

REPORT

PILOT TRAINING ON

CONCEPTS OF LEADERSHIP AND MANAGEMENT OF HEALTHCARE PROFESSIONALS

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TIMOR-LESTE

By

International Institute of Health Management Research, Delhi



INTERNATIONAL INSTITUTE OF
HEALTH MANAGEMENT RESEARCH

Table of Contents

ABOUT IIHMR-DELHI	3
BACKGROUND:	3
OBJECTIVE OF THE TRAINING:	4
ABOUT THE TRAINING:.....	4
Participant's details:.....	5
Study Material:.....	5
Program Content:.....	5
Pedagogy:	6
Training Flow	6
PARTICIPANT'S INSIGHTS	6
PARTICIPANT EVALUATION AND FEEDBACK:	6
<i>Annexure I: List of Participants</i>	8
<i>Annexure II: Training Schedule</i>	10
<i>Annexure III: Few glimpses of the training.....</i>	12
<i>Annexure IV: Pre & Post Test Questionnaire</i>	13

ABOUT IIHMR-DELHI

IIHMR-Delhi is a pioneer autonomous institute approved by AICTE, NEW DELHI, focusing on education, research, and training in health systems management, healthcare IT, and other allied areas.

IIHMR offers Training and Management Development Programs (MDPs) to provide in depth extensive knowledge and training in Hospital Management, Healthcare Management and Healthcare Information Technology, at the national and international levels. The Institute's Training Programs aims to deliver continuous development of standards of management competence and practice by tapping into its available professional expertise and a large pool of reputed experts from outside. Besides the regular training programs on current healthcare management issues, customized training program are also designed according to the needs of the concerned institution. The training programs are conducted online, offline and hybrid mode of learnings.

The Institute's capacity building program has laid particular emphasis on strengthening technical and managerial capacity building of program officials, NGOs and researchers working at different levels in India and other countries in the South- Asia region. Over the years, it has acquired the distinction of an apex training institute in the country.

National and International collaborations for Training:

- Healthcare Sector Skill Council
- State National Health Mission
- Imperial College London
- International Committee of the Red Cross (ICRC)
- South-East Asian (SEA) Global fund (GF) Regional Collaboration Mechanism (RCM) Secretariat Yangon Myanmar
- Mahidol University, Thailand
- World Health Organization
- Center for Climate, Environment, Disaster and Health (CCEDH)

BACKGROUND:

Timor Leste, an island country in Southeast Asia with size of only 15,007 square kilometres (5,794 sq mi) are pushing their efforts to make their public health system strong. The public sector health workforce in Timor-Leste consists of professional health staff including doctors, nurses, midwives and public health professionals and other cadres recognized as allied health professionals (including physiotherapists, pharmacy staff and laboratory technicians). The health system faces many challenges such as increasing burden of non-communicable diseases, unfinished agenda of communicable diseases, continuing malnutrition in women and children etc. Timor- Leste has one of the highest tobaccos use prevalence rates in the world.¹

Viewing the country's healthcare system facing a lot of challenges in providing health services, accessing health services, health indicators, skills of healthcare providers, etc., IIHMR Delhi had conducted a Training Need Assessment (TNA) to identify the training need of health workers and specialists for the public health sector in Timor-Leste to establish priority areas for capacity building of health functionaries on leadership, program management, administration, documentation, and clinical tasks.

The findings stated the preferred training need for clinical tasks followed by management/supervisory task, documentation, leadership, and administration. Applying leadership concepts, applying soft skills such as problem-solving skill, decision making skill, communication and listening skill were the felt needs of most respondents under leadership category.

Based on the findings of TNA, IIHMR Delhi facilitated a training program on “Concepts of Leadership & Management for Healthcare Professions of Timor-Leste” in co-ordination with World Health. Organization (WHO).

