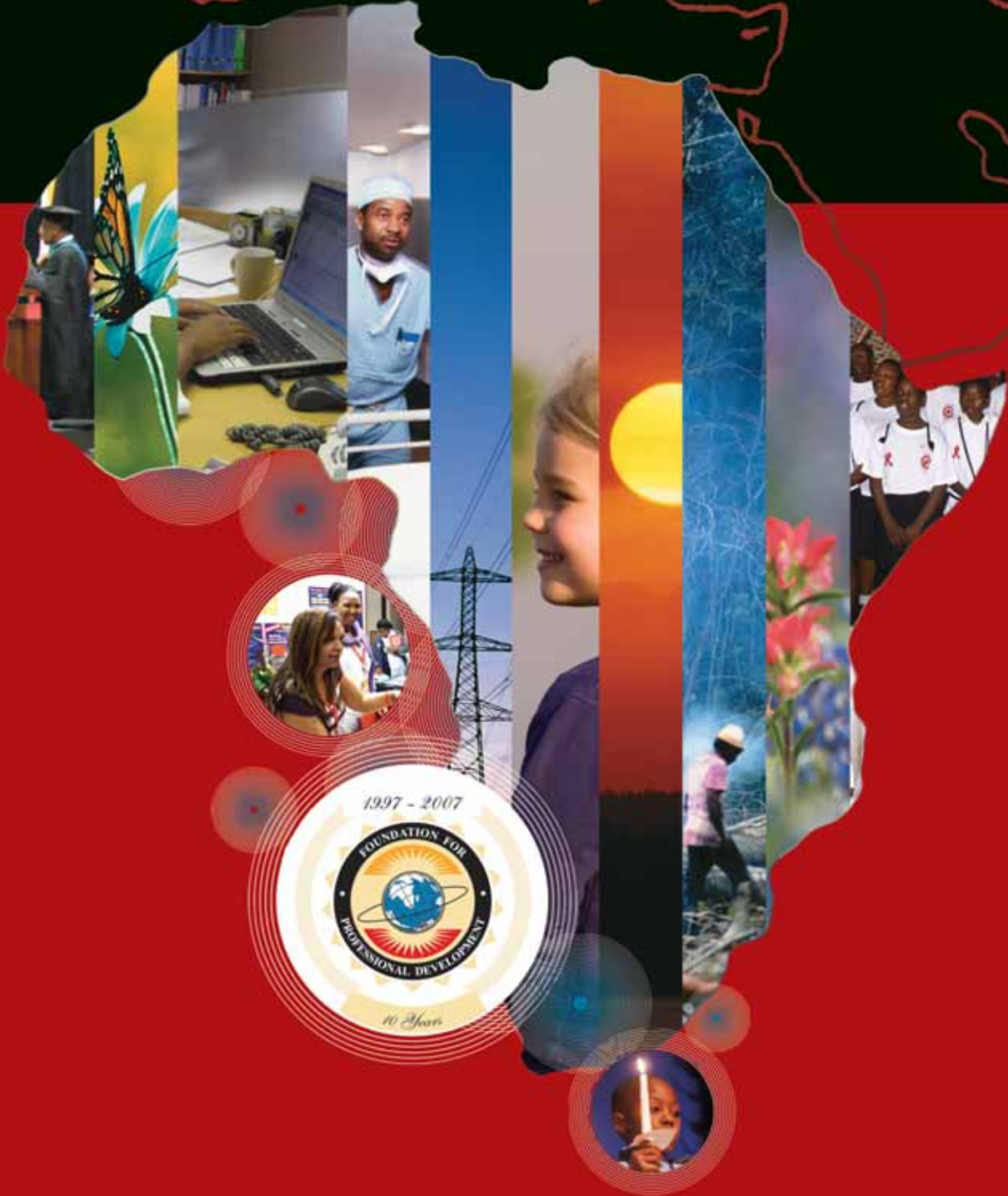


# Annual Report 2007

Foundation for Professional Development



To shape health care through education, research and capacity development



## CONTACT DETAILS

### *Registered Head Office - Educational and Operations Clusters*

Physical: Block F, Castle Walk Corporate Park, Nossob Street, Erasmuskloof Extension 3, Pretoria, 0153  
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Tel: +27 (0)12 481 2193  
Fax: +27 (0)12 481 2083/2108  
Web: <http://www.foundation.co.za>

### *Satellite Offices*

**Brooklyn, Pretoria** • Compass Project • Conference Unit • PEPFAR Fellowship Programme • Positive Life Project, Head Office/Gauteng Province

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**Randburg** • That's It Project

Physical: 267 Oak Avenue, Ferndale, Randburg 2194  
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**Johannesburg** • Africa Health Placements

Physical: Suite 265, Dunkeld West Centre, 277 Jan Smuts Avenue, Dunkeld, Johannesburg, 2196  
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**Durban** • Africa Health Placements

Physical: 3 Shongweni Road, Hillcrest, 3610  
Tel: +27 (0)31 765 1732

**Wittedrift** • ICAP Project

Postal: PO Box 85, Wittedrift  
Tel: +27 (0)44 535 9270  
Fax: +27 (0)44 535 9270

Foundation for Professional Development (Pty) Ltd Registration number 2000/002641/07

Directors: D van der Walt (Chairperson), G.G. Wolvaardt (Executive Director), T.K.S. Letlape, M. Raff, I Asia  
Company Secretary: A. Bosman

Registered with the Department of Education as a Private Higher Education Institution Under the Higher Education Act, 1997  
Registration certificate number 2002/HE07/013



## MISSION, VISION, VALUES AND STRATEGIC DIRECTION

### ***Vision***

To shape healthcare through education, research and capacity development.

### ***Mission Statement***

To improve healthcare through ensuring well skilled healthcare professionals, managers and institutions, who will be able to deliver a healthcare service to the public that is affordable, evidence based and congruent with international best practice.

### ***Values***

All activities at the Foundation for Professional Development are based on, and flow from the following core values, which were developed by the FPD staff through a consultative process.

**Innovation** – FPD strives to be an innovator in the health care system by challenging the status quo and by actively identifying opportunities to effect positive change with a view to shaping the future of health care. This is achieved by aggressively embracing growth opportunities and a commitment to produce leadership.

**Integrity** – FPD and its staff adhere to moral and ethical principles in all its activities. This is reflected in honest and professional conduct, personal accountability and a commitment to keeping processes. Most of all, FPD will not compromise institutional principles for political expediency.

**Quality** – FPD strives to guarantee the excellence of all its products and services. All such services are designed to meet the current needs of FPD's clients. Underlying this commitment to quality is a continuous drive to achieve excellence and the systems to reward such achievements.

**Freedom to Challenge** – FPD encourages an environment where staff can voice their opinion without fear of victimization. Constructive critique and creative debate between stakeholders and staff is encouraged.

**Respect** – Regard and consideration for the rights of individuals and groups is integral to FPD as an organisation. FPD honours the personal beliefs of clients, staff and service beneficiaries.

**Service to Society** – All activities of FPD are dedicated to serve the best interest of society. FPD's focus is on public health priorities and the promotion of optimal health care.

### ***Strategic Direction***

To be one of the most influential health development and educational institutions in the health care sector.



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## MESSAGE FROM THE EXECUTIVE DIRECTOR

2007 has been another exciting and challenging year for FPD marked by substantial growth across most of FPD's focus areas.

**In our educational focus area, 16 780 students were enrolled for all courses in 2007, up from 9 287 in 2006.**

Management development is a specific emphasis area for FPD and in 2007 a total of 418 health managers enrolled in one of the FPD management development courses. These managers are predominantly from the public sector and are fully funded through scholarships making this the largest health sector management development programme in South Africa. In total FPD has trained 63 757 health managers and professionals since enrolling our first students in 1998. As in the past, our training programmes extended to a number of neighbouring countries in Southern and Eastern Africa.

The lengthy process of receiving full registration for FPD as a registered private institution of higher education was finally completed in 2007; making FPD the first such institution in the health care sector in South Africa.

Since its inception, FPD has actively worked at reducing barriers to education; in this process we have developed an approach of bringing education to participants and providing substantial scholarships to participants on our courses. The scholarships provided in 2007 were to the value of R16 444 702, this brings the total value of scholarships provided since 1998 to R54 984 304.

In 2007, FPD again organised a number of conferences on AIDS related topics, including the 3rd South African AIDS Conference that was attended by 4500 delegates.

In the Research and Consultancy focus area, FPD initiated a number of research projects and FPD staff contributed to various conferences and publications. Private Institutions of Higher Education are expected to contribute to the development of new knowledge through research. Although this is a challenge given the virtual organisation model that FPD uses, the limited fulltime academic staff made a substantial contribution during the year through 11 research projects, 18 presentations at peer reviewed conferences, and 3 journal or textbook publications.

**In the Capacity Development focus area there was again substantial growth and new developments. New projects designed to strengthen health care delivery in South Africa launched in 2007 included:**

Africa Health Placements, is a new joint venture between FPD and the Academy for Family Medicine that merged both institutions recruitment activities into a single joint project. This project is a donor funded initiative designed to address the severe staff shortages in the public sector by recruiting local and international health care professionals to fill these vacancies. Since the inception of this joint project, there have been a total of 333 health care professionals recruited and placed.

The Compass Project was launched in 2007, this project promotes greater collaboration between the various stakeholders



involved in some aspect of AIDS care at the community level, through mapping AIDS service organisations, developing directories of such services and engaging in organisation development activities aimed at strengthening NGO's, CBO's and FBO's.

Also in 2007, FPD expanded the scope of its clinical support activities to people living with HIV by starting projects on Counselling and Testing, Pre HAART wellness programmes and TB HIV.

## Existing capacity development projects were also expanded substantially during the period:

The Positive Life Project and Clinic Capacity Project, which started in 2004, again expanded rapidly in 2007. The project uses a Public-Private-Initiative model to increase capacity at 25 public sector ART clinics and one NGO through the secondment of staff, provision of equipment and operational systems. By the end of 2007, the project supported in excess over 35 000 patients at 26 clinics in Gauteng, North West, Mpumalanga and Limpopo Provinces.

The Infectious Diseases Unit, a joint initiative between FPD, the University of Pretoria and AMPATH also expanded in 2007 with an Infectious Diseases Specialist and a Paediatrician joining the Unit.

The PEPFAR Fellowship Programme is a project that allows FPD to recruit, employ and place masters level interns with AIDS service organisation for a six month period. In 2007, this project placed 35 interns.

At an operational level this rapid growth has manifested itself in an increase of staff from 101 in 2006 to 479 in December 2007. This massive increase of staff during the years necessitated the establishment of a Human Resources Administration Department. As in past years, FPD has again shown strong growth in income and especially in securing forward funding commitments from clients, donors and sponsors.

## We celebrate the 10th anniversary of FPD in 2007 and can confidently report that in 2007 alone, FPD provided either training, treatment or conference related services to 98 984 clients.

The growth in one year drives FPD to enter 2008 with an increased dedication to its mission of improving health care through education, research and capacity development. All activities are again set to increase in 2008 and particular emphasis will be given to expanding FPD's regional role.

This annual report also creates an opportunity for me to express my appreciation to the sponsors and donors who have provided such substantial support to FPD students and projects, a Board of Directors who inspire us through their strategic vision and staff who always rise to the challenges inherent in such a rapid expansion of activities. The synergy between all these critical role players has led to FPD becoming a significant African health education and development organisation. It is also with sadness that we take leave of Professor Andries Stulting who has ably led the FPD Board as Chairman over the past 5 years.

### **Dr Gustaaf Wolvaardt**

MBChB, MMed (Int), FCP (SA), AMP (Manchester)





## BACKGROUND

In 1997, the South African Medical Association embarked on a challenging project to establish the first self funding health care university in Africa. It launched the Foundation for Professional Development (FPD) in October 1997. In 1998 the first 72 students were enrolled on an FPD management course. Due to FPD's rapid growth, a decision was taken to establish FPD as separate legal entity in 2000 (registration number 2000/002641/07) in which the South African Medical Association, a section 21 not-for-profit company, has 80% shareholding. The remainder of the shares are employee owned in South Africa. The private higher education environment is a heavily regulated environment, a lengthy process ensued resulting in FPD's full accreditation as a private institution of higher education in 2007 (Registered certificate No 2002/HE07/013).

### *FPD focuses on the following areas*

**Education** – FPD provides a comprehensive curriculum of management and clinical skills development courses customised to the needs of healthcare managers and practitioners. Educational products are presented through formal postgraduate qualifications, short courses, in-house courses and conferences.

**Research** – FPD research is divided into two broad categories namely: academic research on subjects such as infectious diseases, nursing, and health professional education and contract research undertaken in the context of FPD's consultancy work.

**Capacity Development** – This aspect of FPD's work focuses on developing capacity, especially within the public sector, utilising a Public-Private-Initiative model.

FPD is based on a virtual business model that places a high premium on strategic alliances with national and international partners to increase its access to state of the art training programmes, technology and faculty. Such partnerships have been established with a wide range of academic institutions, technology partners, professional associations and special interest groups.

### *Accreditation, Registration and Affiliation*

FPD is registered with the Department of Education as a private institution of higher education in terms of Section 54(1)(c) of the Act and Regulation 16(4)(a) to offer the following approved higher education programmes:

- Certificate in Practice Management (CPM)
- Certificate in Advanced Health Management (CAHM)
- Certificate in Risk Assessment and Management (CRAM)
- Diploma in Risk Assessment and Management (DRAM)
- Diploma in Advanced Health Management (DAHM)
- Postgraduate Diploma in General Practice



FPD also offers a variety of clinical and healthcare management short courses. The majority of these programmes slot into existing continuing professional development accreditation mechanisms such as the Continued Professional Development Programme of the Health Profession Council of South Africa.

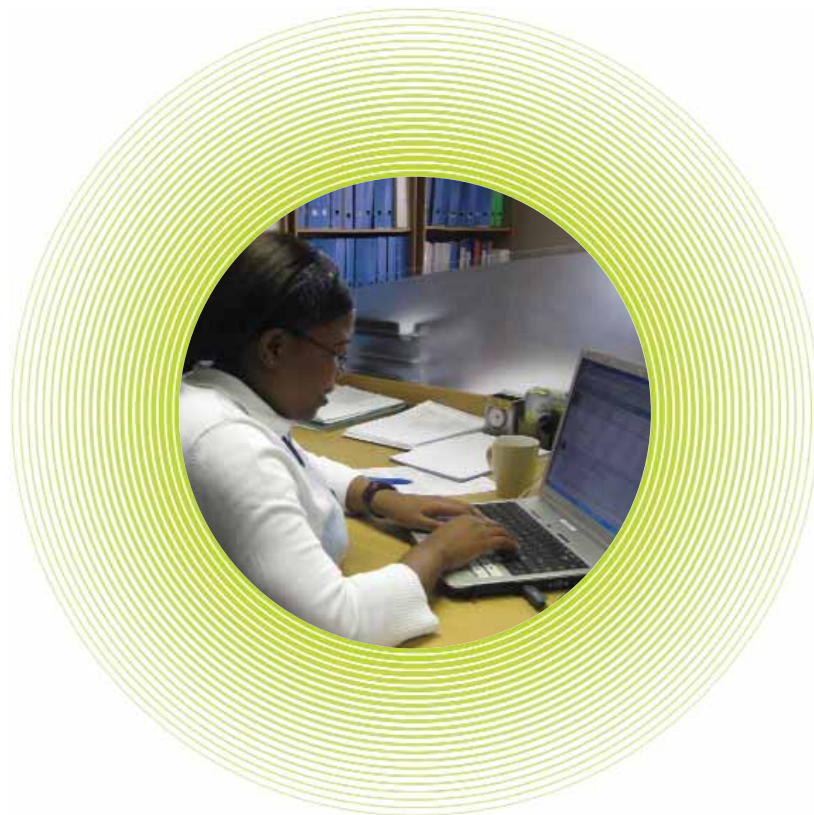
FPD is also an institutional member of the South Africa Institute of Healthcare Managers and a member of the Association of Private Providers of Education, Training and Development.

### ***FPD Code of Conduct***

The FPD endorses the principles of non-racialism, non-sexism and non-discrimination. It believes that education should be accessible, affordable and relevant to the country or region where such education takes place.

Students of the FPD are expected to treat fellow students, faculty and administrative staff with dignity and respect. As the FPD offers quality educational products, it believes that its students should act with integrity and honesty when participating and completing programmes / courses offered by the FPD.

By registering for any FPD course or programme a student subscribes to this Code of Conduct.



## GOVERNANCE AND QUALITY ASSURANCE

FPD governance structures are dictated by the relevant South African legislation that applies to registered legal entities and private institutions of higher education.

### **FPD Board of Directors**

The role of the FPD Board of Directors is modelled as closely as possible to the King II Report and Recommendations on Corporate Governance. Bi-annual corporate governance audits are done by an independent external auditor.



Prof. Andries Stulting - Chairperson  
MBChB, M.Med, FRC(Ophth), FCS (Ophth)(SA), FACS, FICS

Dr George Gustaaf Wolvaardt - Executive Director  
MBChB, M.Med (Int), FCP (SA), AMP (MBS)



Dr Kgosietsile Letlape - Director  
MBChB, FRCS (OpH)(Ed), FCS (Ophth)(SA), FRCO PHTH (UK)

Mr Douw van der Walt - Director  
B.Com, CAIB (SA), MBL, AEP (UNISA)



Mrs Ida Asia - Director  
B.Cur, B.Cur (Hons), MA (Nursing), MBL

Mrs Alet Bosman - Company Secretary  
B.Com (Fin Man), HED, B.Com Hons (ACC)

### **Programme Advisory Committees 2007**

For each of the registered qualifications that FPD offers, programme advisory committees have been established, these committees are only convened if a course took place during the year. During 2007 the following committees were convened:

Certificate in Advanced Management (CAM) and Diploma in Risk Assessment and Management (DRAM)

## Chairperson: Stulting, Andries Andriessen (Prof)

### Members of the Committee

- Executive Director: Wolvaardt, George Gustaaf (Dr)
- Director & Industry Representative – Clinical Sector: Letlape, Kgosi (Dr)
- Director & Industry Representative – Business Sector: Asia, Ida (Ms)
- Faculty: Bonsall, Keith (Mr)
- Faculty: Van Zyl, Nic (Dr)
- DRAM - Alumni: Meyer, Bibi (Ms)
- CAM - Alumni: Nkhwashu, Nkhensani (Dr)
- Head of Department: Gerber, Amor (Mrs)
- Academic Executive: Castleman, Elmie (Dr)
- Quality Assurance, Compliance and Strategic Information Specialist: La Grange, Anton (Mr)

## **Quality Assurance Committee 2007**

The Quality Assurance Committee reviews on an annual basis all aspects relating to the educational quality of FPD higher education courses.

