

ANNUAL SOCIAL REPORT 2017



The Aga Khan Health Service, Tanzania

An Agency of the Aga Khan Development Network





State of the art Oncology Suite at The Aga Khan Hospital, Dar es Salaam





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*“The objective of
the Aga Khan Hospital
is to create a truly integrated
system that will provide
access to quality, affordable
healthcare.”*

– Princess Zahra Aga Khan

Dar es Salaam, 27th January 2014



Dr. Gijs Walraven

Director for Health, Aga Khan Development Network and General Manager, Aga Khan Health Service

TANZANIA

1
TERTIARY
HOSPITAL

35
OUTREACH
HEALTH CENTRES

TZS 191
BILLION
EXPANSION

Message from the Director

I am delighted to witness the publication of the first Annual Social Report of the Aga Khan Health Service, Tanzania (AKHS,T).

The global AKDN Health system operates 17 hospitals and over 350 outreach health facilities in 12 countries around the world, providing care to over 5 million people annually.

AKHS in Tanzania, started its first dispensary in Dar es Salaam in 1929 and has since then developed into a strong and integrated health system focusing on key thematic areas including population health, service delivery and capacity building. Today, the Aga Khan Hospital, Dar es Salaam, is one of three Aga Khan Hospitals globally to be accredited by Joint Commission International (JCI), and is the only hospital in Tanzania to achieve this significant international gold standard distinction of quality.

We will continue to expand our services to provide the very best healthcare to Tanzanians. The TZS 192 billion (\$83.5 million) expansion of the Aga Khan Hospital in Dar es Salaam to establish a world class academic, tertiary medical centre is scheduled to be completed by June 2018. By 2021, the AKHS,T system will double its reach- providing quality healthcare to over one million Tanzanians annually.

AKHS,T is a socially responsible institution with noteworthy contributions in many areas, including strong focus on health promotion and disease prevention, significant investments in capacity building and effective public private partnerships. AKHS,T also works closely with the Government of Tanzania in key areas, including improving access and quality of maternal, newborn and child health services.

I hope the publication brings you an appreciation of the contribution AKHS,T makes in strengthening the health sector and improving the quality of life of Tanzanians. I look forward to your continued support.

Aga Khan Development Network (AKDN) – Overview of the Global Health Portfolio

AKDN's health programmes today have considerable scale and reach, operating in twelve countries around the world: Central and South Asia (Afghanistan, India, Kyrgyzstan, Pakistan, Tajikistan); East and West Africa (Kenya, Mali, Mozambique, Tanzania, Uganda) and the Middle East (Egypt, Syria).



350+
HEALTH UNITS
MANAGED BY
AKDN



5.3
MILLION
OUTPATIENTS
ANNUALLY



41,000
DELIVERIES
ANNUALLY



17
HOSPITALS OF WHICH
3 ARE JOINT
COMMISSION
ACCREDITED,
13 ISO 9001 CERTIFIED



224,000
ADMISSIONS
ANNUALLY



16,000
HEALTHCARE
STAFF

Aga Khan Health Services in Tanzania

VISION

- To be the premier, teaching and integrated health system in Tanzania.

MISSION

- Creating access to quality healthcare, building national capacity and setting standards for quality and safe healthcare.

5 PILLARS

QUALITY

EDUCATION

CONTINUUM
OF
CARE

ACCESS

PARTNERSHIPS





Sulaiman Shahabuddin

Regional Chief Executive Officer,
Aga Khan Health Service,
East Africa

500,000
PATIENTS
ANNUALLY

1,200
STAFF EMPLOYED

TZS 2.3
BILLION
PATIENT WELFARE

CEO'S Report

I am delighted to present the Annual Social Report 2017 of the Aga Khan Health Service, Tanzania (AKHS,T).

AKHS,T is a well established and respected healthcare system in Tanzania with significant contributions in the following areas:

Quality Services: Through its high quality, internationally accredited, teaching Hospital in Dar es Salaam and 20 integrated outreach centres across the country, AKHS,T provides quality healthcare to over 500,000 patients annually. A leader in tertiary medicine, the Aga Khan Hospital, Dar es Salaam, offers quality programmes in cardiology, oncology, neurosciences and other specialties to allow Tanzanians to receive the very best treatment at home in Tanzania.

Health Sciences Education: The Aga Khan Hospital is a teaching site for the Aga Khan University Post Graduate Medical Education programmes, which are offered annually in Family Medicine, Internal Medicine and Surgery. There are currently 21 residents in training. The Hospital admits a total of 28 interns each year who are recommended by the Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDEGEC). The Hospital also conducts training for nurses enrolled at the Aga Khan University School of Nursing and Midwifery.

Access: AKHS,T is committed to its mission to provide greater access for its patients. This is addressed by not only creating geographical access through the outreach health centres but also by providing financial access through the growing patient welfare programme. In 2017, AKHS,T provided direct welfare of TZS 2.3 billion (\$1 million).

We are all eagerly awaiting completion of the ongoing expansion of the Aga Khan Hospital, which, when completed, will see the establishment of a high end tertiary and academic medical centre in Tanzania. This facility will be among the best-known medical institutions in the developing world and will provide a high standard of clinical programmes and quality care to all Tanzanians alike.

As we reach these milestones, I express my deep gratitude to the dedicated staff of AKHS,T, who across Tanzania provide outstanding care and service to the population and without whom none of this would be possible. Each one of them is doing remarkable work for which I say Asante Sana! But work does not end here, and I look forward to your support and commitment as we aim for higher laurels in serving this great nation.

