



E000850

Draft Proposal for a
Health Resources Planning Organization

PURPOSE: The organization proposed is to be a bureau level structure within the context of the Health Resources Administration designed to carry out the intent of H.R. 16204 or substantially similar legislation. The current legislation clearly dictates the ability 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. Establish, charter, develop, and support health agencies in designated areas to provide effective health planning, and to promote the development of health systems, manpower and facilities which meet identified needs and reduce known deficiencies within the designated areas.

3. Monitor, assess, and regulate within the context of existing law the progress and practice of the established agencies.

4. Provide for the research, synthesis, analysis, promulgation, and effective utilization of health planning expertise and methodology.

ORGANIZATIONAL PHILOSOPHY: To accomplish its mission the organization should be as flat as possible to provide for rapid vertical communication and response. It should incorporate means

for promoting horizontal communication, cooperation, and interdependence to avoid "turf" problems. Such an organization must provide the capacity for its leadership both to delegate authority and responsibility completely and also to become as closely involved in any activity as circumstance may warrant. The organization will be strongly centralized from the standpoint of policy "voice", but its program operation will be largely decentralized. The central office structure will be functionally oriented while the concomitant regional structure will be generalistic and task oriented.

STRUCTURE: See attached chart.

BASIC COMPONENT FUNCTIONS:

1. Office of the Bureau Director - Provides executive leadership and direction for all facets of bureau activity. Coordinates the functioning of the bureau both internally and in the context of other national health programs. Serves as principal contact and advisor to the Department, Health Resources Administration, the National Council for Health Policy and other interested parties on matters related to planning and development of health services and facilities.

2. Special Staff - Provides the Director with executive level staff support to facilitate problem resolution through planning, analysis, evaluation, synthesis, and coordination.

Provides the focal point for implementation and transitional administration. May provide staff support to groups such as the National Health Policy Council, subject to The Directors needs and wishes.

3. Office of Management Resources and Planning - Serves the bureau by providing all requisite management resources. Administers "men, money, and materials". Incorporates within its structure the functions of the Executive Secretariat. Is responsible for, or coordinates, management planning and reporting systems such as OPS and The Forward Plan. Obtains or provides systems analysis and programming expertise for the development and maintenance of Management Information and Monitoring Systems. Carries out a complete program of reports management for the bureau. Provides other administrative functions required to support the operating divisions such as budget formulation and administration of funds set aside for evaluation projects.

4. Division of Planning Methods - Functions as the bureau focal point for matters concerning the methodology of Health Systems Planning. Provides guidance for the establishment, evolution and accomplishments of the agencies through the development, synthesis, analysis, and promulgation of health planning expertise and technology. Develops and maintains standards, criteria and guidelines with regard to the effective use of planning for health systems as well as for the development of agency planning capability. Incorporates in its structure the mechanism for gathering, storing, cataloging, and retrieving health planning

data and reference resources. Makes its resources available directly to the agencies, or through central and regional office channels, as need and activity dictate. Responsible for the establishment and development of the Centers for Health Planning.

5. Division of Facilities Construction - Functions as the bureau focal point for all matters pertaining to the construction, modernization or expansion of health care facilities. Given continuity to the evolution of the facilities program in its transition from the current Hill-Burton program to that activity envisioned in H.R. 16204. Develops and maintains the criteria, standards and models by which State Health Planning and Development Agencies will be able to prepare and administer the State Facilities plans. Serves as liaison and resource to the Federal Hospital Council centrally, and through the regional staffs provides consultative resources to the Statewide Health Coordinative Councils on facilities matters.

6. Division of Operations, Liaison, and Monitoring - Functions as the bureau focal point for operational and programmatic matters dealt with through and by the regional staffs. Serves as the "line" channel for day to day communication and transmission of information. Carries out the preponderance of bureau liaison activities. Incorporates within its structure the mechanism for requisite monitoring and appraisal functions. Provides resources for, assists in the development of a system to monitor the effectiveness of regional staff performance of bureau and program activities.

primary responsibility for the establishment and operation of the Management Information System and other management monitoring and control mechanisms and operations.

7. Division of System Regulation - Functions as the bureau focal point for all currently envisioned and prospective regulatory activity. Creates and maintains standards, criteria, guidelines and models for the establishment and maintenance of regulatory activities. Designs and maintains within its structure the necessary mechanisms and resources to aid in the development of regulatory activities such as 1122 agreements and rate review, as well as to oversee the imposition of, and compliance with, Federal requirements.

8. Division of Agency Development - Functions as the bureau focal point for health systems, and State agency establishment, coordination, and continual development. Incorporates within its structure the necessary mechanisms, resources and expertise to develop and maintain a responsive and positively evolving body of criteria, guidelines, and procedures to support the effective operation of Health Systems and State Health Planning and Development Agencies. Directly, or through regional staff, provides consultative resources to the agencies to maintain the currency and effectiveness of their activities.

