

**ASSESSING TO DRUG ADDICTION TREATMENT USING
BALANCED SCORECARD
IN RAYONG PROVINCIAL HEALTH OFFICE**

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Thesis Title : Assessing to Drug Addiction Treatment using Balanced
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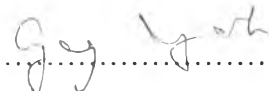
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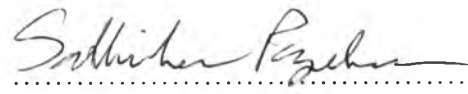
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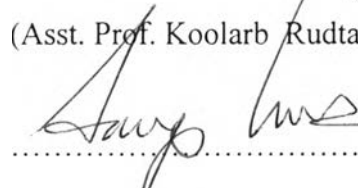
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The objective of this study is to assess the strategic management for drug addiction treatment using Balance Scorecard by the Rayong Provincial Health Office. Balance Scorecard has four perspectives: customer perspective, internal process perspective, learning and growth perspective, and financial perspective.

This study is a qualitative research. The data was collected from literature and documentary research, SWOT analysis, and focus groups conducted using the guidelines of Balance Scorecard. It uses the categorize and sampling random method of two groups of health personnel who provided treatment under the Matrix Program at the Rayong Provincial Health Office, and at the district and *tambon* levels in fiscal year 2002.

Findings:

Customer perspective. Health personnel involved in treatment and rehabilitation rated their success at 60%. Some health facilities, including community hospitals were accredited for work standards. Patients at these facilities rated success at 80%.

Internal process perspective. Strategic planning to deal with drug addiction in Rayong province covered key areas: prevention, treatment and rehabilitation, skills building for health personnel, availability of socio-psychologist in every district, institutionalization of the Matrix program at all provincial level hospitals and three health centers. However an effective monitoring and evaluation system was lacking. Focus groups concluded that the inability accurately assess results was an obstacle to improving the quality of work.

Learning and growth perspective. The Rayong Provincial Health Office has devised an information campaign on drug addiction for various in the community and on treatment and rehabilitation for its health personnel. However record forms in which important data that could be used to evaluate this information campaign have been changed several times thus affecting data consistency. Accurate data is important to developing approaches to learning and growth, and to managing treatment and rehabilitation programs. Participatory management is important. Drug treatment and rehabilitation require coordination between the public and private sectors, and the community. Qualified health personnel, appropriate technical are also required in order to be able to provide quality care and service. Performance should be rated in both financial and social terms.

Financial perspective. The Rayong Provincial Health Office was allocated a budget of 1,504,792 baht for drug treatment and rehabilitation for the 2002 fiscal year. 82.25% came from the Ministry of Public Health and 14.75% from the local administration. Of this, 81.19% was spent on treatment and rehabilitation, 10.10% on prevention, and 8.7% on staff training. Focus group evaluation by concerned staff indicated that the results were not worth the budget spent when compared to other health issues. However health personnel at the district and *tambon* levels pointed out that in social terms, the results were invaluable. They also highlighted the fact that in drafting the budget plan, there was no allocation in place for monitoring and evaluation that deprived the provincial health structure of the resources needed for follow-up of patients who go through treatment and rehabilitation programs.

The above findings are important for managing drug addiction program. Participatory management is importance for drug addiction treatment. Drug problem should be coordinated including public sector, private sector and participatory people to solve this problem. Standard of treatment clinic should also be improved technical efficiency, quality of care, and qualified health personnel in order to achieve the goal.

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The author hopes that the findings of this research will contribute to efficient strategic management of drug addiction treatment at the Rayong Provincial Health Office, and that they could be adapted to address other important health issues facing Thailand.

Wiwat Wiriyakijja, M.D.
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