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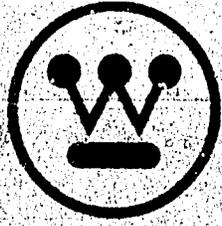
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PROJECT FOR STRENGTHENING  
HEALTH CARE IN HAITI

Final Consultants'  
Activities Report

## PREFACE

The following report summarizes the activities carried out by Westinghouse Health Systems' specialist consultants in the course of providing technical assistance to the Bureau of Health Planning and Evaluation under the project, "Strengthening Health Care in Haiti". The report complies with the requirements of Article I,C.2.a as specified in Modification No. 2 of Contract AID/1a-C-1179.

For each consultant, the report specifies the technical area in which consultation was provided; the dates and duration of the consultation; a record of persons interviewed; a narrative description of the consultation; and a listing of the reports and/or documents resulting from the consultation.



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Summary of Technical Assistance provided by

NICHOLAS FUSCO

Subject Area:

1. Preliminary Analyses
  - a. Transportation
  - b. Logistics System
  - c. Health Facilities
  - d. BHP/E Organization
2. Health Planning
3. Health Facilities
4. Project Management

Duration:

- 1st Trip: 23 January 1977 -- 5 February 1977
- 2nd Trip: 19 March 1977 -- 30 April 1977
- 3rd Trip: 29 January 1978 -- 2 February 1978
- 4th Trip: 8 October 1978 -- 14 October 1978
- 5th Trip: 6 November 1978 -- 20 December 1978

1. First Visit: 23 January 1977 -- 5 February 1977

Objectives:

To commence officially the long-term field-work of the Westinghouse project in Haiti.

Interviews Concluded:

Department of Public Health and Population (DSPP):

Dr. W. Verrier, Secretary of State for Health and Population (DSPP)

Dr. E. Midy, Chief, Bureau of Health Planning and Evaluation (BHPE)

Dr. C. Phillipeau, Under-Secretary of State, DSPP

Dr. G. Deslouches, Director General, DSPP

Dr. G. Nicolas, Special Consultant to Secretary of State, DSPP

Agency for International Development (USAID):

Dr. Charles Weldon, Public Health Officer

Ms. Linda Morse, Assistant Health Officer

Mr. W. McKeithen, Population Officer

Mr. S. Behotuguey, AID Mission Director

Pan-American Health Organization (OMS/OPS):

Dr. V. Rathouser, Country Director

Dr. C. Pettigiani, Project Chief, Regionalization project

During this initial trip, in the company of Dr. Lawrence Smith, then Project Director, and Dr. Freedman, Mr. Fusco acted primarily in his role as Project Manager.

Formal meetings and introductions were conducted with all officials (GOH, USAID, & OPS/OMS) associated with this project. Throughout the visit, Mr. Fusco and Dr. Smith oriented Dr. Freedman and Bureau staff to Westinghouse Health Systems and its role. Administrative procedures particular to this project were established. Assistance was sought from USAID concerning applicable local laws and regulations. Initial procedures

were established and interviews held for hiring a Haitian Administrative Assistant. Initial arrangements were made for personal logistics concerning Dr. Freedman's long-term assignment. Finally, Mr. Fusco and Dr. Freedman drafted a detailed work-plan and schedule for the first six months of the project.

2. Second visit: 19 March 1977 -- 30 April 1977

Objectives:

To conduct preliminary analyses of the Haitian Health System, and to work with the Chief, BHP/E on tasks directed at initial development of the Bureau.

Interviews Conducted:

DSPP:

Dr. E. Midy, Chief, Bureau of Health Planning & Evaluation  
Dr. G. Nicolas, Assistant Chief, Bureau of Health Planning & Evaluation  
Mr. K. Cadet, Chief of Transportation  
Mr. S. J. Lambert, Chief of Supply  
Dr. A. Bordes, Chief, Division Family Hygiene  
Mr. J. Villegrain, Chief, Haitian Institute of Statistics  
Mr. S. Guillet, Chief, Statistics Section  
Mr. A. Janini, Chief, Accounting Section  
Dr. A. Verly, Assistant Chief, Division Family Hygiene  
Dr. C. Defay, Chief, Division of Public Assistance

Service National des Endémies Majeures (SNEM):

Mr. J. Débrosse, Administrator  
Dr. J. Richardot, Malaria Consultant, USAID

OMS/OPS:

Dr. C. Pettigiani, Project Chief, Regionalization project  
Mr. M. Custy, Administrative Consultant, OMS/OPS

USAID:

Dr. C. Weldon, Public Health Officer  
Ms. L. Morse, Assistant Health Officer  
Mrs. A. McDonald, Capital Development Office

Others:

Drs. W. & G. Bergrenn, Harvard University -- Projet Intégré  
de Petit-Goave

During the second visit to Haiti, Mr. Fusco was engaged in a technical role making preliminary assessments of Haitian capability and future technical assistance needs in three areas: Transportation, Logistics, and Health Facilities and assisting the Bureau in planning for future efforts to strengthen rural health services. The preliminary assessments entailed interviewing GOH/DSPP persons associated with the three subject areas in order to obtain knowledge of how the existing systems were functioning. In addition to conducting interviews, Mr. Fusco reviewed a number of documents (DSPP, USAID, & OMS/OPS). Two field trips were also undertaken to Petit-Goave and Croix-des-Bouquets to visit DSPP facilities and two pilot projects for the training and deployment of rural health workers. The purpose of the trips was to refine rural health system requirements in the areas of supply and logistics, transportation, and facilities. The information gathered was developed into overviews of the respective systems. Analyses were made which lead to the identification of problems and alternative solutions with cost projections. In addition, along with Ms. S. S. Russell, Mr. Fusco began to work with Dr. Midy on the initial plans for organization and staffing of the BHP/E.

During the visit, Mr. Fusco also worked closely with the staff of the Public Health Office and the Capital Development Office of USAID to provide the necessary information regarding the Haitian Health System for USAID/Haiti's internal technical and administrative timely needs.

