**U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

**ANNOUNCEMENT**

**CALL FOR PUBLIC-PRIVATE ALLIANCE PROPOSALS RELATED TO THE Egyptian Ministry of Health and Population Executive Education Alliance UNDER EXISTING ANNUAL PROGRAM STATEMENT APS No: M/OAA/GRO/EGAS-07-063**

This program is authorized in accordance with Part 1 of the Foreign Assistance act of 1961 as amended.

USAID/Cairo's Office of Human Resources and Health, Health and Population Team, would like to make a special call for the submission of concept papers related to assisting the Egyptian Ministry of Health and Population (MOHP) deliver an executive education course to emerging leaders of the Ministry.

To help reach its goal of enhancing the skills of its MOHP hospital managers, the MOHP is soliciting global development alliance concepts from world-class international partners to develop and deliver a formal executive education style training program. The outline of this program is as follows: each year for the next 3 years, the MOHP will offer 3 six day training courses. The 3 courses will be a training series, where each progressive six day course will cover more advanced material. Courses will be delivered over an 'academic year', or roughly every 3-4 months, with extensive pre-work, homework and implementation activity expected between courses. In order to ensure that all participants are fit for the next level of training and are motivated to learn, participants attending will be expected to meet certain performance requirements before being invited to the succeeding course. At the start of each year, 90 hospital managers will attend the first course. Only those who acceptably complete the first course (i.e. pass an examination and complete homework and implementation activities) will be invited to attend the second course 3-4 months later. In the same manner, those invited to attend the third stage course will have acceptably completed the second.

# 1. Background

Consistent with Egypt's national leadership agenda, the Ministry of Health and Population (MOHP) is undertaking the restructuring of Egypt's health system and considers the improvement of the performance of its public hospitals a cornerstone of this plan. A program concentrating on the development of the managerial capabilities of hospital executives is crucial for the progress of hospitals performance. Many of the hospital executives in Egypt lack the fundamental business skills necessary for any institution manager. Hence a program to strengthen the abilities to develop and practice leadership, decision-making, and financial skills is fundamental for the creation of a pipeline of future leaders. Having a group of executives sharing the same experience, language and management skills in the leading positions of the MOHP institutions ensures a harmony between the different actors involved in the reform of the health sector

in Egypt. This, in turn, will lead to a less turbulent and sustainable restructuring process. In 2006, the MOHP carried out an 'audit of preparedness', which identified the following relevant fundamental challenges which Egypt needs to address in order to ensure the delivery of quality, sustainable healthcare to the population.

- *Improve quality.* One driver of the high level of out-of-pocket spend is lack of trust in public providers. At present, there is no holistic accreditation process for ensuring quality care. Individual quality metrics are sporadically collected. Those that are collected show poor quality management (e.g. low compliance with infection control guidelines, high cancer mortality rates due to late detection). Accreditation does exist for a limited subset of primary care clinics, while a small group of hospitals are participating in the formulation of hospital accreditation standards.
- *Increase skills.* The level of skills in the health workforce is lacking. Currently 92% of nurses have only secondary level education. Medical education for doctors is stressed by increasing numbers, while at present the *takleef* allocation mechanism for clinical staff means the weakest doctors are allocated to positions where they have little oversight/ training.
- *Fix financing.* Many institutions in the system appear to be accumulating debt, which may constrain the ability to reform the system. At the same time, financial allocations are primarily based on historic allocations and do not promote efficiency or quality of care (e.g., ~LE 450-500m is currently spent on integrated hospitals with low utilization rates).
- *Develop institutions.* At present, the Ministry of Health & Population carries policy, regulation, and operational roles. At the same time, multiple dependencies with other ministries and the governorates (e.g., Ministry of Planning controls investment levels) exist. The combination of lack of focus and interdependency limit the responsiveness of the system.
- *Strengthen MOHP.* The structure of the central Ministry of Health & Population is complex and unwieldy. Its 139 departments, organized into 8 sectors, result in 'silos' which do not communicate with one another, compounded by overlapping responsibilities which inhibit action and accountability.

As part of the more targeted reform program, the MOHP is aiming to 'increase skills' of those providing care and managing the system. Some elements of this reform include:

- Overhauling the medical education of physicians and nurses
- Introducing re-licensing requirements for clinical staff to ensure ongoing education/upkeep of skills
- Sending 1,000 system managers for MBAs at Egyptian universities
- Sending 20-30 future leaders overseas to get international MBAs
- Providing targeted training to providers to drive quality improvements on the journey to accreditation
- Instituting an 'executive education' program for hospital managers led by world class institutions

This Statement of Work focuses on the last element from the above list aimed at 'increasing skills' in the health system.

In short, the MOHP is aiming to substantially improve the skills of hospital managers across Egypt to drive improved quality and to allow them to operate more autonomously. As described previously, hospitals in Egypt today generally deliver care far below acceptable standards of quality and generally have very little financial transparency or accountability. In the future, hospitals will have to meet internationally recognized quality standards to be able to treat patients and will become much more autonomous institutions, both operationally and financially. To make this possible, hospital managers need substantial training in:

- **Basic strategy** so they can map out their future performance and plan how to get there
- **Leadership/change management** to help them lead the required transformation of their organizations
- **Basics of management and finance** to allow them to deliver on their vision of higher quality and more autonomous operations

# 2. Objectives

The objectives of this project are to substantially improve the leadership, managerial and financial skills of 270 hospital managers in Egypt over a 3 year period through a 'mini-MBA' type training program to take place in Egypt. For these 270 people, the training program should excite them about a radically different healthcare future in Egypt and prepare them to lead the system towards that vision. To accomplish that goal, the training program should both provide new skills and introduce new ways of thinking/acting based on experiences from outside Egypt.

