

## Health Partners Southern Africa Track Record

### **Botswana**      **Development of the strategic plan for the Health Inspectorate Division,** Feb – Jun 2011      **Client: Ministry of Health**

The Ministry of Health in Botswana has appointed Health Partners Southern Africa (HPSA) to develop an integrated strategic plan for the Health Inspectorate Division. The Strategic Plan will incorporate the following:

- The mission, vision, values and objectives of the Health Inspectorate
- A 5 year implementation plan
- Communication Plan for dissemination
- Reporting, Monitoring and evaluation framework
- A Human Resource Plan which will include;
  - Leadership, governance and management arrangements within the directorate
  - Development of the required mechanisms to rapidly and efficiently mobilize and deploy the human and institutional capacity necessary to implement the Strategic Plan.

### **Zimbabwe**      **Impact Assessment of the Expanded Support Programme (ESP) for HIV and AIDS** Feb – Apr 2011      **Client: Department for International Development (DfID)**

HPSA, through Health Partners International (HPI), is conducting the assessment of the ESP which aims to determine how successful the ESP has been in achieving its targets, how far this has contributed to the overall achievements of the national response, and how cost-effective the programme has been. The impact assessment is also looking to provide recommendations to inform the future strategic direction of the programme. Our approach to this work has been to engage in a comprehensive and participatory process at national, provincial and district levels with all key stakeholders, to consult a wide range of relevant documents, reports and monitoring systems, and to acquire an in-depth insight into the experiences gained by implementing partners and beneficiaries.

### **Nigeria**      **Maternal, Newborn and Child Health Programme (MNCH)** Sep 2008 –      **Client: Ministry of Health – Health Partners International (HPI)** Dec 2012      **Funder: DfID**

Designed to revitalise primary health care in poorly served states in northern Nigeria, with a particular focus on improving maternal, newborn and child health (MNCH). The MNCH Programme aims to improve quality and access to MNCH services in three states, through the delivery of six outputs:

- strengthened State and LGA governance of PHC systems;
- improved human resource policies and practices;
- improved delivery of MNCH services via the PHC system;
- evidence for PHC stewardship, MNCH policy and planning, service delivery, and effective demand through operational research;
- improved information generation with knowledge used in policy and practice; and
- increased demand for MNCH Services.

The Programme is designed for unified implementation with PRRINN (Programme for Reviving Routine Immunization in Northern Nigeria), operational since 2006.

HPSA provides technical expertise in human resource management, planning and development including the design of an Human Resource Information System that provides day-to-day personnel administration functions and accurate readily available information on staffing. HPSA also completed a comprehensive HR audit to identify the gaps between staffing demand and supply through the development of staffing norms per facility type based on the Minimum Service Package guidelines.

## **Nigeria**

Oct 2006 – Sep  
2011

### **Partnership for Reviving Routine Immunization in Northern Nigeria (PRRINN)**

**Client: Ministry of Health – HPI**

**Funder: DfID**

PRRINN aims to revive routine immunization in selected states of Northern Nigeria whereby 60 per cent of children will have been fully immunized before their first birthday and 70 per cent of women aged 15–49 having appropriate tetanus toxoid (TT) doses by the end of the programme. Routine immunization is used as an entry point for broader health systems strengthening. The programme works in four states: Zamfara, Katsina, Jigawa and Yobe. It is managed through a Joint Venture Partnership between Health Partners International (HPSA's parent company), Save the Children UK and GRID Consulting Ltd.

HPSA focuses on:

- reviewing the distribution and utilisation of health human resources within the context of the minimum health package;
- the assessment of human resource distribution against the number and types of PHC facilities and hospitals in the states;
- the identification of human resource gaps and strategies to resolve them;
- pin-pointing critical human resource issues that need to be addressed to improve the availability, utilisation and management of personnel.

HPSA developed a Human Resource Management Toolkit to assist managers to manage staffing more effectively. This included a Person-to-Post Matching exercise whereby the existing staff were allocated by number name and rank into recommended staff establishments. Through this process ghost workers were identified and inappropriate deployment of staff was highlighted.

