

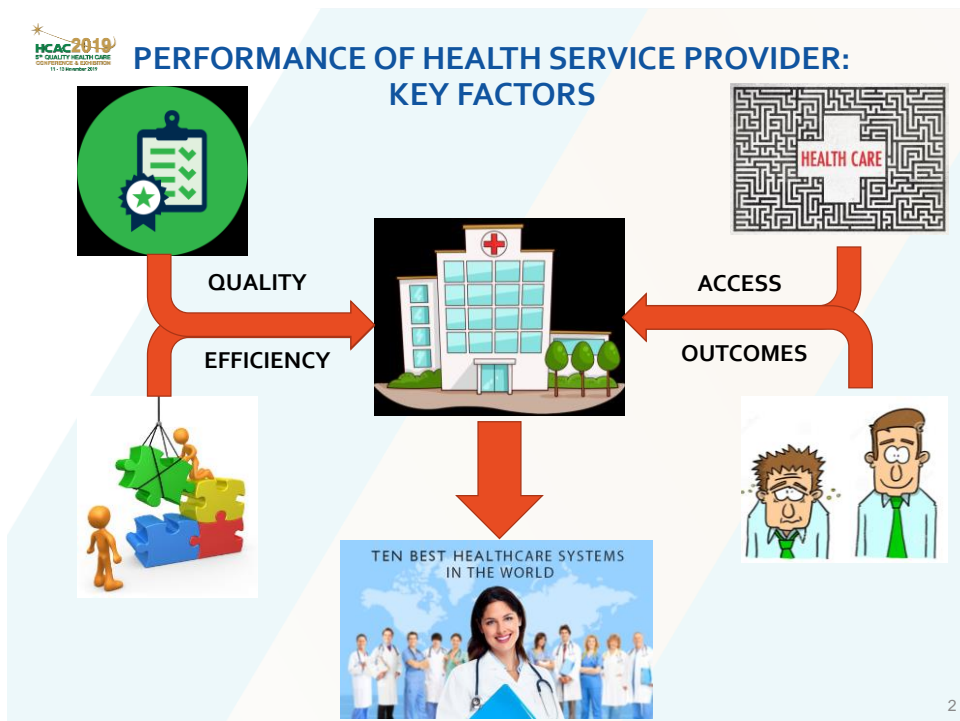


Policy and Practice: A Partnership for Better Outcomes
"Accreditation and Patient Safety Right From the Beginning!"

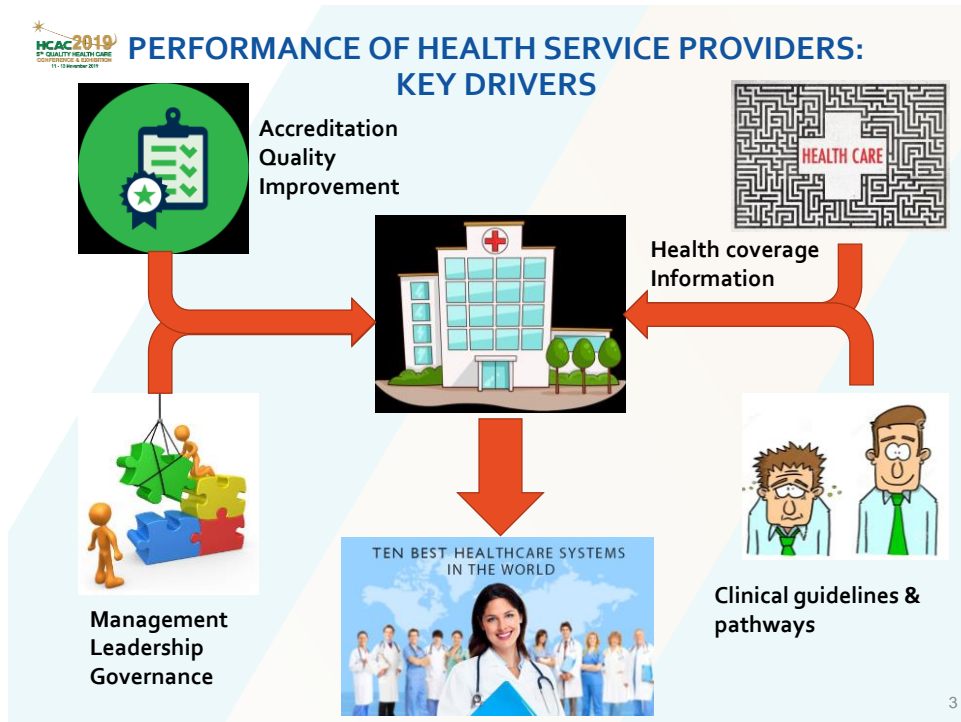
Leadership and Management From competencies to accreditation

