

Presentation at CPCE Health Conference 2023

Developing a competency framework for hospital administrators: experience of Australia

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Focus of the presentation

- The key management competency concepts
- The value of management competency assessment
- How to use competency framework to guide health management workforce development and building management capacity of healthcare organizations such as hospitals?
- How to ensure the relevance of management competency framework in the rapidly evolving healthcare system where innovation is the focus?

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Health service vs health managers

HOSPITALS

Aged care

Rehabilitation

DISABILITY SERVICES

Community health

Public health

Mental health

Research

Primary care

Senior executives

Nursing directors

Quality managers

Team leaders

Human resource managers

Project managers

Allied health managers



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Health service management is important

- Lead and manage change and implement reform agenda
- Contributing factor to quality and safe care [1,2]
- Prevent turnover and burnout amongst frontline / care staff [3-8]
  - Provide effective support
  - Engage and involve staff in decision-making process
  - Improve job satisfaction

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HSM jobs are not always peachy









- **Differing expectations**
- **Pressured to make quick decision**
- **Politically sensitive environment**





AUSTRALIA

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Have we invested in helping health managers to do their job better?

- University programs
- Professional institution – senior … many of them from hospital sectors.
- In house training, coaching and mentoring as part of the succession planning?
- Informal education - training and development
  - Evidence-based? Measurable outcomes?
  - Focusing on knowledge and Skills or giving them tools?

What about middle and lower level?

What about community-based sectors?

Is this really happening?

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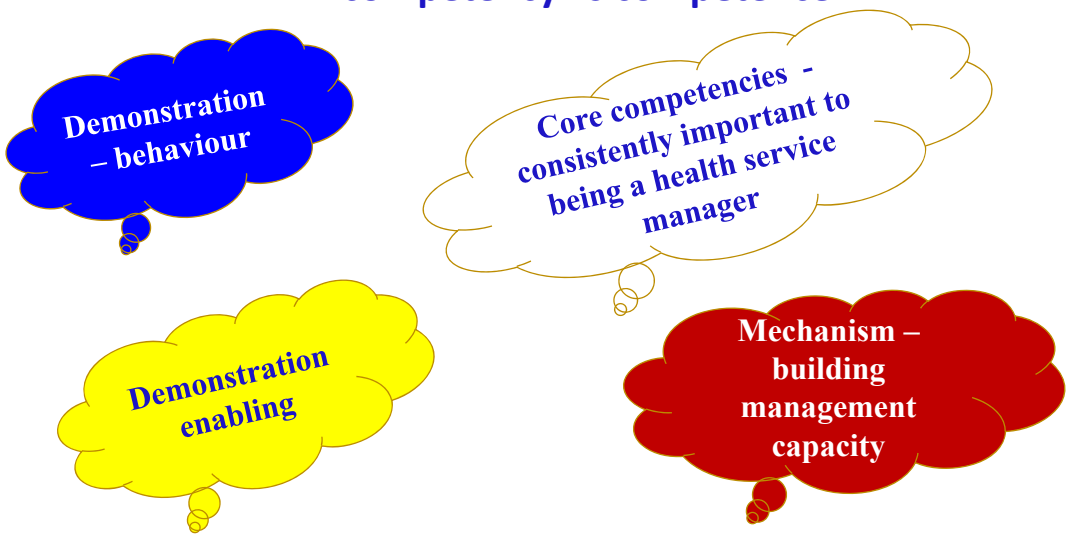
Is competency development the answer?



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To deliver satisfactory management outcomes: competency vs competence

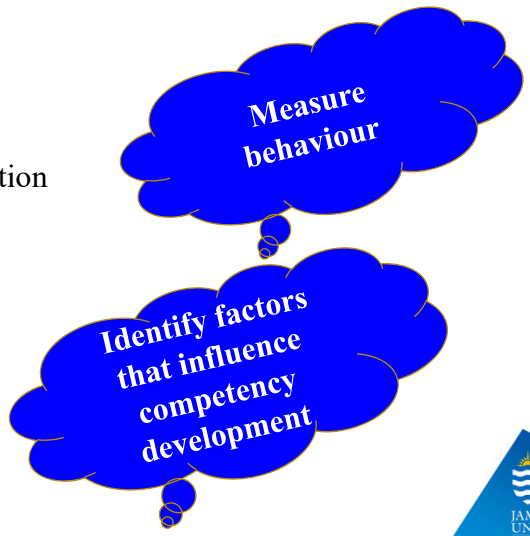


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Management competency assessment

