

## SALZBURG OMI SEMINAR LEADERSHIP IN HEALTHCARE

September 10 - 16, 2017

• 31 fellows from 26 different countries and regions
• 10 faculty from UK, USA, Finland, Israel, Italy, Malta, and the Netherlands
• 24 lectures and 4 workshops given by faculty
• Altogether 41 participants from 31 countries and regions

One of the main objectives of the Salzburg Open Medical Institute is the prevention of brain drain in countries. The other side of this coin is the promotion of knowledge exchange. Often times this occurs on a local level: our fellows teach their colleagues, who in turn further propagate this knowledge. This, however, is largely a grassroots process, which relies on the interconnectedness of countries' physician networks. This week's seminar on Leadership in Healthcare represents the opposite of this process: a top-down pathway of exchange. One of the recurring themes of the week was the impact leaders can have in healthcare. Not only do they interact with patients on one side, they also serve as liaisons to the institutions that regulate and govern healthcare. In this way, they are in the perfect position to bring about some of the greatest improvements in collective health worldwide.

Not only were these fellows the perfect vessels for instigating wide-reaching change in their countries, but the outstanding faculty was also just the right group to set them up for success. Leading the seminar as course directors were one former president and the current president of the European Public Health Association (EUPHA), Drs Walter Ricciardi and Natasha Azzopardi-Muscat, respectively. Joining them as co-course director was Dr Katarzyna Czabanowska of Maastricht University, who directs the Governance and Leadership in European Public Health Programme there. Unlike many other seminar weeks, which feature faculty only from the USA and Austria, this week saw seven countries represented within their ranks, which reflects the international nature of leadership in healthcare.

Not only the staff, but also the lectures were highly international in focus. One such lecture from Dr Lawrence Casalino gave fellows an international perspective on healthcare, and Dr Martin McKee granted a planetary perspective. Dr Nick Wald gave a talk on reversing epidemics, and biothreat-expert Dr Simo Nikkari spoke on global health security in terms of competencies. Other lectures focused more on the importance of local leadership, like the coaching session of Dr Sally Fowler Davis on team building and collaborative leadership, and that of Dr Peter V Scoles on education and knowledge transfer. Whether local or international, the most consistent theme of the week was the importance of government healthcare policy, which Dr Avi Israeli articulated well in his lecture on science as the basis of policy.

In their comments on the week, fellows mentioned so many of the week's leadership heuristics like the GROW tool, the Iceberg model, and vision-mission-strategy-tactics-logistics. They also often included the new considerations that the week brought to their attention, like stakeholder analysis and the incorporation of Big Data and meta-analysis in providing care. Considering the knowledge exchanged and the positions many of the fellows hold, it is clear that this week's seminar will surely enact a deep-reaching impact on both the local, and international level.

**Faculty Photo (L-R):**

Professor Sir Nicholas Wald, FRCP, FRS; Katarzyna Czabanowska, MA, PhD; Simo Nikkari, MD, PhD  
Natasha Azzopardi-Muscat, MD, PhD; Walter Ricciardi, MD, MPH, MSc; Sally Folwer-Davis, PhD, Med, Dip OT  
Lawrence Casalino, MD, PhD; Abraham (Avi) Israeli, MD



**Group photo of Faculty and Fellows:**



## SEMINAR DIARY FROM FELLOW

### Diary of, Gerardo Montaña Fernández, MD, MPA

To a certain extent, yes, it is a small world after all, but thirteen hours of traveling can give anyone a different impression for a while. The flights were very comfortable, this is true, and during them I entertained a thought: so many of us, coming from different parts of the world, with diverse realities and issues and yet, facing so similar problems on the leadership roles we are entrusted with. The experiences of the people in the Institute I work at have told me again and again the same thing about the seminars: “awesome”, “amazing”, “perfect”. Sure I feel eager to share their experience and become part of a group of doctors who have been chosen to make this same voyage into knowledge.

Saturday afternoon, and Salzburg, home of the unparalleled Mozart, is covered by a soft blanket of gray clouds which bless the city with the finest raindrops ever. Immediately comes to mind a comment by Julie Andrews, made after filming “The Sound of Music”, who said: “it was always raining, but you can’t see it with the camera”. True! It actually is difficult to see such small raindrops (on roses and whiskers on kittens) ...sorry, lapsus cantus, Or something like that!

Schloss Arenberg is a beautiful place surrounded by manicured gardens that are frame for some very interesting modern school sculptures, the dedication and care put into the school is evident in the slightest details, architecture, maintenance, and personal attention since arrival. Feels welcoming like home, to be honest.

