

Public-Private Partnerships in the Health Sector

Executive Training Course in Collaboration with the
International Finance Corporation
December 8–12, 2014

EDUCATION
MADE IN
GERMANY



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Welcome to a New Level of Education

Healthcare policy makers and managers across the world are increasingly considering public-private partnerships (PPP) as a way to deliver better and more efficient service to citizens. In 2013, Frankfurt School of Finance & Management pioneered an intensive one-week course on PPPs in healthcare, sponsored by the International Finance Corporation, the private sector arm of the World Bank Group. The course received highly appreciative feedback from participants from some 20 countries in Africa, Asia, Eastern Europe, Latin America and the Middle East as well officials from development aid agencies. In response, the course will be offered again from December 8 – 12, 2014 in collaboration with the IFC.

The course is aimed specifically at key public decision-makers and managers of healthcare PPPs also including oversight agencies and private operators, as well as officials from development agencies supporting PPP approaches. At its core, is the discussion of issues and options that allow countries to pursue sound public policy while making best use of private sector contributions. Participants will learn and discuss:

- How PPPs may fit into the broader health system of a country
- What type of services may be offered as a PPP and how to select projects
- How to design specific PPPs with emphasis on performance requirements and related payment and incentive schemes
- How to go about drafting contracts, awarding contracts through competitive processes and how to approach project finance
- How to supervise and manage PPP contracts after the award including dealing with contract modification, disputes and termination



Participants will also discuss the potential downside of PPPs using case studies of hotly debated PPPs. Participants from developing economies are encouraged to “bring their own PPP” to the course and will receive feedback on their burning issues from faculty members as well as professional colleagues from other countries and agencies.

Agenda

December 8–12, 2014

Monday, December 8	Context for and Role of PPPs	
09:00 – 10:30	Session 1: Introduction Learning Objectives: Get to know fellow participants and faculty and a sense of health PPP issues faced by participants in their home country. Understand that the course design itself reflects a principled approach to the development of PPPs and how the week will develop based on this. Core faculty: Michael Klein, Rainer Sibbel	
11:00 – 12:30	Session 2: Healthcare Systems in Transition Learning Objectives: Understand the basic building blocks of healthcare systems including payment schemes, regulatory approaches and types of provision. Obtain an overview of the basic healthcare systems in the world i.e. the way, in which the basic building blocks have been combined. Understand what we know (and do not know) about the link between healthcare system design and health outcomes as well as the resulting debates about healthcare reform. Understand key issues in moving from discussion of strategies to institutional reform. Appreciate different approaches to ownership of providers and customer choice and thus the basic setting for PPPs. Core faculty: Afschin Gandjour, Rainer Sibbel	
13:30 – 15:00	Session 3: PPP – Why Bother? Learning Objectives: Obtain an overview of healthcare PPP activity globally with special emphasis on PPPs in countries of course participants. Know the arguments about what a PPP may or may not be and appreciate the continuum of solutions from public to private solutions. Understand the basic rationales for PPPs in healthcare as well as key criticisms and pitfalls. Appreciate the current state of knowledge of evaluation of the outcomes and impacts of health PPPs. Core faculty: Michael Klein, Rainer Sibbel	
15:30 – 17:00	Session 4: The PPP “Lego Set” Learning Objectives: Understand the basic areas, approaches, elements, decisions and options of PPP and the current debates about benefits and challenges. Understand what we know (and do not know) about the effectiveness of PPP Understand key issues in moving from discussion of models, strategies to implementation Appreciate how ownership choices may affect the ability to improve institutional arrangements. Core faculty: Michael Klein	
Tuesday, December 9	Regulation/Contract Design: Performance and Incentives	
09:00 – 10:30	Session 5: Goals of PPPs: Access, Quality, Efficiency and Affordability Learning Objectives: Understand the main goals for healthcare regulation and PPPs as well as potential tensions between them. Appreciate options for expanding access including the training and accreditation of different types of healthcare professionals. Understand available mechanisms to deal with affordability including insurance and subsidy schemes. Core faculty: Rainer Sibbel, Afschin Gandjour	