Reports:

1. Preliminary Analysis of the DSPP Health Facilities System
2. Preliminary Analysis of the DSPP Transportation System
3. Preliminary Analysis of the DSPP Medical Logistics and Supply System
4. Policy Memorandum - Organization Plan and Staffing for the DSPP

(prepared with Ms. S.S. Russell)

3. Third Visit: 29 January 1978 -- 2 February 1978

Objectives:

To review progress of the technical work under the project and to discuss with USAID contractual implications of technical developments.

Interviews Conducted:

AID:

Dr. W. Boynton, Public Health Officer  
Mr. A. Hulliung, Comptroller  
Mrs. A. McDonald, Capital Development Officer

GOH:

Dr. C. Defay, Chief, Division of Public Assistance

The third trip included both technical and project management tasks. Mr. Fusco, Mr. Saint-Surin, Mr. Veillard and Dr. Freedman reviewed the technical progress of the project and the upcoming work tasks. Discussions focused on the relationship of the proposed health statistics system to health planning. Mr. Fusco met with Dr. Defay to review plans for the health facilities survey being undertaken by Dr. Defay's office at that time and to advise Dr. Defay on content of that survey. In addition, Mr. Fusco held technical discussions with USAID concerning 23 additional person-months of technical assistance previously requested by the DSPP and USAID. Mr. Fusco and Dr. Freedman also reviewed the status of the contract deliverables, the contract expenditures, and field-office management.

4. Fourth Visit: 8 October 1978 -- 14 October 1978

Objectives:

To carry out detailed planning with the Westinghouse Team and the Chief, BHP/E concerning the technical tasks to be accomplished in the Bureau, and to discuss with USAID a contract modification for the additional budget analyst support requested by the Mission.

Interviews Conducted:

AID:

Dr. W. Boynton, Public Health Officer  
Ms. S. Kulkin, Assistant, Public Health Officer  
Mr. A. Hulliung, Comptroller  
Mr. R. Gibson, Contracting Officer

GOH:

Dr. E. Midy, Chief, Bureau of Health Planning and Evaluation

During the fourth visit, Mr. Fusco's time was divided between technical and management activities. On the technical side, he was involved in developing detailed work plans with each of the field team members and Dr. Midy covering the period up to the project close-out (31 December 1978). Discussions were also held with Dr. Midy concerning the specific health planning activities which would be undertaken in November and December (during Mr. Fusco's last visit). The need for additional technical assistance on the personnel budget, as suggested by USAID, was rejected by Dr. Midy and therefore dropped.

On the management side, Mr. Fusco was engaged in discussions with USAID to provide additional information in order that a PIO/T could be processed by AID and provide for additional technical assistance work requested earlier. The work in question was for 60 days of time for a budget analyst to assist in planning of the Title III program.

5. Fifth Visit: 6 November 1978 -- 20 December 1978

Objectives:

To work with the BHP/E Chief and staff to develop a national health plan outline and process, to finalize a report on the progress of the Bureau, and to direct the logistics associated with completing the field-office work.

Interviews Conducted:

USAID:

Dr. W. Boynton, Public Health Officer  
Mr. R. Herrera, Auditor, USAID Regional Office  
Mr. W. Meeks, Executive Officer

GOH:

Dr. E. Midy, Chief, BHP/E  
Mme. M. Beaulieu, Analyst, BHP/E

OMS/OPH:

Mr. M. Custy, Administrative Consultant, OMS/OPS

During the fifth and final trip to Haiti, Mr. Fusco was engaged largely in a technical capacity, but also was concerned with project management because of the impending completion of the project. In his technical capacity, he worked with Dr. Midy and his staff on the development of an outline for the National Health Plan revision and the process for doing the Plan. The work was accomplished during a series of continuing discussions and meetings in which the outline and the process were given additional detail. Mr. Fusco also participated in the preparation of the report on the progress of the BHP/E and discussions of the document with Dr. Midy.

On the management side, Mr. Fusco worked with the Westinghouse Team to close down the project smoothly and on time. These tasks involved assuring that all French language reports had been delivered, that USAID regulations were fulfilled, and that the project office equipment and supplies were properly dispersed (to USAID, to DSPP, or to Westinghouse).

Reports:

An Outline of a Revised National Health Plan and the Planning Process, Haiti, 1978.

Summary of Technical Assistance provided by

SHARON STANTON RUSSELL

Subject Areas

1. Manpower and Task Analyses
2. Organization and Management Analyses
3. Project Management

Duration

1st Trip: 20 March 1977 -- 22 April 1977 -- Port au Prince  
5-7 and 12 May 1977 -- Washington, D.C

2nd Trip: 12 -- 20 November 1978

First Visit: 20 March 1977 -- 22 April 1977

Objectives

- (1) To collect and analyze background data concerning health manpower resources of and utilization by the DSPP.
- (2) To develop analysis of tasks and functions of the Bureau of Health Planning and Evaluation and recommend organizational structure, staffing and training needs.

Interviews Conducted:

Department of Public Health and Population (DSPP)

Dr. Evariste Midy	-- Chief, Bureau of Health Planning and Evaluation (BHP/E)
Dr. G. Nicolas	-- Special Consultant to the Secretary of State, DSPP; Advisor, BHP/E
Mr. Leon Alexandre	-- Chief, Personnel Section
Mme. Jacqueline V.W. Pressoir	-- Secretary to Chief, Personnel Section
Mr. A. Tanini	-- Chief, Accounting Section
Mr. S. J. Lambert	-- Chief, Supply Section

