

HEALTH SYSTEM STRENGTHENING Strategic Plan

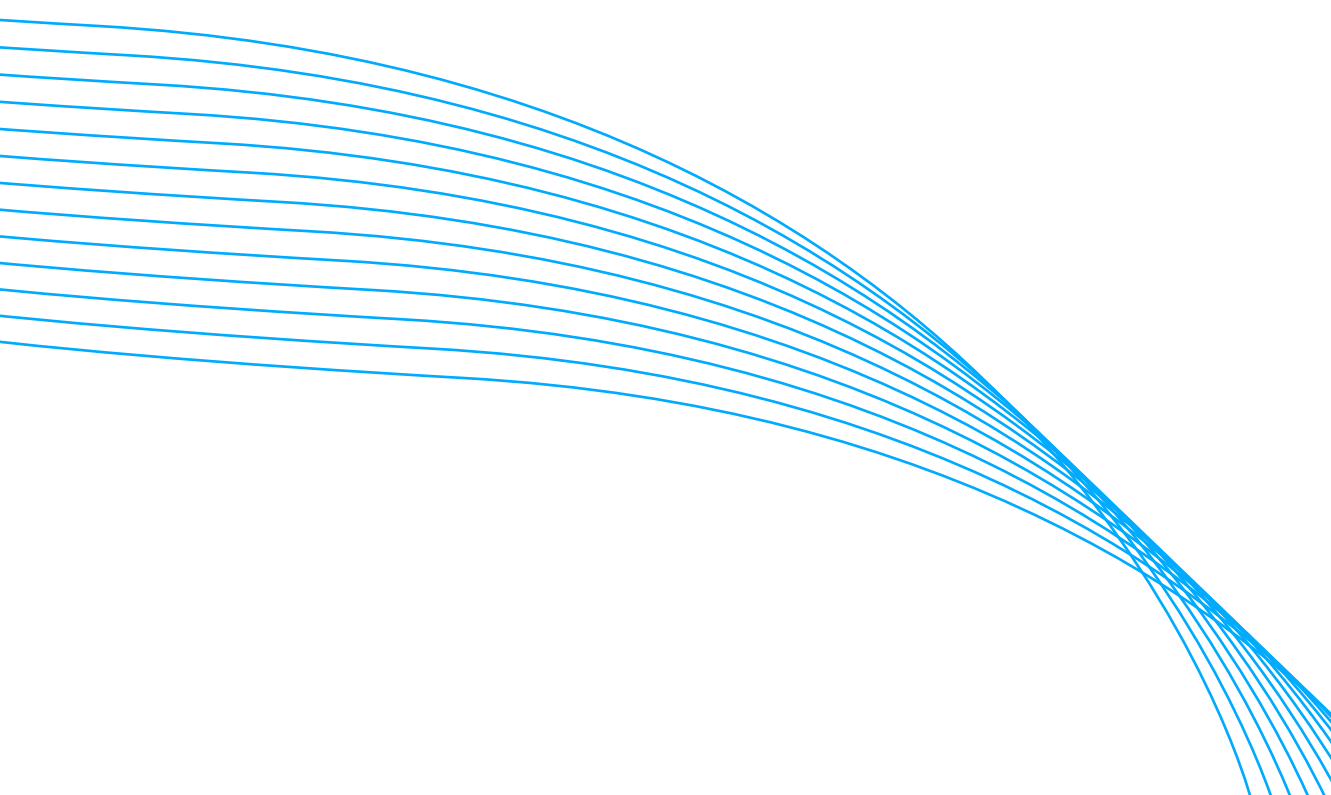
E A S T E R N B U R M A
2 0 1 6 – 2 0 1 9





