Impact of Leadership Development on Sustainable Health System Performance in Kenya: Assessment of Institutional Priority Improvement Projects using the Challenge Model
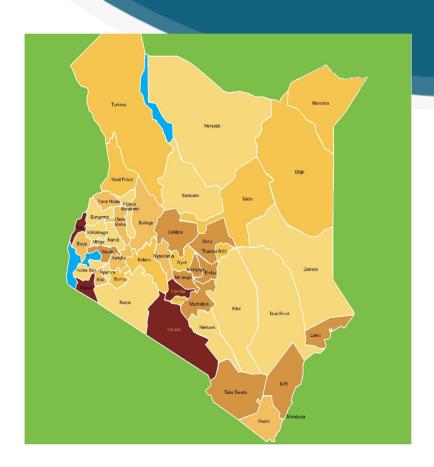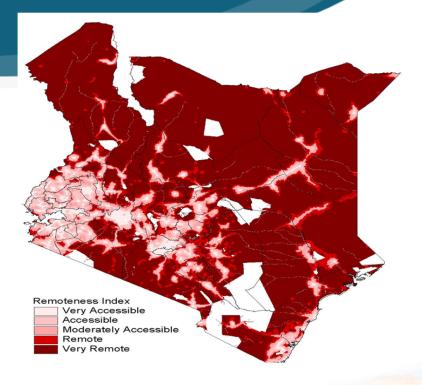
Presenter: Tecla C. Kivuli

Authors: Prof. Gilbert Kokwaro, Dr. Joseph Onyango, and Dr. Jim Rice

gbsn Global Business School Network

Strathmore UNIVERSITY

Administrative and Infrastructural representation of Kenya
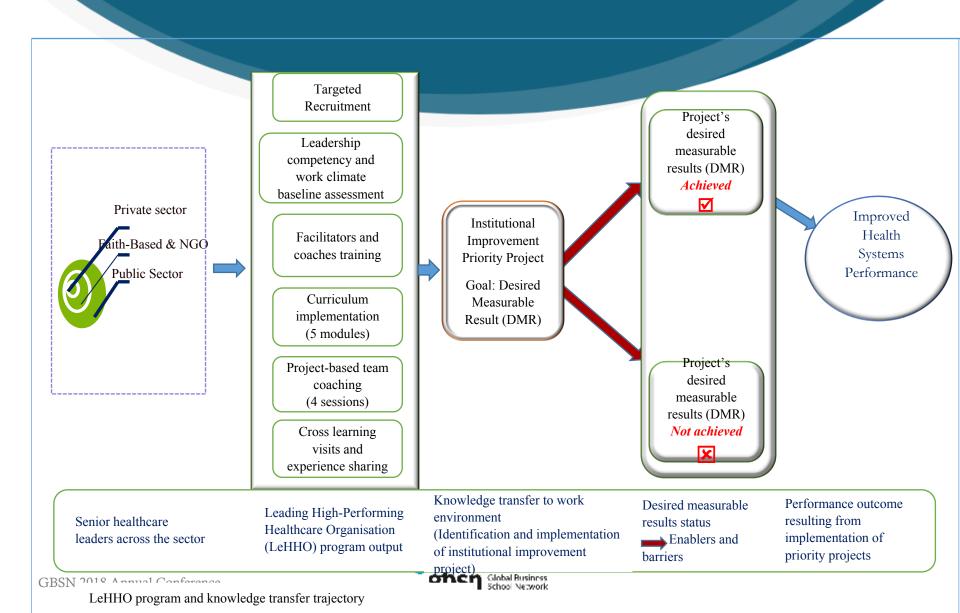
Devolved health system and its Challenges

- $8 trillion in global health care spending.

- Kenya-New constitution (Mdg, Sdg & vision 2030).

- Devolution was the way to ensure health services is universal.

- Capacity building gaps 61% leaders not prepared,

- 6% government budget.

LMG Training Approach
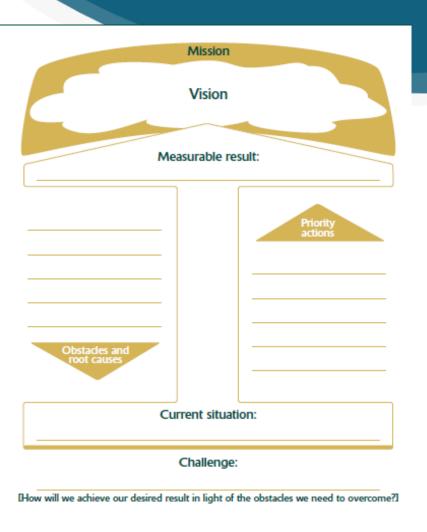
- (MSH, Strathmore, MOH and USAID) - 2010-2016

