



PHC Governance in Healthcare: Performance Governance System Module 1

The need for governance in healthcare was jointly celebrated in the recently concluded Governance in Healthcare summit led by the Philippine Heart Center, in cooperation with the Institute for Solidarity in Asia (ISA), on July 13-15, 2016. The PHC roadmap towards the Islands of Good Governance was shared to 96 government and private hospitals with 434 attendees composed of hospital directors, nurse managers, and hospital administrative officers. Scoreboards of our hospital processes in the different services were presented in line with the four perspectives of enterprise development.

As the PHC prepares to be conferred in the Institutionalization Stage as a step in good governance and best practice sharing, the Performance Governance System (PGS) Module 1 for hospitals was conceptualized to assist government and LGU hospitals in the PGS start-up towards the initiation process. This 3-day module encouraged the healthcare institutions to review its Mission and Vision, draft the Strategy Map, and develop the metrics in a Balanced Scorecard. More relevantly, as the Department of Health (DOH) cascades the new Philippine Health Agenda 2016-2022: ALL FOR HEALTH TOWARDS HEALTH FOR ALL, each of the hospital should align its strategy and balanced scorecard to the DOH Strategic Objectives. The Philippine Health Agenda reviews the current health challenges and proposes strategies to A-C-H-I-E-V-E the strategic goals of better health outcomes and responsive health systems for the financial protection of poor Filipinos seeking medical treatment.

“Good Governance is the Key,” as Prof. Jesus Estanislao mentioned in his book *‘It Can Be Done,’* is a platform for promoting good citizenship and good governance programs. The PHC, a pioneer hospital which underwent the PGS Transformation Journey and was duly recognized as an Island of Good Governance, took the initiative to imbed the elements of Good Governance through a learning module that would assist government healthcare institutions in the Initiation Phase of their PGS Journey.

In cooperation with the Institute of Solidarity for Asia, the 1st Governance in Healthcare PGS Module 1 was conducted on January 11-13, 2017 at Dr. Avenilo P. Aventura Hall, Ground Floor, Medical Arts Building (MAB). The 3-day session was supplemented with a workshop at the end of each session day, and each hospital was able to draft its institution’s PGS Roadmap for 2017-2022 and PGS Balanced Scorecard. This made them eligible by May 2016 to join the PGS Initiation Revalida of the Institute for Solidarity in Asia. The 1st Batch of delegates were from Mariano Marcos Memorial Hospital and Medical Center in Ilocos Norte and Navotas City Hospital, with a total of 23 delegates. The PHC Department Managers and their respective Strategy and Quality Officers also attended the module as part of further cascading to PHC staff.



Dr. Gerardo S. Manzo, then PHC OIC-Executive Director, gave an inspiring message during its Opening Ceremonies. In his welcome address, Dr. Manzo briefly discussed the learning process and the challenges of the PHC PGS Transformation Journey.

“May you learn PGS good practices from the things we did right and avoid challenges in areas where we stumbled.” - Dr. Manzo



Dr. Francisco Duque III, ISA Chairman, gave an introduction and overview of the Learning Module 1 and discussed the topic “Defining your Transformation Pathway: Envisioning and Reinventing Your Institution”.

“Rise to the challenge of dynamism, move beyond your comfort zone where our strengths are tested.” - Dr. Duque

Dr. Beverly Lorraine Ho, Chief of Research Division of the Health Policy Development and Planning Bureau of the Department of Health, gave an overview of The Philippine Health Agenda 2016-2022, ***“All for Health Towards Health for All”***. Dr. Ho went through the framework of the health system and reiterated that healthcare institutions should understand the three (3) thrusts of this health agenda: (1) Financial Protection from the high cost of healthcare; (2) Better Health Outcomes with no disparity; and (3) Responsiveness or empowerment in all the interactions with the health system. Generally cascading the aspiration of the health system, Dr. Ho mainly presented the values as equity, efficiency, quality, and transparency.



Dr. Juliet Balderas and Dr. Maria Ina Bunyi of PHC, awarded the Certificate of Appreciation to Dr. Beverly Lorraine Ho for sharing the Philippine Health Agenda 2016-2022.

Mr. Jonathan Sevilla, Faculty of the Wyeth Academy Philippines, discussed the topic "Knowing the Keys". He reiterated the relevance of Governance Charter as the key that turns on the clear strategic direction of the institution and its components that are well aligned with the vision, mission, and core values of the organization.



