participants are selected on a first-come, first-admitted basis. Applications received after this date will be reviewed on a space-available basis. Applications and all correspondence regarding this course should be directed to:

Nerisa Maud, M.P.H.
Program Officer
Harvard School of Public Health
677 Huntington Avenue, SPH 1210
Boston, Massachusetts 02115, U.S.A.

Telephone: (617) 432-4545

Fax: (617) 432-1323

E-mail: nmauri@sph.harvard.edu

Internet Site: <http://www.hsph.harvard.edu/rnhpdc.html>

The Harvard School of Public Health is committed to improving the delivery of health services through worldwide training, teaching, research, and service in public health.

THE JOHNS HOPKINS UNIVERSITY

**Third
Annual
Summer Institute
in Health
Policy &
Management**

MANAGING HEALTH CARE SERVICES: IMPROVING OUTCOMES AND COSTS

MANAGING HEALTH EDUCATION PROGRAMS: ESSENTIAL TOOLS FOR EFFECTIVE PRACTICE

June 7 – June 25, 1999

DEPARTMENT
of
HEALTH POLICY
&
MANAGEMENT

SCHOOL OF HYGIENE & PUBLIC HEALTH

★ GENERAL INFORMATION

Welcome to the Third Annual Health Policy and Management Summer Institute, offered by the Department of Health Policy and Management of The Johns Hopkins University School of Hygiene and Public Health. This year's institute will be held during the three week period June 7- 25, 1999 and consists of two focus areas, one in health management and outcomes, the other in health education and communications. Summer Institute participants may take courses in either or both focus areas.

Further information on the HPM Summer Institute can be found on the web at <http://www.jhsph.edu/Departments/HPM/instit-1.htm>. Questions can be directed to (410) 614-1580. Note: English is the language of instruction.

★ THE CURRICULUM

The HPM Summer Institute has two areas of program focus, each with their own learning objectives. Students enrolled in the Managing Health Care Services: Improving Outcomes and Costs focus, upon completion will be able to describe the current thinking regarding best practices in managing and improving health services organizations; identify options available for designing, financing and organizing health care delivery, and appreciate the policy context that influences managerial decision-making; apply a variety of analytical methods that support sound management decision making; understand current methods of assessing patient-reported outcomes and organizational performance indicators, as well as the uses of such information for performance improvement. Participants will be able to identify and critically analyze ethical issues and conflicts that arise in the delivery of health care and apply new skills in the mediation or resolution of such conflicts.

Students enrolled in the Managing Health Education Programs: Essential Tools for Effective Practice focus, upon completion will understand the importance of health behavior as a contributor to current public health problems and methods to influence the health of individuals, groups and communities; understand basic and advanced health education and health promotion methods, such as conducting focus groups and creating effective health messages, as well as basic management skills for the effective conduct of health education programs. Participants will also enhance their skills in health promotion planning and implementation through familiarity and facility with a variety of behavioral and social science theories and planning models.

★ COURSE CREDITS

All courses taught in the Health Policy and Management Summer Institute are offered for graduate academic credit at The Johns Hopkins School of Hygiene and Public Health. Courses may also be taken for audit or Continuing Medical Education credit.

The Johns Hopkins University School of Medicine is accredited by the Accreditation Council for Continuing Medical Education to sponsor continuing medical education for physicians.

The Johns Hopkins University School of Medicine designates this continuing medical education activity for up to one credit hour per hour of instruction in Category 1 of the Physician's Recognition Award of the American Medical Association. Each physician should claim only those hours of credit that he/she actually spent in the educational activity.

These courses have also been approved for Continuing Education Units. Participants will earn 0.1 credit hour per hour of instruction.

The HPM Summer Institute is designated a provider of Category 1 continuing education contact hours (CECH) in health education by the National Commission for Health Education Credentialing, Inc.

★ CERTIFICATES

Courses taken in the HPM Summer Institute may be applied toward the Certificate in Health Finance and Management or the Certificate in Health Education, both sponsored by the Department of Health Policy and Management. Both certificate programs have specific requirements and applications which can be viewed on the department's home page, <http://www.jhsph.edu/Departments/HPM/>.

★ REGISTRATION

Pre-registration is highly recommended for the HPM Summer Institute. In-person registration will be held (provided that space is available) from 8:15 - 8:50 a.m. prior to the beginning of each class, at the Hampton House Building, 624 N. Broadway.

Retroactive conversion of continuing education units to academic credit is not permitted.

★ TUITION AND FEES

The costs of enrollment for the HPM Summer Institute are:

Registration prior to April 15th: (Course materials and CME or CHES fee included)
Academic Credit/Audit/CME/CHES or CEU: \$495 per academic credit

Registration after April 15th to the first day of class:

Academic Credit/Audit:	\$495 per academic credit
Course Materials:	\$30 per course
CME or CEU Certificate:	\$20
CHES Credits:	\$5 per CECH

The completed registration form must be accompanied by tuition payment. Checks should be made payable to the "JHU HPM Summer Institute" and must be made in U.S. dollars drawn on a U.S. bank. Any bank charges incurred for processing will be charged to the registrant. Mastercard, American Express and Visa payments are accepted. Registrants financed by agencies such as the World Health Organization or the U.S. Federal Government must submit purchase orders or contract documents with their registrations. Employees of The Johns Hopkins University who wish to use Tuition Remission should call (410) 502-5417 for clarification on which application form to use. Registrations received without payment will not be processed.

★ HOUSING ACCOMMODATIONS

Special hotel rates have been arranged for attendees at the following Baltimore area hotels. Please contact your hotel of choice directly. Reservations made after May 7, 1999 will be offered at the hotel's regular prevailing rates. All rooms are based upon availability. Transportation from the hotel to Johns Hopkins Medical Campus is as indicated. Identify yourself as attending the Johns Hopkins/Health Policy and Management Summer Institute.