Mr. Martinez	--	Head of Warehouse
Mr. K. Cadet	--	Chief, Transportation Section
Mr. Cadet	--	Administrative Director, Transportation Section
Mr. Serge Vericain	--	Technical Director, Transportation Section
Dr. Rochemont	--	Chief, Section of Medical and Paramedical Training
Dr. C. DeFay	--	Chief, Division of Public Assistance
Dr. Eddy Genece	--	Project Integre de Sante et de Population, Petit Goave
Mr. Pierre Paisible	--	Demographer, Project Integre
Mr. Calixte Clerisme	--	Sociologist, Project Integre de Sante et de Population, Petit Goave
Dr. Kedner Baptiste	--	Sociologist, Project Integre
Dr. Adeline Verly	--	Coordinator, Project Integre, Petit Goave, Research Section, Division d'Hygiene Familial
Dr. Wooly Diendonne	--	Project Integre
Mr. Jacques De Brosse	--	Administrator, SNEM
Mme. Lafontant	--	Director, Bureau of Nursing
Mme. Jacqueline Moreau	--	Nurse, Bureau of Nursing
Mme. Alphonse	--	Nurse, Bureau of Nursing
Dr. Raymond Derosena	--	Director, Center for Health and Training, Croix des Bouquets
Dr. Antonio Narcisse	--	Assistant Administrator, Center for Health and Training, Croix des Bouquets

USAID:

Dr. C. Weldon	--	Public Health Officer
Ms. Linda Morse	--	Assistant Health Officer
Mr. Winn McKiethan	--	Population Officer
Ms. Ann McDonald	--	Capital Development Office
Mr. Steve Lucas	--	TDY Consultant, Office of International Health

Mr. Jean Richardot -- Administrative Advisor to SNEM

Pan American Health Organization (OMS/OPS)

Mr. Michael Custy -- Administrative Advisor, BID Project

Dr. Solum Donas -- Nutrition Advisor, PAHO

Dr. Miguel Segovia -- Management and Administration Advisor,  
PAHO/Washington

Dr. C. Pettigiani -- Project Chief, PAHO/BID Regionalization  
Project

Ms. Helen McDowell -- Nursing Advisor, PAHO

Others:

Dr. Warren Bergrenn -- Harvard University -- Project Integre

Dr. Gretchen Bergrenn -- Harvard University -- Project Integre

Mr. Frank Gilles -- National Department of Education,  
Government of Haiti, Chief, Adult Education

Mme, Marcel Carducci -- Director, National School of Auxiliaries  
at Port au Prince

Mlle. Luci Francois -- Director, National School of Nursing

Mr. J. Villegrain -- Chief, Haitian Institute of Statistics

Dr. Medart -- Dean, National School of Medicine

In March 1977, before departure for field consultation in Haiti, Ms. Russell developed interview schedules and forms for collection of data pertaining to health manpower training institutions and DSPP personnel distribution. In Haiti, Ms. Russell interviewed personnel of the DSPP, directors of the major health worker training institutions, and staffs of the Petit Goave and Croix des Bouquets projects, of the Haitian Institute of Statistics, and of the IDB/PAHO Regionalization projects. The consultant collected and analysed data from both existing reports and, in raw form, from files and records. The resulting summary report on Haiti's health manpower documents the educational system and labor force contexts in which production and use of health workers takes place. In addition, it identifies both sources of and gaps in information for future health manpower planning and identifies and discusses existing formal and informal training

programs for preparation of health workers, including curricula orientation and production data. A preliminary list of training institutions and programs was developed for further elaboration by Westinghouse project staff.

Existing weaknesses in the DSPP personnel section and its information system were discussed. The manpower consultant coordinated with other Westinghouse technical advisors and AID in specification of additional personnel training and technical assistance required to strengthen the DSPP. It was ascertained that the direction of DSPP policies concerning production and use of health manpower is consistent with and appropriate for plans to develop the rural health system.

As part of the activities directed toward preparation of the health manpower component report, Ms. Russell worked closely with Drs. Midy and Nicholas to document the staffing patterns of DSPP regional facilities and to calculate personnel operating costs for these facilities. These calculations subsequently were used by the Bureau in preparing cost estimates for the USAID Rural Health Delivery System project. The summary report incorporating both the analyses and the cost calculations comprises the Health Manpower component report for the Administrative Systems Improvement Plan.

In addition to the above mentioned activities, Ms. Russell worked with senior staff of the Bureau of Health Planning and Evaluation in a series of discussions to further refine BHP/E objectives and to define specific tasks and activities appropriate for the unit. Existing and future required staffing were documented and, together with Mr. Fusco, a recommended organizational structure for the BHP/E internally and for the BHP/E in relation to other units of the DSPP was developed. The results of these activities are reflected in the policy memorandum to the Chief of the BHP/E.

Further work to define tasks and qualifications for BHP/E staff was carried out at Health Systems' home office in Columbia, Maryland. Consultants Russell and Fusco subsequently reviewed and discussed this effort

with Dr. Midy in meetings held in Washington, D.C. May 12, 1977.

### Reports

1. Health Manpower Component for the Development of the Administrative Systems Improvement Plan.
  2. "Policy Memorandum April 18, 1977" (to be found in: Reorganization Plan for the Bureau of Health Planning and Evaluation).
  3. "Policy Memorandum May 12, 1977" (to be found in: Reorganization Plan for the Bureau of Health Planning and Evaluation).
2. Second Visit: 12 November -- 20 November, 1978

Objectives: To update and refine task descriptions for BHP/E staff, assess additional staffing and training requirements; to review organization and functioning of the BHP/E and participate in drafting of Progress Report; to review and define projected technical assistance needs.

### Interviews Conducted

#### DSPP

Dr. Evariste Midy	--	Chief, BHP/E
Ms. Maguy Beaulieu	--	Demographer, BHP/E
Dr. Theodore	--	Administrative Division, DSPP
Mr. C. Bernard	--	Chief, Personnel Section, DSPP

#### OMS/OPS

Mr. Michael Custy	--	Administrative Advisor, PAHO
Dr. Mercier	--	Administrative Task Force Coordinator, PAHO

#### AID

Dr. William Boynton	--	Public Health Officer
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Ms. Russell held a series of in-depth discussions with Dr. Midy concerning task descriptions for BHP/E staff members. Working from draft task descriptions prepared by Dr. Freedman in collaboration with individual staff members, and from agreements reached during her discussions with Dr. Midy

concerning organization of the work of the Bureau, Ms. Russell prepared revised descriptions for both existing and anticipated staff.

