

# How do you plan for and measure sustainability of global health programs?

*A case study of the SickKids-Ghana Paediatric Nursing Education Partnership (PNEP)*

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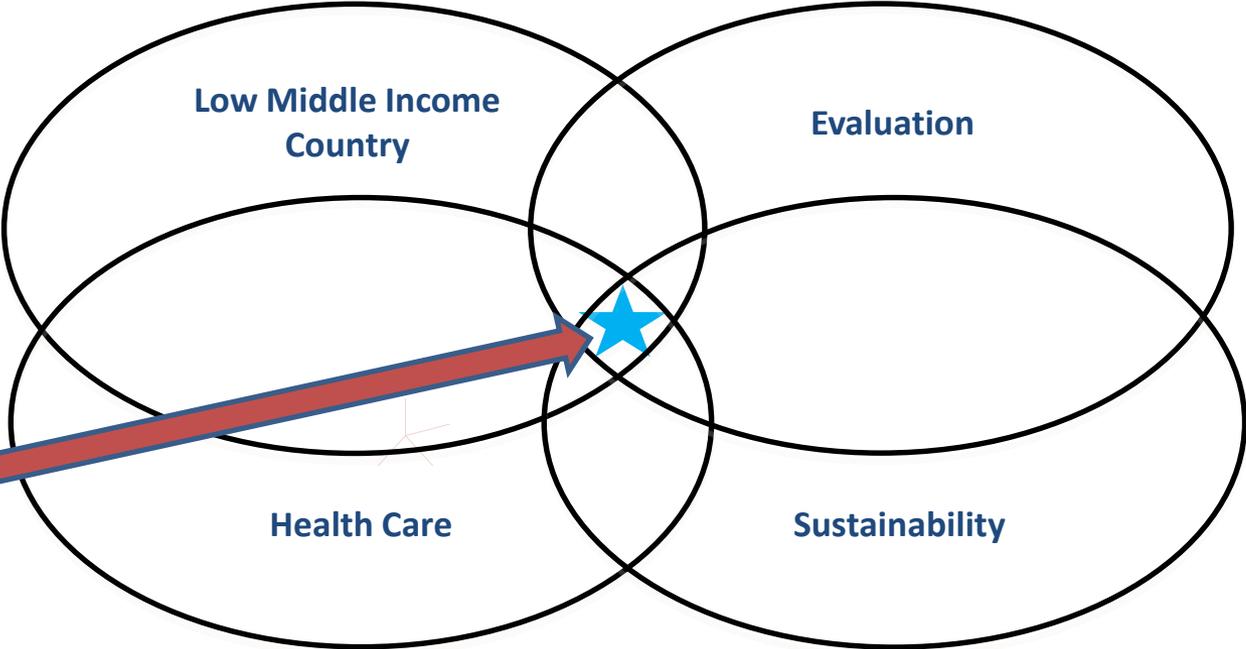
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Raise your hand if you have worked on a project where.....



We love to meet you!

## Overview

- 1) Background
- 2) Key messages
- 3) Implications for PNEP
- 4) Implications for the field



# Before 2010 Ghana had 6 Paediatric nurses in Ghana

# Under five mortality mostly due to preventable causes

Daily Graphic, Thursday, January 28, 2010



• Mr Alex Tettey-Enyo (2nd left) Minister of Education Interacting with Mr Darren Schemmer (extreme right) Canadian High Commissioner in Ghana, during the launching of Paediatric Nursing Training programme at a ceremony in Accra.

## 'Ghana needs more paediatric nurses'

Story: Gloria Kyeremeh

GHANA requires about 1,500 paediatric nurses in the next five years to meet the health needs of children in the country, the Deputy Minister of Health, Dr Nii Oakley Kuma Quaye, has indicated.

The need, he said, was to shore up the number of paediatric nurses in the country to help improve the child mortality rate.

