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European Academy for Healthcare Leaders Rome, 23-25 January 2020

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 prematurely 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 behaviours 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 in sharing good practices and applying 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.

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

2) CULTURE WORKSHOP - Managing change through digital health tools

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 in the era of digitalisation. There will be a particular attention to provide participants with opportunities to have a “touch and feel” about the tools of change management and the ones of digital health, so that it will be possible to 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, with a specific regard on digital health. Clear case examples from the different levels of the hierarchical chain in healthcare will be used, from the national to the local setting. The main objective of this session (as well as for the other sessions) is to try to convince the national health representatives that the topics that will be presented are relevant to the developments of the health sector in the next 5 to 10 years, through developing country digital health strategy and related change management approaches. In order to achieve the objective of the session, core principles will be addressed 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.

The focus will be on the best methods for change management in healthcare in connection



with the digital health applications as well as on the explanation of some best practices of digital innovation in the health sector coming from some advanced realities. A final interactive session will then be organized on how to apply these innovations in different settings considering the change management approach to be implemented with reference to the digital transformation.

Alessandro Campana together with Esty Shelly and Yoel Ben-Or have been designed in leading and facilitating this workshop.

3) SYSTEMS WORKSHOP – To develop a methodology to improve the concept of value in healthcare and setting 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. As a consequence, it seems very important to examine healthcare at a system level with the aim of sharing experiences, underlining strengths and weaknesses so 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 highlight some of the main strengths and weaknesses. This process could lead to mapping the priorities to address and cluster those shared among the different Countries. Furthermore, a common strategy to address these priorities will emerge from the discussion. The second part, will focus on how to create and implement 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 country representatives could start considering it as a good standard in order to improve or support new strategies for the healthcare systems of their countries.



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 objective of the workshop is that of creating a methodological tool proposing a sort of gold standard to follow when aiming at enhancing one's own national healthcare system.

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

4) SUSTAINABILITY WORKSHOP - The toolbox for ensuring healthcare systems sustainability facing the new healthcare challenges

In a context of pressured economic health resources and a rise in health needs, due to new health challenges such as climate change, the growing burden of people on the move, the epidemiological shift, 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 by also making use of some specific examples.

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

- Healthcare workforce facing health challenges. Based on the previous work of the Global Health Workforce Alliance and the High Level Commission on Health Employment and Economic Growth, there will be an analysis on how to lead the implementation of the WHO global strategy on human resources for health for 2030 considering new health challenges. Furthermore, the efforts developed in this area by the European Union's Joint Actions on this topic will be considered.
- Health assessments - the methods of Health Technology Assessment and Health Impact. Assessment have been providing a mechanism to identify the options that might be efficient for guaranteeing health for all. Clear objectives will be set to make sure



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participants will learn what they need to know, with clear approaches. Constant feedback and discussion will be encouraged during the session.

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