

# Effective performance management in health care organizations

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# Outline

- Background
- Global response to improve effective management of HC organizations
- Regional situation
- Way forward



# Background

- The health care industry represents 6 trillions US \$
- Health sector is a major employer after education in most countries
- Health sector contributes to economic growth ( 3-5 % of GDP in some countries)
- increasing visibility of health on the political agenda



# Background

- **Some global trends:**
  - spending on health care is increasing (more than economic growth in some countries)
  - increasing population expectations for quality health care
  - increasing use of health & bio medical technology (irrational use)



# Background

- Inequalities in health care expenditures & health outcomes ( inside & between countries )
- Growing complexity of health care organizations ( size, finance, level of technology, health care providers)
- Increasing interest in rational use of resources ( health technology selection & assessment )



# Background

- Pressures to improve health sector performance ( cost containment strategies of health insurance organizations)
- Efforts to improve management effectiveness in health care organizations ( built in incentives through policy reforms)
- Growing interest in health system performance since WHR 2000



# Global initiatives to improve management effectiveness of HC organizations

- Movement initiated in developed economies
- Initiatives supported by health care payers including insurance organizations
- Interest of health care providers in health centers and hospitals ( public & private)
- reforms assisted by health professional associations



# Global initiatives to improve management effectiveness of HC organizations

- **Role of WHO:**

- work on rational use of health technology
- development of essential list of medicines
- guidelines for rational use of technology
- guidelines for the selection & use of essential medical devices
- sharing of experiences on rational use of health & bio medical technology ( partnership with CSO and consumer groups )



# Global initiatives to improve management effectiveness of HC organizations

- Approach used par EURO to improve hospital performance : PATH based on :
  - efficiency
  - productivity
  - safety ( quality assurance & improvement)
  - user's satisfaction
- Indicators are developed to measure hospital performance



# Global initiatives to improve management effectiveness of HC organizations

- Studies were carried out in the WHO African region to assess economic efficiency of hospitals using some econometric models



# Regional situation

- There is a growing of decision makers on improving efficiency of health care organizations
- **Waves of policy reforms** focusing on :
  - strengthening health delivery systems based on primary health care
  - hospital autonomy ( modernization of management, management information system with IT support)



# Regional situation

- WHO technical paper on improving hospital performance in the region to be presented in the forth coming regional committee meeting of WHO in Fez
- Quality assurance & improvement programs ( GCC countries and with collaboration of Arab League)
- Accreditation movement to improve quality and to reduce costs



# Way forward

- Awareness raising about the issue of improving health care facility performance:
  - advocacy
  - capacity development of managers
  - use of health service research activities to generate evidence
  - dissemination of studies showing the added value of management effectiveness work



# Way forward

- **Normative work:**
  - development of tools & instruments (conceptual framework to assess performance of health care organizations)
  - adaptation of the PATH approach to the regional context
  - research activities focused on wastage in health care organizations



# Way forward

- **Normative work:**
  - development of standard operating procedures to manage performance of health care organizations
- **Capacity development:**
  - training of health professionals on management effectiveness at various levels



# Way forward

- **Institutional strengthening:**
  - promotion of a function of Health Technology Assessment in health systems of the region
  - strengthening of national regulatory authorities dealing with evaluation
- **Partnerships**
  - professional associations and civil society organizations



# Way forward

- Geo political groupings : GCC health secretariat, Arab League, the Arab Federation of Quality Care
- Partnership with WHO at the 3 levels



- **THANKS FOR YOUR PATIENCE**

