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HOW UNIVERSITY CAN COPE WITH CORPORATE GOVERNANCE, PROJECT MANAGEMENT AND PRIVATE INVESTMENTS

Abstract. It is obvious from the official documents of the Government that the Kazakh Government is aiming to expand corporate governance model and wants to mix it with project management type of management and expand the role of private investments in public sector with the development of private public partnerships.

Astana Medical University is trying to adapt this new concept in its activity in accordance with all the requirements and official documents from the Ministries of Healthcare, Education and Finance.

136 drivers emerge from the analysis of the official documents. They include not only direct tasks from the Ministries, but also all the directions, in which Astana Medical University can provide support, for example, social activity.

Defining the main Strategy, the Strategic Plan has been developed including 3 main Strategic Directions with 13 total strategic goals that are linked to 208 actions to be performed in the operative plan to achieve all the Goals.

During this strategy development 4 Key Strategic Enablers were highlighted to enable the strategy to be fully implemented and therefore achieve success in 208 actions. These Key Enablers are: creation of an incubator for research projects linked to the technopark and working business area; corporate reorganization to allow Project Management Model to be put in place; base the education system on new technologies starting with Public Health faculty; development of clinical area to improve clinical training of our students especially for Primary Care.

Achievement of some of these Key Enablers depends not only on University's actions, but also requires support from the Government or involvement of Public-Private Sector. Today many activities have already been performed not to lose the opportunity to put them in place before the starting of the academic year, but this is only the beginning. Now, Astana Medical University knows that it's possible to achieve all 4 Key Strategic Enablers, and can proceed in further actions.

Key words: project management, public health, strategic directions, reorganization.

Introduction. State Program of Health Development of the Republic of Kazakhstan "Densaulyk" for 2016–2019 makes provisions for the development of efficient management in public health services and introduction of elements of corporate management. It is obvious from the official documents of the Government that the Kazakh Government is aiming to expand corporate governance model and wants to mix it with project management type of management and expand the role of private investments in public sector with the development of private public partnerships.

For this reason today the Kazakh system is under renovation. Any reorganization implies a great deal of work especially studying legal background that are the “rules of the game”. Official documents from the Government provided us with the idea of what we should do, starting with KPI's to be included within our strategic plan and road maps and dedicated working group created. These official documents are not only from the Ministry of Healthcare, but also from the Ministry of Education and Ministry of Finance.

Some KPIs, like the ones from the Ministry of Healthcare, are really difficult to achieve for our University. For example, return of assets with a threshold at 5% but also the income from research up to 5% of the global income, the increase of the number of impact article in international journals, the increase in revenue from clinical activity set at 5%, and having 15% of teaching staff passing an independent english test.

At the same time, the Ministry of Education sets other indicators, for example, establishment of a technopark, which is in line with requirements of the Ministry of Finance to open incubator and spin-off companies.

Materials and methods. We studied all the documents from Ministries, not only KPI's, but also Strategic Plans, Road Maps and others. Doing this we extract all the main drivers and directions and priorities of the Ministries and ask ourselves: "How we can help them?" using a proactive way to approach the problems. For example, our University is not asked to perform any activities in social areas, but we wanted to find solution that could cover more drivers at once.

At the end of this process we identify 136 drivers on which we define our strategic directions, goals and action to undertake.

To do this we have to match all of them with our structure and internal data to create a realistic model, goals and internal KPIs.

We have started defining our main Strategy and then from this, after a first informal approval of the strategy from the executive board, we have started to develop the Strategic Plan.

Results. The strategic plan has 3 main strategic directions such as educational activities in the field of health, scientific research in the field of health and introduction and economic activities and 13 linked goals such as:

- Development based on Strategic Partnership and Mentorship
- Educational development and improvement of graduates quality
- Fostering best opportunities in post graduate
- Improving healthcare delivery (hospitals and primary care) and health care professional development
- Customers empowerment and promoting brand
- Public Health development and social integration
- Research and science development
- National and international network development and projects
- Finance and sustainability
- Corporate governance and internal policy development
- Transparency, anti-corruption, accountability and contracts
- Fostering innovation, private-public partnership, commercialization and development of infrastructures
- Internal human resources development and recognizing employee needs

To reach these goals an operative plan of 208 actions is defined.

Discussion

Analyzing our structure and goals we have found 4 Key Strategic Enablers that are required for achieving success in reaching our Strategic Goals. These Key Enablers are:

1. Creation of an incubator for research projects linked to the working business area;
2. Corporate reorganization to be based on Project Management Model;
3. Education system to be based on new technologies starting with Public Health;
4. Develop clinical area to improve clinical training of our students especially for Primary Care.