SERVING TANZANIA FOR 85 YEARS

1929

FIRST HEALTH FACILITY ESTABLISHED



1964

32 BED HOSPITAL CONSTRUCTED



2000

PHASE I HOSPITAL EXPANSION TO 74 BEDS



2014

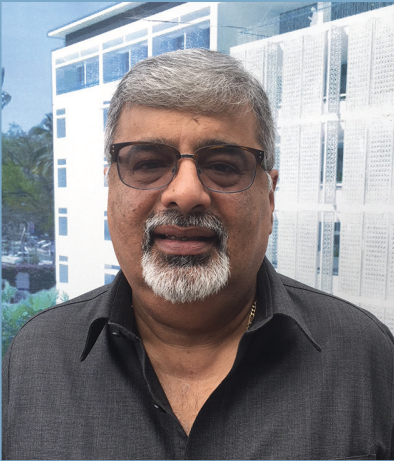
COMMENCEMENT OF CARDIOLOGY & ONCOLOGY PROGRAMMES



2018

COMPLETION OF PHASE II 170 BEDS









Amin Habib

Chairman, Board of Directors
The Aga Khan Health Services,
Tanzania

Chairman's Message

AKHS,T is a leading not-for-profit health network that has been contributing to the social and economic development of Tanzania for over 8 decades. We employ over 1,200 staff across the country thereby contributing to the development of human capital across Tanzania. Supporting development of the local health industry remains a key mandate for AKHS,T, which positively impacts development of many downstream industries.

The tertiary level clinical programmes enable Tanzanians to access quality healthcare in the country thereby no longer requiring travel abroad. To date, these high-end clinical programmes have attracted patients from neighboring countries – in 2017 for example, 250 patients travelled to Tanzania for medical treatment. AKHS,T has also been successful in attracting foreign grants and direct foreign investments for strengthening AKHS,T as well as the public health system. With the ongoing expansion of the Aga Khan Hospital and its outreach health centres, it is certain that the economic impact and contribution of the institution will continue to be strengthened.

 Payroll Taxes	Contributing payroll taxes to the exchequer.	TZS 3.9 BILLION ANNUALLY
 Human Capital	Investing in training and skills development of staff across Tanzania.	TZS 300 MILLION ANNUALLY
 Development of Local Industry	Purchasing of supplies, services and equipment from local suppliers.	TZS 21 BILLION ANNUALLY
 Foreign Funding	Bringing foreign grants and direct foreign investment to strengthen AKHS,T and the public health system.	TZS 239 BILLION (2012 - 2020)

AKHS,T HIGHLIGHTS 2017



AKDN IMPACT Project (January 2017 – March 2021), Global Affairs Canada (GAC) and AKF funded TZS 27 billion (\$12 million) for improving access to maternal and newborn health in Mwanza city, Tanzania.



The Aga Khan Hospital introduced neuroscience programme, palliative care and installed new dialysis machines.



Mwanza Primary Medical Centre was formally upgraded to a district Hospital.



The Paediatric Department launched its “baby friendly hospital initiative” with breastfeeding corners and ongoing education to mothers.



The Hospital laboratory achieved SADCAS (Southern African Development Community Accreditation Services).



As part of the Outreach Health Centres (OHC) expansion, an additional 3 new OHCs were established in Kahama (Shinyanga), Ukonga and Kigamboni (Dar es Salaam).



QUALITY JOURNEY

The Aga Khan Hospital, Dar es Salaam, is the only hospital in Tanzania to receive the prestigious Accreditation from Joint Commission International (JCI).

Developing strong systems for quality and patient safety continues to be aggressively pursued. This is done by adopting and holding the institution accountable against the highest international standards and best practices. So far AKHS,T has achieved the following accreditations and certifications.



