

The Faculty of Health Sciences
 Response to Evaluation Committee Report
The Department of Health Systems Management
 and
The Department of Public Health
 Ben-Gurion University of the Negev

Note: Some of the issues raised by the committee face disagreements between the two faculties and are under discussion. We preferred to expose the disagreements rather than stating that they are "under discussion". This document presents responses to all the points raised by the committee. The other enclosed document contains, for some of the points, the different viewpoint of the Dean of Guilford Glazer Faculty of Business and Management.

Committee Recommendation	<u>Steps toward implementation (including time table)</u>
<p>Mission and Goals:</p> <p>The new Head of the School of Public Health should develop a comprehensive strategic plan within 12 months of the opening of the School that requires the Department of Health Systems Management and the Department of Public Health to reexamine and align their mission and goals with those of the new School.</p>	<p>The new Head of the School of Public Health (SPH) was nominated in August 2017. The SPH has recently finalized its bylaws and mode of operations.</p> <p>The SPH aims to promote and enhance the quality of life in the Negev Region and in other parts of Israel. To do so, the School focuses on excellence in public health education, research, and service. First and foremost, the School educates and inspires Israel's future public health leaders and healthcare professionals, infusing students with knowledge and deep understanding</p>

	<p>of public health issues and providing them with the best education possible.</p> <p>Three strategic committees started to operate: Teaching (Chair: Prof. Danit Shahar), Research (Chair: Prof. Dan Greenberg) and Strategic and Global Impact (Chair: Prof. Limor Aharonson – Daniel). Several faculty meetings were held to brainstorm and gain insights on future directions.</p>
<p>Organizational Structure</p> <ol style="list-style-type: none"> 1. Terminate the dual affiliation of the Department of Health Systems Management, and maintain the Department's affiliation solely with the Faculty of Health Sciences. 2. Preserve the tradition of cooperation between the Department and the Faculty of Business and Management that has resulted from the MHA degree. Develop a transition plan for moving the MHA degree into the Department of Health Systems Management while developing new collaborations with GGFBM. Develop a comprehensive strategic plan for the new School of Public Health that allows for the 	<ol style="list-style-type: none"> 1. Faculty members affiliated to the Faculty of Business and Management are going to move to the Faculty of Health Sciences. This move was recently approved by the University Rector. 2. The tradition of cooperation between the Department and the Faculty of Business and Management will continue. This cooperation is based both on shared research projects, co-advising graduate students and courses teaching

<p>development of programs and faculty to include all the core areas of public health.</p> <p>3. Change the name of the Department of Health Systems Management to Health Policy and Management.</p>	<p>3. We accept this recommendation to better represent the department's vision and scope. The issue is under discussion with the university authorities.</p>
<p>Study Programs and Teaching and Learning Outcomes:</p> <p>Essential:</p> <p>1. Preserve the tradition of cooperation between the Department and the Faculty of Business and Management that has resulted from the MHA degree, and develop a transition plan for preserving that degree in the Department of Health Systems Management while developing new collaborations with GGFBM.</p> <p>2. Ensure that the scope and time to completion for the thesis requirement is manageable for students to finish by the end of their 3rd year.</p>	<p>1. As discussed in the Organizational Structure section, the transition of the members of the Department of Health System Management is on its way. The plan takes into consideration the importance of preserving the good collaborations with the Faculty of Business and Management and developing new modes of collaborations.</p> <p>2. In order to establish a system where students will finish the thesis requirements by the end of their 3rd year, the following changes will be made:</p> <p>I. At the end of the first year, students will submit an application</p>

