

Programme:

Your personalized medical management toolbox

„Improving the life of healthcare professionals.“





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THE CASE FOR MEDICAL MANAGEMENT AND LEADERSHIP

Healthcare providers should take a predominant role in the hospital's leadership and management

Urgent calls for medical leadership have dramatically increased as healthcare delivery systems grapple with reform, constrained resources, and demand. The unprecedented COVID-19 crisis brought the relevance of professional and efficient medical leadership front and center. Notably, new challenges require robust leadership and management tools to ascertain excellent and repeatable outcomes while providing maximum safety for the patients and the personnel. Despite the increasing bureaucracy and influence of hospital administration, physicians are still generally held fully accountable for all clinical outcomes. This responsibility alone would constitute the care providers' predominant role in medical management and leadership in hospitals.

Quality of management is influential to the clinical outcomes.

Furthermore, there is an overwhelming consensus that physician and nursing excellence is necessary but not exclusive to generate positive clinical outcomes. The quality of interactions and performance of all supporting processes and microsystems determine the performance and quality in healthcare.

Healthcare systems are fundamentally complex due to the highly intricate intertwining of interprofessional interactions and dependencies. Thus, medical experts should significantly influence the design of the hospitals' infrastructure, processes, communication, leadership, partnerships, and administration if the patients' wellbeing is the hospitals' focus. Studies show a positive correlation between the degree of medical knowledge and education of hospital leaders and the hospital's medical and even economic outcome.

Improving safety measures in healthcare is urgently needed.

Still, hospitals are highly unsafe. Since adverse events and iatrogenic errors rank among the top 10 causes for in-hospital death after cancer and cardiovascular diseases, hospital safety should be the number one concern of every hospital and healthcare network. 134 M adverse events are reported from hospitals in emerging markets annually. Worldwide there is a 1/300 chance of harm in healthcare compared to a 1/1,000,000 ratio in aviation, which indicates the need for improving safety measures in hospitals.

Hospital safety measures should include the personnel's safety.

Additionally, hospital safety should not be narrowed to the patients' perspective but comprise the employees' career and health as well. We have witnessed that the front-line healthcare workers represent a dominant proportion of the people at risk of death and infection in the recent pandemic.

Of course, healthcare professionals were always exposed to such risks, but the pandemic brought that to a sharper focus.

Conclusively, healthcare professionals should take leading positions in the hospitals, at least on equal terms with non-medical managers. Unfortunately, physicians, in general, have been profoundly ambivalent about taking a leadership role within hospitals or healthcare networks. This has caused, over a period, significant erosion of the physicians' ability to influence hospital operations and re-design future services. The ambivalence amongst physicians and medical practitioners can be traced to the following reasons:

Physicians are needed in leading positions in hospitals but are ambivalent about taking leadership roles.

1. Sense of disenfranchisement
2. Lack of adequate tools and knowledge about running profitable enterprises
3. Scarcity of time to pursue theoretical and generic management courses
4. Perceived sense of better financial incentives as physician instead of management
5. Perceived higher sense of prestige and status in society of doctors in comparison to managers
6. Suspicion about the motivation of management staff in general

On the one hand, it is abundantly clear that physicians, nurses, and other healthcare professionals need a practical framework in the fields of medical management and leadership that is not provided in any medical studies or education. This framework closes the knowledge gap between them and non-medical hospital managers. On the other hand, non-medical leaders like jurists and economists should be equipped with a clinical, yet still business-oriented perspective on the hospital.

A practical leadership and management framework to prepare physicians and nurses.

Hannover-Medical Management provides a framework of medical management and leadership that includes a curriculum of four courses for healthcare professionals desirous of immediately applicable management tools. Over the last 15 years we identified four relevant management areas for physicians, nurses, and hospital managers:

Four relevant management areas for healthcare professionals



Strategy & leadership



Performance improvement



Balancing economics and medicine



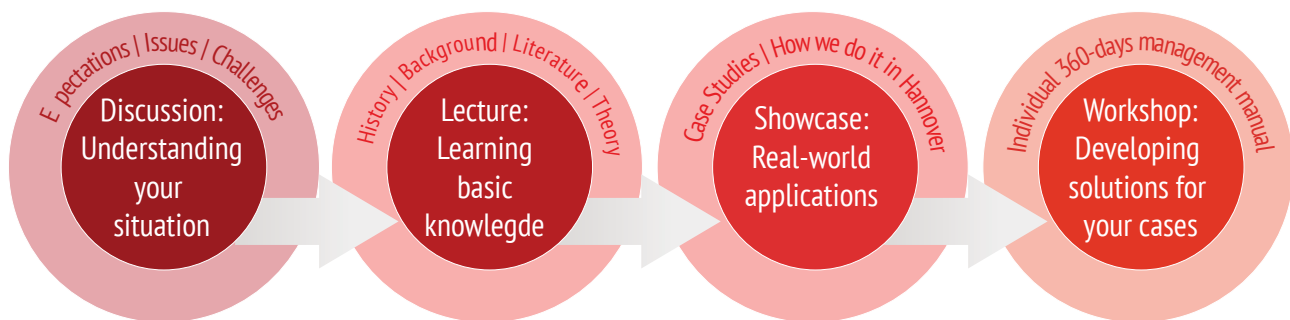
Personal development

Applying business principles to healthcare can improve healthcare professionals' life

First, we found that understanding the hospital's perspective on business is necessary to align healthcare leadership to the hospital's strategy, which improves the economic and medical outcomes. Second, lean management in healthcare leads to better work satisfaction and - again - better results. Third, therefore, understanding hospital economics is required. Fourth, efficient management and leadership techniques improve your work-life-balance and boost your career significantly.

Providing easy-to-use management tools for immediate application in hospitals.

Our courses are designed to provide you with the most relevant knowledge, competencies, and easy-to-use tools you need for professional and highly effectivev hospital management. The courses comprise several modules with related but complementary content. Each module is built according to the same architecture and spans four chapters (discussion, knowledge, showcase, and workshop) (s. figure).



ABOUT

HANNOVER-MEDICAL.MANAGEMENT

Sudhakar Jayaram and Tobias Schilling first met in 2018 during a congress for aortic surgery in Hannover Medical School, Germany. They soon realized that they have similar attitudes and share the same fundamental values in life. Even though both were educated in significantly different healthcare systems, they found that they pursue the same principles of medical management in the respective countries.

Sudhakar and Tobias share the same principles of medical management.

Hence, Sudhakar and Tobias decided to pool their experiences, which led to a broad and synergistic spectrum of medical management and leadership tools, from which healthcare providers and hospital managers worldwide could benefit.

Synergistic spectrum of medical management tools applicable to hospitals worldwide.

The multi-national and interprofessional extension of the often locally confined perspective on hospital strategy, organization, and personal development provides considerable value for healthcare leaders all around the world. Consequently, Sudhakar and Tobias founded Hannover-Medical.Management, a consulting and training firm that exclusively specializes in improving the healthcare professionals' life.

Multi-national perspective



Photos

Left: Dr. Tobias Schilling, MBA

Right: Sudhakar Jayaram, B.E., MBA

OUR FUNDAMENTAL PRINCIPLES

01 Long-term success and sustainability

Health is the ultimate prerequisite for a functional society. The corona pandemic relentlessly demonstrated how severely economics and societies could be impaired by an impaired health status of the population. It is each healthcare system`s responsibility to ascertain maximum health throughout the country. Therefore, Hannover-Medical.Management aims for a sustainable and long-term economic and medical prosperity of every hospital for the benefit of its patients, its employees, and not least the society.

02 Balancing medical and economic outcomes

The prime focus of each hospital should be, of course, optimal medical outcomes for its patients. However, a continued negative balance sheet will impair the hospital`s ability to carry out medical care in the long run. Hence, the hospital`s strategy must not neglect one or the other.

The Hannover-Medical.Management principles try to balance between medicine and economics to ascertain long-term capacity to act.

