



Influence Of Intergovernmental Articulated Participation On The Effectiveness Of Management For Health Results

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ABSTRACT

The objective of this article is to analyze the influence of articulated intergovernmental participation on the effectiveness of management for health results. To do this, we proceeded to analyze the main theories of articulated participation and effectiveness in public management specifically in health. For this, the analytical-synthetic method was applied in order to analyze and synthesize the relevance of the theory described regarding effectiveness. management for results and intergovernmental participation. This article is the results of perceptible arguments studied related to results-based management and intergovernmental participation tied to effectiveness, all this finding is aimed at achieving objectives related to the factors that influence and improve results-based management in health and participation. that plays an important role in permanent coordination between State institutions at the three levels of government (national, regional and local). It is concluded that articulated intergovernmental participation directly influences management by results, which is why evaluation is necessary of health indicators which allows to show the influence of social participation.

Keywords: Intergovernmental participation, effectiveness, and results-based management.

Introduction:

Studies have been carried out on the influence of intergovernmental participation on the effectiveness of results-based management, as well as its practice in public administration, despite the fact that it is an important tool in public management that promotes citizen participation in the development of public policies for the achievement of objectives within the framework of results-based management. Faced with this situation, the articulated intergovernmental participation has been identified as a problematic axis, which will have a negative or positive influence on the effectiveness of results-based management due to the influence of national, regional and local governments in public management and the development of public policies and the application of results-based management, as well as the results-based budget, as one of the axes of the policy of modernization of the state. Nowadays, in order for there to be an efficient results-based management, it is also necessary that there is a good intergovernmental articulated participation. The models and processes, where there is a need to strengthen results-based management to then include competitiveness in all state sectors of the state, where efficiency is internalized, transcends management, which is why results-based management is of high quality. The management of intergovernmental networks aimed at various social problems where the objective is to improve employment capacity. The purpose and guideline of health management is to impart health to the entire locality. Likewise, offering a differentiated service at all levels of care, its establishments for effective care, as well as collaboration helps us to speed up team decision-making after consultation and thus make pertinent strategic options to raise awareness among the general population to motivate them to participate as primary social actors to debate public policies and thus achieve the expected objectives for a policy. Program and/or project in public health.

Methods:

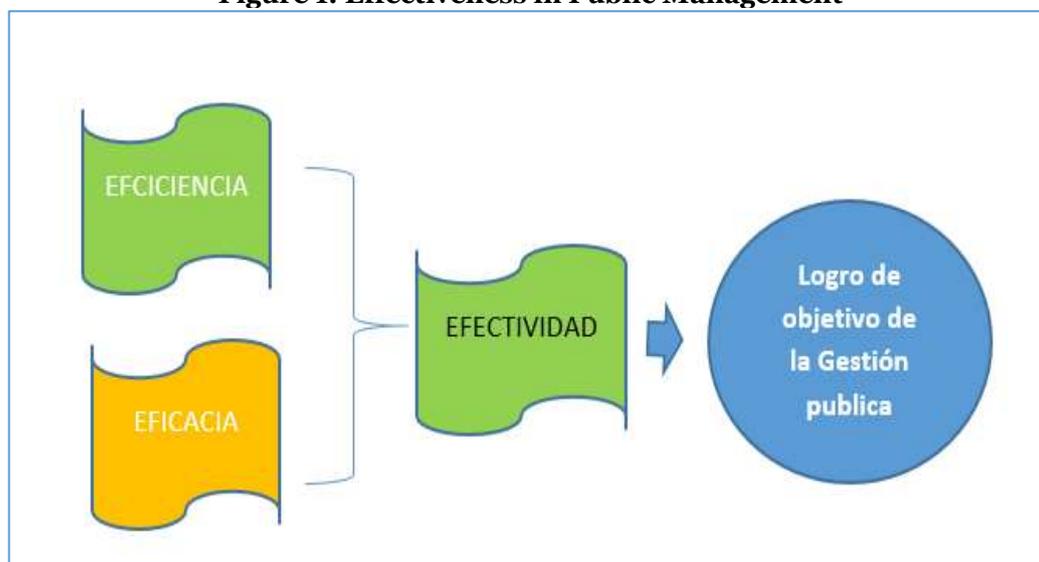
The methodology used for this review article was systematic and analytical in search of the bibliography on the

latest advances of the subject, the database was also obtained such as Scopus, Scielo among others, as well as more than 25 sources were consulted for the aforementioned article through the analysis, synthesis and other methods that guarantee the dialectical analysis of all the consulted material. For a better understanding of the subject, it also emphasizes three aspects: intergovernmental participation, effectiveness in health management and results-based management.

