

CHAPTER II

PROJECT DESCRIPTION

2.1 Rationale

The Chonburi Regional Medical Sciences Center, a technological center, is one of 22 divisions of the Department of Medical Sciences, Ministry of Public Health. The center is responsible for the Department of Medical Sciences' duties for the nine provinces in eastern seaboard area as follows: Chonburi, Chachoengsao, Rayong, Chantaburi, Trad, Pracheenburi, Srakaew, Nakorn-Nayok and Samutre-Prakarn.

With sixty personnel, Chonburi Regional Medical Sciences Center is divided into 3 groups and one section which are Consumers Protection Group, Public Health Group, Quality and Technical Development Group and General Administrative Section.

The responsibilities of each group are following:-

1. Consumer Protection Group

Responsible for analysis, research and development of analytical and testing methods for the quality control of health products, herbal products, medical devices, including identification of narcotics and psychotropic substances. Inspection of radiation equipment, measuring radiant quantity and evaluate quality of X-ray rooms and devices.

2. Public Health Group

Responsible for analysis, research and development of clinical pathology and toxicology, addictive substances in biological material, occupational health and environmental sciences in order to solve health care problem in the region and to find the causes of sickness and death that concern on lawsuit cases.

3. Quality and Technical Development Group

Responsible for operational plan co-ordination and preparation, work performance follow-up, summary and evaluation, laboratory quality assurance, information technology services and human resource development.

4. General Administrative Section

Responsible for general administration, operational plan coordination, public relation and administrative businesses including official document distribution, budgeting and personnel initiatives, finance and office- ware supervision, sample receipt and distribute analytical reports.

