

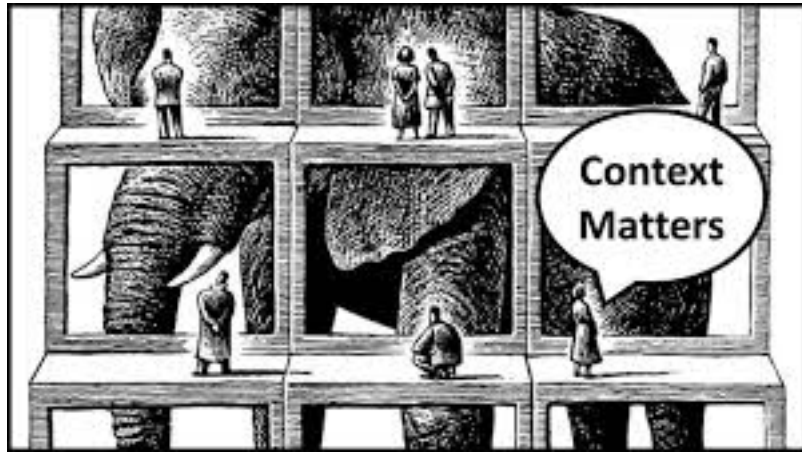
Health Management 2.0

Workforce Innovations for better performing health systems in Europe Conference

Aula Magna HMT UNL Lisbon, Portugal – 4th May 2018

Dr Usman A Khan, Executive Director
European Health Management Association

Context



1. Focus on health management rather than just health managers
2. Concerned with 'How?' as well as 'What?'
3. Based on initial thinking for an EHMA Emerald Book Series
4. Thoughts and feedback most welcome!

Hypothesis

1. Health management has driven professionalism of European health systems and services
2. Incremental change appears insufficient to address challenges
3. Perfect Storm is now providing existential challenge to the status quo
4. Momentum growing towards establishing health management 2.0
 - a) Building on Current Progress
 - b) Moving from enabling to empowering management
 - c) Melding managers with the managed



2.0

Why 'Management' and why 'Health'?



1. Complexity
2. Professionalism
3. Social value
4. Industry vs Service Dilemma

From Health Administration to Health Management

1. Health Systems and Services need managing
2. Professionalization of health management has been beneficial to the establishment of base organisational efficiency
3. Impact on supporting the change agenda has been mixed

“...results indicate that better managed hospitals generally have better clinical outcomes.”
Carter, K. et al (2011)

Who do health managers currently manage?



1. Healthcare Professionals
2. Regulators
3. Industry
4. Other Government

What do health managers manage?

1. System Management
2. Organisational Management
3. Professional Management



How has health management teaching evolved?



1. Health Management Curriculum has evolved
2. Health Management now being taught to healthcare professionals
3. In both cases change has been partial and incremental

What are health managers currently taught?

1. Strategy
2. Leadership
3. Research
4. Change



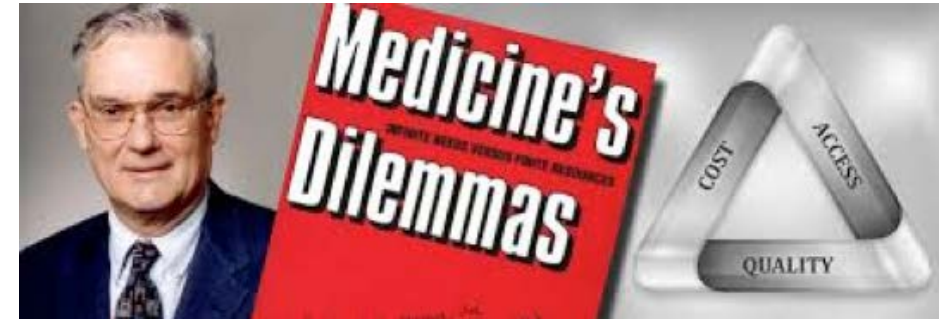
Healthcare Management
DEGREE GUIDE

Storm or Sunshine on the Horizon?



