



Fiche Technique

WORKSHOP 14-18 OCT 2019: Hospital Strategic Management**Background**

In low middle income countries, implementation of effective health policies is often hampered by poor managerial and leadership capacities of hospital managers (Ham, 2003, Belrhiti et al., 2016, Belrhiti et al., 2018). Strengthening managerial and leadership capacities in healthcare organisation is essential driver of health systems performance (AHPSP, 2016, Couper and Hugo, 2005, Smits et al., 2014, Waddington et al., 2007).

Nowadays, healthcare organisations (HCO) are complex adaptive systems constrained by highly dynamic and turbulent environment (Marchal et al., 2014) (Belrhiti et al., 2018). Managing HCO requires new managerial and leadership capacities and skills (Mintzberg, 1989, Belrhiti et al., 2018, Gilson et al., 2014, Ford, 2009). They need to be able to analyse organisational performance using complexity lenses, to develop strategic adaptive plans, and to monitor implementation and change processes.

Learning objectives:

This workshop aimed at enabling healthcare managers from the Caribbean' States to assess healthcare organisational performance, craft strategic plans and manage change processes and reflect on their leadership practices. At the end of this workshop participants will be able to:

1. Developing a comprehensive understanding of strategic management in health systems
2. Assessing HCO organisational performance
3. Mapping HCO organisational environment
4. Assessing HCO organisational culture
5. Adapting their leadership practices to the nature of HCO
6. Deepening their insight about leading HCO in complex healthcare settings

Pedagogical approaches

To reach learning outcomes, we adopt a mix of experiential learning, theoretical lectures, case studies and practical hand on training toolbox.

Program

Date	HORAIRE	THEMES	Lecturers
14/10/2019	9h00 - 9H15	Official launch	
		Coffee break	
	Day 1 : Assessing organisational performance		
	9H15-11H00	Introduction to strategic management of healthcare organisations (HCO)	Dr Zakaria Belrhiti
	11H00-11H15	Coffee break	
	11H15-13H00	Organisational mapping : Mintzberg's chart	Dr Zakaria Belrhiti
	13H00-14H00	Lauch Break	
15/Oct/2019	14H00_17H00	Group work	
	Day 2 : Mapping context and stakeholders analysis		
	9H00-11H00	Mapping context	Dr Zakaria Belrhiti, Dr Essolbi Amina
	11H00-11H15	Coffee break	
	11H15-13H00	Stakeholders analysis	Dr Zakaria Belrhiti, Dr Essolbi Amina
	13H00-14H00	Lauch Break	
	14H00_17H00	Group work	
16-Oct-2019	Day 3 Analysing hospital performance		
	9H00-11H00	Assessing HCO performance	Dr Zakaria Belrhiti
	11H00-11H15	Coffee break	
	11H15-13H00	Analysing organisational culture	Dr Zakaria Belrhiti
	13H00-14H00	Lauch Break	
	14H00_17H00	Group work	
	Day 4 Managing change		
17-Oct-2019	9H00-11H00	Managing change and Power dynamics in HCO	Pr Abdelmounim Belalia
	11H00-11H15	Coffee break	
	11H15-13H00	Leadership in Healthcare organisations	Dr Zakaria Belrhiti
	13H00-14H00	Lauch Break	
	14H00_17H00	Group work	
	Day 5 Leadership in HCO		
	Clôture du	Strategic synthesis	Pr Abdelmounim Belalia, Dr Essolbi Amina
18-Oct-19	11H00-11H15	Coffee break	
	11H15-13H00	Formulating strategy in complex environnement	Dr Zakaria Belrhiti
	13H00-14H00	Lauch Break	
	14H00_17H00	Presentations by participants	
	17h00	Closing ceremony	Pr Mounim Belalia, ENSP Director

Lecturers

- Dr Zakaria Belrhiti
- Pr Abdelmounim Belalia
- Dr Essolbi Amina

Participant profiles

Number of participants 15 to 20. Participants need to have a relevant experience in Healthcare Management. We encourage the participants with the following relevant experiences (Health district officer, Hospital director, chief medical officer, chief nursing officer, general administrator)

Evaluation:

Participant will be asked to develop a strategic note at the end of the workshop. The in-depth analysis and the coherence of the strategic thinking constitute the basis of the assessment of the attainment of the learning objectives.

Pedagogic coordinator: Dr Zakaria Belrhiti

Administrative coordinator: Mme Boudelaa Ikram

Location: Ecole Nationale de Santé Publique (National School of Public Health), Rabat.

<https://ensp.sante.gov.ma/>

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