

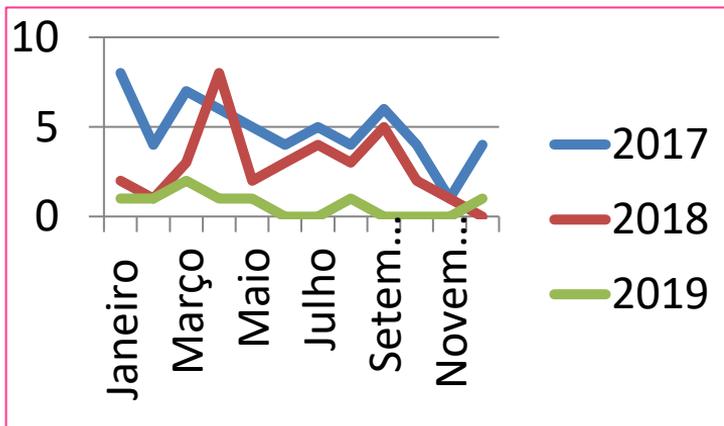
7th ESTHER Ireland Partnerships Forum

Quality Health Partnerships

David Weakliam
Global Health Programme Director, HSE
7nd September 2022



Today we're looking at 'Quality of Partnerships' rather than 'Quality of Care'



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The Meaning of ‘Partnership’

- Where two or more organisations make a commitment to work together on something that concerns them both, develop a shared sense of purpose and agenda, and generate joint action towards agreed targets.

– *Health Education Board, Scotland 2001*

- “Strengthening partnerships built on mutual trust, and supporting development that is locally owned and led”

– *Ireland’s Policy on International Development, 2013*



'Partnership' – important now more than ever

- Increased focus on national interests
- Multilateralism under threat
- Preoccupation with Ukraine conflict
- Cost of living / energy crisis
- Global inequity
- Impact of COVID-19 pandemic
- Climate change

"We are only as strong as the weakest link"

"None of us are safe until all of us are safe"

'Partnership' means commitment and solidarity, especially in a crisis

Partnerships for the Sustainable Development Goals



GOAL 3. Ensure healthy lives and promote well being for all at all ages

GOAL 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

What is a good partnership?

- **Partnership is the way to go, but.....**
 - we want to ensure excellence in what we do
- **What is excellence in partnerships?**
 - Good development / aid practice
 - Good technical assistance
 - Do no harm
 - Value for money
 - Contribution to better sustainable health services

Questions we ask



Are IHPs doing the right things?



What types of IHPs have been most successful?



How can/do IHPs embed change into the institution and wider health system?



What is the additionality of partnership working?



How can we go beyond routine reporting of activities and outputs and challenge IHPs to think about impact, reach, lasting benefit, sustainability and evaluation from the start?

What makes a good partnership?

Domain	Approach
Effectiveness of partnership intervention	<ul style="list-style-type: none">• Use project M&E tools (intervention specific indicators)
Quality of partnership	<ul style="list-style-type: none">• Adherence to ESTHER Charter for Quality of Partnership• ESTHER Ireland Accreditation• THET Principles of Partnership
Lasting benefits of partnership approach	<ul style="list-style-type: none">• ESTHER EFFECt Tool

Quality of Partnership

- Adherence to national policies and strategies
- Formal agreements between partnerships institutions
- Reciprocity/mutuality
- Joint and equal responsibility
- Capability
- Equity and respect
- Transparency
- Ethics



CHARTER

QUALITY OF PARTNERSHIP

ESTHER is a Development Cooperation Initiative. The European ESTHER Alliance main mode of action is the twinning between hospitals, Universities, National laboratories, Research Institutions and their counterparts in partner countries. It supports North-South and South-South partnerships to strengthen individual and institutional capacities, reduce north/south inequalities in health and improve quality health care in low income countries. Quality of partnership is key to reach these goals. The ESTHER Charter for Quality of Partnership is a guiding document for any stakeholders willing to support twinning arrangement and implement quality interventions through ESTHER alliance twinings.