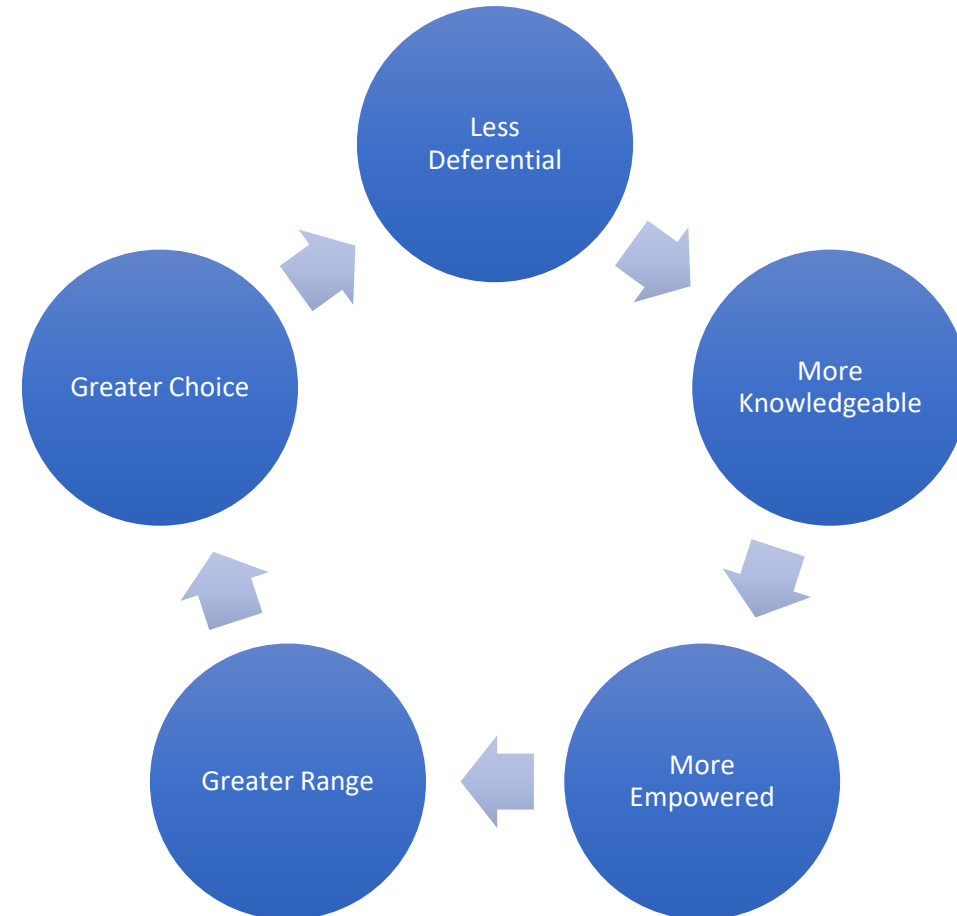
Health Systems heading into a Perfect Storm?

1. Kisick's challenge of Cost, Access and Quality
2. Population Health – acute to chronic, multi, complex
3. Precision Medicine and Personalised Care
4. Digital agenda
5. Patient Power



The Patient's got a pulse!

