

Dr Nonkululeko Boikhutso
MBBCh (Wits), FCPHM (SA), MMED (Wits)

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PERSONAL PROFILE

An experienced Healthcare Services executive with expertise across diverse hospital operations with a specific focus on health services delivery and management. Exceptional skills in planning, management, monitoring and evaluation of key clinical functions. A decisive leader competent in executing strategic objectives in complex hospital/health services environments. Established reputation as a service-oriented manager who collaborates with internal and external stakeholders to deliver measurable benefits. An energetic leader with a passion for efficient delivery of health services that are responsive to community needs.

QUALIFICATIONS

- Fellowship in Public Health Medicine (CMSA) – 2012
- Master of Medicine in Public Health Medicine, with distinction (WITS) – 2012
- Bachelor of Medicine and Bachelor of Surgery, MBBCh (WITS) – 2005

KEY COMPETENCIES

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| • Strategic and operational planning and execution | • Change Management | • Talent management |
| • Governance, Risk & Compliance management | • Communication | • Proficiency in MS Word, Excel, Power Point and Outlook, Kronos, SAP |
| • Cost centre management | • Project Management | |
| • Key stakeholder management | • Financial management | |
| | • HR Performance Management | |
| | • Research | |

AWARDS

- Future of Leadership Awards: Public Sector Leadership – 2024
- Service Excellence Awards: Outstanding Work Performance at CMJAH – 2017

AFFILIATIONS

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| • Vice Chairperson – CHOC Childhood Cancer Foundation South Africa – (2023 – date) | • Member - South African Medical Association (SAMA) |
| • Board Member – CHOC Childhood Cancer Foundation South Africa – (2018 – date) | • Member - Public Health Association of South Africa (PHASA) |
| • Board Member - Ronald MacDonald House of Charities, South Africa Chapter – (2018 – date) | • Honorary Lecturer – Wits School of Public Health |
| • Trustee – Phambile Trust for Tertiary Education (2024) | |

SHORT COURSES: Clinical Management

- Short course in Medical Ethics, FPD – 2022
- Short course in Evaluation of Medical Impairment Rating, FPD – 2015
- Leadership and Management Development for Clinical Managers (Gauteng DOH) – 2014
- Introductory course in International Health Economics, University of Washington, Seattle, USA – 2010

OBSERVERSHIP

- Management and Quality Brief Observership – SickKids Hospital for sick children, Canada – 2018

SHORT COURSES: General Management

- Governance Training Programme, Directors Association – 2024
- King IV Training, Institute of Directors – 2022
- Employment Equity Act Training, Labour Guide – 2022
- Retirement Funds Trustee Online Training, Financial Sector Conduct Authority (FSCA), 2022
- Masterclass in Principles and Fundamentals of Fundraising, Wits Business School, 2022
- Short Course in Financial Management, e-learning -FPD – 2017

PUBLICATIONS

- **Boikhutso, N.** Nelson Mandela Children's Hospital – 2 years on. SAMA Insider. November 2019
- Hadley K.H. Wesson, **Nkuli Boikhutso**, Adnan A. Hyder, Melanie Bertram, and Karen J. Hofman. Informing road traffic intervention choices in South Africa: the role of economic evaluations. Global Health Action, 2016
- Hadley K H Wesson, **Nonkululeko Boikhutso**, Abdulgafoor M Bachani, Karen J Hofman and Adnan A Hyder. The cost of injury and trauma care in low and middle-income countries: a review of economic evidence. Health Policy and Planning, 2013

PUBLIC ENGAGEMENTS AND CONFERENCES**Panellist**

- GIBS/PPS Healthcare Industry Conference 2024: – **August 2024**
- Live Leadership Conversations | Pioneering Healthcare solutions for South Africa: GIBS/ Sasol Superlead: – **June 2024**
- The Hospital Show: – **March 2024**
- Investec Healthcare Conference: – **April 2024**
- CHOC Childhood Cancer Foundation: How high does hope go webinar: – **March 2022**
- Harley Reed Managing through Disruption: An African Perspective: – **August 2020**
- Challenges African Hospitals will face in COVID-19 and how they can overcome: – **2020**

Speaker

- Delivered TEDxJohannesburg Salon Talk on 18 July 2024 What if there was fair healthcare for all children? - <https://m.youtube.com/watch?v=aXaZeGW0Oyw>. – **July 2024**
- Government Employee Medical Scheme Talk to scheme members – Child Health Awareness – **June 2024**
- My Guest tonight with Annika Larsen – eNCA TV show – aired **November 2023**
- Marotholi Outreach Fundraising Gala:– **September 2023**
- **Multiple Local radio and TV shows appearances** (2020 – 2024) for – Power FM, Khaya FM, Namaqua FM, eNCA SABC and SAFM.

