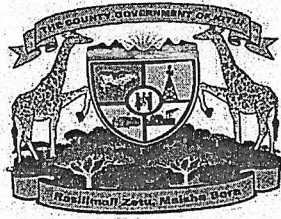


# COUNTY GOVERNMENT OF KITUI



## THE COUNTY ASSEMBLY

### THIRD ASSEMBLY – (THIRD SESSION)

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#### COMMITTEE ON HEALTH AND SANITATION

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REPORT ON THE TRAINING WORKSHOP ON STRATEGIES FOR  
STRENGTHENING COUNTY HEALTH SYSTEMS TO EXPAND ACCESS TO  
HIGH-QUALITY HEALTH SERVICES, HELD IN ADDIS ABABA, ETHIOPIA.

CLERK'S CHAMBERS,  
COUNTY ASSEMBLY OF KITUI,  
P.O. BOX 694-90200.  
KITUI.

NOVEMBER, 2024

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## ABBREVIATIONS

|        |   |  |
|--------|---|--|
| CASH   | - | Clean and Safe Hospitals initiative                              |
| EHAQ   | - | Ethiopia Hospitals Alliance for Quality                          |
| EHRIG  | - | Ethiopian Hospital Reform Implementation Guidelines The          |
| ESAMI  | - | Eastern and Southern African Management Institute                |
| FMHACA | - | Food, Medicine, Health Care Administration and Control Authority |
| GDP    | - | Gros Domestic Product  |
| GOK    | - | Government of Kenya  |
| HIT    | - | Health Information Technology                                    |
| HIV    | - | Human Immunodeficiency Virus                                     |
| HSTP-I | - | Health Sector Transformation Plan -I                             |
| ISO    | - | international organization for standards.                        |
| KEMSA  | - | Kenya Medical Supplies Authority                                 |
| (KPIs) | - | Key Performance Indicators                                       |
| MCA    | - | Member of County Assembly  |
| NGOs   | - | non- governmental organizations                                  |
| NHIF   | - | National Health Insurance Fund                                   |
| SHA    | - | Social Health Authority  |
| SHIF   | - | Social Health Insurance Act                                      |
| UHC    | - | Universal Health Care  |
| WHO    | - | World Health Organization  |

## EXECUTIVE SUMMARY

This report gives the findings of the Sectoral Committee on Health and Sanitation following the recent training workshop and study visit to Addis Ababa, Ethiopia, held from 11<sup>th</sup> November to 16<sup>th</sup> November 2024. This visit aimed to explore and train on strategies for strengthening county health systems to expand access to high-quality health services essential for health and economic development in Kitui County.

Ethiopian economic growth remained strong even as the world faced difficult macroeconomic instability, and various economic and social challenges as a result of the outbreak of the COVID-19 pandemic. The GDP increased by 6.1%, much more than the 3.5% average growth forecast for Sub-Saharan Africa. This was as a result of the implementation of the first Health Sector Transformation Plan hence achieving significant gains in population health and improving access to and utilization of health services.

The Kitui County Health system faces many challenges including a lack of equipment, systems, personnel, structures, etc. To effectively overcome these challenges and promote access to high-quality health services, the Committee on Health and Sanitation trusts that by adopting the key strategies from Ethiopia, like empowerment and Support, health care planning and implementation, access to resources and funding, Health care Standards and guidelines and Regular Monitoring and accountability of health systems would go along with strengthening county health systems to expand access to high quality health services.

Key findings from the training workshop were: -

1. The crucial need for empowerment and support to the citizens on health care matters.
2. The importance of Health care planning and implementation of strategies.
3. The importance of health care standards and guidelines of work.
4. The critical need for regular monitoring and accountability of health systems.

Based on the findings, the committee's recommendations to Kitui County were as follows: -

1. The need to utilize Medical Professionals through deployment of enough Nurses, Clinicians, and Doctors to all health facilities to enhance quality health care.
2. Development of Health care and system strategies in the facilities.
3. Increased budgetary allocation to the health sector, together with effective oversight.
4. Establishment of health care standards and guidelines through quality alliances in the hospitals, clean and safe initiatives, work ethics and controls to ensure quality control and quality improvement at all levels.
5. Enhancement of collaborative partnerships with government agencies, non- governmental organizations (NGOs) and other key stakeholder to ensure effective and efficient health care supplies.

By implementing these recommendations, Kitui can strengthen the Health systems so as to expand access to high quality health care services to the citizens.

## CHAPTER ONE

### 1.0 PREAMBLE

**Mr. Speaker Sir,**

On behalf of the Members of the Sectoral Committee on Health and Sanitation, and pursuant to the provisions of Standing Order 190(5)(g), it is my Honor to present to the House the Committee's report on the training on Workshop on strategies for strengthening county health systems to expand access to high-quality health services. This training was organized and conducted by the Eastern and Southern African Management Institute (ESAMI) from November 11th to 16th, 2024, in Addis Ababa, Ethiopia.

The County Assembly chose ESAMI due to its reputation as a Pan-African Regional Management Development Centre, known for its service and market-oriented approach. ESAMI offers specialized high-level management training, development programs, consultancy, and action-oriented management research services.

### 1.1 Composition of the Committee

**Mr. Speaker Sir,**

Currently, the composition of the Committee on Health and Sanitation is as follows: -

1. Hon. Bernard Mwangangi Munyasya – Chairperson
2. Hon. Kyalo Kimuli – Vice Chairperson
3. Hon. Malinga Munyao - Member

#### 1.4 Acknowledgement.

**Mr. Speaker Sir,**

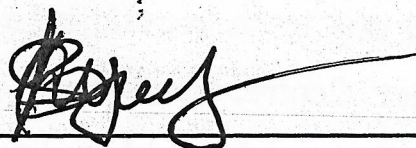
The delegation appreciates the office of the Speaker and that of the Clerk of Assembly for the opportunity and support given to them to train in Ethiopia.

