

Caribbean Public Health Agency

Monthly Bulletin¹

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As agreed at the 8th CARPHA Steering Committee meeting, the consultants TDV Inc; submitted an amended version of their draft Implementation Plan and Costing Report on the 18th December 2009. This was distributed to the members of the Steering Committee, Project Management Team, Special Advisory Group and the RHI Directors for their comments. These comments and suggestions have been incorporated in the preparation of the final Implementation Plan Report and Costing Reports, which will be discussed at next month's COHSOD.

Highlights of Implementation Plan and Costing Report

The implementation plan speaks of the initial integration of the five RHIs through a single management structure, by first bringing the Institutions under a single management and administrative support arrangement, consolidation of like processes where indicated, and initially maintaining the separate campuses, due to differences in specialised infrastructure required for technical operations. Subsequently, the intent is to consolidate the physical infrastructures into one campus. **However, it notes that there may be a significant time period between functional integration, and physical integration.**

The plan addresses the activities necessary to enable the CARPHA Project Management Team and CARPHA Implementation Team to realise the establishment of CARPHA and identifies those activities and associated costs, which are necessary to see the full establishment of CARPHA.

It identifies a number of **critical success factors**:

- i) Establishment of a CARPHA Governance Structure and Implementation Team as soon as possible.
- ii) Process for decommissioning RHIs
- iii) Resource Mobilisation

¹ This and previous bulletins may be found on the CARICOM and PAHO websites: www.caricom.org and www.paho.org

Further the Implementation plan describes the Terms of Reference for the proposed implementation Team.

In terms of the Transition of staff, the approach recommended is a phased one; of course recognizing that substantive appointments to CARPHA will only be possible, when CARPHA is legally established which is presently projected for the last quarter of 2010.

The need for a **well-managed integrated management system** is also highlighted, since the existing institutions will remain physically separate for some time. This system must overcome the geographical barriers, allowing the institutions to operate as a single entity, while maintaining connectivity with the Member States and the CARICOM Secretariat.

CARPHA Costing

The Report explains that in order to provide a costing of CARPHA (the Agency), there has been a classification of the costs that are required to attain a full-service CARPHA. The first classification is called **implementation costs** which enable the organization to move forward from the status quo, towards the CARPHA model of public health services and programs as envisioned by the CARICOM Ministers of Health.

The second classification of costs relates to the ongoing operation of a full-service CARPHA, and these costs are referred to as **CARPHA operating costs**. Essentially, implementation costs represent one-time investments necessary to establish a fully operational CARPHA, while operating costs represent the ability of the organization to deliver on its mandate.

The report describes three costing scenarios, or what is referred to as Service Delivery Models; namely status quo financing, moderate increase financing, and a full-service CARPHA.

- **Full Services** - This model provides for a comprehensive suite of public health programs and services generally consistent with most developed nations, including the operation of a Bio-Safety Level III laboratory;
- **Mid-Level Services** - This model provides for the delivery of essential public health programs and services, some of which may be limited in scope, as well as the operation of a Bio-Safety Level III laboratory; and
- **Status Quo Level** - This model provides for those public health programs and services currently undertaken by the RHIs and falling within the CARPHA framework, some of which may not currently attain international standards (accreditation of labs according to ISO Standards) nor the level of service represented by the needs of Member States due to limited human resources, facilities or equipment.

The options provide alternative bases as the process moves forward. Hence the report is not prescriptive on what CARPHA will do and when it will do it. The question of what services are improved or started as resource mobilisation increases is really for the CARPHA Executive Board to decide with a more strategic perspective. What is presented is what it could look like, not necessarily what it will look like.

Resource Mobilisation

It is recommended that resource mobilisation focus on covering the costs of the implementation team in the short-term, move to securing funding for establishing a fully functional CARPHA, then move to facility financing.

CARPHA Business Plan

At the December 2009 CARPHA Steering Committee meeting, the Minister of Health of Trinidad and Tobago gave a presentation on the functional model and elements of the proposed financing model, for CARPHA. He indicated that The Government of Trinidad and Tobago was committed to sourcing the necessary funding for construction of the facility. It was further stated that work had commenced on a CARPHA Business Plan, which will be presented at the Special COHSOD next month.

It is expected that the aforementioned Plans and report will be presented and discussed at the forthcoming Special COHSOD

CARPHA Communication Strategy

Ms Nicola O'Reilly from the UK National Social Marketing Centre has been seconded to work with the Project Manager for a period of six months, as Communications Consultant. Over the next few months she will work on implementing the CARPHA Social Marketing strategy; which was approved by the Caucus of Health Ministers last September in Washington.

In addition Mr. Christopher Lawrence has been recruited by the CARICOM Secretariat, and he is working assiduously to develop an appropriate CARPHA website.

Upcoming Activities

- Special COHSOD, to discuss final costing and Transition Plan reports, as well as CARPHA Business Plan and Draft Inter-Governmental Agreement, will now be held in Port of Spain, Trinidad and Tobago 5th-6th February 2010.
- CARPHA steering Committee and Special Advisory Group Meeting will be held on 4th February, 2010 in Port of Spain, Trinidad and Tobago.

Dr. Jerome X. Walcott
Project Manager CARPHA