SWOT ANALYSIS TOWARDS THE READINESS OF BEING HEALTH-PROMOTING HOSPITAL OF PHNAS NIKHOM HOSPITAL



Mr. Nipon Jirasaksuwon

A Thesis Submitted in Partial Fulfillment of the Requirements

for the Degree of Master of Public Health in Health Systems Development

College of Public Health

Chulalongkorn University

Academic Year 2003

ISBN 974-9599-26-8

Copyright of Chulalongkorn University

1 2 Ш.8. 2549

	SWOT Analysis towards the Readiness of being Health- Promoting Hospital of Phanat Nikhom Hospital
Ву : І	Mr. Nipon Jirasaksuwon
Program : 1	Health Systems Development
Thesis Advisor :	Tanawat Likitkererat, M.Sc.
Accepted by th	ne College of Public Health, Chulalongkorn University, Bangkok
Thailand in Partial Ful	lfillment of the Requirements for the Master's Degree
Prison To	Acting Dean of the College of Public Health
(Associ	iate Professor Prida Tasanapradit, M.D.)
	Maleun Payavel Chairperson
(Associ	iate Professor Sathirakorn Pongpanich, M.A., Ph.D.)
	Thesis Advisor
(Tanaw	vat Likitkererat, M.Sc.)
(Associ	iate Professor Jiruth Sriratanaban, M.D., Ph. D.)

ต้นฉบับ หน้าขาดหาย

PH: 992206 : MAJOR HEALTH SYSTEMS DEVELOPMENT PROGRAMME KEY WORD : SWOT / READINESS / HEALTH-PROMOTING HOSPITAL

NIPON JIRASAKSUWON: SWOT ANALYSIS TOWARDS THE READINESS OF BEING HEALTH-PROMOTING HOSPITAL OF PHNAS NIKHOM HOSPITAL. THESIS ADVISOR: TANAWAT LIKITKERERAT, M.Sc. 192 pp. ISBN 974-9599-26-8

Even though the medical science and technology are far advanced today, there were still many patients inflicted with preventable injury and disease at hospital, which does not meet the "well-being" of people – newly defined by WHO, the World Health Organization, whenever referring to the word "Health". "Health" in this day is not limited to a healthy body only. It's extended to cover the area of physical, mental, as well as social and spiritual welfare.

Generally, hospitals can be considered as social epicenters where there are a lot of people – both hospital staff and patients, as well as the supporters, working and visiting each day. Instead of focusing on medical healing, would it not be better if the hospital could make these people capable of keeping all these preventable ailments at bay before hand, which is compatible with the meaning of "well being". By return, a lot of cheerfulness would occur on both parties – hospital and folk – as well the medical cost, time could be saved by less spending, which could be boon to the country's economy and become human resource-sustainable development for Thai citizens as a whole.

This study was a study of SWOT analysis towards the readiness of the Phnas Nikhom hospital in being the health-promoting hospital (HPH), which stresses on the direction of preventive rather than curative measurement. Participating in the HPH- program is easier said than done as there is no HPH-pattern to follow. In fact, it is contradictory to reality. "Right now there is yet HPH-model, it's fluid and still under process now," said Boonyong Keiwkarnka.

It's quite a unique story, any self-proclaimed HPH-being may not be regarded as such a certain model for another, and vice versa. It is an individual matter for any hospital to participate in the HPH-running as it needs to develop its own pattern by producing from its existing resource, material, culture and environment contents available in its premises. The level of understanding and cooperation from both the state and private agencies, as well as the folk in the constituent area are instrumental factors to success, which should not be overlooked.

As there is no existing HPH standard pattern, should it be smarter for the hospital to evaluate its current HPH-being situation prior to implementation. Where later it could be well prepared by awarding itself with some HPH-entering strategies, and till then it could strategically enter at ease.

With the courtesy of the Public Health Department, the 7-HPH-indicator – collected by the 24-HPH-pilot hospitals – was the only credible available flagship used, as the clue, for following the trail to the current HPH-being in this study analysis.

All of the aforementioned reasons inspired the bilateral parties – Phnas Nikhom hospital and the project researcher – to decide to cooperatively study and analyze if Phnas Nikhom hospital was currently HPH-readiness being yet, if not some HPH-running strategic recommendations would be advised prior to HPH-entering.

This study was designed for 6-month-analysis to be implemented at the Phnas Nikhom hospital. The study included five parts:

Part one: Set-up HPH-working committee and the HPH-analysis meaning

Part two: Development of Research Instrument (Identification of Critical Environmental Factors)

Part three: HPH-indicator Analysis

Part four: Current HPH-being Analysis at Phnas Nikhom Hospital Part five: HPH-entering recommendation by TOWS Matrix Analysis.

