

## Leadership for Universal Health Coverage

Third Workshop – Istanbul, 8<sup>th</sup>/9<sup>th</sup> – 12<sup>th</sup> March 2015

### Objectives of the workshop:

*At the end of third workshop,*

- Participants have reflected and learnt from the overall programme and particularly the Collective Action Initiative (CAI) process;
- Participants have solidified and practiced tools, skills and behaviours relevant for their work
- Participants have tools for maintaining the community created through the programme and consider themselves part of a network that can give support for leadership challenges
- CAI are shared with relevant stakeholders, programme's usefulness and impact is made visible to internal authorisers / future funders and partners
- Faculty and participants have learnt / shared what worked / what can be improved for further effectiveness
- Participants define next steps and commit to a set of key actions on the road to UHC

Time	SESSION	PROCESS	NOTES
<b>Monday, 9<sup>th</sup> March (DAY 1)</b>			
<i>Reconnecting and Sharing CAI Experiences, exchange with Former Turkish Minister of Health and WB official</i>			
07.45 – 8.30	<b>Faculty Meeting</b>	<ul style="list-style-type: none"> <li>• Reconnecting</li> <li>• Preparing for the Day</li> </ul>	(meet in the plenary room)
08.30 – 10:30	<b>Attention Practice and Intention Setting</b>	<ul style="list-style-type: none"> <li>• Welcome by Ceren and Kai/Klaus, objectives of workshop</li> <li>• In a circle, faculty and participants introduce themselves with the following questions:               <ul style="list-style-type: none"> <li>○ What are my highest hopes for the next four days?</li> <li>○ One key learning about myself as a leader in the last 3 months</li> </ul> </li> <li>• Programme for 3<sup>rd</sup> workshop, invitation to 'surf'. (Benjamin)</li> <li>• Welcome to Turkey: How do I take advantage of being in Istanbul – logistics, etc. (Ceren)</li> </ul>	Ceren, Kai/Klaus  <i>Participants write on cards and put cards in the middle</i>

10:30 – 11:00	Tea/ Coffee /Health break		
11:00 – 13:00	Recap of the journey so far	<ul style="list-style-type: none"> <li>• Welcome Turkish Experts, invitation to listen in</li> <li>• Recap on the journey we have walked so far (Ceren and Martin)</li> <li>• Participants converse in small groups: Looking back on our journey: What has gone on for us? When you listen to the Turkish system, how can you apply your own learnings?</li> </ul>	<i>Getting to the heart of leadership questions...</i>
		<ul style="list-style-type: none"> <li>•</li> </ul>	
13:00 – 14:00	Lunch break		
14:00 – 15:30	The Turkish UHC reform - Prof Akdag	<ul style="list-style-type: none"> <li>• Presentation by former minister Prof. Akdag (30 mins)</li> <li>• Conversations at tables</li> <li>• Martin moderates conversation with Prof Akdag</li> </ul>	
15:30 – 16:00	Tea/ Coffee /Health break		
16:00 – 16:40	<p>Introduction to the financing side of Turkish health reforms (Özge Varoğlu, Social Security Expert, MoL)</p> <p>Nuray Öztürk (MoL) Levent Yener (Worldbank) (TBC)</p>	<ul style="list-style-type: none"> <li>• Presentation by MoL representative and Levent Yener (20 mins each)</li> </ul>	
16:40 – 17:30		<ul style="list-style-type: none"> <li>• Participants have small group conversations with questions: “what struck you from the presentations?” and “what question</li> </ul>	

