

The Balanced Scorecard: A Tool for Strengthening Strategic Planning and Management in the Health Sector in Ethiopia

An Issue Brief of the Ministerial Leadership Initiative for Global Health (MLI)



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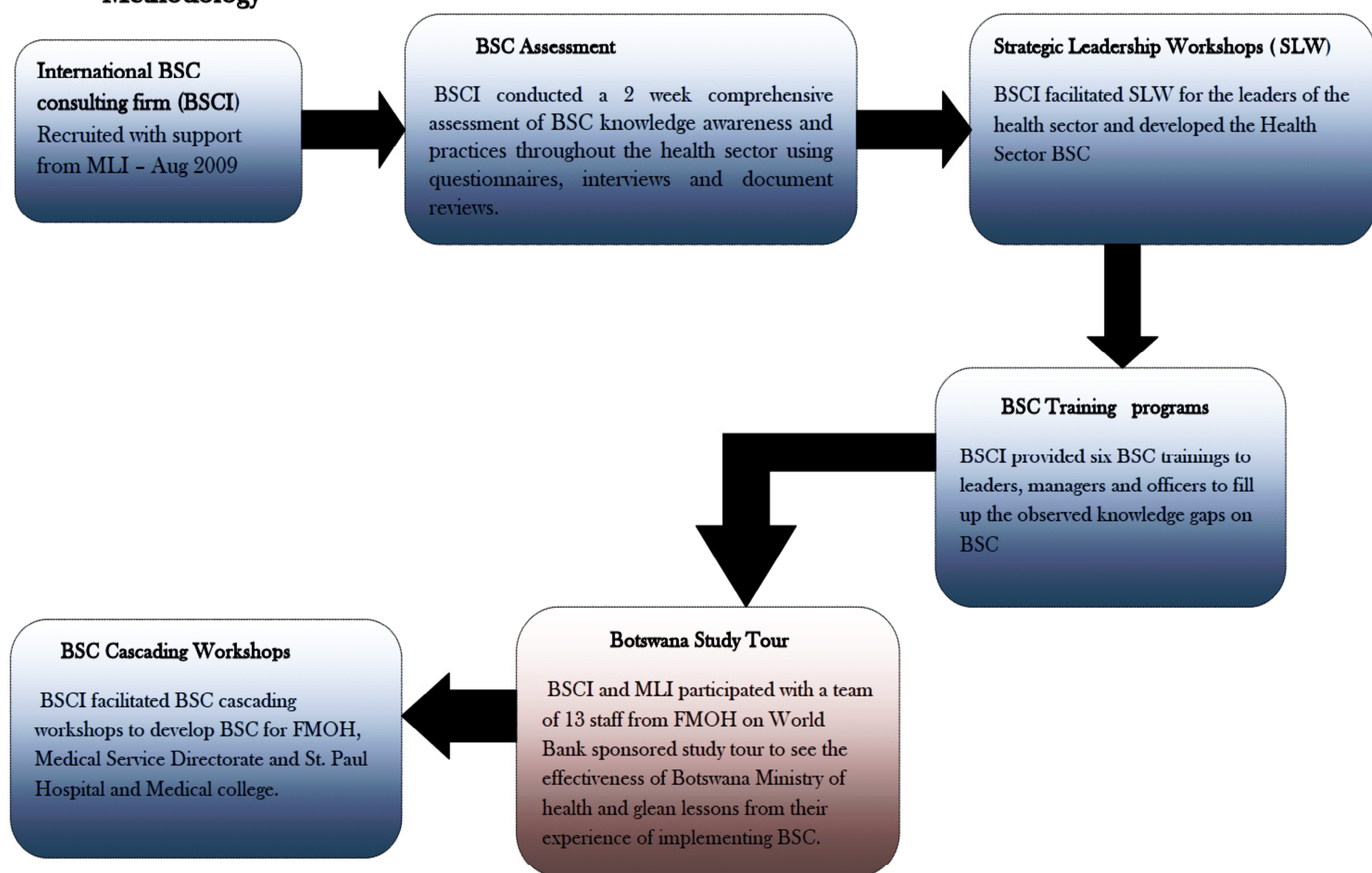


Context

The Federal Ministry of Health (FMOH) in Ethiopia introduced a strategic planning and management tool, the Balanced Scorecard (BSC), in order to create a coordinated and strategically focused planning process for the health sector. This would also help to align the health workforce under common objectives and create new ways of measuring and analyzing organizational and individual performance information for timely, informed decision making. Once the BSC is implemented throughout the sector, it will enable more effective management of all sector activities and help ensure alignment of efforts in meeting the mission and vision of the sector.

