

# **Final DRAFT**

## Memorandum of Understanding

between

Mnazi Mmoja Hospital, Zanzibar,

College of Health Sciences, Zanzibar

and the

Hvidovre University Hospital, Denmark

concerning

support to

The development of physiotherapy services at Mnazi Mmoja Hospital

and support to

The establishment of a physiotherapy educational programme in Zanzibar

July 2013

## **Background:**

Zanzibar consists of two main islands, Unguja and Pemba, and is part of Tanzania but with a degree of autonomy. Zanzibar has its own Ministry of Health. Mnazi Mmoja Referral Hospital is the main referral hospital in Zanzibar. It provides for tertiary services for both islands (1,3 million), in theory although referrals from Pemba Island are not frequent. In practice the hospital also provides primary and secondary care for residents of Zanzibar Town and other areas of Unguja (approx. 0,8 million) on a walk in basis. It receives referrals from all PHCU, PHCC, and private health facilities of Unguja and Pemba. It serves as a teaching hospital for the College of Health Sciences, Zanzibar and the Zanzibar Medical School.

Mnazi Mmoja Hospital has a history of support from the Danish International Development Assistance (Danida). As part of this support a refurbishing of hospital buildings were undertaken and physiotherapy services were established at Mnazi Mmoja Hospital. The new physiotherapy was officially opened by HRM Queen Margrethe II of Denmark in 2008.

Since then it has been difficult to maintain the physiotherapy services at the hospital due to lack of trained physiotherapists in Zanzibar. At present only two physiotherapists cover a total population of 1,3 million, both based at Mnazi Mmoja Hospital. As a result most patients in need of physiotherapy are given limited or no physiotherapy treatment. There is currently a focus on out-patient self-referred patients with little attention to in-patients. The physiotherapy department is supported by an Orthopaedic Workshop that provides prosthetics and orthotic devices and management of infants with Club Foot.

In Tanzania the education of physiotherapists takes place at Kilimanjaro Christian Medical Centre, (KCMC), Moshi. There are no physiotherapy educational programmes or facilities in Zanzibar. Zanzibarians who train to become physiotherapists in Moshi often do not return to Zanzibar after acquiring their diploma. The College of Health Sciences at Zanzibar has at present no educational programme in physiotherapy. A revised curriculum for physiotherapy diploma level training has been developed and is awaiting approval at the relevant educational association in Tanzania. The College of Health Sciences has sufficient tutors to provide basic anatomy and physiology theory and the infrastructure is conducive to educating additional cadres. But the College of Health Science do not have tutors or academic staff to take care of the theoretical and clinical part of the physiotherapy education.

During a visit to Mnazi Mmoja Hospital in 2012 by HRH Prince Joakim of Denmark, the present state of physiotherapy facilities was reviewed and the possibility of further Danish support to a more sustainable development of physiotherapy services was discussed. As a follow-up, The Embassy of Denmark approached Hvidovre University Hospital, Denmark, in order to explore possibilities for collaboration with and support to Mnazi Mmoja Hospital physiotherapy services.

Hvidovre University Hospital is a major university hospital in Denmark providing secondary and tertiary healthcare to a local population of 0,5 million and referral services to the greater Copenhagen area population (1,5 million) on a number medical specialties. The hospital department of Physio- and Occupational Therapy has at present 60 physio- and occupational therapists employed, providing both in- and outpatient treatment and pre-/postgraduate education and training in collaboration with Metropolitan University College, Copenhagen.

In 2011 Mnazi Mmoja Hospital entered into collaboration with Haukeland Hospital, Norway concerning the stationing of Haukeland employees of different health care professions at Mnazi

Mmoja, for periods ranging from a few weeks to several months. The stationing of Haukeland physiotherapists at Mnazi Mmoja for three months a year is part of this existing agreement between the two hospitals. The first placement of Norwegian physiotherapists was in 2012. This placement compliments support by Japanese Development Aid (JICA) who has provided support to the physiotherapy department for many years and sends physiotherapy volunteers for a period of two years.

### **Collaboration overview and purpose:**

The collaboration between Mnazi Mmoja Hospital, College of Health Sciences and Hvidovre Hospital/Metropolitan University College will concern two supportive initiatives on:

- 1) The development of physiotherapy services at Mnazi Mmoja Hospital
- 2) The establishment of a physiotherapy educational programme in Zanzibar

The collaboration aims at establishing an improved and sustainable physiotherapy service at Mnazi Mmoja Hospital in particular and in Zanzibar in general.

### **Collaboration content:**

As part of the collaboration, Hvidovre Hospital will post Hvidovre employees at Mnazi Mmoja Hospital, Department of Physiotherapy. The Hvidovre employees will contribute to the clinical, educational and developmental work at the department in order to help provide appropriate, scientifically updated and continuous physiotherapy services at Mnazi Mmoja Hospital for both in- and outpatients.

The work will focus on the developing and implementation of modern evidence-based treatment and rehabilitation methods in close collaboration with the physiotherapists posted at Mnazi Mmoja Hospital. This work will include three basic elements.

