

The 1mCHW Campaign: An International Experience in Community Health Workers

**Keynote Presentation By
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Outline

- Background to the CHW Revolution
- The 1mCHW Campaign
- Importance of CHWs in combating Global Health Risks
- The Ghana CHW Programme
- Key Success Factors
- Partnerships
- Way forward





Background



- The greatest revolution in public health today is the rise of the professionalized Community Health Worker (CHW)
- CHWs have long played a role in national health programs. China's public health campaigns of the 1950s and 1960s were enabled by the famous "barefoot doctors"
- The 1978 *Alma Ata Declaration*, which called for Health for All by 2000, envisioned the massive deployment of CHWs

The rapid expansion of mobile phone coverage in Africa starting around 2005, enabled supportive supervision, as well as monitoring CHWs via real-time data for policy dashboards and expert-system guidance



CHW Programme Enabled Worldwide

- There is overwhelming evidence that professionalized CHWs can greatly improve health delivery at low cost;
- World Bank 2015 Report captured “Strengthening Primary Health Care through CHWs: Investment Case and Financing Recommendations”
- Report of UN SG High Level Commission on Health Employment and Economic Growth 2016: called for stimulating investments in creating decent **health sector jobs**, particularly for women and youth, with the right skills, in the right numbers and in the right places.

The 1mCHW Campaign

Mission: to accelerate the attainment of universal health coverage in rural sub-Saharan Africa by supporting governments and international partners, UN agencies, and national stakeholders dedicated to community health worker scale-up in the context of health systems strengthening.



Evolution of the 1mCHW Campaign

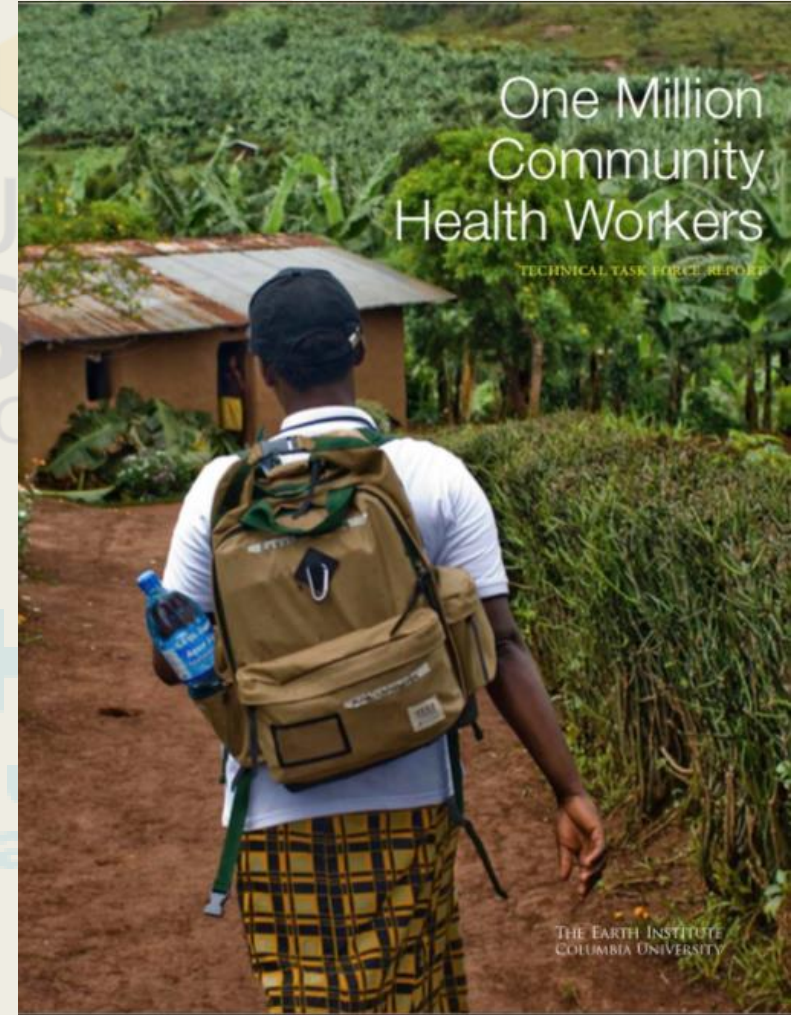
In 2006, the Earth Institute Introduced the Millennium Villages Project (MVP) with **professionalized CHWs** at all MVP sites in ten countries in sub-Saharan Africa

With evidence from the above project, in 2011, the Earth Institute and partners commissioned a Technical Taskforce of over 40 technical experts on CHWs





- The Taskforce agreed that to achieve the **MDGs**, roughly 1 million CHWs should be trained and deployed in sub-Saharan Africa by 2015 at roughly US\$6.56 per head per year
- The 1mCHWc was launched at the World Economic Forum in 2013



■ Objectives:

1. To bridge the health worker to population gap
2. To increase access to health services for the world's rural poor
3. To achieve a health worker to population ratio of 1:500 or better



Chw curriculum

- The 1MCHW campaign in collaboration with the GHS and MOH created a repository of all training materials for the CHW curriculum to be developed.
- The curriculum has 3 main modules :
 - *Training module 1 – community health basics & WASH*
 - *Training module 2 – integrated community case management (iccm)*
 - *Training module 3 – timed & targeted counseling for reproductive, maternal, newborn and child health (RMNCH)*



