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**LEADERSHIP, MANAGEMENT
& GOVERNANCE PROJECT**
Inspired Leadership. Sound Management. Transparent Governance.

**ANADACH
GROUP**

ANALYZE | ADVISE | ACHIEVE

Insights From Those Who Govern

Nigeria: Public Hospitals

Authored by the Anadach Group and the USAID Leadership, Management, and Governance Project, 2011



Inspired leadership, sound management, transparent governance



About the Anadach Group

Anadach Group LLC (www.anadach.com) is a global healthcare strategic consulting firm focusing on providing innovative advice and services to clients and partners interested in transforming healthcare systems in emerging markets and developing economies.

The mission of Anadach is to dramatically improve access to quality healthcare services and products in emerging countries by enhancing the solutions to major challenges facing healthcare organizations.

The Anadach team is comprised of experienced professionals with deep expertise in healthcare, well versed in the challenges and opportunities offered by the emerging markets space. The team is diverse with strong health and life science skills complemented by experience in other sectors including finance, and telecommunications that allows Anadach to take a unique approach to providing effective advice based on a robust analytic approach. We take a long term approach to problem solving and finding innovative and implementable solutions.

Anadach consultants were educated at top-tier universities around the world including Harvard University, Oxford University, New York University, UCLA, USC, Johns Hopkins, LSE and University of London and have had experience with world class corporations and institutions. Several of our consultants contribute to books and international journals on a regular basis, and/or hold significant positions in national and international professional associations. Some of our consultants are licensed medical professionals, while others bring a fresh perspective to the sector. Yet, the Anadach team shares certain core values – entrepreneurial, integrity, curious yet analytic bringing a unique independent perspective to each assignment. We always put the client first and we bring our passion for health care to our work every day, contributing to improving access to health care for everyone

Dr. Egbe Osifo-Dawodu: Egbe is a founding partner at Anadach Group. She was previously an Adviser at the new Innovation Practice at the World Bank Institute. In the newly formed group, she led the pilot innovation fair on fragility and conflict in South Africa. Having won one of the first innovation awards in the World Bank Group (the precursor to the development market place), she feels she has come full circle to now focus on innovative approaches to health care.

Prior to joining the innovation practice, as one of the core members of the Nelson Mandela Institution's management team she helped develop and start the African University of Science and Technology, Abuja - a Pan African University with Graduate Students from over 20 African Countries. She previously managed the Human Development Group at the World Bank Institute where she was responsible for the World Bank's capacity building programs in health, education and social protection. She has a relatively unusual background in the World Bank Group having led and worked on both health policy dialogue and projects with Governments at the World Bank, and with the private health sector projects at the International Finance Corporation. In addition, Egbe also worked with Booz, Allen and Hamilton on health issues in the US and South Africa.

About the Leadership, Management, and Governance Project (LMG)

As the U.S. government enters a new era in international development through initiatives such as the Global Health Initiative and PEPFAR II, there is a strong emphasis on sustainability and country ownership within the health system strengthening framework. Development practitioners increasingly agree that improving the leadership, management and governance capacity of policy makers, health care providers, and program managers allows them to better implement quality health services, and meet local citizens' health needs. Funded by USAID, the Leadership, Management and Governance Project (2011-2016) collaborates with health leaders at all levels to improve leadership, management and governance practices to create stronger health systems and improve health for all, including vulnerable populations worldwide.

The LMG Project seeks to do the following:

- Promote enhanced performance improvement processes driven by country leadership for individuals and teams through South-to-South dialogue and collaborative learning modules designed to increase organizational capacity
- Develop senior leadership and governance capabilities using participatory processes and gender-aware approaches that enable health leaders and policy-makers to address their own challenges, and achieve results
- Build and use evidence-based approaches by generating and disseminating evidence that shows how improved leadership, management, and governance contribute to health gains

Management Sciences for Health
784 Memorial Drive
Cambridge MA 02139

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Preface

Many thanks for sharing this document on Leadership and Governance which highlights the experience of Lagos State. We in Lagos, believe that strong leadership and governance is important to achieve our health goals.

For us in Lagos State, Strong leadership and governance by Hospital Management is a key component of our strategy to achieve our objectives . Thus we were interested in exploring new methods to follow-up and follow-through on actions to improve performance of Lagos State Hospitals. Reflecting back on the workshop in early 2011, several of the actions identified by the Hospital Boards and their management are being implemented e.g active exploration of the PPP options to improve resources and efficiencies of our hospitals or improvement in emergency service response times.

