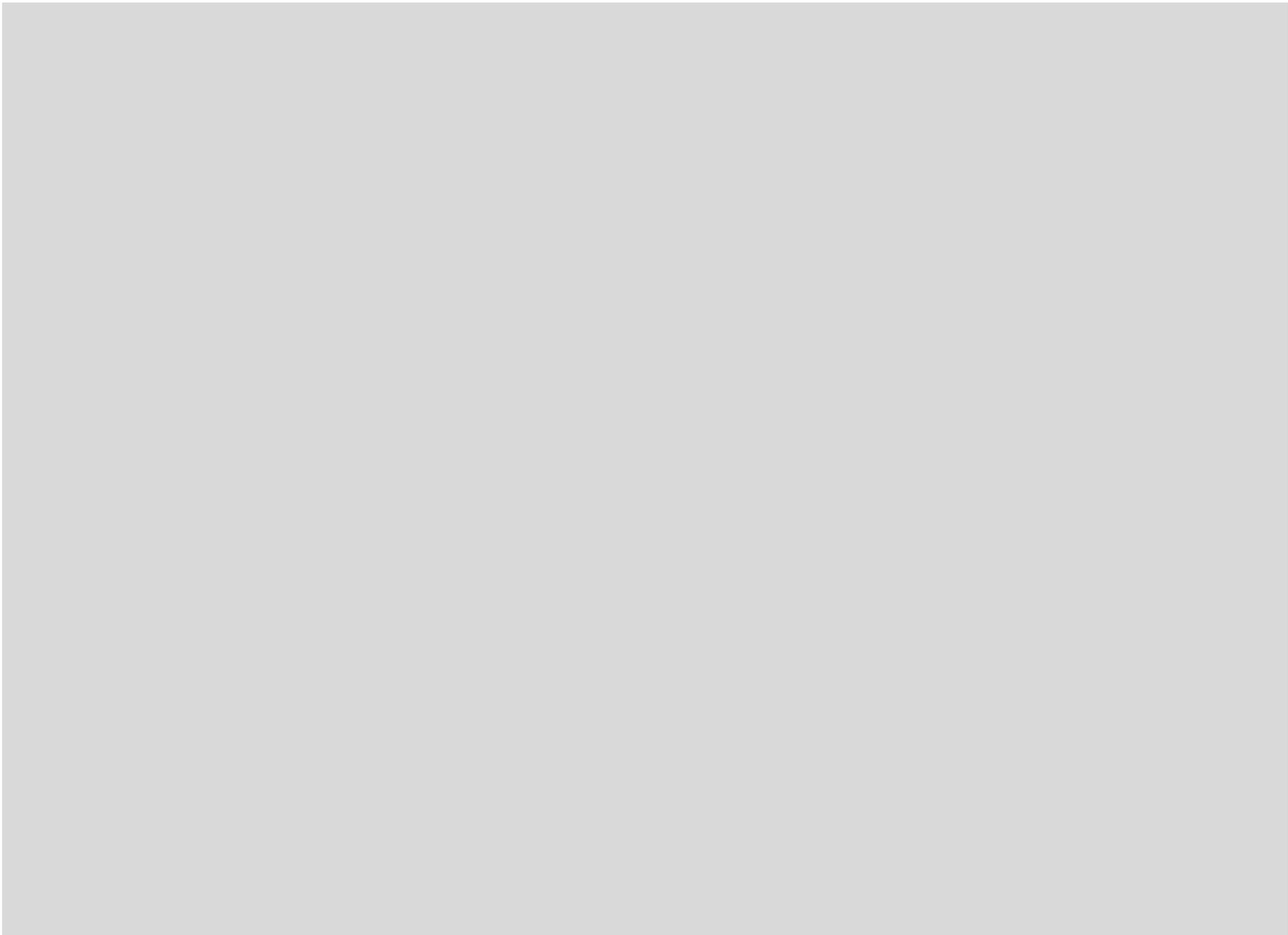




Healthcare Management Skills Academy

~ Asia Care Group ~

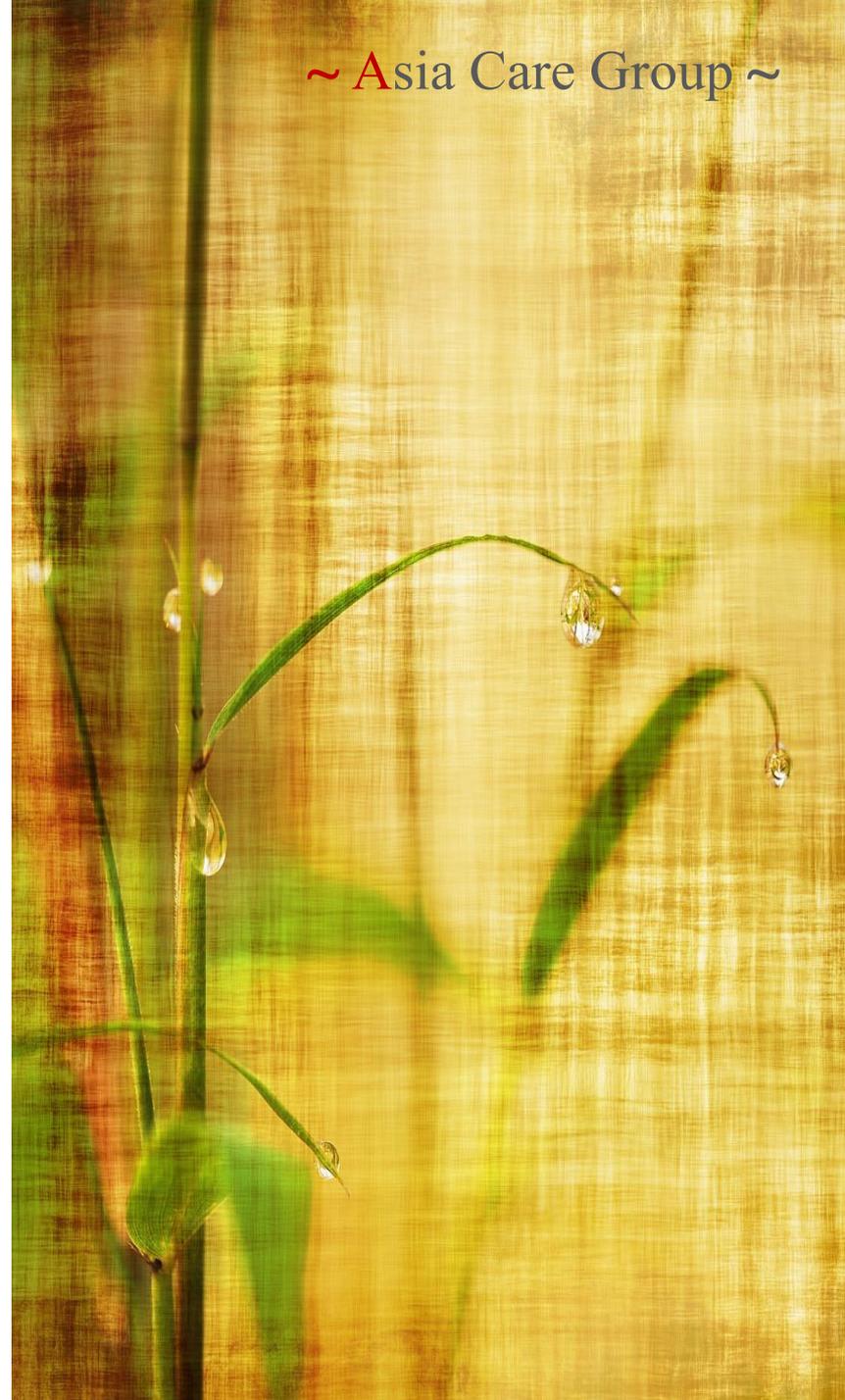


Welcome from Our Founder

Healthcare is an area in which we share collective passion, and have significant experience from our work throughout the Asia-Pacific region. Improving healthcare services; creating more sustainable health systems and ultimately improving patients lives, is the framework against which our healthcare firm operates. We combine deep expertise of what really works with our significant understanding of local practice. Supporting our clients, colleagues and the broader health system to succeed is important to us; we believe health is a human right and work tirelessly to ensure better access and care. We hope to have the opportunity to work with you on the strategic development of your Healthcare Management practice in Hong Kong.



Thalia Georgiou
Founder, Asia Care Group



Our Expertise

Asia Care Group is a small but dynamic firm that focuses on major strategic change projects in the Asia-Pacific region. We work across the industry spectrum, with Governments, Public and Private Providers, Health Insurers and Development Organisations in pursuit of more effective and efficient healthcare systems. Our approach is grounded in our deep understanding of healthcare. With the capability to rise to the challenges of today's dynamic healthcare systems, our expertise spans the areas of healthcare reform, health system strengthening, assessing and resolving healthcare financing challenges, and improving quality throughout health system design. Our team possesses years of experience across four continents with some of the largest healthcare organisations in the world.