Speaking at the launch of the Paediatric Nursing Training Programme in Accra, the deputy minister said it was necessary to make a conscious effort to train the needed human resource to help address the current health needs of the country.

The training programme, which is a collaborative effort between Ghana and Canada, with the support of the Canadian International Development Agency (CIDA), is to assist the University of Ghana School of Nursing to give expo-

sure to practising nurses in paediatric care.

Furthermore, it seeks to train nurses in the districts and sub-districts.

"It is in this regard that the government of Ghana is grateful to the Hospital For Sick Children and CIDA for the effort to advance global child health with a view to generating relevant research on child health in Ghana," Dr Quaye said.

He said paediatric care was one vital area the ministry had made efforts to promote over the years, since the absence of adequate care threatened the workforce and population of the country.

Dr Quaye said the training would be based on the community-based Health Planning and Services with nurses from health institutions in the districts.

The Canadian High Commissioner to Ghana, Mr Darren Schemmer, said Canada had had a long history of development co-operation with Ghana since independence, which had made Ghana Canada's

first development partner in Africa.

He said the initiative was another important step in the collaboration of both countries to help improve health care in Ghana.

Mr Schemmer said CIDA provided assistance for Ghana's health sector through direct budget support for the country, especially in the three regions of the north.

He said most countries were finding it difficult to achieve the target of reducing maternal and child mortality under the Millennium Development Goals (MDGs).

The initiator of the programme, Dr Isaac Odamo, who is also a staff physician at the University of Toronto, said Ghanaians living abroad should be given the opportunity to undertake initiatives that would help develop the country.

He advised the government to also initiate such collaborations to motivate Ghanaians living abroad to come back to the country to help.



2017 Election and changes in IMF loans= funding decisions on hold, little new funds to health facilities



# Paediatric Nursing Education Partnership (PNEP)

**PNEP is a National scale-up (2015-2020)**

## Goals:

- Advance the profession of nursing through **practice focused** education
- To train 500 Paediatric nurses and 1000 health workers
- Contribute to reducing preventable deaths among children



# Funding Partners

Relatively new organization (2013)  
Main implementing partner for all programming



non diales

In kind:  
Space  
Release

Expertise in  
Paediatrics nursing  
M&E  
Program design/  
management

# Implementing Partners



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# Intervention: One year program



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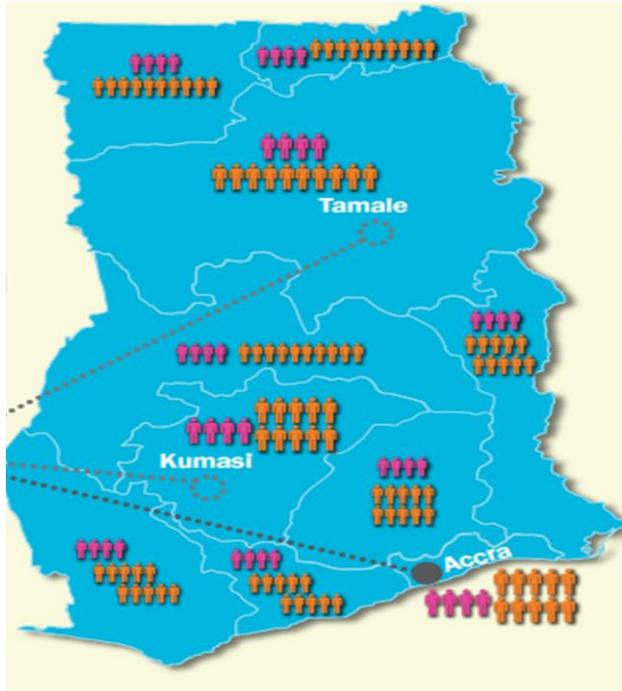
# Student spend 30% on Theory



# 70% Clinical practicum



## Stepwise approach- 10 cohorts over 5 years, 3 training sites



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# Is Sustainability Possible? A Review and Commentary on Empirical Studies of Program Sustainability

Scheirer, Mary Ann

American Journal of Evaluation, v26 n3 p320-347 2005



## Implementation Science

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Journal List > Implement Sci > v.11; 2016 > PMC4804528

DEBATE | OP-ED

The dynamics of sustainability

David A Chambliss

Implementation Science



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*Implement Sci.* 2016; 11: 43.