While we continue to explore innovative approaches to addressing challenges in our hospitals, and other facilities, we will continue to enhance our leadership, management and governance of our facilities to ensure improved delivery of quality health services to all Lagosians. This workshop was an excellent accelerator of the process. Thus, I am delighted to support the publishing of this document.

—Dr Jide Idris, Commissioner of Health Lagos State, Nigeria

Introduction

How best to ensure we follow-up and follow-through for enhanced governance and leadership effectiveness in 2011?

Senior Hospital Leaders from Lagos State hospitals were invited to define actions that they believed would help ensure their use of the many ideas that surfaced in the intensive series of sessions on modern hospital governance and leadership.

Participants were asked to identify at least one action they believe should occur in the next 9 days, in the next 9 weeks, and in the next 9 months. A random list of their suggestions is shown below for consideration by all board members for early 2011:

The Next 9 Days

Actions in the next 9 Days should be:

1. Share experience of this training with other members of board and management who were not in attendance
2. Commit to read and further digest the materials shared with us at this session
3. Ask Board Chairperson and CMD to recommend 5-7 key performance measures for our “Board Level Performance Dashboard”
4. Commit to conduct our board meetings in a more business like manner
5. Explore ways to reduce number of board meetings
6. Make more time in our board meeting agendas for strategic discussions and less on listening to reports
7. Assess how our hospital committees might work better so we can use our time better
8. Study how to streamline our board information (graphic summaries) so we can digest it smarter and faster
9. Ask our Board Chairperson and CMD to establish a 2011 “Board Effectiveness Plan”
10. Develop board work “Standard Operating Procedures” that consider best practices from other countries
11. Others?

As leaders we need to practice
“Continuous Governance and
Leadership Enhancement as
we move ahead in our journey
for better, more cost-effective
care, and greater vitality of our
hospitals and their services.

—James Rice, Ph. D.

The Next 9 Weeks

Actions in the next 9 Weeks should be:

1. Ensure more activity in quality management
2. Find ways to involve more hospital workers in these type sessions so they are carried along with us in these strategies
3. Develop master list of the top 10 challenges facing the hospital in 2011, and define actions to remove them or reduce them
4. Begin implementing our “Board Effectiveness Work Plans for 2011”
5. Have joint board and physician work group study ways to improve quality processes and performance in our outpatient department
6. Ask management to provide a report on high level performance measures for finance, human resources and quality
7. Ask our senior leadership team how they would implement or prioritize the ideas the table groups came up with today (see below)
8. I will personally help implement the top priorities for our board in “governance improvement”
9. Ask management to orient us to key performance measures that we on the board should understand and monitor in 2011
10. Evaluate the effects of our SOPs for better governance
11. Establish a few board committees with annual work plans
12. Publish calendar of meetings for next 18 months
13. Others?

The Next 9 Months

Actions in the next 9 Months should be:

1. Vigorous pursuit of “Culture of Praise and Celebration”
2. Provide report to the communities we serve on how the board is governing on their behalf
3. Assess and update our strategic plan and “budgets”

4. Report on hospital performance in monthly graphic summary
5. Develop annual plan for board education on the key topics we did polling on
6. Plan on another program like this for more board members
7. Have one meeting with physicians on how we will do our board work in the coming years
8. Help provide oversight on our “progress to plans” and compliance with our performance goals/ measures
9. Develop action plans for better patient safety and quality
10. Study patient satisfaction in our key services/departments
11. Study and publish options for public private partnerships
12. Explore more ways to work with private doctors
13. Conduct formal assessment of our board work and committees
14. Others?