## **South Africa**

Feb 2009

### **Development of an Ideal Health System**

**Client: Eastern Cape Department of Health (ECDoH)**

HPSA facilitated a selected team of five health management and planning experts to assist the ECDoH with the development of an ideal health system. This process incorporated all aspects of operational and managerial focus areas in an effort to optimise service delivery within their health system. The process also focused on all levels of service delivery: facility, sub-district, district and provincial levels.

## **Zambia**

Jan 2007 -  
2009

### **Long term technical assistance on human resource management**

**Client: Ministry of Health - HERA**

**Funder: SIDA**

The main objective of the long-term Technical Assistant on Human Resource Management was to ensure that the provision of advice and guidance on human resources to the Ministry of Health was technically sound and professional and would result in a series of actionable work plans that would bring about the required change. To achieve this objective, HPSA assessed the current staffing levels by category of employee per health facility. This survey provided the baseline for the design of the recruitment and retention strategy, for the design and implementation

of the performance management system, and for the development of a national human resources for health strategy.

The technical assistance also provided leadership for the capacity development in human resource management and development, as well as for the organisational development exercises.

**Lesotho**  
Jul – Oct 2008

**DBSA Lenders Technical Advisor – Lesotho PPP Hospital Clinical Due Diligence**

**Client: Technical Support Facility Southern Africa (TSF) - ARUP**

HPSA carried out due diligence for Netcare a leading health care provider for the Queen Elizabeth II hospital in Maseru, Lesotho. HPSA focused on national clinical standards; prevailing market condition and management capability for the hospital management team.

**Nigeria**  
May 2002 –  
Mar 2008

**PATHS I: Partnership for Transforming Health Systems**

**Client: Ministry of Health – HPI**

**Funder: DfID**

The Partnership for Transforming Health Systems programme (PATHS I) was a five-year programme of assistance to the government of Nigeria. The goal of the programme was to improve the health status of poor Nigerians in a sustainable manner. Key outputs included:

- a strengthened stewardship role for government;
- improved management systems in the public health sector;
- better quality preventative and curative services; and
- increased awareness among consumers of their rights and entitlement to quality health services.

HPSA provided ongoing support focussing on management and organisational development initiatives, including:

**Rationalisation of public sector hospital services – Enugu State**

Situational analysis of public sector hospital services with a focus on the quality and efficiency of hospital care in relation to staff skills and staff utilisation patterns, leading to institutional reforms within the Enugu health sector.

**Review of the state of facilities – Enugu State**

Review of ten health facilities using the Peer and Participatory Rapid Health Appraisal for Action (PPRHAA) methodology<sup>1</sup>. The themes included:

- patient care management;
- health management information systems and service data;
- internal management within the facility;
- relationship and linkages with external bodies whose activities impact on health;
- the state of equipment and infrastructure; and
- financial management and accounting within the facility.

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<sup>1</sup> Health Partners International developed PPRHAA (Peer and Participatory Rapid Health Appraisal for Action) as a quick, easy-to-use method of carrying out appraisals of health facilities that will lead to action by health services and by the communities that use them.

PPRHAA, as the name suggests, is a participatory process. It involves both managers and the staff from the facilities being assessed, and incorporates consultation with some of the communities and clients served by the facilities. It not only gives facility managers a good overview of their performance (often for the first time), but also enables them to focus on their management systems and styles in a structured way, identifying gaps and helping to find ways of addressing them.

**Botswana**  
Jan 2005 – Feb 2008

**Botswana Human Resource Plan Development Project**  
*Client: Ministry of Health*  
*Funder: WHO – UNDP - ACHAP*

HPSA provided technical assistance for the Botswana's Ministry of Health 10 year Health Manpower Plan, ensuring equitable distribution of human resources throughout the public health sector and accessible and affordable services.