1. Firstly the organizing of workflow and practice in connection with the future curriculum for physiotherapist education, with a focus on inpatient care as well as outpatients.
2. Secondly the development of clinical guidelines, also in connection with the revised curriculum for physiotherapists, for the most common patient groups together with the two physiotherapists posted at Mnazi Mmoja.
3. Thirdly improving documentation and statistics through the introduction of a computer-based registration system.

As part of the Hvidovre support to clinical and developmental work at Mnazi Mmoja physiotherapy, physiotherapists based at Mnazi Mmoja will be offered the opportunity to visit the Department of Physiotherapy at Hvidovre Hospital for short durations. These will be organised to minimise the disruption to service delivery in the Department through a system of exchange visits, one at a time. The purpose of these visits is to enhance professional skills and competency, through experiencing the methods and organization of Hvidovre Hospital physiotherapy.

In order to ensure a sustainable future for the physiotherapy services at Mnazi Mmoja and Zanzibar as a whole support for the establishment of a physiotherapy educational programme will be provided. Hvidovre Hospital/Metropolitan University College Copenhagen will collaborate with College of Health Sciences and Mnazi Mmoja Hospital on preparing for the implementation of the new curriculum for physiotherapy education in Zanzibar. Support for the theoretical teaching at the College of Health Sciences will not be directly part of this support. However, Hvidovre Hospital has

identified a potential partner, Metropolitan University College, Copenhagen<sup>1</sup> for the planning stage of the proposed physiotherapist educational programme. Focus in this agreement is on the preparation of the physiotherapy department to be fully functional for students to be placed for practical experience further into their training programmes.

### **Reporting and evaluation:**

During the upstart of the collaboration, weekly meetings will be held between Mnazi Mmoja Hospital Director Dr. Jamala and the Hvidovre Hospital employees posted at Mnazi Mmoja. The weekly meetings will reduce in frequency on mutual agreement of both parties once the on-site collaboration progresses smoothly.

The Senior Health Adviser for Human Resources and Quality Assurance will act as a liaison/focal person between the actors within this collaboration.

Hvidovre Hospital will provide a quarterly report to Mnazi Mmoja Hospital. Once endorsed Hvidovre Hospital will submit the report to the Embassy of Denmark in Dar es Salaam.

Midterm evaluation and end-review reports will be provided by Hvidovre Hospital. As part of this process a supervising and evaluative visit from Hvidovre Hospital to Mnazi Mmoja and College of Health Sciences will take place during the period of collaboration.

At the end of initial collaborative period, a delegation from Zanzibar will be invited to Hvidovre Hospital, for discussions on possible further collaboration in physiotherapy and other areas of shared interests. Based on these discussions, the end review report should contain specific recommendations concerning extending the collaboration beyond 2014.

### **Duration:**

The present collaboration will commence between October and December 2013 and continue up to December 2014.

If the quarterly reports or midway evaluation show that the intended objectives are not plausibly being met, any of the parties involved may suggest how to move forward or terminate their part of the collaboration before the end of 2014.

### **Participants:**

Hvidovre Hospital employees will be experienced, hospital-trained physiotherapists. The physiotherapists will either have a diploma, bachelor or master degree from an internationally recognized university coupled with significant clinical experience gained in Danish-based hospitals.

Hvidovre Hospital employees will have the opportunity to report directly to Mnazi Mmoja Hospital Director, Dr Jamala and to Ms. Jette Christensen Head of Physiotherapy Department at Hvidovre Hospital, throughout the collaboration period.

---

<sup>1</sup> See appendix 1 or : <http://www.phmetropol.dk/sitecore/content/english/home/About+Us;>

Postings will be for 2-3 months periods, with two Hvidovre Hospital employees being posted at Mnazi Mmoja at any one time. Periods and postings will be coordinated with Mnazi Mmoja, Haukeland hospitals and Japanese Development Aid (JICA) in order to secure adequate overlap and avoid collision of interests. Contact between Hvidovre and Haukeland hospitals has already been established for this purpose, and will for the collaboration period be coordinated between the two Scandinavian hospitals and JICA.

Mnazi Mmoja Hospital will secure the necessary work and resident permits on arrival in Zanzibar for the Hvidovre employees. Letters of invitation for the necessary visas for Mnazi Mmoja employees visiting Hvidovre Hospital must be provided for by Hvidovre Hospital.

Hvidovre Hospital will organize travel and accommodation arrangements for both Mnazi Mmoja and Hvidovre employees.

### **Equipment:**

Hvidovre Hospital will be responsible for acquiring and providing appropriate equipment to the physiotherapy department in Mnazi Mmoja Hospital, which is considered necessary for the aim of the collaboration. To some extent appropriate equipment for the commencement of the educational programme for physiotherapists will also be provided to the skills lab of the College of Health Sciences. The physical appearance of the Physiotherapy Department will be improved.