## Chairperson: Stulting, Andries Andriessen (Prof)

### Members of the Committee

- Executive Director: Wolvaardt, Gustaaf (Dr)
- Director & Industry Representative – Clinical Sector: Letlape, Kgosi (Dr)
- Director & Industry Representative – Business Sector: Asia, Ida (Ms)
- Faculty: Bonsall, Keith (Mr)
- Faculty: Van Zyl, Nic (Dr)
- Faculty: Loots, Schalk (Dr)
- Faculty: Green, Robin (Prof)
- DRAM - Alumni: Meyer, Bibi (Ms)
- CAM - Alumni: Nkhwashu, Nkhensani (Dr)
- Department Head: Gerber, Amor (Mrs)
- Academic Executive: Castleman, Elmie (Dr)
- Quality Assurance, Compliance and Strategic Information Specialist: La Grange, Anton (Mr)

## **Participation of FPD staff in external governance structures**

FPD as an organisation actively supports and promotes international principles of good corporate governance as embodied in the King II Report. FPD therefore encourages senior managers to participate in Governance structures of other organisations on a voluntary basis. In 2007 such participation was as follows:



## Dr GG Wolvaardt – Executive Director

- Dira Sengwe Conferences (Section 21 Company) – Member of the Board of Directors
- South African Institute of Healthcare Managers (SAIHCM) (Section 21 Company) – Member of the Board of Directors
- Aids Accountability International (Sweden) - Member of the Board of Directors
- Right to Care (Section 21 Company) – Member of the Board of Directors

## Dr E M Castleman – Academic Executive

- Health Professional Organisation on HIV/AIDS (HEPO) – Executive Member

## Mr G Radley – Chief Operating Officer

- SAMA Pension Fund - Trustee

## Prof A S Stoltz – Director, Infectious Diseases Unit

- Member MRC, XDR-TB Expert Group
- Member SAMA Science and Technology Committee
- Head Diagnostic Project, Southern African Malaria Initiative (SAMI)
- Member Infection Control Committee Pretoria Academic Hospital

## Mrs K Dennill – Director, Nursing Leadership Programme (until October 2007)

- South African Institute of Healthcare Managers (SAIHCM) (Section 21 Company) – Member of the Board of Directors
- National Society of Community Nurses of South Africa (NSCN) - President

## Ms A Bosman – Manager, Finance

- Dira Sengwe Conferences (Section 21 Company) – Company Secretary
- SAMA Pension Fund – Trustee

## Ms J Mitchell – Manager, Compass Project

- AFRIHEALTH – Member of the local organising committee



# ORGANISATION AND MANAGEMENT STRUCTURE



The FPD staff is organised in a number of functional departments, organised into clusters. The structure reflected below was applicable on 31 December 2007.

## ***Educational Cluster***

The educational cluster focuses on increasing FPD education products, securing scholarships, expanding FPD's student enrolment and supporting continuous learning through the FPD alumni network. The following departments form the development cluster:

- Academic Programme Development
- Alumni Programme
- Training Logistics
- Nursing Leadership
- Quality Assurance, Compliance and Strategic Information
- Study Material Management

## ***Treatment Cluster***

The treatment cluster focuses predominantly on private-public-initiatives to increase service delivery in the public sector. The following departments form the development cluster:

- Positive Life Project
- That's It Programme
- AIHA/FPD Twinning Project (until September 2007)
- ICAP Project

## ***Special Projects Cluster***

The special projects cluster encompasses a variety of independent projects and business units. These include:

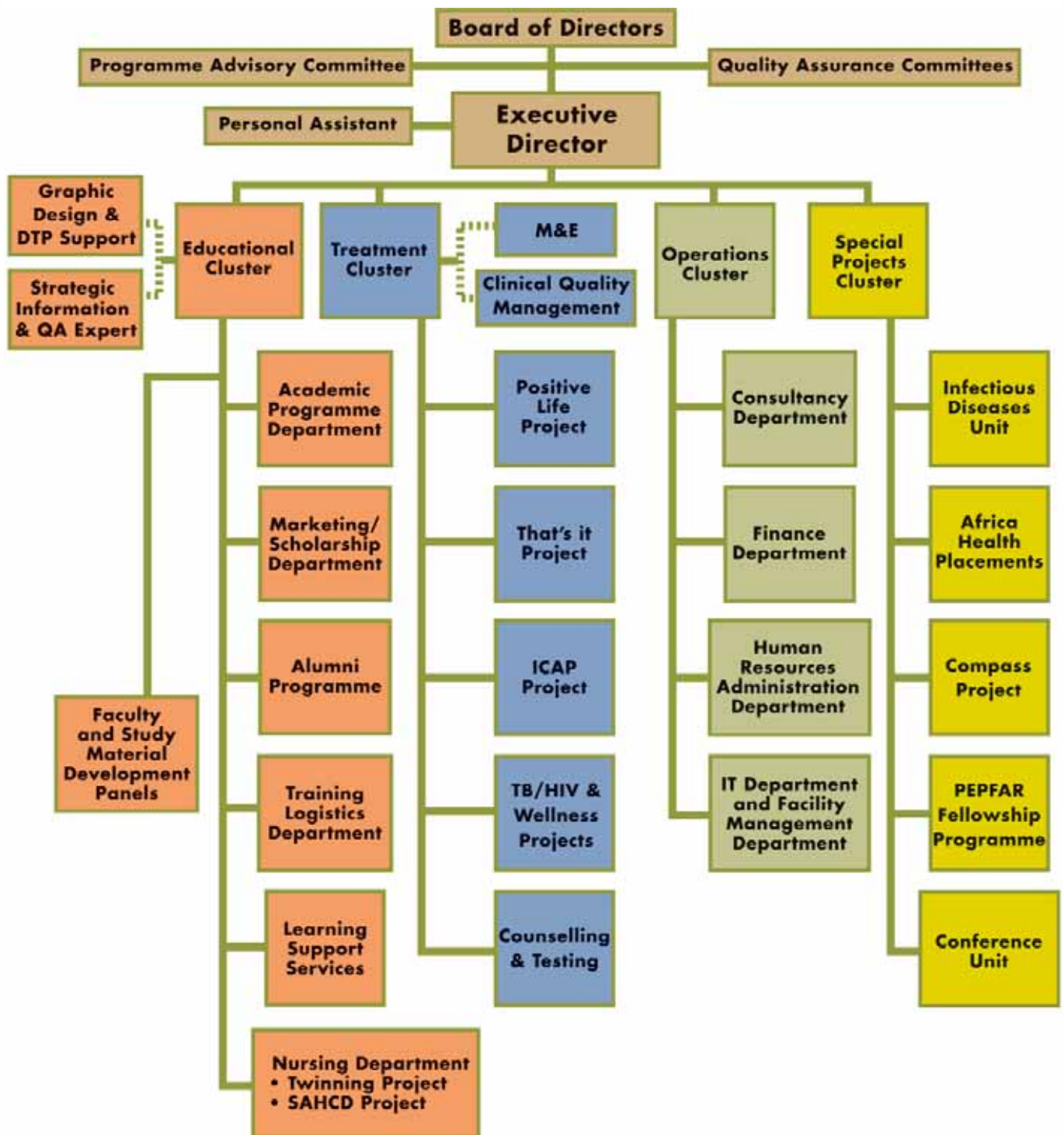
- Infectious Diseases Unit (IDU)
- Compass Project
- Africa Health Placements
- Conference Management Department
- PEPFAR Fellowship Programme

## ***Operations Cluster***

The operations cluster provides crosscutting operational support to all FPD Departments and include:

- Finance Department
- IT and Facilities Department
- HR Administration Department

Figure 1. Organogram



## **FPD Management Team**

The FPD management team as of 31 December 2007 is:

### Senior Management

- Executive Director: Dr Gustaaf Wolvaardt MBChB, M.Med (Int), FCP (SA), AMP (MBS)
- Academic Executive: Dr Elmie Castleman BCur, Dip Nursing Education, Cert O&M, MHPE (Cum Laude), PhD (Health Professions Education)
- Treatment Executive: Dr Nkhensani Nkhwashu BSc (Medical Sciences), MSc (Anatomy), PhD (Microbiology)
- Chief Operating Officer: Mr Gauche Radley CA (SA) MCom

## **Department, Programme and Project Heads**

### Educational Cluster

- Nursing Leadership Programme (from 1 January 2008): Mrs Elizabeth Makoka MCur
- Training Logistics Department: Mrs Amor Gerber BCom, DTE, SLP

### Treatment Cluster

- ICAP Project: Mr Braam Volschenk BLuris, LLB
- Positive Life Project, Counselling and Testing: Mr Gerhard Lombard
- Positive Life Project, Quality Assurance: Dr Maureen Masha MBChB
- Positive Life Project, Gauteng Province: Dr Nomdomiso Makhunga-Ramfelo
- Positive Life Project, Limpopo Province: Mr Thuso Kewana BSc, Post-Graduate Dip (Ed), Dip (Business Management), Dip (Adv Financial Management)
- Positive Life Project, Monitoring and Evaluation: Ms Suzanne Mbasa-Johnson BSLA (Cum Laude)
- That's IT Project: Dr Margot Uys MB.BCh(Rand), BA(Mus) Hons, HED
- TB/HIV & Wellness Programmes: Dr Ausie Nkhi MBChB, Cert (Business Management)

### Special Projects Cluster

- PEPFAR Fellowship Programme: Dr Anna-Marie Radloff MBChB
- Africa Health Placements: Mr Saul Kornik M.Comm, CA(SA), CFA
- Compass Project: Ms Janine Mitchell BPE (Biokin)



- Conference Unit: Mr Pieter Swart CMP
- Infectious Diseases Unit: Prof Anton Stoltz BSc (Chem & Biochem), BSc (Hons) Biochem, MSc (Biochem), PhD, MBChB, MMed (Int)

### **FPD Operations**

- Company Secretary: Ms Alet Bosman BCom (Fin Man), HED, BCom Hons (Acc)
- Finance (until 31 October 2007): Ms Alet Bosman BCom (Fin Man), HED, BCom Hons (Acc)
- Finance (from 1 November 2007): Ms Daleen Maas BCompt (Acc)
- Human Resource Administration (from 1 November 2007): Ms Alet Bosman BCom (Fin Man), HED, BCom Hons (Acc)
- Information Technology: Mr Kershen Naidoo MCSE, MCDBA

### **Resignations and Retirements**

- Consultancy Cluster (Resignation June 2007): Mrs Veena Pillay
- Nursing Leadership Programme (Retirement October 2007): Mrs Kathy Dennill
- Positive Life Project, Gauteng Province (Resignation December 2007): Dr Nondumiso Makhunga-Ramfolo

### **Organisation Structure**

The number of permanent staff has increased steadily to keep pace with the increased number of activities at FPD.

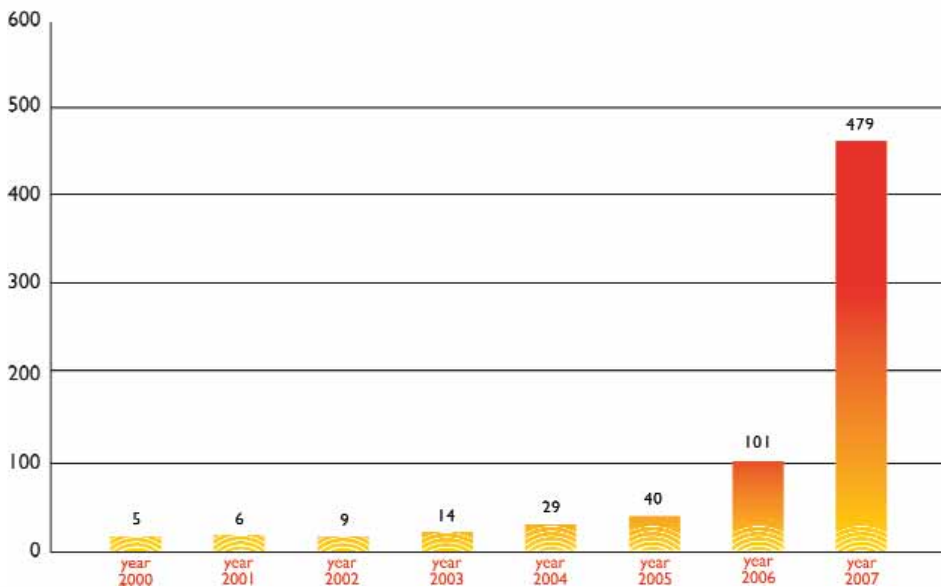


Figure 2. Foundation for Professional Development (Pty) Ltd – FPD Staff Growth 2000 - 2007





## EDUCATION

FPD focuses on providing and expanding high quality educational programmes, securing scholarships, and supporting continuous learning through the FPD alumni network and a variety of other educational opportunities.

The objective of education within FPD is to develop cutting edge, needs orientated academic programmes for healthcare professionals in the clinical and management domains. Such programmes are developed within the regulatory requirements of the Department of Education, Council on Higher Education, the South African Qualifications Authority and the Health Professions Council of South Africa. These academic programmes are designed to be needs orientated, outcome-based and are updated on a regular basis. FPD also adheres to applying quality assurance of all academic activities. FPD manages all educational quality assurance including faculty, programme, teaching and learning and administrative quality and ensures compliance with quality standards laid down by educational and other statutory bodies. FPD further ensures all aspects relating to the accreditation of FPD as an education provider with various accrediting bodies.

### **Course Accreditation**

In 2007, the Department of Education awarded the FPD accreditation as a Private Higher Education Institution with full registration status to present the following programmes:

- Certificate in Practice Management (CPM),
- Certificate in Advanced Health Management (CAHM),
- Certificate in Risk Assessment and Management (CRAM),
- Diploma in Risk Assessment and Management (DRAM),
- Diploma in Advanced Health Management (DAHM), and
- Postgraduate Diploma in General Practice

The CHE also provisionally accredited both the Certificate and Diploma in Risk Assessment and Management and the Diploma in Advanced Health Management.





## Course Offering

The number of separate courses or curricula offered by FPD has now increased from 1 in 1998 to 85 by the end of 2007.

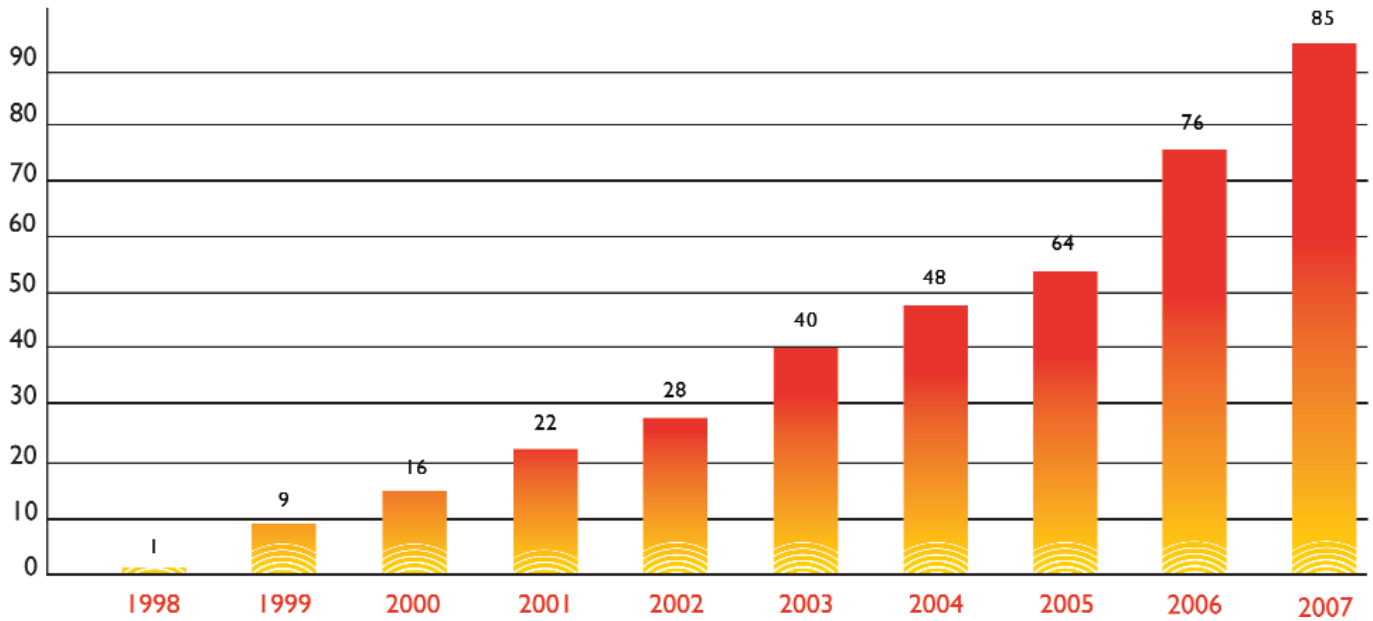


Figure 3: Number of FPD Courses Offered

## Clinical Curriculum

### New Course Development

During the year FPD developed a number of clinical short courses. These courses all combine self-study with contact sessions facilitated by leading national experts:

- Paediatric HIV/AIDS Management Course
- Advanced HIV/AIDS Management Course
- Dermatology in HIV/AIDS Course
- Tuberculosis for Lay Counsellors

### Updated Course Curriculum

The following clinical courses were updated to reflect new development in the different fields:

- Anaesthesiology Refresher Course
- Course in the Management of Common Vascular Disease

- Clinical Management of Cardiovascular Disease
- Clinical Management of HIV/AIDS for Professional Nurses
- Clinical Management of HIV/AIDS for Doctors
- Clinical Management of Tuberculosis
- Mental Health Course
- Distance Anatomy Course
- Optometry Volume 1 and 2
- Integrated Management of TB, HIV & STI in the Primary Healthcare Setting for Professional and Enrolled Nurses
- HIV/AIDS in the Workplace

In line with the FPD registration as a higher education institution the following programme was adapted and resubmitted for CHE accreditation:

- The Certificate of Ophthalmic Technology – this course is aimed at Ophthalmic Assistants

### Manuals developed included

- TB Infection Control in high burden HIV settings for The Medical Research Council

### *Management Curriculum*

### New Course Development

The following management short courses were developed during 2007:

- Training of Assessors and Moderators Course
- BBBEE workshop
- Storeman's Course
- Diversity Management



During 2007 FPD also customised some of the modules of the Diploma in Risk Assessment and Management into the following business short courses:

- **Introduction to health economics in South Africa**

This short course will enable participants to identify the impact of health economics in health risk assessment and management.

- **Risk assessment and management**

This short course focuses on how to assess, prevent and manage risk in the health environment with regard to systems, resources and personnel.

- **Introduction to the South African legal system**

At the end of this short course participants will be able to understand the differences and impact of the South African legal system in health risk assessment and management.

- **Health risk assessment and ethico-legal issues**

This short course should enable participants to understand the importance of the relationship between legislation, patient rights and the impact thereof on health risk assessment and management.

- **Funding in healthcare industry**

To understand the relationship between public and private funding, health funders, social security, RAF and COID is crucial in the assessment and management of risk and the subsequent impact on health. This short course is aiming to do just that.

- **Financing, accounting and billing**

This short course highlights the relationship between financing, accounting and billing in health systems and how to assess and manage associated risks.

- **Information Technology**

Through participating in this short course participants will be able to understand the relationship between effective document handling and the use of information technology to reduce the impact thereof on health risk assessment and management.

- **Statistical analysis**

To understand the value of statistical analysis and the impact thereof on health risk assessment and management is to most managers a challenge. This short course makes it possible through an interactive approach.

- **Clinical issues in health risk assessment**

Clinical issues and the impact thereof on health risk assessment and management is the focus of this short course and at the end of this short course participants will be able to understand the importance thereof.

- **Medical schemes and case management in South Africa**

At the end of this short course participants will be able to understand the impact of case management in relation to health risk assessment and management.

In support of FPD's drive to increase the diversity of its faculty, assessors and moderators, FPD also developed a Training of Assessors and Moderators course. This 2-day workshop is supported by a comprehensive study manual developed by a leading expert in the field. The course is targeted at all health professionals and managers who wish to update their assessment and moderation skills.

## **Student Enrollment**

The total number of students enrolled on FPD courses since FPD was launched in 1998 increased with 16 780 in 2007. That will bring the total number of students trained by FPD since its establishment to 63 757.

A large number of registrations resulted from three large training programmes run by FPD namely the two short courses on the Clinical Management of HIV/AIDS for doctors and nurses, on which 3 033 students were trained in 2007 and the Clinical Management of Tuberculosis on which 1279 participants were enrolled in 2007. The third short course is the tender received from DOH for training of Doctors and Nurses in the Integrated Management of TB/HIV/STI which also increased the total number of students trained in 2007. A total of 4 381 students were trained on this course.

One of the highlights of 2007, was the substantial expansion of the management training programme. Eight management groups were enrolled in 2006 and ten in 2007. FPD firmly believes that management development in healthcare is a prerequisite to improving healthcare delivery and has been committed to such development since 1998. Currently FPD is involved with our strategic partner, Yale University, in the largest public sector management training programme in the country, focusing on managers working in the AIDS field. In 2007, a total of 375 healthcare managers in the public or not-for-profit sector from all nine provinces in South Africa were enrolled in the new intake of management trainees that started their training in July 2007.

