PERFORMANCE MANAGEMENT: READING GUIDE

		Title	Summary
Fundamental/Cross-Cutting Articles	1	**Is management essential to improving the performance and sustainability of health care systems and organizations? A systematic review and a roadmap for future studies** Lega, et al. (2013)	The article presents a systematic review of the literature that analyzes how management can influence the quality and sustainability of health systems and organizations. The authors base their discussion on 37 studies which indicate that the performance of health care systems seems to be correlated with management practices, leadership, manager characteristics, and cultural attributes that are associated with managerial values and approaches. The article goes on to provide a roadmap that indicates how the relationship between management and performance can be further investigated.
	2	**How do they manage - A qualitative study of the realities of middle and front-line management work in health care** Buchanan, et al. (2013)	Very extensive report by the UK NHS on the role of middle managers in acute care, how practices change after adverse events, how management practices affect clinical outcomes, and enabling environments. Explains the importance of middle managers, the difficulties they face in effecting change, and key characteristics of good managers. Surveys the importance of specific management contributions at select facilities and associated results via focus groups and interviews. Article is developed-country lens and focuses on adverse events and reliability but many findings can read as relevant for developing country context.
	3	**Does management matter in healthcare?** Bloom, et al. (2014)	Authors use the survey tool developed by Bloom and Van Reenen for the manufacturing sector to study management practices in 2,000 hospitals in Brazil, Canada, France, Germany, India, Italy, Sweden, UK and the US. Their results indicate that management practices are strongly associated with better clinical and financial outcomes. They find that hospitals with more clinically trained managers, that are larger, that operate in more competitive markets, and that are not government owned appear to have significantly higher management scores.
Organizational Culture Articles	4	**Strengthening health management: experience of district teams in The Gambia** Conn, et al. (1996)	Case study on a health management strengthening project implemented in Gambia in two out of three decentralized health regions. Resulted in improvements to management of district-level health services, quality of team planning and coordination, and management of available resources. Surfaced that health systems have a barrier to sustainable improvement limited by policy and practice of the national government and donor agencies. Interesting perspectives on donor model frameworks being stringent and inflexible. Examines a breadth of variable including: communication, integration, resource allocation, data-driven planning, and change management. Emphasized establishment of parameters for the project while allowing the latitude for pragmatism and long-term goal-setting as well as continuous, iterative dialogue. Suggests that a strong cadre of middle managers must be supplemented by a cadre of managers at the national level with the time and skills to design and implement change.
	5	**Six Components Necessary for Effective Public Health Program Implementation** Frieden (2014)	Makes an argument for six tenants by which public health programs succeed, survive and thrive. It emphasizes the contextual complexity of public health systems in shaping these tenants. Six tenants are: innovation, technical package of evidence-based-interventions, effective performance management, partnerships and coalitions with private and public organizations, accurate and timely communications, and political commitment. Focuses on political commitment as the overarching principal critical to success through a representative framework.
	6	**Perceived managerial and leadership effectiveness within Mexican and British**	Discusses increasing complexity of the health sector as well as the lack of empirical evidence in the field pertaining to good manager and leadership competencies and characteristics that lead to improved health outcomes. Includes a brief review of literature that enforces similar points regarding the lack of empirical evidence and lack of

