FINAL REPORT

IMPLEMENTATION OF A HEALTH SERVICES MANAGEMENT PROGRAM IN THE REPUBLIC OF ALBANIA

Submitted by

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Submitted
EXECUTIVE SUMMARY

A predominant characteristic of contemporary Albanian society is the occurrence of rapid, pervasive change. Health is one sector of Albanian society that is clearly designated for substantial change in the years ahead. This report documents and evaluates a Health Services Management Program (HSMP) designed and implemented to train health managers in direct response to the Minister of Health's request for increased management development training of managers of Albanian health care organizations. The eight-week program was designed to substantially increase the knowledge and skill base of the manager-participants.

The method used in this consultancy included the design and implementation of an eight-week management development training program hereafter referred to as the Health Services Management Program (HSMP). This activity began in November 1993 with HSMP and logistical planning. The first instructional module was offered in early January 1994, and the HSMP was completed on schedule in early March 1994.

Two groups of managers started the HSMP (program attrition is discussed later in the evaluation section). Group 1 was comprised of 25 individuals who were either service heads or deputies in the Ministry of Health and Environment (MOHE) or senior managers of health care organizations in the capital city of Tirana. A large majority (88%) of Group 1 were physicians while the remainder (12%) were three economists from local health care organizations. Group 2 included 20 physicians from 20 outlying districts. Eight of these
individuals were district hospital directors; 12 were district directors of public health. In both groups, there was a heavy concentration of physicians and an under-representation of managers of ambulatory care facilities and economists from these facilities.

Each of the eight weeks in the HSMP was dedicated to a specific area (module). Modules included: Introduction to Contemporary Health Care Systems, Managerial Epidemiology, Health Care Planning, Health Care Management, Health Care Financial Management, Budgeting, Human Resource Management and Data Bases/Information Systems. The eight faculty who taught in the HSMP served as Module Leaders. With the support of other project staff, they prepared materials for their sessions, developed applicable case materials and instructed participants in the HSMP in their respective modules.

The Albanian HSMP was evaluated through the use of five strategies including: analysis of session attendance, program completion rates, independent evaluation, participant evaluations and interviews and small group discussions with participants.

Evaluation results clearly indicate that the eight-week HSMP was positively received by participants. Their involvement helped them overcome barriers and obstacles, discard old ideas, and change the way they think about their organizations. Five future actions are recommended to continue to facilitate effective management of Albanian health care organizations including additional technical training and on-site technical assistance.
BACKGROUND

A predominant characteristic of contemporary Albanian society is the occurrence of rapid, pervasive change. Health is one sector of Albanian society that is clearly slated for substantial change in the years ahead. President Barisha (a cardiologist, himself) and the two most recent Ministers of Health and Environment, Dr. Tritan Shehu and Dr. Maksim Cikuli, are all dedicated to continual reform of the health care system in Albania. The Ministry of Health drafted a plan to reorganize and revitalize the health system in 1993. At that time, the Minister indicated that to accomplish the ambitious mandates of the planned health care reform it would be necessary to train a new generation of health care management executives. He anticipated that once senior Albanian health care managers and Ministry of Health and Environment (MoHE) department heads acquire sufficient knowledge of modern health care management concepts and skills, they will be more capable of assisting the reorganization and revitalization of Albanian health care institutions.

In the original Scope of Work for this project, there was an additional emphasis upon preparing Albanian health care managers to participate effectively in the development of a "Master Plan" for the University Hospital in Tirana, Albania. However, this emphasis was deleted from this activity because a French consultant subsequently took this responsibility.

This final report describes a Health Services Management Program (HSMP) designed and implemented to train health care managers in direct response to the Minister of Health's request for increased management development training in Albanian health care
organizations. Completion of the eight-week program was intended to increase substantially the knowledge and skill base of the manager-participants. It was planned to provide a foundation for improving the effectiveness of participants' management activities, including their ability to begin to participate in strategic planning activities within the MoHE and individual hospitals. The new abilities of the participant-managers, coupled with continued management development and continued access to specialized experts (such as the course faculty), should represent a powerful force for change within the evolving Albanian health system.

GOAL

Improve health care in a period of transition and system reform.

PURPOSE

To provide key managers with the basic substantive knowledge and skills to manage their health services more effectively and efficiently and to participate in a strategic planning process.

OBJECTIVES

The objectives of the training program were to prepare the participants to:

a) assess and predict the impact of changes in financing mechanisms and systems on the provision and use of health services;
b) use data to analyze and define health care markets;

c) contribute to a strategic planning process;

d) use accounting and financial data in operations and planning;

e) prepare budgets and reports (e.g. financial, utilization, performance etc.);

f) analyze personnel requirements and recruit, evaluate and retain personnel;

g) use integrated data bases in decision making, and

h) differentiate major lines of authority within health care organizations.

A complete Scope of Work is included as Appendix A.

