DEVELOPING A WHOLISTIC SOCIAL RESPONSIBILITY PROGRAM IN A DEPARTMENT OF SURGERY IN THE PHILIPPINES

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INTRODUCTION

World Health Organization (WHO) - 1995

– appealing to health institutions
to have social responsibility program (SRP)
to help attain vision and mission of

Health for All movement!

INTRODUCTION

World Health Organization (WHO)
recommended guidelines in formulating and evaluating SRP

- all governance, service, training, & research activities of health institution be directed towards addressing health concerns of community

- use of framework of four values in evaluating program: relevance, quality, cost-effectiveness, & equity

INTRODUCTION

Under a new stewardship in 2001

Department of Surgery
Ospital ng Maynila Medical Center (OMMC Surgery)

decided to develop wholistic social responsibility program (SRP)

GENERAL OBJECTIVE

Describe

OMMC Surgery SRP development

from 2001 to July, 2004

SPECIFIC OBJECTIVES

Describe

1. how and why program was established
2. guiding principles in designing program
3. intended recipients
4. overall objectives
5. outcome of development

SPECIFIC OBJECTIVES

Describe

6. initial difficulties and how these were overcome and motivations that nurtured development
7. tangible outputs
8. results using WHO evaluation criteria
9. extent of integration of program into core strategy of Department that will make it sustainable

METHODS

Records review to answer all the questions posed

RESULTS
Setting

Ospital ng Maynila Medical Center (OMMC)

tertiary public hospital
owned by government of City of Manila

300-bed capacity

caters primarily to health needs of indigent residents of City of Manila

RESULTS
Setting

OMMC Surgery

- one of 12 medical specialty departments of OMMC
  - that manages patients with surgical disorders or patients needing operative treatment

- 54-bed capacity with an average of
  - 3000 admissions
  - 2500 operations
  - 25000 consultations per year

RESULTS
Setting

OMMC Surgery

From 2001 to 2004

- surgical residents (trainees)
  main workforce of Department
  ranging from 15 to17

- contractual, part-time surgical consultants (faculty)
  ranging from 15 to 24

RESULTS
Setting

OMMC Surgery and OMMC

- perennially faced with problem of logistics to support operations

RESULTS

When and How SRP Started & Why the Investment

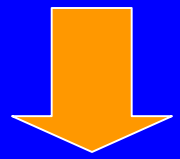
2001 – new steward

- new vision-mission
- new set of core values
  - emphasized social responsibility
    - not only towards primary external clients
      - indigent Manila patients
    - but Filipino citizenry as much as possible
    - and to surgical residents

RESULTS

When and How SRP Started & Why the Investment

Vision to become model department of surgery in Philippines
- model in governance, service, training, & research



establish quality social responsibility program
which could also serve as model

RESULTS

When and How SRP Started & Why the Investment

Appeal by WHO for all medical institutions to establish a structured social responsibility program

OMMC Surgery SRP

RESULTS

General Guiding Principles in Design of SRP

Governance program that has integrated social responsibility in its business plan

Social responsibility in vision-mission & core values

RESULTS

General Guiding Principles in Design of SRP

WHO concept of social responsibility

All governance, service, training, and research activities of Department should be directed towards addressing health concerns of community