The delegation also grateful to ESAMI for organizing the training and in particular Dr. Titus Oyoo Otieno; the facilitator for the interactive study sessions and also the Harmony Hotel Personnel for taking the delegation for a study visit on various places in Addis Ababa.

**Mr. Speaker,**

On behalf of the Committee, I now wish to table this report and urge the House to adopt the same and the recommendations therein.

SIGNED BY: \_\_\_\_\_



DATE: \_\_\_\_\_

26/11/2024

**BERNARD M. MUNYASYA, MCA**

**CHAIRPERSON, COMMITTEE ON HEALTH AND SANITATION**

**COUNTY ASSEMBLY OF KITUI**



## CHAPTER TWO

### 2.0 BACKGROUND INFORMATION

**Mr. Speaker Sir,**

Pursuant to Article 185 of the Constitution of Kenya, 2010, and Section 8 of the County Government Act, 2012, the County Assembly is mandated to receive and approve plans and policies for the development and management of infrastructure and institutions within its jurisdiction, while ensuring the prudent use of public resources through oversight and policy formulation.

**Mr. Speaker Sir,**

It is imperative to note that a productive population is a key driver of economic development, which is why Kenya is prioritizing investment in Universal Health Care (UHC) to ensure its people remain healthy. Beyond health financing, UHC advocates for the establishment of efficient health service delivery systems, adequate health facilities and human resources, robust information systems, good governance, and enabling legislation. Improving the quality of healthcare continues to be a long-term and ongoing priority for the country's health system.

**Mr. Speaker Sir,**

Article 43 of the Constitution of Kenya, 2010, guarantees the right to quality healthcare, stating that "every person has the right to the highest attainable standard of health." Additionally, Vision 2030, Kenya's flagship long-term national development agenda, outlines priority reforms aimed at maintaining a healthy workforce. These include restructuring the health sector's leadership and governance mechanisms, improving the procurement and availability of

essential medicines and medical supplies, modernizing health information systems, accelerating the development of health facility infrastructure to improve access, advancing human resources for health, developing equitable financing mechanisms, and establishing social health insurance.

Since 2014, the country's health sector agenda has been guided by the Kenya Health Policy (2014–2030), with the goal of achieving the highest possible standard of health that is responsive to the needs of the population. This policy supports the provision of equitable, affordable, and quality health services at the highest attainable standards for all Kenyans.

**Mr. Speaker Sir,**

The World Health Organization's (WHO) framework for action on advancing Universal Health Coverage (UHC) emphasizes the importance of strengthening governance and accountability as one of its five strategic focus areas. The development of a policy with clearly articulated strategies for enhancing the quality of health service delivery is a crucial first step that will support the creation of processes and structures to ensure quality.

**Mr. Speaker Sir,**

The Kitui County health system faces numerous challenges, including the existence of many health facilities that remain non-operational due to a lack of equipment, drugs, personnel, and other essential resources. In some areas, there are too many health facilities, while in others, there is a severe shortage, with some areas lacking even a single facility.

To effectively address these challenges and promote access to high-quality health services, the Committee on Health and Sanitation is focused on gaining

a comprehensive understanding of county health systems, with an emphasis on equity, innovation, and sustainability.

Additionally, the Committee is developing strategies to strengthen the county's health systems, concentrating on actionable solutions to overcome these challenges, improve service delivery, and advocate for systemic change.

## **2.1 Justification for The Training**

**Mr. Speaker Sir,**

The Committee on Health and Sanitation is mandated to oversee the sector by ensuring adequate budgetary allocations, formulating policies to enhance access to high-quality health services, and providing oversight to ensure the prudent use of allocated resources. To effectively fulfill this mandate, the Committee must ensure that all its members are equipped with the necessary skills and knowledge to carry out their responsibilities.

**Mr. Speaker Sir,**

In this spirit, the committee scheduled for a training and a study visit altogether in Addis Ababa, Ethiopia conducted by ESAMI as from 11<sup>th</sup> to 16<sup>th</sup> November, 2024. The aim of the study visit was to learn actionable strategies for strengthening county health systems to expand access to high-quality health services in the county.

**Mr. Speaker Sir,**

The delegation chose to visit Ethiopia due to its successful implementation of the first Health Sector Transformation Plan (HSTP-I) from 2015/16 to 2019/20, which contributed to significant gains in population health and improved access to and utilization of health services. Despite facing global

macroeconomic instability and various challenges, including the outbreak of the COVID-19 pandemic, Ethiopia's economic growth remained strong. In the fiscal year 2019/20, Ethiopia's GDP grew by 6.1%, significantly outperforming the 3.5% average growth forecast for Sub-Saharan Africa.

By studying Ethiopia's practices, the Committee aims to adopt actionable strategies for strengthening county health systems, with the goal of improving access to and utilization of health services.

## **2.2 Objectives of the Training**

**Mr. Speaker Sir,**

The training, along with the study tour, was conducted pursuant to the Committee's mandate and in line with its annual work plan. The general objective of the training was to provide a comprehensive exploration of strategies for strengthening health systems to expand access to high-quality health services in Kitui County. It emphasized a collaborative approach to addressing healthcare challenges while leveraging innovative strategies and engaging stakeholders.

The training aimed to achieve the following key objectives:

To understand the function and significance of county health systems.

- i. To analyze the various barriers that prevent Kitui citizens from accessing high-quality health services.
- ii. To learn how to formulate and implement evidence-based strategies for strengthening county health systems.
- iii. To explore how integrated care models can transform service delivery.