ISO Certification
9001:2000



ISO Certification
9001:2008



JCIA
Accreditation



ISO 15189

2003

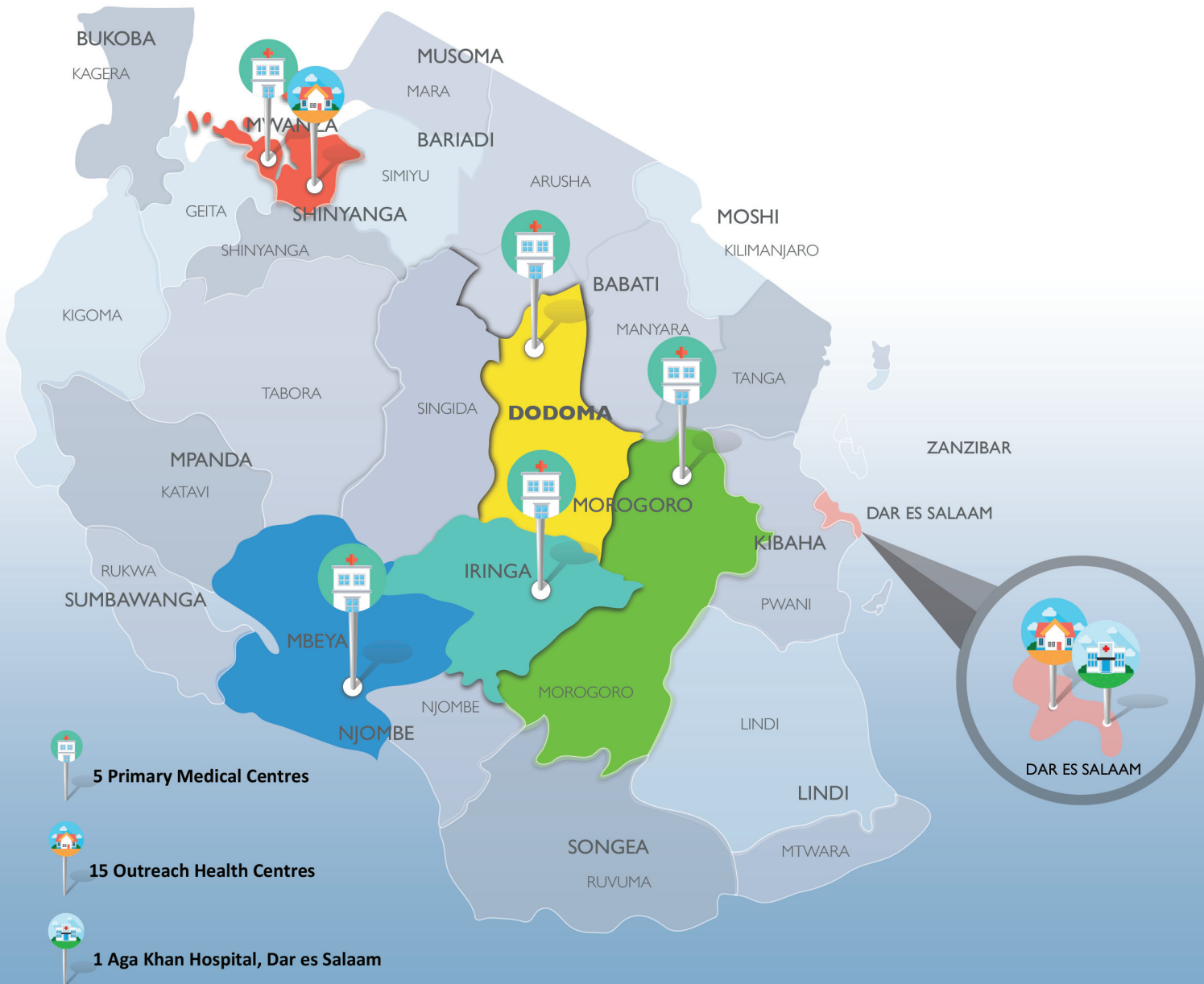
2009

2016

2017

- ✓ AKH-D is ISO 9001 Certified, which is a testimony to the quality management system at the hospital.
- ✓ The five primary medical centres (Mwanza, Dodoma, Iringa, Mbeya and Morogoro) are all ISO 9001 certified.
- ✓ Joint Commission International Accreditation (achieved in 2016) is the most prestigious hospital accreditation for hospital quality and patient safety.
- ✓ ISO 15189 certification for the hospital laboratory was received in 2017.

ACCESS



PRIMARY MEDICAL CENTRES:

- Mwanza
- Dodoma
- Mbeya
- Iringa
- Morogoro

OUTREACH HEALTH CENTRES:

Dar es Salaam:

- Mbezi Beach
- Mikocheni
- Masaki
- Mbagala
- Tandika
- Ukonga
- Kimara
- City Centre
- Tabata
- Kigamboni
- Tanga

Mwanza:

- Kahama
- Buzuruga
- Bukoba
- Tabora

SUSTAINABILITY

AKHS,T is a not-for-profit institution that generates revenue for sustainability of its operations and regular improvement of technology to enable it to provide quality healthcare. The institution ensures equitable access to quality healthcare through its differential pricing policy that enables it to provide the same quality of services at subsidized prices in selected geographical areas. AKHS,T, through its welfare programme, supported close to 5,000 patients in 2017, disbursing assistance in the amount of TZS 2.3 billion (\$1 million).

The welfare programme is funded through revenues and donations received from corporate partners and well-wishers. Demand for welfare support is increasing each year requiring continued support from donors. The hospital offers several other initiatives in collaboration with its partners, including free medical screening camps, such as Heart Health, Well Women, Oncology Camps, Breast Cancer Screening Camp, etc.

INCREASED ACCESS

AKHS,T's "hub and spoke" model has an innovative architecture that emphasizes optimal utilisation of scarce healthcare resources giving increased access to a wider population at lower cost. Also, preventative and post-acute care and follow-up can be administered more efficiently without the need for unnecessary travel. The integrated health systems approach aims to supplement the government's efforts in providing healthcare resources, especially in the urban and rural areas, by making specialised quality services more accessible and affordable. AKHS, T has embarked on an ambitious programme of enhancing its outreach activities through the establishment

of 35 outreach health facilities and comprehensive medical centres. These centres will be connected to a "hub" through a continuum of care approach, a common IT system and importantly, through e-health. AKHS, T is currently implementing an e-health/telemedicine strategy that will also include public sector institutions. E-health has proven beneficial not only from a delivery of care standpoint, but also for learning purposes, and is instrumental in breaking barriers resulting in the isolation of healthcare practitioners.

