

Chapter III

A Proposal: Developing Strategic Planning for Improving Health Center Personnel Academic Development in Chon Buri

3.1 Introduction

Chon Buri has responded to the policy of MoPH based on The 8th National Economic and Social Development Plan (1997-2001) by emphasizing human resource development, but it still has a problem in that health center personnel are less opportunities of academic development than other personnel. This study is a pilot study to find out the strategies for improving the opportunities of academic development for health center personnel.

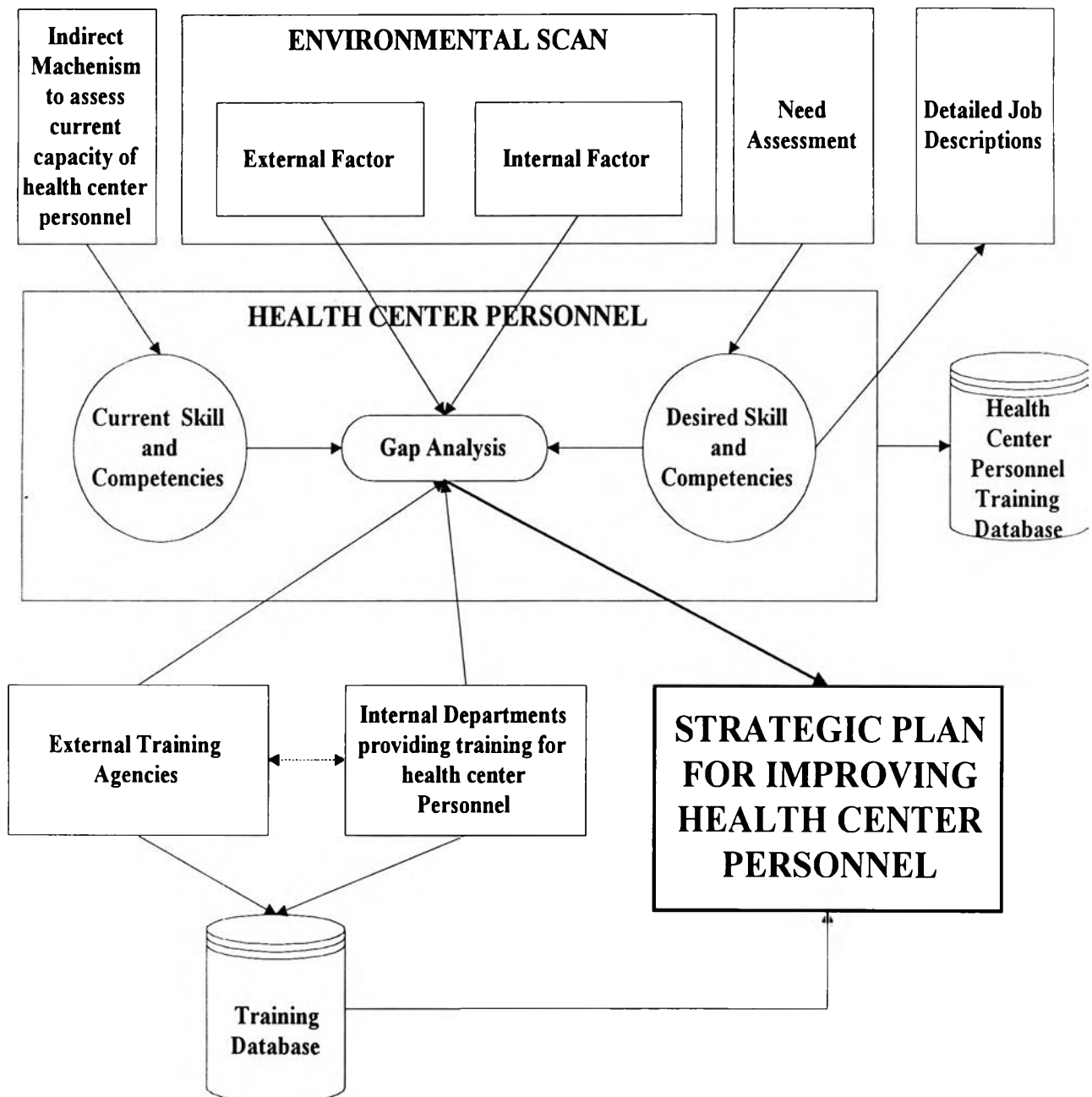
In fact, Chon Buri Public Health Officer has offered all staff members the opportunity to join with any meeting, training, seminar or academic session two times a year. These opportunities are not available to Tambon level health personnel. Some people go for academic development or other training only one time a year and some people never. The development of health center personnel is rather few and not appropriate as it should be because management is not facilitated. Basic knowledge in HRD is inadequate, Personnel Development sector is lack of skill in strategic planning, database information is lacking, budgets are limited, and there is no collaboration

