

A well established program offered through a partnership between  
Harvard Medical International and IEMS at the University of Lausanne



International Executive Program

# mastering the new challenges of health care

26-30 may, 2008



HARVARD MEDICAL  
INTERNATIONAL

*Unil*

UNIL | Université de Lausanne

IEMS – Institute of Health  
Economics and Management



## THE PROGRAM

Health care systems throughout the world are being scrutinized and rethought. Public expectations for better health and better health care are rising, driven by the spread of information, by growing political and economic empowerment, and by aggressive marketing by pharmaceutical and medical device manufacturers. Costs are increasing in most countries and the stark reality is that it is now possible to do more for patients than most countries can pay for. Underlying these global stresses is the rapid acceleration of medical technology, the result of dramatic breakthroughs in the medical sciences.

While national health care systems differ greatly based on level of economic development, national culture, political organisation and history, it is possible to compare systems in terms of the relationships among key players: Patients,

Providers, Payers, and Administrators. The results of these relationships show up in fundamental characteristics of the system: Cost, Access, and Quality. It is clear that in most countries the dynamics of these relationships are not well understood by patients, by most providers, and even by many administrators and payers.

As a result, it is essential for professionals to acquire the knowledge and skills to understand and influence the health care systems in which they operate. This can only be achieved in a setting that brings together individuals from major health care domains to learn together. Cross-functional dialogue among these participants is essential to address solutions to common problems of equity of access within limited budgets at an adequate level of quality.

« The course provided a unique opportunity to interact with some of the leading health policy experts on a wide range of interesting and challenging health care topics.

Herb Riband, VP & Deputy General Counsel,  
Legal and External Affairs, Medtronic International



« My participation in the course was a unique opportunity to interact with high level professionals from various countries who occupy key positions in health care systems. The knowledge acquired gave us the latest tools to actively take part in the changes that are occurring in the health care sector.

Dr. Carlos Alberto, Hospital Geral de Santo Antonio, s.a



## PROGRAM GOALS

The aim of the program is to help participants take a leadership role in their organisations. It will equip them with the required knowledge and skills to understand complex health policy issues in a setting conducive to interaction among participants from a range of backgrounds. The interaction will be aimed at thoughtful reconsideration of health system organisation and dynamics and the development of innovative solutions to shared dilemmas. Some of the main benefits for the participants will be:

- Increased understanding of the political, social, economic and technological dimensions to be considered in developing innovative solutions to health policy dilemmas
- Increased ability to assess the role and responsibilities of the main stakeholders involved in health care systems
- Enhanced understanding of the key elements of innovative health care systems
- Improved ability to make complex strategic decisions concerning health policy issues.

## PARTICIPANTS PROFILE

The program is aimed at individuals with outstanding potential for leadership in the health care sector who occupy positions requiring increased understanding of health policy dilemmas and new skills. They are professionals from both the private and public sector, coming from pharmaceutical industries, insurances, clinical facilities, health ministries and authorities,

regulatory agencies, as well as consultants, medical doctors and pharmacists. Criteria for selection will include strong references from their organisations, and a range of backgrounds and experience will be chosen to foster fruitful cross-functional dialogue.

## FORMER PARTICIPANTS

Over the last four years, IEMS and HMI trained professionals coming from all over the world. The following organisations were represented among former participants:

### Health & Public Administration

- City of Zagreb Office for Health Labor and Social Welfare, Croatia
- Department of Economy and Health, State of Geneva
- Health Authority Abu Dhabi
- National Institute for Health and Clinical Excellence (NICE), UK
- Réseau Santé Valais
- Regional Health Administration Oporto, Portugal
- Romanian Ministry of Public Health
- SSP - Service Santé Publique du Canton de Vaud
- Swiss Federal Office of Public Health
- Swiss Federal Statistical Office
- Ticino Cantonal Office of Public Health

