Ministerial Leadership Initiative For Global Health (MLI)

Bill & Melinda Gates Foundation Ethiopia Grantee Partners Meeting
March 29, 2010

Rahel T. Gizaw - Country Lead for MLI- Ethiopia, Ministerial Leadership Initiative for Global Health
Presentation – Outline

• What is MLI?
• MLI Support to FMOH BSC Effort
• What is Balanced Scorecard (BSC)?
• Progress to date - MLI’s support on BSC
• Next steps/ Way forward
Ministerial Leadership Initiative for Global Health (MLI)

• MLI - a 4 year joint initiative of the
  – Aspen Institute,
  – Results for Development,
  – Council of Women World Leaders,

• Funded by Bill & Melinda Gates and David and Lucile Packard Foundations

• **MLI objective:** To strengthen the leadership capacity of ministries of health (“MLI 5”) to advance policy in three major areas:
  1. Health financing for equity,
  2. Donor harmonization and alignment in health
  3. Reproductive health*

http://www.ministerial-leadership.org/

* Reproductive Health support, funded through the Packard Foundation, focuses on Mali, Senegal, and Sierra Leone.
MLI Principles

- **Demand-driven and Country-Led:** Countries choose their own priority topics of focus within the 3 general policy areas

- **Practice-based Learning:** Strengthening leadership skills by working on specific topics

- **Technical Assistance and Leadership Development:** MLI provides technical and related support

- **Alignment:** MLI seeks to complement the work of MOH and development partners

- **Catalyst:** MLI helps to leverage additional resources or support to achieve MOH policy priorities
Sierra Leone:
Strengthening financial management and donor coordination, building communications and advocacy capacity for reproductive health.

Senegal:
- District & hospital resource allocation formulas, strengthening health SWAp, policy/advocacy capacity building for reproductive health.

Nepal:
- Preparing capacity development strategy for new Health Sector Program, development partner coordination and knowledge management capacity building.

Ethiopia:
Building and implementing a Balanced Scorecard within the health sector.

Mali:
- Scale-up of community-based health insurance schemes and strengthening financing and capacity for reproductive health.
MLI Assistance Mechanisms:

- In Country
  - Practice-Based Leadership Development
  - Demand-Driven Technical Assistance

- Multi-Country collaborative learning
- Global Peer learning opportunities
- Global meetings
- Specialized study tours

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Strategic initiatives that are the foundation for Ethiopia’s effort to implement a health sector-wide BSC:

• **Health Sector Development Program (HSDP):** Despite the existence of HSDP as a multi-year single strategic planning framework and strategy, there still exist multiple planning frameworks within the FMOH. BSC helps to simplify and streamline planning, monitoring and evaluation processes.

• **Business-Process Reengineering (BPR):** The FMOH implemented BPR to redesign work processes to increase efficiencies and create stronger organizational structures. BPR, as a form of strategic, customer-focused process improvement, is expected to strengthen the BSC.

• **BSC Pilots:** Hon. Minister Tedros applied the BSC approach as Head of TRHB. In 2007 the FMOH piloted the BSC. FMOH convinced that with adequate adaptation, the BSC approach could deliver significantly improved performance throughout the health system.
- Announcement of Ethiopia selection for MLI support - WHA 2008

- FMOH submitted a proposal to MLI requesting support for the Balanced Score Card- 2008

- MLI considered the request but more funds were required than originally allocated
  - MLI adjusted its global budget to accommodate the BSC work in Ethiopia following a discussion with the Gates Foundation in December 2008

- BSC work started in March 2009 - the MLI Country Lead came on board to work closely with FMOH in coordinating, managing and leading the BSC work
What is the Balanced Scorecard (BSC)?

• *Strategic Planning tool for focusing on most important things*

• *Management System* for aligning the workforce and day to day work with an organization’s mission and visions using performance measure and initiatives

• A change initiative for visualizing and communicating leadership intent and organization’s long term strategic intent

• The BSC breaks strategy into actionable components - *Strategic Objectives* linked in a value creation story (a strategy map) through four distinct *Perspectives*

• Each Objective has one or more associated *Strategic Performance Measures*

• The BSC also contains *Strategic Initiatives* (projects) to attain or maintain targeted levels of organizational performance

The BSC is not just a measurement system!
The Logic Of Balanced Scorecard Strategic Planning

Strategic Altitude
30,000 ft.
Customer/ Stakeholder Needs

25,000 ft.
Vision
What is our picture of the future?