At the request of Dr. Midy, Ms. Russell met with Drs. Mercier and Theodore and Messrs. Bernard and Custy (who are members of the Commission on Personnel Norms) (a) to determine that BHP/E task descriptions are congruent with the personnel guidelines under development for the entire DSPP and (b) to review personnel data collection instruments for their adequacy vis a vis health manpower data.

Ms. Russell also participated in the series of meetings among BHP/E staff and Westinghouse Health Systems consultants concerning development of the outline and process for Haiti's next National Health Plan.

The consultant reviewed and drafted additional materials for incorporation in the Bureau's projections of future technical assistance needs.

Finally, Ms. Russell reviewed draft materials developed by project staff concerning progress of the BHP/E over the past two years. This draft formed the basis for a series of discussions held with Dr. Midy concerning organization and development of the Bureau. Subsequently, the consultant prepared a revised draft progress report which highlights accomplishments, organizational issues and suggested steps for further strengthening of the Bureau.

In meetings with USAID, Ms. Russell discussed potential impact of RHDS III on the Bureau of Health Planning and Evaluation, particularly with regard to the effects of the proposal to nominate Dr. A. Hillaire (currently of the BHP/E staff) to the post of RHDS III project coordinator.

#### Reports

1. Revised draft Task Descriptions for BHP/E.
2. Revised draft DSPP Technical Assistance.
3. Revised draft Report on the Progress of the Bureau of Health Planning and Evaluation.

Summary of Technical Assistance provided by

JACQUES ST. SURIN

Subject Area:

Biostatistics

Duration:

October 5, 1977 -- December 31, 1978

Objectives:

To establish the norms that will regulate the information system;  
To assist the Chief of the Section of statistics in strengthening the organization and operation of the Section.

Interviews Conducted:

Département de la Santé Publique et de la Population (DSPP):

Dr. W. Verrier, Secretary of State for Health and Population  
Dr. G. Deslouches, Director General  
Dr. E. Midy, Chief, Bureau of Health Planning and Evaluation (BHP/E)  
Dr. G. Nicolas, Advisor to Secretary of State  
Dr. C. Defay, Chief, Division of Public Assistance  
Mr. J. Theodore, Chief, Division of Administration  
Mr. S. Guillet, Chief, Central Section of Statistics  
Dr. S. Rochemont, Chief, Medical and Paramedical Teaching Section

At the Central office several subjects were discussed, including: the organization of an information system; the need for qualified manpower, a mode for recruitment of such, and a way to secure their participation in DSPP programs; the physical resources at the different levels of the Section of Statistics; and finally the assignment of personnel and the distribution of material resources (premises, equipment, furniture) in order to assure good functioning of the information system. The mode and types of publications that would be valuable to

DSPP staff as well as others were also considered.

Regional Health Centers, DSPP:

- Dr. M. Angrand, Director, Region North
- Dr. L. Bonhomme, Director, Region South
- Dr. E. Léveill , Administrator, Cap-Haitien District
- Dr. P. Bauzile, Administrator, Port-de-Paix

These meetings focused on the possibility of training programs at these regions, and the availability of information to any staff member, whatever his status, once the data have been collected. A suitable way to organize statistical services at health facilities was explored in depth to assure reliability of raw data and timeliness of transmittal.

In general, during the meetings with other employees at DSPP, the accent was on the mode of data collection and the organization and presentation of statistical information.

USAID:

- Dr. W. Boynton, Public Health Office
- Mr. S. Jacobson, Capital Development Office
- Dr. S. Saulnieres, Capital Development Office
- Mr. E. Oriol
- Mr. T. Naggy, Engineer

Consultants (5) from the National Center for Health Statistics (NCHS)

The purposes of these meetings were varied. They were held to provide: statistical information about a specific area and/or guidance on a special problem related to the health field; to discuss a program of work for the statistical staff, and at times for the "agents de sant ", or the operation of the Section of Statistics; to discuss the possibility of research and the theme it would embrace; to stimulate the preparation of the future premises of the Central Section of Statistics; and finally, to give some explanation on the material to be used by the staff of the Section of Statistics.

The discussions held with the representatives of the NCHS focused particularly on the recommended methodology for the collection of vital statistics at the health facilities and in the districts surrounding them

OMS/PAHO:

Dr. F. Milord, Project Director, Regionalization project  
Dr. C. Pettigiani, Project Chief, Regionalization project  
Mr. M. Custy, Administrative Consultant, OMS

Meetings were held frequently with the above persons in order to coordinate the type of information that must be provided to permit better understanding of the effectiveness of the different, current programs; and especially to determine the impact of such programs in rural as well as urban areas.

The possibility of scholarships through this organization (OMS) was studied. This was to help increase the technical competence of the personnel, at the central as well as at the other levels of services.

Readings:

Statistical bulletins of the DSPP  
IHS Census, 1950; 1971  
Project Haiti: Assessment of the Health Statistics & Information System,  
Carlos Gomez

Reports Prepared:

Manual of Statistical Norms, Procedures and Forms for DSPP  
Program of Activities for the Section of Statistics  
Teaching Program for Health Statisticians

Other activities:

- Seminars on Statistics for the medical and paramedical staff (doctors, nurses, division chiefs) held in Cayes, Cap-Haitien, Gonaives, Jacmel and Port-au-Prince.

- Training course for the statistics staff. This is part of the on-the-job training for auxiliary statisticians who will be responsible for the compiling of statistics.
- Codification of the new questionnaires in the Manual of Statistical Norms.
- Preparation of a tabulation plan for the different publications (bulletins, statistical index, epidemiological statistics) from data collected outside and at the health facilities.

Conference with:

Chief, Section of Statistics - Focused on every aspect of the Section, from selection of the staff for intermediate and superior courses to the reviewing of the reports and documents that must be published.