Manpower scenarios were developed to take into account plans for expansion, adjustment and abolition of services throughout this timeframe. The plan also included an assessment of ART service delivery and human resource requirements for its roll-out in HIV&AIDS services, as well as the human resource requirements for the human resource administration systems in central medical laboratories, central pharmaceutical services, bio medical engineering services and head offices.

**South Africa**  
Jul 2006 – Dec 2007

**Health Service Transformation Plan Development**  
*Client: Eastern Cape Department of Health (ECDoH) - HST*

In partnership with HST, HPSA facilitated the formulation of a 10 year strategic plan on the future development of the health sector in the Eastern Cape Province (ECP). The focus of this project was on identifying appropriate health management priorities and best practise solutions for improving health care in ECP through field study.

**South Africa**  
Jul 2006 – Dec 2007

**Human Resource Strategic Planning**  
*Client: South African National Treasury*

The purpose of this project was to complement the 2006 national Human Resources Plan developed by the National Department of Health (NDoH) by proposing a set of affordable staffing norms and costs for a typical set of hospitals and PHC services. The developed norms and costs formed the basis of national funding strategies aimed to address past deficits of funding in human resource provision for health care services. To achieve this, HR Planner<sup>2</sup> was updated to accommodate the number of facilities studied and their specificity, as well as the latest salary scales applicable in June 2006. Detailed staffing guidelines and staffing costs were also generated for 20 different hospital models of varying facility type, size, bed occupancy and patient day equivalent (PDE) per day.

**Malawi**  
May 2003 – Mar 2007

**Project on Reducing Child Morbidity and Strengthening Health Care Systems**  
*Client: Management Sciences for Health (MSH)*  
*Funder: USAID*

HPSA, in partnership with Management Sciences for Health (MSH) a leading US healthcare consultancy, was appointed to strengthen central hospital management systems by providing both fulltime and intermittent technical support over a 4-year period. This included:

- introducing a decentralized annual business planning process;
- facilitating a management systems' development process to establish and

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<sup>2</sup> HRPlanner is a practical planning tool for generating health service staff establishments in formats required locally in the public sector. It is designed to:

- create organisational structures of health institutions;
- model staff establishments based on workload; and
- generate a variety of human resource reports at various levels in the health system from individual facility to national level.

document policies, systems and processes in the administration of human resources, finances, and support services;

- introducing a new revenue management system and a commercial accounting package to improve financial management;
- rationalising the organisational structure, staff establishment, budget planning process and accounting system for tertiary hospitals to facilitate general management at cost centre level;
- strengthening the HMIS to facilitate quarterly performance reviews
- designing an electronic pharmaceutical inventory control system; and
- establishing a policy and regulatory framework that was conducive to implementing reform by drafting a comprehensive policy and Bill to guide central hospital reform.

HPSA also reviewed the roles of academic institutions and research organisations in promoting service delivery. This review, which also covered an assessment of the procedures for the control of research in Malawi, led to the drafting of comprehensive policy recommendations on biomedical research and of a White Paper on Health to address emerging issues such as decentralization, changing role of government, SWAp, control health related research.

## **Georgia**

Oct – Nov 2006

### **Health Sector Reform Programme**

**Client: Oxford Policy Management (OPM)**

**Funder: DfID**

OPM implemented a DfID-funded project to support the Ministry of Labour, Health & Social Affairs (MoLHSA) in the reform and development of primary care health services in Georgia. The project focussed on strengthening the Ministry's policy, budget and human resource management capabilities, as well as the development of HMIS and of Information, Education and Communication activities.

HPSA developed a detailed planning of the public health facilities in each region, including the number of beds and staffing requirements. HPSA developed the staffing standards for the four prototype facilities that had been identified. These standards took into account:

- the available and planned medical technology;
- staff training;
- current disease profile;
- likely changes in demand for services;
- current and proposed referral systems and speed of transport; and
- financial affordability.

