



# Leadership, Management and Sustainability

USAID/Kenya



*Leadership, Management and Sustainability supports health workers to train community health providers on data entry.*

**Funding Level:**

US \$20 million

**Duration:**

April 2010 – April 2015

**Activity Goal:**

- Strengthen the leadership, management, skills and practices of health workers in Kenya

**Activity Accomplishments:**

- Helped incorporate leadership and management components into the training curriculum for the University of Nairobi and Kenya Medical Training College
- Established Masters of Health Systems Management Course at the University of Nairobi School Of Public Health
- Trained close to 900 health workers using the leadership and management challenge model
- Developed the Health Systems Management Course, in partnership with the Ministry of Health, for public health workers
- Spearheaded the establishment of the first Kenya Institute of Health Systems

**Activity Location:**

Nationwide

**ACTIVITY OVERVIEW**

USAID/Kenya's Leadership, Management and Sustainability activity strengthens the leadership, management, skills and practices of health workers in Kenya. The activity works with faith-based organizations and the public and private sector to strengthen health systems.

**ACTIVITY AREAS**

The Leadership, Management and Sustainability activity works with health workforce training institutions to incorporate management and leadership components into their curriculum. It also supports the development of these institutions and works with health employees in management and leadership positions to strengthen their skills.

The activity works with the Ministry of Health to develop guidelines for the selection and practice of management boards. Through management reforms, the activity aims to institutionalize good leadership and management practices.

**ACTIVITY IMPACT**

Cervical cancer is the easiest female cancer to prevent, with regular screening and follow-up, yet it is the second most common cancer and the leading cause of cancer related deaths among women in Kenya, with a screening rate of only 3.2%. Recently, Miritini Dispensary, a small facility established in 2008 in Kilindini, Mombasa, decided to raise awareness on the importance of regular screening for cervical cancer and seeking timely treatment.

The team, when taking part in a Leadership Development Program offered by the USAID-funded Leadership, Management and Sustainability activity, decided to increase the number of women undergoing screening for cervical cancer from an average of six per month to an average of 100 per month within the six-month Leadership Development Program period. The team further challenged themselves to have at least 50% of the screening done through their routine services.

Using the skills learned in the Leadership Development Program, such as scanning their environment and mobilizing community members, the team found low levels of awareness on the importance of regular screening. They then used this evidence to highlight the importance of regular screening through facility health talks, community dialogues and meetings. They also developed a referral system linking cervical cancer screening to all their service delivery points. In addition, the team trained their staff on cervical cancer screening, increasing the number of those with the skills to screen for the disease from one

**Key Partners:**

Ministry of Health: Director of Policy, Planning and Health Care Financing, National AIDS Control Council, and Kenya Medical Supplies Agency

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person before the Leadership Development Program to 14 after the Leadership Development Program.

These efforts led to improved levels of awareness of the importance of regular screening for cervical cancer, resulting in an increased number of women undergoing screening. Not only did the team surpass their target with a monthly average of 134 women screened, but 70% of the screening was through the dispensary's routine services, a sign that this will be sustained beyond the Leadership Development Program. In addition, the integration of services and use of a referral booklet improved the uptake of HIV testing and family planning services.

When asked how they achieved such results in such a short time, Nasibo Sarbo, the clinical officer in-charge said: "we came together as a team and owned this project."



*A nurse from the Miritini Dispensary conducts a leadership meeting with health staff. Miritini Dispensary increased the number of women they screen for cervical cancer with better leadership and management practices.*