

Health System Development

Module Handbook
2015-2016

Module Leaders: Professor Salman Rawaf
Dr Sondus Hassounah

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TIMETABLE

| Date | Time | Session Type | Session Title | Lecturer | Room |
|----------------------|---------------------|---------------------|--|----------------------------|------|
| 18 th Jan | 14.00 - 14:15 | Interactive session | Module Introduction | Sondus Hassounah | G64 |
| | 14.15 - 17.00 | | Key Concepts in Health Systems | Salman Rawaf | |
| 25 th Jan | 14.00 - 17.00 | Interactive session | Health System Models: Comparative Assessment | Sondus Hassounah | G64 |
| 01 st Feb | 14.00 - 17.00 | Interactive session | Analysing Health Systems: Anywhere Republic | Salman Rawaf | G64 |
| 08 th Feb | 14.00 - 17.00 | Interactive session | Health Needs and Health Impact Assessments | Bayad Abdalrahman | G64 |
| 15 th Feb | 14.00 - 17.00 | Interactive session | Health Service Evaluation | Christina Atchison | G64 |
| 22 nd Feb | 14.00 - 17.00 | Interactive session | Leadership Styles and Decision Making Skills | Salman Rawaf, Mays Raheem | G64 |
| 29 th Feb | 14.00 - 17.00 | Interactive session | Teamwork and Public Health Crisis Management | Emilie Karafillakis | G64 |
| 07 th Mar | 14.00 - 17.00 | Interactive session | Optimizing the Delivery of Health Services | Juan Tello, Erica Barbazza | G64 |
| 14 th Mar | 14.00 - 17.00 | Interactive session | Designing Primary Care based Systems | Salman Rawaf | G64 |
| 21 st Mar | 14.00 - 16.30 | Interactive session | Human Resources for Health (HRH) in Developing countries | Ghanim Al Sheikh | G64 |
| | 16.30 - 17.00 | | Module Wrap-up | Salman Rawaf | |

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STAFF & LECTURER PROFILES:

Professor Salman Rawaf (WHO Collaborating Centre for Public Health Training and Education - Department of Primary Care & Public Health, Imperial College)

Professor Salman Rawaf is the Director of the WHO Collaborating Centre, and a Professor of Public Health in the Department of Primary Care and Public Health at Imperial College London. He acquired his qualification in medicine, with training in paediatrics and public health, and spent the breadth of his career in the NHS; including 26 years as an Executive Director (County Medical Adviser) and a Medical Director. In the latter 23 years of his service in the NHS, Professor Rawaf served as the Director of Public Health in South-West London, from which he then moved to Imperial College as Professor of Public Health, and the Director of the WHO Collaborating Centre for Public Health Education and Training, which supports several WHO Regions and their Member States.

Professor Rawaf is globally recognised for his international work and contribution to global public health, primary care in research and service delivery. His work is well documented in supporting countries to strengthen their health systems and service development; including Bahrain, Brazil, Iran, the Kingdom of Saudi Arabia, the State of Kuwait, Libya, Malaysia, Maldives, Malta, Oman, Poland, Tunisia, Uzbekistan, Iraq, Palestine, Qatar and Yemen.

He is an adviser to the World Health Organisation on primary care, public health, health systems, medical education and human resource for health; a Fellow of the Royal Colleges of Physicians London and the UK Faculty of Public Health; a Member of the Faculty of Public Health Medicine Ireland; and the UK Faculty of Public Health Global Health Adviser. He is also involved in many national and international advisory works including: Executive Member of the International Committee of the UK Academy of the Royal Medical Colleges, a Member of WHO Advisory Committee for Health research, Foundation Trust Councillor for Chelsea and Westminster, and Programme Leader of the Postgraduate Diploma/MSc in Family Medicine Middlesex University. He is an Honorary Professor at Ghent University-Belgium, Middlesex University-London and King Saud University-Riyadh.

Dr Sondus Hassounah (WHO Collaborating Centre for Public Health Training and Education - Department of Primary Care & Public Health, Imperial College)

Dr. Hassounah is teaching fellow in the WHO Collaborating Centre for Public Health Education and Training at the Department of Primary Care & Public Health, Imperial College London. She is actively involved in health system strengthening research, assessing and building health leadership capacity with particular focus on low-middle income countries, health systems in transition and post conflict countries.

