Ministry of Health Malaysia
Strategic Plan
2006 – 2010

"Towards Achieving Better Health through Consolidation of Services"

April, 2008
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The Ministry of Health, being the lead agency in health provides leadership on matters relating to health and also sets the direction for health care development in the country. During the Ninth Malaysia Plan period (2006 – 2010), efforts will be undertaken to consolidate health care services, enhance human resource development and optimize resource utilization.

The Strategic Plan for Health is a summary of the Country Health Plan, which was developed for the Ninth Malaysia Plan (NMP). It is intended to be a quick reference for all programmes, institutions and state departments under the Ministry of Health to ensure that all activities and resources are directed towards similar goals.

I wish to congratulate all members involved for their effort and invaluable input towards the development of this Strategic Plan. Achieving the Ministry’s mission and goals will require sustained commitment. I hope that the plan will not only serve as a guide within the Ministry of Health, but will also provide a framework for other stakeholders to work together towards improving our health care system.

Dato’ Sri Dr. Hj. Mohd Nasir B. Mohd Ashraf
Secretary-General of the Ministry of Health
Message from the Director-General of Health Malaysia

Without doubt, Malaysia has one of the best health systems in the region. However, it is our staunch belief that the pursuance of quality knows no end. Furthermore, new challenges and issues which impact the health system crop up at our doorstep almost every other day. It is only with careful and evidence-based planning, that we can hope to keep ahead.

The recently released Country Health Plan: 9th Malaysia Plan 2006-2010 has detailed out the health plan for Malaysia. Much effort had been put into its development. It involved months of deliberations and serious thoughts. Multiple parties, both from within and outside the Ministry of Health, had come aboard to contribute to its contents. Many a supporting document had been scrutinised.

This document, the Strategic Plan, presents the Country Health Plan at a glance. It is intended to be a guiding light, for all programmes, institutions and state departments under the Ministry of Health, to ensure that no activity and resources go astray; that they are aligned along the same intended path.

Needless to say, however, a plan is of little use without action. Towards this end, I urge each and every member of the Ministry of Health to play your role to the best of your ability in the execution, monitoring and evaluation of this Plan. Quoting Ralph Waldo Emerson, "To map out a course of action and follow it to the end requires some of the same courage that a soldier needs."

Let us create a positive difference to health by maximising health investments for multiple health gains. God Willing, with everyone's concerted effort, the 2006-2010 period will see us nearer towards realising our Vision for Health, and in turn, Malaysia's Vision 2020.

Tan Sri Datuk Dr. Hj. Mohd Ismail Merican
Director- General of Health Malaysia
Introduction

1.1 Background of the Strategic Plan

A Strategic Plan is a road map to lead an organisation from where it is now to where it would like to be in five or ten years time. The purpose of strategic or long-range planning is to assist the organisation in establishing priorities and to better serve the needs of its members. A strategic plan must be flexible and practical and yet serve as a guide to implementing programmes, evaluating how these programmes are doing, and making adjustments when necessary (Strategic Planning Handbook).

The Strategic Plan for the Ministry of Health (MOH) begun since early 2005 with the development of the Country Health Plan. The Country Health Plan was a Health Plan for Malaysia for the 9th Malaysia Plan period. In developing this plan all the tools of a strategic plan, such as situational analysis and Strength-Weakness-Opportunity-Threat (SWOT) Analysis were employed. It also involved analysis of the 7th and 8th Malaysia Plan and the garnering of information from the 12 technical Working Groups (TWGs) reports. It required much probing, discussion, as well as examination of the views of the leaders who are responsible for the plan's preparation.

As the MOH is the custodian of health for the country, the above document was, in essence, the Strategic Plan for the MOH. Nevertheless, it was also felt necessary for the MOH to have a document that can give at a glance, a quick guide for all programmes, institutions and state health departments under the Ministry of Health, so as they will not go astray during the implementation, monitoring and evaluation of the plan. Thus the present document was developed.

