

***Towards Professionalization  
of Health sector Leadership,  
Management and  
Governance***  
**About HeSMA**

**Secretariat**

1. Why Health Systems Management?
2. What is Health Systems Management Association?
3. What has been achieved so far by HeSMA
4. The new thinking
  - what is it? what is in it for the Health Systems Managers?

# A health System

Its a set of planned activities which are interrelated with primary purpose as promotion, restoration and sustenance of health (Reagan 1999), (WHO) 2000

# Goals Of a health System

- ▶ Improve health to population
- ▶ Promote responsiveness to expectations of members of the population
- ▶ Increasing efficiency of health delivery
- ▶ Protect individuals, families, communities from health related financial loss
- ▶ Promote fairness in financing and delivery of services
- ▶ Reduce health inequalities

# What are we supposed to achieve

Improve, promote, Respond,  
increase efficiency, protect , be  
fair, reduce inequalities

# THE WHO HEALTH SYSTEM FRAMEWORK

## SYSTEM BUILDING BLOCKS

SERVICE DELIVERY

HEALTH WORKFORCE

INFORMATION

MEDICAL PRODUCTS, VACCINES & TECHNOLOGIES

FINANCING

LEADERSHIP / GOVERNANCE

ACCESS  
COVERAGE



QUALITY  
SAFETY

## OVERALL GOALS / OUTCOMES

IMPROVED HEALTH (LEVEL AND EQUITY)

