

Healthcare Executives of the future

Future of Healthcare Executives

Eric de Roodenbeke

International Hospital Federation

Leading an organization is managing tensions for a right balance

There is a need to
face both short
and long term



It is not about winning or loosing
But making it to the goal



Mastering what can be mastered
Accommodating with constrains



Future is about facing a double dynamic

The way Healthcare executives will be prepared to identify and solve challenges to healthcare organizations will shape the future of organizations they lead



All dimensions of Healthcare evolution will shape the future role of healthcare executives

Facing a double dynamic: leading change and adapting to change



Top challenges facing healthcare Executives now and in the future



Who shapes what?
What shapes who?

Major factors shaping up health care services in the future

Future of healthcare: Many publications

THE VALUE-BASED SYSTEM

The strategic agenda for moving to a high-value delivery system has six interdependent elements.



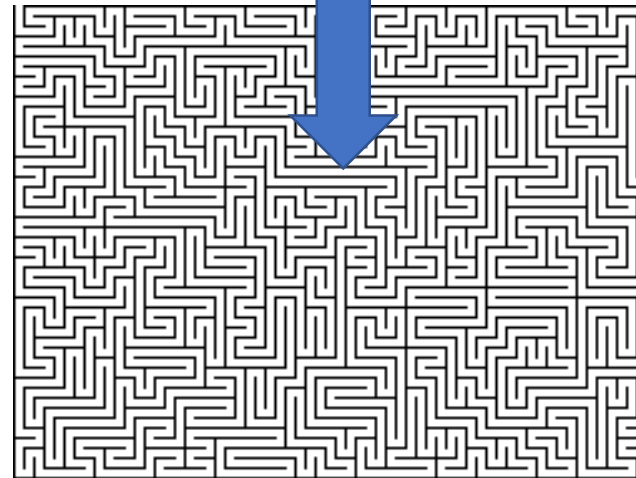
SOURCE MICHAEL E. PORTER

HBR.ORG

Major Trends in Healthcare Delivery

1. Managing multi-chronic illness
2. Genomics
3. Digitalization
4. Patient empowerment
5. Globalization
6. Universal health coverage
7. The drive for efficiency

Finding your way in the MAZE



Trends (14 key messages) of leading hospitals

F H M E
Future Healthcare
Manager in Europe



Five Disruptive Forces Influencing Health Care



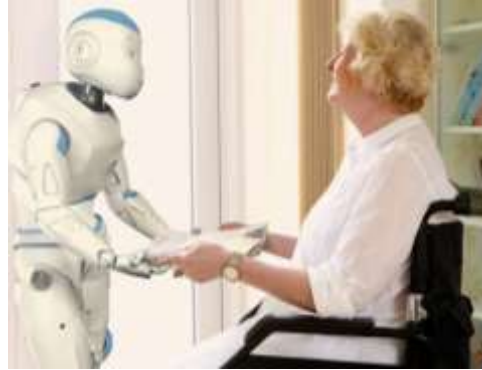
Core messages on trends for future healthcare

- Demand of health services is changing because of :
 - Demography and epidemiology
 - People expectations (patient empowerment)
 - Technology (e-revolution)
- Supply of health services is changing because of
 - Scientific medical breakthrough (genomics, personalized treatments, etc)
 - Health professional scope of work is evolving
 - Technology is advancing fast (artificial intelligence & big data)
- Market forces are changing because of
 - Globalization of markets and production factors
 - Resources and Fiscal space constrain → quest for efficiency
 - Disruptive new players entering health market
 - Increased uncertainty: security, climate change,....

Future of healthcare: How will Health service adapt?



