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Sub-Saharan African countries’ health systems are facing difficult challenges to treat a high burden of parasitic and communicable diseases such as Ebola, malaria, tuberculosis, pneumonia and HIV/AIDS, while at the same time grappling with emerging chronic diseases such as cancer, diabetes, obesity and heart diseases.

These chronic diseases are expected to overtake communicable diseases as Africa’s biggest health challenge by 2030. In most countries health care is underfunded by government. There is a shortage of qualified health workers, crucial medicines are in short supply, poor procurement and distribution systems are leading to unequal access to treatment, and the population is unable to pay for services. This undermines the ability of the economies to grow and attract foreign investment. It also threatens political stability and security.

Deloitte includes a network of Deloitte member firms that are located in 34 African countries. From Ethiopia to South Africa, in countries across the region, Deloitte can mobilise financing and other resources to address critical issues facing these countries’ health systems. Deloitte offers solutions across Africa in addressing health sector issues such as:
- Strengthening Human Resources for Health.
- Improving the supply chain of essential health commodities.
- Developing health financing options.

Deloitte can build the capacity of a network of diverse actors, public and private, to provide high priority, quality health services.

Deloitte embraces the point of view on strengthening the health system as a solution to the current health sector challenges facing the continent, as per the diagram in figure 1.
A good health financing system raises adequate funds for health, in ways that ensure people can use needed services and are protected from financial catastrophe or impoverishment associated with having to pay for them.

Leadership and governance involves ensuring strategic policy framework exist and are combined with effective oversight, coalition building, the provision of appropriate regulations and incentives, attention to system design and accountability.

A well-functioning health system ensures equitable access to essential medical products, vaccines, and technologies of assured quality, safety, efficacy and cost effectiveness and their scientifically sound and cost-effective use.

Good health services are those which deliver effective, safe, quality personal and non-personal health interventions to those who need them, when and where needed with minimum waste of resources.

A well performing workforce is one which works in ways that are responsive, fair and efficient to achieve the best health outcomes possible, give available resources and circumstances i.e. there are sufficient numbers and staff, fairly distributed, are competent, responsive and productive.

A well-functioning health information system is one that ensures the production analysis, dissemination and use of reliable and timely information on health determinants, health systems performance and health status.

Figure 1: Health System Strengthening Building Blocks
**Leadership and Governance**

**Challenge**

Inadequate health policies and regulation, lack of accountability, and corruption still play a critical role in weakening Africa’s health systems. Corruption has manifested in multiple ways, including through compromising government regulation in selection of drugs for the public formulary, and poorly managed health budgets.

**Our Solution**

Through maturity models assessments and targeted interventions, Deloitte supports countries in mobilising, allocating and managing financial resources within the health system.

Through our work, we build leadership to improve governance, strengthen financial management and budget systems, improve supply chain management and procurement systems to reduce stock-outs, reduce waste, and improve the delivery of healthcare supplies.

**Selected Experience**

- Helped to improve governance structures and operational transparency within a Kenyan parastatal organisation.
- Provided support to the board to govern and effectively lead by clarifying the organisation’s charter and enhancing financial management and reporting systems.
- Assisted the Directorate of Administration and Finance in Mozambique to improve efficiency, transparency and accuracy of financial reporting by developing processes for integrating external donor funds into the government-wide financial administration system.

**Supply Chain Management**

**Challenges**

Stock outs of medicines and vaccines for prolonged periods of time at hospitals and health centers are still a common occurrence in a number of African countries. Such is attributed to lack of finances, logistical challenges and lack of technology to manage supply chain flows.

**Our Solution**

Deloitte has strengthened planning, inventory management and tracking systems across the health supply chain from some of the leading biopharmaceutical manufacturers, to commodity procuring agents in
Ministries of Health. We add value through:
- Providing supply chain strategy for stakeholder management and strategic sourcing.
- Implementing technology to allow for inventory management and asset tracking.
- Improving patient care by instituting demand planning and forecasting.
- Identifying and addressing areas for organisational development.
- Building capacity of international government agencies and local businesses to collaborate and deliver across health service programmes.

