

# DIAGNOSING ORGANIZATIONAL CAPACITY IN THE FIELD OF NURSING IN THE ILFOV DISTRICT

MINERVA GHINESCU

"Titu Maiorescu" University, București

**Abstract:** The diagnosis of organizational capacity can be done using two main managerial tools: the SWOT and STEP analysis. Applying these principles, analyzing statistic data referring to the state of health of the Ilfov population and the results from monitoring healthcare providers in the district concerning: public health, activity in the field of social and health insurance, work relations in conformity with current laws, patient rights and obligations, management of primary medical evidence and medical information, education and continuous training resulting in professional development of human resources in the field of primary medical care, professional ethics and medical deontology, the short-term and long-term interventions for solving the analyzed issues through SWOT are: improving the quality and safety of medical treatment, whether it is primary, special or hospital-based in the Ilfov district; effectively providing equal and continuous access to basic health services for residents of the Ilfov district; improving health and demographic indicators of the population in the Ilfov district, with the goal of approaching the values in other EU countries.

**Keywords:** SWOT analysis, STEP analysis, primary healthcare services, school-based healthcare, community healthcare, short-term interventions

**Rezumat:** Diagnoza capacității organizaționale se poate realiza utilizând două instrumente manageriale: analiza SWOT și analiza STEP. Aplicând aceste principii, analizând datele statistice referitoare la starea de sănătate a populației din județul Ilfov precum și rezultatele monitorizării furnizorilor de servicii de sănătate din județul Ilfov cu privire la: asistența de sănătate publică, activitatea desfășurată în cadrul sistemului de asigurări sociale de sănătate, relațiile de muncă în conformitate cu dispozițiile legale în vigoare, drepturile și obligațiile pacienților, managementul evidenței medicale primare și al informației medicale gestionate, educație și formare continuă având rezultat dezvoltarea profesională a resurselor umane din asistența medicală primară, etica profesională și deontologia medicală. Intervențiile pe termen scurt și mediu în vederea rezolvării problemelor analizate prin SWOT sunt: îmbunătățirea calității și siguranței actului medical în asistența medicală primară, de specialitate și spitalicească în județul Ilfov; realizarea efectivă a

accesului egal și continuu al locuitorilor județului Ilfov la servicii medicale de bază; îmbunătățirea indicatorilor stării de sanătate și demografici a populației județului Ilfov având în vedere apropierea de indicatorii țărilor membre ale UE

**Cuvinte cheie:** analiza SWOT, analiza STEP, servicii de asistența primară, asistență medicală scolară, asistența medicală comunitară, intervenții pe termen scurt

## INTRODUCTION

The analysis of an organization's problems and needs is a procedure that facilitates:

- analyzing an existing situation;
- identifying key-problems in context;
- visualizing problems in the form of a chart (causality).

The diagnosis of organizational capacity can be done using two managerial instruments: SWOT and STEP analysis.

Picture no. 1. Analysis of problems and needs



The SWOT analysis is an instrument used to analyze the potential/capacity of an entity (individual, group or organization) to finish a certain project.

In the management cycle, the SWOT analysis can be used to:

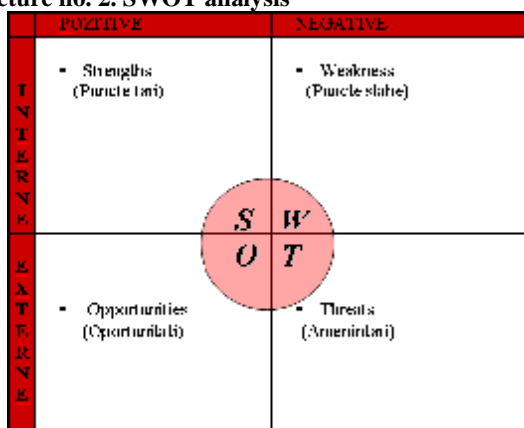
- Define the identity of a certain organization
- Elaborate objectives and activities

Generally speaking, the SWOT analysis is used for evaluating the potential of an entity to fulfill an objective, carry out a strategy or a series of activities, etc.

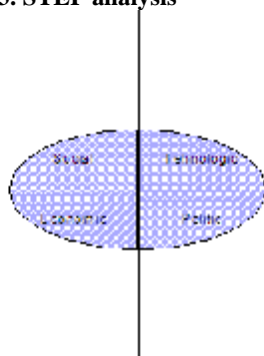
The STEP analysis is an instrument for analyzing the influence of the social/ technological/

political/ economical environment on the project and/or the other way round.

Picture no. 2. SWOT analysis



Picture no.3. STEP analysis



The analysis of the social environment targets the values, attitudes and demographics of the clients of an institution, the structure of the work force, people's attitude towards work, lifestyle, religion, ethics.

