



Kingdom of Bahrain  
Ministry of Health

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## Health Informatics A Direction to Modernization and Improved Healthcare Services

Improving healthcare services in the Kingdom of Bahrain requires strengthening various elements of healthcare services. And it's obvious that the healthcare is an information-based and information-driven activity. As a result of that, the Health Informatics (HI) becomes one of the primary concerns of improving the quality of healthcare services. Health Informatics is defined as "The knowledge, skills and tools which enable the health information to be collected, managed, used and shared to support the delivery of healthcare and promote health".

Furthermore, most healthcare professionals have recognized that if they don't have the right information, at the right time, in the right place, and in a usable syntax, they will not be able to provide the required healthcare services in the most effective and efficient way.

The implementation of the Health Informatics will enable the Ministry of Health to collect, use, store, distribute and mine the information that is crucial for Clinical care, research, health services administration and education. Information collected during the interaction with the public will form the foundation of the knowledge about health services and how these services can be improved. The areas of expected improvement in the healthcare services can be summarized as follows:

- 1) Improve the quality of healthcare services delivered.
- 2) Contain the cost to manage affordability.
- 3) Ensure that sufficient information is available at all management levels to enable them to make the most appropriate decisions.
- 4) Facilitate the accessibility to information and knowledge
- 5) Improve the Business Processes to achieve maximum benefits from the introduction of the Health informatics.

Two major employee groups should perform the Health Informatics work. The first group includes the Business Area Employees (Healthcare Professionals, Health Support Professionals and Administrative Professionals). The second group includes the Informatics Specialists, which consist of the Information Technology Specialists and the Informaticians. These groups will work jointly to optimize access to accurate and valid health Information.

Modern healthcare services can be achieved through exchanging information among various healthcare sectors by integrating this information. Also, by making the information accessible and valuable, a better understanding of the causes and effects of services can be achieved. This integration will require

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Shafia AlNotee  
Senior Computer System Analyst

## A new Intranet Website for the Ministry of Health



Intranet team with MoH Undersecretary on the launching day

### By: Auhood Esbai\*

Under the patronage of H.E. Dr. Khalil Ebrahim Hassan, the Minister of Health, the minister successfully launched a new version of its intranet website "MOH Intranet website" on 19th April, 2003. The ceremony was held at the Sheraton Hotel and was attended by senior officials from the Ministry.

The launching started by welcome message from Mr. Ahmed Al Hujairy, the Director of Health Information Directorate, who expressed his satisfaction to the rapid and significant advancement this website has achieved over such a short period of time. He seized the opportunity to shed the light on the major changes and developments undergoing ministry's approach and policies towards automation and paperless technology.

Later, Ms. Heyam Hazeem, Sr. System Analyst - Project Manager of MoH Intranet Website gave a brief presentation of the website to the Undersecretary and other guests. She highlighted the difference enjoyed as a result of the introduction of the new version, the merits of the Website, and outlined how ministry staff would gain benefits from the website features.

By launching this MoH Intranet website, the work at ministry will now be speeded up tremendously and this will bring about an end to the unnecessary paperwork, bureaucracy and delays. This is so because users will have direct access with each other and eliminate delays.

The website contain many new facilities and features. Several medical departments have joined the website such as Radiology, Pathology, Pediatrics, Orthopedics, Obstetrics & Gynecology, Accident & Emergency with a lot of information about other services. Features like the staff telephone directory and online helpdesk facility has also been developed. The website is rich with informative material about health conferences, health education, researches, publications, news, etc.

The key target goals of this project are to:

- \* Establish corporate identity
- \* Improve communication
- \* Provide information self-service
- \* Improve staff knowledge
- \* Decrease paperwork and workplace costs
- \* Reduce need for support
- \* Provide best practice examples
- \* Provide business rules and guidelines
- \* Provide social environment (fun!), etc.

