

## How to Develop a Country Strategy

Advocacy for Palliative Care in Africa,  
Feb 27-29, 2008  
Windhoek, Namibia

Stephen R. Connor, PhD



National Hospice and Palliative Care  
Organization



National Hospice Foundation



Foundation  
for Hospices  
in Sub-Saharan Africa

## Strategy Planning Packet

- **Step 1: Finish examination and diagnosis of problems**
  - Column A and B of Annex 1 “Strategy Planning Worksheet”
- **Step 2: Develop the Strategy**
  - Use Annex 1 “Strategy Planning Worksheet”
- **Step 3: Develop implementation plan**
  - Use Annex 2
- **Step 4: Identify needed resources**
  - Use Annex 3
- **Step 5: Prioritize Objectives**
  - Column C of Annex 1 “Strategy Planning Worksheet”

National Hospice and Palliative Care  
Organization



**Annex I  
Strategy Planning Worksheet**

Country: \_\_\_\_\_  
Please Print

Team Leader: \_\_\_\_\_  
Please Print

(What?)	(Why?)	(What?)	(How?)	(Who?)	(When?)	(How Much?)
<b>A. State the problem</b>	<b>B. State the underlying reason(s) for the problem.</b>	<b>C. State the objective(s) that would address the problem. Which objectives are top priorities?</b>	<b>D. What action steps are needed to achieve the objective?</b>	<b>E. List those who have the authority and/or responsibility to take the necessary action.</b>	<b>F. Timeline for completion of action steps</b>	<b>G. What technical and financial assistance will be needed to achieve each objective?</b>
<b>Problem 1:</b>	(1)	(1)	(1)	(1)	(1)	(1)
	(2)	(2)	(2)	(2)	(2)	(2)
	(3)	(3)	(3)	(3)	(3)	(3)
	(4)	(4)	(4)	(4)	(4)	(4)

National Hospice and Palliative Care  
Organization



## Step One

- Finish examination and diagnosis of problems
  - Aim to complete at 1<sup>st</sup> meeting of country teams on day two
  - Review identified problems from
    - Self assessment (SAC) and
    - Barriers to Opioid Availability Test (BOAT)
  - Discuss and select 3-5 most important opioid availability/access problems in your country
    - Column A – Brief Description of each problem
    - Column B – Underlying reason for the problem

National Hospice and Palliative Care  
Organization



## Step Two

- **Develop the Strategy**
- **Complete on Day 3 so that you Team can report**
  - **Column C**
    - **State the objective (s) that address the problem**
  - **Column D**
    - **List the action steps needed to achieve the objectives**
  - **Column E**
    - **List who is responsible for taking action**
  - **Column F**
    - **Timeline for completion of the action steps**
  - **Column G:**
    - **State the specific technical and financial assistance that will be needed to achieve each objective.**

National Hospice and Palliative Care  
Organization



## Step Three

- **Develop an Implementation Plan to Accomplish the Strategy**
  - Accomplish before your team reports to the workshop
  - List the mechanisms of activities that are necessary to accomplish the actions steps developed in step 2.
  - Use Annex 2 Implementation Plan Worksheet

National Hospice and Palliative Care  
Organization



## Annex 2



### Implementation Plan

- **Identify the mechanism(s) needed in your country to actively coordinate, foster cooperative efforts, monitor and communicate to implement the Strategy. Is there an existing governmental body able to manage this? Is there a need to establish a new body, such as a working committee or task force? Who should be the members, both governmental and non-governmental?**

---

---

---

National Hospice and Palliative Care  
Organization



## Annex 2 – Implementation Plan



- **Identify the mechanism(s) needed in your country to**
  - **actively coordinate, foster cooperative efforts,**
  - **monitor and communicate to implement the Strategy.**
  - **Is there an existing governmental body able to manage this?**
  - **Is there a need to establish a new body, such as a working committee or task force?**
  - **Who should be the members, both governmental and non-governmental?**

National Hospice and Palliative Care  
Organization



## Step 4

- Discuss and Identify Needed Resources
  - (A) In addition to resources necessary to accomplish the individual objectives of the Strategy Planning Worksheet, the team should consider what resources will be necessary to implement the overall strategy. Will grant support be needed? If so, for what and how much?
  - *Resource materials:* Resources Materials (Annex 3)

National Hospice and Palliative Care  
Organization



## Annex 3

### Resource Materials

- *Identify what resources will be necessary to implement the overall strategy.*
- *Will grant support be needed? If so, for what and how much?*

---

---

---

---

National Hospice and Palliative Care  
Organization



## Step 5

- Prioritization of Objectives
  - (A) Recognizing the reality of limited resources and time, think about and discuss which objectives should have top priority compared with others or which objective would be most logical to address first as the other problems depend on addressing that one first. Identify one or two top priorities.
  - *Resource materials:* Resources Materials (Annex 1, column C)

