

*“Governance, Capacity Building and  
Leadership of the Board”*

**International Health Policy Forum**

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**Tbilisi, Georgia**

**David W. Prall**



# Outline

- ◆ Introduction – The world around us
- ◆ Capacity Building – What is it?
- ◆ Capacity Building – Planning for the future
- ◆ Governance – an introduction
- ◆ The role of the Board
- ◆ Brief thoughts on the role of the Leader



## ■ Complex

Multiple small and diverse interventions to create options

*Probe-sense-respond*

## ■ Complicated

Analytical techniques to determine facts and option range

*Sense-analyse-respond*

## ■ Chaos

Single or multi actions to stabilise situations

*Act-sense-respond*

## ■ Simple

Standard processes with review cycles and clear measures

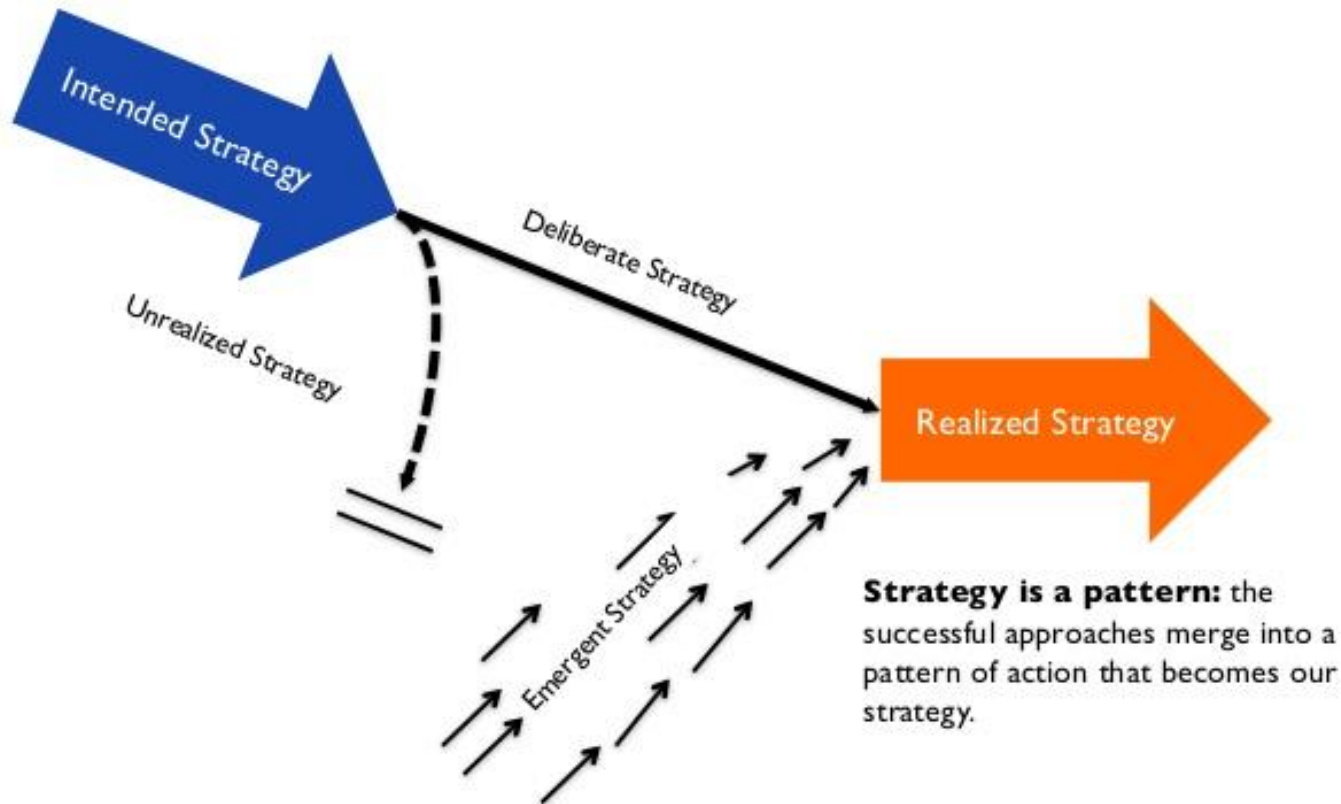
*Sense-categorise-respond*



Complexity challenges some of the assumptions that policy makers, planners and researchers may take for granted....

- That every observed effect has an observable cause
- Even the most complex things can be understood by breaking down the whole into pieces and analysing it
- That if we analyse past events sufficiently, this will help to predict future events.

