

# BUILDING LEADERSHIP & MANAGEMENT CAPACITY IN HEALTH

Count!  
Track Turnover!  
Let them know you support them!

\* Number Distribution  
\* Competencies  
\* Working Environment  
\* Support System

**ENSURING ADEQUATE NUMBERS OF MANAGERS**  
Dr. Kaye Bender

the Manager LEVEL is KEY To ensuring adequate numbers of front-line workers!

US Healthcare Workforce - not much change from 1999-2004

Counting is a daunting task → Who are we counting?

Budget  
Facility Counts  
Define who are you counting?  
Establish data sources  
What's the purpose of enumeration?  
Frequency Boundaries

STEP ONE: Establish a Baseline

**COMPETENCIES**  
What are managers supposed to do?  
How do you evaluate and train them?  
Performance & Feedback SYSTEM

Managers Need Support!

Public Health Management Academy  
Reduced Turnover?

Leading Through Applied Management Support

Workforce Development Plan  
Recruitment & Retention Plan  
Job Descriptions  
Competencies

ACREDITATION SYSTEM STANDARDS AND ACCOUNTABILITY

**National Campaign:**  
"it's a good thing to be a NURSE"

Most Important: the Work Environment

- Leadership
- Workforce Development
- Technology

Concerns

- Nursing: Median Age 56
- Not enough education pipeline
- the Work is Hard
- Patient Safety
- Competency reduces hours

**CELEBRATE!!**

"We would love for things to stay the same, but get better...!"  
Something HAS TO CHANGE.

**IMPROVING MANAGEMENT CAPACITY**

Dr. Kathleen Miner

Workforce vs. Instructional Competencies

Workforce Competencies - embedded SKILLS

Instructional Competencies

- Short-term Measurement
- Structured Environment
- Can be linked to performance

Domains, Action Verbs  
"Applies"  
"Establishes"

Tiers  
Manages  
Develops  
Participates

MENTOR & give employees chance to practice on non-routine problems

DREYFUS MODEL  
Entry  
Capable  
Competent  
Proficient  
Expert

Workforce Competencies can be MADE SPECIFIC and TAUGHT

Wishing, Hoping and Praying is not a Competency

Management TRAINING in HEALTH IS DIFFERENT than other professions!  
How to Evaluate?  
STRATEGIC PLAN  
How to INCENT?

**CREATING BETTER CRITICAL MANAGEMENT SUPPORT SYSTEMS**

TEPHINET FETP

Dr. Dionisio Herrera-Guibert

the Model-based on 2 years of service in Public Health

8,057 trainees

- Provide Essential Service
- Investigation
- Develop Programs

Physicians  
Lab Specialists  
Epidemiologists  
Veterinarians  
More...

Integration of different levels in the Training process

Canadian Program - strong Staff distributed across country  
Spain 43 trained 57 Studies of Surveillance Systems  
Southern Pacific

Appropriate Competencies

- Clearly defined in Chinese program
- ... Support the system

Malaysian EIP program  
Clearly identified Roles, numbers and needs

IHR Competencies

CONFERENCE COLLABORATION SUPPORT of FETP

Zimbabwe Influential Graduates High Demand for Training International Acceptance

RETENTION - low Salaries  
drain of nurses from Developing Countries

Frustration  
Nurses want to be paid more in Botswana ... will do just job description

How do you manage activities of M.O.H. people and enrolling them in FETP?

MISSISSIPPI We need: assistance with childcare assistance with higher degree  
Not So Economical!  
work environment changes  
... say: come work in our country partner with companies working locally

Compromise & Support of the GOVERNMENT

Collect DATA:  
Here's what we're doing well  
what we could do better

Advocacy Skills: Take the data and explain it as government can understand

It depends on the Country  
Some Full-time Staff Support  
Mentor support the value they can add depends on the situation

FETP a great tool for building Capacity!