



وَنَارَةَ الصَّحْرَا

# Ministry of Health Strategic Plan 2013-2017

# The Hashemite Kingdom Of Jordan



وَنَارَةَ الصَّحْرَاءِ

## Ministry of Health Strategic Plan 2013-2017



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## Executive Summary:

The Ministry of Health plays a unique role in providing high quality healthcare services to all citizens in the Hashemite Kingdom of Jordan, through health centers and hospitals distributed around the Kingdom. It has contributed significantly to tangible achievements in the health sector, resulting in positive health indicators such as an increase in average life expectancy; decreases in mortality rates of infants and children under 5 as well as the maternal mortality ratio; and the significant control of communicable diseases resulting in a decrease in the crude death rate due to communicable diseases (84/100000) m which is considered one of the lowest in the world (230/100000).

The Ministry of Health Strategy (2013-2017) was developed to address the main strategic issues for the coming period within nine main themes: primary health care, secondary & tertiary care, financial administration, management of human resources, infrastructure, organization and management, knowledge management and leadership.

## Major Health Issues in Jordan:

Jordan faces important health issues that should be addressed during the coming period. The most important is to provide comprehensive health insurance for all Jordanians in order to improve the health status of the citizens. Furthermore, there is a major need to improve information systems and data for decision making and to set policies based on sound scientific review.

Other major issues are the increase of health care costs, the inability to retrieve costs based on the absence of financial policies, and the disorganized expansion of health services. Improving the planning process at all levels of the MOH is thus needed to enable the ministry to achieve its strategic goals. The retention of technical capacity within existing staff and the challenge of attracting new staff must also be addressed to enable future progress.

The increase of non-communicable diseases is also a major concern, contributing an ever larger share of causes of mortality in the Kingdom, along with the spread of emerging communicable diseases.

The Kingdom is committed to decreasing the total fertility rate in order to achieve the demographic opportunity, through the coordination of all national efforts to improve access and quality of reproductive health services and family planning. The MOH bears most of the responsibility for this effort. There is also a major need to improve the quality of services in order to ensure the safety of health providers and clients.

Finally, improvement of emergency services is considered an important element for the MOH to save the lives of patients and further decrease mortality and morbidity in Jordan.

## MOH Main Directions:

In light of these issues, the MOH has identified priority needs: to expand access to and use of health insurance; ensure access to high quality health services; expand services in existing hospitals and health centers; adopt a quality management approach that will increase the number of accredited hospitals and health centers; and increase access and use of reproductive health services through implementation of the family planning strategy. The ministry will give priority to primary health care services and increase their share of total healthcare expenditure. Extra efforts will be made to decrease the prevalence of non-communicable diseases such as cancer, diabetes and hypertension.

The ministry will also focus on the improvement of emergency services and infrastructure along with strengthening the health information system and enhancing its use. It will also improve the IT infrastructure at public hospitals and improve human resources management, highlighting the monitoring and oversight role of the ministry across all health services in the country.

## MOH Institutional Objectives:

- 1- Improve the quality of healthcare services and ensure their continuity
- 2- Contribute to the reduction of prevalence of non-communicable diseases
- 3- Strengthen reproductive, family planning and child health care services
- 4- Improve the infrastructure of primary and secondary health care centers
- 5- Deploy and manage human resources efficiently and effectively
- 6- Contribute to the achievement of comprehensive health insurance for all Jordanians
- 7- Deploy financial resources efficiently and effectively
- 8- Strengthen the organizational and supervisory role of the Ministry
- 9- Use knowledge management systems efficiently and effectively
- 10- Manage risks, crises and disasters effectively

## MOH Plans to Achieve these Objectives:

### **Improve quality, safety and continuity of health care services**

The ministry will continue to implement programs and projects that are related to the monitoring and control of communicable diseases, including the national vaccination program. It will maintain the proportion of children who receive the measles vaccine at 100%, while vaccine coverage of polio, whooping cough, tetanus and tuberculosis is about 99%. The MOH will expand the number of health centers, maintain selected centers and update medical equipment to improve the quality of services. The number of MOH hospitals accredited by the Health Care Accreditation Council will increase from five hospitals in 2013 to sixteen by 2017, and the number of accredited MOH health centers will increase from 37 to 129 health centers. All hospitals and health centers in the ministry will participate in the accreditation program, which will improve the quality of its services and increase customer satisfaction. The MOH will also update and approve a health map, including current data on the coverage of health services in each administrative division in relationship to the census and the insurer for each region. This is considered one of the most important tools that will be used to ensure the provision of health services for all citizens. Strengthening environmental health services, school health services and occupational health services will also be undertaken.

### **Contribute to the reduction of prevalence of non-communicable diseases**

This will be achieved by improving the monitoring and early detection of non-communicable diseases (NCDs), developing health policies that support programs to combat non-communicable diseases, and supporting research and studies of preventive and curative ways to reduce risk factors associated with NCDs. The MOH will also improve coordination and cooperation with other government health institutions, non-governmental organizations, universities and civil society organizations in the fight against non-communicable diseases and promotion of healthy behaviors that contribute to the reduction of these diseases, especially the reduction of smoking as well as dietary patterns that lead to obesity.

### **Strengthen reproductive health services, family planning and child health care services**

The expansion of reproductive health services and improvement in the quality of these services will contribute to higher rates of use, consistent with the strategic plan for reproductive health and family planning in the ministry. This is expected to increase the percentage of married women using family planning methods from 61% to 65% by the year 2017, through the purchase of family planning methods and their distribution to all sectors. In turn this will contribute in reducing the fertility rate and population growth rate, leading to the population opportunity for development. This is also expected to enable Jordan to achieve the Millennium Development Goal Number 5, which aims to reduce the maternal mortality rate to 12 deaths per 100 thousand live births by 2015, in addition to a reduction in infant mortality from 17 to 11.3 per 1,000 live births.

The expansion of reproductive health services coupled with improvements in the quality of these services will contribute to higher rates of use, consistent with the strategic plan for reproductive health and family planning in the ministry. Such efforts are expected to increase the percentage of married women using family planning methods from 61% to 65% by the year 2017. Increasing the availability of family planning methods at all sectors will in turn contribute to a reduction in fertility rate and population growth rate, leading to a more optimal population opportunity for development. Improving these services will also enable Jordan to achieve the Millennium Development Goal Number 5, which aims to reduce the maternal mortality rate to 12 deaths per 100 thousand live births by 2015 in addition to a reduction in infant mortality from 17 to 11.3 per 1,000 live births.

### **Improve the infrastructure of primary and secondary health care centers**

The MOH will complete the establishment of new hospitals and expansion of selected hospitals to reach optimal geographical coverage, raising the number of beds from 4,612 to 6,164 beds. In addition, emergency services will be developed by equipping emergency departments and ambulances and building the capacities of personnel. It is expected that the number of public sector hospitals that provide emergency services under the supervision of specialized medical staff will rise to 12 hospitals by 2017 and the number of physicians specialized in emergency medicine will increase to about 20 doctors.

### **Deploy and manage human resources efficiently and effectively**

The MOH will improve both the process of attracting qualified and trained technical and administrative personnel to work in the Ministry of Health, and also retaining them, thus raising the efficiency of the management and technical staff at the Ministry of Health. The annual turnover of physicians will decrease from 2.7% to 2.0% through the activation of the performance appraisal system and the Distinguished Employee Award for staff working in the Ministry of Health, and raise the efficiency of colleges of nursing and allied medical professions. In addition the MOH will develop a national plan for human resources for health.



### **Contribute to the achievement of comprehensive health insurance for all Jordanians**

The MOH will help increase the percentage of insured individuals and increase the number of the covered citizens under the umbrella of civil insurance program. The third tranche will include beneficiaries of the National Aid Fund enrolled without subscription fees: under-privileged people, the handicapped, residents of the poorest and remote areas, and the social security network. In this way the rate of people covered by the civil insurance program will reach about 47% in 2017. Periodic reviews of payment scales and conventions and the package of services covered by health insurance will be undertaken, and coverage will be adjusted according to available resources to ensure sustainable financing of health services.

### **Deploy and manage financial resources efficiently and effectively**

The MOH views primary health care as a strategic area with potential for increasing efficiency of financial resources. This includes support for primary health care by increasing the annual allocation for these services as a percentage of total government health expenditure from 19% in 2013 to 22% by the year 2017. In 2013, 19% of total government health expenditure was allocated for primary health care services, and the MOH will increase this allocation to 22% by the year 2017. This will contribute to increasing the number of screening programs and early detection of diseases. Also the number of dialysis machines will be increased in MOH hospitals to reduce the percentage of dialysis treatment taking place outside of these hospitals. Application of standard pricing rates in the public sector and universities will be emphasized, as well as increasing direct expenditures for development projects.

