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Partnership on establishing recommendations on sustainable development of Health Management Centre and improvement of training programs on qualification building of health system managers; Contract No.KHSTTIRP-A2/CS-04

Project Performance

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Background

**OPM operates in
Kazakhstan since 2010...**

**3 large and 4 small
projects**

OPM approach:

- Understanding context
- Building up strong working relations
- Trust
- Flexibility
- Responsiveness
- Joint Responsibility for results
- Evidence based solutions



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Kazakhstan Health Policy Context



The 100 concrete steps by President Nursultan Nazarbayev to build up a “Modern State for all”*:

- Development of ...corporate management for health facilities.
- Introduction of a corporate governance at healthcare organizations in order to enhance accessibility and quality of the healthcare services through competition among the organizations for financing within the healthcare insurance

“Densaulik Kazakhstan, 2016-2019**”

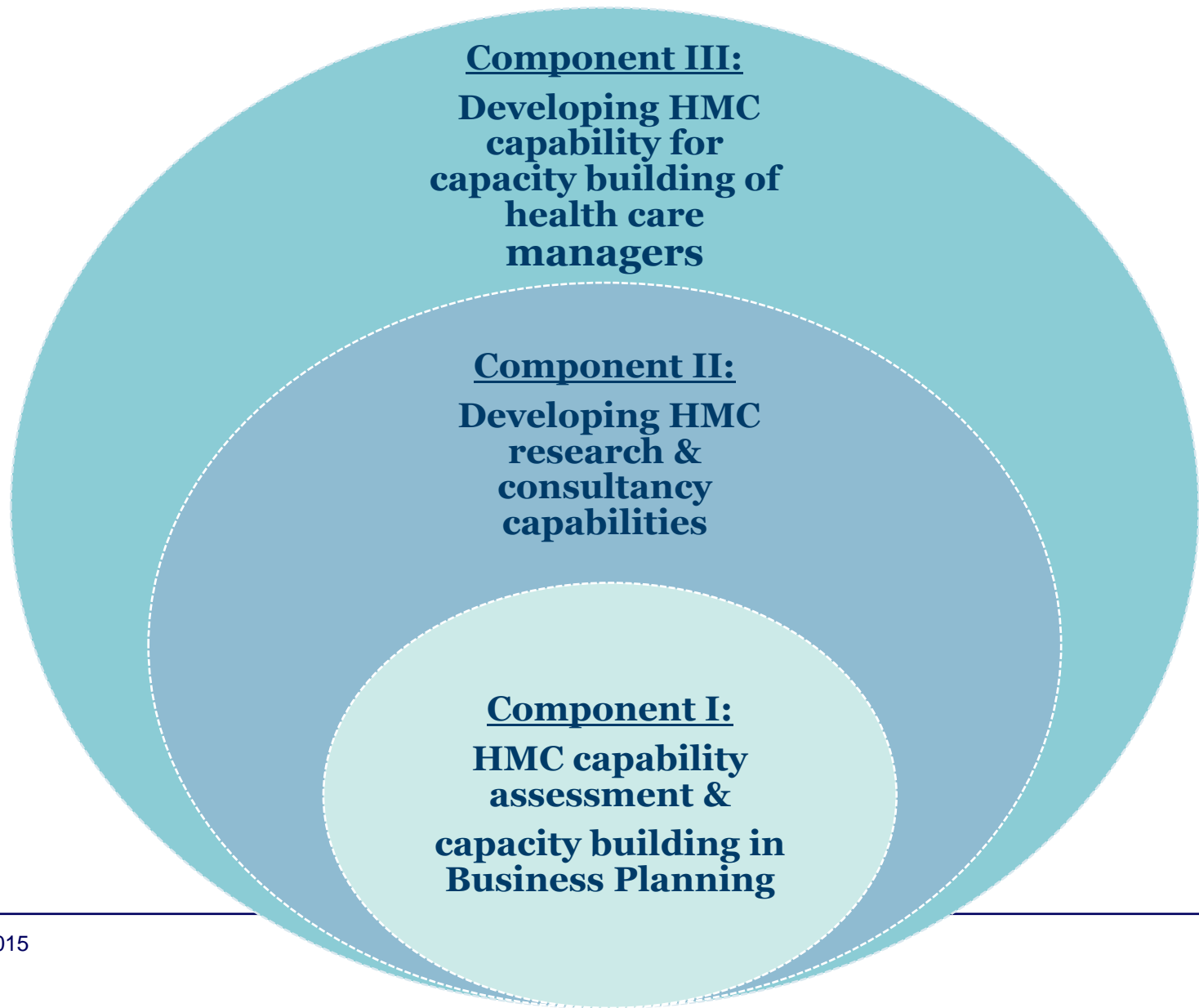
- Developing effective forms of health care management..
- Refining management practices at the level of health service providers through developing healthy competition between public and private health care providers and introducing corporate management practices...
- Developing effective health human resource management arrangements..



