

PROJECT FACTSHEET

September 2021



HOSPITAL REFORM PROCESS IN MALAWI

ABOUT THE PROJECT

The GIZ Malawi German Health Programme (MGHP) has four result areas, which address quality of care, district health management, health information and digitalisation and finally the central hospital reform. Since 2019, GFA Consulting Group GmbH has been contracted by the MGHP to assist with providing consulting services to the Ministry of Health's Department for Planning and Policy Development (DPPD) and two central hospitals (Kamuzu Central Hospital in Lilongwe and Queen Elizabeth Central Hospital in Blantyre) with the implementation of the hospital reform agenda. The services are organised into three work packages that seek to strengthen the (1) organisational capacity at central hospitals, (2) capacity of hospital managers, and (3) legal environment for semi-autonomous central hospitals. The project is in its final phase and focuses on the implementation of strategic plans, strengthening routine data collection of key performance indicators, as well as capacity building of hospital managers and trustees once appointed.



Kamuzu Central Hospital in Lilongwe



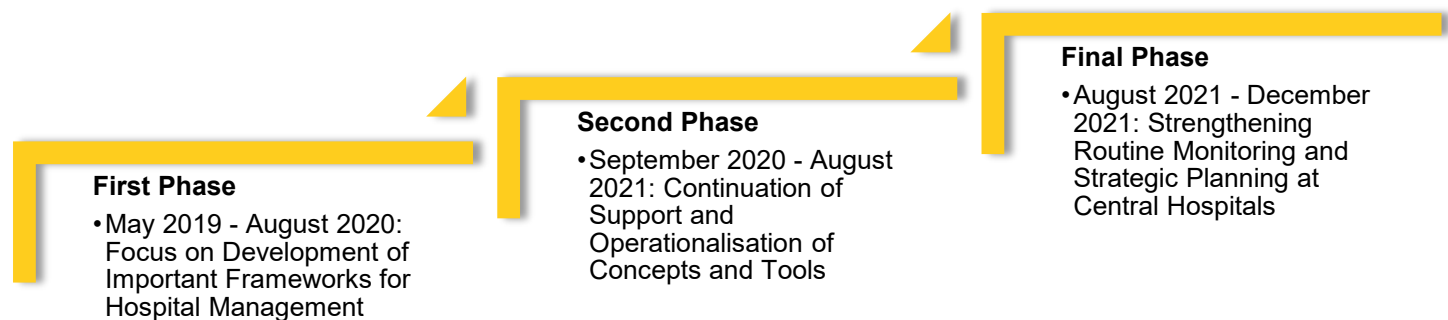
Queen Elizabeth Central Hospital in Blantyre

OVERALL OBJECTIVE OF THE MGHP

The overall objective of the initiative is that the health system of the target districts, especially in maternal and new-born health care, gets strengthened with respect to quality and delivery of services.

SPECIFIC OBJECTIVE OF THE HOSPITAL REFORMS PROJECT

The specific objective is to give greater management autonomy to the Central Hospitals through the establishment of Central Hospitals Trusts.



PROJECT TEAM

The team has consisted of national and international experts, including a team leader who worked on the project in an intermittent role, two full-time technical advisors based in Lilongwe and a pool of short-term experts who provided additional support. The team has worked closely together with MGHP, DPPD, KCH and QECH.

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PROJECT ACHIEVEMENTS

Work package 1: Strengthening organisational capacity at central hospitals: This aims at the development and implementation of important frameworks for better management at central hospitals in a semi-autonomous state, i.e. as public institutions with the employees still being civil servants and improved performance through reforms on the management and oversight level. Updated management frameworks include: HR procedure manual which encompasses job descriptions for central hospital executive management positions and the performance based management contracts; gender-sensitive Public Finance Management rules and regulations; and the framework for contracting out non-core services. KCH and QECH have developed Strategic Plans (2021-26) with support of the project, where annual budget implementation plans were drawn alongside the development of a monitoring system. In June 2021, the project conducted a hybrid HMIS workshop where stakeholders outlined the next steps towards the development of a modern hospital management information system at Central Hospitals. Finally, to facilitate benchmarking hospital performance over time and across central hospitals, the project strengthened data collection for the central hospital's 36 Key Performance Indicators and strengthens routine data collection in general.

Work package 2: Strengthening hospital manager's capacity: The second work package aims at strengthening the capacity of the hospital managers' themselves. The project coached and mentored senior managers at both KCH and QECH in leadership, management, planning, time management, change management and conflict management, amongst others. The project also developed and offered online and blended learning training programmes. During the Covid-19 pandemic, online trainings proved very effective. Forty-four participants enrolled in certificate courses offered by the open source platform edX.

In collaboration with Malawi Institute of Management (MIM), the project has developed training materials for a joint training of Trustees and Hospital executives. The training will be delivered once the Trustees have been appointed.

Work package 3: Strengthening the legal environment for semi-autonomous central hospitals: The third work package concentrates on stakeholder consultation and sensitisation of policymakers. Since the project was not obliged to draft any legal document like Central Hospitals Act(s), the focus of this work package is on the public awareness campaign through the production of newspaper articles, TV and radio features and also facilitation of Technical Work Group on Health Reforms meetings.



HMIS Workshop
July 2021

MAJOR CONSTRAINTS

1. The absence of Board of Trustees and new hospital executives has delayed the full implementation of the project.
2. The approval of several policy procedures, guidelines and management tools is delayed. Unclear approval pathways created delays and loops.
3. With the Covid-19 pandemic, some of the activities could not be implemented on time. The project established an online platform for cooperation and trainings to meet this challenge.

SUMMARY

The project has laid the foundation for hospital boards and executive management teams to successfully operate semi-autonomous central hospitals. The implementation process required common efforts from all stakeholders. The appointment of the boards remains the condition to successful completion of the reform process.

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