

*Introduction to ...*

***“The Institute for Health Professionals”***



## **THE PROJECT**

**By Robin Sharma**

Within each of us lies The Project.

An idea longing to be nourished, cherished, launched and completed.

Writing a novel. Starting an enterprise. Raising a family. Freeing a nation.

Our deepest desire is to do The Project. To express our vision. To carefully and patiently watch it unfold. To present it to those who will benefit by it. And to experience the pride of the job beautifully done.

Yet, a million distractions battle for our attention. And one hundred doubts fill our hearts. And so slowly and subtly, we recite the excuses that construct our reality. And we shelve The Project. Postponing it for a better day.

But postponing The Project is life's greatest lie.

Picasso and Basquiat, Einstein and Edison, Jobs and Jay-Z didn't wait for an ideal day to do their dream. They started. When it was hard. Though they had little. While they were alone.



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Pain is the result of potential denied.

And when you avoid The Project, you dishonour your gifts. Your Talents. Your Genius.

A portion of you goes numb. Silent. Quiet. Scared.

The moment you start The Project, everything shifts. Purpose, focus, passion and peace returns to your life. Eyes sparkle. Energy explodes. Inspiration flows. And your days become supported by coincidence, power and peak possibility.

This very day, the first of a fresh year—presents your greatest opportunity. To be a lion not a sheep. To walk with giants versus among the meek. To celebrate your best instead of succumbing to the worst. To lift others up versus tear others down. To pour creativity, mastery, courage and light into a world aching for marks of heroism.

So please, step up. Release all chains. Dispute all doubts. Start The Project. Do the dream. And change the world.

You are responsible for no less.



**What is your PROJECT ?**

## The Leadership Challenge:

There is nowhere to hide.

Not even the executive suite is safe from the changes sweeping businesses, organizations and current industry infrastructures.

In fact, the impact of those changes is felt most keenly at the executive level. CEO's, COO's, CFO's and senior management – like everyone else – have to hit the ground running and keep running fast.

Stockholders and stakeholders demand fast results. Teams must work more effectively under greater pressure.

High potentials and emerging leaders need to be identified and developed earlier and more effectively.

Individual effectiveness and organizational performance are linked and cannot be ignored.

Individuals and teams need to be enabled and supported through mechanisms that deliver to their need for continuous growth and “connectedness”.

This need for the development of staff and client businesses sits at the core of what organizations need to be addressing.

The ultimate challenge is to grow organizations fast enough to grow, develop and retain great talent.



***From the Engagement, Enlightenment, Empowerment and Enablement of others  
– great things will follow!!***



## Why Us ... ?

The concept for “**The Institute for Health Professionals**” was conceived in late 2016 early 2017 by a few like minded professionals in the Healthcare Industry.

From Health Practitioner and Coach to Medical IT Business Development Strategist, these two worlds came together linked by a similar passion and purpose:

*A belief that Education and Coaching is a vital mechanism for empowering others and their organizations to be the best that they can be - in spite of the circumstances they find themselves in...*

The unique skill sets of the founders and the independence of “The Institute” brings strategic business development thinking, leadership and business coaching, teaching, education and medicolegal services into the healthcare space.

The organization is an independent business advisory, consulting, teaching & training body that facilitates the co-creation of business development strategies across various sectors of the healthcare industry.

Locally we find ourselves in the midst of **humanitarian crisis** in the form of a distressed medical system that ultimately needs to deliver effective and efficient healthcare services to a population of more than 55 million citizens – a population divided on economic and delivery lines by leadership with an us vs. them mentality.



The reality is, it will take a united nation, united health professionals, better technology and intelligent leadership to turn the tide from the ground up...

... its not going to happen from the top down.



### ***The Drawing Board: Strategy Think Tank, Ideation Centre & Incubator.....***

The Strategic Consultancy services offered by IHP uses **Visual Thinking, Ideation & Co-creation** in the process of **Medical Business Model Generation** to develop a **Medical Business Model Canvas** for existing health practices wanting to **Challenge the Status Quo** and evolve their current business.

This process can also be applied to brand new practices looking for **Lean Business Models** to develop, test and accelerate revenue and growth.



# WHY do we do what we do ... ?

A meeting of minds in mid and late 2016 started a conversation that ultimately lead to the establishment of  
*"The Institute for Health Professionals"*.