Tremont Suite Hotels 222 St. Paul Place
Baltimore, Maryland 21202 Phone: [1-800-TREMONT]
Complimentary shuttle from hotel to Johns Hopkins.
\$99 per night/double

The Clarion Hotel 612 Cathedral Street at Mt. Vernon Square
Baltimore, Maryland 21201 Phone: 1-800-292-5500
Complimentary shuttle from hotel to Johns Hopkins.
\$99 per night/double

The Days Inn Inner Harbor 100 Hopkins Place
Baltimore, Maryland 21201 Phone: 410-576-1000 / Fax: 410-576-9437
Cab vouchers to Johns Hopkins Medical Campus available.
\$75 per night/double

★ BALTIMORE ATTRACTIONS

Baltimore's Inner Harbor area includes the National Aquarium, Maryland Science Center, Harborplace, Pier Six Music Pavilion, The ESPN Zone, Hard Rock Café and Planet Hollywood. Other city attractions include:

- Port Discovery
- Babe Ruth House and Museum
- Lexington Market
- Baltimore Museum of Art
- The Baltimore Zoo
- Oriole Park at Camden Yards
- Meyerhoff Symphony Hall
- Edgar Allen Poe House
- Walters Art Gallery
- Fort McHenry and Federal Hill

★ PROGRAM DIRECTORS

Donald M. Steinwachs, Ph.D.
Professor and Chair, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Laura Morlock, Ph.D.
Professor and Associate Chair of Management Programs,
Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Debra Roter, Dr.P.H.
Professor and Associate Chair of Social and Behavioral Sciences,
Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

★ ADVISORY COMMITTEE* & INSTITUTE FACULTY

Gerard Anderson, Ph.D.
Professor, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Elaine Auld, M.P.H., C.H.E.S.*
Executive Director, Society for Public Health Education

Larion G. Beiber, M.D., F.A.C.P.
Clinical Associate Professor of Medicine,
The Pennsylvania State University School of Medicine

Janice Bowie, Ph.D., M.P.H.*
Assistant Professor, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

June Buckle, M.S.N., Sc.D.
Consultant

Christopher Cassirer, Sc.D., M.P.H.
Assistant Vice President, MMI Healthcare Services Group

Roger Chanfournier, M.H.S.A.
President, STAR Advisory Group, LLC

Barbara Curbow, Ph.D.*
Associate Professor, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Richard O. Davis, Ph.D.
Senior Director, Office of Vice President of Administration,
Johns Hopkins Outpatient Center

James Doherty, Jr., J.D.
Vice President and General Counsel, New American Health, Inc.

Lee Fleisher, M.D.
Associate Director, Department of Anesthesiology and Critical Care Medicine,
The Johns Hopkins Hospital

Ruth Gaare, J.D., M.P.H.
Instructor, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Andrea Gielen, Sc.D., Sc.M., C.H.E.S.*
Associate Professor, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

OTHER COURSES OF INTEREST:

The Johns Hopkins/University of Hawaii Winter Institute for Healthcare Executives
March 20-27, 1999, Kahala Mandarin Oriental Hotel, Waikiki, Hawaii
For information, contact Ms. Kimberly Fujinchi, University of Hawaii
College of Business Administration, 2404 Maile Way, B101, Honolulu, HI 96822
Phone: 808-956-5104/Fax: 808-956-3766/Email: kimmer@ced.cha.hawaii.edu

Summer Institute in Environmental Health Sciences
May 24th - June 11th, 1999

For information, contact Ms. Kay Castleberry at 410-955-2212

Principles and Practices of Injury Prevention Summer Institute
June 6th - 11th, 1999

For information, contact Ms. Susanne Ogaitis at 410-955-2636

Graduate Summer Program in Epidemiology and Biostatistics
June 14th - July 2nd, 1999

For information, contact Ms. Ayesha Khan at 410-955-7158

Health Policy and Management/University of Geneva Institute
June 21 - 25, 1999 / July 12 - 17, 1999 / September 13 - 18, 1999
For information, contact Ms. Judith Holzer at 410-955-2488

Norbert Goldfield, M.D.
Medical Director, Health Information Systems, 3M HealthCare

Judith L. Holzer, M.B.A.*
Instructor and Academic Administrator,
Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Linda Jones, M.H.A., C.P.C.U.
Healthcare Risk Management and Claims Consultant,
Riggs, Counselman, Michaels & Downs, Inc.

Vabe A. Kazandjian, Ph.D., M.P.H.
Vice President for Research, Maryland Hospital Association

Catherine Klein, M.S.B.*
Financial Coordinator, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Philip J. Leaf, Ph.D.
Professor, Department of Mental Hygiene,
The Johns Hopkins School of Hygiene and Public Health

Harold Lehmann, M.D., Ph.D.
Director of Medical Informatics Education,
Assistant Professor of Pediatrics and Biomedical Information Sciences,
The Johns Hopkins University School of Medicine

C. Alan Lyles, Sc.D., M.P.H., RPh*
Assistant Professor, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Eileen McDonald, M.S.*
Instructor, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Laura L. Morlock, Ph.D.*
Professor, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Catherine J. Morrison, J.D.
Associate Administrative Director, University Physicians,
The Pennsylvania State University, Milton S. Hershey Medical Center

Stephen T. Parente, Ph.D., M.P.H.
Senior Research Director, The Project Hope Center for Health Affairs

Peter Pronovost, M.D.
Assistant Professor, Department of Anesthesiology and Critical Care Medicine,
The Johns Hopkins School of Medicine, The Johns Hopkins Hospital

Debra Roter, Dr.P.H.*
Professor, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Donna Shiloh, M.S.*
Instructor and Associate Director, MHS in Health Finance and Management Program,
Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Edward Speedling, Ph.D.
Executive Director, Organization, Development and Administration,
The Pennsylvania State University, Milton S. Hershey Medical Center

