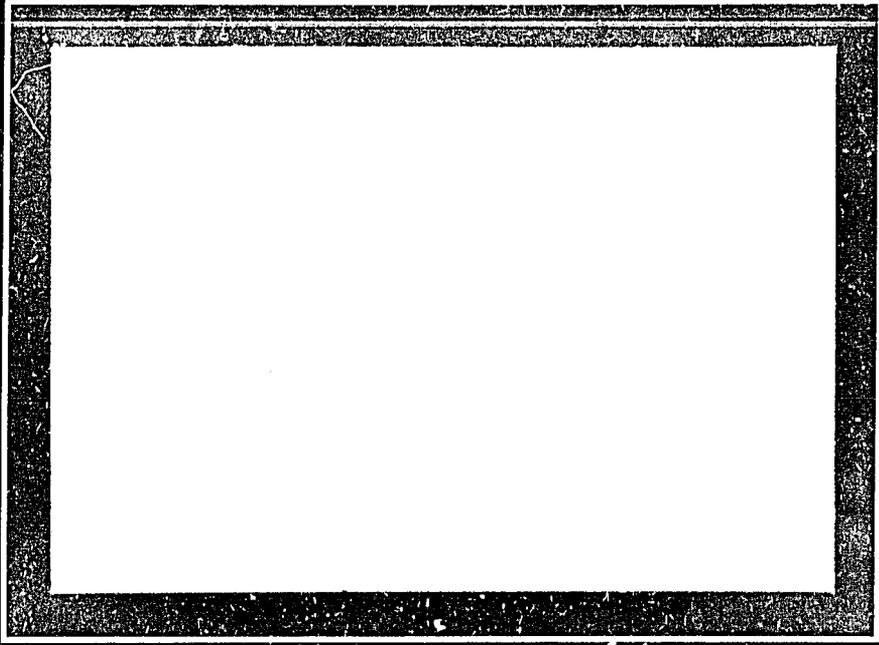
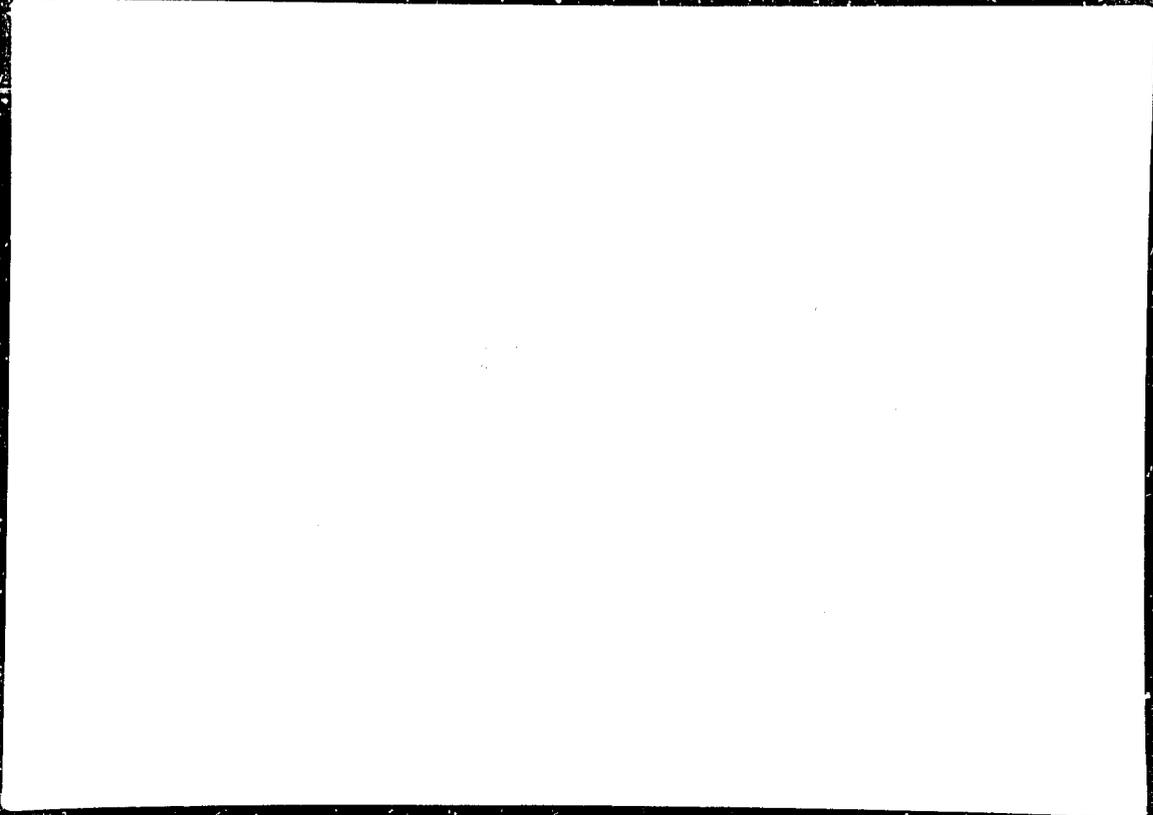


