



RSE «Republican Center for Health Development» The Ministry of Health and Social Development of the Republic of Kazakhstan

# Management Role in Current Situation in Healthcare

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# Objectives of the State Program of Healthcare

*Preparing a new generation of managers with systemic, strategic vision processes and modern management knowledge and skills necessary for effective decision making is one of the priorities in the health system of the Republic of Kazakhstan.*

## Management in World Bank project

- **The objective Subcomponent A2.1 is to develop a sustainable, stable and effective system for preparing health managers at all levels which is able to restructure the health care system, based on international experience and standards adapted to specific institutional arrangements in Kazakhstan**



# Health Management Center was established in 2011 at RSE “RCHD” MoHSD RK

## The main activities of the Center:



Conducting research in the field of health management:

- Assessment of competencies of managers
- Implementation of modern management techniques into the practice of health care organizations



Health management trainingПовышение потенциала преподавателей ВУЗов

- Capacity building of trainers
- Methodological support for training programs
- Coordination in health managers training



Capacity building activities for health managers

- Development professional standard “Health manager”
- Creating of a personnel reserve



Informational and consulting support

- “Health manager in RK”
- Online consultations on rcrz.kz
- Reviewing teaching materials

## Past activities:

- **Cascade training coverage of over 3,000 health care managers**
- **Conducting selection of the best health care managers "Today you are the best, tomorrow -everyone"**
- **Annual conferences 2011-2013**
- **Development of training modules**
- **The development of professional standards**

## Our partners



Oxford Policy Management



# Management characteristics in modern conditions

| Soviet Union governance model  | Current model  |
|--|--|
| <b>Centralized governance</b>  | <b>Development of autonomy among health care providers</b>   |
| <b>Estimated financing according to regulations</b> <ul style="list-style-type: none"> <li>• Number of staff</li> <li>• Capacity (number of visits in polyclinics or number of beds in hospitals)</li> </ul> | <b>Financing based on results, “money follows the patient”</b><br>Working in a competitive environment                   |
| <b>Organizational and legal form -mostly state institutions</b>  | <b>Organizational and legal form</b> – state enterprises, государственные предприятия, joint-stock companies, private MO |

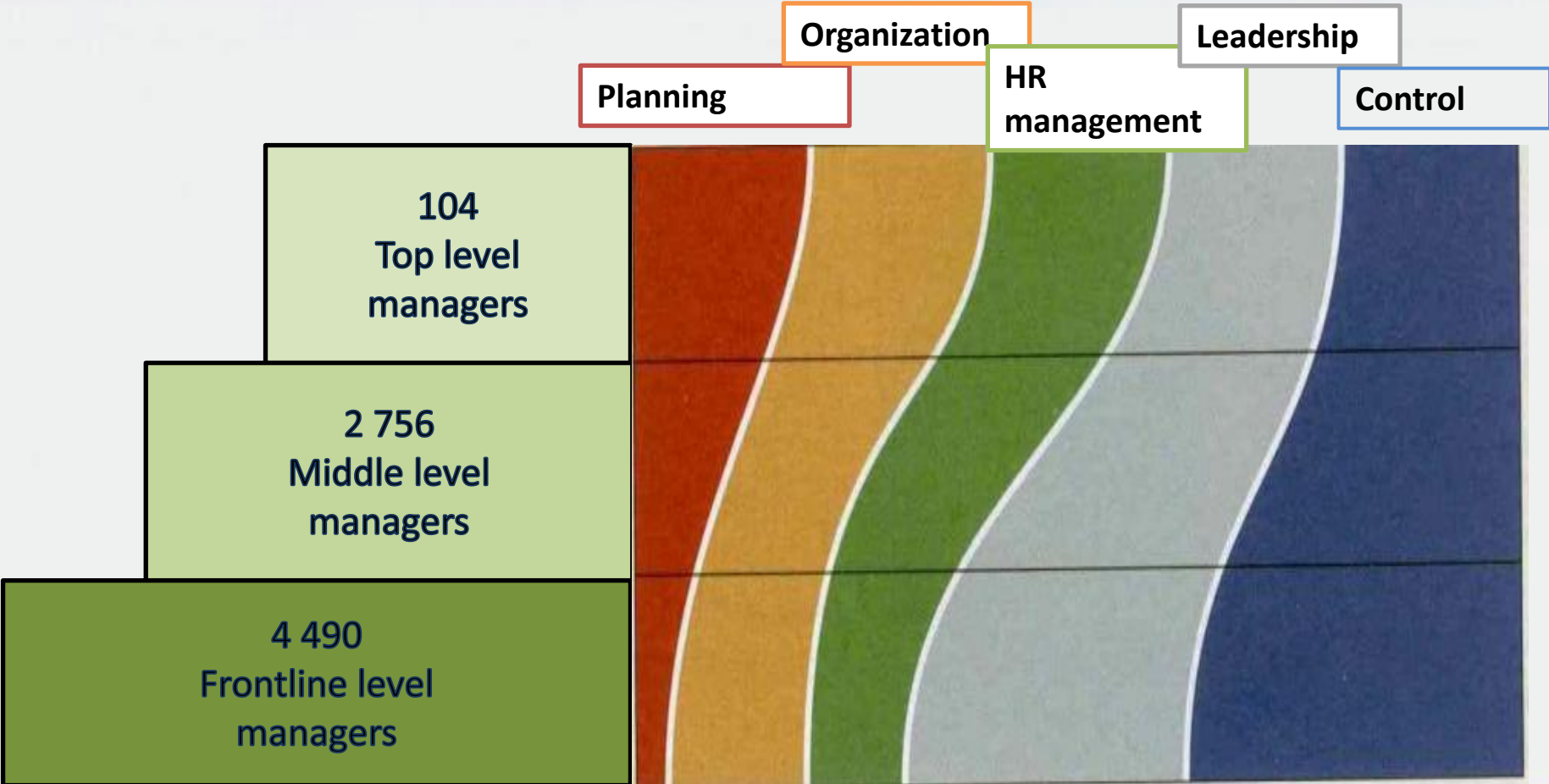
## Functions of Head of Health Facilities

