CHAPTER 3

EVALUATION

3.1 Introduction

This study is qualitative research, using Participatory Action Research (PAR). The objective of this study is to focus on and study and assess the strategic planning process and identify problems, factors and the ways in which participation and initiative could be enhanced for the development of strategic planning in the ER of Khumkhuankaeo Hospital to meet standard of HA.

PAR process is open-ended. Participants may agree that they want to learn about themselves and their environment and improve their situation, but it may not be easy to give a clear description of the problem issue, let alone to set a concrete objective. Even if were simple to set a detailed objective form the outset the full order of sequences or formal steps to be taken to reach that outcome would not be easily determined. Given the refractive character of PAR each step depends on the outcome of the previous one. Therefore the whole process is highly Flexible and iterative, as opposed to a linear model of progression.(Hart & Bond,1995)

3.2 Purpose

In this research project the researcher wanted to use PAR aim at developing the strategic Plan in the emergency room of KKKH. It directs to improving the emergency room's staff performance and for meeting standard of HA.

The objectives of this study are as follows;

1) To identify factors that involve strategic planning in the KKKH Emergency Room

2) To identify the main problems of strategic planning in the KKKH Emergency Room

3) To study the process of strategic planning setting and find opportunities to develop the strategic plan for meeting standards of Hospital Accreditation.

4) To assess the strategic planning in the ER by using the Indicators of Hospital Accreditation.

5) To identify ways in which participation and initiatives could be enhanced.

3.3 Evaluation Questions

Evaluation Questions are as follow:

1) Goal and Objectives

    1.1 Was the process of strategic planning in the Emergency Room assessed?

    1.2 What did the researcher leaned about strategic planning process?

    1.3 Was a strategic plan developed for meet standard of Hospital Accreditation?

    1.4 Were the factors that involve strategic planning in the Emergency Room identified?

    1.5 Were the main problems of strategic planning in the Emergency Room identified?

    1.6 Was the ways in which enhanced participation and initiative identified?

2.Participant and effectiveness

    2.1What are the demographic characteristic of all participants?

2.2 Is the problem equality effective for the nurse and the head nurse in the emergency room of KKKH?

2.3 Did the participants improve in their participatory learning?

2.4 Do the participants can use experience from participating in this study to help them reduce the problem facing the ER?

3. Program activities, organization and effectiveness.

3.1 What were the activities of strategic planning process?

3.2 To what extent were the activities implemented as planned?

3.3 How well was the research administered?

3.4 Did the program's influence carry over to other program?

3.5 Did the social, political, or financial circumstances change so as influence the effectiveness of the project?

4.Economic and cost

What are the resources used to produce program outcome?

5.Program Environment

5.1 Who is responsible for the program's outcome?

5.2 How effective is the managerial structure of HA?

5.3 Are the political environments supportive the success of this program?

5.4 Is the program well funded?

5.5 If this group who is running the program were to leave, would the program continue to be effective?

3.4 Evaluation design.

Participatory Evaluation is a process of collaborative problem solving through the generation and use of knowledge. It is a process that leads to corrective action by in involving all level of stakeholders in shared decision-making."(Deepa Naragan, 1993).

The researcher used participatory evaluation and feedback mechanisms are built-in to project design as a regular component of the work. Participatory evaluation is very much action oriented, and strong emphasis is placed on building the capacity and commitment of all participants to reflect, analyze, and take responsibility for implementing any changes the recommend.

The actual topics of evaluation activity designed during the process rater than before, and the work usually includes assessments of the quality of the process as well as the quality of the outputs of the project. Participatory approaches to evaluation for Hospital Accreditation in the Emergency room of the Khumkhuankaeo were used by apply from the Participatory Research Model (Purdey et al.,1994) as Follow;

Figure 2 The Participatory Research Model
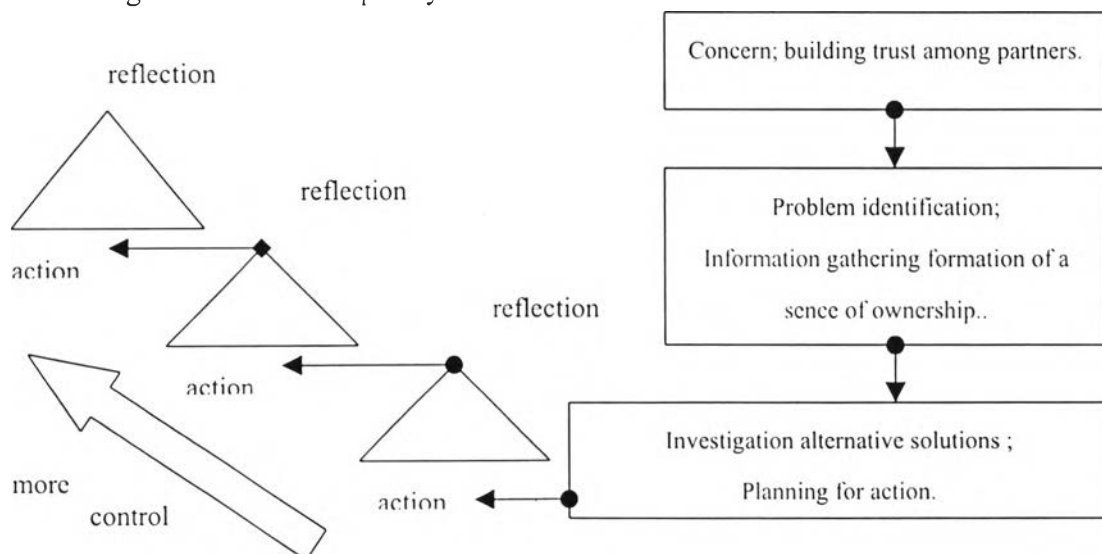
Soure: Adapted from a model of community empowerment for health(Purdey et al.;1994)