Selected Experience

- Helped improve the medical supply chain in Kenya. Transport compliance initiatives improved average on-time pharmaceutical delivery to over 270 hospitals by 16%, carrier reliability by 33%, and warehouse receiving processing time in major warehouses by 24%.
- Assisted the Mozambique Ministry of Health (MOH) in institutionalising standard processes for integrating supply chains across vertical health programmes. MOH was able to close supply chain gaps and receive $100 million in stalled health sector disbursements from the Global Fund and World Bank.

Organisational Development

Challenges

Several African countries still struggle with meeting their health objectives due to insufficient organisational capacity. Multiple organisations interact to influence health systems, including ministries of health, public health organisations, health facilities, private sector players, universities, health policy institutes, non-governmental organisations, professional associations, and community-based organisations.

However insufficient coordination and collaboration amongst these actors has led to fragmented delivery systems, duplication of services, high transaction costs, inefficiencies, and missed opportunities to maximise synergies. The routing of funds from global initiatives through external organisations where the external organisations identify a need (such as a specific disease) in a given population, decide on interventions and outline implementation plans, all with limited input from local stakeholders, has also contributed to Africa’s weak health system.

Our Solution

Deloitte works to engage the private sector for meaningful contribution to achieving health objectives. Our work helps to forge relationships between public and private sector to develop aligned strategies, build the capacity of local organisations to mobilise and manage resources more efficiently, and design policies that enable participation of the private sector.
Selected Experience

- Deloitte provided financial management and contracting technical assistance to the Uganda Civil Society fund. The project focused on financial monitoring and evaluation, capacity building for financial management and results tracking, as well as assistance with pre-award assessments and award activities. The project strengthened the capacity of civil society organisations, local governments and private and academic institutions to improve programme planning, implementation, monitoring and reporting against indicators.

- Deloitte provided transparent, reliable and accountable project and grant management to a network of non-governmental organisations, ministry of health, community-based organisations, government hospitals, and faith-based organisations throughout Tanzania. By successfully working with these organisations, Deloitte helped to build the capacity of local institutions to manage project funds and plan, implement, monitor, and evaluate project activities.

- Deloitte collaborated with local partners and stakeholders in Kenya to enhance a government agency’s capacity to serve Kenya’s healthcare facilities. The programme had five key result areas:
  1. Promoted the agency’s operational mandate through facilitating the drafting and public awareness for a Parliamentary Act to ensure a firmer legal foundation for the agency.
  2. Enhanced the agency’s governance architecture and practice through supporting the agency’s board to ensure it builds the necessary capabilities in corporate governance and management, effective internal policies, and a robust constitutional framework to operate effectively.
  3. Strengthened the agency’s inventory management and tracking systems.
  4. Strengthened the agency’s warehousing and distribution systems through specifying infrastructure requirements, facilitating skills development of core staff, and designing an optimised network for efficient warehousing and distribution to meet customer needs.
  5. Supported the agency to develop and implement a performance measurement and reporting system to inform internal decisions as well as to share results.
Challenges

A review of health financing indicators reveals that overall health spending in sub-Saharan Africa is low, especially in comparison with other regions. Social and economic needs continue to compete for the state’s financial resources whilst on the other end, poverty discourages out-of-pocket financing of health services by health care recipients.

Our Solution

Financing strategies can help make access to healthcare more equitable and eliminate barriers to receiving care. Deloitte works with clients and counterparts to improve policy and financing across several key areas:

- Resource tracking, resource mobilisation and costing that helps counterparts prioritise and deliver health care sustainably.
- Health insurance and results-based financing to help maximise the resources that are spent on healthcare and improving performance within the health system.
- Financial management systems for soundly managing and accounting for use of health funding with emphasis on strengthening institutions to successfully purchase services and supplies, contract for goods and services, and disburse funds.
- Trend analysis and forecasting to assist countries and institutions in anticipating and addressing future needs for financial resources, infrastructure, equipment, drugs, and supplies.