- iv. To understand the role of health information technology (HIT), telehealth service delivery, and patient engagement.
- v. To learn ways of designing community engagement strategies to ensure that health services are culturally relevant and meet the specific needs of Kitui County citizens.
- vi. To assess the effectiveness of health interventions and programs.
- vii. To understand the importance of policy advocacy in supporting the health system.

## CHAPTER THREE

### 3.0 OVERVIEW OF HEALTH CARE SYSTEMS IN KENYA VIS-À-VIS ETHIOPIA

**Mr. Speaker Sir,**

Good health and longevity are fundamental to human life. Healthy individuals are more vibrant, energetic, and have a positive outlook on life. These traits not only positively influence social infrastructure but also contribute to economic development. Health and well-being drive both economic and social progress, and in turn, economic security and social cohesion are key determinants of health. Health expenditures are often a significant portion of national budgets and are typically one of the largest items of government expenditure, providing a substantial opportunity to influence national economies.

**Mr. Speaker Sir,**

Good healthcare is essential for reducing poverty and enabling communities to prosper, as it allows resources to be directed toward other development projects. The COVID-19 pandemic highlighted the disparities in healthcare access across many countries. Inadequate healthcare negatively impacts the economy, gender equality, nutrition, the environment, and education.

**Mr. Speaker Sir,**

Ethiopia had an estimated mid-year population of 99.7 million in 2019/20, making it Africa's second-most populous country and ranked 12th globally. The country is projected to have a population of 122.3 million by 2030. Over 55% of Ethiopians are under the age of 20, and less than 25% live in urban areas.

**Mr. Speaker Sir,**

Ethiopia's economic growth remained strong even as the world faced macroeconomic instability and various economic and social challenges due to the outbreak of the COVID-19 pandemic. In the fiscal year 2019/20, real GDP grew by 6.1%, significantly surpassing the 3.5% average growth forecast for Sub-Saharan Africa. This growth was driven by the implementation of the first Health Sector Transformation Plan (HSTP-I) from 2015/16 to 2019/20, which resulted in significant improvements in population health and increased access to and utilization of health services. Health outcome indicators showed notable progress, with significant reductions in morbidity and mortality from major communicable diseases such as HIV, tuberculosis, and malaria. Additionally, maternal and child health improvements saved millions of women and children's lives.

**Mr. Speaker Sir,**

Ethiopia is currently implementing its five-year health strategic plan for the period 2020/21–2024/25, known as the "Second Health Sector Transformation Plan (HSTP II)." HSTP II aims to improve the health of the population by making progress toward Universal Health Coverage (UHC), fostering transformation, and protecting people from emergencies. The Ethiopian Hospitals Alliance for Quality (EHAQ) and the Clean and Safe Hospitals Initiative (CASH) are built on the experiences of implementing the Ethiopian Hospital Reform Implementation Guidelines (EHRIG). The establishment of the Food, Medicine, Health Care Administration and Control Authority (FMHACA) has facilitated the development of various regulatory standards for both private and public health facilities at different levels of care.

These initiatives have laid the foundation for the Health Sector Transformation Plan (HSTP), which places significant emphasis on quality through proper planning, control, and continuous improvement at all levels.

**Mr. Speaker Sir,**

Recently, the Government of Kenya (GOK) has reaffirmed its commitment to achieving Universal Health Coverage (UHC) as part of the Kenya Vision 2030, the long-term national development blueprint. The goal is to establish an efficient, high-quality healthcare system that enhances the well-being of all Kenyans.

In 2018, the Kenya Government piloted a UHC model in four (4) counties to be implemented through a health system strengthening approach. The four counties included; Kisumu, Machakos, Nyeri and Isiolo. The four counties were selected because they collectively have a high prevalence of communicable and non-communicable diseases, high population density, high maternal mortality and high incidences of road traffic injuries. The pilot counties in the first phase of the two-phased UHC model intended to be a reality for households in all 47 counties in the following years. Machakos County which is similar to Kitui County in terms of hospital infrastructure and the number of facilities was among the selected counties for UHC pilot. Similarly, Kitui County could incorporate similar results as those derived from Machakos, in addition to the unique circumstances outlined in this report as it faces similar challenges, including high traffic volumes along the Garissa-Nairobi highway.



**Mr. Speaker Sir,**

To implement Article 43 of the Constitution of Kenya (2010), Parliament enacted the Social Health Insurance Fund (SHIF) Act No. 16 of 2023. This legislation establishes a framework for managing social health insurance and creates the Social Health Authority (SHA). Effective October 1, 2024, the SHA replaced the National Health Insurance Fund (NHIF). The SHA is responsible for overseeing healthcare service delivery through paneled and contracted healthcare providers and facilities. Its primary goal is to ensure that all residents of Kenya can access a comprehensive range of quality health services without financial hardship.

**Mr. Speaker Sir,**

Equitable access to essential services and protection against financial hardship are key dimensions of Universal Health Coverage (UHC) and indicators of health system performance. For Kitui County to enhance its health system performance, coordinated action at the county, national and international levels is required in three interconnected policy areas: service delivery, financing, and governance. Health system frameworks shaped by policy decisions, are crucial determinants of overall health system performance.

### **3.1 Highlights of the Training**

**Mr. Speaker Sir,**

Dr. Titus Otieno Oyoo has a Master's degree in Public Health. He is a trainer in the area of health at ESAMI and has a wealth of experience of over 20 years in standardization, specializing in Standards Development and planning,

implementing and overseeing key improvements to drive business growth and efficiency. He is also a director at the public Health Officers and Technicians Council and Bradmond Health Care Limited respectively.

