Healthcare Leadership Competencies: A Global Perspective

IHF Healthcare Executive Special Interest Group

Advancing Global Health & Health Care
Agenda

• European Perspective Ireland’s Approach
  – Lucy Nugent, COO, Tallaght Hospital and Vice President, Health Management Institute of Ireland

• Perspective from The Americas
  – Dr. Reynaldo Holder, Regional Advisor, Hospital and Integrated Health Care Delivery, Pan American Health Organization/World Health Organization (PAHO/WHO)

• Perspectives from Canada
  – Ray Racette, MHA, CHE, President and CEO, Canadian College of Health Leaders

• Time for Questions
Learning Objectives

• Understand how to use the global healthcare leadership competency directory to assess one’s strengths and weaknesses.
• Develop a healthcare leadership professional development plan to improve patient delivery and care.
• Present a “call to action” that healthcare leaders and the profession can embrace.
European Perspective
Ireland’s Approach

Lucy Nugent, VP HMI
Chief Operations, Tallaght Hospital, Ireland
EAHM Objectives

• Developing professional competence
• Collaboration across Europe and beyond
• Influencing European Union-wide legislation and regulation
• Collectively representing the healthcare management profession
Our Values

• Quality Patient Care and Safety
• Operational Excellence
• Professional Development
• Innovation and Learning
• Sharing Across Borders
Leadership - Creating a Movement
Ireland’s Approach
Health Management Institute

• Founded in 1945, the HMI is the government recognised professional organisation for health managers with the objective to:

  • Inform
  • Educate
  • Involve

www.hmi.ie
Recruitment

- Competency Based Interviews

- Under consideration by the Department of Health and the Health Service Executive

- HMI approach to Public Appointments Commission
Continuous Professional Development
Training Courses

Our commitment to training in healthcare and our dedication to continuous improvement has guided the development and growth of each of our training programmes. HMI offer both open and in-house programmes.

We design and deliver sophisticated, yet highly practical programmes that combine theory, peer learning and action learning principles that meet the needs of client organisations. The result is practically-oriented courses where participants can share their experiences whilst developing new and practical skills.

Our range of programmes include:

Management Development
Health & Safety
IT Training
Professional Skills

In-house programmes/courses

HMI develop bespoke in-house training programmes based on individual client requirements. We work with our clients to ensure that our programmes are tailored specifically to their particular hospital or healthcare environment. This ensures that the learning experience is both relevant to the individual and their workplace making each programme highly effective in implementing learning.

“This course should be compulsory for everyone in any type of management role in the health service”

“Found the course extremely interesting, informative and enjoyable”
Profession of Health Managers

- Currently no Formal Recognition of the Profession
- No Standardised Evaluation = Gap
- Accreditation
Learning from others
“Imitation is the sincerest form of flattery”
Thank You for Listening

Go raibh mile maith agaibh
Healthcare Leadership Competencies:
Perspective from The Americas

Dr. Reynaldo Holder
Pan American Health Organization

Advancing Global Health & Health Care

2015 IHF CHICAGO
39th World Hospital Congress
Healthcare Leadership Competencies:

Perspective from The Americas

Dr. Reynaldo Holder
Pan American Health Organization
Resolution CD53.R14

✓ Resolves to adopt the “Strategy for Universal Access to Health and Universal Health Coverage”

✓ Urges Member States to take action, taking into account their own context and national priorities

✓ Requests PAHO Director to develop actions and tools to support the implementation of the Strategy
Universal Access

Absence of geographical, economic, sociocultural, organizational, or gender barriers that prevent all people from having equitable use of comprehensive health services and healthy living to allow their development and well-being

Universal Coverage

Sufficient organizational mechanisms and financing to cover the entire population

UNIVERSAL HEALTH
Strategic lines: simultaneous and interdependent
## Universal Health: strategic lines

<table>
<thead>
<tr>
<th>Strategic Line 1</th>
<th>Strategic Line 2</th>
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<tr>
<td>Expanding equitable access to comprehensive, quality, people-centered and community-centered health services</td>
<td>Strengthening stewardship and governance</td>
<td>Increasing and improving financing with equity and efficiency, and advancing toward the elimination of direct payments that constitute a barrier to access at the point of service</td>
<td>Strengthening multisectoral coordination to address the social determinants of health that ensure the sustainability of universal coverage</td>
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Strategic line # 1: expanding equitable access to comprehensive, quality, people and community-centered health services

New models of care, new models of organization and **new ways and capacities for managing** healthcare delivery services.

- Comprehensive and progressively expanded health services
- Increase investment in the first level of care
- Improve and increase the response capacity of the first level of care in IHSDNs
- Identify the unmet and differentiated health needs of the population, as well as the specific needs of groups in situation of vulnerability
- Improve human resource capacity in the first level of care (employment, multidisciplinary, new profiles)
- Essential medicines and technologies
- Empowerment of people and communities
Who are healthcare managers?