Collaboration

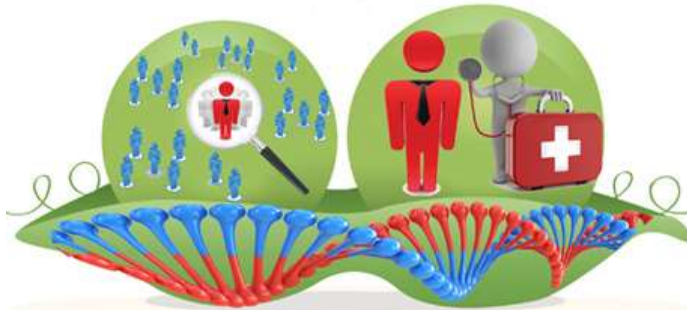


Robotic



Preventive medicine

Individualized care



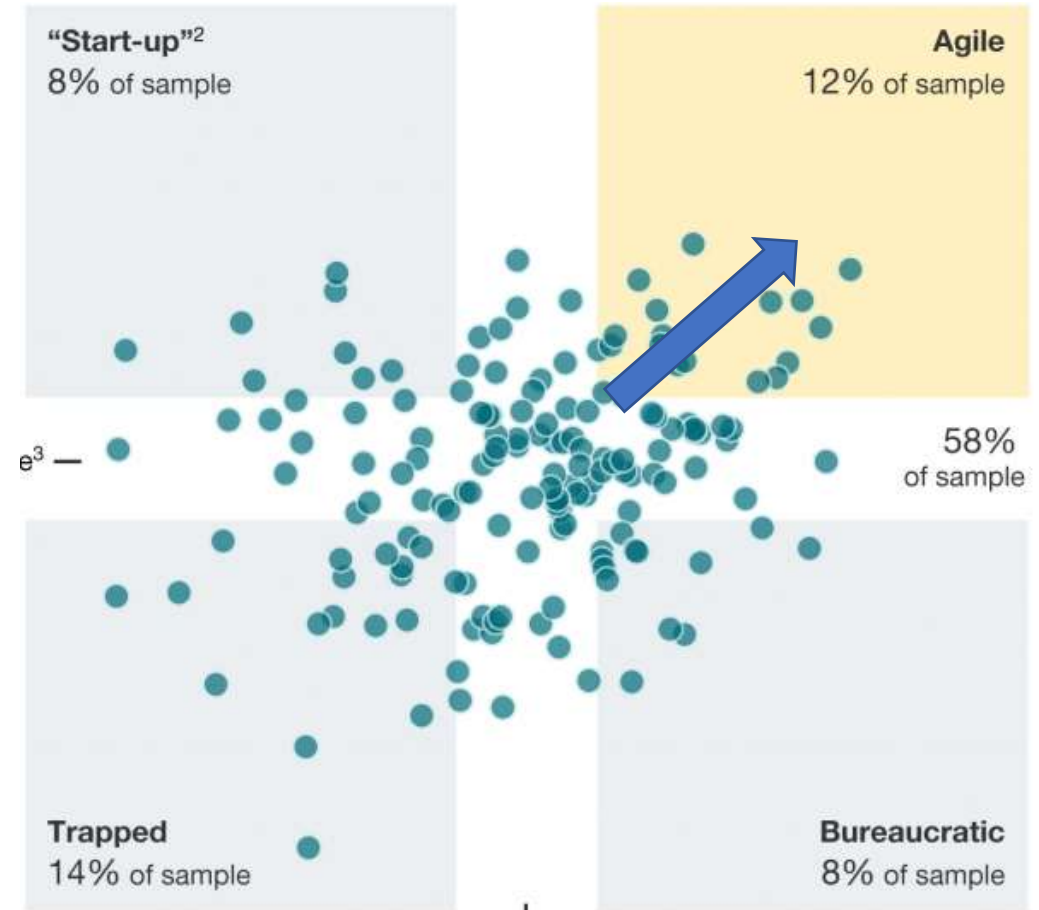
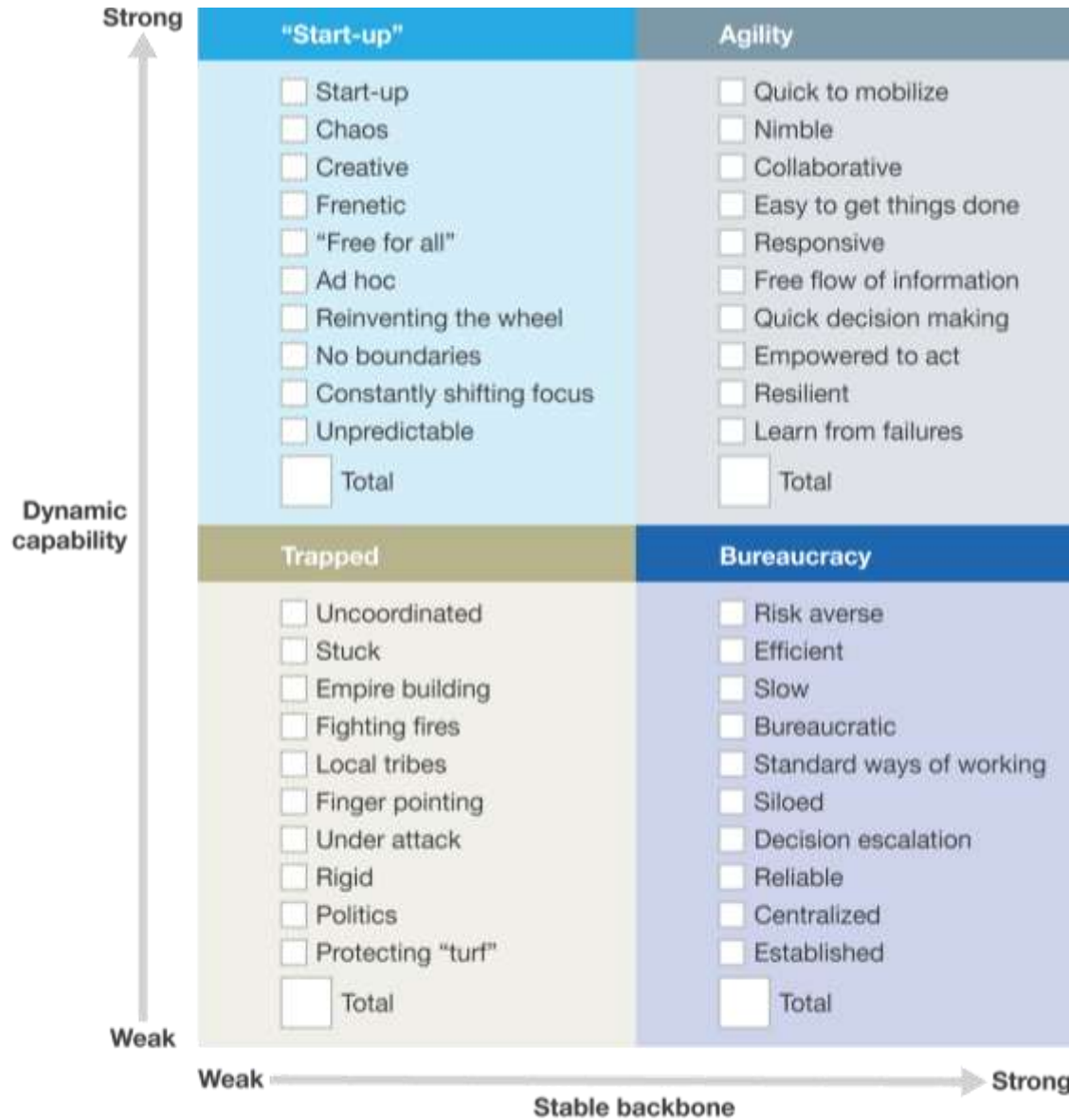
Data intelligence

