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HEALTH SECTOR STRATEGIC FRAMEWORK: THE 10 POINT PLAN

3.1. THE 10 POINT PLAN

The health sector has adopted a 10 Point Plan for 2009-2014, which consists of the following priorities:

- i. Provision of Strategic leadership and creation of a Social Compact for better health outcomes;
- ii. Implementation of a National Health Insurance Plan (NHI);
- iii. Improving Quality of Health Services;
- iv. Overhauling the health care system and improve its management;
- v. Improving Human Resources Planning, Development and Management;
- vi. Revitalization of physical infrastructure;
- vii. Accelerated implementation of HIV & AIDS and Sexually Transmitted Infections National Strategic Plan 2007-11 and increase focus on TB and other communicable diseases;
- viii. Mass mobilisation for better health for the population;
- ix. Review of the Drug Policy;
- x. Strengthening Research and Development

Table 6 below provides the key activities that will be undertaken for each of the priority areas of the 10 Point Plan:

TABLE 6: KEY PRIORITIES AND ACTIVITIES, 2009-2014

PRIORITY	KEY ACTIVITIES
1. Provision of Strategic leadership and creation of Social compact for better health outcomes	<ul style="list-style-type: none"> • Ensure unified action across the health sector in pursuit of common goals • Mobilize leadership structures of society and communities • Communicate to promote policy and buy in to support government programs • Review of policies to achieve goals • Impact assessment and program evaluation • Development and implementation of a social compact • Grassroots mobilization campaign
2. Implementation of National Health Insurance (NHI)	<ul style="list-style-type: none"> • Finalisation of NHI policies and implementation plan • Immediate implementation of steps to prepare for the introduction of the NHI, e.g. Budgeting, Initiation of the drafting of legislation
3. Improving the Quality of Health Services	<ul style="list-style-type: none"> • Improve service delivery in all 52 districts, with a special ephasis on 18 priority districts • Refine and scale up the detailed plan on the improvement of Quality of services and directing its immediate implementation • Consolidate and expand the implementation of the Health Facilities Improvement Plans • Establish a National Quality Management and Accreditation Body

PRIORITY	KEY ACTIVITIES
<p>4. Overhauling the health care system and improving its management</p> <p>4.1 Refocus the Health System on Primary Health Care (PHC)</p> <p>4.2 Improve the functionality and management of the Health System</p>	<ul style="list-style-type: none"> • Develop and implement a national model for the delivery of health services based on the PHC approach • Scale up community-based promotive and preventive health service, and massively expand immunisation programmes: antenatal care; postnatal care; nutrition and school health services • Assess the qualification, skills and competencies of Hospital CEOs; Hospital Senior Managers and District Managers • Training managers in leadership, management and governance • Decentralization of management • Development and implementation of an accountability framework for the public and private sectors • Establish a management and leadership academy for health managers
<p>5. Improved Human Resources Planning, Development and Management</p>	<ul style="list-style-type: none"> • Refinement of the HR plan for health • Re-opening of nursing schools and colleges • Recruitment and retention of professionals, including urgent collaboration with countries that have excess of these professionals • Focus on training of PHC personnel and mid-level health workers • Make an assessment of and also review the role of the Health Professional Training and Development Grant (HPTDG) and the National Tertiary Services Grant (NTSG) • Manage the coherent integration and standardisation of all categories of Community Health Workers
<p>6. Revitalization of physical infrastructure</p> <p>6.1 Accelerate the delivery of health infrastructure through Public Private Partnerships (PPPs)</p> <p>6.2 Revitalise Primary level facilities</p> <p>6.3 Accelerate the delivery of Health Technology and Information Communication Technology (ICT) Infrastructure</p>	<ul style="list-style-type: none"> • Establish Public Private Partnerships, particularly for the construction and refurbishment of Tertiary Hospitals • Accept 13 new projects annually for delivery through the revised Hospital Revitalisation Project • Implement refurbishment and preventative maintenance of all hospitals • Complete the Audit of PHC infrastructure and services • Accelerate the delivery of infrastructure for primary level facilities • Implement refurbishment and preventative maintenance of all hospitals • Finalise and implement the Health Technology Strategy • Finalise and implement the ICT Strategy for the Health Sector
<p>7. Accelerated implementation of the HIV and AIDS strategic plan and the increased focus on TB and other communicable diseases</p>	<ul style="list-style-type: none"> • Implement new HIV and AIDS policies and strategies announced on World AIDS Day, 01 December 2009 • Urgently strengthen programs against TB, MDR-TB and XDR-TB • Implement new PMTCT Guidelines

