



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

August 1, 1993

Mr. Francis Dietz
President
Memorial Hospital
Department of Family Medicine
Brown University
111 Brewster Street
Pawtucket, Rhode Island 02860

ENTERED
APR 28 1994
Section

Subject: Cooperative Agreement No. 278-0287-A-SS-3005-00
(Family Health Services Project No. 278-0287)

Dear Mr. Dietz:

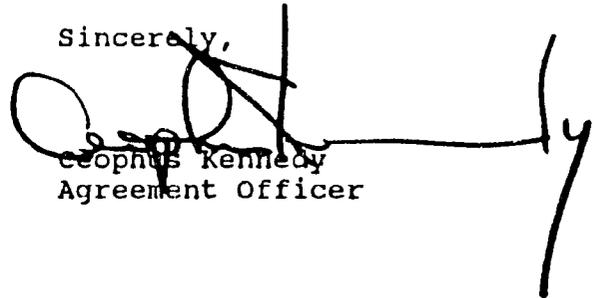
Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to Memorial Hospital, Department of Family Medicine, Brown University (hereby referred to as "Recipient"), the sum of \$700,000, to develop and implement a Family Medicine Specialty Training Program in Jordan, as described in the Schedule of this Cooperative Agreement and Attachment 2, entitled "Program Description."

This Agreement is effective and obligation is made for \$700,000 effective August 1, 1993 and shall apply to commitments made by the Recipient in furtherance of program objectives during the period beginning with the effective date and ending on approximately June 30, 1997.

This Cooperative Agreement is made to Memorial Hospital, Department of Family Medicine, Brown University, on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled the "Schedule," Attachment 2, entitled "Program Description," and Attachment 3 entitled "Standard Provisions," which have been agreed to by your organization.

Please sign the original and each copy of this letter to acknowledge your receipt of the Cooperative Agreement, and return the original and all but one copy to the USAID/Jordan Agreement Officer.

Sincerely,



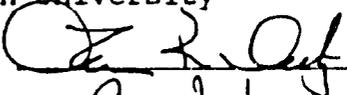
Joseph Kennedy
Agreement Officer

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

ACKNOWLEDGEMENT:

Memorial Hospital
Department of Family Medicine
Brown University

BY: 

TITLE: President

DATE: 8-4-93

FISCAL DATA

Appropriation:	72-111/21037
Budget Plan Code:	QES0-91-23278-KG13
PIO/T No.:	278-0287-3-10006
Project No.:	278-0287
Total Estimated Amount:	\$700,000
Total Committed Amount:	\$700,000
Funding Source:	USAID/Jordan

SCHEDULE

A. Purpose of Agreement

The purpose of this Agreement is to provide funds to develop and implement a Family Medicine Specialty Training Program in Jordan, as more specifically described in Attachment 2 to this Agreement entitled "Program Description."

B. Period of Agreement

1. The effective date of this Agreement is August 1, 1993. The estimated expiration date of this Agreement is June 30, 1997.

2. Funds obligated hereunder are available for program expenditures for the estimated period as shown in the Cooperative Agreement budget below.

C. Amount of Agreement Payment

1. The total estimated amount of this Agreement for the period shown in B.1 above is \$700,000.

2. A.I.D. hereby obligates the amount of \$700,000 for program expenditures during the period set forth in B.2. above as shown in the Financial Plan below.

3. Payment shall be made to the Recipient in accordance with procedures set forth in Attachment 3, Optional Standard Provision 3, entitled "Payment - Cost Reimbursement."

D. Financial Plan

The following is the Agreement Budget, including local cost financing items. Revisions to this budget shall be made in accordance with Standard Provision of this Agreement, entitled "Revision of Grant Budget."

Cost Element (\$U.S.)

1.	Salaries	\$162,400
2.	Consultants	6,620
3.	Travel/Trans, Int'l Travel & Per diem	50,000
4.	Curriculum/Protocol Development	157,580
5.	MOH In-Service/Refresher Training Support	34,300
6.	Study/Observation Tours	81,000
7.	FHS Textbooks Teaching Materials	50,000
8.	Communications	4,000
9.	Audit	15,000
10.	Overhead (24.8%)	139,100
	TOTAL	\$700,000

E. Substantial Involvement

USAID/Jordan shall have the following approval rights:

1. A detailed plan for the development and implementation of the Family Medicine Training Program will be developed by the implementing U.S. University within 120 days from the effective date of this Agreement. This plan shall be reviewed and approved by the Director, Office of Population and Family Health, USAID/Jordan.
2. A representative of USAID/Jordan will serve as a member of the Steering Committee established to guide the development and implementation of this training program.
3. All candidates selected for study and observation in the U.S., and third countries will be approved in writing by USAID/Jordan, prior to commencement of their travel.
4. All scopes of work for consultant travel and assignments under this program assistance will be reviewed and approved in writing by USAID/Jordan, prior to commencement of travel from the U.S.