Eric de Roodenbeke, CEO
INTERNATIONAL HOSPITAL FEDERATION

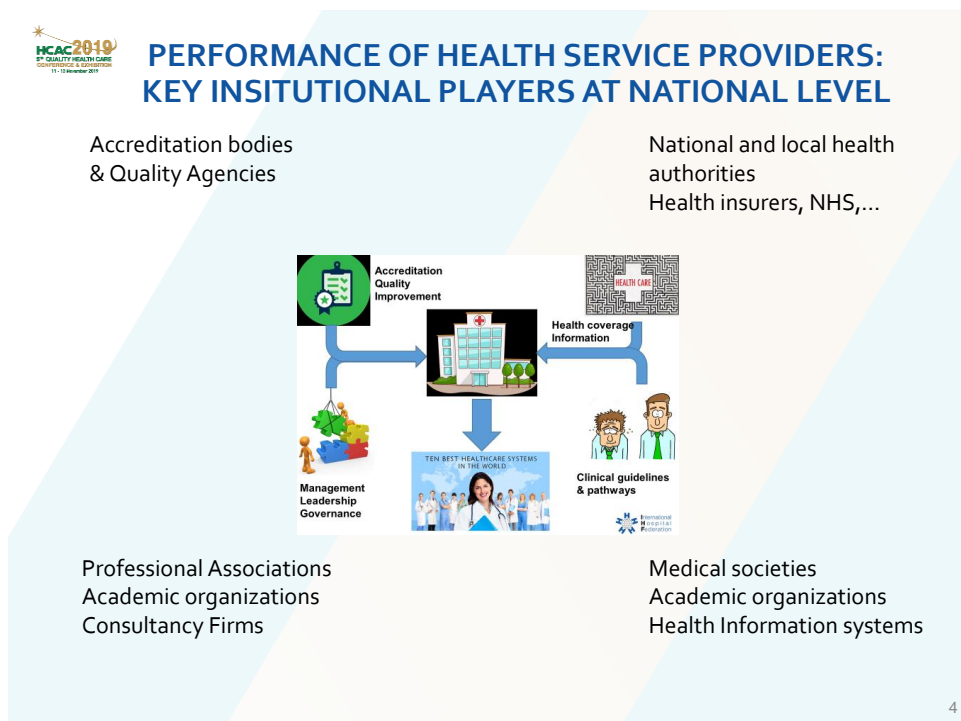
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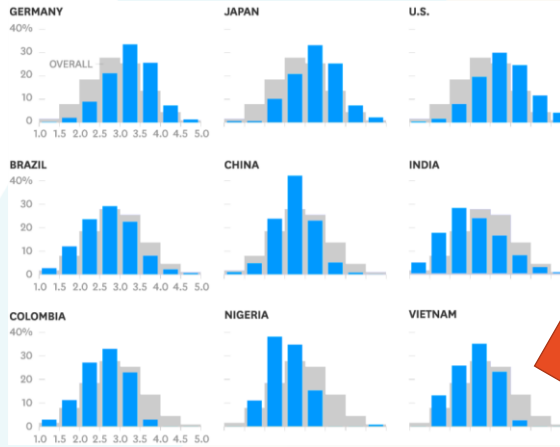