### **Strengthen the organizational and supervisory role of the ministry**

The MOH will strengthen its oversight and organization of health professionals in the Kingdom and health institutions in the private sector, providing a supportive environment for medical tourism in Jordan through awareness-raising and promotion of the medical tourism services inside and outside of Jordan. The MOH will also contribute to the development of legislation governing medical tourism, such as the adoption of the law of accountability, establishing oversight and regulation of medical tourism offices.

### **Use knowledge management systems efficiently and effectively**

Increase the number of MOH hospitals with partial computerization of medical records from 22 to 31 hospitals. In addition, complete the computerization of record keeping in comprehensive and primary health centers as part of the agreement with Hakeem. Advantages will be gained at the national level from this computerization through the institutionalization of health accounts, and activation of monitoring of health staff to improve management of human resources, in addition to the completion and application of the health map.

### **Manage risks, crises and disasters effectively**

Procedures to avert potential crises or respond to disasters will be improved through the preparation of operational plans and emergency plans for health directorates and hospitals, and through conducting mock exercises to deal with threats. Areas to be covered include evacuation, support and assistance, capacity building of personnel, and provision of equipment and devices for central emergency coordination rooms at the ministry with terminals in the governorates, and coordination with the relevant institutions in this area. For disaster preparedness and response, awareness-raising of the general public will also be undertaken.





## **Vision:**

Healthy community through an integrated pioneer health system works fairly and efficiently with high quality in the region.

## **Mission:**

Provision of preventive and curative health services and play an organizational and supervisory role on services related to health and safety of citizens considering: Equity, high quality, best use of resources in partnership with all relevant stakeholders within comprehensive health policy.

## Core values:

### **The Rights of Service Providers and clients:**

Respect the rights of employees and ensure a safe environment that is consistent with their needs, protects them from occupational hazards, and enhances their creativity and loyalty.

### **Excellence:**

Provide comprehensive medical services that include all members of society and meet the public's expectations within the available resources.

### **Quality:**

Deliver health services that are safe according to national standards that guarantee continuous quality improvement.

### **Equity:**

Provide health services to all citizens in the Kingdom, taking into account geographical, social and economical conditions of each region and the actual needs of their populations.

### **Partnership:**

Enhance partnerships between the Ministry of Health and concerned sectors, in order to create a distinguished health system based on the integration of expenditures.

### **Honesty:**

Honor commitments in applying laws and regulations and ethical considerations, in which public welfare should be valued over any personal welfare.

### **Transparency:**

Assure the availability and free flow of information in an open manner that allows stakeholders to obtain the necessary information to facilitate decision-making, discover and correct errors.

### **Teamwork:**

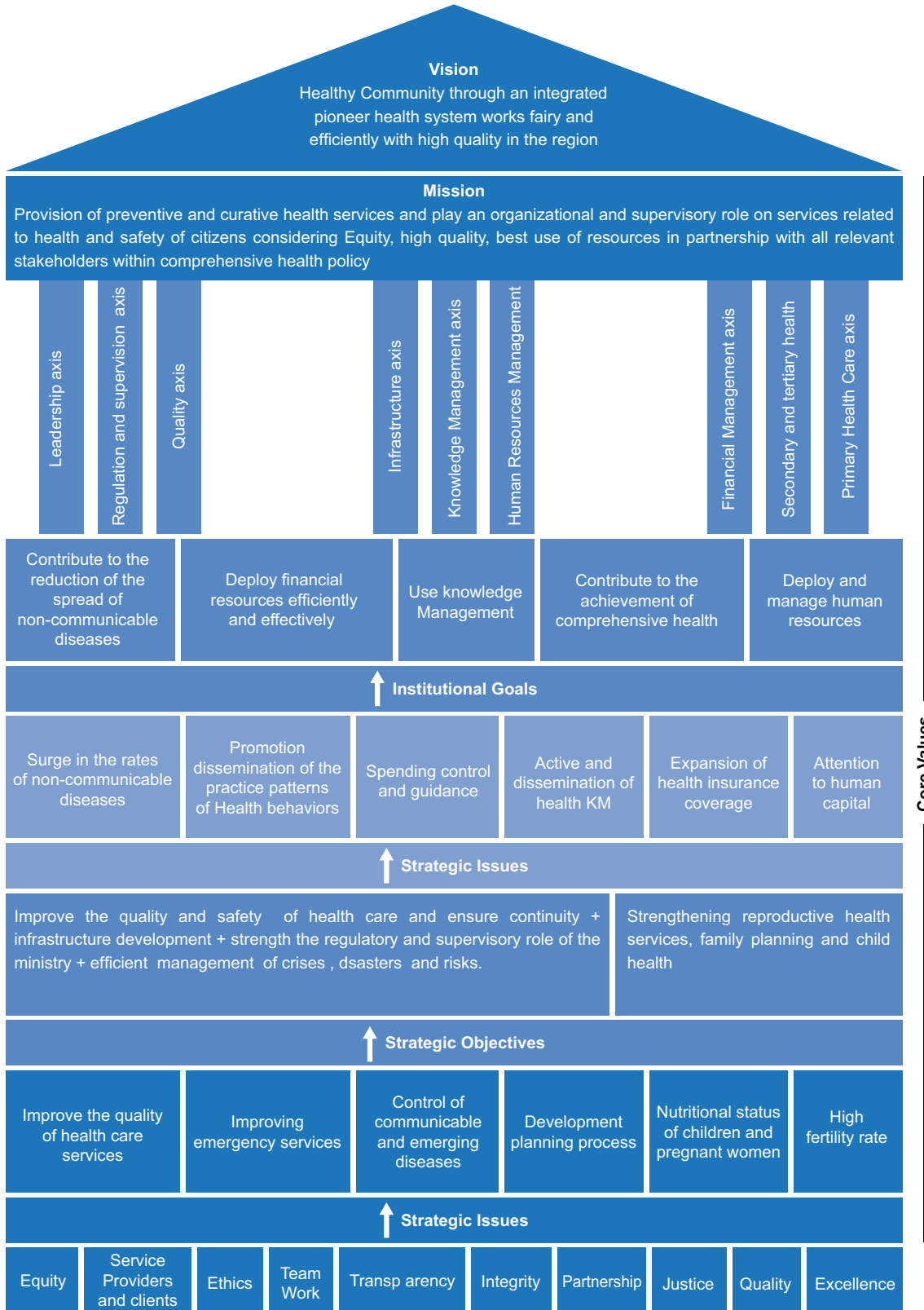
Work in cooperative and integrated manner to achieve ministry's objectives.

### **Commitment to professional ethics:**

Abide by the rules and principles and ethics governing the profession in dealing with everyone.

# The Link Between Strategic Issues, Goals, Vision And Mission

## The Link Between Strategic Issues, Goals, Vision and Mission



## Results of the Comprehensive Analysis for Ministry of Health (SWOT)

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Supportive leadership to achieve vision and mission of the ministry.</li> <li>• Existence of a public health law.</li> <li>• Existence of laws and regulations.</li> <li>• Adoption of initiatives that support the future (expanding the umbrella of health insurance, institutional performance appraisal, accreditation, etc.).</li> <li>• Outstanding achievements in primary health care at the national and regional levels.</li> <li>• Cooperation agreements between concerned authorities and organizations.</li> <li>• wide coverage of ministry health centers and hospitals for all populated areas.</li> <li>• Subsidized health services for citizens within their financial capabilities.</li> <li>• Availability of modern medical equipment.</li> <li>• Availability of specialized training opportunities.</li> <li>• Availability of good infrastructure</li> <li>• Availability of comprehensive Health services including tertiary services</li> </ul>	<ul style="list-style-type: none"> <li>• Incomplete and inactive job descriptions.</li> <li>• Inappropriate organizational chart</li> <li>• Centralization.</li> <li>• Weaknesses in communication skills among service providers.</li> <li>• Weaknesses in human resources management.</li> <li>• Weakness in knowledge management.</li> <li>• financial resources allocated for tertiary care much more than primary health care.</li> <li>• Lack of data for decision making.</li> <li>• Maldistribution of services based on specific criteria</li> <li>• lack of marketing.</li> </ul>

