





Driving Innovation at the Community Level: How Leveraging Human Resources for Health in the Private Health Sector Can Help Scale and Sustain HIV/AIDS Prevention and Treatment

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Background

National HIV responses in many countries are constrained by human resources for health (HRH) shortages. In order to accelerate and increase the provision of quality HIV and AIDS services in these settings, it is important to leverage private sector HRH. The objective of this qualitative study was to determine private sector best practices supporting the growth and retention of the health workforce for HIV and AIDS service delivery.

Research questions

- 1. Are there specific points along the HIV clinical cascade for which private providers might be better
- 2. What conditions are needed for the private sector to invest resources to increase and maintain staffing levels that will support the scale up of HIV-related service delivery?
- 3. How can community-based HRH be better integrated with and financed by private organizations to sustain their operations?
- 4. What is the role of the public sector in strengthening

the ability of the private sector to finance growth improvements in their HRH to support a strengthened HIV response?



Methods

The assessment consisted of a global literature review and in-depth case studies of 18 private service delivery organizations in South Africa and India.

Country selection

South Africa and India were selected for the study from a pool of eight countries in Asia and sub-Saharan Africa. The two countries were chosen for their large, diverse, and innovative private sectors.

Organization selection

The sample included a mix of:

- Urban and rural facilities
- Large, medium, and small hospitals, health centers, pharmacies, laboratories, chains



Results

Leveraging private providers along the HIV clinical cascade to support 95-95-95 goals

The private sector's unique service delivery models could be - and in many cases are already leveraged to provide differentiated care for patients along the entire HIV clinical cascade. The private sector's agility in designing care delivery models makes it better suited to explore differentiated care models than the more structured public sector.

The private sector leverages expansive scopes of practice to develop innovative

Task-sharing is advantageous for the private sector, as it allows for services to be

low, help workers be more efficient, and improve quality of service delivery.

delivered at lower cost, thereby supporting competitive prices for high quality services.

Private service delivery organizations invest in technology solutions to keep staffing costs

The private sector uses innovative strategies such as short-term contracts, seasonal hiring,

task-sharing, hiring locally, and expanding the age range of the labor pool to staff facilities.

Some services can be supported through seasonal hiring of otherwise unemployed staff. This

enables organizations to surge staffing levels as needed without long-term commitment,

95 Knowing HIV Status

Private sector offers large workforce and interactions to leverage



Private sector can expand access to ART initiation. management, and CHWs, pharmacies, and

95 Viral Load Suppresion

Private sector laboratorie health management companies, and CHWs can expand access to viral load processing, support private providers to take on HIV services, and follow-up with patients to ensure

Integrating and financing Conditions needed for the private sector to invest community-based HRH to sustain resources to increase and maintain staffing levels that will support the scale up of HIV-related service delivery operations

 Private service delivery organizations already employ community-based HRH through a variety of models and finance them as part of the regular operating costs

Role of the public sector

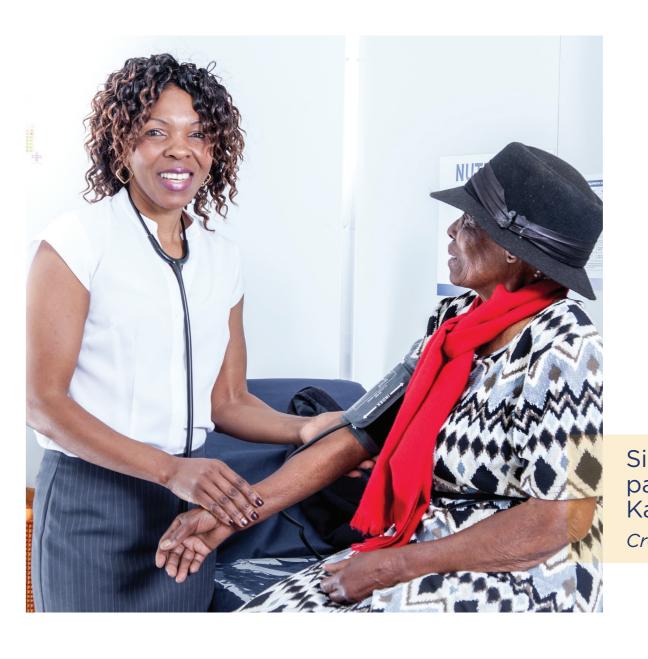
- Carefully designed policies and regulations are needed to support private sector growth, especially for HIV.
- Regulatory requirements and tax incentives for private companies to offer HIV services to their employees create opportunities for the private sector
- Regulations that lower input costs and simplify taxes can help the private sector offer value to their clients
- Public-private service delivery contracts and including private providers in National Health Insurance schemes give private providers a reliable revenue source for HIV and supports movement toward universal health coverage.
- Providers need regulatory regimes that facilitate access to financing for start-up capital and for scaling proven models.

