

SUMMARY OF TERMINAL EVALUATION

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| 1. Outline of the Project | |
| Country: The Socialist Republic of Vietnam | Project title: The Project for Improvement of Medical Service in the Central Region |
| Issue/ Sector: Health-Medicine | Cooperation Scheme: Technical Cooperation |
| Division in charge: JICA Vietnam Office | Total Cost: 547 Million Japanese Yen |
| Period of Cooperation | July 1, 2005- June 30, 2010 |
| | Partner Organization: -Hue Central Hospital -Ministry of Health |
| | Period of Cooperation: 5 years - International Medical Center of Japan (IMCJ) -Ministry of Health, Labor and Welfare |
| 1-1 Background of the Project | |
| <p>The health service sector in the Socialist Republic of Vietnam has been greatly improved through various reforms such as privatization of medical services and introduction of a self-pay system and a health insurance system after the implementation of Doi Moi policy in 1986. However, new problems have emerged with rapid economic growth in the country. The important issue amongst them is widening regional differences in the quality of medical service. In the Central Region, especially, where economic and social development has been slower than other parts of the country, provincial and district hospitals cannot provide quality medical services, and patient concentration occurs in the Hue Central Hospital (hereinafter referred to as “HCH”), the top referral hospital in the region. As a result, each level of health facilities including HCH had not adequately fulfilled yet its function, and the capacity building of medical staff at provincial and district hospitals as well as the establishment of referral system through strengthening collaboration amongst each levels of health facilities are most pressing issues in the region.</p> <p>Considering this background, the Japanese Government has been conducting a Technical Cooperation Project for Improvement of Medical Services in the Central Region (hereinafter referred to as “the Project”), a five-year project, since July 2005. The project purpose is to expand and improve training activities of HCH for provincial hospitals (hereinafter referred to as “PHs”) with overall goal to improve medical services provided by PHs in the Central Region. The main activities of the Project are improvement of medical services by HCH, establishment of Training Management Cycle, and monitoring of the status of medical services of PHs by HCH through expert dispatch, acceptance of trainees, and equipment provision. With these, the Project aims that the model medical service is practiced at HCH, and that medical service at PHs is improved through fostering human resource development in the Central Region. In addition, new hospital wards (for outpatients and examination) were built by the Japanese Grant Aid Scheme in collaboration with this Project in October 2006.</p> <p>The Project will complete in June 2010. To clarify the degree of effects produced by the project and attainment of the Project objectives based on the Project Design Matrix and to draw recommendations and lessons learned, the Terminal Evaluation was conducted.</p> | |
| 1-2 Project Overview | |
| (1) Overall Goal | |
| Medical Service provided by the provincial hospitals in the Central Region are improved | |

(2) Project Purpose

Training activities to improve PH's medical service by the HCH are expanded and improved through Training Management Cycle.

(3) Output

- 1) Model medical service is practiced at HCH in order for PH to apply it.
- 2) A training management system and organization is established at HCH.
- 3) HCH monitors the status of medical services at the PHs in the Central Region.

1-3 Input (at the point of Terminal Evaluation)

Japan:

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|--------------------|------------|------------------------------------------------------------------------------------|-------------|
| Long-term Experts | 5 persons | Equipment Provision Costs necessary for the implementation of the Project | 564,382 USD |
| Short-term Experts | 34 persons | | 551,921 USD |
| Trainings in Japan | 25 persons | | |

Vietnam:

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|--------------|------------|------------------------------------------|-----------------------------------|
| Counterparts | 53 persons | Local Cost (for whole Project period) | 2,018,561,956 VND ¹ |
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Project Office was provided and the cost of electricity and water supply was paid by Vietnamese side.