Donald M. Steinwachs, Ph.D.*
Professor and Chair, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Larry Strassner, R.N., M.S.
Consultant, Arthur Anderson, LLP

William J. Ward, Jr., M.B.A.*
Associate Scientist, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Jonathan P. Weiner, Dr.P.H.
Professor, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Mary Wisniewski*
Program Coordinator, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health

Albert W. Wu, M.D.
Associate Professor, Department of Health Policy and Management,
The Johns Hopkins School of Hygiene and Public Health


JUNE 7 - 11, 1999

INTRODUCTION TO THE CONCEPTS OF MANAGED CARE
(309.787.11) Tuition \$990 9:00 a.m. - 5:00 p.m. / June 7 - 8
Instructors: Alan Lyles, Sc.D., M.P.H., RPh and Jonathan P. Weiner, Dr.P.H.
This course provides an overview of major issues related to the design, financing and management of Health Maintenance Organizations (HMOs) and other managed care delivery systems. Topics include: Introduction and overview; risk sharing and the tools of "managed care," financing, designing and managing integrated delivery systems; and medical management issues. Students will be evaluated on the basis of a case study analysis to be submitted within one month after the conclusion of the course.
(2 academic credits, 14 CME, 1.4 CEU)

FUNDAMENTALS OF BUDGETING AND FINANCIAL MANAGEMENT
(312.619.11) Tuition \$1485 9:00 a.m. - 5:00 p.m. / June 9 - 11
Instructor: William J. Ward, Jr., M.B.A.
The objective of this course is to provide students with an understanding of the role of budgeting as a key component of the administrative process. Students will learn how to develop a budget, as well as how to evaluate the financial status of a department or operating unit and determine what, if any, corrective actions need to be taken. Skills will be taught regarding a variety of analytical methods that support sound management decision-making, including benefit/cost ratio analysis, variance analysis, and cost-effectiveness analysis. The course will also include approaches to benchmarking, productivity improvement techniques, and models for budgeting against standards. The take-home exam is to be submitted within one month after the conclusion of the course. (3 academic credits, 21 CME, 2.1 CEU)

MEDICAL MALPRACTICE AND HEALTH CARE RISK MANAGEMENT "BEST PRACTICES"
(312.775.11) Tuition \$990 9:00 a.m. - 5:00 p.m. / June 7 - 9
Instructors: Christopher Cassiner, Sc.D., M.P.H. and Linda Jones, M.B.A., RPh
This course will familiarize students with the basic principles of medical professional liability, alternative methods of financing medical malpractice risk, and "best practices" in the prevention and control of patient injury and malpractice claims. This three-day seminar will begin with an introduction to the laws governing medical professional liability, the history of the medical malpractice problem in the United States, and discuss recent research regarding patient injury in health care organizations. A conceptual framework for understanding relationships among patient injury, malpractice claims and litigation will be reviewed. Alternative methods of financing, preventing, and controlling patient injury and malpractice claims will be discussed. "Best practices" approaches to preventing patient injury and innovative strategies for managing claims and litigation will be reviewed. The seminar will conclude with a discussion of the future of risk management in a changing health care environment focusing on special topics such as managed care, telemedicine, the trend toward criminalizing medical malpractice, tort reform and the value of increased federal and state regulation of risk management activity. Students will be evaluated based on a 10-15-page paper. The paper is to be submitted within one month after the conclusion of the course. (2 academic credits, 14 CME, 1.4 CEU)

HEALTH INSURANCE DATA: A PROFILING AND COMPLIANCE PRIMER FOR MANAGERS
(309.772.11) Tuition \$495 9:00 a.m. - 5:00 p.m. / June 9
Instructor: Steve Parente, Ph.D., M.P.H.
Health insurers no longer generate data simply to pay bills. The claims data of a health insurer provides an electronic map of a patient's encounters with different physicians, hospitals and ancillary providers. These data are foundation for a wide array of critical business functions including provider profiling, quality of care compliance measures (e.g. HEDIS) and developing risk-adjusted premiums. The objective of this course is to systematically describe the structure of claims data and provide an approach to abstracting the data necessary to generate business critical information. A general knowledge of computers and a market-based health care financing system is assumed. Students will be evaluated based on a short paper. The paper is to be submitted within one month after the conclusion of the course.
(1 academic credit, 7 CME, 0.7 CEU)

INTRODUCTION TO PROVIDER PROFILING METHODS
(309.773.11) Tuition \$495 9:00 a.m. - 5:00 p.m. / June 10
Instructor: Steve Parente, Ph.D., M.P.H.
Provider profiling has evolved into one of the standard instruments employed by insurers and providers to measure the efficiency and quality of medical care and develop financial incentives for reimbursement. This course will provide the student with a primer on provider profiling using examples applied in different health care management settings. Topics such as integrating case-mix adjustment, developing episode of care frameworks and using profiles as a vehicle for financial incentives will be covered extensively. The course is intended for managers who are interested in employing a profiling system in the future which will evaluate their present system with current industry standards. Students will be evaluated based on a short paper. The paper is to be submitted within one month after the conclusion of the course. (1 academic credit, 7 CME, 0.7 CEU)

ADVANCED PROVIDER PROFILING METHODS
(309.774.11) Tuition \$495 9:00 a.m. - 5:00 p.m. / June 11
Instructor: Steve Parente, Ph.D., M.P.H.
Methodological innovations introduced by computer scientists, economists and biostatisticians have the potential to revolutionize provider profiling and enable it to become the leading mechanism to monitor and manage health care costs and quality. Applications from the fields of computer science such as neural networks as well as signal to noise engineering models are currently being applied with limited experiments. This course will provide an overview of what profiling tools are on the drawing boards and those available in the next few years. Data requirements of advanced provider profiles and the impact of proposed health data standards on providing sufficient information for these methods will also be covered. Students will be evaluated based on a short paper. The paper is to be submitted within one month after the conclusion of the course. Prerequisite: Graduate level course in biostatistics or economics is preferred.
(1 academic credit, 7 CME, 0.7 CEU)

