

Namaf Strategy 2024 - 2026

The industry needs a NEW basis to be competitive and collectively sustainable

	Page
▪ Background	3
▪ Key survey data as inputs for the strategy	4
▪ The legislative context of Namaf as relevant to the strategy	6
▪ Aspirational descriptions of Namaf	11
▪ Vision, Mission and Values	12
▪ Medical Aid Funding Industry: Critical Success Factors	14
▪ Namaf SWOT and implication	17
▪ 2023 Business Model Canvas for Namaf	20
▪ 2024 – 2026: Core strategic themes and focus areas given the vision and purpose of Namaf	21
▪ Strategy Map	23-33
▪ Namaf strategic business planning 2024 – 2026	
▪ Financial Perspective	
▪ Stakeholder Perspective	
▪ Process Perspective	
▪ Resource Perspective	
▪ Strategy mobilisation best practices	35,36
▪ Strategy execution and monitoring template	37,38
▪ Conclusions	39
▪ Addendum A: Views and frameworks related to Strategic Management, Change and Leadership	40

- **A strategic workshop with the Namaf Management Committee and Secretariat members present, was held on 18 and 19 September 2023.**
- **The purpose of the workshop was to develop and enable the delivery of a new three-year strategy and execution plan (2024 – 2026) to ensure that Namaf creates value for its stakeholders**
- **The scope of work includes:**
 - **Use the results from a survey of key stakeholder groups that reflect their expectations and experiences.**
 - **Take stock of the level of performance on the previous Strategy of Namaf.**
 - **Review the vision, mission, and core focus areas based on Namaf’s statutory mandate.**
 - **Facilitate updated views on key elements of the strategic choices of Namaf related to a Business model, SWOT analysis, Strategy Map, Strategic Success Indicators and Strategy execution plan.**
 - **Facilitate with workshop participants a shared outcome as a road map for the future strategy of Namaf**

- **Namaf Intervention prioritisation workshop outputs of July 2023**

Namaf
Namibian Association of Medical Aid Funds

CLINICAL GOVERNANCE SERVICES

The medical aid funding industry in Namibia is experiencing unprecedented pressures on their solvency margins due to the contribution income being lower than the benefits paid on average across the industry. This is not sustainable and Namaf decided to host a workshop amongst industry decision-makers to determine and prioritise interventions to address the situation.

The workshop was held on 12 and 13 June 2023 and the purpose of this report is to summarise the workshop in-and outputs.

Namibian Association of Medical Aid Funds

INTERVENTION PRIORITISATION WORKSHOP

Clinical Governance Services (Pty) Ltd July 2023

- **Namaf Strategy Development workshop: Stakeholder survey results, September 2023**

Note: Both documents available at Namaf

Namaf

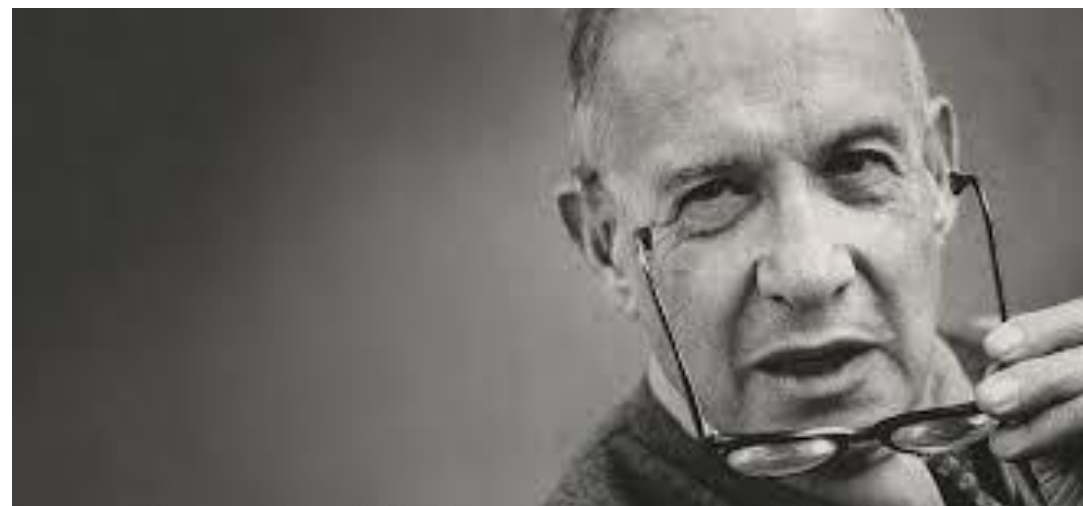
Strategy Development workshop:
Stakeholder survey results

PREPARED BY
Prof Marius Ungerer & Dr Johann van Zyl

DATE
18-20 September 2023

- Survey feedback: Customer survey
- Survey feedback: Namaf employee engagement survey
- Survey feedback: Namaf Strategy progress feedback
- Survey feedback: The role and responsibilities of Namaf
- Survey feedback: Future strategy priorities

Strategic wisdom



Asking “What is right for the enterprise?” does not guarantee that the right decision will be made. Even the most brilliant executive is human and prone to mistakes and prejudices. ***But failing to ask the question virtually guarantees the wrong decision.*** — Peter Drucker

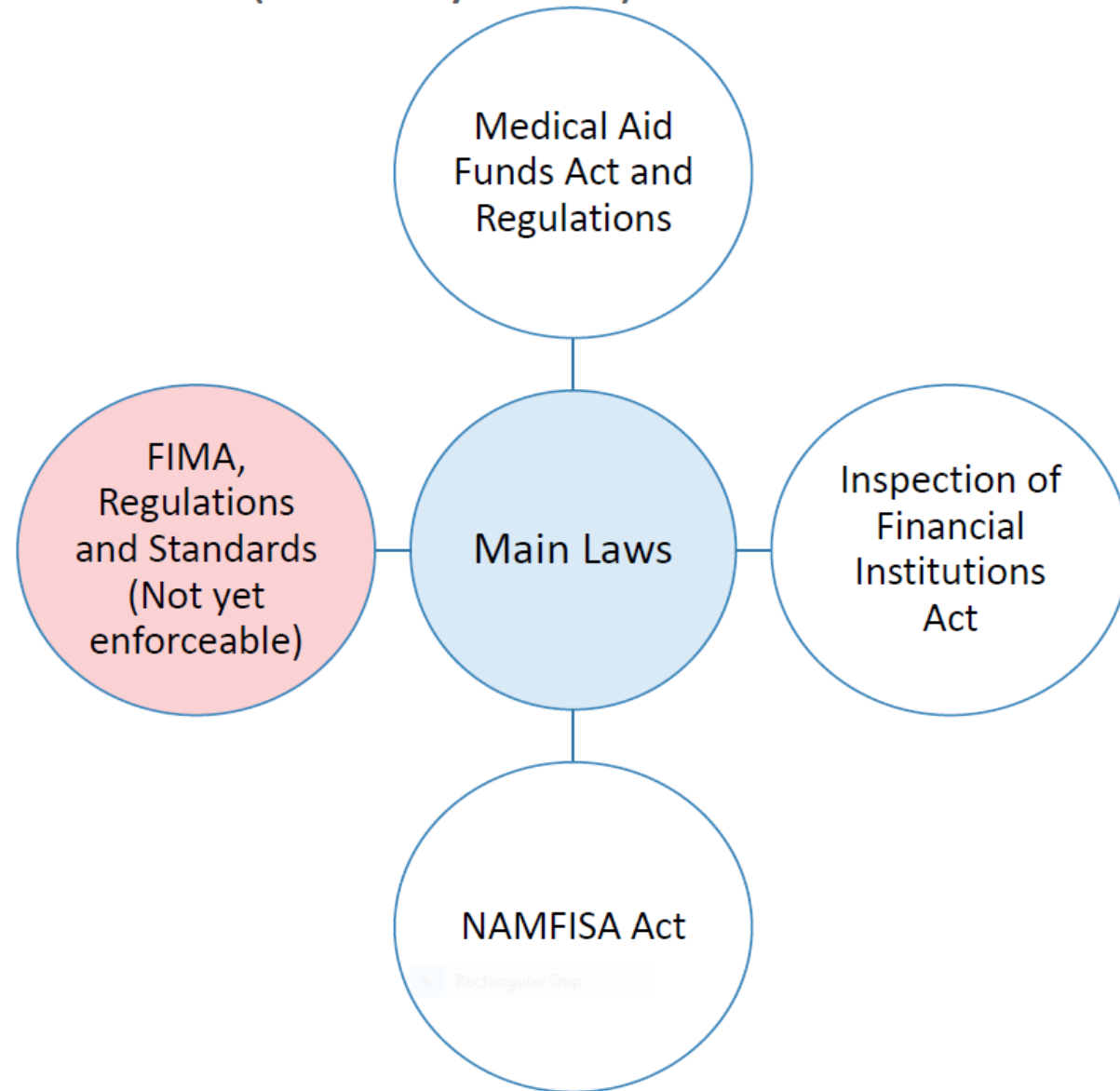
Kanter, R.M. 2009. What would Peter Say.
Harvard Business Review, November.

Our shared aspiration should focus on doing what is right to improve the positive impact of Namaf in the Namibian society

The legislative context of Namaf as relevant to the strategy

Namaf

Legislative Framework (Primary Laws)

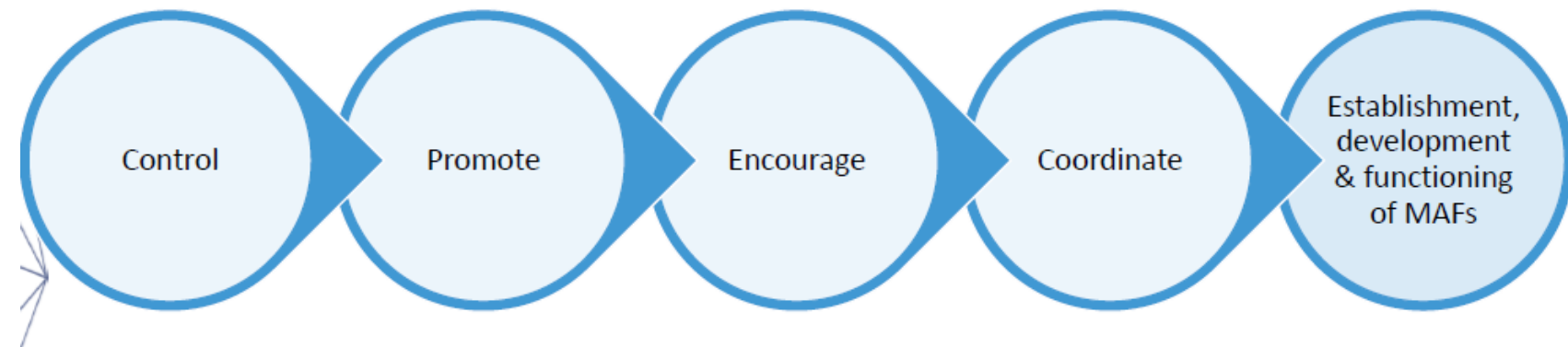


Who is NAMAF?

- Established by section 10 of MAF Act
- Statutory organization
- NAMAF consists of all registered MAFs (excluding PSEMAS)
- Predecessor: Namibian Association of Medical Schemes
- Juristic person

Object of NAMAF

- Determined by MAF Act:

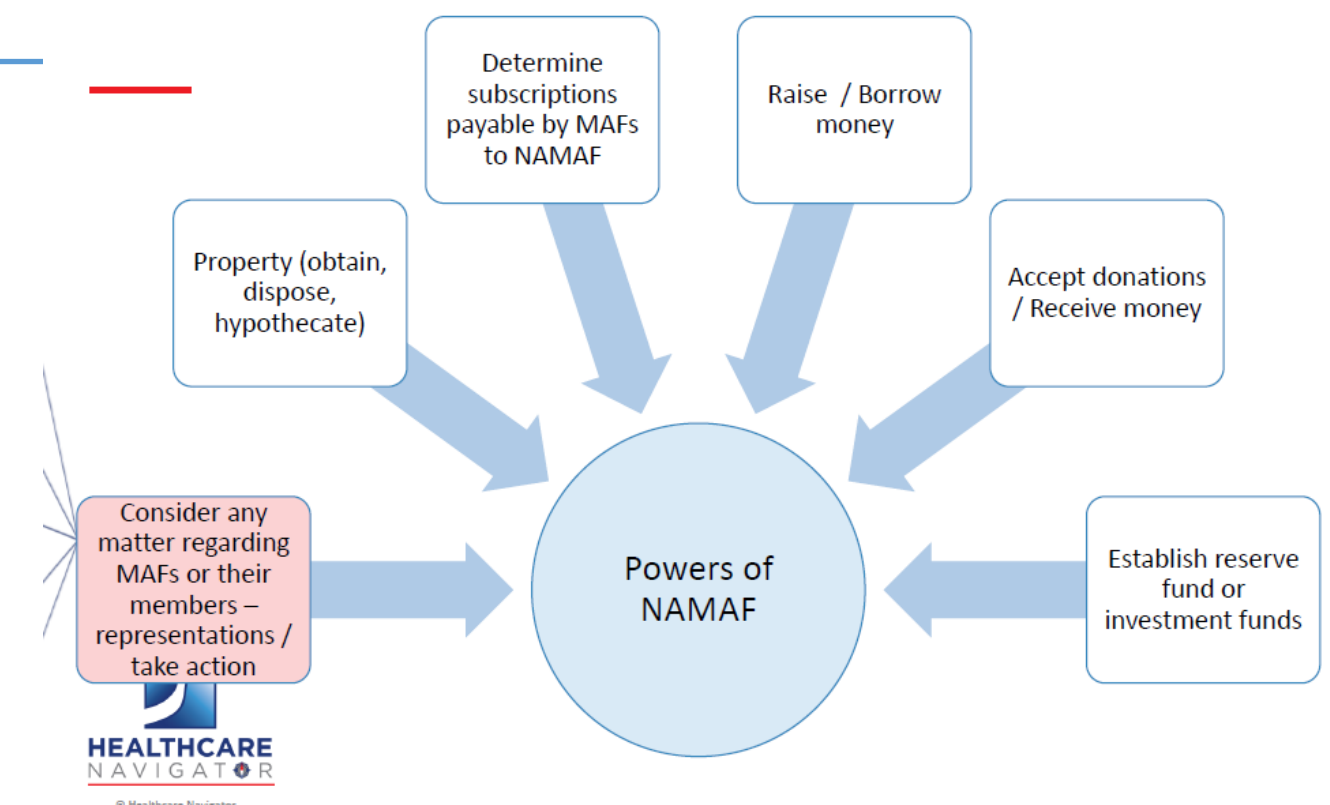


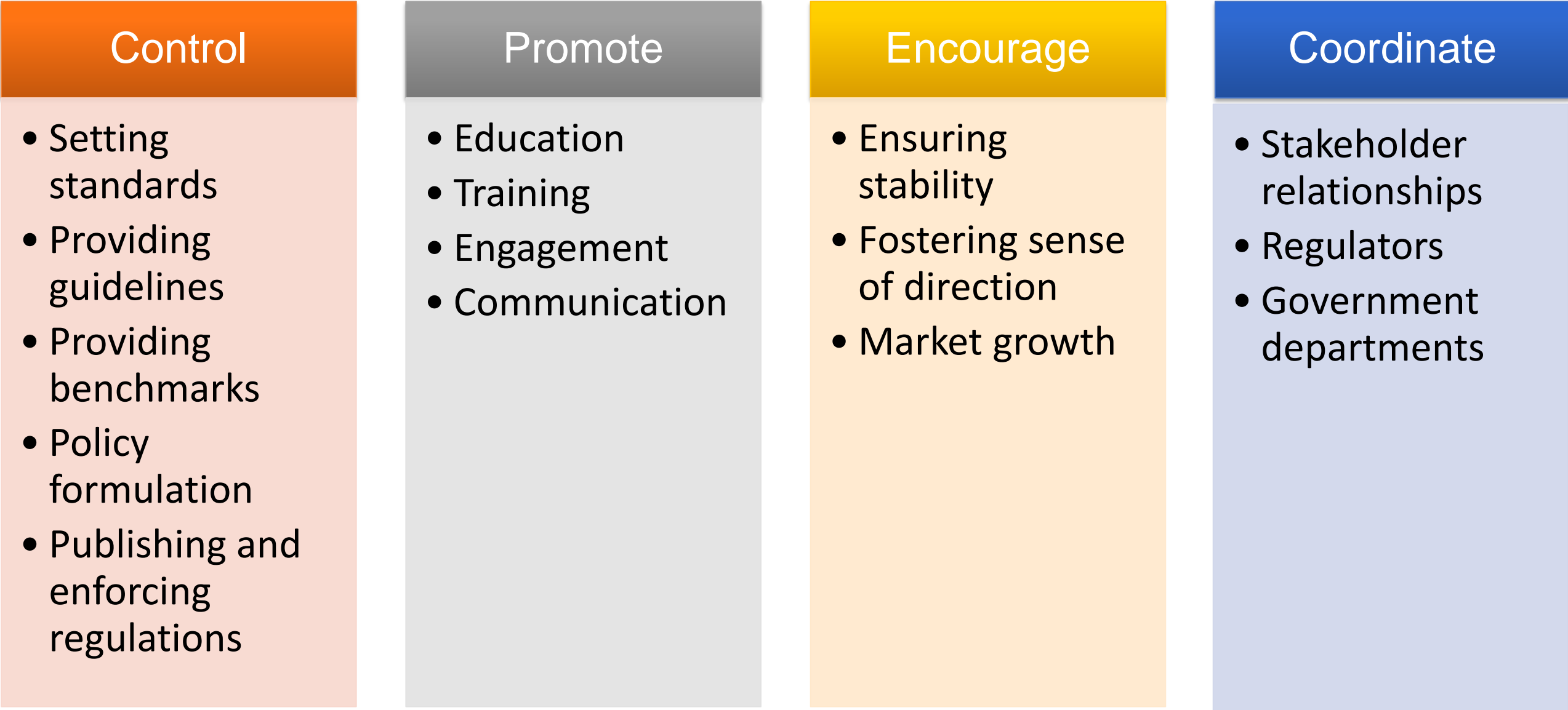
Namaf

- **Section 10 (3) of the Act** – set the object of the Association as **to control, promote, encourage and co-ordinate** the establishment, development and functioning of funds in Namibia in addition

