

## **The Project Second Phase Proposal**

# **COMMUNITY HEALTH – DEVELOPMENT AND IMPLEMENTATION OF LOCAL PUBLIC HEALTH STRATEGIES**

### **Contact:**

Prof.Dr. Vesna Bjegovic, MD, MSc, PhD  
Belgrade University  
School of Medicine, Institute of Social Medicine  
Dr. Subotica 15  
11000 Belgrade, Serbia and Montenegro  
Tel: +381 11 643 830  
Fax: +381 11 659 533

Email: [bjegov@EUnet.yu](mailto:bjegov@EUnet.yu) , [vbjegovic@yahoo.co.uk](mailto:vbjegovic@yahoo.co.uk)

**Belgrade  
2004**

## **Background**

In the first phase, which is successfully finished by June 2004, project team directed its activities in order to initiate team building, district community activities and design one course (Public health, policy for health and public health strategy) for capacity building of public health professionals from four regions in Serbia (Leskovac, Sabac, Pancevo and Sombor). Detailed description of the project activities in this phase could be seen in the project report (1). The basic objectives of the course was to improve participants' knowledge about new public health and to empower them with skills necessary for development and implementation of local public health strategies. Starting from development of local partnership for health, as form of collaboration through strong coalition, with aim to improve health of local population, education targeted all relevant partners at the local level.

## **Problem Statement**

Public health professionals at the local level do not have the appropriate knowledge and skills to meet new public health challenges and implement evidence based health promotion and TQM interventions in Serbia.

## **Vision**

Two years project, which is proposed, has to contribute to development and implementation of efficient public health strategies at the local level, based on the population health needs and participatory approach. Its vision is formulated to empower public health professionals at the local level who are able to implement new public health interventions.

## **Long Term Goals**

To achieve this goal project has several long term goals, which are planed to be accomplished within parallel and successive phases:

- Capacity building of local public health professionals in the field of new public health based on principles of continuing education and Sustainable Management Development Program (SMDP) method by the year 2007,
- Monitoring and evaluation of public health management training program in 4 districts by the year 2007,
- Implementation of sustainable local public health strategies in 4 districts with evaluation by the year 2007, and
- Development, implementation and evaluation of evidence based community interventions and TQM projects, which address district public health problems by the year 2010.

## **Major objectives for the second phase**

- Supporting and supervision of Regional PH Teams consisting of 8 public health professionals in 4 regions by September 2005,
- Designing curricula for 2 courses in regional public health management development, March 2005 and May 2005,
- Capacity building for 30 public health professionals through training courses and utilization of the Internet, 2004-2005,
- Developing 4 regional public health strategies, by August 2005, and
- Evaluation of regional project activities, 2005.

## Brief description of the project

Project, with duration of two years, is developing in three phases and based on international programs of new public health and contemporary educational methods, defined in Bologna Declaration, on OSI approach in the Workforce Development Program, on the method of Sustainable Management Development Program (SMDP) by CDC, as well as on national documents related to public health (9 and on specificities of local environments.

## Description of activities

After the first phase courses which were planned in the second and the third project phase were slightly modified following the experience, which the Project Coordinator gained during 6 weeks education at the “Management of International Public Health” in Atlanta, organized by SMDP-CDC. Hence in the second and the third phase the following courses will be organized:

1. Public Health Management and Information System,
2. Healthy Plan - *it*<sup>M</sup>,
3. Communication and Marketing for Public Health, and
4. Total Quality Management.