Published online 2016 Mar 23. doi: [10.1186/s13012-016-0392-8](https://doi.org/10.1186/s13012-016-0392-8)

PMCID: PMC4804528

## Toward the sustainability of health interventions implemented in sub-Saharan Africa: a systematic review and conceptual framework

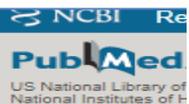
[Juliet Iwelunmor](#),<sup>1</sup> [Sarah Blackstone](#),<sup>1</sup> [Dorice Veira](#),<sup>2</sup> [Ucheoma Nwaozuru](#),<sup>1</sup> [Collins Airhihenbuwa](#),<sup>3</sup> [Davison Munodawafa](#),<sup>4</sup> [Ezekiel Kalipeni](#),<sup>1,6</sup> [Antar Jutal](#),<sup>5</sup> [Donna Shelley](#),<sup>2</sup> and [Gbenga Ogedege](#)<sup>2</sup>

*Health Educ Res.* 1998 Mar;13(1):87-108.

**Planning for the sustainability of community-based health programs: conceptual frameworks and future directions for research, practice and policy.**

[Shediac-Rizkallah MC](#)<sup>1</sup>, [Bone LR](#).

[Author information](#)



Format: Abstract

# Key Message #1

Sustainability planning and evaluation requires to consider:

Sustaining what?

At what level?

By how Much?

By whom?

By when?

From whose perspective?