OUR VISION

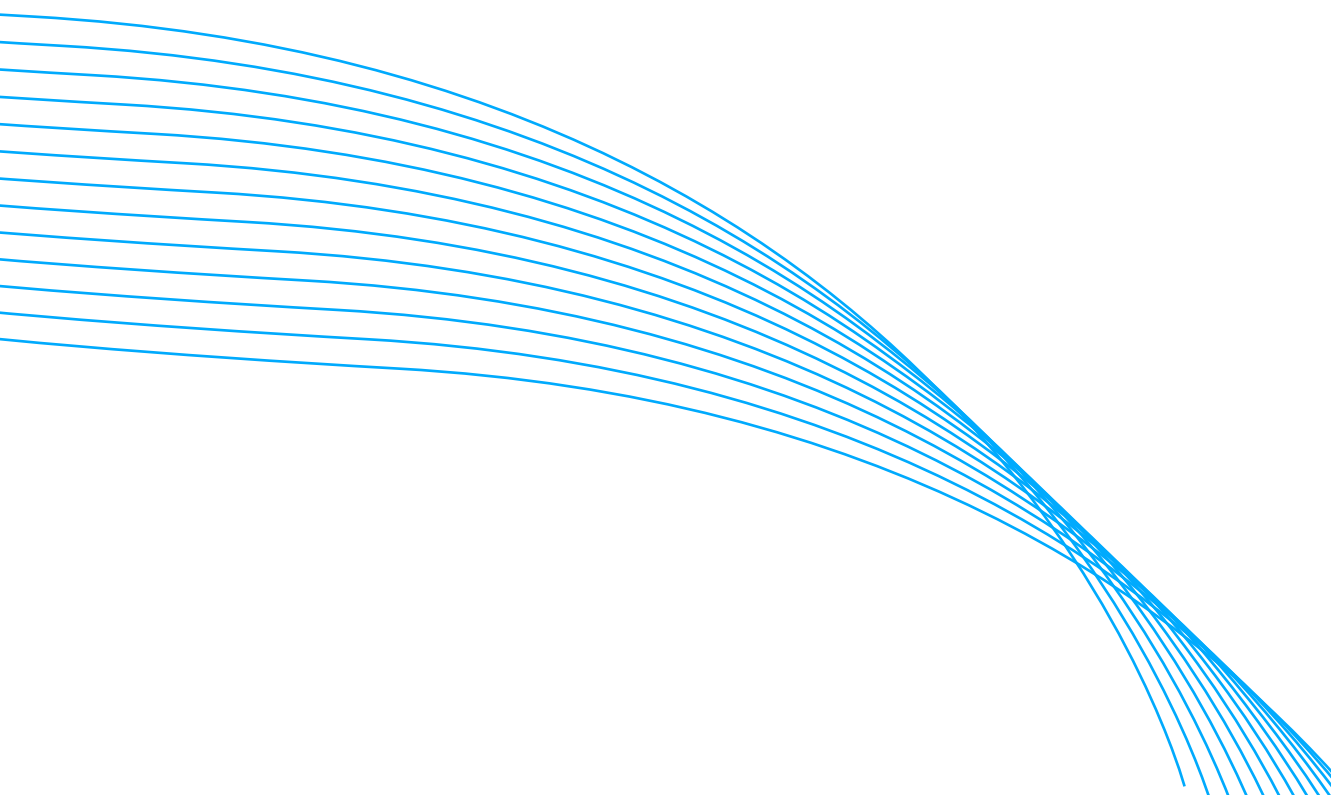
An accessible, equitable, and quality primary health care system, where health services are equally available to all through a multi-sectoral approach that ensures the protection of the poor and vulnerable within a Federal Union of Burma.