METHOD OF CONSULTANCY

The method used in this consultancy included the design and implementation of an eight-week management development training program hereafter referred to as the Health Services Management Program (HSMP). This project began in November 1993 with HSMP and logistical planning. The first instructional module was offered in early January 1994 and the HSMP was completed on schedule in early March 1994.

PROGRAM PARTICIPANTS

It was the intention of the MoHE to extend participation in this program to three important groups, all of whom play an important role in Albanian health care. These groups were comprised of physician leaders in the hospital sector (select university and
regional hospital directors and medical service heads), economists (finance and data collection managers) who work in the university and regional hospitals and appropriate service heads and deputies from the MoHE. This was designed to facilitate the broad diffusion of management concepts and skills within the Albanian health care system at both macro (MoHE) and micro (hospital) levels. It also ensured that numerous management leaders from throughout the system would have a similar baseline level of such information.

Two groups of managers started the HSMP (program attrition is discussed later in the evaluation section). Group 1 was comprised of 25 individuals who were either service heads or deputies in the MoHE or senior managers of health care organizations in the capital city of Tirana. A large percentage (88%) of Group 1 were physicians; the remainder (12%) were three economists from local health care organizations. Group 2 included 20 physicians from 20 outlying districts. Eight of these individuals were district hospital directors while the rest were district directors of public health. In both groups, there was a heavy concentration of physicians and an under-representation of physicians who were managers of ambulatory care facilities and economists from these facilities.

PROGRAM FORMAT

The HSMP was designed as a 96 hour course to be completed in-country within eight weeks. Two tracks were offered during each week of the program in order to accommodate the needs of local and regional (district) health services managers. Group 1 (local hospital
administrators and MoHE staff) completed their classes each week in a series of four-hour blocks on Monday, Tuesday and Wednesday mornings; Group 2 (hospital managers from out-of-town district hospitals) completed their classes during day long sessions on Thursday and Friday. Every effort was made within this program to overcome any language barriers. An interpreter assisted with all classes. Also, all relevant course material such as lecture outlines, case studies, session outlines, key concepts, evaluation instruments and behavioral objectives were translated into Albanian, and, whenever possible, distributed to program participants in advance of the classes.

PROGRAM STAFF

The proposed HSMP was an ambitious attempt to help Albanian health services managers to both remedy current problems they face and enhance their ability to continually improve the health care system and its constituent elements. In order to accomplish these aims, the HSMP required staff both in the U.S. and Albania during the course of the project. These staff included the following personnel:
Program Director: Michael A. Counte Ph.D., Associate Professor of Health Systems Management at Rush-Presbyterian-St. Luke's Medical Center, assumed overall technical responsibility for all facets of the HSMP including faculty recruitment and program orientation, report preparation and quality assurance activities.

Program Coordinator: Stan Nowakowski, MBA, (currently residing in Tirana, Albania), served as the on-site coordinator of all program activities including liaison with AID staff and Albanian health care officials, logistical functions, faculty site orientation and local staff supervision.

Project Administrative Assistant: Donald Balla, an Albanian national, was also on-site and assisted the Program Coordinator. Functions included clerical responsibilities, scheduling activities, translation of materials from English to Albanian and service as an interpreter.

Module Leader: All of the faculty who provided instruction in the HSMP served in this capacity while involved in the project. They worked with other staff in preparing material for their sessions, developing applicable case materials and assisting enrolles in the HSMP.

All staff were contractors of Healthcare Enterprise International, Inc. (HEI). They were responsible to HEI for the accomplishment of their functions and the implementation of the program. HEI provided administrative and supervisory support.
A separate faculty person from the U.S. presented each week of instruction in the program. During any free time that was available when the instructor was not in the classroom, these individuals also served upon request as special project consultants to staff from the university hospital and the MoHE. All of the faculty who provided instruction in the HSMP served in this capacity while involved in the project. They worked with other staff in order to prepare material for their sessions, develop applicable case materials and instruct HSMP participants. The complete list of Module Leaders is attached as Appendix B.

Course faculty were selected on the basis of several factors. First, they were not only experts in their respective areas but also are very well acquainted with the practical problems that confront health services managers. Four of the faculty currently had both operational and academic responsibilities. Second, all of the proposed faculty had substantial experience working in continuing management education programs for physicians and health care executives. Finally, most of the Module Leaders were experienced in international consulting or training activities and were sensitive to the needs of health care
professionals in a variety of settings.

**HSMP CURRICULUM**

Each of the eight weeks in the HSMP was dedicated to developing skills in a specific area (module). The complete list of modules indicating the dated offered, target skills, learning exercises, and expected outputs of each is attached as Appendix C. The Timetable for the implementation of the HSMP is included in Appendix D.