The project was managed and implemented fully by Health Information Directorate with a team of 5 qualified Bahraini IT professionals as follows: Ms. Heyam Hazeem ( Project Manager ) , Mr. Ali Yousif (Web Graphic Designer), Ms. Auhood Esbai, Mr. Hussain Saeed and Ms. Maban Mansouri.

\*Auhood:Computer System Analyst

## Managers need information...why?

### By : Elham Al Baharna\*

There are some similarities among managers in any organization in the nature of managerial work and decision-making whether they are working in health care, banking or industry.



Managers require information in order to:

- Plan, by setting goals and developing policies
- Organize, by setting in place structures and

procedures to ensure activities are performed which will achieve the goals, hire and train staff to carry the activities;

- Control, by measuring performance against goals;
- Co-ordinate, and communicate in order to transmit and receive information on goals, activity and performance.

Health managers in particularly have a difficult task. Much of their work is concerned with consumers of a particular type -patients, in varying states 'wellness'-. So managers in health field need objective information, such as customer requirements and the business

strategy of the organization. For example, data on incidence of health and disease in the country. They need information about what is going on in the organization, activity information, such as budget, resources usage and costs of particular activities; performance data and outcome data relating to targets set, cost-effectiveness.

It is therefore vital that managers receive good information support in order to perform successfully.

\*Elham: Senior. Administrative Analyst

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## Health Informatics

Standardization of data and technology, as well as a cultural shift from understanding technology to understanding information management. At the same time, these integration systems must be designed up to the highest security levels to protect confidential information.

The HID has just developed an Information and Communication Technology Strategy, and in the mean time the directorate is in the process of selecting the best partner to implement this strategy. Moreover, implementing the strategy will put the Ministry of Health in a leading position to move forward and optimize its use of information.

## Space for HID INFOline sponsor logo

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## Be our guest...!

By **Fakhriya Hashim\***

In a recent contact with Mr. Mahmood Baqer, Chief, Human Resource Management at Directorate of Personnel, he briefed us on the Manpower Management Information System "MMIS" that is currently in use.

He started his talk saying that "the Directorate of Personnel (DP) consist of four major sections: Human Resource Management, Recruitment, Employee Services and Personnel Services Centers".

In his answer to how the DP used to collect and keep its records? he said, "the DP before 1993 used to type, record, keep, maintain and control all the personnel information manually.

Effective from October 1993 and in co-ordination with Bahrain Health Information Center - BHIC (former name of Health Information Directorate - HID) launched "MMIS" using in-house computerized application on the Network. This automated facility is now used by more than 70 personnel in DP. In 1996 a new system started called Time Attendance System "TAS" which was integrated with "MMIS". This system designed in-house and also to run the Ministry of Health (MoH) employees Payroll

which is controlled by Payroll Staff and used across the Ministry by more than 350 users.

"Of course, such automated facility improved the work with speed, accurate, less paper work, sharing information and more control over any required personnel information such as personnel (staff) management, position management, budget control...etc.

On the other hand, all types of leaves and allowances with update of employees' personnel information can easily be retrieved on shorter time" Mr. Baqer said.

He emphasized that the next step is to continue improving this automated facility with more features in line with Ministry of Health Information Systems (MHIS) Project when implemented at all Directorates of the Ministry.

He then ended his talk saying "the DP work and processes are very dynamic and changable. Hence competent and dedicated team is required to meet the requirements and the expectations of all MoH officials and users. HID and DP together represent such co-operative team that achieved many things such as MMIS and TAS systems".

\*Fakhriya: Administrative Analyst

## HID help desk .... In Glance

By : **Jaffer Ahmed\***

### What is a help desk

Help Desk is essentially a central point through which ministry of health employees reports computer problems or any hardware, software, or internet requests are reported and subsequently managed and co-ordinated .

### HID Help Desk

HID help desk is now a fundamental part of the HID services . Users can call upon to report any computer equipments problem, make enquiries, obtain assistance and get technical support solutions. With a volume of more than 700 calls every month, managing the calls correctly and effectively is a major daily function.