**Strategy is a plan:** they are made in advance of the actions to which they apply and they are developed consciously and purposefully



**Strategy is a pattern:** the successful approaches merge into a pattern of action that becomes our strategy.

Source: Mintzberg H., The strategy concept I: Five Ps for Strategy, California Management Review 1987

PAST

DIGITAL

ACUTE

EVENT

FUTURE

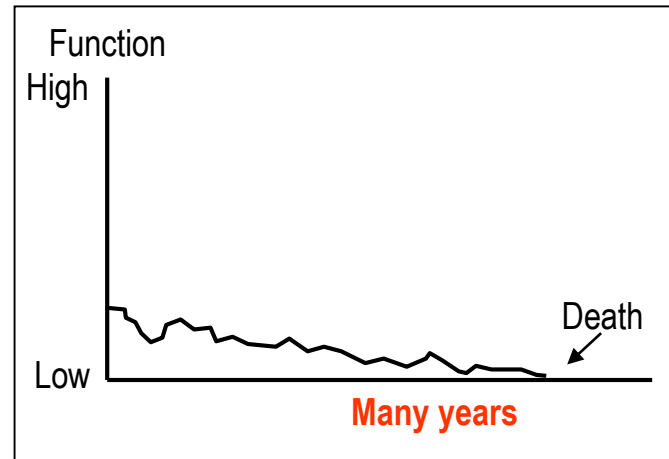
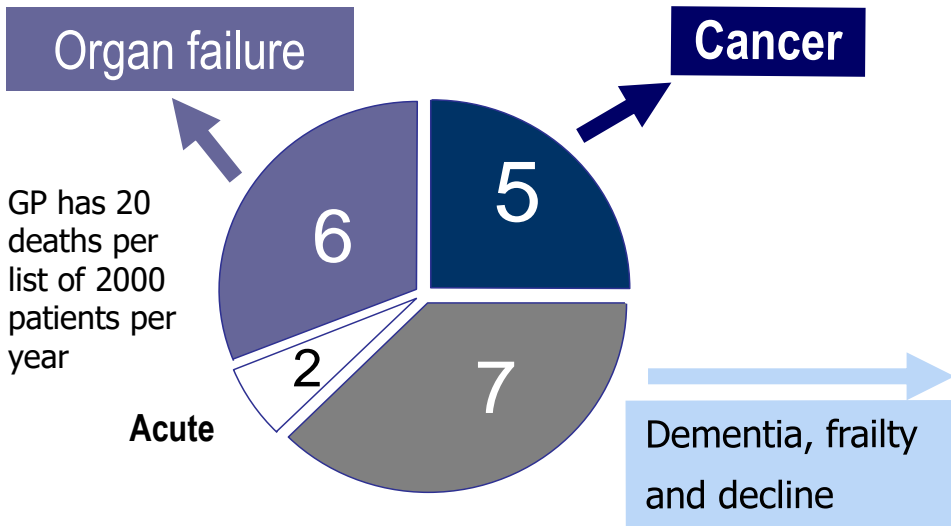
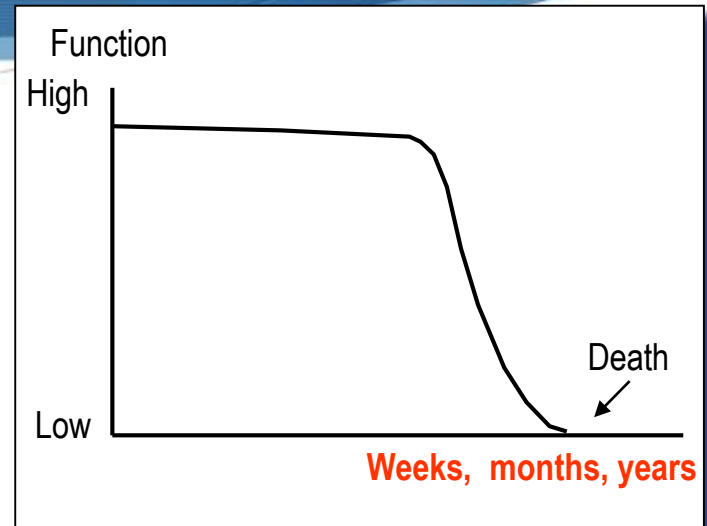
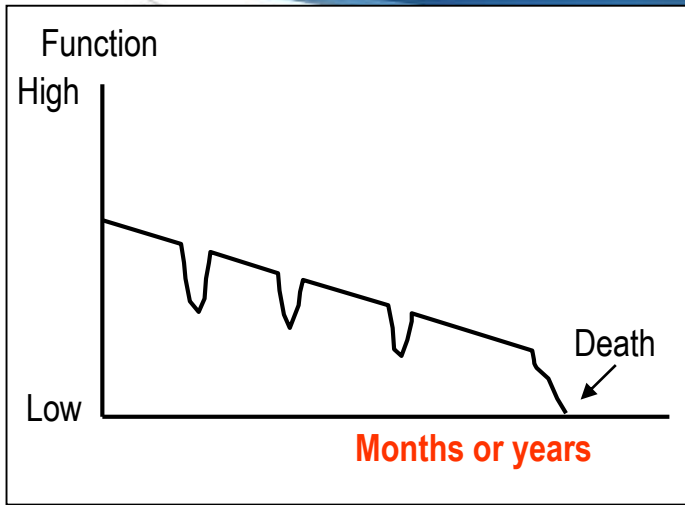
ANALOGUE

