Healthcare Executives of the future
Future of Healthcare Executives

Eric de Roodenbeke

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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

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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

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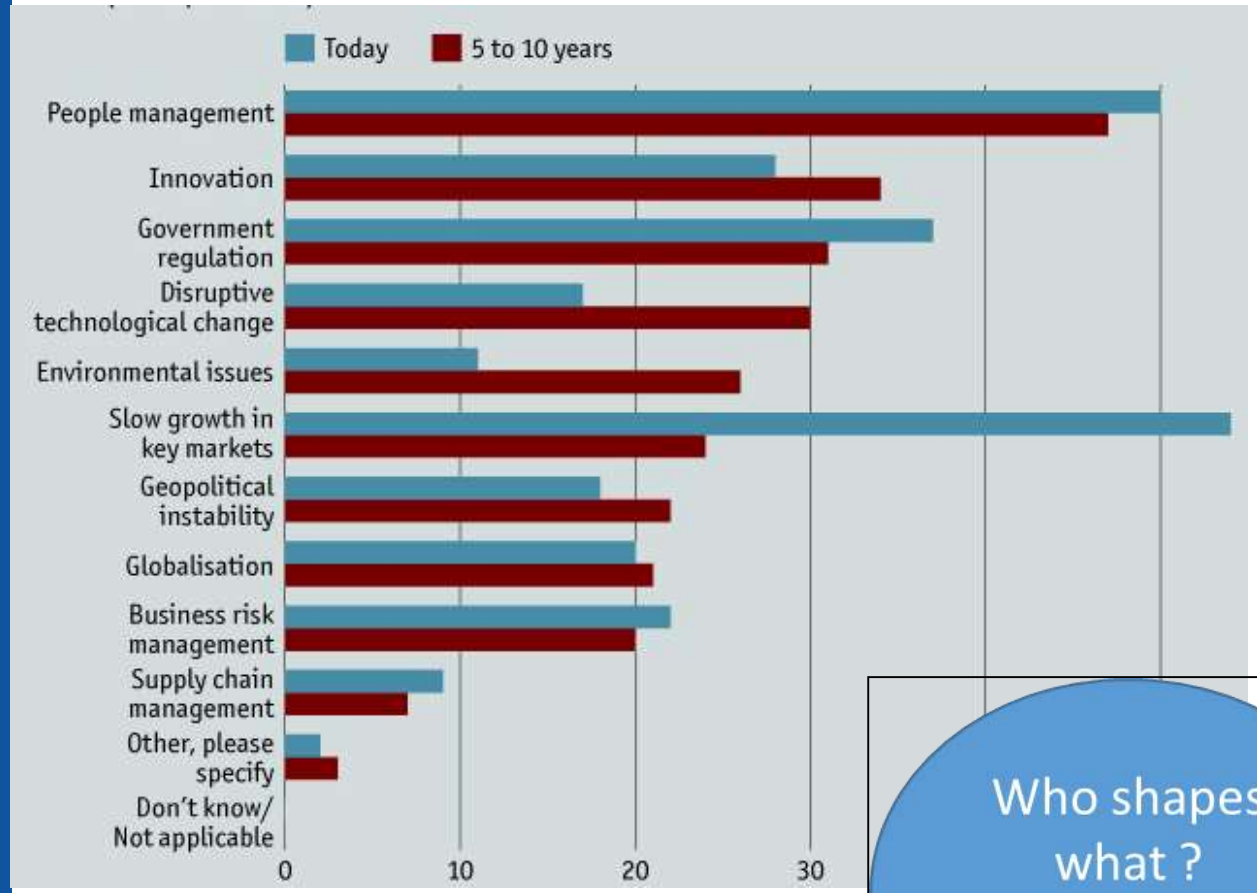
Facing a double dynamic: leading change and adapting to change



Top challenges facing healthcare Executives now and in the future

Major factors shaping up health care services in the future

Who shapes what ?
What shapes who ?

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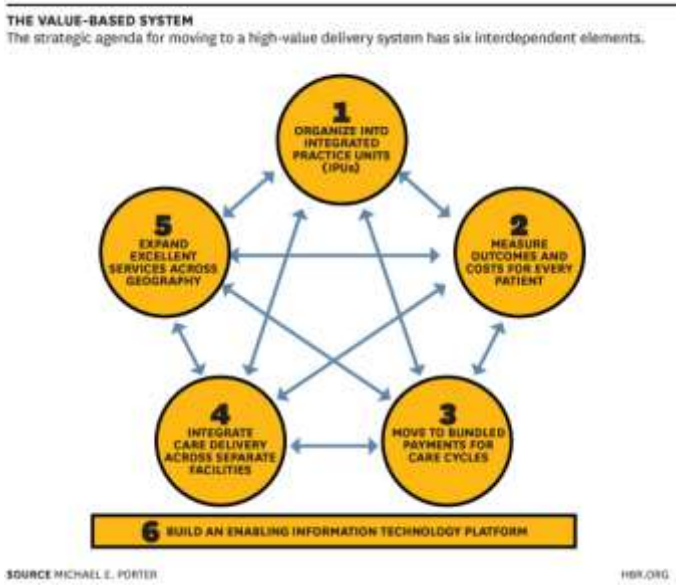
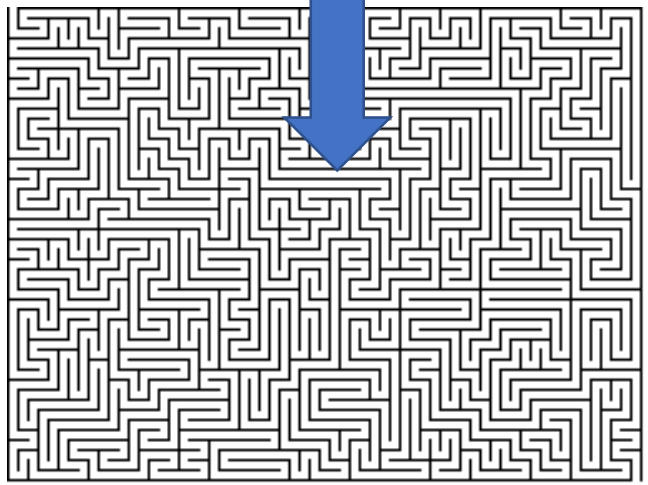
Future of healthcare: Many publications



Finding your way in the MAZE



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

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,….

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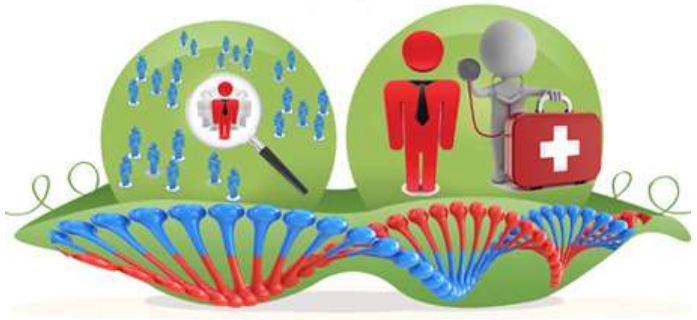
Future of healthcare: How will Health service adapt?

