



Ministry of Health Corporate Plan & Budget

2019/20 - 2021/2022



Table of Contents

1.	List of Abbreviations	2
2.	Foreword from the Minister	3
3.	Note from the CEO	4
4.	1 Ministry of Health Overview	5
4.1.	Mandate and Stakeholders	5
4.2.	TSDF Impacts and Outcomes Supported by Ministry Outputs	7
4.3.	Summary of Major reforms	9
4.4.	Reasons for major changes in recurrent budget allocation	10
4.5.	MOH Budget and staffing	12
4.6.	MOH Organization Structure and Staffing	15
5.	Programs and Sub-Programs	17
5.1.	Program 1: Leadership and Policy Advice	17
5.2.	Program.2: Public Health	22
5.3.	Program.3: Clinical/Hospital Services	30
5.4.	Program.4: Dental	40
5.5.	Program 5: Nursing	44
5.6.	Program 6: Tonga Health	49
6.	Annex	50
6.1.	Annex 1. Corporate Plan / Activities (Program 1)	50
6.2.	Annex 2. Corporate Plan / Activities (Program 2)	60
6.3.	Annex 3. Corporate Plan /Activities (Program 3)	72

1. List of Abbreviations

Acronym	
CP&B	Corporate Plan and Budget
DFAT	Department of Foreign Affairs and Trade of Australia (DFAT)
MFAT	Ministry of Foreign Affairs and Trade New Zealand (MFAT)
FY	Fiscal Year
KPI	Key Performance Indicator
MDA	Ministries, Departments and Agencies
NIIP	National Infrastructure Investment Plan
TSDF	Tonga Sustainable Development Framework
MOFNP	Ministry of Finance and National Planning
NCD	Non Communicable Disease
CD	Communicable Disease
UHC	Universal Health Coverage
CSSD	Central Sterilization Supply Department
ICU	Intensive Care Unit
CVD	Cardiovascular Disease
PSC	Public Service Commission
MIA	Ministry of Internal Affairs
GSD	Government Statistics Department
MOJ	Ministry of Justice
ICT	Information Communication Technology
MOET	Ministry of Education and Training

2. Foreword from the Minister



The Ministry of Health continues to honor its commitment to the internationally accepted concept of Universal Health Coverage, which is a vital element for the nation's development. We as a Ministry strive to ensure that services reach people regardless of where they are in Tonga solidifying our promise to leaving no one behind. As the year 2020 draws ever closer our vision of being the highest health care provider in the Pacific is slowly becoming a realization. 2019 is already shaping up to be a promising year as the Department of Foreign Affairs and Trade for Australia (DFAT) via the United Nations Population Fund (UNFPA) has committed approximately half a million US dollars to meeting the goal of zero unmet needs through the 'Transformative Agenda'. This endeavor further strengthens services to women, mothers, children and newborn infants here in our island nation and rallies local allies and non-government organizations to work in partnership with the Ministry of Health towards a shared goal. The Asian Development Bank (ADB) supported by UNICEF will also be introducing three new vaccines: (HPV, Pneumococcal and the Rotavirus). These new vaccines will increase the scope of protection for our children and young people safeguarding the future of our nation.

As part of the Ministry's vision of ensuring universal health coverage and the provision of quality services, a series of infrastructural developments have been completed with more upcoming developments in the near future. The new Likamonu Community Hospital of Niuatoputapu was recently opened to the public and was a major milestone for Tonga. The new hospital creates new opportunities for services to expand and increase access to healthcare services. The relocation of the Niu'ui Hospital under the Climate Resilience Project at Ha'apai will be complete by July 2019 and highlights the Ministry's keenness to resilience and proactivity towards Climate Change and its impacts. The Niu'eiki Hospital at after the devastation of Tropical Cyclone Keni was soon renovated after the devastation to continue its ongoing delivery of essential healthcare services to the 'Eua community. Prince Ngu Hospital will also be seeing some major developments in the near future, to better reinforce the existing structures and open more pathways for services to reach the growing population of Vava'u. Future projects on developing and equipping Health Centers like Nomuka, and Ha'afeva are expected down the pipeline coupled with improved internal referral processes will help improve accessibility to different level of service delivery, thereby moving us closer to our goal of Leaving No-One Behind.

This Corporate Plan builds upon our strong relationships with Development Partners, other government department, non-government organizations and the general-public in promoting good health and our progress towards Universal Health Coverage. As part of this work the Ministry is developing a package of essential services, which defines the minimum level of services that will be delivered at each facility throughout Tonga. This work (funded by DFAT) will help with resource allocation and enable the public to better understand the range of services that will be available.

It is my great privilege to acknowledge the support from the public, other-government and non-government organizations, development partners, overseas partners and friends who have contribute during the last two years to strengthening our health system. A special acknowledgement goes out to all 'The Board of Visitors' for all your contribution last year. The Ministry understands that the enormous public support is a result of the strong leadership of the Royal Family as well as the Church Leader's Forum. Our 20-year vision, which was set back in 2000, has now only one year left to run before we reach the end of the timeframe. The Ministry cannot achieve its target by itself and thus we still urge for your ongoing participation and support throughout this journey.

Hon. Dr. Saia Ma'u Piukala

Minister for Health

3. Note from the CEO



The last Corporate Plan demonstrated our efforts to align ourselves with the requirements of TSDF II as well as SDG's particularly regarding the concept of Universal Health Coverage. This year we are building on the work that we have done in the past whilst also using new and innovation approaches to Health System Strengthening in order to continue our journey to achieving Universal Health Coverage (UHC) in Tonga.

It is also worth noting that to achieve this goal we must place a strong emphasis on Community Health and the six building blocks (Service Delivery, Human Resource, Infrastructure and Technology, Leadership and Governance, Information and Research and Health Care Finance). By doing so we will be able to improve the health outcomes of those accessing different levels of care, be more responsive to the health needs of individuals, enhance social and financial risk protection and improve efficiency. This approach requires a stronger partnership with the community, government, and non-government organizations, and development partners (which is the foundation of the concept of the Health in All Policy).

This Corporate Plan will introduce more emphasis on providing specialised care to the outer islands and the remote areas, in improving internal referral and social support for patients and caregivers who are referred to the main hospital at Tongatapu and preparedness for natural disaster and diseases outbreaks. In the remaining three and half years of our National Health Plan we are going to fulfil some of these Health Services Functional Outputs namely; Non-personnel, Prevention, Promotion, Curative, Rehabilitative and Palliative Care.

The Ministry in partnership with the ADB are in the progress of raising the platform for e-Health. The project will harness the power of digital technology to inform and assist in the delivery of services and strengthen evidence-based practice within the respective areas in health. It will strengthen our capacity to use Digital Technology and improve the efficiency, effectiveness and quality of health care services to the public at Vaiola, the outer island hospitals and health centers. There are two other systems that have been implemented during the last financial year because of financial assistance from DFAT, namely the PACS system and a DHIS2 pilot program named the Fanafanaola Project which, serve the Radiology Department and Community Health Services respectively. These technological advancements have proven to be effective in different parts of the world in terms of their contribution of effective diagnostics, patient management and data collection and aggregation, all of which are essential components of an effective health care system.

At the same time, the Ministry strives to embed the Governments Performance Management System into our Health System which will help facilitate better planning where the implementation of our plan will have closer links to the resources available while also giving us an enhanced tool with which to evaluate our progress.

I am confident that the successful execution of the activities outlined in this Corporate Plan will contribute strongly towards our NHSP 2015-2020 in such a way that will support the community to achieve and maintain optimal health, reduce premature deaths and disability in children, adolescent and adult population age groups which will eventually contribute to achieving improved quality of life as stipulated in the Tonga Strategic Development Framework II.

Dr. Siale 'Akau'ola

Ministry of Health Corporate Plan 2019/20 – 2021/22

Chief Executive Officer of Health

4.1 Ministry of Health Overview

4.1. Mandate and Stakeholders

4.1.1. Mandate

In implementing its services and activities, the Ministry is governed by the following Acts:

- Therapeutics Goods Act 2001(Amendment Act 2004)
- Pharmacy Act 2001(Amendment Act 2004)
- Nurses Act 2001(Amendment Act 2004, 2014)
- Medical and Dental Practice Act 2001(Amendment Act 2004)
- Health Practitioners Review Act 2001(Amendment Act 2004)
- Mental Health Act 2001(Amendment Act 2004)
- Tobacco Act 2001(Amendment Act 2014)
- Drugs and Poisons Act 1930 (Amendment Act 2001)
- Public Health Act 2008 (Amendment Act 2012)
- Health Services Act 1991 (Amendment Act 2010)
- Health Promotion Act 2007(Amendment Act 2010)

4.1.2. Stakeholders

Table 1: Grid Table of MOH Stakeholders and their Relationships

Stakeholder	Customer of MOH	Supplier to MOH	Partner with MOH
Cabinet	X	X	X
LA	X	X	X
MDAs	X	X	X
Public Enterprises	X	X	X
Private Businesses	X	X	X
NSA, CSO, Churches	X	X	X
General Public	X	X	X
Development Partners	X	X	X

The core function of the MOH is to deliver preventative and curative health services for the people of Tonga. The expectation and contribution of the Stakeholders are prescribed in the core business of the Ministry.

4.1.3. Values/ Functions

The Ministry of Health is responsible for the delivery of preventive and curative health services in the country. In doing so, the Ministry's core business involves the:

- Provision of health services within the Kingdom of Tonga.
- Provision of policy advice to the Minister of Health
- Negotiating, Management, and Monitoring of funds allocated by government and donor agencies
- Administration of health legislation
- Collection, Management, and Dissemination of health information.

4.1.4. Our Mission and Vision

Our mission and vision statements were reviewed as part of the consultation process to ensure that they still accurately reflect our core purpose and long term goals, and give our personnel a clear sense of direction and purpose. As a result of the consultation process, the mission and vision statements were amended. Our revised mission and vision statements are provided below:

Our Mission

To improve the health of the nation by providing quality care through promotion of good health, reducing morbidity, disability and premature (death) mortality.

Our Vision

To be the highest health care provider in the Pacific as judged by international standards in 2020.

Our Core Values

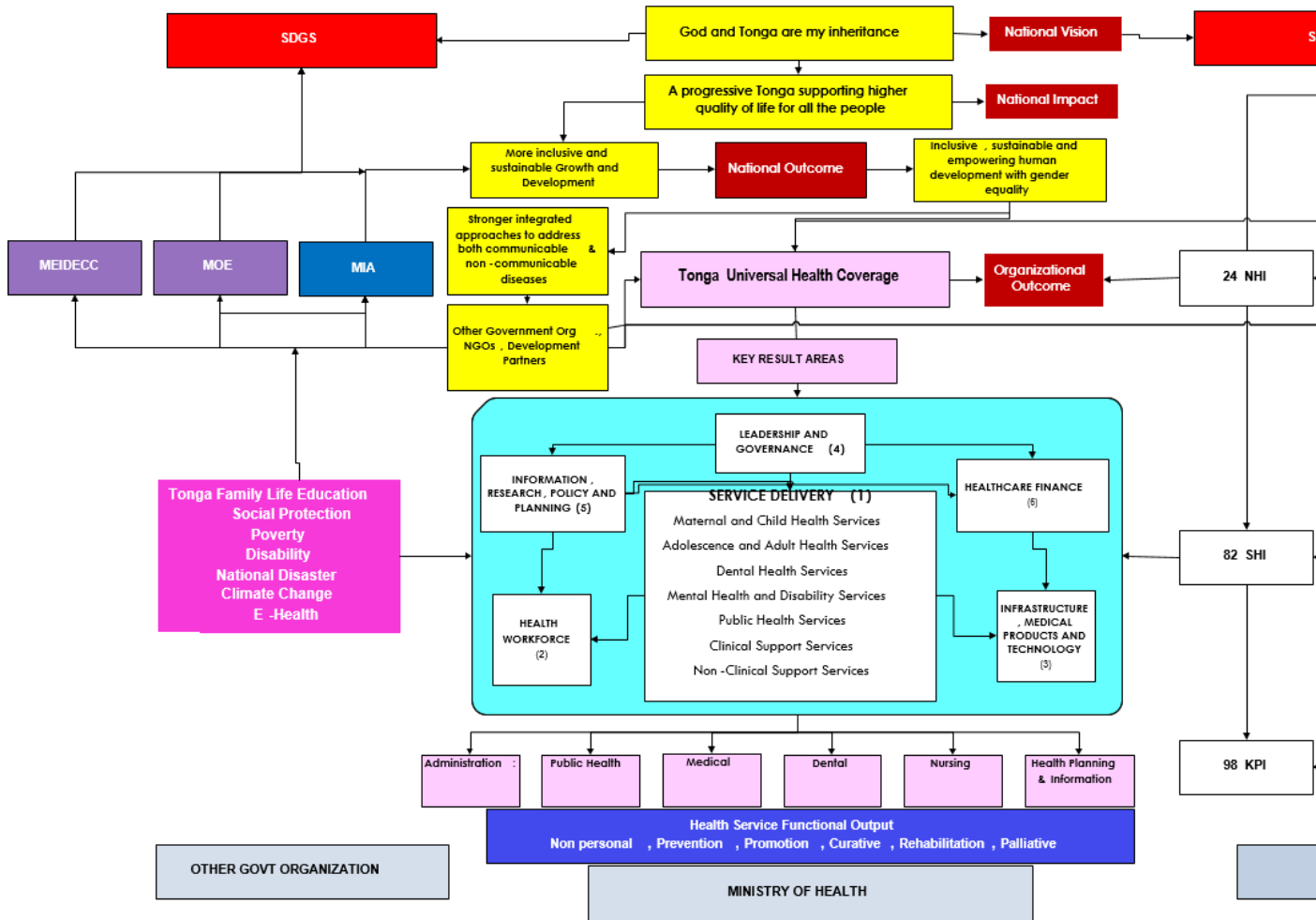
The Ministry of Health and its staff are committed to achieving our Mission and Vision. To this end, in 1999 the Ministry adopted a number of core values. These remain true today and can be seen in our policies and procedure and the way in which managers and staff carry out their roles and responsibilities. In addition, a further core value of “Partnerships in health” was identified during the consultation process.

Our core values are:

Commitment to quality care
Professionalism, integrity, and accountability
Care and compassion
Commitment to staff training and development
Partnership in health

4.2. TSDF Impacts and Outcomes Supported by Ministry Outputs

Figure 1: TSDF Impacts and Outcomes Supported by Ministry Outputs



4.2.1. Ministry of Health Linkages

Figure 1 above is a simplified version of a complex working relationship between the Ministry of Health and its stakeholders (other Government Organizations such as MIA, MEIDDECC, and MOET) as well as Non-government Organization (such as Tonga Health Foundation and Tonga Family Health Association).

While we have five divisions, we have six key results areas (Service delivery, Human Resources, Infrastructure and Medical Products and Technology, Leadership and Governance, Information and Research & Policy and Planning, Health Care Finance) adopted from the Health System Building Blocks designed and agreed to by member countries with the World Health Organizations. By strengthening these building blocks, it will contribute in achieving the concept of Tonga Universal Health Coverage (Organizational Outcome) which is our contribution (linkage with TSDF) towards Tonga Strategic Development Framework. The same linkage provides our linkage to the National Outcome and Impact of TSDF through social sector.