- Individuals
- Organisation level
  - Team or group
  - Management levels across the organization
- System level
- Assessment process
  - Self-Assessment
  - 360-degree assessment



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The MCAP online survey instrument [9-23]

Five components

- Demography, educational background, and previous and current work experience;
- Past and current training, specifically management related,
- Perceived management difficulties, and
- Perceived importance of core management competencies

Self-assessment of competence using the validated Management Competency Assessment Tool – MCAP tool

- Six core management competencies
- 82 behavioural items
- 7 level descriptive competency assessment scale

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Six core management competencies

C1 Evidence	Evidence-informed decision-making (13 items)
C2 Resources	Operations, administration and resource management (17)
C3 Knowledge	Demonstrated knowledge of healthcare environment and the organisation (11 items)
C4 Communications	Interpersonal, communication qualities and relationship management (19 items)
C5 Leadership	Leading people and organisation (Leadership) (13 items)
C6 Change	Enabling and managing change (9 items)

- Professionalism embedded in all six competencies

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Competency Assessment Descriptive Scale

1	May be capable of demonstrating minor aspects in my role
2	May be capable of demonstrating in my role, but not in all required aspects
3	Can fully demonstrate in my role with regular guidance
4	Can generally demonstrate in my role, but guidance is needed occasionally
5	Can demonstrate in my role independently without guidance
6	Always apply appropriately in my role with extensive experience
7	Always apply appropriately in my role, with extensive experience gained from diverse management roles at executive level

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The MCAP study organization level – snapshot

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MCAP Assessment at healthcare organisation

- Demography, educational background, and previous and current work experience;
- Past and current training, specifically management related,
- Perceived management difficulties, and
- Perceived importance of core management competencies
- 360-degree MCAP assessment
- Preferred support and mechanism in management competency development and management capacity building
- Psychological empowerment by Spreitzer (1995)[24]
- Job Satisfaction Index by Schriesheim & Tsui (1980)[25]
- Turnover Invention Inventory Scale by Farrel & Rusbult (1992)[26]
- ***Via an active engagement process***

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7 Regional Directors - management experience and qualification

	Self-Assessment	Supervisor Ass	Peer Ass	Report Ass
Number of assessment invitations	7	7	14	19
Number of completed assessments	7	7	14	16*

Percentage of managers with a postgraduate Qualifications	50%
Amongst all the postgraduate qualifications, percentage of such qualifications are with a health management / business management focus	N/A

Spent no less than 10 hours per year in the last three years	Number of Directors
Non-management related training	5
Management related training	3
Self-study on management-related topics	5

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17 Five competencies assessment results – based on behavioral items

Assessment Type	All Directors	Director 1	Director 2	Director 3	Director 4	Director 5	Director 6	Director 7
Self-Assessment	4.80	5.358	5.164	4.284	3.68	5.493	6.179	5.738
Combined Colleague	5.76	5.800	5.798	6.069	5.714	5.362	5.813	6.175



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18 Five competencies assessment results – based on behavioral items

Assess. Type	Score Type	C2. Resources	C3. Knowledge	C4. Communication	C5. Leadership	C6. Change	Five Comp.
Self-Ass	Mean	4.52	4.69	4.97	5.04	4.72	4.80
	Maxi.	5.471	6.000	6.684	6.615	6.000	
	Min.	3.706	4.333	4.526	4.692	4.222	
Combined Colleague Ass	Mean	5.48	5.78	5.91	5.80	5.78	5.76
	Maxi.	5.667	6.000	6.369	6.141	6.286	
	Min.	5.033	5.472	5.393	5.538	5.481	

Two Directors indicated that were not ready to demonstrate the required competencies prior to taking up the directorship



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Obstacles in demonstrating managerial competence

- Unclear roles and responsibility;
- Lack of communication amongst leadership team;
- Inconsistent standards and performance amongst senior leadership;
- Inadequate consultation (being informed after the fact);
- Inadequate support in managing difficult employee;
- Lack of time in focusing on important aspects of improving relationships and processes;
- Lack of structure and guidance in supporting new management cohort.
- No training is provided regarding property, security, finance or recruitment. As such, competency is based on 'on-the-job experience.'
- Lack of useful information to guide management competency development
- Being under resourced and lack of staff retention strategies;
- Unable to immediate tackle issues and difficult situations when they arise;
- Own passion for clinical work and busy workload minimize the investment in management development

