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JOHNS HOPKINS
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Organizational Change

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Assumptions About Organizational Change

- ✦ Change requires a new set of competencies and attitudes
- ✦ Change involves everyone in the organization, not just leaders
- ✦ Finding a balance between flexibility and control is vital
- ✦ Managers are not always in control



Apete clinic staff

Assumptions About Organizational Change

- ✦ Organizations are open systems
- ✦ Organizational change and restructuring shifts the balance of power in organizations
- ✦ Change is a good thing, ultimately
- ✦ The goal of change is not organizational survival for its own sake

Health Sector Reform

Another Name for Organizational Change

- ✦ A “sustained process of fundamental change in policy and institutional arrangements to improve the functioning of the health system and thereby, people’s health”
 - Addressing financing
 - Improving quality
 - Testing delivery systems
 - Decentralization



Abolanle health facility

Examples

- ✦ Bamako Initiative
 - For essential drugs
- ✦ Health insurance schemes
- ✦ New delivery mechanisms
 - VHWs
- ✦ Enhancing community participation

VHWs Are a Second Order Change

- ✦ New type of health provider
- ✦ New relationships with the community
- ✦ New forms of supervision and partnership
- ✦ New forms of economic support for health
- ✦ New means of accessing care



VHW treats

Types of Systems Change: Responder

- ✦ Change is initiated outside the health sector, to which the sector has to respond
- ✦ Goals are non-health specific
 - Democracy
 - Economic growth
- ✦ Change is fundamental, affecting all areas of government

Types of Systems Change: Resister/Adjuster

- ✦ Daily fire-fighting
 - Lack of motive, perceived need, means or opportunities for major change
- ✦ Goals are health specific
 - Tends to be single issue
- ✦ Incremental change rather than fundamental change

Types of Systems Change: Reformer

- ✦ Impetus may be internal or external to the health sector
- ✦ Goals are health specific
 - Often multiple goals
- ✦ Change is fundamental
 - Sustained

Types of Systems Change: Rebuilder

- ✦ In the context of post conflict or disaster
 - Instability and insecurity
- ✦ Goals are health specific
- ✦ Change is major but not fundamental change
 - Re-creation rather than reform

Roll Back Malaria

In the Context of Health System Reform

- ✦ Prompt and appropriate treatment cannot occur unless health facilities function
- ✦ Appropriate home management can not be encouraged without health systems outreach, educational capacity

Roll Back Malaria

In the Context of Health System Reform

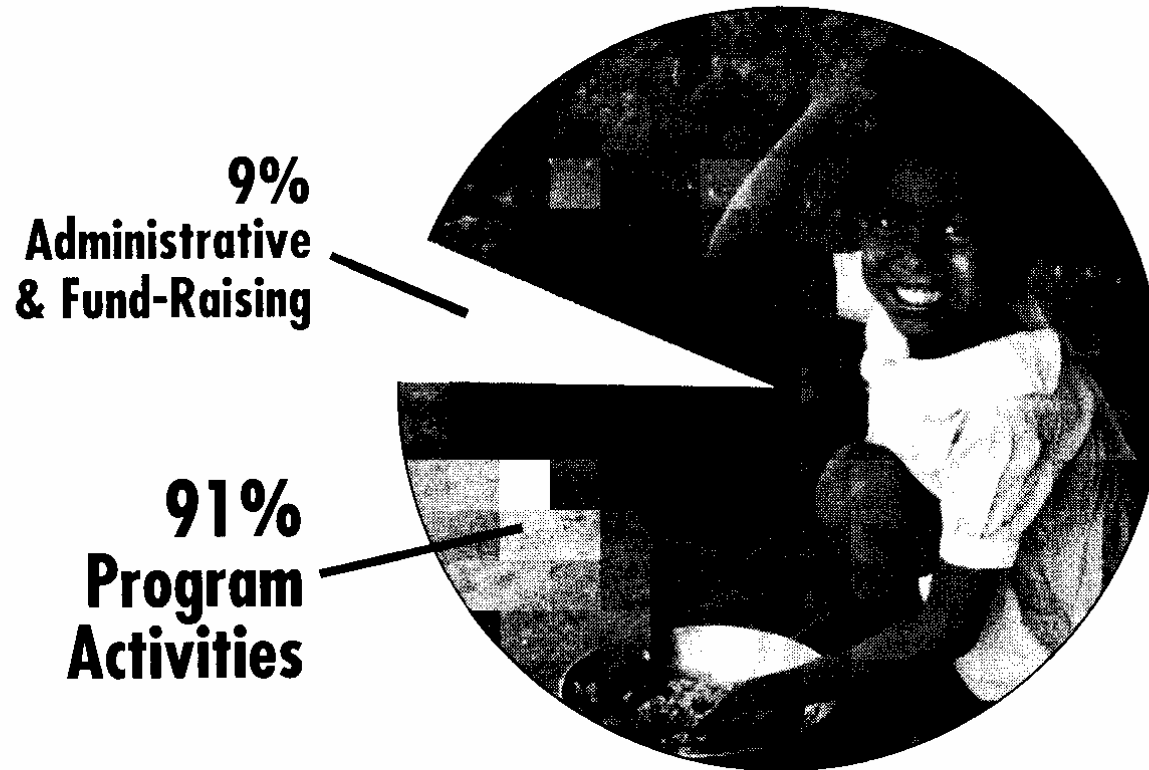
- ✦ Prevention programs cannot work without logistical capacity and relationships with other sectors
- ✦ Needs assessment determines capacity