between the provincial organization and district health office so the resources and facilities are not appropriate utilization. The current development method provides only skill practice and fails to address critical thinking in community health work, creating a lack of good basic knowledge, which is the foundation for developing advanced academic health center personnel. The present exclusive emphasis on central policy and the beliefs of the provincial administrators have impacted the value of health center personnel and may hinder other people from acknowledging the importance of health center personnel. How can we rebuild the reputation of health center personnel? How could we improve their opportunities in academic development for the progression of career development? How can we provide incentives to health center personnel to enjoy their work in community health work?

Chon Buri Public Health Office desires to offer the appropriate strategy for improving the opportunities of health center personnel academic development and the role of health center personnel in term of providing community health work. The outcome of health center personnel performance in providing good community health work will be a tool to evaluate the value of health center personnel.

For this portion of the study, we will return to the situation analysis completed in Chapter II. Situation analysis is only one indicator that shows the method in analyzing the present situation, relationships and activities that may affect the provincial support of academic development. Situation analysis by itself cannot successfully help in improving a system of health center personnel development. But it will provide the information, which is useful for solving problems and suggest strategic planning approach guidelines in the next step such as SWOT and gap analysis.

Conceptual Framework for proposed study



The concept of the proposed study is that the focal point of the study, which is capacity of health care personnel is needed to be analyzed. Need Assessment technique will be used in order to extract the real needs for providing good health care services at

the health center level. Once we have current situation and the need of capacity of health center personnel, we could identify the gap between current and desired capacity of health center personnel. To do so, Gap Analysis will be used. Environment Scan will be applied to identify influent of internal and external factor to the gap. External institutes providing relevant training program will be explore and record in a database. Internal departments of CPHO responsible for providing training program for health center personnel will be pooled and cooperate to avoid conflict and replication of providing the program. The internal training program will also be stored in the database. A health center personnel training database will be developed not only to keep track on training opportunity of each personnel but also to evaluate themselves after trained. Evaluation of training program will be benefit of the database as well.

All of above tools and techniques will be use in strategic planning process to have a proper strategic plan for improving health center personnel.

3.2 Objectives

The general objective of this project is to develop strategic plan to address problems in health center personnel academic development. The specific objectives of this study are as follows:

1. To identify health center personnel's skills and competencies needed for providing good health care services at health center level in present community working which emphasize on people participation.
2. To assess current situation of health center personnel's skills and competencies.

3. To identify, prioritize and analyze problem causing the gap of desired and current situation of health center personnel's skill and competencies.
4. To develop a strategic plan to solve the prioritized problems in order to improve capacity of health center personnel.

3.3 Approach and Methodologies

To achieve the objectives of the project, a working committee will be established. The working committee members are representatives from departments involved in academic development and training of health center personnel, chief of department of human development and the investigator. Chon Buri Provincial Chief Medical Officer (PCMO) or a designated representative, as a consultant of the project, will take crucial part in empowering and supporting the working team in performing each part of the project. The working team will be responsible for working out activities as follows:

