



## **Health Promotion Leadership Training Course in the Western Pacific (PROLEAD)**

### **Course Description**

This is a modular 8-month course on applied leadership and management in health promotion designed for health promotion advocates and practitioners in the Western Pacific region. Participants to this course will carry out project(s) using tools introduced during the didactics portion of the workshops that will be conducted in three separate modules so as to allow flexibility in training and work schedules.

### **Objective**

The course aims to equip participants with practical skills across five categories (intra-personal qualities, inter-personal qualities, cognitive skills, communication skills and task specific skills) needed to play sustained, instrumental leadership and management roles with reference to specific challenges of health promotion in the Region. In the end, the participants will be able to pursue a sustained interest to effect significant changes in health promotion strategies in their respective countries.

### **Guiding Principles**

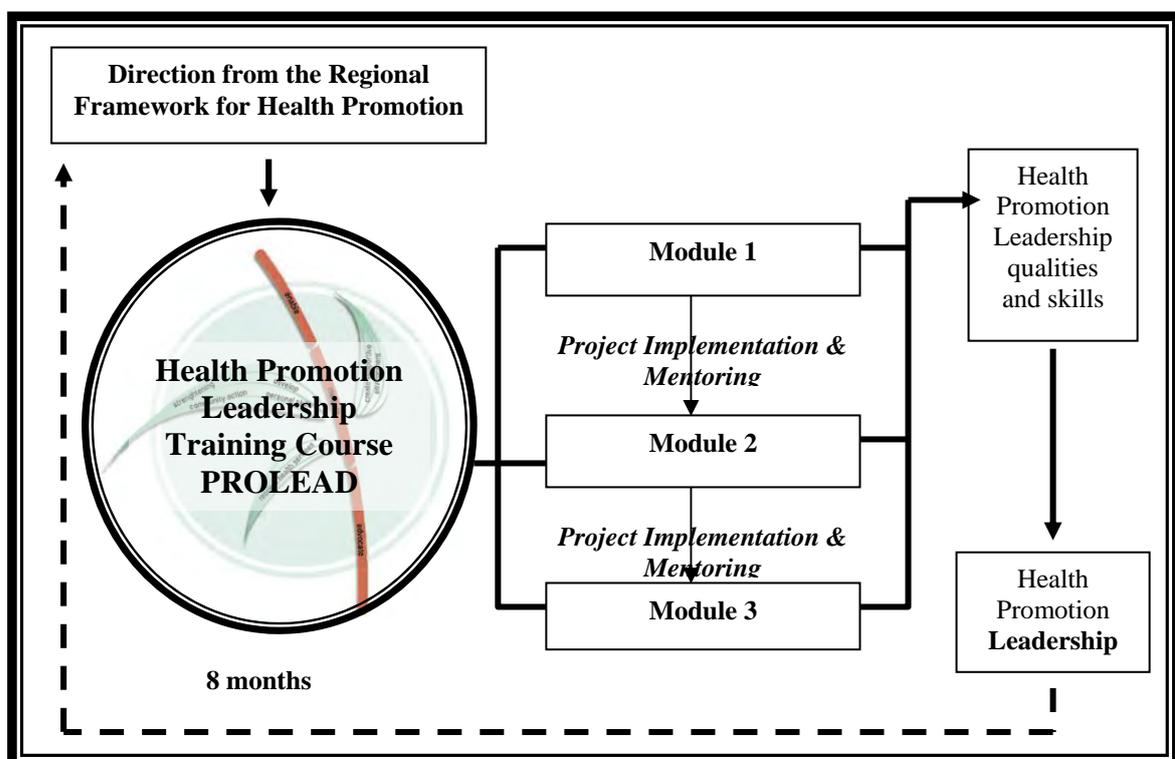
- Emphasize applied skills, not just theoretical knowledge.
- Train in a highly interactive manner and draw out personal experience to reinforce team learning.
- Incorporate public health examples to illustrate use of leadership, management and health promotion tools which may originally have been developed in other countries and other sectors; keep examples relevant for audiences.
- Emphasize evidence-based decision-making in health promotion.
- Use applied field projects to 1) reinforce classroom learning, 2) multiply training benefits, and 3) generate products that have a measurable impact on public health program goals.
- Provide post-course mentoring to support health promotion efforts.
- Solicit feedback through a variety of means (e.g., questionnaires, focus groups, external evaluations) and continuously strive to improve the learning process.

