

Systems Approach to influence Health



GUIDELINES FOR CREDENTIALING OF MEMBERS FOR PROFESSIONAL CERTIFICATION

*Towards Professionalization of Health Care Management, a
Game Changer for Leadership, Management and Governance*


2015

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Game Changer for Leadership, Management and Governance*

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September 23, 2015

Policy Approved by the Board of Directors of HeSMA:


A rectangular box containing a handwritten signature in black ink. The signature is cursive and appears to read 'Rachel Waireri-Onyango'. Below the signature is a horizontal line of small dots.

Rachel Waireri-Onyango, Chair

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Operational Definitions

Health System Management Association (HeSMA) is continually involved in the development and monitoring of our professional educational programs, and updating of professional skills, in order to certify that a member of the association possesses the appropriate qualifications - typically held by persons in specific health management areas. The following are definitions adopted by the HeSMA Board of Directors contained in this Policy Document:

Active membership in HeSMA implies that the individual abides by the organization's established *vision, mission, values and objectives* as stipulated from time to time. The member agrees:

- a. To be bound by the *core values* of the Association
- b. To be engaged in studying for self-improvement in their respective professional areas
- c. To have the necessary *academic and professional qualification* in the field of Health Services Delivery or Health Systems Management or another health related Leadership, Management, and Governance course approved by the Association
- d. To submit application for approval by the HeSMA Board of Directors for consideration and certification
- e. To satisfy the *guiding principles of good leadership and personal integrity* set out in Article 73 of the Kenyan Constitution, or other laws, adjusted and duly adopted to suit this Association
- f. To pay a membership fee *for the stated period*

Community/civic activities include participation in charitable organizations, NGOs, religious organizations, school boards, community boards or other related activities. These activities can be one-time events or longer term commitments.

Credentialing is the formal process of establishing the qualifications of health systems management professionals that are members of HeSMA. It is the process of assessing the members' background and legitimacy for certification. Professional standards of practice and code of ethics for particular professional fields are typically agreed upon and maintained through widely recognized professional associations / groups.

Some definitions of "professional" limit this term to those individuals that serve some important aspect of public interest and the general well-being of society.

Designated official title or letters are placed after the name of a person to indicate that the individual holds a position, educational degree, accreditation, office, military decoration, or honour, or is a member of a religious institute or fraternity.

Healthcare activities may include association meetings, voluntary health involvement, HeSMA volunteer activities (such as chapter meetings or on-the-job training), or other healthcare-related commitments.

Health systems management position is one which the person is employed by a healthcare organization or an organization whose purpose is to influence the growth, development or operations of a health system. To be eligible for advancement, a candidate's position must include planning, organizing, staffing, leading and controlling functions within an organization or departmental level. Examples of management positions in health care include:

- a) Chief Executive Officer or Administrator
- b) Assistant Administrative Officers
- c) Program Officers and Coordinators
- d) Heads of Departments
- e) Supervisors
- f) Managers
- g) Directors as well as specialty management positions of comparable executive level authority

Learned society (also referred to as **scholarly society** or **academic association**) is an established organization that promotes excellence of an academic discipline or profession, or a group of related disciplines or professions. Membership in the learned society is open to all qualified individuals (in accordance with HeSMA criteria) that exceed the minimum standards, and/or may be an honor conferred by election of the HeSMA Board of Directors.

Obligation means codes of behavior which a person is expected to follow, which are respected by the individual's peers. The individual will express their morality by following traditional social norms for the community she/he serves.

Professional certification, trade certification, or professional designation refers to determination of credentials and qualifications earned by individuals that ensure competence to perform a job or task at health systems and organizations, or an agency appointed to safeguard the public interest. Not all certifications are an acknowledgement of educational achievement. HeSMA member certification implies academic, professional, personal growth, and community service achievements, and continuous improvement efforts.

GUIDELINES FOR CREDENTIALING OF MEMBERS FOR PROFESSIONAL CERTIFICATION

1.0 Background and Purpose

Health Systems Management Association (HeSMA) was founded through collaborative efforts of health managers and representatives of Kenyatta and Kenya Methodist Universities. These representatives selected a working team that put together an organizational constitution, registered the association and developed a strategic plan which these guidelines prescribe to. Although great strides have been made in improving the health indicators in Africa during the past 20 years, lack of management knowledge and skills has hindered the system's performance and responsiveness to the needs of the Kenyan population. Of great concern, has been the level of responsibilities put on health workers with minimal training and experience in management. Furthermore, these managers did not have a professional body that ensured proper regulation of their practice, and an appropriate forum to recognize and reward individuals for their achievements and growth in the profession.

In 2013, the **Health Systems Management Association (HeSMA)** was established and legally registered as an organization to champion health systems managers' aspirations for an improved health sector. Guided by the motto "**Professionalism in Health Management through Systems approach,**" HeSMA supports health systems managers in their professional and academic growth and development. Since inception, it was acknowledged that HeSMA was facing a long and arduous yet rewarding journey.

These **Certification Guidelines** were developed and approved by the HeSMA Board of Directors on September 16, 2015, in order to; (1) increase of capacity (knowledge, skills and attitude) of HeSMA members, (2) reward and regulate the practitioners, and (3) improve their overall performance throughout Kenya's health sector for the benefit of the communities they serve.