03 Interprofessional partnership

Economic and medical excellence is inextricably correlated to the hospital`s team performance. In this regard, the physicians`, the nurses`, and the administration`s measurements should align seamlessly. Unfortunately, the daily organization of clinical processes is often not concerted enough between the different groups. Hannover-Medical.Management provides a systemized approach to form one team out of many professional groups in a hospital.

Appreciative communication

04

There is a necessary hierarchy in hospitals within and between the multiple professional groups. The chain of command needs to be followed for the sake of the patients especially in emergency situations. Nevertheless, there is no justification for flouting behavior or rude communication. On the contrary, we found that a perceived team spirit and partnership leads to better medical and economic results, to greater work satisfaction, less stress, fewer sick notes, and fewer numbers of resignations.

Thus, Hannover-Medical.Management provides some strategies and tools to subtly, yet sustainably establish the mandatory team spirit in a healthcare environment.

Hospital safety not only for the patients

05

Hospital safety is generally pursued primarily for the sake of the patients, but it is equally mandatory for the patients` relatives, the employees, the cooperation partners, the shareholders, and the society.

Patient care builds on infrastructure, cooperation, and people. Optimizing the human factor in health care is a prerequisite to improving quality and requires an advanced perspective on the hospital`s relevant quality dimensions that mutually interact with the quality of care: Focus on the patient, but to do so, we have to focus on the organization hospital first. Studies revealed a significant increase in employees` performance in high-trust environments. For this reason, Hannover-Medical.Management strives for maximum safety for each healthcare professional.

Continous performance improvement

06

Effective leadership and systemized personal development will eventually lead to daily performance improvements. So, it is one of Hannover-Medical.Management`s key principles to empower healthcare professionals through adjusted leadership styles and personal development on each step of their career.



STRATEGY & LEADERSHIP

COURSE 01

From a care provider's view quality of care should, of course, be the primary focus. But how important are parameters such as employer quality, quality of cooperation, and the economic outcome?

Quality of care, employer quality, quality of cooperation, and economic outcome are equally important.

Patient care builds on people, cooperation, and infrastructure. Optimizing the human factor in health care is a prerequisite to improving quality sustainably and requires an advanced perspective on the hospital's relevant quality dimensions that mutually interact with the quality of care: Focus on the patient, but to do so, we have to focus on the "organization hospital" first.

Focus the patient, but the hospital first.

This course is about developing a unique strategy for your hospital, your clinic, or your personal positioning in the health care market under consideration of multiple quality dimensions. The execution of any strategy then requires the disciplined and consequent application of management instruments. We will introduce established management principles and instruments and transpose them into easy-to-use tools for your individual medical management portfolio.

Strategy development

Develop your personal strategy execution toolbox

The full course spans the following modules:

[01a – Enterprise strategy in hospitals](#)

[01b – Leadership in hospitals](#)



Module 01a

Enterprise strategy in hospitals

Strategy: Goal-setting and developing measures to get to the goals with limited resources in a competitive environment.

Strategy is a much discussed and probably equally abused term, which was first used in the military context to describe a set of goals, tactics, logistics, and analytics. Strategy basically describes how specific goals can be reached under the circumstances of limited resources. Several definitions of management strategy in the context of business have emerged since the 1960's. Mostly all authors incorporate goal-setting, consideration of limited resources and competitors, as well as the definition of measures to reach the goals into the strategy building. The renowned Harvard professor Michael Porter, who emphasized competition in his interpretation of strategy, brought it down to the simple formula: "The essence of formulating competitive strategy is relating a company to its environment."

The importance of strategy development and execution for Fortune 500 companies.

There is hardly an industry from banking to aviation to FMCG's (fast-moving consumer goods) and other services that doesn't spend weeks and months developing enterprise strategy. All the Fortune 500 and most successful companies, irrespective of size and domain across the world, carefully develop and implement strategic plans.

Hospitals are complex structures and even more in need of a comprehensive strategy.

But should not the investment of time and resources in strategy development and execution be as common or even more pervasive in hospitals than in business firms? Hospitals are one of the most dangerous structures made and managed by mankind. Also, hospitals are extremely complex structures with a plethora of interprofessional interdependencies between their different fields of activity from the administration over health services to cooperation and competition. Even more, hospitals chronically labor under limited resources in almost every country worldwide. Hence, a comprehensive strategy would be even more crucial to ascertain safety for patients and employees and, not least, the long-term economic prosperity of every hospital.



In this module, simple strategy development and execution tools, as well as compelling case studies, will be presented. The participants will receive insights on applying strategic principles developed for other industries and how to apply them in the hospital setting. The participants will appreciate that hospitals with superior management and aligned strategy outperform its peers significantly in key financial and even clinical outcomes. Participants will also understand that enterprise strategy is a battle for peoples' minds. Mindshare will eventually lead to market-share. Eventually, the participants are invited to develop their personal strategy toolbox.

Content of the module:
Strategy development and how to
execute a strategy successfully.

Didactic concept

First, the nature and context of the complexity that are intrinsic to hospitals will be discussed in general and specifically around the participants' individual situations. A deep understanding of hospital complexity is essential to develop a practical and meaningful strategy in the healthcare environment.

Discussion

Second, time-tested and popular strategic frameworks and their customization for application in hospitals will be introduced. The frameworks span external and internal measures. A few examples for healthcare-relevant external frameworks of this module are

Knowledge

- Generic strategy choices incl. understanding of goals, vision, mission, and actions
- The 5-forces model
- The BCG matrix
- Developing a SWOT analysis for hospitals.

Internal frameworks support shaping and understanding the hospital's internal situation and parameters to facilitate measures that align the employees' mindset with the overall strategy such as

- The expectation-experience matrix and
- your specific hospital health hexagon.



Showcase

Third, a case study involving the strategic positioning of Hannover Medical School in Germany will be presented as a benchmark for advanced tertiary and quaternary care hospitals. Then a case study on position development for a selected Indian hospital will be shared so that similar steps can be adopted as a benchmark for green-field and brown-field hospitals. A further case study on strategy development documentation by a medical technology company will be shared as a guide for the strategy toolbox development that takes place in the succeeding workshop of this module.

Workshop

Fourth, the module closes with the development of a personal toolbox for the successful development and execution of a strategy. This strategy can either cover the hospital's overall positioning and goals or can be developed for departments or smaller units that need to align with the hospital's strategy. Therefore, the configuration of the participants' personal strategy toolbox includes the understanding, discussing, and customizing of established strategy development tools that fit the hospital's needs and the participants' individual style. The workshop aims to create a strategic plan that is pragmatic and applicable in the clinical setting. Regular evaluations will be part of the toolbox to adjust the strategy if needed.



Available modi and options for the module 01a - Enterprise strategy in hospitals

	Live online lectures	Live online courses	Executive live online courses	Online courses	Onsite courses
Duration: 2 hours	■				
Duration: 4 hours		■	■	■	■
Duration: 8 hours					
Max. number of participants	240	120	12	unlimited	24
Developing a 360-days-handbook		■	■	■	■
1 month digital communication follow-up					■
1 year personal coaching			■		
Checklists	■	■	■	■	■
Certificate		■	■	■	■



Module 01b

Leadership in hospitals

Performance improvement in hospitals significantly arise from professional engagement.

Unlike many other industries, in healthcare, the clinical outcomes are determined at “bed-side” or what we call “last-mile” with sometimes extreme consequences. Many of the metrics that affect hospital performance like re-admissions, errors, etc. happen at the level where doctors and nurses interact with patients. Moreover, unlike other industrial settings, performance improvements arise from professional engagement and not necessarily from organizational measures. Hence a senior manager in the hospital’s administrative block cannot direct a doctor or the nurses like employees in a bank or other industrial settings. On the contrary, one of the primary tasks of a leader is to provide direction and this is especially true in hospitals.

Leadership in heterogenous environments often provokes opposition due to contradicting interests of the stakeholders.