F. Reporting and Evaluation

The Recipient shall submit three copies of the reports specified below to USAID/Jordan:

1. Detailed Work Plan: At the end of the first quarter of each year a detailed implementation plan and schedule shall be submitted. This detailed plan shall be approved by USAID/Jordan. This plan shall be updated as part of the reporting progress based on the latest developments encountered in the Agreement.
2. Quarterly Progress Reports: Reports covering the work accomplished during the three months just completed shall be submitted within 30 calendar days after completion of each period. This report shall identify problems encountered or anticipated and shall discuss remedial actions taken or recommended. The reports shall also include any training activities during the period and include a list of all participants.
3. Short-term Consultant Reports: Upon completion of the services of each technical specialist, the specialist shall prepare a report summarizing activities, accomplishments and recommendations for implementation/action.
4. Final Report: A final report shall be submitted by the Recipient within 60 calendar days following the end of the Agreement. This final report shall summarize the work plan objectives that have been achieved or left unachieved, the major problems encountered and actions taken to resolve them and recommendations for future action by the FHS Project and USAID/Jordan.

5. Financial Expenditure Report covering the quarter just completed, using SF-269.

G. Special Provision

Subparagraph (d) of the "Voluntary Population Planning" Provision (page 46-48) of the Optional Standard Provisions is deleted in its entirety.

H. Title to Property

Title for property shall vest with the Faculty of Medicine, Jordan University and Jordan University for Science and Technology (JUST).

I. Evaluation

This Cooperative Agreement shall be evaluated through periodic evaluations of the Family Health Services Project.

**PROGRAM DESCRIPTION
FAMILY HEALTH SERVICES PROJECT
FAMILY HEALTH SPECIALTY TRAINING PROGRAM COMPONENT**

I. BACKGROUND

The objectives of the Family Health Services Project are to increase the quality and cost-efficiency of primary health care services provided in the public sector and to more effectively utilize private sector health care providers to achieve national health care goals.

The Project is structured to provide assistance to the Ministry of Health (MOH) to improve the quality of primary care services, especially mother and child care services, provided through government health centers and clinics, establish a quality assurance system at the central and regional levels, expand birth spacing service delivery at MOH health centers and clinics, determine the relative costs of delivering primary and family health services through government health centers and private clinics, identify strategies for reducing costs to the government and to the public for these services, and introduce a university-based family health specialty training program for the training of a new cadre of primary care physicians (general practitioners or GPs) in Jordan.

The Family Health Services Project is a culmination of a variety of efforts in Jordan over the past decade to identify and solve problems that are apparent in Jordan's health care system. A major problem which has hampered previous Ministry of Health efforts to improve and maintain the quality of primary care service is poorly trained MOH clinic staff physicians and a resulting low level of client confidence in the quality of services.

There is a growing surplus of physicians in Jordan, trained in a large number of countries (mostly in Eastern Europe and Russia) with widely varying curricula and standards of quality. Those physicians who are unable to pass the Jordan Medical Board specialty examinations are often assigned as general practitioners to the MOH health centers, resulting in a considerable variation of quality and clinical competence within these centers. As a result, there is a considerable lack of confidence in the quality of care provided by the centers, causing many to bypass the health centers and seek care in hospitals and out-patient clinics, overburdening these facilities and under-utilizing the health centers. This contributes to excessive duplication and wasteful utilization of medical resources. Furthermore, communication between the hospital physicians and those in the health centers often does not occur.

Presently, physicians assigned to primary care centers are frustrated by inadequate training and preparation for their role as general practitioners and by the lack of avenues for promotion, resulting in low morale. Given this general attitude, well trained students graduating from the two Jordanian medical schools, have little motivation to enter general practice or serve in primary health care clinics. In addition, there has been little opportunity for career advancement for physicians who remained in primary health care. Incentives, such as prestige and income in both the public and private sector favor tertiary care careers and specialization.

The Ministry of Health needs well trained general practitioners who will provide cost effective and high quality care within its primary health care system, emphasizing sound clinical judgment, preventive medicine and a family health orientation. In order for this effort to succeed, a new cadre of specialists in family health/family medicine must be trained, who would have training and status comparable to other specialists in Jordan. It is intended that they will take pride in their profession and devote themselves to a lifetime career in primary care and general practice. Their training should prepare them handle emergency cases and to deal with all primary and family health care problems of major importance to Jordan.