Our clients span the entire healthcare landscape



Asian Development Bank



WORLD BANK GROUP



香港中文大學醫院
CUHK
Medical Centre



醫院管理局
HOSPITAL
AUTHORITY

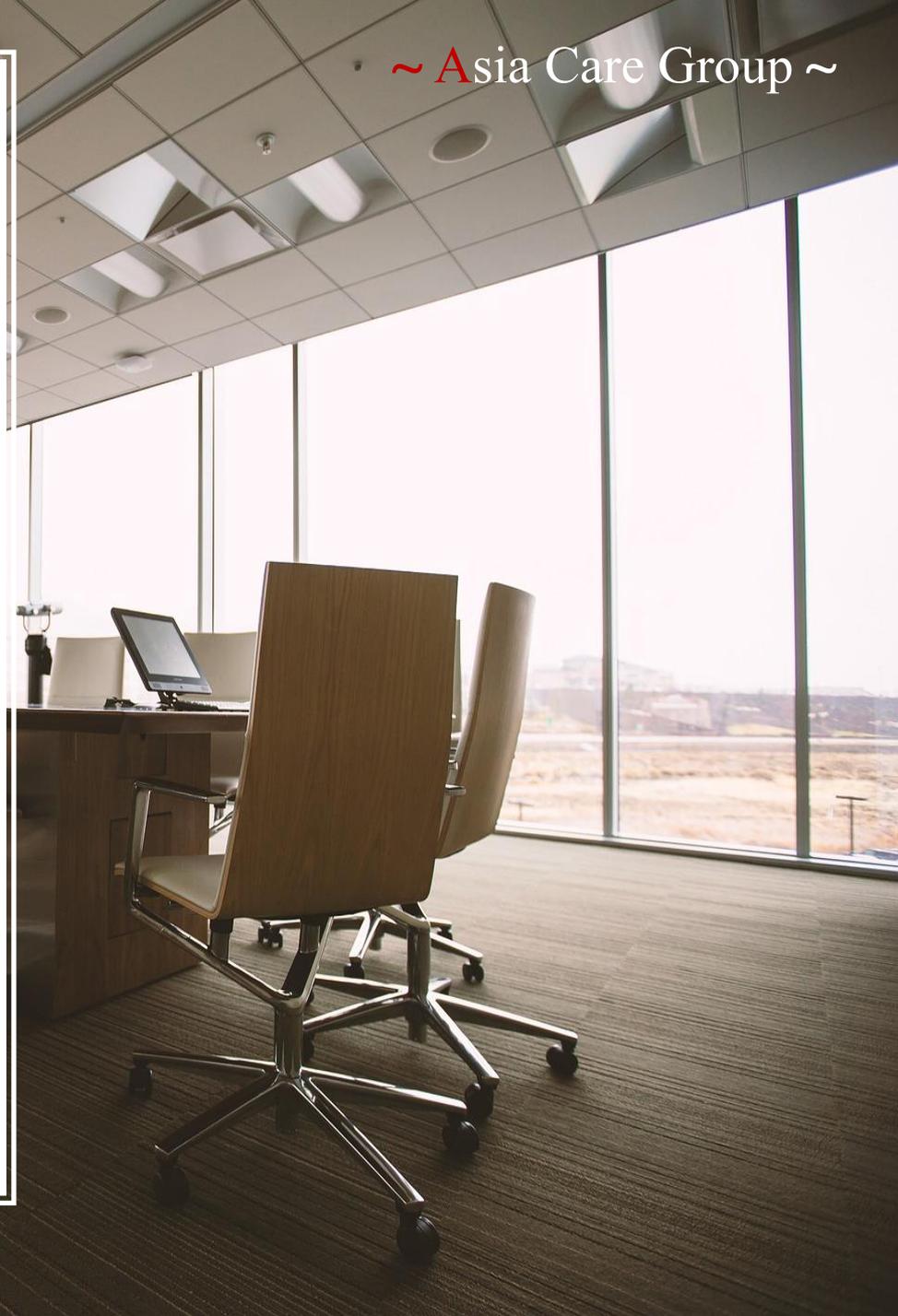


Healthcare Management Skills Academy

Healthcare management skills are now, more than ever, becoming a crucial factor in the running of healthcare organisations around the world. We at Asia Care Group believe that the talented leaders of healthcare organisations in Hong Kong would relish and benefit from tailored courses designed specifically for the local market. We have sought to create this - building on our understanding of both the near and mid-term challenges facing our system.

The modules that we have developed will serve to improve the efficiency and advancement of the way you conduct your operations and services. These modules were carefully designed to broaden the horizons of healthcare management in Hong Kong, increasing the effectiveness of managers in the current market in areas that are at the forefront of effective healthcare management and leadership. The modules will be taught by skilled leaders in their respective fields that have many years of experience and knowledge that they will be sharing and exploring with you.

We look forward to undertaking a journey of development with you.