**PROGRAM CERTIFICATION**

Successful completion of the program resulted in the award of a formal certificate to the graduate of the HSMP. To be awarded the certificate, a participant was required to attend a minimum of 75% of the sessions offered. The certificate was awarded by an accredited program in health services management in the U.S. (Rush University of Rush-Presbyterian-St. Luke’s Medical Center). This certification provided for quality assurance of the program and enhanced its academic legitimacy among participants. Provision of the certificate also will be a valid reference for any further advanced management training that program graduates may seek to attend at either American or European universities.
HSMP RESULTS

Overview

The Albanian HSMP was evaluated using a variety of strategies. First, attendance data were recorded during each module. Second, an attempt was made to compare graduation rates across groups. Third, an independent expert visited Albania after the first three modules were completed and evaluated the initial sessions of the program. Fourth, at the end of each module session, participants were asked a series of 10 questions about the module and the instructor. And finally, during the last week of the HSMP, 14 participants were individually interviewed at their work sites and small group discussions were held to assess how participation in the HSMP has changed the way the participant does his/her job, what they learned during the HSMP but have not been able to implement, what new goals their participation in the HSMP may have given them, and what further training or technical assistance is needed to help them accomplish any new personal goals and changes in the way they do their jobs.

1. Session Attendance

Comparison of session attendance rates found that the attendance level of participants from the outlying districts was higher than the rate for people who worked in Tirana. Specifically, only five persons from the districts missed any session of the HSMP while seven participants in Group 1 missed one or more sessions. This higher rate of non-attendance was likely due to the fact that the HSMP was conducted very close to the work place of individuals in Group 1 and they likely experienced more time conflicts than the members of Group 2 who were in the capital solely to attend the HSMP.
2. **Program Completion**

The lower rate of attendance in Group 1 was clearly linked to a lower graduation rate. Overall, 41 of 45 participants who began the course attended at least 75% of the sessions and were awarded a certificate of completion. The rate in Group 1 was 84% (21/25) while it was 100% (20/20) in Group 2.

3. **Independent Evaluation**

An interim evaluation of the HSMP was conducted in-country after the third week of the eight-week program. Its purpose was to determine the program's relevance to the needs of its Albanian participants and to recommend any necessary or desirable adjustments to the HSMP. Interviews of 30-40 minutes were held with 20 (13 from the capital and 7 from outlying districts) of the program participants. The interview focused upon both general impressions regarding the program (e.g., "What have you liked/not-liked about the HSMP? How would you compare this program to others that you have attended?") The evaluation found that the HSMP was clearly appreciated and well accepted by all participants interviewed.

4. **Participant Session Evaluations**

A brief session evaluation form (see Appendix E) was distributed to all HSMP participants at the end of each of the eight modules. It included 10 multiple choice (yes, no or unsure) questions concerning each session including: clarity of session objectives, organization of session outlines, adequacy of time available, person's belief that the module will improve his/her job performance, desire to learn more about the topic of the module, organization of the instructor, instructor's attentiveness to participant questions,
end of the program provided a rich source of information concerning how the program has
been received by participants, where participants are trying to implement changes in their
organizations as a result of their HSMP participation, how this type of program can be
improved and what types of additional assistance are needed to initiate desired changes in
the Albanian health care system. As one participant indicated during a personal interview,
onece the HSMP was completed he now has the opportunity "to either use the new ideas and
techniques or lose them." Dr. Maksin Cikuli, Minister of Health and Environment also
indicated his appreciation of the HSMP and anticipation of the health care management
activities that will follow the initial phase (see Appendix G).

RECOMMENDATIONS

Based on this consultancy, there are a number of actions recommended for possible
implementation:

1. A specialized management training program should be developed for select
economists who work in Albanian health care organizations. This recommendation
resulted from several observations made during the course of the HSMP. Namely,
although economists are key decision-makers in organizations, they have had little
to no exposure to modern management concepts and skills. Thus, without such
training, they will be unable to collaborate with the physician managers who
graduated from the HSMP.

2. Offer an additional HSMP to train remaining key managers in the Ministry of Health
and district hospitals. This would ensure (along with the economist program
described above) that in the near future most of the senior health care managers in the MoHE, the University Hospital and the 20 district facilities (public health directors, hospital directors and ambulatory care directors) would have had comparable exposure to modern management concepts and skills.

3. Due to the severe shortage of relevant management-related written materials in Albania, develop a centrally-located, health care management library. Albania is a very poor country, thus this is a very severe problem for health care managers who want to study topics of interest such as quality assurance or continuous quality improvement.

4. During interviews with the current Deputy Minister of Health (Dr. Nuri), it was learned that in the next several years, at the urging of the World Bank, an Institute for Public Health should be developed within the MoHE. The Deputy Minister stated that this proposed new institute should serve as the primary site for an Albanian certificate program in health services management. Unfortunately, very few Albanian health care managers have travelled to North America or Europe to study health services management. Thus, there are currently no faculty for the certificate program. Thus, a fourth recommendation is to support several (promising) Albanian health care managers to come to America and study health services management.

