

## **Management Development Program of the Coast Provincial General Hospital, Kenya**

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Kenya: APHIA Financing and Sustainability Project

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# **MANAGEMENT DEVELOPMENT PROGRAM**

## **COAST PROVINCIAL GENERAL HOSPITAL**

The management development program has as its foundation an explicit set of guidelines, which spell out the expectations, requirements, and the fundamental criteria, which are required of middle and first-line management. Senior management is charged with the task of developing expectations for their middle and first-line managers, and in particular, the role which middle management should play versus the role which senior management should play.

### **Developing the Strategy: Five Primary Steps**

1. Needs Assessment – senior management defines their expectation of middle management and first line supervision. Defining the expectations will form the foundation for the management development program.
2. AFS Training Officer and program trainers meet with senior management to determine their satisfaction level with the present baseline levels of competence in all areas reviewed:
  - Leadership
  - Planning
  - Roles/Responsibilities
  - Time management
  - Interpersonal relations/Customer relations
  - Communication skills
  - Change management
  - Teamwork/Teambuilding
  - Motivation
  - Counseling
  - Improving performance
3. Once senior management expectations are established, the expectations need to be expressed in clear and concise behavioral actions. The behavioral actions provide the framework for developing tools, which could assist in the formulation of educational methods and techniques.
4. Develop lesson plans which fit each behavioral action and to determine how the various content material fit progressively within a logical incremental design.
5. The final step involves enrolling managers and supervisors into the program, assessing their needs and level, teaching the courses, and evaluating their satisfaction and the belief of senior management that the courses had caused improvement in managers' abilities to meet their expectations.

## **Four Core Areas of Focus**

The four modules which need to be developed encompass the following areas of training:

- Management theory
- Motivational theory/communication skills
- Planning and goal setting
- Financial skills/budgeting

The time required for completion of each module will vary in length from four to six hours. The modules will be offered in one to two hour increments. It is desirable for managers and supervisors to complete the program of training in one month. Modules should be taught/facilitated utilizing an interactive approach through which participants are called upon to provide “real life” examples which could then be analyzed through a case study type of format. A combination of internal and external program facilitators should be utilized.

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