The training covered the following topics and field work (visit to several site):

1. Introduction to County Health Systems;
2. Understanding Health Disparities;
3. Barriers to Accessing Health Services;
4. Strategic Planning for Health System Strengthening;
5. Integrated Care Models;
6. Technology in Health Services;
7. Community Engagement and Empowerment;
8. Policy Advocacy for Health System Improvement;
9. Quality Improvement in Health Services;
10. Measuring Outcomes and Program Effectiveness;
11. Sustainability of Health Programs.

### **3.1.1 Introduction to County Health Systems**

Definition of Health according to WHO is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. Health Systems are the set of things working together to ensure one gets the quality health care need. The training highlighted the historical evolution of health care systems and the key stake holders and their functions.

A health system promotes, restores and maintains health. It is a complex thing made up of all the actions, actors, resources, and mechanisms involved in delivering health care services to meet the health needs of the population.

Health care is the multiple services rendered to individuals, families or communities by the agents of health services or professionals for the purposes of promoting, maintaining, monitoring or restoring health.

The training highlighted different models of health care such as Positive Vs Negative, Preventive Vs Curative and Biomedical Vs social model. To sum-up all models of health care systems are imperfect and there is no model which is the best, broadly accepted and recommended but a combination of them could be best. There are big differences among countries in relation to the goals, structure, organization, finance and the other characteristics of the health care systems. These differences are influenced by history, traditions, socio-cultural, economic, political and other factors.

### **3.1.2 Understanding Health Disparities**

According to WHO, Health care disparities is the differences in health outcomes that are closely linked with social economic and environmental disadvantages while disparity is lack of similarity of equality, any quality differences or the condition of being unequal.

#### **3.1.2.1 Determinants of Health Disparities**

- (i). Behaviour – one's personal behavior.
- (ii). Physical environment.
- (iii). Social environment that how we socialized or group.
- (iv). Biology – like the bacterial infections.
- (v). Individual character.

### **3.1.2.2 How to Measure Health Care Disparities**

- (i). Through prevention quality.
- (ii). Conducting vital statistics on population, birth and death rates.
- (iii). Assessing the people who have access health insurance.
- (iv). Income per capital for a county in terms of age brackets.
- (v). Using the clinical indicators.

### **3.1.2.3 Solutions to Health Care Disparities**

- (i). Through implementation of quality affordable health care for all.
- (ii). Improving quality and efficiency in health care services.
- (iii). Prevention of chronic diseases burden and improving public health.
- (iv). Ensuring transparency/ programme integrity.
- (v). Improving access to innovative medical therapies.
- (vi). Community living assistance services and support.
- (vii). Revenue provision.
- (viii). The use of public programmes/forums.

### **3.1.3 Barriers to Accessing Health Services**

Barriers to access health services include the following: -

- (i). Geography of the area in terms of road and road networks.
- (ii). Financing – money to pay for health services.
- (iii). Culture.
- (iv). Race.
- (v). Language.
- (vi). The uninsured population.

- (vii). The minorities.
- (viii). Low-income population.
- (ix). People with low or little education.
- (x). People with special needs /disabled.
- (xi). People with chronic illness.
- (ix). Use of e-technology in provision of health services like consultation and prescription of medicines.

### **3.1.4 Strategic Planning for Health System Strengthening**

It covers strategic planning frameworks, setting measurable objectives, and conducting stakeholder analysis. Strategic Planning emphasizes the importance of a structured approach to health system improvements.

### **3.1.5 Integrated Care Models**

The concept of integrated care includes models such as Patient-Centered Medical Homes and Accountable Care Organizations. Strategies for implementing these models helps to promote cohesive service delivery.

### **3.1.6 Technology in Health Services**

Healthcare technology is application of organized knowledge and skill in the form of devices, medicines, vaccines, procedure, and systems developed to solve a health problem and improve quality of lives.

Health information technology is a key enabler for enhanced service delivery. The role of electronic health records, data sharing, and telehealth in

expanding access and improving patient engagement is very important in electronic Health services. Dramatic improvements in networking and computer have expanded options for medical treatments and also transformed how clinicians perform their duties. As providers at hospitals and health systems embrace value -based health reimbursement models, these solutions help healthcare professionals to improve patient care, create better experiences and reduce burnout.

### **3.1.7 Community Engagement and Empowerment**

This involves the principles of community engagement, strategies for outreach, and the importance of building partnerships. Successful community engagement/empowerment forums indicate the impact of effective community involvement in health services.

### **3.1.8 Policy Advocacy for Health System Improvement**

**Policy** is Broad statements of goals, objectives and means that create framework for activities.

**Policy makers** are those who make policies.

**Policy process** is the way in which policies are initiated, formulated, developed, negotiated, communicated, implemented and evaluated.

**Policy area** is the area of specialty e.g. this may be health, environment, education or trade.

**Public policy** is the actions a government chooses to take or not take in response to a problem or issue. It is a set of principles and standards that guide a government's management of public affairs.

### **3.1.8.1 Importance of a Health Policy**

Healthcare policy is important because it helps establish guidelines that benefit patients, healthcare organizations, and our healthcare system.

Having protocols in place can help prevent human error and poor communication around medical decisions.

### **3.1.8.2 Policy Making Framework**

In policy making framework, there are policy actors, the activity, process and content. The methods of developing a policy are democratic and autocratic process.

#### **Policy Actors**

are involved in making of policy decision e.g. ministers, top-level civil servants and politicians. They include interest organizations, media, courts, citizens etc. Interest organizations represent the opinions and interests of their members in policy making and seek to influence policy making in accordance with their views and interests.

## **Policy Activity**

The activity is to carry out stakeholder mapping to be part of health policy making. They include developing, implementing and evaluating health policies.

## **Policy Process**

Is the way in which policies are created, negotiated, implemented and evaluated. The process includes agenda setting, policy formulation, policy implementation and evaluation.