### Opportunities

- high leadership support for health services
- King Abdullah II Award for Excellence.
- wide coverage of health services by partners
- Supportive international programs and projects.
- Opportunities for many institutions that can support the programs and the goals of the ministry.
- presence of supportive national strategies such as emergency response strategy, population national strategy, Aids national strategy, Diabetes national strategy and etc... Advanced information technology and communications tools.
- The existence of a Higher Health Council, Jordan Medical Council, HCAC and Nursing Council.
- improved level of education rate in Jordan.
- Demographic opportunity

### Threats

- An Increase in number of aging population.
- Forced migration from abroad.
- Paradigm shift of disease towards NCDs.
- Low per capita income and high rates of poverty and unemployment.
- Globalization and its implications on health services and health situation in Jordan.
- Rapid turnover in senior positions.
- Social and political pressures.
- Rapid evolution in medical technology.
- The existence of inflexible legislations that impede the work of the ministry.
- Absence of medical accountability law.
- Weaknesses in educational output and lack of its adaptation to the needs of the Ministry.
- Attractive job opportunities for qualified medical staff outside of the MOH, locally and abroad.
- Weak coordination between various stakeholders (public, private and university hospitals).
- Weakness in the emergency services
- Absence of comprehensive health insurance for sepecifice social categories.
- Plateaued fertility rate.
- Limited financial resources.
- Weak national information systems
- Climate changaes and its negative impact on health
- Absence of an updated and effective health map.

## MOH Institutional Objectives Contribute to National Objectives:

### National Objective:

**All Jordanians enjoy healthy status in all aspects of health**

The institutional objectives	National Agenda Sectorial Objectives until 2020
<ul style="list-style-type: none"> <li>• Improve the quality of healthcare services and ensure their continuity</li> <li>• Contribute to the reduction of prevalence of Non-Communicable Diseases</li> <li>• Strengthen reproductive, family planning and child health care services</li> <li>• Manage risks, crises and disasters effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the level of health care services</li> <li>• Control and guide health care expenditure</li> </ul>
<ul style="list-style-type: none"> <li>• Improve infrastructure of primary and secondary health care institutions</li> <li>• Deploy and manage human resources efficiently and effectively</li> <li>• Employ financial resources efficiently and effectively</li> <li>• Strengthen the organizational and supervisory role of the Ministry</li> <li>• Use knowledge management systems efficiently and effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Control the prevalence of non-communicable disease</li> <li>• Improve the health care system performance level</li> </ul>
<ul style="list-style-type: none"> <li>• Contribute to the achievement of a comprehensive health insurance for all Jordanians</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive health insurance for all Jordanians</li> </ul>



## The Themes of the Strategy:

The strategic issues were defined after the completion of the SWOT analysis and divided into seven themes:

### Themes:

- Primary Healthcare
- Secondary and Tertiary Healthcare
- Financial Administration
- Management of Human Resources
- Infrastructure
- Quality of health care services
- Organization and management
- Knowledge Management
- Leadership

These themes will guide the execution of the national and institutional goals, with specific objectives for each theme. A unified structure for all the themes was applied by the team during the strategic planning process, in cooperation with all related parties in the ministry who developed and reviewed the themes. Annual operational plans will be developed by all the directorates for each theme.



## First matrix: Primary health care

Sectorial goal: Improve the level of health care services

Institutional goal: Improve the quality of healthcare services and ensure their continuity

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>1.Improve communicable disease control</b>	1. HIV prevalence rate	< 1/10,000	< 1/10,000	The national program to fight HIV	250,000for treatment	Directorate of communicable diseases	Royal Medical Services, the private sector , non-governmental organizations and UNRWA
	2. HIV prevalence rate among the age group of 15-24 years	< 1/10,000	< 1/10,000		1,500 from World Health Organization (WHO)		
	3. The percentage of people living with HIV who have access to appropriate treatment for their illness	100%	100%	Electronic Monitoring Program for communicable disease	8,000\$for two years from the World Health Organization		
	4. The incidence of endemic diseases and the emergence of new diseases has been controlled	0%	0%	Middle East Project to monitor communicable diseases MECIDs	Not defined; funded by the World Bank and the European Union	Directorate of communicable diseases	Mediterranean countries
			Proposed project to update the electronic monitoring of communicable diseases	Need financing; 45.000 funded by the world bank and European Union financing; 45,000 Annually	Directorate of communicable diseases	sponsors	

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
5. The incidence of Tuberculosis	5.8/100,000	5/100,000	TB control program	250,000 JD Annually from the Global Fund	Directorate of respiratory diseases and foreigners health	-----	
6. The annual percentage of deaths due to Tuberculosis	1.50%	0.50%					
7. Percentage of Tuberculosis cases detected and cured under direct supervision of treatment system	89%	95%					
8. The incidence of malaria among Jordanians	0%	0%	Program to combat malaria and bilharzia	500,000 Annually	Directorate of communicable diseases Directorate of communicable diseases	-----	
9. The incidence of bilharzia among Jordanians	0%	0%					
10. The incidence of vaccinated diseases (polio and neonatal tetanus and diphtheria)	0%	0%	The national vaccination program  Purchase serums, vaccines and add other vaccines pneumococcal, Rota Virus, smallpox and Hepatitis A)	5.500 from World Health Organization (WHO)  40 Million / MOH Budget	Directorat of communicable diseases	World Health Organization (WHO)	

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>2. Promote healthy practices and behaviors among community members</b>	11. The incidence of measles	Less than 1/100.000	Less than 1/100.000			Directorate of communicable diseases	World Health Organization (WHO)
	12. Percent coverage of vaccinated children under one year of age according to the National Program	98%	99%				
	13. The incidence of infection in hospitals	10.40% 2008	10.00%	9. Control and prevent infection 10. Diarrhea control program		Health awareness and communication Directorate	World Health Organization (WHO)
	1. The prevalence of smoking among the population 18 years and over	29% 2007	27%	1. Anti-smoking program 2. Project of preventive health and health education			
	2. Prevalence of smoking among young people (13-15 years)	11.50%	10.00%				
	3. Number of smoking cessation clinics	3	12				
	4. Number of patients in the smoking clinics	1.291	Annually to be determined				

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
5. Percentage of people who practice moderate physical activity	68% 2007	72%	3. Healthy lifestyles (binary from the World Health Organization)	12000 For two years from the World Health Organization	Health awareness and communication Directorate	World Health Organization (WHO)	
6. Percentage of people who practice active physical activity	21% 2007	24%	4. Community Development Program (Community health committees) 5. Parental awareness, which includes: - Early Childhood - Towards better communication with adolescents	funded by Health systems strengthening II project/ USAID  Unspecified / UNICEF	Health awareness and communication Directorate Health awareness and communication Directorate	Health systems strengthening II project / USAID	
7. Number of healthy villages	64	74	6. Healthy villages	15,000 /year from Budget + World Health Organization	Health awareness and communication Directorate	World Health Organization (WHO)	
8. Number of Healthy Cities	0	4	7. Initiatives and social determinants of health	\$ 53,000 for two years from the World Health Organization	Health awareness and communication Directorate Directorate of Health Economics	-	
9. Number of friendly centers for the elderly	7	25	8. Elderly health care 9. Expansion in the friendly centers for the elderly	\$ 5,000 equivalent to 3,500 dinars from the World Health Organization (WHO)	Health awareness and communication Directorate	World Health Organization (WHO)	

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
					Need to finance 7,000 dinars annually		
<b>3. Develop environmental health programs in line with development and achieve a healthy environment for citizens</b>	1. Coverage rate of supervisory programs for all types of drinking water.	96%	98%	1. Institutional capacity building for environmental health surveillance program on the quality of drinking water in all its phases.  2. Environmental Health Project of the World Health Organization	15,000 Annually  5,600 dinars biannually	Environmental Health Directorate Environmental Health Directorate	Ministry of Environment The Ministry of Water Ministry of Environment   The Ministry of Water
	2. Coverage rate of supervisory programs on waste water purification Stations and municipal water treatment applications	95%	97%	3. A training program for environmental healthworkers  4. Hardware purchases, spare parts and materials to renew the adoption of ISO			
	3. Percentage of health care institutions that manage medical waste in a safe and correct manner	60%	80%	5. Development & improvement of medical waste management in health care institutions			

