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# **Partnership in Action: A Case Study in Nursing Workforce and Leadership Development in East Africa**

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STTI 27th International Nursing Research Congress - 21-25 July  
2016 - Cape Town, South Africa

# Impact Evaluation Study

**Purpose:** The purpose of this presentation is to present a case study highlighting the strategies and outcomes achieved in developing nurse leaders in East Africa. The case study emphasizes the importance of collaborative partnerships in developing nurse leaders in education and practice

**Target Audience:** The target audience of this presentation includes government officials, policy makers, nurse educators, nurse managers and nurses in practice

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**Disclosure Statement:** No conflict of interest is present in respect to the evaluation study reported in this presentation. The impact evaluation is a jointly funded by the participating partners, namely, AKU University and Johnson & Johnson Corporate Citizen Trust

# Learning Objectives

The attendee will

- Understand key strategies required to successfully build nursing workforce capacity and leadership in a developing context
- Gain insight into the essential contribution of collaborative partnerships
- Obtain knowledge of the methods used to measure outcomes in nursing workforce development
- Receive insights regarding the context of nursing education and workforce development in East Africa

# Abstract

East Africa suffers an inordinate burden of disease and does not have the numbers of suitably qualified nurses and midwives to address this challenge

Focussed efforts in nursing workforce capacity building are needed

This presentation involves a case study in which university private-public partnerships have successfully contributed to nursing capacity enhancement

This presentation outlines specific details of capacity building strategies developed and implemented along with a comprehensive range of partnerships which have contributed to capacity building efforts

# The Partners

# The 15 Year Partnership

1. Workforce – capacity of 2,138 working nurses has been increased from enrolled to diploma and diploma to degree level
2. Nursing leadership had been enhanced with a significant number of graduates in key leadership positions across East Africa
3. Measurable overall gains in nursing workforce capacity



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CORPORATE CITIZENSHIP TRUST

# Aga Khan University

## School of Nursing & Midwifery EA

- Responsible for managing AKU's nursing and midwifery programmes across East Africa
- Integrated within a global , autonomous, not-for-profit university focused on increasing human resource and leadership capacity in the developing world



# Johnson and Johnson Corporate Citizenship Trust

- Responsible for managing J&J's Corporate Social Responsibility Programs (CSR)
- The Trust's influence extends across 38 countries in Europe, the Middle East, and Africa, partnering with 50+ institutions.

## 3 Pillars of Contribution Strategy

1. Saving and improving lives of Women and Children
2. Preventing Disease in Vulnerable Populations
3. Strengthening the Health Care Workforce



# Common purpose

improving health, human resource capacity and education

## Shared principles

- Long-term commitment
- Investment in development of human resources
- Embrace diversity and pluralism
- Take forward innovative approaches
- Share knowledge
- Build/enhance sound institutional frameworks
- Focus on improved wellbeing of communities

## Areas of engagement

- Infant and maternal health
- Early Childhood Development (ECD)
- Nurse training and profession strengthening
- Humanitarian relief



Programmes have expanded in scale and scope and are now delivered in seven countries across EMEA

