



# **ASSADPAM 2015 Conference**

**Johannesburg (19 - 20<sup>th</sup> November, 2015)**

## **Management and Leadership Academy: A public Management Specialists' approach to strengthened management systems for improved healthcare service delivery in Zambia**

**Presented by Edward Nondo**

**Supervised by – Dr Fayth Ruffin**

**UNIVERSITY OF KWAZULU-NATAL**

**School of Management, Information Technology & Governance**

# Overview

- Background
  - ✓ Introduction – MLA in Zambia
  - ✓ Objectives/outcomes
- Research Methods
- Results
- Conclusions

# Background

- **Abolition and realignment**

Zambia Central Board of Health (CBoH, 2010)

- ✓ Managing of health service delivery in Ministry of Health (MoH) realigned to province and districts

- **Situational gap analysis**

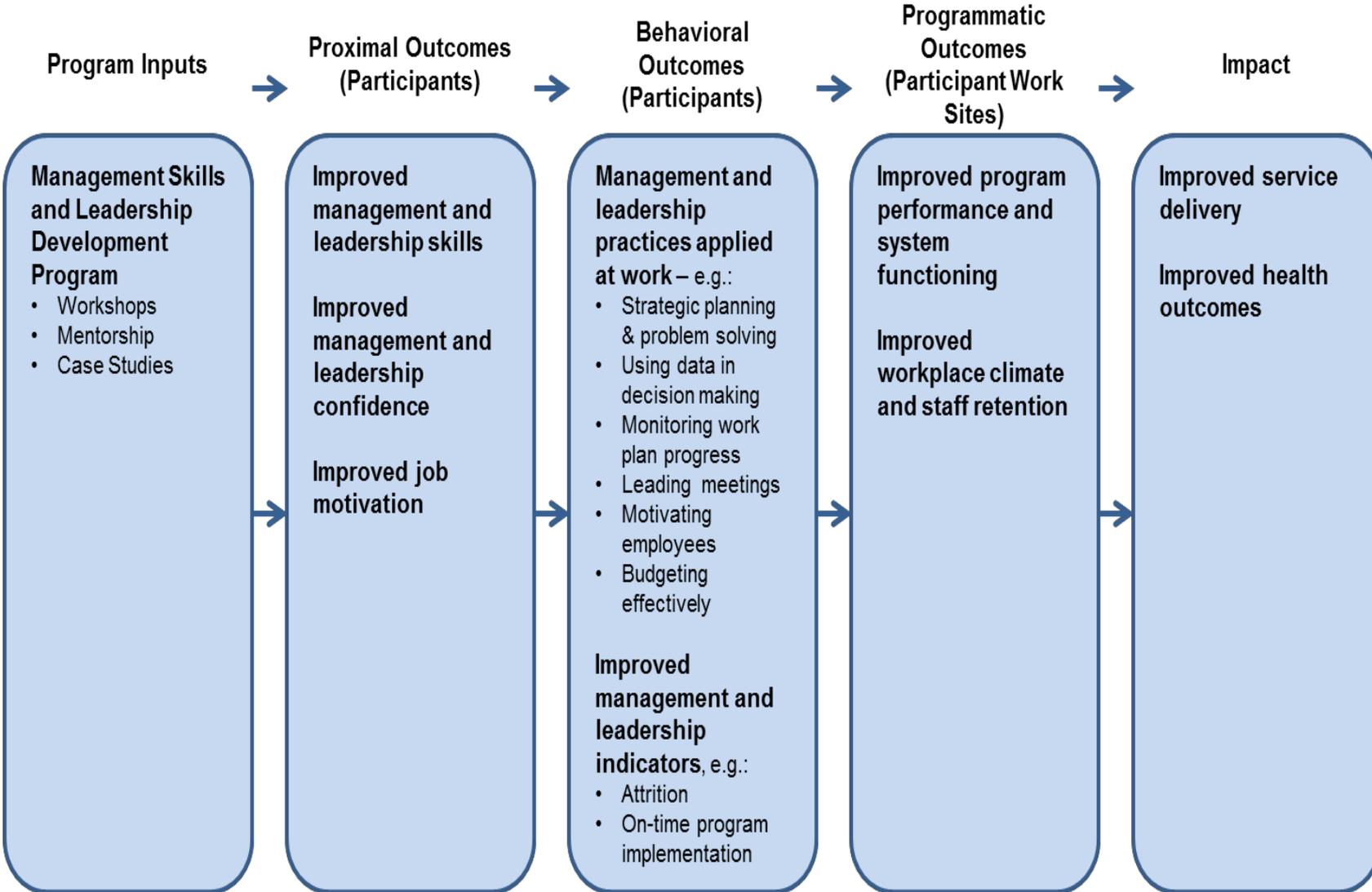
Integrated Systems Strengthening Programme (ZISSP, 2010)

