International insights into management competencies

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Why professionalize healthcare management?

- Healthcare service delivery organizations are very complex organizations…. Leadership and management are critical

- Some evidences on relations between management performance and organizational performance….. Growing interest to better analyze this relation.

- Healthcare is under pressure: Enhancing efficiency and quality (including Safety)….. The profession of healthcare management needs a greater voice in decision making.

- Healthcare management is not recognized as a profession in many parts of the world…. Better recognition will attract more talents

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IHF established a consortium to lead this work

- *International Hospital Federation*
- *Pan American Health Organization*
- *American College of Healthcare Executives*
- European Association of Health Managers
- Australasian College of Health Service Management
- Canadian College of Health Leaders
- Taiwan College of Healthcare Managers
- Management Sciences for Health
- Federacao Brasileira de Administradores Hospitalares
- Jamaican Association of Health Services

- Health Management Institute of Ireland
- Sociedad Chilena de Administradores en Atención Medica y Hospitalaria
- Federación Andina y Amazónica de Hospitales
- Federacion Latinoamericana de Hospitales
- Hong Kong College of Healthcare Executives
- THET Partnership for Health
- International Health Services Group
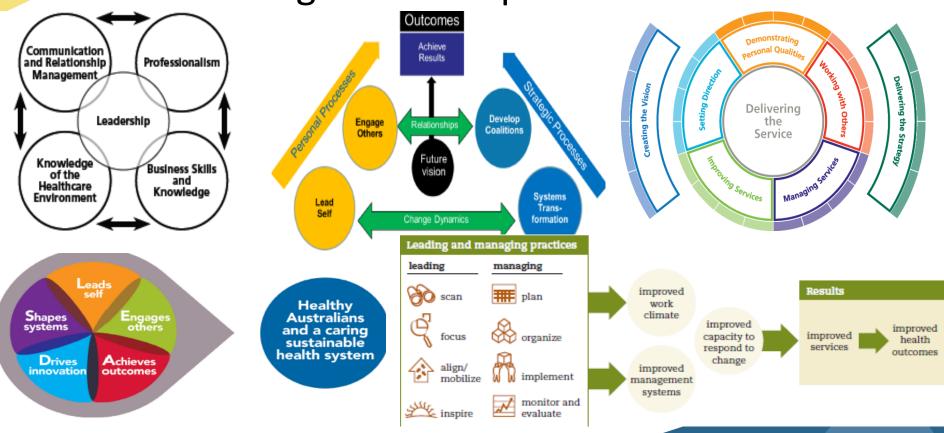- University of the West Indies

The Global competency initiative: Key Principles

- Need for a *contemporary model* that connects with the health needs of society

- Help *focus* developmental needs of *individuals*

- International agreement on *fundamental competencies (knowledge, skill and attitudes)* for healthcare managers

- Defining *healthcare management as a profession* in countries where it has not been recognized

- Promoting the *formation and acceptance* of Health Management Associations within countries & regions
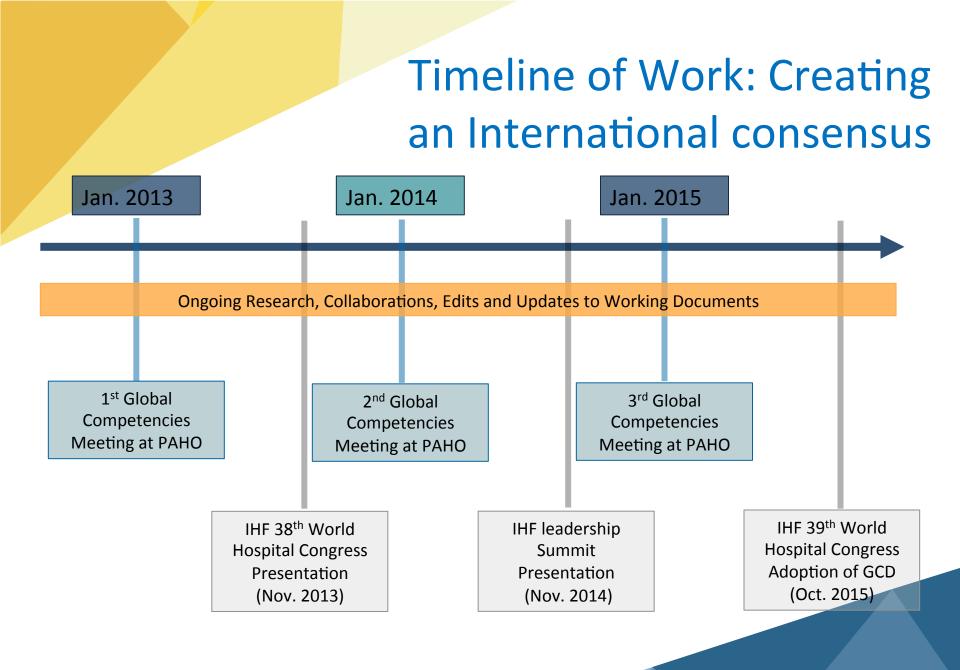
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Why a Competency directory?