## **Policy Contents**

Is a set of government policies that aim to improve the health of a community. They include, plans, decisions, and actions that regulate the health sector and the relationship between patients, health care providers and insurers.

### **3.1.8.3 Analyzing the Health Policy**

Health policy analysis is a method for evaluating and understanding how health policies are created and implemented. Its is a crucial part of health policy and systems. It highlights the implementation gap in the general health, identifies the need for new policies, assess the pros and cons of current policies identifies opportunities for advocacy and monitors policy implementation.



### **3.1.9 Quality Improvement in Health Services**

Quality is the inherent ability of a product or service to meet requirements which are found in standards.

ISO means international organization for standards.

ISO 7101 is an internal standard that gives guidance/recommendation on how any health care organization can improve its healthcare services to safe effective, efficient and timely services.

#### **3.1.9.1 Importance and Credibility of ISO 7101**

- i). It is designed to work in all healthcare organization and cultural contexts in any county or region.
- ii). It helps to focus on timely, safe and people centered care.
- iii). It was intentionally negotiated through ISO consensus method using multi-stakeholders' approach.
- iv). It incorporates the real-life experience of its many contributors, builds on intermate norms and standards.

#### **3.1.9.2 Features/Requirements of Acquiring ISO Standards**

- i). Hospital management leadership
- ii). Public participation
- iii). Process approach – how people are treated.
- iv). Evidence based decision making
- v). Process improvement
- vi). Customer focus

vii). Quality principles

### **3.1.10 Measuring Outcomes and Program Effectiveness**

Measuring outcomes entails defining key performance indicators (KPIs), robust data collection and conducting impact assessments of health interventions.

### **3.1.11 Sustainability of Health Programs**

Strategies for sustainability of health programs include: -

- i). Securing long-term funding and resources.
- ii). Public participation (stakeholders' engagement)
- iii). Establishing sustainable partnerships.
- iv). Planning for the future of health service delivery were explored.

## CHAPTER FOUR

### 4.0 Committee Findings and Lessons Learnt

**Mr. Speaker Sir,**

The delegation successfully completed a training in Addis Ababa, Ethiopia, and developed the following observations, findings, and lessons learned regarding strategies that can be employed to strengthen county health systems and expand access to high-quality health services.

#### **1. Empowerment and Support**

The committee learned that empowerment through public forums, awareness campaigns, and citizen support is crucial. Quality healthcare plays a key role in reducing poverty and enabling communities to thrive. Inadequate healthcare, on the other hand, negatively impacts the economy, gender equality, nutrition, the environment, and education.

In Ethiopia, this has been successfully achieved through empowerment forums and ensuring healthcare access for all, resulting in significant improvements in population health and increased access to and utilization of health services.

#### **2. Health care planning and implementation of strategies is important**

The committee emphasizes that effective planning and implementation of strategies are essential for maintaining a stable county economy and ensuring a healthy population.

Ethiopia's economic growth remained strong, even amid global macroeconomic instability and the challenges posed by the COVID-19

pandemic. This success was largely due to the implementation of the first Health Sector Transformation Plan. The plan contributed to significant gains in population health, improved access to and utilization of health services, and notable reductions in morbidity and mortality associated with major communicable diseases.

### **3. Access to resources and funding**

The committee learned that access to resources and funding from the national government significantly impacts the health of the population. Healthy individuals are more vibrant, energetic, and have a more positive outlook on life, which in turn positively influences social infrastructure and economic development. Health expenditures often make up a substantial portion of national budgets and are typically one of the largest categories of government spending, presenting a significant opportunity to influence national economies.

In Ethiopia, the government has implemented a Universal Health Coverage (UHC) initiative aimed at improving the health of the population by fostering transformation and protecting citizens from emergencies.

### **4. Formulation of Health care Standards and guidelines of work**

The committee learned that access to resources and funding from the national government significantly impacts the health of the population. Healthy individuals are more vibrant, energetic, and have a more positive outlook on life, which in turn positively influences social infrastructure and economic

development. Health expenditures often make up a substantial portion of national budgets and are typically one of the largest categories of government spending, presenting a significant opportunity to influence national economies.

In Ethiopia, the government has implemented a Universal Health Coverage (UHC) initiative aimed at improving the health of the population by fostering transformation and protecting citizens from emergencies.

### **5. Regular Monitoring and accountability of health systems**

Adequate budget allocation and effective oversight are crucial for ensuring that resources are utilized efficiently, enabling healthcare systems to provide access to high-quality health services.

The committee noted that Ethiopia's establishment of the Food, Medicine, Health Care Administration, and Control Authority has played a significant role in developing regulatory standards and monitoring mechanisms across various levels of care in both private and public health facilities. The Authority places a strong emphasis on quality by implementing comprehensive strategies for quality planning, control, and continuous improvement at all levels.

## CHAPTER FIVE

### 5.0 Recommendations and Conclusions

Based on the committee's findings and key lessons learned, the following recommendations, if implemented, will strengthen the health system in Kitui County and expand access to high-quality health services.

#### 1. Utilization of the Medical Professionals

The committee recommends that the County Ministry of Health and Sanitation ensure the deployment of sufficient Nurses, Clinicians, and Doctors to all health facilities in the County to carry out the following activities:

- i. Educate citizens on the implementation of the SHIF and SHA.
- ii. Assist citizens in registering for SHIF and SHA to enable access to healthcare services.
- iii. Conduct healthcare campaigns and forums.

Additionally, medical professionals should receive refresher training and continuous on-the-job training to keep pace with current medical care services and e-technologies.

#### 2. Health care and system strategies

The committee recommends that the County Ministry of Health and Sanitation develop comprehensive healthcare strategies aimed at strengthening the health system and expanding access to high-quality health services. These strategies should focus on enhancing the capacity of existing

health facilities, improving the quality of care, and ensuring the equitable distribution of resources across the Forty (40) County Wards.

