


Public Health training and the role of health management in health care reforms

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Major aims and functions of health systems

✎ **Quality**

✎ **Equity**

✎ **Effectiveness**

✎ Development and implementation of health strategy

✎ Provision of health services

✎ Distribution of finances and responsibilities

✎ Development and planning of human resources

Changes of health systems

- ✂ Patients' characteristics
- ✂ Qualifications of health care providers
(technologies, structure)
- ✂ Support systems (quality, communications)
- ✂ Organization of health care system
(intersectorial, intrasectorial networking)

Decisions are made by

- ✂ Health professionals
- ✂ Managers and administrators
- ✂ Politicians
- ✂ Public Health professionals

Levels of decision making

- local
- regional
- national

Attitudes and opinions towards decisions differ

Paradigm of health professionals

- ✖ Conservative view
- ✖ Relations with existing organizations
- ✖ Lack of innovations
- ✖ **Dominating power in decision making**

- The biggest group
- Use of professional power
- Strong organizations
- Relations, social status

Strategic changes are influenced by professional ambitions, initiated by successful managers (organizational theory)

Reaction of society and politicians

- ✖ Decline of professional power
 - Elimination from decision making positions
 - Decline of professional autonomy
 - Increase of administrative instruments
 - Redistribution of power to non-professionals

The role of public health professionals?



The mission of the Schools of Public Health is **to contribute to health improvement in the population by:**

- Providing high level of training in public health, developing professional skills and competencies;
- Stimulating public health research;
- Active participation in health strategy development, policy implementation and evaluation;
- Engaging with other organizations with the view to education, planning and research in public health or health management for responding to society's needs.




Schools of Public Health

- ✦ Train their students to be able to develop, organise, manage, evaluate and adjust cost-effective interventions aiming at health improvement.



Health managers should be able

- ✚ Manage disease outbreaks
- ✚ Solve health problems related to social and environmental factors
- ✚ Influence health behavior
- ✚ Manage health services
- ✚ Plan and implement health programs
- ✚ Develop and implement health strategies



Necessity to change attitudes of health professionals and managers

- ✚ Adaptation to changes
- ✚ Reassessment of values
- ✚ Common cultural changes play important role

Dimensions of successful changes in health systems

✦ Structure

- Decentralization
- Decline in the managerial strata

✦ Process

- Investments into information technologies
- Vertical and horizontal communication
- Vertical accountability
- Horizontal distribution of knowledge
- Development of human resources
- Team work
- Improvement of qualifications
- Common implementation of mission

Ways of solving the crisis (1)

- ✦ Working for common aim (public health and health management – important elements of functioning of health systems)
- ✦ Define the role of public health professionals and health managers in health system
- ✦ Develop positive environment for changes (autonomy, clear levels and indicators for accountability)
- ✦ Involvement of public health professionals and health managers in decision making in all levels of health reform

Ways of solving the crisis (2)

- ✘ Develop career pathways for public health professionals and health managers
 - National health strategy should define ways of training and improvement of qualifications
- ✘ Develop and implement new decisions, taking into account social, cultural, political and economic environment and intersectoral links
- ✘ Train and retrain professionals in the context of modern public health and health management science and practice

The need of common public health and health management competencies across Europe

- ✘ Population health as well as health systems and policies vary from country to country
- ✘ The set of relevant competencies to be achieved in public health and health management training can vary to some extent across regions due to differences in population health and in health systems.
- ✘ The core competencies should be balanced among countries