The direction given by the leader has a lasting impact on all stakeholders in the healthcare environment and, thus, should be right and beneficial to all stakeholders like patients, relatives, healthcare professionals, cooperation partners, government, investors, and benefactors. But, hospitals are complex systems in which the various stakeholders might have conflicting agendas or objectives. Hence, providing direction and accordingly moving the hospital and its employees can not only be a difficult task but may sometimes provoke significant opposition. Leadership in such scenarios requires skills, knowledge about leadership frameworks, and robust easy-to-apply tools. Those cornerstones will serve as a solid foundation even for leaders in healthcare who never before were systematically educated in leadership or (erroneously) feel that mainly qualities of charisma and extrovertedness would qualify for being a good leader.

Leadership requires skills, knowledge, and robust tools.

This module is about leaderships styles, principles, and customizable management tools.

This module is not about creating a generic strategic direction with the participants that they can take as a blueprint for their specific leadership tasks. It is not about “where-to-lead-my-hospital”. Instead, this module provides knowledge about different leadership styles, principles, and tools that can be customized to fit each participant’s individual situation.



The module is about “how-to-lead-my-hospital.” Therefore, we encourage the participants to capitalize on their individual character and temperament to develop their unique leadership style. One is capable of providing direction only when one can direct attention. The ability to pay attention to ourselves and examine our nature intrinsically will help us to create a style of leadership that is very personal and also genuinely authentic. Eventually, the participants will appreciate different styles of leadership and compile an individual leadership toolbox to address the myriad of variables that affect their role as leaders in hospitals.

Leadership only is authentic and effective if the leadership style is in line with the leader`s character.

Didactic concept

The module starts with identifying the most pressing issues in leadership of the participants and the subsequent deduction of personal goals. What aspects of their leadership skills do the participants want to improve within a given period? Examples and characteristics of good and bad leadership will be discussed.

Discussion

Clinical processes depend on transactions, levels of standardization, iteration, availability of protocols etc. The module introduces participants to the idea of the process spectrum in healthcare. Based on these inherently different processes, the HMM faculty will identify different types of leadership styles that are most relevant in each situation. The participants are invited to a journey starting in the early days of modern leadership models by Max Weber to recent theories from renowned personalities like Peter Drucker, John Maxwell et al. Pros and cons of each model with regard to its applicability in the healthcare sector will be discussed.

Knowledge

The participants will know

1. different styles of leadership,
 2. levels of leadership,
 3. key principles of leadership, and
 4. how these attributes translate into better outcomes in hospitals
- after this chapter.



Showcase

We have distilled ten key leadership principles out of time-tested leadership frameworks developed for business firms or team sports, which have proven to work well in healthcare and hospitals. Autonomy and empowerment examples from Hannover Medical School and other multi-national device companies are presented.

For instance, we stress the need for a culture where errors are embraced and a positive error culture is developed to make the hospital's ecosystem safer. Leaders in hospitals should allow natural team formation and foster communication models that create a positive enterprise culture. Leaders in healthcare should ensure that jousting and politics of undermining are eliminated by a genuine culture that balances "personal care" and "direct challenge." We showcase the need for hospital leaders to develop the awareness triad for a holistic approach and overall performance.

Workshop

The participants' most pressing issues of leadership were identified in this module's chapter "discussion." Now it is time for the participants to set their personal goals in leadership and to combine the introduced styles, principles, and tools to their own leadership toolbox. Also, an important component of this toolbox is the definition of evaluation criteria and milestones to continuously monitor their improvements and results. In closing, the workshop aims for a 360-day-hospital-leadership manual.



Available modi and options for the module 01b - Leadership in hospitals

	Live online lectures	Live online courses	Executive live online courses	Online courses	Onsite courses
Duration: 2 hours	■				
Duration: 4 hours		■	■	■	■
Duration: 8 hours					
Max. number of participants	240	120	12	unlimited	24
Developing a 360-days-handbook		■	■	■	■
1 month digital communication follow-up					■
1 year personal coaching			■		
Checklists	■	■	■	■	■
Certificate		■	■	■	■





PROCESS & PERFORMANCE IMPROVEMENT

COURSE 02

Ideally, each process in a hospital should follow the strategic priorities. On these grounds, process improvement is of major relevance to successfully execute the hospital's or department's (changing) strategy. The focus of all performance improvement effort is to achieve some kind of competitive or measurable advantage in the face of limited time and resources. Arbitrary process modifications in the hospital bear the risk of losing focus and wasting energy in less advantageous activities. Hence, the identification of processes that require improvement AND matter for the hospital's strategy is the most crucial step for each strategic change program.

Performance improvement to achieve competitive advantage in the face of limited time and resources.

In this course, we offer a set of processes that have proven to have a noticeable impact on the hospital's overall performance and safety. We identified measures that are most likely applicable to every hospital worldwide and may form a versatile starting point for your future strategic improvement and safety campaigns.

Performance improvement measures in hospitals

The full course comprises the following modules:

[02a – Performance improvement programme for hospitals](#)

[02b – Hospital safety](#)



Module 02a Process improvement program for hospitals

Performance improvement requires effective change management.

The initiation of a performance improvement programme in hospitals may be driven by either the perception of currently less than optimal results or by a farsighted desire to prevent poor outcomes in the future. In most cases, a performance improvement programme builds on different kinds of change in the organization. Unfortunately, physicians and nurses who understand the need for change and see the improvement potential in the daily clinical work abundantly clearly are rarely educated to drive the change in the hospital's complexity systematically. More than often, well-intentioned and relevant projects bog down because of non-sustainable project management or an overwhelming number of other (medical) tasks that need urgent attention.

Management tools and principles from business firms for successful process optimization in hospitals.

This module will offer the participants a systematic approach to initiate and set up an efficient and long-term performance improvement programme. We extracted management tools and principles for successful process optimization from established models, which were invented in business firms and transferred them to the healthcare sector, not exclusively by stripping them from adjacent theoretical and academic ballast. Eventually, business principles are usable for healthcare professionals without any precedent business education. Moreover, we suggest improvement categories that bear the highest potential for significant positive impact on the hospital's economic and medical outcome.



Didactic concept

This module starts with identifying relevant quality dimensions for the participants' hospitals. What does really matter? This discussion aims for the recognition of improvement categories like processes, infrastructure, personnel development, and cooperation with the hospital's partners. Then, the degree of quality in the relevant categories will be analysed and weak points should be detected if applicable.

Do all the routines and procedures align? Is the hospital's, department's, or unit's workflow supporting the strategic goals? Are there any benchmarks available that would objectify the participants' estimation of their situation? A tool to assess each hospital's overall performance will be developed in this chapter based on the participants' specific foci and needs, which outlines a concrete need for optimization in the relevant improvement categories. The need for improvement ultimately defines the required measures of the performance improvement programme.

In the knowledge chapter, we delineate the way to peak performance by transferring process improvement principles from industry to healthcare. In this safety-oriented environment, the finetuning of key performance indicators and operating criteria needs to give careful consideration to the balancing between individualized patient care, personalized medicine, and standard operating procedures. Creating new processes or improving long-established routines demand effective change management. Change management principles that have proven to be applicable in the complex healthcare environment, like the models of John P. Kotter (Harvard) or Kurt Lewin (Berlin), will be introduced. Since successful change and consequently high performance in hospitals significantly relies on a clockwork-like intertwining of different professions, this chapter lays a special focus on measures to improve interprofessional cooperation between physicians and nurses, e.g.

Discussion

Knowledge

Showcase

How do successful organizations reach and sustain excellent performance? We showcase examples from industry firms and hospitals worldwide that display some of the most relevant techniques needed for effective performance improvement in hospitals. A transparent process organization has a high impact on the hospital's culture in this regard. We also indicate some avoidable pitfalls in changing processes in hospitals. An often neglected factor in performance improvement campaigns is the patient as an active contributor to better outcomes. Albeit, creative patient engagement initiatives have shown to be very supportive of achieving better medical and economic outcomes. Examples and impulses for patient engagement measures will inspire the participants to involve their patients into the clinical pathway deeply. Real-life case studies illustrate a step by step technique of creating change in performance and output. One example is the reduction of the postoperative length of stay in the ICU after a CABG procedure integrating physicians, nurses, and patients. Performance improvement often goes hand in hand with improving the employees' skills and knowledge. Thus, we advocate a seamless integration of performance improvement measures with a systematic personnel development programme and give examples for a successful marriage of those two management areas.

