



Eero Tala Lecture:  
Health Services that Serve  
*What's the Bottom Line?*

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Cape Town, 12 November 2007



# Objectives of the Session

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- ❖ Outline the success in tuberculosis services;
- ❖ Compare this with other services;
- ❖ Discuss determinants of quality based on the comparison.





# Introduction

## *TB control and health systems*

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- ❖ 'The achievement of most of the health-related MDGs depends on overcoming health system constraints that hinder access, equity and quality of care.'
- ❖ 'The Stop TB Partnership is committed to being an active player in the health system strengthening partnerships.'





# Health Systems Strengthening

## *Hypothesis of the impact of TB services*

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- ❖ Hypothesis: High quality TB services will have an impact on improving health systems by sharing lessons learnt.





# Tuberculosis Services

## *Indicators of quality and coverage*

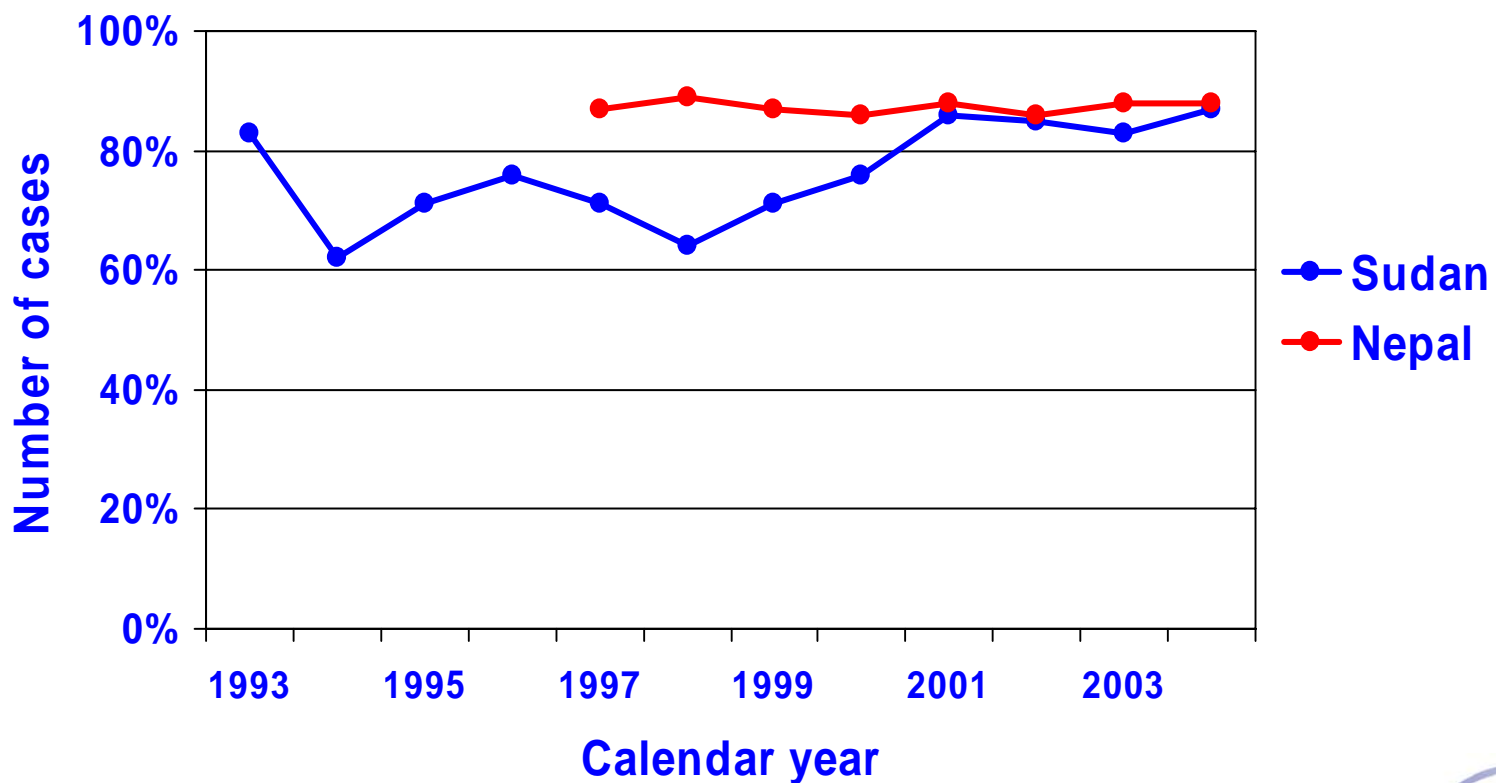
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- ❖ Experience from the Union's partners in low-income countries;
- ❖ Focus on new smear positive cases of pulmonary tuberculosis (definite cases);
- ❖ Success of treatment is an indicator of quality of services;
- ❖ Progress in case finding is an indirect indicator of coverage.

