Facility Management Capability and Leadership

Facility management capability and leadership refers to the capabilities of managers and leaders within a facility. Leaders should also have relevant skills related to coordination of operations, external consumer relations, target setting, and human resources. Strong leaders must have or develop particular competencies and personality traits to engage the workforce and manage effectively. Competencies can be defined as the combination of motive, trait, skill, self-image, social role, and body of relevant knowledge. Managers should be properly equipped with the tools, systems, and skills to productively assess the health workforce within a facility and provide supportive supervision. Managers and leaders may represent different individuals or groups of individuals within a facility depending on the size and structure.

Visual Aid - Facility Management Capability and Leadership

Facility managers need the training and skills to effectively lead staff and manage delivery of strong primary health care within their communities.
Facility Management Capability and Leadership is a component of Facility Organization & Management

**System**
- Governance & Leadership
  - Primary Health Care Policies
  - Quality Management Infrastructure
  - Social Accountability
- Health Financing
  - Payment Systems
  - Spending on Primary Health Care
  - Financial Coverage
- Adjustment to Population Health Needs
  - Surveillance
  - Priority Setting
  - Innovation & Learning

**Inputs**
- Drugs & Supplies
- Facility Infrastructure
- Information Systems
- Workforce
- Funds

**Service Delivery**
- Population Health Management
  - Local Priority Setting
  - Community Engagement
  - Empowerment
  - Proactive Population Outreach
- Access
  - Financial
  - Geographic
  - Timeliness
- High Quality Primary Health Care
  - First Contact
  - Accessibility
  - Continuity
  - Comprehensiveness
  - Coordination
  - Person-centered
- Availability of Effective PHC Services
  - Provider Availability
  - Provider Competence
  - Provider Motivation
  - Patient-provider
  - Respect & Trust
  - Safety

**Outputs**
- Effective Service Coverage
  - Health Promotion
  - Disease Prevention
  - RMV
  - Childhood Illness
  - Infectious Disease
  - NCD & Mental Health
  - Palliative Care

**Outcomes**
- Health Status
- Responsiveness to People
- Equity
- Efficiency
- Resilience of Health Systems

Social Determinants & Context (Political, Social, Demographic & Socioeconomic)
Facility Management Capability and Leadership is a component of Facility Organization and Management

- Team-Based Care Organization
- Facility Management Capability & Leadership
- Information System Use
- Performance Measurement & Management
What can you learn about Facility Management Capability and Leadership from the Improvement Strategies?

**SECTION 1**

What is Facility Management Capability and Leadership?

**What it is:** Learn more about the core principles and goals of Facility Management Capability and Leadership and its role in PHC improvement.

**SECTION 2**

How do I assess my performance?

**What it is:** Learn more about some indications that improvements might be relevant in your context and what you can achieve by focusing improvements on Facility Management Capability and Leadership.

**Vital Signs Profile:** Use the information in your Vital Signs Profile to help determine relevant areas for improvement.

**SECTION 3**

How do I get started?

**What others have done:** Learn from implementation approaches and challenges in other country contexts.

**How to succeed:** Consider your country context, what elements are not functioning properly, and what needs to be in place to support effective improvements.

**What to ask:** Use guiding questions to help determine how you might begin to plan and enact reforms in your country context.

*Guided by the above considerations and relevant resources, start to build out an improvement plan with your CE lead and/or focal point.*
What can my country achieve by focusing on Facility Management Capability and Leadership?

Goals & Outcomes

- **Effective management of PHC facility operations**, ultimately helping to improve efficiency and cost-effectiveness

- **Effective management of staff**, helping to ensure providers are equipped with the skills and resources to deliver high-quality care in their communities
Facility Management Capability and Leadership – How do I assess my performance?

Learn more about whether you should focus on Facility Management Capability and Leadership in the Vital Signs Profile.
How do I assess my performance?

Use the information in the Vital Signs Profile to help determine relevant areas of improvement.

Completion of a Vital Signs Profile gives countries a holistic understanding of PHC strengths and weaknesses, a critical first step in the measurement for improvement pathway.
How do I assess my performance?

Use the information in the Vital Signs Profile to help determine relevant areas of improvement.
How do I assess my performance?

Use the information in the Vital Signs Profile to help determine relevant areas of improvement.

Measure 29: Team-Based Care Organization
Measure 30: Facility Management Capability and Leadership
Measure 31: Information Systems Use
Measure 32: Performance Measurement and Management
Measure 33: Performance Measurement and Management – Supportive Supervision
What are other indications that Facility Management Capability and Leadership might be an appropriate area of focus?

Other Indications

- **Day-to-day facility operations**, including human resource, operations, financial, and performance management, are inefficient or poorly functioning. For example, there may be issues with provider motivation and absenteeism and/or routine financial planning.