The main functions of HID help desk are :

- Call management and control which include answer, create, transfer (assign), and follow up attendance and fixing problems.
- Problem management .



Jaffer Ahmed

- Support solutions.
- Enter and follow up Access request, Equipment requests, access requests , internet requests and other requests .
- Measure and seek users satisfactions ( Help Desk Service survey).
- Follow-up , with users and technical support staff on status of issues

For call tracking and control, HID Help Desk uses a system called "Support Magic from Network Associate" which allows staff to track the problem and resolution of every technical support call. HID Help Desk generates a lot of statistics and reports from the system to help in improving the services delivered to the users around the ministry



HID help desk

\*Jaffar: Computer Technician

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# Perfume



**"I want my husband to pay more attention to me. Got any perfume that smells like a computer?"**



## A WEB SITE TO VISIT

**Change Management Learning Center**  
 The Change Management Learning Center is one of the most comprehensive resources on the web for managing change. Provides books, articles, tutorials, benchmarking reports, toolkits and more, please visit the following site:  
<http://www.change-management.com/>

## A chance to win .....!!!!

Which of the MoH departments / directorates has a website on MoH intranet ?

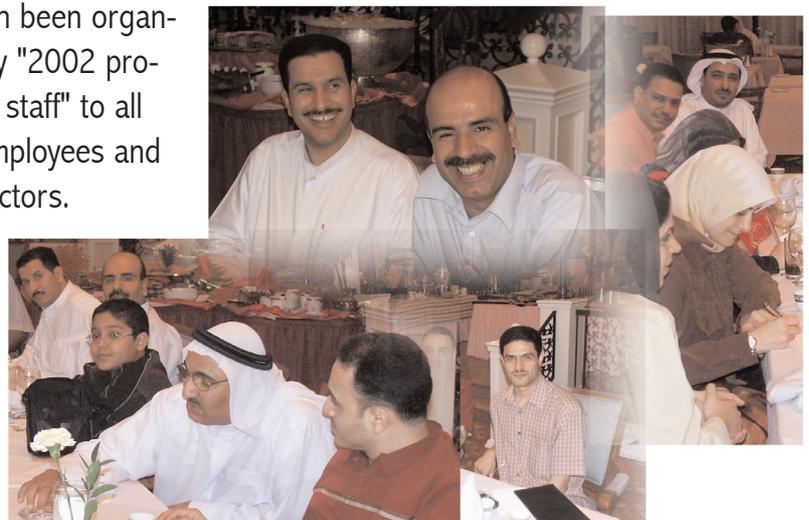
If you are interested to know the answer, visit our intranet web site.  
 Send the answer no later than 11/06/2003 addressed to HID Editorial as shown below, either by post or email, and get the chance to win a prize.  
 Last issue winner: Mr. Hussain S. Jaffar, College of Health Science

## KEEP IN MIND

FOOTPRINTS ON  
 THE SANDS OF  
 TIME ARE NOT  
 MADE BY SITTING  
 DOWN.

## HID Socials

A lunch been organized by "2002 promoted staff" to all HID employees and contractors.



## STAFF PERFORMANCE MANAGEMENT REVIEW

By Ebrahim adma\*

In April 2000, a team was formed to address the issue of performance appraisal. The formation of this team was a result of many discussions between HID staff and management about the way that performance appraisal process was conducted, effectiveness and output of that process. The team members were Ahmed AlHujairi, Ebrahim Adam, Elham AlBaharana, Heyam Hazeem, Mohammed Khalil, Fakhriya Hashim and Hussain Saeed. They have chosen the Continuous Quality Improvement (CQI) methodology to find a solution to this issue and try to improve it if possible. The CQI cycle has six steps which are:

1. Problem Definition/Opportunity to improve identification
2. Clarify Current Knowledge of the Process
3. Analyze for Root Cause
4. Generate Alternatives
5. Select Alternative
6. Plan Implementation