ETHICAL AND LEGAL ISSUES IN HEALTH CARE
(306.785.11) Tuition \$495 9:00 a.m. - 5:00 p.m. / June 9
Instructors: James F. Doherty, Jr., J.D. and Ruth Gaare, J.D., M.P.H.
This course explores the ethical implications of the fundamental structural changes taking place in the U.S. health care delivery system, with attention to the different perspectives of the health care professional, the organization that "manages care," and the consumer. Students will be introduced to basic and applied works in ethical theory, and then to actual cases and ethical dilemmas so that they have the opportunity to engage in moral deliberation and decision making. Class topics will include ethical issues involved in the changing physician-patient relationship, reimbursement and financial incentives, quality assurance and utilization review, and the care of vulnerable and high-risk populations. The goal of the course is to challenge students to develop skills in the ethical analysis of policies and conflicts that arise in the delivery of health care. Students will be evaluated on the basis of a case study analysis. The case study is to be submitted within one month after the conclusion of the course. (1 academic credit, 7 CME, 0.7 CEU)

INNOVATIONS IN DISEASE MANAGEMENT
(312.780.11) Tuition \$495 9:00 a.m. - 5:00 p.m. / June 10
Instructor: Larry Strassner, R.N., M.S. and June Buckle, MSN, Sc.D.
This course will focus on the process of selecting, developing, implementing and evaluating clinical pathways. There will also be an overview of technologies used to support clinical pathway evaluation and variance analysis data. The course will integrate lectures, interactive student/faculty experiences and team work. After completing the course, students will be able to: cite common organizational goals for developing clinical pathways; outline the process for selecting and developing effective clinical pathways; identify the strategies and barriers to successful clinical pathway implementation; describe the principles, technologies and strategies to measure the effectiveness of clinical pathways; and develop strategies for integrating clinical path evaluation data into organizational quality improvement processes. Evaluation will be based on a case study (hypothetical or organization specific) in which the student will develop a clinical pathway as well as a strategy for evaluating its effectiveness. The paper is to be submitted within one month after the conclusion of the course. (1 academic credit, 7 CME, 0.7 CEU)

PHARMACEUTICALS: POLICY AND MANAGEMENT ISSUES
(309.770.11) Tuition \$495 9:00 a.m. - 5:00 p.m. / June 11

Instructor: Alan Lyles, Sc.D., M.P.H., RPh

Pharmacist and non-pharmacists managers and clinicians are routinely involved in decisions that determine pharmacy benefits, access to specific medications and controlling drug budgets. The objective of this course is to provide background and a context for this range of decisions. Topics include: FDA drug approval process, pharmacy benefits design options, pharmacoconomics, pharmacy benefit management (PBM) companies, disease management, drug use review/evaluation and accountability/quality reporting such as NCQA/HEDIS measures. From a medication perspective, this course connects material from risk management, QA, decision analysis, managed care and insurance. Students will be evaluated by a short paper that applies the principles presented in the course. The paper is to be submitted within one month after the conclusion of the course.

(1 academic credit, 7 CME, 0.7 CEU)

FUNDAMENTALS OF HEALTH EDUCATION AND HEALTH PROMOTION
(303.602.11) Tuition \$485 9:00 a.m. - 5:00 p.m. / June 7-9

Instructor: Andrea Grier, Sc.D., Sc.M., C.H.E.S.

This course provides students with an overview of the field of health education/health promotion and the opportunity to develop skills in needs assessment and program planning. We will assess the importance of health behavior as a contributor to current public health problems. The role of health promotion in

addressing these problems and ethical issues that arise in practice. The PRECEED/PROCEED planning framework will be covered as a tool for conducting needs assessments and designing and evaluating health promotion programs. Theories of health behavior change will be introduced. Research and practice examples from the community, medical care and school settings will be presented. Students' mastery of this material will be evaluated through completion of two lab assignments and a paper. The paper is to be submitted within one month after the conclusion of the course. (3 academic credits, 21 CME, 7 CEU, 21 CHES)

COMMUNICATION STRATEGIES FOR HEALTH EDUCATION AND HEALTH PROMOTION
(304.925.11) Tuition \$1980 9:00 a.m. - 5:00 p.m. / June 10-15

Instructor: Debra Kover, D.P.H.

Presents various communication strategies used internationally and domestically in health education and health promotion programs at the community level. Students critically evaluate appropriateness of strategies for specific populations through case studies and hands-on experiences that develop skills to apply a program to a specific population and to the production of health education materials. Emphasis on the application of theory underlying community-wide health promotion that centers on the role of the education for entire community and small group approaches. Analyzes the role of mass media and alternative legislation in health education and health promotion. Students will be evaluated based on 4 short papers. The paper is to be submitted within one month after the conclusion of the course. (6 academic credits, 28 CME, 7 CEU, 28 CHES)

JUNE 14 - 18, 1999

MANAGING HEALTH SERVICES ORGANIZATIONS

(312.612.11) Tuition \$1980 9:00 a.m. - 5:00 p.m. / June 14-17

Instructors: Laura Morlock, Ph.D., Roger Chanfourmier, M.H.S.A., Richard Davis, Ph.D., and Peter Pronovost, M.D.