OBJECTIVE OF THE TRAINING:

The overall objective of this course is:

- To gain an insight into the general management concepts
- To develop an understanding of basics of planning and process.
- To describe the different leadership styles & employee motivation.
- To inculcate the skills to be an effective manager, problem solver and communicator
- To learn and apply management and leadership skills to drive self and team performance

ABOUT THE TRAINING:

A short-term training program of 4 days (24-27 May 2022) was organized in Timor-Leste on “Concepts of Leadership & Management for Healthcare Professions of Timor-Leste”. The session duration was 10:00am to 5:00 pm each day.

IIHMR Delhi Faculty Details:

¹ national-health-sector-plan.pdf [Internet]. [cited 2022 Jun 14]. Available from: https://cdn.who.int/media/docs/default-source/searo/timor-leste/national-health-sector-plan.pdf?sfvrsn=70870918_2



Dr. Sumesh Kumar: Ph. D, M. Phil and M.A.(Economics), MBA (Finance)

Dr. Sumesh Kumar holds Ph. D, M. Phil and M.A., degrees in economics and MBA degree in finance. During over 20 years of working experience, he worked with different organizations and is well versed in industry projects, practical implications of economic theories, methods of data collection and analysis, designing curriculum, academic administration and analysing government policies for economics and industry. He has completed many research projects in the areas of economics, health and life skills. He has published various articles in leading Indian newspapers and research papers in the field of economics and management. He has been a key speaker in national and international conferences and attended several workshops and seminars.



Dr. Nikita Sabherwal: PhD, M.Phil. (BITS, Pilani) MBA, M.H.A, AQM (IIM A)

Dr Nikita Sabherwal is a Healthcare Quality, Healthcare Education and Administration professional with over 20 years of experience. She is Trained ISO lead assessor, empaneled NABH Assessor, JCI Trained.

In her carrier span of 20 Years Dr Sabherwal has been associated with top corporate healthcare organization in senior management positions like Apollo, Max Health Care, Fortis Healthcare, Asian Hospitals to name a few. She has handled many national and international healthcare assignments during her career. She is an active member in various professional bodies.

Participant's details:

A total of **34 participants** attended the training program. Participants belong to the Public Health System holding senior position (Director, Head of Department, Lecturer, chefe, Officers, etc) .

List of Participants are attached in ***Annexure I***

Study Material:

- The learning material including PowerPoint Presentations, Learner's Manual and Facilitator's Manual was prepared by IIHMR Delhi in English Language, which was then translated in the native language of Timor Leste (Tetum Prasa) in coordination with WHO.
- The learning material was disseminated to the participants for their reference.

Program Content:

The programs covered the following topics:

- Introduction to Management
- Understanding Planning and Planning Process
- How to be a Good Manager
- Time Management

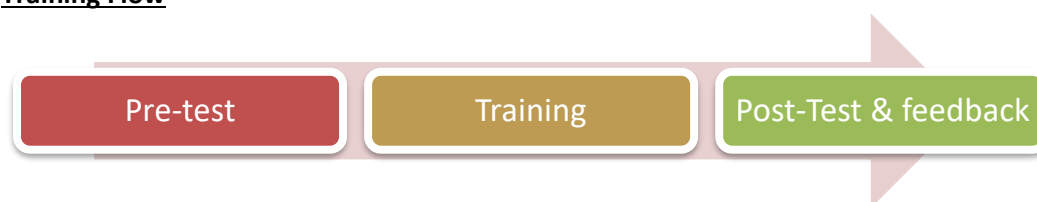
- Attending and Preparing for Official Meetings
- Leadership: Theories and Style
- Effective Communication Skills
- Motivating Self and Others at Workplace
- How to Work Effectively in a Team
- How to write effective Emails

Training Schedule is attached as **Annexure II**

Pedagogy:

- The training adopted more of practical and interactive approach in addition to theory. Group discussions, group and individual exercises, role-plays, games and group presentations engaged the participants all through the training program.
- The trainers used English language to communicate with participants, which was translated in Tetum Prasa by a translator.