PN. ABLU-384



**FAMILY
PLANNING
MANAGEMENT
DEVELOPMENT**

*A project of Management Sciences for Health
in collaboration with
The Centre for Development and Population Activities*



Family Planning Management Development (FPMD) is a five-year project designed to provide practical solutions to the management problems faced by senior- and mid-level family planning program managers in both the public and the private sector. FPMD is a world-wide project, assisting family planning managers in Africa, Asia, the Caribbean, Latin America, Eastern Europe, and the Near East. It is implemented by Management Sciences for Health in collaboration with The Centre for Development and Population Activities (CEDPA).

**TRIP REPORT -- SUB-REGIONAL FAMILY
PLANNING COORDINATOR
MANAGEMENT DEVELOPMENT
WORKSHOP**

MARCH 21 - MARCH 24, 1995

Debora S. Bloom
Lourdes de la Peza

FAMILY PLANNING MANAGEMENT DEVELOPMENT

Project No.: 936-3055
Contract No.: DPE-3055-C-00-0051-00
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I. EXECUTIVE SUMMARY

From March 21 - March 24, 1995 Debora Bloom and Lourdes de la Peza, consultants in management training and organization development, with Management Sciences for Health, conducted in Hauraz the first regional management development program for family planning coordinators of the Peruvian Ministry of Health. Course participants included 14 family planning coordinators from throughout the region of Chavin, 5 hospital directors, and two representatives of the Central Office of the Ministry of Health. Course participants were very satisfied with both the course content and methodology. The directors who were there for the final two days of the program reported they would have liked to have attended from the beginning of the program.

Course objectives included:

- Reinforcing the ability to work in teams
- Acquisition of practical tools for problem solving
- Deepening understanding of the basic functions of Family Planning Coordinators
- Identifying solutions to obstacles confronting the Family Planning Coordinators.

Topics participants liked best were: how to sell ideas, patterns of motivation, techniques for problem resolution, and familiarization with the Sub-regional Family Planning Coordinators' Administrative Procedures Manual. Participants strongly recommended that this program be made available to their peers across the region and the country. They also recommended a broader use of the adult learning methodology.

SUMMARY OF RECOMMENDATIONS FOR ACTION

1. Repeat this management development course for family planning coordinators and their medical directors in other parts of the country. The workshops should be delivered first in the priority regions and then throughout Peru.
2. In future programs the directors should be invited to participate from the first day.
3. Develop and conduct a Train the Trainer program within the next year. FPMD should work with the Ministry of Health to establish criteria for the selection of appropriate candidates for the Train the Trainer program.
4. Efforts need to continue to identify Peruvian resources to assist with training, including the Train the Trainer program. A possible resource is the Universidad del Pacífico.
5. One year after the Administrative Procedures Manual is introduced its impact should be evaluated and modifications made accordingly.
6. Deliver the national level management workshop for Sub-regional Family Planning Coordinators, as scheduled in May 1995.

