



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

HOSPITAL MANAGEMENT (A)

課題別研修「病院経営(A)」

JFY 2017

NO. J17-04181 / ID. 1784400

Course Period in Japan: From May 8th, 2017 to June 17th, 2017

This information pertains to one of the JICA Knowledge Co-Creation Program (Group & Region Focus) of the Japan International Cooperation Agency (JICA), which shall be implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

‘JICA Knowledge Co-Creation (KCC) Program’ as a New Start

In the Development Cooperation Charter which is released from the Japanese Cabinet on February 2015, it is clearly pointed out that *“In its development cooperation, Japan has maintained the spirit of jointly creating things that suit partner countries while respecting ownership, intentions and intrinsic characteristics of the country concerned based on a field-oriented approach through dialogue and collaboration. It has also maintained the approach of building reciprocal relationships with developing countries in which both sides learn from each other and grow and develop together.”* We believe that this ‘Knowledge Co-Creation Program’ will serve as a center of mutual learning process.

I. Concept

Background

Providing sufficient medical services to people in developing countries is a significant challenge for the development of these countries. Japan has supported these people by providing them with opportunities to receive medical services through grant assistance for the establishment of medical facilities and medical equipment supply. In many countries, however, hospital managers have not acquired sufficient knowledge and experience to effectively use managerial resources (staff, supplies, finances). As a result, the medical equipment and facilities provided by Japan are not used in the most effective way. These problems are leading to deterioration in medical services for the people.

In order to tackle these issues, JICA will provide training for personnel to acquire knowledge in hospital management as well as financial management.

For what?

This program is designed for the regional core hospital to manage efficiently and effectively with method of management and financial administration.

For whom?

This program is offered to human resources who are currently engaged in hospital management and financing.

How?

Participants shall have opportunities in Japan to grasp the actual conditions of hospital in Japan and learn how to manage the hospital. Participants will also formulate an action plan describing what the participant will do after they go back to home country putting the knowledge and ideas acquired in Japan among others into their on-going activities.

II. Description

1. Title (J-No.): Hospital Management (A) (J704181)

2. Course Period in JAPAN

May 8 to June 17, 2017

3. Target Regions or Countries:

Brazil, Cambodia, Ghana, Haiti, Liberia, Madagascar, Micronesia, Mozambique, Sri Lanka, and Vietnam

4. Eligible / Target Organization:

Hospitals which work on hospital management

5. Course Capacity (Upper limit of Participants):

11 participants

6. Language to be used in this project: English

7. Course Objective:

Program objective is that efficient and effective plan of hospital management is formulated at the regional core hospital.

i. To achieve this program objective, participants are expected to achieve the followings in Japan;

- (1) To be able to explain the concept and practical know-how of hospital management
- (2) To be able to collect and arrange pertinent information for decision making
- (3) To design efficient and effective plan for hospital management

ii. In participants' home country, it is also expected that the action plan written during the Core Phase in Japan is approved by the organization concerned.

8. Overall Goal:

At the regional core hospital, efficient and effective plan of hospital management is introduced.

9. Expected Module Output and Contents:

This program consists of the following components. Details on each component are given below:

Expected Module Output	Subjects/Agendas	Methodology
<p>1) To be able to explain the concept and practice of hospital management</p>	<ul style="list-style-type: none"> -Management policy -Management system of the clinical laboratory department -Management system of the image diagnosis department -Management system of the medical equipment department -Measures against nosocomial infection -Material control -Hospital safety management -Management System of the Nutrition department -Management System of the Pharmacy -Regional Medical Collaboration -Human resources management with examples of nursing department -Emergency medical services / patient transportation system - Personnel and Labor Management 	<p>Lecture Field Visit</p>
<p>2) To be able to collect and arrange pertinent information for decision making</p>	<ul style="list-style-type: none"> - Financial Accounting & Managerial Accounting -Hospital information system / management of medical records --5S-KAIZEN-TQM (Total Quality Management) -Concept of PFFC (Patient and Family Focused Care) -Examples of PFFC (Outpatient) -BPR (Business Process Re-engineering) Efforts -Functional Evaluation of a Hospital -ME Maintenance and Management in Developing Countries-practice and improvement- -Medical Insurance System/Japanese Medical Economy -Hospital Architecture -Budget System of the National Centers 	<p>Lecture Field Visit</p>
<p>3) To design an efficient and effective plan for hospital management</p>	<ul style="list-style-type: none"> - PCM (Project Cycle Management) work shop -Making and Presentation of the action plan 	<p>Lecture Work shop</p>