11:00 – 12:30	<p>Session 6: Quality and Performance</p> <p>Learning Objectives: Appreciate the existing types of measurement options for the performance of healthcare schemes ranging from input measures incl. process quality via cost measures to outcome and performance measures including cost-effectiveness. Obtain an overview of related benchmarking approaches. Discuss performance measurement schemes of PPP cases.</p> <p>Core faculty: Rainer Sibbel, Afschin Gandjour</p>
13:30 – 15:00	<p>Session 7: Payments, Risks and Incentives</p> <p>Learning Objectives: Appreciate the options for tying payment schemes to performance (e.g. availability, cost, volume, quality) and the resulting allocation of risks and incentives as well as the consequent measurement and monitoring challenges. Understand differences and similarities between for-profit and non-profit firms whether private or state-owned. Discuss incentive schemes of PPP cases.</p> <p>Core faculty: Rainer Sibbel, Afschin Gandjour, Michael Klein</p>
15:30 – 17:00	<p>Session 8: Monitoring Practice</p> <p>Learning Objectives: Appreciate the practical problems in monitoring of performance whether by insurance companies or government agencies. Understand organizational challenges of establishing and managing monitoring schemes.</p> <p>Core faculty: Insurance company official, Rainer Sibbel</p>
Wednesday, December 10	<p>Choosing Wisely</p> 
09:00 – 10:30	<p>Session 9: Project Selection</p> <p>Learning Objectives: Appreciate the centrality of project selection. Understand the how to assess demand and commercial viability/affordability. Appreciate how to assess commitment i.e. the likelihood that the contracting parties will honor commitments and deal sensibly and fairly with each other for the duration of the PPP. Understand what is involved in assessing "value for money" from the point of view of society and fiscal impact.</p> <p>Core faculty: Rainer Sibbel, Jochen Sagadin, Michael Klein</p>
11:00 – 12:30	<p>Session 10: Designing Contracts</p> <p>Learning Objectives: Understand the basic elements of a PPP contract. Appreciate the role of lawyers in the PPP process. Emphasis will be on coping with inevitable changes and things that go wrong (e.g. adjustments, change orders, dispute resolution, termination).</p> <p>Core faculty: Barry Francis, Pinsent Masons</p>
13:30 – 15:30	<p>Session 11: Project Finance</p> <p>Learning Objectives: Understand the typical structuring options in health PPPs including allocation of risks to counterparts that render a deal bankable on a "non-recourse basis". Appreciate the central role of creditor concerns and the analysis of risk by creditors. Obtain an understanding of key issues in project finance deals for health PPPs, in Europe in particular.</p> <p>Core faculty: Adrian Kamenitzer, European Investment Bank</p>
16:00 – 17:30	<p>Session 12: Project Finance: Public versus Private Money?</p> <p>Learning Objectives: Discuss the fundamental questions about calculation methods and interest rates for different financing models and options in health PPPs including allocation of risks. Discuss key issues in project finance deals for health PPPs.</p> <p>Core faculty: Michael Klein</p>

Thursday,
December 11

Getting to Closure



09:00 – 10:30

Session 13: Special Contracting Issues

Learning Objectives: Appreciate the ongoing issues that arise when operating a PPP and the implications for contract design and oversight. Understand the skills required by the contracting partners to achieve sound co-operation, including the type of advisers that may usefully support the contracting parties. Understand the fundamental market entry options for private healthcare providers.

Core faculty: Markus Fröhling, Rainer Sibbel

11:00 – 12:30

Session 14: Market Entry and Contract Award

Learning Objectives: Understand options for PPP procurement strategies and the pros and cons of different approaches (e.g. pre-qualification, choice of award parameters, and reliance on bidding or negotiation, dealing with unsolicited bids). Appreciate what is involved in marketing a PPP and in managing the bid process including the steps from contract award to financial closure.

Core faculty: Michael Klein

13:30 – 16:30

Session 15: Workshop (break-out groups)

Learning Objectives: Develop issues and options for dealing with selected participants' cases that are currently under consideration in their home country.

Core faculty: Rainer Sibbel, Michael Klein, Jochen Sagadin, Markus Fröhling

17:00 – 19:00

Session 16: Private Partner Perspectives

Learning Objectives: Understand the competencies and perspectives of firms active in health PPPs based on presentations by representatives of such firms.

Core faculty: Firm representatives

Friday,
December 12

Managing PPPs



09:00 – 10:30

Session 17: (Virtual) Site Visit: Hospital PPP Project

We will "visit" an ongoing hospital PPP project in Germany. The contract manager of the PPP will introduce the project and will describe the approach taken. Of key interest is the approach to performance specification and the resulting planning and contracting approach. Participants will also be able to discuss the issue of effective risk transfer, which arises under several German PPPs.

11:00 – 12:30

Session 18: Controversies around PPP

Learning Objectives: Based on a case analysis of the Alzira hospital PPP in Spain develop a list of controversial issues that may arise under health PPPs. Understand how to assess whether criticism is legitimate or not and what useful responses might be.