1.2 What the Strategic Plan Addresses

This Strategic Plan is a summary of the Country Health Plan: 9th Malaysia Plan 2006-2010 documents, released earlier in 2006. It provides a clear destination for all programmes, institutions and state health departments under the Ministry of Health for the 9th Malaysia Plan period. Readers are recommended to refer to the Country Health Plan: 9th Malaysia Plan 2006-2010 Book 1 and the Programme Health Plan: 9th Malaysia Plan 2006-2010 Book 2 for further details on the background of its development as well as the action plans at ground level.
1.3 The Challenges of the Malaysian Health System

The health status of Malaysians has improved significantly since the nation achieved its independence in 1957. Despite such success, there remain issues and challenges that need to be addressed. These matters in question range from the evolvement of disease patterns to the administration of health services.

As the custodian for health in the country, it is imperative that the MOH addresses these concerns in the interest of boosting the system which in turn will ensure the health of the people. The MOH shall give emphasis to the changing patterns of communicable as well as non-communicable diseases, including mental health. At the same time, it will persevere to provide universal coverage of healthcare services at affordable costs. Provision of quality of services and optimisation of health resources, in the forms of human, financial, infrastructure and technological will be given priority, both in the public and private sectors. The MOH will also not overlook the marginalised population such as the underprivileged and elderly as well as those living in the remote parts of the country.

At present, the MOH's initiatives at reforming healthcare are in progress to support these efforts. Its feat at enriching the health status of Malaysia depends greatly on the promotion of wellbeing to individuals and communities. It shall rely on the awareness, conduct and use of research evidence to continually improve its performance to meet local and global demands. The areas of health care quality, tourism and informatics shall be strengthened to provide the MOH with the competitive edge on the international platform.
1.4 Organisational Structure
Strategic Plan

2.1 Vision for Health

Malaysia is to be a nation of healthy individuals, families and communities, through a health system that is equitable, affordable, efficient, technologically appropriate, environmentally adaptable and consumer-friendly, with emphasis on quality, innovation, health promotion and respect for human dignity and which promotes individual’s responsibility and community participation towards an enhanced quality of life.

2.2 Mission of Ministry of Health

The mission of the MOH is to build partnerships for health, to motivate and facilitate the people to:

- fully attain their health potential
- appreciate health as a valuable asset
- take positive actions to further improve and sustain their health status

2.3 Corporate Values of Ministry of Health

The MOH’s vision for the future and the strategic objectives are based on its corporate values that incorporate professionalism, teamwork and caring.
2.4 Strategic Goals

- Prevent and reduce the burden of disease
- Enhance the healthcare delivery system
- Optimise resources
- Improve research and development
- Manage crisis and disasters effectively
- Strengthen the health information management system

2.5 Strategies

- Improve governance, and adoption of appropriate technology and service practices to empower individuals, families and communities towards attaining lifelong wellness.
- Develop skills and competencies to further reduce mortality and morbidity rates in furtherance of strengthening the quality of healthcare delivery.
- Establish effective business strategies to enhance organisational performance and the consumption of resources.
- Increase the use of evidence through research to support all levels of decision making.
- Elevate the level of preparedness in managing disasters and health-related crises effectively.
- Upgrade the standards of information and communication technology as well as health informatics to maintain sound health information management.

The MOH is a vast organisation comprising of different Programmes and Divisions, with varying functions and responsibilities. These components have in turn formulated strategies (Appendix 1) to uphold the above strategies of the MOH. These strategies together with the action plans can also be viewed in the Programme Health Plan: 9th Malaysia Plan 2006-2010 Book 2.
2.6 Measurements

The key indicators of health status include:

- Average life expectancy at birth
- Crude death rates
- Infant and toddler mortality rates
- Maternal mortality ratio
- Prevalence of road traffic injuries and selected diseases such as ischemic heart disease, mental illness, cerebrovascular diseases, cancer, asthma, chronic obstructive pulmonary disease, diabetes mellitus, dengue, HIV and others.
- Prevalence of health risk factors e.g. tobacco smoking, alcohol consumption, overweight, physical inactivity and others.