There are various leadership/management frameworks with a lot of ownership behind them ➔ no one wants to give them up.

	Communication and Relationship Management			Leadership			
	Relationship Management	Communication Skills	Facilitation and Negotiation	Leadership Skills and Behavior	Organizational Climate and Culture	Communicating Vision	Ma...
Canada: LEADS in a Caring Environment (expanded version)	Green: covered in "purposefully build partnerships and networks to create results" (does not specifically address medical staff or suppliers, however)	Green: covered under "communicate effectively"	Green: cover thi... "develo... ...	Green: ... under "self-care," "foster development of others," "builds teams," etc.	Yellow: they get at the teamwork part under "build teams" but does not address assessing the organization on culture	Green: covered under "set direction" and "self-aware"	Gre... "en... inno... the... the... and...
Canada: CHE competencies	Green: covered under team capabilities," ... meet ... ...ers needs" (only ... missing is medical and suppliers)	Green: covered under verbal communication, "monitoring/evaluating," "management of information" (only the not ... carried out is business communications)	Green... ...ered under "team capabilities," "management of human resources... ...capita...	Green: covered u... ...ea... capabil... ...eam ... mentoring/facilitati ng," "accreditation standards," "political ...wareness and sensitivity"	Yellow: covered under "implementation," "management of human resources/intellectual capital," but does not discuss assessing the organization on its culture	Green: covered under "visioning," "management of human resources/intellectual capital," "monitoring/evaluating" (only missing physician buy-in)	Gre... "fle... "tea... ng" (dis... sne...
The United Kingdom: NHS Leadership Framework	Green: ...der "working with others" domain	Gre... ...ered under ...eloping the vision for the organization," "developing self-awareness," "building and maintaining relationships," "planning"	Green: covered under "influencing the vision of the wider healthcare system," "working within teams," "facilitating transformation," "encouraging contribution"	Yellow: some are covered under "encouraging contribution," "working within teams," "developing networks," and "influencing vision in the wider healthcare system," but does not address legal and regulatory, theory, or applying management techniques	Yellow: covered under "embedding the strategy," "acting with integrity," but doesn't address assessing the organization on culture	Green: covered under "developing the vision for the organization," "communicating vision," and "managing performance" (does not address physician buy-in, however)	Yell... "fa... an... cha... the... tho... sig... se...

➤ **Good News : they have same core content... the difference is in frameworks articulating competencies under different categories and outcomes (semantics!!!)**

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Timeline of Work: Creating an International consensus

Jan. 2013

Jan. 2014

Jan. 2015

Ongoing Research, Collaborations, Edits and Updates to Working Documents

1st Global Competencies Meeting at PAHO

2nd Global Competencies Meeting at PAHO

3rd Global Competencies Meeting at PAHO

IHF 38th World Hospital Congress Presentation (Nov. 2013)

IHF leadership Summit Presentation (Nov. 2014)

IHF 39th World Hospital Congress Adoption of GCD (Oct. 2015)

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Global Healthcare Management Competency Directory

- Crosswalk and consolidation of content from existing competency frameworks throughout the world
- Validated through field review and two rounds of expert feed-back

Agreed on five key domains

- Leadership
- Communication and Relationship Management
- Professional and Social Responsibility
- Health and Healthcare Environment
- Business

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Domains and Subdomains

1. Leadership
   A. Leadership Skills and Behaviors
   B. Engaging Culture and Environment
   C. Leading Change
   D. Driving Innovation
2. Communications and Relationship Management
   A. Relationship Management
   B. Communication Skills and Engagement
   C. Facilitation and Negotiation

