

ROLE OF MEDICAL MANAGERS IN PUBLIC HOSPITALS OF SOUTH AFRICA

Wits Medical School

11th January 2006



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.

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:
 - (a) Other Health Managers and
 - (b) Clinicians?
- What are their core competencies?
- What values they add to an organisation?

TOPICS

- Roles and responsibilities of Medical Managers in public hospitals
- Medical management as a speciality
- Establishment of a Medical Managers' forum

BACKGROUND

- Historical role of Medical Superintendents
- Ordinance
- Medical Managers and Administrative Managers
- Medical Managers and Clinicians
- Scope of practice
- Recognition
- Medico-legal issues

**ROLES AND RESPONSIBILITIES OF
MEDICAL MANAGERS IN PUBLIC
HOSPITALS**

Medicine

Management



MEDICAL MANAGEMENT

Medical Management is a medical discipline concerned with the management of every aspect of the health services including planning, organising, controlling, coordinating and evaluating the resources, processes, output and outcome of patient care, education, training and research in the health sector at every level of prevention, promotion, cure and rehabilitation."

MEDICAL MANAGEMENT

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

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;

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.

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
- Power of a Medical Manager in an academic institution?

WHERE DO THEY WORK?

- 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

- Clinical
- Management

SCOPE OF PRACTICE FOR MEDICAL MANAGERS IN SOUTH AFRICA

Clinical functions-

1. Manage all medical and allied disciplines
2. Plan and control CPD programmes for doctors, medical services and medical support services
3. Monitor core hours and overtime requirements
4. Implement and monitor referral networks between PHC, district hospitals, and Level 3 Hospitals
5. Develop and implement clinical protocols

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SCOPE OF PRACTICE FOR MEDICAL MANAGERS IN SOUTH AFRICA

Clinical (contd...)

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

Sunday Times Advertisements 2005

SCOPE OF PRACTICE FOR MEDICAL MANAGERS IN SOUTH AFRICA

Management functions

1. Financial

1.1 Management of cost-drivers

1.2 Business plan for medical component regarding action plans

1.3 Budgeting

2. Legislation

2.1 Adherence to the relevant health and public service legislations including Batho Pele Principles and Patients' rights Charter

Sunday Times Advertisements 2005

SCOPE OF PRACTICE FOR MEDICAL MANAGERS IN SOUTH AFRICA

3 Human Resources

3.1 Management of staffing requirements of Medical Departments

3.2 Performance management of medical and allied staff

3.3 Staff development and training

3.4 Training to junior doctors

4. Information Management

5. Part of the Executive Management team

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DISCUSSIONS

- Do we need Medical Managers?
- What are the scope of Medical Managers in South Africa?

**MEDICAL MANAGEMENT
AS A SPECIALITY**

MEDICAL MANAGEMENT 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

IN UK: NOT YET RECOGNISED

British Association of Medical Managers

MEDICAL MANAGEMENT AS A SPECIALITY IN SOUTH AFRICA

- 1992 recognised as a sub-speciality under community health
- 1997 derecognised
- Now not recognised as a speciality

MEDICAL MANAGEMENT AS A SPECIALITY IN SOUTH AFRICA

What went wrong?

- No recognised post!
- Not enough interest!
- Change of legislation and policies
- 6 years to be trained
 - 4 years of training as a specialist in Community Medicine
 - 2 years in Medical Management

MEDICAL MANAGEMENT AS A SPECIALITY IN SOUTH AFRICA

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

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

EXPERIENTIAL LEARNING

WHAT IS NEW?

- International experiences
- South African experiences- Medical Managers are going to stay
- Medical Managers are senior staff
(MMS Level 11 and 12 and SMS 13 and 14)
- No standardised training for medical managers
- Value for money

WHAT IS NEW?

- Support from the DOH
- Fellowship in Occupational Medicine
 - 4 years of training instead of 6 years
 - 2 years for Public Health Medicine Specialists

PROPOSED PROGRAMME FOR MEDICAL MANAGEMENT AS A SPECIALITY IN SOUTH AFRICA

- A Division of College of Public Health
Medicine
- Fellowship
 - 4 years of training instead of 6 years
 - 2 years for Public Health Medicine Specialists
- Grandfather clause for existing practitioners

MEDICAL MANAGEMENT AND COMMUNITY MEDICINE

- Surgery
- Internal Medicine
- Public Health
Medicine
- Obstetrics and
Gynaecology
- Paediatrics
- Occupational
Medicine

FELLOWSHIP OF THE COLLEGE OF PUBLIC HEALTH MEDICINE

1. Health measurement and informatics
2. Social sciences
3. Occupational health
4. Communicable diseases
5. Environmental health
6. Non-communicable diseases
7. Organisation, development and management of health care

ROLE PLAYERS

- Health Professions Council of South Africa
- The College of Medicine of South Africa
- The National Department of Health
- Provincial Departments of Health
- MEDICAL MANAGERS

DISCUSSION

- Are those qualifications offering the training we need for our Medical Managers?
- Do we support the Speciality proposal?
- Who will drive the process?

**ESTABLISHMENT OF A MEDICAL
MANAGERS' FORUM**

WHY DO WE NEED A FORUM?

- Be a voice of Medical Managers in Public sectors
- Allow a platform to share and exchange ideas
- Develop standardised protocols and policies
- Improve service delivery
- Communicate with the CMSA, HPCSA, DOH for establishment of the speciality

SOUTH AFRICAN SOCIETY OF HEALTH CARE MANAGERS

- Existent for a while
- Has important resources
- Presently strong in Western Cape

INTER HOSPITAL COMMITTEE WESTERN CAPE

- Existent more than 5 years
- Meet every quarter
- AGM and Provincial conferences
- Sponsorship

WHAT ARE THE OPTIONS?

- To start a Provincial Medical Managers groups for Public sector doctors
- To join the South African Society of Health Care Managers and start a Special Interest Groups under the Society.

DISCUSSIONS

- What do we do?
- When are we going to meet again and where?

WAY FORWARD?

THANK YOU