- Facility leaders inconsistently use systems to collect and monitor feedback and performance, such as community advisory boards or routine systems for monitoring provider performance, and/or are not responsive to this feedback.

- Little to no facility managers receive official management training and routine feedback on their management capabilities and performance.
Learn more about the core principles of Facility Management Capability and Leadership and what you can achieve by focusing improvements in the **What it is** section.
What is Facility Management Capability and Leadership?

Facility Management Capability and Leadership includes the technical training and skills of facility managers to effectively organize facility operations, motivate staff, manage budgets and distribute resources, and react to new challenges.

Facility Management Capability and Leadership is essential for facilitating the continuous delivery of high-quality health services.
What is Facility Management Capability and Leadership?

Facility Management Capability and Leadership includes the technical training and skills of facility managers to effectively organize facility operations, motivate staff, manage budgets and deploy resources, and react to new challenges.

Facility Management Capability and Leadership is essential for facilitating the continuous delivery of high-quality health services.

What should I know before beginning improvements?

What are the competencies of current facility leaders?
Effective facility management accounts for the variety of leadership competencies that should be accounted for when implementing management reforms, including communications, systems thinking, and strategic decision making.

What are their responsibilities and have they received relevant training?
Management capability and leadership ensure that managers have relevant skills related to coordination of operations, external/consumer relations, target setting, and human resources.

Are there clear systems for facility leaders to receive feedback from staff and the community?
Systems for community- and staff- engagement and feedback fosters a culture where patients and staff feel safe and their input is valued.
What is Facility Management Capability and Leadership?

- Strengthen skills and competencies
  Facility managers’ training should equip them with skills to organize facility operations, deploy resources, react to new challenges, and motivate staff.

- Clearly define roles & responsibilities
  Managers’ responsibilities may include: management of community engagement, target setting and monitoring, operations and management, human resources management, and financial management.

- Implement supportive information & management systems
  Efficient management practices are often supported by information systems for recording, transferring, and analyzing individual provider performance data.
A “learning organization” is one where facility leaders foster an organizational culture that promotes learning from mistakes or errors within the facility. **Below are a few qualities of teams and leaders that facilitate organization learning:**

- **A safe learning environment where voices are valued**
  Facility leaders should communicate that all voices are welcomed and valued and that all providers, regardless of their role in patient care, are invited and encouraged to share concerns.

- **A compelling vision for what needs to be improved**
  This includes clear systems for recording and sharing visions between stakeholders, including managers, providers, and community members.

- **Team-based learning infrastructure where small groups can contribute lessons and expertise**
  If an error occurs at a facility, there should be systems in place for providers to come together and discuss implications, lessons, and improvement strategies.
Visual aid: Facility Management Capability and Leadership

Facility Management Capability and Leadership

Facility managers need the training and skills to effectively lead staff and manage delivery of strong primary health care within their communities.

**TECHNICAL SKILLS AND TRAINING:**

- How to organize facility operations
- How to deploy resources
- How to react to new challenges
- How to motivate staff

**RESPONSIBILITIES:**

- Management of community engagement
- Target setting and monitoring
- Operations management
- Human resource management
- Financial management
Facility Management Capability and Leadership – How do I get started?

Facility Management Capability and Leadership

Facility management capability and leadership refers to the capabilities of managers and leaders within a facility. Leaders should also have relevant skills related to coordination of operations, external/external relations, target setting, and human resources. Strong leaders must have or develop particular competencies and personality traits to engage the workforce and manage effectively. Competencies can be defined as the combination of motive, trait, skill, self-image, social role, and body of relevant knowledge. Managers should be properly equipped with the tools, systems, and skills to productively assess the health workforce within a facility and provide supportive supervision. Managers and leaders may represent different individuals or groups of individuals within a facility depending on the size and structure.

Visual Aid - Facility Management Capability and Leadership

What it is | What others have done | What to ask | How to succeed

Derive information from What others have done, What to ask and How to succeed to help determine where and how you might begin to plan and enact forms in your country context.
Planning for improvement in your context

The guidance and recommendations described within the Facility Management Capability and Leadership module are not intended to provide a one-size-fits-all solution.

The considerations involved in planning and implementing strategies will depend on your local context.

Sample activities

- **Consider** implementation challenges and approaches in other country contexts

- **Understand how the features of your health system**, such as how decisions get made and the role of the private sector, will impact your improvement plans

- **Identify** key elements that need to be in place to support improvements

- **Use the guiding questions in the Improvement Strategies** to spur thinking about Facility Management Capability and Leadership in your country context and stimulate ideas for improvement

- **Start to develop** an improvement plan
The specific considerations involved in planning and implementing strategies will depend on your local context.