Effectiveness of public management:

Effectiveness in public management was based on the innovations of modern public administration, which includes multiple criteria and standard steps of management systems based on the results obtained. Machin, H. & Sanchez, V. (2019) indicates that effective management is aimed at improving goods and services by optimizing resources, promoting participation and orienting its management to results as pointed out by Tavira & Herrera (2016) evaluating management by results is to take into account the indications of a modern and effective public management that controls and monitors strategic plans in order to achieve objectives indicators or strategic programmes of local governments (p.1). Likewise, Alarcón (2019) indicates that the effectiveness of public management generates public value and is related to the proposed results, he also indicates that there is a relationship between effectiveness and efficiency through the satisfaction of needs and achievement of objectives (p.178). On the other hand, Ingrams (2017) adds, the administrative management to provide clarity has stated that calculating the deductions from the appreciation of its impacts are mixed (p.25).

Figure 1: Effectiveness in Public Management



Source: Authors' own elaboration (2021) based on ; Alarcón (2019)

Effectiveness

Effectiveness can be defined as a process that is broader than efficiency, where it determines a certain procedure on population health. For this reason, it is contemplated in levels that can provide tests, procedures and treatments and/or services according to the degrees with which it is coordinated with patients, health professionals and public institutions. Peralta (2020) indicates that modern organizations and entities are subject to competitive challenges, due to the fact that the state is composed of indecisions by its officials; In a modern entity, the transversal axis must be innovation as a daily practice, which is why the effectiveness in which the various decisions are assumed in a timely manner. according to Vargas & Zavaleta (2020), effectiveness refers to the complement between efficiency and effectiveness for the achievement of objectives in a strategic and operational manner (p.37). In the same way, effectiveness can be measured by guaranteeing some variables depending on the achievement of the objectives. To then arrive at a purpose achieved, effectiveness is a term of greater dimension than efficiency, so it can be contemplated tests and procedures applied in health, which is why Camue (2017) defines that the effectiveness of public policies is the efficiency and effectiveness with which goals and purposes are achieved. that these factors interact directly in the components of the organizational system and in turn states that the effectiveness of the Entity is to establish and recognize the goals that have been adequately achieved.

Effectiveness in results-based management

First, we will refer to effectiveness, which is vital for the achievement of objectives through the application of tools and strategies, in this case results-based management will be a starting point for public entities to generate public value, as pointed out by Contreras (2018). with the intention of significantly reducing risks (p.121). Olabarria (2017) states that results-oriented debureaucratized management is a precedent for the interpretation of the budget by result in the effectiveness of public management as a management strategy (p.95).

Results-based management

Service by results is a model of transformation in public administration, which satisfactorily increases the generation of public value, this is based on results that evaluate the performance of the public servant to allocate budget and are well distributed (p.13). likewise, Tatkei & Wonhyuk (2017) state that performance management theories and practices focused on results-oriented management, but paid little attention to the role of public communication (p.13). On another point, Hernandez & Delgado (2016) shows the perfected management of organizations, they consider essential objectives of creativity, scooping, in search of efficiency and effectiveness by constantly supporting evaluations of procedures so that the managerial approaches of public entities achieve the quality of service and these results of results-based management experiences will promote the improvement of health services(p.66) likewise Pliscoff, (2017) indicates that. Management by results is the search for efficiency in the management and use of public funds, where lower costs are used and greater results are generated, being this new form of application in public management that is based on the search for the most effective State and closer to the citizen.

Components of results-based management

Blutman & Hoya (2019) also state that effectiveness requires tools and skill planning such as the reconsideration of administration with innovations in public administration, deconcentration is part of public management (p.2). On the other hand, Milanese (2018) indicates that results-based management has a practical approach in the incorporation of tools that help achieve the development of the entity, for this it is necessary to have good planning, budget allocation and its monitoring and evaluation in which the result of management is established. Díaz, J. & Núñez, L. & Cáceres, K. (2018) defines it as the procedure for collecting, organizing and analyzing data, in order to transform them into information necessary for decision-making. To do this, it is necessary to have good planning, budget allocation and monitoring and evaluation in which the result of management is established

Information system.

This system contains different steps as an initial stage where the evaluation indicators will be formulated, in this way the evaluation of results will be observed, they are also considered to consider the relevance that allows measuring what is proposed, the relevance that it intends to achieve by selecting a certain number of indicators, the information that is to be achieved must be with the slogan of carrying out an analysis for decision making applying an evaluation model. (p.176).