The team agreed to meet on weekly basis and used all the possible CQI tools to improve the process. After several brainstorming sessions, the opportunity to improve was defined as: ***"To Develop An HID Staff Performance Appraisal Scheme That Contains Appropriate Performance Elements In Order To Increase Staff Satisfaction Along With The Annual CSB Performance Appraisal."***

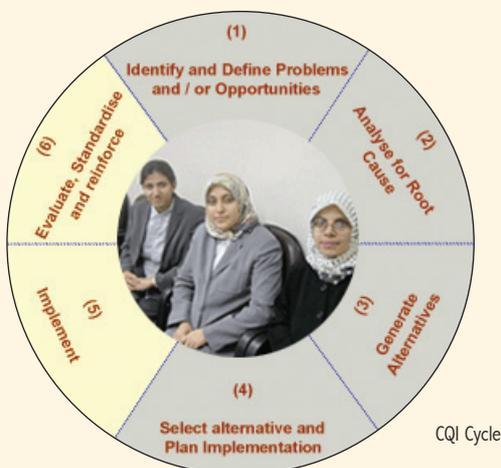


CQI Team

In trying to understand the appraisal process more, the process was documented using flow charts. A quick fix was introduced as a result of two different questionnaires distributed to the section heads and the staff. In CQI terms, a quick fix is a fast solution that is easy to implement and has low or no cost when implemented. The introduced quick fix was primarily a set of guidelines to explain a perfect appraisal process. It was found that 56% of the staff agreed that the quick fix introduced has improved the appraisal process.

In order to improve the process and as per the CQI process cycle, the root cause was defined as ***"Lack of Individual Development Plan"***. This definition was a result of several meetings where different CQI tools were used. First, a group of potential root causes were listed and then the Nominal Group Technique was used to identify the root cause.

A set of alternative solutions were introduced using brainstorming sessions and finally one solution was selected. The selective alternative was: ***"Creating Individual Development Plan internally"***. This solution was implemented in HID in year 2001 with the name of Performance And Development Agreement Review. It includes Agreement Details, Competencies and Development Needs and found to be effective.



CQI Cycle

\*Ebrahim: Senior Computer Software Specialist

## THEY SAID ABOUT PERFORMANCE MANAGEMENT REVIEW

The introduction of a performance management system within the Health Information Directorate has transformed the communication channel between staff and their supervisor. This transformation improved the quality of such vital communication channel within the organization, and reduced the gap between management and staff expectations.

*Ahmed A. ALHujairy*  
Director, HID



It was a good opportunity to serve on CQI committee and participate in support for quality improvement throughout HID to achieve employee satisfaction."

*Heyam Hazeem*  
CQI Team member



I gained a new knowledge regarding tools and techniques used in the CQI.

*Elham Al-Baharna*  
CQI Team member



I learned how to deal with CQI cycle processing and creating IDP.

*Mohammed Khalil*  
CQI Team member



I learned a lot in managing meetings. Also when you see your efforts being implemented, you feel proud.

*Ebrahim Adam*  
CQI Team member



In addition to the benefits we got from implementing CQI steps, there was a lot of valuable information that helped me personally as a staff.

*Hussain Saeed*  
CQI Team member



As a result of being a member of CQI, I learned that there were different methods of knowing and solving problems. Also working in a team gave me the opportunity to exchange ideas with all members.

*Fakhriya Hashim*  
CQI Team member

I found the new Performance and Development procedure very useful in terms of improving the achievements of the staff by clarifying objectives and directions to go through. In addition it makes it easy to evaluate our performance at any time during the year.

*Mohammed Dhaif*  
HID Staff



As a supervisor although it was my first experience for implementing the IDP was last year, I found it very useful and good framework that enabled me and the Publication members to first evaluate our performance systematically and on agreed basis. It also helped me in assessing my employee's skills and expertise in relation to current or future job requirements and then identifying appropriate training. The development of IDP required the involvements and participation of the staff member in the developments of the activities and tasks that ultimately will meet the future HID goals & objectives.

*Amal Al-Orayedh*  
HID Staff