Successful hospital and institutional twinings contribute to health system strengthening and sustainable development of human resources for health. Twinning, as a Development Cooperation instrument, is a mechanism that provides a real added value to accompany a public health policy deployment in low income countries. ESTHER experience indicates that respect of key principles and rules strongly optimize the quality of partnership.

Current and future ESTHER partners aim at following these Charter principles to ensure the quality of partnerships and increase impact of interventions in country partners

1. Adherence to national policies and strategies

- *Partnership follows a country partners' demand driven process.*
- *ESTHER strategy in country partners is validated by national health authorities before starting operations.*
- *ESTHER should be included in the bilateral Cooperation arrangements between European country members and country partners.*

What makes a good partnership?

Domain	Approach
Effectiveness of partnership intervention	<ul style="list-style-type: none">• Use project M&E tools (intervention specific indicators)
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Capacity
Development
International

developing potential, transforming practice



EVALUATION FRAMEWORK FOR EFFECTIVENESS OF INSTITUTIONAL HEALTH PARTNERSHIPS

To develop and test an evaluation framework for IHPs, building on existing evaluation frameworks and best practice with a focus on indicators that capture whether the partnership approach has a lasting benefit

Development of EFFECt Tool



There were a lot of tools to evaluate projects, but not to evaluate partnerships



The evidence for the effectiveness of Institutional Health Partnerships was not strong, both in terms of quantity and academic rigour



Seek to measure impact, reach, lasting benefit and sustainability of health partnerships

The History of the EFFECt Tool

 **2017**

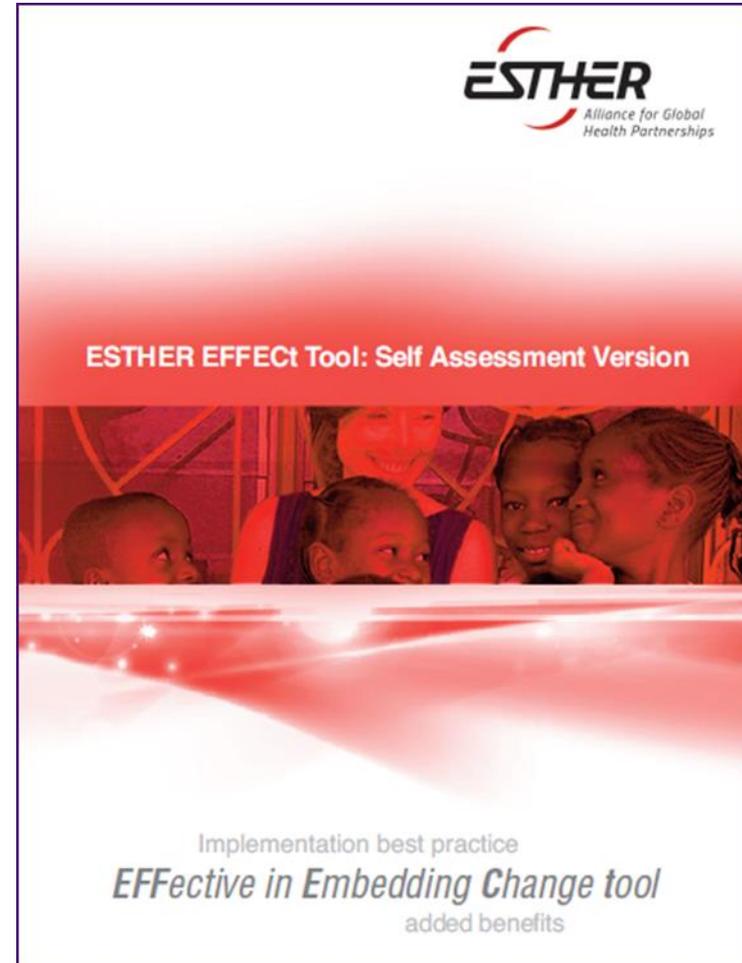
In 2017, a first version of the tool was ready for pilot testing

A new self-assessment EFFECt Tool was developed and released in August 2021

 **Aug. 2021**

ESTHER EFFECT Tool

- **EFF**ective in **EM**bedding **C**hange
- Designed for completion by programme partners
- Key areas of focus:
 - Effectiveness of implementation
 - Effectiveness of capacity strengthening
 - Embedding sustained change
 - Added value of working in partnership