Namfisa

- **Section 3 Functions of the Authority** – The functions of the Authority are- to exercise supervision, in terms of this Act or any other law, over the business of **financial institutions** and over **financial services**;
- **Section 4 of the Medical Aid Funds Act** empowers Namfisa to issue directives but only in cases where the Registrar is suspecting unsound financial position with respect to a Fund
- **Section 31** subjects the approval of amendments or rescission of Funds benefit rules to the approval of the Registrar





Namaf Mandate

Function	Goals	Objectives
Control	Establishment	Affordability
Promote	Development	Access
Encourage		Sustainability
Coordinate	Functioning	



Vision

To be a recognised leader in the provision of a conducive and collaborative environment for a sustainable private healthcare funding industry.

Great companies achieve and maintain greatness by being vision-led and values-driven

Tom Boardman, Ex-CEO of Nedbank, South Africa

Mission



To enable the optimum functionality of the Namibian healthcare industry to maximise value for beneficiaries of medical aid funds.

Organisational values describes in broad behavioural terms “how” things are done (intended to be done) around here.

Organisational values shape the moral landscape and boundaries of the firm and give guidance on the behavioural aspirations of an organisation.

The values descriptions give direction on the “best” behavioural aspirations of how business activities and people interactions should happen.

Marius Ungerer in *Navigating Strategic Possibilities, 2016.*

Values



Accountability

Enhance the health economy, efficiency, effectiveness, and credibility of Namaf.

Valued

Seek out and appreciate each person’s perspective

Integrity

Conduct professional, objective, fact-based, fair and balanced work.

Respected

Treat everyone with dignity

Reliable

Produce transparent timely, accurate, useful and clear information.

Teamwork

People working in atmosphere of mutual support and trust and working together cohesively.

2023 Namaf Stakeholder survey: Priorities of Critical Success Factors for the Medical Aid Funding Industry:

1. **Financial Sustainability**
2. **Cost-Effective Operations**
3. **Provider Contracts**
4. **Member Retention**
5. **Regulatory Compliance**
6. **Technology and Innovation**

- i. **Cost-Effective Operations:** Medical aid funds need to operate in a cost-effective manner to keep their contributions affordable for members. This includes efficient administrative processes, effective cost controls, and strategic investments.
- ii. **Member Retention:** Medical aid funds must focus on member retention to maintain a stable and sustainable membership base. This requires providing high-quality services, good customer service, and regular communication with members.
- iii. **Financial Sustainability:** Medical aid funds must have a sustainable financial model to ensure that they can meet the healthcare needs of their members over the long term. This requires effective risk management, prudent financial planning, and ongoing monitoring of financial performance.
- iv. **Provider Contracts:** Medical aid funds need to establish and maintain strong relationships with healthcare providers to ensure that members have access to quality healthcare services. This includes negotiating favourable rates with providers and ensuring that adequate numbers of providers are contracted and accessible.
- v. **Regulatory Compliance:** Medical aid funds must comply with regulatory requirements set by the Regulators. Compliance is important for maintaining the trust of members, ensuring fair competition among medical aid funds, and protecting the financial stability of the industry.
- vi. **Technology and Innovation:** Medical aid funds must embrace technology and innovation to remain competitive and meet the evolving needs of their members. This includes investing in digital platforms for member engagement, data analytics for better decision-making, and telemedicine solutions for improved access to care.

Critical Success Factors (CSF) are specific elements or action areas players in an industry must focus on and successfully implement to be competitive and sustainable in an industry and to reach its strategic objectives. Successful execution of these success factors should generate a positive outcome and create meaningful value for stakeholders.

Source: Intervention prioritisation workshop, Namibian Association of Medical Aid Funds, Clinical Governance Services, July 2023, p. 13-14.

- Rivalry amongst existing competitors due to a small market and good supply of medical aid fund choices.
- The attractiveness of the long- term financial sustainability medical aid funding industry is low.
- Bargaining power of suppliers/providers to the medical aid funding industry is high due to a perceived lack of supplier competition.

*Source: Intervention prioritisation workshop, Namibian Association of Medical Aid Funds, Clinical Governance Services, July 2023, p. 8.



Namibian
Association of
Medical Aid Funds

INTERVENTION PRIORITISATION WORKSHOP

Clinical Governance Services (Pty) Ltd

July 2023

Namaf SWOT Summary – 2023 views

Strengths

- High engagement level of Namaf employees creates a positive climate for action
- Role clarity between Namaf, Medical Aid Funds and Medical Aid Fund Administrators on aspects related to
 - Tariff codes, benchmark tariffs, and billing rules and guidelines
 - Clinical Risk Management
 - Fraud, Waste and Abuse
- Namaf pursuing both functions of being a member-based organisation AND a medical funds regulator.
- Industry data (database)
- All registered Medical Aid Funds part of Namaf
- Namaf is recognised by the industry as the de facto setter of standards
- Eager new MC ready to lead the industry toward sustainability
- Well established clinical consulting capacity

Opportunities

- Fulfil the needs for a conduct regulator through specific strategic initiatives (e.g. Benchmark tariffs, Tariff coding structures, Billing rules and guidelines, Provider profiling and behaviour management)
 - Improve governance functions by increasing satisfaction with Namaf coding structures (ICD, Procedure, and NAPPI) applications/usage
- Cooperate with the HPCNA and Professional Associations to foster good conduct among healthcare service providers and the medical aid funding industry
- Refine engagement mechanisms with stakeholders to improve communication, trust and impact.
- Fast track the execution of the June 2023 Industry priorities related to Cost and Financial Sustainability Interventions to improve viability and growth
- Capacity building (education & training, skills transfer & development) to increase the understanding of the functioning, and operations of Medical aid funds and medical advisory capacity
- Engage with Government on Regulatory improvements

Weaknesses

- Perceived slow progress on executing strategic priorities to improve sustainability and growth in the Medical aid fund industry due to sub-optimal communication
- Low loyalty among Healthcare service providers, Medical aid trustees, PO's, Medical aid fund management, and Administrators towards Namaf as an institution
- Perceived service level of Namaf low, based on user experience, satisfaction, and ease of interaction – customer satisfaction too low
- Perceived low achievement of its statutory mandate by Namaf
- Pressure on funding of Namaf
- Lack of consistent interpretation and application of benchmarks, tariffs and coding within the industry
- Sub-optimal functioning of representative forums and structures
- Transparency of speed of decision-making and speed of execution
- Sub-optimal IT infrastructure and reporting capabilities

Threats

- The attractiveness of the industry is low
 - Low and slow macroeconomic growth forecasts
 - Personal indebtedness levels affect the ability to afford Medical Aid
 - Potential consequences of a National Health Scheme (UHC)
- Member retention and lack of membership growth
- Bargaining power of suppliers/providers to the industry is high due to competition between Funds resulting in non-compliance to industry rules and guidelines
- High rivalry among existing competitors due to a small market leading to undesired competitor behaviours (easy payments and discounts)
- Change in regulatory environment
- Influx of foreign health-care service providers
- Reporting line
- Legal push-backs

- The above conclusions were used in the development of the Strategic focus areas of Namaf for 2024 – 2026.
- Strengths and Opportunities are leveraged to identify appropriate new strategic initiatives and to accelerate current and new strategic priority areas
- Weaknesses represent clear areas for development and improvements
- Threats are external environmental trends and patterns that may influence Namaf's ability to achieve its strategic focus areas

- **The Business Model Canvas¹ is a strategic management template used for developing new business models and documenting existing ones. It offers a visual chart with elements describing a firm's value proposition, infrastructure, customers, and finances, assisting businesses to align their activities by illustrating potential trade-offs.**

1. Osterwalder, Alexander; Pigneur, Yves; Clark, Tim (2010). Business Model Generation: A Handbook For Visionaries, Game Changers, and Challengers. Strategyzer series. Hoboken, NJ: John Wiley & Sons. ISBN 9780470876411.

2023 Business Model Canvas for Namaf

Namaf

<p>Business Partners</p> <ul style="list-style-type: none"> - Minister of Finance - Minister of Health - Regulators. - Registrar of hospital and health facilities. - Medical Aid Funds Administrators including Medical advisers - Media. - Specialist service providers - Council for Medical Schemes SA - BHF - OHCSA - Ministry of Home Affairs - Ministry of Trade and Industry - UNAM 	<p>Key Activities</p> <ul style="list-style-type: none"> - Coordinate and manage internal and Industry meetings and forums - Executions of decisions - Develop, implement and maintain clinical coding structures (procedure, diagnosis and medicine) - Develop, implement and maintain benchmark tariffs - Publish coding structures and benchmark tariffs - Provide support on the interpretation of coding structures and benchmark structures - Development of guidelines for and Issuing of Practice numbers - Data analysis and reporting <ul style="list-style-type: none"> Industry trends. Outlier identification - Stakeholder engagement <ul style="list-style-type: none"> - Industry forums Policy makers: (MOF/MOH) Regulators Namfisa. HPCNA, MMRC etc. Provider groups, associations and individuals. - Policy formulation. 	<p>Value Proposition</p> <p>Creating a collaborative and conducive environment for a sustainable healthcare funding industry:</p> <ul style="list-style-type: none"> ▪ Create structure and certainty within which all customers segments can function optimally ▪ Mobilise collaboration and cooperation mechanisms to achieve affordability, access to care and industry sustainability <p>Fulfil legal mandate as a Medical Aid conduct regulator</p> <ul style="list-style-type: none"> ▪ Promote compliance to coding structures, billing guidelines and clinical best practices ▪ Measure, monitor and report compliance ▪ Resolve disputes ▪ Coordinate capacity building for the industry <p>Promote, Encourage and Coordinate the establishment, development and functioning of a member-based association for the Medical Aid Funds in Namibia</p>	<p>Customer Relationship Management</p> <ul style="list-style-type: none"> - Transparent decision making - Positive customer experiences, including service levels - Timely and informative feedback and communication - Build professional and trusting relationships with stakeholders 	<p>Customer Segments</p> <ul style="list-style-type: none"> - Medical Aid Funds including Trustees - Medical Aid Funds Administrators - Healthcare Service Providers - Medical Aid Funds members - Namaf management Committee. - Secondary users of Namaf products: MVA Fund, SSC. And PSEMAS - Ministry of Health and Social Services
<p>Cost Structure</p> <ul style="list-style-type: none"> - Operational cost (Staff salaries, rent, utilities, marketing, legal etc.) - Contractual arrangements with specialist service providers - Capital projects (equipment and infrastructure) - Project cost (Industry strategic projects) - Reserves building 	<p>Competitive Advantage</p> <ul style="list-style-type: none"> Legislative mandate High Court ruling on competition scope Industry database and Existing product offerings 	<p>Revenue Streams</p> <ul style="list-style-type: none"> - Medical Aid Funds subscription fees - Training - Investments - Webinars and Conference - Other users of Namaf products 		

Best practices on setting a Strategic agenda

- **Less is more**
- **KISS – Keep it simple**
- **Customer focus**
- **Agile – sprints, feedback, adjustment, next sprint etc**
- **Multi-year planning – 3 years**



Customer-centricity: Superior customer insights about customer needs



People-centricity: Unleash the collective genius of people in teams by nurturing the strengths of each team member in the context of a human friendly workplace and industry value chain

- **Deliver on core mandate of Namaf**
- **Fast-track the execution of the June 2023 Industry priorities related to Cost and Financial Sustainability Interventions to improve viability and growth**
- **Ensure appropriate internal Namaf capability to deliver on stakeholder expectations**
- **Prudent financial management**

Strategy Map of Namaf: 2024 - 2026



Vision

To be a recognised leader in the provision of a conducive and collaborative environment for a sustainable private healthcare funding industry.

Mission



To enable the optimum functionality of the Namibian healthcare industry to maximise value for beneficiaries of medical aid funds.



Namaf Values

Accountability
Enhance the health economy, efficiency, effectiveness, and credibility of Namaf.

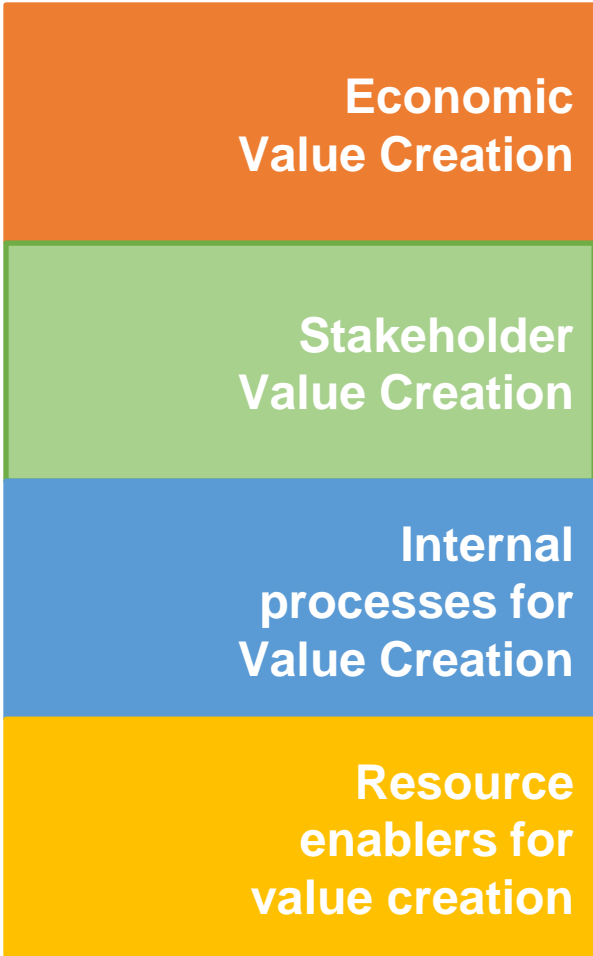
Integrity
Conduct professional, objective, fact-based, fair and balanced work.

Reliable
Produce transparent timely, accurate, useful and clear information.

Valued
Seek out and appreciate each person's perspective

Respected
Treat everyone with dignity

Teamwork
People working in atmosphere of mutual support and trust and working together cohesively.



