Foundations of Global Health

Elements of Effective Health Programs

Learning Objectives

• Understand what a situational analysis is and why they are used
• Discuss factors that influence the successfulness of programs
• Understand elements of SMART goal setting
• Understand how sustainability effects health programs
• Understand health needs

Situational Analysis

• 2 reasons for performing a Situational Analysis
  – Improve understanding of current situation
  – Provide knowledge on how to prioritize health problems

Situational Analysis

• Population Characteristics
  – Demographics
  – Religious, educational, cultural characteristics
• Area Characteristics/Infrastructure
  – Geographical situation
  – Socio-economic situation
  – Infrastructure
  – Political environment

Situational Analysis

• Health Needs/Services
  – Quality of service
  – Equity
• Resources
  – Financial
  – Personnel
  – Facilities
Tools For Situational Analysis

- Previous reports / Statistics
- Interviews
- Questionnaires
- Surveys
- Group discussions
- Case studies

Factors of Program Failures

- Changes in program priorities
- Resistance to change
  - Health professionals
  - Community

Factors of Successful Programs

- Focused Priorities
- Measurable outcomes
- Instill “ownership”
- Sustainability
- Understanding health needs
Goals
Aims
Objectives
Targets

Must be focused
- Goals
  - Broad statements
    - Example: Health for all by the Year 2000
- Aims
  - Specific to particular health problems
    - Example: Raise the nutritional status of women and children

Measurable Outcomes
- Objectives
  - Need to be specified in measurable terms
    - Example: To ensure that 95% of children under 5 are adequately nourished by the year 2010
- Targets
  - Specify various points on the way to the attainment of the objective
    - Example: To ensure the 75% of children under 5 are adequately nourished as pre-defined by the year 2008

Measurable Outcomes
- Needed to determine successfulness
- Can compare with similar programs
- Allow you to see where your money went
- Provides opportunity for improvement

SMART Goal Setting
- Specific
  - What exactly do you want to achieve
- Measurable
  - How are you going to track your progress
- Attainable
  - Is your goals realistic
- Relevant
  - How does this goal relate to your desired outcome
- Time bound
  - Goals must have a deadline

“Ownership”
- Foster feelings of ownership among local health professionals and the community
- Include the community in the planning process
  - People are more likely to support something they helped create
“Ownership”

- Anticipate opposition
  - Who will oppose the program?
  - How will they oppose?
- Help locals identify with the program
  - Do they see the benefits?
  - Do they see themselves participating?

Sustainability

- According to the U.S. Agency for International Development (1999), “to be sustainable, a product, idea, or institution is adopted within a country’s cultural and organizational context, takes on a life of its own, and supports itself independently of external funding by donors.”

Components of Sustainability

- Local support
- Stakeholder involvement
  - Stakeholder = individual or company with interest in the project
- Delegation of power/decision making

Components of Sustainability

- Adaptability
- Gradual resource/financial adjustment
- Technical training

Health Needs

- Need is a relative term, not absolute
  - Differences of opinion
  - Change over time
  - Depends on demographics
Main Messages

- Situational Analysis is an important step to ensure a health program’s successfulness
- There are many different factors that contribute to a successful program
- Sustainability is essential for long-term programs
- Develop a program based on mutual needs of the community

Practice Questions

- Why should you do situational analysis? What activities are part of situational analysis?
- Describe 3 situational analysis tools.
- What factors lead to program failure?
- What factors lead to program success?
- What does SMART stand for?
- What is ownership?
- What are the key elements of sustainability?