<Structure of the program>

1. Preliminary phase (activities in your home country):
Preparation of the Job Report

2. Core Phase (activities in Japan): The tentative schedule is as shown in the next page.
 - (1) Introduction: Hospital Management
 - (2) Personnel Management
 - (3) Managerial Accounting System
 - (4) Material / Inventory Management
 - (5) Facilities / Equipment Management
 - (6) Quality / Safety Management
 - (7) Community Healthcare Cooperation
 - (8) Project Cycle Management

Japanese Language Course

Japanese language course (10 hours) will be conducted prior to technical training.

Formulation of Action Plan

Participants are required to formulate an Action Plan (AP) based on the knowledge and skills acquired during the course. The AP should be practical and applicable to one's own professional activity/career from the viewpoint of hospital management.

Schedule for reference (JFY 2016)

		Morning	Afternoon	
May	9	Mon	Arrival in Japan, Check in KIC (Kyushu International Center)	
	10	Tue	Briefing / Program Orientation	
	11	Wed	Chest X-ray, Japanese language lesson	
	12	Thu	General Orientation (Lecture on Japanese Education, Japanese Economy and Japanese Politics and Administration)	
	13	Fri	Exchange Program with Japanese people	
	14	Sat	Move from KIC to St. Mary's Hospital	Orientation on Marian House
	15	Sun	OFF	
	16	Mon	Opening Ceremony / General Information about the Hospital/ Course Orientation	Managerial Accounting Management
	17	Tue	Job Report Presentation	
	18	Wed	PCM Work shop; Project Cycle Management (Overview)	
	19	Thu	PCM Work shop; Project Cycle Management (Overview)	
	20	Fri	PCM Work shop; Project Cycle Management (Exercise)	
	21	Sat	OFF	
	22	Sun	OFF	
	23	Mon	History and Future of the Public Health Insurance System of Japan	Travel to Tokyo
	24	Tue	Social Insurance Systems (Health Insurance System)	Japanese Medical Economy
	25	Wed	Features of Hospital Architecture	Discussion on Japan's Medical Systems
	26	Thu	Budget System of the National Centers	Visit to Hospital Facilities
	27	Fri	Travel to Kurume	
	28	Sat		
	29	Sun	OFF	
Jun.	30	Mon	Operational Improvement of Hospitals; Introduction of 5s-TQM	Introduction of 5Ss (from the viewpoint of medical safety)
	31	Tue	BPR Efforts	PFFC
	1	Wed	Quality Control; Visiting Toyota Motor Kyushu	Kyushu National Museum
	2	Thu	Functional Evaluation of Hospitals	Material Control /Management System of the Medical Equipment Dept.
	3	Fri	Personnel & Labor Management	Epidemiology and Hospital Management
	4	Sat	Sightseeing Trip to Nagasaki	
	5	Sun	OFF	
6	Mon	Nosocomial Infection Countermeasures	Hospital Tour	

		Morning	Afternoon
7	Tue	Regional Medical Collaboration	Management system of the Nutrition Dept. and of the Pharmacy
8	Wed	Human Resources Development; with examples of the Nursing Dept.	Management System of the Image Diagnosis Dept./ Management System of the Clinical Lab. Dept.
9	Thu	Medical Safety Management	Management of the Hospital Information Systems/ Human Resource Development
10	Fri	Emergency Medical Services & Disaster Prevention Measures of St. Mary's Hospital/Emergency Transportation System of Patients	
11	Sat	OFF	
12	Sun	OFF	
13	Mon	PCM; support for development of Action Plan	
14	Tue	PCM; support for development of Action Plan	PCM; Monitoring and Evaluation
15	Wed	Preparation for Action Plan Presentation	
16	Thu	Action Plan Presentation	
17	Fri	Evaluation Meeting / Closing Ceremony / Farewell Party / Move to JICA Kyushu	
18	Sat	Leave Japan for Home Countries	

III. Conditions and Procedures for Application

1. Expectations from the Participating Organizations:

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Participating organizations are expected to use the project for those specific purposes.
- (2) In this connection, applying organizations are expected to nominate the most qualified candidates to address the said issues or problems, carefully referring to the qualifications described in section III-2 below.
- (3) Participating organizations are also expected to be prepared to make use of knowledge acquired by the nominees for the said purpose.
- (4) This program is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the project to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.

