**Digital Health Leadership Program: Survey**

1. **Introduction to the Survey**

Donors are making digital health investments, in low- and middle- income countries, that are increasingly coordinated around infrastructure (particularly key digital health foundational infrastructure components) and systems, rather than services, products and projects. Because of this, training and educational institutions have begun to provide online and in-person courses and workshops on digital health leadership capacity building.

It has become evident that digital health trainers often use different terminology for the same things or use the same terminology but mean different things. Sometimes definitions are not clear at all. In addition, there are multiple digital health toolkits, concepts, frameworks, standards, and guidance on offer; WHO, donors and others are keen to see these resources integrated into course materials in a systematic way so they can be seamlessly applied by Ministries of Health and program implementers.

The Gates Foundation is supporting information gathering about a proposed blended Digital Health Leadership Program (DHL Program) that aims to prevent the fragmentation and redundancy that emerged in the mHealth field from occurring in the digital health leadership capacity building. The Program will include online and in-person learning, peer support and coaching.

Building on the work of the WHO-AFRO and ITU Lesotho workshop of November 2018, and the training materials developed for that event, the proposed DHL Program is a blended learning program, complemented by supported peer-to-peer learning. It aims to promote impact in two ways: First, through the combination of online and in-person learning, peer support and personalized coaching, and second, via the global network of leaders that will develop throughout the program and beyond.

1. **Who is the Digital Health Leadership Program for?**

The DHL Program is for mid-senior level Ministry officials in Health or ICT, and for directors and deputy directors of digital health. The audience will include mid-senior level staff from WHO country offices, and from NGO, UN and donor organizations who are working in digital health in both in the public and private health sectors. There will be no financial cost to learners for Year 1 of the DHL Program.

1. **Why your input matters.**

The Program is still in development, so we are keen to hear your ideas, insights and feedback. Your responses will help shape our thinking going forward. This is also an opportunity for you to express an interest in being considered for selection as a learner on the DHL Program which launches in mid-2020, or to become a coach, or a learning facilitator for the online courses.

**Further information about the DHL Program is outlined in Appendix 1.** If you have time to read this ahead of responding to the survey, it will help inform your feedback to us.

**Thank you in advance for your participation in this survey. Your feedback will help inform the ongoing design and delivery of the DHL Program.**

**SURVEY QUESTIONS**

*The Digital Health Leadership Program is still in development. Your responses will help inform further discussion about its content and delivery design.*

1. **Your role**
   * What is your job title?
   * Where you are currently based for your work (including country)?
   * In what ways does your job function include digital health?
2. **Audience**: Who do you think is the ideal ‘audience’ (learner) for the proposed DHL Program?
3. **Program Content**: What are your views about the proposed workshops and online courses:
   * Digital Health 101: a *4.5 days interactive workshop based on the WHO AFRO and ITU training materials; includes introduction to the DHL Program, leadership and goal setting*
   * Digital Health Leadership: *Online course (10-12 weeks, 4-6 hours per week)*
   * Investing in Digital Health: *Online course (6 weeks, 4 hours per week)*
   * Developing National Digital Health Policy: Laying the Foundations*: 5-day workshop*
   * Leadership, reflections and next steps: *final 2-day workshop and graduation ceremony*
4. **Program Content:** It’s been suggested to include a course on data science (data analytics, data use):
   * Should this be an additional core course?
   * Should this be an optional course?
5. **Program Content:** What are **up to 10 topics** you think should be included in an online digital health leadership course?
6. **Sequencing of program content:** What are your views about the proposed sequence of courses and workshops outlined above (question 3)?
7. **Mode of delivery of training:** the program proposes a blended approach of workshops + online courses; what are your views about this blend? Are there other options we should consider?
8. **Incentives**: What incentives do you believe will help motivate and retain learners on the Program?
9. **Barriers:** What, if any, might be barriers or challenges for motivating and retaining learners?
10. **Coaching and peer-learning:** There will be regular virtual peer-to-peer learning meetings with groups of approx. 8 learners, each group supported by a coach. These sessions will:

* Encourage learners to share real-time challenges, goals, projects they are working on;
* Use the peer group to learn from each other and help identify solutions;
* Integrate leadership building into the DHL Program, and
* Create peer-learning networks that will flourish after the DHL Program ends.

