

National Health Strategy

General Framework

2008-2012

Introduction

This Document represents the main features of the National Health Strategy for the coming 5 years and is consistent with the goals of the National Agenda and the "We are all Jordan" document. The health sector in Jordan is described and analyzed through this document. In addition, several executive programs with contributions of all concerned sectors, have been determined that will guarantee comprehensive improvement of the health sector in providing efficient health services for all citizens in the Kingdom and maintaining Jordan's pioneer position in this domain .

The strategy has 4 main themes, each of which is a part of providing comprehensive health care. Every theme presents priority issues that need intervention to improve the quality of the health care and facilitate all categories of accessibility in the community. This is done based on profound analysis of the current situation, and determining objectives to respond to the opportunities and face the specific challenges related to each of the 4 themes.

Milestones of Health Policy in Jordan

The High Health Council is considered to be responsible for formulating general health policy of the health sector in the Kingdom and putting forward the necessary strategy according to Law number 9 for the Year 1999. The following core principles have been produced:

- Strategic partnership among all sectors within an integrated health system.
- Investment in enhancing Jordan pioneer position in the region.
- Ensuring financial protection for all citizens.
- Liberating the systems and directing the investment towards the health sectors.
- Adopting an ideal policy to qualify human resources.
- Controlling expenditure and efficiently using the available resources.
- Directing output of medical and health sciences to meet market needs.
- Strengthening collaboration and coordination with international organizations.
- Relying on studies and research to determine priorities and direct projects.
- Strengthening and directing support for health care services.

Vision:

A distinguished health care system within an integrated health sector that achieves outstanding status for the Kingdom on the world health map.

Mission:

To draw up integrated health policies with the participation of all health sectors within the Kingdom; so as to ensure the provision of distinguished health care services with a noble humanitarian goal within a sound health economy that strengthens Jordan's leading position in the field of health care.

Values:

- 1 - Partnership: Enhancing the partnership between health sectors in Jordan.
- 2 - Equity: Access of all citizens to distinguished health services regardless of the ability to pay.
- 3 - Excellence: Distinguished health institutions that preserve the pioneer position of Jordan.
- 4 - Technical effectiveness: Medical staff trained according to the latest scientific and technical standards.
- 5 - Financial efficiency: Careful planning to identify needs, the perfect exploitation of resources, and directing all programs according to a common mechanism that limits duplication and strengthens the sustainability of the system.
- 6 - Financial protection: Access of all citizens to health care under the umbrella of any type of health insurance.

Strategic Analysis:

Strategic analysis includes studying both the internal and external environments of the health sector, where strategic elements were analyzed to determine strengths and weaknesses in the internal environment, and opportunities and threats in the external environment.

Strengths:

- Developed infrastructure of construction and equipment.
- Desire for excellence and development.
- Accreditation programs for medical institutions.
- Distinguished medical staff at the regional level.
- Medical teaching centers in the Kingdom

Weaknesses:

- Weakness in communication and coordination.
- Limited health plans and programs.
- Scarcity of motivation programs and developed human resources.
- Weakness in security and safety substructure.
- Ambiguous roles of service providers.
- Weakness of health information systems.
- Duplication of service provision.

Opportunities:

- Governmental support.
- Political climate.
- Award of King Abdullah the Second for excellence.
- Raising the level of health knowledge.
- Strong infrastructure and updated communication systems.
- Good lifestyle.
- Specialized medical centers.

Threats:

- Population growth and disease transition
- Increased cost of medical services.
- Accelerated growth of technology.
- Loss of technically qualified staff.
- Poor confidence of citizens.
- Weakness of the financial policy in paying back the cost.
- Absence of universal health insurance.

