Strengthening Health Leadership and Management:
The WHO Framework

http://www.who.int/management
Lay out of the presentation

1. Leadership and management: what do we mean?

2. Strengthening health leadership and management: why is it still needed?

3. What has been done so far? What are the main lessons?

4. The WHO framework: main components

5. The WHO framework: a variety of uses
Leadership and management: what do we mean?

« Good leadership and management are about providing direction to, and gaining commitment from partners and staff, facilitating change and achieving better health services through efficient, creative and responsible deployment of people and other health resources. »

(WHO/EIP/health systems/2005.1)
Management - a binding constraint to scaling up health services

Key management challenges for health services:

- very few professional managers especially at district level
- lack of appropriate management competences & opportunities for further learning
- rather prescriptive/inflexible planning and budgeting systems
- managers control over resources limited & results accountability poor
- unclear responsibilities and roles of managers and provider organizations
From WHO case studies and other reviews: what has been done so far?

- Long history of management strengthening, but **paucity of information** on their effectiveness
- **Training focus**, with emphasis on individual managers not on **team** development
- Many country-wide efforts to develop planning, monitoring and reporting systems
- **Multiple initiatives**, often not coordinated; poorly institutionalized and not sustained
The example of Tanzania: multiple, fragmented and small-scale interventions

<table>
<thead>
<tr>
<th>Promoting essential health interventions in 9 districts:</th>
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<tr>
<td>- using evidence based planning</td>
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<tr>
<td>- with WHO, IDRC, UNICEF support</td>
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<table>
<thead>
<tr>
<th>District Health Support Project in 7 districts:</th>
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<tr>
<td>- through improving HMIS and quality management in hospitals</td>
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<tr>
<td>- supported by GTZ</td>
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<tr>
<th>Strengthen district health systems in 2 districts:</th>
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<tr>
<td>- based on assessing the operationality of districts</td>
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<td>- supported by NORAD and WHO</td>
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<th>Performance and quality improvement (PQI) in 16 districts:</th>
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<tr>
<td>- focusing on MCH</td>
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<td>- supported by Johns Hopkins University</td>
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The WHO framework for approaching leadership and management strengthening in health
What needs to be managed to improve health services?

- The volume and coverage of health services (planning, implementation & evaluation)
- Resources (e.g. staff, budgets, medicines, etc.)
- Relations with partners— including users of health services
The managers: numbers and turnover

Questions:

- How many managers are in post?
- How long do managers stay in the same post?
- How are they chosen to become managers?
- Are there strategies to ensure continuity of supply?
### Who are the health services managers in low income countries?

<table>
<thead>
<tr>
<th>At central level</th>
<th>At local level</th>
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<tbody>
<tr>
<td>• <strong>Central health authorities</strong> (e.g. Minister &amp; deputies; heads of systems' units)</td>
<td>• <strong>Local health authorities</strong> (e.g. district medical officers; responsibles of sub-national health services)</td>
</tr>
<tr>
<td>• <strong>Programme managers</strong></td>
<td>• <strong>Programme managers</strong></td>
</tr>
<tr>
<td>• Hospital directors and heads of other specialized health facilities</td>
<td>• Hospital directors and heads of other health facilities (health centres, clinics, etc.)</td>
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## TOGO:
**Structure of six DHMT's visited in 2005**

<table>
<thead>
<tr>
<th>Districts</th>
<th>Number of team members</th>
<th>Time spent by the team on managerial tasks versus other responsibilities</th>
<th>Number of years spent by the District Head in this district</th>
<th>Average number of years spent by the team members in this district</th>
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</thead>
<tbody>
<tr>
<td>Tone</td>
<td>8</td>
<td>50 %</td>
<td>3</td>
<td>4.25 (2 -10)</td>
</tr>
<tr>
<td>Kozah</td>
<td>8</td>
<td>54 %</td>
<td>1</td>
<td>5.75 (1 - 17)</td>
</tr>
<tr>
<td>Sotoboua</td>
<td>13</td>
<td>48 %</td>
<td>1</td>
<td>4.15 (0.5 - 15)</td>
</tr>
<tr>
<td>Kloto</td>
<td>11</td>
<td>39 %</td>
<td>1.75</td>
<td>5.80 (1.75 - 15)</td>
</tr>
<tr>
<td>District des Lacs</td>
<td>9</td>
<td>63 %</td>
<td>2</td>
<td>3.20 (2 - 7)</td>
</tr>
<tr>
<td>Distr. Lomé III</td>
<td>9</td>
<td>45 %</td>
<td>7</td>
<td>5.55 (1 - 10)</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>9.7</strong></td>
<td><strong>49.8 %</strong></td>
<td><strong>2.60</strong></td>
<td><strong>4.80</strong></td>
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World Health Organization
Developing leadership & management competences

Questions :

• What are the most needed competences?
• Is there a practical competences framework for the required competences?
• How are managers trained? What methods are used?
• Is there a national training plan and is there an evaluation of management training?
Continuing education:
Where is the focus of management training?

General Management

Management across services +/−

Programme management +++

Disease management +++

What is needed?

- decision making, awareness of the political and economic environment
- supervisory skills
- resource management (time, staff & money) and mobilization
- cultural sensitivity, consensus building
- financial oversight and understanding of financial sustainability options;
- communication, negotiation and interpersonal skills
- delegation, and forming useful partnerships and strategic alliances
- social accountability
Management support systems

Questions:

• Are the critical support systems functioning well?
• What are they?
• Have efforts to improve one or several support systems been successful? Did they improve the managers' performance?
What do managers spend their time on?

- Planning & collecting info.
- Training workshops
- Implementation
- Coaching
- Performance assessment
- Incentives

65-80% vs. 20-35%
Facilitative working environment for managers

4 critical factors:

• policies, legislation, norms & standards which support delegation of authority
• adequate support for managers
• incentives to encourage staff to become managers and for good management
• accountability for performance
Public accountability: the example of Uganda

District performance:
The district league tables are published in official journals (2005)
Main approaches to management development: all four components count

Questions:

- Has a good balance between the four conditions been achieved?
- Have all aspects of management strengthening been taken into account? Or,
- Have management strengthening activities concentrated on particular aspects?
- Has management strengthening been effective?
The WHO framework : a variety of uses

1. **Mapping current activities** – which of the four dimensions are covered by current leadership and management strengthening activities?

2. **Needs assessment** – what are the leadership and management development needs in a given health system?

3. **Planning** – does a country’s leadership and management development plan deal with issues in all four dimensions of the framework?

4. **Monitoring and evaluation** – what are the effects of leadership and management strengthening activities on the four dimensions of the framework?
Thank you for your attention!