20 Operating Countries ... and growing!

West Africa

- Ghana
- Guinea
- Mali
- Nigeria
- Senegal

Central Africa

- Chad
- Congo

East Africa

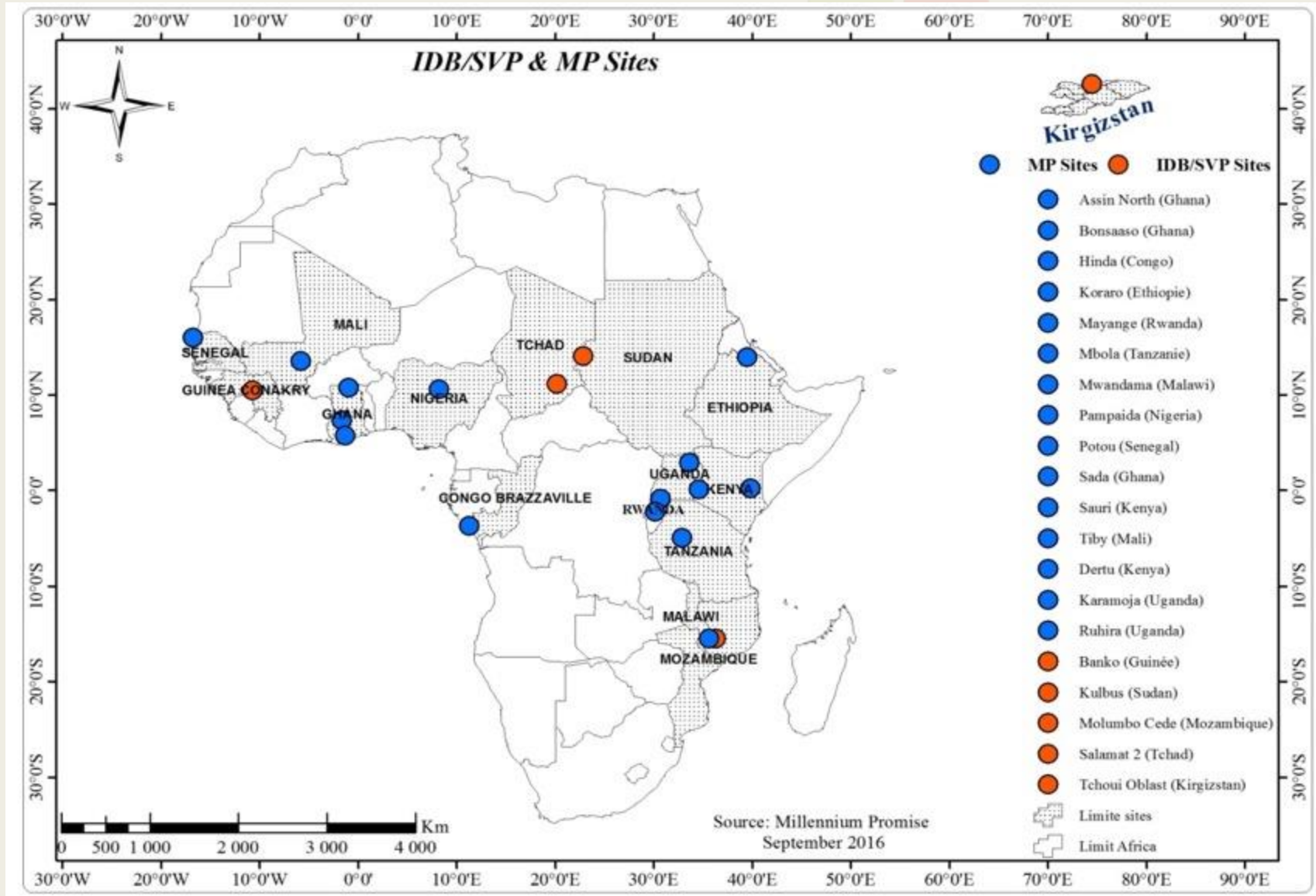
- Ethiopia
- Kenya
- Rwanda
- Tanzania

Southern Africa

- Malawi
- Mozambique
- Sudan
- Uganda

Asia

- Kyrgyzstan



Importance of CHWs in Emergency Situations

- The 2014 Ebola epidemic of West Africa further demonstrated the essential role of CHWs as their relative absence in Liberia, Sierra Leone, and Guinea at the start of the epidemic was one key reason the epidemic spread nearly uncontrolled in the early phase



- Several groups, including most notably Last Mile Health (Liberia), Partners in Health (Sierra Leone), and the Earth Institute (Guinea), introduced CHWs for Ebola case management, contact tracing, reporting, surveillance, public awareness, and trust-building between the communities and public health institutions





Recent developments on CHWs



Activities Organized by the 1mCHWC	Launch of campaign at WEF Campaign planning meeting in Tanzania		Accra Conference on Financing CHW Systems at Scale in SSA- 1mCHW campaign	1mCHW Campaign and UNAIDS strategic partnership to support the 90-90-90 target announced at AU	Consultation on creating 2 million CHW jobs by 2020 for 90-90-90 and SDGs	
Year	2013	2014	2015	2016	2017	2018
International Initiatives on CHWs	20 th AU Session endorsed 1mCHW Campaign	iCCM Evidence Review Symposium in Accra organised by UNICEF & Partners	World Bank Report on Strengthening Primary Health Care through CHWs: Investment Case and Financing Recommendations	UN SG High Level Commission on Health Employment and Economic Growth	Official Decision of the African Union in July 2017 on 2 million CHW jobs by 2020	WHO Guideline on Health Policy and System Support to Optimize Community Health Worker Programmes

