



Ministry of Health of  
Republic of Kazakhstan



International Bank for  
Reconstruction and Development

**EPOS**  
Health Management



The Kazakhstan Health Sector Technology Transfer and Institutional Reform Project

# Capacity Building in Health Management Training

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# Capacity Building in Health Management Training

## **I. Challenges for Health Systems**

→ Health Policy Response / Need for Health Management

## **II. Health Policy Response / Need for Health Management**

→ Need for Health Management Training

## **III. Need for Health Management Training**

→ Capacity Building / Step by Step Approach

## **IV. Case Studies**

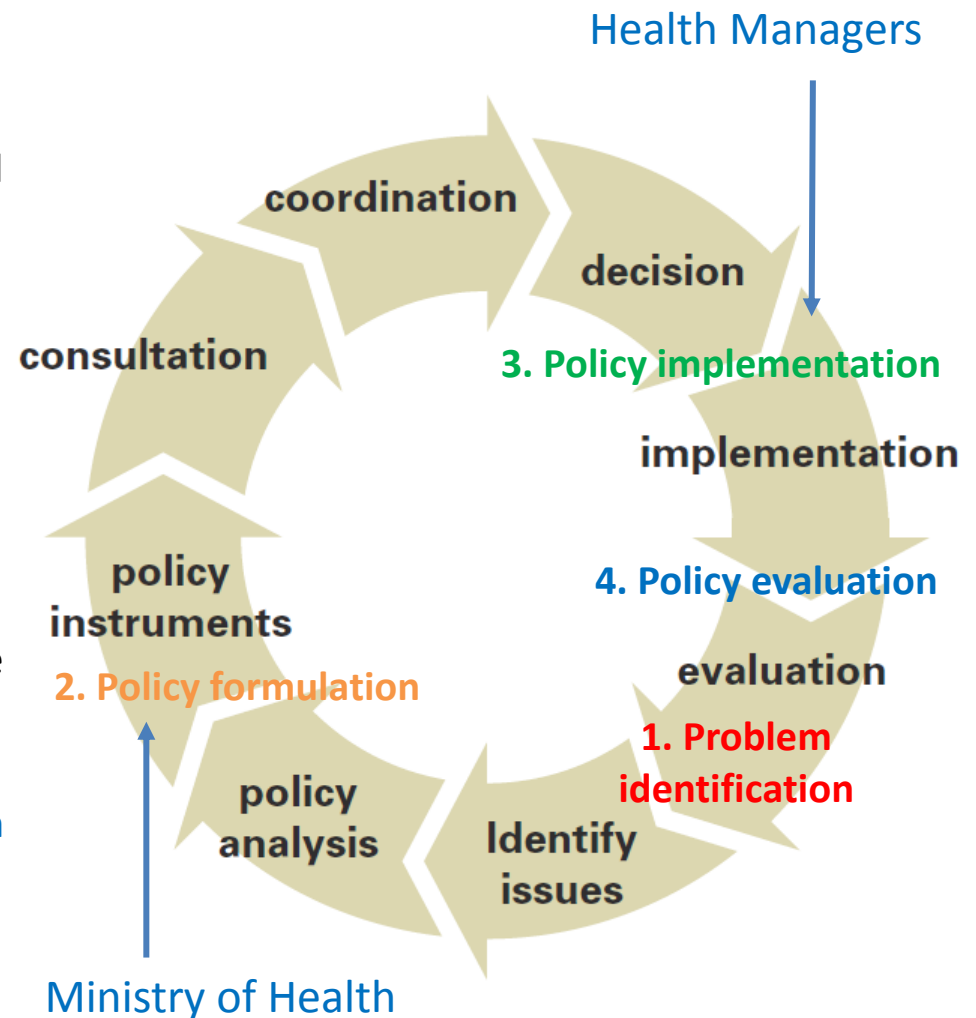
→ Hungary and Serbia

## I. Challenges for Health Systems

I. Challenges	II. Health Policies and Principles
<p><b>1. Health status of population and demographic trends</b></p> <ul style="list-style-type: none"> <li>• Life expectancy</li> <li>• Determinants of health</li> <li>• Mortality and morbidity</li> </ul>	<p><b>Integrated Care</b></p> <ul style="list-style-type: none"> <li>- Health prevention and promotion</li> <li>- Primary and Community Health Care</li> <li>- Specialized Care and Centres of Excellence</li> </ul> <p><b>Empowered and Responsible Citizens</b></p> <ul style="list-style-type: none"> <li>- Public Awareness Raising and Information Campaigns</li> </ul>
<p><b>2. Financing health services and increasing costs</b></p> <ul style="list-style-type: none"> <li>• Budget for health and health expenditures</li> <li>• Reimbursement of services</li> </ul>	<p><b>Social health insurance</b></p> <ul style="list-style-type: none"> <li>- Solidary principle</li> </ul> <p><b>Smart Health Expenditures</b></p> <ul style="list-style-type: none"> <li>- Cost-effectiveness and cost-efficiency in health</li> <li>- Sustainable Health System</li> </ul>
<p><b>3. New health technologies</b></p> <ul style="list-style-type: none"> <li>• Health Technology Assessment</li> <li>• Information Communication Technologies</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- eHealth, mHealth</li> <li>- Smart Healthcare</li> <li>- Health in the future???</li> </ul>

# Health Policy Circle

- **Situational analysis:** based on latest health and demographic indicators and data
- **Formulate policies and strategies:** based on best available scientific evidence
- **Leadership:** to manage a transparent and participatory policy making process
- **Ability to commission:** for special studies and assessing the quality of the products
- **Policy reviews:** assessments of technical feasibility for implementation
- **Policy dialogue:** to lead a high-level policy dialogue to share policy proposals



## Main Functions of MoH

- **formulating policy,**
- preparing legislation,
- supervising provision of health services,
- commissioning research,
- developing reform strategies,
- monitoring population health,
- supervising the implementation of reforms, and
- ensuring the **training of** health personnel including **health managers.**