RESPONSIVENESS

SOCIAL AND FINANCIAL RISK PROTECTION

IMPROVED EFFICIENCY



**HeSMA**  
HEALTH SYSTEMS  
MANAGEMENT ASSOCIATION

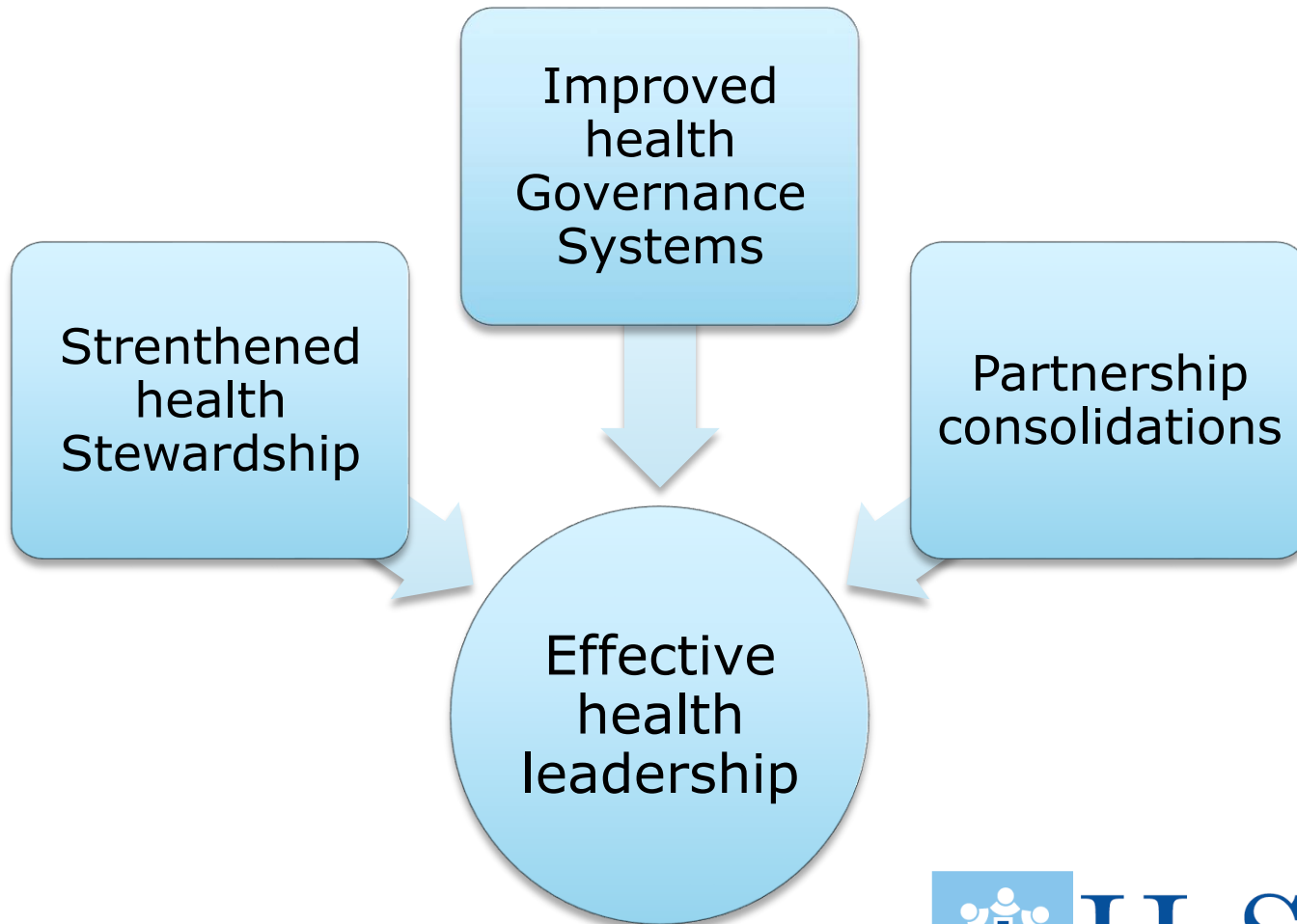


# Kenya Health sector aspirations

- ▶ Kenya aims at improving the stewardship of the health agenda, through the Ministry of Health. This encompasses using systems approach to health governance through regulations and implementation of policies upon which the sector players must adhere to.
- ▶ Through collaboration and partnerships arrangements the MOH seeks towards building a culture of adherence to code of conducts and professionalism.



# What all this means for Health Sector

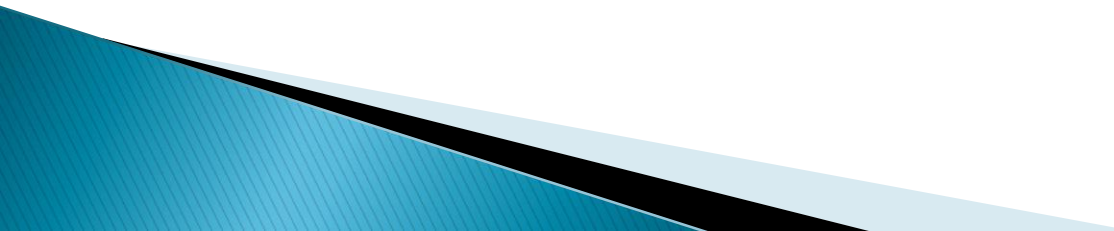


# Strengthened Health Stewardship and Governance

## The players

- ▶ **National:** The cabinet secretary for health, the ministry of health principal secretary, the Director of Medical services and the Afya House departments heads (Corporations and regulatory bodies Chief executive officers)
- ▶ **County Level:** The County Health Executive, County Chief Officer of Health, County director of health and the county Health Management Teams
- ▶ **Health Facilities:** Medical Sups, Hospitals Administrators and Departmental In charges
- ▶ **Public and FBOs:** The Chief Executive Officers, Directors, Line Managers, department heads and supervisors and coordinating teams
- ▶ **NGOs:** Chief Executive Officers, Supervisors, Managers and team leaders.

# Governance

- ▶ **National:** Parliamentary Health and associated committees, Cabinet and principal Secretaries
  - ▶ **County:** County Assemblies, chief Executive of health and the County Chief Officer of Health
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# Vision

- ▶ an effective body of knowledge, skills and practice that promote the highest level of quality health service delivery in Kenya and the region

# What needs to be done to strengthen the structure

- ▶ Identify HRH capacity gaps at National and County Level (already done by MOH)
- ▶ Improve Leadership, Management and Governance through benchmarking, training, mentorship and rewards
- ▶ Regulate and institutionalize
- ▶ Professionalize health Governance Leadership And Management

# What are the priorities for HeSMA as Obligated, MOH (2015) Congress communique

- ▶ Need for more investment in training and capacity development of senior and middle level managers and especially investment in innovative online programs, mentorship and peer based learning to address the problem of inadequate capacity of the managers (25% of middle and 13% of senior health still have no training).
- ▶ Review and standardize training programs to encompass competencies for pre-service and in-service that based on roles/responsibilities and a set of code of conduct to avoid duplications and or poorly prepared health managers
- ▶ Scale up and Institutionalize health systems management to ensure that the health sector meets requirements on HRH in health sector leadership, management and Governance

