



**ADMINISTRATION OF HEALTH SERVICES IN THE POLICE REGIONAL
OFFICE -BANGSAMORO
AUTONOMOUS REGION**

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Abstract

The study determined the administrative competencies of medical officers of PNP and health service delivery in PRO-BAR using descriptive correlational research design to the 100 selected respondents for calendar year 2023. The study used the mean and Pearson Correlation in statistical treatment of data. Results revealed the extent of administrative competencies of the PNP medical officers in terms of supervision competency, resource management competency and financial and budgeting management competency were highly evident. The extent of the health service delivery in terms of medical services and dental services were both highly evident. The correlation analysis on the significant relationship between the administrative competencies of the PNP medical officers and health service delivery revealed there is a significant relationship. This means that the null hypothesis is rejected. The study concludes that the administrative competencies of the PNP medical officers are effective since supervision and resource management competency are excellently performed. Also, the financial and budgeting competency that helped in ensuring expenditures and procurement are sustained are manifested and practiced. This contributed to the delivery of medical and dental services.

Keywords: Health Services, Administration, Medical services, Dental Services, Supervision

INTRODUCTION

In the health service delivery, the role of effective administrator is vital in performance outcome of the health care system. Hospital administrators want their beneficiaries to know that they can handle the complexities that go on daily in the operation of their facilities and that they can ensure quality and safe healthcare to. Competencies are needed on reducing the number of poor services, errors and mistakes that may happen. The healthcare industry has been reluctant to embrace new initiatives specially during this pandemic because of the education, training, and cost associated with implementing them (Phillips, 2021).

In the Philippines, the Philippine National Police (PNP) health care service delivery is headed by medical officers who manages and supervises both the financing, human and material resources. Due to the occurrence of COVID 19 pandemic many of the administrators are trying to cope with the changes that needs a lot of attention and immediate attention. The updating of competencies on how to handle the new normal setting becomes a challenge to all medical officers (Eleazar, 2021).

In the Bangsamoro Region, it is reported by the PRO-BAR that they have two major health facilities in the region that caters the medical and dental health services for personnel, dependents and even the applicants. The availability of human and material resource is one of the greatest challenge of medical officers (Dedel, 2021). Added to it is the emergence of COVID 19 that needs specialize competency in managing the operation of health facilities with limited resources and knowledge.

Also, due to the limited studies conducted on the competencies of medical health officers of uniformed personnel in performance of duty and quality service delivery, the researcher is motivated to spearhead the conduct of this study. This can be a means to provide intervention and plans to capacitate the medical health officers in their vital role in the quality of health care service delivery.

Conceptual Framework

The study is primarily supported by the Mission of the Philippine National Police Health Service centered towards providing medical and dental services to personnel and their dependents. This policy provides guidance to ensure health services are provided to the personnel.

The schematic diagram in Figure 1 presents the correlates on the administration of health services in the Philippine National Police (PNP). The first box on the left indicates the independent described in terms of supervision , resource management, financial and financial and budgeting management; as the independent variable of the study.

The second box on the right side is the dependent variable of the study which shows the health service delivery in Police Regional Office- Bangsamoro Autonomous Region (PRO-BAR) in terms of: medical services and dental services.

The boxes are connected by an line describing the relationship between the said variables.

