AMP HEALTH
GHANA
Over the last two decades, Ghana has achieved significant gains in population health by strengthening its primary health care model through a rights- and evidence-based lens. In 1999, Ghana launched its national strategy called “Community-Based Health Planning and Services (CHPS)” to ensure that marginalized, rural communities have access to timely and quality essential community-based health services. CHPS’s evidence-based approach is a key strategy for Ghana to achieve Universal Health Coverage (UHC) at the Primary Health Care (PHC) level by 2030. To address the confluence of material, financial, and human resource constraints confronting its PHC system, Ghana has recognized the urgency of enhancing the leadership & management capacities of decision-makers at the national and sub-national levels while simultaneously creating an enabling environment to empower them.

Population: ~28,100,000, 44% rural
Life expectancy: 70/65, female/male
Under-5 Mortality: 56 deaths per 1,000 live births
Maternal Mortality: 319 deaths per 100,000 live births
Doctor to Population Ratio: 1:120
Vaccination Coverage: 96.6% of children have received 3rd dose of Pentavalent vaccine

AMP HEALTH IN GHANA

AMP Health works in partnership with the Ghana Health Service (GHS), an autonomous Executive Agency responsible for implementing national health policies under the control of the Minister for Health. The GHS is mandated to provide and manage comprehensive and accessible health services with special emphasis on primary health care (PHC) sub-nationally. A key focus of Ghana’s Health Sector Medium Term Development Plan 2018–2021 is the delivery of PHC services and attainment of Universal Health Coverage at the PHC level. Enhanced leadership, management, and governance capabilities are critical to accelerate coverage, improve quality, and maximize impact of PHC service delivery.

Policy, Planning, Monitoring, and Evaluation Division: AMP Health launched its partnership with the Policy, Planning, Monitoring, and Evaluation (PPME) Division in November 2018. A 7-member core team comprised of national and sub-national decision makers from the Ministry of Health, Ghana Health Service, and a District Health Directorate, has been formed to leverage leadership & management tools and practices to improve individual, team, and system effectiveness.

“We have the tools, but the capacity isn’t there to use them or to supervise the system.”
– Ghana Health Services representative
AMP Health aims to support the GHS to harness the collective impact of past and ongoing health systems strengthening efforts in a more cohesive manner. A key thrust of the partnership is to empower the health workforce such that the next generation of health leadership is resilient, growth-minded, and results-oriented. The core team is engaged in several key national initiatives, including the roll-out of a tracking tool to collect data on the quality of CHPS implementation, dissemination of results about the ‘health’ of Ghana’s PHC system, and revitalization and re-introduction of a health systems strengthening program to improve quality of service delivery at the district level by strengthening the leadership & management capacity of district health management teams.

THE MANAGEMENT PARTNER is supporting the team to improve process level mechanisms and behaviors through the incorporation of models such as the ‘Plan Do Study Act’ Cycle, and utilization of techniques to set realistic goals and hone attributes such as resilience, negotiation, and conflict resolution. With support from GHS, the MP has been able to secure buy-in from key stakeholders to form an influential advisory board to guide his work.

LEADERSHIP LAB is an annual convening which brings all country teams together to collaborate and learn. Sessions on systematic innovative thinking and problem-solving have presented models of critical thinking used to create novel solutions to implementation challenges. New management skills have been embedded into the team’s work, such as the use of ‘check-ins and check-outs’ at meetings and workshops to ensure mindfulness.

FOCUS WORKSTREAMS are an opportunity for the team to identify its highest priority work areas and immediately apply the newly acquired leadership & management competencies to deliver on them. At their most recent in-country session, the team kicked off two new workstreams: developing strategies for knowledge management and resource mobilization. These workstreams complement existing ones which focus on improving the quality of data collection and utilization in order to improve the quality of implementation of the Community-Based Health Planning and Services (CHPS), and to accelerate the attainment of UHC through PHC by 2030.

“The focus workstreams emphasize delivery. This secures the buy-in of senior staff.”
– Ghana Health Services representative

GHANA
MOVING FORWARD

The GHS and the Management Partner are completing the first year of the initial Foundation Phase, and are focusing on strengthening sub-national leadership & management capabilities, including the ability to systematically collect and utilize data for service delivery improvements. Moving forward, the team will operationalize workstreams to enhance resource mobilization and ensure robust knowledge management and translation. Over the duration of the Management Partner’s work, team members will develop both hard and soft leadership & management skills, such as cross-sectoral collaboration and trust-building, and cascade them through the teams they individually lead.

“We want to build the next generation of leaders, for sustained progress in health.”

– Ghana Health Services representative

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