



Better
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HEALTH

FINAL REPORT ON THE PHARE
HEALTH SECTOR MANAGEMENT
PROJECT 1992/1993

RESOURCE GUIDE I

**The in-country health sector management
training marketplace**

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INTRODUCTION

Over the past year both the Czech and Slovak Ministries of Health have initiated output focused reviews of many national and foreign sponsored health sector projects. In regards to health sector management training, questions have been raised regarding national and international interventions to date. What in-country capacities have been developed? Which programmes deserve further investment?

To provide information for this process, the PHARE Health Sector Management Project was asked to review the current in-country health management training marketplace and make recommendations for strengthening management training capacity in the medium term (2 - 5 years). This report presents the results of this review.

Data for this report was gathered (2/93-5/93) through:

- 1) interviews with key respondents (see listings in Appendix 1) including representatives of:
 - * purchasers- who buy health management training services (e.g., hospitals, insurance companies, polyclinics, etc.);
 - * providers- who provide continuous, short course, and consultancy programmes (e.g. public institutions, foundations, and associations, etc.);
 - * donor/investors- who are putting up the money for many of the programmes in the short term (PHARE, USAID, etc.); and,
 - * the Ministry of Health, which has policy generating, implementation monitoring, and evaluation responsibilities.
- 2) surveys of current training programmes and (where known) planned training programmes.

The report is organised into two sections. **Part I** presents aggregated findings from interview and survey data on:

- * The Historical Context;
- * The Development of a Marketplace;
- * Purchaser Training Needs;
- * Provider Challenges;
- * Exemplary Programme Responses to These Challenges;
- * Summary and Project Recommendations with Commentary

Part II of the report presents descriptive and contact information regarding many current incountry public, foundation, and association based efforts by health management training programmes in the Czech and Slovak Republics. Information regarding planned programmes in progress, where known, is also included. Data regarding programmes in Czech Republic and Slovakia are presented separately.

Training programme information presented in this database is organised into three general categories based on whether the programme's present educational focus relates to the development and provision of :

- I. Academic (e.g. long term institutional or university based certificate/degree programmes);
- II. Applied Management (e.g., association sponsored short courses); or,
- III. Consultancy Type Activities (e.g., organisation or locality based problem oriented projects).

It should be noted that this database is not intended to be an in depth study but rather to provide an overview of the current marketplace, some programme curricular and contact information.

The PHARE project team is very grateful to Franklin Apfel MD for undertaking the research and contributing his experience of the Czech Republic and Slovakia to the preparation of this report.

I THE HEALTH MANAGEMENT TRAINING MARKETPLACE - DEVELOPING INCOUNTRY CAPACITY

The Historical Context

Prior to November 1989, health sector management training was centrally controlled and directed. Administrator/managers were all physicians appointed by centrally controlled institutes (Ministry of Health, Regional Institutes of Health, or District/National Institutes of Health). Appointments generally reflected political acceptability as well as clinical and research reputation. All selected administrative managers received training in the Postgraduate Institutes in Prague, Brno, and Bratislava.

Training focused on a detailed review of centrally generated regulations and prescriptions. Curricula focused on the training of administrators not managers. Administrators were not required to develop strategic plans, measure outputs, analyse costs, or exhibit any market oriented financial behaviours.

The critical need for new health sector management approaches was identified by health system reformers in the earliest stages of the reforms.

"The basic shortcomings of our health services are well known. The rigid, hierarchical system of health services, the lack of modern management, economic stimuli and quality control has lost its ability to make rational decisions in the allocation of resources and to react flexibly to public needs..." (Czech reform document)

"Reaching of the major goal of reform; namely, improvement of the health status of the population is determined by materialisation of the following objectives...development of a mechanism of the management of health services that would reinstate the links between the management of health services and that of the economy; which would limit undesired superfluous administration and set management as close as possible to the level of the actual provision of the services." (Slovak reform document)

A Market Develops

Since the autumn of 1989, health sector management, and consequently health management training requirements in both the Czech Republic and Slovakia have changed dramatically. The emerging decentralised, market oriented, pluralistic systems demand new knowledge, skills, and behaviours to be applied by an ever broadening group of managers. However, the complexity of health sector restructuring and financing priorities have delayed the development of a new national strategy for the training of these managers.

While the respective Ministries of Health have both been criticised for not producing a comprehensive management training plan to date, the absence of central edicts has created the framework for a "free-market". The lack of "directives from above" detailing the organisation, content, and official providers of health management training services has allowed, and required, enterprising individuals in a variety of local and institutional settings to assume new leadership responsibilities. The pluralistic initiatives which have emerged have resulted in the creation of a marketplace with several competing provider options for the purchasers of health management training in both Slovakia and the Czech Republic.

The demand (purchaser) side of this market has grown rapidly as managers on all levels of the health care system struggle to implement the organisational, financial, and information systems needed to survive and thrive within the reformed health sector. Local purchasers, however, have lacked the financial resources to directly buy training services and experiences. These purchasers, have been able to indirectly effect the content and organisation of training programmes, through informally advising potential providers, the Ministries of Health, and third party donors and investors.

The local supply (provider) side of the market has been challenged by the :

- * lack of trained staff and appropriate curricula at existing public training centres e.g. Postgraduate Institutes , Economics, and Medical Faculties;

- * lack of financial resources to support faculty and curricula development in existing public institutions or the creation of new private/foundation based training centres, and
- * low priority that the health sector management training and infrastructure (e.g., information systems) development has commanded in national budget allocations.

These supply side challenges are beginning to be addressed by the development of direct "decentralised" linkages between Czech and Slovak institutions and international management training centres. Foreign partners/investors have been attracted to this marketplace because of:

- * the unique opportunity to participate in unprecedented national health reform programmes;
- * perceived entrepreneurial opportunities; and,
- * the availability of donor and lender financing for interventions.

While these linkages were, for the most part, developed independently of central intervention, they have been facilitated, at least in 1991-1992, by the Ministry of Health's identification of health management training as a priority area for international donor assistance.

The prioritising of health management training by the Ministries of Health not only added credibility to domestic institutional requests for foreign assistance, it has also attracted direct support for broader health sector training activities. Requests for assistance in this area have been favourably received by major international donors and lenders such as the European Community's PHARE and TEMPUS programme, the United States Agency for International Development (USAID), and the World Bank. These broad based sector wide projects have been coordinated under cooperative agreements with the Ministries of Health. Programmes such as the pilot district (Trencin, Pisek, and Litomerice) management training and information system development projects supported by PHARE and the Wharton/ HOPE executive management training programme supported by USAID are examples of such projects.

Both institutionally focussed and sector wide assistance have bolstered the supply side of the health management training marketplace. To date a variety of linkages between Czech and Slovak health care managers, trainers, and provider institutions and international management and consultancy organisations have been financed by these and other donor groups. These linkages have initiated the provision of:

- * consultative assistance to health sector managers and policy makers (e.g., new health insurance companies);
- * assistance in the development of central, regional, and district systems;
- * training programmes for trainers; and,
- * assistance in the development of curricula appropriate to the needs of new health managers.

While present training capacity is limited, significant collective experience has been gained to date. Programmes are presently operating and others being planned which can provide the basis for future national and regional developmental strategies.

Purchaser Identified Needs

Health management training purchasers from both Republics based in the Ministry of Health, large public teaching and community hospitals, polyclinics, insurance companies, associations (hospital, medical, and nursing) as well as private industry were interviewed between 2/93 and 5/93. Group brainstorming sessions with key representatives of insurance companies, hospital associations, and medical chambers were held in each Republic in 2/93. Additionally findings were reviewed and refined with participants at the PHARE project conference held in 3/93 in Brno. A list of respondents is included in Appendix 1.

Key purchasers identified the need for three distinct types of programmes:

- * academic (continuous and long term),
- * short applied management courses; and,
- * consultancy type programmes.

Optimal characteristics for such activities were described as follows:

I. Academic programmes:

- * comprehensiveness - providing a broad base of general business management training;
- * a strong economics focus;
- * courses which were accessible for managers from all parts of the country; i.e., residential facility availability;
- * courses taught in Czech and /or Slovak language;
- * certifiable competence by standardised examination;
- * possibility of attainment of internationally recognised degrees such as Master of Business Administration (MBA);
- * flexibility of scheduling to allow for participation by working managers;
- * intention and ability to provide appropriate training for large numbers of both top and middle level managers;
- * affordability for health professionals in public, nonprofit and private sectors;
- * culturally sensitive curricula and selection of faculty knowledgeable regarding the realities of health sector reform;
- * that programmes selectively train trainers to enhance in country capabilities.

II. Applied Management Short Courses

- * a focus on introducing general and specific management concepts;
- * a process orientation, emphasising approaches to problem solving rather than "formula" solutions;
- * that programmes be offered on national, regional, and district levels;
- * that programmes be used to foster the development of local, regional, national and international assistance networks;
- * that programmes provide training for a wide variety of manager categories;
- * that programme curricula be culturally sensitive and faculty knowledgeable regarding realities of health sector reform.

III. Consultancy

- * organisational or locality focus;
- * problem oriented focus;
- * technology/information transfer focus;

- * use of culturally sensitive consultants well oriented to the realities of health system reforms in Slovakia and /or Czech Republic.

Provider Challenges

Provider respondents from public, foundation based, and private sector educational institutions were interviewed between 2/93 and 5/93. Additionally a questionnaire was sent to all providers identified by purchasers. A complete list of provider respondents is included in Appendix 1.

Providers in both the Czech and Slovak Republics identified several challenges within the current marketplace to the continued development of incountry health management training programmes. Given available incountry experience, human, and financial resources, some of these challenges are seen as immediate targets for action within the current marketplace. Others which have national policy implications will require the emergence of more cooperative relationships between the Ministries of Health and relevant national associations and institutes.

Immediate marketplace challenges include:

- * The lack of funding for public sector and private programmes;
- * The lack of national and regional trainers and training opportunities;
- * The lack of educational resource materials including publications, textbooks, handouts, and curricula;
- * The lack of functional integration (e.g., interdepartmental and interinstitutional faculty sharing in course options for students) between relevant training departments and schools;
- * The lack of organised purchaser input into programme development;
- * The lack of enabling legislation for nonprofit organizations;
- * The lack of recognition of a Master's level degree within educational system.

Longer range policy challenges include:

- * Continued adversarial relationships between Ministries of Health and key national associations and teaching institutions;
- * Lack of a national strategy for health management training;
- * Lack of agreed national standards for health manager education;

- * Lack of managerial experience in free market systems;
- * Lack of infrastructure investment in the "non-productive" health sector.

Exemplary Provider Responses to Current Marketplace Challenges

In both Republics several health management training programmes have been initiated and others are being planned which begin to address the immediate marketplace challenges listed above. The initial successes of some of these efforts may provide not only a blueprint for enhancing incountry health management training capacity but also serve as models for approaching broader health sector management problems. Examples of how programmes are training trainers, developing financial and educational resources, and developing new organisational models are presented below.