- ▶ Professional development and a clear path for Health care Managers through policy and guidelines to address issues of poor leadership and governance in the health sector. This is supposed to also sustain the capacity after attainment of the knowledge and skills.
- ▶ Establishment of Kenya Health Systems Management with a monitoring and regulatory functions to address issues of poor coordination, planning and organization of health Leadership and management
- ▶ Mobilise resources to sustainably fund the HSM courses across public and private sector including FBOs.
- ▶ Establish a network of Health Systems Management alumni with a setup of professional standards and code of ethics to support post training follow up and mentorship
- ▶ Establish the Kenya Institute of Health Systems Management

# Mission

- ▶ To utilize *systems approach* to influence how health is delivered in Kenya and the region
- ▶ To *identify, advocate, lead* in raising a generation of Health system Managers who will apply the systems thinking to respond to the health needs and opportunities in Kenya and the region
- ▶ To establish and develop a body of knowledge, skills and competencies which will *be an authority* in the leadership, Management and Governance of Health Systems in Kenya and the region



# Objectives 1: Capacity for members

- ▶ To bring together, provide means of cooperation and unite Health Systems Managers of all cadres and qualifications in Kenya and region.
- ▶ Share collective opinions, views and decisions; conduct peer to peer reviews, mentor others on matters affecting health

# Objectives 2: Capacity for organizations

- ▶ Provide technical and organizational leadership, management and governance support through best practices.
- ▶ Provide audits and awards and model best practices in systems approach to health for member organizations

# **Objective 3: Advocacy on Health System issues**

- ▶ To enlighten and support members and their organizations of the various LMG approaches to Health for systems strengthening
- ▶ Engage all relevant stakeholders to champion for policy, regulations and standards on health systems issues

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- ▶ To promote the principles of equity in health for health systems strengthening
- ▶ Ensure recognition of health systems managers as integral professional in the health sector
- ▶ Professionalization of health systems management in the Kenya and region


# Objective 4: Networking and development

- ▶ To co-operate with government, private sector and development partners with similar objectives together or in part to support the mission and objectives of the association
  - MOU/MOA
  - PPP
  - Joint Ventures
  - Task forces and providing Technical capacity
  - Consultancies

# Objective 5: Profession

- ▶ Advocate for discipline, code of conducts and optimal performance of our members
  - Regulation and enforcement through by-laws
  - Recommendation and referrals

# What must we set to achieve

- ▶ Professionalize Health management and leadership
    - Credible and effective association and programs
    - Scheme of service
    - Recognition and voice in health
  - ▶ Institutionalize Health Systems management
    - Training and on Job professional growth
    - Train and deploy more
    - Association and an institute
- 

- ▶ Opportunity in the region provides best environment to influence health
  - Regional status and membership
  - Better foundation on health planning and systems design
- ▶ Good representation in the health stakeholders Forums at all levels through county representatives
- ▶ Of course we have to add value to members
  - Professional, Monetary, non-financial rewards, exposure, networking etc



# Governance structure

AGM-Individual members and corporate

Chairman

Appointee  
External-  
lawyer

Secretary  
(CEO)

Vice  
Chairman

Treasurer

Appointee  
(ex-official)

