Transforming Healthcare Delivery Across Africa
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Printed in Nigeria.
Effective leadership is critical to steering businesses and institutions forward; keeping them relevant and innovative, and ensuring that they continue to meet the demands of their target market. These same principles are applicable to healthcare.

The HLA was established to address leadership and governance challenges and provide healthcare professionals with the necessary skills and tools to respond to the needs and demands of their systems and communities.

We consistently work to develop and refine our programmes, accelerate leadership development, and catalyse transformative change within healthcare institutions and systems.

We achieve this by leveraging on our collaborations and resources in the design and delivery of our context-specific programmes, these programmes are aimed at developing the next generation of healthcare leaders who excel in governance and provision of quality services.
With an understanding that these factors, which border on a lack of effective leadership and governance competencies, are fundamental to improving health systems, the HLA was established in October 2015. The goal is to build the leadership, management, and quality improvement capacity of healthcare professionals of all cadres and across disciplines. This is a first step toward developing their leadership potential to serve as catalysts for change within their various institutions and communities.

In Africa, several factors influence the poor health outcomes that are reported. Some of these factors include the increase in the demand for healthcare by individuals and communities as well as a sub-optimal supply of high quality, affordable healthcare services. Underpinning these challenges are the critical gaps in governance that are observable at all levels of care.

With an understanding that these factors, which border on a lack of effective leadership and governance competencies, are fundamental to improving health systems, the HLA was established in October 2015. The goal is to build the leadership, management, and quality improvement capacity of healthcare professionals of all cadres and across disciplines. This is a first step toward developing their leadership potential to serve as catalysts for change within their various institutions and communities.

In time, it is our persuasion that we can change the dominant paradigm about healthcare in Africa through our commitment to this ethos and influence the emergence and institutionalisation of a transformed healthcare delivery system.

Kelechi Ohiri, MBBS, MPH, MSc
Founder, HLA
n Africa, healthcare professionals are often selected to manage healthcare institutions based on either clinical expertise or tenure and not other prerequisite leadership and executive skills needed to excel in their roles. Leadership is multi-dimensional and as such requires not only technical skills such as management but also softer skills such as communication. The successful combination of these two skills is critically important for leaders to competently run organisations.

The HLA’s learning model allows for on the job application of our blended learning approach with engaging classroom discussions, role play scenarios and case studies, while providing participants access to various levels of mentoring and coaching support.

The dynamic curricula combined with its opportunities for experiential learning and mentoring ensure that healthcare leaders consolidate the essential skills required to excel at quality healthcare delivery, allowing them to fully develop into their roles, and drive system-wide changes.

Muhammad Ali Pate, MBBS, MSc, MBA
Also the Julio Frenk Professor of Public Health Leadership at the Harvard T. H. Chan School of Public Health.
The Healthcare Leadership Academy is an exceptional institution in many ways. Within it resides the power to potentially change the perspectives of healthcare professionals, shape new ideas, and create new options for the management of both public and private healthcare organisations.

Through our bespoke multi-disciplinary programmes and highly experienced network of academic partners, we apply creativity, intelligence and knowledge to develop the leadership and management capabilities of healthcare professionals...

Our globally minded staff genuinely feel that they belong to something greater than themselves and are committed to the Academy’s strong sense of collective responsibility for bridging the gap in human resources for health, and progressively achieving a transformation in healthcare delivery, one leader at a time.

Hala Daggash, MBBS, MPH, MSc
Executive Director, HLA
The Academy was established as a platform to provide context-specific leadership, management and quality improvement programmes for healthcare professionals who operate within both the public and private sector in Africa.

We currently offer a menu of innovative executive education programmes including bespoke programmes to address the specific and contextual needs of healthcare professionals in Africa.

Our track record shows that participants who engage in and complete our programmes demonstrate measurable gains in knowledge of the critical areas addressed by our curricula. These participants report an attitudinal change, paradigm shifts and clarity of vision and strategy, while their peers report noticeable changes in their leadership and communication styles as well as the positive effects of their improvement projects on care delivery.

The HLA continues to support the growth and development of its Alumni upon programme completion through its alumni network which offers further opportunities for peer learning and professional development. This includes networking and collaboration with thought leaders, academics and corporate institutions who are all unified in their quest to promote quality and excellence in healthcare and governance.
OUR VISION
To develop the next generation of healthcare leaders in Africa who excel in governance and the provision of quality services.