Today, HeSMA remains the only professional voice of health systems managers in Kenya and the East African region. Augmented by its broad infiltrative growing membership of individuals and corporate entities, HeSMA continues to evolve as ***the premier organization for health manager capacity building and development***. Aligned with the goals of the Kenya Health Policy Framework (KHPF) 2012-2030, HeSMA's approach is anchored on adopting multi-sectoral and multi-disciplinary collaborative partnerships. HeSMA continues to transcend organizational and geographical boundaries to respond to the ever-changing dynamic needs of health systems managers. Ultimately, HeSMA hopes to influence adoption of these guidelines by the Kenya Ministry of Health (MOH) as a sector objective for investing

in overall **Leadership, Management and Governance** development as stipulated in the ***Kenya Health Sector Strategic Plan 2014-2018***.

It is the Board's intention that by earning the distinction of HeSMA Board Certification in healthcare management, as a ***Member, Diplomate, and/or Fellow in the Health Systems Management Association***, individuals will be recognized by their peers as having the necessary expertise, experience and commitment to the health management profession through life-long learning, continuing education and professional development. Being **HeSMA Board Certified** indicates a superior level of dedication and achievement in the health management profession and places the recipient a niche above their colleagues. Employers looking for qualified managers with Board Certification can be assured that these individuals have demonstrated excellence in the health management profession. The HeSMA Board of Directors will confer specific Certificates and Medals to members upon successful application and certification of standards and criteria established by the Association.

HeSMA, in partnership with its stakeholders and partners, has adopted these Guidelines as a tool for use by the Association to encourage, recognize, and reward growth of members with the ultimate purpose of influencing significant improvement throughout health sector management.

HeSMA envisions that by applying these Certification Guidelines to all our members, it will ***foster a culture of personal and professional development*** that will enhance the performance of the region's health care industry. The Board of Directors of HeSMA also firmly believes this Certification tool and other measures will become a symbol of the Association's mission to help professionalize health care managers nationally and regionally.

2.0 Organizational Vision

Anchored in the larger vision of the Association; *"to be an effective body of health systems knowledge, skills and practice that promotes the highest level of quality health service delivery in Kenya and the region,"* this Credentialing Program is intended to represent the highest level of dedication and achievement of professional standards for HeSMA's Members, Diplomates, and Fellows.

HeSMA's vision is to assist its membership to attain Board Certification as the symbol of integrity and excellence of health care managers that positively influence the delivery of services through the practice of exemplary Leadership, Management, and Governance.

3.0 Organizational Mission

HeSMA's mission is to create future generations of Board Certified Health Managers and raise the professional bar for professionals to be able to champion the *Health Systems Strengthening (HSS)* in Kenya and the surrounding region.

4.0 Organizational Core Values

HeSMA's core values are embodied in how its members conduct business and interact with each other, partners and stakeholders. All HeSMA members affirm and are committed to uphold the fundamental qualities of:

4.1 Integrity - *HeSMA advocates the highest moral conduct in the way we evaluate applications for Certification of HeSMA's members*

4.2 Diligence - *Are focused, work hard and commit ourselves to tasks and responsibilities entrusted to us*

4.3 Development - *Recognize learning is essential to our personal ability to innovate and improve health Leadership, Management and Governance*

5.0 Objective and Key performance Indicators

The primary objective of the HeSMA Credentialing process is to develop the capacity of members through training, mentorship and Board Certification. Its Key Performance Indicator will be existence of a dynamic Credentialing process and the number of Board Certified members **by December 31, 2017**. HeSMA's targets for Board Certification by this timeframe are as follows:

- 60 percent of all health managers/executives will achieve **Member status**
- 30 percent of all HeSMA membership will achieve **Diplomate status**
- 10 percent of all HeSMA membership will achieve **Fellow status**

6.0 General Framework of Certification

The general framework, see *Appendix 2*, starts with the decision of an individual to specialize in health management sector. The process of formation and consolidation of knowledge, skills and attitudes define high performing managers. Using different learning and service methodologies, this process culminates in the Certification process that is appropriate to the capacity of the individual in relationship to the standards established by the HeSMA Board of Directors.

7.0 Summary of the Credentialing Process

HeSMA Board Certification as a Member, Diplomate or Fellow in Health Systems Management signifies a minimum level of expertise, experience and commitment to continuing education and professional development. Being Board Certified also identifies the degree of achievement in the profession. Certificates and Medals are awarded in the following three categories:

- a) **Basic Membership:** Certificate of membership
- b) **Diplomate:** Certificate of Achievement and Medal of Honour (level two)
- c) **Fellowship:** Certificate of Achievement and Medal of Honour (level three)

In Credentialing Health Managers / Executives HeSMA considers the capacity of **Knowledge, Skills and Attitudes** / in the following areas:

7.1 Professionalism, Ethics and Integrity

Based on HeSMA values of **Integrity, Development and Diligence**, members are recognized for their contributions to the values the Association endears on personal level, throughout the Health sector and at the societal perspective.

7.2 Performance and Contribution

Achievement within health institutions and Health sector is fundamental to the evaluation process of performance and contribution. Members must hold a health care management position (see the point systems in the appendix), have at least two years of management experience, provide a copy of the current job description and submit a work related resume. The pathway or a track record is considered by evaluating the manager's performance throughout her/his career.

