



Summer School in Public Health Policy, Economics and Management

From 26 to 31 August 2013 – Lugano (Ticino, Switzerland)

PREAMBLE

Welcome to the Lugano Summer School in Public Health Policy, Economics and Management 2013!

The Summer School has become a unique platform for public health professionals and researchers at all levels of their career to update their knowledge and skills and to exchange expertise and experiences in a stimulating and inspiring environment.

As an innovation in 2013, the Summer School will offer 6-day and 3-day courses to flexibly respond to the training demands of the participants. Each day starts with a plenary session covering a wide range of relevant, emerging topics in public health so participants can profit from inputs and insights into other relevant fields and broaden their professional horizon.



Since its beginning in 1996, the summer school has attracted participants from many different countries. Support by the Swiss Agency for Development and Cooperation (SDC) enabled professionals from Eastern Europe, the West Balkans and Central Asia to participate in transferring and sharing the knowledge and skills needed to manage health systems and health service facilities in transition countries. Since 2013, this collaboration has been strengthened, and the Summer School is now managed by a Steering Committee consisting of the Swiss School of Public Health (SSPH+), the Institute of Economics (IdEP) of the Università della Svizzera italiana, the Swiss Tropical and Public Health Institute, Basel, and the Swiss Agency for Development and Cooperation.

The Summer School in Lugano is an excellent platform to meet, also outside of the classroom, with colleagues of different professional backgrounds, coming from low, middle and high income countries, and experiencing diverse living conditions. Thus, the Swiss School of Public Health encourages all its students to profit from this inspiring environment. PhD in Public Health students, who often focus on specialized topics, are especially and warmly invited and supported to attend the Summer School in order to widen their Public Health perspective. In the past, PhD student participants gave enthusiastic feedback about this opportunity to share and understand public, international and global health dimensions in a multicultural and interdisciplinary context.

I would like to thank all the course facilitators, participants and the organising team of the University of Lugano for their contributions and hope you will all enjoy an interesting and enriching Summer School in Lugano 2013.

Prof. Dr. med. Charlotte Braun-Fahrländer
Vice-director of the Swiss School of Public Health and
Academic Director of the SSPH+ PhD Programme in Public Health

INTRODUCTION

The Foundation Swiss School of Public Healthplus (SSPH+), the Institute of Economics (IdEP) of the Università della Svizzera italiana and the Swiss Tropical and Public Health Institute (Swiss TPH) organize the Summer School in Public Health Policy, Economics and Management.

Courses are catered to professionals and managers of health administrations, hospitals and other services worldwide, health sector facilities, policy-makers and any student registered for one of the continuous education programs coordinated and supported by the SSPH+.

The Summer School is an opportunity to meet new colleagues and peers, exchange knowledge, build networks, and share insights. The emphasis will be on participative approaches, complemented by formal teaching.

This year's edition offers 5 courses distributed over 6 days and 5 short courses (3 days). Hence, each participant can attend 1 course of 6 days or 2 courses of 3 days.

Summer School courses are recognized in the ECTS framework and count toward SSPH+ degree programmes. Each 6-day course is assigned a credit value of 2 ECTS and each 3-day course is assigned 1 ECTS.

Those who actively participate and pass the final assessment are awarded a certificate of success. A certificate of attendance will be issued to any registered student who has regularly attended lectures and seminars.



PROGRAMME OF THE COURSES

6-day Courses

| COURSE N° | PAGE | COURSE |
|-----------|---------|--|
| Course 1. | page 9 | Public Mental Health: Evaluations of Programmes and Policies Teachers: Prof. Martin Knapp Prof. Emiliano Albanese |
| Course 2. | page 12 | Governance and Management of Comprehensive Health Networks Based on a Population Approach Teachers: Prof. Denis Roy Prof. Eric Litvak |
| Course 3. | page 15 | Planning of Health Systems with Limited Resources Teachers: Prof. Don de Savigny Bernadette Peterhans |
| Course 4. | page 18 | Methodology and Practical Application of Economic Evaluation and HTA in Health Care Teacher: Prof. Bernard Burnand Prof. Finn Børlum Kristensen Prof. Mike Drummond Marco Barbieri |
| Course 5. | page 22 | Strategic Management Teacher: Prof. Bernhard Güntert Dr. Axel Hoffmann |

3-day Short Courses from 26 to 28 August

| | | |
|-----------|---------|---|
| Course 6. | page 25 | Climate Change Policies and Health Teachers: Prof. Nino Künzli Prof. Charlotte Braun-Fahrländer |
| Course 7. | page 28 | Non-communicable Disease Control: Public Health and Health Care Approaches Teachers: Prof. Kaspar Wyss Prof. Pascal Bovet |
| Course 8. | page 30 | Leadership of Healthcare Organizations Teachers: Prof. Kenneth R. White |

3-day Short Courses from 29 to 31 August

| | | |
|------------|---------|--|
| Course 9. | page 33 | Use of Outcome Classification for Project and Strategy Development Teachers: PD Brenda Spencer |
| Course 10. | page 35 | mHealth: Mobile Communication for Public Health Teachers: Prof. Suzanne Suggs |

PLENARY SESSIONS 2013

From 26 to 31 August 2013

| DATE | TIME | |
|-----------|------------|---|
| 26.8.2013 | 9.00-10.30 | <p>The Future of Development Cooperation and Global Health</p> <p>Chair: Axel Hoffmann (Head of Teaching and Training Unit, Swiss Tropical and Public Health Institute)</p> <p>Discussants: Gerhard Siegfried (Head of the Eastern and Southern Africa Division of the Swiss Agency for Development and Cooperation (SDC)) and Marcel Tanner (Head of Foundation Board of SSPH+, Director and Professor, Swiss Tropical and Public Health Institute)</p> |
| 27.8.2013 | 9.00-10.30 | <p>Global Prevalence of Dementia: Can the Ticking Bomb be Disarmed?</p> <p>Chair: Charlotte Braun-Fahrländer (Vice-director SSPH+ and Professor, Department of Epidemiology and Public Health, Swiss Tropical and Public Health Institute)</p> <p>Speakers: Emiliano Albanese (National Institute on Aging/National Institute of Health Laboratory of Epidemiology, Demography, and Biometry, Bethesda, USA) and Nino Künzli (Professor, Head Department of Epidemiology and Public Health, Swiss Tropical and Public Health Institute)</p> |
| 28.8.2013 | 9.00-10.30 | <p>Does HTA Really Improve Transparency of Costs and Benefits of Medical Options?</p> <p>Chair: Luca Crivelli (Summer School Scientific Director, Vice-director SSPH+ and Professor, Università della Svizzera italiana)</p> <p>Speakers: Urs Brügger (Director of the Winterthur Institute of Health Economics), Bernard Burnand (Head, Health Care Evaluation Unit, IUMSP and Director of CapiC-Clinical Epidemiology Centre, Hospices/CHUV) and Peter Suter (Swiss Academy of Medical Sciences and Swiss Medical Board)</p> |
| 29.8.2013 | 9.00-10.30 | <p>Healthy Nutrition and Sustainable Food Production</p> <p>Keynote by Fred Paccaud (Director of the Institute of social and preventive medicine, University of Lausanne, Director SSPH+ and President of the NRP 69's steering committee), followed by a round table with representatives from the food industry, agriculture and other related fields</p> |
| 30.8.2013 | 9.00-10.30 | <p>Health Networks in Mature Health Systems Compared to Developing Countries</p> <p>Chair: Luca Crivelli (Summer School Scientific Director, Vice-director SSPH+ and Professor, Università della Svizzera italiana)</p> <p>Speakers: Denis Roy (Associate Professor at the Social and Preventive Medicine Department, University of Montreal and the Epidemiology, Biostatistics and Occupational Medicine Department, McGill University, Director of Information and Knowledge Management, Monterege Local Health and Social Services Network Development Agency), Don de Savigny (Head of the Health Systems Interventions Research Unit in the Department of Public Health and Epidemiology of the Swiss Tropical and Public Health Institute) and Mark Dusheiko (Invited Professor, IEMS - University of Lausanne and Senior Research Fellow, Centre for Health Economics - University of York).</p> |
| 31.8.2013 | 9.00-10.30 | <p>Past and Future Directions for Health Information Systems for Performance Monitoring, Benchmarking and Research</p> <p>Chair: Fred Paccaud (Director of the Institute of social and preventive medicine, University of Lausanne and Director SSPH+)</p> <p>Speakers: Robyn Tamblyn (Scientific Director - CIHR Institute of Health Services and Policy Research; James McGill Chair Professor, Department of Medicine and Department of Epidemiology, Biostatistics and Occupational Health McGill University) and Arnaud Chiolero (Senior clinical resident, IUMSP University of Lausanne and Valais Health Observatory)</p> |

The plenary sessions are free of charge and open to the general public.

For updates on this program please visit the Summer School website.