- 3.3.1 **Selecting Area of Study:** There are 119 health centers in 10 districts and 1 sub-district in Chon Buri. The districts can be categorized into 3 zones which are landed zone, mountain zone and sea zone. Furthermore there are specific factors such as population, health status and so on. The working committee has to take those factors into account and set up criteria to perform propose selecting a number of health centers to represent all health centers well.
- 3.3.2 **Need Assessment:** According to the current situation of health center work, there is no specific job description for each position of health

center personnel has been generalized and documented. Some health centers have detailed job description for each personnel but most of health centers have not done this kind of work yet. Furthermore, job descriptions specified by each health centers are based on an agreement among those health center personnel. Routine work for each one of health center personnel has been passed as a traditional way of work. Each health center personnel has been trained and told by experience health center personnel that what their job and responsibility are. Detailed job descriptions, which reflect real responsibility of each health personnel, has not been identified yet. In order to detail job descriptions of each health center personnel, skills and competencies of health center personnel, required to perform good health care service, have to be identified. A working team has to be set up to carry out 3 aspects of the need assessment which will reveal essential skills and competencies of health center personnel required for providing good health care services. The 3 aspects of need assessment are:

3.3.2.1 Management Aspect: Offices at management level will be interviewed using in-depth interview technique to assess the ideas, acceptance and the reasons for developing strategic plan to improve capacity of health center personnel.

3.3.2.2 Health Center Personnel Aspect: Questionnaire will be send to health center personnel to determine how many they would be interested in developing strategic plan and what kind of ability

do they seek for improving their capacity in new concept of community working.

- 3.3.2.3 Client Aspect: Client's expectation needs to be discovered. Focus group discussion will be the technique to extract needs of the client in the catchment area.

After performing Need assessment, job descriptions for each department and each health center personnel will be detailed and documented. These job descriptions, as the output, will be used for all health centers throughout Chon Buri.

- 3.3.3 Situation Analysis of Capacity of Health Center Personnel: The current capacity of health center personnel will be explored. Some indirect examination mechanism, such as interviewing client, observing performance of health care personnel, etc., will be developed and deployed in order to measure the current capacity of health center personnel in average. The mechanism will be developed and refined by the working committee. So that the current situation of their capacity will be revealed.

- 3.3.4 Developing Health center Personnel Academic Development Strategic Plan

- 3.3.4.1 SWOT Analysis: Used for analyzing the opportunities or threats to the organization. Then the uncontrollable and controllable factors are identified. The uncontrollable factors

mostly the external factors have to be assessed by using PEST Analysis. The controllable factors are mainly internal factors of the organization, showing strengths and weakness, which should be developed. Then all of utilitarian factors will be used to formulate the strategic choices and finally prepare the contingency plan.

SWOT Analysis is not only used for finding the factors for formulating the strategic implementation program but also for developing the capacities of CPHO in improving its personnel development.

- 3.3.4.2 Gap Analysis: Gap Analysis is an essential phase to approach strategic planning by comparison the current with desired capacity of health center personnel. The purpose of performing gap analysis is to close the gap between current and desired situation of capacity of health center personnel. To accomplish this, finding from SWOT analysis has to be applied in this process. Controllable, uncontrollable, internal and external factors have to be considered in the analysis. Theoretically, tactics to close the gap are: 1) extend time frame in order to give more time to reach goal, 2) reduce scope of objectives then the gap could be closed, 3) reallocate resources and 4) gain more resources. Since this gap is about health center personnel, there is nothing to do with the first and the second

tactic. And to gain more resources to close the gap is seem not to be possible. So the tactic we will use to close the gap in this project is to reallocate resources existing in the current environment in the most optimizing way. The finding from SWOT analysis will be used as inputs in reallocating resources. This will be a part of the strategic plan. If the gap between the current and desired situation can be readily resolved, the process can be moved on to the next step in integrating action plans.

3.3.4.3 Develop Action Plans: Using finding from SWOT Analysis and Gap Analysis, the action plans to improve capacity of health center personnel will be developed. The action plans will be detailed down to activities, which will be implemented.

3.3.4.4 Developing Health Center Personnel Training Database: In order to keep track on performance of each health center personnel on their training opportunities and their performance improved after training. A database must be develop in order to store record of every single health center personnel and any training their attend. This database could benefit in assessing efficiency and effectiveness each training course as well.