How will Executive adapt: dealing with Uncertainty

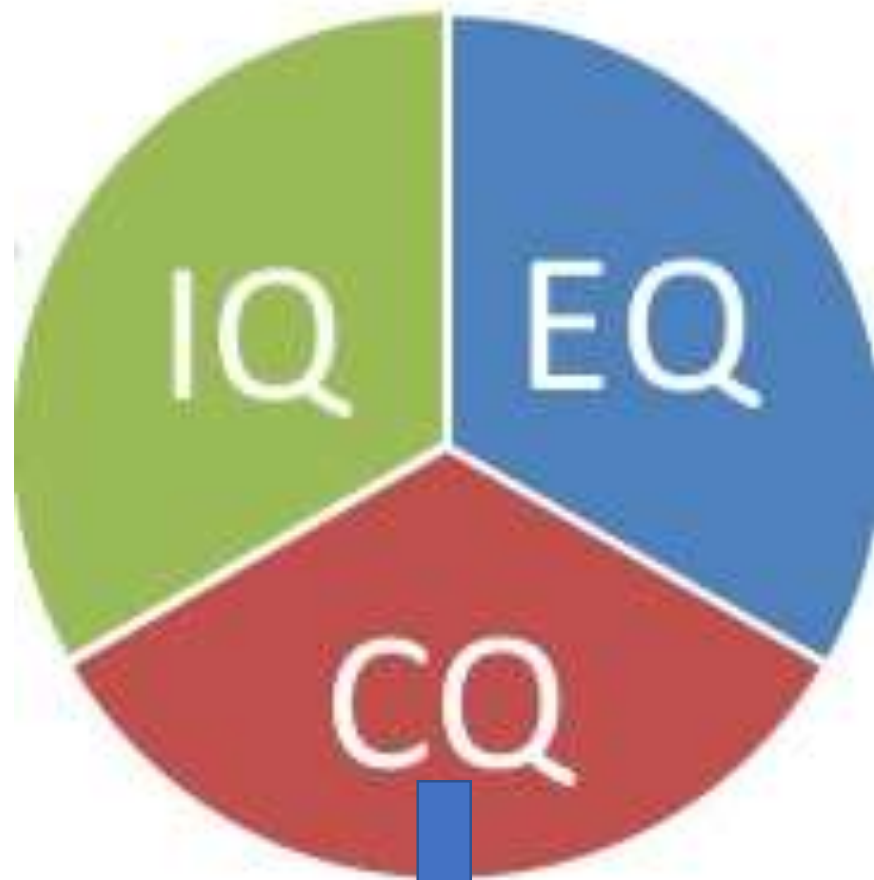
Biotech startup are counted by hundreds all around the world



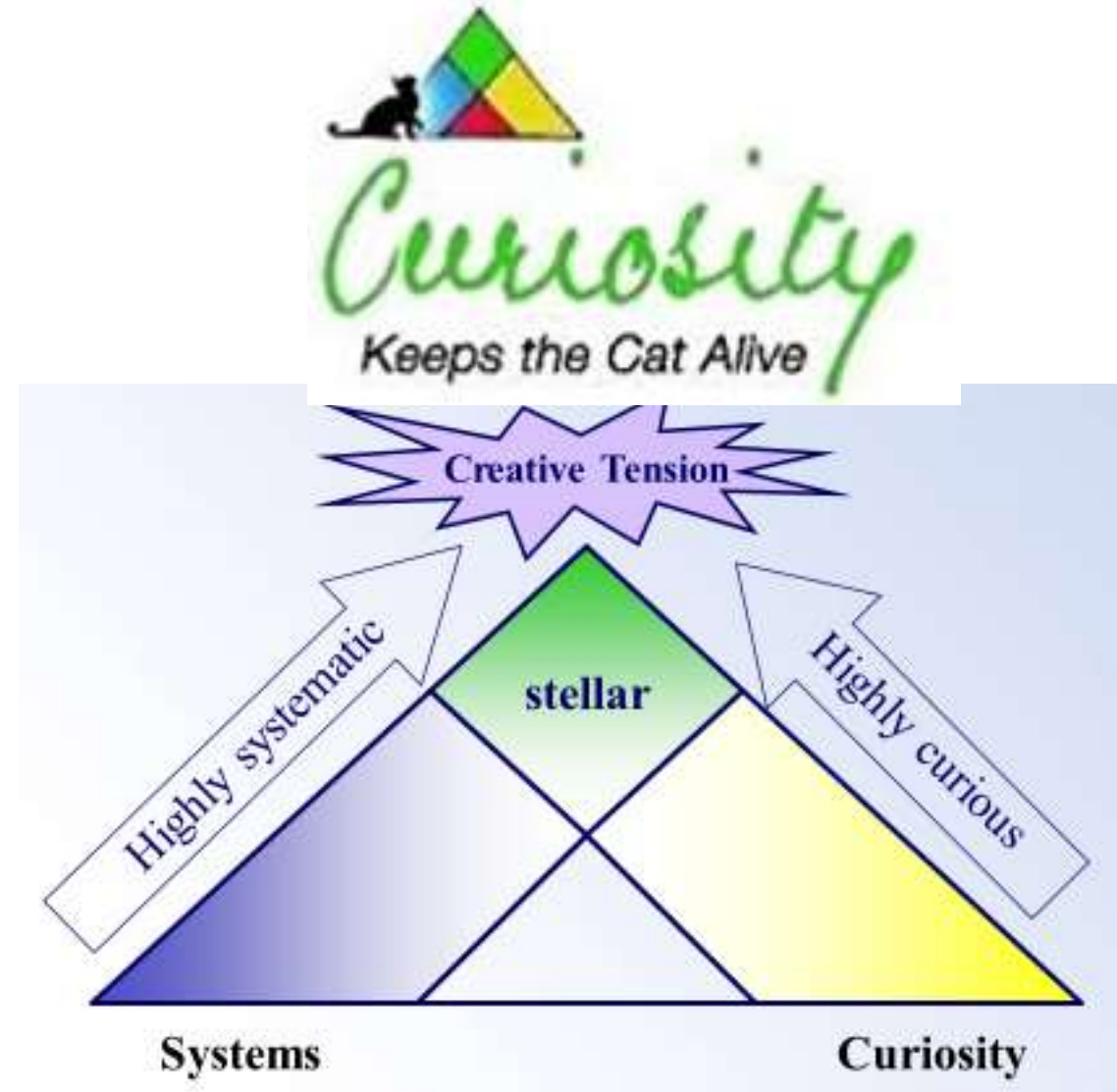
How will Executive adapt: developing agility