		do you hold?” Each table asks two questions, Turkish experts answer, conversation / discussion. (40 mins)	
17:30 – 18:00	<b>Closing of Day</b>	<ul style="list-style-type: none"> <li>Journaling and Round of Reflection “What struck me today?”</li> </ul>	(Klaus)
18:00 – 19:00	<b>Dialogue with Turkish Experts</b>	<ul style="list-style-type: none"> <li>Turkish experts available for conversations with participants</li> </ul>	
19:30	<b>Dinner together</b>		
	Prof Akdag – offers words of welcome and with hindsight, what are your 2-3 words of wisdom you would share...		
	<b>Tuesday, 10<sup>th</sup> March (Day 2)</b>		
	<ul style="list-style-type: none"> <li>Sensing the Turkish system (with invited guests)</li> <li>Country Case Clinics (facilitating peer exchange)</li> </ul>		
7:00 – 7:30	<b>Voluntary Morning Practice</b>	Offer of morning practice	
7:45 – 8:30	<b>Faculty Meeting</b>	<ul style="list-style-type: none"> <li>Reconnecting</li> <li>Preparing for the Day</li> </ul>	
8:30 – 9:30	<b>Check-in</b>	Circle: “What allows me to deliver results as a leader?” Turn to one another and then we hear one line from each of them	
9:30 – 10:30	<b>Panel with invitees</b> <ul style="list-style-type: none"> <li>Prof Akdag</li> <li>MoL</li> <li>Levent Yener</li> </ul>	Michael interviews the panel <i>Asking questions such as “What story is behind that?...What needed to go, what needed to come?” Possible areas to cover: agenda setting and understanding the politics, the Turkish secrets of strategizing, dealing with stakeholders - in particular the opposition, listening and sensing the field for public support, sequencing of supply and demand side interventions, adaptive thinking and prototyping, shaping the overall architecture by merging various schemes, etc. and</i>	<i>The briefing to guests for this bit is simply: “whatever you know, just bring your experience, no need to prepare a presentation”</i>

		<p><i>eventually demonstrating UHC results in terms of changes in health outcomes and financial risk protection.</i></p> <p>Panelists respond to questions (60')</p> <ul style="list-style-type: none"> <li>- Interviewers ask from their experience, knowledge of what participants have gone through, their needs for learning, and are aware of what the panelists know. Answers are not prepared.</li> </ul>	
<b>10:30 – 11:00</b>	<b>Tea/ Coffee /Health break</b>		
<b>11:00 – 11:30</b>	<b>Participants collect questions</b>	Participants sit in country teams “from our situation in our country, what are the key questions to ask the panelists?”	
<b>11:30 – 12:30</b>	<b>Panelists respond to questions</b>		
<b>12:30 – 13:30</b>	<b>Lunch break</b>		
<b>13:30 – 15:30</b>	<b>Country teams reconnect, prepare CAI Market Place and “Show and Tell” the Story of their CAI</b>	<ul style="list-style-type: none"> <li>• In country teams, participants reflect on the following questions and prepare an exhibition on pin boards, using photos and other material to show and tell the story of their CAI (30') <ul style="list-style-type: none"> <li>○ To what extent have we realised the Nairobi goals we set for our CAI?</li> <li>○ What worked well?</li> <li>○ What could we have done even better?</li> <li>○ What did we learn about ourselves as leaders in the UHC movement?</li> </ul> </li> <li>• In 3 rounds, participants move from stall to stall, learning from the other counties’ stories. (3x15')</li> <li>• Plenary reflection “What are we learning about leading the movement towards UHC?” (30')</li> </ul>	

15:30 – 16:00	Tea/ Coffee /Health break		
16:00 – 17:00	Hearing back from experts	Experts share: What I am hearing is... Facilitated conversation in plenary	
17:00 – 17:20	Preparing for Sensing Journeys		
17:20 – 18:00	Closing of day	Circle	(Klaus)
18:00	Time for Dinner		
	<p style="text-align: center;"><b>Wednesday, 11<sup>th</sup> March (DAY 3)</b></p> <ul style="list-style-type: none"> <li>- Sensing Journey in Istanbul, discussing how to apply learnings in home contexts</li> <li>- Master Classes on key leadership skills / key UHC topics OR Case Clinics / Peer Exchange</li> </ul>		
7:00 – 7:30	Voluntary Morning Practice	Offer of morning practice	
07:45 – 08:30	Faculty Meeting	<ul style="list-style-type: none"> <li>• Reconnecting</li> <li>• Preparing for the Day</li> </ul>	
08:30 – 15:00 (first visit at 9:30)	Sensing in Istanbul	<ul style="list-style-type: none"> <li>• Preparation in bus: Participants reflect individually and share with their neighbour: What expectations do I have? What questions do I hold?</li> <li>• Sensing Journey in Istanbul (in one group or in two parallel groups, visiting three places / organisations of interest – two before lunch, one after lunch, on the go)</li> </ul>	<i>We will plan this in more detail once we know more about sensing opportunities</i>

