

**Module 5: Identify Key Issues
That Need to be Addressed by the
Master Plan**
Diagnostic Methods

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Problem Tree

Step 1

List all possible problems



Problems should be expressed and formulated as **negative conditions**

Problem Tree

s t e p 2

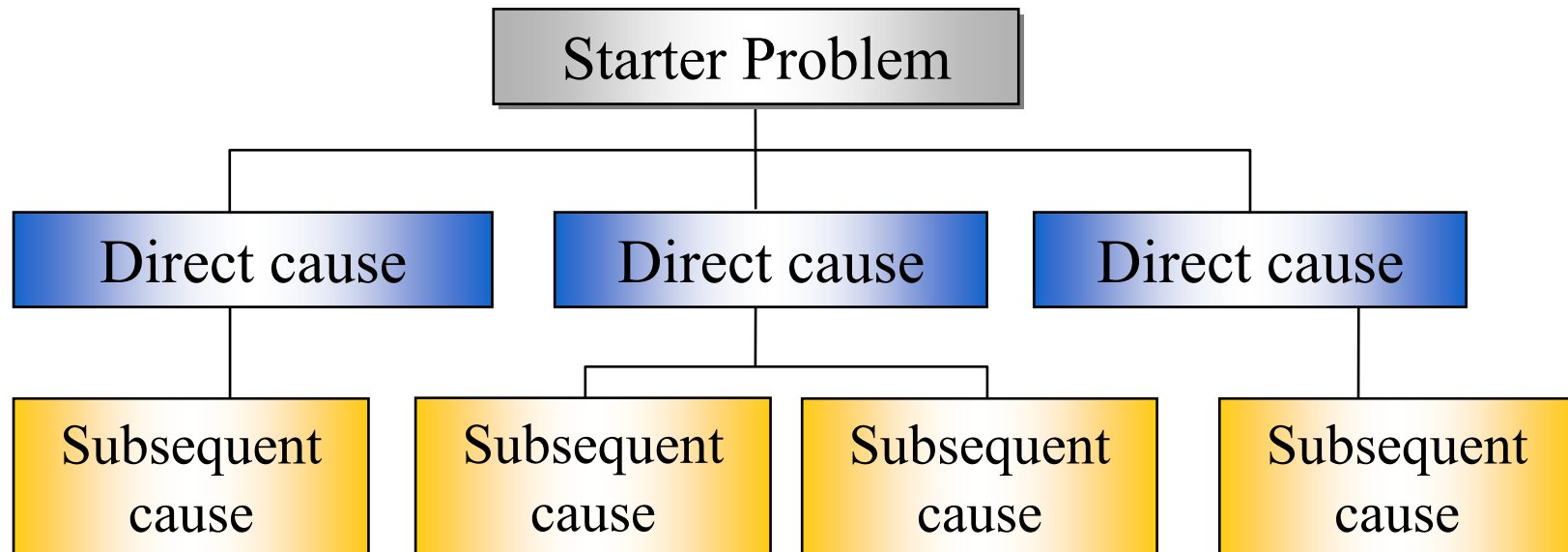
Identify a starter problem



The **starter problem** represents the decision on which part of the problematic reality is to be dealt with in detail

