Technology, Innovation & Global Health

Wilton Park

Programme

Digital health leadership capacity building: a global approach

Sunday 3 – Wednesday 6 November 2019 | WP1730

Summary

This workshop aims to develop a systems-based approach to digital health leadership in emerging economies, providing an opportunity to 'join the dots' across the information technology and health sectors. The focus is on supporting current and emerging digital health leaders in low-and middle-income countries (LMICs). The goal is to establish the framework for an integrated digital health training programme that will meet developing country needs and can be implemented in a coordinated way by multiple providers with support from multiple donors to create consistency around the digital health terminology and how WHO and other guidance and tools for digital health leaders are referenced.

The aim is to prevent the fragmentation which characterised the development and implementation of mHealth initiatives over the last decade from being replicated in the digital health leadership capacity building arena.

Context and key issues

In an attempt to reduce fragmentation in digital health investments, a shift is underway in in low- and middle-income countries to prioritise the funding and implementation of efforts that are clearly identified in country-led national digital health strategies. These digital health strategies are increasingly grounded around infrastructure and systems, rather than products and projects, which requires a deeper understanding of the technical requirements than is traditionally found in the health sector. In response to this, training and education institutions have now begun to provide online and in-person courses and workshops on digital health leadership capacity building.

Multiple digital health toolkits and guidance are on offer. However, it has become evident

In association with:

PEPFAR
U.S. President's Emergency Plan for AIDS Relief

digital square

BILL & MELINDA GATES foundation

PATRICK J. McGovern FOUNDATION

Community Health Academy

LAST MILE HEALTH

they do not share a common approach, goal or terminology – even basic definitions are frequently not clear. The WHO, donors and others have created digital health guidance and toolkits and are keen to see these resources integrated into course materials in a systematic way so they can be used effectively by Ministries of health and programme implementers.

The Gates Foundation is supporting the development of a proposal that will 'join the dots' to prevent the fragmentation and redundancy that emerged in the mHealth field from occurring in the digital health leadership and training space. The proposal under development is a 12 month blended Digital Health Leadership Programme ("the Programme"), which brings together existing education and training providers (e.g. WHO, ITU, the Community Health Academy and others) to promote a more harmonised approach to digital health capacity building. The Programme will ensure that terminology, promotion of core tools, guidance documents and frameworks are consistent and expertly disseminated. This Programme is envisaged as a blend of online courses and in-person workshops, complemented by technical skills training opportunities (where funding permits). In addition, throughout the Programme, coaches will support small cohorts of 8-10 learners, creating opportunities for peer-to-peer learning, including online group work and discussion of practical approaches to tackling real-life issues that each learner is dealing with in their workplace.

The aim is to create a deep learning experience to improve understanding, skills and ability to practically apply knowledge to practice. The goal is to launch this Programme in 2020 with ~100 learners from ~10-12 countries together with others who are working in digital health space, such as UNICEF, WHO country offices, NGO Senior programme leads and others. Countries that have demonstrated commitment to national digital health strategies and are already moving into implementation or are poised to do so will be potential candidates for this Programme. These countries will have indicated a demand for leadership capacity building and a willingness to invest the time to support learners from relevant government departments to enrol and fully engage in the Programme.

Throughout the Digital Health Leadership Programme, there will be a balance between group learning (in the formal courses and workshops) and individual learner needs, professional priorities and interests and challenges (through the coaching and peer-to-peer connections). Although the purpose is to build *digital health* leadership capacity, the Programme will also explore *leadership* as an important concept and skill in the context of the learners' settings. The Programme will be supported by networks and communities of practice such as Asia eHealth Information Network (AeHIN), the Pacific Health Information Network (PHIN), the African Alliance of Digital Health Networks, and others who from time to time will offer optional learning opportunities such as webinars, online seminars and – potentially - sponsorships for technical skills training.

The aim is that the combination of the formal learning, informal coaching and peer-to-peer learning, along with intentional goal-setting between learners and their supervisors before the Programme starts, will lead to deeper learning and greater application of knowledge to practice. The hope is also that the peer learning network will flourish and continue beyond the Programme and that some of the alumni will go on to become coaches for learners on future versions of this Programme.

