

Nuffield Foundation supported VISION 2020 Training Programme (2009)

Kilimanjaro Centre for Community Ophthalmology

The final year of the five-year Nuffield supported VISION 2020 training programme at the Kilimanjaro Centre for Community Ophthalmology has been revised to reflect what has been learned in the past four years (and from the mid-project evaluation) in order to ensure that the skills learned at the course are used fully.

Previously people were selected by national prevention of blindness coordinators; in some cases this was done very well while in others not. It has been our experience that training one person, particularly a person with limited decision making authority, does not lead to change (defined as more people receiving services or an organizationally sustainable programme). Thus, one major change is in selection of candidates. Secondly, it has been recognized that successful programmes have both a leader and a team. The second major change to the training programme will be the shift to training a team rather than just training one person. Over the past years, through interaction with national prevention of blindness coordinators, NGO representatives, and others, a number of potential leaders and teams have been identified. Selection will be based upon the need of the area (defined as population to be served of one million or more plus current low cataract surgical rate) and upon potential leadership (defined as being an ophthalmologist, confirmed by discussion with national coordinators and NGO representatives).

We propose to have 5 teams participating in 2009.

The outline of the course, details below, follows the following guide:

1. The team leader (ophthalmologist) needs to understand some basics of VISION 2020, planning at the V2020 level, and how to work with hospital directors
2. The hospital directors (variously defined as Regional Medical Officer, CEO, Director of Medical Services, or Hospital Director) need to understand the magnitude of eye conditions in their area, the cost of eye and pricing, marketing of eye care services, budgeting for eye care, roles of NGOs, planning for eye care services, and the importance of good management for success.
3. The V2020 manager for the programme and the ophthalmologist both need to be able to design a bridging strategy (how they will reach people with their services), how they will work with partners, who they will train and how they will be taught).
4. The ophthalmologist, V2020 manager, and head nurse all need to develop the appropriate management system to improve productivity and efficiency. This includes development of an organigram, job descriptions, management systems, monitoring and reporting systems, etc. NGOs supporting the specific hospitals or V2020 areas will be invited to participate in the sessions on the final two days, when the team presents their plans.
5. At the end of the course the team will have a functional plan which they can implement. We will invite (at their own expense) NGO representatives to the final two days of the course, which will be dedicated to presentation and discussion of proposed plans.

Proposed schedule

Dates	Trainees	Training topics
Oct 28-30	Lead ophthalmologists	Basic VISION 2020 & planning V2020, planning, calculating burden of disease, understanding targets and activities, working

		with hospital directors, basics on teaching
Nov 2-6	Lead ophthalmologists + hospital directors	Organizational planning at hospital Magnitude of vision loss (in their area), major causes, planning to address needs, cost to providing services, fees for service, importance of good management, partnership
Nov 9-13	Lead ophthalmologists + V2020 managers	Bridging strategies Linking communities with hospitals, developing partnerships, role of PEC, training needs, roles and responsibilities of the team
Nov 16-27	Lead ophthalmologists + V2020 managers + head nurse	Management All aspects of organization and financial management (organigrams, job descriptions, supervision, team development, leadership, etc.) Final 2 days: presentation of plans

Organizations and programmes interested in applying for the training should contact Mr. Genes Mng'anya (genes@kcco.net). A copy of the application form is on the KCCO website.

Deadline for submission of applications: August 31, 2009