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PROJECT FOR STRENGTHENING
HEALTH CARE IN HAITI

Final Project Report

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PREFACE

The following report, which is submitted under Article I.C.2.b. of the modification no. 2 of the Westinghouse Health Systems contract, is the final report of the project activities and accomplishments under the "Strengthening Health Service" project.

Westinghouse Health Systems, particularly the staff associated with this project, would like to thank the following staff of the Agency for International Development for their assistance during this project.

- USAID/Haiti - Dr. Willard Boynton, Public Health Officer
from November 1977
- Dr. Charles Weldon, Public Health Officer
until July 1977
- Silvie Kulkin, Assistant Health Officer
- Win McKeithen, Population Officer
- Linda Morse, Nutrition Officer
- Stephen Jacobson, Capital Development Officer
- AID/Washington - Barbara Sandoval, Chief, Health and Nutrition
Division
- Mark Laskin, Public Health Advisor, Health and
Nutrition Division
- James Dorster, Program Economist, Health and
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INTRODUCTION

The following is a final project report for the Agency for International Development (AID) contract with Westinghouse Health Systems (No. AID/1a-C-1179) under the project entitled Strengthening Health Services I, Haiti (No. 521-11-510-070) to provide health planning technical assistance to the Republic of Haiti. The contract was effective from 11 January 1977 through 28 February 1979. The Westinghouse Health System's field team was in Port-au-Prince, Haiti from 23 January 1977 through 29 December 1978.

The technical activities under this contract are officially concluded with the submission of this report. The 17 other technical reports have been previously submitted to AID and the Government of Haiti. They are listed in the Matrix in Appendix A which shows their relationship to the required contract deliverables.

As stated in the original contract between Westinghouse Health Systems and AID, the objective of this project has been

*(To) Assist the Ministry of Health and Population of the Government of Haiti to organize more effectively to plan and manage an improved system of services.**

Westinghouse Health Systems has addressed this objective throughout its two year work effort in Haiti. Primary among the accomplishments which have been achieved under this contract are:

- Assisting the Department (Ministry) of Public Health and Population (DSPP) in the establishment of an operational health planning unit.
- Assisting the DSPP in the formulation of a set of Administrative Norms by which the DSPP would operate more efficiently in the future.
- Assisting the DSPP to totally restructure its data and statistics system in order to make it effective as a tool for planning and management

* Contract references are in italics.

- Assisting the DSPP in establishing efficient operational and management procedures in two key functional support areas -- transportation and purchasing inventory.
- Assisting the DSPP in making significant steps toward future health planning by developing in-house budgeting and planning procedures as well as the previously mentioned statistics system reform.

Westinghouse Health Systems employed a philosophy, as indicated in our proposal in 1976, of providing assistance to leadership of the DSPP. Health Systems' long term advisors and short term consultants worked closely on a daily basis with counterpart professional staff of the DSPP. Through this method Westinghouse Health Systems has achieved a high level of technical transfer in the operational, management, and planning skills with the Haitian counterparts. However, the Haitian counterparts remained in leadership roles and were the spokespersons during public appearances and meetings on all matters.

WORK SCOPE

In the course of project implementation, changes to the original scope of work have become necessary to reflect more accurately the activities required to attain project goals. These changes are reflected in Contract Modification No. 2. The following is a summary of the activities Westinghouse Health Systems undertook to address each task as stated in Modification No. 2.

The Contractor shall provide technical assistance to the Government of Haiti in its program of "Strengthening of Health Services." Specifically, the assistance is to include that required by the Ministry of Public Health and Population in its actions to:

1. *Create a functioning Bureau of National Health Planning.*

The Bureau of Health Planning and Evaluation (BHP/E) was established with the DSPP in August 1971. Between 1971-1976 the Bureau functioned with a skeleton staff and was not instrumental in health planning activities. A functioning Bureau became a reality with the assignment of Dr. Evariste Midy, Epidemiologist and Health Planner as Chief in January '77 and with the technical assistance of Westinghouse U.S. throughout 1977 and 1978. Undeniably, Dr. Midy's leadership was key to the functional development of the Bureau. He sought advice from the Westinghouse team during the project on everything from technical staffing to office filing. The following reports were developed relative to the organization and staffing of the Bureau: (1) Reorganization and Staffing Plan for the Bureau of Health Planning and Evaluation; (2) Report on Progress of the Bureau of Health Planning and Evaluation.

2. *Conduct a study to reorganize the Ministry to manage more efficiently a regionalized health care delivery system.*

In June, 1977, on advice from the Westinghouse Health Systems team and others and activated by the Chief, BHP/E, the Secretary of State of the DSPP appointed a special task force known as the "Commission on Administrative Norms" to develop standardized objectives and procedures for the DSPP. The Westinghouse Chief of Party, Dr. D. K. Freedman, and the Chief of the Bureau of Health Planning and Evaluation were appointed members of the Commission. They participated in all of the meetings, the drafting of some specific materials and the drafting of the final report, entitled: Report on Administrative Norms for the DSPP.

3. *Provide advice and on-the-job training for Bureau of Health Planning officials in Port-au-Prince, and in the regional offices (to be established).*

Throughout the two years of the Westinghouse presence in Port-au-Prince, Haiti, Dr. Midy sought almost daily advice of the Westinghouse field team. As the Bureau staff grew, each member became involved in some counterpart exchange with Westinghouse team members, including both long and short-term technical assistance specialists. The Westinghouse Biostatistician Consultant, Jacques Saint-Surin, delivered a course on surveying, handling and reporting data to the administrators and the statisticians in six of the regional offices. Mr. Saint-Surin also conducted a formal course (three months) for 10 new regional statisticians and 14 existing general office statisticians, as well as giving informal assistance to central office statisticians during his almost daily appearances there. In addition, the Westinghouse budget specialist, Jonathan Meyer, delivered a short course (five sessions) on Program Budgeting techniques for several key Administrators of the DSPP Central Office.