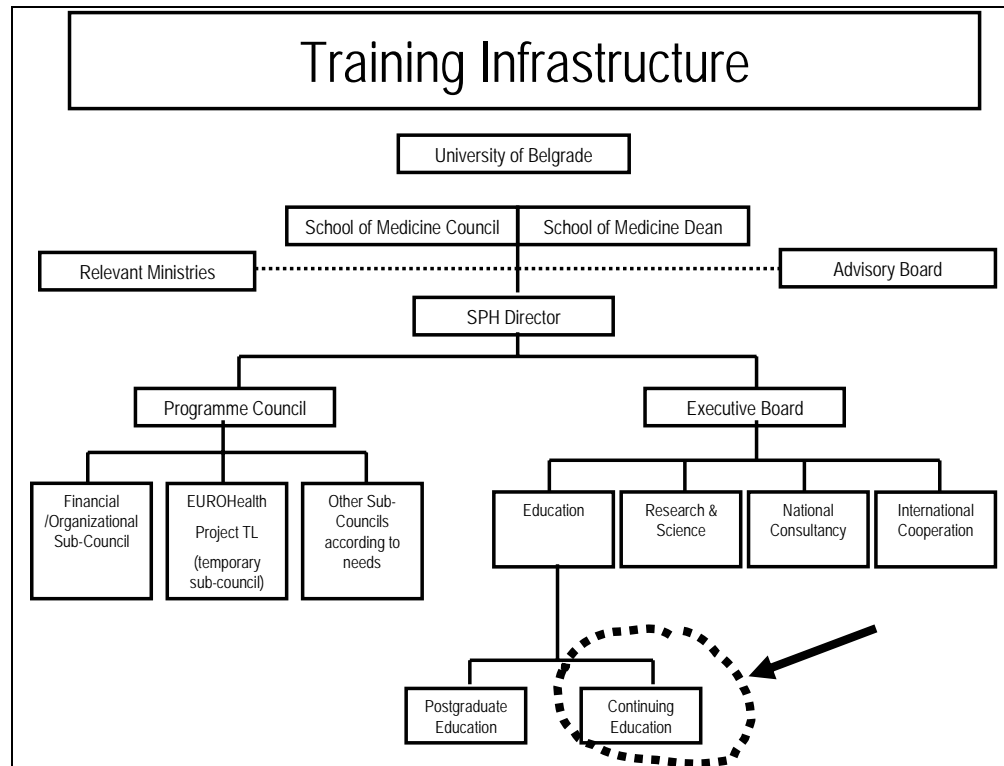
Seminars will be designed in the way that they could be accepted as a part of postgraduate education in the field “Master of Public Health” (according to actual Serbian legislation and University law its equivalent is: “Academic Specialization”). It is proposed to the newly established School of Public Health that these courses should be elective as well as repeated independently in the form of continuing education. This approach is accepted by working team of the SPH, as Director and members of managerial board has to be elected by the end of 2004. Courses, which will be designed in this project will be performed within the department for continuing education (Scheme 1)

The second course, as the first was successfully organized during the first project phase will be devoted to public health management and information system.

1. Public Health Management and Information System – The general objective of the module is to provide understanding of applicative domains of informatics, its importance and achievements in the public health system. In order to achieve this goal historical overview, current situation and possible future application of information and information-communication technologies will be presented to participants. This module has, as a base, understandings of processes, which model current and future information structure of public health system. Before increasing of specific knowledge participants will make the overview of health determinants and its measurement, together with population health status assessment. Understanding of this approach is based on basic sciences dealing with population health. Participants will gain:
  - Knowledge about current and future trends in development of computer and communication technologies,
  - Skills necessary for its application in management and leadership including strategies for obtaining, budgeting, acquisition and implementation,

- Knowledge and skills related to tools and systems of informatics science in the public health system including support to decision making process, outcome management, public health meta data bases, Internet and knowledge resources.
- Special attention will be given to improvement of regional teams' capacity in using the Internet in order to be empowered for utilization of the Forum for discussion at the Web pages of the Project.

Scheme 1



2. Healthy Plan -  $iH^TM$  a tool for planning and managing public health programs – The content of this course will be Healthy Plan –  $iH^TM$  as it is presented by SMDP method: distance-based public health program management and development course. This course will be delivered in close collaboration of SMDP staff and under their supervision and visit in Belgrade. By the end of the course members of 4 regional teams will be able to:
  - Identify the Six-Step process: Priority Setting, Establishing Goals, Outcome Objectives, Strategy, Evaluation and Budget;
  - Reach group consensus on health problem priorities;

- Apply the components of the Basic Priority rating System and PEARL (Propriety, Economics, Acceptability, Resources, and Legality) to prioritize health problems and interventions;
- Analyze a health problem in terms of its risk factors, including direct and indirect determinants and contributing factors;
- Write measurable and meaningful outcome, impact, and process objectives;
- Select and intervention strategy and design an intervention based on a health problem analysis;
- Create a monitoring and evaluation strategy and design an intervention based on a health problem analysis;
- Estimate the approximate cost of required program resources needed to implement and intervention strategy; and
- Understand how to use budgets as a management tool.

After completing education all 4 teams will be responsible to develop and implement one intervention strategy, as well as to draft local public health strategies as they gained support by the Ministry of Health republic of Serbia for this activities.

