

Options:

- Leadership in Global Health
- Health Management and Policy

Background

Across the world, health systems struggle to respond to the escalating cost of technology advances, the accelerating transformation of demand for care, and the need to move towards universal health coverage. In the Middle-Eastern Region, the double burden of the demographic and epidemiological transitions, the institutional weaknesses, the complexity of the competing funding and financing mechanisms and the contrasting vested interests of providers, professional groups and other stakeholders, constitute critical challenges to a rational, balanced health sector development in the public interest. Moreover, global health challenges such as migration, food insecurity, climate change, and globalization, in addition to complex emergencies and political instability in many countries of the region, make health institutions and the health system as a whole remarkably vulnerable. Vulnerability that, as shown by the Covid-19 pandemic, could lead to disastrous economic and human consequences.

In this context, conventional academic education, that is confined to university intra-muros, is hardly adequate to graduate health professionals who are capable to deal pragmatically with such complexity. Therefore, the need increases for high-level professionals to provide strong and practical leadership at the institutional, national and international levels. This generates a growing demand for appropriate training opportunities for eager professionals who would like to rise to this challenge.

The current capacity to respond to this need and demand in the Region is patently insufficient; opportunities outside the Region are few; the distance from the concrete reality of our health systems limits the usefulness of the few opportunities available beyond the Region.

The USJ Health Leadership Programme contributes to filling this gap for Lebanon and for the other countries in the Region. The history of resilience and effectiveness of the Lebanese health system, despite adverse circumstances, provides an appropriate context for a positive, forward-looking approach to improving health sector governance.

Programme Design

The Health Leadership programme awards

- A Post graduate Diploma (PgD) “Diplôme Universitaire” (DU): after successful completion of 90 ECTS Credits, including a project, over 3 semesters.
- A Doctorate in Public Health (DrPH): after successful completion of the 90 DU credits; The Doctoral Programme requires further 24 course credits, Summer work on research proposal equivalent to 6 credits, 30 practicum credits and 30 DrPH dissertation credits (equal to 90 ECTS Credits), the latter on the basis of the completion of a research-, policy-formation or policy-implementation project, conducted in Lebanon or in any other country in the region.
- The program offers two concentrations: Global Health Leadership (GHL) concentration and Health Management and Policy (HMP) concentration. The research for the doctorate degree should be relevant to the concentration chosen by the student.

The programme integrates postgraduate ECTS credits into its admissions process.

Faculty

This is a post-graduate programme at the USJ; set up in collaboration with the Middle East Academy for Learning Health Systems “MEDALS”, a partnership between the Lebanon MOPH, USJ and WHO; and in association with institutions in countries where participants are conducting their DrPH work.

USJ provides the core faculty; international partners provide an international perspective and complement the USJ faculty to jointly provide cutting edge experience in health leadership. The collaboration with MOPH and WHO through the MEDALS, provides opportunities for exposure to concrete national, regional and global health governance processes. The doctoral field and theses work link the basic leadership training with actual system-change practice.

Career perspectives and learning objectives

The programme is designed to respond to the need for qualified health professionals in the EM Region, capable of assuming a leadership role at organizational, national, regional and global levels. It provides part time study options for health entrepreneurs and professionals working in health and social and academic institutions, pharmaceutical industry, NGOs, media, Ministry of Public Health or other ministries, as well as, UN agencies such as WHO and other international organizations.

Candidates will acquire governance and managerial skills for a leadership role within their institutions while interacting with major stakeholders in the health and social sectors. These may be in their country (e.g. in ministries of health, hospitals, NGOs, provider networks, health care purchasing institutions, social security, pharma industry, academia, etc.) or at the international level (in the UN-system, global and regional financing institutions or other collaborations).

To this effect, a multidisciplinary and international faculty helps participants develop their ability: to understand and anticipate challenges, to identify levers and strategies for change, and to mobilise resources (technical, financial, human, and political) for context-appropriate sector development. The Programme provides participants with analytical and technical skills and competencies related to:

- Organizational management and communication
- Contemporary health sector governance, regulation and policy development,
- Production and use of strategic intelligence (stats, data mining, economic, architecture of research),
- Sector leadership (Political skills and competencies including negotiation skills, collaborative governance, alliance building, networking, HR management, mobilisation of human and financial resources).

