

PROFESSIONALIZING MEDICAL MANAGEMENT TRAINING IN SOUTH AFRICA

Prof D Basu

Dr N Mutshekwane

Dr M Mogari

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Einstein (1999) commented after receiving the Physician Business Leader Award in USA:

*‘Appropriately skilled and interested clinicians need to step forward to provide the administrative **leadership necessary** to direct the future of health care and to ensure that other clinicians and scientists will have the necessary resources they need to make Nobel-Prize-winning discoveries that lead to the prevention and cure of cancer.*

*Today's **Medical Manager** plays a new legitimate role in the attainment of the traditional professional goals of medicine.’*

CONTENT

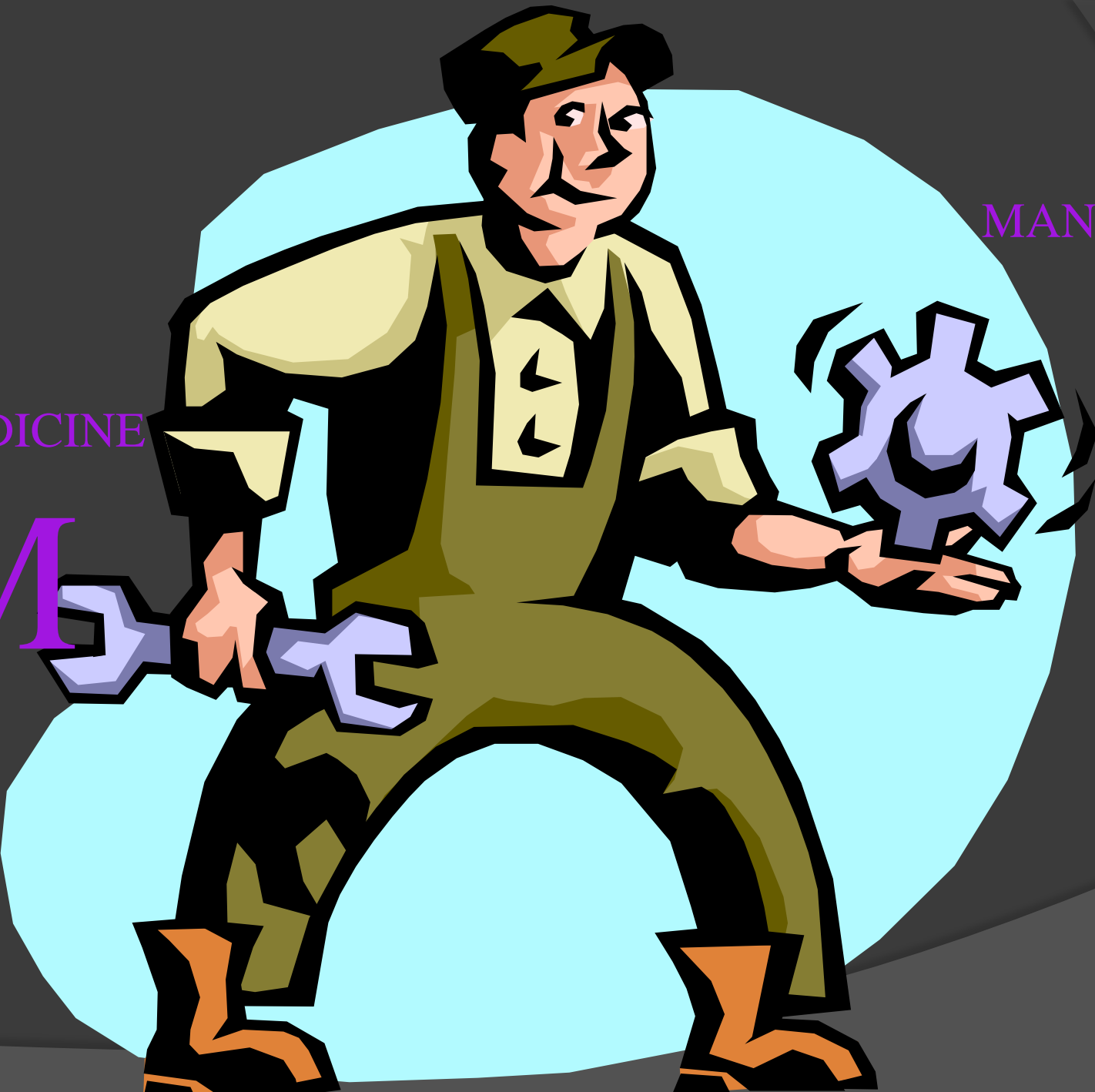
- Scope of practice for Medical Managers
- Roles and responsibilities of Medical Managers in South Africa
- Medical Management Education and Training Programme
 - Proposed Medical Management Education and Training Programme in South Africa
- Way forward

MANAGEMENT

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MEDICINE

M



MEDICAL MANAGEMENT

MM

MEDICAL MANAGEMENT

Medical management is integration of:

The knowledge,
skills, ethics and
values of
MEDICINE

WITH

The knowledge,
skills, ethics and
values of leadership
and **MANAGEMENT**

American College of Physician Executives

SCENARIO 1: A public hospital with 48 ICU beds
47 patients, one empty bed
Sunday 20:00 hours: 2 patients arrived at the same time

Patient Number 1

- 50 year male
- Diabetic keto-acidosis
- CEO
- GCS 6

Patient Number 2

- 20 year female
- MVA
- Unemployed
- GCS 6

QUESTION

Who should get the bed?
Should we add an additional bed?
Who takes the decision?
What should be basis of that decision?