OUR MISSION
To deliver context-specific and innovative capacity development programmes that address identified skill gaps across the health system.

OUR VALUES

CULTURE OF EXCELLENCE
We create an environment for high quality and world-class executive education.

SYNERGY
We leverage on competencies from our strategic partnerships, pooling our combined resources together to achieve dynamic results.

CLIENT CENTERED
We are responsive to the needs of our participants, and ensure that their interests are the foremost considerations in all our decision making.
The HLA is guided by the governing philosophy that bold and innovative approaches are required to tackle fundamental health system issues.

Equipping individuals with the right leadership and management capabilities will lead to organisational changes that will positively impact the community and health outcomes.

**CONTENT**
By engaging healthcare professionals from the target demographic during content development, the HLA ensures that our curricula are context specific and relevant, building competencies that improve individual leadership skills and organisational effectiveness.

**DELIVERY**
Our programmes are delivered using a variety of proven adult education teaching methods. Our courses incorporate a blended learning approach with engaging classroom discussions, role-play scenarios, and case studies. Some of our programmes require participants to carry out capstone projects; along with our different mentorship models our delivery style ensures the integration of newly learnt knowledge and skills.

**PARTNERSHIP**
To further our participants’ knowledge acquisition, the HLA sustains academic and institutional partnerships with organisations whose interests align with our vision.

**SUSTAINABILITY**
Our participants are equipped to cascade learning throughout their organisations, this ensures the transference of attitudinal change and imbibes a willingness to take ownership of the institution-wide change process in their organisations.
Since inception, the HLA has collaborated with renowned institutions and thought leaders from around the world in the design and delivery of our programmes that showcase the best approaches in adult education. The strength of our offerings rests not only on our content, but also on our outstanding faculty which comprises industry experts, academics, and thought leaders who between them have decades of experience teaching and mentoring healthcare professionals, executives, and policy makers.

Highlighted below are a few members of our faculty

**Alero Ajayi**

is the Director for Programmes at the HLA where she oversees the development and implementation of all of the HLA programmes. Dr. Ajayi has a first-class BSc (Hons) degree in Immunology from the University of Edinburgh, and an MBChB from the same university. She is a member of the Royal College of Physicians, UK and trained as a physician at several leading clinical institutions in the United Kingdom including Hammersmith and St. Mary’s Hospitals, London. Alero has several years of clinical experience working in a variety of medical sub-specialities, and she brings this knowledge to bear in her role as an HLA faculty member and mentor.

**Anuli Isichei**

is a Programme Manager for the HLA where she is responsible for curriculum development, faculty recruitment and stakeholder management for the Patient Centered Care Programme and the Public-Private Management Exchange Programme. She is a registered nurse with over 6 years of progressive clinical nursing and public health experience. She holds a Master of Public Administration from Columbia University.
Habiba Balogun
Director and Principal consultant of Habiba Balogun Consulting Limited

Will Mitchell
Professor of Strategic Management at the Rothman School of Management of the University of Toronto

The HLA has an outstanding track record in working with leaders of public and private health care organisations in Nigeria. Its programmes feature a strong mix of management skills with clear applications to relevant opportunities in the country. It is an honour to work with the HLA as it works tirelessly in its mission to help transform health care in Africa.

Kevin A. Schulman
Professor of medicine in the Duke University School of Medicine

We have been happy to collaborate with the HLA in their programmes. The students have been active and engaged, and are really dedicated to working towards solutions in the complex health care environment of Nigeria. It's an honour to work with such dedicated professionals, both the staff at HLA and the students in the programmes.

Temitope Adaramewa
Leads the Lagos state Maternal and Newborn Quality Initiative at the Health Strategy and Delivery Foundation (HSDF). Prior to her current role, she has worked in the health insurance industry and in clinical institutions serving in various capacities.

Temi also serves as Adjunct Faculty at the Healthcare Leadership Academy where she leads the development and delivery of the Patient Centered Care Programme’s masterclass on “Optimizing hospital processes - driving and measuring change”.

Temi holds a Doctor of Medicine degree from the Ryazan State Medical University, Russia and a Postgraduate Diploma in Public Health from the University of York.