Workshop

The workshop chapter is an opportunity for the participants to develop their personal 360-day-performance-improvement-programme. The acquired knowledge and the examples from the showcase chapter, in combination with the discussion with other participants, will broaden each participant's perspective on his or her hospital's performance. The participants will set key performance parameters that are relevant for their or their hospital's strategic goals and select suitable tools that are eligible to reach those goals efficiently. A detailed time frame for the planned performance improvement programme will be set as well as critical evaluation criteria and milestones. Finally, it is essential to communicate all measures, successes, and failures transparently to the team and stakeholders. Hence, communication measures will be defined to capitalize significantly on the improvement initiative. In this regard, internal and external surveys are a suitable tool to first, get to know what physicians, nurses, patients, and partners think about the performance, the improvement measures, and their results. Second, those surveys can serve as a tool to communicate the progress of the performance improvement programme.

Available modi and options for the module 02a - Performance improvement program

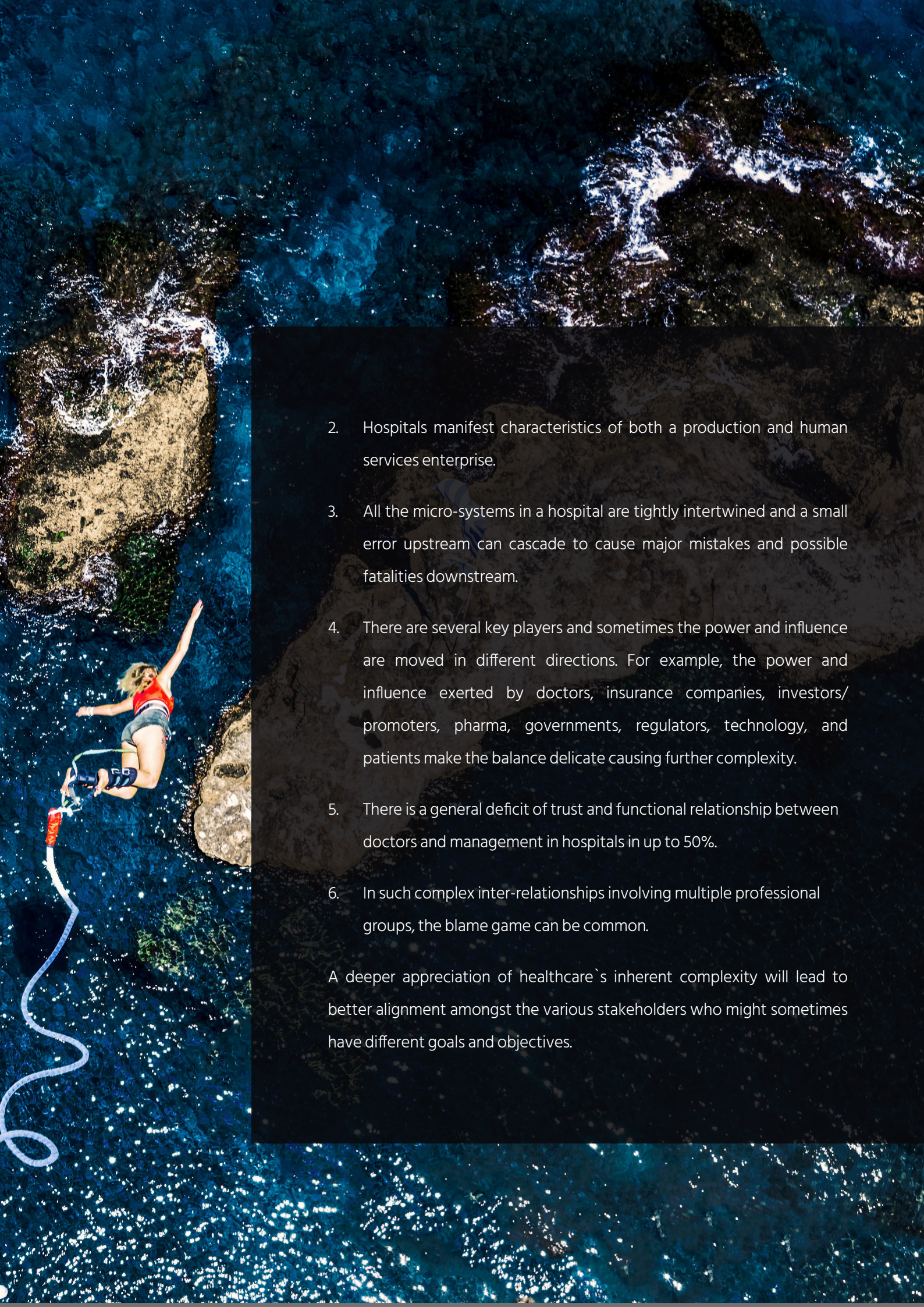
	Live online lectures	Live online courses	Executive live online courses	Online courses	Onsite courses
Duration: 2 hours	■				
Duration: 4 hours		■	■	■	■
Duration: 8 hours		■	■	■	■
Max. number of participants	240	120	12	unlimited	24
Developing a 360-days-handbook		■	■	■	■
1 month digital communication follow-up					■
1 year personal coaching			■		
Checklists	■	■	■	■	■
Certificate		■	■	■	■

HOW SAFE IS GOING INTO A HOSPITAL?

Patient harm due to adverse events is among the top 10 causes of death and disability across the world. Medication error alone was responsible for over 350,000 deaths in the US in 2018. Compare this to the safety record of aviation which boasted a 0.1 death for 12 billion miles flown between 2000-2018.

In a study conducted by the Harvard University of Public Health, hospitals were categorized under the “hazardous” category based on “encounters per fatality or adverse event” and on “lives lost per year.” Healthcare was in the same group as bungee jumping and mountain climbing on these parameters. This estimation is quite counter-intuitive as most citizens feel that they are “safe” and are “taken care of” once within the walls of a hospital. As opposed to scheduled airlines, nuclear power plants, and European rail-roads that were classified as “ultra-safe.” However, it is unfair to compare healthcare with industries like aviation, which superficially seem safer. Healthcare is intrinsically diverse and more complex than any other sector. Several sources create hospitals` complexity.

1. Every disease condition is different. The medical knowledge and predictability of outcomes vary widely. Various process- and management-styles are required to deal with each condition, which further complicates the value-chain.

- 
- An aerial photograph of a person rappelling down a dark, craggy rock face into a deep blue ocean. The person is wearing a red and white striped shirt and dark shorts, and is holding a rope that extends down the side of the rock. The water is a vibrant blue with white foam from the rapids. The rock face is dark and textured, with some green moss or algae visible. The overall scene is dramatic and adventurous.
2. Hospitals manifest characteristics of both a production and human services enterprise.
 3. All the micro-systems in a hospital are tightly intertwined and a small error upstream can cascade to cause major mistakes and possible fatalities downstream.
 4. There are several key players and sometimes the power and influence are moved in different directions. For example, the power and influence exerted by doctors, insurance companies, investors/promoters, pharma, governments, regulators, technology, and patients make the balance delicate causing further complexity.
 5. There is a general deficit of trust and functional relationship between doctors and management in hospitals in up to 50%.
 6. In such complex inter-relationships involving multiple professional groups, the blame game can be common.

A deeper appreciation of healthcare's inherent complexity will lead to better alignment amongst the various stakeholders who might sometimes have different goals and objectives.

Module 02b

Hospital safety

Adverse events is among the top 10 causes of patient harm in hospitals worldwide.

Accident causation in hospitals is more often systemic than personal.

Hospital safety management improves medical and economic outcomes.

Safety for the personnel is at least as important as patient safety in hospitals.

High trust increases overall performance.

