

Foundations for Effective Service Delivery: Importance of Strong Human and Physical Infrastructure



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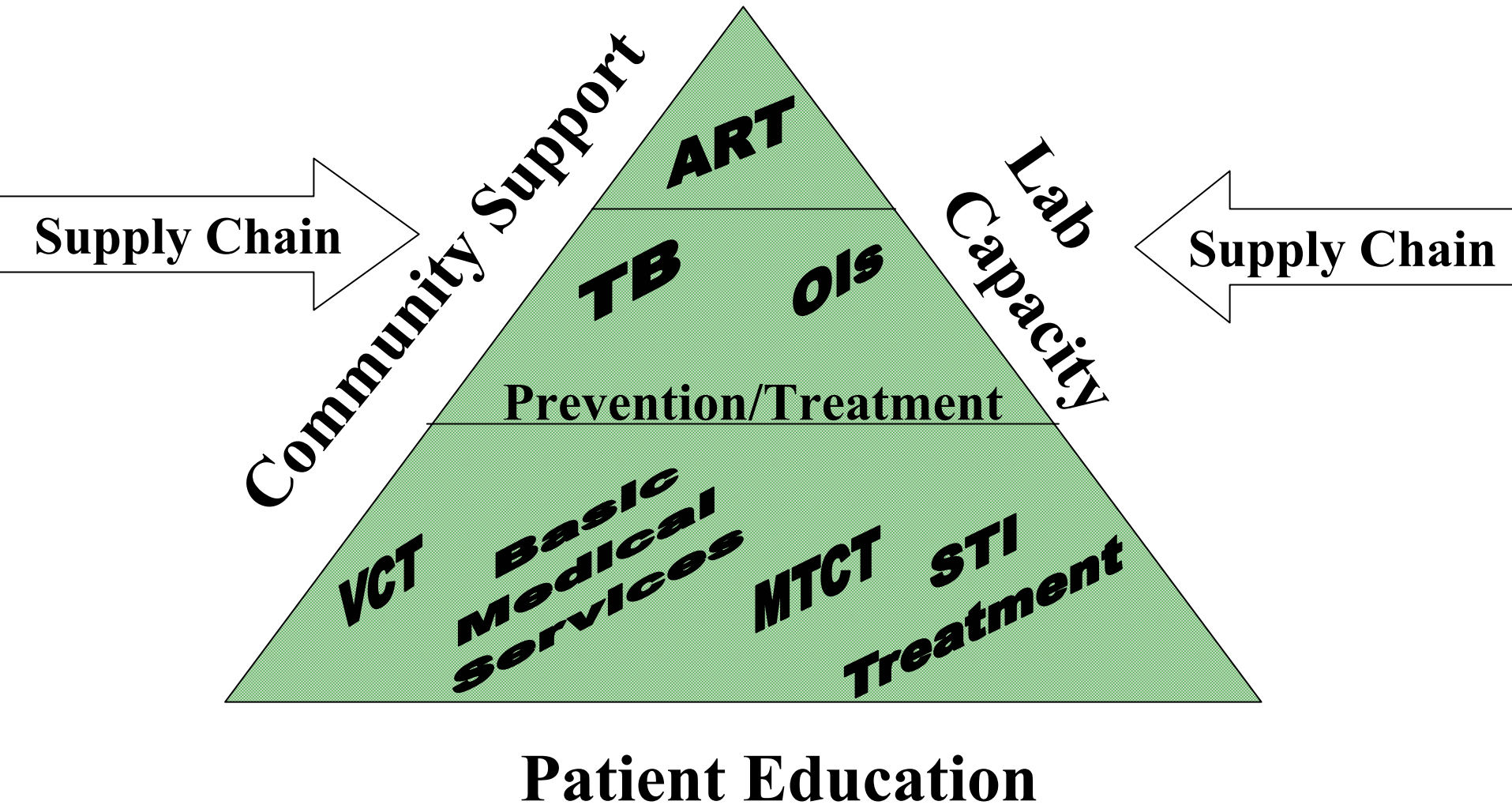
HIV Services and Care: A Comprehensive Approach

