



REPORT

Harvard Executive Program on High-value Surgical Systems



HARVARD
T.H. CHAN

SCHOOL OF PUBLIC HEALTH

Executive and Continuing
Professional Education

www.globalsurgeryfoundation.org/boston2022

10-12 November 2022
Harvard University, Boston, USA

Supported by



General overview

The High-value Surgical Systems Program (“the Program”) was the inaugural iteration of a three-day executive education Program run as an in-person on campus at the Harvard Longwood Medical Area, with a synchronous online option via Zoom.

The Global Surgery Foundation (the GSF) and the United Nations Institute for Training and Research (UNITAR) organized the course in collaboration with Harvard T.H. Chan’s Executive and Continuing Professional Education (ECPE), with sponsorship from Takeda.

The Program Director, Professor Rifat Atun led the design, development, and delivery of the Program in collaboration with a broad lineup of international guest faculty and speakers. The GSF and UNITAR led the coordination, fundraising, promotion, and participant recruitment for the Program.

The Program was designed to provide the necessary skills to professionals to address the major challenges in surgical health care and the design of surgical care systems. As such, the Program was designed specifically for health care policymakers and leaders from Ministries of Health and also clinician leaders (e.g., surgeons, anesthesiologists, obstetricians/gynecologists), health care professionals involved in surgical care, managers, payers, professionals working in development agencies, innovators, and entrepreneurs.

The Program was conducted on 10-12 November 2022 at the Harvard Longwood Medical Campus, Boston, USA.

Following a rigorous selection process from more than 170 applications, 21 participants were selected to join the Program in person and a further 6 joined online, representing 18 countries. The teaching faculty included 12 speakers, specially selected as experts in their field.

We would like to recognise the leadership of **Takeda Pharmaceuticals**. Their financial support and participation was critically important to the success of this program.



The post-course overall evaluation was 4.96 out of 5, confirming the excellence of the Program. It ranked as number 1 among all executive education courses at Harvard T.H. Chan School of Public Health.



The Program relied heavily on participant interaction with the speakers and in working groups.

Learning objectives

The Program was carefully designed to achieve the following learning objectives:

1. To develop an understanding of the principles and core components of value-based health care systems and what this means for the development of high-value surgical care systems.
2. To critically examine challenges to implementing value-based care models in practice.
3. To discuss strategic approaches to develop an ecosystem for the design and implementation of value-based care initiatives at scale.
4. To be familiarized with the design and implementation of high-value surgical care systems through value-based procurement.
5. To explore from payer and provider perspectives the design and implementation of high-value surgical care systems for a single disease condition.
6. To analyze from payer and provider perspectives the design and implementation of high-value surgical care systems for a bundle of conditions.
7. To analyze design and implementation of value-based transformation of surgical services to create high-value surgical care systems.
8. To discuss how value-based initiatives can be implemented in health systems and networks to establish sustainable high-value surgical care systems.



Facilitated lively discussions added a valuable component to the Program.

Content and Pedagogy

The High-value Surgical Systems Program provided an immersive educational experience. It was organized over three days, each day containing five sessions, plus a Program welcome and networking dinner event. Each day involved a combination of various learning approaches, including case-based teaching, lectures, class-discussions, small group exercises, reflective sessions, individual assignments, and consolidating discussions. In this Program, we explored the core principles and components of value-based health care, and how we can derive high-value health systems through the lens of improving surgical health care, using detailed case studies featuring leaders involved in Value-based Healthcare (VBHC) to guide and facilitate teaching.

The cases from different countries provided practical examples of how value-based approaches have been used across all levels of surgical care provision—from single procedures to multi-disease bundles and population-level interventions—to develop high-value surgical systems. The Program provided the participants an opportunity to explore with the faculty and guest speakers to critically analyze approaches and experiences in varied settings used to design and implement high-value surgical systems.



The Program included group work with subsequent presentation of results.