5. Finally, as mentioned earlier in this report, it is very important that Albanian health care managers are provided with technical assistance to implement desired changes. Therefore, the fifth recommendation is to provide technical assistance to several Albanian hospitals on specific activities which will serve as practical demonstrations
for their peers. If such activities were designed to help participants implement some of the new goals they identified through the HSMP, these demonstrations could stimulate continued change within Albanian health care organizations.
SCOPE OF WORK

Albanian Health Services Management Program (HSMP)

BACKGROUND

A predominant characteristic of contemporary Albanian society is the occurrence of rapid, pervasive change. Healthcare is one sector of Albanian society that is clearly designated for substantial change in the years ahead. President Barisha (a cardiologist, himself) and the Minister of Health and Environment, Dr. Tritan Shehu are dedicated to the reform of the healthcare system in Albania. The Ministry of Health has drafted a plan to reorganize and revitalize the healthcare system. Dr. Shehu has indicated that to accomplish the mandates of the healthcare reform it will be necessary to train a new generation of health care management executives. He anticipates that once Albanian hospital leaders and Ministry of Health and Environment (MoHE) department heads acquire sufficient knowledge of modern health care management concepts and skills, they will be more capable of assisting the reorganization and revitalization of Albanian healthcare institutions.

The Scope of Work described herein responds directly to the request to train healthcare managers and a request by the World Bank, made to the USAID Mission in Albania, to facilitate the development of a "master plan" for the University Hospital. Completion of the proposed eight week program will substantially increase the knowledge and skill base of the manager-participants. It will provide an excellent foundation for improving the effectiveness of their management activities including their ability to begin to participate in strategic planning activities within the MoHE and individual hospitals, which ultimately will contribute to the development of a "master plan". The new abilities of the participant-managers if coupled with continued management development and continued access to specialized experts (such as the course faculty) should contribute to the development of a "master plan" and prove to be a powerful force for change within the Albanian healthcare system.

GOAL

Improve healthcare in a period of transition and system reform.

PURPOSE

To provide key managers with the basic substantive knowledge and skills to efficiently and effectively manage their health services and to participate in a strategic planning process.
OBJECTIVES

The objectives of the training program are to prepare the participants to:

a) assess and predict the impact of changes in financing mechanisms and systems on the provision and use of health services;

b) use data to analyze and define healthcare markets;

c) contribute to a strategic planning process (as a pre-requisite to participation in the preparation of a master plan);

d) use accounting and financial data in operations and planning;

e) prepare budgets and reports (e.g. financial, utilization, performance etc.);

f) analyze personnel requirements and recruit, evaluate and retain personnel;

g) use integrated data bases in decision making; and

h) differentiate major lines of authority within healthcare organizations.

PROGRAM PARTICIPANTS

It is the intention of the MoHE to extend participation in this program to three important groups all of whom play an important role in Albanian health care. These groups are comprised of physician leaders in the hospital sector (select university and regional hospital Directors and medical service heads), economists (chiefs of finance and data collection) who work in the university and regional hospitals and appropriate Department Heads and deputies from the MoHE. This would allow for the widespread diffusion of management concepts and skills within the Albanian health care system at both macro (MoHE) and micro (hospital) levels. It would also ensure that management leaders from throughout the system have a similar baseline level of such information.

PROGRAM ORGANIZATION

The HSMP has been designed as a 96 hour course that will be completed in-country within 8 weeks. Two tracks will be offered each week of the program in order to accommodate the needs of local and regional health services managers. One group (local university hospital administrators and MoHE staff) will complete their classes each week in a series
of four-hour blocks on Monday, Tuesday and Wednesday afternoons (1-5 p.m.) while the second group (hospital managers from out-of-town regional hospitals) will complete their classes during all day sessions on Thursday and Friday (9 a.m. - 4 p.m.).

Class size will be restricted to 20 participants per class. Thus, by the end of this program as many as 40 individuals may successfully complete the HSMP. Absence from a session will need to be excused in advance and award of the certificate will require a minimum session attendance level of 80%.

Every effort will be made within this program to accommodate possible linguistic barriers. An interpreter will be present in an active role during all classes. Also, all relevant course material such as lectures, case studies, session outlines, key concepts, evaluation instruments and behavioral objectives will be translated into Albanian and whenever possible distributed to program participants in advance of the classes. A start date of late Fall/early Winter appears to be the best time to initiate this program. This would allow for all necessary program planning to be completed and for the first two classes of program participants to be recruited.

The MoHE has committed to making the following available:

a) participants selected by the MoHE;

b) data currently collected by the MoHE; and

c) class room space.