The Foundation for Professional Development (FPD) celebrated its tenth anniversary with its first formal graduation ceremony in Pretoria on November 28, 2007. A small group of 56 candidates helped to mark this occasion when they received certificates and diplomas for successfully completing courses towards improving their skills and knowledge in healthcare delivery and management. Among the 56 candidates that received certificates and diplomas at this first formal graduation ceremony, eight passed cum laude. Ms Thobeka Dwadwa and Ms Surika Myburgh received the best student awards for the Certificate in Advanced Management, and the Diploma in Risk Assessment and Management, respectively.



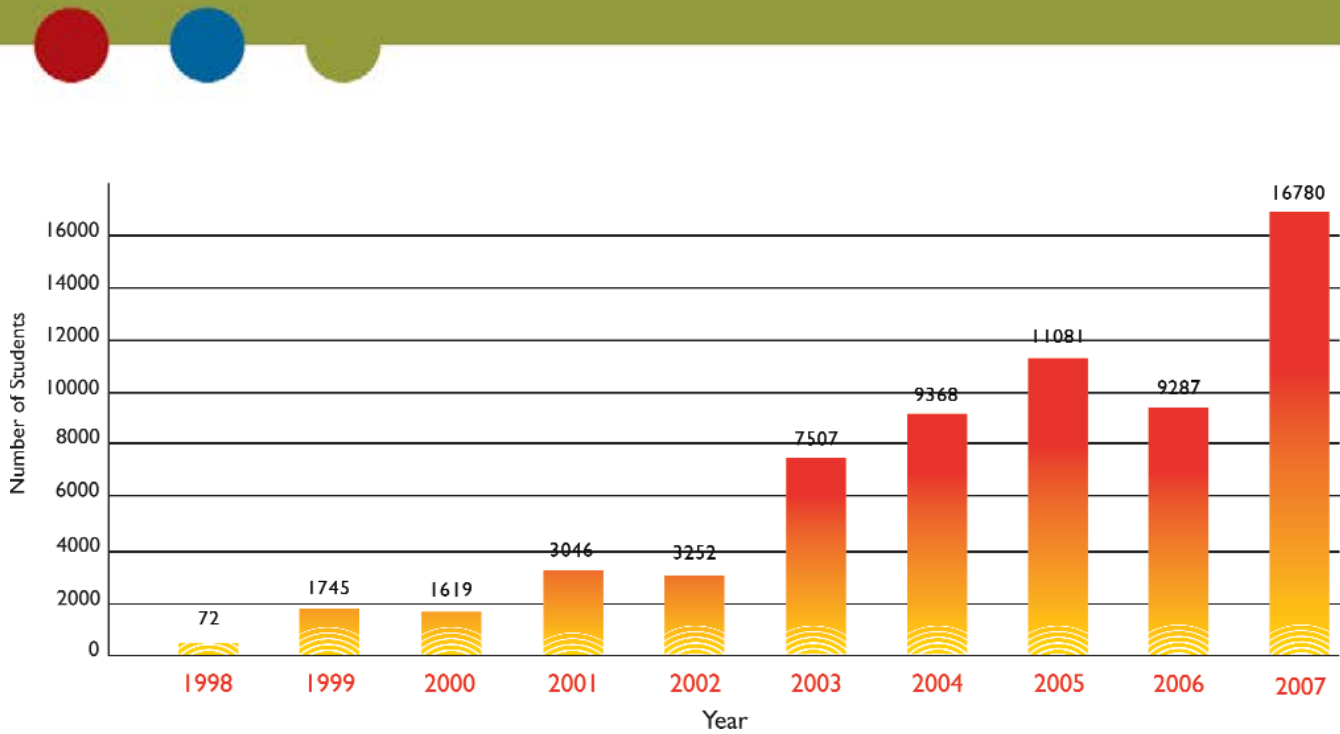


Figure 4. Foundation for Professional Development – Participants Enrollment in FPD Courses. Period: 1998 - Oct 2007

### ***Learning and Student Support Services***

The FPD maintains a suitable resource centre at its registered head office. Apart from literature associated with its programmes and courses, internet access is also provided. Students receive support required from faculty and facilitators and may request additional assistance from FPD if needed. The FPD website offers students assistance through the provision of assessment and assignment guidelines.

The FPD also organises its students and alumni into networks based on specific areas of interest and these networks are accessible through the FPD website. Alumni also receive regular updates and a dedicated newsletter. Through this process the FPD is creating an environment of continuous learning within a structured network.

### ***Media and E-Learning***

In keeping with its virtual business model FPD has established a number of strategic partnerships that support FPD teaching programmes through the provision of learning support services. In 2007, such partnerships were sustained to support the objective of alternative educational delivery mechanisms. FPD has contractual arrangements with a number of digital educational providers.

FPD embarked on e-learning in 2005 and this was expanded in 2006 and 2007. To date, FPD has converted 5 clinical courses as well as one business course into e-learning programmes, accommodating students who find it difficult to attend workshops. The following courses are now offered via e-learning.

- Clinical Management of Urinary Incontinence
- Course in the Clinical Management of Epilepsy
- HIV/AIDS Management for Professional Nurses
- Tuberculosis for Professional Nurses
- HIV/AIDS Management Course
- Certificate in Practice Management

### Electronic Doctor Interactive (E-Doc) – [www.edoc.co.za](http://www.edoc.co.za)

E-Doc™ and the FPD provide relevant information regarding healthcare by means of seminars, meetings, discussion groups, surgical procedures and other healthcare events to medical practitioners through the medium of digital video discs (DVDs).

### The DVDs distributed in 2007 were on the following topics:

- Osteoporosis
- Coronary Artery Bypass grafts
- Cardiovascular Health
- Cementless total hip replacements
- Posterior thoracic spinal decompression

DVDs were distributed to doctors and pharmacists in South Africa.

### Mindset Health – [www.mindset.co.za](http://www.mindset.co.za)

FPD has a collaborative agreement with Mindset Health to use television for educational programmes aimed at nursing practitioners.

Mindset Health delivers health education and promotion to healthcare workers in public sector facilities via television on a mass scale. The Mindset Health channel delivers the content through satellite broadcast and datacast into the user's immediate environment including over 110 hospitals and clinics all around South Africa.

### Africa Online Scientific Information Systems: Learning for Africa (AOSIS) – [www.aosis.co.za](http://www.aosis.co.za)

FPD also has an agreement with AOSIS to establish an internet platform for the delivery of FPD distance education. 73 students enrolled for courses using this medium in 2007 on 6 different courses.



## Course Marketing

The main focus area and role of this unit is to build and strengthen new and existing relationships with sponsors through relationship marketing. This unit focuses on driving expansion of FPD's educational activities through mobilising scholarship support for potential participants on FPD courses.

During 2007, FPD continued to support efforts to promote access to education through securing educational grants from sponsors and donors for all potential FPD students. The funding, grants and sponsorships are utilised in the form of a subsidy to enroll potential students, thereby reducing the cost which may be a barrier to education. During 2007, educational grants and sponsorships were awarded to FPD students to the value of R 16 444 702. This brings the total amount of awarded scholarships since 1998 to R54 984 304.

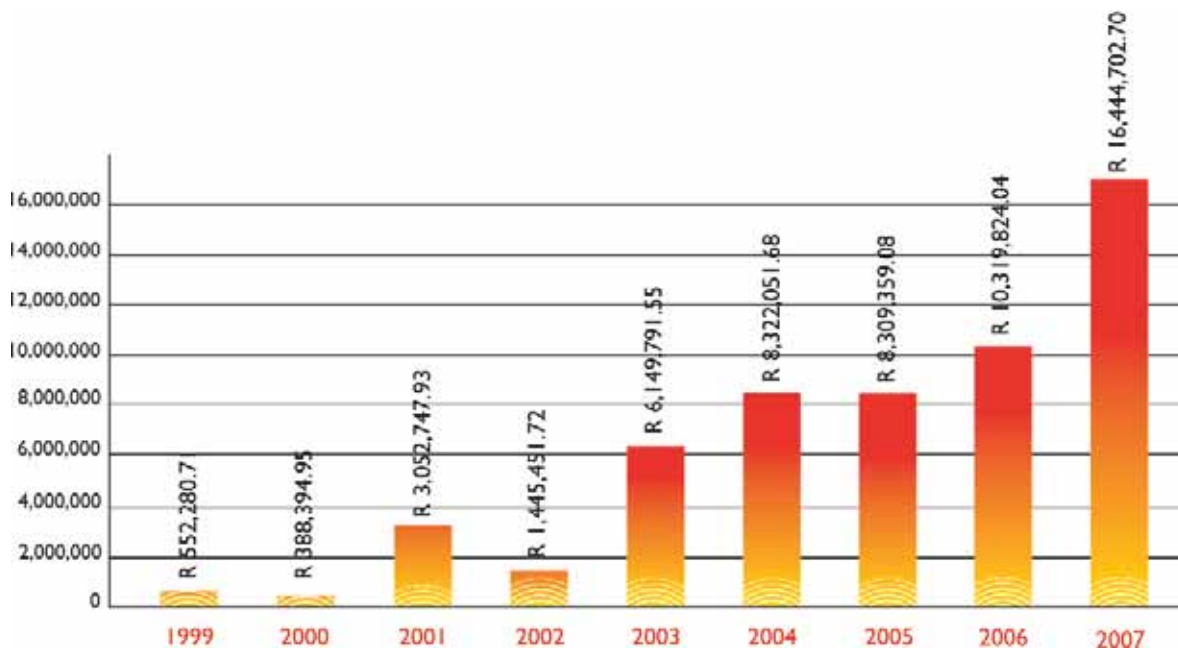


Figure 5. Educational Grants 1999 - 2007

## Alumni Programme

As part of the FPD's endeavours to ensure alumni have access to updated information within their field, FPD has complimented its own alumni services through strategic alliances with two special interest groups. In both cases, FPD purchases membership to these groups thereby ensuring access to a wide variety of continuing educational products such as journals, newsletters and meetings.

FPD currently has arrangements with:

- Southern African HIV Clinicians Society (SAHIVS) - [www.sahivcliniciansociety.org](http://www.sahivcliniciansociety.org)
- South African Institute of Healthcare Managers (SAIHCM) [www.saihcm.co.za](http://www.saihcm.co.za)



As the Alumni Programme has been earmarked for substantial growth in 2007 and 2008, the programme embarked on strategic planning in 2007. This entailed a literature review and a customer research initiative that was aimed at determining alumni service preferences. This study will help FPD develop an expanded alumni service that will include services such as:

- Mentorship support
- Journal clubs
- Newsletters and journals
- E-learning
- Distance education programmes
- Update workshops

## **Annual Educational Events**

### Summer Academy

The Summer Academy is designed to offer a unique learning experience by combining clinical and ethical issues in an effort to help general practitioners to update their skills and knowledge in specific areas. Most healthcare professionals have limited time available to attend clinical programmes and individual courses can be costly and time consuming. The FPD Summer Academy offers healthcare professionals an opportunity to get away, save time and money, earn CPD points for attending this learning experience and get the best of what FPD has to offer.

## **Organisation Development (in-house) Courses**

FPD has developed various organisation specific training courses, presented on an in-house basis, covering areas such as management and leadership development, clinical skills development and support staff skills development.

FPD has provided customised in-house training programmes for staff of the following organisations (2007 clients identified with\*)

### Public Sector Organisations

- Departments of Health – neighbouring countries \*
- South African National Department of Health\*
- Various Provincial Departments of Health (South Africa)\*
- Regional Training Centres Eastern Cape & Mpumalanga \*
- Statistics South Africa
- South Africa - Correctional Services \*
- UNAIDS
- WHO (Afro)
- SANPARKS \*



## Corporations

- Anglo Gold
- Anglo Platinum
- De Beers
- Eskom \*
- Kumba Resources
- BMW

## Medical Schemes/Administrators

- Igolide Health Networks
- Medihelp
- Medikredit
- MX Health
- Impilo Health
- Umed
- Thebe ya Bopele
- Aurum Health \*

## Hospital Groups

- Netcare
- Community Health Group\*

## Networks

- GP Net
- Prime Cure

## Pharmaceutical Industry

- AstraZeneca\*
- Bristol-Myers Squibb

- Aspen Pharmacare
- MSD
- Sanofi Aventis \*

## Non Profit Organisations

- South African Catholic Bishops Conference
- Lutheran World Relief
- IPPF
- HIV 911 \*
- Tshepang \*
- COPES SA \*
- AFRICARE \*
- Youth Care Givers \*

## Medical Equipment Suppliers

- Stryker South Africa

## ***Contracted training provided on behalf of other academic institutions***

- University of Pretoria \*
- CIDRZ (Zambia) \*
- Columbia University \*
- URC \*
- Regional Training Centre: Eastern Cape
- Regional Training Centre: Mpumalanga
- ICAP \*
- MRC \*
- SAHCD \*
- Quintiles \*
- PIASA \*

## Faculty of the Foundation for Professional Development

The FPD offers training on a nation-wide basis. The FPD employs a model of using a contracted faculty panel, thus acquiring access to the best faculty in the field. Most of the FPD department heads also act as faculty. Each FPD course has more than one expert facilitator assigned to it. Depending on the demand for each course and the venue where it is offered, the number of participating faculty will differ per course.

## Geographical Location of FPD Programmes

During 2007, FPD actively worked at expanding its activities in the Southern Eastern and Western African regions. To date FPD has provided training programmes in the countries indicated below:

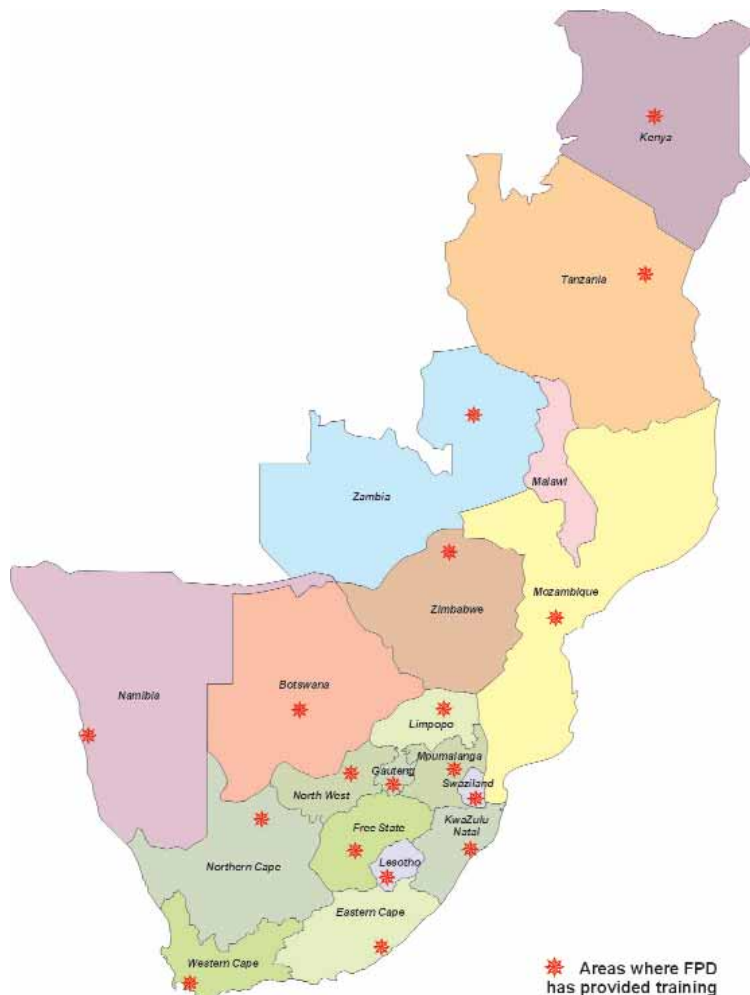


Figure 6. Geographical Location of FPD Programmes

*The following graphs provide an overview of the qualifications and expertise of FPD staff who taught on programmes in 2007*

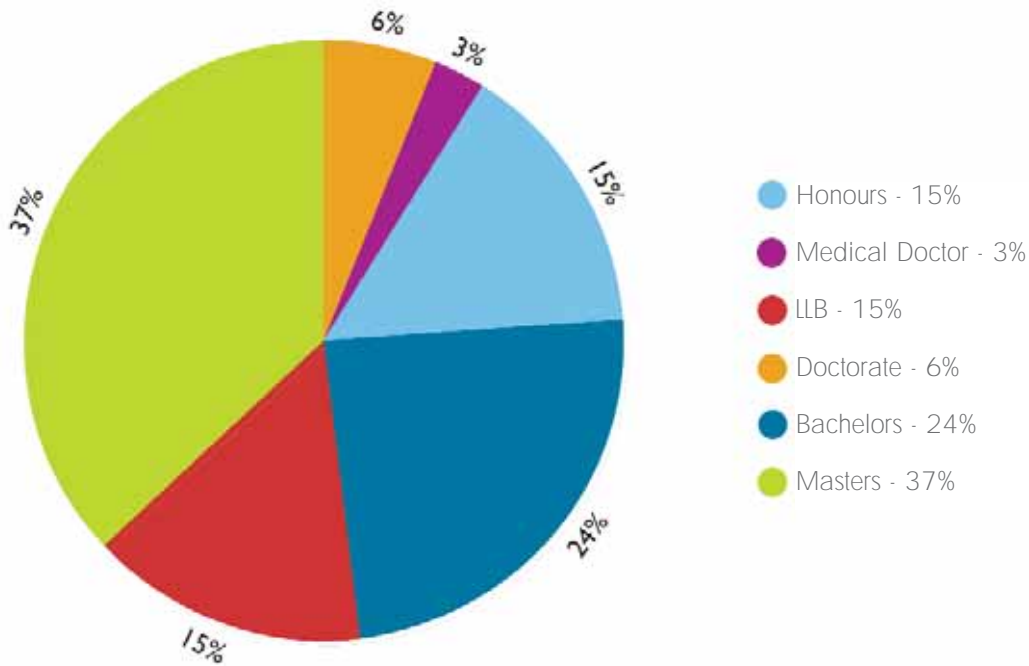


Figure 7. Qualifications Management Faculty

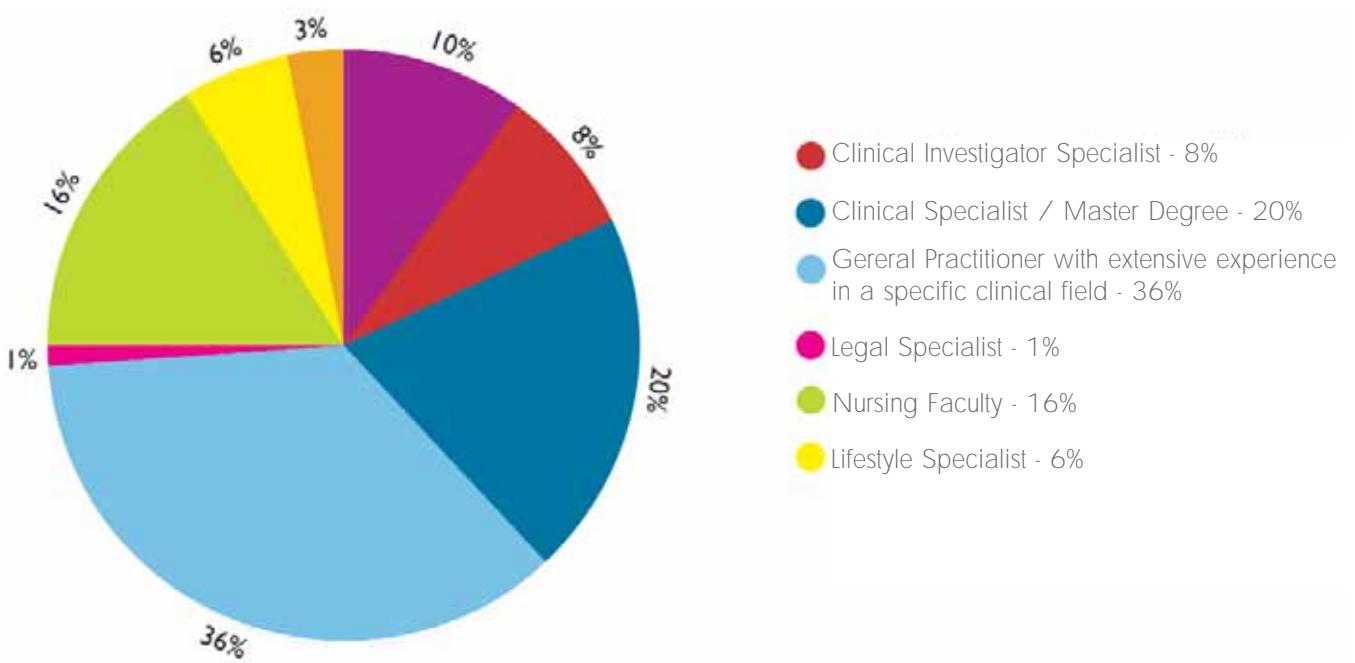


Figure 8. Qualifications/Expertise Clinical Faculty

## FACTS & FIGURES

This section provides an overview of student demographics as pertaining to students who were enrolled on FPD courses during 2007.

