

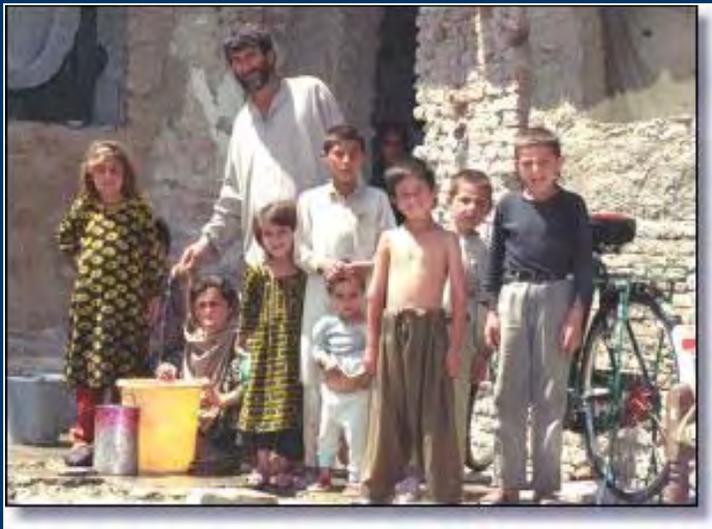
## **HSS Assessment Team: A Framework for Consideration Islamabad, Pakistan**

April, 2009

This report was made possible through support provided by the US Agency for International Development, under the terms of Cooperative Agreement Number GPO-A-00-05-00024-00. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the US Agency for International Development.

---

Leadership, Management and Sustainability Program  
Management Sciences for Health  
784 Memorial Drive  
Cambridge, MA 02139  
Telephone: (617) 250-9500  
[www.msh.org/lms](http://www.msh.org/lms)