Training Flow



Few glimpses of the training are attached in **Annexure – III**

PARTICIPANT'S INSIGHTS

- The training program was highly interactive with enthusiastic and positive participation of all the attendees. Initially, there was felt a little hesitancy among participants due to language impediments, but the issue was addressed by deciphering the communication in their native language with the help of a translator.
- The examples quoted by the trainers were cited to relate the subject with their health system. Out of interest, participants also came forward to discuss their country's challenges and success stories in the public health system.
- Participants asked a lot of questions from the trainers about the Indian Public Health Systems and were delighted to learn that the principles of leadership and management are universal and applicable across all the regions.
- The participants were very keen to explore the application of leadership and management principles in different work settings.

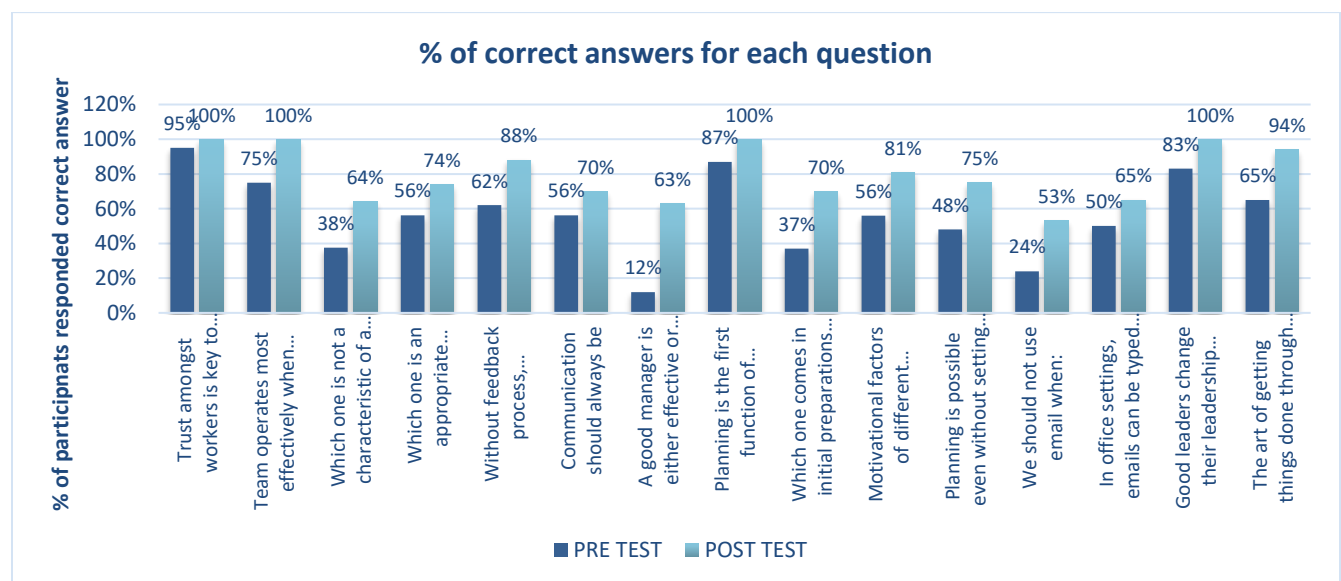
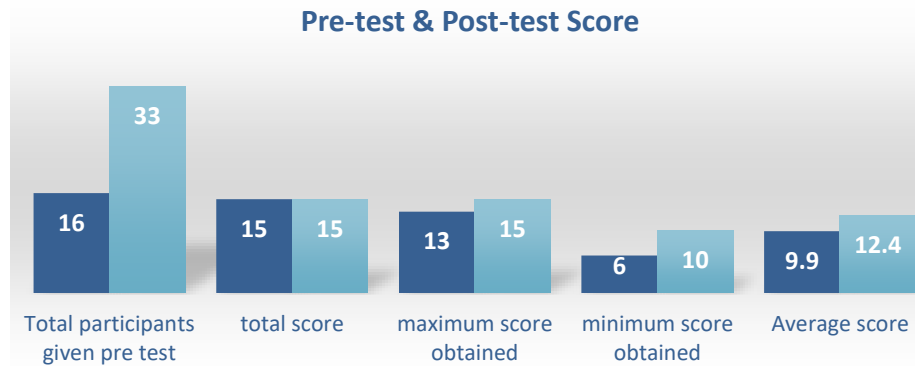
PARTICIPANT EVALUATION AND FEEDBACK:

Pre and Post Test

To check the effectiveness of the training program, a **pre test** was conducted before the start of the program in order to analyse the knowledge and understanding of the participants on the subject and a **Post test** at the end of the training program.

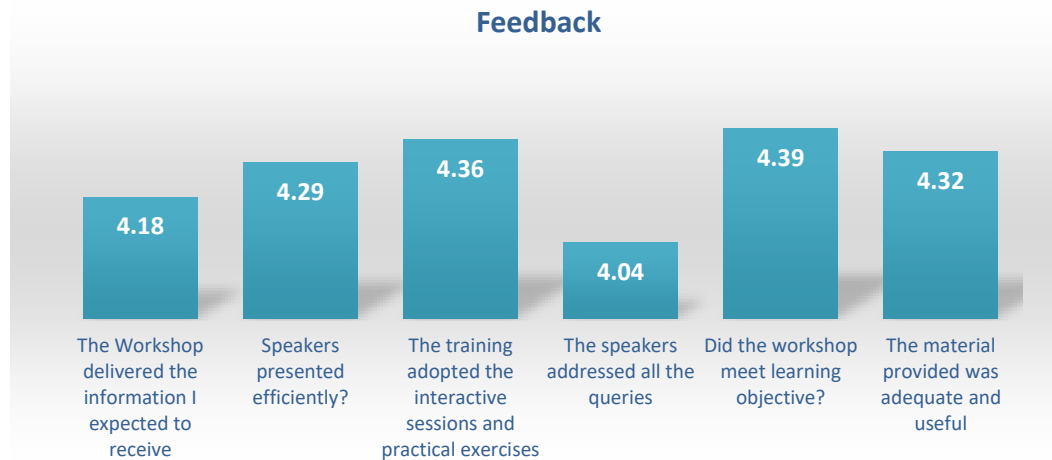
The questionnaire was designed by IIMR Delhi in the form of structured Multiple Choice Questions (MCQs). Questionnaire consists of 15 questions. (***Annexure IV***)

Pre test was taken in the google form and was given by 16 participants and post test was taken in the paper format and was appeared by 33 participants. The results were analyzed and presented as below:



Feedback:

A total of 28 participants (out of 34) have shared the feedback. The average score is 4.26 out of 5



Other feedback:

- There was a felt need of some reading material, or handouts for quick learning related to the subject taught.
- Participants asked to conduct more training programs on health systems, specifically related to ***data management, facility management, emergency preparedness and disaster management in health facilities, patient care safety, bio-medical waste management, developing public health intervention, health management information system, etc.***
- Although the participants were happy with the capsule program conducted for 4 days but there was a demand to conduct a training program on the same subject for an elongated duration of at least for ***2 weeks or more.***
- Participants were excited to learn and requested to conduct this kind of training program on regular intervals, preferably annually to keep the knowledge and skills refreshed.

Participants praised the training program and efforts by the speakers. They felt the importance of the subject in their job role and how they can apply the learnings in their settings.