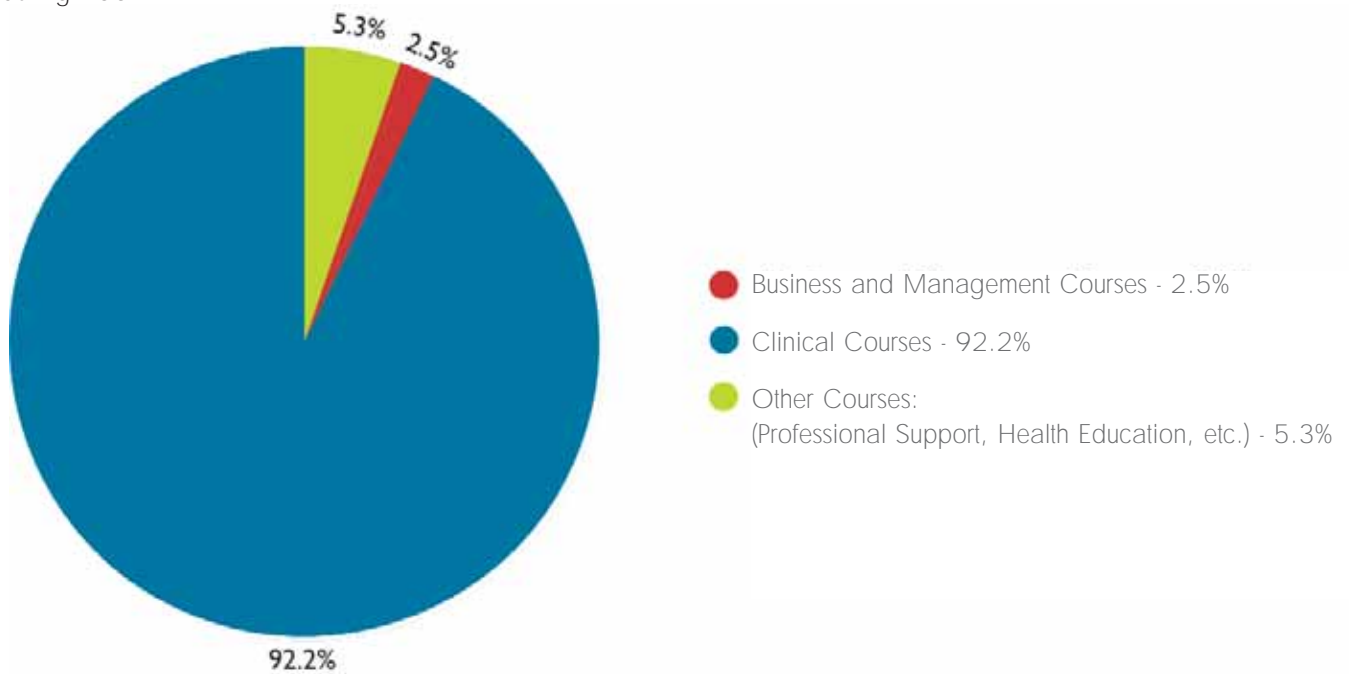


Figure 9. Course enrollment for 2007

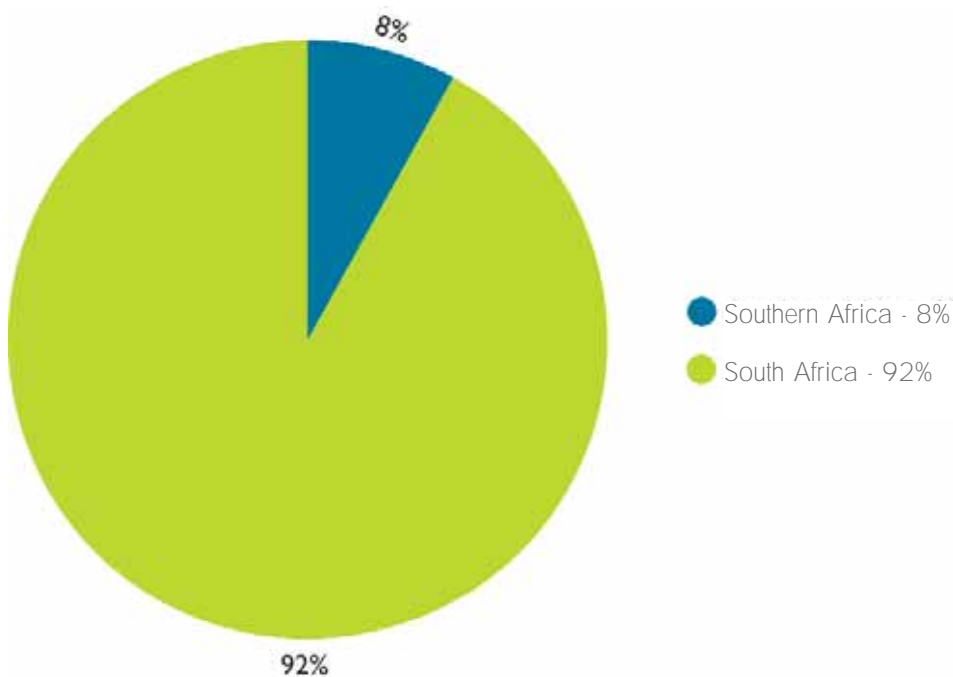


Figure 10. South Africa / Southern Africa breakdown

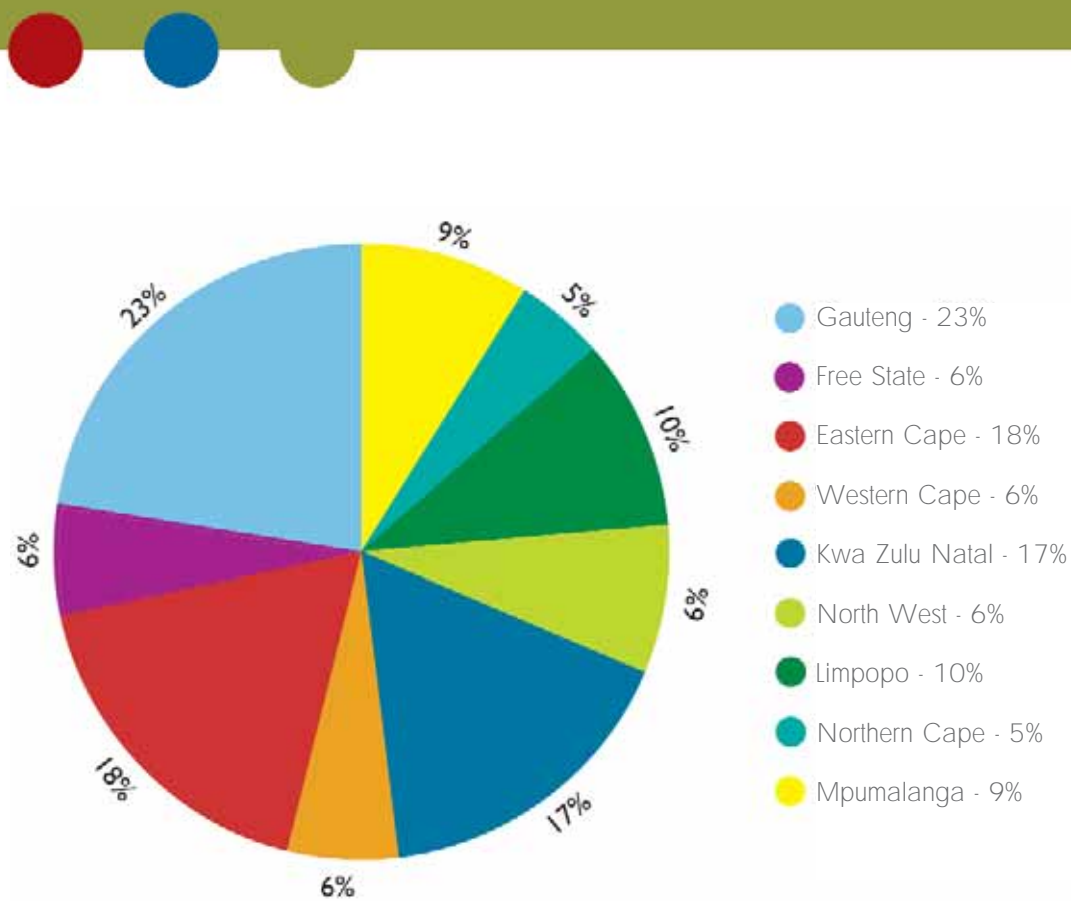


Figure 11. Geographical Breakdown (South Africa)

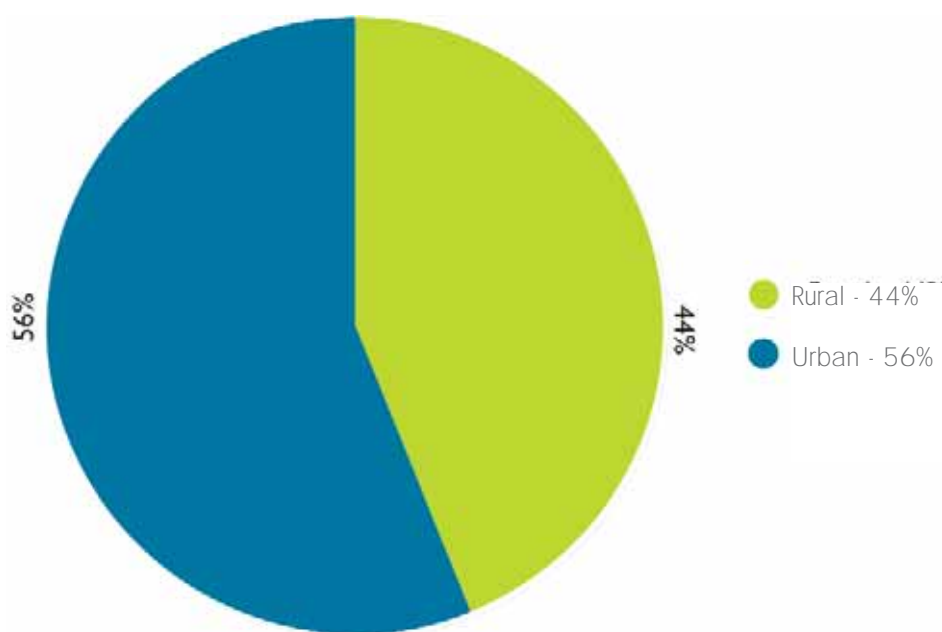


Figure 12. Urban / Rural Breakdown

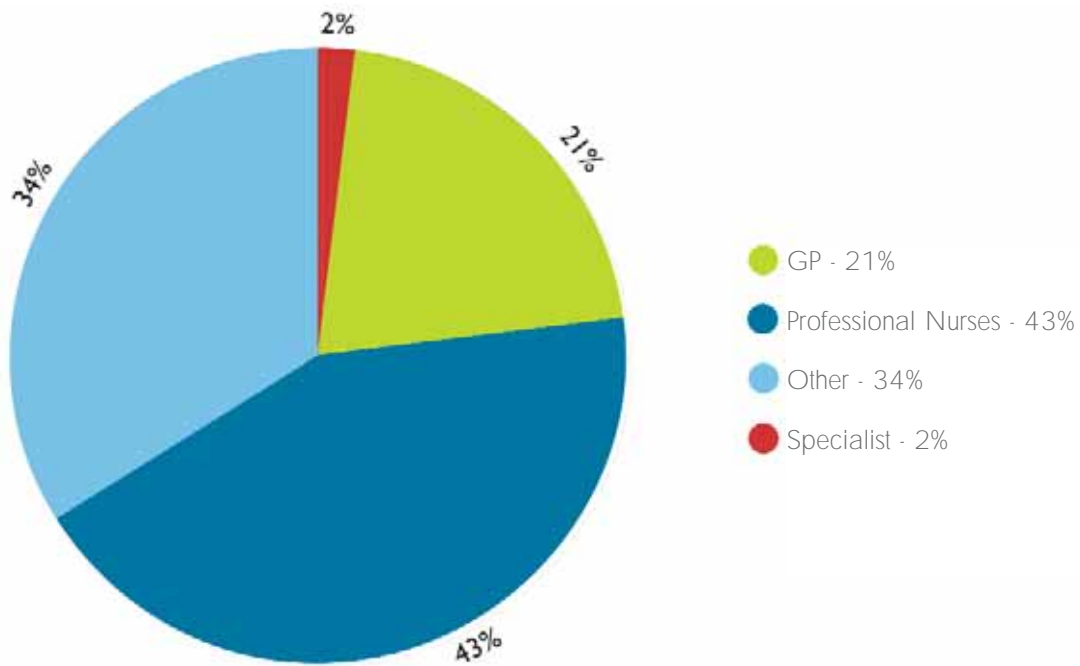


Figure 13. Professional Breakdown

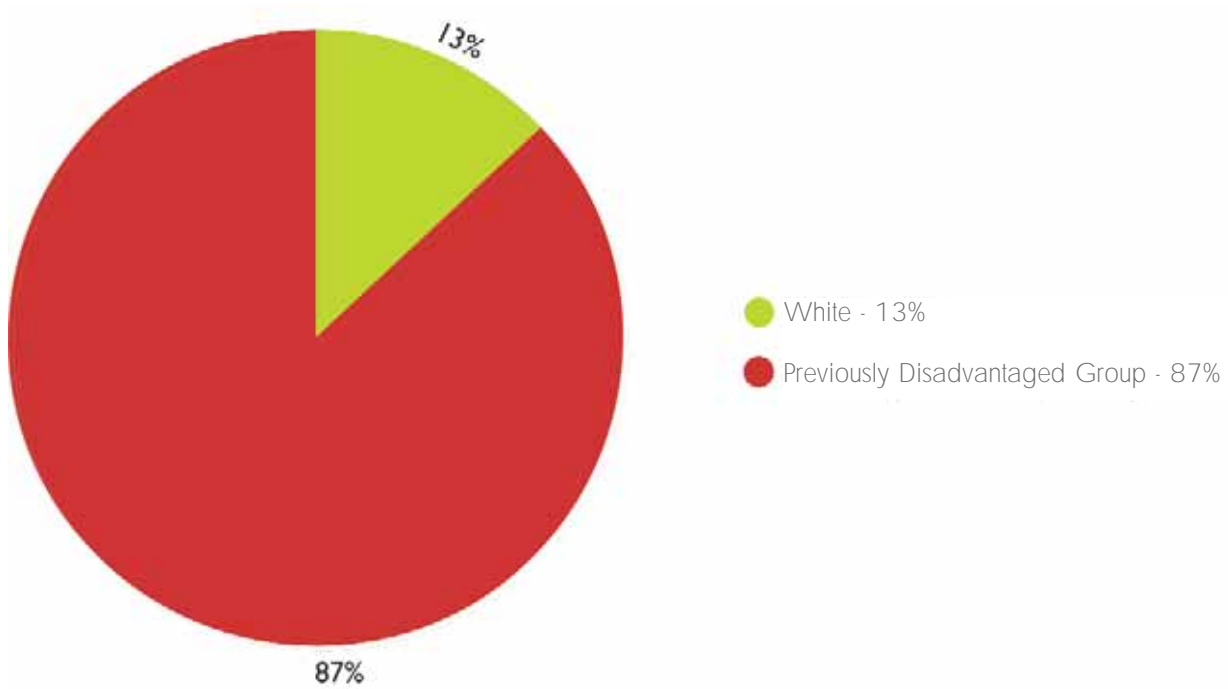


Figure 14. Racial Breakdown

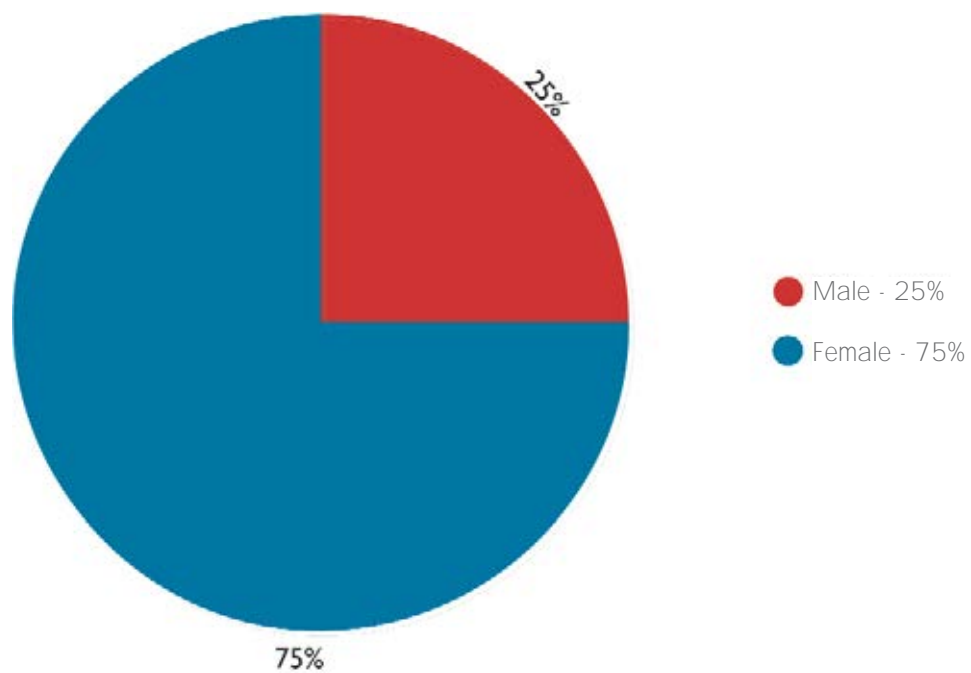


Figure 15. Gender Breakdown





## Conferences

As part of FPD's commitment to continuing education, FPD has a Conference Management Department (FPD-CMD) which is managed through a joint venture with Conference Consultancy South Africa. FPD-CMD offers a comprehensive range of local and international professional conference planning and management services to organisation and institutions across all sectors.

### FPD-CMD provides a world-class conference planning and management service that focuses on the following activities:

- Strategic Support Services
- Strategic Conference Business Development
- Conference Risk Analysis
- International Conference Bid Production

### Provision of a full range of conference planning and management services including:

- Conference Secretariat co-ordination
- Abstract and speaker management services
- Conference project planning and management services
- Delegate administration services (including registration)
- Exhibition management services
- Financial planning and administration
- Monitoring and evaluation
- Protocol adherence
- Scholarship management services
- Specialised service provider co-ordination, including meeting venue, accommodation, tours, audiovisual, catering, graphic design, document production and printing, information technology, security, transport, conference collateral i.e. bags, pens and gifts
- Sponsorship recruitment and exhibition sales

The FPD-CMD is a human resource, knowledge and technology intensive business unit supported by skilled people operating advanced information technology systems and database platforms. Planning and management of conferences are done through a process of risk analysis, determination and setting of policies, financial, project, human resources planning and management, and the appointment and management of ancillary service or outsourced suppliers.



