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# USAID HSSC

USAID's Health System Strengthening in Cambodia Project, implemented by University Research Co., LLC

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## Strengthening Health Systems by Developing Management Capacity

**U**SAID-HSSC is working in conjunction with the Ministry of Health to develop management capacity at all levels in target provinces.

Management capacity is largely determined by the preparation and implementation of effective Annual Operational Plans (AOPs). The MoH guides its operational units to develop AOPs in line with the ministry's priority areas and resource allocation strategies.

Working within these guidelines, USAID-HSSC Provincial Coordinators in each target province provide technical assistance to the Provincial Health Department (PHD) and Operational District (OD) in developing, implementing and monitoring the annual plans. The AOPs start with an in-depth situational analysis. From the results, management and stakeholders are able to design priorities, objectives and targets for the coming year.

To enhance collaboration and resource allocation, health development partners continue to increase their participation in the development and implementation of AOPs.



An "Annual Operational Plan" development workshop taking place in Banteay Meanchey province. The USAID-HSSC Provincial Coordinator and the OD management team discuss their aims and objectives for the coming year.

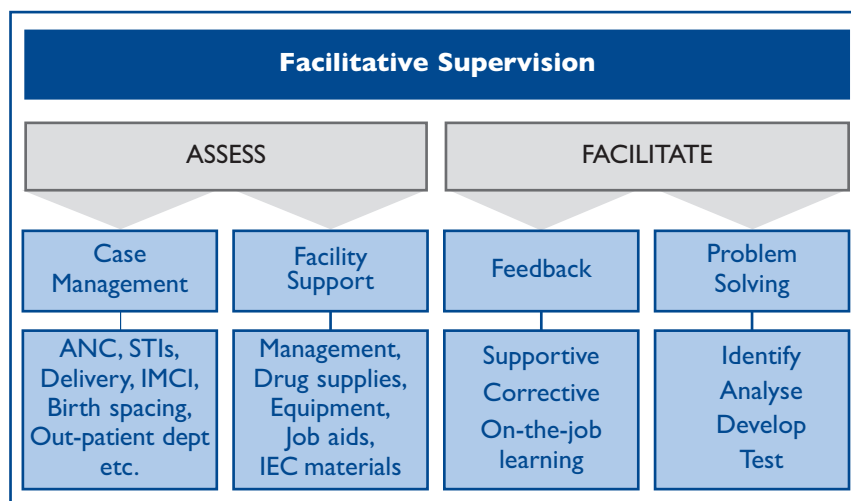
### The four primary aims of the management capacity program are to:

1. Increase the capacity of PHD and OD managers to effectively manage health services
2. Improve planning and evaluation capacity in ODs and PHDs
3. Support the coordination of available resources at the provincial level through technical support for "Provincial Technical Working Group for Health"
4. Improve the skills of PHD and OD supervisors

# Developing Management Capacity through Technical Assistance and Supervision

**U**SAID-HSSC Provincial Coordinators work in collaboration with government staff and partner NGOs to facilitate improvements and provide technical assistance to the management system. They provide technical assistance to the PHD and OD supervisors, program managers, and directors.

Provincial Coordinators help improve supervision by monitoring and sharing results of the "Facilitative Supervision" approach (illustrated, right).



## The Added Value of Collaboration

USAID-HSSC Provincial Coordinators highly value collaboration at all levels of the system. Provincial Coordinators meet once a month to share and discuss experiences, key recommendations and lessons learned from each other.

Further, USAID-HSSC Provincial Coordinators serve as active members of the Provincial Technical Working Groups for Health (Pro-TWGH). Led by the PHD, the members of the Pro-TWGH work to ensure effective coordination in addressing health issues in the province.