	<p>to the department's curriculum committee with a request to join the research track. Once admitted to the research track the curriculum committee will help the student to find an advisor according to the area of interest of the student.</p> <p>II. By the end of the first semester of the second year, students will have an approved advisor/s and research subject, by the committee.</p> <p>III. During the second year students will prepare and submit the proposal to the department's research proposal committee. By the end of this year, the research proposal would have been approved by the committee, and the student would have presented the proposal in a research seminar.</p> <p>IV. The research committee of each department will meet monthly to discuss and approve the research proposals that are submitted by the students.</p> <p>V. During the third year the students will present, submit and defend their thesis.</p>
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<p>3. Meet with students to discuss several specific concerns raised during the site visit, including:</p> <p>a) Some courses would benefit for examples that are more practical.</p> <p>b) Management courses should be reviewed to ensure the appropriate degree of repetition.</p> <p>c) Improve career guidance.</p>	<p>a) The point is well taken. Indeed, faculty members rely on their own experience as a source for examples. We will strive to broaden the scope of the practical examples, and encourage the students to suggest examples from their own fields of interest and work. The curriculum committee will encourage faculty members to discuss among themselves how to add more examples from the practical world of public health, particularly from the Negev area.</p> <p>b) The curriculum committee reviewed the management courses with relevant faculty members in order to eliminate unnecessary repetitions and create better continuity and synergy among courses.</p> <p>c) Based on the students' concerns, the school curriculum committee will include in its annual plan organizing one or two meetings for the school students. These meetings will focus on future career choices, ensuring maximal adaptation. Key leaders in the area</p>
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d) Look for opportunities to increase connection to the Medical Center.

of public health from the Ministry of Health and other relevant governmental offices and HMOs will be invited along with field workers representing different aspects of career in the area of Public Health.

d) Connection and collaborations with Soroka University Medical Center are part of our vision and a cornerstone for Public Health research. New collaborations evolved in the last years as part of the recruitment of new faculty in the area of infectious diseases, environmental epidemiology, genetic epidemiology that were added to existing long term relationships in the areas of perinatal epidemiology, Pharmacoepidemiology, health technology assessment, health economics, health policy and large scale clinic trials. We plan to continue in this direction and increase research collaborations and publication with the Medical Center. We feel that these collaborations are one of the strengths of our new school of public health with endless

<p>e) Field experience should to be more management oriented.</p> <p>f) Increase hands-on experience with computer programs and software.</p>	<p>opportunities for future development of research areas.</p> <p>e) Field experience would be more management oriented, utilizing management tools and decision making and faculty experiences and relationship with various stakeholders in the health system.</p> <p>f) New courses involving computer programs and software have been planned and will be offered beginning in the next academic year along with statistical and research methods classes. The first class that will be discussed in the upcoming faculty curriculum committee is "advanced epidemiological data-analysis using R". We plan to add data-base management courses with particular focus on big-data management and analyses and additional advanced statistical packages.</p>
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<p>Human Resources / Faculty</p> <p>As recommended in Section 3, resolve the dual affiliation of the Department by moving the Department and all faculty appointments into FOHS.</p> <p>The faculty need to decide how to optimize the creation of a new School of Public Health in terms of governance and teaching assignments.</p>	<p>As discussed in the Organizational Structure section, faculty members affiliated to the Faculty of Business and Management are going to move to the Faculty of Health Sciences, this move was recently approved by the University Rector.</p> <p>As discussed in the Mission and Goals section, The SPH has recently finalized its bylaws and mode of operations. Three strategic committees started to operate: Teaching, Research and Strategic and Global Impact. The committees already held several meeting, including the planning how to optimize governance and teaching assignments.</p>
<p><u>Students</u></p> <p>Advisable: An alumni survey would provide a useful monitoring of the progress of graduates.</p>	<p>Alumni surveys were performed in the past and were useful in curriculum reforms. We are going to perform a thorough and extended alumni survey to inform the current process of building the strategy and development of the new school of public health.</p> <p>In addition to alumni surveys, we plan to publish a yearly electronic newsletter that will include a report of current research in the various departments of school of</p>