What performance lenses should we use to evaluate results?

What are our main focus areas ("Pillars of Excellence")? What results do we want to satisfy our customers needs?

What continuous improvements are needed to get results?

How do we create and improve value for customers?

15,000 ft.
Strategic Perspectives

Strategic Themes & Results

Objectives

Strategy Map

Performance Measures & Targets

Strategic Initiatives

Mission
What is our purpose? What do we do?

How will we know if we are achieving the results we want?

Specifically, what projects and programs will contribute to the desired results?
Key Concept:
Align Work and the Workforce to Strategy

Mission

Vision

Strategic Objectives

Strategic Initiatives

Performance Measures & Targets

Performance Information

Programs

Projects

Services

Strategic Themes/Priorities

Strategy

Strategy Map

Success Factors

Personal Objectives

Rewards, Recognition & Incentives

Projects Activities Tasks

Strategy

Strategic Results

Stakeholder Considerations

Policies & Governance

Customer Values & Needs

Organization Values

Political Priorities

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Structure of the Ethiopian Health Sector

Minister of Health

Ethiopian Health Sector

FMOH

Four Federal Health Agencies

RHB
Regional Health Bureau

RHB

RHB

RHB

RHB

RHB

RHB

RHB

RHB

RHB

FMOH

Four Federal Health Agencies

Regional Health Bureau

Individual Team Directorate

Zone

Woreda

Kebele

Private Sector Providers

Four Federal Hospitals
Assessment Actions Taken
(August 2009)

• Conducted initial interviews (at FMOH, 4 Regions and 4 Hospitals)
• 77 Conducted-Balanced Scorecard Program Readiness
• 80 Survey responses (9 online)- Making progress questionnaire
• Conducted review of all FMOH strategic planning Guidance
• Assessed and analyzed gaps with current and best practice – Government of Botswana and
• Prepared report of findings and recommendations, and developed a detailed plan of action
Key Observations

- BSC Awareness high
- BPR efforts well assimilated
- Leadership commitment high
- Multiple planning frameworks in place
- BSC seen mainly a measurement and monitoring tool for
  - Individual activity accomplishment and measurement
  - BPR accomplishment
- Traditional Strategic Planning framework
- High Turn Over
Key Assessment Recommendations

- Refocus Leadership on BSC as a Strategic Planning and Management System
- Harmonize or eliminate duplicative / conflicting frameworks
- Leverage Current Planning Activities
- Conduct Leader and Staff capacity development
- Prototype Cascaded BSCs
Summaries of Activities Completed to Date

- Three *Leadership Workshops* conducted (Average 20+ leaders per workshop)
- Established Health Sector BSC system
- FMOH *BSC Certification* courses (100+ certified)
- FMOH *Orientation* course (20 participants)
- FMCB (Ministry of Capacity Building) - Institutional Base (25 participants)
- BSC Manual and Cascading Manual (Final Drafts being updated)
Health Sector BSC (Draft) 
Development Process

1. FMOH – RHB Steering Committee developed mission, vision and strategic themes for the health sector
2. Theme teams established at FMOH – developed Health sector strategic objectives, strategic results and strategic map for the sector
3. During 3rd leadership workshop – (FMOH + RHBs) with support from BSCI – refined strategic themes and Strategic maps
4. PPD with assistance from BSCI developed performance measures and initiatives for health sector strategic objective
5. Draft Health sector BSC distributed to stakeholders for comment – soon to be finalized
Opportunities and Challenges

Challenges

• BSC Knowledge Gap & misconceptions
• Limited Leadership Engagement at regional level- competing priorities
• Changing the heart and minds of leaders

Opportunities

• Leadership Engagement at Federal Level
• Focus on BPR
• MCB – high involvement on BSC
• Timing of BSC – for HSDP IV Preparation
BSC Cascading Model

National Strategic Guidance (PASDEP)
Plan for Accelerated and Sustained Development to End Poverty

Health Sector Strategy (BSC)

FMOH
Four Federal Health Agencies

Local Government Strategy

Regional Health Bureau

Zone HO

Woreda HO

Kebele HO

Federal Hospital

Team

Individual

Regional Hospital

Team

Individual

Individual

Individual

Individual

Individual

Individual
Way Forward Cont’d

- Cascade BSC throughout the Sector
- Strategy Management (Structure and Capacity)
- Leadership Development (Capacity)
- Initiative planning and management (Processes)
- Software integration (Communications)
Conclusion

- So much have been done in building the health sector BSC, however a lot remains to be done in Building and implementation of a fully functional strategic planning and management system (BSC) at all levels of the health sector in Ethiopia.