# PNEP Sustainability Framework: Work in Progress

## Sustain what? At what level?



Continued  
benefit



Continued  
activities

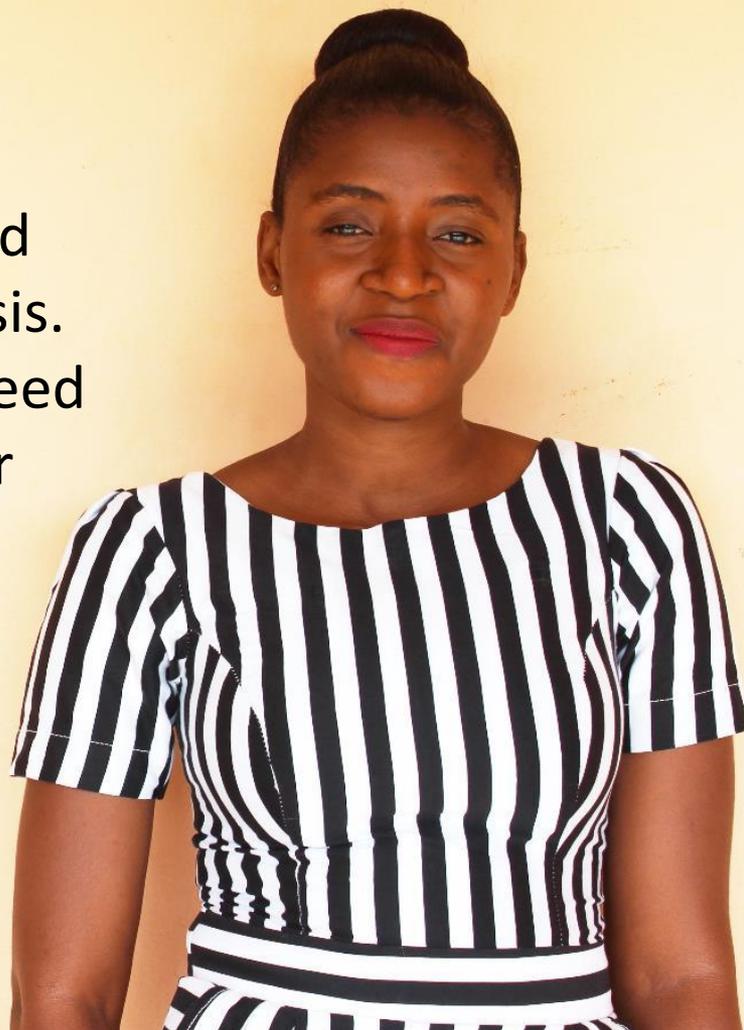


Continued  
strengthening of  
Ghana health  
system

← Ultimate goal: Improved wellbeing of children in Ghana →

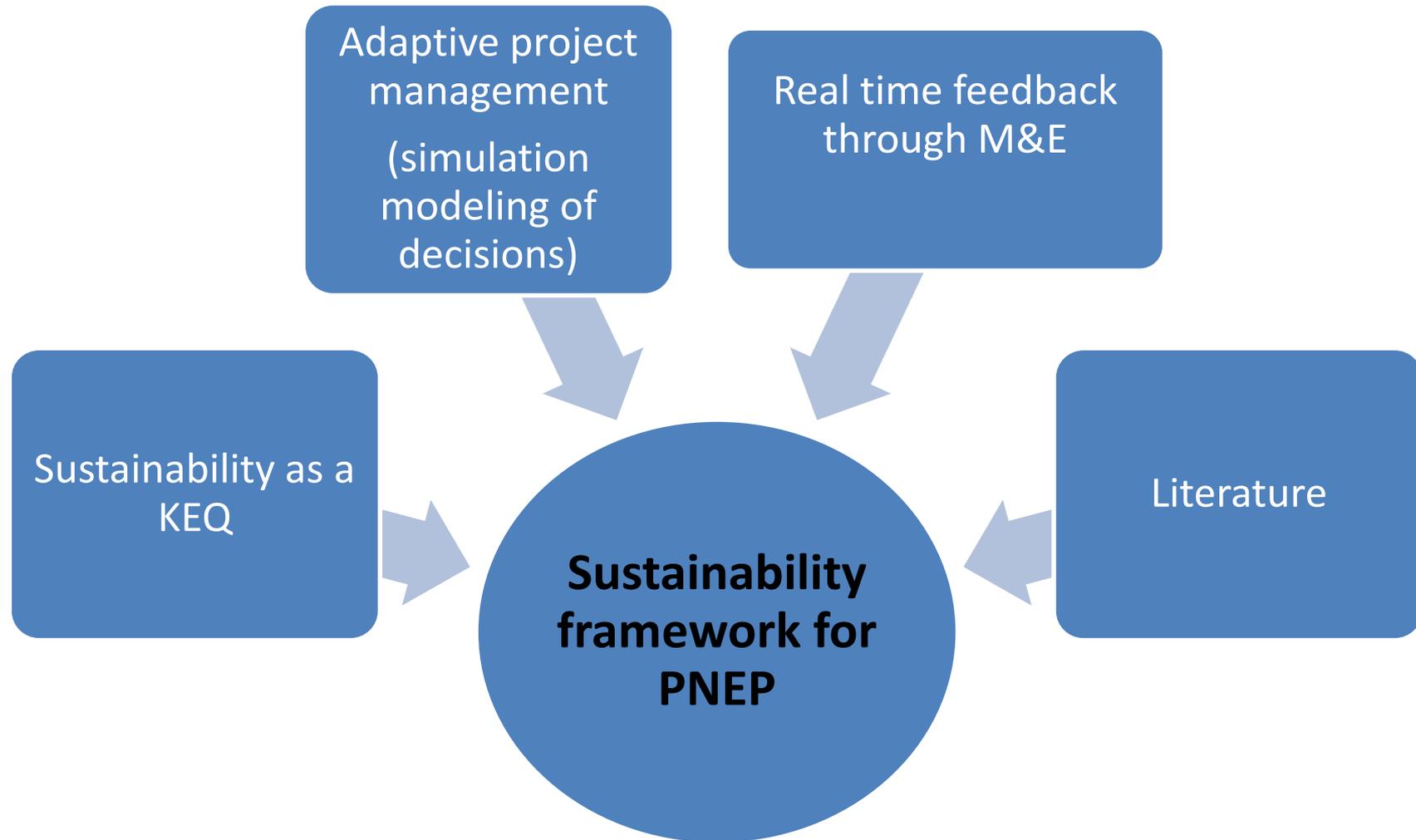
## Key Message #2

It is not possible to optimize an intervention at the onset and then measure its sustainability just at the end. Sustainability should be planned for and measured on an ongoing basis. To have a 'dynamic' framework, we need to build certain mechanisms into our programs.



# PNEP Sustainability Framework: Work in Progress

How does a sustainability framework become 'dynamic' in practice?



## Key Message #3

Knowing the factors that influence sustainability, even if you cannot change them, will help you:

- Articulate your sustainability framework more effectively
- Support effective partnership because it sets expectations for what is possible