2. Review Team

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| Members | Leader | Mr. Yasuhiro TOJO | Senior Representative, JICA Vietnam Office |
| | Training Management | Dr. Chiaki MIYOSHI | Director, 2 nd Expert Service Division, Bureau of IMCJ, Ministry of Health, Labor & Welfare |
| | Nursing Education | Ms. Makiko MIZUE | Vice Director, Nursing Department, Toyama Hospital, IMCJ, Ministry of Health, Labor & Welfare |
| | Cooperation Planning | Mr. Shinji YANAGAWA | Representative, JICA Vietnam Office |
| | Evaluation Analysis | Ms. Michiko FUJIMOTO | Senior Consultant, Overseas Department, Fujita Planning Co.,Ltd. |

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| Period of Review | 10-23 January 2010 | Type of Evaluation: Terminal Evaluation |
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3. Results of Review

3-1. Verification of Performance

(1) Output 1

The attainment of Output 1 for five target fields in the Project was identified as follows:

Nursing Management/Total Care: Nursing Department has made effort to improve the medical service with clinical departments. Nursing Department discussed what Total Care is and decided what HCH aims for Total Care in the project activities. In according to the indicator for Output 1, Satisfaction survey which was conducted by Nursing Department shows most of staff in HCH has provided appropriate care for patients more than that in the past, although some contents of nursing the Project are should be improved in future.

Medical Equipment Control: Medical equipment in HCH has been maintained periodically and the rate of preventive maintenance has increased (24.7% in 2007 and 71.5% in 2009). Utilizing the budget of spare part from the donor in 2009, the rate of functional medical equipment was increased (87.3% in 2007 and 99.0% in 2009). If they secure the sufficient budget for maintenance, they can continue to perform this

¹ Exchange rate regulated in JICA is 1 USD=18,475 VND in January 2010.

condition.

Nosocomial Infection Control: Staff of Infection Control Department continues controlling infection collaborating with clinical and functional departments in HCH. Though indicators for infection control are not set up, infection rate such as surgical site infection rate and respiratory infection rate decreased in HCH.

Hospital Management: In the field of Hospital Management, their activities have been promoted in the second half of the project period. According to the interview and site observation, it is identified that they started to introduce new medical record storing system responding the suggestion from short-term expert. It has been just two months since they started to store following system, medical records were stored and categorized by the name of diagnosis, ICD-10. As the result, they can more easily search the medical record which is needed and the system contributes to hospital management. Also, the system promotes training activities when they need to refer the medical record for case study.

As for the evaluation of the whole HCH, the method of annual hospital evaluation by MoH was changed in 2007, and comparison cannot be made. The result fell from 'Excellent' in 2005 to 'Good' in 2006. The result for 2007 is not three grade scale but point rating system and evaluation cannot be made. The point of the hospital ranking in 2007 and 2008 is 93.75 and 97.27, and these are considered as high score. Also, HCH was certified as 'Super Hospital' since 2009. The standard for ranking system requires more up-graded condition for super hospital. Therefore, it is also difficult to compare the point in 2008 to that in 2009. The point in 2009 was 97.21. Also, regulation for calculation is changed annually and it is difficult to analyze the trend of improvement year by year.

(2) Output 2

According to indicators, Training Center has strengthened its capacity, such as organizational capacity by increase of personnel in Training Center and technical capacity by establishment of Training Management System based on Training Management Cycle. Training management is applied to trainings on the procedure of 'Training Organization and Tasks assignment' as follows. And Training Center conducts trainings following Annual Training Plan. T

(3) Output 3

The information of the status of medical service in PHs has been collected when they visit PHs in each stage such as needs survey, training implementation and long term evaluation. However, systematical information collecting system and periodical reporting system between HCH and PHs have not been established. According to the interview with Japanese Experts, the Project set up contact person in each PH in order to contact to PH smoothly and to monitor and evaluate the ex-trainees in PH efficiently. Therefore, monitoring the status of medical services at the PHs in the Central Region has to be strengthened including the activities mentioned above.

(4) Project Purpose

According to indicators, total number of trainees increased year by year since JFY 2007 and the number in 2009 increased to 450 personnel. The trainees acquired the skill and knowledge from the trainings, and most of them started to improve PHs in their field. In addition to the indicator, it was identified through the interview, that the Project follows up and supports ex-trainees to implement their action plan even after the training. And, all ex-trainees report their implementation progress of their action plan to HCH in some PHs. The supports from HCH strengthen the training system more. Therefore, it is judged that HCH provides the trainings which make the trainees to acquire the knowledge and skill, furthermore, to change behavior under systematical training system. Thus, the training activities has been expanded and improved and the project purpose has been achieved.

