



Health Improvement Project Zanzibar

**HIPZ** Annual Review 2014



HEALTH  
IMPROVEMENT  
PROJECT  
ZANZIBAR  
in the business of saving lives



# Thank you

"HIPZ is delivering healthcare to over 250,000 people who previously had little or no access to even the most basic of services."

2014 has been a very difficult year for the people of West Africa, but for HIPZ working far away off the east coast of Africa, on the island of Zanzibar, it has been a year of progress and optimism. At the beginning of 2014, HIPZ had set itself ambitious targets to build a much needed Primary Healthcare Unit at Kivunge Hospital, and to upgrade the maternity provision with a Comprehensive Obstetrics and Gynaecology Service there. Both targets have been achieved, culminating with the first ever Caesarean section at Kivunge Hospital in May. The Primary Healthcare Unit was completed in November. These landmarks were alongside significant improvements to the management of child malnutrition, both in the hospital and in the community, and the development of a regular and much needed Psychiatric service at Makunduchi. 2014 also marks the start of a major project to tackle the high incidence of hypertension.

As ever this has been achieved through teamwork – most of it voluntary – from the HIPZ doctors and Trustees, and our very small staff, working alongside our Zanzibari colleagues, notably Zainab Othman and Mohammed Ame Sheha, the Hospital Managers, and our Project Managers – initially Nadine Ott, and now Pam Allard.

This review highlights the progress achieved in 2014, but it also focuses on the wonderful contribution of our volunteer doctors. It is by way of a 'thank you' to them and an acknowledgment of their impact, along with gratitude to our family of funders and supporters, whose contributions make it all possible.

So, on behalf of myself, Zainab, and Mohammed Ame, a big heartfelt 'thank you'. Please read of our progress in 2014.



Ru MacDonagh



Zainab Othman



Mohammed Ame Sheha

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# About HIPZ

HIPZ (Health Improvement Project Zanzibar) is a charity established in 2006 by Ru MacDonagh, an NHS Consultant Surgeon based in Taunton. This was as a result of a direct request from the Ministry of Health in Zanzibar, as Ru had experience of working in East Africa. Despite being an idyllic holiday island, Zanzibar is one of the poorest countries in the world. Medical provision is very basic indeed with inadequate facilities and drug supplies. HIPZ was asked to help rejuvenate a rural 36-bed cottage hospital at Makunduchi. When HIPZ arrived at the hospital there were no doctors, few trained nurses, no drugs and little equipment, non-existent management, and it was extremely dilapidated. There was little healthcare provision for the population of 100,000 in this region.



△ A typical ward before HIPZ

Since then HIPZ has transformed the healthcare, primarily through voluntary effort from doctors and other medical professionals. HIPZ works in collaboration with the Zanzibari Ministry of Health, and local community leaders, in an innovative way by leasing two hospitals from them for ten years. HIPZ focuses upon upgrading the facilities, with an emphasis upon training and staff development, on embedding good clinical practice and, most importantly, future sustainability. A fundamental element of the HIPZ process is long-term financial and clinical sustainability for the hospitals, and ultimately a return to full Zanzibari – delivered services.

The area covered by the two HIPZ hospitals combined means that HIPZ is now delivering significantly improved medical provision to a population of over 250,000 people who previously had no access to healthcare.

## Achievements so far

In 2012, following on from the remarkable progress made at Makunduchi, HIPZ was asked to take on the challenge of a larger, even more dilapidated 72-bed hospital at Kivunge. HIPZ is now beginning to make an impact there too. It is not possible to give a full list of all the developments, but since 2007 HIPZ has:



△ A ward after renovation

- Built Primary Healthcare Units at both hospitals which combined see over 7000 patients per month
- Trained surgeons, anaesthetic officers, theatre nurses, ultrasonographers and nursing staff
- Financially supported a number of local staff to gain qualifications
- Renovated the hospital wards, buildings & provided staff housing
- Created a new purpose-built Maternity Unit at Makunduchi
- Established a Comprehensive Obstetric Service at both hospitals including provision for Caesarean sections
- Established a free ambulance service to collect women in labour at Makunduchi
- Renovated and equipped the Operating Theatres
- Created Accident and Emergency rooms
- Established a Psychiatric Clinic at Makunduchi

- Established a blood transfusion service
- Set up ultrasound services
- 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
- Helped establish a bus service so that people from remote villages can reach Makunduchi
- Established clinical data collection systems

The list goes on, but most importantly, the hospitals now have the confidence of the local people, and the impact on the communities served by the hospitals has been profound.



