

INTERNATIONAL MANAGEMENT DEVELOPMENT PROGRAMME® (IMDP)

THE HEALTH MANAGER

ISSUE 1, 2016

IN THIS ISSUE ON PERFORMANCE-ORIENTED PROJECT MANAGEMENT

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The Union

International Union Against
Tuberculosis and Lung Disease
Health solutions for the poor

union-imdp.org

WELCOME TO

The Health Manager

ISSUE 1, 2016

PERFORMANCE-ORIENTED PROJECT MANAGEMENT

Dear Reader,

Welcome to The Health Manager's first issue of 2016. This issue addresses an important aspect of many public health professionals' jobs: project management.

Project management plays an integral role in the implementation of successful health programmes. In order to meet the challenges of working in complex programmes, goal-setting and planning are strategic elements of project management that must be followed.

In this issue, we discuss the challenges of managing a project spread over a large area and the various obstacles of goal-setting. We also talk about the importance of communication and team work in the favorable outcome of projects.

We hope you enjoy this issue of The Health Manager and look forward to sharing our view with you on project management.

José Luis Castro
Executive Director, The Union

The Union

International Union Against
Tuberculosis and Lung Disease
Health solutions for the poor

EXECUTIVE PERSPECTIVE:

SCOTT MCDONALD

PRESIDENT AND CEO, BRITISH COLUMBIA LUNG ASSOCIATION
VANCOUVER, BRITISH COLUMBIA



The Lung Association of Canada's British Columbia province (BC Lung) focuses broadly on all respiratory diseases including asthma, COPD, lung cancer and tuberculosis. It serves a vast territory of nearly 1 million square km, larger than all but 30 of the world's countries and about the same size as Egypt.

The logistics imposed by such geography and the 112 year old organisation's wide scope can be daunting. But President and CEO Scott McDonald presides over an effective team that manages projects smartly. He talked with The Health Manager about the challenges of managing a project spread over a large area with many municipalities: BC Lung's Wood Stove Exchange Programme.

"Although people may think of Canada as industrialised and urbanised, major parts of it are rural. One million homes in British Columbia have solid-fuel burning stoves or fireplaces and 10 percent of them are old and uncertified," he said.

"The exchange programme subsidises homeowners to swap out, unhealthy and air-polluting old stoves for cleaner new ones – at a reduced cost. It requires extensive public education and outreach, combined with comprehensive partnering, coordinating, monitoring and evaluating the local municipalities that administer the subsidies."

“This has to succeed in Vancouver, a metropolis of 2 million, and in small towns with just a few thousand people,” Scott said. “The key is flexibility. We identified best practices and set some fundamental rules, but then we let municipalities do what works best in their communities. Some award their allotted subsidies through a lottery, some run advertisements to attract homeowners, some simply announce the programme and applications flood in.”

Regardless of the operational latitude given to municipalities, all are subject to the same close scrutiny through audit, fraud control, monitoring and evaluation. Scott emphasizes that these core responsibilities must be uniformly in place and effective, when an agency is disbursing a large number of small grants to a great number of localities: “We follow the money, We have to show how every dollar was used. How many applications were filed? How many grants were awarded?”

“But that is just the beginning. Donors funding this programme expect results. Simply reporting activity – how much money disbursed, how many old stoves replaced – begs the core question: is the programme making a difference?”

Scott urges project managers to focus in their reporting on outcomes. He tells his donors that air pollution from particulates has dropped 4% since the programme began in 2008. He shows air quality

"SHOW THE IMPACT OF YOUR RESULTS. DOES THE PROGRAMME SUCCEED?"

improvements from other accepted metrics. “Show the impact of your results. Does the programme succeed? Or should you have done something else with the money?”

By answering such questions directly, BC Lung has maintained funding of this important health initiative. By combining flexibility for operations with strict financial controls, it has maintained the effort's effectiveness. Together, it is a formula for success in running a widely dispersed programme with large numbers of small grants.

PARTICIPANT PROFILE:

DR CHARLES SANDY

DEPUTY DIRECTOR, TB CONTROL

MINISTRY OF HEALTH & CHILD CARE

GOVERNMENT OF ZIMBABWE, ZIMBABWE, AFRICA



When Dr Charles Sandy signed up for the IMDP course in project management (now titled “Performance-Oriented Project Management”), he was already busy leading a national team of technical officers that were coordinating Zimbabwe’s response to tuberculosis (TB). He had been working with TB patients ever since he completed his medical internship, and leading his country’s National Tuberculosis Control Programme (NTP) after receiving his Master’s Degree in Public Health in 2006.