# Complementary Missions

## AKU- SONAM EA

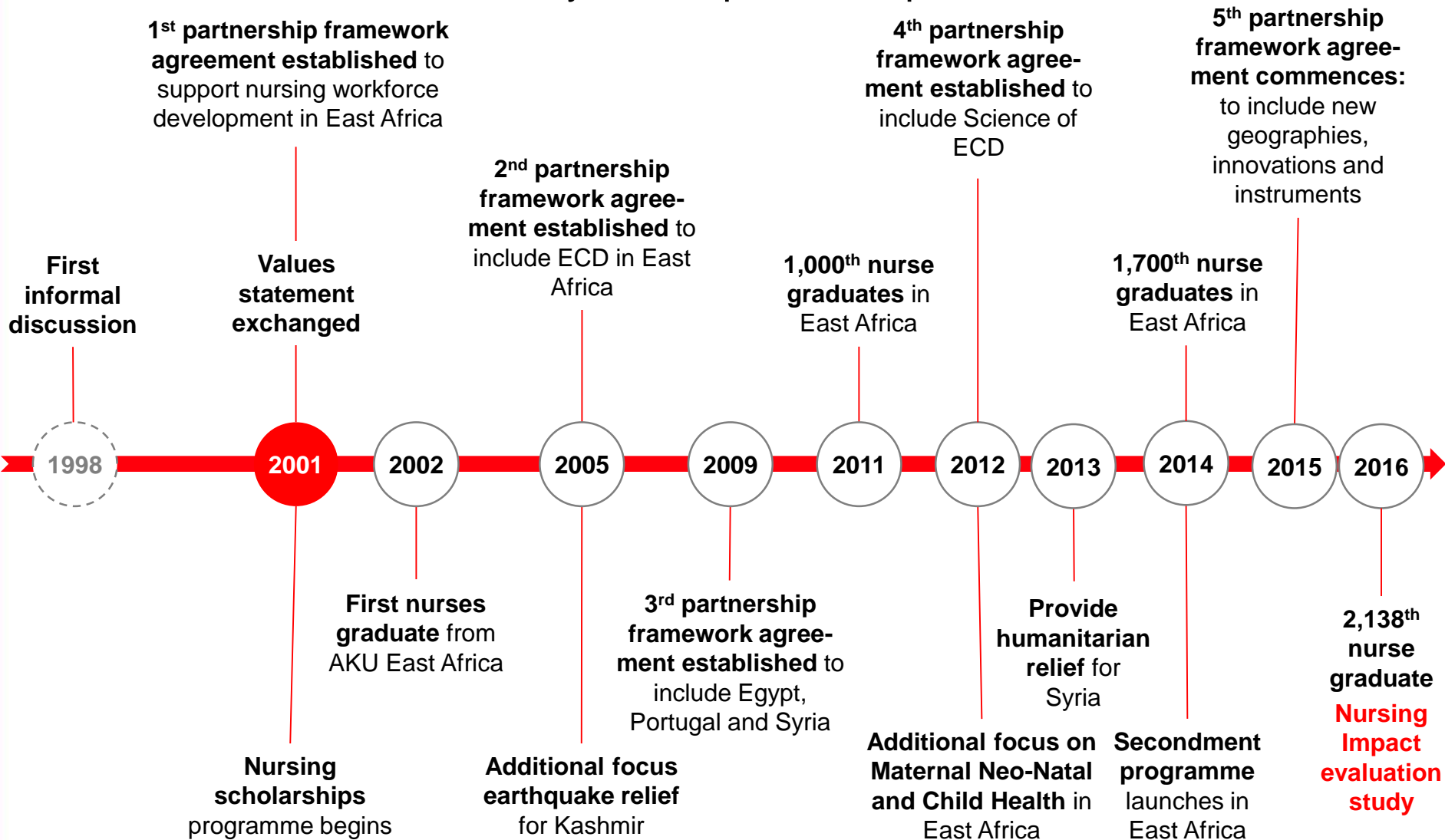
- Unique mission to help build nursing HRH capacity in East Africa
- Enable and empower people in developing world to solve problems affecting their societies
- Improve the quality of their lives
- Facilitate culture as part of development
- Build bridges across communities
- Embrace diversity and pluralism

## J&J Citizenship trust

- Improve the skills of health workers and community members who care for the underserved.
- Improve leadership and management in healthcare systems
- Generate long lasting and culturally sensitive solutions to health-based challenges.
- Embrace diversity and pluralism

# Overview of Time-line

## 15 years of partnership



# Measurable outcomes to-date

building capacity, improving quality/access and creating replicable models

- Well tested model to support working nurses while remaining in employment
  - 2 days study, 3 days work
- Upgrade from enrolled nurse to diploma
- Upgrade from diploma to BSc Nursing
- Diploma to BSc Midwifery commenced in Uganda
- Commencement of specialists diploma program in oncology nursing
- At least **50** graduates in leadership positions