It should be noted that Tonga Universal Health Coverage was also translated from Universal Health Coverage which is the heart of Sustainable Development Goals that will take us until 2030. Although, there are linkages between TSDF with SDGs, the Ministry of Health Organizational Outcomes provides a perfect alignment with the Development Agenda. It should be noted that the concept of Universal Health Coverage still recognize disease specific approach but it mostly operate at Strategic to Operational level with direct contribution towards national health outcomes.

The same diagram shows our development agenda with other Government Organizations in the lifetime of our National Health Strategic Plan 2015-2020 which includes Tonga Family Life Education, Social Protection, Poverty, Disability, Natural Disaster, Climate Change and e-Health.

On the other hand, our development agenda with Non-Government Organizations includes Family Planning, Tonga Family Life Education, Adolescent Health, Children Health, Communicable Diseases and Non Communicable Diseases. These development agendas also have direct relationship with TSDF as well as SDGs with its own monitoring and evaluation framework.

Our Development Partners (top right hand corner of the diagram) provides technical and financial support through the Global Development Agenda that matches the national health priorities through government systems. It can contribute directly to the Ministry of Health or to a multi-sectorial development agenda with other government organizations or non-government organizations or both.

Health System Strengthening also advocate for categorization for Health System Functional Outputs into Non-personnel, prevention, promotion, curative, rehabilitative and palliative care. The Ministry is still in the process of completing these mapping which can be completed in the next two years.

For the interest of Planning and Budget processes, this diagram has limitations that do not represent our partnership with other partners such as overseas specialised visiting teams, hospital board of visitors (Vaiola, Prince Ngū, Niu'ui and Niu'eiki Hospitals), Kava Tonga groups, friends and families who made technical and financial assistance toward the health system. However, the detailed components and contents of the Corporate Plan will highlight these partnerships in the ensuing Chapters. There are existing process that we use depending on the nature of the partnership but it still require further improvements to become a systematic and comprehensive system that can be featured at the Ministry's official planning and reporting system.

Table 2: Delineation of Roles and Responsibilities on Health Related Development Agenda

No.	Health Development Agenda with Gov't and Non Gov't Org.	Gov't Organizations			Non-Gov't Organizations	
		MEIDDECC	MIA	MOE	THF	THFA
1	Non-Communicable Diseases		Significant		Significant	
2	Communicable Diseases	Moderate				Moderate
3	Family Planning		Moderate	Significant		Significant
4	Children Health					Significant
5	Adolescent Health		Moderate			Significant
6	Tonga Family Life Education			Significant		Significant
7	Social Protection		Significant			
8	Poverty		Significant			
9	Disability		Significant			
10	Natural Disaster	Significant				
11	Climate Change	Significant				
12	E-Health	Significant				

 Significant
 Moderate

4.3. Summary of Major reforms

This Corporate Plan reflects the Corporate Review that was undertaken in 2016, with the aim of improving the efficient and effectiveness of corporate services within the Ministry of Health. This is aligned with one of the first strategies (Strategy number 4.1.1) of the National Health Strategic Plan 2015-2020 which focused on reviewing the appropriateness of the Ministry's organizational structure in order to deliver more efficient and effective service delivery.

This year's plan highlights the Ministry's increased focus on strengthening the Government's strategic priority "Our People Our Home". This will also reflect in the social infrastructure sector emphasizing our combat of Non Communicable Disease (NCD), Universal Health Coverage (UHC), and Communicable Disease (CD). The Government's Strategic priority aligns well with the concept of Universal Health Coverage as we aim to take our services to the homes of the people reducing financial costs to transport and improving accessibility.

In our efforts to achieve our vision of being 'the highest health care provider in the Pacific as judged by international standards in 2020, we have increased our focus on clinical governance, patient safety and continuous quality improvement. This year we sought funding to strengthen the Medical and Dental Board and Nursing, Midwifery & Nurse Practitioner Board. These boards are responsible for setting and monitoring registration standards and developing professional policies, codes and guidelines all of which contribute to improving levels of care and mitigating risk to both the Ministry, its patients and the community. We have also sought an increase budget to enable all our services to enhance infection control procedures and follow international recognised best practice guidelines.

There is an increased commitment from government towards NCDs, CDs and UHC in both preventative, curative which is further strengthened by our partnership with Tonga Health Foundation, and the support of donors. The concept of UHC is quite an expensive endeavour but the benefits reaped from this will

Ministry of Health Corporate Plan 2019/20 – 2021/22

have major implications in the long-term run. This work retains a high priority in this planning period. Other planned reforms are detailed in the information provided for each of the five divisions.

4.4. Reasons for major changes in recurrent budget allocation

This year budget has been realigned to reflect the Ministry's structure and the functions that are carried by our staff. Previously all nurses' salaries were all in the Division of Nursing (program 5) and yet they worked in either Public Health or Clinical Services. This practice meant that the true cost of service delivery was not clearly reflected in the budget. This arrangement also created some confusion regarding staff management and reporting lines of duties, therefore this problem was rectified in this year's budget allocation.

There has also been a moderate to significant increase in the budget allocation this year and this is partly due to an under allocation of funds for drugs and medical supplies, overseas medical referral, technical supplies, certain service contracts and labour wages. The fact that the budget allocation was less than the actual costs resulted in shortfall on an annual basis and the need for supplemental budgets and in some case carrying debt forward from one financial year to another. This year the allocation is based on the actual costs plus the Ministry's new initiatives.

In addition, the Corporate Plan is aligned to the Cabinet-approved **Government Priority Areas 2019/20 – 2021/22** which is outlined below:

1. Empower Universal Health Coverage

Clinical Services upgrade

- Upgrade histology lab
- Mental Health Unit Renovation (Security and Nursing Station) to cater for increase in drug related health outcomes
- Queen Sālote School of Nursing (QSSNAH)
- Central Pharmacy Storage
- Mental Health and Disability-related issues, public awareness, community-based rehabilitation and interventions (increasing agenda).
- Maintenance of facility/assets (including plumbing, water sources etc.)
- Pharmaceuticals, Medical Supplies increase in prices, quality etc.
- Clinical governance & management
- Maintain relations with overseas health partners (Open Heart International, Sydney University etc.)
- E-health, health information systems and monitoring/evaluation

Provide connection to health centers for ease of access especially on remote areas e.g. Boats and remote health centers:

- Boats for outer islands: Ha'apai (2x: 1 for 'Otu mu'omu'a district (serves Mango & Fonoi) =578 (11 infants, 135 child bearing age women); 1x for Ha'afeva district (Tungua, 'O'ua, Matuku, Kotu & Fotuha'a) = 916 (15 infants, 239 women in child bearing age).
- Boat for Vava'u (1x for Hunga district (serves 922)
- Infrastructural development of Tongatapu and Outer Islands Health Services
- Decentralization of services to the Community – services defined by the Package of Essential Health Services (PEHS).

2. Public Health Centres and Reproductive Health Clinics Clinical facility's accommodation

Ministry of Health Corporate Plan 2019/20 – 2021/22

- SRH clinic (Pea & Ma'ufanga) Kolovai living quarters need renovation;
 - Vava'u Hunga Clinic as a Health Centres
 - New Ha'apai Hospital Equipment and Living Quarters
 - Vava'u Hospital upgrade including Living Quarters etc.
 - Ha'apai centres (Ha'afeva, Nomuka, Uiha, Fakakai) - install solar panels because power is unstable hence, negative impact on medication especially vaccines; proper storage of medication including vaccines
3. Non-communicable Disease
- Community-based health promotion activities encouraging healthy lifestyles and foods.
 - Sin taxes to discourage consumption of unhealthy foods
 - Tax on tapaka Tonga because of high nicotine concentration
 - Public awareness of healthier lifestyles
 - Cheaper substitutes e.g. cheap fish
 - Gestational Diabetes to prevent Diabetes in pregnant women
 - Secondary prevention of patients with NCDs Hospital and Community-based treatment and rehabilitation of NCD
4. Communicable Disease
- Occupational Health and Safety (OHS) & MRSA
 - Infection control / Isolation Wards and setting up Occupational Health and Safety policies and procedures etc.
 - Public/ Community Awareness on management of communicable diseases.
 - Community-based initiatives
 - Targeted services to vulnerable populations including children, women, new-born and youth.
 - Response to Disease Outbreak during Natural Disasters and National Emergencies
5. General Health Issue:
- Decrease in life expectancy for both male and female
 - Direction: review nutritional intake
6. Supportive reasons for the increased budget include:
- A move toward Universal Health Coverage , with the aim of improving accessibility to essential services by taking services out to communities in Tongatapu and also in the outer islands;
 - More infrastructure developments lead to more maintenance requirements. Opening of new hospital/CHC in Niuatoputapu; Relocation of new hospital in Ha'apai
 - Need to purchase NCD & CD supplies as donor funding is no longer available;
 - The increase in budget for procurement of medical drugs and supplies;
 - To cover Universal Health Coverage including preventive and rehabilitative and palliative.
 - An increase of treatments for NCD patients.
 - Increase in CIF prices of medicinal drugs and medical supplies.
 - Fluctuations in exchange rate.
 - Cater for the payment of backlogs i.e. orders arriving after the closing of the financial year payments.
 - Facilitate payment of test of quality assurance of drugs imported to Tonga.
 - Strengthening the corporate structure;
 - Returning scholar and their promotions;

Ministry of Health Corporate Plan 2019/20 – 2021/22

- Medical and Dental Board, Nursing Board management and leadership;
- The increase of MRSA cases & typhoid & other epidemic outbreak, and more supplies being needed by the Laboratory to carry out their testing;
- Cost of quality medication procured as more patient require more intensive medication and treatment
- Infection control measures (see risk register);
- Maintenance and repairs of assets with additional funding requested to address ongoing problems with the plumbing at Vaiola Hospital.
- Respond to and recover from natural disasters and epidemics
- Increase in number of patients referred for overseas medical referral due to limited resources
- Due to increase coverage, there's increase providing comprehensive services rendered thus staff cost (established and unestablished) also increase.

4.5. MOH Budget and staffing

Table 3: Total Payments in the Recurrent and Development Budgets (cash and in-kind)

Corporate Plan & Budget				
Budget (\$m)	FY 2018/19		FY 2019/20	FY 2020/21
	Original Budget	Provisional Outturn	Requested Budget	Projection
Total Budget				
<i>Established and Unestablished staff</i>	28.95	29.97	29.87	30.07
Established Staff (10xx)	28.62	29.38	29.26	29.46
Unestablished Staff (11xx)	0.33	0.59	0.61	0.61
<i>Ministry Operational Costs</i>	16.21	20.26	20.13	19.68
Travel and Communication (12xx)	0.96	2.25	0.63	0.63
Maintenance and Operations (13xx)	1.81	3.40	2.55	2.55
Purchase of Goods and Services (14xx)	12.76	13.96	16.35	15.90
Grants and Transfers (15xx)	0.68	0.65	0.60	0.60
<i>Ministry Assets</i>	0.20	0.37	2.45	2.45
Assets	0.20	0.37	2.45	2.45
Total Ministry Expenditure	45.36	50.60	52.45	52.20
Recurrent Budget				
<i>Established and Unestablished staff</i>	28.94	29.95	29.84	30.04
Established Staff (10xx)	28.62	29.36	29.24	29.44
Unestablished Staff (11xx)	0.33	0.59	0.61	0.61
<i>Ministry Operational Costs</i>	13.69	17.90	13.79	13.34
Travel and Communication (12xx)	0.88	2.17	0.50	0.50
Maintenance and Operations (13xx)	1.75	3.35	1.78	1.78
Purchase of Goods and Services (14xx)	10.38	11.73	10.90	10.45
Grants and Transfers (15xx)	0.68	0.65	0.60	0.60
<i>Ministry Assets</i>	0.20	0.37	0.25	0.25
Assets	0.20	0.37	0.25	0.25
Total Ministry Recurrent Expenditure	42.83	48.22	43.88	43.63
Development Budget				
<i>Established and Unestablished staff</i>	0.00	0.02	0.02	0.02

Ministry of Health Corporate Plan 2019/20 – 2021/22

Established Staff (10xx)	0.00	0.02	0.02	0.02
Unestablished Staff (11xx)	0.00	0.00	0.00	0.00
<i>Ministry Operational Costs</i>	<i>2.54</i>	<i>2.37</i>	<i>6.34</i>	<i>6.34</i>
Travel and Communication (12xx)	0.09	0.08	0.13	0.13
Maintenance and Operations (13xx)	0.07	0.06	0.76	0.76
Purchase of Goods and Services (14xx)	2.38	2.23	5.45	5.45
Grants and Transfers (15xx)	0.00	0.00	0.00	0.00
<i>Ministry Assets</i>	<i>0.00</i>	<i>0.00</i>	<i>2.20</i>	<i>2.20</i>
Assets	0.00	0.00	2.20	2.20
Total Ministry Development Expenditure	2.54	2.39	8.56	8.56

Table 4: Buildings

NO.	PROJECT NAME	DONOR	STATUS	Estimated Cost
1	Renovation of Operating Theatre	Government	Proposed	100,000 TOP
2	Renovation of Public Health Building	Government	Proposed	350,000 TOP
3	Vehicle Shed for Prince Ngū Hospital	Government	Proposed	500,000 TOP
4	Technical Assistance (Gynaecology, Laboratory, Diabetic Unit, Cancer Unit, QSSN, Central Medical Store (Vaiola Motu'a), Update of Vaiola Hospital Master Plan	Donor	Proposed	1.0 million TOP
5	2 Staff Quarters, Prince Ngū Hospital	Government	Proposed	200,000 TOP
6	1 Staff Quarter, Kolovai Health Centre	Government	Proposed	100,000 TOP
7	Infrastructure Proposal for Isolation Ward	Donor	In Progress[Q2]	500,000 TOP
8	Infrastructure Proposal for Pharmacy Warehouse	Donor	In Progress [Q2]	1.7 million TOP
9	Infrastructure Proposal for Diabetic Clinic Women's Ward	Donor	In Progress[Q2]	500,000TOP
10	Building of a Half-Way House for Psychiatric Patients	Donor	In progress	1.2 m TOP
11	Renovation of QSSN Living Quarters	Donor	In progress	1.5 million TOP
12	Renovation and Extension of Gynaecology Unit for Vaiola Hospital	Donor	In Progress[Q2]	100,000TOP
13	Establishment of 'Atatā Health Clinic	Donor	In Progress[Q3-2019]	200,000TOP
14	Relocation Project for Niu'ui Hospital	Donor	In Progress[Q4]	2,000,000TOP
15	Building 3 Living Quarters in Niu'ui Hospital Compound [Ha'apai]	Donor	In Progress[Q1]	500,000TOP
16	Renovation Stage for Prince Ngū Hospital	Donor and Government	In Progress[Q2]	2,000,000TOP
17	Building of Isolation and Psychiatric Ward for Prince Ngū Hospital	Donor	In Progress [Q2]	1,000,000TOP
18	Expansion of Niu'eiki Pharmacy	Donor	Propose	30,000TOP
19	Renovation/Expansion of Vehicle Parking to include working space for Drivers[Niu'eiki]	Government	In Progress[Q2]	30,000TOP
20	MOH Shelter for Vehicles-Motorpool Extension	Donor	In Progress[Q2]	190,000TOP
21	Renovation of Media- Studio Room[Public Health]	Government	In Progress	20,000TOP
22	Building of Clinical Storage Facility for MOH	Donor	In Progress	100,000TOP
23	Extension of Histology Lab	Government	In Progress	140,000TOP
24	Plumbing Works for Vaiola Hospital	Government	In Progress	200,000TOP
25	IT Software –Asset Management	Government	Proposed	100,000TOP
26	Centralised Biomedical Engineer Workshop	Donor	Proposed	100,000TOP
27	Upgrade Maintenance Workshop – Vaiola Hospital	Government	Proposed	100,000TOP