Follow-up, monitoring and evaluation.

According to Vásquez (2020), evaluation refers to the capabilities to be able to carry out monitoring using different instruments with indicators that will improve the performance of the public servant, thereby changing social conditions, hence the importance of monitoring and the generation of evidence, it is also indicated that the development of capacities and that encompasses management. p. 53).

Knowledge management.

According to Morales, (2017) Knowledge management in public organizations is based on three aspects: identifying prior knowledge to put business processes into operation, managing that knowledge and making it available to the institution, keeping knowledge updated and acquiring existing knowledge. (p. 270)

Human Resources

Montoya & Boyero (2015) point out that the human resource in the institution or organization is important to direct the strategies of effective planning, their initiative and collaborative work will determine the success of the organization, presenting competitive advantages aimed at achieving efficiency and effectiveness, there is no doubt that process management will depend on the human resources that the organization has, guaranteeing continuous improvement and viability (p.20) tags.

Effectiveness of health management

The health management or health administration of a state entity develops public policies based on public health. The government must ensure the biopsychosocial probity in health (physical, mental and social) of the population, ensuring the well-being of each member of society with an optimal level of survival that provides health and that this is provided effectively, as pointed out by Eraso & Chavez (2017), the effectiveness of health management should be measured by the achievement of objectives based on user satisfaction, which is important for This process is comprehensive and complex and guaranteed by organizations in charge of health (p.2). So does Calvo & Peregrin. (2018) point out that health services currently have a greater activity, as well as budgets, resources for it to be effective, efficient and meet the objectives of public health as a governmental social activity. To achieve the effectiveness of health management, the state applies results-based budgeting (p.5).

Strategic Health Programs

On the other hand, Montalvan, T. (2017) indicates that the results-based budgeting of strategic health programs are of vital importance, since they are effective in improving health indicators, meeting the objectives that allow meeting the needs of the population (p.50).

Figure 2: Management by health results



Source: Authors' own elaboration (2021); based on Montalván (2017)

Efficiency in the management of health organizations

In the next step, the author begins by defining the variables by asking about the effects of the health service, it is here where he responds that the administrative management of health tries to designate objectives aimed at an effective management that gives priority to the needs of patients who come in search of a quality service and satisfaction of their needs. It also indicates that this satisfaction is rationed with demographic and health indicators, which is an advance for health research, as well as incorporating terms such as biopsychosocial well-being. In the following paragraph, he cites statistical evidence at a global level based on health and indicators of efficacy and effectiveness, on the other hand, the author mentions several authors who are referents on the subject and focused on the theoretical framework that he seeks to make known to give sustainability to his study

Articulated intergovernmental participation

In relation to articulated intergovernmental participation, this is observed only in organizations or public entities that intervene in the population on their own initiative, which coordinate and propose actions of social impact, aligning their objectives in common with development, sign articulated cooperation agreements in order to achieve organizational goals in an effective and efficient manner. optimising resources, without duplicating functions, in cooperation and adding value to the public services of the population. In this sense, Montesinos (2019) points out that governmental decentralization is necessary to improve goods and services (p.10), as well as Pumpin (2019) indicates the influence of intergovernmental relations can be effective under the same line called coordination at different levels of government, public management plays an important role through the authorities, In turn, Montesinos (2020) institutes the basic correspondence that must exist between the transmission of competitiveness, flows, and territorial political independence that involves decongestion, with the corresponding administration connection between the national, regional and local government(p.3) as well as Ramos (2017) the influence of intergovernmental relations can be effective under the same line called coordination at different levels of government , public management plays an important role through the authorities. An open government can help with the articulated participation of different political groups and the civil community to provide legitimacy, patrimony and efficiency if it is carried out with intergovernmental entities (p.35)

Figure 3: Intergovernmental Articulated Participation



Source: Authors' own creation (2021); based on Pumpin (2019); Montesinos(2019)

Inter-agency involvement

The general collaboration outlines the general techniques through which the gathered, the ordinances, the public entities of all sectors as well as the citizen participation at its different levels are responsible for solving problems related to health and problems related to it in order to unite forces and provide immediate and optimal solutions effectively to the vulnerable population; Thus, as proposals of these public entities, it was proposed to include public participation in popular demand.