2. Nominee Qualifications:

Applying Organizations are expected to select nominees who meet the following qualifications.

(1) Essential Qualifications

- 1) Current Duties and experience in the relevant field: be currently engaged in hospital management and financing, and have at last 5 years of work experience in the fields, concerned.
- 2) Language: have a competent command of spoken and written English which is equal to TOEFL iBT 100 or more (This workshop includes active participation in discussions, which requires high competence of English ability. Please attach an official certificate for English ability such as TOEFL, TOEIC, etc, if possible).
- 3) Health: must be in good health, both physically and mentally, to participate in the Program in Japan. Pregnant applicants are not recommended to apply due to the potential risk of health and life issues of mother and fetus.

(2) Recommendable Qualifications

Between the ages of thirty (30) and forty (40) years

3. Required Documents for Application

- (1) **Application Form:** The Application Form is available at **the JICA office (or the Embassy of Japan)**.
- (2) **Job Report (Annex):** to be submitted with the application form.

(3) Photocopy of passport: to be submitted with the application form, if you possess your passport which you will carry when entering Japan for this program. If not, you are requested to submit its photocopy as soon as you obtain it.

*Photocopy should include the followings:

Name, Date of birth, Nationality, Sex, Passport number and Expire date.

(4) Nominee's English Score Sheet: to be submitted with the application form, if you have any official documentation of English ability. (e.g., TOEFL, TOEIC, IELTS)

4. Procedures for Application and Selection :

(1) Submission of the Application Documents:

Closing date for applications: **Please inquire to the JICA office (or the Embassy of Japan).**

After receiving applications, the JICA office (or the Embassy of Japan) will send them to **the JICA Center in JAPAN** by **March 13, 2017**.

(2) Selection:

After receiving the documents through proper channels from your government, the JICA office (or the embassy of Japan) will conduct screenings, and then forward the documents to the JICA Center in Japan. Selection will be made by the JICA Center in consultation with concerned organizations in Japan. The applying organization with the best intention to utilize the opportunity of this program will be highly valued in the selection. Qualifications of applicants who belong to the military or other military-related organizations and/or who are enlisted in the military will be examined by the Government of Japan on a case-by-case basis, consistent with the Development Cooperation Charter of Japan, taking into consideration their duties, positions in the organization, and other relevant information in a comprehensive manner.

(3) Notice of Acceptance:

Notification of results will be made by the JICA office (or the Embassy of Japan) **not later than April 7, 2017**.

5. Document(s) to be submitted by accepted candidates:

None.

Soft (data) and hard copy of Job Report should be brought to Japan along with participants.

6. Conditions for Attendance:

- (1) to strictly adhere to the program schedule.
- (2) not to change the program topics.
- (3) not to extend the period of stay in Japan.
- (4) not to be accompanied by family members during the program.
- (5) to return to home countries at the end of the program in accordance with the travel schedule designated by JICA.
- (6) to refrain from engaging in any political activities, or any form of employment for profit or gain.
- (7) to observe Japanese laws and ordinances. If there is any violation of said laws and ordinances, participants may be required to return part or all of the training expenditure depending on the severity of said violation.
- (8) to observe the rules and regulations of the accommodation and not to change the accommodation designated by JICA.

IV. Administrative Arrangements

1. Organizer:

- (1) **Name:** JICA KYUSHU
- (2) **Contact:** kicctp@jica.go.jp

2. Implementing Partner:

- (1) **Name:** St. Mary's Hospital
Mr. SUGIMOTO Takao, course leader (tsugimoto@st-mary-med.or.jp)

- (2) **URL:** <http://www.st-mary-med.or.jp/>

(3) **Remarks:**

The mission of St. Mary's Hospital is to provide medical care, rooted in the local community. St. Mary's Hospital has been carrying out health and medical activities based on the "spirit of Catholic love" since its establishment in 1953. They have always been aiming at providing medical care rooted in the local community, mainly with the Emergency Medical Center. They have been making efforts in order to meet the exact medical needs of the local community. With the advice and assistance from everyone concerned, St. Mary's Hospital now has 36 clinical departments and 1,295 beds, in total. They would like to establish "comprehensiveness and the continuity of health, medical care and welfare" in collaboration with people in the local community and doctors in the future. They also believe that it is the mission of St. Mary's Hospital to promote international cooperation in medical and health care same as our local community.