2,138 nursing graduates  
in Kenya, Tanzania and  
Uganda



# Evaluating Impact

# The Study

Joint initiative initiated to

- Measure and evaluate impact
- Provide accountability for mutually invested resources
- Create an evidence base for future programme development
- Develop an ongoing outcome monitoring and impact evaluation (M&E) system

**Ethics approval** was obtained to meet requirements of studies involving human participants and ensure results could be disseminated

# Evaluation Methodology

The project uses a mixed methods approach

- Quantitative data collection
  - Statistics for background and progress measures
  - Survey of alumni for effectiveness and impact
- Qualitative data collection
  - Semi-structured interviews and focus groups
  - Case studies
- Thematic analysis - drawing together findings

# Methodology - quantitative

AKU alumni database, admission, enrolment and graduation registers

Statistics from WHO, UN and country official statistics provide a context of key outcome measures historically and since program started eg Infant mortality, maternal mortality, workforce numbers

Alumni survey – rather than create a separate survey, worked in partnership with the AKU Student Affairs Office to update questions in the core alumni survey and to add specific questions about the impact of the AKU SONAM programs the alumni completed



# Methodology - qualitative

## Semi-structured interviews and focus groups

- Identification of key stakeholder groups
- Workshop to develop semi-structured interview pro-formas relevant for each stakeholder group
- Development of sample across the stakeholder groups to ensure coverage and yet be manageable within resources
- Country teams undertook the interviews & focus groups, took recordings, produced transcripts
- Team now codifying transcripts to qualitative analysis tool
- Thematic analysis

**Case studies** – identified through workshops and other forums

# Methodology - stakeholders

Category of stakeholder/partners	Type of approach
Chief nurse of ministries of health Directors of nursing and providers of nursing education Registrars of nursing council	1-1 interview
Professional associations	1 focus group of approx. 6
Nursing council management team	1 focus group of up to 6 people
County/district nurse chiefs	Focus groups of up to 6 people
Hospital employers / boards Hospital Matrons/DNS/Hospital admin.	1 private sector group 1 faith-based 1 government
Clinics/pharmacies	1 private sector group 1 faith-based 1 government
AKU Graduates of Dip or BScN Government/private/ faith-based/	1 rural 4 or 5 others

# Operational Lessons

Innovative methods were needed to locate alumni & improve response rates

- Use of mobile technologies
- Support to access wifi connection in remote areas
- Social media links among alumni

Maintaining alumni interaction

- Pre-2009 few alumni had emails – difficult to find
- Alumni want to be engaged with AKU
- Constant email for life – essential future development
- Continued strengthening of alumni community