7.3 Community/Social Service

Because the health management profession ultimately impacts the well-being of the communities we serve, it is essential to recognize those members who excel in improving health/social/economic status of the community-at-large. During application evaluation process, members must show proof of active engagement in community services.

7.4 Personal Development (Academic and Professional)

HeSMA's approved formal Continuous Professional Development point system, see *appendix 7*, includes "credits" that are earned through educational/training programs offered by HeSMA, partner organizations, governmental programs or other qualified resources. The educational/training programming may be face-to-face or advanced

distance learning offerings such as webinars, university online courses, self-study programs, professional lectures, etc. Professional growth within HeSMA is based on maintaining a steady and consistent professional development track measured and evaluated during renewal of annual membership.

8.0 Credentialing Committee

- a) The Credentialing Committee will be appointed by HeSMA Board of Directors and will include five members that are representative of the makeup of the Association.
- b) The Credentialing Committee is responsible for conducting a thorough evaluation of all applicants for certification by the Association; it will make recommendations to the Board that will have the final authority to confer Certification onto the membership. *See Appendix 8 for further description on purpose and requirements for Credentialing committee members*
- c) The Credentialing Committee will include representation in the following areas:
 - 1) The CEO of HeSMA will serve as an active voting member of the Credentials Committee and be the Chair of the Committee
 - 2) HeSMA capacity development Director who sits a secretary of the committee
 - 3) A representative from the Higher Education Community (Universities, Colleges, Kenya School of Government, etc.)
 - 4) A representative of the Ministry of Health at the national level
 - 5) A county Health care system representative-Preferably COG official responsible for HRH.
 - 6) A representative of the Development partners, Nongovernmental organizations and the faith based organizations
 - 7) A representative of the Private health facilities
- d) Terms are spelled out so that after the first year of service, the Credentialing Committee members will remain on the Committee for a period of four, three, and two and one year(s); HeSMA CEO is a permanent member-position on the Credentialing Committee.
- e) All Credentialing Committee members will uphold the Vision, Mission and Values of the Association and act as fiduciaries for HeSMA (they will represent the membership as a whole, and not their respective professional group or self-interest).

9.0 Eligibility Requirements and Process of Award

The eligibility requirements and process of award of Certification shall be adopted and amended from time to time by HeSMA Board of Directors. Eligibility criteria are as follows:

- a) Must be an active/paid up HeSMA member to apply
- b) Evidence of personal development achievements: Diploma, Bachelor degree from an accredited college or university, or other post graduate degree/diploma. Submission

of copies of such diploma(s) and transcript(s) showing completion of the programs is mandatory.

- c) Performance and contribution to the profession: Must hold a current healthcare management position with at least two years of approved experience. Submission of an organizational chart, job description, and current resume, along with two letters of recommendation from previous and current supervisors is required.
- f) Certificate of completion of approved Health Management Continuing Education **credit points** system during the most recent three-year period.
- g) Participation in two (2) Health related external activities and two community/civic activities over the most recent three-year period.
- h) Any other information that may be required by the HeSMA Board of Directors.

10.0 Certification Protocol

The HeSMA Certification process entails the acceptance by the Chief Executive Officer of the Association, or her/his designee, a completed **Application Form** and supporting documents. HeSMA reviewer(s) may run background checks and conduct interviews with knowledgeable references. HeSMA will maintain a record of educational accomplishments and professional achievements of each of its members in a database; members have the right to verify the accuracy and offer corrections on this information. In addition, this activity is subject to strict codes of conduct enshrining rigorous ethical and moral obligations.

Compliance with professional standards of practice and ethical behavior of health systems management as prescribed in HeSMA's Code of Ethics are part of the evaluation process. Corrupt and unethical behavior is ground for disqualification of Membership status of any kind.

As HeSMA continues to strengthen its membership ranks, and to provide development opportunities and Board Certification of individuals who **voluntarily pursue excellence** in the profession of healthcare management, the Credentialing Committee is empowered by the Board of Directors to consider formal Applications for advancement and granting of awards. Change in status will be reported to the Association members at least twice per year. The List of distinguished new Members, Diplomates and Fellows will be published and entered in a roll with the association and circulated to partners/stakeholders and the Kenya Ministry of Health. This information will be treated as private and confidential and will only be shared on request by employers upon authorization by member concerned.

11.0 Accredited (Recognized) Educational and Training Programs

The following are accredited/recognized training and educational programs that may be considered by the HeSMA Credentialing Committee relating to the Certification process:

- a) Post-graduate Diploma recognized within existing health-related schemes of service
- b) Bachelor's degree recognized within existing health-related schemes of service
- c) Doctoral programs and degrees in Health management related courses
- d) Master's degree recognized within existing health-related schemes of service
- e) Diploma in Health management or related qualifications from a recognized institution, Kenya university or college and the Kenya School of Government
- f) Certificate in Senior Management Course(s) lasting not less than three (3) weeks from an accredited national or international educational institution
- g) Certificate in Strategic Leadership Development Programme lasting not less than eight (8) weeks from an accredited national or international educational institution
- h) Certificate in Supervisory Skills Course lasting not less than two (2) weeks from an accredited national or international educational institution
- i) Certificate courses approved by HeSMA and offered by accredited institutions of learning based on proper documentation/evidence

The curricula of the programs must be availed before conferring any certification or title.