TIMETABLE

The HSMP will be presented once. The schedule for the first session is presented below:

September: program development, staff recruitment (Albania), logistical planning

October/November: faculty recruitment, module development, AID review, pre-HSMP orientation meeting (including discussion of participant selection and curriculum feedback from the MoHE), consultation and planning activities with representatives of the Ministry of Health, the University Hospital and AID staff, on-site logistical organization, translation of course materials and development of travel arrangements, preparation of methods for course evaluation

January: (weeks #1-#2) continued translation of course materials and on-site logistical organization (weeks #3-#4) presentation of modules #1 (course introduction/contemporary health care systems) and module #2 (health care markets/managerial epidemiology)
January: presentation of module #3 (health care planning), continued translation of course materials, preparation and distribution of assigned reading for upcoming sessions, implement initial preliminary course evaluation

January/February: interim course evaluation by students and faculty, continued translation and distribution of course materials, presentation of modules #4 (health care management), #5 (health care financial management) and #6 (health care budgeting)

February/March: presentation of modules #7 (human resource development) and #8 (data bases and information systems/ course summary), summative course evaluation by students and faculty

PROGRAM CERTIFICATION

Successful completion of the proposed program will result in the award of a formal certificate to the graduate of the HSMP. The certificate will be awarded by an accredited program in health services management in the U.S. (Rush University of Rush-Presbyterian-St. Luke’s Medical Center and/or the University of California at Los Angeles). This certification will provide for quality assurance of the program and enhance its academic legitimacy among participants. Provision of the certificate will also facilitate entry into any advanced management training that program graduates may eventually apply for in American universities.

PROGRAM STAFFING

The proposed HSMP is an ambitious attempt to help Albanian health services managers to both remedy current problems that they face and improve their ability to continually improve the health care system and its constituent elements in the future. In order to accomplish these aims, the HSMP will require staff both in the U.S. and Albania during the course of the project. These staff will include the following personnel:

Program Director (or Co-Directors): Michael A. Counte Ph.D., Associate Professor of Health Systems Management at Rush-Presbyterian-St. Luke’s medical Center and Paul Torrens, M.D., Professor of Health Services management at the University of California at Los Angeles will assume overall technical responsibility for all facets of the HSMP including faculty recruitment and program orientation, report preparation and quality assurance activities.
Program Coordinator: Stan Nowakowski, MBA, (currently residing in Tirana, Albania) will serve as the on-site coordinator of all program activities including liaison with AID staff and Albanian health care officials, logistical functions, faculty site orientation and local staff supervision.

Project Administrative Assistant: (To Be Named) This individual will also be on-site and assist the Program Coordinator. Functions will include clerical responsibilities, scheduling activities, translation of materials from English to Albanian and service as an interpreter.

Module Leader: All of the faculty who provide instruction in the HCMP will serve in this capacity while involved in the project. They will work with other project staff in order to prepare material for their sessions, develop applicable case materials and assist enrollers in the HSMP.

All staff will be contractors of Healthcare Enterprise International, Inc. (HEI). They will be responsible to HEI for the accomplishment of their functions and the implementation of the program. HEI will provide administrative and supervisory support.

Course Faculty (Module Leaders)

A separate faculty person from the U.S. will present each week of instruction in the program. During the free time that is available when the instructor is not in the classroom, these individuals could serve as special project consultants to staff from the university hospital and the MoHE.

All of the faculty who provide instruction in the HSMP will serve in this capacity while involved in the project. They will work with other project staff in order to prepare material for their sessions, develop applicable case materials and instruct HSMP participants. The following individuals have expressed an interest in serving as Module Leaders:

Paul Torrens, M.D. is a Professor of Health Services Management at the University of California at Los Angeles. He will present Module 1 (Course Introduction, Contemporary Health Care Systems).

Denise Oleske, Ph.D. is an Associate Professor of Health Systems Management at Rush-Presbyterian-St. Luke's Medical Center. She will present Module 2 (Health Care Markets, Managerial Epidemiology).

John Lammers, Ph.D. is a Professor at the University of California at Santa Barbara. He will present Module 3 (Health Care Planning).

Michael A. Conte, Ph.D. is the HSMP Project Director and an Associate Professor of Health Systems Management at Rush-Presbyterian-St. Luke's Medical Center. He will present Module 4 (Health Care Management).
Gerald Glandon, Ph.D, is an Associate Professor of Health Systems Management at Rush-Presbyterian-St. Luke's Medical Center. He will present Module 5 (Health Care Financial Management).

Leslie Jelinek, M.S, is an Assistant Professor of Health Systems Management and Assistant Vice President for Financial Planning and Marketing at Rush-Presbyterian-St. Luke's Medical Center. She will present Module 6 (Health Care Budgeting).

Virginia More, Ph.D, is the retired Director of the Kaiser Family Foundation. She will present Module 7 (Human Resource Development).

Raymond Goldsteen, Dr.P.H, is an Associate Professor of Health Administration and Policy at the University of Oklahoma Health Sciences Center. He will present Module 8 (Data Bases and Information Systems).

These individuals were selected as course faculty because of several factors. First, they are not only experts in their respective areas but also are very well-acquainted with practical problems that confront health services managers. In fact, all four of the faculty from RPSLMC currently have both operational and academic responsibilities. Second, all of the proposed faculty have had substantial experience working continuing management education programs for physicians and health care executives. Finally, most of the proposed Module Leaders have consulted and/or conducted management projects in developing nations and are sensitive to the needs of health care professionals in such societies.