# Early Findings

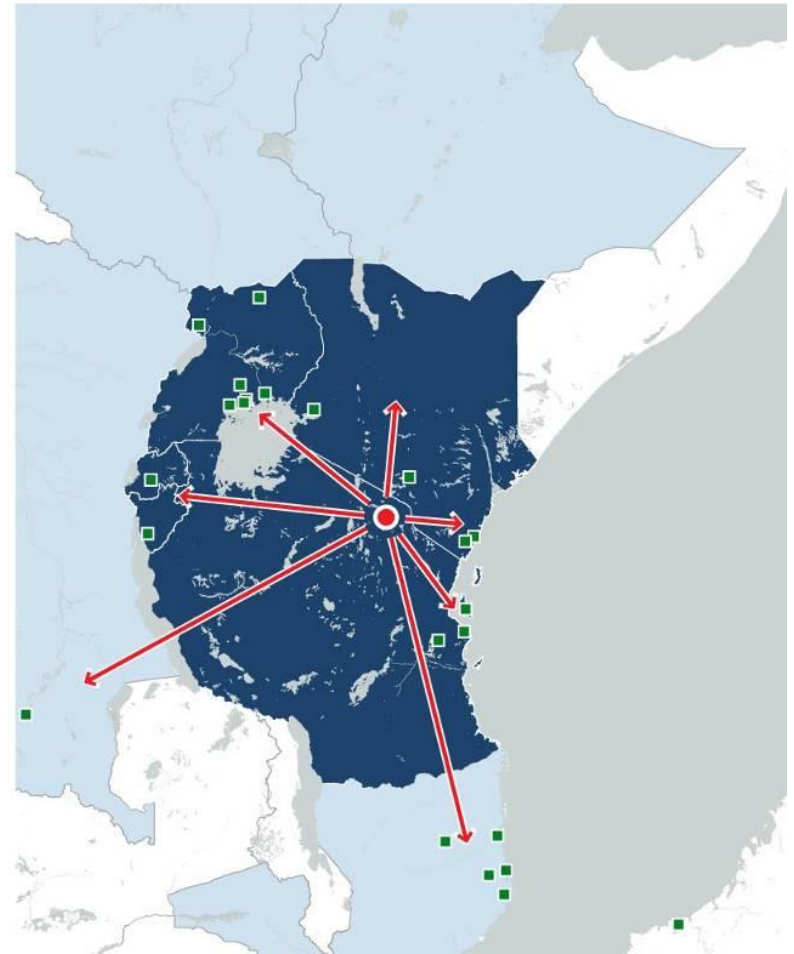
# Early Findings

Graduates are in strategic leadership positions on national, county, and institutional levels.

Country	Position
Tanzania	Academic Head at Masana College of Nursing
Tanzania	District Nursing Officer: Kibaha District Council
Tanzania	Chairman Deputy of Nursing Council
Tanzania	In-Charge Theatre Department: Mnazi Mmoja Hospital
Kenya	Chief Nursing Officer: Aga Khan University Hospital
Kenya	County Cabinet Secretary: Kijiado County
Kenya	Head of Department Examination: Nursing Council
Kenya	County Director- Hospital CEO
Uganda	Ag. Assistant Commissioner for the Ministry of Health
Uganda	Director of Nursing with the UMHO
Uganda	Principal of Mulago School of Nursing and Midwifery
Uganda	President of the Uganda Nurses and Midwives Association

# Early Findings

- Successful dispersion to rural and urban corners of East Africa
- Qualitative interviewing and Focus Groups have shed light on:
  - The relevance of AKU courses
  - Support for East African curriculum collaboration
  - Challenges of access
  - Demand for further development of nursing programmes to Masters level & beyond



# Early Findings – Qualitative Feedback

- Quality

“The nurses who graduate from AKU, they come with confidence, they are enthusiastic, and they are always interested.....they don't let go, they don't surrender before they accomplish their tasks..... They want to champion everything” - County Head

- Relevance

“They are very relevant [the skills from AKU], I apply them on a daily basis.... “Almost all my courses helped me through my career roles” - Graduate

# Early Findings

- Access

“I did not know I could go back to school... [but] those who are at AKU are given all the resources and even supported with finances” - Rural Graduate

“The distance discourages people, otherwise I would have liked many nurses to upgrade” – County Head