Purpose/goal

The event at Wilton park aims to bring together countries, education and training providers, donors and others who are interested in supporting this global approach to digital health leadership capacity building. At its foundation, this dialogue builds on Wilton Park global health events from the role of ICT post-Ebola (2016), digital health leadership in Africa (2017), global health and AI (2018), financing for digital health (2018) through to the donors' digital health investment coordination event in December 2018.

If successful, this event will lead to the first global Digital Health Leadership capacity building programme. It's a bold vision and something that the Gates Foundation, USAID, CDC, PEPFAR, WHO, ITU and others see as having an important role to play in building leadership capacity in digital health. As a collective goal, this event and the subsequent support for and launch of the Programme, presents an opportunity to move to a thoughtful, systems-based approach to fostering digital health leadership in emerging economies.

Starting with a scene-setting session to frame the ambitious aims for the event and ensure all participants understand the purpose and the anticipated outcomes

Objectives

- Consider the proposed Digital Health Leadership Programme model;

- Discuss what success of the Programme would look like, what challenges exist to achieve that success and share ideas for fostering motivation and retention of learners through the programme;

- Explore how the coaching and peer-to-peer learning can become an integral part of the Programme and used to introduce personalized learning journeys and promote greater impact on practice;

- Consider the management of the Programme (including learner engagement, coach recruitment and support; funding disbursement; administrative support and partnership with the education and training providers in the Programme);

- Discuss the estimated budget for the first Programme (including new course development, translation of content, recruitment of coaches, participation in workshops etc.);

- Develop a broad plan for next steps, including potential funding support, new course development/adaptation; engagement with Ministries and others who will enrol on the Programme; the coaching element of the Programme; recruitment of management support and potential launch date.

In association with Bill and Melinda Gates Foundation and with support from PEPFAR (via Digital Square), Patrick J McGovern Foundation and the Community Health Academy (at Last Mile Health)

Sunday 3 November

1600 Participants arrive and tea/coffee available

1700-1715 ### 1. Welcome and introduction

Robin Hart
Senior Programme Director, Wilton Park

Tim Wood
Global Development Senior Program Officer, Bill and Melinda Gates Foundation, Seattle

1715-1830

2. Joining the dots: a new approach to digital health leadership capacity building

This session begins with a short reflection on the well-documented need for digital health leadership in LMICs and the leading role that WHO-AFRO and ITU have played to respond to demand from countries for capacity building.

The session will follow with an introduction to the 'Joining the Dots' Digital Health Leadership Programme proposal. Drawing on findings from more than 100 interviews, this introduction will set the stage for a deep discussion over the next three days.

Chair: Robin Hart
Senior Programme Director, Wilton Park

Derrick Muneene
Technical Officer - eHealth and mHealth Regional Technical Advisor, World Health Organization (WHO), Brazzaville

Andrew Rugege
Regional Director for Africa, International Telecommunication Union (ITU), Addis Ababa

Lesley-Anne Long
Independent Consultant, LA Long & Associates; Advisory Council Member Wilton Park UK, Board Member Wilton Park USA, Washington DC

1830

Reception followed by dinner

Monday 4 November

0800-0845

Breakfast

Shaping the Digital Health Leadership Programme

0900-1030

3. Who are the participants? What is their need?

A round-table discussion about who this Digital Health Leadership Programme is for. Questions might include: who is the audience for this Programme; who is most likely to benefit from going through the Programme? What are their training needs and how to identify them? What are the opportunities that the Digital Health Leadership Programme offers learners? What is the value proposition for this Programme?

Chair: Robin Hart
Senior Programme Director, Wilton Park

Skye Gilbert
Executive Director, Digital Square, PATH, Seattle

Kiribakka Tendo
Deputy Director, Country Support, AMP Health, Aspen Management Partnership for Health (AMP Health), Washington DC

1030-1115

Group photograph followed by tea/coffee

1115-1300

4. Introduction to the Digital Health Leadership Programme's proposed workshops and courses

This session introduces the workshops and the courses currently proposed as the formal learning elements in the Digital Health Leadership Programme. The Programme will draw on these (and potentially other) existing/planned trainings, coordinating and linking them

to 'scaffold' a learning experience across the whole Programme; a semi-flexible time-table will enable learners to pace their engagement in the Programme and align their 'studies' with their work demands. In addition, for participants to have an opportunity to ask more about each of the workshops and courses, questions will include does the current proposed sequence of workshops and courses offer the best 'learner journey'? What optional learning opportunities – if any - should be offered alongside the Programme (e.g. webinars etc.)? What is the role of each training provider? How to promote retention of learners?