II. BACKGROUND AND PURPOSE

USAID/Peru has supported technical assistance efforts in Family Planning management issues in Peru for a number of years. In 1988 at the request of USAID/Peru, an MSH team of consultants, conducted a needs assessment to identify management development needs of the family planning programs of the Peruvian Ministry of Health and the Peruvian Institute of Social Security. Among their recommendations were training for mid-level management and the development of a health information system.

In 1992, under the A.I.D. Priority Country Strategy, a plan for implementation of A.I.D.-supported population activities in Peru, (Peru Family Planning Implementation Plan - PFPPI) was developed jointly by USAID/Peru and the Office of Population of A.I.D./Washington. This plan emphasizes support to public sector institutions as the main providers of FP services to those people in the country who have the greatest need and who traditionally are least supported by A.I.D. The strategy focuses activities in two regions of the country. Under the PFPPI, FPMD was requested to provide support in the areas of Management Information Systems, Organizational and Managerial Development, and Decentralization.

In 1993, as part of FPMD's commitments to the first year Action Plan for Family Planning in Peru (PAPFP) Debora Bloom conducted a management development needs assessment to identify ways to strengthen the public sector's health care management systems and skills. One outcome of the initial visit was the June 1994 trip to work with a team of Sub-Regional Family Planning Coordinators to develop an Administrative Procedures Manual for Sub-regional Family Planning Coordinators of the Ministry of Health and to assist with the identification of other management training needs for this population. The manual was prepared in Peru by Obst. Vilma Gallo from data generated in the June workshop. The draft manual was sent to several Family Planning Coordinators for field testing beginning October 1994. In December 1994 Ms. Bloom returned to Peru for follow up and to collect results of the field testing. The subsequently edited manual was used during the Huaraz workshop.

During the June visit the Director of the Family Planning Office of the Ministry of Health, Dr. Alfonso Villacorta asked for two management training programs during the first half of Calendar 1995. The programs were based on content recommendations of the team that contributed the Procedures manual. One program was to be offered at the national level for all sub-regional family planning coordinators. The other was intended for coordinators of one priority sub-region

III. SCOPE OF WORK

1. Design and co-facilitate management and supervisory skills workshop for Family Planning Coordinators of the Ministry of Health for the sub-region of Chavin.

IV. DESCRIPTION OF ACTIVITIES

During February 1995 Debora Bloom and Lourdes de la Peza designed both the national and a sub-regional management workshops for Family Planning Coordinators of the Ministry of Health in Peru. From March 21-24th, 1995 the first of these workshops, held at a regional level, was delivered to 14 family planning coordinators, two representatives of the Central Ministry of Health in Lima, and 5 hospital directors in the city of Huaraz. (Appendix #1 - participant list.) The workshop was co-facilitated by Debora Bloom and Lourdes de la Peza using highly participatory adult learning methodology. The four day workshop focused on the communication skills, management styles implications, problem solving skills, influence skills and the practical applications of these areas to the participant's every day work. The course schedule is found in Appendix #2. The Administrative Procedures Manual was distributed to the entire group and used in a structured activity.

Dr. Roger Ramirez, medical director of the local hospital opened the course. Dr. Jesús Toledo Tito, Assistant Director General of Public Health for the Ministry of Health and Dr. William Toro Cabrera, Director General for the Chavin Health Region were present to lead the closing activities of the course.

Feedback on the course was obtained by the use of Participant Feedback sheets and informal discussion with participants. A summary of the participant feedback, with all their comments and suggestions is found in Appendix #3.