- Impact

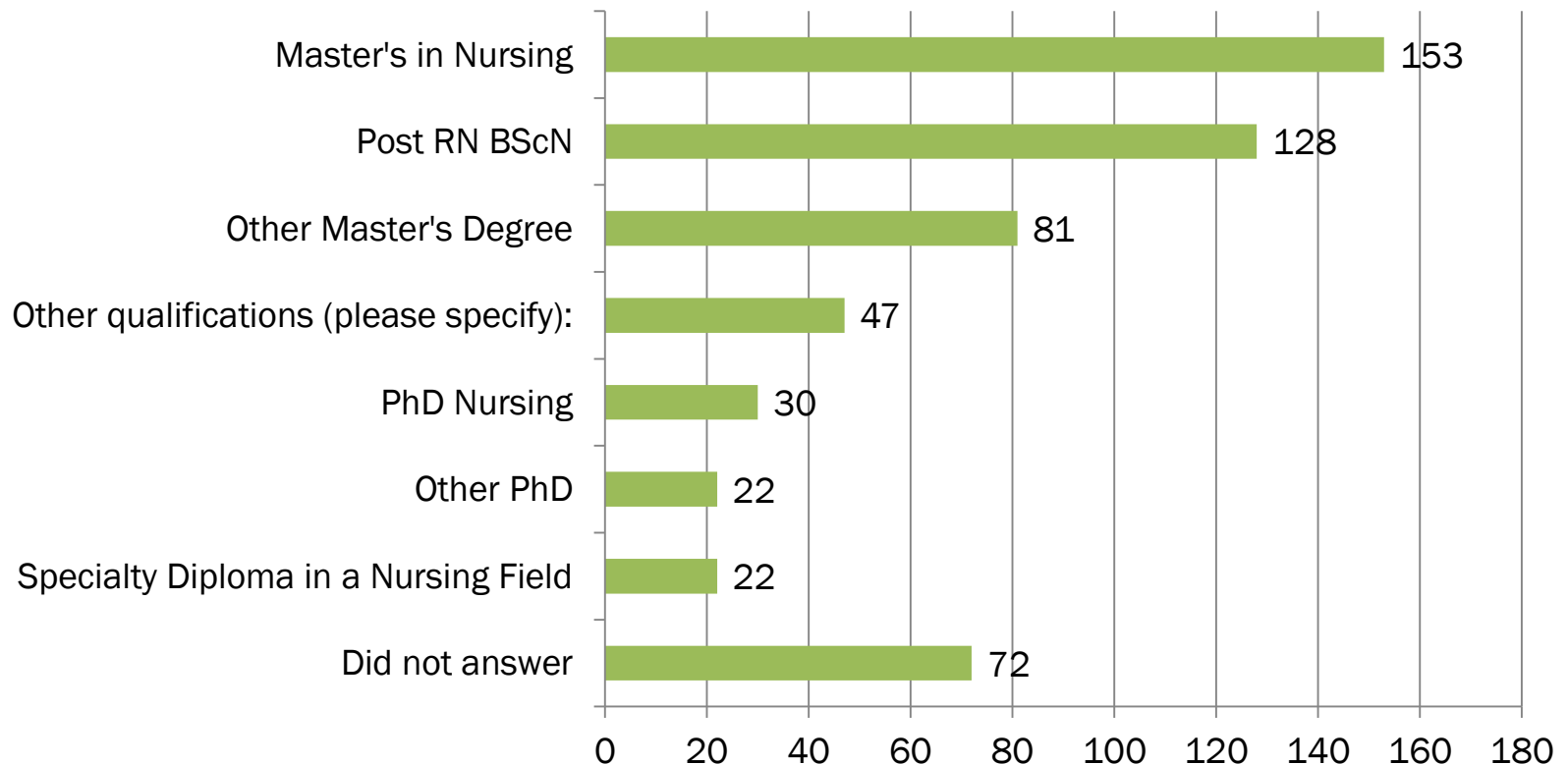
“The impact ha[s] improved the quality of Nursing Care” - Hospital Head

“The content is of high quality and made me advance to Masters Studies....It made me reach there” - Graduate