Agenda

High-value Surgical Systems

Thursday, November 10, 2022

8:00 AM - 9:00 AM ET

Welcome & Introductions:
Atun, Ibbotson, Seth
Conversation with Uthra Sundram, EVP Takeda

9:00 AM - 10:30 AM ET
Session 1

High-value Health Systems: Drivers, Principles, and Core Components

Atun

10:30 AM - 10:45 AM ET
Break

10:45 AM - 12:15 PM ET
Session 2

Measuring Costs:
Boston Children's Hospital, TDABC Case Study
Meara, Atun

12:15 PM - 1:15 PM ET
Lunch

1:15 PM - 2:45 PM ET
Session 3

Managing Outcomes: Comparative Benchmarking and Strategic Change:
Getting It Right First Time Initiative, UK, Case Study

Atun

2:45 PM - 3:00 PM ET
Break

3:00 PM - 4:30 PM ET
Session 4

Transforming Care Pathways:
Aravind Case Study

Atun

4:30 PM - 5:00 PM ET
Session 5

Interview and Discussion: Transitioning to Value-based Health Systems in the Middle East

Al Bunyan, Atun

5:00 PM - 6:00 PM ET:
Shuttle

6:00 PM - 8:00 PM ET:
Dinner at Harvard Faculty Club

Friday, November 11, 2022

9:00 AM - 10:30 AM ET
Session 6

Managing Surgical System Operating Room Capacity to Create Value:

Catalonia experience
Rodriguez, Maspons Bosch

10:30 AM - 10:45 AM ET
Break

10:45 AM - 12:15 PM ET
Session 7

Value-based Procurement: Southlake Regional Health Centre, Ontario, Canada Case Study

Atun, Bull, Prada

12:15 PM - 1:15 PM ET
Lunch

1:15 PM - 2:45 PM ET
Session 8

Transitioning to a High-value Care System and Payment Models:
Singapore Case Study

Atun, Tan

2:45 PM - 3:00 PM ET
Break

3:00 PM - 4:30 PM ET
Session 9

Transitioning to a High-Value Health System in Ontario, Canada: Policy process and lessons learned

Atun, Prada, Bull

4:30 PM - 5:00 PM ET
Session 10

Strategic Change in transitioning to High-value surgical system: Sweden and Brazil experience

Atun

Saturday, November 12, 2022

9:00 AM - 10:30 AM ET
Session 11

Creating an Ecosystem for Value-based Health Care:

Catalonia experience
Atun, Maspons Bosch, Rodriguez

10:30 AM - 10:45 AM ET
Break

10:45 AM - 12:15 PM ET
Session 12

Introducing Value-based Health System:
Portugal experience

Atun, Leite

12:15 PM - 1:15 PM ET
Lunch

1:15 PM - 2:45 PM ET
Session 13

Value-based Redesign of Health System:
Saudia Arabia Diabeter Case Study

Al Bunyan, Atun

2:45 PM - 3:00 PM ET
Break

3:00 PM - 4:30 PM ET
Session 14

Designing High-value Surgical Systems: Panel discussion
Atun, Al Bunyan, Bosch, Bull, Leite, Prada, Rodriguez

4:30 PM - 5:00 PM ET
Session 15

Reflections and Next Steps

Atun, Participants

Speakers



Prof. Rifat Atun

Program Director,
High-value
Surgical Systems,
Harvard University



**H.E. Amb.
Luis Gallegos**

Chair, Board of Trustees
of UNITAR. Former Minister
of Foreign Affairs, Ecuador



Mr. Nikhil Seth

United Nations
Assistant Secretary-General,
UNITAR Executive Director



**Mrs. Uthra
Sundaram**

Executive Vice President
Head, Global Product
& Launch Strategy (GPLS)
at Takeda



**Dr. Ricardo
Baptista Leite**

Member of the Portuguese
National Parliament,
Head of Public Health,
Catolica University of Portugal



**Dr. Reem
Fahd Bunyan**

Executive Director of the G20
Global Innovation Hub for
Improving Value in Health
(the Hub)



**Dr. John
Gerard Meara**

Professor of Global Health and
Social Medicine in the field
of Global Surgery,
Harvard Medical School



Mr. Rob Bull

Vice President Finance,
Technology & Innovation,
Chief Financial Officer
at Southlake Regional
Health Centre



**Mr. Ramon
Maspons Bosch**

Chief Health Innovation Strategist,
Catalan Ministry of Health,
Chief Innovation Officer (CINO),
Agency for Health Quality and
Assessment of Catalonia (AQuAS)
of Public Health