V. FINDINGS/CONCLUSIONS

A. COURSE EVALUATION AND METHODOLOGY

Participants were enthusiastic about both the course content and the course methodology. On a scale of 5, with 5 being the highest, the majority of participants rated the workshop 4 or 5. In terms of content, they especially valued the selling of ideas, patterns of motivation, and techniques for problem resolution.

Participants requested more courses be offered using this methodology. They also recommended that similar courses be made available to their peers across the country as well as for professionals in other health programs. Some participants expressed interest in teaching what they learned to peers in their own hospitals and geographical areas.

This course could be of value to all Family Planning Coordinators and their medical directors across the country.

Quite a few of the participants expressed interest in follow up training to this course. Once this basic training has been made available to all appropriate parties across the country thought needs to be given to a second level of management skills development.

B. MEDICAL DIRECTOR PARTICIPATION

The medical directors, who were originally scheduled to attend only the final half day, participated for the entire last day and a half. They expressed regret at not having the opportunity to attend the entire course. Although all the medical directors of the sub-region were invited, the five who participated were from out of town.

Having both coordinators and directors in the same program provided the opportunity to develop a common language and a common problem solving methodology that let them begin to address problems they face at their work locations.

C. LOGISTICS

The logistics support provided by Elsa Rowe of PRISMA was outstanding, significantly reduced the amount of up front time required from the facilitators, and allowed the facilitators to concentrate on delivering the training.

D. TRAIN THE TRAINER PROGRAM

As part of a social infrastructure for continuity of management training it is important to begin to develop a Peruvian corps of facilitators as to deliver management training programs. This trainer pool can increase the possibility of reaching personnel of similar levels across the country in a contained period of time. María Luisa Cespedes, Supervisor of Family Planning Coordinators from the Ministry of Health, supports the idea.

A national team of trainers will save the cost of bringing in foreign consultants for each training program, develop carry-over skills that the trainers can apply in their supervisory roles, and allow for greater ease in scheduling management training programs. The success of the Peruvian Ministry of Health trainer team will depend on MINSA freeing up these individuals for training activities, and budgeted funds for the training activities.

The first Train the Trainer program should be conducted in Lima with personnel from that general area.

E. COUNSELING SKILLS COURSES

Comments by participants, and observation of their skills during role plays and other group exercises as well as input from the Sub-regional Family Planning Coordinator team that came together in June, suggest that most family planning coordinators, could benefit from counseling skills training. Such a program would both enhance their supervisory skills and also help them teach service providers to better counsel the users that come to them.

F. NATIONAL WORKSHOP FOR SUB-REGIONAL FAMILY PLANNING COORDINATORS

Due to a delay in the annual evaluation of family planning activities across the country, the national level workshop for all the sub-Regional family planning coordinators originally scheduled for the third week in April, was postponed until the third week in May. Dr. Jesús Toledo Tito, Adjutant Director General of Public Health suggested and agreed to the new dates. The focus of that workshop is basic management skills and introduction of the Administrative Procedures Manual.

VI. RECOMMENDATIONS FOR FUTURE ACTIONS

- A. The management development course presented in Huaraz should be repeated for family planning coordinators and their medical directors in other parts of Peru. The workshops should be delivered first in the priority regions and then across the entire country.
- B. In future programs directors should participate from the beginning. For selected activities the directors and coordinators can be assigned to work in separate groups.
- C. A Train the Trainer program should be scheduled within the next year and a curriculum prepared for it. The first Train the Trainer program should be held in Lima where there is a larger pool of potential trainers in a concentrated geographic area. In setting up the training program it will be important that the Ministry of Health commit to released time for the participants not only to learn to be trainers but also to be available to deliver training programs.