Method in participatory Evaluations are as follows;

1. Preparation

    1.1 Deciding on the need for assessment.

    1.2 Determining the cost and the time available.

    1.3 Clarifying and training the team.

    1.4 Defining terms of Reference for evaluation.

2. Participatory Assessments, Self – Evaluation and Analysis.

3. Action Planning

4. Discussion of the result.

3.5 Data collection methods

Tools used for this study are as follows;

1) Group Discussions used Brainstorming Technique. This study used Brainstorming Technique for step-by-step group discussion. David W. Stewart and Prem N. Shamdasani (1990), said that the Brainstorming Technique is designed to facilitate the generation of new ideas and to encourage creative expression. Traditional brainstorming sessions involve groups who may or may not have a designated moderator. Group members are instructed to generate ideas, approaches, or solutions without regard to cost, practicality, or feasibility. Members of the group are also asked not to be critical of any ideas generated by others. Instead, they are encouraged to build on the ideas of others by suggesting embellishment, improvement and modification

Brainstorming can be an exciting creative experience. The emphasis of the exercise is the production of ideas, as the greater the number of ideas generated, the higher the probability that at least some will be good ideas. It should be pointed out,

however. that brainstorming appears to be most useful for solving problems that have no single solutions, and when the interaction and different perspectives of group members produce creativity.

Group discussion ran during group meeting step-by-step following the Strategic Planning Process.

2) Participatory Observation

Participatory Observation consists of observation activity during step-by-step group discussion and observes the behavior of all participants involved in planning in the ER because the researcher wants to identify each factor that effects planning.

3) In –Depth Interview

The in-depth interview used 30 structured guideline questions focusing on planning problems and factors that influence strategic planning. All participants were interviewed.

A Pre and Post Self –Assessment Manual was used before the Strategic Planning Process and to evaluate two months after implementation. This manual focused on the First General Standard of Hospital Accreditation of the Ministry of Public Health and contained the mission goal and objectives, strategic plan and planning communication.

The research was divided into 3 phases as follows;

1) **The Preparatory Phase** : was conducted as follows

1.1) The researcher studied theory and concept from texts and documents and then established a conceptual framework and model of the Strategic Planning Process for the ER of KKKH.

1.2) The researcher constructed 30 Structured Guideline Questions and improved The Self-Assessment Manual of the First General Standard of Hospital Accreditation.

1.3) The researcher interviewed the Head of the ER and the eleven nurses using the 30 Structured Guideline Questions. A tape recorder was used during the interviews and the researcher used the information from the tapes to collect data.

1.4) The researcher co-ordinated with the Nurse Director and the Head of ER to clarify the proposal, to agree on a supporting budget and personal for twelve meetings. They approved the research. supported some of the budget and agreed to provide the personal for the twelve meetings.

1.5) The researcher planned activities for the Strategic Planning Process step-by-step.

2) **Intervention Phase** : the Strategic Planning Process focused on five steps as follows;

Step 1

1.1 The researcher clarified the concept and outlined the function of all the participants.

1.2 All the participants used the Self-Assessment Manual for discussions before the Strategic Planning Process was implemented.

1.3 All the participants agreed to the establishment of vision, mission, goal and the objectives for the ER in a two-day meeting.

Step 2

The researcher suggested a situation analysis to help all participants perform and understand the situation by using two techniques (i) SWOT Analysis for looking at

both the internal and the external environment of the ER and (ii) TOWS Matrix Model for setting a strategic alternative. Participatory group discussions took three days.

Step 3

A two-day group discussion meeting of all participants chose a strategic plan from the strategic alternatives as in step 2 above. However they did not use strategic targeting of team activity with 13 steps (see page 11).