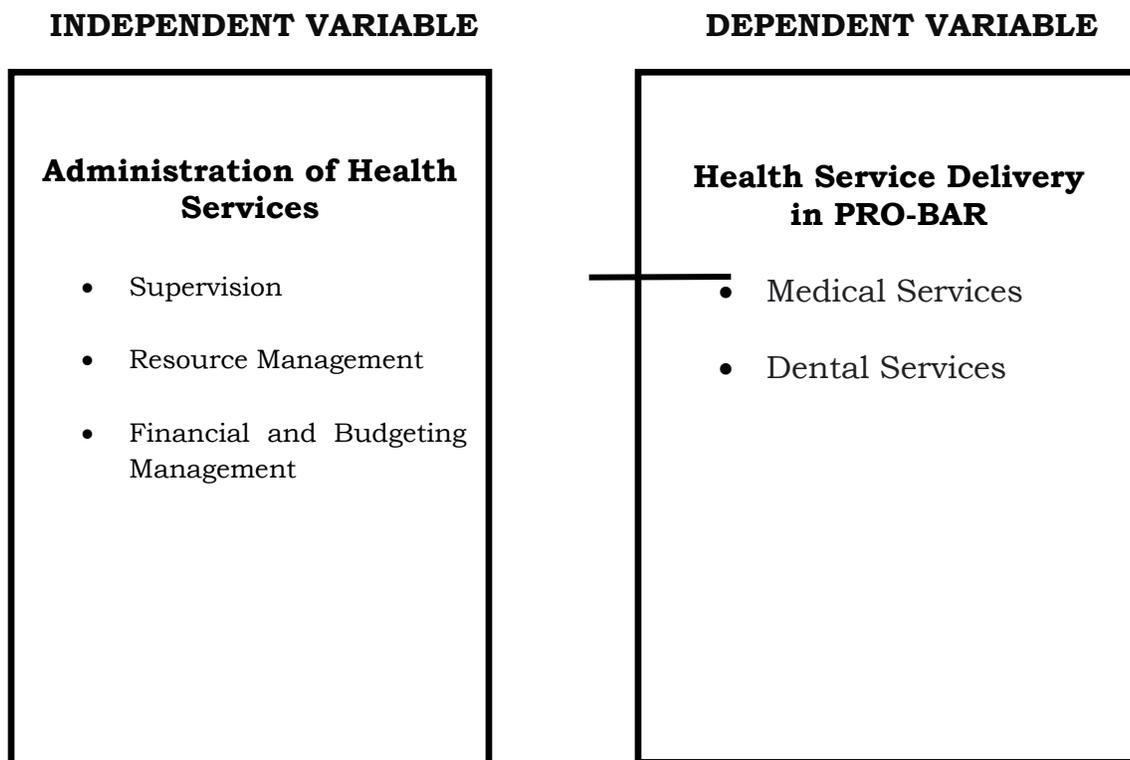


Figure 1: Schematic Diagram of the Study

Statement of the Problem

The study aimed to determine the correlates on the administration of health services of the PNP medical officers and health care service delivery in Police Regional Officer - Bangsamoro Autonomous Region (PRO-BAR).

Specifically, it sought to answer the following:

1. To what extent is the administration of health services of the PNP medical officers in terms of :
 - 1.1 supervision ;
 - 1.2 resource management ;and
 - 1.3 financial and budgeting?
2. To what extent is the health service delivered in PRO-BAR in terms of:
 - 2.1 medical services; and
 - 2.2 dental services?
3. Is there a significant relationship between the administration of health services of the PNP medical officers and health care service delivery in Police Regional Officer -Bangsamoro Autonomous Region (PRO-BAR)?

METHOD

The researcher used the descriptive- correlational research design. This type of research is the most common method of data gathering that can describe certain phenomena through numerical data (Mc Combes, 2019). The study is descriptive since it described the administrative competencies of the PNP medical

officers in terms of supervision competency, resource management competency and financial and budgeting competency and health care service delivery in Police Regional Officer -Bangsamoro Autonomous Region (PRO-BAR) in terms of medical and dental health services. On the other hand, it is correlational since it determined the relationship on the said variables.

The study was conducted in the PRO-BAR specifically in Camp Brigedier Salipada K. Pendatun Hospital wherein 80 health personnel are working. It caters to all PNP personnel in the Bangsamoro Region .

The respondents of this study were the 100 individuals consist of 30 selected Philippine National Police (PNP) medical officers and 70 police personnel.

This researcher used the Purposive Sampling which belong to non probability sampling technique. The process of selection was done by using Raosoft method in computing the sample size and the selection was through identifying the different PNP department in the hospital in the PRO-BAR and specifically using the inclusive criteria to select those who availed the health services.