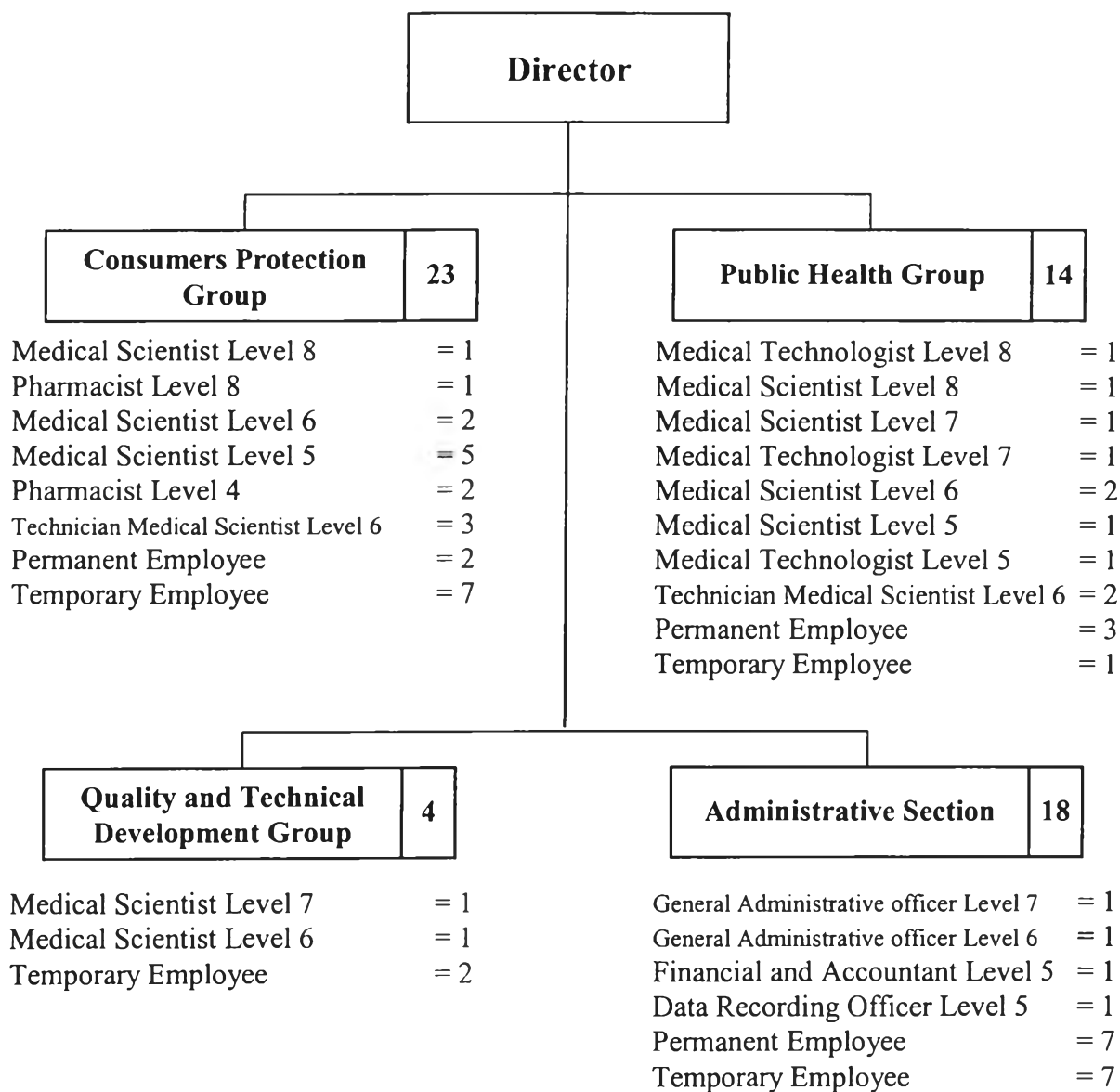


Figure 2.1: Organization Chart of the Chonburi Regional Medical Sciences Center

The Role of the Chonburi Regional Medical Sciences Center

The major responsibility of Chonburi Regional Medical Sciences Center is laboratory analysis service, especially for consumer protection activities and reference clinical laboratory, which are following:

- 1) Analysis for quality control of the health products, which are pharmaceutical, food, cosmetic, radioactive equipment and medical devices that have to meet the standard of The Ministry of Public Health in order to protect the consumers.
- 2) Analysis for the quality of food and water products in order to be an element of consideration in grant registering from the Food and Drug Administration.
- 3) Determination of narcotic substances, vaporized substances and psychotropic substances in order to be used as evidence material for law - suits.
- 4) Determination of narcotic substances in human urine for both of public and private sector organizations in order to enhance prevention and suppression of the narcotic problems.
- 5) Diagnosis and confirmation of virus and bacteria in order to support surveillance of diseases which are the cause of public health problems in the responsible area.
- 6) Analysis for forensic sciences, occupational health and environment sciences.
- 7) Studies and research in medical sciences in order to solve the public health problems in the responsible area.

- 8) Implement the international laboratory quality system, ISO/IEC 17025, in order to ensure that the quality of analytical results conforms to the international standard.
- 9) Distribution of information and technological knowledge in medical sciences.

Groups of Customers

Chonburi Regional Medical Sciences Center has provided services in laboratories for both public and private sectors including general customers to use the results of analysis for consumers' protection to get good quality of health products, registration of production and support disease diagnosis ascertainment. The group of customers are following.

- 1) Consumers' Protection Section of Provincial Health Office in the region is in charge of collecting samples of health products in the markets to send to the center for inspection. If some products do not meet the standard of the Ministry of Public Health, product manufacturers will be put in the process of legal action such as formally warning or taking cases to court.
- 2) Communicable and Non-communicable Disease Control Section of Provincial Health Office in the region is in charge of collecting samples of food, water and biological samples and send for diagnosis in order to find disease in the case that there is outbreak in the region.

