

Value for Money of Health Partnerships: Summary of the East London-Butabika partnership Case Study

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Background

This document summarises the Value for Money (VfM) Case Study of the Child and Adolescent Mental Health project (CAMH), a health partnership between the East London Foundation NHS Trust, UK, and Butabika Hospital, Kampala, Uganda. The partnership is supported by the Tropical Health and Education Trust's Health Partnership Scheme, funded by DFID.

The overall aim of the CAMH project was to improve mental health service provision to children and adolescents in rural and urban Uganda. Specifically they aimed to:

- develop a sustainable, multi-disciplinary CAMH training programme for mental health practitioners in Uganda
- increase the number of children seen by trained professionals in specialist children's clinics
- reduce the number of children admitted as in-patients
- increase appropriate and local referrals

The training programme, which ran from September 2012 to February 2015, involved both short-term and long-term volunteers from Uganda and the UK. After one year of training the trainees achieved a Certificate in CAMH assessment and management; after two years they achieved a Diploma in specialised CAMH care, including being trained to become trainers.

The VfM of the CAMH project was assessed through review of project and financial reports and interviews with stakeholders in early 2015. The '4Es' approach to measuring VfM was adopted, exploring value through four dimensions: economy (the highest quality inputs for the lowest cost); efficiency (maximising outputs for a given input); effectiveness (to what extent a project has achieved its intended outcomes); and equity (ensuring the benefits are distributed fairly).¹ Below we outline the ways in which this project demonstrated VfM.

Economy

The **total project budget** for CAMH was £135,313, of which £133,689 (99%) was spent by the end of the project. The largest cost driver was **travel, accommodation and subsistence** costs, accounting for 66% of the total spend. Costs were **minimised** thanks to the donation of time from volunteers in Uganda and the UK to run and coordinate the training. A contribution of £10,587 was made by Luna Children's Charity for trauma training. Additional saving were made through donations by the partners of office space and training venues.

Efficiency

- **Project management** costs accounted for 15% of total project spend.
- **Monitoring, evaluation and learning** costs represented 12% of total project spend.
- The **cost per health worker** trained was £1,915 per health worker to Certificate level (year one) and £5,739 per health worker to Diploma level (year one plus year two).
- Twenty four volunteers donated a total of 902 days. The total direct cost of volunteers (travel and accommodation) was £49,771 (37% of the total spend), resulting in a **cost per volunteer day** of £55.20.

Effectiveness

CAMH achieved all of its aims, and in some cases exceeded them. Twenty three health workers were trained to Certificate level, of which thirteen went on to receive Diplomas and were trained as trainers. There is evidence of the positive impact of the training through more appropriate admissions and referrals and an increase in the number of children and adolescents being treated by trained professionals and at dedicated children's clinics. The project culminated in the National Conference in Child and Adolescent Mental Health, held in Uganda in February 2015 and attended by 135 delegates.

Crucially, the project had a **wider impact** than its original aims, in the following ways:

- trainers and trainees developed and revised **protocols** relating to child protection and nurse training at Butabika hospital incorporating children's healthcare
- **curriculum** for a CAMH Diploma course was developed and two universities have included CAMH in their medical undergraduate and post graduate curricula
- **two trainees now teach CAMH** at the School of Psychiatric Clinical Officers
- the Ministry of Health committed to **support and recognise** the CAMH Diploma
- funding was received to **transition** the training programme to an accredited University Diploma, taught by Diploma graduates and Programme Directors
- a Ugandan Association of Child and Adolescent Mental Health is being created to ensure the **continuation** of relationships and activities initiated by the CAMH project

Equity

To ensure equity among the ultimate beneficiaries, only public hospitals where services are free were included so that services are not restricted to those that can afford to pay. To achieve high impact in terms of the number of communities benefitting from the newly trained health workers, trainees were selected from a range of disciplines and regions. Nine hospitals are now delivering improved mental health services for children and adolescents through trained CAMH practitioners.

Equity was also demonstrated among the participants: 80% of volunteer trainers, 50% of Certificate trainees, and 43% of Diploma trainees were female. The primary decision-making board was made up of three doctors, of whom two are Ugandans and two are female.

ⁱ See the Independent Commission for Aid Impact (ICAI) report "ICAI's Approach to Effectiveness and Value for Money" from 2011 for more information on measuring Value for Money