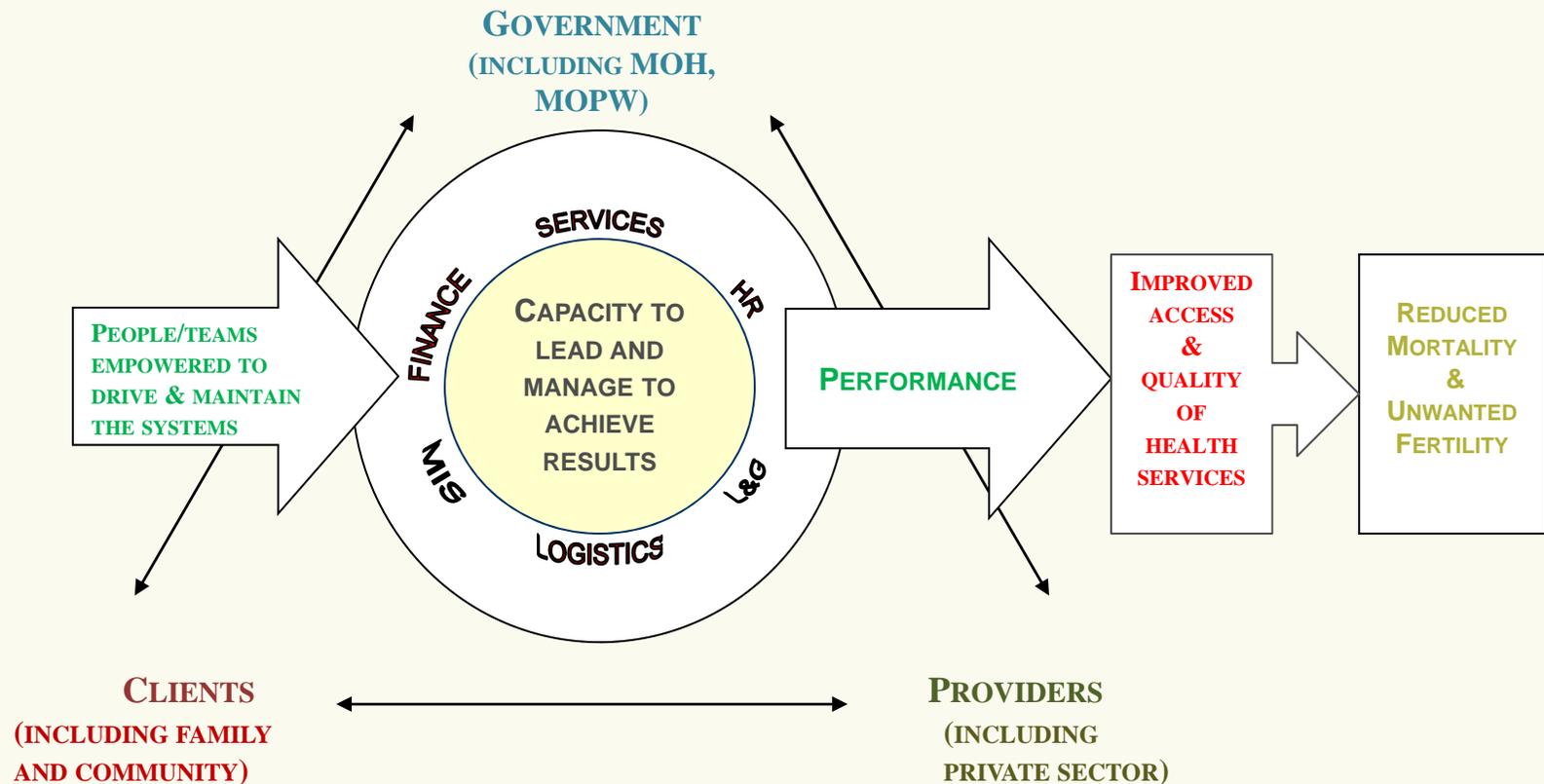
**HSS Assessment Team**

**Islamabad, Pakistan**

**April, 2009**

**A Framework for Consideration**

# MSH Definition of Health Systems



## HSS Project Challenge

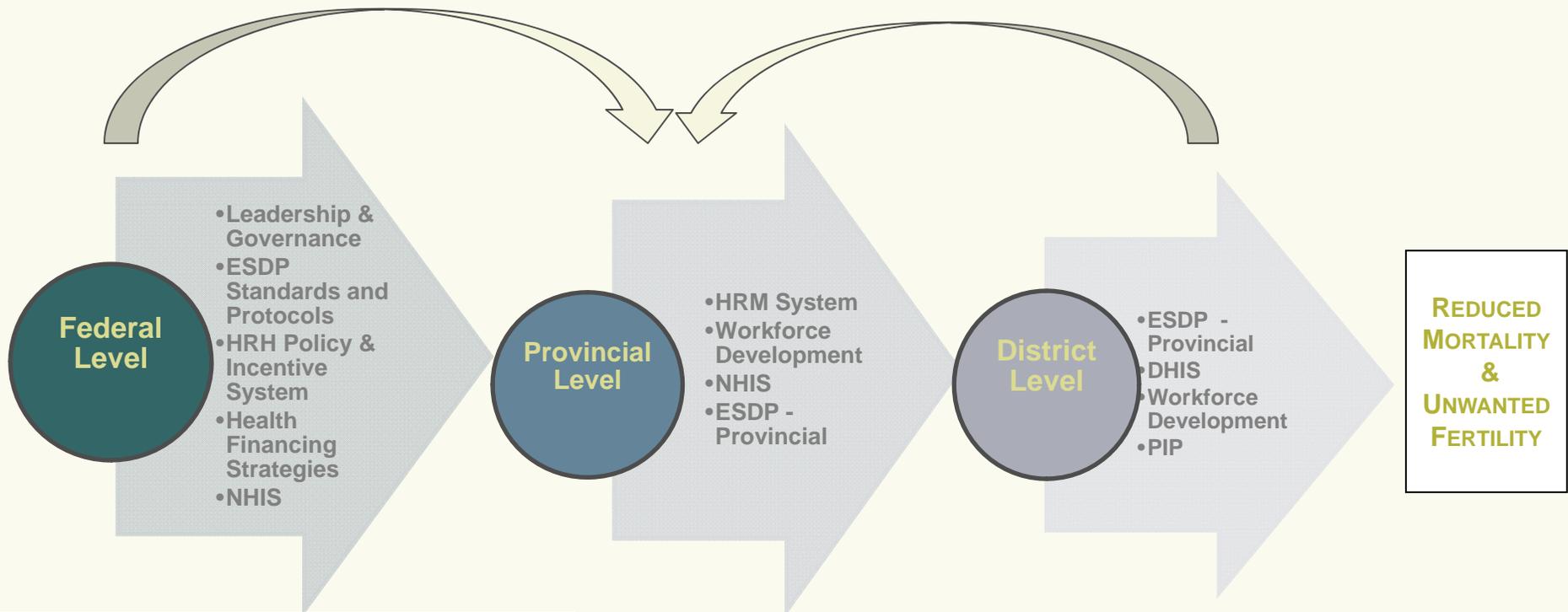
How can the health system in Pakistan provide quality health services in the face of:

- a lack of quality standards to support the delivery of an essential service delivery package
- demotivated and unsupported health workforce
- insufficient financial support and accountability
- the absence of a financial safety net for the poor
- an information system that is fragmented and not used for decision-making?

## HSS Project Objective

The HSS Project's objective is to reinforce the leadership practices, management systems, workforce capacity, and quality standards required to make the Essential Service Delivery Package available to as much of the population as possible.

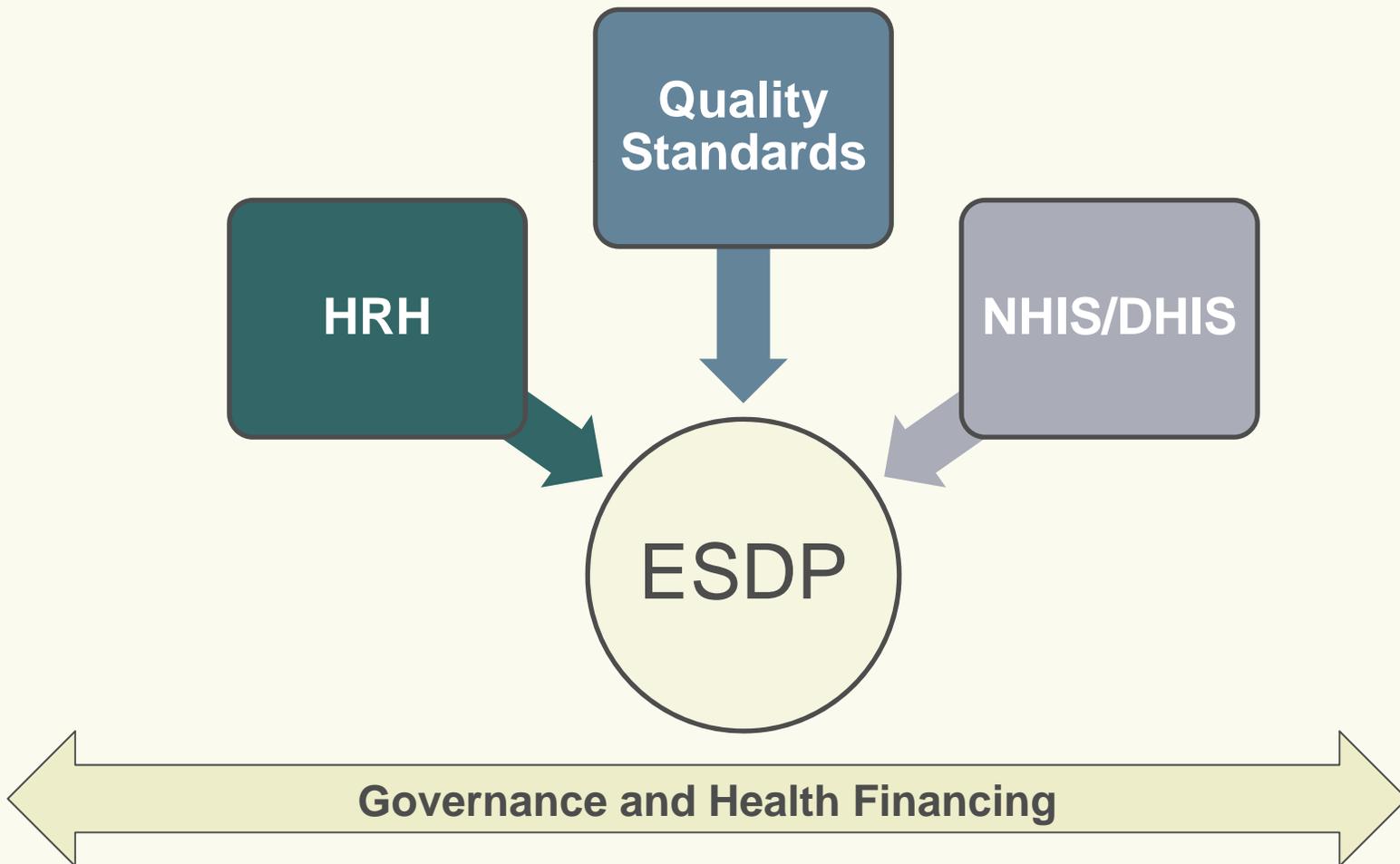
# The Health Systems Strengthening Value Chain for Pakistan



