

**Republic of Georgia forming Hospital Association:  
World Services Collaborates with International Consulting Team**

Over the past three years Georgia's health system has been going through dramatic changes. In spite of attempts to enhance and regulate the system, there remain opportunities for improvement, especially in management, clinical service delivery, facility standards, and financing of health care. Effective November 2010, a new Hospital Policy Direction Plan is in place; accordingly, there are to be 46 new hospitals (totaling 1130 beds) in Georgia by 2011.

To support and enhance the development of new and developing hospitals, World Learning/Georgia FORECAST Program (funded by USAID/Georgia) announced the Program "Organizational Development Strategy and Road Map for the Georgian Hospital Association (GHA)".

The objectives established for this project were as follows:

- a) Recommend to GHA the appropriate organizational development strategy with short, medium and long-term objectives
- b) Recommend to GHA the appropriate organizational structure, organizational governance and management procedures, management support systems, portfolio of services, levels of funding as well as alternative sources of funds;
- c) Construct a realistic "road map" by which to actualize the above.

World Services of La Crosse was selected to participate with a team of Georgian non-governmental organizations to carry out this consultation. The Georgian team included:

- Natia Zedginidze, Center for Training and Consultancy (CTC);
- Amiran Daushvili, United Nations Association Georgia (UNAG); and
- Tea Gvelesiani, Partners Georgia (PG).

This Georgian team worked under the guidance and coaching of Klaus Wittkuhn, of German-based Performance Design International (PDI).

Preliminary information and analysis were presented to the GHA Board at an interactive workshop in the fall of 2010 to establish areas of strategic focus and long term goals for the organization. Strategic areas approved by the Board include:

1. Organizational Development
2. Hospital Management Support
3. Advocacy / Lobbying
4. Public Relations / Communication
5. Fundraising

Goals within each area of strategic focus were developed. The consulting team completed their work by providing recommendations to address goals and core deliverables, a performance management framework and a time table for implementation of recommended interventions.