Patient harm due to adverse events is among the top 10 causes of death and disability across the world. Medication error alone was responsible for over 350,000 deaths in the United States of America in 2018. Compare this to the safety record of aviation, which boasted a 0.1 death per 12 billion miles flown between 2000 and 2018. Placing the blame for adverse medical outcomes on a single individual is misplaced in the vast majority of all cases. Instead, accident causation more often is systemic and a result of a chain of errors, false diagnostics, wrong indications, and poorly executed therapy. Improving the management of the process chains can, thus, contribute to reducing the errors at multiple chain links and, finally, to minimizing harm to the patients. Hospital safety management, therefore, plays a crucial role in improving the medical and economic performance of patient care. Hence, the participants will be equipped with a set of measurements to encounter risks before they manifest.

Safety, on the other hand, should also be a maxim for the handling of the clinical personnel. The nurses` and physicians` health, as well as their job security, play a leading role in first assessing the employer's quality of the hospital and second the care providers` willingness to provide top performance on the job. There is evidence that people perform much better (+50%) and experience less stress (-74%) in high-trust environments [Zak PJ, HBM, 05/2017]. Best-selling author and Utah State University professor Stephen R. Covey put this correlation into a simple formula: "When the trust account is high, communication is easy, instant, and effective." And since the performance in healthcare significantly relies on human interactions and communication, creating a safe hospital is a prerequisite for excellent medical and economic outcomes. In this module, we propose measures to create a maximum degree of safety not only for the sake of the patients but for the personnel, too.



Didactic concept

We initiate the module with a collection of the participants' most pressing safety concerns. This discussion will be structured through the setting of safety dimensions/categories first. Our individualized approach aims to customize the content of the following chapters to the actual needs of the participants, who eventually are invited to craft their specific safety-measures-handbook in the workshop chapter of this module. Therefore, experiences from different participants from different hospitals will enrich the other participants' arsenal to combat hospital risks for both the patients and the personnel.

Discussion

Hospitals are intrinsically dangerous, not least due to their immense complexity. We evaluate the causal factors that are responsible for this complexity and the subsequent risks for patients. In this view, we identify the safety limitations in hospitals across the outpatient, in-patient, intensive care unit, and operating theatre settings from diagnostics to therapy. Adverse events are often attributed to time-constraints in the daily routine, overconfidence of the care providers, communication flaws, technical issues, inadequate resources, and highly complex comorbidities. For that reason, we set impulses for an efficient time-management, continuous self-controlling, a positive and error-embracing corporate culture, as well as a systematic personnel development with each hospital's specific foci. Overall, we emphasize the importance of aligning all hospital's stakeholders like patients, relatives, doctors, and nurses. It is this module's goal to enable the participants to capitalize on the trust-performance correlation in their hospitals.

Knowledge

Showcase

Lucid examples from Hannover Medical School in Germany, and from hospitals in the Indian sub-continent are given to showcase the application of the theoretical framework of safety improvement measures. We show practical measures to illustrate the role of job security in hospital safety and performance, how to establish predictive and reliable routines, and why and how to establish long-term relationships with referring physicians. Additionally, practical tips and ideas for patient engagement, which had a significant positive impact on safety and costs are introduced. Moreover, technology can play a key role in hospital safety. Participants will be exposed to the deployment of information technology resources that promote patient engagement and, consequently, safety. Advances in the area of artificial intelligence in population health and diagnosis will also be discussed. Of course, parallels to the aviation industry cannot be missed in this module.

Workshop

Participants will be encouraged to draft their personal 360-day-hospital-safety-programme. The acquired knowledge and the examples from the showcase chapter, in combination with the discussion with other participants, will broaden each participant's perspective on his or her hospital's safety. The participants will outline the risks in different areas in their hospital and define suitable key performance parameters to assess relevant safety items. Every safety measure should be timed and evaluated according to stipulated milestones. So, the participants will be supported in building a feasible timetable for their safety-programme. Finally, it is essential to communicate the safety issues, measures, and improvements to the team and stakeholders to keep up the sense of urgency for hospital safety and maintain the stakeholders' engagement. A communication plan completes the 360-days-safety-programme.

Available modi and options for the module 02b - Hospital safety

	Live online lectures	Live online courses	Executive live online courses	Online courses	Onsite courses
Duration: 2 hours	■				
Duration: 4 hours		■	■	■	■
Duration: 8 hours					
Max. number of participants	240	120	12	unlimited	24
Developing a 360-days-handbook		■	■	■	■
1 month digital communication follow-up					■
1 year personal coaching			■		
Checklists	■	■	■	■	■
Certificate		■	■	■	■



Economic pressure often is regarded as detrimental to health care quality because the care providers may, in one way or the other, be influenced by the financials. Inappropriate indications, too early or too many procedures, as well as too early discharge from hospitals, could lead to fatal consequences for the patients. On the other hand, there is evidence that lean management and straightforward process optimization result in better medical results and subsequently improved economic outcomes. The form of the financial burden varies from country to country and from hospital to hospital and certainly correlates with the hospitals' ownership. In emerging economies, e.g., there is a growing trend toward privatization. In markets like India, almost 70% of all the care provided is in the private sector. Typically, such hospitals tend to be more fee for service-oriented. In extreme scenarios, it is quite possible that financial outcomes may sometimes outweigh clinical outcomes. Additionally, governments continue to implement healthcare transformation reforms that drive costs down. Of course, there is a vital need for economically reasonable business behavior. Hospitals will not be able to provide healthcare services anymore when they are insolvent. But either way, the balance between medicine and finance should always be straightforward.

Straightforward process optimization result in better medical results and subsequently improved economic outcomes.

Medicine and finance should be balanced to ascertain sustainable hospital success.

Risk management in hospitals has been generally limited to topics around patient safety, medication errors, and the like. But the entrepreneurial view on risk management for the organization hospital hasn't received widespread attention in healthcare professionals.

Risk management is not only about patient safety but covers entrepreneurial risks for the hospital as well.

This course grants a basic yet pragmatic understanding of clinically relevant controlling principles and entrepreneurial risk management. We search for the key performance indicators for balanced overall hospital performance and suitable assessment of parameters pertinent to the daily routine.

The full course contains the following modules:

[03a – Hospital economics](#)

[03b – Enterprise risk management in hospitals](#)



Module 03a Hospital economics

Modern challenges in healthcare:
Economic pressure, demanding
patients, medical tourism, global
competition.

Hospital systems sometimes sit uncomfortably between a production and human services enterprise. On the one hand, they are dedicated to patient care and bound to the oath of Hippocrates, which requires full, sometimes even selfless commitment to the wellbeing of the patients. On the other hand, hospitals need to earn money to sustain their services. Even worse, patients become more and more demanding for hotel-like standards and services in hospitals, for which they are, however, not willing or able to pay hotel-like rates. But in the face of increasing medical tourism, hospitals are forced to raise their standard of services to persevere in this new growing local, regional, and even global competition.

Understanding the fundamentals of
medical and financial controlling.

In such evolving and turbulently uncertain conditions, it is imperative to understand the basics of medical and financial control measures. This module will adequately equip medical professionals to have a meaningful and logical dialogue with their CFOs and board members on financial matters. Participants will appreciate the balance and tensions that exist between finance and medicine. Even more, we will develop ways to use economic pressure to enable and catalyze better medicine.

Didactic concept

Discussion

The first step of this module is understanding the need for health economics in the participants' hospital. How do they measure efforts and results today? What numbers are relevant and why? Do the hospitals' economics already have an impact on clinical work and what are the future perspectives in this regard? The influence of economic constraints on medical processes, culture, and outcomes cannot be disregarded in the world's healthcare systems today. Therefore, the participants will have a forum to introduce their current counter-measures to economic risks and discuss its efficacy.