Our common vision and passion was to establish an organization that was uniquely skilled and independent  
in a quest to alter the healthcare delivery landscape.

We saw a divided and fragmented healthcare delivery system that needs to unite in order to deliver on  
a pending **"humanitarian crisis"**

- requiring the enablement of better healthcare and better health outcomes for all.

We aim to do this by empowering health care service providers, health practitioners and their support teams  
with the necessary know how, guidance and technology insights  
to enable them to deliver their services more efficiently and effectively.

The *Strategic Consultancy Services* offered by the IHP brings unique global, local and industry specific  
strategic know-how, squarely into the health care space.



**Empowering Health Practitioners  
and Challenging & Changing the Industry Status Quo  
is the cause we are committed to...**

## HOW we do what we do ... ?

The *Business Advisory and Consultancy* along with the *Training, Education and Coaching* offered by the IHP results in a unique blend of content and delivery of high impact learning and makes it available to all sectors and role-players in the health care space.

We assist established organizations, as well as new start-ups, to create business models and implement strategies that develop and grow their businesses along with their staff.

This is done through interactive engagement and guided constructive debate with teams in a workshop environment where we teach strategy formulation and co-develop appropriate strategies to grow and compete in their chosen markets.

In effect “**Future Proofing**” your business.

This starts with sharing unique insights into a **Healthcare Industry and Competitor Analysis** that ensures attendees get a good grasp of the **Industry Landscape, Structures, Role Players & Competitors** on the playing field.



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# HOW we do what we do ... ?

Before we start the process of **Business Model Generation**, teams are taken through a presentation called ***“Organizational Hieroglyphics & Cracking the Code”***.

This talk was specifically developed to equip all participants with a set of “Lenses” that are helpful and necessary for the rest of the strategy development journey and to get everyone on the same page...

In this uniquely crafted high-level talk we share more than 30 years of experience, observation, insights and learning from multiple organizations across various industries, including the healthcare frontline and technology sector.

***Organizational Hieroglyphics*** divulges more than 30 “Lenses” through images, frameworks and constructs that can and should be applied when looking at  
***Individual, Group & Organizational Behaviour***  
as well as  
***Structure, Leadership and Change Management.***

***Cracking the Code*** divulges 20 more “Lenses” using frameworks and concepts starting with an understanding of the ***Evolution of Business*** and strategic elements that need to be considered when planning to start a business or health practice and competing in markets.



***“Your Health Practice is a Business”***

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# HOW we do what we do ... ?

Using a framework for **Business Model Generation** we have developed a  
**Medical Business Model Canvas, Customer Profile & Value Map**  
that guides and facilitates strategy development.

*(this is an adaptation of Alexander Osterwalder's work)*

As part of the extended program we offer, these are then tested and calibrated by applying  
a **S.W.O.T. analysis** along with **Four other Lenses / Filters** for each of the elements in the framework.

This process highlights and focuses attention on areas in need of improvement and investment  
to ensure worthy initiatives are prioritized and run as projects.

The collective information can then be applied to a **Strategic “Sales” Framework**  
where an array of tough questions need to be answered that will ultimately drive  
direction, action, responsibilities and timelines in the form of project plans.



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# HOW we do what we do ... ?

After the **immersive “Think Tank”** sessions we recommend that these **Game Boards** be transferred to a suitable space and environment in client offices where teams can further develop and evolve their business model and businesses in a far more strategic, visual and tangible way.

It is our belief and hope that all meetings and conversations should be held and driven in an environment where everything is visible and data is effectively “live”.

**Health Practices are no different to other businesses !!**

Our aim is to teach organizations and teams to develop **“Game Boards”** that are used to drive, monitor and evaluate strategy, and compete in a way that drives **Individual, Team and Organizational Success ...**



**... Ultimately competing more effectively and efficiently  
and in so doing improving health outcomes ...**

What do we do ... ?





# The Institute for Health Professionals

IHP Foundation (NPO)

## Business Advisory

Workshops

Business Model Generation

Business Advisory

Market Research

Strategic Facilitation

Demand Creation

## Speaking & Hosting

Keynotes

Conferences

Lectures

Workshops

Forums

Panel Discussions

## Training Academy

CPD Talks & Lecture Programs

The Business Development of a Health Practice

Practice Administration

Practice Management

Medical Law & Ethics

Immersion Workshops

Webinars

Online Courses

## Leadership Coaching

Personal Coaching

8 - 9 month program

Business Coaching

8 - 9 month program

Team Coaching

Team Building

Online Coaching

## Medico-legal Services

Assessments

Education

Advisory

Mediation



## Strategy Development - Medical Business Model Generation ...

This creative process is used to develop a Medical Business Model that describes the rationale of how a health practice creates, delivers, and captures value.