2018 Schedule

Healthcare Planning

- 26th January 2018: Demand and Capacity Planning
- 23rd February 2018: Undertaking Health Care Needs Assessment
- 16th March 2018: Reviewing Service Provision
- 20th April 2018: Deciding Priorities Through Health Economic Evaluation

Service Delivery

- 18th May 2018: Developing a Balanced Scorecard to Manage and Improve Services
- 15th June 2018: Creating High-Performing Multidisciplinary Healthcare Teams
- 20th July 2018: Introduction to LEAN for Healthcare
- 17th August 2018: Introduction to Service Transformation
- 21st September 2018: Change Management in Healthcare: The Basics
- 19th October 2018: Contracting and Commissioning Services With Third Parties

Monitoring

- 16th November 2018: Partnering With Consumers
- 14th December 2018: Value Measurement for Healthcare

Creating Tomorrow's Healthcare Leaders

Improving the quality of patient care, and delivering services with compassion starts with leadership.

The healthcare value chain is undergoing major transformation. Traditional education and training has not prepared healthcare professionals for this new environment. Now is the time for clinicians and managers to acquire new skills and the frameworks necessary to thrive and lead in tomorrow's healthcare landscape.

As the healthcare industry transforms, it creates a growing talent void. The skills of many experienced executives are no longer suited to the current industry dynamics. The best competitors are scrambling to attract the scarce "new model" leaders within the industry, recruit from outside the industry where possible and accelerate the development of their internal high-potential executives.

ACG Healthcare Management Skills Academy will help you learn the management skills that healthcare leaders need to succeed in today's business climate, to solve business challenges, and to improve the organisation's outcome.

The ACG Approach

Our modules are designed to be enriching as a stand-alone experience, but are even more rewarding as a cohesive series. The points of learning are structured around the dynamic relationship between healthcare planning, service delivery, and monitoring – three critical management areas that impact outcomes across the broader healthcare ecosystem.



Demand and Capacity Planning

Planning services in an era of unprecedented demand

Hong Kong's demographic profile is changing rapidly, and the healthcare system must be equipped to look after the population of tomorrow. The ability to forecast the likely needs and wants of the populace will be imperative. This means that the healthcare system will need the ability to forecast future demand and better align with available capacity. This course will give you an understanding of methodologies and models used in capacity planning, including forecasting and queuing theory. This will help ensure access models remain relevant and waiting times are minimised, thus improving overall system effectiveness.

Points of Learning:

- The importance of demand and capacity modelling, and the benefits it brings
- The principles of measuring demand and capacity
- The role of variability in demand forecasting and capacity planning
- Common pitfalls, including the role and limitations of using historical data
- An introduction to 'queuing theory'
- Different types of demand and capacity models
- Practical skills and tips for applying these concepts within your own organisation

Who should attend?

- Heads of service, with responsibility for waiting times at a departmental or organisational level
- Strategic planners, with responsibility for developing reliable capacity models
- Healthcare planners, who need a good understanding of demand and capacity to inform the development of new healthcare services and/or hospital design
- Frontline staff that want to understand how staffing models can be aligned to better meet demand and reduce waits

The ACG Method: Blended learning styles and emphasis on using real-world examples to illustrate and enrich theory. Participants will be supported to work through a capacity model of their own, using various tools and techniques, and asked to apply this in their own workplace. A follow-up coaching session can be arranged to support participants in how models work in practice, as well as changes that can be made for the betterment of their patients.



Undertaking Healthcare Needs Assessment

Accurate forecasting to match a changing population

Increased life expectancy may be the greatest achievement of our time, but it brings with it a new set of challenges in delivering care to an increasingly ageing society. The demand for healthcare services has never been greater; a trend that will continue to rise with pace over the coming twenty years. Frontline staff are working longer and harder, yet despite these efforts, waiting lists often continue to grow. This course looks at how to analyse capacity and demand, use models to align workforce efforts with patient need and reduce waiting times through better projection models that use various statistical methods.

Points of Learning:

- How to profile the health needs of a population and determine service priorities for different groups based upon this
- An introduction to the issue of health inequity and risk-stratification
- The methodologies for Healthcare Needs Assessment
- Information capture and analysis for effective evaluation of healthcare needs
- How to effectively reallocate resources to ensure scarce resources are targeted effectively

Who should attend?

- This short course would be useful for professionals involved in health service planning and purchasing, provider network managers, public health planners and hospital executives
- Healthcare decision makers who need to understand the future needs and demands of the market they are operating in
- Strategists that need to evaluate current services to enable the effective continuation of their services

The ACG Method: The course is tailor-made for healthcare providers in Hong Kong and will help you to vastly improve your services. It will enable you to evaluate and effectively enhance your services and ensure alignment with future demographic changes. This will be achieved through various evidence-based methodologies for Health Needs Assessment.



Reviewing Service Provision

Evaluation of current healthcare systems

In order to be at the forefront of a global healthcare systems, appropriate and timely review of service provision in Hong Kong is vital. Evaluation of current methods and care models is a core part of continuous improvement. This is important now more than ever, in both the public and private sectors, given the proposed reforms underway and the changing needs of Hong Kong's population.