RESULTS

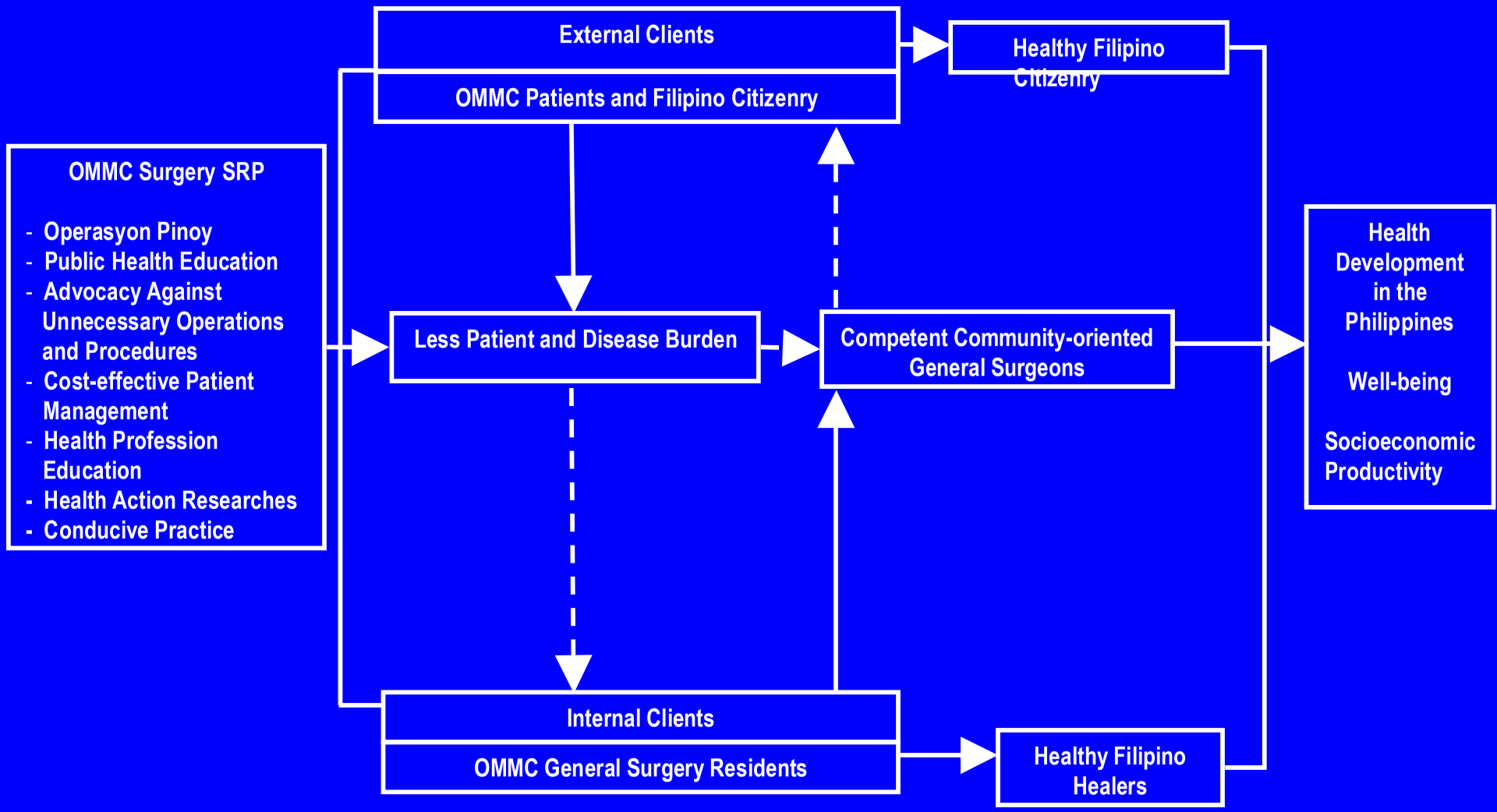
General Guiding Principles in Design of SRP

Comprehensive program

that considers both needs of its external and internal clients and all possible aspects of their needs

framework of OMMC Surgery SRP

Framework of OMMC Surgery SRP



RESULTS

General Guiding Principles in Design of SRP

WHO evaluation parameters of social responsibility program

Relevance

quality

cost-effectiveness

equity

RESULTS

Intended Recipients of OMMC Surgery SRP

External and internal clients of Department

- External clients
  - patient-clients of OMMC Surgery (residents of Manila)
  - Filipino citizenry (Metro Manila and Philippines)
- Internal clients
  - OMMC surgery residents

RESULTS

Overall Objectives of OMMC Surgery SRP

To establish and develop a SRP that

1. Conforms to WHO concept of social responsibility
2. Satisfies WHO evaluation parameters
3. Is outstanding that it can serve as a model for other departments of surgery to emulate

RESULTS

Outcome of OMMC Surgery SRP Development – July, 2004

Seven specific projects:

1. Operasyon Pinoy
2. Public Health Education
3. Advocacies against Unnecessary Procedures and Operations
4. Cost-effective Patient Management
5. Health Profession Education
6. Health Action Researches
7. Conducive Practice

RESULTS

Outcome of OMMC Surgery SRP Development – July, 2004

Seven specific projects:

1. Operasyon Pinoy

   daily in-house surgical mission for indigent Filipino patients with common general surgical disorders

2. Public Health Education

   advisories on how to prevent common, serious, and dangerous surgical disorders

RESULTS

Outcome of OMMC Surgery SRP Development – July, 2004

Seven specific projects:

3. Advocacies against Unnecessary Procedures and Operations

   prevention of unnecessary pain, complications, and expenses from unnecessary operations and operations

4. Cost-effective Patient Management

   provision of quality health care with least cost and burden

RESULTS

Outcome of OMMC Surgery SRP Development – July, 2004

Seven specific projects:

5. Health Profession Education

   provision of quality education to surgical residents

6. Health Action Researches

   conduct of useful researches with immediate impact on quality patient care

7. Conducive Practice

   promotion of conducive working environment for surgical residents

RESULTS

Outcome of OMMC Surgery SRP Development – July, 2004

Seven specific projects

could be categorized under two intentions dubbed as

Healthy Urban Poor-Health for All Filipino Program

Education for Health Development in the Philippines Program

RESULTS

Initial Difficulties – How Overcome - Motivations

Initial difficulties

- **Absence of published model of structured SRP in department of surgery / hospital / medical school that could be used as a guide**
- **Lack of social responsibility orientation and know-how of staff**
- **Lack of logistics**