## **Project methods**

The foundations of the project are contemporary educational methods and application of knowledge gained in the field of new public health and SMDP-CDC education in Atlanta. Education is based on the principles formulated in Bologna Declaration on Higher Education with active participation of students. Seminars will be predominantly designed according modules applied in the Schools of Public Health, members of ASPHER and its EMPH Network (European Master of Public Health Network), justified for Serbian specific environment. They will be also based on the requirements of ECTS (European Credit Transfer System), which will support applicability of knowledge within EU context, but also the possibility to include modules designed within the project in the regular Curriculum or Master of Public Health as a part of postgraduate education within Belgrade School of Public Health. It means that each module will be covered on the bases of 2, out of which 40% will be under the supervision of lecturers, while the rest will be devoted to individual participants work. One credit, with such division of supervised and individual work, will have duration of 30 teaching hours. Experts' lectures, seminars and exercises will be lead by teacher and assistants of School of Medicine, Faculty of Organizational Sciences, and other faculties of Belgrade University, together with experts from recognized schools of public health School of Public Health, Bielefeld University, Germany) and SMDP-CDC staff. Examples of good practice in public health will be derived from experience of successful public health projects in the community from Serbia and other European countries. Active methods of education include small group discussions, nominal group techniques, simulations, analysis of business case studies, experimental exercises, video films, with application of IT technologies (computers, Internet). Special attention will be devoted to individual work of participants, which will be followed by experts – members of project team, through consultations. Each course will be evaluated before and after in relation to defined objectives and content, both participants' knowledge and the level of their satisfaction with the content, way of lecturing and workshops' leading.

Participants will be obliged to pass both courses and to continue participation in the third project phase, when they will gain knowledge in Total Quality Management and Marketing for Health. They will be also obliged to do public health assessment in their region and to formulate local public health strategy, in order to obtain certificate as confirmation of continuing education with certain number of ECTS credits.

During making design of small community projects participants will have regular one-month consultations with the members of project team, while implementation of the projects will be supervised by project team during field visits.

### **Target group**

Target group in this project will be public health professionals and partners in local community, who are already selected within the 4 regional teams and are relevant for development and implementation of public health strategy at the local level (from regional Institute of Public Health, "Dom zdravlja", Local Government, local educational sector, NGO sector). In average regional team has 8 members.

### **Dynamics and place of realization**

The second phase of the project is supposed to have duration of 9 months, from December 2004 to September 2005. The regional teams will be the same as in the first phase, selected from 4 regions with their centres in Leskovac, Pancevo, Sombor and Sabac. Education will take place at the newly established School of Public Health, School of Medicine, Belgrade University, local activities under the supervision of project team and SMDP-CDC staff will be organized in the region, public discussion of public health strategies in the regional institutes of public health, while small community projects will be implemented in the local communities by using multidisciplinary and participatory approach. The first course will have duration of two days, while the second, under the supervision of CDC staff will have duration of 3 days. Dynamics of the project according to phases and activities is presented in table 1 in Appendix.

### **Project participants**

Total number of full-time project members will be 9 (project coordinator, assistant project coordinator and 8 members, out of which 4 will be lecturers and designer of modules, one will be Web designer while 4 will be creative workshop leaders). All full-time members of the project are PhD, MSc, teachers, assistants and scientific researcher employed at the School of Medicine, Belgrade University. It is planned that international experts will be also involved in project activities. All CVs of project members and international experts are presented in Appendix.

**Project coordinator:** Prof.Dr. Vesna Bjegović

**Assistant project coordinator:** Asis.Dr. Zorica Terzić

**Project team members:** Prof.Dr. Slavenka Jankovic, Prof.Dr. Jelena Marinković, Prof.Dr. Snežana Simić, Doc.Dr. Vuk Stambolović, Doc.Dr. Dejana Vuković, Mr.sci. Nikola Kocev, Asis.Dr. Milena Šantrić i Asis.Dr Bosiljka Djikanovic.

**Project Secretary:** Radmila Vukic

**Technical support:** Ivana Indzic, Slavica Aleksic

**International experts:** Prof.Dr Ulrich Laaser (School of Public Health, University of Bielefeld, Bielefeld), Dr Janna Brooks, Dr Josef Amann, Dr Michael malison (SMDP-CDC).

### **Place and time of project realization**

Project will be realized at the Institute of Social Medicine and School of Public Health, School of Medicine, Belgrade University and in the selected regions – regional Institutes of Public health and local NGOs. The second phase will start in December 2004. This phase, during which courses will be designed and delivered will finished in August 2005. The third phase will start in October 2005 and last up to June 2006.

## How shall we assess whether our project accomplished desired goal?

In the second phase accomplishment of objectives will be evaluated by the same approach – “before-after” evaluation when education is considered, while proposals of local public health strategies will be also evaluated according to their objective and action plans, whether they are based on previous assessed local priorities – situation analysis, what are the structures and feasibilities of action plans and whether public health strategies are delivered in written forms. In this phase, project objectives will be evaluated also by numbers of participants in the local public discussions about proposed strategies, as well as by numbers of media contributions (in electronic and published media). Table 1 is presenting the evaluation plan.