➔ Total: 27 Subdomains including 11 in business

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For each Subdomain, definition of competencies

<u>Leadership Skills and Behavior</u> (3 statements)

- Articulate and communicate the mission, objectives and priorities of the organization to internal and external entities.
- Incorporate management techniques and theories into leadership activities
- Analyze problems, promote solutions and encourage decision-making

<u>Financial Management</u> (3 statements)

- Effectively use key accounting principles and financial management tools such as financial plans and measures of performance (e.g. performance indicators)
- Use principles of project, operating and capital budgeting
- Plan, organize, execute and monitor the resources of the Organization to ensure optimal health outcomes and effective quality and cost controls

TOTAL: 81 competencies

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Anything new with the directory?

Leadership Competencies for Healthcare Services Managers

NO..... Competencies are already described in various part of the world!

YES..... From local or regional it has become an **international body of reference**...and **this makes a major difference for professionalism and credibility** at national level and in international arena**.**

➔ The foundation to consolidate and expand the professionalization of healthcare executives

➔Raising the bar for scope & level of competencies required for Healthcare Executives

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A Directory: What for ?

Government	• Legal adoption of the Directory for human resource development in healthcare management	
Academia	• Support program development, training, accreditation, faculty development and case studies	**Work together to positively impact patient care through heightened leadership capability and increased recognition for the profession of healthcare management**
Professional Groups and Associations	• Provide support and guidance for credentialing and advocacy	
International Organizations and Agencies	• Use as part of development support to country through projects, training, and job descriptions	
Consulting Firms	• Support project development at local, regional and national levels	
Employers	• Develop position descriptions and the design and development of inservice education programs	
Individuals	• Use in self assessment and as a mentor/mentee tool	

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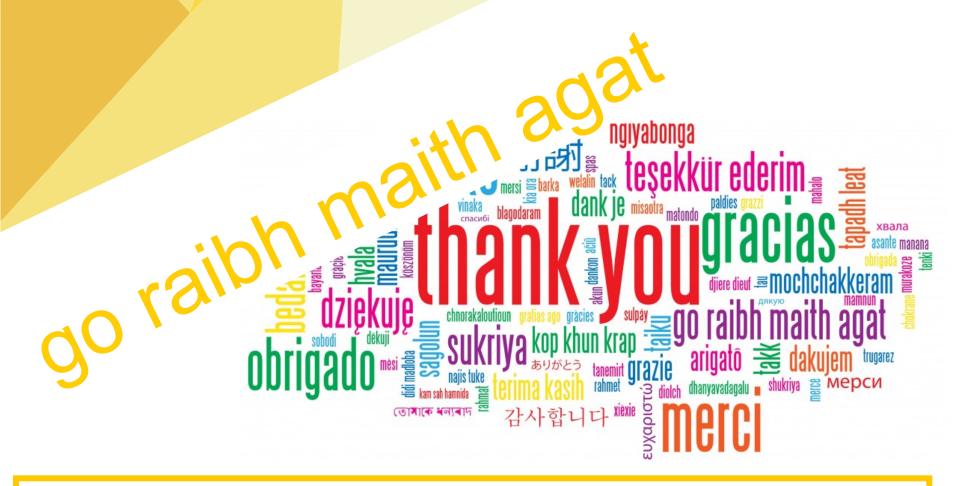# Possible use of Directory for Associations

- Instrument for assessment of leadership and management functions and capabilities ➔ Gap analysis

- Template for credentialing healthcare managers
  - Demonstrated competencies verified by independent evaluation
  - Continuous Professional Development translated into a plan
  - Professional achievements supported by evidences and testimonies

- Tool for enhancing continuing professional education programs ➔ a roadmap to the profession

- Support for Research on management performance

- Arguments for Advocacy with governments

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Implementing the Global directory

- Get stronger buy-in in regions where professionalization is still low by developing training activities based on the directory: Latin America, East Mediterranean, Asia-Pacific

- Advocacy at government level for increased professionalization (WHO and OECD as a key partners)

- Support the development of professional associations and explore possibility of international credentialing of associaitions

- Collaborate with Academia: use of directory for curriculum (USA, Spain,…) and develop research agenda

- Networking and coordination between associations to share tools and resources as well as common media intervention

- Create an online platform for competency self assessment and access to resources to support Continuous Professional Development.

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More information:
https://www.ihf-fih.org/activities?type=sig&section=healthcare-management

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