

The five-year action plan for the development of the Public Health Institute Niš for the 2014-2018 period

Activities and vision

Public Health Institute Niš is the first preventive health institution in the Balkans, that has changed the name of its founder, formal legal status and organizational structure on several occasions throughout its history. Since its founding, the Institute has had a steady upward trend of development, which has resulted in the growing complexity and increase of workload, staff reinforcement, acquiring new equipment, introduction of new diagnostic, laboratory and other methods and quality standards. The working conditions and standard of workers were never neglected.

The main duties and tasks of the Institute are:

1. To monitor, research and analyze the health status and health education of the population, the condition and quality of the environment, the causes of occurrence and spread of infectious and other diseases of socio- medical importance, the impact of environmental factors on health, as well as to organize, operate and develop health services and propose and undertake appropriate measures to protect and improve health;
2. To take measures for prevention, early detection, suppression and extinguishing of infectious disease outbreaks, as well as the elimination of the health consequences caused by elementary and other phenomena and accidents;
3. To participate in the implementation of the information system development program and perform the collection, processing and analysis of health statistics and other data on the health status of the population, hygienic conditions and the organization, operation, personnel and operation of health institutions;
4. To monitor and study the sanitary and other conditions under which people live and work, propose and implement measures, and especially in regard to food safety, general usage objects, waste, surface and drinking waters, solids, noise and air pollution;
5. To implement and monitor technical and scientifically established methods of prevention and diagnostics in the areas of health care or specialties from which it performs the health activity;
6. To monitor and study the occurrence and movement of infectious disease morbidity, determine the necessary measures according to epidemiological indications, organize them and participate in their implementation;
7. To implement measures to prevent unwanted complications and consequences while providing health care, proposes general safety measures while citizens stay in health care facilities and provides control of the implementation of these measures;

8. To perform microbiological, virological, parasitological, chemical, toxicological and biochemical laboratory analysis, and control of hazardous biological and chemical agents;
9. To participate in the planning and development and to follow and participate in the implementation of health care and health insurance programs;
10. To identify and implement measures during natural disasters and other emergencies;
11. To participate in planning and implementing tasks of medical supply, medical resources and medical equipment;
12. To carry out scientific research in accordance with the law;
13. To organize and conduct theoretical and practical education for students of medicine, dentistry, pharmacy and medical high school according to the program of the Faculty of Medicine in Niš;
14. To organize and conduct professional training of health workers, medical staff and other employees;
15. To organize and implement measures to control and improve the quality of health care and the supervision of professional work;
16. To promote and enforce the work of the National Referential Laboratory for Campylobacter and Helicobacter referential and National Referential Laboratory for anaerobes.

The vision of the Public Health Institute Niš is to be the leading medical institution on the territory of the Republic of Serbia, in the field of socio-medical, hygienic and ecological, epidemiological and microbiological health care.

Conditions for the further development

SWOT analysis reveals the strengths, weaknesses, opportunities and threats of further development of the Institute.

The advantages include:

1. exceptional staffing, the knowledge and experience of staff: half of the employed health care workers have a high school diploma, employees with university degrees are specialists in certain areas, one-third of employees with university degrees are primariuses, magisters and PhDs, and 27 employees teach in the School of Medicine;
2. high work quality, which is verified by the ATS (Accreditation Board of Serbia): the Accreditation certificate ISO 17 025 and ISO 9001 certification;
3. the ability to function in situations where there is lack of resources and system solutions.

The weaknesses include: unsteady funding sources; insufficiently understood role and significance of public health institutes in the community as well as the partial understanding of the importance of the National Referential Laboratory for Campylobacter and Helicobacter and the National Referential Laboratory for anaerobes, imprecisely legally defined employment status of university teachers and associates who also perform activities in health institutions, the lack of databases that would link the activities of the Institute with an inter-institute cooperation and cooperation with other health care facilities.

The opportunities include: the expected changes of laws and regulations that would clearly and in the right way define the role and place of the Institutes and “Zavod” Institutes of Public Health of the Republic of Serbia, participating in projects funded by the international community as well as by domestic sources and the implementation of EU standards.