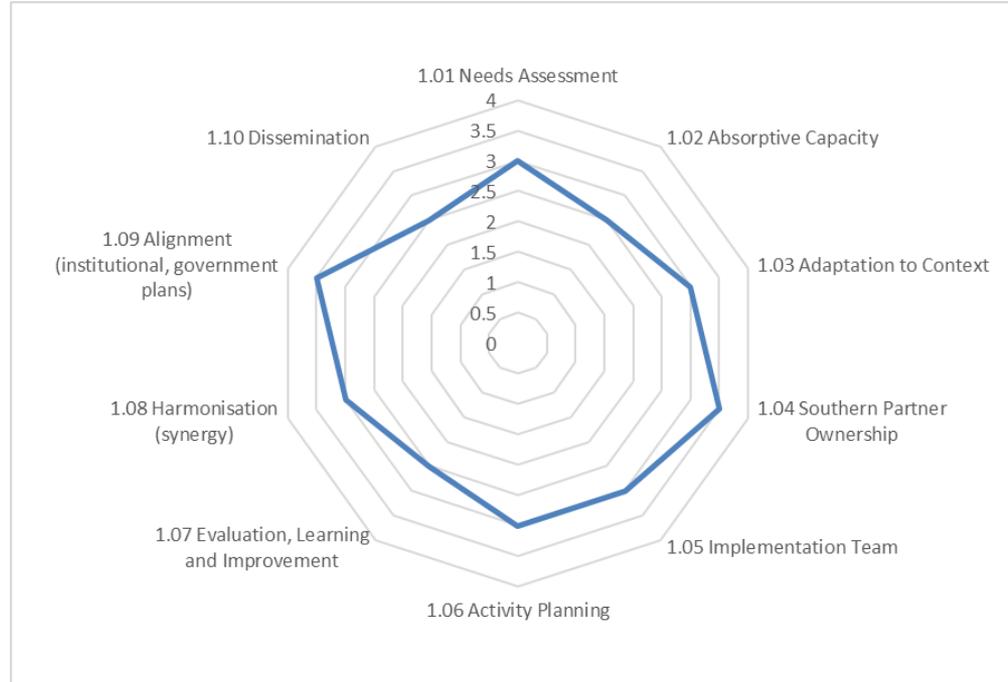


Module One: Implementation Best Practice

Please complete this entire module

WORKING TOWARDS BEST PRACTICE						
1.01	Needs assessment Identification of the need for the partnership initiative...	Not applicable <input type="checkbox"/> Do not know <input type="checkbox"/> Too soon <input type="checkbox"/>	<input type="checkbox"/> did not involve the southern partner(s) or stakeholders.	<input type="checkbox"/> had limited consultation with the southern partner(s).	<input type="checkbox"/> was made jointly with the northern and southern partner.	<input type="checkbox"/> was made jointly , or solely by the southern partner(s), and their stakeholders .
1.02	Absorptive capacity (ability to fully benefit from the capacity building) The staff in the southern institution(s) involved in the partnership initiative...	Not applicable <input type="checkbox"/> Do not know <input type="checkbox"/> Too soon <input type="checkbox"/>	<input type="checkbox"/> find it difficult to make time for the activities of the initiative.	<input type="checkbox"/> have sufficient time to participate in planned activities of the initiative.	<input type="checkbox"/> have sufficient time to participate and manage activities within the initiative.	<input type="checkbox"/> have sufficient time to participate, manage and embed activities as part of routine work within their institution.
1.03	Adaptation to context Design and delivery of the partnership initiative has...	Not applicable <input type="checkbox"/> Do not know <input type="checkbox"/> Too soon <input type="checkbox"/>	<input type="checkbox"/> not been adapted to the southern partner(s) context.	<input type="checkbox"/> partially been adapted to the southern partner(s) context.	<input type="checkbox"/> been jointly developed by northern and southern partners to ensure adaptation to context.	<input type="checkbox"/> been jointly developed and the southern partner(s) is/are responsible for future adaptation as required.

