



**Western Cape
Government**

Health

Opportunities, Challenges and Learnings wrt Sectors

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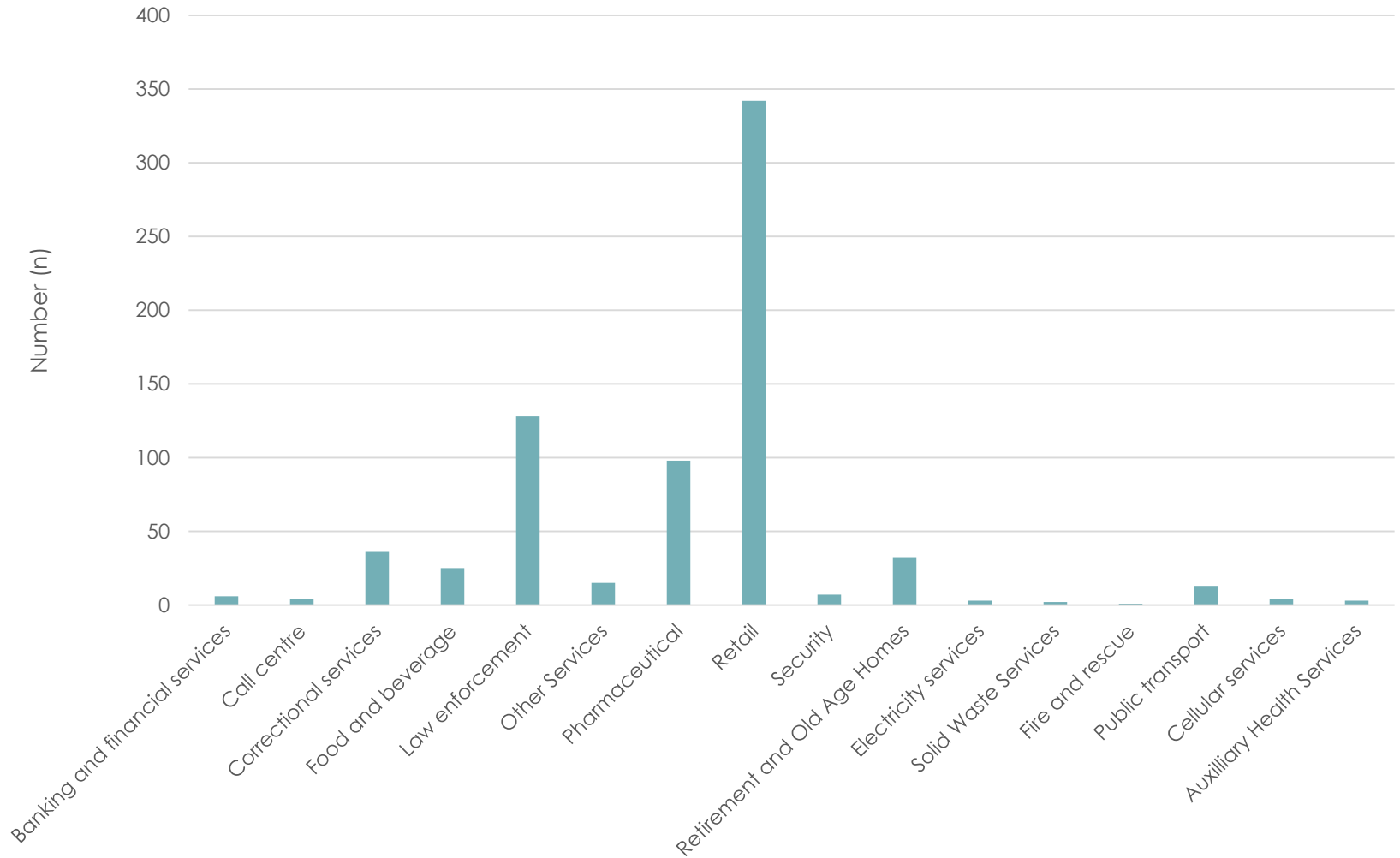
12 May 2020