Methods

A Transdisciplinary approach is sought to enable future leaders to deal with the complexity of medical, managerial, health system governance, public health and health sciences in a context of economic constraints, institutional fragility and political instability, and to understand global governance mechanisms to face global challenges. Graduates will be equipped with scientific and

technological advancement to improve overall human conditions and health in particular, paying special attention to ethics, social justice and human rights. To serve this purpose, the programme would be a hands-on practice oriented, that combines theory to practice and field experience to be translated into practice-based research. Recruiting professionals working in health and other social fields, pools health and non-health experiences with multidisciplinary backgrounds and contributes to enhancing the shift from a siloed to a trans-disciplinary approach.

Courses are taught in English and rely on a multidisciplinary faculty, combining face-to-face trainings, online lectures, webinars, and workshops in thematic modules. It demands from participants a pro-active attitude. Interaction with the faculty is encouraged through the use of case-studies, practical exercises, and a large space given to the participants' personal field-experience. In-depth sector analytical work combines individual document analysis, field observations, and group work.

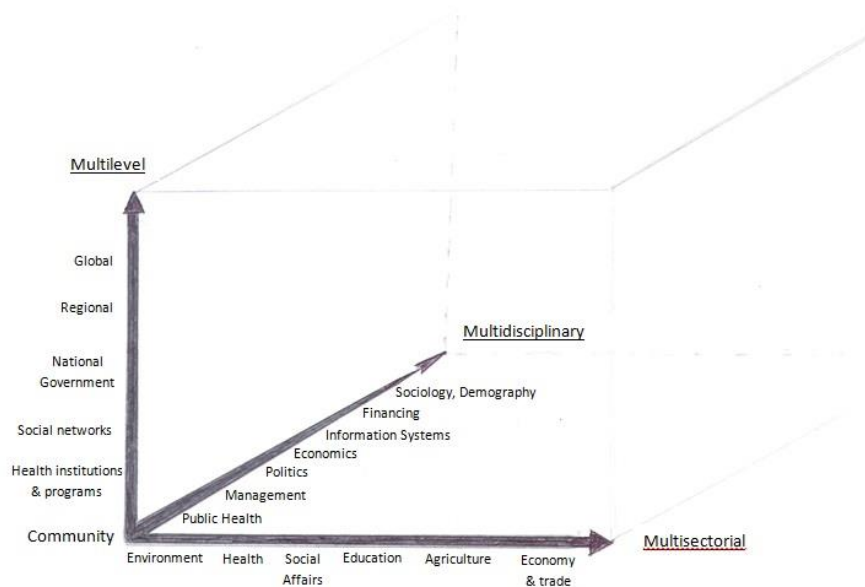
Both the DU and the DrPH are organised as interactive and sandwich courses:

- Thematic modules for collective and individual learning, organised so as to provide space, where possible, to accommodate continuation of a professional activity;
- Practica for exposure to ongoing policy formation processes, availing of the opportunities provided by national private and public institutions in addition to national and international fora such as the "MEDALS", the EMRO "Parliamentarian Forum for UHC", the WHO "Health Governance Collaborative", and the WHO General Assembly.
- For the DrPH programme
 - individual development of an agreed-upon research, policy formation, or policy implementation project,
 - benefiting from individualised coaching by Programme faculty, in collaboration with staff from the hosting institution in the participant's country, leading to a DrPH thesis.

Competencies

The programme seeks a multisectoral approach cutting across global health, leadership and management and sustainable development to grasp the concept of social determinants of health to achieve SDGs. Whereby, several faculties at USJ and other institutions would be engaged in the program to concretize the multisector dimension. Likewise, practice would take place in practicum sites within and outside the health sector. For this purpose, the program will involve a network of health and social actors to combine knowledge to practice while embedding ethical learning.