CHRONIC

PROCESS

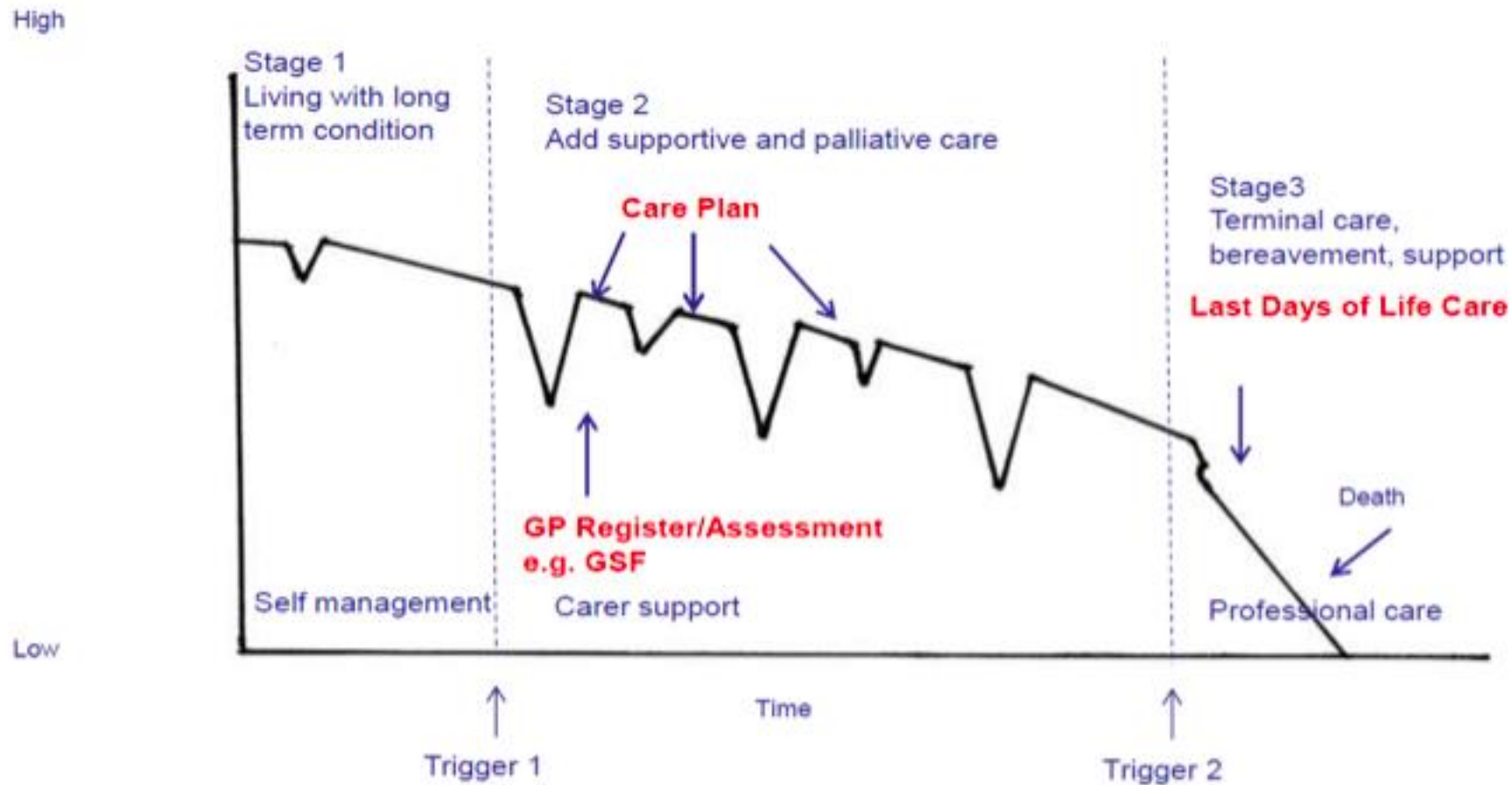


Guy Brown, The Future of Death



Murray SA, Kendall M, Boyd K, Sheikh A. Illness trajectories and palliative care. BMJ. 2005; 330:1007-1011

# Possible physical trajectory in multiple morbidity



Adapted from work of Scott Murray



# Capacity Building

## Capacity:

“The ability to perform functions, solve problems, and achieve objectives”