OUR MISSION

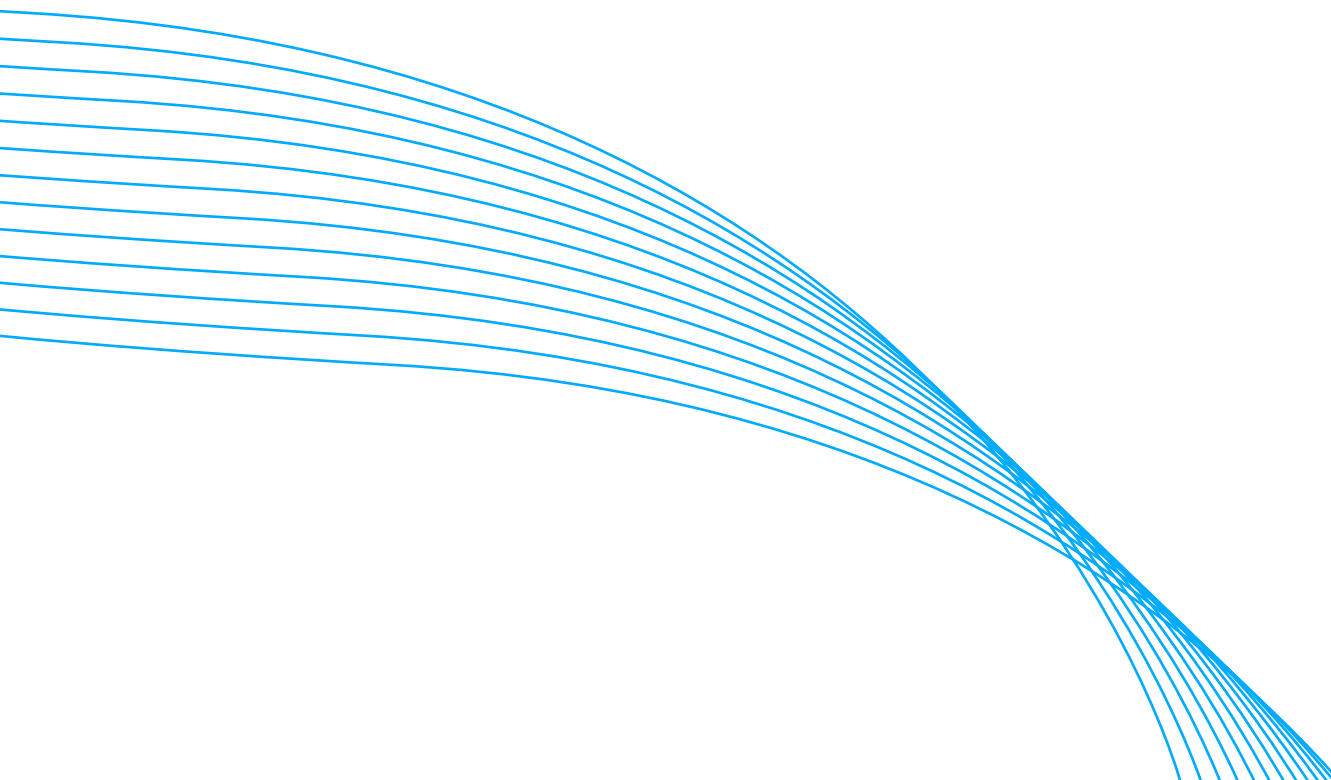
The Health Systems Strengthening Project is a network of ethnic and community health organisations who are working together to strengthen health systems in Eastern Burma, and to advocate for equitable and essential primary health services for vulnerable and displaced people throughout Burma. HSS members provide comprehensive health programmes in their local areas through a collaborative approach with local, national, international and government bodies. HSS members are working towards an improved health system, that is decentralized, where the work of existing ethnic and community health organisations is accredited and an integral part of a Federal Health System.





OUR VALUES

- Equity
- Transparency
- Respect
- Protection
- Community Empowerment
- Accountability
- Sustainability
- Local Ownership



PLANNING ASSUMPTIONS



Populations will continue to be very mobile, and refugee repatriation will take place into areas already stressed for land and resources. Migration towards work opportunities from development projects and large plantations will continue to bring new populations into areas, particularly in the Special Economic Zones along the Thai Burma border. The populations will be unstable with displacement from development projects and land confiscation continuing to be common. Many workers will be employed on a daily basis and dependent on unreliable seasonal income. The ongoing displacement of people will create conflict in communities stemming from access to resources, as well as language and cultural differences.

The ceasefires will continue to make travel, communication and accessibility to health services easier, creating more stability for the work of service providers.