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Engagement in Management Articles		**public sector hospitals** Hamlin, et al. (2011)	applicability across studies. This article makes a case for strong leadership and management attributes to be similarly effective in the health sector, and validates it through interviews. Lists 36 behavioral indicators of management and leadership effectiveness in Mexican hospitals.
	7	**Educating leaders in hospital management: A pre-post study in Ethiopian hospitals** Kebedea, et al. (2012)	The authors assess the efficacy of a systems-based approach training program implemented by the Ethiopian Hospital Management Initiative (EHMI). The study established hospital chief executive officers (CEOs) trained through a Masters of Healthcare and Hospital Administration (MHA) degree program in Ethiopia. The study measures changes in hospital functioning based on adherence to a set of 86 hospital performance standards across 12 management domains. The study found that adherence to hospital performance standards significantly increased after a year and overall improvement was driven by improvement in 7 of the 12 management domains. This evidence suggests that the establishment of hospital CEOs and MHA training to equip them with management skills may promote scalable improvements in health facility functioning.
	8	**How employee engagement can improve a hospital's health** Burger, et al. (2014)	The article discusses the research conducted by Gallup on the Loma Linda University Medical Center in California that found a correlation between employee engagement, employee safety, and patient safety. Topics include the role of hiring employees based on talent, the effort to rework the center's performance management systems, the impact of emphasizing engagement at all levels, and the relationship between patients and employees.
	9	**Turning Doctors Into Leaders** Lee (2009)	The article talks about the need for an evolution in hospital management and leadership styles in the face of a burgeoning health systems, an explosion of knowledge, and chaotic resources. The author maintains that current processes are neither efficient nor error-free and are leading to increasing costs. The article suggests that the way to improve operational efficiency is to institute a new outcome based, patient centered approach to performance management, increase physician leadership capabilities, and create value through process improvement.
Manager Characteristics Articles	10	**Advancing the application of systems thinking in health: South African examples of a leadership of sense making for primary health care** Gilson, et al. (2014)	Authors studied the District Innovation and Action Learning for Health Systems Development (DIALHS) project being implemented in South Africa to better understanding how local health managers can better support front line facility managers in strengthening PHC. The results indicate that middle managers are a key barrier to top-down efforts to strengthen PHC and exhibit characteristics including: weak engagement in local-level problem solving, culture of passivity, risk avoidance, and resistance to change. Authors conclude that new forms of middle manager leadership are required to nurture collective 'sense making' around PHC goals and empower front line health staff to take ownership of these goals.
	11	**A Qualitative Analysis to Determine the Domains and Skills Necessary to Lead in Public Health** Grimm, et al. (2015)	Authors conducted a qualitative analysis of five different leadership models most commonly used in training curricula, as well as the National League of Nursing (NLN) leadership framework to determine the domains, definitions, and skills most needed for public health leadership. The study identified a streamlined and manageable set of six domains needed for leadership and 21 skills, concluding that there are similarities among many of the widely accepted leadership theories. Findings could lead to more uniformity in public health leadership development and evaluation.
	12	**Importance and performance of managerial skills in the**	Authors acknowledge that middle managers are "mediating persons", uniquely positioned to broker knowledge upward and downward within a health care provider for quality improvement. They study therefore aims to better understand how inter- and intra-

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		Australian aged care sector – a middle managers' perspective Currie, et al. (2015)	professional power and status differentials influence their ability to broker knowledge in a hospital setting. Results suggest that middle managers with clinical training are potentially better able to broker knowledge within their peer group while medical professionals with lower status, like nurses, may lack legitimacy and opportunity to do so. The result is a broken chain of knowledge within and across nurses and doctors pointing to the importance of strong connections among health care professionals for improved health care delivery.
	13	**Management Training in Vietnam's National TB Program (NTP)** Umble, et al. (2009)	Impact evaluation of a train-the-trainer program developed in partnership between the CDC Sustainable Management Development Program (SMDP) and Vietnam's NTP designed in order to improve the NTP's Directly Observed Therapy Shortcourse (DOTS). Training is for directors or other senior staff of provincial TB programs. All 8 case studies analyzed showed improvements in DOTS implementation clinical indicators, as well as management knowledge, skills, and practices. Provides evidence that team-based management training combined with supervised projects can improve teamwork, problem-solving, and measurable short-term gains in program performance. Strengthening management skills through applied learning can improve performance of public health teams, organizations and programs.
Management Practices Articles	14	**A Systems Approach to Improving Rural Care in Ethiopia** Bradley, et a. (2012)	Documents success factors in the Ethiopian Millennium Rural Initiative (EMRI), a systems strengthening effort funded by CHAI. Intervention focused on primary healthcare units (PHCUs) in order to develop successful, scalable rural PHC model. Qualitative study of 7 PHCUs from longitudinal study of 20 PHCUs elucidated why some PHCUs improved more than others. Higher performing PHCUs had better managerial problem solving capacity, better relationships with the district health office, and stronger engagement with the local community.
	15	**Beyond rhetoric: inquiry on the essence of strategic management in public healthcare organisations** Lega (2012)	Qualitative study based on interviews with leadership of public health organizations (PHOs) in Italy. Background information on management in PHOs is useful context. Provides an overview of the difficulties and complexities of managing in the public sector; managers have adverse impacts of public bureaucracy without the benefits of management autonomy. Develops an interpretative framework focusing on "contents, contexts and peculiarities of strategic public management approach." Framework centers on playmaking, enabling (and engaging), aligning, compromising and equivocality. External circumstances that make health systems more difficult to manage: complexity, permeability, instability. Suggests that these factors could potentially be used to measure level of strategic management.