- Target team recruitment

- case methodology

- peer-cross learning

- challenge driven

- team-coaching

gbsn Global Business School Network

Leading High-Performing Healthcare Organisations (LeHHO

Private sector

Faith-Based & NGO

Public Sector

Targeted Recruitment

Leadership competency and work climate baseline assessment

Facilitators and coaches training

Curriculum implementation (5 modules)

Project-based team coaching (4 sessions)

Cross learning visits and experience sharing

Institutional Improvement Priority Project

Goal: Desired Measurable Result (DMR)

Project's desired measurable results (DMR) *Achieved* ☑

Project's desired measurable results (DMR) *Not achieved* ☒

Improved Health Systems Performance

Senior healthcare leaders across the sector

Leading High-Performing Healthcare Organisation (LeHHO) program output

Knowledge transfer to work environment (Identification and implementation of institutional improvement project)

Desired measurable results status ➤ Enablers and barriers

Performance outcome resulting from implementation of priority projects

LeHHO program and knowledge transfer trajectory

gbsn Global Business School Network

The Challenge Model

Mission

Vision

Measurable result:

Priority actions

Obstacles and root causes

Current situation:

Challenge:

[How will we achieve our desired result in light of the obstacles we need to overcome?]

1. Review mission and strategic priorities
2. Create a shared vision
3. Agree on one measurable result
4. Assess the current situation
5. Identify obstacles and root causes
6. Define key challenge
7. Select priority actions
8. Develop action plan
9. Implement action plan
10. Monitor and evaluate the progress

gbsn Global Business School Network

Results

Group	Year	Public Sector	Private Sector	Faith Based & NGO	Total	Project Teams
Cohort 1	(2010-2011)	12	2	1	15	
Cohort 2	(2011-2012)	22	-	9	31	
Cohort 3	(2012-2013)	30	1	-	31	**69**
Cohort 4	(2013-2014)	25	1	9	35	
Cohort 5	(2014-2015)	17	7	1	32	
Cohort 6	(2015-2016)	11	6	1	21	
Graduates by 2016		**117**	**17**	**31**	**165**	

gbsn Global Business School Network
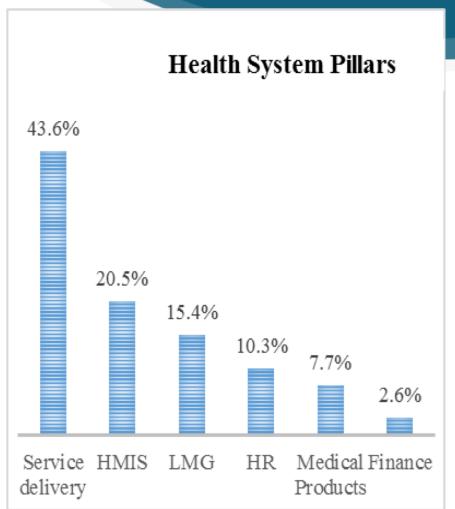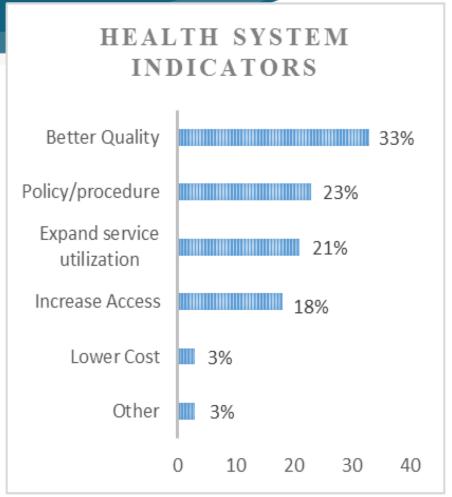
Characteristics?

Item	Category	Frequency (No)	Percentage (%)
Sex	Male	16	41%
	Female	23	59%
Age Category	26-35yrs.	1	10%
	36- 45yrs.	13	33%
	46-55yrs.	19	49%
	>55yrs.	3	8%
Highest Education Level	Bachelor degree	12	31%
	Master degree	23	59%
	Doctoral degree	1	3%
	Others	3	8%

Health system indicators addressed

Health System Pillars

- 43.6% — Service delivery
- 20.5% — HMIS
- 15.4% — LMG
- 10.3% — HR
- 7.7% — Medical Products
- 2.6% — Finance