It is very important to know, whether these enablers are practical and possible. Otherwise we would just declare our intentions while giving our Strategic Plan to the Ministry, but later we would have to admit that we cannot reach the goals we set.

First of enablers is the establishment of an incubator, which is a critical support for our researchers but also for small and medium business development, assuring the development of Public-Private Partnership increasing the chance of commercialization of the results of research activity.

We already accomplished our first enabler on the 24th of August, 2017, when the Rector of Astana Medical University (MUA) solemnly opened MUA Incubator and Technopark during the Symposium

with the participation of Minister of Health of the Republic of Kazakhstan Yelzhan Birtanov, General Director of RCHD Ainur Aiypkhanova, Director of Project Management Department of the Ministry of Healthcare Timur Sultangazyev and Dean of Nazarbayev University School of Medicine Professor Massimo Pignatelli.

Incubator will perform its activities in the sphere of providing courses for start-uppers, consultancy activity for start-uppers, Techno-park and Co-Working Business Area. Consultancy activity for start-uppers will be provided by our professionals working in the University such as lawyers, accountants and Human Resource Department but also involving our strategic partner and other institutions of our network. These specialists will also provide courses on how to open and run a company or how to write a business plan and all the other important issues to “accelerate” start-uppers.

The second Key Enabler is the reorganization of our internal structure to better adapt to the Corporate Structure requested by the Government, this will also allow the improvement of accountability, anticorruption and transparency. Moreover, we seek through this reorganization based on functional clusters to develop Project Management Model in the University.

Our structure was focused on the educational activity of the cathedra's because the university was used to concentrate mainly on educational area. Indeed our research activity suffered from it and for this reason it was developing slowly. We first ask ourselves “how can we participate in national and international projects with a Project Management Model if we do not change our system to adapt to projects?”. It is obvious that we need to change, but during these changes we want to avoid damaging our educational processes which were running properly.

Considering all the goals and challenges we choose a model based on functional cluster fostering autonomy of the University. Our example model are La Sapienza departmental model, Austrian model of functional clusters and spin-off and Dutch model based on Maatschaps.

Such a choice is linked with the governmental concepts of autonomy within the University system. This system will also increase responsibility and accountability at all University levels but also motivate employees through the opportunity to evolve entrepreneurial spirit. This type of reorganization in functional clusters not only increase the future opportunities but also matches the main drivers of the Government in particular the Ministries of Healthcare, Education and Finance. Indeed, this structure gives the opportunity to the best clusters to spin off in future. The ideas of creating spin-offs and startups, increasing the chance of commercialization and the involvement of the private sector in University activities aiming at the same time at autonomy and a more transparent and accountable system.

All functional clusters will have shared responsibility on different level on the same KPIs of the Ministry. The reorganization in functional cluster will permit MUA to be more flexible. To avoid unwanted drifts MUA will create a quality cluster to evaluate and monitor quality and ethics in education, clinical activity, administrative practice and research covering activities from ethics to anti-corruption and fostering accreditation at all levels. Some new key roles in the structure will be defined such as the “Chief Information Officer”, “Chief Financial Officer”, “Chief Quality, Ethics and Anti-Corruption Officer”. They will support the process within MUA to assure the set of quality standards.

Following this strategy through a controlled autonomy it will be possible to obtain a more accountable system and more transparent understanding of the internal processes with a possible evolution to a huge return of investments and wide increase of return of assets. It will allow the possibility to increase income from research and clinical activity and from other sources and other activities improving the entrepreneurial activity of each functional cluster first and spin-off later. The increase of activity of the spin-offs will increase the motivation of employees and permit a return on dividends at to MUA at the end of the year.

Moreover, choosing this strategy we are sure that our educational activity will not deteriorate, but stay at least on the level of today with huge possibility and motivation to grow.

The reorganization in functional cluster will foster the integration between education and translational research activity. This will be achieved by giving the supervising function of education to Deans while Vice-Rectors will supervise mainly research and clinical activity, coordinating functional clusters.

Talking about Project Management Model, this new structure will allow to assign projects to one or two functional clusters matching directions of the Ministry and in the meantime developing transparency and responsibility on our project activities.

The most important about this new structure is that it is discussed and modified up in accordance with opinions and amendments of all the Chiefs of Cathedra's and Vice-Rectors. This way our reorganization proposal is not "top-down" but "bottom-up", matching interests of our employees developing a teamwork spirit, sense of belonging and increase the employee corporate spirit.

The third enabler is the development of education system based on new technologies and innovations starting with Public Health faculty.

Our idea is maximize the number of elective subjects and create a "Tree Of Knowledge", which will help our students to understand sequence of their activity guiding them during their choices.