4. *Determine manpower requirements for the Bureau of Health Planning. The Contractor shall furnish a bilingual manpower planning specialist with training and experience in the health field, including studies of health personnel needs and task analysis to assist the Bureau of Health Planning (BHP/E) and the Administrative Division in the following:*
 - a. *Determine and define the specific types of health manpower to be utilized in the realization of the Rural Health Delivery System.*
 - b. *Specify for each of the above the level of training, experience and re-training that will be required to attain improved functioning.*
 - c. *Determine the total number of each type of health personnel that will be required year by year, over the ensuing five year period, to reach the objectives of the Rural Health Delivery System.*

- d. *Prepare a timed, training schedule indicating the number and type of persons to be trained and/or re-trained in each of the succeeding five years, the duration and type of training, locations for training and their expected geographic work areas, by district/region.*
- e. *Analysis of tasks of each level of health worker, related to the specific type of training provided or to be provided.*

Westinghouse Health Systems furnished a trained, experienced, bilingual manpower planning specialist, Ms. Sharon Stanton Russell (who later also became Westinghouse Project Director), to address the above tasks. Virtually all of these tasks were initially addressed in the spring of 1977 when a draft report on Manpower Analyses was shared with USAID and the BHP/E. This material was later updated by professionals in the BHP/E and Westinghouse team members under Ms. Russell's guidance. The manpower planning effort is reflected in the final report entitled: Development of an Administrative Systems Improvement Plan: Health Manpower Component. (A manpower report complementing the Westinghouse report was produced by Dr. Claude Defay, Chief, Division of Public Hygiene, DSPP.)

5. *Examine the nature and quality of data now being received by the Evaluation Unit, and the manner in which this data is used, and identify improvements in the data system and the categories and types of personnel necessary to make the improvements and implement the revised system.*

From March 1977 through August 1977, a Westinghouse Consultant Biostatistician/Demographer, Carlos Gomez, worked with Haitian professionals in Port-au-Prince to determine the quality of the existing health data and information system. The result of that work effort, contained in the report entitled: Assessment of the Health Statistics and Information System, shifted the project into reorganizing the entire Haitian Health Statistics System in order to make it effective. As a consequence of this assessment, work scope item no. 6 was added to the contract. Mr. Gomez's work is contained in the report entitled: Assessment of Health Statistics and Information System.

6. *Advise on the development and analysis of statistical information needed to plan an integrated national health service.*

In October 1977, Westinghouse Health Systems added the Biostatistician Consultant as a long term team member. In Port-au-Prince, Jacques Saint-Surin, a native Haitian and Professor of Biostatistics at the Universidad Central de Venezuela was hired for this position. He worked closely with DSPP professionals at the central and regional levels to completely restructure the Health Statistics System to respond to the Regionalization Project and to meet the needs of the health planners. The organization, operation, and management of the Central Regional, and District offices were clarified. Data and information objectives were set. Data collection, analyses, and reporting procedures were established. Existing staff persons were retrained and new persons were given initial training. Forms for data collection were developed. (Testing of the forms had begun at the close of the Westinghouse activity.) Cooperation for certain data was being established with the Haitian Institute of Statistics and the Civil Registry offices. Mr. Saint-Surin's work is contained in the report entitled: A Manual of Statistical Norms and Procedures for the DSPP.

7. *Design and elaborate a national health plan.*

Since 1975 (prior to the Westinghouse contract) Haiti has had a National Health Plan which was written to guide development of the "Regionalization Project" with financial assistance from the Inter-American Development Bank (IDB) and technical assistance from Pan American Health Organization (PAHO). Taking cognizance of the existing plan, Westinghouse Health Systems approached this task as requiring a revision of the 1975 Plan. As soon as the BHP/E had a functional staff, the BHP/E Director, the Staff, and the Westinghouse team began the steps toward producing a revised National Health Plan. Westinghouse was instrumental in setting the tone of the revision through its work with Dr. Midy and the BHP/E staff in the development of an outline. Ultimately, due to a number of constraints, the Haitians decided to postpone the production of the revised Plan until the spring of 1979. Contract modification no. 3 alters the deliverable (no. d) because the process would be completed after the Westinghouse

contract completion in December, 1978. However, Westinghouse Health Systems' Health Planner, Nicholas S. Fusco, summarized the health planning activities under the project in the report entitled: Revised National Health Plan: Outline and Process.

8. *Integrate the above components (1-7) in the specification of appropriate rural health service system(s).*

Throughout the entire project, solution of the problems of rural health care delivery have permeated the technical work of the Westinghouse team and the BHP/E. While there is not a specific report which addresses this work scope item, the identification of issues, problems and solutions of rural health in Haiti are contained in each of the Westinghouse technical reports.

9. *Improve the overall administrative machinery of the Ministry.*

Westinghouse addressed this problem in two ways. As mentioned previously, Westinghouse participated on the Commission for Administrative Norms which produced a set of Standards for Administrative Operation of the DSPP. The Westinghouse team also worked in specific technical support areas (transportation, logistics and supplies; statistics and budget) in which specific administrative changes and modifications were recommended.

10. *Design and implement an improved financing system. The Contractor shall furnish a trained budget analyst with experience in developing health program budgets to assist the BHP/E, the Division of General Administration and the Ministry of Health to:*
 - a. *Analyse and review reports and studies of the MOH budget conducted by Westinghouse, PAHO, IDB and others.*
 - b. *Understand the program budgeting process including the problems, method of utilisation, purpose and the expected evolution into a practical planning document, with special applicability to the rural health delivery system and regionalisation.*
 - c. *Develop the program budget for FY 1978-1979.*

Westinghouse Health Systems budget specialist, Jonathan Meyer, addressed the problems and questions posed by the DSPP financial system and its staff. In the course of six trips during 1977 and 1978, Mr. Meyer worked on all of the above mentioned items. He eventually wrote four separate technical reports reviewing and analyzing the DSPP budget and financial system. They are entitled:

1. Analysis of the Budget Structure and its Relationship to Planning
2. Health Care Financial System Component for the Development of an Administrative Systems Improvement Plan
3. Institutional Analysis
4. Program Budgeting Course Documents

Ultimately, it is the DSPP's choice how and when to implement a Program Budget. Because Haitian Law requires a Line-item Budget, introduction of a Program Budget is not a simple task. However, the BHP/E agrees with the Westinghouse idea of doing two budgets - one line-item and one program - until the Law can be changed. To this end, the Westinghouse reports are all directed toward program budgeting techniques and Mr. Meyer delivered a short course to several key DSPP administrators on program budgeting.