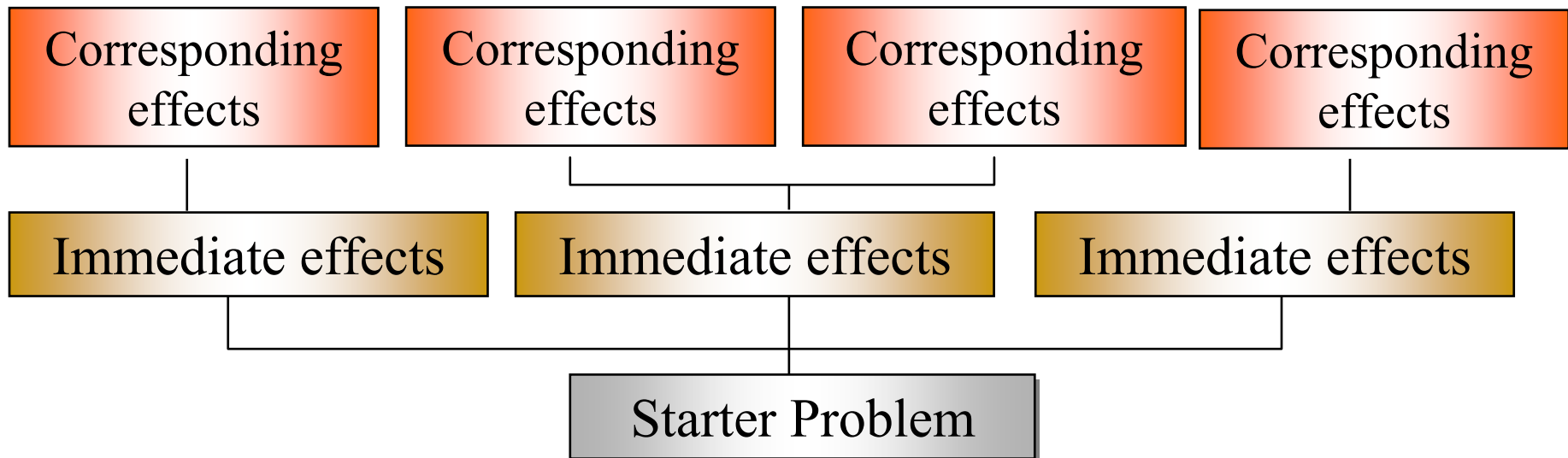
S t e p 3

Identify the causes of the starter problem



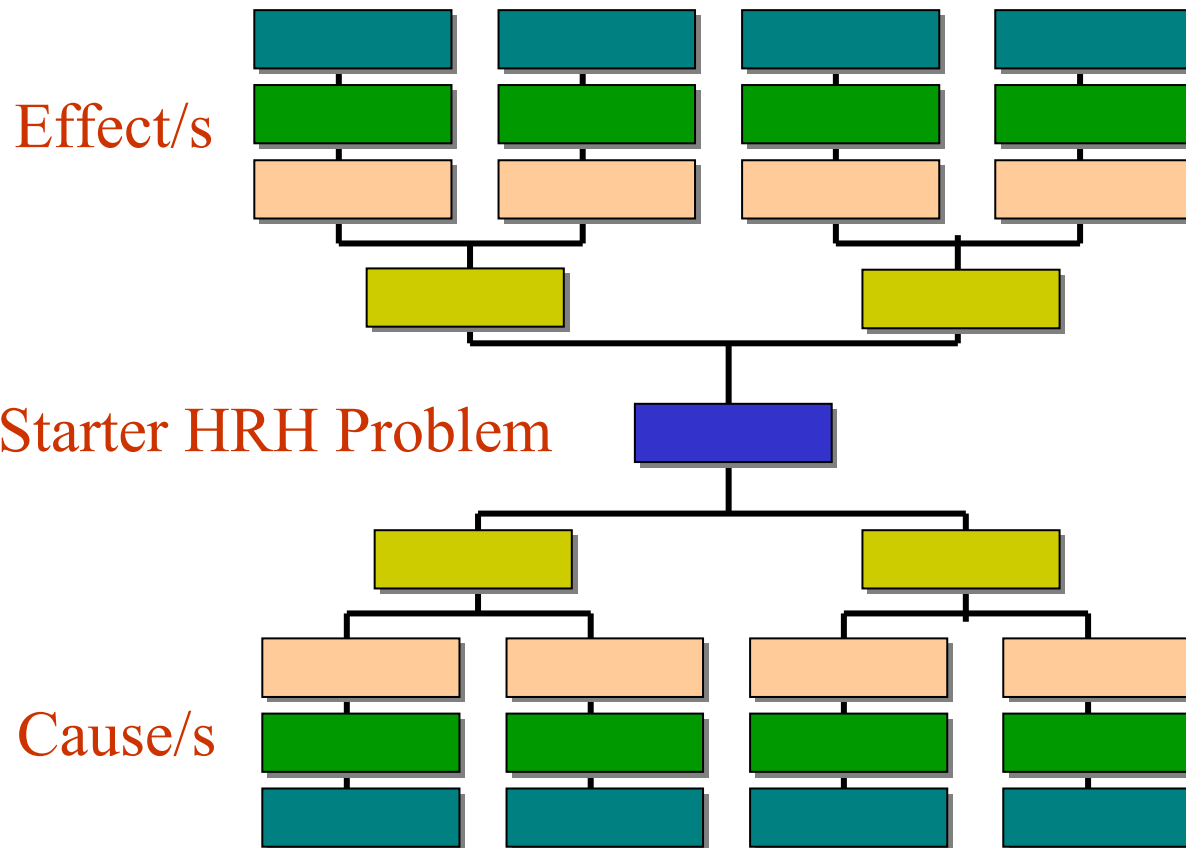
Step 4

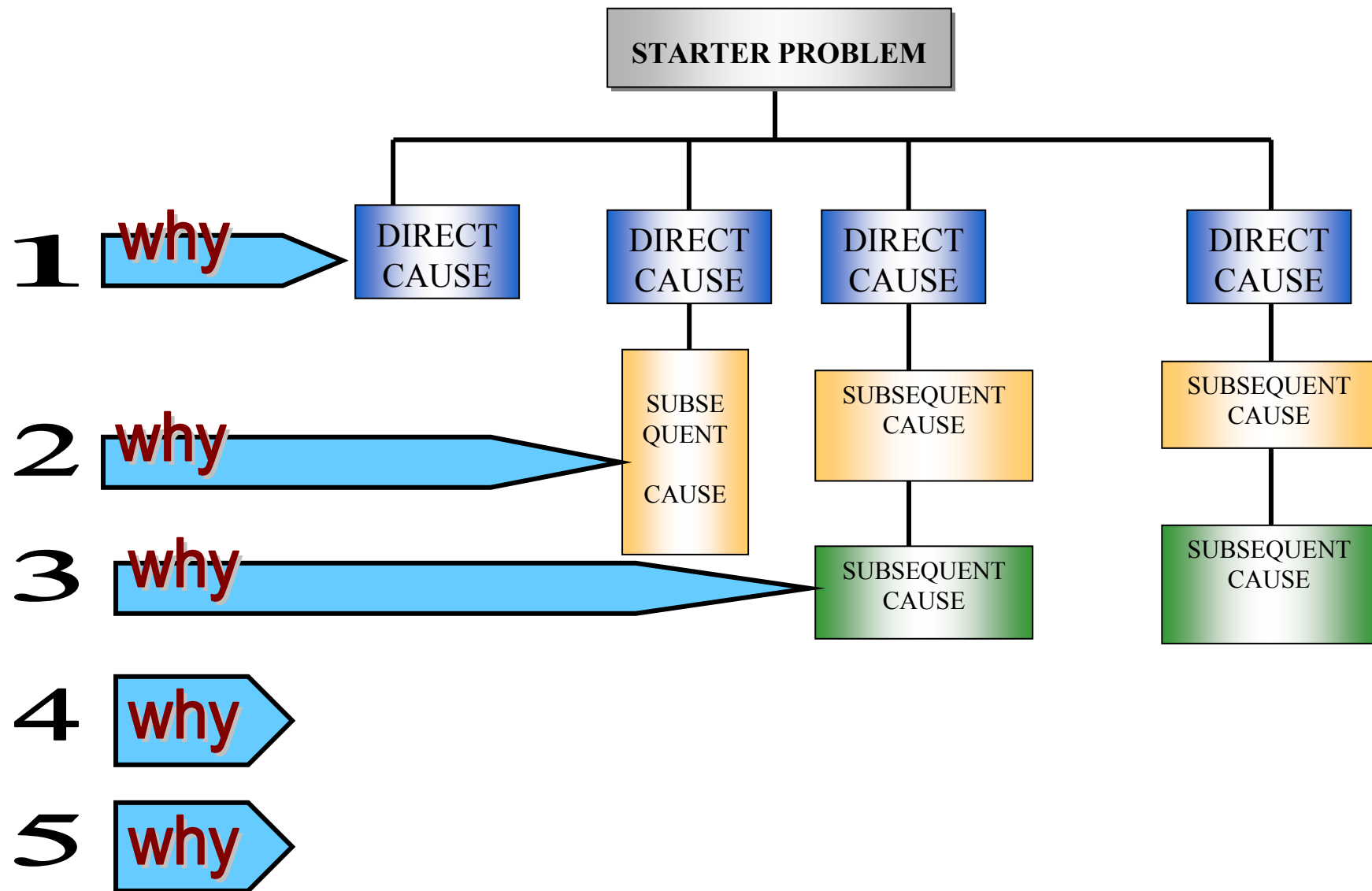
Identify the effects of the starter problem



Step 5

Review the diagram as a whole and verify its validity and completeness





Decide which HRH Problem to Fix

- What HRH problems do you care about?
- What can you fix?
- Are there political consequences? What are these?