From 2009 to 2010, the FMOH worked with the Balanced Scorecard Institute (BSCI) to design and implement the BSC. BSCI facilitated a series of strategic planning workshops with senior health sector leaders and provided trainings involving health sector and Ministry of Capacity building leaders and managers. The purpose of the workshops and trainings was to develop Ethiopia's health sector strategy and to operationalize it by using the BSCI's award-winning Nine Steps to Success framework. Additionally, BSCI provided technical assistance to translate the health sector strategy and BSC to the FMOH, the Medical Service Directorate of FMOH and St. Paul Hospital and Medical College. The next phase of BSC implementation will include piloting the BSC at lower levels and scaling up implementation at federal, regional, zonal and woreda levels of the health sector.

Methodology



Key Findings

Broad Outcomes:

- 1) BSC is now the only strategic planning and management tool being used across the Government of Ethiopia. BSC is one of the central planning structures of the health sector and was used to craft the Health Sector Development Program (HSDP IV) –a 5 year strategic plan for the sector.
- 2) Over 125 staff from the FMOH, Regions and Ministry of Capacity building were trained in BSC methodology and have become certified trainers for its use throughout the long term operations of the health system. Trained staff can strategically gather performance and operations data for decision making.
- 3) Learning about other public and private sector experiences with the BSC, especially the experience of the Ministry of Health in Botswana, has provided valuable practical lessons and helped Ethiopia shape its own BSC approach.
- 4) In the next 5 years, with continued political and leadership commitment from the FMOH, technical support of BSCI, and funding from the Gates Foundation, the health sector in Ethiopia will be a model of a mature, aligned, and effective BSC implementer.

Challenges Faced:

- There are many competing priorities within the Ministry of Health
- There is a significant time and resource investment in implementing the tool
- Donors have limited interest in funding the development and implementation of the BSC as they are unfamiliar with its benefits and how it can impact health outcomes
- Some health sector staff perceive the BSC as mainly a measurement tool – the BSC was initially deployed as a monitoring and evaluation tool for strategy execution of activities at the individual level
- There is a tendency amongst policymakers to try to reshape pre-existing planning and management systems into the BSC format
- Shortage of human resources and high turnover in the health sector

Opportunities:

- Strong political commitment from the Government of Ethiopia and health sector leaders to implement BSC
- The implementation of Business Process Reengineering (BPR) prior to the BSC helped to improve strategic customer focus, a key element of BSC. BPR complements the implementation of the BSC as BPR promotes streamlining operational processes and improving management..
- The BSC helps identify strengths and weaknesses in the capacity of health staff and provides information to help address the gaps. The data collected by the BSC identifies high performing staff, which can encourage managers to reward and retain top performers.
- The FMOH has a strong culture of inclusive, top-down and bottom-up strategic planning processes in place. The capacity to think strategically is a key enabler for successful BSC systems.

Global Lessons

The BSC experience in Ethiopia offers a number of potential lessons for other countries' health sectors:

1. The committed engagement of high level leaders is essential to effective strategic planning and performance management
2. Communication between leaders, managers, and staff across the health sector needs to be interactive; the BSC provides a framework for this type of communication
3. Continuous investment in building the capacity of leaders within an organization is essential; the BSC is a good tool for capacity assessment
4. Integrating or leveraging existing planning and management tools and systems helps foster buy-in and sustainability for the BSC

Acknowledgements:

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ST. PAUL HOSPITAL MEDICAL COLLEGE, ETHIOPIA Balanced Scorecard Strategic Planning & Management System