(i) Training Trainers

All incountry health management training programmes in both the Czech Republic and Slovakia have had to address the challenge of training trainers. Trainers are required for academic, applied management, and organisational consultative projects whether they are addressing the needs of top, mid level, or entry level managers. A variety of different strategies are being used to address this need.

- * City University of Bratislava (CUB), a Foundation based programme established in 1991, has included the strategy of:

- 1) Immediate broad introduction of pre-existing standard study materials (in this case distance learning materials developed by Open University in England) which address relevant health management topics;
- 2) Utilisation of foreign faculty as tutors for students;
- 3) Involvement of a critical set of 100-150 health sector professionals from several managerial layers in Slovakia;
- 4) Identification of thirty key persons from amongst these students who can begin to customise the materials to the Slovak reality;

5) Development of these leaders both as faculty and as the locomotive force pushing the whole health care system;

6) Modification of core curriculum as needed and provision of continuing education courses geared to system needs.

The CUB approach acknowledges first the immediate need of top and midlevel managers for applicable information and skills and secondarily plans to develop selected graduates as trainers for future programmes.

- * The Health Management School (HMS) in Bratislava is using a very different approach. Also a foundation based programme established in 1991, HMS is focusing on the training of trainers as their initial mission. All of the selected trainers are affiliated with other teaching institutions, faculties, and associations. By involving faculty from several different institutions (throughout Slovakia) the HMS is not only developing trainer capabilities but also laying the groundwork for functional integration between relevant training departments and schools. This programme which is funded under a TEMPUS grant is utilising training faculty from the Academic Hospital Groningen, Nordic Centre for Health Care Research in Groningen; and, Academic Hospital of the Free University in Brussels. Trainers take courses in the west and then co-teach equivalent courses in-country.
- * The Master of Business Administration (MBA) programme at the Masaryk Institute of the Czech Technical University, Praha (which will be accepting five top level hospital managers into their three year programme next autumn), is training trainers from several Technical University Faculties by having them co-teach courses with counterparts from Sheffield College in England for the first two cycles of students (4 years). Faculty are also participating in exchange trips to Sheffield. Additionally plans call for involvement of local business leaders as trainers as well.
- * Similar co-teaching arrangements are being used in the MBA programmes at the Czech Management Centre in Celokovice and the Prague International Business School (PIBS) utilising foreign faculty from the University of Kansas,

Manchester University in England and EADA in Barcelona. PIBS faculty have further benefited from a cooperative agreement with a consortium of U.S. business schools (including Harvard, Wharton, MIT, and Stanford) which has provided two month training fellowships at U.S. campuses for faculty, made case study material available, and engaged faculty in cooperative research projects. PIBS has recently applied to PHARE to fund the initiation of a health manager track in its MBA programme.

- * Training trainers within the context of new institutes and foundation based programmes appears to have moved more quickly than comparable efforts in well established training centres such as the Postgraduate Institutes and Medical Faculties. Programme and faculty development efforts in these centres has had to deal with the retarding effects of previously established curricula and infrastructures and credibility problems associated with the roles these institutions played prior to 1989. Interestingly as these publicly supported institutions begin to look for new revenue sources and competition within the training marketplace increases, the process of faculty requalification and new curricula development is speeding up.
- * In addition to these institutionally based trainer training programmes, many enterprising practitioner/managers have been developing their applied management and consultancy skills by attending short courses offered by national and international groups (e.g., Medum, Schering Plough, PHARE Health Sector Management Project, Project HOPE/Wharton Executive Management Training Programme, etc.), participating in exchange programmes (sponsored by a variety of groups including European HOPE programme and Voluntary Hospitals of America) and through informal networking. Local institutions and communities have sponsored the attendance of their managers at relevant courses and in selected training programmes. Some of these managers have been utilising their acquired skills to develop training programmes in their own institutions, localities, and associations. Participants, for example, in the PHARE pilot districts of Trencin, Pisek, and Litomerice have become trainers in their localities. Leaders of the Czech nursing association, after attending workshops sponsored by Project HOPE, WHO, and Groningen have organised training programmes on management related topics for over 2000 nurses in the Czech Republic.

(ii) Educational Resource Development

Several of the programmes described below have the potential to be national management development training centres. In addition to the faculty training activities described above HMS, CUB, the Postgraduate Institutes in Bratislava, Brno, and Praha, Economics Universities, Medical Faculties and other training centres are developing libraries and health management resource centres. These are all at a relatively early stage of development. Assistance has been received from international agencies like Project HOPE. Availability of general and health specific textbooks (in any language) is poor. No generally available on-line data retrieval capabilities exist at this time although CD ROM databases are available in limited numbers.

Czech and Slovak language health management teaching materials are extremely limited. CUB has translated Open University's "Effective Manager" Materials into Slovak and plans to translate and customise other courses including their "Health Manager" course.

PIBS has copyright access to many Harvard MBA case studies and is utilising these in their programme.

The Slovak Hospital Association started publishing a Health Management Journal in Slovak in the Autumn of 1992.

(iii) Financial resource development

While many of the programmes to be discussed below have benefited from international assistance, all are struggling to establish their financial viability in the emerging marketplace. A variety of financial strategies based on tuition charges, entrepreneurial activities, public, or private support are being devised. Public sector cutbacks have stimulated new behaviours especially on the part of old established institutions.

The Postgraduate Institute in Praha, for example, has upgraded its hostel facility on Budejovice and is marketing its relatively inexpensive rooms to tour groups.

Additionally an agreement has been developed between the Institute and Project HOPE's International Advisory Board to assist in the further development of teaching facilities and the provision of industry sponsored educational programs.

Many courses offered by public institutions free of charge in the past will now require tuition charges. Tuition charges for MBA programmes range from about 25,000 kcs a year to 100,000 kcs.

(iv) Organisational structures- Foundation Models

Despite the absence of enabling legislation several of the health management training projects to be described below have adopted non-profit "foundation-like" organisational structures. The Health Management School (HMS) in Bratislava, City University Bratislava (CUB), and The Prague International Business School (PIBS) have foundation like governing and or advisory boards. These boards have been able to raise funds through international grants (TEMPUS, Know How Fund, USAID, etc.) and donations (local and international corporate donors) . Additionally they are providing mechanisms for quality control.

- * The Foundation Board of the Health Management School in Bratislava includes representatives of Postgraduate Institute, School of Public Health, Medical Faculty, Hospital Association, and University Hospital, Bratislava. This board provides a unique forum for priority setting and strategic planning by its constituent members.
- * PIBS's International Advisory Board includes representatives of several major MBA programmes around the world. This body is monitoring curriculum so as to insure its compliance with international MBA standards.
- * The Masaryk Institute of the Czech Technical University and City University Bratislava have been able to establish new functional linkages between traditionally separate faculties. The sharing of financial, educational, and human resources between in country training institutions has allowed for the more efficient and effective use of these resources.
- * Cooperative agreements between incountry training units and international partners is allowing them to offer internationally recognised MBA and MPH degrees even before enabling regulatory changes occur within the Czech and Slovak educational systems. These programmes include:

MBA degree programmes

- * City University Bratislava with Open University England
- * City University USA in Bratislava with City University, Seattle, Washington, USA

- * Masaryk Institute of Czech Technical University, Prague with Sheffield in England
- * Prague International Business School with Manchester in England
- * Czech Management Centre - Celokovice with Univ of Kansas, USA

Master of Public Health Programmes

- * Public Health School of the Postgraduate Medical School in Bratislava
- * Public Health School of the Postgraduate Institute in Praha
- * Public Health School Third Medical Faculty Praha (planned)

Master of Health Policy

- * Charles University School of Social Science

(v) Partnership Characteristics

Provider, Ministry, and donor respondents (see Appendix 1) indicate that the success to date of non-Ministry mediated direct inter-institutional linkages (such as, the MBA degree programme partnerships involving the Sheffield-Hallam College in England and the Masaryk Institute of the Czech Technical University in Praha and the linkage between Open University in Milton Keynes, England and the City University of Bratislava) is due to the fact that:

- * the terms of partnership were clearly defined at outset: including the identification of measurable objectives, mechanisms for monitoring, and evaluating outputs;
- * both parties have invested effort and finances in the programme and stand to gain or lose from its outcomes;
- * partnerships function as close to the point of service as possible; and,
- * partnerships, especially short term ones, focus on the development of technology transfer to local providers and incountry capacity building.

Experience to date with broader Ministry mediated health sector management programmes has not revealed these characteristics to be uniformly present. The goals and roles of donor agencies, Ministries, foreign experts, and domestic partners have often been poorly defined at the outset. Cooperating parties are not all equally invested in programmes nor are they all at risk. Donor and Ministry

participants often function at a distance from the point of service. Most sector wide assistance has had a short term focus.

Respondents have identified a wide variety of problems associated with these Ministry mediated sector wide health management training efforts, including:

- * short term donor focus on visibility vs. sustainability
- * inappropriate application of Western approaches and solutions to local health system problems;
- * expensive start-up costs as foreign faculty are oriented to reality of Czech and Slovak health care systems;
- * disproportionate funding to foreign partners arising from unequal wage and expense scales;
- * proprietary and competitive interests of foreign partners preventing potentially helpful cooperative efforts;
- * lack of coordination between various efforts resulting in duplicative programmes training small numbers of local providers;
- * disproportionate focus on providers functioning in Bratislava and Praha;
- * inconsistent information and technology transfer;
- * frequent absence of measurable outputs.

Summary and Recommendations

This review of in-country health management training capacity has found that:

1. A marketplace for health management training has emerged in both Republics;
2. Demand for training services is greater than presently available in-country supply capacity;
3. Purchasers can clearly articulate needs but lack organised advocacy and financial resources to directly effect programme planning, organisation, and content;
4. Foreign donor/investor assistance has greatly bolstered the supply capacity in the short run;
5. Foreign assistance has been most effective when tied to decentralised direct interinstitutional partnerships;
6. An academic programme provider base with limited but significant in-country capacity exists in both Republics;
7. Functional linkages between in-country Faculties is speeding the availability of academic programmes;
8. In-country applied management training and consultancy capacity is limited by the inexperience of local trainers in market oriented organisational development skills;
9. Training resource materials in Czech and Slovak are extremely limited;
10. Continued foreign assistance focussed on the development of faculty, educational material, and consultancy capacity will be needed in the medium term (at least 5 years);
11. Uncertain prospects regarding foreign assistance to the health sector requires better coordination of inputs;
12. Output evaluation based on aggregate provider experience to date should allow for more efficient and effective allocation of health training resources by national, regional and local planners;
13. Strategies to permit Ministries of Health to facilitate development of decentralised quality training programme capacity need further elaboration.

