



European Academy for Healthcare Leaders **Rome, 15-17 November 2018**

Workshops Concept Note

1) SKILLING UP WORKSHOP - How to create a successful leader in a changing health landscape

This workshop aims to share a common definition of the role of leadership in these times of formidable health challenges. European health systems, heavily stressed by financial constraints due to the economic crisis, are facing common issues: the demographic and epidemiological shift, the return of infectious diseases too early considered defeated, the rise of antibiotic resistance, accelerating increase of health technologies costs and weakness of primary health care systems and preventive services. All these challenges put health systems under enormous pressure in a combination of circumstances that can be described as a “perfect storm”.

In this very moment, there is no Country that can face the issues of the 21st century healthcare with the methods of the 20th century. Healthcare systems need to be reorganized in terms of sustainability and improvement of value. To address these challenges, health executives need to share knowledge and develop targeted skills.

The workshop will focus on new set of competencies, skills and behaviors that leaders have to take into account to be successful. Practical aspects of leadership will be shared and strengthened in order to ensure that health leaders involved in the Academy will be



fully committed to share good practices and the way to move them in their operational environment. In particular, several aspects of transformational leadership will be explored, such as:

- Communicating the need for change;
- Empowering people to reach great goals proceeding step by step;
- Setting rules and responsibilities.

Prof. Ricciardi and Fabrizio Pirovano have been designed in leading and facilitating this workshop.

2) CULTURE WORKSHOP - Managing Change & Engaging Key Players

The focus of this workshop will be to empower participants with some among the best practice models on Change Management and the necessary methods to engage key players in that process. There will be a particular attention to provide participants with opportunities to have a “touch and feel” about these tools so that we can go beyond the theoretical models and actually experiment on how to use them in a selection of concrete and likely situations that might occur in healthcare organizations.

The workshop intends to pick up the vast knowledge in this field from the corporate world and provide its possible adaptations to the field of health. We will use clear case examples from the different levels of the hierarchical chain in healthcare, from the national to the local setting. The main objective that we would like to achieve with our session (as well as for the other sessions) is to try to convince the national health representatives, that the topics we will present are relevant to the developments of the health sector in the next 5 to 10 years and that they will need to include these arguments and tools in the training program in their own Countries.



In order to do that, we will address core principles so that participants from all European socio-cultural backgrounds might validate their relevancy with their experiences from their

local realities. Digital content will be used during the sessions, but further content will be provided after the workshop through blended training including e-learning modules to provide a continuous support (continuous education approach) in the application of the concepts addressed during the workshop.

We will have two experienced facilitators, both in the field of business and the field of healthcare. In the morning, Alessandro Campana (ex-VP Europe Healthcare at Accenture) will focus on the best methods for change management in healthcare, through an initial concept presentation. This part will be followed by an interactive session on how to apply those methods in different settings and realities. In the afternoon, Bruno Goffin (consultant in change management, ex-Divisional VP Europe at companies like GE & P&G) will focus firstly on engagement and stress management tools from NASA, and then we will conclude with the "seven elements" of negotiation and their application.

3) SYSTEMS WORKSHOP – To develop a methodology to define the planning and the priorities of new healthcare systems

A challenging and vast argument in healthcare is represented by the organization of healthcare systems. As far as there is not a shared consensus on it, each Country brings forward its own organization model causing fragmentation and lack of common shared vision for health systems at the European level. Considering that, it seems very important to examine healthcare at a system level with the aim of sharing experiences, underlining strengths and weaknesses and in order to define a common methodology to improve specific aspects of healthcare systems.



This workshop intends to pursue two main goals: (1) defining the direction of healthcare systems and (2) creating a vision to guide the change in healthcare systems. The first part of the workshop aims at discussing about the current scenario of healthcare systems and

wants to point out some of the main strengths and weaknesses. This process could lead to mapping the priorities to address and cluster the shared ones among the different Countries. Furthermore, a common strategy to address these priorities will emerge from the discussion. The second goal is about creating and implementing a strong leadership vision to effectively lead a healthcare system with a systemic approach. During the workshop, a framework will be shared and the different Countries could look at it as a good standard in order to improve or support new strategies for their healthcare systems.

To address these goals, short lectures held by experts will be the starting point of the discussion, to bring forward experience and innovative ideas. Therefore, the workshop aims to create a methodological tool in order to propose a sort of gold standard to address when they aim at enhancing their own national healthcare system.

We thought in Sir Muir Gray and Andrea Silenzi have been designed in leading and facilitating this workshop.

4) SUSTAINABILITY WORKSHOP - The toolbox for improving quality sustainability of healthcare systems

In a context of pressured economic health resources and of a rise in health needs, it will be urgent to face this sustainability crisis in order to provide the best quality care possible. The aim of this workshop is to provide solid bases to all the participants concerning sustainability of healthcare systems, giving them the most updated knowledge in this field



and emphasizing how leadership can influence on such sensitive issues and making use of some specific examples.

During the day, the sustainability theme will be addressed by focusing on two extremely important topics:

- Healthcare workforce. Based on the previous work of the Global Health Workforce Alliance and the High Level Commission on Health Employment and Economic Growth, we will explore how to lead the implementation of the WHO global strategy on human resources for health for 2030. Furthermore, we will also make use of the efforts developed in this area by the European Union's Joint Actions on this topic.
- Technological investment. The method of Health Technology Assessment has been providing a mechanism to identify the options that might be efficient for technological investment. There is now the need to continue that path and focus on the right investments that can bring greater value to the healthcare system.

We will set clear objectives to make sure participants will learn what they need to know, with clear approaches. We will encourage constant feedback and discussions.

Prof. Natasha Azzopardi and Carlo Favaretti have been designed in leading and facilitating this workshop.