Demographer of BHP/E - Focused on program of work in demography.

- Field trips:

Port-de-Paix - to observe statistical work in a private health service;

Port-Margot et Quartier-Morin - to observe the work of the "agents de santé".

Gayes, Gonaives, Cap-Haitien and Jacmel - to participate in the teaching seminars that were held for the medical and paramedical staff.

Summary of Technical Assistance provided by

LESLIE DUCHATELIER

Subject Area:

Logistics of Drugs and Supplies, Department of Health and population (DSPP), Haiti.

Objectives:

To study the DSPP system of purchase, control and distribution of drugs and supplies; and to prepare a report, with DSPP staff, describing the specific needs, methods, budget and personnel required to implement the recommendations.

Duration:

April 10, 1978 -- July 15, 1978

Interviews Conducted:

DSP/P:

Dr. E. Midy, Chief, Bureau of Health Planning and Evaluation

Mr. J. Theodore, Chief, Division Administration

Mr. S. J. Lambert, Chief, Section of Purchasing

Mr. D. Verdieu, Chief, Warehouse

Discussions focused on existing policies and procedures in drug purchasing; storage and distribution; and proposed reorganization plans. Mr. Duchatelier secured and analysed records on quantities and types of pharmaceuticals and supplies purchased in previous years. He discussed with members of the DSP/P the findings of his analysis, recommendations for changes in policy and procedures and future Technical Assistance requirements.

AID Mission -- Public Health Office:

Dr. W. Boynton, Public Health Officer

Mr. W. McKeithen, Population Officer

Several meetings were held to gather and share information and details on the status and needs of DSP/P for an efficient system of purchasing, storage, distribution and control of drugs and medical supplies throughout the country. Discussion included the number, size and type of refrigerators needed for dispensaries, health centers, district and regional hospitals, for vaccine and drug protection. Also, questions concerning the size and location of walk-in refrigeration units were considered.

AID documents and reports on drug usage, types of drugs needed and on drug cost schedules were secured as well as descriptions of heavy trucks ordered by AID for use by MOH in delivering drugs and supplies.

AID Mission -- Capital Development Office:

Mr. S. Jacobson

Mr. E. Birgells

Discussion centered around matters of cost, numbers and types of staff required, staff training needs, types of refrigeration required, numbers of deliveries per year to each region/district, etc. Further, the consultant provided requested information for AID use in preparation of the PP, SHS III, including details such as the proposed organizational structure for the central storage depot, the capacity of the depot in cubic meters, the frequency of placing orders and bids, as well as the number of vehicles needed in the field for delivery of supplies.

Agencies Visited:

UNICEF

OMS/PAHO

HACHO

Mr. Duchatelier gathered relevant information such as drug lists, usage rates, refrigeration methods and reports from these organizations. HACHO (Haitian American Community Help Organization) provided detailed

data on drugs purchased for the northwest area of Haiti during the previous 3 year period.

Background material:

GSA	Wholesale drug cost list
USAID	Reports on common drugs used in other developing countries
HACHO	Data on drug purchases 1975-1978
UNICEF	Drug List - drugs purchased for developing countries
DSP/P & Govt. of Haiti	Drugs and supplies ordered and delivered during 1976-1977, by type and quantity.

Reports Prepared:

1. Drugs, Logistics and Supplies, DSP/P (in English and French)

This report describes in detail the proposed system for the DSP/P needed to develop its network for distribution of drugs and supplies. It includes recommendations concerning control, purchasing, distribution, accountability and organizational factors, along with staffing recommendations.

Further, it provides details on the different types of refrigerators needed; the number, cost and distribution by type of facility and sources of supply of gas, for the gas-operated models.

A flow chart indicates every step in the processing of requisitions for drugs and supplies, including control of all copies, at each step in the process. Other charts appear indicating the distribution system, and the organization of staff.

Finally, a description of the existing depot or warehouse indicates the need for a replacement structure with proper safeguarding of dangerous drugs, adequate refrigeration, sufficient storage space, repackaging and managerial rooms.

2. Proposed drug list for use throughout Haiti in dispensaries, health centers and hospitals, including quantity, prepared by region district, and health center levels.

3. List of quantity and type of drugs for use by Agents de Santé, by specific drug and by year.

Summary of Technical Assistance provided by

RICOT JEAN

Subject Area:

Transportation

Objectives:

To study the needs of the DSP/P transportation system for gasoline storage, spare parts, storage of parts and for an integrated dispatching system; and to prepare a report, with DSP/P staff, describing a functional system on the above aspects, interrelated with the report of Mr. D. Crichton, Transportation Consultant.

Duration:

April 2, 1978 -- June 2, 1978

Interviews Conducted:

AID Mission -- Public Health Office

Dr. W. Boynton, Public Health Officer

Mr. W. McKeithen, Population Officer

Sessions were held to provide detailed information on the various types of uses of the proposed fleet of trucks, on the cost of gasoline and the estimated total needs over a 5 year period. Exploration of problems of vehicle maintenance and spare parts revealed an urgent need for parts control and streamlined requisitioning as well as a central depot for parts. A new garage complex for Port-au-Prince, Gonaives and Cayes was considered.

AID Mission -- Capital Development Office

Mr. S. Jacobson

Mr. E. Birgells

Meetings were held to discuss costs of construction of depot for parts, the contemplated garage complex, gasoline and spare parts.

AID Mission -- Engineering Section

Mr. T. Naggy, Engineer

This meeting was necessitated to work on drawings for the garage complex in Port-au-Prince as well as the 2 regional garages.

Government of Haiti: DSPP

Mr. J. Theodore, Chief, Division of Administration

Mr. M. Custy, PAHO, Administrative Consultant

These meetings were held frequently in order to explore possible ways of resolving problems such as: the type, size and location of a suitable garage complex for the central headquarters and 2 regions (Cayes and Gonaives). Also, they served as a basis for review of gasoline storage areas, spare parts storage as well as control and distribution methods.