## **Tanzania**

Oct 1997 – Dec 2003

### **Hospital Reform Programme**

**Client: Ministry of Health**

**Funder: DfID**

HPSA and HPI to provided technical support to the Tanzanian Ministry of Health (MoH) in the conceptualisation, planning, implementation and monitoring of a major initiative for the reform of hospital services. This work took place within the context of wider reforms within the health sector and the introduction of a sector-wide approach (SWAp) to health service development. Activities included:

- the development of a hospital strategy;
- formulation of a 10 year capital development and service plan;
- strategic planning of capital development of Muhimbili National Hospital;
- a study tour on hospital reform to South Africa for key officials;
- hospital management development; and
- the harmonisation of rehabilitation and management reforms at Muhimbili

Hospital, the main national referral and teaching hospital of Tanzania.

The reforms aimed to restructure the hospital board and management team, introduced financial management, accrual accounting, unit costing and up-to-date computerised systems, increased the capacity of the hospital to raise revenue itself which included generating significant surpluses from the care of private patients, strengthened the authority and accountability of hospital departments and divisions, developed human resource management systems and capacity, improved the quality and efficiency of patient care management, and established effective administrative and clinical support services.

HPSA also lead the Joint Technical Health Sector Review of 2002, focusing on an evaluation of the decentralisation of health services to local authorities, health management information systems, the HIV&AIDS control programme, and human resource development.

**South Africa**  
Sep – Nov  
2003

### **Hospital Business Case Development**

**Client: Northern Cape Department of Health - Africon**

This project assisted the Department of Health in the Northern Cape to develop comprehensive business plans for the new Kimberly Hospital complex, De Aar Hospital, Barkley West Hospital and Postmasburg Hospital.

Within this project, HPSA completed:

- a comprehensive Human Resource analysis;
- developed an appropriate post/skill mix;
- produced a Human Resource plan;
- costing frameworks for each hospital.

The business cases were based on the development of scenarios which had to take into account the development of organisational structures for the proposed hospitals as well as appropriate, affordable and equitable staffing norms, generated according to the Code of Remuneration of Employment and that the costing structure of the various scenarios be based on current salary structure.

**South Africa**  
Aug - Nov 2003

### **Centres of Excellence**

**Client: Limpopo Department of Health - Atos KPMG Consulting**

HPSA was subcontracted by KPMG in the Centres of Excellence Project for the Maphuta Malatji and Letaba hospitals in the Limpopo Province. This project aimed to assist the Department of Health in upgrading health care delivery in these hospitals and formed part of the second Integrated Provincial Support Programme (IPSP2) initiative, which was striving to improve efficiency, effectiveness and co-ordination of service delivery provided by the Provincial Departments in support of the nationally implemented Provincial Growth and Development Strategy.

HPSA supported the development of an all-inclusive human resource work-stream which included:

- conducting a comprehensive staff audit;
- the analysis of human resource requirements planning;
- developing an effective human resource utilisation plan in the health service context; and
- streamlining human resource procedures and processes within the human resource managements' departments.

To achieve these goals, HPSA focused its intervention on attracting and retaining staff initiatives, leave planning initiatives to reduce demands on overtime and agency

staff utilisation, sessional doctors' control, and the development of an Human Resource Development plan.

**South Africa**     **Research study on Primary Health Care facilities and services rendered**  
May – Jul 2003     **Client: Buffalo City Municipality - Africon**

HPSA conducted a review of the PHC services, human resources, finances and facilities of three agencies providing health services in the new Buffalo City Municipality (incorporating East London, Mdatsane and King Williams Town and Amatola District Council) and the development of an integrated management tool for data capturing and assessment of PHC facilities. This tool provided easy data capturing, analysis and reporting on key service and facility indicators by measuring facility performance in relation to workload/patient coverage, equipment, infrastructure and staffing.

**South Africa**     **Person to Post Matching Project**  
Mar – Jun 2003     **Client: Gauteng Department of Health (GDoH)**

The purpose of this project was to assist the provincial health department in its implementation of Resolution 7 of the 2002 Framework Agreement (Transformation and restructuring of the public service – utilisation of human resources). One of the requirements of Resolution 7 was to ensure that employees' profiles were aligned to the defined posts in the revised organisational structures of public sector facilities.

