

Webinar for DHMT, RT and NSSG members from Ghana, Malawi & Uganda

Presenters: Tim Martineau, Joanna Raven, Susan Bulthuis, Justine Namakula

Panel chairs: Patricia Akweongo and Freddie Ssengooba

15 September 2021

Introduction

- DHMT, Resource Team and National Scale-up Steering Group members from Ghana, Uganda and Malawi
- PERFORM2Scale partners:
 - School of Public Health, University of Ghana
 - Makerere School of Public Health, Uganda
 - REACH Trust, Malawi
 - Royal Tropical Institute (KIT), Netherlands
 - Trinity College Dublin and Maynooth University, Ireland
 - Swiss Tropical and Public Health Institute, Switzerland
 - Liverpool School of Tropical Medicine, UK

PERFORM2Scale programme (2017-22)

- Aim: to develop and evaluate a sustainable approach to scaling up a district level management strengthening intervention in different and changing contexts
- Supporting the implementation and scale-up of a management strengthening intervention (MSI) developed in the PERFORM programme which used 'action research' with a focus on workforce performance
- Research to develop new knowledge on management strengthening, workforce performance and scaling up complex interventions

Background and aims of webinar

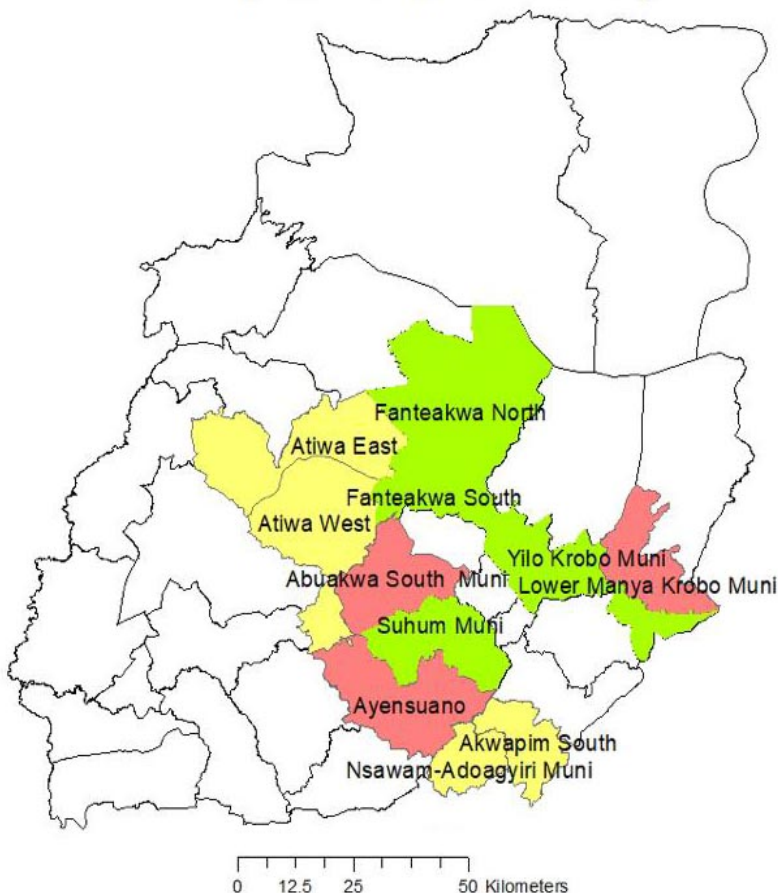
Bring together PERFORM2Scale partners and DHMT, Resource Team (RT) and National Scale-up Steering Group (NSSG) members from participating countries (Ghana, Malawi and Uganda). As well as celebrating nearly five years of collaboration, the webinar aims to:

1. To engage DHMT/RT/NSSG members collaborating on the PERFORM2Scale programme in cross country learning on the management strengthening initiative (MSI) and scale-up strategies
2. To present selected initial programme findings from the research and highlight what findings should be available in the future.