Government of Haiti: DSPP -- Transportation Section

Mr. K. Cadet, Chief, Garage of DSP/P

Mr. S. Vericain, Assistant Chief, Garage

These discussions were held to determine current operational problems such as difficulties experienced in dispatching, average time required for repair of vehicles, availability of spare parts and obstacles to preventive maintenance of the fleet of vehicles. Further, the needs and suggestions for overcoming such problems were explored, including on the job training, storage and work space, supervision and parts control.

Government of Haiti: Service National des Endémies Majeures (SNEM)

Mr. J. Ambroise, Chief, Garage

Mr. A. Muller, Dispatcher

These meetings were held to better understand the operations and system of transportation conducted at SNLM. Specifically, the methods developed for ordering and stocking of spare parts and for inventory control were discussed, as well as the possibility of expanding the

size of the spare parts building and for inspecting a proper location for expanded gasoline storage facilities.

Field Trips:

Gonaives:

Visited possible sites for building a new garage at Gonaives, to serve the northern area. Discussed the details with Dr. J. Sajous District Health Administrator, and Dr. R. Pierre, field director, SNEM.

Cayes:

Discussed the proposed plan for integrating 4 separate fleets of vehicles into a single fleet, and proposed garage complex at Cayes, with the Regional Medical Director, Dr. P. Bonhomme.

Background Material:

GSA Manual on costs of spare parts

US Army -- Manual of Instruction, Engineering Unit, on Transportation

Report Prepared:

DSPP: Report on Integrated Transportation System

The Transportation Report was prepared jointly by David Crichton and Ricot Jean, with the DSP/P staff. Each of the 2 consultants provided input from their respective areas of expertise and from the study undertaken.

The report describes in detail the entire transportation system proposed for the DSP/P, to be evolved over a 5 year period. It includes integration of 3 other existing but separate systems into that of the DSP/P, specifically, SNEM, Bureau of Nutrition and the Division of Family Hygiene.

The report specifies phased purchasing of tow trucks and new vehicles, by make, size and year, plus the elimination of ancient

vehicles. Also, a preventive maintenance program is explained; a system for organization and control of spare parts is defined; a requisition system and forms are specified as well as the functions and location of regional garages.

This 200 page report covers the following subject headings: garage organization (central and regional); warehouse for spare parts; spare parts supply; garage maintenance; garage complex with plans and blueprints; gasoline distribution and storage; and cost estimates.

Summary of Technical Assistance provided by

JONATHAN MEYER

Subject Area:

Budget planning assistance  
Budget analysis/cost analysis  
Personnel budgeting  
Program budgeting

Duration:

- I. March 18 -- April 1, 1977
- II. January 31 -- March 24, 1978
- III. March 25 -- April 4, 1978
- May 28 -- June 9, 1978
- June 19 -- June 30, 1978
- July 10 -- July 26, 1978

I. March 18 -- April 1, 1977:

Objectives:

To comprehend the several types of annual budgets prepared by the DSP/P and by the Ministry of Plans (formerly CONADEP); and to analyze the process in DSP/P of formulating the budget.

Interviews Conducted:

Ministry of Health (Haiti):

Dr. E. Midy, Chief, Bureau of Health Planning and Evaluation  
Mr. A. Janini, Chief Accountant  
Mr. S. Guillet, Head, Section of Statistics

AID Mission:

Dr. C. Weldon

CONADEP:

Mr. P. Florival, Staff Technician -- Health

These meetings were for 2 basic purposes. The first was to gather copies of the annual budget, DSP/P, the Development Budget, the CONADEP Five Year Plan and other reports/analyses of previous budgets. The second was to determine the method of budget development, validity of budget figures, relationship between the budget requested (for each budget component such as program activity, supplies, drugs, etc.) and the amount actually allocated. Also, the basis upon which estimated needs were calculated was explored thoroughly.

It was determined in these meetings, for example, that the budget process prohibits a linkage between cost and the actual outputs since operating divisions are not organized in such a way as to enable such a linkage and Haitian Law requires maintenance of a line item budget. Also, some of the budget is not allocated through the normal budgetary process.

Readings and background material:

Government of Haiti budget -- 1972 - 1978 -- 5 year Plan  
Operational and Development Budget -- 1976-1977 -- CONADEP  
Ministry of Health -- annual budgets -- 1974, 1975, 1976, 1977  
Statement of purpose, activities and functions of administrative and operational units, in relation to the budget.  
U.W. Bureau of the Budget, Bulletin No. 68-2, July 18, 1967  
Planning Program Budgeting: A Systems Approach to Management, 1968

Documents Prepared:

Haiti Project: Analysis of the Budget Structure and Its Relationship to Planning

This document describes Haiti's health budget process including the budget law, information flow and decision-making, and constraints. It presents program budgeting as well as the necessity of program

accounting. Also provided in the appendix is a narrative presentation of the Operational Budget of the DSP/P, 1976-1977.

January 31 -- March 24, 1978

Objectives:

To assist the Bureau of Health Planning and Evaluation (BHP/E) in its attempt to learn the approach necessary for developing a program budget.

Interviews Conducted:

Ministry of Health:

Dr. E. Midy, Chief, Bureau of Health Planning and Evaluation  
Mr. A. Janini, Chief Accountant  
Mr. S. Guillet, Head, Section of Statistics  
Mr. J. Theodore, Chief, Division Administration

AID Mission:

Dr. W. Boynton, Public Health Officer

CONADEP:

Mr. P. Florival, Staff Technician - Health

The purpose of these meetings was to secure additional data, documents and information relevant to the budgeting process and to each operating program, beyond those items gathered during the previous technical assistance visit in 1977. Despite the fact that the existing DSP/P line item budget does not lend itself to practical use in program budgeting, BHP/E requested help in reformulating the budget process toward reaching this goal in the future.