Chair: Lesley-Anne Long
Independent Consultant, LA Long & Associates; Advisory Council Member Wilton Park UK, Board Member Wilton Park USA, Washington DC

Nick Martin
Chief Executive Officer, TechChange, Washington DC

Gavin Krugel
Chief Executive Officer, Digital Frontiers Institute, Cape Town

and

Smisha Agarwal
Assistant Professor, Research Director, Johns Hopkins Global mHealth Initiative, Johns Hopkins Bloomberg School of Public Health, Baltimore

Magnus Conteh
Executive Director, Community Health Academy, Last Mile Health, Boston

Peter Drury
Director, Drury Consulting Ltd, York

1300-1400	Lunch
1345-1500	Optional activities: • Tour of Wiston House with Janet Pennington. Meet in the Great Hall 1345. 1 hour or • Digital Health 101 Board Game. Common Room (ongoing)

1500-1730

5. Shaping the online element of the Programme

The purpose of this session is for participants to better understand the aims of the two proposed online courses, which are currently only in the planning stage. They are both 'stand-alone' courses as well as an integral part of the Digital Health Leadership Programme. Questions will include: how can these courses meet the needs of a potentially diverse group of learners, with different experiences and from different contexts? How will learners be supported, and retention promoted, in the online courses? Should there be core and optional courses (for example adding a course on data science, analytics and data use)? How to ensure the content is compatible with other training offered by WHO, ITU, Community Health Academy Health Systems Leadership Programme; DHIS2, PEPFAR, CDC (eg Geeks and ILEAD?) and broader communities of best practice?

Introduction in plenary

Chair: Magnus Conteh
Executive Director, Community Health Academy, Last Mile Health, Boston

Participants will then have an opportunity to participate in smaller group discussions on each of the two courses.

Facilitators:

Magnus Conteh
Executive Director, Community Health Academy, Last Mile Health, Boston

Steven Wanyee Macharia
Director, Digital Health Innovation and Solutions, IntelliSOFT Consulting Ltd, Nairobi

Tigest Tamrat
Technical Officer, World Health Organization (WHO), Geneva

Smisha Agarwal
Assistant Professor, Research Director, Johns Hopkins Global mHealth Initiative, Johns Hopkins Bloomberg School of Public Health, Baltimore

Session will include tea/coffee

1705-1730	Feedback in plenary from Session 5.
1730-1830	Free time
1830-1930	Structured networking with a drink
1930	Dinner

Tuesday 5 November

0800-0845	Breakfast
0900-0915	**Reflections** **The learners' journey**

0915-1045

6. How to enrol learners on the Digital Health Leadership Programme (DHLP)?

This session will be a round-table discussion to consider both the practical elements of enrolment such as recruitment and selection of participants to the Digital Health Leadership Programme, as well as engaging learners fully into the Programme experience.

Enrolment: the practicalities
Questions to discuss might include: What should be the minimum requirements, or standards for joining the Programme? How do we encourage participation in the programme by teams (as well as by individuals from a team)? What commitments do we require from learners (e.g. getting approval from supervisors/managers; goal-setting ahead of starting the programme etc.)?

Enrolment: promoting the Programme and incentivising learners
What are the incentives for learners to join and complete the Programme? What are the potential approaches towards certification and/or accreditation? Who to work with, eg WHO Academy, Universities etc? How can learners engage with their managers/supervisors to ensure the Programme meets both individual professional goals and departmental objectives?

