

## Ideas and proposals: going forward

The International Hospital Federation carried out two international projects to help managers and executives in the healthcare sector develop their competencies:

**CORE COMPETENCIES  
DIRECTORY FOR THE  
PROFESSIONALIZATION  
OF HEALTHCARE  
MANAGEMENT**



**COMPETENCIES SELF-  
ASSESSMENT TOOL,  
BASED ON THE  
COMPETENCIES  
DIRECTORY**

Self-assessment instrument that is designed to help healthcare managers identify their individual management and leadership competencies. This self-assessment has two parts, the first allows you to score the competencies required by your current position and the second allows you to score your level of competency for each area.

**We have put together a series of proposals for continuous improvement, seeking to persevere with efforts to collaboratively create an integrated and integrative model to assist the development of competencies among managers and executives in the health sector.**

**1**

**Create a 'Competencies Dictionary' based on the Competencies Directory model.**

**2**

**Based on the self-assessment tool, conduct market research studies for each type of manager/executive in order to find averages (the mid-level sought by the market for each competency).**

**3**

**Should this self-assessment tool also permit the analysis of data to have information/ results of which competencies have management or executive teams, as a collective or as specific professional groups.**

**4**

**Create a competencies development guide.**

**5**

**Orientation and action plan for managers.**

**6**

**Create a basic global design for ongoing training plans that address needs regarding competency development.**

**7**

**International Hospital Federation may consider accreditation of training programs that are directly related to its competencies model, with a methodological focus based on the model in proposal 6, once this has been agreed upon.**

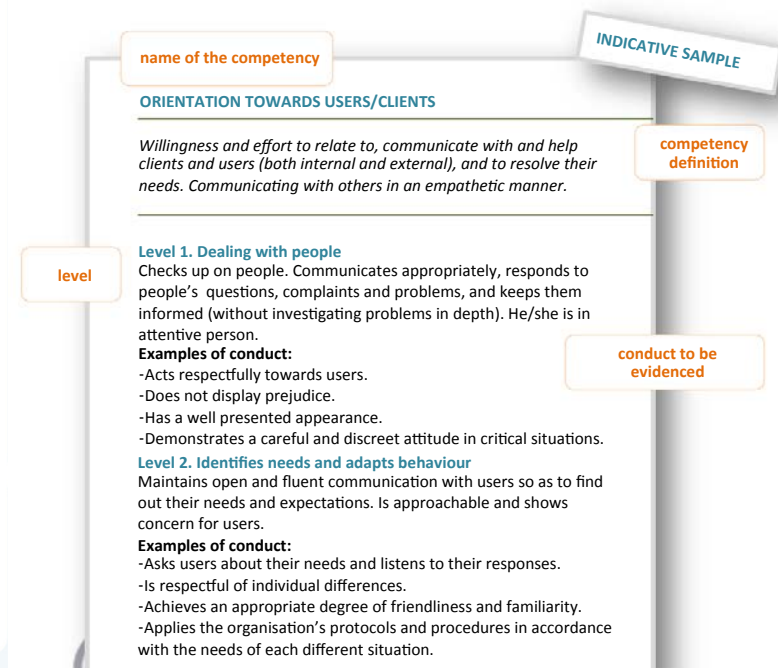
1

## Create a 'Competencies Dictionary' based on the Competencies Directory model.

### Competencies Dictionary

The dictionary would provide clear descriptions of management competencies (drawing further distinctions based on the directory), but would also **unequivocally identify types of behavior or activities to evidence the different levels of competency.**

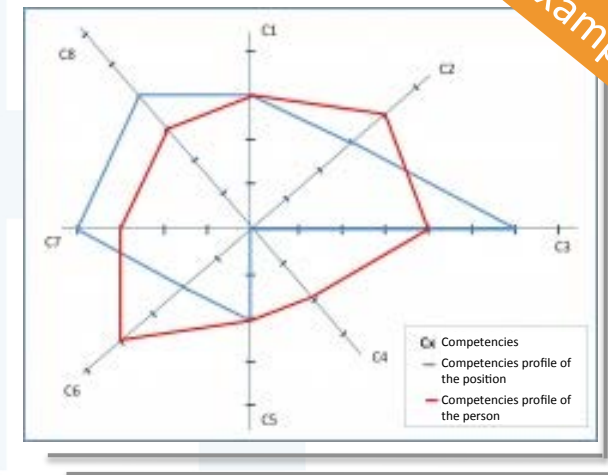
This would enable us to clearly identify what would be expected of a manager if, for example, we say we want a level 3 or 4 for a given competency.



2

**Based on the International Hospital Federation's management competencies self-assessment tool, conduct a "market research" studies for each type of manager/executive in order to find averages (the mid-level sought by the market for each competency for each group).**

If we ask 500 or 1000 managers and executives to complete the competency assessment using the tool of the International Hospital Federation, we will be able to gauge the perceptions of this group of managers and executives on the expected levels for each competency.