PRACTICAL INFORMATION

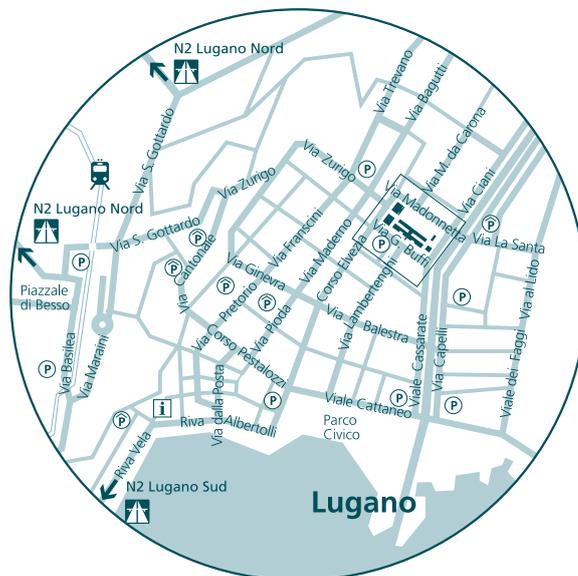
VENUE

All lectures and seminars are held at the campus of the Università della Svizzera italiana in Lugano (Switzerland).

Address:

Università della Svizzera italiana
Via G. Buffi 13
CH-6900 Lugano (Switzerland)
Phone +41 91 666.47.83
Fax +41 91 666.47.33
website www.unisi.ch

The Lugano region is well known for the beauty of its landscape, lake, mountains and Mediterranean vegetation. For further information please visit www.lugano-tourism.ch and www.lagolugano.ticino.ch.



ACCOMMODATION

Participants are expected to book their own hotel rooms.

Lugano offers a wide selection of hotels and other residential accommodation (for details please visit www.lugano-tourism.ch and www.lagolugano.ticino.ch).

LANGUAGES

Courses are taught in English. An excellent knowledge of the language is required. No translation is provided.



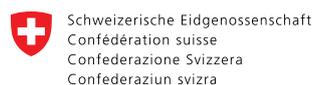
website: www.usi.ch



website: www.swisstph.ch



website: www.sspplus.ch



Direktion für Entwicklung und Zusammenarbeit DEZA
Direction du développement et de la coopération DDC
Direzione dello sviluppo e della cooperazione DSC
Direcziun da svilup e da cooperaziun DSC

GENERAL COURSE INFORMATION

Courses are intended for professionals and managers operating in health administration, hospitals and other services and facilities within the health sector; they are also open to students registered for one of the continuous education programmes coordinated and supported by SSPH+. The program runs from **26 to 31 August 2013**. The number of participants is limited to a **maximum of 25 students per course**.

ECTS, CERTIFICATE OF SUCCESS

Each 6-day course is assigned a credit value of 2 ECTS. Each short course of 3 days is assigned a credit value of 1 ECTS. Those who participate actively and pass the final assessment are awarded a certificate of success. A certificate of attendance will be issued to any registered student who has regularly attended lectures and seminars.

The Summer School's ECTS have so far been recognised by the following SSPH+ programmes:

- MAS Arbeit + Gesundheit / Santé au Travail (ETH Zurich, Universities of Lausanne and Zurich)
- MAS en santé publique (University of Geneva)
- MAS en économie sciences et organisation de la santé (Mas-Santé, University of Lausanne)
- Master of Public Health (Universities of Basel, Bern and Zurich)
- MAS in Versicherungsmedizin (University of Basel)
- Net-MEGS, MAS in economia e gestione sanitaria e sociosanitaria (University of Lugano)
- MAS en droit de la santé (University of Neuchâtel)
- Master of Business Administration in International Health Management (Swiss TPH)
- Master in International Health (Swiss TPH)

COURSE FEES

Fees cover tuition, all teaching materials, lunches and coffee breaks at the university restaurant (from Monday to Saturday). Travel, accommodation and dinners are not included.

6-day courses:

- Regular participants 1'500 CHF
- Students enrolled in SSPH+ programs 1'200 CHF

3-day courses:

- Regular participants 800 CHF
- Students enrolled in SSPH+ programs 650 CHF

Participants who choose to register for 2 of the 3-day courses will benefit from a discount of 100 CHF.

MEALS

The University restaurant serves excellent lunches (international cuisine) from Monday to Saturday. The Summer School does not arrange evening meals. Good restaurants can be found locally.

REGISTRATION

Please complete the online **registration form**, which can be downloaded at: www.ssphplus.ch/summerschool. The **closing date** for registration is **15 July 2013**. **The number of participants is limited and priority will be given to those who register first.**

Participants will receive a **confirmation of admission**. **Registration is valid** upon receipt of the registration form and payment of the full registration fees. The balance must be settled by **15 July 2013 at the latest**.

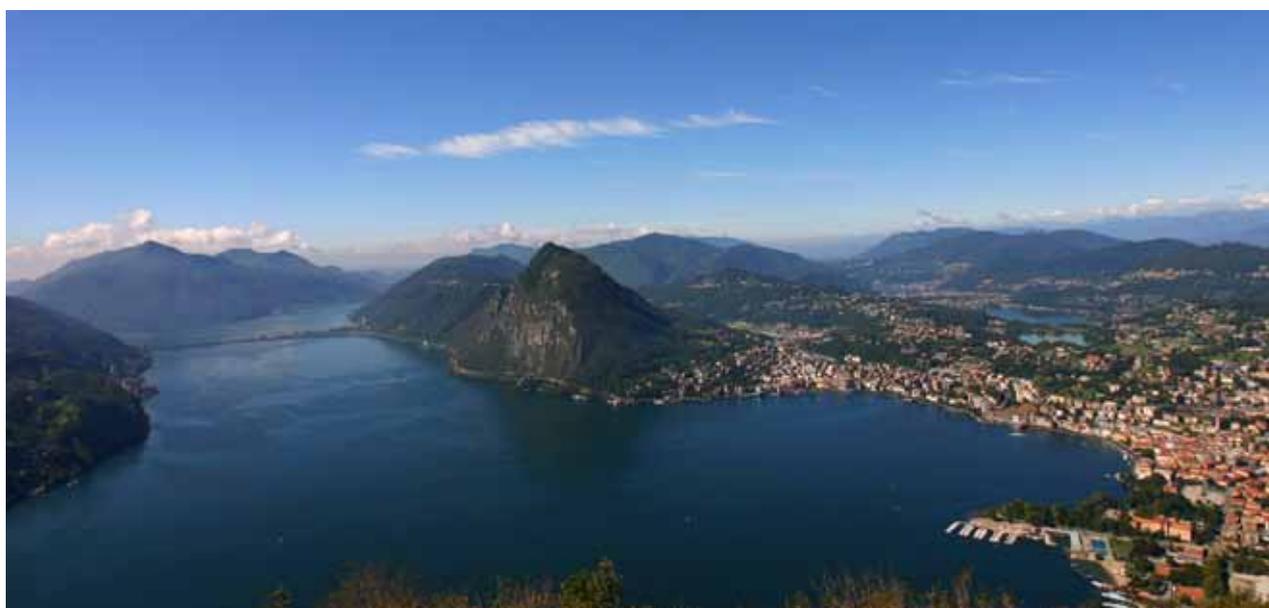
Participants will receive the necessary preparatory documentation a few weeks before the beginning of the course.

MEANS OF PAYMENT & CANCELLATION

- **By bank transfer** to:
UBS SA
CH-6900 Lugano
Account no.: 247-587031.01Y
Code SWIFT/BIC: UBSWCHZH69A
IBAN Code: CH460024724758703101Y
Reference: "Summer School in Public Health Policy, Economics and Management" and your name.
- **By postal transfer** to:
UBS SA
CH-6900 Lugano
Current postal account number: 80-2-2
In favour of the account: 247-587031.01Y
Reference: "Summer School in Public Health Policy, Economics and Management" and your name.

Bank costs are chargeable to the participants.

Full refund is guaranteed for **cancellations** received **by 15 July 2013**. Fees will not be reimbursed after this date.



COURSE 1 (6 days)

Public Mental Health: Evaluations of Programmes and Policies

Prof. Martin Knapp

Prof. Emiliano Albanese

CONTENT OF THE COURSE

The first part of the course will identify the main policy issues in the mental health field, and discuss their implications for evaluation. The course will then set out the aims of and broad approaches to the evaluation of mental health programs, focusing specifically on economic approaches to evaluation and mental health policy and practice.

Areas to be covered in the second part of the course include research methods in mental health and psychiatric epidemiology, fundamentals in public mental health (concepts; impact and interventions), the design of mental health policy, plans and programs as well as the organization of mental health systems.

OBJECTIVES

Prof. Knapp:

- To offer a brief introduction to mental health, and to describe the most common dimensions to national and local policies aimed at addressing mental health needs
- To introduce evaluation in the context of mental health policies and programmes
- To discuss the need for economic evaluation in particular, and to set out how such evaluations might be conducted in mental health contexts
- To enable participants on the course to understand the core principles, strengths and weaknesses of economic evaluations in mental health contexts.

Prof. Albanese:

- To provide an introduction to population-based research methods on mental health and psychiatric disorders
- To provide an overview on public mental health concepts and principles in the context of global mental health
- To enable participants to critically evaluate the existing evidence relevant to public mental health policy, plans and programs and systems.

PREREQUISITES

No prerequisite, but the course will mostly benefit individuals working in the public health sector, health economists, health professionals, policy makers, environmental professionals and others community leaders.

