



Blended Learning Models for Training and Technical Assistance

Fiona E. Nauseda
Management Sciences for Health
October 2003

What is Blended Learning?

What is Blended Learning?

A combination of state of the art learning methodologies and a range of delivery methods



The Advantages of Blended Learning

- Innovative
- High Impact
- Flexible
- Scaleable

Range of Learning Products

Performance Support Tools



Self-Instructional Tutorials



Collaborative Workshops



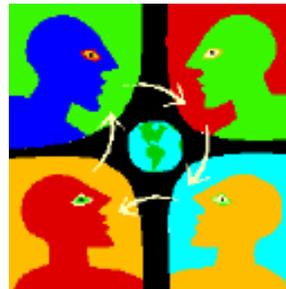
Individual Learning



Facilitated Learning

Blended Learning

Face-to-Face
Print
Fax
Telephone



E-mail
CD-ROM
Web



Electronic Resources

- Comprehensive information for health professionals
- Specialized information products
- Provide support for performance improvements in the workplace



The Manager's Electronic Resource Center

- Comprehensive management resource
- Full-text documents
- Practical tools
- Training events
- Networking

The screenshot shows the homepage of the Manager's Electronic Resource Center (ERC). At the top, there is a navigation bar with language options: ENGLISH, ESPAÑOL, FRANÇAIS. Below this is a header section with the title "THE MANAGER'S ELECTRONIC RESOURCE CENTER" and a tagline: "Sharing management experience through an international network of health professionals." There are three small images of people's faces. A search bar is located in the top right corner with the text "Search the ERC".

The main content area is divided into three columns:

- Quick Links to popular ERC resources:**
 - [The Provider's Guide to Quality & Culture](#)
 - [The Health Manager's Toolkit](#) (Français Español)
 - [The Guide to Managing for Quality](#)
 - [International Drug Price Indicator Guide](#) (Français Español)
 - [The Manager Online](#) (New Issue: [Managing Reproductive Health Services with a Gender Perspective](#)) (Français Español)
 - [Additional Resources](#)
- Content tools and information resources grouped by topic:**
 - [Managing Human Resources](#) (Assessment and Planning, Performance Improvement, Training)
 - [Managing Your Organization's Finances](#) (Financial Sustainability, Financial Management, AFS Project Documents)
 - [Managing Information](#) (Use of Data, Monitoring and Evaluation)
 - [Keeping Your Organization Sustainable](#) (Assessment, Management)
 - [Managing Community Health Services](#)
- Contact ERC members world wide:**
 - [Join us!](#) (Become an ERC member today.)
 - [Member Community](#) (Meet other ERC members. [Winton Franceles](#) of Austria)
 - [Message Boards](#) (Explore the ERC Member Community Message Boards.)
 - [Training Center](#) (Events for [October 2002](#).)
 - [Email Resources](#) ([The Management Link](#), New Issue [Human Resource Management](#) - [Discussion Groups](#) - [Web-to-Email](#))
 - [Questions? Comments? We want to hear from you!](#) (erc@msh.org)

At the bottom right, there is a call to action: "10-Oct-2002 Check out the new features on the [Drug Price Indicator Guide!](#)"

Virtual Leadership Development Program (VLDP)

- Develop leaders who can address leadership challenges within their organizations
- Combination of individual and group work
- Facilitators provide intense support
- Material is presented in interactive format on the program Web site
- Materials available in multiple formats

Bienvenido (a) Jennifer [Admin](#)

- 1 Iniciando el curso
- 2 Liderazgo en Instituciones de Salud
- 3 Enfrentando retos
- 4 Competencias de liderazgo
- 5 Comunicación para gerentes
- 6 Manejo del cambio
- 7 Finalizando el Curso

Fortaleciendo
Líderes para
Enfrentar
Retos

ANUNCIOS

04-Dec-02

Ya iniciamos el Foro sobre estilos de comunicación

Jesús de PROSALUD comenta que en situaciones normales el equipo es equitativamente Altruista-Tutelar y Asertivo-Directivo. En situación de conflicto el equipo asume una posición mas analítica autónoma seguida de una posición asertivo directivo, perdiendo fuerza en este caso la posición altruista tutelar.

CONTINÚA

Archivo de mensajes

¿POR QUÉ
LIDERAZGO?



Comunicación, el
corazón de
liderazgo

APRENDE MÁS +



MANAGEMENT SCIENCES for HEALTH
M&L | Management & Leadership Program

This course made possible through funding from the
US Agency for International Development.

Copyright ©2002
Management Sciences
for Health, Inc.
All rights reserved.

Photo courtesy of the
[Pan American Health Organization](#)



3
MÓDULO

PROGRAMA DE LIDERAZGO VIRTUAL

Portada | Café | Facultad | Participantes | Ayuda

Bienvenido (a) Fiona Admin [Log Out](#)

- 1 Iniciando el curso
- 2 Liderazgo en Instituciones de Salud
- 3 **Enfrentando retos**
 - Importancia del reto
 - Mejoramiento del desempeño
 - Trabajo en grupo
 - Foro
 - Herramientas y lecturas
 - Evaluación
- 4 Competencias de liderazgo
- 5 Comunicación para gerentes
- 6 Manejo del cambio
- 7 Finalizando el Curso

Fortaleciendo
Lideres para
Enfrentar
Retos

Objetivos de aprendizaje

Al término del módulo, los participantes serán capaces de:

- Analizar los diferentes retos expresados por los líderes entrevistados
- Identificar un reto en la organización donde trabajan
- Aplicar la metodología de mejoramiento de desempeño para diseñar su plan de intervención para enfrentar el reto
- Utilizar el diagrama "Espina de pescado" en el análisis de las causas del reto
- Definir un plan de intervención para enfrentar el reto