Recommendation I. A Health Services Management Advisory Board should be established by the Ministry of Health in each Republic.

While in the short term the lack of a national plan for health management training in the form of a "directive from above" has helped create the framework for the existing marketplace, several factors point to the urgent need for an agreed national strategy that will serve as a framework for pluralistic decentralised development. These factors include:

- * increasing demand for services (and the ability of purchasers to articulate these demands);
- * lack of agreed standards resulting in highly variable quality of programmes;
- * limited existing capacity, highly dependent on foreign donor/investor assistance; and
- * changing foreign assistance inputs.

Key stakeholders; including, purchasers, providers, policy makers, and donor/investors should be brought together to contribute their knowledge and experience to setting priorities and standards and assure their continuing commitment to their implementation. Purchasers; such as, hospital, nursing, medical and insurance company directors (as the front line users of these services) in particular, need to be afforded more opportunities to influence training programme priorities and content.

The relative marketplace success to date of non Ministry mediated interinstitutional linkages points to the placement of such a joint action group in a credible national organisation involved in a training partnership. Active involvement by a senior level Ministry official will be crucial to the effectiveness of this joint action group.

The experience gathered by the Foundation Board of the Health Management School in Bratislava and the International Advisory Board of the Prague School of Economics are existing marketplace examples of key stakeholders from relevant national and international agencies taking joint action to develop strategies, ensure quality, and enhance the financial, human, and educational resource base of these health management training providers.

Recommendation II- Further development of national and regional institutions as leading centres for management and organisation development in the health sector.

Several new Institutes (Masaryk Institute and PIBS in Praha) and Foundation based organisations (The Health Management School in Bratislava and City University, Bratislava) have entered the health management training marketplace in the last two years. These organisations are offering programmes which have been developed through direct partnerships with foreign partners. These new programmes have been able to respond to purchaser demand faster than public sector institutions. Foreign faculty involvement, internationally recognised curricula and degrees have rapidly established the credibility of these programmes. Language and financial requirements have limited participation to date in these programmes.

Regional training needs are being addressed by these programmes by:

- * the training of trainers from relevant institutions throughout Slovakia (the Health Management School);
- * introducing distance learning approaches and developing a broadly based critical mass of trained health managers (City University, Bratislava), and;
- * providing interrupted programmes geared to the needs of active as well as entry level managers (all of the above).

Enhanced demands within the marketplace, changing regulations, and the competition created by new organisations has contributed to the more rapid development of health management training at public institutions as well. The development of new functional relationships between previously separate Faculties (e.g., Medicine and Economics) is assisting this process. Public institutions like the Postgraduate Institutes in Praha, Bratislava, and Brno have some excellent core faculty, well developed infrastructures, and good national and international networks upon which to build. Credibility issues related to the lack of market oriented expertise and leadership weaknesses hamper their emergence as academic management training centres of excellence.

Recommendation III. Appropriate investment in high quality training for selected groups of people in: academic disciplines relevant to health management; in applied management development; and in organisational consultancy skills.

The core of all existing partnership programmes focuses on the training of trainers. Strategies include:

- * developing foreign training opportunities (HMS);
- * coteaching with foreign counterparts (Masaryk, PIBS, HMS, CUB, City Univ, USA);
- * completion of cosponsored programme curricula.

All programmes will continue to need continued national and foreign assistance (medium term) with the provision of training for trainers; including,

- * the continued training of academic trainers
- * support for training in applied management and health management consultancy;
- * elaboration of new organisational structures within which to offer this training.

Another key target group for continued training are the top managers of hospitals, polyclinics, the Ministry of Health, municipal health, and insurance offices. They have not only provided the locomotive force behind the health reform but have also provided a conduit for the introduction of market oriented healthcare management concepts and methodologies into the Czech and Slovak health systems.

In the health management training marketplace these leaders have played an important role in demonstrating and explaining the management processes for their colleagues and foreign counterparts. These managers have been able to make a paradigm shift from administrative/director roles to managers by dedicating themselves to action taking, learning as they were doing, and developing informal problem solving support networks around themselves. They have participated in foreign sponsored short courses, exchange visits, and workshops; including the HOPE/Wharton Executive Management training programme (a five week programme followed by week annual update programmes); the King's Fund programmes; hospital management exchanges sponsored by the Voluntary Hospital Association of America and the twinning projects of the European HOPE

programme. Five top managers will start MBA studies in Sheffield/Masaryk programme in the Autumn.

These senior managers should continue to be supported in their personal managerial developmental efforts and those they initiate on behalf of their institutions, communities, and associations.

Efforts should additionally be made to train these managers in teaching and case study development so that their experiences can be utilised within the context of training programmes.

Investments should be encouraged by national, regional, district, and institutional groups encouraging the acquisition of management skills by relevant practitioners in their organisations. This investment can take the form of tax incentives related to training tuition, tuition subsidies, low interest loans, grants, scholarships, sponsorships, etc.

Investments in training management trainers will need to incorporate strategies which work to retain trained managers in the health sector. Higher wages and benefits in other economic sectors have drained some health management talent into other industries.

Recommendation IV. The development of Czech and Slovak educational materials to assist in a variety of programmes to meet management training priorities.

All programmes suffer from the lack of adequate teaching materials in Czech and Slovak.

The distance learning system in Slovakia developed by City University in Bratislava in conjunction with Open University in England can serve as a useful model for the development of large scale nationally accessible programmes deliverable at the local level.

Continued national and foreign assistance will be required in the medium term (at least 5 years) to assist with the:

- * customisation of curricula to the Slovak and Czech realities
- * the initiation of programmes taught in Czech and Slovak
- * further development of educational resources.

II THE HEALTH MANAGEMENT TRAINING MARKETPLACE PROVIDER DATABASE

(a) CZECH REPUBLIC PROGRAMMES

Training programme information presented in this database is organised into three general categories based on whether the programme's present educational focus relates to the development and provision of :

- I. Academic (e.g., long term institutional or university based certificate/degree programmes);
- II. Applied Management (e.g., association sponsored short courses); or,
- III. Consultancy Type Activities (e.g., organisation or locality based problem oriented projects).

I. Academic Programmes

Academic health management training programmes are being developed in "traditional" postgraduate education centres in Praha and Brno as well as in several newly formed institutes which have created partnerships with Western trainers and training centres. All these programmes appear to be structured in ways that entry level, middle management, and top managers could attend. Programmes which have developed direct partnerships with foreign training centres have been able to initiate degree granting programmes relatively rapidly. These programmes are utilising co-teaching as a way of training staff and adapting established foreign curricula. New functional linkages between traditionally separate faculties (e.g., Medicine and Economics) is also speeding the availability of local trainers and course material.

Many of the programmes listed in this section also provide short applied management training courses and plan to engage in consulting activities in the future.

A. Postgraduate Institute of Medicine and Pharmacy, Praha (ILF)

School of Public Health

Ruska 85

10005 Praha

College Facility - Budejovice 15, Praha 6

Tel: 02-733542, 748462

Fax: 02-733542

Contact: Prof. Ivo Hana, Director

Prof. Karel Podlasek, Director School of Public Health

Programme description (adapted from programme brochure).

The Institute was established by the Ministry of Health in 1953. The main function of the Postgraduate Institute has been to plan and provide educational activities and to control the training and continuing education of medical specialists within the Czech Republic. While it has no clinical facilities of its own, clinical training is provided for specialty candidates in selected departments of health institutions located throughout the Republic.

Currently, the Institute has 26 departments and 569 employees, 170 of which are members of the faculty. As the new pluralistic system of postgraduate and continuing education is now introducing competition into the training marketplace, the Institute is taking steps to be more competitive so as to continue to play an important role in postgraduate education, and to make use of all its experiences in this field. For this purpose, the Institute introduced a new School of Public Health in 1991.

School of Public Health, Praha

The Department of Public Health at the Postgraduate Medical and Pharmaceutical Institute, Praha, was the base on which in September, 1991 the present School of Public Health was established. The School offers postgraduate training to professionals (physicians, economists, lawyers, sociologists, etc.) interested in further education in several fields of public health and health care management.

Purpose:

The graduate of the PHS will be a specialist with a broad approach to public health care... The student will gain knowledge in the field of economics, learn to evaluate and balance financing of health care, measure the effectiveness of provided care (cost effectiveness) and apply an inter-disciplinary, team approach in the formation of health policies.

Special attention is paid to the training of specialists for the health care management posts.

Admission procedure

To become a student at the PHS, interested individuals are interviewed and asked to complete a written test. Candidates who do not have a medical degree are encouraged to attend a course in basic medical sciences.

Curriculum

The PHS curriculum is comparable to the international standard of postgraduate training of specialists in public health. After the completion of all required and elective courses, the candidate must pass a comprehensive examination, and, if successful, will be recognised as a specialist in public health.

The programme is divided into two parts. The first is common for all students and obligatory, the second elective. The core courses specified below are offered in 2-3 week blocks for a total of 12 weeks:

1. Health assessment, analysis of multiple determinants of health and disease, and their occurrence in local and global population (epidemiology).
2. Health statistics and information, use of computers in health care.
3. Health promotion, formation of health policies, information about public health in Czech Republic and other countries.

4. Health economics, financial resources, cost effectiveness.
5. Legislative framework of health care.
6. Organisation and management of health care, health care facilities and management of human resources.
7. Visits to selected health care facilities (hospitals, rehabilitation and social facilities).

After the completion of the basic courses, students choose their own programmes. Duration of this period is about five weeks. This part of the study is based on the student's individual orientation and allows him/her to specialise in a specific field.

Examples of the available courses

1. Personnel management.
2. Hospital management (economy, financing, cost effectiveness, capital investment, planning, quality assurance, etc.)
3. Central and local health policies.
4. Medical sociology.
5. Health promotion and education.
6. Environmental health.
7. Maternal and child health.
8. Health care for the elderly.
9. Health care for the disabled.

At the end of each course, the candidate has to pass an examination (mostly written multiple choice tests) and during the course has to write several papers on a given topic.

Contact List of Health Management Training Faculty:

1. Hnilicova, Helena PhDr (Tel. 02-748462) - Organisational Behaviour/Education
2. Janickova, Hana M.D. - Organisational Psychology
3. Fikr, Vladimir M.D. - Management Ethics Course
4. Topinkova, Eva M.D. - (Tel. 02-2315709) - Ethics, Resource Allocation, Geriatrics

National and International Affiliations

ILF-Praha's central role in the postgraduate training of all physicians and pharmacists provides the Institute with a very powerful training network throughout the country.

The School of Public Health (ILF-PHS) is affiliated with the European Public Health Association (ASPHER). The school has cosponsored applied management training courses with several international partners including; the King's Fund College, Project Hope, and WHO. The International Learning Centre recently opened in ILF's college facility, in cooperation with Project Hope's International Advisory Board, provides the Institute with new private enterprise linkages. Regional programmes sponsored in this centre should provide the ILF- PHS with the opportunity to strengthen its affiliations with management training programmes in neighbouring countries.