The analysis of the technological environment refers to providing secure and opportune information, reducing costs by applying the best/newest technologies and improving the service demands for an institution.

The analysis of the economic environment refers to key economic variables (national/local economy, exchange rates, taxes and pricing, interest rates, etc.), efficiency and effectiveness, cost-benefit analysis.

The analysis of the political environment looks at government policy, various laws and regulations adopted by the central and local administrations, political stability, security, new administrative policy, modifications in administration, etc.

By applying these principles, analyzing statistic data referring to the general state of health of the population in the Ilfov district and the results of monitoring the healthcare providers in the Ilfov district regarding:

- Nursing
- Activity in the fields of social and health insurance
- Work relations in conformity with current regulations
- Patients' rights and obligations

- Management of primary medical evidence and medical information
  - Continuous education and training resulting in the professional development of human resources in primary medical care
  - Professional ethics and medical deontology
- we have made the following conclusions:

### STRENGTHS

#### PRIMARY MEDICAL CARE

The existence of primary care suppliers (family doctors in all towns)

- The average number of patients on a family doctor's list is around 2000
- There are a lot of young doctors (>70%) in the field of primary healthcare capable of implementing the standards and requirements dictated by the healthcare reform.
- The availability of personnel to provide special services to disadvantaged members of the population that do not have social health insurance.
- The family doctors and nurses mostly have additional training (complementary studies and subspecialties), and this improves their capacity to solve the problems of patients from a rural environment.
- Material motivation - the CAS ensured covering specific medical services in a way that assures the good functioning of private practices, but also motivating the family doctors
- The quality of primary medical services and access to them is improved through developing and consolidating team activities with the community nurse and health mediator.

#### MEDICAL CARE IN HOSPITALS

- The number of hospital beds for every 1000 people is similar to that in the EU
- There are ambulatory care facilities in all the public hospitals
- All the medical units that have beds (4 hospitals) have been rehabilitated and given new equipment with funds from the budgets of the Ministry of Health and the District Council
- The members of the medical personnel are young and fulfilled the needs of the District Hospital and the Buftea Town Hospital
- The family doctors and nurses mostly have additional training (complementary studies and subspecialties), and this improves their capacity to solve the complex problems of patients
- Emergency care is ensured by the ECU and the on-call departments of public hospitals

#### EMERGENCY CARE

- There are subdivisions of the District Ambulance Service that are well distributed in order to provide the population with emergency medical care
- The newly acquired (2 years ago) set of ambulances is capable of meeting intervention and transport needs

## PUBLIC HEALTH AND MANAGEMENT

---

### COMMUNITY HEALTHCARE

- All the disadvantaged communities are ensured quality community care services (community nurses and health mediators are well trained and equipped)

### HEALTHCARE IN SCHOOLS

- The existence of medical facilities in schools from all towns in the Ilfov district that fit the eligibility criteria (sufficient number of students)
- The willingness of mayors to offer appropriate spaces for these facilities to function

### LOCAL PUBLIC AUTHORITIES

- The interest of local public authorities to support healthcare by renovating buildings and, sometimes, by offering financial support for their maintenance.

### OPPORTUNITIES

- Healthcare is a field with major social impact that can provide arguments for attracting funds on a local community level
- Adopting certain criteria and standards for healthcare units on a district level that would determine an improvement in the quality and efficiency of medical care
- The possibility to finance units in the Ilfov district through European funding

The interest of the mayors and the district council in assuming certain responsibilities in the decentralization process.

### WEAKNESSES

- Deficiencies in assuming responsibilities and obligations dictated by current regulations.
- Different degrees of involvement in the social life of the community
- Teamwork (communication with other family doctors) doesn't always take place
- The poor capacity of the Medical Assistance Compartment from the ASPJ Ilfov, because of the low number of counsellors, (2) to monitor the fulfilment of family doctors' obligations in concordance with regulations
- The lack of an integrated information system
- The development of primary healthcare in private practices implied a decrease in the responsibility of ASPJ Ilfov (the healthcare department has limited means of control) in evaluating and controlling specific activities
- The low efficiency of certain departments of units with hospital beds (low utilization indicators)
- Dissolution concerning some managerial teams in certain hospitals resulting in a management based on crisis situations, not on expected results
- The chronic underfinancing of hospitals by health insurance institutions (only a limited number of annual discharges) without a reform concerning the accreditation of units with hospital
- The lack of admission protocols and therapy guides determines a rise in the number of many useless admissions that raise costs

The limited ability to attract community funding for improving infrastructure and acquiring equipment for hospitals in the Ilfov district

### THREATS

- The technological and therapeutic progress and the increased level of patient information will lead to higher expectations on behalf of the patients in the Ilfov district and, consequently, an increase in demand for complex medical services; that is why we need to implement mechanisms that can ensure rationalization of resource use
- Migration of medical personnel especially the fraction that is highly qualified because of a lack of professional and material motivation
- The aging of the population and migration of younger members of the workforce that leads to an increase in costs
- The lack of specific healthcare training in the local administration

The lack of know-how in terms of attracting European funds

Because healthcare is a field with a major social impact, the decision-makers in the field of public health can adopt coherent policies on a district level that would lead to a rise in the efficiency and quality of healthcare. For this to take place, the DSPJ in Ilfov would need to have mechanisms that would ensure that resources are directed in such a way as to sustain the principle of efficiency.