	Temas	Actividades	Tiempo:
INDIVIDUAL	Importancia del reto	1. Lectura de contenidos	20'
		2. Caso "Transformación del hospital general de Coahuila"	20'
		3. Lectura/ escucha de entrevistas	10'
	Reto y mejoramiento del desempeño	4. Lectura de contenidos	10'
		5. Ejercicio Individual "Produciendo Antirretrovirales en Brasil"	1 hora
Total tiempo individual			2 horas
GRUPO		Trabajo en grupo	3 horas
		Foro	1 hora
	Total tiempo del módulo		

➔ COMIENZE MÓDULO **3**

The Impact of the VLDP

Improved team work including:

- work group climate
- team integration
- communication

The Impact of the VLDP

Teams use action plans to address challenges such as:

- improving the quality of services
- diversifying funding streams
- refining drug logistics systems
- improving quality of services for clients

Teams elect to participate in Leadernet, to receive on-going coaching & support implementing their action plans

The Art of Crafting a Business Plan for Social Return on Investment

- Teams develop a business plan for a breakthrough idea
- Face-to-face opening and closing sessions
- Individuals strengthen skills through guided readings & exercises
- Curriculum is on CD-ROM, facilitators provide support via e-mail & telephone



THE ART OF CRAFTING A BUSINESS PLAN FOR SOCIAL RETURN ON INVESTMENT

“ Did you ever have an idea that you thought had the potential to transform your organization? 



An idea that could increase coverage, strengthen services and improve people's health...

only to find that you were unable to sell your idea to others? ” 





Introducción

Objetivos de Aprendizaje

Producto

Componente I

Componente II

* Componente III
La Posición Estratégica de la Organización

► Audio

Tarea

Componente IV

¡Felicitaciones!



AUDIO

Lea y escuche el siguiente audio antes de avanzar al Componente IV.

Para entender a cabalidad las opciones de posición estratégica y a cuál de ellas corresponde la de su organización, nos referiremos a un video preparado por el Profesor Arnoldo Hax y aplicaremos una adaptación del Modelo Delta.



Arnoldo Hax
Profesor,
MIT Sloan School of
Management

[El origen del Modelo Delta](#)
(2:23)

[¿Cómo se aplica este modelo al sector sin fines de lucro y al sector público?](#) (4:09)

[Mejor Producto o Servicio](#)
(1:08)

[Soluciones Totales de Cliente](#)
(2:26)

[Encierro del Sector](#) (1:23)



Ayuda de Aprendizaje: Fundamentos del Modelo Delta

1. Esta Ayuda de Aprendizaje le será útil para completar la Tarea.

2. Presione [aquí](#) para leer la Ayuda de Aprendizaje.

The Business Planning Program's Impact...

- 6 teams have completed business plans, 4 have obtained some level of funding to date
- A transformation of attitudes & concepts
- Strengthened organizational teams
- Improved internal processes & systematization of information
- Application of new skills and concepts

Reducing Health Disparities in AAPI Populations

- 2 week web based virtual seminar targeted for health care providers in the US
- Self-paced, individual learning
- Module format includes interactive materials & opportunity for learners to share experiences
- Funded by HRSA's BPHC and OMH





TOPICS



- 1
Introduction
- 2
How Race & Ethnicity
Affect Health Care
- 3
Health Disparities
in AAPI Populations
- 4
Establishing a Rapport
and Obtaining a History
- 5
Recommending a
Treatment Plan
- 6
Closing

Reducing Health Disparities in Asian American & Pacific Islander Populations



VOICES

Watch short video clips of
patients and providers
describing clinical
encounters

ANNOUNCEMENTS

05.28.03
Welcome to the Virtual Seminar

[Read more...](#)

Did You Know...
Cervical cancer rates
among Vietnamese
women...



Find out
more in the
Provider's Guide



Current Discussion:
Regarding how cultural
incompetence can affect clinical
outcomes.

► MORE FACTS

► VISIT THE GUIDE

► JOIN THE DISCUSSION

QUICKLINKS

MSH



MANAGEMENT SCIENCES for HEALTH
M&L | Management & Leadership Group



**Office of Minority Health and
Bureau of Primary Health Care**

Results from the Virtual Seminar:
Reducing Health Disparities in AAPI Populations

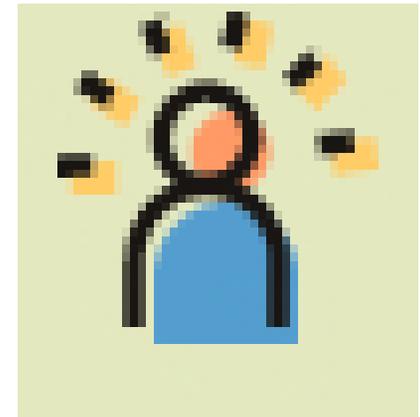
- New skills and knowledge
- Increased awareness
- Opportunity to network

“Through the use of different media and by considering the information in the discussion sessions, I feel that I will be better able to promote a sense of trust between my students and their clients. Utilizing a holistic model helps us to visualize the whole person, not just the disease, with emphasis on HEAL rather than CURE.”

- Seminar participant

Key Concepts

- Use appropriate technology
- Introduce a new way of thinking
- Gain organizational commitment
- Enroll teams & build expertise within organizations
- Make the program practical
- Support learning over time
- Provide expert support



Results

“As a result of the course, we are a closer, better team. We discussed things about our strengths and weaknesses...that we would never have shared otherwise.”

-Virtual Leadership Development participant

Closing the gap between



what is known about public health problems

and what is done

to solve them

