



PROPOSAL OF THE TRAINING PROGRAM FOR THE HIF BOARD

1.- GENERAL OBJECTIVE:

The Board is a key institution to promote the society`s participation in the issues of the health care services. The Board is a collegiate corpus which needs consensus to make decisions and to manage their responsibilities in order to improve the health care services founded by the HIF.

The former means that all members of the Board need to get the same "technical language" to understand each others different proposals and their potential impacts.

Moreover, the Board members need the necessary technical skills in order to elaborate helpful and useful proposals and to correctly identify expected changes in the health care sector.

Also, the board members need some methodology in order to increase Board empowerment thanks to improvement of the contracts design and the evaluation of the different health care sector agents performance.



It is important, as well, to develop capabilities to more efficiently manage the Board meetings and to achieve a more frequently unanimous agreement.

2.- SECONDARY OBJECTIVES:

It is necessary that the members are able to understand the main concepts of health and insurance economics. None of the proposals should ignore their economic effects explained by the economic theory and the published evidence.

It is very important to develop methodology in order to get contracts with hospitals and primary care institutions better suited to their duty and to obtain tighter budgets.

It would be also interesting to improve the health status of the population evaluation tools as well as the productivity of the different hospitals and primary care centres.

Furthermore it would be useful to properly evaluate budget and production deviations.



3.- TRAINING PROGRAM

3.1.- Health Economics overview.

Objective: Members of the Board should know the main topics on health economics in order to know the main effects of implementing the different health and management programs and policies.

Methodology: Lecturer will discuss the economic theoretical implications and the published evidence for every main topic and comparatives between countries. The Board members will study and discuss in a seminar some topics based on a related papers folder. There will also be some business cases for several topics.

3.1.1.- Health Insurance questions.

3.1.1.1.- Over insurance or the moral hazard problem.

3.1.1.2.- Adverse selection and equilibrium.

3.1.1.3.- Co-payments:

- i) Coinsurance
- ii) Deductibles
- iii) Discounts and bonus

3.1.1.4.- Social Security Insurance

- i) Structure of the Social Security System: who pays?



- ii) Equity and welfare distribution between generations
- iii) Efficiency and management of the system. Crisis? Some solution proposals

3.1.1.5.- National Health Insurance

- i) The X and Y theories of health economics
- ii) Financing on taxes: direct or indirect taxes?
- iii) Tax benefits and health insurance
- iv) Global budgets and hospital behaviour

3.1.2.- Public expenditure growth and public sector failure

3.1.2.1.- Economic theories explaining growth in public expenditure

- i) Based on public expenditure demand
- ii) Based on public expenditure supply
- iii) Interaction demand-supply

3.1.2.2.- Public sector failure and Bureaucracy

- i) Niskanen
- ii) Agent theory
- iii) Doctors and payment systems



3.2.- Health Care Management

Objective: Members of the Board should know the main topics on how to design a contract to buy health care services, how to identify health priorities and how to evaluate the contract performance.

Methodology: Lecturer will discuss the main topics related to health care contracts. The Board members will study and discuss in a seminar some topics based on a related papers folder. There will also be some business cases for several topics.

3.2.1.- Contracting health care services

3.2.1.1.- Determining health priorities

- i) Matrix Analysis
- ii) Hanlon method
- iii) Decision alternative Rational Evaluation method
- iv) Criteria weighting method
- v) Simplex method

3.2.1.2.- Planning resources

- i) Health needs method
- ii) Service target method



- iii) Using service method
- iv) Resources/population ratio method
- v) Introduction to goal programming

3.2.2.- Measuring the output

3.2.2.1.- Board table for activity (measuring intermediate output)

- i) Inpatient activity
- ii) Surgical activity
- iii) Outpatient activity

3.2.2.2.- Health status (measuring final output)

- i) Mortality rates
- ii) Life expectancy
- iii) Lost life years
- iv) QALYs (Quality adjusted life-year)
- v) Correlation between health status and:
 - Health care expenditure
 - Health care resources
 - Input and output activity
 - Health promotion



3.2.2.3.- Conquering DRGs through AWUs

- i) BHU (Basic Health Unit)
- ii) AWU (Asistencial weighing Unit)
- iii) Standardise AWU
- iv) UPH (Units of Production for Hospitalisation)
- v) DRG

3.2.2.4.- Exploring deviations

- i) Costs introduction
 - Fixed and variable costs
 - Direct and indirect costs
 - Total, average and marginal costs
- ii) Analysing costs deviations
- iii) Analysing activity deviations
- iv) Base cero budget

3.3.- Managing the Board meetings

Objective: Members of the Board should know how to identify the type of Board they are managing and also how to improve the role of the Board and its meetings and consensus.



Methodology: Lecturer will discuss the different tasks of the Board and the way its members manage Board meetings as well as the voting theory games to achieve the better from Board meetings. The Board members will solve several exercises on the topic.

3.3.1.- Which one is the right model?

3.3.1.1.- Measuring the level of compromising

3.3.1.2.- Identifying the main tasks

3.3.2.- Making decisions

3.3.2.1.- Voting games

3.3.2.2.- Coalitions

3.3.2.3.- Measuring the power

3.3.2.4.- Managing the veto power

4.- EVALUATION OF THE PROGRAMME

4.1.- As a consequence of the first term of lectures there will be an exam with fifty per cent of theoretical questions and fifty per cent of questions about some business cases.