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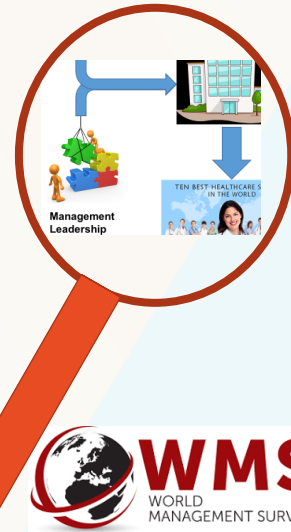


HOW MANAGEMENT & LEADERSHIP CONTRIBUTES TO PERFORMANCE ?

Quality of Management varies a lot between countries
And even more across countries but good practices in Management and leadership are globally recognized as contributing to the performance of the organizations



Source: <https://hbr.org/2017/09/why-do-we-undervalue-competent-management>



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HOW TO GET HIGH PERFORMING MANAGEMENT & LEADERSHIP?



Practices and Process

+

Individual competencies

=

Organizational outcomes

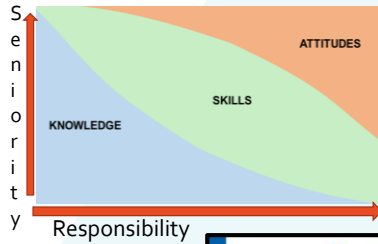


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HCAC 2019
 24 QUALITY HEALTH CARE
 CONGRESS & EXHIBITION
 11-12 November 2019

CORE COMPETENCIES FOR HEALTH SERVICE LEADERSHIP



- Developed by the major Executive Associations from around the world with support of Experts
- Finalized with extensive review from 100 academics and professionals from the world
- Adopted by IHF members in 2015 as a global reference for competencies in health service leadership and management
- Supported by numerous training activities and academic initiatives
- Providing the backbone for professionalization of health management and leadership
- Supporting Continuous Professional Development



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HOW CAN WE LOOK AT MANAGEMENT PRACTICES



- World Management Survey:
 - 21 practice scorecard: "lean" operations, monitoring, targets & incentives
 - Interviewed managers & doctors for ~1 hour
- ISO Quality management principles :
 - QMP 1 – Customer focus
 - QMP 2 – Leadership
 - QMP 3 – Engagement of people
 - QMP 4 – Process approach
 - QMP 5 – Improvement
 - QMP 6 – Evidence-based decision making
 - QMP 7 – Relationship management



Limited scope better for hospital services than for full organization

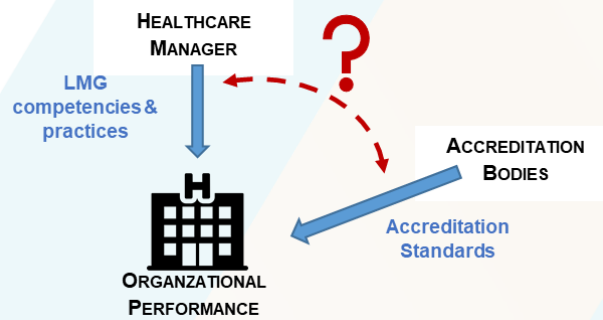


Very generic principles for all industries that do not relate to measurable outcomes

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HOW CAN WE LOOK AT MANAGEMENT PRACTICES



- Map accreditation standards next to the areas covered by healthcare management competencies from the IHF.
- Have an overview of which leadership, management and governance (LMG) areas of a healthcare organization are systematically covered or not by the accreditation standards.

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HOW CAN WE LOOK AT MANAGEMENT PRACTICES

- The IHF provided the GCD as a common ground for leadership, management and governance areas, as well as the working documents.
- Accrediting bodies participated on a voluntary basis to the mapping exercise, by categorizing their organization's accreditation standards according to the IHF subdomains and competencies.
- Third-party external reviewers reviewed the mapping exercise done by the participants.