# Progress in 2014

Kivunge Hospital was extremely dilapidated and barely functioning when we took it on in 2012. The first tasks were to renovate the buildings and staff accommodation, introduce good basic clinical practice, develop and train the staff, and introduce administrative and financial systems. With much of this foundation work now well underway, in 2014 we have been able to make other significant advances in specific areas of need.

## PROGRESS

“The Primary Healthcare Unit will be able to accommodate the 5000 attendees a month who were previously seen in a small dilapidated room in the main hospital.”



△ The new Primary Healthcare Unit at Kivunge Hospital

## Building a Primary Healthcare Unit (PHCU)

To allow Kivunge Hospital to function better it was vital to separate emergency and in-patient care from routine clinic and outpatient services. Following the successful model achieved at Makunduchi, HIPZ raised funds to provide a purpose-built Primary Healthcare Unit at Kivunge. Building work started in Spring 2014 and was completed in the Autumn. It was overseen by the HIPZ Project Manager, Nadine Ott, and HIPZ volunteer doctor, Dr Fiona Greville-Heygate. The PHCU will provide daily GP-type services in addition to specialist clinics such as ante- and post-natal, vaccinations, child growth monitoring and malnutrition, family planning, health education, and treatment for communicable and non-communicable diseases. Monthly attendance figures are already over 5000 patients a month and that figure is anticipated to rise.

## Comprehensive Obstetric Service

Under the guidance of an experienced Obstetrician and HIPZ volunteer, Dr Claudia Raperport, Kivunge Hospital now has a Comprehensive Obstetric Service, with ultrasound, trained staff, and most importantly, the capacity to perform Caesarean sections. The first Caesarean was undertaken in May 2014 and they are now performed on a regular basis. This is a significant move forward. It is a considerable advance in the healthcare for the region.



# Progress in 2014

**Malnutrition in children, particularly those aged under five years, is a significant problem in the Kivunge region. It is the highest cause of mortality and accounts for 40% of paediatric deaths at the hospital.**

## Psychiatric Clinic at Makunduchi Hospital

Zanzibar has only one psychiatrist for the whole of the population of 1.3 million. HIPZ has sought to redress this by developing a Psychiatric Clinic, to provide high standard outpatient mental health services to the rural population of southern Zanzibar. The first clinic opened in January 2014 and attendances have grown steadily. This new service has been driven by HIPZ volunteer doctor, Dr Peter McGovern.



◀ Pandu's graduation, with Dr David Purdy. The day was a big success with Pandu receiving the recognition he deserves.

It is a partnership with the Zanzibar Ministry of Health, and Haukeland University Hospital (Norway) who provide the training. The project has fostered the great talent that exists in the nurse psychiatrists on Zanzibar and at Makunduchi we are extremely lucky to have a fantastic nurse in the shape of Pandu.

## The response by HIPZ to malnutrition

Much work has been undertaken in 2014, led by Dr Fiona Greville-Heygate, to improve the hospital's response in the care and treatment of these children. HIPZ has developed a Child Malnutrition Unit,



PROGRESS

and trained the nursing staff in treatment and early identification. Survival rates have improved as a result of training in resuscitation techniques, along with the establishment of malnutrition feeding clinics. A community education programme has been initiated to encourage parents to bring their children to the hospital earlier, and parents have been given guidance on diet. Research has been conducted to establish why there are certain peak months, in order to undertake preventative measures. The building of the Primary Healthcare Unit will allow us to run regular malnutrition clinics staffed by specialist nurses. We are also providing continuing care for families once discharged from hospital, following them up for weekly reviews and providing free specialised food supplements for growth and development.

## Tackling Hypertension

Hypertension (high blood pressure) is a significant problem in Zanzibar affecting one third of the adult population. It can lead to death, or disability which impacts upon peoples' ability to earn a living and care for their families. It is also treatable, but requires regular monitoring, drugs and community awareness. With the help of a grant from Festival Medical Services (FMS), HIPZ has just started a dedicated Hypertension Programme at Makunduchi Hospital. Data is to be collected and we will report back in 2015 upon its progress and impact.



The hospital's pharmacy - frequent empty shelves



# How we work

## HIPZ Volunteer Doctors

HIPZ is able to deliver improvements to the healthcare in Zanzibar because of the generosity and dedication of our volunteer doctors who take a break from their careers in the UK for up to a year, without pay. Not only do they provide direct clinical care to patients, but just as importantly they progress the infrastructure developments, and they mentor, train and support the local staff.