### **Health Promotion Project**

It should be made clear to chosen participants that one of the pre-requisites of finishing the course is to do an applied project of their choice. The decision to work on certain project should be guided by the following:

- Project to be conducted should contribute to attainment of national health objective;
- Project should look into increasing sources of funds for health promotion;
- Project should look at improving organizational practice; and
- Project should demonstrate individual leadership and management skills and practices

### Conceptual Framework



### Course Design

PROLEAD is an applied training course that is composed of a series of 3 modules/ with several months interval for project implementation and supervision

The first module covers a range of topics on leadership and management that will help the participants clarify and deepen personal vision and self-actualization; identify priorities and focus energies; recognize problems and assess situations objectively; and realize the effects and impact of working in groups as opposed to working individually. The participants will also be introduced to several topics on health promotion particularly topics on health promotion foundations and legislation. Participants will be asked to present project proposals pertaining to health promotion

infrastructure and financing. It is expected that participants will be able to implement their respective project using tools in total quality management and demonstrating leadership qualities as well as skills acquired in communications and coalition-building. Field visits will allow participants to interact with health promotion leaders in healthy city initiative, legislation and population-based marketing. Project implementation phase shall follow. During this time, a faculty/supervisor will visit or constantly communicate with the participant in his/her area to provide supervision. Participants are encouraged to assemble and work in teams.

The second module covers topics on change management and organizational development. Other special topics will also be tackled. This part of the course will include reporting/feedback by the participant of the progress of field projects. Interaction with mentors is expected. Participants will also have the opportunity to participate in the Regional meeting on the economic gains of promoting health scheduled from November 22-26, 2004.

The third and final module will cover oral and poster presentation of the different projects, an evaluation of the course and finally, the graduation of the participants. Policy makers and other health promotion advocates will be invited to witness the shared best practices.

**Curriculum Content**

<p><b>Module 1</b></p> <ul style="list-style-type: none"> <li>• Overview of Health Promotion Leadership</li> <li>• Behavior Style Analysis</li> <li>• Effective Leadership</li> <li>• Team Building</li> <li>• Problem Solving and Decision Making</li> <li>• Priority Setting</li> <li>• Total Quality Management</li> <li>• Presentation of Project Proposals</li> <li>• Health Sector Reform</li> <li>• Health Care Financing</li> <li>• Health Promotion and Governance</li> <li>• Public-private Partnerships for Health</li> <li>• Effective Communication</li> <li>• Social Mobilization and Advocacy</li> <li>• Media Relations</li> <li>• Negotiation</li> <li>• Financing Arrangements for Health Promotion</li> <li>• Health Promotion Foundations</li> <li>• Health Promotion Legislation</li> <li>• Field Visits</li> </ul>	<p><b>Module 2</b></p> <ul style="list-style-type: none"> <li>• Change Management and Organizational Development</li> <li>• Special Topics</li> <li>• Project Updates</li> <li>• Interaction with Mentors</li> <li>• Participation in the Regional Meeting on the Economic Gains of Promoting Health</li> </ul>
	<p><b>Module 3</b></p> <ul style="list-style-type: none"> <li>• Project Presentations</li> <li>• Poster session</li> <li>• Course Evaluation</li> <li>• Graduation</li> </ul>

## **COURSE LEARNING OBJECTIVES**

### **Module 1 (Focusing)**

#### **1.1 Overview of Health Promotion Leadership**

**Course Objective:** To elucidate the scope and range of challenges of health promotion leadership within the context of the regional framework for health promotion

#### **Cognitive Learning objectives:**

1. To review the basic principles of health promotion within the context of the Regional Framework for Health Promotion 2002-2005
2. To present a map of individual country directions for health promotion
3. To identify collective challenges of health promotion leaders

#### **Behavioural Learning Objectives:**

1. To reflect on and share individual challenges of health promotion leaders in making health promotion on top of the country agenda
2. To highlight the dynamic role of health promotion leaders in relation to a complex environment
3. To emphasize how interaction among health promotion leaders facilitates addressing common issues they face

## 1.2 Health Promotion Infrastructure and Financing

**Course Objective:** To provide the basic requirements for infrastructure and financing in making successful investments in health promotion

**Cognitive Learning objectives:**

1. To understand the necessary steps in consolidating infrastructures in health promotion
2. To generate successful models in providing financing schemes for health promotion
3. To demonstrate how infrastructure determines financing options