Dr Sandy had set a goal of improving his management skills, in order to operate more effectively. Dr Sandy said:

“Much of the financing of NTP projects, including those that I work on, comes from organisations such as the Global Fund, whose continued support depends not only on a programme’s impact but also on the ability to demonstrate that resources are being used wisely.”

“I had hope that the course would improve my management of the grant and lead to a better and more effective pace of implementation.”

"I also hoped the course would help me make the most efficient use of my budget."

"The course, did both of these things, and it has enhanced my understanding of results-based management, which had recently been adopted as a strategy for public service delivery by Zimbabwe's Ministry of Health and Child Care."

"I was impressed by how knowledgeable and experienced the instructor was, providing not just information but real-world examples. I also enjoyed hearing from other participants, who were fully engaged in the many interactive sessions."

"With the knowledge and skills I got from the project management course I was able to lead the crafting of a new national TB strategic plan for my country, and that plan was then used to submit a successful concept note to the Global Fund. I also led the successful implementation of a national TB prevalence survey."

"The principles I acquired from the course are now engrained in all I do, and I am passing on the legacy by mentoring my staff on the topic. After all, successful, innovative, results-oriented managers and leaders need project management skills."

"I was impressed by how knowledgeable and experienced the instructor was, providing not just information but real-world examples."



EXECUTIVE PERSPECTIVE:

DR NGUKE MWAKATUNDU

COUNTRY DIRECTOR-TANZANIA,
VITAL STRATEGIES, TANZANIA, AFRICA



Dr. Nguke Mwakatundu is Country Director, Tanzania, for Vital Strategies, an affiliate of The Union created following the uniting of The Union North America and World Lung Foundation. He has managed public health projects for nearly a decade, and currently heads Vital Strategies' Maternal Health Programme. The programme builds capacity to provide quality emergency obstetric and neonatal care to women in some of Tanzania's most remote areas. The work includes such projects as staff training, supportive supervision, mentoring and media and community outreach campaigns.

Q. *We all know that goal-setting is integral to most projects. It sounds simple but it often isn't. What challenges lie in setting goals?*

A. Firstly, goals have to be clear as to outcomes as well as activities. Secondly, goal setting should include outlining the expected contributions to the overall goal by all team members. The project's overall vision and goals need to be communicated clearly to the entire team. Sometimes, leaders think everyone understands the big picture and their individual responsibility within it. This isn't always so. The leader's role is to provide clarity.

Q. *Can you provide an example from experience?*

A. Our programme's goal is to reduce maternal and newborn mortality and morbidity. Our teams know that, but we plan all the specifics. What does the finance department have to do? The facilities management team? If the communications people are to increase outreach to the community, what are the methods they will use in the coming year? Our clinical team will train and supervise staff, and evaluate equipment and procedures. But how much, and how? It is very important to define terms, and be detailed.

Q. *Is this all the leader's job?*

A. It is important to communicate the proposed goals, and also to discuss them with the team, receive feedback and reach consensus. Team members should understand how they contribute to the goals.

**REMEMBER THE SOFT SKILLS – COMMUNICATION AND LEADERSHIP.
LEAD BY EXAMPLE. YOUR PEOPLE ARE WATCHING WHAT YOU DO,
AND HOW YOU DO IT.**

Q. *What are the consequences of not following these steps?*

A. Often it results in teams that are confused or not motivated. Then, they just concentrate on doing their assigned activities, without relating them to achieving the project goals.

Q. *Monitoring and evaluation can be another challenge for many managers. What suggestions can you offer?*

A. This starts with planning. Clear goal-setting makes it easier to monitor and evaluate a project. Through that process you can develop not only process indicators, but outcome indicators. Those are most important. In my work, we measure how much training and supervision we provide – process indicators. But the critical measurements relate to maternal mortality reduction – an outcome indicator.

Q. *What is the team's role in monitoring and evaluation?*

A. Your people are there on the ground. They may have better ideas, more ideas, than the manager sitting at a desk. Ask a lot of questions – and listen carefully. Hold feedback meetings, go into the field to see for yourself.

Q. *Can that be difficult for managers with heavy responsibilities in the office?*

A. Don't be too busy. Seeing with your eyes is superior to reading a report. In past projects, I have identified and resolved issues in my site visits, that would not have been apparent for a few months had I relied on reading reports.

