



**GLOBAL
SURGERY**



**GRADUATE
SCHOOL OF
BUSINESS**
UNIVERSITY OF CAPE TOWN

BERTHA CENTRE



**PROGRAM IN GLOBAL SURGERY
AND SOCIAL CHANGE**

Harvard Medical School



**THE
GLOBAL
SURGERY
FOUNDATION**



United Nations Institute for Training and Research



unitar

**African
Union**



AFRICA CDC
Centres for Disease Control and Prevention
Safeguarding Africa's Health



EXECUTIVE LEADERSHIP IN GLOBAL SURGERY

2023



COURSE OUTLINE

Aim of the course

The course aims to enable leaders in healthcare in the public, private and voluntary sectors to become change agents within their context. Participants will be taught to design and lead evidence-based projects and programmes that improve surgical outcomes in their respective organisations, and countries influencing surgical healthcare on a large-scale basis.

The course is aimed at two groups of people: (1) leaders in healthcare, and (2) executives and administrators who can impact policy and system change. The course provides motivation for what global surgery is and why it matters; how to implement global surgery projects and programmes; and how to support and drive innovation. The course has been designed specific to the African context for participants from low- and middle-income countries.

Target Audience

This course is aimed at leaders in the public, private and voluntary healthcare sectors involved in surgical care as well as policymakers. We intend to have a blended, transdisciplinary classroom with leaders from different spheres who can learn from each other about implementing change in different sectors and contexts.

Who should attend

- Heads of Departments and Clinical units (Surgery, Anaesthesia, Obstetrics and Gynaecology, Nursing)
- Public health specialists, Family Medicine, Rehabilitation sciences
- Hospital and facility managers
- Directors and leaders of Non-governmental organisations
- Directors and leaders in Ministries of health
- Directors and leaders of multi-national organisations like WHO
- Chairs, presidents and leaders of surgical societies and colleges

Dates

13 February 2022 – 14 July 2023

Contact week: 27 February – 3 March 2023

Venue

Contact week at the UCT Graduate School of Business in Cape Town (27 Feb – 3 March)

Webinars (virtual)

Duration

- 6 months
- February: prescribed reading, preparation and webinars, contact week and project design
- March: Project Design
- April: Project Implementation
- May: Project Implementation
- June: Project Implementation and write up
- July: Submission of report, presentation and certification

Partners

Global Surgery Division, University of Cape Town

Bertha Centre, University of Cape Town

Programme for Global Surgery and Social Change, Harvard University

Global Surgery Foundation, United Nations Training and Research Institute

Africa Centre of Diseases and Control and African Union, Ethiopia

Certification

The certificate will be issued by the Graduate Business School at the University of Cape Town.

Course Outcomes

Objective

To provide fellows with the necessary foundational knowledge, critical reasoning and analytic skills to participate effectively in quality improvement, project design, and implementation, of interventions and projects to improve surgical healthcare for large-scale impact.

Learning Outcomes

At the end of this course, the fellows will be able to:

- Understand and apply key concepts in global surgery, surgical health systems, innovation and leadership
- Deepen knowledge regarding leadership principles of leading self and teams in unequal societies and how to bring about change
- Identify opportunities to address health systems challenges through innovation and global surgery implementation interventions at a facility or regional level
- Design, introduce and scale-up appropriate surgical interventions within broader health system, political and financial considerations
- Participate within an international network of global surgeons and practitioners

Course Layout

Programme timetable

Pre-contact week timetable (virtual)

Week	Dates	Programme	Time	Activity
Week 1	13-17 February	Webinar 1	4-6pm SAST	Introduction to the course Prof Salome Maswime The Surgical ecosystem: Prof Graham Fieggen Introduction to leadership Prof Salome Maswime

Week 2	20 – 24 February	Webinar 2	4-6pm SAST	The Lancet Commission on Global Surgery Dr Scott Corlew Global Surgery Advocacy Dr Kee Park
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Contact Week (Graduate Business School, Cape Town): 27 February – 3 March