HEALTH SYSTEM INDICATORS

- Better Quality — 33%
- Policy/procedure — 23%
- Expand service utilization — 21%
- Increase Access — 18%
- Lower Cost — 3%
- Other — 3%

gbsn Global Business School Network
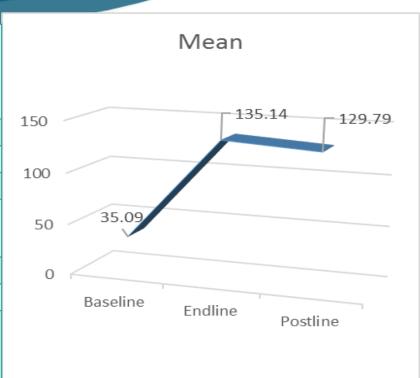
Were results achieved and sustained?
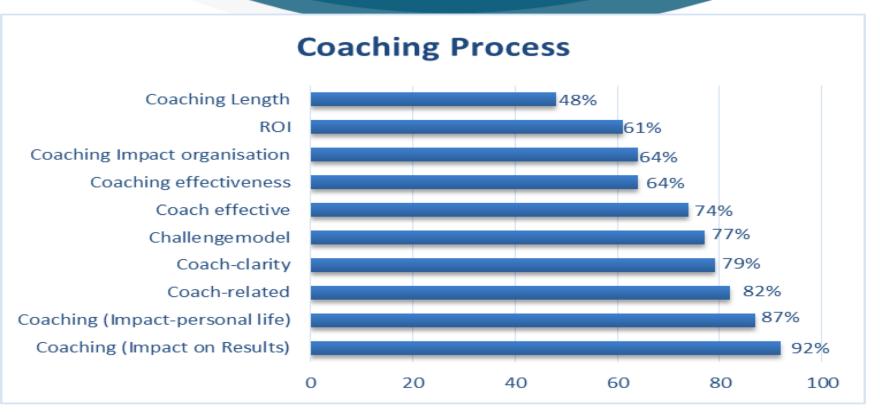
Priority Project (Health System Pillar)	Desired Measurable results Achieved	Results Sustained
Health Financing (n=1)	1	1
Human Resources (n=4)	2	2
Medical Products (n=4)	3	3
Leadership and Governance (n=7)	7	6
Health Information (n=8)	6	5
Service Delivery (n=15)	14	12
Total (n=39)	33 (85%)	29 (88%)

Mean

150	135.14	129.79
100		
50	35.09	
0		

Baseline   Endline   Postline

Paired-sample t-tests **P=0.034** for baseline and endline and for endline and post-intervention **P=0.235** Means (35.09, 135.14 & 129.79)

Role of coaching and challenge model

Coaching Process

Category	Percentage
Coaching Length	48%
ROI	61%
Coaching Impact organisation	64%
Coaching effectiveness	64%
Coach effective	74%
Challenge model	77%
Coach-clarity	79%
Coach-related	82%
Coaching (Impact-personal life)	87%
Coaching (Impact on Results)	92%

92% of the LeHHO alumni reported that achieved results were highly attributed to the coaching process

gbsn Global Business School Network

Enablers and Barriers to achievement of Desired Measurable Results (DMR)

Enablers

1. Team work/work climate Targeted team recruitment

2. Effective Curriculum

3. Real time knowledge transfer to work place challenge

4. Coaching trajectory and conversation

5. Good will and buy-in from senior management and politicians

6. Constant scanning and focusing
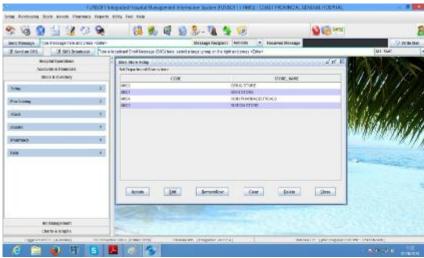
7. Others- Devine intervention

Barriers

1. Unproductive Politics

2. Inadequate management support

3. Human resources capacity

4. Inadequate team work

5. Scope of the project

gbsn Global Business School Network

Annexes: Tangible evidences

- DMR: To have a fully automated inventory management system for pharmaceuticals, non -pharmaceuticals, kitchen and x-ray

Laboratory automation

After

Before

- Hand written requisitions and results

- The work is tedious

- Transcription errors are common

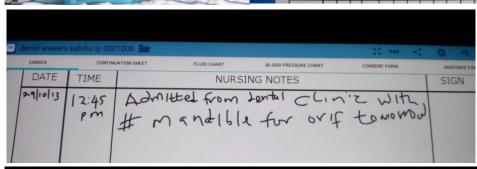- Illegible hand writing

- Time consuming /wasting

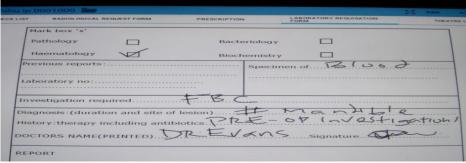# DMR: To pilot on Electronic medical records of inpatients in 2 wards

Before

After

- Litigation issues.

- Low /No Confidentiality.

- Difficulty in access of complete patient data.

- Compromised patient care.

- Time loss.

- Reduced Accuracy in diagnosis

- Easy to edit thus theft

Acknowledgement

- LeHHO alumni
- SBS team
- MOH
- MSH
- USAID
GBSN