PEDAGOGICAL METHOD

Lectures, team work, practical sessions and group discussion across each of the main topics covered by the course; plus opportunities to discuss participants' own areas and topics of interest.

ASSESSMENT PROCEDURE

Written examination on Saturday August 31st.

Optional

Transfer of Knowledge Activity

On Saturday August 31st, an optional assessment will be offered to interested participants only, with the goal of favouring transfer of knowledge of the Course contents to "real life" needs and situations.

Detailed instructions will be provided on how to complete an essay on a topic of choice in public mental health, closely related to participants' own areas of study or work.

Essays will be due by the end of September 2013, and will be marked and returned with specific feedback and comments by the end of 2013.

COURSE 1 (6 days)

COURSE CONTENT AND STRUCTURE

| Morning | Content | Method | Afternoon | Content | Method |
|--------------------------------|---|--|-------------------------------|---|--|
| Monday 11am – 1pm | Introduction to the course Mental health needs, treatment, outcomes. Conceptual framework for analysing policy and framing evaluation. | Lecture Group discussion | Monday 2pm – 5pm | Mental health policy Dominant themes in policy internationally. How mental health policies are shaped: key influences. Introduction to the role of evaluation. | Lecture Group discussion Practical / group work |
| Tuesday 11am – 1pm | Evaluation of policy and programmes I Approaches to evaluation of programmes and policies. Evaluation challenges in the mental health field. Introduction to economic evaluation in policy contexts | Lecture Group discussion | Tuesday 2pm – 5pm | Economic evaluation I Why is economic evaluation needed? The core principles of economic evaluation | Lecture Group discussion |
| Wednesday 11am – 1pm | Economic evaluation II Examples of economic evaluation and their influences on mental health policies and practices | Lecture Group discussion Practical/ group work | Wednesday 2pm – 5pm | Economic evaluation III Examples of economic evaluation and their influences on mental health policies and practices (continued) Summary of first half of the course | Lecture Group discussion |
| Thursday 11am – 1pm | Psychiatric Epidemiology I Basics and Measurements - Dementia diagnosis and prevalence in populations. | Lecture/ group discussion Practical/ group work | Thursday 2pm – 5pm | Psychiatric Epidemiology II - Study designs and Risk Assessment - Risk and protective factors for Dementia over the life course. | Lecture / group discussion Practical / group work |
| Friday 11am – 1pm | Public Mental Health I - Concepts, Ethics & Human Rights - Social and Legal Protection: the example of dementia. | Lecture/ group discussion Practical/ group work | Friday 2pm – 5pm | Public Mental Health II - Impact & Interventions - Needs of care; DALYs and YLDs; GBD and mortality | Lecture / group discussion Practical / group work |
| Saturday 11am – 1pm | Mental Health Policy, Plans & Programs Concepts and Implementation Steps | Lecture/ group discussion Group work | Saturday 2pm – 5pm | Organization of Mental Health Services Mental health systems: past, present and future | Lecture / group discussion Examination |

CURRICULUM VITAE

Prof. Martin Knapp

Martin Knapp is an academic researcher working in the areas of health and social care policy and practice. He has appointments at two universities: the London School of Economics and Political Science (LSE) and King's College London (KCL). At the LSE, he has been Professor of Social Policy and Director of the Personal Social Services Research Unit since 1996. He has also been Co-Director of LSE Health and Social Care since this over-arching centre was set up in 2000. At King's, he is Professor of Health Economics, based in the Centre for the Economics of Mental and Physical Health, which he established in 1993.

In 2009, Martin was invited by the National Institute of Health Research (NIHR, part of the Department of Health) in England to set up and direct the School for Social Care Research.

Martin's research in recent years has mainly been in the areas of mental health, dementia, autism and long-term care. Most of this work has had a particular focus on economic issues. He has authored or edited 16 books, more than 400 papers in peer-reviewed journals and many book chapters and reports. His work has fed through to have an impact on policy and practice discussions in the mental health and long-term care areas, both in the UK and elsewhere.

Prof. Emiliano Albanese

Emiliano Albanese is a public health physician and epidemiologist currently based at the National Institute on Aging, National Institutes of Health, in the USA. He is actively involved in numerous population-based studies, and he is particularly interested in the life course determinants of aging, cognitive decline and dementia.

In 2007 he co-authored, with Prof. Martin Knapp, the UK dementia report and in 2009 the World Alzheimer Report.

Emiliano is an honorary clinical senior lecturer in public mental health at the Institute of Psychiatry, King's College London, where he also co-coordinates the 10/66 research network on mental health, aging and dementia in low and middle-income countries. Emiliano is an associate member of the Centre for Global Mental Health and was recently appointed assistant professor in public mental health in the department of mental health and psychiatry at the University of Geneva and HUG, Switzerland.

COURSE 2 (6 days)

Governance and Management of Comprehensive Health Networks Based on a Population Approach

Prof. Denis Roy, Prof. Eric Litvak

CONTENT OF THE COURSE

Health systems: goals and context

Complexity and health networks

Principles of health network management

- Mandate, vision of the health network, population-based accountability and the triple aim
- population oriented continuums of intervention
- performance, knowledge and action within the health network

Managing health network action

- Microsystems, mesosystems, macrosystem

Health system governance

- Apparatus and functions, centralization and decentralization
- supporting the local level
- using health policies to orient the system
- accountability, equity and respect of social values

Towards Health systems comprised of population-accountable networks

- an comprehensive model for effective health systems
- the health network's integrator role
- the potentiator role of system governance

Conclusions

OBJECTIVES

By the end of this course, participants will be able to:

- understand how demographic, epidemiological and health transitions create the challenges currently facing complex health systems;
- describe why and how health networks may contribute to successfully addressing these challenges in a context of complexity;
- identify key management strategies useful in managing high performance health organisations and networks;
- understand how to may be mobilize and adapt governance levers in order to guide and support performance improvement;
- acquire a comprehensive view of the dynamics of complex health systems and of the strategies pertinent for their management and governance.

PREREQUISITES

Formal training in health or management disciplines; research and field experience may help participants to fully benefit from the course

PEDAGOGICAL METHOD

Lectures, workshop discussions of examples and topical cases

Personal readings

Sharing of experiences among participants

ASSESSMENT PROCEDURE

Short essay on a relevant, student- identified, topical area

COURSE 2 (6 days)

DETAILED COURSE CONTENT AND STRUCTURE

| Day | Content | Other teaching methods |
|-----|--|--|
| 1 | <p>Introduction and presentations</p> <p>Health systems: context and goals (1)</p> <ul style="list-style-type: none"> - demographic, epidemiological and health transitions - objectives and components of the health system - the challenge of adapting health systems <p>The emergence of networks and complexity in health systems (2.1)</p> <p>The dynamics of health networks (2.5.3)</p> <p>The mandate of population-accountable health networks (3.1)</p> | <p>Individual reflection</p> <ul style="list-style-type: none"> - The challenges of achieving the triple aim of health networks with respect to a population familiar to the participant <p>Plenary discussion and feedback</p> |
| 2 | <p>The health network in action: meeting the needs of a population (3.2)</p> <p>Designing health networks (2.5.4)</p> <p>The value of information in health networks (3.6)</p> <p>Health network performance (3.3)</p> | <p>Small group workshop</p> <ul style="list-style-type: none"> - Assessing the needs of a population and setting priorities - Determining key interventions of service continuums required to address priorities and identifying the actors involved. <p>Plenary discussion</p> |
| 3 | <p>Health as a complex adaptive system (2.2)</p> <p>Knowledge in action within the health network (3.4)</p> <p>Microsystems - Part 1 (3.5)</p> | <p>Small group workshop</p> <ul style="list-style-type: none"> - Analysing health system topics within a complexity framework <p>Personal reflection and short essay</p> <ul style="list-style-type: none"> - Identifying simple, complicated and complex microsystems that are necessary to respond to a priority health issue in your professional context |
| 4 | <p>Managing health networks (3.5)</p> <ul style="list-style-type: none"> - Microsystems - part 2 - Mesosystems - The macrosystem | <p>Individual reflection and plenary discussion</p> <ul style="list-style-type: none"> - Defining improvement projects in one's professional context <p>Discussion of the Quebec health network model</p> <p>Group discussion and analysis</p> <ul style="list-style-type: none"> - Mesosystem management, the integrator role and macrosystem management in different health systems. |
| 5 | <p>Health system governance (4)</p> <ul style="list-style-type: none"> - the governance apparatus - governance functions | <p>Large group workshop</p> <ul style="list-style-type: none"> - Governance functions in health systems <p>Fostering innovation: a case study and discussion</p> |
| 6 | <p>A health system comprised of population-accountable networks (5)</p> <p>Synthesis and conclusion</p> | <p>Group discussion</p> <ul style="list-style-type: none"> - Take-home ideas from the course |

CURRICULUM VITAE

Eric Litvak (MD, MSc, MM, FRCPC) is a physician specialized in public health and preventive medicine. He also holds a Master's degree in health services administration from the Université de Montréal and is a fellow of McGill University's International Masters for Health Leadership. He currently works in Montreal's Public Health Department as head of planning, teaching and research. He is co-author, with Denis A. Roy and Fred Paccaud, of the book entitled Population Accountable Health Networks which will form the basis of this course.

