



**【Online】**

# Knowledge Co-Creation Program (Group & Region Focus)

General Information on

**Hospital Management (A)(B)**  
課題別研修「病院経営 (A)(B)」

***JFY 2021***

Course NO. 202003014-J001

Course NO. 201902002-J002

Course NO. 201905833-J002

Online Program Period: From November 22, 2021 to December 15, 2021

**\*In the context of the COVID-19 pandemic, please note that there is still a possibility the course schedule will be changed, shortened, or the course itself will be cancelled.**

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

JICA Knowledge Co-Creation Program (KCCP)

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

# I. Concept

## **Background**

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

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

## **For what?**

This program is designed for the manager of a regional core hospital for its efficient and effective management, using administrative methods.

## **For whom?**

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

## **How?**

This remote training is a combination of on-demand classes with live ones. Lectures and presentations in regard to hospital management will be provided on-demand. For the concerned subjects, participants are kindly requested to submit assignments. On live classes, participants will take part in a workshop of a problem solving method in order for them to analyze and tackle with the issues/problems they are currently facing. With this knowledge, they will formulate an action plan, which describes the activities to perform after the completion of the training.

## II. Description

### 1. Title (Course No.) and Target Regions and Countries

(Note: The “Hospital Management” courses expected in JFY2020 were postponed to JFY2021, and will be combined with the courses in JFY2021. The course number 1 will represent the other courses of the same course period.)

	Title	Course No.	Target Regions and Countries
1	Hospital Management (A)	202003014-J001	Bangladesh, Cambodia*, India, Iran, Uganda
2	Hospital Management (A)	201902002-J002	Tajikistan
3	Hospital Management (B)	201905833-J002	Cambodia*, Pakistan

\* For Cambodia, please choose one participant for each program in the KCCP system, when there are two participant.

### 2. Course Period in JAPAN

November 22, 2021 to December 15, 2021

### 3. Eligible / Target Organization

Hospitals that take a proactive stance on improving the management structure/process.

### 4. Course Capacity (Upper limit of Participants)

8 participants

### 5. Language

English

### 6. Objectives

An efficient and effective plan for hospital management is formulated to improve the participants' respective regional core hospitals.

In order to achieve this program objective, participants are expected to achieve the followings;

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

Also, participants are expected to formulate an Action Plan that describes specific activities that the participants will undertake in order to put their knowledge into practice after completing the course. When they complete the course, they are expected to submit/present their Action Plan to their host organizations.

### 7. Overall Goal

At the participants' respective regional core hospitals, an efficient and effective plan for hospital management is introduced.

## 8. Course Outputs and Contents

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

Course Outputs	Subjects/Agendas	Methodology
1) To be able to explain the concept and practical know-how of hospital management	Management policy, hospital meals, pharmacy and medical equipment department, Material/Inventory control, Measures against nosocomial infection, Regional medical collaboration, Emergency medical services/patients transportation system, etc.	On-demand lectures
2) To be able to collect and arrange pertinent information for decision making	Hospital managerial accounting, Hospital quality improvement, BPR, Functional evaluation of a hospital, PFFC, Leadership,-etc.	On-demand lectures
3) To be able to design efficient and effective plan for hospital management	Job report presentation, PCM workshop, Action plan making and presentation,-etc.	Live lectures and workshop

### < Program Structure >


1. Preliminary phase (activities in your home country)  
Preparation of Job Report
2. Core Phase (Online activities)  
Refer to above and reference schedule as page 6. (Tentative schedule)
  - (1) Introduction: Hospital Management
  - (2) Personnel Management
  - (3) Managerial Accounting System
  - (4) Material / Inventory Management
  - (5) Facilities / Equipment Management
  - (6) Quality / Safety Management
  - (7) Community Healthcare Cooperation
  - (8) Project Cycle Management

**Formulation of Action Plan**

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

## 2021 Hospital Management (A) Tentative Schedule

*\*It may be difficult to participate in this training while continuing your duty, so please concentrate on the training during the training period.*