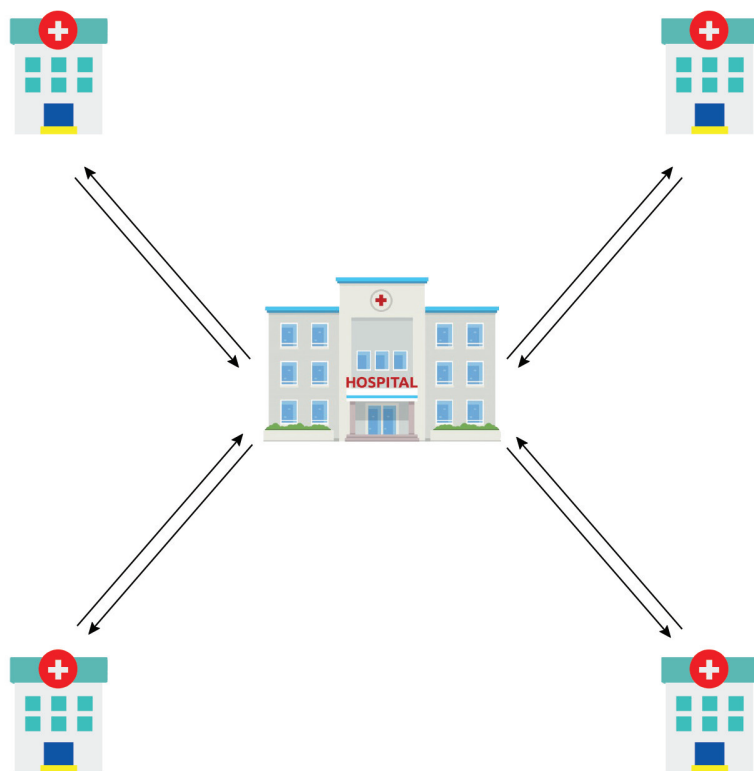
NATIONAL PRIORITIES

AKHS,T establishes programmes that respond directly to national priorities including non communicable diseases, mother and child health, advanced diagnostics etc, enabling us to provide the very best services in – country and to reverse medical tourism. For example, the start of the cardiology and oncology programmes in 2014 have not only saved hundreds of lives but have also saved valuable foreign exchange.

This framework also applies to medical education and allied health training where residents and other professionals rotate between hubs for tertiary healthcare training and spokes for primary care placements. Physicians are able to train residents in multiple sites at OHCs for exchange of knowledge and sharing of experiences for improved delivery and impact of health services.


CONTINUUM OF CARE – INTEGRATED HEALTH SYSTEM

AKHS,T’s continuum of care model has an innovative architecture that emphasizes optimal utilisation of scarce healthcare resources. The model links the various tiers of healthcare in a unified continuum that enables the Hub (AKH-D) to provide specialty services to underserved communities through the spokes (Outreach Health Facilities), resulting in increased access to a wider population at much lower costs. Also, preventative and post-acute care and follow-up can be administered more efficiently without the need for unnecessary travel outside of Tanzania.



KEY:

 Tertiary Hospital

 Outreach health facility

Hub & Spoke model is connected via following key integrators:

- E-health
- Common clinical protocol
- Common leadership protocol
- Pictorial Archiving & Communication System (PACS)
- Radiology Information System (RIS)
- Referral mode
- Standard quality care

PARTNERSHIP WITH JUBILEE INSURANCE



In an effort to address the poor health outcomes across East Africa and inadequate healthcare financing structures, the Aga Khan Hospital, Dar es Salaam, has partnered with Jubilee Insurance Company of Tanzania Limited (JICT), a project company of the Aga Khan Fund for Economic Development, to design a unique and affordable insurance package for treatment at the Aga Khan Hospital and outreach facilities. Jilinde Afya (Protect Your Health) aims at improving population health by providing access to primary healthcare and specialist care.



Jilinde Afya Meets Key Population Health Principles

1 Primary Prevention: Essential primary healthcare and diagnostic services help prevent chronic conditions

2 Secondary Prevention: Treatment of acute care conditions and emergency care are essential

3 Tertiary Prevention: Comprehensive care of individuals with chronic conditions are needed to prevent complications

PARTNERSHIP WITH RECONSTRUCTING WOMEN INTERNATIONAL & MUHIMBILI NATIONAL HOSPITAL



Every year, many women and children in East Africa fall victim to injuries that leave them disfigured and/or disabled. These injuries, which may be the result of accidents or violence, make women vulnerable to stigmatization and isolation.

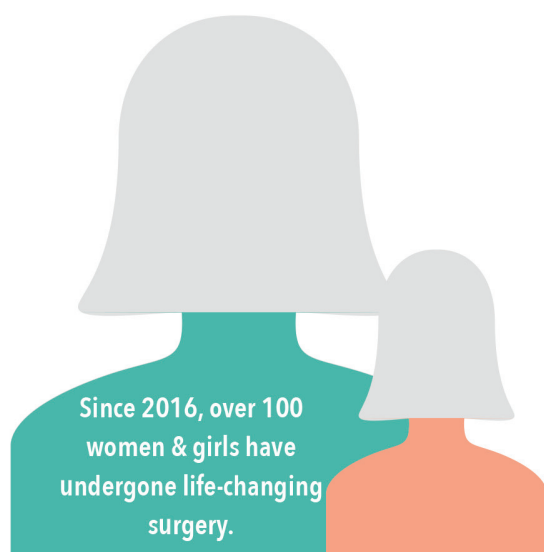
To address the needs of such women and children in Tanzania, the Aga Khan Health Service Tanzania (AKHS,T) established a partnership with Reconstructing Women International (RWI) based in New York and Muhimbili National Hospital (MNH).