Operations are conducted in three phases namely planning (pre-conference), roll-out (during the conference) and closure (post conference). Operations are managed according to activities, costed in a master budget, linked to people and/or service provider companies in a comprehensive project management structure with set timeframes. These activities are meticulously managed through identified deliverables and milestone achievements in the project management system.

## Activities

*Past conferences that FPD has been involved in, include:*

- XIIIth International AIDS Conference (2000)
- Summit on the Future of Medicine (2001)
- 1st South African AIDS Conference (2003)
- SAMA Conference on the Strategies for Survival of Doctors (2004)
- 2nd South African AIDS Conference (2005)
- 8th World Conference on Injury Prevention and Safety Promotion (2006)
- I-TECH Conference of Clinical Mentoring of HIV/AIDS Care and Treatment in Resource Restrained Settings (2006)
- 9th World Congress on Self-Care Deficit Nursing Theory (2006)
- 2nd Conference of the South African Institute for Health Care Managers (2006)

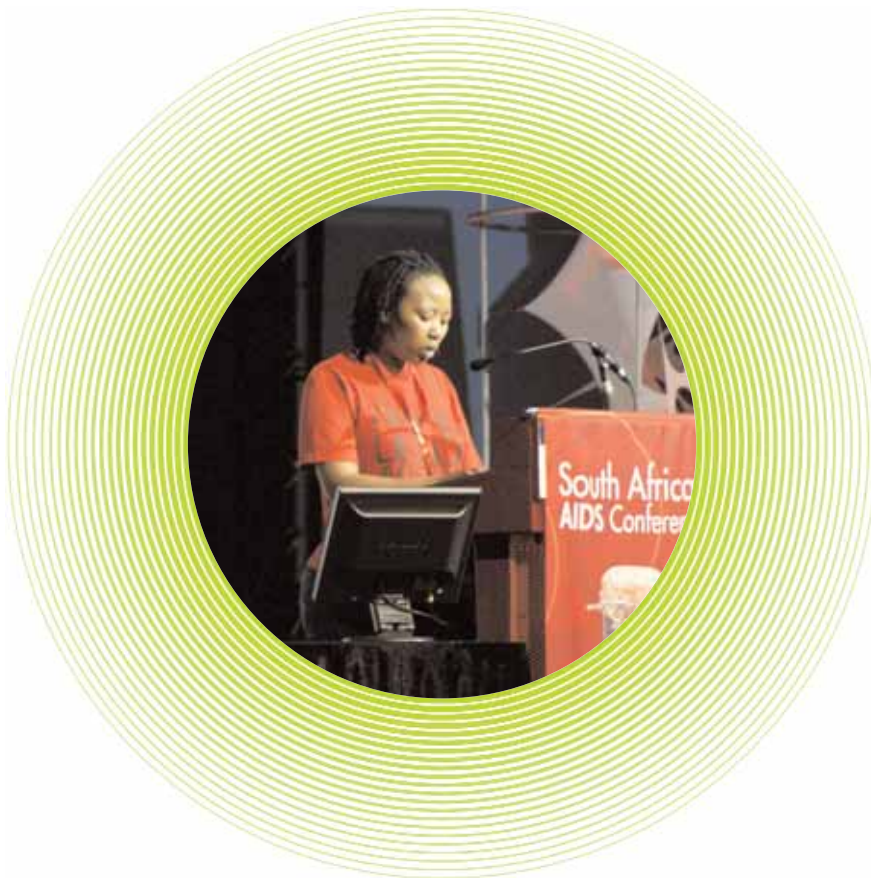
*In 2007, FPD organized the following conferences:*

- 3rd South African AIDS Conference at ICC Durban attended by more than 4,000 people
- The National Civil Society Conference on Implementing the National Strategic Plan on HIV and AIDS, Emperors Palace
- The IIA Fraud Conference, Emperors Palace
- The IIA Corporate Governance Conference, Emperors Palace
- The IIA SA National Conference, Sandton Convention Centre

*FPD is currently working on the following conferences for 2008/2009:*

- 2nd Burden of Disease Control Conference, Emperors Palace, 4-5 June 2008  
([www.ihrm.co.za](http://www.ihrm.co.za))
- The South African TB Conference, ICC Durban from 1-4 July 2008  
([www.tbconference.co.za](http://www.tbconference.co.za))

- The Non-Governmental Organisation (NGO) Conference, CSIR International Convention Centre, 23-24 October 2008 ([www.foundation.co.za](http://www.foundation.co.za))
- The 4th South African AIDS Conference, ICC Durban , 1 – 4 April 2009 ([www.saaids.com](http://www.saaids.com))
- The IIA International Conference, Sandton Convention Centre, 11-13 May 2009
- The IAS 5th Conference on HIV Pathogenesis Treatment & Prevention, CTICC, 19-22 July 2009 ([www.iasociety.org](http://www.iasociety.org))
- The Solar World Congress , Sandton Convention Centre, 11-14 October 2009 ([www.swc2009.co.za](http://www.swc2009.co.za))





## CLINICAL CAPACITY DEVELOPMENT



The clinical component of FPD works closely with Provincial Departments of Health and facility management. The main objective is to increase HIV and AIDS service delivery through a variety of activities. The main focus of clinical activities in FPD is to integrate TB and HIV services as well as strengthen clinical referral networks. FPD works with clinical networks in Counselling & Testing, TB, HIV Wellness Centres and Antiretroviral Treatment Clinics within the South African public sector.

In line with these activities, FPD has expanded drastically during 2007 to include designated departments for Counselling & Testing, TB-HIV Integration and Wellness, Provincial Treatment Programmes, Quality Assurance, and Monitoring & Evaluation.

### *The Positive Life Project*

In August 2004, FPD launched the Positive Life Project. The Positive Life Project's primary goals are to facilitate the accreditation, expansion and integration of South African public sector health facilities to provide comprehensive antiretroviral treatment (ART), TB/HIV services, counselling and testing services, Wellness programmes and HIV palliative care. In collaboration with Provincial Departments of Health, the Positive Life Project works in direct support of the HIV and AIDS and STI Strategic Plan (2007-2011).

Funded by PEPFAR since 2004, the Positive Life Project operates in Gauteng, North West, Mpumalanga and Limpopo Provinces and currently provides comprehensive support to twenty-five public sector and one NGO sector ART clinics. Working in partnership with Provincial Departments of Health and facility managers, FPD has directly contributed to the increased accessibility, availability and quality of care and support for People Living with HIV and AIDS (PLWHA) in these four provinces. Since starting this project in 2004, the number of patients supported has increased to 29 826.

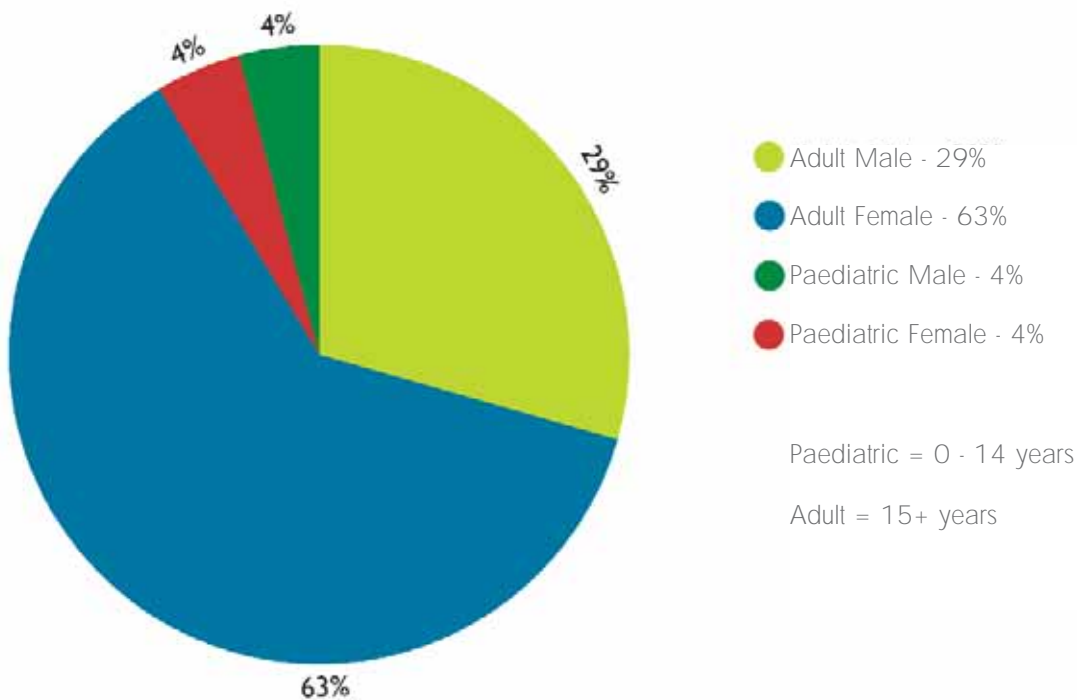


Figure 16. Cumulative number of individuals started on ART at 26 ART clinics by demographic category, December 2007

***Through a Public-Private-Partnership model, FPD coordinates the following support services:***

## Capacity Development

- Gaps in training needs (in terms of ART management, HIV palliative care, VCT and adherence counselling, TB management and project management) are addressed through the provision of training.
- Human resource strategies are addressed through secondment of clinical and administrative staff.

## Management Support

- FPD Project Managers work closely with facility management and DOH officials to implement jointly developed operational plans, to integrate and expand care services, to improve monitoring and evaluation capacity and to measure progress towards mutually designated facility, DORA and PEPFAR indicators.

## Operational Systems

- The FPD Quality Assurance team and facility staff develop and implement operational and strategic management tools designed for the clinics in order to improve efficiency and efficacy, without compromising quality of patient care and best practices (e.g. patient booking, management, and tracking systems; patient flow schedules; visit standards; and standard operating procedures).
- The FPD Monitoring & Evaluation Department works closely with the clinics to strengthen data management systems and ensure optimal data validity and reliability.

## Physical Infrastructure and Equipment

FPD Project Managers and the architectural team facilitate and manage clinic refurbishment, essential renovation projects and equipment procurement in order to negotiate short and long term infrastructural challenges impeding the rapid and successful roll-out of ART at the clinic level.

By means of these support structures, Positive Life Project clinics have increased treatment capacity; reduced ART initiation waiting times; improved quality and increased accessibility of HIV care and AIDS treatment within the facility and catchment areas; extended and integrated existing HIV and AIDS support structures with C&T, TB and social support services; and promoted a comprehensive package of HIV and AIDS care in line with international standards of best practice.

## Positive Life Project Clinics

<sup>1</sup>Fountain of Hope is the Positive Life Project's one NGO sector ART clinic which is supported entirely by PEPFAR.

\*These seven Northern Limpopo sites support integrated HIV Wellness and ART into a comprehensive HIV care programmes for HIV positive individuals both eligible and ineligible for ART.

No.	Province	Facility	Level of Care	Date of Partnership
1	GP	Cullinan	Clinic	Nov-06
2	GP	DGMH	Tert H	Oct-05
3	GP	Fountain of Hope <sup>1</sup>	Clinic	Mar-07
4	GP	Jubilee	Dist H	Aug-06
5	GP	Kalafong	Tert H	Aug-05
6	GP	Laudium	CHC	Sep-05
7	GP	Mamelodi	Dist H	Nov-05
8	GP	Odi	Dist H	Jan-06
9	GP	TDH	Dist H	Aug-04
10	GP	Tshepong	TB H	Jul-06
11	GP	Stanza	CHC	Mar-05
12	LIM	Donald Fraser*	Dist H	Mar-07
13	LIM	Elim*	Dist H	Jun-07
14	LIM	Louis Trichardt*	Dist H	Jun-07
15	LIM	Malamulele*	Dist H	Jun-07
16	LIM	Polokwane	Tert H	Jun-07
17	LIM	Siloam*	Dist H	Jun-07
18	LIM	Tshilidzini*	Reg H	Jun-07
19	LIM	Grobblersdaal	Dist H	Aug-07
20	LIM	Jane Furse	Dist H	Jun-07
21	LIM	Mussina*	Dist H	Jul-07
22	LIM	Rethabile	CHC	Aug-07
23	MP	KwaMhlanga	Dist H	2006
24	MP	Witbank	Tert H	2006
25	MP	Middleburg	Dist H	Jul-07
26	NW	Brits	Dist H	Nov-05

Table 1. Positive Life Project Clinics

## Positive Life Project ART Clinic Sites

The Positive Life Project currently supports 25 public sector and one NGO sector ART clinics in four Provinces.

Due to limited space and human resource capacity, HIV-positive individuals ineligible for ART are referred to Primary Health Care Centres (PHCs) for HIV Palliative Care management in Gauteng, North West and Mpumalanga. At seven ART clinics in Limpopo, FPD assists the Limpopo DOH to support integrated HIV Wellness and ART programmes which extend HIV palliative care to HIV-positive individuals not yet eligible for ART. In addition, the Positive Life Project's private sector ART clinic in Gauteng is rapidly building up a comprehensive Wellness clinic catering to HIV-positive individuals ineligible for ART.

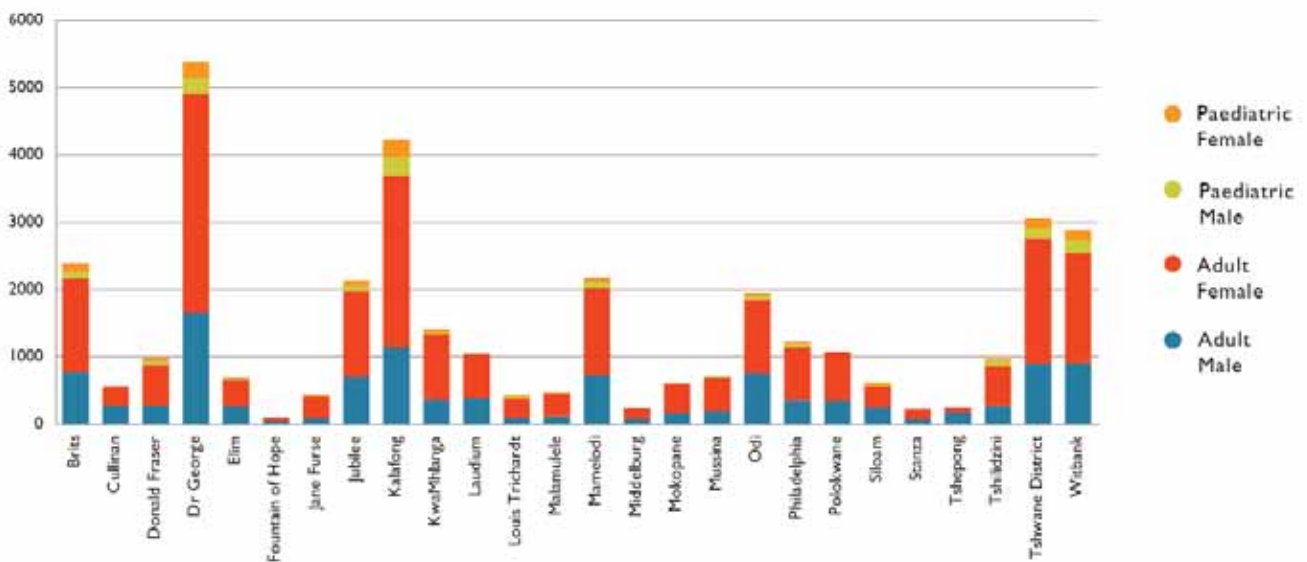


Figure 17. Cumulative No. of individuals started on ART at Positive Life Project clinics by December 2007 - total number 35 978

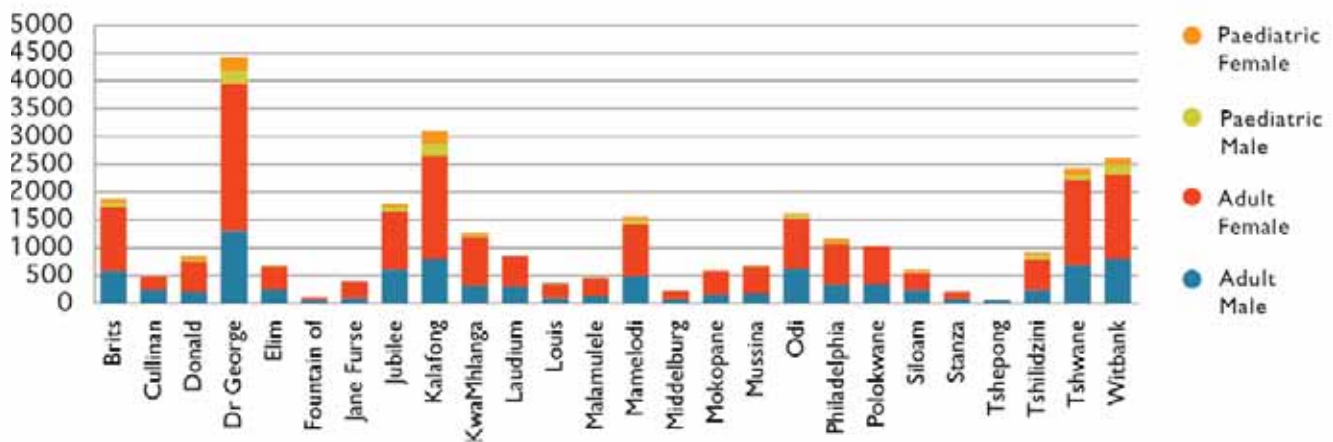


Figure 18. No. of individuals active on ART at Positive Life Project clinics by the end of December 2007 - total number 29 826

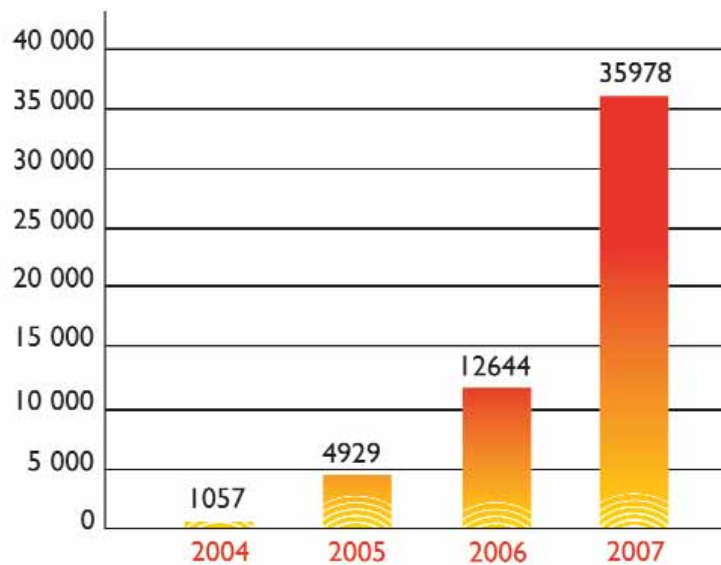


Figure 19. Cumulative number of patients initiated on ART, 2004 - 2007

## Counselling & Testing Activities

FPD promotes expansion and integration of both provider and client initiated Counselling & Testing (C&T) services at all ART clinic sites. Currently, FPD seconded human resources to C&T sites at 21 ART clinics and is working to recruit additional HR resources at the remaining five. In addition to facility-based C&T, the Counselling & Testing Department is actively working to promote access to community based C&T through mobile units and partnerships with NGOs and FBOs.