Denis A. Roy (MD, MPH, MSc, FRCPC) is currently Vice-president, Scientific Affairs at the Institut national de santé publique du Québec. Dr. Roy holds an MD from Laval University. In addition, he earned a Master of Public Health at the University of California, Berkeley, and a Master of Science at McGill University. A fellow of the Royal College of Physicians, he has been honored with numerous awards, including the Commonwealth Fund Harkness Associate Award and an Excellence Award by the Quebec Association of Community Health Physicians. Furthermore, he is the only Canadian to have twice received the Canadian Foundation for Health Services Research Award, which he obtained due to his outstanding work in Montreal and Monteregie. Dr. Roy is an international member of Conseil Scientifique III de l'Institut National de Prévention et d'éducation pour la Santé and president of Bureau de Direction de L'Initiative Sur le Partage des Connaissances et le Développement des Compétences, a broad-based capacity building initiative aimed at health system improvement in Quebec.

Dr. Roy is associate professor at the Social and Preventive Medicine Department, University of Montreal, and a research associate at Charles-LeMoynes Hospital Research centre, affiliated with the Community Health Department, University of Sherbrooke. He is involved in post-graduate training programmes in community medicine and allied public health disciplines.

COURSE 3 (6 days)

Planning of Health Systems with Limited Resources

Prof. Don de Savigny, Bernadette Peterhans

CONTENT OF THE COURSE

The course will engage participants in the latest tools and methods for assessing population health needs, establishing health intervention priorities, and allocating health resources in a context of highly limited resources. The course work will be illustrated with examples, case studies, good practices, and lessons learned from the Swiss Tropical & Public Health Institute's experience in developing and transition countries. Participants will be provided with an USB memory stick with all course literature, references, videos, software and simulation results.

OBJECTIVES

At the end of the module students will be able to:

- Understand new concepts of comprehensive health information sub-systems as an integral evidence source for the health system;
- Identify, acquire and use a variety of health information sources and evidence pertinent to a given setting to establish population health needs from a burden of disease perspective;
- Apply practical approaches and health information analyses to understand current intervention coverage/access constraints retarding equity-effectiveness of health services;
- Apply practical approaches and tools to inform plans that use evidence-based priorities for intervention strategies, and allocate appropriate shares of limited resources to address population health needs.

PREREQUISITES

Basics in public health and epidemiology (i) relevant further training e.g. MPH and/or (ii) practical work experience in public health or health planning/management

PEDAGOGICAL METHOD

Adult learning methods – theory (readings and brief reminder), examples from case studies, facilitated group work and discussion, breakout sessions and role playing.

ASSESSMENT PROCEDURE

Group presentation (15 min) and discussion (15-20 min) on last day

COURSE 3 (6 days)

DETAILED COURSE CONTENT AND STRUCTURE

| Morning | Content | Method | Afternoon | Content | Method |
|--------------------------------|---|--|-------------------------------|--|---|
| Monday 11am – 1pm | Priority setting and resource allocation | Lecture, discussion round for start of 1st simulation exercise | Monday 2pm – 5pm | 1st resource allocation simulation | Group work |
| Tuesday 11am – 1pm | Health system decentralization Results and discussion of 1st simulation | Lecture and discussion Lecture and discussion | Tuesday 2pm – 5pm | 2nd resource allocation simulation | Group work Individual reading |
| Wednesday 11am – 1pm | Feedback and 3rd resource allocation simulation | Group work & discussion | Wednesday 2pm – 5pm | New concepts and tools for health information when resources are limited | Lecture video & discussion |
| Thursday 11am – 1pm | Translating burden of disease concepts & data into practical meaning for health planners and managers | Lecture, Group work, discussion | Thursday 2pm – 5pm | Interpreting national and regional burden of disease profiles | Group work, discussion, Hands on exposure to computer assisted planning tools (HMN Assessment Tool) |
| Friday 11am – 1pm | Health service utilisation: Lecture Continuing simulation exercise | Lecture, case studies and Group work, Discussion | Friday 2pm – 5pm | Tools for bridging evidence into planning and management Continuing simulation exercise | Lecture & discussion Group work |
| Saturday 11am – 1pm | Simulation exercise presentation, wrap up and discussion. | Group presentation and discussion | Saturday 2pm – 5pm | Evaluation of course | Questionnaire and free discussion round Handout of course USB stick and tools |

COURSE 3 (6 days)

CURRICULUM VITAE

Don de Savigny, PhD, MSc, epidemiologist and public health specialist with more than 30 years' experience in health technology assessment, health interventions research, and health systems development in developing countries. He did BSc and MSc studies in medical microbiology, parasitology and immunology at the University of Guelph in Canada and has a PhD in epidemiology from the London School of Hygiene and Tropical Medicine. He has worked extensively in the field of public health and health systems interventions research and teaching, particularly in Africa. He is currently head of the Health Systems Unit of the Swiss Tropical & Public Health Institute, Department of Epidemiology & Public. He is also a frequent advisor to the World Health Organization, UNICEF and the World Bank for health systems development and is currently engaged in a number of such initiatives in sub-Saharan Africa.

Bernadette Peterhans is since 1997 a course coordinator at the Swiss Tropical and Public Health Institute in Basel. She was trained as nurse, specialised in emergency care in Switzerland, and involved in several missions for the International Committee of the Red Cross (ICRC). She did a master of science in public health for developing countries at the London School of Hygiene and Tropical Medicine in 1998/1999. Her professional activities include: Coordinator in-charge for a 3 months Diploma Course and advanced modules in health district management, tutoring MIH students in their course planning and thesis work, cooperating in international teaching/training network, teaching assignments in different programmes at the University and organisations (ICRC, SRC, WHO), consultancy work for the ICRC, the Swiss Red Cross and Swiss Agency for Development and Cooperation mainly in assessment of health systems and project planning / evaluation for community based health care and training in project proposal development

The Swiss Tropical & Public Health Institute is an associated institute of the University of Basel and is a leading centre for international health development, research and post-graduate training.

COURSE 4 (6 days)

Methodology and Practical Application of Economic Evaluation and HTA in Health Care

Prof. Bernard Burnand, Prof. Finn Børlum Kristensen, Prof. Mike Drummond, Marco Barbieri

CONTENT OF THE COURSE

Part 1 (Prof. Burnand, Prof. Kristensen)

The course is designed as a comprehensive introduction to the concepts, methods, and application of health technology assessment.

Specific topics covered include: 1) **Concepts:** What is health technology? The multidisciplinary nature of HTA: contributing sciences. The link between policy and HTA. Role and place of evidence-based healthcare in healthcare systems. 2) **Methods:** An overview of HTA methods – divided into main components: Evidence-based healthcare, general and clinical epidemiology, critical appraisal of clinical literature, systematic reviews - principles and pitfalls, benefit / risk assessment and considerations, grading evidence, role and place of quantitative and qualitative assessments assessing organisational, patient and social aspects of technology application in healthcare, economic evaluation as part of HTA. 3) **Application:** using HTA in different contexts and jurisdictions, cross-border collaboration in HTA, Stakeholder involvement and successful HTA interaction with healthcare policy and decision making.

Examples and case studies are used to illustrate the main points and considerable emphasis is placed on learning through group work and exercises.

Part 2 (Prof. Drummond, Marco Barbieri)

The course is designed as an introduction to the concepts, methods, and application of economic evaluation in health care. Specific topics that will be covered include: an overview of economic evaluation methods, cost and benefit estimation, economic evaluation using patient-level data, economic evaluation using decision-analytic modelling, and using economic evaluation in healthcare decision-making. Numerous examples and case studies are used to illustrate the main points and considerable emphasis is placed on learning through group work and exercises. There will be ample opportunity for students to discuss any issues or problems they have already encountered in the field of economic evaluation. The course will be of particular benefit to those working in the health care sector who have a need to present a case for funding or reimbursement of particular health care treatments or programs.

OBJECTIVES

Part 1

By end of this course participants will have the knowledge and skills needed to be able to effectively appraise HTA reports and HTA processes in various contexts and to effectively use the information coming from HTA.

Part 2

At the end of the course, the student will:

- be familiar with the concepts, methods and applications of economic evaluation in healthcare;
- understand costing methodology and the different approaches to valuing the benefits of health treatments;
- be able to undertake a critical appraisal of published studies;
- understand the limitations of clinical trials as a vehicle for economic evaluation;
- be familiar with decision-analytic modelling approaches, including the construction of decision trees and Markov models;
- appreciate the main issues in the use of economic evaluation in health care resource allocation decisions, including the reimbursement of health technologies;
- have an appreciation of future developments in the theory and application of economic evaluation in health care.

COURSE 4 (6 days)

PREREQUISITES

The course is intended for graduate students who have a background in public management, economics, or the health disciplines. No previous knowledge of HTA is assumed.

The course is intended for graduate students (or equivalent) who have a background in economics, or the health disciplines. Some previous knowledge of economic evaluation is desirable, although this can be acquired through the pre-reading that is offered with this course. Some work experience in the health care sector is desirable, but not essential.