GOALS & OUTCOMES

Since the establishment of this partnership in 2016, over 100 women and children have undergone life-changing surgery free of cost.

More than a dozen local surgeons and surgical trainees have benefited from teaching and mentorship.

In 2017 alone, TZS 400 million (\$178,000) were spent on reconstructive surgeries.



GOAL #1:

Surgically restore form and function to injured women and children.

GOAL #2:

Build reconstructive surgery expertise through training of local surgeons and residents.

GOAL #3:

Encourage prevention of domestic violence and accidental burns.

The next camp in Dar es Salaam will be held during Fall of 2018. With the expansion of Aga Khan Hospital, Dar es Salaam, and an increased number of operating rooms and beds, surgery will be offered to a larger number of patients.

PARTNERSHIP WITH GLOBAL AFFAIRS CANADA



Global Affairs
Canada

Affaires mondiales
Canada

The Joining Hands Initiative (JHI) 2012 - 2015

The Joining Hands Initiative: Improving Maternal, Newborn and Child Health (JHI:MNCH) was implemented for a period of three years (25th January 2012 to 31st March 2015) and was funded by Global Affairs- Canada (GAC) and the Aga Khan Foundation Canada. The implementation was carried out by the Aga Khan Health Service, Tanzania (AKHS,T) in collaboration with the Ministry of Health, Aga Khan University (AKU) and Aga Khan Foundation (AKF) through a Public Private Partnership (PPP) approach.

JHI contributed to the improved MNCH by focusing on improving quality of and access to MNCH services; increasing utilisation of MNCH services, improving community practices, knowledge sharing and exchange on MNCH. The project also piloted innovations, such as family medicine, eHealth (mHealth and teleconsultations) and nurse-midwife franchising.



The GAC grant of TZS 23 billion (\$10 million) allowed the institution to work in 15 districts across 5 target regions in Tanzania namely - Mwanza, Dodoma, Iringa, Mbeya and Morogoro.

TZS 23
BILLION

IMPACT on Quality of Life:

Mwanza – Maternal & Child Health Project

Based on positive reviews from these outcomes, AKHS,T along with other AKDN partners is implementing a new 4-year grant (2017 to 2021), TZS 27 billion (\$12million), dedicated to improving access, utilisation, quality and capacity building in 80 public health facilities. The project, which was developed in consultation with the MOHCDGEC, will target over 1 million beneficiaries.

EDUCATION

The Aga Khan Hospital, Dar Es Salaam (AKH-D) is a teaching hospital with several training components.

Postgraduate Medical Education (PGME)

The Aga Khan University Medical College-East Africa Postgraduate Medical Education programme (AKU MC-EA PGME) in Dar es Salaam offers 3 training programmes – Family Medicine, Internal Medicine and General Surgery. The residents receive a Masters of Medicine degree upon successful completion of the 4-year training programme. AKHS,T and AKU have invested TZS 2.6 billion (\$1.1 million) in these programmes. Residents in training do not pay any tuition and at the same time receive a stipend. AKHS,T is the primary training site for the residents.

3 Training programmes

- Family Medicine
- Internal Medicine
- General Surgery

Family Medicine

- Commenced 2004
- 11 graduates
- 9 residents currently enrolled

Internal Medicine & Surgery

- Commenced 2016
- 12 residents currently enrolled
- 3rd year of operations



Internships

- Commenced 2008
- 28 interns currently enrolled:
 - 16 medical interns
 - 6 pharmacy interns
 - 6 laboratory interns

Continuing Medical Education (CME)

AKHS,T organises free monthly Continuing Medical Education (CME) sessions for all doctors in Tanzania. This allows the medical fraternity to exchange ideas and learn about new technologies and procedures. Annually, 3,000 doctors benefit from these programmes.

With use of information technology, we are also able to reach out to colleagues in OHCs and PMCs within and outside the region. The CMEs give attendees credit hours, which are soon going to be mandatory for retention of licensure by medical practitioners.

The ultimate goal of the CME programme is to ensure that doctors remain competent, confident and compassionate throughout their professional careers, setting standards for good medical practice. However, an important outcome of these CMEs is the increased awareness of external physicians regarding technology, professional competencies and facilities available at AKH-Dar, resulting in increased patient referrals for specialised services. There has also been an increased demand for short-term hands-on training in different departments/sections at the hospital.

Capacity Building

A key objective of AKHST's international partnership arrangements is to provide opportunities to Tanzanian healthcare professionals to receive training at international institutions in advanced clinical programmes such as cancer surgeries, palliative care, minimally invasive surgery and other specialties. These training opportunities allow health professionals in turn, to initiate the programmes required. Breast surgeries were started for the first time in Tanzania as a result of this programme.



Dr. Aidan Njau

Consultant General and Laparoscopic surgery, Consultant breast cancer surgery & reconstruction and Senior Instructor

"I trained in the United States, New York, in October 2017, where I went for a fellowship in surgical oncology at Memorial Sloan Kettering Cancer Center based in Manhattan (MSKCC). I received training in breast surgical oncology, breast reconstruction and Hepatobiliary and Sarcoma surgical management."



Dr. Harrison Chuwa

Consultant Clinical Oncologist & Head of Oncology Department

"I was trained at Curie Institute in Paris, France, where I recently completed Palliative Care training and have set up the palliative care unit of Aga Khan Hospital, Dar es Salaam. Apart from clinical and administrative responsibilities, I also hold the rank of Senior Instructor of Medicine at Aga Khan University."



