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Appendixes

Appendix A

1. Training program

2. Instrumentation

   Part 1 : Demographic Characteristics

   Part 2 : Test of Knowledge for Human Resource Planning

   Part 3 : List of Activities for discussion for Human Resource Planning

   Part 4 : Evaluation of Training Program

THE TRAINING PROGRAM FOR HEAD NURSES

I N HUMAN RESOURCE PLANNING,

MAHOSOT HOSPITAL, LAO P.D.R.

March 29 - 31, 1999

———————

1. Rationale

Human resource management is the way in which organizations manage their team. Management is the process of implementing policy through others. Human resource management is important and is also one of the most challenging activities as it involves dealing with "people".

Mahosot, a Central Hospital, is located in Vientiane, the capital of LAO People's Democratic Republic, which has approximately 5 million inhabitants. The Nursing Service Department is one of seven administrative departments, and accounts for more than a half of the total staff. The head nurse is considered a first line supervisor in each ward, of which the medical doctor is the chief. Nursing management in each ward is the responsibility of the head nurse. The difficulty is with staffing and providing quality service to all patients. Promoting nursing personnel planning is the policy of the Ministry of Public Health for the better of quality of care for the people.

Therefore, it was decided to conduct a workshop in planning for nursing personnel. The training workshop in nursing personnel planning focused on six topics : recruitment, selection, placement, compensation information system, and benefits.

2. Objectives

At the end of the workshop the participants will be able:

1. to develop a training program for head nurses in human resource planning.

2. to implement and evaluate the training program for head nurses in order to gain knowledge about human resource planning.

3. Project team

3.1 Project leaders

1. Project organizer	Mrs. Mimala Pathoumxad
2. Project advisor	Associate Professor Dr. Puangtip Chaiphibalsarisdi

3.2 Operation team

1. Vice Director of Mahosot Hospital	Dr. Myboon Heuangvongsy	Director
2. Chief of Nursing Service Department	Mrs. Bounthan Oudom	Consultant
3. Supervisor, Nursing Service Dept.	Mrs. Aphone Visathep.	Member
4. Supervisor, Nursing Service Dept.	Miss Manivone Sirivong	Secretary

3.3 Supporting team

1. Director of Department of Human Resource for Health (H.R.H.), Ministry of Public Health	Mr. Khamhung Heuangvongsy	Director
2. Training Division, H.R.H., Ministry of Public Health	Mrs. Sthaphone Insixiengmay	Vice director
3. Training Division, H.R.H., Ministry of Public Health	Mrs Kaythong Mahaphan	Member/ Secretary

4. Framework of the training

The framework of the training is applying Kolb's learning cycle (1984). The cycle considers the "concrete experience" transformed through internal reflection, leading to the emergence of ideas that can be extended into active experimentation. "One best way" (Bratton, 1994) mean that anything the head nurse will plan for her staff is the best, and she plans once at a time. Managing "people" requires a knowledge of their needs for physical well-being, safety love, self-esteem and self actualization (Sulack Meejusab, 1996). Therefore, this training program will use Kolb's learning cycle and Maslow's Hierarchy of Human Needs.

5. Method of the training

5.1 Training design

- Lecture, slide show, group discussion, plenary, and individual written report .

5.2 Training aids

- Training manual

- Slides, transparencies, white board, marker pen

- Overhead projector, slide projector

- Flip charts

- Work assignment for group discussion based on the lecture topic.

and individual activities. There were four sessions of group discussion.

(The project organizer planned 27 assignments, one for each participant to be assigned randomly)

5.3 Training evaluation

Measurement 1 "Test of Knowledge about Human Resource Planning" (Pre and post-test), consisting of a 15-item multiple choice questionnaire

Measurement 2 "Test of Activities for Discussion for Human Resource Planning", consisting of a 5-item check-list

Measurement 3 "Evaluation of Training Program", consisting of 3 parts : lecturers' performance, the training program, and recommendations

5.4 Criteria for rating scale

Part 1 : "Test of Knowledge for Human Resource Planning", scores 1 (one) for correct answer and 0 (zero) for incorrect answer.