**Mr. Francisco
de Paula
Rodríguez
Perera**

Director of Strategy
at Iberian Medtronic



**Dr. Gabriela
Prada**

Senior Director of
Global Health Systems Policy,
Global Government Affairs
at Medtronic



**Dr. Bryan
Yijia Tan**

Orthopaedic Surgeon-Scientist,
Musculoskeletal Health Services
and Public Health Researcher,
Visiting Research Scientist
at Harvard T.H. Chan School
of Public Health

Participants

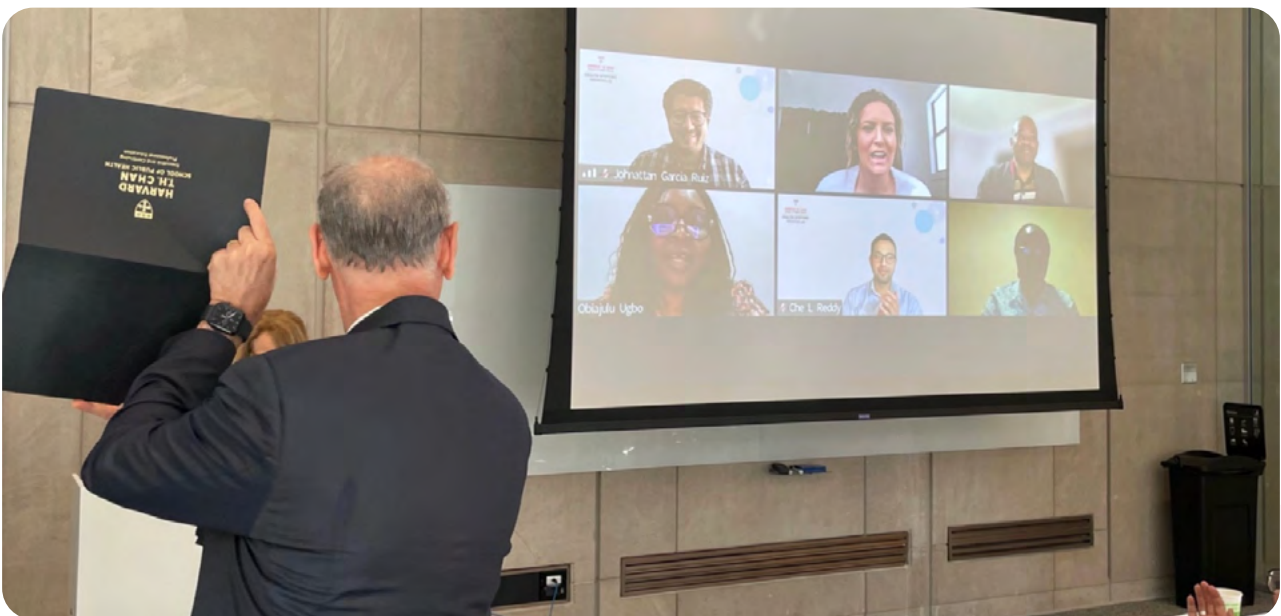
The GSF marketed the fee-based Program for application and selected 27 learners out of 176 applicants. The competitive application process aimed to identify those learners with appropriate seniority, educational background, and work experience to facilitate a highly conducive classroom environment, opportunities for networking among learners, and to create lasting change in participants' home institutions / countries.



21 learners were selected to join the Program in-person



6 learners participated synchronously online via Zoom



Program Director Prof. Rifat Atun presents completion certificates to the virtual participants.