| Regulation of the hospital chief doctor  | Director  |
|--|---|
| The chief doctor is directly responsible for the organizing and providing the level of medical and pharmaceutical care to the population                                       | <ol style="list-style-type: none"> <li>1. Determines the policy, strategy of the organization</li> <li>2. Ensures the effective functioning of the medical organization on the basis of business planning and financial management</li> <li>3. Provides effective cooperation of departments and motivational incentives for staff of the organization</li> <li>4. Provides continuous development, human resource management on the basis of HR - technologies</li> <li>5. Introduces new and improves existing types of services in order to increase the quality and competitiveness</li> <li>6. Provides quality assurance of medical services</li> </ol> |
| Chief doctor be appointed from the qualified doctors who have experience in medical and organizational work; and approved and dismissed by the appropriate executive committee | Graduate medical background, first / higher qualification category "Health Organization" ("Public Health", "Health Management")   |

**The appointment is made according to the owner’s decision by management body**

# Classification of managers and their basic functions

Total 7350 health managers



# Levels of current managers

| Number of managers according to levels       | Related positions in healthcare   |
|--|---|
| Top level (strategic) managers<br>– 104      | Heads and deputies of governmental organizations, directors of departments, heads of the republican organizations   |
| Middle (operational) level managers – 2 756  | Heads of medical organizations, experts and specialists from governmental organizations, chief nurses               |
| Frontline (production) level managers– 4 490 | Heads of structural divisions, heads of methodical-organizational departments and departments of medical statistics |

## Managers' education level

6,6% non-medical background

14,2% have Master's Degree in "Health Management"

- 2,9% managers have additional education (economics or law)