Local time	8:30-12:30	9:00-13:00	10:30-14:30	11:00-15:00	11:30-15:30	12:30-16:30	
Country	Uganda	Iran	Pakistan, Tajikistan	India	Bangladesh	Cambodia	
2021 Day	Japan Time 14:30-18:30						
Nov. 22	Mon	<b>LIVE: Briefing / Course Orientation</b>					<div style="border: 1px solid black; padding: 5px; display: inline-block;">Viewing Period</div> 
23	Tue	Self-study; watch on-demand lectures					
24	Wed	Self-study; watch on-demand lectures					
25	Thu	Self-study; watch on-demand lectures					
26	Fri	Self-study; watch on-demand lectures					
27	Sat						
28	Sun						
29	Mon	<b>LIVE: PCM Work shop; Project Cycle Management (Participatory Planning )</b>					
30	Tue	<b>LIVE: PCM Work shop; Project Cycle Management (Participatory Planning )</b>					
Dec. 1	Wed	<b>LIVE: PCM Work shop; Project Cycle Management (Group 1)</b>					
2	Thu	<b>LIVE: PCM Work shop; Project Cycle Management (Group 2)</b>					
3	Fri	Self-study; create an action plan/watch on-demand lectures					
4	Sat						
5	Sun						
6	Mon	Self-study; create an action plan/watch on-demand lectures					
7	Tue	Self-study; create an action plan/watch on-demand lectures					
8	Wed	<b>LIVE: Finalization of PDM (Group 1)</b>					
9	Thu	<b>LIVE: Finalization of PDM (Group 2)</b>					
10	Fri	Self-study; create an action plan/watch on-demand lectures					
11	Sat						
12	Sun						
13	Mon	Submission of Action Plan					
14	Tue	<b>LIVE: Action Plan Presentation</b>					
15	Wed	<b>LIVE: Closing Ceremony</b>					

## III. Eligibility and Procedures

### 1. Expectations to the Applying Organizations

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

### 2. Nominee Qualifications

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

#### (1) Essential Qualifications

- 1) Current duties and experience in the relevant field: be currently engaged in hospital management and financing, and have at least 5 years of work experience in the fields, concerned.
- 2) Language: have a competent command of spoken and written English which is equal to TOEFL iBT 100 or more (This workshop includes active participation in discussions, which requires high competence of English ability. Please attach an official certificate for English ability such as TOEFL, TOEIC, etc., if possible).

#### 3) Remote training implementation requirements:

- to be able to establish a stable and secure connection to the internet (if you have any concerns over internet access, please do not hesitate to ask about it to the JICA office in your country.)
- to be able to have access to 2-3 GB of data at each live class.  
\*Please consider your daily internet usage in the same network environment.
- to be able to have Zoom installed onto the computer you will use prior to the training. <https://zoom.us/download>
- to be able to show up at the designated time for each live session via Zoom.
- to be able to prepare a PC, a computer webcam, a microphone and earphones
- to be able to equip your PC with the following specifications:  
8 GB memory; 40-GB of hard drive space on "C"

## **(2) Recommended Qualifications**

- 1) Between the ages of thirty (30) and forty (40) years
- 2) Gender Consideration: JICA is promoting Gender equality. Women are encouraged to apply for the program.

## **3. Required Documents for Application**

**(1) Application Form:** The Application Form is available at **the JICA office (or the Embassy of Japan)**.

**(2) Job Report (Annex):** to be submitted with the application form. (Please refer to “VI. ANNEX, (1) Job Report” for details.

**(3) Photocopy of passport or identification card:** to be submitted with the application form, together with its English translation

\*Photocopy should include the followings:

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

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

## **4. Procedures for Application and Selection**

### **(1) Submission of the Application Documents**

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

After receiving applications, the JICA office (or the Embassy of Japan) will send them to **the JICA Kyushu Center in Japan** by **Oct. 22<sup>nd</sup>, 2021**.

### **(2) Selection**

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

### **(3) Notice of Acceptance**

Notification of results will be made by the JICA office (or the Embassy of Japan) **not later than Nov. 1<sup>st</sup>, 2021**.



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

None.

Soft (data) and hard copy of Job Report should be submitted.

**6. Conditions for Participation**

- (1) to strictly adhere to the program schedule.
- (2) not to change the program topics.
- (3) to refrain from engaging in any political activities, or any form of employment for profit or gain.
- (4) to observe the rules and regulations of the program implementing partners to provide the program or establishments.
- (5) to attend all classes
- (6) not to participate in live classes on smartphone
- (7) to understand the proper data handling as shown below and sign a pledge before the course starts:
  - ✓ Copyright infringement
  - ✓ Data posting on SNS without permission.
  - ✓ Unauthorized upload
  - ✓ Unauthorized modification
  - ✓ Unauthorized redistribution
  - ✓ Recording without approval
  - ✓ Unauthorized citation
- (8) to prepare necessary equipment (computer, webcam, microphone and earphones) as well as global internet access to take part in the course

## IV. Administrative Arrangements

### 1. Organizer

(1) **Center:** JICA Kyushu Center

(2) **Program Officer:** Mr. TAKAHASHI Eiichiro (kictp@jica.go.jp)

(3) **URL:** <https://www.jica.go.jp/kyushu/english/office/index.html>

### 2. Implementing Partner

(1) **Name:** St. Mary's Hospital

Mr. SUGIMOTO Takao, course leader (tsugimoto@st-mary-med.or.jp)

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

(3) **Remarks**

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

## ***V. Other Information***

### **1. Reports and presentation**

#### (1) Job Report

As written in the previous page, each applicant is required to submit his/her own Job Report.

