



HUMAN RESOURCES FOR HEALTH

KENYA MECHANISM USAID FUNDED PROJECT

BACKGROUND

The Human Resources for Health (HRH) Kenya is a Mechanism funded by the Presidents Emergency Fund for AIDS Relief (PEPFAR) through the United States Agency for International Development (USAID). Implemented by IntraHealth International Inc. and its partners AMREF Health Africa and Strathmore University Business School (SBS), the mandate of HRH/Kenya is to strengthen health workforce management to achieve improved health outcomes. HRH\Kenya mechanism serves to build on the successes and lessons learned from HRH Capacity Bridge & FUNZOKenya Projects. Amref Health Africa builds on previous partnership with IntraHealth International Inc., in the USAID-funded Capacity Kenya project that provided the Kenya health training system with a National Human Resources for Health Development Technical Working Group (NHRHDTWG) to coordinate and harmonize various training interventions at pre and in-service training levels. The identified performance and training gaps provided FUNZO Kenya project with an opportunity to assess learning gaps in PEPFAR funded areas of RMNCAH, HIV/AIDS and malaria in tertiary and mid-level pre- & in-service training systems. In addition, Amref provided the initial capacity development for the delivery of open, distance and eLearning (ODEL).

Project Period: September 2016 – September 2021

Project Budget: **TOTAL ESTIMATED COST:** 200,743,265 Kshs

Partner: IntraHealth International

Target Group:

- The national level for activities related to policy, guidelines and regulation in support of HRH systems;
- Health workforce training institutions (public & select non-public medical training colleges & universities)
- 27 counties with high disease burden aligned to PEPFAR, RMNCAH and PMI priorities.

Region:

- Busia, Homa Bay, Kisumu, Migori, Mombasa, Nairobi, Siaya, Uasin Gishu. Bungoma, Kakamega, Kilifi, Kitui, Makueni, Muranga, Nakuru, Narok, Trans Nzoia, Turkana, Bomet, Kajiado, Kiambu, Kwale, Kisii, Machakos, Meru, Nandi, and Nyamira.

Further, the partnership facilitated the Kenya Medical Training College (KMTCC) Kitui campus to be transformed to a center of excellence in RH/FP where blended e/m-learning and skills-lab teaching methodology is an alternative educational strategy.

APPROACH

Africa for a long time has experienced and continues to face Human Resources for Health (HRH) challenges including shortages, capacity and retention of health workers despite HRH having been recognized as the cornerstone of the health sector that produces, delivers and manage services. Envisaged in Amref Health Africa’s vision of achieving a lasting health change in Africa, Amref over the last three years (2016 – 2019), through the Human Resources for Health USAID-funded project partnered with IntraHealth International to implement interventions aimed at improving the efficiency and effectiveness of preservice training (PST) in six¹ universities as the lead training institutions, seven² mid-level colleges as satellite training institutions, and five³ health facilities as centres of excellence for students’ practicum through capacity building. Specifically, Amref contributed towards achievement of **Sub-purpose (SP) 1**, which aims to improve quality of training and increase the number of graduating health workforce by a) improving quality of pre-service training, faculty, environment and curriculum to achieve output 1.2, and b) institutionalization of in-service training to achieve output 1.3 aligned to Universal Health Coverage and Sustainable Developmental Goals.

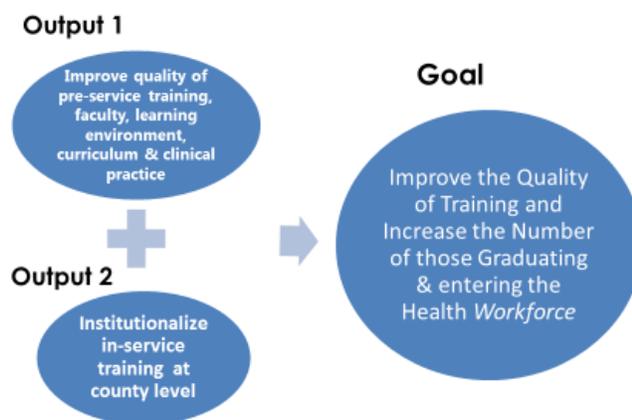


Figure 1: Amref Mandate in HRH space

ACHIEVEMENT AND RESULTS

Through the HRH Mechanism, in partnership with IntraHealth Int. Amref Health Africa provided technical assistance in the following key areas:

1. Provided technical assistance to 49 faculty to develop a pedagogy and andragogy faculty trainer’s manual and, a framework for cascading faculty mentorship; and a key messages handbook on HIV and reproductive maternal neonatal child and adolescent health (RMNCAH) for faculty and deployment to health workers through e/mLearning platforms.

¹ Kenyatta University, Kenya Methodist University, Pwani University, Maseno University, Moi University & Masinde Muliro University of Science & Technology

² Outspan Medical College, Kijabe CHS, Ortum School of Nursing, Tenwek CHS, Moi Teaching & Referral Hospital CHS, North Coast MTC & St. Joseph’s Nyabondo MTC

³ St. Theresa’s Hospital Meru, Kitale County Referral Hospital, Mtwapa Health Centre, Vihiga County Referral Hospital and Kenyatta University Teaching & Referral Hospital

2. Provided training to 31 faculty and clinical instructors on e-content conversion, HIV testing Services (HTS) & Antiretroviral Therapy (ART) latest national guidelines.
3. Supported implementation of faculty mentorship between six lead and seven satellite trainings institutions on skills laboratory methodology training, curricula review and development, e/mLearning and clinical site preparation. A total of 64 mentees successfully completed all the seven sessions of the faculty mentorship programme.
4. Provided technical support to 13 medical training institutions to review and develop various curricula in schools/colleges of health sciences that includes medicine, nursing, public health and other. A total of 36 curricula were reviewed and aligned to competency based education and regulatory boards and councils requirements.
5. Provided technical support to five⁴ county health facilities to become expert practicum sites for clinical practice to attain standards for inspection and accreditation by regulatory boards and council.
6. In partnership with the National Gender and Equality Commission (NGEC) and 13⁵ medical training institutions, developed a harmonized gender guideline for medical training institutions to guide students, faculty and management to respond to gender issues and supported four training institutions to develop gender policies and implement gender mainstreaming action plans.
7. Coordinated and convened 2 annual deans and principals fora which brought together the Vice Chancellors, Deans, Principals, Technical, Vocational Educational and Training (TVET), representative from County Officers of Health (COH) caucus, National Gender Equality Commission (NGEC), Kenya Health Professional Oversight Authority (KHPOA), and other stakeholders as a platform for knowledge exchange to strengthen pre-service and in-service medical education geared towards improved HIV, RMNCAH/FP and other priority health services for achievement of Universal Health Coverage and Sustainable Development Goals.

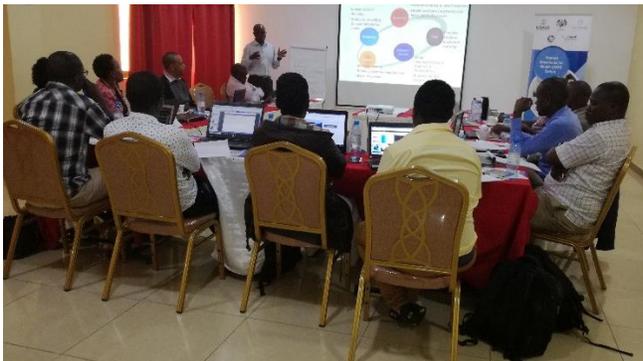


Figure 2: faculty training on e/m learning

To improve the quality of pre-service training and produce market-ready graduates, Amref Health Africa provided technical support through sustainable interventions in medical training institutions to ensure that students graduating and entering health workforce are well equipped with skills and competences to respond to the HIV, RMNCAH/FP and other priority health services. We provided technical assistance to medical training institutions to **develop and convert the key messages on HIV and RMNCAH/FP, into e/m-learning for ease of**

access by medical students and faculty. The key messages are vital for deployment to practicing health workers as a link between preservice (PST) and In-service (IST) training. In collaboration with NASCOP