Sade Olufemi-Ayoola
is the Programme Manager for the Healthcare Executives Leadership Programme and the Healthcare Financial Management Workshop. Sade holds a PhD in Management from Pan-Atlantic University, Lagos, Nigeria and is a Certified Marshall Goldsmith Leadership Assessment Practitioner.

Emen Laguda
is part of the Healthcare Leadership Academy faculty. In this role, she is responsible for teaching, monitoring and evaluation, research and consulting.

Emen has a diverse industry experience from the banking and hospitality industries, which enriches her teaching of leadership and management particularly in the areas of organizational behavior, organizational psychology and human resource management. She is an Adjunct Faculty with the School of Management and Social Sciences, Pan-Atlantic University and an Affiliated Faculty with the Christopher Kolade Centre for Research in Leadership and Ethics (CKCRLE), Lagos Business School, Pan-Atlantic University.

The HLA has collaborated with thought leaders from various sectors. Below are a few words from some of our collaborators.

Jane Davies
Director of MBA, Senior Faculty in Management Practice and Deputy Director of the Centre for Process Excellence and Innovation at the University of Cambridge Judge Business School (CJBS).

The HLA has recognised that to make lasting improvements, vital change needs to come from within the healthcare sector itself. By developing and equipping healthcare leaders with vision, passion and skills, the HLA is building capabilities to improve the quality and efficiency of the healthcare system now and into the future.

For more information on our faculty please visit our website https://www.hlafrica.org/about-us
The HLA welcomes collaborations with:

- Donor partners and philanthropists who are seeking to invest in a viable opportunity to save human lives and improve the quality of care in Africa.
- Academic institutions who are interested in the development of leadership and management capabilities of healthcare providers in Nigeria leading to improved health outcomes.
- Global and local development institutions who seek an avenue to support the improvement of health outcomes in Africa.

**Interested in collaborating with us?**
Through combined collaboration, we can build the management and leadership capabilities of healthcare leaders, improving the quality of service delivery and ultimately health outcomes across Africa.

**Some of our Collaborators**

If you are interested in collaborating with us, please contact us at info@blafrica.org
OUR APPROACH

Our programmes are delivered in unique combinations of two or all of the following distinct stages:

**Needs Assessment:**
The HLA engages with the target beneficiaries to develop a holistic and detailed understanding of the capacity gaps that exist. The information gleaned from this process is used to ensure that the training material subsequently developed is tailored to those needs, context specific, and relevant.

**Curriculum Delivery:**
A diverse and highly respected faculty of thought leaders, industry experts, and academics delivers our curricula. The content is delivered under a blended learning model and classroom sessions through a mixed pedagogy, which includes lectures, case based discussions, role-plays, and simulations.

**Experiential Learning:**
Understanding the importance of applying learning to real-life situations, each of the HLA programmes comprise an experiential learning phase to ensure that participants are provided with the opportunity to demonstrate their understanding of the modules and immediately utilise this knowledge within their institutions to drive forward improvements.

**Mentoring:**
Throughout our programmes, participants are supported by a team of mentors to achieve their development goals.
The HLA offers several programmes designed to meet the training needs of healthcare professionals across multiple cadres. Our programmes develop the capacity of our participants, equipping them with the ability to become leaders capable of catalysing transformational change in their organisations, communities and Africa.

Embedded in all our programmes are balanced monitoring and evaluation frameworks that ensure systematic tracking of programme outputs, impact and effectiveness. Results from these are used to redesign our programmes to meet the dynamic needs of our participants.
HEALTHCARE EXECUTIVES LEADERSHIP PROGRAMME (HELP)
Programme Overview:
The Healthcare Executives Leadership Programme (HELP) is a unique year-long course that utilises the best practices in adult education to equip senior executives of healthcare facilities with the critical leadership, management, and quality improvement capabilities they require to excel in governance and service provision.

Curriculum
The curriculum is offered using a blended learning format that creates opportunities for a more flexible learning process while supporting the fully integrated structure of the curriculum.

The programme’s curriculum components comprise:

- Leadership and Management in Healthcare Organisations
- Healthcare Financial Management
- Quality Improvement Approaches for Leadership
- Population Health Management

Experiential Learning:
This refers to the capstone project/practicum.

The capstone project is an integral part of the programme aimed at ensuring that the skills learned in the classroom are applied to real-life issues faced by the participants in their respective facilities.

