

**Policy analysis of management competency development for academic
hospital managers of the Ministry of Health and Medical Education and
providing policy packages on the horizon of 2034**

Abstract

Introduction: Hospitals and their proper management have always been a major concern of the healthcare system worldwide. Considering the existing and future challenges of the healthcare system, the requirements and content of hospital managers' competencies are constantly changing. The aim of this study was to first identify the existing policies for enhancing the competencies of hospital managers in the country, and then, after analyzing their content and process and determining future changes, develop the required competencies for the future of this field. Finally, a necessary policy package was presented to acquire the desired competencies.

Methods: This study is a combined research conducted in two phases: problem definition and evidence gathering, which involved three steps of identifying and analyzing policies, analyzing factors influencing the future of hospitals and hospital management, and determining the required competencies for the future. A policy package was presented in four steps: proposing solutions, determining criteria, determining policy outcomes, and final decision-making. Data collection in different

steps was done using interviews, expert panels, systematic review, and document review, and information analysis was carried out accordingly.

Findings: By reviewing internal sources of the Ministry of Health, as well as external documents, a total of 6 and 14 documents related to the training of managers and their content were examined. Subsequently, through defining criteria for selecting among policies, three policy models were selected and analyzed: competency-based training model, mentorship programs, and evaluation centers for managers' competencies. The future changes of hospitals and hospital management profession were represented through a conceptual map, consisting of ten categories: structure and role, knowledge and research, service delivery, health workforce, political, economic, technological, population and disease, values and philosophy, and environmental. Based on changes in roles and responsibilities of future hospital managers, 34 key competencies were selected. Lastly, five categories of policies with their contents were designed: providing infrastructures, strengthening inter-departmental and intra-departmental collaborations, redesigning the policy-making and hospital management structure based on future requirements, designing a knowledge management mechanism, and seeking support for the policy package.

Conclusion: The analysis of trends indicates significant changes in the future of hospitals and hospital management. There is also a substantial gap between the current competencies and the future competencies required for hospital managers. It is necessary to incorporate future changes and the competency-based training model and its characteristics into the formal training system of government employees. Planning and implementing competency training programs require the involvement of the ministry, policy-making based on future requirements, knowledge management mechanisms, seeking support, and stakeholder engagement at various levels of the healthcare system. Educational centers and evaluation centers across the country, with coordination, play a crucial role in delivering training and evaluations.

Keywords: policy, policy package, competency, managers, hospital



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