

## **CHAPTER III**

### **PROPOSAL**

#### **Developing Strategic Plan for Improving The Expected Capacity of Health Personnel in Planning Sector Chon Buri Public Health Office**

#### **3.1 Background of proposing**

Ministry of Public Health (1988). Planning sector is an organization in administrative supporting group of Provincial Public Health Office. It is responsible for provincial health planning; such as, master plan and operational plan, the coordination of provincial developing plan, health information center, collecting and data analysis, health statistics and health problem analysis to determine strategies for problem solving and evaluation.

In the past, Planning sector in Chon Buri Public Health Office never conducted any in-depth analysis on the causes of problems and their consequences in the organization. In 1998, Potjanee Roengmontree reported in her study entitled “Problems of Planning Section in Zonal 5 (Nakorn Ratchasima, Chaiyaphum, Buri Ram, Surin and Maha Sarakham)” that several problems often arose; such as, the delay of budget allocation and imbalance allocations with the implementation. In addition, there were too many special projects, which were initiated after the government policy, and as a result, the policy was not responded efficiently. In addition, the operational plan could not be submitted in time because of the time restraint.

Naiyana Sangvanich (1997) analyzed major weaknesses of the planning process and provincial health development administration and found that the budget administration system did not facilitate provincial health administration. In addition, the implementation was not flexible and was too dependent on budgeting and health personnel lacked of skills and knowledge in planning process.

The followings were strengths; there was the structure of organizations which were responsible for implementation of planning process. Although the mechanism and system of planning process facilitated the implementation, from this study, the important suggestion was to empower the network of provincial health development planning, encourage to integrate plans and policies and health personal skill development in planning process.

Rungtiwa Panichsuko (1999) studied “Planning Sector’s Analysis of Provincial Public Health Office in Health Region 3 (Chon Buri, Rayong, Chanthaburi, Trad, Chachoengsao, Prachin Buri and Sa Kaeo)” by applying SWOT technique. With the internal and external environment evaluation, we can know the strengths, weaknesses, opportunities and threats which have affected the implementation in planning section of Provincial Public Health Office in Health Region 3 as follows:

#### **The weaknesses**

1. The number of job positions in the manpower structure was less than the position in those of the civil servant board.
2. Overloads of work besides routine works; such as, the special projects.
3. Impractical systems of work; such as,
  - Lack of staff as mentioned in the standardization of government.
  - Imbalance of work assigned because of the differences of educational backgrounds and because of some special projects, some staff gained more workloads and became stressful. So, the fact of that there were too many reports can be perceived as the problem.
  - Personnel had various educational backgrounds, different majors and fields and this could cause misunderstandings in working and they couldn’t replace the others in different job functions.
  - High technologies but staff lack of skills to utilize the technologies.

#### **Strength**

- The Head Sector was able to coordinate with other sectors.
- Personnel were united and possessed strong unity.
- Complete sets of materials and technologies.

- Sufficient financial support in budget
- Most staffs in Planning section were united and cooperative in accomplishing their jobs.

### **Opportunity**

- CPHO's policy is in line with the policy of Ministry of Public Health and Government
- High-educated staffs can assist in tasks related to news gathering and information
- Economic crisis contributes to money saving in an organization.
- Utilization of external technologies could support activities.

### **Threats**

- Documents were developed from the government policy.
- Foreign workforces usually had improper health behaviors which could cause disease epidemics.
- Cutting of budget which was allocated to support the local operations
- Materials and technologies weren't sufficient in some provinces.

The situation of Planning Sector, CPHO was similar to the findings of the study of Health Office Region 3. Therefore, the investigator reported all data to the head of Planning Sector to obtain some opinions and supports before organizing a brainstorming session which consisted of 5 key personnel, the head sector and 4 deputies representing IT section, Health Planning section, Epidemiology section and Health Insurance section. Then the investigator gained information to analyze causes of problems and effects then set priority of criteria relevant to Planning sector as follows:

1. The differences of education fields and responsibilities could lead to mistakes and delays of works.
2. Staff couldn't to perform the others' jobs since they were lacking skills and this caused many constraints and conflicts in collaborations.

3. Most staff couldn't use high technologies because they didn't have the interest in the technologies and there was lack of supporting factors to inspire them to learn and this could lead to low effectiveness of resources utilization.

### **3.2 Rationales of the study**

Findings of the study by Rungtiwa Panichsuko (1999) suggested that there should be an adjustment of manpower structure and development. The author encouraged others to further study on each province to know its problems and causes and then correct those problems and she also said that studies on participation of staff was interesting to investigate. When this suggestion was presented in a meeting of the organization, a brainstorming session and a focus group discussion were held to clarify problems and causes of the problems and then they knew all problems in the organization were relevant to personnel's capacity. This is the first priority to justify in order to select an approach. This study focuses on the situation of Chon Buri and begins with situation analysis of Planning sector. External environment has used PEST as a tool for analysis and internal environment used SWOT and 7s as tools for analysis. When they got the results of study, they prioritized the problems and looked for appropriate strategies for solving problems in the next step.