MSI Coverage

Joanna Raven

PERFORM2Scale in Ghana



District group	Implementation stage				#Districts	#MSI cycles
	Project Year	PY2 - 2018	PY3 - 2019	PY4 -2020		
DG1	MSI1	MSI2	MSI 2 cont'd	MSI 2 cont'd	3	2
DG2		MSI1	MIS1 cont'd	MSI2	3	2
DG3				MSI1	3	1

DG1 - Fanteakwa, Yilo Krobo and Suhum
DG2 - Ayensuano, Lower Manya Krobo and East Akim
DG3 – Nsawam-Adoagyiri, Akuapim South and Atiwa

Examples of problems being addressed: Ghana

- **Outpatients attendance:** Low and reducing outpatient department attendance ($0.82 > 0.72$ per capita rate)
- **ANC:** Low and reducing antenatal care coverage ($76\% > 55\%$)
- **Yaws detection:** Low case detection of Yaws (3 per year)
- **Anaemia:** High prevalence of anaemia in pregnancy ($\sim 49\%$ of women)
- **TB detection:** Low and reducing TB case detection ($48\% > 28\%$)

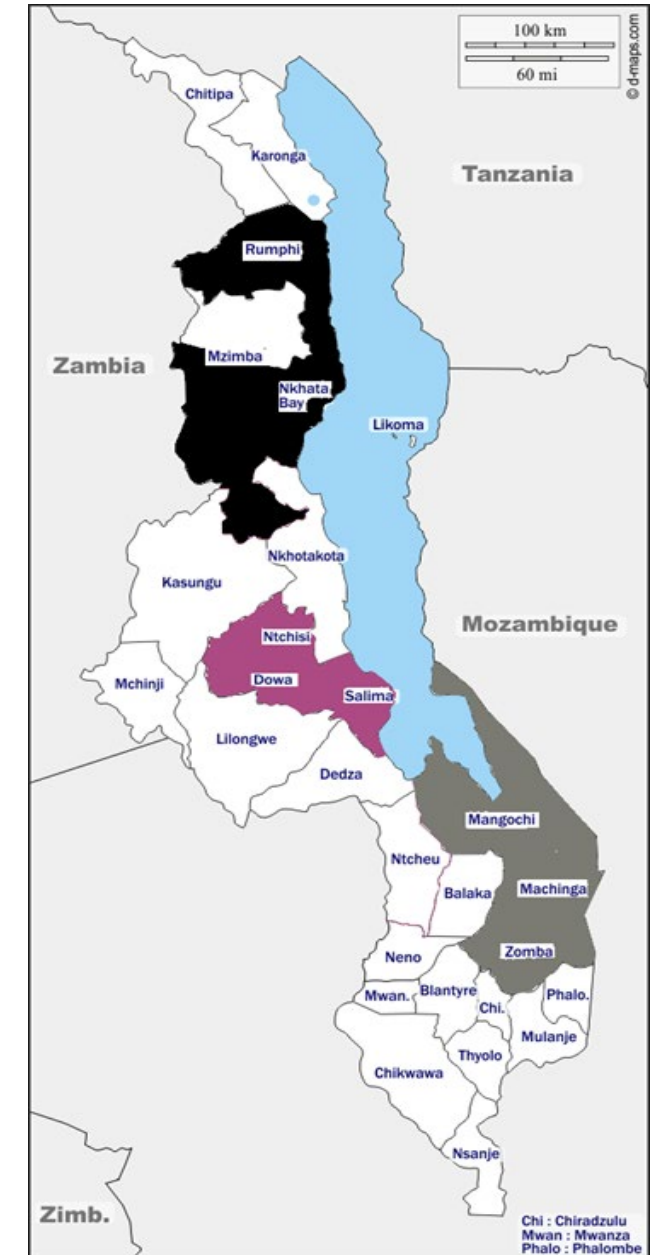


DHMT and CRT members in April 2020

PERFORM2Scale in Malawi

District group	Implementation stage				#Districts	#MSI cycles
	Project Year	PY2 - 2018	PY3 - 2019	PY4 -2020		
DG1	MSI1	MSI2	MSI2 cont'd	MSI2 cont'd	3	2
DG2		MSI1	MSI 1 cont'd	MSI 1 cont'd	3	1
DG3				MSI1	3	1