RESULTS AND DISCUSSION

Mean Rating of the Extent of Administration of Health Services in terms of Supervision

Table 1 presents the mean rating on the extent of administration of health services of medical officers in terms of supervision got an overall mean of 3.88 interpreted as highly evident. This result denotes that the medical officers had effectively supervised the performance of services they are rendering. This can help in ensuring compliance to the standards of service delivery be followed and safety of patients are ensured.

The same view was explained by Savage (2020) who put emphasis on supervision as the most basic duty of medical officer. The ability to oversee the operation of the medical department is an important aspect of medical service delivery. The supervision of the officer can make all the personnel perform their duty.

The respondents gave the highest rating to the statement about monitoring of personnel performance with a mean of 3.95 interpreted as highly evident. This result means the medical officers are closely checking the personnel to comply with the mandated task to them. This can motivate the personnel to do their best in their duty.

This agrees with Winkler (2022) who cited the main duty of a supervisor is to see to it personnel are doing their duty. The ability of the supervisor to closely supervise their subordinates makes the services more efficient. This can improve the quality of the service delivery provided to patients.

On the other hand, the lowest rating was on statement about checking patients' satisfaction on services that got a mean of 3.80 interpreted as highly evident. This result means that gathering feedback are part of the system

implemented by medical department of the PP. This is a good practice for it can guide service improvement system.

This is similar to the recommendation of Geerts, et al (2020)who explained that the gathering of patients satisfaction as feedback to services delivery resulted to improving services with weak areas. The essence of asking the clients for satisfaction rating supports the quality of service provided by the medical service department.

Table 1
 Mean Rating of the Extent of Administration of Health Services
 in terms of Supervision
 n = 100

Item	Mean	Interpretation
1.Monitors personnel performance.	3.96	Highly Evident
2.Checks patients' satisfaction on services.	3.80	Highly Evident
3.Conducts daily visitation on offices and wards.	3.85	Highly Evident
4.Monitors recording and documentations.	3.94	Highly Evident
5.Supervises the implementation of medical and dental services.	3.85	Highly Evident
OVERALL MEAN	3.88	Highly Evident

Legend:

3.25 – 4.00	Highly Evident	1.75 – 2.49	Less Evident
2.50 – 3.24	Moderately Evident	1.00 – 1.74	Least Evident

Mean Rating of the Extent of Administration of Health Services in terms of Resource Management

Table 2 presents the mean rating on the extent of administration of health services medical officers in terms of resource management got an overall mean of 3.52 interpreted as highly evident. This result denotes that the medical officers are doing inventory of resources and equipment which are vital to the efficiency of service delivery. The completeness of supplies, medicines, commodities and equipment will enable the health team to perform necessary procedure since this resources are needed to treat and care for patient.

In the study of Kaiser, et al (2020) the medical officers had the duty to supervise the resource building of the hospital. This duty is the lifeline of medical service. The provision of needed resource can be equated to quality service delivery. Without resources limited procedures can be done resulting to poor service delivery.

The answers of the respondents revealed that ensuring procurement of supplies and commodities needed got the highest mean of 3.80 interpreted as highly evident. This implies that supervisors who are the medical officers included in their duty the identification of the needed resource for patient care and ensuring budget to purchase them. The procurement and availability of resource can help the medical team perform the procedure appropriately.

The same opinion was expressed by Greenhalgh, et al (2018)who discloses that one of the responsibility of the medical officer is to ensure resources are procured and available. The monitoring of supplies needed are vital in the service delivery system. This must given attention for this can affect the quality of service provided.

The respondents gave the lowest rating to the statement about the upgrading of facilities technological equipment with a mean of 3.21 interpreted as moderately evident. This means that there were efforts to adopt the modern equipment which are often highly expensive. This is the reason that not all needed modernization and technological equipment are readily available but are included in the plans.

Similarly, Seidman,et al (2020) discussed in their findings that one of the most difficult aspect of resource management is the technology upgrading. This entails larger budget wherein most of the hospitals and medical facilities had limited budget. The effort to adopt this technologies can boost services.