PEDAGOGICAL METHOD

Lectures, interactive exercises, group discussions

ASSESSMENT PROCEDURE

Part 1: Group presentation (15 min) and discussion (15-20 min) on last day.

Part 2: Written examination

COURSE CONTENT AND STRUCTURE

| Morning | Content | Method | Afternoon | Content | Method |
|--------------------------------|--|--------------------------------------|-------------------------------|---|--|
| Monday 11am – 1pm | Content available later | Lecture Exercises Case studies | Monday 2pm – 5pm | Content available later | Exercises, group work and discussion |
| Tuesday 11am – 1pm | Content available later | Lecture Exercises Case studies | Tuesday 2pm – 5pm | Content available later | Exercises, group work and discussion |
| Wednesday 11am – 1pm | Content available later | Lecture Exercises Case studies | Wednesday 2pm – 5pm | Content available later | Exercises, group work and discussion Evaluation |
| Thursday 11am – 1pm | Introduction to economic evaluation Costing, including costing exercise Discounting in economic evaluation | Lectures, discussion and group work | Thursday 2pm – 5pm | Benefit measurement Utility estimation exercise Economic evaluation and social values | Lectures, discussion and group work |
| Friday 11am – 1pm | Economic evaluation alongside clinical trials Trial-based exercise Decision-analytic modelling (1) | Lectures, discussion and group work | Friday 2pm – 5pm | Decision-analytic modeling (2) Modeling exercise | Lectures, discussion and group work |
| Saturday 11am – 1pm | International transferability of economic evaluations Critical appraisal of published studies | Lectures, discussion and group work | Saturday 2pm – 5pm | Using economic evaluation in decision-making Course assessment | Lecture Written examination |

CURRICULUM VITAE

Prof. Bernard Burnand

MD, University of Lausanne, specialised in General Internal Medicine (1988) and Prevention and Public Health (1997).

MPH, Yale University School of Medicine (1989).

Clinical Epidemiologist, Robert Wood Johnson Clinical Scholar Program (1989).

Head, Healthcare evaluation Unit and Clinical epidemiology Centre (teaching centre of the International Clinical Epidemiology Network –INCLEN), Institute of social and preventive medicine, Lausanne University Hospital, since 1996.

Director of Cochrane Switzerland, Branch of the Cochrane Collaboration, since 2010.

Member of the “Swiss Federal Commission for Healthcare Procedures of the Mandatory Health Insurance” since 2008.

Founding Member of the Guideline-International-Network (2002).

Co-Chair of IMECCHI (International METHodology Consortium on Coded Health Information), since 2008.

Chair of the Improving Healthcare Knowledge Translation Consortium (Unil), since 2011.

Prof. Finn Børllum Kristensen

Chairman of the executive committee, European Network for Health Technology Assessment (EUnetHTA) and director of its coordinating secretariat, Danish Health and Medicines Agency, Denmark since 2009. Adjunct professor in health services research and health technology assessment at University of Southern Denmark from 1999. Formerly director of the Danish Centre for Health Technology Assessment (DACEHTA), National Board of Health, Denmark 1997–2009.

University graduate in medicine and medical specialities as primary care and public health physician. PhD in epidemiology. International projects in health services research, epidemiology, health technology assessment, and clinical practice guidelines. Past chairman of the International Network of Agencies for Health Technology Assessment (INAHTA) (2003–2006). Project leader of EUnetHTA, (2006–2008) Editor of Health Technology Assessment Handbook (English, translated), 2007, and chief editor of three peer reviewed publication series from DACEHTA 1998–2009.

Dr. Mike Drummond is Professor of Health Economics and former Director of the Centre for Health Economics at the University of York. His particular field of interest is in the economic evaluation of health care treatments and programmes. He has undertaken evaluations in a wide range of medical fields including care of the elderly, neonatal intensive care, immunization programmes, services for people with AIDS, eye health care and pharmaceuticals. He is the author of two major textbooks and more than 600 scientific papers, has acted as a consultant to the World Health Organization and was Project Leader of a European Union Project on the Methodology of Economic Appraisal of Health Technology. He has been President of the International Society of Technology Assessment in Health Care, and the International Society for Pharmacoeconomics and Outcomes Research. He is currently a member of the Guidelines Review Panels of the National Institute for Health and Clinical Excellence (NICE) in the UK, and is a Principal Consultant for OptumInsight. His most important publications are:

- **Drummond, M.F.**, Sculpher, M.J., Torrance, G.W., O'Brien, B.J., Stoddart, G.L. (2005), *Methods for the economic evaluation of health care programmes: third edition*. Oxford, Oxford Medical Publications.
- **Drummond, M.F.**, Barbieri, M., Wong, J.B. (2005), Analytic choices in economic models of treatments for rheumatoid arthritis: what makes a difference? *Medical Decision Making*; 25(5): 520-533.
- **Drummond, M.F.**, Schwartz, J.S., Jönsson, B., Luce, B.R., Neumann, P.J. (2008) Key principles for the improved conduct of health technology assessments for resource allocation decisions. *International Journal of Technology Assessment in Health Care*; 24(3): 244-258.

COURSE 4 (6 days)

Marco Barbieri, M.Sc. is an Honorary Research Fellow at the Centre for Health Economics, University of York (UK) and a Associate Researcher of CRES (Economics and Health Research Centre), University Pompeu Fabra, Barcelona (Spain). He holds a B.Sc. in Economics from the University of Bologna (Italy) and an M.Sc. in Health Economics from the University of York (UK). He spent two years working as a Research Fellow at the Centre for Health Economics, University of York, where he has undertaken a wide range of research including cost-effectiveness modelling in rheumatoid arthritis and cardiovascular disease, study of patient preference measurement and the application of evidence to decision making in health care. He has been involved in several health technology assessments, including systematic reviews of economic evaluations of treatments for bipolar disorder and for second-line advanced ovarian cancer. His particular field of interest is associated with issues of transferability of data among jurisdictions.

- **Barbieri M**, Drummond M, Rutten F et al. "What do international guidelines say about economic data transferability", *Value in Health* 2010, 13 (8): 1028-37
- **Barbieri M**, Hawkins N, Sculpher M et al. "Who Does the Numbers? The Role of Independent Technology Assessment to Inform Health Systems' Decision Making about the Funding of Health Technologies", *Value in Health* 2009; 12(2): 193-201
- **Barbieri M**, Drummond MF, Willke R, Chancellor J, Jolain B, Towse A. "Variability of Cost-Effectiveness Estimates for Pharmaceuticals in Western Europe: Lessons for Inferring Generalizability", *Value in Health* 2005, Vol 8 (1), 10-23

COURSE 5 (6 days)

Strategic Management

Prof. Bernhard Güntert, Dr. Axel Hoffmann

CONTENT OF THE COURSE

Concepts of strategic management, analysis of the environment of healthcare organizations, analysis of the healthcare industry and of health policies, analysis of the own (healthcare) organization, SWOT analysis, strategy development, strategic planning tools, strategic project management, setting up a monitoring and evaluation plan, from planning to action, changing healthcare organizations according to the strategic needs.

OBJECTIVES

After successful completion of the course, participants should be able to:

- Participate in the development of strategies for health care organizations, NGOs or governmental bodies following successful strategy models
- Evaluate strategy alternatives using a public health perspective
- Define strategic projects and the steps for their implementation following the basic principles of strategic project management
- Value the implications of the strategic project for the development of organizational structures and culture as well as of development of staff
- Set up a monitoring and evaluation plan for a project
- Describe the steps for an implementation of a strategic plan into practice

PREREQUISITES

Management background or health professionals with managerial experience. There will be some introductory reading material to work through before the start of the course

PEDAGOGICAL METHOD

Lectures, group work, case studies, group discussion, role plays

ASSESSMENT PROCEDURE

Group presentations (30 min.) and discussions (30 min.) on Saturday

COURSE 5 (6 days)

COURSE CONTENT AND STRUCTURE

| Morning | Content | Method | Afternoon | Content | Method |
|-------------------------|--|---|------------------------|--|---|
| Monday 11am – 1pm | Are we managed or do manage? Introduction to strategic management and strategic change in health-care organizations, NGOs or governmental bodies, based on a systems approach What is specific in the field of health? Normative management | Lecture Plenary discussion | Monday 2pm – 5pm | Introduction to Project Cycle Management Introduction to case studies and selection of the units of analysis Forming the groups General information on the case studies Mission statement of the units of analysis The strategic management model | Plenary discussion Group Work |
| Tuesday 11am – 1pm | Analysing the environment of healthcare organizations (demography, health policy, healthcare financing, human resources) Tools for analysis | Lecture Plenary discussion | Tuesday 2pm – 5pm | Developments in the environment of the unit of analysis | Group Work Plenary discussion |
| Wednesday 11am – 1pm | Analysing the healthcare industry, customers and suppliers Opportunities and threats Scenario technique | Lecture Group work Plenary discussion | Wednesday 2pm – 5pm | Analysing the own organization (services, quality, human resources, productivity, financial situation, partners) Tools for analysis Strengths and weaknesses | Lecture Group work Plenary discussion |
| Thursday 11am – 1pm | The heart of strategy development: SWOT-Analysis | Lecture Group work | Thursday 2pm – 5pm | Developing strategy alternatives | Lecture Group work Plenary discussion |
| Friday 11am – 1pm | Evaluating alternative strategies: methods and criteria Risk analysis | Lecture Group work | Friday 2pm – 5pm | Plan for action: putting strategies to work strategic marketing | Lecture Group work Plenary discussion Evaluation |
| Saturday 11am – 1pm | Strategies and their impact on structures and organizations Strategic change | Lecture Group work | Saturday 2pm – 5pm | The big strategy meeting: presenting the strategy to the board | |

