



American College of
Healthcare Executives
for leaders who care®



International
Hospital
Federation



Pan American
Health
Organization



World Health
Organization
REGIONAL OFFICE FOR THE Americas

The Journey so far.....

Global Healthcare Management Consortium



EUROPEAN ASSOCIATION
OF HOSPITAL MANAGERS



Associació d'Entitats Sanitàries i Socials



Health Management Institute of Ireland



IHFSIG

Healthcare Management

PRESENTATION

- The development of the core competency directory BY Lucy Nugent
- An application of it with the self assessment platform BY Marisa Gil
- Future developments in support to the directory BY Anna Riera

“The science of medicine is thousands of years old. The discipline of management sciences which includes the study of leadership is less than 100 years old. Management sciences applied to healthcare is still in its infancy.”

Management Sciences for Health
“Occasional Papers” NO.4 (2006)



A photograph of an elderly man with his hands covering his eyes, looking distressed. The image is used as a background for the text.

Challenges in All Health Systems

Demography

Complex needs

New expectations

Limited resources

The Vision: Why Are We Here?

- Agreement on ***fundamental competencies*** for healthcare managers at all levels
- Need for a ***contemporary model*** that starts with the health needs of society
- Help ***focus*** developmental needs of ***individuals***

The Vision: Why Are We Here?

- Defining ***healthcare management as a profession*** in countries where it has not been recognized
- Promoting the ***formation and acceptance*** of Health Management Associations within countries and regions

Global Healthcare Management Competency Directory

- Achieved after 3 years work
- Crosswalk and consolidation of existing competency frameworks throughout the world
- Validated through field review
- Consists of five key domains
 - Leadership
 - Communication and Relationship Management
 - Professional and Social Responsibility
 - Health and Healthcare Environment
 - Business



Competency Directory

The competencies in the Competency Directory are derived from those in the Healthcare Leadership Alliance (HLA) Competency Directory.³ The HLA competencies were developed from job analysis surveys conducted to determine the relevant tasks typically performed by healthcare managers regardless of work setting or years of experience. The global competencies have been validated by the organizations that contributed to the Competency Directory and represent documented skills and abilities of thousands of healthcare managers from a variety of settings. The Competency Directory may be used to show the depth and breadth of knowledge healthcare managers need to know to ensure that their organizations and the healthcare system are operating effectively in providing optimal care to the population served.

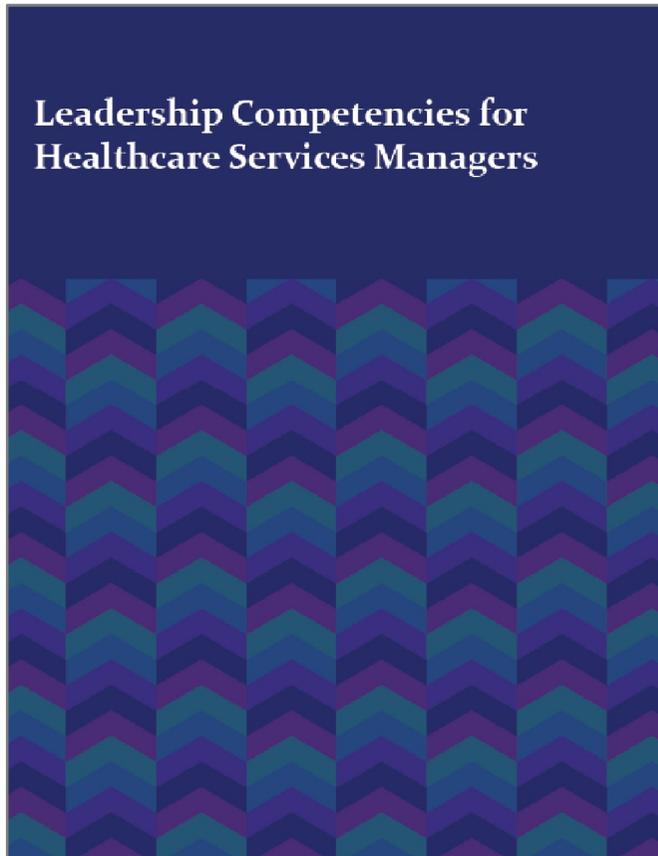


Competency Clusters



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Competency Framework for Health Sector Applications: Developed by Global Consortium



Special Thank you to:

American College of Healthcare Executives

Australasian College of Health Service
Management

Canadian College of Health Leaders

European Association of Health Managers

Federacao Brasileira de Administradores
Hospitalares

Federacion Andina y Amazonica de Hospitales

Federacion Latinoamericana de Hospitales

Health Management Institute of Ireland

Hong Kong College of Healthcare Executives

International Health Services Group

International Hospital Federation

Jamaican Association of Health Services

Management Sciences for Health

Pan American Health Organization

Taiwan College of Healthcare Managers

Tropical Health and Education Trust – Partnership
for Global Health

University of the West Indies



Use of Directory

- Instrument for assessment of leadership and management capabilities
- Guiding tool for curriculum adaptation and development
- Tool for enhancing continuing professional education programs
- Assisting governments and organizations in identifying gaps in management and leadership
- Planning and development of long-term career pathways
- Template for credentialing healthcare managers
 - Demonstrated competencies verified by independent evaluation
 - Continuous Professional Development translated into a plan
 - Professional achievements supported by evidences and testimonies

Using the Directory – a Call to Action for Many Stakeholders

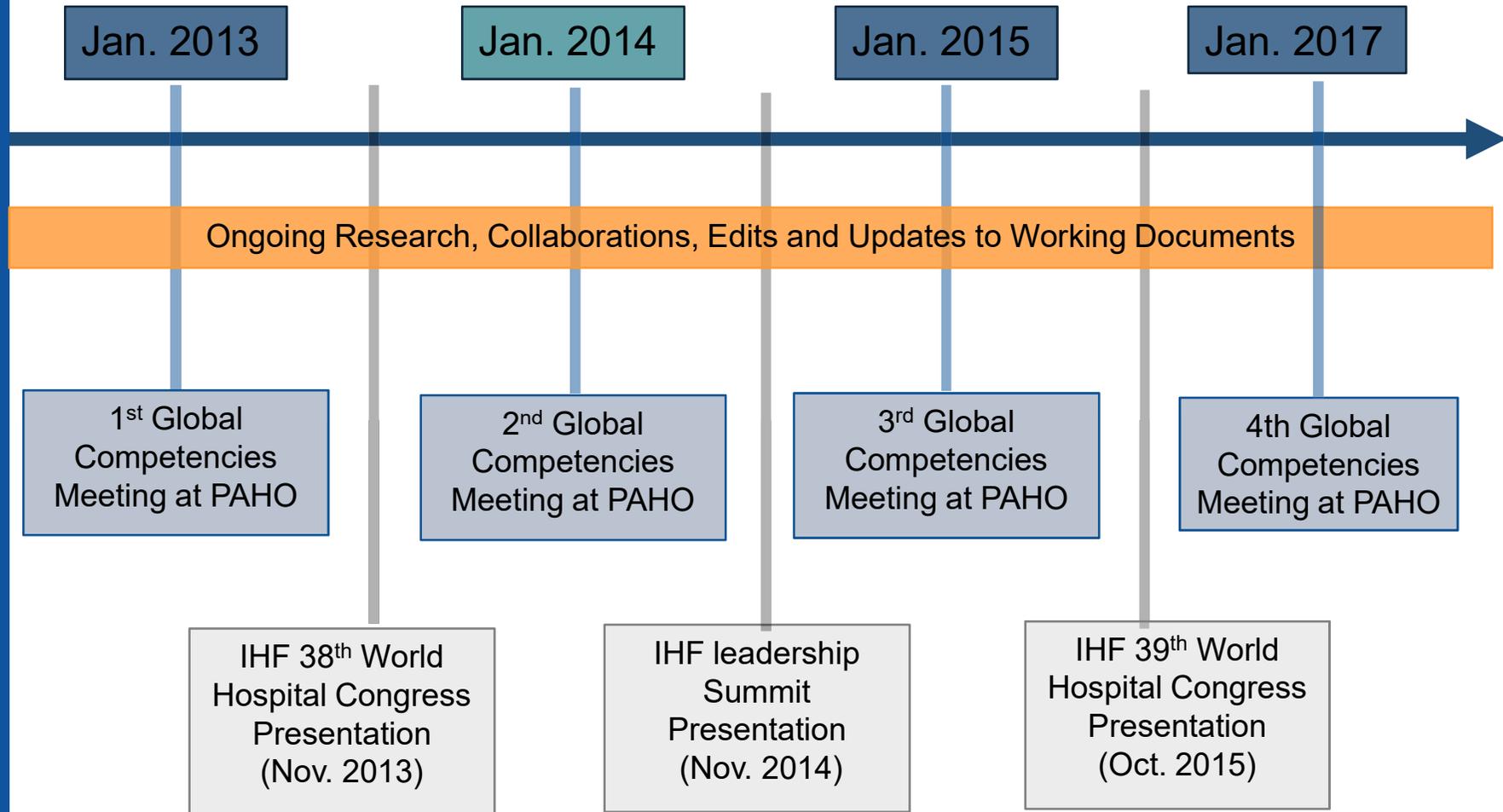


Mission of this Consortium

- To promote healthcare management professionalization and to enhance training for healthcare leaders by:
 - Creating an globally agreed upon set of core competencies for managers
 - Encouraging the use of this directory as a tool to intensify the training, employment and promotion of health managers
 - Promoting the development of long-term career pathways for health managers
 - To promote the formalization and acceptance of Health Management Associations within countries and regions as key stakeholders
 - Partner with Academia



Timeline of Work



Achievements to Date

- Global Healthcare Management Competency Directory
- Call to Action
- Formation of the IHF Healthcare Management Associations Special Interest Group
- Development of Annual Work Plan
- Draft Communications Strategy

THE TOOL

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

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



Using the global core competency directory as the backbone of the assessment



Objective of the Tool

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

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

What result will I get ?

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

Access to resources to support your continuous professional development

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



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Each person gets its own results and profile