How will Executive adapt: making curiosity as a driver



↓
CQ-SQ-CQ



Source: Ken Hekman

Future Executives of the future: Must master CPD



So much to know and to be capable to implement

So much to learn and try



Continuous Professional Development requires solid core competencies

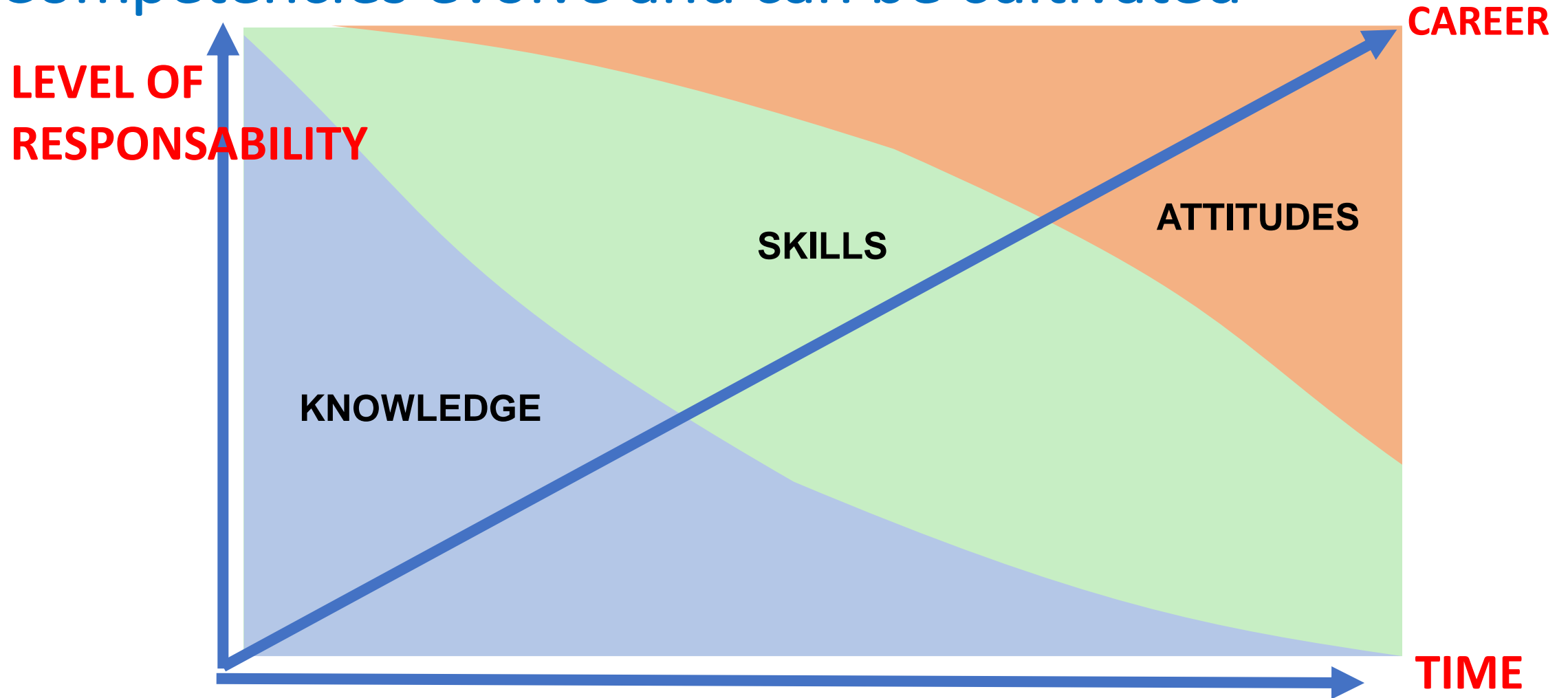
IHF established a consortium to lead a Work on core competencies for health service managers

- ***International Hospital Federation***
- ***Pan American Health Organization***
- ***American College of Healthcare Executives***
- European Association of Health Managers
- Australasian College of Health Service Management
- Canadian College of Health Leaders
- Taiwan College of Healthcare Managers
- Management Sciences for Health
- Federacao Brasileira de Administradores Hospitalares
- Jamaican Association of Health Services
- Health Management Institute of Ireland
- Sociedad Chilena de Administradores en Atención Medica y Hospitalaria
- Federación Andina y Amazónica de Hospitales
- Federacion Latinoamericana de Hospitales
- Hong Kong College of Healthcare Executives
- THET Partnership for Health
- International Health Services Group
- University of the West Indies

The Global Core competency initiative: Key Principles

- Need for a *contemporary model* that connects with the health needs of society
- Help *focus* developmental needs of *individuals*
- International agreement on *fundamental competencies (knowledge, skill and attitudes)* for healthcare managers
- Defining *healthcare management as a profession* in countries where it has not been recognized
- Promoting the *formation and acceptance* of Associations of Healthcare Executives within countries & regions

