PASS

HEALTHY COMMUNITIES LAB

A Community Approach to Global Health and Community Development

INTRODUCTION

Development programs do not always yield the results expected. Organizations enter the social sector with good intentions and a vision, but the lack of a clear strategy can misguide impact. Despite the amount of work that the social sector undertakes around the world, the needs of foreign aid and community development remain enormous. The United Nations Sustainable Development Goals (SDGs) helped defined many of the challenges and targets, but without a comprehensive strategy, most organizations and governments will fail to meet these goals and will fail to sustainably advance people's well-being.

Many organizations fail to meet these challenges because of implementation flaws and barriers. Many programs are often designed externally, without proper community buy-in and strategic partnerships. The lack of dialogue between beneficiaries and implementers leads to the program failing to meet its goals. At the end aid often ends up underutilized or wasted. This issue is not limited to charities and on-the-ground nonprofit organizations. Governmental and intragovernmental agencies often do not include the beneficiaries in the decision-making process.

Improving health, poverty, education, water quality, sanitation, among other areas will require that stakeholders and governments develop clear frameworks of implementation. Changing this model requires redirecting the capabilities of organizations and government agencies to match the needs of the community. Building capacity in communities around the world demands long-term community partnerships, trust between partners, social responsibility, and closing the divide between providers and communities. This can lead to developing sustainable health and support systems that prioritize the people and the wellbeing of the community.

To address these issues, PASS has developed the Healthy Communities Lab (HCL). The Lab is designed to build frameworks and strategies for programs that maximize the resources of organizations and service providers. This is achieved by focusing on building the capacity of communities, developing long-term partnerships, and developing the right indicators and measures for impact. HCL focuses on all three levels of the health system with comprehensive plans and support to give the best chances for service providers to succeed.

HEALTHY COMMUNITIES LAB (HCL)

The Healthy Communities Lab is a PASS line of services created to build capacity of nonprofit organizations, communities, governments and other humanitarian and charitable entities. Using this framework, our experts can build the resources of the organization and provide a holistic solution based on the dialogue of the community and the

organization. HCL's services provide three levels of intervention aimed at producing impact, optimizing resources, empowering communities, and strengthening health systems. All these services are managed by executive consultants with related experience in the delivery of services and core areas of intervention.

| TECHNICAL ASSESSMENT & EVALUATION | FRAMEWORK AND PROGRAM DEVELOPMENT | REMOTE MANAGEMENT |

Technical Assessment & Evaluation

HCL uses holistic assessments and technical evaluations to create a snapshot of the organizations' performance and develop key metrics and recommendations. HCL's technical evaluations use predetermined KPIs, benchmarks, and parameters to provide an external evaluation of a program or system. Both services will submit a detailed report with findings, threats, and potential areas of improvement.

Framework and Program Development

HCL can work with your team to develop a responsive program or strategic framework designed with the beneficiary community in mind. PASS experts will help you develop an optimized and cost-efficient working plan by assessing local capabilities, needs, and community's risks. HCL frameworks are developed with best practices built into the program to maximize the impact in the community and maintain an efficient health system.

Remote Management

Healthy Communities Lab provides implementation management services to support the team on the ground. Through this program, a specialized expert will provide continuous management support to implement administrative and operational strategies. The consulting expert will maintain continuous communications and evaluations to the staff to ensure that goals are being met, services are improved, and staff is empowered.

HEALTHY COMMUNITIES FRAMEWORK (HCF)

Healthy Communities is a holistic strategy that builds public health and humanitarian programs within a comprehensive operational framework for the community. It engages communities and organization to work in long-term programs and systems with co-responsibility on the development and implementation of its service delivery. With community buy-in to the capacity building, the aim is to create a sustainable program where the community takes on the administration and operation in the long-term.

HCF is different from other frameworks in that beneficiaries become the equitable partners of the solution. Many programs and healthcare systems are designed as a give-take relationship. Many of the in-kind donations, services, and other support to communities around the world are underutilized and wasted because of a lack community engagement and ownership in the development of a framework.

Healthy Communities Framework takes programs and service delivery from a unidirectional mindset and develops it into an integrated operation. This converts the model of aid and healthcare delivery from a provider-beneficiary model to a co-responsible partnership.

Core Values

OPERATIONAL COMPETENCE	LOCAL ACCOUNTABILITY	STRATEGIC PARTNERSHIPS	DEMAND DRIVEN SOLUTIONS	COMMUNITY LEADERSHIP

The Healthy Communities Framework is developed around five core values. These values reflect the principles needed to build a sustainable program that can strengthen the organization and the people served.

Operational Competence
Development of operations that incorporate clear structure, protocols, and expectations for the administrative and operations teams. Create operational procedures matched with defined metrics for performance and expectations.

Local Accountability
Creating programs with the community where accountability of failures and achievements are shared between the service provider and local stakeholders. Development of strategies that can be implemented by local actors in the medium and long-term.

