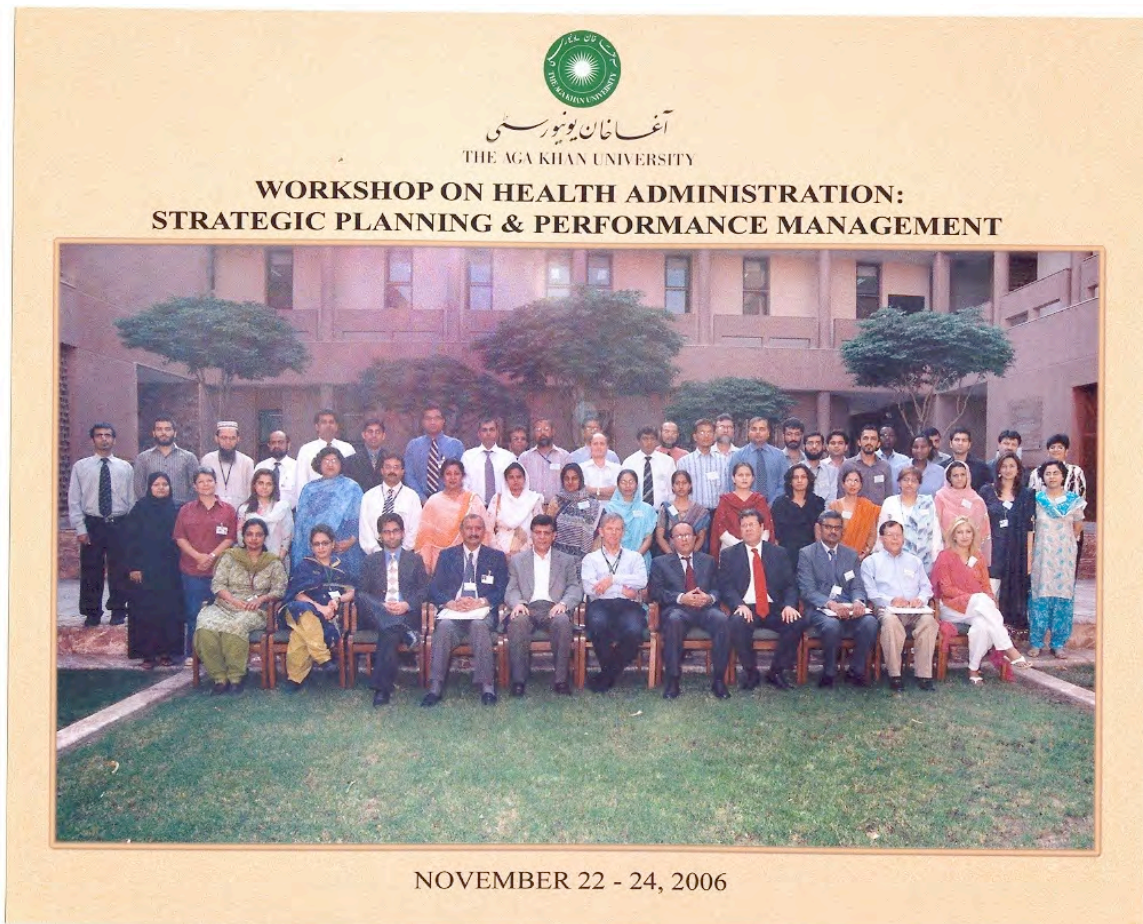


## Workshop on Health Administration:

# Strategic Planning and Performance Management Workshop on Health Administration: Strategic Planning and Performance Management (SPPM)



In low income countries research and training in health systems and good governance has been identified as a major impediment in achieving Millennium Development Goals (MDGs). Medical universities and academic institutions have to respond to meet these challenges. A three day workshop on Health Administration titled “Strategic Planning and Performance Management” (SPPM) was organized by Department of Community Health Sciences, Dept. of Medicine and Medical Director’s Office at Aga Khan University (AKU) Karachi from November 22-24, 2006 (see attached brochure) . The aims of the workshop were; to understand how to develop vision and mission statements, get familiar with methods for conducting organizational assessment and stakeholder analysis, learn to develop outlines of a strategic plan, appreciate some experiences of strategic planning in health care organizations through case studies and be informed about use and application of Balanced Scorecard as a strategic performance management tool in health care organizations.

Approximately 40 participants including health managers and health professionals from various hospitals in Karachi, AKU and AKUH (Aga Khan University Hospital) faculty and staff including those from AKUH (Nairobi) attended this event. During the inaugural session Dr. Fauziah Rabbani, Associate Professor Department of Community Health Sciences, (CHS) AKU and chief organizer of the workshop explained the purpose and aim of the workshop. She said that in 21<sup>st</sup> century, successful health care management will depend on health care organizations' ability to balance quality and patient satisfaction with adequate financing and long term goals. Dr. Mohammad Khurshid, Dean Medical College gave the welcome address while Dr. David Taylor, acting provost highlighted the importance of strategic planning from an institutional perspective. Dr. Farhat Abbas Medical Director and Associate Dean Clinical Affairs emphasized the need for sound strategic plans in hospital management. Dr. Wasim Jafri, Professor and Chairman Department of Medicine talked about involvement of clinicians in strategic planning and health care management. In the end Dr. Pappas, Professor and Chairman Department of Community Health Sciences (CHS) elaborated on strategic planning for health of the populations. Dr. Babar Shaikh, senior instructor CHS coordinated this session.