# The problem of the current classification of health leaders in Kazakhstan

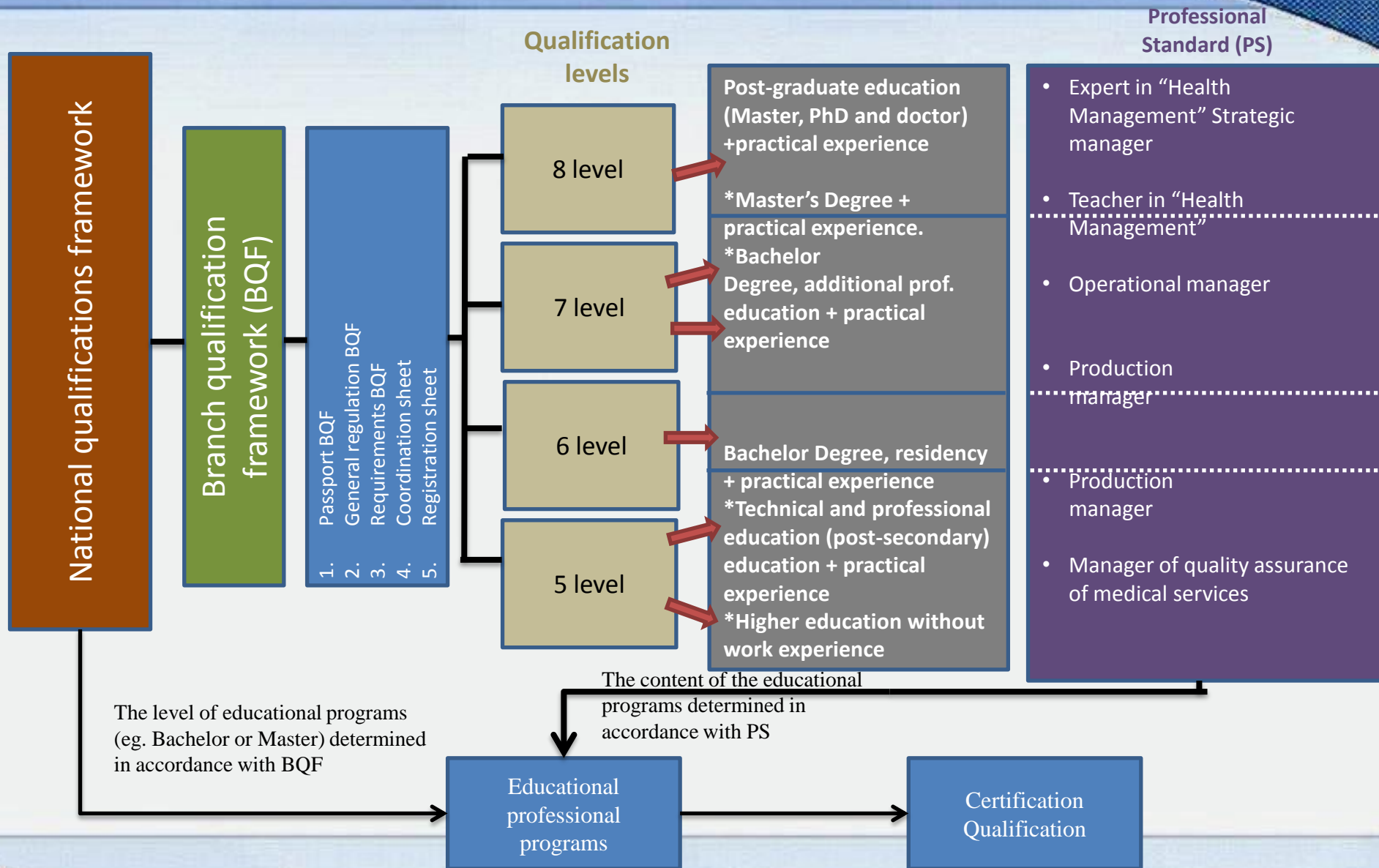
- **On approval of the qualification characteristics of health workers on November 26, 2009 № 791**
- **Chief of Health Organization**
- **Deputy Chief of Health Organization**
  - the medical unit, to control the quality of medical services
  - Economic Work
  - for administrative part
- **Head of Department of Health Organization (chief physician, director, senior doctor, head, head of department)**
- **Chief nurse (Deputy Director of Nursing)**
- **Head**
  - clinical (paraclinical) division
  - laboratory organization of sanitary-epidemiological service
  - vivarium organization of sanitary-epidemiological service
- **Manager of Health (the quality of medical services, strategy and marketing of medical services, organization and methodology of medical services)**

# The core competencies of the modern health manager

- Strategic and operational planning
- Business skills and financial management
- HR – technologies, including motivational incentives for staff
- Informational management
- Risk management
- Operations management
- Marketing
- Knowledge of current regulatory framework of the health system
- Communication and relationship management
- Leadership



# Professional standard “Health manager”



# Further training and retraining in management

State organizations engaged in training activities in health management (at place and not at place):

- **Kazakh Medical University Continuing Education (AGIUUV)**
- **Kazakh National Medical University SD Asfendiyarov,**
- **Medical University of Astana**
- **Graduate School of Public Health**
- **West Kazakhstan State University**

At the same time, training in management organizations was conducted not in the list of state organizations engaged in educational activities:

- **Hospital №1 Astana**
- **Pavlodar medical college**
- **Medical Center Office of the President of Kazakhstan. Astana**
- **Regional TB Dispensary Shymkent**

Private organizations conducting training management:

- *Educational and Clinical Center, Semey*
- *Iso standard plus, Semey*
- *Academy of postgraduate education of health workers, Taraz*
- *Republican Institute of Postgraduate Medical Education, Karaganda*
- *Kyzylorda teaching and clinical center*
- *National Center for Medical Education*
- *Institute of Postgraduate Training of doctors*
- *Institute of Psychology and Psychotherapy, Almaty*

# Training topics in health management

| State   | Private   |
|---|---|
| 52 topics   | 22 topics   |
| 33%-devoted to issues of management and marketing in health care      | 73% issues on the organization and management in healthcare |
| 29%-current issues in health organizations                            | 18%-current issues on the organization in healthcare        |
| 19%-family medicine, social orientation and organizational psychology | 9%- management and marketing in healthcare                  |
| 8%-organization and management in healthcare                          |   |
| 8%-medical statistics   |   |
| 3% development of communication skills of health worker               |   |

Not covered "Economics in Healthcare", "Financial Management in Health Care" and "Hospital Management"

**Conclusion:** *The system of training and retraining of health managers requires improvement and regulation*

# The main directions of further development of health management in Kazakhstan

- Improving the database of health managers, training and retraining of health managers
- Assessment of the health management and the corresponding rating system of medical institutions
- The analysis and identification of problems in the health management, including the regulations
- Certification programs for training and retraining of health managers
- Increasing the capacity of current managers and preparation of future health managers reserve
- Conducting consulting services for different levels of management
- Dissemination of best practice in health management
- Creating a self-regulatory mechanisms in the health management in the Republic of Kazakhstan (creation of a health managers association)

Thank you!