Strategic Partnerships
Engage local partners who have interest in the maintenance and long-term success of the

programs. Develop strategic networks to build support services, complementary services, and coordinated actions.

Demand Driven Solutions
Build programs and health systems closely coordinated with the community that are based on needs rather than external stakeholders. Develop solutions from beneficiary assessment and focus groups to develop a customized solution for the working environment.
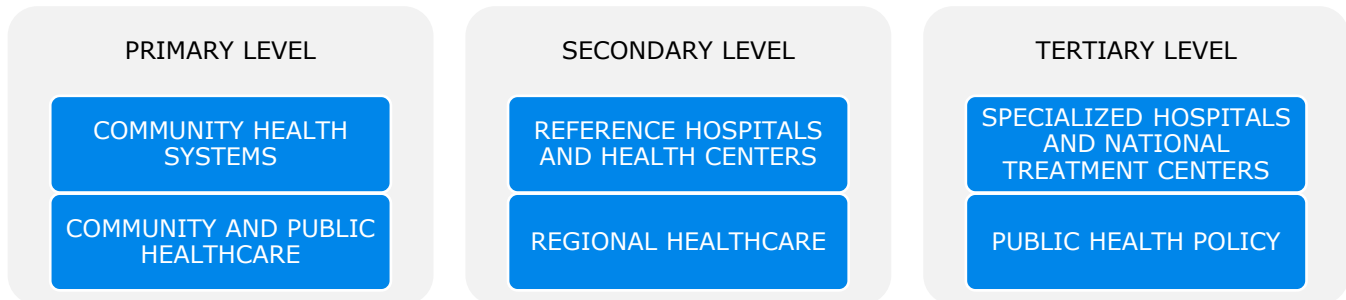
Community Leadership and Potential
Build capacity by empowering local actors and leaders to bring forward the operations of the programs. Transfer technical and administrative know-how to the community and local program leaders.

Health Systems Intervention

HCL is designed to work at all the level of a health care system. Frameworks, regulations, and operations are designed around the targeted intervention at the primary, secondary, or tertiary level of health systems.

PRIMARY LEVEL	SECONDARY LEVEL	TERTIARY LEVEL
COMMUNITY HEALTH SYSTEMS	REFERENCE HOSPITALS AND HEALTH CENTERS	SPECIALIZED HOSPITALS AND NATIONAL TREATMENT CENTERS
COMMUNITY AND PUBLIC HEALTHCARE	REGIONAL HEALTHCARE	PUBLIC HEALTH POLICY

The Framework

The framework of the organization must provide adequate guidance to the implementers and partners, but it also must be flexible to accommodate the operational environment. By developing a mission and vision together with the beneficiaries, the framework will become guiding principles rather than rules of engagement. This way, it can be contextualized across different geographical, economic, political, and cultural realities.

Although HCF includes communities input to develop a working plan, the framework development is under the leadership of the service provider. Therefore, the framework can be customized to control for the primary goals of programmatic strategic planning described in the chart below.

PRIMARY GOALS

♦ Optimizing financial and human resources
♦ Measuring outcomes rather than inputs
♦ Improving operational capacity
♦ Mitigating organizational and operational risks
♦ Improving services and community impact
♦ Developing self-sustainable benchmarks and engaging civil society sector
♦ Lowering administrative costs and reducing waste
♦ Developing modern and efficient standards in services
♦ Development of a health system based in the three (3) levels of healthcare
♦ Increasing effectiveness of the community's supply chain and quality of care

Building a Healthy Communities Framework

Breaking away from narrowly viewed assessments, HCF requires a full assessment of the community, partners, stakeholders, and existing activities. This is done through reviewing practices, developing community focus groups, constituents' interviews, and analyzing stakeholder's activities in the area.

Often, stakeholders assume that they are the only ones working in a community, even while there is a community of interest already engaged such as public, private, and other entities. Developing the right assessment plan will help determine if the organization's activities are new, on-demand, complementary, or conflicting with the current environment.

Additionally, the assessment plan also requires analyzing current operating procedures, management practices, and regulatory framework. In this original analysis, the program must be analyzed in the context of the entire system.

Once data has been collected and analyzed, the results will be discussed with the organization and

stakeholders to ensure the right appropriation of observations. It is recommended that the assessor and experts remain neutral over the course of the assessment.

With the results finalized, the program or framework will be developed with stakeholders input. Accounting for the goals of the organization and of the community, a line of services or scope of engagement will determine how active the organization must be.

The program will include specific activities, key performance indicators, responsibilities, and management system. The managing system must be transparent as to ensure no conflict in operating accountabilities and a transparent model. In this plan, strategic partnerships in the community will provide additional sources of revenue, non-asset resources, and additional capacity to implement services.

SYSTEM ASSESMENT

OPERATIONAL DEVELOPMENT & PLANNING

IMPLEMENTATION & CAPACITY BUILDING

HCF also proposes the use of remote-management and on-site management to strengthen the capacity of the organization's staff and community. While on-site management can focus on the

delivery of services and implementation of strategies, remote-management can supply expertise and continuous administrative support to on the ground team.