CURRICULUM VITAE

Prof. Bernhard Güntert

Since 2004 Bernhard J. Güntert is professor and director of the Institute for Healthcare Management and Health Economics (IMÖG) at the Private University for Health Sciences, Medical Informatics and Technology (UMIT) in Hall/Tyrol. Prof. Güntert obtained his degree in Economics (Dr.oec.) at the University of St. Gallen in 1989. From 1990 to 1992 he was Head of the Interdisciplinary Research Center for Public Health (IFZ) in St. Gallen. He worked in many research projects and as a consultant in the Swiss Healthcare System (e.g. for the Canton of St. Gallen, the Federal Ministry of Health and for one of the largest Health Insurance Companies in Switzerland). From 1992 to 1995 he was senior lecturer at the University of St. Gallen and Head of the Research Group for Management in Health Services. In 1995 he changed to the School of Public Health of the University of Bielefeld as a Professor for Management in Health Services, where he served as a Dean from 1998 to 2000. His research activities focused on Quality Management in hospital- and outpatient services, integrated care, health systems research and socio-economic evaluation. Since 1994 he was temporary Advisor for the World Health Organization and trainer for the EC in the field of Healthcare Management in C.E.E. states. He also holds teaching assignments at the Universities of Zürich, St. Gallen, Düsseldorf, Bielefeld, Vienna and Graz as well as at the Universities of Applied Science in Innsbruck and Pinkafeld (A) and Winterthur, St. Gallen und Bern (CH)

Dr. Axel Hoffmann

Axel Hoffmann is Head of the Teaching and Training Unit at the Swiss Tropical and Public Health Institute in Basel, Switzerland. In this function he is responsible for the postgraduate master programmes in International Health, the new MBA in International Health Management, starting in 2013 and activities of the institute in continuing education for several professions. He represents the institute's postgraduate Master in International Health in the Swiss School of Public Health (SSPH+).

Besides several teaching responsibilities in Switzerland and Europe he has consultancy appointments with the Swiss Center for International Health, the Swiss Agency for Development and Cooperation, GIZ and others in the field of teaching and training and curriculum development. In addition, he has been working with several partners (WHO, GIZ, etc.) in the field of knowledge management and knowledge transfer in the health sector. He is also involved in two EU-funded FP7 projects on capacity building and curriculum development in African countries, with special attention to Health Policy and Systems Research and Advanced Epidemiology Research Training.

Being involved in the network's activities since 1998, Axel Hoffmann is the General Secretary of tropEd, the Network for Education in International Health, since 2008. The promotion of the common Masters study and the quality control of the offered modules and courses are one of the priorities of the network, as well as the cooperation with other networks and international organizations in this field. He is also member of the Advisory Committee for the Master of Public Health and the Master in International Health at the Royal Tropical Institute (KIT), Amsterdam, The Netherlands.

COURSE 6 (3 days 26-28 August)

Climate Change Policies and Health

Prof. Nino Künzli

Prof. Charlotte Braun-Fahrländer

CONTENT OF THE COURSE

The fact is: climate changes in the long term! Many policies are now debated and implemented in light of climate change – be it to reduce green house gases or to adjust the system to better cope with the consequences of climate changes. A less debated though highly relevant and related fact is: Public health may not only be affected by climate related changes but the secondary consequences of actions taken to mitigate and adapt to climate change. These secondary effects may be positive or negative and usually occur much faster than the change of the climate itself. The course focuses on the debates how climate change as well as adaptive policies – including energy policies – may affect our system, our health and the needs of the health sector.

OBJECTIVES

By the end of this course, participants will be able to:

- understand how demographic, epidemiological and health transitions create the challenges currently facing complex health systems;
- describe why and how health networks may contribute to successfully addressing these challenges in a context of complexity;
- identify key management strategies useful in managing high performance health organisations and networks;
- understand how to may be mobilize and adapt governance levers in order to guide and support performance improvement;
- acquire a comprehensive view of the dynamics of complex health systems and of the strategies pertinent for their management and governance.

PREREQUISITES

No prerequisite, but the course will mostly benefit individuals working in the public health sector, health economists, health professionals, policy makers, environmental professionals and other community leaders.

PEDAGOGICAL METHOD

The course will consist in a series of lectures and readings. During the day lecture, students will work in group practicals to apply some of the concepts and methods learned. The students will plan and lead a discussion platform with the lectures invited as panellists.

ASSESSMENT PROCEDURE

Through out the course and internet based investigations, students will develop critical questions which will be brought up to the panel discussion on the last day. It will result in a summary report of the panel discussion and remaining open issues.

COURSE 6 (3 days 26-28 August)

COURSE CONTENT AND STRUCTURE

| Morning | Content | Method | Afternoon | Content | Method |
|-----------------------------------|---|-------------------------|-------------------------------|---|---|
| Monday 11.00am – 1pm | <p>Climate Change and Health - setting the stage Prof. Nino Künzli, Swiss TPH, Basel</p> <p>Linking climate change policies to health: a European – Chinese collaboration. Prof. Clive Sabel, Exeter University UK, leader of the URGENCHE project in Europe and China.</p> | Lecture and discussion | Monday 2pm – 5pm | <p>Case study: Climate Policies in Basel, Europe and China Dr. Laura Perez-Grau, Swiss TPH, Basel Prof. Clive Sabel, Exeter University, Prof. Nino Künzli, Swiss TPH</p> | Group project Plenary debate |
| Tuesday 11.00am – 1pm | <p>Vector-borne diseases and climate change: risk assessment, surveillance and intervention</p> | Lectures and practicals | Tuesday 2pm – 5pm | <p>Case study: Adaptation to climate change and variability health impacts in developing countries</p> <p>Prof. Guéladio Cissé, Swiss TPH, Basel</p> | Group work and discussion |
| Wednesday 11.00am – 1pm | <p>Climate change and allergies: a Threat or Propaganda? Prof. Charlotte Braun-Fahrländer, Swiss TPH, Basel</p> <p>Critical look at energy policies, economics and climate Massimo Filippini, ETH, Zürich (invited)</p> | Lectures | Wednesday 2pm – 5pm | <p>Students challenge the experts – asking the right questions! A panel debate</p> <p>Moderator and questions: students Panelists: Laura Perez, Nino Künzli, Guéladio Cissé, Massimo Filippini (invited), Charlotte Braun-Fahrländer, Pie Müller, Roland Hohmann (invited) (BAFU / Swiss environmental protection agency)</p> | Investigations, development of questions in small group discussions with panelists. Students organize and chair panel debate with lecturers |

COURSE 6 (3 days 26-28 August)

CURRICULUM VITAE

Nino Künzli, MD PhD, is Professor of Public Health at the University Basel Medical School, and the Deputy Director of the Swiss Tropical and Public Health Institute Basel, Switzerland (www.swisstph.ch) where he heads the Department of Epidemiology and Public Health assembling >160 interdisciplinary scientists. Künzli's research focuses on health and the environment with an emphasis on understanding the effects of air pollution on health and its link to climate policies and change. His team participates in URGENCHE on the secondary benefits of climate change policies in Europe and China. He made seminal contributions to the development of methods to integrate scientific evidence of the health effects of air pollution into policy-relevant risk assessment frameworks. He is member of the Board of Directors of the Swiss SAPALDIA cohort study; Chair Working Group Air pollution of the trans-European Community Respiratory Health Survey (ECRSH); Work package leader or co-investigator in European research projects such as ESCAPE and the APHEKOM risk assessment of air pollution; Co-investigator of REGICOR – Air Pollution Cohort, Spain; Collaborator of the Southern Californian Children's Health Study. He regularly serves on national, international, and WHO committees as advisor. Künzli is the President of the Swiss Federal Commission on Air Hygiene – the clean air advisory board of the Swiss Government.

Charlotte Braun-Fahrländer is a professor of Public Health at the Medical Faculty of the University of Basel working as a senior researcher at the Swiss Tropical and Public Health Institute, Basel. She has a medical background with a postgraduate training in epidemiology at the London School of Hygiene and Tropical Medicine in the UK. Her research experience covers a broad range of topics in environmental health including a large number of field studies in paediatric environment epidemiology investigating e.g. effects of air pollution on asthma and allergies. In addition, her research group has made important contributions to elucidating the role of environmental microbial exposures as protective factors for childhood allergy. She is part of the federal, inter-agency working group on climate change and health and has served as a member of the Advisory Body on Climate Change (OcCC) which formulates recommendations on questions regarding climate and global change for politicians and the federal administration.