- D. Efforts need to continue to identify Peruvian resources to assist with training, including the Train the Trainer program. A possible source is the Universidad del Pacifico.
- E. Criteria need be established for selecting appropriate candidates for the Train the Trainer program.
- F. Deliver the national level management workshop for Sub-regional Family Planning Coordinators, as scheduled in May 1995. Use this as the basic vehicle to introduce the Administrative Procedures Manual.
- G. One year after the Administrative Procedures Manual is introduced its impact should be evaluated and modifications made accordingly.
- H. In the next phase of this project a Counseling Skills workshop should be developed and delivered to Family Planning Coordinators at all levels. The Ministry of Health trainers prepared through implementation of Recommendation 3 could be used to help deliver the Counseling Skills Training workshop. Alternatively, an additional Train the Trainer program could be conducted to provide a corps of people within the Ministry of Health prepared to train and coach in the area of counseling

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Trip Report:family Planning Coordinator - "Orientation Manual" Development And Management Needs Assessment, Lima, Peru, June 19 - July 2, 1994."

Trip Report: December 12-17, 1993, Lima, Peru, Management Needs Assessment."

APPENDICES

Appendix 1: List of Participants

Appendix 2: Workshop Agenda

Appendix 3: Comments from Participants

Appendix 1

RELACION DE PARTICIPANTES PARA EL CURSO TALLER CAPACITACION GERENCIAL DIRIGIDO A DIRECTORES Y COORDINADORES DE LA DIRECCION REGIONAL DE SALUD CHAVIN

- 1.- Participantes del Ministerio de Salud:
Dr. Alfonso Villacorta Bazán
Obst. María Luisa Céspedes Ormeño
- 2.- Participantes de la Dirección Regional de Salud Chavín:
Enf. Nelly Zarzoza Marquez
Obst. Marcelo Anticona Oré
- 3.- Participantes Directores de las UTES:
Dr. Javier Revilla Aguilar UTES Caraz
Dr. Walter Moreco Riofrío UTES Carhuaz
Dr. Luis Orihuela Dávila UTES Huari
Dr. Gustavo Cruz Sayvay UTES Pomabamba
Dr. Roger Ramírez Rojas UTES Huaraz
Dr. Carlos Zapatel Gordillo UTES La Caleta
Dr. Ernesto Canan Arroyo UTES Guzmán Barrón
- 4.- Participantes Coordinadores de Planificación Familiar:
Dr. Marco Vivar Miranda Hosp. Huánuco
Obst. Silvia Untiveros Palacios Hosp. Recuay
Obst. Dioné Santiesteban Aquino Hosp. Cuzco
Obst. Flora Flores Tisnado Hosp. Carhuaz
Obst. Elizabeth Velez Salazar Hosp. Sihuas
Obst. Silvia Cabanillas Moreno Hosp. Pomabamba
Obst. Helwina Minaya Jara Hosp. Huari
Obst. Silvia Palomino López Hosp. Yungay
Obst. Yolanda Puma Alarcón Hosp. Huarney
Dr. Víctor Díaz Bazán Hosp. Casma
Dr. Pedro Iturrizaga C. Hosp. La Caleta
Dr. Luis Wong Angulo Hosp. Guzmán Barrón

RELACION DE DIRECTORES DE HOSPITALES DE LA REGION DE SALUD CHAVIN QUE ASISTIRAN AL CURSO TALLER CAPACITACION GERENCIAL DEL 23 AL 24 DE MARZO DE 1995

- 1-Julio Vilca Begazo Hosp. Carhuaz
- 2-Jorge Azaña Bergaray Hosp. Sihuaz
- 3-Luis Valenzuela Yancourt Hosp. Yungay
- 4-Ulises Jorge Aguilar Hosp. Casma
- 5-Hugo Castro Pizarro Hosp. Huarney

TOTAL DE PARTICIPANTES PARA EL CURSO TALLER: 23 Participantes.