The knowledge chapter is about mastering the numbers. The participants will be introduced to relevant accounting principles and tools for medical and financial controlling. Tools for cost-performance analysis are essential to gain an overview of the respective key parameters. After all, understanding the status quo is a prerequisite to interpreting the numbers and deducing measures for optimal balancing between medicine and economics. Hospital management should, in part, be data-based decision making. But what numbers are relevant in clinic management and how can the required intelligence be obtained? An introduction to costing and break-even analysis in hospitals is the foundation of farsighted management. Established tools like the balanced scorecard may further help to organize the hospital's broad spectrum of key performance parameters. With this simple yet comprehensive framework at their disposal, the participants will be capable of better understanding business and financial risks and its impact on capital structure. Profound knowledge about the profit and loss behavior, finally, opens ways to enhance profitability without affecting safety for the patients and the personnel.

Knowledge

In the showcase chapter, we present the numbers in action to visualize the impact of balance sheets on healthcare performance. The length of stay, e.g., directly affects income, profitability, and safety. Examples of successful patient engagement measures further optimize not only the medical, but the economic outcomes. We suggest a multitude of factors and variables to be considered to achieve long-term financial sustainability. Some suggestions are lessons learned from the G-DRG System and its impact on healthcare quality; others derive from the out-of-the-pocket and private financing systems in Southeast Asia. We bring advantages and drawbacks up for discussion and maybe find a way to combine the best parts of both systems.

Showcase

The workshop of this module aims for the participants to configure their personal finance and controlling toolbox. We guide the participants in setting up a pragmatic and applicable financial and risk management system for their clinic. The optional writing of financial templates for clinical projects/ investments, the preparation of numbers for negotiations with the hospital's board and administration, as well as creating compelling business plans can be the closing of this module.

Workshop



Available modi and options for the module 03a - Hospital economics

	Live online lectures	Live online courses	Executive live online courses	Online courses	Onsite courses
Duration: 2 hours	■				
Duration: 4 hours		■	■	■	■
Duration: 8 hours		■	■	■	■
Max. number of participants	240	120	12	unlimited	24
Developing a 360-days-handbook		■	■	■	■
1 month digital communication follow-up					■
1 year personal coaching			■		
Checklists					
Certificate		■	■	■	■

Enterprise risk management in hospitals

Module 03b

The causes of poor medical outcomes are not exclusively attributed to care providers like physicians or nurses. Instead, the surrounding internal and external microsystems of a hospital are also responsible. Hence, in this module, a compelling argument on the need for a comprehensive enterprise-wide risk management system that secures the interests of patients, doctors, staff, investors, and society at large will be presented. We advocate a holistic responsibility framework with roles for every stakeholder of the hospital.

Hospitals' internal and external microsystems are responsible for medical outcomes.

Hospitals benefit from a holistic responsibility framework.

Additionally, more parameters have a high impact on the hospital's prosperity that should be considered by hospital managers. The expanding role of technology and cloud computing and the internet of things bear a huge potential for increased efficiency but also come along with new risks. The lifecycles of medical devices grow shorter year by year. For this reason, investment strategies, financing, and continuous training of the personnel should be adjusted accordingly. The ever-evolving progress in medical sciences leads to disruptive technologies and protocols that sometimes require a significant change in the hospital's processes, infrastructure, or even governance. Uncertain political and regulatory conditions can imply volatile reimbursement scenarios. And finally, the lack of medical personnel poses a dangerous threat to hospitals in some countries.

Technology innovation, short medical equipment life-cycles, and uncertain political and regulatory conditions contribute to hospital risks.

All in all, it seems mandatory to take a strategic and widespread look at enterprise risk management in hospitals.

Strategic risk management supports medical and entrepreneurial aspects in a hospital.



Didactic concept

Discussion

The module starts with a collection of the current enterprise risk management in the participants' hospitals. What tools, processes, or guidelines are already being used? The benefits of financial and entrepreneurial risk management for patient care or personnel will be assessed to separate the relevant from the non-essential risk management measures. Then, parameters that define successful risk management should be listed clearly. Finally, the impact and the options of a communication strategy to involve all employees in the hospital's enterprise risk management will be discussed.

Knowledge

Profound knowledge of enterprise risk management principles, models, and its basic terminology will facilitate the development of a specific risk mitigation strategy for each hospital. We introduce selected risk management measures that are applicable in the healthcare setting. The following risk areas will be covered:

1. Clinical risks
2. Strategic risks
3. Finance and investment risks
4. Hospital operations risks
5. Human capital risks
6. Technology risks

Showcase

The following risk management topics will be illustrated with practical case studies.

1. Risk identification and aggregation
2. Risk classification
3. Defining risk appetite
4. Data acquisition
5. Risk mitigation strategies

The examples exclusively employ healthcare scenarios, so that the participants can easily transfer the impulses to their specific situation.

Workshop

In the workshop, the participants are invited to configure their personal risk management toolbox that spans relevant and on-the-ground risk management measures, which can be applied immediately in the hospital and clinic setting. We will support the participants in drawing up a specific enterprise risk management strategy.

First, the participants will outline risks in the different risk areas of their hospital. Second, the definition of suitable parameters to objectify the risks and to follow up on the efficacy of the risk mitigation strategy needs to be carried out.

Second, the parameters are mandatory to compare the hospital's risk management with benchmark hospitals.

Third, realistic risk mitigation measures will be compiled to a risk management catalog for the upcoming 360 days, considering the specific risk appetite of the hospitals and each participant.

Fourth, the participants will be supported in building a feasible timetable for their enterprise risk management.

Finally, it is essential to communicate the safety issues, mitigation measures, and probably positive effects to the hospital's personnel and other stakeholders. A communication plan completes the 360-days-risk-mitigation-programme.

Available modi and options for the module 03b - Enterprise risk management in hospitals

	Live online lectures	Live online courses	Executive live online courses	Online courses	Onsite courses
Duration: 2 hours	■				
Duration: 4 hours		■	■	■	■
Duration: 8 hours					
Max. number of participants	240	120	12	unlimited	24
Developing a 360-days-handbook		■	■	■	■
1 month digital communication follow-up					■
1 year personal coaching			■		
Checklists					
Certificate		■	■	■	■



Success in healthcare is mainly defined as the quality of diagnosis and treatment. Good medical outcomes are certainly the top priority of all hospitals. Unfortunately, physicians, nurses, and hospital managers are often left alone with their professional careers, even in highly successful hospitals. They struggle to systematically shape their path in the non-stop demanding healthcare environment, usually due to the lack of an experienced mentor.

Support for the personal development of healthcare professionals missing.

In this course, first, you will be supported to find a position in the healthcare sector that fits your individual character, skills, and ambitions.

Positioning

Second, practical tips and habits to master the stressful clinical tasks considering your focus will be provided.

Self-mangement

Third, you learn how to increase your reputation, which has a positive impact on your career.

Reputation management and communication

And last but not least, strategic planning of your career and a systematic approach on how to reach the next steps on your career ladder will accomplish this course.

Career planing

The full course consists of the following modules:

[04a – Self-management in medicine](#)

[04b – Presentation techniques for healthcare professionals](#)

[04c – Negotiation and communication techniques for healthcare professionals](#)



"Enjoy when you can, and endure when you must."

Johann Wolfgang v. Goethe, 1749-1832

Harsh working conditions for
healthcare professionals in hospitals

Healthcare professionals sometimes find themselves in harsh working conditions. Too many working hours, poor appreciation of their work, too many administrative tasks, too much focus on economics, and insufficient payment shape a detrimental environment for physicians and nurses in some places. Chaotic self-organization further increases the effects of the work overload and the often-inefficient process management in hospitals.

Fatal consequences for the
personnel and the patients

In consequence, 37% of the physicians in Europe suffer from burnout syndrome, depression, sleep disorders, or hypertonia, according to Medscape (<https://www.medscape.com>). There is a burn-out-pandemic of physicians due to healthcare systems that demand a work overload and simultaneously neglect the health of its key players.

Another downside of the profound exhaustion of healthcare providers is the impaired safety of the patients.

Moreover, decreased empathy and emotional distancing due to mental exhaustion significantly compromise the relationship between the patients and the care providers.

Efficient self-management system
needed to navigate the care
providers in unhealthy conditions

Protective measures like an efficient self-management system are needed to sustainably navigate the care providers in such unhealthy conditions because managing a hospital (unit) is even more difficult without the ability to manage oneself properly.