3. Travel to Japan:

- (1) **Air Ticket:** The cost of a round-trip ticket between an international airport designated by JICA and Japan will be borne by JICA.
- (2) **Travel Insurance:** Coverage is from time of arrival up to departure in Japan. Thus traveling time outside Japan will not be covered.

4. Accommodation in Japan:

JICA will arrange the following accommodations for the participants in Japan:

1. JICA Kyushu International Center (JICA Kyushu / KIC)

Address: 2-2-1 Hirano, Yahatahigashi-ku, Kitakyushu-shi, Fukuoka, 805-8505, Japan
TEL: 81-93-671-6311 FAX: 81-93-671-0979

2. Marian House 2 (Hospital Dormitory)

Address : C/O St. Mary's Hospital, 422 Tsubuku honmachi, Kurume City, Fukuoka,
830-8543 Japan

TEL: 81-942-35-3322 FAX: 81-942-34-3336

("81": country code for Japan, "93" and "942": local area code)

If there is no vacancy at JICA KYUSHU and Marian House 2, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of KIC at,

<http://www.jica.go.jp/english/about/organization/domestic/pdf/kyushu01.pdf>

You are required to live communally during training course at Marian House 2 where is like a dormitory (you will be assigned for single private room).

There is not a restaurant, but a dining room and a kitchen at Marian House 2. You need to cook your meals yourself, or buy foods at the supermarket and convenience store. There are also some restaurants around Marian House 2.

Please note that it is difficult to obtain halal around Marian House 2.

Kurume city: <http://www.city.kurume.fukuoka.jp.e.ax.hp.transer.com/>

Kurume sightseeing: <http://www.kurume-hotomeki.jp/en/>

5. Expenses:

The following expenses will be provided for the participants by JICA:

- (1) Allowances for accommodation, meals, living expenses, outfit, and shipping
- (2) Expenses for study tours (basically in the form of train tickets.)
- (3) Free medical care for participants who become ill after arriving in Japan (costs related to pre-existing illness, pregnancy, or dental treatment are not included)
- (4) Expenses for program implementation, including materials

For more details, please see “III. ALLOWANCES” of the brochure for participants titled “KENSU-IN GUIDE BOOK,” which will be given before departure for Japan.

6. Pre-departure Orientation:

A pre-departure orientation will be held at the respective country’s JICA office (or Japanese Embassy), to provide participants with details on travel to Japan, living conditions in Japan, and other matters.

V. Other Information

1. Reports and presentation:

(1) Job Report

As written in the previous page, each applicant is required to submit his/her own Job Report. Participants will have a presentation of his/her Job Report up to 10 minutes at the earlier stage of the training in order to share knowledge and background with other participants as well as instructors. When you use Power Point in the presentation, it is preferable to use letters more than 24 points and not to use pictures on the background.

(2) Action Plan Report

Participants are required to write an Action Plan by the end of the training to express your idea and plan, which you carry out after your return, reflecting the knowledge and method you acquire from the training. Each participant will have 10 - 15 minutes for presentation. The report would be sent to the respective country's JICA office.

(3) Laptop PC

Participants are strongly recommended to bring their own laptops and USB flash memory with them. They will be useful to take notes, modify reports, and prepare for presentations. If one does not bring their own PC, then s/he can check out from KIC library, but please be reminded the only English OS is available. Adapter is necessary to use electric device in Japan.

2. International Exchange Program with Local Communities:

JICA encourages international exchange between JICA participants and local communities. Participants will have a chance to visit elementary schools or junior high schools. Therefore, participants are recommended to bring their national costumes or crafts and small gifts that can introduce your country, in order to make the exchange program more fruitful.

3. Remarks:

This training is designed for the purpose of acquiring the knowledge and the techniques of Japan, NOT for a specific participant's country. Participants are kindly requested to understand the differences and not to insist on the techniques of their countries.

VI. ANNEX

HOSPITAL MANAGEMENT (A) (JFY 2017)

Job Report (Country Report)

Name of applicant:

Country:

Organization and present post:

E-mail:

Remarks 1: The Report should be typewritten in English **(12-point font, A4 size paper)**, and total pages of the report must be **limited to 5 pages**.

Remarks 2: Each participant is required to have presentation in 10 minutes based on this Job Report at the early stage of the training for the purpose of making the training more effective and fruitful by comprehending the situations and problems of the participants each other.