Conclusion

The MOH’s Strategic Plan is a 5-year-scheme that charts the path in achieving health’s vision and goals. The objectives of the MOH in the 9th Malaysia Plan have become the underlying principles of its development. It is the ultimate reference to guide all health departments with their respective action plans, programmes and activities for the future. Adherence to this Strategic Plan is indeed a major step towards realising Malaysia as a developed nation of healthy individuals and communities, to correspond with Vision 2020.
References


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<td><strong>PUBLIC HEALTH Programme</strong>*</td>
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<td>1. Promote health &amp; prevent disease</td>
<td>1. Strengthen primary care services</td>
<td>1. Provide optimal wellness-oriented health services</td>
<td>1. Enhance use of evidence-based PH research in decision making &amp; care at all levels</td>
<td>1. Enable the implementation of disaster management plan (pre, during &amp; post disaster)</td>
<td>1. Strengthen Public Health Information Management System (HMIS)</td>
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<td>2. Enhance appropriate &amp; timely management of infectious disease cases</td>
<td>2. Enhance quality of services</td>
<td>2. Manage human resources &amp; financial allocations appropriately</td>
<td>2. Optimise availability of R&amp;D resources for both R&amp;D producers &amp; R&amp;D output users</td>
<td>2. Provide adequate &amp; appropriate emergency care services &amp; facilities</td>
<td>2. Provide health knowledge &amp; information to users in appropriate format for optimal decision support</td>
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<td>3. Enhance disease reporting system</td>
<td>3. Enhance appropriate &amp; timely management to limit morbidity &amp; mortality from health priority diseases</td>
<td>3. Allocate all funding to optimise the organisation’s performance in reducing disease burden</td>
<td>3. Mitigate impact of disasters</td>
<td>3. Mitigate impact of disaster</td>
<td>3. Develop a comprehensive data base for decision-support for the priority aspects of MOH services &amp; operations</td>
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<td>4. Provide adequate &amp; effective health promotion</td>
<td>4. Further develop skill &amp; competencies, adopt appropriate protocols &amp; technology for the prevention, diagnosis &amp; management of diseases</td>
<td>4. Plan &amp; manage human resources to be able to provide optimal wellness-oriented health services</td>
<td>4. Improve family health care services through R&amp;D</td>
<td>4. Expand &amp; ensure complete national coverage of the MOH’s Rapid Response Mechanism</td>
<td>4. Consolidate family health information system into HMIS</td>
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<td>5. Strengthen the organisational structure for effective implementation of disease control programme</td>
<td>5. Strengthen existing health services for prevention of mortality &amp; morbidity, promotion &amp; maintenance of health of various subgroups in the population i.e. pregnant mothers &amp; newborn, infant &amp; toddler, children &amp; adolescents, adult &amp; elderly, persons with disabilities</td>
<td>5. Optimise human resources in the delivery of services</td>
<td>5. Mitigate impact of disaster</td>
<td>5. Strengthen emergency pre–hospital care services at primary care level</td>
<td>5. Develop routine measurements of outcomes in mental health services</td>
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<td>6. Prevent &amp; reduce disease burden among various subgroups in the population i.e. pregnant mothers &amp; newborn, infant &amp; toddler, children &amp; adolescents, adult &amp; elderly, persons with disabilities</td>
<td>6. Strengthen existing health services for prevention of mortality &amp; morbidity, promotion &amp; maintenance of health of various subgroups in the population i.e. pregnant mothers &amp; newborn, infant &amp; toddler, children &amp; adolescent, adult &amp; elderly, persons with disabilities</td>
<td>6. Ensure effective delivery of mental health services at primary health care level</td>
<td>6. Strengthen capacity in conducting research through collaboration efforts with relevant agencies</td>
<td>6. Strengthen emergency pre–hospital care services at primary care level</td>
<td>6. Establish routine collection &amp; reporting of data by all types of mental health services</td>
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<td>8. Promote community action &amp; empowerment for mental health</td>
