

# INTEGRATED PRACTICES FOR HIGH PERFORMING HEALTH SYSTEMS

## LEADING

### SCAN

- Identify client and stakeholder needs and priorities
- Recognize trends, opportunities, and risks that affect the organization
- Look for best practices
- Identify staff capacities and constraints
- Know yourself, your staff, and your organization—values, strengths, and weaknesses

### ORGANIZATIONAL OUTCOME

*Managers have up-to-date, valid knowledge of their clients, and the organization and its context; they know how their behavior affects others.*

### FOCUS

- Articulate the organization's mission and strategy
- Identify critical challenges
- Link goals with the overall organizational strategy
- Determine key priorities for action
- Create a common picture of desired results

### ORGANIZATIONAL OUTCOME

*The organization's work is directed by a well-defined mission and strategy, and priorities are clear.*

### ALIGN & MOBILIZE

- Ensure congruence of values, mission, strategy, structure, systems, and daily actions
- Facilitate teamwork
- Unite key stakeholders around an inspiring vision
- Link goals with rewards and recognition
- Enlist stakeholders to commit resources

### ORGANIZATIONAL OUTCOME

*Internal and external stakeholders understand and support the organization's goals and have mobilized resources to reach these goals.*

### INSPIRE

- Match deeds to words
- Demonstrate honesty in interactions
- Show trust and confidence in staff, acknowledge the contributions of others
- Provide staff with challenges, feedback, and support
- Be a model of creativity, innovation, and learning

### ORGANIZATIONAL OUTCOME

*The organization's climate is one of continuous learning, and staff show commitment, even when setbacks occur.*

## MANAGING

### PLAN

- Set short-term organizational goals and performance objectives
- Develop multi-year and annual plans
- Allocate adequate resources (money, people, and materials)
- Anticipate and reduce risks

### ORGANIZATIONAL OUTCOME

*The organization has defined results, assigned resources, and developed an operational plan.*

### ORGANIZE

- Develop a structure that provides accountability and delineates authority
- Ensure that systems for human resource management, finance, logistics, quality assurance, operations, information, and marketing effectively support the plan
- Strengthen work processes to implement the plan
- Align staff capacities with planned activities

### ORGANIZATIONAL OUTCOME

*The organization's work is directed by a well-defined mission and strategy, and priorities are clear.*

### IMPLEMENT

- Integrate systems and coordinate work flow
- Balance competing demands
- Routinely use data for decision-making
- Co-ordinate activities with other programs and sectors
- Adjust plans and resources as circumstances change

### ORGANIZATIONAL OUTCOME

*Activities are carried out efficiently, effectively, and responsively.*

### MONITOR & EVALUATE

- Monitor and reflect on progress against plans
- Provide feedback
- Identify needed changes
- Improve work processes, procedures, and tools

### ORGANIZATIONAL OUTCOME

*The organization continuously updates information about the status of achievements and results, and applies ongoing learning and knowledge.*

## GOVERNING

### CULTIVATE ACCOUNTABILITY

- Sustain a culture of integrity and openness that serves the public interest
- Establish, practice and enforce codes of conduct upholding ethical and moral integrity
- Embed accountability into the institution
- Make all reports on finances activities, plans, and outcomes available to the public and the stakeholders
- Establish a formal consultation mechanism through which people may voice concerns and provide feedback

### ORGANIZATIONAL OUTCOME

*Those who govern are accountable to those who are governed. The decision making is open and transparent. The decisions serve public interest.*

### ENGAGE STAKEHOLDERS

- Identify and invite participation from all parties affected by the governing process
- Empower marginalized voices, including women, by giving them a voice in formal decision-making structures and processes
- Create and maintain a safe space for the sharing of ideas
- Provide an independent conflict resolution mechanism
- Elicit and respond to all forms of feedback in a timely manner
- Establish alliances for joint action at whole-of-government and whole-of-society levels

### ORGANIZATIONAL OUTCOME

*The jurisdiction/sector/organization has an inclusive and collaborative process for making decisions to achieve the shared goals.*

### SET SHARED DIRECTION

- Prepare, document and implement a shared action plan to achieve the mission and vision of the organization
- Set up accountability mechanisms for achieving the mission and vision using measurable indicators
- Advocate on behalf of stakeholders' needs and concerns
- Oversee the realization of the shared goals and the desired outcomes

### ORGANIZATIONAL OUTCOME

*The jurisdiction/sector/organization has a shared action plan capable of achieving objectives and outcomes jointly defined by those who govern and those who are governed.*

### STEWARD RESOURCES

- Ethically and efficiently raise and deploy the resources to accomplish the mission and the vision and to serve stakeholders and beneficiaries
- Collect, analyze, and use information and evidence for making decisions
- Align resources in the health system and its design with the shared goals
- Build capacity to use resources in a way that maximizes the health and well-being of the public
- Inform and allow the public opportunities to monitor the raising, allocation and use of resources, and realization of the outcomes

### ORGANIZATIONAL OUTCOME

*The institution has adequate resources for achieving the shared goals, and the resources are raised and used ethically and efficiently to achieve the desired objectives and outcomes.*