### **3. Adequate Budget allocation and Oversight**

The Committee recommends ensuring adequate budgetary allocation to the health sector, accompanied by robust and effective oversight, to guarantee the sustainability and resilience of the health system. This allocation should be prioritized to address critical areas such as infrastructure development, medical supplies, and workforce capacity.

Furthermore, it is essential to establish transparent financial management systems to track resource utilization and ensure that funds are directed towards areas that have the greatest impact on improving healthcare delivery.

### **4. Formulation of Health care Standards and guidelines**

The committee recommends that the County Ministry of Health and Sanitation establish quality alliances within hospitals to foster collaboration among healthcare professionals, management, and external stakeholders. These alliances should focus on sharing best practices, improving clinical outcomes, and enhancing the overall patient experience.

### **5. Collaborative Partnerships**

The committee recommends that the County Government of Kitui, through the Ministry of Health and Sanitation, collaborate with key government agencies such as KEMSA, non-governmental organizations (NGOs), and other relevant stakeholders to ensure the efficient and timely supply of essential medical resources. This collaboration should also aim to strengthen the county's health systems and expand access to high-quality healthcare services for all residents.

Additionally, the committee proposes that this partnership focus on providing ongoing training and exchange programs to equip medical professionals with the necessary skills to effectively use modern medical technologies. By investing in capacity building and knowledge sharing, healthcare workers will be better prepared to deliver cutting-edge, patient-centered care, ensuring that the county's health system remains responsive to emerging health challenges.

## **CONCLUSION**

**Mr. Speaker Sir,**

The findings and recommendations outlined in the committee's report highlight several key strategies necessary to strengthen the County Government of Kitui's health system and expand access to high-quality health services. The successful experiences from Ethiopia offer valuable insights, demonstrating that empowerment and support, effective healthcare planning and implementation, access to adequate resources and funding, the establishment of healthcare standards and guidelines, and regular monitoring and accountability are critical strategies for reinforcing health systems at the county level.

**Mr. Speaker Sir,**

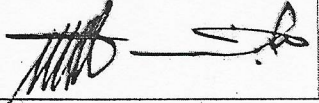
In conclusion, the committee strongly recommends that the county prioritize these highlighted strategies in order to significantly strengthen its health systems and ensure improved access to high-quality healthcare services for all residents.



## ANNEXTURES

### ANNEXTURE 1: ADOPTION OF THE REPORT BY THE DELEGATION

We the delegation of the committee on Health and Sanitation do hereby affix our signatures to authenticate and adopt this report on training workshop and study visit to Addis Ababa, Ethiopia on Strategies for strengthening county Health systems to expand access to high -quality health services.

| S/NO | NAME                     | DESIGNATION                          | SIGN  |
|------|--------------------------|--------------------------------------|---|
| 1.   | Hon. Bernard M. Munyasya | Chairperson/Leader of the Delegation |    |
| 2    | Hon. Daniel K. Muange    | Member                               |    |
| 3.   | Hon. Malinga Munyao      | Member                               |   |
| 4    | Hon. Munira Mohammed     | Member                               |  |
| 5    | Hon. Mathew Ngovi Vuthi, | Member                               |  |
| 6    | Hon. Hussein Mwandia     | Member                               |  |



## ANNEXURE 2: PICTORIAL



Figure 1. Members of delegation keenly listening during the training session.



Figure 2. Members of delegation together with the facilitator Dr. Titus Oyoo during the training session.





Figure 3. Members of delegation together with the facilitator Dr. Titus Oyoo during the field work (study tour).



## ANNEXURE 3: TRAINING AND STUDY TOUR PROGRAM



EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE

P.O. Box 56628-00200,

Tel.: 2228233/2241 770,

Fax: 2248814

NAIROBI, KENYA.

Email: [esami@esami.or.ke](mailto:esami@esami.or.ke)

P.O. Box 3030,

Tel.: 255 27 250 8384/5/7/8

Fax: 255 27 250 8285

ARUSHA, TANZANIA

Website: <http://www.esami-africa.org>

Course: Strategies for strengthening County Health System to expand access to high quality Health Services

### COURSE OBJECTIVES

By the end of this course, participants will be able to:

- Define the function and significance of county health systems within the broader healthcare landscape and their impact on public health.
- Analyze the various barriers that prevent populations from accessing high-quality health services and assess the implications for health equity.
  
- Formulate and implement evidence-based strategies for strengthening county health systems, with a focus on expanding access to services.
- Explore how integrated care models can transform service delivery by coordinating physical, behavioral, and public health services.
- Recognize the role of health information technology (HIT) and telehealth in enhancing service delivery and patient engagement.
- Design community engagement strategies to ensure that health services are culturally relevant and meet the specific needs of local populations.
- Assess the effectiveness of health interventions and programs through data analysis and ongoing quality improvement initiatives.
- Understand the importance of policy advocacy in supporting health system strengthening efforts and equitable access to health services. Target Group: Staff tasked with implementing OHS in their organizations

**DURATION: 4 Days**

### Course Contents

#### Introduction to County Health Systems

- Overview of county health systems and their roles in healthcare delivery.
- Historical evolution and current trends in county health systems.
- Key stakeholders and their functions.

#### Understanding Health Disparities

- Defining health disparities and equity.
- Analyzing social determinants of health.
- Case studies on health disparities in different counties.

#### Barriers to Accessing Health Services

- Identifying geographic, economic, and social barriers.
- Exploring cultural and linguistic barriers to access.
- Group discussions: Local barriers and potential solutions.