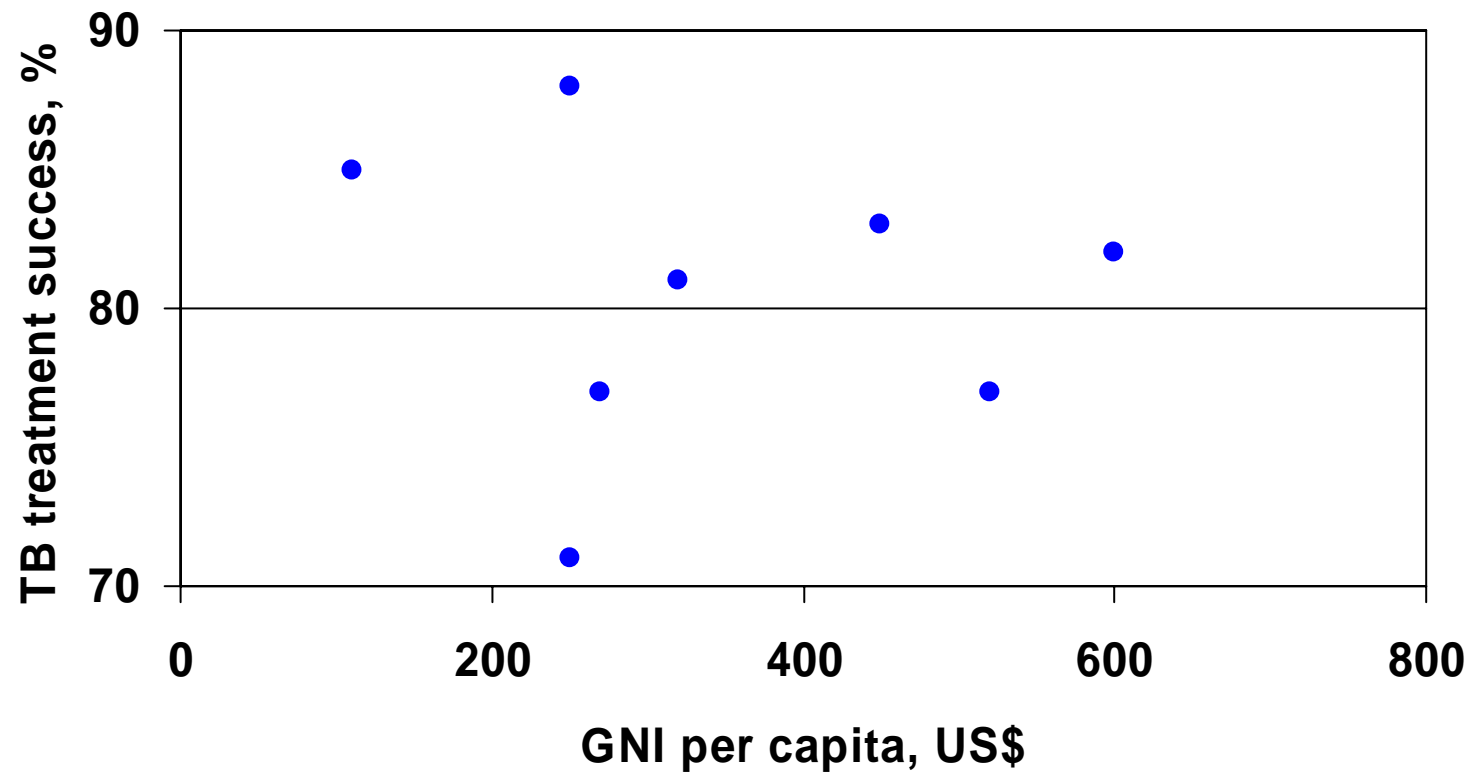


# Trend in Successful Treatment

*New smear positive cases*

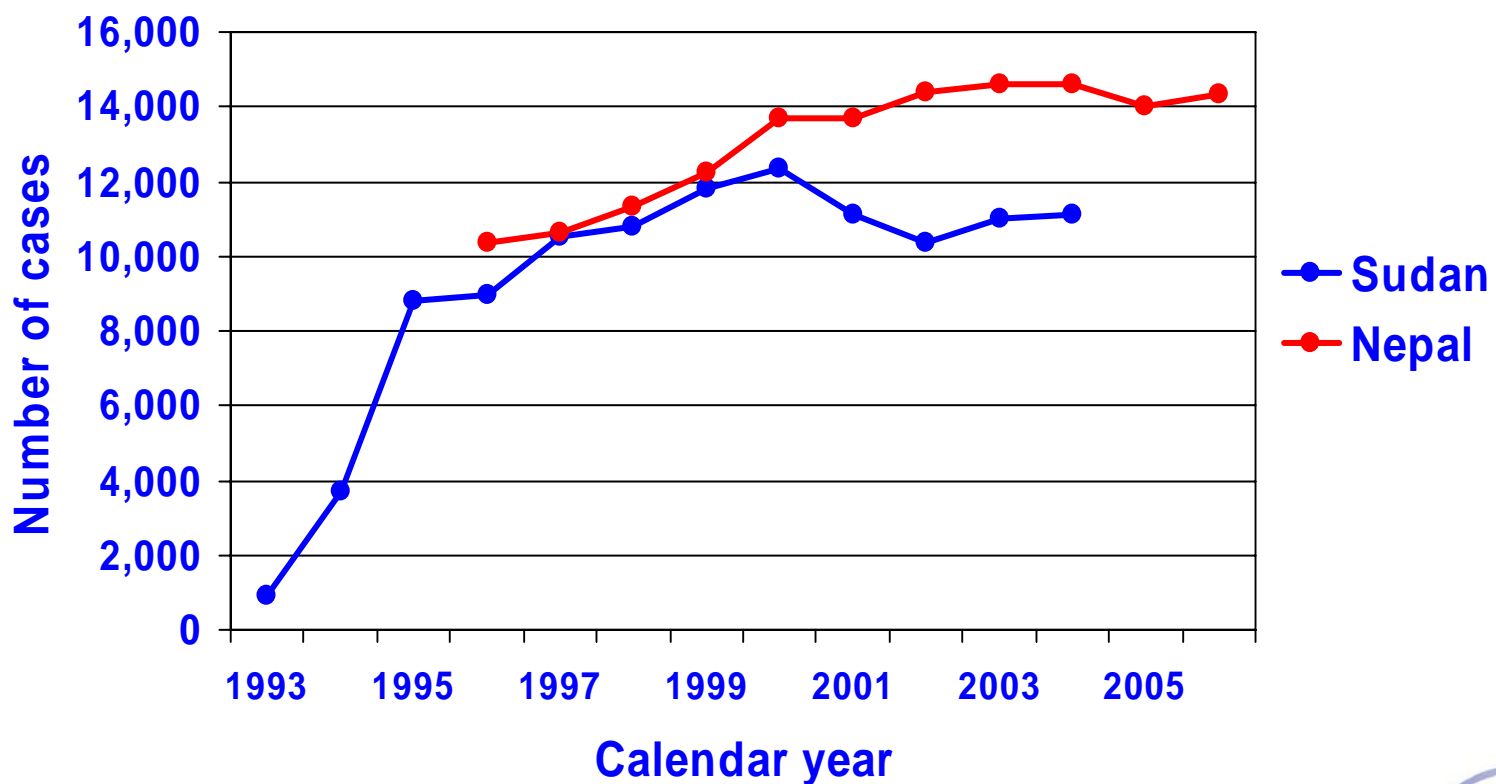


# Quality of service by wealth



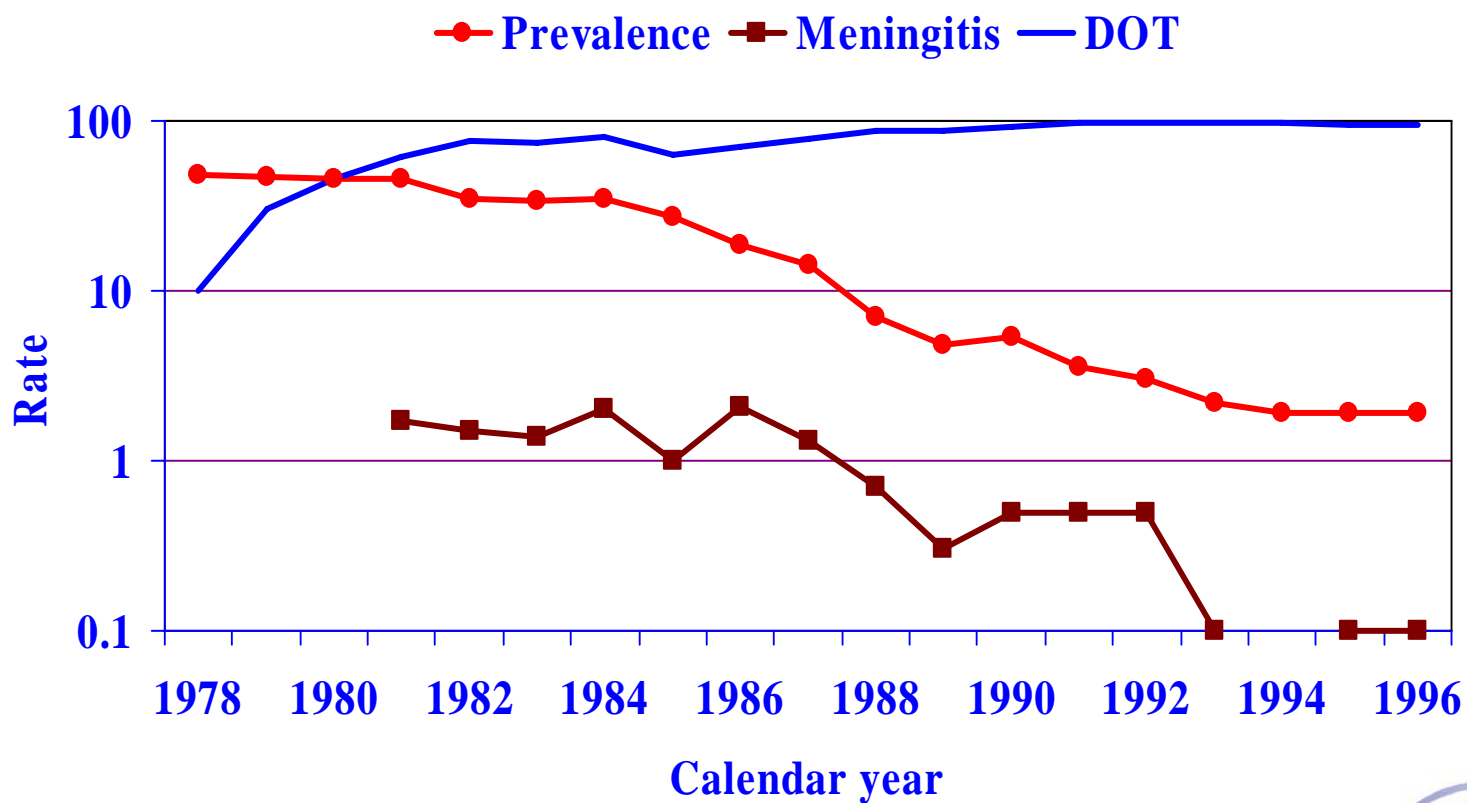
# Trend in Case Finding

*New smear positive cases*



# Trend in tuberculosis

*Beijing 1978-1996*