Remote-managers will have a secondary role in the implementation of the services, but they will have a crucial role in advancing the organization, building local leadership, and developing strategies from an objective point of view. Additionally, remote-management has the potential of bringing experts into an organization that might not otherwise be available

The implementation of the framework will be measured by key metrics designed to evaluate the targets for self-funding, impact, community engagement, and long- and medium-term goals. An evaluation plan will be developed at the beginning of the new framework so that activities are measured by evidence of outputs rather than inputs to the programs. There must be internal and external metrics, and transparency of this metrics to the community will help engage more stakeholders.

THE FRAMEWORK IN ACTION

Humanitarian Supply Chain – Diabetes Type 1 Program

Diabetes Type 1 is a delicate condition. Insulin and medical supplies are expensive and require special handling. With a community-based framework, we will help develop a resiliency network where locals allocate resources efficiently. Within our program we developed of a bank of resources helped create a fee-for-service where, using initial donations, insulin was sold to people in the network and donated to people with low income.

This network, in return, generated by the bank of resources helped leverage the purchase of medicines in bulk and at lower rates which allowed the program to continue. The administration of the bank was initially created with external support, but by developing self-administration capacity, the community members now control the program.

Improving Service Delivery - Optimizing Clinic Operations

Managing a clinic in an underserved rural area is difficult. High exposure to the environment and harsh-economics create a challenge to provide health services. However, with an engaged community, local leadership, and clear administrative plan, a clinic can be a great change-maker to the community.

In Nicaragua, the use of remote management and a community accountability framework helped create a partner for local stakeholders. The clinic developed an operating plan with clear protocols, guidelines, and metrics that are being used to improve the reach of its services. Now, the clinic keeps growing its services outside medical services to wellbeing education and clean water.

Empowering through Public Campaigns – A Deworming Story

Before deworming on a massive scale, worms were not a priority in most health systems. In Ecuador, with few resources and a population in need, a network of volunteer's partner with a national NGO to create a massive campaign. Initially, developing a deworming campaign for 240,000 people seemed an incredible program.

By engaging local stakeholders and volunteer networks, the costs of running a large-scale program became reachable. The NGO created a framework for community partnership, where the medicine became available to all communities if they were able to deliver and be accountable for the local programs. Involvement of community leaders, local community volunteers, local organizations, local authorities, international organizations partner, and critical stakeholders set to cover 3 million people per year and

ended covering 7 million people at the national level. With these successes, the deworming program became a public policy over time.

A Proposal to Enhance Public Pediatric Healthcare in Kyrgyzstan

Understanding a healthcare need requires a holistic approach. In Kyrgyzstan, developing an assessment of the healthcare system required more than a targeted assessment, but an evaluation of the health care system. For the study, PASS conducted in-depth interviews with key hospital, clinic, and Ministry of Health personnel via local translators. PASS also surveyed the physical facilities of the two target hospitals and one regional hospital; toured a private laboratory testing center; and visited a gynecology center. Upon returning to the U.S., PASS compiled and analyzed these data to arrive at the preliminary assessment, recommendations, and implementation plan that other stakeholders could adopt.

WORKING WITH PASS

PASS is dedicated to producing major social impact in difficult situations. We deliver results with our expertise in change-management, humanitarian response, and strategic communications. Our community is dedicated to three major practice areas: Strategy & Governance, Program Development, and Resource Mobilization.

To accomplish global goals, PASS collaborates with governments, nonprofit organizations, NGOs, social enterprises, philanthropists, bilateral and multilateral agencies—and most importantly, communities at the local, regional, and global levels.

BESPOKE SOLUTIONS. Our work is distinguished by cultural sensitivity; the nimbleness of a high-performing team; and the targeted way we work with clients to meet specific needs and exceed expectations. We convene a community of leaders with a shared commitment towards positive social impact and a better future within the framework of global trends.

As strategic and innovative thinkers, we place a premium on deeply understanding our clients' situation, context, challenges, and ultimate vision--so in partnership with them we can design methodology to meet their goals.

Depending on the specific challenge, our methods incorporate the latest best practices, approaches long-known for success, and innovations derived from our own experience. Methods may include innovative use of technology, specifically designed research instruments for eliciting deeper organizational issues, or face-to-face capacity building. In all cases, we put a premium on bespoke solutions, not only to produce the best outcome for the intervention--but also for the client to own the process and results, so they will be able to sustain the progress.

A COMMUNITY OF PRACTICE. PASS core staff possess extensive experience in leading or developing and implementing effective strategies for organizations including the United Nations system, USAID, major humanitarian implementers, foundations, other global and private donors, and national governments. Our distinguished community draws on decades of cross-sectoral expertise in policy, humanitarian affairs and international development.

Contact Us

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