Furthermore, Ministry of Health in the process of upgrading the skills of existing physicians trained abroad (primarily Eastern Europe), through a program of in-service training, assuring an acceptable standard level of skill for primary health care physicians serving at the centers. This in-service training program is being developed and implemented as a separate training program by the MOH.

Since the early 1980's medical leaders in Jordan have recognized that family medicine could provide an answer to many of their basic and primary care problems. Major international organizations (WHO and the World Bank) have also advocated this approach in Jordan. Analyses were prepared of the feasibility of developing specialists in family medicine and family health as early as 1985. The Royal Medical Services developed a modified family medicine residency and has produced 22 Board certified graduates since 1985, to work in emergency rooms, field clinics and out patient facilities managed by the Armed Forces Medical Services.

More recently the MOH has renewed its interest in developing a family health specialist who would serve in government health centers and clinics. The initial group of residents started in 1989. Currently there are 27 residents in various stages of training and 7 Board certified graduates. However, this program is not well organized and needs substantial improvement. Consequently, the MOH has asked technical assistance from a qualified U.S. university to improve the quality of the existing training program and to link such program with Jordanian universities.

The specific objectives of the proposed Family Medicine Specialty Training Program are to (1) develop high quality, comprehensive, and family health-oriented training to create a new cadre of certified general practitioners in the country; (2) assure comprehensive and integrated family health education at training centers and teaching hospitals; (3) identify and prepare a cadre of teachers in family medicine; and (4) enhance professional relations and linkages between medical school faculties and the MOH in order to assure an appropriate balance between theory and practical application within the program.

II. PROGRAM DESCRIPTION

The Family Medicine Specialty Program will be carried out at the two Jordan Medical Schools located at the University of Jordan in Amman and at the Jordan University for Science and Technology (JUST) in Irbid. A full-time coordinator has been appointed by the Ministry of Health to provide liaison between the Ministry and the Program. Technical directions to the implementing U.S. university will be provided by the Steering Committee established to provide technical guidance and oversight for the program. Overall program guidance will be provided by the Director, Office of Population and Family Health, USAID/Jordan.

The Family Medicine Specialty Program will start with four-to-six residents at each university. Family Medicine Tutors will be appointed who will have responsibility for coordinating hospital training at all levels, implementing the curriculum, overseeing compliance with objectives, providing liaison between residents and their specialty teachers and overseeing care in the teaching health centers.

Both Medical Schools will develop programs which include typical health centers or clinics as training sites. Lessons learned from these training sites will be applied to improve the quality and cost-efficiency of services offered by other primary care centers in Jordan. These teaching centers will serve as "Community Laboratories" for performing research studies in the most appropriate care for common problems, community based primary care, quality assurance and cost effectiveness.

A Steering Committee will be formed to provide technical guidance and oversight to this training program. Suggested membership includes: Secretary General of the Ministry of Health; Deans of Medical Faculties from the participating Jordanian Universities, Director of Royal Medical Services; and a representative from USAID.

III. DETAILED ACTIVITY DESCRIPTION

A. Development of the Family Health Specialty Program:

USAID/Jordan wishes to obtain the services of a qualified U.S. University which has the experience and staff to assist in the development and implementation of a high-quality, internationally acceptable, family health specialty training program in Jordan. This will include the development of appropriate curriculum, standards and protocols, and criteria for evaluation and certification of trainees. The University must be prepared to provide short-term consultants, as necessary, to guide in the development of the curriculum, define the standards for certification, and to assist the program through its establishment at the two Universities; and arrange for the training necessary to provide a core staff of qualified teachers and administrators in this specialty.

The following tasks must be completed:

- i) Development of objectives, assessment and evaluation systems for preceptors for each component of the training: Objectives should be derived through consultations with the Steering Committee, academic councils at the two Jordanian Universities and MOH. The objectives must be dynamic and responsive to the health care needs of Jordan and must be reviewed annually in light of inputs from teachers, medical residents and administrative personnel.
- ii) Development of protocols outlining critical components of family health specialty training to assure that important areas of training are not overlooked.
- iii) Development of a detailed curriculum for the Family Health Specialty Training Program including time frames for specific components of training, sequencing and modules that reflect priorities based on the frequency of problems encountered and the seriousness of these problems. Objectives should reflect expectations regarding which problems the graduates will manage themselves, which ones they will refer and which ones they will manage together with a referral specialist.
- iv) Facilitation of consensus on the curriculum, accreditation and certification for the family health specialty.
- v) Assurance of appropriate clinical integration of maternal and child care and birth spacing activities. Assurance that an appropriate balance is maintained between theory and practical application during the start-up phase of the specialty program.
- vi) Development of training curriculum, protocols and sites for in-service training of existing MOH primary care physicians in family medicine.