Prioritize HRH problems— What Do You Care About?

- What criteria are most important: politically, socially, ethically?
- What measures/aspects are of special interest?
- What groups both do badly, and matter?

Choosing Priorities: What Can You Fix?

- Experience with promising policy options elsewhere in the world
- Local managerial and technical capacity – will those options work here?
- The costs of new policies and available funds

Using Benchmarking to Access Feasibility

- Past performance
Can we get back to where we were (“historic benchmarking”)?
- How do other similar countries do?
Could we? (“External benchmarking”)?
- Could we do better? (“Internal benchmarking”)?

Finding the Causes of the HRH Problems: A Diagnostic Journey

- Work “backward” from the HRH issue to causes and the causes of causes
- Focus on causes that can be changed by health policy
- Ask “why” five times

What Will You Discover on Such a Journey?

- Most HRH problems have more than one cause
- Many causes have more than one effect
- Improving performance will often require more than one action

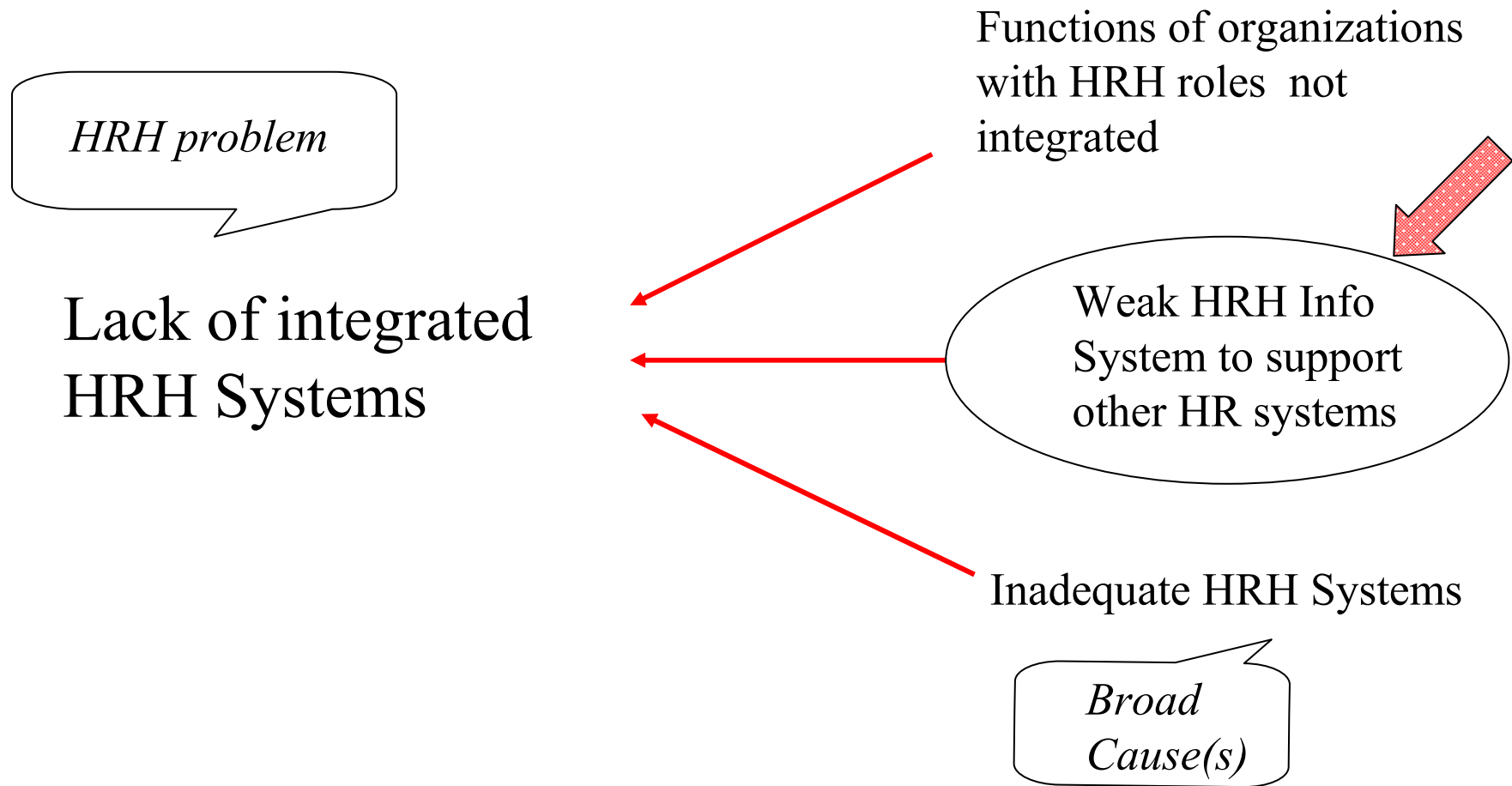
Guidance on the Process

- Work backwards
- Do not jump to conclusions
- Be scientific
- Respect data
- Be specific
- Look for causes you can fix

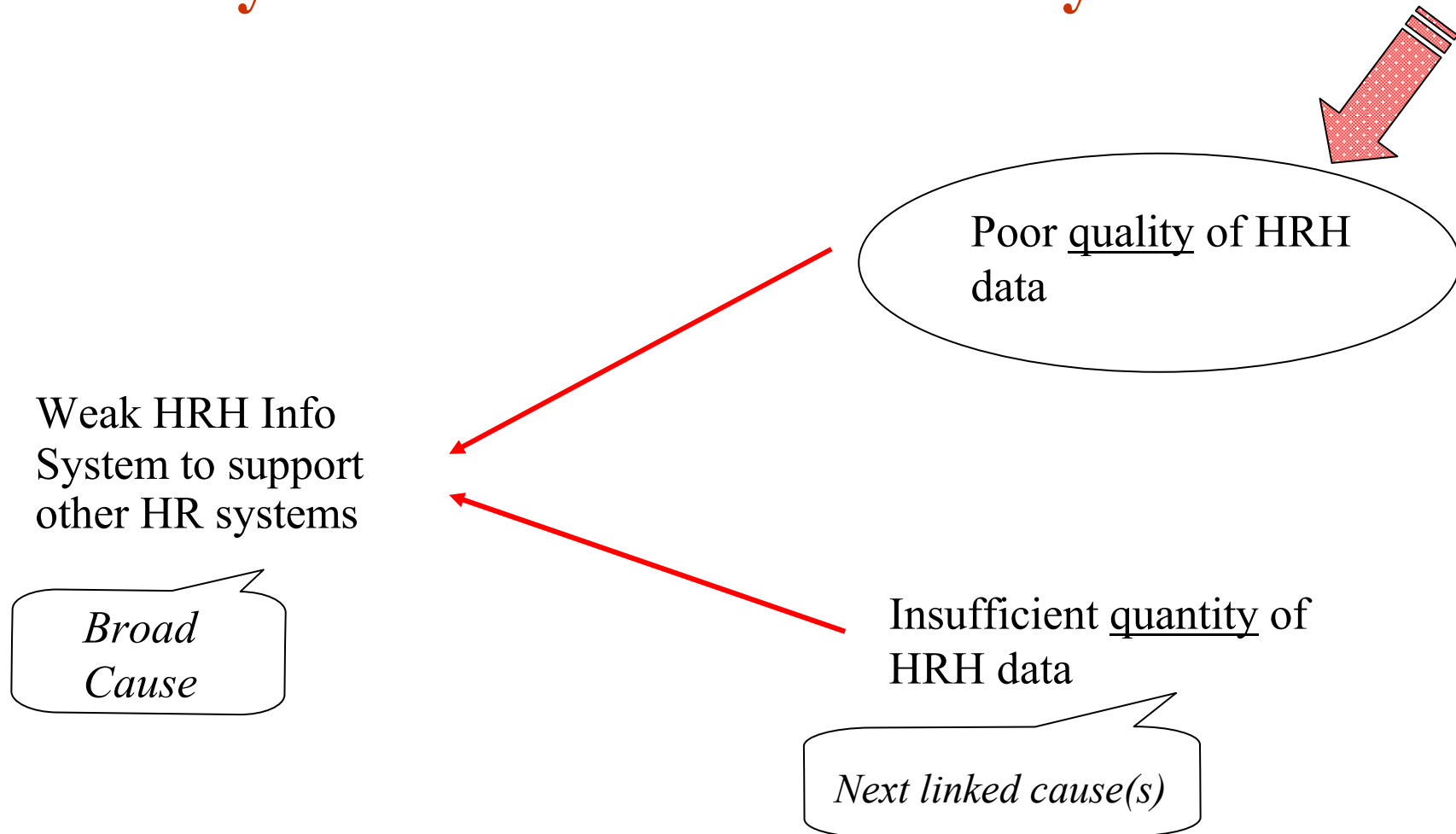
Points About a “Diagnostic Tree”