## II. Health Policy Response

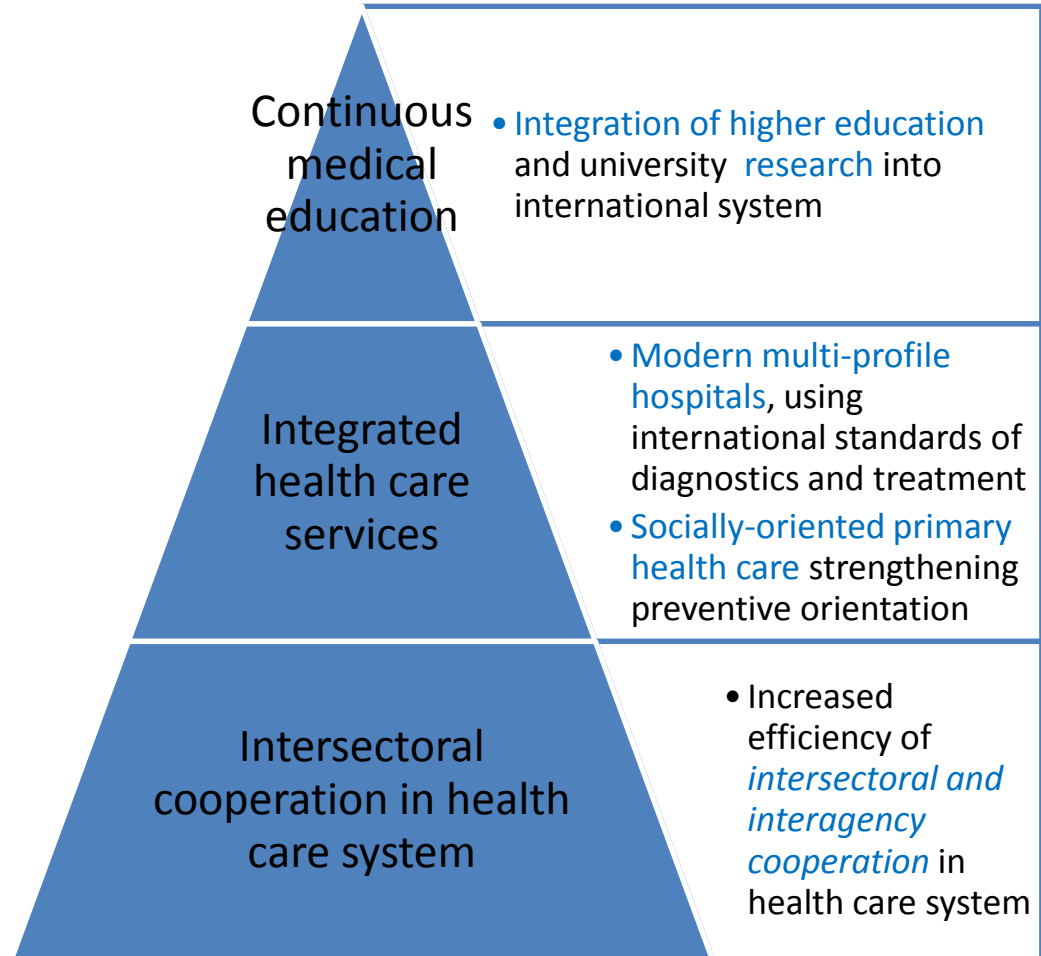
### Main Objectives

1. Objective: *Improved health of the citizens* and building of *effective and efficient health care system* to **ensure sustainable socio-demographic development**
2. Objective: *Capacity development* at national and regional level on *health policy development* and related planning, implementation, monitoring and evaluation of the **State Health Program** and **Strategic Plans**
3. Objective: To create a permanent, sustainable and efficient system for *training health care managers* at all levels, taking into account international experience and specific national circumstances to **ensure implementation of policy decisions**

# Health Reform in Kazakhstan 2011-2015

## Expected outputs (*inter alia*):

- Increased efficiency of *intersectoral and interagency cooperation* in health care system
- Improved *quality* of services
- Increased efficiency of *provision of services* and operation of health care providers
- Improved organisation of *health care management*
- **Improved training and education of health managers**



# III. Capacity Building in Health Management Training

## 1. Need assessment

- a) Capacity of health managers; Qualification requirements; Training needs; Medical education institutions' capacity
- b) Human resources policies, incl. recruitment, appointment, incentives for health managers

## 2. Training plan

- a) Competency framework / areas of competence