Q. *Is the main purpose of evaluation to satisfy donors and stakeholders?*

A. When done correctly, you can learn and improve your efforts. We recently ran an e-learning project that met its goals for participation. But completion rates were reduced because internet service was weak in many locations. Next time, we will shift to course content delivered on memory sticks, and use the mobile phone for class-faculty interaction. It costs less and is more effective.

Q. *Any final thoughts?*

A. Remember the soft skills – communication and leadership. Lead by example. Your people are watching what you do, and how you do it.



POWER & INFLUENCE, NETWORKING & PARTNERSHIPS

Register at UNION-IMDP.ORG

Dubai, United Arab Emirates

This course provides participants with a better understanding of the basics of power and influence and how to use them more effectively through creating networks, partnerships and alliances.

In this five-day course, participants will come away with a better understanding of how to use their power and influence with their superiors, subordinates, peers and those within and without their organisation. Participants will create a leadership development plan they can implement to create more effective networks, have more influence and create more partnerships and alliances. Focus is given to developing the interpersonal communication skills necessary to facilitate an enhanced sense of community and cooperation as well as to establish strong partnerships for promoting public health initiatives.

BENEFITS OF TRAINING

- Learn to facilitate large meetings and confidently manage conflict
- Practice negotiations with internal and external stakeholders to form effective partnerships
- Use the art of focused conversation to gain political commitment
- Discuss how to forge strong coalitions and partnerships
- Acquire and apply skills to promote your health projects through collaborating and pooling information and resources
- Improve interpersonal communication skills to build stronger relationships

WHO SHOULD ATTEND

This course is designed for middle- to senior- level managers, organisational leaders and decision makers who are responsible for formulating or organising health programme strategies at regional, national and international levels.



DATE	LOCATION	LEVEL	COURSE FEE	LANGUAGE
April 4–8, 2016	Dubai, United Arab Emirates	Middle- to senior-level managers	USD 1,650 <i>Course fee includes tuition, training material, lunch and two tea breaks.</i> Residential package fee available at USD 2,610 <i>(course fee + USD 960 for accommodation and breakfast).</i>	English

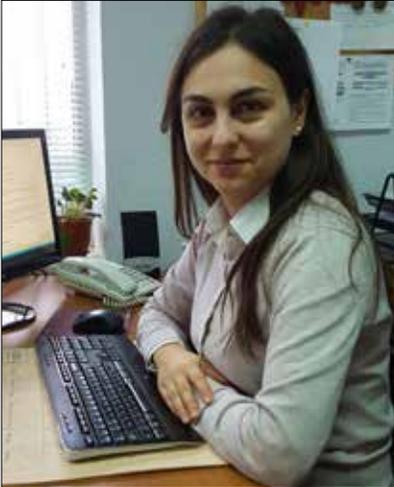
UNION-IMDP.ORG/COURSES/POWER-INFLUENCE-NETWORKING-PARTNERSHIPS

PARTICIPANT PROFILE:

CRISTINA CELAN

PROJECT COORDINATOR/TB PROGRAMME OFFICER

CENTER FOR HEALTH POLICIES AND STUDIES, CHISINAU, REPUBLIC OF MOLDOVA



As programme officer for the Center for Health Policies and Studies (PAS) in Moldova, Cristina Celan was no stranger to project management. Since joining the NGO in 2010, she'd been involved in implementing large, country-wide grants relating to TB treatment and control. But when, in July of 2014, her job was expanded to include coordinating two TB-related projects, she decided she'd better get some more specific project management coursework under her belt.

“I already had my master’s degree in business administration and was working on my master’s in public health, which included some courses in project management. But it was important to me that I take a class that had a specific emphasis on the management of TB projects.”

Some of Cristina’s colleagues recommended the IMDP course “Performance-Oriented Project Management,”—at the time simply called “Project Management”—and she signed up.

“I had high hopes for the class, and it met all of my expectations. Interestingly, it did this in part by cementing what I already knew as well as providing new ideas.”

“I learned the theory behind things I was doing every day. The course provided me with a way to systematise my knowledge and practice, and helped me understand how to apply it to future projects.”

“I was surprised by how helpful it was to share experiences with a tremendously diverse group of colleagues from around the world. The resulting lively interaction proved to me how limited book learning, alone, can be, because it is without context. I realised that something that works in one country may not work in another, and this gave me a deeper understanding of how to apply my project management knowledge to various situations back home.”