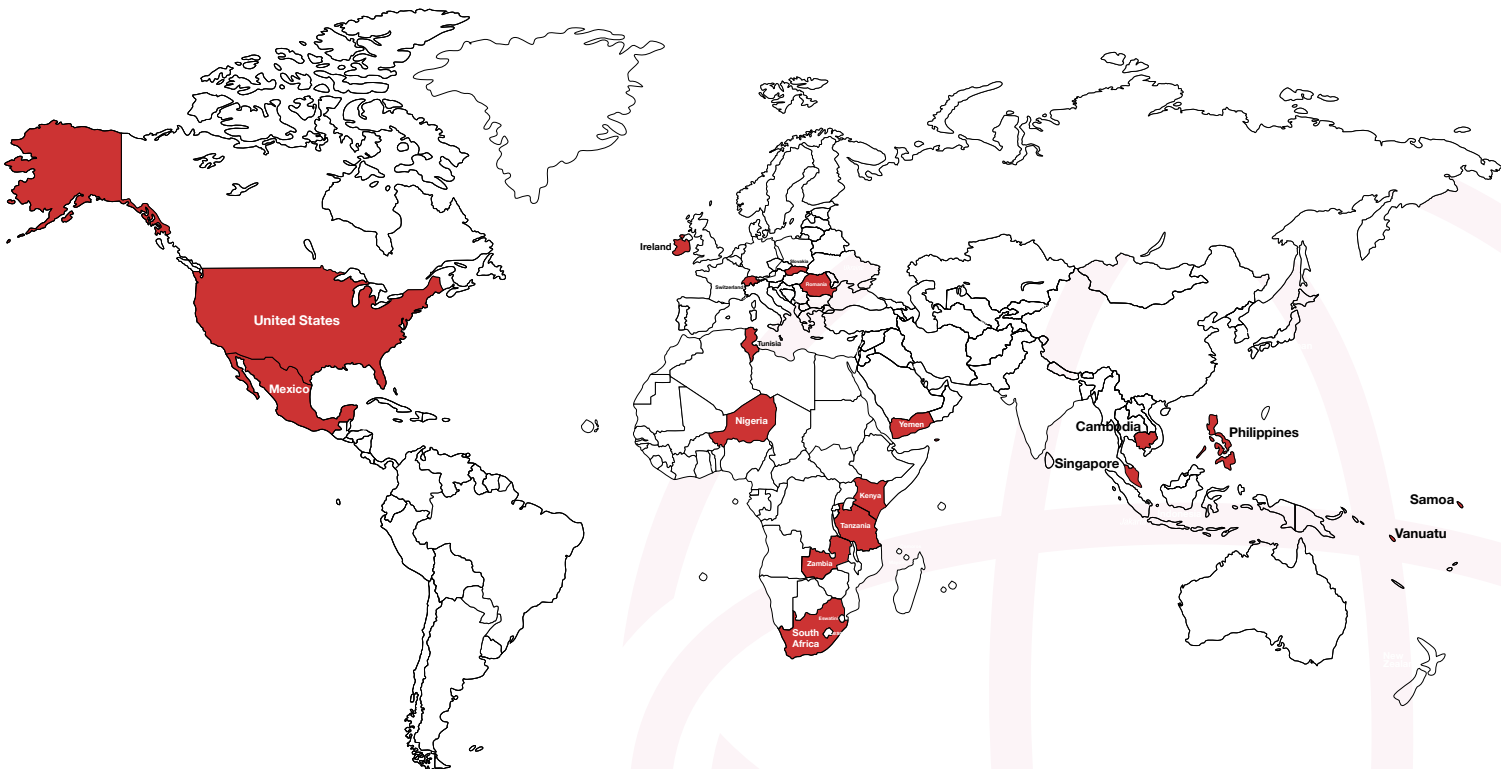


The teaching faculty included 12 speakers, specially selected as experts in their field.

Geographic distribution

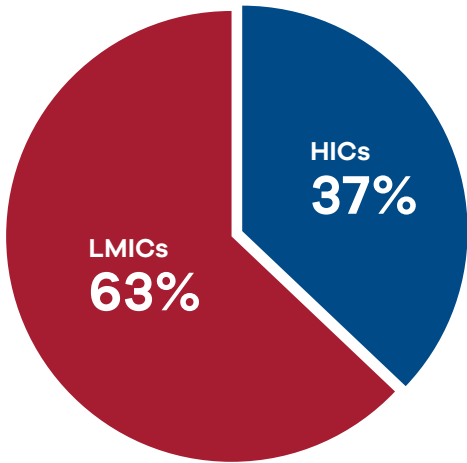
Participants represented a total of 18 different countries, highlighting the global reach of the Program. The majority of participants came from low- and middle- income countries (LMICs). The following countries were represented:

- | | |
|--|---|
|  1. Cambodia |  10. Slovakia |
|  2. Ireland |  11. South Africa |
|  3. Kenya |  12. Switzerland |
|  4. Mexico |  13. Tanzania |
|  5. Nigeria |  14. Tunisia |
|  6. Philippines |  15. United States |
|  7. Romania |  16. Vanuatu |
|  8. Samoa |  17. Yemen |
|  9. Singapore |  18. Zambia |

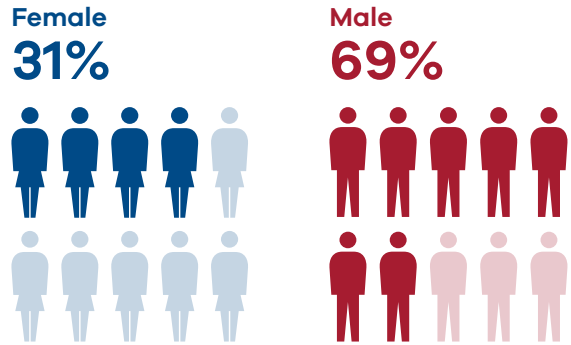


Geographic representation of participants' countries of origin.

Country income-status distribution



Gender balance



Program evaluation

Participants were asked to evaluate and provide feedback on their satisfaction with the overall Program, design, selected topics, curricular content, professional usefulness, and logistics/administrative support.

These criteria were evaluated using a 5-point scale (5 = excellent, 1 = terrible); participants also provided qualitative comments. Between 24 and 29 evaluation responses were recorded for each question, which is a solid response rate and can be assumed to encompass all learners.

Overall course evaluation

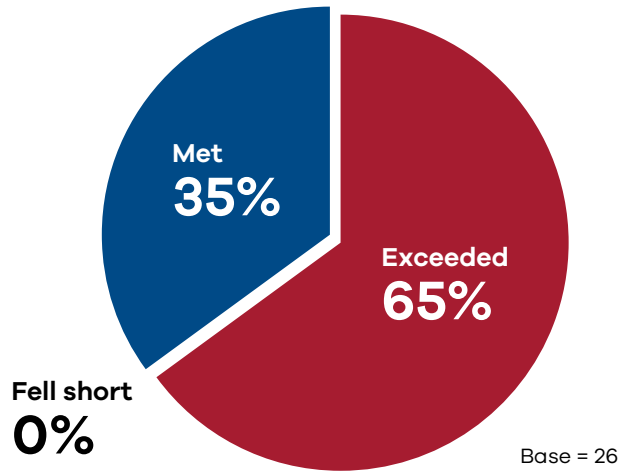
The reported overall evaluation for the Program was 4.96, confirming the excellence of the program. **Our program was the highest ranked course among all executive education courses offered at Harvard T.H. Chan School of Public Health.**

4.96 ★★★★★

Highlights from the evaluation data include:

- 100% of evaluation respondents rated the overall Program a 4 or 5
- 96% rated the usefulness of the Program to their profession a 4 or 5
- 100% rated the quality of content and teaching materials a 4 or 5
- 100% rated the quality and effectiveness of teaching a 4 or 5
- 100% reported the Program met or exceeded their expectations
- 100% reported the Program significantly increased their level of knowledge (4 or 5)
- 100% rated the quality of administrative staff support a 4 or 5

How did the Program compare with expectations?



Evaluation of learning objectives

Participants were asked how well the Program met the stated learning objectives.

The reported overall evaluation for the learning objectives was **4.70** ★★★★★

Please evaluate how well the program met the following learning objectives:

	TOTAL	Excellent 5	Good 4	Average 3	Poor 2	Terrible 1	AVG
Develop an understanding of the principles and core components of value-based health care systems and what this means for the development of high-value surgical systems	26	85% 22	15% 4	0% 0	0% 0	0% 0	4.85
Analyze strategic approaches to develop an ecosystem for the design and implementation of value-based care initiatives at scale	26	62% 16	35% 9	4% 1	0% 0	0% 0	4.58
Critically examine challenges to implementing value-based care models in practice	26	69% 18	31% 8	0% 0	0% 0	0% 0	4.69
Examine and assess how value-based procurement approaches have been used in different countries to design and implement high-value surgical systems	26	73% 19	27% 7	0% 0	0% 0	0% 0	4.73
Explore from payer and provider perspectives the design and implementation of high-value surgical systems for a single disease or a bundle of conditions	26	65% 17	35% 9	0% 0	0% 0	0% 0	4.65
Discuss how value-based initiatives can be implemented in health systems and networks to establish sustainable high-value surgical systems	26	73% 19	27% 7	0% 0	0% 0	0% 0	4.73

Evaluation of faculty and teaching

Participants were asked to evaluate the faculty and teaching for each session.