The United Nations Development Programme

At three levels:

Individual, institutional and societal.

E.g. A route to building national capacity is via a comprehensive and sustainable national strategy for palliative care programmes and policies.

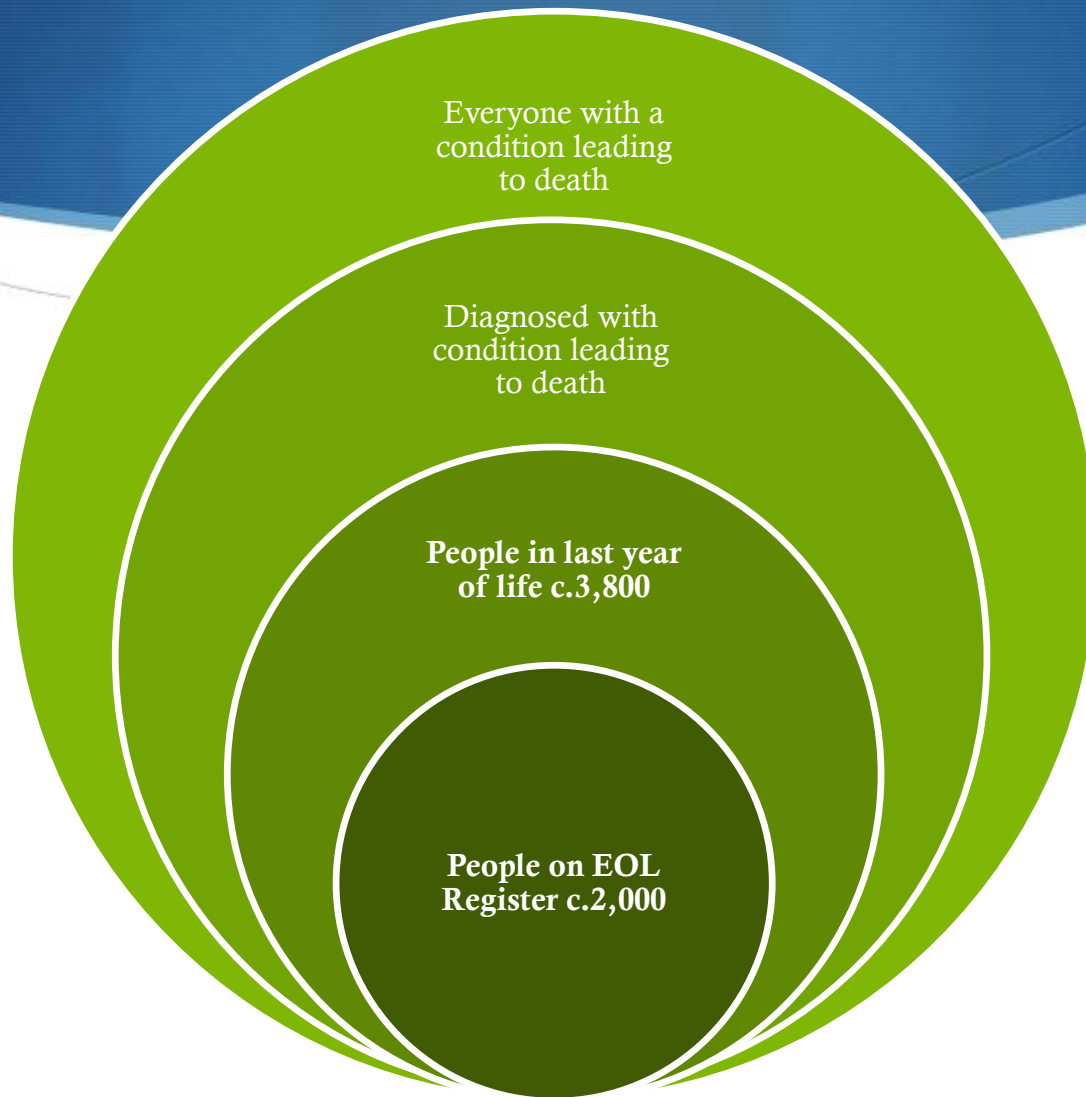
# BANGLADESH – January 2011

President Zillur Rahman has called upon the authorities concerned to expand palliative care services across the country.