While ILF-PHS faculty have participated in management training exchanges coordinated by the Ministry of Health with U.S., English, and Japanese sponsors, no formal international faculty training programmes have been developed to date.

Discussion - Comments

ILF faculty possess strong expertise in aspects of epidemiology, service models and health economics, and a growing expertise in some skill and procedure areas, such

as personnel and quality measurement. A range of traditional quantitative and social science research methods are available. There is a tradition of academic publication and a desire to develop a reputation for both academic and practical publication excellence. There is considerable experience in working with large groups of students using lecture methods, with an emphasis on knowledge transfer. The recently remodelled Budejovice facility houses a substantial library, conference centre capability, and hotel rooms. There are plans for an additional educational resource centre on site.

Over the past two years, the PHS's management training programme and faculty development efforts have been slowed by ILF-Praha's previously established curricula, infrastructures, and credibility problems associated with the role this institution played prior to 1989.

Competition for ILF's students and faculty has and will continue to increase due to specialty training coordination by Medical Chamber and Postgraduate training programmes being offered by University Medical Faculties. This increased competition along with reduced public subsidies has led to some major behavioural changes within the institution and is facilitating the emergence of some intriguing entrepreneurial developmental efforts. ILF is marketing its hostel facility to foreign study groups (e.g., elderhostel). This has significantly increased its private income base. Catering and conference organisation services are available. Recent agreements with Project HOPE and its International Advisory Board to develop private enterprise supported training and research capabilities will enhance the future position of Institute.

ILF-Praha has some well developed areas of academic expertise, a strong administrative and facility infrastructure, strong international support network, and has been successful in developing some private sources of support. The major challenge it faces in establishing itself as the country's major health management training centre relates to the absence of faculty expertise in market management and continued perceptions by potential purchasers of ILF as an "old style" institution. Any plan for developing ILF's management training capacity will need to address these issues. Developing functional relationships with other managerial training institutions may help.

B. Postgraduate Institute- Brno

Health Care Educational Centre

Vinarska 6

65602 Brno

Tel: 05-338041

Fax: 05-332549

Contact: Prof. Z. Bystricky, Director

Ing. Ivan Kulheim, Head of the Department of Public Health Care

Mgr. Eliska Cervinkova, Head of Nursing Education Department

Programme Information

The Postgraduate Institute Brno has been designated by the Ministry of Health as the coordinator of all postgraduate training for nurses and other allied health workers. The Department of Public Health coordinates management related courses. About 200-250 students attend their courses each year. 90% of these students are non-M.D.s. The majority live outside of Praha and are 30-50 years of age.

While no degrees are granted, attendance certificates are awarded to students completing instructional courses.

Course Description

Courses are provided in cooperation with external lecturers and cover all problems of management in health care according to the interests and specialties of the participants.

This year a 1 year course with 4 one week intensive study blocks at the Centre completed by a dissertation defence will be offered for nursing executive staff.

Additionally a requalification course is being offered for "economists in private health care facilities."

Admission Requirements and Finances

Admission requirements are determined on a course by course basis. 80% of the financing for instructional courses comes from the Ministry of Health. Student tuitions cover 20%. Tuition for courses is calculated on a course by course basis.

List of Faculty, Academic Interests, and Languages

Department of Public Health full time staff includes:

1. Sylvia Barttlova, PhD, (Tel - 383318) - Sociology in medicine for managerial staff (Speaks German and Russian)
2. Mgr Eliska Cervinkova (Tel - 338041/Fax 332549), Nursing Practice, Home Care
3. Mgr Karla Pochyla (Tel - 338041), Management of nursing process (passive English)
4. Mgr Vera Figueroa, Management, Working Style, Health Promotion (German)
5. Ing Ivban Kulheim, Health Insurance, financing of health care, economics in health care (passive - German)
6. Marta Jobankova, PhD, Applied social psychology (Russian, Spanish)
7. MUDr Dagmar Hrubá, Health Promotion, Primary Prevention (English)

National and International Affiliations

ILF-Brno's central role in training allied health workers and nurses nationwide has given the Institute a strong national network.

The Institute has cosponsored a variety of short training programmes with international partners. No formalised internationally sponsored faculty training programme exists.

Discussion

ILF-Brno has a well developed infrastructure and a facility that can offer conference and classroom space to several hundred guests. The centre is well located near the Brno trade fair.

As with the ILF- Praha the Institute's major challenge in continuing its dominant position as the training centre for nurses and allied health staff relates to the lack of faculty experienced and trained in market oriented environments.

The Institute faces increasing competition from growing private sector and other Institutional based training programmes.

C. School of Social Science - Charles University - Praha

Center for Public and Social Policy

Smetanova nabr.6

11001 Praha 1

Tel: 02-23155224 ext: 56

Fax: 02-231-73-91

Contact: Assoc. Prof. Martin Potucek, Director

Jiri Kabele, PhDr.

Programme Information (adapted from programme brochure)

A Master's Degree Programme in Public and Social Policy is planned that will accept its first students in the Autumn, 1993. The programme will prepare young professionals for work in the public sector, especially in state and local government, nongovernmental organisations, political parties, and other institutions of public life. It will promote the ability and skill of students to identify, analyse and solve problems emerging in the public sector. Teaching will comprise of a core of compulsory courses in Law, Policy Analysis, Social Policy, Economic Policy, Public administration, plus a great variety of optional courses. During their studies students will be expected to undertake internships in the public sector. Exchange programmes with foreign Universities will be encouraged. A good command of English is a necessary entrance requirement.

Course List

Compulsory courses:

Public Policy

Public Administration and Administrative Law

State and Law

Economics of the Public Sector

Social policy

English (TOEFL)

Internship (8 weeks) - credit

Diploma seminar-credit

Alternative courses (At least one course in each group):

Group a: Economic Perspectives

Economic Policy

Economic Transformation

Comparative Economics

Ethics in Economic Relations

Czechoslovak and Czech Economic History

History of Economic Theories

Group b: Political Perspectives Contemporary Theories of Political Science

Analysis of Contemporary Politics

European Integration

International relations

Group c: Sociological Perspective

Rebirth of Society

Social Organisation

Modern Social theories

Social Movements and Voluntary Organisations

Social Stratification and transformation

Group d: Specialisation (in this group students are advised to select courses according to the subject of their thesis)

Educational Policy

Health Policy

Sociology of the Welfare State

Regional Policy

Social Security

Policy of Human Rights

Mass Communication

Forecasting and Management

Parliament and the Technology of Legislation

Admission Procedures and Requirements:

- a. Students who have completed a Bachelor's degree in Sociology and Social Policy, Economics, Political Science or Journalism at the School of Social Sciences.
- b. Student's with Master's degree from other Faculties of Charles University and from other Universities.

All applicants must pass an admission examination.

Requirements:

- sufficient qualification in Sociology and Social Policy or Economics or Political Science
- knowledge of English as a second language
- the ability to analyse a problem of public and/or social policy in which the applicant is interested.

It is assumed that 10-30 students will be enrolled in this Programme yearly.

Examinations will be given in all compulsory and selected alternative courses. Credits for internship, diploma study and a written diploma thesis will be required. Oral exam in specialty and a defence of thesis will be required at end of programme.

Affiliations- National and International

School is affiliated with the Masaryk Czech Sociological Association.

Support for the development of this programme has been provided by Dr. Richard Scheffler of the Berkeley School of Public Health University of California, USA.

D. Masaryk Institute of Advanced Studies

Czech Technical University

Koniviktska 20-22

11000 Praha 1

Tel: 02 360146

Fax: 02 360147

Contact: Jan Petr, DSc, Director

Prof. Ing.Dr.Jiri Vysusil, Programme Director, MBA

Ms Ludmila Jirova, Information Officer

Programme Information (adapted from catalogue)

The Institute provides further interdisciplinary education for Czech and Foreign University graduates aimed at training managers for industry and public administration, specialists in information technology, and in systems management of large projects. In all courses emphasis is laid on the integration of knowledge within technical, economic, and humanistic fields. Teaching takes the form of full time and extramural studies as well as short specialised studies. Besides its pedagogical activities the Institute co-operates with industry by participating in the preparation and management of projects. The Institute also provides consultation. In designated programmes and consultation, the Institute co-operates with external specialists from Czech Republic and abroad.

A three year part-time Master of Business Administration programme was started in cooperation with Sheffield Business School of the Sheffield Hallam University in England in 1992. Health institution managers will be admitted into programme in September, 1993.

Course Description The MBA programme is organised as a part time programme and provides the opportunity for participants to gain the following qualifications:

- * certificate in management
- * diploma in management
- * Master of Business Administration

The programme will be taught in study blocks of five days linked by required personal study. Four or five study blocks are required for each stage.

Stage 1 The Certificate in Management

The primary aim of this stage is to develop to an appropriate level those competencies and skills seen as being essential to effective performance at the initial level of management. The major areas of competence are:

- * Personal Effectiveness:
 - * managing oneself
 - * interpersonal skills
- * Management Context:
 - * the business environment
 - * the management task
- * Management Functions:
 - * managing people
 - * managing information
 - * managing operations

In addition Business English and Finance Skills.

Assessment for certificate stage will be undertaken through a combination of assignment and a portfolio presentation.

Stage 2 The Diploma in Management Studies

This stage is intended to extend the participant's understanding of the major process of management and of the tools and techniques that are available. Emphasis will be placed on developing confidence in their practical application.

Core areas include:

- * organisational behaviour
- * information systems in management
- * management decision making

Functional areas include:

- * marketing
- * finance
- * operations management
- * human resource management

Integrative study includes:

- * management strategy
- * contemporary issues in business and management

Assessment for Diploma will be based on module tests, assignments, group projects and the presentation of personal log book.

Stage 3 Master of Business Administration

It is expected that participant's entering this stage in the Management Development programme will be middle or senior managers who are presently or will in the near future be contributing to their organisation's corporate and strategic activities.

Core activities include:

- * Management strategy
- * Change management

Participants will also undertake specialist studies from a list which currently includes:

- * Total quality management
- * Entrepreneurship
- * Government and industry
- * European human resource management
- * Crisis management

Admission Procedures and Requirements

Applicants should normally possess degree or equivalent professional qualification. In addition they should occupy a position of responsibility within their employing

organisation where they are involved (or might be expected to be involved in the near future) in managerial activities.

Entry to Diploma and degree levels is normally open to those who have completed certificate, etc.

Direct entry to higher level may be attained by applicants who possess a relevant degree or equivalent qualification, for example Degree in Business studies or a Diploma in Management Studies obtained elsewhere.

The programme is taught in English. Evidence of an appropriate level of competence in English will be required as part of entry. All candidates will be interviewed and/or attend an open briefing session before acceptance on the programme.