Table 2
 Mean Rating of the Extent of Administration of Health Services in terms of Resource Management
 n = 100

Item	Mean	Interpretation
1.Conducts inventory of personnel and equipment.	3.45	Highly Evident
2.Develops professional development program for staff.	3.60	Highly Evident
3.Upgrades facilities technological equipment.	3.21	Moderately Evident
4.Manages conflict among personnel.	3.55	Highly Evident
5.Ensures procurement of supplies and commodities needed.	3.80	Highly Evident
OVERALL MEAN	3.52	Highly Evident

Legend:

3.25 – 4.00	Highly Evident	1.75 – 2.49	Less Evident
2.50 – 3.24	Moderately Evident	1.00 – 1.74	Least Evident

Mean Rating of the Extent of Administration of Health Services in terms of Financial and Budgeting Management

Table 3 presents the mean rating on the extent of administration of health services of medical officers in terms of financial and budgeting management got an overall mean of 3.40 interpreted as highly evident. This result denotes that the medical officers had shown good financial management. The utilization of the budget had been wisely used and expenditures were liquidated properly .

Efficiency on financial management analysis in health care sector has attracted significant interest in recent decades, due to escalating health care costs and fiscal restraints. The World Health Organization (WHO, 2020) supports the development of a financing systems that will improve the capacity of the health managers to ensure efficient management of funding to sustain good services.

The respondents gave the highest rating to the statement development of budget plans for human resource development with a mean of 3.70 interpreted as highly evident. This result means the medical officers find it important to provide development programs for staff and personnel. This can develop their skills in service provision. A developed personnel can provide safer and quality care.

The availability, use and access to resources of personnel, as well as to quality and clinical performance of human resource is vital to good service delivery. The provision of budget to capacitate the personnel is always the major focus of medical officers for it can improve the kind of services provided to the people. A fully capacitated staff can make a difference in health service delivery (Barua *et al.*, 2020).

They gave the lowest rating to statement about the allocation of budget needed for improvement of facilities with a mean of 3.20 interpreted as moderately evident. This means that there is a budget set aside for improvement however, due to the large amount of funding needed not all of the resources they wanted will be given funding. The expensive equipment needs time for procurement.

The spending on new healthcare related technologies and medicine increases the demand for additional funding for health care facilities. However, not all can sustain the high expenses needed so prioritization of the much needed technological equipment is done to cope with the demand and need (European Observatory on Health Systems and Policies, 2019).

Table 3
Mean Rating of the Extent of Administration of Health Services in terms of
Financial and Budgeting Management
n = 100

Item	Mean	Interpretation
1.Allocates budget needed for improvement of facilities.	3.20	Moderately Evident
2.Develops budget plans for human resource development.	3.70	Highly Evident
3.Conducts audit for financial expenditure of the facility.	3.10	Moderately Evident
4.Develops plans for increasing financial sources for heath service.	3.45	Highly Evident
5.Spearheads budgeting activities of the office	3.55	Highly Evident
OVERALL MEAN	3.40	Highly Evident

Legend:

3.25 – 4.00	Highly Evident	1.75 – 2.49	Less Evident
2.50 – 3.24	Moderately Evident	1.00 – 1.74	Least Evident

Mean Rating of the Extent of Health Service Delivery in terms of Medical Services

Table 4 presents the mean rating on the extent of health service delivery in terms of medical services that got an overall mean of 3.83 interpreted as highly evident. This result denotes that the PNP had been providing medical health services to their personnel. This is vital in ensuring safe and health workforce that can service the community.

In the report of OECD (2018) health services to uniformed personnel is very relevant in quality service delivery of the security forces. The duty of medical services for uniformed personnel is not only focused to providing treatment but most of all giving services that are preventive by nature to ensure they stay healthy.

The answers that gained the most rating was the provision of annual physical assessment to personnel with a perfect mean of 4.00 interpreted as very evident. This confirm the implementation of the mandates to the medical services of the PNP to provide and conduct annual physical assessment. This can ensure a healthy police force.

