



USAID
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PRO Shëndetit I End of Project Report

August 5th 2003 –October 31st 2006

Contract No.. 182-C-00-03-00105-00

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**University Research CO., LLC, BearingPoint
and the American Academy of Family Physicians**

Improving Primary Health Care Project, Albania

**End of Project Report
August 5, 2003 – October 31, 2006**

Background

This is the end-of-project report for Contract No.182-C-00-03-00105-00. It includes a DVD that contains electronically retrievable copies of all reports and products recordable.

A Table of Contents (ToC) of the DVD is included as Appendix A. A copy is also included on the DVD itself. Most of the data on the disk are available both in English and Albanian. In some instances, a paragraph or abstract is available, when the information is not in both languages. This information is shown in the last two columns of the ToC.

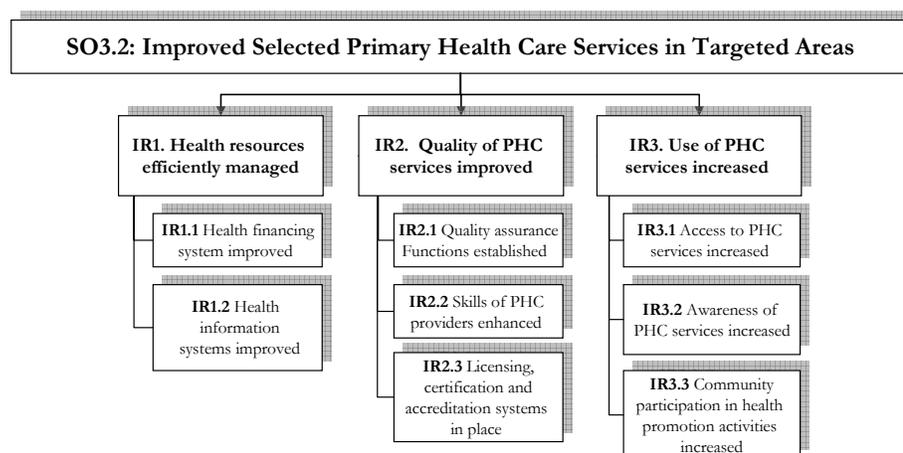
This written report consists of: 1) an introduction to the results framework of the project; 2) a brief summary of lessons learned and 3) an introduction to the sections of the table of contents for materials on the CD. The table in Appendix A is the actual table of contents, providing links to CD content..

Introduction

USAID’s program was designed to achieve its Strategic Objective “Improved Selected Primary Health Care Services in Targeted Areas.” University Research Co. was awarded Contract No. 182-C-00-03-00105-00, beginning on August 8, 2003 and ending October 31 2006. There were two sub contractors to the contract: Bearing Point, and American Academy of Family Physicians.

The diagram of the results framework and the three intermediate results (IRs) is shown below. Advocacy and policy were considered to be a cross cutting objectives for all three IRs

USAID/Albania Results Framework for SO 3.2



The project was organized around the IRs. The Health Management Information Systems (HMIS) component and the Health Financing component were most directly linked to achieving IR1, “Health resources efficiently managed.” The Service

Delivery component was most directly linked to IR2, “Quality of PHC services improved.” The fourth component, Health Promotion, was most directly linked to “Use of PHC services increased.” There were various linkages and complements between components in achieving the IRs, but the preceding comments indicate the major objectives of each of the four technical components.

A Finance and Administration component provided overall administrative, financial, and logistics support. There were five initial-focus prefectures in URC’s project, herein called PRO Shëndetit (PSh). The HMIS and health financing components worked within the five prefectures, but their work was anticipated to be expanded nation wide. In fact, two different ministers of health requested and PSh agreed to assist in taking the health management information system nationwide.

Lessons Learned

With a project that has the breadth and depth of PRO Shëndetit, the lessons are many. A choice has been made to report lessons learned at a more general level, rather than list many separate lessons associated with each set of major activities.

The “US” carries an edge

The lesson is certainly not unique to this project, but the fact that there is wide-spread positive orientation toward the US, assists in project implementation from Tirana to Bulqize.