COURSE 7 (3 days 26-28 August)

Non-communicable Disease Control: Public Health and Health Care Approaches

Dr. Kaspar Wyss, Prof. Pascal Bovet

CONTENT OF THE COURSE

The course addresses public health strategies to curb non-communicable diseases (NCD), and changes needed in the health care system, particularly with regards to those most effective, affordable and scalable (“best buys”) interventions. The respective contributions of the priority multisectoral public health approaches versus the main changes needed within the health care system are identified and discussed. The focus is on discussing, exposing and contrasting the respective contributions of a “public health” (relying on non-health actors, targeting the healthy population) and a “health care system” (health care actors, patients) approaches to NCD prevention and control.

OBJECTIVES

The participants should at the end of the course to:

- Know effective, efficient, equitable and sustainable approaches for NCD prevention and control in middle- and low-income countries
- Be aware of the most cost-effective and affordable public health interventions and key (“best buys”) for the prevention and control of NCDs and relate them to health systems strengthening
- Be aware of the most critical elements needed to strengthen health care services for the delivery of cost effective management of non communicable diseases

Identify the rationale, benefits and resources needed for implementing, respectively, the “public health” approach versus the “health services” approach for the prevention and control of NCDs

PREREQUISITES

Basic knowledge and experience in a medical or public health field. Interest for prevention and control in NCD in low and middle income countries. The course can also be of interest to persons involved in development programs in low and middle income countries that have a health component.

PEDAGOGICAL METHOD

- Introductory lectures on the NCD burden and impact
- Introductory lectures on the main approaches for prevention and control of NCDs
- Presentation of health policy options for NCD prevention and control from both the public health and health systems perspectives

Group work on NCD prevention and control approaches

ASSESSMENT PROCEDURE

Group work presentation underlined by a short synthesis text (2 pages) developing a rational for public health or health service approach (or both)

COURSE 7 (3 days 26-28 August)

DETAILED COURSE CONTENT AND STRUCTURE

| Morning | Content | Method | Afternoon | Content | Method |
|-----------------------------------|--|--|-------------------------------|---|--|
| Monday 11.00am – 1pm | NCD burden and impact | Introductory lecture (Pascal Bovet) | Monday 2pm – 5pm | Public Health perspective to NCD prevention and control | Introductory lecture (Pascal Bovet) followed by group work |
| Tuesday 11.00am – 1pm | Public Health perspective to NCD prevention and control (continuation of Monday) | Introductory lecture (Pascal Bovet) followed by group work | Tuesday 2pm – 5pm | Health systems perspective to NCD prevention and control | Introductory lecture (Kaspar Wyss) followed by group work |
| Wednesday 11.00am – 1pm | Health systems perspective to NCD prevention and control (continuation of Tuesday) | Introductory lecture (Kaspar Wyss) followed by group work | Wednesday 2pm – 5pm | Non-communicable disease control: Contrasting Public Health and Health Service Approaches | Presentation of group work followed by plenary discussion |

CURRICULUM VITAE

Pascal Bovet: Pascal Bovet, MD, MPH, is board certified (FMH) in both internal medicine and in public health. He is an associate professor in cardiovascular disease epidemiology at the Institute of Social and Preventive Medicine at the University Hospital of Lausanne. He has led a collaborative cardiovascular research and prevention program with the Ministry of Health of the Republic of Seychelles since 1988, including the development of comprehensive tobacco control legislation. He has been PI of several cardiovascular studies in Seychelles, Tanzania and Switzerland. He often participates as a technical adviser for the World Health Organization in relation to surveillance, tobacco control, CVD prevention, and the evaluation of national programs of prevention of non-communicable diseases. He serves as a faculty in several international courses on cardiovascular epidemiology and prevention.

Kaspar Wyss: Kaspar Wyss, PhD, is a Public Health Specialist, Associate Professor and Deputy Head of Department at the Swiss Centre for International Health, Swiss Tropical and Public Health Institute. Kaspar Wyss has strong management and leadership experience and is in charge of a team of 15 staff focusing on health systems development primarily in low- and middle income countries. Activities relate to both research and health system monitoring and performance assessment. He directs a number of research and implementation projects in Africa, Eastern Europe, and Asia and has extensive consultancy experiences for a broad range of clients. For the University of Basel (MSc and medical students) and for other courses including the Swiss Inter-University Master of Public Health Program he teaches on health systems. Kaspar Wyss acts further as supervisor for several PhD and MSc students

COURSE 8 (3 days 26-28 August)

Leadership of Healthcare Organizations

Prof. Kennet R. White

CONTENT OF THE COURSE

The purpose of the course is to explore and analyze the leadership role of the health care managers and executives. Emphasis is placed on understanding the knowledge, skills, and values essential to success. Students are exposed to various leadership theories and skills required to manage change, transform organizations, and maximize interpersonal relationships that inspire, motivate, build a shared vision, empower others, and reward and celebrate. Various organizational settings and health care delivery systems will be discussed in the context of appropriate leadership strategies.

OBJECTIVES

At the end of the course, the student will be able to:

1. Demonstrate a working knowledge of historical and contemporary leadership literature;
2. Describe and analyze the current leadership models;
3. Define managerial and organizational ethics and relate its importance to leadership and administrative decision-making;
4. Describe personal characteristics and behaviors of exceptional leaders;
5. Possess a working knowledge of cultural considerations in leadership and evidence from the GLOBE study ;
6. Evaluate and document personal, managerial, and leadership effectiveness skills;
and,
7. Design a personal agenda for improving leadership effectiveness (Professional Development Plan).

A secondary but important objective of this course is to encourage the process of peer review, written communication, and intellectual exchange among Associates and bonding as members of the Swiss School of Public Health.

PREREQUISITES

The course is intended for graduate students who have health care professional work experience, 3-5 years preferred. A basic understanding of health care terminology and organizational behaviour is desired.

PEDAGOGICAL METHOD

Lecture, readings, case studies, student presentations, short answer assignments and a short answer evaluation. Students are encouraged to present management problems for their own organizations with application of problem-solving techniques and tools learned in this course.

ASSESSMENT PROCEDURE

Assessment of self study will be conducted in two ways:

1. oral discussion with individual students during class to assess preparation
2. written Professional Development Plan (in class). Short individual or group presentations may be required.

COURSE 8 (3 days 26-28 August)

COURSE CONTENT AND STRUCTURE

| Morning | Content | Method | Afternoon | Content | Method |
|---------------------------------|---|---------------------------------|---|---------------------------------|---|
| Monday 11 am – 1pm | Course overview, introductions, function and roles of leadership in a global context of health reform The important role of transformational leadership in global change management. | Monday 11 am – 1pm | Course overview, introductions, function and roles of leadership in a global context of health reform The important role of transformational leadership in global change management. | Monday 11 am – 1pm | Course overview, introductions, function and roles of leadership in a global context of health reform The important role of transformational leadership in global change management. |
| Tuesday 11 am – 1pm | INDIVIDUAL LEADERSHIP - Attributes of a leader - Styles of leading - Self-assessment 1 Tools to use in leading/managing | Tuesday 11 am – 1pm | INDIVIDUAL LEADERSHIP - Attributes of a leader - Styles of leading - Self-assessment 1 Tools to use in leading/managing | Tuesday 11 am – 1pm | INDIVIDUAL LEADERSHIP - Attributes of a leader - Styles of leading - Self-assessment 1 Tools to use in leading/managing |
| Wednesday 11 am – 1pm | Topics: - When leaders are at their best - Challenging the process and inspiring vision - Enabling others and building the organization - Strengthening relationships UNDERSTANDING PERSONALITY TYPES - Role of personality in leading/managing - Role in team effectiveness - Emotional intelligence Individual assessments: Ethics | Wednesday 11 am – 1pm | Topics: - When leaders are at their best - Challenging the process and inspiring vision - Enabling others and building the organization - Strengthening relationships UNDERSTANDING PERSONALITY TYPES - Role of personality in leading/managing - Role in team effectiveness - Emotional intelligence Individual assessments: Ethics | Wednesday 11 am – 1pm | Topics: - When leaders are at their best - Challenging the process and inspiring vision - Enabling others and building the organization - Strengthening relationships UNDERSTANDING PERSONALITY TYPES - Role of personality in leading/managing - Role in team effectiveness - Emotional intelligence Individual assessments: Ethics |

CURRICULUM VITAE

Professor White holds the Sentara Healthcare Professorship in Health Administration at Virginia Commonwealth University in Richmond, Virginia, USA. The Department is ranked #4 in the United States for graduate education in health administration. Dr. White served as Associate Director (1994-2001) and Director (2001-2008) of the Graduate Program in Health Administration at VCU, and was the first Charles P Cardwell, Jr. Professor of Health Administration. Dr. White also holds a faculty appointment as Professor of Nursing at VCU and as Visiting Professor at Luiss Guido Carli in Rome, Italy. Dr. White received his PhD in health services organization and research from VCU. He also has a Master of Public Health degree in health administration from the University of Oklahoma and a Master of Science in Nursing from VCU. Dr. White has extensive experience in hospital administration and consulting, particularly in the areas of leadership development, marketing, facility planning, and operations management. Dr. White is a Registered Nurse and a Fellow and former Governor of the American College of Healthcare Executives. He has co-authored books (with John R. Griffith) : *The Well-Managed Healthcare Organization*, 7th, 6th and 5th Editions, *Reaching Excellence in Healthcare Management*, and *Thinking Forward: Six Strategies for Successful Organizations* (published by Health Administration Press). Dr. White is a contributing author in the book *Human Resources in Healthcare: Managing for Success*, published by Health Administration Press. He is also a contributing author in the books *Advances in Health Care Organization Theory*, published by Jossey-Bass; *Peri-Anesthesia Nursing: A Critical Care Approach*, published by Saunders; and *Introduction to Health Services*, published by Delmar. Dr. White received ACE's Edgar C. Hayhow Award in 2006 for his article (with John Griffith), "The Revolution in Hospital Management," published in the *Journal of Healthcare Management*. In 2012, Dr. White received ACE's James Hamilton Award for his book, *Reaching Excellence in Healthcare Management*. Dr. White has served on numerous health systems boards, nonprofit organizations boards, and has received numerous honors and awards for leadership in healthcare management and nursing.

