



E000510

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Draft Proposal for a
Health Resources Planning Organization

PURPOSE: The organization proposed is to be a bureau level structure within the Health Resources Administration designed to improve both the planning and the development of health resources in the nation through the administration of existing statutory authorities as well as H.R. 16204 or substantially similar pending legislation. Legislation currently being considered clearly dictates the need to perform the following functions:

1. Develop, format, promulgate, coordinate, and revise as necessary a sufficient body of policy, regulations, guidelines, and operational procedures to facilitate the practice of the legislative intent.
2. Provide for the establishment, development, assistance and fiscal support of health planning agencies in states and designated areas, and to promote through them the development of health systems and resources which meet identified needs and eliminate known deficiencies within their zones of influence.
3. Monitor, assess, evaluate, and regulate within the context of existing law the progress and practice of the established agencies.
4. Provide for research, analysis, synthesis, promulgation of information and related steps to assist and encourage health planning agencies toward an effective use of health planning expertise and methodology.

ORGANIZATIONAL PHILOSOPHY: To accomplish its mission, the Central Office (CO) structure will be flat to provide for rapid communication and active response to regional staff needs. Such a structure will be devoid of management layering with clear lines of communication and well articulated delegations. The Central Office structure should also promote horizontal cooperation, communication, and interdependence, and discourage the formation of "turf" problems. Lastly, the organization should provide the capacity for its leadership to delegate authority and responsibility as completely as possible, and to as low a level in the structure as is feasible, while retaining an ability to become involved in critical issues.

Two facts dictate this philosophy: 1. The staffing of the Central Office, in terms of numbers, will be small. 2. The program scope is wide and diverse. Both facts speak for an exceptionally tight knit organization with maximum use of every position. Much must be accomplished through the small group intrapersonal relationship of activity and interest that in larger organizations is relegated to structural entities e.g. program coordination embodied in a "coordination staff". The bureau will be strongly centralized from the standpoint of policy and program coordination, but its operations will be decentralized. The Central Office will provide basic policy and programmatic goals, regulations, and guidelines. The regional staffs will translate these basics into active assistance to the agencies. The regional staffs will observe and assess the activities of the agencies and, through synthesis and structured reporting to the CO, provide the necessary information to test, and as necessary, bring about the revision and improvement of policies and regulations. The Central Office/Regional Office (RO) relationship, like that

of the eye and the hand, is not based on the superiority of one or the other. The success of that relationship is dependent on the rapid and accurate transmission of information which serves the needs of both in order to attain the goals of the program.

Structure: See attached chart.

Basic Component Functions:

1. Office of The Bureau Director:

Provides executive leadership and direction for the programs and activities of the Bureau. Specifically: (1) Coordinates the functioning of the bureau both internally and in the context of other national health programs; (2) Develops program objectives, alternatives, and policy positions consistent with broad administration guidelines; (3) Evaluates program accomplishments; (4) Develops and administers operating policies and procedures and provides assistance to bureau constituents to achieve effectiveness and economy in the management of bureau programs; (5) Provides selected management services for bureau constituents and carries out necessary coordination with respect to management services provided for the bureau by higher headquarters; (6) Serves as principal contact and advisor to the Department, the Health Resources Administration and other PHS agencies, The National Council for Health Policy, and other interested parties on matters relating to planning and development of health systems (7) Directs and coordinates bureau activities carried out in support of equal employment opportunity programs; (8) Provides guidance and assistance to DHEW regional offices in executing the Bureau's responsibilities for the efficient and effective conduct of the Bureau's programs; (9) Provides, through appropriate channels, information about bureau programs to the general public, health profes-

sions associations, and other interested groups and organizations; (10) Establishes and coordinates requisite external relationships; and (11) Plans, develops and maintains a system to ensure coordination, training and management of clerical services throughout the Bureau.