The results of the 2015 Elections will create new pressures and new opportunities, despite a landslide win by the National League for Democracy. Military control as enshrined in the constitution will continue to limit the power of the civilian government which will most likely result in tension between the military and the government. Further instability will ensue and ethnic peace processes will continue to be incomplete and fragile with the military's power making a constant barrier to peace.

The trend towards increased militarization particularly in ethnic areas and near development projects will continue, creating fear among nearby communities. The military will continue working to entrench their position within the country taking up military positions within the administration and legislature. A particular challenge for HSS is the placement of military

personnel within the ministries of health and public health.

Meaningful constitutional change will be a slow process and until then the Burmese government will have a highly centralized administrative, legislative and financial system. Without decentralization, effective improvements in health and education, as well as justice and protection will be minimal. Since the justice system is constitutionally under the control of the military, together with border affairs, there is little prospect of a shift away from the culture of impunity when it comes to crimes by the military, especially in the ethnic areas.

The Nationwide Ceasefire Agreement has not been signed by all Ethnic Armed Organizations. It is anticipated that the remaining Ethnic Armed Organizations will sign within the coming years, but there will continue to be regular outbreaks of conflict in the ethnic areas, causing internal displacement. The Peace process will be prolonged and improvements in the livelihoods of those living in post conflict areas will be slow. Ethnic groups will continue to push for a Federal Union with power devolved to the state level, but the realization of a federalized Burma will not happen within this planning period due to the continued role of the military towards constitutional reform.

The government of Burma will continue to prioritise economic investment in Burma over the needs of the majority of its citizens which include equal access to health and education, decent housing, access to justice and personal security. Transparency and accountability for investment in Burma will continue to be weak with exploitative and dangerous labour practices ongoing, increases in environmental degradation and more land confiscation and forced displacement due to development projects. Economic investment

projects will continue to provide profit to the government, its cronies and overseas investors with little improvements in the lives of most citizens.

The rush to exploit Burma's natural resources by the government, business and international companies will increase and will continue to cause serious environmental degradation, leading to more frequent and more extreme weather events creating natural disaster which the government will not be properly prepared for.

LEADERSHIP AND GOVERNANCE



Goal 1

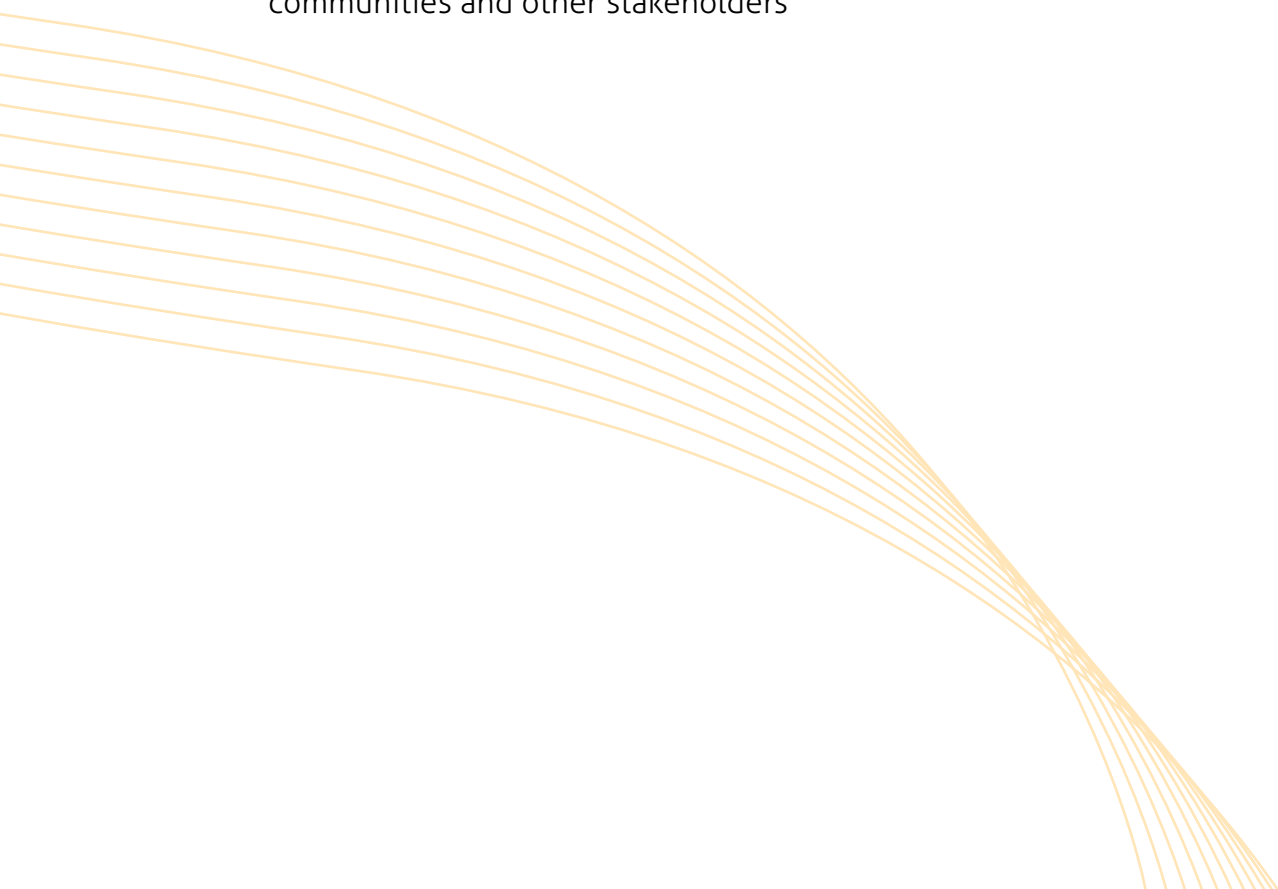
To define the organizational structures of the HSS Project.