This course provides an introduction to managing and improving health care organizations. Topics and case studies include: (1) leadership development, including building a shared vision; (2) strategic planning; (3) measuring and monitoring organizational performance; (4) human resource management, including motivation, performance feedback, incentive systems and team building; (5) approaches to process improvement, including continuous quality improvement and reengineering; and (6) managing change. Student evaluation will be based 50% on team exercises during the course sessions and 50% on a final paper to be submitted within one month after the conclusion of the course. (4 academic credits, 28 CME, 2.8 CEU)

MEDIATION AND CONFLICT RESOLUTION IN THE HEALTH CARE DELIVERY SYSTEM

(312.773.11) Tuition \$495 9:00 a.m. - 5:00 p.m. / June 18

Instructors: Edward Speedling, Ph.D., Catharine J. Morrison, J.D., Larien G. Bieher, M.D., F.A.C.P. and Ruth Gaare, J.D., M.P.H.

This course is designed for lawyers, physicians, and other health care clinicians and managers interested in developing skills in conflict resolution and mediation. While there will be didactic presentations, a strong emphasis will be on skills-building exercises. All materials and cases will be drawn from "real world" health care examples. Students will be evaluated by class participation and a three to five page written analysis of a case study. The case study is to be submitted within one month after the conclusion of the course. (1 academic credit, 7 CME, 0.7 CEU)

PATIENT REPORTED OUTCOMES I

(309.790.11) Tuition \$495 9:00 a.m. - 5:00 p.m. / June 14

Instructor: Albert W. Wu, M.D.

This course will familiarize students with current methods of assessing patient-reported outcomes, including health-related quality of life, utility, and patient satisfaction. Sessions will emphasize measurement with demonstrations to illustrate each method. The morning session will focus on concepts and definitions, principles of measurement, and methods to evaluate the reliability, validity and usefulness. The afternoon session will concentrate on common methods including the SF-36, the Sickness Impact Profile, and the Standard Gamble. Students will be provided with criteria for judging the appropriateness of particular measures for their own work. Student evaluation will be based on the written review of a published article that utilizes a patient reported outcome measure. Students will discuss the suitability of the measure in regard to the study objectives. The review is to be submitted within one month after the conclusion of the course. (1 academic credit, 7 CME, 0.7 CEU)

PATIENT REPORTED OUTCOMES II

(309.791.11) Tuition \$495 9:00 a.m. - 5:00 p.m. / June 15

Instructor: Albert W. Wu, M.D.

Students will participate in an exercise comparing generic and disease-specific quality of life assessment strategies. Data and completed analyses will be provided to review. Discussion will focus on the strengths and weaknesses of the two methods. The session will outline approaches to selecting and/or designing a measurement strategy, using examples of potential projects provided by participants in the class. The session will conclude with examples of applications of quality of life measures in clinical research, health policy, quality of care, and clinical practice. Student evaluation will be based on a paper that poses a research question relevant to the student's own work and proposes and evaluates a measurement strategy to answer that question. The paper is to be submitted within one month after the conclusion of the course. Note: The prerequisite for this course is 309.790.11. (1 academic credit, 7 CME, 0.7 CEU)

QUALITY PERFORMANCE MEASURES FOR HEALTH CARE ORGANIZATIONS

(311.770.11) Tuition \$1485 9:00 a.m. - 5:00 p.m. / June 16-18

Instructor: Vahe A. Kazandjian, Ph.D., M.P.H.

This course defines "performance" at the level of an institution, such as a hospital, health plan, multihospital system or regionalized system of care delivery. Examples from on-going evaluation efforts will be provided, including results to date from the Quality Indicator Project, a multi-national performance measurement activity involving 1,400 hospitals. The course will also consider the translation of performance evaluation into social policy. Within that discussion, accreditation and various payment systems (incentive and non-incentive based) will be addressed, as well as the usefulness of making performance data available to the public as a guide to the best choice of provider institutions. Student evaluation will be based on in-class participation (25%) and a paper (75%). The paper is to be submitted within one month after the conclusion of the course. (3 academic credits, 21 CME, 2.1 CEU)

IMPLEMENTATION AND SUSTAINABILITY OF COMMUNITY-BASED HEALTH PROGRAMS

(303.606.11) Tuition \$1485 9:00 a.m. - 5:00 p.m. / June 16-18

Instructor: Jane Bowie, Ph.D., M.P.H.

Uses projects in actual domestic settings to illustrate and evaluate the program delivery process and continuation or sustainability of activities and benefits of community-based disease prevention and health promotion programs. Covers theories of innovation and organizational changes, community participation and involvement, programmatic cost benefit, and ethical considerations related to the goal of sustainability programs. Characteristics associated with sustainability and the relationship between investments in health and overall community development. Students will be evaluated based on a short paper. The paper is to be submitted within one month after the conclusion of the course. (3 academic credits, 21 CME, 2.1 CEU, 21 CHES)

JUNE 21 - 25, 1999

POLICY ISSUES IN HEALTH CARE FINANCING AND DELIVERY
(308.604.11) Tuition \$1485 9:00 a.m. - 5:00 p.m. / June 21 - 23
Instructor: Gerard E. Anderson, Ph.D.

This course describes the structure of health services and the nature of the health care industry in the U.S. and analyzes the history, organization, and contemporary methods of financing medical care. International comparisons of health care systems are used to explore alternative methods of organizing and financing health services within the developed countries. A variety of conceptual models are presented for understanding the issues of access to care and use of health services. The course discusses outcomes research and the methods of measuring quality of care and medical effectiveness. It also presents some alternative models for organizing, financing, and managing health services in the U.S., including discussion of how effective population-based programs may be developed, implemented, and evaluated in health departments, hospitals, managed care centers, community health centers, and/or large private corporations with health and wellness programs. A take-home examination will be administered for those students wishing to take the course for academic credit. The exam is to be submitted one week after the conclusion of the course. (3 academic credits, 21 CME, 2.1 CEU)

DECISION ANALYSIS: CLINICAL DECISIONS AND PUBLIC POLICY
(312.786.11) Tuition \$495 9:00 a.m. - 5:00 p.m. / June 24
Instructors: Lee Fleisher, M.D. and Harold Lehmann, M.D., Ph.D.

