

Annex 1

Tuvalu Ministry of Health Strategic Health plan 2009-2018

Introduction

It is now eleven years since the last recorded meeting of Ministry of Health key stakeholders to discuss and agree on the MoH strategic direction. Having endorsed the Pacific plan which commits Tuvalu to improving health and governance, the Tuvalu MoH is motivated to ensure that the people of Tuvalu have access to the best healthcare possible, given the limited local resources. This draft plan is intended to provide the focus for a new round of consultation which will result in the final Strategic Health plan to ensure the health needs of the people of Tuvalu are met over the next 3-5 years and incorporates the vision for the following five years.

The Tuvalu health system has a unique opportunity to provide an excellent primary health care-focussed health service. With the addition of four doctors from Cuba, the recently-built Princess Margaret Hospital, strong senior leadership and new analytic equipment due to be installed, the Ministry of Health could provide an example of best Pacific small country health practice. However, there are several issues which require attention before the vision of the MoH can be achieved. By drawing attention to these it is not intended to diminish the excellent work being carried out in the clinical and public health areas.

1. Strategic health plan

The MoH needs a strategic health plan which is actively supported and understood by all key stakeholders, and used to guide the annual Implementation plans in the MoH. The plan needs to be revised regularly to reflect changes in the internal and external environment, particularly with reference to emerging threats to health and changes to external sources of funds. The plan also needs to be informed by a set of policies on quality assurance, financial accountability, and asset and human resource management.

2. Management

The leadership of the MoH shares a challenge common to health services managers everywhere, of clinicians carrying out leadership roles without the benefit of management skills, and non-clinicians in leadership roles without an understanding of clinical issues and the clinical culture. The acute shortage of middle-level management experience leads to extreme dependence on a few senior clinical managers. Linked to this is the lack of reserve human resources to call on in an emergency or to back up senior managers when they need to represent Tuvalu at one of many regional or donor meetings.

3. Tuvalu Medical Treatment Scheme

A significant drain on GoT resources is occurring through the Tuvalu Medical Treatment Scheme. There have been and are continuing a number of reviews of the Scheme, and the MoH is the key player in the management of the Scheme. Cost overruns in the TMTS threaten the ability of the MoH to maintain effective services.

4. Models of Care

Currently the model of care for OI health services is based on the health centre being staffed by (1) an experienced Nurse Midwife, (2) a Registered Nurse with Diploma level training, (3) a nursing assistant, and (4) a Sanitation Officer. This is a suitable staffing establishment for such communities and the MoH is to be congratulated for achieving such a sustainable and appropriate service. This model and the MoH budget are therefore at extreme risk if the doctors now in training in overseas institutions are to be found positions in the OI when they complete their training. The MoH needs to urgently consider the implications of increasing the medical establishment and impact on the current model of care.

5. Management information system

Effective management is dependent on accurate, timely and decision-friendly information. With this data, managers can identify priority needs and make optimal use of limited resources. Also importantly, donors are accountable to their stakeholders, particularly taxpayers in their own countries, and justification for funds can be more easily made with up-to-date data and reporting on expenditure of current funding.

6. Coordination with donors, other Ministries and NGOs

Programs in Ministries such as Education, Home Affairs and the Environment all have implications for health. Donor-driven programs often do not make optimal use of local resources and instead result in additional work for already over-worked staff, and NGOs are a potential source of voluntary and committed community members to work on public health projects.

Tuvalu Ministry of Health

Strategic Health plan 2009-2018

Our Vision

That all people of Tuvalu should enjoy the highest attainable standard of health, regardless of race, religion, political belief, economic or social condition.