Step 4

A two day group meeting to set up an operational plan and scheduling of activities by using the guidelines of the strategic plan of the ER and General Standard (Gen1-Gen9) of the Hospital Accreditation Manual of the Ministry of Public Health, Thailand.
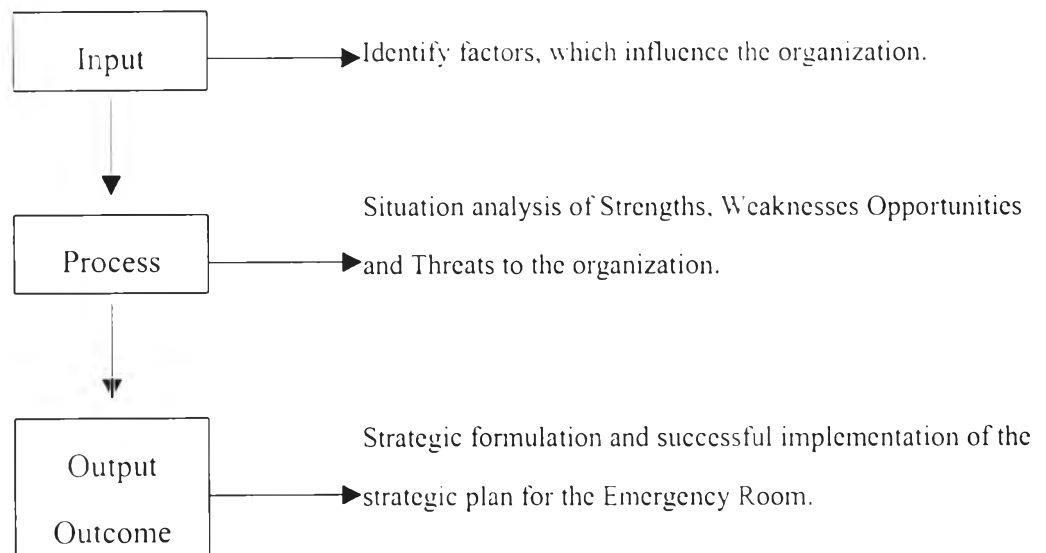
Step 5

All participants implemented activities according to the operational plan over a two-month period. They set up small group meetings to clarify the plan twice and cooperated with the other sections for budget and material support.

3) Evaluation Phase

A one day group meeting for the evaluation of the Strategic Planning Process and strategic implementation of the Self-Assessment Manual for the ER was used. For this meeting participatory evaluation, participatory observation and tape recordings were used.

Figure 3 : The process of the study evaluation.

The Evaluation Process

Input → Identify factors, which influence the organization.

Process → Situation analysis of Strengths. Weaknesses Opportunities and Threats to the organization.

Output
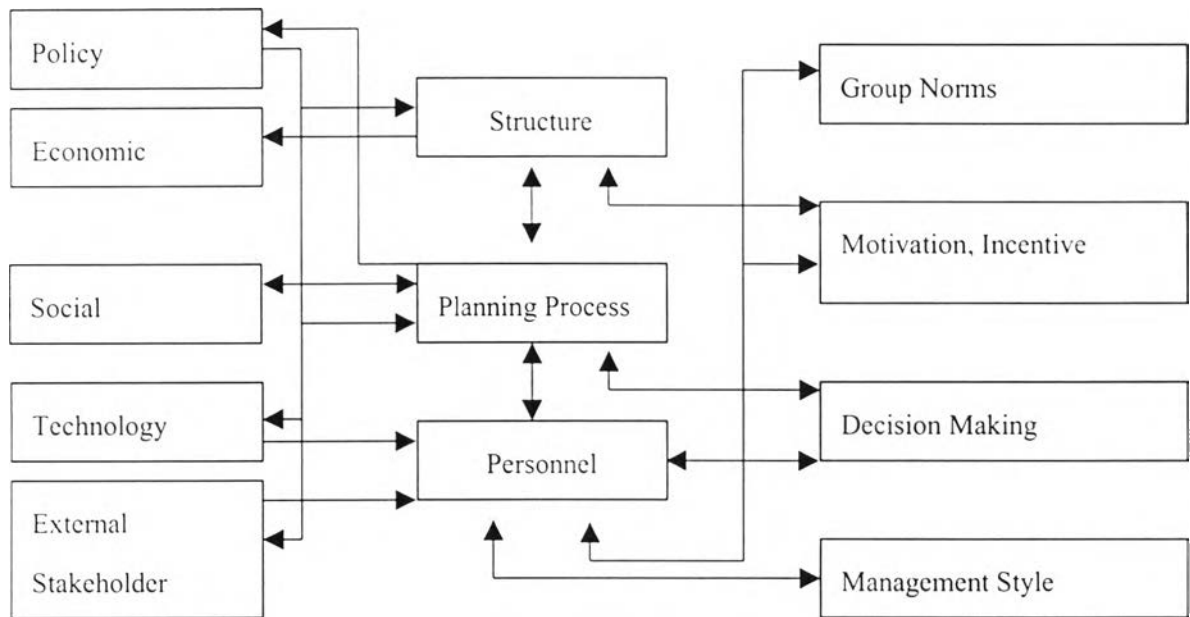Outcome → Strategic formulation and successful implementation of the strategic plan for the Emergency Room.