Collaboration

Robotic

Preventive medicine

Individualized care



Data intelligence

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How will Executive adapt: dealing with Uncertainty

Biotech startup are counted by hundreds all around the world

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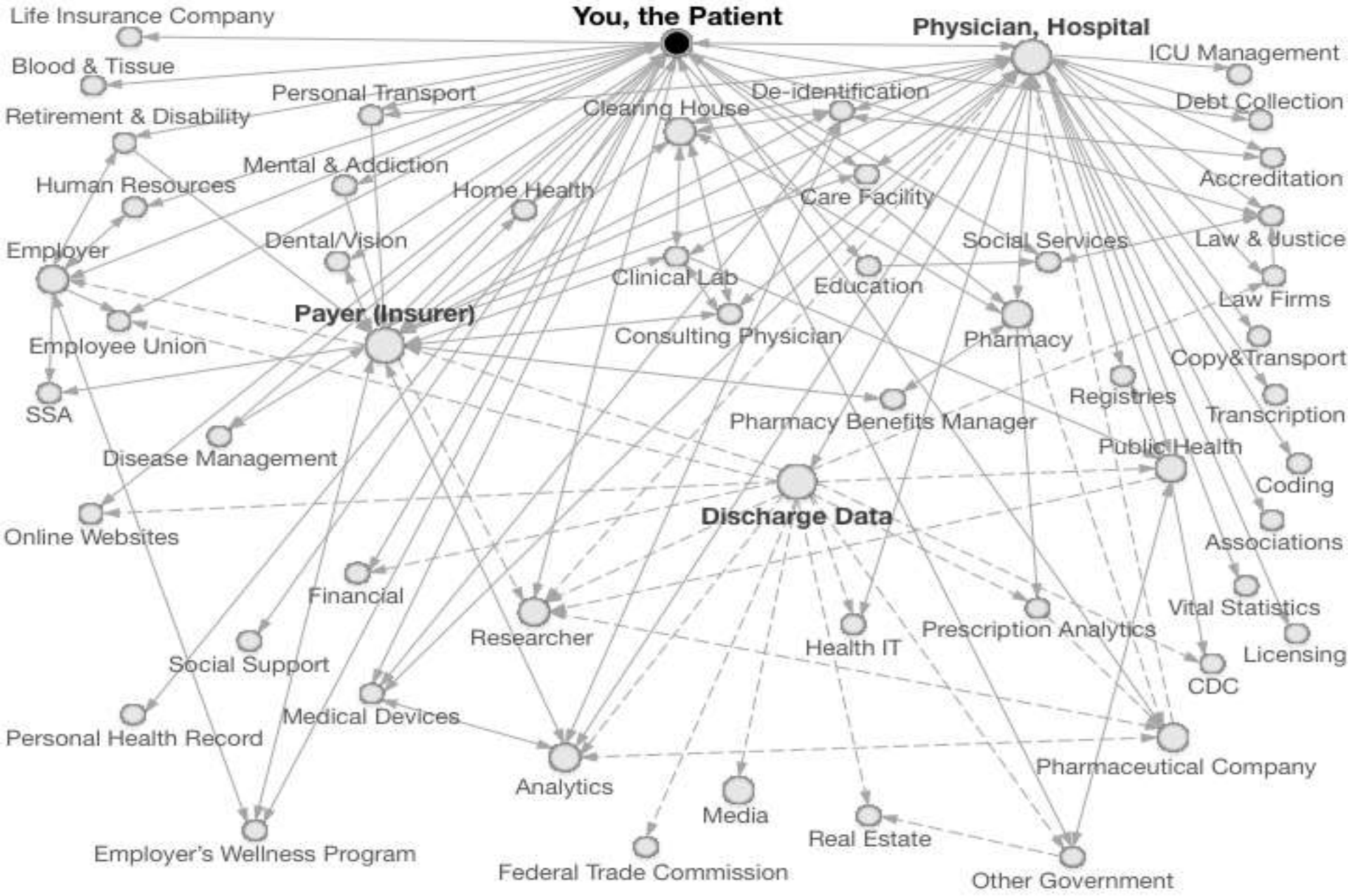
How will Executive adapt: From complicate to complex