Self-management system to unleash
creativity and to generate space in
busy schedules

Hence, this module provides healthcare professionals with a simple and directly applicable self-management system for hospitals. It covers topics like goal-setting, finding the right mindset, taking over useful habits, setting priorities, and tools to optimize the workflow in almost every professional context. The self-management module draws inspiration from Goethe, Eisenhower, and personal experiences to improve self-discipline and self-management. One of the key objectives of this module is to help the participants to unleash creativity and to generate space in their busy schedules.



Didactic concept

Nobel Laureate in economics of 1978, Herbert Simon once said that “A wealth of information has created a poverty of attention.” This module draws our attention to this “poverty” and helps participants to self-reflect. The self-reflection exercise and discussions in this chapter should help to answer the questions of who the participants really are and who they want to be. It is mandatory to deeply know yourself before you can direct your behavior in more efficient ways. First, therefore, the participants’ goals, values, and principles in life and career will be brought to light as well as innate strengths and weaknesses. Second, the participants’ current and future positions in healthcare should be clarified to enable them to capitalize maximally on their unique abilities and their basic principles. We use established profiling tools like the Reiss profile to keep this process of self-reflection as transparent, scientific-based, and reproducible as possible.

The participants will be provided with tools to organize tasks and manage time effectively and thereby will be able to master the intense daily clinical workload with more ease. Some of the tools and principles also work in private life and may lead to stress-reduction here as well. We will disenchant the secret magic of successful people and make a detour into the biochemistry of the human brain. Smart self-management requires effective communication. We introduce the participants to a method of interacting with their professional and private social environment that allows for a self-determined way to get things done and leave things undone. Next to other time-tested methods, we employ David Allen’s guidelines “Getting things done,” to illustrate efficient self-management. Additionally, a plethora of digital tools for self-organization are available today, of which we select a handful that has proven to us to save time rather than consume time if appropriately used in healthcare.

In our programme, the foundation of a positive interaction that fosters sustainably fruitful relationships is transparently communicating the rationale for any action. Thus, prioritizing tasks always will be perceived as a sign of discipline, good self-organization, and reliability rather than misguided interests or selfish behavior.

Discussion

Knowledge



Workshop

The participants will be guided to systematically eradicate flaws in their self-management and empowered to take their next career-steps according to their individual goals by using a selection of tools, principles, and methods of this module. A prerequisite for a systematic self-management approach is a complete overview of all assets that define the status quo and, equally important, the roadmap ahead. Hence, the workshop will start with completing a life-matrix for the participants, which we call our career logbook. The participants will create their personal real-life avatar, which will enable them to take a higher perspective on their life, dissociated from their possible fears, confusion, and daily struggling. The workshop aims to create a manual with selected measures that will be applied to the “avatar” and, finally, be evaluated. In order to stick to their plan, the participants develop anticipatory smart defense mechanisms, precisely adjusted to their individual situations that will protect them from very likely future distractions.

Available modi and options for the module 04a - Self-management in medicine

	Live online lectures	Live online courses	Executive live online courses	Online courses	Onsite courses
Duration: 2 hours	■				
Duration: 4 hours		■	■	■	■
Duration: 8 hours					
Max. number of participants	240	120	12	unlimited	24
Developing a 360-days-handbook		■	■	■	■
1 month digital communication follow-up					■
1 year personal coaching			■		
Checklists	■	■	■	■	■
Certificate		■	■	■	■



Presentation techniques for healthcare professionals

Module 04b

“Communication works for those who work at it.”

John Powell, *1963, Film composer

Healthcare professionals should master the art of effective and compelling communication. Vermeier et al. found that poor communication can lead to discontinuity of care, compromise of patient safety, and patient dissatisfaction. The authors analyzed 69 studies on communication quality in healthcare and concluded that bad communication patterns cause inefficient use of valuable resources. Moreover, lack of sovereign communication skills is detrimental to healthcare professionals' careers. With that said, it is even less understandable why physicians, nurses, and hospital managers waste a larger part of their efficacy by careless talks and presentations. As long as leadership, management, interaction with patients, scientific discourse, and not least personal reputation mainly rely on compelling communication, healthcare professionals should aim to refine those skills. Our module, thus, is in line with best-selling author Brian Tracy's belief that communication is a skill that you can learn. It's like riding a bicycle or typing. Tracy is convinced that "if you're willing to work at it, you can rapidly improve the quality of every part of your life."

Effective communication fosters patient safety, satisfaction, and the professional careers of care providers.

The art of compelling communication can be learned.

Unfortunately, good communication skills are extensively prevalent neither in healthcare nor in most other parts of life, which presents itself abundantly clear in any form presentations. Some speakers seem to aim at drawing a complete picture of their entire work rather than transferring knowledge or interacting with the audience. Those presentations often disregard the most basic principles of rhetoric and good multimedia design. Simple features of fascinating body language are not employed either. Nevertheless, people like Steve Jobs, Bill Gates, Guilia Enders, Daniel Pink, Sarah Blakemore, and many more have proven that even scientific facts and figures can be presented in an engaging, inspiring, and personal way.

Inspiring presentations in healthcare are feasible.



Didactic concept

Discussion

What makes a good presentation? First, the participants are asked to define their definition of a perfect performance. We list attributes in different quality categories and therewith support the participants in setting their specific ideal presentation that later will serve as a guideline. It then will be discussed whether the characteristics of an excellent presentation can be transferred to everyday communication. This part of the discussion is intended to create awareness for every form of positive social interactions in healthcare. Straightforward, honest, loving, respectful, and appropriate dialogues undoubtedly improve everybody's professional and personal life.

Knowledge and Showcase

This module will equip the participants with an arsenal to create a presentation and communication style that effectively features each participant's unique selling proposition as a career supporting brand in healthcare. The knowledge chapter spans four major content areas:

1. The compelling structure of a presentation
2. Easy-to-use rhetoric techniques
3. Effective body language
4. Goal-oriented design principles for PowerPoint slides

We focus exclusively on principles and tools that have been proven to be useful in healthcare and science communications. The techniques will be illustrated through either analyzing well-known communicators like celebrities and other highly successful people or demonstrated in person.

Workshop

We recommend combining some of our easy-to-use tools and techniques to create a powerful presentation that perfectly fits the participants' character and preferences. The participants are invited to perform short lectures to test and exercise their performance. For this purpose, a short presentation of an arbitrary topic of 5 minutes of length at most should be prepared by the participants and will be given repeatedly (3x) in the workshop. They ideally choose a current (scientific/ clinical) project, which they will present shortly. This presentation can be video-recorded by request, so the speakers can critically review their lecture afterward. A live optimization of some of the participants' PowerPoint slides is also part of this module's workshop.



Available modi and options for the module 04b - Presentation techniques for healthcare professionals

	Live online lectures	Live online courses	Executive live online courses	Online courses	Onsite courses
Duration: 2 hours	■				
Duration: 4 hours		■	■	■	■
Duration: 8 hours		■	■	■	■
Max. number of participants	240	24	12	unlimited	24
Developing a 360-days-handbook					
1 month digital communication follow-up		■			■
1 year personal coaching			■		
Checklists		■	■	■	■
Certificate		■	■	■	■



Module 04c

Negotiation and communication techniques for healthcare professionals

"In all negotiations of difficulty, a man may not look to sow and reap at once; but must prepare business, and so ripen it by degrees."

Sir Francis Bacon, 1561-1626

Multiple daily bargaining situations in hospitals

A successful career in the healthcare sector relies on good medical expert knowledge, of course, but also on a stable inter-professional network, and, not least, on successful daily negotiations in the hospital. Bargaining in a hospital takes place every day on many occasions, such as discussion about resources, operating theatre times, ward rounds, task assignments, patient admissions and discharges, and personal matters such as the increase of salary or promotions.

Appreciative negotiations would be beneficial all hospital's stakeholders.