### VOLUNTEER DOCTORS

"Zanzibar has one of the lowest doctor to patient ratios in the world - around one doctor to every 50,000 people, compared with 1 to 400 in the UK."



Dr Fiona Greville-Heygate ▲

HIPZ provides the volunteer doctors with basic accommodation, an essential mobile phone, transport, flights, and a great deal of support from the HIPZ team of voluntary clinical and non-clinical Trustees in the UK. The HIPZ Trustees are constantly in touch with the volunteer doctors, supporting them in their own time, as volunteers themselves, in conjunction with their NHS jobs. HIPZ also enables other volunteer healthcare specialists to go to Zanzibar to provide short-term training in areas such as surgery and ultrasound. Four of our former HIPZ volunteers are now HIPZ Trustees, so continuing their volunteering in a different and long-term capacity.

The impact and contribution of each and every one of them is incalculable and the tremendous strides made in the healthcare provision are down to their commitment. Although the doctors and healthcare specialists are not paid, supporting them now costs HIPZ in the region of £20,000 a year. This is a major expense for HIPZ, but the difference they make for such a relatively small amount is remarkable.

Since 2007 we have had fifteen volunteer doctors. 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 and they cannot rely on the back-up of medical tests, equipment and drug availability, or even trained staff. They divide their time between clinical work and leading on allotted tasks. They may tackle project managing the building of a Primary Healthcare Centre, setting up an accident and emergency department, or improving maternity services. They mentor and support the local staff along the way and everything is achieved within the constraints of a resource poor country. On top of this they also master Swahili!

Despite, or because of, 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 of individuals.

Dr Peter McGovern ▼







## Doctor's Story

It's Friday and another week has passed working on this seemingly tropical paradise island. A place where beautiful restaurants line the white sandy beaches, and fishermen bring in their huge hauls daily to feed the tourists. Coming back from a typical week of work in Kivunge, where there are daily cases of children suffering from the consequences of malnutrition, it couldn't feel any more surreal.

Here are four photos showing the case of a 3-month-old boy called Haji during his 6-week admission to Kivunge Hospital. Haji and his twin sister were born at home, their mother tragically dying soon after giving birth from likely blood loss. This can be a common complication after delivering twins, and sadly like so many Zanzibari mothers she had not been seen by any medical staff during pregnancy and therefore was likely unaware of the risks. The grandmother took over the care of her grandchildren but as in many cases was unable to afford the formula milk needed to provide the right nutrition for babies to develop. When Haji arrived in hospital he weighed a tiny 2.6 kg. In the UK children at this age would weigh between 4.3-6.9kg. He was critically unwell with pneumonia – a common complication of severe malnutrition – and his prognosis was dire. However with committed and diligent staff overseeing a specialised three hourly feeding programme his outlook improved dramatically. With constant support from the staff and Haji's grandmother he gained a fantastic 1kg over the first month and was discharged a different baby.

The new maternity services, the Primary Healthcare Unit, and the Child Malnutrition response, alongside staff training, developed by HIPZ in 2014, will have huge preventative impact.

**Dr Fiona Greville-Heygate**

Four photos of Haji - from admission to follow-up visit



"The neonatal mortality rate is now 7.5 per 1000 live births in the South District, served by Makunduchi, compared with the overall neonatal mortality rate for Zanzibar of 29 per 1000 live births."

## Doctor's Story

Our first Caesarean section at Kivunge Hospital was a hugely exciting event. After weeks of preparation and hard work, we finally had the team assembled, a consenting patient and were ready to go! Our patient was having a long and painful labour and the pain relief options we are able to offer are severely limited. Eventually, she stopped making progress at all which was the indication I needed to perform a Caesarean section. The consent form (in Swahili) was signed and the patient brought to theatre. Abdallah, our anaesthetic nurse performed his spinal anaesthetic without a hitch and we got going.

The baby was a boy, and weighed 3.7kg and was well and truly wedged in a terrible position. After coaxing him out, I handed him to Fi Greville-Heygate who resuscitated him as I completed the operation. He screamed, we all cheered and there were many (sterile of course) pats-on-backs.

Everyone worked brilliantly well together. The Zanzibari team had really got to know me over the previous weeks of preparation and training, and the trust and communication between everyone in the theatre was fantastic. The heavens opened and we whisked our patient back to Maternity in a brief dry spell to be reunited with her baby son and his extremely proud grandmother.