Dealing with uncertainty, integrating scientific evidence and expert opinion, and trading off patient preferences with social costs are increasingly important aspects of modern medical care. Decision analysis, comprising knowledge and tools to help clinicians and policy makers alike, forms the basis of most clinical rules, clinical practice guidelines, cost-effectiveness recommendations, and policy prescriptions. In this course, we will teach the basics of decision analysis in the context of a clinical problem and of a policy issue. Students taking this course will learn to see opportunities for decision analysis in everyday clinical care, will learn to critique published decision analysis, and will learn to differentiate decision making in clinical and policy contexts. Students will be evaluated on a take-home paper based on concepts and skills taught in the course. The three to five page paper should outline a decision analysis for a specific issue. The paper is to be submitted within two weeks after the conclusion of the course. (1 academic credit, 7 CME, 0.7 CEU)

MEDICAL TECHNOLOGY ASSESSMENT: AN OVERVIEW
(312.788.11) Tuition \$495 9:00 a.m. - 5:00 p.m. / June 25
Instructor: Lee A. Fleisher, M.D. and Gregory de Lissovoy, Ph.D.

This course will provide an overview of the currently advocated approach to the evaluation of new medical technologies, including devices and drugs. Methodologies that will be discussed include randomized clinical trials, cohort studies, use of administrative databases, cost identification analysis and cost-effectiveness analysis. Research synthesis methodologies including meta analysis will be reviewed. Evaluation will be based upon class participation (60%) and a take home examination (40%) which will involve a description of an analysis of a theoretical technology. The take-home examination is to be submitted within one month after the conclusion of the course. (1 academic credit, 7 CME, 0.7 CEU)

CASE MIX AND RISK ADJUSTMENT
(312.777.11) Tuition \$1485 9:00 a.m. - 5:00 p.m. / June 21 - 23
Instructor: Norbert Goldfield, M.D.

This course explores the variety of case mix and risk adjustment methods used for either clinical or economic purposes. These methods will be analyzed for the following settings: Ambulatory care (methods for profiling and for prospective payment of Hospital Outpatient Departments/Ambulatory surgery centers/physician offices), hospital care (chart based vs. claims based methods) and, the newest area, episodes of illness (capitation adjustment and quality of care profiling). Students will learn how to evaluate the many methods available; once a method is chosen, how to use the methods for internal economic and/or quality profiling use; how to work with outside groups toward public disclosure of case mix adjusted informa-

tion. Students will be evaluated on the basis of class participation and a paper (case study analysis or policy oriented). The paper is to be submitted within one month after the conclusion of the course. (3 academic credits, 21 CME, 2.1 CEU)

MANAGING AMBULATORY CARE ORGANIZATIONS
(312.779.11) Tuition \$1485 9:00 a.m. - 5:00 p.m. / June 23 - 25
Instructor: Richard O. Davis, Ph.D.

In this course students will explore how the evolving health care market has increasingly placed the management of ambulatory care resources at the forefront of management challenges within health care delivery systems. More cost-effective and efficient provision of health care is now possible as advances in knowledge and technology facilitate the provision of an increasing number of services in an ambulatory setting. This course will provide an integrated approach to issues of vital importance for administrators and clinicians desiring to play a central and challenging role in shaping and managing ambulatory care. Topics that will be examined within an ambulatory care management framework include: ambulatory site and program development; legal and regulatory issues; strategic and operational financial management; operations management; information systems; managing ambulatory surgical services; medical practice management; alternative delivery models, including home health care and telemedicine, managed care issues; and quality management applications. Student evaluation will be based on class participation (25%) and a paper (75%). The paper is to be submitted within one month after the conclusion of the course. (3 academic credits, 21 CME, 2.1 CEU)

BEHAVIORAL HEALTH SERVICES: OUTCOMES AND COSTS
(311.775.11) Tuition \$990 9:00 a.m. - 5:00 p.m. / June 21 - 22
Instructor: Philp J. Leaf, Ph.D. (co-sponsored by Dept. of Mental Hygiene)

This course will provide an overview of procedures and measures used to assess the outcomes of behavioral health services. Outcomes of services for both children and adults will be discussed. Assessments of functioning, symptomatology, patient satisfaction and costs will be examined and the relative benefits of alternatives approaches compared. Participants will be able to identify strategies for monitoring patient outcomes of clinical services. Students will be evaluated based on a paper describing a strategy for assessing outcomes. The paper is to be submitted within one month after the conclusion of the course. (2 academic credits, 14 CME, 1.4 CEU)

PRACTICAL MANAGEMENT SKILLS FOR HEALTH EDUCATORS
(312.690.11) Tuition \$495 9:00 a.m. - 5:00 p.m. / June 21 - 23
Instructor: Robert C. Gentry, Ph.D.

Demands of the health care system are increasing and require health educators to possess a variety of management skills. This course will provide an overview of the currently advocated approach to the evaluation of new medical technologies, including devices and drugs. Methodologies that will be discussed include randomized clinical trials, cohort studies, use of administrative databases, cost identification analysis and cost-effectiveness analysis. Research synthesis methodologies including meta analysis will be reviewed. Evaluation will be based upon class participation (60%) and a take home examination (40%) which will involve a description of an analysis of a theoretical technology. The take-home examination is to be submitted within one month after the conclusion of the course. (1 academic credit, 7 CME, 0.7 CEU)

INTRODUCTION TO PERSUASIVE COMMUNICATIONS
(304.670.11) Tuition \$990 9:00 a.m. - 5:00 p.m. / June 21 - 22
Instructor: Barbara C. Gentry, Ph.D.

