Critical Review of A Recent and Significant Change in the (Primary Health Care Center) in Lights of Thr Contemporary Reserch and Best Practice

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ABSTRACT

Developing and improving health services in a primary health care center poses several challenges. Firstly, changing the infrastructure of the public health centre will improve health system organization and satisfaction of the patient care system. For instant, adding a child health care clinic to manage children from different aspects such as growth, mental development, nutrition and physical health. Although, it is a good idea to change the structure of the health centre, it needs to cross the borders. In my view, it's critical to maintain an efficient, trusting and satisfying work environment as well as good communication between the head of the department and the staff of the health system, which is absent in some primary health care centers.

KEYWORDS: Health Care, Critical, Mental, Physical, Effectiveness.

INTRODUCTION

Most organizations globally face unpredicted situations that cause significant changes and impact their effectiveness if not solved critically. The primary healthcare centers are among many organizations that have been affected adversely by external changes such as the recent crisis pandemic covid 19. The primary health institution (PHC)is a small governmental organization located in different areas of the sultanate of Oman which is accessible to all communities. It consists narrow span of control, the head of PHC, 9 doctors and 10 nurses, 3 medical orderlies, and 2 medical recorders. Work is divided into 2 shifts in which the working hours are 8 hours per shift. The total number of patients seen per day is approximately 350 to 400 patients. Its main focus is health promotion, disease prevention and cure.In terms of the building component, there is 5 rooms on the male side and 5 rooms on the female side. These rooms have different tasks. For example, a triage room that evaluates the patient's conditions and distributes them accordingly, 3 general practitioner clinics, antenatal care, x-ray room, dentist clinic and chronic diseases clinic. In addition, the clinic is handling routine immunization programs for general communities and conducting non-communicable diseases screening.

It was, unfortunately, the concept of the VUCA world which stands for volatility, uncertainty, complexity and ambiguitywere not applied in most PHC (BenjaminE.etal 2021).There was no preparation forsuch

sudden external changes and therewas no planning to handle any future proble ms.Thebest-encountered example was the pandemic covid 19 crisis and its vaccination in which, the ministry of health doesn't think about it if what will happen if the number of health staffs are reduced for any circumstances ? and what was the planned solutions if it happens? and how to deal with vaccination to cover a high percentage of the population within a short period. Are there any saved finances for any global health emergency?

Developing and improving health services in a primary health care center poses several challenges.Firstly, changing the infrastructure of the public health centrewill improve health system organization andsatisfaction of the patient care system. For instant, adding a child health care clinic to manage children from different aspects such as growth, mental development, nutrition and physical health. Although, it is a good idea to change the structure of the health centre, it needs to cross the borders. According to Pestel analysis, several external factors can affect this approach such as political, economic, social, technological environmental and legal factors. In more detail, political factors such as government rules and regulations can delay this plan because of the funding and internal argument. The need for economic support for building and hiring numbers of staff with considering their wages. Socially due to religion male and female gender should be on separate sides and this requires specific architecture. From the technical side, there is a need for frequent medical devices maintenance and calibration of machines. As a second step, using appointment system applications for all primary health care, including messages to remind patients about non-communicable diseases such as lifestyle modification, breast cancer screening, and geriatric screening. Consequently, this may improve health care management, decrease strain on the health sector, facilitate health services, and allow flexibility in changing appointments. This is the strength evaluation according to SWOT analysis. The opportunity of using this digital system is the increasing number of populations. The weakness referred to SWOT analysis is a lack of education about the new technology, the emergency cases and the need forr time to succeed. The threat of this system is issues of accessing it.