⁴ St. Theresa's Hospital Meru, Kitale County Referral Hospital, Mtwapa Health Centre, Vihiga County Referral Hospital and Kenyatta University Teaching & Referral Hospital

⁵ Kenyatta University, Kenya Methodist University, Pwani University, Maseno University, Moi University & Masinde Muliro University of Science & Technology, Outspan Medical College, Kijabe CHS, Ortum School of Nursing, Tenwek CHS, Moi Teaching & Referral Hospital CHS, North Coast MTC & St. Joseph's Nyabondo MTC

County HIV Master Trainers, HIV service delivery partners and Moi University medical education expert, Amref trained faculty and clinical instructors drawn from medical training institutions and their affiliated expert practicum sites for HIV training.



Figure 3: skills laboratory training at AMIU

To scale up pre-service educational strategies in the mid-level medical training colleges and to sustain quality medical education for responsive health services, **Amref Health Africa trained mentors from seven universities on mentorship and supported them to implement the cascade mentorship program for faculty in mid-level medical training colleges.** The faculty mentorship covered the following thematic areas critical in building faculties competences: (i) Pedagogy and andragogy skills; (ii) skills laboratory methodology;

(iii) curricula review and development; (iv) preparation of clinical sites to become centers of excellence and for accreditation by regulatory boards and councils for students clinical skills; (v) innovative learning through e/mLearning utilizing the Open and Distance Learning (ODEL) and the existing digital platforms within Amref and other training institutions.



Figure 4: Engagement meeting of KeMU & St. Theresa Hospital

Through the HRH mechanism and our partner IntraHealth Int., we supported the six universities identified by the programme to identify and prepare five⁶ **health facilities for accreditation as expert practicum sites for utilization and training of their students' undertaking clinical experience.** The County Government/ Health Sectors and the universities have co-signed a Memorandum of Understanding (MoU) for collaboration to address the Country's disease burden resulting from HIV infections, birth complications and other emerging and re-emerging diseases and to respond to the local

priority needs of the community.

⁶ St. Theresa's Kiiirua, Mtwapa Health Centre, Vihiga County Referral Hospital, Kitale CRH, KU hospital.



Figure 5: Curriculum review support at Masinde Muliro University of Science & Technology

Based on the health regulatory boards and councils, and the Commission for University Education expectations to all training curricula aligned to Competency-Based Education and the need to produce fit-for-purpose and market-ready graduates entering the health workforce, **Amref assumed the leading role of medical training colleges in review of 36 curricula in alignment to competency-based framework** incorporating the MOH code of conduct for health workers; National NASCOP guidelines on HTS, PMTCT/eMTCT, HIV care and treatment.



Figure 6: Africa Health Agenda Conference 2019 - Kigali

During the implementation period, we **convened three national forums for deans & principals from medical training institutions** which brought together the Vice Chancellors, Deans, Principals, Technical, Vocational Educational and Training (TVET), County government representatives, National Gender Equality Commission (NGEC), Kenya Health Professional Oversight Authority (KHPOA) and other stakeholders as a platform for knowledge exchange to strengthen pre-service and

in-service training geared towards improved service delivery. Further, we participated in **Africa Health Agenda International Conference (AHAIC 2019)**, where we shared best practices undertaken in strengthening pre-service and inservice education to help improve health services. We made a presentation in form of poster on strengthening faculty mentorship towards achievement of Universal Health Coverage and Sustainable Development Goals. We created a repository of training materials to keep in tandem with the current national guidelines of HIV & RMNCAH/FP courses available for health workers to remain abreast with the relevant practices and medical education aligned to Universal Health Coverage.

