

CHAPTER I

INTRODUCTION

Development Strategic Plan for Improving

Health Center Personnel Academic Development in Chon Buri

“ Determination, patience and courage are the only things needed to improve any situation. And, if you want a situation changed badly enough, you will find these three things.” (Anonymous)

In the past, the lack of manpower has been considered as an importance problem in public health. Though the problem has been improving from time to time but the lack of utilization of human resources is still be an unneglectable problem. According to the national health policy some specific vocations such as doctors and nurses have more opportunities in academic development than others especially community health worker. Consequently, capacity of those who lack of the opportunities has not been developed in such the way they should be. Moreover, only some specific area of training such as communication, meeting leadership, conflict management and coaching to improve their thinking. (Holpp, Lawrence, 1995) are provided which could not cover all needs in health personnel development. Indeed,

the opportunities in academic development should not be limited only for high vocation. They should be expanded down to Tambon level in order to provided opportunities development for all level of health personnel. (Ampol Jindawattana,1991)

Presently, health care is organized and provided in Thailand by both the public and private sectors. The Ministry of Public Health is the major responsible organization. The private sector is rapidly expanding particularly in Bangkok and other urban areas. The fragmented funding and provision of health care make it difficult to provide equitable services, and may contribute to inefficiencies and variable levels of quality of care. The implications of reform of the Thai health care system are under consideration with regard to financing, delivery of service and consumer rights. (The Bureau of Health Policy and Planning, 1998)

The Ministry of Public Health (MoPH) is the major provider of public health services. It has authority and functions related to medical care, public health, health promotion and development. MoPH's major functions include promotion, support, control and coordination of all activities related to physical and mental health including well- being of the people and provision of health services.

The Thai health system has been developed in accordance with the Health Development Plan, which is part of the National Economic and Social Development Plan. During the past three decades, the health development Plan has been implemented continuously. It is now in the phase 4 (The 8th National Plan, 1997-2001) which emphasized on human-centered development, particularly quality of life.

Health programs have focused on quality development, universal health insurance coverage, management efficiency improvement, and health and health behavior changes for health promotion including disease prevention. (The Administrative Director of Health Development Plan, 1996)

In addition, the 8th National Plan (1997-2001) emphasizes on human development, enabling the work force to improve its skill and determining the direction of national development. Industries such as health care, engineering and construction, communications and others, have attempted to develop the potential of human resources and to set priorities in developing education. The government has allocated high budgets to support this program structure; for example, the annual national budget for production and development of the health manpower project described in the 8th National Economic- Social Development Plan increases every year during the five year plan.

The Human Resource Development concept in the 8th Plan (1997-2001) including: 1) Human development is a condition to guarantee human rights and peaceful social building. 2) Development must be considered in such the way of social-economic equity 3) Education development is sustainable development. 4) Every development must be based on moral principles. 5) Competition and economic development must conserve nature and the environment. 6) Humanity is the center of development.

So, human resource development must cover all people, both male and female of every age group to support individual capacity development and involve families,

communities and society through participation in national development to improve quality of life.

Human Resource Planning and Development, (HRPD) focus on three concepts : 1) The organization's mission must depend on manpower 2) Personal behavior determines success when participating in organizational activities 3, The collaboration between organizations and personnel supports success. (William, Anthony, 1996)

Personnel participation in development is a Ministry of Public Health policy concept, it is one strategy for sustainable development. The participation will encourage personnel to improve themselves.

Presently, the personnel who work in organizations are not only manpower who create productivity but also human resources. So there is a linkage of concepts between Human Resource Management and Human Resource Development necessary for the success of any organization. The four missions in Human Resource Management are: (WHO, 1989)

1. Recruitment means seeking personnel by selecting those humans who appropriately fit the job description and are able to adjust to corporate culture and to develop.
2. Development means improvement in Human Resource Management and Human Resource Development through personnel capacity building to enhance the capability and efficiency of each person and to prepare

individuals to go to higher levels therefore contributing to the efficiency of the organization.