Second, strategic planning is a process to revolutionize an organization to achieve its goal with success as Michael Allison & Jude Kaye (1997) simply stated, that strategic planning is a management tool, and like any management tool, it is used for one purpose only, to help an organization do a better job. Strategic planning can help an organization to focus its vision and priorities in response to a changing environment and to ensure that members of organization are working toward the same goals.

### **3.3 The objectives of this study**

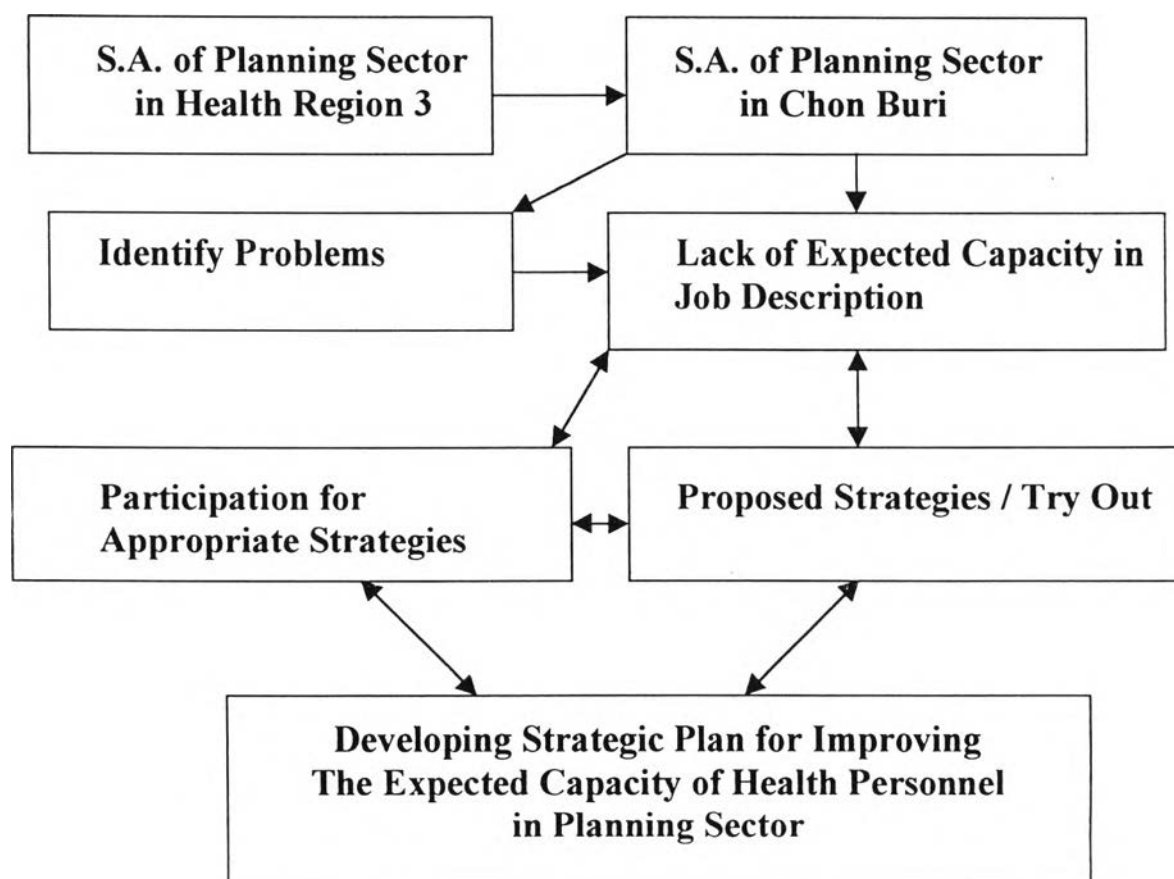
#### **General objective:**

To develop a strategic plan for improving the expected capacity of personnel in Planning Sector Chon Buri Public Health Office

**Specific objectives:**

1. To encourage the participation of planning staff in identifying activities which support their capacity development
2. To exercise the developing activities by utilizing internal facilities.
3. To check the feasibility of strategies development.
4. To define the appropriate development strategies for each job title.
5. To present the results of study and which will be used as input for strategic planning of organization.