The program engages students in real leadership and health challenges. It combines managerial, public and global health competencies, and employs techniques in transformative learning to promote innovative solutions to health and social problems, to enable graduates to act as agents for change at the organizational, national, regional and global levels.



DU Competencies

- For both concentrations:

Health Leadership and Governance:

1. Integrate knowledge, approaches, values and principles of good governance in addressing public health and health systems problems.
2. Create a strategic vision/plan for an organization that is responsive to the needs of population/customers.
3. Propose strategies for health improvement and elimination of health inequities by involving all relevant stakeholders, promoting transparency, accountability, rule of law, and use of information and intelligence.
4. Facilitate shared decision making through negotiation, consensus-building and analytical methods.
5. Create organizational change based on institutionalizing information systems, E-health and constant monitoring and evaluation.
6. Propose programs based on principles of health economics and value-based care.
7. Communicate organization vision and values to various stakeholders using different communication strategies for different audience and sectors.
8. Apply knowledge translation methods and use vital statistics and health indicators for public health/health system research, policy or practice.
9. Learn principles of ethics in research and practice and capabilities for ethical leadership.

Health Research:

1. Select quantitative and qualitative data collection methods appropriate for a given public health/health system problem.
 2. Design a practice-based research proposal and plan.
- **For LGH Concentration:**
1. Advocate for political, social or economic policies that will improve health in diverse populations in an attempt to improve social determinants of health.
 2. Apply principles of global governance through collaboration and guiding decision making to address organizational and community challenges against achieving sustainable development goals.
 3. Design a system-level intervention to address a public health issue related to social determinants of health.
 4. Integrate targets related to sustainable development goals in the design of public health policies and programs.
 5. Assess system's strengths and weaknesses in global governance and leadership capacities.
- **For HMP Concentration:**
1. Discuss multiple dimensions of leadership and management in health systems including roles of evidence and strategic intelligence.
 2. Evaluate existing human resources policies for their impact on the functioning of organization.
 3. Design a system-level intervention to address a health leadership and management issue.
 4. Propose inter-professional team and ethical leadership approaches to improve health system.
 5. Assess human, fiscal and other resources to achieve organizational goals.

DrPH Competencies

- **For both concentrations,** after successful completion of the DrPH programme, participants should have acquired, developed and practiced all of the above leadership, governance and management competencies as emphasized through the practice-based research, in addition participants will be able to:
1. Complete a project that is meaningful for an organization and that advances public health/health system practice.
 2. Develop a professional portfolio at end of practicum phase.
 3. Design a qualitative, quantitative and mixed methods research proposal based on policy analysis approach and evaluation methods to address health issues at multiple (individual, group, organization, community and population) levels.
 4. Integrate scientific information, legal and regulatory approaches, ethical frameworks and research methods in policy/program development and analysis.
 5. Conduct *impactful research* including generating operational knowledge (practice based evidence) and translation into policies (evidence based policy).

6. Develop soft skills for leaders related to Advocacy and community mobilization, Health diplomacy and ethical leadership.

DrPH students will have the opportunity to be either involved in studies conducted or commissioned by the MOPH, WHO and other global partners or have access to the related databases. They will contribute to national, regional and international forums such as PSO (Lebanon), Parliamentarians for UHC (EMRO), Collaborative Governance (WHO) and WHO General Assembly.

By the end of the program, graduates would have developed management and leadership skills including global and collaborative governance, public policy and advocacy, negotiation and community mobilization. They would be able to use evidence for policy making & implementation as well as generating evidence from practice. The critical analysis and synthesis prepare the graduates to assume a leadership role and to be agents for change, to transform their organization to be actively involved in a learning health system.

Assessment Methods:

- The faculty members will validate the student's ability to perform the competencies above (each competency should be assessed at least once) based on the required assessment activity within courses, seminars, practicum, research and thesis. All core courses, concentration courses and seminars and should be assigned at least one specific assessment activity.
- Assessment may occur in simulations, group projects, individual projects, presentations, written products in the form of a paper, article or report and the final thesis document.
- All DrPH students should engage in one of more applied practice experiences in which students are responsible for completion of at least two projects (one during practicum) that are meaningful for an organization and to advanced public health practice.