GHANA'S CHW PROGRAM, FIRST PHASE: 2016-2018

The 1mCHW Campaign supported:

1. Development of National Curriculum for the CHWs
2. Development of Implementation guidelines for the CHWs
3. Development of eTAs Training Manual and Mobile handheld device policy
4. Community mapping for Ashanti Region - the National CHW demonstration sites
5. Research to generate evidence for policy



The 1mCHW Campaign: Key Milestones in Ghana

2013	2014	2015	2016	2017	2018
National Consultation on development of CHW Roadmap	National CHW Roadmap finalized	CHW Training Manual by WVIG CHW Implementation Guidelines by 1mCHW L.I to support Youth Employment	Baseline survey Recruitment, Training & Deployment of 20,000 CHWs 1,000 eHealth Technical Assistants Deployed	Task-sharing Guidelines on HIV CeTracker introduced data collection tool introduced	Exit Strategy CHW Endline Survey Documentary

National CHW Technical Working Group – Multi-sectoral engagements

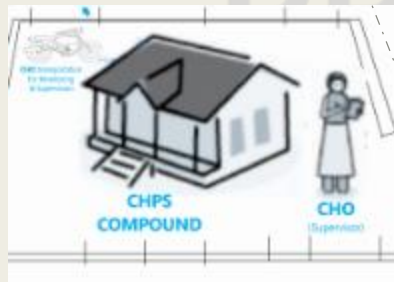
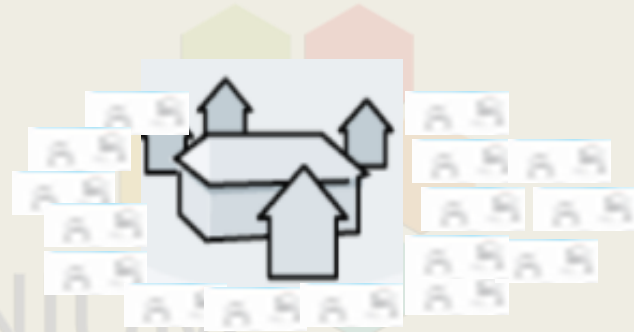
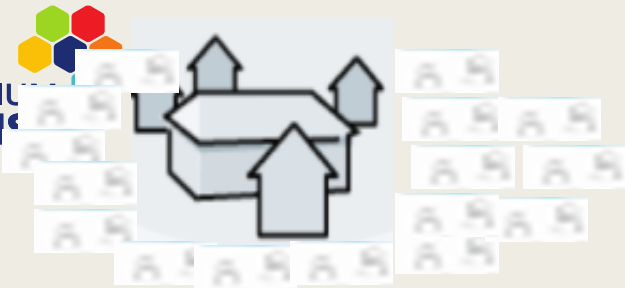
The Ghana CHW Programme

- In the past, CHWs were volunteers in Ghana, often with minimal training, supervision and meagre provisions. Compensation, if any, would be gifts from the community.
- However, since the introduction of the Community-based Health Planning and Services (CHPS) strategy for primary health care Ghana, there have been attempts to improve on coordination of CHWs role in the health sector

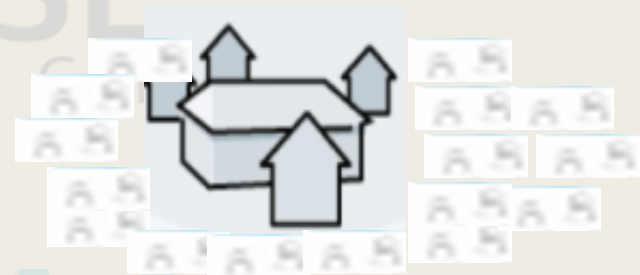


Weak CHPS set up

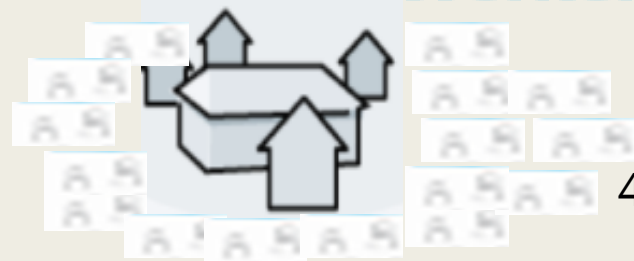
One Million Community Health Workers Campaign