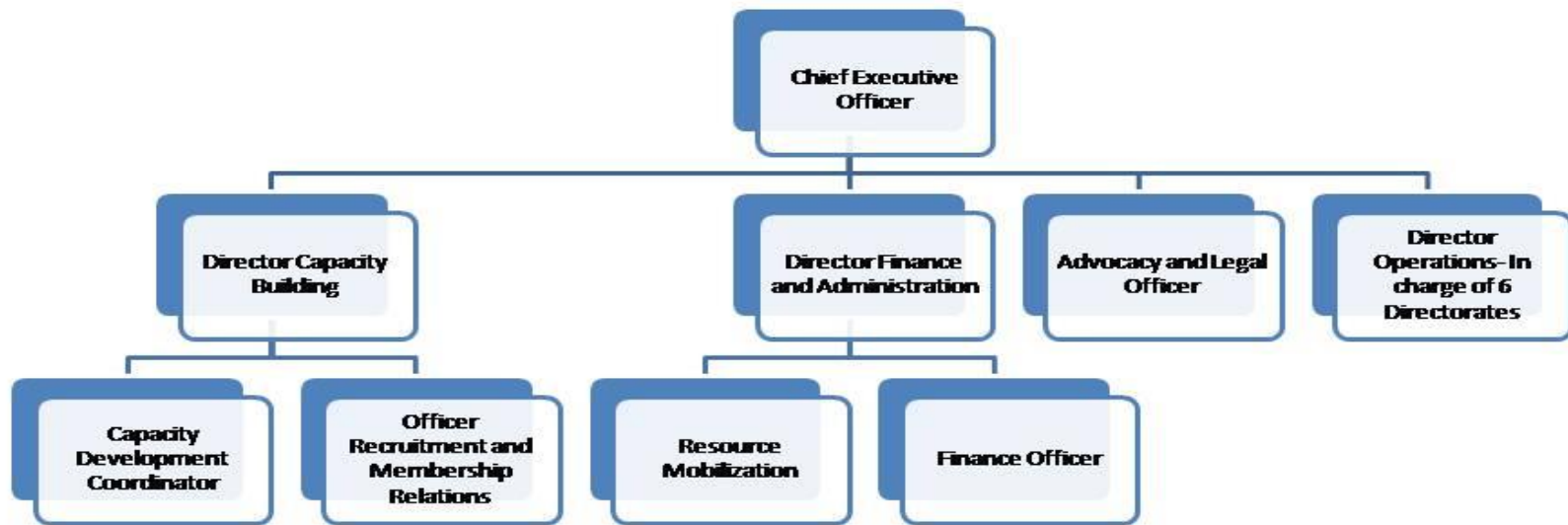
Appointee  
(ex- official)

County  
Representatives  
(43)



Special Committees  
Credentialing,  
Capacity development,

# Management and operations



# Nature

- ▶ Professional Body registered by AG under society's Act of 1968
- ▶ Membership is by subscription on an annual basis based on categories
  - Student membership
  - Professional
  - Corporate
  - Life, honorary, associate
- ▶ Collegiate- A detailed program where regular members move to diplomate and finally to a fellow in HSM (see guidelines)

# Corporate Members and partners



*"Information That Works!"*



American College of  
Healthcare Executives  
*for leaders who care®*



# Training institutions

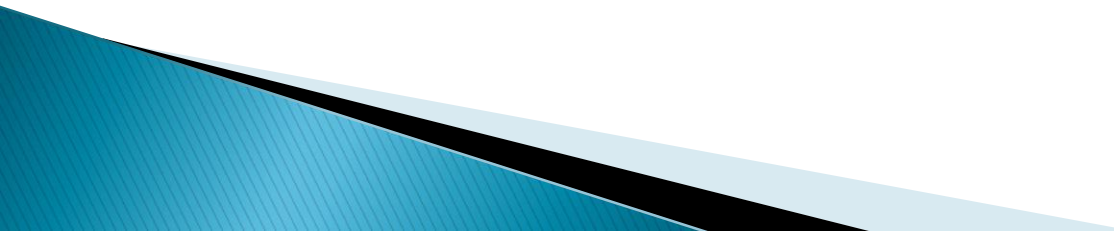


**NORTHEASTERN STATE UNIVERSITY**

GATHER HERE. GO FAR.




# Immediately we needed to

- ▶ Sensitize, mobilize and register 1500 members, 20 corporate, 5 MOUs in all counties
  - ▶ Educate, Improve, empower (value addition)
  - ▶ Regulate, monitor, support, sustain (professional body)
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# What we have achieved