Dr. Lynn Yesse Moshi

Specialist in Obstetrics and Gynecology (MD, MMed) Fellowship and Diploma in Minimally Access Surgery

"I attended World Laparoscopy Hospital in New Delhi, India in 2017 where I received a Fellowship and Diploma in Minimally Access Surgery in Gynecology. I also received a Certificate of da Vinci Robotic Surgery."



Nyakaji Etanga

Senior Oncology Practitioner(Nurse), Diploma in Nurse Midwife

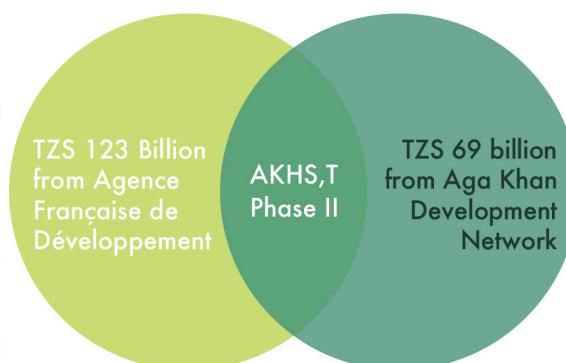
" I attended Oncology training in 2014 at The Aga Khan University Hospital, Nairobi and very recently in 2017 attended palliative training at Curie Institute in Paris."

PARTNERSHIP WITH AGENCE FRANÇAISE DE DÉVELOPPEMENT



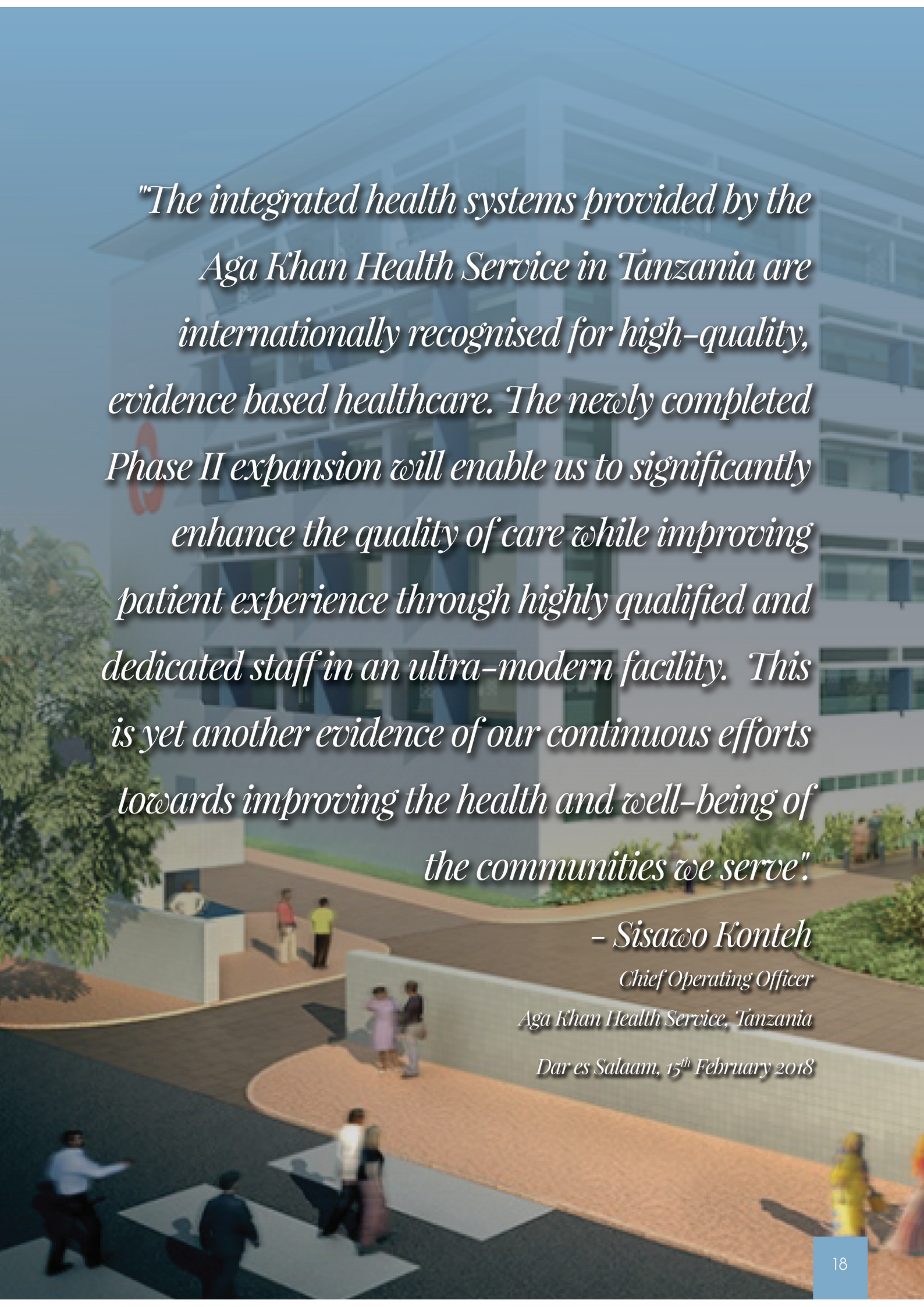
A global Memorandum of Understanding between AKDN and Agence Française de Développement (AFD) has allowed social development agencies of the AKDN to receive long term financing for various projects on concessionary basis from AFD.