Part 2 : "List of Activities for Discussion on Human Resource Planning", and

Part 3 : "Evaluation for Training Program", scale from 0-3 and value from 1-4

Scale			Value
0	=	never	1
1	=	Seldom	2
2	=	Sometimes	3
3	=	Always	4

6. Training schedule

Date	Time	Activities	Name of lecturers
March 29, 1999	08.00-9.00	Registration, orientation and Slide show: model of ward management	Mrs. Mimala Pathoumxad
	09.00-9.30	Opening ceremony	Director of Mahosot Hospital
	09.30-10.30	Policy of Human Resource Development, Ministry of Public Health (Lecture : L)	Mr. Khamhung Heuangvongsy Director of H.R.H.
	10.30-11.45	Coffee break	
	10.45-12.00	Concept and process of nursing administration (L)	Mrs.Sthaphone Insixiengmay
	12.00-13.00	Lunch	
	13.00-14.30	Group discussion : (4 groups) The management of human resource and problem solving	Team training committee
	14.30-14.45	Coffee break	
	14.45-15.30	Plenary	4 groups
	15.30-16.00	Assignment for the next day: read the SWOT analysis for further discussion	Mrs. Mimala Pathoumxad
Mach 30, 1999	8.00-10.00	Scope of planning for human resource management (L)	Mrs. Aphone Visathep
	10.00-10.30	Coffee break	
	10.30-12.00	SWOT Analysis (L) with case study	Mrs. Mimala Pathoumxad

Date	Time	Activities	Name of lecturers
	12.00-13.00	Lunch	
	13.00-14.30	Group discussion: (4 groups) what is the weaknesses of duty concerned and what is the plan to motivate.(Strengths and weaknesses)	Team training committee
	14.30-14.45	Coffee break	
	14.45-15.30	Plenary	4 groups
	15.30-16.00	Summary and assignment for the next day: planning for nursing personnel management in the real situation	Mrs. Mimala Pathoumxad
March 31, 1999	08.00-09.30	Method of planning for nursing personnel management (L)	Mrs. Mimala Pathoumxad
	09.30-09.45	Coffee - break	
	09.45-10.30	Discussion: How to develop nursing personnel planning.	4 groups
	10.30-11.00	Plenary	
	11.00-12.00	Individual written report : How to plan for the nursing personnel management?	27 participants
	12.00-13.00	Lunch	
	13.00-14.00	Post - test	Team training Committee
	14.00-14.30	Coffee break	
	14.30-16.00	Closing ceremony	Director of Medicine Department

Remark : The pretest is planned for March 16, 1999 (one week before the training program)

7. Model for individual written report

7.1 Rationale

7.2 Objectives

7.3 Planning :

- Problem setting

- Assessing

- Planning

- Implementing

- Evaluating

Funding and expenses

1. Funding   - DTEC   8,000   Baht

             - Project organizer   2,000   Baht

                Total   **10,000**   **Baht**

2. Expenses

Items specifications for expenditure	Unit	Quantity	Amount/Baht
1. Stationery			
- Notepads	item	40	960
- Transparency	pack	1	650
- Transparency's pen	pack	2	270
- Pen "Blue - Red"	item	40	180
- Poster paper	item	12	120
- Photocopy paper	ream	4	1,000
- White board marker pens	item	18	306
- Duplicating paper (A 4)	pack	1	104
- Typing	page	250	3,750
- Scotch tape	roll	2	60
		Total	**7,400**

2. Transportation : train (3 round trips)		1,950
3. Beverages/Food		650
	Grand Total	**10,000**

Part 1 : Demographic Characteristics

Directions : Write in the blank space or check [√] the blank box which is the most suitable to you. Thank you for cooperation.

[ ]

(Limit for project organizer)

Hospital : ....

Division / ward..

1. First name and family name (Lao version)..

   First name and family name (English version)..

2. Age..........years old   Sex : ☐ female   ☐ male

3. Duration in the position :....................month...............year

4. Social status

   ☐ 4.1 Single   ☐ 4.2 Married

5. Education

   5.1 **General education**

   ☐ 5.1.1 Primary school   ☐ grade 5   /   ☐ grade 6

   ☐ 5.1.2 Lower secondary   ☐ grade 8   /   ☐ grade 10

   ☐ 5.1.3 Upper secondary   ☐ grade 11   /   ☐ grade 13

   ☐ 5.1.4 Others...

   5.2 **Professional education**

   ☐5.2.1 Registered nurse (R.N)

   ☐5.2.2 Auxiliary nurse (A.N)

   ☐5.2.3 Others...

5.3 Curriculum

☐ 5.3.1 Curriculum for R.N 3 years program

☐ 5.3.2 Curriculum for A.N 2 years program

☐ 5.3.3 Curriculum for A.N 6 months - 1 year program.

☐ 5.3.4 Others...