- b) Institutional base for training / Centre for Health Management Training
- c) Selection criteria for trainers and trainees

## 3. Training methodology, curriculum and training materials

## 4. Training

- a) Training of Trainers
- b) Basic v. advanced courses, short courses v. Master program
- b) Study Tours, Flagship program

## 5. Monitoring and Evaluation, Finetuning



# Hospital Governance

## Macro level of hospital governance

is the part of traditional *national, regional* and/or *supranational policy-making* that **establishes the structural, organizational and operational architecture of the hospital sector.**

## Intermediate “meso” level of hospital governance

is focused on *decision making at the overall institutional level* of the hospital.

## “Micro” level of hospital governance

focuses on the *day-to-day operational management of staff and services inside the organization*. (traditionally been associated with “**hospital management**” and subsets as personnel management, clinical quality assurance, clinic-level financial management, patient services and hotel services, etc.).

All three **levels interact with each other** in complex patterns.

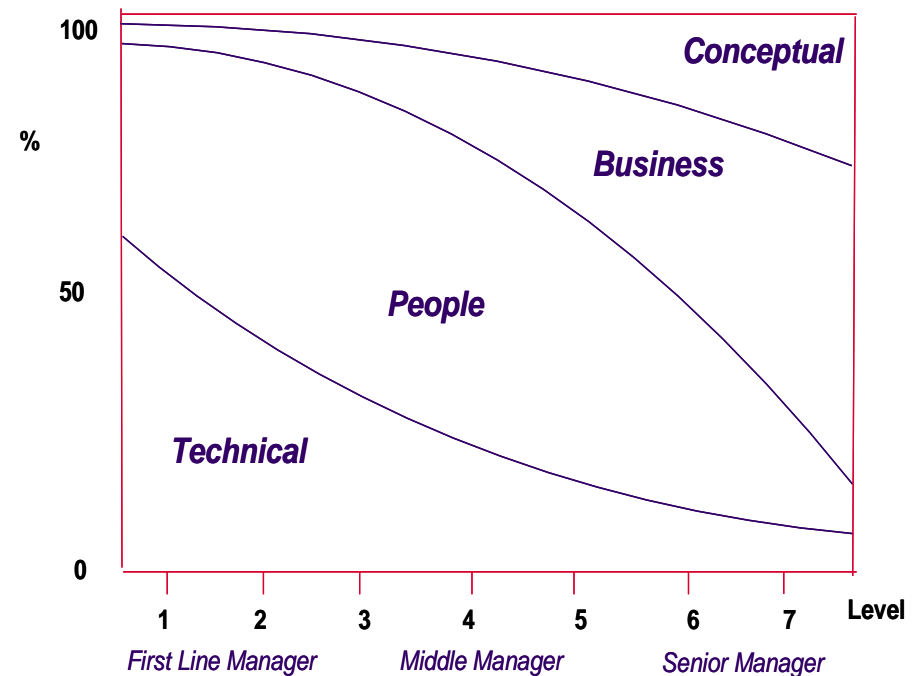
# Levels of Hospital Management

## Different competencies required at different levels

**Senior managers** as, for instance, *chief physicians* of a hospital should have to have more knowledge and skills in *conceptual working* and *business development*.