**Legend:**

- SD – Service Delivery
- HRH – Human Resources for Health
- NHIS – National Health Information System
- HRM – Human Resources Management
- ESDP – Essential Service Delivery Package
- DHIS – District Health Information System
- PIP – Performance Improvement Process

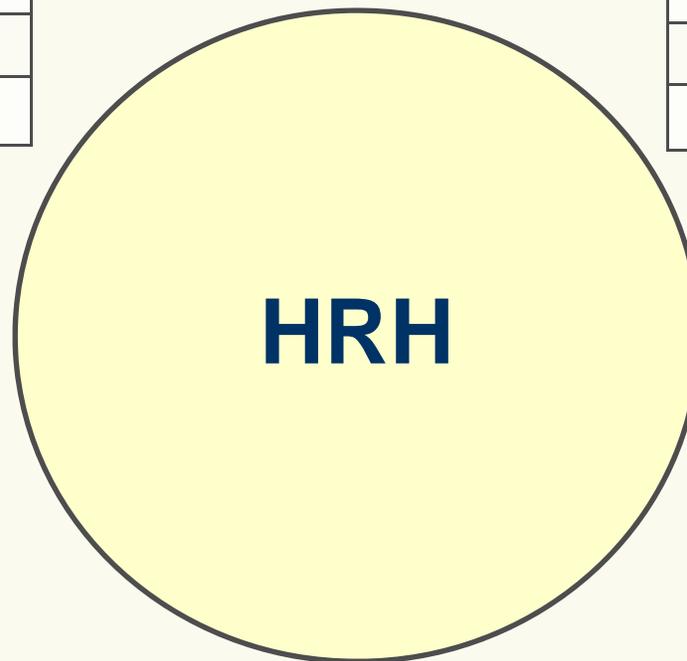
## Priming the Health System for ESDP



# Priming the Health System for ESDP: Discovery

<b>Workforce Development</b>
Leadership Skills
Management Skills
Job Re-Purposing
Pre-Service Training/Licensing
Professionalization of non-clinical staff

<b>HRM Systems</b>
Compensation
Hiring/Terminating
Job Descriptions
Distribution of Workforce
Performance Incentives



# Priming the Health System for ESDP: Discovery

## Facility Standards

Essential Service Delivery Package

Standards-based Management

Accreditation and Quality Assurance

Integration of facility standards across implementing partners and private sector

## Clinical Standards

Clinical Quality Standards

Integration of clinical standards across implementing partners and private sector