11. Conduct manpower task analyses, including an analysis of present staffing patterns.

As mentioned previously, Westinghouse staff person, Ms. Russell, Manpower Specialist and Consultant, Meyer, Budget Specialist, in the course of addressing their respective tasks have conducted the task analyses of DSPP present staffing. The results of these analyses are contained in the following reports:

1. Institutional Analysis
2. Health Manpower Component Development of an Administrative Systems Improvement Plan

In addition, the Report on the Reorganization and Staffing of the BHP/E specifically addresses this type of analysis in that Bureau.

12. *Establish an improved system for the supply and distribution of drugs and other medical supplies. The Contractor shall furnish a technician trained and/or experienced in the fields of: purchasing and control of drugs, medical or other health supplies, administrative supervision; organization; accountability; and standards. The technician shall assist BHP/E and the Division of Administration of the Ministry of Health to:*
 - a. *Establish a workable system for purchase, control and nation-wide distribution of drugs, medical and related supplies.*
 - b. *Prepare an organization chart indicating lines of authority and relationships of the unit responsible for drugs and supplies with the Central Office, the district and regional health office.*
 - c. *Develop the norms for efficient operation of the system, including:*
 - *Methods of accountability, scheduling of purchases and inventory control.*
 - *Planning and renovations required for adequate space, safety and sanitation.*

Westinghouse Health Systems did two separate work efforts to accomplish these tasks. In early 1977 Westinghouse staff person, Nicholas S. Fusco, Health Planner, did a preliminary study of the logistics and supply system of the DSPP. This led to the more detailed and specific study by Westinghouse Consultant, Leslie Duchatellier, which contained a series of analyses and recommendations for a totally reorganized purchasing, inventory and distribution system for medical supplies and drugs. It was focused on the Central Office in order for that office to better accommodate a Rural Health System.

13. *Conduct a facilities inventory. The Contractor shall furnish a technician trained and/or experienced in health facilities planning administration, institutional analysis and evaluation to assist the BHP/E to:*
 - a. *Analyze the most recent data and information available in the inventory of Haiti's health facilities.*
 - b. *Tabulate facilities by such factors as type, size, bed capacity, geographic location, district, physical condition, adequacy and need for renovation or replacement.*
 - c. *Categorize facilities according to suitability for serving the defined needs and goals of the rural health delivery system.*
 - d. *Delineate health facilities of all types according to status, i.e., private, public, combined public and private.*
 - e. *Plan the necessary improvements qualitatively and quantitatively including the need for new facilities, over a five-year period.*

Westinghouse Health Systems staff person Mr. Fusco, Health Planner, worked on this work scope item in early 1977. The analysis of the Health Facility System at that time was shared with USAID to accommodate its planning activities. It also set in motion the survey by Dr. Claude DeFay, Director of the Division of Public Hygiene, DSPP of the Health Facilities in Haiti. The Westinghouse report was also complemented by previously made decisions and studies in the North and South Regions under the IDB/PAHO Project.

14. *Conduct an analysis of transportation and logistics. The Contractor shall furnish a technician(s) experienced in the planning and/or operation of a large scale system of transportation; experienced and/or trained in methods of business administration and organization, including evaluation; and experienced in directing a system of vehicle maintenance and repair, control (i.e., spare parts and supplies), work scheduling, and gasoline storage and distribution. The technician(s) shall assist the BHP/E and Administrative Division of MOH to:*

- a. *Develop a model system of transportation including logistics and maintenance.*
- b. *Plan the merger of SNEM and DSPP transport systems, and the incorporation of the Family Planning and Bureau of Nutrition fleets with the DSPP.*
- c. *Design a suitable garage complex.*
- d. *Plan for a facility and a system for storage and distribution of gasoline.*
- e. *Schedule the acquisition of modern equipment and phased replacement of the existing fleet of vehicles over a ten-year period.*
- f. *Plan the equipment requirements and methodology for maintenance, repair and stocking of spare parts.*
- g. *Plan for the warehousing of spare parts.*
- h. *Analyze the availability of public transportation system currently used in provinces, the feasibility of its use in the health system, relative merits and demerits, and its relationship to the central motor pool.*
- i. *Describe types of manpower needed, including training, qualifications and task descriptions.*
- j. *Develop a training program for personnel, for maintenance of facilities and equipment, and for administration of the transport system.*
- k. *Develop an organization plan for a transportation unit.*

Westinghouse Health Systems conducted two separate activities to address this work scope item. In early 1977, Mr. Fusco, Health Planner, did a preliminary analysis of the DSPP Transportation Unit. The information contained in that report was coupled with an earlier analysis of the SNEM Transport Unit by an AID consultant to direct future Westinghouse Transportation Technical Assistance to plan the integration of the two units. Westinghouse Consultant,

David Crichton, developed such a plan along with Haitian counterparts in early 1978. The result of his and the earlier work addressed all of the above items. They are contained in two reports:

1. Health Transportation System Component of the Development of an Administrative Systems Improvement Plan.
2. Report on an Integrated Transportation System.

BHP/E FUNCTIONING

In addition to the above work scope items, Westinghouse Health Systems daily contact with the BHP/E staff and Chief brought about additional technical exchange, not specifically noted in the planned work scope. Primary focus was development of the BHP/E's capability in health planning.

Health planning is an unfamiliar technology in Haiti. While there is some interest and skill in planning, the capability is not widespread. The immediate Haitian need is not for the high technologies of health planning, but for its processes and fundamental techniques. The Westinghouse team concerned itself with the transfer of understanding of these planning processes throughout the two year project. The BHP/E, in learning the planning process, has produced a number of reports and documents which have allowed it to test these processes and establish itself as a recognizable planning office with the Haitian Government.

A summary of the growth and development of the BHP/E is contained in the Westinghouse report entitled: Report on the Progress of the BHP/E. That report contains a list of activities and outputs excerpted below, which is a summary and reflection of the types of roles the BHP/E has played to establish itself in the DSPP during the course of this project.