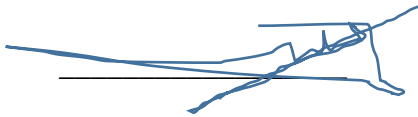
<p><u>Research</u></p> <p>With the upcoming transition from department status to a new School of Public Health, the committee recommends that programs continue to move towards a structure that provides the expertise needed to ensure that standard public health competencies, defined by Europe and the United States, are achieved. This would include augmenting the already strong epidemiology with programs in: (1) Environmental Health that specialize in measuring environmental exposure, (2) Health promotion/ Health behavior and education that specialized in social and behavioral determinants of health, (3) Health policy and management, which will be achieved with the movement of the Department of Health Management and Systems into the new School; and (4) Biostatistics, which should be viewed as</p>	<p>public health, as well as publications by faculty members and students. The report will advertise new positions in the health system field assigned to our graduates, and other updates. Alumni will be invited to participate in the end of the year conference held on the last day of studies. These conferences include thesis and dissertation presentations of master and PhD students.</p> <p>Programs in these directions are currently in the development and implementation stage. In environmental epidemiology we recruited two faculty members that specialize in environmental epidemiology, Dr. Golan and Dr. Wainstock. They both develop their own independent area of research, offering courses relating environmental exposure assessment methods to health outcomes. With other faculty members, Prof. Friger, Prof. Bilenko and Dr. Novack they supervise over 10 graduate students working on theses on various aspects of environmental epidemiology. In addition, the "Environment and Health Epidemiology Research Center" was established, providing overarching research and teaching opportunities in this area.</p>
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a discipline that focuses on developing methodology in cutting edge areas of research such as machine learning and computational biology.

In the area of Health promotion and education, Dr. N. Daoud who is in charge of this field in our program, has already developed new courses in the area. As part of the Faculty of Health Science strategic program Dr. Daoud will be leading a new center for Health Promotion that is going to integrated all health promotion activities (teaching, research and community involvement). Based on the committee recommendations we will strive to offer short courses and/or workshops and add more classes that will be offered to all students in the School of Public health as well as expanding research topics for MPH and PhD students. The move of the Department of Health Systems Management to the School of Public Health will help to recruit new faculty members, in addition to a recent recruit of Dr. Moriah Ellen, an expert in Health Policy and Management, especially in mixed methods, with a strong focus on Knowledge transfer. The biostatistics track already exists and we plan to further expand the program. So far with the limited number of students and given the limited flexibility of the program being taught one day a week, we did not have enough students in the biostatistics classes. We will consider offering these courses in machine learning and other

<p>Desirable</p> <ul style="list-style-type: none"> ● Incentives are needed to encourage more research productivity. Specifically, resources towards proposal writing that provides mentoring and workshops are essential. ● To increase impact of publications we recommend additional resources in writing that focuses on critical thinking and scientific/public health impact. This can be done through writing workshops and courses for students, as well as peer - peer and senior - junior manuscript review. 	<p>advanced statistics courses as workshops between semesters.</p> <p>Desirable</p> <p>We agree with the recommendations and comments of the committee, and will work towards achieving them.</p> <p>In addition, the new school will consider forecasts of the relevant needs of the Israeli economy, especially that of the Negev, in planning the focus of their programs, to ensure that their graduates have the required skills for long run success.</p>
<p><u>Infrastructure</u></p> <p>Essential:</p> <ol style="list-style-type: none"> 1. All faculty appointments, as well as the Department of Health Systems Management's physical infrastructure, such as offices and classrooms, should be affiliated with the Faculty of Health Sciences and located in the new School of Public Health. 2. All Departments and programs affiliated with the new School of 	<p><u>Infrastructure</u></p> <p>Essential:</p> <p>As discussed in the previous sections, most Department of Health Systems Management faculty members are going to be moved to the School of Public Health at the Faculty of Health Sciences, including the necessary physical infrastructure, such as offices and classrooms, thus all components of the new school of public health are to be</p>

<p>Public Health should be located in contiguous and sufficient space on campus, and not spread across multiple locations on campus.</p> <p>3. The new School of Public Health should be located in a building that provides enough classrooms, computer lab capacity, space for doctoral students and projects, and meeting rooms to address infrastructure limitations currently faced by the Department of Public Health.</p>	<p>located in contiguous space. In the future development of the Faculty of Health Sciences, additional space will be allocated for offices and laboratories.</p>
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Prof. Amos Katz, Dean, Faculty of Health Sciences



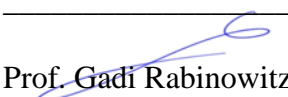
Prof. Nadav Davidovitch, Head, School of Public Health (former Chair, Department of Health Systems Management, during the evaluation process)



Prof. Dan Greenberg, Chair, Department of Health Systems Management



Prof. Amalia Levy, Head of the Department of Public Health



Prof. Gadi Rabinowitz, Vice Rector