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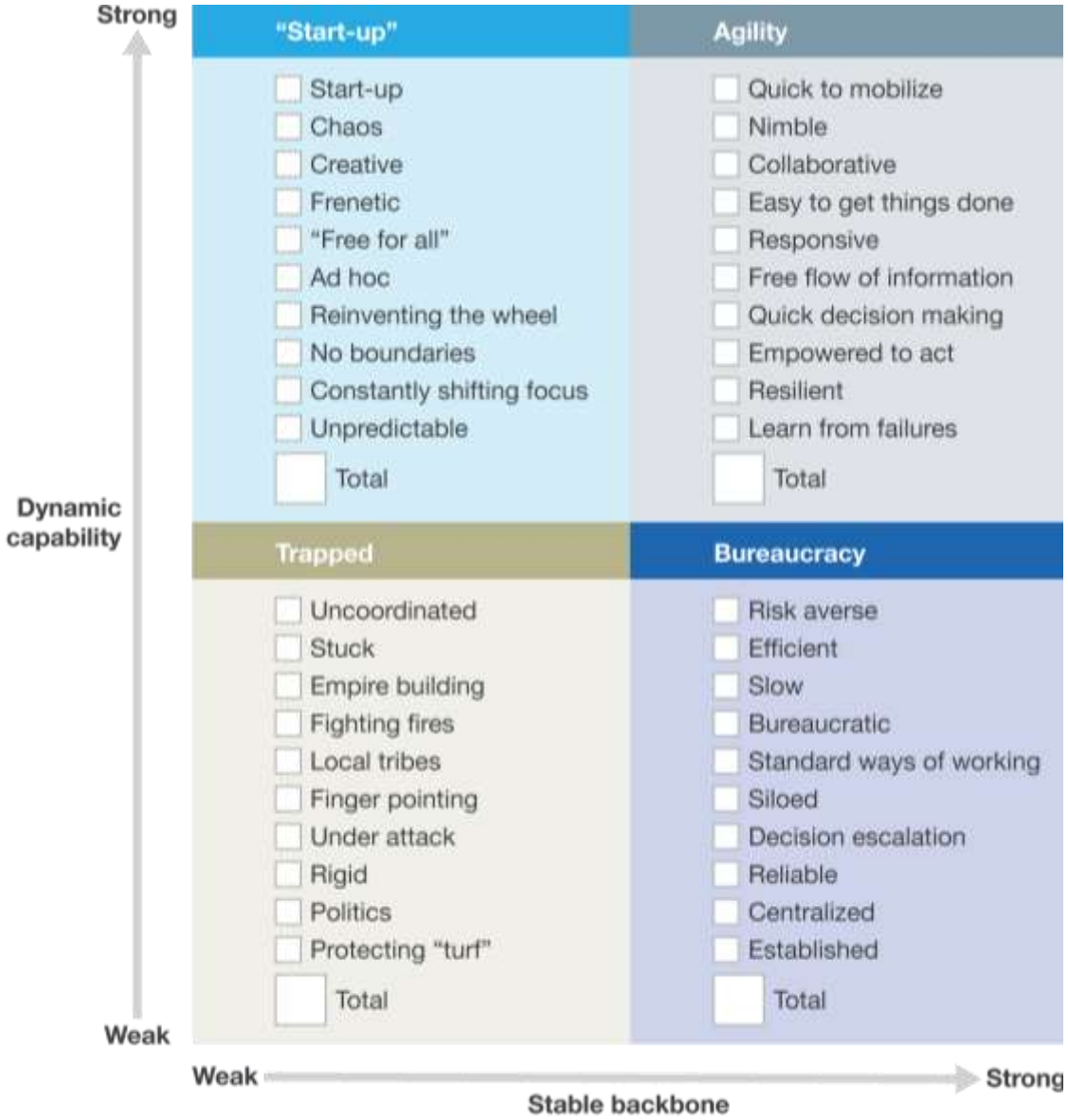
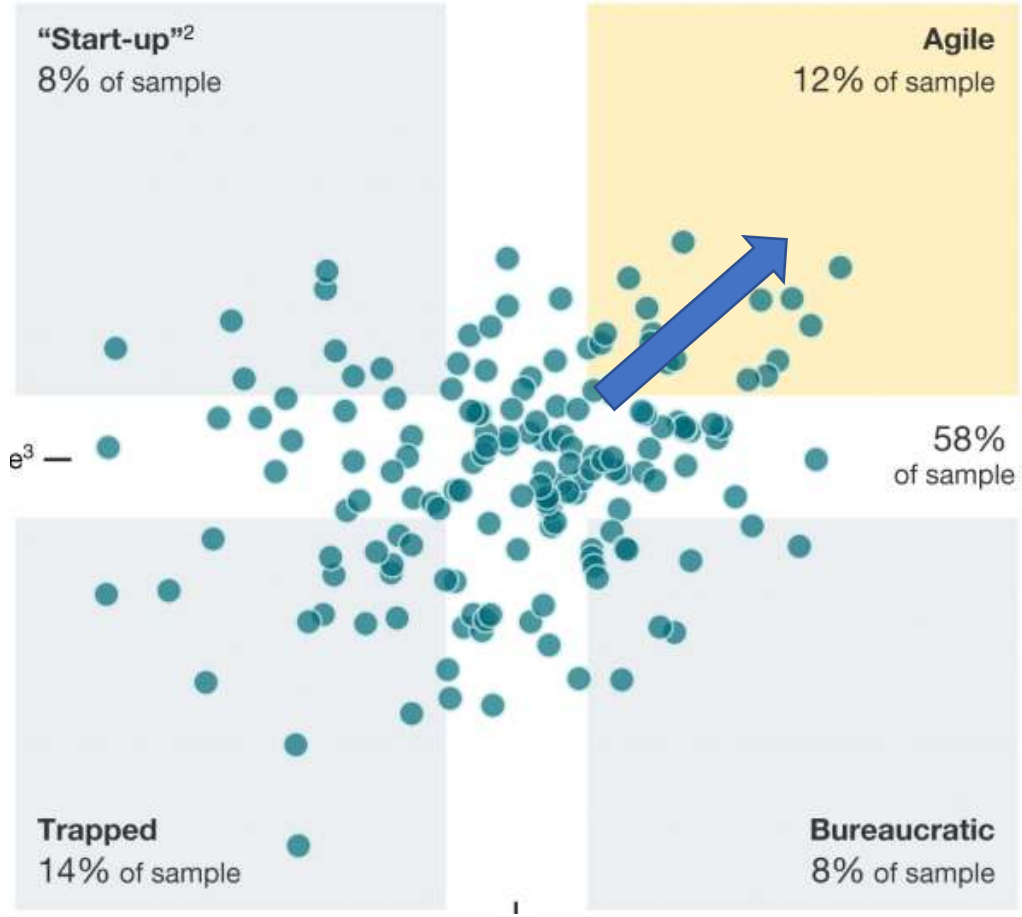
How will Executive adapt: developing agility





McKinsey&Company | Source: McKinsey Organization Practice

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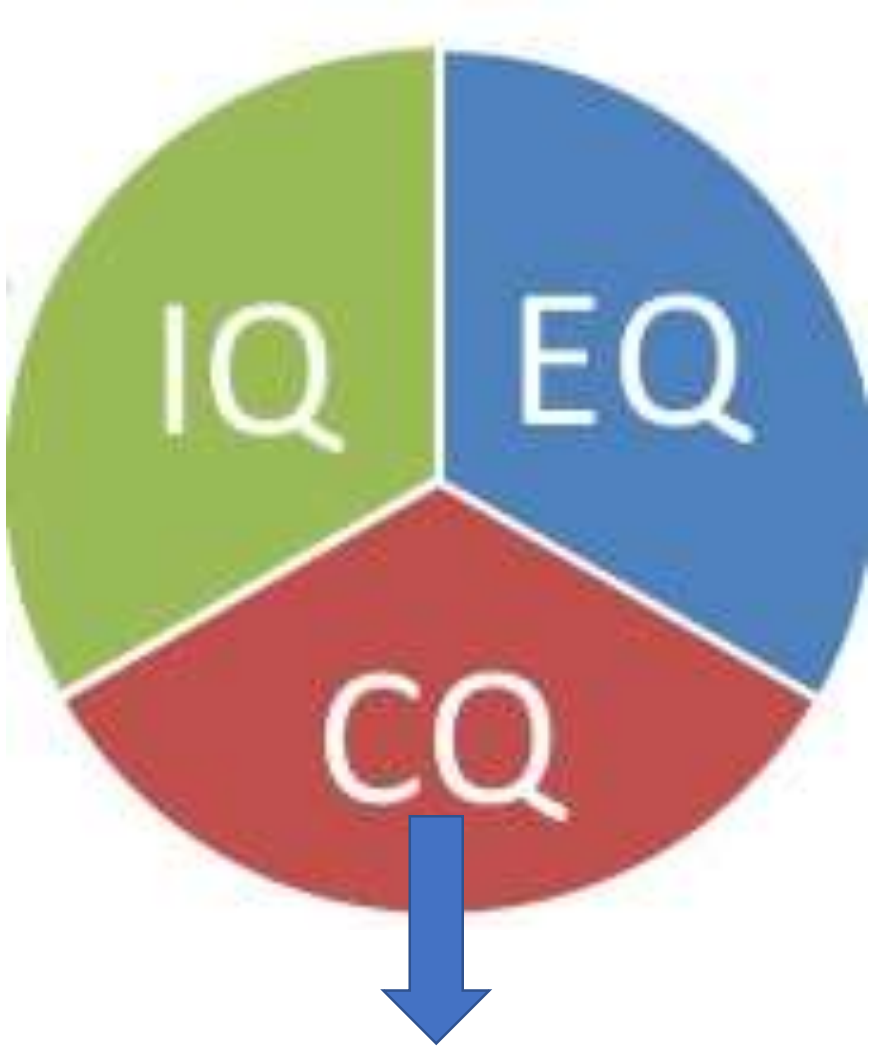
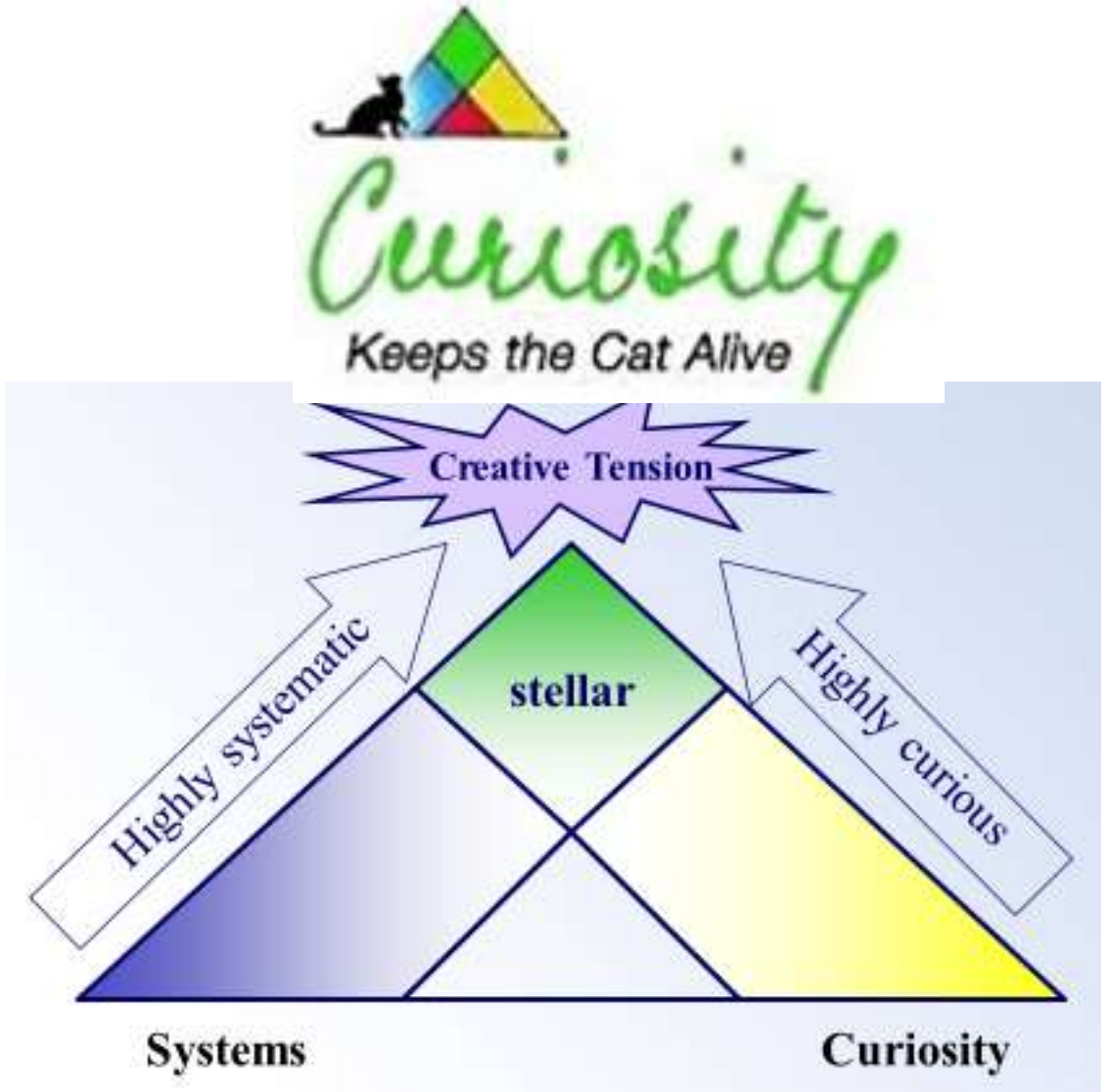
How will Executive adapt: making curiosity as a driver