- ✓ Skills mismatches - Medical officers (MOs) & key program officers whose core vocation is clinical practice do management of healthcare services

# Introduction

- **Management and Leadership Academy (ZMLA) approach in Zambia**
  - ✓ Practical capacity building initiative; workshops, case studies and mentorship to sharpen management skills in public service intended for senior gov't officials, administrators...
  - ✓ Accredited to Zambia National Institute of Public Administration (NIPA) ...participants graduated annually
  - ✓ Collaboratively delivered by BRITE | ZISSP | MoH and NIPA with support from USAID | Merk Co.

# ZMLA Logic Model



**Source:** ZMLA Final Evaluation Report (2014)

# Outcomes

- Objectives of the Study & MLA Implementation anchored by the Management Specialists in all 9 provinces, the MLA outcomes:  
(6-Building blocks, among others; governance & leadership..., WHO, 2009 | Training evaluation model...Kirkpatrick and Kirkpatrick, 2006) showed:
  - ✓ **Improved management and leadership skills** at the district and facility level
  - ✓ **Enhanced capacity** of provincial health office (PHO) programme officers to mentor staff at district and facility level (confidence)
  - ✓ **Improved planning and budget execution** in reproductive, maternal, neonatal and child healthcare services including malaria

# Research Methods

## Qualitative design

(Yin, 2012: 40 | Thomas, 2011: 118)



### Interviews:

Semi-structured In-depth interviews with 5 out of 8 District Medical officers in Northwestern province



### Mentorship team:

Provincial Health Office conducted by and with 4 member team  
(PHO Solwezi, 2014)

## Case study:

Mwinilunga district conducted in 5 multiple case study and mentorship groups (MDHO, 2014)



### Focus Group Discussions:

Grounded in participants' perspective discussed with 55 participants in – in a freeing way as learners/case study



Underpinned by Advocacy-participatory worldview to capture voices of participants (Creswell, 2009:9)

- nature of reality for medical professionals as untrained managers
- how they shape what counts as knowledge (do they really want to know management?)

# Research Methods - Contd.

## Qualitative data sources

## Targeted population for data collection

## Data analysis

1. Performance assessment
2. Technical Supportive Supervision
3. ZMLA training and mentorship
4. On-site coaching visits

1. Interviews with 5 District Medical Officers
2. Focus Group discussions of a size (8-10) with Trainees 5 districts

### Recorded data:

1. Transcribed
2. Organised in categories
3. Themes described –
  - (a) training policy & regulations
  - (b) Structures & reporting

# Results

- **Capacity-building**
  - ✓ Showed that 59 ZMLA participants from 5 districts (including Mwinilunga) demonstrated stronger skills and confidence in performing their management functions for improved healthcare.
- **Systems strengthening**
  - ✓ Sustainability management – 4 member free standing mentorship team continued to provide on-site coaching to 59 trained program officers who supervise 2173 health workers in Northwestern province.

# Conclusions

How did the training help reshape what counts as knowledge and what can be known?

- ZMLA approach if used appropriately, can build management capacity in public service especially for medical officers and other health workers.
- ZMLA approach can contribute to systems strengthening for better healthcare outcomes.
- SADC and other African countries with similar health systems could adopt the approach.

# Thank you



Mr Akabana Yamboto.....(in white Mwinilunga DHO, in yellow-Mr Enock Kalombo/PHO with Mr Edward Nondo/ZISSP) sharing CHWk planning challenges & effects on ultimate coverage