- At each branch there can be more than one cause operating
- Causes can effect more than one variable
- The intermediate criteria may appear as causes – and in turn will have to be subject to further diagnosis

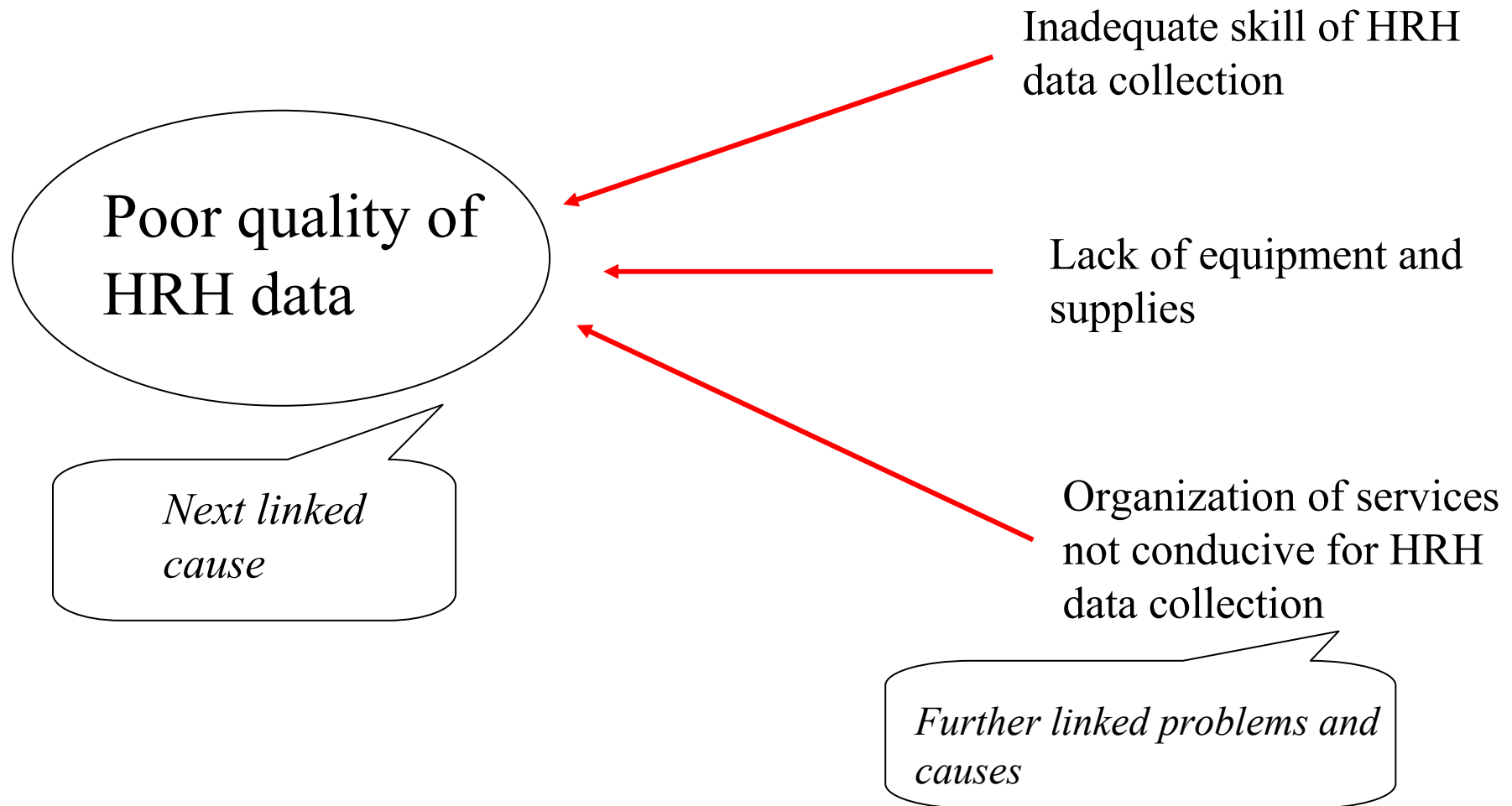
Example: Lack of Integrated HRH Systems



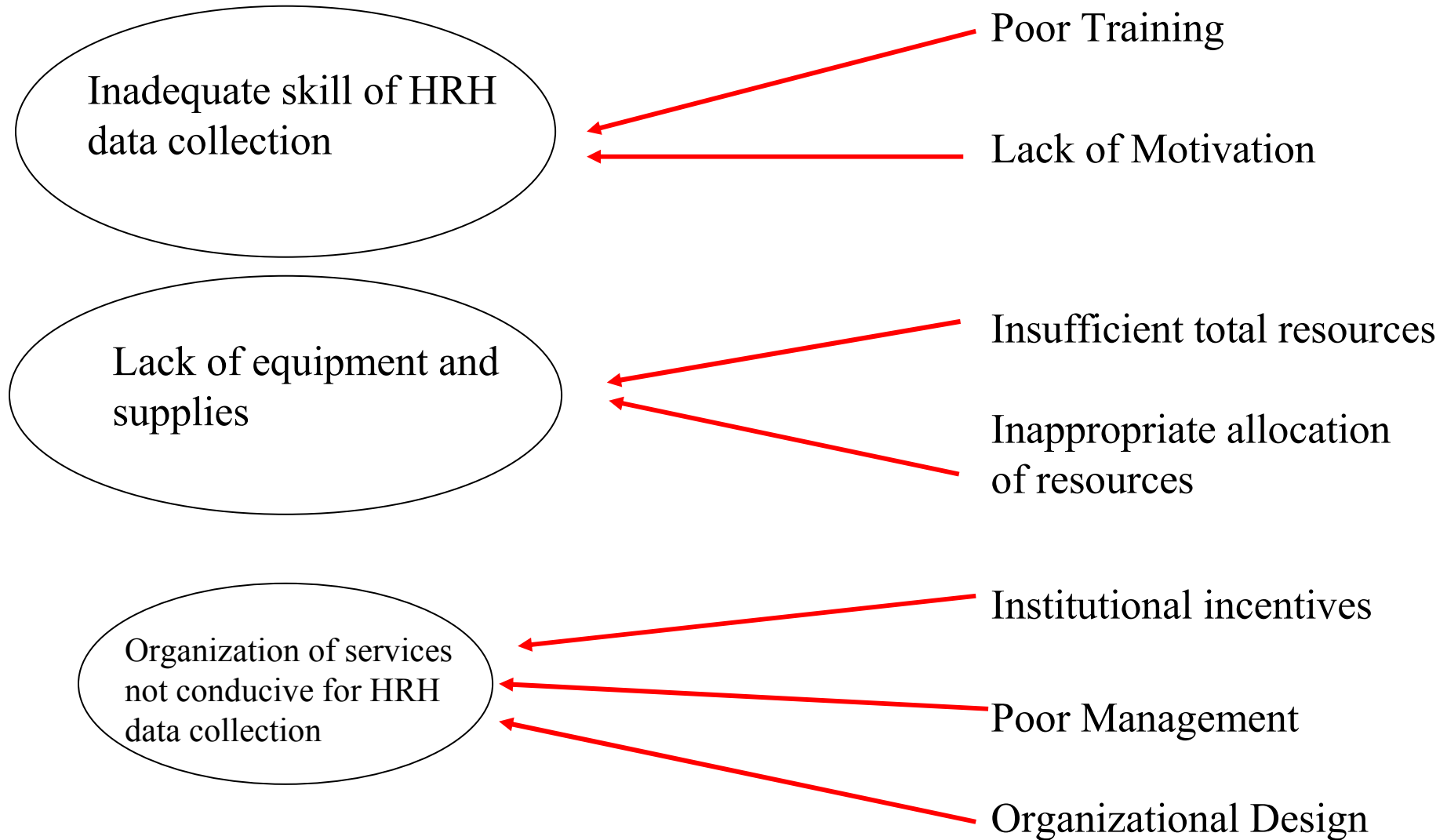
Broad Cause of lack of Integrated HRH Systems: Weak HRH Info System...