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
	4. Rate of coverage of control programs in sectors dealing with chemicals hazardous to health	3	5	6. Surveillance program on the import and trading of hazardous chemicals by the ministry.  7. A joint program to strengthen health systems adapt to overcome the health impacts resulting from climate change.			
<b>4. Strengthen School health Services</b>	Coverage of school health services for the public schools	100%	100%	1. Comprehensive periodic medical screening program for Schools	Preventive health project	Directorate of School Health	Ministry of Education
				2. Training of employees working in school health services			
				3. Health and mental health counseling in schools			
	Environmentally Sustainable Schools Project	Need financing\$ 20,000 - 30,000	Directorate of School Health				
<b>5. Promotion of Occupational Health Programs</b>	Percentage of factories and facilities covered by occupational health services coverag.	8%	12%	Raising the capabilities of occupational health  Strengthening the capacity of occupational health	10,000 annually  Biannually from the World Helth Organization (WHO) \$3.000	Directorate of Occupational Health	World Health Organization (WHO)

**Sectorial objective on the agenda: reducing the prevalence of non-communicable diseases**

**Institutional strategic objective of the ministry: to contribute to the reduction of the spread of non-communicable diseases**

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>Reduce the risk factors for non-communicable diseases</b>	1. The prevalence of diabetes among the population (18 years and over)	2012 16% - 2007	2017 16%	1. Program of early detection of diabetes and hypertension		Directorate of non-communicable diseases and health centers in the provinces and Laboratories	
	2. Percentage of control of diabetes among diabetic patients in health centers of ministry	54%	60%		Funded by HSSII		
	3. Percentage of control of blood pressure among patients with high blood pressure in health centers of ministry	62%	70%				
	4. Prevalence of hypertension among the population (18 years and over)	26% 2007	26%	2. Prevention of non-communicable diseases, especially cardiovascular	Need financing 35,000		
				3. Prevention of kidney disease	\$ 5,000, equivalent to 3,500 dinars		



Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
5. Coverage of the National Cancer Registry for cancer cases	90%	95%	4. Cancer Prevention	4,900 dinars funded by the World Health Organization (WHO)	Directorate of non-communicable diseases	World Health Organization (WHO)	
			5. National Cancer Registry				
			6. Jordanian program to detect breast cancer	National Program	Directorate of non-communicable diseases	All other health sectors	
			7. Colon cancer screening	Need financing	Directorate of non-communicable diseases	Financier	
					Directorate of non-communicable diseases		
6. Prevalence of blindness (over the age of 30 years old)	0.54	0.54	8. Program to combat blindness and visual impairment	\$5,000, equivalent to 3,500 dinars	Directorate of non-communicable diseases	World Health Organization (WHO)	
			9. Study on blindness	Needs finances 20,000 dinars	Directorate of non-communicable diseases	Financier	
7. Number of centers capable of reception and treatment of mental cases	13	35	10. Bridge the gap in mental health through the integration of mental health services	Funded by the World Health Organization (WHO) / Unknown	Mental health unit of the Director of Primary Health Care	(WHO)	
8. Number of community clinics for mental health	3	5-6	11. Establish community clinics for mental health	Funded by the World Health Organization (WHO)		World Health Organization	

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>2. Improve monitoring and early detection of non-communicable diseases</b>	1. Proportion of detection of PhenilKetonurea (PKU) and thyroid hormone deficiency in newborns	70%	100%	<p>National Program for Health surveillance for newborns and includes:</p> <ul style="list-style-type: none"> <li>- The program of pre-marital examination</li> <li>- Thalassemia Program</li> <li>- Record of congenital malformations</li> </ul>	The equivalent of \$12,000 from the World Health Organization (WHO) +50,000 from the budget	Directorate of non-communicable diseases	World Health Organization (WHO)
	2. Investigate percentage of Favism disease (G6PD enzyme deficiency)	started in the second half of 2012	100%				
	3. The prevalence of thalassemia	3.2/10,000	2/10,000				
<b>3. Health policy support for programs to combat non-communicable diseases</b>	1. Number of health policies to combat non-communicable diseases	-----	To be determined	<p>1. Adopt a national strategy for the control and reduce the spread of non-communicable diseases</p> <p>2. Implement MOH communicable diseases strategy</p>	-----	Directorate of non-communicable diseases	Royal Medical Services, the private sector , non-governmental organizations and UNRWA

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>4. Support research, preventive and therapeutic studies of non-communicable diseases</b>	1. Number of studies of preventive and therapeutic research for non-communicable diseases	-----	2-3	1. Studies of risk factors for the most common cancers	Need financing 10,000 dinars	Directorate of non-communicable diseases Directorate of non-communicable diseases	Financier
				2. Conduct research and studies of risk factors for non-communicable disease	Need financing 100,000 dinars	Directorate of non-communicable diseases	Financier
				3. Study of the economic burden of non-communicable disease	Need financing 10,000	Directorate of non-communicable diseases	-----
<b>5. Coordination and cooperation with health institutions, governmental and non-governmental organizations, universities and civil society organizations in the fight against non-communicable diseases</b>	1. Participation in the number of international committees to control non-communicable diseases	2	4-5	1. Participation in international and national committees	-----	Directorate of non-communicable diseases	Government health institutions and non-governmental

**Sectorial goal: Improve the level of health care services**

**Institutional goal: Strengthening reproductive health family planning and child health services**

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>1. Increase rates of use of reproductive health services, family planning and child health</b>	1. Infant Mortality Rate	17/1,000	11,3/1,000	1. Integrated Management of Childhood Illness	15,000 annually / budget	Directorate of respiratory diseases and Foreigners Health	Royal Medical Services, the private sector and nongovernmental organizations and UNRWA  UNICEF
	2. Mortality rate of children under five years of age	21/1,000	19/1,000	2. Reproductive Health and Family Planning program	700,000 -750,000 annually / budget 20,000 annually	Directorate of women and child health	Royal Medical Services, the private sector , non-governmental organizations and UNRWA
	3. The maternal mortality rate / 100,000 live births	19.1 2008	12	3. Protect the child from abuse  4. Respond to domestic violence based on gender	25,000-30,000 annually		Funding from UNICEF and HSS II/ USAID
	4. Utilization rate of family planning methods	61%	65%				Funding from the United Nations Fund
	5. Proportion of births under the supervision of health professionals (doctor or midwife)	99%	99.50%				

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>2. Expand reproductive health and services and family planning</b>	1. Number of hospitals in the Ministry of Health that provide family planning services for women in the post-natal and post-abortion phases	13	22	1. HSSII  2. Expansion of family planning services in the areas of highest fertility and especially remote areas	Funded by HSSII  Need Financing 18,000 Annually	Directorate of women and child health	HSSII/USAID  Financier
	2. Percentage of women who received family planning advice immediately after birth and before leaving the Ministry of Health Hospital	38.3%	75%				HSS II/ USAID
	3. The percentage of women who received family planning methods immediately after birth and before leaving the Ministry of Health hospital	24%	50%				HSS II/ USAID
	4. Percentage of service sites that offer four modern family planning methods, one IUD or implant	21,8%	35%				HSS II/ USAID

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
	5. Number of couples who have been protected from pregnancy for one year (CYP)	125,816	180,000-190,000				HSS II/ USAID
<b>3. Enhance the nutritional status of pregnant women children</b>	1. Prevalence of anemia among women of childbearing age	34%	30%	1. Community-based nutrition programs: Add iron and vitamins to flour, Iodine to salt. 2. Distribution of vitamin A capsules to children under two years of age	One million	Directorate of non-communicable diseases	UNICEF was funded vitamin A capsules to children but stopped
	2. Prevalence of anemia among children under five	32%	28%		Need financing 30,000		
	3. Vitamin A deficiency rate among children under five years of age	18,3%	15%				
	4. Exclusive breastfeeding rate for infants at the age of less than six months	23%	25%	Women's Health Project	9,900 JD	Directorate of women and child health	WHO
	5. Postpartum services utilization rate	17,3%	25%				

## Second matrix: Secondary and tertiary healthcare

**National objective:** Improve the level of health care services

**Institutional objectives:** Improve the quality of healthcare services and ensure their continuity

**Improve infrastructure of primary and secondary health care institutions**

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>1.Improve the quality and safety of secondary health care services</b>	1.Mortality rate at MoH hospitals	1,6 %	1,3 %	1.Upgrade hospital procedures and working systems	Budget	Quality directorates and hospitals	HSS II/USAID
	2.Average patients stay at MoH hospitals	3,3	2,8	2. Safe Surgery Project	Health Systems Strengthening Project II	Quality directorates and hospitalsparticipating	
	3.Occupancy rate at MoH hospitals/beds	%68,3	70%	3.Safe Motherhood project			
				4. Reproductive health and family planning quality improvement program at hospitals			
			5.Mothers and neonates services package program at Obstetrics and Gynecological departments				
			6.Post abortion program				
	4.Number of hospitals with written, approved and implemented policies and procedures	30	34	7.Updating and completing policies and procedures for working at hospitals	budget/ Hospitals and health centers accreditation	Quality directorate	HSS II /USAID



Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
	5.Number of MoH hospitals participating in "Baby friendly hospital initiatives"	18	All hospitals at MoH	8. Baby friendly hospitals initiative	WHO	Quality directorate and participated hospitals	WHO
	6. Hospital-acquired infection rate at MoH hospitals	10.4% (2008)	10%	9.Infection control project	\$4.500 from WHO	Quality directorate , hospitals and communicable diseases directorate	WHO
<b>2.Qualifying hospitals for accreditation</b>	1.Number of hospitals accredited by health care accreditation council (HCAC)	5	16	1.Hospital support programfor accreditation in cooperation with Royal Hashemite Court	Grant from the Royal Hashemite Court; amount not determined yet	Planning directorate, Quality directorate and concerned hospitals	Royal Hashemite Court
	2.Number of MoH hospitals qualified for accreditation	7	35	2.Hospitals and health centers accreditation	Annual 20.000 from budget	Quality directorate	-

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>3. Guarantee hospitas readiness for emergency responses</b>	1. Number of hospitals having at least one emergency medicine specialist	2	12	1. Improve hospitals readiness for emergency responses at MoH	Need 2 million JD	Outpatient clinics and emergency directorate, concerned hospitals	financing partner
	2. Number of residents in emergency departments	36	70	2. Emergency medicine residency program	Budget	Outpatient clinics and emergency directorate, Medical specialities	-
	3. Number of Emergency Medicine specialists	4	18-20	3. Expansion of emergency departments			
	4. Number of MOH hospitals with approved emergency plans	All hospitals	All hospitals				
	5. Number of hospitals that conduct emergency drills according to their plan	3	5		HSSII	Out patients clinics and emergency directorate	HSSII
				4. Replacement of general practitioners with emergency medicine specialists at emergency depts. in hospitals	Need 100,000 annual financing	Out patients clinics and emergency directorate	Financing partner
				5. Supplying emergency departments at hospitals with ambulances and maintaining the existing ones	Needs 2 million financing	Out patients clinics and Emergency directorate	Financing partner

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>4. Develop medical record-keeping system at health centers and hospitals</b>	The presence of medical records keeping system at health centers and hospitals	Not available	Available and implemented	Medical records system with national number approval and implementation	250,000 (Total cost of the project)	Quality directorate, hospitals and health directorates	-
<b>5. Continuous availability of blood units</b>	Percentage of volunteers blood donors	48.5%	50%	Blood donation campaign	MoH budget	Blood Bank directorate	-
	Percentage of blood donors among population	3.1%	3.3%				
<b>6. Workers capacity building</b>	1. Number of residents at MoH, all specialties	1,430	1,300 - 1,400	1. Residency program 2. Institutional capacity building for MoH staff	Budget	Human resources development directorate and medical specialties directorate	-
	2. Number of specialists at MoH	1227	2700-2800				
	3. Percentage of MoH college and institute graduates who pass the comprehensive exam	90%	95%	3. Increasing competency of nursing colleges	50,000 annual	Human resources development directorate	-
<b>7. Improve hospital infrastructure</b>	1. Number of hospitals expanded or renovated	Started in 5 hospitals	Finish 5 hospitals	1. Expanding and renovating the following hospitals: Jerash hospital, Ma'an hospital, Eiman hospital in Ajloun, Al Bashir hospital, Al Karak hospital) 2. Establish new projects ( Salt surgery hospital/ general, Tafieleh hospital, Princess Basma hospital)	Budget	Building and maintenance directorate	Ministry of public works and housing Ministry of planning and international cooperation HSSII/ USAID
	2. Number of hospitals beds	4612	6164				

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>8.Number of hospitals fully and partially-computerized</b>	1. Number of completely computerized hospitals	1	31	1. Microsoft agreement till 2014	Annual 3000	Information and technology directorate/ programming department	Microsoft company
	2.Number of computerized hospitals partially	22	31	2. Systems and soft wares maintenance 3.Hakim project	70 million in 5 years	Information technology directorate	Hakim project, PIS
<b>9.Improvement of tertiary health care services</b>	1. Number of burns units at MoH hospitals	1	2	1.Burns unit establishment at Princess Basma hospital	Budget	Building and maintenace directorate	Ministry of public works and housing
	2.Number of organ transplant cases	117 cumulative since the start of organ transplant	150-200	2. Medical equipment, machines and supplies for hospitals	Budget	Hospitals in which organs transplants takes place+ Jordanian center for organs transplant directorate	-
	3.The presence of activated national organs transplant registry	Not available	Available and activated	3.National registry for organs donation	-	Jordanian center for organs transplant directorate	-
	4. Number of hospitals with kidney dialysis units working 3 shifts.	2	8	4. Establishment forensic medicine department for southern health directorate	Budget	Hospitals management	-
	5.Number of hospitals with forensic and specialists departments	8	12		Budget	National forensic medicine center	-

### Third matrix: Financial management

Sectorial objective: Adjust the direct health care spending

Institutional objectives: Deploy financial resources efficiently and effectively

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>1. Adjust spending and reduce waste</b>	1. Percentage of spending on drugs from budget of health insurance	1,59%	1,0%	1. Studies analyzing cost of services provided by the Ministry of Health 2. Participation in National Health Accounts 3. Budget directed by results 4. Adjust the dispensing of medicines 5. Project of linking warehouses ministry together and installing surveillance cameras. 6. Activate the unified procurement system for medicines and medical supplies 7. Insure assets and warehouse buildings of the Ministry of Health and insure the workers of the project.	- Funded by the Higher Health Council -	Directorate of Health Economics + Directorate of budget Directorate of Health Economics + Directorate of budget Directorate of budget	- Higher Health Council and other sectors -
	2. Percentage of local procurement of medicines outside the Central Tenders of the annual total bids of the ministry	58%	40%		50,000 annually	Procurement and Supply	-
	3. The proportion of medical disposables that are destroyed	0.00008	0.00008		100,000	Directorate of Information Technology + Procurement and Supply	-
	4. The proportion of drugs that are destroyed annually	0.0003	0.0003		60,000 from the budget of the program of serums and vaccines, medicines and medical consumables Budget / computerize the ministry	Directorate of Procurement and Supply Health insurance	-
	5. Generics as a percentage of total medicines purchased	100%	65%		-		

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
	6. Proportion of total purchase of medicines purchased by the ministry through bids	100%	100%	8. Re-examine the existing agreements between the ministry and other sectors to address conformance in terms of pricing and services offered.			
<b>2. Direct spending on development of projects</b>	1. Proportion of all projects that were implemented or are under implementation that are for the provinces	1%	50%	Provincial Development Program	Grant Gulf / Provincial Development Fund	Ministry of Health / management services with respect to health sector projects	The Ministry of Planning Ministry of Finance
	2. The proportion of actual spending for primary health care from the budget of the Ministry of Health (Including vaccines, medicines and treatments)	28% (2011)	28%	Child-friendly budget  Budget gender-sensitive	-	Finance Department / Directorate budget + management of primary health care	-
	1. The proportion of actual spending of the budget on child health	34%	34%		Of budget allocations	Primary health care + Administration hospitals + financial management	General Budget Department
	2. The proportion of actual spending from the budget for females	52%	52%		Of budget allocations	Primary health care + Administration hospitals + financial management	General Budget Department
	3. The proportion of actual spending from the Department of Budget	85%***	98%		-	Finance Department / Directorate of budget	-

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
	The proportion of funds allocated for training of ministry staff that is spent on training	85%	100%			Directorate of Human Resources Development + Directorate budget	-
<b>3. The application of e-government program GFMIS</b>	E-government program in place GFMIS	Not Applicable	Applicable	E-government program	Ministry of Finance	MOH	Ministry of Finance

\*\*\*The proportion of actual spending from the Department of Budget declined in 2012, although it rose for the five years preceding up to 98%.