Sondus's Background is in clinical practise. She graduated from the Faculty of Medicine-Cairo University where she received her MBBS and worked as a Doctor. She then moved

onto Public Health, working in harm reduction for HIV prone communities, predominantly Injecting Drug Users (IDU's), and People Living with HIV (PLHA). Prior to that Sondus worked in the TB department at the Eastern Mediterranean Regional Office for the World Health Organization (EMRO) where she gained ample experience liaising with local government and International partners on capacity building, research and project management in the region.

Coming to Imperial College London, and after being awarded a MPH (Masters in Public Health), her main research focus has been geared towards Universal Health Coverage and equity in health. She also leads on building local health-workforce capacity through training and education. Dr. Hassounah's vested interest is in marrying up public health research and field work, bringing evidence based best practises to ground-root sustainable implementation.

Dr Christina Atchison (Department of Primary Care & Public Health, Imperial College London)

Dr Atchison is an NIHR Academic Clinical Lecturer in Public Health Medicine at Imperial College. She is also a specialty registrar on the London Deanery Public Health training programme, where she is based at Public Health England in the Centre for Infectious Disease Surveillance and Control and the South West London Health Protection Team. Her PhD research whilst at the London School of Hygiene and Tropical Medicine focused on rotavirus gastroenteritis in England and Wales using surveillance data to understand transmission and to predict the potential impact of rotavirus vaccination. In 2012 she completed her MPH at Imperial College, working with the Schistosomiasis Control Initiative to assess the relationship between *Schistosoma haematobium* infection and morbidity in school-aged children in Cabo Delgado province, Mozambique. Her research interests include infection prevention and management, and vaccine epidemiology.

Ms Emilie Karafillakis (Department of Infectious Disease Epidemiology, London School of Hygiene and Tropical Medicine)

Ms Karafillakis is a research assistant and PhD candidate for the Vaccine Confidence Project at the London School of Hygiene and Tropical Medicine. She has a background in public health, infectious diseases control and health systems and policies. She is currently working on qualitative research on vaccine hesitancy and confidence amongst European populations while her PhD focuses on the impact of community trust on the uptake of Ebola outbreak control interventions. She has previously worked as a research assistant in health systems and policies at Imperial College London's WHO Collaborating Centre for Public Health Education and Training as well as at the WHO European Observatory on Health Systems and Policies. Ms Karafillakis is also an Honorary Teaching Fellow at Imperial College London.

Dr Bayad Abdulrahman (Department of Communicable Disease Control, Public Health England)

Dr Abalrahman currently works as a Consultant in Communicable Disease Control with Public Health England South East, he completed his Masters in Public Health (MPH) at the University of Nottingham where he also perused his specialist training in public health medicine. Bayad worked in conflict zones and developed a vested interest in public health challenges in war torn countries, primary prevention of armed conflicts and Global Health.

He has over 10-years' experience in the NHS and has a long standing interest in infectious diseases in particular Blood Borne Viruses (BBV).

Dr Juan Tello (Division of Health Systems and Public Health, WHO Regional Office for Europe)

Dr Tello, is an expert on health systems and policy development. He is a Doctor of Public Health and holds a Masters in health economics. Following on employment in the health sector of Italy as health economist and lecturer at teaching institutions, he worked for the European Commission for several years and as consultant for DFID, UNICEF, WHO and World Bank, among other development organizations. In 2008, Dr Tello joined the WHO as health policy resident advisor initially to the Ministry of Health of Tajikistan and subsequently as sub-regional advisor to the eight Ministries of Health of Central America. He returned to the Division of Health Systems and Public Health at the WHO Regional Office for Europe in September 2011. Currently, Dr Tello is Programme Manager of the Health Systems Delivery Programme which advises Member States in their health system strengthening efforts to design, establish and promote people-centred health services delivery that are effective, efficient, sustainable, safe and high quality as a means to achieve universal health coverage.

Ms Erica Barbazza (Division of Health Systems and Public Health, WHO Regional Office for Europe)

Ms Barbazza holds a Masters in International Health Policy from the London School of Economics in the United Kingdom and a Bachelor of Health Sciences specialising in health sciences and global studies from the University of Western Ontario in Canada. During her studies, Ms Barbazza was engaged on projects with national and international organizations including the Health Council of Canada, Oxfam, the Basel Institute on Governance and the WHO.