### Hospitals & Clinics

- Artemed
- Centre médico-psychologique de la république et canton du Jura
- Centro Hospitalar Vila Nova Gaia, Portugal
- CHUV
- Clinique Cécil
- Clinique de Genolier
- Clinique et Maternité Sainte-Elisabeth de Namur, Belgium
- Financial Department - Hospices/CHUV
- Fondation de Nant
- Fundación Hospital Calahorra, Spain
- General Hospital Groeninge, Belgium
- Groupement hospitalier de l'ouest lémanique
- Hôpital de la Riviera
- Hospital Geral de Santo Antonio, Portugal
- Kantonsspital Basel
- Kantonsspital Brüderholz
- Laboratorios Andromaco, Spain
- Policlinica des Valles Girona, Spain
- Spital Lachen AG
- Spital Limmattal
- Spital Zollikerberg
- St John Hospital, Romania

### Pharmaceutical, Medical Device and Biotech Industries

- Amgen
- Biomarin
- Biomet Europe
- Centris AG
- Eucomed
- Galenicare
- Interpharma
- Johnson & Johnson Medical
- Medtronic
- Nestlé Health Care Nutrition
- Novartis
- Organogenesis
- Pfizer AG
- Philips Medical Systems
- Siemens
- Ukrmedresurs, Ukraine
- Wyeth Pharmaceuticals AG

### Insurance

- Groupe Mutuel
- Helsana Versicherung AG
- HZZO Croatian Institute for Health Insurance
- Santésuisse
- SUVA
- Visana

### Consulting

- Antares Consulting, Spain & Switzerland
- Shook, Hardy and Bacon LLP

### NGOs, Associations & Foundations

- ASMI - Association suisse des médecins indépendants
- Health Policy Institute, Slovakia
- Novartis Foundation for Sustainable Development
- World Economic Forum

### Universities

- Universidad Simon Bolivar, Venezuela
- University of Louvain Medical School, Belgium
- University of Bern- Institute for Evaluative Research in Orthopaedic Surgery
- University of Lausanne - Institut universitaire de médecine sociale et préventive

## PROVISIONAL PROGRAM SCHEDULE

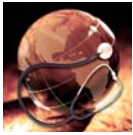
	Monday May 26	Tuesday May 27	Wednesday May 28	Thursday May 29	Friday May 30
<b>08.00</b>	Registration	Group Work	Group Work	Group Work	Group Work
<b>08.30</b>	Introductory session				
<b>09.00</b>	The Scaffolding of Health Care Systems	Managed Care	The Principles of Innovation	Evaluation of Health Technology: Methods	Implementation 1: Principles of Change
<b>10.30</b>	Break	Break	Break	Break	Break
<b>11.00</b>	Health Insurance and Demand for Care	Pricing and Payment to Motivate Efficiency, Quality and Fairness	Ethical issues in Innovative Health Care	Evaluation of Health Technology: Policies	Implementation 2: Putting your Ideas into Practice
<b>12.30</b>	Lunch	Lunch	Lunch	Lunch	Lunch
<b>13.30</b>	European Health Systems: Challenges for the Future	Performance of Health Care Systems	Quality Improvement and Medical Error	Future of Health Care IT 1	Group Reports: Ideal Systems of Health Care
<b>15.00</b>	Break	Break	Break	Break	Break
<b>15.30</b>	EU Pharmaceutical Policies	Future of Health Care Systems	Quality Improvement and Medical Error II	Future of Health Care IT II	Group Reports: Ideal Systems of Health Care
<b>17.00</b>	Group Work / Study Time	Group Work / Study Time	Group Work / Study Time	Group Work / Study Time	Farewell reception
<b>18.00</b>	Welcome Social Event		Reception		
<b>18.30</b>			Guest Speaker		
	Dinner		Dinner		

« Looking for a well structured, comprehensive and highly formative interprofessional training analysing the crisis of each health care system in the developed world? Go to Lausanne and take part in the Harvard/Unil education course!

Ignazio Cassis, MD, Cantonal Physician Ticino



## CORE TOPICS



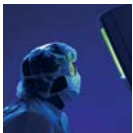
### the scaffolding of health care systems

All health care systems must address similar problems, which include efficiency and equity. They can be compared in terms of the nature of regulation as it creates a balance of solutions to these universal problems.



### the allocation of financial risk

Balancing access to care, quality of care and the cost of care involve the distribution of financial risk among the participants in health care – patients, purchasers and providers. Finding the right balance between government regulation vs. a free-market framework is key.