BDNEWS24.COM

# “End of Life” population in Sheffield



# Be innovative

- ◆ Prepare for new groups of users
- ◆ Plan to care for them much earlier in their trajectories
- ◆ Think about caring for them in alternative settings and in new ways
- ◆ Shift the focus of your care to a different set of needs
- ◆ Change your workforce
- ◆ Sell hospice as a solution

“To allow people the deaths they want, end of life care must be radically transformed...”

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**DYING FOR CHANGE**

Charles Leadbeater  
Jake Garber

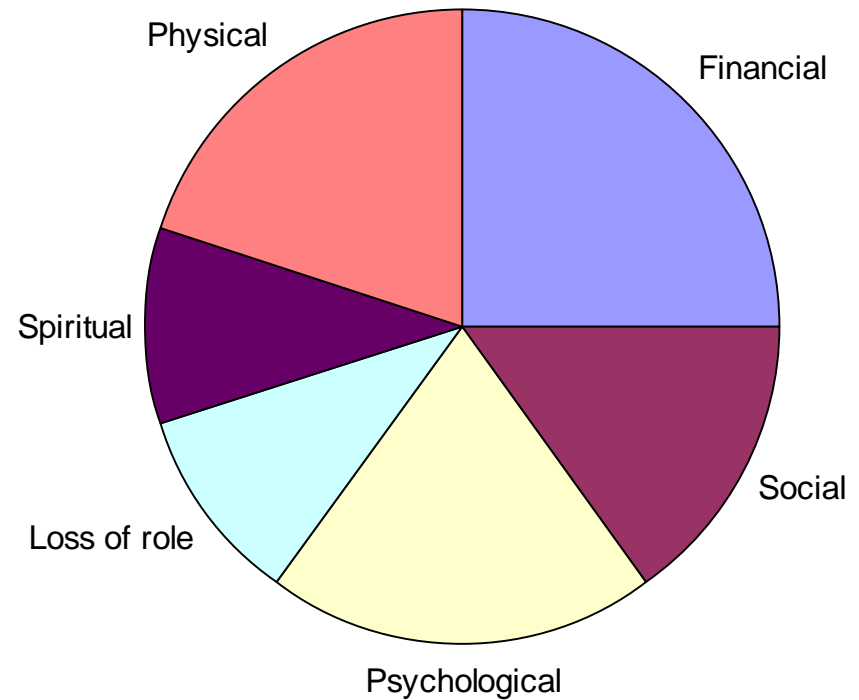
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**DEMOS**

# Role of community

Many of the problems in advanced diseases are of a “non medical nature”; the community has a major role to play in addressing these problems

Dr Suresh Kumar, Cochin  
2013



# Palliative Care in the Community



**The proposed model for Long Term Care (LTC) and Palliative Care (PC)**  
**Adapted with permission from Stjernsward 2005(Indian Journal of Palliative Care 11 (2))**

## Lessons from Kerala:

- Dying is a social issue that requires a medical input not a medical issue that requires a social input
- Communities are capable of much more than we give them credit for
- Volunteers can be under 50 and they can carry real ownership and responsibility
- Community based leadership is essential – from lead clinicians as well as activists
- It is a journey worth taking – but we have to dare to take our own journey and not try to copy someone else's

## Kerala - India

“I realize that there are hundreds of people in pain and misery with incurable illness around me. I pledge to do everything in my capacity to support them. We are all with them”



5. Influence government and other leaders

4. Facilitate the input of other organisations

3. Provide professional help for complex problems

2. Help build communities

1. Empower the patient and public

6. Underpinned by a through understanding of the needs and capabilities of the local population



**“Go around and see what is being done and then see how your own circumstances can produce another version; there is need for diversity in this field.”**

