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Washington, D.C. 20523

PROJECT FOR STRENGTHENING
HEALTH CARE IN HAITI
PROGRESS REPORT
JANUARY 1977 - JUNE 1977

PROJECT FOR THE STRENGTHENING OF HEALTH CARE IN HAITI
PROGRESS REPORT

SUMMARY

Significant changes occurred in the Haitian Ministry of Health during the first six months of this study project, (i.e. January 1977 through June 1977). Most notable of these changes was the formation of the Bureau of Health Planning and Evaluation (BHP/E) and the naming of its Director, Dr. Evarist Midy. Dr. Midy will also serve as a counterpart Project Director for this project. In addition, a new health organization, the Department of Public Health and Population (DSPP) was implemented which permits the BHP/E to exist and function in a total planning capacity.

During the initial phases of this project, the Westinghouse Health Systems team conducted studies of the major organizational factors affecting the DSPP Health Care System. These studies were done with a complete and enthusiastic cooperation of the Haitian participants and project counterpart persons in the DSPP. During the conduct of these studies, the Westinghouse Health Systems team prepared draft materials which were submitted to USAID/Haiti on April 26, 1977. USAID utilized these materials in preparing the 1977 Health Project Paper. Also during this same period Dr. Donald Freedman, the Westinghouse designated Chief of Party, and Dr. Midy established working sub-committees within the DSPP which included participation of other donors working on projects in the health sector.

PROJECT START-UP

Following the signing of the project contract on January 11, 1977, Westinghouse Health Systems immediately conducted a briefing orientation for Dr. Donald Freedman, Chief of Party. On January 23, 1977 Dr. Freedman accompanied by Larry Smith (Project Director) and Nicholas Fusco (Project Manager) arrived in Haiti to implement the project. Within two weeks Dr. Freedman had met with the USAID participants including the AID Mission Director and the Public Health Officer, and had met with

the Haitian participants including Dr. Willy Verrier, the Secretary of State for Health, and Dr. Evarist Midy, Director BHP/E. Dr. Freedman also met agents of other donor projects working in the health sector in Haiti including key personnel at the Pan American Health Organization (PAHO).

When it became apparent that office space was not available in the DSPP facility because Dr. Midy was not officially in office, Westinghouse established a project office at the Plaza Hotel. It was learned that the Haitians had decided to wait until the Westinghouse Health Systems study team had arrived in Haiti before starting their counterpart project. By mid-February, Dr. Midy and his special assignee, Dr. George Nicholas, were officially established in office thus beginning the BHP/E.

In mid-March a supplemental team of Westinghouse Health Systems staff and consultants arrived in Port au Prince to undertake studies in a number of areas identified as major components in the country's health system, as well as the DSPP administrative system. Carlos Gomez, consultant in demography, examined the information and statistics systems. Jonathan Meyer, health planning consultant, was assigned to evaluate the budget systems and to analyze the budget. Sharon Stanton Russell evaluated the health manpower system in Haiti. Health Systems' Health Planner Nicholas Fusco performed initial studies in the health facility system, medical logistics and supply system, and the transportation system, in the health sector.

The analysis of the Haitian-DSPP budget and the budget system as they related to the planning was completed within approximately two weeks. A final report was prepared which recommended the future steps necessary to establish an active budgeting process. The study of the health manpower system in Haiti was completed in approximately four weeks. This particular study involved interviews with a number of Haitians to determine the health manpower needs in Haiti and a definition of the training options existing and/or required. The health sector studies of facilities, medical logistics and supplies systems and the transportation system were completed in five weeks. Surveys were conducted in each of these three areas to identify existing resources and mechanisms so that future planning for the health system could be facilitated.

The information and statistics systems study continued through June 1977. During the course of this study draft materials were shared with USAID on a continuing basis. Initial efforts in the design of a baseline survey were terminated when a review of the existing data system indicated that another baseline survey was not needed.

During March and April the theory of counterpart relationships was expanded and developed to take advantage of the presence of the full Westinghouse Health systems team in country. As a result close working relationships were established on a daily basis between the Westinghouse team and their Haitian counterparts. Based upon almost daily inputs from all technical areas involved, a number of program action/changes were implemented by Drs. Freedman and Midy.

The organization of the BHP/E was evaluated by the Westinghouse Health Systems team via a series of memos to Dr. Midy. These memos were developed as a result of extensive and detailed discussions between Dr. Midy and the team members concerning how the Bureau should be developed and staffed. A number of discussions were also held concerning the availability of certain specific public health skill areas in Haiti and what could be done to obtain persons with such skill areas. The data contained in the memos prepared by Westinghouse have formed the basis for the continued activity of Dr. Midy in the organization and development of his office of health planning.