DG1 - Dowa, Ntchisi and Salima
DG2 - Machinga, Mangochi and Zomba
DG3 - Mzimba south, Nkhata Bay and Rumphi



Examples of problems being addressed: Malawi



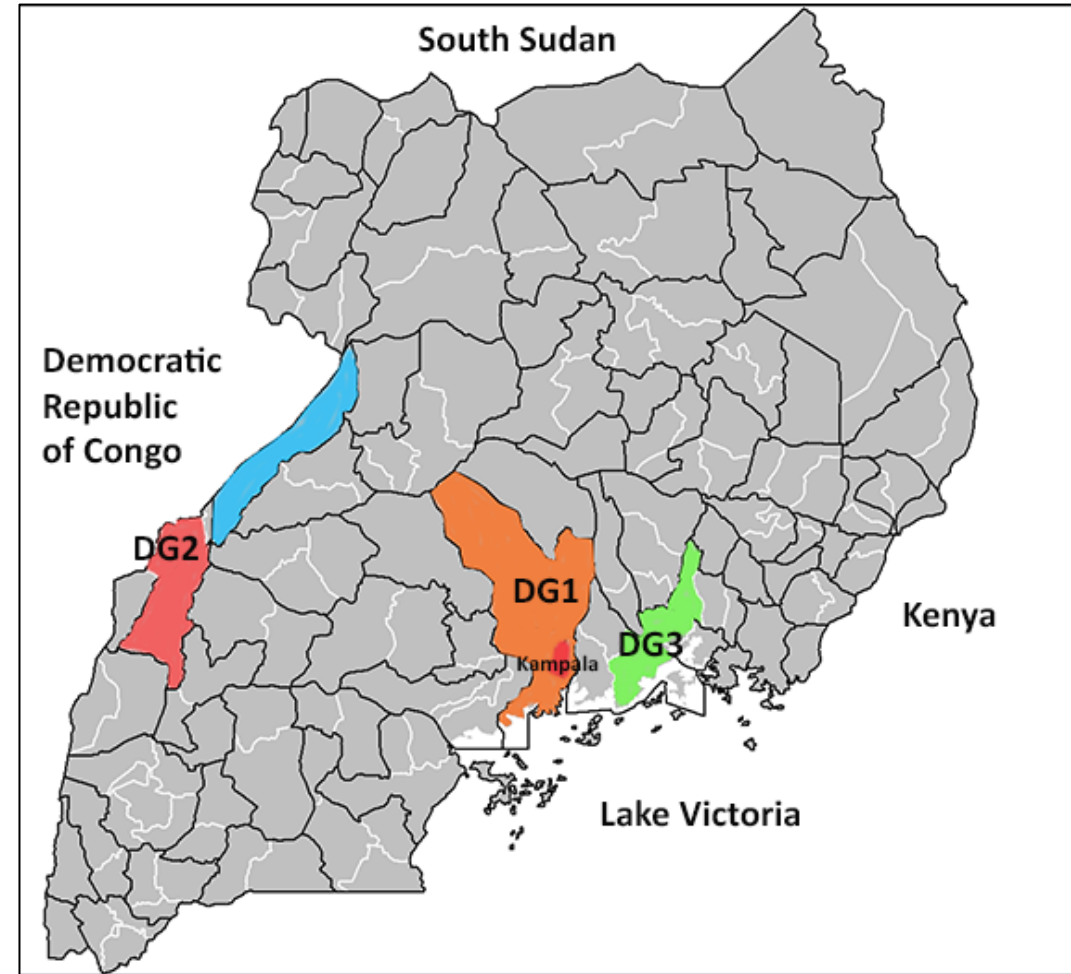
Salima DHMT at an inter district meeting