Members of the Pro-TWGH include

- The Provincial Health Technical Advisory Team
- Director(s) of the Operational District
- Representatives of NGOs working in health
- Representatives from other line departments (occasional attendance)

USAID-HSSC Provincial Coordinators provide technical assistance to the Pro-TWGH secretariat in the preparation of meeting agendas, minutes and reports. The Pro-TWGH provides a mechanism for the PHD and its development partners to jointly identify priorities, harmonize activities, discuss and address technical issues, improve utilization of available resources and facilitate monitoring of progress. USAID-HSSC Provincial Coordinators participate in Pro-TWGH meetings and are involved in discussions to improve coordination and problem-solving within the PHD team.

## Supervision

USAID-HSSC supports the MoH-directed "Integrated Supervision Checklist" model. The model is based on the concept of Facilitative Supervision (illustrated above) which emphasizes joint problem solving and two-way communication. USAID-HSSC aims to build the capacity of PHD and OD supervisors through training. A training curriculum was developed in collaboration with the MoH Department of Preventative Medicine to develop the skills of supervisors in conducting effective supervision and assessments. The curriculum focuses on developing problem-solving skills and providing feedback through group discussions with health care providers.

While training is conducted by the MoH in provinces both within and outside of the USAID-HSSC project, USAID-HSSC provides technical assistance to the Department of Preventive Medicine to implement and test revisions to the Integrated Supervision Checklist. The pilot test is being conducted in Phnom Penh and the results will be used to modify the checklist throughout the country.

In addition, USAID-HSSC supports vertical supervision such as the Integrated Management of Childhood Illness (IMCI), Tuberculosis, Health Information Systems (spot checks), Life Saving Skills for Midwives and Voluntary Confidential Counseling and Testing for HIV/AIDS.

Supervision results are monitored monthly using the USAID-HSSC project data system. The system helps track compliance with key technical standards assessed by supervisors.

## Applying PHD and OD Assessment Tools for Continuing Improvement

USAID-HSSC has worked closely with the MoH Planning and Health Information Department (DHIP) to develop two assessment tools for measuring performance of PHD and OD managers. The assessment tools were approved by the MoH and were disseminated to health development partners during the National Annual Health Achievement Review in March 2006.

The tools comprise of carefully designed tests to measure the progress of management in seven key areas:

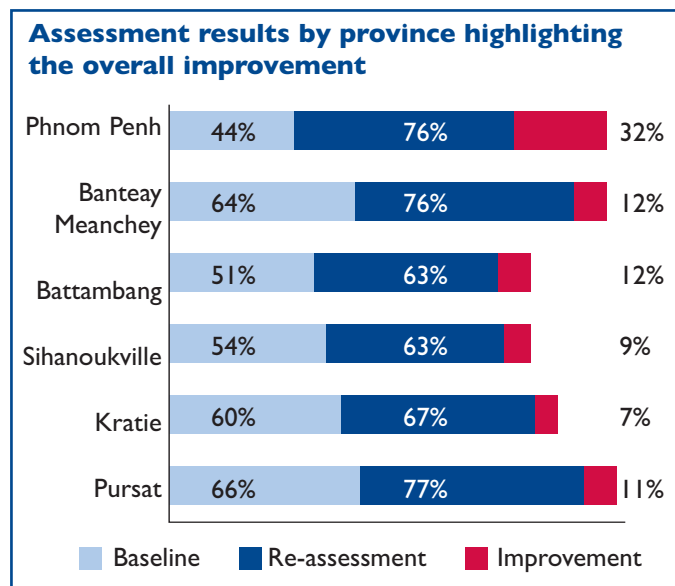
- Planning
- Monitoring and Supervision
- Human Resource Allocation
- Management and Technical Support
- Essential Drug Management
- Financial Management
- Coordination (PHD only)

Assessment teams, consisting of MoH representatives and USAID-HSSC Provincial Coordinators, conducted baseline assessments in six USAID-USSC target provinces in December 2005.

USAID-HSSC Provincial Coordinators used the results to provide technical assistance to PHD and OD management in developing improvement plans with target scores to be achieved during the next assessment.

One year later, in December 2006, re-assessments were conducted using the same measuring tool.