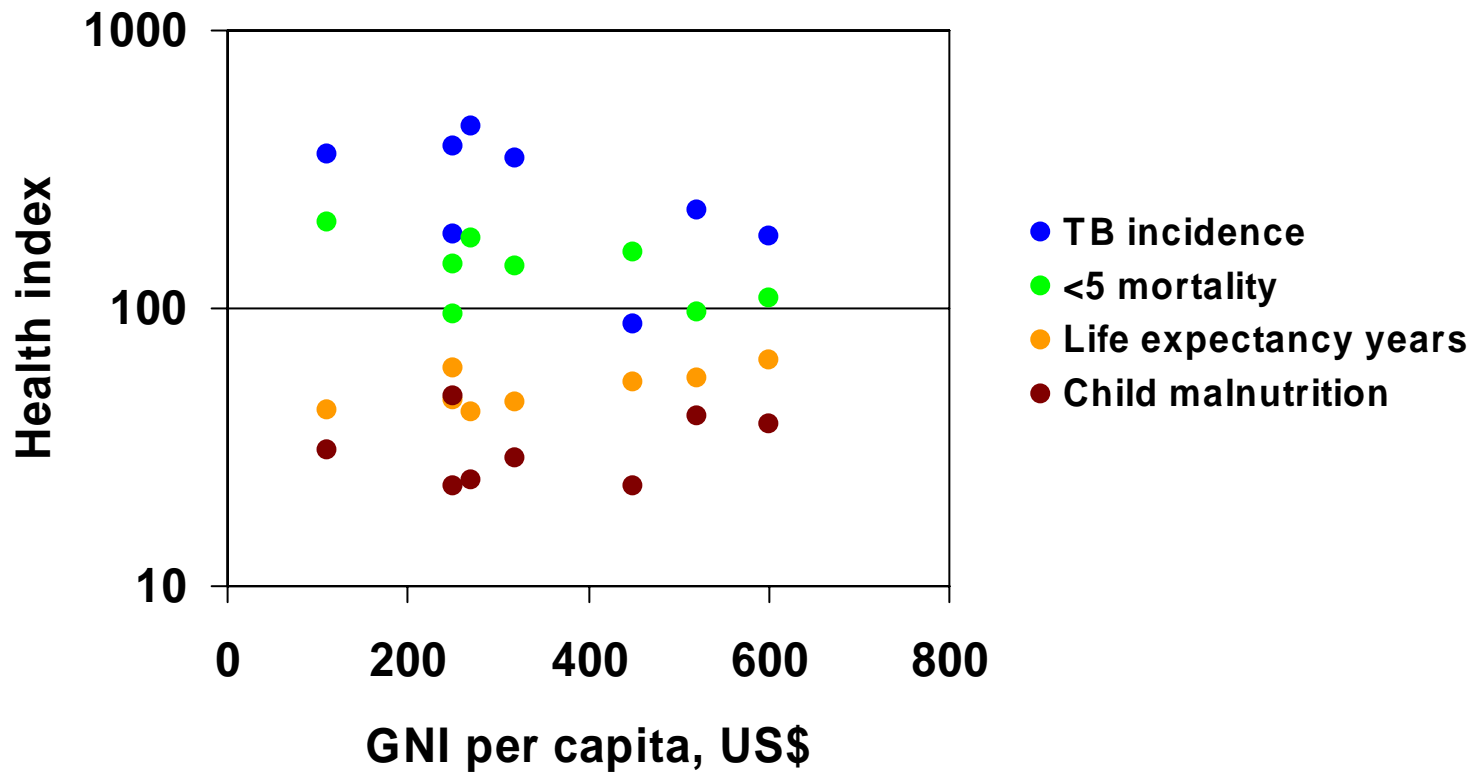
# Evidence from Other Conditions

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- ❖ Relation of conditions to wealth of communities;
- ❖ Availability of routine indicators of quality and coverage of care;
- ❖ Evidence from special analyses ('Comprehensive Lung Health Services Project' funded by World Bank).