Clinical
Economics

SCENARIO

- SCENARIO 2: Head of Pediatrics in a Hospital would like to prescribe an expensive antibiotics, which is not usually available in public hospitals and not even covered by Medical schemes. He states that
HE IS THE HEAD OF PAEDIATRICS. HE DO NOT CARE WHETHER THE HOSPITAL CAN AFFORD IT OR NOT
- SCENARIO 3: Head of Nuclear Medicine would like to buy a PET Scanner to improve management of cancer patients besides another public hospital in the Province has already purchased it. He states that
HE KNOWS WHAT IS GOOD FOR THE PATIENTS
- SCENARIO 4: Finance Manager of a Hospital does not like to buy surgical gloves which is relatively expensive but of good quality and reduce infection. He states that
THE HOSPITAL HAD BUDGET PROBLEM. HE HAS TO CUT COST.

Evidence
Based
Health
Care

THE PERSONNEL ADMINISTRATION STANDARD (PAS) OF THE COMMISSION FOR ADMINISTRATION FOR THE OCCUPATIONAL CLASS (1956)

- This PAS is applicable to personnel who keep themselves busy with determining of policy and practices concerning the admission, treatment and discharge of hospital patients, organising measures for the furnishing of a hospital service for example,
 - to programme and divide work, to delegate authority and co-ordinate the activities of the hospital with the pattern of community health service activities;
 - arranging the budget to make provision (with the help of staff service specialists) for the resources which are necessary for the operation of the hospital (money, personnel, accommodation, equipment et c); and
 - the exercising of control over the utilisation of the means including the administration of hospital personnel, the exercising of control over the rendering of service at the hospital and the taking of corrective steps where necessary."

DEPARTMENT OF HIGHER EDUCATION AND TRAINING. 2012 THE ORGANISING FRAMEWORK FOR OCCUPATIONS (OFO)

- ⦿ **MEDICAL SUPEINTENDENT**
- ⦿ **134201 Medical Superintendent**
 - Plans, organises, directs, controls and coordinates medical programs and clinical services in a hospital or other health service facility;
 - maintains standards of medical care and provides
 - leadership to ensure an appropriately skilled medical workforce and contributes to health service planning.
- ⦿ **Alternative Titles and Specialisations:**
 - Director of Clinical Services
 - Director of Medical Services
 - Health Service Coordinator
 - Health Service Manager
 - Medical Manager
 - Clinical manager/ executive
 - Public Health Administrator
 - Public Health Manager

http://www.bankseta.org.za/downloads/OFO_Version_2013.pdf

TASKS (PAS)

- ⦿ Controlling administrative operations such as budget planning, report preparation and expenditure on supplies, equipment and services.
- ⦿ Developing, implementing and monitoring procedures, policies and performance standards for medical, nursing, technical and administrative staff.
- ⦿ Directing or conducting recruitment, hiring and training of personnel.
- ⦿ Directing, supervising and evaluating the work activities of medical, nursing, technical, clerical, service, maintenance, and other personnel.
- ⦿ Liaising with other health and welfare service providers, boards and funding bodies to coordinate the provision of services.
- ⦿ Monitoring the use of diagnostic services, inpatient beds, facilities, and staff to ensure effective use of resources and assess the need for additional staff, equipment, and services.
- ⦿ Providing overall direction and management for the service, facility, organization or centre.
- ⦿ Representing the organization in negotiations, and at conventions, seminars, public hearings and forums.

NOTICE No 380 OF 2014

NO	OCCUPATIONAL TITLE	OFO CODE
1	Electrical Engineer	215101
2	Civil Engineer	214201
3	Mechanical Engineer	214401
4	Quantity Surveyor	214904
5	Programme or Project Manager	121905
6	Finance Manager	121101
	Physical and Engineering Science Technicians*	311
8	Industrial and Production Engineers*	2141
	Electrician	671101
10	Chemical Engineer	214501
11	Construction Project Manager	132301
12	Mining Engineer	214601
	Accountant (General)	241101
14	Energy Engineer	215103
15	Materials Engineer	214907
16	Electronics Engineer	215201
17	Metallurgical Engineer	214603
18	Medical Superintendent	

NHI BILL (2019)

- Specialist teams within district responsible for clinical governance, QoC, referrals
- Each level of hospital will be managed at a newly defined level with appropriate qualifications and skills as determined by the National Health Council

Policy on the Management of Hospitals

Specific Objectives

- To ensure appointment of skilled and competent hospital managers
- To ensure training of managers in leadership, management and governance

Management requirements

Hospital Classification	Services	Management requirements	Level of Appointment
District	Generalist in and out patient, emergency, obs and paed. Specialists: FM, Paed, O&G, Gen Surgery	CEO, Medically trained	Level 12
Regional	General specialist level (level 2)		Level 13
Tertiary	Specialist and subspecialist care (level 3)		Level 14
Central	Highly specialised tertiary and quaternary services; training; research		?
Specialised	Psych, TB, Rehab		?