- To define the overall governing structure of the HSS project
- To review the organizational structure at the senior levels for each organization
- To develop a standard clinic management structure
- To develop a village health committee structure

Goal 2

To ensure consultative procedures and mechanisms are in place at all levels of the project

- To revise / set-up and implement mechanisms for consultation with communities and other stakeholders



Goal 3

All health policies will be equitable and in line with the HSS values with special consideration given to human rights and gender awareness.

- To review and develop the existing health policy through community consultation and consultation with relevant stakeholders
- To increase staff awareness about human rights, gender and equity when formulating or reviewing all policies and administration processes
- To increase community awareness, through engagement and awareness of health administration and feedback
- To ensure community awareness about human rights, gender and equity when formulating or reviewing all policies and administration processes
- To develop enforceable policies and protocols for good governance

Goal 4

All CBO and EHO leaders will be accountable and responsible at each level of administration.

- To ensure all leaders have clear job descriptions and fully understand their roles and responsibilities
- To increase the leaders' awareness about human rights, gender and equity when formulating or reviewing all operational policies (Human Resources, Finance, Logistics) and administration processes
- To ensure there are community feedback mechanisms for reporting misdemeanours at all levels of administration
- To improve the appropriate management skills of leaders at each level of the organization

Goal 5

To formulate a transition plan toward area health service delivery instead of organization service delivery as part of a Federal Health System

- To hold regular workshops with all stakeholders including the government agencies to develop a transition plan for a Federal Health System

HEALTH INFORMATION SYSTEM



Goal 1

To improve the standards of health records

- To review all health records
- To standardize data collection tools

Goal 2

To upgrade health workers' Health Information management skills and knowledge.

- To develop and/or revise Health Information Management System
- To improve data management capacity at all levels of administration
- To develop strong epidemiological and research skills for health workers

Goal 3

To improve the communication concerning the health information system with all stakeholders.

- To improve communication with donors, governments, partner organizations, INGOs, community/civil society
- To improve the capacity for all levels of administrative staff on health information communication to stakeholders



Goal 4

To improve the effectiveness of the utilization of the health data.