1. Surgical leadership

1a	Introduction to Global Surgery and Leadership Prof Salome Maswime	<ul style="list-style-type: none"> • What is global surgery and the unmet need for surgery • History of Global Surgery • Social and structural determinants of health • Access and Quality of care • Surgical systems strengthening
1b	Introduction to Health Systems Strengthening and financing Dr Kerrin Begg	<ul style="list-style-type: none"> • Explain structures, functions, goals and objectives of health systems; • Analyse the concepts of access, equity, effectiveness, efficiency, responsiveness; • Articulate social and financial risk protection • Compare financing models for health systems
1c	Health Systems Governance Prof Yogan Pillay	<ul style="list-style-type: none"> • Introduction to health policy • Policy reform • Governance frameworks • Implementing scalable programmes • Surgical systems • Geopolitics
1d	Introduction to Surgical Leadership Prof Graham Fieggen	<ul style="list-style-type: none"> • Leadership • Surgical ecosystems • Leadership and surgery • Leading surgical teams • Leading surgical systems • Personal leadership

2. Innovation

2a	Systems thinking Dr Charmaine Cunningham	<ul style="list-style-type: none"> • Explore a conceptual sense-making framework to situate Global Surgery Challenges • Introduce concepts of complexity and systems thinking
2b	Social innovation Katasha De Villiers	<ul style="list-style-type: none"> • What is social innovation in health • Components of social innovation • Invention versus innovation • Principles of innovation • Social innovation in a complex system • Seeing system impact • Types of innovation • Design thinking principles
2c	Biomedical innovation Prof Sudesh Sivarasu	<ul style="list-style-type: none"> • Define biomedical innovation • Role of biomedical innovation in surgery • Opportunities for social innovation
2d	Psychology of change Dr Charmaine Cunningham	<ul style="list-style-type: none"> • Scaling up interventions • Psychology of change framework • Dealing with resistance to change • The role of agency • Co-designing people-driven change
2e	Models of improvement Dr Charmaine Cunningham	<ul style="list-style-type: none"> • Quality Improvement • Models of improvement

3. Advocacy and Accountability

3a	Asset Mapping A/Prof Richard Chivaka	<ul style="list-style-type: none"> • Analyse the availability and/or paucity of resources • Develop a comprehensive asset map of own organization/department • Generate ideas for how to redeploy existing resources within your surgical department
3b	Advocacy and community services Dr Jackie Stewart	<ul style="list-style-type: none"> • What is advocacy • Community services • Non-governmental organisations
3c	Safe Surgery and Quality Improvement	<ul style="list-style-type: none"> • Safe Surgery • Quality improvement programmes

	Dr Desalegn Bekele	<ul style="list-style-type: none"> • Implementing national surgical programmes
3d	Social accountability and social responsiveness A/Prof Lionel Green Thompson	<ul style="list-style-type: none"> • Define social accountability • Framework for social accountability in surgical systems strengthening
3e	Community Engagement Ms Nowhi Mdayi	<ul style="list-style-type: none"> • Community engagement • Leadership structures in the community engagement • Community perspectives of surgical care

4. Management

4a	Leadership vs Management Dr Charmaine Cunningham	<ul style="list-style-type: none"> • Kotter's model to distinguish between management and leadership • Discuss the implications of the above model
4b	Theatre Management Dr Shrikant Peters	<ul style="list-style-type: none"> • Human resource management • Prioritising of surgical cases • Surgical recovery • Organisational culture
4c	Project management Mr Terry van Graan	<ul style="list-style-type: none"> • Introduction to project management • Framework for decision making
4e	Programme management Prof Salome Maswime	<ul style="list-style-type: none"> • Diagnosis • Planning • Implementation • Monitoring and evaluation • Risks • Ethics
4e	Fundraising and Budgeting Ms Zoe Boshoff	<ul style="list-style-type: none"> • Mission and vision • Theory of change • Budgeting • Timelines • Fundraising strategy

5. Diplomacy

5a	Introduction to Public Policy and Bureaucracy A/Prof Zwelethu Jolobe	<ul style="list-style-type: none"> • What is a government • Tiers of government • Local municipalities • Introduction to public policy and administration
5b	Global Diplomacy Dr Geoff Ibbotson	<ul style="list-style-type: none"> • What is Global Diplomacy and its gravitas on Multilateral Diplomacy

