Ministerial Leadership Initiative
ASPEN GLOBAL HEALTH AND DEVELOPMENT

2nd Conference of the African Health Economics and Policy Association (AfHEA)

The Balanced Scorecard:

A Tool for Developing the Health Sector Development Plan IV in Ethiopia

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What is a Balanced Scorecard (BSC)?

- *A Strategic Planning and Management* tool for aligning employees' day to day work with an organization's mission and vision

- *A change initiative* for communicating leadership and organizational goals
- The BSC breaks strategy into actionable *Strategic Objectives* linked in a value creation story (a "strategy map") through four distinct *Perspectives*

- The BSC uses *Strategic Performance Measures* and *Strategic Initiatives* to attain or maintain targeted levels of organizational performance

The Logic of BSC Strategic Planning

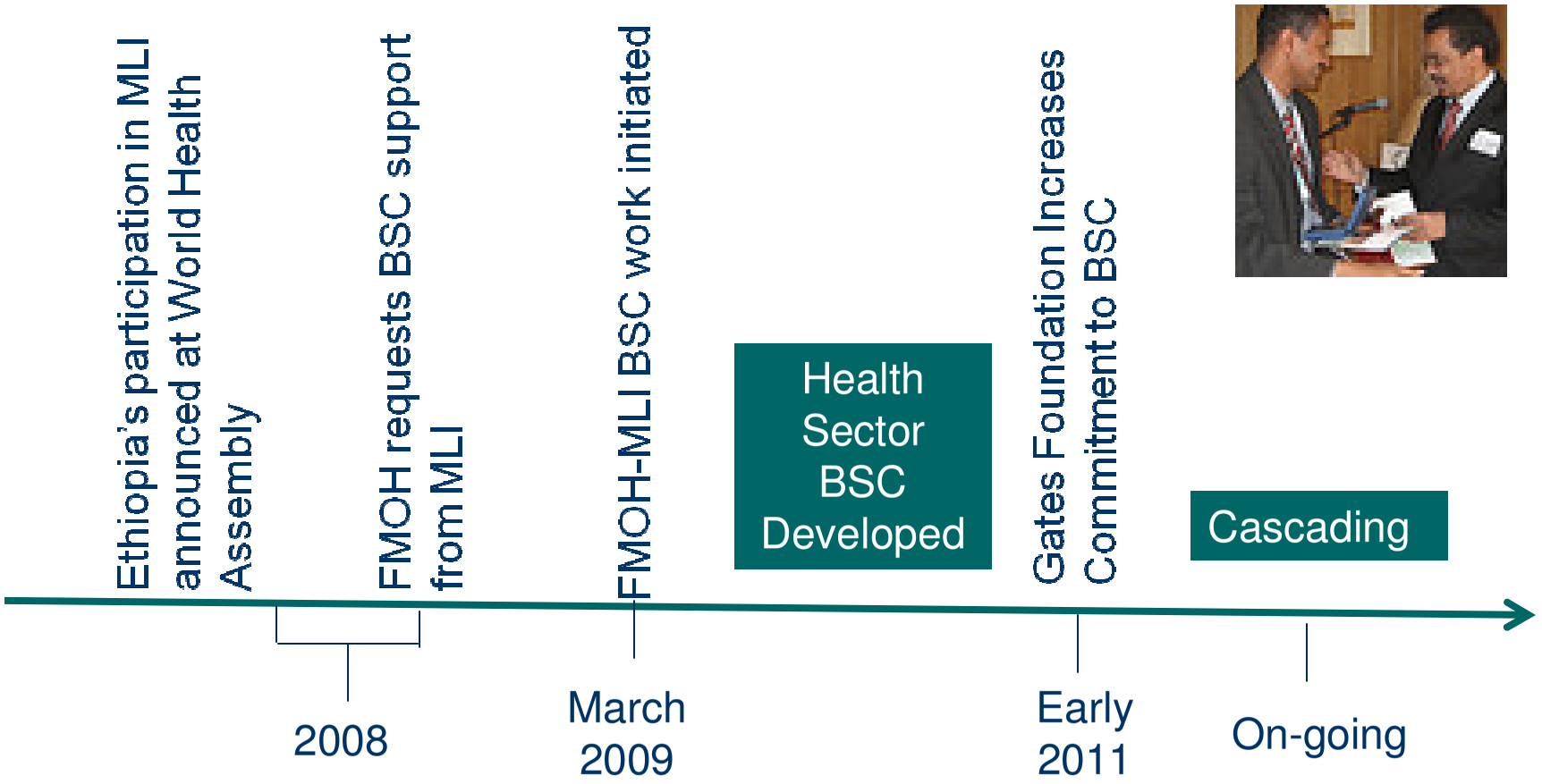
Why was it right for the FMOH?

- The FMOH has a deep seated commitment to improving performance and management in the health sector.

