MIDE WIFERY
Level-III

Learning Guide-11

Unit of Competence: Perform Community Mobilization and Providing Health Education

Module Title; Performing Community Mobilization and Providing Health Education

LG Code: HLT MDW3 MO3 LO3-LG11
TTLM Code: HLT MDW3 TTLM 0919v1

LO 3:   Introduce health policy and management

Instruction Sheet	Learning Guide #11

This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics:

- Definitions, principles and concepts of management, leadership and governance theories of change are provided

- Basic concept of primary health care unit are provided

- Basic concepts of determinants of health are provided

- Health related data collection, compilation and reporting are addressed

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, **upon completion of this Learning Guide, you will be able to**:

- Providing   Definitions, principles and concepts of management, leadership and governance theories of change

- Providing basic concept of primary health care unit

- Providing Basic concepts of determinants of health

- Addressing Health related data collection, compilation and reporting

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 6.
3. Read the information written in the information "Sheet 1, Sheet 2, Sheet 3 and Sheet 4".
4. Accomplish the "Self-check 1, Self-check 2, Self-check 3 , Self-check 4 and 5 **in page 7, 11, 14 ,18 and 22** respectively.

Information Sheet_1	Introduce health policy and management

1.1 .introduction

As a Midwives you may not think of your self as a manager or a leader ,but good management and leadership is a key part of any organization's success, including all levels of the health service. You **will** be expected to play a leading role in managing health resources efficiently and effectively in your local community.

In order to manage the work, people and operation of local health services, Health Midwives should be equipped with the knowledge, skills and competencies of management and leadership. Knowing key concepts and functions ,such as planning, implementation, monitoring and controlling, will be necessary when dealing with the health of your community and all the individuals within it. You will be a leader when it comes to achieving Primary Health Care goals.

In this study session you will be introduced to the key concepts of management and leadership, the levels and roles of management, and the types of leadership that are most important for your health care work in the community.

1.2 definition

Management is the process of fore casting and planning, organizing, leading, coordinating and controlling the sources of an organization in the efficient and effective pursuit of a specified organizational goal.

Health care management theory evolves out of more general theories f management that govern the Effective use of human and material resources and applies them in a healthcare setting. Your key goal in community health management is improving the health of your community. Reaching this goal requires an understanding of the concepts of management and leadership.

1.3 principles of management

For health worker the following are the most important principles for you to apply in the field of community health:

- **Team spirit**

Team spirit is essential for any organizational work. This principle advocates the benefits of working as a team and building good morale amongst every one you work with, including volunteers and members of model households. As a manager you will need to ensure that

you develop and maintain morale, both individually and communally, and through building team spirit. This helps promote an atmosphere of mutual trust and understanding.

- **Division of labor**

    The principle of division of labor is that work must be shared or divided fairly amongst the team. Normally, in a team ,there needs to be division of labour, where each category of staff exercises their particular skill towards achieving specific objectives . The role of management is to assign a balanced proportion of each type of worker to the work to be done.

- **Focus on results not activities**

One of the principles of management is to make sure that everybody within the organization has a clear understanding of the goals and objectives and makes each person a ware of their own roles and responsibilities in achieving those objectives. This is commonly called management by objective, which is a systematic and organized approach that allows management to focus on achievable goals. Deciding and saying what is to be accomplished is setting an objective(a goal, a purpose or a target). There are many kinds of objectives.

1.4. Concepts of management

Three of the most important concepts in health care management are effectiveness, efficiency   and equity. In this section you will learn more about these concepts to help you work success fully with people and resources.

- **Effectiveness**

The concept of effectiveness is a measure of how well an organization, or a person in an organization, is meeting their goals. For example, if the goal is to provide high quality health care and the organization or person succeeds in doing so,   working effectively. If the healthcare provision is poor and people are not satisfied, then the organization or person is not effective.

The health sector becomes effective when health managers choose the correct goals and then make sure that their health teams can achieve them. Health manager effectiveness involves doing the right things to move the health sector closer to its objectives and at the same time continually learning from that experience. Monitoring and control helps you to measure performance against set objectives and standards and thus assess effectiveness and how well an objective has been achieved.

- **Efficiency**

Health care management involves getting things done using human, financial and material resources so that the goal of improving the health of the community can be achieved. Efficiency is a measure of how well the health sector is using its resources to achieve that goal. If money and materials are being used well and there is little wastage, then you are working efficiently. I f costs are too high or materials are being wasted, then your activity is in efficient. Efficiency involves doing things right, using resources wisely and with a minimum of waste.