# 3. Scope

## *3.1 Inclusions*

- Development of training curricula and all training materials (in both English and Arabic) relevant to the situation in Egypt.
- Delivery of 9 training sessions in Egypt; 3 six day sessions per year over a 3 year period from 2007 to 2010.
- Due diligence visit to Egypt to inform curriculum development (only for selected partner, not for all candidates in bidding phase).
- Provision of faculty and external keynote speakers for each training course.
- Development and delivery of pre-work and homework for participants to ensure successful trainings and continued learning during time between courses.
- Hiring of a local meeting manager to organize training logistics (e.g. training facility, travel to/from training, and accommodation while at training, food, etc.). Please note that the MOHP will identify acceptable facilities and provide Government negotiated rates to minimize costs.
- Provision of simultaneous translation from English to Modern Standard Arabic.

- Evaluation of attendees' performance to help the MOHP decide whether participants should pass to the next level of training.
- Collection and sharing of feedback from attendees and MOHP after each six day course to help shape future trainings should curriculum changes be required.
- Changes to curriculum and course materials should initial trainings be found to not meet the stated objectives.

### *3.2 Exclusions*

- Selection of training attendees.
- Identifying a suitable training venue.

## 4. Work Approach

- Each year for the next 3 years, the MOHP will offer 3 six day training courses. The 3 courses will be a training series, where each progressive six day course will cover more advanced material. Courses will be delivered over an 'academic year', or roughly every 3-4 months, with extensive pre-work, homework and implementation activity expected between courses. In order to ensure that all participants are fit for the next level of training and are motivated to learn, participants attending will be expected to meet certain performance requirements before being invited to the succeeding course. At the start of each year, 90 hospital managers will attend the first course. Only those who acceptably complete the first course (i.e. pass an examination and complete homework and implementation activities) will be invited to attend the second course 3-4 months later. In the same manner, those invited to attend the third stage course will have acceptably completed the second.
- Trainings should focus on Strategy, Leadership/Change Management and Basic Management (e.g. accounting, HR, operations, customer service, etc.). Trainings may include external speakers (e.g. CEO of a well-run private hospital, leader of a successful turnaround, healthcare leader to discuss healthcare trends, etc.) to introduce new ideas and motivate attendees towards making change.
- MOHP will select the initial 90 candidates for each training program; MOHP will also be responsible for inviting participants for succeeding courses using as an input the results of the partner evaluations of each attendee's performance.
- All training courses will be delivered in Egypt (sites and exact dates to be determined).
- Courses will be delivered in English; however, simultaneous translation to Modern Standard Arabic must be available.
- Course materials must be available in both English and Modern Standard Arabic.
- Courses may be conducted by one party or by a consortium of parties (Egyptian or international).
- Curricula should be developed, and later adjusted (after the first year) based on feedback from MOHP and program participants.
- The provider(s) selected by the MOHP to deliver the training must visit Egypt prior to the first training to inform curriculum development.

- 1-2 hours in each six day course should be reserved for an external speaker from one of the pharmaceutical companies funding the project.

## 5. Key Project Deliverables

- Clear training objectives for both the overall program (the 3 part progressive courses to be delivered each year) and each of the individual six day courses.
- Curriculum/content in both English and Arabic for both the overall program (the 3 part progressive courses to be delivered each year) and each of the individual six day courses.
- List of course faculty (both external speakers and those of partner).
- Delivery of training in Egypt with own faculty and external key note speakers (3 six day sessions per year for a period of 3 years).
- Method to evaluate performance of each training participant (including exams).
- Pre-work and homework materials for participants before and after training courses.
- Report evaluating performance of training program participants (to determine who shall proceed to the next training level).
- Report synthesizing feedback from both training participants and from the MOHP after each training five day training course.

Concept papers that address the above criteria and objectives outlined may be submitted under USAID's Annual Program Statement (APS) No. M/OAA/GRO/EGAS-07-063.

USAID/Cairo/HRH/HP will be responsible for the review process and management of the awards. Applicants are required to email concept papers of **no more than 5 pages** to Holly Fluty Dempsey – hdempsey@usaid.gov- at USAID/Cairo on or before **May 07, 2007.** Applicants will receive instructions on whether or not to proceed with a full proposal. USAID/Cairo/HRH/HP will conduct a review of all concept papers received.

*"The Global Development Alliance (GDA) is USAID's commitment to change the way we implement our assistance mandate. GDA mobilizes the ideas, efforts and resources of governments, businesses and civil society by forging public-private alliances to stimulate economic growth, develop businesses and workforces, address health and environmental issues, and expand access to education and technology"*

.For information regarding guidelines and procedures to submit a concept paper, please refer to the 2007 Annual Program Statement posted by the USAID Global Development Alliance Secretariat. The APS can be found at the following website: http://www.usaid.gov/our_work/global_partnerships/gda/