# Health indices by wealth





# Routinely reported quality indicators

## *World Bank HNP Stats*

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### Direct

- ❖ Immunization coverage
- ❖ Tuberculosis treatment success

### Indirect

- ❖ Under fives mortality rate
- ❖ Life expectancy





# Situation Analysis

## *Lung Health Services*

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- ❖ Sites selected based on indicators of high quality of TB services;
- ❖ Selection of key conditions with standard case management strategies;
- ❖ Clinical audit of consecutive cases in the institutions with high-quality tuberculosis services.





# Results of situation analysis

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## Case management strategy adopted:

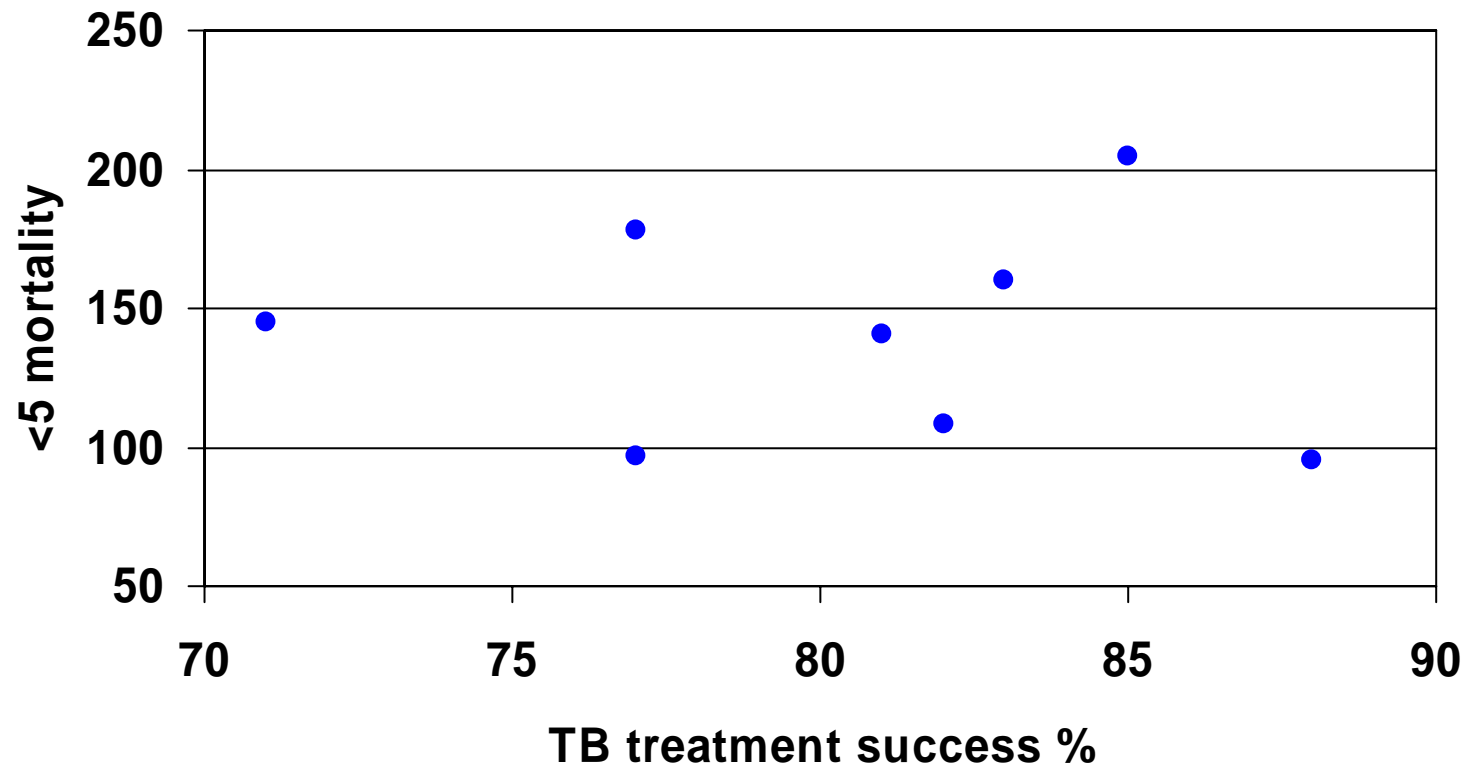
- ❖ Childhood pneumonia, yes
- ❖ Asthma, no

## Indicators of quality of care:

- ❖ Diagnostic and classification criteria never used;
- ❖ Essential drugs never assured;
- ❖ Inadequate practices routine;
- ❖ No routine evaluation of practice.



# Health indices by wealth





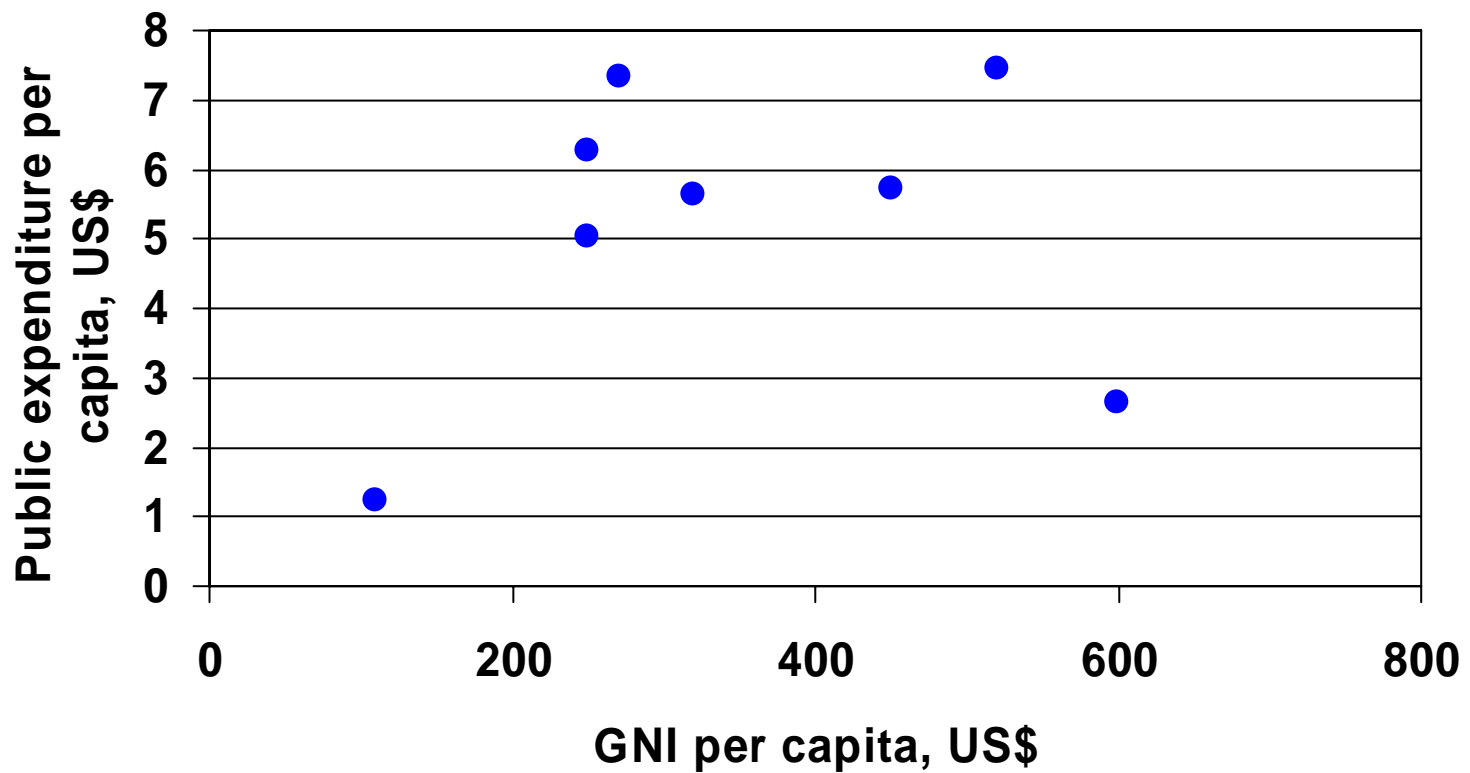
## Key characteristics of health services