Reality check

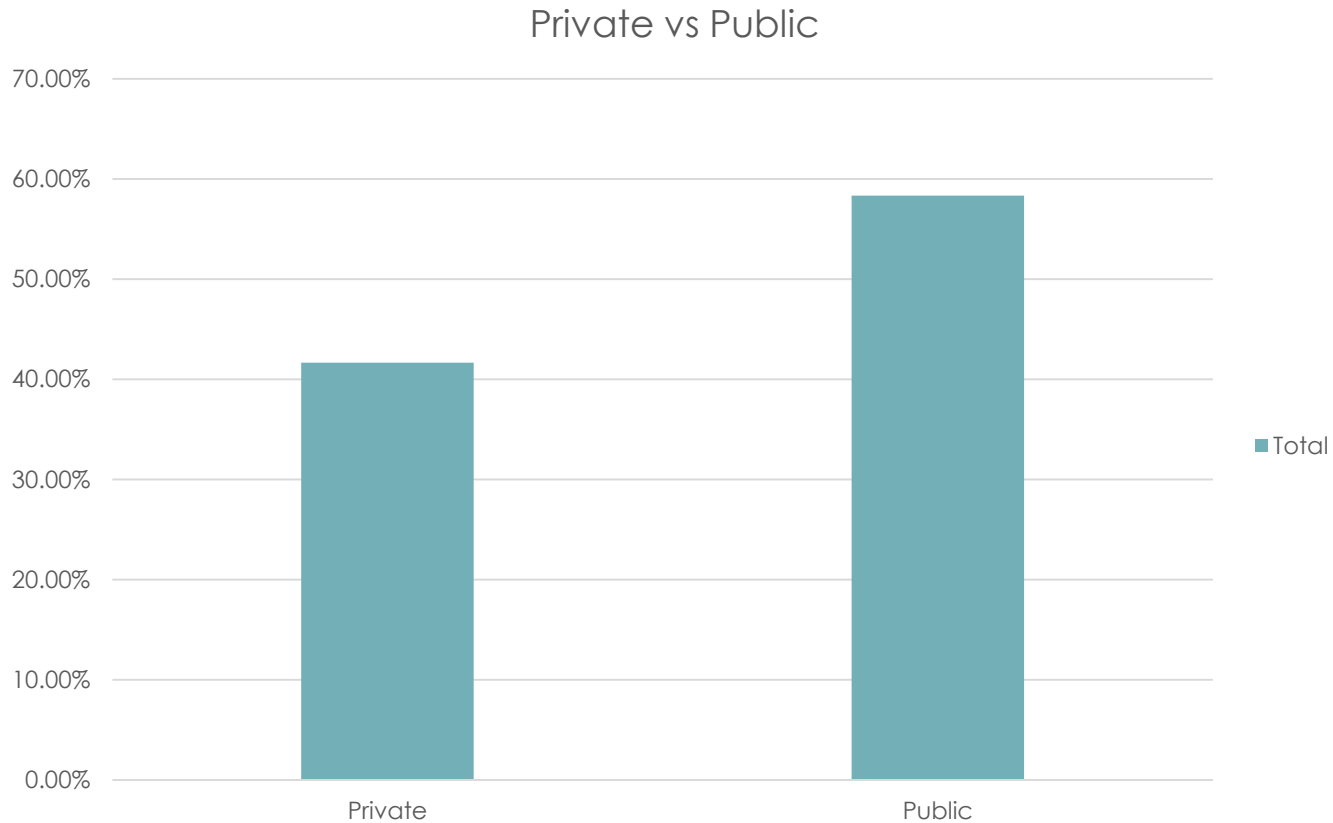
1. The Health sector is the sector at the brunt of the epidemic.
2. The Health sector has to provide evidence supported leadership across whole of Government and Society in the response to the epidemic.
3. Need for a coherent and interconnected response plan focusing on containment and mitigation.
4. The epidemic in the Western Cape is following the predicted pattern, yet faster than anticipated
5. Interdependency with other sectors and the community, combined with political pressure, add to the complexity. A true VUCA experience calling for system and organizational resilience.
6. A myriad of literature is available.
7. The strategy and leadership requirements to COVID provide opportunities for the future.