#### Strategic Planning for Health System Strengthening

- Frameworks for strategic planning in health systems.
- Setting measurable objectives and outcomes.
- Stakeholder analysis and engagement strategies.

#### Integrated Care Models

- Understanding the concept of integrated care.
- Benefits of models such as Patient-Centered Medical Homes (PCMH) and

#### Accountable Care Organizations (ACOs).

- Implementation strategies for integrated care.

#### Technology in Health Services

- Leveraging health information technology (HIT) for better service delivery.
- The role of electronic health records (EHR) and data sharing.
- Telehealth: Expanding access and improving patient engagement.

#### Community Engagement and Empowerment

- Principles of community engagement in health services.
- Strategies for effective community outreach and partnership-building.
- Case studies illustrating successful community engagement efforts.

#### Policy Advocacy for Health System Improvement

- Understanding the policy landscape affecting county health systems.
- Advocacy skills for public health professionals.
- Strategies for influencing policy decisions and resource allocation.

#### Quality Improvement in Health Services

- Introduction to quality improvement concepts and methodologies.
- Tools for quality assessment and monitoring.
- Continuous quality improvement initiatives in health systems.

#### Measuring Outcomes and Program Effectiveness

- key performance indicators (KPIs) for health services.
- Identifying Methods for data collection and analysis.
- Impact assessment of health interventions.

#### Sustainability of Health Programs

- Strategies for securing funding and resources.
- Building sustainable community partnerships.
- Long-term planning for health service delivery.



## Course Program

| Day 1       |  |
|-------------|--|
| Time        | Topic  |
| 0900 - 0930 | Introduction/Registration  |
| 0930-1000   | Setting objectives of the course/Importance of access to health system/Health definitions. |
| 1000 -1045  | Health Models: A Global perspective  |
| 1045 - 1115 | <i>Health Break</i>  |
| 1115 - 1300 | Evolution of Health  |
| 1300 - 1400 | <i>Lunch Break</i>   |
| 1400 - 1530 | Understanding the Health Disparities   |
| 1530 - 1545 | <i>Health Break</i>  |
| 1545 - 1645 | Barriers to Accessing Health Services  |
| Day 2       |  |
| 0830 -0900  | Recap of Day 1   |
| 0900 - 1030 | Strategic Planning for Health System Strengthening   |
| 1030 - 1100 | <i>Tea/coffee break</i>  |
| 1100 - 1145 | Strategic Planning for Health System Strengthening   |
| 1145 - 1300 | Integrated Care Models   |
| 1300 - 1400 | <i>Lunch Break</i>   |
| 1400 - 1630 | Accountable Care Organizations (ACOs).   |
| Day 3       |  |
| 0830 - 0900 | Recap of Day 2   |
| 0900 - 1000 | Technology in Health Services  |
| 1000 - 1030 | <i>Tea/coffee break</i>  |
| 1030 - 1300 | Community Engagement and Empowerment   |
| 1300 - 1400 | <i>Lunch break</i>   |
| 1400 - 1500 | Policy Advocacy for Health System Improvement  |
| 1500 - 1515 | <i>Tea/Coffee break</i>  |



|                    |  |
|--------------------|--|
| <b>1530 - 1645</b> | Discussions                                  |
| <b>Day 4</b>       |  |
| <b>0830 -0900</b>  | Recap of Day 3                               |
| <b>0900 - 1030</b> | Measuring Outcomes and Program Effectiveness |
| <b>1030 - 1100</b> | <i>Tea/coffee break</i>                      |
| <b>1100 - 1145</b> | Measuring Outcomes and Program Effectiveness |
| <b>1145 - 1300</b> | Sustainability of Health Programs            |
| <b>1300 - 1400</b> | <i>Lunch Break</i>                           |
| <b>1400 - 1630</b> | Summary and closure                          |
| <b>Day 5</b>       |  |
| <b>Whole Day</b>   | Field Work                                   |



# ANNEXURE 4: INVITATION LETTER

|  |   |   |   |   |
|--|---|---|---|---|
| <b>ESAMI - Addis</b><br>P.O. Box 694<br>Addis Ababa<br>Ethiopia<br>Tel: +251 11 551 1111<br>Fax: +251 11 551 1112<br>Email: <a href="mailto:info@esami.org">info@esami.org</a><br><a href="http://www.esami.org">www.esami.org</a> | <b>ESAMI - Harar</b><br>P.O. Box 1234<br>Harar<br>Ethiopia<br>Tel: +251 39 234 567<br>Fax: +251 39 234 568<br>Email: <a href="mailto:info@esami.org">info@esami.org</a><br><a href="http://www.esami.org">www.esami.org</a> |  | <b>ESAMI - Mekele</b><br>P.O. Box 5678<br>Mekele<br>Ethiopia<br>Tel: +251 31 234 567<br>Fax: +251 31 234 568<br>Email: <a href="mailto:info@esami.org">info@esami.org</a><br><a href="http://www.esami.org">www.esami.org</a> | <b>ESAMI - Dire Dawa</b><br>P.O. Box 9012<br>Dire Dawa<br>Ethiopia<br>Tel: +251 11 345 678<br>Fax: +251 11 345 679<br>Email: <a href="mailto:info@esami.org">info@esami.org</a><br><a href="http://www.esami.org">www.esami.org</a> |
|--|---|---|---|---|

Ref: ESAMI/TRN/ADM/TMP/NBI/2024

14<sup>th</sup> October 2024

NITA/TRN/1123

The Clerk  
 County Assembly of Kitui  
 P O Box 694 90200  
 KITUI

Dear Sir,

**RE: INVITATION TO ATTEND STRATEGIES FOR STRENGTHENING COUNTY HEALTH SYSTEMS TO EXPAND ACCESS TO HIGH-QUALITY HEALTH SERVICES: 11<sup>TH</sup> – 15<sup>TH</sup> NOVEMBER 2024, ADDIS, ABABA, EITHIOPIA SEVEN (7) PARTICIPANTS**

We refer to your nomination/application for admission to the Programme indicated above.