3. Retention means trying to build satisfaction by creating a fine work atmosphere and the looking out for personnel rewarding staff through a motivation system to keep them for a long time.
4. Utilization means the maximum utilization in manpower planning improvement, evaluation and human resource research.

One activity in Human Resource Management, as mentioned, is the strategy of human resource planning. It's important to plan for the growth of an organization in the future. It is the expectation and anticipation of the future which evolves from human resource planning and which supports personnel in preparing themselves to meet the organization's need.

Development correlates with personnel preparation to grow along with the future development, adaptation and growth of their organization.

Therefore, the activities in personnel development are necessary to supervise and collaborate within the organization, and for policy makers to manage and develop personnel in the organization. Analyzing problems, planning and efficient administration relevant to realizing the goals, objectives and mission of the organization make possible the quick adaptation to both internal and external factors affecting the organization.

Now globalization and the modern information system make people aware of and want to participate in administration. The economic stream limits the role of government and transfers some public missions to private organizations. By limiting the increase in the number of public officers and recruiting quality personnel and emphasizing personnel development work efficiency can improve. Besides that, technological development now influences the learning and improvement of public officers. (Veera Niyomvan et.al,1997)

Numerous programs and projects were created to spread knowledge, teach skills and provide training. For example, short courses training, continuing education , attending conferences and seminars are now available. Manpower needs were identified and addressed to attain the goals of organizational development.

MoPH has made efforts to inform the public to raise health awareness which will lead to future development. At the same time, health care workers were offered the opportunity to gain new knowledge and increase their potential for providing quality service and health information to the public. These development benefited both the general population and health care staff. (The Administrative Director of The Health Development Plan, 1996) But, it is found that the country continues to have significant imbalances in human resources for health (HRH). Frequently the failure to implement human resource development policies is blamed on the lack of a favorable economic environment and real political commitment in the country. Policies are sometimes not well defined and are therefore difficult to monitor and evaluate (Department of Health System, WHO, 1998).

MoPH has set the policy for health personnel development based on the 8th National Plan by emphasizing the decentralization and development of services to the rural areas for insuring peoples participation and quality of life. So health personnel in the community are important in the role of facilitators, and since the health center is the smallest health service station and closet to the people. health center personnel must be able to make the people healthy by providing mixed health service, and supporting them in their self-care by the strategies of Primary Health Care through collaboration with other organizations in the community.

Regarding the concept of Tambon level health service the main responsibilities of the health center are:

1. Health service management in the catchment area.
2. Alternative services of health care, health promotion, health prevention, and rehabilitation all together at an efficient cost.
3. Holistic service recognizing tradition and cultural of people.

Health service should be developed since it must both manage health centers and provide health care in the family and community, thus good management depends on efficient personnel who have skill and knowledge (Vanussara Chaoniyom, 1998).

Given the importance of health centers, the MoPH has set the 10th Anniversary of the Health Center Development Project (during 1991-2001) objectives: 1.) to develop health center management and facilitate people in participation to improve their quality of life. 2.) to develop health center personnel

through increased knowledge and capacity for efficient service. 3) to develop the administration and health center management system.

To respond to expectations, health center personnel should be developed to meet the requirements of the real situations, to improve their capacity and readiness to serve according to their job descriptions. Studies concerning the role of health center personnel and the burden of government assigned responsibilities compared to the actual work situations found that unexpected work based on job description responsibilities lead to work not being completed. Now, personnel have high expectations but they lack of knowledge, skill and experience which effect service development (Prapont Piyarat, 1989).

Regarding the number and distribution of health centers all over Thailand in 1995, it was found that there were 9,239 (Regional Health Division,1996). Health centers cover all Tambons which are not covered by hospital services. Some Tambons have more than one health center, and it was estimated that most health centers had a ratio of people to health care staff of 1:5,000 which is overload because in each health center there were less than 4 health care workers. The effect of this overload on the health service system is the lower standard health care services than expected by the MoPH and people's need. (Bureau of Health Policy and Planning,1995). The study of health care service selection (Boonlert Leawprapai and Buppha Sirirusmee,1988) found that the first choice of health service in the rural areas is health center and more than 90.0% of patients need nursing care. But to meet the specific needs of the people, the limited quantity of health personnel must be able to deal with 15-17 jobs

individually. There is no awareness of what is the exact problem in the community which requires their response.