3.6 Data analysis and results

The result of this study as shown below:

Figure 4 : The factors which have an influence on the organization 's planning process.

The strategic plan of an organization is influenced by its' stakeholders, the people involved or interested in the organization's activities. During the Strategic Planning Process, it is important to identify the stakeholder groups and their needs because their influence can support or hurt the organization. This is the most difficult phase to apply in the Strategic Planning Process because it requires in-depth analysis of the ideas, belief and the baseline of decision-making (Goodstein, Nolan and Pfeiffer, 1993).

In Figure4, from the researcher's in-depth interviews with and observations of the Head of ER and the eleven nurses, it was found that there are many factors that

affect the planning process of the ER in Kumkhuankaeo Hospital. The main content of the in-depth interviews is as follows:

Structure - This describes how tasks and roles are allocated in the ER. The ER nurses do their jobs according to their posts and functions as officially identified. However, there two more groups of unofficial functions; the first group includes three people such as the Head, Deputy Head and one nurse who is responsible for the Observation Room (One section of the ER consisting of four beds).

These people only work from 8.00 a.m. to 4.00 p.m. and not on weekends or holidays. The second group includes nine people, who work on morning, afternoon or night shifts every working day as well as weekends and holidays. Their working time has been set on a schedule and they can have ten days break each month. This structure is important because of the impact it can have on the way people perform their jobs and on the effectiveness of the organization's process.

Planning Process - There are planning mechanisms by which the ER's activities are carried out and they will usually determine how the organization is structured. In the last five years the Head of ER was the only person involved in planning. She usually planned routine plans such as a monthly plan, an annual plan and an emergency room plan such as 1) a plan for an accident involving many people, 2) an infection control plan 3) Y2K plan e.t.c. Most personnel planned their own work in their working time. They have an informal plan for accident nursing care.

The following are example sentences from the in-depth interviews

"The ER Head is the only person who plans."

"I plan a monthly plan. an annual plan and sometimes a plan for a special project."

"I did not plan with the ER Head"

"I planned during working time"

"Most of my planning is for nursing care for accident patients"

<u>Personnel</u>   -The central resource of any organization is its personnel. Raw material remains just that without their intervention. The opinions of most personnel and the ER Head are the same; that they are a good team and they want to develop their teamwork more. Because there are only a few nurses when there is a serious accident, they need to develop their ability and knowledge so that they can cope.

The five following factors influence personnel development in the ER;

1)   Management style –Most of the personnel agree that the Head of the ER needs to assign functions to other people because her workload does not allow enough time to manage.

2)   Decision-Making – Most of the personnel agree that the decision making process is not clarified or systematic. They use their experience for decision making more than formal or systematic information.

3)   Motivation – Most personnel want more justice procurement, better welfare and more overtime payment.

4)   Group Norm – All personnel produce their own norms of behavior, shared perceptions of how things should be done and a common attitude to particular circumstances. The norms themselves can relate to all activities including the pace of work, the quality of work done and relationships with other groups and individuals.

5) Culture and climate – The ER's culture and climate impact on its efficiency and effectiveness. The culture is made up of deeply held beliefs about the way the ER should operate. However, the ER nurses did not have vision, mission, goals and objectives, but they believe that they can establish them if there is good support from every section. The ER's climate, prevalent atmosphere and its staff feelings and attitude is that they work hard but with discomfort and insecurity at night.

"The following are example sentences from the in-depth interviews: "The ER did not have vision, mission and I did not understand it."

"It is hard work."

"I can do the work if there is good support."

"The work place is uncomfortable and it's not safe at night."

There are five external factors, which affect the ER planning.

1) The external stakeholders –The ER personnel do not consider the external stakeholders. The external key stakeholders are the Hospital Director, the Nurse Director, the doctor, the Heads of other departments such as Pharmacist, Dentist, Management, X-ray, Laboratory etc. Patients and the police are also stakeholders. There are many problems caused by the external stakeholders such as too many patients and inefficient support from the other departments.

The following are example sentences from interviews.

"Too many patients means lower quality of service"

" Support equipment and medicine arrives too late"

"Sometimes there is a lack of equipment and medicine"

"The waiting time to see the doctors is too long"

"Too many patients means the nurses workload is too much."

2) Technology – Technology is increasing in complexity not only relating to machine equipment and techniques but also networks of technology. Moreover, changes in technology can determine the direction the ER needs to follow in changing.

3) Social –Rapid changes in society, social competition and changes in the way of life. ideas, attitude and behavior lead to inequality and in order to survive, people demand better health services as a civil right.