(5) Prospect of Overall Goal

As the result of review of indicators, it is difficult to evaluate the prospect to achieve the overall goal. Regarding the indicator of result of the hospital ranking of the PH, regulation for calculation is changed annually and it is hard to investigate the trend of improvement of medical service in PHs. As for death rate in the PHs, it was identified that death rate is not effective indicator for overall goal because patients die not in hospital but in their home usually. Though it is difficult to identify the prospect of overall goal, the Team also collected the questionnaire from the trainees in PHs and identified that they are implementing their action plan in PHs. According to the result of long-term evaluation conducted by the Project, it was identified that ex-trainees in all PHs had implemented their action plan and transferred what they acquired in the trainings. If HCH continue to follow up and support and BoD in PHs continue to support to ex-trainees in PHs after training, it is highly expected that the overall goal will be achieved.

(6) Implementation Process

The Project faced some difficulties in implementing activities in the first half of the project period due to difficulties in communication between Japanese experts and counterparts, which impeded them to share information and to work together for progress of the project. Although Japanese Experts had made effort to improve the project management system before the Mid-term Evaluation, it was difficult to establish the monitoring system of the Project. However, the Project made efforts such as the assignment of Chief Advisor, implementation of regular meeting and counterpart training in Japan, so that sufficient communication between Vietnamese side and Japanese side was achieved. As a result of these efforts and events, project management has been improved substantially in the second half of the project.

Three core hospital meeting is conducted biannually. HCH participates to the meeting and contributes to the improvement of health policy in Vietnam. Lessons learned from the projects in Bach Mai Hospital and Cho Rat Hospital were shared.

3-2. Summary of Evaluation Results

(1) Relevance

Judged from the consistency between the Project and health policy in Vietnam, and the Project and assistance policy in Japan, the relevance of the Project is recognized as high.

(2) Effectiveness

The project purpose has been achieved at the point of Terminal Evaluation considering the achievement of outputs and the progress of the project activities. If the information regarding the training activities is collected systematically and utilized effectively for the training activities, the quality of the training management system will be higher. The Project has plan to establish the data bank for systematical data collection of medical service of PHs in the remaining period of the Project and the Project purpose will be achieved by the end of the Project.

(3) Efficiency

Efficiency of the Project is high overall. All outputs of the Project were produced judging from the achievement of indicators and other information. Most of problems which happened in the first half of the Project have been solved by now. The activities under output 3 which have not been implemented are necessary to be implemented in order to increase the efficiency of the Project.

(4) Impact

The medical service in PHs has been improved through implementation of the action plans by ex-trainees after trainings regarding the fundamental fields of the medical service. On the other hand, it is difficult to evaluate the prospect to achieve the overall goal according to the indicators.

Positive impacts of the Project identified as follows; 1) Network among BoD, clinical and functional

departments in HCH has been established due to the assistance of fundamental fields of medical service, 2) HCH was certified as the 'Hang Dac Biet' (Super) Hospital in 2009, and 3) The activities of nosocomial infection control have been developed. The association of nosocomial infection control in Central Region was established and HCH is leading body of the association.

Currently, there is no prospect observed the unexpected negative impact.

(5) Sustainability (Expectation)

Sustainability from the political and organizational aspects and from the technical aspect is totally high. However, it is necessary to develop the concrete plan with MoH, HCH, PHs and People's Committees in order to increase financial sustainability, although most of concerned personnel reached one consensus that it is preferable for PHs to pay for the training in HCH.

3-3. Factors promoting effect of the Project

(1) Concerning with the project design

1) Utilization of resource which were already produced by the previous projects in Vietnam

The Project effectively utilized the outputs produced by Cho Ray Hospital and Bach Mai Hospital which JICA had assisted with technical cooperation and grant aid. For example, they invite the staff in both hospitals as the trainer of trainings. It is easier to apply Vietnamese medical service than Japanese medical service. The Project could utilize the model medical service which is suitable for the needs in Vietnam and implement the project activities more smoothly.

2) Introduction of the methodology of 'Training Management Cycle'

The Project does not just offer the trainings but manage the training activities based on the Training Management Cycle. The function of Training Center and the capacity of staff in Training Center as well as the staff in clinical and functional departments were strengthened. The definition of 'Training Management Cycle' clarified the activities which the staff should implement for the training management. Also it was easy for the personnel concerned with the Project because the methodology was clear. Thus, these factors promoted smooth implementation of the project activities.