F.1 Prudent financial management

S1 . Fast-track the execution of the June 2023 Industry priorities related to Cost and Financial Sustainability Interventions to improve viability and growth

P1 Deliver on core mandate of Namaf

R1 Ensure appropriate internal Namaf capability to deliver on stakeholder expectations

Strategy Map & Balanced Scorecard Perspective	Strategic Themes/Goals	Strategic Initiatives
Financial Perspective	1. Prudent financial management	<ul style="list-style-type: none"> • Optimisation of revenue streams. • Efficient use of resources. • Effective contingency reserve management. • Achieve a clean audit annually.
Stakeholder Perspective	2. Fast-track the execution of the June 2023 Industry priorities related to Cost and Financial Sustainability Interventions to improve viability and growth	<ul style="list-style-type: none"> • Mobilise and achieve results on 15 prioritised Industry projects
Process Perspective	3. Deliver on core mandate of Namaf	<ul style="list-style-type: none"> • Control, Promote, Encourage and Coordinate the establishment, development and functioning of Medical Aid Funds in Namibia
Resources Perspective	4. Ensure appropriate internal Namaf capability to deliver on stakeholder expectations	<ul style="list-style-type: none"> • Positive progress on execution of Strategy Plan 2024-2026 • Refine and create meaning on the values of Namaf to guide relationship interactions with stakeholders • Effective Corporate governance. • Effective Risk management • Rectify sub-optimal operational IT infrastructure • Attract, Retain and Develop Namaf personnel

Strategic Goals and Initiatives: *Financial perspective*

Strategic Goal	Strategic Initiative	Success Indicator	Responsibility	Target Date
F1. Prudent financial management	F1.1 Optimisation of Revenue streams: <ul style="list-style-type: none"> - Medical Aid Funds levies - Training. - Investments - Webinars and Conference - Other users of Namaf products 	<ul style="list-style-type: none"> - Growth in supplementary income streams - An annual detail budget that provides for strategic projects in support of the Namaf Strategy - Support from Medical Aid Funding industry to fund the Namaf budget (operational and strategic) 	Justina	Ongoing
	F1.2 Efficient use of resources.	<ul style="list-style-type: none"> - Expenses aligned to approved budget - Meet strategic execution performance areas 	Justina	Ongoing
	F1.3 Effective contingency reserve management.	<ul style="list-style-type: none"> - Maintenance of adequate targeted reserves 	Justina	Ongoing
	F1.4 Achieve a clean audit annually	<ul style="list-style-type: none"> - Unqualified external audit report 	Justina	Ongoing

Strategic Goals and Initiatives: Stakeholder perspective (1)

Strategic Goal	Strategic Initiative	Success Indicator	Responsibility	Target Date
<p>S1 . Fast-track the execution of the June 2023 Industry priorities related to Cost and Financial Sustainability Interventions to improve viability and growth</p> <p>Note: The intended outcome is a vast improvement in stakeholders' satisfaction</p> <p>General approach to execute industry priority projects:</p> <ul style="list-style-type: none"> Project Management enablement to mobilise industry priority projects Apply the Three E Principles of a Fair Process: Engagement, Explanation and Expectation management 	<p>S1.0 Mobilise and appoint project management support capability</p> <p>S1.1 Development and refinement of <i>Namaf Billing Rules and Guidelines: Tariff codes, benchmark tariffs, and billing rules and guidelines</i> (continuation of a current strategic activity)</p> <ul style="list-style-type: none"> A strategic priority of Namaf is the development and maintenance of tariff codes, benchmark tariffs, and billing rules and guidelines Medical Aid Funds and Medical Aid Fund Administrators are primarily responsible for the application and implementation of tariff codes, benchmark tariffs and billing rules and guidelines. A strategic priority of Namaf is to take the lead to ensure the monitoring of compliance to tariff codes, benchmark tariffs and billing rules and guidelines in cooperation with stakeholders <p>Note: Develop a timeline and prioritise different stakeholder groups</p> <p>Clarify with PO's through communication why adherence to tariff codes are a low-hanging fruit – Johan & Stephen to engage with PO's</p> <p>S1.1.1 Introduce supplementary coding structures, e.g. medicine coding structure and diagnosis coding structure</p> <p>S1.2 Coordination of development and implementation of clinical best practices - New strategic project</p> <p>Process steps:</p> <p>Yr 1: Establishment of functional processes and structures; Create a publication platform with basic content Yr 2 onwards: Ongoing publication of approved clinical best practises guidelines</p>	<ul style="list-style-type: none"> - Detail-developed project plan and execution monitor - Timely annual publication of Namaf Billing Rules and Guidelines: Tariff codes, benchmark tariffs, and billing rules and guidelines - Optimally functioning clinical and coding sub-committee (improvements through self-evaluation) - Optimally functioning affordability sub-committee wrt benchmark tariffs (improvements through self-evaluation) - Compliance of industry to tariffs, rule and guidelines (linked to S1.3) - Availability of supplementary coding structures - Published clinical best practices guidelines 	<p>Stephen</p> <p>Dr Van Zyl (contractual scope alignment a requirement)</p> <p>Dr van Zyl (contractual scope alignment a requirement)</p>	<p>Total plan: 31 Oct 2023</p> <p>Funded from current budget</p> <p>Engagement letter: 16 October 2023</p> <p>Engagement letter: 6 November 2023</p>

Strategic Goals and Initiatives: Stakeholder perspective (2)

Strategic Goal	Strategic Initiative	Success Indicator	Responsibility	Target Date
<p>S1 . Fast-track the execution of the June 2023 Industry priorities related to Cost and Financial Sustainability Interventions to improve viability and growth</p> <p>Note: The intended outcome is a vast improvement in stakeholders' satisfaction</p> <p>General approach to execute industry priority projects:</p> <ul style="list-style-type: none"> • Project Management enablement to mobilise industry priority projects • Apply the Three E Principles of a Fair Process: Engagement, Explanation and Expectation management 	<p>S1.3 Development and Implementation of appropriate monitoring Mechanisms – Indicators and system for Compliance with clinical best practice indicators (Provider profiling and behaviour management to ensure compliance to global coding, billing and clinical best practice)</p> <p>- New strategic project</p> <p>Process steps:</p> <ul style="list-style-type: none"> - Establish indicator development and maintenance advisory committee - Development of indicator computation methodology - Development and implementation of a publication platform - Distribution and communication of indicator values - Quarterly and later bi-annually - Development of a remedial action plan 	<ul style="list-style-type: none"> - Published dashboard - Outliers identified and acted upon - Consistent improvement of compliance 	<p>Dr Van Zyl (contractual scope alignment a requirement)</p>	<p>Funded from current budget</p> <p>Engagement letter: 16 October 2023</p>
	<p>S1.4 Development, negotiation and implementation of provider contracts</p> <p>- New strategic project</p> <p>Process steps:</p> <ul style="list-style-type: none"> - Funds commitment and support: Sponsors Group (project committee) - Appointment and mandating of chief negotiator and prioritise disciplines and providers - Negotiations and re-mandates - Identification of operational implications - Model contract drafting and finalisation - Implementation successes including setting coverage ratio targets to be set 			

Strategic Goals and Initiatives: *Stakeholder perspective (3)*

Strategic Goal	Strategic Initiative	Success Indicator	Responsibility	Target Date
<p>S1 . Fast-track the execution of the June 2023 Industry priorities related to Cost and Financial Sustainability Interventions to improve viability and growth</p> <p>Note: The intended outcome is a vast improvement in stakeholders' satisfaction</p> <p>General approach to execute industry priority projects: Project Management enablement to mobilise industry priority projects</p> <p>Apply the Three E Principles of a Fair Process: Engagement, Explanation and Expectation management</p>	<p>S1.5 Development and implementation of a Fraud, waste, and abuse mitigation plan (new project)</p> <ul style="list-style-type: none"> ▪ A strategic priority of Medical Aid Funds and Medical Aid Fund Administrators is to <i>lead the identification of Fraud, Waste and Abuse</i> in the medical aid funding industry by: <ul style="list-style-type: none"> ▪ Proactively identifying deviations from clinical best practices and Billing rules and guidelines. ▪ Retrospectively identifying deviations from clinical best practices and Billing rules and guidelines. ▪ Reporting to Namaf on fraud waste and abuse activities. ▪ A strategic priority for Namaf in cooperation with Medical Aid Funds and Medical Aid Fund Administrators is to <i>lead development of strategies to mitigate against Fraud, Waste and Abuse</i> in the medical aid funding industry, including: <ul style="list-style-type: none"> ▪ Ongoing refinement of clinical best practices and billing rules and guidelines by Namaf to develop an environment that is less conducive to fraud waste and abuse. ▪ Development of appropriate intervention policies and protocols to deal with transgressors to ensure equality and consistency. ▪ Medical Aid Funds and Medical Aid Fund Administrators should <i>lead the prevention of Fraud, Waste and Abuse</i> in the medical aid funding industry in cooperation with Namaf. <ul style="list-style-type: none"> ▪ Medical Aid Funds and Medical Aid Fund Administrators must ensure accurate compliance to and application of Clinical best practices and Billing rules and guidelines. ▪ Namaf must monitor the accurate compliance to and application of Clinical best practices and Billing rules and guidelines. ▪ Namaf and the Medical Aid Funds and Medical Aid Fund Administrators should <i>cooperatively lead the intervention against Fraud, Waste and Abuse</i> in the medical aid funding industry. <ul style="list-style-type: none"> ▪ Namaf and the Medical Aid Funds and Medical Aid Fund Administrators must consistently apply appropriate intervention policies and protocols as developed. ▪ Namaf must monitor the consistent application of intervention policies and protocols developed. <p>Process steps</p> <ul style="list-style-type: none"> - Establish a FWA identification process: (1) Retrospective review (data analysis and outlier identification) (2) Registration of complaints by stakeholders (3) Establishment of a database of investigations in process and concluded - Establish an investigation process - A committee to decide on the results of investigations based on an established intervention guideline 	<ul style="list-style-type: none"> - Quarterly report on outliers with status of investigations - Quarterly report on complaints received - Quarterly report on results of investigations and recommendations on investigations - Policy available on FWA at Namaf level 	<p>Brian for process development</p> <p>Dr Van Zyl for outlier reporting (contractual scope alignment a requirement)</p>	<p>Project Plan available for process: November 2023</p> <p>Draft Policy available: Junie 2024</p> <p>Policy: September 2024</p>

Strategic Goals and Initiatives: Stakeholder perspective (4)

Strategic Goal	Strategic Initiative	Success Indicator	Responsibility	Target Date
<p>S1 . Fast-track the execution of the June 2023 Industry priorities related to Cost and Financial Sustainability Interventions to improve viability and growth</p> <p>Note: The intended outcome is a vast improvement in stakeholders' satisfaction</p> <p>General approach to execute industry priority projects: Project Management enablement to mobilise industry priority projects</p> <p>Apply the Three E Principles of a Fair Process: Engagement, Explanation and Expectation management</p>	<p>S1.6 Medicine Dispensing Fee review (Dependent on S1.1) New project</p> <p>Process steps</p> <ul style="list-style-type: none"> - Establish a committee to drive this project - Establishment of a Namibian medicine price file based on a business case - Obtaining consensus on dispensing fee principles with pharma industry - Development of dispensing fee model – impact analysis - Implementation of model - Monitoring of compliance and impact - Ongoing refinement based on results 	<ul style="list-style-type: none"> - Established Namibian price file - Implemented revised dispensing fee model - Reduced medicine cost 	<p>Stephen for the price file</p> <p>Dr Van Zyl for dispensing fee model (contractual scope alignment a requirement)</p>	<p>Van Zyl to develop Plan for project: 16 October 2023</p> <p>Price file available: 31 July 2023 Dispensing Fee: November 2024</p>
	<p>S1.7 Refine Model rules contemplated in terms of the FIMA in line with Act 23 1995 as supplied by NAMFISA to include the scope of the cost intervention initiatives. New project</p> <p>Process steps</p> <ul style="list-style-type: none"> - Gap analysis between current and new legislative context - Identification of pro-active actions possible within the current legislative context 	<ul style="list-style-type: none"> - Availability of interim adapted Fund rules 	<p>Brian</p>	<p>Project plan available: February 2025</p>

Strategic Goals and Initiatives: *Stakeholder perspective (5)*

Strategic Goal	Strategic Initiative	Success Indicator	Responsibility	Target Date
<p>S1 . Fast-track the execution of the June 2023 Industry priorities related to Cost and Financial Sustainability Interventions to improve viability and growth</p> <p>Note: The intended outcome is a vast improvement in stakeholders' satisfaction</p> <p>General approach to execute industry priority projects: Project Management enablement to mobilise industry priority projects</p> <p>Apply the Three E Principles of a Fair Process: Engagement, Explanation and Expectation management</p>	<p>S1.8 Development and implementation of a GP Referral system New project</p> <p>Process steps</p> <ul style="list-style-type: none"> - Appoint consultants (legal, medical) to investigate feasibility - Next actions dependant on outcome of feasibility study 	<ul style="list-style-type: none"> - Availability of Feasibility study on GP Referral system 	<p>Brian</p>	<p>Plan for project: November 2023 Feasibility report available: March 2024</p>
	<p>S1.9 Investigate alternative reimbursement models (incl. risk sharing) (ARM's) (Dependent on S1.4)</p> <p>-New strategic project: Note: Based on Namaf tariffs, not a replacement of Namaf tariffs</p> <p>Process steps:</p> <ul style="list-style-type: none"> - Funds commitment and support: Sponsors Group (project committee) - Appointment and mandating of chief negotiator and prioritise disciplines, procedures and providers - Negotiations and re-mandates - Identification of operational implications - Contract drafting and finalisation - Implementation successes 	<ul style="list-style-type: none"> - Level of participation of Medical Aid Funds - Implementation successes 	<p>Dr Van Zyl (contractual scope alignment a requirement)</p>	<p>Write up on ARM's and mandate: March 2024</p>
	<p>S1.10 Larger Medical Industry transformation: Low-cost solutions New strategic project</p> <p>Process steps</p> <ul style="list-style-type: none"> - Establish a representative task team to investigate feasible low cost benefits options 	<ul style="list-style-type: none"> - Functioning task team 	<p>Stephen</p>	<p>Plan available: June 2024</p>

Namaf strategic business planning 2024 - 2026

Strategic Goals and Initiatives: Stakeholder perspective (6)

Strategic Goal	Strategic Initiative	Success Indicator	Responsibility	Target Date
<p>S1 . Fast-track the execution of the June 2023 Industry priorities related to Cost and Financial Sustainability Interventions to improve viability and growth</p> <p>Note: The intended outcome is a vast improvement in stakeholders' satisfaction</p> <p>General approach to execute industry priority projects: Project Management enablement to mobilise industry priority projects</p> <p>Apply the Three E Principles of a Fair Process: Engagement, Explanation and Expectation management</p>	<p>S1.11 Refine member education interventions (scope to show links to key new industry projects) Process steps - Scope the project in collaboration with fund PO's and determine boundaries - Develop a member education and communication plan</p>	<p>- Implemented member education strategy</p>	Uatavi	Plan, scope, priority needs and budget: June 2024
	<p>S1.12 Larger Medical Industry Transformation: Regulatory reform in support the efficacy of the medical aid industry - Namaf to plan formal and documented interactions with regulatory stakeholders and government departments - Feedback to Management Committee</p>	- Quarterly report	Stephen	Ongoing
	<p>S1.13 Development and implementation of a Electronic Health Record, specifically coupled to referrals New project Process steps - Establish steerco do develop business case and determine investment requirements</p>	- Availability of business case and project budget	Stephen	Plan: June 2025
	<p>S1.14 Design and implement an aligned communication process and content Process steps Problem: Uninformed PO's and Medical key stakeholders on planned content of press releases, media statements etc. Process steps: - Develop a pre-release protocol on planned Namaf media releases</p>	- Implemented protocol	Uatavi	Protocol available: November 2023
	<p>S1.15 Refine Trustee Training - Develop trustee training plan with envisaged relevant content and secured specialist presenters</p>	- Implemented and well communicated trustee training plan: Annually	Uatavi	Ongoing to be part of annual calendar

