

LEADERSHIP AND MANAGEMENT ACCELERATOR (LMA)

Equipping nurses to be even more effective in achieving, maintaining, and exceeding the UNAIDS 95/95/95 HIV testing, treatment, and viral suppression targets



Need/Opportunity

The first cases of HIV were reported in 1981. Since then, nurses all over the world have been at the forefront of the fight against the HIV and AIDS pandemic. Nurses have stepped up to provide competent patient-centered care for those infected and affected by the virus. As we enter the stage where targets are in reach, and countries take on more responsibility to maintain the pandemic, nurses as the backbone of the health workforce need support to meet this challenge.

In most sub-Saharan countries, nurses face an unequitable workload, have insufficient supplies to protect themselves and treat patients, and are unsupported and demotivated in their role. With advanced advocacy, leadership, and communication skills, these local leaders in the HIV response could better plan for and deliver optimal services and leverage digital innovations.

When Nurses Lead

Nurses with well-developed leadership and change management skills, amplified by improved communication and advocacy skills, become transformative agents of change. These skills allow them to build on their current achievements to more effectively:

- Lead planning and delivery of HIV and AIDS services
- Advocate for and leverage digital solutions
- Improve motivation, retention, and performance of nursing workforce
- Support improved competence in HIV service delivery and infection prevention and control (IPC) procedures

The **Leadership and Management Accelerator (LMA)** builds on nurse's know-how and experience to creatively overcome obstacles and improve relevant services, as well as equips them with the skills and confidence they need to offer sound recommendations to higher level decision makers. Nurses and nursing teams with improved self-agency can collectively accelerate the US President's Emergency Plan for AIDS Relief (PEPFAR) results, becoming more influential contributors within the context of the national HIV and AIDS response.

Proven Approach to Developing Nurses Who Lead

Developed by Management Sciences for Health (MSH), the **LMA** is a cutting-edge, continuous improvement approach to help health care teams discover their agency and more effectively face challenges, overcome obstacles, and achieve results through action-based learning. It builds on the rich experience and ingenuity that nurses already have and provides structured performance improvement processes and evidence-based team behaviors to give nurses

PROGRAM FEATURES

- On-the-job learning through a practical and adaptable blend of eLearning and onsite team coaching, ready for integration into continuing professional education (CPE) credits
- Proven leadership, management, and governance practices to transform the behaviors of nurses, teams, and facilities (including competencies of data collection and analysis, communication, planning and coordination, stakeholder engagement, resource mobilization, leading through crisis, and inspiring change)
- Peer learning within teams and across sites to catalyze collaboration and accelerate systems change
- Customized tools, support, and feedback that equip teams to apply skills learned to tackle pressing challenges and produce measurable results in any health or management area
- Support nurses in taking on leadership roles, not through formal "orientation" but by doing the actual work and producing measurable results.

LMA teams gain momentum and motivation as they see their leadership in action producing results, setting teams and facilities on a trajectory for continuous, self-driven improvement beyond the program.

the skills and confidence to apply and build on what they know. Working together, they create a work culture that fosters high-performing teams and produces results.

Leader Shifts Will Occur

The LMA is designed to foster a series of “leader shifts”—changes in participants’ mentality and attitudes as they become more effective leaders.

Shift perspective from...	to...
Individual heroics	Collaborative actions
Despair and cynicism	Hope and possibility
Blaming others for problems	Taking responsibility for challenges
Scattered, disconnected activities	Purposeful, interconnected actions
Focus on satisfying one's own needs	Concern for the common good

Sustainability from the Start

With each LMA program, MSH works side-by-side with our partners to adapt modalities and materials to the context and identify in-country professional associations or health educational and training institutions to prepare as long-term hosts of the program. MSH's role in delivering the LMA decreases overtime as our facilitation partners gain confidence and skill.

Program Delivery

LMA cycles are highly adaptable but typically involve **15 weeks (about 3-and-a-half months) of on-the-job learning** (including 6 individual, self-paced learning modules with team assignments and learning meetings during the 15 weeks), followed by an additional **4-6 months for the team to continue implementing their LMA improvement project** and monitoring their progress toward the measurable result they aim to achieve. The program closes with a final module that helps teams to reflect on their learning and capture effective practices. Overall, each participant commits to approximately **50 hours of applied learning**. LMA teams normally range in size from 4-8 people with cohorts ranging from 25-60.