Points of Learning:

- International best practices in monitoring and evaluation of healthcare services
- Information capture and analysis for effective evaluation of service models
- How to apply evaluative frameworks across and between service lines and/or organisations
- Service quality tools such as force-field analysis and prioritisation matrices
- The role clinical audit plays in evaluations

Who should attend?

- This short course would be useful for professionals involved in service planning and review, including regulators, managers from provider organisations and network managers
- Service leaders with responsibility for reviewing their services above and beyond the norm
- Those involved in accreditation or clinical audit

The ACG Method: The course will ensure that enrolled participants will be able to effectively evaluate current services in healthcare, and anticipate service changes. Participants will be given a guided scenario, allowing them to review a service that is specific in nature to Hong Kong. Performance feedback will be provided. A follow-up coaching session can be arranged to support participants in how models work in practice, as well as changes that can be made for the betterment of their patients.



Deciding Priorities Through Health Economic Evaluation

Improving decision-making by integrating economic appraisal

Evaluating the costs and benefits of an action is integral to future progression in any industry. It also ensures reductions in waste, which are essential to cost containment in healthcare. Today's managers need the ability to understand how the allocation of scarce resource affects healthcare outcomes, and an ability to influence the decision-making processes which drive and determine healthcare allocation. Health economic evaluation is paramount in making the case for how resources are used, and is an essential tool for all aspiring leaders.

Points of Learning:

- How to design an economic evaluation
- The ability to undertake cost-benefit analysis for health care services and projects
- Recognising the best way to allocate scarce resources at a hospital and clinic level
- The ability to understand how trade-offs between clinical, economic and operational benefits are made
- Understanding the requirements for economic data analysis
- How to economically evaluate outcomes

Who should attend?

- This short course would be useful for professionals that work in a range of settings, including hospital planners, insurance product and pricing specialists and market access professionals interested in collaborations with provider organizations
- Service leaders and researchers who need to gain a greater understanding of the problems health economists have when performing analysis

The ACG Method: The course includes hands-on experience with real guided data analysis. Economic modelling taught with a focus on the Hong Kong market, keeping in mind the government objectives for both the public and private markets in the future. A follow-up coaching session can be arranged to support participants in how models work in practice, as well as changes that can be made for the betterment of their patients.



Developing a Balanced Scorecard to Manage and Improve Services

Current and future performance measurement

The utilisation of a Balanced Scorecard is vital for the integration of performance measurement and strategy. It allows managers at all levels of an organisation to quickly assess how they are performing in key domains; clinical, financial, patient experience and operational – as well as how this is impacting their achievement of strategic goals. A balanced scorecard will become increasingly leveraged in Hong Kong as data improves and transparency increases.

Points of Learning:

- How to develop an effective balanced scorecard that brings together and evaluates a meaningful range of indicators
- How to interpret balanced scorecards; particularly how to understand the relationship between different domains and notice when performance is dropping
- How to innovatively look forward to improve upon the services offered
- How to use a broad framework that converts an organisations' strategic objectives into a comprehensible and usable collection of performance measures

Who should attend?

- Individuals with responsibility for performance at either a product, service or organisational level. This could be claims and network managers, hospital and provider managers or data and analytics specialists
- Managers who want to gain a better understanding of performance indicators and where they fit into the future direction of the healthcare sector

The ACG Method: Participants will have access to a balanced scorecard toolkit, specifically created for the Hong Kong healthcare sector. A follow-up coaching session can be arranged to support participants in correctly applying the Balanced Scorecard and to ensure implementation is proceeding in an appropriate manner.



Creating High-Performing Multidisciplinary Healthcare Teams

Performance and results in a diverse work environment

Healthcare is becoming more pluralised; there is a need for multidisciplinary teams that deliver expert care in a holistic and coordinated way to achieve the best health outcomes. In many settings, this means situations arise where people of different professions work together in the pursuit of patient centred care. To ensure coherence, efficiency and effectiveness, an understanding and ability to motivate and manage different professional backgrounds is imperative.

Points of Learning:

- How to design MDT's that are strategically aligned and focused
- How to develop MDT systems and processes with a view to working more efficiently and effectively, with the patient's needs in mind
- How to recognise different stages of team development and foster advancement
- The leadership skills required to lead a high performing multidisciplinary team, including dealing with conflict and differences in professional views and managing hierarchy

Who should attend?

- This short course would be useful for professionals that are currently or will be working as part of a team containing people of different professional backgrounds
- Service leaders who will need the skills to develop and nurture a team of different individuals who will be working together. This course would be ideal for newly appointed clinical and service managers, especially those working in hospitals and clinics

The ACG Method: The course includes hands-on experience with role play exercises designed to give participants a greater understanding of multidisciplinary team management in healthcare settings. A follow-up coaching session can be arranged to support participants in how models work in practice, as well as changes that can be made for the betterment of their patients.