In 2013, Ms Barbazza joined the WHO Regional Office for Europe with the Health Services Delivery Programme of the Division of Health Systems and Public Health. Her work at present within the Programme focuses on the integration of health services delivery including the study of initiatives from across the 53 Member States in the WHO European Region to transform services delivery, providing technical assistance in Member States on topics including strengthening primary health care, supporting capacity building courses on strengthening people-centred health services and contributing to health services delivery research in WHO publications and peer reviewed journals.

Professor Ghanim Al Sheikh (Department of Primary Care & Public Health, Imperial College London)

Professor Al Sheikh is currently an Honorary Lecturer at WHO Collaborating Centre, Department of PC and PH, Imperial College London and acts as expert and adviser in Global Health Workforce Alliance, Geneva since 2009. His vast international experience ranges includes his role as the founding dean of medicine in Tikrit and Hadhramout universities (1988-2000), WHO as regional coordinator of medical education (2000-9). He's also been involved in numerous projects in different countries of Middle East, Africa and Asia where he provided hands-on technical support in human-resources-for-health (HRH) development and medical education reform, as well as helped establishing national systems of accreditation in 15 countries. Professor Al Sheikh also actively contributed to WHO HRH strategies and interventions at national, regional and global levels. Professor

Al Sheikh qualified in medicine and surgery (1970), completed his PhD at St Thomas's Hospital Medical School (1978), was a research fellow at Karolinska Institute, Sweden (1985-6), and a FAANOS Fellow of the American Academy of Neurological and Orthopedic Surgeons (1989), He has a Dipl-PHC (1999) and is a FFPH Fellow of The Royal Colleges of Physicians (Faculty of Public Health) (2002).

Dr Mays Raheem (WHO Collaborating Centre for Public Health Training and Education - Department of Primary Care & Public Health, Imperial College)

Dr Raheem is a research assistant at the WHO Collaborating Centre for Public Health Education and Training at Imperial College London. Mays's main interest is the development of health systems in under-developing and developing countries. She organises academic training programmes for international health professionals and is also as an advisor at the stop smoking service.

Mays earned her Bachelor degree in Medicine and Surgery at the University of AL-Mustansiriyah, Iraq. Then, she moved to the United Kingdom, where she studied a Master degree in Public Health at the University of Central Lancashire. She started her career in public health as volunteer, working with 'SEED' and 'Breathe' for Eating Disorder where raised awareness on eating disorder through visiting different educational institutions such as schools, colleges, and universities. She also played an active role in eating disorder support groups where she provided training to their clients on how to modify their lifestyle in order to prevent or eliminate the contributing factors to their conditions.

MODULE OVERVIEW

Today there is mounting evidence that efficient, equitable and more inclusive health systems are essential to achieve improved health outcomes. Effective management of such systems is fundamental to ensure these desired health outcomes are achieved. The Health System Development (HSD) module is structured to provide strong insight into a whole system approach to health; it's designed to underpin the significance of leadership roles, and the paramount value to prepare health professionals for effective communication and decision-making at all levels. Sessions are planned to equip students with the knowledge and skills necessary to improve the health of populations, communities and the health systems that serve them through enhancing their ability to understand the process of strategic health care planning and critically synthesise real-life case studies within a health system context. By the end of the module, students will be able to demonstrate a critical understanding of the disciplines of public health leadership and system thinking.

MODULE AIMS

This module aims to expose students to, and engage them in, all-encompassing thinking of 'health systems' and the importance of a horizontal approach to health system investment and development to achieve better health outcomes. The module also aims to provide insight into a range of disciplines in health management including organisational behaviour, health policy, information systems and human resources in order to strengthen students' capacities to think as effective health leaders.

MODULE STRUCTURE

The Health System Development module will run in term two on Mondays for 10 sessions. At its core, the teaching and learning in this module is interactive in nature and is based on the participation and engagement of students. Learning will take place in the form of group work, self-directed learning and some lectures. The module is divided into four main themes, within which a series of sessions have been designed to encapsulate the most relevant and most current issues relevant to the themes.