**Conceptual Framework**



### **3.4 Approach & Methodology**

#### **3.4.1 Methodology and techniques**

This study applies descriptive approaches. To clarify the issues of planning sector, in-depth interview with the head of planning sector is organized. 5 key personnel in planning sector are selected and invited to attend a meeting with the topic on strategic planning (identify goals, objectives, mission and vision). Focus group discussion to assess the needs of the personnel for developing capacity in performing jobs. Then determine appropriate strategies for each problem and prioritize them by conducting an analysis of SWOT technique. In addition, questionnaire is designed to evaluate satisfaction of planning personnel towards the pattern of organization's development. There is no sampling in this study because the target group is 10 staff of planning section in Chon Buri Provincial Health Office.

#### **3.4.2 Research Tools**

- In-depth interview with the head of planning sector is conducted to clarify the issues of planning sector's organization, using a tape recorder and note taking
- Focus group discussion and brainstorming session with the 5 key personnel in planning section. using a tape recorder and note-taking
- Questionnaire is designed to evaluate satisfaction of 10 planning personnel towards the pattern of organization's development.

#### **3.4.3 Tool of Analysis**

The model of strategic planning process by Michael Allison and Jude Kaye (1997) is intervened to analyze the strategic planning for planning personnel development. Each step of process will be suggested to revise its doing plans and confirm the completeness of the process to make sure that they go on the right way.

### **3.4.4 Activities**

3.4.4.1 Initiate the study by applying the result of Situation Analysis of Planning Sector in Health Region 3 by SWOT analysis.

3.4.4.2 Gain datum from SWOT analysis both of internal environment (4 M and 7 S' Mc.Kinsey) and external environment (PEST analysis) to be input for S.A. of Planning Sector in Chon Buri.

3.4.4.3 Review information about vision, mission, goal and objectives of the organization.

3.4.4.4 Identify problem by prioritizing from the agreement of planning personnel in group discussion.

3.4.4.5 Intervene the alternatives to approach those problems by encourage participation among planning personnel.

3.4.4.6 Try out to exam the advantage of selective activities which selected for problems solving.

3.4.4.7 Evaluate the satisfaction of planning personnel after participate in process and reflex to revise the objectives of the study for improve.

3.4.4.8 Develop activities to adjust appropriate strategies for implementation.

3.4.4.9 Propose strategic planning by intervene a model of strategic planning process to be a tool for writing and following on procedures and implementation.

### 3.5 Activity Plan

Project activities	Time Frame (Month)										Responsible Person / department	
	1	2	3	4	5	6	7	8	9	10		
Phase 1												
Getting Ready												Investigator
- Identify reasons for studying	/											
- Choose planning participants	/											
- Summarize organization history	/											
- Identify information need for strategic planning	/											
- Write a "plan for planning"	/											
Phase 2												
- Write mission statement		/										CEO
- Draft a vision statement		/										Participants 5 key personnel in planning sector





Project activities	Time Frame (Month)										Responsible Person / department	
	1	2	3	4	5	6	7	8	9	10		
Phase 4												
Agreeing on priorities			/									5 key personnel in planning sector
- Analyze interplay of strengths, weaknesses, opportunities and threats			/									
- Analyze competitive strengths of programs			/									
- Choose criteria for use in setting priorities			/									
- Select future core strategies			/									
- Summarize the scope and scale of programs			/									
- Write goals and objectives			/									
- Develop long-range financial projections			/									

Project activities	Time Frame (Month)										Responsible Person / department
	1	2	3	4	5	6	7	8	9	10	
Phase 5 Writing the Strategic Plan <ul style="list-style-type: none"> <li>- Write the strategic plan</li> <li>- Present draft plan for review</li> </ul>				/							Participants 5 key personnel in planning sector
Phase 6 Implementing the Strategic Plan <ul style="list-style-type: none"> <li>- Develop an Annual Operating Plans</li> <li>- Develop annual operating budget</li> </ul>				←→							Participants 5 key personnel in planning sector

Project activities	Time Frame (Month)										Responsible Person / department	
	1	2	3	4	5	6	7	8	9	10		
Phase 7												
Monitoring and Evaluating												
- Evaluation the strategic planning process						/				/		
- Monitor and update the strategic plan						/				/		
												CEO, Investigator 5 key personnel in planning sector

### 3.6 Estimation of Expenses

<u>Activities</u>	<u>Justification</u>	<u>Expenses</u>
Review document	Photocopy, mail Telephone, paper	1,000
Two meetings	Food and beverage	500
Questionnaires	Produce 10 Questionnaires	300
Focus Group	Food and beverage for 5 key personnel	200
Training & Seminar	learning materials Food and beverage Wages for the instructors and trainers	5,000 5,000 10,000
Final Report	Produce 20 final reports	2,000
<b>Total</b>		<b>24,000 Baht</b>

### **3.7 Expected Outcomes**

The process of systematic strategic planning will reveal benefits for organization as follows:

1. Encourage the participation in learning strategic planning for organization development.
2. Utilization of planning will be useful for monitoring the operating system.
3. The systematic plan will be one of the tools for the director in considering and supporting the ongoing of work.

## References

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