Harnessing Organizational development: Insights from the innovative application of organizational development framework and tools to strengthen NPHIs: The Zambian experience

Professor Roma Chilengi
Director General
Zambia National Public Health Institute
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Purpose of the establishment of ZNPHI

Mandate

To lead safeguarding Zambia's health security through

- surveillance and disease intelligence systems,
- emergency preparedness and response capabilities,
- specialized laboratory systems and networks,
- health information management systems,
- health security workforce development,
- communication and generation of scientific evidence through research.

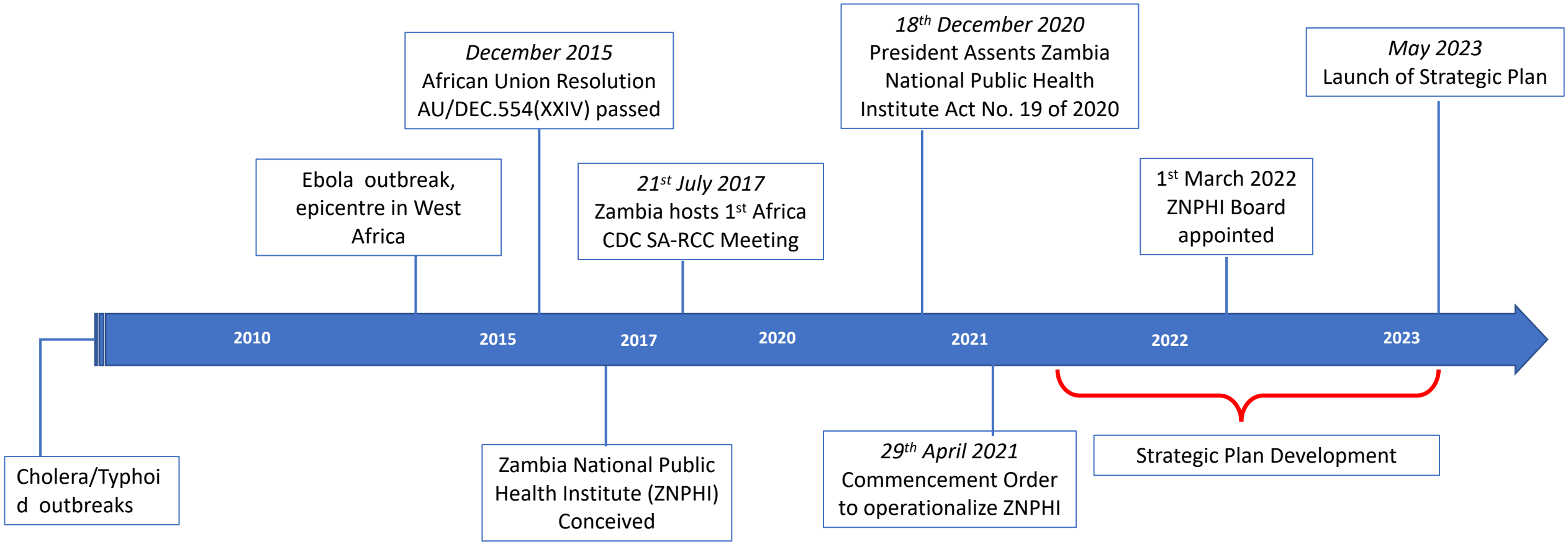
Vision:

To be centre of excellence in public health security for a healthy Zambia.

Mission

To coordinate Public Health Security in Zambia by ensuring robust surveillance systems, effective preparedness and emergency response mechanisms to support evidence-based decision making.