4. CHPS Compound With lonely CHO

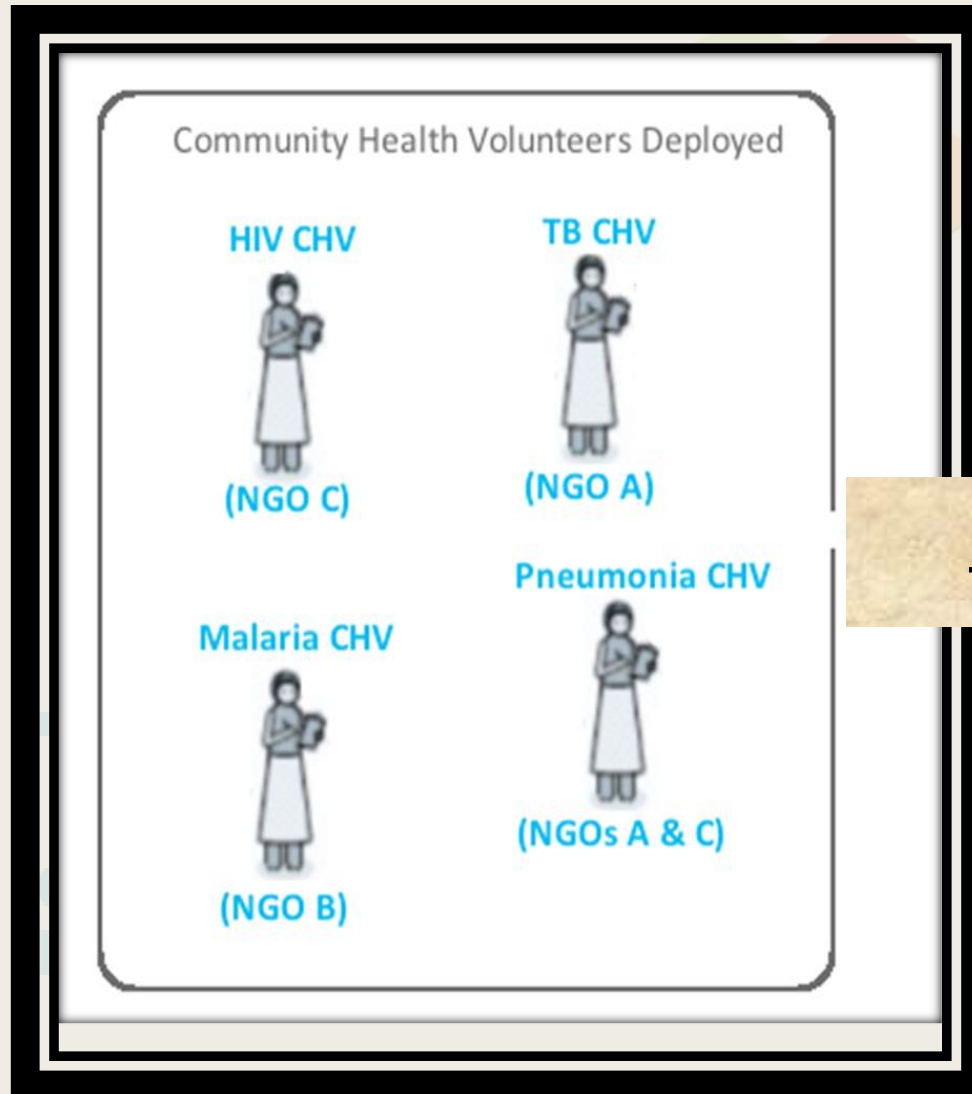


1. No Mobilized Communities in a CHPS Zone with ...
2. No Community Health Management Committees and ...
3. Unreliable Health Volunteers ...
4. ... No referral system



UNSUSTAINABLE HEALTH PROGRAMS- MULTIPLE VOLUNTEERS

PROMISE™



NO PROPER RECORDS/DATA

MULTIPLE TRAININGS

....WITH INCONSISTENT & UNCOORDINATED VARIED REWARD SYSTEM

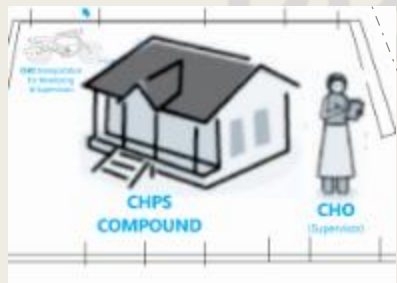
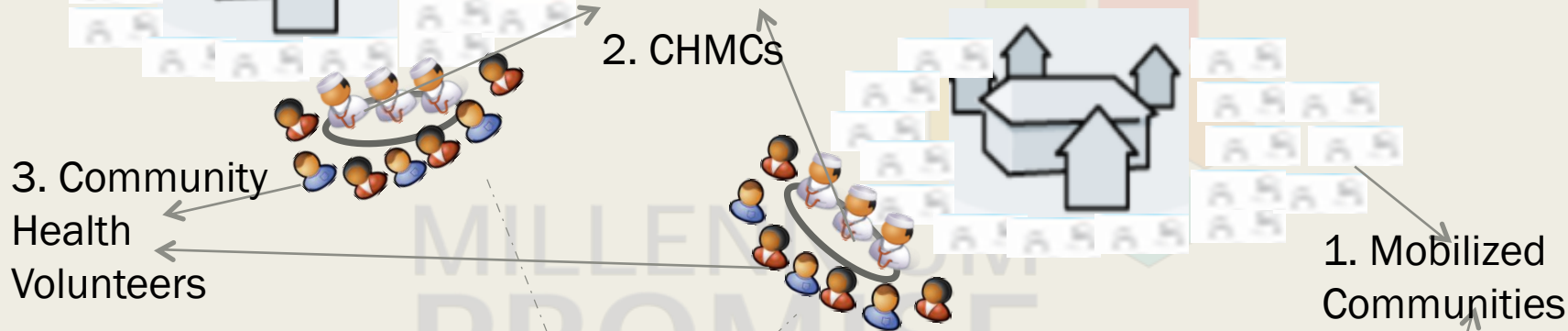