Ministry of Health Corporate Plan 2019/20 – 2021/22

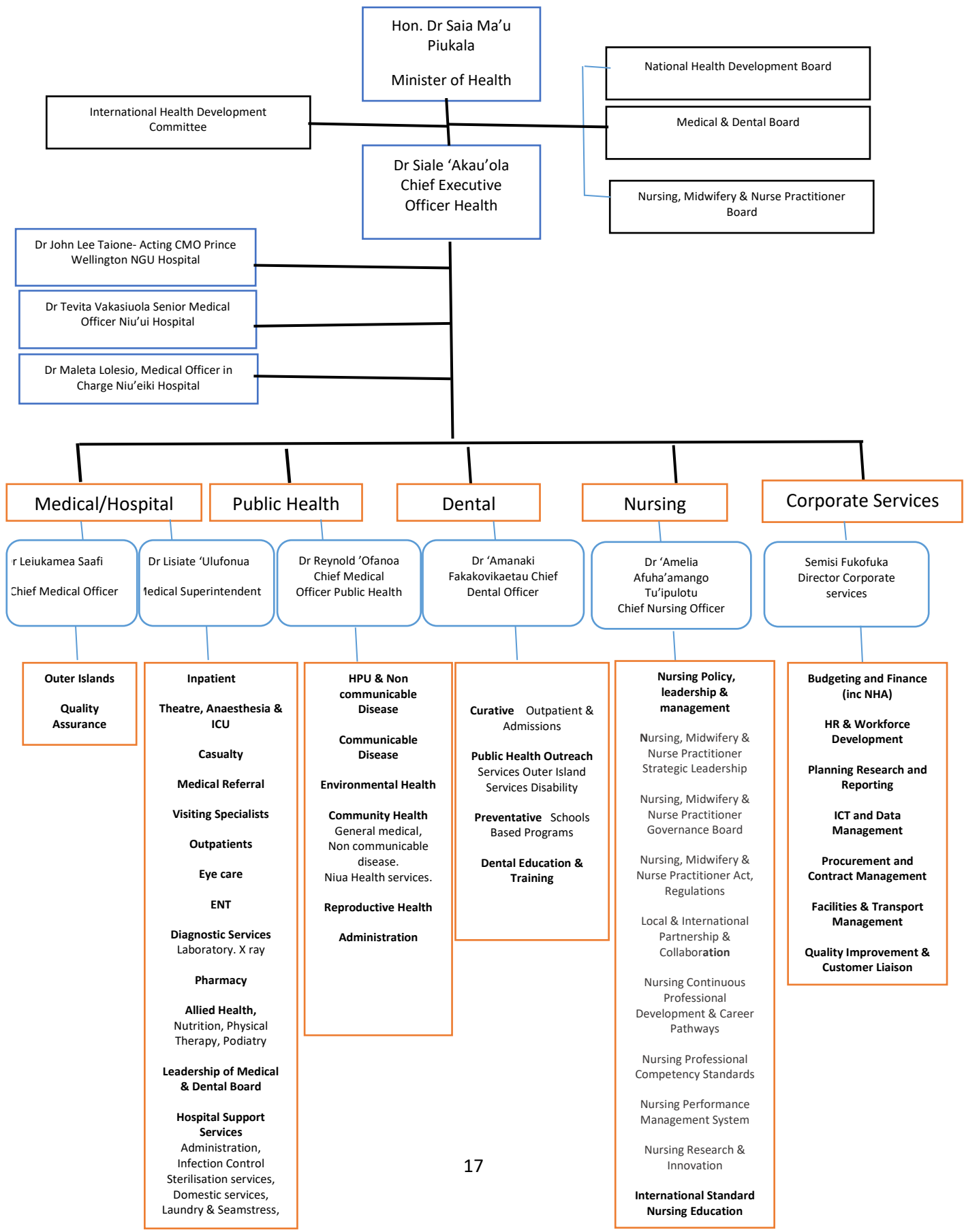
28	Upgrade Oxygen Plant Facility	Donor	Proposed	100,000TOP
29	Upgrade Electrical Generator Facility	Donor	Proposed	100,000TOP
TOTAL				14660000 TOP

Table 5: Equipment

No.	Item	Donor	Status	Estimated FY
1.	Purchasing of a new Steriliser [3] [CSSD] Niu'ui Hospital and Vaiola Hospital	Recurrent or Donor	Proposed	19/20-20/21
2.	New Anaesthetic Machine for Operating Theatre	Recurrent or Donor	Proposed	19/20-20/21
3.	1 Trucks for Medical Store, 1 Vehicle for Niu'eiki Hospital	Government	Proposed	19/20-20/21
4.	2 vehicles for Corporate Services, Vaiola Hospital and 2 Vehicle for Outer Island[Vavau and Eua]	Government	Proposed	19/20-20/21
5.	Relocation of Medical Equipment for New Hospital-Niu'ui Hospital	Donor	Proposed	19/20-20/21
6.	Vehicle for HPU to carry Mobile HP services to communities	Recurrent or Donor	Proposed	19/20-20/21
7.	Purchasing of Ventilator Machine for Operating Theatre	Donor	Proposed	19/20-20/21
8.	Purchasing of an Endoscopy Cleaning Unit for Operating Theatre-Vaiola Hospital	Government	Proposed	19/20-20/21
9.	Fibre Optic for Niu'ui Hospital for further ICT Development	Government	Proposed	19/20-20/21
10.	Medical Equipment for Niu'ui Hospital	Donor	In Progress	19/20-20/21
11.	Purchasing of a Stand-By Generator for Prince Ngū Hospital	Government	In Progress	19/20-20/21
12.	Purchasing of a Mortuary Fridge for Prince Ngū Hospital	Government	Proposed	19/20-20/21
13.	Purchasing of X-Ray machine for Radiology Unit, Vaiola Hospital	Government	Proposed	19/20-20/21
14.	Equipment for Rehabilitation Centre	Donor	In Progress	19/20-20/21
16.	Standby Oxygen Plant- Vaiola Hospital	Government	Proposed	19/20-20/21
17.	Dental Mobile Unit	Donor	Proposed	19/20-20/21
18.	Purchasing of Forklift for Vaiola Hospital	Donor	Proposed	19/20-20/21
19.	Medical Equipment for Vaiola Hospital	Donor	Proposed	19/20-20/21
20.	Test Equipment for Biomedical Engineer Section	Donor	Proposed	19/20-20/21
21.	Upgrade Medical Air Unit for Vaiola Hospital	Donor	Proposed	19/20-20/21
22.	Autoclave for all Hospitals and Health Centre	Donor	Proposed	19/20-2-/21

4.6. MOH Organization Structure and Staffing

Figure 2: Organization Structure



4.6.1. Total Ministry Staff by Key Category

Table 6: Ministry's total staff by key category

Category	Corporate Plan & Budget		
	FY 2018-19	FY 2019-20	FY 2020-21
	Budget	Requested	Projection
Established staff			
Executive Staff (Band A to C)	2	2	2
Professional Staff (Band D to L)	601	616	616
Other Staff (Band M to S)	630	675	675
Total Established Staff	1,233	1,293	1,293
Total Staff	1,233	1,293	1,293
Total Recurrent Ministry Costs (TOP)	23,386,835	27,205,300	27,205,300
Staff per TOP 100,000	5	5	5

5. Programs and Sub-Programs

5.1. Program 1: Leadership and Policy Advice

5.1.1. Division(s)/ Sub-Programs Responsible:

- Office of the Minister
- Office of the CEO
- Corporate Services

5.1.2. Major Customers

His Majesty's Cabinet is the essential stakeholder for Program 1, and through cabinet, all other stakeholders including MOFNP, GSD, MOJ and PSC. The fundamental customers of Program 1 are the staff of MOH, as the provision of Leadership services that is critical for efficient standards of service delivery.

5.1.3. Program Result:

Delivery of external outputs on policy advice and guidance to Government and other stakeholders on all health related matters.

Delivery of internal outputs via the provision of corporate support services to all divisions.

5.1.4. Stakeholders and Donors for Program

#	PARTNERSHIPS	UNIT
1	WHO / DFAT / UNFPA / ADB / World Bank / TongaHealth	Minister / CEO, Planning , Accounts, ICT, Procurement , Human Resources
2	Japan Aid / JICA	Minister / CEO , Planning
3	China Aid	Minister / CEO , Planning
4	Tonga Health Promotion Foundation	Minister/CEO, Planning, Accounts, ICT
5	Parliament of Tonga	Minister / CEO, Planning
6	Ministry of Internal Affairs	Minister / CEO, Planning
7	Ministry of Customs / Inland Revenue	Accounts
8	Commercial Banks	Accounts
9	Suppliers	Accounts
10	Ministry of Education and Training	Planning
11	National Statistics Office	Planning
12	Ministry of Justice	Planning, ICT
13	Public Service Commission	Human Resources, Accounts, Planning
14	Prime Minister's Office	Planning
15	Ministry of Finance	Accounts, Planning, Human Resources
16	Tonga Family Health Association	Planning
17	Tonga Leiti's Association	Planning
18	Talitha Project	Planning
19	Secretariat of the Pacific Community	Planning, ICT

Table 7: Program 1: Leadership and Policy Advice Objectives/Outputs

Program 1: Leadership and Policy			
National Outcome D: Responsive Good-governance with Law and Order			
Pillar 3: Political Institutions			
Organizational Outcome 3.1: More efficient, effective, affordable, honest, transparent and apolitical public service focussed on clear priorities			
Primary NHSP KRA 4: Leadership And Governance			
#	Objectives/Output	Activities	KPIs
1.11	Minister's Office	8	8
a	To enhance, establish and maintain strong National and International Relationships with Stakeholders and Partners	5	5
b	To provide informed decision-making and direction for the Ministry of Health in a National Level	3	3
#	Objectives/Output	Activities	KPIs
1.12	CEO's Office	6	6
a	To provide informed decision-making and direction for the Ministry of Health in a National and Organizational Level	6	6
National Outcome C: Empowering Human Development with Gender Equality			
Pillar 2: Social Pillar			
Organizational Outcome 2.5: Improved, country-wide, health care systems which better address the medical conditions			
Primary NHSP KRA 6: Finance			
#	Objectives/Output	Activities	KPIs
1.34	Budget and Finance	16	24
a	Efficiently manage and monitor the Recurrent Budget and Donor budget according to approved budget and plan	3	6
b	To strengthen the Account section and ensure that disbursement of expenditures and collection of revenues comply with Treasury Instructions, Procurement Regulation and PSC regulation	3	4
c	To provide realistic budget according to Ministry's annual needs as per Annual Management Plan	5	7
d	Provide financial report and relevant financial information and advice to Head of divisions and Donor partners as agreed for informed decision-making	5	7
#	Objectives/Output	Activities	KPIs
1.34	Procurement	11	12
a	To broaden and update existing staff skills on relevant procurement method , processes and procedures in place in relation to government procurement regulation policy as to strengthen procurement processes and services in the Ministry.	5	5
b	To ensure that there is appropriate equipment and enough resources to assist staffs with their procurement duties.	3	3
c	To Improve compliance with Government Procurement Regulation	2	3
d	To recruit staff with appropriate skills to assist with the workload of the Procurement Unit	1	1
National Outcome E: Provision and maintenance of infrastructure and technology			
Pillar 4: Infrastructure and Technology Inputs			
Organizational Outcome 4.3: More reliable, safe and affordable information and communications technology (ICT)			
NHSP KRA 3: Infrastructure, Medical Products and Technology			
#	Objectives/Output	Activities	KPIs
1.37	ICT	26	30

Ministry of Health Corporate Plan 2019/20 – 2021/22

a	To maintain, secure, and enhance the ICT infrastructure (hardware and software) of the Ministry of Health.	3	3
b	To ensure health data and information are secured and safe.	17	21
c	To provide strategic and policy ICT directions and advice for the Ministry of Health.	6	6
Organizational Outcome 4.4: More reliable, safe and affordable buildings and other structures			
NHSP KRA 3: Infrastructure, Medical Products and Technology			
#	Objectives/Output	Activities	KPIs
1.35	Facilities / Assets	20	31
a	Asset Management Plan are conducted in compliance with Government Guidelines on Procurement and Disposing-Treasury Instruction and Update Asset Register In-place	4	4
b	To recruit staff with appropriate skills to assist with the workload of the Asset/Facilities Unit	1	1
c	To broaden and update existing staff skills on relevant Asset Management protocol , processes and procedures in place in relation to government Asset management policy-treasury instruction	6	6
d	To provide monitor, manage and maintain Ministry of Health vehicles to provide efficient Transport services	7	19
e	To ensure that there is appropriate equipment and enough resources to assist staffs with their asset duties.	2	1
Primary NHSP KRA 5: Information, Research, Policy and Planning			
#	Objectives/Output	Activities	KPIs
1.36	Planning / Information	67	121
a	Efficient Management of the Planning Section to ensure the consistent delivery and operation of the services provided	6	9
b	To strengthen the health planning (divisional and the Ministry) and ensure that the Ministry Plans and National Health Status of the country are reviewed and updated annually and on time	12	16
c	To coordinate, monitor and support partnership with development partners and project stakeholders	4	5
d	Provide Secretarial Assistance and facilitation of related and relevant Ministry of Health Committees for Planning, Research, Reporting, Training and Information Practices for informed decision-making	2	2
e	Monitor, Regulate, Review and Approve Research submitted to the Ministry of Health, Tonga	8	16
f	Development of Vaiola Hospital's Cancer Registry	8	16
g	Maintain and promote complete patient confidentiality within the Section, Vaiola Hospital and throughout the entire Ministry of Health.	3	9
h	Provide quality and efficient medical records service delivery for the main hospital and outer island community hospitals including timely, relevant and accurate data for clinical and administrative uses	9	7
i	To provide health information needs for the Ministry of Health including Vital Statistics etc.	9	9
j	Monitor, evaluate, coordinate, manage and Identify Ministry of Health Project	4	4
k	To monitor and ensure sound and sustainable infrastructural development, facilities and asset management for the Ministry of Health focusing on climate resilience and universal healthcare coverage	13	15
l	To monitor the development of the Outer Island Community Hospitals (Prince Ngu, Niu'ui and Niu'eiki) to ensure infrastructural resilience to Climate Change and Natural Disasters	13	13

Ministry of Health Corporate Plan 2019/20 – 2021/22

Organizational Outcome 2.5: Improved, country-wide, health care systems which better address the medical conditions			
Organizational Outcome 2.4: Improved educational and training			
Primary NHSP KRA 2: Health Workforce			
#	Objectives/Output	Activities	KPIs
1.32	Human Resources & WD	20	20
a	Sustainable and efficient use of human resources for the improvement and delivery of quality healthcare services	14	14
b	Ensure compliance to PSC and Ministry Policy's regarding Human Resources, Performance and Entitlements	4	4
c	Facilitate Customer Service and Feedback to measure performance and improve service delivery	2	2
#	Objectives/Output	Activities	KPIs
1.1	LEADERSHIP / CORPORATE PROGRAM	174	252

5.1.5. Summary of Program Budget and Staff

Table 8: Program 1 Budget and Staff

Category	Corporate Plan & Budget		
	FY 2018/19	FY2019/20	FY2020/21
	Original Budget	Budget Estimate	Projection
Total Budget (\$m)	110.10	7.69	7.69
Recurrent (\$m)	108.00	4.97	4.97
Development	2.10	2.72	2.72
Established staff			
Executive Staff (Band A to C)	2	2	2
Professional Staff (Band D to L)	21	33	33
Other Staff (Band M to S)	85	94	94
Total Established Staff	108	129	129
Total Staff	108	129	129

5.1.6. Changes to program 1 from last corporate plan

Link to last CP&B	Ongoing	Minor change 19% (1% - 50%)	Major Change (>50%+)	New
-------------------	---------	--------------------------------	-------------------------	-----

The MOH executive recognises the need to prioritise both Clinical and Corporate Governance. Despite being one of the largest and most complex Ministry's the MOH has undergone a Government Restructure which has resulted in the development of the Corporate Services and the Director and Deputy Director positions.