- **Equity**

Access to health care is the basic right of all people. However, this does not always happen in real life for many reasons. Health in equalities are a result of the unfair

distribution of resources and may be associated with low in come levels, housing, education, gender, geographically in accessible areas and sometimes with ethnicity. As a Health Extension Practitioner you have an important role to play in allocating resources equally to all the diversified groups in your community, with a special focus on those who are deprived and denied access to health care.

- **leadership**

Leadership is concerned with influencing the thoughts, attitudes and behaviors of other people. Each a midwives is a leader of primary health care in their village and will set a direction for the community; you help the community see what lies a head;you help them visualize what they might achieve; you encourage them and inspire all the community members. Leadership is the ability to get other people to do something significant that they might not otherwise do.

To carry out their roles effectively, leaders need a combination of characteristics including: intelligence, initiative, self-confidence and the 'helicopter trait', which is the ability to rise above immediate events and try to work out longer term or strategic ways forward

- **Leadership functions**

As a health manager you have three main leadership functions within your group or community.

- **Strategic function**:

To develop a sense of direction in the group or community. You must provide a mission (what needs to be done)and a strategy (a path for how to accomplish the mission and a way for the group to get there). But developing a clear vision and a careful strategy is not enough, you must also clearly communicate them to your community.

- **Tactical function**:

This involves identifying and choosing the most appropriate means to persuade the group or community.

- **Interpersonal function**:

It is important to maintain the morale, cohesion and commitment of the group or community.

Self-Check -1	Written Test

Directions: choose the best answer for all the questions listed below. Use the Answer sheet provided in the next page:(3 point each)

1;   The process of fore casting and planning, organizing, leading, coordinating and controlling the sources of an organization

    A . Management B. Efficiency   C. Effectiveness   D. Evaluation

2.Principles of management includes

    A   Team spirit   B, Division of labor   C. Focus on results not activities   D All

Note: Satisfactory rating >3 points   Unsatisfactory - below < 3 and points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Answer sheet
1_____
2_____

Information Sheet_ 2	Leader ship and governance

2.1. Introduction

Without effective leadership and Good Governance at all levels in private, public and civil organizations, it is arguably virtually impossible to achieve and to sustain effective administration, to achieve goals, to sustain quality and deliver first-rate services. The increasing complexities and requirements arising from the constant change in society, coupled with the constant push for higher levels of productivity, require effective and ethical leadership. Good governance and effective-ethical leadership are the essential requirements for an organization to be considered successful in the eyes of all stakeholders in the 21st century.

This short term paper deals with the essential qualities of effective leadership and its relatedness with universally accepted principles of Good Governance. More over it deals with the impacts of effective qualities of leadership on the implementation of principles of Good Governance.

- **Leadership;** Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.

Although the concept of leadership is as old as human history, interest in leadership increased during the early part of the twentieth century. Various theories of leadership has emerged and contributed much to the development of leadership concept. It is a difficult concept to fully appreciate and understand. Burns (1987) suggests that, leadership is one of the most observed, but least understood phenomena on earth. Though there are a number of definitions are proposed by different scholars given the changing and dynamic nature of our globe,

As a points out, leadership is a process whereby an individual influences a group of individuals to achieve a common goal. From the above definition of the term one can understand that it includes the process by which individuals influence others. The outcome of the process is nothing but achieving a common goal through the commitment and willingness of both leaders and followers. In general, leadership is about relationships. Above all, it is

about working with and guiding people in new directions; it is about integrity and trust; achieving the most positive interaction between leaders and followers, customers, employees, shareholders….etc.

- **Governance**

Recently the terms "governance" and "good governance" are being increasingly used in development literature. Bad governance (which is the opposite of good governance) is being increasingly regarded as one of the root causes of all evil within our societies. Major donors and international financial institutions (like World Bank and IMF) are increasingly basing their aid and loans on the condition that reforms that ensure "Governance" and "good governance" are undertaken. Simply put "governance" means: *the process of decision-making and the process by which decisions are implemented (or not implemented*. Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance.