Some 10-12 seminars were held with staff of the DSP/P for which appropriate material was prepared and distributed in advance. These discussions centered on the process of program budgeting, one step at a time. The end result was a report describing the

rationale, components, and steps to achieve the goal of program budgeting.

In the course of the above effort, analysis of the DSP/P budget in great detail was undertaken. Tabulations and breakdowns were evolved resulting in 15 tables, 11 exhibits and 5 figures, i.e., health manpower development FY 76 -- FY 78 by expenditure for different categories of professionals; average salary levels 77 -- 78, by professional categories; total operating costs by type of health facility, FY 78.

Reports Prepared:

1. Haiti: Health Care Financial System -- June, 1978

This report describes the financing mechanisms for the DSP/P, analyses budget allocations and describes the financial management information system in detail. The recommendations relate to requirements for development of a program budget. These include reorganizing DSP/P along functional lines, combining the operational and development budgets, training budget office staff and implementing a financial management information system.

2. Budgeting Course Documents -- July, 1978

The Manual was compiled from materials developed for the seminars conducted during this technical assistance visit. It describes the rationale, the process and specific steps involved in program budgeting. It provides specific guidance to DSP/P personnel undertakings.

III. March -- July 1978

Objectives:

To analyze the impact of Title III funds in relation to the DSP/P personnel system and salary structure; to exchange information with AID staff on matters such as, DSP/P budget reporting, personnel budget and budget revisions; and to discuss with DSP/P staff the impact

of proposed USAID funding (Title III) upon certain characteristics such as the personnel system.

Interviews Conducted:

Ministry of Health:

Dr. E. Midy, Chief, Bureau of Health Planning and Evaluation.  
Mr. A. Janini, Chief Accountant  
Mr. S. Guillet, Head, Section of Statistics  
Mr. J. Theodore, Chief, Division Administration

AID Mission:

Mr. L. Harrison, AID Director  
Mr. S. Jacobson, Capital Development Office  
Mr. E. Birgells, Capital Development Office  
Dr. W. Boynton, Public Health Office

These meetings had several objectives as follows:

1. Mr. Harrison and staff:

To discuss the type of budget figures needed by AID Mission for use in planning, strengthening Health Services III, with particular emphasis on the budget implications to Haiti's personnel budget system. The role that Title III funds must play was explained. A rational salary structure was requested, covering all professional levels in DSP/P.

2. AID staff (Public Health Office and Capital Development Office):

To exchange information with staff drafting specific reports and analyses related to design of Strengthening Health Services III, including the following:

- a. development of budget figures for all personnel categories in the DSP/P.
- b. plan revisions in the personnel budget system.

- c. development of a budget reporting system.
- d. budgetary and personnel assumptions on which the new personnel budget system is based.
- e. projections of the DSP/P personnel budget for a 5 year period.
- f. proposal of revisions to the budget, its format and the budget reporting system.

DSP/P staff:

To identify institutional characteristics of the DSP/P and their implications for the impact of proposed US funding. Draft material was presented including some of the material described above such as tabulations of cost of personnel, cost of operating each level of health facility per year. Revision, correction of assumptions and strengthening of reports that resulted from each meeting.

Reading and Background Material:

Source documents included DSP/P budgets, DSP/P projections on personnel needs for the rural health delivery service, drafts of AID and Westinghouse Health Systems studies on personnel requirements for the data information system, transportation system and the logistics system for drugs and supplies.

Reports Prepared:

Haiti: Institutional Analysis, DSP/P -- 1978

This report describes the organization of DSP/P as well as the sources, and uses, of DSP/P funds. Detailed information and data are shown for numbers and types of professional personnel, according to type of facility.

Personnel analysis describes the problems of upgrading and producing sufficient personnel of the quality and type needed. Recommended salary levels are proposed for top staff in each

administrative and operating unit, by year, 1979 -- 1983.

Among the recommendations are those pertaining to training of staff, reducing the number of physicians trained, reorganizing the DSP/P and providing Technical Assistance.

Tables are provided on such topics as the following: the Development Budget, giving the multiple sources of funds; the Application of Operational Budget funds, 1978; Application of Development Budget funds, 1977; Health personnel salaries by type, and by year, 1977 and 1978; and DSP/P Personnel, by facility and type 1977.

Summary of Technical Assistance provided by

DAVID CRICHTON

Subject Area:

Transportation

Objectives:

To study the 4 existing transportation operations of the DSP/P and to prepare a report, in conjunction with the DSP/P staff, describing a coordinated and modernized transportation system in detail, to serve the needs of the DSP/P.

Duration:

March 13, 1978 -- June 2, 1978

Interviews Conducted:

AID Mission -- Public Health Office

Dr. W. Boynton, Public Health Officer

Mr. W. McKeithen, Population Officer

Meetings were held to gather and exchange information and details on the status, development and need of the DSP/P for a better transportation system. Also discussed was the order for heavy trucks for the DSP/P placed earlier by AID. Details were covered on the types of uses of the proposed augmented fleet, cost of gasoline, and repairs, and the entire system of maintenance and repair.

AID Mission -- Capital Development Office

Mr. S. Jacobson

Mr. E. Birgells

Meetings were held to discuss matters of cost, types of vehicles, personnel, spare parts and other matters relative to a good transportation system. This information was requested by CAP staff, to enable them to strengthen the 1978 Project Paper, SHS III.

AID Mission -- Engineering Section

Mr. T. Naggy, Engineer

The consultant reviewed and discussed working drawings and the specific need for a spare parts warehouse, garages and a gas station. Drawings were finalized that were acceptable to DSPP and to AID. These served as the basis for calculations on cost and plans that were technically feasible.

Government of Haiti: DSP/P -- Administration

Mr. J. Theodore, Chief, Division of Administration

Mr. M. Custy, PAHO, Administrative Consultant

Meetings were held almost on a daily basis with one or more of the above persons in order to reach an agreement on numerous questions and problems, such as: the number and types of vehicles needed for the combined DSP/P transportation system over a 5 year period; staffing needs; staff training; technical assistance required for implementation; location of regional garages, etc.