1. Prepared a plan of action for the use of funds available to the DSPP under project agreement No. 086 with USAID. (May 1977)
2. Prepared, for CONADEP, the document on technology in Public Health. (August 1977)

3. Elaborated and published a document describing the diverse projects and programs being carried out during 1977-1978. This document was prepared for DSPP and subsequent submission to CONADEP. (September 1977)
4. Elaborated and published a document evaluating projects and programs executed in 1977 and also a plan for those projects and programs to be executed in 1978-1979 including the draft proposed development budget (prepared for DSPP subsequent submission to CONADEP). (September 1977)
5. Planned, with CIDA, the project concerning the use of a \$750,000 line of credit. (December 1977)
6. Convened the committees, obtained the resources for and participated in the preparation of
 - a. The Training Manual for Health Agents and
 - b. The Manual of Activities for Health Agencies (January 1978)
7. Participated in the planning of:
 - a. The UNICEF project in the Northwest (Projet de rehabilitation du Nord-Ouest)
 - b. The IDB Study Project on the provision of potable water in 100 different rural localities. (January 1978)
8. Prepared, for CONADEP, the document on human resources of the DSPP. (January 1978)
9. Organized the seminar of administrators held at Jacmel on the extension of primary health care in Haiti. (March 1978)

10. Organized, with Planning Assistance, Inc., the seminar on utilization of available resources by the Health Districts. (March 1978)

11. Activated formation of
 - a. The Commission of Administrative Norms by the Secretary of State, DSPP (which resulted in the Report of the commission currently under review by the Secretary of State for Health). (July 1977)

 - b. The commission to develop and publish the Manual of Statistical Norms. (with Westinghouse, December 1977)

 - c. The working group which conducted a census of personnel within the DSPP (the DeFay Report). (January 1978)

 - d. The Commission charged with elaborating the list of drugs for the different types of facilities of the DSPP. (April 1978)

12. Organized, with the assistance of Westinghouse Health Systems' budget consultant, a series of meetings with the Chief, Administration Division; Chief, Accounting Section; and OMS/OPS Administration Consultant in order to establish program budgeting the DSPP. (July 1978)

13. Participated actively with USAID in the elaboration of the Project Paper pertaining to the agreement for Project 091. (August 1978)

14. Elaborated the document presented by the DSPP at the international conference on Primary Health Care at Alma Ata (USSR). (September 1978)

15. Prepared, with Westinghouse Health Systems, a proposed outline for Haiti's next National Health Plan and the process for plan development. (November 1978)

16. Studied and analyzed the reports presented by various Westinghouse Health Systems consultants and presented pertinent recommendations to the Secretary of State for Health. (throughout 1977-1978)

CHRONOLOGY

Introduction

Westinghouse Health Systems original proposal to AID for the project in Haiti was submitted in April 1976. The revised proposal with a new Chief of Party was submitted in October 1976. Shortly thereafter, Dr. Donald K. Freedman, proposed Chief of Party, took the French examination at the Foreign Service Institute where he received the required 2 - 2 rating.

The project was officially awarded to Westinghouse Health Systems in mid-December 1976. Negotiations were completed in one afternoon during the last week of December. The contract was signed by all parties and made official as of 11 January 1977.

January 1977

Westinghouse Health Systems began the contract by conducting an intensive orientation of Dr. Freedman at Westinghouse Health Systems Headquarters in Columbia, Maryland. He reviewed and analyzed project-related documents and was briefed on Westinghouse Health Systems management procedures and responsibilities. Included in the orientation was a formal meeting with AID officials of the Latin American Bureau and the Haiti Desk Officer.

The last week of the month beginning 23 January was spent in Haiti where introductory meetings were arranged with key officials. Lawrence Smith, Jr., Ph.D., Project Director and Nicholas S. Fusco, Project Manager, accompanied Dr. Freedman. The following is a list of those persons met:

DSPP: Dr. Willy Verrier, Secretary of State for Health
Dr. C. Phillipeaux, Assistant Secretary of State for Health
Dr. G. Deslouches, Director General
Dr. G. Nicolas, Special Advisor to the Secretary of State for Health
Dr. E. Midy, Chief, Bureau of Health Planning & Evaluation
Dr. F. Milord, Chief, Regionalization Project
Dr. S. Rochemont, Chief, Section of Training

USAID: Mr. S. Behotaguy, Director, AID
Dr. C. Weldon, PHO
Mr. W. McKeithen, Population Officer
Ms. L. Morse, Administrative Intern
Mr. W. Meeks, Executive Officer

PAHO: Dr. V. Rathouser, Country Director
Dr. C. Pettigiani, Project Director
Ms. H. McDowell, Nursing Consultant

In addition, a number of fundamental logistical arrangements were made including a search for project office space, a search for a residence for Dr. Freedman, and a search for a Haitian administrative assistant.

February

Discussion with Dr. Midy revealed that office space in the DSPP designated for the BHP/E and the Westinghouse team was still undergoing renovation. Consequently, a temporary office was established for the Westinghouse team at a nearby hotel. Additional background documents, other than those previously reviewed, were gathered for review and analysis. The existing organization plan for the Bureau of Health Planning and Evaluation was reviewed with the newly appointed Chief, Dr. Midy. The first field visit was conducted to Petit-Goâve to discuss the model community health project training the "Agent De Santé" and operating with technical assistance of Harvard University physicians Drs. Warren and Gretchen Berggren. Additional orientation meetings were held with Dr. W. Fougère, Chief, Bureau of Nutrition, and the Fondation Pédiodontique, a voluntary low-cost dental clinic supported in part by Haitian Government funds.

The position of Administrative Assistant was filled by a Haitian national, Mr. Jean Veillard, formerly a regional administrator with the HACHO project.