## Positive Life Project Counselling & Testing Sites

Facility Type	No. Sites
ART clinic	21
Down Referral	5
CHC	1
Clinic	2
NGO/FBO	3
Mobile Unit	3
<b>Grand Total</b>	<b>28</b>

Table 2. Positive Life Project Counselling & Testing Sites



FPD C&T support includes staff secondment and salary "top-ups" for NGO employed Counsellors, equipment and infra-structural procurement, marketing, site renovation and refurbishment and operational systems support. Project successes include: increased C&T productivity, enlistment of retired nurses, strengthened data management tools and systems, implementation of TB screening tools and referral protocol at C&T sites, initial steps towards integration of CD4 testing for all newly identified HIV-positive individuals at public sector C&T sites and launch of 3 Positive Life Project C&T mobile units in December 2007.



Figure 20. Positive Life Project C&T Mobile Units

## ***TB-HIV Integration Activities***

In line with the goal to integrate HIV care and support structures, FPD established the TB-HIV Integration Department in August 2007 with two primary objectives:

- 1) To increase access to C&T for all TB patients; and
- 2) To increase access to TB care for all HIV positive individuals.

The Positive Life Project currently supports 15 TB-focal points, 3 of which are at the primary care level. FPD's TB-HIV Integration Department is working closely with facility management at the remaining facilities to establish and/or strengthen facility-based TB focal points prior to HIV integration. Current FPD support includes:


- Secondment of C&T counsellors at all TB focal point and implementation of routine, opt-out C&T for all TB patients;
- Focused TB training for all clinical staff, adherence counsellors and VCT counsellors;
- Implementation of TB infection control practices; and
- Promotion of TB screening strategies (screening forms, cough officers) into ART clinic SOPs.

During 2007, FPD TB-HIV Integration Department garnered strong support for increased TB-HIV integration from senior management and clinic staff at the facility level and forged a positive relationship with the TB Programme and HAST Directorates in Gauteng.

## ***Clinical Management Systems***

### **Quality Assurance**

The main focus of the Quality Assurance (QA) team is to facilitate and coordinate HIV/AIDS-related health care provision activities, aimed at monitoring and improving performance at all sites under the Positive Life Project (PLP), in order to create HIV/AIDS management centres of excellence within the South African health care sector.



Our service delivery is aimed at satisfying patients' needs and exceeding client expectations. Patient Satisfaction Surveys (PSS) were conducted at Odi, Jubilee, Brits, Laudium, TDH, DGMH, Mathibestad and Kalafong ARV sites. The QA team results which were communicated to all stakeholders at different facilities in December 2007, followed by implementation of individualized Quality Improvement Plans (QIP) at related sites. Quarterly Patient Satisfaction Surveys are to be rolled out to all PLP sites in March 2008.

The Standard Based Management-Recognition (SBM-R) tool was also piloted at 5 ARV sites during 2007 to assess general service delivery performance standards.

Results were forwarded to Provincial and Project Managers to be communicated to all stakeholders at different sites. Based on the gaps identified, Quality Improvement Plans were compiled for individual sites and implementation there-of is in progress. Quarterly assessment will be implemented in January 2008. The SBM-R tool is envisaged to be rolled out to all PLP sites by September 2008, followed by an annual external QA audit in October 2008, where an FPD-linked star rating internal accreditation system of all PLP supported facilities will be introduced.

A down referral fast track tool was piloted at DGMH to facilitate down referral of 1000 patients to Klipkruisfontein by December 2008. A related QA plan is to roll out the updated model to other sites from January 2008 and monitor performance according to the referral tool tracking mechanism.

Orientation and induction of FPD doctors has kicked off in October 2007 at the Pretoria Academic Hospital with 10 medical practitioners participating in a clinical theoretical and practical skills update under the guidance of the Infectious Disease Specialist Unit for one week. Training needs for all categories of an FPD staff has been compiled and is being updated monthly. Training courses are scheduled according to these needs.

The QA team will expand its efforts from January 2008 to cover all newly formed sites in Limpopo and Mpumalanga provinces.

## Monitoring and Evaluation Activities

FPD M&E capacity has increased greatly during the course of the past year. Previously, one of the major challenges facing the Positive Life Project had been the implementation and support to M&E systems to validate clinic statistics. To-date, statistics have been predominately paper-based and subject to numerous limitations in terms of validity, reliability and integrity.

In 2007 FPD established an M&E Department and contracted external M&E Specialist support to provide strategic and technical support for all ART clinic activities, as well as to empower clinic and FPD staff on M&E best practices. Following baseline assessments of internal and external monitoring and evaluation activities at the ART clinic level, the Positive Life Project revised and strengthened its data management strategy and implemented a number of safety measures to promote data quality and mitigate the identified limitations for all indicators. Additionally, in response to the inherent limitations of a paper-based data management system, FPD, JSI and Infocare collaborated to design and implement a new electronic patient management system, SOZO. SOZO has successfully been rolled out and is in daily use at nine Gauteng ART clinics. It is anticipated that SOZO will be fully operational at all 33 ART sites by the end of 2008.

## ***THAT'S IT PROGRAMME (Tuberculosis, HIV, Aids, Treatment Support and Integrated Therapy)***

This project, in collaboration with the MRC, aims to expand the delivery of ART for TB patients in South Africa using lessons learnt from the best-practice models developed by other MRC partners.

Tuberculosis, although curable, is one of the most common causes of HIV-related morbidity and mortality in South Africa as well as other African countries. Due to the lack of awareness and education patients often present very late for help at health care facilities. The diagnosis of TB in association with HIV infection is not always straightforward. The project aims therefore to intensify TB screening in all HIV positive patients.

South Africa has TB incidence rates ranging from 400 to 1500/100,000 compared to the USA with incidence rates of <16/100,000. In view of international interest following the Tugela Ferry outbreak of XDR TB in 2006 in KZN this programme is well placed and focuses on TB patients as an entry point to access anti-retroviral therapy. At the same time it targets HIV-infected patients to heighten the awareness of TB signs and symptoms so that they can present in time to relevant health authorities for TB diagnosis treatment and clinical interventions.

## Purpose of the Project

The delivery of ART to TB patients in the *that's it* project has the following targets within the parameters of the two year contract (July 2006-July 2008) with the MRC, utilizing PEPFAR funding through the CDC cooperative agreement with the MRC.

- 6000 patients will be offered HIV diagnostic counselling and testing
- 3000 patients will be offered HIV care including ART
- 1000 TB-HIV patients will be referred for follow-up evaluation

*The current status of patients in the programme is:*

- 5392 patients have received HIV diagnostic counselling and testing
- 2453 have received HIV care including ART
- 4263 have been enrolled in Wellness care
- 1145 patients have received TB care.

The project targets resource poor and deep rural settings where access to ARV's is on its own a huge challenge.

## Activities

All activities are focused to improve TB HIV integration and care to communities with poor infrastructure and resources. As starting point MOU's were submitted and signed with the relevant provinces: North West, Western Cape and Eastern Cape - the last two as expansion sites.

A central project team consists of a project manager, accountant and project assistant. Due to the rapid expansion of the activities the project office was relocated to larger premises in September 2007.

The districts that have been identified for activities and support are Bophirima and Moses Kotane in the North West, Bitou, Knysna, George and Mosselbay in the Western Cape and eight identified TB hospitals spread all over the Eastern Cape, from Matatiele in the north to Humansdorp in the south and from Graaff Reinet to Port Elizabeth. The provincial MDR TB unit, Jose Pearson, is one of the sites that the *that's it* programme has successfully assisted in obtaining accreditation for ARV's. Six ARV clinics within district hospitals in the three provinces are supported by *that's it* and in total 36 surrounding clinics are directly benefiting from the programme. Four mobile clinics have been commissioned, two are operational providing further care to outlying service areas and promoting the decanting of anti-retroviral medication to these remote areas. The number of employees in the *that's it* programme since its first appointment in November 2006 is now 40, with two resignations occurring over this period.

The expansion of physical space to accommodate patients and adhering to infection control principles is one of the cornerstones of the programme. Ten park homes have been commissioned of which four are fully operational in the reporting period.

Laboratory and pharmaceutical support have been targeted to ensure fast turn around times and an uninterrupted supply of pharmaceutical drugs for the care of TB/HIV. In Ganyesa a radiographer has been appointed to ensure continuity of service.

The programme has embarked on positive branding to counteract dual stigmatisation. It has launched the programme at Ganyesa on World TB day and received wide media coverage.

Data collection has focused on preparing the required PEPFAR reports and developing OpenMRS, an open-sourced forms-based data collection system with clinical applications and easy expandability. This has required the development of a set of uniform and standardized clinical forms. The system is now ready for implementation.

## **Infectious Diseases Unit (IDU)**

This unit operates as a collaborative venture between FPD, the Internal Medicine Department of the Medical School, University of Pretoria and AMPATH Laboratories. The purpose of this Unit is to be a centre of excellence in infectious disease using a Public-Private-Initiative model that has a regional reach through creating a platform to mobilise and develop expertise in this field.

### **Activities**

*The work of the IDU is in the following areas:*

#### **Education**

Grand rounds in infectious diseases are now well established and take place on a weekly basis attended by health care workers from public and private institutions. Training for registrars on HIV/AIDS, tuberculosis management and rational use of antibiotics is done on an annual basis. HIV training for final year pre-graduate students with a practical and self study component was introduced as part of the curriculum.

The department also collaborated on tropical medicine training with the University of Pretoria, School of Health Systems and Public Health and the Department of Defence on XDR Tuberculosis.

The department was also heavily involved in expanding FPD's in service training programmes on TB, HIV, Antibiotics, X-ray's, Dermatology conditions in HIV, Acute medicine in HIV and Paediatric HIV.

#### **Service Delivery**

In support of ongoing attempts to improve capacity in both the public and private sector to provide a high quality infectious diseases service the IDU are involved in:

- Infectious diseases hospital consultation services at Pretoria Academic Hospital.
- Support to infection control services at Pretoria Academic Hospital around outbreak investigations.

- Running a complex HIV and infectious diseases treatment clinic at the Pretoria Academic Hospital.
- Ward rounds in Infectious diseases for Tropical Medicine course at School of Health Systems and Public Health, University of Pretoria.
- An HIV treatment clinic at the University of Pretoria's main campus.
- Clinical mentoring for ART sites supported by FPD.
- Providing specialized Paediatric HIV services at four Hospitals in and around Tshwane district.
- Providing telephone support to clinicians working in the HIV and TB field from across the country.

## Research

The Infectious Diseases Unit focuses its research activities on infectious diseases found in Africa. Currently we are establishing a number of strategic alliances in both the public as well as the private sector in order to establish a capacity to conduct research. The unit is part of the South African Malaria Initiative (SAMI), a local initiative designed to identify new drugs and diagnostics for Malaria. The IDU is also part of the expert group on XDR Tuberculosis, established by the MRC.

The Infectious Disease Unit and its partners were involved in the following research projects during 2007:

- Antibodies against Mycolic acids as a sero-diagnostic test for Tuberculosis
- PET scan as a research project in nuclear medicine test for TB in HIV patients
- Post exposure prophylaxis in Pretoria Academic Hospital
- TB and HIV adherence field testing with an electronic pillbox
- Brucellosis and HIV infection
- Cohort study on treatment failures in FPD clinics



## COMMUNITY CAPACITY DEVELOPMENT

FPD provides a variety of programmes within various communities which focus on non-clinical capacity building initiatives within the health sector. These initiatives are aimed at building the management and human resource capacity within communities, to effectively deliver health services. These programmes are unique to South Africa as they act as enabling agents within structures of service delivery.

### *Africa Health Placements*

Africa Health Placements aims to support the recruitment and retention of public sector health professionals in Africa through targeted marketing campaigns, a professional recruitment service, orientation programmes and retention strategies, as well as through supporting a network of local and international institutions and donors who are working to improve the health-care capacity of the continent. Africa Health Placements was formed in 2007 through a joint venture between the FPD and the Academy for Family Practice who merged their respective recruitment projects (The Placement Project & the Rural Health Initiative).

Within this project, priority is given to those facilities serving the most disenfranchised sectors of the healthcare system, prioritising the needs of the most indigent, balancing short-term demands and finding long-term solutions, with the goal of ultimately becoming a major player in all aspects of healthcare staffing in Africa.

According to the World Health Organisation (2005), developed nations such as the US enjoy ratios of over 550 doctors per 100 000 people. South Africa has around 60 doctors per 100 000. But after accounting for inequities within the SA healthcare system, certain rural communities may only have as few as 2 or 3 doctors per 100 000 people. The situation in the case of nurses is no better - certain European countries operate with over 2 000 nurses per 100 000 people; while it is estimated that the South African public sector has as few as 70 nurses for the same population.

South Africa suffers from a huge burden of disease – HIV/AIDS being the most prominent issue. Coping with this burden is made extremely difficult as a result of a severe shortage of health professionals serving the country's uninsured population. These shortages are, in part, created by the inequities in a healthcare system in which a hugely disproportionate number of doctors (75% of the country's GPs) serve a small private sector (only 20% of the population); and where even fewer doctors serve rural communities. The problem is further exasperated by the well-publicised "brain drain". Consequently, the pressure on existing public sector practitioners is huge, impacting on the retention of these doctors and nurses, and further exasperating the problem.

### Strategic and Operational Plan

Africa Health Placements is working to fill vacancies in the South African public sector from two sources: (1) foreign-qualified health professionals and (2) local-qualified health professionals who are currently working in the private sector in South Africa or have left to work abroad.

The Project now has a significant local- and foreign-qualified health professional recruitment operation. This operation uses professional and best-practice marketing and recruitment techniques, includes a programme for the orientation and retention of recruited practitioners, and works within an integral network of service delivery partners.

In addition, Africa Health Placements assists the National Department of Health in its own recruitment and government-to-government agreements in the placement, orientation and retention of recruited practitioners. Assistance is also offered to the HPCSA and SANC wherever possible – particularly around their own capacity and processing systems. In addition, the

Project supports a number of other local and international organisation in their efforts to improve the healthcare capacity of South Africa.

The first step in replicating this model has been taken and the Project is currently recruiting healthcare tutors for Lesotho. A proposal has been put to the Lesotho government to roll out the recruitment operation in Lesotho during 2008.

Funding for the not-for-profit operations has been secured from The Atlantic Philanthropies, an international philanthropic organisation (four years forward funding), and PEPFAR, the US President's Emergency Plan for AIDS Relief (five years forward funding). However, the Project has taken its first step towards self-sustainability in having won a tender from the Gauteng Department of Health for the management of a pharmacist locum project. This for-profit tender, the objective of which falls within the scope of the public sector recruitment mission of AHP, and which is to be run in conjunction with other FPD divisions, will generate profits that will be utilised in subsidising the not-for-profit operations.

## Impact

In just two years – and with pilot funding – the impact of TPP and RHI has been phenomenal. Over 330 healthcare professionals have been placed in public sector facilities. Approximately 150 of those have been placed in HIV/AIDS clinic, and over 140 doctors have been placed in rural government hospitals. With ARV programmes reliant on the availability of clinicians, the impact of having just a single doctor working in an HIV/AIDS clinic is significant. And if one considers that in many rural areas there are as few as 3 doctors per 100 000 people, one begins to recognise how astonishing the impact of the Project has already been.

The impact has not only been on those people who now have access to healthcare, but also on the morale and retention of the already dedicated teams of practitioners who are working hard in difficult conditions to service the uninsured population of South Africa. Furthermore, anecdotal and survey evidence suggests that there are many other consequential benefits to the Project's retention and orientation programmes. For example, some SA doctors reported learning palliative care techniques from foreign practitioners who had been through the Project's palliative care orientation - practitioners who had never even seen a case of HIV/AIDS before arriving in SA.

Furthermore, the Project's impact extends its network of partners. For example, the NDOH's FWMP have introduced a "fast track" process to expedite the issuance of work permits to newly recruited foreign health professionals. In agreement with this, the HPCSA have agreed to register doctors who have qualified in certain countries without them having to write the qualifying exam. The Project helped motivate for these changes by providing an evidence base for the decision-making process. The Project now works with these authorities and assists them in their work wherever possible. Another example is the benefit the hospice receives in the being supplied with volunteer doctors as part of assisting the Project in running its orientation programme.

## Compass Project

Information regarding HIV-prevalence, distribution and HIV service delivery information for municipal areas is scarce. The Compass Project has been initiated based on the philosophy that an effective response to the HIV epidemic requires a coordinated mobilisation of all resources within a specific community. In order to better address the HIV and AIDS response within municipal communities, it is integral to have a coordinated approach that includes accurate mapping of all service providers, annual epidemiological quantification of the HIV service delivery need, and accurate HIV service provision information. This information is critical to better understand actual service need and provide a service gap analysis. Using this information, organisations, service providers, government and private sector can plan and strategise effectively to address HIV and AIDS issues within their respective community.

The Compass Project is funded through the Royal Netherlands Embassy. The primary goals of this project are to ascertain:

- What is the epidemiological situation of HIV and AIDS in municipalities and communities at this time?
- What are the HIV service needs of the HIV and AIDS community?
- What is the current level of community HIV services being provided by any service provider active in the community?

### The key elements of the project are:

- Creation of an HIV and AIDS Mapping and Research Centre, in partnership with the University of Pretoria, School of Health Systems and Public Health to achieve accurate epidemiological data and gap analysis for communities.
- Information and Resource Provision/Collaboration to streamline and prevent duplication of information provision for HIV and AIDS service providers.
- Organisational Development Programme to implement organisational needs assessments, benchmarking and skills building for community based organisations providing HIV services.

## Activities

### HIV Service Directories

At the 3rd South African AIDS Conference in June 2007, the Compass Project launched their first Tshwane directory. This directory contained the details of two hundred and eighty seven (287) HIV and AIDS service providers based in Tshwane. In July of 2007, a directory for Metsweding was also successfully produced and distributed. To date, approximately 1000 HIV service provider directories have been circulated in Tshwane and Metsweding. In July of this year, the Compass Project partnered with HIV911, an initiative of the University of KwaZulu Natal, to create a national data collection centre to collect information on HIV service providers and to produce provincial HIV service print directories. The first two provinces (KZN, Northern Cape) in the first series of all nine provinces were launched on 29 November, 2007. The following seven provinces will be released throughout 2008. The Compass Project is able to partner with HIV911 in this national project through PEPFAR USAID funding.

### HIV and AIDS Service Provider Reports

The Compass Project has produced three reports in 2007 on the availability of HIV services. All three reports highlight the epidemiological situation of HIV and AIDS in the specific areas. Also highlighted in the reports were the service needs of the HIV and AIDS community of the area and the current level of community services being provided by any service provider in the area.

- Mapping HIV and AIDS Service Providers in Metsweding District, Gauteng Province – October 2007
- Mapping HIV and AIDS Service Providers in all Districts of Gauteng Province – November 2007
- Annual Report on HIV and AIDS Service Providers in Tshwane District, Gauteng Province – December 2007  
(Provisional Report, Full Report to be released in March 2008)



## HIV Service Provider Website

The Compass Project launched a website ([www.compassproject.co.za](http://www.compassproject.co.za)) in June 2007 to initially offer an online search for HIV Service Providers in the Tshwane area. Although the site can continue to be used for this purpose, the site will now grow under the Organisation Development Programme to highlight partner organisation and chart their growth.

## Organisation Development Programme

In the community based organisation environment, organisation development is typically given a lower priority due to a high demand on services and limited resources.

The Compass Project has initiated an Organisation Development Programme to improve the effectiveness of organisation delivering community based initiatives. The Organisation Development Programme uses a participatory approach and is a long term interactive process towards building effective sustainable organisations.