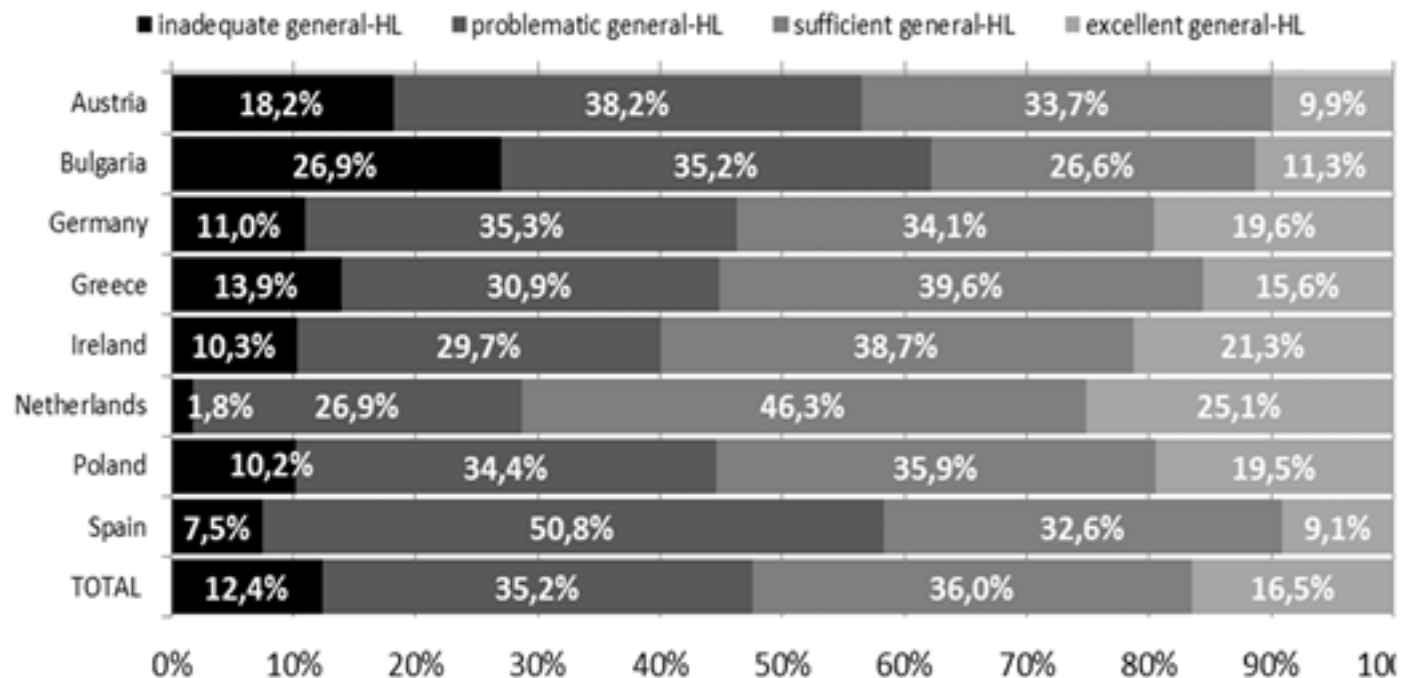
“My advice is to take my advice.”



The New Healthcare Manager?