Cross-sectoral participation

Intersectoral cooperation strengthens health services by providing an efficient and timely repression of Covid-19, as well as collecting essential contributions in commands and commissioners of public entities for its approval and implementation, supported by a realistic diagnosis and according to the circumstances of the current situation, as well as safeguarding the life and health of the population. In another sense, Hardi (2015) indicates, intergovernmental management is aimed at an integral program, such as monetary and non-monetary cooperation (public service) and the organization must have organizational tools, this cooperation must be gradual, starting in a sectoral way towards the integral, so cooperation must be more than cooperation, a collaboration (p.959). , Montesinos, E. & Contreras, P. (2019) explains that government decentralization is necessary to improve goods and services.

Citizen Participation and Open Government

In another sense, Sánchez (2015) mentions that citizen participation is key to open government, promoting constant dialogue with civil society, and the opening of data in the course of developing state policies of social and democratic interest, expanding economic rights, also has implications for public management (p.51). Likewise, Quintanilla & Gil (2016) Open government encourages the publication of government data, which can become opportunities that optimize the quality of life and development, solving problems and promoting the principles of open government, as a result of the lack of being able to use more government data would generate public value (p.69), an open government can help with the articulated collaboration of different government groups and the urban collectivity to provide legitimacy, heritage and efficiency if carried out with intergovernmental entities(p.481)

Evaluation of the Influence of Articulated Participation of GPR in Health

Results-oriented intergovernmental management, Velasco (2017) indicates, is focused on finding out the effectiveness of the position as a component of the government's trajectory, for which the so-called link test will be used, for the analysis it was founded with the comparison of the same. The use of the liaison mechanism and the application and dissemination of its results was a trajectory device that allowed the government to initiate the taking of measures by the commanders of the day (p.604). Likewise, Alarcón (2020) points out that governments currently prioritize systematic evaluation, which is beneficial in a governmental way. The information they provide on the budget, planning, among others, frame public management, which evaluates the achievements framed in the objectives and their effects to dynamize strategies to achieve the objectives according to this evaluation of results

Evaluation of Health Budget Programs

Velásquez, H. & Rivera, S. (2017) indicates that surveys to track and evaluate health budget programs change the state budget by giving priority to the results that have been generated in the population, these surveys are monitoring and evaluation tools that provide information on the results of the state's management cycle in its interventions, being a relevant input that will help it make decisions about strategic health programs (p.512). Merino & Torres also adds. (2015) the community must participate in the management of care together with health professionals and community representatives, citizen participation will generate spaces to identify needs and, as a result, to make decisions and measures regarding PHC (p.115).

Discussion:

In this review article, we analyzed studies that propose several factors that influence the effectiveness of results-based management. On the one hand, it is established that results-based management is the search for efficiency and greater profits, with the search for the most effective and citizen state being the most effective and closer to the citizen (Pliscoff, 2019). On the other hand, results-based management has a practical focus on the incorporation of tools that help achieve the development of the entity, for this it is necessary to have good planning, budget allocation and its monitoring and evaluation in which the result of management is established (Milaneesi, 2018). Likewise, works on the influence that exists between intergovernmental articulated participation and the effectiveness of management for health results in this sense were also analyzed, they point out that government decentralization is necessary to improve goods and services Montesinos (2019), thus indicating the influence of intergovernmental relations can be effective under the same line called coordination at different levels of government, Public management plays an important role through the authorities with the articulated participation of different political groups and the civil collectivity to provide legitimacy, patrimony and efficiency if it is carried out with intergovernmental entities Pumpin (2019) and contribute to the achievement of objectives of the public entity after contrasting with the theory through a systematic analysis we can determine that intergovernmental articulated participation plays an important role Regarding the improvement of the indicators of management by health results and therefore the effectiveness in this case of public institutions such as health necessary to improve the healthy conditions

of the population, local governments have left aside the use of this tool for the formulation of public policies through citizen participation for the achievement of objectives of governments at their different national levels, regional and local .

Conclusions

This study concludes that there is a direct relationship between articulated intergovernmental participation and the effectiveness of management by health results, the influence they have is evidenced by the evaluation of health indicators where it is observed that the organizations or public entities that intervene in the population by initiative coordinate and propose actions of social impact. Aligning their common objectives to development, they sign articulated cooperation agreements in order to achieve organizational goals effectively and efficiently, optimizing resources, without duplicating functions, in cooperation and adding value to the public services of the population. In this sense, the influence of articulated intergovernmental participation and effectiveness in management by health results, recognizing the complexity of this study on the effectiveness of health management, since it sees the user as a whole in a comprehensive way, recognizes the importance of planning in these sectors that manages to meet the needs of the patient and their continuity in improvement.

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