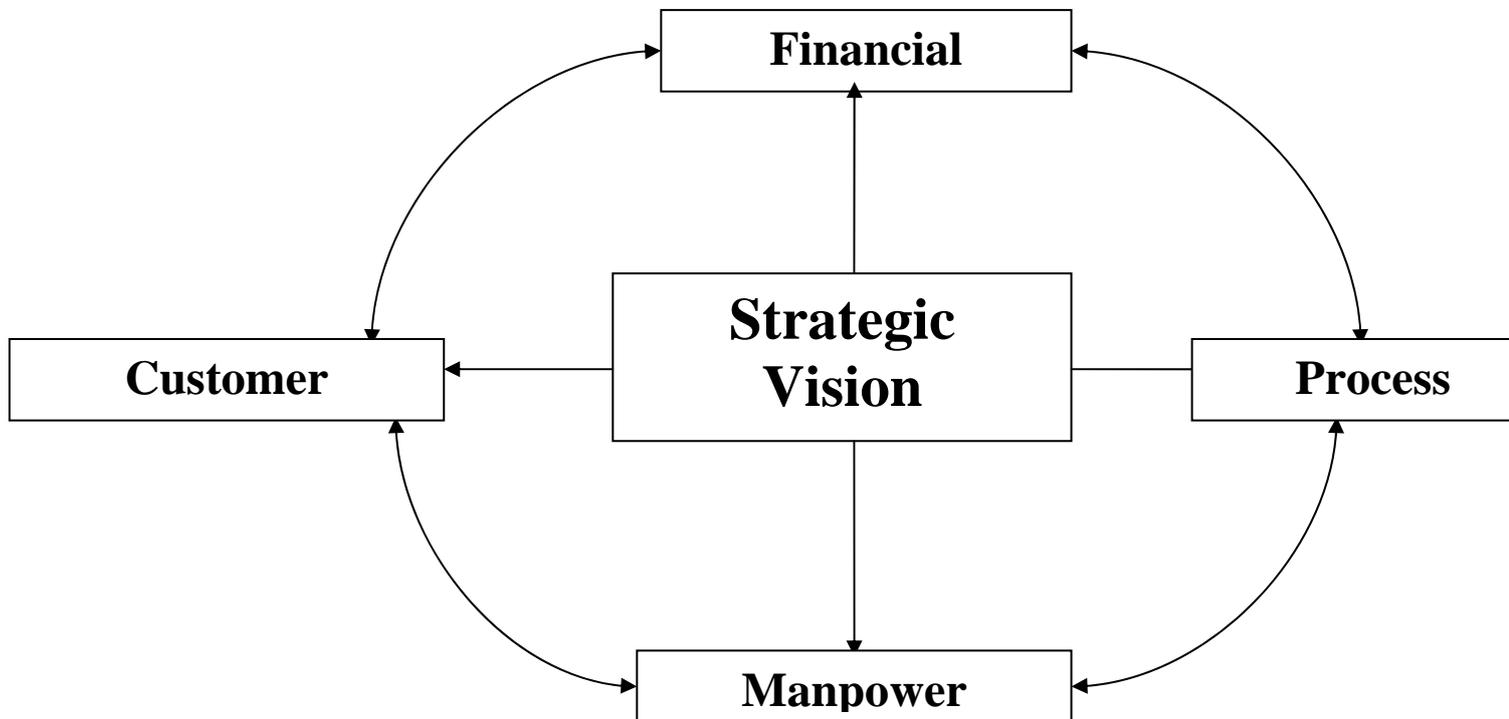
Strategic Goals:

- Extending health insurance to all citizens.
- Ensuring equality in gaining access to and obtaining health services regardless of the ability to pay.
- Providing efficient, high-quality health care services in accordance with international standards.
- Increasing financial support allocated to primary health care services in order to retain the benefits and ensure sustainability in services provided.
- Unifying, standardizing, and computerizing administrative, financial and information systems at all levels of service providers.
- Strengthening intersectoral partnership in order to create a distinguished health care system based on integration and expenditure control.
- Developing and updating first-aid and emergency system within the Kingdom.
- Activating reproductive health programs conforming to all established strategies.
- Supporting the most vulnerable groups, particularly the poor and the elderly.
- Institutionalizing national health accounts and public expenditure review as a reference for drawing up financial policies.

Strategic Themes

The strategy endorses four main themes that constitute the input of health care, and comprehensively reflect the performance of the health care sector. The theme of "manpower" is considered the main pivot of service provision. "Process" is the theme through which evaluation of the service provision takes place. The "financial" theme is the main sponsor in strengthening sustainability of the health system by directing

expenditures and perfectly utilizing the available resources. In addition, there is the "customer" theme which is the prime target of the health system.