Educational:

- A degree/advanced diploma in a health-related field is a prerequisite and degree/ diploma in management is an added advantage.

Experience

A minimum of 5 years management experience in the health sector

MEDICAL LEADERSHIP

MEDICAL LEADERSHIP

- Medical doctors become leaders by default
- Very nature of the profession make them leading a team of health professionals for managing a patient
- Problem arises when we move from patient management to organizational management

MEDICINE AND LEADERSHIP

- ⦿ Medicine focuses on decision-making at the individual physician-patient level.
- ⦿ Leadership necessarily involves stepping away from the individual physician-patient relationship and examining problems at a systems level, requiring the ability to view issues broadly and systemically;

WHY SHOULD WE AS PHYSICIANS CHOOSE TO LEAD?

- ① *“In our values and our commitments - as physicians, our primary raison d'être is patient care.*
- ② *The welfare of patients, the education of students and residents, and the growth of research knowledge - these are important commitments underlying our profession.”*

Dr. John Waldhousen

TRAINING OF MEDICAL DOCTORS IN LEADERSHIP

- Most of the Medical Schools around the world do not put any emphasis on Leadership/ Management training both at Undergraduate and Postgraduate level.
- We expect the doctors to become leaders/ managers by default

ACCIDENTAL LEADERS

Medical doctors become leader by:

- ⦿ Some through aspiration,
- ⦿ Some through inspiration,
- ⦿ Many from a desire for new challenges
- ⦿ **Most in terms of happenstance rather than a deliberate choice.**

ROLE OF CLINICAL/ MEDICAL MANAGERS IN SOUTH AFRICA

- Optimizing wellbeing and of patients
- Improving clinical outcomes through clinical governance
- Harmonization among different disciplines
- Ethical medical practice

WHO ARE CLINICAL/ MEDICAL LEADERS IN SOUTH AFRICA?

- ⦿ Clinical managers/ executives
- ⦿ Clinical Head of the Departments
- ⦿ Others
 - Physicians in CEOs position
 - Insurance industries

MEDICAL LEADERSHIP TRAINING IN SOUTH AFRICA

CLINICAL/ MEDICAL LEADERSHIP IN AFRICA

- ⦿ Currently no formal training in African countries
- ⦿ Physicians play an important role in the Health systems

MEDICAL MANAGEMENT TRAINING IN SOUTH AFRICA

- ⦿ MPH- Health and Hospital Management, Health Policy
- ⦿ MBA - Health Management
- ⦿ DPH - Health and Hospital Management, Health Policy
- ⦿ DHSM
- ⦿ Short courses

Are those qualifications offering the training we need for our Medical Managers?

MEDICAL MANAGEMENT TRAINING IN SOUTH AFRICA

Are those qualifications offering the training we need for our Medical Managers?

YES and NO

Yes: Probably theoretical training

No: Experiential learning

WHAT ARE THE DIFFERENCES IN SPECIALIST TRAINING?

- Fellow of the College of the Paediatrics and Child Health
- Fellow of the College of Public Health Medicine
- MSc (Med) in Child Health
- MPH

EXPERIENTIAL LEARNING

COUNTRIES THAT RECOGNIZE MEDICAL MANAGEMENT AS A SPECIALITY

ASIA

- India
- Pakistan
- Sri Lanka
- Hong Kong
- Singapore
- Malaysia

AFRICA:

- **None**

EUROPE

- Italy
- Denmark
- Ireland
- UK

NORTH AMERICA

- Canada
- USA
- Jamaica

SOUTH AMERICA

- Brazil

AUSTRALASIA

- Australia
- New Zealand
- Fiji

MEDICAL MANAGEMENT AS A SPECIALITY

- ⦿ Royal Australasian College of Medical Administration
- ⦿ Hong Kong College of Community Medicine
subspecialty of Administrative Medicine
- ⦿ National Board of Examinations of India- Health Administration
- ⦿ Academy of Medicine of Malaysia
- ⦿ American College of Physician Executive
- ⦿ Royal College of Surgeons in Ireland: School of Healthcare Management

WAY FORWARD

- ◎ A **task team** set-up within South African Society of Medical Managers with representatives from all provinces (public/private sectors) to look into:
 - Offering a framework for specialist training of medical managers in collaboration with WFMM
 - Later-on the task team can look into the generic training in leadership/ management for UG/ PG curriculum

ACKNOWLEDGEMENT

- South African Society of Medical Managers
- Royal Australasian College of Medical Administrators
- Hong Kong College of Community Medicine
- World Federation of Medical Managers
- Clinical Executives/ Medical Managers

Some are born leaders, some achieve positions of leadership, while others have leadership thrust upon them.

Shakespeare's *Twelfth Night*