March

During March, additional introductions to DSPP staff and other health officials were arranged. Ongoing discussions were held concerning current

programs and projects, as well as the specific problems obstructing development and expansion of health services in Haiti. Some of those persons include:

- DSPP: Mr. A. Janini, Chief Accountant
Dr. C. Defay, Chief, Bureau of Public Assistance
Mr. S. Lambert, Chief, Supply Section
Mr. E. Beaubrun, Secretary General
Dr. V. Joseph, Chief, Bureau of External Assistance
Madame M. Lafontant, Chief of Nursing
Dr. C. Rousseau, Chief, Sec. of Public Health
Mr. S. Guillet, Section of Statistics
Dr. A. Bordes, Chief, Division of Family Health and Family Planning
Dr. Verly, Assistant, Division of Family Health and Family Planning
- SNEM: Dr. C. Dambreville, Director
Mr. J. Debrosse, Administrator
Mr. J. Richardot, AID Advisor
- OTHERS:
Dr. F. Beckles, Consultant, USAID
Dr. F. Medard, Dean, National Medical School

Orientation to the "Agent Sanitaire" training program occurred with a visit to the Artibonite Valley training center. Also in March, the preliminary technical analyses were started during the short-term visits by the following Westinghouse consultants and staff-person:

<u>Staff</u>	<u>Technical Area</u>	<u>Dates</u>
N. Fusco	Health Facilities Transportation Logistics of Drugs & Supplies	3/19 - 4/30

<u>Consultants</u>	<u>Technical Area</u>	<u>Dates</u>
C. Gomez	Statistics	3/16 - 9/30/77
J. Meyer	Budget	3/18 - 4/1/77
S. Russell	Manpower Planning	3/20 - 4/22/77

The work of these technical advisors involved review of the available technical documents, interviews with the key officials (DSPP, SNEM, and non-Government) associated with each technical area, and discussions with Dr. E. Midy, Director of the BHP/E, of the findings and of other related activities. A field visit was made by Ms. Russell, Mr. N. Fusco, Ms. Gomez and Mr. J. Veillard to the DSPP sponsored project at Petit-Goâve. The purpose was to observe the differences between the Projet Intégré and the DSPP operated project at Crois-des-Bouquets.

Clarification of DSPP procedures used in decision-making and information dissemination was gained through participation in the DSPP semi-annual meeting of field health administrators and medical directors with central office staff. This week-long session was held at Cap-Haitien.

Although Dr. Freedman was out of Haiti for several days in March and part of April to complete his personal move, Dr. Midy and Mr. J. Veillard, Administrative Assistant, worked closely with the short-term technical assistance specialists to produce materials for the use of the BHP/E and USAID.

April

In April 1977, the work of consultants Gomez, Russell, and staff-person Fusco continued toward conclusion of the preliminary assessments. Specifically, an increased number of meetings were held with the Public Health Office, USAID, to provide detailed draft information for the 1978 Project Paper. Draft reports, including detailed data were shared with USAID for budget, statistics, manpower, facilities, logistics and transportation. These same materials were also reviewed with Dr. Midy. After Fusco and Russell departed in late April, Dr. Freedman continued to supervise the analysis of the statistical program of the DSPP. Meetings were conducted

on this subject with the Chief of the Statistics Section, Dr. Midy and Mr. Gomez to clarify the scope of the inquiry and its impact upon other baseline data. Field observation of health facilities was carried out during participation in the inauguration of a new DSPP combined health center with hospital beds, at Carrefour, outside of Port-au-Prince.

May

While Dr. Midy was in Washington, D.C. for a PAHO meeting, he met with Ms. Russell and Mr. Fusco for further discussions concerning BHP/E staff development. Another document in this process outlining staff position descriptions was shared with him.

Draft technical assistance reports, prepared in March and April, were discussed with Dr. Weldon, USAID. In accordance with a request made during contract negotiations, these reports were provided to AID for use in the preparation of the 1978 Health Project Paper. The translation of these T.A. reports from English into French was also started. Drs. Freedman, Midy, and others participated in talks with the National Society for Eradication of Diseases (SNEM) in order to discuss integration of that unit into the DSPP.

Field observations of an operating hospital, clinic, and ambulatory health units were made during a visit to Jacmel. Discussion was held with the District Health Officer, Dr. J. Bijou, and annual reports were obtained for review.

June

Translation of the draft technical analysis reports prepared earlier by Westinghouse Health Systems on Budget and on Logistics of Drugs and Supplies, were finalized this month for the BHP/E. The Advisory Council to the BHP/E, began to hold regular sessions, twice weekly. Among the first matters considered for discussion were the several reports prepared by Westinghouse health consultants. A coordinating committee was formed by the Director General with the aim of assembling representatives of the multi-national, bilateral, and private health contracting organizations in order

to share information. Discussions which began in June and continued over a 3-4 month period, centered upon funded projects, methods of cooperative programming, and avoidance of duplicated effort.

Dr. Freedman and Mr. Veillard assisted Dr. Midy in his work to provide some specific classifications on Haitian data for USAID and the 1978 Project Paper.

July

In response to technical advice from a number of sources and at the instigation of Dr. Midy, the Secretary of State for Health, Dr. Willy C. Verrier appointed a Commission on Administrative norms. The Westinghouse Chief of Party and Dr. Midy were appointed as members. Twice weekly meetings were held throughout July to evolve a set of standards (norms) for the operation of each unit of the DSPP and to reorganize the Department. Drs. Freedman and Midy drafted material on the BHP/E and on the total reorganization plan for presentation to the commission.

Meetings continued with the AID-PHO, Dr. Weldon, to provide additional information as requested for revisions of the 1978 Project Paper.

Renovations of DSPP office space for BHP/E were completed and occupied by BHP/E staff and the Westinghouse team at the end of this month.

August

Consultant Gomez continued to work on the analysis of the Haitian statistical system. As significant findings became more evident, intense discussions on implications of these findings took place with Dr. Midy and Mr. Guillet. Some of the major findings concerned the DSPP inability to mount an organized data collection effort because of space limitations, staff training, lack of supplies, and delays in reporting. There was eventually recognition of the necessity to delay the baseline survey and instead to have long-term technical assistance in Biostatistics to develop the DSPP system to properly handle the data. USAID agreed and Westinghouse began search for a suitable consultant. At BHP/E request, emphasis was put on French capability and experience in Haiti.

The Administrative Commission meetings continued on a regular basis as the group explored the BHP/E and Division of Administration in relation to existing law which had created them.

