



Health Improvement Project Zanzibar

HIPZ Annual Review 2015



Ru's thanks

Our year? Well, the HIPZ Primary Healthcare Unit at Kivunge Hospital is now up and running, with a triage system successfully in place, and delivering daily GP-type services and specialist clinics to over 5000 people a month. This has been a massive undertaking, but most important to us has been the training of the local healthcare staff, the implementation of good clinical practice, and putting management structures in place. That has been our real accomplishment. Training and supporting staff to deliver quality healthcare has been the HIPZ focus of 2015 - and will continue to be so.

As with each year we have made great strides forward. My heartfelt thanks, as ever, to all the wonderful people who volunteer their time and expertise to make HIPZ such an effective organisation.



About HIPZ

Health Improvement Project Zanzibar (HIPZ) is a UK-registered charity established in 2006 by Mr Ru MacDonagh, a Consultant Urological Surgeon, based in the UK. Ru had previously worked in East Africa and Zanzibar, and was approached by the Principal Secretary for Zanzibar's Ministry of Health to help improve healthcare at a hospital in the south of the island. This led to a 10- year agreement in 2007 giving HIPZ management responsibility for Makunduchi Hospital, with the aim of improving the hospital facilities and clinical services. In 2012, following the success of HIPZ's involvement at Makunduchi, the Ministry of Health requested that HIPZ undertake a similar 10-year project at Kivunge Hospital in the north. So HIPZ now manages the only two hospitals outside of the Zanzibar capital, Stone Town.

Although the hospitals are part of the state system, HIPZ runs them at a day-to-day level. HIPZ provides the volunteer doctors, equipment and medical supplies, undertakes renovations, develops management systems and, most importantly, trains the local staff. We believe this approach to be unique. It is based on shared responsibility and collaboration between a charity and a Government. The ten-year lease enables HIPZ to embed good clinical practice, to up-grade the facilities, and train the next generation of healthcare workers. All this is vital for the successful future return to full Zanzibari-delivered services and for long term clinical and financial sustainability.



Then and Now

Makunduchi Hospital is a 36-bed cottage hospital with a catchment area population of around 90,000 in the rural south of Zanzibar. Kivunge Hospital is a larger 72-bed cottage hospital serving a population of around 210,000. Both hospitals had fallen into a state of virtual disuse, having had no management or upkeep for over thirty years. The local people shunned the hospitals as they were barely functioning. When HIPZ arrived there were no doctors, few trained nurses or any other staff, no drugs, supplies or medical equipment, and non-existent management. The wards and buildings were dilapidated and there was not even the capacity to perform Plaster of Paris on a broken arm. Even simple equipment like blood pressure cuffs were not available. Since then HIPZ has totally transformed the hospitals and healthcare, primarily through voluntary effort from UK doctors.



HIPZ has focused upon upgrading the facilities, teaching the local staff, and on embedding good clinical practice. Both hospitals now have trained and qualified staff, operating theatres, emergency rooms, Comprehensive Maternity Services, Primary Healthcare Units with GP-type services and specialist clinics. HIPZ is now delivering significantly improved medical provision to over 300,000 who previously had little or no access to it. Most importantly, both hospitals now enjoy the confidence of the local people.



Achievements since 2007



- Renovated wards, operating theatres, and staff accommodation
- Created Comprehensive Obstetric Services, including caesarean capacity and blood transfusion facilities, at both hospitals
- Built two Primary Healthcare Units to deliver daily GP-type services and specialist clinics
- Provided a free ambulance pick-up service for women in labour at Makunduchi
- Set up free ultrasound and blood transfusion service for pregnant women
- Created accident and emergency rooms at each hospital
- Supported staff to gain recognised qualifications, including surgeons, anaesthetic officers, theatre nurses, ultrasonographers and nursing staff
- Developed daily teaching and supervision, with incentives for self-directed learning
- Established a Psychiatry Clinic at Makunduchi
- Established a Hypertension Clinic at Makunduchi
- Established an Eye Clinic at Makunduchi
- Developed reliable supply chains for delivery of essential medicines and recognising importance of hospital stores in managing stock taking
- Established and supported the vital and successful role of Hospital Managers, now to be replicated within the Zanzibari health system
- Developed robust financial and administrative systems and trained staff in their use
- Established computer, data collection and administration training
- Expanded bus service links to allow remote villages to access healthcare
- Initiated regular radio and community involvement for health education and promoting hospital services