12.0 Professional Obligations for HeSMA Managers

12.1 HeSMA Managers/Executives responsibilities to the Health Profession

All HeSMA Members shall:

- a) Uphold the **Code of Ethics** and mission of the **Health Systems Management Association (HeSMA)**
- b) Conduct professional activities with ***honesty, integrity, respect, fairness and in good faith*** such that the behavior and actions reflect positively upon the profession
- c) Comply with all **laws and regulations** pertaining to Health Management, Leadership and Governance in the jurisdictions in which the member is located or conducts professional activities
- d) **Maintain competence and proficiency** in health Management, Leadership and Governance by implementing a personal development program of assessment and continuing education/training
- e) Not engage in **improper exploitation** of professional relationships for personal gain
- f) Disclose to HeSMA any **financial** and other **conflicts of interest**
- g) Use the HeSMA **Code of Ethics** to further the interests of the profession and not for selfish reasons
- h) **Respect professional confidentiality**
- i) Enhance the **dignity and image** of the Health Systems Management profession through positive public information programs and community service/involvement
- j) **Refrain** from participating in any activity that **demeans the credibility and dignity** of the Health Systems Management professions

12.2 The Health Systems Manager Responsibilities to Patients and/or Others Served

The Health Systems Manager shall, within the scope of his or her authority:

- a) Work to ensure the existence of a process to **evaluate and improve the quality of care** or services rendered to patients
- b) **Avoid practicing or facilitating discrimination** of individuals and patients, and institute safeguards to prevent discriminatory organizational practices
- c) Work to **ensure the existence of a process that will advise patients** and others of their respective rights, opportunities, responsibilities and risks regarding available healthcare services
- d) Work to ensure that there is a sound and fair process in place to **facilitate the resolution of conflicts** that may arise when values of patients and their families differ from those of employees and physicians
- e) **Demonstrate zero tolerance to abuse of power/authority** that compromises patients or/and others served

- f) Work diligently to provide processes that **ensure the autonomy and self-determination** of patients or/and others served
- g) Work to ensure the existence of sound and fair procedures that will **safeguard the confidentiality** and privacy of patients or/and others served
- h) Work to ensure the existence of an ongoing processes and procedures to review, develop and **consistently implement evidence-based clinical practices** throughout the organization

12.3 The Health Systems Manager's Responsibilities to the Organization

The Health Systems Manager shall, within the scope of his or her authority:

- a) **Provide health services** consistently and responsibly with **available resources**, and when there are limited resources, **work to ensure an equitable system to allocate cost-effectively and fairly, available resources** that considers the ethical standards of the profession
- b) Conduct both **competitive and cooperative activities** in ways that **improve community** healthcare services
- c) **Lead** the organization in **the use and improvement of standards of management** that promote sound business practices
- d) **Respect the customs and practices** of all patients or/and others served, consistent with the organization's philosophy and core beliefs
- e) **Be truthful in all forms of professional and organizational communication/dealings**, and avoid disseminating information that is false, misleading or deceptive
- f) **Report financial and other information promptly and accurately**, and initiate appropriate action when false records and information are disseminated
- g) **Prevent fraud and abuse and aggressive accounting practices** that may result in disputable financial reports or false claims for remuneration
- h) **Create a favorable organizational environment** in which both clinical and management **mistakes are minimized** and, when they do occur, are disclosed and addressed efficiently and effectively to prevent future problems
- i) **Implement an organizational Code of Ethics** consistent with the values and beliefs of the Association and communities served - monitor compliance and take appropriate action to enforce the Code
- j) **Provide resources and mechanisms** for staff to address ethical organizational and clinical issues without fear of persecution or retribution

12.4 The Health Systems Manager's Responsibilities to Employees

Healthcare managers have ethical and professional obligations to the employees they manage that encompasses but are not limited to:

- a) Create a positive work environment that promotes **ethical conduct**

- b) Provide a work environment that encourages a **free expression of concerns and provides mechanisms for discussing and addressing** such concerns through participatory methods
- c) **Promote a healthy work environment which includes freedom from harassment, sexual and other, and coercion of any kind, especially to perform illegal or unethical acts**
- d) **Promote an organizational culture of inclusivity** that seeks to prevent discrimination on the basis of race, tribe, religion, gender, sexual orientation, age or disability
- e) Foster a work environment that **utilizes the employees' appropriate talent, knowledge and skills, and offers a safe and healthy** physical and emotional space to all team members

12.5 The Health Systems Manager's Responsibilities to Community and Society

The healthcare manager/executive shall:

- a) Work to identify and **meet the healthcare needs of the community** as best as resources allow
- b) Work to support **equal access** to healthcare services for all people
- c) Encourage and participate in **public dialogue** about relevant and timely healthcare policy issues, and advocate solutions that may improve health status and promote quality healthcare
- d) **Employ short- and long-term assessment tools** and instruments to determine the effectiveness of management's decisions affecting the organization, community and society-at-large
- e) Provide prospective patients and others with **adequate and accurate information**, enabling them to make enlightened decisions regarding services they receive

12.6 The Health Systems Manager's Responsibility to Report Violations of the Code of Ethics and Human Rights

A HeSMA member who has reasonable grounds to believe that anyone has violated the **Code of Ethics or Human Rights** has a duty to communicate such facts to the proper authorities and HeSMA Ethics Committee at the earliest time possible.