The results of this SWOT Analysis show that the activity's cluster was affected by the strength-cum-opportunity, as well as strength and opportunity's only, which were considered as supporting factors to Phnas Nikhom Hospital, were 42.10%, 10.52% and 5.26% respectively, totally combined to 57.88%, which was the major occupied regional area compared to the other three. The activity's cluster affected by the strength-cum-threat, the weakness-cum-opportunity and the weakness-cum-threat were 15.80%, 15.80% and 0%. The rest 10.52% of the activity's cluster was neutral – equally affected by both strength and weakness as internal factors, as well as opportunity and threat as external factors. As the major area of the activity's cluster affected by the strength-cum-opportunity was 57.88%, this might be accepted that the Phnas Nikhom Hospital is ready to be a Health Promoting Hospital.

In addition, some hospital-staff, as the HPH- working committee had been involved in this project development, implementation and evaluation—and by the way they could learn, aware and gain all the analyzed process, problems, solutions and results together with the project researcher throughout the study. These experiences and knowledge they had gained through their involvement and cooperation in this study, would help them succeed in their further studies for more details, should they wish to do so and embarking on their own, after the project researcher has finished his assignment and left the hospital.

The researcher had put up at the end of this paper, a set of recommendations which would be useful for the Phnas Nikhom Hospital for further more detailed studies, and also for other hospitals which may wish to embark on the process to become Health Promoting Hospitals.

	1	2.	
Field of study Health Systems Development	Student's signature.	Physic	James woon
Academic year 2003	Advisor's signature	land	but "

ACKNOWLEDGEMENTS

I would like to express my thanks to my advisor, Mr. Tanawat Likitkererat for his kindness' advice, guidance and encouragement provided to me throughout this project study.

A special thank my co-advisor, Dr Jiruth Sriratanaban for his valuable guidance and direction, as well as his beneficial and useful comments, suggestions, and discussions throughout this project.

A grateful thank to Asst. Professor Dr. Nuntavarn Vichit-Vadakan and Ms. Benjaporn Rajataramya, of Praboromarajchanok Institue, MOPH. - the co-host of this "Learning at the Work-place Program" - for their kind rendering of valuable suggestions and provision of necessary facilities. With their generosity of wildcard-giving permission, I was allowed to join in this interesting program.

A grateful thank to Professor Edgar J. Love, the mentor, who always rendered with explicit guidance, proper scope, and useful suggestions throughout this project.

A special thank to Asst. Professor Dr. Sathirakorn Pongpanich who always kindly gave me not only valuable comments and suggestion of SWOT analysis' technique, but also "yoga" – a MPH-extra curriculum – which strengthened me and made me healthier, to overcome the hard work with both brain and brawn.

A grateful thank to Ms. Jong-Dee Phvaphutanonth Na Maha-sarkarm and Ajarn Surapol Makevanich – of Sirindhorn College of Public Health, Chonburi Province – who always kindly rendered me with valuable comments, suggestions, computer-assisting facilitation and various view's points throughout this project.

A sincere thank to Dr Han Tun for his assistance in editing this paper as well as his valuable suggestions.

A grateful thank to Dr. Prayuth Hmeeun Naa – the director of Phnas Nikhom hospital – for his kind permission in allowing Phnas Nikhom hospital as the subject-studied premises, and support with every possible facilities from the beginning till end during this study. Also a special thank to the HPH-working committee's participant-staff and all hospital-staffs, as well as the constituent key-informants for their co-operations and helps, rendered throughout this project-implementation.

TABLE OF CONTENTS

P	age
ABSTRACT	iii
ACKNOWLEGDEMENTS	iv
TABLE OF CONTENTS	v
LIST OF TABLES	vii
LIST OF FIGURES	xiii
CHAPTER 1 INTRODUCTION	. 1
CHAPTER 2 PROJECT DESCRIPTION	. 5
2.1 Rationale	. 5
2.2 Goal and Objectives	6
2.3 Conceptual Framework	7
2.4 Study Design, Methods, and Approaches	8
2.5 Activity Plan with Timetable	37
2.6 Definition of Term	39
2.7 Proposed Budget	43
2.8 Expected Outcomes	44
2.9 Potential Problems and Conflicts During the Project	
Implementation as well as the Problem Solving Strategies	44