Because of the rise in the volume of information available to the patient, along with the technological progress and growing diversity of diagnostic and therapeutic tools, the expectations of the patient will consequently be higher and there will be an increase in demand for complex medical services that are, most of the times, very costly. Because of this, an evaluation of what is necessary in terms of healthcare providers (number and specialties) would be beneficial for using the allocated resources more efficiently and lowering the expenses derived from either covering treatment costs for very rare, but serious afflictions, or from policies applied by certain pharmaceutical product distributors or high-end medical service providers

Primary healthcare services in the Ilfov district exhibit a lack of continuity (there are no permanence centres in the Ilfov district, which leads to low access to medical services for the population during weekends and holidays, to losing evidence of some patients that address other healthcare services, overloading the hospitals and ambulance facilities.

Stimulating group-based practice in family medicine and encouraging a program for home-based care would be an integrating solution.

Also, in hospitals, a good idea would be to stimulate the continuity of services by using programs to plan admissions and discharges.

The short and medium term interventions for solving the problems analyzed through SWOT are:

## PUBLIC HEALTH AND MANAGEMENT

---

1. Improving the quality and safety of medical care in primary healthcare, specialist and hospital care in the Ilfov district.
2. Effectively realizing equal and continuous access for inhabitants of the Ilfov district to basic medical services.
3. Improving the demographic and health-related indicators of the population in the Ilfov district with the goal of aligning them to those found in countries from the UE.
14. Debbie M. Recrutarea este etica, rev. BMJ, editia in limba română nr. 2, vol. 11, 2004.
15. Nicolaescu O. Verbancu I. Fundamentele managementului organizatiei, Ed. Tribuna Economica, 2001.

The common values that are fundamental to these interventions are:

- Respecting the right to preserve the health of the population
- Ensuring the quality and safety of medical care
- Ensuring accessibility to all inhabitants of the Ilfov district to quality healthcare services
- Respecting the right of free choice that doctors and other service providers have, and respecting the equality of opportunities
- Encouraging the development of professional abilities for medical personnel
- Transparency concerning decisions and working in partnership with other district and national institutions.

### BIBLIOGRAPHY

1. Vulcu L. Medicina sociala. Parte componenta a Sabatatiei Publice Editura Universitatii "Lucian Blaga" SIBIU, 2005.
2. Vulcu L. Management Sanitar -Editura Universitatii "Lucian Blaga" SIBIU, 2004.
3. Vulcu L. Tratat de Sanatate Publica –vol.I Editura Universitatii "Lucian Blaga" SIBIU, 2003.
4. Vulcu L. Tratat de Sanatate Publica –vol.II Editura Universitatii "Lucian Blaga" SIBIU, 2003.
5. Vulcu L. Tratat de Sanatate Publica –vol.III Editura Universitatii "Lucian Blaga", SIBIU, 2003.
6. Marcu A, Marcu M, Viticu , Scanteie G, Galan A, Popa I, Florescu I. Metode utilizate in monitorizarea starii de sanatate-Institutul de Sanatate Publica Bucuresti, 2002 (p:4-10, 12,26-30,107-125, 195-212, 229-239).
7. Maniu I, Constantin M. Statistica. Editura Universitara, 2003, p. 35-36, 52-53,55-64, 82-86.
8. Durkheim E. Regulile Metodei Sociologice. Editura Polirom, 2003, p:49-52.
9. Marginean I. Proiectarea cercetarii sociologice, Editura Polirom 2004, pp.24-35, 57-62, 82-89, 94-96, 118-119, 126-140, 145-148, 152-160.
10. Rateau P. Metodele si Statisticile Experimentale, Editura Collegium Polirom, 2004-pp: 50-54, 56-59, 67-69, 71-73, 77-81.
11. Silverman D. Interpretarea datelor calitative Editura Collegium Polirom 2004 pp. 42-43, 51-56, 79-80, 87-88, 106-107, 115,
12. Armean P. Managementul calitatii serviciilor de sanatate .editura CNI Coresi Bucuresti, 2002.
13. Baban A. Metodologia Calitativa, 2000.