Remarks 3: At Job Report presentation, your explanations will preferably be desired with visual aids such as Power Point, slide films and other materials.

1. Introduce general conditions of your country, i.e., population, climate, main products, national budget, and other important figures.

2. Describe overall conditions of status health and medical situations (national strategies, organization structure of health institutions including ministry of health, main medical systems including insurance schemes main diseases and health services, number of hospitals, medical staffs and other supportive systems, etc.

3. Please draw a chart of your organization and write the names of the departments (sections). In addition, please add the number of staffs of each department (section) in it.

4. Hospital Profile

Please explain the administration of your hospital.

Ownership				
Name of the hospital				
Coverage area		km ²		
Coverage population(estimate)		persons		
Age structure of the population in the area	% > Age 60	%		
	% < Age 15	%		
		The 2 years ago ()	The 1 year ago ()	Latest year ()
Number of employees	Medical doctor (persons)			
	Nurse (persons)			
	Others (persons)			
Number of beds				
Average length of stay		day	day	day
Bed occupancy rate		%	%	%
Number of inpatients per month (persons)				
Number of outpatients per day (persons)				
Number of delivery per month (persons)				
Number of operation per month	General anesthesia (persons)			
	Local anesthesia (persons)			

Hospital income and expenditures

Income	Central government			
	Local government			
	User fee			
	Others			
Total income				
Expenditures	Materials			
	Personnel			
	Others			
Total expenditures				

5. Question

(1) What is the topic regarding hospital management that you are most interested in?

(2) In your hospital/organization, what is the urgent issue to be solved?

(3) Describe a project idea to solve or alleviate the issues above if you have.

For Your Reference

JICA and Capacity Development

The key concept underpinning JICA operations since its establishment in 1974 has been the conviction that “capacity development” is central to the socioeconomic development of any country, regardless of the specific operational scheme one may be undertaking, i.e. expert assignments, development projects, development study projects, training programs, JOCV programs, etc.

Within this wide range of programs, Training Programs have long occupied an important place in JICA operations. Conducted in Japan, they provide partner countries with opportunities to acquire practical knowledge accumulated in Japanese society. Participants dispatched by partner countries might find useful knowledge and re-create their own knowledge for enhancement of their own capacity or that of the organization and society to which they belong.

About 460 pre-organized programs cover a wide range of professional fields, ranging from education, health, infrastructure, energy, trade and finance, to agriculture, rural development, gender mainstreaming, and environmental protection. A variety of programs are being customized to address the specific needs of different target organizations, such as policy-making organizations, service provision organizations, as well as research and academic institutions. Some programs are organized to target a certain group of countries with similar developmental challenges.

Japanese Development Experience

Japan was the first non-Western country to successfully modernize its society and industrialize its economy. At the core of this process, which started more than 140 years ago, was the “*adopt and adapt*” concept by which a wide range of appropriate skills and knowledge have been imported from developed countries; these skills and knowledge have been adapted and/or improved using local skills, knowledge and initiatives. They finally became internalized in Japanese society to suit its local needs and conditions.

From engineering technology to production management methods, most of the know-how that has enabled Japan to become what it is today has emanated from this “*adoption and adaptation*” process, which, of course, has been accompanied by countless failures and errors behind the success stories. We presume that such experiences, both successful and unsuccessful, will be useful to our partners who are trying to address the challenges currently faced by developing countries.

However, it is rather challenging to share with our partners this whole body of Japan’s developmental experience. This difficulty has to do, in part, with the challenge of explaining a body of “tacit knowledge,” a type of knowledge that cannot fully be expressed in words or numbers. Adding to this difficulty are the social and cultural systems of Japan that vastly differ from those of other Western industrialized countries, and hence still remain unfamiliar to many partner countries. Simply stated, coming to Japan might be one way of overcoming such a cultural gap.

JICA, therefore, would like to invite as many leaders of partner countries as possible to come and visit us, to mingle with the Japanese people, and witness the advantages as well as the disadvantages of Japanese systems, so that integration of their findings might help them reach their developmental objectives.



CORRESPONDENCE

For enquiries and further information, please contact the JICA office or the Embassy of Japan. Further, address correspondence to:

JICA Kyushu International Center (JICA KYUSHU)

Address: 2-2-1 Hirano, Yahatahigashi-ku, Kitakyushu-shi, Fukuoka, 805-8505, Japan

TEL: +81-93-671-6311 FAX: +81-93-671-0979