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- ❖ Expenditure and its relation to wealth;
- ❖ Investment in public services;
- ❖ Characteristics of human resources in health services;
- ❖ Mechanisms for quality assurance / improvement of health services.



# Health Expenditure





# Human resources for health

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- ❖ Absolute levels;
- ❖ Critical shortages;
- ❖ Policies for creating and retaining personnel;
- ❖ Policies for supporting personnel.



# Human resources

## *Health workforce per 1,000 population*

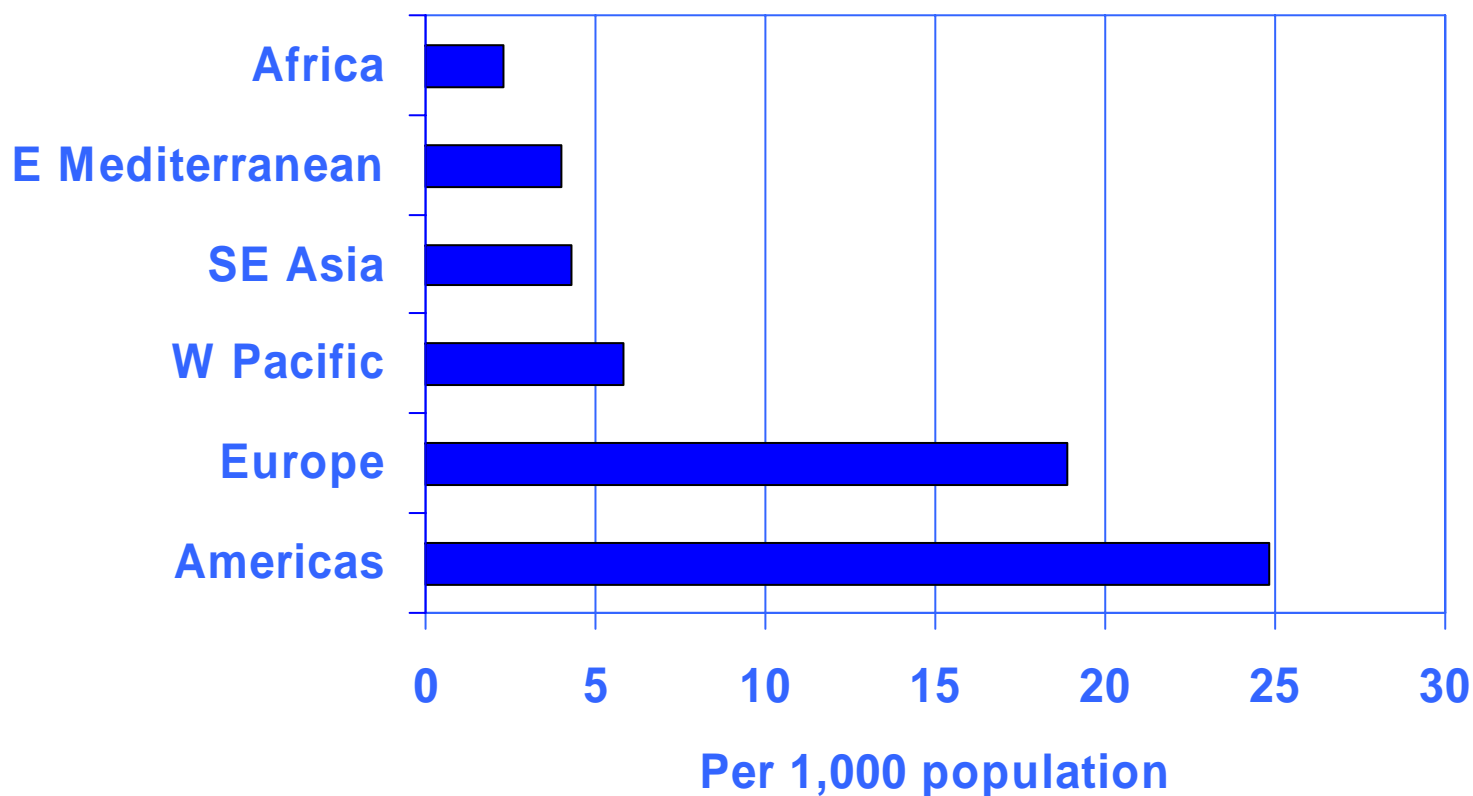
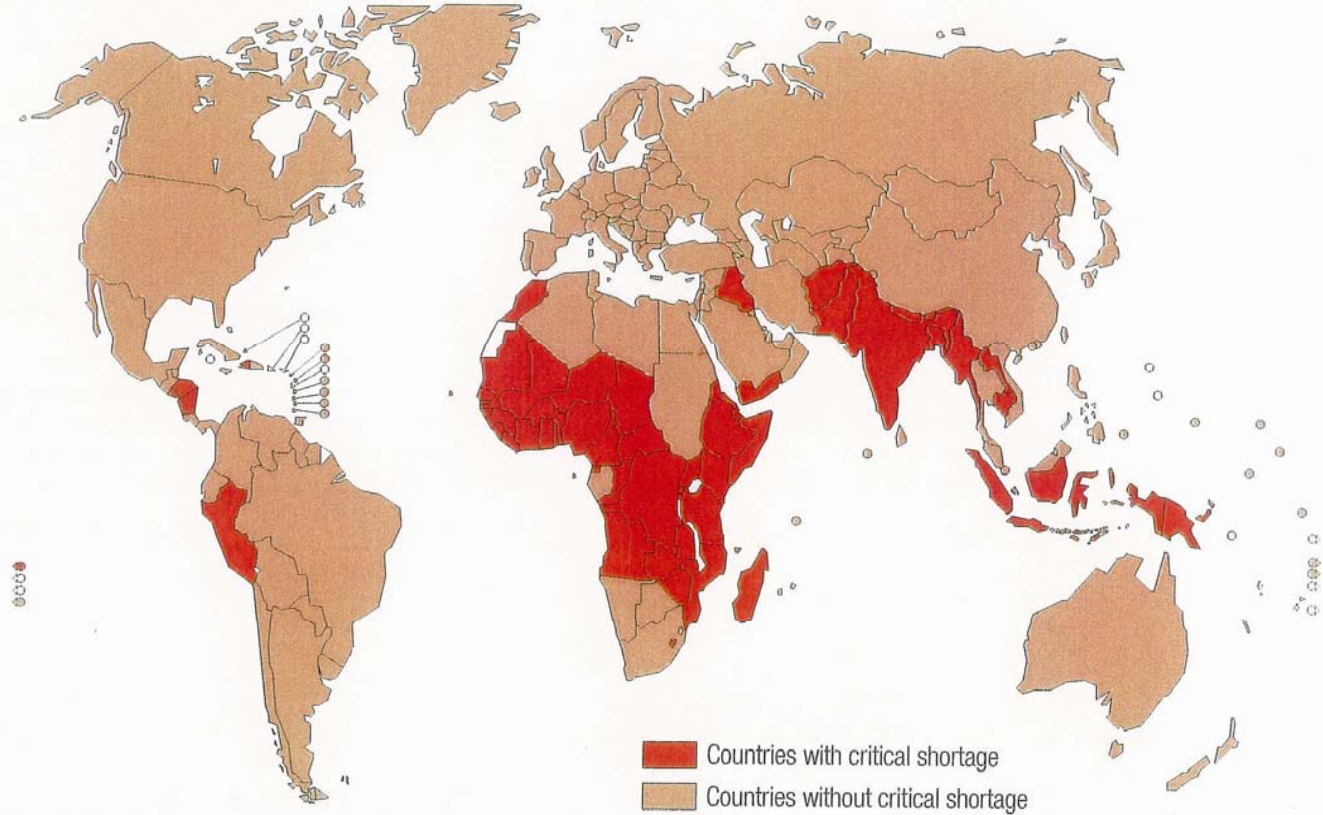