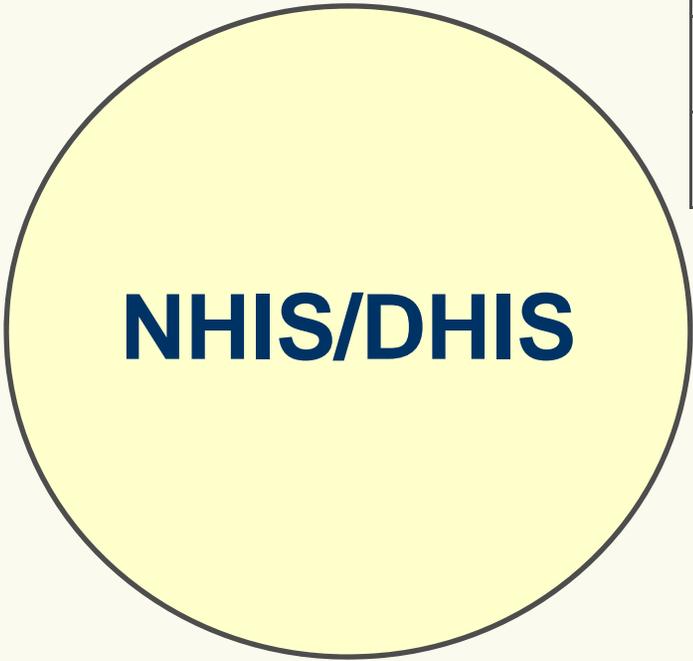


**Quality  
Standards**

# Priming the Health System for ESDP: Discovery

<b>System Maintenance and Support</b>
Trouble-shooting
System Enhancements
Conversion to Web-based System

<b>Data Use for Decision Making</b>
Data for Planning
Data Integrity Monitoring and Supervision
GIS/Dashboard
Performance Improvement Process
Coordination with PAIMAN, Pride, TACMIL, FALAH, and successors
Feedback and Recognition of Performance



**NHIS/DHIS**

# Priming the Health System for ESDP

## Governance

Political commitment to public health

Effective leadership and oversight of and at the provincial level

Clarity about roles and responsibilities across senior staff at all levels

Evidence-based formulation of public health policies

## Health Financing

Alignment of funding with a focused health policy

Reductions in private sector out of pocket costs, and concomitant improvements in public sector services

**Cross-Cutting Components**

# Essential Service Delivery Package

Challenges	Strategies
Getting ESDP component of national health policy approved	Advocate with USAID and other implementing partners to get national health policy approved
Getting approval and ownership at Federal level and 4 Provinces	Work across vertical programs and federal and provincial levels to identify the most impactful services to be included in the package
Getting the ESDP-P well documented and communicated to health staff	Produce and disseminate provincial-specific versions of the ESDP-P guidelines
Achieving acceptance and use of the ESDP-P at all levels (district, facility, community)	Orient provincial, district, facility, and community levels in implementation of ESDP-P guidelines
Aligning donors and implementing partners with the implementation of the ESDP-P guidelines	Advocate with donors, and implementing partners to support the implementation of the ESDP-P through work plans and commitment of the MOH, MOPW
Achieving significant impact of the ESDP-P on maternal-child mortality and fertility rates, through greater utilization of high quality services at all levels, especially at the community and BHU/RHC levels	Monitor and evaluate results, and use them to improve the way the ESDP-P is implemented
Regulating the private sector, which serves up to 80% of the population and yet is not required to adhere to a set of quality standards	Involve components of the private sector in the delivery of the ESDP and reward them for complying with the standards-based approach

## Quality Standards

Challenges	Strategies
Gaining consensus and ownership around a standards-based approach to health facility service delivery	Develop and achieve consensus and ownership of standards-based management approach to health facility service delivery
Gaining consensus and ownership of a set of clinical quality standards at the provincial level	Develop and achieve consensus and ownership of clinical quality standards at provincial level
Integrating the work of all implementing partners to ensure that their activities support adherence to facility and clinical quality standards	Collaborate with other implementing partners at all levels, and the private sector, to ensure facility and clinical quality standards are adhered to and supported, i.e. supply chain management
Instituting a system that recognizes high performing facilities, and identifies underperforming facilities and highlights the areas for performance improvement	Create 1) an accreditation system to ensure minimum facility and clinical quality standards are adhered to at health facility level, and 2) and accompanying incentive system