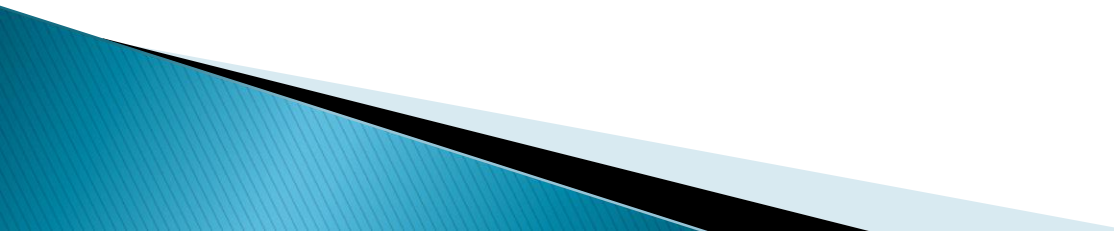
- ▶ Embarked on awareness, membership recruitment and establishment of SOPs
  - ▶ Established links with the Ministry of health and development partners
  - ▶ Development and operationalized a 3 year Strategic plan
  - ▶ Registered 1650 Health managers
  - ▶ Established Students clubs in Nairobi, Kenyatta and Kenya Methodist Universities geared towards development of the future generation health leaders with a system approach
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- ▶ Development of draft scheme of service for Health Systems Managers through needs assessments, development of aims of objectives, administration and training scope of scheme, functions, grading structure and scope, provision of post, review of scheme, entry into the scheme, advancement, recognized qualification and Job and appointment specifications
- ▶ Implementation of the Leadership Development Program especially on review of the projects done by the health managers in Embu, Makueni, Nakuru, Nairobi, Elgeyo Marakwet Counties



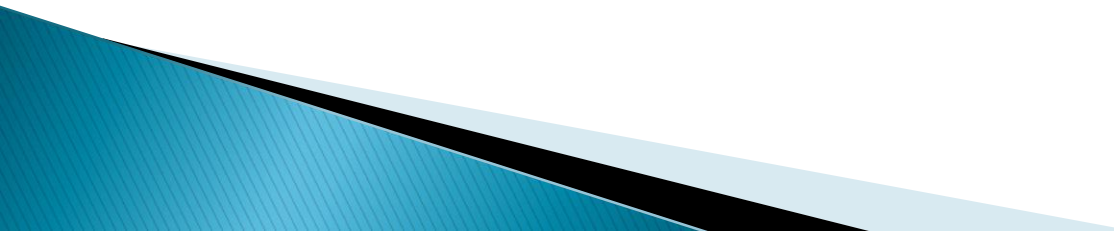
- ▶ Establishment of resource content for health managers through interactive online resources under the website [www.hsm-kenya.org](http://www.hsm-kenya.org) and developed own website with all resources for health managers in Kenya including linkages with universities approved by Commission of University Education and the HeSMA to train health managers
  - ▶ Conducted together with others the 2<sup>nd</sup> national health leadership assessment and organized the health and leadership congress in 2015
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- ▶ Benchmarked with 5 health care management professional bodies in the world and developed a set of minimum set of knowledge, skills and attitudes that define the competencies and professional and ethical conduct to which managers should/are prescribe to.
- ▶ Developed a capacity development program for Managers together with Northeastern State University with innovative online professional courses

- ▶ Established guidelines for credentialing of members for professional certification with general framework, certification protocol, eligibility requirements, accredited (recognized) trainings and educational programs, professional obligations and standards for health systems managers, establishment of credentialing committees and process and set of code of conduct for health managers
  - ▶ Establishment of a mentorship program allied to ISEC and Give Back Global that is providing mentors from American College of Health executive with over 45000 members with up to 30 years of accumulated experience in health care management.
  - ▶ HeSMA has held meetings to find ways of establishing the Kenya Institute Of Health Systems Management
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# **Areas Proposed for partnership (Joint Venture with Ministry Of Health in Kenya, Uganda and Tanzania)**

- ▶ Professionalize health Governance Leadership And Management in Kenya
- ▶ Regulation and institutionalizing of HSM together with National and county Governments and institutes
- ▶ Establishment of profession, standards, and career progression and certification

- ▶ Use of best practices within the region
  - ▶ Recruit regional members with similar standards
  - ▶ Provide cross-pollination and best practices within the region
  - ▶ Common certification programs, benchmarking and Modeling of health care
  - ▶ Ultimately establish a regional body with a regional training centre
- 



# 1<sup>st</sup> Health Summit for Machakos County





# Moi University Training Programs





# County Awards





# Uganda HeSMA liaison





**HeSMA-  
NSUOK  
receives LERN  
Award for the  
best online  
training  
program for  
Managers in  
Kenya,  
Uganda,  
Nigeria and  
now Aruba!**