		<ul style="list-style-type: none"> • Geopolitics and the governance of the United Nations • Regional frameworks and global health public policy
5c	Strengthening African health systems Dr Elvis Temfack	<ul style="list-style-type: none"> • Surgical care in Africa • African Health systems • Role of NGO and governments • Running multinational programmes • Roles of Africa CDC and African Union
5d	National surgical, obstetrics and anaesthesia plans Dr Jennifer Hon	<ul style="list-style-type: none"> • NSOAPs • Progress with NSOAPs • Framework for NSOAPs

Weekly Schedule

Week	Dates	Programme	Time	Activity
Week 1	13-17 February	Webinar 1	Feb 14, 5-7pm SAST	Virtual
Week 2	20-24 February	Webinar 2	Feb 21, 5-7pm SAST	Virtual
Week 3	27 February – 3 March	Contact week	8.30-5pm SAST	In person lectures at Graduate Business School
Week 4	6-10 March	Project design	Self-paced	Recommended time 4 – 6 hours
Week 5	13-17 March	Project design	Self-paced	Recommended time 4 – 6 hours
Week 6	20-24 March	Project presentation	Mar 22, 5-7pm SAST	Submission of project proposal (5 pages) Pre-recorded presentation (5 minutes per delegate)
Week 7	27-31 March	Project presentations	Mar 27, 5-7pm SAST	Pre-recorded presentation (5 minutes per delegate)
Week 8	3-7 April	Project implementation	Self-paced	Recommended 2-4 hours
Week 9	10-14 April	Project implementation	Self-paced	Recommended 2-4 hours
Week 10	17-21 April	Project implementation	Self-paced	Recommended 2-4 hours
Week 11	24-28 April	Virtual meeting	April 25, 5-7pm SAST	Progress meeting

Week 12	1-5 May	Project implementation	Self-paced	Recommended 2-4 hours
Week 13	8-12 May	Project implementation	Self-paced	Recommended 2-4 hours
Week 14	15-19 May	Project	Self-paced	Recommended 2-4 hours
Week 15	22-26 May	Virtual meeting	May 23, 5-7pm SAST	Progress meeting
Week 16	29 May – 2 June	Project implementation	Self-paced	Recommended 2-4 hours
Week 17	5-9 June	Project implementation	Self-paced	Recommended 2-4 hours
Week 18	12-16 June	Project implementation	Self-paced	Recommended 2-4 hours
Week 19	19-23 June	Project implementation	Self-paced	Recommended 2-4 hours
Week 20	26-30 June	Project write- up and video	June 27, 5-6pm SAST	Progress meeting
Week 21	3-7 July	Project write- up and video	July 4, Submissions	Submission of report and video
Week 22	10 - 14 July	Submissions	14 July, 8 – 5pm	Presentations Closing ceremony

Recommended pre-course reading

- Fellows will be expected to read selected materials

Publications

1. John G Meara, Andrew J M Leather, Lars Hagander, Blake C Alkire, Nivaldo Alonso, Emmanuel A Ameh, Stephen W Bickler, et al. (2015) Global Surgery 2030: evidence and solutions for achieving health, welfare, and economic development.
2. Farmer P, Kim J. Surgery and global health: a view from the OR. *World J Surgery* 2008;32:533-536
https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2267857/pdf/268_2008_Article_9525.pdf
3. David Bishop, Robert A Dyer, Salome Maswime, Reitze N Rodseth, Dominique van Dyk, Hyla-Louise Kluyts, et al. (2019) Maternal and neonatal outcomes after caesarean delivery in the African Surgical Outcomes Study: a 7-day prospective observational cohort study.
4. Bruce M Biccard, Thandinkosi E Madiba, Hyla-Louise Kluyts, Dolly M Munlemvo, Farai D Madzimbamuto, Apollo Basenero, et al. (2018) Perioperative patient outcomes in the African Surgical Outcomes Study: a 7-day prospective observational cohort study.
5. The NSOAP manual The National Surgical Obstetrics Anaesthesia Plan Manual