Our Mission

To ensure the highest attainable standard of health for all people of Tuvalu

Our Objectives are to:

1. Ensure legislative and budgetary support for efficient and effective health services for the people of Tuvalu
2. Provide high quality and cost effective management of health services
3. Improve the quality and cost effectiveness of curative medical services
4. Improve the health of the people of Tuvalu

OUTCOMES	STRATEGIES	PERFORMANCE INDICATORS
1. Ensure legislative and budgetary support for efficient and effective health services for the people of Tuvalu		
Budget Institution 1: Headquarters		
1.1. Legislation to support MoH policies to ensure all Tuvaluans achieve the highest attainable standard of health	<p>Provide policy advice to the GOT to ensure health legislation which assists the MoH to meet the health needs of the people of Tuvalu in an equitable and sustainable way; and to ensure that legislation from other Ministries takes into account the impact on health.</p> <p>Task group representing all MoH key functions to prepare draft policies for wider consultation and endorsement by the GoT</p>	MoH policies in place to guide decision-making.
1.2 MoH Strategic plan, endorsed by key stakeholders and reviewed annually	<p>Strategic plan to be ratified by MoH after involvement of all relevant stakeholders</p> <p>Strategic plan to be continuously updated, with formal sign-off by key stakeholders annually</p> <p>Strategic plan to include appropriate models of care for the Tuvalu health system, and corresponding health workforce plan</p>	<p>Use of Strategic plan in MoH decision-making</p> <p>Revisions to MoH Strategic plan reflecting changes to the internal and external environment, resources and health needs.</p>
1.3 Two year rolling Implementation plan (one year detailed, second year draft) based on SP in conjunction with annual budgetary process - includes quantifiable output and outcome indicators to which funding is linked.	<p>Task group representing all MoH functions to prepare Implementation plans</p> <p>Develop monitoring and evaluation framework to assess progress in achieving outcomes</p>	<p>Annual Implementation plans, developed by the MoH in concert with Finance and used to determine activities and allocation of resources</p> <p>Monitoring and evaluation enabling early identification of issues</p>

OUTCOMES	STRATEGIES	PERFORMANCE INDICATORS
		requiring corrective action.
1.4 A cost-effective system for referring essential cases for treatment in Fiji and New Zealand (tertiary care).	Review the operation and cost-effectiveness of the Tuvalu Medical Treatment Scheme. (TMTS) and NZMTS	Cost of the TMTS and NZMTS due to more appropriate referrals.
1.5 Improved Financial planning System	Establish financial planning system which provides projections and financing mechanisms which link outcomes to sustainable financing mechanisms	A financial management system which allows tracking of expenditure against health outcomes and activities
1.6 Sufficient and appropriately trained health workforce to meet the health needs of the people of Tuvalu	Support the recommendations of the clinical managers for ensuring adequate supply of new staff (pre-service training) and up-skilling of existing staff (in-service training) in negotiations with other Ministries and donor organisations	Number of suitable new staff Number of appropriate staff undertaking the right training
2. Provide high quality and cost effective management of health services		
Budget Institution 2: Health Administration		
2.1 Master plan for maintenance and refurbishment of MoH facilities, including PMH, OI clinics and Motufoua to ensure maximum useful life of health facilities	TA to develop Master plan for PMH in consultation with MoH managers, and advise on process for master planning for other facilities	Health Facilities Master plan
2.2 Adequate staffing to enable provision of health services to meet priority health needs	Prepare health workforce plan based on appropriate models of care and projected staffing to meet evolving health needs, in collaboration with PHRHA. Carry out job analysis and review job descriptions to reflect actual roles and tasks to meet community needs	Health workforce plan based on appropriate models of care used to determine education and training priorities for staff. Staffing of key positions

OUTCOMES	STRATEGIES	PERFORMANCE INDICATORS
2.3 A motivated and productive health workforce	<p>Developing appropriate and supportive supervision and structures</p> <p>Review salaries/working conditions of doctors and nurses to provide appropriate motivation for more local qualified staff to remain in Tuvalu.</p> <p>Strengthen Human Resource Development for Health, including MoH Training plan, in collaboration with PHRHA.</p> <p>Investigate appropriate Performance Management System</p>	<p>Medical staff retention rate</p> <p>Incident reports</p> <p>Community consultation feedback</p>
2.4 Improved Financial Management System	Establish Tuvalu National Health Account which provides timely and useful data which links outcomes to budgets	Data on costs available to the MoH to inform planning
3. Improve the quality and cost effectiveness of secondary health services		
Budget Institution 3: Curative		
3.1 Coordinated approach to supervision and planning of curative, primary and preventive activities to the OI	Establishing routine tours to the OI.	Integrated supervision visits, procurement and supply management
3.2 All health facilities equipped with fully functioning essential equipment, appropriate for level of service	<p>Perform health technology assessment to identify essential medical equipment</p> <p>Purchase essential basic equipment and related accessories and provide human resources to support and underpin the delivery of basic essential healthcare, including laboratory, radiology and pharmacy services</p>	Equipment identified by health technology assessment in place