CQ-SQ-CQ



Source: Ken Hekman

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Future Executives of the future: Must master CPD

So much to learn and try

So much to know and to be capable to implement

Continuous Professional Development requires solid **core competencies**

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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

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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

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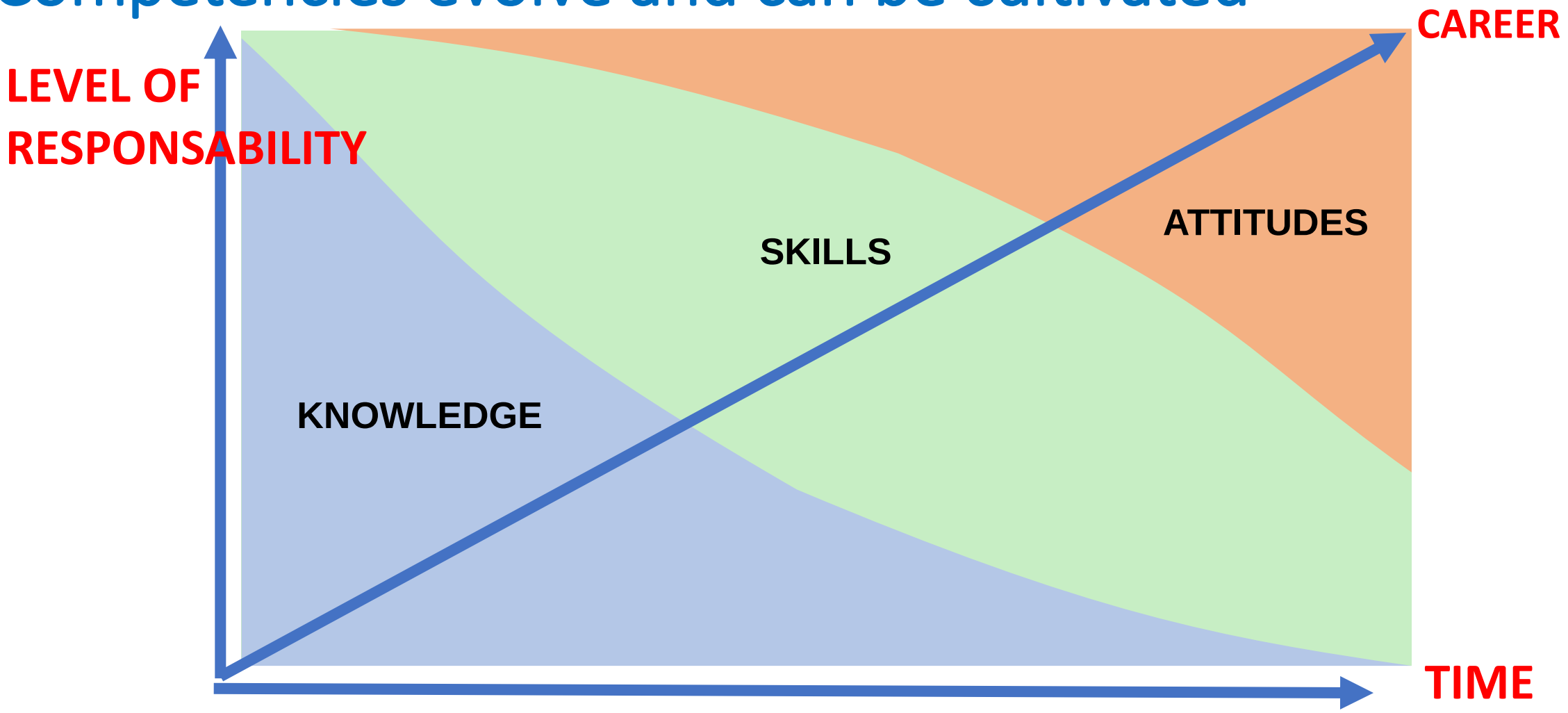
Competencies evolve and can be cultivated