- 3) Clinical Pathology Section of public and private hospitals in the region send biological samples of patients such as blood, serum, tissue etc. to diagnose the cause of sickness and mortal.
- 4) Pharmaceutical Section in public hospital that are under Ministry of Public Health send samples of drugs which are manufactured by both the hospital itself and by drug companies to analyze for drug quality control.
- 5) X-ray room of public and private hospital and manufacturer request for inspection for safety of radiate equipment operator, x-ray equipment checking to find whether they meet quality standard.
- 6) Food, water and other drink manufacturers send samples of their products to analyze in order to get the result to use as attachment for their products registration at the office of Food and Drug Administration.
- 7) Provincial Police Operation Office send material object in disputes that seized from accused person including accused person's urine to test and analyze to find the types of addicted substance in order to use that result as evidence of cases that will be taken to court of justice.
- 8) Other people who bring samples to analyze at the center such as pool and underground water quality inspection, and etc.

At present time, the Thai Government has a policy on public sector reform in order to improve the efficiency of civil services and to better organization for public services, including improvement of civil servants performance to create ideas for customers' satisfaction.

Under the context of international change such as free trade, economical, sociological and political, Thailand needs a serious continuous development of civil service systems. This development is to improve and to prepare the civil service systems for the trend of today's change. For highest benefit of the people it has to cling on the most important principle of the administration of the government and this needs to be done under the principles good governance.

The Office of the Public Sector Development Commission has determined a new vision for the development of civil service systems during 2003-2007. The focus of this vision is "To attain a high standard of excellence in the Thai Public Sector as measured by international criteria predicated upon the principles of good governance and benefit to the Thai people." The main purpose and ultimate goal of such a development is to better service quality for the people and to reach a higher competency and performance to that of international standards.

According to a royal decree of the principles of good governance in 2003, a code of law section 8, claims in exercising authority for people's welfare, the public sectors must operate their authority by being people-centered. The public sectors must be available to listen to people's opinions and to a make clearer understanding to people to help them realize the common benefit which results from the service duty. Furthermore, it is the civil servants' responsibility to listen to opinions and satisfaction of society and the customers who are using the service for improvement. They should also report to the supervisor any comments which would create a more suitable civil services performance for the future.

Moreover, the center has implemented the ISO/IEC 17025 Standard, which is the International Standard for testing and calibration laboratories. It contains all of the requirements that testing and calibration laboratories have to meet if they wish to demonstrate that they operate a quality system, are technically competent, and are able to generate technically valid results.

This International Standard specifies the general requirements for the competence to carry out tests and/or calibrations, including sampling. This International Standard is for use by laboratories in developing their quality, administrative and technical systems that govern their operation. Laboratory clients, regulatory authorities and accreditation bodies may also use it in confirming or recognizing the competence of laboratories.

According to the requirements of this International Standard, it is the responsibility of the laboratory to carry out its testing and calibration activities in such a way as to meet the requirements of this international standard and to satisfy the needs of the clients, the regulatory authorities or organizations providing recognition.

Further more, the situation analysis of the organization applies to both internal and external customers.

From need assessment among target groups which are

- External customers: people who come to send samples for testing at the center.
- Samples custodians: staff who are responsible for sample receipt and holding
- Internal customers: the analysts who receive sample to test and analyze in laboratories.

The feed back from questionnaires that were distributed to 30 customers who came to send samples to analyze at center's laboratories showed that every customer expressed the need for a guide book informing them how to collect and send samples, 76.7 percents of customers need user manual guide book. About reception area, 40.0 percents of customers think that it is appropriate and 30.0 percents of them think that it is most appropriate. They think that there should be more facilities such as air-conditioners, seating, television, newspaper, public and internal telephone, drinking water supply tank and other stationery such as pens, scissors etc. Moreover, 56.7 percents of customers were satisfied with sample custodians and the process of sending samples, 83.3 percents of them think those sample custodians do their job quickly.

However, customers have suggested improvement in various areas as follows:-

Problems in the process of sending samples

- 1) No proper containers for samples, mostly the samples have been put on a table, which is not clean enough.
- 2) Lack of stationery such as pens, rulers, scissors etc.