MISSION / VISION / CORE VALUES		OBJECTIVES	PERFORMANCE MEASURES	TARGETS	INITIATIVES
MISSION: To provide quality and affordable curative, rehabilitative, promotive and preventive health care services as a referral hospital and train competent, compassionate and ethical health professionals using integrated and quality medical education and perform need based research VISION: To be a sought after medical center and a prestigious academic and research center in East Africa by 2020		PERSPECTIVE: Community			
CORE VALUES: 1. Patient/Community first 2. Commitment to Excellence 3. Compassion 4. Quality care 5. Collaboration 6. Integrity 7. Trust		Improve society satisfaction	• % of satisfied customers		• Strengthen feedback mechanism for patient and clients
		Improve quality of medical service	• TBO • % reduction in real complaints		• Create conducive environment for the disabled
		Improve access to our service	• Average outpatient waiting time • Number of new patients seen in the hospital per year • % of students who participate in entrance exam from other regions		• Strengthen nursing care and infection prevention standards
		Improve HR capacity of health institutions	• % of annual national graduating students (from each batch) that are from our college • Annual number of students from private health institutions who get trained in our college • Number of in-service trainees from other institutions in a year		• Strengthen quality management program • Create patient safety culture
STRATEGIC THEMES		PERSPECTIVE: Financial			
Excellence in Service Delivery Result: A community that practices and produces best health and has access to quality health care at all times and health institutions equipped by competent, competent and compassionate health professionals	Excellence in Leadership and Governance Result: Safe institute that is served by collaborative, accountable and transparent leaders. Decision making based on evidence which ensures the equitable and effective allocation and utilization of resources	Improve utilization of resource	• Medical staff (Doctors, nurses & other clinical staff)/ total beds • % of utilized budget • Cost per patient day equivalent		• Strengthen financial planning • Strengthen monitoring of the financial utilization according to the plan.
STRATEGY MAP		PERSPECTIVE: Internal Processes			
		Improve delivery of hospital services	• decrease in average (median) cycle time (From Point of registration to point of patient gets service and leaves or to Referral) • Availability of tracer drugs • % of patients triaged at ER within 5 minutes		• Strengthen the adoption of guidelines and protocols development • Strengthen patient flow standards and implement the new referral system • Strengthen interdepartmental communication and harmonization • Strengthen pharmaceutical supply chain management system including non medical supplies management • Strengthen HMIS • Strengthen health education programs at each service area
		Improve quality of teaching and research	• Number of research published in a reputable journal per year • Average students score • % of budget allocated for teaching materials and aid		• Revision of the integrated curriculum based on benchmarking of similar institutions and development of teaching materials • Strengthen Research Review and Ethical Committee and establish research unit • Develop new post graduate and undergraduate programs • Strengthen student services
		Improve our Stakeholders relationships	• Stakeholders Satisfaction • Percentage of project implemented as per MOUs		• Establishing public relation unit. • Establishing regular and scheduled review meeting with all stakeholders • Create community awareness through different mass media and interaction with community leaders.
		PERSPECTIVE: Learning & Growth			
		Improve staff motivation	• Staff satisfaction index • Attrition index(DNO) • % of highly performing staff rewarded		• TBO
		Improve hospital infrastructure	• Proportion of standards met by facilities. • Proportion of standards met for functional equipment by specific service areas		• Strengthen teaching and hospital infrastructure including ICT and construction of maternity and children hospital, medical college and guest house. • Implement medical equipment and facility management standards including renovation as per national standard.
		Improve revenue generation	• Total revenue raised (as a proportion of total revenue which is government budget + all revenue)		• Strengthening and expanding private wing service • Establishing revenue generation through printing press. • Strengthening private teaching and training.
		Improve hospital governance	• % of timely implemented decisions • % of supportive supervision provided • % of concluded management meetings		• Create good working relationship with the governing Board • Redesigning clear organizational structure • Leadership skill development training
		Improve knowledge and skills of staff	• % of trained staff • % of required positions filled by skilled staff		• Establishing training and staff development unit. • Strengthen career development program • Strengthen in service training program (with partners)