According to Stefko, et al (2018) physical assessment conducted to personnel every year can identify high risk personnel. Immediate treatment can be given./ This is the reasons for the organizations to provide yearly assessment to their personnel. The provision of medical physical assessment is helpful to personnel and organization.

Table 4
 Mean Rating of the Extent of Health Service Delivery in terms of Medical Services

n = 100

Item	Mean	Interpretation
1.Provision of medical check up for personnel and dependents	3.95	Highly Evident Highly Evident
2.Conducts medical outreach and missions to the community.	3.70	Highly Evident
3.Provides annual physical assessment to personnel.	4.00	Highly Evident
4.Provides medical evaluation for applicants.	3.95	Highly Evident
5.Conducts health education to personnel.	3.55	
OVERALL MEAN	3.83	Highly Evident

Legend:

3.25 – 4.00	Highly Evident	1.75 – 2.49	Less Evident
2.50 – 3.24	Moderately Evident	1.00 – 1.74	Least Evident

Meanwhile, the conducts health education to personnel got the lowest mean of 3.55 interpreted as highly evident. This result means that there are health education session provided to the PNP personnel specially during check up. This are one way of providing them guidance and information on how to take care of their health.

This agrees with the work of Phillips (2021) who highlighted the effects of health education to people. This increased their knowledge and guide them towards the right health actions. The provision of health education in organization is a good strategy of the medical officers to increase preventive programs on health care development.

Mean Rating of the Extent of Health Service Delivery in terms of Dental Services

Table 5 presents the mean rating on the extent of health service delivery in terms of dental services that got an overall mean of 2.96 interpreted as moderately evident. This result denotes that that dental check ups and services such extraction and filling are provided to the PNP. This can help provide oral health care services that is part of the health development of personnel.

In the research of Nguyen, et al it was cited that part of the the overall health care of people is the dental health. Therefore, provision and never forgetting the dental and oral health care will provide a holistic health care services. This can prevent diseases that can affect the services of the personnel like police officers.

The respondents gave the highest rating to the statement about the provision of dental services in the PNP camps with a mean of 3.95 interpreted as highly evident. This result shows that the medical officers give highest

concern on dental health care needs of the police personnel. This can provide access to health services to ensure healthy teeth and oral care for personnel.

According to WHO (2020) the oral care provided to personnel can prevent absenteeism cause this often leads to disruption of services. The inclusion in the health care programs can lessen such impact to the workforce and have healthier personnel.

Table 5
 Mean Rating of the Extent of Health Service Delivery
 in terms of Dental Services
 n = 100

Item	Mean	Interpretation
1.Provides dental services in the PNP camps.	3.95	Highly Evident
2.Conducts dental outreach in the community.	3.50	Highly Evident
3.Conducts dental assessment to applicants.	3.00	Moderately Evident
4.Conducts lectures about dental care.	2.15	Less Evident
5.Provides dental surgical services.	2.20	Less Evident
OVERALL MEAN	2.96	Moderately Evident

Legend:

3.25 – 4.00	Highly Evident	1.75 – 2.49	Less Evident
2.50 – 3.24	Moderately Evident	1.00 – 1.74	Least Evident

The respondents gave the lowest rating to the conduct of lecture about dental care with a mean of 2.15 interpreted as less evident. This result revealed there are health care lecture on caring for their teeth can be a good program for unformed personnel. Though many of the health care services are focused to medical services lesser attention were given to dental care and services. This must be considered as important part of health care programs for it is as important as the medical care services.

In the study of Giovanni (2020) it was emphasized that health officers must capacitate the services to dental health care services specifically the health education program. It has effective measures to prevent complications that are more expensive than preventive measures to oral health care.

Correlational Analysis Showing the Relationship Between Competency of Medical Health Officers and Health Service Delivery

Table 6 illustrates the correlation analysis between the competency of medical health officers and health service delivery. To determine the significant relationship, the Pearson r Correlation Coefficient at .05 level of significance was used.

As presented in the table the p-value between supervision, in terms of: medical services is .000 showing significant relationship, dental is .000 showing significant relationship, with an overall rating of .000 showing significant relationship. Since the p-values are lower than 0.05 then it denotes that the hypothesis that there is no significant relationship is rejected. This means that the supervision of the medical officers is effective in improving the health services provided by the organization.