For the Phase II development of AKHS,T, a concessionary loan for the amount of TZS 123 billion (\$53.5 million) was agreed with AFD in 2014. This financing will be matched by an AKDN contribution of TZS 67 billion (\$30 million) to undertake a major expansion of the Aga Khan Hospital in order to establish it as the premier academic medical centre in Tanzania and also to launch 35 outreach health facilities across Tanzania. This will see the establishment of a truly integrated health system.



There is commonality between the developmental oriented goals of AKDN and AFD - France's inclusive public development bank AFD commits financing and technical assistance to projects that genuinely improve everyday life, both in developing and emerging countries and in the French overseas provinces. In keeping with the United Nations Sustainable Development Goals, AFD works in many sectors to assist with transitions towards a safer, more equitable, and more sustainable world: a world in common.

Given the commonality of objectives, AFD and AKDN are natural partners. The strength of the relationship is based on a common focus to ensure true development and a genuine desire to invest in the social uplifting and improvement of the quality of life of peoples, communities and countries. Today, the partnership between AKDN and AFD extends to countries beyond Tanzania; including Pakistan, Kenya, Afghanistan and others. AKHS is also grateful for the grant of Euros 250,000 that it received from AFD for Palliative Care training of 8 champions from the Aga Khan Development Network Hospitals in East Africa at the Institut Curie in Paris, a world-renowned cancer facility. This training has allowed 4 cancer doctors and 4 specialized nurses to commence Palliative care programmes in Kenya and Tanzania.



"The integrated health systems provided by the Aga Khan Health Service in Tanzania are internationally recognised for high-quality, evidence based healthcare. The newly completed Phase II expansion will enable us to significantly enhance the quality of care while improving patient experience through highly qualified and dedicated staff in an ultra-modern facility. This is yet another evidence of our continuous efforts towards improving the health and well-being of the communities we serve"

– Sisawo Konteh

Chief Operating Officer

Aga Khan Health Service, Tanzania

Dar es Salaam, 15th February 2018

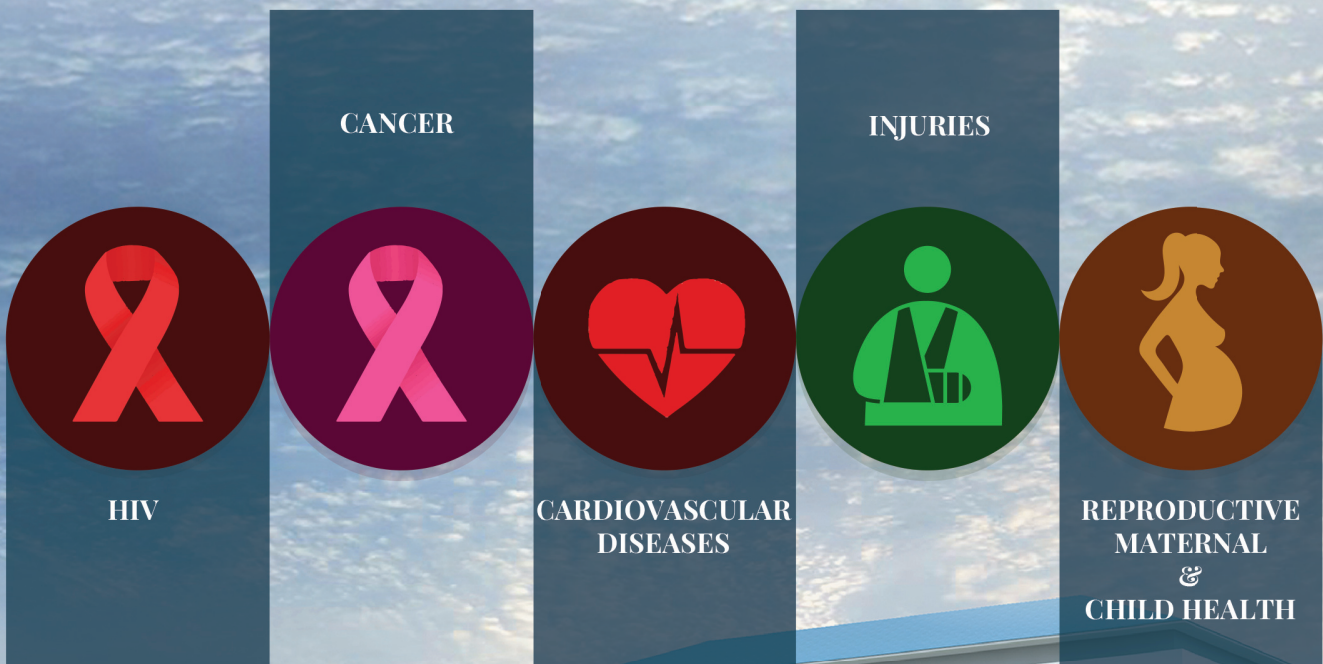
LOOKING AHEAD – THE FUTURE OF AKHS,T

AKHS,T has now embarked on a significant TZS 191 billion (\$85 million) expansion of its facility - TZS 124 billion (\$55 million) loan from L'Agence Française de Développement (AFD) and AKDN grant of TZS 67 billion (\$30 million) - that will see the Aga Khan Hospital become the premier not-for-profit teaching and tertiary healthcare system in Tanzania.