Policy Coordination Staff

Serves as the focus for bureau-wide policy coordination and the management of controlled correspondence having potential policy involvement or impact. Functioning as one of Bureau Director's primary staff areas: (1) Coordinates, performs analyses of, and assesses the impact of diverse program policy on the mission of the bureau; (2) Brings to the attention of the Bureau Director and Executive Staff policy issues which have not found resolution at lower levels; (3) Evaluates trends and indicators of potential policy problems and issues needful of revision or lateration; (4) Negotiates and maintains a program of planned change in programmatic policy; (5) Assures that bureau personnel are informed and kept aware of policy evolution on a periodic basis; (6) Serves as a focal point for communicating with other HEW components with regard to policy clearance. In support of its policy coordination functions: (1) Receives and reviews controlled correspondence and makes action assignments and follows up to assure timely and appropriate action; (2) Establishes standards for and ensures the quality of written communications and issuances throughout the bureau; (3) Maintains for the Director a docket of pending requests and a structured device for insuring timeliness of response; (4) Establishes and maintains central files for the Bureau Director; (5) Establishes and assures implementation of bureau and administration correspondence procedures and policies.

Evaluation and Legislation Staff

(1) Serves as The Director's primary staff unit and principal source or advice on program evaluation and legislative affairs; (2) Oversees and/or conducts communications between the Bureau and higher levels of government on all matters that involve evaluations of program performance; (3) Maintains liaison with other Federal and non-Federal health agencies on matters within its area of responsibility; (4) Prepares and directs the implementation of comprehensive program evaluation strategies to obtain needed evaluative data; (5) Monitors on-going information systems which produce evaluative data about the Bureau's programs; (6) Identifies problem areas in achieving bureau and program objectives and recommends actions to be taken in response to those problems; (7) Monitors, and makes recommendations for needed change in, legislation affecting the bureau's programs; and (8) Provides leadership for task oriented problem resolution at the discretion of the Director.

Office of Management

Plans, directs, and evaluates the administrative management support activities of the bureau. Serves the bureau by providing or acquiring services and resources in the requisite management areas: (1) Plans, directs, and coordinates those personnel management and training programs which meet the particular needs of the bureau; (2) Plans, directs and coordinates property management and procurement programs required for the bureau's operation; (3) Conducts organization and management surveys and prepares necessary systems and controls to maintain and further the organization and management practices of the Bureau; (4) Provides, through the Office of the Administrator, HRA, a program of financial management for the bureau, inclusive of budget planning, formulation and execution,

and administration of evaluation set aside funds; (5) Serves as the focal point in the bureau for the development of ADP systems and policy, planning and evaluation; (6) Develops procedures for and maintains the bureau's reports management systems; (7) Coordinates the bureau activities in management planning and prepares, with requisite inputs, such documents as the forward plan, OPS, and bureau contributions to higher level planning activities; (8) Conducts bureau management improvement programs; (9) Participates in program and legislative planning to assure recognition of management and resource problems; and (10) Maintains necessary extra-bureau liaison to acquire clearances and support of its activities.

Office of Operations Monitoring

Provides a bureau focal point for coordination of operations activities: (1) Plans, directs, and coordinates the bureau monitoring and assessment programs; (2) Participates in bureau Executive policy formulation by advising on the operational implications of the bureau's plans and programs; (3) Devises, controls, and operates the necessary systems of management control and information; (4) Through the operation of MIS and monitoring activities, provides the bureau with an effective source for the transmission of routine information; (5) Collaborates with the program divisions to establish criteria, parameters, and content of information required for the effective monitoring of program operations; (6) Maintains close liaison with the Office of Regional Operations (ORO) HRA; and (7) Provides analytical and advisory capacities where operational matters involve interprogram conflicts.

Division of Planning Methods and Technology

Provides a bureau and National focal point for the development and dissemination of technical materials, planning approaches, methodologies,

policies, standards, and guidelines for the appropriate planning of health resources and services. The subject of such activities include, but are not limited to: (1) The provision of primary care services for medically underserved populations; (2) The development of multi-institutional systems for coordination or consolidation of institutional health services; (3) The development of medical group practice whose services are appropriately coordinated or integrated with institutional health services; (4) The training and increased utilization of physician assistants; (5) The development of multi-institutional arrangements for the sharing of support services; (6) Improvements in the quality of health services; (7) The development of health service institutional capacity to provide various levels of care on a geographically integrated basis; (8) The adoption of uniform cost accounting, reimbursement, and utilization reporting systems; and (9) Effective methods for educating the general public on basic personal health care and use of available health care resources. The division will produce guidelines for the conduct of planning processes and also will specify the minimum data needs for determining the health status of residents of health service areas, for determining the status of health resources and services, and for describing the use of such resources and services. The Division is responsible for the establishment, coordination, and consultative direction of the National Center for Health Planning Information and the Centers for Health Planning and provides technical assistance and technical materials to the Health Systems Agencies and state agencies for use in health planning.