REPORTS

Each faculty member will be responsible for submitting a trip report to HEI within 15 days of return. Drs. Counte and Torrens, will be responsible jointly for coordinating the input from each faculty member to produce a single final report at the end of each session. A draft of the final report will be submitted to HEI within 15 days of return. HEI will send drafts to EUR/DR/HS for comment. The final report will be due 15 days after HEI receives comments from EUR/DR/HS.
**APPENDIX B**

**HSMP FACULTY**

*Paul Torrens, M.D.* is a Professor of Health Services Management at the University of California at Los Angeles. He presented Module 1 (Course Introduction, Contemporary Health Care Systems).

*Denise Oleske, Ph.D.* is an Associate Professor of Health Systems Management at Rush-Presbyterian-St. Luke's Medical Center. She presented Module 2 (Health Care Markets, Managerial Epidemiology).

*John Lammers, Ph.D.* is a Professor at the University of California at Santa Barbara. He presented Module 3 (Health Care Planning).

*Michael A. Counte, Ph.D.* was the HSMP Project Director and is an Associate Professor of Health Systems Management at Rush-Presbyterian-St. Luke's Medical Center. He presented Module 4 (Health Care Management).

*Gerald Glandon, Ph.D.* is an Associate Professor of Health Systems Management at Rush-Presbyterian-St. Luke's Medical Center. He presented Module 5 (Health Care Financial Management).
Leslie Jelinek, M.S., is an Assistant Professor of Health Systems Management and Assistant Vice President for Financial Planning and Marketing at Rush-Presbyterian-St. Luke's Medical Center. She presented Module 6 (Health Care Budgeting).

Virginia More, Ph.D., is the retired Director of the Kaiser Family Foundation. She presented Module 7 (Human Resource Development).

Raymond Goldsteen, Dr.P.H., is an Associate Professor of Health Administration and Policy at the University of Oklahoma Health Sciences Center. He presented Module 8 (Data Bases and Information Systems).
Module 1 (1/3/92 - 1/7/93): Course Introduction/Contemporary Health Care Systems

Skills

a. Understand primary, secondary and tertiary level of health services organization in order to provide a perspective to the current and future organization of Albanian health services.
b. Acquire an understanding of the implications of alternative health care financing systems comprised of public funds, private insurance and self-payment.

Exercises

Activities that simulate the effects of alternative organizational and financial arrangements.

Output

The ability to analyze and compare the effects of alternative organizational and financial arrangements.

Module 2 (1/10/94 - 1/14/94): Health Care Markets/Managerial Epidemiology

Skills

a. Define health care service populations with regards to current and projected major causes of morbidity and mortality (health care need).
b. Understand the meaning and use of basic epidemiological concepts related to understanding health care markets.
c. Using data currently available from the Ministry of Health, describe the major health care needs of a service population.
d. Understand the financial mechanisms that moderate need and demand for health services.

Exercises

Use calculators to determine the incidence and prevalence rates of select health care needs of a service population defined by participants. Available MoHE data were utilized.

Output

Acquire the ability to develop projections of service needs of populations that can be used in planning activities.

Module #3 (1/17/94 - 1/21/94): Health Care Planning

Skills

a. Develop the ability to prepare an environmental assessment (systematic description of major current and projected environmental challenges and opportunities) as a frame of reference for planning activities.

b. Engage in population-based service planning using accepted, contemporary planning methods.

c. Perform a SWOT analysis of their own organization (strengths / weaknesses / opportunities / threats).

Exercises

Analyze case studies of institutional and community-based planning strategies.

Output
Ability to determine and plan for the appropriate levels of health services for a select population.

**Module #4 (1/31/94 - 2/4/94): Health Care Management**

**Skills**

a. Distinguish line versus staff responsibilities in health care organizations.

b. Prepare an organization chart for their organization that accurately describes major lines of responsibility and authority.

c. Exhibit the ability to analyze information in order to make effective management decisions.

d. Understand the impacts of alternative leadership styles across types of people and contexts.

**Exercises**

Case studies, role-playing and simulations of decision-making processes will be used.

**Output**

Ability to improve the quality of their management decision-making.

**Module #5 (2/7/94 - 2/11/94): Health Care Financial Management**

**Skills**

a. Understand and analyze basic accounting and financial information.

b. Understand methods of cost analyses including cost finding, standard cost accounting
and variance analysis.

c. Apply the results of accounting and financial analyses to management decisions.
d. Apply the time-value of money to investment decisions.
e. Evaluate the financial performance of a health care organization.
f. Explain the overall management of current assets and current liabilities.

**Exercises**

Use calculators to compute financial concepts and apply them to management decision making and planning. Available MoHE data were utilized.

**Output**

Ability to use basic accounting and financial information in organizational planning and operational management activities.

**Module #6 (2/14/94 - 2/18/94): Health Care Budgeting**

**Skills**

a. Know how to prepare operating, cash flow and capital budgets.
b. Construct actual and projected financial and statistical statements (aggregate and units).