Capacity development needs are evolving with Seniority and higher position

This takes time

Professionalization means also career development

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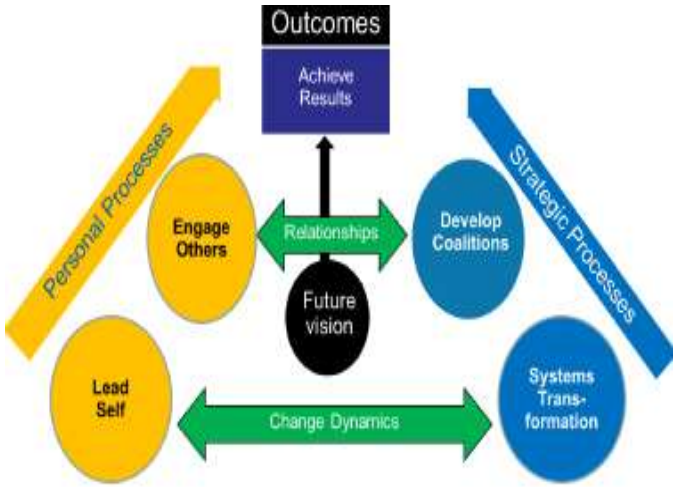
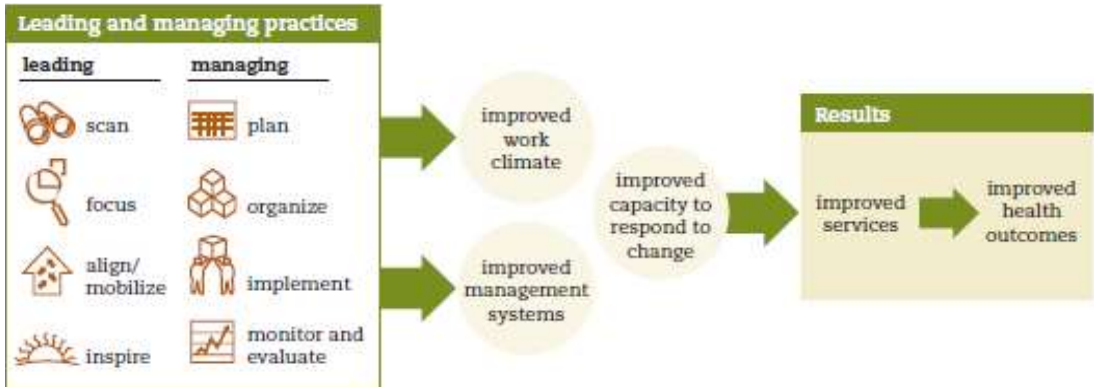
Why a Global Core Competency directory?

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





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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*	*Ma*
Canada: LEADS in a Caring Environment (expanded version)	Green: covered in "purposefully build partnerships and networks to create results" (does not specifically address medi… staff or supplier…				…t at the …under "build …not address …nization on	Green: covered under "set direction" and "self-aware"	Gre… "en… inn… the… the… and…
Canada: CHF competencies			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)	Gre… "fle… "tea… ng," (dis… spe…
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)	Yell… "fa… anc… cha… the… tho… sig… spe…

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

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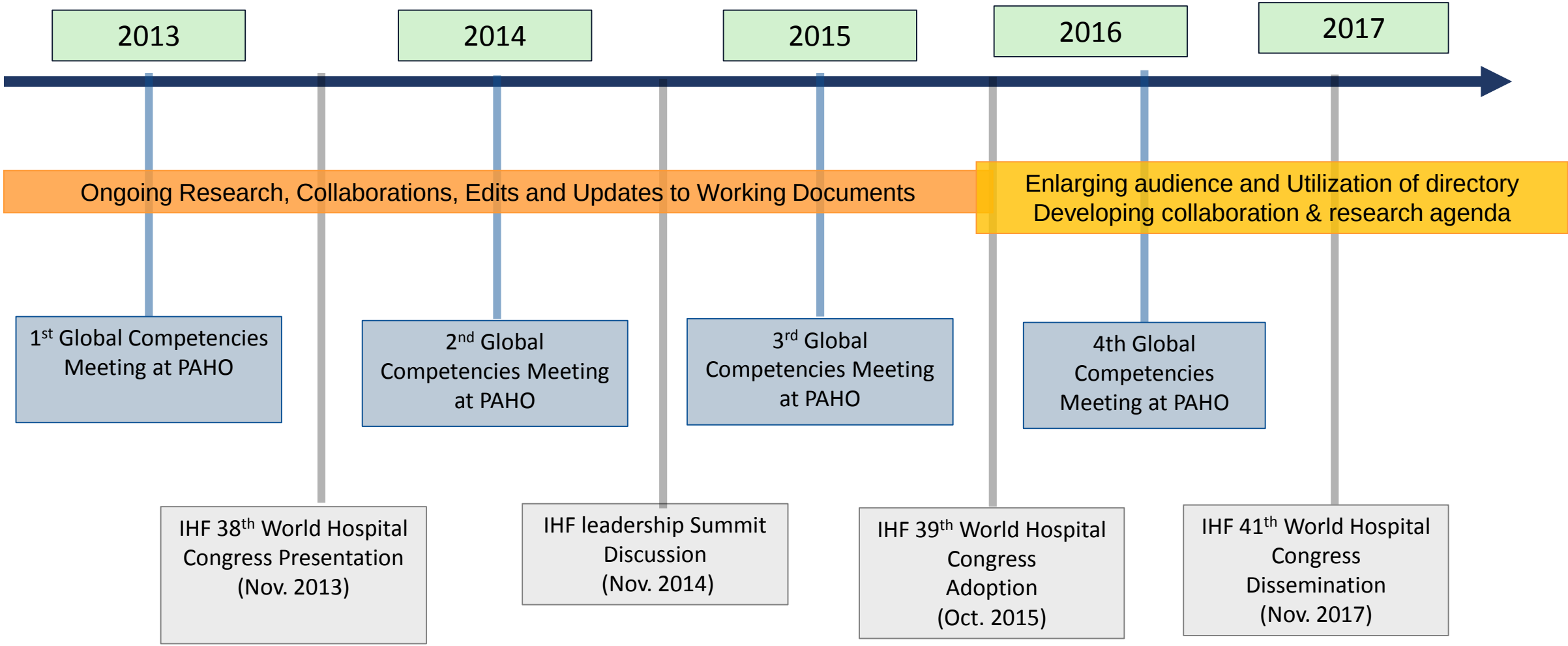
A long Journey… and still much to do



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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

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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

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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

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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

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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

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The Competency self-assessment: backbone for CPD

http://healthmanagementcompetency.org/en/base

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

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

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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

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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