13.0 Designation for the Fellowship

A HeSMA Certified Fellow of Health System Management may display this distinguished title in the professional context, abbreviated as FeHSM. Holders of the FeHSM title are a distinguished group of health management professionals who are entrusted with maintaining the oversight of legitimate practices of the occupation. These individuals are responsible to "safeguard the public interest" which also "represent the interest of the Health Systems Managers," and so "will act to maintain the position as the controlling body of high standards and practices for the HeSMA body."

13.1 Nature of the Fellowship

HeSMA has adopted this stringent credentialing process for designating FeHSM members to recognize and publicize the achievements of this distinguished group to its peers in order to promote the standards and values of the Association. In this manner, our **learned society** becomes a critical representation of what our members stand for and how they are expected to behave in their entrusted roles and positions throughout the health systems.

Certification as FeHSM is available to all members who meet/exceed the qualifications and standards/criteria set forth by the HeSMA Board of Directors, as amended from time to time.

References

1. Kenya Health Sector Strategic and Investment plan (KHSSP) 2014-2018
2. National Continuing Professional Development Regulatory Framework, 2014
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Appendix 1: Human Resource Strategy



HRH Strategy 2014 -2018.pdf

FOREWORD

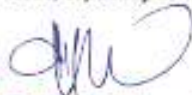
The Government of Kenya is determined to improve access to and equity of quality essential health care services and to ensure that the health sector plays its role in the realization of Vision 2030, public service reforms and the Millennium Development Goals. We, however, recognize that it will be difficult to achieve these ambitious health milestones we have set, especially the achievement of Millennium Development Goals without improving the quality, quantity and distribution of the health workforce. Inadequate numbers of skilled human resource have had a negative impact on efforts to expand access and improve the quality of health services. This situation has been aggravated by the continued high prevalence of HIV/AIDS, tuberculosis and malaria, which remain the leading killer diseases in the country.

Kenya's health sector recognizes that human resources for health constraints are a critical ingredient hampering Kenya's health sector planning, service delivery and ultimately national health outcomes. Against this background, the sector has taken on the task of defining long-term strategies for addressing the constraints to human resource development and management so as to effectively improve health service delivery. Thus, this strategy presents an analysis of the current human resources situation in the country, the contextual factors, and some of the influences, key issues and constraints across the sector. To address these issues, the plan proposes a series of interlinked strategies to remedy the situation and improve the quality and efficiency of service delivery under the devolved system of government.

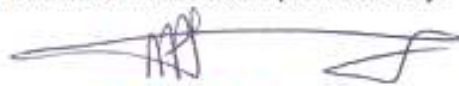
The core human resource challenges identified in the strategy cut across the sector. They span across virtually all the critical human resources areas, including policy and institutional arrangements, human resources planning, recruitment and placement, performance management and appraisal, reward and motivation, capacity building, and employee welfare. The plan proposes broad goals to address these challenges and modernize Kenya's human resources for health as a crucial element in the delivery of health services to the whole country, and particularly to areas that were hitherto underserved. In addition, the strategy incorporates the Country HRH Commitments as declared in the 3rd Global HRH Conference held in Brazil in November 2013, and strategies of its implementation.

While acknowledging the sector's long-standing human resource challenges, the Ministry of Health in collaboration with the 47 County Departments of Health is committed to providing effective leadership to facilitate the implementation of this strategy. This commitment aims to not only accelerate the achievement of the national health targets set by the Third National Health Sector Strategic Plan (NHSSP III) and the Millennium Development Goals, but also to realize Vision 2030. The County Departments of Health are therefore urged to identify with the Country HRH priorities for adoption and implementation through the County HRH Strategic Plans in line with devolved management of health workers.

We recognize that successful implementation of the strategy requires the concerted effort and commitment of a wide range of stakeholders in different health subsectors and others outside the health sector. In this regard, the National Ministry of Health and the County Health Departments will continue to provide stewardship in coordination of the sector and further strengthen future engagement processes. We strongly believe that, it is the sum total of all our efforts – big or small – that will contribute to better quality of life for our people and the reversal of the declining health status. The development of this strategy is highly welcome as it constitutes a significant addition to our HRH interventions. We are sure future editions will expand and improve on the information available in this issue, especially as the devolution of human resources for health takes shape in the country.