Introduction to LEAN for Healthcare

Reducing waste and improving productivity in a stretched market

Healthcare providers face unique challenges – providing the most vital of services whilst mandated to balance quality of care with organisational efficiency. Lean offers a refreshing alternative to the "quality versus cost" conundrum – fix the broken processes that stand between healthcare workers and their patients, and improve quality of care while reducing costs. Introduction to Lean Concepts is based on real case materials with an emphasis on patient experience. Concepts are introduced within the context of key issues: surgical wait times, admission procedures, coordination of services, and distribution of supplies and medication.

Points of Learning:

- The advantages of going Lean in healthcare, and the benefits it brings
- The principles of Lean and associated metrics
- The differences between Lean organisations and traditional healthcare organisations
- Common waste, with healthcare examples in Hong Kong
- Describing Lean as a total system – a cultural shift
- Practical skills and tips for applying mapping of the patient-centric value stream – meaning of end to end transformation

Who should attend?

- This interactive workshop is ideal for hospital and clinic managers, service and clinical leads
- In-house training and development staff in the healthcare industry who are interested in exploring this new area and what it could offer for staff, would also be welcome to attend

The ACG Method: The course blends learning styles with an emphasis on using real-world examples to illustrate and enrich theory with a focus on Hong Kong. Participants will be supported to work through a LEAN concept of their own, using various tools and techniques, and asked to apply this in their workplace. A follow-up coaching session can be arranged to support participants in how models work in practice, as well as changes that can be made for the betterment of their patients.



Introduction to Service Transformation

Delivering services in an era of unprecedented demand

An effective health services address needs and wants of populations whilst simultaneously focusing on creating health and wellbeing – rather than solely on treating ill-health. Strategies to achieve transformation are still evolving. However, areas of best practice are emerging, with some health systems increasingly able to achieve integrated service models that support the entire continuum of care. This course will focus on the principles of service transformation and how they can be applied in practice in order to create a more cohesive and more effective health system.

Points of Learning:

- An introduction to the concepts and principles of service transformation in healthcare, with practical examples of what has worked
- Key frameworks to help design new services and quantify benefits in this new service
- Organisational complexity and human reactions to collaborative working, Tools and approaches to encouraging positive responses to collaborative working and how to lead in the face of complexity
- Managing others through the process of transformation; how to consult, revise, revisit and push ahead with change

Who should attend?

- This interactive “Introduction to Service Transformation” workshop is designed for healthcare department chairs/division chiefs, healthcare consultants, health systems executives, hospital executives and medical directors.

The ACG Method: The course blends learning styles with an emphasis on using real-world examples to illustrate and enrich theory. Participants will be supported to work through a service transformation concept of their own, using various tools and techniques, and asked to apply this in their own workplace. A follow-up coaching session can be arranged to support participants in how models work in practice, as well as changes that can be made for the betterment of their patients.



Change Management in Healthcare

Delivering services in an era of unprecedented demand

Organisations in the 21st century are enormously complex, difficult to understand, and even more difficult to manage. A volatile mix of dynamics are triggering changes in the workplace. As the complexity increases, effective healthcare managers must have a strong knowledge of their workforce and the tasks they perform. They should possess the skills to use that knowledge in practical and flexible ways. This course will present innovative perspectives on organizational change management problems and offers practical ways to solve them. The issues examined apply across healthcare organizations, national boundaries, and technical domains.

Points of Learning:

- The role and process of cultural change and what managers can do to understand and shape that culture
- The principles of change management in a healthcare setting
- The importance of communication in the change management process
- Improving the quality of decisions made under conditions of ambiguity, uncertainty, and risk
- Practical skills and tips for developing abilities that will help employees cope with change
- Techniques designed to ensure the success of temporary, problem-focused groups such as task force and project team

Who should attend?

- This interactive workshop is designed for senior health care managers who are change agents, as well as administrative directors and heads of departments, project leaders of key initiatives and clinical directors.

The ACG Method: Blended learning styles with an emphasis on real-world examples to illustrate and enrich theory. A focus on the Government's future vision for healthcare in Hong Kong and special attention to skills needed for those specific changes. Participants will be supported to work through developing their own change management skills, using various tools and techniques, and asked to apply this in their own workplace. A follow-up coaching session can be arranged to support participants in how models work in practice, as well as changes that can be made for the betterment of their patients.



Contracting and Commissioning Services With Third Parties

Improving consumer value through outsourcing

With a shift from fee-for-service to risk-based contracts, providers are consistently trying to identify how to best deliver value to patients. Healthcare organizations are pursuing this goal through a variety of strategies. Contracting for outcomes and performance is a fairly new practice in healthcare, but one that can result in cost savings, economies of scale and healthcare providers devoting more energy and expertise to their core mission of caring for patients.