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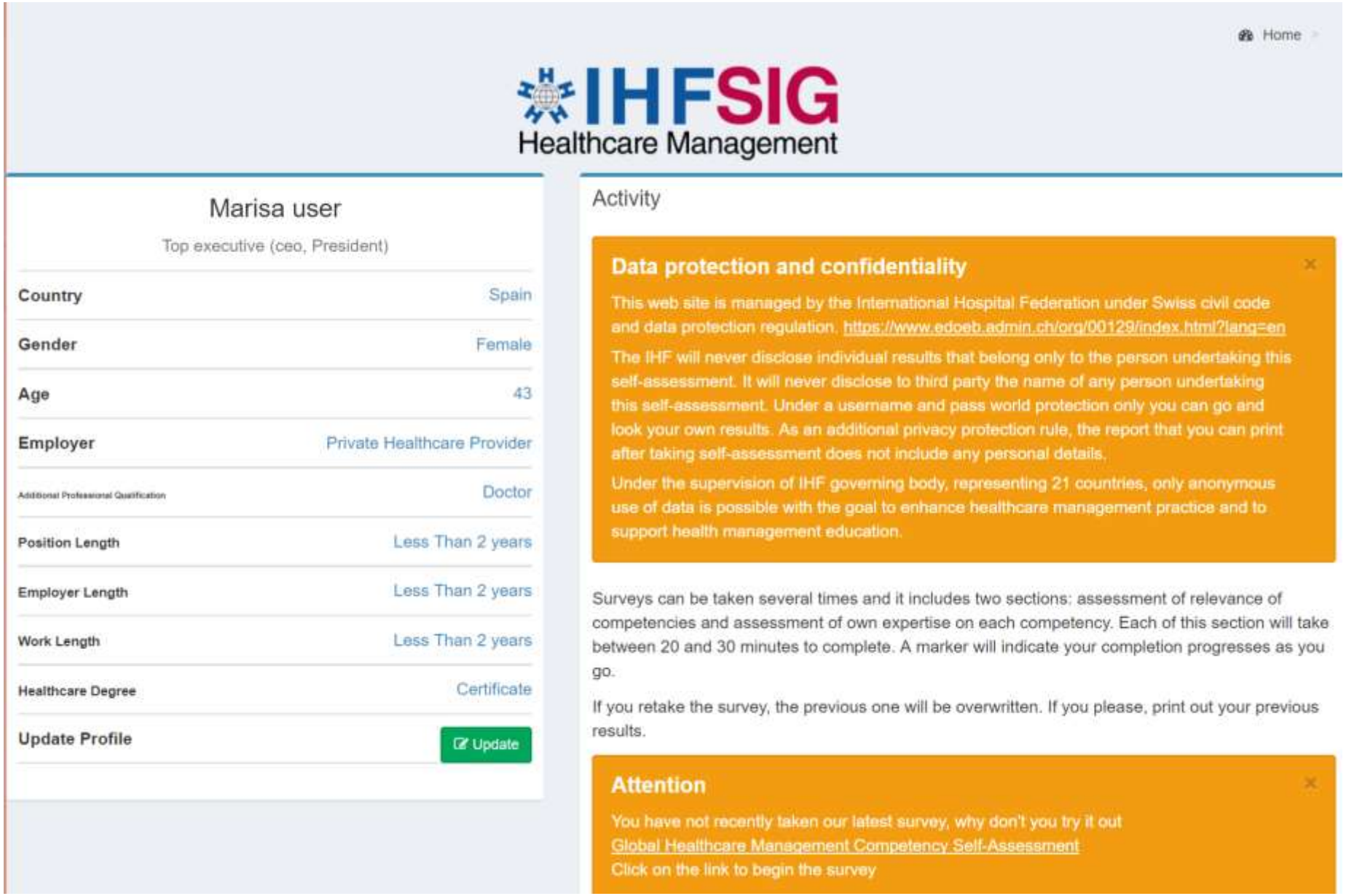
Each person gets its own results and profile



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

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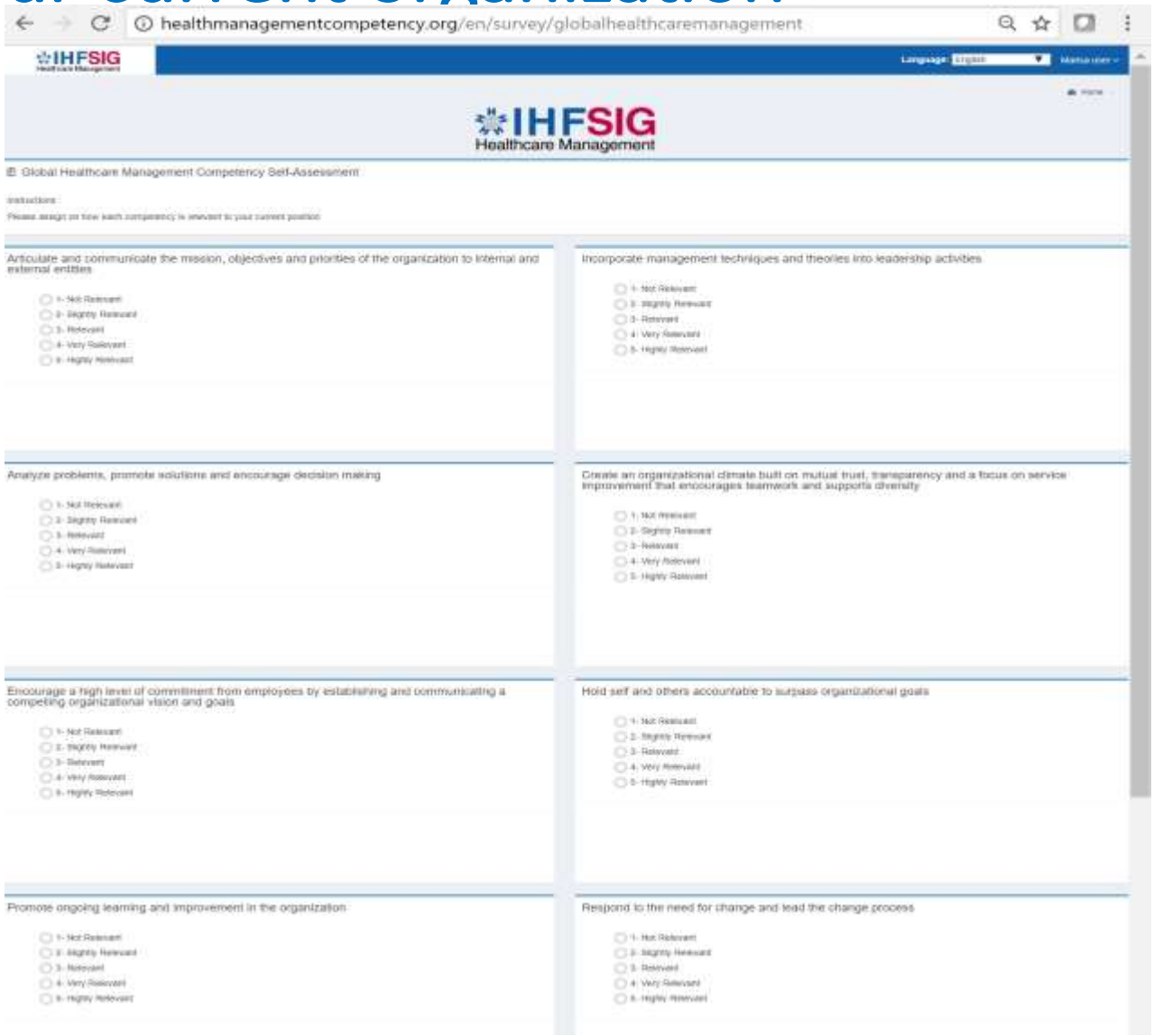
1st Step: Relevance of competency for your current position in your current organization

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 <u>each competency</u> according to a 5 position scale for its **relevance** in regard to your current job



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What is your own competency?