Competencies evolve and can be cultivated



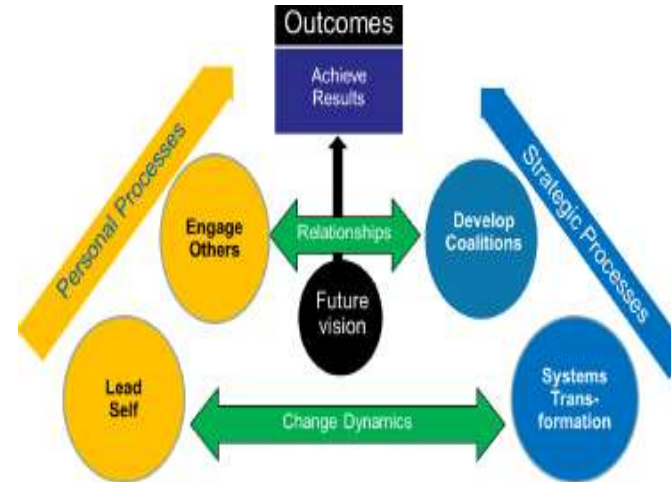
Capacity development needs are evolving with Seniority and higher position

This takes time

Professionalization means also career development

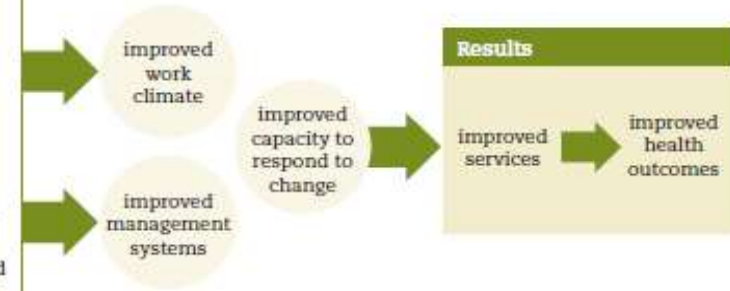
Why a Global Core Competency directory?

There are various leadership/management frameworks with a lot of ownership behind them → no one wants to give them up.



Healthy Australians and a caring sustainable health system

Leading and managing practices	
leading	managing
scan	plan
focus	organize
align/mobilize	implement
inspire	monitor and evaluate

