

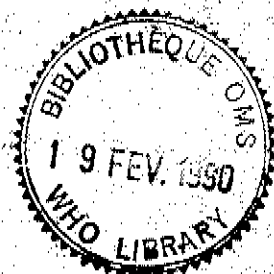


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## DEVELOPMENT OF AN HFA-BASED EUROPEAN TRAINING PROGRAMME IN PUBLIC HEALTH LEADERSHIP

Report on a WHO/ASPHER/CIAMS Consultation

Moscow  
10-13 June 1989



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EUR/HEA target 36

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## TARGET 36

### Planning, education and use of health personnel for health for all

Before 1990, in all Member States, the planning, training and use of health personnel should be in accordance with health for all policies, with emphasis on the primary health care approach.

#### Index:

PUBLIC HEALTH  
EDUCATION, MEDICAL  
HEALTH FOR ALL  
EUR

## 1. Introduction

The effective implementation of HFA-based public health action and research in the European Region demands the development of new educational strategies which must be related to the 38 targets and placed within the context of the six major themes of equity, community participation, health promotion and disease prevention, intersectoral collaboration, primary care and international collaboration.

To meet this challenge, in 1986 a joint WHO/ASPHER task force was created to develop learning materials for HFA leadership. The work of the task force was to prepare educational modules for individual targets/groups of targets. A report on the preliminary results of this work was presented at the 10th General Assembly of ASPHER held at the Nordic School of Public Health, Gothenburg, in August 1987.

At the third meeting of the Task Force, April 1988, its remit was broadened to drafting an educational strategy and core curriculum for a new training programme in public health leadership, building on the work already achieved and utilizing the regional targets and HFA policies as its basis. A working group of the Task Force was created, its brief being to produce a draft paper.

At a WHO/ASPHER Consultation held at the Academy of Public Health, in Düsseldorf (November 1988), the first draft of the strategy paper and education framework was presented and accepted in principle. All the participants agreed that "individual Schools/Departments of Public Health should adopt the HFA approach, utilizing immediately those elements of the proposal applicable to their particular circumstances while planning for a comprehensive training programme as soon as possible." It was also agreed that ASPHER would act in a coordinating role to promulgate these developments throughout the Region. The working group reconvened to redraft the proposals based on the recommendations of the Düsseldorf Consultation.

The redrafted paper was circulated to all the members of the Düsseldorf Consultation for comment and a second consultation meeting was convened in Moscow, organised jointly by the WHO Regional Office for Europe, ASPHER and the Central Institute for Advanced Medical Studies (CIAMS), the latter acting as host.

## 2. Purpose of the Meeting and Organization

The aims of the Consultation were as follows:

- To review the development of the proposals for a European HFA-based training programme for public health leadership;
- To discuss and assess the uses of the training programme and modules prepared by the Task Force;
- To exchange views on the structure and content of the international courses in public health provided by CIAMS;
- To identify the potential role of CIAMS in implementing the proposed programme options;
- To exchange views concerning the possibility of integrating HFA-based programmes into existing public health courses provided by leading European schools.

The Consultation began on Saturday 10 June 1989. A list of the participants is attached at Annex I.

Professor Felix Vartanian and Professor Alexander Macara agreed to act as co-chairmen. Dr Frada Eskin and Dr Valery Tchernjavskii acted as rapporteurs.

Professor Vartanian opened the proceedings by welcoming the participants to CIAMS and expressed his hopes for a successful outcome to the consultation. Dr Menu and Professor Macara responded on behalf of WHO/EURO and ASPHER respectively. Professor Macara made special mention of the role of the USSR in providing leadership for the promulgation of HFA.

## 3. Review of the Second Draft Proposal

Dr Eskin and Professor Kröger, in presenting the redrafted proposal, firmly reiterated what had already been stressed at the Düsseldorf Consultation, i.e. that the Task Force was not seeking to develop a new public health professional group but, in its educational proposals, was reflecting the changing needs facing all public health professionals within the coming decades.

The problem was raised of how to train existing teachers to apply the new strategies and learning approaches and it was agreed that this must be an integral part of the implementation process. It was also noted that the proposal was focused towards a problem-based approach and was moving away from the traditional subject-based courses. In particular the need for public health professionals to acquire a wide variety of managerial skills was stressed, including those termed "political". Participants also discussed the potential dilemma inherent in successfully changing students' attitudes and skills in the classroom and of inspiring them to take a new approach, which might then prove difficult for them to implement when they return to their more traditional work environments.

Participants held the view that there were many ways to achieve the same outcome, that the proposal should stress flexibility of approach and that individual Schools/Departments should be able to choose the options that were relevant to their own situations.

Participants also discussed the importance of choosing a range of educational methods, including role play, case studies, etc. that reflected the spirit of the proposal, i.e. encouraging active learning and moving away from the traditional, passive teaching methods. Implementation of HFA-based public strategies require students to learn how to deal with a constantly changing work environment that has become a key feature of contemporary society.