- Once your 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.

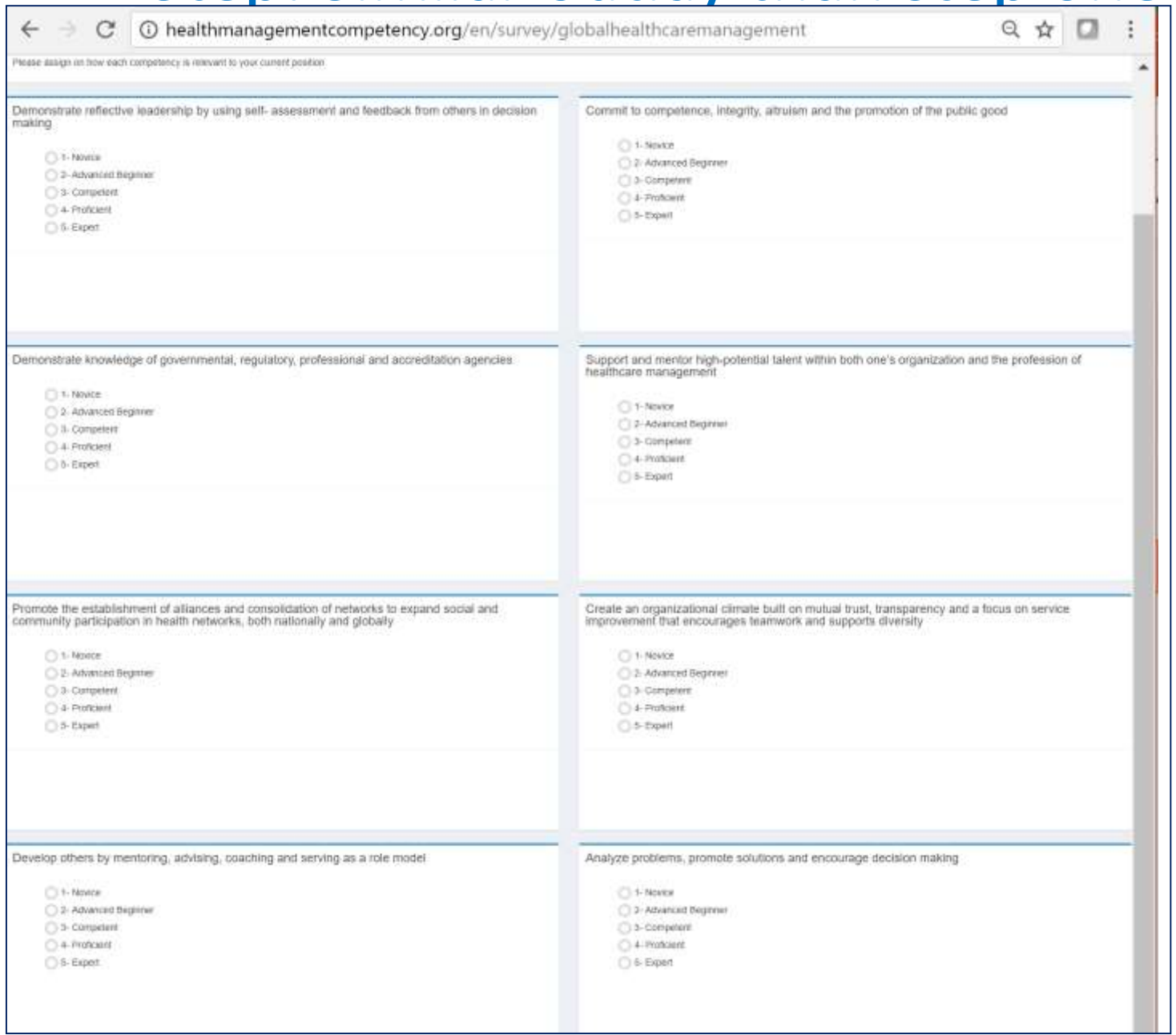
2- Advanced Beginner: Has a working understanding, tends to see actions as a series of steps, can complete simpler tasks without supervision.

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 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 been judged by anyone else, just yourself

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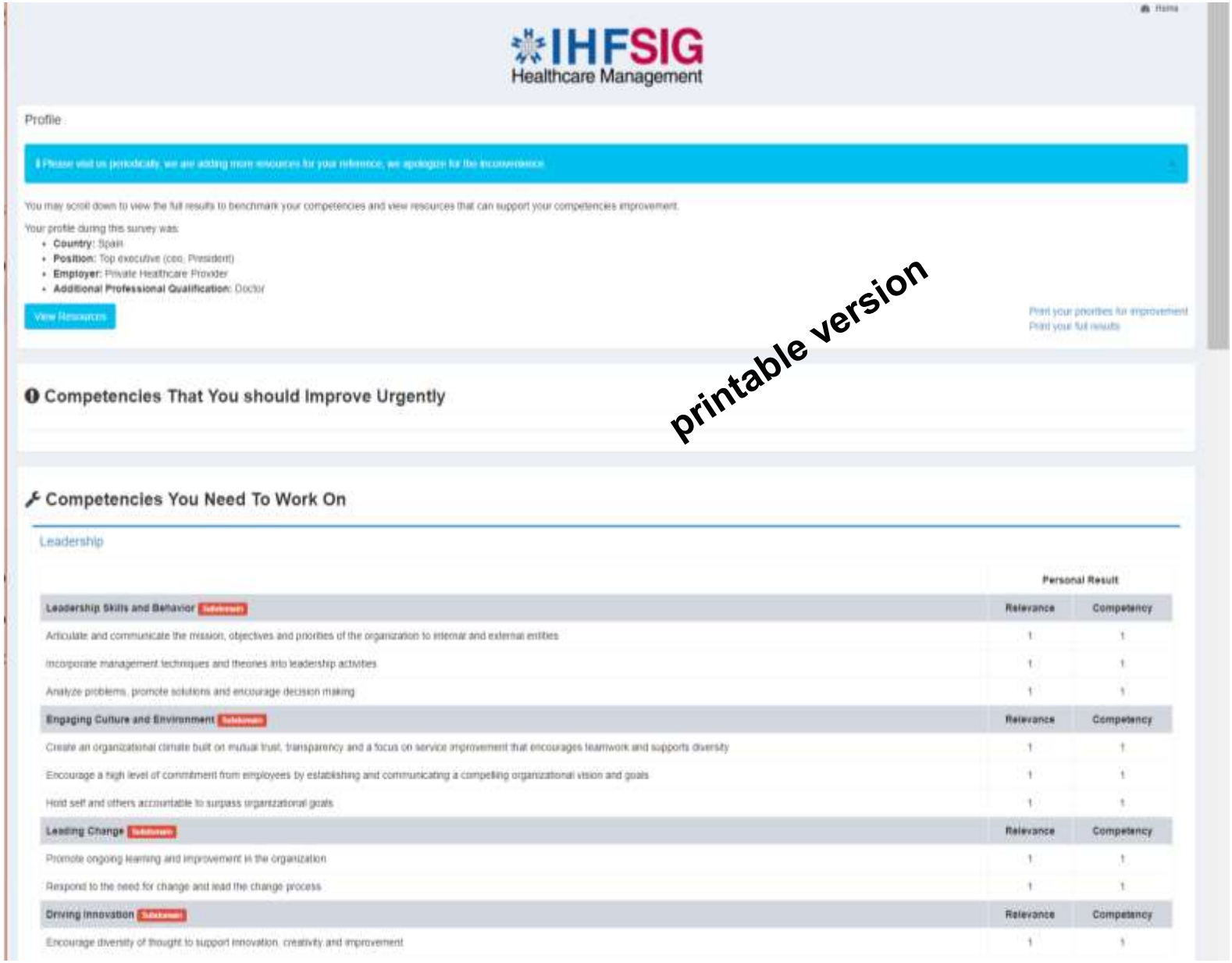
What do you get at the end ?