# NHIS/DHIS

Challenges	Strategies
Recognizing the importance of using data for decision making, planning and budgeting	<ul style="list-style-type: none"> <li>• Build the capacity of health staff to analyze routine data using dashboards, GIS and other tools in order to improve decision-making at all levels</li> <li>• Implement household-level surveys for immediate access to information</li> </ul>
Motivating the workforce at all levels to provide quality data.	Design and implement incentive and recognition programs for the creation of timely and quality data.
Ensuring sustainability and functionality of the DHIS	<ul style="list-style-type: none"> <li>• Establish a unit in each province to support the districts in the use of data for decision making</li> <li>• Build the capacity of NHIRC to use data for decision making at the federal level</li> </ul>
Collecting valid data at all levels	Monitor and evaluate the use of protocols that support data integrity and the data collection process
Avoiding multiple efforts across implementing partners in the establishment of duplicative and competing systems	Collaborate with other implementing partners at all levels to ensure protocols for data collection and quality receive support and are adhered to
Establishing a feedback loop regarding service delivery performance	Develop a communications strategy to produce and disseminate research findings and success stories from the field, including the community level, to public, government, and NGOs

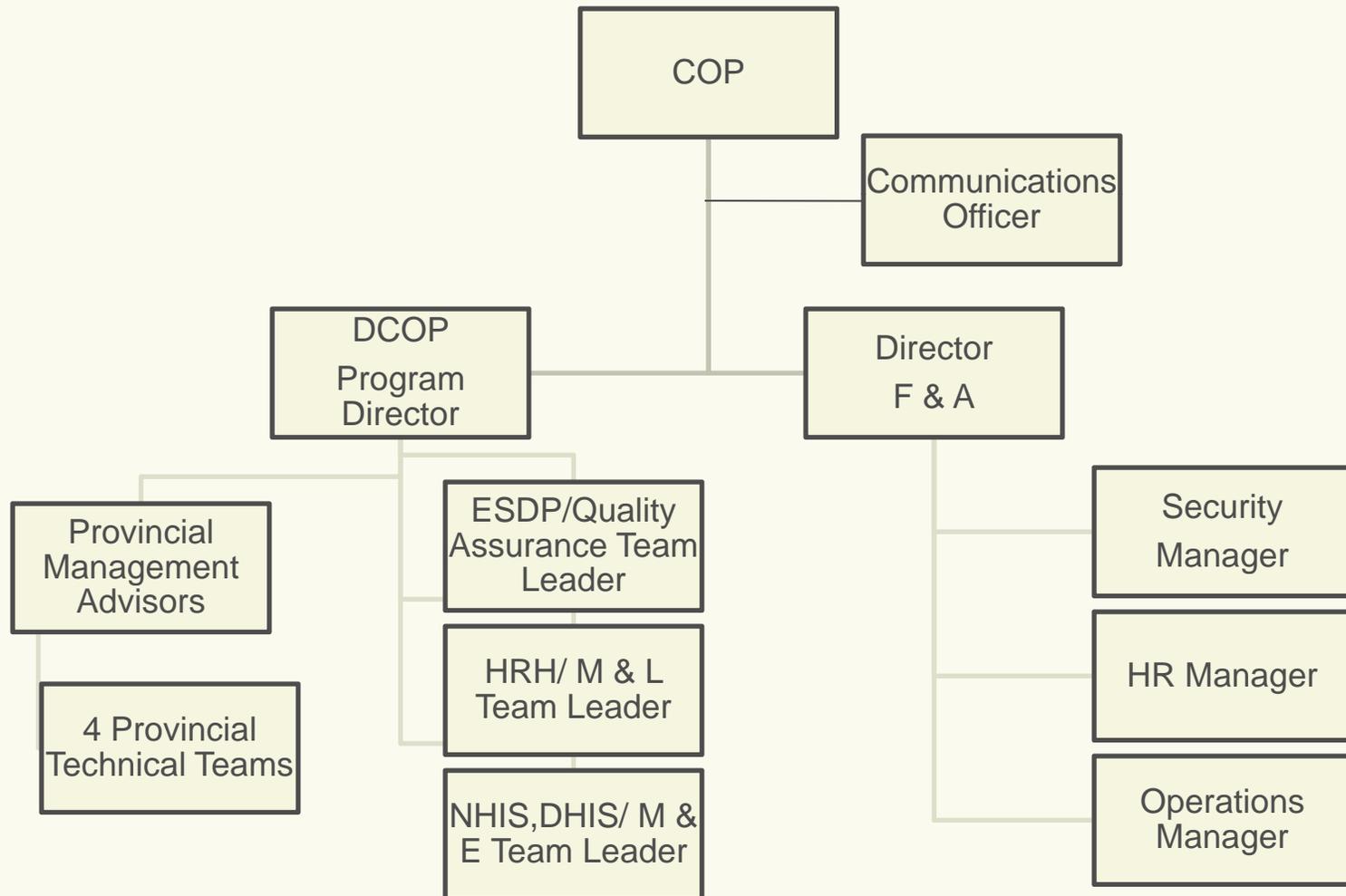
# Human Resources for Health

Challenges	Strategies
Synthesizing information about the size, classification and distribution of the workforce	Determine the size, classification and distribution of the workforce at all levels of the health system
Growing the number of female health workers, especially in rural areas.	<ul style="list-style-type: none"> <li>Collaborate with national level counterparts to better manage the scale up of interventions with community health workers.</li> <li>Provide support to Lady Health Worker (LHW) training programs in the districts</li> </ul>
Getting clarity regarding roles and responsibilities at all levels of the health system	Implement job descriptions for all cadres, at all levels of the health system that support and align with the ESDP
Motivating staff across different cadres of the workforce in the public and private sectors	Establish and install a performance-based recognition protocol throughout the health system that links to the successful delivery of the ESDP
Installing Human Resources Management systems at all levels	Conduct a series of quick HRM assessments to allow provincial staff to identify priority HR systems and processes to develop and introduce
