

## **Box 1 Recommended actions strengthening hospital management in the Region**

### ***To Member States***

1. Develop/strengthen the national hospital strategic plan by the formation of a task force and membership of highly qualified experts, and integrate it in the national health system policy and plan. The national hospital strategic plan should be in synergy with the regional hospital care management strategy.
2. Assign a high-level task force to develop an essential hospital service package based on capacity, infrastructure and needs of the country and oversee/monitor and support improving hospital care management at national level.
3. Define and ensure essential levels of service delivery for all country hospitals through involvement of all relevant actors and community representatives.
4. Ensure the availability and accessibility of hospital beds and services based on the population needs assessment.
5. Develop hospital service delivery profiles that are culturally appropriate and acceptable and technically feasible based on the country capacity and health system infrastructure.
6. Allocate resources, including funds, human resources and technology, for all hospitals on the basis of defined service levels.
7. Create a responsive hospital networking mechanism, interconnected to primary health care service delivery on the basis of defined services levels.
8. Promote and build the capacities of policy-makers and managers on hospital governance.
9. Support the development of an effective national plan for human resources management at the hospital level.
10. Regulate public and private hospitals through an independent body.
11. Improve hospital financial planning and management and hospital efficiency using macro- and micro-level strategies.
12. Revise the selection criteria and qualifications needed for hospital managers and organize condensed managerial courses to ensure hospital effectiveness and efficiency.
13. Institutionalize quality and safety and scaling-up of people-centred health care services using the WHO Patient Safety Friendly Hospital Initiative assessment tool.
14. Provide resources to seek out, identify and document evidence-based practices.
15. Improve the hospital information system, particularly the medical records system, through the development of relevant tools and guidelines, providing the required supplies and equipment, and capacity-building activities related to data collection, recording, analysis, reporting and feedback.
16. Develop or scale up the national hospital disaster management plan (in particular the hospital preparedness plan).
17. Use the Hospital Safety Index to assess safety and capacity to respond to disasters.
18. Develop strategies for including the voice of patients in quality and safety of care using relevant WHO guidelines and regional experience.
19. Develop a set of core indicators to assess the performance of hospitals.

### ***To WHO***

20. Create a task force/network of experts for hospital care and management.
21. Continue to enrich hospital situation analysis in the Region.
22. Develop and organize a short capacity development course for hospital managers.
23. Develop better working collaboration among the Regional Office, WHO country offices, and national focal points for hospital care and management.
24. Develop an evidence-informed regional hospital strategy, present it in an intercountry meeting, and have it endorsed by the Regional Committee.
25. Develop tools and undertake an in-depth review of selected public sector hospitals in countries and help develop hospital strategic plans.
26. Develop a set of hospital performance indicators and pilot it in selected countries.
27. Develop policy briefs in key areas such as hospital autonomy, hospital financing and financial management, rational use of technologies in hospitals, etc.
28. Promote more applied research on hospital care and management.