

**Second report of management effectiveness program  
TABRIZ University of medical sciences  
2003/10/27**

**To: Dr. Assamani director of WHO office in IRAN**

With great respectful regards, I would like to give WHO office the second progress report of MEP project in TABRIZ. In first report I pointed out about construction of MEP center in TABRIZ. At first trimester our activities greatly focused on reorganization of learning center, sites and tutor mentors because it was simultaneous to management change in MEP project. At the end of June/2003 the first report was presented to national HUB in order to logistic and implementation support.

In the second trimester (July - august- September) MEP center had great progress in the implementation of project that I will happy to give you some of the titles. It is noted that documents of all activities are filed in the MEP center.

1. Developing of work plan (Result based management)  
After request of WHO for result based programming for 2004 and 2005 the manager of project and project expert took part in the related course which held in ministry of health and after preparing the program the result presented in a joint session with EMRO and JPRM experts. We will follow that program in next two years.
2. Budget reprogramming
3. Developing of site's tasks and expectation of MEP center from the sites  
In this activity the tasks of sites and expectations from them were listed and all of the management processes were defined in the sites with cooperation of site members and tutor mentors.
4. Clearly defined the roles in the sites  
There were some ambiguities in the tutor mentor's and process improvement coordinator's roles and tasks so with reference to modules and situation of T.Ms and PICs their tasks reorganized. It is necessary remind that T.Ms and PICs should be full time in the project but usually they have their own tasks while working in the project and we should adjust ourselves with them.
5. Planning for capacity building of site members in computer and English  
We developed an English language laboratory in MEP center and the curriculum is going to prepare with help of foreign language Department of TABRIZ University. Besides we prepared other facilities for English learning in private and public learning centers.
6. Holding educational courses for PICs and internal evaluators  
In this activity a learning schedule is designed based on MEP modules for PICs and internal evaluators and courses related to orientation to MEP, CPPD and health system modules were held. It is necessary to note that two days in each month are allocated to these courses and head of university and manager of project issue certification for them.
7. Supporting documentation centers in sites  
After clarifying transparent tasks of document centers in sites, facilities were listed and related budget allocated.

8. Holding reporting system  
A session is held each month for monitoring the sites with site leaders, tutor mentors and project manager in order to activity analysis in sites and discussion on suggestions and expectations. For facilitating of report system a checklist is formed. Another report is prepared for HUB every three month.
9. Holding quality days in sites  
This activity aimed expanding the quality culture in sites. It is held each week in defined hours that interested members at the sites take part in it. In this session's different managerial issues, process improvement reports, managerial movies and ... are discussed.
10. Holding MEP seminars  
These seminars are held each month with attendance of site teams in MEP center in order to sharing knowledge between the sites. The discussed issues include journal clubs, reports from the sites and improved processes. Also we try to enjoy from scientific councilors of the MEP.
11. Creating Web site and access to internet  
All tutor mentors have access to Internet and the program is supporting them with free account. Web site is defined for MEP and in near future it will be activated.
12. Publication issues  
The implementing team has been formed and refers to previous experiments we want to issue the bulletin every two month.
13. Preparing a proposal for organizing the constitution of learning center  
Learning center has a crucial role in implementing of the MEP, so it is necessary to define a clear constitution for it.
14. Suggesting to HUB on some incentives for process  
Improvements and other useful activities, which is under assessment
15. Preparing implementing instruction  
For making some implemental ambiguities transparent in the sites, this instruction was prepared by tutor mentors, site leaders and PICs.
16. Integration of TQM activities to MEP
17. All above mentioned activities are decided in a weekly sessions, which is held in MEP center by cooperation of T.Ms and MEP manager.

There is valuable experiments on TQM in TABRIZ University of medical sciences. Because of common aspects in MEP and those experiments, we are integrating the TQM and MEP. For this purpose the MEP modules are taught for TQM teachers in the districts and FOCUS PDCA is trained in sites for process improvement.

We will be glad to get your suggestions for future improvements of the program. I hope to show these activities to you and our colleges in the ministry of health.

At the end preparation of Web site we hope to present detail documents in the Internet as soon as possible.

**Dr. Nikniaz**  
**Manager of MEP project in IRAN**