Workshop included various modules on strategic planning delivered by a wide range of senior staff and faculty from within AKU and AKUH. Ms. Rezwana Khan, a management consultant from NGORC and Mr. Peter Hatcher a senior evaluator and consultant in Health Administration from the United Kingdom (UK) were the chief external facilitators. A combination of interactive group exercises, demonstrations, case studies and discussions were used to conduct the workshop. On 24<sup>th</sup> November President AKU, Mr. Rasul met the participants and highlighted the importance of this event. He mentioned that using a performance management tool such as the Balanced Scorecard (BSC) was a milestone in the history of health care organizations. A project report titled "Assuring Quality of Services: The Development of a Performance Measurement Framework for Aga Khan University Hospital, Karachi, Pakistan" was also distributed on this occasion to disseminate the results of ongoing Balanced Scorecard research studies at AKUH. Dr. Fauziah Rabbani is the principal investigator of these studies.

Participants were given certificates and facilitators and organizers received momentos to mark the closing ceremony on the evening of November 24, 2006. Later dinner was served by the AKU lakeside lawn.

The workshop was partially sponsored by Swedish South Asian Network (SASNET) planning grant support (EPG 05S:06) titled "Networking in research and training for better health administration and management (NHART)". Through this grant, Health Systems and Policy Group at IHCAR, Dept of Public Health Sciences and Medical Management Centre Karolinska Institute, Stockholm Sweden are collaborating with Aga Khan University Karachi Pakistan to evolve NHART which will serve as a corner stone in health systems development and health administration in South Asia.

Two workshop photographs are attached. The first one is the group photograph of all participants, organizers and facilitators and the second one portrays Dr. Fauziah Rabbani

(chief organizer) addressing the workshop gathering. Selected press release in a local newspapers in Karachi Pakistan is attached. here a photo from the closing ceremony.



## AKU - PUBLIC AFFAIRS DEPARTMENT

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# Hospital administrators exhorted to make realistic use of resources

**By our correspondent**

KARACHI: Experts stressed the need for health managers to be proactive and make realistic use of the limited resources in the local context at the inauguration of a workshop on Health Administration at the Aga Khan University Hospital.

"Realism is crucial. There are major reforms taking place in the health care sector globally. Our existence has to be in the context of taking our limited resources into account," said Dr Farhat Abbas, Medical Director and Associate Dean, Clinical Affairs, Aga Khan University (AKU) at the inaugural session of the workshop.

The three-day workshop titled "Strategic Planning and Performance Management" (SPPM) was organised by the Department of Community Health Sciences, Department of Medicine and Medical Director's Office at Aga Khan University (AKU) Karachi from November 22 to 24, 2006.

The aims of the workshop are to understand how to develop vision and mission statements, getting familiar with methods for conducting organisational assessment and stakeholder analysis, learn to develop outlines of a

strategic plan, appreciate some experiences of strategic planning in health care organisations through case studies and be aware of the use and application of balanced scorecard as a strategic performance management tool in health care organisations.

A total of 37 participants, including health managers and health professionals from various hospitals in Karachi, AKU, and AKUH faculty and staff including those from AKUH (Nairobi) attended the event.

Explaining the purpose of the workshop, Dr Fauziah Rabbani, Associate Professor Department of Community Health Sciences, (CHS,) AKU and chief organizer, said that in the 21st century, successful health care management would depend on the health care organisations' ability to balance quality and patient satisfaction with adequate financing and long-term goals.

Dr Mohammad Khurshid, Dean Medical College, welcomed the participants while Dr David Taylor, acting provost, highlighted the importance of strategic planning from an institutional perspective. Dr Wasim Jafri, Chairman Department of Medicine, mentioned that workshops such as this one would con-

tribute to developing necessary tools and skills for physicians who are inducted into administrative roles. He further added that in order to have a strategic plan, the institutional vision and mission statements were the guiding forces and all stakeholders should be consulted. He emphasised the need to build a team of very competent associates and termed it a challenge for managers to retain the human element in achieving optimal teamwork.

Dr Gregory Pappas, Chairman of the Department of Community Health Sciences (CHS), emphasised the role of hospitals in public health, "Hospital managers must work with other partners, in and outside health if we are to address the health needs of the country. The gap between medicine and public health can be bridged through planning".

Dr Babar Shaikh, senior instructor CHS coordinated this session.

The workshop included various modules on strategic planning delivered by a wide range of senior staff and faculty from within AKU and AKUH.

Rezwana Khan, a management consultant from NGORC was the chief guest facilitator from outside AKUH.