### Visual Thinking & Ideation:

Through immersion into a visual thinking and ideation process, the purpose of the “*Think Tank*” is to guide participants through a set of frameworks to co-develop a “**Medical Business Model Canvas**” and facilitate the development of a “**Spirit of Enquiry**” in team members that fuels creativity and design options.

The process is documented into frameworks on whiteboards which form the **Game Boards** by which strategy and projects are driven and actioned and achievements are documented. In the healthcare space this includes Monitoring & Evaluation (M&E) metrics.

These **Game Boards** can and should become the central hub from where strategy is crafted, deployed and documented.

The **Medical Business Model Canvas (M-BMC)** has **3** frameworks and **15** building blocks (which are explained on the next page).

When applying this model to **lean start-ups or new health practices** an additional **4 elements are applied**.



# The Medical Business Model Canvas (M-BMC) ...

*This is a variation on the work by Alexander Osterwalder and Yves Pigneur from their ground breaking book called 'Business Model Generation'*

The BMC uses **3** frameworks. The first is the **BMC** which has **9** building blocks. The other two frameworks are “**The Customer Profile**” and “**The Value Map**” which each have **3** building blocks. They are all required to understand and build your business.

- **Key Stakeholders:** Who are all the key stakeholders inside and outside your organization that you need to work with or develop relationships with.
- **Key Activities:** What activities do you need to be doing to deliver on your value proposition.
- **Key Resources:** Represents the assets and capital required to drive all key activities. Anything that does not underpin activities should not be an expense.
- **Value Proposition:** This forms your unique offering which is a blend of your tangible and intangible product / service offering along with the overall customer experience delivered through all interactions.
- **Customer Segments:** Markets have multiple segments and you need to select the ones best for you
- **Channels:** Value propositions are delivered downstream to customers through communication, promotion and frontline distribution – in effect your channels to market. Upstream supplier channels and relationship also need to be considered as you form an extension of someone else's distribution system.
- **Cost Structure:** The business model elements result in the cost structure.
- **Revenue Streams:** Result from Value Propositions successfully offered to customers and patients.



## The Lean Medical Business Model Canvas ...

The “Lean Business Model Canvas” applies to new start ups where the following 4 elements are added:

- **Problem:** The definition of the business problem.  
(What is the Value Proposition that needs to be solved).
- **Solution:** Sits with Key Activities.  
(The Key Activities you have to do to solve the problem).
- **Key Metrics:** The key resources, activities, actions and costs that are applied to delivering the Value Proposition must be measured in order to track achievement.
- **Unfair Advantage:** As a lean start-up you need to have an unfair advantage that should ideally be embedded into the Customer Relationships you are trying to establish.



*The decision to offer services and compete in the health care industry  
is a profound commitment to  
the health and well being of your community.*

*It is also a commitment to evolving your health practice  
along with the uniquely skilled staff it requires ...*

*This commitment requires you to answer some tough yet thought provoking  
questions ...*