*<http://www.kazakhembus.com/content/president-nazarbayev-unveils-100-concrete-steps-astana-economic-forum>

**Draft State Programme of Health sector development in 2016-2019, MHSD.

Project Mandate: Building health management Capabilities at HMC, RCHD



Component I: HMC capability assessment and capacity building in business & operational planning



Institutional Assessment of Health Management Center (HMC) at RCHD



Draft Business Plan, 2016-2020 for HMC and Road Map for 2015-2016



Training on Business Planning for HMC



International experience in successfully establishing the health management Training Centres

Outcomes, Component I:

HMC capability assessed; gaps & development needs identified

HMC Business plan for 2016-2020 developed

HMC knowledge and capability to develop / implement Business Plan enhanced



Component II

Developing HMC research and consultancy capabilities

International best practices for organizing and conducting health research

Training for HMC on designing and delivering research

Two studies for assessing health management capabilities of hospital and PHC service providers

International best practices on delivering consulting services in health facility management

Training for HMC on the organization and provision of consulting services to health organizations

Outcomes, Component II:

HMC knowledge and capability in research design and implementation enhanced

HMC knowledge on commissioning and delivering consultancy services enhanced



Component III

Developing HMC capability for capacity building of health care managers



International best practices on professional development of health care managers



International best practices on payment systems and non-financial incentives for health care managers



Technical instruments to measure competencies of health care managers



Training for HMC on assessing competence level and professional development needs of health care managers

Component III (cont.)

Training for HMC/MHSD on designing and delivering health care management training

Recommendations on designing and delivering distance learning programs for health care managers

ADDITIONAL DELIVRERABLES

- 1. Training on Financial Management for PHC facilities**
- 2. Training on Leadership**
- 3. Training on Contracting**

Outcome, Component III:

HMC equipped with instruments and knowledge to assess health management capabilities, and define incentives for HCMs

HMC owns modules on:

- Financial management, Leadership and strategic planning
- Health management capability assessment
- Designing and conducting health res

HMC knowledge and capability to develop distance learning programmes for HCMs enhanced



**... short time-frame, intensive and ambitious...
yet useful and successful!**

***Still, just STEP I
in building health management capabilities in
Kazakhstan!***

**Management mission, first and foremost is “adding value”
– getting more with the same, or the same with less**

Magretta, J, 2003, “What management is”, The Free Press, New York, p.20

**Management is the act of getting things done through
others and having them do it willingly**

American Management Association, 2012



- ✓ **Spirit**
- ✓ **Capability**
- ✓ **Expertise**

Next steps:

Developing capabilities at RCHD/HMC

- Increase number of staff by engaging professionals with academic and practical expertise in health management
- Give full responsibility to HMC team for realisation of Business Plan, with senior supervision and support by RCHD leadership



Potential for Kazakhstan:

- *Better management will transform the health system*

- *Above 7000 managers should benefit from capacity building*

Countries	Acute hospitals per 100 000	Hospital beds per 100 000	Acute care hospital beds per 100 000	Inpatient care discharges per 100	Acute care hospital discharges per 100	Average length of stay, all hospitals	Average length of stay, acute care hospitals	Bed occupancy rate (%), acute care hospitals	Outpatient contacts per person per year
Kazakhstan	4	671.77	443.73	15.29	14.73	11.3	9.4	86.8	6.7
Spain	1.19	296.51	228.42	11.04	10.85	7.57	6.05	75.77	9.5
United Kingdom	...	276.64	228.64	13.28	12.62	7.12	5.91	84.4	5.0
European Region	2	566.68	416.51	18.05	16.8	8.64	7.13	78.71	7.55
CIS	...	744.93	589.37	19.92	18.62	11.15	9.68	86.39	8.88

Suggested next steps:

Invest massively in management capabilities in the health sector

- **Reflect competence requirements for Health Care Managers in respective regulations;**
- **Mandate RCHD to conduct competence assessment and benchmarking of health care providers nationally**
- **Secure International technical assistance to HMC/RCHD in capacity building for health care managers during 2016-2020**





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Thank you