Health system design
Lessons from Haiti and Rwanda

Paul Farmer, MD, PhD
Harvard Medical School
Brigham and Women’s Hospital
Partners In Health

Health Science & Technology S14

MIT, Building 32
May 4, 2012
What is health system strengthening?

Community-based

Health-center enriched

Hospital-linked

Health-center enriched
Countering failures of imagination

Resources for AIDS

- UNAIDS
- FOKAL/OSI
- BMGF
- World Bank MAP
- UNGASS
- PEPFAR
- Global Fund
- Harvard Consensus Statement

Accompaniment
A cornerstone of care

June 1999

1 year later

With accompagnateur

10 years later
Public-private partnerships
Boucan Carré, 2003
Public-private partnerships
Lascahobas, 2008
Public-private partnerships

Map of Haiti showing Zanmi Lasante locations removed due to copyright restrictions.
comprehensive clinical services, many of which—such as neonatal intensive care and thoracic surgery—are not currently available at any public facility. When the hospital becomes fully operational, it will be the largest functioning hospital in the country, with the capacity to treat upwards of 500 patients per day and provide high-quality education for nurses, medical students, and resident physicians.

**Provided mental health, psychosocial support, and rehabilitative services:** Since the earthquake in January 2010, ZL’s Mental Health and Psychosocial Support team has more than doubled the number of psychologists, social workers, and community health workers trained to identify, refer, and support people suffering from myriad mental health problems. The services provided, such as the treatment of depression, anxiety, post-traumatic stress, and psychosis, have been integrated into the comprehensive system of care at all ZL sites to better support the mental health needs of all our patients.

ZL also trained seven rehabilitation educators to provide specialized rehabilitative accompaniment to an estimated 225 patients, many of whom were injured in the earthquake. In addition, plans were completed for Haiti’s first wheelchair-accessible public sector rehabilitation center at the hospital ZL runs in partnership with the Ministry of Health in Saint-Marc. This facility will provide rehabilitation services and be the site for a nine-month Rehabilitation Technician Training program.

**Cared for children with physical and developmental disabilities:** Zanmi Beni, Creole for “Blessed Friends,” is home to 50 unaccompanied minors and vulnerable children with physical or developmental disabilities, abandoned in the crumbled pediatric ward of Port-au-Prince’s General Hospital in the days following the earthquake. In April 2010, ZL purchased land in a quiet neighborhood of Port-au-Prince to build what is now a safe haven and caring home providing the children an educational and loving environment in which to thrive. Zanmi Beni strives to reduce the stigma and discrimination faced by children with special needs, and has already become a model center for addressing special needs in resource-poor settings.
Informatics and care for those who need it most
From Haiti to Rwanda

2005: GoR, with CF support, invites PIH to implement rural health model
Service
Strengthening and studying rural health systems

- Research and professional development of trained health workers
- Evaluate large-scale model delivered in public sector
- Build local clinical and research capacity

Graph showing increasing number of people treated per month for tuberculosis and HIV has been removed due to copyright restrictions.
Training
(Re)building infrastructure
Rwinkwavu, 2005
(Re)building infrastructure
Butaro, 2011

GoR covered 25% construction costs and 48% operating costs
More than 90,000 Rwandans on ART (>80% of PLWA)

Horizontal, vertical, diagonal

Child mortality

Maternal mortality

<5 deaths per 1,000 live births

Deaths per 100,000 live births

Scaling up in rural Africa

Various logos removed due to copyright restrictions, including Partners in Health, Khotso Pula Nala, Republic of Rwanda Ministry of Health, Malawi Ministry of Health, Clinton Foundation, and others.
Global Health Delivery Online

More than 6,800 members representing more than 2,149 organizations across 158 countries

- Non-Governmental Organization (30%)
- Research
- Teaching
- Service
“Natural disasters” & the limitations of health system design: 2010 nursing school collapse
Cholera in Haiti and the limitations of health system design

- Cholera confirmed Oct 22 by Haitian Ministry of Health and CDC within 48 hrs of outbreak of acute watery diarrhea in the lower Artibonite
- Confirmed in PaP by Nov 8
- As of Apr 8:
  - > 532,925 cumulative cases
  - > 7,095 deaths

Diagram removed due to copyright restrictions. Please see diagram here: [PDF]
(Re)building water and sanitation systems?

Photos of faucet with clean water and group of villagers waiting with buckets to collect water have been removed due to copyright restrictions.
What is health system strengthening?

- Community-based
- Health-center enriched
- Hospital-linked

Health-center enriched
Mirebalais Hospital, 2012
Thank you