SUPPORTING LEADERS AND STRENGTHENING HEALTH SYSTEMS

AMP Health is committed to achieving the Astana Declaration on Primary Health Care, of “a world where governments and societies prioritize, promote, and protect people’s health and well-being.” To deliver upon the shared promise of Primary Health Care, Universal Health Coverage, and the health-related Sustainable Development Goals, major investments in the development and deployment of diagnostics, vaccines, and other technologies need to be paired with increased investment in the people responsible for ensuring these tools reach every person who needs them.

AMP Health works to improve health systems and outcomes by collaborating with governments to strengthen leadership and management capabilities through public-private partnership. AMP Health currently supports seven government health programs across four countries: Ghana, Malawi, Sierra Leone, and Zambia, and is actively exploring opportunities to expand to additional program areas, ministries, countries, and continents.
INCREASINGLY COMPLEX PRIORITIZATION AND OPERATING ENVIRONMENT

There are major trends affecting humanity, including population growth, migration, climate change, urbanization, pollution, and water scarcity – to name just a few. The burden of chronic diseases, especially those considered “non communicable” (NCDs), is rising sharply at the same time that the threat of communicable diseases also remains high. Despite these concerning trends, the level of Official Development Assistance, including for health, is projected to decrease in the coming years.

MAJOR POLICY DIRECTIONS

The global health discourse today is being shaped by a number of broad and powerful agendas, including Primary Health Care, Universal Health Coverage, Global Health Security, and the Sustainable Development Goals. In addition, the rapid pace of decentralization and peripheralization of responsibility and authority for health services is straining already fragile health systems, yet presents a tremendous opportunity to build leadership and management capacity beyond the national level.

NEW OPPORTUNITIES

The rapid pace of technological change and innovation, including data and artificial intelligence, opens up unprecedented opportunities in global health. At the same time, increasing in-country resources – both in terms of funding and expertise – alongside increased openness to collaboration between public and private sectors has the potential to further accelerate progress.
**PRINCIPLES**

**OUR GUIDING PRINCIPLES**

**Human centered:** Believing passionately in the power of people to drive development

**Committed:** Believing in the value of long-term in-country engagement to catalyze sustainable leadership and management capabilities

**Responsive:** Addressing and adapting to leadership and management priorities of individual ministries of health

**Solution-oriented:** Embracing innovation, data, technology, and the rapidly changing landscape; and evolving with optimism and purpose

**Inclusive:** Committed to equitably serving all communities, including marginalized and vulnerable populations

**Integrative:** Breaking down siloes within and across programs, sectors, and countries and harnessing the best of the public and private sectors

**Humble:** Cognizant that we operate within a broader ecosystem and achieve impact by being trusted partners

**Collective:** Contributing to the broader global health agenda of Primary Health Care (PHC) including Community Health, Universal Health Coverage (UHC), and the health-related Sustainable Development Goals (SDGs)

“The single thing that I want from the international community is help building the leadership and management capabilities of the people within my Ministry”

*Former Minister of Health, Southern African Country*
1. BUILD CAPACITY

We develop leadership & management (L&M) capabilities in partnership with governments through a customized in-country approach leveraging embedded management partners.

We support ministries of health in defining and strategically prioritizing needs around L&M, and then we partner with them to improve not only individual L&M capacity, but also team effectiveness. We also work to increase the adoption and use of best-practice processes and tools. As a result, we expect to see accelerated uptake of new technologies, tools, and the use of data to drive decision making.

2. SHARE KNOWLEDGE

We facilitate the capture and sharing of best practices within and among countries and diverse stakeholders.

We develop, evaluate, and share L&M roadmaps for individuals and teams. We also facilitate the establishment and implementation of L&M curricula and the sharing of resources and templates around L&M best practices and processes. We believe in the power of peer-to-peer learning and networks for real-time sharing of knowledge within and across countries, and work to catalyze dynamic platforms to facilitate this exchange.

3. GENERATE EVIDENCE

We catalyze the standardization of measurement of leadership and management capacity building and contribute to the global evidence base.

We document what works and what does not by partnering to develop L&M case studies, and we work with the global health community and governments to define evidence needs. In conjunction with partners, we develop and implement monitoring and evaluation frameworks to measure the outcomes and impact of L&M capacity building, ultimately contributing to the evidence base around L&M for global health and development priorities.

4. CHANGE THE CONVERSATION

We aim to raise the profile of leadership and management as a key means to achieve broader health and development goals.