Key historical background and legal status



ZNPHI Strategic Pillars

ZNPHI

"A centre of excellence in public health security"

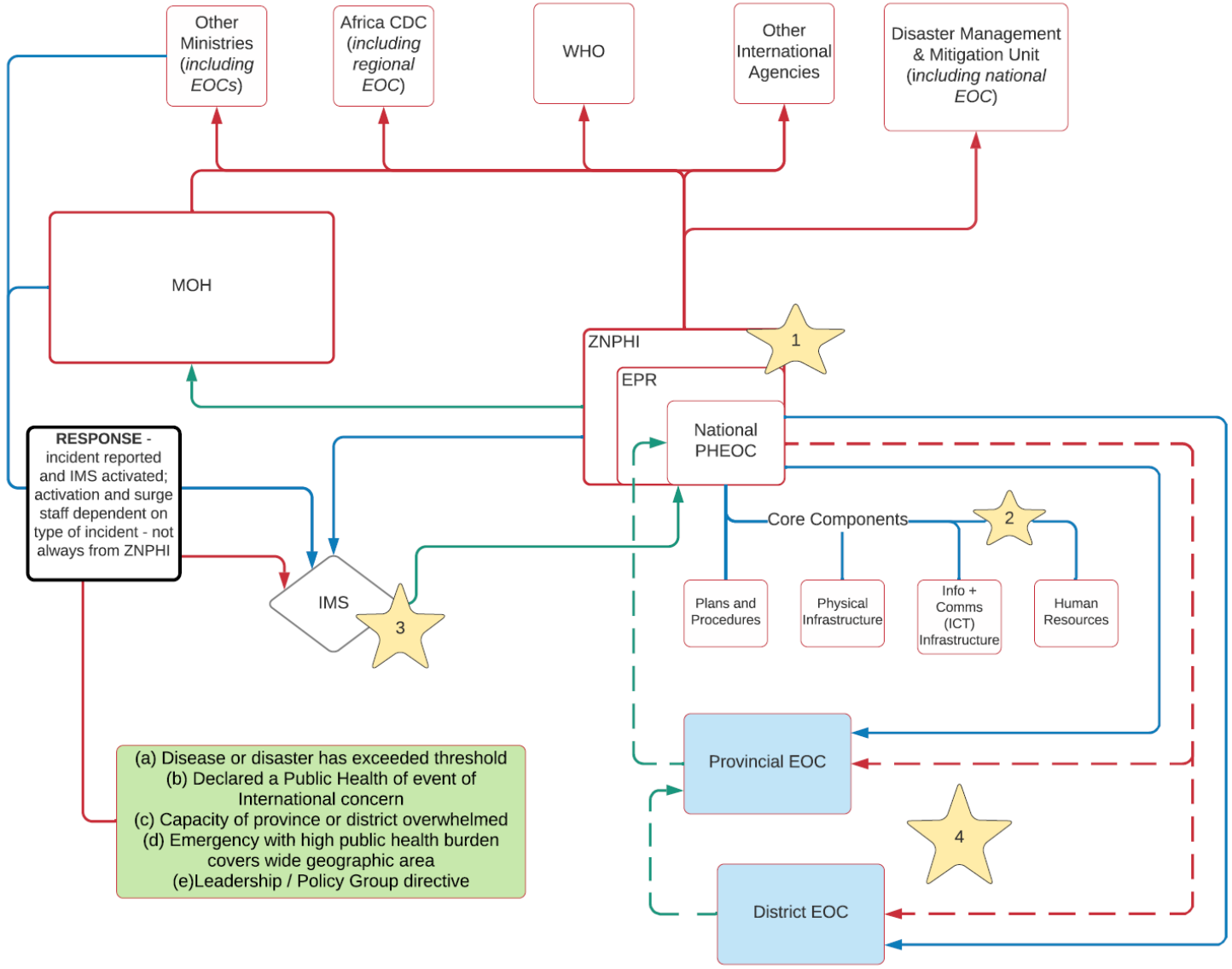
- **Surveillance and Disease Intelligence**
- **Emergency Preparedness and Response**
- **National Public Health Laboratory Services**
- **Strategic Planning and Information Management**
- **Field Epidemiology**
- **Public Health Policy, Diplomacy & Communication**