Cost

Tuition is 25,000 kcs a year. A limited number of scholarships are available.

Affiliations - National and International

This programme has attracted the interest of the Czech Hospital Association and Medical Chamber. Five members of these organisations will be starting the programme in September.

See information regarding Sheffield-Hallam University above. Czech faculty are co-teaching with Sheffield faculty through the first one to two cycles. Grant support for programme has been obtained from the British Know How Fund.

Discussion

This programme provides an excellent example of in-country training capacity building based upon a decentralised direct institutional partnership. Involvement of key healthcare stakeholder groups in the next round of programme should help the programme address the demands of purchasers in the marketplace.

The partnership's faculty development strategy, incorporating co-teaching and exchange over several programme cycles, addresses both the need to provide immediate training for active managers as well as develop future in-country capacity to sustain programmes with trained trainers.

E. Prague International Business School

Praha University of Economics

Faculty of Business

W. Churchill Sq.4

130-67 Praha 3

Tel: 02-21-25-242

Fax: 02-23-58-251

Contact: Libor Mudra, Ing., CSc., Associated Dean, Health Project Director

Assoc. Professor Kotlasova, Csc-MBA Director

Mgr Seidlova, the PIBS Director (tel.02-2125219)

Prof. Petr Zaruba- PIBS Dean

Prof. Pavel Viertl, PIBS Vice Dean

Programme Information

The Prague International Business School (PIBS) was founded in 1992 by the University of Economics, Praha and the Management Studies Foundation, in cooperation with a number of foreign University Business Schools to provide management education programmes and offer the MBA degree. From its inception PIBS has designed its courses to fit in with a Eurocredit system making its courses compatible with other European Business Schools. A part-time MBA programme started in Jan. 1993 and the first full time class is scheduled to start in Sept. 1993. An Health Manager Track is planned to start in Sept.1993.

The main objective of the MBA programme is to provide a general management overview of the issues facing senior managers in both private and public sector organisations and broaden their understanding of decision making and action taking at different levels in an organisation, particularly at the strategic level. An overview of MBA programme curriculum is attached.

As the knowledge and skills required by managers in health care organisations is similar to other industries and sectors the proposed curriculum for health sector managers will be essentially the same as that of standard MBA except for several health care specific courses (e.g. health insurance, health policy, health ethics) and the inclusion of case studies and examples particularly from the health sector. An

health sector advisory board, consisting of national and international health sector experts will provide regular input into new course and case development. International partners will provide training for PIBS faculty as required.

The existence of standard MBA programme at PIBS will allow for health care managers to study and discuss managerial problems with managers from other industrial and service sectors from time to time.

An initial class of 20 part time health sector managers is anticipated.

Course Listings-for proposed Health track- MBA

Semester I

- * Introduction to management
- * Managerial Economics
- * Financial management I
- * Marketing I
- * Management Information Systems
- * Organisational Behaviour
- * Statistics
- * Accounting (Commercial organization)
- * Managerial Skills Training
- * Business English I

Semester II

- * Core Subjects:
- * Strategic management
- * Organisational Architecture(change)
- * International Business Management
- * Business English
- * Logistics and operations
- * International banking
- * International, marketing
- * Business Ethics
- * Quantitative methods and operational research

- * Managerial decision analysis
- * Mini Project

Semester III

- * Public Finance
- * Health insurance systems
- * Law II (Social)
- * Accounting II (Non-profit)
- * Social Policy
- * Banking and Insurance
- * Personnel management
- * Managerial training
- * Social ethics (health care)
- * Czech Economy
- * Health Policy

Semester IV

- * Major Project

Admission Procedures and Requirements

All applicants should have:

1. completed at least the equivalent bachelor university degree and diploma awarded;
2. present official transcript of marks;
3. submit at least one letter of recommendation either from university instructor or from an executive or business colleague. Combination is preferable.
4. must be interviewed.

Cost

A limited number of scholarships are available. Cost of tuition is 100,000 kcs/year.

Affiliations - National and International

PIBS international advisory board includes representatives from: Manchester Metropolitan University, England, EADA Barcelona Spain, Lancaster University England, University of Lyon France, Wirtschaftsuniversitat Wien Austria, University of Linz, Austria, Texas A and M. University USA, Harvard Business School, U.S.A. Mucia Group Universities, U.S.A., and Saint Mary's University, Canada. Support has included Tempus grant, US business school grant and a USAID grant (Mucia).

Faculty

Faculty includes four full time professors and thirty part time professors working on a contract basis.

Discussion

PIBS International Advisory board provides a good model for how an international grouping of experts can assist in the development of national quality standards. This board is monitoring curriculum development and student outcomes so as to ensure the programme's MBA degree will have universal acceptance.

PIBS has applied to the PHARE programme for funding of their health track MBA under the Academic Center of Excellence programme coordinated by Market Access Europe. Partners in application include Manchester Municipal University in England, King's Fund College in England, and EADA in Barcelona Spain.

F. Czechoslovak Management Centre (CMC)

nam.5.kvetna 2
25988 Celakovice
Contact: Earl Gibbons
Bill Prendergast
Tel: 042-202-91-441/879
Fax: 042-202-91-997

Programme Information

CMC was established in 1990 to provide market oriented business and management training and economics education. The goal of this training is to improve the ability of Czech managers to be competitive and improve the performance of their businesses. The CMC offers an MBA programme, short term courses, workshops, research and conferences and an internship programme.

CMC has organised short management courses for the General Health Insurance Office of the Czech Republic (contact - Dr. Daniella Singerova and Dr. Ludimir Berka : Address - Karlovo Namesti 8,128 00 Praha; Tel: 02-2123239/Fax 02-290703)

Affiliations - National and International

CMC is affiliated with the University of Pittsburgh - Katz Graduate School of Business and the Praha School of Economics. Support for the programme has been received from USAID.

Discussion

While no specific health management training programmes are currently offered, directors from the centre have had discussions with the Social Science Faculty about applying for an Academic Centre of Excellence grant to finance the development of a health specialty.

At present in order to fulfil MBA requirements students must spend the last six months of their training in Pittsburgh.

G. Medical Faculty - Third School of Medicine, Praha

Charles University

Ustavni 91

181 03 Praha 8

Tel: 02-855-2005

Fax: 02-855-9803

Contact: Professor Cyril Hoschl Dr. DrSc., Director Dean, Chairman Dept.
of Psychiatry

Dr. Martin Bobak, Department of Epidemiology (Srobarova 48,
10042 Praha; Tel. 02-741438/Fax 02-741075)

Programme description:

Plans have been initiated to develop a new school of Public Health at the Third Medical Faculty, Praha. Dr. Bobak has cooperated with several U.K. institutions in evaluating public health training in the Czech Republic (see affiliations below)

Affiliations - International

Faculty has participated in training and research programmes in cooperation with the London School of Hygiene and Tropical Medicine (Contact Professor Feachem, Dean or Dr. Martin Mckee Tel-071- 6368636/Fax 071 4363611) and Centre for Medical Education, University of Dundee.

II. Applied Management Training Programmes

Short course applied management training programmes have been offered and are being planned by the Ministry of Health, Medical Faculties, Associations, and some private venture providers. These courses have benefitted from foreign assistance in the short term. Increasing demand for this type of training programme requires a national strategy that can serve as a framework for pluralistic development and provide standards to insure quality outputs.

A Medical Faculty Programmes and Plans

Comment - National Affiliations

Medical Schools through the National Association of Medical School deans have been active participants in debates regarding the training qualifications of health care managers, in particular administrators who run faculty teaching hospitals. While no formal courses in management training are presently offered, market demands and enabling legislation are stimulating planning for both undergraduate and postgraduate courses.

Social Medicine departments are taking the lead in developing these management training courses. The Association of Social Medicine under the leadership of Prof. Gladkij (Olomouc), Frantisek Osanec (Praha), Jan Jaros PhD (Praha), Prof Holcik (Brno), and others was approached by the Medical Chamber with a request to develop health management training programmes on a district base. Plans are being developed to best address the needs of potential constituents.

i. First Medical Faculty, Praha

Charles University
Katerinska 32
12108 Praha

Tel: 02-292729

Fax: 02-296792

Contact: Ing Korbicek, Economics Director Medical Faculty

MUDr. Jan Payne, Bioethics

Petr Struk, M.D. Department of Public Health, Social Pediatrics

Programme Information

Departments of Public Health, Social Medicine, and Ethics are planning undergraduate and postgraduate training programmes in management related subjects. Emphasis will be on ethical issues related to resource allocation.

Affiliations - International

The Medical School has a department of International Cooperation. A variety of clinical programmes have been cosponsored with International groups. Some clinical and research management short courses have been offered.

The First Medical Faculty's Ethics programme has affiliations with The Hastings Center New York and the Institute for Bioethics, Maastricht.

ii. Medical Faculty - Brno

Masaryk University
Jostova 10 662 43 Brno
Tel: 05-320805
Fax: 05-32-59-44

Contact: Professor Jan Holcik, M.D.D.Sc., Department of Social Medicine and Public Health, Vice Chairman of Czech Social Medicine Association.

Programme Information

Management training courses in the Dept. of Social medicine is in a planning stage. Expressed interest is in well formulated and researched curriculum oriented on the realities of the Czech Health System for undergraduates and the development of a certificate type programme for postgraduates.

Affiliations - International

None identified

iii Medical Faculty - Olomouc

Palacky University

77515 Olomouc

Dr.S. Allende 3

Tel:0-68-28341

Contact: Doc. MUDr Ivan Gladkij, CSc., Department of Social Medicine

Programme Information

See general discussion above

iv. Medical Faculty - Second School of Medicine,

Praha Faculty Hospital Motol

V. Uvalu 84

150 18, Praha 5

Tel: 02-521 037

Fax: 02-520081

Contact: Martin Bojar, M.D. Neurological Clinic
Katerina Ciharova, M.D.

Programme Information and Affiliations - International

Former Health Minister Bojar and former director of International Cooperation in the Czech Ministry of Health Ciharova are planning to cosponsoring training programmes.

Dr. Bojar is a participant in the Hastings Institute's Ends of Medicine Group in Praha exploring ethical implications of resource allocation.

B Other University Programmes

i. Masaryk University-Brno

School of Economics/ Public Administration

Jostova 10

662 43 Brno

Tel: 05-26334

Contact: Ladislav Bladzik, Dean

Comment

Potential management training centre - no specific plans identified at this time.

ii. Paleckeho University

Wurmova 7

77180 Olomouc

Tel: 068-28341 ext 33

Contact: Frantisek Znebejanek

Comment

Potential management trainer contact - no specific plans at this time.