It is also defined as "*the manner in which power is exercised in the management of a country's social and economic resources for development*". Governance can be seen, therefore, as the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences.

governance is the process of decision-making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

- **Good Governance**

The concept of good governance is commonly used in the late nineties of the last century and especially by the World Bank and United Nations Development Program (UNDP) and other international and regional organizations and local communities. Although good governance is not conclusively defined in international law, there are specific indications in various international documents about its meaning in an international legal context. This can be seen, for example, in the *United Nations Universal Declaration of Human Rights*i) in Article

21, which recognizes and stresses the importance of participation in government and ii) in Article 28, which states that everyone is entitled to an international order in which the rights and freedoms set forth in the Declaration can be fully realized.

From the above definitions of the term, Good governance is, among other things, involves participation, transparency, accountability and rule of law. It also involves effectiveness and equity in governance activity. Good governance ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources.

Essential Qualities of Effective Leadership

Various literatures reveal that a team is recognized by the leadership qualities and skills that are associated with its leader. Hence, it can be considered that if a leader is not performing up to the required standard, the team will obviously not give out their best as well. The main aspects that leaders should consider are the leadership qualities and skills. In order for a process to be successful, it is very important that it is given under charge to an effective leader who has all the leadership qualities and skills.

A team working under an effective leader with quality leadership will always perform the best and set an example for members from other organization's practices.

The qualities of an effective leadership may vary from person to person based on the context in which he was brought up and molded. Thousands of articles and books have been published describing what it takes to be an effective leader and its respective qualities and skills. Some researchers and authors claim an effective leader possesses certain traits or abilities; others say it is all personality; still others maintain it is the behaviour--not necessarily the intentions or thoughts—that are crucial.

Moreover, qualities of an effective leadership vary based on the area of operation and expertise. Accordingly, the leadership qualities of business person, religious leader, military leader, sportsman or political leader vary from one another based on the area of operation and the expertise required for each of them. Whatever our viewpoint, under the following discussion, let's see about *the selected qualities* of an effective leadership which are relevant to the context of this assignment.

Self-Check – 2	Written Test

Directions: choose the best answer for all the questions listed below. Use the Answer sheet provided in the next page:(2 point each)

1. A process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.

   A. Leadership B ,Quality C. Governance D, Management

2. *The manner in which power is exercised in the management of a country's social and economic resources for development*

   A. Leader B. Governance C. Control l D. None

Note: Satisfactory rating >2 points   Unsatisfactory - below < 2 and points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Answer sheet
1._____
2._____

Information Sheet_ 3	basic concept of primary health care

3.1. Introduction

The term 'Primary Health Care' (PHC) is the name given to the essential health care that is universally accessible to individuals and is acceptable to them at accost that the country and community can afford. Often, as in Ethiopia, this level of health care is free for people living in rural areas.

1.2. Basic concept of primary health care

Primary health care also includes the **key** elements needed to improve **health** security **and** prevent **health** threats such as epidemics **and** antimicrobial resistance, through such measures as community engagement **and** education, rational prescribing, **and** a **core** set of essential public **health** functions, including surveillance.

1.3. Principle of primary health care

Includes the interconnecting principles of equity, access, empowerment, community self-determination and intersectoral collaboration. Encompasses an understanding of the social, economic, cultural and political determinants of health.

- **Principles of Primary Health Care**

➢ Accessibility (equal distribution):this is the first and most important key to Primary Health Care .Health care services must be equally shared by all the people of the community irrespective of their race, creed or economic status. This concept helps to shift the accessibility of health care from the cities to the rural areas where the most needy and vulnerable groups of the population live.

➢ Community participation :this includes meaningful involvement of the community in planning, implementing, and maintaining their health services. Through the involvement of the community ,maximum utilization of local resources, such as man power ,money and materials, can be utilized to ful fill the goals of Primary Health Care.

➢ promotion: involves all the important issues of health education, nutrition, sanitation, maternal and child health ,prevention and control of endemic diseases. Through health promotion individuals and families build an understanding of the determinants of health and develop skills to improve and maintain their health and wellbeing.

- Appropriate technology: technology that is scientifically sound, adaptable to local needs, and acceptable to those who apply it and for whom it is used.
- Inter-sectoral collaboration: to be able to improve the health of local people the Primary Health Care program needs not only the health sector ,but also the involvement of other sectors, like agriculture, education and housing.

1.4. COMPONENT OF PRIMARY HEALTH CARE

They are: Health education, adequate of safe drinking water, nutrition, immunization, provision of essential drugs, availability and distribution of medicine, treatment of communicable diseases.