LMA programs can be delivered:

- Within a single institution for one or multiple teams within that institution
- Across multiple institutions or across networks within a single cohort
- At significant scale at the subnational level (MSH has done this in Ethiopia, Kenya, Madagascar, and Peru)

Cost of delivery varies by context and cohort size, but the primary budget inputs include adaptation of learning materials, eLearning setup, engagement of team coaches, data bundles to ensure all participants can access digital learning, and potential costs associated with in-person kickoff meetings and/or results events if the partner elects to do so. MSH brings a wealth of experience in designing cost-effective programs in response to partners’ expectations and funding availability.

LEADERSHIP DEVELOPMENT PROGRAM at Kenya Medical Training College

The Kenya Medical Training College (KMTC) is a state corporation that trains competent health professionals for the health sector. KMTC graduates account for over 80% of the health workforce in Kenya. Learning from experience and to ensure sustainability of programs, the college has integrated leadership, management, and governance into all curricula, with a higher diploma in health systems management, health administration, and short courses.

One of the flagship in-service programs is leadership development. MSH supported the training of KMTC facilitators/coaches and funded training for health care workers from various counties. Some notable achievements include:

- Trained 564 health workers in LDP from various counties, funded by USAID/MSH
- Trained 108 health workers in LDP from Nairobi County, funded by USAID/AFYA JIJINI project
- Trained 248 health workers in LDP from Turkana and Homabay Counties, funded by UK AID/UNICEF
- Trained 60 laboratory staff from Nyanza and Central Regions, funded by CDC
- KMTC, in collaboration with other consultants, trained 63 Emergency Operation Centers (EOC) officers in Leading and Managing for Results in Pandemics (LMRP), a leadership program developed to support implementation of COVID-19 strategies

MSH's Experience and Impact

LMA builds on the success of the Leadership Development Program Plus (LDP+), which was developed by MSH and used by thousands of health sector teams in more than 80 countries. These adaptable leadership development programs have been associated with statistically significant improvements in health services above and beyond effects of clinical capacity strengthening alone¹, produced documented breakthroughs in priority health indicators², and resulted in health outcome gains that have been sustained beyond the end of the program³ and improved resilience in the face of future challenges⁴. Evaluations demonstrate that the program “unleashed the power of beneficiary organizations to solve problems in the context of limited resources...led to changes in mindset..., and built team cohesion.”⁵

Contact Information

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ABOUT MSH

MSH is a global nonprofit organization that has worked in over 150 countries over the past 50 years partnering with ministries of health, health care workers, and communities to build strong, resilient, sustainable health systems. We bring 35-plus years of pioneering experience in using leadership development to help transform how teams improve health systems and achieve better health outcomes through moving their ideas into action.

- 1 Baba Djara, M., et al. (2016) “Cameroon PFP Endline Study Report: The Added Value of Combining a Leadership Development Program with Clinical Training on Postpartum Family Planning Service Delivery.”
- 2 Mansour, M., et al. (2010) “Scaling Up Proven Public Health Interventions Through a Locally Owned and Sustained Leadership Development Programme in Rural Upper Egypt.” *Human Resources for Health* 8(1). doi: 10.1186/1478-4491-8-1
- 3 Seims, L. R., et al. (2012) “Strengthening management and leadership practices to increase health service delivery in Kenya: an evidence-based approach.” *Human Resources for Health* 10(1):25. doi: 10.1186/1478-4491-10-25
- 4 Carbone, N.B., and Alberto, N. (2023). MSH LMRP Outcome Harvesting Evaluation Report. <https://msh.org/resources/msh-lmrp-outcome-harvesting-evaluation-report/>
- 5 Brown, B., et al. (2016) “Leadership, Management and Governance Project: End of Project Evaluation.” QED Group, LLC.

MSH's sources of support include the US Agency for International Development (USAID); US Centers for Disease Control and Prevention (CDC); Bill & Melinda Gates Foundation; UK Foreign, Commonwealth and Development Office (FCDO); World Bank; World Health Organization (WHO); and many more organizations from government, multilateral institutions, and the private sector.