DETAILED PROFESSIONAL EXPERIENCE

NELSON MANDELA CHILDREN'S HOSPITAL

Chief Executive Officer and Acting CEO

May 2021 – Date

Key Responsibilities and achievements

Governance and Strategic Leadership

- Direct reporting to the Hospital Board of Directors and working closely with Directors to align organizational priorities, ensuring transparency and fostering collaborative governance.
- Developed and are executing 5-year strategy covering 2022- 2027 period for both the public and private services of the Hospital.
- Reconstituted of the Executive Committee to allow improved focus on the academic and clinical governance mandate of the Hospital.
- Introduced comprehensive risk management framework and a Quality Improvement Unit to identify, mitigate, and monitor potential risk across clinical, financial, and operational areas.
- Ensured compliance for both the private and public services of the Hospital.

Financial Oversight

- Led a complete turnaround of the Hospital through strategic cost cutting initiatives, debt repayment, and waste reduction.
- Developed and implemented a financial model to ensure the Hospital's long-term sustainability, focusing on revenue growth and expansion of private healthcare services.
- Ensured optimal resource utilization to support operational effectiveness and sustainability.

Stakeholder Relations

- Established and maintain strong relationships with government stakeholders at both provincial and national levels.
- Oversee donor management for the Hospital, engaging with donors in South Africa, Canada and the US primarily while cultivating new donor partnerships.
- Facilitated the signing of a landmark agreement with Wits University as the lead academic partner, and manage ongoing relationships with additional academic partners, including the University of Johannesburg, Tshwane University of Technology, and Sefako Makgatho University.
- Enhanced the Hospital's public profile by establishing a Communications and Marketing Unit, participating in high-profile thought-leadership panels and developing a webinar platform to showcase Hospital medical specialist.

Human Capital Management

- Support leadership development of senior managers and executive management
- Successfully led the Hospital through a salary restructuring process for ~200 employees mainly nursing, achieving minimal staff attrition.
- Oversaw the implementation of an employee self-service system to streamline HR processes and improve efficiency.
- Launched staff service excellence awards to boost morale and recognize outstanding performance.
- Initiated internship programs in partnership with Afrika Tikkun and the Talent Development Institute to support workforce development and skills training.

NELSON MANDELA CHILDREN'S HOSPITAL**March 2018 – April 2021****Director Clinical Services****Key Responsibilities and achievements****Governance and Leadership**

- Key member of the Executive Team, ensuring the successful integration of clinical services into the overall business plan of the Hospital.
- Developed Clinical Annual Operational plans with the Heads of Clinical Units aligning clinical operations of the overall Hospital strategy.
- Created a reporting matrix to monitor activities against annual targets using clinical information from Hospital Information System
- Created Clinical Management policies to guide coordination of clinical services across disciplines.
- Quarterly reporting to the Board Sub-Committee on Clinical Governance on the performance
- Collation of patient statistics for reporting to the National and Gauteng Departments of Health as part of funding compliance requirements.

Clinical Operations

- Oversee daily clinical operations of a 100-bed acute care specialist paediatric Hospital growing the service from 6 beds to 100 beds over 6 years.
- Managed a team of 50+ healthcare professionals, including Heads of Units, sub-specialists, specialists, allied health professionals, pharmacists and administrative staff.
- Ensured adequate staffing of Units within available financial resources and leveraging on
- Led collaborations with key stakeholders at Wits affiliated Hospital for collaboration to support services not yet established at the Hospital.
- Ensured adequate pharmaceuticals, infrastructure and equipment available through coordination of priorities for the Units and collaboration across the organization.
- Created a pharmacy budget monitoring tool per discipline to ensure cost- effective use of available resources.

