

Health Service Management – 2

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Models of health planning

- 1. Population-based planning
 - Improving population health
- 2. Institution-based planning
 - Improving the health service delivery

Population planning process

- Establish structure
- Identify population
- Identify health problems / issues
- Identify the determinants
- Develop goals
- Develop objectives
- Formulate strategies
- Develop action plan
- Implement
- Monitoring & Evaluation

Identifying health needs

- Those states, conditions or factors in the community which, if absent, prevent people from achieving the optimum of physical, mental & social health
- Based on an assessment of the value of the health care service in meeting the problems created by a person's state of ill-health or in maintaining good health
- ? Demand – based on as individual's preference for health care

Health needs

1. Normative needs
 - As 'expert opinion' regarding appropriate standards, required level of service & what constitutes an acceptable health status level for a community
2. Expressed needs
 - What can be inferred about a community through observation of its use of services
 - Inferred from examining service utilisation data

Health needs

3. Comparative needs
 - Uses information on the type of services provided in one area to determine the needs in another
4. Felt needs
 - What people in a community say they want

Needs Assessment : Methods

- Indicator Method
- Survey Method
- Consensus Reaching Methods

Indicator Approach

- Annual Reports of institutions.
- Department of Census of Statistics
- Register General Department
- Reports - Central Bank etc.
- Divisional Secretariat/ District Sect.
- Hospital Data
- MOH Data

Survey Approach

- Special Studies/ Surveys.

Descriptive studies conducted to understand a situation.

Consensus Reaching Approach

- Qualitative methods
 - Focus group Technique
 - Delphi Techniques
 - Key informant interviews.

Need assessment

- Consult & collaborate with health & community leaders
- Collect & utilise quantitative data
 - Demographic factors, socioeconomic status, morbidity & mortality data, hospital utilisation data, quality of life, environmental determinants of health
- Collect & utilise qualitative data

Steps in needs assessment

1. Identifying the priority health problem
- Data collection & presentation
 - Determining priorities
 - Prevalence
 - Severity
 - Selectivity
 - Amenability to intervention

Prioritization of Problems

- Technical feasibility
- Financial feasibility
- Managerial feasibility
- Social feasibility
- Prospective sustainability
- Cost efficiency and Cost effectiveness
- Impact on other problems

Steps in needs assessment

2. Analysis of the problem
 - Literature review
 - Analysis of factors contributing to the health problem
 - * Risk factors
 - * Contributing factors to the risk factor

Example – adolescent pregnancy

- Risk factor –
 - having sex without contraception
- Contributing factors to the risk factor –
 - Poor knowledge
 - Cost of contraceptives
 - Barriers to purchase
 - Attitudes to contraception

Contributing factors

- Predisposing factors – which predispose a person to behaving in a certain way. knowledge, attitudes, beliefs
- Enabling factors – which enable a behavior or a situation to occur. time, money, skills
- Reinforcing factors – attitudes & practices in the community; which reward or punish the carrying out of a behavior

Framework for assessing the factors associated with health problem

- Individual – knowledge, attitude, beliefs, values
- Social – social support, culture
- Environmental – housing, transport
- Health service – availability, acceptability
- Financial – cost
- Political – opportunities for participation in decision making
- Legislative – rules & regulations

Institutional planning process

- Establish structure
- Situation analysis
- Problem analysis
- Develop goals
- Develop objectives
- Formulate strategies
- Develop action plan
- Implement
- Monitoring & Evaluation

Steps in Situation analysis

1. Define the scope
2. Describe the current / past status
3. Identify trends
4. Identify major significant issues
5. Identify key stakeholders

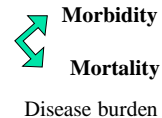
Situation analysis...

- Data
 - Demographic data
 - Epidemiological data
 - Socioeconomic data
 - Environmental data
 - Health service provision
 - Organisation
 - Current service resources
 - Current service activity

Demographic data

- Population Size
- Population Growth
- Population Composition
 - Sex - Marital state
 - Age - Education level
 - Ethnic/Religion - Occupation
 - Distribution

Epidemiological data



❖ Vital Statistics

- Birth
- Death
- Health Status Indicators

❖ Health Services

- Facilities
- Human Resources
- Service Delivery
- Finances

❖ Socio economic

- Income
- Literacy
- Employment
- Values, Belief, Attitudes

Geographic

- Town/villages
- Major roads
- Health facilities
- Schools (primary and secondary)
- Location of NGO/Community Based Organisations
- Location of local authority offices
- Other important features

Situation analysis

- Equity
- Accessibility
- Quality
- Efficiency
- Effectiveness

SWOT analysis

- S – Strengths
- W – Weaknesses
- O – Opportunities
- T – Threats

- Analyse the external environment
- Analyse the internal environment

- Prioritization

Example

- Do the people understand the necessity for good hygiene & sanitation?
- Are the attitudes & customs that could cause the problem?
- Is the water supply safe? If not, why not?
- Are the people using latrines that have been built? If not, why not?

Example

- Are the people participate fully in certain programs?
- Are they satisfied with the work being done?
- Are they applying what they learn?
- What are the obstacles?
- Can such obstacle be removed or reduced?

Example – Problems

- Health Problem
 - Malnutrition
 - Diarrhoea
- Health service problem
 - Insufficient drugs
 - Lack of qualified personnel
 - Low accessibility
- Community problem
 - Inadequate water supply
 - No transport facilities

Example

- *Does the problem*
- Affect large no. of people?
- Cause high infant mortality?
- Affect maternal health?

Goal

- An overarching statement about the desired outcome or intent of the health service.
- The proposed benefit of the program for its clients.
 - To provide high quality clinical care
 - To increase utilisation of maternal & child health services
 - To reduce the incidence of diarrhoea

Objective

- Dissect the goal into a series of action statements.
- SMART
 - Specific- avoids differing interpretation
 - Measurable – allows monitoring & evaluation
 - Appropriate – relevant to the goal
 - Realistic – feasible, achievable
 - Time bound – time period for achievement
- To reduce the incidence of diarrhoea by 50% by the year 2020
- To increase the proportion of safe water supply by 20% by the end of December 2020

Targets

- Objectives have been broken down into smaller units & restated in numerical terms.
- Many targets to each objectives
- Bring large objectives & numbers down to a more manageable & realistic level
- Targets serve
 - I. Planning a program
 - II. Motivating staff
 - III. Guiding the monitoring & evaluation

Strategy

- A broad line of action to be undertaken at different levels of administration in & outside the sector in order to achieve the desired goals & objectives.
- Key characteristics
 - Consists of a group of activities
 - Those activities are interrelated
 - Target orientation; aimed at achieving the chosen target(s).
 - May relate to different levels or/& sections.

Activities

- Identify the major activities for each selected strategy
- Increase the knowledge of school children
- Provide health education talk to AN mothers
- Determine their sequence & time frame
- Prepare a action plan

Implementation

- Arrangements for implementation
- Anticipate difficulties & how to overcome them
- Identify issues to negotiate with supervising authorities & specify assistance needed
- Order of implementation & timing
- Set up action team & schedule progress review meeting