FOCUS ON NATIONAL HEALTH PRIORITIES

Phase II expansion of the Aga Khan Hospital is fully aligned with national priorities and the growing burden of disease, particularly Non Communicable Diseases (NCD), and is based on consultations and at the request of the Government of Tanzania.

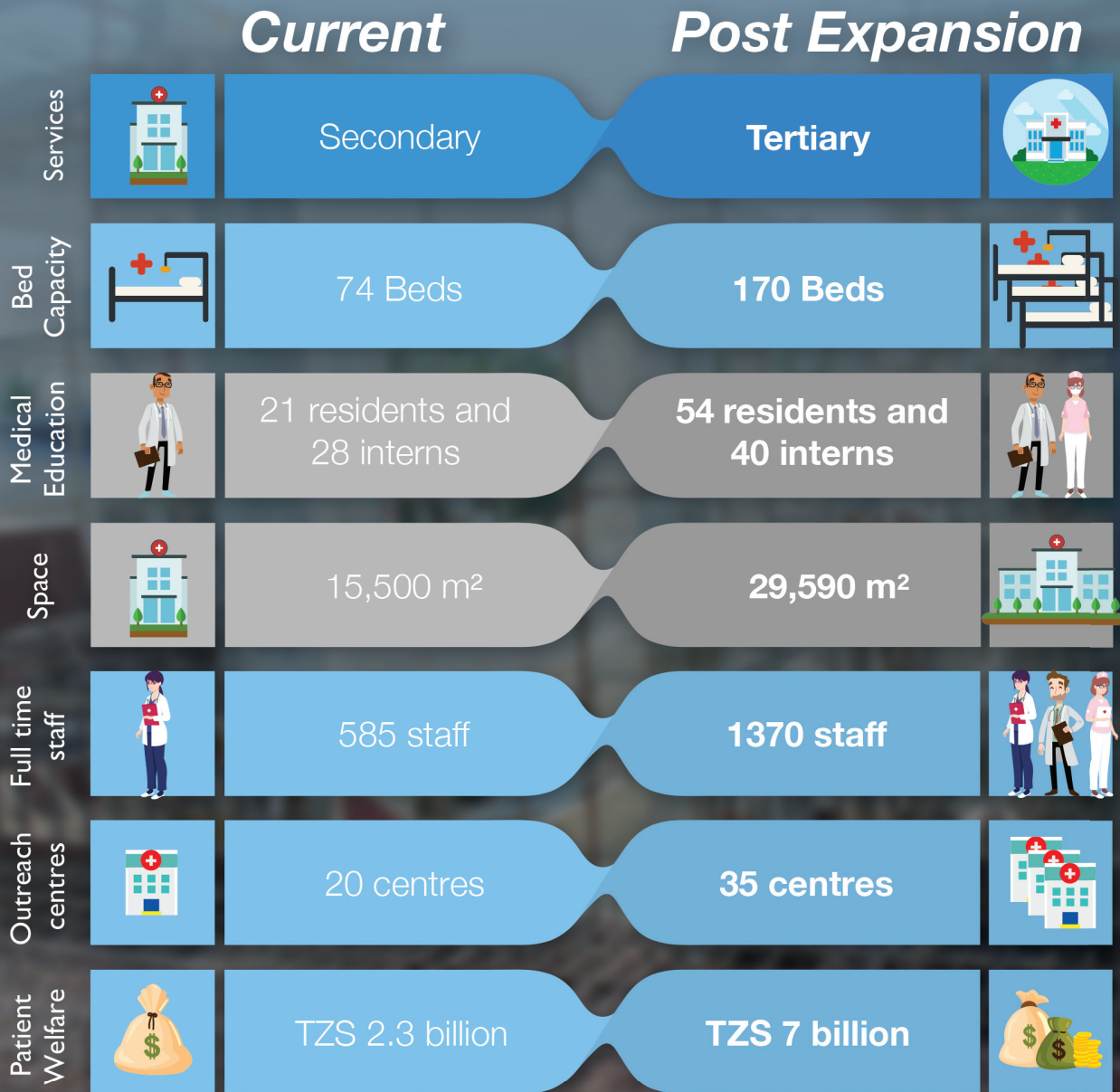
The expansion, which will be completed by mid-2018, will enhance programmes in cardiology, oncology, neurosciences and critical care. Maternal, neonatal and child health is another key focus area and the Phase II expansion will see advanced facilities and programmes in these specialties.



A STATE OF THE ART FACILITY

170 beds and 6 new operating theatres along with advanced diagnostic facilities will see the establishment of a state of the art academic medical centre that will act as a referral hospital, train healthcare professionals and be a catalyst in promoting evidence based and best international practices.

As part of the expansion, 35 additional outreach health facilities across Tanzania will also be established by 2020. AKHS,T will spend TZS 2.7 billion (\$1.2 million) in specialized training of healthcare professionals.



Incinerator

- Environmental initiative for clinical waste disposal.
- Services extended to government facilities for free.

Mother & Child Health Activities

- Services provided in 10 outreach health centres.
- Through **Public Private and Private Private Partnership** improving quality, access, strengthen referrals.



“The aim of the Aga Khan Hospital is to create a virtuous circle of excellent training combined with the best facilities to increase the range of medical specialties at the hospital.”

- His Highness the Aga Khan

Dar es Salaam, 18th March 2005



The Aga Khan Health Service, Tanzania
An Agency of the Aga Khan Development Network

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