Manpower Theme:

- Adopting an ideal policy to qualify human resources through:
 1. Institutionalizing education and training for all technical and management personnel.
 2. Endorsing continuous medical education.
- Recruiting qualified technical personnel and retaining them through:
 1. Developing and implementing incentives system.
 2. Approving job descriptions.
- Endorsing evaluation programs for qualified technical personnel through:
 1. Setting performance indicators.
 2. Periodic evaluation and certification.
- Directing educational outputs to meet market needs for health manpower through:
 1. Periodic evaluation of educational outputs to identify needs.
 2. Designing educational policies for studying health and medical sciences within the Kingdom, and organizing the study of these sciences abroad.

Process Theme:

- Strengthening the abilities of primary health care services to preserve gains, overcome weaknesses, and enhance strengths, while at the same time focusing on:
 1. Providing preventive and curative services in health care centers through the aspect of family medicine.
 2. Raising health awareness for all stages of age according to needs assessment studies.
 3. Encouraging community and voluntary work by activating the roles of both local community and civil organizations.
 4. Meeting the needs of special categories in the community, such as children, women, those who are getting married, elderly, those with special needs, and those subjected to violence.
 5. Encouraging the practice of healthy lifestyles.
 6. Aligning with demographic and epidemiological changes by confronting disease determinants and risk factors.

- Enhancing the abilities of secondary/tertiary health care services to maintain the pioneer position of Jordan on the treatment map through:
 1. Providing curative care services according to the best international standards through the implementation of accreditation programs.
 2. Establishing an updated first-aid and emergency system.

- Connecting primary and secondary health care services through an effective referral system.

- Improving the management of health information through:
 1. Integrated information programs.
 2. Reference disease classification for all sectors.
 3. Medical data based on studies and research.

- Institutional development: assuring the availability of processes and internal regulations that enhance the value of services provided to the customer through:
 1. Updating work methods.
 2. Authenticating processes and simplifying procedures.
 3. Encouraging studies and research to serve as the basis for formulating health policies.
 4. Assuring job security and improving the work environment.

- Increasing coordination and collaboration, in addition to endorsing the principle of integration between different health sectors.

- Enhancing the principle of community participation in assessing needs and preparing plans and programs at all health care levels.

- Maintaining environmental health at the best levels.

- Guaranteeing the availability of occupational health and safety conditions in all industrial establishments.

Financial Theme:

- Assuring the sustainability of the health system by endorsing medical finance as the basis for providing services through:
 1. Periodic revision of health expenditures according to national health accounts.
 2. Performance reviews that depend on budgeting and endorsement of results-oriented budgeting.
 3. Directing expenditures and efficiently using resources through strengthening integrated partnership among the sectors and endorsing the certificate of need.
 4. Adopting universal planning to raise the operational efficiency of resources.
- Focusing on financial efficiency through:
 1. Endorsing the certificate of need.
 2. Rationalizing drug consumption.
 3. Endorsing the unified purchasing method.
 4. Encouraging investment in the health sector to support medical tourism.

Customer Theme:

- Improving the quality of health services provided through all the sectors of the health system.
- Providing medical care according to ethical principles through:
 1. Noble humanitarian services will in accordance with documents of professional ethics.
 2. Endorsing the principles of review and accountability through implementation of medical liability laws.
- Financial protection: universal health insurance for all citizens on an equal basis through:
 1. Conducting financial and actuarial studies.
 2. Updating and developing the health insurance system.
 3. Establishing an independent authority for health insurances.

Strategy Development Principles:

- Current situation analysis.
- Participation of main partners' representatives who have experience and are specialized in preparing the strategy (liaison officers).
- Approving a clear methodology for implementation and monitoring.
- Periodic evaluation of the strategic plan and programs for development in order to consider updates in recent health priorities.

Strategy Approach:

1. Review documents, studies, and reports related to health in Jordan.
2. Determine the general framework of the strategy according to the current situation analysis and the priorities that have been set.
3. Discuss the general context of the strategy with all health sector representatives.
4. Present the general context of the strategy to the members of High Health Council for discussion and revise according to their suggestions.
5. Form working groups to include liaison officers and other experts for each theme of the strategy.
6. Prepare work sheets for each theme of the strategy containing situation analysis, challenges, and objectives, in addition to determining indicators for each theme.
7. Develop a complete operational plan for each theme to determine the activities and the roles of the participants in implementation.
8. Prepare detailed operational action plans for the priorities.
9. Write the final draft of the strategy (general framework and referral documents).
10. Prepare and discuss the strategy with HHC members for approval.
11. Launch the strategy through a workshop including all stakeholders.