- To improve the cost effective utilization of health resources
- To use the data to effectively project budget needs
- To utilize the data for future plans – priority setting
- To utilize the health data for improved referrals and continuation of treatment
- To improve disease surveillance and react in a timely manner to disease outbreaks
- To evaluate the project performance
- To use the data to effectively manage financial risk

HEALTH WORKFORCE



Goal 1

To ensure the health workforce is providing equitable and quality health care services.

- To ensure the health workers are working in their respective jobs according to their job descriptions
- To develop and implement mechanisms for monitoring health worker performance
- To provide ongoing opportunities for continuing training for clinical skills, public health, administration and management
- To create a learning environment for all health workers
- To maximize the productivity of the health workers through a task shifting strategy

Goal 2

To increase the availability of health workers in a geographically equitable on one line.

- To standardize health worker coverage at all health worker levels by population, facility, administration level, and geography



Goal 3

To strengthen the human resource policy.

- To strengthen the human resource policy and implementation at all levels related to training, ethics and overall performance
- To strengthen the policy for recruitment and retention
- To provide adequate financial incentives for workers and their families
- To provide a safe work environment
- To provide non-monetary incentives to health workers at all levels

Goal 4

To explore opportunities for workforce accreditation or certification

- Review curricula and scope of practice of all the health workforce for a Federal Health System

HEALTH FINANCING



Goal 1

To develop an effective, efficient and transparent financial system.

- To develop standardized financial policies for the overall project
- To ensure appropriate budget allocation to provide an equitable health care service
- To develop strong procurement and logistics policies
- To develop strong feedback mechanisms from the community by engaging the village health committees through greater financial systems awareness

Goal 2

To maintain financial security for the Federal Health System

- To develop sustainable financial strategies
- To advocate for financial support to all stakeholders
- To evaluate the understanding of the stakeholders of the fundraising strategy
- To engage the government on financial support for a Federal Health System

Goal 3

To ensure financial security is maintained for every individual in the Federal Health System in Eastern Burma

- To ensure acceptable, accessible, affordable health care services are provided to all

ACCESS TO ESSENTIAL MEDICINE, MEDICAL SUPPLIES AND MEDICAL TECHNOLOGY



Goal 1

To standardize operating procedures related to medicine, medical supplies and technologies.

- To strengthen the standard guidelines and policy for pharmacy management
- To strengthen the standard guidelines and policy for supply chain management
- To strengthen the standard guidelines and policy for procurement
- To educate the private pharmacies within each village
- To revise the essential medicine list with consideration of priority interventions and health needs of vulnerable groups

Goal 2

To improve the usage of medicines in safe, efficient, equitable and effective ways.

- Review and update treatment protocols and guidelines
- To improve pharmacy management by building capacity of the pharmacy health workers
- To revise and implement tools for clinic and team level management and monitoring of pharmacy and medical equipment
- To revise tools and trainings for patient communication on medicine use, options, effectiveness and risks

SERVICE DELIVERY



Goal 1

To improve accessibility to comprehensive, quality primary health care services.

- To ensure all health centers have functioning appropriate infrastructure
- To develop a standard service package for each clinic
- To identify and develop specific clinics who will provide Emergency Obstetric Care (EmOC) or advanced care in addition to a standard level of service
- To ensure all health centers have appropriate and sufficient human resources to provide primary health care services
- To conduct health service mapping with ethnic and Myanmar Information Management Unit (MIMU) to ensure equitable access
- To develop referral systems with both Thailand and Myanmar facilities
- To develop a disaster preparedness plan
- To develop health promotion activities with community involvement
- To ensure Immunizations are administered in line with country protocols
- To develop a quality assurance system for the project