Namaf strategic business planning 2024 - 2026

Strategic Goals and Initiatives: *Process perspective (1)*

Strategic Goal	Strategic Initiative	Success Indicator	Responsibility	Target Date
P1 Deliver on core mandate of Namaf Note: For Namaf to increase customer satisfaction and loyalty in the future, the institution need to excel at both functions of being a member-based organisation AND a medical funds regulator. Preferring one above the other is sub-optimal	P1.1 <i>Control</i> the establishment, development and functioning of Medical Aid Funds in Namibia, regarding the following specific deliverables: <ol style="list-style-type: none"> Provide clinical coding (procedure, diagnostic and product code) and billing guidelines that promote good conduct and control the conduct of the service providers Set standards for a well-controlled pricing approach/ benchmark tariffs for healthcare providers Influence policy development Issuance of practice numbers Clinical Risk Management <ul style="list-style-type: none"> A strategic priority of Medical Aid Funds and Medical Aid Fund Administrators should be to lead the development and maintenance of clinical risk management (managed healthcare) and utilisation management interventions, in cooperation with Namaf A strategic priority of Medical Aid Funds and Medical Aid Fund Administrators is the application and implementation of clinical risk management (managed healthcare) and utilisation management interventions. As part of the <i>control function</i> of Namaf, it must monitor the application and implementation of clinical risk management to inform the industry on progress and outcomes. 	<ul style="list-style-type: none"> Progress on implementation of S1.1, S1.2, S1.3, S1.12 X% of accounts with a valid ICD code Implementation of a Namibian product price file Contributions at policy forums Customer satisfaction 	Steven, Utavi, Brian & Dr Van Zyl (contractual scope alignment a requirement)	Ongoing
	P1.2 <i>Promote</i> the establishment, development, and functioning of Medical Aid Funds in Namibia, regarding the following specific deliverables: <ol style="list-style-type: none"> Support the supply of Education and Training of stakeholders Enhance various Engagement opportunities for stakeholders: The representation of industry experts in the medical aid funding industry value chain in key industry representative forums needs attention to ensure wider future alignment on key strategic initiatives in the Medical Aid Funding Industry. Industry experts in the medical aid funding industry bring valuable knowledge/expertise to inform industry forum discussions and decisions. Use various Communication channels to inform, educate and engage stakeholders Optimise engagement structures/committees and Forums 	<ul style="list-style-type: none"> Progress on implementation of S1.11, S1.14, S1.15 Optimal functioning of internal and industry meetings and forums to foster engagement and involvement Optimise delivery Channels (see Business model) 	Utavi & Ndapandula	New strategy for Education and Training, Engagement structures and forums, communication and communication channels Available by: November 2023

Strategic Goals and Initiatives: *Process perspective (2)*

Strategic Goal	Strategic Initiative	Success Indicator	Responsibility	Target Date
P1 Deliver on core mandate of Namaf Note: For Namaf to increase customer satisfaction and loyalty in the future, the institution need to excel at both functions of being a member-based organisation AND a medical funds regulator. Preferring one above the other is sub-optimal	P1.3 Encourage the establishment, development and functioning of Medical Aid Funds in Namibia, regarding the following specific deliverables: a. Ensure stability for the healthcare funding industry: Be at the forefront of a collaborative healthcare system, sharing knowledge and taking action to achieve real benefits with and for stakeholders. b. Fostering a common sense of direction c. Encourage Market growth	<ul style="list-style-type: none"> - Progress on S1.10 - Execution progress on Industry Interventions project plan - Minimum compliance to the to be developed monitoring indicators (S1.3) - Financial soundness (solvency, claims ratios, reserve ratios) - Perceived value add of Namaf committees and industry forum structures - Increasing or stable membership numbers 	Stephen	Plan available by March 2024
	P1.4 Coordinate the establishment, development and functioning of Medical aid funds in Namibia, regarding the following specific deliverables: a. Coordinate Stakeholder relationships management for a sustainable healthcare funding industry b. Coordinate Regulators alignment for a sustainable healthcare funding industry: Namaf cooperate with the HPCNA and Professional Associations to foster good conduct among healthcare service providers and the medical aid funding industry c. Coordinate relevant Government departments alignment for a sustainable healthcare funding industry	<ul style="list-style-type: none"> - Optimise delivery Channels (see Business model) - Progress on S1.12 	Stephen, Brian & Utavi	Ongoing

Namaf strategic business planning 2024 - 2026

Namaf

Strategic Goals and Initiatives: *Resource perspective*

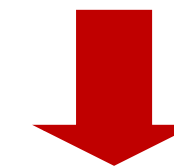
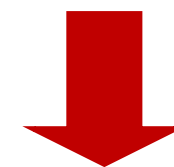
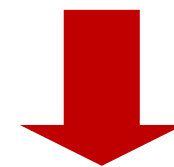
Strategic Goal	Strategic Initiative	Success Indicator	Responsibility	Target Date
R1 Ensure appropriate internal Namaf capability to deliver on stakeholder expectations	R1.1 Positive progress on execution of Strategy Plan 2024-2026 <ul style="list-style-type: none"> Utilise positive employee engagement levels to mobilise an energetic strategy execution response to 2024 – 2026 strategy focus areas. Future resourcing strategy focus on contracting specialist capabilities to complement the core team of Namaf to achieve new strategic focus areas To secure adequate resources and support for effective strategy execution. 	<ul style="list-style-type: none"> Execution progress on Industry Interventions project plan An annual budget that provides for strategic projects in support of the Namaf Strategy 	Stephen	Bi-annual feedback to MC and key stakeholders
	R1.2 Refine and create meaning on the values of Namaf to guide relationship interactions with stakeholders New project Process steps <ul style="list-style-type: none"> Develop behaviour based description for each value Use value as criteria in performance management for both Namaf employees and Evaluation of NAMAf committees functioning Live the value daily in interactions with stakeholders Note: Customer service charter part and complementary to above	<ul style="list-style-type: none"> Engagement level Customer satisfaction and customer loyalty Ethical practices trends 	Auatavi	Part of P1.2
	R1.3 Effective Corporate governance. Process steps <ul style="list-style-type: none"> Annual training program for management committee members and sub-committee members Improvement of functioning based on self-evaluation instruments 	<ul style="list-style-type: none"> Annual report and financial statements Annual training program implemented Annual self-evaluation completed and improvement actions implemented 	Debbie, Brian, Utavi	On-going
	R1.4 Effective Risk Management Process steps <ul style="list-style-type: none"> Updated Risk register with relevant risk identified reflecting both internal Namaf risks and Industry risks Monitoring of impact of risk mitigation interventions 	<ul style="list-style-type: none"> Relevance of Risk register Actual reality vs. reported outcomes 	Brian	On-going

Strategic Goals & Initiatives: *Resource perspective (2)*

Strategic Goal	Strategic Initiative	Success Indicator	Responsibility	Target Date
R1 Ensure appropriate internal Namaf capability to deliver on stakeholder expectations	R1.5 Rectify sub-optimal operational IT infrastructure - IT risk assessment - IT process mapping - Implementation	Functional operational IT infrastructure	Brian	New IT plan and budget Nov. 2023
	R1.6 Ensure availability of specialist independent data warehousing and reporting capabilities, including interactive business intelligence • Future resourcing strategy focus on contracting specialist capabilities to complement the core team of Namaf to achieve new strategic focus areas	Availability of regular industry and Funds reports Availability of an interactive BI functionally	Brian	Data warehousing and BI capability plan and budget Nov 2023
	R1.7 Attract, Retain and Develop Namaf personnel	Employee turnover rate People engagement level	Brian	Ongoing

How do these components hang together in the broader scheme of things?

Namaf



Strategic outcomes (satisfied shareholders, delighted customers, efficient & effective processes, motivated workforce)

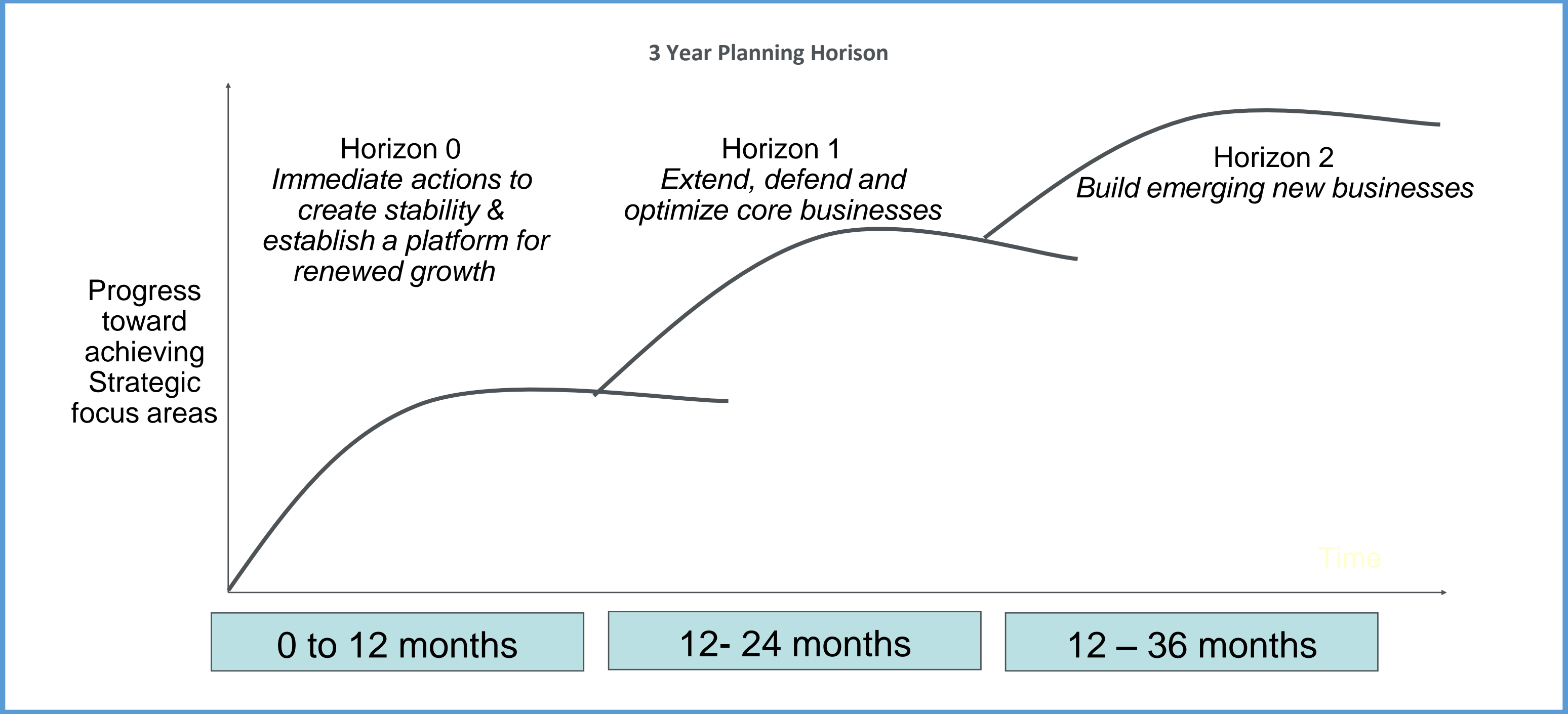
Best practices:

- **Full transparency of new Namaf Strategy: Share this document with stakeholders asap**
- **Actively involve industry stakeholders to collaborate in making strategy a reality for all**
 - Part of project teams
 - Optimise forums and engagement structures
- **Active agenda management**
 - Strategic focus areas on each MC meeting
 - Regular feedback report to MC on progress with strategy execution: Strategy execution monitoring
 - MC is a key enabler of execution: Find processes for fast decision-making, round-robin approvals etc.
 - Make changes to detail plans as you learn and receive feedback – report changes in a transparent way to MC

Best practices:

- **Secretariat, with MC support, must lead the execution efforts – seen to be committed to executing new initiatives**
- **Think and practice an Agile approach: Do, Feedback and learn, Adapt, Execute again, Fail fast, Experiment in small bite-size steps, Learn and make progress continuously**
- **Consciously think about HOW you do things – do it differently than in the past to create new patterns of interaction with, and re-building relationships with Stakeholders**
- **Actively use Namaf values to inform “the way we work with our stakeholders”**
- **Think and concentrate energies on the future, not the past. We can create a new more desirable collective future**
- **Accept change and uncertainty are the companions of strategy execution**
- **Deliberately link individual role contributions to new strategic goals and initiatives**

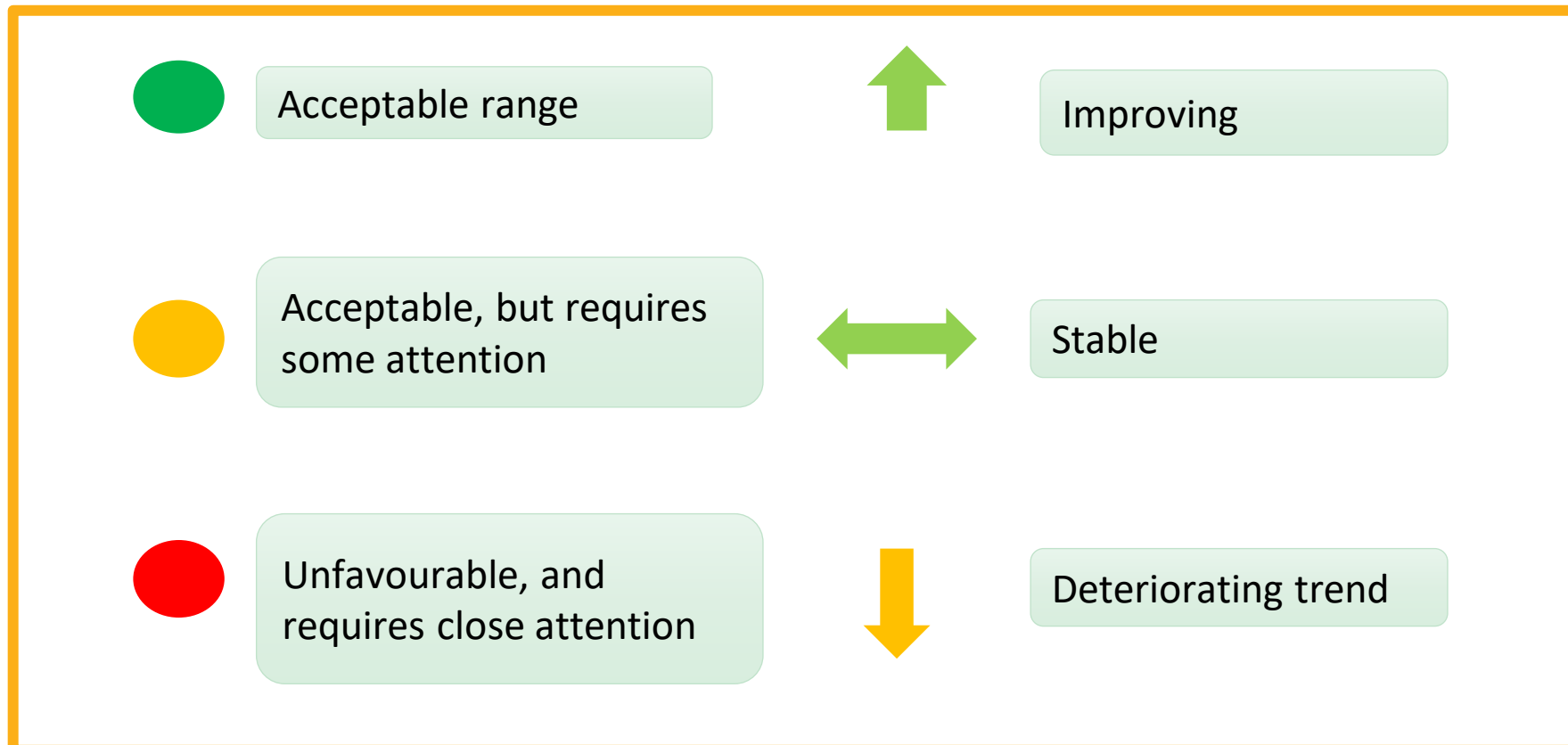
- Monitoring Strategic Initiatives Progress against the strategic plan







Criteria



Based on the Strategic Success Indicators and Management's Assessment

Status and Trend Indicator Keys



Status Indicator	Trend
 Started and in progress	 Improving

Status Indicator	Trend
 Acceptable range	 Improving

Status Indicator	Trend
 Unfavourable, and requires close attention	 Deteriorating Trend

Strategy monitoring and feedback template

Strategic Goals & Initiatives Progress reporting: *Financial, Stakeholder, Process or Resource perspective*

