strengthening capacity to promote health equity and quality of care

Yale Global Health Leadership Institute

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Despite an increased commitment to global health from governments, foundations and others, the design and performance of health care delivery systems often fails to ensure that advances and discoveries are effectively applied. Consequently, available resources are poorly distributed and the promise of resolving global health challenges goes largely unfulfilled.

Although often overlooked, effective leadership and management are critical to strengthening health systems and achieving large-scale goals. The Yale Global Health Leadership Institute (GHLI), led by Elizabeth Bradley, Ph.D., and Michael Skonieczny, M.P.A., develops leadership at Yale and around the world through education and research programs that strengthen health systems and promote health equity and quality of care.

In collaboration with international partners, GHLI conducts and disseminates research for improving health systems. We focus on generating scientific evidence that can be translated into improved health policies and practices. We view leadership as essential to fostering evidence-based changes in health policy and practice.
GHLI in Ethiopia

Although one of the poorest countries in the world, Ethiopia has made great strides in strengthening its health care system. Working with the Honorable Minister of Health Dr. Tedros Adhanom Ghebreyesus, GHLI collaborated with the Clinton Health Access Initiative (CHAI) to launch the Ethiopian Hospital Management Initiative (EHMI), which builds management and leadership capacity across the country’s 120 government-run hospitals.

In 2006, a dedicated team of Yale-Clinton Fellows in health management hit the ground, working with Ethiopian counterparts to improve hospital management. Since then, EHMI has grown into a comprehensive management and leadership program. Milestones include:

- **Training more than 90 hospital CEOs and senior managers through Master’s in Healthcare Administration programs at Jimma and Addis Ababa universities.** Student projects have led to notable improvements in hospital quality—including faster triage and patient admission, reduced length of inpatient stays and decreased post-surgical infections.

- **Developing tools to measure key components of hospital performance and providing evidence to inform ongoing hospital reform, including research in patient and staff satisfaction and the performance of hospital governing boards.**

- **Creating the Blueprint for Improved Hospital Management**, later expanded to form the Ethiopian Hospital Reform Implementation Guidelines, a practical tool to promote management standards in hospital operations.

**GHLI is also hard at work addressing primary care issues across rural Ethiopia.** The people of rural Ethiopia face urgent public health problems—preventable communicable diseases and unsafe childbirth—which could be addressed with access to primary health services. Responding to this need, GHLI serves as the external evaluator for the Ethiopian Millennium Rural Initiative, a program focused on developing a model for primary health care that can be scaled up and replicated throughout the country.

The centerpiece of Ethiopia’s primary care model is the Health Extension Program, where health extension workers reach beyond rural health centers to bring public health to communities. The program is improving maternal and child health outcomes. To ensure the sustainability and effectiveness of this visionary model, GHLI works with partners to create a national, evidence-based strategy and implementation roadmap for primary health care for the next 10 years.

“Ethiopia’s health reform has been guided by strategy and leveraging the resources we have to respond to what people want in their government health care systems. Real progress requires a strategic approach, one that applies leadership, country ownership and strong management in health care. Building these skills, we are seeing improvements and continue to think strategically about how to achieve higher quality and better access to services in Ethiopia.” Tedros Adhanom Ghebreyesus, Ethiopian Minister of Health.
Providing a Forum for Change: The GHLI Conference

Through its work abroad, GHLI recognized the need for a forum where representatives from different countries could gather to exchange ideas, common challenges and successful approaches to global health issues. As a result, GHLI launched an annual conference with the objectives of addressing health system problems and strengthening leadership capacity among people who are tasked with some of the most challenging issues in global health.

The GHLI conference is designed as a two-year, team-based leadership experience where country teams of senior policymakers, practitioners and researchers come together to learn and apply tools of strategic problem solving to national health priorities. Throughout the conference, country delegations learn and exchange ideas to develop work plans that address their respective health system challenges. Delegations from Ghana, Liberia, Rwanda, Ethiopia, Mexico and South Africa have focused on issues related to mental health, maternal and child health, human resource management and building management capacity.