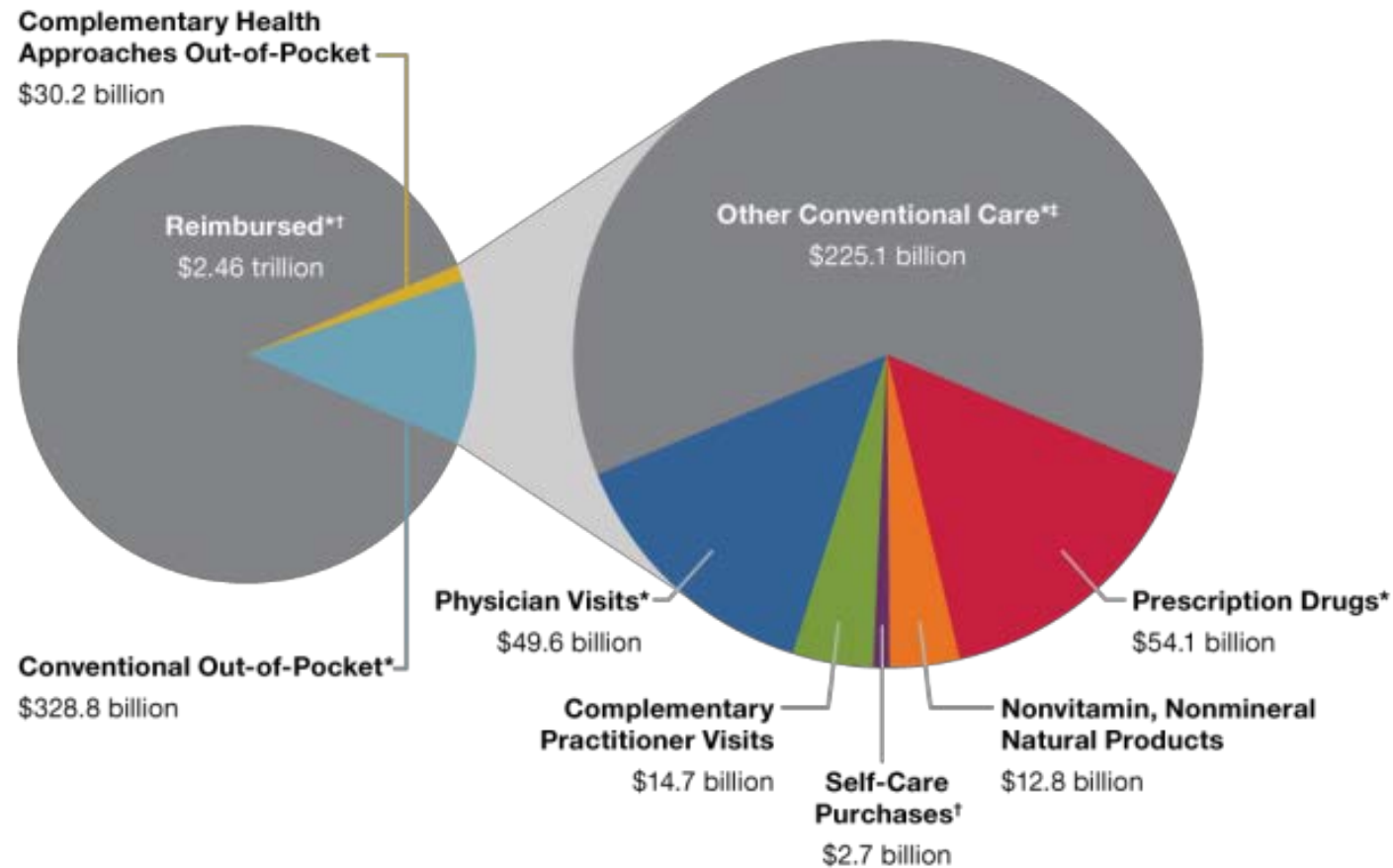


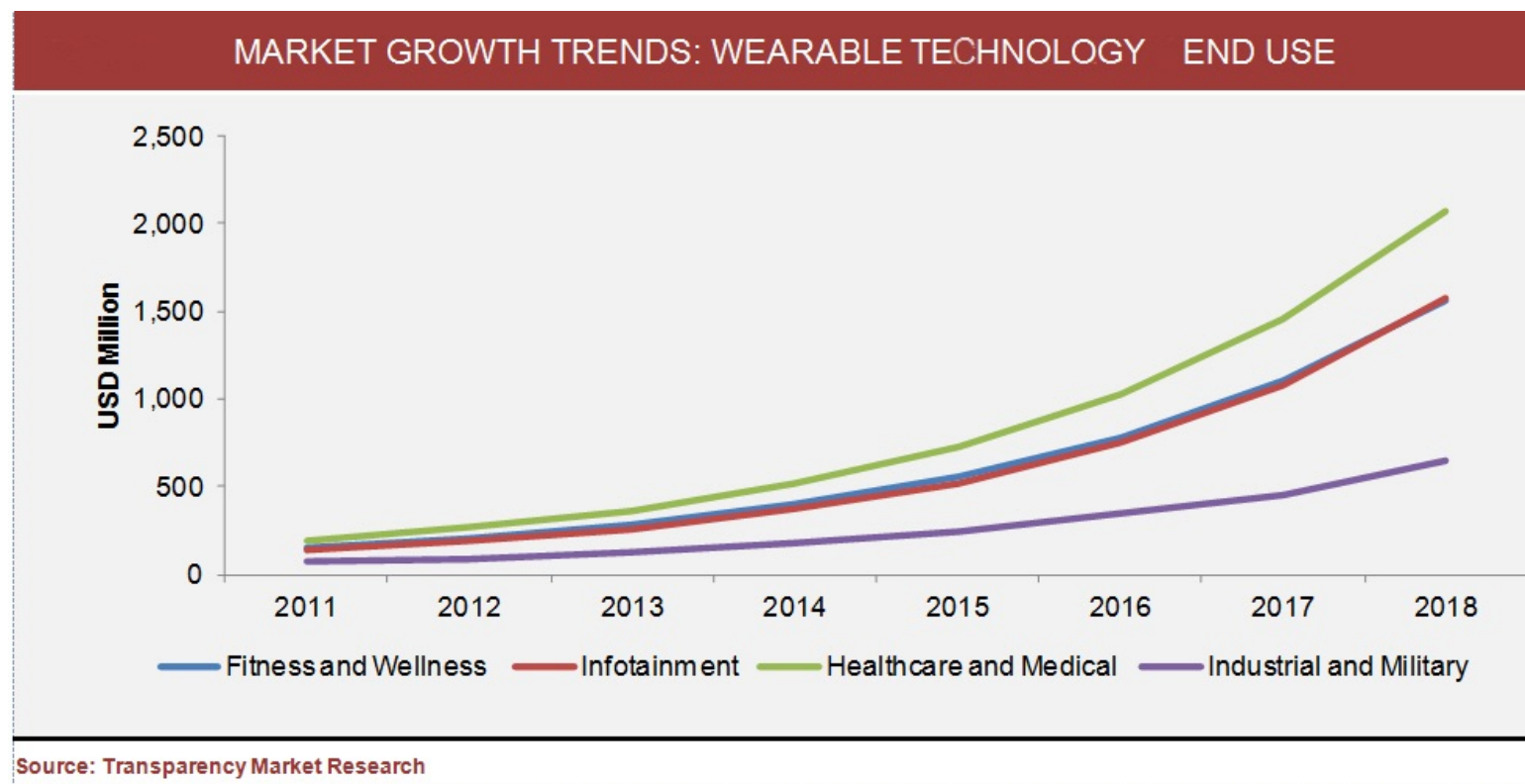
Increasing levels of Health Literacy



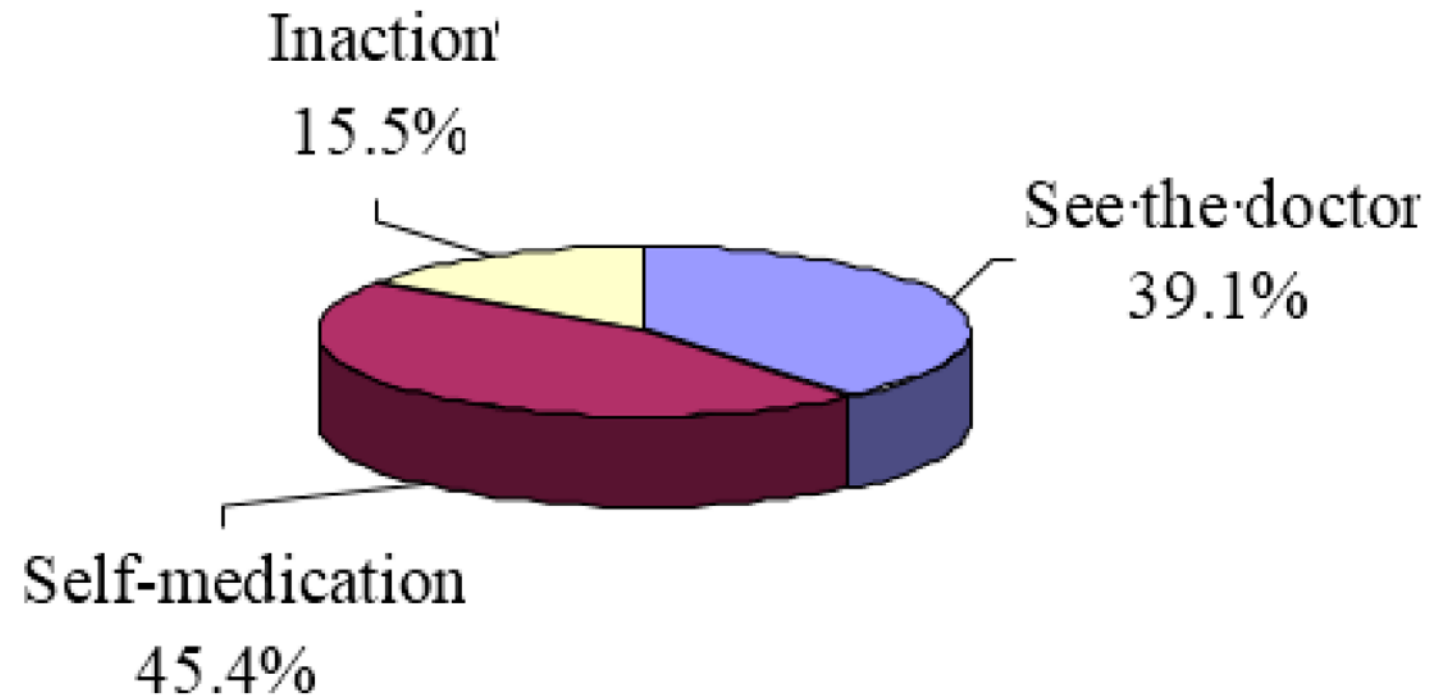
Health literacy in Europe: comparative results of the European health literacy survey (HLS-EU) K Sørensen et al Eur J Public Health (2015)