**This will mean that:**

1. The same self-assessment can bring added benefits a second time around, as it will not only compare the level you say you have with the level you believe you ought to have, but will also compare you in terms of the level that the "market" (your local "market") says you ought to have.
2. Internationally, it will be possible to see the extent to which different environments and countries are similar or different, in terms of the responses for expected levels of development for each competency.

**This proposal would therefore capitalise on information from the tool's database, turning it into a way of comparing development.**

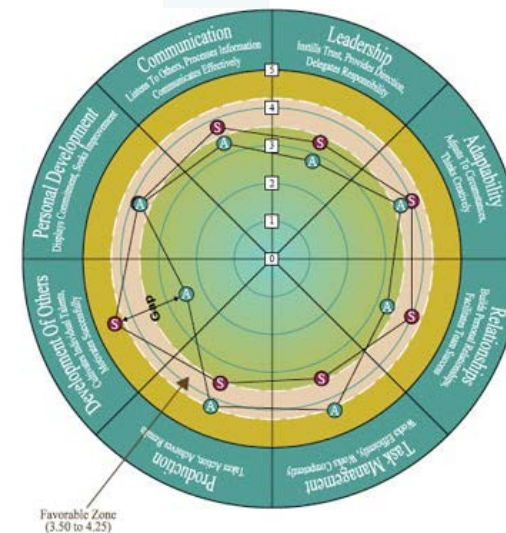
**3**

**Should this self-assessment tool also permit the analysis of data to have information/results of which competencies have management or executive teams, as a collective or as specific professional groups.**

1. An individual competencies report for each manager or executive, detailing how they score in each competency as well as the averages for all managers in their organisation (also in comparison with the average mentioned previously).

2. A group report for all of the managers and executives, summarizing the current and desired levels of competencies for the group. This will be useful to the managing director (or whoever is in charge of those professionals).

Competencies Measurement					
RELATED COMPETENCIES	CONDUCT	1	2	3	4
<b>COLLABORATION</b>	Teamwork				
	Searching for and sharing information				
	Treats people with dignity and respect				
	Cultivates talent				
<b>RESPECT</b>	Rewards contributions / Celebrates achievements				
	Takes responsibility for own duties and actions				
	Communicates openly, honestly and sincerely				
	Respects confidentiality				



4

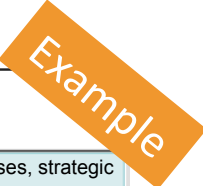
## Create a competencies development guide.

The competency development guide is a dynamic and comprehensive tool that answers the question “what should I do to improve my level of competency...?”

As such, it follows on from the self-assessment carried out with the existing assessment tool.

The competency development guide includes recommended actions enabling the manager/ executive to undertake actions to improve a specific competency level.

The actions go beyond simply attending courses or training programs. The power of the competency development guide is that it not only provides resources, guidelines and tools, but also puts each manager in charge of improving their own competencies.