Progress in 2015

Primary Health Care Unit at Kivunge Hospital

The highlight of 2015 has been the building and equipping of the Primary Healthcare Unit (PHCU) at Kivunge Hospital. This has been a major project and represents a huge improvement for the healthcare of the 210,000 population of north Zanzibar. The PHCU provides daily GP-type services in addition to specialist clinics such as ante- and post-natal care, vaccinations, child growth monitoring, family planning, health education, communicable and non-communicable disease management. HIPZ has introduced a triage system which identifies the patients who require most urgent attention and has also taken the first step towards keeping patient records. Monthly attendance figures are over 5000 patients a month. Most importantly, the pressure on the main hospital buildings and staff has been relieved so that they can focus upon those who need to be admitted for surgery or other treatment. The hospital wards have been refurbished from their dilapidated state.



Psychiatry Clinic at Makunduchi Hospital

We are particularly pleased with the progress of two new specialist clinics at Makunduchi Hospital. Both relate to conditions that often receive less attention, yet which affect many people, and are clinical priorities for HIPZ.



Zanzibar only has one psychiatrist, responsible for the entire population of 1.3 million. So, along with specialist teaching from Haukeland University Hospital (Norway), HIPZ has established a Psychiatry clinic at Makunduchi Hospital. This provides a local outpatient mental health service to the rural population of southern Zanzibar. The specialist nurse-in-charge, Pandu, has received additional training provided by HIPZ.

In 2015 there have been 654 consultations at the Makunduchi clinic, with a very high percentage of returning patients which is essential for the continuity of care and treatment of psychiatric conditions. This has been such a success that we intend to replicate this much needed service at Kivunge Hospital in 2016.

Hypertension Management Clinic at Makunduchi

Hypertension (high blood pressure) is very prevalent in Zanzibar, affecting approximately one third of the adult population. This can lead to conditions such as stroke, and has a significant impact upon life expectancy, quality of life, and the ability to work and support one's family.

We are in the early stages of a major project to identify and treat hypertension in the south of the island served by Makunduchi Hospital. Ensuring regular supplies of drugs is a major element and challenge of the project. As with all aspects of our clinical work, detailed data is being collected, and the initial impact of the project is encouraging.



Both these clinics are possible through the generous support of Festival Medical Services who provide the medical care at mass events such as the Glastonbury Festival, but who also raise funds for medical and environmental projects around the world.

HIPZ Volunteer Doctors

The transformation of the clinical services at Makunduchi and Kivunge Hospitals has come about through the skills and dedication of the HIPZ volunteer doctors. Since 2007 there have been twenty UK doctors who have taken a break in their careers to spend between 6-12 months unpaid in Zanzibar.



For most it will be a totally new and challenging experience. They have to adapt to working in hospitals where the facilities and treatments available are basic, as is their own accommodation. They cannot rely on the back-up of medical tests, equipment and drug availability, or even having local trained staff. The volunteer doctors divide their time between clinical work, training, and leading on an allotted project. This could be anything from managing building works, to introducing new triage systems, to setting up specialist clinical services. On top of this they also master Swahili!

Despite the challenges, all of our HIPZ volunteers have relished their time in Zanzibar. They form a close bond with their Zanzibari colleagues and their caring and dedicated approach percolates throughout the hospital. All will have left behind tangible improvements to the healthcare as well as providing direct clinical treatment for patients





Training

There are no qualified local doctors based at Makunduchi and Kivunge Hospitals. Instead, services are provided primarily by Clinical Officers (COs) and Assistant Medical Officers (AMOs). These are clinical positions that are unique to East Africa. However, even they are in short supply throughout the island, leading to low staffing levels in many areas.

So to support the local clinical staff, extensive training and mentoring is provided by HIPZ. It is undertaken by our volunteer doctors on a one-to-one basis during the normal day-to-day work of the hospitals and clinics. Additional training is delivered from visiting specialists. Since 2007 HIPZ has provided training from volunteer paediatricians, obstetricians, gynaecologists, midwives, sonographers, specialists in tropical medicine, trauma, and orthopaedic practitioners. Local staff are also financially supported by HIPZ to undertake external training and education. The hospitals are now reaping the benefit and HIPZ is proud to be training the next generation.

However, providing group training is more problematic as the hospitals are so short staffed. But prompted by requests, HIPZ volunteer doctors Dr Alex Vogt and Dr Shuang Wang recently held a full clinical training day for all the COs and AMOs at Kivunge. Here is the e-mail sent to us immediately afterwards by Shuang.