Article library
1. **A contribution to performance measurement in the healthcare industry: the industrial point of view** Schaefers, Jos; Colin, Jerome; Aggoune, Riad; Kucina, Myriam (2007)
2. **A Qualitative Analysis to Determine the Domains and Skills Necessary to Lead in Public Health** Grimm, Brandon L.; Watanabe-Galloway, Shinobu; Britigan, Denise H.; Schumaker, Alice M. (2015)
3. **A realist evaluation of the management of a well-performing regional hospital in Ghana** Marchal B, Dedzo M, Kegels G. (2010)
4. **A systems approach to improving rural care in Ethiopia** Bradley EH, Byam P, Alpern R, et al. (2012)
5. **A tool to measure whether business management capacity in general practice impacts on the quality of chronic illness care** Holton, Christine H.; Proudfoot, Judith G.; Jayasinghe, Upali W.; Grimm, Jane; Bubner, Tanya K.; Winstanley, Julie; Harris, Mark F.; Beilby, Justin J. (2010)

6.	**Advancing the application of systems thinking in health: South African examples of a leadership of sensemaking for primary health care** Gilson, Lucy; Elloker, Soraya; Olckers, Patti; Lehmann, Uta (2014)
7.	**Aligning leadership across systems and organizations to develop a strategic climate for evidence-based practice implementation** Aarons, Gregory A; Ehrhart, Mark G; Farahnak, Lauren R; Sklar, Marisa (2014)
8.	**Applying Organizational Learning to Health Challenges in the Developing World** Bragar, Joan (2013)
9.	**Beyond rhetoric: inquiry on the essence of strategic management in public healthcare organisations** Lega, Federico (2012)
10.	**Challenges and strategies in applying performance measurement to federal public health programs** DeGroff, Amy; Schooley, Michael; Chapel, Thomas; Poister, Theodore H. (2010)
11.	**Changing the "Peter Principled" Culture of Health Care Systems** Terry, Richard; Hussain, Anwar; Nelson, Martha F. (2011)
12.	**Cluster Randomized Controlled Trial of An Aged Care Specific Leadership and Management Program to Improve Work Environment, Staff Turnover, and Care Quality** Jeon, Yun-Hee; Simpson, Judy M.; Li, Zhicheng; Cunich, Michelle M.; Thomas, Tamsin H.; Chenoweth, Lynn; Kendig, Hal L. (2015)
13.	**Creating Quality Improvement Culture in Public Health Agencies** Davis, Mary V.; Mahanna, Elizabeth; Joly, Brenda; Zelek, Michael; Riley, William; Verma, Pooja; Solomon Fisher, Jessica (2014)
14.	**Developing Public Health Management Training Capacity in Nicaragua** McEwan, Elena; Conway, Mary J.; Bull, David L.; Malison, Michael D. (2001)
15.	**Does Management Matter in Healthcare** Bloom, Nicholas, Raffaella Sadun and John Van Reenen (2013)
16.	**Does Performance Management Affect Nurses' Well Being?** Decramer, Adelien; Audenaert, Mieke; Van Waeyenberg, Thomas; Claeys, Tine; Claes, Claudia; Vandevelde, Stijn; van Loon, Jos; Crucke, Saskia (2015)
17.	**Educating leaders in hospital management: A pre-post study in Ethiopian hospitals** Kebede S, Mantopoulos J, Ramanadhan S, et al. (2012)
18.	**Examining the Role of Employee Focus in the Turkish Healthcare Industry** Akdere, Mesut; Gider, Ömer; Top, Mehmet (2012)
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23.	**How do they manage? A qualitative study of the realities of middle and front-line management work in health care** DA Buchanan, D Denyer, J Jaina, C Kelliher, C Moore, E Parry, C Pilbeam (2013)
24.	**How Employee Engagement Can Improve a Hospital's Health** Burger, Jeff; Sutton, Luke (2014)
25.	**HR Practices and Knowledge Brokering by Hybrid Middle Managers in Hospital Settings: The Influence of Professional Hierarchy** Human resource management (2015)
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34.	**Management training in Vietnam's National Tuberculosis Program: an impact evaluation** Umble KE, Brooks J, Lowman A, et al. (2009)
35.	**Managerial Values and Rationality in the UK National Health Service** Hewison, Alistair (2002)
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48.	**Six Components Necessary for Effective Public Health ProgramImplementation** Frieden, Thomas R. (2014)

49.	**Strengthening health management: experience of district teams in The Gambia** Conn CP, Jenkins P, Touray SO. (1996)
50.	**Strengthening the public health workforce: three CDC programs that prepare managers and leaders for the challenges of the 21st century** Setliff R; Porter JE; Malison M; Frederick S; Balderson TR (2003)
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62.	**Understanding and managing organizational change: implications for public health management** Thompson JM (2010)
63.	**Validation of a clinical leadership qualities framework for managers in aged care: a Delphi study** Jeon, Yun-Hee; Conway, Jane; Chenoweth, Lynn; Weise, Janelle; Thomas, Tamsin HT; Williams, Anna (2015)