6. Training

6.1 Training (inside the country)

Training institution	Title of the training	Year of training	Certificate obtained

6.2 Training (abroad)

Training institution	Title of the training	Year of training	Certificate obtained

6.3 Others (which are not said : experience being educator, manager, supervisor etc...)

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Part 2 : Test of Knowledge for Human Resource Planning

Behavior Objectives	Questions	Key Answers
1. Participants name the last step of nursing administration.	1. What is the last step of nursing administration? a. Planning b. Organizing c. Evaluating	(c)
2. Participants explain the meaning of planning.	2. The meaning of planning is : a. the process of doing what, when, and, how to reach goal setting. b. aim at problem solving to reach objective of the plan. c. must focus on budgeting to reach goal setting.	(a)
3. Participants describe steps of human resource management.	3. The steps of human resource management are : a. Promotion, reward, punishment, replacement and re-enforcement. b. Recruitment, promotion, reward, punishment and retirement. c. Promotion, reward, punishment, replacement and recycle.	(b)

Behavior Objectives	Questions	Key Answers
4. Participants describe scope of human resource planning.	4. The scope of human resource planning includes a. man, material, and money. b. organization, work, and the health pattern. c. development of individual technical and conceptual skills.	(c)
5. Participants explain the policy related to planning for human resource development.	5. The policy related to planning for human resource development is: a. Planning for individual, organizational, and societal development. b. Planning for budgeting, rewarding and work systems. c. Planning for commitment, competence, and cost effectiveness.	(a)
6. Participants identify items which are **not similar** to staff management.	6. Items which are **not similar** to staff management are: a. Development, reward, and orientation. b. Promotion, assignment, and retirement. c. Development, communication, and cure.	(c)
7. Participants describe activity after assigning the nursing care to staff "N".	7. What is the management activity after the assignment of oral hygiene to staff "N"? a. Planning b. Supervision c. Organization	(b)

Behavior Objectives	Questions	Key Answers
8. Participants differentiate hours of work in giving basic nursing care between nurse "X" and nurse "Y".	8. Nurse "X" takes minutes to check vital signs. Nurse "Y" takes the vital signs in 30 minutes. Each nurse has 5 patients. **Question** : If nurse "X" and nurse "Y" collaborate and help each other in taking vital signs of their patients, how much time do they both spend? a. 30 minutes b. 60 minutes c. 90 minutes	(a)
9. Participants explain the benefits of a healthy and safe workplace in the human resource cycle.	9. Benefits of a healthy and safe workplace in the human resource cycle are: a. Healthy workplace and safety are the social elements of human resource cycle. b. Healthy and safe workplace are employee's management function. c. Health and safety are questions of economic costs and power relations.	(a)
10. Participants discuss "recruitment" as a biggest challenge facing personnel management.	10. Is "recruitment " the biggest challenge for : a. The organization facing personnel management. b. Head nurses in an organization facing personnel management. c. Individual promotion.	(a)

Behavior Objectives	Questions	Key Answers
11. Participants analyse the weaknesses between "A" and "B", and plan for counseling and motivation.	11. In Surgery Ward 1, Miss "A", a senior nurse, is good at planning patient care only in urgent cases. Miss "B", a junior nurse, is well organized in her work but is usually late. **Question** : As a head nurse, what will you plan for both nurses in human resource management? a. Reward Miss "A" and "B" b. Punish Miss "A" and "B" c. Motivate Miss "A" and "B"	(c)
12. Participants compare method of motivating "A" and "B".	12. Nurse "A" is good at urgent duties but lacks assessment. Nurse "B" is well organized but lacks knowledge of emergency care. **Question** : What is the method of motivation for both nurses used by head nurse ? a. Counseling and promotion. b. Motivation and counseling. c. Promotion and motivation.	(b)
13. Participants supervise staff of patient blood sugar test during clinical visits.	13. During the supervision of patient blood sugar test, what is the advice obtained from head nuses? a. Make sure patients are on N.P.O. 8 hours. b. Make sure patients are gaining more weight. c. Make sure if patients need another glucose intake.	(a)

Behavior Objectives	Questions	Key Answers
14. Participants discuss the improvement of decision - making in staff selection as a two-way process for human resource management.	14. Decision-making in staff selection is an improvement process for human resource management to disscuss. What is improved? a. Decision-making in staff selection improves both quality and effectiveness. b. Decision-making in selection improves both the effectiveness and efficiency. c. Decision-making in selection improves both the individual and the organization.	(c)
15. Participants discuss the focus of human resource management.	15. What is the focus required for human resource management? a. Patient-oriented focus b. People-oriented focus c. Power-oriented focus	(b)

Part 3 : List of Activities for Discussion in Human Resource Planning.