- 3) More sample holders should be supplied for more suitable view
- 4) Public bulletin board should be provided to show customers clearer information such as the date to receive analytical reports, the period of time for operation that weekends and holidays are not included, as well as contact telephone numbers.

Opinion on sample custodians performance and suggestions for improvement

- 1) Sample custodians give good advice.
- 2) Slogan “smiling face, don’t wait too long, strong good services, very pleased to talk to” should be presented.
- 3) There should be service staff on duty during lunchtime like the bank.
- 4) There should be an organization chart to inform customers and this chart should present lines of staff in the office and their names.
- 5) Sample custodians should focus on the slogan “nice face, guest welcomed, come like cousins, being in moral principle”. This is very important. If it is practical, every customer would be happy to come again and again. Moreover, shifting of staff to have samples custodians at lunchtime would be good for customers who come from far away.

Opinion on reception room and suggestions for improvement

- 1) More tables and chairs should be provided for customers.
- 2) Drinking water supply tank should be provided for customers.
- 3) Television should be provided for daily news follow-up.
- 4) Arrow signs that show the way to go to rest rooms should be presented.

- 5) Office environment should be cleaned up, nice and set up a slogan board.

The customers' point of view was obtained by interviewing, the personnel who are responsible for receiving samples are very nice, give good advice, serve customers quickly but the sample reception room should be improved.

By observation, when customers have problems in the process of sending their samples and contact to meet the analysts or laboratory supervisor, sometimes there are conflicts.

From interviewing of internal customers who are analysts concerned with sample analysis in laboratories, their opinion is that sometimes sample custodians make mistakes such as errors in recording of sample types.

About the sample receipt room, most people think that it is not quite appropriate. There should be more seats to serve customers. Garbage containers, television and drinking water supply tank should be provided.

In aspect of three sample custodians' opinion, they need to attend training courses to develop their service skills including study visits to other reception sites to observe the sample custody systems of the other divisions of the Department Medical Sciences. They also need service manuals to use as guidelines for sample reception.

From those reasons, the Chonburi Regional Medical Sciences Center is required to develop service quality for customers' satisfaction especially at the front office of sample reception unit which is the direct contact point for customers.

2.2 Goals and Objectives

2.2.1 General Objectives

To improve quality of service of the Chonburi Regional Medical Sciences Center.

2.2.2 Specific Objectives

The specific objectives are:

- To assess the customers' needs and satisfaction.
- To assess organizational factors that affect customers' satisfaction.

2.2.3 Expected Outcome

The expected outcome is customers' satisfaction on service quality.

2.3 Study Design, Methods, Approaches, and Techniques

This study is divided into three phases: (1) Situation Analysis, (2) Implementation and (3) Evaluation. The data was collected by questionnaires, informal interviewing, focus group discussion and observation. The study project was focused on sample receipt services. Following are the details of each phase:

2.3.1 Phase I : Situation Analysis

Situation analysis was performed to assess the current situation of sample receipt services.

2.3.1.1 Need assessment of customers by using questionnaire and observation

- Develop a questionnaire
- Test validity by two experts
- Improve the questionnaire
- Distribute questionnaires to customers who come to send sample for analysis at sample receipt area in July 2002
- Observe the incident during sample receipt and interaction between clients and sample custodians.

2.3.1.2 Need assessment of staff

- Interview the three sample custodians to get the information about the problems they encounter and what they want to improve about themselves.
- Interview the analysts to get the information about the problems they encounter and how they want sample custodians to serve them.
- Observe the interaction between sample custodians and analysts

2.3.2 Phase II : Implementation

Launch the intervention program that serves the customers' need and personnel's need as follows:

2.3.2.1 Human resource development

- Organize workshop - training course "Improvement of Service Skills" for every level of personnel in the Chonburi Regional Medical Sciences Center. By inviting a section senior personnel of the Thai Petroleum Department's human resources policy as a guest speaker to a one-day seminar held in June 2003 at the Siam Commercial Bank training center, Tawanron Beach, Chonburi. The objective of the seminar was to educate personnel on the understanding of how to develop service skills and service minds by applying the learned principle. This would bring about a higher benefit and satisfaction for customers.