The reported overall evaluation for the learning objectives was **4.76** ★★★★★

The ratings for each dimension are given below.

OVERALL SCORES

Effectiveness in Class	4.79
Content	4.73
Preparation and Organization	4.78
Overall Session Average	4.76

Next steps

The GSF and its partners are very pleased with the course outcomes and evaluation results.

Community of practice to extend the impact of the Program

A community of practice has been created to allow the participants to continue sharing their knowledge and experiences with each other, as well as providing a platform for them to continue learning and growing in their field. The community of practice will also provide a space for the participants to connect and collaborate with each other, potentially leading to new opportunities and connections.

Overall, the creation of this community is a great way for the organizers to extend the impact of the course and support the ongoing development of the participants.

Plans for the second iteration of the Program

Based on the success of the Program, the organizers are excited to offer a second iteration in the future. In order to further improve the course, the organizers will carefully review the lessons learned from the first iteration and incorporate feedback from participants to ensure that the second iteration exceeds expectations. In order to keep the costs within reach for LMIC participants, a second iteration will again be dependent on external funding being obtained from donors.

The organizers are committed to continuously improving the course and will continue to integrate new ideas and suggestions in order to make the course as valuable and effective as possible for all participants.



Speakers in a panel discussion on designing high-value surgical systems.

Participant feedback

“This Program was just simply brilliant. It was very well organized with world-class speakers and case study experiences with practical applications.”

“The Program and faculty were terrific!”

“The majority of cases presented, and speakers represent strong health systems, or ones with funds & leadership to implement sustainable systemic change.”

“VBC cases from settings with lower resources/infrastructure would be terrific in the future.”

“Immediately connected with student, genuinely appreciated all inputs and integrate them into the discussion to drive home the key messages.”

“I go home inspired and motivated to make an immediate impact. Truly an amazing experience. Thank you so very much for having me.”

“Well-organized and presented by a polished team with global experience.... fun learning environment with ample time for questions/healthy discussions - thanks!”

“Rifat Atun wrapped up the course very empathetically and respectfully towards each member of the audience, inviting everyone to submit project proposals and offering support by his department at Harvard and international network.

“I feel fully engaged and ready to create a VBHC project in the immediate future!”

“I go home inspired and motivated to make an immediate impact. Truly an amazing experience. Thank you so very much for having me.”

“It was fun and educational to work with many new global friends and clearly see myself leaning on them for advice/collaboration.”

“The Program has affected my thinking, not only from the professional (measurable?) perspective but has showed me a kind of a light at the end of a tunnel. It did me good to see, and listen to such professionals, so devoted to their job. I think the inspirational/motivational effect on me was as strong as the facts, and data we received.”

“It will bring a VBC lens to my research and policy work!”

“It was fun and educational to work with many new global friends and clearly see myself leaning on them for advice/collaboration.”

“After the course I have a better understanding of avenues that could resolve this slow collapse of a critical health system that has been traditionally managed by focusing on and reducing cost (e.g. wages, staff).”

Program impressions



The course was offered at the Harvard Medical School Campus.



The Program included a tour of the Harvard campus by John E. McDonough, DrPH, MPA, Director of Executive and Continuing Professional Education at Harvard T.H. Chan School of Public Health.



Program Director Prof. Rifat Atun presents the landmark study on high-value health systems and invites participants to contribute.



Participant presents the results of a high-value surgical systems readiness assessment for her country of origin.



The GSF Executive Director Dr. Geoff Ibbotson sharing the importance of applying the methodologies of High Value Health Care to surgical care systems in order to ensure tangible health system strengthening in the LMIC setting.



The Program included a welcome and networking dinner at the Harvard Faculty club.



The dinner provided additional opportunity for networking among participants and faculty.



The GSF team wishes to thank all participants,
faculty, speakers, co-organisers
and especially, Takeda for their support
in making this event a success



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We are very grateful for the support of our founding member