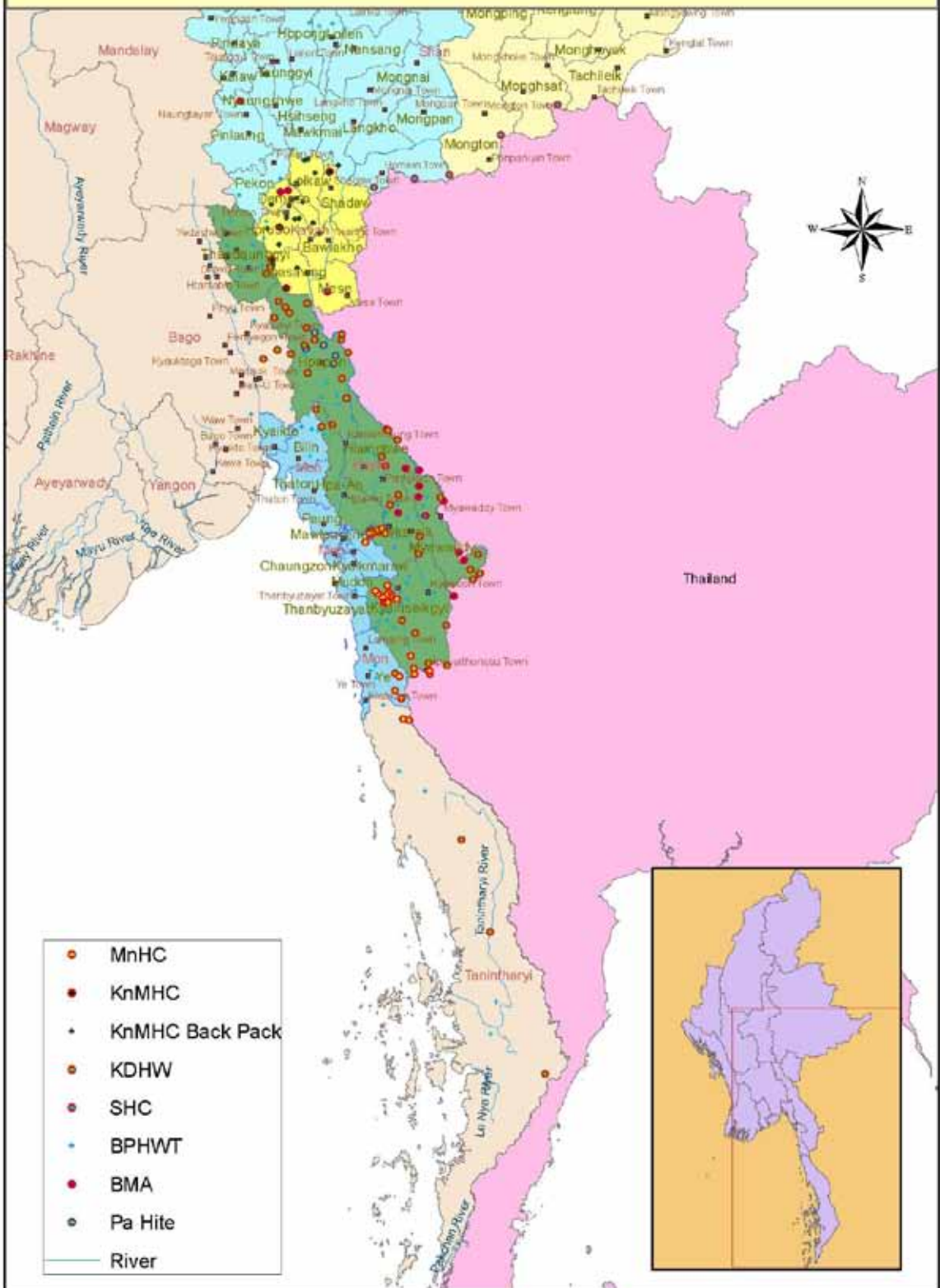


Goal 2

To sustain the primary health service through community participation.

- To develop guidelines and opportunities for community participation to sustain the health services
- To implement these guidelines for community participation
- To educate the communities on the determinants of health for greater self determination

Health Services in Eastern Burma



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Implementing Partner Organizations

Burma Medical Association (BMA)
Committee for Health and Development Network - Karenni (CHDN)
Mae Tao Clinic (MTC)
Pa-oh Health Working Committee (PHWC)

Back Pack Health Worker Team (BPHWT)
Karen Department of Health and Welfare (KDHW)
Mon National Health Committee (MNHC)
Shan State Development Foundation (SSDF)