4) Economic –Because of the economic crisis, the nurses have low payments for overtime, therefore 80% of them are finding part-time jobs at private hospitals or running their own businesses to increase their earnings. As a result, they have lower motivation to do their permanent jobs.

5) Policy –The ER has been running based on the Ministry of Public Health Policy that is re-engineering the policy of Public Health service using the slogan" Be healthy at lower cost" as well as the Hospital Director's own policy. However, the nurses have to do their jobs based on the Director's policy because this can affect their promotion.

The main problems of planning for the ER are as follows;

All the ER staff agreed that they have many problems with planning.

1) The planning is not systematic and they did not use the Strategic Planning Process.

2) The nurses did not participate in the planning process.

3) Most of the plan is unclear to the ER staff.

4) The communication for implementation of the plans is incomplete and incorrect.

5) The plans did not use collective decision-making.

6) Most plans were not implemented.

7) The information from planning evaluation did not improve their work.

These problems are due to too many people wanting the service, so the ER has to provide services for non-emergency patients as well. The Hospital Director assigns the ER's nurses, who look like the doctor's representative, to treat the patients as well as work in the Out Patient Department (O.P.D) to treat patients who go to the Khumkhuankaeo Hospital outside the normal time (that is 8.00 a.m. – 4.00 p.m. Monday to Friday).

The following are example sentences from the interviews.

" The problems have no set priority."

" The evaluation is not useful."

" Routine work, there is no systematic plan. "

" Communications are incomplete and incorrect."

" I'm tired of the routine work load."

The head of the ER spends more time nursing than managing, so she does not have enough time for efficient planning and evaluation. The head of the ER and most of the ER's nurses do not learn about strategic planning. Some nurses did learn when they studied in the Nursing College but they agreed that they should learn more about strategic planning. Most of them also believe that the strategic plans may provide empowerment.

The following are example sentences from the interviews:

" I don't know about strategic planning."

" I learned planning in the Nursing College but I'm not clear about it."

"If we had systematic plans, it would be better"

The Results of the Strategic Planning Process for the ER

1) All participants established a vision, mission, goal and objectives for the ER as follows;

Vision

Vision consists of learning through the process of creating. experimenting and integrating. Vision is a flexible image to deal with an uncertain world. It is an articulation of strong values and culture together with the incorporation of the needs of many stakeholders. The vision statement must tell the direction of the organization and answer these questions. Where is the organization going to go? What is the organization going to be? What is the organization going to do and for whom? The vision will influence the decisions, choices and actions of all people.

After discussions using Brainstorming Technique. all participants established a vision statement for the ER of KhumKhuanKaeo Hospital. This statement indicated that it should be clean, fast, and safe and have satisfactory standards of services.

Mission

Mission is the purpose or the commitment of the organization; this commitment should express values and culture, incorporate the need of many stakeholders, and express target outcomes and performance measures.

From the discussion of all participants. the mission statement of the ER of KhumKhuanKaeo Hospital is;

The ER missions are service for patients, who have had accidents or have serious symptoms to be treated without complication quickly, safely, correctly and satisfactorily by focusing on the Patients Center. The Health Team is efficient, ethical, and knowledgeable and they want a higher standard of systematic work. Their missions

are to develop the personnel and the environment in the ER continuously and to ensure that there is sufficient and efficient equipment, which is always ready for use.

Goal - The goals of the ER are quality of service and customer and health personnel happiness and satisfaction.

The targets for the ER are :

● 80% customer satisfaction.

● 80% of the personnel are satisfied and happy in their work.

80% of all jobs meet the standard of Hospital Accreditation.

The Objectives

Objectives are the method or aims or the activity in organizing, staffing, heading and controlling, which are the basic plan of organization (Weiheich, Koonts 1993).

The objectives of the ER of KhumKhuanKaeo Hospital are;

1) To develop personnel for technical improvement of ability, skill and knowledge.

2) To manage equipment efficiently.

3) To manage a service system efficiently for patients.

4) To change service behavior for the satisfaction of the patients.

5) To manage the environment of the ER efficiently.

6) To manage personnel efficiently for round-the- clock work.

7) To support the ER personnel in being generous and ethical.

8) To implement a higher quality of service for the satisfaction of the patients.

9) To provide motivation for the ER personnel.

The results from SWOT Analysis for the ER

SWOT Analysis is a tool to analyze the internal and external environmental factors in term of strengths, weaknesses. opportunities and threats of the organization. All participants used the SWOT Analysis technique to analyze the internal and the external environment of the ER as follows:

Internal environment is an internal organization profile identifying the organizations' present position, strengths and weaknesses.

Strengths(S) are as follows;

S_1 : The structure of the ER is horizontal.

S_2 : Most personnel have leadership and unity.

S_3 : The Head of the ER is a good example. She has responsibility for the implementation of high quality services.

S_4 : The Head of the ER is a person who has spirit, hospitality and accepts the opinions of the staff.

S_5 : The Location of the ER is suitable and it can be enlarged if necessary.