Unfortunately, the actors in healthcare often do not get the most out of these daily bargaining situations, albeit professional negotiations would be beneficial for the medical personnel as well as for the patients' sake, and, in consequence, for the hospital's economic prosperity. According to the Harvard principle, the secret of successful negotiations does not lie in one partner taking advantage over the other. On the contrary, it should be every negotiations' goal to achieve the best result for every negotiating party.

Win-Win rather than Win-Lose.

Extending the perspective on negotiation to achieve better results

The Hannover-Medical.Management negotiation principles for healthcare professionals, hence, focus on broadening the perspective on negotiation and how to use fair tactics, which will ascertain compelling results like 70%:70% or better, rather than the usual dissatisfying 50%:50%.



We introduce you to basic terms of the art of negotiation according to established textbooks and the world's renowned and top negotiation experts and institutes like the Harvard concept (getting to yes), Stuart Diamond, or Lord Jack Nasher in this tripartite module. After providing the theoretical framework, we focus on tools and principles that are immediately applicable in the healthcare sector and give best practice examples. We invite you to work together with us on specific bargaining situations that you are probably facing in the near future. So, this seminar could be an opportunity to systematically prepare and practice your next important negotiation.

Theoretical framework based on established negotiation theories

Part 1: Preparation of the negotiation

The foundation of a successful negotiation is to know the positions, motives, power, strategies, and tactics of your negotiation partner and yourself. Thus, the first part of the module covers the optimal preparation of a negotiation and the analysis of your negotiation partner. Simple analytical measures and parameters can be carried out by beginners.

Understanding positions, motives, power, strategy, and tactics.

Part 2: Negotiation tactics

Second, we illustrate classic tactical maneuvers in negotiations. You, then, can decide which technique you will choose from this toolbox and implement into your personal negotiations and which you don't. Some negotiation tactics you may find just useful to detect in threatening or frightening scenarios, in which your negotiation partner tries to put pressure on you or tries to take advantage of you.

Detecting common negotiation tactics for your advantage

Part 3: Communication and fruitful relationships

Third, we will provide insights on how well functioning, long-term relationships with colleagues, partners, industry firms, and other stakeholders combined with goal-oriented communication strategies will improve the results of your negotiations and also will free you from the stress or fear of bargaining.

Long-term relationships as the foundation for improving negotiation results for both partners



Available modi and options for the module 04c - Negotiation techniques for healthcare professionals

	Live online lectures	Live online courses	Executive live online courses	Online courses	Onsite courses
Duration: 2 hours	■				
Duration: 4 hours		■	■	■	■
Duration: 8 hours					
Max. number of participants	240	120	12	unlimited	24
Developing a 360-days-handbook		■	■	■	■
1 month digital communication follow-up					■
1 year personal coaching			■		
Checklists	■	■	■	■	■
Certificate		■	■	■	■





SPECIAL COURSES

PHYSICIAN`S GUIDE TO A PERFECT CAREER START

COURSE 05

“Every righteous and serious act, of which purpose and profession in the beginning seem dubious, but both will find themselves clear and accomplished at the end.”

Johann Wolfgang von Goethe, 1749-1832

What you are not told in medical education

Medical studies well prepare the students for future medical questions and tasks as young physicians, especially since more and more practical elements are being integrated into the curriculum of the medical studies. Very early and close interactions with patients characterize medical education in many universities nowadays.

However, a successful career not only depends on medical expert knowledge and skills, but on vocational positioning and strategy, professional communication, and diplomatic competencies. Thus, basic managerial abilities would support young physicians` careers significantly. Moreover, non-systematic self-management may lead to an impaired job satisfaction and work-life-balance, which can be prevented easily by considering simple management principles.

Unfortunately, there are no slots in the medical studies to educate young healthcare professionals in hospital-specific diplomacy, career-boosting behavior, or mastering the often stressful clinical routines.

Hence, Hannover-Medical.Management introduces medical students and residents to the basic techniques and tips that are necessary beyond medical expert knowledge to start a successful career and reach all individual vocational goals.

This module, therefore, aims to prepare the participants for everyday challenging situations in the physicians` work, which will facilitate a stress-less entry into the best job of the world.

Medical studies focus on medicine classes exclusively

Basic managerial abilities support young physicians` careers.

Equipping yong physicians with simple management techniques will facilitate a stress-less career start.



Foci of the course

1. Physicians` basic attitude
2. Dealing with senior physicians and other superiors
3. Professional relationship management in hospitals
4. Efficient daily organization
5. Self-management
6. Mastering the terrifying emergency room
7. Optimal preparation for the first night shifts
8. Career planning

Available modi and options for the course 05 - Physician`s guide to a perfect career start

	Live online lectures	Live online courses	Executive live online courses	Online courses	Onsite courses
Duration: 2 hours	■			■	■
Duration: 4 hours					
Duration: 8 hours					
Max. number of participants	240			unlimited	unlimited
Developing a 360-days-handbook					
1 month digital communication follow-up					
1 year personal coaching					
Checklists	■			■	■
Certificate				■	■



MEDICAL MANAGEMENT IN CRISIS

SCENARIOS. THE COVID-19 PANDEMIC

COURSE 06

“Life is what happens to you while you're busy making other plans.”

John Winston Lennon, 1940-1980

The Corona pandemic drives the global health care systems under even harder pressure. Additional hygiene measures, lack of specific therapeutic options versus SARS-CoV-2, operational lockdown, reduced numbers of elective procedures, and eventually, a severe drop of turnover hit hospitals hard. Efficient medical management can contribute to coping with the current situation.

Efficient hospital management is even more important in crisis situations

Therefore, this course provides impulses and stimuli on how to adjust your hospital management and your leadership style to the current unprecedented situation. We introduce you to established business principles and how they could be applied effectively in the healthcare environment in the face of the COVID-19 threat.

Handling the COVID-19 threat by applying comprehensive leadership and management tools

The following management areas, which we found to have an immediate impact on medical and economic outcomes, will be touched in the course:

1. How do we handle Corona in Hannover, Germany?
2. Strategy and leadership in times of crisis
3. Process management and hospital safety under challenging circumstances
4. Hospital economics and resources
5. Staff organization and development
6. Internal and external communication



Available modi and options for the course 06 - Medical management in crisis scenarios. The COVID-19 pandemic

	Live online lectures	Live online courses	Executive live online courses	Online courses	Onsite courses
Duration: 2 hours	■			■	■
Duration: 4 hours					
Duration: 8 hours					
Max. number of participants	240			unlimited	unlimited
Developing a 360-days-handbook					
1 month digital communication follow-up					
1 year personal coaching					
Checklists	■			■	■
Certificate				■	■





CONFIGURE YOUR INDIVIDUAL SEMINAR

Most of our courses comprise several modules. A seminar can be configured as a combination of different courses or exclusively feature one course or a single module of a course. We cordially invite you to configure your seminar by selecting courses and modules that fit your personal or your organization`s needs.

We offer our courses in four different modi:

A course comprises several modules.
A seminar is a set of selected courses or modules.

Lectures

Short (up to 2 hours duration) live lectures give an overview of the topic. The participants will be provided with checklists to apply the lessons learned in their hospitals immediately. Lectures can be given online or onsite.



Online courses

Online courses are extended courses (from 4 to 8 hours duration), including full checklists, 360-days-manuals on the topic, post-course follow-up, and official certificates for the participants. The content of the courses is split into segments of approximately 30 minutes. This segmentation facilitates participation despite the immense workload in the hospital. The development of individual strategies, manuals, or management toolboxes requires the active work and contribution of the participants, which also will only be possible step by step, segment after segment.



Onsite courses

All courses can be hosted as traditional onsite seminars in your hospital, any other convention center of your choice, or in Hannover Medical School in Germany.



Executive courses

Executive courses are restricted to 12 or fewer participants to allow for close and individual coaching during class. A monthly coaching is included for up to one year following the course. The follow-up aims to support the participants in adjusting their management toolbox to the dynamic in their hospital or career. From 2021 we offer you special executive seminars for leading hospital managers and physicians on the Northern Germany Island Föhr and in our beautiful recreation center in Kerala, India.





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