- MLI hopes that with a support from Gates Foundation, MLI will continue providing technical support to health sector in Ethiopia to realize the implementation of a useful strategic planning and management system (BSC)
Thank You!
Supplemental Slides
Building & Implementing A Balanced Scorecard: Nine Steps To Success™
Features Of Balanced Scorecard Performance Management Systems

- Strategy Focused Alignment & Execution
  - Vision – Strategy – Employees

- Transformational Change
- Accountability
  - Organization
  - Individual

- Communication
  - Clarity
- Reporting
  - Performance
  - Compliance
- Early Warning

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Key Technical Findings

Critical Tier 1 BSC components not well communicated, not fully developed or not in use

<table>
<thead>
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<th>Management System Component</th>
<th>Developed</th>
<th>Partially Developed</th>
<th>Not Developed</th>
<th>Comments</th>
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<tr>
<td>Mission</td>
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<td></td>
<td></td>
<td>Clearly Communicated</td>
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<tr>
<td>Vision</td>
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<td>Communication and Change Management Plan</td>
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<td>Overarching Strategic Result</td>
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<td>Status Unknown</td>
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<td>Organizations Core Values</td>
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<td>Require Review and to be continuously communicated</td>
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<tr>
<td>Enablers/Pains</td>
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<td>Require update</td>
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<td>Customers and Stakeholders</td>
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<td>Require update</td>
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<tr>
<td>Customer Value Proposition</td>
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<td></td>
<td></td>
<td>Require update</td>
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<tr>
<td>Perspectives, Strategic Themes and Results</td>
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<td></td>
<td>Strategic Themes narrow; perspectives not in logical sequence</td>
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<tr>
<td>Strategic Objectives</td>
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<td>Strategy Map</td>
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<td>Not visible and not wildly known throughout the sector</td>
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<td>Performance Measures and Targets</td>
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<td>Strategic Initiatives</td>
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<td>Balanced Scorecard Graphic</td>
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<td>Not widely disseminated</td>
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<td>Strategic Plan &amp; Story</td>
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<td>Should emanate from BSC</td>
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<td>Implementation Plan</td>
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<td>On wrong track</td>
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<td>Cascading Plan</td>
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<td>By activity not by BSC Strategic Objective</td>
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Way Forward

Cascading

Sector

FMOH, Agencies, RHBs

Hospitals, Directorates, Teams

Individuals
FMOH BSC Model

Health Sector Strategy (BSC)

FMOH (Tier 1 BSC)

Medical Services Directorate

Team
Individual

Federal Hospital

Team
Individual

Directorate

Team
Individual
Federal Health Agency BSC Model

Health Sector Strategy (BSC)

Four Federal Health Agencies
- Directorate
- Team
- Individual
Regional Health Bureau BSC Model

Health Sector Strategy (BSC)

Regional Health Bureau BSC

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Federal Health Agency BSC Model

Health Sector Strategy (BSC)

Four Federal Health Agencies

- Directorate
- Team
- Individual
Sustaining the Scorecard System

Build the foundations:

- Maintain committed and engaged leadership, and interactive communications; lead transformation from the top by living the desired behaviors
- Support the continued effort by establishing a strategy management office
- Enhance individual accountability for results through objective ownership
- Emphasize continual improvement -- in processes, in employee learning and skills development, and in understanding customer needs and satisfaction, and in ensuring employee satisfaction
- Leverage training cost-effectively (mass training doesn't work well!)
Maintain Focus and Alignment:

- Align organization strategy by using the balanced scorecard as the strategic planning and management framework.
- Focus the organization on strategy by holding review meetings organized around strategy (e.g., Strategic Themes) and Perspectives.
- Align the organization, systems, and employee performance around strategy through a rewards and recognition program.
- Link budget formulation, cost accounting, and performance results.
- Link key organizational initiatives into the balanced scorecard development process (BPR).