- Prevention
- Care
- Support

Through effective, coordinated and comprehensive delivery system

Integration of these three areas into all systems

Clinical Services Pyramid





What it takes for HIV Service Delivery

- MK is a 26 year old woman diagnosed with HIV as part of her prenatal care. She is 36 weeks pregnant and interested in MTCT. She also is suffering from fevers and weight loss
- To address her needs, we need the infrastructure to deliver her care
 - human resources, physical space, logistics, lab support, management support, community mobilization



Human Resources

- Care providers at all levels will be critical to effective delivery of HIV-related services
 - physicians, nurses, counselors, lab techs, educators, community health workers, volunteers
- Recruiting, training, supporting, supervising and evaluating and retaining these resources is critical
 - Not just having the staff
 - Infrastructure needs to address training, retention and support
- Defining HR required for individual programs is important to predict needs/cost and will depend on services being delivered, type of site and model chosen



Human Resources

- Need to forecast needs and plan accordingly
 - Present
 - Future
- Determine optimal person and skill set for job
 - Scope of services, local resources, cost
 - Range of individuals may be able to perform similar types of jobs depending on model and scope of services required
- Critical to design model to reflect local resources and capacities as well as meet defined standards of care



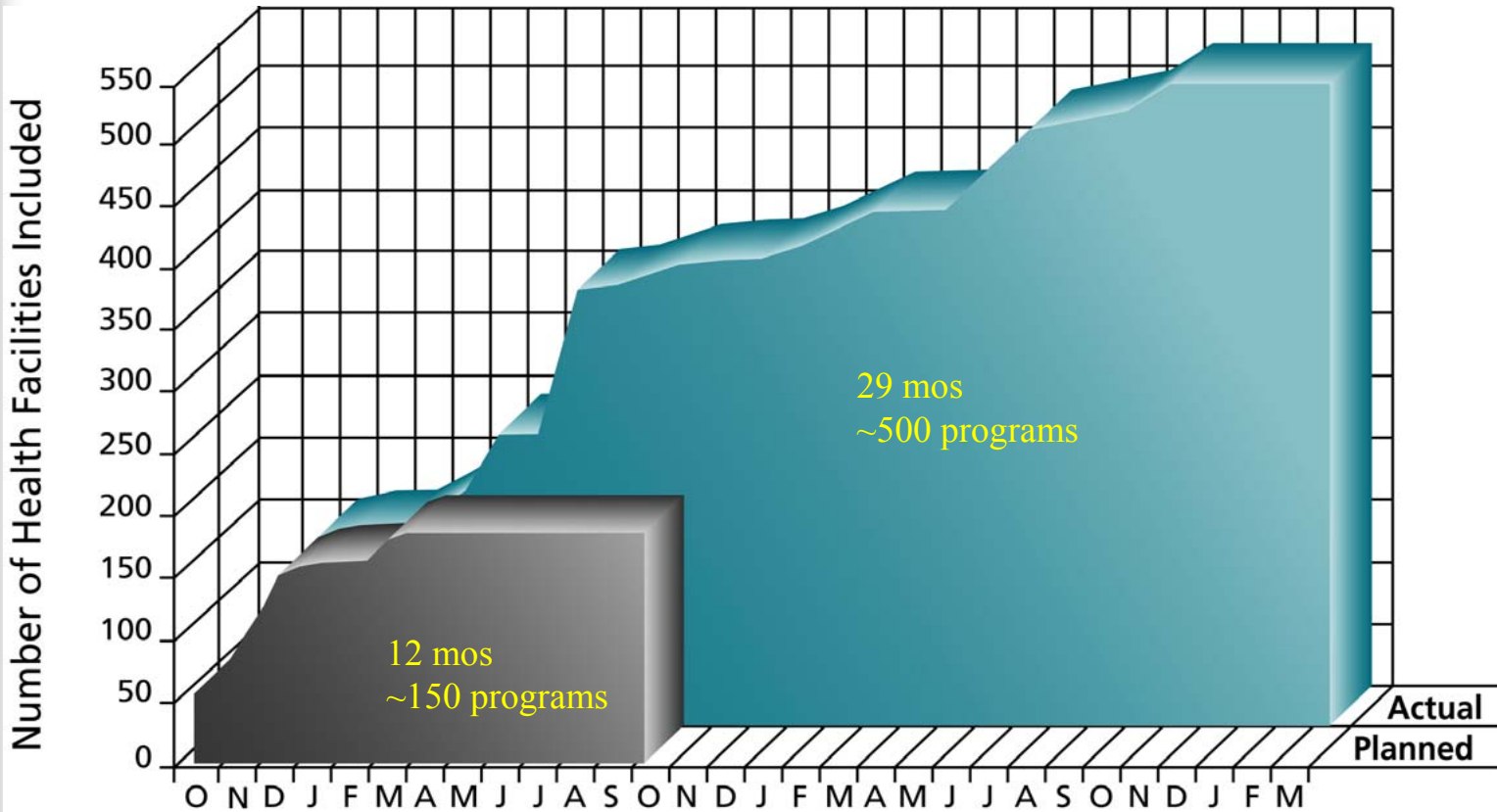
Human Resources: Success stories and models to build on