Courses and seminars:

Spring 2021, Semester 1 (total credits: 60 credits)

- Core course: Governance & Health Leadership (6 credits)
- Concentration courses:
 - Leadership in Global Health (LGH): "Social Determinants of Health" (6 credits)
 - Health Management and Policy (HMP): "Leadership & Management" (6 credits)
 - Courses to be given on Saturdays:
 - 9 am-12 am Core course,
 - 12 am-1pm Lunch break,
 - 1 pm – 4 pm: Concentration courses to run in parallel
- 3 Seminars per semester:
 1. February (8 online sessions) "Value based health care" (6 Credits)
 2. March (8 online sessions) "Information systems and E-health" (6 Credits)
 3. May (8 online sessions) "Human Rights and Ethics" (6 Credits)

Exact dates of all seminars to be decided at a later stage.

Year 1- Summer One (6 credits):

Research Preparation and planning; online discussions and readings & face-to-face meetings with adviser to work on first draft proposal for research (brief): Problem statement, Introduction, proposed methods, etc.

- Fall 2021, Semester 2 (total credits: 24 credits)

- Core course: Applied Health policy
- Concentration courses:
 - LGH concentration; 3-month project on Social determinants of health
 - HMP concentration; 3-month project on leadership and management
 - Courses to be given on Saturdays:
 - 9 am -12 am Core course,
 - 12 am -1 pm Lunch break,
 - Discussion of projects with faculty when needed
- 2 Seminars per semester:
 1. October (8 online sessions) "Production and use of strategic intelligence" (6 Credits)
 2. November (8 online sessions) "Health technology" (6 Credits)

Spring 2022, Semester 3 (total credits: 30 credits)

- Core course: Research Design and Development
- Concentration courses:
 - LGH concentration: "Global Governance & Sustainable Development Goals (SDGs)"
 - HMP concentration: "Human Resources Management"
 - 1. Courses to be given on Saturdays:
 2. 9 am-12 am Core course,
 3. 12 am-1pm Lunch break,
 4. 1 pm – 4 pm: concentration courses to run in parallel
- 3 Seminars per semester:
 1. February (8 online sessions) "UHC people centred health care" (6 Credits)
 2. March (8 online sessions) "Professional Communication" (6 Credits)
 3. May (8 online sessions) "Program Design and planning" (6 Credits)

Year 2-Summer two (6 credits) Research Proposal Submission; online discussions and readings & face-to-face meetings with advisor to work on a full proposal for research and the IRB package to be submitted.

Fall 2022, Semester 4 (total credits: 24 credits)

- Core course: "Practice based research"
- Core course: "Comparative Health Systems"
 1. Courses to be given on Saturdays:
 2. 9 am -12 am Core course,
 3. 12 am -1 pm Lunch break,
 4. 1 pm – 4 pm: Core course
- Seminars:

- October (8 online sessions) “Advocacy and community mobilization” (6 Credits)
- November (8 online sessions) “Health Diplomacy” (6 Credits)

Year 3- Spring 2023, Semester 5: Practicum: Evidence into practice (for all students) (30 Credits)

Year 3- Fall 2023, Semester 6: IRB approvals & Start Research

2023-2024: Finalize Research and Writing Thesis (30 Credits)

Spring Semester			
Core course 1: Governance & Health Leadership (6 credits)	Core course 3: Research Design, & Development (6 credits)	Practicum: Evidence into practice and practice-based evidence (for all students) (30 Credits)	Finalize Research and Writing Thesis (30 Credits)
Concentration course 1: LGH concentration: “Social Determinants of Health” (6 credits)	Concentration course 3: LGH concentration: “Global Governance & SDGs” (6 credits)		
Concentration course 1: HMP Concentration: “Leadership & Management” (6 credits)	Concentration course 3: HMP concentration: “Human Resources Management” (6 credits)		
Seminars: 1. February (8 online sessions) “Value based health care” (6 Credits) 2. March (8 Online sessions) “Information systems and E-health” (6 Credits) 3. May (8 online sessions) “Human Rights and Ethics” (6 Credits) (18 Credits)	Seminars: 6. February (8 online sessions) UHC People-centred health care (6 Credits) 7. March (8 online sessions) “Professional Communication” (6 Credits) 8. May (8 online sessions) “Program Design & Evaluation” (6 Credits) (18 Credits)		
Fall Semester			