The decline this year is due to several factors, the most important being the economic situation, the instability of administrative functions, the inadequate financial liquidity and external factors that affected the participation of other parties such as the Ministry of Works Procurement Department Consolidated and General Supplies Department in other parties such as the Ministry of Works and Procurement Department Consolidated and General Supplies Department in the implementation of projects.

#### Financial management matrix, continued

**Sectorial objective: the inclusion of all citizens to health insurance**

**Institutional objective: Contribute to the achievement of comprehensive health insurance for all Jordanians**

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>1. Contribute 5% to achieve universal health insurance by 2017</b>	1. The proportion of citizens covered by civil health insurance	42,5%	47%	1. Define categories not covered by the health insurance system and prioritize them	Within Insurance budget Of the Ministry's budget / 6 million annually	Management of health insurance	-
	2. The proportion of poor people covered by health insurance	95%	98%	2. Support the insurance fund of the Ministry's budget to include new categories			Ministry of Social Development



Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
	3. The proportion of citizens who are not covered by any kind of health insurance	12%	7%	3. Secure citizens who are unable to afford the cost of treatment by contributing to the social safety net Issue and apply the law of compulsory insurance			Ministry of Labour / National Strategy for running Other sectors providing insurance
<b>2- Reorganize the health insurance industry</b>	Percentage of complete computerized system for all directorates of health insurance	40%	100%	Continue developing the computerized system for all directorates of health insurance at health centers and governorates	Budget of insurance	Management of health insurance + IT	-
	Total quality management system exists and is applied	Non-existent/ Not Applicable	Exists and is applicable	Develop a comprehensive and inclusive data base for all health insurance.			-
				Apply a total quality management system			-

## Fourth matrix: Human resources management

Sectorial objective: Improve the level of health care services

Institutional goal: Deploy and manage human resources efficiently and effectively

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>1. Improve the process of attracting qualified and trained technical and administrative cadres to work in the Ministry of Health and keep them in the ministry</b>	1. Comprehensive job descriptions activated (For all functions)	Not updated for all functions and partially implemented	Updated for all functions and applied	Complete and activate Job Description Career completion schedule	Within the budget	HR Staff	-
	2. The proportion of doctors who leave the ministry annually, among all physicians in the ministry. (All cases of permanent disengagement and leave without pay)	2.7%	2%	Study the needs of the Ministry for qualified personnel	Within the budget	HR Staff Directorate of Human Resources Development	-
	3. proportion of registered nurses who leave annually among the total of registered nurses in the ministry. (All cases of permanent disengagement and leave without pay)	6,8%	4%				
	4. Criteria for evaluating the performance is activated	Exists but is not activated	Activated	4. Activate the performance appraisal system for staff working in the Ministry of Health.  5. Distinguished Employee Award	Within the budget	HR Staff	-

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>2. Raise the efficiency of the technical and administrative staff in the Ministry of Health</b>	5. Plan provides a comprehensive institutional training for technical and administrative staff in the Ministry of Health.	Not available	Exists and activated	Develop a comprehensive institutional plan of continuous training for technical and administrative staff in the ministry.	Within the budget	Directorate of Human Resources Development	-
	6. Percentage of the total staff of the ministry who have received at least 6 hours of training per year	28%	40%	Develop a database for education and continuous development.	Within the budget		-
	7. Proportion of ministry doctors who succeed in the Jordanian Board Exam, from qualified applicants for the exam from the various disciplines in the ministry annually	25%	70%	Application of residency programs	Within the budget		Jordanian Medical Council
	8. The number of staff sent on missions and to courses and conferences annually.	8,415	To be determined annually	Project to build the institutional capacity of the ministry staff	7,625		
	9. The proportion of the budget of the Ministry of Health allocated for training	0.3%	1%				

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>3. Raise the efficiency of nursing and paramedical services college</b>	10. The proportion of students from the faculties of the Ministry of Health who are successful in comprehensive exam annually compared to the total number of students applying from the ministry.	91%	97%	Project to raising the efficiency of nursing and paramedical services college.	310,000	Directorate of Human Resources Development	Ministry of Higher Education

**Sectorial objective: Upgrade the performance of the health system**

**Institutional goal: Deploy and manage human resources efficiently and effectively**

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>4. Contribute to the development of a national plan for the development of human resources for health</b>	1. Provide a national plan for the development of human resources for health	Not available	Exists and is activated	Contribute to the preparation of a national plan for the development of human resources for health	Within the budget	Directorate of Human Resources Development	Ministry of Higher Education Higher Health Council  Private Hospitals Association

## Fifth matrix: Infrastructure

**Sectorial Objective: Improve the level of health care services**

**Institutional Objectives:**

**1- Improve infrastructure of primary and secondary health care institutions**

**2- Improve the quality and safety of healthcare services and ensure their continuity**

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>1. Increase the percentage of health facilities owned by MOH</b>	1. Percentage of health facilities owned by MOH	48%	55%	- Land acquisition for purpose of constructing health facilities	2,500,000 (project cost for Five years)	Directorate of Buildings & Maintenance	Ministry of Finance & Dept. of Land & Survey
<b>2. Construct new health facilities in line with international-standards</b>	1. Number of health facilities constructed or renovated according to design norms and standards	30 health centers +10 hospitals	50 health centers +15 hospitals	- Construction and renovation projects for health facilities	150 million (cost of projects for 5 years)	Directorate of Buildings & Maintenance	Ministry of Planning & International Cooperation  Ministry of Public Works & Housing. Ministry of finance
	2. The health facilities construction standards are updated and approved.	Not updated & not approved	Updated and approved	Participation in committees for revision and updating health facilities norms and standards	Within budget	Directorate of Buildings & Maintenance	Ministry of Public Works & Housing.
<b>3. Maintain the existing health facilities in good condition</b>	1. Percentage of health facilities maintained annually	15 %	40%	Maintenance projects for existing hospitals and health centers	30,000,00 (project cost for Five years)	Directorate of Buildings & Maintenance	
<b>4. Raise the operational efficiency of the electromechanical equipment</b>	The percentage of failures in electromechanical works annually	10%	2%	Periodic maintenance for electromechanical systems. Purchasing new electromechanical equipment	(Within the cost of the item 3-1-1)	Directorate of Buildings & Maintenance	Ministry of Planning & International Cooperation & General Supplies Dept.

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>5. Raise the percentage of replacement for old medical devices</b>	1. Percentage of medical equipment updated (replaced and new)	28%	20%	Purchase-medical equipment based on needs	Within budget	Biomedical Engineering Directorate	
	2. Percentage of purchase of medical equipment for new projects as a percentage of planned purchases	20%	90%				
	1. Number of new and renewed partnerships with international institutions in the field of medical equipment.	70%	90%	Partnerships with international institutions such as: ECRI, ASHE, ASHRAE, WHO	Within budget	Biomedical Engineering Directorate	Private international institutes specialized in medical equipment such as ECRI, ASHE, ASHRAE, WHO
	2. Percentage of Biomedical Engineers participating in international events	6%	10%	Participation in international exhibitions and conferences related to medical equipment	Within budget	Biomedical Engineering Directorate	The organizers of international exhibitions and conferences

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>6. Achieve readiness for medical equipment belonging to the hospitals and health centers in the ministry by not less than 95%</b>	1. Percentage of the average length of disruption of utility of medical equipment of the year.	5%	3%	Meet the demands of maintenance services within the specified time frames in accordance with the priorities system followed in the Biomedical Engineering Directorate	Within budget	Biomedical Engineering Directorate	-----
	2. Percentage of completion of periodic preventive maintenance for the medical equipment	90%	95%	The implementation schedule for preventive maintenance and inspection of medical equipment, according approved action mechanism	Within budget	Biomedical Engineering Directorate	-----
	3. The average period of time needed to purchase spare parts for medical equipment	8 weeks	5 weeks	Implementation of purchasing orders for spare parts for medical equipments as enough stock.	Within budget	Biomedical Engineering Directorate	

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>7. Improve the efficiency of the operating vehicles and provide new appropriate vehicles</b>	1. Percentage of transport means that are maintained periodically and still under warranty workmanship	100%	100%	Periodically perform maintenance within specific programs by supplier.		Directorate of Transport	-
	2. Percentage of vehicles that are maintained on a regular basis and that exceeded warranty	10%	50%	- Periodically perform maintenance for specific programs by the Directorate of Transport with the formation of field maintenance teams			-----
	3. Percentage of vehicles that are maintained by the suppliers, garages, compared with those repaired in the workshop of the ministry	85%	70%	- Increase the number of technicians and build the capacity of the current staff and purchase spare parts for cars and devices the necessary hardware			-----
	4. The number of vehicles that were taken out of service from the total number of vehicles over the period of service of 15 years	32 Vehicles	175 Vehicles	- Discard the old vehicles from the service as per regulations		Transport Directorate	Jordan Customs Audit Bureau Drivers & Vehicle License
	5. Number of vehicles newly introduced to service	13 Vehicles	200 Vehicles	- Purchase vehicles according to actual needs and approved specifications	2,000,000	Transport Directorate	General Supply Dept. Ministry of Planning



Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>8. Raise the efficiency and proper allocation of all engineering staff</b>	1. Percentage of staff who have received specialized training	20%	100%	- Enroll the engineers into specialized training courses at Jordan Engineers Association and others entities	Within the budget	- Directorate of Buildings & Maintenance  - Biomedical Engineering Directorate  - Directorate of Transport	-----

## Sixth matrix: Improving the quality of health care service

Sectorial goal: Improve the level of health care services

Institutional strategic objectives: to improve the quality and safety of health care services and to ensure continuity

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>1. Expansion in accreditation of hospitals and health centers</b>	1. Number of hospitals participating in the national accreditation programs. (Cumulative)	7	35	1. Accreditation of the hospitals and health centers. 2. The project of supporting the candidate hospitals for the accreditation	20,000 Annually from the budget	Quality Directorate  Planning Directorate + Quality Directorate	HCAC  The Royal Hashemite Court
	2. Number of hospitals accredited by the Health Care Accreditation Council (HCAC) (cumulative)	5	16		3. Health Centers Accreditation		
	3. Number of health centers accredited by the HCAC (cumulative)	37	129	4. Centers of Excellence certification for Family Planning and Reproductive Health	Some elements funded by HSSII / USAID	Quality Directorate	HSSII
	4. Number of health centers participating in the accreditation program (not accredited)	60	150		Some elements funded by HSSII / USAID	Quality Directorate	HSSII
	5. Number of health centers certified as Centers of Excellence for Family Planning and Reproductive Health	4	8		5. The project of a patient-family friendly hospital		Quality Directorate
	6. Number of hospitals achieving the national goals for quality and safety.	13	All accredited hospitals				
	7. Number of health centers achieving the national goals for quality and safety.	Zero	All accredited health centers				
							-

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
	8. The number of hospitals acquiring the status of patient-family friendly hospital	18	All hospitals				
<b>2. Expansion of the application for re-accreditation to include more hospitals and health centers</b>	1. Number of trainees and specialists in the ministry who can follow-up and evaluate health centers and hospitals to achieve accreditation requirements (Consultant or Certified Expert)	25	50	1. The project of expansion of hospital and health centers accreditation		The Quality Directorate	-
	2. The number of previously accredited health centers acquiring re-accreditation	Zero	130	Hospital and health centers accreditation	The budget needed is 150,000 annually	The Quality Directorate	-
	3. The number of previously accredited hospitals acquiring re-accreditation	3	16	3. The project of supporting candidate hospitals to be accredited by the HCAC.	In collaboration with the royal Hashemite court	Planning directorate + quality directorate	HCAC
<b>3. Complete development of policies and procedures for quality control in hospitals and health centers and update the existing ones.</b>	1. Number of policies developed	250	300	- The project of hospital and health centers accreditation	20,000 JD annually	Quality directorate , health directorates and the central directorates involved in each policy	-
	2. The number of updated policies from the total number of policies	100%	100%				

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>4. Develop and operate a comprehensive information system for quality includes activation of quality boards and create a database of quality in hospitals and health centers.</b>	1. Percentage of the health centers using the database for quality	Zero	70%	Develop and operate a comprehensive information system for quality and create a database of quality in hospitals, health centers and collaboration with-stakeholders	Funded by HSS II / USAID	Quality directorate	HSSII / USAID
	2. Percentage of hospitals using database for quality	ZERO	70%				
<b>5. Conduct surveys and studies that contribute to quality improvement</b>	The number of studies and surveys that contribute to the development of quality	One annual survey	2. Annually	1. Satisfaction survey for service recipients in hospitals 2. Satisfaction survey for service recipients in health centers	From the hospital and health centers accreditation project; cost is 20,000	Quality Directorate	-
<b>6. Monitor the quality of health services and follow up the implementation of standards, policies and procedures through quality performance indicators</b>	Number of Supportive visits to the hospitals and health centers	288-300	300-320	1. Supportive field visits to the hospitals and health centers 2. Follow-up and feedback from reports	-	Quality Directorate	-

## Seventh matrix: Regulation and supervision

Sectorial objective: Improve the level of health care services

Institutional objective: Strengthen the regulatory and supervisory role of the Ministry

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>1. Organize the work of the health professions in the Kingdom and health institutions in the private sector</b>	1. Annual number of licenses granted to health professionals	9,000	Annually to be	<p>1. Develop, modify and implement laws and regulations related to licensing professionals and current and emerging institutions.</p> <p>2. Implement periodic inspection program and intensive control of health professionals and institutions</p> <p>3. Receive complaints about legality of health institutions and health professionals and the participation of the private sector to investigate and make decisions</p> <p>4. Strengthen and supplement the Directorate of licensed professions and health institutions with multidisciplinary qualified staff and appropriate means of transpor.</p> <p>5. Train Directorate institution staff and the health professions staff in the provinces.</p>	Within the budget	Directorate of licensed professions and health institutions	-
	2. Annual number of licenses granted to health institutions	519	Annually to be determined		Within the budget		
					Within the budget		
					Within the budget		
					Within the budget		

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
	3. Computerized system of licensed professions and health institutions Directorate completed and updated	Computerized system of licensed professions and health institutions Directorate not completed and not updated	Completed and updated	Complete computerization of the Directorate of licensed professionals and health institutions.	20,000	Information Technology center	-

**National objective 4: Improve the level of health system performance**

**Institutional objective: Strengthen the organizational and supervisory role of the Ministry**

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>2. Provide a supportive environment for medical tourism in Jordan</b>	1. Updated computing system.	Not completed	completed	1. Complete computerization of the Directorate of Medical Tourism	15,000	Information Technology center	-
	2. Medical Liability law	Draft isn't sanctioned	Completed and sanctioned	2. Development of legislation governing medical tourism (approve Medical Accountability law, establishing instructions and regulations of medical tourism offices)	Within the budget	Directorate of Medical Tourism	Medical Association  Other medical sectors
	3. Number of annual foreign patient's complaints to ministry that are resolved.	23	Annually to be determined	3. Activates system to follow up complaints of foreign patients	Within the budget		-
	4. The number of annual programs to promote medical tourism	-	Annually to be determined	4. Support participation of all concerned sectors in Jordan. Raise awareness and promotion of medical tourism services in Jordan and abroad	Within the budget		Other medical sectors
	5. The number of trained personnel in the field of medical tourism in the ministry	-	Annually to be determined	5. Strengthen the capacity of the staff working in the field of medical tourism in the ministry	Within the budget		-

**National objective 1: Improve the level of health care services**
**Institutional objective: Strengthen the organizational and supervisory role of the Ministry**

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>3. Ensure the safety of food and medicine to maintain the health of citizens.</b>	1. Percentage of total workers in food control at the Health Ministry who are trained food inspectors in health directorates.	95%	100%	1. Supervision and inspection of food ongoing, and appropriate action taken against offenders, according to the laws in force	Within the budget	Health Directorate reference to Memorandum of Understanding with Food and Drug Administration	-
	2. Percentage of food inspectors, who have been assessed and classified	-	100%	2. Imported food controls in place at border crossings and customs centers	Within the budget		Food and Drug Administration
	3. Annual number of epidemiological surveys that are carried out according to the approved list	43	Will be defined on yearly basis	3. Implement monitoring programs directed to the most dangerous varieties	Within the budget		
	4. Annual rate of irregularities covered by the Food Control law	92%	100%	4. Classify food institutions by severity on health	Within the budget		
	5. Percentage of monthly reports that meet the requirements of the Food and Drug Administration related to food	85%	100%	5. Inspect public and private pharmacies and mass transfer of medicines	Within the budget		
	6. Percentage of total public and private pharmacies, which are inspected annually that reveal violations.	5.4%	3%	6. Monitor compliance of drug approved by the Food and Drug Administration	Within the budget		



Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
				7. Implement the resolutions of the General Organization for Food and Drug Administration relating to the reservation and drag-and-splurge sampling of medicines and infant formula and special formula, serums, vaccines, cosmetics, vitamins and minerals.	Within the budget	Health Directorate reference to Memorandum of Understanding with Food and Drug Administration	-
				8. Monitoring of approved trading in drug and psychotropic substances and pharmaceuticals in medical institutions, public and private.	Within the budget		Food and Drug Administration

**National objective: Improve the level of health care services**

**Institutional objective: strengthening the organizational and supervisory role of the Ministry**

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>4. Improve the quality of hotel services provided</b>	1. Percentage of workers covered by the social security system	60%	100%	Coordination and cooperation with the Social Security Corporation	202,000,000	Hotel Services Directorate	-
	2. Number of common standards and specifications for hotel services sanctioned and supported	Not Ready	Ready	Review and develop instructions in force and update them			-
				Activate the supervisory role on all sites			-
<b>5. Raise the degree of security and protection of property</b>	3. Percentage of the ministry facilities covered by the security and protection service	70%	100%	Follow-up appointment and distribution of security and protection staff on sites			-
<b>6. Ensure continuity in the provision of subsistence foods according to nutritional requirements</b>	4. Percentage of sites where subsistence foods are continuously available within the approved foundations	87%	100%	The application of the accrual food per capita system within accrued categories instructions	28,000,000		-
				Provide emergency supplies for all sites where needed			-

## Eighth Matrix: Knowledge management

Sectorial goal: Improve level of healthcare services

Institutional strategic objective: Use knowledge management system efficiently and effectively

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners	
	Indicator	Recent value	Target					
		2012	2017					
<b>1. Develop and disseminate electronic infrastructure supporting the transfer, sharing and dissemination of knowledge</b>	1. Number of computerized central directorates (cumulative)	13	20	1. Microsoft agreement until 2014 2. Systems and software maintenance 3. HAKEEM project 4. Reload this website to be a focal point for the provision of information and data 5. Project to computerize the Ministry of Health hospitals 6. Project to computerize the central directorates 7. Annual maintenance of the website and site Geographic maps 8. Support infrastructure in the Directorate of Information Technology 9. Project to develop health information for general medicine, maternal and child care and pregnant women	3000 Annually	Directorate of Information Technology	Microsoft Corporation	
	2. Number of hospitals fully computerized (cumulative)	1	31 ( by a HAKEEM Convention)		70 million over 5 years	Directorate of Information Technology	Hakeem Project  Health Systems Strengthening Project II	
	3. Number of computerized health centers (cumulative)	2	84 comprehensive centers + 378 primary health centers according to HAKEEM agreement		\$ 1,000 of annual budget	Directorate of Information Technology	With the World Health Organization Henry's Library	
	4. Number of partially computerized hospitals	22	31		9000 support from the Health Systems Strengthening Project II	Directorate of Information Technology	Health Systems Strengthening Project II	
	5. The existence of an electronic library in the ministry	Non-existent	exist					Financier
	6. The existence of an internal information network in the ministry	Non-existent	Exists					
	7. Website updated annually for the Ministry	Exists, but is not updated annually	Exists and updated annually					HSS II/ USAID

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
	8. Website has geographical maps of all the facilities of the ministry (Health centers and hospitals)	Updated Annually	Updated Annually				HSS II/ USAID
<b>2. Develop individual and institutional capacity for knowledge management</b>	1. Percentage of knowledge management awareness among officials (managers and assistants and head departments in the ministry)	58% (2010)	70%	Training for managers on the use of information systems in decision-making	10,000 if funding is available	Department of Planning / Knowledge Management Committee	
	2. Number of cadres trained in Computer ICDL courses (Cumulative)	200	600	Preparation of specialists in knowledge management in the Ministry of Health  Strengthen capacity in the field of scientific research.	If funding is available Need to finance / 10,000 dinar  1,320 per course, 40,000 all courses 30 comprehensive course books and exams)	Department of Planning / Knowledge Management Committee  Directorate of Information Technology	
	3. Prepare annual reports (Annual Statistical Report of the Ministry of Health, Bulletin of the causes of deaths)	Existing and generalized	Existing and generalized	4. Issue annual reports - annual statistical report of the Ministry of Health , Bulletin of the causes of death in Jordan)	MOH budget	Directorate of Information and Studies	-

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>3. Develop individual and institutional capacity for knowledge management</b>	Number of staff trained to conduct studies and research	24	72	Research in health systems , which includes capacity building of staff in the Ministry of Health to conduct studies and research	\$ 5,000 is equivalent to 3,500 dinars	Directorate of Information and Studies	WHO

## Ninth Matrix: Leadership

**Sectorial Objective: Improve the level of health care services**

**Institutional Objectives: Improve the quality of healthcare services and ensure their continuity**

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>1. Ensure the institutionalization and sustainability of the planning process</b>	1. Active strategic plan for the ministry is developed (Operational plans are developed based on it)	Developed and active	Developed and active	1. Prepare and activate the Ministry of Health strategy every five years 2. Build capacity of staff in the ministry on planning 3. Expand participation in planning 4. Update the Ministry Strategy every year or two 5. Review health system projects	\$5,000 annually	Planning Administration/ planning and projects administration directorate	HSSII Project  WHO
	2. Number of national initiatives adopted by the ministry	26/31	26/31				
	3. Strategic plan updated every year/two years	Exists	Exists				
	4. Percentage of Directorates that develop their annual operational plans based on the strategic plan	80%	90%				
	5. Number of employees trained on Planning	40	40-50 Annually				
	6. Percentage of performance indicators which achieved the targeted value	82% till the end of 2010 evaluation	85%				

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>2. Improve the planning process and connect it with reality</b>	1. Electronic system is developed to monitor and follow-up the achievement of operational plans	Does not exist	Exists and is active			Planning and Project Administration directorate	HSSII Project
	2. Assess the progress of the strategy	Twice	Twice at least				
	3. Number of feedback reports on the results of the evaluation of the progress of the strategy	2	2	<p>1. Develop an electronic system to monitor progress in operational plans.</p> <p>2. Conduct an assessment of the strategy every year/ two and give the feedback for improvement</p> <p>3. Give feedback to concerned people about the results of the assessment on the progress of the strategy</p> <p>4. Perform an institutional evaluation of the Ministry Alpha Is this translation better than the original? Yes, submit translation Thank you for your submission.</p>			

Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
<b>3. Build and improve the leadership capacities of senior and middle management levels</b>	<p>1. Report is prepared about the planning and leadership training needs assessment and performance evaluation among senior and middle management levels</p> <p>2. Necessary training courses about planning and performance evaluation are conducted</p>	Does not exist	<p>Exists</p> <p>2-3 workshops per year</p>	<p>1. Training needs assessment for planning and performance evaluation among the senior and middle management levels conducted</p> <p>2. Conduct training workshop on planning and performance evaluation</p>	Fund needed JD10000	Planning Directorate	Donors
<b>4. Appropriate procedures to face potential crises in place</b>	<p>1. A central operation room at the ministry equipped and linked to concerned entities</p> <p>2. Equipped operating rooms exist at all health directorates</p>	<p>Exists but not equipped nor linked to concerned entities</p> <p>Exist but not equipped</p>	<p>Exists, fully equipped and linked to concerned entities</p> <p>Exist and fully equipped</p>	<p>1. Prepare operational plans and emergency plans for Health directorate and hospitals</p> <p>2. Conduct drills to deal with dangers, evacuations, support and assistance</p>	<p>80,000-12,000 \$ funded by CDC</p> <p>Expected fund by WHO 20,000\$</p>	Crisis Management Department	CDC,WHO, Jordan Armed Forces, General Security Directorate, Ministry of Internal affairs, Ministry of Foreign affairs



Specific Objectives	Indicators			Programs and Activities	Annual Expected cost (Dinars)	Implementation responsibility	Partners
	Indicator	Recent value	Target				
		2012	2017				
3. Existence of an updated contingency/ emergency plan at each Health Directorate	Exists	Exists	<p>3. Provide all emergency centers with necessary equipment to support their emergency plans</p> <p>4. Hold workshops on crisis management</p> <p>5. Coordinate with all entities mentioned above in addition to international organizations as the Red Crescent, UNHCR &amp; CDC</p> <p>6. Improve the equipment used in facing crises and disasters of various types</p>				
	4. Existence of an updated contingency/ emergency plan at each hospital	Exists	Exists				
	5. Number of contingency/ emergency drills implemented	3	5				
	6. Number of trainees on crises management (cumulative)	300	1,000				



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