Many of the activities in place have been around strengthening corporation and coordination with stakeholders and partners both in Tongatapu and Outer Islands to strengthen data collection for decision-making, planning, human resource assessment, implementation and costing of activities. There are some projects including the ADB e-Health project and Fanafanaola Project which will roll-out health information systems for Clinical and Public Health, DFAT funding the Package of Essential Health Services (PEHS), the World Bank costing of the Package of Essential Health Services (PEHS), the Workload Indicator of Staffing Needs (WISN) endeavour, which will help strengthen the Corporate Services. Other Nation-wide Surveys by which the Ministry of Health is a key stakeholder and user of is the Multiple Indicator Cluster Survey (MICS), the Demographic Health Survey (DHS) and National Health Accounts

Ministry of Health Corporate Plan 2019/20 – 2021/22

(NHA) Survey which are coming up – so multiple activities need to be underway to prepare for these national surveys. Dissemination of the STEPS Survey and other Health-related documents/reports will also need to be prepared and disseminated. This is all linked to the SDG / VNR (Voluntary National Reporting) by which Goal 3: Health will be highlighted in the International stage, so preparation of data and indicators will need to be prepared for this national activity – all of which is coordinated with the Prime Minister’s Office, Ministry of Foreign Affairs and the National Statistics Office.

One other key aspect is the strengthening of the Corporate Services in terms of training, capacity building in their relative areas but also reaching out to other Line Ministries for assistance and strengthening services in the Outer Islands.

5.1.7. High-level Key Performance Indicators

#	INDICATOR	FRAMEWORK	UNIT
3.8.2	Number of people covered by health insurance or a public health system per 1,000 population	SDG	Planning / Accounts
3.c.1	Health worker density and distribution	SDG	HR / Planning
1.1	Health worker density	Healthy Island	HR / Planning
1.2	Health expenditure per capita	Healthy Island	Accounts / Planning
12a	Total Health expenditure ('000)	National Health	Accounts / Planning
12b	Per Capita	National Health	Accounts / Planning
1.3	Evidence of annual health review, plan and budget	Healthy Islands	Planning
3.5	Birth Registration Coverage	Healthy Islands / SDG	Planning
1.5	Death Registration Coverage	Healthy Islands	Planning
16.9.1	Percentage of children under 5 whose births have been registered with a civil authority, disaggregated by age	SDG	Planning
3.8.1.4	Hospital beds per 10,000 population	SDG	Planning
3b1.2	Total net official development assistance to the medical research and basic health sectors	SDG	Planning

The outputs for the division include; the leadership and co-ordination of the NHDC, development of cabinet submissions , provision of policy advise, development new health laws and regulations, the development of annual budget, ongoing financial management, procurement of good and services , the management and mitigation of organisational risks, recruitment of new staff, provision of consultations support on staff and management, production of the National Health Account (NHA), production of MOH wide reports and the development and implementation of National Health Workforce Plans.

In addition to range of national and international health indicators (see table above) the Ministry of Health use short structure, process and performance indicators to assess its performance and allow evidence based decision making to occur. Details of these activities can be found in Appendix 1.

5.2. Program.2: Public Health

5.2.1. Division(s)/ Sub-Programs Responsible:

- HPU & Non communicable Disease
- Communicable Disease
- Environmental Health
- Community Health (General medical, Non communicable disease, Niuva Health Services, Reproductive Health)
- Administration

5.2.2. Major Customers

The major immediate customers and individuals benefitting from Program 2 is the general public (both patient and non-patient) and other relevant stakeholders related to NCD, Communicable Disease, Community Health and Environmental Health.

Preventative Health services are catered towards healthy and unhealthy people alike aiming at preventing the development of diseases while promoting good health of the general public. This program covers people suffering from NCDs and Communicable Diseases like STIs (Sexually Transmitted Infections), Tuberculosis and HIV/AIDS etc. Key relevant customers include people at risk of NCDs like smokers, inactive people and people with little to low fruit and vegetable intake which the STEPS (2014) ¹ survey identified that among individuals in Tonga aged 25-64 years old, 29.3% were smokers and 73.1% of the population consumed less than the prescribed five combined servings of fruit and vegetables per day.

Environmental Health Care also caters to the general public dealing with the state of the environment people of Tonga live in and interact with, focusing on people at risk of environmental-borne diseases including for example, Zika, Dengue, Waste-related diseases and Water sanitation.

Community Health Services deal with patients who use the facilities and services provided at the seven Health Centres in Tongatapu and the other Health Centres scattered in the outer islands.

5.2.3. Program Result:

Preventative Health Services play a critical role in the fight against NCD. According to the latest MOH Annual Report 2016 NCDs accounted for four of the top five causes of death responsible for mortalities related to Diseases of the Circulatory System (CVD), Neoplasms (Cancer), Respiratory System Diseases and Endocrine Nutritional Diseases (MOH, 2018)².

Preventative Health Services focus on providing preventative healthcare services as to not only prevents the development of diseases and its consequences but the promotion and maintenance of good health. These services include providing health promotion activities to the public (churches, schools, and work places) such as physical activity programs, healthy eating advice and anti-tobacco services to name a few. In addition, the services provided include council, awareness programs (TV and Radio), regional and

¹ MOH & WHO (2014) Kingdom of Tonga NCD Risk Factors STEPS REPORT 2014. Tonga. Suva, Fiji.

²MoH (2018). Report of the Minister of Health for the financial year 2016

Ministry of Health Corporate Plan 2019/20 – 2021/22

international collaborations on eradicating diseases and handling outbreaks of communicable diseases like Tuberculosis and Dengue Fever. In response to natural disasters, WASH CLUSTER recovery projects are initiated to assist with Water and Sanitation, Nutrition, Infection Control , Insecticides to name a few.

Environmental Health Care focuses on maintaining healthy environments that promote healthy lifestyles and overall good health and well-being. The services provided include Inspection of people’s houses to ensure that it is clean and safe with proper waste management. In addition, the safety of the water supply is inspected as to ensure acceptable quality and safe water is available to the general public. The Environmental Health Section is also instrumental in the outbreak of infectious diseases as they identify and destroy areas that provide breeding grounds for mosquitoes while examining shopping outlets, ensuring that the goods and products sold to the public are acceptable and suitable for consumption. They provide extra services to, during and after natural disasters. Community Health Services provide health services in a community setting, which include education and promotion of healthy lifestyles meanwhile engaging the community in their own health development. Some services provided in the hospital are also provided in the Health Centre as to offer easy access to geographically isolated and distant communities.

5.2.4. Stakeholders and Donors for Program 2

#	STAKEHOLDER	UNIT
1	Tonga Family Health Association (TFHA)	CDOP
2	Tonga Leiti’s Association (TLA)	CDOP, RHN
3	Talitha Project	RHN
4	Tonga Health Promotion Foundation	HPU
5	WHO / UNFPA / DFAT / UNICEF / ADB / Global Fund / SPC	HPU
6	Ministry of Education and Training (Schools)	HPU
7	Ministry of Internal Affairs (Forum of Church Leaders)	HPU
8	Ministry of Agriculture, Food and Forestry (MAFF)	HPU
9	Public Service Commission (PSC)	All
10	Tonga National Emergency Management Office (NEMO)	All
11	Tonga Water Board	Env.
12	His Majesty’s Armed Forces (HMAF)	HPU, CDOP
13	Tonga Broadcasting Commission	HPU
14	Ministry of Justice (Prison’s)	CDOP
15	Shipping Agencies	CDOP, HPU
16	Private Businesses (Nishi Trading)	CDOP, HPU
17	Australian Volunteers	All
18	New Zealand Volunteers	All
19	Peace Corps	HPU

Table 9: Program 2: Preventative Health Objectives/Outputs

PROGRAM 2: PREVENTATIVE HEALTH / PUBLIC HEALTH			
National Outcome C: Empowering Human Development with Gender Equality			
Pillar 2: Social Pillar			
Organizational Outcome 2.6: Stronger and More Integrated Approach by all parts of Society, to address Communicable and Non-Communicable Disease			
NHSP KRA 1: Service Delivery 1.5. Public Health Services			
#	Objectives/Output	Activities	KPIs
2.11	CMO’s Office	5	5
a	Coordinate the Division during operations and immediate response to Natural Disasters, Epidemics and National-state Emergencies (CMO Office)	5	5

Ministry of Health Corporate Plan 2019/20 – 2021/22

#	Objectives/Output	Activities	KPIs
2.12	Communicable Diseases	32	44
a	To reduce the incidence and prevalence of communicable diseases through the implementation of strategies outlined in many health care programs/projects, and through policy development and Health Act to facilitate implementation of public health interventions.	10	10
b	To maintain the high standard of provision of necessary services for visa applicants, employment recruits and food handlers at all times	2	2
c	To maintain the high level of cure rates of DOTS, and to improve the detection rate (10% of current), and cure rates of pulmonary tuberculosis and screening of contacts.	1	2
d	To improve surveillance of all communicable diseases but especially those that are prone to outbreaks such as dengue, typhoid and influenza like illnesses.	2	8
e	To ensure that the capacity of staff at this section is developed appropriately and to ensure a user- friendly working environment, both for staff and users of our services.	3	3
f	To collaborate more effectively with all stakeholders that provide services for STI including HIV/AIDS, in planning, implementation and monitoring of all strategies developed so far, and in accordance with the National Strategic Plan to Respond to STI including HIV/AIDS.	5	10
g	Management, supervision and coordination of the Unit and the Global Fund initiatives	9	9
#	Objectives/Output	Activities	KPIs
3.14	Health Promotion Unit	53	64
a	To improve coverage and delivery of quality health promotion services in Tonga and the outer islands	2	2
b	Develop and improve the provision of essential and quality equipment, instruments and supplies for the continuous provision of Health Promotion Services	2	2
c	Mobilizing and empowering communities through the provision and education of intervention programmes at settings for at risk persons/group in the public/community particularly focusing on the promotion of healthy lifestyles to prevent NCD: Setting: Communities and Church Hubs	6	10
d	Mobilizing and empowering communities through the provision and education of intervention programmes at settings for at risk persons/group in the public/community particularly focusing on the promotion of healthy lifestyles to prevent NCD: Setting: Schools	5	8
e	Mobilizing and empowering communities through the provision and education of intervention programmes at settings for at risk persons/group in the public/community particularly focusing on the promotion of healthy lifestyles to prevent NCD: Setting: Workplaces	4	6
f	Creating a supportive environment in the Ministry of Health establishing the workplace as healthy role models and a champion in health promotion activities: Setting: Ministry of Health	4	6
g	Ad hoc outreach activities requested by Communities and Organizations	1	1
h	Improving awareness and education on significant health issues through the development and delivery of high quality TV & radio programs including short films	8	8
i	Mass media campaign on NCD risk factors implemented as per NCD Strategic Plan	1	1

Ministry of Health Corporate Plan 2019/20 – 2021/22

j	To reduce Tobacco use and its adverse health effects on the Tongan population through: Cessation services, Enforcement and Advocacy	8	8
k	Integrated HPU Action Plan developed and implemented as per partnership work plans via the new NCD Strategy	6	6
l	Monitoring, evaluation and reporting frameworks are in place for all activities and reports to	3	3
m	Management and oversight of the Health Promotion Unit operations and functions and to build the capacity of the Unit to develop their skills and knowledge for improved service delivery.	3	3
Organisational Outcome 2.7: Better care & support for vulnerable people, in particular the disabled			
NHSP KRA 1: Service Delivery 1.1. Maternal and Child Health Services			
#	Objectives/Output	Activities	KPIs
2.15	Reproductive Health	71	95
a	Providing reproductive health care and health promotion services to women of child bearing age, family planning, immunization services, antenatal and post-natal care: Immunization	6	13
b	Providing reproductive health care services to women of child bearing age, family planning, immunization services, antenatal and post-natal care: Family Planning & Zero out-of-stock	4	11
c	Providing reproductive health care services to women of child bearing age, family planning, immunization services, antenatal and post-natal care: Maternal Health	2	4
d	Providing reproductive health care and health promotion services to women of child bearing age, family planning, immunization services, antenatal and post-natal care: Child Health & FLE	3	10
e	Providing reproductive health care services to women of child bearing age, family planning, immunization services, antenatal and post-natal care: Adolescent Health	4	9
f	Developing and strengthening inclusive Gender-based initiatives and services addressing Gender-based Violence (GBV) and Violence against Women and Girls (VAWG) and Disability	6	4
g	To identify the status and impact of reproductive health care services and related health services, disseminate information, raise awareness through strengthening Research and Monitoring and Evaluation.	10	17
h	Strengthening governance and accountability of SRH service delivery through updated and inclusive evidence-based policies, guidelines and legislation	11	8
i	Support and strengthen SRH human resource capacity and supplies to deliver quality and efficient SRH services through training and capacity building opportunities.	10	10
j	Management, Operations and Supervision of the Reproductive Health Unit to ensure consistent delivery of quality services and that universal access to SRH is maintained.	2	2
k	Support and strengthen the implementation, oversight and operations of the RMNCAH Committee	1	3
l	Strengthen and support quality service delivery and universal health access to SRH through infrastructural / health facility maintenance and development.	4	3
m	Strengthen Tonga's capacity and to highlight Tonga's contribution and growth to the regional and international platform through participation and inclusion in regional and international workshops, training, meetings and conferences.	8	1
Organizational Outcome 2.6: Stronger and More Integrated Approach by all parts of Society, to address Communicable and Non-Communicable Disease			
NHSP KRA 1: Service Delivery 1.5. Public Health Services			
#	Objectives/Output	Activities	KPIs