After a night of adaptation to this new time zone, comes the day for everyone to arrive from their homelands, and no activities are set up until 7pm; the welcome reception, in which we are kindly introduced to the place and some of our teachers by Doctor Aulitzky, Director of Medical Programs of The American Austrian Foundation. Professor Ricciardi, our course Director, states that activities are meant to be interactive. Time would prove he meant what he said. Totally!

### Monday, September 11th

Ready, set, go! And after a nutritious breakfast we are in this beautiful classroom. My eyes curiosity makes me to look, in the light of morning, at my fellow peers and soon to be new friends. Armenia, Austria, Azerbaijan, Belarus, Czech Republic, Georgia, ITALY! (My beloved ITALY!!), Kazakhstan, Kosovo, Kyrgyzstan, Latvia, Lithuania, Republic of Moldova, Mongolia, Poland, Republic of Macedonia, Romania, Russia, Slovakia, Spain (lucky me! I will be able to speak Spanish too!), Tajikistan, Tanzania, Ukraine, United Kingdom, Uzbekistan, and me, from Mexico. This place is amazing, the reality of having here human talent from all over the world! The collective knowledge in this place...you can feel it in the air.

After the Pre-Course Test, Prof. Ricciardi offers an overview of what Leadership in Healthcare is, and the role of leadership to tackle formidable health system challenges, followed by a presentation about Health strategy and leadership, in which he dedicated time to talk about inner characteristics of leaders and how they rely on objective data to take decisions. After him came Prof. Israeli, who presented about Science as basis for Public Health Policy. After him, Prof. Nikkari talked about Global Health Security and last presentation was by our course Director, on Personalized Medicine and Big Data Analytics.



Last academic activity of the day was a group discussion on these last two topics, and all my fellow students showed their argumentation for -and against, personalized medicine as well as the capabilities of their working places to gather and manage big data.

A very interesting day, no doubt, as from the first presentation we were submerged right on topic! We are definitively a motivated group, you can see it in the faces of everyone, students and teachers alike.

### **Tuesday, September 12th**

Second day, and the group is eager to begin. Well, nothing less than that could be expected from a classroom packed with leaders from around the globe, right?

Our first and second presentations come by Prof. Ricciardi, now on Value Based Healthcare and the New Taxonomy in Healthcare. The concept of chain of value comes as new concept to few, and is great to have them on board of the administration concepts and language. How to add value to the healthcare system, this is a question that will keep our minds busy for most part of the morning, as well as opportunity cost, waste, and clinical stewardship. Not only new words, but new concepts and a lot to think about and bring back home! On taxonomy, we discussed about Systems, Networks, Pathways and Programmes. A new way to see things, organize the whole of the healthcare system! Afterwards, Prof. Israeli spoke on ensuring resilient and sustainable health systems through fostering leadership in healthcare, making great points on public policy!

Then we met our next teacher, Prof. Czabanowska, and she spoke about leadership in healthcare, team building and emotional intelligence. Her educational strategy compelled to participate, and personal charisma evident, the group was all over the chance to ask and reply. Wonderful experience!

### **Wednesday, September 13th**

Everyone is perfectly in tune with the course now, all minds aligned and efforts coordinated, it seems to me that we are meeting the expectations of our teachers. By now we have developed a sense of group, and it shows in class and on the free time. Collaboration, this is the spirit felt.

So, Prof. Casalino offered a lecture on leadership in primary care, and commented on joint leadership and parameters for rewards. Then came Prof. Wald on the Public Health nutrition and Folic Acid Fortification of food to prevent neural tube problems in pregnancy.

After this we met our next teacher, Prof. Azzopardi with the European perspective on Challenges on Healthcare, an amazing lecture with a central idea: sustainability!

Later on, Profr. Fowler guided a most interesting workshop on coaching and its importance for leadership, after which we had a free time afternoon, and Salzburg was waiting for us!

Raining, of course, because so far it seems that it will only stop raining if and when it starts snowing. Well, no wonder how all the gardens are so green, they are watered without stop. Nonetheless, and equipped with an umbrella, I went to the castle uphill, which dominates the view of the city. Wonderful place with museums, restaurants and breathtaking views of Salzburg which draw tourists together to get the best image ever of the city with every click of the cameras.

### **Thursday, September 14th**

Half of the week has already passed, and I am starting to feel I want at least another week of these lectures and workshop.

First, Prof. Casalino spoke on clinical leadership and insisted upon the vision for the project and the ability to communicate it to others; the Professor Wald commented on Leadership Strategies on preventive medicine and the possibility to tax higher the foods that are harming our health.

