



ARAB HEALTHCARE
TRANSFORMATION:
GOVERNANCE
PRODUCTIVITY &
ACCOUNTABILITY

From Accountability to Ownership

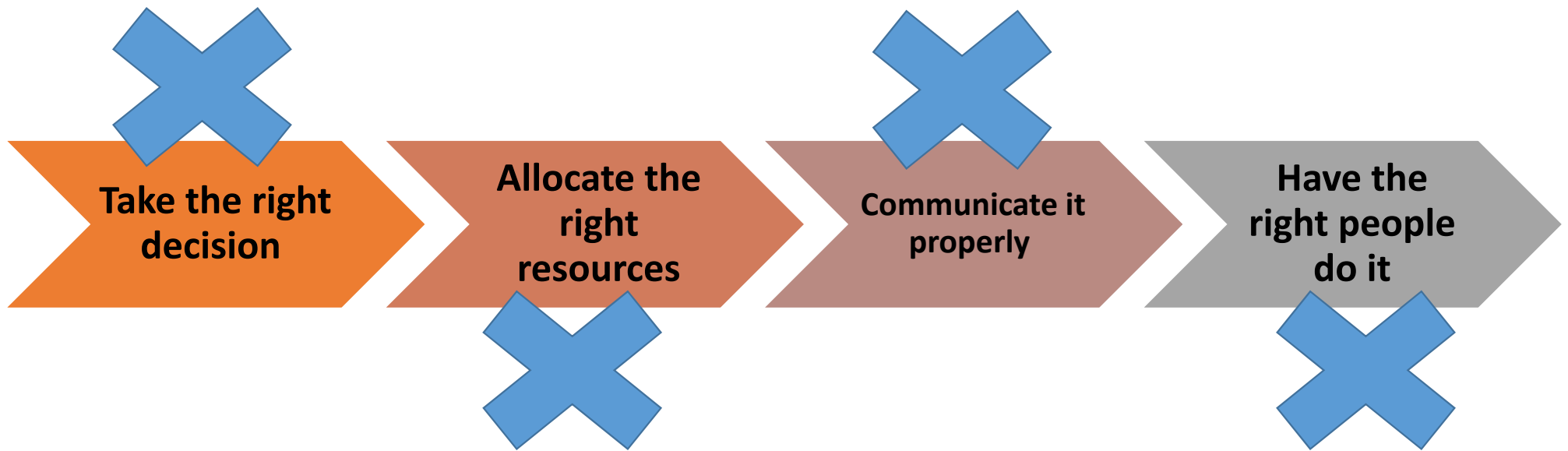
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From
Accountability to
Ownership:
Impact on
healthcare
Productivity



Our Daily Story as Leaders



This will lead to?

- Low Productivity
- Frustration
- Losing Customer
- Negative Accountability
- No Sustainable performance
- Organization Social and Economic Impacts



**You will be tired holding
the system together**

The Pressure of the Future

- Data Analytics, Analysis, Sciences
- Business Intelligence

**Workforce, HR,
Service Providers,
Staff, Manpower**

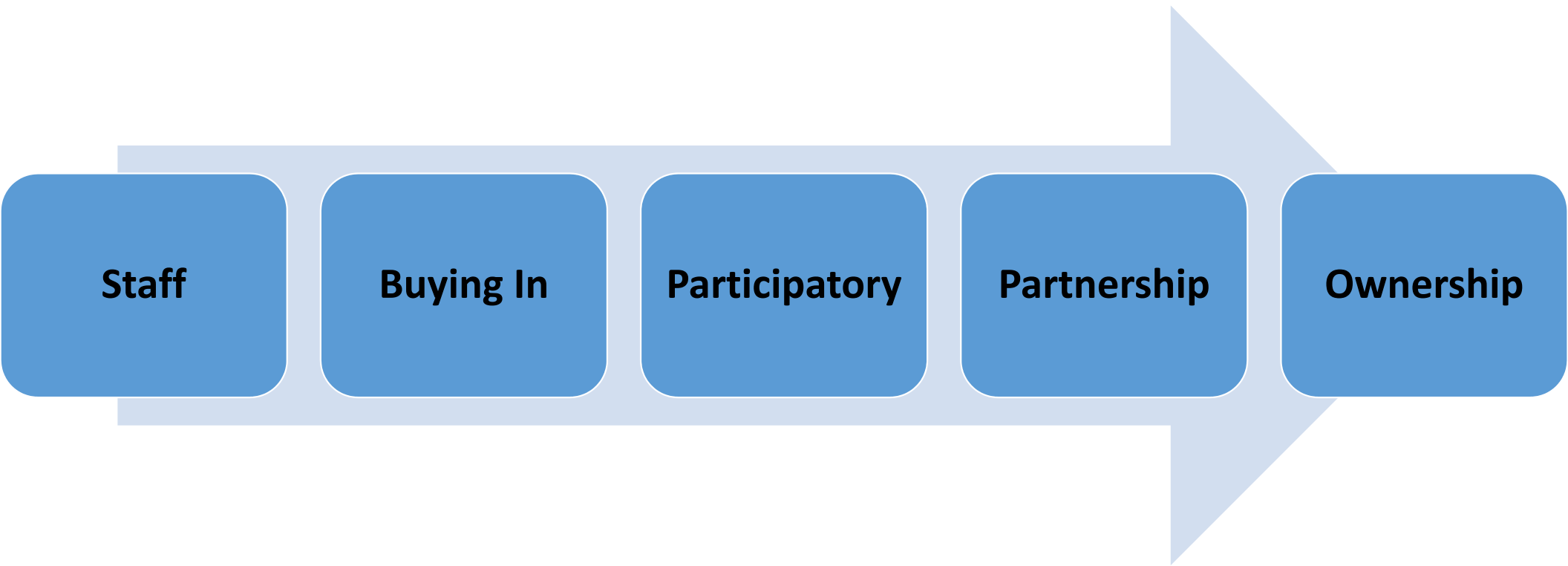
- Expansion
- Technology
- Hiring
- Firing
- Acquisitions
- Closing
- Accreditation
- Auditing