Case Study

The Unjani Clinic Network

Objectives: 1) to empower Unjani nurses, who are all black women, with resources and skills to establish and grow businesses; 2) to create permanent jobs for the nurses, who are the owners and operators of the clinics; 3) to create a sustainable model for primary health care (PHC).

- Founded in 2010, the social franchise has expanded to 42 clinics across five provinces.
- The only nurse-led initiative of its kind in South Africa, Unjani shifts PHC to nurses, who are residents of their local communities, and builds trust and reputation through community-level service delivery.
- Network clinics are overseen by the Unjani Clinics Non-profit Company NPC), which receives corporate social rivestments and enterprise development funding to cover the costs of clinics made from converted shipping containers. Unjani NPC provides supportive funding until they hit a preset monthly patient volume that ensures clinic sustainability, and support structures and professional development to enhance nurses' business and financial skills.
- Clinics are strategically located in low-income areas with high need. All provide a standard list of affordable PHC services, including services across the HIV clinical cascade from HCT to ART. All nurses are either trained or being trained in nurse-initiated and managed ART.
- The network aims to become a national service provider under South Africa's National Health Insurance (NHI) Policy. Unjani plans to expand to 300 clinics treating millions of South Africans nationwide.



oatient at Unjani Clinic Credit: Capital Land Projects

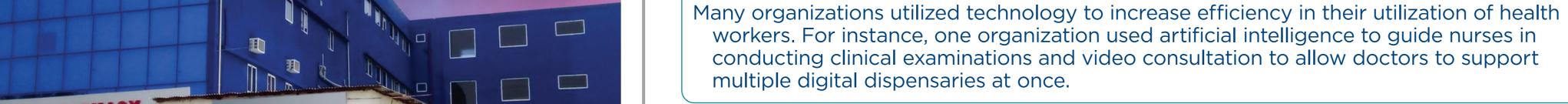
Framework for Action

Policymakers, donors, and implementing partners should keep the following in mind as they seek to leverage private HRH for a stronger HIV response:

- Advocate with the government to make room for the private sector in HIV service delivery—the private sector will not enter in unless they see a market.
- 2. Determine whether the goal is to have the public sector finance private sector care, or to make private sector care more affordable for clients relying on private or out-of-pocket payments. The answer to this question will shape how service delivery organizations utilize their HRH and leverage
- 3. Utilize existing private sector community health workers, pharmacies, and laboratories—they are already present and active in the community, sustainably financed by private funding sources, and can be better engaged to deliver HIV services.
- 4. Put in place regulations like task-shifting for HIV that help broaden the private sector's reach and make private service delivery more affordable to clients paying out-of-pocket for HIV.
- 5. Support private sector service delivery organizations' ability to innovate - it is one of their greatest strengths. Access to technology and equipment and supplies, flexibility about where and when and by whom services are delivered opens possibilities for the private sector to help reach clients that the public sector might not be able to.



Dr. Howard Manyonga with PPO Serve. Credit: Lwazi Mashiya





Tailored Mix of Incentives

nnovative Staffing Strategies

and avoids competing with other health facilities for staff.

Scopes of Practice

Technology Solutions

approaches to hiring and utilizing staff.

Rather than trying to compete with the public sector on wages, private organizations use an organic process to design a mix of incentives tailored to attract and retain priority health

Private organizations have the flexibility to experiment within the fringe benefits package to attract Health workers are attracted to the unique aspects of innovative business and service delivery

Giving health workers opportunities to grow through career pathways and training opportunities are effective retention strategies.

Ensuring female health workers are safe, empowered, and have flexible working conditions promotes their retention.