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The process generated evidence to guide providing recommendations

- Review the recruitment process and succession planning strategies for Directors' position which may include regularly review and update the position descriptions
- Develop agreeable performance indicators for measuring management outcomes
- Review the current performance management system to ensure a consistent and a comprehensive and consistent approach is adopted to improve trust and confidence
- Examine and monitor staff retention and turnover providing senior managers timely update
- Develop a more consultative approach (clear step by step preparation guide) for introducing changes
- Investigate the reasons behind the low confidence of two Directors in their management competencies so that specific support, encouragement and acknowledgement are be offered;
- Delegate higher level responsibilities to the highly competent Director as part of the succession planning

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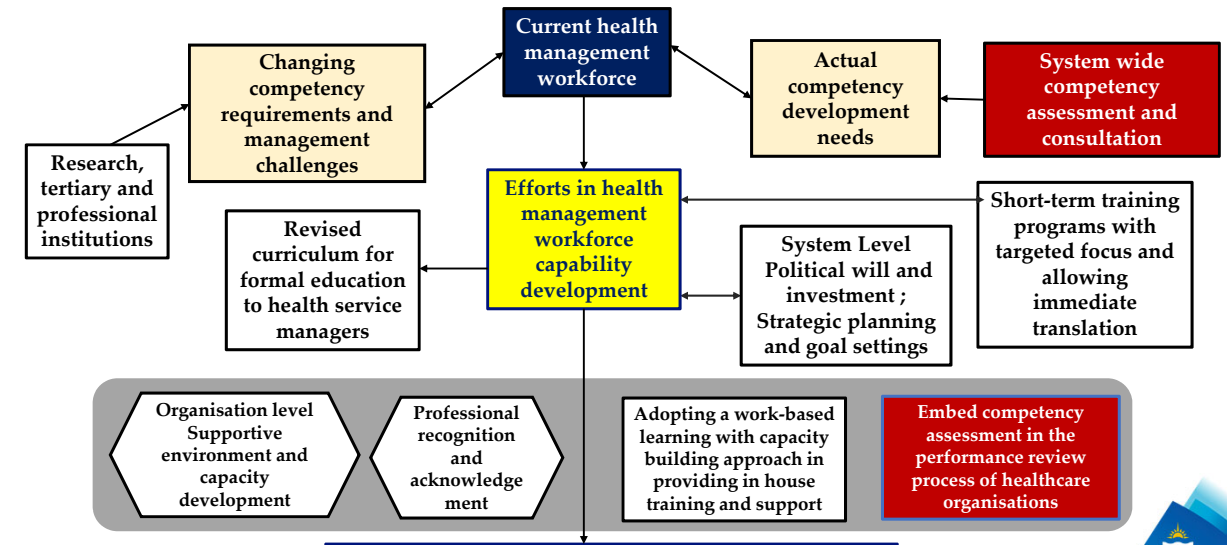
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Embedding management competency assessment process in performance review to build management capacity building in organisations

- Capture management strengths
- Confirm management weaknesses that must be addressed
- Identification of management talent – succession planning
- Identification of individuals who need support
- Management position recruitment
- Identification and consider barriers to management competency development and demonstration
- Provision of evidence for required mechanism in supporting management capacity building

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Framework for health management workforce development



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Developing management competence – individuals

- Seek honest/accurate performance feedback from a variety of sources
- Expose yourself to tested management tools, methods and processes
- Great use of the opportunities for continuous improvement
- Regular self-reflection/self-appraisal
- Surround yourself by highly talented people
- Invest time and energy in
  - Knowing the trend, current needs of the own organization, and the demands of the job
  - Benchmark and observe the pr
  - Mentor and coach others – best pproach and manner
- Having a mentor and/or coach who can provide a reliable and needed source of feedback and counsel

Don't just choose what is best for you

Choose what make you a better person

Know when to move on

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Conclusion

- Management competency framework is just a fancy diagram if…….
- Management competency framework can not contribute to developing a competent health management workforce to meet the needs of rapidly change healthcare environment if ……
- Embed an evidence-based management competency assessment to performance management process if…….
- Management competency assessment' is not an assessment, but an active engagement, consultative and educational process
- Multi-level efforts are required to developing a competent health management workforce

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Thank you for the opportunities

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