Dame Cicely Saunders,

# Steps to aid Capacity Building

- ◆ Undertake rigorous strategic analysis and planning
- ◆ Develop strategic leadership
- ◆ Develop the capabilities of the workforce
- ◆ Think beyond what you currently do to consider other models and partners
- ◆ Promote, inform and support choice within communities and among those you serve
- ◆ Develop a clear story about the value of hospice/palliative care and promote it to build greater understanding and support

(Based on Commission into the future of hospice care Sept 2012)

# Governance

- ◆ **Governance determines who has power, who makes decisions, how other players make their voice heard and how account is rendered.**
- ◆ **Three aspects of Governance: Authority, Decision Making, Accountability**

# Governance

- ◆ “One simple definition of governance is “the art of steering societies and organizations.” Governance is about the more strategic aspects of steering, making the larger decisions about both direction and roles.”
- ◆ “Some observers criticize this definition as being too simple. Steering suggests that governance is a straightforward process, akin to a steersman in a boat. These critics assert that governance is neither simple nor neat — by nature it may be messy, tentative, unpredictable and fluid. Governance is complicated by the fact that it involves multiple actors, not a single helmsman.”

**Small**



**Large**

**Elaboration**

Develop teamwork  
Crisis of re-vitalisation

**Formal**

Internal systems  
added.  
Crisis of too much  
red tape

**Collective**

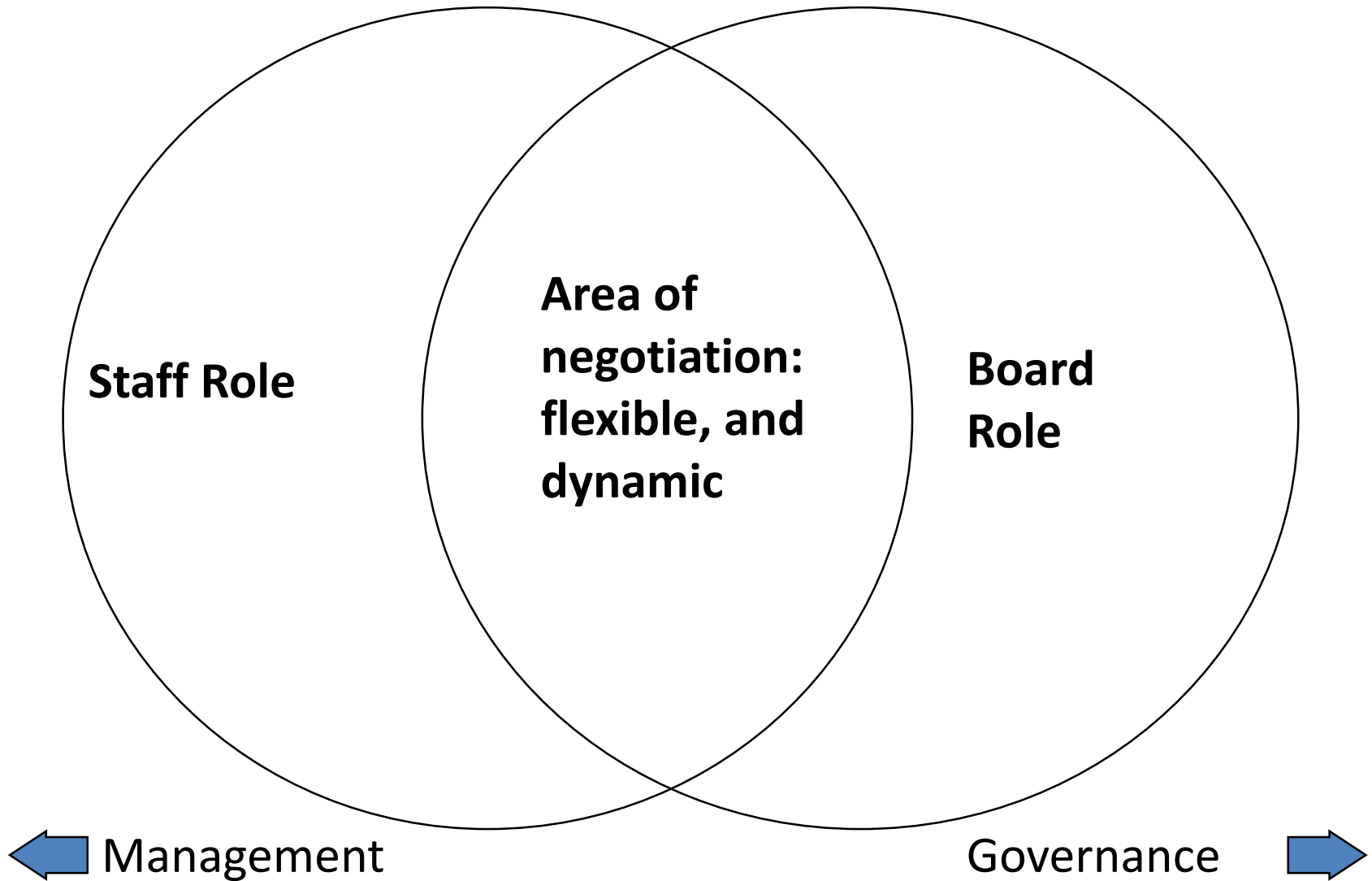
Clear direction;  
Crisis of delegation  
and control