Public Health Security System Strengthening

(HR, Finance, Procurement, Leadership & Governance, Infrastructure & Equipment)

EPR Cluster Reflections from the Process

- EPR activities are in a state of flux and the same activities are performed differently in preparedness and response
- EOC/IMS are new concepts and thus there is a poor understanding of IMS coordination roles as opposed to professional roles under MOH/ZNPHI
- Communication is key with relevant authorities and stakeholders to ensure an understanding of the role and value proposition of the EOC



LSN Cluster Reflections from the Process

Activities	National Level		
	ZNPHI	MOH	Other Govt Ministry
National Public Health Laboratory and Diagnostic Services			
Build a national laboratory to perform assays most critical for the public health security	X [Mandate is to establish national public health lab system that complements clinical lab systems]	Historically provided oversight for clinical labs	Fisheries/Livestock [labs incorporated into the system]
Implement safe and efficient specimen transport systems	X - will work to develop/further develop transport specimen system	Links NPHI into existing transport systems (e.g., HIV and TB) ; Supports transport from districts to provincial and reference labs.	
Train laboratory staff in national lab and ensure adequate workforce	X - provides training in packaging/movement of samples	provides program-specific training	Department of Veterinary Services (Ministry of fisheries & Livestock), supports program-specific training w.r.t public health zoonotic infections
Implement Quality Management system (QMS), and ensure completed certification or accreditation processes	Supports selected labs not covered by MoH program, and targeted for inclusion in the public health lab network	X - coordinates TWG and program for moving clinical labs progressively move towards	

- MOH historically provided oversight for clinical labs across the country
- Potential role overlap as ZNPHI will be establishing the National Public Health Laboratory and taking oversight of outbreaks and other events of public health importance
- Questions discussed:
  - How will the new National Public Health Laboratory integrate into the current MOH/clinical lab-based system?
  - How will labs under ZNPHI, the MOH, and other entities interface?

SDI Cluster Reflections from the Process

Activities	What, if any, NPHI capacity constraints are there?
Surveillance	
Articulate a national surveillance system - from data collection through analysis and use of the data	Surveillance system not able to capture and document all surveillance data and outbreaks - using paper-based system + high trained staff turnover
Audit of non-emergency surveillance systems	-
Share pertinent surveillance data with decision-makers and stakeholders to inform decision-making	Inadequate planning and scheduling for surveillance system - districts not submitting routine data as should (no dedicated HR); scientific communication
Map/develop a national data repository to inform policy and decision making with surveillance data	Limited IT capacity - knowledge/data management
Conduct analyses of surveillance data to share with scientific community for manuscript development and dissemination	Inadequate number of Data managers; existing staff have little time dedicated to data analysis and review

- MOH and vertical programs historically provided oversight for case-based and disease specific surveillance services (e.g., TB, HIV)
- Potential for role confusion/overlap as ZNPHI will be taking oversight of certain surveillance activities and services
- Questions discussed:
  - Will ZNPHI take on all surveillance services, or just for event-based surveillance?
  - If case-based surveillance is included, how will ZNPHI, the MOH, and sub-national entities interface?

LSN Cluster – Progress 1

- **Infrastructure and Supplies**:
  - Existing ZNPHRL enhanced with electrical supply overhaul, onsite incinerator, bulk storage space, bioinformatics training hub (in process), automated fluidics/library prep equipment, GS auxiliary equipment, biometric access control, expanded test profile
- **Workforce**:
  - Staff establishment defined (72 posts) per approved org structure; Fulltime staff complement currently 24, additional 22 posts at various recruitment stages
- **Operational Systems (IT)**:
  - ICT equipment (servers, computers) procured; LAN and internet connectivity underway; dedicated onsite bioinformatics training hub establishment in process; various staff training initiatives

ZNPHI: Way forward

- To be centre of excellence in public health security for a healthy Zambia.

END OF PRESENTATION
THANK YOU