The questions listed may be a useful starting place to determine how you might begin to plan and enact reforms in your context.

Sample questions

☐ Who are the current facility leaders and facility managers? What are their responsibilities and have they received relevant training?
Questions to ask to help you get started

The specific considerations involved in planning and implementing strategies will depend on your local context.

The questions listed may be a useful starting place to determine how you might begin to plan and enact reforms in your context.

Sample questions

☐ Who are the current facility leaders and facility managers? What are their responsibilities and have they received relevant training?

☐ Is there a clear point of contact within the facility for community members?
The specific considerations involved in planning and implementing strategies will depend on your local context.

The questions listed may be a useful starting place to determine how you might begin to plan and enact reforms in your context.

Sample questions

- Who are the current facility leaders and facility managers? What are their responsibilities and have they received relevant training?
- Is there a clear point of contact within the facility for community members?
- Are there systems for facility leaders to receive feedback from other employees within the facility?
The specific considerations involved in planning and implementing strategies will depend on your local context.

The questions listed may be a useful starting place to determine how you might begin to plan and enact reforms in your context.

Sample questions

☐ Who are the current facility leaders and facility managers? What are their responsibilities and have they received relevant training?

☐ Is there a clear point of contact within the facility for community members?

☐ Are there systems for facility leaders to receive feedback from other employees within the facility?

☐ What are the weaknesses in the facility (as identified through performance measurement and management), and are facility leaders well situated to address them?
Learn from what others have done

Time-Driven Activity Based Costing | Haiti

Time-driven activity based costing helped to improve facility costing and planning and also increase efficiency.

Hospital Management Reform | Ethiopia

The Ethiopian Hospital Management Initiative strengthened management capacity through a mentoring hospital management education program.
Haiti: At-a-glance context

Haiti’s health system includes the public sector; the private for-profit sector; the mixed non-profit sector; the private non-profit sector; and the traditional health system.

# Haiti: At-a-glance context

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<th>GDP per capita ($PPP)</th>
<th>Human Development Index</th>
<th>Life expectancy at birth</th>
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<table>
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<th>Percentage of population living in rural areas</th>
<th>Percentage of population living under $1.90 per day</th>
<th>Population</th>
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</thead>
<tbody>
<tr>
<td>46%</td>
<td>24%</td>
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</table>
Learn from what others have done: Haiti

Background & approach

• The organization Partners in Health implemented time-driven activity based costing (TDABC) exercises at five health centers in Haiti

• TDABC helps identify where and how services may be made more efficient

Outcomes

Three overarching observations resulted from the implementation of TDABC:

• Leaders were more readily able to identify inconsistencies in service delivery both within and between health centers, leading to better performance measurement

• Leaders recognized bottlenecks (situations that cause delay) in the services they provided

• Leaders also identified opportunities for task shifting to less specialized providers (such as nurses), which could help to decrease costs and optimize resources
Ethiopia: At-a-glance context

In 1993, the Ethiopian government established the National Health Policy and Strategy to improve access to primary health care.
## Ethiopia: At-a-glance context

<table>
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<th>Metric</th>
<th>Value</th>
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<tbody>
<tr>
<td>GDP per capita ($PPP)</td>
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<tr>
<td>Human Development Index</td>
<td>0.46</td>
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<tr>
<td>Life expectancy at birth</td>
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</tr>
<tr>
<td>Percentage of population living in rural areas</td>
<td>80%</td>
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<tr>
<td>Percentage of population living under $1.90 per day</td>
<td>27%</td>
</tr>
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<td>Population</td>
<td>112.1M</td>
</tr>
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</table>
Learn from what others have done: Ethiopia

Background

• In 1993, Ethiopia instituted a new National Health Policy (NHP) to improve overall health status by increasing access to primary health care services

• The NHP led to a 20-year, four-stage Health Sector Development Plan (HSDP)

• As part of the HSDP, the Ethiopian Ministry of Health collaborated with the Clinton Health Access Initiative and Yale University to implement hospital facility management reform in 2006

• The program addressed 14 hospitals across six regions of Ethiopia

Approach

The Ethiopia Hospital Management Initiative addressed management capacity in three ways:

• Building a mentoring program with American and Ethiopian administrators

• Offering short courses on hospital management competencies taught by Yale faculty in Ethiopia

• Establishing a hospital management education program within a Masters of Public Health program at a local university
Learn from what others have done: Ethiopia

- **Collaborative approach** draws on the strengths of various organizations and institutions

- **Targets long-term sustainability** through the establishment of the Master’s level hospital management education program

  - Program evaluations found that **60% of hospital management indicators improved in the ten months following the start of the program**
Recap: Facility Management Capability and Leadership
Recap: Facility Management Capability and Leadership

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