A field trip to Les Cayes, site of regionalization of the Project in the South, in conjunction with Minister Verrier and DSPP staff was an opportunity to clarify concern about the rural health delivery system. During the trip, observations were made of rural dispensaries, hospital-based clinics, ambulance service, training of nurse auxiliaries, and tuberculosis control.

September

The semi-annual meeting of the DSPP District Administrators took place in Port-au-Prince. It served as a forum for several topics including a nationwide immunization program, the SNEM-DSPP integration, and national nutritional problems.

The Commission on Administrative Norms began to draft sections of its final report.

Consultant Gomez finished his report on the Haitian statistics and information system. A final French version was given to the Haitians. Lawrence Smith, Westinghouse Project Director, stopped in Haiti to get a technical update from Dr. Freedman, Dr. Midy, and USAID. He also briefed Dr. Freedman on current Westinghouse Health Systems procedures.

October

Mr. Jacque Saint-Surin, Biostatistician, started work with Westinghouse as a consultant under a 15 month agreement to develop a reorganized statistics and information system for the DSPP.

During the few days when Dr. Freedman was attending the APHA meeting in Washington, D.C. and having management-technical review meetings with Westinghouse Staff, Administrative Assistant Mr. Veillard worked on anticipated requirements of the national health plan in the fields of transportation, health facilities and logistics for drugs and medical supplies.

While the new designate USAID Public Health Officer was in Haiti for temporary duty, he was briefed about the Westinghouse project and by the Westinghouse team.

November

Considerable effort was devoted to the development of details for specific technical assistance requested by DSPP for 1978. Specifically requested were additional assistance in budgeting, logistics of supply, transport, statistics, and health facilities. In order to reach agreement on this future technical assistance, meetings were held among Dr. Midy, USAID, and the Westinghouse team. After the future technical assistance and new work-scopes were resolved, USAID began processing a change for the Westinghouse contract.

Westinghouse team members from Columbia, Maryland, met with AID officials at the Latin American Bureau to formally brief Dr. W. Boynton, the new Public Health Officer.

December

The semi-annual Westinghouse Team Work Plan for January-July, 1978, was prepared. Emphasis upon continued progress of BHP/E development activities and the efficient use of the anticipated technical assistance in 1978. Specific staffing plans and strategies for the BHP/E in 1978 were discussed with Dr. Midy. Westinghouse Health Systems advice was sought concerning the increasing workload of the Bureau.

This month brought staff of the PAHO Regionalization Project into closer liaison with the Westinghouse team as a result of meetings surrounding the administrative norms, the preparation of new administrative manuals, the coordination with Mr. St. Surin, and the sharing of information on other Westinghouse activities with the DSPP.

January 1978

In response to comments from the BHP/E, USAID, and Westinghouse, Columbia, Dr. Freedman made revisions to the 1978 Work Plan. This Plan and the related technical assistance was eventually presented to the BHP/E

Advisory Council. Concurrently, Dr. Freedman and Mr. Veillard began a search of local technical specialists to determine if any were suited for future project work.

February

Mr. N. Fusco, Westinghouse Project Manager, made a management-technical visit for one week to conduct project review with Chief of Party, respond to the new work-scope, obtain BHP/E feedback on technical issues, and assist USAID to finalize contract modification wording. Mr. Fusco also met with Dr. Defay concerning his national facility and manpower survey.

USAID officials presented an initial draft of the 1979 Project Paper to the BHP/E advisory Council. Continuous discussions began among Dr. Midy, Dr. Freedman, Dr. Boynton, and other AID staff on proposed changes from the 1978 Project Paper. The Westinghouse team was repeatedly sought to give Dr. Midy assistance in analyzing or understanding specific points.

As previously requested by the DSPP, consultant, Jonathan Meyer, returned for 2 months of technical assistance to the BHP/E in order to convey program budgeting techniques and to develop a way the Haitians could do a Program Budget.

The final draft of the Administrative Norms was assembled and turned over to the committee chairman, Dr. P. Mercier, for editing.

March

The Westinghouse consultant for transportation systems, David Crichton, commenced work during this extremely busy month. He was joined by a second transportation specialist, Ricot Jean, a Haitian engineer. They immediately focused their attention on the merger of the SNEM and DSPP transportation units.

The Norms for the Section of Statistics, having been completed previously by consultant Saint-Surin, were approved by the Secretary of State for Health. Planning moved ahead on the courses to be delivered to the regional administrators and statisticians concerning the newly implemented

norms and procedures.

Plans for a health planning seminar were evolved with Dr. Midy based on a proposal by Planning Assistance, Inc. The seminar was held in Jacmel in late March. First-hand observation of DSPP methods used for information dissemination, problem resolution, and policy initiation was gained during the week-long seminar. These provided a source for better responding to BHP/E organizational needs. Assistant Jean Veillard participated in this meeting, offering his expertise in community organization and planning.

The national survey of DSPP personnel, directed by Dr. Defay, was discussed several times with him and the BHP/E staff in order to assess its utility.

The BHP/E received its second full-time staff person with the appointment of Dr. A. Hillaire, epidemiologist and planner.

Consultants Meyer, Critchton and Jean proceeded with their individual work, yet came together regularly to report to Drs. Midy and Freedman.

April

Technical assistance on DSPP logistics commenced with Westinghouse consultant Leslie Duchatelier. Meetings on the detailed scope of work and identification of a Haitian counterpart were held with Dr. Midy and Mr. J. Theodore, Chief of Administration DSSP. Another session with the same 2 persons was also held for a final briefing on the program budgeting work and financial analyses of the DSPP by consultant J. Meyer.

The implementation of statistical norms moved forward with action, as a series of statistical courses throughout Haiti were started by one in Cap Hatien. The initial course was visited by several DSPP officials including Dr. Midy in order to learn the content. Eventually, consultant Saint-Surin was to deliver 6 such regional courses.

As Dr. Midy became increasingly involved in the USAID project paper process, he sought detailed assistance from the Westinghouse team. In order to meet USAID requests for salary budget information, Dr. Midy and USAID requested additional time for Consultant Meyer.

Ms. Sharon Stanton Russell, Westinghouse Health Systems Manpower Specialist, was named Project Director to succeed Dr. Smith.