Lima, 23 de Febrero de 1995

6

Taller Gerencial Sub-Regional - Chavin - Marzo 1995

	MARTES- 21-3	MIÉRCOLES 22 - 3	JUEVES 23 - 3	VIERNES 24 -3
Mañana	<ul style="list-style-type: none"> - Juego de integración - Expectativas y normas - Presentación del Programa - Ejercicio de Estilos personales (Azul, Rojo, verde - 2 equipos) - Carac. de grupos 	<p>Solución de Problemas</p> <ul style="list-style-type: none"> - ejercicios de percepción - ej. de observación/ inferencia - metodología - herramientas - Caso de Santa Rosa 	<p>- Análisis del Manual de Procedimientos (8 funciones)</p> <ol style="list-style-type: none"> 1. análisis del contenido 2. análisis del trabajo en grupo 	<p>CON LOS DIRECTORES</p> <ol style="list-style-type: none"> 1. Introducción de lo sucedido 2. Actividad de integración (sobrevivencia) 3. Presentación de problemas, soluciones 4. Plan de acción
Tarde	<ul style="list-style-type: none"> - Ejercicios sobre escuchar - cuento - Controversia - Ejercicio de pocos recursos - Diálogo en parejas 	<ul style="list-style-type: none"> - Casos de la vida - Juegos de Creatividad - Diálogo de parejas 	<ul style="list-style-type: none"> - Película "Yo Compró Eso" - Charla "TIPS" - Práctica de Venta de Ideas <ul style="list-style-type: none"> - tríos del mismo nivel - roles - puesto en común - Preparar "Venta" a Directores 	<p>ALMUERZO</p>
Tarea		Repasar el Manual de Procedimientos	Continuación de Venta	

Taller Gerencial Sub-Regional - Chavin - Marzo 1995

OBJETIVOS

- Reforzar las habilidades para trabajar en equipos
- Adquirir una herramienta práctica de solucionar problemas
- Profundizar sobre las funciones de los Coordinadores de P.F.
- Buscar soluciones a los obstáculos que enfrentan a los Coordinadores de P.F.

	MARTES 20 -3	MIÉRCOLES 21 - 3	JUEVES 22 - 3	VIERNES 23 -3
mañana	<ul style="list-style-type: none"> * Integración del grupo *Orientación al programa *Introducción al trabajo en equipo 	<ul style="list-style-type: none"> *Metodología de Solución de Problemas 	<ul style="list-style-type: none"> *El análisis de las 8 funciones del Coord. de P.F. 	<ul style="list-style-type: none"> *Resumen del curso * Integración con directores * Plan de Acción
tarde	<ul style="list-style-type: none"> *Requerimientos para trabajar en equipo *Comunicación gerencial 	<ul style="list-style-type: none"> * Aplicación de la metodología a casos prácticos * El uso de la creatividad en la solución de problemas 	<ul style="list-style-type: none"> *Venta de ideas 	ALMUERZO FINAL
tarea				

Appendix 3

COMENTARIOS Y SUGERENCIAS

Lo que puedo decir de esta capacitación es que a sido muy buena. La única dificultad que he podido encontrar es a veces en algunos ejercicios me a falta de un poquito de tiempo para concluirlos. Claro que esta a sido superado con la revisión en grupo del ejercicio en mención. Gracias he aprendido mucho.

La metodología de la capacitación gerencial del PPF es muy buena. La práctica y con respecto a las personas que recibimos el curso por lo menos debe ser 2 para cada hospital.

Duración del curso: La venta de ideas es un tema nuevo para todos los participantes. Creo se debio dar más tiempo.

Material de escritorio: falta de plumones

Ambiente: mesas y sillas incomodos

Falta de retroproyector: para pasar algunas láminas

Se debe realizar con más frecuencia este tipo de eventos.

Excelente metodología. Mayor frecuencia de cursos de este nivel, provisión de insumos y posibilidad de implementación en los establecimientos.

Aplaudo la manera xxxx?xxxx? del curso. sugerencia: Que se realice este tipo de evento en forma periódica

Que en los próximos eventos consideren a los instructores hablen or domine el idioma casellano.