S_6 : There is a system for the continuous collection of data.

S_7 : There are special plans for implementation.

S_8 : The service is well known to the patients.

S_9 : Most staff wants to develop themselves.

The Weaknesses (W) are as follows;

W_1 : The co-operating system is unclear.

W_2 : The staffs are not disciplined and untidy.

W_3 : The Head of ER does not have the authority that she should have.

W_4 : Most personnel avoid going to meetings.

W_5 : Most personnel lack motivation.

W_6 : The workplace is uncomfortable and unsafe at night.

W_7 : The ER does not have enough equipment and the equipment that it does have is sometimes unserviceable.

W_8 : The planning is not systematic.

W_9 : Because there are too many patients, the standard of service is low.

W_{10} : The staffs have to take responsibility for functions above their own function; sometimes they have to do the doctor's jobs.

W_{11} : Communications are not systematic or continuous.

The Opportunities (O) are;

O_1 : The Hospital Accreditation and Quality Assurance are prevailing currently and this can influence the ER's future.

O_2 : The Thai Nursing Council can assist the nurses in all matters.

O_3 : The relationship with community is good but it could be improved.

O_4 : Nursing Department Policy is clear.

O_5 : Good support from the community representative.

The Threats (T) are;

T_1 : Patients can make accusations, so there is a risk that the hospital will be taken to court.

T_2 : The doctor can overrule the nurses.

T_3 : Economic crisis lead to lower payment of personnel.

T_4 : The policy of the Hospital Director is unclear.

T_5 : The Hospital Director and other departments offer less support.

Table 3 Tactics for creating the implementation strategy.

	Internal Strength (S)	Internal Weaknesses (W)
External Opportunities (O)	Maxi-Maxi (S/O) $S_1S_2S_3S_4S_9/O_1, O_3, O_4$ $S_5 S_8/O_3, O_5$ $S_6S_7/O_1, O_5$	Mini-Maxi (W/O) $W_1/O_1O_3, O_4$ $W_2W_3W_4W_5/O_1O_2,O_4$ $W_6,W_7/O_3,O_5$
External Threats (T)	Maxi-Mini (S/T) $S_1S_2S_3S_4S_9 / T_2T_4T_5$ $S_5S_8/T_3T_4T_5$ $S_6S_7S_9/T_1T_4T_5$	Mini-Mini (W/T) $W_1W_6W_7W_9W_{10}/T_4T_5$ $W_2W_3W_4W_5W_8W_{10}W_{11}/T_1T_2T_3$

The Tows matrix is a tool for analysis. It is a systemic method for matching environmental threats and opportunities with the organization's weaknesses and strengths. This process is specifically aimed at generating strategic options, so that its primary purpose is to strengthen strategic option formulation (Dyson, 1990).

The following are the strategic plans for the ER from discussion with all participants:

1) Strengths/Opportunities

This part consists of the strongest and most useful strategies for the ER's implementation.

1.1) $S_1S_2S_3S_4S_9/O_1, O_3, O_4$: Recognize and support personnel development continuously.

1.2) $S_5 S_8/O_3$. O_5 : More co-ordination with the external stakeholders and the community.

1.3) $S_6 S_7/O_1$, O_5 : plan to enlarge the ER and improve the environment.

2) Weaknesses opportunities

Weaknesses can be reduced or eliminated by focusing on the opportunities.

2.1) $W_1/O_1 O_3$. O_4 : Improve communication format for efficient co-ordination with the external stakeholders.

2.2) $W_2 W_3 W_4 W_5 O_1 O_2 O_4$: Set up an implementation manual and clarify the functions and responsibilities of all personnel.

2.3) $W_6, W_7/O_3, O_5$: Ask for a higher support budget from the community and the external stakeholders.

3) Strengths / Threats

They use the strengths of the ER to eliminate threats in order to improve perception.

3.1) $S_1 S_2 S_3 S_4 S_9$ / $T_2 T_4 T_5$: Improve the relationship with the internal and external stakeholders.

3.2) $S_5 S_8/T_3 T_4 T_5$: Establish a higher quality of service standard for all the ER's jobs.

3.3) $S_6 S_7 S_9/T_1 T_4 T_5$: Establish systematic plans for efficient implementation.

4) Weakness / Threats

4.1) $W_1 W_6 W_7 W_9 W_{10} T_4 T_5$: More support of welfare and praise for meritorious personnel and suggestion for improvement.

4.2) $W_2 W_3 W_4 W_5 W_8 W_{10} W_{11}/T_1 T_2 T_3$: Improve and use the procurement system that exists.

Strategy is an art of action, which is systematically formulated for the situation facing the organization in order to implement change in the organization with objective goals or purposes.

The program activities, organization and effectiveness evaluation.

Communication

The need to communicate arises from the participants' need for social interaction to achieve certain results. Effective communication is essential for all participants in the research to ensure that it functions effectively and meets its' goals.