Chair: Brooke Partridge
Chief Executive Office, Vital Wave, Palo Alto

Rebecca Weintraub
Assistant Professor at Harvard Medical School; Managing Director, Draper Richards Kaplan Foundation, Boston

	Daniel Rosen Chief, Health Informatics, Data Management, & Statistics, Centres for Disease Control and Prevention (CDC), Atlanta
1045-1115	Tea/coffee
1115-1245	### 7. Leadership development/coaching element of the DHLP This session will hear from experienced leadership trainers and coaches about the potential value of integrating coaching sessions into the DHLP. Questions will include, how to provide effective leadership training remotely? What might be expected of a coach? What are the experiences of coaching from other initiatives that might be applicable? **Chair: Tanya Jones** Consultant, Patrick J McGovern Foundation, Newton **Molly Alexander** Senior Advisor, Adaptive Change Advisors, London **Patricia Sanabria Martinez** Agile Coach, Business and Technology Development Specialist, Accenture, Madrid **Chilunga Puta** Director, BID Learning Network (BLN), PATH, Lusaka
1245-1345	Lunch
1400-1445	Optional session on coaching/leadership continues with speakers from Session 7 in the Conference Room
1500-1600	### 8. Maximising the value: what role for networks in supporting learners? This session will explore the role of networks and communities of practice in knowledge exchange and sharing best practice. It will explore how the DHLP can support a network of learners both during and after the Programme ends. Questions to discuss might include: How to support participants take the joined-up approach to digital health back into their organisations, and champion this in organisations and/or countries? How to hold learners accountable for their future endeavours? How to maximise the network that the Programme will create? How to support the individuals beyond the Programme? How far should the Programme go to update people with new input on digital developments after participants have completed the Programme? How can those on the Programme be ambassadors for the Programme after it ends, to encourage new learners to enrol in Year 2? **Chair: Robin Hart** Senior Programme Director, Wilton Park **Jai Ganesh Udayasankaran** Governing Committee, Asia eHealth Information Network (AeHIN), Senior Manager, Healthcare Information Technology, Sri Sathya Sai Central Trust, Puttaparthi **Anoop Singh** Chief Operating Officer, Commonwealth Centre for Digital Health (CWCDH), London **Steven Wanyee Macharia** Director, Digital Health Innovation and Solutions, IntelliSOFT Consulting Ltd, Nairobi
1600-1630	Tea/ coffee
	Digital Health Leadership Programme: implementation: what's

needed?

1630-1830	**9. Getting the practicalities right: management, governance and funding** This session will include a brief introduction to the issues of management, governance and funding. It will be followed by discussion in smaller groups to focus on the detailed approaches needed to get the practicalities right as the DHLP is set up and running, and how to think about scale and sustainability of the initiative from the outset. Introduction in plenary **Jenae Logan** Director Executive Education University of Global Health Equity, Kigali **Getnet Kassie** Acting Executive Director, International Institute for Primary Health Care – Ethiopia, Addis Ababa Followed by discussion in smaller groups, with facilitators assigned: 1. Enrolment of learners– how to ensure the selection process is a quality process, and attracts learners most likely to benefit from the Programme? 2. Management and governance – what processes are needed? Staffing levels? Governance (e.g. Management team? Advisory Board?) 3. Funding – who/what and the practicalities. 4. Longer-term scale and sustainability - How to build scale? How to ensure sustainability?
1830-1930	Structured networking with a drink
1930	Dinner

Wednesday 6 November

0800-0845	Breakfast and checkout
0900-1100	**10. Digital Health Leadership: reflections and discussion** This session will start with brief presentations from each of the groups in Session 9 highlighting their proposals and next steps. This will be followed by round-table discussion on the proposals. It will also provide an opportunity to bring all the issues discussed over the previous days together. Questions might include: What looks to be working well? Where is more work needed/Where are the potential gaps? How could these be taken forward and agreed? What commitments are still needed? By whom? Opportunity to break into smaller groups to work out some of the gaps etc and identify next steps and commitments. **Chair: Robin Hart** Senior Programme Director, Wilton Park
1100-1130	Tea/coffee
1130-1300	**11. Conclusions, next steps and commitments** A final round-table discussion and identifying next steps and commitments. To include participants completing online evaluation survey and identifying their personal commitments and actions.

Chairs: Robin Hart
Senior Programme Director, Wilton Park

and

Lesley-Anne Long
Independent Consultant, LA Long & Associates; Advisory Council Member Wilton Park UK, Board Member Wilton Park USA, Washington DC

Completion of e-questionnaire

1300	Lunch
1400	Participants depart