ROLE OF MEDICAL MANAGERS IN PUBLIC HOSPITALS IN SOUTH AFRICA

Dr Deb Basu
Department of Community Health
Charlotte Maxeke Johannesburg Academic Hospital and University of the Witwatersrand
Einstein (1999) commented after receiving the Physician Business Leader Award in USA:

 Appropriately skilled and interested clinicians need to step forward to provide the administrative leadership necessary to direct the future of health care and to ensure that other clinicians and scientists will have the necessary resources they need to make Nobel-Prize-winning discoveries that lead to the prevention and cure of cancer.

Today's Medical Manager plays a new legitimate role in the attainment of the traditional professional goals of medicine.
CONTENT

- Scope of practice for Medical Managers
- Roles and responsibilities of Medical Managers in South Africa
- Medical Management Education and Training Programme
  - Proposed Medical Management Education and Training Programme in South Africa
- Future challenges
PUBLIC HOSPITAL ORGANISATION

Hospital Board

CHIEF EXECUTIVE OFFICER

Hospital Administration

Core business (Clinical care)  Non-core business (Hotel care)
medical MANAGEMENT

mM
Medical Management is a medical discipline concerned with the management of every aspect and every level of the health services including:

- Prevention, promotion, cure and rehabilitation.
- Planning, organising, controlling, coordinating and evaluating the resources.
- Processes, output and outcome of patient care, education.
- Training and research in the health sector.
Medical management is integration of:

The knowledge, skills, ethics and values of MEDICINE

WITH

The knowledge, skills, ethics and values of leadership and MANAGEMENT

American College of Physician Executives
SCENARIO 1: A public hospital with 48 ICU beds

47 patients, one empty bed

Sunday 20:00 hours: 2 patients arrived at the same time

Patient Number 1
- 50 year male
- Diabetic keto-acidosis
- CEO
- GCS 6

Patient Number 2
- 20 year female
- MVA
- Unemployed
- GCS 6

QUESTION
Who should get the bed?
Should we add an additional bed?
Who takes the decision?
What should be basis of that decision?
SCENARIO 2: Head of Pediatrics in a Hospital would like to prescribe an expensive antibiotics, which is not usually available in public hospitals and not even covered by Medical schemes. He states that

*HE IS THE HEAD OF PAEDIATRICS. HE DO NOT CARE WETHER THE HOSPITAL CAN AFFORD IT OR NOT*

SCENARIO 3: Head of Nuclear Medicine would like to buy a PET Scanner to improve management of cancer patients besides another public hospital in the Province has already purchased it. He states that

*HE KNOWS WHAT IS GOOD FOR THE PATIENTS*

SCENARIO 4: Finance Manager of a Hospital does not like to buy surgical gloves which is relatively expensive but of good quality and reduce infection. He states that

*THE HOSPITAL HAD BUDGET PROBLEM. HE HAS TO CUT COST.*
SCOPE OF PRACTICE FOR MEDICAL MANAGERS

1. Practise **evidence-based medicine**, i.e. to acquire, analyse and critically review existing knowledge, so to produce evidence on which practice can be based;

2. Apply the principles of clinical medicine, **cost-effectiveness analysis**, **cost-benefit analysis** and **decision analysis** in clinical practice;

3. Critically appraise **complex health services administration problems** and to formulate appropriate solutions to these problems;

4. Assess the **health care needs** of the community, patients and other health service clients;

5. **Maximise the health of the community** through the development and supervision of clinically effective services;

*Hong Kong College of Community Medicine*
SCOPE (contd..)

6. Manage human and material resources effectively and efficiently for health services;
7. Manage changes in technology and resources in health care systems;
8. Promote good clinical and administrative practice in health care;
9. Understand and promote biomedical and managerial ethics;
10. Assume an enabling, advocating and mediating role in a multidisciplinary environment, to effect changes in culture and practice in the health care system.

Hong Kong College of Community Medicine
MEDICAL MANAGERS IN SOUTH AFRICA
Medical Management in South Africa: A neglected profession.

OBJECTIVES

- To review the roles and responsibilities of Medical Managers in South Africa
- To review the education and training programmes for medical managers
METHODOLOGY

STUDY DESIGN

- Review
  - Sunday Times job advertisement published in Sunday times in 2007 which requires both medical and management qualification in public service (n=224)
  - Education and training programmes for medical managers
- Internet search with key word: `Medical` and `Management`
- Questionnaires to Medical Managers (n=32)
QUESTIONS

- Who are the Medical Managers?
- What do they do?
- Why do we need them?
- What is their uniqueness?
- What distinguishes them from other professionals such as:
  - Other Health/ Hospital Managers and Clinicians?
- What are their core competencies?
- What values they add to an organisation?
RESULTS

ROLES AND RESPONSIBILITIES OF MEDICAL MANAGERS IN SOUTH AFRICA
WHERE DO THEY WORK IN SOUTH AFRICA?