The threats include: unfavorable age structure of the population, low standard of living.

The aim is to develop a doctrine of public health in which the user is the center of the system and the methodology of monitoring, analysis and presentation of data on the health of the population is comparable to EU countries.

Public health programs in the world place the focus of health care activities on health promotion - maintaining and improving the health of the population that is being implemented at the local level. Our legislature has also recognized the importance of the action of the healthcare system on a larger scale (working in teams and interdisciplinary within the local community), and in cooperation with other government and non-government sectors. A special role in this respect is held by the public health institutes and primary health care institutions that need to establish partnerships in the community and manage the programs and activities aimed at the local population.

Health Information System in the Republic of Serbia is characterized by the presence of traditional health statistics system and a lot of new information flows that have emerged in response to the growing needs of the health care system. Current health information system consists of three subsystems: the first is the health statistics system as part of the national statistics, managed by the Institute of Public Health of Serbia "Dr Milan Jovanovic - Batut" and the network of public health institutes, the second is the information system of the Republic Fund for Health Insurance, which is focused on monitoring costs of mandatory health insurance, and the third subsystem is focused on local information systems at the health facility level. Improvement of all the above mentioned subsystems and their interconnection will provide an efficient health information system.

4.1.1. Implementation, monitoring and evaluation of the Strategy for continuous improvement of healthcare quality and patient safety

Development goals

The overall objectives of the development of the Institute in the future period are: maintaining the upward trend of development, providing the conditions for sustainable funding and improving the quality and efficiency of all activities.

Specific objectives of the development of the Institute in the future relate to several areas:

1. The economic objectives include: providing an average real growth in total revenues of 10-15% per year; growth in earnings over the retail prices of 5-10% per year, reaching the share of gross wages in total income of the Institute at the 60-65% level.
2. The investment objectives include: the preservation and improvement of infrastructure objects and implementation of the installation network replacements 20% per year; improving the working conditions, adapting existing space; in particular we emphasize the adaptation of the Pasteur Institute for which an adaptation project already exists with a needed budget of 300,000€. It is also necessary to establish a new area of 150 square meters for the needs of the Referential National Laboratories;
3. Preservation of existing and acquisition of new equipment for the laboratory, sampling and transport of samples; maintaining and improving the high level of work quality in all aspects, which requires the investment of significant resources in interlaboratory comparisons with the institutions in our country, as well as comparison to the results of working with other countries, primarily from the European Union.
4. The personnel and professional goals include: strengthening the personnel structure, with an emphasis on training employees. The aim is that 85% of employees with university degrees gain academic credentials, and that 80% of employees with high school degrees receive some form of higher or vocational education, continuing education of all employees so that within one year 30% of them attend specific training outside the workplace, and regular education of all employees while regularly working, reduction of the total number of employees from 240 to 215.
5. The organizational objectives include: defining the optimal staffing systematization, establishment of multi-sectoral and multidisciplinary work in the implementation of all activities and tasks at the institute level with other institutes within the country and abroad, and with other health care institutions.
6. The objectives for the realization of tasks and assignments include: continued performance of all previous activities with the expansion of the range of services at 10% per year; continued development of market operations in order to ensure stable extra-budgetary sources of funding by 10% per year. Developing the elements of risk and public health threat management.
7. Providing the conditions so that the Institute regains its official status of the key public health institution on the territory of south and southeast Serbia; develop better partnerships with the

local community; activities necessary for the operation of the National Referential Laboratories in coordination with interested and necessary partners in the country and the European Union

8. The objectives for the improvement of the quality of plans and work quality include: improving customer satisfaction through a "client- oriented approach"; improvement of employee satisfaction, improving the working conditions in all organizational units; maintenance of meeting the requirements of ISO 9001:2008 throughout the institution and in the ISO IEC 17025 in the accredited center; continuous increase of the realization of the activities and tasks for the market by 10% per year.