PUBLIC SECTOR MANAGEMENT (II)

INTERVIEW GUIDE with Dr Macrina Livia MIHAI, Executive Director of the Satu Mare County Public Health Directorate .

Dr. Macrina Livia MIHAI is: County expert community health care 2 in the project "Providing integrated services in rural communities - facilitating access of vulnerable people to efficient and quality basic services" in the implementation team of the Ministry of Health, Partner 2.

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Executive Director of the Satu Mare County Public Health Directorate (DSP), since 2017.

Reporter: You are the executive director of the Satu Mare Public Health Directorate (DSPJSM) I would like to ask you, for our readers, to tell us about the duties of the Public Health Directorate (DSP), the importance of the institution and the role it must play for the benefit of each of us…

- *What is the implementation status of the project entitled "SMART HEALTH: DEVELOPMENT OF DIGITAL CAPACITIES OF THE Satu Mare PUBLIC HEALTH DIRECTORATE. Project co-financed by the National Recovery and Resilience Plan of Romania, within Component 7 – CALL CODE: MS – 732 related to I3.2 – NON-COMPETITIVE CALL, Pillar II: Digital Transformation, INVESTMENT: I3. Implementation of the eHealth and telemedicine system, PNRR/2022/C7/MS Specific investment I3.2 Digitalization of institutions with responsibilities in the health field subordinated to the Ministry Health.*

Macrina Livia MIHAI: The project is to be implemented, currently the specifications are being prepared for the following specific objectives:

- Improvement/development of communication networks and IT/hardware infrastructure at the institution level, with the following components.
  - Implementation and/or improvement of non-clinical software and interoperability,

With the following components.

Implementation of new systems, updating or expanding non-clinical software modules related to the functioning of the institution:

⇒ Implementation of a content management platform (website). The website proposed in the project for DSPJSM needs the right combination of content, ease of use and security. The content must be up-to-date and relevant, providing details about the relevant data and statistics available, the institution's profile and contact details. In terms of design and functionality, the website must be intuitive, with a logical structure that allows stakeholders to access the necessary information quickly and easily. It is essential that the website is adaptable to any type of device, be it a computer or a smartphone. At the same time, security is of crucial importance, especially given the sensitive nature of the data displayed. All information transmitted through the website, whether public or personalized details, must be protected against unauthorized access, using the latest security protocols and technologies. The total price of this platform is 74,457 lei excluding VAT.

 Implementation of a digital document management module. The system will provide a multi-user solution for managing documents and work processes within the DSPJSM. It will transform traditional document management methods and optimize existing work processes in the entity. This solution will facilitate use by employees and support decision-making at the managerial level, providing prompt access to essential information. Work processes, either in their entirety or in certain segments, will be available only to responsible persons, based on the nature of the tasks and the permissions set. Thanks to the implementation of these processes, the system will provide a clear framework regarding the status of any activity or document, guiding users towards compliance with work standards and minimizing potential mistakes. Each process is a series of tasks performed by an individual or several collaborators and will be defined by a beginning, intermediate stages and one or more endings. This involves the participation of different authors, whether individual users or groups, and will be based on a series of predefined relationships and actions. This system must offer the possibility of managing documents from its digital platform, at the same time it must offer users a system, the creation and saving of templates (standard documents) in order to improve organizational efficiency and shorten the time allocated to their preparation tasks. Moreover, the system must offer the possibility of modifying documents by the user according to their attributions and signing documents with an authorized digital signature directly from the platform without the user being required to download the documents. In order to improve managerial decisions and the efficient allocation of resources, the platform must provide quick and intuitive access to essential information and statistics regarding the status of documents and

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resolution deadlines. To ensure cybersecurity, security profiles and requirements adapted and compliant with relevant national and European cyber infrastructures will be established and applied from the point of view of the correct functioning of critical infrastructures while ensuring the resilience of the cyber infrastructure. The project will ensure the state of security by knowing, preventing and countering vulnerabilities, risks and threats to cybersecurity by defining, establishing and applying a set of specific measures, at international standards regarding the use of cyberspace. By efficiently managing access and user rights, security and control over applications within DSPJSM is maximized for an increased degree of data security. Backup will also be ensured through the dedicated component of the Database Management System in order to minimize the risk of possible ransomware, zero-day or cryptolocker type computer attacks. According to the request offers, the total price of such an IT solution is 312,719 lei excluding VAT.