Core faculty: Michael Klein, Health Insurance Representative

13:30 – 15:00

Session 19: PPP Oversight – Lessons Learned

Learning Objectives: Understand what policy and legal framework issues need to be clarified, how government can organize itself to deal with PPPs from project selection to implementation supervision and the management of fiscal implications.

Core faculty: Michael Klein, Rainer Sibbel

15:30 – 16:00

Session 20: Participant Feedback and Certificates Handover

Your Trainers

Mr. Barry Francis

Barry Francis leads the health team at Pinsent Masons, the international law firm. He has been advising on healthcare PPPs in the UK and other countries for over 20 years. The Pinsent Masons healthcare team has closed over 30 healthcare PPPs. Barry has worked on PPP matters with IFC, EIB and EBRD and represents, funders, sponsors and contracting authorities. He is currently working on the UK's pilot "PF2" healthcare project (The Midland Metropolitan Hospital), potential new projects in the Gulf and on a number of variations and renegotiations of existing projects in England.

Dr. Markus Fröhling

Markus Fröhling is the Chief Medical Officer at Capio Deutsche Klinik GmbH in Fulda, Germany. He has over 20 years' experience in orthopaedic surgery, both in his native Germany and in the UK. Markus was trained at Frankfurt University Hospital, one of the largest orthopaedic centres in Europe and one of the main spinal surgery centres in Germany, and worked there as one of its three senior spine surgeons. In addition to his surgical work, Markus introduced and led a special clinic for manual medicine and conservative treatment of patients who did not require spine surgery called the FroehlingClinic. In this field, he dealt with the most complex of cases, many of which had been subject to unsuccessful treatment programmes elsewhere.

For more than 7 years he worked as consultant, lead orthopaedic surgeon and Chief Medical Officer in different hospitals and clinics in UK, among others 5 years in The Cheshire and Merseyside NHS Treatment Centre.

Markus has also held a teaching post at Frankfurt University Hospital and organised international orthopaedic workshops. He has a special interest in patient-focused healthcare using the methods of LEAN management and has completed an MBA International Hospital and Healthcare Management at Frankfurt School of Finance and Management.

Prof. Dr. Afschin Gandjour

Afschin Gandjour works as a Professor of Health Management at Frankfurt School of Finance and Management in Germany. He is a medical doctor, health economist, and philosopher and ranks among the top 5 researchers in business administration in Germany (ranking by the newspaper Handelsblatt from September 2012). Gandjour serves on the editorial boards of Applied Health Economics & Health Policy, The Open Health Services & Policy Journal, and Innovation and Entrepreneurship in Health. He received an M.D. from Hannover Medical School in Germany, an M.B.A. from Duke University, a Ph.D. in health economics from the University of Cologne in Germany, and an M.A. in philosophy from the University of Düsseldorf in Germany. He held faculty positions at the University of Cologne Medical School, Baylor College of Medicine, and Louisiana State University Pennington.

Mr. Adrian Kamenitzer

Adrian Kamenitzer is the Head of the Project and Structured Finance Division in the Credit Risk and Policies Department of the European Investment Bank. His team covers EIB's project finance investments inside and outside Europe, as well as higher risk structured finance and equity investments.

Adrian also worked at the European Bank for Reconstruction and Development (EBRD) in Risk Management in London and in project origination and structuring in Romania. Before joining the EBRD, Adrian worked for PricewaterhouseCoopers (Coopers & Lybrand at the time) as an auditor and corporate finance consultant. At the beginning of his professional career in Romania, Adrian was briefly involved in the private sector in the pharmaceutical and import-export fields. Adrian has an MSc in Electrical Engineering from the Romanian Polytechnic University and an MBA from McGill University.

Your Trainers

Prof. Dr. Michael Klein

Michael Klein is Professor at the Frankfurt School of Finance & Management in Germany and a Senior Adjunct Professor at the Johns Hopkins School of Advanced International Studies in Washington D.C..

Michael worked at the World Bank (1982 – 2009), most recently as Vice President for Financial and Private Sector Development for the World Bank Group as well as Chief Economist, International Finance Corporation. He was Chief Economist of the Royal Dutch/Shell Group (1997 – 2000) and headed the unit for non-OECD economies at the OECD Economics Department (1991 – 93). Before joining the World Bank, Michael was active in Amnesty International and served on its German Board (1977 – 79) and International Executive Committee (1979 – 82).