Activities related to human resource planning	Never do 0	Doing			Remarks
		Seldom 1	Sometimes 2	Always 3	
1. List the management activities for your own ward					
2. Solve problems for nursing personnel					
3. Analyse strengths and weaknesses of nursing for personnel					
4. List method of rewarding nursing personnel					
5. Individual written report : nursing personnel planning activities					

Part 4 : Evaluation of Training Program

Activities for evaluation	Need To be improved 0	Fair 1	Good 2	Very good 3	Remarks
1. Lecturer's performance					
2. Training workshop :					
Day 1 2.1 Lecture : Policy for human resource development.					
2.2 Lecture : Concept and process of nursing administration.					
2.3 Slide show.					
2.4 Discussion : List management activities from own ward					
2.5 Problem solving for nursing personnel					
Day 2 : 2.6 Lecture : Planning for nursing personnel					
2.7 Lecture : SWOT analysis (Strengths and weaknesses of nurses). Motivating and rewarding					
2.8 Discussion : List methods of rewarding nursing personnel					
Day 3 : 2.9 Lecture : Nursing personnel management					
2.10 Individual written reports: planning for nursing personnel and assigning nursing activities					
2.11 Pre-Post test					
2.12 Application to real situation					
2.13 Schedule time					
2.14 Place / conference room					
2.15 Coffee - break					

Remarks and recommendations.