We are pleased to inform you that the above-mentioned person (s) has/have been offered admission to pursue the Programme.

- The cost of tuition fees and training materials is **US\$ 2000** per participant. Find attached Invoice No. 67652. The same is payable to ESAMI before departure for the Programme.
- A copy of payment receipt/proof of payment should be presented at the venue on registration day.
- Accommodation, Airfare and associated ground transport to and from the venue is the responsibility of sponsor/employer.
- Sponsoring organisations are at liberty to use own DSA rates as stipulated in their Service Regulations.
- Certificate of attendance will only be awarded to participants who will fully attend classes.


Other requirements such as Medicare, Insurance, ground transport, entry visa, yellow fever vaccination certificate (where applicable) are also the responsibility of employer/sponsor. You are strongly advised to confirm your participation in the programme two weeks prior to commencement. If we do not hear from you by that date then we shall give your place to someone else. ESAMI will not take any responsibilities neither financial nor otherwise for any participant travelling to the venue without confirmation.



|  |   |   |   |
|--|---|---|---|
| <b>ESAMI - Addis</b><br>P.O. Box 694<br>Addis Ababa<br>Ethiopia<br>Tel: +251 11 551 1111<br>Fax: +251 11 551 1112<br>Email: <a href="mailto:info@esami.org">info@esami.org</a><br><a href="http://www.esami.org">www.esami.org</a> | <b>ESAMI - Harar</b><br>P.O. Box 1234<br>Harar<br>Ethiopia<br>Tel: +251 39 234 567<br>Fax: +251 39 234 568<br>Email: <a href="mailto:info@esami.org">info@esami.org</a><br><a href="http://www.esami.org">www.esami.org</a> | <b>ESAMI - Mekele</b><br>P.O. Box 5678<br>Mekele<br>Ethiopia<br>Tel: +251 31 234 567<br>Fax: +251 31 234 568<br>Email: <a href="mailto:info@esami.org">info@esami.org</a><br><a href="http://www.esami.org">www.esami.org</a> | <b>ESAMI - Dire Dawa</b><br>P.O. Box 9012<br>Dire Dawa<br>Ethiopia<br>Tel: +251 11 345 678<br>Fax: +251 11 345 679<br>Email: <a href="mailto:info@esami.org">info@esami.org</a><br><a href="http://www.esami.org">www.esami.org</a> |
|--|---|---|---|

Advance your career with ESAMI

ESCO/8001/2015

ii Clare  
 Program Approved.  
 Please facilitate.  
  
 15/10/2024.

i Mr. Speaker  
 For consideration/directions  
 up to 17/10/2024





If you are unable to travel to the programme venue on time, please let us know, in writing the reasons.

While we anticipate your response at your earliest convenience please do not hesitate to contact us for further information.

Yours faithfully,

  
Paul O. Gecheo  
COUNTRY COORDINATOR  
Encl



# ANNEXURE 5: APPROVAL TO TRAVEL TO ETHIOPIA

REPUBLIC OF KENYA



OFFICE OF THE DEPUTY PRESIDENT  
STATE DEPARTMENT FOR DEVOLUTION  
Office of the Principal Secretary

Telephone: +254-20-2250645/626  
Website: <http://www.devolutionanderals.go.ke>  
Email: [devolutionps@gmail.com](mailto:devolutionps@gmail.com)

27

Telposita Towers  
Kenyatta Avenue  
P.O. Box 30004 - 00100  
NAIROBI

Ref No. MDP/DD/ADM/6/20/VOL.LXIV (41)



4<sup>th</sup> October, 2024

Ms. Lucy Mwema  
Ag. Clerk of the Assembly  
Kitui County Assembly  
P.O. Box 694 - 90200  
KITUI

## TRAVEL CLEARANCE TO ADDIS ABABA, ETHIOPIA - KITUI COUNTY ASSEMBLY

Reference is made to the letter Ref No. CAK/3/2/VOL VIII (20) dated 17<sup>th</sup> October, 2024 on the above subject.

Authority is hereby granted for the below named County Assembly Members of Health and Sanitation Committee to attend a program on strategies for strengthening County Health Systems to expand access to high quality Health Services from 11<sup>th</sup> to 15<sup>th</sup> November, 2024 in Addis Ababa, Ethiopia.

| S/No. | Name of Officer                | Designation     |
|-------|--------------------------------|-----------------|
| 1.    | Hon. Benard Mwangangi Munyasya | Chair Person    |
| 2.    | Hon. Mathew Ngovi Vuthi        | Member          |
| 3.    | Hon. Daniel Kimanzi Muange     | Member          |
| 4.    | Hon. Malinga Munyao            | Member          |
| 5.    | Hon. Munira Mohammed           | Member          |
| 6.    | Hon. Hussein Mwandia           | Member          |
| 7.    | Ms. Mary Musyoka               | Committee Clerk |

It is noted that the Kitui County Assembly shall meet all their travelling and subsistence costs.

Kindly facilitate travel to Addis Ababa, Ethiopia.

*T. Mbaika*  
Ms. Teresia Mbaika, CBS  
PRINCIPAL SECRETARY

*iii) Clear program approval. please facilitate.*

Copy to: The Director  
Immigration Services  
NAIROBI

*iii) PFO/PRO/SAO  
Facilitate this program as approved  
etc  
6/11/2024*

The Controller of Budget  
Office of the Controller of Budget  
NAIROBI

*I Mr. Speake  
for your direction  
at 6/11/2024*