Points of Learning:

- Models of healthcare contracting, lifecycle and implementation
- The advantages and disadvantages of contracting and commissioning healthcare services with third parties in Hong Kong
- Current approach to contracting and its implications for profitability and quality
- Changes in contracting that will affect your organisation
- Contracting cycles, market challenges and possible solutions

Who should attend?

- This interactive workshop is designed for clinical directors, strategic improvement project managers, hospital CFO's, medical group managers, hospital operations managers, and health insurers involved in procuring or designing health networks

The ACG Method: The course is designed with a view of the Hong Kong market and the possibilities available to healthcare organisations. Participants will be supported to work through a contracting model of their own, using various tools and techniques, and asked to apply this in their own workplace. A follow-up coaching session can be arranged to support participants in how models work in practice, as well as changes that can be made for the betterment of their patients.



Partnering With Consumers

Monitoring services in an era of unprecedented demand

Partnering with consumers is becoming increasingly relevant, especially in healthcare settings. Effective partnerships and engagement with patients and consumers are necessary for safe and high-quality care in a sustainable health system, yet many services fail to achieve these partnerships. The barriers to patient engagement in our current system are wide and deep, but not insurmountable. Partnering with consumers creates a health service that is responsive to patient and carer input, needs and priorities –strengthening the understanding of the population healthcare facilities were designed to serve.

Points of Learning:

- The key terms and concepts associated with partnering with consumers
- The advantages of partnering with consumers in healthcare, and the benefits it brings
- Awareness of a staged process to engage staff and patients that captures their experiences, and organizes and identifies themes for improvement
- The basics of how to co-design future services, that are in line with the way healthcare is changing in Hong Kong, and the needs and wants of patients and consumers
- Principles and practice of partnering with consumers in the three main areas: service planning, designing care, and service measurement and evaluation

Who should attend?

- Individuals who wish to engage meaningfully with consumers, particularly those involved in creating health services such as hospital executives and primary care staff
- Health Insurance professionals who are engaging in a process of provider review, particularly with a view to making provider networks more responsive to patient needs

The ACG Method: Participants will be supported to work through an experience-based patient mapping exercise, using various tools and techniques. They will be asked to apply this in their own workplace. A follow-up coaching session can be arranged to support participants in how models work in practice, as well as changes that can be made for the betterment of their patients.

Value Measurement for Healthcare

Monitoring services in an era of unprecedented demand

Many healthcare organizations today are striving to deliver better patient outcomes at lower cost and to be rewarded for accomplishing both. This course covers practical approaches to outcome measurement, including identifying and defining outcomes to measure, and creating and implementing an outcome measurement system. Participants will examine the Time-Driven Activity-Based Costing (TDABC) approach for accurately measuring costs for individual patients and the total care of their medical conditions.

Points of Learning:

- The advantages of utilising outcome and cost data to innovate and improve care delivery to enable bundled reimbursement models
- Strategic and organisational challenges in implementing a value measurement system
- Mapping the processes of care and associated costs using TDABC methodology
- The principles of creating and accepting new bundled payment contracts with public and private players
- Reporting outcomes to referring providers, payers and patients
- Recognising barriers to change and how to overcome them

Who should attend?

- This course is designed for senior clinical leaders who oversee care delivery, top financial executives who are responsible for cost management at large established healthcare delivery organisations, and senior executives in payor organisations, government agencies and supplier companies.

The ACG Method: The course blends learning styles, with an emphasis on using real-world examples to illustrate and enrich theory. Participants will be supported to work through a process mapping of care and associated costs of their own, using various tools and the TDABC methodology, and asked to apply this in their own workplace. A follow-up coaching session can be arranged to support participants in how models work in practice, as well as changes that can be made for the betterment of their patients.

Timetable and Fee Schedule

Day, Time and Location

- Every 3rd Friday of the month
- 9.15am – 6.00pm (Registration starts at 9.00am)
- Hong Kong Island (various locations)

Course Fees

- \$2500 per person. For organisations sending more than 5 delegates, a 10% discount will be applied.
- Optional follow-up 1:1 coaching sessions, to support participants to apply the learning in their workplace, can be arranged at a discounted rate of \$500/hour.
- No refunds for no-shows and late cancellations (within 24hours).

Inclusions

- All workshop materials, including pre and post workshop readings
- An electronic copy of ACG's toolkit
- Lunch and refreshments throughout the day

Booking

Email: bookings@asiacaregroup.com

Registration forms can be downloaded at
www.asiacaregroup.com/skillsacademy



Healthcare Management Skills Academy

Published October 2017

About Us

Asia Care Group

At the Asia Care Group, we have a simple goal; to support healthcare organisations with their most pressing challenges in order to create more efficient and effective healthcare systems for the populations of this diverse region. Our firm is the first of its kind to offer consulting services solely to the healthcare sector. We pride ourselves on our deep industry knowledge and, importantly, our passion for leading change in the healthcare industry.