### *The purpose of the Organisation Development Programme is to:*

- Measure the effectiveness of the internal structure of the organisation
- Measure change in the organisation overtime through benchmarking
- Strengthen the organisation through mentoring and skills building

### *Activities in 2007 include:*

- Design and pilot organisational needs assessment tools. The Organisation Capacity Assessment Tool (OCAT) developed by PACT was identified as a suitable tool to assess organisations.
- Identification of an appropriate self assessment tool. An organisation toolbox developed by The Barnabas Trust in the Eastern Cape was identified and will be piloted to serve this purpose.
- Identification of 10 organisation to participate in the pilot year of the Organisation Development Programme. All are Tshwane based and provide a variety of HIV services.
  - Bophelong Community Hospice, Mamelodi
  - Pretoria Evangelism and Nurture (PEN), Pretoria Central
  - Father Michael Danucci Centre, Garankuwa
  - Berakah Education Foundation, Mamelodi
  - Vulamehlo Health Network, Pretoria
  - Pretoria Community Ministries, Pretoria
  - King's Hope, Olievenhoutbosch
  - Heartbeat, Atteridgeville and Nellmapius
  - Circle of Life HIV and AIDS group, Eesterust
  - Eesterust Catholic Outreach Programme (ECOP), Eesterust

Initial Organisation Assessments were completed on all 10 participating organisation in 2007. These initial assessments will assist to create the annual development plan for each organisation.

A Skills Database has been initiated identifying professionals with expertise in various components of organisation development to assist throughout the Organisation Development Programme.



## HIV in the Small Business Community

The Compass Project has partnered with BizAIDS, an initiative of the South African Business Coalition on HIV and AIDS (SABCOHA) to extend their current business development and HIV in the Workplace training to small businesses and streamline with our Organisation Development Programme in the Tshwane area. This initiative is still under development.

## PEPFAR Fellowship Programme

FPD in collaboration with USAID and CDC launched the President's Emergency Plan for AIDS Relief (PEPFAR) Fellowship Programme (PFP) in October 2006. The PFP was established in response to the growing need for the rapid expansion and development of human capacity in HIV and AIDS care and treatment programmes within the South African health care environment.

The PFP has been designed to hone the skills of postgraduate South African students by placing them with PEPFAR partners and other organisation supporting HIV and AIDS initiatives where health theory is linked with real world practice within the South African health care context. The PFP simultaneously supports South African AIDS service organisation with "scarce skills" such as monitoring and evaluation, organisation development, health systems development, and strategic information management, as well as skills to support clinical fields such as infectious disease control, psycho-social assessment tool development and HIV prevention integration. The PFP ultimately also serves as an interface to launch exciting career path building opportunities encouraging retention of local scarce skills graduates within South African HIV/AIDS service organisation.

## Activities

As the only AIDS-focused fellows programme in South Africa, the FPD coordinates the matching and placement of Masters level graduates and/or students from various South African Universities with more than 250 PEPFAR implementation partners or Public sector AIDS service organisation as determined by the specific skills needed by the individual organisation. Fellow placements range between six to twelve months in duration and support organisation in any of the nine provinces in South Africa.

- University of Cape Town (UCT) - 8%
- University of Western Cape (UWC) - 12%
- University of Witwatersrand (WITS) - 28%
- Limpopo University - 4%
- University of Free State (UFS) - 8%
- University of Pretoria (UP) - 8%
- University of Kwa-Zulu Natal (UKZN) - 8%
- Johannesburg University - 8%
- University of Venda - 12%
- UNISA - 4%

The number of PEPFAR Partners, national, local government entities and NGO's provided with technical Masters level scarce skill assistance during the PFP 2006/7 exceeded its target of 25 by provision of support to a total of 41 organisation during this placement period.

The percentage of interns (n=25) having been offered a position with his/her specific PEPFAR Partner Host Organisation comes to 72 percent (n=18) of the intern placements. However, only 78 percent (n=14) of these mentioned intern placements accepted their job offers. The reason for this acceptance rate is a more attractive position and career path offer from another public sector institution or other PEPFAR Partner within South Africa and/or a geographically more suitable situation for the candidate in the long term.



## RESEARCH

FPD as a registered institution of higher education is expected to contribute to the generation of new knowledge through research and academic activities.

### *Research Projects*

FPD staff was involved in the following research activities during 2007:

- A model to manage CPD for the alumni of a Private Higher Education Institution, PhD thesis – Dr Elmie Castleman  
This study was aimed at designing a model to deliver CPD to alumni of FPD.
- Effect of ARV Education on prescription behaviour to HIV positive patients. Prof Anton Stoltz and Dr Elmie Castleman  
This study was aimed at researching the effect of, the FPD short course on Clinical Management of HIV/AIDS for medical practitioners, on their ARV prescribing behaviour.
- To establish the professional and personal needs of community service doctors in South Africa. – Mrs Helen Strong  
This study was aimed at community service doctors to determine their needs in order to develop a retention strategy for medical doctors in rural health in South Africa.
- Case Study: Candid look at rural healthcare delivery in rural KZN. Ms T Hansen  
Case study of three rural hospitals in KZN and their relationships with foreign- and local-qualified doctors, nurses, as well as provincial department of health.
- Antibodies against Mycolic acids as a sero-diagnostic test for Tuberculosis – Prof Anton Stoltz
- Antibodies against mycolic acids after infection with tuberculosis is evaluated by using bio-membrane assays. This assay is evaluated as a next generation diagnostic tool for TB in HIV patients (ethics approved 17 patients on study).
- Interleukin2 labeled with radioactive iodine as new nuclear medicine test for TB in HIV patients – Prof Anton Stoltz  
This research evaluates IL2 as a labeling agent in TB of the lungs to diagnose TB in HIV infected patients (ethics board approved no patients yet - await (labeled IL2).
- Gold labeling of IgY in malaria diagnostics – Prof Anton Stoltz  
This study aims at developing an improved diagnostic assay for malaria and is part of a larger study in South African Malaria Initiative.
- Enhanced atherosclerosis in HIV and TB co-infection – Prof Anton Stoltz  
TB infection leads to foam cell formation which is an important step in atherosclerosis. By having co-infection with HIV increases atherosclerosis as well as treatment with certain ART drug. This study will evaluate as a cohort the effect of TB and HIV infection in these patients.
- Post exposure prophylaxis in Pretoria Academic Hospital – Prof Anton Stoltz  
Needle prick injuries are a common occurrence at PAH. The question is asked how effective are these patients given prophylaxis and is it important to evaluate the virus for resistance to evaluate efficacy of treatment.

- Multidrug SA infections in ICU's at Pretoria Academic Hospital – Prof Anton Stoltz  
A major effector for mortality and morbidity at PAH is the amount of MRSA found in the wards and ICU's in the hospital. This study will evaluate the genotype of these organisms to elucidate the origin as nosocomial or community acquired infection.
- Zoonotic diseases in HIV patients – Prof Anton Stoltz  
Cow milk and associated diseases are examined in HIV individuals .
- Mapping of HIV and AIDS service providers in the municipalities of Gauteng Province – Mr Evasen Naidoo, Ms Hannelie Joubert, Ms Janine Mitchell
- Mapping HIV and AIDS service providers in Metsweding District, Gauteng Province – Mr Evasen Naidoo, Ms Hannelie Joubert, Ms Janine Mitchell
- State of HIV and AIDS in the City of Tshwane Metropolitan Municipality, Gauteng Province – Mr Evasen Naidoo, Ms Janine Mitchell

### **Conference participation**

- **“Does today's management curricula meet the needs of tomorrows managers”**  
Oral presentation, Dr GG Wolvaardt, SAIHCM 2007
- **“The way forward”**  
Oral presentation, Dr GG Wolvaardt, HIV/AIDS Policy Forum in South Africa, Pretoria April 2007
- **“The circle of influence of adults' learning preferences”**  
Oral presentation, Dr EM Castleman, AMEE, Trondheim, Norway, August, 2007
- **“The rationale for management training for HIV/AIDS managers”**  
Poster presentation, Dr EM Castleman as co-author, AMEE, Trondheim, Norway, August, 2007
- **“The role of higher education institutions in continuous development of their alumni”**  
Oral presentation, Dr EM Castleman, AFRIHEALTH, Pretoria, South Africa, June, 2007
- **“Improving postgraduate research and supervision based on best-evidence education with a view to ensure quality”**  
Poster presentation, Dr EM Castleman, Quality Assurance in Higher Education, Stellenbosch, South Africa, April 2007
- **“HIV/AIDS managers: The rationale for management training”**  
Poster presentation, Dr EM Castleman as co-author, 3rd South African AIDS Conference, Durban, South Africa, June 2007
- **“The impact of management training on HIV/AIDS managers”**  
Poster presentation, Dr EM Castleman as co-author, 3rd South African AIDS Conference, Durban, South Africa, June 2007
- **“Managing Diversity”**  
Workshop Facilitation, Dr EM Castleman, SAIHCM Conference Benoni, South Africa, October 2007

- **“Increasing access to HIV care in TB patients in SA - a Best Practice Approach”**  
Oral Presentation, Dr M Uys, 3rd South African Aids Conference, Durban, South Africa, June 2007
- **“To determine the efficacy of a descriptive questionnaire in determining the knowledge of HIV/AIDS status and TB suspects finding at a community health center level”**  
Poster Presentation, Dr N Nkhwashu, 3rd South African AIDS Conference, Durban, South Africa, June 2007
- **“Building Human Resource Capacity in the South African Public Sector”**  
Oral presentation, Mrs V Pillay, WHO International Health Workforce Conference, Geneva, Switzerland, March 2007
- **“Building Human Resource Capacity in the South African Public Sector”**  
Oral Presentation, Ms S Johnston, 3rd South African AIDS Conference, Durban, South Africa, June 2007
- **“Recruiting Foreign Doctors for Rural Hospitals in South Africa”**  
Oral Presentation, Ms Tracey Hudson, RuDASA Conference on Recruitment and Retention, Badplaas, August 2007
- **“The South African Healthcare Capacity Crisis and Strategies for Addressing Crisis”**  
Oral Presentation, Ms Irene Makgoka, RuDASA Conference on Recruitment and Retention, Badplaas, August 2007
- **“TB and HIV twin diseases colliding in Africa”**  
Oral presentation, Prof AS Stoltz, National Department of Defence, November 2007

## **Publications**

Working in Rural South Africa, Dr Greg Lydall, Luke Reid and Anthony Andrews. British Medical Journal Careers, 7 April 2007, p. 125-126.

HIV treatment in the primary health care sector, Prof Stoltz A C, MIMS primary Healthcare Review, (2007)

Developing Health Care Managers who can make a difference, Dr G Wolvaardt, Health Management Review Africa, Vol 3 no 5 Sept/Oct 2007





# ACADEMIC COLLABORATION



## **External Teaching**

FPD staff taught on the following programmes.

### Department of Defence

- TB, MDR and XDR - Prof Anton Stolz

### International Committee of the Red Cross

- Lecturer, Health Emergencies in Large Populations (HELP) Course - in collaboration with the University of Pretoria - Dr Gustaaf Wolvaardt

### Pretoria Academic Hospital

- HIV and AIDS - Prof Anton Stolz

### Tshwane University of Technology

- Woman and HIV - Prof Anton Stolz

### University of Pretoria

- Centre for the Study on AIDS in Africa - Prof Anton Stolz
- Clinical signs and symptoms - School of Medicine - Prof Anton Stolz
- External examiner - School of Internal Medicine - Dr Gustaaf Wolvaardt
- External examiner - School of Medicine - Prof Anton Stolz
- HIV and the Law - Law Department - Prof Anton Stolz
- Masters in Public Health Programme - Mrs Kathy Dennial
- Registrar training on HIV, TB and Antibiotics - Prof Anton Stolz
- Tuberculosis in South Africa - School of Nursing - Prof Anton Stolz
- Tropical Disease Programme 2007 - School of Health Systems and Public Health - Prof Anton Stolz

### University of the Witwatersrand

- Masters in Public Health Programme - Mrs Kathy Dennial



## AWARDS

### Top 25 Health Care Leaders in South Africa in 2007

- Dr Gustaaf Wolvaardt, was designated as one of the Top 25 Health Care Leaders in South Africa in 2007 by the South African Institute of Health Care Managers
- ABSA Healthcare Project of the Year Award 2007, The Placement Project and Rural Health Initiative was a nominee for ABSA Healthcare Project of the Year Award 2007
- Unitech Excellence Award, The Centre for HIV/AIDS Networking (HIVAN), University of KwaZulu-Natal, was awarded the Unitech Excellence Award in the Best Community Development category for the HIV-911 Programme. HIV911 is a subrecipient of funding through the Compass Project.

## OPERATIONS

In 2007, FPD moved from an organisation with 103 employees working out of a small number of locations with limited information technology integration requirements, to a business employing over 450 people requiring IT communications infrastructure and support for over more than 25 locations spread over most of the provinces of the country, and dealing with multiple donors and projects over numerous countries and currencies. The exponential growth in donor funding introduced a more complex layer of financial, reporting and legislative requirements coupled with an increased overall fiduciary responsibility of funds commissioned for donor activities.

The existing 7 person strong Finance & Administration department was restructured into the Operations Cluster, headed by a chartered accountant and divided into three departments, Finance, Human Resources Administration and Compliance and Information Technology, with senior department heads assigned to each. The overall staff complement of the Operations Cluster increased to 18.

**In addition to the restructuring of the Operations Cluster, the following noteworthy projects were initiated:**

- Implementation of a new business-wide accounting and enterprise resource planning system;
- Implementation of a new payroll of employee self service software system;
- The development and implementation of a complete new information technology infrastructure and communications platform and the initiation of newly developed IT governance and support helpdesk;

- Unqualified report on a large scale substantive close-out audit performed by Deloitte on behalf of USAID, FPD's largest donor;
- The purchase and commencement of construction of new offices in Lynnwood road in an attempt to reduce the overhead costs and management complexities of housing head office employees of different locations over Tshwane; and
- Production of an induction manual for all FPD employees in collaboration with the Academic Department.

## STAFF DEVELOPMENT

FPD has always been an organisation that places high emphasis on promoting a performance driven culture, this has been achieved by actively recruiting highly talented individuals and building job descriptions around their unique skills and strengths. Internal promotion based on staff development has always been part of this culture. During 2007 FPD invested and supported substantial staff development. Support has ranged from supporting formal post graduate studies at doctoral and masters level to conference participation and short courses attendance. In total 274 staff members participated in a total of 35 educational activities. Emphasis was placed on developing managerial competence and 14 staff members were enrolled on management development programmes. Staff participation in educational activities stretched from senior management to support staff. Of the staff supported by FPD, 88% was from previously disadvantaged groups.







## EDUCATIONAL OFFERING

### *Management and Business Courses*

#### Formal Post Graduate Qualifications

- **Certificate in Advanced Health Management (CAHM)**  
The Certificate in Advanced Health Management is an intensive management development programme, tailor-made for the needs of healthcare managers and professionals. This course has been specifically customised for the South African healthcare environment and focuses on developing in-depth strategic and functional management competencies.
- **Certificate in Practice Management (CPM)**  
This programme is predominantly aimed at self-employed healthcare practitioners and practice managers. The programme has been designed to provide participants with essential business and management skills needed by managers of private practices.
- **Certificate in Risk Assessment and Management (CRAM)**  
The primary purpose of this qualification is to provide qualifying learners, namely case managers, admin-coordinators, reception staff and credit controllers in private hospitals, with the basic set of core competencies within the assessment and management of risk. This programme is an entry level qualification which will enable learners to assess and manage risks in the healthcare environment.
- **Diploma in Risk Assessment and Management (DRAM)**  
This Diploma is a comprehensive qualification that enables case managers, admin-co coordinators, reception staff and credit controllers within private hospitals to be proficient in risk assessment and management within their work environment. The qualification is structured in such a way that it gives learners exposure to a broad set of core competencies within the assessment and management of risk.
- **Diploma in Advanced Health Management (DAHM)**  
The diploma addresses the management needs of managers in the health environment. It is designed to develop the participants' strategic management capabilities by broadening their view of their role in the health sector and developing key managerial competencies required to successfully manage in such an environment. The practical project in year 2 applies action research principles as the educational strategy.

#### International Short Courses

- **Manchester Business School Advanced Management Programme**  
The AMP is an international short course offered by FPD in collaboration with Manchester Business School and is aimed at developing the strategic management capabilities of participants. This intensive management programme is aimed at established managers who work in the private healthcare sector and who need to rapidly develop management competencies.
- **The FPD/YALE Advanced Health Management Programme**  
This international short course has been developed by FPD in collaboration with the School for Epidemiology and Public Health at Yale. The course is aimed at public sector managers who need to develop or refresh their strategic and functional management competencies.



## Other Short Courses – Business and Related Subjects

FPD offers a variety of short courses on subjects such as -

- **Foundation in Management**  
This introductory course on management principles have been designed to introduce and prepare non-management staff that are being considered for entrance level managerial positions to various management disciplines.
- **Practice Finance for Private Practitioners**  
This course has been designed to introduce non financial managers to financial management principles, especially in the context of independent private healthcare practice.
- **Legislative Update Seminars**  
The seminars are convened from time to time to address legislative changes that will impact on health service provision in the private sector.
- **Resource Mobilisation and Donor Relations**  
This course introduces the participants to the world of grant making and grant writing.
- **Corporate Governance for not-for-profit organisation**  
This course introduces Board members to their fiduciary duties, obligations and to international best practices in not-for-profit corporate governance.
- **Conference Organising**  
The course exposes participants to all aspects of event and conference organising.
- **BBBEE**  
This short course enables participants to interpret BBBEE in such manner that strategies on how to proceed to improve their company's scorecard can be developed.
- **Diversity management**  
Participants to this workshop will get a new perception of diversity and diversity management. At the end of the workshop they will be able to develop strategies for implementing diversity management to grow the competitive advantage of their organisation and initiate institutional change.
- **Labour law**  
This short course focuses on equipping the manager with the necessary tools needed to manage human resources in the context of the labour law of South Africa. It covers for example employment contracts, dismissal and terminating the services of an employee, Basic Conditions of Employment Act, Employment Equity Act, Skills Development Act, codes on dealing with HIV and AIDS and sexual harassment.

## Clinical Courses

### Formal Post Graduate Qualification

- Post graduate diploma in General Practice (PDGP)  
The Postgraduate Diploma in General Practice is designed to provide an easily accessible (through distance education) curriculum that will allow structured continuing professional development around a subject of direct relevance to their practice environment within the context of higher education. The clinical subjects address the more pressing public health issues while non clinical subjects are designed to help General Practitioners deal with a rapidly changing health care environment.

### Clinical Short Courses

These short courses are designed to enhance the clinical skills of healthcare professionals and are taught through a combination of assessed self-study, using detailed study manuals and facilitated workshops by leading national experts.

#### Courses for Clinicians

- Rheumatology Management
- Mental Health
- HIV/AIDS Management
- Diabetes Mellitus Management
- Epilepsy Management
- Practice Pathology
- Anaesthesiology Refresher
- Severe Sepsis Management
- Tuberculosis Management
- Irritable Bowel Syndrome
- Cardiovascular Management
- Clinical Management of GORD
- Clinical Management of Allergies
- Clinical Management of Asthma
- Management of Cardio-vascular Diseases
- Clinical Management of Malaria
- Rational use of Antibiotics
- Management of Urinary Incontinence
- Clinical Management of Dermatology
- Diagnostic Ultrasound
- Paediatric HIV/AIDS Management Course
- Advanced HIV/AIDS Management Programme
- Dermatology in HIV/AIDS

#### Courses for Registered Nurses

- HIV/AIDS Management Course for Professional Nurses
- Tuberculosis for Professional Nurses
- Muscular Dystrophy
- Diabetes Mellitus Management Course for Professional Nurses



### Multidisciplinary Courses

- Obesity Management
- HIV Refresher Seminar
- Palliative Care
- Clinical Trial (GCP)
- Advanced Confidential Counselling & Testing
- Adherence Counselling for ART
- HIV in the Workplace

### Courses for other Healthcare Workers

- HIV/AIDS Counselling, Prevention and Education Programme for Community Workers
- Anti-Retroviral Drug and Compliance Workshop for Non-medical Professionals
- Management of HIV for Lay Counsellors
- Management of HIV and TB for Lay Counsellors
- Management of TB for Lay Counsellors
- Palliative care for Professional Nurses

### ***Practice Support Courses***

Practice support courses address specific competencies required for successful self-employed practices not addressed in FPD business courses.