Quality and Patient Safety

- Established a Clinical Governance Committee for the peer review of all mortality and morbidity cases as part of the Quality Improvement Programme.
- Lead clinical audit and quality assurance inspection in line with requirements of the Office of Health Standards Compliance (OHSC) and private licensing.
- Ensured that effective quality and patient safety procedures are in place and all clinical staff are aware of such policies and procedures.
- Responded to patient experience feedback raised through the electronic platform to ensure an improved patient experience of care.

Education, Training and Research

- Led the successful accreditation of the Nelson Mandela Children's Hospital for post graduate training in Paediatrics and Paediatric Surgery by Health Professions Council of South Africa (HPCSA).
- Led the successful accreditation of the Nelson Mandela Children's Hospital for training for the Diploma in Child Health by the Colleges of Medicine of South Africa (CMSA)
- Led the accreditation and agreement with University of Johannesburg for training Radiographers.
- Established CPD accredited training sessions for all medical and allied staff.

CHARLOTTE MAXEKE JOHANNESBURG ACADEMIC HOSPITAL**May 2013 – February 2018****Clinical Manager: Mother and Child Services****Key Responsibilities and achievements**

- Ensured Departmental participation in outreach activities within service cluster and other institutions on the Wits University circuit to improve the collaboration to support better patient outcomes.
- Arranged a Workshop involving 14 hospitals within the CMJAH Cluster to formulate a plan to Reduce Maternal and Perinatal Morbidity and Mortality.
- As the Chairperson of the Lab and Blood Users Committee, implemented Saving Blood Saving Lives Project which saw the reduction in the wastage of blood productions and the Electronic Gatekeeping System which also reduced spend on unnecessary laboratory test.
- Facilitated the implementation of infrastructure improvement project within the maternity Unit to which helped reduce the waiting period in the maternity admissions area.
- Ensuring compliance with the Norms and Standards from the Office of Health Standards and Compliance by the Clinical Management Group and Clinical Areas

On-call duties

- Management of human and material resources in Casualty Areas and ICUs across the Hospital (1058 beds)
- Ensure appropriate referrals from private health services providers.
- Coordination with the Medical Manager On-call for the Province

DISCOVERY HEALTH**June 2012 – April 2013****Clinical Specialist: Clinical Policy Unit****Responsibilities:**

- Developing funding policies for Discovery Health and medical schemes managed by Discovery
- Engagement with various stakeholders which included professional associations, pharmaceutical companies, public and private health care providers for the development of funding guidelines.
- Developing new guidelines for the management of the Allied Health Benefit for the Scheme
- Conducting clinical evaluations of new technologies and medications coming into the South African market
- Part of investigation teams into irregular claims from providers and doing site visits in Gauteng Area
- Providing medical advice based on scientific evidence to the following forums and teams:
 - Forensic investigation team – Informa
 - Complaints Management Task Team from the Council of Medical Schemes (CMS)
 - Prescribed Minimum Benefits Team
 - Risk Management Team
 - Underwriting Team

CHARLOTTE MAXEKE JOHANNESBURG ACADEMIC HOSPITAL AND WITS UNIVERSITY Jan 2008 – May 2012

Registrar: Public Health Medicine

Key Projects and activities

- Cost analysis of road traffic injuries at a tertiary hospital in Johannesburg (CMJAH) – Masters Project
- Medical students and career choices in Primary Health Care study – Public Health medicine Fellowship Report
- ICD-10 coding implementation and accuracy evaluation at Charlotte Maxeke Johannesburg Academic Hospital
- Chronic diseases of lifestyle (CDL) evaluation in a community in the south of Johannesburg
- Client Satisfaction Survey at Clinix Selby Park Hospital

DR YUSUF DADOO HOSPITAL

2007

Community service medical officer

Responsibilities: Patient care in Paediatrics, Surgery, Gynaecology, and Casualty Unit
Locum positions in various GP practices

LERATONG HOSPITAL

2006

Medical intern

Responsibilities: Patient care in Internal Medicine, Surgery and Paediatrics which included in and out-patient services

REFERENCES

Available on request