The Community interphase Within the CHPS Zone

Composite Complex

Health Workers Campaign

Ref 14

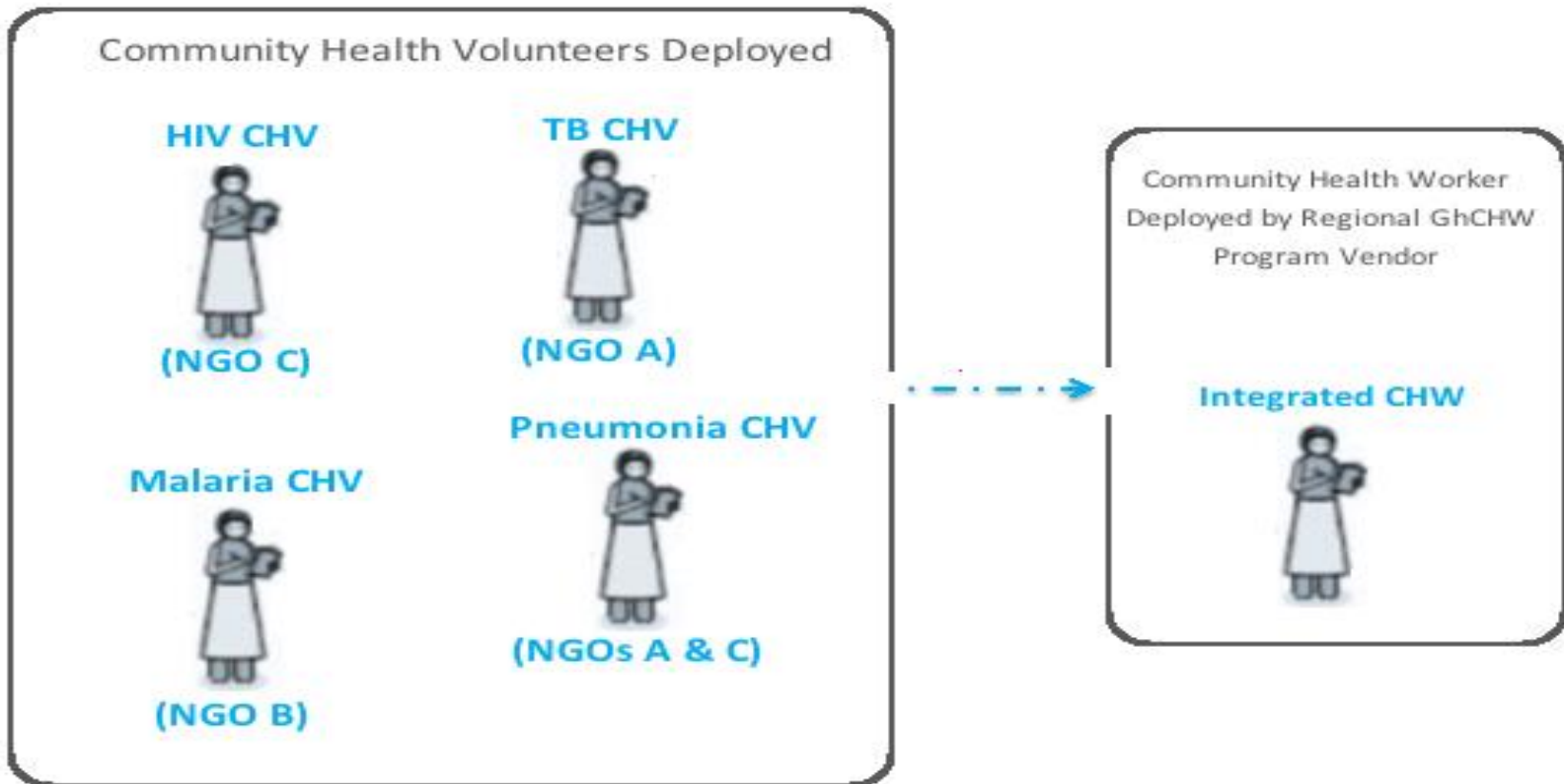


4. CHPS Compound With CHO

-
1. Mobilized Communities in a CHPS Zone with ...
2. Active Community Health Management Committees and ...
3. and a Strong referral system ...
4. Trained and well equipped Community Health Volunteers (CHWS)...
- This diagram shows a cluster of houses at the top right, with an arrow pointing to a group of people in a circle below it. The background features a large, faint watermark of the Millennium Promise logo.