The idea is to give our learners possibility to choose their own path and become the type of professionals they want to be. This way we will not produce thousands of identical specialists in Public Health, but we will be creating infinite number of experts in all possible shades of Public Health.

During the Closing Symposium of Astana Medical University International Summer School, the 24th of August, 2017, Minister of Health Yelzhan Birtanov underlined that: "The time has come to separate training programs of Bachelor and Master: separate Public Health as specialists in preventing diseases and health industry from Management. Leading countries, like USA, already did it long time ago. We still have it not separated, but there is even a conflict of interest. Indeed Public Health specialist should work to reduce number of diseases, when manager earns money from having more diseases, from treatment, selling services on the market".

We will proceed defining Public Health and related Cathedras into 5 profiles, as the Ministry of Healthcare requested:

- 1) Hygiene and Control activity;
- 2) Health Prevention, Education, Nutrition and Environment;
- 3) Primary care;
- 4) Literature review and metanalysis;
- 5) Healthcare economics and management.

The tree of knowledge system will permit students to concentrate exactly on the subjects they prefer and go deeper and deeper in their specific preparation to become unique and highly qualified professionals. The involvement of public and private companies in the educational process will straighten the bond between the student and the future employer especially when our students will have the chance to work in companies during their education acquiring and mastering practical skills and knowledge. Thank to this different educational process our graduates will match exactly the profile that their future employers want from them, increasing the chance to get a job right after leaving the doors of our University.

We are not planning to teach all this subjects only face to face, we are developing it also to be online. In fact, we have requested the Ministry of Education and Ministry of Healthcare to allow us to open online platform for Bachelor, which will be opened only for certain categories of people such as vulnerable people like disabled, those who have not won the grant, people in jail, those who are on maternity leaves and people living in the rural areas. The first group will subscribe free of charge. This project will decrease imbalance of human resources in health care in regions, particularly in rural areas, but will also give new opportunities to vulnerable people with a wide impact of the social area. We are not seeking for money in this activity, for this reason, it will be free of charge and we just need the permission from the Government to support Kazakh people.

So now we are inviting other national and international universities to participate in our project. We have already asked some European Universities and now we are working on agreements with them. This way the lessons will not only be in Kazakh and Russian, but also in English.

We want to give our students the right to choose, not only the subject to study but also the professor for each subject, having the same subjects taught by different professors. Moreover, students will be given possibility to evaluate entire course and each separate lesson. This will increase transparency and like in social network will allow us to have a clear view of the quality of lessons.

Our fourth and last Key Enabler is development of clinical area to improve clinical training of our students. We are running our educational and research activities in the medical field, but today Astana Medical University does not have its own clinic or hospital.

Director of Project Management Department of the Ministry of Healthcare agreed during Symposium, there are three ways of managing this issue: build a clinic, stay in existing system or create some new model. For this moment there is a law in Kazakhstan, which allows University to go to the hospital and work there for free. It seems to be a very good opportunity, but if in future our functional clusters will spin off and become a separate legal entity, they will not have the chance to use the same law.

That is why we are thinking to choose the third way and develop the possibility to rent a ward, rooms and beds in hospitals and obtain the value of the DRG (Diagnosis Related Groups) produced.

We have visited some municipal and private hospitals and proposed them our initiative but the result is not clear. They agree but say that it is not possible. We cannot understand why, but we suppose that the problem is in the existing business model.

Today, the Government pays for the DRG to the hospital and the DRG includes all the expenses from electricity to salary of employees plus the revenue to support the growth of the hospital. On the other hand we know from literature that the biggest expenses are always the salaries. Today most of the human resources is coming from the university but no money is given back to support their salaries. The result is that the hospital actually saves a lot of money thanks to the University that sends assistants, professors and students, while University is paying them the salaries. Unfortunately this is happening also in private structure.

So, is it beneficial to the hospital to let the University rent the beds and wards so that they can have the DRG? Actually, the answer is “no”, because there is a strong conflict of interest for hospital to give DRG to another company. Only few hospitals will accept the offer but at the same time we know that our goal is achievable.

Conclusions. Reaching our 4 enablers in a short time will permit us to unlock in time most of our planned actions including development of the corporate governance, implement project management system and we can attract private investments. For this reason we started already to work to obtain these key enablers.

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УНИВЕРСИТЕТ ҚАЛАЙ КОРПОРАТИВТІ БАСҚАРУДЫ, ЖОБАЛАРМЕН ЖӘНЕ ИНВЕСТИЦИЯЛАРМЕН БАСҚАРУДЫ ЕНДІРЕ АЛАДЫ?!