Hi all,

Today we held a full day of clinical teaching, interactive style, based on recent cases, delivered ourselves, with Christy, our obstetrics nurse, focusing on maternity complications and Peter, our visiting Danish consultant, giving an infectious disease talk. We covered a variety of topics, mostly suggested by COs over the last few weeks - namely: chest X-rays, malnutrition, anaemia, diabetes and pre-eclampsia. We also incorporated an important mortality and morbidity meeting and discussion, with a selection of cases collected in the past month. One of our COs also gave teaching on stroke.

It was really well attended (out of our 7 COs, 5 COs attended including 3 who came in from leave or off duty, along with our two AMOs. Only the post nights CO and outpatient CO on duty couldn't make it).

We have kept the teaching programme, attendance sheets and feedback forms from today (great feedback with everyone wanting more.....)

All in all, it was a really enjoyable day for all and quite a rare occasion to get everyone together – lots of social banter over pilau at lunch! It was certainly heartening to see true motivation and eagerness to learn despite all the staffing challenges. Given the success of this pilot teaching day, Alex and I intend to run these monthly, and we will aim to extend it for nursing staff too, so long as we can get everyone in the same place!

*Best wishes,
Shuang*



Zanzibar Team

Makunduchi and Kivunge Hospitals lacked leadership, and the inadequate number of clinical staff were undertrained, underequipped and poorly motivated.

All that has changed and whilst the HIPZ volunteer doctors from the UK are still central to continued development, HIPZ has now built up an experienced and dedicated local team in Zanzibar. It is impossible to feature everyone but here is just a flavour.....



Zainab was appointed by HIPZ in 2007 and was the first ever Hospital Manager in Zanzibar. She was born near Makunduchi, and is a nurse and midwife who previously worked for Save the Children. She has been crucial to the transformation of Makunduchi Hospital and she commands huge respect locally. Her role is not dissimilar to that of a traditional British hospital matron, and she runs a tight ship. HIPZ was lucky to find her.



Fatawi is another longstanding and key HIPZ team member. As a Clinical Officer he has a wide ranging role and also assists with anaesthetics. Supported by HIPZ he has initiated a successful eye clinic at Makunduchi. Fatawi, encouraged and funded by HIPZ, is studying for a BSc in Nutrition with the Open University.



Pam joined HIPZ in 2014, after living on mainland Tanzania for sixteen years, where she had been working in rural village healthcare. Pam is the HIPZ Programme Manager and plays a pivotal role co-ordinating all the clinical and administration strands of HIPZ. It is a very demanding role but Pam's people skills and her fluency in Swahili, means she has already had a huge impact on the HIPZ projects.



Asha is an Assistant Medical Officer who, with additional on-going training by HIPZ, is now qualified to perform Caesarean Sections at Makunduchi. This is vital and lifesaving, particularly when there is no means to transfer complicated labours to the main hospital in the capital Stone Town many miles away.



Pandu is a trained psychiatric nurse and is in charge of the new Psychiatric Clinic at Makunduchi. He has received additional training and on-going support from HIPZ, and from visiting specialists from Haukeland University Hospital, Norway. His dedication, knowledge and enthusiasm has meant that the clinic is now well established, providing a much-needed service.

Daily clinical work

- ▽ A mum arrived at Kivunge in labour with premature twins, complicated by a footling breech. Transferring to the main hospital in the capital Stone Town was out of the question so Shuang delivered the babies. One twin was born floppy and Shuang performed resuscitation. The outcome was very good and mum and the twins were discharged and driven home by doctors Shuang and Alex to Nungwi.



- △ This baby was identified as critically unwell with severe pneumonia on a ward round, and moved to the emergency room for monitoring. The family had no money to transfer to Stone Town. The baby responded to the antibiotics given and the higher level of monitoring. The baby continued to make progress and was eventually discharged home with no complications.

Our thanks to people and partners

Trustees

Dr Ruairaidh MacDonagh (Chairman)
Dr Jon Rees
Dr Fiona Cresswell
Dr Nick Campain
Dr Mike Spencer Chapman
Caitlin Farrow
Anthony Rackham
Simon MacDonagh
Susie Moore

Staff

Zainab Othman -
(Makunduchi Hospital Manager)
Mohammed Ame Sheha -
(Kivunge Hospital Manager)
Pam Allard -
(Programme Manager, Zanzibar)
Jabir Ayindo -
(Programme Co-ordinator, Zanzibar)
Amina Khamis Ursi -
(Admin and Finance Assistant)
Dr Roma Walker - (Administrator, UK)