May

Intense efforts by the Westinghouse team were devoted to the specific technical studies being pursued. Daily contact with counterparts was maintained. On-going meetings were held with AID staff and the BHP/E to update them on technical details and data. Drs. Freedman and Midy made presentations to the BHP/E Advisory Council on the studies' progress.

Field visits to Gonaïve and Les Cayes were undertaken by J. Veillard and R. Jean in order to inspect the existing garage facilities and services of SNEM and DSPP in connection with Transportation Study.

Consultant Saint-Surin continued to deliver the regional courses while also working on the content of a course for new statisticians and the new DSPP data collection forms.

Consultant J. Meyer returned to assist and advise the DSPP and USAID on budget implications of proposed personnel system modernization (Title III). By his own design and with approval of the DSPP officials, he began with an institutional analysis of the DSPP operations.

June

Work continued on the logistics study with Consultant Duchatelier and Mr. Veillard working together closely. Budget specialist Mr. Meyer returned again in mid-June, and was involved in further preparation of this budget analysis and DSPP institutional analysis. He and the Westinghouse team met often with BHP/E and USAID officials to report and review findings.

Drs. Freedman and Midy prepared, after many discussions, separate outlines for a revised national health plan. They forwarded the two outlines to Westinghouse, Columbia, where comments and reactions were added.

July

Consultant Meyer continued working and moved towards finalization of the institutional analysis as a report. He also organized and began a series

of five meetings held with the Chief of Administration DSPP, BHP/E Staff, the PAHO Administrative Advisor, and others to teach the techniques of program budgeting.

A third BHP/E staff member, Mdm. M. Beaulieu, Demographer, joined the group.

A major meeting with Dr. Midy BHP/E staff and Westinghouse team on the first 18 months of BHP/E progress resulted in clarifying the method and the format for a Westinghouse report on the BHP/E, its progress, and recommendations for future direction.

Meetings were held with USAID staff who were seeking additional information on the operational areas of the DSPP. Ongoing meetings between Dr. Midy and Dr. Boyton were aimed at resolving basic differences concerning this Project Paper related to such matters as health staff supervision, training programs, and the developing information system. In each case, the Westinghouse team was used to assist Dr. Midy to obtain necessary information for USAID.

August

The Advisory Council continued meeting to discuss the proposed 1979 Project Paper. The initial draft was completed with the BHP/E assistance to describe, in detail, the tasks proposed for each project staff member.

Dr. Midy announced that for several reasons it would not be reasonable for the BHP/E (or Westinghouse) to produce a National Health Plan in 1978. Plans were made to work with Westinghouse in November and December to prepare the outline and then to finish the revised National Health Plan in the spring of 1979. He communicated this to USAID.

Additional discussions were held with the Capital Development and Public Health Offices, USAID, concerning a pharmaceutical laboratory within the DSPP (eventually dropped), specific data to be obtained under the strengthened statistics system, and concerning project evaluation methods.

September

An analysis and report on the BHP/E, its accomplishments and needs, was started this month. The description of tasks of each BHP/E staff were collected and reviewed with the Chief and each staff member. Although the Chief of BHP/E was out of the country part of this month to deliver a professional paper at the World Health Organization Conference at Alma Ata in the Soviet Union, work continued on: revision of BHP/E staff task descriptions; preparation of summaries of the activities of each consultant utilized during the life of the project; and on revision of the report on the BHP/E.

In Washington a formal project review meeting was held with visiting USAID Mission staff, Dr. W. Boynton and S. Jacobson; Latin American Bureau Officer, M. Laskin; and Westinghouse staff, G. Damkoehler, Director of Westinghouse Health Systems; W. Deutschmann, Director, Organization Development; S. S. Russell, Project Director, and N. S. Fusco, Project Manager.

October

Program Manager and Health Planner, Mr. N. Fusco, arrived to assist in detailed planning of the final project activities, specifically those related to the national plan outline. He also met with USAID concerning processing of contract modification #3.

Numerous meetings were held with Dr. Midy, Dr. Boynton and other USAID staff as well as the Westinghouse team to discuss the BHP/E progress report, the development of the detailed modifications and additions to the outline of the revised National Health Plan, and on the specifics of assistance requested by the DSPP during 1979.

The semi-annual meeting of District Administrators was held in Port-au-Prince to discuss technical matters including barriers to safe distribution of vaccines, and methods of providing health education information to target groups.

In late October, Dr. Midy departed on a trip involving a refresher course in Health Planning in Venezuela and two site visits to AID rural health projects in Colombia and El Salvador. Dr. Hillaire left for a health planning course in Mexico.

November

Dr. Midy returned this month following a period of study outside of Haiti. Westinghouse Project Director and Manpower Planner, Ms. S.S. Russell, arrived to consult with the DSPP on health manpower needs with particular emphasis on BHP/E staffing and specific descriptions of tasks. N.S. Fusco returned to work with Dr. Midy and The BHP/E staff on the Revised Health Plan outline. Further, Ms. Russell and Mr. Fusco worked with Dr. Midy, his staff, and the Westinghouse health team to review and strengthen the report on the BHP/E and the scopes of work prepared for Technical Assistance needs over the next 3 years.

Task Descriptions of BHP/E staff were finalized after discussion with Dr. Midy and additional revision.

December

Mr. Fusco and Dr. Freedman continued to work with Dr. Midy on the Revised Health Plan outline during the final month of the Project. Plans were made to share it with the BHP/E Advisory Council.

The entire Westinghouse team became immersed in the production of the final reports under this Project. In Port-au-Prince, the French versions of the reports were being completed and readied for official transmittal to the DSPP. In Columbia, Maryland, the home office staff was preparing the English versions of the official reports. The French reports were submitted to the DSPP on 20 December 1978.

Mr. Fusco and Dr. Freedman held several "debriefing" meetings with USAID and BHP/E officials.

Dr. Freedman also attended to the closing of the Westinghouse office by properly terminating all employees, paying all outstanding bills, and turning over project property to the DSPP. During the last week of December he prepared for his personal move and departed Haiti on 30 December 1978.