- **Supervision:** Low percentage of facilities (20% and 28%) supervised in 2018/19
- **Outreach clinics:** 0% of scheduled integrated outreach clinics in hard-to-reach area were conducted in 2020
- **Workplans:** Low percentage (10%) of senior officers or managers (e.g District Nursing Officer) have developed workplans in past 6 months
- **Appraisal:** 0% of health staff of Grade K and above were appraised in year 2018 /19
- **Induction:** low percentage of staff (20%) have received induction

PERFORM2Scale in Uganda

District group	Implementation stage				#Districts	#MSI cycles
	Project Year	PY2 - 2018	PY3 - 2019	PY4 -2020		
DG1	MSI1	MSI2	MSI3	MSI3 cont'd	3	3
DG2		MSI1	MSI2	MSI2 cont'd	3	2
DG3			MSI1	MSI1 cont'd	3	1

DG1 - Luwero, Nakaseke and Wakiso
DG2 - Kabarole, Ntoroko and Bunyangabu
DG3 - Jinja, Luuka and Buikwe



Examples of problems being addressed: Uganda

- **TB cure rate:** increase TB cure rate from 20% to 64%
- **Stillbirth rate:** reduce fresh stillbirths from 17 to 12 /1000 births
- **Malaria rate:** reduce malaria positivity rate from 50% to 34%
- **Health worker absenteeism:** reduce absenteeism of Health workers along the TB cascade
- **Immunization:** increase number of 1 year old children fully immunized from 67% to 87%
- **Health worker appraisal:** improve the quality of appraisals



DHMT and CRT members at an inter district meeting

Process and outcome evaluation comparative findings presentations

15 September 2021

Presented by Susan Bulthuis

Research PERFORM2Scale

- Unique research about:
 - The intervention itself: MSI
 - The scale-up process
- Focus on the process and outcomes of the MSI and the scale-up
- Quantitative and qualitative methods
 - Several rounds of data collection

Disclaimer:

- Today: preliminary findings
 - Still in the process of analysis and write-up of data
- Just a taster – not exhaustive
- Later this year: more elaborated findings will be presented during a full webinar.

MSI research findings

- Inter district meetings highly appreciated
- No additional resources provided: success factors - *sometimes also a challenge.*
- COVID-19 brought challenges (Ghana: *provided sometimes opportunities*).
- Involvement of other actors during (workshops or strategies) : resulted in strengthened relationships
 - Sub – district level (Ghana and Uganda)
 - District council/assembly
 - HR officer (Uganda)

MSI research findings – Outcomes

- Effect on management strengthening
 - Increased competencies linked to the different steps of the MSI
 - More regular planning and communication
 - Strengthened use of district information systems
- Effects on service delivery
 - Ghana: in one district the uptake of ANC services nearly doubled (34% to 54%)
- Effects on workforce performance
 - Uganda: Reduced health worker absenteeism
 - Non-monetary incentives health workers

Scale-up research findings

- Horizontal scale-up similar approaches, vertical scale-up approach more variation.
 - Uganda: integration into quality improvement strategy
 - Malawi: Quality Management Department and related structures, such as satellite offices and the MoH Leadership and Management programme
- Importance of a context specific scale-up strategy
 - Different composition and roles of NSSG/RT per country
- Scale-up is not just technical but also political
 - Importance of understanding power relationships
 - Importance of advocacy and champions
- Management strengthening is “intangible” – hard to measure and convince decision makers.

Conclusion

- Scale-up is challenging, even as researching it.
 - the results may be different in different contexts based on the need and available opportunities
- Research relevant for academic scale-up debate, the continuation of the implementation of the scale-up of the MSI and scale-up processes of other public health interventions

Thank you

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