

Regional Advanced Flagship Course on Efficiency, Quality and Health Systems



April 9-14, 2006
Budapest, Hungary



WORLD BANK INSTITUTE
Human Development Group
Health and AIDS Program

We are pleased to announce the **first Advanced Flagship Course on Efficiency, Quality and Health Systems in the Europe and Central Asia Region.**

This week-long intensive training course was developed by the Health Services Management Training Centre at Semmelweis University in collaboration with and support from the World Bank Institute, the World Health Organisation and Professor Marc Roberts from Harvard University.

Background

The topic is highly relevant in the region, since one of the most often criticized aspect of health reform in the former communist countries is the reluctance of governments to get rid of excess capacities, especially in the acute inpatient care sector. This is the legacy of the state-socialist health system model, which was prevailing in all of these countries before the historic changes. The over-centralised systems were unable to respond adequately to the challenges of health transition and the rapid advancement of medical technology. The inflation of relatively cheap inputs, such as hospital beds and consultation hours, has created a unique situation, where shortage and waste were prevailing at the same time with its consequences on both efficiency and quality of care.



The Flagship Program

The **Flagship Program** in Budapest is a joint training program of the World Bank Institute, the World Health Organisation and the Health Services Management Training Centre, Semmelweis University.

The **objective of the program** is to offer development opportunities for decision makers, health policy makers and senior health services managers who are committed to feasible reform programs and want to improve their efforts with a strong theoretical knowledge.

The Flagship Program also wants to facilitate the **exchange of experiences between** experts from countries across the region. It communicates a new approach and tries to facilitate the development of a common professional language among health care decision makers.

Since 1999, we have delivered more than 20 courses to over 1,000 health experts creating a region-wide alumni of Flagship Program participants.



Objectives

Building on the approach of the Flagship Course on Health Sector Reform and Sustainable Financing, the advanced course aims to provide participants with analytical and policy-making skills to design and implement health policies to improve efficiency and quality of their health care systems.

Team of trainers

The lead trainer of the Course is professor **Marc Roberts** from Harvard University. The team of trainers include **Éva Belicza**, **Tamás Evetovits** and **Péter Gaál** from the Health Services Management Training Centre, Semmelweis University, and invited guest speakers.

Content & Design

The Advanced Course will provide participants with measurement tools to assess the performance of their health systems and will explore the main manifestations of inefficiency and poor quality. Interesting cases and the policy instruments to improve health system performance will also be discussed. In addition to interactive presentations, this six-day course employs adult learning techniques such as case studies, group work and debate. Participants are also asked to work on own country examples that will be presented on the last day of the course.

- Day 1** Review of Flagship basics
- Day 2** Conceptual foundation and measuring efficiency
- Day 3** Purchasing cost-effective health services: the policy perspective
- Day 4** Delivering health services: organizational perspective
- Day 5** Delivering health services: organizational change and the policy perspective
- Day 6** Participant presentations and Conclusion

Outline of the course content

- Day 1** Reviews (introduces) the Flagship framework for analyzing health sector performance. Participants will identify main problems of their health systems during a guided plenary discussion.
- Day 2** Sets the scene for a deeper discussion on two important measures of health system performance namely efficiency and quality. First we take a policy level perspective and call for the use of economic evaluation, which offers a sophisticated technique to support policy decisions by informing policy makers on cost-effectiveness of different uses of scarce resources.
- Day 3** Once participants (policy makers) can define those health services that are proved to be cost-effective, we turn to the question of how to ensure that what they want to buy from providers (i.e. cost-effective services) is what providers will actually deliver. This is the function of (strategic) purchasing. The sessions will highlight how the policy perspective may differ from the provider's perspective with regard to the production function. We will use case studies to show how particular incentives structures can (or may fail to) serve the strategic purchasing function of a third party payer.
- Day 4** Takes a closer look at the organizational perspective and focus on the complexity of the production process and the quality of the products and services produced. We will address issues of variations in health services, appropriate use of different (cost-effective) technologies and the importance of making clear distinction between outputs and outcomes in health care. The sessions will cover a wide range of potential quality improvement techniques that an organization can use to improve the production process and ensure high quality of the services offered.
- Day 5** Recognizes that a successful quality improvement project requires management of change within the organization and sustainability of such quality improvement-efforts benefits from institutionalization of quality management at the organizational level. The discussion then continues with the question of how policy makers can apply the quality management techniques at the system level.
- Day 6** Offers a chance to participants to present their quality and/or efficiency improvement projects and in a closing presentation we will summarize main messages of the course and raise awareness of other policy objectives like equity, which is in the focus of another Advanced Flagship course.

Target group

The target group of participants is primarily health sector managers, government officials and public health experts involved in health sector reform, who are either graduates of any of the core Flagship Courses (Washington D.C., Boston, Budapest or any other regional variant), or have been exposed to generic health policy and financing training before. We encourage applications for this exclusive training event by [country teams](#).

Financial information

Tuition fee of the course is USD850. This fee includes tuition, course materials, computer access, coffee breaks and one dinner reception. We offer a [reduced course fee](#) of USD700 for country teams of 3 or more!

Participants (or their funding agency) will be responsible to cover the costs of travel, accommodation and subsistence while in Budapest. We arranged special rates at hotels that are close by the venue of the training.

Unfortunately we are not in the position to offer scholarships for this training event, therefore we suggest to consult with international donor agencies and foundations directly to explore availability of financial support for individual applicants.

Applications

To secure a place for the training, applicants shall complete the attached application form and return it back to us (via fax or e-mail using the number and address shown below) no later than **24 February 2006**.

Contact Information

Should you require any further information, please contact [Tamás Horváth](#) program-coordinator:

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We would be grateful to have your assistance in forwarding this invitation to other prospective participants of this Flagship Course. We look forward to seeing you and your colleagues in Budapest!