Core course 2: Applied Health policy (6 credits)	Core course 4: “Practice based research” (6 credits)	IRB approvals & Start Research	
Concentration course 2: LGH concentration; 3 - month project on Social determinants of health (6 credits)	Core course 5: “Comparative Health Systems” (6 credits)		
Concentration course 2: HMP concentration; 3 - month project on leadership and management (6 credits)			
Seminars: 4.October (8 online sessions) “Production and use of strategic intelligence” (6 credits) 5.November (8 online sessions) “Health technology” (6 credits) (12 Credits)	Seminars: 9.October (8 online sessions) “Advocacy and community mobilization” (6 Credits) 10.November (8 online sessions) “Health diplomacy” (6 Credits) (12 Credits)		
Summer Work			
Summer One: Online Research Project Preparation and Planning: To work on first draft proposal for research (brief): Problem statement, Introduction, proposed methods, etc. (6 credits)	Summer Two: Online Research Proposal Submission: To work on full proposal for research and IRB proposal to be submitted (6 credits)		
60 Credits	60 Credits	30 Credits	30 Credits

Type of Course	Total Credits
5 Core courses (2 Research Based)	30 ECTS Credits
3 Concentration courses	18 ECTS Credits
10 Seminars	60 ECTS Credits
Summer Work on Proposal	12 ECTS Credits
Practicum	30 ECTS Credits
Thesis	30 ECTS Credits
Total	180 ECTS Credits

Leadership in Global Health Concentration	Health Management & Policy Concentration
S1: Core course 1: Governance & Health Leadership	
S1: Concentration course 1: Social Determinants of Health	S1: Concentration course 1: Leadership & Management
S2: Core course 2: Applied Health policy	
S2: Concentration course 2: 3 months project on SDH	S2: Concentration course 2: 3 months project on leadership and management
S3: Core course 3: Research Design, & Development	
S3: Concentration course 3: Global Governance and SDGs	S3: Concentration course 3: Human Resources Management
Summer 1: Research Project Preparation and Planning	
Seminars (ECTS) S1- Value Based Health Care (12 credits) S1- Human Rights and Ethics (12 credits) S1- Information Systems and E-Health (12 credits) (online) S2- Production and Use of Strategic Intelligence (12 credits) S2- Health Technology (12 credits) S3- UHC People Centered Health Care (12 credits) S3- Analytical Skills and Communication (12 credits) (online) S3- Program Design and Evaluation (12 credits)	
Exit with a University Diploma	
S4: Core course 4: Practice based research	
S4: Core course 5: Comparative Health Systems	
Summer 2: Research Proposal Submission	
S5: Practicum: Evidence into practice	
S6: Research and Writing Thesis	
Seminars (ECTS) S4- Advocacy and Community Mobilization (6 credits) S4- Health Diplomacy (6 credits) (online)	
Exit with DrPH	

Selection Criteria:

- Master's degree or equivalent in one of the health disciplines, environment, economics and management, education, natural sciences, social sciences and humanities.
- At least 2 years of full-time in leadership position or 4 years of full-time position in public health and/or service experience in a relevant field.
- Prior coursework in public health-related methods and in specific technical areas of public health is also beneficial (**if no background in public health; an introductory course in public health should be taken**)

Mechanism for Selection:

The selection criteria above will be evaluated in addition to:

- Evacuation of CV of applicant
- Submission of letter of motivation of maximum of 1000 words
- Summary of research topic of interest to the candidate to be conduct and why maximum of 1500 words (this can be changed during the first year of study and before summer one)
- A Face-to-Face (can be done through skype) interview with the candidate