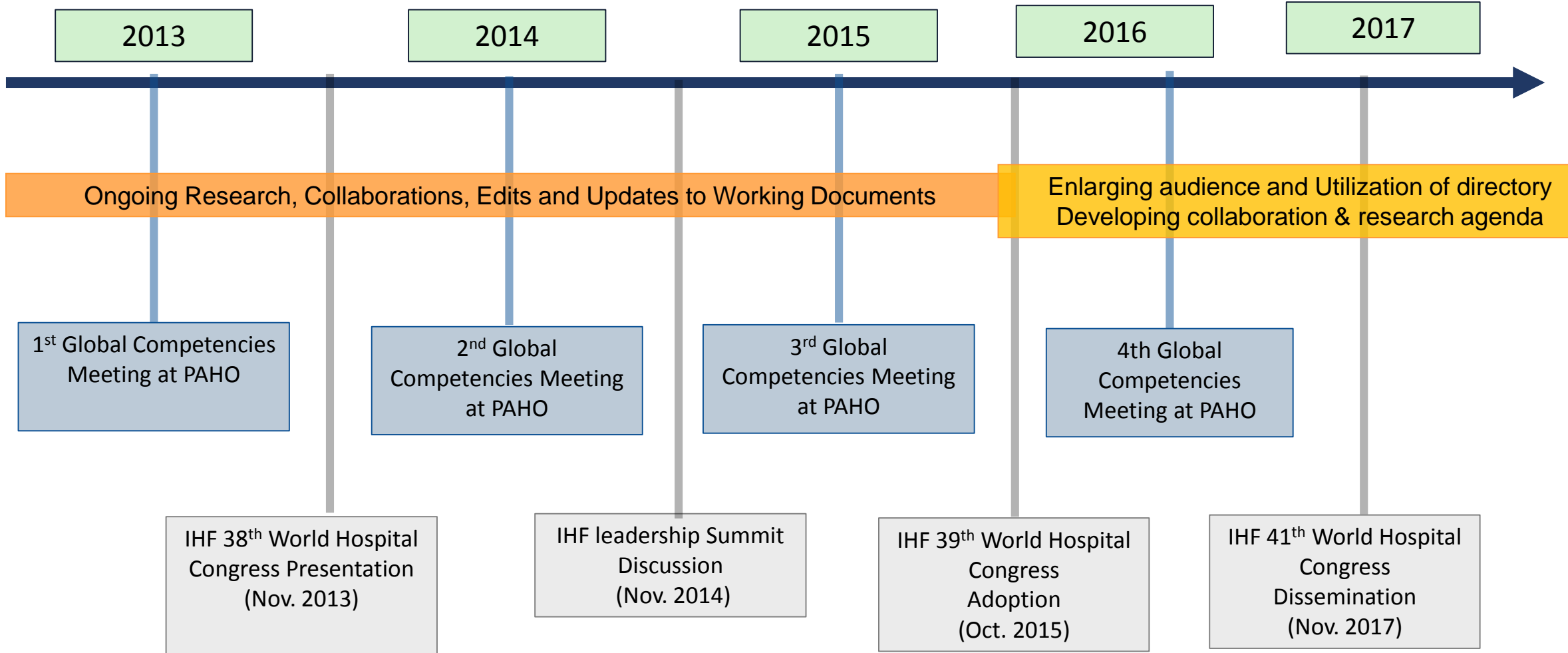


Comparing competencies requirements in the world

	Communication and Relationship Management			Leadership			
	Relationship Management	Communication Skills	Facilitation and Negotiation	Leadership Skills and Behavior	Organizational Climate and Culture	Communicating Vision	Managing Change
Canada: LEADS in a Caring Environment (expanded version)	Green: covered in "purposefully build partnerships and networks to create results" (does not specifically address medical staff or suppliers)				Yellow: covered under "building a culture" but does not address organization on	Green: covered under "set direction" and "self-aware"	Green: covered under "enriching the organization on the
Canada: CHE competencies	Yellow: covered under "communication" (only thing not specifically called out is business communications)		Green: covered under "team capabilities," "management of human resources/intellectual capital"	Green: covered under "team capabilities," "teaching/mentoring/facilitating," "accreditation standards," "political awareness and sensitivity"	Yellow: covered under "implementation," "management of human resources/intellectual capital," but does not discuss assessing the organization on its culture	Green: covered under "visioning," "management of human resources/intellectual capital," "monitoring/evaluating" (only missing physician buy-in)	Green: covered under "flexibility," "teaching/learning," "discipline"
The United Kingdom: NHS Leadership Framework	Green: under "working with others" domain	Green: covered under "developing the vision for the organization," "developing self-awareness," "building and maintaining relationships," "planning"	Green: covered under "influencing the vision of the wider healthcare system," "working within teams," "facilitating transformation," "encouraging contribution"	Yellow: some are covered under "encouraging contribution," "working within teams," "developing networks," and "influencing vision in the wider healthcare system," but does not address legal and regulatory, theory, or applying management techniques	Yellow: covered under "embedding the strategy," "acting with integrity," but doesn't address assessing the organization on culture	Green: covered under "developing the vision for the organization," "communicating vision," and "managing performance" (does not address physician buy-in, however)	Yellow: covered under "facilitating change" and "the organization's signature"

→ Good News : they have same core content... the difference is in frameworks articulating competencies under different categories and outcomes (semantics!!!)

A long Journey... and still much to do



Anything new with the Core competency directory?

NO.... Competencies are already described in various part of the world!

YES..... From local or regional it has become an **international body of reference**...and **this makes a major difference for professionalism and credibility** at national level and in international arena.

- ➔ The foundation to consolidate and expand the professionalization of healthcare executives
- ➔ Raising the bar for scope & level of competencies required for Healthcare Executives



Global Healthcare Management Competency Directory

- Crosswalk and consolidation of content from existing competency frameworks throughout the world
- Validated through field review and two rounds of expert feed-back

Agreed on five key domains

- Leadership
- Communication and Relationship Management
- Professional and Social Responsibility
- Health and Healthcare Environment
- Business

Domains and Subdomains

1. Leadership

- A. Leadership Skills and Behaviors
- B. Engaging Culture and Environment
- C. Leading Change
- D. Driving Innovation

2. Communications and Relationship Management

- A. Relationship Management
- B. Communication Skills and Engagement
- C. Facilitation and Negotiation

➔ Total: 27 Subdomains including 11 in business

For each Subdomain, definition of competencies

Leadership Skills and Behavior (3 statements)

- Articulate and communicate the mission, objectives and priorities of the organization to internal and external entities.
- Incorporate management techniques and theories into leadership activities
- Analyze problems, promote solutions and encourage decision-making

Financial Management (3 statements)

- Effectively use key accounting principles and financial management tools such as financial plans and measures of performance (e.g. performance indicators)
- Use principles of project, operating and capital budgeting
- Plan, organize, execute and monitor the resources of the Organization to ensure optimal health outcomes and effective quality and cost controls

TOTAL: 80 competencies

A Directory: What for ?

Government

- Legal adoption of the Directory for human resource development in healthcare management

Academia

- Support program development, training, accreditation, faculty development and case studies

Professional Groups and Associations

- Provide support and guidance for credentialing and advocacy

International Organizations and Agencies

- Use as part of development support to country through projects, training, and job descriptions

Consulting Firms

- Support project development at local, regional and national levels

Employers

- Develop position descriptions and the design and development of inservice education programs

Individuals

- Use in self assessment and as a mentor/mentee tool

Work together to positively impact patient care through heightened leadership capability and increased recognition for the profession of healthcare management

The Competency self-assessment: backbone for CPD

<http://healthmanagementcompetency.org/en/base>



Bem-vindo à Plataforma de Competência em Gestão de Saúde e Liderança

Este é um instrumento de auto-avaliação que foi concebido para ajudar os gestores de saúde a identificar as suas competências individuais de gestão e liderança. Esta auto-avaliação tem duas partes: a primeira permite a você avaliar as competências exigidas por seu cargo atual e a segunda permite a você avaliar seu nível de competência para cada área.

[Leia mais](#)



Using the global core competency directory for the assessment and guiding development



User friendly and mobile compatible platform with open access just requiring individual registration

Caso você já tenha uma conta ou tenha realizado a avaliação, clique aqui para realizar a avaliação.

REGISTRE-SE

CONTATE-NOS

Clique aqui para baixar mais informações sobre a plataforma:

Objective of the Platform

Self-assessment of personal leadership and management competencies in healthcare delivery organizations to develop/adapt your own continuous development plan.

- The platform is available in different languages: English, French, Spanish, Chinese, Portuguese...
- Free of cost, confidentiality & protection of information is guaranteed
- **Two steps:**
 1. **Assess the relevance of each core competency for your position in your current organization**
 2. **Assess your level for each core competency**

What result will I get ?