⇒ Implementation of a digitalized route map system for DSPJSM vehicles (and acquisition of related hardware), which will play a crucial role in real-time monitoring of the location and status of each vehicle. This will enable efficient coordination and rapid response in emergency situations or daily operations, providing a clear picture of the precise position of each vehicle. By calculating the most efficient travel routes, the system will help reduce response time and fuel costs. In addition, the system will collect data on routes traveled, speeds, stops and fuel consumption, providing valuable information for detailed analysis and improved fleet management. In cases of theft or unauthorized use, the GPS functionality will facilitate the rapid location of the vehicle and its recovery, providing added security. The implementation of the digitalized road map system will bring a significant improvement in the management of resources and services offered by DSPJSM, contributing to the efficiency of activities and the improvement of the quality of services. According to the requested price offers, the price of such a system is 25,200 lei excluding VAT.

⇒ Implementation of an access system. This represents an important solution for improving security and streamlining staff time management. This system will provide an integrated solution for controlling access to different areas of the institution and for automatically monitoring employee attendance. With the use of access cards, DSPJSM will be able to regulate the entry and exit of employees, visitors and suppliers, thus ensuring a safe and secure working environment. The cards will operate based on RFID technology or similar systems, allowing authorized access to certain areas, depending on the security level and the role of each employee. Also, to enhance both the proper use of cards and the general security of institutional perimeters, hallways and archives with secret information, video surveillance cameras will be installed at each entrance to the institution, and at the entrance to the relevant archives. This method will help prevent unauthorized access and will allow for efficient tracking of the movement of people within the DSPJSM. Regarding the calculation of timekeeping, the digitalized system will automatically record the arrival and departure times of employees, thus eliminating

the need for manual systems or traditional timesheets. This will simplify the process of calculating hours worked, reduce errors associated with manual records and provide accurate data for payroll processing. The system will also be able to generate detailed reports on attendance and absences, facilitating human resource management and efficient staff planning. The implementation of this integrated system will bring a number of benefits to DSPJSM, including better security, efficient management of working time and increased transparency regarding employee attendance. Ultimately, this will contribute to creating a more organized, safe and efficient work environment, essential for the optimal functionality of a medical institution. According to the requested price offers, the price of such a system is 137,500 lei excluding VAT.

⇒ Implementation of an integrated laboratory management IT solution. This solution must provide a comprehensive suite of functionalities for the efficient management of laboratory processes. This application must allow users to navigate from a central navigation point across all application modules. Access to these modules and their functionalities will be determined by the user's role and rights which vary depending on the laboratory and the operator's access level. The main window must be shortened into several main sections for navigation: a vertical bar for accessing the modules and a horizontal bar for accessing the specific functions of each module. The available modules must be used for managing samples, requests, central analyses, validations, payments, beneficiaries, reports and configurations. The application's operating mode must involve following a series of steps to execute and complete the necessary analyses in the laboratory. Users must be able to enter essential information such as requests, beneficiaries, samples and analyses with the option to add other additional information. The efficient and systematic use of these modules will ensure a fluent work process in the laboratory from receiving requests and managing samples to performing analyses and reporting results. According to the requested price offers, the price of such a system is 99,380.00 lei excluding VAT.

⇒ Implementation of a software package solution for digital copywriting. 64,529 lei excluding VAT

Thus, within the project, it is recommended to implement 5 IT solutions that will constitute project indicators as follows:
- 1 content management solution;
- 1 document management solution;
- 1 digitized roadmap solution;
- 1 digitized access solution and access card system;
- 1 laboratory management solution;
- 1 digital copywriting solution;

Solution providers must ensure adequate training through employee training courses and certification in the effective use of the solution. The provider must also provide technical support and maintenance for a minimum period of 60 months. To ensure the successful implementation of this project, it is essential to allocate adequate resources in several key areas.

⇒ Expertise of a specialized consultancy, which can provide perspectives and informed recommendations during the implementation of the project. According to the requested price offers, the price of these services is 124,095 lei excluding VAT

⇒ Promotion and awareness are crucial for the success of the project, which is why the allocation of resources for project advertising is essential. According to the requested price offers, the price of these services is 14,563 lei excluding VAT.

Also, a dedicated implementation unit will be established that will focus on the correct and efficient application of the plan. The team designated for implementation by the legal representative will be in charge of project management, which includes monitoring, evaluation and implementation of activities associated with the project. The project team will be made up of 5 people: project manager, public procurement officer, technical officer, financial officer and project team secretary. Thus, the total value of the investment fully financed from funds related to the National Recovery and Resilience Plan is 2479,619 excluding VAT.

The Public Health Directorate of the SM is a decentralized unit established on 1.01.1999 by Order No. 954/8.12.1998 of the Ministry of Health, functioning as the main authority in the field of public health at the county level. This autonomous public institution is committed to the implementation of national public health policies and programs, promoting preventive medicine and ensuring state sanitary inspection. Among its responsibilities are monitoring the health status of the population and organizing health statistical data, as well as planning and managing investments financed from the state budget for the health sector. The DSP SM periodically assesses the health status of the population in its area of jurisdiction, identifying the main challenges in the field of public health and allocating resources to effective interventions for improving health.