Annexure I: List of Participants

No	Name	Gender		Institution	Title / Position
		M	F		
1	Jacinto de Oliveira Guterres	M		INS	Director of Administration Finance and Procurement
2	Jose Ximenes da Conceicao, Kep. M.SnF	M		UNTL	Deputy Director of Academic Nursing School Faculty of Medicine
3	Ana Claudia da Costa Guterres, L.Obst.		F	UNTL	Lecturer at Faculty of Medicine; School of Midwifery.
4	Frediana Ena Guterres		F	INS	Xefe Dep. Planu Finanzas I Patrimonio
5	Justino de Araujo, SE	M		INS	Head of Department of Policy and External Cooperation
6	Andre Soares	M		INS	Head of Department partnership and Social Communication
7	Jesuina Maria Freitas		F	LABNAS	Head of Department of Toxicology, National Laboratory
8	Saturlina Ximenes		F	SAMES	Diretor of Warehouse and Distribution SAMES
9	Enf. Jony Francisco dos Santos Silva, S.Kep.,Ns.,M.K	M		HNGV	Diretor of Nursing and Miwifery Services, HNGV
10	Corazon Aquino Jamlean		F	SNAEM	Head of Department Information and Communication
11	Edio Francisco de Orleans Amaro	M		Referral Hospital Maubisse	Head of Department of Human Resources Planning and Statistic
12	Julio Mau Cardoso	M		HR Maliana	Diretor Administration, Finance, and Logistic
13	Sebastiao Amaral Lic. Enf.	M		HOREX Baucau	Head of Department of Human Resource Planning
14	Bernardino Vitor Ximenes	M		GLAS	Head of Department of Health Information System
15	Ribeiro Koliman Martins	M		DNFM	Chefe Sec. DNFM/Head of Section National Directorate of Pharmacy and Medicine
16	dr. Cecilia Lopes		F	GGQS	Head of department of Ethic and Professional Affairs
17	Jose da Costa Guterres	M		MoH	Head of Department of Logistic and Assets
18	Luis Celestino da Costa Correia	M		DNSP	Head of Department of Nutrition, Ministry of Health
19	Maria Natalia, MPH		F	DGPPCS	Head of Department Services Policy, Planning, Monitoring and Evaluation
20	Jose Manuel Gonçalves	M		GAJC	Xefe Dep. de Serviço Apoio Juridico Gestao e Letigio
21	Silvano Pedro de Jesus Amaral	M		DNSnF	Xefe Dep. De Saude Adolescentes e Jovens
22	Emelita Augusta		F	DNASH	Xefe Dep. Hospitalar e Encaminhamento
23	Martinho J. de Silveira	M		DNA	Xefe Dep. De Gestao do Contratos
24	Marta da Conceição Soares		F	DNOGF	Finance Officer
25	Domingos Sebastiao Guterres	M		DNRU	HR Officer
26	Maria Felismina Correia		F	DNRU	HR Officer
27	Terezinha Imaculada da Luz Araujo		F	DNRU	HR Officer
28	Aquelina Fatima		F	DNRU	HR Officer
29	Jose Monis	M		GLRAS	Head of Department of Liciencing of Health Activities
30	Yance Fahik		F	HR-Suai	Head of Department of Quality Control
31	Jose de Jesus Gomes Sousa	M		UNTL	Assistant Lecturer of Nursing School, Faculty of Medicine
32	Olandino Evaristo Gomes, L.N Diet	M		UNTL	Lecturer at Faculty of Medicine Nutrition And Dietetic
33	Ns. Teresca de Jesus Vaz Cabral, Msc		F	UNTL	Lecturer of Nursing School, Faculty of Medicine
34	Dirc Maria de Fatima Soares, S.Si.T		F	INS	Head of Department Training Identification