"I HAD HIGH HOPES FOR THE CLASS, AND IT MET ALL OF MY EXPECTATIONS. INTERESTINGLY, IT DID THIS IN PART BY CEMENTING WHAT I ALREADY KNEW AS WELL AS PROVIDING NEW IDEAS."

“As a project coordinator (something I do in addition to my programme officer duties), I was originally assigned to two projects. One was aimed at evaluating an innovative MDR TB management model that combined rapid diagnostics with outpatient-based treatment and intensified patient support. The two-year project was being run in two districts of Moldova, and required me to work with the implementation team, external consultants, and staff of two district hospitals, as well as report back regularly to the pharmaceutical company that was funding the project.”

“The other project used GeneXpert technology as a way to enhance TB diagnosis and MDR detection at the district level, especially among high risk groups such as prisoners and people who were HIV positive. I was responsible for the overall implementation of this project—everything from contracting with consultants to organising trainings and validating data. The project reached a successful conclusion: PAS has received funding to continue and expand upon it, and her work continues.”

“The IMDP course I took proved extremely useful to me in managing these large and intricate projects—and I continue to apply the knowledge I gleaned.”

“In addition to the valued perspective I gained from fellow participants, the training is very well-structured, and the trainers have a lot of experience to share—not only theoretical, but practical, as well.”

2016 IMDP COURSES

Register at union-imdp.org

The Union's International Management Development Programme (IMDP) strengthens health systems by training health professionals in the specific management competencies that are essential for healthcare programmes to provide quality care for patients.

COURSE	DATE	LOCATION	FACULTY	LEVEL	COURSE FEE	LANGUAGE
Performance-Oriented Project Management	March 14–18	Kuala Lumpur, Malaysia	Rajesh Kapoor and Swati Devgon	Middle- to senior- level managers	USD 1,650	English
Power & Influence, Networking & Partnerships	April 4–8	Dubai, United Arab Emirates	Bartholomew Timm	Middle- to senior-level managers	USD 1,650	English
Budget, Finance & Risk Management for Non-Profits	May 16–20	Kuala Lumpur, Malaysia	Frank Colella and Salil Kumar	Middle- to senior- level managers	USD 1,650	English
Strategic Planning & Innovation	July 11–15	Kuala Lumpur, Malaysia	Golpalakrishnan Viswanath and Gayatri Sriram	Junior- to senior- level managers	USD 1,650	English
An Approach to Strengthening Health Systems	August 22–26	Tanzania, Africa	Rajesh Kapoor	Middle- to senior- level managers	USD 1,650	English
Strategic Health Communications	September 26–30	Dubai, United Arab Emirates	Nandita Murukutla and Karen Schmidt	Middle- to senior-level professionals	USD 1,650	English
Results-Based Monitoring & Evaluation	October 10–14	Kuala Lumpur, Malaysia	Rajesh Kapoor and Swati Devgon	Middle- to senior- level managers	USD 1,650	English
Leading Management Teams	November 28– December 2	Dubai, United Arab Emirates	Golpalakrishnan Viswanath and Gayatri Sriram	Junior- to senior- level managers	USD 1,650	English

A RESIDENTIAL PACKAGE IS AVAILABLE FOR EACH COURSE THAT INCLUDES THE COURSE FEE, ACCOMMODATION AND BREAKFAST.

FOR ADDITIONAL TRAINING COURSE DATES, VISIT UNION-IMDP.ORG OR EMAIL IMDP@THEUNION.ORG.

THE APPLICATION DEADLINE IS 45 DAYS PRIOR TO THE COURSES/UPON ACCEPTANCE INTO THE COURSE, APPLICANTS WILL BE INVOICED/FEE PAYMENT IS DUE WITHIN 30 DAYS OF INVOICING.

TO REGISTER FOR A COURSE, PLEASE VISIT OUR WEBSITE AT UNION-IMDP.ORG OR CONTACT IMDP@THEUNION.ORG

The Union

liverpool.worldlunghealth.org

CONFRONTING RESISTANCE: FUNDAMENTALS TO INNOVATIONS

THE 47TH UNION
WORLD CONFERENCE
ON LUNG HEALTH

26–29 OCTOBER 2016
LIVERPOOL
UNITED KINGDOM

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ISSUE 1, 2016

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