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Appendix B

Functions of Statistics

1. Function of KR-21

$$r_{tt} = 1 - \frac{.8M(K-M)}{KS_t^2}$$

M = mean score

K = total items of test

S_t^2 = standard deviation of total score

2. Function of t-test

$$t = \frac{\Sigma D}{\sqrt{\dfrac{n\Sigma D^2 - (\Sigma D)^2}{n-1}}}$$

ΣD = total number in different score for each participant

n = total number of participants

3. Mean ($\overline{X}$)

$$\overline{X} = \frac{\Sigma X}{N}$$

$\overline{X}$ = mean

ΣX = sum x of sampling score

N = total sorce

4. Standard Deviation (SD)

$$SD = \sqrt{\frac{\sum_{i=1}^{n}(X_i - \overline{X})^2}{n-1}}$$

Appendix C

1. Structure of Health Profession Education System in LAO P.D.R., before year 1975.

2. Structure of Health Profession Education System in LAO P.D.R., 1975 - Present

3. Structure of Education System in LAO P.D.R., Source : Chart 1 systa-1. 11/15/98

4. Health Service Organization Mahosot Hospital LAO P.D.R. in 1997

5. List of Divisions and Participants

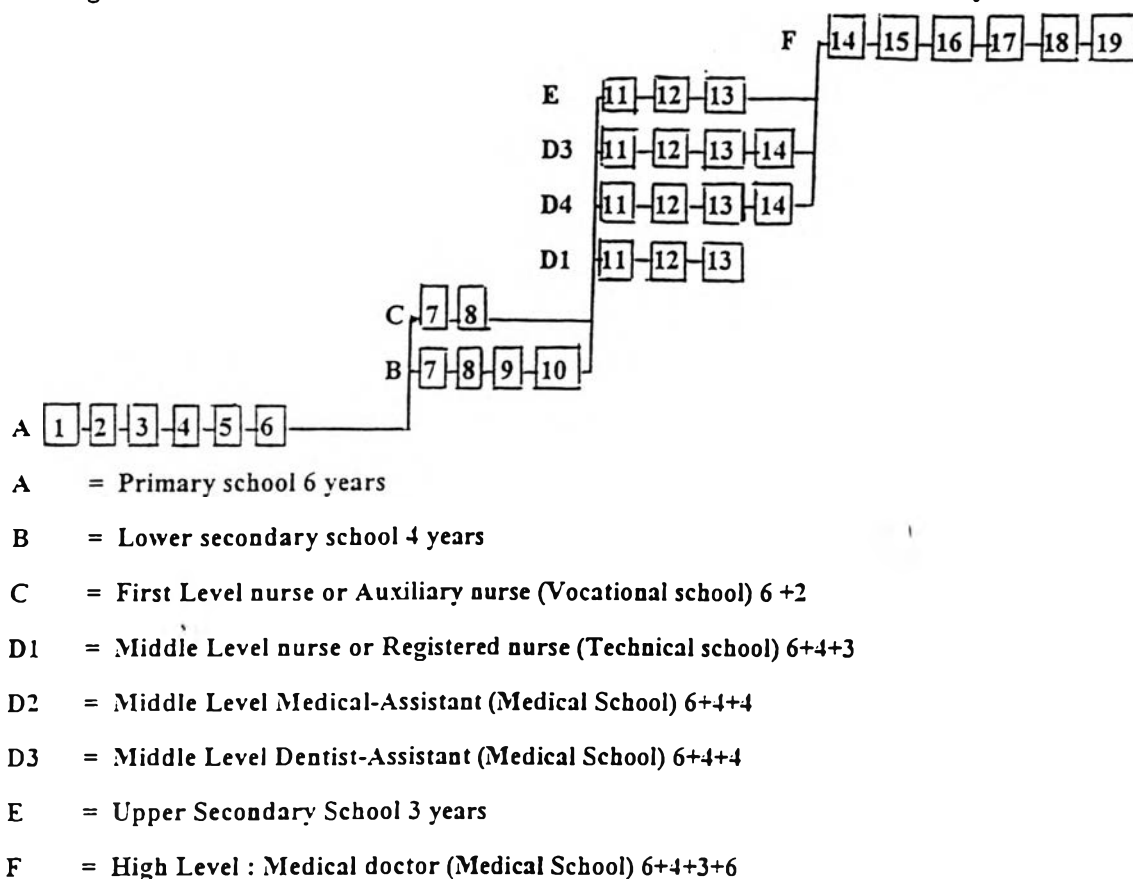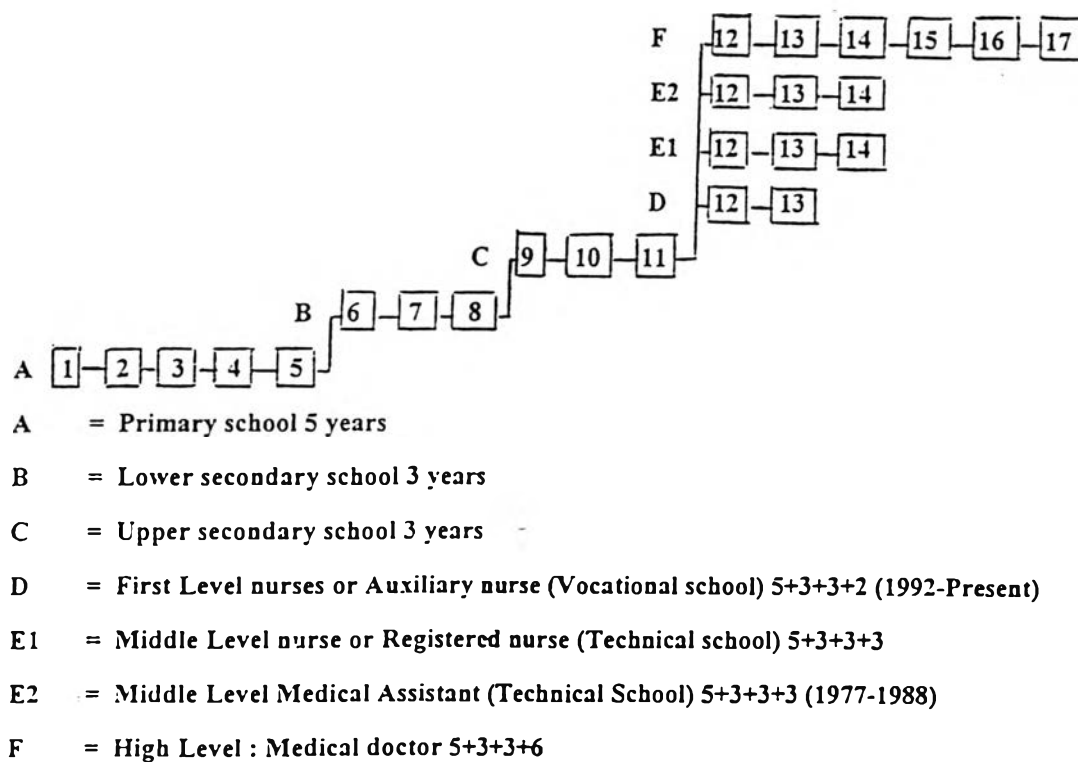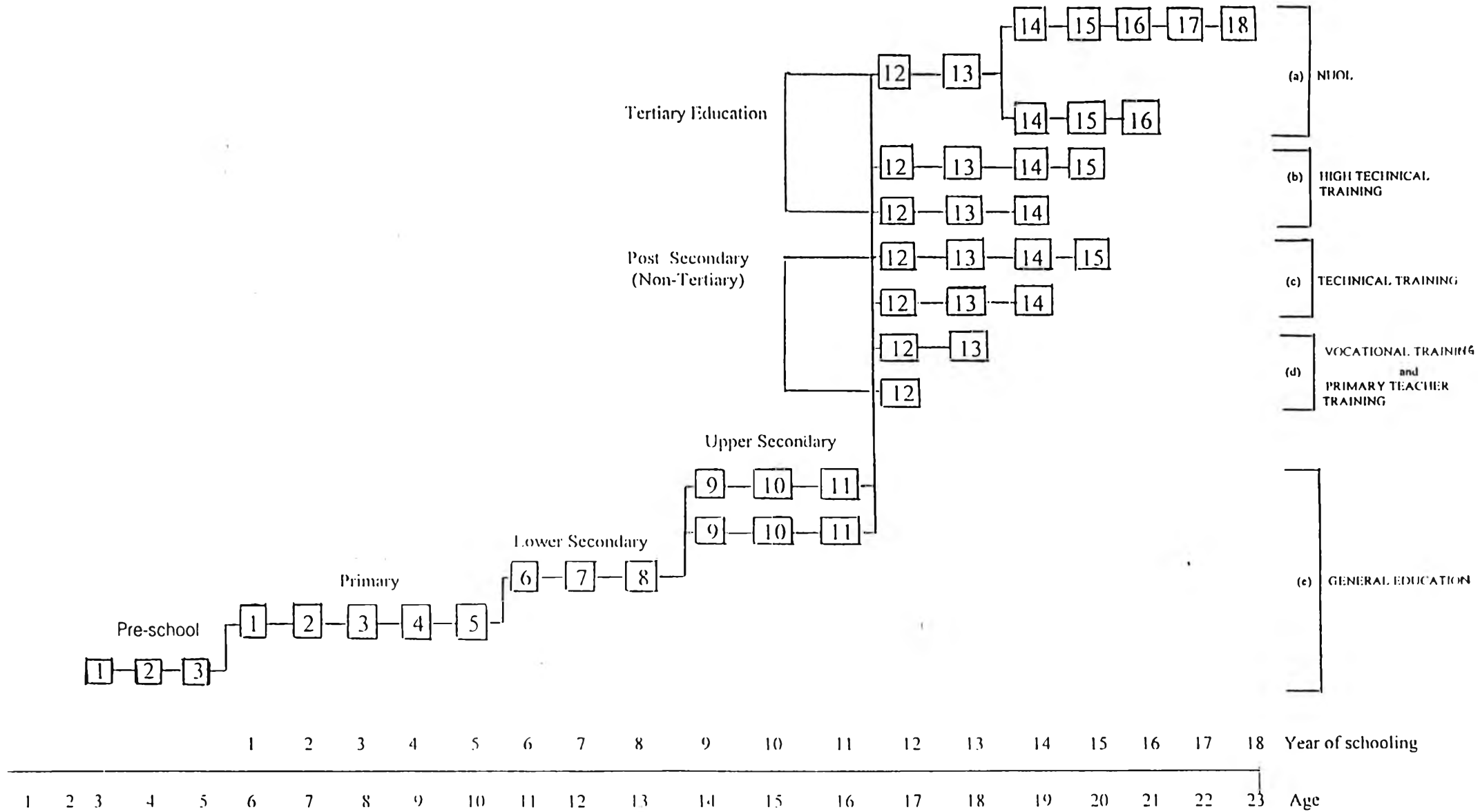Figure 3 Structure of Health Profession Education System in LAO PDR, before year 1975