- Zimbabwe TB program: nurse provides education, follow-up visits with back-up by MD
- Chitungwiza polyclinic: trained lay counselors for HIV C&T to decrease work load of nurses. Resulted in increased ability for community outreach
- Haiti: role of trained community health worker in TB and HIV treatment program



Logistics

- No product, no program
- HIV services require significant amounts of supplies
 - Condoms
 - Lab reagents
 - Drugs for opportunistic infections and other conditions
 - ARVs
- This supply chain must be secure and able to provide the right goods at the right quantities at the right place, time and cost
- Strong logistics infrastructure can save money and improve effectiveness of program



29 Months (October 1995–March 1998)

Kenya:

Logistics training in forecasting, supply management and other areas resulted in significant improvement in number of programs supplied and duration supply lasted



Community mobilization

- Roles include:
 - Address access
 - Address stigma
 - Ensure needs of community are met
 - Mobilize/expand human resources
- Investment in infrastructure needed to build sustainable resources through training, capacity building and supervision
 - Uganda: AIDS support organization (TASO) used community mobilization to ensure entry into care
 - Ghana: NGO (AIDS Ally) mobilized resources for training and (limited) infrastructure to open a clinic and plan for ARVs
 - Malawi: Pts forming PWA group as offshoot of MSF HIV services and treatment program



Management

- Strong management infrastructure required at all levels:
 - National
 - District
 - Local
 - Site, Program
 - May be all internal or through collaboration with external agencies:
- Zimbabwe: Establishment of ARV program at Luisa Guidotti Hospital based on strong HIV care program
- Botswana: Government, Harvard AIDS Institute and private sector to provide ARVs to 3,000 in first year



Building on Infrastructure

- Systems which are able to begin building of adequate physical, HR, logistics or management infrastructure can build to expand services and/or serve as resources for other programs to build on
- Zimbabwe: CDC-sponsored National Microbiology Lab
- Malawi: expertise in TB program
- MTCT sites expanding: MTCT plus initiative,
- S Africa: Chris Hani Baragwauath: Expanded initial program to include MTCT plus and satellite clinics



Summary

- Not just the drugs and condoms
- Not just guidelines or well designed programs
- Need foundation and framework to build effective and sustainable AIDS care
- Examples from existing successful programs can serve as invaluable resources and models for building and expanding infrastructure for HIV services