El tiempo me parece muy corto.

Solicitar a los organizadores que si exista la posibilidad por realizar otros cursos, tomar en cuenta la misma metodología

El evento fue ameno, ilustrative de mucho aporte en conocimientos.

Las expositoras conocen su labor y lo hacen con gusto.

Debería ser una secuencia de eventos

Que se repite las capacitaciones en las provincias haciendo la replica de este curso por los mismos profesores.

A nivel de profesionales de salud en los UTES.

1. Pensaba asistir a un curso agobiante - no fue así
2. A la vez de enseñar lo hizo como un "relax"
3. Deben repetir esta metodología en otros cursos administrativos

La duración del curso es muy corto para los directores
Que se de el reforzamiento del mismo en un corto plazo.

Taller Gerencial
Huaraz, Chavin-Perú

I. ASPECTOS EDUCATIVOS

Sírvase evaluar cada uno de los siguientes aspectos del taller, poniendo un círculo sobre el número que considere apropiado en la escala que su muestra a continuación:

- | | | | | | | |
|----|--|----------------------------|----------------|------------------------|-----------------|---|
| 1. | Evaluación Global del Curso | Excelente
5
<u>8</u> | 4
<u>10</u> | Bueno
3
<u>1</u> | Deficiente
2 | 1 |
| 2. | En qué grado se cumplieron sus objetivos personales? | Excelente
5
<u>5</u> | 4
<u>11</u> | Bueno
3
<u>3</u> | Deficiente
2 | 1 |
| 3. | Evaluación de la metodología utilizada: presentaciones, trabajo de grupo, etc. | Excelente
5
<u>9</u> | 4
<u>8</u> | Bueno
3
<u>2</u> | Deficiente
2 | 1 |
| 4. | Duración del Curso | Excelente
5
<u>6</u> | 4
<u>7</u> | Bueno
3
<u>6</u> | Deficiente
2 | 1 |

5. Señale, en orden de preferencia, las sesiones que le gustaron más:

- | | | |
|----|---|--|
| 1) | • Venta de ideas - <u>14</u> | • Procedimientos Admin - <u>2</u> |
| | • Técnicas para resolver problemas - <u>8</u> | • Parafrasear - <u>3</u> |
| 2) | • Patrones básicos de motivación - <u>10</u> | • Reforzar más habilidades - <u>2</u> |
| | • Trabajo en equipo - <u>3</u> | • Creatividad - <u>5</u> |
| 3) | • Comunicación gerencial - <u>2</u> | • Como desarrollar las habilidades |
| | • Escuchar - <u>2</u> | • Preparación para venta de ideas - <u>6</u> |

6. Señale las sesiones que le gustaron menos, empezando por la que menos le gustó:

- 1) Corto tiempo
Dramatización
- 2) Ejercicio del Manual 3
- 3) Ninguna / todos los temas fueron buenos y nuevos

II. ASPECTOS ADMINISTRATIVOS

Sírvase evaluar cada uno de los siguientes aspectos del taller poniendo un círculo sobre el número que considere apropiado en la escala que se muestra a continuación:

1.	Alojamiento	Excelente 5 4 ⑤ ④	Bueno 3 ⑧	Deficiente 2 1 ① 1	① - No contesto
2.	Alimentación	Excelente 5 4 ② ⑦	Bueno 3 ⑩	Deficiente 2 1	
3.	Sala de Sesiones	Excelente 5 4 ② ⑪	Bueno 3 ⑥	Deficiente 2 1	
4.	Apoyo Administrativo	Excelente 5 4 ⑤ ⑨	Bueno 3 ④	Deficiente 2 1 ①	
5.	Actividades Sociales	Excelente 5 4 ① ⑥	Bueno 3 ⑩	Deficiente 2 1 ①	① No Contesto

Comentarios y Sugerencias:

See attached