ORGANISATIONAL STRUCTURE AND CULTURE

In general, all health organizations either primary, secondary or tertiary under the supervision of the ministry of health but in particular all public health centres are directly under the directorate of general health services. The primary health care centres following the common organizational design which is bureaucracy a hierarchical structure according to Max Weber's bureaucracy theory, it is under centralized authority as it is under supervision of directorate general health services (DHGS) and sometimes need to be discussed to the top from the ministry of health. In addition, decision making is following the chain of command. in other words, any decision or ideas that come from the public health Centers should be first referred from the head of PHC to DGHS and the ministry of health. It is a structure of the highly routine function. Specifically, certain activities should be accomplished and audited by DGHS such as yearly PHC staff appraisal and auditing all PHC Programs such as premarital screening, NCD (non-communicable diseases) screening and infection control. Furthermore, all requests of employee's annual leaves and sick leaves should be sent and get an agreement from DGHS. In addition, it is highly formalized in which many rules and procedures should be followed according to instructions from the DGHS. Job division is managed through a monthly schedule, the doctors by the head of PHC and the nurses by a nurse in charge. An organization can become successful if it changes its core values(Guest 1992; Anthony 1994). According to Deshpande and Webster (1989, p. 4), organizational culture is defined as the set of beliefs and values that help individuals in an organization understand why they behave as they do, thus helping to sustain their organisation's behaviour (Yuhui Gao,2015). The culture of Primary health care includes some elements of Deal and Kennedys frameworks of organizational culture. Specifically, the culture of the primary health care institution is unique in the kind of uniforms, punctuality, discipline, daily morning meeting for any case discussion or any issues regarding the job and solving a problem. There is an annual celebration for the achievements that have been made which planned by the head of department and staff.

In my view, it's critical to maintain an efficient, trusting and satisfying work environment as well as good communication between the head of the department and the staff of the health system, which is absent in some primary health care centers. This can lead to a lot of conflicts andperformance decline. Therefore, many staffs resigned or transferred to other health institutions, leading to a sudden shortage of staff.As a resultof high patient traffic, it is essential to reduce the stress of workers by either increasing staffing or implementing a patient appointment system.

MODELS OF CHANGE MANAGEMENT

Today's health care system ought to be designed to several external factors such as population needs as well as the demands of life expectancy. Prioritizing quality of health care services is indispensable in terms of patient & staff safetyfulfillment &enhancing patient centeredness and health care effectiveness (Harrison et al2021, p.85). Health care used variety of models change management. The most two common models that is used are Kotter's model and Lewin's model (Harrison et al 2021) . It has been argued that 70 percent of change initiatives fail, a clear vision is essential for success (Steven ten. Have 2017) Researchers collected administrative data from paediatric trauma surgery units in New York, using Lewin'schange model, and the test sample included all department and staff members. This study was designed to reduce nonsurgical trauma admissions and align resources to provide better care for injured children.Thestudy showed an effective

result that reduced nonsurgical admissions from 30% to 3% and reduced length of stay by 21%. .

Similarly,having kotter's model in primary health care centers is necessary to reduce the patient's waiting time for health services and reduce the unsafe crowd of people in anarea, so digital health is a better way to offer comprehensive health care. The first step of Kotter's model is creating urgencyby involving all health staff of PHC for theurgent need for change. The main drive of change is increasing health education and reducing the congestion of patients in PHC for minor issues.

The second step is setting with the represener from each department, the health educator, a nurse and a

medical record, IT person, lab technician and medical officer in charge. Thirdly, with team discussing the vision of the plan which is to be implemented a new patients' appointments system and increase health education. Fourthly,to discuss about achievement of visionsuch asappointment system and health education by the end of 2022. In addition, the advantages&disadvantages of this plan by engaging the whole staff with frequent meetings.The positive impacts of this application include reducing patient waiting time in the centers to enhance patient's satisfaction, reducing the workload of the staffs, Improving patient-health communication, reducing medical errors and flexibility of changing patient's schedules.The fifth step is to make understand employee, program malfunction, emergency cases. In order to achieve a short term- win the sixth step will involve analyzing feedbacks from patients and staff. The seventh and eighth step is to continue with the program for long period and continues updating it. It is argued that change management has been diminished as consequence of a shift from the conventional notion of controlled change processes, top-down planning implementation in health care. I totally agree every aspect of this statement.

