HOSPITAL LEADERSHIP AND MANAGEMENT

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Management Challenges

– High GDP spend with sub-optimal health outcomes and competing demands on fiscus
– Burden of disease and health system transition requirements
  • UHC, NHI
– Leadership and management are critical components of strong health systems, but ....
  • Previous interventions did not address requirements satisfactorily
  • Lack of systematic link with health system requirements; generic and often externally driven; not grounded in HR strategy and human development for sustainability
Performance of the Central /University Hospitals
Performance of the Tertiary Hospitals

Livingstone Hospital: 78%
Pelonomi Hospital: 83%
Helen Joseph Hospital: 54%
Kalafong Hospital: 68%
Kalafong Hospital: 65%
Kalafong Hospital: 66%
Tembi Hospital: 59%
Grey's Hospital: 64%
Mankweng Hospital: 61%
Petersburg Hospital: 60%
Rob Ferreira Hospital: 78%
Rob Ferreira Hospital: 76%
Rob Ferreira Hospital: 75%
Tembisa Hospital: 82%
Tembisa Hospital: 82%
Red Cross War Memorial Children's Level 3 Hospital: 76%
Kimberley Hospital: 82%
Kimberley Hospital: 82%
Mankweng Hospital: 47%
Pietersburg Hospital: 76%
Petersburg Hospital: 75%
Job Shimankana Tshume Hospital: 82%
Klerksdorp/Telephong complex: 76%
Red Cross War Memorial Children's Level 3 Hospital: 76%
Performance of the Regional Hospitals
Performance of District Hospitals in KwaZulu Natal
Performance of District Hospitals in Free State

- Botshabelo Hospital: 57%
- Diamond Diomant Hospital: 41%
- Dr. JS Moroka Hospital: 72%
- Katleho Hospital: 55%
- Metsimaholo Hospital / Fezi Ngubentombi: 56%
- Mohau Hospital: 47%
- Naia Hospital: 62%
- National District Hospital: 90%
- National District Hospital: 70%
- Parys Hospital: 57%
- Phekolong Hospital: 62%
- Thusanong Hospital: 61%
- Thosamong Hospital: 52%
Performance of District Hospitals in Eastern Cape
Perfomance of District Hospitals in Limpopo
Performance of District Hospitals in Mpumalanga

- Mp Beruza Samuel Hospital: 44%
- Mp Embuleni Hospital: 45%
- Mp Evander Hospital: 57%
- Mp Matikwana Hospital: 43%
- Mp Middelburg Hospital: 64%
- Mp Mmametlhake Hospital: 50%
- Mp Piet Rutief Hospital: 61%
- Mp Piet Rutief Hospital: 48%
- Mp Standerton Hospital: 44%
Performance of District Hospitals in Northern Cape

- NC De Aar (Central Karoo) Hospital: 53%
- NC De Aar (Central Karoo) Hospital: 37%
- NC Hartswater (Connie Vorster) Hospital: 29%
- NC Hartswater (Connie Vorster) Hospital: 25%
- NC Karman Hospital: 49%
- NC Karman Hospital: 40%
- NC Manne Dipsico (Colesberg) Hospital: 50%
- NC Manne Dipsico (Colesberg) Hospital: 44%
- NC Prieska (Bill Pickard) Hospital: 39%
- NC Tshwaragano Hospital: 42%
- NC Tshwaragano Hospital: 32%
- NC Tshwaragano Hospital: 48%
Evidence for doing better

- International experience
- Move to more sustainable systemic approaches
  - beyond defining programme content and practice improvements
  - Focusing on multiple elements for cohesion
  - Importance of individual & team effectiveness and system performance
- Health L and M is a specialist field demanding transdisciplinarity
  - Public service values, public health principles, evidence-based management, systems strengthening, quality improvement, resource management etc.
Our proposed approach

Elements of the approach:

– Developing an appropriate health competency model
– Aligning formal recognition to Leadership and Management interventions with health system requirements
– Sign post for health managers to access relevant and directed education, training, resources, mentoring, coaching and other support through a KNOWLEDGE HUB
– Moving towards professionalisation
– Supporting the development and transformation of healthcare management practice with partners
Operational Overview

Competencies for practice
- Applying a national competency model and framework for leadership and management in healthcare

Education, Training and development
- Provide access to education, training and personal development resources via a Knowledge Hub

Credentialing and registration
- Assessing candidates using specific standards of practice for registration under the Academy

Transformation and practice development
- Conduct activities to improve and transform practice

Improved performance of the health system
Improved effectiveness of health managers and management teams
Knowledge Hub Functions

Administration
- User Profile
- Data exchange

Assessment, analysis and reporting
- Of individual, team and organisational competency

Connect to resources
- Face-to-face
- Online
- Peers/ groups

Improvement process Support
- Drive improvement
- Links in system performance data

standardised competency model
Competency tools linked to service delivery imperatives

Service delivery driver
- Guidelines and quality standards for practice
- Functional capacity required of occupation or group
- Systems improvement requirement to achieve strategic goals

Competency tool
- Entrusted Professional Activities (EPAs)
- Competency Frameworks
- Competency Models

Education, training and personal development
- Programme evaluation and leaner assessment
- Individual outcomes
- Programme design core principles

Application in the Academy
- Peer-based entry assessment and continuous development evaluation
- Requirements for credentialing into specific occupation
- Requirements for credentialing

Expected result
- Manager is effective in the workplace
- Manager is effective in occupation and team
- Manager is effective in the system

PM: Performance management and personal development
JD: Generic job descriptions
RS: Recruitment and selection
Improving practice using the Knowledge Hub for education, training and personal development

Learning opportunities
- Formal learning (qualification)
- Informal learning (assessed)
- Self-directed learning

Practice Resources
- Mentors and coaches
- Other managers and peers
- Documents, policies, guidelines, standards, how-to’s etc

Assessment
- Self-assessment tools
- Credentialing tools
- Providers of psychometric assessments

Academy approval/review process to ensure quality and alignment of content and services

National Competency Model and Frameworks for Healthcare Managers

easy access to relevant knowledge, people and services
Who am I
Where am I

What I need

Where I can get help
Who I can help

unique profile
competency

specific and relevant resources
Linking management practice to the Hub

- Key indicators
  - Data
    - Strategic objectives
    - NHIRD (DHIS)
    - Health Information Systems strengthening
    - Standardised management process
  - Reflects in
    - NHIRD
    - DHIS
  - Improves
    - PDSA (Plan-Do-Study-Act)
    - Management tool (mobile app/dashboard)
  - Change
    - Access resources (knowledge hub)
    - Competency model/frameworks/activities
  - Deviation
    - Norms, standards, targets

- Health Information Systems strengthening
  - Competency model/frameworks/activities
  - Access resources (knowledge hub)
Recognition and Registration

- **Associate Manager**
  - Entry for managers
  - Portfolio and entry assessment by peers
  - Short-courses, certificates or other learning relevant to leadership and management
  - Professional degree/diploma and registration with professional body

- **Registered Manager**
  - Full registration
  - Portfolio and entry assessment by peers
  - Post-graduate diploma or masters degree in health management*
  - Professional degree/diploma and registration with professional body

- **Fellow of the Academy**
  - Advanced registration
  - Full registration with masters or doctorate* in health management; and seen by peers as an exceptional contributor to the practice of leadership and management
  - Professional degree and registration with professional body
  - Potential to articulate
  - Nomination and peer review

- **Potential to articulate**

- **Existing management qualifications will be grandfathered for a period of time.**
Societal Advancement
universal access to healthcare

Organisational Transformation

Team Performance

Individual Development

Leadership Research and Resources
ALMH

Adapted from the Centre for Creative Leadership approach
THANK YOU