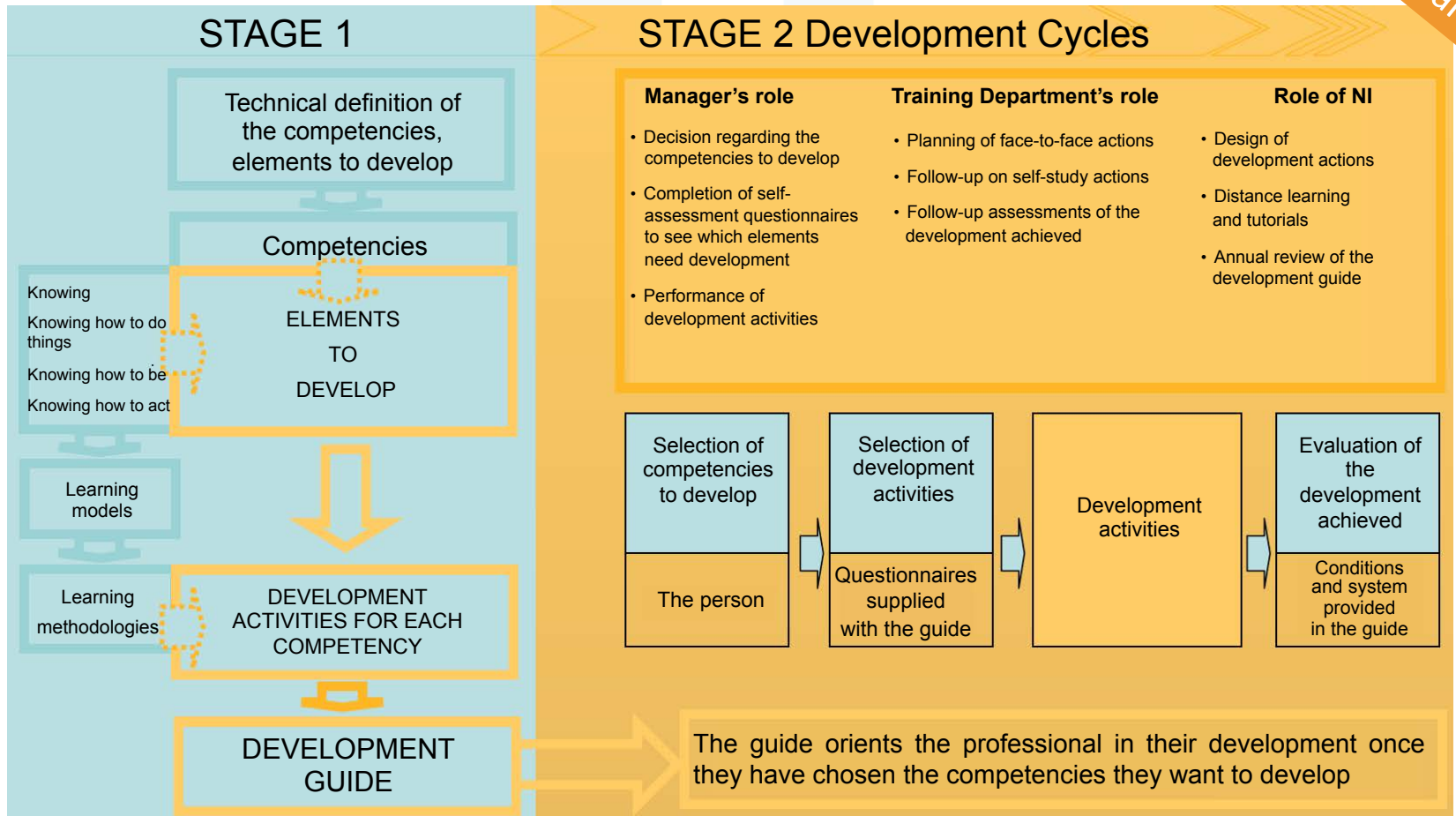


Development methods	Activities
Reading	<ul style="list-style-type: none"> <li>• Internal publications: reports, procedures, processes, strategic plans, etc.</li> <li>• Public publications: sector reports, advisory documents, etc.</li> <li>• Books, journals, management manuals, technical manuals, reports from other entities</li> </ul>
Face-to-face	<ul style="list-style-type: none"> <li>• Courses: open courses, internal courses</li> <li>• Creation of groups and/or committees</li> <li>• Visits, exchange meetings, case study groups</li> <li>• Group coaching</li> </ul>
Exercises	<ul style="list-style-type: none"> <li>• Self-study exercises</li> <li>• Technical guides</li> </ul>
Tutorials	<ul style="list-style-type: none"> <li>• Exercises with a search for tutors or internal experts</li> <li>• <b>NI technical guides</b></li> <li>• <b>External specialist support and mentoring</b></li> <li>• <b>External individual skills coaching</b></li> </ul>

4

**Create a competencies development guide.**

Example





## 4

### **Create a competencies development guide.**

As well, the Competencies Development Guide (DG) is also...

- A standardized resource (for the International Hospital Federation) that can also be customized by each individual member.
- An approach that combines all kinds of learning methodologies in accordance with their nature and the appropriate development process for each competency level.
- A self-explanatory tool that contains all the information and resources needed for each manager/executive to use it on their own.
- If it were to be integrated into an app or software, it would be easier to track and monitor competencies development.
- Rather than replacing existing methods and training actions, the Competencies Development Guide (DG) integrates them.
- The DG can be continually enhanced through new contributions, which may even come from the managers and executives themselves.
- A significant amount of the informal learning that occurs directly in the workplace can be reinforced and formalised.
- Work on developing competencies is made more efficient.
- This method complements managerial activities not in a classroom, but directly in the workplace.

5

## Orientation and action plan for managers.

If the assessment says you have 3 out of 4 in a given competency, this is important information.

If it says you have 3 out of 4 but also that everyone says you ought to have 4 out of 4, it is also strategic.

In fact, what matters is not the situation portrayed, but how you respond to it.

In this regard, the competencies development guide could be an interesting option for encouraging the development of competencies.

Another good option may be to develop a methodology for a Managerial Action Plan, which would focus specifically on the development of whichever competencies need attention.

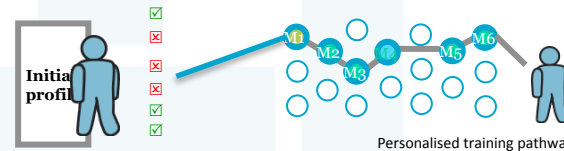


6

## Create a basic global design for ongoing training plans that address needs regarding competency development.

Training designed with a modular structure, over an extended period of time, to guide the development of managers and help achieve the organisation's results.

Training based on the competencies self-assessment completed (recommending a selection of training modules, for instance MOOCs, to assist development).



The training is accompanied by management action and improvement plans, so that the training leads to specific actions that have an impact on teams and organisations and promote excellence.



Example

An opportunity to turn training into a tool to promote excellence and the professional development of managers.

Accreditation from local institutions but also recognition from the International Hospital Federation provided it follows the established models.