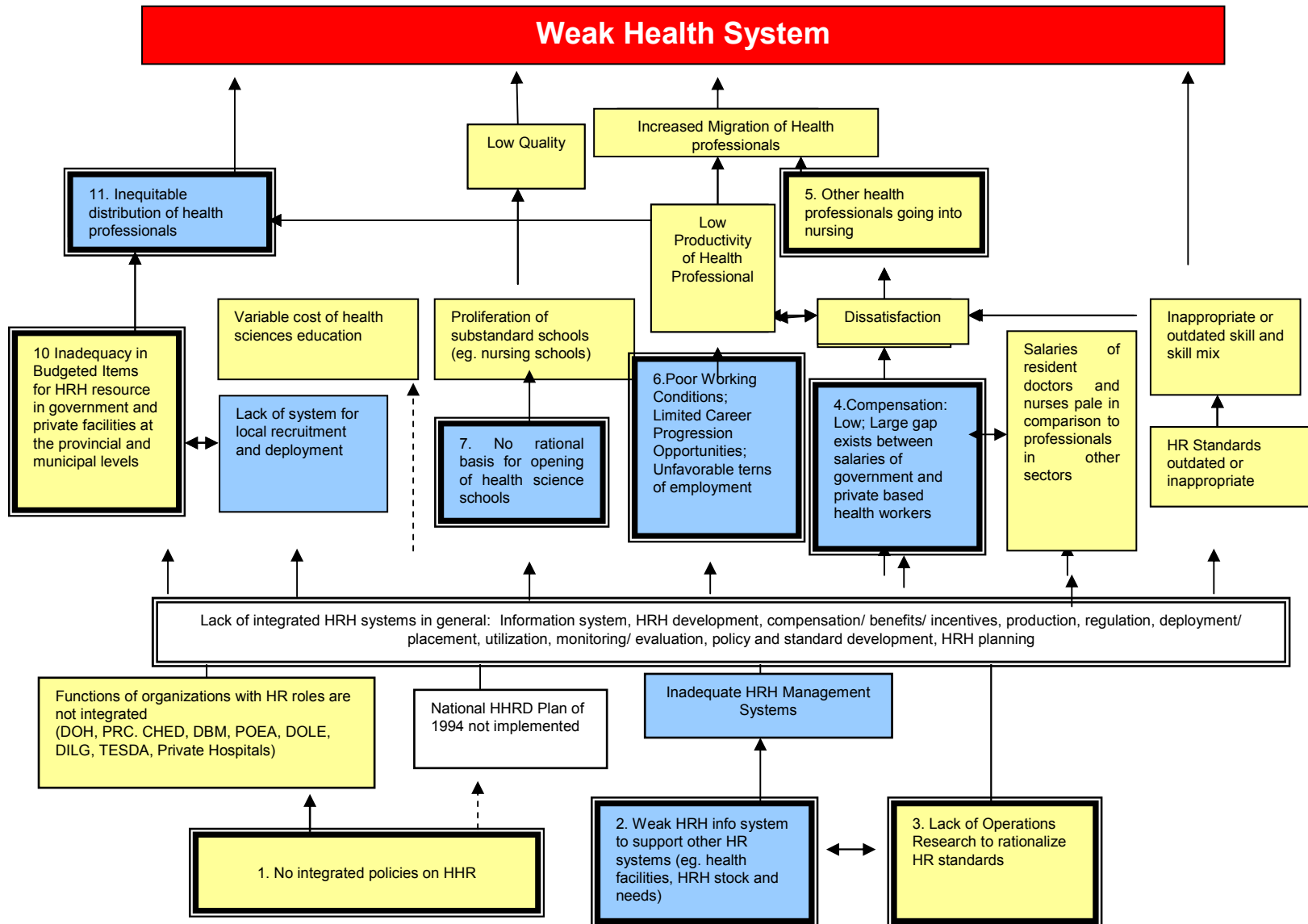
Next Linked Causes: Poor Quality of HRH data



Further Linked Problems and Causes



Situational Analysis



Problem Tree