Each participant is expected to develop a project proposal by the end of the online and classroom instruction phase and will receive support and guidance during that period from the faculty. Project proposals will be presented in the final week of this period.

Programme Delivery:
HELP starts with an initial period of intensive online and classroom learning. This is followed by the implementation of a relevant Capstone Project over the course of a 9-month period which ensures that lessons learned in the online and classroom phase can be directly applied in each respective healthcare organisation to improve organisational performance and healthcare outcomes.

Who is this Programme for?
Potential candidates for this programme must be in a position that allows them to supervise and delegate tasks to others, facilitate team development, and manage complex workflows in healthcare organisations.

Senior healthcare executives who as part of their role are responsible for managing healthcare institutions and / or large departments within healthcare facilities are especially encouraged to apply.

Past participants on the programme have held the following designation or its equivalent:

- Chief Medical Directors
- Chief Executive Officers
- Medical Directors
- Chief Operating Officers
- Chairmen of Medical Advisory Committees
- Clinical Directors
- Chief Matrons
- Head of Nursing
- Head of Administration
- Hospital Coordinator
- Departmental Managers of Private and Public facilities and diagnostic centres.

This training has given us the opportunity to know the business of healthcare, how to assess and quantify it, and how to take our facilities to the next level.

Dr Dele Balogun | HELP Alumnus
LEADERSHIP ENHANCEMENT & ACCOUNTABILITY FOR THE PUBLIC SECTOR PROGRAMME (LEAPS)
Programme Overview

The Leadership Enhancement and Accountability for the Public Sector (LEAPS) Programme is an intensive nine-month leadership programme designed for administrators, managers and policymakers who work within state or regional government ministries, and lead or manage teams responsible for one or more aspects of the region’s health portfolio.

The programme is bespoke and iterative and is therefore adapted year on year to ensure that the course content and approach address the peculiar developmental needs of the participating health system leaders.

At its core, the programme is designed to strengthen the leadership acumen and execution capacity of the participants such that they are impact-oriented, accountable health system leaders who are able to work effectively with a multitude of stakeholders to drive through much needed transformative reforms within their regions that yield measure results at the level of the end user.

Throughout the programme, participants will be introduced to and supported by a diverse but complementary team of highly skilled faculty members and mentors who have experience working with leaders across the globe. Resource persons include internationally certified executive coaches, Deliverology® experts, quality improvement experts, economists, and health system experts.

Deeply rooted in the design ethos of this programme is the need to not simply build individual capacity but rather institutional capacity. As such, a pre-requisite for enrolment is prior engagement with the top-tier health system leaders of the state/region through the State Executive Leadership Programme (SELP) to ensure that an enabling environment for reform is created, while programme completion is hinged on successful step-down training by participants to peers and direct reports.

Curriculum:

The curriculum is fully integrated and structured to develop competencies in each of the following areas with exact areas of focus within these domains are established following pre-engagement with each of the participating states.

- Personal Leadership
- Communication and Collaboration
- Stakeholder and Network Mapping
- Political Sensitivity
- Problem Solving
- Quality Improvement for Leadership
- Strategic Thinking and Planning
- Project Management
- Data and Performance Management
- Delivering for Results
- Computer Literacy

Experiential Learning

In a regional team of at least five persons, participants would be expected to facilitate the achievement of a smart goal set by the leadership. These goals are crafted as a capstone project which is an integral part of the programme aimed at ensuring that the skills learned in the classroom are applied to real-life issues faced by the participants in their respective states.

Mentorship and coaching is encouraged and seasoned subject matter experts are available to work with participants towards achieving their ambitious health goals for their states.

Programme Delivery:

LEAPS course curriculum is delivered over one-week. This is followed by a fellowship period as participating State teams work together on a capstone geared towards strengthening primary healthcare in their respective regions. Throughout this process, participants benefit from tailored group coaching and mentoring, while our in-state experts provide the teams with technical assistance to ensure each team meets their set targets.

Who is this Programme for?

It is a requirement that participating teams comprise of at least one individual from the Ministry of Health and the health parastatals, and one senior manager from the Ministry of Budget and Planning (or equivalent).

Interested states/regions should visit our website www.hlaafrica.org/leaps to express their interest in this programme.

Testimonial:

LEAPS is not just about leadership and accountability. It is about leadership with a difference. It helps you to help others grow together with you. It is a lifelong experience.