Memorandums of Understanding (MOU)

It would be helpful to have general MOUs, with key partners at the beginning of the project. Although these are planned for phase-two, they were not part of phase-one. It is not so much that these documents are binding in a legal sense; they are useful as points of reference and clarification for all.

Planning is Important

To make the relevant point here, it is useful to refer to a quote from Dwight D. Eisenhower; “In preparing for battle I have always found that plans are useless, but planning is indispensable.” Eisenhower’s quote applies to projects as well. Planning is a process, an important and ongoing process, a social act with partners and colleagues, and not a paper or electronic end. The end product is “the plan.” As Eisenhower suggests, at some point in time or location, plans are useless, but planning continues and is indispensable; planning is essential for results..

Flexibility

It is most appropriate that the importance of flexibility follows the previous lesson learned. It is part of what Eisenhower was saying. The project has found it has been impossible to walk toward objectives in a straight line. Elections happen, personnel change take place, someone is offended or angry, someone is looking for something in return for his/her cooperation and participation, i.e., things change. As stated earlier, planning is essential, it is necessary to know what the objectives and targets are, but it is nearly as important to be agile, to recognize opportunities as they present themselves. It is important to have a steely eye for the target but to be able to dance one’s way to it.

Identifying the Right Persons

The “right” person is the motivated, highly committed and somewhat selfless professional who is going to make activities work. The project has not come up with a golden key or ten question test that identifies the “right” person, but time and energy is required on the part of project staff. Time and energy is required to identify the person and time and energy to assist in maintaining motivation. Incentives come in many colors and shapes and they are necessary. The most highly motivated and committed professionals need what all humans need: positive feedback, encouragement, and personal attention. The project’s experience is this can all too easily be ignored or forgotten. It should not be; humans are, after all, human.

Coordination takes time and deserves it

PRO Shëndetit staff have spent weeks and months of “person time” making sure that key individuals were informed and were part of decisions that needed to be made. Making sure that staff from two or three different organizations were available at designated times and that what one group was doing was known to others. As time consuming and sometimes frustrating as the coordination process can be, staff believes that the time that coordination takes, for the most part, is worth the effort.

Facilitation of Consensus is important

PRO Shëndetit found it sometimes could play the role of bringing consensus among partners. Working groups, steering committees and the like often provide a representative collection of individuals from groups that do not seem to reach agreements easily. A project that has the respect and trust of the various groups can, if it takes opportunity in a facilitative role, assist consensuses to be reached.

Table of Contents materials

Dream Team

This is a team photograph of most of the persons responsible for the achievements made during the first three years. Some staff members have moved on towards other things.

Reports

This section contains all of the contract obligation reports, e.g., the Three-year Strategic Plan, Performance Management Plan, this End-of-Project Report, three Annual Reports, and 12 Quarterly Reports.

Informationals

One Pager

What PSh calls the “one pager” is a one page diagram with text that presents a thumb nail sketch of how the MoH-PSh is designed. It is a simple diagrammatic presentation of PSh.

Two Pagers

“Two pagers” (one single page, front and back) were developed by PSh to assist in conveying, in a simple and concrete manner, key interventions of the project.

Results

In this section PSh has included:

- Maps used to portray project activities, with communes as the units of analysis
- An Assessment of COPE's Introduction and Implementation
- Nurses Continuing Medical Education Assessment
- Assessment of Health promotion Activities in Lezhe
- "Changes in Albania Primary Health Care: (Knowledge and Behavior) – Shkoder, Lezhe, and Korce: 2002-05" (DRAFT)
PSh believes this is one of the best population-based surveys available with reproductive health data. The printed survey will be available in 2007.

Health Promotion

"Family Planning and STI/HIV/AIDS, an Exploration of Knowledge, Attitudes and Practices" This was a focused research to assist in designing the health promotion program.