3) The implementation to improve the medical service in order to improve and expand the training system

In implementing the activities for improvement and expansion of the training system, the Project approached not only the improvement of training activities but also the improvement of medical service in order to improve the quality of trainings. Therefore, Training Center collaborated with clinical and functional departments in HCH and generated synergy effect to improve the quality of training activities.

(2) Concerning with the implementation process

1) Clear establishment of project implementation and monitoring system/ Appropriate and sufficient communication

The progress of the Project had not been made in the first half of the project period because the Project did not had monitoring system of the Project and the Project did not sufficient communication between Japanese Experts and counterparts. Since the Mid-term Evaluation, the Project has established the monitoring system and Japanese Experts and counterparts have communicated each other sufficiently. Therefore, the Project has made good progress and produced many outputs at the point of Terminal Evaluation. It is necessary for the Project to establish the monitoring system in the early stage of the project period to understand the method and scheme of the project implementation, especially in case of that counterpart experience the scheme of Japanese Technical Cooperation.

3-4. Factors inhibiting the effect of the Project

- (1) Concerning with the project design
Not particular.
- (2) Concerning with the implementation process
Not particular.

3-5. Conclusion

In Conclusion, the Project has made remarkable progress after Mid-Term Evaluation, though some activities have seen little progress so far. The activities of the Nursing Department, Infection Control Department, Medical Equipment Department and clinical departments are strengthened and contribute to the implementation of the model medical service. Awareness and behavior of HCH staff were changed by their activities. Their network in HCH has been also strengthened and promotes 'Total Care' in HCH. After Mid-Term Evaluation, collaboration between Japanese experts and counterparts, including BoD, was stronger, and it made the efficiency of the Project higher than that of first half of the project period. Trainings in HCH have been conducted in applying the Training Management Cycle, including the monitoring and evaluation. They have collected the information of medical service in the PHs to plan and evaluate the trainings, however have not archived it systematically. If the information is collected and updated periodically, the Training Management Cycle will be more enhanced, meaning the effectiveness would be higher. Also, the commitment by BoD of PHs for smoother implementation of action plan made by ex-trainees is higher and it is easier for ex-trainees to disseminate what they learned from the training in HCH. Therefore, the prospect to achieve the overall goal on the Project would be high. Relevance is high since there is a consistency between the project purpose and the Policy of Vietnamese Government and Japanese Government. From the organizational and technical aspect, sustainability is highly expected, since the organizational structure of the Training Center is strengthened. Also, the Team confirmed that the Training Management Cycle had been adapted in HCH. However, in order to assure the sustainability, it is necessary to consider how to secure the sustainability from the financial aspect concretely, such as ensuring the training budget.

3-6. Recommendation

- (1) In order to strengthen the organizational function of the Training Center which is newly organized, the Training Center should develop the strategic system, such as developing job description for each department.
- (2) In order to continue training activities which the Project has implemented, it is necessary for the Project to discuss the plan to secure training budget with MoH, HCH, PHs and People's Committee in provinces.
- (3) It is desirable that the Project develop the manual based on their experience and lessons learned of the project activities.
- (4) Information of PHs related to trainings should be continued to collect and utilize systematically.
- (5) It is necessary for HCH to strengthen the network for better medical service among BoD, clinical departments and functional departments.
- (6) The staff of Training Center has to feedback their experience and know-how acquired to MoH, BMH and CRH on the new JICA project 'The Project for improvement of the quality of human resources in the medical services system'.

3-7. Lessons Learned

- (1) It is very important for the project team to establish the monitoring system for project management such as regular meeting in the beginning of the project period in order to implement project activities smoothly.
- (2) It is necessary for both Experts and counterparts to understand their culture each other in smooth project implementation.
- (3) The Project strengthened the network among BoD, clinical departments and functional departments as the result of that the Project focused on the technical assistance for medical services of fundamental field such as nursing management, nosocomial infection control, medical equipment management and hospital management.
- (4) Training Management System was enhanced smoothly by BoD's understanding the training activities.
- (5) The assignment with appropriate managers strengthened Training Management System.
- (6) Counterpart Trainings in Japan implemented in the Project were effective for implementation of the Project. CP has acquired new knowledge and skill to apply to HCH. Furthermore, counterparts obtained confidence and changed their behavior for training activities.