B. Technical Assistance:

The University will provide the services of a senior U.S. professor of family medicine who will provide a minimum of 25 days of consultation annually over the four year period (Total: 100 person days). This specialist must have considerable experience in training and certification of family health physicians. He/she will be responsible for the overcoordination and supervision of all activities under this Cooperative Agreement. More specific responsibilities follow:

- (1) Provide assistance and direction to the two Jordanian Universities and to MOH in all aspects of planning and management of the Family Health Specialty Training Program;
- (2) Provide guidance and give suggestions on how best to integrate principles of community and public health into the family health training programs; facilitate harmonious working relationships among the Ministry of Health, the Jordan Medical Council, the two medical schools, the Royal Medical Services and private physicians.
- (3) Assist in developing family health specialty curriculum for the two schools of medicine; participate in annual review of the curriculum and provide inputs into annual curriculum revisions;
- (4) Assist in developing standards for accreditation of the residency and certification procedures, working closely with the membership of the Jordan Medical Board; provide inputs to the development of certifying examinations;
- (5) Assist in developing protocols on topics encompassing management of reproductive risk, frequently encountered diseases in health centers, frequently used drugs, referrals, preventive medicine, community medicine;
- (6) Assist in developing a comprehensive evaluation system for the following: specialty rotation, educational activities such as seminars and conferences, resident performance and faculty teaching;
- (7) Provide advice on the acquisition of materials for resource and training centers.
- (8) Assist the Ministry of Health in organizing an in-service training program to improve the skills of government primary care physicians in family medicine. This will include (a) design and development of appropriate training curriculum and medical protocols; (b) training of a sufficient number of trainers; and (c) upgrading up to 3 government health centers to serve as training sites for in-service/residency training programs in family medicine. The training curriculum and protocols will be developed in

cooperation with participating Jordanian Universities and provided to the MOH for use in its in-service/residency programs.

The University will also provide short term U.S. consultants as needed. They will provide technical assistance for curriculum/ protocol development, special seminars/workshops and consultations in areas which are critical for development of the family medicine specialty.

A faculty advisor will be appointed who will dedicate 20 percent of his/her time during the first year to assure that activities under this Agreement are closely monitored and followed-up from the U.S. and that short-term assistance is provided when needed and all training activities are properly managed.

C. Study and Observation Tours:

The U.S. University will be responsible for arranging for and managing all U.S. and third country study and observation:

(1) Family Medicine Training Faculty:

During the first three years of the project, ten individuals who have a strong interest in training family health physicians will be selected from family health-related programs, five from each medical schools, from fields such as pediatrics, obstetrics/gynecology, internal medicine, surgery, community medicine and family medicine. These physicians will come to form the faculty for the family health specialty. The U.S. University will make all necessary arrangements for their short-term observation and training in the U.S. to prepare for their role as FHS faculty members in Jordan. They will be expected to participate in educational activities with community and international orientation. They will be exposed to all levels of residency training and they will also work with physicians who have graduated from family medicine residencies and who are now practicing in the community.

(2) Family Health Specialty Study and Observation:

The U.S. University will be expected to make all necessary arrangements for up to eight family health trainers, including the coordinators of the training programs, or promising senior residents to visit family medicine residency programs for up to three weeks periods in neighboring countries with successful Family Medicine Specialty Training Programs.

IV. REPORTS

Quarterly progress and financial reports will be provided to USAID/Jordan by the U.S. University within 15 days from the end of each quarter. In addition, each consultant will prepare a detailed report of his work and accomplishments at the end of each visit. Copies of such reports will be provided to USAID/Jordan and the Ministry of Health within 30 days from the date of completion of travel.

A final end-of-project report will be prepared by the senior professor from the U.S. University and provided to USAID within 30 days from the date of completion of this Cooperative Agreement. This report will contain an assessment of the quality of the training program at the two Jordanian Universities and recommendations, if any, for further improvement of the program.

V. A.I.D. SUBSTANTIAL/MAJOR INVOLVEMENT

1. A detailed plan for the development and implementation of the Family Medicine Training Program will be developed by the implementing U.S. University within 90 days from the effective date of this Agreement. This plan shall be reviewed and approved by the Director, Office of Population and Family Health, USAID/Jordan.
2. A representative of USAID/Jordan will serve as a member of the Steering Committee established to guide the development and implementation of this training program.
3. All candidates selected for study and observation in the U.S., and third countries will be approved in writing by USAID/Jordan, prior to commencement of their travel.
4. All scopes of work for consultant travel and assignments under this program assistance will be reviewed and approved in writing by USAID/Jordan, prior to commencement of travel from the U.S.

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