A = Primary school 6 years

B = Lower secondary school 4 years

C = First Level nurse or Auxiliary nurse (Vocational school) 6 +2

D1 = Middle Level nurse or Registered nurse (Technical school) 6+4+3

D2 = Middle Level Medical-Assistant (Medical School) 6+4+4

D3 = Middle Level Dentist-Assistant (Medical School) 6+4+4

E = Upper Secondary School 3 years

F = High Level : Medical doctor (Medical School) 6+4+3+6

Figure 4 Structure of Health Profession Education System in LAO PDR, Year 1975-Present

A = Primary school 5 years

B = Lower secondary school 3 years

C = Upper secondary school 3 years

D = First Level nurses or Auxiliary nurse (Vocational school) 5+3+3+2 (1992-Present)

E1 = Middle Level nurse or Registered nurse (Technical school) 5+3+3+3

E2 = Middle Level Medical Assistant (Technical School) 5+3+3+3 (1977-1988)

F = High Level : Medical doctor 5+3+3+6

Tertiary Education

Post Secondary (Non-Tertiary)

Upper Secondary

Lower Secondary

Primary

Pre-school

(a) NUOL

(b) HIGH TECHNICAL TRAINING

(c) TECHNICAL TRAINING

(d) VOCATIONAL TRAINING and PRIMARY TEACHER TRAINING

(e) GENERAL EDUCATION

Year of schooling: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

Age: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23

Structure of Education System in LAO PDR

Code	Level / Disciplines	N# of Years Schooling	Graduation required
(a)	UNIVERSITY	(5-7)	
a.1-	Faculty of Medical Science	7	US
a.2-	Faculty of Engineering and Architecture	6	US
a.3-	Faculty of Education	5	US
a.4-	Faculty of Sciences	5	US
a.5-	Faculty of Humanities and Social Sciences	5	US
a.6-	Faculty of Economies and Management	5	US
a.7-	Faculty of Political Science and Law	5	US
a.8-	Faculty of Agriculture and Forestry	5	US
(b)	HIGH TECHNICAL TRAINING	(3-4)	
b.1-	Agriculture	4	US
b.2-	Communication	4	US
b.3-	Irrigation	4	US
b.4-	Law	4	US
b.5-	Electronic	3	US
b.6-	Forestry	3	US
b.7-	Post-Telecommunication	3	US
b.8-	Lower Secondary Teacher Training	3	US
(c)	TECHNICAL TRAINING	(2-3)	
c.1-	Agriculture	3	US
c.2-	Accounting	3	US
c.3-	Architecture	3	US
c.4-	Communication	3	US
c.5-	Forestry	3	US
c.6-	Irrigation	3	US
c.7-	Medecine Assistant	3	US
c.8-	Nursing	3	US
c.9-	Law	3	US
c.10-	Polytechnic	3	US
c.11-	Arts	3	US
c.12-	Music-Dance	3	US
c.13-	Technics	3	US
c.14-	Physical Education	3	US
c.15-	Post-Telecommunication	2	US
(d)	VOCATIONAL TRAINING	(1-3)	
d.1-	Auxiliary Nurse	2	US
d.2-	Primary Teacher Training	1	US
d.3-	Arts	3	LS
d.4-	Agriculture	3	LS
d.5-	Dance-Music	3	LS
d.6-	Technics	3	LS
d.7-	Primary Teacher Training	3	LS
d.8-	Pres-School Teacher Training	3	LS
(e)	GENERAL EDUCATION		
e.1-	Upper Secondary	3	LS
e.2-	Lower Secondary	3	PR
e.3-	Primary	5	
e.4-	Pres-school	3	

US: Upper Secondary = Grade 11;   LS: Lower Secondary = Grade 8;   PR: Primary = Grade 5

Figure 6. Health Services Organization Mahosot Hospital LAO PDR in 1997
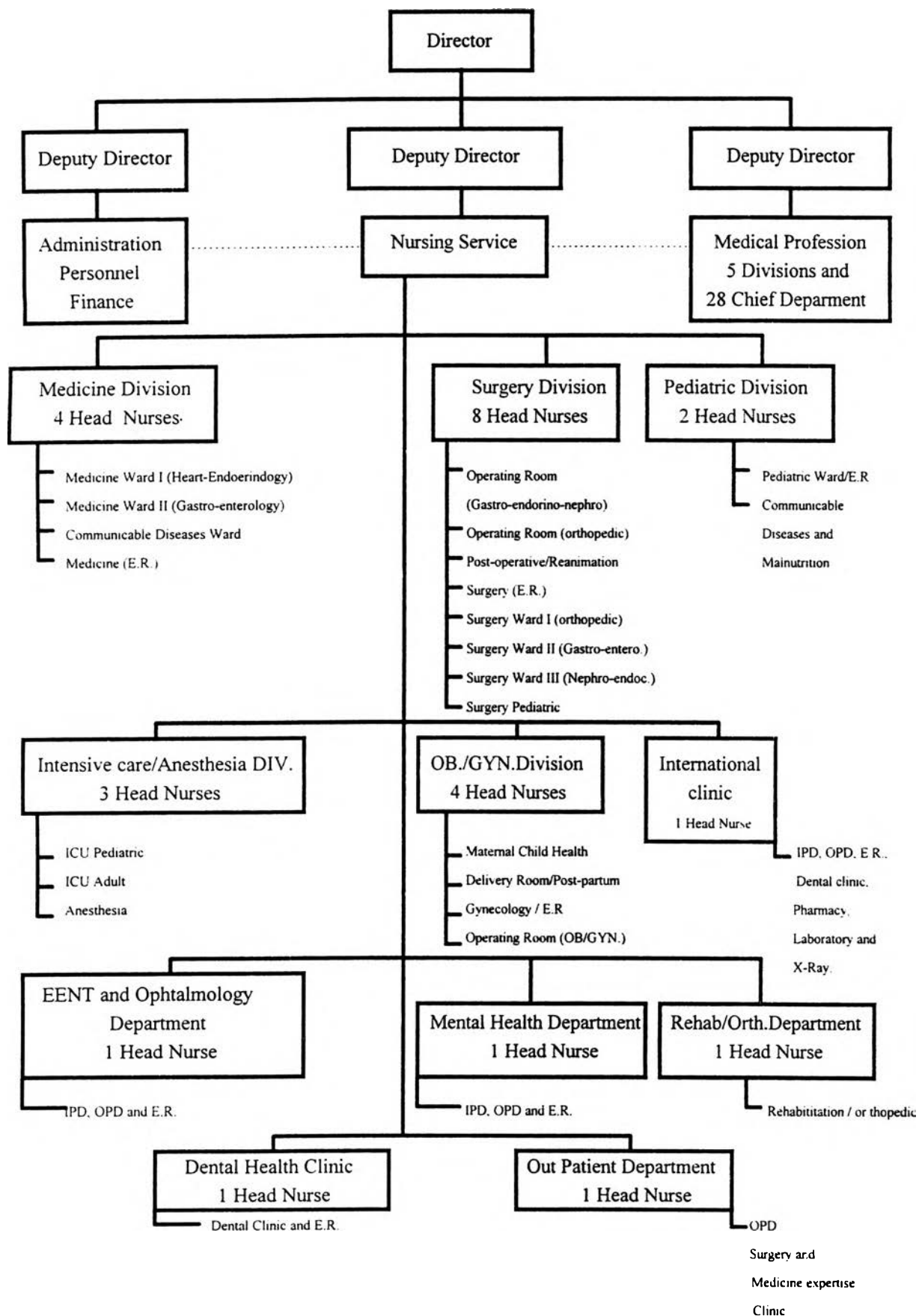
List of Divisons and participants