Following Yale’s tradition of developing leadership to implement change around the world, students are an integral component of the GHLI conference. Through an interdisciplinary course on strategic thinking in global health, Yale students have the opportunity to learn and apply the same problem solving methodology that is used by country delegations at the conference. After completing the course, select Yale undergraduate and graduate students serve as GHLI fellows to support a country delegation during the conference and through a summer internship focused on initiating each delegation’s work plan.

One recent GHLI fellow applied her coursework to brief the Vice President of Ghana on pending mental health legislation while another GHLI fellow supported the development of a mentoring program to strengthen middle-level health management in South Africa. By exposing students to real life challenges and providing them with opportunities to interact with great strategic thinkers, GHLI is inspiring strong leadership in global health for today and tomorrow.
“The conference helps us appreciate how important it is to learn from other countries about how to better our health care systems by sharing new approaches with practical points-of-view that we can implement in our country.”

— Delegiate, South Africa

“The conference is a great week of learning and collaboration. The balance between practical and academic learning was effortlessly achieved.”

— Delegiate, Ghana
GHLI in South Africa

GHLI partners with the Foundation for Professional Development on the Advanced Health Management Program (AHMP). Originally designed to meet the needs of patients with HIV/AIDS, the program focuses on providing health professionals with the management skills necessary to run efficient, effective health care facilities. During the program, participants identify management challenges at their facilities and devise systematic solutions to address them. AHMP has expanded to reach managers beyond HIV/AIDS care settings and is being adapted for replication in Swaziland, Botswana, Lesotho, Malawi, Namibia, Uganda, Zambia and Zimbabwe.

“...broadened my horizons and brought my focus back to the finer details of successful management. It allowed me the opportunity to ‘sharpen my axe’ regarding management skills.”

— ADVANCED HEALTH MANAGEMENT PROGRAM PARTICIPANT
GHLI in Liberia

Emerging from more than twenty years of conflict, Liberia is working to reestablish the delivery of essential health services. GHLI partnered with Mother Patern College of Health Sciences and the Ministry of Health and Social Welfare to establish a course that provides health care professionals with leadership skills and problem solving tools necessary to implement the Liberian National Health Plan. Mentors embedded in hospitals worked with country health teams to improve key management systems, culminating in the development of the Health Management Toolkit for facility managers across the country and the Drug Dispenser Certification Workbook. During this two-year partnership, the health management certificate program reached all county health teams and was fully transitioned to Mother Patern College, where it continues today.

“Where hospitals once sought medical equipment, they now seek management mentors and access to data on their performance. The tide is turning.”

— National Bank of Egypt Representative

GHLI in Egypt

Cardiovascular disease is the leading cause of death in Egypt, placing a significant burden on the country’s fragile health system. To address this issue, GHLI and the National Bank of Egypt partnered to establish the Hospital Strengthening Initiative to improve hospital care for patients with cardiovascular disease. GHLI, the Center for Outcomes Research and Evaluation at Yale, and the National Bank of Egypt collaborated to create Egypt’s first data registry for patients with Acute Coronary Syndrome, which was used to measure quality of care and evaluate efforts to improve hospital performance. Training and mentoring in health management and quality improvement was based at the National Heart Institute, the country’s largest hospital for patients with cardiovascular disease. Improvement teams cut waiting time for cardiovascular procedures by more than one third, improved utilization of the Institute’s cardiac catheterization labs, and developed a work plan to decrease patient wait time in the Institute’s outpatient clinics. The registry has provided data on cardiovascular care practices in Egypt, an important baseline for improvement efforts.
Today, women account for approximately 46% of the work force in China. GHLI recognizes the powerful presence of the female worker in China, and through a partnership with Goldman Sachs, helps women in the health care industry capitalize on their management and leadership skills.

The Goldman Sachs 10,000 Women: Yale-Tsinghua Certificate Program in International Healthcare Management is part of a five-year investment to provide underserved women around the world with a business and management education.