- **Primary health care model.**

Primary health care is the entry level to the health system and, as such, is usually a person's first encounter with the health system. It includes a broad range of activities and services, from health promotion and prevention, to treatment and management of acute and chronic conditions .

Self-Check -3	Written Test

Directions: choose the best answer for all the questions listed below. Use the Answer sheet provided in the next page:(2 point each)

1. the first and most important key to Primary Health Care .is

A. Accessibility   B, health care   C. promotion: D .All

2. COMPONENT OF PRIMARY HEALTH CARE includes

A.Health education   B. adequate and safe drinking water

C.provision of essential drugs,   D ,All

Note: Satisfactory rating >2 points   Unsatisfactory - below < 2 and points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Answer sheet
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2._____

Information Sheet_4	basic concepts of determinants of health

4.1.The determinants of health

Introduction

Many factors combine together to affect the health of individuals and communities. Whether people are healthy or not, is determined by their circumstances and environment. To a large extent, factors such as where we live, the state of our environment, genetics, our income and education level, and our relationships with friends and family all have considerable impacts on health, whereas the more commonly considered factors such as access and use of health care services often have less of an impact.

The determinants of health include:

- the social and economic environment,
- the physical environment, and
- the person's individual characteristics and behaviors.

The context of people's lives determine their health, and so blaming individuals for having poor health or crediting them for good health is inappropriate. Individuals are unlikely to be able to directly control many of the determinants of health. These determinants—or things that make people healthy or not—include the above factors, and many others:

- Income and social status - higher income and social status are linked to better health. The greater the gap between the richest and poorest people, the greater the differences in health.

- Education – low education levels are linked with poor health, more stress and lower self-confidence.

- Physical environment – safe water and clean air, healthy workplaces, safe houses, communities and roads all contribute to good health. Employment and working conditions – people in employment are healthier, particularly those who have more control over their working conditions

- Social support networks – greater support from families, friends and communities is linked to better health. Culture - customs and traditions, and the beliefs of the family and community all affect health.

- Genetics - inheritance plays a part in determining lifespan, healthiness and the likelihood of developing certain illnesses. Personal behavior and coping skills – balanced eating, keeping active, smoking, drinking, and how we deal with life's stresses and challenges all affect health.

- Health services - access and use of services that prevent and treat disease influences health

- Gender - Men and women suffer from different types of diseases at different ages.

- The cultural determinants of health incorporate the cultural factors that promote resilience, foster a sense of identity and support good mental and physical health and wellbeing for individuals, families and communities. Cultural determinants are shaped, supported and protected through traditional cultural practice, kinship, connection to land and Country, art, song and ceremony, dance, healing, spirituality, empowerment, ancestry, belonging and self-determination. These determinants have a strengths based perspective, acknowledging that stronger connections to culture and Country promotes and leads to stronger health and wellbeing and improved outcomes across the other determinants of health.

10 Consistent with the thematic approach to the Articles of the United Nations Declaration on the Rights of Indigenous Peoples, cultural determinants include, but are not limited to: Self-determination

- Freedom from discrimination

- Individual and collective rights

- Freedom from assimilation and destruction of culture

- Protection from removal/relocation

- Connection to, custodianship, and utilization of country and traditional lands

- Reclamation, revitalization, preservation and promotion of language and cultural practice

- Protection and promotion of Traditional Knowledge and Indigenous Intellectual Property

- Understanding of lore, law

- and traditional roles and responsibilities.

Determinants of health are a range of factors that influence the health status of individuals or populations. At every stage of life, health is determined by complex interactions between social and economic factors, the physical environment and individual behaviour. They do not exist in isolation from each other.

Determinants of heath include the social and economic environment, the physical environment, and. the person's individual characteristics and behaviors.

Self-Check -4	Written Test

Directions: choose the best answer for all the questions listed below. Use the Answer sheet provided in the next page:(2 point each)

1. Determinants of health includes

A. The social and economic environment   B. The physical environment

C. The person's individual characteristics and behaviors   D. All

2. Determinants of health are a range of factors that influence the health status of individuals or populations.

A. True   B. False

Note: Satisfactory rating >2 points   Unsatisfactory - below < 2 and points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Answer sheet

1._____

2._____

Information Sheet_5	Health related data collection; completion and reporting

5.1. Data collection.

Data collection is defined as the ongoing systematic **collection**, analysis, and interpretation of **health data** necessary for designing, implementing, and evaluating public **health** prevention programs.