Division of Agency Development

Provides a Bureau focus for the management and operational development of health systems agencies and state agencies: (1) Provides a central referent and problem resolving source of comparative information on agency management and operational development; (2) Prepares prototype plans of organization and operation of agencies; (3) Provides determinants, alterations, and interpretations of guides to meet the needs of a broad variety of agency situations and levels of development; (4) Participates in the development and maintenance of agency performance standards and assessment criteria; (5) Provides assistance, information, guides and interpretation including, but not limited to; guides to incorporation, revision of by-laws, staffing patterns, personnel policies, organization models, administration manuals, salary determination, position descriptions, and agency policy and procedures; (6) Serves as a consultative resource on agency development matters as they relate to other programmatic divisional activities; (7) Coordinates activities closely with other program divisions to assure that agency development activities are properly inclusive of emphases which benefit and further all programmatic activity; and (8) Participates in establishing MIS reporting that is conducive to agency development and problem determination and resolution.

DIVISION OF FACILITIES DEVELOPMENT

Serves as the bureau focal point for guidance, assistance, and standard setting for the construction, modernization and expansion of health care facilities. (1) Participates, with the Division of Planning Methods and Technology, in the development and maintenance of criteria, standards and guidelines to be used by state health planning and development agencies and health systems agencies in preparing and administering facilities plans; (2) Coordinates the financial feasibility reviews and project approval requirements for Section 242 of the National Housing Act and carries comparable responsibilities for direct loans and loan guarantees administered by DHEW; (3) Maintains liaison with Treasury, the Federal Financing Bank, HUD, FNMA, GNMA, and other agencies regarding development of policies and other guidelines; (4) Serves as the Bureau focal point in providing technological assistance in the operation of health care facilities by providing leadership in the architectural, engineering, and equipment aspects of the health facility construction program; providing consultative assistance to representatives of foreign governments to federal, state, and local officials and to the public; conducting studies on the design and construction requirements of health care facilities; and maintaining liaison with State hospital associations, and professional and technical organizations concerned with the design, construction, and equipping of health care facilities in order to be aware of technological developments and needs in order that they may be provided for in minimum construction requirements; (5) Participates in the analysis of data on the Nation's health care facility needs and resources, the evaluation of programs in relation to health care facility needs, the development of measures of adequacy for

the health care facility system, the developmental analyses in support of legislative program proposals and appropriation requests for the Office of Management and Budget and congressional presentations, the preparation and testing of allocation formulae for use in the administration of the grant, loan, and loan guarantee programs, evaluative studies developed in the annual evaluation plan; and the conduct of miscellaneous studies attendant to program development; (6) Collaborates with the Office of Operations Monitoring in providing guidance for the effective monitoring of facilities grants and loan programs; and (7) Coordinates its activities with programs within the Bureau, the Department and other agencies and groups concerned with health care facilities.

Division of Regulatory Activities

Functions as the focal point for all regulatory activities of supported agencies: (1) Creates and maintains standards for certificate of need and 1122 agreements; (2) Prepares, and modifies as needed, criteria and guidelines for review and approval activities; (3) Serves as a consultative resource regarding rate review practices, standards and utilization; (4) Through analysis of review and approval activities, identifies trends and developments which, through cooperation with Planning Methods and Technology Division, will assist in priority setting or development of needed planning research; (5) Participates in the development of and/or reviews programmatic guides, performance standards, and criteria to provide comment on, or reaction to, regulatory impact; (6) Establishes minimum standards for adherence to Federal regulations; and creates models for optimum performance of regulatory intent; (7) Prepares and

revises monitoring criteria for inclusion in the MIS which will provide requisite information for regulatory assessment and evaluation; (8) Participates in Executive Staff consideration of policy changes or programmatic alterations which impact on regulatory activities and (9) Suggests legislative considerations which will further attainment of regulatory goals.

PROPOSED BUREAU OF HEALTH RESOURCES PLANNING