PRIORITY	KEY ACTIVITIES
8. Mass mobilisation for the better health for the population	<ul style="list-style-type: none"> • Intensify health promotion programs • Place more focus on Maternal, Child and Women's Health • Place more focus on the programs to attain the Millennium Development Goals (MDGs) • Place more focus on non-communicable diseases and patients' rights, quality and provide accountability
9. Review of drug policy:	<ul style="list-style-type: none"> • Complete and submit proposals and a strategy, with the involvement of various stakeholders • Draft plans for the establishment of a State-owned drug manufacturing entity
10. Strengthen Research and Development	<ul style="list-style-type: none"> • Commission research to accurately quantify Infant mortality • Commission research into the impact of social determinants of health and nutrition • Support research studies to promote indigenous knowledge systems and the use of appropriate traditional medicines

3.2. KEY OUTPUTS FROM THE OUTCOME-BASED MTSF 2009-2014

In keeping with the revised, outcome-based Medium Term Strategic Framework (MTSF) for 2009-2014, adopted by Cabinet in January 2010, the health sector will produce 20 key outputs and outcomes, which are outlined below:

- i. Increased Life Expectancy at Birth;
- ii. Reduced Child Mortality
- iii. Decreased Maternal Mortality Ratio;
- iv. Managing HIV Prevalence;
- v. Reduced HIV Incidence;
- vi. Expanded PMTCT Programme;
- vii. Improved TB Case Finding;
- viii. Improved TB outcomes;
- ix. Improved access to Antiretroviral Treatment for HIV-TB co-infected patients;
- x. Decreased prevalence of MDR-TB;
- xi. Revitalisation of Primary Health Care;
- xii. Improved Physical Infra-structure for Healthcare Delivery;
- xiii. Improved Patient Care and Satisfaction;
- xiv. Accreditation of health facilities for quality;
- xv. Enhanced Operational Management of Health Facilities;
- xvi. Improved access to Human Resources for Health;
- xvii. Improved Health Care Financing;
- xviii. Strengthened Health Information Systems (HIS);
- xix. Improved health services for the Youth
- xx. Expanded access to Home Based Care and Community Health Workers

These outcomes are consistent with the 10 Point Plan for 2010-2014

As reflected in Table 7, The 10 Point of the Health Sector for 2009-2014 incorporates the 20 priority areas of the outcome-based MTSF, as well as the Millennium Development Goals (MDGs). The 10 Point Plan remains the strategic framework of the health sector for producing the outcomes desired by all three sets of mandates. Other key interventions to improve health status include intersectoral collaboration with government departments responsible for key determinants of health such as education; water and sanitation and housing, as well as community participation.

Table 7: 10 Point Plan 2009-2014 and the outcome-based MTSF 2009-2014

10 POINT PLAN 2009-2014		DELIVERABLES FROM THE OUTCOME-BASED MTSF 2009-2014
PRIORITIES	KEY ACTIVITIES	
1. Provision of Strategic leadership and creation of Social compact for better health outcomes	<ul style="list-style-type: none"> • Ensure unified action across the health sector in pursuit of common goals • Mobilize leadership structures of society and communities • Communicate to promote policy and buy in to support government programs • Review of policies to achieve goals • Impact assessment and program evaluation • Development of a social compact • Grassroots mobilization campaign 	<ul style="list-style-type: none"> • Revitalisation of the Primary Health Care approach • Enhanced Operational Management of Health Facilities
2. Implementation of National Health Insurance (NHI)	<ul style="list-style-type: none"> • Finalisation of NHI policies and implementation plan • Immediate implementation of steps to prepare for the introduction of the NHI, e.g. Budgeting, Initiation of the drafting of legislation • Finalise and implement an Information and Communication Technology (ICT) Strategy 	<ul style="list-style-type: none"> • Improved Health Care Financing • Implementation of NHI • Strengthened Health Information Systems (HIS)
3. Improving the Quality of Health Services	<ul style="list-style-type: none"> • Improve service delivery in all 52 districts, with a special emphasis on 18 priority districts • Refine and scale up the detailed plan on the improvement of Quality of services and directing its immediate implementation • Consolidate and expand the implementation of the Health Facilities Improvement Plans • Establish a National Quality Management and Accreditation Body 	<ul style="list-style-type: none"> • Improved Patient Care and Satisfaction • Accreditation of health facilities for quality
4. Overhauling the health care system and improving its management		
4.1 Refocus the Health System on Primary Health Care (PHC)	<ul style="list-style-type: none"> • Develop and implement a national model for the delivery of health services based on the PHC approach • Scale up community-based promotive and preventive health service, and massively expand immunisation programmes: antenatal care post 	<ul style="list-style-type: none"> • Revitalisation of the Primary Health Care approach • Enhanced Operational Management of Health Facilities