Mr. Orlando Clavinez, Faculty, Wyeth Academy Philippines gave his valuable insights on Defining Our Organizational Challenges, from a strategic perspective. As the Framework of environmental scan was discussed thoroughly, Mr. Clavinez explained the external macro, external micro, internal analysis and a quick review of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) and translate it into tasks for project plans in the Strategic Change Agenda.

A lecture on Governance Pre-Assessment was conducted by Mr. Bernard Jonas Trinidad, Program Coordinator for National Government Agencies, Institute for Solidarity in Asia. He facilitated the discussion on the elements of the PGS and the use of the Governance Assessment Tool. A clear understanding of which enabled the delegates to do their workshop assignments.



Dr. Juliet J. Balderas, Officer-in-Charge of the Office of Strategy Management, led the Workshop 1 on: “*Vision-Mission-Objectives (VMO) Review*”. Dr. Balderas presented the Roadmap and the vital role of the institution’s vision as it defines where we are going. Knowing your identity as an organization, the development equation defines transformation and defining the Vision is very important.

Each hospital reviewed and restructured their VMO based on the workbook. At the end, hospitals successfully presented their outputs to the PHC panelists: Dr. Maria Linda G. Buhat, Assistant Director for Nursing Services; Mrs. Emilia P. Olbes, Chief of Human Resource Division; and Dr. Juliet Balderas herself.

The Second Day of Module 1 focused on the Strategy Map. Dr. Juliet Balderas presented the “*PGS Transformation Roadmap - Laying Your Change Agenda*”. In a walkthrough of the PHC-PGS experience, Dr. Balderas explained that Building the Road Map was perceived as a developmental step to excellence.



“ISA: Building a Transformation Map: Development Equation = Identity x Mission x Strategy”
– **Dr. Balderas**

Mr. Christian P. Zaens, Executive Director of the Institute for Solidarity in Asia, inspired the delegates not only to formulate strategies to do better but to go “beyond better”. He laid down the details on “*Strategy Mapping for Hospitals*” following the DOH Framework to help hospitals achieve their strategic position. Specifically, he pointed out the impact, goal, and action as important factors to achieve the breakthrough goals and its drivers are impact, outcome, core, and support.



“Strategy is value creation, bringing all the drivers that create impact to the customers in a superior manner.”
- **Mr. Zaens**

Likewise, the hospital challenges of the Philippine Health Agenda strategic objectives were developed to make the Strategy Map. The rest of the afternoon was devoted to crafting the Strategy Map based on the development challenges of each hospital in terms of Social Impact, Strategic Position, Core and Support Systems, and Fund Management. The workshop was spearheaded by Mr. Zaens and the Facilitators from ISA and PHC.



Dr. Juliet J. Balderas, Officer-in-Charge of the Office of Strategy Management and Associate of the Institute of Solidarity for Asia, shared the Strategy Map and Balanced Scorecard Monitoring of PHC. Her dynamic leadership has propelled the OSM's core function to oversee that the "Strategy Map" is carried out with the ultimate goal of realizing the vision and mission of PHC through initiatives set within particular timelines.



Dr. Gerardo S. Manzo, PHC OIC-Executive Director and Fellow of the Institute for Solidarity in Asia, taught the delegates on how to construct Balanced Scorecard which is the Strategy Map execution. This ensures that the vision is achieved at set targets. The challenge to do something better, as a road to excellence, propelled PHC to undergo the PGS journey. Assessment of measures in the different perspectives were discussed, as total assessment of hospital growth over 5-6 years.



"The scorecard should be revisited regularly to be able to measure if your performance has improved and if you have reached your targets."

- Dr. Manzo

In his discussion on PGS Process, ISA President and CEO Atty. Alexander Lacson challenged the participants to take the initial step of PGS through participation in the Initiation Revalida.



"ISA remains committed to encourage openness from public sector institutions & empower greater participation from our citizens."

- Atty. Lacson

PGS Module 1 successfully conveyed the components of Good Governance in Healthcare through PGS. As part of the culminating activity, the two (2) participating hospitals successfully crafted a comprehensive Strategy Map and presented it to the Expert Panel - Atty. Alexander Lacson, Chairman; PHC Representatives Dr. Maria Linda Buhat and Dr. Gerardo Manzo; LTC. Ruel Rombaoa, (Ret), ISA Associate; and Mr. Christian Zaens, ISA Executive Director.



Dr. Manzo led the concluding activity of the three-day lecture and workshop by thanking the participants and the Organizing Committee who spearheaded the PGS Module 1 in Healthcare Governance.

