HONG KONG HOSPITAL LEADERSHIP CONVENTION

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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%
- Tembisa Hospital: 59%
- Grey’s Hospital: 64%
- Mankweng Hospital: 61%
- Petersburg Hospital: 60%
- Rob Ferreira Hospital: 47%
- Witbank Hospital: 76%
- Rob Ferreira Hospital: 75%
- Rob Ferreira Hospital: 82%
- Witbank Hospital: 82%
- Kimberley Hospital: 76%
- Job Shimankana Tahane Hospital: 82%
- Kimberley Hospital: 82%
- Klerksdorp/Telepong complex: 82%
- Red Cross War Memorial Children’s Level 3 Hospital: 76%
Performance of the Regional Hospitals

- Cecilia Makiwane Hospital
- Dora Nginza Hospital
- Uitenhage Hospital
- Boitumelo Regional Hospital
- Bongani Hospital
- Dihlabeng Hospital
- Mofumahadi Manapo Mopeli Hospital
- Edenvale Hospital
- Leratong Hospital
- Mamelodi Hospital
- Natalspruit Hospital
- Rahima Moosa Hospital
- Sebokeng Hospital
- Tambo Memorial Hospital
- Edandale Hospital
- Madadeni Hospital
- Mahatma Gandhi Hospital
- Port Shepston Hospital
- RK Khan Hospital
- Letaba Hospital
- Tshilidzi Hospital
- Tshilidzi Hospital
- Ermelo Hospital
- Mapulaneng Hospital
- Mapulaneng Hospital
- Themba Hospital
- Dr Harry Surtie Hospital
- Mahikeng Provincial Hospital
- George Hospital
- Mossel Bay Hospital
- Somerset Hospital
- George Hospital
- Mossel Bay Hospital
- Somerset Hospital
Performance of District Hospitals in KwaZulu Natal

- kz Benedictine Hospital: 81%
- kz Bethesda Hospital: 78%
- kz Collette Booth Hospital: 80%
- kz Coza Hospital: 66%
- kz Charles Johnson Memorial Hospital: 71%
- kz Church of Scotland Hospital: 87%
- kz Emmaus Hospital: 61%
- kz Estcourt Hospital: 55%
- kz GJ Crooke's Hospital: 63%
- kz Greytown Hospital: 60%
- kz Hibbsa Hospital: 71%
- kz Mangeni District Hospital: 49%
- kz Niemeyer Memorial Hospital: 55%
- kz Nkonjeni Hospital: 50%
- kz Nkonjeni Hospital: 54%
- kz Nkonjeni Hospital: 52%
- kz Rietvlei Hospital: 66%
- kz St Apollinaris Hospital: 70%
- kz St Apollinaris Hospital: 70%
- kz Vryheid Hospital: 50%
- kz Vryheid Hospital: 50%
Perfomance of District Hospitals in Free State

<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Botshabelo Hospital</td>
<td>57%</td>
</tr>
<tr>
<td>Diamond Diamant Hospital</td>
<td>41%</td>
</tr>
<tr>
<td>Dr. JS Moroka Hospital</td>
<td>72%</td>
</tr>
<tr>
<td>Katlehlo Hospital</td>
<td>55%</td>
</tr>
<tr>
<td>Kgomo Hospital</td>
<td>56%</td>
</tr>
<tr>
<td>Mohini Hospital</td>
<td>47%</td>
</tr>
<tr>
<td>Naala Hospital</td>
<td>62%</td>
</tr>
<tr>
<td>National District Hospital</td>
<td>90%</td>
</tr>
<tr>
<td>Parys Hospital</td>
<td>70%</td>
</tr>
<tr>
<td>Phekolong Hospital</td>
<td>57%</td>
</tr>
<tr>
<td>Phekolong Hospital</td>
<td>62%</td>
</tr>
<tr>
<td>Thusanong Hospital</td>
<td>61%</td>
</tr>
<tr>
<td>Thosamong Hospital</td>
<td>52%</td>
</tr>
</tbody>
</table>

Note: The performance percentages are approximate and based on the chart.
Performance of District Hospitals in Limpopo

- Elin Hospital: 60%
- Lebowakgomo Hospital: 51%
- Mahumane District Hospital: 54%
- Seshego Hospital: 55%
- Siloam Hospital: 58%
- Thabazimbi Hospital: 43%
- Warmbaths Hospital: 38%
- Witpoort Hospital: 64%
Performance of District Hospitals in Eastern Cape
Performance of District Hospitals in Limpopo
Performance of District Hospitals in Mpumalanga

- Municipality: Bernice Samuels Hospital
  - Performance: 44%

- Municipality: Embuleni Hospital
  - Performance: 45%

- Municipality: Evander Hospital
  - Performance: 57%

- Municipality: Matsikoana Hospital
  - Performance: 43%

- Municipality: Middelburg Hospital
  - Performance: 64%

- Municipality: Middelburg Hospital
  - Performance: 50%

- Municipality: Mmametlhake Hospital
  - Performance: 61%

- Municipality: Piet Retief Hospital
  - Performance: 48%

- Municipality: Piet Retief Hospital
  - Performance: 44%

- Municipality: Standerton Hospital
  - Performance: 72%
Performance of District Hospitals in Northern Cape

- nc De Aar (Central Karoo) Hospital: 53%
- nc Hartswater (Connie Vorster) Hospital: 37%
- nc Hartswater (Connie Vorster) Hospital: 29%
- nc Karoo Hospital: 40%
- nc Kuruman Hospital: 49%
- nc Manne Dipico (Colesberg) Hospital: 50%
- nc Manne Dipico (Colesberg) Hospital: 44%
- nc Prieska (Bill Pickard) Hospital: 42%
- nc Tshwaragano Hospital: 39%
- nc Tshwaragano Hospital: 42%
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 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

Ethics and values:
- Improved performance of the health system
- Improved effectiveness of health managers and management teams
Standardised Competency Model
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 Reporting
Self-assessment
Testing
Monitoring

User Profile
Role Profile
- Specific Competency Framework
- Entrusted Professional Activities
- Indicators of Health System Performance

User Relationships
- Similar role
- Team
- Mentor/Coach
- Buddy
- Organization

Service Provider Profile
Credentialing (curate content and service)

Development Opportunities
- Short courses/workshops/qualifications
- Mentoring/coaching
- Self-directed

Individual, team, organization effectiveness
Improved service delivery
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

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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

strategic objectives

key indicators

priorities

change

data

management tool (mobile app/ dashboard)

improvement (PDSA)

deviation 

norms, standards, targets

standardised management process

Health Information Systems strengthening

NHIRD (DHIS)

access resources (knowledge hub)

comptency model/ frameworks/ activities

reflects in

priorities reflect in NHIRD (DHIS)

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Recognition and Registration

**Associate Manager**
- Entry for Managers
- Potential to articulate

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

**Advanced Registration**
- Fellow of the Academy
- Nomination and peer review
- 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
- *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