Ministry of Health Corporate Plan 2019/20 – 2021/22

2.21	Environmental Health	27	38
a	To protect our borders from introduction of Communicable Diseases and to protect people from consuming and utilizing harmful expired items	3	6
b	To ensure good quality and quantity rural water supply is available for the different communities.	2	4
c	To proactively prepare, prevent and respond effectively to natural disasters and outbreaks to mitigate the environmental health impacts.	2	3
d	Identify, prevent, detect and control the spread of vector-borne, water-borne or airborne communicable diseases through disease prevention initiatives and enforcement regulations (manage vectors and pests) and promoting clean living environments/settings.	5	11
e	To ensure proper segregation, collection and disposal of clinical waste.	1	2
f	To upgrade the knowledge and skills of the staff by providing necessary training opportunities.	3	3
g	Development and utilization of Key Strategic Documents, Protocols and Legal Frameworks (Acts / Policies) to develop areas around Environmental Health that will benefit the people of Tonga	5	5
h	To develop the facilities and infrastructure of the Environmental Health Unit to facilitate service development, quality service delivery and improve coverage	5	3
i	Ensure adequate human resources are available to maintain quality service delivery	1	1
Organizational Outcome 2.6: Stronger and More Integrated Approach by all parts of Society, to address Communicable and Non-Communicable Disease			
Organisational Outcome 2.7: Better care & support for vulnerable people, in particular the disabled			
NHSP KRA 1: Service Delivery 1.5. Public Health Services			
#	Objectives/Output	Activities	KPIs
2.31	Community Health	31	47
a	Provide Diabetes-related services including GDM and outreach services to the people of Tonga (National Diabetes Centre)	1	9
b	To improve and maintain adequate and quality facilities, resources, drugs and equipment to ensure consistent and quality diabetes services (National Diabetes Centre)	2	2
c	Development and Implementation of Integrated strategies including strengthening partnerships for the prevention of diabetes through primary prevention and promotion of healthy lifestyles	3	3
d	Strengthen community-based prevention and control of Diabetes at Health Centre clinics and Outer Island Hospitals	3	5
e	Build the capacity of the Community Health Unit (NDC, NCD and Community Health Centres) including partners through training and research on the prevention and control of diabetes	3	3
f	To work in collaboration with and support other Ministry of Health Units and the community to promote good health and prevent morbidity from NCD and CD in the communities	8	11
g	To provide sustainable people-centred good quality care from Community Health Centres (CHC)	2	6
h	To train and support the development of the CHC workforce to improve the capacity for evidence-based decision making, sector learning and data management	2	2
i	Ensure adequate equipment and treatment supplies are routinely available at all CHC facilities including Outer Islands	1	1

Ministry of Health Corporate Plan 2019/20 – 2021/22

j	To develop and maintain quality standard facilities and human resources in the Health Centres that cater to the people of Tonga	6	5
2.31	Niutopotapu / Niuafou'ou	10	18
k	Provide healthcare services at Likamonu Community Hospital including Tafahi	5	9
l	Provide healthcare services at Tu'afakilelei Community Health Centre	5	9
2.1	PREVENTATIVE / PUBLIC HEALTH	229	311

5.2.5. Summary of Program Budget and Staff

Table 10: Program 2 Budget and Staff

Category	Corporate Plan & Budget		
	FY 2018/19	FY2019/20	FY2020/21
	Original Budget	Budget Estimate	Projection
Total Budget (\$m)	7.04	8.20	8.21
Recurrent (\$m)	6.71	6.84	6.84
Development	0.33	1.37	1.37
Established staff			
Executive Staff (Band A to C)	0	0	0
Professional Staff (Band D to L)	125	127	127
Other Staff (Band M to S)	91	94	94
Total Established Staff	216	221	221
Total Staff	216	221	221

5.2.6. Changes to program 2 from last corporate plan

Link to last CP&B	Ongoing	Minor change 5% (1% - 50%)	Major Change (50%)+	New
-------------------	---------	-----------------------------------	---------------------	-----

There have been no significant changes to the services provided by public health however the budget for Public health has increased as the nursing staff working in public health are now budgeted for within the divisions budget rather than under the division of nursing. The Niuafou'ou (Tu'afakilelei) and Niutopotapu (Likamonu) Community Hospital Budgets have also been moved to Program 2. And there have also been changes to the cost of medical supplies.

However, there are major incoming projects which will have implications on the costing arrangements for the Recurrent Budget. These projects include the Introduction of the new vaccines; this endeavour is led by ADB and UNICEF whom have arranged Government co-financing. Other major projects include the Transformative Agenda which is funded by DFAT via UNFPA which focuses on strengthening the reproductive health services to meet the goal of zero unmet needs targeting vulnerable populations of women, children and new-born (GPA point). TongaHealth, Globalfund, WHO and DFAT are also heavily involved with the activities, projects and resources for the Public Health Division as these areas focus more mobilizing the services on health protection, health promotion and health prevention out into the community and remote areas, hence the many activities on outreach programs, outer island visits to remote areas and community-based interventions like awareness programs. Other important areas include improving the infrastructure of community health centres (Kolovai) and clinics (Ma'ufanga and Pea clinics) not only in Tonga but in the remote outer islands of Ha'afeva, Nomuka and Hunga. Likamonu has also been completed which means more services, maintenance and asset management required for the upgraded hospital.

Ministry of Health Corporate Plan 2019/20 – 2021/22

Health promotion also focuses on community based health promotion via the four key areas of workplace, schools, churches and communities. Some of the Health promotion interventions are also focusing on strengthening initiatives on encouraging healthy lifestyles and foods, quitline services and advocacy on sin taxes on unhealthy foods and tapaka Tonga. The Community Health Section on the other hand focuses on Gestational Diabetes (GDM) project by TongaHealth and the secondary prevention of morbidities and health outcomes for patients with NCD. The Communicable Disease Unit together with the Environmental Health Unit will focus on Occupational Health and Safety and MRSA (Infection Control) policies and procedures while being prepared to response to possible disease outbreaks during natural disasters and national emergencies through surveillance.

All the aforementioned projects are centred around the concept of Universal Health Coverage which in turn is linked to the theme of “Our People Our Home” as the services are delivered to or near the homes of the people of Tonga. As services are mobilized to the Communities it helps not only improve the access to health services but protect them financially from any financial burden of trying to access healthcare services.

5.2.7. High-level Key Performance Indicators

	INDICATOR	FRAMEWORK	UNIT
2.1	Smoking prevalence	Healthy Islands	HPU
2.2	Heavy episodic drinking	Healthy Islands	HPU
2.3	Insufficiently active adults	Healthy Islands	HPU
3.1	Exclusive breastfeeding	Healthy Islands	RHS
3.2	Children who are obese	Healthy Islands	HPU
3.3	Physically inactive adolescents	Healthy Islands	HPU
3.4	Obesity in adolescents	Healthy Islands	HPU
3.5	Population using clean fuels	Healthy Islands	ENV
2.5	Tobacco excise taxes	Healthy Islands	HPU
2.6	Excise taxes, alcoholic drinks	Healthy Islands	HPU
2.7	Excise taxes, SSBs	Healthy Islands	HPU
3.6	Evidence of healthy food policies in schools	Healthy Islands	HPU
2.8	Availability of essential NCD drugs	Healthy Islands	Community
2.1	Service coverage for people with increased CVD risk	Healthy Islands	Community /HPU
2.12	Contraceptive prevalence	Healthy Islands	RHS
3.7	Antenatal care coverage	Healthy Islands	RHS
4.3	Population using improved drinking-water services	Healthy Islands	ENV
4.4	Population using improved sanitation facilities	Healthy Islands	ENV
2.13	HIV prevalence	Healthy Islands	CD
2.14	TB incidence	Healthy Islands	CD
2.15	Diabetes-related amputation rates	Healthy Islands	Community
3.8	Births attended by skilled health personnel	Healthy Islands	RHS
3.9	Immunisation coverage for DTP3	Healthy Islands	RHS
3.1	Immunisation coverage for measles	Healthy Islands	RHS
3.11	HPV vaccine coverage	Healthy Islands	RHS
3.12	HIV prevalence among pregnant women	Healthy Islands	CD
4.5	Vector-borne disease outbreaks	Healthy Islands	ENV / CD
3.1.1	Maternal deaths per 100,000 live births	SDG/TSDFII	RHS
3.1.2	Proportion of births attended by skilled health personnel	SDG	RHS
*	Infant mortality rate per 1,000 live births	SDG	RHS
3.2.1	Under-5 mortality rate (deaths per 1,000 live births)	SDG	RHS

Ministry of Health Corporate Plan 2019/20 – 2021/22

3.2.2	Neonatal mortality rate (deaths per 1,000 live births)	SDG	RHS
3.3.1	Number of new HIV infections per 1,000 uninfected population (by age group, sex and key populations)	SDG	CD
3.3.2	Tuberculosis incidence per 1,000 persons per year	SDG	CD
3.3.4	Number of new hepatitis B infections per 100,000 population in a given year	SDG	CD
3.3.5	Number of people requiring interventions against neglected tropical diseases	SDG	CD
*	Mortality rates from Non-communicable diseases for men (diabetes, high blood pressure, heart attack etc)	TSDFI	Community
*	Mortality rates from Non-communicable diseases for women (diabetes, high blood pressure, heart attack etc)	TSDFI	Community
3.4.1 *	Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease	SDG	Community
3.5.2	Harmful use of alcohol, defined according to the national context as alcohol per capita consumption (aged 15 years and older) within a calendar year in litres of pure alcohol	SDG	HPU
3.7.1	Percentage of women of reproductive age (aged 15-49) who have their need for family planning satisfied with modern methods	SDG	RHS
3.7.2	Adolescent birth rate (aged 10-14; aged 15-19) per 1,000 women in that age group	SDG	RHS
*	Immunisation coverage	TSDFI	RHS

***RHS:** Reproductive Health Services

***HPU:** Health Promotion Unit

***ENV:** Environmental Health Services

***CD:** Communicable Diseases Unit

In addition to range of national and international health indicators (see table above) the Ministry of Health use structure, process and performance indicators to assess its performance and allow evidence based decision making to occur. Details of the activities can be found in Appendix 2

5.3. Program.3: Clinical/Hospital Services

5.3.1. Division(s)/ Sub-Programs Responsible:

- Inpatients
- Theatre, Anaesthesia & ICU
- Casualty
- Medical Referral
- Visiting Specialists
- Outpatients
- Eye care
- Ear Nose and Throat
- Diagnostic Services; Laboratory, X ray
- Pharmacy
- Allied Health, Nutrition, Physical Therapy, Podiatry
- Hospital Support Services; Administration, Infection Control, Sterilisation services, Domestic services, Laundry & Seamstress,
- Maintenance of MOH facilities and compound
- Biomedical specialized equipment
- Leadership and management of the Medical & Dental Board also falls under the role of the Medical Superintendent

5.3.2. Major Customers

The Medical and Surgical Care Sub-Program covers the key clinical health care services provided at Vaiola Hospital. These services are catered to all patients admitted to Vaiola Hospital for medical treatment, management, consultation and care. The Surgical Ward caters for patients presented with surgical-related conditions in need of major surgery, surgical treatment and procedures. The Surgical Ward also handles cases referred from other wards. The Medical Ward is responsible for all patients in need of internal medicine and primary care which include long-term condition patients with uncontrollable Diabetes, Hypertension, Cancer and Stroke. Obstetrics & Gynaecology focuses on patients presenting with gynaecological problems primarily pregnant mothers and women in general. Paediatrics is responsible for providing health care services for children aged 0 -14 years of age including premature babies, while Mental Health handles psychiatric cases suffering with mental illnesses.

The Outpatient and Casualty Services Sub-Program covers the Clinical Support Services provided at Vaiola Hospital. The major customers benefitting from these services are the Healthcare Practitioners and Professionals using the diagnostic services (Radiology and Pathology services) and sterilization services. In addition, the patients admitted / referred to Vaiola Hospital for specialized treatment, management,

Ministry of Health Corporate Plan 2019/20 – 2021/22

consultation and care for specific conditions like Diabetes, Eye-related problems, medical conditions affecting the Ears, Nose and Throat to patients in need of Physiotherapy for recovery.

5.3.3. Program Result:

The Key Wards within Vaiola Hospital handle many of the specialized medical treatments and procedures which require technical skills to operate and utilize. These services help treat people and facilitating recovery from medical conditions. The services and procedures provided in each area is different and specific. To ensure that the hospital setting is safe, sanitized and clean Infection Control measures are in place throughout Vaiola to help ensure that a conducive and safe environment is maintained continuously.

- The Surgical Ward provides major and minor surgery and operations like abdominal surgeries, orthopaedic operations, hernias, amputation, urology, exploratory surgeries and excisions. All of these services are supplemented by Anaesthesia and ICU services.
- The Medical Ward provides treatment, palliative and diagnostic services for patients in need of long-term medical care like cancer, stroke and hypertensive patients.
- Obstetrics & Gynaecology is responsible for the delivery of new-born infants through their midwifery services, pap smears, consultations and diagnosis of gynaecological conditions.
- Paediatrics provides healthcare services for children who suffer from different conditions like Acute Respiratory Infections, Leukaemia, Cardiovascular Diseases and Infectious diseases. The Paediatrics Ward also provides care for premature infants in their Special Care Nursery.
- The Mental Health Section provides healthcare and management services which include therapy, medication, raising awareness and consultations for psychiatric patients.
- The Isolation Ward quarantines patients with highly infectious diseases as to prevent further contamination and the spread of the disease while undergoing regular treatment for full recovery.

The Outpatient and Casualty Services Sub-Program provide services that assist the Medical and Surgical Care Sub-Programs. These services are more specialized in handling specific cases and have customized functions and facilities. The list below outlines some of the basic general services provided.

- The Outpatient and Emergency Ward provides emergency immediate care, treatment and referral of emergency cases admitted to Vaiola, while the Outpatient section handles general cases of conditions that are triaged and consulted with accordingly – usually minor cases.
- The Pharmacy provides the procuring of medical supplies and drugs, responsible for storage, distribution and monitoring of medical drugs which accounts to 44% of the Ministry's operational budget.
- The Radiology Section has X-Ray services, Fluoroscopy (Special X-Rays), and Ultrasound Services, CT (Computerized Topography) and Mammography services.
- Pharmacy provides the pharmaceutical medication and drugs for the treatment of patients.
- Pathology has various diagnostic services to identify the medical condition of a patient so that treatment can be implemented. In addition. Pathology facilitates blood bank donors and provides Haematological, Histo-pathological and Biochemistry services to Medical Professionals and patients.
- Physiotherapy is responsible for providing appropriate physiotherapeutic treatment for both inpatients and outpatients patients.
- Ophthalmological Services are catered for patients with eye problems. Services include checking eye infections, cataracts and prescribing eye-glasses.