Strategic Goal	Strategic Initiative	Success Indicator	Progress description on what actions were completed related to the initiatives and the impact	Progress status indicator per strategic goal based on progress achieved				
Strategic goal description as per Business plan (slides 23 -33 in this slide pack)	Strategic initiatives related to each specific goal as per the Businesses Plan (slides 23 -33 in this slide pack)	Success Indicator description related to Strategic initiatives, per goal as in Business Plan (slides 23 -33 in this slide pack)	zz	<table border="1"> <tr> <th>Status Indicator</th> <th>Trend</th> </tr> <tr> <td> Started and in progress</td> <td> Improving</td> </tr> </table>	Status Indicator	Trend	Started and in progress	Improving
Status Indicator	Trend							
Started and in progress	Improving							
				<table border="1"> <tr> <th>Status Indicator</th> <th>Trend</th> </tr> <tr> <td> Acceptable range</td> <td> Improving</td> </tr> </table>	Status Indicator	Trend	Acceptable range	Improving
Status Indicator	Trend							
Acceptable range	Improving							
				<table border="1"> <tr> <th>Status Indicator</th> <th>Trend</th> </tr> <tr> <td> Unfavourable, and requires close attention</td> <td> Deteriorating Trend</td> </tr> </table>	Status Indicator	Trend	Unfavourable, and requires close attention	Deteriorating Trend
Status Indicator	Trend							
Unfavourable, and requires close attention	Deteriorating Trend							

	Acceptable range		Improving
	Acceptable, but requires some attention		Stable
	Unfavourable, and requires close attention		Deteriorating trend

117

“Anyone can hold the helm when the sea is calm” - Publilius Syrus

- **Namaf needs leaders who can steer the industry to greater stability with a NEW basis to be competitive and collectively sustainable**

“Leadership is the art of giving people a platform for spreading ideas that work.” -Seth Godin

- **The re-establishment of trust with key stakeholder groups is essential for making progress on collaborative projects with and for the Medical Aid Funding Industry in Namibia**

“Without knowledge, action is useless, and knowledge without action is futile” - Abu Bakr

- **The identified new strategic initiatives linked to the strategic goals can only be achieved by mobilising the collective wisdom of the total system: e.g., Secretariat, MC and sub-committees, and key industry stakeholders**

*“As for the future, your task is not to foresee it, but to enable it.”
- Antoine de Saint Exupery*

- **Co-creation, Collaboration, Commitment, and Competence are all enablers of a new shared future for the Medical Aid Funding Industry in Namibia**

“The art of simplicity is a puzzle of complexity” - Douglas Horton

- **We make progress on “Big, hairy, audacious goals (BHAGS)” through small, well-planned steps**

End of Strategy content for Namaf 2024 – 2026 Strategy Plan

Prof Marius Ungerer & Dr Johann van Zyl

Build Execution into Strategy

The Three E Principles of Fair Process

- **Engagement:**

- Involving individuals in the strategic decisions that affect them to refute the merits of one another's ideas and assumptions
- Engagement communicates management's respect for individuals and their ideas
- Engagement sharpens everyone's thinking and builds better collective wisdom
- Engagement results in better strategic decisions by management and greater commitment from all involved to execute those decisions

- **Explanation:**

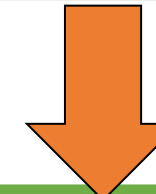
- Everyone involved and affected should understand why final strategic decisions are made as they are.
- An explanation of the thinking that underlies decisions makes people confident that managers have considered their opinions and have made decisions impartially in the overall interest of the company

- **Expectation clarity:**

- After a strategy is set, the new rules of the game should be stated clearly.
- Employees should know upfront what standards they would be judged by in the future.
- What are the goals of the new strategy?
- What are the new targets and milestones?
- Who is responsible for what?
- The new goals, targets and responsibilities need to be clearly understood

Criteria for enabling strategic themes and focus execution mobilisation

Collaboration manifest in different ways

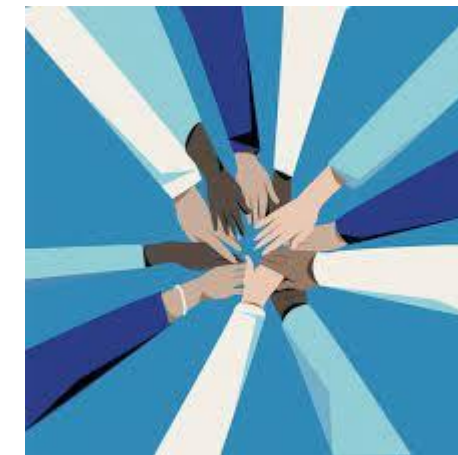


Collaborative:

A philosophy and practice of working together toward a common goal.

	MY Interest	Collaboration	Dependency
<i>My self-concept</i>	Expert	Collaborator	Pair of hands
<i>My focus</i>	ME and ME	Assertive: Win-win	Passive: You win
<i>My relationship orientation</i>	Parent: know better	Adult: Deep respect for and honouring of others	Child: helpless
<i>My attitude</i>	Blame	100% accountability	Complain
<i>My thinking</i>	Ruler	Citizen	Subject of Ruler
<i>My Hierarchy focus</i>	Boss	Community / Teams	Employee

Collaboration is the new form of BEING



How can we together achieve more?

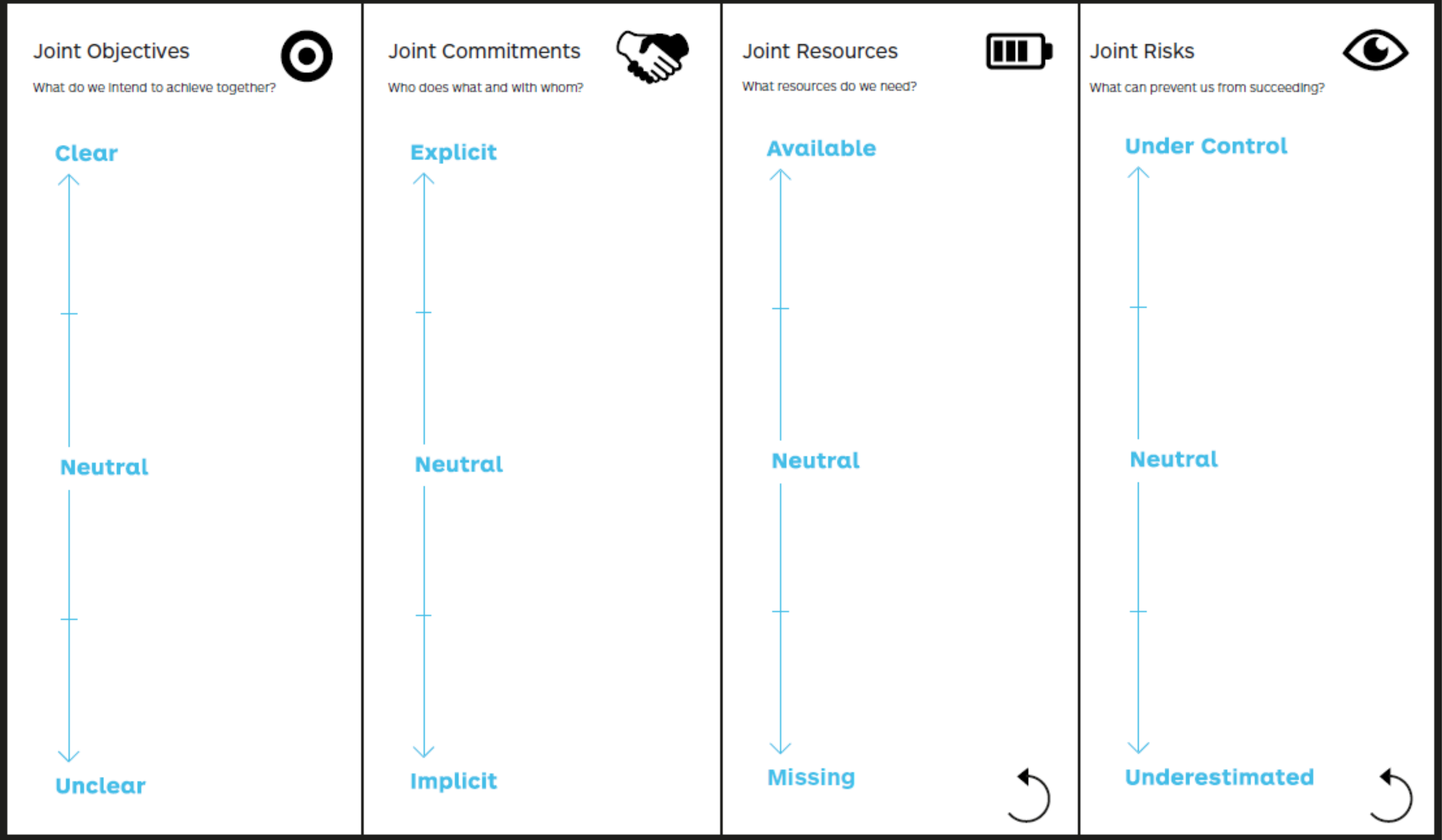
Waiting for someone else gets us nowhere

Need a strong shared purpose. Only when you know what you're working toward can productive collaboration begin. So, before you set up a collaborative project, take some time to identify and clarify what you want the group to achieve. This will give people focus and direction.

Alignment on shared aspirations, goals, initiatives

Team Alignment Map

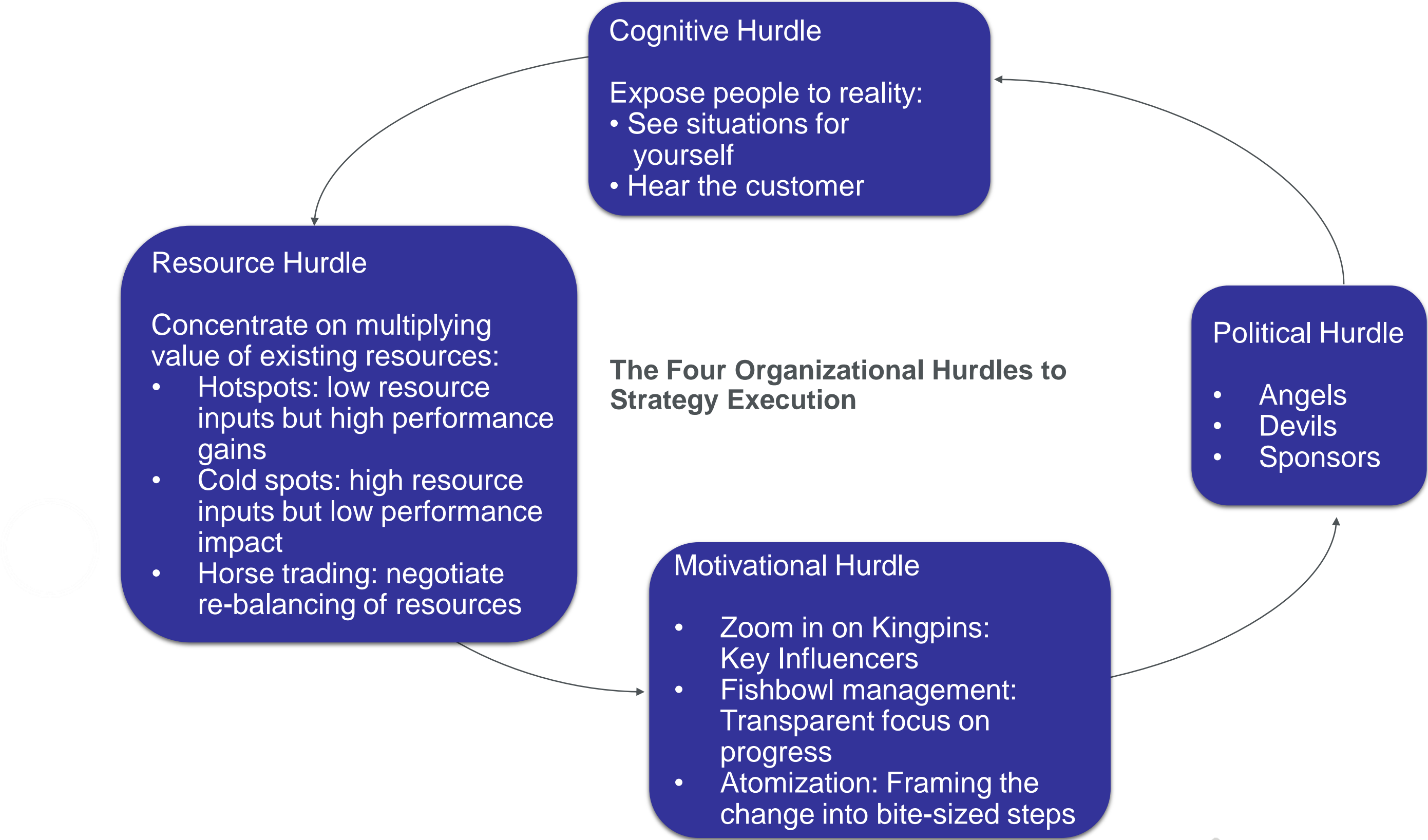
Mission: Period:



Overcoming Key Organisational hurdles



Overcoming Key Organisational hurdles



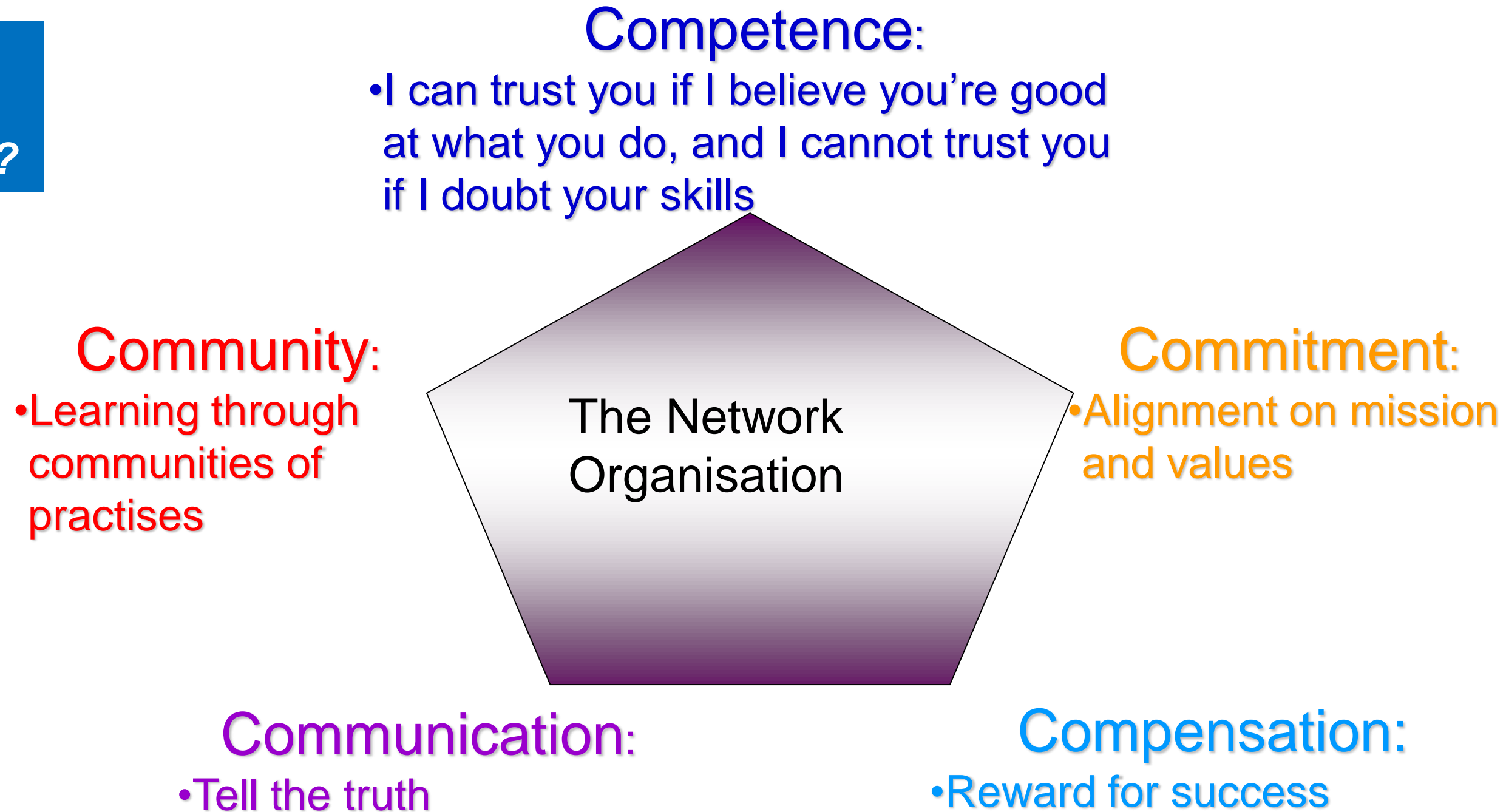
Trust:

The basis of Relationships

- *The moment there is suspicion about a person's motives, everything he does becomes tainted* – Mahatma Gandhi

How do you show trust in each other, or not?