C. Applied Management Programmes - Association Activities

i. Czech Association of Hospitals - Large

Kralovske Vinohrady

Srobarova 50

10034-Praha 10

Tel: 02-716-22-00

Fax: 02-74-61-24

Contact: Prof. Bazny, Director

Zsuzsana Roitova, M.D., Vice Director

M. Klimova Secretary

Discussion:

The Association of Large Hospitals has sponsored and cosponsored numerous management related workshops, training courses, and meetings. Hospital directors from this Association have participated in many internationally sponsored management training activities including:

- * King's Fund College Workshops
- * Wharton/Project HOPE Executive Management Training Programme
- * Citizen's Democracy Corps/Voluntary Hospital Association of America Exchange Programme
- * European HOPE Hospital Twinning programme
- * Masaryk Institute/Sheffield MBA programme

The Association has focused on playing a counterpoint role to Ministry of Health in the short term. As the pluralistic system matures the Hospital Association will be able to refocus on education, quality assurance, accreditation, and the development of alternative organisational and financial hospital and insurance systems. The developmental and implementational experiences of the managers of this organisation should be captured as case study material and incorporated into in-country management training programmes.

ii. Medical Chamber of Czech Republic

c/o Medical Faculty - Olomouc

Palacky University

77515 Olomouc

Dr.S. Allende 3

Contact: Assoc. Prof. Svoboda, President

Kralovske Vinohrady

Srobarova 50

10034-Praha 10

Tel: 02-71-63-101

Fax: 02-74-61-24

Discussion:

Legislative changes have empowered the medical chamber to assume responsibility for ensuring quality issues in health care system. This includes certification of specialties (formerly the sole responsibility of Postgraduate Institute). The scientific council (contact D. Marx, M.D., Dept. of Paediatrics, Vinohradska 159.10081 Praha 10; Tel 02-7162560/Fax 02-7162552) is in the process of developing standards. Included in these will be standards for the training of health sector managers. The Chamber has asked the association of Social Medicine to assist in developing management training programmes.

iii. Nursing Association-Czech Republic

I.Interni Klinika

U.nemocnice 2

12808 Praha

Tel: 02-290-065

Contact: Karolina Moravcova, President Association

Blanka Misconiova, Chief Nurse Czech Republic (Tel 02-21182463)

Discussion :

The Nursing Association has sponsored numerous training programmes throughout the Republic introducing new concepts of nursing philosophy and management. The Association prints a journal which includes articles relevant to nurse management.

National and International Affiliations

Much of the curriculum for these courses was developed in collaboration with Project HOPE and Groningen consultants (Contact Dean Echenberg, M.D. Regional Director Project Hope, Ruska 85, Tel 02-741880/Fax 02-733542; Christine May, R.N., Regional Nursing Director).

Management courses in nursing are also being offered in collaboration with ILF-Brno (see above). Numerous other international contacts involving Nursing training have been developed; including, WHO Nursing Department (contact Jane Salvage) and the English South West Thames Regional Health Authority (contact Dr.D.Henessey, Nursing Director 071-7252517/Fax 2627706). Clinical demonstration units are being supported by Johnson and Johnson Family of Companies.

iv. Health Insurance Company

Namesti 8,
128 00 Praha
Tel: 02-2123239
Fax: 02- 290703

Contact - Dr. Nemec, director

Dr. Daniella Singerova, head of health policy

Dr. Ludimir Berka

Discussion

The General Insurance Company of the Czech Republic, established 1/1/92 has rapidly become one of the most influential organisations in health care system.

They have cosponsored, sponsored themselves, and participated in international management training programmes (see CMC above).

D. Private Enterprise Sponsored Programmes

i. Schering-Plough/USA

Essex Chenie East Ag.
Stepanska 33
11000 Praha 1
Tel: 02-235 0866
Fax: 02-235-0866
Contact: Doug Andrews

Discussion

Schering Plough, a US pharmaceutical company, has sponsored health care management seminars for physicians in both Czech Republic and Slovakia as part of their own marketing plan. They have employed local health management consultants to teach courses.

III. Consulting Activities

In country local health management consulting capacity is extremely limited at this time. Privatisation efforts, community and organisational development initiatives are highly dependent on international accounting firms and donor agency inputs. In country consulting capacity development will need to await the acquisition by local managers of practical management experience and consulting skills.

A. Nursing Management Consulting Groups

i. Stredni zdravotnicka skola

Stefanikova 1
60200 Brno
Tel: 05-75-88-83
Fax: 05-74-29-97
Contact: PhDr. Radomila Stepankova

Discussion

This private nursing school is offering courses in collaboration with German and Austrian nursing centres. School and staff are building capacity to do educational and nursing management consulting.

ii. SANTAS Foundation

Hyberska 8
11374 Praha 1
Tel: 02-262141, ext 2345
Fax: 02-266839
Contact: Mgr. Gabriella Bezdekova, Marketing manager

Discussion

SANITAS (a joint venture company with Searle, USA) has a foundation which is sponsoring nurse management training and consulting focused on geriatric and home care.

B. Business consulting

i. CS-Project spol.s.r.o.

Consulting services

Krizikova 4-6

18600 Praha 8

Tel/fax: 02-260585

Contact: Doc. Ing. Jan Petr, Dr.Sc., Director

Discussion

CS-Project utilises faculty from Czech Technical University/ Masaryk Institute in business consulting activities.

ii. Primary Care Management Consulting

Bedlikova ul.195/17

15000 Praha 5- Motol

Tel: 02-525-42-92

Contact: Jaroslav Musik, M.D.

Discussion

Primary care privatisation consulting offered by the former director of primary care Czech Republic Ministry of Health.

II THE HEALTH MANAGEMENT TRAINING MARKETPLACE **PROVIDER DATABASE**

(b) SLOVAKIAN PROGRAMMES

I. Academic Programmes

Academic health management training programmes are being developed in "traditional" postgraduate education centres in Bratislava as well as in several newly formed institutes which have created partnerships with western trainers and training centres. All these programmes appear to be structured in ways that entry level, middle management, and top managers could attend. Programmes which have developed direct partnerships with foreign training centres have been able to initiate degree granting programmes relatively rapidly. These programmes are utilising co-teaching as a way of training staff and adapting established foreign curricula. New functional linkages between traditionally separate faculties (e.g., Medicine and Economics) is also speeding the availability of local trainers and course material.

Many of the programmes listed in this section also provide short applied management training courses and plan to engage in consulting activities in the future.

A. Postgraduate Medical School-Bratislava

Institute pre dalsievzdelavanie, pracovníkov v zdravotníctve

Limbova 12

83303 Bratislava

Tel: 07-373843,371760,311278

Fax: 07-373739,311278

Contact: Doc. MUDr. Milan Majek, CSc. Director

Vladimir Milovsky, M.D., Coordinator International

Programme Information

The Postgraduate Medical School (PGMS) (Formerly the Postgraduate Institute of Medicine and Pharmacy and the Postgraduate Institute of Nursing and Allied Health) was founded in 1957. Under the auspices of the Ministry of Health the PGMS with its affiliated hospitals in Banská Bystrica (The Franklin Delano Roosevelt Hospital), Martin (Faculty Hospital), and Kosice (Faculty Hospital) is responsible for the certification of all medical, pharmacy, nursing and allied health specialties. The Postgraduate Medical School has a scientific council which coordinates training and research activities.

In addressing health management training needs since 1989 the PGMS,

- 1) Established a School of Public Health in 1991 which has been offering a variety of health management training courses (described below); and,
- 2) Was a founding member of a nongovernmental, independent, nonprofit foundation established to initiate The Health Management School in 1991 under the TEMPUS programme (see below). Participating members in Foundation include Medical faculty Comenius University, Academic Hospital Bratislava and the Slovak Hospital association (headquarters in Martin).

Additionally management and management related courses are offered in nursing, medical informatics, ethics, and research design (e.g. clinical trials, etc).

The PGMS has a hostel in Bratislava which can accommodate up to 200 students. Lecture rooms can hold up to 200. PGMS has access to larger symposia facilities at the trade union hall and universities in Bratislava.

Course Description

Courses offered by School of Public Health and Health Management School will be discussed below. Other courses vary in length from several days to several months. Most faculty are part time. Students if from outside of Bratislava reside in hostel during the period of course. In addition to regular courses, the PGMS organises international symposia on a wide variety of topics (e.g. Annual bioethics congress, chemotherapy congress, nursing symposia, etc.).

Admission Procedures and Requirements

Requirements for entry into courses vary with specific course and topic. The Institute is publicly funded. Charges are made for certain courses and for use of hostel facilities. In all cases a two tiered pricing scheme is used distinguishing national and international participants.

Scholarships and Grants

The PGMS has provided scholarships for students from the Ukraine, Poland, Bulgaria, and Romania to attend their courses. Health Management School is funded by a TEMPUS grant. The PGMS has a long term agreement with Project HOPE (partially supported by US Agency for International Development) to jointly develop educational programmes including post-secondary nursing education and health care / management.

Affiliations - National and International

The PGMS has extensive National and International affiliations. Through its scientific council, many hospitals and institutes throughout Slovakia, are involved in curriculum and research planning and review. Project HOPE, a U.S. based medical education foundation, had its regional offices for Central and Eastern

Europe located within the PGMS until 3/93. National offices remain there which coordinates all HOPE/Slovakian educational activities.

The School has significant links to universities and research institutes all over the world, many of whom have been cosponsors of international symposia.

Discussion

The fate of the PGMS has been debated publically over the last few years. While plans were announced following the June 1992 elections to place the PGMS under the auspices of the medical faculty, this change has not taken place until now. The PGMS has been downsizing with proposed cuts in staff of 33%. A new director was selected for the PGMS by Minister of Health Sobodna in March, 1993.

B. School of Public Health, Bratislava

Limbova 12

83303 Bratislava

Contact: Prof. Badalik, Director

Peter Krnac, Head, Management Department

Tel: 07-374560

Fax: 07-373739

Programme Information

The School of Public Health is an organisational unit of the Postgraduate Medical School. It performs both postgraduate and continuing education of specialists in individual public health branches. It participates in research within the field of public health. The School is engaged in the network of European schools of public health, associated in ASPHER. In coordination with these schools, it elaborates a system of training for Europe-wide comparable qualification degrees Master of Public Health. In collaboration with the World Health Organization, the School organises a lot of training courses and seminars with international participation.

The School of Public Health has five departments:

- * health strategy,
- * medical informatics,
- * management,
- * medical education, and
- * preventive health.

The first Master's of Public Health class started in Fall of 1992. Eleven non M.D. full time students are presently enrolled 75% of students are from Bratislava, the rest from other cities in Slovakia. The average age of students is 35.

Course Description

The MPH Programme consists of a series of short courses selected from over 50 options; including:

- * Thematic course in sociology for managers,
- * Thematic course on health legislation for managers,
- * Health Financing seminar on collaboration between health institutions and health insurance company
- * Health care management, organising and planning.

Affiliations - National and International

The School of Public Health will on request teach also within training courses organised by other institutions, societies, and accredited workplaces. Faculty in department of management, especially, are working closely with the Health Management school, funded under TEMPUS programme.