The Role of NGOs

- ✦ Able to innovate
- ✦ Represent civil society, minority groups
- ✦ Reflect community needs and interests

CARE's Expenditures

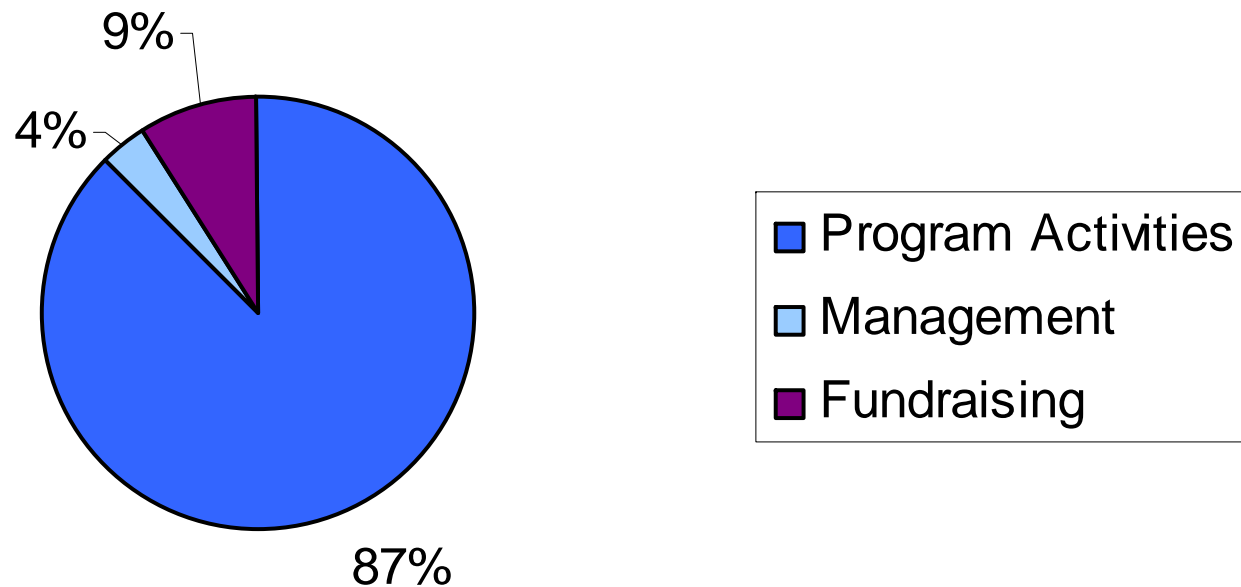
(including contributions-in-kind and donated food)



CARE

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In 1996, donations to Doctors Without Borders USA, Inc. were spent as follows:



Doctors Without Borders strives to direct at least 85% of revenues to relief programs, surpassing this standard in 1995.