The content of the seminar consisted of a lecture on the topic of "Management for the Excellent Service" which detailed on service skill and psychology of service. A VDO presentation and group meeting on the topic of "How to Improve your Organization Service." was also included. This was followed by presentation of result from group discussion, discussions and an opening for questions. There were thirty six participants from the Chonburi Medical Sciences Center. The seminar was supported by the Center with a total amount of 33,500 baht.

- Organize a workshop-training course on the “Participation in improvement of Service Quality in the Chonburi Regional Medical Sciences Center” for every level of personnel. This was a continual curriculum from “Improvement of Service Skills” seminar held on the budget year of 2003. The administrative manager of human resources at Ptto limited was the main speaker in the seminar which was held for 2 days in May 2004, at Sida Resort Hotel, Nakorn-nayok. The objective of this training course was to educate personnel to develop service and communication skills on a continual basis. This activity has been opened for wide discussion among personnel to share their ideas about the organization’s service quality development. Organizational goal setting, the method and trend of administration and the co-operation within the organization, as well as building the working conscious in giving service to the people. This will lead to quality service improvement of the Chonburi Medical Sciences Center. The effectiveness and efficiency of administration is expected by emphasizing on the result of the participation for the customers’ satisfaction

The content of the seminar consisted of a lecture on a theory of organization and administration, the situational analysis of the organization by the method of SWOT Analysis. The speaker also shared on communication skill and cooperation within the organization, psychology and useful service techniques. In addition, there was a VDO presentation for each lecturing topic, discussion in groups such as “The Organizational Analysis by the method of SWOT Analysis” for vision setting and the organization’s mission as well as useful discussion on “Developmental direction and Service Quality in Organization” There were also presentation of result from group discussion and questions.

There were forty participants from every level of staff of the Chonburi Regional Medical Sciences Center. The expense was from the budget of the Center with a total amount of 107,660 baht. The participants played an important role in group analysis for both strength and weakness, opportunities and threats which lead to organizational vision setting. They also participated in brain-storming to set the organization's direction for service quality improvement. The practicum given in the seminar was also very helpful through activities and group presentations.

- Take three sample custodians on study visit to the Division of Cosmetics, the Division of Food and the Division of Narcotics in May 2003 to observe the sample custody systems of other organization.

2.3.2.2 Information System Development

- Develop the service manuals of the Chonburi Regional Medical Sciences Center to give general information to customers such as office location, roles and responsibilities, types of samples and objects that are acceptable for analyzing, service fees, and etc.
- Distribute service manuals to customers of both public and private sectors who are involved, and sample custodians to use as guidebook for receiving samples.
- Develop brochures that contain information on office location, roles and responsibilities and distribute this information to customers and public.

2.3.2.3 Physical Facilities Improvement

- Improve sample reception room to be more appropriate by building a reception counter.
- Provide air-conditioner, television, seats, garbage containers, drinking water supply tank and paper cups.

2.3.3 Phase III: Evaluation process

Satisfaction of customers and staff on sample receipt service will be evaluated after launching the intervention program for two years.

