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Organisation Development Intervention for District Health System: A New Experience

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OD interventions have often been used by behavioral scientists as an exercise that integrates an individual’s desire to grow and develop within the organization and the goals and objectives of the organization. An OD exercise was undertaken with the aim to decrease child and maternal mortality rates during and after pregnancy, through promotion of better health care system, in the state of Rajasthan. Rather than beginning from the top, the workshop aimed to tackle the problem first at the grassroot level, where admittedly the mortality rates are quite high and then moving to the top. A facilitators network was set up through ‘process consultation training’ of health functionaries, where positive dealing was encouraged and training was imparted with specific emphasis on coordination, integration (of activities), and responsible participation. Impact evaluation was also carried out in 1992-93 and 1993-94 which generated positive results.

OBJECTIVES:

The objectives of the OD interventions were:

(i) Improving job performance, as well as organizational effectiveness, innovativeness, etc.

(ii) Better adaptability to the organization and its environment

(iii) Developing willingness among the members to face organizational problems and to contribute creative solutions, within the existing resources.

(iv) Developing better interpersonal skills through process consultation.

(v) Developing problem-solving abilities among the employees.

DESIGN & METHODOLOGY:

In this study, we tried to give a new look at classical OD intervention. It has been said repeatedly that OD intervention should be from top to bottom. But, when we started in this fashion, we faced many problems, like lack of interest and willingness at all levels of staff in implementing national programmes. There was lack of inter-personal trust also among the top-middle and first level health functionaries. Hence, we tried to initiate it at the grassroot level first rather than at the higher levels. We thought that when the need would come from the lower level, it would affect the higher authorities to think over it more sincerely to meet it within the prevailing environment. The methodology in this case included the target
changes also started taking place. Now, employees could manage their time properly according to the needs of the clients. They now had a better understanding of area specific priorities. Sense of responsibility increased within a month, and this could have been seen during the monthly meetings and from the achievement shown by the employees. It was found during several field visits, that the sense of teamwork had improved because of better and increased inter-personal and inter-team communication. Now the higher authorities were having less complaints and more suggestions.

However, impact evaluation was also carried out in the project district by rapid survey twice in 1992-93 and 1993-94. The sample for study was selected by Probability Proportionate to Size (PPS) technique as to match with Coverage Evaluation Survey technique 1990 by the State Government.

**FIGURE-2**

**Monitoring Indicators for Safe Motherhood: Achievement through Project Interventions**

<table>
<thead>
<tr>
<th>Monitoring Indicators</th>
<th>CES (1990)</th>
<th>1992-93 (%)</th>
<th>1993-94 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration of Pregnant women</td>
<td>45.2</td>
<td>73.6</td>
<td>77.3</td>
</tr>
<tr>
<td>ANC coverage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TT</td>
<td>46.7</td>
<td>49.1</td>
<td>57.0</td>
</tr>
<tr>
<td>IFA</td>
<td>N.A.</td>
<td>25.7</td>
<td>40.1</td>
</tr>
<tr>
<td>Deliveries attended by trained staff</td>
<td>36.2</td>
<td>44.1</td>
<td>47.6</td>
</tr>
</tbody>
</table>

**Note:**
1. CES : Coverage Evaluation Survey was conducted by DHHS, 60R (for Ajmer district) and RNT Medical College, Udaipur (for Udaipur district)
2. PMIS: Project Monitoring Indicators Survey was conducted during 1992-93 and 1993-94 by project team.
3. ANC : Anti Natal Care
   TT : Tetanus Toxide
   IFA : Iron Folic Acid

Though Statistical data collected for all these activities in the field, the behavioral improvement and job satisfaction among the workers were measured through interviews at different levels. The Facilitators’ Network is still working in that area. Figure shows clearly a significant change in the achievement of the project monitoring indicators for safe motherhood. Results show that registration of pregnant women has increased substantially from 45.2 in 1990 to 77.3 in 1993-94. ANC coverage as well as deliveries attended by trained staff also increased. This shows that changes occurring at behavioral and attitudinal level has brought improvement in health services and health practices also. However, after withdrawal of funding at the end of the project activities, a major question regarding sustainability of the OD intervention process in the field setting has come up. This process can be applied not only in service organisations but in productive and individual settings also.

**REFERENCES :**