Diversification of the Healthcare Market

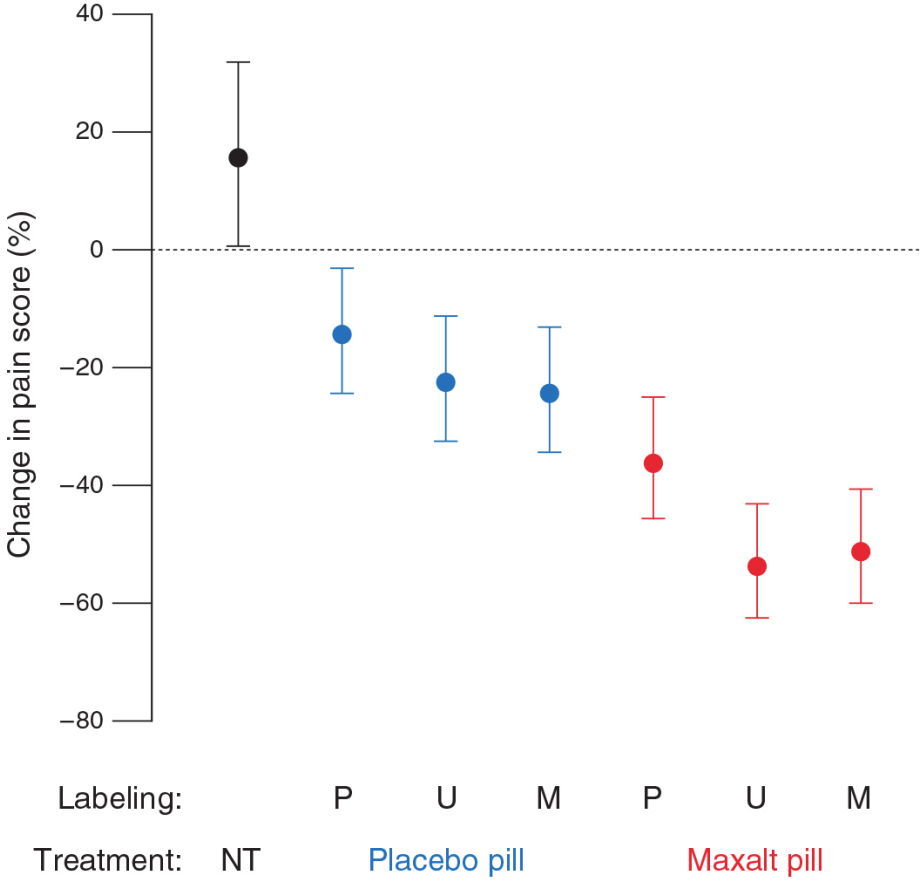




Self Medication



Self Care



How will Healthcare Management Respond?

**IF I HAD ASKED MY
CUSTOMERS WHAT
THEY WANTED, THEY
WOULD HAVE SAID A
FASTER HORSE.**

- HENRY FORD.



motivation-world.com

New Stakeholders, New Managers

1. Public
2. Patients
3. Informal Care Givers
4. Patients groups
5. Social Care



What new competencies needs to be developed?



1. Psychology
2. Enabling Leadership
3. Networking
4. Facilitation

What new context?

1. Co-creation
2. Empowerment
3. Prevention Orientated



How can this happen?



1. Develop the curriculum
2. Expand programme reach
3. Build upon increasing health literacy
4. Teach the deliverers, managers but also the managed!

What happens if we sit on our hands?



Five Challenges

1. Recognise that the institutional focus will increasingly be replaced by a system focus.
2. Accept that it is not only healthcare managers that manage healthcare
3. Healthcare Professionals will be taught core health management competencies
4. View the patient as being your manager and empower them to be more effective
5. Orientate to do 'very little, very well'



Thank You and see you in Budapest!





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