Table 1

Evaluation Plan		
<b>Short – term:</b>	<b>Intermediate:</b>	<b>Long – term:</b>
<ul style="list-style-type: none"> <li>• Assessment of PH performance before the training</li> <li>• Number of PH professionals participated in the pilot training</li> <li>• Total number of project operational meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of participants' knowledge, skills and individual performance in PH after the training</li> <li>• Total number of community members working on Regional PH Strategy and consensus development</li> <li>• Assessment of Regional PH Strategies</li> <li>• Number of community members participated in community projects</li> <li>• Total number of media contributions and Web visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Number of achieved objectives from regional PH strategies</li> <li>• Improvement of performance in public health services targeted by TOM projects</li> <li>• Improvement of health status and health behavior in the regional communities covered by small participatory interventions</li> </ul>

## References:

1. Bjegovic V. Community Health – Development and Implementation of Local Public Health Strategies. The First Project Report. Belgrade: Institute of Social medicine, School of Medicine University of Belgrade 2004.

**Project Second Phase (9 months)**

**COMMUNITY HEALTH – DEVELOPMENT AND IMPLEMENTATION OF LOCAL PUBLIC HEALTH STRATEGIES  
2004 – 2005**

**Work plan and schedule of activities (2004-2005)**

x – planned     – finished

No	Activities	2004		2005										
		Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.
1.	<b>Designing the second course of continuing education: Public Health Management and Information System</b>													
1.1.	Definition of the content - themes	x	x x											
1.2.	Definition of key words		x x											
1.3.	Identification of the course objectives		x											
1.4.	Preparation of teaching material		x	x x x x										
1.5.	Definition of teaching methods			x x										
1.6.	Specific recommendation for trainers			x x										
1.7.	Definition of methods for the course evaluation			x										
1.8.	Searching the literature		x x x x	x x x x										
2.	<b>Preparation for course delivery</b>													
2.1.	Preparation of power point presentations			x x										
2.2.	Preparation of tests for participants evaluation				x									
2.3.	Finalization of the course program			x										
2.4.	Sending invitations to participants from 4 regions				x									
3.	<b>The course delivery</b>													
3.1.	Course supervision				x									
3.2.	Evaluation of the course				x									
4.	<b>Working on the third course of continuing education: Healthy Plan – <i>if</i><sup>TM</sup></b>													
4.1.	Translation of CDC-SMDP course material			x x x x	x x x x									
4.2.	Identification of the course objectives and program					x x								
4.3.	Selection of teaching material for 3 days course					x x								
4.4.	Specific recommendation for trainers						x							
4.5.	<b>Consultation with CDC-SMDP staff</b>	x x	x x	x x	x x	x x	x x							
5.	<b>Preparation for course delivery</b>													
5.1.	Preparation of power point presentations					x x								
5.2.	Preparation of tests for participants evaluation					x								
5.3.	Sending invitations to participants from 4 regions						x							



No	Activities, <i>cont'd</i>	2004	2005											
		Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.
6.	<b>The course delivery</b>													
6.1.	Course supervision in collaboration with CDC-SMDP staff							x						
6.2.	Evaluation of the course in collaboration with CDC-SMDP staff							x						
7.	<b>Regional activities</b>													
7.1.	Networking among field teams through Forum for discussion				x x x x	x x x x	x x x x	x x x x	x x x x	x x x x				
7.2.	Working on public health needs assessment as preparation for the course: Healthy Plan- <i>it</i> <sup>TM</sup>		x x x x	x x x x	x x x x									
7.3.	Gaining access to new sources of funding	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x				
7.4.	Drafting Regional Public Health Strategy in consultation with core project team						x x x x	x x x x	x x x x					
7.5.	Marketing and advocacy of the project among community stakeholders	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x				
8.	<b>Project management activities</b>													
8.1.	Clarifying Memorandum of Understanding: OSI, MoH, School of Medicine, School of Public Health	x												
8.2.	Operational project team meetings	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x				
8.3.	Working on development of the Web presentation of the project and the Forum for discussion	x x x x	x x x x	x x x x	x x x x									
8.4.	Maintaining and facilitating the Web presentation of the project and the Forum for discussion					x x x x	x x x x	x x x x	x x x x	x x x x				
8.5.	Local media activities for the project promotion	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x	x x x x				
8.6.	Consultations with CDC-SMDP	x x	x x	x x	x x	x x	x x	x x	x x	x x				
8.7.	Field visits to supervise and empower the project activities in 4 regions (project coordinator, assistant project coordinator and project secretary, eventually CDC staff)	x x		x x		x x		x x	x x					
8.8.	Writing project progress report for the second phase					x x								
8.9.	Writing final project report for the second phase									x x				
8.10.	Writing draft project proposal for the third phase									x x				