 ➢ **Importance of Data Collection in Healthcare**. ... Generated across a variety of sources, **data collection** in **healthcare** can also encourage efficient communication between doctors and patients, and increases the overall quality of patient care

 ➢ **T h e m a i n s o u r c e o f h e a l t h c a r e d a t a c o l l e c t i o n**

The main **sources of health** statistics are surveys, administrative and medical records, claims **data**, vital records, surveillance, disease registries, and peer-reviewed literature

Health Data Classification:

Health data include clinical measures coupled with environmental, social, and behavioral information that are important to the patient's wellness. These components are collected, interpreted and utilized when patients interface with the **health** care system

A c c u r a c y o f d a t a

When **data** is **accurate**, physicians at any practice are thoroughly informed of patient history, tendencies, previous complications, current conditions and likely responses to treatment. **Data accuracy** allows relevant **healthcare** staff to treat patients promptly and in the most effective and appropriate way possible

Data analysis

Analyzing   data enables you to present information in a clearer and more useful way. Data analysis means describing and summarizing your findings in an unbiased way. The results obtained from the analysis will not only help you to meet your community survey objectives, they will also enable you to:

. Monitor and evaluate your activities and establish whether you have progressed as planned. . Assess the effect of your activities on the knowledge, perceptions, behaviour, and ultimately on the health, of the individuals with in your community. . Share your results with interested stakeholders in your community and local government officials.

To analyze your data, you first need to identify the type of data you have. You may have collected quantitative or qualitative data. Qualitative data use names or descriptions to describe variables while quantitative data usually use numbers .A variable is any measured characteristic or attribute that differs between different people, house holds, etc

Data compilation. Operations performed on **data** to derive new information according to a given set of rules. In quality assurance frameworks,

"**Data compilation**" refers to the description of statistical procedures used for producing intermediate **data** and final statistical output

completion process: **Compiling**   program is a multi-stage **process**. At an overview level, the **process** can be split into four separate stages: Preprocessing, **compilation**, assembly, and linking.

R e p o r t i n g

The **report** is broken onto **five** main parts: The introduction, the concept of privacy, data surveillance, conclusions, and recommendations

Your community survey has generated a large amount of survey data .Analysis of there sults forms the basis of the report hat you will write, summarizing the findings and making recommendations for tackling the health problems in your community. This report is called the community profile. The report should address   the directives of the health managers at woreda and strategic levels, and also refer to the interests of key members of the community who are opinion leaders and 'gatekeepers' locally.

Before you start writing your report, you should make a plan of what you intend to write. Use the report headings, described in the following sections, and jot down a few notes under each of them to guide you when you come to write the full report. You will also need to check that you have gathered together all the data and that it has been processed and analysed appropriately. Consider the   best way to present your data, for example, using tables or graphs for numerical data; if you have qualitative data, you may want to include a few direct quotes that illustrate a point you want to make.

Spend some time thinking about the findings and what they reveal .Can you relate the findings to any reports or documents you have read about community health? Think about your possible conclusions and recommendations and check they relate to the Original objectives. Considering each section of the report in turn and planning the contents will make the task of writing it much easier.

Cover page
Summary
Acknowledgements
Table of Contents
Introduction
Objectives
Survey methods
Results
Discussion
Conclusion and recommendations
References
Annexes

The Results, Discussion, Conclusions and Recommendations sections should form the most substantial part of your report. The completed report should contain the following information in each section.

Reference

1. Blended Learning Module for the Health Extension Programme

2. Johns, harry (2011).a guide to monitoring and evaluating policy influence,back

3.ground note oversee development institute.

4. You tube /spoon3F

5. Reffe.https;/www.the lancet.com.

6. https://www.unesco.org

Self-Check -5	Written Test

Directions: choose the best answer for all the questions listed below. Use the Answer sheet provided in the next page:(2 point each

1.The ongoing systematic **collection**, analysis, and interpretation of **health data** is called

    A. Data collection   B. Organization   C. Data compilation   D, None

2. Describing and summarizing your findings in an unbiased way is called

    A. Discussion   B. . Data analysis   C. recommendations   D. Data accuracy .

3. One of the following is not a part of reporting

    A. Cover page   B. Summary   C. Monitoring   D. Reference

Note: Satisfactory rating >3 points   Unsatisfactory - below < 3 and points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Answer sheet
1._____
2._____
3._____

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