Accountability and Ownership: What are they?

- Moral Compass
- Advocate of Just Culture
- Foster Sustainable Performance
- Improve Safety
- Better financial outcomes
- Community Trust




Ownership: a Change Philosophy



Ownership Principles:

- Commitment: top to bottom
- Engagement: participatory
- Passion: loving what they do
- Initiative: welcoming ideas
- Stewardship: coaching
- Belonging
- Pride: celebrating success



**Reward: Stock,
equity, benefits, in-
kind, promotions,
and above all
discovering the
potential of people**

Why Ownership is Difficult:



CONTRADICTION
BETWEEN THE INPUTS
(**STAFF AND
RESOURCES**) AND
UNDERSTANDING OF
ACTIVITIES
(**OPERATIONS**).



VOIDING THE
PROCESS TASKS
OF HUMAN
EMOTION
(**MECHANICAL
WORK**)



FOCUS ON
PROFITABLE
OUTCOME ONLY.



NO COMMITMENT TO
COMMUNICATION,
COORDINATION AND
COOPERATION (CCC)



NO BELIEVE IN
HUMAN
POTENTIALS.

To Change you Have to Move from
the Classical Management Methods

Classical Management in Hospitals (–Ve) Impact

Classical Management Characteristics	Result
Structure of Communication	Not Clear, transparent, multiple ways
Document everything	Paperwork, traceability is difficult
Policy Rules Everything	No appeal process, no negotiation framework
Task oriented (not global)	No team work encouragement
Encourages Process Improvement to make more money	No motivation for the staff

Accountability and Compliance

- Accountability is:
 - Taking responsibility for actions
 - You are competent to perform
 - Answerability, sanctions and rewards,
 - Types: financial, performance, social, regulations etc



Accountability Challenges:

- Hospitals usually point the finger first for individuals by asking the common question, who did it?
- No fostering for the principles of : To Err is Human (IOM, 1999) and having Non-Punitive Culture Blame the system first (AHRQ,2011)



Accountability Methods:

- Positive and Negative
- Usually it is associated with Compliance
- Compliance is when you examine or survey your process and see its variability from the requirement and standard

**Purpose is to decrease
Variability between process
and the requirement; but
How through Ownership
and Positive Accountability**

Accountable Organizations Paradigm



PATIENTS
RECEIVE THE
MOST EFFECTIVE
TREATMENT, IN
A SAFE AND
EFFICIENT WAY



*ACCOUNTABILITY
TO CUSTOMER:
THEIR INTEREST
FIRST*



*INTERNAL
ACCOUNTABILITY:
YOUR
COMMITMENT TO
YOUR VALUES*



*POPULATION AND
SOCIAL
ACCOUNTABILITY*

Accountability System Steps:



Understanding and addressing your values: Value constitutes that critical 'something' necessary to the process of becoming accountable.



Establish and Accountability Framework based on international, external and social accountability.



Commit to structural and cultural change, through outstanding leadership.

Avoiding (–Ve) Accountability: Adopt these principles with Your Staff

1. Coach staff to become responsible
2. Have the proper determination: this will create the drive
3. Show that their work Add Value
4. Be adaptable, flexible, and resilient
5. Have clear perspective and view
6. Have Faith which will create belief and justice

This will happen through Change and Change occurs through the right Leaders at the various level of the organization

Ownership will Reduce Negative Accountability

- Responsible Leadership
- Committed Staff
- Reporting of mistakes
- Non-punitive culture
- Participatory Approach
- More centered and focused care
- Safety working environment

The Effective Link

	Type	Compliance	How?	Leadership style
Accountability	Positive	Habitual not mandated	Listening Participatory Approach Reward System	Metamorphic Leader
Productivity	Increased	Increased	More care about resources Identification of hidden cost	
Ownership	Optimism	Determination	Have reward system	
Total Impact:	Sustainable Impact			
	Social and Economic Impact			

Our Recommendation

- **Develop your staff and train them to have more competency**
- **Right Competency Portfolio will decrease Accountability**
- **Establish an Ownership Culture through working on your middle management and their leadership**
- **Combine Ownership Culture with Participative Management**
- **Foster Data Management training through out all curricula and trainings**
- **Establish an Fair Accountability Matrix and foster positive accountability**

Thank You