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

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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**

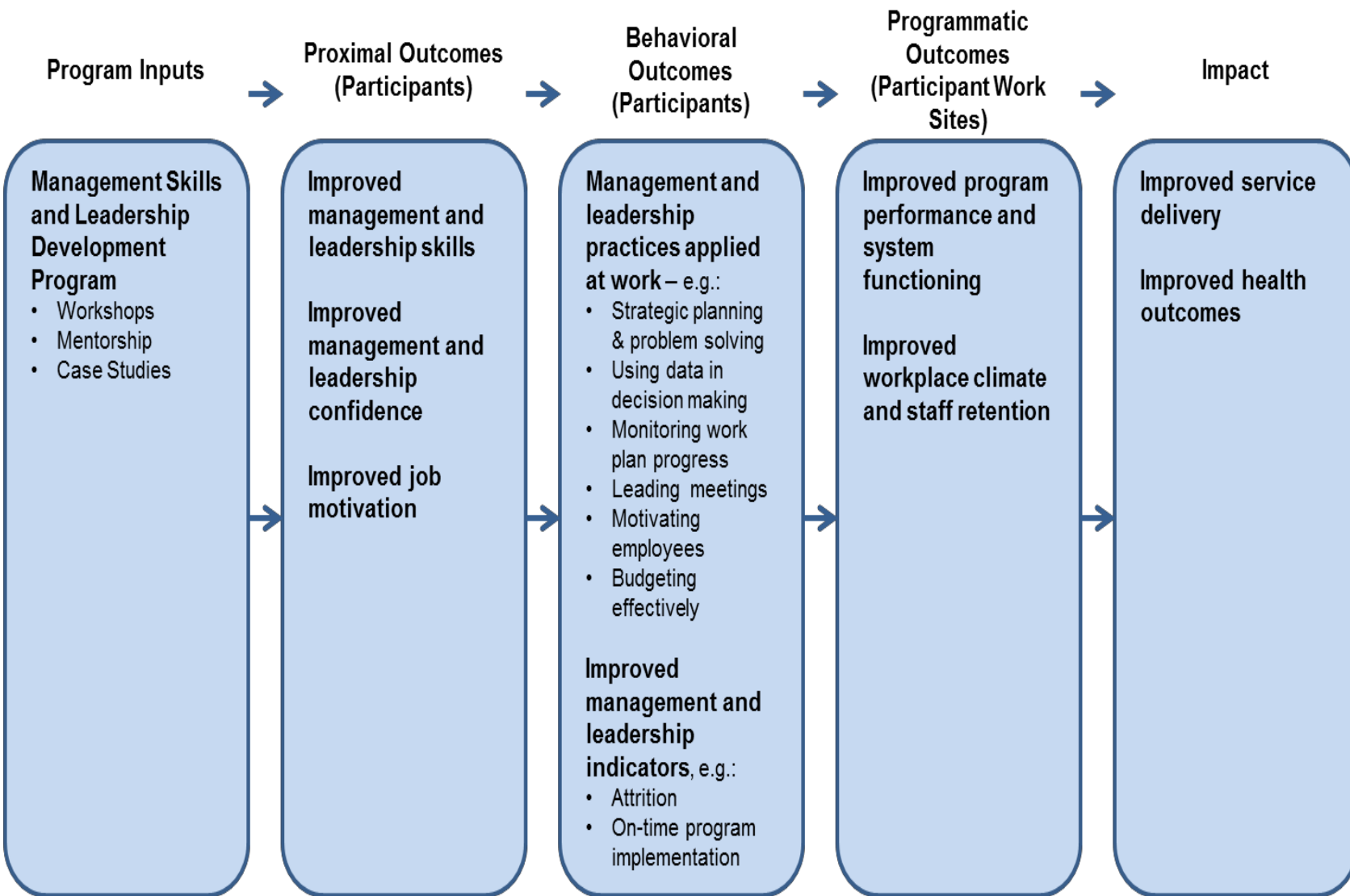
Integrated Systems Strengthening Programme (ZISSP, 2010)

- ✓ 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