Personalized report measuring potential improvement between your professional needs and your current status in management and leadership

Access to resources to support your continuous professional development


Compare to your peers. within your position, your country, as well as peers around the world



Each person gets its own results and profile

The screenshot shows a user profile page for 'Marisa user', a Top executive (ceo, President). The profile includes fields for Country (Spain), Gender (Female), Age (43), Employer (Private Healthcare Provider), Additional Professional Qualification (Doctor), Position Length (Less Than 2 years), Employer Length (Less Than 2 years), Work Length (Less Than 2 years), and Healthcare Degree (Certificate). There is an 'Update Profile' button with a checkmark icon. The page also features an 'Activity' section with two orange callout boxes. The first box, titled 'Data protection and confidentiality', explains that the site is managed by the International Hospital Federation under Swiss civil code and data protection regulation, and that individual results are never disclosed. The second box, titled 'Attention', prompts the user to take the latest survey, 'Global Healthcare Management Competency Self-Assessment', and provides a link to begin the survey.

Home

 **IHFSIG**
Healthcare Management

Marisa user
Top executive (ceo, President)

Country Spain

Gender Female

Age 43

Employer Private Healthcare Provider

Additional Professional Qualification Doctor

Position Length Less Than 2 years

Employer Length Less Than 2 years

Work Length Less Than 2 years

Healthcare Degree Certificate

Update Profile Update

Activity

Data protection and confidentiality

This web site is managed by the International Hospital Federation under Swiss civil code and data protection regulation. <https://www.edoeb.admin.ch/org/00129/index.html?lang=en>

The IHF will never disclose individual results that belong only to the person undertaking this self-assessment. It will never disclose to third party the name of any person undertaking this self-assessment. Under a username and pass world protection only you can go and look your own results. As an additional privacy protection rule, the report that you can print after taking self-assessment does not include any personal details.

Under the supervision of IHF governing body, representing 21 countries, only anonymous use of data is possible with the goal to enhance healthcare management practice and to support health management education.

Surveys can be taken several times and it includes two sections: assessment of relevance of competencies and assessment of own expertise on each competency. Each of this section will take between 20 and 30 minutes to complete. A marker will indicate your completion progresses as you go.

If you retake the survey, the previous one will be overwritten. If you please, print out your previous results.

Attention

You have not recently taken our latest survey, why don't you try it out

[Global Healthcare Management Competency Self-Assessment](#)

Click on the link to begin the survey

you may take the assessment as many times as you wish but the tool only keep last registry

→ save/print your results before taking test again

1st Step: Relevance of competency for your current position in your current organization

How pertinent you judge to be each of the 80 competencies for the job you are doing now

Grouped by 10 MCQs, the TOOL will propose you to grade each competency according to a 5 position scale for its **relevance** in regard to your current job

The screenshot shows a web browser window with the URL healthmanagementcompetency.org/en/survey/globalhealthcaremanagement. The page header includes the IHFSIG logo and the text "IHFSIG Healthcare Management". Below the header, the title "Global Healthcare Management Competency Self-Assessment" is displayed. The instructions state: "Please assign on how each competency is involved in your current position." The survey content is organized into a grid of 10 MCQs, each with a 5-point relevance scale (1-Not Relevant, 2-Slightly Relevant, 3-Relevant, 4-Very Relevant, 5-Highly Relevant). The competencies shown are:

- Articulate and communicate the mission, objectives and priorities of the organization to internal and external entities.
- Incorporate management techniques and theories into leadership activities.
- Analyze problems, promote solutions and encourage decision making.
- Create an organizational climate built on mutual trust, transparency and a focus on service improvement that encourages teamwork and supports diversity.
- Encourage a high level of commitment from employees by establishing and communicating a compelling organizational vision and goals.
- Hold self and others accountable to surpass organizational goals.
- Promote ongoing learning and improvement in the organization.
- Respond to the need for change and lead the change process.

What is your own competency?

- Once you have established how **relevant** (in a scale of 1 to 5) you consider each of the 80 the competencies for your job
- Self-assess your own level of competency on each of them, using a scale of 5 based on Dreyfus Model.

The Dreyfus model is used to scale level of competency

- 1- Novice:** Has an incomplete understanding, approaches tasks mechanistically and needs supervision to complete them.
- 2- Advanced Beginner:** Has a working understanding, tends to see actions as a series of steps, can complete simpler tasks without supervision.
- 3- Competent:** Has a good working and background understanding, sees actions at least partly in context, able to complete work independently to a standard that is acceptable though it may lack refinement.
- 4- Proficient:** Has a deep understanding, sees actions holistically, can achieve a high standard routinely.
- 5- Expert:** Has an authoritative or deep holistic understanding, deals with routine matters intuitively, able to go beyond existing interpretations, achieves excellence with ease

2nd Step: Similar outlay than step one

The screenshot shows a web browser window with the URL healthmanagementcompetency.org/en/survey/globalhealthcaremanagement. The page contains a survey with eight questions, each with a five-point Likert scale (1-5) and radio button options. The questions are:

- 1. Demonstrate reflective leadership by using self-assessment and feedback from others in decision making.
- 2. Commit to competence, integrity, altruism and the promotion of the public good.
- 3. Demonstrate knowledge of governmental, regulatory, professional and accreditation agencies.
- 4. Support and mentor high-potential talent within both one's organization and the profession of healthcare management.
- 5. Promote the establishment of alliances and consolidation of networks to expand social and community participation in health networks, both nationally and globally.
- 6. Create an organizational climate built on mutual trust, transparency and a focus on service improvement that encourages teamwork and supports diversity.
- 7. Develop others by mentoring, advising, coaching and serving as a role model.
- 8. Analyze problems, promote solutions and encourage decision making.

Each question has five radio button options labeled 1-5, corresponding to the levels: 1- Novice, 2- Advanced Beginner, 3- Competent, 4- Proficient, and 5- Expert.

- The system has modified the order in the list of questions
- Do not expect to find competencies sorted by domains and subdomains
- 8 pages will follow through proposing 10 MCQs per page
- You are not being judged by anyone else, just yourself

What do you get at the end ?

