

# Presentation

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**THIS ISSUE OF THE JOURNAL 'DIVULGAÇÃO EM SAÚDE PARA DEBATE'**, entitled 'Innovating to transform: overcoming challenges and boosting results for Specialized Health Care', aims to analyze and disseminate the experience of technical cooperation between the Oswaldo Cruz Foundation (FIOCRUZ) and the Specialized Health Care Secretariat of the Ministry of Health (SAES/MS) based on Decentralized Execution Terms (TED).

This important instrument makes it possible to implement public policies by decentralizing resources between bodies and entities that are part of the Federal Government's Fiscal and Social Security Budgets.

Technical cooperation actions, made possible by TEDs between central bodies that formulate public policies, such as ministries, foundations, and research institutes, are fundamental for consolidating a new model of public governance based on networks. This model favors horizontal coordination between different institutional players, promoting a greater exchange of knowledge and experience. By working together, these bodies and institutions strengthen their ability to diagnose and propose solutions, contributing to more efficient public policies based on scientific evidence. Network collaboration also allows for disseminating good practices, optimizing resources, and reinforcing transparency and cohesion between the various sectors involved in the governance process.

In order to contribute to this debate, this issue presents, in nine articles – whose authors worked directly on the respective project activities –, the reflections and results achieved in these TEDs, to disseminate them and, above all, that they may contribute to other health interventions in public administration.

The collection begins with the article 'Organizational strategy, value chain, and process mapping in public management: main challenges'. In a context of greater efficiency and effectiveness in public management, incorporating tools and practices from private management, the study, based on technical reports and interview records, among other documents, analyzes the challenges and potential of using business process mapping at SAES/MS between January and June 2017. The initial products produced – mission, values, vision of the future, strategic guidelines and objectives, and value chain – guided the definition of priority business processes. According to the authors, the adaptive method allowed for collective construction among professionals from the technical areas, effectively contributing to the dissemination of knowledge and appropriation of management tools.

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Based on the broader framework discussed in the first study, the next is the experience report 'Process mapping in public health: an opportunity to align strategies, develop collective skills and organizational management', which describes a method with a differential and incremental approach, allowing real impacts on management to be identified. Broadening the generic scope of business process mapping, the action also prioritized the professional training of people through a systemic vision in the search for more excellent organizational performance. From an innovative perspective, it was found that the transfer of knowledge and the appropriation of the tools used in the methodology allowed the organization to promote its improvements independently and autonomously continuously.

The article 'Structuring a Monitoring and Evaluation System for health interventions in the Unified Health System', an experience report using the documentary research methodology, looks at the actions to consolidate a monitoring and evaluation system at SAES/MS from September 2021 to December 2022. Due to different contexts, only the first two of the five stages indicated the development of the system: the description of the problem, the structure of the intervention, and the detailed description of the monitoring and evaluation indicators. Among the challenges identified were the poor recording of previous interventions, the difficulty in engaging and rotating the management team for each intervention, and the long time it took to complete the initial stages of the process. The study reaffirms the importance of implementing a monitoring and evaluation system to track the results and performance of health interventions.

Following this, with a qualitative and reflective approach, the article 'Formulation of public health policies: Situating the problem in *ex-ante* analysis' reflects on the importance of prior analysis before making decisions on the use of public resources in the sector, with the identification of a public problem, including its causes and effects based on evidence. The

proposed direction is that the issue should focus on the population's health needs, not on deficiencies related to health services, realizing the right to health with more comprehensive and effective responses.

With the diagnosis of low maturity in the formatting and evaluation of technical cooperation project proposals in the context of the reformulations of the current General Coordination of Specialized Care Projects (CGPROJ), the strategy used was to hold an online course in 2022 for all SAES/MS collaborators. The action is reported in the article 'The experience of a course on developing projects in health with a focus on results', which records the positive evaluation of the participants with 93.3% of completers (56 professionals), as well as the publication 'Basic SAES Project Development Course' with the final versions of the projects developed collectively by six groups. The products obtained point to vital elements for intersection with other training courses to (re)build Permanent Education in Health programs.

The sixth article in the collection, 'Implementation of the Project Management Office in the Secretariat of Specialized Health Care: A great challenge', points out the relevance of project management in the actions of SAES/MS and the procedures for implementing a Project Management Office (PMO) from 2017 to 2022. In addition to the extensive training of the team involved in the activities, the experience report records, as the main improvements, the effective standardization of procedures, the alignment of projects with strategic objectives, and the emphasis on monitoring, with the overcoming of challenges such as the need for changes in organizational culture and the constant updating and review of processes.

The article 'Information and Communication Technologies for collaborative work and project management: A new experience', focusing on a very current issue, reports on the importance of digital tools in project management (MS Project and Teams) and how they

were implemented, the training of the team to use them and the necessary adjustments. With a qualitative, descriptive, and observational approach, the study indicates the benefits of using these tools for project management and shared work, as well as analyzing the digital mindset skills in the public sector proposed by the National School of Public Administration (ENAP).

Another highly relevant topic is addressed in the eighth article, 'Risk management in organizational processes for quality deliveries', an experience report on the actions to implement risk management in organizational processes in SAES/MS sectors, by the MS Risk Management Policy updated in 2021. The systematized products (risk identification and control actions) indicate the importance of methodological adaptations implemented according to the organizational context and, mainly, of training strategies that encouraged effective learning and engagement of participating professionals, with improvements to organizational processes.

The article 'Implementing High-Performance Transversal Skills in the public sector: Transforming the exotic into the familiar' completes the collection, presenting the results of technology transfer in the implementation of competency-based management

applied to process management at SAES/MS from November 2022 to April 2023, to promote familiarization with this practice. The action, guided by its method, sought to achieve a virtuous articulation of the transversal competencies with the work processes, the value chain, and the organization's strategies, allowing the competencies to be adapted to the organizational context by all the teams involved in the execution of the processes, indicating a guideline for the effective implementation of competency-based management.

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## Collaborator

Lima JL (0000-0001-7549-7160)\* is responsible for preparing the manuscript. ■

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