The screenshot shows the IHFSIG Healthcare Management user profile for 'Marisa user', a Top executive (ceo, President) from Spain. The profile includes fields for Country (Spain), Gender (Female), Age (43), Employer (Private Healthcare Provider), Additional Professional Qualification (Doctor), Position Length (Less Than 2 years), Employer Length (Less Than 2 years), Work Length (Less Than 2 years), and Healthcare Degree (Certificate). There is an 'Update Profile' button with a checkmark icon. To the right, the 'Activity' section contains two orange notification boxes. The first, titled 'Data protection and confidentiality', explains that the site is managed by the International Hospital Federation under Swiss civil code and data protection regulation, and that individual results are never disclosed. The second, titled 'Attention', informs the user that they have not recently taken the latest survey and provides a link to the 'Global Healthcare Management Competency Self-Assessment'.

Home >

IHFSIG
Healthcare Management

Marisa user
Top executive (ceo, President)

Country Spain

Gender Female

Age 43

Employer Private Healthcare Provider

Additional Professional Qualification Doctor

Position Length Less Than 2 years

Employer Length Less Than 2 years

Work Length Less Than 2 years

Healthcare Degree Certificate

Update Profile Update

Activity

Data protection and confidentiality

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

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

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

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

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

Attention

You have not recently taken our latest survey, why don't you try it out [Global Healthcare Management Competency Self-Assessment](#)

Click on the link to begin the survey

You may take the assessment as many times as you wish but the tool only keep last registry
➔ save/print your results before taking test again

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

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

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

Step 1 may take you **25 min.**

The screenshot shows a web browser window with the URL healthmanagementcompetency.org/en/survey/globalhealthcaremanagement. The page header includes the IHFSIG logo and the text "Global Healthcare Management Competency Self-Assessment". Below the header, there are instructions: "Please assign on how each competency is relevant to your current position". The main content area is divided into two columns, each containing five multiple-choice questions (MCQs). Each MCQ has five radio button options labeled 1 through 5, representing a relevance scale from "Not Relevant" to "Highly Relevant".

Instructions:
Please assign on how each competency is relevant to your current position

Articulate and communicate the mission, objectives and priorities of the organization to internal and external entities

1- Not Relevant
 2- Slightly Relevant
 3- Relevant
 4- Very Relevant
 5- Highly Relevant

Incorporate management techniques and theories into leadership activities

1- Not Relevant
 2- Slightly Relevant
 3- Relevant
 4- Very Relevant
 5- Highly Relevant

Analyze problems, promote solutions and encourage decision making

1- Not Relevant
 2- Slightly Relevant
 3- Relevant
 4- Very Relevant
 5- Highly Relevant

Create an organizational climate built on mutual trust, transparency and a focus on service improvement that encourages teamwork and supports diversity

1- Not Relevant
 2- Slightly Relevant
 3- Relevant
 4- Very Relevant
 5- Highly Relevant

Encourage a high level of commitment from employees by establishing and communicating a compelling organizational vision and goals