Sectors affected

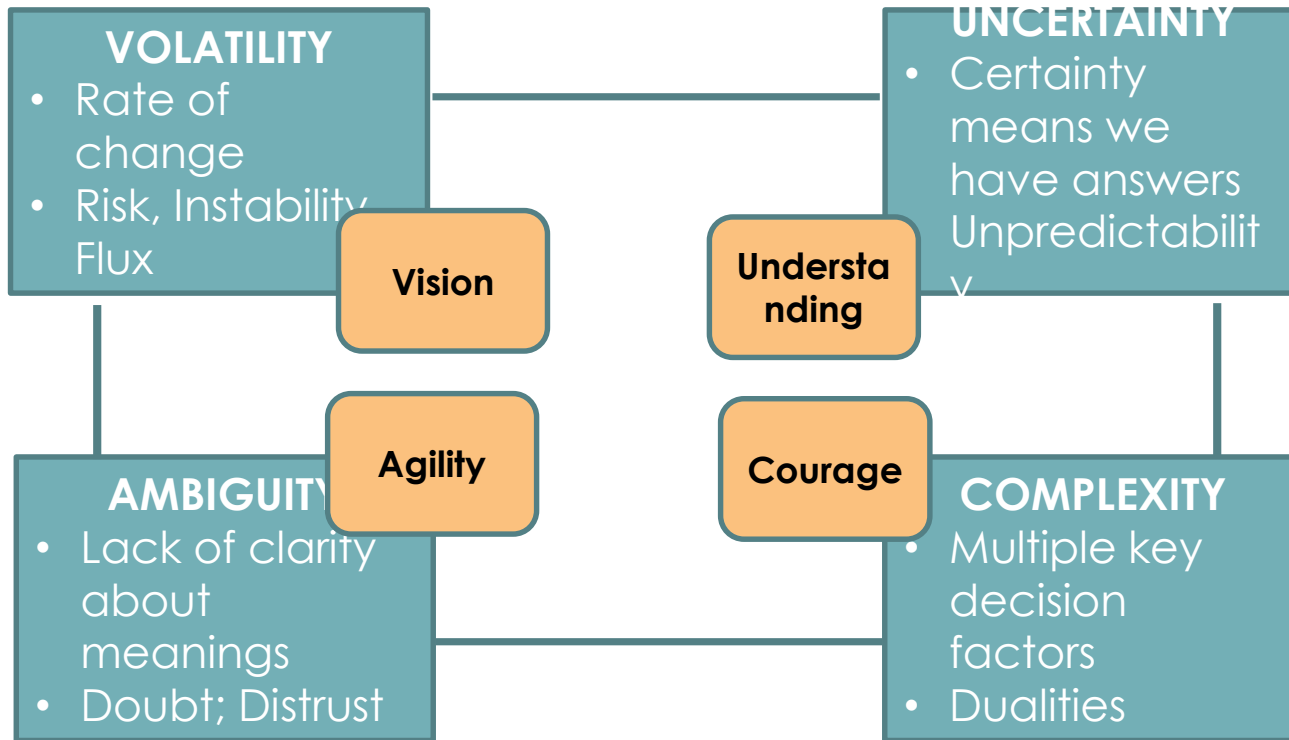
Categories of essential service clusters