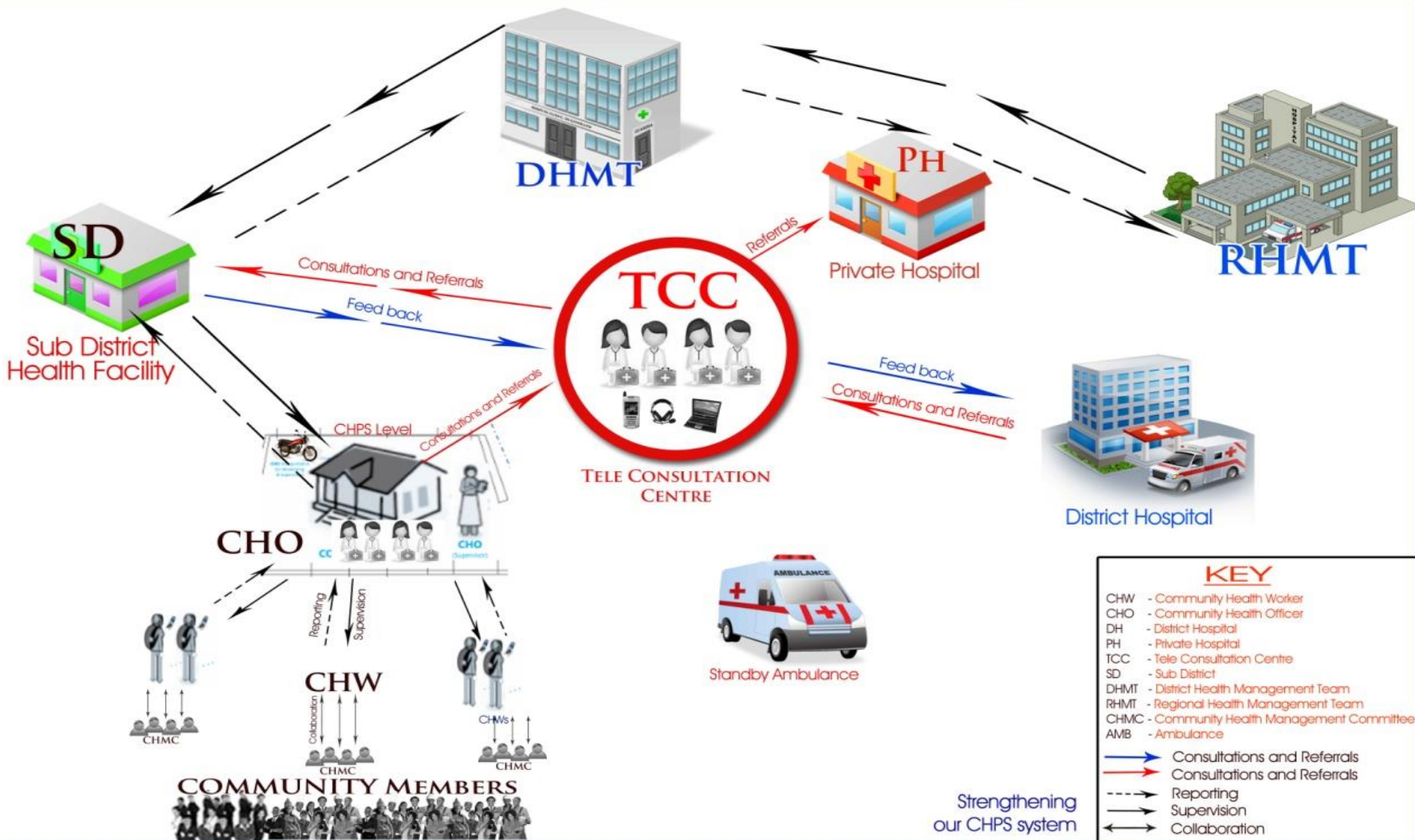
...CHW at a glance

CHW Health Intervention Consolidation



CHPS OPERATIONAL FLOW CHART

Creating a Robust Health System in Ashanti Region with CHWs

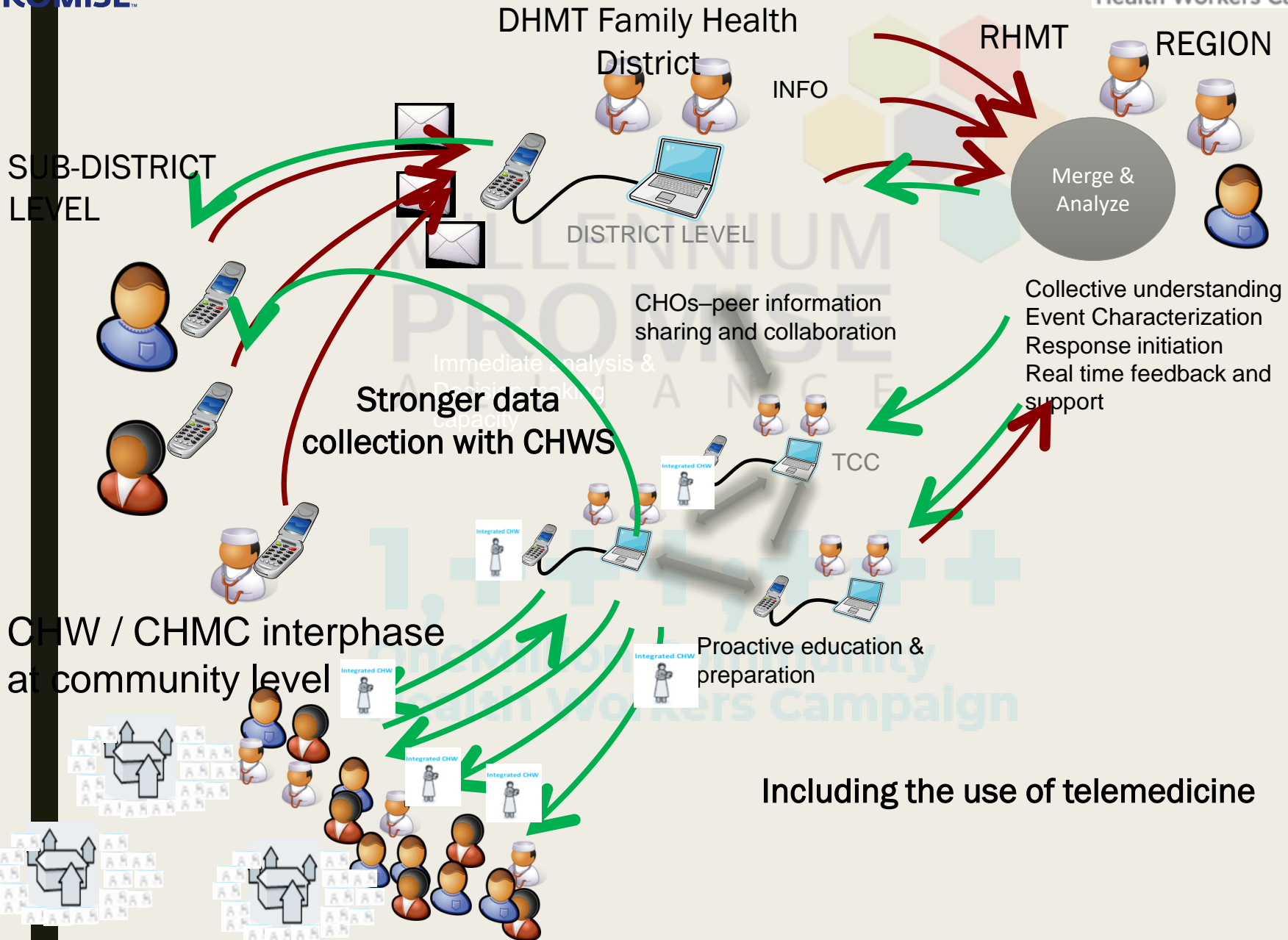




MILLENNIUM PROMISE™

Creating a Robust Health System, +, +, +, +, +, +

One Million Community Health Workers Campaign

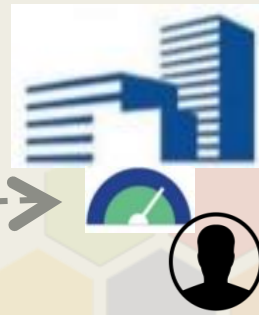


eTracker Information Exchange



National

Data for Various Regions



Ministries

Dash Board Reports, Hot spot mapping, Regional Performance Data visualization

Region

Data from Various Districts



RHMT

Aggregated Reports, District Performance Visualization etc.

District

Identify Cases for support



Program Coordinators: Disease control, nutrition, etc.



Aggregated Data



DHMT

Aggregated Reports, Performance Visualization etc.



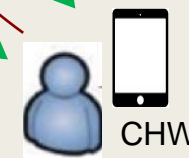
Data for households, communities, etc.

Community

Supervisory Visits: Spot Checks, Observation visits

CHP Zone/Sub District

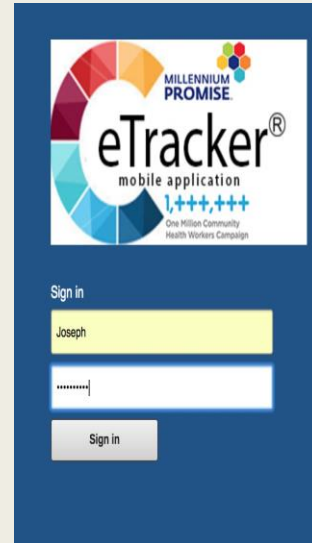
CHW Supervisor/Sub District Head, etc



CHW

Register household members, Children U5, Pregnant women etc

Household



The Ghana CHW Programme

In 2015, H.E. John Mahama, Ghana's former President decided to deploy a national cadre of 20,000 CHWs in Ghana, **with a stipend paid** by the Youth Employment Agency within the Ministry of Employment and Labour Relations

His successor, President Nana Akufo-Addo, Co-chair of the SDG Advocates, has continued the program and is complementing it with a national ICT for health reforms (such as introducing drones for essential medical commodities delivery)

CHWs are local workers, typically with a secondary education, trusted by the community in which they live and serve



Multi-Stakeholder Process for CHW Program in Ghana

The 1mCHW Campaign, Ghana facilitated the creation of a multi-sectoral Technical Working Group (TWG) for CHWs in Ghana

Public Sector

- Office of President
- NDPC