Selected Experience

- Completed activity-based costing for the HIV/AIDS Institute of Angola to connect strategic goals with operational plans and helped define a scale-up plan, including costs for HIV services. Institute was approved for a Global Fund proposal for $69million.
- Worked with the MOH in Ghana to help strengthen their financial management system and processes through the use of maturity models and organisational development strategies.
- Served as the Financial Management Agent to the Civil Society Fund (CSF) in Uganda where Deloitte’s role included providing grants and financial management to the CSF grantees.
- Acted as Fund Managers for a donor fund that was aimed at providing grants to Tanzania’s Civil Society Organisations (CSO). Deloitte was responsible for the financial reporting to the donors regarding fund utilisation. This entailed designing and developing grant management procedures for the fund, which in turn enabled the effective management of the entire grant process, e.g. tracking of funds, capturing of all required information to ensure donor reporting compliance and monitoring of project indicators.
Challenges

African countries have made notable progress in putting in place integrated Health Information Systems (HIS). While some countries have managed to integrate the vertical reporting systems into the national HIS, ensuring reliance and continuous use of the integrated HIS by the programme managers is still a big challenge. In addition low or lack of computer skills and ICT infrastructure results in low usage of data, thus slowing down progress towards achieving a country’s health objectives.

Our Solution

Deloitte assists governments in developing, integrating, improving, and evaluating their health information systems to facilitate evidence-based decision-making. Utilising real information on disease prevalence, health trends, and service quality, policy-makers, health administrators and clinicians can make more effective decisions to address unmet needs, improve health outcomes, and increase efficiency in the use of resources. Core capabilities include electronic health records, large-scale ICT platforms, systems integration, GIS, and mobile technology. Our solutions enable efficiency and accuracy in data collection resulting to improved data quality. Deep experience in modelling, econometrics, transactional security, and actuarial analytics can be leveraged to shape information systems for improved health care delivery, provision of health information, health financing, human resource planning, other public health forecasting, civil registration and vital statistics.

Mobile technologies for health, when linked to other information and communications systems, offer especially great promise as they increase accessibility to health information. These mHealth technologies must be relevant, innovative and financially sustainable to deliver their full potential to improve health outcomes and efficiencies.

Selected Experience

• In Tanzania, Deloitte collaborated with the Ministry of Health and other private sector partners to design the Mobile Delivery of Distributed Diagnostics (MD3) programme. MD3 integrates key components of obstetric care into a single mobile platform to facilitate diagnostic tool use, health records collection, and communication at the community level about healthcare services.

• Deloitte supported the Ministry of Health and Social Welfare in Tanzania to assess the feasibility of building and implementing a data warehouse and identify the requirements of such a system. Deloitte developed a phased approach and the associated cost analysis as well as an implementation road map for the data warehouse system.
Challenges

Even though some African countries do have national human resources for health (HRH), strategic plans focusing on training, recruitment, retention and management, implementation of these is still slow. Training institutions have inadequate human and infrastructural capacity. The public health sector continues to lose skilled human resources to the private sector due to better working conditions and significantly better remuneration.

Our Solution

We guide our counterparts in identifying and responding to critical workforce challenges in order to improve their ability to carry out their mission. Solutions range from strengthening human and institutional capacity, leading workforce development, driving communication and collaboration, and creating frameworks that facilitate social and economic progress in the health sector. We apply demonstrated methodologies within each of these phases: preparing the workforce, enhancing worker performance, assessing workforce performance, and managing attrition.

Selected Experience

- Institutionalised human resources planning tools to help equip the Egyptian MOH to plan and budget for healthcare staffing requirements.
- Provided Institutional Health Support to both the Ministries of Health (Ministry of Medical Services and Ministry of Public Health and Sanitation) and other state agencies (Kenya Medical Supplies Agency, National AIDS / STD Control Programme, Directorate of Reproductive Health, Pinnacle Council of Kenya, Nursing Council of Kenya). As part of the project Deloitte also managed the Emergency Hiring Plan which recruited 834 health workers (in a short span of time) and deployed them to about 219 key remote sites across Kenya. Deloitte further:
  a. Introduced bulk ‘smart message system’ to communicate with all health workers.
  b. Managed the payroll process and this has ensured that staff are paid on time. The payment on time has increased job motivation.