For more information on MSH, please visit www.msh.org or email communications@msh.org.



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LMA Program Content and Objectives

Module Name	Content	Learning Objectives
1. Introduction to LMA		
<ul style="list-style-type: none"> • Face-to-face initial meeting: 2 hours • Individual work: 2 hours • Team meeting: 2 hours 	<ul style="list-style-type: none"> • Knowing the program participants and facilitators • Sharing expectations and concerns • Managing the site • Organizing their team for the entire program 	<p>At the end of the module participants will be able to:</p> <ul style="list-style-type: none"> • Become acquainted with the LMRP objectives and activities • Learn to navigate the LMRP website and use its tools • Get to know the facilitators and your fellow participants • Find out how the LMRP is organized and how the teams participate
2. Managers Who Lead		
<ul style="list-style-type: none"> • Individual work: 2.5 hours • Team meeting: 2 hours 	<ul style="list-style-type: none"> • Leading and managing practices • Learning from their own experience with leaders they admire 	<p>At the end of the module participants will be able to:</p> <ul style="list-style-type: none"> • Describe each of the leadership and management practices and explain their differences • Describe the links between leadership and management to improve health outcomes • Describe how leadership and management practices are used to address challenges
3. Identifying Challenges		
<ul style="list-style-type: none"> • Individual work: 2 hours • 1st Team meeting: 2.5 hours • 2nd Team meeting: 2.5 • Homework: investigate data: 2 hours 	<ul style="list-style-type: none"> • Identify their main challenge to QA certification • Create their vision of success • Define a measurable result 	<p>At the end of the module participants will be able to:</p> <ul style="list-style-type: none"> • Create a shared vision for your team successfully getting your QA accreditation • Identify your team's main challenge to get your QA accreditation • Select a measurable, desired result to address your team's main challenge
4. Addressing Challenges		
<ul style="list-style-type: none"> • Individual work: 2 hours • 1st Team meeting: 2.5 hours • 2nd Team meeting: 2.5 hours • Homework: investigate data 2 hours 	<ul style="list-style-type: none"> • Analyze the obstacles and root causes • Identify priority actions • Elaborate an action plan 	<p>At the end of the module participants will be able to:</p> <ul style="list-style-type: none"> • Analyze the root causes of your team challenge • Select priority actions to address your team challenge • Develop an action plan to address your team's selected challenge
5. Aligning and Mobilizing		
<ul style="list-style-type: none"> • Individual work: 2 hours • Team meeting: 2.5 hours • Homework: develop action plan 2 hours 	<ul style="list-style-type: none"> • Communication skills • Respect for diversity • Emotional intelligence • Collaboration with Stakeholders 	<p>At the end of the module participants will be able to:</p> <ul style="list-style-type: none"> • Explain the three collaboration skills: communication, respect for diversity, and emotional intelligence • Identify traits to improve collaboration and communication within your team and with your stakeholders • To identify their stakeholders and understand their needs and interests by using the practices of scanning and aligning and mobilizing
6. Inspired Teams		
<ul style="list-style-type: none"> • Individual work: 2 hours • 1st Team meeting: 2.5 hours • 2nd Team meeting: 2.5 hours • Homework: implementing action plan 2 hours 	<ul style="list-style-type: none"> • Team's work climate • Integrity and building trust • High performing teams • Managing interpersonal conflict 	<p>At the end of the module participants will be able to:</p> <ul style="list-style-type: none"> • Explain how teamwork climate affects motivation and performance • Explain what factors contribute to building trust and making sure your team remains inspired and how it affects teamwork • Practice verbal Aikido to have diplomatic conflict resolution • Identify concrete ways to improve your teamwork climate and performance
7. Closing the LMA		
<ul style="list-style-type: none"> • Individual work: 2 hours • Team meeting: 2 hours • Implementing: 2 hours • Face-to-face presentation of action plans: 4 hours 	<ul style="list-style-type: none"> • Learning evaluation • Lessons learned • Commitments to implement their improvement plan 	<p>At the end of the module participants will be able to:</p> <ul style="list-style-type: none"> • Evaluate their leadership and management behaviors • Evaluate their teamwork • Establish commitments to implement their action plans
Total hours: 54		