- MLGRD & DAs
- MoH & GHS
- MELR & YEA

Private Sector

- BT
- Samsung
- GSK

Research / Academia

- KNUST
- UDS
- RDD / GHS

INGOs / Foundations

- 1mCHW Campaign
- WVIG
- Novartis FSD

GHANA'S CHW ROADMAP

- http://1millionhealthworkers.org/files/2014/04/GH1mCHW_Roadmap_2014-04-20_Final_compressed.pdf

A National CHW roadmap
launched in 2014 with
Inputs from the

- *Parliamentary select committee on Health,*
- *MOH, GHS,*
- *NGOs, academia,*
- *Global funding agencies and the private sector*





YEA

Relationship with National Legal Frameworks

Youth Employment Agency

INSTITUTIONAL AND LEGAL MANDATE

The Youth Employment Agency got established by a legislative instrument under the Youth Employment Agency Act 2015 (Act 887) to oversee the development, coordination, supervision and facilitation of employment for the youth and related matters in Ghana.



Stakeholder Analysis – Layers of Engagement

	Stakeholder	Key Role	Operational Description
National	Office of the President	Political will & financial commitment	Policy -Steering Committee
	Ministries: MoH, MERL, MLGRD Parliament	Policy, Resource Allocation, Programme management at decentralized level Legislation	
	Ghana Health Service Youth Employment Agency (YEA)	Implementation	Technical Working Group
Regional	RCC	Regional Coordination	Regional Management Team Oversight
	Implementing Agencies: • RHMT • YEA	Programme implementation	
District	District Assembly	District Coordination	CHW Programme Management
	Dist. Health Mgt. Team		
	YEA		

National CHW Curriculum and Training Manual

- The 1mCHW campaign facilitated the creation of a repository of all community based health training materials for the CHW curriculum development
- World Vision International, Ghana (WVIG) funded and led the development of the National CHW Curriculum and Training Manuals



- WVIG and the GHS conducted the National CHW Training of Trainers (ToT)
- Cascade trainings were done by regional and district health administrations of GHS