10 POINT PLAN 2009-2014		DELIVERABLES FROM THE OUTCOME-BASED MTSF 2009-2014
PRIORITIES	KEY ACTIVITIES	
<p>4.2 Improve the functionality and management of the Health System</p>	<ul style="list-style-type: none"> Assess the qualification, skills and competencies of Hospital CEOs; Hospital Senior Managers and District Managers Training managers in leadership, management and governance Decentralization of management Development and implementation of an accountability framework for the public and private sectors Establish a management and leadership academy for health managers 	<ul style="list-style-type: none"> Revitalisation of the Primary Health Care approach Enhanced Operational Management of Health Facilities
<p>5. Improved Human Resources Planning, Development and Management</p>	<ul style="list-style-type: none"> Refinement of the HR plan for health Re-opening of nursing schools and colleges Recruitment and retention of professionals, including urgent collaboration with countries that have excess of these professionals Focus on training of PHC personnel and mid-level health workers Make an assessment of and also review the role of the Health Professional Training and Development Grant (HPTDG) and the National Tertiary Services Grant (NTSG) Manage the coherent integration and standardisation of all categories of Community Health Workers 	<ul style="list-style-type: none"> Improved access to Human Resources for Health
<p>6. Revitalization of physical infrastructure</p>		<ul style="list-style-type: none"> Improved Physical Infrastructure for Healthcare Delivery
<p>6.1 Accelerate the delivery of health infrastructure through Public Private Partnerships (PPPs)</p>	<ul style="list-style-type: none"> Establish Public Private Partnerships, particularly for the construction and refurbishment of Tertiary Hospitals Accept 13 new projects annually for delivery through the revised Hospital Revitalisation Project Implement refurbishment and preventative maintenance of all hospitals 	
<p>6.2 Revitalise Primary level facilities</p>	<ul style="list-style-type: none"> Complete the Audit of PHC infrastructure and services Accelerate the delivery of infrastructure for primary level facilities Implement refurbishment and preventative maintenance of all hospitals 	
<p>6.3 Accelerate the delivery of Health Technology and Information Communication Technology (ICT) Infrastructure</p>	<ul style="list-style-type: none"> Finalise and implement the Health Technology Strategy Finalise and implement the ICT Strategy for the Health Sector 	

10 POINT PLAN 2009-2014		DELIVERABLES FROM THE OUTCOME-BASED MTSF 2009-2014
PRIORITIES	KEY ACTIVITIES	
7. Accelerated implementation of the HIV and AIDS strategic plan and the increased focus on TB and other communicable diseases	<ul style="list-style-type: none"> • Implement new HIV and AIDS policies and strategies announced on World AIDS Day, 01 December 2009 • Urgently strengthen programs against TB, MDR-TB and XDR-TB • Implement new PMTCT Guidelines 	<ul style="list-style-type: none"> • Managing HIV Prevalence; • Reduced HIV Incidence; • Expanded PMTCT Programme; • Improved TB Case Finding; • Improved TB outcomes; • Improved access to Antiretroviral Treatment for HIV-TB co-infected patients; • Decreased prevalence of MDR-TB • Expanded access to Home Based Care and Community Health Workers
8. Mass mobilisation for the better health for the population	<ul style="list-style-type: none"> • Place more focus on the programs to attain the Millennium Development Goals (MDGs) • Intensify health promotion programs • Place more focus on Maternal, Child and Women's Health • Place more focus on non-communicable diseases and patients' rights, quality and provide accountability 	<ul style="list-style-type: none"> • Increased Life Expectancy at Birth • Reduced Child Mortality • Decreased Maternal Mortality Ratio • Improved health services for the Youth • Expanded access to Home Based Care and Community Health Workers
9. Review of drug policy:	<ul style="list-style-type: none"> • Complete and submit proposals and a strategy, with the involvement of various stakeholders • Draft plans for the establishment of a State-owned drug manufacturing entity 	<ul style="list-style-type: none"> • Improved Patient Care and Satisfaction • Accreditation of health facilities for quality • Enhanced Operational Management of Health Facilities
10. Strengthen Research and Development	<ul style="list-style-type: none"> • Commission research to accurately quantify Infant mortality • Commission research into the impact of social determinants of health and nutrition • Support research studies to promote indigenous knowledge systems and the use of appropriate traditional medicines 	<ul style="list-style-type: none"> • Enhanced Operational Management of Health Facilities • Strengthened Health Information Systems (HIS)