**Enterprise**

Creative;  
Crisis of  
leadership

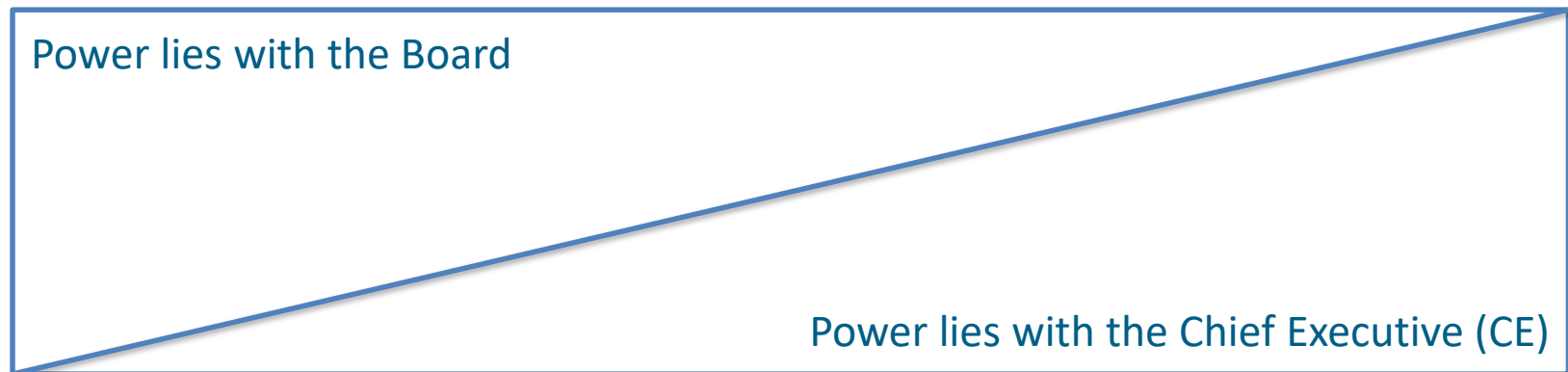
# Phases of organisational development

<b>PIONEER (founding)</b>	<b>Growing pains</b>	<b>DIFFERENTIATED (transition)</b>	<b>Growing pains</b>	<b>INTEGRATED (strategic)</b>
<ul style="list-style-type: none"> <li>▪ <b>Clear leadership</b></li> <li>▪ <b>Dynamic</b></li> <li>▪ <b>Clear goals</b></li> <li>▪ <b>High motivation</b></li> <li>▪ <b>Flexibility</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Victim of own success</i></li> <li>▪ <i>Outgrowing pioneer leadership</i></li> <li>▪ <i>Succession problems</i></li> <li>▪ <i>Resource inadequacy</i></li> <li>▪ <i>Specialist clash</i></li> <li>▪ <i>Leadership skills inadequate</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Mechanisation</b></li> <li>▪ <b>Standardisation</b></li> <li>▪ <b>Specialisation</b></li> <li>▪ <b>Systems and procedures</b></li> <li>▪ <b>Departmentalise</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Freezing</i></li> <li>▪ <i>Co-ordination difficult</i></li> <li>▪ <i>Motivation reduces</i></li> <li>▪ <i>Leadership diminishes</i></li> <li>▪ <i>Management remote</i></li> <li>▪ <i>Goals less clear</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>People examine how to work together</b></li> <li>▪ <b>Employee centred</b></li> <li>▪ <b>Co-operation</b></li> <li>▪ <b>Flexible use of skills</b></li> <li>▪ <b>delegation &amp; empowerment increased</b></li> <li>▪ <b>Consultative</b></li> <li>▪ <b>High performance encouraged</b></li> </ul>