We work to communicate -- clearly and compellingly -- the impact of L&M capacity building, and to shape the global discourse by convening a High-Level Council on L&M for Development. Ultimately, we aspire to strengthen the engagement of civil society, private sector, and other partners in L&M capacity building, and therefore enhance international, national, and sub-national political commitment and funding for L&M.
AMP Health has a holistic, team-based approach to strengthening leadership and management capabilities. We work in collaboration with Ministries of Health to design bespoke capacity building programs anchored around six leadership and management elements:

- **Management Partners**: Mid-career professionals with leadership and management experience from the private sector placed within Ministries of Health to engage in real-time joint problem solving, planning, training, and facilitation.
- **In-Country Workshops and Live Learning**: Skill-building sessions specifically tailored to team needs, complemented by additional live learning facilitated by Management Partners.
- **Distance Learning**: Training program coordinated by the African Management Initiative and endorsed by three African business schools.
- **I-on-1 Executive Coaching**: Coaching for Ministry team members to address strategic and team management topics.
- **Focus Workstreams**: Identification of a specific challenge within each Ministry program that will be tackled using strategies from leadership and management trainings.
- **Leadership Labs**: Annual convening of all Ministry and AMP Health teams for leadership and management training and sharing of best practices across countries and teams.
AMP Health currently supports the training of 85 individuals across seven government health programs in four countries: Ghana, Malawi, Sierra Leone, and Zambia, and is actively exploring opportunities to expand to additional program areas, ministries, countries, and continents.
AMP Health’s partnership approach with government health programs is modular, with an initial scoping period and 2-year foundation phase, followed by a potential 1-3 year extension phase based on need, desire, and available funding.

“AMP Health’s presence in Sierra Leone has contributed to the successful training, deployment and payment of incentives to 15,000 CHWs and strengthened the leadership and management skills required by the CHW Hub to scale a national-based community health program”

Alpha Bangura, National Coordinator, CHW Hub
THEORY OF CHANGE

Assumptions
National partners value the development of L&M capabilities
Training & coaching will result in improved knowledge, skills, and behavioral change
National partners use competency-based approaches for human-resource planning (see Fig 1, Traicoff et al, 2019)
Management matters for better PHC delivery***
Leadership skills are complementary to management and support PHC strengthening***
Middle managers play an important role as change intermediaries because they interface between an organization's senior managers and the front line employees*
The effectiveness and success of any health program depend on the presence of several conditions not specific to the program itself, including good governance, social and political stability, and basic national infrastructure (for example, information technology, laboratory systems, and effective fiscal and human resources management).

***Strong supporting evidence
*Moderate supporting evidence (Source: http://uwstartcenter.org/projects/performance-management-and-accountability/)
MONITORING, EVALUATION, & LEARNING

- Regular measurement of individual’s development of leadership and management capabilities
- Regular measurement of team effectiveness
- Scorecard of leadership and management best practices, tools, and processes used by high-functioning teams
- Track and describe concurrent health system evolution
- Qualitative measurement of the Return on Expectation of leadership and management journey
OUR BELIEF IN THE POWER OF PARTNERSHIPS

Partnerships lie at the heart of the AMP Health model. We operate in line with SDG Goal 17, which “seeks to strengthen global partnerships to support and achieve the ambitious targets of the 2030 Agenda, bringing together national governments, the international community, civil society, the private sector and other actors.” Whether it is the collaboration we have with national governments; in designing and executing our leadership & management curriculum; sharing the knowledge we are collectively gaining; monitoring and evaluating our work; or communicating it to the world – AMP Health works in partnership, because we believe the result is not additive, but multiplicative.

OUR PARTNERS

Our Partnership Board is comprised of leaders from both the public and private sectors with tremendous expertise and insight:

- **Wendy Taylor (Board Chair):** Fellow, The Rockefeller Foundation, Founder and former Director, USAID’s Center for Innovation and Impact (CII)
- **Dr. Agnes Binagwaho:** Vice Chancellor, University of Global Health Equity, former Minister of Health, Rwanda Ministry of Health
- **Peggy Clark:** Executive Director, Aspen Global Innovators Group, Vice President, the Aspen Institute
- **Scott Higgins:** Director of Operations, Merck for Mothers
- **Ranjana Kumar:** Senior Specialist, Leadership, Management, and Coordination, Country Programmes, GAVI
- **Amy Lin:** Team Lead, Center for Innovation and Impact (CII), USAID
- **Dr. Robert Newman (ex-officio):** Director, AMP Health
- **Joy Phumaphi:** Executive Secretary, African Leaders Malaria Alliance, former Minister of Health, Botswana Ministry of Health
- **English Sall:** Board Member, Sall Family Foundation
- **Jenny Sia:** Director, Corporate Responsibility, Pfizer
- **Chuck Slaughter:** Board Member, Horace W. Goldsmith Foundation, Founder and President, Living Goods
- **Jeff Walker:** Vice-Chair, Community Health Workers, Community Health Acceleration Partnership
- **Kara Weiss:** Program Director, Child Relief International Foundation
HOW CAN YOU GET INVOLVED?

We are actively partnering with new government health programs and are broadening our network of problem-solvers and leaders. Visit our website at www.amphealth.org or email info@amphealth.org to learn more about our programs and plans.

Ministries of Health: Share your ambitious plans with us. We want to collaborate with you.

Corporations: Partner with us and share your expertise in leadership and management.

Donors & Foundations: Join us in making the shared health and development goals of 2030 a reality by investing in building leadership and management capacity.

Mid-Career Professionals: Apply your private sector skills to government health systems by becoming an AMP Health Management Partner.

Like-Minded Partners: Help us share knowledge, build the evidence base, and change the conversation about the importance of leadership and management.

“It’s about having a vision and the energy to execute it – it’s about dreaming in color, not in black and white. AMP Health and our MP have seen where we were, where we are, and where we are going. They are dreaming in color with us.”

Doreen Ali, Deputy Director, Preventive Health Services, Malawi