**Middle level managers** as, for instance, *heads of departments* would be much more concerned with *managing people*.

**First line managers**, like for instance *nurse managers* of a ward would be more involved in *technical issues*.



# Rationale for development of health management

An *international study* has identified a **strong relationship** between the following **five factors and effective management practices**:

1. *Competition* helps to improve managerial standards.
2. Hospitals with *clinically qualified managers* are associated with much better management scores.
3. Hospitals that give managers *higher levels of autonomy* perform better.
4. *Scale and size* matter. *Larger hospitals* are better managed.
5. *Ownership: private hospitals* (including not-for-profits) achieve higher management scores than public hospitals across all countries.

***Improved management practices*** in hospitals are associated with significantly ***lower mortality rates*** and ***better financial performance***.

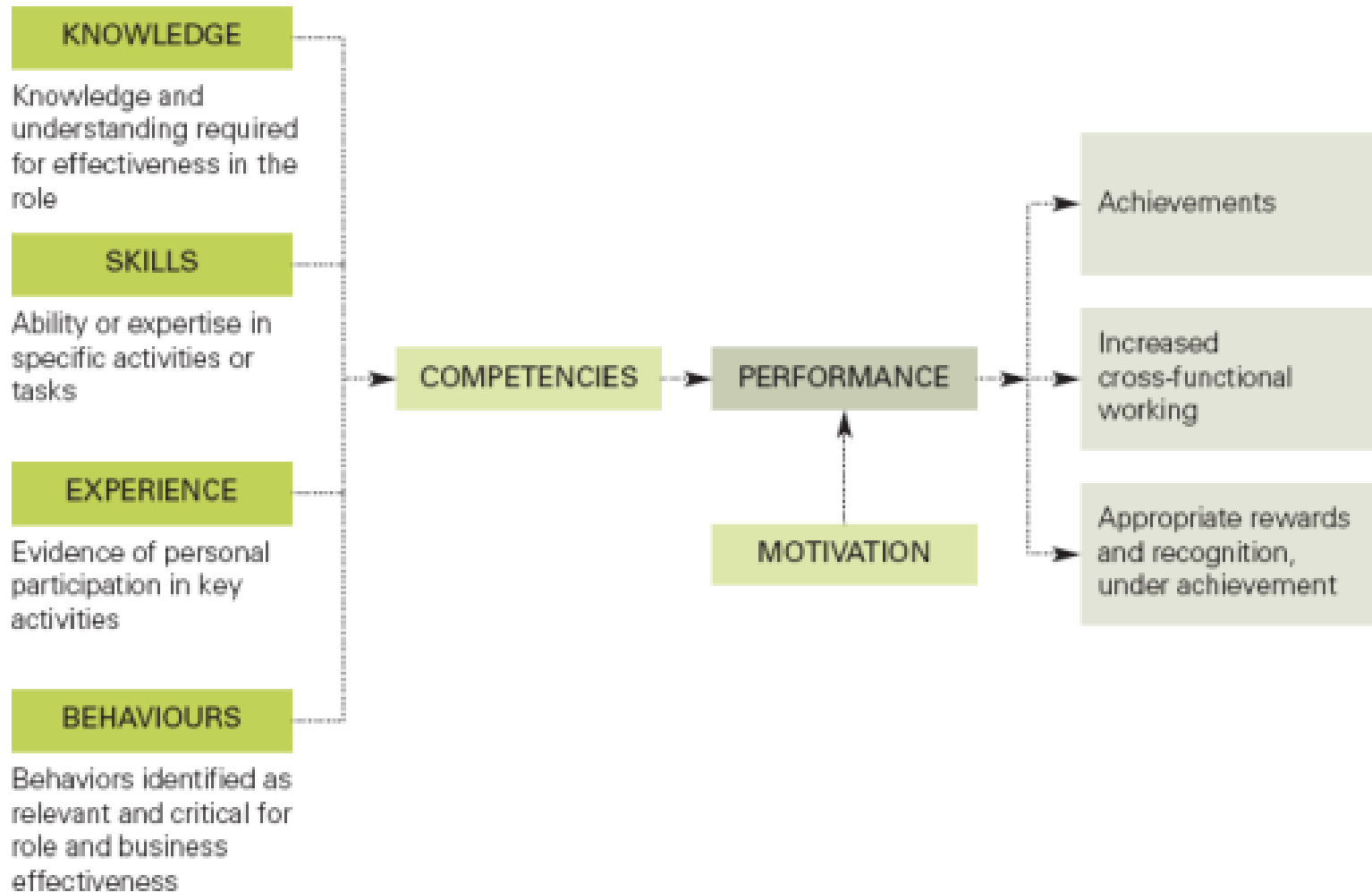
## Training Need Assessment

A **questionnaire** to assess the practical importance of the *knowledge, competencies* and *skills* needed by healthcare managers and the level of command of such knowledge, competencies and skills among them.