Chon Buri Public Health Office (CPHO) responds to the policy of human resource development appropriate for itself in Chon Buri province by supporting personnel development in many ways such as training, attending conferences and seminars, field trips two times a year and continuing education after the end of governmental funding to repay government support. The study "The Requirement for Academic Development of Public Health Personnel in Chon Buri Province" by Onwan Chutikorn (1998) found that most public health personnel are health workers (91%). These community health workers, especially health center personnel, have developed by different methods less than two times a year, and only 20 % of these personnel have the opportunity to continue their education for a bachelor degree while working. Most health center personnel seek their career development by part-time continuing education. These personnel feel that the provincial administrators do not realize their importance and provide less support for their progress, and it affects their morale in working. According to the study of The Requirement for Academic Development of Public Health Personnel in Chon Buri Province (Onwan Chutikorn, 1998) it was found that , most of them request support from CPHO to provide opportunities in career development such as course training, attending conferences and seminars to increase academic knowledge (91.4%) and working effectiveness (87.6 %). Secondary is the requirement and request for field trips to increase work experience (97.5%), and lastly is the requirement to continue education to progress in their working positions (88.6%). When this information was reported to the Director

of CPHO, he said “Why do health center personnel have less development than the others” “What are the gaps in providing opportunities in career development for health personnel who differ in level of education in our province and how are we solving this problem to increase our personnel’s capacity and building their moral in working.”

CPHO lacks efficient management of human resources, such as there are no clear criteria for decision making in supporting development. Personnel development is still done on the same pattern based on central policy and is not actually relevant to personnel need’s assessment. Development does not cover all personnel levels (the personnel in the Tambol level still have little development), (Onwan Chutikorn,1998) and the implementation strategies are poor since there is a lack of monitoring and evaluation. These factors may have contributed to the loss of appropriate strategic plan for resources, and difficulty in retention and utilization of personnel. The Personnel Development sector in CPHO has previously studied the needs assessment data for academic development of personnel. But the finding was only that personnel at all levels need to develop. The details about what are the obstacles in personnel management, what should be developed, how to improve strategic planning and how to succeed in implementation have not yet been identified. and there was no action to utilize existing data.

The investigator, As a CPHO Personnel Development staff. is responsible for analyzing provincial personnel academic development policy, assessing personnel academic development needs, designing personnel academic development projects, planning training curriculum, and evaluating through searching for a personnel

academic development intervention and technique that includes strategic planning and development procedures which support continued and sustainable development. Accordingly, the Investigator realizes that it is necessary to develop health center personnel since they are important as mentioned before. Based upon previously discussed facts, health center personnel should improve their capacity as multifunctional personnel to decrease the workload pressure. But to ensure effectiveness of personnel development under limitations of resources and funding for this concept, the involvement of the provincial administrator (Public Health Office) is essential for the appropriate short-term and long-term development strategy for the health personnel group. But in the current situation, Chon Buri still has many constraints in health center personnel management which block opportunities for personnel development and negatively affect their satisfaction. The provincial planners need to understand the situation and set a goal or target for improvement and to eliminate those constraints, then brainstorm options to put together a systematic plan for feasibility and appropriate implementation. The first letter of each word for these steps: situation, target, options, and plan spells out S-T-O-P. This is significant to examine. (Holpp, Lawrence, 1995)

Therefore, the responsibility of the Personal Development sector in the role of provincial departmental planning should be to facilitate improved health center personnel academic development by analyzing the gap of academic development provided for health centers personnel in Chon Buri and by gathering information for solving the problems. In this case, the concept of Human Resource Development ,

situation analysis, and strategic planning should be applied, and the 8th National Economic and Social Development plan should be taken into consideration.