COURSE 9 (3 days 29-31 August)

Use of Outcome Classification for Project and Strategy Development in Health Promotion and Prevention

PD Brenda Spencer

CONTENT OF THE COURSE

The Swiss Model for Outcome Classification (SMOC) has been developed to assist in the planning, execution and evaluation of health promotion and prevention activities at project, programme and strategy level. Adopting an ecological approach, this tool consists of a structured framework providing a common language to describe pathways to health. The framework includes a series of categories used to classify outcomes that can in turn be used to structure the definition of a logic model depicting how different intervention activities lead to predetermined objectives. The approach is compatible with measures adopted for continual improvement in management.

Using the SMOC, intermediate results obtained in the course of a project or programme can be explicitly demonstrated and linked into epidemiological data on health determinants, thus opening up the “black box” often encountered in programmatic planning. The logic model obtained serves as a communication tool; in particular, such models prove useful in negotiation with decision-makers and sponsors.

A methodology developed for interactive use facilitates integration of the perspectives of diverse stakeholders. Available from the Health Promotion Switzerland website in four languages (<http://www.gesundheitsfoerderung.ch>) since 2005, the SMOC has been applied in many different settings and subject areas and has been widely disseminated in Switzerland and abroad.

Following presentation of the SMOC (framework, theoretical base, development, types of application), the course will consist essentially in interactive groupwork following through one or more specific examples of application from situation analysis through to planning and the conception of an evaluation framework.

OBJECTIVES

To familiarise participants in the use of the Swiss Model for Outcome Classification and allow them to discover interactively the application of this tool when used for situation analysis, project/strategy development or development of an evaluation framework in the field of health promotion and prevention.

Through this process, to increase participants’ skills in the planning, management and evaluation of public health programmes.

PREREQUISITES

Experience in the field of health promotion or prevention.

In order to start from a common basis, participants should have read “Modelling the results of health promotion activities in Switzerland: development of the Swiss model for outcome classification in health promotion and prevention.” <http://heapro.oxfordjournals.org/cgi/content/full/dam038v1> and have consulted the site of Health Promotion Switzerland http://www.gesundheitsfoerderung.ch/pages/Gesundheitsfoerderung_und_Praevention/Tipps_Tools/ergebnismodell.php?lang=e before the start of the course.

PEDAGOGICAL METHOD

Morning: Lectures; Afternoon: mainly discussions, exercises, group work

ASSESSMENT PROCEDURE

Active participation in groupwork.

COURSE CONTENT AND STRUCTURE

COURSE 9 (3 days 29-31 August)

| Morning | Content | Method | Afternoon | Content | Method |
|-------------------------------|--|--------------------------------|------------------------------|---|--------------------------------|
| Thursday 11am – 1pm | Introduction and overview of course, clarification and sharing of participants' expectations and needs regarding the course, presentation of SMOC and its development. | Lecture, discussion | Thursday 2pm – 5pm | Continuation of SMOC presentation including examples of its application. Presentation of group exercise (workshop situation). | Lecture, interactive groupwork |
| Friday 11am – 1pm | Appropriation of use of the SMOC. Group exercise: organisation of a corpus of data, situation analysis of a specific health problem using the SMOC framework. | Interactive groupwork. | Friday 2pm – 5pm | Synthesis and presentation of the situation analysis. Group exercise. Use of the SMOC to define a logic model of how planned interventions may reach successive objectives. | Lecture, interactive groupwork |
| Saturday 11am – 1pm | Synthesis and presentation of the intervention logic model. Group exercise. Use of logic model to define a framework for evaluation of the intervention. | Lecture, interactive groupwork | Saturday 2pm – 5pm | Finalise products of group exercise. Overview and review of group exercise. Evaluation of course. | Lecture, interactive groupwork |

CURRICULUM VITAE

Brenda Spencer holds a senior teaching position at the University of Lausanne and is Head of Research Section at the University Institute of Social and Preventive Medicine, Lausanne, having previously worked with the University Hospital of South Manchester in the U.K., with the French National Institute of Health and Medical Research in Paris, France, and for WHO and other international organisations. A social psychologist with a doctorate in Public Health, she has favoured an innovative, interdisciplinary approach using both qualitative and quantitative methodologies, publishing widely in her fields of interest. Dr. Spencer is currently involved in research, evaluation, research coaching, teaching and training. Together with colleagues from Health Promotion Switzerland and the Institute for Social Medicine in Bern, she developed the “Swiss model for outcome classification in health promotion and prevention” and was chief author in 2007 of a scientific article on the tool, published in the journal *Health Promotion International*. She has since been active in the development and dissemination of its use in many different contexts.

COURSE 10 (3 days 29-31 August)

mHealth: Mobile Communication for Public Health

Prof. Suzanne Suggs

CONTENT OF THE COURSE

The purpose of this course is to explore, analyze and examine mobile health (m-health) technologies and strategies used for public health communication purposes. Specifically, the course focuses on the use of m-health in promoting, facilitating, changing and maintaining health behaviors. Emphasis is placed on the planning and development process in terms of when and why to use m-health, how to develop m-health applications, and evaluation of m-health projects. The course is addressed to public health workers and researchers.

OBJECTIVES

By the end of the course, the student will:

- understand the theoretical and practical relevance of m-health
- be familiar with the concepts, methods and applications of m-health technologies for public health purposes;
- understand research and planning steps needed when designing m-health applications;
- be able to design an m-health project;
- be able to identify and discuss important m-health programs, funding sources, alliances, and outcomes associated with m-health.

PREREQUISITES

None.

PEDAGOGICAL METHOD

The course will consist of interactive lessons, lectures and experiential learning activities.

ASSESSMENT PROCEDURE

Over the course of the three-day intensive class, students will demonstrate obtainment of learning objectives through class discussions and the final session. The final session will culminate in a summary report highlighting lessons learned.

COURSE 10 (3 days 29-31 August)

COURSE CONTENT AND STRUCTURE

| Morning | Content | Method | Afternoon | Content | Method |
|-------------------------------|--|---|------------------------------|--|--|
| Thursday 11am – 1pm | What is m-health: Uses, communication, policy, economics | Lecture and Discussion | Thursday 2pm – 5pm | Case study: getting to know the problem and potential solu- tions | Lecture, Group work and dis- cussion |
| Friday 11am – 1pm | Designing m-health projects | Lecture, Dis- cussion, group work | Friday 2pm – 5pm | Management and policy implications of m-health communica- tion | Lecture, Group work, and discussion |
| Saturday 11am – 1pm | Implementing m- health projects | Lecture, Dis- cussion, group work | Saturday 2pm – 5pm | M-health discussion. Lessons learned and implications for future | Presentations and group discussions |

CURRICULUM VITAE

L. Suzanne Suggs, PhD, MS, BBA is a Senior Assistant Professor of Social Marketing and Director of the BeCHANGE Research Group, Institute for Public Communication, Faculty of Communication Sciences at Università della Svizzera italiana (USI). Her principal research examines the use of social marketing, communication technologies, and messaging strategies to facilitate health behavior change, and to improve health outcomes. Prior to joining the faculty in Lugano (August 2007), she was an Assistant Professor in the Graduate Program in Health Communication, Department of Marketing Communication at Emerson College and Adjunct Assistant Clinical Professor in the Department of Public Health and Family Medicine at Tufts University School of Medicine in Boston, Massachusetts. She has held positions as Research Assistant and Project Coordinator at the Oregon Center for Applied Science (Eugene, Oregon) and as Associate Director of Research at HealthMedia (Ann Arbor, Michigan) where she worked with industry and health organizations to develop and evaluate e-health communication projects. She earned her PhD in Health Studies from Texas Woman's University and a post-doctoral fellowship in the Department of Clinical Epidemiology and Biostatistics, Evidence-Based Practice Centre, at McMaster University in Ontario Canada. Prof. Suggs is a co-founder of the European Social Marketing Association (ESMA) and a member of the International Social Marketing Association (ISMA). She is the Editor-in-Chief of the newly launched Journal of Communication Technology and Human Behaviors and is on the Editorial Board for the Journal of Health Communication: International Perspectives.