Annexure II: Training Schedule

Day	Time	Topic	Session Objectives
Day 1	09:30-09:45	Registration of Participants	
	09:45-10:15	Inauguration	
	10:15-10:45	Tea	
	10:45-11:00	Pre-test	
	11:00-12:15	Introduction to Management	To learn basic management concepts
			To understand different functions of management
			To understand role of managers at different levels
			To explain process and role of planning in an organization
	12:15- 1:30	Understanding Planning and Planning Process	To analyse importance of planning
			To be aware of various steps in planning process
	13:30-14:15	Lunch Break	
	14:15-15:30	How To Be a Good Manager	To learn key skills of a good manager
			To explain difference between a manager and a good manager
	15:15-15:30	Tea Break	
Day 2	15:30-17:00	Group activity based on day one discussion	To understand practical application of day one learning
	10:00-11:15	Time Management	To know the concept of time management
			To learn four Ds of effectiveness in time management
			To learn techniques of time management
	11:15-11:30	Tea Break	
	11:30-13:00	Attending and Preparing for Official Meetings	To know how to conduct and attend meetings
			To learn setting agenda and preparing for meeting
	13:00-14:00	Lunch Break	
	14:00-15:15	Role play based on day two discussion.	To implement day two learning
	15:15-15:30	Tea Break	
	15:30-17:00	Allocation of Group work	
Day 3	10:00-11:15	Leadership: Theories and Style	To practice leadership theories
			To understand styles of leadership
	11:15-11:30	Tea Break	
		Effective Communication Skills	To understand effective communication
	11:30-13:00		To be aware of process of communication

Day	Time	Topic	Session Objectives
Day 4			To understand verbal and non-verbal communication
	13:00-14:00	Lunch Break	
		Motivating Self and Others at Workplace	To explain importance of employee motivation
	14:00-15:15		To describe theories of motivation
	15:15-15:30	Tea Break	
	15:30-17:00	Group activity based on day three discussion	To implement day three learning practically
	10:00-11:15	How To Work Effectively in a Team	To discuss how to be a good team player
			To learn team building skills
			To explain advantages of a good team
	11:15-11:30	Tea Break	
	11:30-13:00	How to Write Effective Emails	To learn when to use emails
			To explain importance and way of writing effective emails
	13:00-14:00	Lunch Break	
	14:00-15:15	Presentation based on group work	
	15:15-15:30	Tea Break	
	15:30-17:00	Valedictory Session	

Annexure III: Few glimpses of the training*Introduction to the training program**Session on Motivating Self & Others at Workplace**Active participation in the activities by a participant on "Theories of Motivation"**Group activity performed by participants in the session of "How to be a Good Manager?"**Group Photograph on the last day of the workshop**Honoring the trainers by the participants*

Annexure IV: Pre & Post Test Questionnaire

1. Trust amongst workers is key to success in team building.
 - a. False
 - b. **True**

2. Team operates most effectively when leadership is formally established and recognized
 - a. **True**
 - b. False

3. Which one is not a characteristic of a leader?
 - a. Looks toward the future
 - b. Responsible in guiding
 - c. **Prefers stability**
 - d. Orients toward the long term

4. Which one is an appropriate technique of Time Management at workplace?
 - a. Finishing work quickly without caring quality
 - b. Saying no to extra responsibilities
 - c. **Prioritizing work**
 - d. All of above

5. Without Feedback process of communication is not complete.
 - a. **True**
 - b. False

6. Communication should always be:
 - a. One way
 - b. **Two way**
 - c. Third party
 - d. None of above

7. A good manager is either effective or efficient.
 - a. True
 - b. **False**

8. Planning is the first function of management.
 - a. **True**
 - b. False

9. Which one comes in initial preparations of meeting
 - a. Setting agenda
 - b. Deciding who will participate

- c. Deciding mode of the meeting (offline/online)
- d. **All above**

10. Motivational factors of different employees may be different working in the same organization.

- a. **True**
- b. False

11. Planning is possible even without setting a goal.

- a. True
- b. **False**

12. We should not use email when:

- a. **Back-and-forth discussion is required**
- b. Need to keep record of verbal decisions
- c. When the message needs to be sent in the same manner to all the staff.
- d. All above

13. In office settings emails can be typed in small and capital letters.

- a. True
- b. **False**

14. Good leaders change their leadership styles according to the work and people they are dealing with.

- a. **True**
- b. False

15. The art of getting things done through people is 'Management'.

- a. **True**
- b. False