Figure 3 Countries with a critical shortage of health service providers (doctors, nurses and midwives)

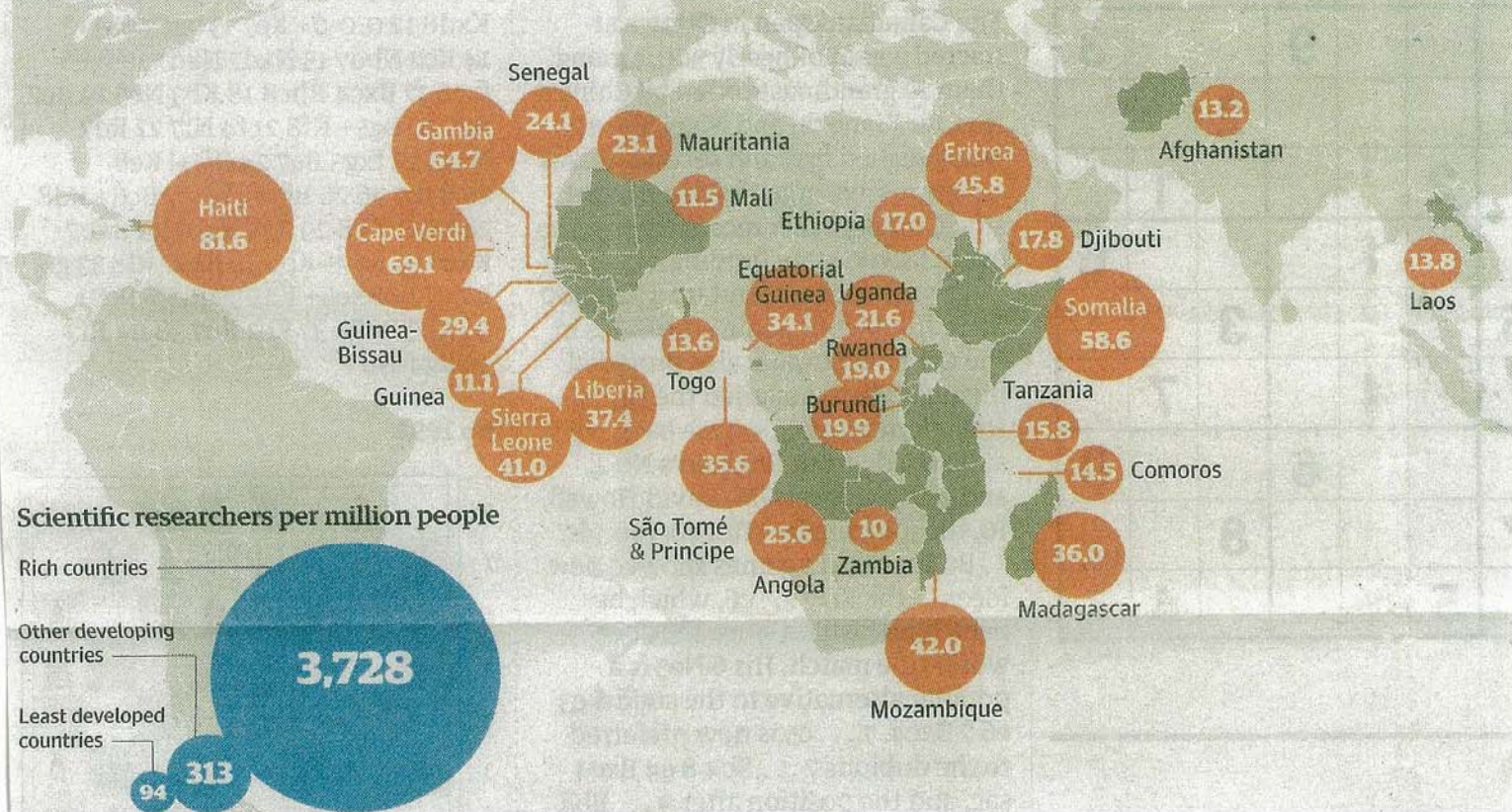


Data source: World Health Organization. *Global Atlas of the Health Workforce* (<http://www.who.int/globalatlas/default.asp>).