How do these factors manifest in the exco team?



(Source : Based on Steward, 2001)

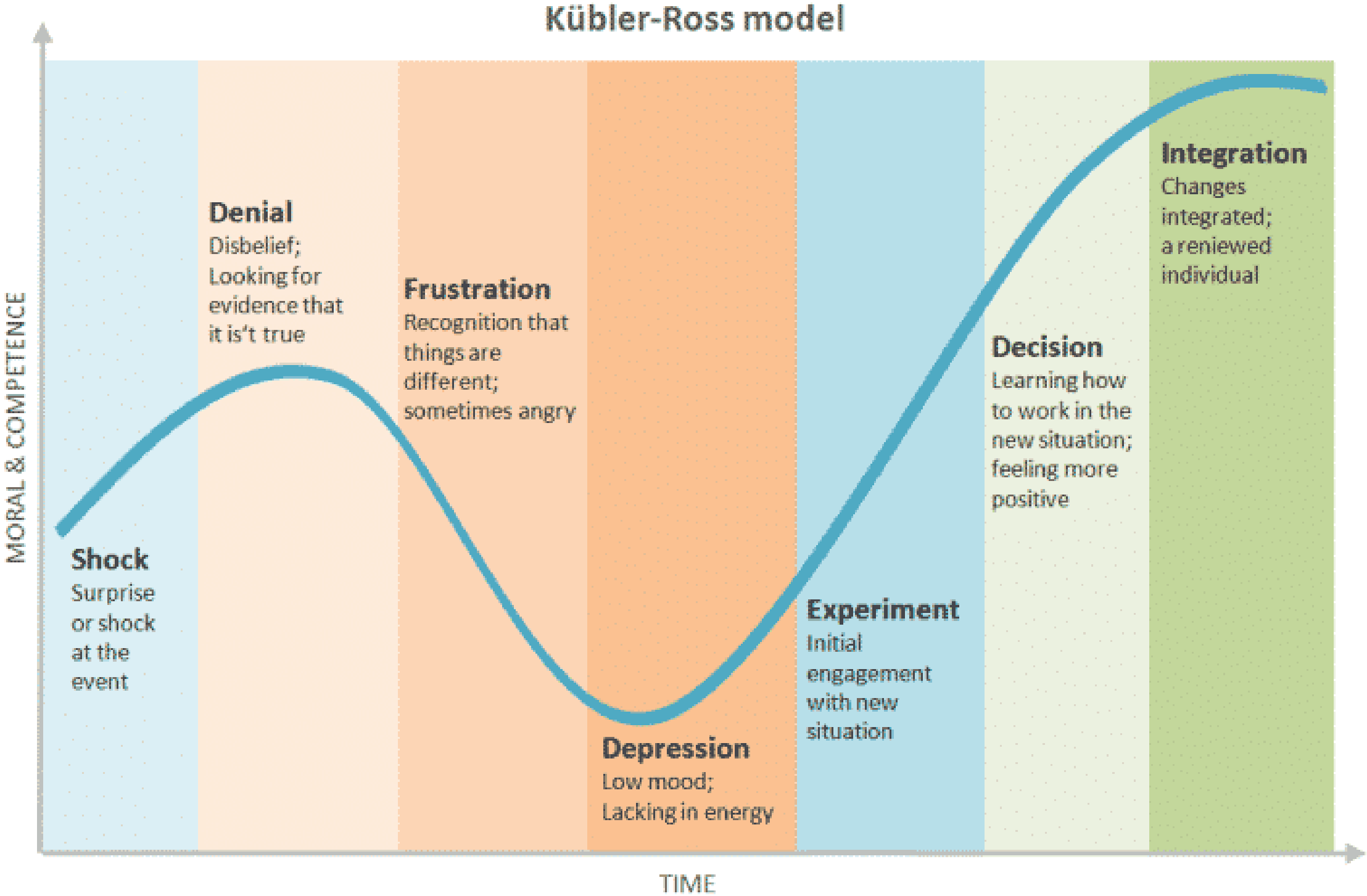
Management practices that jump-start health improvement during transformation efforts ...

Priority theme	Relevant OHI practice ¹
Setting the direction	<p>Strategic clarity—rallies business units, teams, and employees around goals</p> <p>Shared vision—enables leaders to align employees across all levels</p>
Providing clarity and meaning	<p>Employee involvement—engages people through a consistent and meaningful set of values</p> <p>Role clarity—holds employees accountable via clear roles and responsibilities</p>
Sparking ideas and innovation	<p>Capturing external ideas—invigorates company’s innovation efforts and best practices with ideas from outside</p> <p>Bottom-up innovation—encourages and rewards employees’ initiatives and new ideas</p>
Fostering strong operations	<p>Operationally disciplined—monitors adherence to clear behavioral and performance standards</p> <p>Supportive leadership—builds a positive environment characterized by care for employees’ welfare</p>

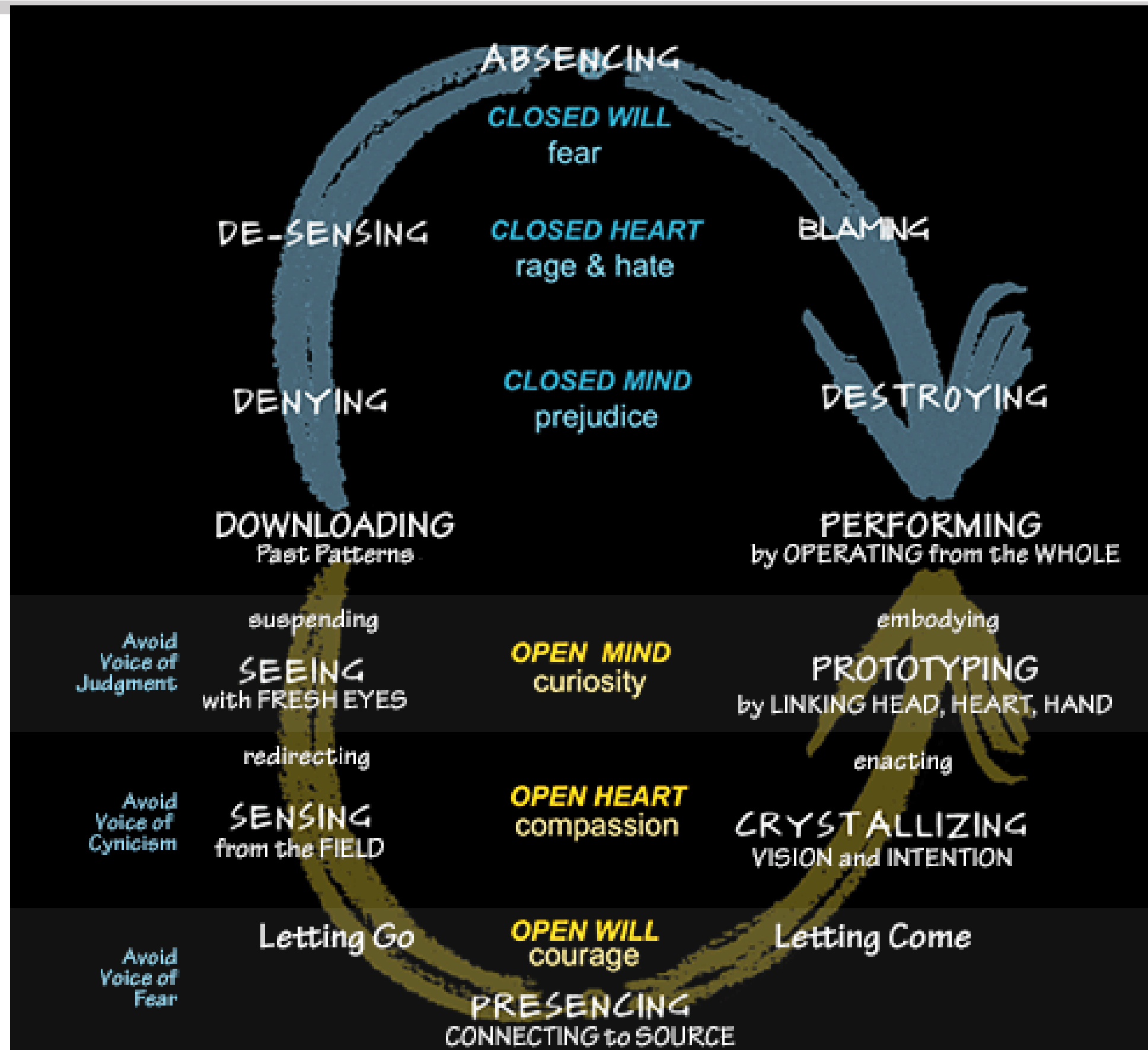
How do these factors manifest in the practices of Namaf?

The yin and yang of organizational health

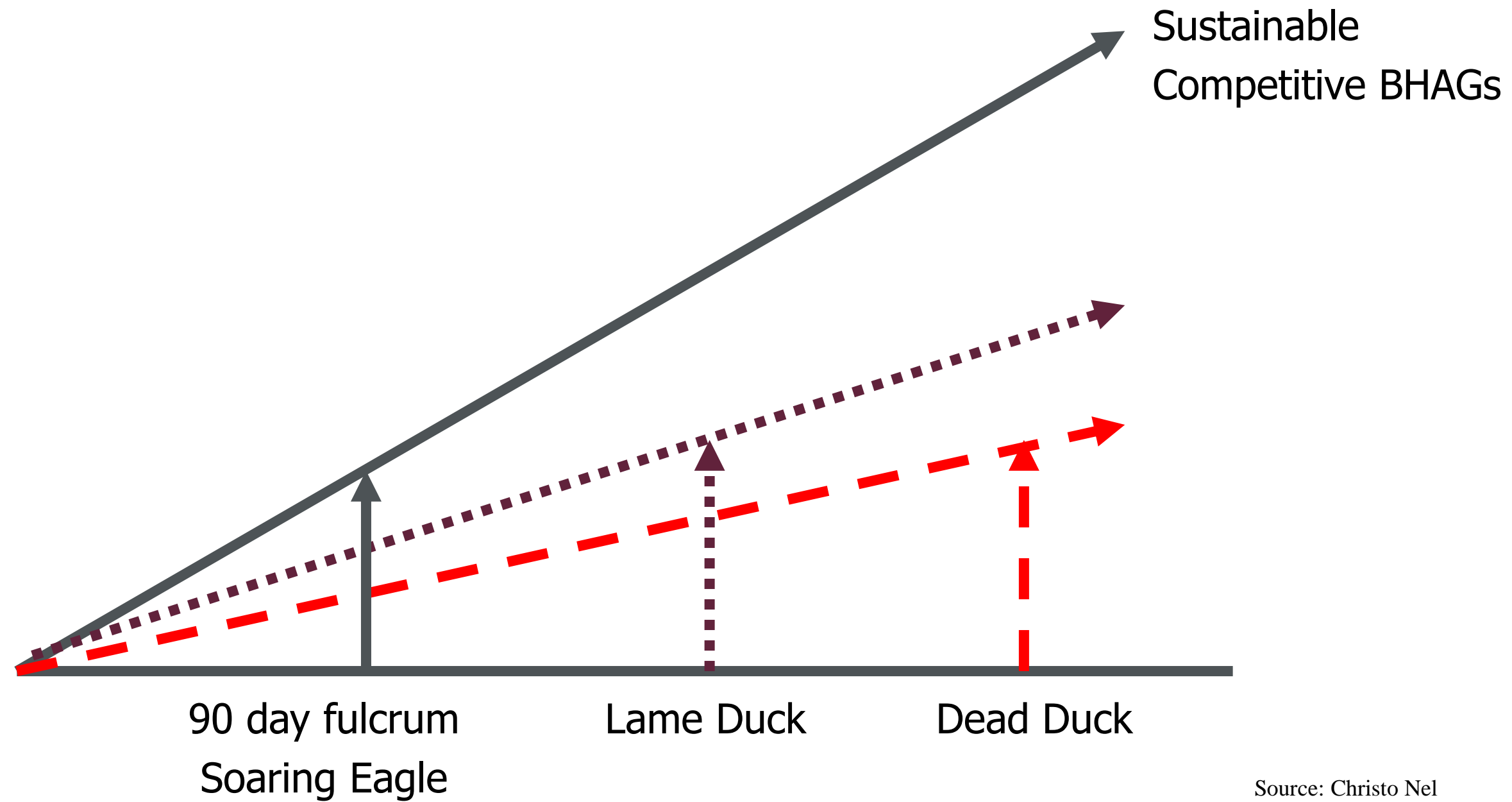
Sustained performance over the long term and successful transformation in the near term require many of the same ingredients.