Report Output



EFFECt Tool: Discussion Guide

The purpose of the EFFECt tool is to help guide your discussion about the quality of your partnership and identify potential areas for improvement. The information is not recorded (see report, etc) and is intended to be shared only between partners. Please feel free to add your own topics, which you would like to share or address within your partnership.

Health Partnerships between Northern and Southern countries aim to be equal and beneficial to both institutional health partnerships. The EFFECt tool encourages both partners to reflect on and evaluate their role within the partnership, moving away from the traditional expectation that the Northern Partner automatically leads the project and instead supports the notion of an equally balanced relationship equality in the partnership.

After the teams of both (all) partners have completed the EFFECt tool, please discuss the following:

1. Are there any areas, in which both partners disagree in their assessment – discuss potential reasons behind this discrepancy.
2. Are there any areas, in which one/both partners see room for improvement – discuss each partner's point of view/reasons for the need for improvement or difference in perspectives.
3. If there are areas, which have been identified as having room for improvement, please discuss how these changes could be implemented.
4. Are there areas where the quality of the partnership has been really successful – discuss reasons for how and why it has been so successful, and how to keep this up.
5. The EFFECt tool also how partnership activities align with national plans – discuss to what extent activities are fully in line with national guidelines/plans and what documents are used to assure this. Should your partnership not be sure to what extent your activities are aligned with national guidelines, please make a plan on how to align.
6. Capacity building is an important part of health partnerships. discuss how much this is conducted on an institutional level. Capacity building should be for teams, rather than individuals.
7. Spread and scale-up of your activities is important. Please discuss how you are ensuring this. Note that replication may not happen immediately.

Define key terms here of a clear plan how to improve the quality of your partnership:

Areas for improvement:	<input type="text"/>
Goal:	<input type="text"/>
Objectives:	<input type="text"/>
How will this be carried out:	<input type="text"/>
Who will carry this out:	<input type="text"/>
Time frame:	<input type="text"/>

EFFECt Tool: Self Assessment Version

Effective in Embedding Change tool



The new self-assessment EFFECt Tool is:

More user friendly

Takes less time to complete

More accessible to those whose native language is not English

How to Use the EFFECt Tool?



It consists of questionnaire and a discussion guide



The tool is available for download at: www.esther.ie



It takes between 20 to 30 minutes to complete



The tool is designed to be used per project rather than overall for the partnership, where you have multiple projects



The information is not recorded (nor reported) and is intended to be shared only between partners

EFFECt Tool

- ❖ The EFFECt tool provides a robust framework that allows institutional health partnerships to assess and improve their own practice.
- ❖ The purpose of the EFFECt Tool is to help guide your discussion about the quality of your partnership and identify potential areas for improvement.
- ❖ It does not replace routine project monitoring and evaluation but can be used to complement it.

Document learnings from working with other countries and apply these in the HSE

2020
Mavalene General Hospital



Aim (2016)

- To reduce gynaecology waiting times from 60 to 30 days

Progress (2020)

- Reduced to 20 days
- Improvement sustained to 2020
- Approach being applied in other wards

CHAMPION PARTNER ENABLE DEMONSTRATE www.qualityimprovement.ie @NationalIP

HSE Health Service Executive

Francis & Taylor
Improving Quality



TOOLKIT FOR THE COLLECTION AND APPLICATION OF LEARNING GAINED THROUGH PARTICIPATION IN GLOBAL HEALTH ENGAGEMENT



Get team cut waiting list and -

[hse.ie/eng/about/our-health-service/making-it-better/cork-team-cut-waiting-list-and-win-hse-excellence-award.html?utm_source=broadcast&utm_medium=email...](https://www.hse.ie/eng/about/our-health-service/making-it-better/cork-team-cut-waiting-list-and-win-hse-excellence-award.html?utm_source=broadcast&utm_medium=email...)

Your Health

Cork team cut waiting list and win HSE Excellence Award

MORE ARTICLES



Flu champion at Our Lady of Lourdes Hospital in Drogheda

15th October 2020

Martin Smith, the flu champion at Our Lady of Lourdes Hospital in Drogheda, was full of praise for the efforts of his...

Feedback

15:02 16/10/2020

**More on ESTHER Ireland
accreditation.....**