Curricula

- Basics on Health promotion and Health Education
- Family Planning and Dual Protection
- Tuberculosis
- Neonatal Care
- Antenatal Care
- STI/HIV/AIDS

Manuals

- Basics on Health promotion and Health Education
- Family Planning and Dual Protection
- Tuberculosis
- Neonatal Care
- Antenatal Care
- STI/HIV/AIDS

Leaflets

Family Planning Knowledge – this became a national leaflet. Its expanded dissemination was supported by UNFPA

Service Delivery

Quality Improvement

- Quality Management Guide for Health Centers
- COPE Handbook
- A Modern Paradigm for Improving Healthcare Quality
- List of Basic Equipment
- Health Center Equipment – three items, use with pictures
- Peer Review Pilot Study Report Lezhe and Shkoder

Performance Improvement

- Family Doctor Modular Training – Abstracts of Material, Handouts, and Presentations
- Pre- and Post-test Questions, Korce Prefecture
- Doctors Continuing Medical Education – Topics

- Doctors Continuing Medical Education – Handouts
- Training Materials
- Nurses Continuing Medical Education – Topics
- Nurses Continuing Medical Education – Handouts
- Supervision and Management Handbook
- Supervision and Management Training, ppt.
- Auditing Forms
- Clinical Auditing Training
- Clinical Audit on Clinical Practice Guidelines Oriented
- Management of Hypertension in Primary Health Care
- A Quantitative Analysis

Re-licensing and Accreditation

- A Proposal for the Design and development of Re-licensing and Accreditation systems for Family Physicians in Albania: A White Paper for Discussion (Draft)

HMIS

- Encounter form
- Encounter Form Manual
- Needs for Information of Doctors and Local Directors (DRAFT)
- Human Resource Data Base entry forms
- IT strategy and WAN feasibility study

Health Financing

- Health Care Financing and Reform in Albania
- Primary Health Care Financing Contract
- Common Regulation for Contracting of Primary Health Care Services
- Training Needs Assessment
- Training ppt
- Budgeting Information for HC s in Berat and Lezhe
- Council of Ministers Agreement on the Pilot Project in Berat Region

The ToC in Appendix A provides details on language availability for each of the items listed above. The DVD can be found in the pocket attached to the inside of the back cover.

APPENDIX A

Introduction	English	Albanian
<i>Introduction Paragraph</i>	√	√
<i>Dream Team</i>	√	√
<i>Table of Contents</i>	√	√
Reports	English	Albanian
<i>Three-Year Strategic Plan</i>	√	Paragraph
<i>PHC Conference report</i>	√	√
<i>End of Project Report</i>	√	Paragraph
Annual Reports		
<i>Annual Report - Year One</i>	√	Paragraph
<i>Annual Report - Year Two</i>	√	Paragraph
<i>Annual Report - Year Three</i>	√	Paragraph
Quarterly Reports		
<i>Quarterly Report 2003 08-12</i>	√	Paragraph
<i>Quarterly Report 2004 01-03</i>	√	Paragraph
<i>Quarterly Report 2004 04-07</i>	√	Paragraph
<i>Quarterly Report 2004 08-10</i>	√	Paragraph
<i>Quarterly Report 2005 11-01</i>	√	Paragraph
<i>Quarterly Report 2005 02-04</i>	√	Paragraph
<i>Quarterly Report 2005 05-07</i>	√	Paragraph
<i>Quarterly Report 2005 08-10</i>	√	Paragraph
<i>Quarterly Report 2006 11-01</i>	√	Paragraph
<i>Quarterly Report 2006 02-04</i>	√	Paragraph
<i>Quarterly Report 2006 05-07</i>	√	Paragraph
<i>Quarterly Report 2006 08-10</i>	√	Paragraph
Informational	English	Albanian
One Pagers		
<i>People and Systems – The Ministry of Health/PRO Shëndetit Partnership</i>	√	√
Two Pagers		
<i>COPE®</i>	√	√
<i>Family Doctors</i>	√	√
<i>Health Financing</i>	√	√
<i>Health Promotion</i>	√	√
<i>Health Management Information Systems</i>	√	√
<i>Knowledge and Use of Modern Contraceptive Methods</i>	√	√
<i>Monitoring and Evaluation</i>	√	√
<i>Quality Improvement</i>	√	√
Results	English	Albanian
<i>Indicators Performance</i>	√	√
<i>Maps of activity coverage</i>	√	√
<i>Report on COPE Introduction and Implementation</i>	√	√
<i>Nurses Continuing Medical Education–Evaluation</i>	√	√
<i>Changes in Albanian Primary Health Care (Knowledge and Behavior); Shkodër, Lezhë and Korçë, 2002- 2005, Draft</i>	√	√
<i>Evaluation of Health Promotion activities in Lezha, Draft</i>	√	Abstract