Ministry of Health Corporate Plan 2019/20 – 2021/22

- The Diabetes Ward is specialized for patients suffering from Diabetes and CVD and in need of assistance with treatment, follow-up management and consultations. The Diabetes Ward also conducts community visits to NCD patients.
- The ENT clinic provides specialized care and treatment for patients with conditions affecting the Ears, Nose and Throat.
- The CSSD provides sterilization services for all the equipment, tools and utilities used for medical treatment and management like scalpels, needles etc.
 - Non clinical support services include administration, Infection Control, Sterilisation services, Domestic services, Laundry & Seamstress
 - Maintenance of MOH facilities and compound Biomedical specialized equipment

5.3.4. Stakeholders and Donors for Program 3

#	PARTNERSHIPS
1	Open Heart International
2	Orthopaedics
3	Colon & Rectal Surgery
4	Urology
5	Plastic Surgery
6	Eye Surgery
7	ENT Surgery
8	Paediatrics Urology
9	Paediatrics Oncology (Starship Hospital)
10	Respiratory Specialist (OSA)
11	Paediatric Cardiology
12	Emergency Medicine (ACEM)
13	Auckland Hospital
14	Mercy Ascot Private Hospital
15	Sydney Hospital
16	India Apollo Hospital
17	Tae Kami Foundation (Walk On Walk Strong)
18	Tonga Medical Association
19	Tonga Breast Cancer Society
20	Tonga Child Cancer Society
21	Tonga Dialysis Foundation
22	Tonga Diabetes Foundation/ Tonga Diabetes Association
23	Private Businesses (RealTonga Airlines etc.)
24	Shriner Hospital
25	Starkey Hearing Foundation
26	Women's Children Crisis Center (WCCC)
27	Ma'a Fafine moe Fanau Tonga (MFF)
28	Tonga Red Cross Society
29	Alonga Center
30	'Ofa Tui 'Amanaki (OTA) Disability Centre
31	Fiji National University
32	University of Auckland
33	WHO/UNFPA/DFAT/UNICEF/ADB/World Bank/Japan Aid/SPC
34	Motivation Australia

Table 11: Program 3: Clinical / Medical Health Objectives/Outputs

Ministry of Health Corporate Plan 2019/20 – 2021/22

Program 3: Curative Health Services			
National Outcome C: Empowering Human Development with Gender Equality			
Pillar 2: Social Pillar			
Organizational Outcome 2.5: Improved, country-wide, health care systems which better address the medical conditions			
Primary NHSP KRA 4: Leadership And Governance			
#	Objectives/Output	Activities	KPIs
3.11	Medical and Dental Board	14	14
a	To manage and monitor medical professionals (physicians, dentists, specialists etc.) to ensure compliance with National Standards and Qualifications via the Medical and Dental Board.	5	5
b	Strengthen the Medical Referral System of Patients Internally and Internationally to provide higher survival and treatment chances for Patients.	3	3
c	To efficiently manage, coordinate and assist Visiting and Locum specialists at Vaiola Hospital and the Outer Island Community Hospitals to provide essential specialist treatment, care and management for the people of Tonga that is not normally available	5	5
d	Professional Development and attendance in international meetings, workshops, forums	1	1
Organizational Outcome 2.5: Improved, country-wide, health care systems which better address the medical conditions			
#	Objectives/Output	Activities	KPIs
3.21	Medical & Surgical	71	116
NHSP KRA 1: Service Delivery 1.1. Maternal and Child Health Services			
Paediatrics		11	21
a	Provide best care for sick children and neonates	2	12
b	Ensure adequate equipment is available to deliver paediatric services (Providing Stock / Logistics)	2	1
c	Provide educational frame work and professional development for staff nurses and doctors alike.	3	2
d	Overseeing maintenance of equipment and infrastructure for the Paediatric Unit	1	2
e	Outreach to other hospitals and health centres to provide care for children	1	2
f	Outreach clinics to Children with Disability	1	1
g	Advocate for children and support maternal child health initiatives with public health team.	1	1
Organisational Outcome 2.7: Better care & support for vulnerable people, in particular the disabled			
NHSP KRA 1: Service Delivery 1.4. Mental Health and Disability Services			
Psychiatric / Mental Health		35	45
a	To promote knowledge in Mental health and dissolve misconception, stigmatization, ignorance and discrimination through education and awareness programs.	4	4
b	Provision of health services and psychiatric care to patients who suffer from the implications of drugs, alcohol & tobacco, institutionalization, traumatic situations in the Community and to continue the process of deinstitutionalization for all psychiatric cases.	4	12
c	To broaden the treatment armamentarium for psychiatric patients such as atypical antipsychotics, other psychotropic medications and equipment.	4	4
d	To formulate and implement Legislations and policies related to mental health and to engage stakeholders involved with mental-health issues to strengthen collaboration and support for advocacy.	8	8

Ministry of Health Corporate Plan 2019/20 – 2021/22

e	Renovate and develop the building facility to meet the objectives of the unit and the provisions of the Health Services Act and to cater for patients and staff and to maintain a sanitary, clean and healthy environment.	4	3
f	Capacity building and equipping the Mental Health Unit and partners to improve the interdisciplinary management of psychiatric inpatients and psychiatric patients in the community	3	7
g	To maintain high calibre skilled Health staff within the Ministry and to develop the skills of stakeholders and related parties to cater for the rising demand for mental health skills and knowledge	4	2
h	To ensure high standard of performance provide to staff and patient	2	2
i	To provide safety uniform and place for staff	3	3
Organizational Outcome 2.5: Improved, country-wide, health care systems which better address the medical conditions			
NHSP KRA 1: Service Delivery 1.2: Adolescence and Adult Health			
Surgical / Operating Theatre		5	12
a	To deliver Surgical services for all patients presenting with surgical problems.	1	4
b	To develop the Unit's facilities and infrastructure to acceptable standards	1	1
c	To develop the Unit's Human Resources through Training, Workshops and Attachments	1	5
d	To strengthen Universal Health Coverage by delivering the services to the Outer Islands	2	2
NHSP KRA 1: Service Delivery 1.1. Maternal and Child Health Services			
Obstetrics / Gynaecology		6	12
a	To deliver Obstetrics/Gynaecology services to the people of Tonga	2	4
b	To develop the Unit's facilities and infrastructure to acceptable standards	1	1
c	To develop the Unit's Human Resources through Training, Workshops and Attachments	2	5
d	To strengthen Universal Health Coverage by delivering the services to the Outer Islands and to the Community	1	2
NHSP KRA 1: Service Delivery 1.2: Adolescence and Adult Health			
ICU / Anaesthetics		5	10
a	The provision of quality Intensive Care Unit (ICU) to the people of Tonga	2	4
b	To develop the Unit's facilities and infrastructure to acceptable standards	1	1
c	To develop the Unit's Human Resources through Training, Workshops and Attachments	2	5
Medical Services		5	12
a	The provision of quality Medical Services to the people of Tonga	1	4
b	To develop the Unit's facilities and infrastructure to acceptable standards	1	1
c	To develop the Unit's Human Resources through Training, Workshops and Attachments	2	5
d	To strengthen Universal Health Coverage by delivering the services to the Outer Islands and to the Community	1	2
Isolation Ward		4	4
a	To ascertain proper management of all patients admitted to the Isolation Ward and those that have been discharged but needs to be followed up at home.	4	4
#	Objectives/Output	Activities	KPIs
3.33	Outpatient & Casualty	76	113
Pharmacy		19	25
a	Ensure that there are adequate medical drugs and pharmaceuticals to meet the growing demand as a result of Universal Health Coverage (preventative, curative,	3	6

Ministry of Health Corporate Plan 2019/20 – 2021/22

	rehabilitative and palliative services) and the implications of the NCD epidemic and rise in MRSA antibiotic resistance infections		
b	Ensure adequate funds are available to cater for the increasing demand for quality and stronger medicines due to MRSA and the rise in medicine/drugs prices	1	1
c	Establish monitoring processes to manage storage to prevent outages and forecast adequately to improve timely procurement preventing out-of-stock age	1	1
d	Train and increase the human resource capacity of the Pharmacy Unit to meet increasing needs, improve quality and address changing workforce	6	6
e	To improve and maintain adequate and quality pharmacy facilities, environment and assets to meet Regional and International standards in dispensing drugs to patients, providing a safe environment for patient safety and to facilitate storage and transportation of pharmaceuticals.	6	6
f	To strengthen and enforce legal frameworks including governing and regulatory policies to ensure compliance and adherence to the Pharmacy Act and related laws and policies.	1	3
g	Management and oversight of the Pharmacy Units administrative functions and operations	1	2
Diagnostics (X-Ray & Laboratory)		19	32
a	Provision of essential and quality equipment, instruments and supplies for the continuous provision of Diagnostic Services	3	2
b	The provision of Quality Diagnostic Services to cater to the main Clinical Service Delivery including the Outer Islands	2	13
c	Developing and establishing the International standards of the Diagnostic services provided to improve quality and provision to the people of Tonga	8	9
d	Developing Diagnostic capability and human resources to meet International standards and the demand from Clinical Services	6	8
Ophthalmology		5	5
a	To deliver ophthalmology services to the people of Tonga	2	2
b	To develop the Unit's facilities and infrastructure to acceptable standards	1	1
c	To develop the Unit's Human Resources through Training, Workshops and Attachments	1	1
d	To strengthen Universal Health Coverage by delivering the services to the Outer Islands	1	1
Physiotherapy		5	5
a	To deliver physiotherapy services to the people of Tonga	2	2
b	To develop the Unit's facilities and infrastructure to acceptable standards	1	1
c	To develop the Unit's Human Resources through Training, Workshops and Attachments	1	1
d	To strengthen Universal Health Coverage by delivering the services to the Outer Islands and to the Community	1	1
ENT		4	5
a	The provision of quality Ear Nose & Throat (ENT) Services at Vaiola and the Community	4	5
Infection Control		9	17
a	To purchase the basic infection control supplies & equipment recommended by the Hospital Infection control Manual to combat MRSA and maintain high standards of infection control within the Hospital	6	6
b	To advocate awareness on proper infection prevention and control practices	1	3
c	Regular training of staff on proper infection control practices	1	5

Ministry of Health Corporate Plan 2019/20 – 2021/22

d	Implement Audits and surveillance on MRSA and nosocomial infections to measure the status of the infection control procedures and possible spread of infection	1	3
CSSD		3	5
a	To cater for Emergency and Visiting Teams Workload	1	1
b	To improve efficiency of the operating theatre through quality and adequate equipment	1	3
c	To develop and strengthen the Capacity of the CSSD staff to assist with clinical services	1	1
Outpatient & Emergency		12	19
a	To improve the provision of quality Outpatient & Emergency/Casualty Services to the people of Tonga	5	6
b	To develop and maintain quality facilities and assets to cater to the people of Tonga during their visit and consultations	1	3
c	Collaboration with other Line Ministries and Organizations in preparedness and response to Emergency situations	4	4
d	To develop the Human Resources and capacity of the Outpatient and Emergency Unit	1	2
e	To update and review the frameworks and documents (Plans / SOPs) that govern the implementation and operations of the Outpatient and Emergency Unit	1	4
#	Objectives/Output	Activities	KPIs
3.4	Clinical Support Services	49	50
Hospital Administration		6	6
a	To provide adequate Hospital forms to all respective working area	1	1
b	To closely monitoring of Clinical and Non Clinical sections by conducting monthly meeting with both Sections	1	1
c	Effectively update and reshuffling of Healthcare Professionals to/from outer island, and Island tour to operation of Non Clinical at outer islands	3	3
d	To revise or develop and update posts descriptions of Non clinical Sections	1	1
Domestic		6	7
a	To improve domestic services for Vaiola Hospital	1	1
b	To provide domestic needs and supplies for Vaiola Hospital in a timely manner.	1	2
c	To ensure professional handling of Cleaners Contract within the MOH	2	2
d	To ensure high standard of performance in grounds keeping services	2	2
Laundry		4	4
a	To ensure laundry staff safety	1	1
b	To upgrade and improve the skills and knowledge of staff	1	1
c	Maintenance and management of Laundry Equipment and services	2	2
Seamstress		3	3
a	Management of Seamstress staff and capacity building opportunities	1	1
b	To deliver seaming services to the staff of the Ministry of Health	2	2
Security		2	2
a	To ensure the security of the hospital premises is sustain at all time	2	2
Communication		2	2
a	Ensure adequate human resources and equipment is available to maintain consistent quality communication	2	2
Catering / Nutrition		11	11
a	To improve quality of hospital catering services	4	3
b	To upgrade standard of Catering Services Facilities including the Second Phase of the Catering Site	2	2
c	To provide appropriate training and capacity building for catering staffs	3	3

Ministry of Health Corporate Plan 2019/20 – 2021/22

d	To improve dietary lifestyle of all patients with diet related problems including NCD's, and to promote healthy eating among them.	1	1
e	To improve efficiency and quality of hospital's Catering Services including 'other' functions of the Catering Services	1	1
Maintenance		7	7
a	To manage the human resources and capacity development of the Maintenance Unit to meet the demand of the Hospital to keep the services operational and the Hospital functioning	1	11
b	To control, maintain and manage equipment, facilities, building and infrastructures of the MOH	4	4
c	To implement Preventative Management from the Maintenance sections (Vaiola Hospital, Health Centres and Outer Islands)	2	2
Biomedical Engineering		8	8
a	To manage the human resources and capacity development of the Biomedical Unit	1	1
b	To maintain and repair the assets and equipment on a regular basis based on a maintenance system	2	2
c	To introduce new oxygen compressor	2	2
d	Hospital to be self-supporting in BME function with support from Consultant	3	3
National Outcome C: Empowering Human Development with Gender Equality			
Pillar 2: Social Pillar			
Organizational Outcome 2.5: Improved, country-wide, health care systems which better address the medical conditions			
NHSP KRA 1: Service Delivery 1.1 - 1.7			
#	Objectives/Output	Activities	KPIs
3.12	Prince Ngu (Vava'u Hospital)	31	82
a	Ensure all standard essential medical equipment/resources are available for Prince Ngu Hospital and CHC for the continual delivery of quality services healthcare services in the Outer Islands: Clinical and Clinical Support Services - Medical, Dental, Laboratory, Pharmacy	4	20
b	Ensure all standard essential medical equipment/resources are available for Prince Ngu Hospital and CHC for the continual delivery of quality services healthcare services in the Outer Islands: Public Health Services - CHC, Reproductive Health, and Dental Health.	6	30
c	Strengthen universal health coverage and access to healthcare services in the remote islands of Vava'u	4	6
d	Maintain and deliver corporate service operations and management of the Prince Ngu Hospital.	1	7
e	Maintenance of assets and facilities to ensure continuous delivery of quality services including housekeeping and ground keeping.	4	18
f	Training and capacity development of Prince Ngu staff to ensure quality service delivery	1	1
#	Objectives/Output	Activities	KPIs
3.13	Niu'ui Hospital (Ha'apai)	21	79
a	Ensure all standard essential medical equipment/resources are available for Niu'ui Hospital and CHC for the continual delivery of quality services healthcare services in the Outer Islands: Clinical and Clinical Support Services - Medical, Dental, Laboratory, Pharmacy	4	21
b	Ensure all standard essential medical equipment/resources are available for Niu'ui Hospital and CHC for the continual delivery of quality services healthcare services in the Outer Islands: Public Health Services - CHC, Reproductive Health, and Dental Health.	5	26

Ministry of Health Corporate Plan 2019/20 – 2021/22

c	Strengthen universal health coverage and access to healthcare services in the remote islands of Ha'apai	4	7
d	Maintain and deliver corporate service operations and management of the Niu'ui Hospital.	1	5
e	Maintenance of assets and facilities to ensure continuous delivery of quality services including housekeeping and ground keeping.	6	19
f	Training and capacity development of Niu'ui staff to ensure quality service delivery	1	1
#	Objectives/Output	Activities	KPIs
3.14	Niu'eiki Hospital ('Eua)	12	31
a	Ensure all standard essential medical equipment/resources are available for Niu'eiki Hospital and CHC for the continual delivery of quality services healthcare services in the Outer Islands: Clinical and Clinical Support Services - Medical, Dental, Laboratory, Pharmacy	4	17
b	Ensure all standard essential medical equipment/resources are available for Niu'eiki Hospital and CHC for the continual delivery of quality services healthcare services in the Outer Islands: Public Health Services - CHC, Reproductive Health, Dental Health.	4	26
c	Strengthen universal health coverage and access to healthcare services in the remote islands of 'Eua	1	1
d	Maintain and deliver corporate service operations and management of the Niu'eiki Hospital.	1	5
e	Maintenance of assets and facilities to ensure continuous delivery of quality services including housekeeping and ground keeping.	1	6
f	Training and capacity development of Niu'eiki staff to ensure quality service delivery	1	1

5.3.5. Summary of Program Budget and Staff

Table 12: Program 3 budget and staff

Category	Corporate Plan & Budget		
	FY 2018/19	FY2019/20	FY2020/21
	Original Budget	Budget Estimate	Projection
Total Budget (\$m)	13.84	27.50	27.25
Recurrent (\$m)	13.77	26.25	26.00
Development	0.07	1.25	1.25
Established staff			
Executive Staff (Band A to C)	0	0	0
Professional Staff (Band D to L)	374	388	388
Other Staff (Band M to S)	292	297	297
Total Established Staff	666	685	685
Total Staff	666	685	685

5.3.6. Changes to program 3 from last corporate plan

Link to last CP&B	Ongoing	Minor change 17% (1% - 50%)	Major Change (50%)+	New
-------------------	---------	------------------------------------	---------------------	-----

Ministry of Health Corporate Plan 2019/20 – 2021/22

The curative budget has increased as nurses working in curative health are now budget within the division, and there is an increased budget to cater for medical supplies, infection control and the functions of the Medical and Dental Board.