Improving management and leadership skills at all levels, particularly women	Introduce appropriate management and leadership development programs, into the federal, regional, district, and private-sector training institutions
Offering degree-granting programs to professionalize health care management, with a particular focus on enrolling women	Work with Health Services Academy to develop and introduce professional health care management curricula, and licensing programs
Retaining public sector employees, particularly in hard to fill posts	Establish a clear career path for public sector employees
Implementing the Health Workforce Policy under the National Health Policy draft	Support the Ministry of Health in the development of the National Health Workforce Policy

## Cross-Cutting Components

Challenges	Strategies
<b>Governance</b>	
Instilling political commitment to public health on the part of the federal government as seen by inadequate resources dedicated to health	Advocate for the resources – human, material and financial - to support the implementation of the ESDP, and build the leadership and governance capacity of federal level officials
Ensuring effective oversight at the provincial level	Place skilled advisors in the provinces to enable Provincial Secretaries and their Directors to better fulfill their roles as stewards of the public health system
Getting clarity about roles and responsibilities across senior staff at all levels	Apply the Responsibility and Authority Mapping Process to public health staff to understand perceptions about functions and responsibilities
Using research findings to formulate public health policies	Strengthen the National Health Policy Unit, or expedite and support the establishment of the Pakistan Health Research Council to create a research entity that can provide data to support informed policy-making
<b>Health Financing</b>	
Aligning funding with a focused health policy, rather than with changing priorities	Align the budgeting and planning processes, so that the ESDP is implemented without interruption due to inadequate resources
Determining the best mechanism or set of mechanisms to reduce private sector out of pocket costs, by improving the quality of the public health services	Review select alternative financing initiatives, such as social insurance programs, employee insurance schemes, private insurance programs, contracting out services, community based insurance co-operatives, co-payments, and equity health funds to determine which might be worthy of scale up

## Basic Organizational Chart for HSS Project



*Closing the gap between*



*what is known about public health problems*



*and what is done*

*to solve them*