*... like*



**WHY does your healthcare service  
or practice exist.....?**



**What is your Value Proposition ...?**

**Why should clients or patients choose your  
healthcare services  
instead of competing offerings ...?**

**Why should they Care ...?**



## Strategic Marketing and Branding...

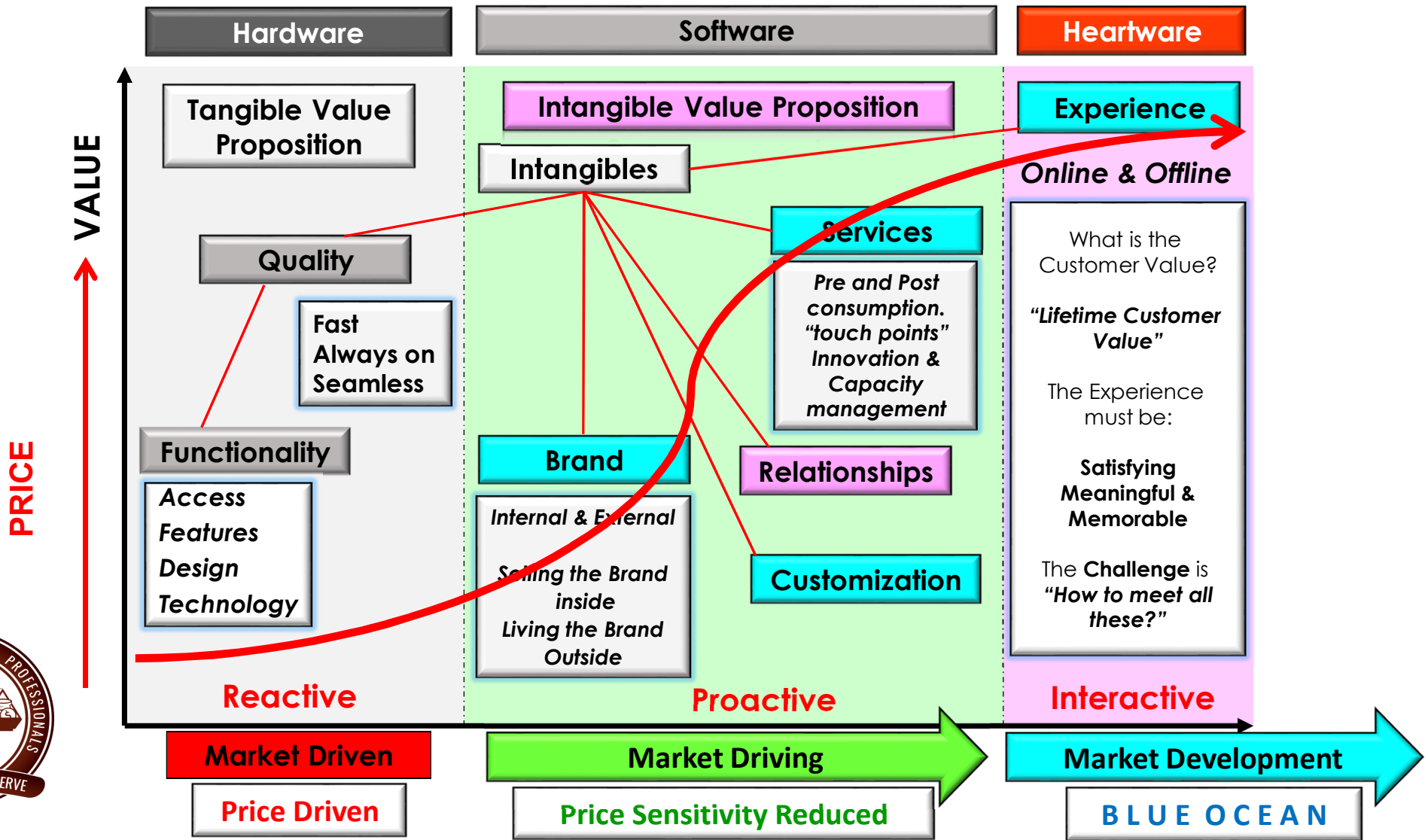
The “**Value Proposition**” template was developed by Dr. Prem Shamdasami and presented as an MBA elective at GIBS in 2005.

At the time, Dr. Shamdasami was head of the Singapore Business School.

This framework is an anchor tenant at the core of strategy development and the BMC.







## The Workshop and White Board Environment ...

This presentation is delivered  
by Alan Watts on  
"The Law of Attraction"  
during a recent workshop.

youtube:

**Alan Watts** "The law of attraction".

In essence a stab at how commerce  
works and how it should relax and  
become more sincere and relational  
with a strong element of trust.

Also a fascinating reference to  
problems facing the healthcare  
profession in the late 1960's  
that are still relevant today !!