To address this issue, the investigator has chosen “Developing Strategic Plan for Improving Health Centers Personnel Academic Development in Chon Buri” to be a proposed study. The following Chapter II will cover the problems in health center personnel academic development management in Chon Buri. Then the Chapter III will propose a proposal to address the issue. Lastly the Chapter IV is the data exercise.

The main argument is “How the officer of CPHO improve the supporting of health center personnel academic development to provide their opportunities appropriate with provincial policy”. To do this, technology and information system are crucial in providing information for the action plan.

The study proposed is a perspective. The desired situation is efficiency management, which provides opportunities for health center personnel development through an ongoing process including all the other phases. The objectives of this study are to analyze the situation of health center personnel academic development investigate the factors affecting the opportunities of health center personnel development and how to close the gap and solve the problem. This study will be done for four months and the expected outcome is a strategy for improving the opportunities and implementation of health center personnel academic development.

The data exercise was done in the Chon Buri Public Health Office to review the previous management of this province to understand the situation we want to improve and discover the desired situation. What are the problems of health center

personnel academic development? Why didn't development cover all personnel in lower levels? And how has management been carried out? This will be used later on in the proposed study. Furthermore, the other proposes of the data exercise are that equipment, such as questionnaires, guideline for focus group discussion, will be tested and skills needed in implementation of the project will be built up.

The previous study shows that health personnel at all levels need to improve themselves to achieve capacity in their work and improve their careers advantage. There needs to be a lot of effort to develop staff by training, attending conferences and seminars, field trips, and continuing education. So management in personnel development must be systematic, arranged through short and long term planning.

So, what plan should be carried out for health center personnel development ? What is the desired situation? What is current situation ? And how is management carried out? These require the information system to provide strategies in planning process, implementation plan and need assessment in academic development to answer how to develop the capacity of health personnel and organizations concerned with the future; especially, as the investigator emphasized, with regard to the health center personnel. They are very important in overseeing the community health status so they should develop their capacity with the administrator's agreement and monitoring and review to improve the quality of the health service for which they are responsible. Factors influencing action planning for proper health personnel development need to be identified and included to fully benefit the health center.

References

1. Academic Affairs Development Office of Medical Service Department of MoPH.
The plan of meeting, seminar and short training course in 1997. Bangkok:
Agricultural Cooperative Association, (1996).
2. Amphol Jindawattana. The Direction and Strategies for Health Centers. Nonburi:
Ministry of Public Health, (1997).
3. Boonlert Leaprapai and Buppha Sirirussamee. The Desirement of Personnel and
Public Health in Tambol level 1987-1995. Bangkok: Population and Social
Research Institute. Mahidol University, (1987).
4. Praboromrajchanok Institute. Development based on The 7th National Social-
Economic Development Plan. Bangkok: Ministry of Public Health, (1992)
5. Fisher d.Cynthia et al. Human Resource Management. 2 nd ed. New
Jersey: Princeton.
6. Domonique Egger, Orvill Adams. Imbalances in Human Resources for Health:
Can Policy Formulation and Planning Make a Difference?. Department of
Health Systems. WHO. Geneva, (1998).
7. Holpp, Lawrence. New Roles for Leaders: An HRD reporter's inquiry. Magazine
of training and development, (March 1995).
8. Onwan Chutikorn The Study of Academic Development Requirement of Health
personnel in Chon Buri. Chon Buri Public Health Office, (1998).

9. Prapont Piyarat The Role and Responsibilities of Health Personnel in Tambol Level Bangkok: Population and Social Research Institute. Mahidol University, (1989).
10. The Administrative Director of the Health Development Plan. Health Development Plan. Nonburi: Ministry of Public Health, (1996).
11. The National Economic and Social Development Planning Committee. The 8th Economic and Social Development Plan. Bangkok, (1997).
12. The Bureau of Health Policy and Planning. The Status of Health Development Plan in The Past and Present and The Direction of The 8th National Social-Economic Development Plan (1997-2001). Nonburi: Ministry of Public Health, (1999).
13. Veera Niyomwan Human Resource Development Technique based on The 8th National Social-Economic Development Plan. Nonburi: Health Department of Ministry of Public Health, (1998).