Operational Definitions

- **Health Manager**: “all persons in the health system who manage resources and in so doing are responsible for making decisions that influence health outcomes”

- **Healthcare or Health Services Manager**: “are those responsible for the delivery of healthcare services (meso and micro) in networks and health facilities”
The need for increased professionalism in healthcare management

Ministers of Health complain of:

✓ Management inefficiencies and poor managerial skills
✓ Lack of methodologies, tools and information for measuring performance of their health services
✓ Limited or absence of information on health services cost and efficiency of the health expenditure.
The need for increased professionalism in healthcare management

Health Services Managers complain of:

- Limited information for decision making
- Lack of methodologies, tools, guidelines and information on good practices
- Lack of opportunities for building capacity in the use and analysis of information generated by the health services
The need for increased professionalism in healthcare management

– A lack of sufficiently developed management systems.
– Healthcare services poorly managed by unprofessional managers
– Poor recognition of role of managers
– Difficult to assess value & competencies
– Increased complexity of management
– Pressure for improvement
Global healthcare leadership competency

• Formulates a framework for:
  – Pre-graduate training of health professionals
  – Post-graduate training for managers
  – Continuous education programs
  – Certification/accreditation mechanisms
  – Licensing and evaluation systems
Next Steps

- **Chile:**
  - Regional launching and piloting
  - Proposal to PAHO’s Directing Council

- **Costa Rica:**
  - Pilot project

- **Jamaica:**
  - University of the West Indies, Faculty of Medical Sciences, Master Degree Program
Universal Health:

- A moral imperative
- An investment for healthy living, well-being and development
- A worthwhile journey

Values
- Right to Health
- Equity
- Solidarity
Thank you!
Challenges
Demography
Complex needs
New expectations
Limited resources
Now Needed:
Stronger Leadership Capacity

**Widespread (Quantity)**
- Leadership comes from all directions and levels (*distributed leadership*)
- Leadership accountability is widespread and specific
- Requires investment in leadership development to build capacity

**Upgraded (Quality)**
- Focused on improvement
- Future oriented
- Capable of Systems Thinking and Action
- Linked to achieving organizational priorities and strategic directions
The leaders role

To help others stay focused on a common purpose.
Building blocks for a leader

- Knowing who you are
- Understanding your commitment to others
- How you lead through your actions
LEADS Framework

Five Leadership Domains

L – Lead Self
E – Engage Others
A – Achieve Results
D – Develop Coalitions
S – Systems Transformation

Four behavioural capabilities per Domain
Lead Self

- Self Aware
- Manages Self
- Develops Self
- Demonstrates Character
The LEADS Collaborative

Graham Dickson PhD
LEADS Across Canada

National Use

Accreditation Canada – accreditation standards

Canadian Medical Association – physician leadership training

Canadian College of Health Leaders – leadership development and certification
More Information?

LEADS in a Caring Environment
leadscollaborative.ca

Canadian College of Health Leaders
www.cchl-ccls.ca

Thank you
Questions?
Leadership Competencies for Healthcare Services Managers

Special Thank you to:

• American College of Healthcare Executives
• Australasian College of Health Service Management
• Canadian College of Health Leaders
• European Association of Health Managers
• Federacao Brasileira de Administradores Hospitalares
• Federacion Andina y Amazonica de Hospitales
• Federacion Latinoamericana de Hospitales
• Health Management Institute of Ireland
• Hong Kong College of Healthcare Executives
• International Health Services Group
• International Hospital Federation
• Jamaican Association of Health Services
• Management Sciences for Health
• Pan American Health Organization
• Taiwan College of Healthcare Managers
• Tropical Health and Education Trust – Partnership for Global Health
• University of the West Indies
Speaker Contact Details

• Lucy Nugent, COO, Tallaght Hospital and Vice President, Health Management Institute of Ireland
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• Dr. Reynaldo Holder, Regional Advisor, Hospital and Integrated Health Care Delivery, Pan American Health Organization/World Health Organization (PAHO/WHO)
  – holderre@paho.org
• Ray Racette, MHA, CHE, President and CEO, Canadian College of Health Leaders
  – rracette@cchl-ccls.ca
Thank you!
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2015 IHF CHICAGO
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Relationship: ☑ Concurrent Session Speaker

Do you or any immediate family member have a financial relationship or interest (currently or within the past 12 months) with a proprietary entity? ☐ Yes ☑ No

If Yes, please identify the company and the nature of the financial relationships and compensation below.

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Name: [Signature] Date: Sept 29, 2015

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Name: ___________________________ Date: 10/15/15

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Name: Deborah J. Bowden
Date: 8-25-15

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