Table 8 below reflects the 2009 baselines and 2014/15 targets for the 20 outputs entailed in the outcome-based MTSF.

TABLE 8: HEALTH SECTOR OUTPUTS 2009-2014: INDICATORS; BASELINES AND OUTPUTS

INDICATOR	BASELINE 2009	TARGET 2014/15
Life Expectancy at Birth	<ul style="list-style-type: none"> 53.9 years for males (StatsSSA, 2008) 57,2 years for females (StatsSSA, 2008) 	<ul style="list-style-type: none"> 58-60 years
Child Mortality	<ul style="list-style-type: none"> 69 per 1,000 live births 	<ul style="list-style-type: none"> 30-45 per 1,000 live births
Maternal Mortality Ratio	<ul style="list-style-type: none"> 400-625 per 100,000 live births 	<ul style="list-style-type: none"> 100 per 100,00 live births
HIV Prevalence (amongst 15-24 year old pregnant women)	<ul style="list-style-type: none"> 21,7% 	<ul style="list-style-type: none"> Not Applicable
HIV Incidence	<ul style="list-style-type: none"> 1,3% 	<ul style="list-style-type: none"> 0,6%
Mother to child transmission rate of HIV	<ul style="list-style-type: none"> 10% 	<ul style="list-style-type: none"> 0% - < 5%
Percentage of eligible HIV positive women initiated on ART	<ul style="list-style-type: none"> 37% 	<ul style="list-style-type: none"> All eligible pregnant women to be initiated on ART at a CD4 count of <350 or WHO stage III or IV
TB cases notified	<ul style="list-style-type: none"> 341, 165 	<ul style="list-style-type: none"> 175,000
TB Cure Rate	<ul style="list-style-type: none"> 64% 	<ul style="list-style-type: none"> 85%
Percentage of HIV-TB co-infected patients who are on ART	<ul style="list-style-type: none"> 30% 	<ul style="list-style-type: none"> 100%
PHC service delivery model completed	<ul style="list-style-type: none"> Strategy for accelerating progress towards health related MDGs through strengthening PHC developed 	<ul style="list-style-type: none"> Health service delivery model based on the PHC approach developed
Percentage of health facilities accredited for quality	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> 25% of health facilities accredited annually
Patient Care and Satisfaction	<ul style="list-style-type: none"> 87,5% 	<ul style="list-style-type: none"> 90%
Improved access to Human Resources for Health	<ul style="list-style-type: none"> Human Resources for Health (HRH) Plan produced 	<ul style="list-style-type: none"> Revised HRH Plan produced, which reflects an appropriate balance between health professionals and administrative personnel; re-introduces key PHC workers such as Infection Control Officers; Environmental Health Practitioners. Monitor vacancy rates in the public sector on a quarterly basis
Improved Health Care Financing	<ul style="list-style-type: none"> Creation of national Health Insurance commenced 	<ul style="list-style-type: none"> NHI policy finalised and implemented
Strengthened Health information systems (HIS);	<ul style="list-style-type: none"> Draft e-Health Strategy produced 	<ul style="list-style-type: none"> Finalise e-Health Strategy finalised and implemented
	<ul style="list-style-type: none"> National Indicator Dataset (NIDS) revised 	<ul style="list-style-type: none"> Finalise new NIDS
Improved health services for the Youth and	<ul style="list-style-type: none"> Strategy to improve health levels of the youth population segments developed 	<ul style="list-style-type: none"> Strategy finalised 70% of PHC facilities implementing Youth Friendly Services by 2014/15

INDICATOR	BASELINE 2009	TARGET 2014/15
Expanded access to Home Based Care and Community Health Workers	<ul style="list-style-type: none">• Draft policy on Community Health Workers produced	<ul style="list-style-type: none">• Strategy for Home and Community-based Care (HCBC) developed• Policy on Community Health Workers finalised