National Hospice and Palliative Care  
Organization



## Example

- Of a completed planning page


National Hospice and Palliative Care  
Organization



**Annex I  
Strategy Planning Worksheet**

Country: \_\_\_\_\_ Please Print      Team Leader: \_\_\_\_\_ Please Print

(What?)	(Why?)	(What?)	(How?)	(Who?)	(When?)	(How Much?)
<b>A. State the problem</b>	<b>B. State the underlying reason(s) for the problem.</b>	<b>C. State the objective(s) that would address the problem. Which objectives are top priorities?</b>	<b>D. What action steps are needed to achieve the objective?</b>	<b>E. List those who have the authority and/or responsibility to take the necessary action.</b>	<b>F. Timeline for completion of action steps</b>	<b>G. What technical and financial assistance will be needed to achieve each objective?</b>
<b>Problem I:</b> Oral morphine is not available in the country	(1) Government is not willing to authorize oral morphine  (2) Government fears morphine will be diverted and cause addiction in patients  (3) Government does not recognize the need for opioids	(1) Convince the Government that oral morphine is needed and can be distributed with low risk of addiction and diversion and at sustainable cost.  (2)  (3)	(1) Work with Government to authorize importation of oral morphine powder.  (2) Provide government with accurate information about potential for addiction and diversion.  (3) Obtain and provide data to the Government on unmet needs of opioids for palliative care	(1) Country Team, Ministry of Health, Drug Regulators  (2) Country team, Palliative Care NGO's  (3) Country team, Palliative Care NGO's	(1) 3 months  (2) 6 months  (3) 3 months	(1)  (2)  (3)

National Hospice and Palliative Care Organization 


**Strategy Planning Worksheet**

**(What?)**

**Column A. State the problem**

**Problem I:**

**Oral morphine is not available in the country**

National Hospice and Palliative Care Organization 

## Strategy Planning Worksheet



**(Why?)**

**Column B. State the underlying reason(s) for the problem.**

- (1) Government is not willing to authorize oral morphine**
- (2) Government fears morphine will be diverted and cause addiction in patients**
- (3) Government does not recognize the need for opioids**

National Hospice and Palliative Care  
Organization



## Strategy Planning Worksheet



**(What?)**

**Column C. State the objective(s) that would address the problem. Which objectives are top priorities?**

- (1) Convince the Government that oral morphine is needed and can be distributed with low risk of addiction and diversion and at sustainable cost.**
- (2)**
- (3)**

National Hospice and Palliative Care  
Organization



## Strategy Planning Worksheet



**(How?)**

**Column D. What action steps are needed to achieve the objective?**

- (1) Work with Government to authorize importation of oral morphine powder.**
- (2) Provide government with accurate information about potential for addiction and diversion.**
- (3) Obtain and provide data to the Government on unmet needs of opioids for palliative care**

National Hospice and Palliative Care  
Organization



## Strategy Planning Worksheet



**(Who?)**

**Column E. List those who have the authority and/or responsibility to take the necessary action.**

- (1) Country Team, Ministry of Health, Drug Regulators**
- (2) Country team, Palliative Care NGO's**
- (3) Country team, Palliative Care NGO's**

National Hospice and Palliative Care  
Organization



## Strategy Planning Worksheet



**(When?)**

**Column F. Timeline for completion of action steps**

- (1) **3 months**
- (2) **6 months**
- (3) **3 months**

National Hospice and Palliative Care  
Organization



## Strategy Planning Worksheet



**(How Much?)**

**Column G. What technical and financial assistance will be needed to achieve each objective?**

- (1)
- (2)
- (3)

National Hospice and Palliative Care  
Organization



## Annex I Strategy Planning Worksheet

Country: \_\_\_\_\_  
Please Print

Team Leader: \_\_\_\_\_  
Please Print

(What?)	(Why?)	(What?)	(How?)	(Who?)	(When?)	(How Much?)
<b>A. State the problem</b>	<b>B. State the underlying reason(s) for the problem.</b>	<b>C. State the objective(s) that would address the problem. Which objectives are top priorities?</b>	<b>D. What action steps are needed to achieve the objective?</b>	<b>E. List those who have the authority and/or responsibility to take the necessary action.</b>	<b>F. Timeline for completion of action steps</b>	<b>G. What technical and financial assistance will be needed to achieve each objective?</b>
<b>Problem 1:</b> Oral morphine is not available in the country	(1) Government is not willing to authorize oral morphine	(1) Convince the Government that oral morphine is needed and can be distributed with low risk of addiction and diversion and at sustainable cost.	1) Work with Government to authorize importation of oral morphine powder.	(1) Country Team, Ministry of Health, Drug Regulators	(1) 3 months	(1)
	(2) Government fears morphine will be diverted and cause addiction in patients	(2)	(2) Provide government with accurate information about potential for addiction and diversion.	(2) Country team, Palliative Care NGO's	(2) 6 months	(2)
	(3) Government does not recognize the need for opioids	(3)	(3) Obtain and provide data to the Government on unmet needs of opioids for palliative care	(3) Country team, Palliative Care NGO's	(3) 3 months	(3)

National Hospice and Palliative Care  
Organization



## Education and Training

- Experience has demonstrated that removing barriers to opioid availability will not ensure that patients will receive essential medications
- It is also critically important that plans account for:
  - Availability of training for health care professionals in competent prescribing
  - A reliable supply and distribution chain for safe delivery and accounting of medications
  - Consideration is given to qualifying nurses and clinical officers to prescribe opioids under appropriate conditions

National Hospice and Palliative Care  
Organization



## Roadmap/Pathway to Country Follow up Activity



- National Strategic Plan for Palliative Care to include the following elements:
  - Comprehensive country assessment
  - Country stakeholder meeting with palliative care leaders and government officials
  - Establishment of a government sanctioned National Task Force on Palliative Care

National Hospice and Palliative Care  
Organization



## Roadmap/Pathway to Country Follow up Activity



- Establishment of legal/regulatory accessibility to essential medications including opioids
- Plan for importation and secure supply chain
- Training program development
  - For clinical providers
  - For government officials to accurately estimate need for opioids
- Plan for increasing public awareness of importance of palliative care
- Scale up of palliative care providers

National Hospice and Palliative Care  
Organization





Questions?



National Hospice and Palliative Care  
Organization



Thank You!



National Hospice and Palliative Care  
Organization