<td>8. Strengthen implementation of community mental health services at national &amp; state level towards improving mental health outcome</td>
<td>8. Improve collaboration &amp; smart partnership between sectors, i.e. government, NGO’s, private sector &amp; international organisations</td>
<td>8. Promote the culture of research at all levels</td>
<td>8. Improve the convenience of ICT (Tele-primary care)</td>
<td>8. Improve quality care through the relevance of ICT</td>
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<td>10. Reduce prevalence of macronutrient &amp; micronutrient deficiencies</td>
<td>10. Improve function of persons with severe mental illness &amp; enhance their</td>
<td>10. Involve private General Practitioners in the delivery of primary medical care</td>
<td>10. Utilise local research results</td>
<td>10. Improve the convenience of ICT (Tele-primary care)</td>
<td>10. Facilitate the availability of R&amp;D resources</td>
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<td>11. Control increase in prevalence of obesity</td>
<td>11. Improve function of persons with severe mental illness &amp; enhance their</td>
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<td>12. Control increase in prevalence of diet-related</td>
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<td>Appendix 1</td>
<td>MOH Strategic Plan 2006-2010</td>
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<td><strong>chronic diseases</strong></td>
<td><strong>integration into society</strong></td>
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<td><strong>13.</strong> Strengthen &amp; ensure a comprehensive &amp; well structured health prevention &amp; health risk assessment at primary health care to improve health status of individuals &amp; communities</td>
<td><strong>9.</strong> Improve quality of nutrition services at all levels of community by nutritionists &amp; nutrition-trained professionals</td>
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<td><strong>14.</strong> Provide home care nursing services, facilitate self-care &amp; optimal independence to those requiring nursing care in the home</td>
<td><strong>10.</strong> Increase community capacity through community action in promoting health &amp; preventing illness</td>
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<td><strong>15.</strong> Protect public against health hazard &amp; fraud in the preparation, sale &amp; use of food</td>
<td><strong>11.</strong> Provide the delivery of an integrated, comprehensive &amp; coordinated primary medical services</td>
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<td><strong>16.</strong> Increase the capacity building towards strengthening of food safety activities</td>
<td><strong>12.</strong> Ensure appropriate staff provides the expected services according to their training qualifications</td>
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<td><strong>17.</strong> Strengthen food hygiene legislation &amp; promotion</td>
<td><strong>13.</strong> Ensure adequate &amp; appropriate infrastructure &amp; facilities for the delivery of Primary Health Care Services in MOH</td>
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<td><strong>18.</strong> Increase food premise inspection, implementing own control system at the food premise &amp; increasing cooperation between related agencies</td>
<td><strong>MEDICAL Programme</strong></td>
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<td><strong>19.</strong> Increase the level of food safety &amp; hygiene among Small &amp; Medium Scale Industries similar to the international standard</td>
<td><strong>1.</strong> Improve access to affordable medical care services appropriate to needs</td>
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<td><strong>20.</strong> Increase the level of acceptance of exported food product so that our country remains competitive</td>
<td><strong>2.</strong> Improve quality of medical care services for better health outcome &amp; client satisfaction</td>
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<td><strong>21.</strong> Increase Malaysia influence in food safety issues at international &amp; regional level</td>
<td><strong>3.</strong> Increase efficiency &amp; competitiveness of medical care services provision and delivery to ensure sustainability in response to globalisation &amp; trade liberalisation</td>
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<td><strong>22.</strong> Promote food safety to the</td>
<td><strong>4.</strong> Enhance working environment for staff to provide better service</td>
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**RESEARCH & TECHNICAL SUPPORT Programme**