Dr Neyu Iliyasu | LEAPS Alumnus
PUBLIC-PRIVATE MANAGEMENT EXCHANGE (PRIME)
Programme Overview

Public Private Management Exchange Programme (PRIME) is a transformative experience that fosters collaboration and shared learning between the public and private sector.

The PRIME Programme has been designed to build the technical capacity of mid-management level public sector employees through the sustained transfer of knowledge and expertise from the private sector to the public sector, it is aimed at strengthening management, accountability and leadership capacity within the health management agencies.

Our Approach:
The HLA identifies and partners with private sector organisations who are interested in building previously identified expertise within the health Ministries, Department and Agencies (MDAs). PRIME adopts a dual approach to capacity building which include:

• The private sector organisation sponsors a manager from their institution to the health MDA to build the capacity of government staff.

• The health MDAs nominate high potential and high performing managers who are then seconded to the private sector partner organisation to acquire relevant skills. These managers are expected to cascade learning to colleagues in their organisations upon their return.

Duration:
The PRIME program is usually offered over the course of six months, however, the length can be determined by the specific needs and objectives of both the public and private sector partners.

Who are we looking for?
We are looking to partner with private sector organizations who are eager to support capacity development in healthcare. They can do so in two ways:

• Support their seasoned employees during their paid time to build expertise in pre-identified public sector individuals.

• Support a placement of high potential, high-performing mid-level public sector officials within their organizations to acquire ‘on-the-job’ learning and practice to improve their competencies, and imbibe a culture of performance management and efficiency.
PATIENT CENTERED CARE PROGRAMME (PCC)
Programme Overview

In this masterclass series, participants can expect to learn context specific, practical frameworks and concepts of patient centered care, including, but not limited to, shared decision-making, effective communication, empathetic care delivery and how to respond proactively to the rapidly changing healthcare landscape. The course will be led by a team of multidisciplinary healthcare experts that will equip participants with practical tools for the successful implementation of patient centered care within their facilities.

Who is the programme for?

This course is designed for highly-motivated, clinical professionals (including, but not limited to, doctors, nurses, midwives and pharmacists) who provide direct patient care. Clinicians of all tenures who desire to be change agents are encouraged to apply.

To facilitate a “train the trainer” model, participants will apply as a team of two or three members from the same facility, ideally from the same unit. Individual applications are also welcome.

Curriculum:

The course will be a mixture of short lectures, case studies, role play and engaging classroom discussion. Additionally, participants will have to complete a capstone which will be completed over the course of three months.

The series is broken down as follows:
- Part One: Culture, beliefs and communication
- Part Two: Optimising hospital processes: driving and measuring change
- Part Three: Law and ethics
- Part Four: Capstone Project

Programme Delivery

The curriculum for each part of the interactive series will be delivered over two days (Friday and Saturday) with 2 weeks in between each series. This is followed by a three-month period of practical learning where the teams are supported by skilled mentorship to bring to life their understanding of the concepts through implementation of their capstone project.

Testimonial:

“...PCC has played a crucial role by providing me with the insights, guidelines and tools to develop a strong customer-oriented mode of service delivery at our hospital. The results speak for themselves.”

Dr Bunmi Aregbesola | PCC Alumna
HEALTHCARE FINANCIAL MANAGEMENT WORKSHOP
Workshop Overview

This workshop sheds insight on how the decisions that executives make have financial implications for their healthcare organisations, and equips participants with the concepts, tools, and techniques to support day-to-day operations, significantly improving decisions relating to key financial activities that promote the overall financial health of the organisation.

The Healthcare Financial Management (HFM) workshop is a 3-day face-to-face learning programme designed to benefit those who are directly or indirectly involved in managing, controlling, or supervising the financial planning, budgeting, and investment activities of a healthcare organisation. The workshop, while serving as a refresher for participants who already have some form of financial management training, also provides a gentle introduction to financial management for those with a non-financial management background helping participants improve their understanding of fundamental financial concepts and techniques in a practical and interactive manner, strengthening their ability to make astute business, financial and investment decisions that support the financial health of their organisations.