Strategies for Enhanced Performance in Lagos State Hospitals, 2011

Participants in the January 11 session for governance and leadership development in Lagos State hospitals were invited in small groups to define key strategies that had the potential to accomplish these strategic goals:

1. Raise Money
2. Save Lives
3. Save Money
4. Increase Patient Satisfaction in ED
5. Worker Recognition Program Nov 15 2011
6. Strategic Plan with Community

Short reports were shared with their colleagues for further discussion and refinement when participants return to their organizations. Please use these draft strategies as a catalyst for hospital planning and performance improvement by boards and senior leadership:

Raise Money

1. Expand fund raising with social philanthropists
2. Develop long range plan on income generating facilities and retail health programs and services
3. Modify “Free Health Policy” by reducing children’s ages eligible from 0-12 to 0-5 years; and increase age of adults covered from 60 to 70 years old
4. Explore new charges and collections for amenity services, with incentives for worker planning and participation to make it work smoothly
5. Study PPP for support departments and selected clinical services
6. Define strategy to reduce staff access to free drugs or treatments
7. Lobby for Universal Health Insurance for all members of staff
8. New fees charged for Food Handlers in State, with funds collected used for hospitals
9. Invite internal and external stakeholders to donate goods, services and funds to support targeted clinical services
10. Others?

Save Lives

1. Focus on improvements in Emergency services with support and incentives for faster response times
2. Find funding to support upgrades to key technologies, equipment and facility enhancements for safety, cleanliness, and outcomes
3. Sharper recruitment and deployment of skilled workers to man core services
4. Invest more in training and development for all health professional workers: right skills, right attitudes, right behaviors
5. More training on communications between shifts to reduce medical errors
6. Improve availability of safe blood in Blood Bank, especially rare blood types
7. Availability of key drugs and related medical supplies
8. Others?

Save Money

1. Identify areas of wastage in all departments and reward improvement ideas
2. Strengthen our prudent financial management and stewardship of the money and resources entrusted to us for patient care
3. More preventive and corrective maintenance to save utility costs and extend useful life of our equipment/facilities/technologies
4. Enhance the efficiency of IT services and technologies throughout the hospital
5. Invest in more training of officers for smarter and more efficient clinical care and administrative processes
6. Strengthen proper monitoring of revenues and effective reconciliation processes
7. Proper documentation of transactions
8. Transparent and competitive bidding system of procurement of supply and service purchases
9. Encouragement of more PPP options
10. Report on staff productivity by department and clinical service area
11. Others?

Increase Patient Satisfaction in ED

1. Define in a study reasons patients and their families believe are obstacles to satisfaction (AIKI-DO) then actions to remove them
2. Expanded use for “paramedics” for faster and smart responsiveness to patient needs
3. Increase numbers of highly trained professional staff with great skills and attitudes
4. Expand availability of modern and/or well maintained space and equipment
5. Reward hand washing and hygienic environment
6. Better more “customer service oriented” reception staff and processes
7. Availability of essential drugs
8. More formal and professional referral systems for specialty cases
9. Reward sensible rapid response times and lower waiting times
10. Map out reception protocols and how to streamline and speed up each step in the process
11. Faster triage and response for trauma versus urgent care
12. Others?

Worker Recognition Program, Nov 15, 2011

1. Make commitment to recognize and reward young and older workers in each department and each service area
2. Define key selection criteria for those to be recognized, such as: skills, attitudes, high integrity, measurable results, meaningful results
3. Creative recognition from plaques to praise to bonuses to parties for teams or departments with best performance
4. Others?

Strategic Plan with Community

1. Involve community leaders and patients to define problems facing the hospital and the health of the communities we serve
2. Define key community leaders who can help not only define problems but help us define ways to solve the challenges/problems
3. Officially reach out and engage with these community leaders, and assign problems to spe

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3. Officially reach out and engage with these community leaders, and assign problems to specific task forces to resolve
4. Find some early wins to encourage them and us to keep doing this strategic planning and joint problem solving
5. Continuously re-evaluate what is working and what can be improved in our strategic planning processes
6. Others?

Conclusion

These are of course only a start. As leaders from medical staff, management, and boards, we need to work together to practice “Continuous Governance and Leadership Enhancement” as we move ahead in our journey for better care, more cost effective care and greater vitality of our hospitals and their services.

Thank you for all that is being done for patient care in Lagos State hospitals!



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The USAID Leadership, Management, and Governance project is a five-year cooperative agreement with a funding ceiling of \$200 million and is able to accept funding from all accounts. Missions and bureaus may access these state-of-the-art services and receive technical oversight and leadership from LMG through field support or sub-obligations on an annual or multi-year basis.

The LMG Consortium is also engaging with private sector partners to increase the impact of our activities and interventions, in particular to strengthen the capacity of our local partners to serve as stewards of the health systems and institutions they lead.

For further information, and to explore options for requests to address critical health leadership, management and governance challenges and needs in your country, please contact:

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