2.4 Conceptual Framework

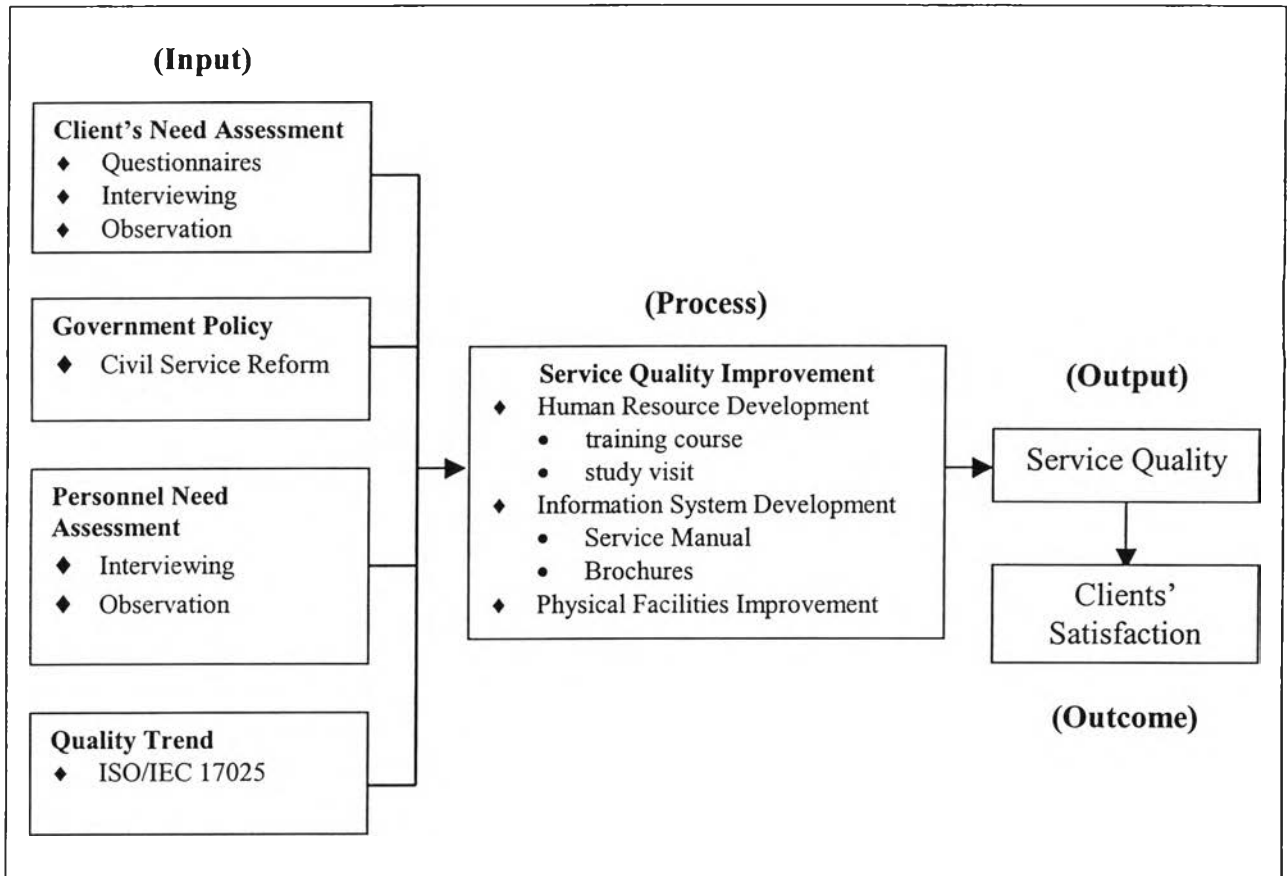


Figure 2.2: Conceptual Framework

Table 2.2: Budget

Activities	No. of Units	Unit	Unit Rate	Total amount (Baht)
Training Course				141,100
- Improvement of Service Skill	1	1	33,500	33,500
- Improvement of Service Quality	1	1	107,600	107,600
Study visit	3	1	1,500	4,500
Information System Development				27,400
- Service manual	200	1	87	17,400
- Brochures	10,000	1	1	10,000
Physical Facilities Improvement				104,276
- Counter	1	1	63,986	63,986
- Air-conditioner	1	1	27,500	27,500
- Drinking water supply tank	1	1	2,790	2,790
- Miscellaneous	-	-	-	10,000