# Early Finding – study intent

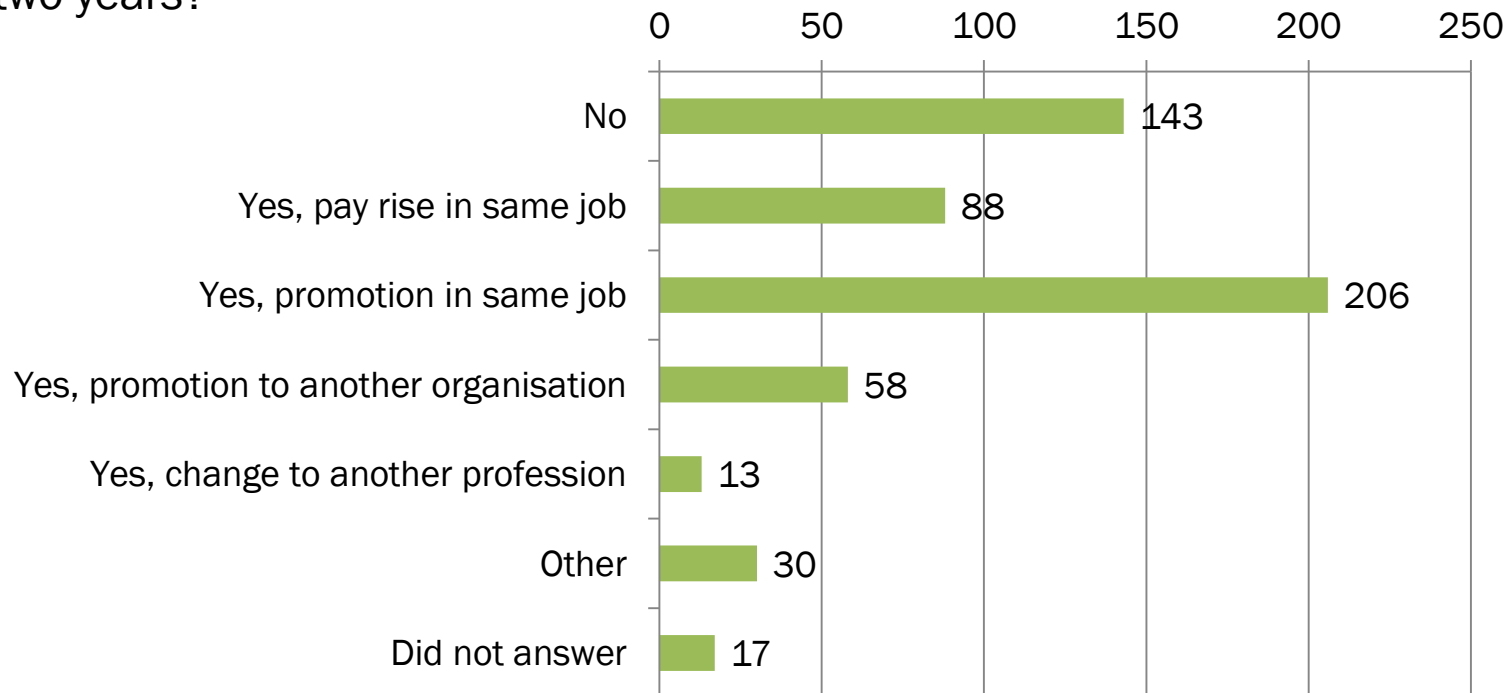
Large numbers indicated the intent to pursue further study in the next two years, specifically BScN to Masters (153) followed by continued Post RN BScN (128).