Medicine Division

1. Medical ward I (Heart-endocrinology)	Mrs. Souvimonh Souphida
2. Medical ward II (Gastro-enterology)	Mrs. Onechanh Simmavong
3. Communicable diseases ward	Mrs. Ammala Xayavong
4. Emergency room (Medicine)	Miss Somsanith Manivong

Surgery Division

5. O.R. (Gastro-endocrino - nephrology)	Mrs. Bounphama Bounxouay
6. O.R. (Orthopedic)	Mrs. Bouaphet Malivarn
7. Post-operative / Reanimation	Mrs. Sivone Chandara
8. E.R. (Surgery)	Mrs. Lamngeune Silavong
9. Surgical ward I (Orthopedic)	Mrs. Thongkhao Vanrivong
10. Surgical ward II (Gastro-enterology)	Mrs. Bouavanh Pathoumthong
11. Surgical ward III (Nephro - endocrinology)	Mrs. Khammoune Sisavanh
12. Surgical Pediatric ward	Mrs. Thongleck Khammongkhoun

Pediatric Division

13. General Pediatric / E.R	Mrs. Sisouvanh Kamkasoumphou
14. Communicable Diseases and Malnutrition	Mrs. Nody Sayasane

Division of Critical Care and Anesthesia

15. ICU Pediatric	Mrs. Outtama Sitthiphanh
16. ICU Adult	Miss Khamphet Chanthaboune
17. Anesthesiology unit	Mr. Bounpheng Vannavong

Obstetric / Gynecology Division

18. Maternal and Child Health	Mrs. Domchanh Douangphachanh
19. Delivery/Post-partum	Mrs. Ngeme Keodouangsy
20. Gynecology ward	Mrs. Thongbay Khammanivongsa
21. O.R. (OB/GYN)	Mr. Bounthu Phanhphengdy

22. International Clinic   Miss Khanthaly Thongpaseuth

Division of specialties

23. Othorino - laryngology   Mr. Kideng Vongphouthone

24. Ophtalmology   Mrs. Phuangmala

25. Mental Health Clinic   Mrs. Somchay Sourignavong

26. Rehabilitation / orthopedic   Mrs. Sakhone Xosanavongsa

27. Out patient department   Mrs. Bounsy Sisomboun.

Appendix D

Name of Experts

NAME OF EXPERTS

Name	Address
Associate Professor Dr. Vunvilai Chandrabha	28 Pradiphat 2 Rd. (Mom Pao) Samsennai Payatai, Bangkok 10400 THAILAND
Associate Professor Dr. Pranom Othaganont	Faculty of Nursing Chulalongkorn University THAILAND
Assistant Professor Dr. Prapim Supasansanee	Faculty of Nursing Chulalongkorn University THAILAND
Assistant Professor Dr.Suchada Ratchukul	Faculty of Nursing Chulalongkorn University THAILAND
Dr. Phoutone Wangkornvilay	Ministry of Public Health LAO P.D.R
Mrs. Sthaphone Insixiengmay	Ministry of Public Health LAO P.D.R
Mrs. Bounthan Oudom	Mahosot Hospital LAO P.D.R
Mrs. Nittaya	Ministry of Public Health LAO P.D.R

Curriculum vitae

Mrs. Mimala   Pathoumxad was born on March 28, 1950 at Banh That Dam, Muong Chanthaboury, Municipality of Vientiane, LAO People's Democratic Republic :   became a registered nurse in 1972 at Vientiane ; continued the nursing education in Montreal Canada. in 1976; obtained Bachelor's degree in nursing education at Srinakharinhdrawirot Prasanmit University, Thailand, in 1992. Started working at the Ministry of Public Health, LAO P.D.R. in 1972.