CHW Implementation Guidelines

The Campaign funded and facilitated Technical Working Group and Stakeholder Meetings that produced the national CHW implementation guidelines with *inputs from Ministry of Health, Ghana Health Service, Youth Employment Agency, Nursing training institutions, National Association of Community Health Officers, NGOs, Chiefs and Queens, academia and others*



Ghana CHW Programme Linkages with SDGs

SDG-based CHW Stakeholder Analysis

Stakeholders	Interest (Related SDG)	How the CHW programme address the interest
MERL and YEA	Job creation (8)	20,000 direct jobs for young people in Ghana created
MoH and GHS	Health service delivery and system strengthening (3)	CHWs help extend the reach of health services, placing emphasis on prevention and surveillance at household level
MGCSP	Gender equality and rights (5)	Deliberate efforts made to ensure that women were prioritized in CHW recruitment
MGCSP, DAs, MLGRD	Internal Migration (Kayayei) (5)	Providing community-level jobs reduces vulnerabilities and migration
MERL, YEA, GHS, NDPC	Skill acquisition and capacity building (17, 9)	CHW programme provides transformative skills, career progression and professionalism

Ghana CHW Programme Linkages with SDGs

SDG-based CHW Stakeholder Analysis

Stakeholders	Interest (Related SDGs)	How CHW programme GH address the interest
Samsung, NITA, GHS	Technology (17.6)	Smart-phones to CHWs and tablets to eTAs enhances quality and speed of service delivery and cost-effective real-time data sharing
Ministry of Finance	Financing and fiscal space (17.1)	Appreciable domestic funding invested in the CHW programme
All stakeholders	Partnership and cooperation (17.16)	Intersectoral collaboration at district, regional, national, international levels
CHIM/GHS, YEA, KNUST, GSS	Data, Information and Accountability	Baseline survey provided robust evidence of CHW programme contribution to health and social development
MLGRD, NDPC	Poverty reduction (1)	Engaging young indigenes of the respective communities provides direct employment income and reduces vulnerability and poverty

Ghana CHW Programme

- 20,000 CHWs trained, deployed backed by a legislative instrument
- Academia and the 1mCHW Campaign supporting scientific research through national CHW demonstration sites
- CHWs and eTAs equipped by the 1mCHWs and the YEA
- CHWs being supervised by GHS and YEA
- M&E system developed and deployed



Regional CHPS/CHWs Forum/ Peer Review Meetings

MPA and GHS organised the 2nd Annual CHPS Forum in 2018 under the theme “Investing in eHealth enabled frontline health workers towards Universal Health Coverage: The role of stakeholders”



Monitoring of CHW Program

Joint monitoring exercises were embarked upon with representatives from YEA, MPA and GHS going to the field to assess progress of the CHW program as part of efforts to strengthen the program



Medicines and Other Logistics for CHW Programme

The Campaign and MPA, Ghana received 8,000 smart phones and purchased 500 tablets and 500 solar chargers and 10 laptops:

- Supplied 2,495 Smartphones to 1,800 CHWs and 695 CHOS loaded with MPA Gh's CeTracker for household data collection in 20 districts
- Fifty (50) tablets to eTAs/DDHS, 500 Solar Chargers and eight (9) Laptops for Health Health Information Officers



ampaign

CHW ENDLINE STUDY

- In 2016-2017, MPA conducted baseline assessment in the CHW demonstration districts. After two years of project implementation, an endline survey has been conducted;
- Data collection is now complete (2100 respondents interviewed) and data currently being analyzed



Partnership with Rotary in Ghana

- **Mobilization of CHWs for:**
 - Polio immunization
 - Diabetes prevention, screening, linkage to care and management





PARTNERSHIP WITH ACADEMIC INSTITUTIONS

- Joint research programmes between MPA/Ghana and Duke Global Health Institute (DGHI), Columbia University and Trent-in-Ghana Programme;
- Students from DGHI undertake study visits to Ghana to work on research on the role of CHWs in promoting family planning uptake



CHWs Success Story Documentary

- A CHW programme documentary was produced for advocacy on community health. Five regions were selected for this exercise thus, Ashanti, Upper East, Northern, Central and Greater Accra regions.





Key Success Factors

- **Clear vision** articulated in the National CHW Roadmap however, it is not easy to keep every stakeholder informed and engaged, particularly in a scenario where stakeholders span several organizations and multiple locations with diverse interests
- **Political commitment**
 - *Discussions at the level of UN-SG Special Advisor on SDGs and President of the Republic of Ghana Resulted in the deployment of 20,000 CHWs*
 - *Governments commitment to fully pay allowances for CHWs*
 - *Representative of Office of the President on TWG*

- **Multi-sectoral**
 - *Nature of the Technical Working Group helps in leveraging resources*
- **Advocacy and Stakeholder**
 - *Engagement must be continuous at all levels*
 - *National (sub-national) and Global*
 - *Stakeholder Roles and Expectations must be clearly defined*
- **Interrelated nature of SDGs;**
 - *Multi-dimensional nature of CHW tasks and*
 - *Partnership both as SDGs and as means to achieving other social development can do the trick*

GOING FORWARD

- Develop a national roadmap
- Engage the policy makers and funding Agencies to support national CHW programmes
- Create them as workers – not volunteers - Job creation
- Curbing migration
- Follow-up on Global Policies to create a pool Fund

Acknowledgement



blue chip
Foundation

Corbelli



Sergey Brin



YOUTH EMPLOYMENT AGENCY



Center for Sustainable Development
EARTH INSTITUTE | COLUMBIA UNIVERSITY

Nancy Best



OBRIGADO

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