List of Faculty, Research Interests, and Languages

School has 28 full time faculty and 38 part time faculty, including:

- 1) Ladislav Badalik, Professor, M.D.DSc, FRSH-educational and managerial strategies for teachers of health sciences (English, Russian);
- 2) Peter Krnac, Ing, MSc-Health Economics, Financial planning, health system organization (English, German, Russian)
- 3) Janka Beniakova, Asoc. prof. M.D. PhD-social medicine, health education, health promotion (English, French, Russian)
- 4) Anna Egnerova, M.D. PhD.- epidemiology (English, Russian)
- 5) Vit Sajter, Assoc. Prof. QSE, PhD.- ionizing radiation, medical physics and biophysics (English, Russian)
- 6) Emil Tomasik, M.D., PhD.- preventive medicine, microbiology, and epidemiology (German, English)
- 7) Juraj Kalac, MS, PhD- nutrition policy (English)

- 8) Dana Farkasova, PhDr, CSc-management concerned with the teaching process (German, Russian)
- 9) Maria Paniakova, PhDr, PhD, FFRSH-management concerned with the teaching process (English, French, German, Russian)

Discussion

The school has some excellent faculty, a long history of research and publication, a good infrastructure, as well as national and international networks. Health management faculty will be enhanced as trainers in the Health Management School complete their training.

C. Economics University -

i. Bratislava Faculties

Odbojarov 10

83220 Bratislava

Tel: 07-60420,-67750

Fax: 07-63045

Contact: Doc. Ing Jaroslav Husar, CSC..Rector

Doc. Ing Fedor Svaty, CSc, Dean Faculty of Business Management

Mrs. Maria Sajdikova, Dept. of International Affairs

ii. Banska Bystrica Faculty

University of Matej Bej

Health Care Management Programme

Tel: 088-36135

Contact: Ing Nemec, director

Ing Machova

Peter Findo, M.D. Health Management Training

Programme Information

The University of Economics was founded in 1940 as a private school of commerce. After Feb. 1948 the school was nationalised and changed to the School of Economics/Vysoka skola ekonomicka. Until 1989 the school prepared its students for socialistic economic sector. After the Velvet Revolution the school name was changed to the University of Economics. The University has four faculties and a continuing education institute. These are:

- * Faculty of National Economy;
- * Faculty of Commerce;
- * Faculty of Economic-Informatics; and,
- * Faculty of Business Management.

Continuing education institute is called the

- * Institute of the Further Economic Education and Managerial Training.

The university has 7-8000 students and 400 full time faculty. Each faculty has department in accounting, operations, statistics, applied informatics, marketing as well as specialised departments based on focus of faculty studies.

Undergraduate education includes five years of study. The first two years are the same for all the faculties. In the last three years students take optional blocks of courses according to the specialisation of selected Faculty.

Affiliations - International

All the Faculties of the University have been working with foreign partners; e.g. the British Council in developing new courses (e.g. International Financial management) and in the training of faculty.

Discussion

No undergraduate courses are available in Bratislava focused on the management needs of the health care industry at this time. Requalification and innovation courses in health management are being developed at the Economics University centre in Banska Bystrica.

D. Health Care Management School

Ruzinovska 10

82796 Bratislava

Tel/Fax: 07-296415

Contact: Ing. Eva Andrejčaková, Director

MUDr. Vladimír Milovský - Chairman of Foundation

Programme Information

The Health Management School is a nongovernmental, independent, non profit organisation. It was established as a Foundation under programme TEMPUS in 1991. Foundation members include Postgraduate Medical School in Bratislava, Medical faculty of Comenius University in Bratislava, Academic Hospital Bratislava, and the Slovak Hospital association, with its headquarters in Martin.

School offers postgraduate higher education aimed at achievement of:

- * theoretical knowledge and practical skills in health care management at various levels of managerial work;
- * assessment of needs and analysis of health care organisational situation; and, development of organisational strategic plans of action.

It is anticipated that the School will also offer market assessment and marketing services in the future. The School wants to help managers to solve non-standard situations in health care by using standard managerial methods.

Target groups of students include:

- * top hospital directors and their deputies,
- * various health care professional which will serve as school's staff teachers and consultants,

- * middle management heads of clinics, hospital departments, laboratories, chief and head nurses, other professionals,
- * officials in health care insurance, in various professional and non-governmental organisations,
- * other groups according to their needs and demands.

The School is encouraging managerial education at the Universities by offering a competitive award for students writing best theses on managerial topics. Winner(s) will attend educational stay in Academic hospital Groningen.

The School maintains a Library in its offices with books from TEMPUS sources and donations of Project HOPE.

Course Description

- 1) A comprehensive two year curriculum- training the future trainers in the School is being realised presently in Holland and Slovakia.

1993 programme; for example, includes, 4 one-week courses in managing change and institutional management being held in Groningen.

- 2) Course for hospital directors (co-taught by Slovak and Foreign faculty) in Slovakia, Holland and Brussels.

Course titles for 1993 include Institutional management, health economics, and health care and society.

- 3) Ad-hoc courses based on demands of target groups listed above.

Admission Procedures and Requirements

Courses are announced and admission for qualified applicants (depending on nature and target group of course) is generally on a first come first served basis. At this

point TEMPUS funds are supporting most activities of the School. It is anticipated charges will vary with specific courses offered.

Affiliations - National and International

National partners include all Foundation member organisations (see above) plus the Health Insurance Company. Foreign Partners are TEMPUS project (contact Viera Farkosova, Csc., Asmolova 52, 84244 Bratislava, Tel:-07-726129/Fax:-07-726180) include:

- 1) Academic Hospital Groningen (contact Rineke Klynsma-Tel:- a.m. 31-50-614310/Fax: 31-50-614200 or p.m. Tel:31-50-13170/Fax: 31-50-102903)
- 2) Nordic Centre for Health Care Research in Groningen; and,
- 3) Academic Hospital of the free University in Brussels, Belgium.

List of Faculty, Management Training Interests

Core faculty being trained include:

- 1) Ing. Eva Andrejcakova (Bratislava) - Health care economics
- 2) MUDr. Jan Bielik, CSc. (Nove Mesto nad Vahom) - Organisational management
- 3) MUDr. Stanislav Funiak (Martin) - Personnel and clinical management
- 4) PhDr Milan Kollar (Banska Bystrica) - Sociology, Organisational management, Industrial relations.
- 5) MUDr. Eduard Kovac (Bratislava) - Health policy, privatisation, primary care
- 6) MUDr Maria Kovarova (Kosice) - Organisational management, social medicine

- 7) MUDr. Peter Krizan, CSc. (Bratislava) - Health Insurance reform, management of clinical practice.
- 8) MUDr. Denisa Neuschelova (Bratislava) - Human resource management, health system reform.
- 9) MUDr. Juraj Podracky, CSc. (Kosice) - Health Economics, Health system Management
- 10) MUDr Viera Rusnakova, CSc (Bratislava) - Informatics, Health Systems Research.
- 11) MUDr. Miroslav Slezak (Bratislava) - Organisational Management
- 12) MUDr. Peter Somlo (Sahy) - Democratic management, Strategic planning
- 13) MUDr. Ester Tocikova (Bratislava) - Organisation of postgraduate education
- 14) MUDr Stewfan Vogl (Trencin) - Health Economics
- 15) Doc. MUDr. Anna Volna (Bratislava) Health policy
- 16) Doc. Ing Stanislav Igor Simoncic CSc. (Bratislava) - Health Economics

Discussion

The organisations which have combined to form the HMS Foundation comprise the principle purchasers and providers of health management training services in Slovakia. As such, the group serves as a coordinating body articulating health management training strategies for the nation. The nongovernmental independent organisation of Foundation makes it less vulnerable to political changes. Its future effectiveness and potential financial support remains unclear, however. Several of its people have been made redundant in their organisational positions by the Ministry of Health. The HMS School is nearly 100% supported by its TEMPUS

grant which will expire in 1994. Additionally the School has been criticised by other providers of health management training for focussing too many of its resources on the training of a few future trainers and not enough on the immediate needs of the system.

E. City University Bratislava

Mudronova 47

81106 Bratislava

Tel: 07-311969

Fax: 07-314466

Contact: Ing. Jan Morovic, PhD, President

Ing. Benedikt Fronc, Health Studies Coordinator

Programme Information

The City University Bratislava (CUB) was founded in 1990 with the assistance of the government of the Slovak Republic. It is an independent organisation with an endowment foundation which includes representatives from the:

- * the General Credit bank,
- * Slovak National Savings Bank,
- * City Hall (Bratislava),
- * Procomp,
- * Danubiaprint,
- * Slovak Consumer Cooperatives Union,
- * Ministry of Finance SR, and
- * the Ministry of Labour and Social affairs of the SR.

Learning materials and the systems of study and assessment are taken from the Open University in Great Britain. The study mode is that of distance learning. The success of this method relates to the ability to study without interrupting employment, very high quality of learning materials (books, software, audio and video cassettes), and the support of a tutor with access to experienced specialists. The tutor meets his/her students according to a set programme of tutorials. In addition students may telephone/write whenever they have study problems. The tutor also comments on and assesses students written work.

The main mission of the CUB is to offer the study of management and other specialised topics. In addition it is also embarking on activities in research and

development and in the areas of consultancies and exchanges of specialists with other countries.

From 1/91-3/93 over 2000 students enrolled in CUB. Of this number approximately 100 were/are health professionals. 50% of the students studied English versions of curricula. Slovak versions of several courses have now been developed.

Course Description

Courses available include:

Group 1:

The Effective Manager or Managing Health Services
Accounting and the PC for Managers
Managing Customer and Client Relations

Completion of these courses qualifies student for a certificate in Management.

Group 2:

Planning and managing change
Managing people
Managing in the competitive environment
Management project

Completion of Group 2 leads to Professional Diploma in Management

Group 3:

Strategic Management: Resources, Finance, Relations, Environment

Completion of Group 3 leads to Masters of Business Administration Degree (MBA)

Admission Procedures and Requirements

The University is "open " to all students. A two tiered tuition policy is in effect for nationals and expatriate enrollers. Fees vary with courses, but include materials and access to long distance telephone communication for students with tutors when necessary. Presently students are enrolled in eighteen centres throughout the Slovak republic.

Affiliations - National and International

Nationally - the endowment foundation membership includes a wide variety of private and public entities (see above). Major companies whose students are enrolled in CUB include Chirana, Slovnaft, IBM, Peugeot Talbot, Ford, The Post Office, etc. CUB has been cooperating with the Faculty of Commerce of the Economics University of Bratislava in course development .

Internationally the school is affiliated with the Open University, Great Britain. The Open Business School has a European wide network of Business schools including Euro-Contact in Hungary. Curriculum translation has been partially supported through a grant from Know How Fund of G.B.