Communication may be regarded as effective when the idea and intentions of one person are successfully conveyed to another. Meetings are the ways of communicating in this research and are inevitable consequences of the ER functions. They give their members the opportunity to explore views and issues with colleagues in a situation where there is both verbal and nonverbal communication. Communication is the exchange of information, facts, ideas and meanings. The communication process can be used to inform, coordinate, and motivate people. Unfortunately, being a good communicator is not easy, nor is it easy to recognize the participant's problems in communication.

Interpersonal communication problems of all participants are as follows:

Defensiveness – Some people have defenses that prevent them from receiving messages they fear. All participants have some insecurity, and there are certain things they simply do not want to know. This is especially true of issues that impact value assumptions and self-image.

Status   – Communication is often distorted by perceptions of position. When communicating with a person in a position of authority, individuals often craft messages so as to impress and not offend.

Hostility - Some receivers are angry with the people who send the messages. When good will is lost in a relationship, all messages tend to be framed in a negative way.

For example, after the last group meeting in this project, most participants complained that though they had the opportunity to meet other groups they were usually dominated by the group leader. They want to share ideas and participate as in this research project.

Afterwards, the group transformed itself into a team and continues working together smoothly. All participants evaluated the product of the team effort and how well the group worked together as a team to solicit input from all group members in evaluating goals, tasks, output, and team process. To evaluate is simply defined as to judge the value of something.

The term is often used incorrectly in the sense of to "measure" or "to assess." However, evaluation depends on measurement or assessment, which must be carried out to obtain the information that will allow an evaluation to be made. Generally the term "evaluation" is used to include the whole process of measurement and the ultimate judgement of value.

Evaluation is concerned in the first instance with effectiveness or achievement of results. The following are ways to approach evaluation.

1) Comparison with previously stated norms, standards or intended results.

2) Measurement of observed achievement.

3) Analysis of causes and feedback.

Comparing the results against what is required by the first General Standard of Hospital Accreditation as follow;

Gen 1.1 The statement of mission goals and objectives of an organization involve the mission statement of the hospital.

The results are:

- Before all participants had a meeting for the Strategic Planning Process, they chose step (O) of the six-step rank of the organization. Development step O means there are no statements of mission, philosophy of the organization (see page 95).

- After all participants used the Strategic Planning Process they chose step (3), including former item steps (1), (2); the staff members have participated in the mission, philosophy and service scope. They can describe the mission statement (see page 39), the philosophy of the ER (as in vision, see page 39), and the value and importance of the ER (as in the objectives see page 40).

Gen 1.2 Planning of the organization has measurable and realistic goals and objectives.

Before all participants used the strategic planning processes, they chose step (O). This means there are no goals and objectives for the organization.

After they used the Strategic Planning Process, most of them, eight out of twelve people, choose step (3), which means there are written goals for the organization, there are strategic plans set for goal achievement. There are operational plans set for measurable and realistic objectives. The other four chose step (2) because they thought that some of their job descriptions were difficult to assess. However, all

participants can describe goals and strategies to assess goals, strategies and objectives of the ER as on page 40.

Gen 1.3 Communication and understanding of implementation

Before all participants used the Strategic Planning Process, they chose step (O), which means there is no communication.

After they used the Strategic Planning Process, all of them chose step (2) which means there is two-way communication and it encourages staff members to understand their role, behavior and responsibilities. They can describe, for example, the changes such as; the communications are more systematic and there is a change of format from one-way to two –way communication. They implemented development activities such as (Clear, Convenient, Clean, Hygienic, and Disciplined), Infection Control (IC) successfully. They have set the standard for the standard manual of the Hospital Accreditation for the ER. But this is still not enough accreditation. The ER's environment is more comfortable and efficient for achieving and is cleaner. They established a management system for the equipment which is now all serviceable and in better condition. All personnel are satisfied with these results.

Evaluating Achievement

- The evaluation of this study for its' effectiveness is to judge the value of results achieved by all participants. It necessitates measuring the extent to which people get the services that were planned to meet their needs and assessing how much they benefited from the services. The information thus obtained is used to improve the quantity, quality, accessibility and efficiency of the services. Evaluation should list all the activities that should have been carried out and what all participants should have

achieved; but at present they do not evaluate the team's performance for efficiency completely. So they decided to take the following five steps;

1) Deciding what aspects of the program are to be evaluated and how effectiveness is to be measured.

2) Collecting the information needed to provide the evidence.

3) Comparing the results with the target or objectives.

4) Judging whether and to what extent the targets and objective have been met.

5) Deciding whether to continue the program unchanged, to change it, or to stop it.

Analysis of causes and feedback

The feedback is necessary for this study. When all participants undertake the evaluation with all personnel contributing, the feedback is immediate, in as much as every staff member learns from the discussion. The evaluation found that most participants have knowledge and skills of strategic planning and can be examples for the others. All participants agreed that they can involve themselves in the strategic planning in the future and they can manage at present. They gave good feedback to improve management for the ER, focusing attention on what matters most to help in making big decisions.