**Exercises**

Case studies and pilot preparation of budgets and budgetary reports.
Output

Ability to develop aggregate and unit budgets and to report on the financial and operational performance of health care organizations.

Module #7 (2/21/94 - 2/25/94): Human Resource Development

Skills

a. Prepare job classifications and requirements for an organizational unit.

b. Understand major methods of appropriate employee selection and training.

c. Use methods of organizational development and training to increase employee performance.

d. Understand contemporary approaches to job performance evaluation and employee motivation.

Exercises

Case studies and role-playing activities intended to develop personal human resource management skills.

Output

Ability to effectively recruit, evaluate and retain health care personnel and to effectively plan for the future human resource needs of their organization.


Skills

a. Understand the types of clinical, financial and operational information that are
necessary to make effective management decisions.

b. Use efficient methods to collect and analyze appropriate information for management and planning decisions.

**Exercises**

Demonstrate access to and utilization of information data bases related to management decision making.

**Output**

Ability to effectively retrieve, organize and analyze information for use in management and planning functions.
Module 1 (1/3/92 - 1/7/94): Course Introduction/Contemporary Health Care Systems

Skills

a. Understand primary, secondary and tertiary level of health services organization in order to provide a perspective to the current and future organization of Albanian health services.

b. Acquire an understanding of the implications of alternative health care financing systems comprised of public funds, private insurance and self-payment.

Exercises

Activities that simulate the effects of alternative organizational and financial arrangements.

Output

The ability to analyze and compare the effects of alternative organizational and financial arrangements.

Module 2 (1/10/94 - 1/14/94): Health Care Markets/Managerial Epidemiology

Skills

a. Define health care service populations with regards to current and projected major causes of morbidity and mortality (health care need).

b. Understand the meaning and use of basic epidemiological concepts related to understanding health care markets.

c. Using data currently available from the Ministry of Health, describe the major health care needs of a service population.
d. Understand the financial mechanisms that moderate need and demand for health services.

**Exercises**

Use calculators to determine the incidence and prevalence rates of select health care needs of a service population defined by participants. Available MoHE data were utilized.

**Output**

Acquire the ability to develop projections of service needs of populations that can be used in planning activities.

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**Module #3 (1/17/94 - 1/21/94): Health Care Planning**

**Skills**

a. Develop the ability to prepare an environmental assessment (systematic description of major current and projected environmental challenges and opportunities) as a frame of reference for planning activities.

b. Engage in population-based service planning using accepted, contemporary planning methods.

c. Perform a SWOT analysis of their own organization (strengths / weaknesses/ opportunities / threats).

**Exercises**

Analyze case studies of institutional and community-based planning strategies.

**Output**

Ability to determine and plan for the appropriate levels of health services for a select population.

Skills

a. Distinguish line versus staff responsibilities in health care organizations.

b. Prepare an organization chart for their organization that accurately describes major lines of responsibility and authority.

c. Exhibit the ability to analyze information in order to make effective management decisions.

d. Understand the impacts of alternative leadership styles across types of people and contexts.

Exercises

Case studies, role-playing and simulations of decision-making processes will be used.

Output

Ability to improve the quality of their management decision-making.


Skills

a. Understand and analyze basic accounting and financial information.

b. Understand methods of cost analyses including cost finding, standard cost accounting and variance analysis.

c. Apply the results of accounting and financial analyses to management decisions.

d. Apply the time-value of money to investment decisions.

e. Evaluate the financial performance of a health care organization.

f. Explain the overall management of current assets and current liabilities.
Exercises

Use calculators to compute financial concepts and apply them to management decision making and planning. Available MoHE data were utilized.

Output

Ability to use basic accounting and financial information in organizational planning and operational management activities.

Module #6 (2/14/94 - 2/18/94): Health Care Budgeting

Skills

a. Know how to prepare operating, cash flow and capital budgets.

b. Construct actual and projected financial and statistical statements (aggregate and units).

Exercises

Case studies and pilot preparation of budgets and budgetary reports.

Output

Ability to develop aggregate and unit budgets and to report on the financial and operational performance of health care organizations.

Module #7 (2/21/94 - 2/25/94): Human Resource Development

Skills

a. Prepare job classifications and requirements for an organizational unit.

b. Understand major methods of appropriate employee selection and training.

c. Use methods of organizational development and training to increase employee
performance.

d. Understand contemporary approaches to job performance evaluation and employee motivation.

Exercises
Case studies and role-playing activities intended to develop personal human resource management skills.

Output
Ability to effectively recruit, evaluate and retain health care personnel and to effectively plan for the future human resource needs of their organization.


Skills
a. Understand the types of clinical, financial and operational information that are necessary to make effective management decisions.

b. Use efficient methods to collect and analyze appropriate information for management and planning decisions.

Exercises
Demonstrate access to and utilization of information data bases related to management decision making.