*We look forward to playing a strategic role at the frontline of the healthcare industry and assisting you, the health practitioner, in reclaiming ownership and control of the important role you play in the health of our communities ...*

*... and changing the “rules of the game” !!*

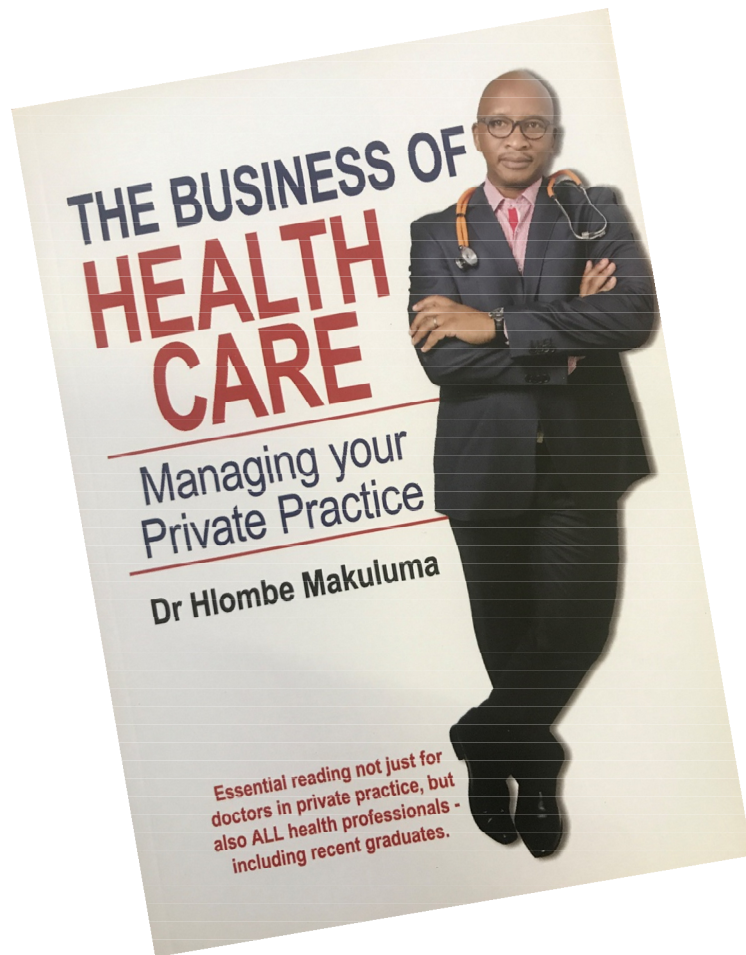
*If you would like to start a “Strategic Conversation” about your health practice or find out more about the training and services we offer ...*

**We would love to hear from you !**





# Who are we ... ?



Oscar de Weijer

**Dr. Hlombe Makuluma** is a founder and director of **“The Institute for Health Professionals”**

Dr. Makuluma is a qualified general medical practitioner and  
an Internationally Certified Business and Executive Coach through ActionCoach.

He is the author of the book  
**“The Business of Healthcare – Managing Your Private Practice”**

After operating his private practice for 7 years he joined several corporates in the field of Sustainable Development, where his passion was linking Environment, Socioeconomic Development, Human Resources development and Health.

He qualified with a **Masters in Sustainable Development Planning and Management** with the University of Stellenbosch.

He is passionate about contributing towards solving complex challenges embedded within the health sector  
especially medicolegal and business challenges.

To this end, he has just concluded a **Masters in Medical Law and Ethics** with the University of Pretoria (UP)  
and is also a guest lecturer on “The Business of Health Practice” in their Dental faculty.



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Oscar de Weijer the Founder of “**The Drawing Board – Strategy Consulting**”  
and a co-founder and director of “**The Institute for Health Professionals**”

With 30 years experience in multiple organizations across various industries both locally and globally, Oscar has always been in the sales and strategy frontline of the businesses and clients he has served.

Curiosity about the evolution of sales and strategy development has lead to a keen interest and specialization in various **Diagnostic & Business Development** methodologies.

His passion for empowering individuals and organizations to be the best that they can be resulted in further study and qualification as an  
**“Intelligent Leadership (IL) Coach”** with **The John Mattone University**,

Oscar holds a B.Com. (Marketing) from the University of Pretoria (1990),  
an MBA from GIBS (2005) specializing in Strategy  
and is accredited by SAMA (South African Medical Association)  
as a CPD speaker and presenter on Ethics in the healthcare industry -  
focusing on the “Business Development and Administration of Health Practices”.

His lecture on “The Art of Neuro Business”  
now forms part of the Neurocoaching program offered by Enterprises @UP - University of Pretoria.



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## **Recent activities and events: Hlombe**

### **24 February: Medshield KZN Summit on “Medical Scheme Fraud, Waste and Abuse”**

IHP was asked to plan, promote and facilitate this event by Medshield.