#### (2) Action Plan Report

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

### **2. Remarks**

JICA training is implemented for the purpose of development of human resources that will promote development of the countries, and not for the enrichment of private companies. Matters of a trade secret and patent techniques will remain confidential and inaccessible during the training.

## VI. ANNEX

### HOSPITAL MANAGEMENT (A) (JFY 2021)

#### *Job Report (Country Report)*

Name of applicant:

Country:

Organization and present post:

E-mail:

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

**Remarks 2:** The purpose of the report is to make the training more effective and fruitful by comprehending the situations and problems of the participants each other. Your report will be uploaded onto the training platform and be available for viewing for all participants and facilitators/organizers of the course during the viewing period.

**Remarks 3:** We recommend that you add pictures/video clips to your report in order to better describe the issues/challenges you are facing.

1. (Country report)

Please fill out the following table.

Country Name:	
Capital:	
Population:	
Area:	
Climate:	
Geographical features:	
Languages:	
Religions:	
Political system:	
Main industries:	
GDP (nominal) per capita:	
Main exports:	
Main imports:	

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

3. Describe the mission of your organization and department/division.

- (1) Name of Organization
- (2) Mission of organization and department/division you belong to.
- (3) Draw a chart of your organization and write the names of the departments/sections.  
In addition, please add the number of staff at each department (section).
- (4) Your position
- (5) Describe your current duties

4. Hospital Profile

Please explain the administration of your hospital.

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

5. Question

(1) In your hospital/organization, what is the urgent issue to be solved? Please describe in as much detail as possible.

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

## **For Your Reference**

### **JICA and Capacity Development**

Technical cooperation is people-to-people cooperation that supports partner countries in enhancing their comprehensive capacities to address development challenges by their own efforts. Instead of applying Japanese technology per se to partner countries, JICA's technical cooperation provides solutions that best fit their needs by working with people living there. In the process, consideration is given to factors such as their regional characteristics, historical background, and languages. JICA does not limit its technical cooperation to human resources development; it offers multi-tiered assistance that also involves organizational strengthening, policy formulation, and institution building.

Implementation methods of JICA's technical cooperation can be divided into two approaches. One is overseas cooperation by dispatching experts and volunteers in various development sectors to partner countries; the other is domestic cooperation by inviting participants from developing countries to Japan. The latter method is the Knowledge Co-Creation Program, formerly called Training Program, and it is one of the core programs carried out in Japan. By inviting officials from partner countries and with cooperation from domestic partners, the Knowledge Co-Creation Program provides technical knowledge and practical solutions for development issues in participating countries.

The Knowledge Co-Creation Program (Group & Region Focus) has long occupied an important place in JICA operations. About 400 pre-organized courses cover a wide range of professional fields, ranging from education, health, infrastructure, energy, trade and finance, to agriculture, rural development, gender mainstreaming, and environmental protection. A variety of programs is being customized by the different target organizations to address the specific needs, such as policy-making organizations, service provision organizations, as well as research and academic institutions. Some programs are organized to target a certain group of countries with similar developmental challenges.

### **Japanese Development Experience**

Japan, as the first non-Western nation to become a developed country, built itself into a country that is free, peaceful, prosperous and democratic while preserving its tradition. Japan will serve as one of the best examples for our partner countries to follow in their own development.

From engineering technology to production management methods, most of the know-how that has enabled Japan to become what it is today has emanated from a process of adoption and adaptation, of course, has been accompanied by countless failures and errors behind the success stories.

Through Japan's progressive adaptation and application of systems, methods and technologies from the West in a way that is suited to its own circumstances, Japan has

developed a storehouse of knowledge not found elsewhere from unique systems of organization, administration and personnel management to such social systems as the livelihood improvement approach and governmental organization. It is not easy to apply such experiences to other countries where the circumstances differ, but the experiences can provide ideas and clues useful when devising measures to solve problems.

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





**Contact Information for Inquiries**

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

**JICA Kyushu Center (JICA KYUSHU)**

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

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