SUMMARY OF KEY ACHIEVEMENTS

SUB-OUTPUT	Key Achievement
Support Training Institutions to Improve Faculty Capacity (AMREF)	<ul style="list-style-type: none"> - Trained 19 TOTs from six⁷ universities and clinical instructors from the expert practicum sites. on the latest updates of NASCOP guidelines on HTS, PMTCT, HIV care and treatment - 12 participants including faculty and ICT staff were facilitated to convert key messages and develop sms blasts for use in delivery of HIV/RMNCAH services.

⁷ Kenyatta University, Kenya Methodist University, Pwani University, Maseno University, Moi University & Masinde Muliro University of Science & Technology

	64 mentees from the 7 mid-level colleges (Outspan Medical College, Kijabe CHS, Ortum School of Nursing, Tenwek CHS, Moi Teaching & Referral Hospital CHS, North Coast MTC, & St. Joseph's Nyabondo MTC) successfully completed mentorship programme.
Expand the use of Clinical Practice Sites and Clinical Mentors/Preceptors	5 expert practicum sites were accredited as teaching health facilities and model sites for HIV and RMNCAH/FP to be utilized for pre-service and Inservice training:- Vihiga County Referral Hospital-linked to Masinde Muliro University of Science & Technology & Maseno University, Kitale County Referral Hospital linked to Moi University, Mtwapa Health Center linked to Pwani University, Kenyatta University Hospital and St Theresa's Mission Hospital linked to Kenya Methodist University.
Provide technical assistance for development & delivery of standardized training programs for health workers to ensure quality performance	<ul style="list-style-type: none"> - Four medical training institutions (Ortum, Outspan, Tenwek, Kijabe) were supported to track progress on their implementation of gender action plans (policy and integrating gender into pre-service training) around students, faculty and staff - 4 gender policies were developed for Ortum, Outspan, Tenwek, Kijabe
Support Regularization of Curriculum Review and Development by Regulatory bodies & Training Institutions	<ul style="list-style-type: none"> - 13 training institutions were supported to review and update their curricula, course outlines and teaching content to align to national guidelines on HIV & RMNCAH, MOH code of conduct, regulatory boards and council's requirements and to competency-based education. - 36 curricula reviewed
Preservice Training Coordination	Participated in national, regional and international symposium and developed a poster publication to share best practice in medical education aligned to pre-service and in-service for HIV (AHAIC 2019)

LESSONS LEARNED

The success of any project/programme implementation is majorly pegged on collaboration between key stakeholders. The collaboration between county departments of health and MTIs on the expert practicum sites for Pre-Service clinical training and the signing of the Memorandum of Understanding eased the process of adoption thus strengthening partnership between the parties.

Gender inequality and discrimination has taken tall in some of the training colleges. The project supported only four colleges ((i) Ortum School of Nursing, (ii) Tenwek College of Health Sciences, (iii) Kijabe College of Health Sciences, and (iv) Outspan Medical College) to develop and implement gender policies to address inequality and discrimination within and outside the institutions. Implementation of the policy has helped the institutions in addressing issues around career progression, discriminations and sexual harassment as they relate to faculty, staff and students in pre-service education. There is need to extend the support to other institutions, the health facility where students go for their practicum and the counties.

CONCLUSION AND RECOMMENDATIONS

Curricula review especially in mid-level colleges has been an oversight owing to the already constrained health systems and budgetary. Medical training colleges are yearning for more support to review and align their curricula to the paradigm shift in medical education towards competency-based outcomes, regulators/boards/ councils' requirements and to the Ministry of Health code of conduct practices.

Most of the time, faculty receive new HIV/RMNCAH updates from students following their clinical attachments. More trainings need to be organized for faculty to specially address the huge gaps on new regiment on ART, Basic Emergency Obstetric and Newborn Care/Comprehensive Emergency Obstetric and Newborn Care (BEmONC/ CEmONC), Partner Notification Services (PNS). The trainings can be offered through using Institute of Capacity Development digital learning platforms and other methods to ensure faculty have access to the latest updates and resources.

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