To meet this requirement, the GDoH appointed HPSA to conduct a rapid person-to-post matching determining the number of surplus staff and vacant posts. This project formed part of the human resource plan that facilitated the transformation of the health system within the context of the Province's strategic planning framework.



relation to population, admission rates, funding and resources, and to design service delivery options at differing levels of care. The exercise was preceded by a high level review of health service needs and helped inform Provincial Departments of Health to structure their future investments and identify priorities in the improvement of their health care delivery services.

**South Africa**     **Greater Alexandra Renewal Project: Development of an Effective District Health Management Framework**  
 Feb – Nov 2002     **Client: Gauteng Provincial Government**

HPSA assisted the role-players involved in health care provision to the Alexandra community to develop a single co-ordinated District Health Management Framework ensuring that health services were efficiently and effectively delivered. The outputs of this project included:

- developing a single budgeting approach;
- providing role clarity for all agencies;
- developing an efficient referral system; and
- ensuring the appropriate blending of public and private services.

This was achieved by integrating PHC service delivery, improving the physical facilities, the health service delivery, the referral system, as well as the utilisation of human resources.

A detailed audit and analysis of present health services, capacity and need in Greater Alexandra was also undertaken and provided a review of the socioeconomic context, the existing studies on the health management systems of the Greater Alexandra, the agencies delivering health services and the state of their physical facilities and equipment, the current referral system, human resource capacity and utilisation, the budget and expenditure profiles, and the existing governance and management structures and systems.

**South Africa**     **Human Resource Requirements for District Health Services**  
 Jun 2001 –     **Client: Nelson Mandela Metropolitan Council -**  
 May 2002     **PriceWaterhouseCoopers (PWC)**

In partnership with PWC, HPSA assisted the new metro to consolidate health care services of four local authorities. The primary focus of the project was to assess the human resource personnel and establishment criteria and requirements to match activity levels, as well as design the appropriate organograms and establishments in correlation with these activity and skills needs. In addition an assessment of the affordability and funding status was undertaken to ensure the creation an equitable and fair distribution of resources to meet these demands.

HPSA conducted the review of the District Health Service provision which included PHC utilisation and needs as well as access to 24hour service. On the basis of this review, HPSA undertook the data and situational analysis that informed the development of a uniform approach to human resource planning for the delivery of a core package of PHC. HPSA was also in charge of creating generic job descriptions for all post categories that would render this core PHC package and developed detailed staff establishments for all concerned institutions.

**Zambia**Sep 1995 –  
Sep 1999**Zambia Hospital Management and Development****Client: Overseas Development Administration (ODA)**

HPSA led this five-year consultancy project for the Overseas Development Administration (ODA) supporting the introduction of new semi-autonomous management systems in three of Zambia's central hospitals. HPSA also led the preparation of national guidelines for hospital management and oversaw the upgrading of the hospital equipment.

**South Africa**Oct 1998 – May  
1999**Evaluation of Siyakha and Alexandra PHC Projects****Client: Abt Associates South Africa Inc – National Department of Health (NDoH)****Funder: European Union**

HPSA conduct the evaluation of the Siyakha and Alexandra PHC projects with the HIV Management Services. The objectives of the evaluation were to assess the projects' past and current performance, institutional roles and ongoing relevance within the District Health System, and sustainability of the projects. This included assessments of:

- the current funding situation;
- the relationships with government;
- the management capacity; and
- the current and potential roles in providing PHC.

On the basis of this evaluation, HPSA made recommendations on whether and how the EU could appropriately support the project in view of its potential and actual roles and of any financial constraints.

**South Africa**May 1997 – Oct  
1998**Hospital Information System Limpopo Province****Client: Limpopo Department of Health**

HPSA participated in the development of optimal procedures in the planning phase of the project, developed the human resource requirements for implementation of the new HMIS and participated in the development of the project evaluation process.