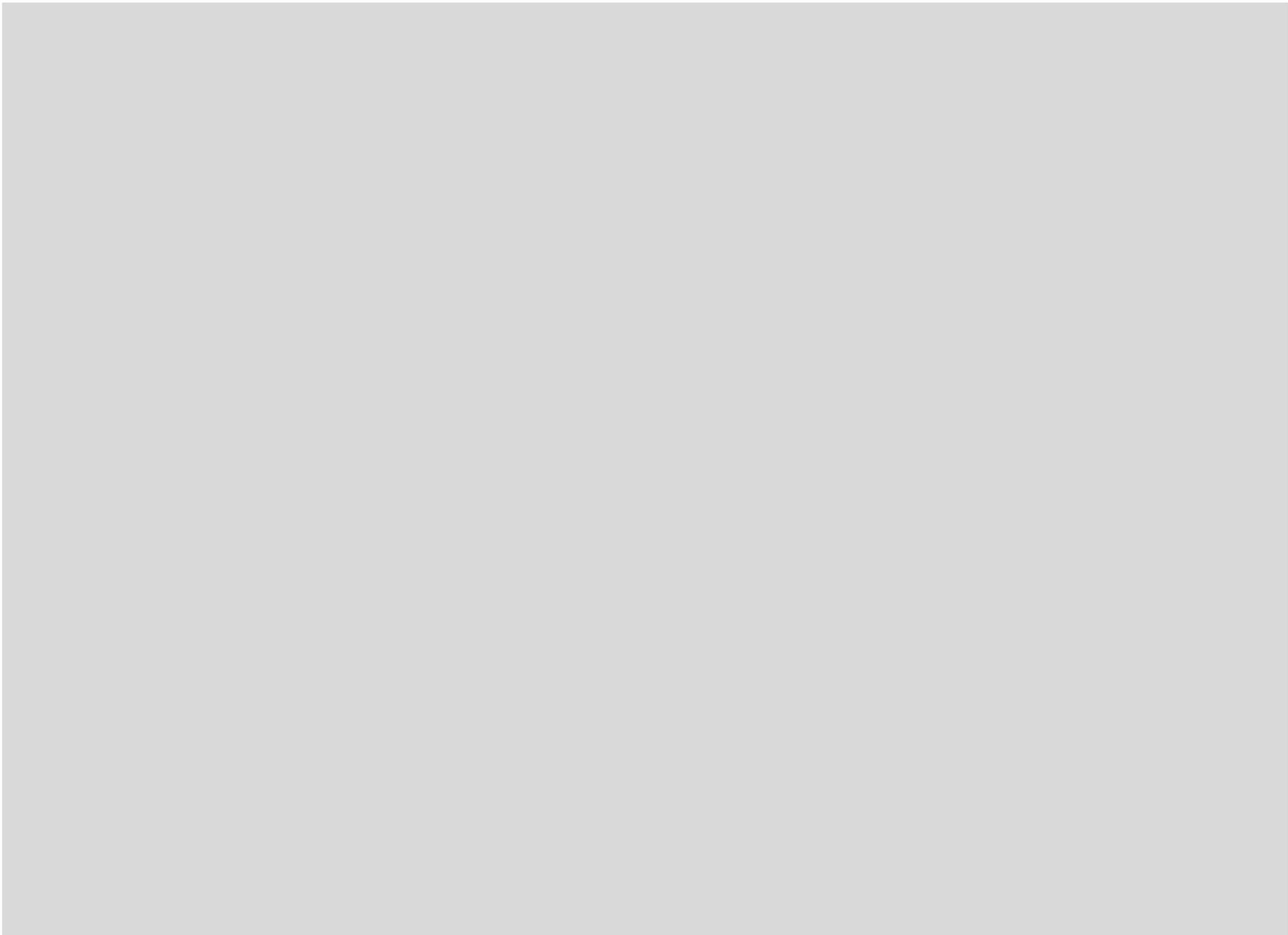
Collectively, our consultants have worked across four continents with some of the largest healthcare organisations in the world. We pride ourselves on being skilful strategists and problem-solvers that work hand-in-hand with clients on their most pressing challenges. We are recognised as thought-leaders, innovators and occasionally mavericks – always leading change in the healthcare communities we serve.

Asia Care Resourcing

Asia Care Resourcing is a specialist professional services firm focused on the fields of executive search, talent acquisition and management and leadership for the healthcare sector. We provide leading healthcare organizations across Asia-Pacific with a new, bespoke approach to their recruitment needs, grounded in our deep understanding of the healthcare landscape.

We do far more than connecting the right people with the right career opportunities; we leverage the insights from our parent consulting arm – Asia Care Group – in order to understand and anticipate our clients' needs, and proactively seek candidates with the capability to rise to the challenges of today's dynamic health systems.





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