- Hospitals and other facilities-
  Medical Superintendent/ Clinical Executive/ Medical Manager/ Clinical Director
- District, Regional and Provincial Offices
  Medical Advisor
- Non-Medical positions
SCOPE OF PRACTICE FOR MEDICAL MANAGERS IN SOUTH AFRICA

- Medical (Clinical)
- Management
SCOPE OF PRACTICE FOR MEDICAL MANAGERS IN SOUTH AFRICA

1. Clinical functions-

1.1 Manage all medical and allied disciplines
1.2 Plan and control CPD programmes for doctors, medical services and medical support services
1.3 Monitor core hours and overtime requirements
1.4 Implement and monitor referral networks between PHC, district hospitals, and Level 3 Hospitals
1.5 Develop and implement clinical protocols

Sunday Times Advertisements 2007
SCOPE OF PRACTICE FOR MEDICAL MANAGERS IN SOUTH AFRICA

Clinical (contd...)

1.6 Manage the clinical governance strategy, policies and protocols
1.7 Lead clinical audit process
1.8 Co-ordinate and manage Medico-legal Research, Epidemiological Biostatistical services in the Hospital / Facilities
1.9 Lead quality assurance processes
1.10 Cover the hospital after hours

Sunday Times Advertisements 2007
SCOPE OF PRACTICE FOR MEDICAL MANAGERS IN SOUTH AFRICA

2  Human Resources
2.1 Management of staffing requirements of Medical Departments
2.2 Performance management of medical and allied staff
2.3 Staff development and training
2.4 Training to junior doctors

3.  Financial management
3.1 Budget and Expenditure
3.2 Cost centre

4.  Information Management

5.  Part of the Executive Management team
6. Others

6.1 Plumbing (Doctor’s room was flooded)
6.2 Cleaning (Ward was not cleaned)
6.3 Portering (Porter was not available)
6.4 Social work (Patient had no money)
6.5 Judge (Surgeon and Anesthetist wanted to kill each other)
6.6 Glorified PORTER in Academic Hospitals

and continue ..........

Questionnaire (2007)
DISCUSSION

MEDICAL MANAGERS IN SOUTH AFRICA

- Not really Clinicians
- Not really Managers
- Somewhere a hybrid of the two who can solve any problem in a facility
RESULTS

MEDICAL MANAGEMENT

EDUCATION AND TRAINING
MEDICAL MANAGEMENT AS A SPECIALITY

RECOGNISED AS A SPECIALITY

- Royal Australasian College of Medical Administration
- Hong Kong College of Community Medicine subspecialty of Administrative Medicine
- National Board of Examinations of India- Health Administration
- Academy of Medicine of Malaysia
- American College of Physician Executive
- Royal College of Surgeons in Ireland: School of Healthcare Management
MEDICAL MANAGEMENT AS A SPECIALITY

NOT YET RECOGNISED

- British Association of Medical Managers and Royal College of Physicians
- The College of Public Health Medicine of South Africa: Division of Medical Management
MEDICAL MANAGEMENT TRAINING IN SOUTH AFRICA

- MPH - Health and Hospital Management, Health Policy
- MBA - Health Management
- DPH - Health and Hospital Management, Health Policy
- DHSM
- Short courses

Are those qualifications offering the training we need for our Medical Managers?
MEDICAL MANAGEMENT AS A SPECIALITY IN SOUTH AFRICA

Are those qualifications offering the training we need for our Medical Managers?

YES and NO

Yes: Probably theoretical training
No: Experiential learning
WHAT ARE THE DIFFERENCES?

- Fellow of the College of the Paediatrics and Child Health
- Fellow of the College of Public Health Medicine
- MSc (Med) in Child Health
- MPH

EXPERIENTIAL LEARNING
THE ROYAL AUSTRALASIAN COLLEGE OF MEDICAL ADMINISTRATORS

STUDY AND EXAMINATION PROGRAMME

- Clinical experience of three years
- Supervised administrative experience of three years (hospitals, mental health services, community health services, statutory authorities and government departments)
- Theoretical studies involving an approved Master's programme
- A case study on a health/administrative problem encountered, or project undertaken, during the period of supervised experience
- Oral examinations involving a general viva to establish the Candidate's knowledge and expertise in the area of health services management.
AMERICAN COLLEGE OF PHYSICIANS EXECUTIVES

- **Clinical experience**
  3 years experience in practice beyond residency training

- **150 Hours of management education**
  - 126 hours of tested core courses (provided by ACPE);
  - 24 hours of tested elective management courses.
  - Graduate management degree

- **Medical Management Experience**
  1 year of medical management experience.