△ Dr Claudia Raperport with the first two Caesarean section babies

Asha, our nurse-midwife, asked me my father's name and proceeded to insist the baby be named after him. Zanzibar had its first (probably) ever Simon! (He was later renamed Haji but don't tell my Dad!) Both mother and baby did brilliantly and were discharged two days later. They came back to visit me many times in clinic, mostly to say hi I think! The whole experience was beyond my expectations, especially the level of attention the nurses paid to the postnatal care and checking observations. Members of staff from the laundry, to the kitchen, to the antenatal clinic asked me on an hourly basis when we could do the next one, and the high spirits across Kivunge were heart warming to say the least! Definitely an exciting day to remember in the history of Kivunge hospital and in my life!

**Dr Claudia Raperport**





# HIPZ Training and Education

An important feature of the HIPZ model is the emphasis upon staff training, and in particular daily side-by-side mentoring and coaching by volunteer HIPZ doctors, in conjunction with Telemedicine and e-learning programmes.

Training encompasses all activities within the hospital – clinical, management, financial and IT – and is vital for future sustainability. Some of our locally-trained staff are now in the position themselves to deliver training. HIPZ has facilitated the education of key staff including a (Assistant Medical Officer) surgeon, anaesthetic nurses, ultrasonographers, and a dental officer. Short-term training is also delivered by visiting medical specialists in areas such as surgery, ultrasound and obstetrics.



TRAINING & EDUCATION

Fatawi, pictured above, is a Clinical Officer and longstanding member of our team. He is currently studying for a BSc in Nutrition with the Open University, alongside his work at Makunduchi Hospital. He is finishing his second year now and will graduate in October 2015. This is funded by HIPZ.

Central to the training of staff has been Dr Ramsay Singer who was a HIPZ volunteer for over a year. In that time, in addition to daily clinical work, ward rounds and teaching, he was instrumental in developing essential systems around drug supplies and clinical equipment, progressing the treatment of non-communicable conditions such as hypertension, anaemia and malnutrition, as well as non-clinical areas like IT systems, data collection and research.



“36% of patients now attending at Makunduchi Hospital are from outside of its recognised catchment area. This is because of the quality of the health services now available there and its growing reputation.”



# Our thanks to people and partners

As ever we would like to thank the staff at the two hospitals, and the communities of Makunduchi and Kivunge who have endorsed us by their support. Others who have helped us along the way are:

## Trustees

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

## Staff

Zainab Othman (Makunduchi Hospital Manager)  
Mohammed Ame Sheha (Kivunge Hospital Manager)  
Nadine Ott/Pam Allard (Programme Manager, Zanzibar)  
Dr Roma Walker (Administrator, UK)

## Volunteer doctors in Zanzibar in 2014

Dr Ramsay Singer  
Dr Peter McGovern  
Dr Fiona Greville-Heygate  
Dr Claudia Raperport  
Dr Elspeth Bird  
Dr Molly Janowski  
Dr David Purdy  
Dr Raj-Kamael Jaspar

## Health Professional volunteers in 2014

Mr John Chester, Consultant Surgeon  
Mr Brian Stephenson, Consultant Surgeon  
Mr Cliff Mann,  
Consultant in Emergency Medicine  
The A+E Team, Musgrove Park Hospital, Taunton  
Maud Hardy, Midwife

## 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

## 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 & 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  
VCCP Directors and staff  
Barney Ware  
Clive Hawkins  
Dr Seema Kapoor  
Dr Mike Spencer Chapman  
Caitlin Farrow  
Dr Fi Cresswell  
Dr Charles Buckley  
Sarah Cox  
Iqbal Fazal  
The staff of Dentialsave, Clevedon  
Peter Andre  
Angela Gray and St Chads Church, Uppermill  
Liam Fisher Jones  
Pete Hayes  
Reyhana Merali  
Sajida Virji  
Zanlink  
Fatma Alloo

Nassor Omar  
Red Monkey Lodge  
Bartle, Bogel and Hegarty  
The Hilden Charitable Trust  
Christopher Goes  
John Goes  
Rugby Catenian Society  
Lace Housing  
Keith McCormick  
Mr and Mrs Rustin  
Katie Lawton  
James Spearing  
Ruth and Katy Preece  
Kirsty Cawthron  
F&B Brandplay Xmas Charity  
Mark Speakman  
Jane Tippets  
Richard Codgbrook  
Lifemarque Ltd  
Anne O'Leary and TWA  
Charitytrek  
Pam Benjamin  
Katie Wormington  
Ruth Jennison  
Petra and Marco Lietz  
Susan and David Fisher Jones  
The Residence Hotel, Zanzibar  
Holy Trinity Primary School, Taunton  
Dr Weber & Dr Augenstein/AOK  
Nordschwarzworld  
Mr and Mrs Raperport  
Monica Storch  
Nadine Ott  
John Peacock  
Wendy Nicol  
Sarah Chick  
David Glenn  
Lyndsey Aitkin  
Michelle Agyakwa  
Michelle Freeman  
Charlotte Birchenall  
Megan Walker  
Mairead Hernon  
Dave Wells  
Darren Wainwright