1- Not Relevant
 2- Slightly Relevant
 3- Relevant
 4- Very Relevant
 5- Highly Relevant

Hold self and others accountable to surpass organizational goals

1- Not Relevant
 2- Slightly Relevant
 3- Relevant
 4- Very Relevant
 5- Highly Relevant

Promote ongoing learning and improvement in the organization

1- Not Relevant
 2- Slightly Relevant
 3- Relevant
 4- Very Relevant
 5- Highly Relevant

Respond to the need for change and lead the change process

1- Not Relevant
 2- Slightly Relevant
 3- Relevant
 4- Very Relevant
 5- Highly Relevant

What is your own competency

- Once you have established how **relevant** (in a scale of 1 to 5) you consider each of the 80 the competencies for your job
- Self-assess your own level of competency on each of them, using a scale of 5 (Dreyfus Model - slide 21)
- You may pause and come back at any moment

The Dreyfus model is used to scale 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
- Remember you are not been judged by anyone else, just yourself
- This may take you again 25 minutes!

The screenshot shows a web browser window with the URL healthmanagementcompetency.org/en/survey/globalhealthcaremanagement. The page contains a survey form with the instruction: "Please assign on how each competency is relevant to your current position". The form is divided into eight sections, each with a competency description and a five-point Likert scale (1-5) with radio button options. The sections are:

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

What do you get at the end ?

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Healthcare Management

Profile

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

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

Your profile during this survey was:

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

[View Resources](#) Print your priorities for improvement
Print your full results

Competencies That You should Improve Urgently

Competencies You Need To Work On

Leadership

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

Communication and Relationship Management

	Personal Result	
	Relevance	Competency
Relationship Management Subdomain		
Demonstrate effective interpersonal relationships and the ability to develop and maintain positive stakeholder relationships	1	1
Practice and value transparent shared decision making and understand its impacts on stakeholders (internal and external)	1	1
Demonstrate collaborative techniques for engaging and working with stakeholders	1	1
Communication Skills and Engagement Subdomain		
Exercise cultural sensitivity in internal and external communication	1	1
Demonstrate strong listening and communication skills	1	1

Possible printable version

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 CPD

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

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



What do you get at the end ?

Profile

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

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Your profile during this survey was:

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

[View Resources](#)

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

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

healthmanagementcompetency.org/en/results/globalhealthcaremanagement/200

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

1 1

Full Result

Personal World Country Position Position by Country

Leadership

Leadership Skills and Behavior <small>Subdomain</small>	Personal Result		Country Result	
	Relevance	Competency	Relevance	Competency
Articulate and communicate the mission, objectives and priorities of the organization to internal and external entities <small>Competency 1</small>	1	1	3.5	2.6
Incorporate management techniques and theories into leadership activities <small>Competency 2</small>	1	1	3.5	2.6
Analyze problems, promote solutions and encourage decision making <small>Competency 3</small>	1	1	3.25	4

Engaging Culture and Environment <small>Subdomain</small>	Personal Result		Country Result	
	Relevance	Competency	Relevance	Competency
Create an organizational climate built on mutual trust, transparency and a focus on service improvement that encourages teamwork and supports diversity <small>Competency 1</small>	1	1	3.25	3.6
Encourage a high level of commitment from employees by establishing and communicating a compelling organizational vision and goals <small>Competency 2</small>	1	1	3.25	2.6
Hold staff and others accountable to surpass organizational goals <small>Competency 3</small>	1	1	2.25	3.25

Leading Change <small>Subdomain</small>	Personal Result		Country Result	
	Relevance	Competency	Relevance	Competency
Provide ongoing learning and improvement in the organization <small>Competency 1</small>	1	1	2.75	3.25
Respond to the need for change and lead the change process <small>Competency 2</small>	1	1	2.5	3

Driving Innovation <small>Subdomain</small>	Personal Result		Country Result	
	Relevance	Competency	Relevance	Competency
Encourage diversity of thought to support innovation, creativity and improvement <small>Competency 1</small>	1	1	3	3.25

Communication and Relationship Management

Relationship Management <small>Subdomain</small>	Personal Result		Country Result	
	Relevance	Competency	Relevance	Competency
Demonstrate effective interpersonal relationships and the ability to develop and maintain positive stakeholder relationships <small>Competency 1</small>	1	1	3.25	2
Practice and value transparent shared decision making and understand its impacts on stakeholders (internal and external) <small>Competency 2</small>	1	1	2.5	3
Demonstrate collaborative techniques for engaging and working with stakeholders <small>Competency 3</small>	1	1	1.5	2.75