**Behavioural Learning Objectives:**

1. To appreciate how infrastructures are developed and sustained
2. To share experiences in looking for and sustaining financing opportunities and stability
3. To reflect how improvements in financing can lead to optimal results

### 1.3 Country Team Reports

**Course Objective:** To provide best practices and strategic options in health promotion from participating countries

**Cognitive Learning objectives:**

1. To discuss country-initiatives and plans for health promotion
2. To identify needs and means to narrow existing gaps in health promotion
3. To review outcomes and impact of health promotion in improving health measures

**Behavioural Learning Objectives:**

1. To share country-specific best practices in health promotion
2. To reflect on root causes of issues and concerns the prevent gains in health promotion
3. To provide insights how other participants can adapt best practices to their current situation

#### **1.4 Personal Insights Profile (Behavioral Style Analysis)**

**Course Objective:** To enable participants to identify their particular behavior style with emphasis on improvement of inter-personal relationships

**Cognitive Learning objectives:**

1. To recognize different behavioural styles
2. To identify individual strengths and weaknesses
3. To understand effective inter-personal interaction

**Behavioural Learning Objectives:**

1. To appreciate individual differences and how these can be handled for better team relations and influence decision-making
2. To internalise various emotions when under stress or in a familiar environment
3. To calibrate inferred expectations with real observations of self and others

## 1.5 Team Building

**Course Objective:** To foster teamwork among participants

**Cognitive Learning objectives:**

1. To understand team dynamics in a changing environment
2. To identify values that support teamwork
3. To recognize the need for growth and nurturing of teams

**Behavioural Learning Objectives:**

1. To become better acquainted with one another
2. To become more comfortable interacting with each other in a group setting
3. To reaffirm how better teamwork can achieve better results

## 1.6 Effective Leadership (The 7 habits of Highly Effective People)

**Course Objective: To demonstrate self-mastery and interdependence as essential characteristics of a health promotion leader**

Cognitive Learning objectives:

1. To identify the 7 habits of highly effective people
2. To describe roles of effective leaders (pathfinding, aligning, empowering and modelling)
3. To write individual personal mission statements

Behavioural Learning Objectives:

1. To demonstrate leadership roles in various settings
2. To reflect upon existing models of leadership
3. To share experience of leaders in action

## 1.7 Health Sector Reform

**Course Objective:** To provide an overview of health sector reform in the Western Pacific Region

**Learning Objectives:**

1. To understand concepts and principles of health sector reform and health systems development
2. To discuss a framework for health promotion within the context of health sector reform
3. To review experiences that link health promotion to health sector reform

**Behavioural Objectives:**

1. To apply concepts and principles of health sector reform to the project
2. To develop indicators to ensure effectiveness of health promotion interventions in the context of health sector reform
3. To develop a strategy to link health promotion to health sector reform and health systems development.

## 1.8 Health Care Financing

**Course Objective:** To provide an overview of health promotion financing models in the Western Pacific region

**Learning Objectives:**

1. To review basic principles of health financing
2. To understand how principles of health financing apply to health promotion programmes
3. To review health promotion financing options in different contexts

**Behavioural Objectives:**

1. To assess the sustainability of a health promotion programme or intervention
2. To identify possible health promotion financing options available in country
3. To identify short and long term strategies to secure sustainable health promotion financing

## 1.9 Health Promotion and Governance

**Course Objective:** To provide models in governance in health promotion

**Cognitive Learning objectives:**

1. To describe the challenges in governance in health promotion
2. To identify principles of governance
3. To list steps for effective governance

**Behavioural Learning Objectives:**

1. To discover the value of governance in health promotion
2. To appreciate experiences of others in governance
3. To develop strategies for effective governance

### **1.10 Public-Private Partnerships for Health**

**Course Objective:** To provide strategies for effective public-private partnerships

**Cognitive Learning objectives:**

1. To differentiate types of organizational teamwork
2. To cite advantages and disadvantages of each type
3. To choose appropriate type for specific intervention or strategy in health promotion-related activities

**Behavioural Learning Objectives:**

1. To appreciate evolving patterns of organizational interdependence
2. To recognize public-private symbiosis for health promotion
3. To resolve conflict of interests of public-private partners

### 1.11 Total Quality Management

**Course Objective:** To provide a tool for carrying out health promotion projects

**Cognitive Learning objectives:**

1. To understand the concept of total quality management
2. To describe the seven steps of total quality management
3. To identify tools used in the analysis of health promotion problems