Michael studied in Bonn, New Haven and Paris and received his doctorate in economics from Bonn University, Germany.

Dr. Jochen Sagadin

Jochen Sagadin is Managing Director of VAMED Mediterra (since 2008), a hospital group based in CZ comprising 7 hospitals and 3 outpatient centers providing in-patient and out-patient care (acute care, rehabilitation and physical therapy). On top of that he manages VAMED CZ, a company that renders hospital facility management services in CZ. From 2003 – 2008 Jochen worked for VAMED in various senior positions.

Jochen studied in Leoben and Frankfurt. He received his doctorate in Industrial Business Administration from Montan-university Leoben, Austria.

Prof. Dr. Rainer Sibbel

Rainer Sibbel has held the Chair of International Health Management at the Frankfurt School of Finance & Management since 2004. He is Academic Director of the MBA – International Hospital and Healthcare Management programme and head of the Institute for International Health Management. From 1987 to 1993, studies of mathematics at Westfälische Wilhelms-Universität Münster, Germany. Subsequently, from 1993 to 1999, research assistant at the Institute of Industrial and Health Care Management, University of Münster, Germany (Prof. Dr. Dietrich Adam). In 1997, awarded a degree as Doctor of Business Administration (dissertation topic: Fuzzy-Logic and Production Planning and Control). From 1999 to 2004, postdoctoral research assistant at the Chair of Operations Management, Bayreuth University, Germany (Prof. Dr. J. Schlüchtermann). January 2004, Habilitation (qualification for rank as professor; topic: Capacity Planning and Organisation for Interactive Services in Hospitals). In March 2004, visiting professor at Shanghai International Studies University. Prof Sibbel is Member of the German Academic Association for Business Research, the Association for Operations Research (GOR) and the International Hospital Federation (IHF).

He has published extensively on Healthcare and Hospital Management, privatization and mergers in the healthcare sector.

The Approach of Frankfurt School's Executive Education

As one of Germany's leading business schools, Frankfurt School is a powerful platform for research, best-practise management and teaching. Our Executive Education portfolio includes open enrolment, in-house and customized programmes. Furthermore, we organize conferences and lectures. We develop and publish our own study materials and offer various distance learning programmes.

First-class teaching, small study groups, personal contact with professors and faculty staff and a campus equipped with a state-of-the-art infrastructure – with these high-quality resources Frankfurt School turns Bachelor and Master degree courses, specialist workshops and Executive Education programmes into powerful tools for building professional success.

Frankfurt School is about partnership, innovation, integration, entrepreneurship, dynamic and open discourse, rather than closed, assembly-line thinking. Frankfurt School is about fresh approaches to significant issues.

Integrated Knowledge

The interactive sessions will be a mixture of lectures, discussions and case studies. Each training session is carefully designed and led by our highly qualified trainers.

Beyond the Training

Throughout the training, a special social programme will be offered giving you not only the perfect networking opportunity outside the classroom but also the chance to experience the various facets of Frankfurt. We will show you around and bring the history of Frankfurt closer to you; you will experience the cosmopolitan and historical Frankfurt through sight, sound and taste.



Apply Now!

Tuition and Accommodation Expenses

The total fee for the executive education course on "Public-Private Partnerships in the Health Sector" is EUR 4,300. The course fee includes all training materials and full-board accommodation in single rooms for the time of training. Handouts, documentation, and background literature will be assembled in a comprehensive participant handbook, which will also be provided on USB device by the end of the training. A colourful social programme as well as industry site visits will accompany the training.

For every additional employee registered from the same company, there will be a 10 % reduction available.

Training Venue

The training will take place at Frankfurt School's campus from 08 – 12 December 2014. Participants will be accommodated in a high-class hotel within walking distance of Frankfurt School.

Language

The language of instruction will be English. No translation will be provided.

Target Group

The course is aimed specifically at key public decision-makers and managers of healthcare PPPs including also oversight agencies and private operators as well as officials from development agencies supporting PPP approaches.

Application

The application deadline for the course is 15 October 2014. Please note that we do select applications on a first-come, first-served basis. You can apply online at:

www.frankfurt-school.de/ExEd





Your Contact

Whatever assistance or information you require, we would be delighted to help.



Organization & Booking

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Disclaimer: The contents of this brochure are current at the time of going to press. All information published in this brochure is intended merely to provide a general overview of the programme: Frankfurt School of Finance & Management reserves the right to modify the curriculum, the schedule or any parts thereof. For the updates, please contact the International Office (IAS) Frankfurt School of Finance & Management.

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