Overcoming our resistance and fear of change

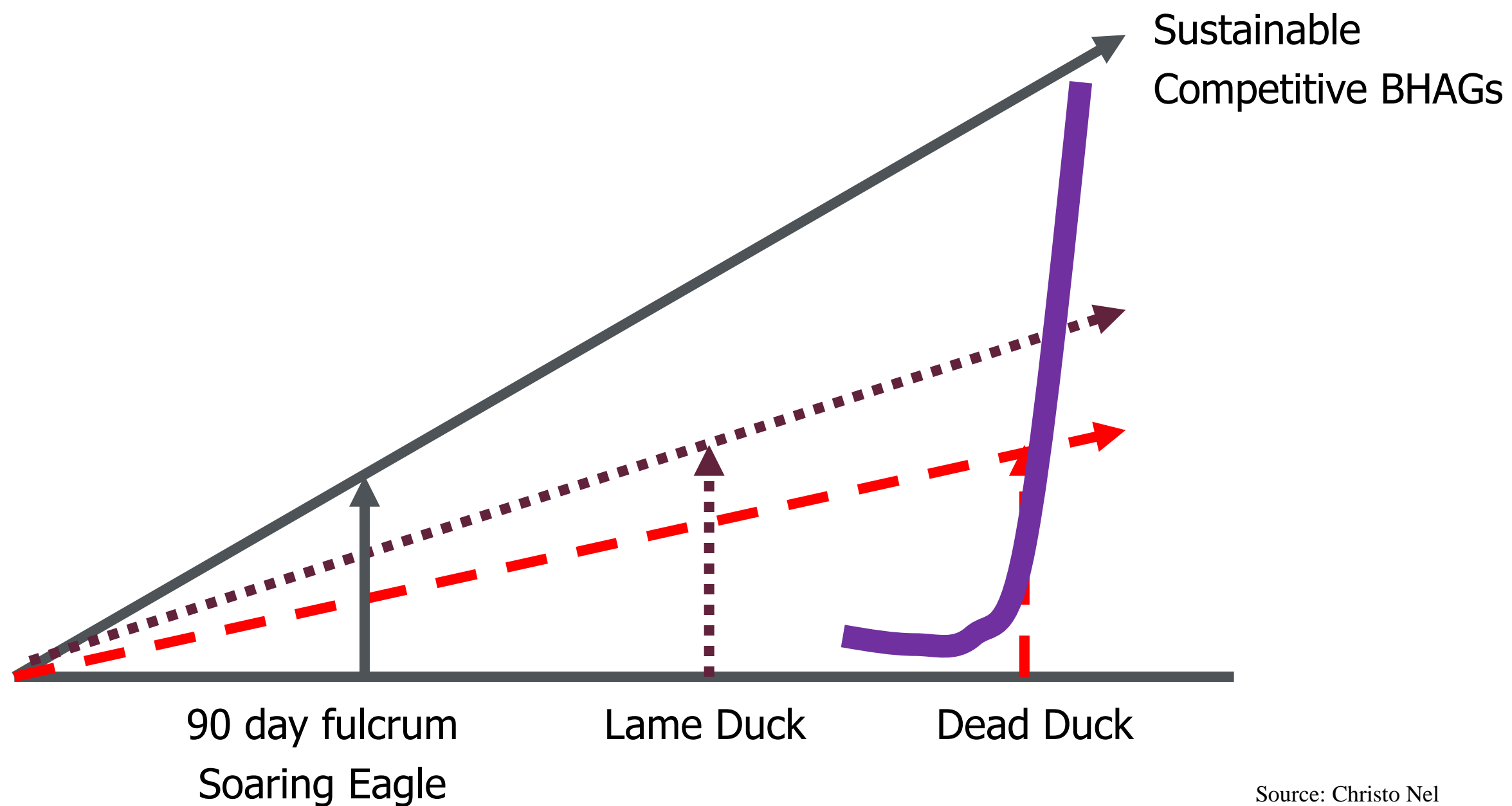


Strategy: 90 Day Execution Cycles



Source: Christo Nel

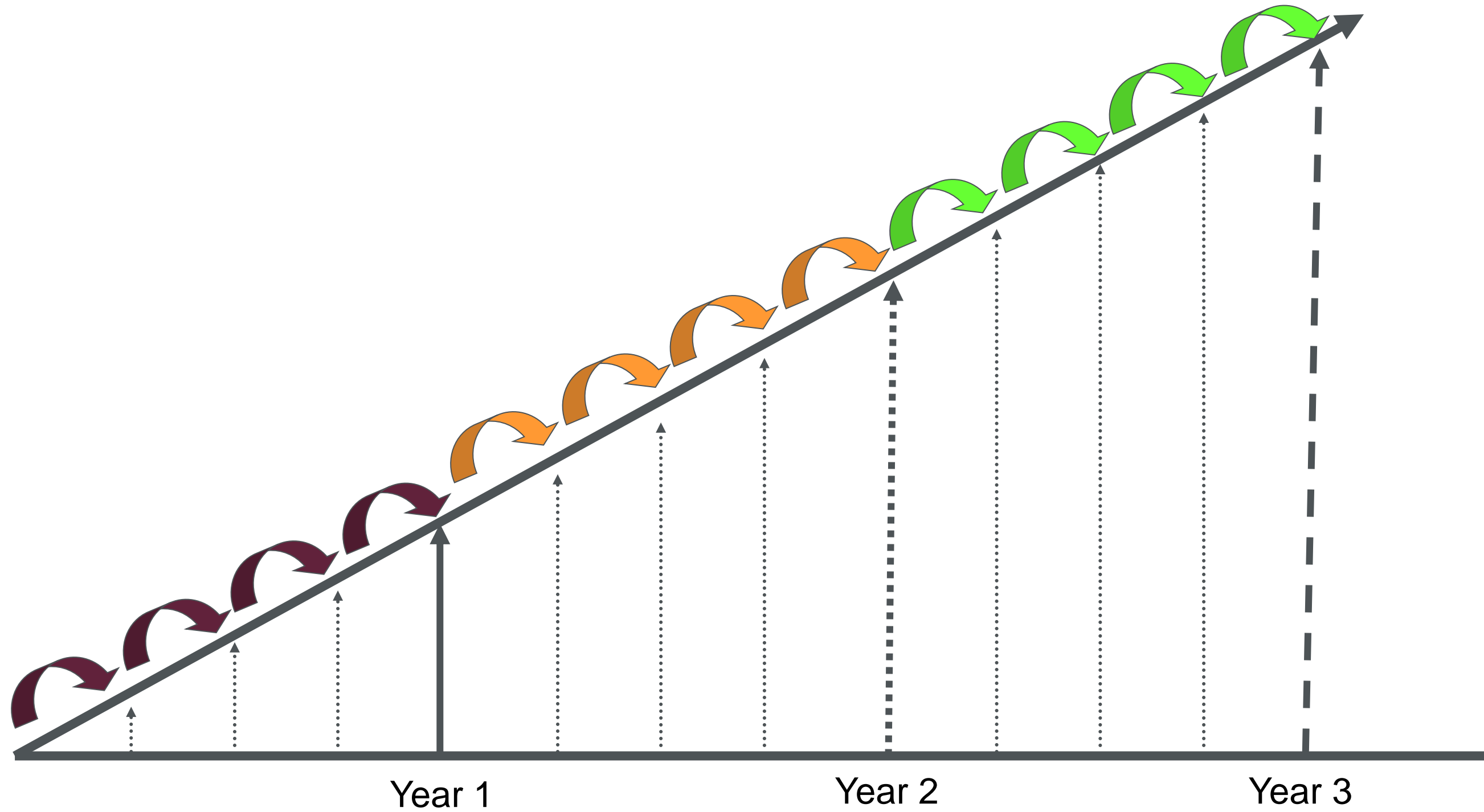
The Dreaded "Hockey Stick Effect"



Source: Christo Nel



Sustainable Competitive BHAGs





90 Day Objectives		90 Day Action Steps	Tough	Status
1	A	1. E	 	
1	A	1. E	 	
1	A	1. E	 	

Bugwandeen, K. 2017. EXPLORING THE DESIGN OF PERFORMANCE DASHBOARDS IN RELATION TO ACHIEVING STRATEGIC GOALS. MBA research USB. Unpublished



- ***The Plan is executable:***
 - **It is do-able**
 - **There is a way forward**
- ***There is Passion for the Plan:***
 - **We care enough**
 - **Someone is leading and modelling the way:**
 - **Mandela, Branson**
- ***There is a reward for achieving the Plan***
 - **Something in it for me**

L. Strickland, July 2008

To achieve the above we need to get people interacting with each other

**Greatness is not
a function of circumstances.
Greatness, it turns out, is largely
a matter of conscious choice.
Jim Collins**

From good to great to goodness

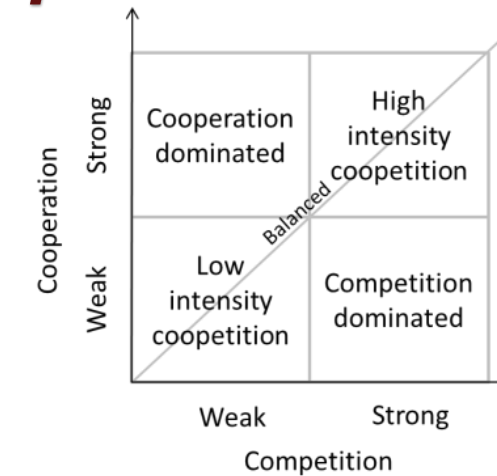
Prof Johann Coetzee

Strategy is not the silver bullet that cure every business

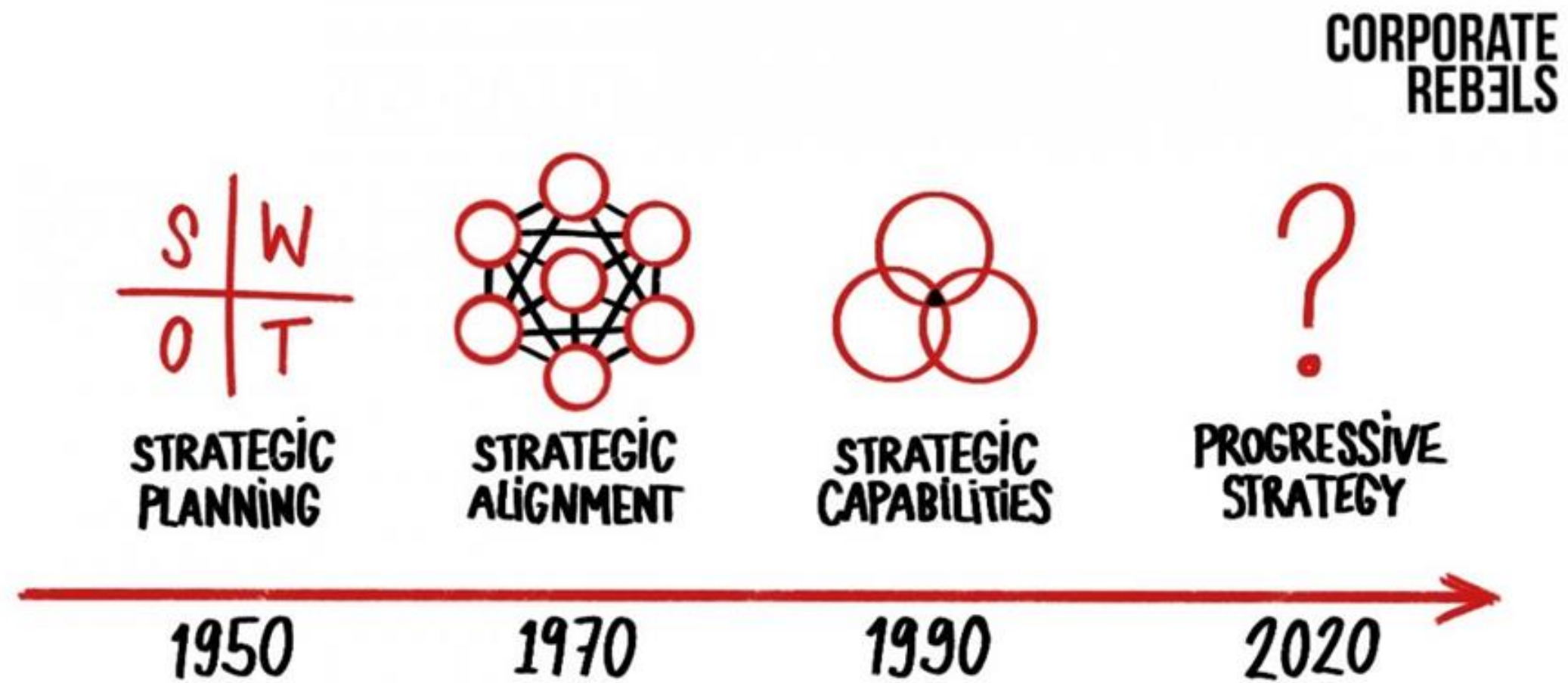
Namaf

Process
Context
Content

- ***It is an inter-disciplinary concept with multi-perspectives***
- ***Consist of many paradoxes***
- ***What and how important – always contextual***
- ... about ‘show the way’ by ***creating hope in the future*** and chiselling out ***some possible path*** towards it.
- Managers from around the world find it useful and helpful to strategise. The international Bain and Co (2013) survey found that ***strategy is the most used business tool across the world.***



It is, however, not just about using a business tool, but also (some would argue, most importantly) how we think about this tool. There are many schools of thought (or mind-sets) in the field of strategy and strategy making.”



- **Organisational strategy is the *collaborative and conscious behaviour* people in organisations exhibit in an effort to ensure sustainable organisational survival.**
 - **If we track organisational strategy over time, we can identify the main *strategic choices* that has been made to ensure a viable future.**
 - **Viability is dependent on an organisation's ability to compete and assert itself in a *competitive business environment* and to meet multiple stakeholder expectations.**
-
- **Strategy is therefore the collective, emerging pattern of behaviour an organisation consciously exhibits over time to ensure its survival by differentiating itself in unique ways¹ .**
 - **Strategy-making is an organic emergent learning process of people relating on a shared future in a specific context which they have the power to influence.**
 - **The central goal of strategy in a free market environment should be to achieve sustainable, superior long-term returns on investment and to make the world a better place²**

Sources: *Viable Business Strategies: A systemic People-Centric Approach* by Ungerer, Pretorius & Herholdt, 2007.

Ungerer, M., Ungerer, G. & Herholdt, J. 2016. *Crystallising the strategic business landscape: Strategy analysis practices and tools for business leaders and strategy practitioners*. Randburg: Knowres Publishing.

Ungerer, M., Ungerer, G. & Herholdt, J. 2016. *Navigating strategic possibilities: Strategy formulation and execution practices to flourish*. Randburg: Knowres Publishing

Mastering the connection between strategy and culture by David Lancefield. November 22, 2021.



- **Focusing exclusively on either strategy or culture would be a mistake.**
- **A strategy that describes a “big picture” vision without specifying what it requires of the organization’s culture is destined to fail, especially if it doesn’t build from existing strengths.**
- **Likewise, evolving a culture without recourse to a clear, compelling strategic direction risks wasting effort, if not disruption; improving engagement, well-being, and productivity helps only if you’re serving the needs of your current and future customers in a way that others can’t or won’t.**
- **The goal should be to master the connectivity between strategy and culture. They both should be anchored by capabilities—the “key activities in which you must invest disproportionately and perform distinctively to underpin your theory of competitive advantage,” according to author Roger Martin.**

The ultimate strategy question: What leads to high performance?

Namaf

“If we set aside the usual suspects of leadership and culture and focus ... which is perhaps better understood as attributions based on performance rather than the cause of performance – we are left with two broad categories:
strategic choice and execution.”¹ (p.156)

Sources: 1.The Halo Effect: ...and the Eight other Business Delusions that deceive Managers, by Phil Rosenzweig, 2007.

Strategic choice by nature is risky because it implies decisions about **customers, competition, technology and internal capabilities.**

Execution is uncertain because practices that worked well in one company may not have the same effect in another.

“In spite of our desire for simple steps, the reality of management is much more uncertain than we would often like to admit”¹. (p.156)

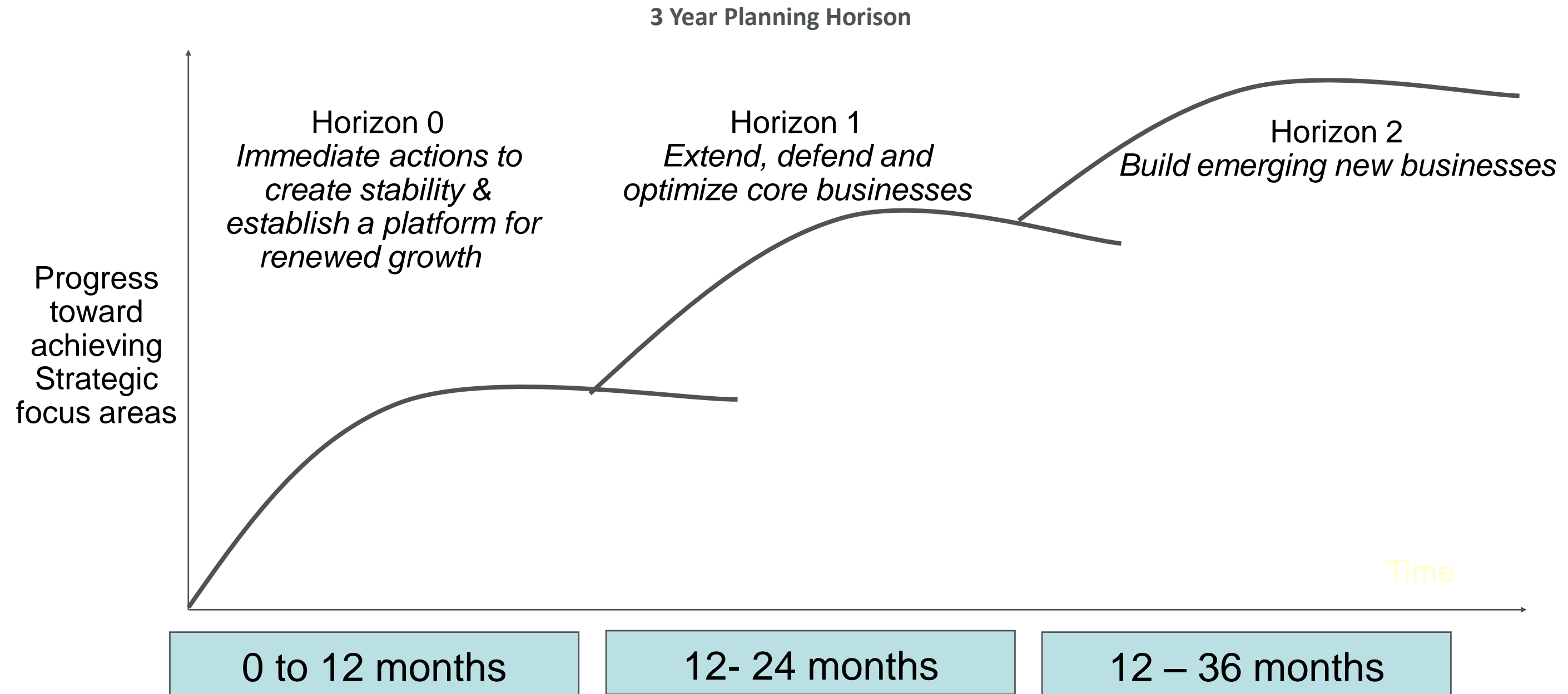
Success in one moment does not ensure success in the next timeframe because success invites rivals which are prepared to take higher risks.