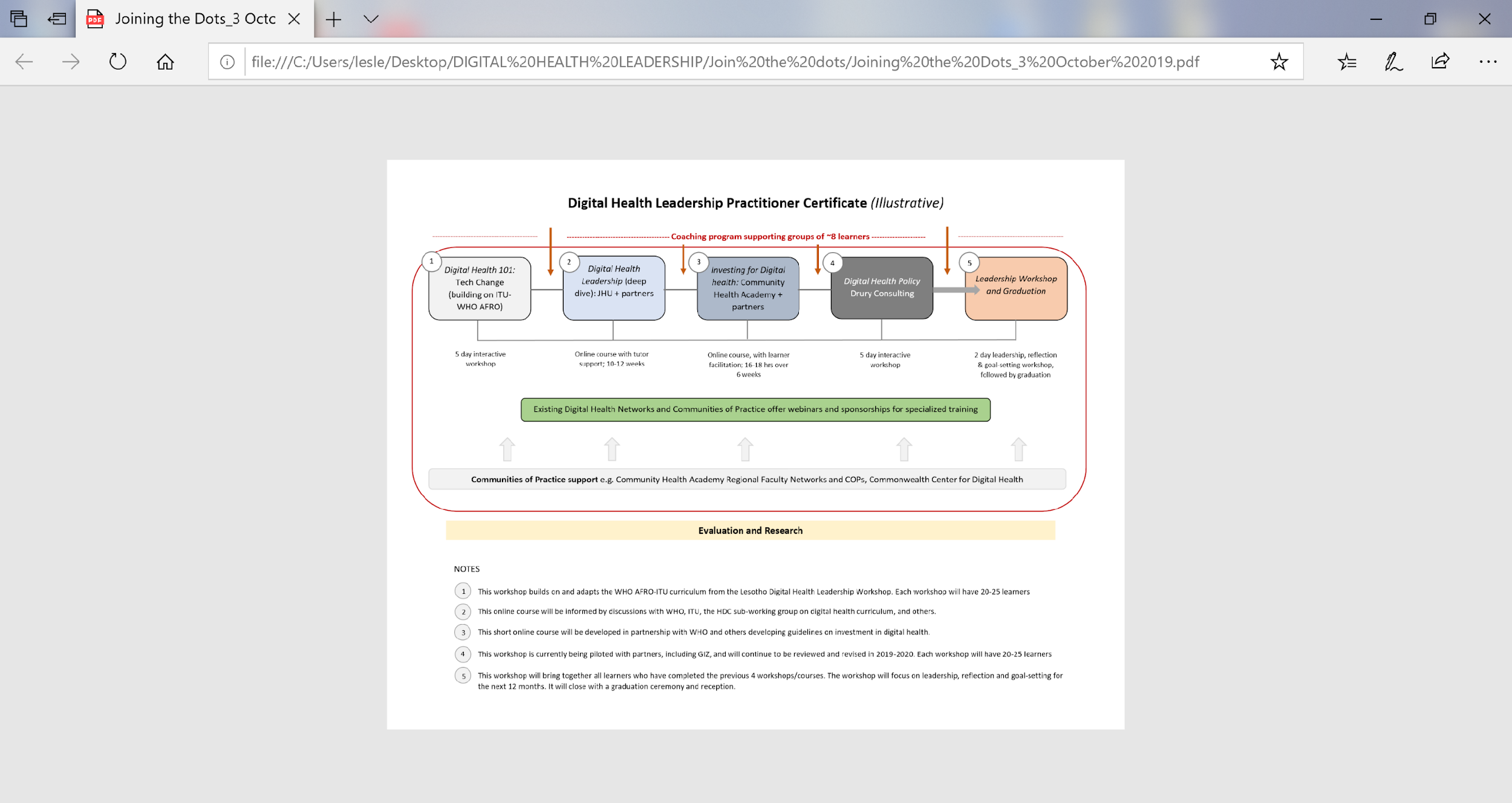
What are your views about the peer-to-peer learning meetings with coaches?

1. **Any other feedback** you would like to share about the DHL Program?

**Appendix 1 Digital Health Leadership Program**

**Program outline**

See below for a high level illustration of the proposed DHL Program elements.



Currently, the plan is to offer the following workshops and online courses, in this sequence:

* *A 5-day workshop on ‘Digital health 101’*: an interactive, hands-on, practical workshop which serves as an introduction to the DHL Program. The content builds on training materials used for the WHO AFRO and ITU Lesotho workshop. Each workshop will have 20-25 participants max
* *A 10-12 week online Digital Health Leadership course,* supported by online tutors, which take a deeper look at the topics, concepts, frameworks and guidance introduced in workshop #1.
* *A short online course on digital health financing and investment*, based on the WHO Guideline on investing in digital health
* *A 5 day workshop which covers digital health policy*, regulatory frameworks, compliance, and advocacy. Each workshop will have 20-25 participants max.
* *A 2 day leadership, reflections and goal-setting workshop* for all learners. This will close with a graduation ceremony and reception.

**Leadership development/coaching**

In addition to the five formal education and training elements, there is a *mandatory coaching element*.

Learners will be grouped into groups of approx. 8 people, with one coach per group.

* Learner groups will meet regularly online (timing tbd).
* Learners will bring ‘live’ challenges and projects they are working on to these sessions.
* Coaches will facilitate the dialogue in these sessions.
* Leadership development will be built into these coaching sessions.

The aim is to encourage peer-learning and to build professional networks that last beyond the DHL Program.

**How long will it take to complete the program?**

The DHL Program is 12 months. The formal learning (3 workshops and 2 courses) is expected to take around 16 weeks to complete.

The reasons for learning taking place over 12 months are: (i) to take into account learners’ day-to-day workloads and other commitments, (ii) to enable coaching and peer-learning to take place over an extended period, (iii) enable learners to have time to put their knowledge and skills into practice, and (iv) encourage periods of reflection between the formal learning elements.