RESULTS

Initial Difficulties – How Overcome - Motivations

Initial difficulties

Overcome by presence of

Competent, resourceful, innovative, sincere & committed Department's steward-educator who had very strong sense & value of social responsibility

Cooperative surgical staff

Very productive donor development program

RESULTS

Initial Difficulties – How Overcome - Motivations

Motivations

- Servant leader
- Cooperative surgical staff
- Donor development program

Desire to create model of SRP in department of surgery

RESULTS

Quantifiable Outputs of OMMC Surgery SRP

Surgical residents' perspective

Full accreditation of Department's general surgery training program by Philippine Society of General Surgeons from suspension status in 2001

Improved passing rate of residents in Philippine Board of Surgery Resident-in-Training Examination from 53% in 2001 and 2002 to 75% to 2003

RESULTS

Quantifiable Outputs of OMMC Surgery SRP

Surgical residents' perspective

100% passing rate of graduates in the Part I national certifying board examination in 2003 and 2004 as compared to the historical record on one passer every 5 years

100% staff retention rate

RESULTS

Quantifiable Outputs of OMMC Surgery SRP

Surgical residents' perspective

- only 2 out 15 residents with sick leave per year
- 96% conducive practice index
- 99% overall surgical residents' satisfaction index
- 98% surgical residents' satisfaction index on training program

RESULTS

Quantifiable Outputs of OMMC Surgery SRP

Surgical residents' perspective

- **Submission of 17 abstracts in an international conference in health profession education**
- **Social responsibility orientation of residents as demonstrated in their active participation in Operasyon Pinoy, public health advisories, and advocacies against unnecessary operations and procedures**
- **More than 90% achievement of the annual performance targets since 2001**

RESULTS

Quantifiable Outputs of OMMC Surgery SRP

Quality patient care perspective

- **Drop in average number of clients' complaints from 6 a year in 2001 to one a year in 2002 to present**
- **Acceptable mortality and morbidity rate at less than 5%**
- **Acceptable recovery rate at more than 90%**

RESULTS

Quantifiable Outputs of OMMC Surgery SRP

Quality patient care perspective

- **Reduction of sudden cancellation rate of elective operations from by 50%, from10% to 5%**
- **Reduction of unnecessary routine circumcision by 100%**
- **Reduction of unnecessary breast mass excision by 75% from 35% in 2001 to 15% in 2002 and to 7% in 2003**

RESULTS

Quantifiable Outputs of OMMC Surgery SRP

Quality patient care perspective

- Reduction of normal appendectomy rate from 10% in 2002 to 1% in 2003
- Reduction of average number of patient's hospital visits prior to operations from 6 to 2
- 50% reduction of average operative expenses per patient

RESULTS

Evaluation using WHO Criteria

Satisfied WHO framework of four values

Relevance

- Targeting important needs of underprivileged patient-clients and workforce, surgical residents,

  through the seven projects

Quality

- Comprehensiveness of SRP and quality of service, training, & research activities effected by the seven projects

RESULTS

Evaluation using WHO Criteria

Satisfied WHO framework of four values

Cost-effectiveness

- Cost-effective Patient Management Program

Equity

- Operasyon Pinoy - main program

RESULTS
Extent of Integration into Core Strategy

SRP ingrained into Department's system through

- vision-mission statements
- core values
- balanced scorecard

Seven projects

- ongoing and continually intensified for past 3 years
- already regular activities of Department

Everyday in OMMC Surgery is a social responsibility day!!!!

DISCUSSION

Social responsibility - buzzword in global community

In business community

- Asian Corporate Social Responsibility Award
  being held every year since 4 years ago

In Philippines,

- Corporate Social Responsibility Week
  every first week of July, since three years ago

DISCUSSION

Social responsibility - buzzword in global community

WHO since 1995

SRP among health institutions

United Nations, 2000

Millenium Development Goals for 2010

DISCUSSION

Search of Medline and HERDIN , 2001 - July, 2004

NO paper on comprehensive SRP

conducted by hospitals and clinical departments

DISCUSSION

In 2001,

when OMMC Surgery decided to embark on SRP,

just followed guidelines of WHO and innovated

DISCUSSION

After three years of development,

surgical staff of OMMC Surgery satisfied with output –

comprehensive and wholistic design
with tangible outputs all geared towards

Healthy Urban Poor – Health for All Filipinos
Education for Health Development in the Philippines

Authors hope OMMC Surgery SRP will serve as model

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Thank you for your kind attention!

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