# International Development

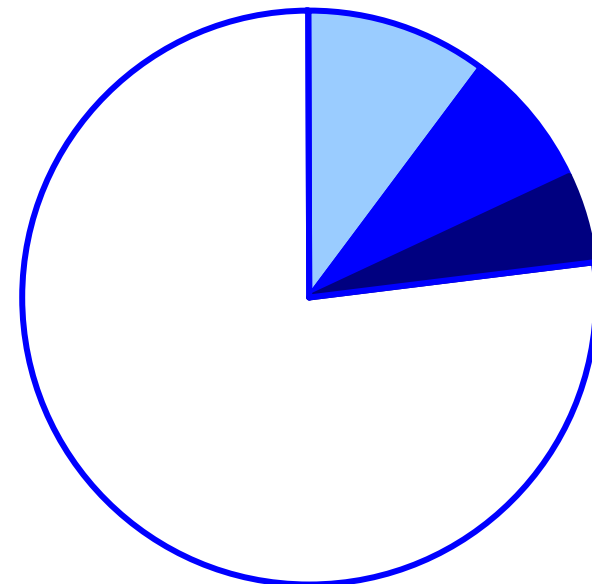
The percentage of university graduates who emigrate from their home country  
2000 figures



# Out migration of health personnel *Uganda 2001-2002*

## Reasons to move:

- ❖ To gain experience;
- ❖ Recruited;
- ❖ No future at home;
- ❖ Better conditions;
- ❖ Make money.



■ UK                      ■ USA  
■ Other Africa      □ None



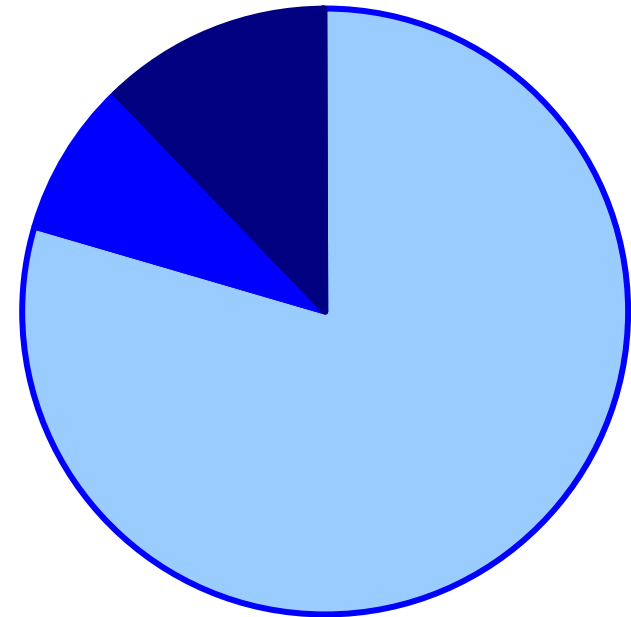
# Out migration of health personnel

## *Malawi nurses 2002-2007*

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### Staffing:

- ❖ 0.5 nurses per 1,000 population;
- ❖ Vacancy rate 42%;
- ❖ ½ FTE for a ward of 90 small children.



□ UK ■ North America ■ Other





# Outmigration of nurses

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- ❖ High levels historically;
- ❖ Mainly to UK where there is reciprocity;
- ❖ Totally changed when remuneration package was enhanced;
- ❖ Outmigration now dramatically reduced;
- ❖ Replaced by Inmigration toward NGOs.



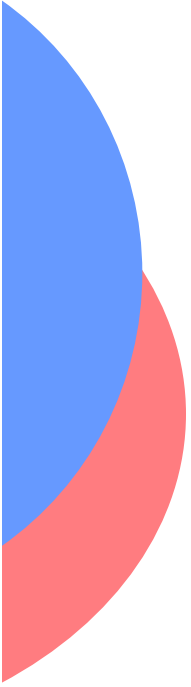


# Policies for supporting personnel

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- ❖ Mobility of personnel within the health sector;
- ❖ Remuneration and incentives;
- ❖ Regular transfers within institutions;
- ❖ Survival of personnel.





# Mechanisms for quality assurance / improvement of health services

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- ❖ Standardization of practice;
- ❖ Monitoring and evaluation;
- ❖ Supervision and training;
- ❖ Priority setting for health services.





# Standardization of practice

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- ❖ Definition of standard case management;
- ❖ Identification of essential elements (drugs and tests);
- ❖ Assurance that these essential elements are available and accessible to patients.