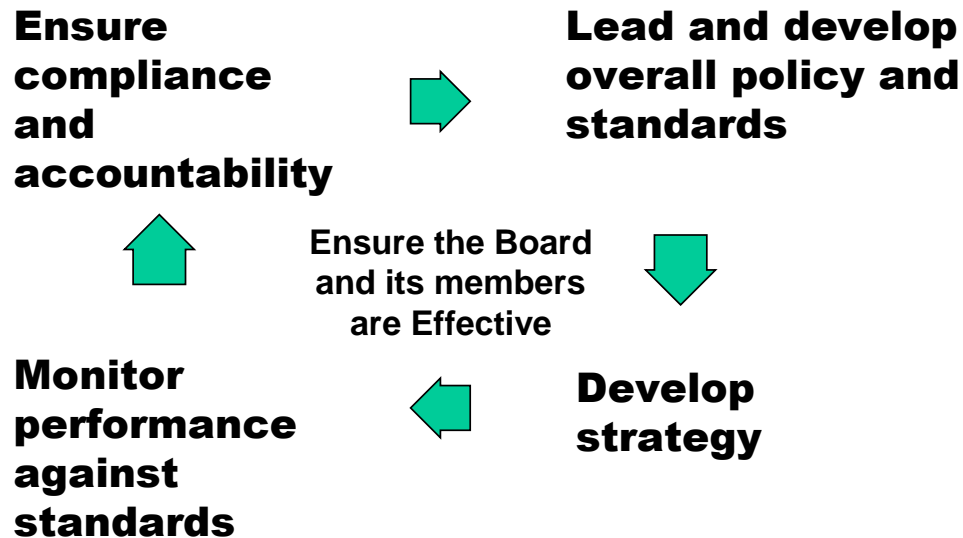
# Continuum of power between the Board and Chief Executive



Board makes decisions and tells CE what to do	Board suggests action, consults with CE then decides	Board and CE discuss the problem or issue and agree on action	CE proposes and Board decides	CE has complete freedom to act within Board limits for decisions
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Adapted from Tannenbaum and Schmidt 'How to Choose a Leadership Pattern', *Harvard Business Review*, May/June 1973

# Five part role of the Board



*Adapted from: Bob Garrett (1995) "The Fish Rots From the Head" London, Harper Collins*

# Types of Board Behaviour

A c t i v e	<b><i>Hamster</i></b>	<b><i>Eagle</i></b>
	Active Detailed Approach  “Managing”	Active Strategic Approach  “Strategic”
R e a c t i v e	<b><i>Woodlouse</i></b>	<b><i>Giraffe</i></b>
	Reactive Detailed Approach  “Meddling”	Reactive Strategic Approach  “Rubber Stamping”
	Detail	Strategic

# Characteristics – Active/Detail

## *Hamster*

- Does not see the big picture
- Struggles with the idea of policy making
- Not good at strategic thinking
- Demands frequent detailed papers
- Questions managers about details
- Likes discussing operational details
- Enjoy spontaneous visits
- Prone to interfering in operations when on-site
- Happiest when engaged in furious (although sometimes pointless) activity

# Characteristics – Active/Strategic

## *Eagle*

- Has clear view of the big picture
- Scans the environment
- Asks strategic decisions
- Focus on strategic decisions
- Wants short reports focused on variances – swoops on key strategic issues
- Manages risk effectively
- Sets (with CEO) the strategic agenda
- Has a lean structure of committees and working groups
- Works consistently through the year

# Characteristics – Reactive/Detail

## *Woodlouse*

- Unaware of the big picture (sometimes suspicious of the idea)
- Homes in on matters of detail in reports
- Confrontational style
- Looks backwards rather than ahead
- Staff are defensive and present papers for rubber stamping
- Re-hashes work done by committees, working groups and staff
- Generally rather inactive but engages in short bursts of frenetic activity when disturbed (sometimes rolls up in a defensive ball)

# Characteristics – Reactive/Strategic

## *Giraffe*

- Has a sense of the big picture
- Responds to staff papers
- Looks at environment when prompted
- Staff led, but not rubber stamping
- Browses from one high level item to another: no clear Board planning cycle
- Tends to set up working groups on ad hoc basis
- Usually slow moving is capable of bursts of rapid activity covering long distances in a short time.

# Charismatic Driver

- Breaking down doors



Established  
Practitioner

- evidence
- routinization
- bureaucratization



Radical  
Experimenter

- transformation



# THANK YOU!

This presentation was funded by Last Mile4D