Output
Ability to effectively retrieve, organize and analyze information for use in management and planning functions.
## APPENDIX D

### TIMETABLE

<table>
<thead>
<tr>
<th>Date(s)</th>
<th>Event</th>
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<tbody>
<tr>
<td>12/6/93 - 12/7/93</td>
<td>Pre-Session Orientation Mtg.</td>
</tr>
<tr>
<td>1/3/94 - 1/7/94</td>
<td>Module #1, Intro/Systems</td>
</tr>
<tr>
<td>1/10/94 - 1/14/94</td>
<td>Module #2, Mkt/Manag. Epid.</td>
</tr>
<tr>
<td>1/17/94 - 1/21/94</td>
<td>Module #3, Planning</td>
</tr>
<tr>
<td>1/24/94 - 1/28/94</td>
<td>Break and Interim Evaluation</td>
</tr>
<tr>
<td>1/31/94 - 2/4/94</td>
<td>Module #4, Mgt.</td>
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<tr>
<td>2/14/94 - 2/18/94</td>
<td>Module #6, Budget.</td>
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<tr>
<td>2/21/94 - 2/25/94</td>
<td>Module #7, Hum. Resources</td>
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<tr>
<td>2/28/94 - 3/4/94</td>
<td>Module #8, Infor/Data Bases</td>
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<td>Summative Course Evaluation</td>
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</tbody>
</table>
Module Participant Evaluation
Health Services Management Program (Albania, 1994)

Title of Module: ____________________

Directions: Listed below are a set of questions about each module (weekly session) of the Health Services Management Program being offered in Albania during January - March, 1994. Please indicate your opinions by checking the response of either Yes, No or Unsure to the following questions. We will attempt to use this information to continually improve the Health Services Management Program. Thank you for your cooperation.

1. Module objectives were clear. _Yes _No _Unsure
2. Outlines were well organized. _Yes _No _Unsure
3. Enough time was available to learn the material in this module. _Yes _No _Unsure
4. What you learned will help you on your job. _Yes _No _Unsure
5. You want to learn more about this topic. _Yes _No _Unsure
6. The instructor was well-organized. _Yes _No _Unsure
7. The instructor listened to your questions. _Yes _No _Unsure
8. The module provided what you wanted to learn about this topic. _Yes _No _Unsure
9. Translation of written material into Albanian was useful. _Yes _No _Unsure
10. You could understand the oral translation from English into Albanian. _Yes _No _Unsure
11. This module could have been more useful. (If YES, please tell us how it could have been improved.) _Yes _No _Unsure

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<table>
<thead>
<tr>
<th>Question</th>
<th>Module 1 (Tirana)</th>
<th>Module 2 (Dinko)</th>
<th>Module 3 (Lamore)</th>
<th>Module 4 (Claxton)</th>
<th>Module 5 (Jellinek)</th>
<th>Module 6 (Mora)</th>
<th>Module 7 (Godetten)</th>
<th>Module 8 (Goldstein)</th>
<th>Remarks</th>
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</table>

* Percentages reflect proportions of participants who responded "yes" to each question (groups are designated in [ 1 = Tirana, 2 = Districts].)
<table>
<thead>
<tr>
<th>Question</th>
<th>Module 1 (Tirana)</th>
<th>Module 2 (Oleska)</th>
<th>Module 3 (Lamers)</th>
<th>Module 4 (Counts)</th>
<th>Module 5 (Jollinak)</th>
<th>Module 6 (Mohan)</th>
<th>Module 7 (Goldstein)</th>
<th>Module 8 (Tulson)</th>
<th>Remarks</th>
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## TABLE 1
Participant Ratings of BSWP Modules

<table>
<thead>
<tr>
<th>Question</th>
<th>Module 1 (Tirana)</th>
<th>Module 2 (Oleska)</th>
<th>Module 3 (Lammers)</th>
<th>Module 4 (Counts)</th>
<th>Module 5 (Glandon)</th>
<th>Module 6 (Jellinek)</th>
<th>Module 7 (More)</th>
<th>Module 8 (Goldaasen)</th>
<th>Remarks</th>
</tr>
</thead>
</table>

* Percentages reflect proportions of participants who responded "yes" to each question (groups are designated in [1 = Tirana, 2 = Districts].)
May 10, 1994

Mrs. Diane Diane
Attache for Development

U.S. Agency for International Development
Embassy of the United States of America

Dear Madam:

Ministry of Health and Environment Protection was very grateful to USAID and
Healthcare Enterprise International (HEI) in completing thePhase I of Health
Services Management Program.

We look very much forward on expanding the Health Services Management
Program, Phase II.

We would like to confirm your proposal for two practical sites, University Hospital
Center and Duties Hospital for demonstration of the practical application of new
skills.

Concerning the counterpart from our Ministry in presenting the training program for
economists, I would like to inform you that is Mrs. Fiona HOBANDI, economist near
to Economic Department in the Ministry of Health.

We are very much appreciating your work and I would like to assure you that our
Ministry will be at your disposal in completing this important work.

With best regards,

Sincerely,

Dr. Makali CIKULI
Minister of Health

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