### the role of technological innovation

The dynamics of innovation and its diffusion into medical practice is a key driver of quality and cost. Increasingly efficient tools for the economic analysis of costs and benefits of technological innovation are being developed.



### improving quality in health care

Processes by which care is delivered are crucial in improving quality, reducing waste and inefficiency, controlling medical error and improving patient safety.



### the role of consumers

The aging of the population is a key element in understanding both the demand for health services and the ability of countries to pay for health care. The role of consumers as the agents of demand for services is also radically changing.



### innovations in health care

Resource constraints have prompted caregivers to develop novel delivery systems like home dialysis, outpatient surgery, specialized clinics or networks. They diffuse slowly against strong gradients of professional beliefs in traditional systems.



### strategic decision-making

Efficient strategic decision-making is key to succeeding in innovation in health care. A characteristic of good decisions is that they should take into account organisational capability, support and added value.



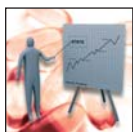
### ethics in health care

Health care professionals are increasingly facing challenging ethical issues. This is notably the case when dealing with questions of innovation.



### IT in health care

The strategic application of IT in health care reduces costs and enhances quality. Efforts are being made to introduce innovative web-based tools that reduce error, empower patients and minimize administrative costs.



### scenarios for the future of health systems

Planning is a key role of public health professionals who use tools such as demography and epidemiology. In a world characterised by uncertainty the technique of scenarios can be used fruitfully to outline the most plausible futures in health care.





## FACULTY

The programme faculty is drawn from Harvard University, the University of Lausanne and other leading European academic institutions. They are all leading experts in the field of health care and involved in research, advisory and consulting activities with public and private bodies that are restructuring health care systems. In addition to Professors Alberto Holly and Miles Shore, indicative faculty for the program are:

### **Bengt Jönsson, PhD**

Professor of Economics  
Stockholm School of Economics  
Sweden

### **Panos Kanavos, PhD**

Lecturer in International Health Policy  
Director, MSc International Health Policy  
Dept of Social Policy & LSE Health  
London School of Economics  
UK

### **Martin McKee, MD**

Professor of European Public Health  
London School of Hygiene  
and Tropical Medicine  
UK

### **John D. Halamka, MD, MS**

Chief Information Officer  
and Associate Dean for Educational Technology  
Harvard Medical School  
Harvard University  
U.S.A.

### **Stefan Winter, MD**

Professor of Medicine  
Secretary of State  
Ministry of Labour, Health and Social Affairs  
of the State of North Rhine-Westphalia  
Germany

### **Martin McKneally, MD**

Professor of Surgery  
Dept. of Surgery and the Joint Center  
for Bioethics  
University of Toronto  
Canada

**This course is organized  
with the support of:**







## PROGRAM DIRECTORS

The program directors are Professors Miles Shore, Harvard University, and Alberto Holly, University of Lausanne.

### **Miles F. Shore**

is Bullard Professor of Psychiatry at Harvard Medical School and Visiting Scholar at the Malcolm Wiener Center for Social Policy. A graduate of Harvard College and Harvard Medical School, he trained in psychiatry and psychoanalysis in Boston. He directs, with Joseph P. Newhouse, Skills for the New World of Health Care, an executive program on health policy for physicians and other health care leaders. Shore has been a consultant to a wide variety of community agencies, clinics, and hospitals.

### **Alberto Holly**

Is Professor of Economics and Director of the Institute of Health Economics and Management (IEMS). He is Vice-President of the Swiss School of Public Health+. He has held visiting professor positions at Harvard University, MIT, the London School of Economics among other academic institutions. He is a Fellow of the Econometrics Society. His main research interest is to investigate how the demand for health services can be influenced by regulatory changes and financing constraints.

## THE EDUCATIONAL EXPERIENCE

The schedule for the 5-day program is a demanding one. The educational experience will be highly interactive relying on classroom exercises, discussion of illustrative cases, and selected readings. Interaction between faculty and participants is an essential feature of the program. In

order to enhance the cross-functional dialogue participants will be actively involved in group discussion and work together in teams on a project during the program and present their findings and recommendations to the whole group of students.