Mnazi Mmoja Hospital will be responsible for receiving the equipment at the port of Zanzibar as soon as it arrives, to secure safe passage through customs and safe storage at Mnazi Mmoja Hospital or the College of Health Sciences. Mnazi Mmoja Hospital will be responsible to enter all equipment received on the inventory of fixed assets.

Other equipment, such as hospital uniforms for Hvidovre employees, while posted at Mnazi Mmoja Hospital, will be provided for by Hvidovre Hospital.

### **Accommodation and insurance:**

Accommodation in Zanzibar for Hvidovre employees will be arranged by Hvidovre Hospital. It is the intention of Hvidovre Hospital to seek an agreement with Haukeland Hospital regarding accommodation at The Haukeland House based on the compound of the College of Health Sciences in Mweni.

Accommodation in Denmark for Mnazi Mmoja employees will be arranged by Hvidovre Hospital.

All participating parties will provide insurance for their own employees regardless of postings or visits.

### **Other issues:**

Due to issues of patient safety, the present training swimming pool at Mnazi Mmoja Hospital Physiotherapy Department must be filled in securely or demolished before the collaboration commences.

**Budget:**

The total budget available for the activities is DKK 2.289.815 to be covered by the Embassy of Denmark as per the attached budget.

Mnazi Mmoja Hospital will cover other costs not mentioned in this budget, such as salary and other running costs of the Mnazi Mmoja Hospital

The Embassy of Denmark in Dar es Salaam will consider further funding and extension of the collaboration beyond 2014, depending on the recommendations of the end review report and through consultations with the collaborating parties.

**Flow of Funds, Accounting and Audit:**

The Embassy of Denmark in Dar es Salaam will secure funding as per the attached budget for the collaboration activities, provided that the collaboration shows adequate progress and the intended aims are pursued.

Mnazi Mmoja will upon the signing of this MOU request the Embassy of Denmark to release 30% of the total budget into a dedicated bank account kept by Hvidovre Hospital. All expenses related to the collaborative activities will be paid from the dedicated bank account. The bank account is managed according to current accounting and financial management requirements for Hvidovre Hospital.

Depending on quarterly reports, funds will be released on a quarterly basis. The quarterly release of funds will require that the expenditure according to the quarterly financial statements is approved by the parties of the MOU. Funds will be released for the following quarter based on the balance kept in the dedicated account and the approved budget for the following quarter. When the quarterly report and the budget for the following quarter has been approved by the parties to the MOU, Mnazi Mmoja will submit a request to the Embassy of Denmark for the released for next quarters funds.

Hvidovre Hospital will be required to present a special audit report for the funds flowing through the dedicated account. Only one special audit will be required covering the full period of the MOU (October 2013-December 2014). The budget to cover the cost of this audit is included in the attached budget. Hvidovre Hospital will prepare the ToR for the audit and these will be submitted to the Embassy of Denmark for approval. Hvidovre Hospital can either contract an individual external auditor or contract the current auditor of the Hospital to perform the audit.

**Bank Details:**

The funds for the collaborative activities will be deposited into the dedicated bank account opened by Hvidovre Hospital:

Name of Bank: [Nordea](#).

Address: Kettegårdsalle 30, 2650 Hvidovre, Denmark

Account Number: [CVR/SE nummer er: 33483376](#),

[Konto: 2149 5499 126 184 og ref. til konto 31](#)

## **Conflict resolution**

In case of any deputies, the parties shall endeavour to settle all differences out of court.  
The existing Tanzanian arbitration rules and systems will be applicable for conflict settlement.

Place & Date

---

Dr Jamala Adam Taib  
Hospital Director  
Mnazi Mmoja Hospital  
Stonetown  
Zanzibar

---

Dr. Haji Mwita Haji  
Principal  
College of Health Sciences  
Mbweni  
Zanzibar

---

Torben Ø. Pedersen  
Hospital Director  
Hvidovre Hospital  
Hvidovre  
Denmark

## **Appendix 1:**

Metropolitan University College is a university of applied sciences with campuses in Copenhagen, the capital of Denmark. Metropolitan offers Bachelor's Degree programmes, Academy Profession Degree programmes, postgraduate studies, and conducts applied research and development activities in welfare-sector subjects such as health, rehabilitation, welfare technology, management, education and social work.

Internationalization is a top priority at Metropolitan University College. All programs include an international aspect, and many students take part of their study abroad. Some also choose an internship in an institution or organization outside Denmark. There are many international students at the college, too. Some of them take a whole program at Metropolitan, others just one or a couple of semesters. Metropolitan works with partners all over the world and engages in a wide range of international activities – from student and staff exchange programs, global programs, internships, and international partnerships, to systems export, research and curriculum development.

Metropolitan University College has two Faculties; the Faculty of Health and Technology and the Faculty of Social Science and Pedagogy. Metropolitan University College is a university of applied sciences with campuses in Copenhagen, the capital of Denmark. Metropolitan offers Bachelor's Degree programs, Academy Profession Degree programs, postgraduate studies, and conducts applied research and development activities in welfare-sector subjects such as health, rehabilitation, welfare technology, management, education and social work.