This project evaluation is formative evaluation to produce information that is feed back during the development to help improve it, to assist those who are developing projects in the early phases, and emphasis on feed back to developers with an eye to improving the final products.

To understand intrapersonal or individual variables including demographic and personality characteristics, the researcher noted the characteristics that determine group

behavior and performance. In the group situation interpersonal characteristics influence group cohesiveness and compatibility. These, in turn affect group conformity, leadership, uses of power, and interpersonal conflict.

Jermsak Phinthong, 1985 divide step of people participation in to 4 steps as follow;

1. Problem identifying participation.

2. Planning participation.

3. Implementing participation.

4.Monitoring and evaluation participation.

In this study, all twelve participants are females. They are the Emergency Room nurses (two technical nurses and ten registered nurses) respective ages;

25-30	years	2	persons
31-35	years	4	persons
36-40	years	6	persons

The one of objective is to identifying ways in which participation and initiative could be enhanced. So the researcher used participatory evaluations concept based on the above-mentioned issues and applied from study of Somporn, 2000.

Table. 4 Summary participating score of all participants

Participating activity	No.of participant / Age (year)											
	25-30		31-35				36-40					
	1	2	3	4	5	6	7	8	9	10	11	12
1.Problem identifying participation.												
1.1 Perform a situation analysis.	2	1	2	1	2	1	3	1	2	3	2	3
1.2 Establish vision, mission, goal and objectives.	1	2	2	1	2	2	3	2	3	3	3	3
2.Plannig participation.												
2.1 Strategic planning.	1	2	1	1	2	2	3	3	3	2	3	3
2.2 Operational plan.	1	1	2	2	2	2	2	3	3	2	2	3
3. Implementing participation.												
3.1 Co-ordination of activity.	1	1	1	2	2	2	2	1	3	3	3	3
3.2 Deployment of personal.	1	1	2	2	2	3	3	2	2	3	2	3
3.3 Allocation of resource.	1	1	2	2	2	3	2	2	3	3	3	3
3.4 Processing of information.	1	1	2	1	3	3	2	2	3	3	3	3
4. Monitoring and evaluation participation.												
4.1 Measurement of observes achievement.	1	2	1	1	2	3	2	3	2	3	2	3
4.2 Comparison Pre and post self-assessment form of a standard.	1	1	1	2	2	2	2	2	3	3	3	2
4.3 Analyze cause and feed back	1	2	2	1	2	2	2	2	3	3	3	3
Total	13	17	21	16	23	24	25	24	31	31	29	32

Score of each participating activities means 1 = low , 2 = moderate, 3 = high

From the table 4 the researcher found that the 36-40 year old group participated most in the group activity and they had more experience and responsibility than the other two groups. Similarly, the 31-35 year old group participated more than the 25-30 year old group. So the demographic factors such as age, experience of working and position influence group behavior.

This research project affects all participants directly for example some of their job descriptions can change. After the discussion, the structure of the Emergency Room was changed. And as the result of the discussion, they improved their work and they have more strategic planning process skill.

The program's influence carried over to other programs such as the Hospital Accreditation project of KKKH after this research project was evaluated. The Nurse Director supported the researcher to be the team leader of Hospital Accreditation project of KKKH. The researcher can suggest the strategic planning process for developing the knowledge of KKKH's personnel. Every department and section of the Hospital planed to improve its service system and to set vision, mission, goal and the objectives for HA achievement.

The effectiveness of the program can be affected by social, political or financial circumstances such as a change in society, people demanding better health services so the hospital needs to improve the quality of service.

- The economic crisis led to a strict control of the budget
- Political decisions affect the civil rights of the people and influence the Hospital policy to prepare for Hospital Accreditation.

Economic and Costs Evaluation

- Resources used to produce the project outcomes are sufficient, Khumkhuankaco Hospital has a budget of 8 million baht and can support the HA project.

- The project personnel received only half of the overtime payment during the group meetings.

- Equipment was sufficient and good support was received from the Nursing Department.

- Time : It would have been advantageous to have had more group meetings but because of scheduling this was difficult.

Program Environment Evaluation.

Social and environment change can have a positive influence on this project. People have changed their attitude, ideas and health behavior leading to their demand for a better health service. So every Health Care Organization should develop a health service as in KKKH. The Ministry of Public Health Policy and Health Care Reform Project supported this project, so this program will continue running in the Emergency Room of KKKH.

The political environment will support the success of this project because of ministerial regulation. This states that the community hospital must have a budget of only five hundred thousand baht but now KKKH has 8 million baht. So the Hospital Director has decided to use the excess of 7.5 million baht to improve KKKH. And he will give a budget of two million baht for the HA project so the project will be well funded.