

3-DAY dRPC PAS AMREF STRATEGIC MANAGEMENT STEP DOWN TRAININGS PREPARATORY SESSIONS

Monday 3rd-5th February 2020

Introduction/Background

14 State government officials from **6 States** working in the Health system were sponsored to **AMREF (African Medical and Research Foundation) University in Kenya** last year to take part in the capacity training program organized by dRPC on 1. Overview and context of a health system, system thinking and health financing 2. Strategic Management and Leadership in health, 3. Team Building for Strategic Management, 4. Human Resource for Health Management, and 5. Performance Management with an overall focus on RI and Family Planning. These four days training was organized to facilitate the step down of the training and knowledge learnt to their respective subordinates. The trainers were allowed before coming to Abuja to nominate at least 5 government officials they would step down the trainings to. The first 2 days of the training allowed the trainers to learn the act of being a facilitator and were trained on act of public speaking, presentations and the coordination of such trainings were extensively discussed. Majority of the reports dRPC received from the AMREF participants was that they would love to transfer or step down what they have learnt to their subordinate and dRPC organized, planned and facilitated those wishes and trainings.

Course Objective(s):

- 1) The objective was to facilitate the step-down trainings on knowledge and experiences learnt by our 5 out of 14 participants that attended the PAS AMREF University training.
- 2) To build the practical capacity of Health managers on strategic management and leadership in health.
- 3) to ensure the knowledge learnt is used and could translate into positive actions and results in our respective health facilities, health indices and professional conducts.

The overall 4 days training focused on reorienting the managers and practitioners on pre requisites knowledge on issues pertinent to the strategic direction of health care at a given level or organization. The training exposed the selected 17 professionals to strategic management and leadership concepts, principles, and applications in their respective health programmes and settings.

Expected Learning Outcomes;

By the end of the proposed 4 days strategic management step down training it is expected the participants will be able to;

- Develop contextualize health system strengthening interventions that reflect health system thinking
- Apply the concepts and principles of strategic management and leadership in improving the health outcomes of beneficiaries
- Practice effective, strategic management and leadership
- Adapt strategic management approaches in discharging their roles in health service organization and delivery
- Translating knowledge into practice.

Course Content

Module 1: Guidelines for participatory trainings

Module 2: Overview and context of a Health system, system thinking and Health Financing

Module 3: Strategic Management and Leadership in Health

Module 4: Team Building for Strategic Management

Module 5: Human Resource for Health Management

Module 6: Performance Management (focus on RI & FP)

Target Group

We targeted government officials currently involved in programs implementation in the areas of Family Planning and Routine Immunization in Kaduna, Taraba, and Niger States.

Delegates included

- Mrs Atika Bakari (FP focal person, Taraba State Primary Health Care Board)**
- Dr Hauwa Kolo (Director Community Health Services Niger State)**
- Dr Ibrahim Idris (Director of Public Health Niger States)**
- Hajiya Safiya Isah, Claim Officer (KADCHMA, Kaduna State Ministry of Health)**
- Dr Mohammed Ado Zakari (Director of Hospital Services)**

5 participants from each States.

Methodology

The methodology deployed for the training adopted the principle of adult learning, which are facilitative problem- based, applied to enhance participatory teaching and learning. Including;

Modified Lectures

Question and Answers

Small groups discussions

Supervised practice

Case studies

Individual and group assignments

All these between the resource persons and participants from government agencies, sharing their field experiences. Similarly, Feedbacks were provided by individual groups to the gathering for critique and inputs from others.

Teaching and learning resources included the use of multimedia tools and aids, qualified and experienced facilitators, newsprints and markers, case studies, books/ manuals, journals, videos and soft copy materials.

The modes of assessment included;

Written post- test

Group Assignments

Individual and group demonstration

Course facilitator/ facilitation evaluation

TRAINING NARRATIVE.

DAY 1

The program started after the arrival of the participants, presentation was conducted by dRPC resource person Mr Umar Kawu on Guidelines for participatory trainings. pre-test was administered just before the main lecture to assess the baseline knowledge and preparedness of participants on the facilitations of such trainings. The training session was quite interactive, participatory and a whole new knowledge taught excellently well. The session was to lay the ground work to enable the trained facilitators to teach and step down the knowledge learnt in professional and skilful way. The trained facilitators in turn taught and presented to themselves with real critiquing given and corrections noted. The facilitators also shared their experiences from the Kenyan trip, they shared ideas, and leverage on their ideas and experiences

DAY 2

The preparatory sessions continued with the remaining facilitators, Hajiya Atika Bakari on Team Building presented on strategic Management, Hajiya Safiya Isah on Human Resource for Health Management and Dr Ibrahim Idris on Performance Management with Focus on RI and FP.

DAY 3

Dr Ado Zakari gave a lecture on the Overview and Context of a Health System, System Thinking and Health Financing (RI & FP). Strategic thinking, Key Leadership competences, how to effectively adapt to health environment strategic planning for health amongst others. The delegates were given opportunity to dialogue on challenges for effective delivery in FP and RI. This culminated in an opportunity to strategically plan and design solutions to some of the challenges. The next was Strategic Management and Leadership in Health by Dr Hauwa Kolo with group works and animations in between the presentations. Team management, management styles, performance management, the role of KPI, Performance management cycles and approaches to performance planning for health. It was a practical session; the delegates were task on sharing challenges with regards to FP and RI programs they implemented in their various locations and using the principles of strategic management from day 2.