Volunteer doctors in Zanzibar in 2015

Dr David Purdy
Dr Molly Janowski
Dr Raj-Kamael Jaspas
Dr Yolanda Massey
Dr Eleanor Cooke
Dr Joe Culshaw
Dr Shuang Wang
Dr Alex Vogt

Health Professional volunteers in 2015

Mr Cliff Mann, Consultant in
Emergency medicine
The A+E Team, Musgrove Park Hospital,
Taunton
Maud Hardy, Midwife
Kylie Cusack, Specialist Nurse
Dr Jessica Arendal (Obs/Gyn specialist)
Holly Stafford, administration/management
Christy Harrison, Nurse (and maternal
health)
Caitlin Baumhart (Peace Corps /maternity
specialist)

Volunteers

Anne Campain, Elective
Programme Co-ordinator
Dick Farrow, Accounts

Associates

Dr Mohamed Jiddawi
Dr Malick Juma
Dr Rebecca Mann
Dr John McGrath
Mary Hadley
Martin Hall

Poppy Farrow
Feroz Jafferji
Dr Ramsay Singer
Dr Pete McGovern
Dr Fiona Greville-Heygate
Dr Claudia Raperport
Jessie Hamon

Partner organisations

The Ministry of Health, Zanzibar
Danida
UNFPA
D-Tree International
UNICEF
Jhpiego
Haukeland University Hospital, Norway

Funders and supporters in kind

The Rotary Club of Nailsea and Backwell
The Rotary Club of Blaby
The Rotary Club of Stonehouse
The Rotary Club of Newton Abbott
The Rotary Club Stone Town (Zanzibar)
The Rotary Club of Guildford District
The Rotary Club of Portishead
The Arnolds
CML Family Foundation
Festival Medical Services
Ethicall
UNICEF
VCCP Directors and staff
Barney Ware
Clive Hawkins
Iqbal Fazal
Dr Seema Kapoor
Dr Mike Spencer Chapman
Caitlin Farrow
Dr Fi Cresswell
Dr Charles Buckley
Peter Ellekvist (visiting Danish Consultant)
Sarah Cox
Dr Yolanda Massey
Dr Raj-Kamael Jaspas
Peter Andre
Angela Gray and St Chads Church,
Uppermill
Liam Fisher Jones
Pete Hayes
Reyhana Merali
ZIDO
Sajida Virji
Zanlink
Fatma Alloo
Nassor Omar
Red Monkey Lodge and Pack for a
Purpose initiative
The Hilden Charitable Trust
Ursula Gunnery Charitable Trust

Unity Charitable Trust
Christopher Goes
John Goes
Mark Speakman
Jane Tippets
Richard Codgbrook, Lifemarque Ltd
Anne O'Leary and TWA
Charitytrek
Pam Benjamin
Katie Wormington
Ruth Jennison
Holy Trinity Primary School, Taunton
Wendy Nicol
Sarah Chick
David Glenn
Dr Sultan Aly and Shabniz Aly
Jonathan and Alison Glass
Keith Holman
Ian Morgan, GP Care, UK
David Welsh
Mark Lee
London Doctor's Orchestra
and Dr Shuang Wang
Hannah Burton & Ursuline High
School
John Rees
John Walford
David Jones
Mr & Mrs Greville-Heygate
Mr & Mrs Lancaster
Mr C White
Tim and Julie Cooper
Fiona Greville-Heygate
Simon Hicks
Harriet Pape
Richard Martin
Nick Bowker
Sharron Green
The Harker Family
The Strathnaver family
Andrea Fink & Gabi Theinert
Vera Hueting
Anna Willis
Alex Mcgeachan
Kevn & Ruth Stafford & family/friends
Sefton Moore family
Kiwengwa Nursey, Zanzibar
Helen Gilliland
Kristen Bennett and Dr Annie Forsythe
Hollick Family Charitable Trust
LACE Housing
Rev D and Mrs C Hamer
Burford Family Trust
Sydney E Franklin Deceased's New
Second Charity
Bartle, Bogle Hegarty
Rugby Catenian Society

Special thanks go to the support from ZIDO, Ethicall, VCCP, Rotary and UNICEF towards the building and equipping of the new Primary Healthcare Unit at Kivunge Hospital, and the renovations of the wards. We are grateful to all those who have signed up to make regular donations, and our apologies for not listing you all in person. We are particularly grateful to the family of the late Richard Harker for their very generous donation.