R: How is the DSP involved in support activities for people who request information or guidance in areas related to the specific activity of the institution?

- What projects do you have on Health Promotion in Schools?

MLM: Public Health Directorates (DSP) have an essential role in supporting people who request information or guidance in the field of public health. DSP involvement in these activities is achieved through the following methods:
Information and Counseling: DSP provides clear and accurate information on health-related issues, including disease prevention, vaccination, hygiene, nutrition and mental health. This can be done through dedicated telephone lines, official websites, but also through direct meetings with citizens.

- Information Campaigns: DSP organizes health information and education campaigns, which can target various population groups, including adolescents, parents and teachers.
- Collaboration with other institutions: DSP collaborates with schools, non-governmental organizations and

other institutions to provide information and resources necessary for health promotion.
- Education and Training: DSP can organize training sessions for teachers and school staff to help them understand and convey correct health information to students.
- Regarding health promotion projects in schools, DSP implements various initiatives that include:
- National Health Education Program: This aims to develop healthy life skills among students, addressing topics such as healthy eating, physical activity, mental health and preventing the use of prohibited substances.
- Vaccination projects: Informing students and parents about the importance of vaccination and organizing vaccination campaigns in schools.
- Health Days: Organizing events dedicated to health in schools, where students can participate in educational activities, workshops and information sessions.
- "Healthy School" Program: This program promotes a healthy environment in schools, including by improving hygiene conditions, healthy eating and physical activities.

These initiatives contribute to raising health awareness among young people and help them develop long-term healthy habits.

R: What are, in general, the projects you propose in the short, medium and long term, as director?

- What challenges does it involve/assume, from the point of view of organization, planning, coordination, management and control of the activity?

MLM: As director of the public health department, the projects proposed in the short, medium and long term could include the following:

Short-term projects (0-1 year)
- Population health assessment: Conduct health assessment studies to identify the main health problems.
- Information and education campaigns: Organize campaigns on public health topics, such as vaccination, prevention of infectious diseases and promotion of healthy lifestyles.
- Improving health infrastructure: Collaborate with hospitals and health centers to ensure adequate hygiene conditions and equipment.

Medium-term projects (1-3 years)
- Development of prevention programs: Implementation of screening programs for chronic diseases (diabetes, hypertension) and organization of health education workshops.
- Improving access to health services: Creating partnerships with non-governmental organizations to support disadvantaged communities.
- Digitalization of the public health system: Implementation of IT solutions for managing health data

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Challenges involved
- Organization: The need to effectively coordinate work teams and establish clear priorities.
- Planning: Developing strategic plans that are realistic and take into account the available resources.
- Coordination: Collaborating with different institutions and organizations, ensuring that all parties involved are aligned to the same objectives.
- Leadership: Motivating and developing staff within the department, ensuring that the team is well prepared to implement projects.
- Control: Monitoring the progress of projects and evaluating their impact, adjusting strategies based on results.

These projects and challenges require an integrated and collaborative approach to ensure better public health for the entire community.

R: What are the main issues facing the DSP director?

- How has/if the approach to a new epidemic changed, following COVID-19, and if so, are you prepared to deal with a new epidemiological threat?

MLM: The main challenges facing the Director of the Public Health Directorate (DSP) include:
- Financial and human resources: DSPs often face a lack of specialized staff and limited budgets, which makes it difficult to effectively implement public health programs.
- Inter-institutional coordination: Collaboration with other institutions, such as hospitals, local authorities and non-governmental organizations, can be problematic, especially in crisis situations.
- Public communication: Correctly informing the population to avoid unjustified panic and promote healthy behaviors is a constant challenge.
- Epidemic management: Monitoring, preventing and controlling infectious diseases remain key priorities, and DSP directors must be prepared to respond rapidly to emerging threats.

Following the COVID-19 pandemic, the approach to epidemics has changed significantly. Stricter measures for monitoring and reporting of cases have been implemented, and international collaboration has become essential. There has also been increased focus on health education and vaccination. In the event of a new epidemiological threat, DSPs are now better prepared, given the lessons learned from managing COVID-19, but challenges remain.

R: If you feel it is necessary to answer another question that was not asked, now is the time.

MLM: An additional question that might be relevant would be: "How can local communities be involved in the prevention and control of priority communicable diseases?" It is essential that community involvement be a key component of the public health strategy, as the support and cooperation of citizens can amplify the effectiveness of measures implemented by the DSP.

He recorded: Sorana Lixandru, MD