• Describe the organization and structure of a health services system.

• Evaluate basic models of health delivery systems.

• Assess major approaches to managing and improving health services organizations, including approaches to process improvement, strategic planning, and organizational design.
<table>
<thead>
<tr>
<th>MPH Management Sciences Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Apply performance improvement concepts and tools in revising a specific process within an organizational setting.</td>
</tr>
<tr>
<td>• Apply key concepts of human resource management to achieving the strategic objectives of health service organizations.</td>
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<tr>
<td>• Prepare a basic budget.</td>
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</tbody>
</table>
### MPH Management Sciences
#### Description of Course Options

<table>
<thead>
<tr>
<th>Managing Health Services Organizations  551.601</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Appropriate for students desiring organizational management skills and tools with a focus on healthcare</td>
</tr>
<tr>
<td>• First term onsite (online 3rd term)</td>
</tr>
</tbody>
</table>
Public Health Practice  305.607

- Focuses primarily on public health practice concepts in the U.S., but with relevance to developing nations
- Second term onsite (online 4th term)
Managing Non-Governmental Organizations in the Health Sector  551.608

- Focuses on the governance and management of non-governmental organizations
- Third term onsite
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Course Code</th>
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</thead>
<tbody>
<tr>
<td>Quality Assurance Management Methods for Developing Countries</td>
<td>221.722</td>
</tr>
</tbody>
</table>

- Management concepts and skills with a focus on performance improvement in developing countries
- First term onsite and online
Fundamentals of Budgeting and Financial Management  551.603

- Offers management concepts and skills with a focus on budgetary and financial issues
- Second term onsite (3rd term online)
Pharmaceuticals Management for Under-Served Populations  551.607

- Focuses on factors influencing access to, use, management, policies, and financing in developing countries and under-served populations
- Third term onsite
Managing Health Systems in Developing Countries
I & II  221.706-707

- Similar to Managing Health Services Organizations, but focused on developing countries
- Only taught online, 3rd and 4th terms
Occupational Safety and Health Management  182.623

- Appropriate for students pursuing careers in occupational health or industrial hygiene
- Third term onsite
Instructors:

Ann-Michele Gundlach, EdD
David Peters, MD, MPH, DrPH
William (Bill) Ward, GED, MBA
What MHSO is All About

• A survey and introductory course
• Tuesdays and Thursdays
• 8:30 a.m. to 10:20 a.m.
• Based on . . .
Why Choose MHSO

- Identify the complexities and challenges of managing health services organizations.
- Analyze health service organizations, their environments, and stakeholders in order to facilitate performance improvement.
- Describe the interplay between environmental and organizational factors
Why Choose MHSO

- Explain the relationship between quality improvement, patient safety and ethical behavior.
- Develop a basic understanding of leadership and management skills required in health service organizations.
- Demonstrate basic skills in budgeting and effective resource utilization.
- Develop a framework to measure and monitor organizational performance.
Student Evaluation

- 8 assignments designed to supplement the MHSO sessions.
- Grades are dependent on the number of assignments turned in that meet expectations. Grading is as follows:
  - A = 8 Assignments
  - B = 7 Assignments
  - C = 6 Assignments
  - D = 4-5 Assignments
  - F = Less than 4 Assignments
Approaches to Managing Health Services Organizations

551.602

International Section
US Domestic Section
What the Course is About

- A “Management 101” Lab
- Mini applications associated with MHSO course content
- Wednesdays 10:00 am – 11:50 am
- Case studies
- Group exercises
- Movies
- Simulations
Public Health Practice
305.607

Lynn R. Goldman, MD, MPH
Professor
Department of Environmental Health Sciences
Joint Appointment, Health Policy and Management
Henry G. Taylor, MD, MPH
Health Policy and Management
Course Description

• Knowledge and skills necessary for the administration of health agencies on the federal, state and local levels;
• Administrative structure, intergovernmental relations, legislation, politics and the public budgetary process;
• Public sector issues for which health agencies are responsible—including AIDS, health promotion strategies, primary care and immunization programs.
Learning Objectives
This Course Should Enable You to:

• Be familiar with the core functions of public health –
  – assessment,
  – policy development and
  – assurance.
Objectives: Specifically (1)

- Evidence based approach to public health problem solving and decision making
- Role of government and others;
- Dimensions of public health decision making, including leadership, organization, ethics, human rights, economics, administrative and political effectiveness; and
- Tools for assuring public health, e.g., legislation, regulation, partnerships, funding powers, research
Objectives: Specifically (2)

- Understand decision making process and how to engage it.
- Identify wide array of strategies (and resources) to address problems as well as resources
- Mobilize support
- Avoid panic when disaster strikes!
Course Format

• 4 Unit Course
• Lecture format--includes guest speakers who are public health leaders
• Student evaluation based on:
  – Final project
  – Briefing memo
  – Class participation
Attention: Time & Date Change!