# Monitoring and evaluation

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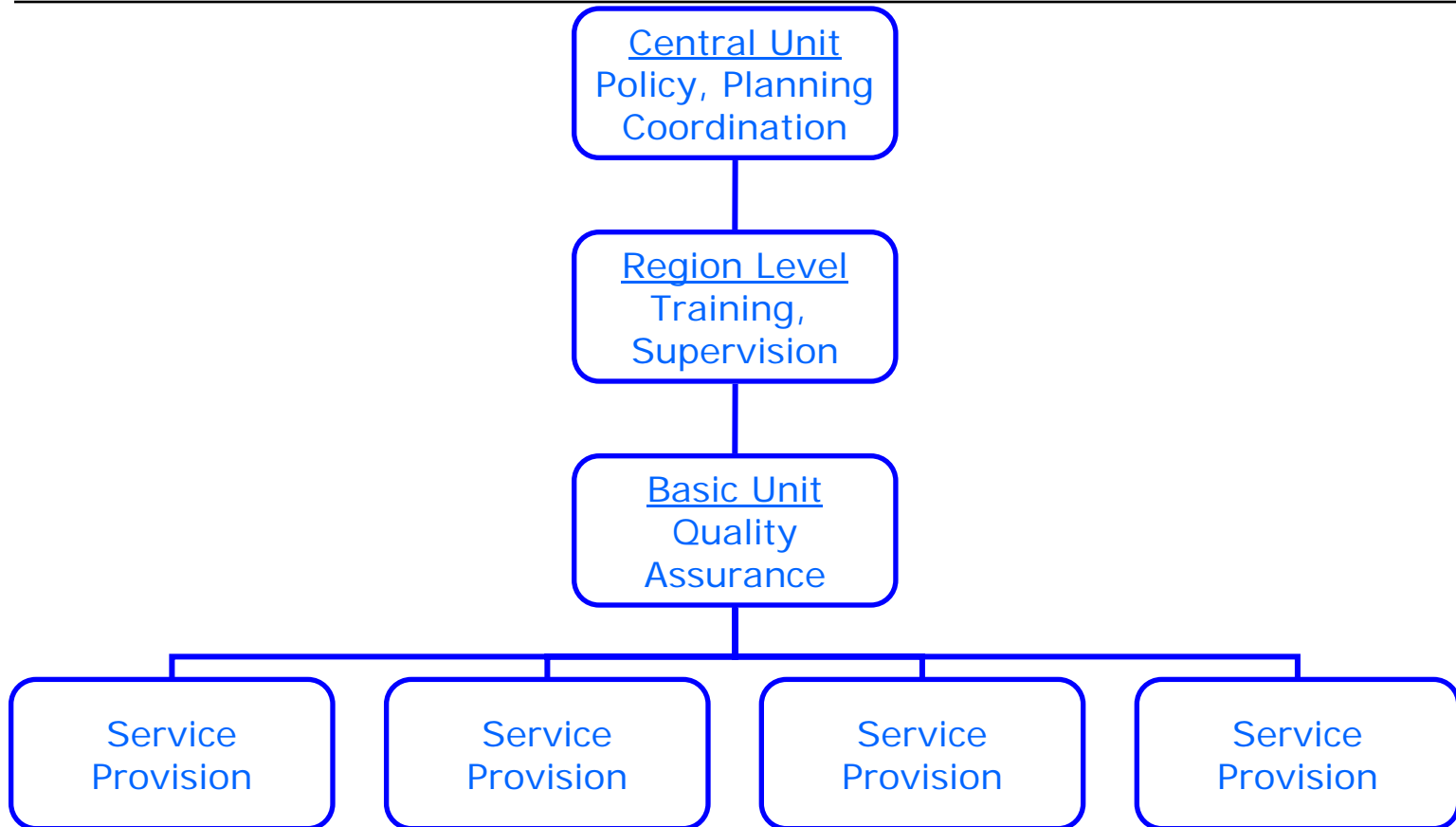
- ❖ Development of recording tools that meet the needs of the service providers;
- ❖ Ensuring that they are simple and essential (required for care);
- ❖ Collation and analysis of their results locally;
- ❖ Peer-review to share lessons learnt.



# Supporting the primary care-givers

## *Management structure required*

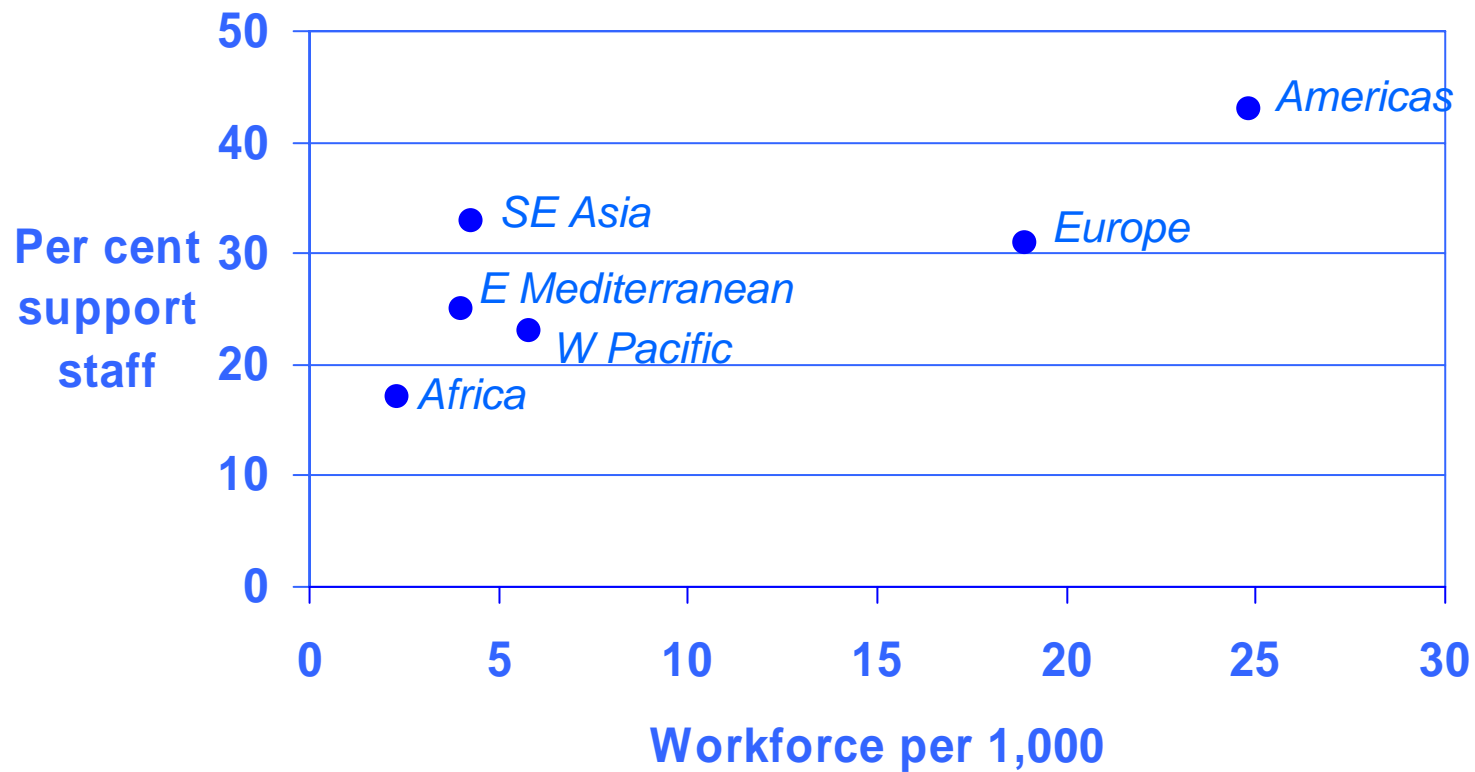
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# Management resources

## *Extent of management and support services*

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# Priority-setting in health services

## *Priority-setting in developing countries health care institutions: the case of a Ugandan Hospital*

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- ❖ Case study of 1,500 bed national referral hospital.
- ❖ In-depth interviews analysed by modified thematic approach.
- ❖ Priority setting did not meet conditions of fairness.
- ❖ Special pleading and status influence priority setting and stakeholders were not engaged.





# Conclusions:

## What's the bottom line?

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- ❖ High quality tuberculosis services are in place even in the poorest countries;
- ❖ There is no evidence that these have contributed to strengthening other priority services in the same institutions;
- ❖ If the Stop TB strategy is to strengthen these services, it will have to do so explicitly. It will not be a chance effect.