# Main factors influencing sustainability (Iwelunmore, et al., 2016)

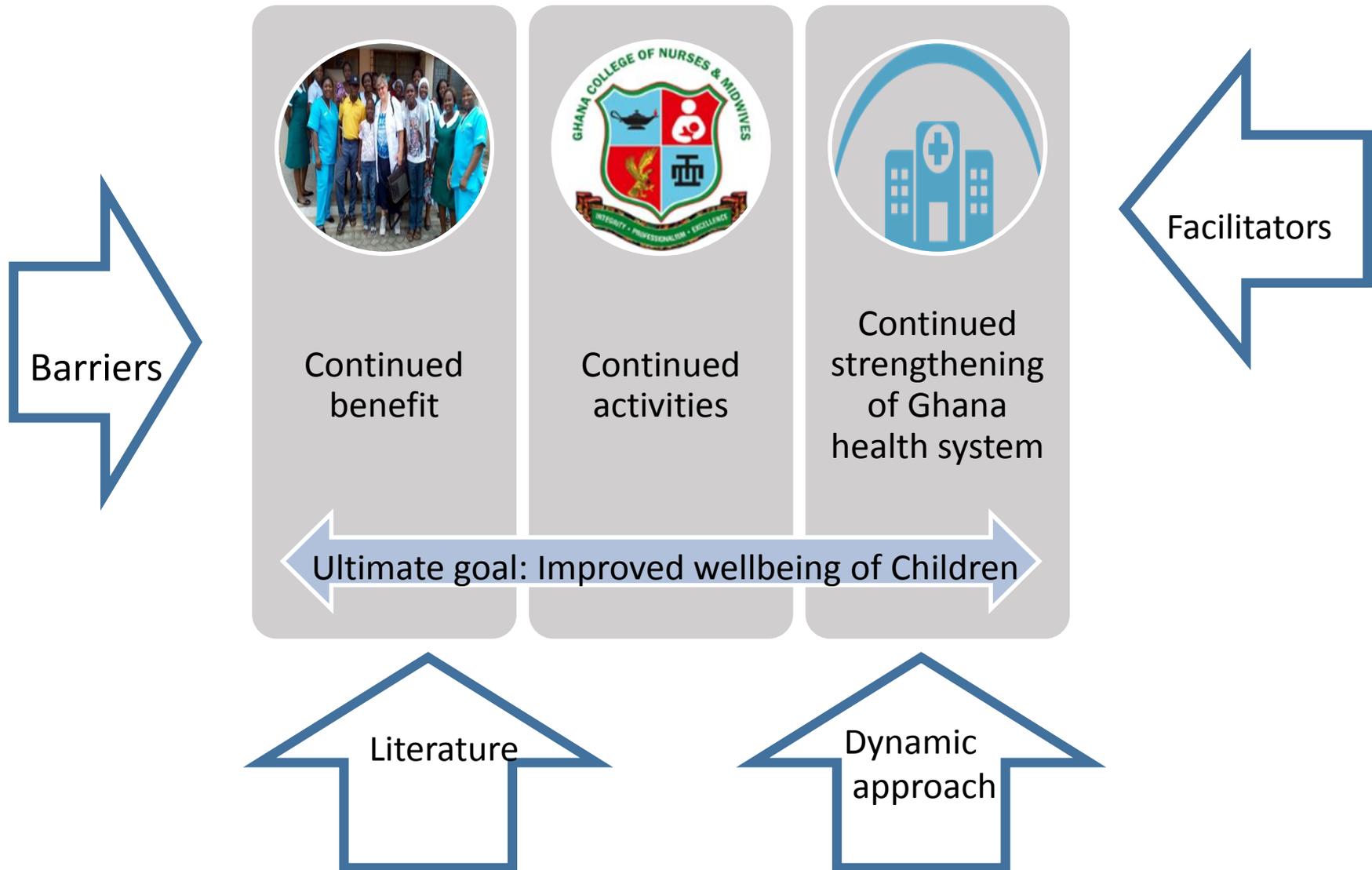
## Helps

- Local ownership
- Building on existing resources
- Leadership
- Effective communication
- Ability to manage the 'unknown'
- Multiple sources of financing
- Political will
- Sound infrastructure
  - M&E
  - Administrative

## Barriers

- Weak health system
- Shortage of HHR
- Lack of leadership
- Lack of financial leadership & long term financing
- Lack of awareness about the program
- Too many competing priorities
- Lack of political will

# Summary: PNEP Sustainability Framework (work in progress): Can we have it all?



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A lot of exercises that look like this

Curriculum

Teaching  
Method

Clinical  
Practicum

Infrastructure

Which elements should and could remain?

Want to  
Keep

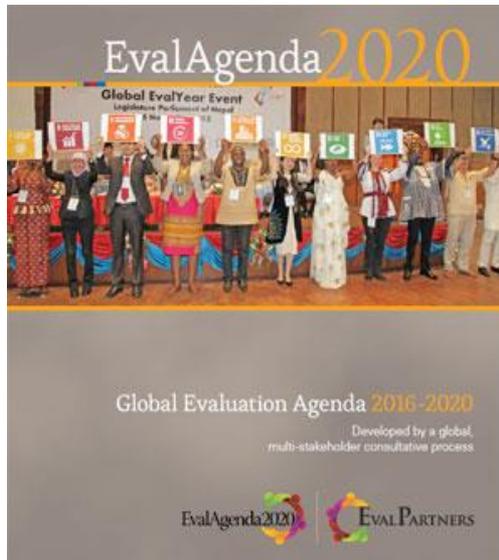
Let go or  
change  
them

\$ Costing  
options

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## Rethinking Evaluation - Sustaining a Focus on Sustainability

Looking back on years of using the sustainability evaluation criterion, one has to ask - how well have we done?

May 30, 2017

By Caroline Heider

# Acknowledgements



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Canada

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Canada

**SickKids**<sup>®</sup>  
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# THANK YOU!

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## Additional Resources

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- 5. Stevens B, Donkor ES, Goka BQ, Odame I, Langins M, Riahi S, Young SD, Walters D, Eliason C, Fleming-Carroll B et al: Impact and sustainability of an accredited paediatric nursing training programme in Ghana. *Journal of Nursing Education and Practice* 2014, 4(12):142.
- The Program Sustainability Framework V2 is a copyrighted instrument of Washington University, St Louis, MO. All rights reserved.
- Program Sustainability Assessment Tool, Washington University, St Louis, MO available: <https://sustaintool.org>



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