Communication Skills and Engagement <small>Subdomain</small>	Personal Result		Country Result	
	Relevance	Competency	Relevance	Competency
Exercise cultural sensitivity in internal and external communication <small>Competency 1</small>	1	1	2	3.25
Demonstrate strong listening and communication skills <small>Competency 2</small>	1	1	2.75	2.75
Present results of data analyses in a way that is factual, credible and understandable to the decision makers <small>Competency 3</small>	1	1	2.75	2.5
Prepare and deliver business communications such as meeting agendas, presentations, business reports and project communication plans <small>Competency 4</small>	1	1	1.5	1.75
Demonstrate understanding of the function of media and public relations <small>Competency 5</small>	1	1	2.25	1.75

Facilitation and Negotiation <small>Subdomain</small>	Personal Result		Country Result	
	Relevance	Competency	Relevance	Competency
Manage conflict through mediation, negotiation and other dispute resolution techniques <small>Competency 1</small>	1	1	2.75	1.75
Demonstrate problem solving and problem solving skills <small>Competency 2</small>	1	1	2.5	2.5
Build and participate in effective multidisciplinary teams <small>Competency 3</small>	1	1	3.25	3.5

Professional and Social Responsibility

Personal and Professional Accountability <small>Subdomain</small>	Personal Result		Country Result	
	Relevance	Competency	Relevance	Competency
Advocate for and participate in healthcare policy initiatives <small>Competency 1</small>	1	1	1.5	3
Advocate for rights and responsibilities of patients and their families <small>Competency 2</small>	1	1	1.75	1.75
Demonstrate an ability to understand and manage conflict-of-interest situations as defined by organizational bylaws, policies and procedures <small>Competency 3</small>	1	1	3	4
Practice due diligence in carrying out fiduciary responsibilities <small>Competency 4</small>	1	1	2.25	2.25

FUTURE DEVELOPMENTS...

IHF has put together a series of proposals for continuous improvement, seeking to persevere with efforts to collaboratively create an integrated and integrative tool to assist the development of competencies among managers and executives in the health sector.

- 1** Conduct market research studies for each type of manager/executive
- 2** Create a 'Competencies Dictionary' based on the Competencies Directory.
- 3** Competencies development guide

1

Conduct “market research” studies for each type of manager/executive

Possible developments: a way of comparing competencies development.

1. **Your current level vs market level (local)**
2. **Market level by country.** Internationally, it will be possible to see the extent to which different environments and countries are similar or different, in terms of the responses for expected levels of development for each competency.
3. **Individual competencies vs average competencies** for all managers in their organization (also in comparison with the average mentioned previously).
4. **A group report** for all of the managers and executives, summarizing the current and desired levels of competencies for the group.

In summary, this self-assessment tool will 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 in a practical way

2 Create a 'Competencies Dictionary' based on the Competencies Directory .

The dictionary would provide clear descriptions of management competencies (drawing further distinctions based on the directory), but would also **unequivocally identify types of behavior or activities to evidence the different levels of competency.**

This would enable us to clearly identify what would be expected of a manager if, for example, we say we want a certain level for a given competency.

(Also environment specificity)

3 Competencies development guide

- Including recommended actions enabling manager/executive to undertake improvement actions aimed at a specific competency level.
- The actions go beyond simply attending courses. The power of the competency development guide is that it not only provides resources, guidelines and tools, but also puts each manager in charge of improving their own competencies.

Example

Development methods	Activities
Reading	<ul style="list-style-type: none">• Internal publications: reports, procedures, processes, strategic plans, etc.• Public publications: sector reports, advisory documents, etc.• Books, journals, management manuals, technical manuals, reports from other entities
Face-to-face	<ul style="list-style-type: none">• Courses: open courses, internal courses• Creation of groups and/or committees• Visits, exchange meetings, case study groups• Group coaching
Exercises	<ul style="list-style-type: none">• Self-study exercises• Technical guides
Tutorials	<ul style="list-style-type: none">• Exercises with a search for tutors or internal experts• NI technical guides• External specialist support and mentoring• External individual skills coaching

Take your assessment at
<http://healthmanagementcompetency.org>



THANK YOU

www.ihf-fih.org

Feedback and comments, most welcome
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