

Learning-by-Doing approach to Capacity and Capability Building

The SIGNET Programme

Lazar Mathew Thalakkotur

Programme Director, SIGNET (India)

SIGNET

**Singapore
Indian Group
Networking for
Empowerment Training**

Goal

- To enhance management of health care and hospital services:
 - through building capability and capacity of health care and hospital administrators, managers and clinicians,
 - in rational, evidence-based decision-making in health care policy and practice.
- To create models both in the government and private sector for adoption at regional/national level.

Objectives of the Programme

- Raise awareness of strategic planning, evidence-based management & decision-making among hospital leadership.
- Develop evidence-informed health care decision-making processes in health care institutions.
- Create a group of empowered personnel (managers and clinicians) to sustain this.

Scope of the Programme

Three broad areas:

- Building Capability:
 - Empowering professionals with knowledge and skills of evidence-based management and decision-making
- Building Capacity:
 - Empowering professionals to become master trainers
- Institutional Change:
 - Awareness and sensitization for change
 - Using scientific tools to inform decisions and planning
 - Establishment of units in participating institutions

Methodology

Sensitization of senior leadership



Knowledge & skills to middle-level managers



Ripple effect

Strategic Leadership in Health care Session

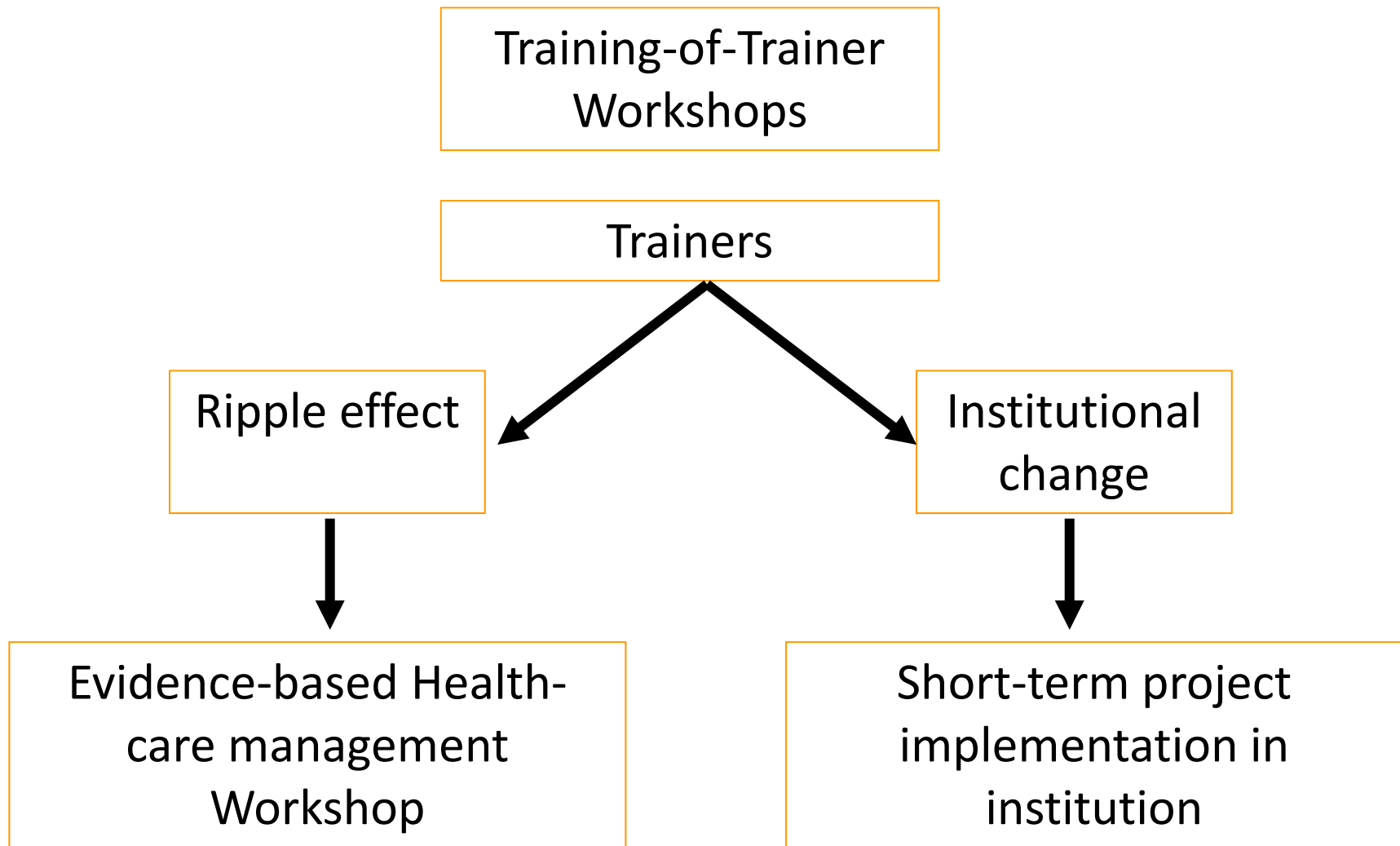


Training-of-Trainer Workshops



EBHC management Workshop

Methodology



Outcomes

Institutional change in participating institutions:

- Reduction in procurement time of expensive HT by 50%.
- Smooth patient flow in out-patient & emergency depts
- Reduction in hospital acquired infection
- Streamlining of pharmacy services
- Health education during out-patient waiting period.
- Inter-departmental sharing of hi-tech technologies (ventilators and blood-gas analysers).

Strengths of SIGNET Programme

1. “Health Technology” not limited to products
2. Capacity building not limited to theoretical sessions, but directly related to development of solutions for local problems
3. Learning-by-doing approach
4. Partnership (not participation) among stakeholders
5. Low-cost input with high yield

Limitations of SIGNET Programme

1. Small-scale compared to Indian needs
2. Scale-up requires greater funding & manpowe
3. Biggest hurdle is resistance to change
4. Intensive Programme management and monitoring
5. People dependent → Institution dependent

Learning messages for other systems

1. Consider local needs carefully when choosing model
2. Introduce well defined measurable outcomes and outputs
3. Problem → → → Solution approach
4. Focus on local context
5. Equal partnership among participating stakeholders

Thank you

ProjectSIGNET@gmail.com