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HOW WELL MANAGEMENT IS COVERED BY ACCREDITATION ?

15 accreditation organizations participated (14 standard sets)

Most LMG domains and subdomains are well covered

1. LEADERSHIP	
A. Leadership skills and behavior (14)	█
B. Engaging culture and environment (13)	█
C. Leading change (13)	█
D. Driving Innovation (8)	█

2. COMMUNICATION AND RELATIONSHIP MANAGEMENT	
A. Relationship Management (12)	█
B. Communication Skills and Engagement (13)	█
C. Facilitation and Negotiation (11)	█

3. PROFESSIONAL AND SOCIAL RESPONSIBILITY	
A. Personal and professional accountability (13)	█
B. Professional development and lifelong learning (9)	█
C. Contributions to the profession (10)	█
D. Self-Awareness (9)	█
E. Ethical conduct and social consciousness (10)	█

4. HEALTH AND HEALTHCARE ENVIRONMENT	
A. Health systems and organizations (12)	█
B. Health workforce (13)	█
C. Person-centered health (13)	█
D. Public Health (11)	█

5. BUSINESS	
A. General Management (13)	█
B. Laws and Regulations (12)	█
C. Financial Management (13)	█
D. Human Resource Management (13)	█
E. Organizational Dynamics and Governance (13)	█
F. Strategic Planning and Marketing (12)	█
G. Information Management (14)	█
H. Risk Management (13)	█
I. Quality Improvement (13)	█
J. System Thinking (8)	█
K. Supply Chain Management (11)	█

Scale	
0 – 4	█
5 – 8	█
9 – 11	█
12 – 14	█



HOW WELL MANAGEMENT IS COVERED BY ACCREDITATION ?

5. BUSINESS COMPETENCIES	
A. General Management (13)	
5.A.1 (8)	█
5.A.2 (10)	█
5.A.3 (8)	█
B. Laws and Regulations (12)	█
5.B.1 (9)	█
C. Financial Management (13)	█
5.C.1 (10)	█
5.C.2 (8)	█
5.C.3 (9)	█
D. Human Resource Management (13)	█
5.D.1 (10)	█
5.D.2 (11)	█
E. Organizational Dynamics and Governance (13)	
5.E.1 (4)	█
5.E.2 (2)	█
5.E.3 (4)	█
5.E.4 (5)	█
5.E.5 (8)	█
5.E.6 (2)	█
F. Strategic Planning and Marketing (12)	
5.F.1 (6)	█
5.F.2 (6)	█
5.F.3 (6)	█
5.F.4 (4)	█
5.F.5 (3)	█
G. Information Management (14)	
5.G.1 (9)	█
5.G.2 (10)	█
5.G.3 (7)	█
5.G.4 (4)	█
H. Risk Management (13)	█
5.H.1 (12)	█
I. Quality Improvement (13)	█
5.I.1 (9)	█
5.I.2 (11)	█
J. System Thinking (8)	█
5.J.1 (2)	█
5.J.2 (5)	█
K. Supply Chain Management (11)	█
5.K.1 (7)	█
5.K.2 (7)	█
5.K.3 (5)	█

Scale	
0 – 4	█
5 – 8	█
9 – 11	█
12 – 14	█

However when getting to specific competencies there are number of areas that are not covered by accreditation and a lot of variation between accreditation bodies.

→ All competencies are covered by at least one accreditation standard

→ No accreditation Body covers all the competencies areas



HOW TO MOVE FOWARD

WHERE DO WE STAND?

- Still a long way to go to measure leadership and management Practices
- With all the accreditation programs from around the world all key dimensions for competencies are covered by standards but of variable quality for measurement.... But no one program is covering all

HOW SHOULD WE MOVE ?

- Developing a specific measurement tool for management practices?
- Getting all accreditation bodies to share their respective standards to build a new international reference on LMG ?
 - Should it be included in regular accreditation program?
 - Should it be specific as a denomination program ?

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THANK YOU
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