6. CIS 2020, National Policy Development Framework 2020 (Republic of South Africa)
https://www.gov.za/sites/default/files/gcis_document/202101/national-policy-development-framework-2020.pdf

Videos

7. Launch of the NSOAP manual
<https://www.globalsurgeryfoundation.org/events/recording-nsoap-launch>

Virtual webinars (week 1 and 2)

- Fellows will be expected to attend the 2 webinar sessions

Contact week

5 day contact week at the Graduate Business School in Cape Town

Approximately 8 hours a day = 40 hours (including lunch and tea breaks)

The course format will be a mix of didactic lectures, small and large group discussions and case studies

Thematic Areas

- 1) Global Surgery and Systems
- 2) Innovation and Implementation
- 3) Advocacy and Community Engagement
- 4) Leadership and Management
- 5) Diplomacy

Learning Outcomes

Timetable for Contact week: 27 February 2023 – 3 March 2023

Theme Facilitator Date	Surgical leadership Dr Rowan Duys 27 Feb	Innovation Dr Simon Le Roux 28 Feb	Advocacy and Accountability Ms Jocelyn Park-Ross 01 March	Management Dr Lebo Moloi 02 March	Diplomacy Dr Mary Kinney 03 March
08:00	Registration				
08:30	Introduction to the course Dr Cunningham	Introduction to Systems Thinking Dr Charmaine Cunningham	Asset Mapping Prof Richard Chivaka	Leadership versus management Dr Charmaine Cunningham	Introduction to Public Policy and Bureaucracy A/Prof Zwelethu Jolobe
09:00	Introduction to Global Surgery Prof Salome Maswime	Biomedical Innovation Prof Sudesh Sivarasu	Advocacy and Community services Dr Jackie Stewart	Theatre Management Dr Shrikant Peters	Global Diplomacy Dr Geoff Ibbotson
09:30					
10:00					
10:30					
11:00	Tea				
11:30	Introduction to Health Systems Dr Kerrin Begg	Social Innovation Katasha De Villiers	Safe Surgery and Quality Improvement Dr Desalegn Bekele	Project Management Mr Terry van Graan	Strengthening African Health Systems Dr Elvis Temfack
12:00					
12:30					
13:00	Lunch				
13:30					
14:00	Health systems Governance Prof Yogan Pillay	Psychology of Change Dr Charmaine Cunningham	Social Accountability A/Prof Lionel Green-Thompson	Programme Management Prof Salome Maswime	National Surgical, Obstetrics, Anaesthesia Plans Dr Jennifer Hon
14:30					
15:00					
15:30	Tea				
15:45	Introduction to Surgical Leadership Prof Graham Fieggen	Models of Improvement Dr Charmaine Cunningham	Community Engagement Ms Nowhi Mdayi	Fundraising and Budgeting Ms Zoe Boshoff	Closing ceremony
16:30					
16:45					

Project Design and Implementation

The fellows will be expected to design and implement a project in their local setting that can be designed and piloted to completion within 3 months. Delegates will be expected to use global surgery principles learnt during the course to design a Global Surgery pilot project.

The project has to address a Global Surgery challenge within the local context, and the principles of leadership, innovation and implementation learnt during the contact week need to be used. This may include stakeholder management, project design, Advocacy and Diplomacy principles should also be applied in the stakeholder mapping and implementation of the project.

The project evaluation will be based on the successful implementation of the project and evaluation of lessons learnt in the process.

Monthly Virtual Meetings

The fellows are expected to attend monthly meetings with the course convener and lecturers to discuss the progress with their projects, in this meeting they will also discuss any challenges they have had and opportunities. Attendance of all meetings are strongly encouraged.

Project Presentations

The project presentations and closing ceremony will be held in a hybrid session on the last day of the course (at Graduate Business School in Cape Town).

Course assessment

For certification the delegates will be expected to attend

- Attendance of webinars
- 80% Attendance of contact-week lectures
- Attendance of virtual meetings
- Project design and implementation

Course evaluation

The fellows will be expected to submit course evaluations for all the lectures and the course.