CHAPTER 3 PROJECT EVALUATION	46
3.1 Introduction	46
3.2 Purpose	47
3.3 Evaluation Questions	47
3.4 Evaluation Design	48
3.5 Data Collection Method	49
3.6 Findings	52
3.7 Summary	132
CHAPTER 4 DISCUSSION AND CONCLUSION	137
CHAPTER 5 RECOMMENDATIONS	147
REFERENCES	149
APPENDICES:	151
Appendix 1: Internal Factor and External Factor	152
Appendix 2: Nine Questions for General Data. and	
Twenty Two Questions for HPH-Knowledge	165
Appendix 3: 24-HPH-Pilot's List	176
Appendix 4: The List of 7 HPH-Indicators	177
CURRICULUM VITAE	192

LIST OF TABLES

		Page
Table 2.1:	Key informant-staff opinion if the internal factors play any role	
	over their oversee activity	26
Table 2.2:	Key informant-staff opinion if the external factors play any role	
	over their oversee activity	27
Table 2.3:	Leveraged weight-affecting internal factors	28
Table 2.4:	Leveraged weight-affecting external factors	28
Table 2.5:	Internal factor leveraged analysis	29
Table 2.6:	External factor leveraged analysis	30
Table 2.7:	Prioritization of preliminary HPH-being strength	34
Table 2.8:	Prioritization of preliminary HPH-being weakness	. 34
Table 2.9:	Prioritization of preliminary HPH-being opportunity	. 34
Table 2.10:	Prioritization of preliminary HPH-being threat	. 35
Table 2.11:	TOWS Matrix Analysis for strategic recommendations	. 36
Table 2.12:	Activity Plan	. 37
Table 2.13:	Proposed Budget Expenditure	. 43
Table 2.14:	Potential Problems, Conflicts and Possible Means of Resolution	. 44
Table 3.1:	The estimated hospital-budget of the year 2002	. 67
Table 3.2:	Patient's vocation-ratio, admitted during January 1 to December 31,	
	2001 (Phnas Nikhom hospital's registration department)	. 69
Table 3.3:	SWOT Analysis's result on the internal factors towards Phnas	
	Nikhom Hospital	72

Table 3.4:	SWOT Analysis's result on the external factors towards Phnas	
	Nikhom Hospital	73
Table 3.5:	SWOT Analysis's result on the internal factors towards the	
	hospital's activity of "Disease Surveillance at Constituent Area"	74
Table 3.6:	SWOT Analysis's result on the external factors towards the	
	hospital's activity of "Disease Surveillance at Constituent Area"	75
Table 3.7:	SWOT Analysis's result on the internal factors towards the	
	hospital's activity of "Human Resource Development"	76
Table 3.8:	SWOT Analysis's result on the external factors towards the	
	hospital's activity of "Human Resource Development"	78
Table 3.9:	SWOT Analysis's result on the internal factors towards the	
	hospital's activity of "Actually screen for the certain problem	
	through client and community's feedback"	79
Table 3.10:	SWOT Analysis's result on the external factors towards the	
	hospital's activity of "Actually screen for the certain problem	
	through client and community's feedback"	81
Table 3.11:	SWOT Analysis's result on the internal factors towards the hospital's	
	activity of "Inserting health-promoting and disease- preventing	
	knowledge and activity during patient staying at hospital"	82
Table 3.12:	SWOT Analysis's result on the external factors towards the hospital's	
	activity of "Inserting health-promoting and disease- preventing	
	knowledge and activity during patient staying at hospital"	83
Table 3.13:	SWOT Analysis's result on the internal factors towards the hospital's	
	activity of "Existence of actually spending in budget-plan"	84

Table 3.14:	SWOT Analysis's result on the external factors towards the hospital's	
	activity of "Existence of actually spending in budget-plan"	85
Table 3.15:	SWOT Analysis's result on the internal factors towards the hospital's	
	activity of "Mum-and-Child-Relationship's Hospital"	86
Table 3.16:	SWOT Analysis's result on the external factors towards the hospital's	
	activity of "Mum-and-Child-Relationship's Hospital"	87
Table 3.17:	SWOT Analysis's result on the internal factors towards the hospital's	
	activity of "LAN system being laid at the hospital"	88
Table 3.18:	SWOT Analysis's result on the external factors towards the hospital's	
	activity of "LAN system being laid at the hospital"	89
Table 3.19:	SWOT Analysis's result on the internal factors towards the hospital's	
	activity of "5s: Sort, Systemization, Sweep, Sustain, Self-discipline"	90
Table 3.20:	SWOT Analysis's result on the external factors towards the hospital's	
	activity of "5s: Sort, Systemization, Sweep, Sustain, Self-discipline"	91
Table 3.21:	SWOT Analysis's result on the internal factors towards the hospital's	
	activity of "EBS: Excellent Behavior Service"	92
Table 3.22:	SWOT Analysis's result on the external factors towards the hospital's	
	activity of "EBS: Excellent Behavior Service"	93
Table 3.23:	SWOT Analysis's result on the internal factors towards the hospital's	
	activity of "Organize the health promotion-provoking environment"	94
Table 3.24:	SWOT Analysis's result on the external factors towards the hospital's	
	activity of "Organize the health promotion-provoking environment"	95
Table 3.25:	SWOT Analysis's result on the internal factors towards the hospital's	
	activity of "Promoting Exercise and Whole-grain eating"	96

