AMP HEALTH IN ZAMBIA

AMP Health works in partnership with the Zambia Ministry of Health (MoH) to strengthen leadership & management capacity in the Community Health Unit (CHU) and the Expanded Programme on Immunisation (EPI), both of which sit under the Directorate of Public Health. Zambia has set ambitious health targets for itself, including reducing maternal mortality rates and reining in HIV, TB, and malaria rates. The Ministry recognizes that strong leadership & management are key to scaling up Zambia’s health efforts.

Community Health Unit: AMP Health launched its partnership with the CHU in June 2018. Since then, the 5-person team has used a range of leadership & management tools to develop a national community health strategy and formally establish the unit within the Ministry and broader Zambian health ecosystem.

Expanded Programme on Immunisation: AMP Health began working with the EPI team in November 2018 and has introduced leadership & management tools which have focused on improving the coverage and equity of vaccine distribution and implementation.
COMMUNITY HEALTH UNIT

When AMP Health began supporting the Ministry of Health in 2017, Zambia did not have a clearly defined community health strategy or operational plan. Since then, it has drafted its first community health strategy and operational plan with the support of the Management Partner, the input of local stakeholders, and the sign-off of the Minister of Health. In anticipation of launching the new strategy, the team is using a “planning backwards” tool, introduced at the most recent in-country training session, as an approach to project management. The team is in the process of finalizing an investment plan, which will equip team members to make community health investment cases to potential funders and partners.

Over the past year, the Ministry has been collaborating with stakeholders to launch a community health clinic at one of the largest markets in Lusaka. By making basic health services available in these busy public spaces, the system will be able to reach those who would otherwise not seek out health care. The CHU team has utilized various leadership & management skills in the process, including a risk register to manage and prepare for the risks associated with such an ambitious project, and the skills practiced in previous live learning days around “having difficult conversations,” which have been crucial to engaging initially skeptical members of senior management.

LIVE LEARNING DAYS

bring whole teams together for in-person trainings and have helped to deconstruct management theories into scalable approaches and methods which can be easily applied to emerging management problems. Most recently, sessions focused on teamwork and motivation; tasks, problems, and productivity; getting the message across; and effective meeting management. The team especially valued sessions on building an effective team, and is developing a team charter to document team values as a result of the sessions.

THE MANAGEMENT PARTNER

has contributed to the establishment and growth of the CHU at the national and sub-national levels, supporting the development of project management skills to effectively operationalize the new community health strategy. The Management Partner and CHU jointly developed practical tools and skills, including a task management system, to track progress on overlapping, long-term tasks. Together, these tools have been critical to delivering on the team’s ambitious agenda to laid out in the community health strategy.
LEADERSHIP LAB is an annual convening which brings all country teams together to collaborate and learn. Among the many topics covered, sessions on teamwork and delegation have been particularly critical to managing the many projects the team balances at once. The team has adopted the RACI (responsible; accountable; consulted; informed) model for assigning responsibilities to team members. The team was also first introduced to AMP Health’s one-page strategy document at the Lab in 2019, and decided to develop its own as a result. In the next Lab, the team is looking forward to focusing on designing systems and processes to strengthen the linkages between different levels of the health system, as well as polishing their presentation skills for upcoming panels, workshops, and conferences.
In November 2018, AMP Health began working in partnership with the EPI team, which sits under the Directorate of Public Health. The team is working to help achieve the Zambia Ministry of Health’s objective to reduce the under-five mortality rate from 75 to 35 deaths per 1000 live births by 2021. After several years of steady increases in DTP3 coverage, there have been modest declines. The EPI team is specifically focusing on improving vaccination rates by 10% by the end of 2019 in 22 identified poorly performing districts. The EPI team aims to improve immunization equity and coverage in order to achieve these goals. The Zambia MoH recognizes that strong leadership & management are key to scaling up its health efforts, and the team has leveraged time management tools and strengthened communication skills to work together more efficiently and hold itself accountable, benefiting from the cascading effect of high-level managers improving their leadership & management skills.

**FOCUS WORKSTREAMS** are an opportunity for teams to identify their highest priority work areas and immediately apply the newly acquired leadership & management competencies to deliver on them. The team has chosen to focus on improving the team culture, and has developed a Team Charter, which holds the team accountable to its values and encourages greater transparency and ownership of responsibilities.

**LIVE LEARNING DAY** sessions have helped strengthen various leadership & management practices, including meetings, by introducing better time-keeping tools for agenda items, as well as methods for empowering the meeting chair. Most recently, sessions focused on improving the team dynamic through the power of the positive “no,” separating performance from the person, and building the pyramid of trust.

**THE MANAGEMENT PARTNER** introduced a competency framework to assess individual & team strengths in short-term & long-term planning. This is being used to inform professional development through select courses from the African Management Institute platform, as well as the sharing of tools, templates, and learning guides from in-person trainings.
The CHU team and Management Partner are in their second year of the initial Foundation Phase of AMP Health support and are focusing on strengthening national leadership & management capabilities to be scaled down to sub-national levels. These practices will reinforce efficiencies and skillsets from previous years, as well as introduce more advanced approaches for teamwork and accelerate momentum across the entire Directorate. The CHU team’s immediate goals for the coming year include co-developing a Primary Health Care Package for Zambia in collaboration with other MoH departments, and integrating mobile technology into the screening and referral practices of community health workers.

The EPI team is well into their first year of the Foundation Phase, and AMP Health is actively recruiting for a Management Partner to work with the team for the second year. The team plans to spend the next year focusing on building individual and team skillsets, identifying and setting up a strong framework for governance and coordination among their many stakeholders, and improving the performance management of the EPI Leads in order to capture and utilize data more effectively and accurately. The goal is to apply these skills to improving vaccination rates by 10% by the end of 2019 in 22 districts identified as poorly-performing.

WWW.AMPHEALTH.ORG
INFO@AMPHEALTH.ORG