OUTCOMES	STRATEGIES	PERFORMANCE INDICATORS
3.3 Improved access to essential drugs, equipment and medical supplies.	<p>Active participation in the proposed Regional Pharmaceutical Bulk Purchasing Scheme under the Pacific plan</p> <p>Develop policies and systems which ensure quality in:</p> <ul style="list-style-type: none"> • Selection of essential drugs • Procurement and supply management • Rational drug use • Consumer protection 	<p>Number of stock outs</p> <p>Expired drugs</p> <p>Cost of essential drugs</p>
3.4 Strong clinical Reproductive (Family and Children's) Health services at PMH and OI clinics	Review and strengthen the current clinical reproductive health services	<p>Number of populated islands with appropriately skilled midwife access</p> <p>Babies delivered in hospitals or health clinics</p>
3.5 Strong specialised medical services	Extend the current specialist services, including cardiac and ophthalmologic, provided under Pacific Island Project, visiting teams and Taiwan.	Percentage of population with preventable blindness.
3.6 Alternative approaches to financing health services without compromising equity and access to the system.	Investigation of acceptability, feasibility and cost/benefit of alternative health-financing systems.	Options paper to MoH Secretary
Strengthened mental health services	Train staff in mental health care	Patients diagnosed and treated successfully.
4. Ensure equitable access to appropriate sustainable and quality primary, curative and preventive health services		
Budget Institution 4: Primary and Preventive Health Services		
4.1 Reduced burden of NCDs and road accidents	Implement National NCD Strategy	Rates of smoking, alcohol consumption

OUTCOMES	STRATEGIES	PERFORMANCE INDICATORS
	Mobilise existing networks of NGOs (eg. TANGO) to advocate and deliver health promotion and education campaigns and build collaboration between Ministries to address risk factors for NCDs	Changes in diet, physical activity.
<p>4.2 Effective and integrated programs to combat spread of:</p> <ul style="list-style-type: none"> • HIV/AIDS and other STIs • TB • Filariasis • Dengue fever • Immunisable diseases 	Strengthen health education and awareness programs to address communicable diseases	<p>Staff able to deliver prevention programs</p> <p>Community awareness of risk factors and knowledge of preventive behaviours</p>
4.3 Strong preventive Reproductive (Family and Children's) Health services at PMH and OI clinics	Review and strengthen the current family and children's health promotion services	<p>Breastfeeding rates</p> <p>Rate of childhood illnesses</p> <p>Use of family planning methods</p>
4.4 Effective Environmental Health program	<p>Develop and implement Environmental Health policy and related legislation</p> <p>Strengthen programs in environmental health, including water quality and sanitation, vector control and food safety</p>	<p>Legislation which strengthens the protection of the health of Tuvaluans, and policies drafted and enacted</p> <p>Morbidity and mortality related to environmental factors</p>
4.5 Strengthened Oral Health services	<p>Develop a national oral health policy</p> <p>Strengthen oral health promotion</p>	Rate of DFMT, particularly in school-aged children
4.6 Strong capacity of health system to deliver effective and efficient health promotion programs	<p>Partnerships</p> <p>Staff skill development</p> <p>Incorporation of health promotion into clinical routines</p>	<p>Programs demonstrating effective intersectoral collaboration</p> <p>Staff with health promotion skills</p> <p>Percentage of clinical encounters which incorporate health promotion activity</p>