**Does the learner gain a professional qualification at the end of the program?**

Each workshop and course will have its own certificate of completion. Certification for the DHL Program overall has not yet been confirmed. Discussions are underway as follows:

* With WHO AFRO: to award learners who complete all the formal parts of the program and at least 80% of the coaching sessions a ‘Digital Health Leadership Practitioner’ Certificate.
* The WHO Academy has also expressed interest in possibly awarding certification.

Discussions will take also take place with Ministries about the potential for governments to offer learners with credit or CPD points for completion of the DHL Program.

**Who is delivering the training?**

Proven training providers will deliver the DHL Program. Based on research in 2018[[1]](#footnote-1), the work of WHO AFRO and ITU, and the current consultation process, the following organizations could potentially contribute to the DHL Program:

* Tech Change (working closely with WHO AFRO, USAID, Digital Square, UNICEF and others)
* Digital Frontiers Institute (working with Johns Hopkins University and Health Enabled)
* The Community Health Academy (working with its Global and Regional faculty networks)
* Drury Consulting (working with GIZ and others)

**Will it cost the learner anything to participate in the DHL Program?**

For the first year of the DHL Program (2020-2021), the aim is for all costs to be covered: i.e. participation in the workshops, the online courses and the coaching sessions. Future DHL Programs may require participants (e.g. through employers or sponsorship) to make a modest contribution to costs.

**Learner Recruitment, and what is expected of the learner?**

There are several requirements of learner pre-, during and post-the DHL Program. These still need to be fully worked out, but are likely to be as follows:

*Pre-DHL Program*

* Application for selection onto the program. This will require
  + Confirmation of competency to study in English (future Programs will be offered in additional languages)
  + Competency to use (and access to) a computer for online learning (e.g. online courses will require engaging in learner discussion boards, posting assignments etc.)
  + Reliable connectivity to join the online video coaching sessions
  + Other criteria to be agreed, which will elicit motivation for joining the Program and likely engagement through to completion of the program.
* Commitment from the learner’s line manager to participate in the program
* Pre-DHL Program meeting with manager to set expectations around engagement in the program and to set goals for the program.
* Agreement to hold quarterly learner-manager reviews to discuss progress through the program

*DHL Program: Learners will be required to*

* Complete all five formal learning components (the 3 workshops and the 2 online courses)
* Participate actively in at least 80% of the online coaching sessions (frequency to be determined).
* Bring with them their most important digital health project (idea, or already active, etc.) to work on throughout the Program. one of the purposes of this training is to support the learners solve real, actual problems in their countries given their roles in their organisations (particularly learners from the MOH). Learners might have an idea they want to implement; peers, coaches and others supporting the learners (e.g. in the Communities of Practice) can help learners brainstorm plans, reach out to potential funders and so on.

***Post-DHL Program***

* Alumni will have the opportunity to apply to have a role in future Programs, including as coaches, learning facilitators and so on.

**How will learners be incentivized to complete the DHL Program?**

Learners will be supported throughout the DHL Program through the regular small-group coaching sessions. In addition,

* The on-line courses have tutor support included; learners are also encouraged to interact.
* Existing digital health networks - such as AeHIN, African Alliance, PHIN, and the Commonwealth Center for Digital Health - will provide optional webinars and other learning opportunities.
* Learners who complete each workshop and course will earn certificates of completion.
* Learners who complete the whole DHL Program (which includes participating in 80% of the coaching group sessions) will get a ‘Digital Health Leadership Practitioner’ certificate.
* This DHL Practitioner Certificate will be taken into consideration when reviewing sponsorship for other training and professional development opportunities.

**What is the role of the DHL Program learner’s manager/supervisor?**

* Support the learner e.g. through goal setting; holding quarterly reviews with the learner.
* Ensure (as far as is possible and reasonable) that the learner has access to a laptop and connectivity to participate in the online courses and coaching.
* Ideally, approve the learner to use some work hours to participate in the online courses.
* Ensure/advocate for the resources the learner needs to apply knowledge and skills acquired in the DHL Program to their work.

**When does the DHL Program start?**

The aim is to announce the DHL Program at the World Health Assembly in May 2020 and for the Program to start shortly afterwards. Recruitment of learners and coaches will begin late-March/April.

**How will the DHL Program be evaluated?**

The research and evaluation strategy will be designed in the next planning phase (January – April 2020). Discussions are already underway with potential partners to identify local researchers (i.e. in sub-Saharan Africa and South Asia) to undertake the research and evaluation of the DHL Program.

Discussions to date include developing a competency framework for the DHL Program and how to build in research and evaluation at three points, potentially: (i) at the end of the DHL Program, (ii) 6 months after the end of the program, and (iii) 18 months after the end of the program.

**What are the longer term plans for the DHL Program?**

The DHL Program is designed to be a foundational digital health leadership program. In future years, additional courses will be developed/included to meet demand; these are likely to be more specialized technically. For example, courses on data science, community digital health; digital health policy; digital health financing etc.

One medium-term aim, dependent on funding, is to offer the DHL Program in other languages, including French.

1. Digital Frontiers Institute commissioned research and hosted 5 seminars on training needs for digital health leaders [↑](#footnote-ref-1)