One day event with 4 speaking slots and along with two one and a half hour panel discussions.  
Attendance at the event attracted (6 Ethics Points)

### **22 March: University of Pretoria – Dental Faculty**

Final Year Dental students – Practice Management Course (Lecture Program - ongoing)

### **25 March: SAMA Medical Indaba – Nelspruit**

Speaker – “Business, Law and Ethics – your role as a Health Professional” (2 hours)

The intersection of being a Clinician, Business, Law and Ethics

### **26 March: Bytes Health (Med-e-Mass) Sales Conference 2018**

Guest Speaker - what Medical Practitioners like and don't like about traditional sales interactions.

### **14 April: Medshield Burgersfort Summit on “Medical Scheme Fraud, Waste & Abuse”**

Following on the success of the KZN Summit, IHP was asked to plan, promote and facilitate this event.

### **21 April: Medshield Gauteng Summit on “Medical Scheme Fraud, Waste & Abuse”**

The third of a three part roadshow to address this contentious topic  
as strategic facilitators in market engagement and market research.

### **10 - 11 May : Bytes Healthcare: Frontline Training – Gauteng**

Health Practice Business Model Development & market Engagement



## **Recent activities and events: Hlombe**

### **21 August: Solidarity Conference – “Crisis in Health Care”**

Guest speaker – “The Impact of NHI on General Practitioners”

### **13 September: IHP - Vaal CPD Event (evening forum)**

NHI and the Fundamentals Health Practice Management

### **15 September: IHP - Polokwane CPD Event (full day forum)**

NHI and the Fundamentals Health Practice Management

### **25 September: IHP - Pretoria CPD Event (evening forum)**

NHI and the Fundamentals Health Practice Management

### **3 November: GEMS Summit – “In conversation with GEMS”**

Strategic Facilitation and panel discussion.

### **10 November: ASAIPA National Medical Awards**

An initiative by ASAIPA to recognize outstanding achievements in healthcare

### **17 November: IHP Bloemfontein CPD event (full day forum)**

NHI and the Fundamentals Health Practice Management





**Recent activities and events: Oscar**

**24 February: Medshield KZN Summit on “Medical Scheme Fraud Waste and Abuse”**

Speaker and Facilitator – “Technology an enabler or deterrent to Medical Scheme Fraud”

**27 February: The Neuro Business Institute – Conference**

Invited by Prof. Martin Nasser to Speak on the topic – “Neuro Sales & Marketing”

The Evolution of Sales Strategy over time and how Neuroscience plays a role across all Communication Frontiers.

**22 March: University of Pretoria – Faculty of Neuroscience – 2<sup>nd</sup> year students**

Introductory Guest Lecture – “**The Art of Neuro Business**”

Invited by Prof. Peet du Toit (Department Neuroscience UP) to deliver a talk on

“*Organizational Hieroglyphics & Cracking the Code*” presented as “*The Art of Neuro Business*”

**25 March: SAMA Medical Indaba – Nelspruit**

Speaker - “Technology an enabler or deterrent to Medical Scheme Fraud” (1 hour)

**26 March: Bytes Health (Med-e-Mass) Sales Conference 2018**

Opening Guest Speaker

“The Art of Neuro Business” in the Health Industry Landscape (3 hour teaching seminar)

**14 April: Medshield Burgersfort Summit on “Medical Scheme Fraud, Waste & Abuse”**

Speaker and Facilitator – “Technology an enabler or deterrent to Medical Scheme Fraud”

**21 April: Medshield Gauteng Summit on “Medical Scheme Fraud, Waste & Abuse”**

The third of a three part roadshow to address this contentious topic as strategic facilitators in market engagement and market research.



**Recent activities and events: Oscar**

**4 May: Adcock Ingram Sales Conference**

Key note talk on “The Art of Neuro Business” - Evolution of client engagement & business development

**10 - 11 May : Bytes Healthcare: Frontline Training – Gauteng**

Health Practice Business Model Development & market Engagement

**14 – 15 June: Bytes Healthcare: Frontline Training – Durban**

Health Practice Business Model Development & market Engagement

**21 – 22 June: Bytes Healthcare: Frontline Training – Cape Town**

Health Practice Business Model Development & market Engagement

**13 September: IHP - Vaal CPD Event (evening forum)**

NHI and the Fundamentals Health Practice Management

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