2. Conduct research to support MOH in allocation of fund to optimise the organisation’s performance in improving health
3. Conduct research to support MOH in planning & management of human resources so that they are able to provide quality services
4. Develop policy & provide development fund to optimise the organisation’s performance in improving health via reducing the disease burden, etc.
5. Provide training facilities for planning & managing human resource so that they are able to provide optimal wellness-oriented health services
6. Optimise human resources in the health care sector
7. Establish the safety of building, equipment & system for all healthcare facilities
8. Strengthen human resources through capacity building
9. Harness interagency collaboration locally & globally to ensure the availability & access to safe, efficacious, affordable T/CM services

**PHARMACY Programme**

1. Establish National Medicine Use Survey (NMUS) to continuously & systematically collect data on utilisation of medicines relevant to its improvement in Malaysia
2. Improve dissemination of specific, timely, reliable & accurate information
3. Provide comprehensive & complete database for ionizing, non-ionizing & medical devices
4. Improve service delivery by allowing patients to collect their drugs at the nearest health facility
Appendix 1

MOH Strategic Plan 2006-2010

consumer through consumer education & advocating accurate & meaningful food labelling

23. Create a nation with optimal lifelong wellness

MEDICAL Programme
1. Provide adequate & effective services for the prevention & reduction of disease burden
2. Provide appropriate & timely management to minimise morbidity & reduce mortality
3. Further develop skills, competencies & adoption of appropriate technologies for the management of diseases

RESEARCH & TECHNICAL SUPPORT Programme **
1. Conduct research to support MOH to empower individuals, families & communities in attaining lifelong wellness
2. Review & change relevant structures, service practices & policy to promote & support the public’s wellness
3. Provide adequate & effective health services for the prevention & control of diseases
4. Develop skills, competencies & adoption of appropriate technology
5. Optimise infrastructure, equipment & technology
6. Provide technical support services for medical & health success & positive outcomes in pharmaceutical care activities provided by competent pharmacists with specialised training
7. Influence changes in psychosocial-behavioural pattern of Malaysia population in relation to drug & healthcare products usage towards more rationality & objectivity
8. Empower consumers in choice of medication for minor illness by education & pharmacists’ assisted self help/self-care
9. Improve quality use of drugs & increasing safety factors in drugs usage
10. Enhance & strengthen pharmaceutical care services & drug management towards achieving national health goals in preventive, curative & palliative care
11. Increase equity for quality pharmaceutical services throughout the country
12. Create a pool of pharmacists trained with post graduate degree specialising in legislations to carry out enforcement activity more effectively
13. Provide a better service for the public in term of law enforcement
14. Develop skills & competencies & adopt ISO 17025 (Good Laboratory Practice)

ORAL HEALTH Programme
1. Strengthen Oral Health Information Management System
2. Further strengthen Health Management Information System in Oral Health Services
3. Increase use of ICT for improved efficiency in various aspects of healthcare delivery

MANAGEMENT Programme***
1. Increase network infrastructure & coverage
2. Provide one common platform for infrastructure to enable information sharing
3. ICT acculturation
4. Enhance public sector accountability through provision of accounting & management information
### PHARMACY Programme
1. Provide accurate, relevant & unbiased information on drugs, pharmaceuticals, & herbal medications to healthcare providers in the public & private sectors & the lay public, through Drug Information & Consumer Education Unit
2. Empower the utilisation of evidence-based drug information by healthcare professionals & public

### ORAL HEALTH Programme
1. Promote health & prevent disease
2. Reduce prevalence & severity of dental diseases

### MANAGEMENT Programme***
1. Empower individuals, families & communities in attaining life long wellness
2. Improve relevant organisational structure & service practices to promote and support public’s services

### PHARMACY Programme
1. Improve pharmacy services delivery & patient safety
2. Prevent diversion of precursor for illicit production of dangerous drugs & psychotropic substances
3. Test cytotoxic drugs & tests using hazardous substances

### ORAL HEALTH Programme
1. Plan & manage human resources so that they are able to provide oral health services to achieve optimal oral health for improved health & enhanced quality of life
2. Consolidate existing physical facilities

### MANAGEMENT Programme***
1. Plan & manage human resources so that they are able to provide optimal wellness orientated health services
2. Further develop skills & competencies & adopt appropriate protocols/guidelines & technology
3. Reduce shortage of human resource
4. Attract & retain human resource within public service
5. Ensure equitable distribution of human resource
6. Improve values/ethics of MOH personnel
7. Assess competency level of MOH personnel
8. Improve MOH image
9. Cost control of healthcare expenditure
10. Support decision making in MOH
activities of managing health care delivery system are carried out economically, efficiently & effectively
3. Nurture health care industry
4. Enhance bilateral & multilateral cooperation within the health sector
5. Provide continuous & high quality support services in financing

* Public Health Programme includes Disease Control, Family Health Development, Food Safety and Quality Control, and Health Education Divisions
** Research and Technical Support Programme includes the National Institutes of Health, Planning and Development, Engineering and Traditional and Complementary Medicine Divisions
*** Management Programme includes Management Services, Policy & International Relations, Human Resources, Competency, Finance, Manpower Planning & Training, Information Technology; Public Relations