Later on came Prof. Azzopardi speaking on how to set up a change management plan in the institution, and Prof. Czabanowska on Leading Change, with a most wonderful workshop on leadership styles.

And at the end came Profr. Scoles, who spoke about Vision, Mission, strategy, tactics and logistics, and commented on the value of confidence, clarity, consistency and communication. A highlight of this day was the chamber music concert in the night!

### **Friday, September 15th**

Viva Mexico! This night is the celebration of Mexico's independence!

First is the planetary health lecture by Prof. McKee; amazing presentation with mind blowing facts, finishing with a workshop on global problems and how to deal with them in a global, national and local levels.

Then it came the next topic, Power, politics and public health, also by Prof. McKee.

Next up, Prof. Scoles talked about Knowledge transfer in Healthcare, in particular, Medical Education and Licensure in the United States and how the exam is a tool of public policy.

Final lesson was Leadership in Public Health, a great presentation by Prof. McKee.

That same night, we were granted a reception at the lobby and the most delicious dinner, in which diplomas were presented and we had a great time with the faculty and friends.

It has been a great experience and I am most grateful for the opportunity to improve my leadership skills back in Mexico.

Thank you all!

## SEMINAR DIARY FROM FELLOW

### Diary of, Gerardo Montaña Fernández, MD, MPA

**Introductory remarks.** Professor Walter Ricciardi, the President of the Italian Health Institute, and Public Health Professor in Rome, welcomes us all, saying that 80% of medical doctors decided to engage in medical school “to make something good”. I feel that this really is our unique mandate, our unique force in working against time and resource constraints: most of us work with a common goal, that goes far beyond ourselves, to embrace the society as a whole. With this thrilling tough, I fall asleep, with the alarm clock set at 6 o'clock to take advantage of the green around us, and make an aside-the-river walk with a colleague met during the dinner.

#### 11 September, Monday

The early walk is more promising than what it looked like last night: my colleague and I hit it off really well as we share many feelings. For instance, we both perceive that our current social-media “post the cool moment” habit is harming our mental health: while we could both survive our working summer despite the many happy-seaside-5-star-hotel pictures, we are not sure that our fragile patients (as those who recently lost their jobs) handled it the same way...

The training takes place: Doctor Avi Israeli, advisor to the health ministry of Israel, shares with us practical insights on health policy-making, addressing the question: “To intervene or not to intervene?”. I highly admired his humbleness, in showing that Palestinians have been far more successful than Israelis in food fortification: in Israel, up to date there is no fortified food, while on the contrary in Palestine flour has been fortified with iron and vitamins. Lastly, despite its one-way-only perspective, I appreciated a lot the reading “Why the best hospitals are managed by doctors, HBR 2016”, and I truly endorse Avi's advice to take few minutes for such article, which I shared on social networks for my residents!!! After dinner, we are off to downtown. We are quietly walking, and soaking in the emotions of the day!

#### 12 September, Tuesday

Another walk downtown, another colleague sharing his experience on a talk that really engages us - what's the right work-life balance, and how to find it? We found one thing in common: both of us apply family-based decision-making rather than individual-based decision-making. It may look compromising in the short run, but if we look back at our past 5 to 10 years we see it's much more than compromising: it's truly enriching our lives!

After a quick breakfast, Walter gives us the rationale of Health Technology Assessment, in order to understand what works and what is cost-effective: how to get a bang for the buck? But, as Richard Horton (Lancet EIC) recalls: “Until HTA programmes take equity as seriously as effectiveness, we will continue to miss important opportunities for strengthening and sustaining the health of our communities”. Again, leaders are needed to advocate for equity, and such leaders should be: honest, forward looking, engaged in community discussions, and able to make decision in the environment where they work. I took the occasion to ask Walter a personal question - how does he react when his honesty is challenged? He shared with us two experiences and one advice, the latter being: “Always stay calm!”; the experiences happened in very different settings (a scientific society and a political chamber), where somebody aggressively attacked him. He reacted calmly, and in both cases he said he was ready to take the challenge, because he recognized that there was the possibility for him to act. Otherwise, he added, he would have politely avoided to engage in such situations in the first place:

a leader should recognize when there is the possibility to act, and when it's better to stay in the shadow, saying a "No", always with grace. Finally, he shared the experience of Mr. Michael Marmot, who worked literally "under the surface" for 19 long years, when Margaret Thatcher wouldn't have approved nor endorsed his work. Nineteen years! But, eventually, his opportunity came.