The Eastern Caribbean Health Outcomes Research Network, developed by GHLI faculty, will engage researchers from Trinidad and Tobago, Barbados, the United States Virgin Islands and Puerto Rico in a cross-island collaboration to study the determinants of health, build regional capacity for leadership in health outcomes research and facilitate the translation of research into policy and practice across these diverse sites.

In China, GHLI continues to explore new academic and government partnerships in an effort to anticipate and address new health care delivery challenges, including collaborating with Fudan University to provide leadership, applied research and clinical best practice skills for Chinese psychiatrists.
GH LI partnered with the Tsinghua School of Economics and Management to train female health care administrators in China by offering practical field experience and classroom work to women across the health system, with a focus on those working in rural and underserved urban communities. GH LI can help Chinese universities equip these managers with scientifically rigorous leadership skills necessary for successful change.

“Since opening its doors to the global community in the latter part of the last century, China has eagerly sought Western ideas when addressing domestic challenges,” says Martha Dale, director, GH LI China programs. “We hope to help with the acceleration of identifying where and how to reform health policy economics and delivery so their population has access to cost-effective, quality health care.”

The program involves 194 health care sites across 21 provinces and is slated to train 500 administrators by 2013. The program was the first in China between two internationally renowned universities to target female health care administrators from secondary and county level hospitals, community health centers and local health bureaus throughout the country.
Steven Lewis in a speech delivered at Yale University's Global Health Leadership Institute said the Global Fund is under mortal threat because of budget cuts approved by President Barack Obama and the congress.

When It Comes to Top-Quality Heart Attack Care, Culture Matters

By ELIZABETH H. BRADLEY and LAUREN TAYLOR, Yale GHLI

Donor countries pull plug on Global Fund

Steven Lewis in a speech delivered at Yale University’s Global Health Leadership Institute said the Global Fund is under mortal threat because of budget cuts approved by President Barack Obama and the congress.
GHLLI in the United States

GHLLI focuses not only on how to improve health care outside of the U.S., but also conducts research to improve health care quality inside the U.S., including research to improve health outcomes for patients with heart attacks and to identify organizational factors associated with high quality hospital and hospice care.

To untangle the complexity of U.S. hospital systems, GHLLI pioneered the ‘positive deviance approach,’ which focuses on identifying practices most associated with top performance in health care facilities and understanding how they are adopted in a particular group or community. This approach has revealed hospital practices associated with faster treatment for patients with heart attacks and better rates of survival.

We are currently working on identifying practices that reduce hospital readmissions for cardiovascular care and that result in higher quality, lower cost care for patients with serious illnesses.

QUALITY ALLIANCES

Bringing together research and practice to improve hospital quality, GHLLI develops and supports sustained collaborations to promote effective leadership capacity and efficient management systems.

GHLLI is pioneering a model of change and scale up called the AIDED model, a framework developed by our researchers which defines the necessary concepts and prerequisites to improve sustainability of health interventions. This model proposes five interrelated components as essential to the complex process of scale up: assess the landscape, innovate to fit, develop support, engage user groups and devolve efforts for spreading the innovation.

In Ethiopia, GHLLI is helping to launch the Ethiopian Hospital Alliance for Quality (EHAQ) to further improve hospital quality and patient care. The EHAQ serves as a catalyst for communication among hospital leadership to share ideas, challenges, opportunities and proven Ethiopian-specific solutions to health care delivery challenges.

In the U.S., GHLLI researchers have worked closely with the American College of Cardiology and Institute of Healthcare Improvement to roll out and evaluate evidence-based quality for patients with heart attacks. The Door-to-Balloon Alliance brought together hospitals from across the country to reduce delays between hospital arrival and life-saving treatment, and the Hospital-to-Home supported hospitals in their efforts to reduce re-admission rates. GHLLI is also translating evidence on organizational factors associated with patient survival into a quality alliance.
“Sharing Yale’s broad expertise with government health care leaders and academic colleagues in the developing world can have a significant impact on their efforts to improve care. Combined with the education at Yale of students seeking to be the next global health leaders, this initiative will add to the University’s international influence on major health challenges,” President Richard C. Levin.