These courses are:

- Coding Course (CPT and ICD10)
- Medical Terminology
- Anatomy for non healthcare professionals
- Seminar on Starting a Successful Private Specialist Practice
- Medical Record Keeping
- Storeman's Course



## **Health Educators Courses**

- Course on best evidence practices in education: (train-the-trainers)
- Course on best evidence practices in education: Assessor and Moderators

## **Distance Education Courses**

Distance education courses have been developed on clinical and practice management subjects especially with a view to meeting the learning needs of healthcare professionals working in rural settings. (E-Learning versions are marked with\*)

- Dispensing
- Dispensing Opticians
- Epilepsy \*
- Irritable Bowel
- Medical Ethics
- Medical Terminology
- Mental Health
- Optometry Volume 1 & 2
- Ethics for Optometrists
- Certificate in Practice Management \*
- Practice Pathology
- Professional Drivers Permit Course
- Rheumatology Management
- Severe Sepsis
- Urinary Incontinence Management \*
- ICD10 Coding
- HIV Management for Professional Nurses\*
- Tuberculosis for Professional Nurses\*
- Clinical Management of HIV/AIDS\*



## STRATEGIC PARTNERSHIPS



FPD has over the years developed a number of strategic partnerships with world class academic and health development institutions. These partnerships include:

### International

- American International Health Alliances (AIHA)



American International Health Alliance - AIHA ([www.aiha.com](http://www.aiha.com)) HIV/AIDS Twinning Center is focused on building sustainable capacity to provide HIV/AIDS prevention, treatment, and support through volunteer-driven partnerships. Twinning partnerships are peer-to-peer relationships between organisation working to improve services for people living with or affected by HIV/AIDS. These partnerships create an effective framework for building sustainable institutional and human-resource capacity through the open exchange of knowledge, information, and professional experience. In 2007 AIHA and FPD concluded collaboration on developing a model rural AIDS treatment clinic and commenced a new collaboration for the purpose of supporting a collaborative relationship between FPD and School of Nursing, University of California, San Francisco consistent with the following objectives: to strengthen the capacity of ARV clinics supported by FPD to provide quality HIV care and treatment; to develop and support a cadre of professional nurses who can provide mentoring and leadership to sustain the HIV Nurse Case Management Model; to evaluate the impact of the case management model on the ARV clinics.

- Columbia University – ICAP



Columbia University Mailman School of Public Health's International Center for AIDS Care and Treatment Programmes (ICAP) ([www.columbia-icap.org](http://www.columbia-icap.org)) supports the development of high-quality HIV/AIDS care and treatment services in several resource-limited countries. ICAP provides assistance in a variety of ways, including technical assistance, management systems support, financial support, monitoring & evaluation, and training/mentoring. In South Africa, the overall objective is to increase patients' access to antiretroviral therapy by supporting the Department of Health's HIV/AIDS Comprehensive Care and Treatment Programmes in Eastern Cape & KwaZulu Natal. The FPD and Columbia collaboration extends to providing AIDS related training in the Eastern Cape and support by FPD seconded staff to Columbia's treatment sites in that province.

- International Organisation for Migration (IOM)



IOM International Organization for Migration  
OIM Organisation Internationale pour les Migrations  
OIM Organización Internacional para las Migraciones

The International Organisation for Migration (IOM) ([www.iom.int](http://www.iom.int)) is an inter-governmental agency, committed to the principle that humane and orderly migration benefits migrants and society. It acts to assist in meeting the operational challenges of migration, advance understanding of migration issues, encourage social and economic development through migration and uphold the human dignity and well being of migrants. The IOM Mission with Regional Functions (MRF), located in Pretoria, is working with Africa Health Placements to facilitate the recruitment and placement of foreign health care professionals in the South African public health care sector.

- **IntraHealth International Inc.**



IntraHealth ([www.intrahealth.org](http://www.intrahealth.org)) a USA based international health development company is the lead agency on the Southern Africa Human Capacity Development Coalition Project. FPD is one of the coalition partners tasked with being the lead organisation for all training activities. The coalition which was formed in 2006 has funding for a 5 year period to engage in regional capacity development activities.

- **John Snow International (JSI)**



John Snow International ([www.jsi.org](http://www.jsi.org)) is dedicated to improving the health of individuals and communities in the United States and around the world. Headquartered in Boston, Massachusetts, JSI and its affiliated organisation, provide high-quality technical and managerial assistance to public health programmes worldwide. FPD and JSI have been collaborating on customising a patient information system for public sector ARV clinics.

- **Manchester Business School**



With an international reputation for top-rated teaching and research, Manchester Business School ([www.mbs.ac.uk](http://www.mbs.ac.uk)) is firmly positioned at the leading edge of dynamic business performance. Dedicated to developing effective managers for every sector and discipline, we invest in today's management the ideas and experience which will equip our graduates to become tomorrow's international elite. FPD and MBS have been collaborating since 1998 in offering an international management short course for health managers in South Africa.

- **University of California, San Francisco (UCSF)**



FPD and the Nursing School at UCSF initiated a new collaborative project funded through the American International Health Alliance that focuses on developing and supporting a cadre of professional nurses who can provide mentoring and leadership to sustain the HIV Nurse Case Management Model and to evaluate the impact of the case management model on ARV clinics.

- **World Medical Association (WMA)**



The WMA, Norwegian Medical Association and FPD collaborated to develop and host an online multi-drug resistant tuberculosis (MDR-TB) training course. The unique web-based course has been designed for physicians and other health workers to help them diagnose, prevent and treat MDR-TB in a variety of geographical, economic and social settings.

FPD also project managed the piloting of the course in South Africa. On successful completion of the pilot phase, this course was launched by the WMA at the World Conference on Lung Health of the International Union against Tuberculosis and Lung Disease in Cape Town November 2007.

- **Yale School of Epidemiology and Public Health**



Founded in 1915, Yale's School of Public Health ([www.yale.edu](http://www.yale.edu)) is one of the oldest accredited schools of public health. In the 1960's it was decided to merge the Department of Public Health with the Section of Epidemiology

and Preventive Medicine, a unit within the Department of Internal Medicine. The Department of Epidemiology and Public Health (EPH) was the result of this merger.

Today, faculty and students at the Yale School of Public Health continue to strive toward Winslow's goal of "...preventing disease, prolonging life and promoting physical and mental health and well-being through organised community effort...and developing the social machinery to assure everyone a standard of living adequate for the maintenance or improvement of health." FPD and Yale offers a jointly certified international management short course aimed at public sector managers.

## National

- Centre for HIV and AIDS Networking (HIVAN) UKZN



HIVAN - [www.hivan.org.za](http://www.hivan.org.za) was created by the University of KwaZulu Natal in 2001 to promote, conduct, and build capacity for research that is responsive to, and contributes to alleviating the circumstances of, people living with and affected by HIV and AIDS. HIV-911 is a programme within HIVAN which specialises in maintaining and expanding a database of over 6 000 HIV-related service providers throughout the country. Through HIV-911, information can be obtained on HIV-related services and support in any area of the country. HIV-911 is subcontracted through FPD to develop the HIV-related service database and produce annual provincial print directories of all HIV Service Providers captured.

- Conference Consultancy South Africa



Conference Consultancy South Africa (CCSA) was established in 1998 and is one of the leading South African conference organizers focusing on medium, large and macro conference project planning and management. CCSA has successfully managed more than 40 conferences, both local and international, ranging from 200 to 4000 people. The FPD Conference Unit is a joint venture with CCSA.

- Gauteng Provincial Health Department



FPD has a long standing relationship with the Gauteng Provincial Health Department around the Positive Health Project that has been supporting ART sites in this Province since 2004. FPD also provides a variety of training programmes to the staff of this province.

- Health Science Academy (HSA)



Health Science Academy ([www.hsa.co.za](http://www.hsa.co.za)) is an accredited provider of education and training in the South African health sector with the purpose of providing a comprehensive range of education products and research, tailor-made to the needs of the pharmaceutical sector. Health Science Academy has extensive experience in the private training and education market and focuses on Adult Education and Training. FPD and HSA jointly offer a Dispensing Course for health-care professionals.





- Limpopo Provincial Health Department

The Positive Life Project provides support to ART clinics in this province since 2007 and FPD also provides training to provincial staff.



- Medical Research Council (MRC)

The Medical Research Council ([www.mrc.ac.za](http://www.mrc.ac.za)) is a South African statutory body with the mission to improve the nation's health and quality of life through promoting and conducting relevant and responsive health research. The MRC has structured its research into six National Programmes according to high-priority areas identified by Government and in keeping with international trends. Further focus areas have also been identified within each National Programme resulting in several Lead Programmes in the areas of Telemedicine; Crime, Violence and Injury; TB and Malaria. Focus on these specific areas provides the basis for the MRC's resource allocation and allows for competitiveness and innovation, essential to leadership in research. FPD and the MRC collaborate around Tuberculosis on aspects relating to training and treatment.



- Mpumalanga Provincial Department of Health

The Positive Life Project provides support to ART clinics in this province since 2007 and FPD also provides training to provincial staff.



- North West Provincial Health Department

Various FPD projects are involved in Public- Private-Initiatives in the North West Province these include the Positive Health Project, The That's IT Programme and the FPD/AIHA Twinning Centre. FPD also provides a variety of training programmes to the staff of this province.



- Right to Care

Right to Care ([www.righttocare.org](http://www.righttocare.org)) is a South African non-profit organisation established in 2001. The aim was to implement an Expert Treatment Programme that provides innovative chronic HIV care service which builds public and private sector capacity and facilitates access to affordable antiretroviral therapy. FPD and Right to Care collaborated in 2007 around mapping HIV Services in the Gauteng Province.



- Southern African HIV Clinician Society (SAHCS)

The Southern African HIV Clinician Society ([www.sahivcliniciansociety.org](http://www.sahivcliniciansociety.org)) is a special interest group of the South African Medical Association with more than 12 000 members drawn from clinicians and medical scientists dedicated to responding to the challenge of HIV/AIDS. The strategic alliance between FPD and SAHCS dates from 2001 when the two organisation introduced the HIV Clinical Management Course. To date more than 15000 healthcare professionals across Southern Africa have been trained on this course.



**SAIHCM**  
SOUTH AFRICAN INSTITUTE OF  
HEALTH CARE MANAGERS

- South African Institute for Health Care Managers (SAIHCM)

For a number of years health managers working in both the public and the private health sector have determined that South Africa has an urgent need for an Institute for Health Care Managers. ([www.saihcm.co.za](http://www.saihcm.co.za)). The structure of the Institute is based on best practices, as identified in other international models but has been adopted to meet South Africa's specific needs in the field. The Institute aims to be a centre of excellence to advocate for the interest of consumers of health services in South Africa and for its members. The commitment will be demonstrated through the efforts to enhance the status and qualifications of Health Care Managers within the framework of the SA Qualification Framework. FPD and SAIHCM collaborate on providing an alumni support service for graduates of FPD management training programmes.



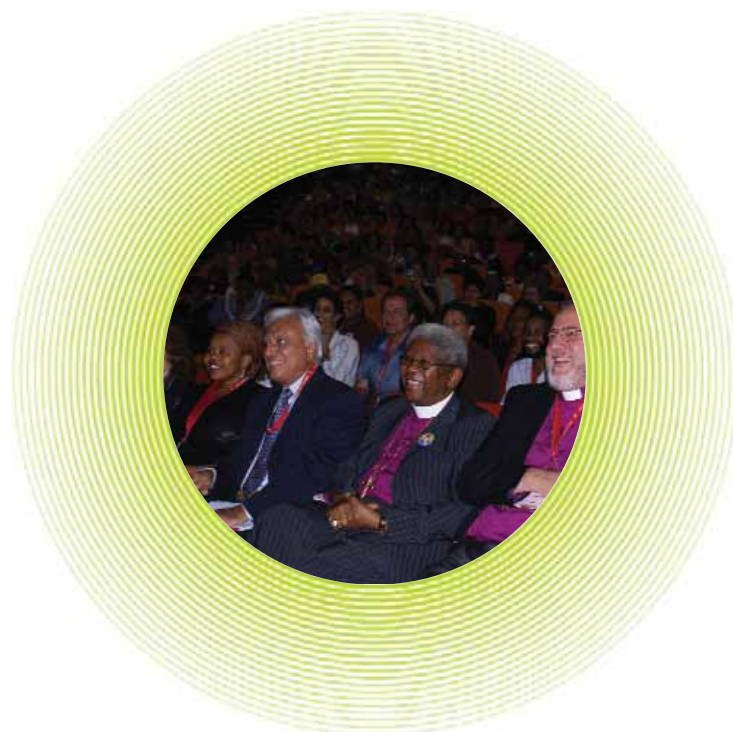
- South African Malaria Initiative

FPD through its Infectious Diseases Unit forms part of the South African Malaria Initiative. This collaborative initiative established by the South African Department of Science and Technology brings together South African academic and research institutions involved in Malaria research through a virtual model for the purpose of collaborative research on malaria. Research is conducted in the fields of new diagnostics, new drug development and vector control.



- University of Pretoria

The University of Pretoria ([www.up.ac.za](http://www.up.ac.za)) was established as an independent university in 1930. With approximately 40000 enrolled students, the university is a leader in higher education that is recognised internationally for academic excellence and a focus on quality. Collaboration between FPD and University of Pretoria takes place around the Infectious Diseases Unit, the campus ARV Clinic, VCT campaigns for students and ARV clinics at two of the Universities teaching hospitals (Pretoria Academic Hospital and Kalafong Hospital) and the Anaesthesiology Refresher Course. In 2007 this collaboration expanded to include collaboration with the FPD Compass Project around epidemiological estimations of AIDS service needs.





## SPONSORS AND DONORS



### Institutional Sponsors

Institutional sponsors provide support for core functions of FPD. Such sponsors include:



### Educational Sponsors

Educational sponsors provide funding for scholarships offered to participants on FPD training costs. Such support allows FPD to offer training at low or no cost to participants.



### Project Sponsors

Project sponsors provide funding for specific FPD projects.





## THE PEOPLE AT FPD

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Dr Gustaaf Wolvaardt

Dr Elmie Castleman



Mrs Marie de Wet



Dr Nkhensani Nkhwashu



Mr Gauche Radley





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 Dr Winston Baai	 Mrs Alet Bosman	 Dr Nonhlanhla Bekulu
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 Ms Amor Gerber	 Mr Ebrahim Hoosen	 Ms Suzanne Johnson
 Mr Thuso Kewana	 Dr Ntsetse Kgopong	 Dr Reshma Khoosal
 Mr Anto La Grange	 Dr Mammule Legoale	 Ms Maria Lekalakala
 Mr Gerhard Lombard	 Ms Daleen Mass	 Dr David Mabaso
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- Dr Rex Barnard
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	Mrs Adelaide Baloyi		Mrs Lillian Baloyi		Ms Mfanato Baloyi
	Mrs Ezette Barnard		Mrs Ronel Chickory		Mrs Leah Dlamama
	Mrs Madelene Engelbrecht		Ms Nomsa Fakunde		Ms Todani Fungisani
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	Ms Martina Mabaso		Ms Lebo Maboa		Ms Nelisiwe Machacha



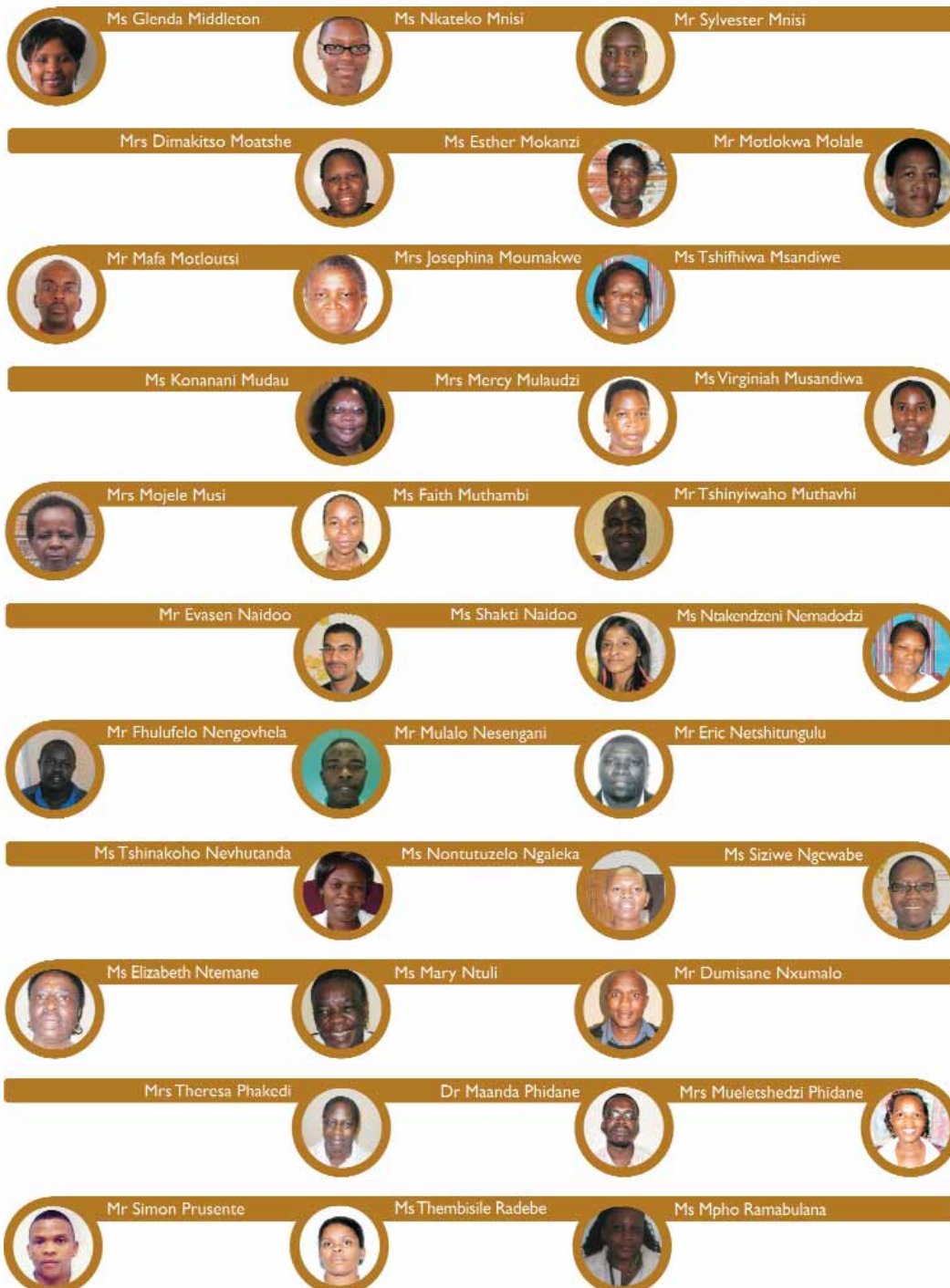


## *Junior Management & skilled technical/academically qualified staff*





## Junior Management & skilled technical/academically qualified staff





## *Junior Management & skilled technical/academically qualified staff*



- Betty Kegakilwe
- Mrs Marriam Makuba
- Ms Emily Montalama
- Mrs Clarissa Siebrand
- Mrs Gloria Vundle



## Administrative & Support Staff





## Administrative & Support Staff





## Administrative & Support Staff





## Administrative & Support Staff





## Administrative & Support Staff







## Administrative & Support Staff





## *Administrative & Support Staff*



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Foundation for Professional Development (Pty) Ltd.  
(Registration number 2000/002641/07)

FPD is registered with the Department of Education  
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(Registration Certificate number 2002/HE07/013) to offer:

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- Certificate in Advanced Health Management (CAHM)
- Certificate in Risk Assessment and Management (CRAM)
- Diploma in Risk Assessment and Management (DRAM)
- Diploma in Advanced Health Management (DAHM)
- Postgraduate Diploma in General Practice

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