HIPZ Receipts and Payment Accounts: 1st April 2014 - 31st March 2015

| Receipts | Unrestricted funds | Restricted funds | Total funds | Last year |
|-----------------------------------|--------------------|------------------|----------------|----------------|
| | £ | £ | £ | £ |
| Donations (inc. Gift Aid) | 31,724 | 0 | 31,724 | 70,100 |
| ZIDO | 0 | 11,207 | 11,207 | 0 |
| UNICEF | 0 | 41,874 | 41,874 | 0 |
| VCCP | 12,000 | 0 | 12,000 | 12,000 |
| VCCP (fundraising) | 19,396 | 0 | 19,396 | 0 |
| Anonymous | 78,500 | 0 | 78,500 | 0 |
| CML Family Foundation | 20,000 | 0 | 20,000 | 20,000 |
| The Arnolds | 17,200 | 0 | 17,200 | 13,200 |
| FMS Grant | 0 | 14,610 | 14,610 | 0 |
| Elective Programme | 1,680 | 0 | 1,680 | 4,400 |
| Cost sharing | 225 | 0 | 225 | |
| Bike ride 2013 | 0 | 0 | 0 | 81,936 |
| Interest | 26 | 0 | 26 | 29 |
| Total Receipts | 180,751 | 67,691 | 248,442 | 201,665 |
| Payments | Unrestricted funds | Restricted funds | Total funds | Last year |
| | £ | £ | £ | £ |
| Project Costs (Zanzibar) | | | | |
| Hospital costs | 48,895 | 1,799 | 50,694 | 45,747 |
| Equipment | 3,380 | 2,890 | 6,270 | 13,577 |
| Renovation/build costs | 115,300 | 46,970 | 162,270 | 25,459 |
| Education & Training | 18,441 | 0 | 18,441 | 25,465 |
| UK Costs | | | | |
| Fundraising costs (UK) | 14,637 | 0 | 14,637 | 10,172 |
| Governance costs (UK) | 7,825 | 0 | 7,825 | 7,466 |
| Total Costs | 208,478 | 51,659 | 260,137 | 127,886 |
| Other Payments | | | | |
| Bike ride 2013 | 0 | 0 | 0 | 2,800 |
| Loan | -715 | 0 | -715 | 166 |
| Asset sales (Zanzibar) | -895 | 0 | -895 | 0 |
| Car (Zanzibar) | 3,504 | 0 | 3,504 | 0 |
| Total Other Payments | 1,894 | 0 | 1,894 | 2,966 |
| Total Payments | 210,372 | 51,659 | 262,031 | 130,852 |
| Net of Receipts/(Payments) | -29,621 | 16,032 | -13,589 | 70,813 |
| Transfer between funds | 0 | 0 | 0 | 0 |
| Cash funds last year end | 122,557 | 0 | 122,557 | 51,744 |
| Cash funds this year end | 92,936 | 16,032 | 108,968 | 122,557 |

HIPZ has focused considerable attention to developing robust and very detailed financial recording and management systems at both of the hospitals, by coaching and mentoring administrative and clinical staff in Excel accounts documentation, and instilling the culture of transparency and accounting for every penny.



Organisation details

HIPZ was founded in 2006 by Ru MacDonagh, a Consultant Surgeon, based in the UK. The Trustees are predominantly doctors, who have worked in East Africa and Zanzibar, or individuals with relevant experience. Each Trustee has a portfolio of clinical, strategic or administrative responsibilities and they manage projects and support the Zanzibar-based volunteer doctors in their own time, in parallel with their NHS jobs. HIPZ also enables other volunteer healthcare specialists to go to Zanzibar to provide short-term training. Four of our former HIPZ volunteer doctors are now HIPZ Trustees, so continuing their volunteering in a different and long-term capacity, and others ex volunteer doctors continue to support their individual projects. Because HIPZ is essentially volunteer-led, our overheads are relatively small. This allows our income to be directed at improving health services. All this voluntary effort is augmented in the UK by an extremely tiny but experienced team of part-time and voluntary administrative, financial and technical support.

The underlying ethos of HIPZ is ultimately for a return to full Zanzibari-delivered services and by working with the Zanzibari Ministry of Health establishing long-term financial and clinical sustainability for the health services that HIPZ has developed.

Our major projects for 2016 are:

- Development of the new Psychiatry clinic at Kivunge
- Staff development and training
- Reorganisation of the main hospital buildings at Kivunge
- Further improvements to the maternity services at Kivunge
- Improvement to the management of non-communicable diseases at Makunduchi and Kivunge
- Community outreach work particularly in relation to pre and post natal care and child malnutrition



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HEALTH IMPROVEMENT
PROJECT ZANZIBAR
in the business of saving lives