In the study of Brown (2021) it was explained that good supervision of the department heads of the services will lead to efficient performance of their tasks. This serve as foundation to effective and satisfactory service delivery.

Table 6
Correlational Analysis Showing the Relationship Between Competency of Medical Health Officers and Health Service Delivery
Correlations

Competency of Medical Officers		Health Service Delivery			Interpretation
		Medical	Dental	Overall	
Supervision	Pearson Correlation	.821**	.929**	.967**	Significant
	Sig. (2-tailed)	.000	.000	.000	
Resource Management	Pearson Correlation	.881**	.945**	.919**	Significant
	Sig. (2-tailed)	.000	.000	.000	
Financial and Budgeting Management	Pearson Correlation	.879**	.922**	.877**	Significant
	Sig. (2-tailed)	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

Also, the table describes the p-value between resource management competency, in terms of: medical services is .000 showing significant relationship, dental is .000 showing significant relationship, with an overall rating of .000 showing significant relationship. Since the p-values are lower than 0.05 then it denotes that the null hypothesis that there is no significant relationship is rejected. This means that the efficient resource management abilities of the medical officers can contribute in providing quality health service delivery.

In the work of Idowu & Abolade (2018) the conclusion explained that resource management can help in improving service delivery for it means resources are available in time of service performance. The adequacy of resources can improve the quality of service provided to the clients. In health service delivery resources are needed to have good care to patient needs.

Overall, the table shows the p-value between financial and budgeting management competency, in terms of: medical services is .000 showing

significant relationship, dental is .000 showing significant relationship, with an overall rating of .000 showing significant relationship. Since the p-values are lower than 0.05 then it denotes that the null hypothesis that there is no significant relationship is rejected. This means that the good financial and budgeting abilities of the medical officers is contributory for delivery of responsive services to the PNP personnel.

According to Winkler (2022) the importance of building the competencies of medical officers to the performance of their duty can enhance the quality of service delivery. A competent medical officer can manage the resources as well as the services to be given to the clients. The standards of services provided are the best quality assurance of service delivery quality.

Summary of Findings

The following are the major findings of the study:

The extent of administration of health services of the PNP medical officers in terms of supervision that got an overall mean of 3.88, resource management that got an overall mean of 3.52, and financial and budgeting management got an overall mean of marketing 3.40 all interpreted as highly evident.

The extent of the health service delivery in terms of medical services that got an overall mean of 3.83 and dental services that got an overall mean 2.96 interpreted all as highly evident.

The correlation analysis on the significant relationship between the administration of health services of the PNP medical officers and health service delivery revealed there is a significant relationship. This means that the null hypothesis is rejected.

Conclusion

The study concludes that the administration of health services of the PNP medical officers are effective since supervision and resource management are performed which are contributory to service delivery. Also, the financial and budgeting of the medical officers that helped in ensuring expenditures and procurement are sustained are manifested and practiced. This contributed to the delivery of medical and dental services. Although there are some aspects that needs improvement such as education about dental health and conduct of medical sessions and surgery. This need to be intensified. The PNP medical and dental health are provided with support and assessment to ensure they stay healthy.

Recommendations

Supported by the findings and conclusion the following are strongly recommended:

The National Government legislators must provide support to sustain programs for effective administration of medical officers to help improve their ability to manage and lead the hospital in providing care.

The Philippine National Police must include plan for development of PNP medical officers to be able to perform their duty effectively. This can help in performing administrative services to be delivered effectively. The provision of support for the resource needs can also help in ensuring quality service delivery.

The Department of Health must include the PNP health care service delivery in providing technical assistance to ensure service delivery are responsive to the needs of the hospital.

The PNP medical officers continuously monitor the quality of services provided. This can be a basis for their development plans to ensure services are satisfactory.

The PNP medical officers must attend training and updates on hospital administration to be equipped with technical skills in leading and managing their organization.

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