This course explores the variety of case mix and risk adjustment methods used for either clinical or economic purposes. These methods will be analyzed for the following settings: Ambulatory care (methods for profiling and for prospective payment of Hospital Outpatient Departments/Ambulatory surgery centers/physician offices), hospital care (chart based vs. claims based methods) and, the newest area, episodes of illness (capitation adjustment and quality of care profiling). Students will learn how to evaluate the many methods available; once a method is chosen, how to use the methods for internal economic and/or quality profiling use; how to work with outside groups toward public disclosure of case mix adjusted informa-

CALENDAR OF COURSES	June 7	June 8	June 9	June 10	June 11
	Intro. to Concepts of Man. Care	Intro. to Concepts of Man. Care	Fund. of Budgeting and Finan. Mgmt.	Fund. of Budgeting and Finan. Mgmt.	Fund. of Budgeting and Finan. Mgmt.
	Medical Malpractice & Health Care Risk Mgmt. Best Practices	Medical Malpractice & Health Care Risk Mgmt. Best Practices	Health Ins. Data: A Prof. & Compliance Primer for Mgrs.	Intro. to Provider Profiling Methods	Adv. Provider Profiling Methods
			Ethical & Legal Issues in Health Care	Innovations in Disease Mgmt.	Pharmaceuticals: Policy & Mgmt.
	Fund. of Health Ed./Health Promot.	Fund. of Health Ed./Health Promot.	Fund. of Health Ed./Health Promot.	Communication Strategies	Communication Strategies
	June 14	June 15	June 16	June 17	June 18
	Managing Health Services Orgs.	Managing Health Services Orgs.	Managing Health Services Orgs.	Managing Health Services Orgs.	Mediation & Conflict Resolution in the Healthcare Delivery System
	Patient Reported Outcomes I	Patient Reported Outcomes II	Quality Performance Measures for Health Care Orgs.	Quality Performance Measures for Health Care Orgs.	Quality Performance Measures for Health Care Orgs.
	Communication Strategies (cont.)	Communication Strategies (cont.)	Implementation and Sustainability of Community-based Health Programs	Implementation and Sustainability of Community-based Health Programs	Implementation and Sustainability of Community-based Health Programs
	June 21	June 22	June 23	June 24	June 25
Policy Issues in Health Care Financing and Delivery	Policy Issues in Health Care Financing and Delivery	Policy Issues in Health Care Financing and Delivery	Decision Analysis: Clinical Decisions and Public Policy	Medical Technology Assessment: An Overview	
Casemix & Risk Adjustment	Casemix & Risk Adjustment	Casemix & Risk Adjustment	Managing Ambulatory Care Orgs.	Managing Ambulatory Care Orgs.	
Behavioral Health Services: Outcomes and Costs	Behavioral Health Services: Outcomes and Costs	Managing Ambulatory Care Orgs.	Managing Ambulatory Care Orgs.	Managing Ambulatory Care Orgs.	
Persuasive Communications I	Persuasive Communications	Persuasive Communications	Persuasive Communications	Persuasive Communications	

REGISTRATION/APPLICATION FORM

INSTRUCTIONS

Please complete all information below. Incomplete forms will not be accepted.
Please type or print.

Mr. Ms. Dr.

Name _____
(Last) (First) (Middle)

Social Security Number (US applicants) _____

Home Address _____
(Street) (City) (State) (Zip) (Country)

Employer _____

Occupation _____

Work Address _____
(Street) (City) (State) (Zip) (Country)

Preferred Phone Number and E-mail Address (for contact by Institute Administration)

Phone (Area Code/Number) _____ E-mail _____

Have you previously participated in the HPM Summer Institute? No Yes (year(s)) _____

Are you currently a degree seeking student at The Johns Hopkins University? No Yes

If yes, which School, department and degree program? _____

Are you interested in the Certificate in Health Finance and Management? No Yes

Are you interested in the Certificate in Health Education? No Yes

How did you hear about the HPM Summer Institute? Institute Brochure Web site Word of Mouth

School of Public Health Summer brochure Magazine Ad Other _____

(continued on back)

The Johns Hopkins University is an equal opportunity, affirmative action institution. Questions regarding Title VI, Title IX and Section 504 should be referred to Yvonne M. Theodore, Affirmative Action Officer, Garland Hall Room 205, 410-516-8075.

REGISTRATION/APPLICATION FORM

(continued)

COURSE NUMBER	START DATE	COURSE TITLE	ACADEMIC CREDIT	AUDIT	FULL TUITION	ASSOCIATED FEES*	TOTAL
TOTAL PAYMENT							

*for registrations after April 15, add \$30 per course for materials; \$5 per CECH unit/credit; \$20 (total) CME or CEU certificate.

Continuing Medical Education Category 1 Certificate (CME) Yes No
 Continuing Education Certificate (CEU) Yes No
 Continuing Health Education Credit (CECH) Yes No CHES Number: _____

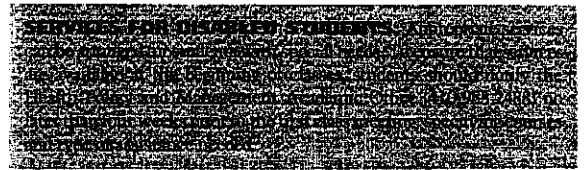
PAYMENT INFORMATION

Enclosed is a check or money order (payable to **Johns Hopkins University**) (include payment for associated fees after 4/15)
 Enclosed is an approved tuition remission form for tuition only (include payment for associated fees after 4/15)
 Purchase order is enclosed (please bill my company)

Contact Name _____ Contact Phone Number _____
 Billing Address _____

Please charge my tuition and any required fees to my credit card:
 Card Type VISA MASTERCARD AMERICAN EXPRESS
 Name (as it appears on card - please print clearly) _____
 Card Number _____ Expiration Date _____