Special thanks goes to the support from Ethicall, VCCP and Rotary towards the building and equipping of the new Primary Healthcare Unit at Kivunge Hospital. Also we are particularly grateful to all those who have signed up to donate regular standing orders, and our apologies for not listing you all in person. These amounts – large and small – provide us with an all-important regular income. We could not achieve so much without you, so many thanks. We would also like to acknowledge the extraordinary contribution made by Nadine Ott, our project manager, who has now moved on to adventures new in Thailand.

Sadly, Dr Gillian Arnold, one of HIPZ's greatest supporters died in 2014. As Ru's mother she supported the project from its inception and more importantly encouraged him – even when it all seemed an impossible task to achieve. In addition to her regular and substantial standing order, along with her husband Derek, she also supported specific projects with significant funding. HIPZ would not be where it is today without her encouragement and financial support.





# HIPZ Receipts and Payment Accounts: 1st April 2013 - 31st March 2014

Receipts	Unrestricted funds	Restricted funds	Total funds	Last year
	£	£	£	£
Donations (inc. Gift Aid)	52,826	17,274	70,100	43,889
Bike Ride 2013	81,936	0	81,936	0
Lemos Foundation	20,000	0	20,000	20,000
The Arnolds	13,200	0	13,200	13,200
VCCP	12,000	0	12,000	12,000
Elective Programme	4,400	0	4,400	3,736
Interest	29	9	29	30
<b>Total Receipts</b>	<b>184,391</b>	<b>17,274</b>	<b>201,665</b>	<b>92,855</b>
Payments	Unrestricted funds	Restricted funds	Total funds	Last year
	£	£	£	£
<b>Costs</b>				
<b>Project Costs (Zanzibar)</b>				
Hospital costs	43,710	2,037	45,747	28,100
Equipment	2,670	10,907	13,577	420
Renovation/build costs	20,158	5,301	25,459	41,446
Education & Training	25,465	0	25,465	20,449
<b>UK Costs</b>				
Fundraising costs (UK)	10,172	0	10,172	8,367
Governance costs (UK)	7,466	0	7,466	8,131
<b>Total Costs</b>	<b>109,641</b>	<b>18,245</b>	<b>127,886</b>	<b>106,913</b>
<b>Other Payments</b>				
Bike Ride 2013	2,800	0	2,800	5,411
Loan	166	0	166	1,138
Car (Zanzibar)	0	0	0	2,356
<b>Total Other Payments</b>	<b>2,966</b>	<b>0</b>	<b>2,966</b>	<b>8,905</b>
<b>Total Payments</b>	<b>112,607</b>	<b>18,245</b>	<b>130,852</b>	<b>115,818</b>
<b>Net of Receipts/(Payments)</b>	<b>71,784</b>	<b>-971</b>	<b>70,813</b>	<b>-22,963</b>
Transfer between funds	0	0	0	0
Cash funds last year end	50,773	971	51,744	74,707
<b>Cash funds this year end</b>	<b>122,557</b>	<b>0</b>	<b>122,557</b>	<b>51,744</b>

HIPZ has focused considerable attention to developing robust and 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 Dr Ru MacDonagh, a Consultant Surgeon based in the UK. HIPZ volunteer Trustees are predominantly doctors, with the other Trustees having relevant skills. Each Trustee has a portfolio of clinical, strategic or administrative responsibilities. Most have had experience of working in East Africa and Zanzibar. This voluntary effort is augmented in the UK by a very small team of a part-time administrator, and part-time financial and technical support.

'The HIPZ Model' focuses upon capacity building, with an emphasis upon training and staff development, and future sustainability. A fundamental element of the HIPZ Model is long-term financial and clinical sustainability, and ultimately a return to full Zanzibari - delivered services.

www.hipz.org.uk

### OUR MAJOR PROJECTS FOR 2015 ARE:

- Improvement to the treatment of hypertension in Zanzibar
- 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 child malnutrition, both in the hospitals and the community
- Further expansion of the Psychiatric Service



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