**South Africa**Aug 1995 -  
1998**Rationalisation of Hospital and District Services at provincial level****Client: National Department of Health (NDoH)**

HPSA consultants were involved in provincial projects aimed at rationalising hospital services in the Free State, North West, Limpopo Province and Eastern Cape Provinces. These projects facilitated the implementation of proposals on hospital rationalisation that had been put forward in the hospital strategy project.

**South Africa**Sep 1997 –  
May 1998**Rationalisation of District Personnel Skills Mix****Client: National Department of Health (NDoH) - HST**

HPSA analysed the district staffing in Free State, North West, Limpopo Province and Eastern Cape Provinces and made recommendations on optimal skills mix and modelling for PHC services.

**Malawi**  
Apr - Dec 1997

**Strategic Planning For Ministry of Health**  
*Client: Ministry of Health*  
*Funder: World Bank*

In partnership with Ziken, HPSA worked assisted the MoH to develop a 10 year strategic plan for health services in Malawi focussing on health financing, human resource development, decentralisation of hospital management and essential PHC package.

**South Africa**  
Jun 1995 – Jun 1996

**Hospital Strategy Project**  
*Client: National Department of Health (NDoH)*

HPSA participated in the preparation of the strategic plans for transforming the country's 423 public hospitals. These plans aimed to redress past inequity in hospital access, deal with serious inefficiency and declining quality of care, and redirect resources to primary health care. The planning exercise took place at national level and within each of the country's nine provinces and covered five main initiatives:

- the development of national affordability guidelines for rationalising hospital services and staff for the whole country and for all levels of care;
- a national policy framework and implementation plan for decentralisation and reform of hospital management;
- defining a labour relations policy in the management of hospitals;
- setting out a national strategy for hospital cost recovery; and
- the analysis of contracting out in public hospitals.

These initiatives were adopted as the basis for the development of South Africa's hospital services. Substantial implementation took place in most provinces across the country.

**South Africa**  
Nov 1992 – Jun 1995

**Health Programme Development**  
*Client: European Union*

HPSA developed the planning and preparation for the European Union supported NGO health projects and Health Systems Development Support Programme. These projects were designed to help establish district health systems, develop national plans and expand the National AIDS Programme. This was the first major donor programme for the new South African government - 23 million ECU (US\$ 29 million) were allocated to the project in its first year.

**Botswana**  
May 1994 – Feb 1995

**Planning The Re-Development of Botswana Hospitals**  
*Client: Ministry of Health*

In partnership with HPI and Ziken, HPSA carried out a comprehensive review and assessment of all Botswana's District Hospitals and the national psychiatric hospital for the Ministry of Health. This was followed by the preparation of detailed hospital design guidelines, upgrading proposals and architects' briefs for each hospital and an eight-year capital development programme.

**Kenya, Zimbabwe and Malawi**  
Jul 1993 – May 1994

**Planning and Design of AIDS, STI and Family Planning Programmes**  
*Client: Overseas Development Administration*

HPSA consultants led the investigation, analysis and design of three health sector programmes supported by the Overseas Development Administration (ODA - UK) in Kenya, Zimbabwe and Malawi.

**Kenya**

Apr 1993 – May  
1994

**Kenya Health Facilities Study**

***Client: African Development Bank – Plancenter Ltd.***

HPSA conducted a detailed investigation, prepared the preliminary designs and costing and developed the Architects' briefs and implementation plans for an African Development Bank programme that was looking into the construction and upgrading of Kenyan health centres and hospitals.

**Namibia**

Aug 1991 –  
Feb 1993

**Health Programme Development**

***Client: Ministry of Health***

HPSA was contracted to plan and design two large programmes for the Namibian Ministry of Health and Social Services for support from the European Union and Finnida, which included strengthening regional systems and capacity, constructing a 200-bed hospital and training centre, country-wide health centre up-grading, developing national administrative and financial policy, capacity-building and developing a number of specific health services.