# Early Finding – employment change

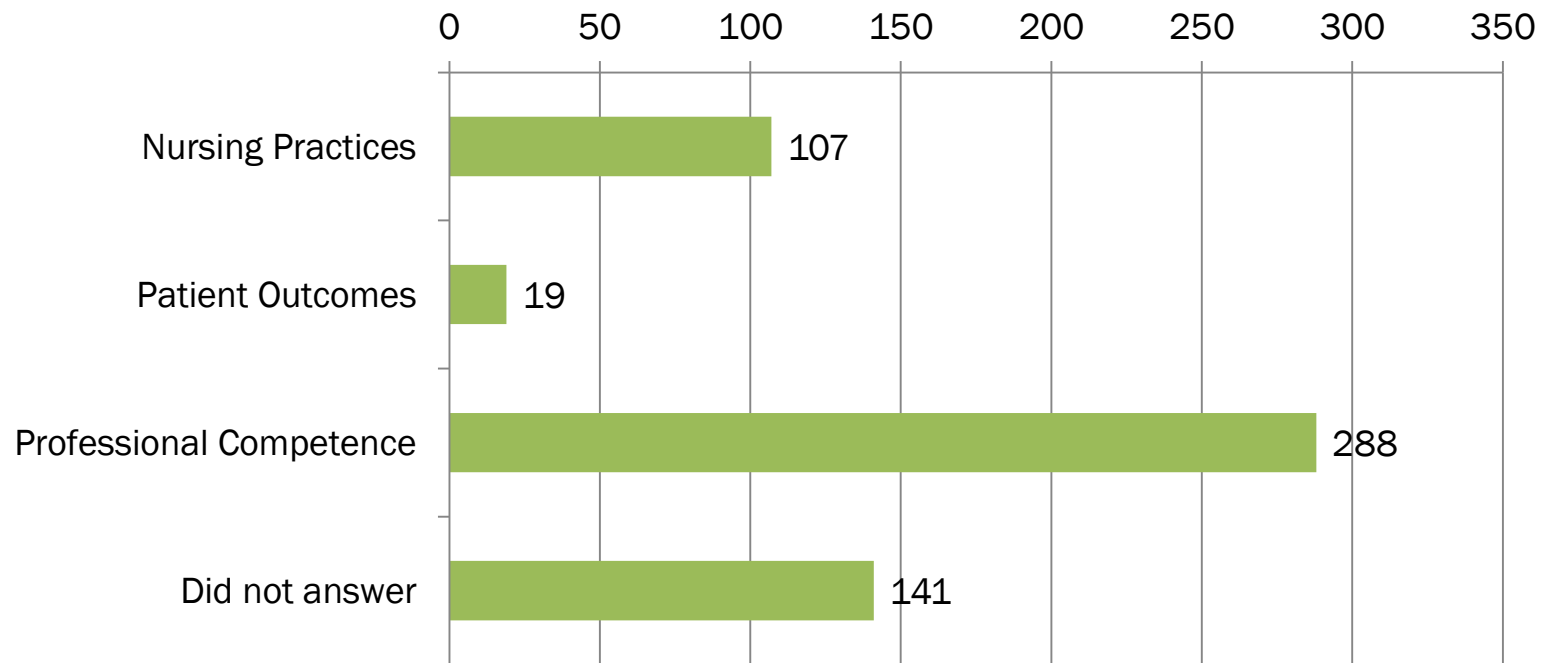
The completion of an AKU qualification resulted in promotions for 264 respondents within two years, 88 had pay rises while 143 had no change

Did completion of that qualification result in a change to your employment within two years?



# Early Finding – areas of improvement

Professional Competence (288) was the main improvement that nurses believed they gained from their AKU degree, followed by enhanced Nursing Practices (107).



# Current Status of Impact Study

- Raw data from the alumni survey has been received
- Focus groups and interviews transcription completed
- Analysis has commenced
- Final report due late September
- Publication options currently being identified

# Data analysis and reporting

A range of research outputs will be produced:

- Report of statistics from AKU alumni survey
- Report on qualitative survey with case studies
- Donor reports
- Research articles of specific issues identified in qualitative survey
- Development of online tools with East African Institute, AKU

# Dissemination

Findings will be widely disseminated and will be accessible via:

- Partner websites
  - AKU SONAM
  - J & J Corporate Citizen Trust
- Peer-reviewed publications
- Conference papers
- Case studies, highlighting graduate leadership roles and contributions

# Finally – Reflecting on Partnerships

## Why was a partnership necessary

- Nurses are back-bone health services with significant benefits for ongoing capacity building
- Often poorly paid
- Philanthropic partnership with scholarship options essential to address issues of inequality & access to higher education

## What make a partnership work

- Shared mission and common purpose
- Trust & mutual respect
- Continuous communication
- Accountability and delivery
- Measurable benefit



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