Curriculum

The Financial Management workshop curriculum actively engages participants through the use of group discussions, interactive exercises, and case studies to address practical issues that require attention in healthcare organisations such as:

- Aligning strategic and financial goals in healthcare organisations
- Why financial and budgetary skills are essential in healthcare management
- Fundamental financial performance indicators that determine the condition of a healthcare organisation
- Improving cost effectiveness in health care delivery
- Planning, managing, and controlling financial resources

Programme highlights include:

- Fundamental Accounting Concepts and Procedures
- Managing and Allocating Financial Resources Effectively
- Measuring Financial Performance in Healthcare
- Strategic Financial Management Considerations

Workshop Delivery

The curriculum will be delivered over three-days (Thursday to Saturday).

Who is this Workshop for?

Participants from diverse healthcare organisations - private, public, faith-based and non-government health organisations are welcome to apply. To enhance the learning impact to be derived from this workshop, up to 3 individuals from the same healthcare organisation may apply as a team.

Participating individuals may be:

- Non-finance managers and healthcare professionals who need to learn tools and techniques for transforming financial performance and managing healthcare costs, budgets and investments
- Healthcare leaders with executive-level responsibilities interested in strengthening their financial background including: Chief Medical Directors, Chief Operating Officers, Chairmen of Medical Advisory Committees, Clinical Directors
- Managers who as part of their role are responsible for the financial performance of a team, department, or organisation including: Heads of Finance, Administration and Hospital Managers
- Emerging healthcare managers moving into roles requiring financial accountability
Over the past 3 years, the HLA has trained over 280 multidisciplinary healthcare professionals, ranging from clinicians, to executives, administrators, and policy makers, across all the six geopolitical zones of Nigeria.

Over 80 improvement projects have been executed as a result of our programmes, including interventions at the community, facility, and systems level. Participants report that these projects have enhanced their professional growth and development, and have enabled them fully imbibe the concepts that had been taught.

Various factors influence the choice of project, and as such the improvement projects are diverse in their scope and in their focus, yet unified in their ultimate objective of leading to improvements healthcare quality.

The next few pages provide a glimpse at some of the projects conducted over the past three years.
SPOTLIGHT: A HELP Capstone project

Programme:
HELP

Background:
X General Hospital is a major referral centre for facilities in an urban state in Nigeria. This hospital records an average of 250 deliveries a month.

Aim:
Using pre-packed post-partum haemorrhage kits to reduce the average response time in initiating circulatory resuscitation to referred cases of severe obstetric haemorrhage at the Emergency Unit of X General Hospital, from 30 minutes to 3 minutes.

Strategy:
- Sensitisation and awareness creation amongst all stakeholders
- Weekly review of newly adopted quality improvement processes.
- Adherence to drawn up timelines

Achievements:
By ensuring the availability of post-partum hemorrhage kits, our participant was able to initiate circulatory resuscitation of all referred cases of post-partum hemorrhage within 3 minutes of presentation to the hospital. The participant was not only able to achieve his project aim, but is considering scale up of intervention to include pre-packaged kits for sepsis and pre-eclampsia/eclampsia. The data below shows maternal mortality data at this hospital before and during the period of project implementation.

Maternal deaths by cause in X general hospital

Period 3, which coincides with the implementation of participant’s capstone project, shows significant reduction in maternal deaths due to post-partum hemorrhage.
**Programme:**
LEAPS

**Aim:**
to increase availability of Routine Immunisation Services in a Local Government Area (LGA) in an urban state in Nigeria from 7 wards to 11 wards in 18 months.

**Strategy:**
The overall strategy adopted includes
- Linking immunisation service to the communities
- Improving access to immunisation services
- Monitoring immunisation coverage for decision making

**Achievements:**
- The team attained a 27% increase in Penta 3 coverage in the chosen LGA from 37% from the start year to 64% in 12 months.
- The team was able to realise its project aim and even scale up their project goals.
- The team was able to show substantial cost savings to the State government as a result of their interventions.

**SPOTLIGHT:**
A LEAPS Capstone project
Each application to the Healthcare Leadership Academy is considered with great care and we review all applications with an eye to academic excellence, intellectual vitality and personal context.

We seek enthusiastic and committed individuals who are looking to broaden their healthcare leadership perspectives; Ideal candidates are confident and innovative, will actively engage throughout their programme and have a genuine desire to transform their institutions and communities.

For up to date information on current and future offerings and the admission process for all our programs, please visit our website on www.hlaafrica.org
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