IHFSIG
Healthcare Management

Profile:

Please visit us periodically, we are adding more resources for your reference, we apologize for the inconvenience.

You may scroll down to view the full results to benchmark your competencies and view resources that can support your competencies improvement.

Your profile during this survey was:

- Country: Spain
- Position: Top executive (ceo, President)
- Employer: Private Healthcare Provider
- Additional Professional Qualification: Doctor

[View Resources](#)

Print your priorities for improvement
Print your full results

🚨 Competencies That You should Improve Urgently

🔧 Competencies You Need To Work On

Leadership

	Personal Result	
	Relevance	Competency
Leadership Skills and Behavior Subdomain		
Articulate and communicate the mission, objectives and priorities of the organization to internal and external entities	1	1
Incorporate management techniques and theories into leadership activities	1	1
Analyze problems, promote solutions and encourage decision making	1	1
Engaging Culture and Environment Subdomain		
Create an organizational climate built on mutual trust, transparency and a focus on service improvement that encourages teamwork and supports diversity	1	1
Encourage a high level of commitment from employees by establishing and communicating a compelling organizational vision and goals	1	1
Hold self and others accountable to surpass organizational goals	1	1
Leading Change Subdomain		
Promote ongoing learning and improvement in the organization	1	1
Respond to the need for change and lead the change process	1	1
Driving Innovation Subdomain		
Encourage diversity of thought to support innovation, creativity and improvement	1	1

A first list of competencies where you have scored higher on relevance versus on your own competency:

➔ **This indicates where you should improve and focus your Continuous Professional Development**

A full recap classified according to the directory on the level of relevance and your own competency for each of them.

➔ **This indicates how good you think you are doing on 80 core competencies**

What do you get at the end ?

Profile

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- **Additional Professional Qualification:** Doctor

[View Resources](#)

When there is a minimum of 30 entries of same nature in the system

- Compare your results with other users in same position anywhere in the world
- Compare your results with other users in your country
- Compare your results with others in same position and same country

healthmanagementcompetency.org/en/results/globalhealthcaremanagement/200

Effectively manage the interdependency and logistics of supply chain services within the organization

Full Result

Personal Result | Country Result

Leadership

Competency	Personal Result		Country Result	
	Relevance	Competency	Relevance	Competency
Leadership Skills and Behavior				
Articulate and communicate the mission, objectives and priorities of the organization to internal and external entities	1	1	3.5	3.5
Implement management techniques and theories into leadership activities	1	1	3.5	3.5
Analyze problems, propose solutions and encourage decision making	1	1	3.25	3
Engaging Culture and Environment				
Create an organizational climate built on mutual trust, transparency and a focus on service improvement that encourages teamwork and supports diversity	1	1	3.25	3.5
Encourage a high level of commitment from employees by establishing and communicating a compelling organizational vision and goals	1	1	3.25	3.5
Hold self and others accountable to support organizational goals	1	1	3.25	3.25
Leading Change				
Promote ongoing learning and improvement in the organization	1	1	3.75	3.25
Respond to the need for change and lead the change process	1	1	3.5	3
Driving Innovation				
Knowledge diversity of thought to support innovation, creativity and improvement	1	1	3	3.25
Communication and Relationship Management				
Relationship Management				
Demonstrate effective interpersonal relationships and the ability to develop and maintain positive stakeholder relationships	1	1	3.25	3
Practice and value transparent shared decision making and understand its impacts on stakeholders (internal and external)	1	1	3.5	3
Demonstrate collaborative techniques for engaging and working with stakeholders	1	1	1.5	2.75
Communication Skills and Engagement				
Exercise cultural sensitivity in internal and external communication	1	1	2	3.25
Demonstrate strong listening and communication skills	1	1	2.75	2.75
Present results of data analysis in a way that is factual, credible and understandable to the decision makers	1	1	3.75	3.5
Prepare and deliver business communications such as meeting agendas, presentations, business reports and project communication plans	1	1	1.5	1.75
Demonstrate understanding of the function of media and public relations	1	1	3.25	1.75
Facilitation and Negotiation				
Manage conflict through mediation, negotiation and other dispute resolution techniques	1	1	3.75	1.75
Demonstrate problem solving and problem-solving skills	1	1	3.5	3.5
Build and participate in effective multidisciplinary teams	1	1	3.25	3.5
Professional and Social Responsibility				
Personal and Professional Accountability				
Advocate for and participate in healthcare policy initiatives	1	1	1.5	3
Advocate for rights and responsibilities of patients and their families	1	1	1.75	1.75
Demonstrate an ability to understand and manage conflict-of-interest situations as defined by organizational bylaws, policies and procedures	1	1	3	3
Practice due diligence in carrying out fiduciary responsibilities	1	1	3.25	3.25

Next steps for preparing Executives of the future.

Collaboratively (professional association) create an integrated and integrative tool to assist the development of competencies among managers and executives in the health sector.

- 1** Create a 'Competencies Dictionary' based on the Competencies Directory model.
- 2** Based on the self-assessment tool, conduct market research studies for each type of manager/executive in order to find averages (the mid-level sought by the market for each competency).
- 3** Should this self-assessment tool also permit the analysis of data to have information/results of which competencies have management or executive teams, as a collective or as specific professional groups.

The future is..... in your hands

- Mega trends driving change of health care are well known
- Capacities that are required for Executives are well identified
- Tools and framework to support capacity development are available

The future is..... in your hands

- Using effectively what is available (core competency directory)
- Tailor to national needs and priorities these competencies
- Create a national infrastructure supporting CPD (association)
- Professional association to catalyze knowledge & experience
- Increased interaction between professional association and academia for operational research → result driven change.

Cultivate
Curiosity