Government of Haiti: DSP/P -- Transportation Section

Mr. K. Cadet, Chief, Garage of DSP/P

Mr. S. Vericain, Assistant Chief, Garage

Discussions covered types of maintenance equipment needed for the planned new garage, types of staff needed and specialized training they would require.

Government of Haiti: DSP/P -- Bureau of Health Planning and Evaluation

Dr. E. Midy, Chief, Bureau of Health Planning and Evaluation

Periodic sessions were held to discuss overall plan for improving DSP/P transportation system, for integrating the 4 system of the Ministry of Health, SNEM, Family Hygiene and Nutrition, into 1, for resolving matters of policy that had to be discussed with the Secretary of State for Health and Population.

Government of Haiti: Service National des Endemies Majeures (SNEM)

Mr. J. Debrosse, Administrative Officer

Mr. J. Ambroise, Chief, Garage

Mr. A. Miller, Dispatcher

These discussions explored problems involving integration of the SNEM transportation system with DSP/P. SNEM has a large fleet and a well-managed operation. Also, it was clarified that space is available at SNEM to expand or construct additional structures. Other points covered staffing patterns, dispatching and control of the fleet, repairs and spare parts, as well as replacement policy.

Other Agencies Visited:

1. Centre Pilote de Formation Professionnelle. This is the Pilot Training School for auto mechanics.

Discussions were held concerning training opportunities for DSP/P Garage personnel. After discussing alternate training possibilities, an agreement was reached as to the number that might be accepted. The school is able to train several mechanics yearly for DSP/P.

2. Ecole Professionnelle J. B. Damien

This car and truck mechanics training school functions on a demand basis. Talks, summarized, indicated that the Director of the school will provide institutional training to DSP/P personnel upon request, at the DSP/P garage.

Background Material:

U.S. Government manuals, books and reports on model and actual transportation system used in third world countries.

Development of Transportation System for MOH, Liberia

GSA Manual on costs of spare parts

US Army -- Manual of Instruction, Engineering Unit, on Transport

Report Prepared:

Report on Integrated Transportation System

This report was prepared jointly by Mr. David Crichton and Mr. Ricot Jean with the DSP/P staff. The report describes in detail the entire transportation system proposed for the DSP/P, to be evolved over a 5 year period. It includes integration of 3 other existing but separate systems into that of the DSP/P, specifically, SNEM, Bureau of Nutrition and the Division of Family Hygiene.

The report specifies phased purchasing of two trucks and new vehicles, by make, size and year, plus the elimination of ancient vehicles. Also, a preventive maintenance program is explained; a system for organization and control of spare parts is defined; a requisition system and forms are specified as well as the functions and location of regional garages.

This 200 page report covers the following subject headings: garage organization (central and regional); warehouse for spare parts; spare parts supply; garage maintenance; garage complex with plans and blueprints; gasoline distribution and storage; and cost estimates.

Summary of Technical Assistance provided by

CARLOS GOMEZ

Subject Area:

Health Statistics and Information Systems

Objectives:

To analyze and evaluate the DSP/P statistical system and to prepare a report with recommendations for improving the reliability of data and strengthening the entire system.

Duration:

March 16, 1977 -- September 30, 1977

Meetings were held with a great number of persons within the DSP/P and with the Haitian Institute of Statistics. The following represents a partial list of persons interviewed in DSP/P:

Dr. W. Verrier, Secretary of State for Health and Population  
Dr. G. Deslouches, Director General  
Dr. E. Midy, Chief, Bureau of Health Planning and Evaluation  
Mr. S. Guillet, Chief, Section of Statistics  
Mr. G. Celestin, Chief, Statistical Unit, Division of Family Hygiene  
Dr. C. Rousseau, Chief, Division of Public Health  
Dr. W. Fougère, Chief, Bureau of Nutrition  
Dr. A. Bordes, Chief, Division of Family Hygiene and Family Planning

Meetings were conducted to contribute to either or both of the following objectives: 1. gathering of data and information on every program and service within the DSP/P; 2. discussion and clarification of data gathering problems, and methods for strengthening the statistical operations and assuring greater validity of data collected, analyzed and tabulated.

Toward this end, material was secured such as: samples of all forms used

to gather raw data; program reports; organizational charts; statements of goals and objectives; annual and quarterly statistical reports. Reports published by the Haitian Institute of Statistics were utilized, particularly on demographic data. Information and numerous reports were secured from the many sections, divisions and other units of the DSP/P on available data, their usage and their shortcomings.

Frequent visits were conducted with the Chief, Section of Statistics, to secure information, data and reports; and to discuss various proposals for strengthening and expanding the scope of work of the Section. During these visits the space and equipment requirements of the various offices of the Section were also assessed. Field visits to selected health facilities were undertaken to observe problems in providing required data in a timely and accurate manner. Discussions with staff of the Haitian Institute of Statistics were held to clarify the working relationship with the Section of Statistics, DSP/P and to review available documents of the Institute of Statistics.

Mr. Gomez discussed with DSP/P staff the actual utilization of reports and tabulations emanating from the Section of Statistics, and the users' needs concerning these data. He also reviewed Haitian Laws relative to statistics-gathering and reporting.

Report Prepared:

Project Haiti: Assessment of the Health Statistics and Information System

This report of nearly 200 pages analyzes the entire system of data collection, analysis, tabulation and distribution, within the DSP/P. It contains conclusions and recommendations related to requirements for an adequate organizational structure; clarity in management and responsibility; and administrative rules and regulations. Further, problems in the use of technical cooperation with expert consultants, and appropriate utilization of available physical resources are analyzed.

The assessment recommends additions to staff consisting of an assistant to the Chief, trained statisticians, and qualified field staff who have

responsibility for the timely and accurate collection and transmission of data to Central Office

A total of 12 Tables and 13 Exhibits help to substantiate the findings, problem areas and the recommendations.