Healthcare Workers: Public vs Private

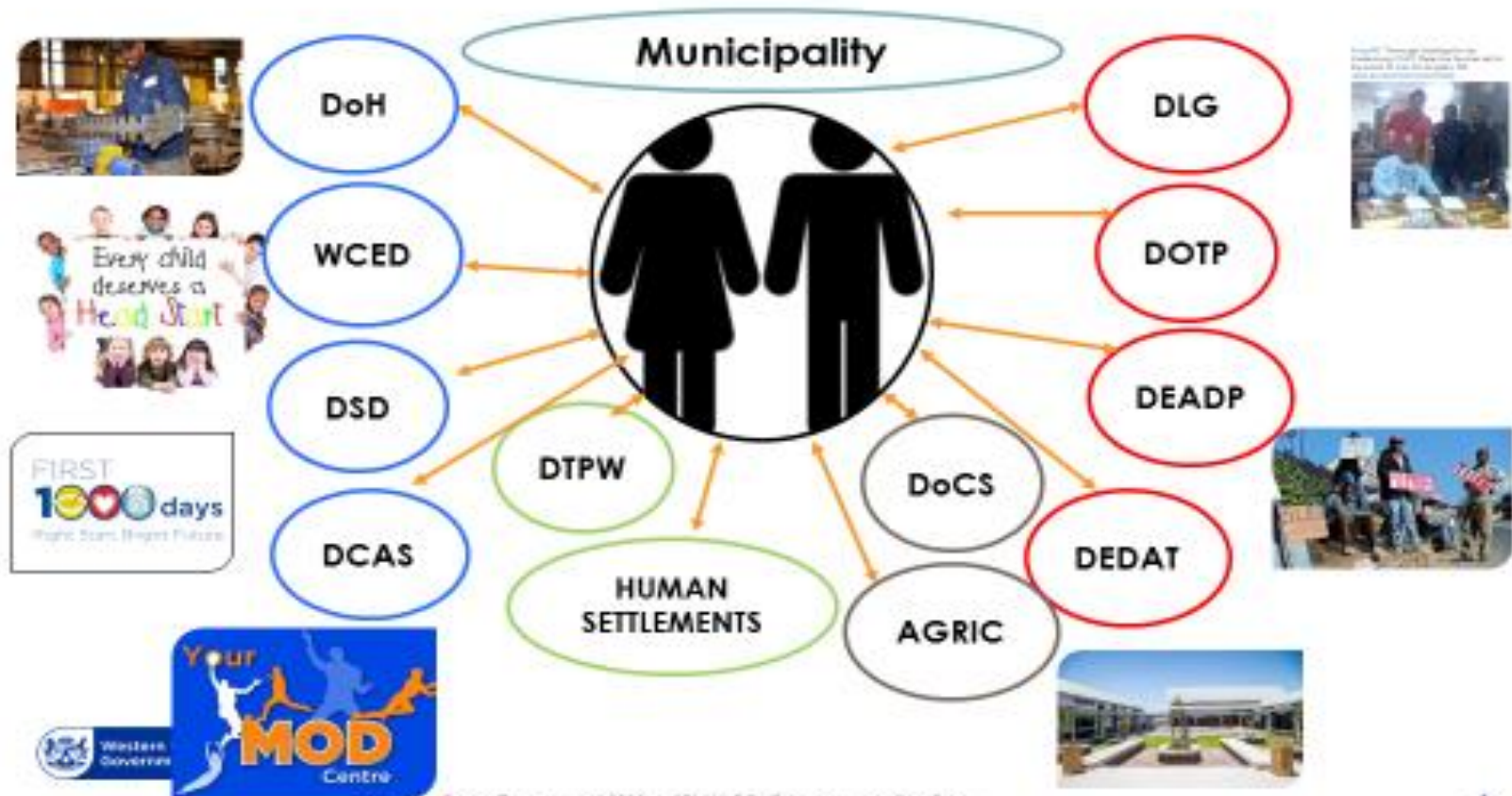


Leadership is needed



Governance For Health

Whole of Society Approach; Citizen Centric Government



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Roles of Health Sector

- 1. Trusted Partner**
- 2. Evidence-supported strategy guidance**
- 3. Convener of improvement, learning**
- 4. Facilitator of agency**
- 5. Partnership builder**
- 6. Boundary spanner**
- 7. Network holder**
- 8. Catalyst for change**

Lessons learnt

- 1. Relationships in good times are powerful in bad times.**
- 2. Silos fall away when shock is experienced and inter-dependency is recognized.**
- 3. Information sharing and evidence build confidence and trust.**
- 4. Strategic partners emerge: Unions, Universities; CoCT, other Departments, other sectors**
- 5. Don`t let a good crisis go wasted**

UHC Capabilities Frame

I. ACTION AREAS

I. Service Delivery Capability

A high-quality health system for people

STRATEGY

1

Re-defining what the service does

2

Re-design of how the service works in practise

Targets the 're-design service delivery' universal action for improving quality

II. Governance Capability

A resilient health system

STRATEGY

3

Re-defining the system's governing ideas

4

Re-defining core health actor relationships

5

Re-design of management controls

6

Re-defining core governance roles & responsibilities

Targets the 'Governance for Quality' & 'Igniting Demand for Quality' universal actions for improving quality

III. People & Systems Capability

High performance health system

STRATEGY

7

Re-defining the capability of people and systems

Targets the 'Transform health workforce' universal action for improving quality

IV. Learning Capability

A learning health system

STRATEGY

8

Redefining how knowledge is managed and learning occurs

What we stand to learn

- 1. Stewardship role for health**
- 2. Centrality of Leadership and Governance – dispersed; the boundary spanning leadership capabilities.**
- 3. Requirement for system resilience – for WOG; WoS; Health Sector**
 - Skill sets
 - Organizational arrangements
 - Partnership and learning approaches
 - Comfort with uncertainty, emergence
- 4. Capabilities ito journey towards UHC**

Thank you