3.3.4.5 Developing Training Curriculum Pool: One strength of Chon Buri is the center of academic institutes in the eastern of Thailand especially medical and public health institute both of

external institute and internal departments of CPHO. So the external institutes can provide relevant programs to be explore and record in a database and the internal departments of CPHO which responsible for improving training programs for health centers personnel will be pooled and cooperate.

- 3.3.5 **Developing Evaluation Guideline:** In order to assess the capacity of CPHO in develop strategic plan and to determine the feasibility of the implementation. The process must be developed in order to follow up and solve some problems in each step of strategic planning. The following database could benefit efficiency and effectiveness of planning, too.

3.4 Expected Outcomes

- 3.4.1 List of skills and competencies needed for performing good health services at health center level will be identified and prioritized.
- 3.4.2 Database of Health Center Personnel Training will be develop in order to keep track on opportunity and outcome of each personnel, which could be benefit in human resource management and policy setting.
- 3.4.3 Database of Training Program provided both by internal departments and external institute incorporated with skills and competencies needed will be develop in order to optimize resource utilization on health center personnel training.

- 3.4.4 Strategic plan for improving health center personnel academic development will be the final outcome of this study.
- 3.4.5 Evaluation guideline will be develop in order to evaluate that, after a period of implementation of the plan, what is the degree of impact both positive and negative to health center personnel academic development and do performance of trained health center personnel improve themselves as expected.

3.5 Activities Plan with Time table

Product/Activities	Time Frame (Week)												Responsible Person/Department	
	1	2	3	4	5	6	7	8	9	10	11	12		
Establish working committee														PCMO
Select area of study														Working Committee
Need Assessment														
- Review and refine the existing questionnaire, in-depth interview guideline and focus group discussion guideline for need assessment.														Working Committee
- Develop new equipment for need assessment if needed.														Working Committee
- In-depth interview with the management and chief of department involving in health center personnel training.														Personnel Development Staff
- Distribute questionnaire to health center personnel														Personnel Development Staff
- Focus group discussion														Personnel Development Staff
- Analyst the finding of Need Assessment														Working Committee

Product/Activities	Time Frame (Week)												Responsible Person/Department	
	13	14	15	16	17	18	19	20	21	22	23	24		
Situation Analysis of Capacity of Health Center Personnel														
- Develop indirect examination mechanism to assess capacity of health center personnel	■													Working Committee
- Deploy the mechanism		■	■	■	■									Personnel Development Staff
- Evaluate capacity of health center personnel						■								Working Committee
Develop Health Center Personnel Academic Development Strategic Plan														
- SWOT Analysis							■	■						Personnel Development Staff
- Perform Gap Analysis using the finding from Need Assessment and Situation Analysis							■	■						Personnel Development Staff
- Discuss and refine the result of Gap Analysis									■					Working Committee
- Develop the Action Plan										■	■			Working Committee
- Develop Health Center Personnel Database	■	■	■	■	■	■	■	■	■	■	■			Personnel Development Staff
- Develop Training Curriculum Pool (Training Program Database)	■	■	■	■	■	■	■	■	■	■	■			Personnel Development Staff
Develop Evaluation Guideline and develop final report.											■	■		Working Committee

3.6 Budget

Activities	Amount Requested (Bath)	Justification
Meeting: Review and refine the existing questionnaire, in-depth interview guideline and focus group discussion guideline for need assessment	1,050	Food and beverage for 14 participants
Meeting: Develop new equipment for need assessment	1,050	Food and beverage for 14 participants
Distribute questionnaire to health center personnel	4,760	Produce 476 questionnaires
Focus group discussion	750	Food and beverage for 10 participants of 3 focus group discussions.
Meeting: Analyst the finding of Need Assessment	1,050	Food and beverage for 14 participants
Meeting: Develop indirect mechanism to assess capacity of health center personnel	1,050	Food and beverage for 14 participants
Meeting: Evaluate capacity of health center personnel	1,050	Food and beverage for 14 participants
Meeting: Discuss and refine the result of Gap Analysis	1,050	Food and beverage for 14 participants
Meeting: Develop Evaluation Guideline	1,050	Food and beverage for 14 participants
Produce Final Report	3,000	Produce 30 final reports
TOTAL	15,860	