Mail registration to:
 Health Policy and Management Summer Institute
 The Johns Hopkins School of Public Health
 624 N. Broadway, 4th Floor
 Baltimore, MD 21205-1996
 or fax to: 410-955-6959



The Johns Hopkins University
 School of Hygiene and Public Health
 Department of Health Policy and Management
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Training Programs

The Harvard Institute for International Development



The Workshop on Pension Systems in Crisis - Challenges and Options for Reform

Harvard University, Harvard Institute for International Development

The World Bank, World Bank Institute

June 19 - June 30, 2000

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The Program

This two-week workshop focuses on the global social security/demographic financing crisis, its implications for saving, investment, and economic growth, and its potential resolution via privatizing or restructuring social security. The workshop takes both a broad theoretical and strong practical approach to social security reform. The course begins by analyzing the relationship of fiscal policies, in general, and social security, in particular, to the macro-economy and to the intergenerational distribution of welfare. It then uses this framework to examine in detail the privatization as well as the restructuring of social security in specific countries, including the practical and regulatory issues arising in the development of a private pension system. Tools include computer simulation, actuarial modeling, generational accounting, and case studies.

Topics Covered

Where applicable, topics are discussed within a framework of comparative country experience. They include:

- Privatizing vs. Restructuring Public Pension Schemes
- Pension Systems and Economic Growth
- Bolivia, Croatia, Ghana, Hungary, Kazakastan, Poland and other case studies
- Financial Market Preconditions for Reform
- Pension Asset Management and Oversight
- Collection and Payment Systems

The workshop concludes with participant presentations concerning social security reform in selected countries.

Study Method

The course consists of core lectures, discussion groups, case studies, workshops and field trips. Classes are held Monday through Friday. Participants will be expected to develop a social security reform proposal for a specific country.

Faculty

Faculty are drawn from HIID, Harvard University, Boston University, MIT, the World Bank, and other academic and research institutions worldwide. Program Co-Director **Robert Holzmann** is the Director of the Social Protection, Human Development Network of the World Bank. He has served as Senior Economist at the IMF and OECD and as Consultant to numerous international organizations on pension reform and social programs. He has also served

as Managing Director of the European Institute of the University of Saarbrücken Germany, as Professor at The University of Saarbrücken and the University of Vienna and Visiting Professor at various universities in Japan, Chile and Austria. Co-Director **Laurence Kotlikoff** is Professor of Economics at Boston University and a Research Associate of the National Bureau of Economic Research. A consultant to the U.S. and foreign governments, financial institutions, and international lending agencies, Professor Kotlikoff is one of the world's leading experts on fiscal policy. Co-Director **Jeffrey Sachs** is the Director of the Center for International Development (CID), the Galen L. Stone Professor of International Trade at Harvard University, and a Research Associate of the National Bureau of Economic Research. In addition to his academic activities, he serves as economic advisor to several governments in Latin America, Eastern Europe, the Former Soviet Union, and Asia. Co-Director **Neeta Sirur** is a Senior Economist and Social Protection Team Leader in the Human Development Division of the World Bank Institute (WBI). She also serves as WBI's coordinator for training and capacity building activities in Africa. Previously, she managed World Bank country-focused lending operations and analytic work in the social security protection areas in Eastern Europe, Africa and East Asia.

SPEAKERS

The workshop will feature presentations by over 30 world-renowned academics, government leaders and investment bankers. They include:

- Nick Barr – London School of Economics
- Afsaneh Mashayekhi Bechloss – Vice President and Treasurer, The World Bank
- Zvi Bodie – Professor of Finance, Boston University
- Kwesi Botchwey – Head of HIID's Africa Project; Former Finance Minister of Ghana
- John Campbell – Otto Eckstein Professor of Applied Economics, Harvard University
- Robert Fogel – Nobel laureate Professor of Economics, University of Chicago
- Marshall Goldman – Associate Director, Davis Center for Russian Studies, Harvard University; Davis Professor of Russian Economics Emeritus, Wellesley College
- Estelle James – Lead Economist, Development Research Group, The World Bank
- Grigory Marchenko – Head, Kazakhstan Central Bank
- Olivia Mitchell – Executive Director, Pension Research Council, University of Pennsylvania; Professor of Risk Management and Insurance, University of Pennsylvania/Wharton
- Franco Modigliani – Nobel Laureate Professor of Economics Emeritus, Massachusetts Institute of Technology
- Cathy Shavell – Vice President and Legal Counsel, Legal Division, State Street Bank
- Larry Thompson – Senior Fellow, The Urban Institute
- Dimitri Vittas; Advisor, Pensions and Insurance, Financial Sector Development Department, The World Bank
- David Wise – Professor of Political Economy, The Kennedy School of Government, Harvard University

Participants

Approximately 90 participants will be admitted to the 2000 Workshop, which is open to mid- and top-level business managers, consultants, government officials, and policy makers throughout the world. Proficiency in the English language is highly recommended. However, translation will be available in Russian, Spanish and French if required.

Costs

The cost of the two-week workshop is \$7,500 U.S. This includes tuition, accommodation, course materials, computer labs, major medical insurance, and access to Harvard's libraries and recreational facilities, along with a daily breakfast, lunch, opening and closing dinners and special event meals. Also included are leisure outings to The John F. Kennedy Presidential Library and Museum, an outlet shopping mall and Boston Red Sox baseball game, a trolley tour of Boston, a harbor cruise and clambake. In addition, participants need to obtain funds for travel between their homes and Boston. They must also obtain a per diem allowance to cover dinners, taxi fares, laundry and telephone calls, faxes and other incidental expenses. We recommend that governments or funding agencies for each participant use their own standard living allowance for the Boston area.