Health Promotion		English	Albanian
<i>Family Planning and STI/HIV/AIDS, An Exploration of Knowledge, Attitudes, and Practices</i>		√	√
Curricula			
<i>Family Planning and Dual Protection</i>		Abstract	√
<i>Antenatal Care</i>		√	√
<i>Increasing Community knowledge on HIV/AIDS and STI</i>		Abstract	√
Manuals			
<i>Basics on Health Promotion and Health Education</i>		√	√
<i>Family Planning and Dual Protection</i>		√	√
<i>General Information on Tuberculosis</i>		√	√
<i>Neonatal Care</i>		√	√
<i>Antenatal Care</i>		√	√
<i>General Knowledge on HIV/AIDS and Sexually Transmitted Diseases</i>		√	√
Leaflets			
<i>Family Planning Knowledge</i>		Abstract	√
Service Delivery		English	Albanian
Quality Improvement			
<i>Quality Management Guide for Health Centers</i>		√	√
<i>COPE Handbook</i>		√	√
<i>A Modern Paradigm for Improving Healthcare Quality</i>		√	√
<i>List of Basic Equipment</i>		√	√
<i>Health Center Equipment- 3 items, use with pictures</i>		√	√
<i>Peer review Pilot study Report Lezhë and Shkodër</i>		√	√
Performance Improvement			
<i>Family Doctor Modular Training – Abstracts of Material, Handouts, and Presentations</i>		Abstract	√
<i>Pre and Post Test Questions, Korça Prefecture</i>		√	√
<i>Doctors Continuing Medical Education – Topics</i>		√	√
<i>Doctors Continuing Medical Education – Handouts</i>		Abstract	√
<i>Training Materials</i>		√	√
<i>Nurses Continuing Medical Education– Topics</i>		√	√
<i>Nurses Continuing Medical Education –handouts</i>		Abstract	√
<i>Supervision and Management Handbook</i>		√	√
<i>Supervision and Management Training, ppt.</i>		√	√
<i>Auditing Forms</i>		√	√
<i>Clinical Auditing Training</i>		Abstract	√
<i>Clinical Audit on Clinical Practice Guidelines Oriented</i>		√	√
<i>Management of Hypertension in Primary Health Care. A Quantitative Analysis.</i>		√	√
Re-licensing and Accreditation			
<i>A Proposal for the Design and Development of Re-licensing and Accreditation Systems for Family Physicians in Albania. A White Paper for Discussion. Draft</i>		√	Abstract
HMIS		English	Albanian
<i>Encounter Form</i>		√	√
<i>Encounter Form Manual</i>		√	√
<i>Needs for Information of Doctors and Local Directors</i>		√	Abstract
<i>HR Database fields</i>		√	√

<i>HMIS Database fields</i>	√	√
<i>IT Strategy and WAN feasibility study</i>	√	Abstract

Health Financing	English	Albanian
<i>Health Care Financing and Reform in Albania</i>	√	√
<i>Primary Health Care Financing Contract</i>	√	√
<i>Common Regulation for Contracting of Primary Health Care Services</i>	√	√
<i>Training Needs Assessment</i>	√	√
<i>Budgeting information for HC in Berat and Lezhë</i>	√	√
<i>Council of ministers Agreement on the Pilot Project in Berat region, where HII will be the single source financier.</i>	√	√
<i>Contracting and Performance Management in the health sector</i>	√	√