IMPACT OF CHANGE

In order for an organization to function, its members must be willing to behave in ways that promote the organization (Akmal et al., 2020). However, according to Cyert & March, 1963 it is a manager's primary responsibility to persuade employees to direct their efforts toward organizational goals, because personal goals often differ from those of the organization. Yet employees often show resistance to sudden organizational changes (Reger, Gustafson, Demarie, & Mullane, 1994). The covid 19 crisis initiated many changes in primary health care including consolidation of some PHC in one place due to shortage of staffs who are forced to work in covid centers in different hospitals in Oman and the introduction of some digital health services in order to raise the quality of health care such as the telemedicine program. In this predicament situation, health organizations should adapt to the changes and sustain qualitative. Despite the fact that health care workers (HCWs) adhere to the ministry of health rules, new changes have positive and negative

effects on some. There are those who oppose the change, they are frustrated because they have concern by the increase in patients and delivering poor performance.Aside from that employees who came from differentPHCmay have different attitudes and culture. Hence, employees feel anxious, confused, and overwhelmed, which can create barriers to change in health care organizations. Resistance to change can also come from group of employee either the doctors or nurses. The head of the department of (PHC) may use this as an opportunity to question why he must impose one duty schedule for all combined primary health organizations.

According to a literature review, the reasons for employee resistance to change are: lack of control, loss of autonomy, lack of tools, lack of motivation, incompatibility between the recent changes and healthcare culture. In order to manage any conflict associated with recent organizational change, The literature on change management has explored how managers can reduce employee resistance to organizational change. Using rewards and sanctions to encourage employee behavior may be utilized by managers as well as asking employees to participate in the design process or explain why the change is necessary. Alternatively, managers can focus on persuading employees to support the change or deliver inspirational speeches to spark motivation among employees (A. Furst 2008).Jeff Hiatt's ADKAR model is an excellent approach to success in change management on the individual level. First approach is to provide awareness for employee in order to understand the nature of change , the reason for change , what will happen if things not changed, what are the external and internal factors that drives for change . In addition to staff shortage and a reduction in economy, increased death and births statistics necessitated a change in primary health care during pandemic covid 19. The second element of the model is desire to support and control change in which health care workers need illumination to assess how change impacts them in order to determine whether it is to their advantage or disadvantage. Besides considering what motivates them personally, (HCWs) also consider what motivates them professionallywanting to succeed and making a difference. As the third component of the model, the workers within health care must receive training and

information so that they can understand how to change. Then the staff should be capable of implementing the change, which entails their ability. It is essential to motivate the medical staff to sustain the change by rewarding them and celebrating their progress, which is the last step of the ADKAR model.

ACADEMIC REFLECTION

`The health sector has undergone several changes during pandemic COVID 19. I believe there are some effective recommendations that can improve this situation in the future.Globalization, demographic changes , skills and workforces shortages can profoundly impact on a nation's ability to remain competitive (Fernandez, 2001;Laprade,2006). Firstly, Human resources Management (HRM) should therefore, aquire more employees to fill the shortfall, and select the rightcandidate by Conducting interviews in accordance with job descriptions and other HRM policies. As a result, this will enhance a healthy work environment and the employee will be more engaged and motivated to work and able to perform well. Secondly,The health and well-being of employees are regarded as key to strong performance and productivity In addition,the exploitation of the employee in performing many practical duties lead a surge in stress-related illness and absence which negatively impacted organizational success(Derek Torrington et al 2020).A third consideration for (HRM) is finding out what the best wages and rewards for employees based on their performance and qualifications.Fourthly, providing continueslearning, update knowledge and training for staff in order to be creative and made an excellent qualified works. According to Kirkpatrick (1959), there are four main levels of evaluation: (1) reaction level; (2) learning level (Were learning objectives achieved?); and (3) behavior (What has changed in the individual's behavior since returning to the workplace? and (4) training outcomes (how does training affect performance?) (Torrington Derek, et al 2020).The organization eventually needs to appraise the workforce on a yearly basis to assess their performance and motivate their talents.

CONCLUSION

Oman's primary health care organizations must undergo continual changes in terms of management,

services and policy, as well as enhancing their human resource management. Furthermore, they need to voice their ideas and requirements to the DGHS. Moreover, it requires tremendous training and knowledge to provide comprehensive care for the community and enhance patients' satisfaction. Human resource management is an essential part of the health care system and needs to be powerful to make changes. Whenever a change is needed, change management models should be used. It is important to look at VUCA perspective in order to understand any current or future circumstances under which they made decisions and solved problem

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