The results show that “**planning and assessment**”, “**human resources management**” and “**quality management, monitoring and evaluation**” clearly appear as top priorities.



## Training Programme



## IV. Health Management Training Centres

Health management training centres are expected **to support health sectors**, in particular:

- to establish and coordinate sustainable and efficient health management **training system** that addresses and supports the health policy making authorities, health care provider and purchaser organizations;
- to develop long term management **capacity building** in the health sector through activities and collaborative interaction with education, training and research entities;
- to develop and run continuous **education system for health managers** at all levels of the health system based on best practices and international standards;
- to institutionalize **Knowledge Management System and Resource Centre** with relevant content and dissemination technologies to provide tools and curricula materials for practitioners, trainers and researchers.

# Main Functions of HMTCs

## Education and training

- Training of trainers programmes
- Short programs, in-service trainings, Master Program
- E-learning / distance learning courses

## Knowledge management and research

- **Knowledge management** addresses the cyclic process of **knowledge identification, sharing, application and creation** by identifying knowledge flows and gaps; facilitation connection between individuals; strengthening interpersonal and key organization areas relations and promoting and disseminating new ideas.
- **Health system research** has an important **effect on the outcomes of health system transformation**. Areas and topics of health system research are defined in accordance with the planned health policy actions. Research plans are discussed with policy makers if it would be of their help in strategic decision making.

## Consulting

- Health management consulting may **help institutions and/or specialists assigned with accountability** for health related decisions in policy making or policy implementation, and consequently **contribute to health system development and improve the public's health**.



## Case Study 1 - Hungary

### In early 1990's

- poor health status of population (NCDs and health determinants)
- ineffective and inefficient health system (hospital focused, missing integrated PHC)

### The World Bank's Health Services and Management Project

- to contribute to **improving the health status of the Hungarian population** by **supporting public health programs** aimed at **reducing risk factors** contributing to the high prevalence of non-communicable diseases;
- to support the Government's program of **health sector restructuring** with the aim of **improving internal efficiency**;
- to provide more efficient and **higher quality care** by **strengthening the institutional capacity** of the health sector **in policy-making, management and evaluation**



# Health Management Training Centre in Budapest

**Established** within the World Bank Project Subcomponent on Public Health and Management Training on 20 April 1990

## Since 1990

- In **international programs** in management mid and top level managers have been trained;
- **Networks of managers** have been developed, and the legitimacy of the school and profession has been recognized;
- Accreditation of the **master's program** has been completed;
- The Center has become the **regional centre for the World Bank Institute** and it has organized several international and flagship courses in this capacity;
- **Bilateral cooperation** with other (neighbouring) countries have been established.

## Case Study 2 - Serbia

### In early 2000's

- rapid transition after the political conflict and economic sanctions
- Law on health care (2005) accelerated health care reform including hospital sector
- Government's Five Year Action Plan (2005) (modern equipment, supply of medicine, decentralization, quality improvement, building capacities in health management)
- Law on health insurance (establishment of Republic Health Insurance Fund)

### The European Union's Health Management Training Project

- to **establish** a sustainable **institutional model** of health management education;
- to **deliver** relevant, innovative **health management education and training**

# Health Management Training Centre in Belgrade

**Established** at the University of Belgrade in 2008. The Centre later merged with the previously established School of Public Health.

Health management **training** offered for both hospital directors leading health facilities across the country and those who work in **different level management positions** in health institutions, as well as **other health specialists** who were interested in management sciences and skills.

# Steps of establishing health management centres

## **1. Decision making phase**

1. Situational analysis
2. Definition of institutional base
3. Training needs assessment
4. Stakeholder analysis

## **2. Establishment of centres**

1. Ownership
2. Governance
3. Vision and mission

## **3. Training**

1. Target groups
2. Trainees
3. Training program

## **4. Operation phase**

1. Risk assessment and mitigation strategies
2. Sustainability
3. Business planning and business development

# Thank you for your attention!

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