During this progress report several major issues were addressed. The first area to be addressed involved the conduct of another baseline survey in the health sector. It soon became apparent that there already existed an extensive data base concerning the health system that the Haitians had no way of analyzing or manipulating. Westinghouse Health Systems agreed with Dr. Midy that there was more need for learning how to handle and use the data properly than there was to collect more data. The Westinghouse consultant, Carlos Gomez and his Haitian counterpart, Mr. Juillet, Director, Health Statistics Division, developed a plan to concentrate future technical assistance activities on organizing and reorganizing the total health statistics system. This plan was shared by USAID, as well as other members of the DSPP team, and there was a general consensus

that this was a more logical approach to the problem. Efforts were then initiated with USAID to change the scope of work of the Westinghouse contract to allow for more extensive time of a biostatistician.

The second major issue to be addressed was the integration plan for the National Society for Economic Diseases (NSED) into the DSPP under the Westinghouse project. Because of extensive political and logistical pressures and problems, the integration of NSED into DSPP was considered not to be viable at the present time and probably only in the distant future could it be done smoothly and with little difficulty. With the total agreement of Dr. Midy and USAID, Westinghouse Health Systems began to focus on an integration plan directed towards certain fundamental logistic units that are common to both the DSPP and NSED.

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**PROJECT FOR STRENGTHENING
HEALTH CARE IN HAITI**

PROGRESS REPORT
JULY 1977 - DECEMBER, 1977

STRENGTHENING HEALTH CARE IN HAITI
PROGRESS REPORT -- JULY 1977 - DECEMBER 1977

The second six months of the Westinghouse project for Strengthening Health Care in Haiti continues to witness a number of positive events concerning project progress. Dr. Evarist Midy, Director, Division of Public Health and Population, continues to gain widespread favor within the Ministry of Health. He is continuously being requested by health sector persons within the Ministry to exert his influence in the role of a planner. He has helped establish special task forces with a number of other key physicians in the DSPP to address specific problems within the Ministry of Health system. The most notable of these is the administrative task force established during the second half of 1977. It was also during this period that the President of Haiti removed the Deputy Secretary of Health. This official was very much in favor of a traditional tertiary care medical system and opposed the rural health system. The one remaining barrier to progress in this period was the inability of Dr. Midy to obtain a permanent staff for the DSPP.

The analysis and evaluation of the Information and Statistics System started by Carlos Gomez in the first six months of this project was completed in September. The final report by Mr. Gomez detailed the shortcomings of the existing information and statistics system. This report formed the basis for obtaining a biostatistician to work under this project in the DSPP to reorganize their data collection and analysis system.

Staff members of Westinghouse Health System in Columbia, Maryland assisted in the location of the biostatistician for this project. Specific criteria used to select the biostatistician included either a sophisticated French capability, Haitian origin or a detailed knowledge of the Haitian situation. The intensive search culminated in the location of Mr. St.-Surin, public health school teacher in Venezuela. Joint efforts by the Ministry of Health, USAID, and Westinghouse Health Systems persuaded

Mr. St.-Surin to join the project in a consultant role for a period of 15 months. Mr. St.-Surin, using the final report by Mr. Gomez on the Information and Statistics System began immediately to work on the reorganization of the DSPP data collection and analysis system. His initial efforts involved interviewing the regional health officers in the six public health districts in Haiti to obtain their point of view on how the system could best meet their needs.

In September, Dr. Lawrence Smith, Westinghouse Project Director, visited with Dr. Freedman to discuss project progress, review results to date and discuss future direction of the project. Additional technical assistance was provided by Dr. Gerry Murray, anthropologist, who reviewed the project progress to date with Dr. Freedman.

Dr. Freedman continued to work with Dr. Midy on the reorganization of the DSPP's Bureau of Planning. Dr. Freedman also worked in a counterpart basis with Dr. Midy on a specific plan for the improvement of the administrative system within the Ministry. Dr. Midy at the direction of the Secretary of State of Health, established a special administrative task force consisting of himself, Dr. Freedman and three other physicians from the Ministry of Health system. This task force completed a final draft report during this report period, which will be edited and published in 1978.

Dr. Freedman, Westinghouse Chief of Party, further assessed the additional work that would be required in the areas of financing, health manpower, logistic and supply systems, facilities, and transportation systems as they pertain to the national health plan. Detailed planning for project personnel in 1978 was discussed with Dr. Midy. Dr. Midy and Dr. Freedman produced a new Work Plan for 1978 in the last portion of this report period, which detailed the need for additional technical assistants to address a number of items uncovered in the early project analysis period. Of particular note was the request by Dr. Midy that Jonathan Meyer, Westinghouse health planning consultant, return in the early part of 1978 to work directly with

Dr. Midy, Dr. Nichola, and Dr. Freedman on development of applicable program budgeting techniques to assist the Ministry of Health in developing their 1978 health budget plan.

The Westinghouse Health Systems Project Office was moved into new office space provided within the Ministry of Health facility

Overall during this report period, the project has continued to elicit interest and enthusiasm of all Haitians working on the planning aspects of the Ministry of Health system. This has been exhibited by the regular attendance at all meetings called by Dr. Midy of all participants with an avid enthusiasm for participation in all discussions. In addition, the Haitians continue to seek out Drs. Freedman and Midy for advice in other planning matters within the Ministry of Health.