« This course provided us a unique opportunity to broaden our knowledge beyond our area of expertise. Not only is the academic quality “best in class” but the interaction between players from all sectors of health care makes this course unique. At a time of global healthcare reform this dialogue is essential - and this course is essential to build common understanding and vision.

Alain Baumann, MBA - Director, Head of Health Care Industries  
World Economic Forum USA

an intensive program to enable participants to answer the following questions:

- How do health care systems compare? What can we learn from their differences?
- What can health care leaders do about rising costs?
- How can we evaluate health technology and deal with its rapid development?
- What is quality in health care? How can it be evaluated and improved?
- What are the principles underlying innovation in health care?
- What are the scenarios for the future of health systems?
- How lead change in health care?

## CERTIFICATE & ACCREDITATIONS

A certificate of attendance from the University of Lausanne and Harvard Medical International is delivered at the end of the week.

The course is accredited by the European Union of Medical Specialists (30 credits) and FMH (10 credits).



FMH-approved

## ENTRY REQUIREMENTS

Criteria for selection will include strong references from their organisations, and a range of backgrounds and experience will be chosen to foster fruitful cross-functional dialogue.

## LOCATION

All classes will take place in Lausanne.

## GENERAL INFORMATION

The tuition of CHF 5,800 (excluding VAT) will cover the 5-day course. The tuition includes all program materials, lunches and some evening meals. Hotel accommodation and travel are not included in the tuition.

## ACCOMMODATION

Participants are requested to make their own arrangements for lodging. They will receive additional information on possible accommodations with the confirmation of their acceptance.

## LAUSANNE

Lausanne location could hardly be more picturesque: built on three hills with the Lake of Geneva bathing its feet and the Lavaux vineyards, a UNESCO world heritage site, around its shoulders.

Clearly visible are the Alps across the water in which, weather permitting, glistens their reflection. Lausanne is also the olympic capital and a

city of study: with its seven faculties and 2,200 teachers, researchers and scientific collaborators, the University of Lausanne offers a wide range of high quality undergraduate and post-graduate courses (350 at the moment). The student population now stands at about 10,000, with students coming from 86 different countries.



## HOW TO APPLY

### Mail or Fax Application to:

IEMS - Institute of Health Economics and Management  
International Executive Program  
Université de Lausanne - Faculté des HEC  
Bâtiment Extranef  
CH-1015 Lausanne, Switzerland  
Phone: +41 (0)21 692 36 54  
Fax: +41 (0)21 692 36 55  
E-mail: executive.health@unil.ch

**Online Application:** [www.hec.unil.ch/iep](http://www.hec.unil.ch/iep)



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IEMS – Institute of Health  
Economics and Management



HARVARD MEDICAL  
INTERNATIONAL

"A center of excellence  
in the heart of Europe"

**IEMS** is an interdisciplinary institute involved in research, postgraduate and executive education and consulting in the field of health economics and management.

**IEMS** is attached to both the University of Lausanne (Faculty of Biology and Medicine and Faculty of Faculty of Business and Economics) and the CHUV (Vaud University County Hospital), a leading university hospital with more than 6500 employees.

[www.hec.unil.ch/iems](http://www.hec.unil.ch/iems)

"one world, one medicine"

**Harvard Medical International (HMI)** is a self-supporting not-for-profit subsidiary of Harvard Medical School (HMS) whose role is to extend internationally the School's tradition of improving the quality of health care through excellence in clinical medicine, medical education, and biomedical research.

**HMI's** programs and services have been developed to address the full range of challenges facing organizations in the health care, education, and research industries.

[www.hmi.hms.harvard.edu](http://www.hmi.hms.harvard.edu)

### IEMS-HMI partnership for executive education

IEMS and HMI collaborate within the framework of the International Executive Program in Health Care Policy and Management (IEP) to develop executive education programs of the highest quality in Europe and provide a platform for health policy professionals.

They currently offer annually the programs "Mastering the New Challenges of Health Care", in Lausanne, and "Mastering Health Care Finance" in Porto.

For more information on IEP, contact Pascal Paschoud, Executive Director, [pascal.paschoud@unil.ch](mailto:pascal.paschoud@unil.ch)

[www.hec.unil.ch/iep](http://www.hec.unil.ch/iep)