• Meets 8:30-10:20am, Tuesday and Thursday, Second Term (not fourth term as listed in the catalog and your handbook)

• ALSO taught online in Fourth Term
Managing NGOs in the Health Sector
551.608.01

Earl Wall, MHS
Instructor
Health Systems Division
Department of International Health
ewall@jhsph.edu
Course Objectives

• Become familiar with the range of responsibilities of NGO directors and managers
• Become familiar with, and be able to apply, management tools to fulfill the responsibilities of NGO managers and directors; and
• Be able to identify potentially difficult management situations and apply appropriate strategies to resolve them
Managing Non Governmental Organizations in the Heath Sector

- Management of public health programs transforms *science* to *impact*
- Management is what Public Health Professionals spend most of their time doing
- Managing public health programs is similar *in most respects* to management of any other enterprise
Managing NGOs in the Health Sector

• Third term
• Monday evening
• Three credits
• Satisfies management requirements for MPH & MHS programs
Managing NGOs in the Health Sector – Course Outline

1. Human resource management (performance management)
2. Planning
   - Operational (annual & multiyear)
   - Strategic
   - Budgeting
3. Public relations & advocacy
4. Finance
5. Resource acquisition
6. Leadership
7. Safety & security
Course Structure

Content:
• 50% Management tools
• 50% Their application

Method:
• Lecture & discussion

Grading:
• Mid-term Exercise (or Paper) – 30%
• Final Paper – 50%
• Attendance & Participation – 20%
Quality Assurance Management Methods for Developing Countries

Instructors:
Gilbert Burnham
Anbrasi Edward
Richard Morrow
Laura Morlock

221.722.01
221.722.81
Course Content

- Framework for addressing Quality
- Defining and Measuring Quality
- Principles and Approaches of Quality Improvement
- Team building and Problem solving
- Measuring and Managing Performance
- Role of Support Structures; supervision, job aids
- Financial Management for Quality
- Sustaining Quality Gains and Institutionalization
Course Objectives

Learn about the major causes of poor quality in health services in developing countries and how to address these.....

- Application of tools and principles to address quality deficiencies
- Identify key performance indicators for routine quality monitoring and evaluation
- Systems approach to quality management
- Regulating costs and quality
Student Activities

- Improving Quality of specific activities in developing countries
- Choose a system or a program
  - Examine data to define the problem
  - Identify the root cause of the problem
  - Consider alternatives
  - Implement a solution
  - Check the outcome
Evaluation

- Case Studies
- Team projects
- Class participation
- Peer Evaluations

“Drive out Fear” E. Demming
Former QA Students

- Director of National QA Program in Rwanda
- Consultant to Aloha Health Systems - Bangladesh
- Regional Director of Health Programs - Ethiopia
- Uganda Regional Quality of Care Center
- Strengthening rural services in Kenya - PVO
- Bilateral Agencies: QAP, MSH, Abt Associates
- Strengthening maternal health services in Albania
Fundamentals of Budgeting and Financial Management 551.603

Instructor: Bill Ward
Why Choose This Course?

a) money makes the world go round . . .
b) looking for winning Powerball numbers
c) advice on repaying student loans
d) after biostats it can’t be that bad
e) I need the TAM points
f) all of the above
g) none of the above
Why Choose This Course?

And the correct answer is . . .
And the correct answer is . . .

1. A great way to learn about budgeting
2. A fun way to learn how to manage the financial resource
3. Pick up valuable “survival skills” for use in the “real world”
Success Managing Money Requires

- Overcoming the Mystique
Success Managing Money Requires

- Overcoming the Mystique
- Thinking Strategically
- Reorienting the Perspective
- Speaking the Language
- Technical Skills
Course Content – Technical Skills

• Operating and Capital Budgeting
• Performance measurement
• Variance analysis
• Cost behavior
• Forecasting
Course Content – Technical Skills

- Decision Analyses
- Revenue enhancement strategies
- Spending control strategies
- Productivity
- Bilateral Performance Mapping
<table>
<thead>
<tr>
<th>Course Content – Technical Skills</th>
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<tbody>
<tr>
<td>• Process Flow Analysis</td>
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<tr>
<td>• Performance benchmarking</td>
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<tr>
<td>• Developing cost standards</td>
</tr>
<tr>
<td>• Action planning</td>
</tr>
<tr>
<td>• Presenting financial information</td>
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</tbody>
</table>
Brief Course Overview