APPENDIX A

Westinghouse Health Systems Matrix
Of Reports and Contract Articles

MATRIX
OF
CONTRACT ARTICLES
AND
PROJECT REPORTS

CONTRACT REF.	CONTRACT DESCRIPTION	REPORTS
1.00	A PLAN FOR THE REORGANIZATION OF THE BUREAU OF HEALTH PLNG.	1. ORGANIZATION & DEV, PLAN, BHPE
1.00	TRAINING REQUIREMENTS FOR PERSONNEL OF BHP	2. HEALTH MANPOWER COMPONENT
1.00	AN EVALUATION OF THE EXISTING DATA SYSTEM	3. HEALTH FACILITIES COMPONENT 4. MEDICAL LOGISTICS & SUPPLY COMPONENT
1.00	A DETAILING OF THE REORGANIZATION OF THE HEALTH DATA COLLECTION AND ANALYSIS SYSTEM	5. ANALYSIS OF THE BUDGET STRUCTURE & ITS RELATIONSHIP TO PLANNING
1.00	A NATIONAL HEALTH PLAN FOR HAITI	6. HEALTH TRANSPORTATION SYSTEM
1.00	A SPECIFIC PLAN FOR THE IMPROVEMENT OF THE ADMINISTRATIVE SYSTEM OF THE MINISTRY	7. ASSESSMENT OF THE HEALTH STATISTICS AND INFORMATION SYSTEM
1.00	A GRADUAL INTEGRATION PLAN OF THE NATIONAL SERVICE OF MALARIA ERADICATION INTO MOH	8. RPT. ON ADMIN. NORMS FOR DSPP
1.00	COMPONENT RPT. FOR THE DEV. OF THE ADMIN. IMPROVEMENT PLAN: FINANCING	9. A MANUAL OF STATISTICAL NORMS, PROCEDURES AND FORMS FOR DSPP
1.00	COMPONENT RPT. FOR THE DEV. OF THE ADMIN. IMPROVEMENT PLAN: MANPOWER AND TASK ANALYSIS	10. HEALTH CARE FINANCIAL SYSTEM FINANCE SYSTEM COMPONENT FOR THE DEV. OF AN ADMIN. SYSTEMS IMPROVEMENT PLAN.
1.00	COMPONENT RPT. FOR THE DEV. OF THE ADMIN. IMPROVEMENT PLAN: DRUG INVENTORY & SUPPLY SYSTEMS.	11. RPT. ON INTEGRATED TRANSPORTATION SYSTEM, TRANSPORTATION COMPONENT FOR THE DEV. OF AN ADMIN. SYSTEMS IMPROVEMENT PLAN.
1.00	COMPONENT RPT. FOR THE DEV. OF THE ADMIN. IMPROVEMENT PLAN: ANAL. OF PHYSICAL FACILITIES	12. DRUGS, LOGISTICS, AND SUPPLIES COMPONENT FOR THE DEV. OF AN ADMIN. SYSTEMS IMPROVEMENT PLAN.
1.00	COMPONENT RPT. FOR THE DEV. OF THE ADMIN. IMPROVEMENT PLAN: TRANSPORTATION SYSTEMS	13. INSTITUTIONAL ANALYSIS, FINANCIAL SYSTEM COMPONENT FOR THE DEV. OF AN ADMIN. SYSTEMS IMPROVEMENT PLAN
1.00	A RPT. OF ACTIVITY BY EACH CONSULTANT/SPECIALIST	14. PROGRAM BUDGETING COURSE DOCUMENTS, FINANCIAL SYSTEM COMPONENT FOR THE DEV. OF AN ADMIN. SYSTEMS IMPROVEMENT PLAN
		15. RPT. ON PROGRESS OF THE BUR. OF HEALTH PLANNING & EVALUATION
		16. OUTLINE OF A REVISED NATIONAL HEALTH PLAN
		17. FINAL CONSULTANT ACTIVITIES RPT

* A CONTRACT MODIFICATION IS IN PROCESS AT THIS TIME TO CHANGE I.C.I.F. TO READ:
AN INTEGRATION PLAN FOR THE TRANSPORTATION SYSTEM OF THE NATIONAL SERVICE OF MALARIA ERADICATION INTO THE MOH.

** A CONTRACT MODIFICATION IS IN PROCESS AT THIS TIME TO CHANGE I.C.I.D. TO READ:
PREPARATION OF AN OUTLINE AND PROCEDURES FOR A NATIONAL HEALTH PLAN FOR HAITI.

APPENDIX B

Project Personnel

PROJECT PERSONNEL

Westinghouse Health Systems Staff

Time in Haiti

Sharon Stanton Russell
Project Director (After April, '78)
Manpower Planner

3/21/77 - 4/22/77
11/12/78 - 11/20/78

Lawrence Smith, Jr. Ph.D.
Project Director (Until April, '78)

1/23/77 - 1/29/77
9/22/77 - 9/25/77

Nicholas S. Fusco
Project Manager
Health Planner

1/23/77 - 2/5/77
3/19/77 - 4/30/77
1/28/78 - 2/3/78
10/8/78 - 10/14/78
11/6/78 - 12/21/78

Gary L. Damkoehler
Director, Westinghouse Health Systems

Timothy Whittier
Assistant to Project Manager

Deborah L. Kluge
Assistant to Project Manager

William Deutschmann
Organization Development Specialist

Westinghouse Sub-Contractor

Donald K. Freedman, M.D.
Chief-of-Party

7/23/77 - 12/30/78

Westinghouse Consultants

David Critchton
Transportation Specialist

4/3/78 - 6/30/78

Leslie Duchatellier
Logistics Specialist

4/1/78 - 7/15/78

Carlos Gomez
Demographer/Statistician

3/16/77 - 9/30/77

Westinghouse Consultants (continued)

Time in Haiti

Ricot Jean Transport Maintenance Specialist	4/15/78 - 6/30/78
Jonathan Meyer Budget Specialist	3/18/77 - 4/1/77 2/31/78 - 4/4/78 5/28/78 - 6/9/78 6/19/78 - 6/30/78 7/10/78 - 7/26/78
Jacques Saint-Surin Biostatistician	10/1/77 - 12/29/78
Jean Veillard Administrative Assistant Program Specialist	2/15/77 - 12/29/78