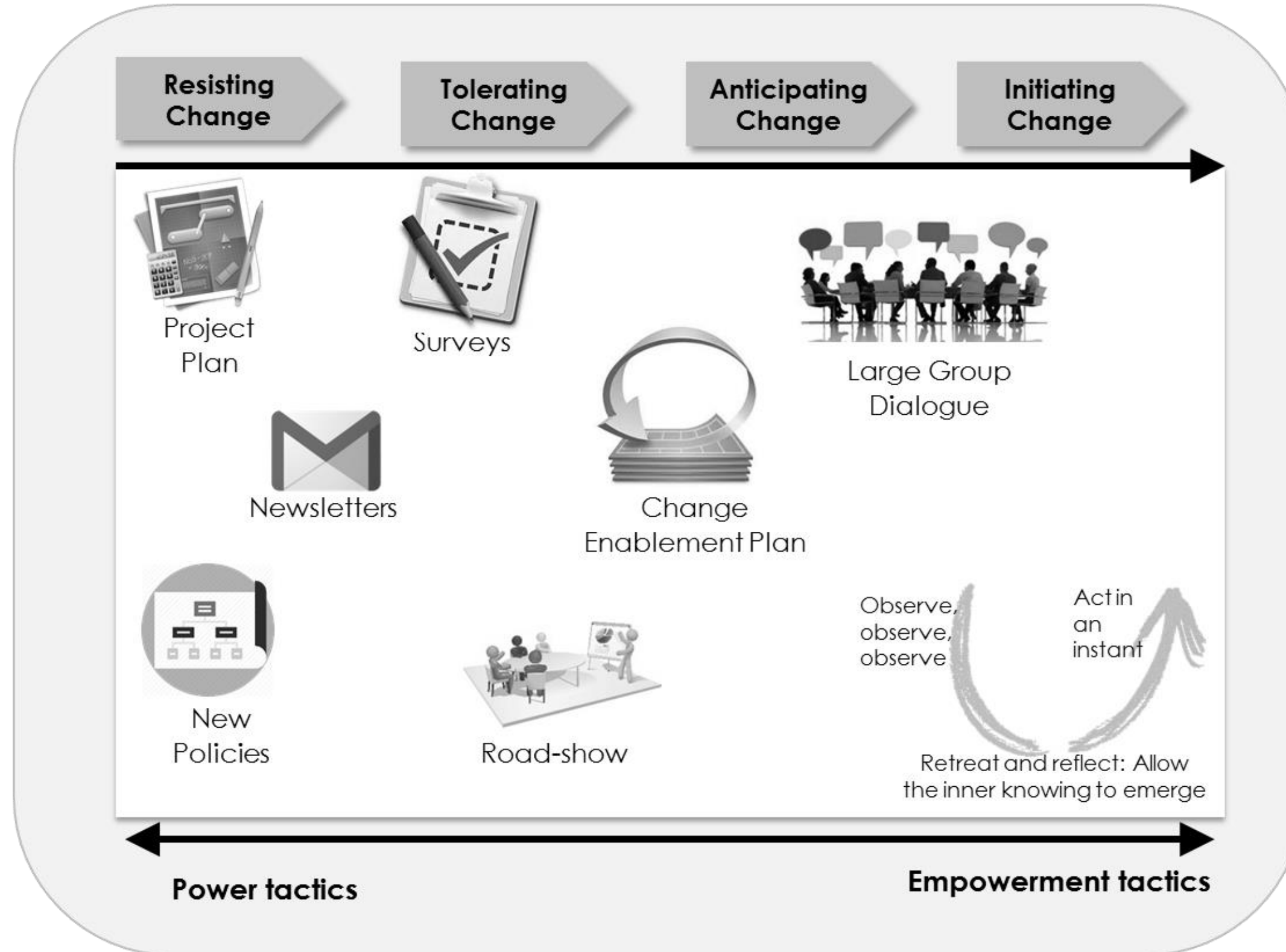
There is no simple formula that guarantee success. Uncertainty is the companion in strategy.

- You do not need permission from people to lead them. They are waiting for you to show them where to go next.
- Leadership practices in leading Tribes:
 - Leaders *Challenge* the status quo.
 - Leaders create a *Culture* - a secret language, a way of knowing you are in or out, an identity.
 - Leaders demonstrate *Curiosity* – care for members. People want to be missed when they do not show up.
 - Leaders have *Charisma*, but you don't need charisma to become a leader. Being a leader gives you charisma. Charisma comes from leading
 - Leaders *Commit* to the cause, the tribe and the people who are there.

Create a strategy movement, something that matters, start, do it –
We need it

Positioning of Strategic Initiatives





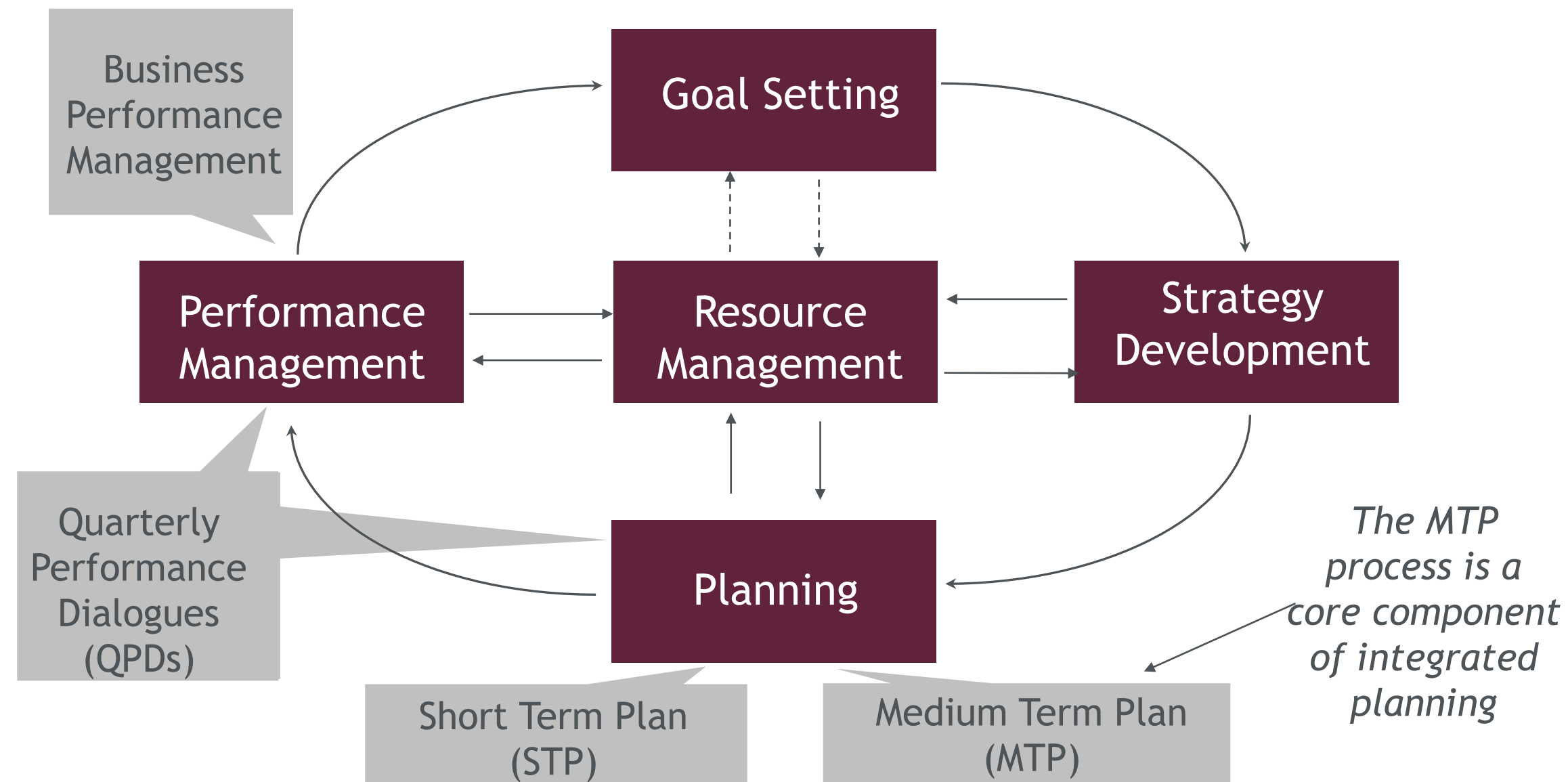
Components of integrated business performance development



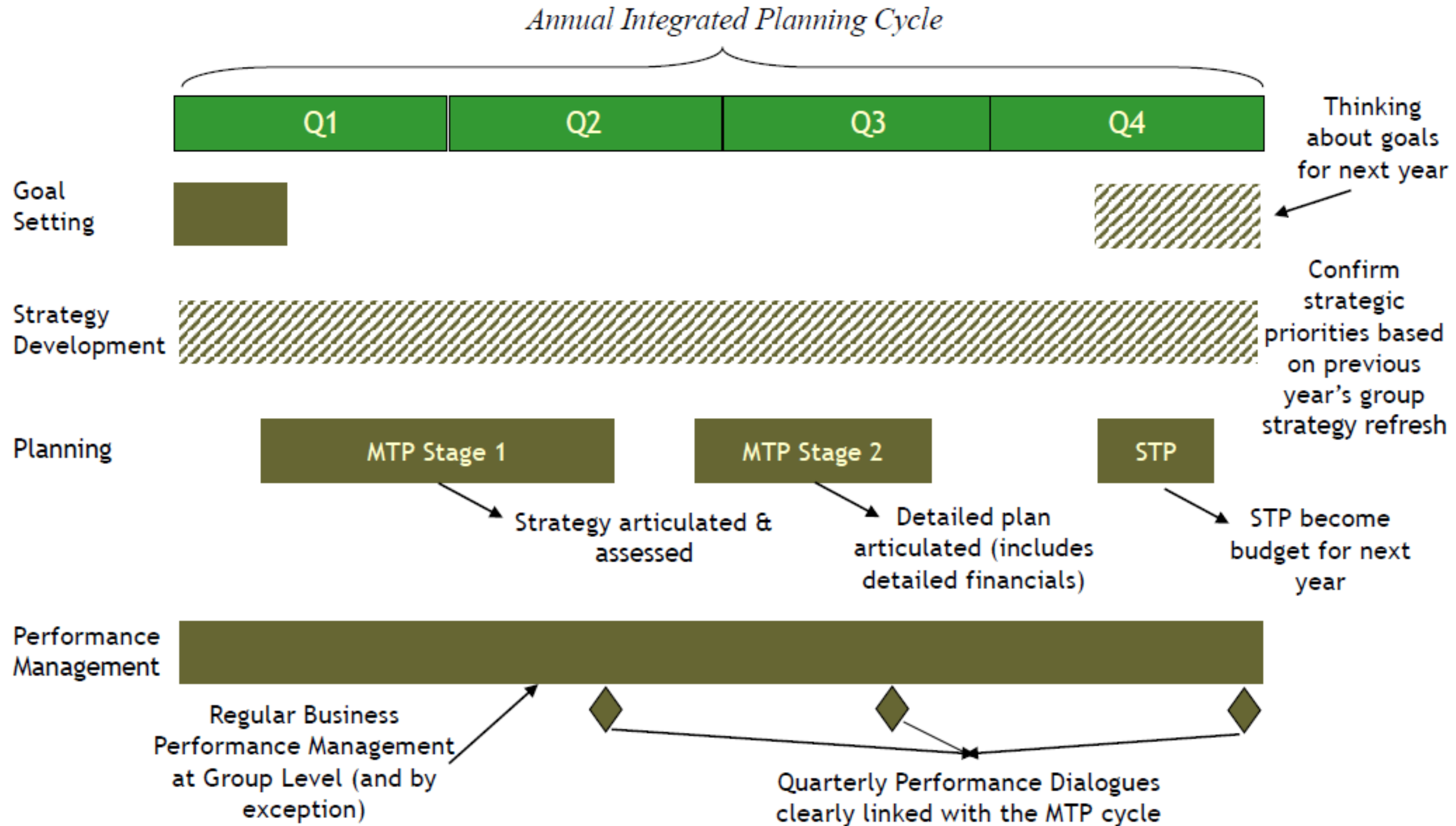
- Medium term plan (*3 year planning horizon*)
- Short term plan (*1 year planning horizon*)
- Quarterly performance dialogue (*3 monthly reviews*)

Integrated planning aims to ensure that business planning across the organisation is goals-driven, fact-based, issues-oriented, value-maximizing, consequential and continuous.

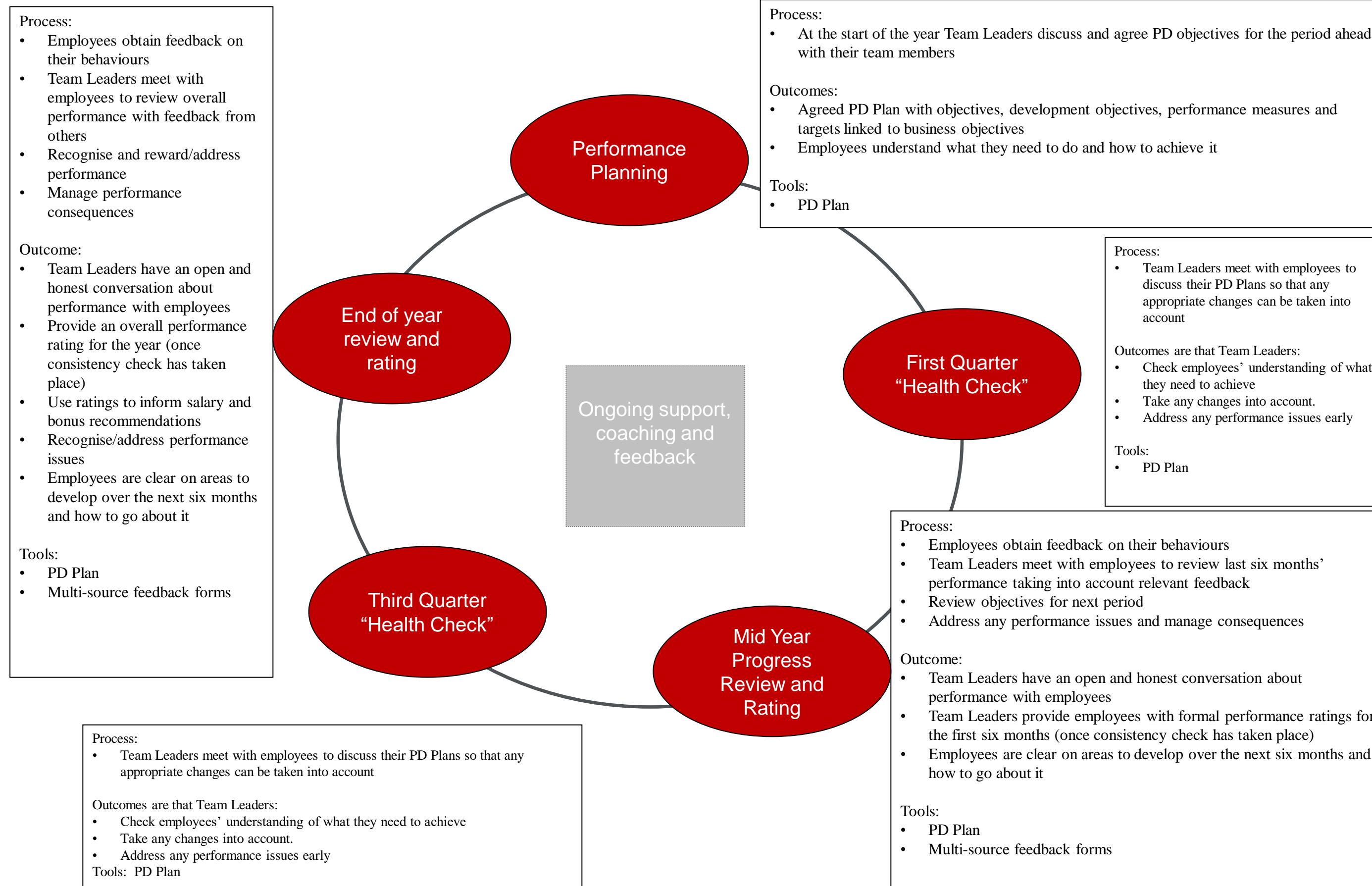
Integrated Planning and Its Component Parts



The key components of integrated planning broadly fit together over the course of the year as follows:



PD Cycle & Calendar



A Wining Strategy =

Integrated Planning

+ Integrated Performance Management

+ Exceptional Execution

= Ongoing Strategic Refresh and Initiative Loading