DAY 4

The next day was started with a recap of the previous day discussions. Lectures on Team building for strategic management was conducted by Hajiya Atika Bakari. Team constitution may affect implementation of programs, the core competencies to look for when constituting a team, visible signs of ineffective team work, team building strategies for efficiency and appropriate models to use in filling roles in team building. This session was particularly useful as most participants reflected and saw team incompetence and ineffectiveness as the reason behind most programs' failures. Group work and group presentations were done by participants.

Human resource for health management by Hajiya Safiya Isah. and Performance Management (RI & FP). All sessions were facilitated and coordinated by Mr Kawu and dRPC team.

Evaluation Findings: Analysis of responses from Post test showed

- 65% of the delegates had not attended any form of strategic leadership training in the last 5 year of their professional career.
- 30 % of the delegates find all the session relevant to the development of their professional career while 25% see performance management relevant to their development and 35% chose strategic management and leadership as the most important to their field. Human resource for health management & Team Building for strategic management was more relevant to 10% of the delegates.
- 30% are both passionate about taking leadership in governance and 35% reproductive health, 25% for service delivery, and 15% prefer Disease control and immunization.
- 75% of our delegates saw themselves as great champions of the driving force in child and family health affairs of the Country.
- Specific actions to be taken by the participants ranged from; ensuring team work, development of their performance planning and monitoring tools for program officers, cascade of the training, monitoring goals and use of performance appraisal.
- The barriers most of them anticipate to successfully achieve their aforementioned activity are; inadequate financing and human resource, members resistance to change,

Outcome

The outcome of this training was the successful step down of the trainings, skills and knowledge learnt in the Strategic Management & leadership for Health course. A new batch of champions for child and family health issues were born and commitments and zeal re-established and reaffirmed.

- Better understanding on how to conduct and facilitate trainings to trainees with 5 steps of training processes; 1. Needs Assessment. 2, Goals & Objectives. 3, Design Sessions, 4. Implementation. 5. Monitoring & Evaluation extensively discussed.
- Key principles of Health systems (people centred; equity and fairness. Result oriented; quality management system for continual quality improvement. Evidence based; Technocrats, Academicians, politicians, Community local context and changes. Community driven; Leadership, Governance, Accountability, transparency and sustainability. Context Specific which is synonymous with resource constrained environment, Ethically Sound and finally System thinking or holistic view of the health system) to address the gaps in the health system in terms of health workforce, service delivery, health management information system, medical products, health financing and leadership management and work force) to achieve more equitable and sustained improvements across the health services and health outcomes.

Conclusions/ Recommendation

The PAS has FP, RI, CKD and PHCOUR as its 4 priority areas. The ability to increase the number of duty bearers in the Executive and Legislative, prominent figures, as champions of child and family health will help cascade activities, awareness creation and positive impacts on our health indices. This Strategic Management and Leadership trainings for Health (FP& RI) hopes the delegates will translate the knowledge gained to practice in the various locations. The culminating activities saw delegates develop activities for improvement and implementation in their various locations using the learning acquired. The feedback from the post assessment given to the delegates showed that the training was impactful. We recommend that the coalitions in the various States integrate and leverage on these delegates in their activities in the States/

Next Steps

Delegate from each States came together and brainstorm on their next step of actions;

- Niger State
 1. Report Writing
 2. Debriefing of ED and other directors
 3. Submission of proposal for step down trainings to state program officers and 25 LGA team
 4. Resource mobilization for the Step down

Kaduna State

1. Brief the director, 2. Forward report on the training, 3. Propose for a departmental step-down training 4. Implement lessons learnt including new ideas.

Taraba State

1. Debrief the ES on the outcome of the training 2. Write report and share to ES with Directors 3. Use the SERRIC platform to disseminate the information to program officers 4. Leverage on any State meeting to disseminate information to LGAs especially the upcoming visits.

Number of Persons Reached: 20

Males- 7

Females- 13



Pic 1.0 showing a cross-section of participants at the 4-day dRPC-PAS AMREF Strategic management step down training in dRPC training centre, Zone 4, Abuja on 5/2/2020



Pic 1.1 showing participants (Niger and Taraba State) at the end of the 4-day dRPC-PAS AMREF Strategic management step down training with the facilitator that anchored the training.



Pic 1.2, 1.3, 1.4 and 1.5 showing participants with the facilitators (Hajiya Safiya Inusa; staff of KADCHMA and Kaduna State ministry of Health, Dr. Ibrahim Idris; Director Public Health Niger State, Hajiya Atika Bakari; Family Planning focal person, Taraba State Primary Health Care Board and Dr. Ado Zakari, Director of Hospital Services Kaduna State) that anchored the dRPC- PAS AMREF strategic management step down training.



Pic 2.0 showing the list of all persons that attended the 4-day dRPC -PAS AMREF strategic management step down training on 05-02-2020