**Behavioural Learning Objectives:**

1. To appreciate tools used in health problem analysis
2. To develop a culture of evidence-based decision-making
3. To create an appreciation of sequential steps in analyzing processes of health problems

## 1.12 Effective Communications

**Course Objective:** To enhance skills in personal and organizational communications

**Cognitive Learning objectives:**

1. To describe the principles of effective communications
2. To learn effective oral presentation techniques and be able to use these in actual situations
3. To identify strategies for effective use of media as a microphone in conveying health messages

**Behavioural Learning Objectives:**

1. To share techniques for effective oral presentations
2. To analyze different types of audiences to determine the most effective approaches for conveying public health messages
3. To accept feedback from others effectively

### 1.13 Social Mobilization and Advocacy

**Course Objective:** To enable health promotion leaders to achieve mastery in social mobilization processes and techniques

1. To describe the role of the health promotion leader in the social mobilization process
2. To identify the paradigm shift of public health advocacy, including the shift from changing the individual to that of changing the environment and the move from personal behavior modification to social/political accountability
3. Identify the resources needed for a successful advocacy campaign and understand the effectiveness and potential impact of advocacy strategies and tactics

**Behavioural Objectives:**

1. To apply relevant tools and techniques of social mobilization to a health programme
2. To develop effective social mobilization skills
3. To reflect on common pitfalls in social mobilization

### 1.14 Media Relations

**Course Objective:** To foster good media relations to advance priorities in health promotion

**Cognitive Learning objectives:**

1. To list the principles of good media relations
2. To use bridging techniques, including phrases that help take the interview with a reporter in the desired direction
3. To reveal different facets of media relations in terms of social responsibility

**Behavioural Learning Objectives:**

1. To understand how mass media shape public opinion and policy
2. To cultivate an attitude of interdependence with media partners
3. To bring about change in our understanding of media priorities in health promotion

## 1.15 Negotiation

**Course Objective:** To enable participants to effectively resolve conflict and practice the art and science of negotiation

**Cognitive Learning objectives:**

1. To define conflict and understand its communication component
2. To recall past experiences with inter-personal or organizational conflict
3. To find ways of resolving conflict

**Behavioural Learning Objectives:**

1. To appreciate why engaging in conflict is normal
2. To recall past experiences of conflict and the lessons learned
3. To practice win-win solutions to conflict resolution

## 1.16 Tobacco Taxes

**Course Objective:** To introduce tobacco taxes as a means to enhance social responsibility for health promotion

**Cognitive Learning objectives:**

1. To understand mechanisms for using tobacco taxes for health promotion
2. To determine appropriate fiscal management of tobacco taxes
3. To identify constraints in the use of tobacco taxes for health promotion

**Behavioural Learning Objectives:**

1. To appreciate use of tobacco taxes for health promotion financing
2. To explore other possibilities in the use of tobacco taxes
3. To recall experience of those implementing tobacco taxes for health

### **1.17 Other Financing Agreements for Health Promotion**

**Course Objective:** To generate interest in forging financing agreements for health promotion

**Cognitive Learning objectives:**

1. To list current options for financing agreements for health promotion
2. To describe the steps in forging financing agreements for health promotion.
3. To develop a scheme for securing financing in health promotion.

**Behavioural Learning Objectives:**

1. To explore options to secure financing in health promotion
2. To share best practices for sustainability of financing schemes
3. To evaluate financing agreements

### 1.18 Health Promotion Foundations

**Course Objective:** To introduce health promotion foundations to push for reforms in health promotion

**Cognitive Learning objectives:**

1. To identify foundations involved in health promotion
2. To understand the concepts of establishing a health promotion foundation
3. To list options to sustain viability of health promotion foundations

**Behavioural Learning Objectives:**

1. To appreciate the importance and role of health promotion foundations
2. To recognize the limitations of health promotion foundations
3. To realize the benefits of health promotion foundations

### 1.19 Health Promotion Legislation

**Course Objective:** To deal with aspects of legislation concerning health promotion

**Cognitive Learning objectives:**

1. To describe the processes involved towards legislation
2. To define suitable environment for lobbying
3. To list barriers to effective promulgation of established laws

**Behavioural Learning Objectives:**

1. To review initiatives towards legislative action in support of health promotion
2. To recall opportunities that paved the way for legislation
3. To measure acceptability of enabling laws supporting reforms in health promotion