**CORE COURSES**
- Health law
- Managing Physician performance
- Quality
- Ethical challenges
- Financial decision making
- Physicians in management:
  - Marketing
  - Influence
  - Negotiations
  - Medical Informatics
HONG KONG COLLEGE OF COMMUNITY MEDICINE (HKCCM)

- Administrative Medicine (AM)
- Occupational Medicine
- Public Health Medicine
HKCCM (AM) TRAINING CONTENT

- Supervised clinical experience
- Public health & epidemiology. Statistics, research and evaluation methods
- Politics and policy studies
- Social and behavioural sciences. Law and ethics in health
- Health care systems
- Health economics and health care financing
- Management of organisations:
  - Financial management. Human resources management.
HKCCM (AM): Rotational Training

- Policy level (1 year)
- Operations level (1 year)
- Elective (1 year)
PROPOSED MEDICAL MANAGEMENT PROGRAMME IN SOUTH AFRICA
KEY ROLE PLAYERS

- Department of Health
  - National and Provincial Departments
- Department of Education
  - Council of Higher Education
- Health Professions Council of South Africa
- The College of Public Health Medicine of South Africa
- South African Society of Health Care (Medical) Managers
PROPOSED PROGRAMME FOR MEDICAL MANAGEMENT AS A SPECIALITY IN SOUTH AFRICA

- A Division of The College of Public Health Medicine OF South Africa
- Proposed Fellowship: FCPHM (Med Mgmt)
  - 4 years of full-time training
- Proposed Diploma: Dip Med Mgmt
  - 1 year full time/ 2 year part-time training
LEARNING OUTCOMES

- Be able to practise evidence-based medicine, i.e. to acquire, analyse and critically review existing knowledge, so to produce evidence on which practice can be based.
- Be able to apply the principles of clinical medicine, cost-effectiveness analysis, cost-benefit analysis and decision analysis in clinical practice.
- Be able to promote good clinical and administrative practice in health care.
- Be able to critically appraise complex health services administration problems and to formulate appropriate solutions to these problems.
- Be able to assess the health care needs of the community, patients and other health service clients.

Adopted from HKCCM
LEARNING OUTCOMES

- Be able to maximise the health of the community through the development and supervision of clinically effective services.
- Be able to manage human and material resources effectively and efficiently for health services.
- Be able to manage changes in technology and resources in health care systems.
- Be able to assume an enabling, advocating and mediating role in a multidisciplinary environment, to effect changes in culture and practice in the health care system.
- Be able to understand and promote biomedical and managerial ethics.
FCPHM (MED MGMT)

A specialist qualification for Medical Managers
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Candidates are required to have spent 3 years in training before being admitted to the examinations.
FCPHM: MED MGMT
SKILLS REQUIRED

- Evidence Based Medicine
- Clinical Medicine
- Clinical Economics
- Medical Management I:
  Resources, Facilities and Logistics
- Medical Management II:
  Organisational Management
- Medical Management III:
  Health Systems Management
FCPHM: MED MGMT
ENTRY TO THE EXAMINATION

- Certification by head of department’s that
  - Education: 3 years as a registered MMed student in an appropriate post
  - Service: Mastered 75% of the skills listed in the College Regulations.
  - Research: Completed and passed the MMed dissertation
- 6 monthly institutional formative assessment reports
- Examination: Theory, Oral and Practical
DIPLOMA IN MEDICAL MANAGEMENT
DIPLOMA (MED MGMT)

- **Target:** Medical managers working in Regional and District Hospitals
- **Training:** 1 year full-time/ 2 years part-time
- **Learning:** Experiential and Theory
- **Examination:** Theory, Oral and Practical
- **Examining body:** The College of Public Health Medicine of South Africa
# Diploma (Med Mgmt) (SA) Credits

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MANAGEMENT TRAINING FOR MEDICAL DOCTORS
CERTIFICATE IN MANAGEMENT
FOR MEDICAL DOCTORS

- Medical Doctors working in public hospitals
- Aspired to be promoted as Senior/ Principal/ Chief Specialist/ Medical officer

- Education and Training
  - Certificate (6 months)
    - Part-time training
    - Experiential learning
    - Theoretical learning
  - Continuous Professional Development in Management
FUTURE CHALLENGES
FUTURE CHALLENGES

- Creating a scope of practice for Medical Managers
- Custodian for practice of Clinical Governance, Clinical Economics and Evidence Based Health Care

NATIONAL INSTITUTE OF CLINICAL EXCELLENCE
FUTURE CHALLENGES:
MEDICAL MANAGERS

- Recognition of the Specialty
- Creating Departments of Medical Management in the Universities/ Academic Hospitals
- Creation of Registrar posts
- Conversion of Medical Superintendents posts to Specialist posts
- Recognition of prior learning
- Career paths for Specialists
FUTURE CHALLENGES: MEDICAL DOCTORS

- Management training at Undergraduate and Specialist levels
- Making Management qualification as one of the requirements for Senior appointments such as Chief Specialist/HOD
PUBLIC HOSPITAL ORGANISATION

Hospital Board

CHIEF EXECUTIVE OFFICER

Clinical care

Hospital Administration

Nursing and Medical Allied

Medical

Medical Doctor

Medical Manager

Masters Programme in Hospital Management

Bachelor Programme in Hospital Management

Specialist and Diploma programme in Medical Management

Certificate and CPD in management
CONCLUSION

- Medical Management as a Profession is going to stay
- Their roles and responsibilities needs to be clarified
- Stakeholders need to work together:
  - National and Provincial Departments of Health
  - The College of Public Health Medicine of South Africa
  - South African Society of Medical Managers
- This programme can help the rest of Africa
THANK YOU