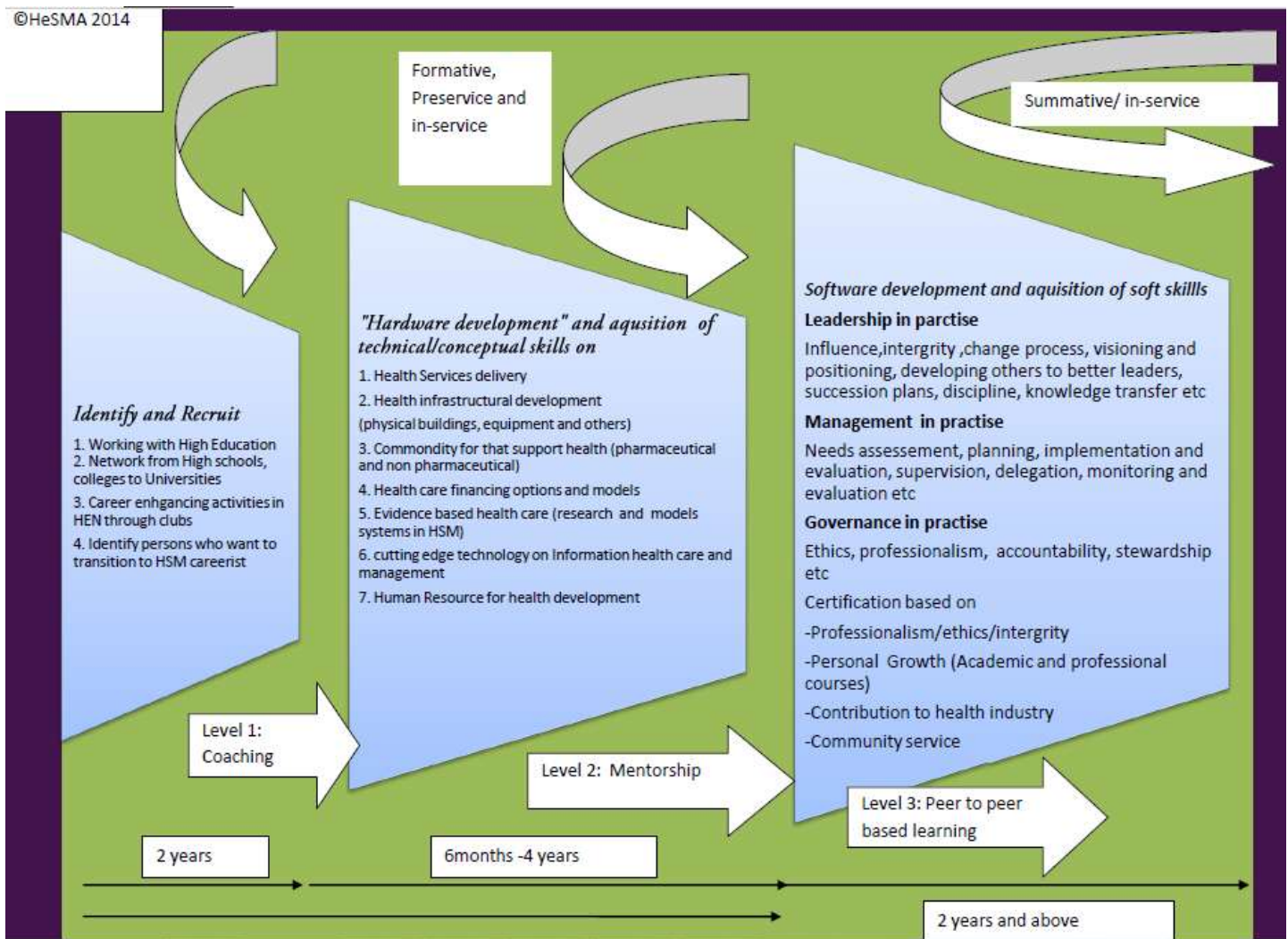


Dr. Khadijah Kassachoon,
Principal Secretary
Ministry of Health



Dr. Maurice Peter Siminyu,
Chair of Council of County Health Executives
County Executive Committee Member of
Health - Busia County

Appendix 2: HeSMA HRH Capacity Development framework



Appendix 3: Scheme Of Service For HSM



Draft HSM Scheme of Service Health managers.pdf

1. AIMS AND OBJECTIVES

- (i) To provide for a well defined career structure which will attract, motivate and facilitate retain suitably qualified and competent Health Systems Management Personnel in the Civil Service.
- (ii) To provide for clearly defined job descriptions and specifications with clear delineation of duties and responsibilities at all levels within the career structure which will ensure proper deployment and utilization of Health Systems Management Personnel and to enable them understand the requirements and demands of their job.
- (iii) To establish standards for recruitment, training and advancement within the career structure on the basis of qualifications, knowledge, competence, merit and ability as reflected in work performance and results.
- (iv) To ensure appropriate career planning and succession management.

Appendix 4: Kenya Health Sector Strategic and Investment plan



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PREFACE

The Government of Kenya has committed itself to providing equitable, affordable and quality health care of the highest standard to all Kenyans through the Constitution 2010 under the Bill of Rights. This will be achieved through appropriate policies and programs the health sector will undertake.

This strategic plan conveys the Health Sector Vision, Mission, goal and the core functions; policy priorities, strategic objectives, investment areas, implementation framework and the resource requirements between 2014 and 2018. The plan implementation will also be closely monitored through the health sector monitoring and implementation framework at both National and county levels. The plan recognizes the strengths, challenges and some of the underlying weaknesses within the current social, economic and political environment under which this plan will be implemented. Being the first strategic plan within the new devolved system of governance it is expected all players rally around the strategic directions outlined in the plan to the health goals.