The results from both assessments resulted in overall improvement in each province. The difference in the scores between first and second assessments range from 7 to 32 percentage points. Across the focus provinces, PHDs were able to



improve their planning processes after a year of USAID-HSSC technical support. The results of the re-assessment shows Essential Drug Management as an area that USAID-HSSC will emphasize in the action planning for 2007.

Sharing of information is highly valued, and lessons learned are shared between provinces. USAID-HSSC Provincial Coordinators serve on the assessment teams for provinces other than where they are based, bringing back to their province helpful information and improved knowledge for increasing management capacity.

### Thanks to our Partners

The USAID-HSSC team would like to extend our sincere thanks to our partners who are involved in strengthening the management capacity of PHDs and ODs.

Thanks to the following departments in the Central Ministry of Health:

- Department of Planning & Health Information
- Department of Preventive Medicine
- Department of Human Resources Development
- Department of Drug, Food and Cosmetics
- Department of International Cooperation
- Department of Personnel
- Department of Budget and Finance

Thanks to the directors of the PHDs, the OD teams and health center staff in Phnom Penh, Banteay Meanchey, Battambang, Sihanoukville, Kratie, Pursat and Siem Reap provinces.

Thanks to our Health Development Partners (NGOs and IOs).

## Monitoring

### Monitoring through Health Information Systems (HIS)

USAID-HSSC collaborates with the MoH Planning and Health Information Department (DHIP) to strengthen the capacity of Health Information System managers.

HIS managers, staff at facilities and management teams at PHDs and ODs are trained and coached to conduct analysis for monitoring their achievements and improvements in the facilities. In addition, USAID-HSSC assists the PHD and OD managers conduct Health Information Systems spot checks that help lead to improving the accuracy of data reported.



A practical session during supervisory training of the Chhlong OD Supervisory Team in Kratie Province.

### Monitoring Trends

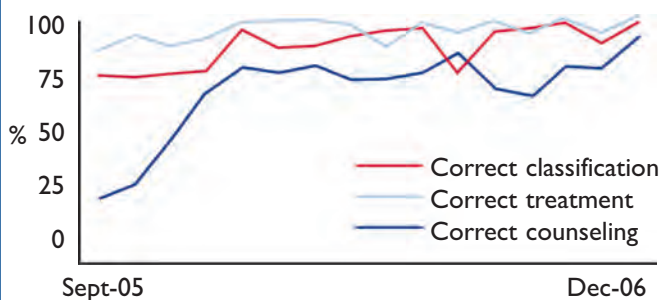
The USAID-HSSC project emphasizes the use of monitoring trends for evidence-based planning and resource allocation. By recording and analyzing accurate project information in a customized database, USAID-HSSC is able to provide feedback to project developers and health supervisors on existing trends.

An example of monitoring trends for project development is through assisting the PHD team to monitor the success of the Pro-TWGH. Key indicators are measured, including the link between the provincial and central technical working groups, the occurrence of monthly meeting in the provinces, and details of the participants and partners invited as well as attendance records. Reports of the Pro-TWGH are monitored to ensure quality and detailing of coordination, budget cash disbursement status, service delivery, agenda and minutes.

An example of provider-client health care trends is that of Integrated Management of Childhood Illness (IMCI) at health centers. Data collected shows health providers are increasingly classifying childhood

illnesses correctly as well as providing correct treatment and appropriate counseling to caretakers. To gather this data, OD supervisors conduct direct observation of health care providers during consultations. The accuracy of diagnosis, treatment and counseling is measured based on IMCI protocol. Supervisors are then able to provide relevant feedback to health care providers to encourage continuous improvement. The illustration (left) depicts a gradual upward trend from September 2005 to December 2006.

#### Health Care providers compliance with IMCI in 28 health centers in Battambang Province - ODs Battambang, Sangke and Sothnikum



If you would like more information or further documentation, please contact us.

### USAID's Health System Strengthening in Cambodia Project, implemented by URC USAID-HSSC

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