The afternoon was fun: Prof Kasia Czabanowska and Prof Sally Flower-Davis walk us through Public Health Leadership: definitions, but not the boring ones. For instance, do you know what is a glass cliff? I have just learnt it's something really nasty: it's to put somebody on a such difficult task that for sure it will be a failure. In other words, it's the perfect way to get rid of somebody, and that's why you should watch out very carefully, to never be set up in there by somebody rather unfriendly. Definitions, I said, but also recurrent themes: one of them is integrity. Integrity shows people where you stand and how you stand: they come to learn that, with you, they cannot push it further. Last, but not least: emotional intelligence and system thinking into practice; we rehearsed, talked in small groups, shared our feelings, and finally we did head off to dinner, where something unique happened. Out of nothing, at our table we started laughing as if we were a group of 4 silly adolescents. That was so contagious that soon the whole group was laughing. Maybe was the absence of professors (they were in a private dinner), but I like to think that the emotional intelligence session really helped in lowering those barriers that we always keep high, to protect us.

### **13 September, Wednesday**

Decision making is core to leadership: Dr Natasha Azzopardi Muscat, the president of EUPHA (the scientific society of public health practitioners in Europe), walked us through pillars and evidence to take into account when making informed decisions, especially in times of financial constraints. A lot of feedbacks were given by the audience, and quite of an animated argue was about to start. Conflict management: the person who brought up the issue in the first place decided to step back in a very kind and gentle way (off record, she is a young lady!), the other person calmed down, Natasha invited us to continue with the lecture. I am quite of a sensitive person, I realized: most of my classmates didn't feel the tension I felt in the room. Yet, it was very well handled and in the following hours I truly congratulated with the girl for her amazing reaction!!!

Next session of emotional intelligence came: executive coaching. I volunteered to be coached by Sally, and I truly loved it. I pushed myself way out of my comfort zone, and shared a personal-life question with her, which is about a decision my husband and I have to make in the next few months (to relocate in another country for a short time period or not; if yes, as a couple or only him). Through the framework GROW (What is your Goal? Let's do a Reality check! What are the Occasions? And What's the Way-forward?), we well addressed the issue, in only 10 minutes!!! Executive coaching (which is very different from mentoring and advising) reminded me of high-school philosophy classes and the Socratic Method: Socrates never came forward with a solution for others, because the solution is already inside the other, and simply needs to be brought to light.

Then, we are off to shopping. I see an amazing on-sale yet expensive winter jacket, and a fellow performs a 2-min GROW executive coaching on my possible purchase. 280 euros later, here I am 😊

## **14 September, Thursday**

Lunch and coffee time are full of enriching moments as well! I take place on a Russian-speaking table (and for few seconds we all feel out of our comfort zone!); we talk about our national and international policies and we all come to the conclusion that top-down approaches don't work if the population has different interests and beliefs!

The day is really about nutrition: we have lectures from Professor Nicholas Wald, whom is considered one of the world's leading epidemiologists and neonatal health experts. He shows us the evidence about folic acid and fetal neural tube defects (which could be prevented in 80% of cases, just through the assumption of folic acid), and shares with us how his experience in influencing policy makers: through scientific evidence, he has been one of the strongest advocate for folic acid food fortification. Similarly, he discusses obesity evidence and current pattern of consumptions (food high in salt, sugar and fat, for instance) and the range of possible roles a government could take on.

The day closes down in the concert hall, where two experienced musician play in solo and duo their cello and harp; after the concert, they share with us some insights of their life: music is not an easy career, but somehow they managed through, and they now have 5 and 6 kids, respectively!

## **15 September, Friday**

Professor Martin McKee, from the London School of Hygiene and Preventive Medicine, is with us, "To make the invisible visible". He walks us through many real-life settings in which scientists have pointed out that, for instance, socioeconomic variables had impacted on the population health: the Greek crisis, for instance, and its consequences on public health, had been widely discussed. What's next, then, for leaders in healthcare? Professor Peter Scholes advises us to act according to specific rules and framework of actions: vision, mission and strategy are usually the three key words we should have in mind and work for; tactics and logistics should act as support, and we need to carefully choose the ones next to us in charge of handling them. Only then, we will have a productive and propositive team, in research or policy or healthcare, depending on our positions.

Tomorrow is departure. Come back to our families, work and daily problems, with new knowledge on ourselves, on group dynamics, on healthcare and public health challenges, and on many good examples on how to push forward our agenda, in order to make our groups and surroundings better places to live in.

Thanks to Faculty and Administration of Schloss Arenberg for this wonderful week.