The structure and framework of this plan is informed by the World Health Organization Health Systems approach, which ensures a linkage between the impact the sector intends to attain, the health service outcomes that will be targeted for the people of Kenya, outputs required to be achieved across the counties to attain these outcomes and the investments across the health system building blocks needed to be focused on for these outcomes to be achieved. This is a radical departure from the traditional disease based approach, and it allows a clear focus on the clients of the health services and linkages of health actions to the clients needs.

My acknowledgement goes to all various stakeholders who contributed towards development of this plan. In particular I applaud the Director of Medical Services, Dr Nicholas Muraguri; Policy Planning and Health care Financing Directorate, division and unit: Dr. Peter Kimuu, Mr Elkanah Ong'uti, Dr Ruth Kitetu, Dr Samuel Were, Stephen Cheruiyot, Munguti Nzoya, Dr Isabel Maina, and Pepela Wanjala, Dr Humphrey Karamagi (WHO advisor) amongst others for their tireless efforts in stewarding this process. I commend them for the able manner in which they guided the process and the facilitation of the various working groups. Efforts from officers of other Directorates towards this plan were also commendable. Input and contributions from development and implementing partners were similarly commendable. Their collective opinions and wisdom contributed greatly to the drafting and finalization of the plan.

The development of the plan was made possible through the technical advisors obtained from our development partners to whom we are very grateful. I particularly appreciate technical and financial support provided by World Health Organization in development of this document.

Successful implementation of this plan will require the coordinated efforts action of many sectors and the participation of all stakeholders in the health sector. I am confident that this plan will inform the process of joint annual planning, sector coordination, partnerships and monitoring. I request and urge all members of the health sector to put great effort into implementing this plan as a means of accelerating attainment of Universal Health Coverage in our country and improving Kenyans' quality of life.



Dr. Khadijah Kassachoon

Principal Secretary

Ministry of Health

Appendix 5: Professional Point Award Systems Structure

| Proposed Point System for HeSMA Advancement Recognition | | | | |
|---|------------------------------------|--------------|----------------------|--|
| | 36 Months | | | |
| Member | <7,000 points | Certificate | Certificate | Must be Approved by the HeSMA Board of Directors (Good for 2 years; recertification every 2 years) |
| Diplomate | >7,001 <17,000 points | Publication | | |
| | | | Medal or Pin | |
| Fellow | >17,001 points | | News Release | |
| Point System | | | | |
| Criteria | | Points | Maximum in 24 Months | Additional CEU Pts |
| Formal Education | Bachelors | 300 | 300 | |
| Formal Education | Masters + | 300 | 300 | |
| Continuing Ed | up to 700 pts / course | 10 x 2 years | 5000 | 7000 |
| HeSMA Member | Good standing annual | 200 | 200 | |
| | Category | 0-7800 | 5800 | 7000 |
| Professionalism | HeSMA standards | 0-200 | 200 | 200 |
| Integrity | HeSMA standards | 0-200 | 200 | 200 |
| Ethics | HeSMA standards | 0-200 | 200 | 200 |
| | Category | 0-600 | 600 | 600 |
| Community Service | Based on # hours of service | 0-600 | 600 | 600 |
| Professional Publications | Based on # Publications / Articles | 0-500 | 500 | 500 |
| Participation on NP Volunteer Organizational / Boards | Based on # hours of service | 0-500 | 500 | 500 |
| | Category | 0-1600 | 1600 | 1600 |
| | | | Diplomate | 8000 |
| Draft Model for use by the HeSMA Credentialing Comm. | | | Additional | 9200 |
| | | | Fellow | 17200 |

Appendix 6: Courses Offered by HeSMA

NSU HeSMA LMG Course Listings



Appendix 7: CPD framework for Health Care managers



Continuing Professional Development Framework 2014.pdf

FOREWORD

My ministry is committed to safeguarding the health and well-being of all Kenyans in order to meet targets for the millennium as well as vision 2030. Providing quality health care to Kenyans requires human resource for health with updated knowledge and skill for effective practice.

The development of the Continuing Professional Development (CPD) Framework comes at a time when the health sector is implementing far reaching reforms to meet the constitutional requirement of the right to health.

The CPD is anchored on the attainment of the East, Central and Southern Africa Health Community Ministers' resolution on scaling up the Human Resources for Health in the African Region, Vision 2030 and the Kenya Constitution 2010. It is in line with the Kenya Health Policy 2012 – 2030 that gives directions to ensure improvement in overall health status in Kenya. Further, it demonstrates the health sector's commitment, under government stewardship, to ensuring that the country attains the highest possible standards of health. This framework is designed to provide guidance and coordination towards a comprehensive Continuing Professional Development system for all health care workers with a focus on national priorities. Further, it outlines the roles and responsibilities of regulatory bodies, professional associations, Human Resources Department (HRD), CPD providers and other stakeholders.

This framework seeks to operationalize the government policy that stipulates that 40 hours per year should be channeled towards continuous learning for all civil servants. The various regulatory bodies and councils will determine how the 40 hours will be spread out. Issues of cross-cadre CPD trainings development and implementation are also addressed.