Аннотация. Ресми мемлекеттік құжаттарға сәйкес, Қазақстан үкіметі жоба менеджментімен сәйкестендіре отырып корпоративті басқару моделін кеңейтуге және мемлекеттік жеке серіктестік дамыту арқылы мемлекеттік сектордағы жеке инвестициялардың рөлін арттыруға ұмтылуда.

«Астана медицина университеті» Денсаулық сақтау, Білім және Қаржы министрліктерінің талаптары мен ресми құжаттарына сәйкес осы жаңа концепцияны өзінің қызметінде қолдануға ұмтылады.

Ресми құжаттарға анализ жасай келе, 136 драйверлерді ұсындық. Олар өз кезегінде министрліктердің тікелей міндеттерінен ғана емес, сонымен қатар «Астана медицина университеті» бірігіп қызмет ете алатын барлық бағыттардан, мәселен әлеуметтік қызметтерден құралады.

Негізгі стратегияны айқындай келе, 3 басты стратегиялық бағыттардан құралатын Стратегиялық жоспар жасалды. Бұл бағыттар, барлық стратегиялық мақсаттарға қол жеткізу үшін оперативтік жоспарларда орындалуға тиісті, 208 іс-әрекеттермен байланысты болған 13 стратегиялық мақсаттардан құралады.

Стратегияны дамыту процесінде, стратегияны толығымен жүзеге асыру үшін және 208 іс-әрекеттерді орындауда жетістіктерге жету үшін 4 басты стратегиялық белсендіргіш анықталды. Бұл басты белсендіргіштер: технопарк және бизнестің жұмыс аясымен байланысты болған зерттеу жобаларына арналған инкубаторларды жасау; жоба менеджментінің моделін құруға мүмкіндік беретін корпоративті қайта құрулар; қоғамдық денсаулық сақтау факультетінен бастап білім беру жүйесін жаңа технологиялармен негіздеу; студенттердің клиникалық, әсіресе алғашқы медициналық-санитариялық көмекке даярлығын жақсарту үшін клиникалық аймақты дамыту.

Осы басты белсендіргіштердің бірінің орындалуы тек қана Университеттің іс-әрекетіне емес, сонымен қатар үкімет тарапынан қолдауға немесе мемлекеттік-жеке сектордың араласуына тәуелді. Бүгінгі күні көптеген іс-шаралар жаңа оқу жылының басталуына дейін орындалды, бірақ бұл тек бастамасы ғана. Қазіргі таңда «Астана медицина университеті» барлық 4 белсендіргішке қол жеткізе алатынына сенеді.

Түйін сөздер: жоба менеджмент, стратегиялық бағыттар, қоғамдық денсаулық сақтау, қайта құру.

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КАК МЕДИЦИНСКИЙ УНИВЕРСИТЕТ МОЖЕТ ВНЕДРИТЬ КОРПОРАТИВНОЕ УПРАВЛЕНИЕ, УПРАВЛЕНИЕ ПРОЕКТАМИ И ЧАСТНЫМИ ИНВЕСТИЦИЯМИ?

Аннотация. Согласно официальным государственным документам, Правительство Казахстана стремится расширить модель корпоративного управления, сочетая его с проектным менеджментом и увеличить роль частных инвестиций в государственный сектор с развитием государственного частного партнерства.

«Медицинский университет Астана» стремится адаптировать эту новую концепцию в своей деятельности согласно требованиям и официальным документам Министерств здравоохранения, образования и науки, финансов.

Проведя анализ официальных документов, мы предложили 136 драйверов. Они включают в себя не только прямые задачи министерств, но и все направления, в которых Медицинский университет Астана может оказывать содействие, например, в социальной деятельности.

Определяя основную стратегию, был разработан Стратегический план, включающий 3 главных стратегических направления. Данные направления состоят из 13 стратегических целей, которые связаны с 208 действиями, которые должны быть выполнены в оперативном плане для достижения всех стратегических целей.

В процессе развития стратегии было выделено 4 ключевых стратегических активатора, чтобы обеспечить полную реализацию стратегии и, следовательно, добиться успеха в выполнении 208 действий. Этими ключевыми активаторами являются: создание инкубатора для исследовательских проектов, связанного с технопарком и рабочей сферой бизнеса; корпоративная реорганизация, позволяющая создать модель проектного менеджмента; базировать систему образования на новых технологиях, начиная с факультета общественного здравоохранения; развитие клинической области для улучшения клинической подготовки наших студентов, особенно для первичной медико-санитарной помощи.

Достижение некоторых из этих ключевых активаторов зависит не только от действий Университета, но также требует поддержки со стороны Правительства или участия государственно-частного сектора.

Ключевые слова: управление проектами, общественное здравоохранение, стратегические направления, реорганизация.

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