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 <u>Continuous Professional Development</u>**

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**

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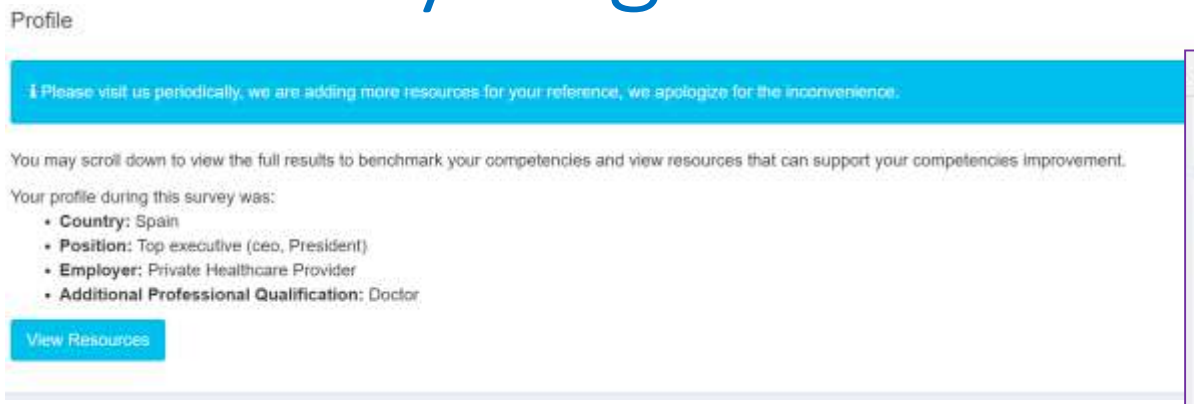
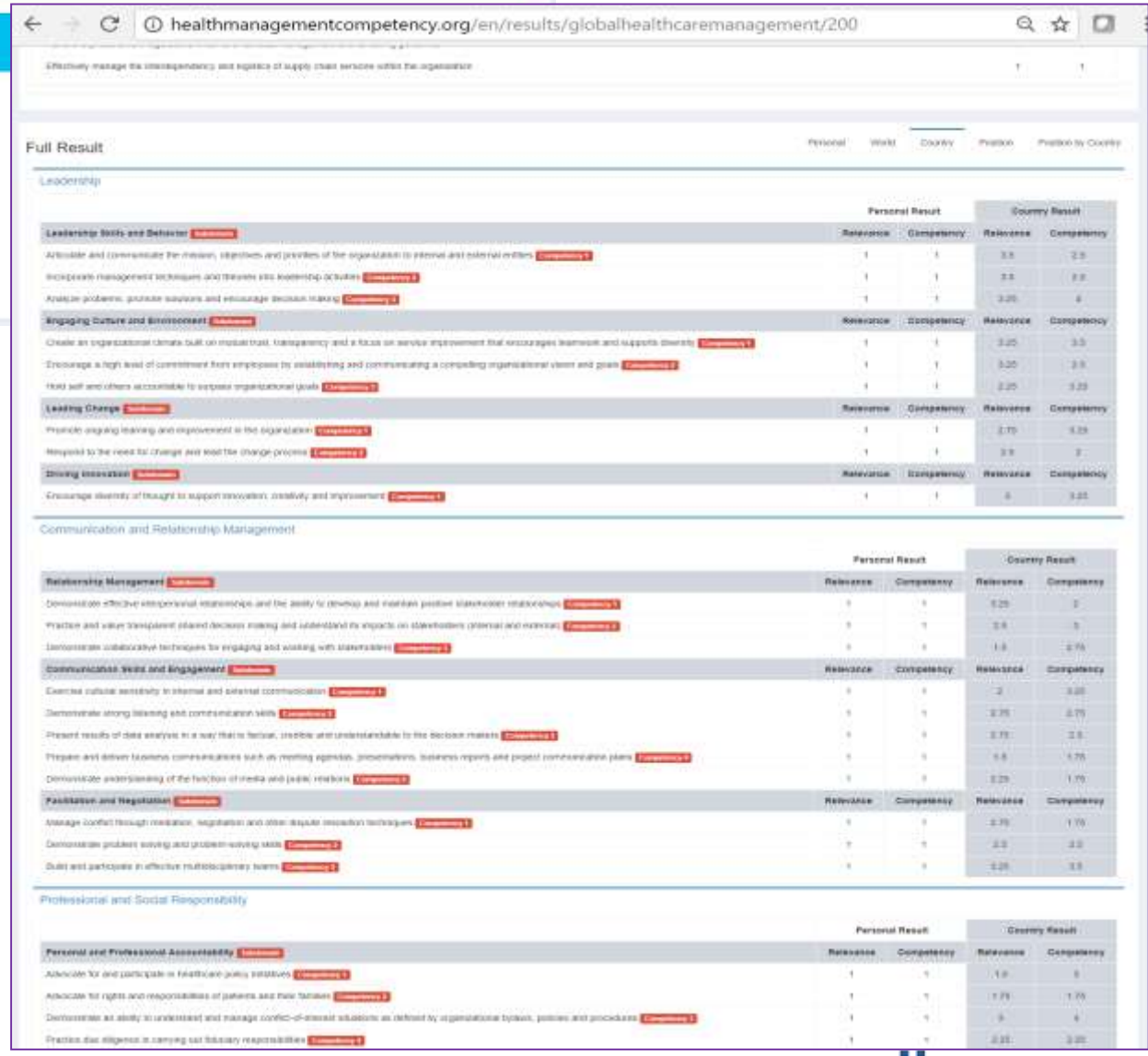
What do you get at the end ?





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

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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.

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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

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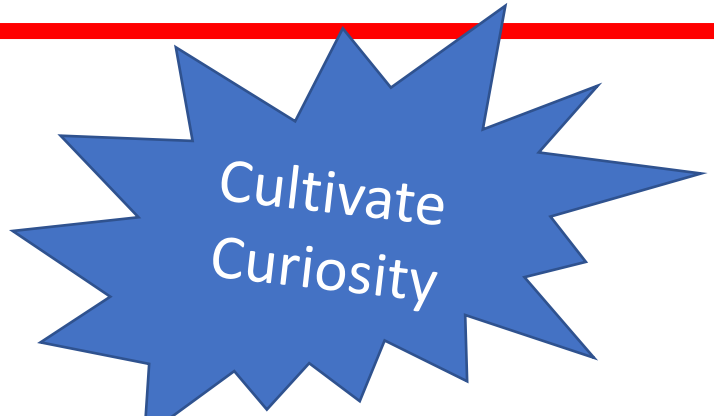
The future is…… in your hands

- Using effectively what is available (core competency directory)
- Taylor 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.



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