Health services are the most devolved function of government and I am proud to note that we continue to devolve these services without compromising quality health care provision. I am pleased to note that in line with devolution, a county CPD implementation has been outlined. It is important that those working in the counties do not miss out on training opportunities merely because of their duty stations. We shall ensure that even at the devolved units, healthcare workers can enhance their knowledge and skills and competencies.

Vision 2030 has mandated the government and health sector leadership to establish a high quality affordable health care system. By improving on the skills of the healthcare workers, we shall achieve the Vision 2030 goal of opening Kenya to health tourism. We want others to travel to Kenya for world class medical care.

A stylized signature in black ink, consisting of several overlapping loops and strokes.

James Macharia
Cabinet Secretary of Health

Appendix 8: TOR for Credentialing Committee

Job Title: HeSMA Credentialing Committee Members

Status: Volunteer appointed by the HeSMA Board of Directors and serves under the direction of the Committee Chair

Compensation: No pay, receives Certification Program points based on number of hours of service

Reports To: Chair of the Committee / Chief Executive Officer of HeSMA

Job Purpose:

The Credentialing Committee members are responsible for implementing the Policies and Procedures approved by the Board of Directors that reviews, evaluates requirements, and approves individuals for Board Certification as (1) Members, (2) Diplomates, and (3) Fellows of HeSMA.

The Credentialing Program establishes the criteria for recognition of the membership that sets standards for competence and excellence in the professional field of health care management in Kenya. Choosing to adhere to the Code of Ethics and Behavioral Standards established for individuals credentialed in health care management is an honor conferred by the Board of Directors of HeSMA to those providing evidence to the Credentialing Committee and the Society in general that the Member, Diplomate, and Fellow is committed to lifelong learning, management excellence, and the highest ethical conduct.

It is the responsibility of the Credentialing Committee members to carefully scrutinize all applicants according to the guidelines for becoming Board Certified Members, Diplomates, and Fellows of HeSMA. Their recommendations shall be forwarded to the Board of Directors for final approval. The HeSMA Credentialing Officer is appointed by the Board to serve on the Committee and sign off on award of distinction of excellence for Leadership, Management, and Governance (LMG).

Description of Duties and Tasks:

The Credentialing Committee shall follow the HeSMA Credentialing Policies and Procedures adopted by the Board of Directors to properly evaluate and verify the Credentialing Program applicants' performance in these areas:

- 1) Participation in formal professional development and continuing education
- 2) Participate in healthcare and community improvement and service activities
- 3) Commitment to the association as demonstrated by the active membership in HeSMA
- 4) Peer review
- 5) Adherence to the HeSMA Code of Ethics and Behavioral Standards for healthcare professionals

- 6) Successful completion of a comprehensive evidence-based application process that measures knowledge and skills in health management services
 - a) Written recommendations from colleagues that can attest to the employment record and character of the applicant
 - b) Satisfy periodic re-credentialing requirements based on ongoing performance in the field of health care management services as indicators of the continuing commitment and contributions to the profession

Knowledge:

The HeSMA Credentialing Committee members shall display the necessary knowledge and ability to appropriately represent the Association's Mission, Vision, and Values.

Committee Composition and Representation of the Association Membership:

In accordance with the **Certification Guidelines** approved by the HeSMA Board on September 16, 2015, the Credentialing Committee will be made up of *active* individuals from the membership:

- 1) The Credentialing Committee will be appointed by the HeSMA Board of Directors and include 5 members that are representative of the makeup of the Association.
- 2) The Credentialing Committee is responsible for conducting a thorough evaluation of all applicants for Certification by the Association; it will make recommendations to the Board who will have the final authority to confer Certification onto the membership of HeSMA.
- 3) The Credentials Committee will include representation in the following areas:
 - a) The CEO of HeSMA will serve as an active voting member of the Credentials Committee and be the Chair of the Committee
 - b) HeSMA capacity development Director who sits a secretary of the committee
 - c) A representative from the Higher Education Community (Universities, Colleges, Kenya School of Government, etc.)
 - d) A representative of the Ministry of Health at the national level
 - e) A county Health care system representative.
 - f) A representative of the Development partners, Nongovernmental organizations and the faith based sector
 - g) A representative of the Private health system
- 4) Terms shall be staggered so that after the first year of service, the Credentialing Committee members will remain on the Committee for a period of four, three, and two and one year(s); the CEO of HeSMA is a permanent member-position on the Credentials Committee.
- 5) All Credentials Committee members will uphold the Vision, Mission and Values of the Association and act as fiduciaries for HeSMA (they will represent the membership as a whole, and not their respective professional group or self-interest).

Specialized Skills and Talents:***Required***

1. Maintain the integrity and duties of the Credentialing Committee according to the approved meeting schedule
2. Knowledgeable about health related policies and practices that impact the health delivery system in Kenya
3. Effectively using organizational and planning techniques that ensure the progress of the Committee including applications record keeping, minutes of meetings and decisions, periodic reports to the HeSMA Board of Directors and membership
4. Maintain confidentiality of information relating to work related information and materials pertaining to HeSMA members
5. Represent HeSMA with dignity, honesty, loyalty, and integrity in all business transactions

Education***Required***

1. Bachelor's degree in a relevant health and / or business field

Desired or

1. Master's degree in a health related field
2. Board Certified Member, Diplomate, and Fellow