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| Theme 1: INTRODUCTION TO HEALTH SYSTEMS |
| 1.1 Key Concepts in Health Systems |
| 1.2 Health System Models: Comparative Assessment |
| 1.3 Analysing Health Systems: Anywhere Republic |
| Theme 2: ASSESSING HEALTH NEEDS |
| 2.1 Health Needs and Health Impact Assessments |
| 2.2 Health Service Evaluation |
| Theme 3: LEADERSHIP IN HEALTH |
| 3.1 Leadership Styles and Decision Making Skills |
| 3.2 Teamwork and Public Health Crisis Management |
| Theme 4: POLICY, STRATEGY AND PLANNING |
| 4.1 Optimizing the Delivery of Health Services |
| 4.2 Designing a Primary Care Based Health System |
| 4.3 Human Resources for Health (HRH) in Developing Countries |

OVERALL MODULE LEARNING OUTCOMES

By the end of this module, students should be able to:

- Demonstrate an understanding of the global health systems landscape and the challenges and opportunities for securing universal health coverage;
- Define health systems, and explain why it is important for securing good population health and health services;
- Identify key components of well-functioning health systems, and the importance of the interplay between the 6 health system building blocks;
- Recognise the importance of primary care based health systems;
- Identify substantial global experiences in managing and leading health systems;
- Critically compare different health system models;
- Discuss theoretical framework(s) for assessing populations health needs and health system performance assessments;
- Demonstrate an ability to contribute fully in a range of roles, both individually and as part of a team, as effective communicators and leaders.

ASSESSMENT AND FORMATIVE FEEDBACK

This module will be assessed formally in the MPH Paper 2 examination in April 2016. No written assignments are planned for this module – however, the course leads and individual lecturers will be happy to provide students with feedback on request.

As system thinking and overall health system development are core aspects of public health practice, the concepts introduced in this module should also provide useful insights into a range of other MPH modules including, but not limited to, Improving Health in a Globalised World, Global Health Governance and Challenges, and Health Policy, Systems and Financing.

LEARNING OBJECTIVES

Session 1: Key Concepts in Health Systems

1. Understand what is meant by a health system;
2. Define health systems, and explain why it is important for securing good population health and health services;
3. Demonstrate an understanding of the global health systems landscape and the challenges and opportunities for securing universal health coverage;
4. Distinguish between the different funding models for a health system;
5. Recognise how health systems protect against catastrophic events.

Pre-session reading:

- World Bank definitions of health systems: WORLD BANK 2007. Healthy development: the World Bank strategy for health, nutrition, & population results, World Bank. (Annex L: What is a health system?). Available from <http://bit.ly/whUiSZ>
- WHO Strategy on strengthening health systems: W.H.O. 2007. Everybody's Business: Strengthening Health Systems to Improve Health Outcomes: WHO's Framework for Action, World Health Organization. Available from: <http://bit.ly/A8s7PD>
- Summary of Bismark, Beveridge & National Health Insurance models. Available from: <http://to.pbs.org/wLPitf> (NB This is a excerpt from REID, T. R. 2010. The Healing of America: A Global Quest for Better, Cheaper, and Fairer Health Care, Penguin Books.)

Session 2: Health System Models: Comparative Assessment

1. Identify key components of well-functioning health systems, and the importance of the interplay between the 6 health system building blocks;
2. Discuss theoretical framework(s) for assessing populations health needs and health system performance assessments;
3. Critically compare different health system models;
4. Discuss challenges and solutions for the health system in the future for a specific national context.

Pre-session reading

- International Profiles of Health Care Systems, 2013 http://www.commonwealthfund.org/~media/files/publications/fund-report/2013/nov/1717_thomson_intl_profiles_hlt_care_sys_2013_v2.pdf -- Please read 'The Japanese Health Care System' (Pages 76-85) and 'The Swedish Health Care System' (Pages 113-120) in your corresponding groups.

Session 3: Analysing Health Systems: Anywhere Republic

1. Recognise key terms used to describe a health system;
2. Understand the importance of forms of data intelligence and it's applicability in health planning;
3. Extrapolate how health priorities are determined for the various stakeholders in the health system;
4. Distinguish between the spectrums of providers in health services.