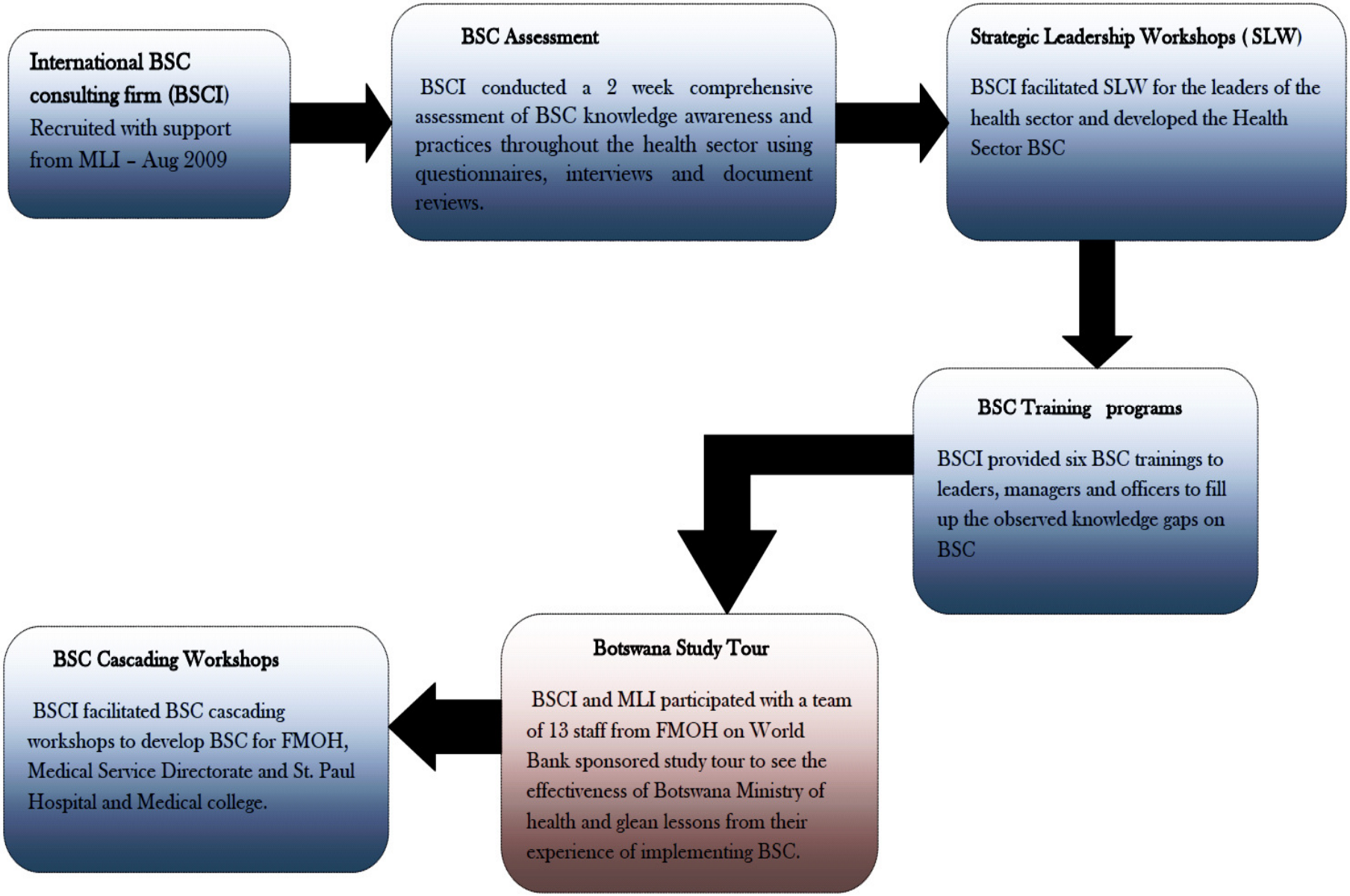
- Before the BSC, the FMOH had already implemented:
  - a Results Oriented Program Appraisal (ROPA) process and
  - Business-Process Reengineering (BPR)

- Adopting the BSC was the next step in using these tools for a coherent management and success strategy.

Timeline of FMOH-MLI BSC Efforts



Methodology



Outcomes

1. BSC is the only strategic planning and management tool for the GoE.
2. BSC was used as framework for developing the HSDP IV – a 5 year strategic plan for the sector.
3. >125 staff from the FMOH, Regions and Min. of Capacity Building trained in BSC methodology.
4. BSC User Manual and Evaluation Toolkit prepared for its use throughout the long term operations of the health system.
5. Experience of the MoH in Botswana provided valuable practical lessons for Ethiopia to shape BSC approach.
6. Strong leadership commitment and ownership from the FMOH

ST. PAUL HOSPITAL MEDICAL COLLEGE, ETHIOPIA

Balanced Scorecard Strategic Planning & Management System

MISSION / VISION / CORE VALUES

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

CORE VALUES:
1. Patient/Community first
2. Commitment to Excellence
3. Compassion
4. Quality care
5. Collaboration
6. Integrity
7. Trust