		<ul style="list-style-type: none"> <li>○ 112 Centre</li> <li>○ PHC Centre</li> <li>○ Hospital</li> </ul>	
<b>12:15 – 13:00</b>	<b>LUNCH ON THE GO</b>		
<b>13:00 – 15:00</b>	<b>Sensing Journey (cont'd)</b>	<ul style="list-style-type: none"> <li>• (see above)</li> </ul>	
<b>15:00 – 17:00</b>	<b>Debriefing from Sensing Journeys</b>	<ul style="list-style-type: none"> <li>• Debriefing in small groups (back at hotel): What are we learning? How is this relevant for our own country contexts? (60')</li> <li>• Quick sharing in plenary (30')</li> </ul>	
<b>17:00 – 17:30</b>	<b>Tea/ Coffee /Health break</b>		
<b>17:30 – 19:00</b>	<b>Case Clinics</b>	<ul style="list-style-type: none"> <li>• Case givers share their cases in plenary, participants and experts choose a case they want to join as consultants</li> <li>• One round of case clinics (individual case-holders share key leadership challenges and receive peer advice) <ul style="list-style-type: none"> <li>○ “I have an issue, that if I overcame that, I would move forward in my work on UHC”</li> </ul> </li> </ul>	
<b>19:00 – 19:30</b>	<b>Closing Circle</b>	<ul style="list-style-type: none"> <li>•</li> </ul>	
<b>19:00</b>	<b>DINNER</b>		
	<b>Thursday, 12<sup>th</sup> March (DAY 4)</b>		
	- Reflecting on individual leadership development		

	<ul style="list-style-type: none"> <li>- Co-Creation of the future after Istanbul</li> <li>- Closing the workshop</li> </ul>		
7:00 – 7:30	<b>Voluntary Morning Practice</b>	Offer of morning practice	
07:45 – 08:30	<b>Faculty Meeting</b>	<ul style="list-style-type: none"> <li>• Reconnecting</li> <li>• Preparing for the Day</li> </ul>	
08:30 – 09:30	<b>Co-presencing: Journaling</b>	<ul style="list-style-type: none"> <li>• Introduction and Journaling: Reflecting, reflecting forward (<i>using an adapted version of the U-Journaling methodology, focusing on the road travelled by participants during their CAI as UHC leaders and the road ahead, as leaders of their country's UHC agenda:</i> <a href="https://www.presencing.com/sites/default/files/tools/PI_Tool_UJournaling.pdf">https://www.presencing.com/sites/default/files/tools/PI_Tool_UJournaling.pdf</a></li> </ul>	<i>(Klaus, Martin, Benjamin to suggest questions)</i>
09:30 – 10:10	<b>Solo Walk / silent reflection</b>	<ul style="list-style-type: none"> <li>• If possible, move to quiet place</li> <li>• Participants go for a 30 minute Solo walk</li> <li>• (<i>indoor alternative: silent reflection (10') then find another person and share what you find acceptable to share (10') Then gravitate towards another pair and do final sharing of insights and intentions with regard to their leadership. (15')</i>)</li> </ul>	<p><b>Remind participants to bring warm clothes!</b></p> <p><i>Are there parks nearby?</i></p>
10:10 – 10:30	<b>TEA / Coffee / Health BREAK</b>		
10:30 – 11:30	<b>Circle</b>	<ul style="list-style-type: none"> <li>• Participants share any wisdom that might have emerged</li> </ul>	
11:30 – 12:30	<b>Co-creating the time after Istanbul</b>	<ul style="list-style-type: none"> <li>• In country teams: What are our next steps, what do we commit to do? Faculty and TTLs provide feedback and further insights.</li> </ul>	<i>(faculty will have had their own meeting previously and will share their insights)</i>

			<i>pub conversation?</i>
12:30 – 14:00	<b>LUNCH</b>		
14:00 – 15:30	<b>Co-creating the time after Istanbul (cont'd)</b>	<ul style="list-style-type: none"> <li>• Sharing in plenary and peer-support</li> </ul>	
15:30 – 16:00	<b>Connecting with TTLs</b>	<ul style="list-style-type: none"> <li>• TTLs share: How would we like to contribute to your work...</li> </ul>	
16:00 – 16:30	<b>The road ahead</b>	<ul style="list-style-type: none"> <li>• Programme support after Istanbul, building a community of practice, involvement of Worldbank TTLs and other partners, etc.</li> <li>• “Closing Ceremony”</li> </ul>	
16:30 – 18:00	<b>Closing Session</b>	<ul style="list-style-type: none"> <li>• Closing speeches from conveners, evaluation</li> <li>• Attention Practice and check out: “what am I letting go, and what am I letting come?”</li> </ul>	
19:00	<b>DINNER and End of workshop</b>		<i>Hamdi restaurant <a href="http://hamdi.com.tr/en/sisli">http://hamdi.com.tr/en/sisli</a></i>