List of Faculty, Research Interests

The CUB has 22 full time faculty and 100 external tutors.

Other Interests

In addition to management studies the CUB is introducing an environmental study programme, social engineering, and informatics.

Discussion

CUB has adopted a strategy of development which is providing immediate management study opportunities to large numbers of students throughout the Republic. Their three year strategic plan calls for:

- 1) Immediate introduction of standard study materials which addresses relevant topics.
- 2) Involvement of a set of 100-150 health sector students (a critical mass) from several managerial layers;
- 3) Identification of thirty key persons from amongst these students who can begin to customise the materials to the Slovak reality;
- 4) Work with these leaders as the engine pushing the health care system;
- 5) Modification of the curriculum as needed and provision of continuing education geared to system needs.

CUB's strategy has been quite successful to date. Many of the early participants in their management programmes have key positions in Ministry of Health and Ministry of Labour and Social Welfare. Over 100 health care students are at present registered in their courses.

F. City University - USA

Drienova ul.34

P.O. Box 98

82102 Bratislava

Tel: 07-293114

Fax: 07-293114

Contact: Jan Rebro, Manager

Dr. Helmut Hoffman, Managing Director, City Univ. European
Branches

Programme Information

In affiliation with City University Bellevue, Washington, City University USA (CUUSA) was established in Bratislava in 1991. CUUSA has been offering English language courses in Trencin and Bratislava over the past year.

A Master of Business Administration programme was introduced this year in Bratislava. A health sector MBA is being offered in Austria this autumn.

Faculty

School has approximately 400 students. Faculty includes 55 full time USA and 15 Slovak.

Cost

Tuition cost is 25,000SKc a year

Affiliations - National and International

CUUSA has received grant support from several US based foundations, including the Mellon Foundation and United States Agency for International Development (USAID).

II. Applied Management Training Programmes

Short course applied management training programmes have been offered and are being planned by the Economics and Medical Faculties, Associations, and some private venture providers. These courses have benefitted from foreign assistance in the short term. Increasing demand for this type of training programme requires a national strategy that can serve as a framework for pluralistic development and provide standards to insure quality outputs.

A. Economics University-Bratislava

Institute for Further Economic Education and Managerial Training

Dolnozemska csta 1

85104 Bratislava

Tel: 07-812063

Fax: 07-814828

Contact: Ing. Jan Porvaznik, Director

Programme Description

Postgraduate and continuing educational courses (requalification courses) in general economic and management subjects are being offered by the Economics University's Institute for Further Economics and Managerial training in Bratislava.

Adult education programmes offered by the Institute gives participants every chance of acquiring a new professional qualification or enhancing and updating their existing ones.

Activities include:

- * Educational activities of the requalification-course type, specialised studies, innovation lectures and seminars, third age university studies and specialized training and educational programmes in close link with foreign universities and institutions.

- * Advisory, consulting and informational services in the spheres covered by educational programmes of the Institute.
- * Evaluating educational programmes and methods.

3148 participants went through the course between 9/1990 and 12/1992.

Affiliations-National and International

In addition to university faculty experts are drawn from government and various private institutions throughout the Slovak Republic. Foreign partners have included American Marketing Association, University of Ohio (USA), University of Adelaide (Australia), CBIE (Canada), Luiss University (Italy) and Business and Industry Board Meurthe-et-Moselle (France).

B. Medical Faculties

i. Kosice

Tr.SNP c.1

041-80 Kosice

Tel: 095-428151

Contact: Dr. Ivan Jurkovic, Dean

Programme Information

The medical school started baccalaureate nurses training programmes in 9/92. Because of funding limitations only 15 of 120 applicants could be admitted. The programme has no financial support from Ministry of Education or Health. They have received some curriculum development assistance and textbooks from Project HOPE.

ii. Bratislava

c/o Faculty Hospital

Mickiewiczova 13

81369 Bratislava 13.

Contact-Prof. Miraz, Dean

Tel: 07-5348014.

Discussion

Top management staff have participated in Project HOPE's executive management training programme as well as management training programs in Holland. No courses are presently being offered.

iii. Martin

Univerzita Komenskeho
Jeseniova Lekarska Fakulta
Zaborskeho c.2
03645, Martin

Faculty Hospital
Kollarova 2
03659 Martin

Tel: 0842-315-94

Fax: 0842-353-86

Contact Dr.Reznak, Dean

Dr. Bencat, Hospital Director

Doc. RNDr Jan Lehotsky, CSc. Prodekan

Discussion

Martin Faculty Hospital has developed relationships with several foreign groups to provide management training courses for top and middle level management personnel. Groups have included:

- * Health Management School - Mordling, Austria Contact: Mr. Bierlentget
- * International Institute of Management - Lozon, France

The school is initiating a nurses training programme with an emphasis on management. Additionally as the seat of Slovak Hospital Association several national management training programmes have been hosted in Martin utilising both National and International partners.

C. Associations

i. Slovak Association Managers in Health, Kovacova

Rehabilitation Centre

Tel: 0855/98805

Contact: Ing Milan Murgas, CSC

Discussion No courses presently

ii. Slovak Association of Hospitals

Faculty Hospital

Kollarova 2

03659 Martin

Tel: 0842-315-94

Fax: 0842-353-86

Contact Marian Bencat, M.D.,PhD., Director

Discussion The Association has been cosponsoring management education programmes both with national and international partners. The Association has been publishing a Health Management Journal.

iii. Medical Chamber of Slovakia

Slovenska lekarska komora

Secretariat

Heydukova 10, Bratislava

Tel: 07-34950, 323840

Contact: Prof. MUDr. Josef Pechan, DrSc, President.

MUDr. Osusky, vice-president

Discussion

No courses at this time.

iv. Nursing Association - Slovakia

Narodny onkologicky ustav

Secretariat prezidia SKSZP

Heydukova 10,

81250 Bratislava

Tel: 07-34911

Contact: Mrs. Hadacova, President

Mrs. Anna Jasenska, Vice president (Slackovidova 72, Banska
Bystrica)

Discussion

Nursing Association has been active in training courses for nurses in Slovakia. They have sponsored the translation of nursing texts including management material. No training at present due to scarce financial resources.

v. National Insurance Company, Administration of Health Insurance Fund

Limbova 2

83343 Bratislava

Tel: 07-376071

Fax: 07-376012

Contact: Ing. Juraj Karovic

Discussion

Health Insurance company has organised training programmes for their staff with the assistance of Health Management School and foreign sponsors.

vi. Pharmaceutical Association- Slovakia

Spitalska 6

81305 Bratislava

Tel: 07-57748+ ext 673

Contact: Pharm Dr. Slany

Discussion

No training presently

vii. Stomatology Association - Slovakia

Policlinica Drueba

Stomalogie oddeline

Tel: 07-25751, ext 474

Contact: MUDr. Juraj Petrik, president

Discussion

No training presently

D. Private Ventures

Schering-Plough/USA

Essex Chenie East Ag.

Stepanska 33 11000

Praha 1

Tel: 02-2350866

Fax: 02-235-0866

Contact- Doug Andrews

Discussion

Schering Plough, a US pharmaceutical company, has sponsored health care management seminars for physicians in both Czech and Slovak Republics as part of their own marketing plan. They have employed local health management consultants to teach courses.

III. Consulting Activities

In country local health management consulting capacity is extremely limited at this time. Privatisation efforts, community and organisational development initiatives are highly dependent on international accounting firms and donor agency inputs. In country consulting capacity development will need to await the acquisition by local managers of practical management experience and consulting skills.

A. PEP (Formerly Medum)

Limbova 12
83303 Bratislava
Tel: 07-374560
Fax: 07-373739
Contact: Ing. Peter Krnac

Discussion

This group which includes several former Ministerial officials has been consulting with private practices and hospitals over the past year. Last year they coordinated a training course for GPs and dermatologists sponsored by Schering Plough-USA.

APPENDIX

Key Respondents

CZECH REPUBLIC

I. Purchasers

Stanislav Vachek, M.D.
Director Faculty Hospital, Brno

Zsuzana Roitova, M.D.
Director, 3rd Faculty Hospital, Praha

Karolina Moravcova R.N., President
Nursing Association-Czech Republic

Blanka Misconiova, R.N.
Director, Nurses Ministry of Health

Hilda Vorlickova, R.N.
Director, Nursing, Brno Faculty Hospital

Assoc. Prof. Svoboda, President
Medical Chamber of Czech Republic

David Marx, M.D., Chairman
Science Committee
Czech Medical Chamber

Daniella Singerova, M.D., Head of Health Policy
National Insurance Company

Jindrich Pollak, M.D.
Director 1st Faculty Hospital, Praha

II. Providers

Ing. Jan Petr, DSc, Director
Masaryk Institute of Advanced Studies

Ing. Libor Mudra, CSc, Associated Dean
Prague University of Economics
Prague International Business School

Prof. Pavel Viertl, Vice Dean
Prague University of Economics
Prague International Business School

Ing. Kubicek, Economics Director
First Medical Faculty
Charles University

MuDr. Jan Payne, Bioethics
First Medical Faculty
Charles University

Petr Struk, M.D. Department of Public Health, Social Paediatrics First Medical
Faculty
Charles University

PhDr. Radomila Stephankova,
Director, Stedni zdravotnicka skola

Mgr Eliska Cervinkova, Head of Nursing Education Department
Postgraduate Institute - Brno

Prof. Hana, Director
Postgraduate Institute, Praha*

Prof. Podlasek, Director of School of Public Health *

Mgr. Gabriella Bezdekova, Marketing Manager
SANTAS Foundation

Jaroslav Musik, M.D.
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**Better
MANAGEMENT
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HEALTH**

The health sector management project was the first investment by the European Communities PHARE programme in supporting the transformation of health services in the Czech Republic and Slovakia. Between April 1992 and April 1993 the project provided initial technical assistance in developing health sector management and information systems. Its aims have been to work with managers in the two Republics in seeking to understand the challenges of achieving radical transformation in national health systems; support these managers through on-site consultancy and a range of training opportunities; and use this experience to identify ways of strengthening the in-country capacity for management and information systems development in 1993 and beyond. The project has been undertaken by the King's Fund College, London in collaboration with the Instituto de Estudios Superiores de la Empresa, Barcelona and the South East England Institute of Public Health.

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Lessons from the PHARE Health Sector Management Project

Resource Guides:

- I The In-country Health Sector Management Training Marketplace
- II Postgraduate Study in Health Sector Management Disciplines in the United Kingdom

Educational Programme Reports:

- 1 Developing Health Sector Leadership (November 1992)
- 2 Developing Management Information Systems (March 1993)
- 3 Recommendations from the Brno Health Management Conference (March 1993)

Copies of each part of this Report are available from the International Co-operation Department in the Czech and Slovak Health Ministries or directly from David Towell at:

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