The theoretical questions will presents multiple answers.



4.2.- It will be presented and discussed a business case by each member in front of the rest of members of the Board.

4.3.- The second term lectures will revise the not well understand topics and some topics could be added.

4.4.- At the end of the training programme it will be presented individually and discussed by the team several business cases and it will be presented and discussed the business case "The super harbour" by two competitive teams.

5.- TIMETABLE

First term	9:00-11:00	11:00-11:30	11:30-13:30	13:30-14:30	14:30-16:30	16:30-17:00	17:00-19:00
DAY 1	HEALTH INSURANCE QUESTIONS (1)	COFFE BREAK	HEALTH INSURANCE QUESTIONS (2)	LUNCH	HEALTH INSURANCE QUESTIONS (3)	COFFE BREAK	HEALTH INSURANCE QUESTIONS (4)
DAY 2	HEALTH INSURANCE QUESTIONS (5)	COFFE BREAK	HEALTH INSURANCE QUESTIONS (6)	LUNCH	HEALTH INSURANCE QUESTIONS (7)	COFFE BREAK	HEALTH INSURANCE QUESTIONS (8)
DAY 3	HEALTH CARE MANAGEMENT (1)	COFFE BREAK	HEALTH CARE MANAGEMENT (2)	LUNCH	HEALTH CARE MANAGEMENT (3)	COFFE BREAK	HEALTH CARE MANAGEMENT (4)
DAY 4	HEALTH CARE MANAGEMENT (5)	COFFE BREAK	HEALTH CARE MANAGEMENT (6)	LUNCH	HEALTH CARE MANAGEMENT (7)	COFFE BREAK	HEALTH CARE MANAGEMENT (8)
DAY 5	HEALTH CARE MANAGEMENT (9)	COFFE BREAK	HEALTH CARE MANAGEMENT (10)	LUNCH	MANAGING BOARD MEETINGS (1)	COFFE BREAK	MANAGING BOARD MEETINGS (2)



First examinations term	9:00-11:00	11:00-11:30	11:30-13:30	13:30-14:30	14:30-16:30	16:30-17:00	17:00-19:00
DAY 1	HEALTH INSURANCE THEORETICAL EXAM	COFFE BREAK	HEALTH CARE MANAGEMENT THEORETICAL EXAM	LUNCH	HEALTH INSURANCE BUSINESS CASE	COFFE BREAK	HEALTH CARE MANAGEMENT BUSINESS CASE
DAY 2	BUSINESS CASE PRESENTATION	COFFE BREAK	BUSINESS CASE PRESENTATION	LUNCH	BUSINESS CASE PRESENTATION	COFFE BREAK	BUSINESS CASE PRESENTATION

Second term	9:00-11:00	11:00-11:30	11:30-13:30	13:30-14:30	14:30-16:30	16:30-17:00	17:00-19:00
DAY 1	REVIEW (1) HEALTH INSURANCE QUESTIONS	COFFE BREAK	REVIEW (2) HEALTH INSURANCE QUESTIONS	LUNCH	REVIEW (3) HEALTH INSURANCE QUESTIONS	COFFE BREAK	REVIEW (4) HEALTH INSURANCE QUESTIONS
DAY 2	REVIEW (5) HEALTH INSURANCE QUESTIONS	COFFE BREAK	REVIEW (6) HEALTH INSURANCE QUESTIONS	LUNCH	REVIEW (7) HEALTH INSURANCE QUESTIONS	COFFE BREAK	REVIEW (8) HEALTH INSURANCE QUESTIONS
DAY 3	REVIEW (1) HEALTH CARE MANAGEMENT	COFFE BREAK	REVIEW (2) HEALTH CARE MANAGEMENT	LUNCH	REVIEW (3) HEALTH CARE MANAGEMENT	COFFE BREAK	REVIEW (4) HEALTH CARE MANAGEMENT
DAY 4	REVIEW (5) HEALTH CARE MANAGEMENT	COFFE BREAK	REVIEW (6) HEALTH CARE MANAGEMENT	LUNCH	REVIEW (7) HEALTH CARE MANAGEMENT	COFFE BREAK	REVIEW (8) HEALTH CARE MANAGEMENT
DAY 5	REVIEW (9) HEALTH CARE MANAGEMENT	COFFE BREAK	REVIEW (10) HEALTH CARE MANAGEMENT	LUNCH	REVIEW (1) MANAGING BOARD MEETINGS	COFFE BREAK	REVIEW (2) MANAGING BOARD MEETINGS

Final examinations term	9:00-11:00	11:00-11:30	11:30-13:30	13:30-14:30	14:30-16:30	16:30-17:00	17:00-19:00
DAY 1	BUSINESS CASE PRESENTATION	COFFE BREAK	BUSINESS CASE PRESENTATION	LUNCH	BUSINESS CASE PRESENTATION	COFFE BREAK	BUSINESS CASE PRESENTATION
DAY 2	SUPER HARBOUR	COFFE BREAK	SUPER HARBOUR	LUNCH	DISCUSSION	COFFE BREAK	FINAL REVIEW