	Table 3.26: SWOT Analysis's result on the external factors towards the hospital's
97	activity of "Promoting Exercise and Whole-grain eating"
	Table 3.27: SWOT Analysis's result on the internal factors towards the hospital's
98	activity of "Creating the Mentally Cheerful Talk at Working Site"
	Table 3.28: SWOT Analysis's result on the external factors towards the hospital's
99	activity of "Creating the Mentally Cheerful Talk at Working Site
	Table 3.29: SWOT Analysis's result on the internal factors towards the hospital's
100	activity of "Golden-Kid Clinic performance"
	Table 3.30: SWOT Analysis's result on the external factors towards the hospital's
101	activity of "Golden-Kid Clinic performance"
	Table 3.31: SWOT Analysis's result on the internal factors towards the hospital's
102	activity of "Cholera Disease Surveillance"
	Table 3.32: SWOT Analysis's result on the external factors towards the hospital's
103	activity of "Cholera Disease Surveillance"
	Table 3.33: SWOT Analysis's result on the internal factors towards the hospital's
104	activity of "Elderly and Diabetic Clinic's performance
	Table 3.34: SWOT Analysis's result on the external factors towards the hospital's
105	activity of "Elderly and Diabetic Clinic's performance"
	Table 3.35: SWOT Analysis's result on the internal factors towards the hospital's
106	activity of "Psychiatric consultation"
	Table 3.36: SWOT Analysis's result on the external factors towards the hospital's
107	activity of "Psychiatric consultation"
	Table 3.37: SWOT Analysis's result on the internal factors towards the hospital's
108	activity of "Publicize the health-promoting information"

Table 3.38:	SWOT Analysis's result on the external factors towards the hospital's	
	activity of "Publicize the health-promoting information"	109
Table 3.39:	SWOT Analysis's result on the internal factors towards the hospital's	
*	activity of "The Consistent Health-Care Function	
	for Mother and Child"	110
Table 3.40:	SWOT Analysis's result on the external factors towards the hospital's	
	activity of "The Consistent Health-Care Function	
	for Mother and Child"	111
Table 3.41:	SWOT Analysis's result on the internal factors towards the hospital's	
	activity of "Demonstration an Aerobic-Dancing Exercise	
	at the requested community"	112
Table 3.42:	SWOT Analysis's result on the external factors towards the hospital's	
	activity of "Demonstration an Aerobic-Dancing Exercise	
	at the requested community"	113
Table 3.43:	Current hospital's activity analysis's result	114
Table 3.44:	Percentage-playing role of internal factors	117
Table 3.45:	Percentage-playing role of external factors	117
Table 3.46:	HPH-being strength-factors in prioritization	118
Table 3.47:	HPH-being weakness-factors in prioritization	118
Table 3.48:	HPH-being opportunity-factors in prioritization	118
Table 3.49:	HPH-being threat-factors in prioritization	119
Table 3.50:	TOWS Matrix table identifying of strategic recommendations-	
	From researcher perspective	120
Table 3.51:	HPH-analyzed strength-factors in prioritization	126

Table 3.52:	HPH-analyzed weakness-factors in prioritization	126
Table 3.53:	HPH-analyzed opportunity-factors in prioritization	127
Table 3.54:	HPH-analyzed threat-factors in prioritization	127
Table 4:1:	HPH-being strength in prioritization	138
Table 4:2:	HPH-being weakness in prioritization	139
Table 4:3:	HPH-being opportunity in prioritization	139
Table 4:4:	HPH-being threat in prioritization	139

LIST OF FUGURES

		Page
Figure 2.1:	Conceptual Framework	8
Figure 2.2:	Overview of Study Design, Methods, and Approaches	9
Figure 2.3:	Graph-plotting Analysis (Boston Consulting Group (BCG) Tool)	33
Figure 3.1:	Chart shows the evaluation design of this project	48
Figure 3.2:	Graph-plotting Analysis of current HPH-being situation at	
	Phnas Nikhom hospital (Boston Consulting Group (BCG) Tool)	115
Figure 4.1:	The graph shows the occupied activity's clutters	142