• Learn to develop a budget
• Learn to read performance reports
• Learn to manage money
• Evaluation based on two exams and class participation
Brief Course Overview

• Learn to develop a budget
• Learn to read performance reports
• Learn to manage money
• Evaluation based on two exams and class participation
Pharmaceuticals Management for Under-Served Populations

551.607

Instructors:
David Peters, MD, MPH, DrPH
Alan Lyles, ScD, MPH, RPh
What PMUP Is All About

• Focuses on Pharmaceuticals Management and Policy Issues, Mostly in Developing Countries
• Monday and Wednesday, 3rd Term
• 10:30 a.m. to 11:50 a.m.
Course Objectives

• To develop an operational understanding of factors influencing access to, use, management, policies and financing of pharmaceuticals in developing countries and under-served populations in developed countries
Essential medicines are those that satisfy the priority health care needs of the population selected with due regard to public health relevance, evidence on efficacy and safety, and comparative cost-effectiveness intended to be available within the context of functioning health systems at all times in adequate amounts, in the appropriate dosage forms, with assured quality and adequate information and at a cost that individuals and the community can afford.
Why Choose PMUP

- Interest in pharmaceuticals management
- Plans to work in health services delivery in low and middle income countries
Student Evaluation

- Individual Assignment
- Group Project
- Group Presentation
This distance learning course (only online, Q3-Q4) includes the following topics:

- Group ID of probs. – priorities.: Use the DELPHI & NOMINAL GROUP Techniques
- Basic concepts and principles of management: MBOBJECTIVES, MBEXCEPTION + 8 more
- DISTRICT TEAM PROBLEM SOLVING -> leadership, empowered decentralization
- How to use Realistic objectives when planning, implementing and evaluating services coverage (via PRODUCTIVITY measures) in TENQUACHA Case Study
- Financial management – PERFORMANCE BUDGETING – Effectiveness vs. Efficiency
- Intros to strategic management, quality management, & health sector reform
- Plan for behavior change: Use the PRECEDE model
221.706.81-- Managing Health Systems in Developing Countries

- Logistics cycle methods and applications – Case Study: MAX/MIN to avoid stockouts
- Training and supervision—managerial concerns
- Personnel management – Case Scenarios – GBurnham
- District Hospital: manage & role in primary health care
- Social mobilization – Case Study: Jamkhed CRHP - SEED-SCALE - CETaylor
- Decentralized planning and management – Case Study: Indonesia - WAReinke
- Management lessons of smallpox eradication – Case Study: world - DAHenderson
- Schedule to complete on-time: use CRITICAL PATH METHOD & GANTT CHART
Why Choose Managing Health Systems in Developing Countries I-II?
Over Q3-Q4; 5 units:

- 25% Final Exam
- 30% Paper
- 15% Participation
- 30% 6 Exercises
Term Paper ~ 2000 words

Do your own thing

• Choose a specific management problem you know in a real context
• Describe its situation and organizational context
• Apply a carefully selected management principle, method, tool, or technique
• Show how you could use that tool to devise a real solution for that problem.
Participation in the course

- Identify & prioritize health service problems via three rounds of an online Delphi exercise
- Analyze, on BBS, what to do in 3 case scenarios of problems in personnel management
- Ask questions, make comments in 5 Livetalks that cover all sessions
- Interact on the Bulletin Board
FAQ: Questions Regarding Managing Health Service Organizations (MHSO) (551.601) and Approaches to Managing Health Service Organizations: Cases and Applications (AMHSO) (551.602)

- Q: Can you take the MHSO course without the lab (AMHSO)?
  - A: AMHSO is not required and you can take MHSO without the lab.

- Q: How does the lab work in the online version of the course? Is it incorporated into the online sessions or offered as a separate course?
  - A: AMHSO is not incorporated into the on-line version in the 3rd quarter. It is offered as a separate course in the HPM Summer Institute.

- Q: Can a student take the lab without taking the main course?
  - A: No.
FAQ: Questions Regarding Public Health Practice 305.607

• Q: If a student takes this course in Barcelona would that count toward meeting the MPH management requirement?
  
  A: Yes. This course is offered in Barcelona, November 10-13, 2008, as part of the HPM Fall Institute. Full-time JHU students are required to obtain permission from the HPM department (Judy Holzer) before registering for the Barcelona version of this course.

• Q: Does the course in Barcelona provide the same U.S. (domestic) perspective as the version offered in Baltimore?
  
  A: The Barcelona course brings in some examples and lectures from European countries. However, the examples are largely based on U.S. material and applications.
Q: This course is offered online in the 3rd and 4th term – does a student need to take both terms, or can just one term of the course be taken?

A: This is a single integrated two-term class and both terms must be completed in order to get credit and the grade.