On reconvening, further discussion ensued in relation to the terms "public health", "public health leader" and "public health manager". Generally the definitions chosen in the draft were agreed although once again the delicate nature of the term "leadership" was noted. It was agreed that while the term "manager" denotes a function and/or a role, "leadership" is a quality and a competence which managers may or may not be required to exhibit.

Educational approaches were also further discussed and once again the need was stressed for adopting approaches and methods congruent with the spirit and practice of HFA. It was accepted that there must be a shift from the traditional educational framework towards providing a milieu that encourages new ways of learning.

The question of the proposal's target audience was raised and it was agreed that its prime purpose was to influence all those in charge of the management and leadership of health care through the provision of appropriate education and training. It must be targetted towards those who could influence change in education/training programmes, i.e. Ministers of Health and Directors of Schools/Departments of Public Health. To this end, it was agreed that the proposal should focus on policy rather than detail and should relate in depth to HFA policies and strategies.

#### 4. Exchange of Views on the Structure and Content of the International Courses in Public Health provided by CIAMS

Dr Alexeev, Course Director, described the role of CIAMS as a WHO Collaborating Centre in the training of public health administrators (WHO Moscow International Courses for Public Health Administrators). He particularly stressed the innovative nature of the courses provided.

It was noted that CIAMS has created 14 major teaching blocks inspired by and directly relevant to the 38 Targets of the European strategy for HFA. The courses already make use of a wide variety of the teaching materials developed by WHO and, because of this, it is felt that these courses would be an ideal testing ground for the new options proposed by the Task Force.

Dr Alexeev described the objectives of the CIAMS international courses as follows:

- To assist the participants in obtaining a clear understanding of WHO strategy, policy and technology aimed at improving public health;
- To motivate public health practitioners to apply to HFA strategy at a national level;
- To provide participants with the skills and knowledge to prepare them for implementing HFA;
- To improve the participants' managerial skills in order to enhance their status and performance within their own national health care system.

During the coming two years it is proposed to review the course objectives and, in the light of these, to systematically restructure the course curriculum and its educational technology. It is planned to complete this restructuring process by 1991 and the 28th Course should be implemented under the new conditions.

The courses will preserve the practice of integrating classroom education with practical training and will continue to be full-time, extending over a nine-month period. However, based on experience, it is felt that participants do not make full use of their in-service period of training and, in future, it is intended that participants will be given more precise tasks to help them to develop their skills in collecting and analysing information relating to the chosen subject of their project.

The results of an investigation into methods of assessing the effectiveness of the Moscow courses (carried out by Dr A. Schchukin of CIAMS) were presented to the participants. These results indicated those parts of the curriculum which were perceived by the course members as being of most importance to them.

In discussion, Professor L. Badalik noted the importance of developing research into the theory and practice of medical education and of exchanging information about the implementation and outcome of new methods and of new learning modules. It was agreed that if courses are to change towards a more active learning approach, then the teachers must also change and teacher workshops should be made an integral part of the new proposals.

Participants of the Consultation were given the opportunity to participate in the final project presentations of two students from the CIAMS international courses. Following this, further discussions ensued on the CIAMS international courses and it was agreed that CIAMS could easily adopt options outlined in the draft proposals as these were congruent with much of what was already being offered.

## 5. Visit to The Ministry of Health

The Consultation participants were received by Dr I.N. Denisov, First Deputy Minister of Health and Dr E.V. Kosenko, Chief, External Relations Board, Ministry of Health of the USSR.

During the meeting, Dr Denisov briefed the participants on the framework of the USSR National Policy in respect of HFA, including some exciting experiments and changes in health management, in particular in relation to the system of postgraduate medical education and the central role of CIAMS.

Dr Denisov made the following proposals which were warmly perceived by participants:

- The creation of a group of high-level specialists representing different European countries to disseminate new knowledge on training in Public Health;
- The full support, by the Ministry of Health of the USSR, of WHO/ASPHER public health training initiatives and the readiness to develop joint initiatives with WHO and ASPHER in postgraduate education, including continuing and multiprofessional, with CIAMS as the focal point.

## 6. Final Discussions

Participants of the Consultation spent some time discussing the benefits of international collaboration in implementing educational programmes for HFA-based public health leadership training and of achieving this.

It was suggested that if the best outcome was to be achieved from implementing the options outlined in the second draft proposal, then it would be helpful to develop a network of Schools/Departments which could share experiences. In addition to CIAMS, Gothenburg, Düsseldorf, Rennes, Lisbon, and Leeds, some other centres were identified as possible collaborators in the proposed network. It was agreed that such a proposal should be discussed at the General Assembly in Budapest in August.

It was also agreed that ASPHER could provide a framework for networking between Schools/Departments but, in order to do so, ASPHER must consider its own organisation and management potential and seek to develop itself towards being able to meet the demands inherent in implementing the proposals across the whole of the European Region.

Based on the quality of the discussions in Moscow, the hope was expressed that a definitive version could now be prepared and presented at the 11th General Assembly and that the process of implementation of options throughout the European Region could begin.

## Annex

### LIST OF PARTICIPANTS

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