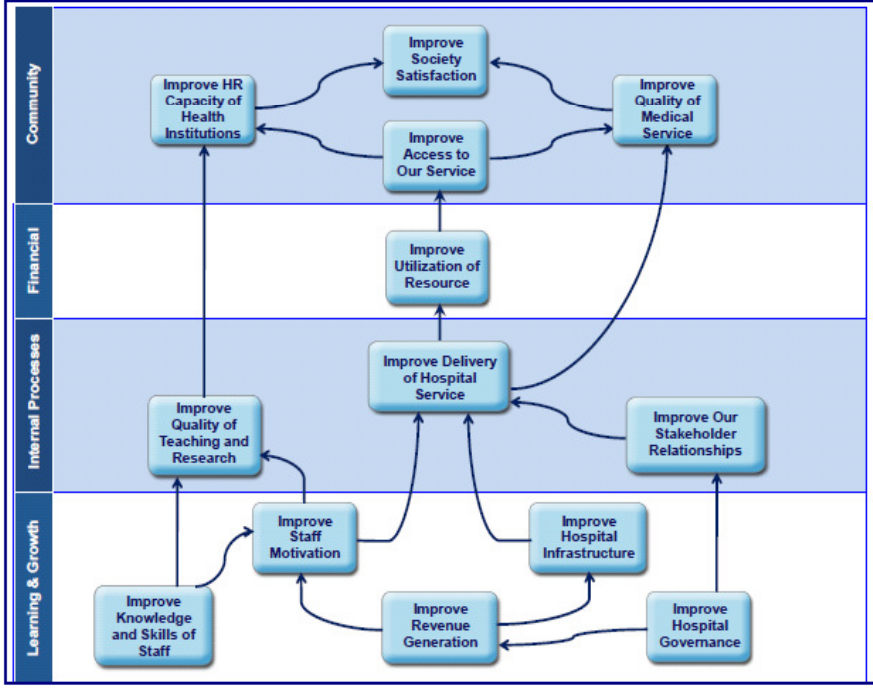
STRATEGIC THEMES

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 excellent, 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

Excellence in Health Infrastructure and Resources
Result: Community and students accessing to a facility that are well equipped, supplied, maintained and ICT networked to the best standards and staffed with qualified and motivated employees

STRATEGY MAP



OBJECTIVES	PERFORMANCE MEASURES	TARGETS	INITIATIVES
PERSPECTIVE: Community			
Improve society satisfaction	• % of satisfied customers • % reduction in real complaints		• Strengthen feedback mechanism for patient and clients • Create conducive environment for the disabled
Improve quality of medical service	• TBD		• Strengthen nursing care and infection prevention standards • Strengthen quality management program • Create patient safety culture
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		• TBD
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		• Establish special student support program • Strengthen admission protocol for students from private institutions
PERSPECTIVE: Financial			
Improve utilization of resource	• Medical staff (Doctors, nurses & other clinical staff)/ total beds • % of utilized budget • Cost per patient day equivalent		• Strengthen human resource planning • Strengthen financial planning • Strengthen monitoring of the financial utilization according to the plan.
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 areas
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. • Establish 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		• TBD
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 services • Establishing revenue generation through printing press. • Strengthening private teaching and training.
Improve hospital governance	• % of timely implemented decisions • % of supportive supervision provided • % of conducted 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)

BSC Cascading Model

National Strategic Guidance (PASDEP)

Plan for Accelerated and Sustained Development to End Poverty

Health Sector Strategy (BSC)

Local Government Strategy

FMOH

- Directorate
- Federal Hospital
- Team
- Individual
- Team
- Individual

Four Federal Health Agencies

- Directorate
- Team
- Individual

Regional Health Bureau

- Directorate
- Regional Hospital
- Team
- Individual
- Team
- Individual
- Team
- Individual

Zone HO

- Team
- Individual

Woreda HO

- Kebele HO
- Team
- Individual

Challenges Faced

- There are many competing priorities within the FMOH
- There is a significant time and resource investment in implementing the tool
- Donors have limited interest in funding 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
- A tendency amongst policymakers to try to reshape pre-existing planning and management systems into the BSC format
- Shortage of HR and high turnover in the health sector

Opportunities

- There is strong political commitment from the GoE and health sector leaders to implement BSC.

- The implementation of BPR prior to the BSC helped to improve strategic customer focus, a key element of BSC.

- The BSC identifies strengths and weaknesses in the capacity of health staff and provides information to help address the gaps. BSC identifies high performing staff and helps 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.

Next Steps /Way Forward

- Cascade BSC throughout the Sector
- Operationalize Strategy Management Plan
- Develop Leadership Capacity of Regional Health Managers
- Refine Analytics for Performance Measurement
- Strategic Initiative planning and management

Slide 12

AR2 This picture is a bit odd--is there a pic from Ethiopia that we can use? A woreda level facility perhaps?
Aarthi Rao, 3/10/2011

Global Lessons

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

Acknowledgements

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