



SEMMELWEIS UNIVERSITY BUDAPEST
HEALTH SERVICES
MANAGEMENT
TRAINING CENTRE

Regional Partner of the World Bank Institute

The role of training stakeholders
in building support for health reforms

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July 29, 2002
Washington D.C.



History in short



- World Bank development project 1993-1999
 - Creation of a new school to establish health care management education in Hungary
- Regional Partner of the World Bank Institute since 1998
 - Collaboration with leading academics from the Harvard School of Public Health, University of York and the London School of Hygiene and Tropical Medicine and WBI to provide international training courses in the region





Why?

- **Need for intensive training programs for health policy makers, senior health managers and other stakeholders**
- **Need for analytical skills for systematic approach to reform: new ways of thinking about health sector performance**
- **Need for common language for effective communication of stakeholders**



The Flagship Program Worldwide

- Full course offered in Washington once a year (interconnected training modules)
- Seven Regional Partner Institutes offer regional and country-specific Flagship courses
- More than 2,000 participants from 56 countries in 3 years worldwide
- Growing distance learning program (www.healthflagship.org)

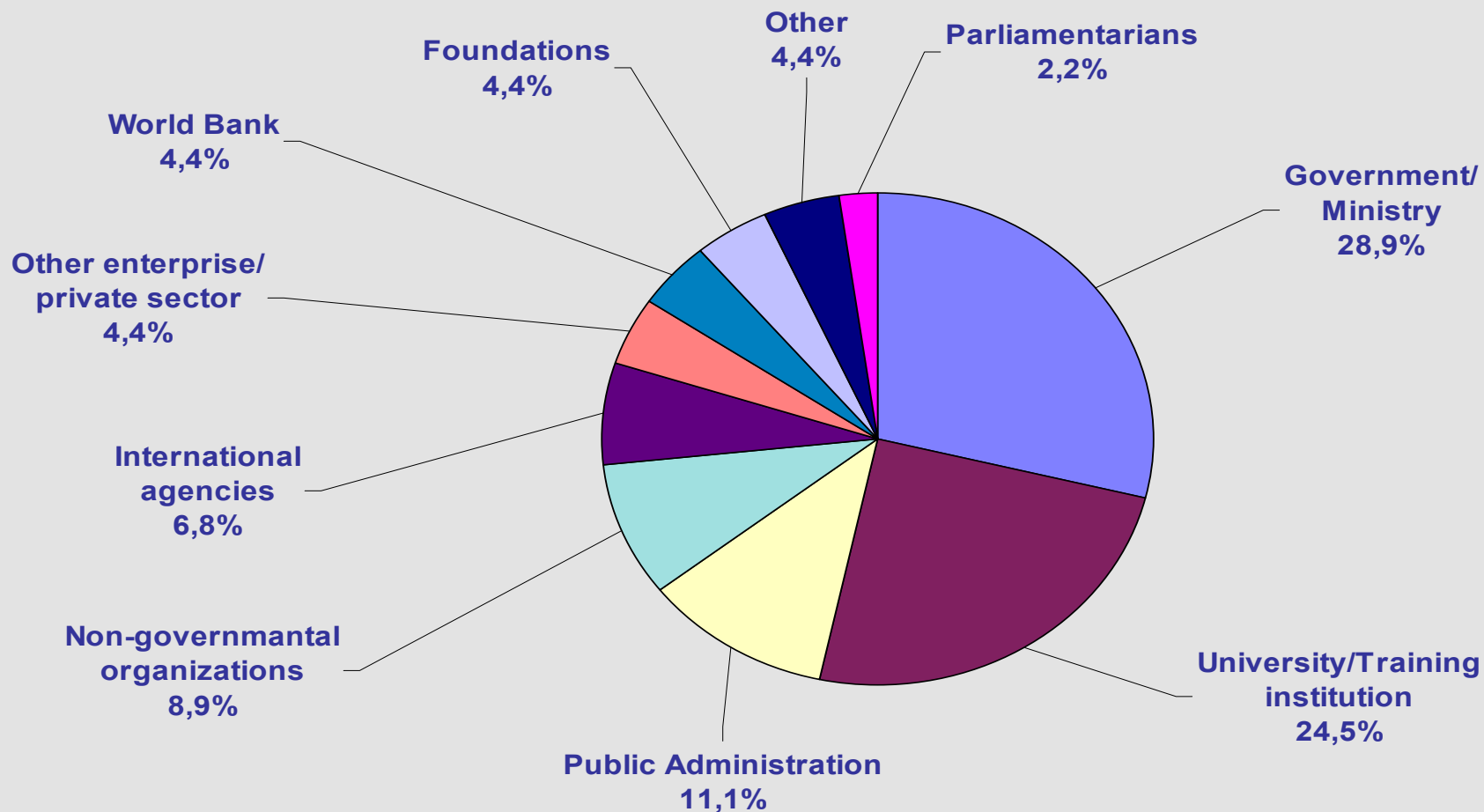


The Regional Flagship Program

- Joint international effort of the World Bank Institute and Semmelweis University
- Participation is supported by the Open Society Institute and other national and international collaborators
- Targeted to government officials, health policy makers, senior managers and other stakeholders of countries in Central and Eastern Europe and Central Asia
- 550 participants, 26 countries, 12 courses in 4 years



Participants of the Regional Flagship Program by area of work (2000-2001)





Course content

✓ **Analyzing Health Sector Performance**

- Introduction to concepts and analytical tools of health sector reform
- Clarifying reform objectives
- Separating ends and means
- Review of experience and evidence for potential interventions in the areas of:
 - Financing health care
 - Payment of providers
 - Organizational reforms
 - Regulation

✓ **Planning and managing feasible change**



- Learning style and methodology

- ✓ Interactive and participative
- ✓ Role plays of different stakeholders
- ✓ Solid conceptual foundation
- ✓ International experience adapted to regional context



- Course design

- ✓ Interconnected modules developed into a coherent training program of two weeks
- ✓ Country-specific material in one-week courses
- ✓ Senior Policy Seminars of 2-4 days on the essential concepts, analytical framework and special topics





Evaluation: learning gain



Comparison between pre-module and post-module scores of the actual knowledge assessment (Budapest, Hungary; June 13-23, 2000)

Week 1: Analyzing Health Sector Performance

Week 2: Decentralization and Managing health institutions

Result of 44 out of 49 participants in the course

Week 1 Week 2

Average score on the pre-course learning assessment for all matched respondents	39%	32%
Average score on the post-course learning assessment for all matched respondents	53%	67%
Learning gain in percentage points	14	35
Learning gain in percentage	37%	109%
Maximum possible score to the pre-course learning assessment	15	16
Maximum possible score to the post-course learning assessment	15	16

Overall usefulness of the courses on a five point scale: 4.4 - 4.9



Key lessons



- **It pays to care about course design and teaching methods**
 - ✓ **Coherent and integrated training program for a lasting learning experience**
 - ✓ **Intensive facilitation of the learning process: focus on shaping the way people think about health sector reform**
 - ✓ **Facilitation the sharing of experience and understanding of different objectives**
- **Health policy makers and other stakeholders of the sector have special needs for short term intensive training on health sector reform**
- **Using a common professional language and a systematic approach enhances the feasibility of reform initiatives by improving communication between stakeholders**
- **Training of stakeholders has a important role in building support for reforms**