Session 4: Health Needs Assessment (HNA) and Health Impact Assessment (HIA)

1. Learn about and understand the concepts of needs, needs assessment and health needs assessment;
2. Apply the theory of HNA and HIA into practice;
3. Reflect on the importance and the role of HNA and HIA in practice.

Session 5: Health Service Evaluation

1. Discuss the key features of healthcare evaluation and understand its role;
2. Outline the use of structure, process and outcome measures to evaluate services (the Donabedian Framework);
3. List Maxwell's dimensions of quality and critically discuss this framework;
4. Be able to outline the core steps of a healthcare evaluation using an established framework;
5. Be aware of the key resources required to conduct a healthcare evaluation in a variety of healthcare settings.

Session 6: Leadership Styles and Decision Making Skills

1. Understand key situational leadership models;
2. Evaluate your personal attributes as a leader through Leadership Effectiveness and Adaptability Description (LEAD);
3. Recognise and reproduce leadership roles within the health sector;
4. Demonstrate an ability to contribute fully in a range of roles, both individually and as part of a team, as effective communicators and leaders.

Session 7: Teamwork and Public Health Crisis Management

1. Define and explain what a "public health crisis" is and what it means for health systems;
2. Explain the importance of teamwork in dealing with public health crisis;
3. Identify steps in managing a public health crisis and discuss preparedness and contingency emergency plans;
4. Recognize the importance of good communication during public health crisis.

Session 8: Optimizing the Delivery of Health Services

1. Distinguish between different methodologies for reasoning the causes of sub-optimal health and performance;
2. Analyse country experiences in transforming health services delivery;
3. Apply a root-cause approach for identifying and diagnosing services delivery-specific bottlenecks;
4. Demonstrate an ability to utilise tools and resources available to support services delivery transformations.

Session 9: Designing Primary Care Based Systems

1. Recognise the importance of primary care based health systems;
2. Explain the various steps in developing a health system based on primary care;
3. Demonstrate an ability to utilise data to inform health system planning.

Pre-session reading:

- WHO World Health Report 2008 "*Primary Care: Now More Than Ever*" summary. Available from: <http://www.who.int/whr/2008/summary.pdf>

Session 10: Human Resources for Health (HRH) in Developing Countries

1. Explain why HRH are essential to health systems and health;
2. Compare HRH status at global and national levels;
3. Identify major HRH challenges in developing countries;
4. Outline a framework for measures to address these challenges in these countries.

RECOMMENDED GENERAL BACKGROUND READING

The following reading list is intended to provide students with a background to many of the topics covered in the lectures. Any essential readings will be highlighted during each lecture.

WHO World Health Report 2008 "Primary Care: Now more than ever". Available from: <http://bit.ly/uGvOj6>

World Health Report 2000: Health systems: Improving Performance. Available from: http://www.who.int/whr/2000/en/whr00_en.pdf

A WHO Framework for Health System Performance Assessment, 2000. Available from: <http://www.who.int/healthinfo/paper06.pdf>

Overcoming health-systems constraints to achieve the Millennium Development Goals: Available from: Lancet: 2004 <http://www.who.int/healthsystems/gf11.pdf>

Strengthening Health Systems to Improve Health Outcomes - WHO's Framework for Action, 2007. Available from: http://www.who.int/healthsystems/round11_2.pdf

WHO: Systems Thinking for Health System Strengthening 2009. Available from: http://whqlibdoc.who.int/publications/2009/9789241563895_eng.pdf

The Global Health System: Strengthening National Health Systems as the Next Step for Global Progress, 2010. Available from: <http://www.plosmedicine.org/article/info%3Adoi%2F10.1371%2Fjournal.pmed.1000089>

Mirror, mirror on the wall. How the performance of the U.S. Health Care System compares internationally. Available from: http://www.commonwealthfund.org/~media/files/publications/fund-report/2014/jun/1755_davis_mirror_mirror_2014.pdf

Tracking universal health coverage: first global monitoring report. Available from: http://apps.who.int/iris/bitstream/10665/174536/1/9789241564977_eng.pdf?ua=1

ON-LINE RESOURCES

1. WHO Global Health Observatory (GHO) data: <http://www.who.int/gho/en/>
2. WHO Health Systems: http://www.who.int/topics/health_systems/en/