

Stronger health systems. Greater health impact.



HOW TO GROW FAMILY PLANNING CHAMPIONS: Integrating Leadership and Management into Pre-Service Training for Health Workers

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Why Leadership & Management?



There are millions of needless deaths each year.

- Technically and medically, we know what to do.
- Billions of dollars are now available for healthcare.
- Yet, most countries are not on track to meet their MDGs.
- *Until there are strong leadership and management capabilities at all levels in the health system, we will continue to see these disappointing results.*

“Binding Constraint”



***“Weaknesses in general managerial capacity at all levels of the health system, but especially at the local level, are widely cited as a binding constraint to scaling up health services and achieving the MDGs.*”**

Scaling up depends on having some key resources, but it also depends to a large degree on how those resources are managed.”

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The Need: Health Manager's Voice



“I remember I was appointed a District Medical Officer in 1993, straight from a surgery ward as a medical officer, and within a week I had to manage an entire district. . . . It was a totally different world.”



Dr. Willis Akwahle, Director of the
Malaria Control Program, Kenya

Makerere Community-Based Education



- The Community-Based Education and Service approach at Makerere School of Medicine (COBES)
 - requires each medical student to spend one to two months a year working at a community health site (COBES site).
- MSH/LDP was ideally suited to fill a gap in the training of medical students
 - to equip them with the knowledge, skills, and attitudes essential to face the leadership and management challenges they will encounter after graduation

Integrating the Leadership Development Program into the Community-Based Education and Service



- Students of Makerere School of Medicine are required to complete practical, field-based training in leadership and management
- Students learn how to face real health challenges in the community



Integrated COBES/LDP Curriculum



- The COBES/LDP curriculum consists of four modules that could be conducted in one or two years or spread over a four-year undergraduate medical curriculum:
 - Module 1: scanning
 - Module 2: focusing
 - Module 3: planning, aligning, and mobilizing resources
 - Module 4: monitoring/evaluating and inspiring
- Students use the Challenge Model to align and mobilize the health facility team and the community to achieve measurable results

Piloting the LDP/COBES



- Students and health workers from Ndejje Health Center and St. Stephen Rural Hospital (COBES sites)
- Observers from Makerere SPH and Muhimbili School SPH (Tanzania)

Results:

- Ndejje Health Center increased the % of deliveries in the health facility of women seen for prenatal care from 15% to 50% in 6 months (baseline: average 24 deliveries in a month)
- St. Stephen Rural Hospital increased deliveries at the health facility by an average of 4 per month over 6 months

Makerere as a Radiating Point



Uganda:

- Makerere College of Health Sciences
 - School of Medicine
 - School of Public Health
- Mbarara University Faculty of Medicine

Tanzania:

- Muhimbili University School of Public Health
- Muhimbili University Faculty of Nursing

Egypt:

- Suez Canal University, Faculty of Medicine



- Pre-service leadership and management development can help scale up proven public health practices, including family planning and other interventions to achieve the MDGs.
- When we equip students with essential leading and managing practices, we enable them to work in an empowered way with health workers in the field to scale up proven practices to improve the health of the communities they serve.

Lessons Learned



- Integrating leadership and management into the Community-Based Education strengthened the L&M of the future and current generations of health managers.
- Institutionalizing and building the critical mass of faculty facilitators is a strong asset for the capacity-building of MOH and other health programs.
- The investment in the pre-service leadership and management program reflects on the overall progress of health outcomes.

Stronger health systems. Greater health impact.



Saving lives and improving the health of the world's poorest and most vulnerable people by closing the gap between knowledge and action in public health.