Overseas and Internal Referrals increasing.

Some of the **specialty areas** like ENT, Ophthalmology and Physiotherapy need to be accessible to the people and communities, hence more community outreach and outer island visits – promoting **Universal Health Coverage. Expansion of physiotherapy services**

In-service Training and upskilling to meet international standards of practice including Returning Scholars / Promotions.

Maintenance, Plumbing and Water Sources for the Hospital.

Medical Supplies has been increased by \$1m which is to cater for all hospital medical supplies (other than those already included in separate items). This increase is to reflect the following expenses:

- a. Increased funding to cater for actual expenses especially procuring of quality products for Theatre
- b. Increase funding to cater for the X-ray medical supply needs and expansion of telemedicine / PACS to outer islands
- c. Increase funding to cater for Laboratory needs

Focus on Infection control (see MOH risk register item 1).

According to the Centres for Disease Control and Prevention, one out of every 20 hospitalized patients will contract a healthcare-associated infection. Here in Tonga, like many places in the world the infection rate in the community and healthcare settings is increasing the spread of these infections, however, can be controlled. There are several simple and cost-effective strategies that can help prevent infections.

The practices that form the basic measures to prevent transmission of infectious diseases within health care environments are divided into standard and transition based precautions and we need to tackle both as standard transition precautions.

Standard precautions - The use of standard precautions for all patients is the primary strategy for minimizing the transmission of infections in health care settings. It is essential that standard precautions are applied at all times when caring for any patient regardless of their infectious disease status. This is becoming more important as the prevalence of unidentified carriage of multidrug-resistant organism (MRO) increases.

Transmission-based precautions - Transmission-based precautions are applied in addition to standard precautions for patients suspected or confirmed to be infected with specific organisms of concern. The additional precautions required to manage these infections varies according to the route of transmission (airborne, droplet or contact).

The specific additional precautions may involve the use of:

- isolation facilities (separate building)
- additional respiratory protection, such as the use of high filtration respiratory masks
- disposable gowns, gloves and eye protection on entry to the room

The Ministry do not have a specific line item for infection control, but rather the costs of tackling this are included within many other areas ensuring supplies to support adequate hand hygiene and environmental hygiene are available, antibiotic stewardship, surveillance and vaccinations

Ministry of Health Corporate Plan 2019/20 – 2021/22

The **medical and dental board** are statutory body established under the laws of Tonga. Currently this board has no funding allocated to it and yet they have a significant legal, professional and ethical responsibility which they currently do have resources to successful undertake. Key duties performed by these boards include: promoting an preserving the integrity of their respective profession, strengthening professional development, improving and monitoring, standards conduct and professional practice as well as the identification and assessment of ‘at-risk’ and poorly performing practitioners.

5.3.7. High-level Key Performance Indicators

#	INDICATOR	FRAMEWORK	UNIT
1.4	International Health Regulations compliance (%)	SDG / Healthy Island	Emergency
3.4.1	Coverage of treatment interventions (pharmacological, psychosocial and rehabilitation and aftercare services) for substance use disorders	SDG	Mental
3.5.2	Harmful use of alcohol, defined according to the national context as alcohol per capita consumption (aged 15 years and older) within a calendar year in litres of pure alcohol	SDG	Emergency
3.6.1	Number of road traffic fatal injury deaths within 30 days, per 100,000 population (age-standardized)	SDG	Emergency
3.1.1	Maternal deaths per 100,000 live births	SDG / TSDFII	Obs/Gynae
3.1.2	Proportion of births attended by skilled health personnel	SDG	Obs/Gynae
	Infant mortality rate per 1,000 live births	TSDFII	Paediatrics
3.2.1	Under-5 mortality rate (deaths per 1,000 live births)	SDG	Paediatrics
3.2.2	Neonatal mortality rate (deaths per 1,000 live births)	SDG	Paediatrics
3.8.1.4	Hospital beds per 10,000 population	SDG	Admin
3.c.1	Health worker density and distribution (per 10,000 population)	SDG	Admin
2.9	Cervical cancer screening	Healthy Island	Obs/Gynae
3.7	Antenatal care coverage	Healthy Island	Obs/Gynae

In addition to range of national and international health indicators (see table above) the Ministry of Health use structure, process and performance indicators to assess it performance and allow evidence based decision making to occur. Details of the activities can be found in Appendix 3.

5.4. Program.4: Dental

5.4.1. Division(s)/ Sub-Programs Responsible:

- Curative dental Outpatient & Admissions
- Public health dental Outreach Services Outer Island Services Disability
- Preventative dental Schools Based Programs
- Dental education & training

5.4.2. Major Customers

The major customers for the Dental Public Health section are the students at all Kindergarten, Primary and Secondary schools and people who have presented themselves to health centres for treatment and care. The Dental public health services has been decentralised into only 2 health centres for accessibility of the community people to dental health preventative and curative services.

The major customers for the Dental Curative section are the general public and general patients for dental check-ups, orthodontic services, endodontic services, Oral and Maxillofacial Surgery as well as people who have presented themselves to the hospital dental clinic for treatment and care.

5.4.3. Program Result

The activities provided by program 4 will result in the national coverage of oral health education and curative services to the general public including the Outer Island populations. The dental services will result in the promotion of good oral health and the reduction in the prevalence of untreated dental caries and existing dental restorations in teeth.

5.4.4. Stakeholders and Donors for Program 4

#	PARTNERSHIPS
1	South Pacific Medical Team
2	Colgate Fiji
3	JICA
4	Fiji National University

Ministry of Health Corporate Plan 2019/20 – 2021/22

5	Ministry of Education and Training
6	Rotary Club
7	WHO / DFAT
8	Tonga Broadcasting Commission

Table 13: Program 4: Dental Health Objectives/Outputs

Program 4: Dental Health Services			
National Outcome C: Empowering Human Development with Gender Equality			
Pillar 2: Social Pillar			
Organizational Outcome 2.5: Improved, country-wide, health care systems which better address the medical conditions			
NHSP KRA 1: Service Delivery 1.3. Dental Health Services			
#	Objectives/Output	#	Activities
#	Objectives/Output	#	KPIs
4.12	DENTAL CURATIVE	11	19
4.1	To improve and maintain quality dental services provided at Vaiola to provide Secondary and Tertiary Oral Health Care to reduce the burden of oral health disease	1	Provide Dental Services at Vaiola Hospital including oral surgery and after-hour services
		2	Ensure quality essential equipment, supplies and resources are procured early, available and monitored to deliver comprehensive oral health services uninterrupted
		3	Maintain monitoring and supervision of service delivery through Bi-Annual Supervisory Visits
		4	Review and adherence to treatment guidelines and standards
		5	Continue Malimali Program 2 (periodontal screening and treatment for NCD patients) also Disabilities care in Tongatapu and the Outer Islands (Alonga and OTA Centers- special needs) (DFAT)
4.2	To train and build the capacity of the Dental staff to meet international standards and provide quality services using up-to-date knowledge and skills.	1	Recruitment of Qualified Dental Staff (Dental Officers, Dental Therapists trained) to adequately provide comprehensive oral health care and dental services
		2	Recruitment and Promotion of Dental Support Staff
		3	Training and Upskilling of Dental Staff (Continuous Professional Development) and new training initiatives
		4	Overseas attachments, conferences, forums and workshops
4.3	To identify the oral health status of the Tongan population and to evaluate the impact of Primary Oral Health Care services	1	Submit a proposal for a National Oral Health Survey to monitor progress to date
		2	Conduct and promote Dental Health Research in Tonga including implementing Patient Satisfaction Survey
#	Objectives/Output	#	# of Activities
			# of KPIs

Ministry of Health Corporate Plan 2019/20 – 2021/22

4.11	DENTAL PUBLIC HEALTH		7	22
4.4	To ensure universal health coverage of dental services by providing primary Oral Health Care to communities (schools and pregnant women) to promote healthy oral health and prevent the development of oral health diseases (dental caries)	1	Continue Malimali 1 programs in primary schools (Toothbrushing / Fluoride Rinsing) (SPMT / Colgate Fiji)	
		2	Carry out oral health screening program on Pre-School, Primary & Secondary Schools	
		3	Carry out preventative program to individuals with disability and special needs (Alonga & OTA Center)	
		4	Implementing Oral Health Week to promote National Awareness (WHO)	
		5	Distribution of Dental Officers to Outer Islands and Community Health Centers	
		6	Provision of dental outreach services at the Community Health Centres and in the Community (including Outer Islands) (DFAT)	
4.5	To ensure universal health coverage of dental services (Secondary and Primary Oral Health Care) in the Outer Islands: Vava'u, Ha'apai, 'Eua, Niuatoputapu and Niuafo'ou	1	Ensure timely procurement and shipment of essential dental equipment to the Outer Island Community Hospitals	
TOTAL			Activities	KPIs
4.1	DENTAL PROGRAM		18	41

5.4.5. Summary of Program Budget and Staff

Table 14: Program 4 Budget and Staff

Category	Corporate Plan & Budget		
	FY 2018/19	FY2019/20	FY2020/21
	Original Budget	Budget Estimate	Projection
Total Budget (\$m)	1.29	2.42	2.42
Recurrent (\$m)	1.29	1.89	1.89
Development	0.00	0.53	0.53
Established staff			
Executive Staff (Band A to C)	0	0	0
Professional Staff (Band D to L)	37	39	39
Other Staff (Band M to S)	26	26	26
Total Established Staff	63	65	65
Total Staff	63	65	65

5.4.6. Changes to program 4 from last corporate plan

Link to last CP&B	Ongoing	Minor change 3% (1% - 50%)	Major Change (50%)+	New
-------------------	---------	-----------------------------------	---------------------	-----

Due to the Ministry's commitment to Universal Health Coverage one of the key changes priorities for the Dental Services is: mobilizing dental services to the communities. The Dental Division is planning to decentralize services to the Health Centres and Outer Islands by mobilizing the dental officers,

Ministry of Health Corporate Plan 2019/20 – 2021/22

therapists, technicians and chairside assistants to the Centres and Community Hospitals. However to facilitate the deployment of the officers the Health Centres and Outer Islands the facilities should be able to accommodate as to provide the basic essential dental services. The Outer Island visits are meant to provide services such as oral prosthetics, dental screening and treatment to remote areas that would otherwise not have been able to access these dental services. This is to protect the communities from the financial costs of travel.

5.4.7. High-Level Key Performance Indicators

#	Indicator	Type	2017	
4.2.1a	Total Number of Dental Officers	Input		
4.2.1b	Total Number of Dental Therapists	Input		
4.2.2a	Number of New Dental Returning Scholars	Input		
4.3.5a	Total Number of Dental Officers in Outer Islands	Input		
	Total Number of Dental Officers in Health Centres	Input		
4.3.5b	Number of Dental Therapists stationed in Outer Islands	Input		
4.1.1a	Total Number of Patients Seen (Curative/Clinical)	Outcome	10124	
4.1.1b	Total Number of Visits	Outcome	17586	
4.1.1c	Total Number of Antenatal Mothers screened	Outcome	1527	
4.2.1a	Number of Services disrupted / stopped	Outcome	No data	
4.3.1a	Total Number of Primary Schools visited	Outcome	59	
4.3.1b	Total Number of Primary School pupils seen	Outcome	12870	
4.3.1c	Total Number of Pre-school pupils seen	Outcome	1378	
4.3.1d	Total Number of Pre-schools visited	Outcome	40	
4.3.2a	Total Number of Secondary School students seen	Outcome	No data	
4.3.2b	Total Number of Secondary Schools	Outcome	6	
4.3.3a	Number of patients with disability seen (Preventative)	Outcome		
4.3.5c	Total Number of Health Centres providing dental services	Outcome	1	
4.3.6a	Total Number of Patients seen at Health Centres	Outcome	477 (Q4)	
4.1.1d	Total Number of Oral Surgery Cases	Output	249	
4.1.1e	Total Number of After-hour cases	Output	1897	
4.1.1f	Total Number of Dental Prosthetics cases	Output	465	
4.1.3a	Total Outer Island Visits (Supervisory Visit)	Output		
4.1.4a	Treatment Guidelines and Standards up-to-date	Output		
4.3.4a	Oral Health Week Implementation	Output		

In addition to range of national and international health indicators (see table above) the Ministry of Health use structure, process and performance indicators to assess its performance and allow evidence based decision making to occur.

5.5. Program 5: Nursing

5.5.1. Division(s)/ Sub-Programs Responsible:

- Nursing policy leadership and management
- Nursing education

5.5.2. Major Customers

The major immediate customers and individuals benefitting from Program 5 is the general public (patient and non-patients alike) through work of the division both Clinical and Public Health services are supplied with qualified capable and appropriately governed nurses to Clinical and Public health divisions

In terms of the Queen Sālote School of Nursing, the major customers are the student nurses being trained to become registered nurses at Vaiola Hospital in addition to the staff of the Nursing School for delivering educational services.

5.5.3. Program Result:

For Program 5 primary objective is to ***“Improve Quality and Safe Nursing practices”***

To supervise, regulate and monitor the huge number of nursing staff for the whole of Tonga, administrative actions and activities must be in place to help manage the operations and outcomes of the nursing profession. These activities include the Review of the Nurses Act, Supervisory updates and meetings, capacity building activities, administer evaluations and outer-island site visits etc.

The Training (Queen Sālote School of Nursing (QSSN) is to cater for the regular intake of nursing students to help alleviate the shortage in nursing staff in the near future. The services provided include the delivery of the TNQAB approved curriculum for the Diploma in Nursing at QSSN which takes a total of 3 years. Nursing staff are allocated to teach and delivery the curriculum through a variety of both theoretical and practical means for Year 1, 2 and 3 nursing students. Other programs like the Advanced Midwifery courses and Acute Care courses are also provided on demand at the QSSNAH facility. In addition, the School caters

Ministry of Health Corporate Plan 2019/20 – 2021/22

for Allied Health Training programs including on-sight trainings like Radiology, Laboratory, Dental and Public Health Inspectors.

#	PARTNERSHIPS
1	Tonga National Qualification and Accreditation Board (TNQAB)
2	Tonga Nurses, Nurse Midwives, and Nurse Practitioners Board (TNMNPB)
3	University of Auckland
4	Fiji National University
5	Sydney University
6	Ministry of Education and Training
7	WHO / DFAT / UNFPA
8	China Aid
9	Tonga Breast Cancer Society
10	Lalo Mango Group
11	Tonga Nurses Association (TNA)
12	Tonga Nurses Research Alliance (TNRA)

Table 15: Program 5: Nursing Objectives/Outputs

PROGRAM 5: NURSING				
National Outcome D: Responsive Good-governance with Law and Order				
Pillar 3: Political Institutions				
Organizational Outcome 3.1: More efficient, effective, affordable, honest, transparent and apolitical public service focussed on clear priorities				
NHSP KRA 4: Leadership And Governance				
#	Objectives/Output	#	# of Activities	# of KPIs
5.11	CNO OFFICE		6	10
1	Strategic oversight and regulation of the Nursing Profession to maintain International standards and conduct via the Nursing, Midwifery & Nurse Practitioner Board	a1	Secure resources for successful management & operation of the Nursing board	
		a2	Ongoing professional development is mandated and monitored, and compliance is checked before Licences are issued	
		a3	To develop wound care protocol to standardized wound care management at all health care facilities in Tonga (DFAT)	
		a4	Health Centre & Outer Islands Supervisory Visits including roll out policies, protocols and Amended Acts to the Nursing Profession and to the Outer Islands	
		a5	Develop and update Strategic Plans and mandates to raise the standards of the Nursing Profession	
		a6	Commemorate and disseminate protocols and strategic document completion	
National Outcome C: Empowering Human Development with Gender Equality				
Pillar 2: Social Institutions				

Organizational Outcome 2.4: Improved educational and training				
NHSP KRA 2: Health Workforce				
#	Objectives/Output		# of Activities	# of KPIs
5.12	QSSNAH		35	49
1	Strengthen Governance, Leadership and Management of QSINAH	a1	Review Organizational Structure	
		a2	Conduct Performance Appraisal – Performance Management System	
		a3	Develop and update Risk Management Plan	
2	Strengthen the support for Curriculum Development Implementation and Evaluation Capacity	b1	Strengthen working relationship with Tonga National Qualification and Accreditation Board (TNQAB) and Tonga Nurses, Nurse Midwives, and Nurse Practitioners Board (TNMNPB)	
		b2	Accreditation of Training Programs	
		b3	Engage Technical Assistances for Curriculum Development of Graduate Certificate in Acute Care Nursing L7	
		b4	Engage Technical Assistances for Curriculum Development of Bachelor of Nursing L7	
		b5	Engage Technical Assistance for Curriculum Development – Graduate Certificate in NCD	
		b6	Engage Technical Assistance for Curriculum Review and Re-development of Post-graduate Diploma in Midwifery (UNFPA)	
		b7	Engage TNQAB for Curriculum Development Support and provide Monitoring and Evaluation of curriculum development and delivery	
3	Strengthen Working Relationship and Partnership between QSINAH and Clinical/Community Services	c1	Establish a Governance Committee of educators and clinicians to oversight student performance (2019)	
		c2	Support the establishment of the Tonga Midwifery Association, to advocate for the Recognition of Midwifery and Expanded scope of practice of midwives (UNFPA)	
		c3	Conduct Training of Nursing Staff on clinical teaching and supervision skills (Jan 2019) (At a cost) (include in-service training)	
		c4	Establish a Lecturer to Ward allocation for coordination of In-service Training Programs (Confirm with Ward)	
		c5	Establish effective communication processes. (Revise QMS - Attend to meetings in wards)	
		c6	Establish a Professional Development Framework (PDF)	
4	Strengthen the implementation and delivery of nursing training programs abiding by the Quality Management System processes and procedures, the Siate Folau 'a e Neesi Tonga, Code of Ethics and Conduct and meet requirements for completing programs	d1	Recruitment to Nursing and Allied Health Areas in the Ministry of Health	
		d2	Deliver the Advanced Midwifery Programme (UNFPA / DFAT / WHO)	
		d3	Management and Implementation of Nursing Programs as per Quality Management System	
		d4	Graduation Ceremony for the graduating QSSNAH students	

Ministry of Health Corporate Plan 2019/20 – 2021/22

		d5	Provide training for the new nursing students registered for the 3-year Diploma Training and Allied Health students
		d6	Annual EBP Research Conference
5	Upgrade QSINAH Infrastructures, Facilities and Resources - To Improve and increase the accessibility and availability of learning resources and conducive environment for student learning.	e1	Renovation of the Old Nurses Home to be QSINAH Training Building 2 (China Aid / Development)
		e2	Maintenance of Facility & Equipment
		e3	Support Services for new building
6	Development of the QSSNAH into a Queen Salote Institute for Health Education and Research by upgrading staff Capacity/Qualification and Professional Development to provide quality nursing education and training and to create a multidisciplinary Research Culture	f1	Development of the QSSNAH into an Queen Salote Institute for Health Education and Research
		f2	Collaborate to establish a Multi-disciplinary research unit and committee at the Institute
		f3	Clinical teaching and supervision Educators Attachment to a collaborative institution:
		f4	Strengthen Human Resources for QSSNAH in teaching and leadership
		f5	Online study programs for staff in: Health Science Education, Education, Specialised nursing field – Mental Health Nursing, Critical Care Nursing, Nursing Research, Bachelor of Science
		f6	Set up a QSINAH website
7	Provide for Effective Management of Students' Skill Development and Clinical Placement	g1	Improve Best Practice Clinical Practice through - Redesigning Student Checklist format informed by current evidence. Use a 5 column rating.
8	Strengthen Working Relationship and Partnership between QSINAH and Local, Regional and International Networks including Clinical/Community Services to ensure effective in-service training and capacity building of nurses in the practice areas including outer island health facilities	h1	Strengthen relations and network with outside stakeholders and organizations
		h2	Develop and deliver a graduate Certificate in Nursing Program at L7 for senior experienced diploma graduates
		h3	Postgraduate Diploma Programme development with a regional focus. (L7 and above)
TOTAL			# of Activities
5.1	NURSING PROGRAM		59

5.5.4. Summary of Program Budget and Staff
Table 16: Program 5 Budget and Staff

Category	Corporate Plan & Budget		
	FY 2018/19	FY2019/20	FY2020/21
	Original Budget	Budget Estimate	Projection
Total Budget (\$m)	1.97	6.04	6.04
Recurrent (\$m)	1.94	3.33	3.34
Development	0.03	2.70	2.70
Established staff			
Executive Staff (Band A to C)	0	0	0
Professional Staff (Band D to L)	29	29	29

Ministry of Health Corporate Plan 2019/20 – 2021/22

Other Staff (Band M to S)	134	164	164
Total Established Staff	163	193	193
Total Staff	163	193	193

5.5.5. Changes to program 5 from last corporate plan

Link to last CP&	Ongoing	Minor change 16% (1 – 50%)	Major Change (50%+)	New
------------------	---------	---------------------------------------	------------------------	-----

The work of the division continues unchanged but the budget has reduced as the nurses salaries are now accounted for in the budget of the division within which they work. In such cases Public Health Nurses are under the Public Health Division (Program 2) while the Clinical Nurses are within the Clinical Division (Program 3). In addition, the overtime payroll remains in Program 5 hence why there is an increase in the budget. There is still work in progress to adjust the payroll system accordingly.

The changes anticipated in the budget have been requests for the operations of the Nursing, Midwifery & Nurse Practitioner Board. This board is a statutory body established under the laws of Tonga. Currently this board has no dedicated funding to ensure it successfully undertake its legal, professional and ethical responsibilities. Key duties performed by these boards include: promoting and preserving the integrity of their respective profession, strengthening professional development, improving and monitoring, standards conduct and professional practice as well as the identification and assessment of 'at-risk' and poorly performing practitioners.

The biggest anticipated increase is based on the completion of the QSSNAH Renovation and development of the School into an Institute. These future changes will increase the budget for the Nursing School as the Renovation will open the door for more accredited programs and the costing for maintenance as the new school will be utilizing some state-of-the-art simulation rooms. The new compound will need support systems, resources to equip it and trained and qualified staff to provide quality education to the nurses and allied health programs. The nursing school will not only provide programs for the nursing students but advanced nursing courses like Midwifery, Acute Care to name a few.

5.5.6. High-Level Key Performance Indicators

#	INDICATOR	FRAMEWORK	UNIT
1	Total Number of Board Meetings	-	CNO
2	Total Number of SOPs/Acts/Guidelines Reviewed	-	CNO
3	Total Number of Accredited Courses	-	QSSNAH
4	Development stage of Acute Care Nursing L7	-	QSSNAH
5	Development Stage of Bachelor of Nursing L7	-	QSSNAH
6	Development Stage of Graduate Certificate in NCD	-	QSSNAH
7	Development / Review stages of Diploma in Midwifery	-	QSSNAH
8	Total Number of Programs delivered by QSSNAH	-	QSSNAH
9	Pass rate of the 3-year Nursing Program	-	QSSNAH
10	Total Number of Nursing students Graduated	-	QSSNAH
11	Total Number of Allied Health students Graduated	-	QSSNAH
12	Status of upgrading the School to an Institute	-	QSSNAH
13	Completion of QSSNAH Renovation Project	-	QSSNAH

In addition to range of national and international health indicators (see table above) the Ministry of Health use structure, process and performance indicators to assess its performance and allow evidence based decision making to occur.

5.6. Program 6: Tonga Health

While Tonga Health is not a division of the Ministry of Health its budget is received in program 6. As a Non-Government Organisation it has its own corporate plan and performance indicators.

6. Annex

6.1. Annex 1. Corporate Plan / Activities (Program 1)

Program 1: Leadership and Policy			
National Outcome D: Responsive Good-governance with Law and Order			
Pillar 3: Political Institutions			
Organizational Outcome 3.1: More efficient, effective, affordable, honest, transparent and apolitical public s			
Primary NHSP KRA 4: Leadership And Governance			
#	Objectives/Output	#	# of Activities
1.11	Minister's Office		8
a	To enhance, establish and maintain strong National and International Relationships with Stakeholders and Partners	1	Engage in local, regi Ministerial Meeting
		2	Outer Island Ministe Ministry of Health o
		3	Facilitate and engag of Health projects
		4	Increase and strengt Partners and Stakeh
		5	Office of the Ministe and supplies includi
b	To provide informed decision-making and direction for the Ministry of Health in a National Level	1	Advocate and advis
		2	Engage in local, regi Committees respons
		3	Monitor and set the National Health and
#	Objectives/Output	#	# of Activities
1.12	CEO's Office		6
a	To provide informed decision-making and direction for the Ministry of Health in a National and Organizational Level	1	Engage in local, regi Committees respons
		2	Oversight over the C
		3	Chairperson for Nat (NHDC) and Technic
		4	Ensure compliance v Memorandum of Un
		5	Risk register mainta and management
		6	Office of the CEO ad supplies
National Outcome C: Empowering Human Development with Gender Equali			
Pillar 2: Social Pillar			
Organizational Outcome 2.5: Improved, country-wide, health care systems which better address			
Primary NHSP KRA 6: Finance			
#	Objectives/Output	#	# of Activities
1.34	Budget and Finance		16
a	Efficiently manage and monitor the Recurrent Budget and Donor budget according to approved budget and plan	1	Section's equipment remain operational
		2	Divisional and Sectio
		3	Bi-annual Superviso Dissemination of CP
b	To strengthen the Account section and ensure that disbursement of expenditures and collection of revenues comply with Treasury Instructions, Procurement Regulation and PSC regulation	1	Recruit staff to impr
		2	Strengthen financial with donor and Gov

Ministry of Health Corporate Plan 2019/20 – 2021/22

		3	Strengthen capacity international training
c	To provide realistic budget according to Ministry's annual needs as per Annual Management Plan	1	Development and S Budget
		2	Develop AMP for Se
		3	Consultation on the (Outer Islands cover
		4	Support Attendance Meetings concernin
		5	Payment of Recurre implemented
d	Provide financial report and relevant financial information and advice to Head of divisions and Donor partners as agreed for informed decision-making	1	Quarterly Meeting w donor activities are
		2	Support and facilitat and monitoring thei
		3	Quarterly Acquittals
		4	Monthly reports are
		5	National Health Acc
#	Objectives/Output	#	# of Activities
1.34	Procurement		11
a	To broaden and update existing staff skills on relevant procurement method , processes and procedures in place in relation to government procurement regulation policy as to strengthen procurement processes and services in the Ministry.	1	Staffs attend approp training/attachment
		2	In-house training for Procurement Proces
		3	Formal Training opp capacity
		4	Complete guideline procurement proces
		5	Quality of service pr
b	To ensure that there is appropriate equipment and enough resources to assist staffs with their procurement duties.	1	Request for Equipm implemented
		2	Weekly plan for veh
		3	Adequate office sup Procurement Unit
c	To Improve compliance with Government Procurement Regulation	1	Revise and Develop
		2	Ensure procuremen Procurement Plan
d	To recruit staff with appropriate skills to assist with the workload of the Procurement Unit	1	Recruitment of New
National Outcome E: Provision and maintenance of infrastructure and technol			
Pillar 4: Infrastructure and Technology Inputs			
Organizational Outcome 4.3: More reliable, safe and affordable information and communicati			
NHSP KRA 3: Infrastructure, Medical Products and Technology			
#	Objectives/Output	#	# of Activities
1.37	ICT		26
a	To maintain, secure, and enhance the ICT infrastructure (hardware and software) of the Ministry of Health.	1	Develop the Nationa
		2	Develop the Nationa
		3	Develop appropriat
b	To ensure health data and information are secured and safe.	1	Review current ICT I
		2	Implement the amec Topology, if any.

Ministry of Health Corporate Plan 2019/20 – 2021/22

		3	Monitor/check the c every ICT network d
		4	Monitor/check the c every Health Inform
		5	Fix or replace dama
		6	Upgrade and Update
		7	Design, Implement, Ministry
		8	Design, Implement, Ministry
		9	Design, Implement, Controller
		10	Standardize the ICT
		11	Standardize/Unify th applications
		12	Provide desktop sup
		13	Annual ICT technica (together with Corp
		14	Visit of the ICT staff Vaiola hospital – up skills
		15	Recruitment of ICT s
		16	Advance Training fo knowledge
		17	Plan, Design, and Im System – eHealth Pr
c	To provide strategic and policy ICT directions and advice for the Ministry of Health.	1	Apply password poli
		2	Apply appropriate b control
		3	Carry out user audit
		4	Back-up health data
		5	Plan, Design, Imple (DFAT)
		6	Plan, Design, Imple (TongaHealth)
Organizational Outcome 4.4: More reliable, safe and affordable buildings and other			
NHSP KRA 3: Infrastructure, Medical Products and Technology			
#	Objectives/Output	#	# of Activities
1.35	Facilities / Assets		20
a	Asset Management Plan are conducted in compliance with Government Guidelines on Procurement and Disposing-Treasury Instruction and Update Asset Register In-place	1	Asset Report develop Managers
		2	Annual Outer Island Corporate Visit)
		3	Quarterly Visit to He assets
		4	Monthly Report on t
b	To recruit staff with appropriate skills to assist with the workload of the Asset/Facilities Unit	1	Recruitment of New
c	To broaden and update existing staff skills on relevant Asset Management protocol , processes and procedures in place in relation to government Asset management policy-treasury instruction	1	Staffs attend appro local and overseas
		2	In-house training fo Management and ti

Ministry of Health Corporate Plan 2019/20 – 2021/22

		3	Formal Training opp capacity
		4	Complete guideline Management proces as well we donation
		5	Finalize Asset Guide
		6	Quality of service pr
d	To provide monitor, manage and maintain Ministry of Health vehicles to provide efficient Transport services	1	Efficient use and ava staff and equipment
		2	Install GPS system fo
		3	Bi-monthly check-u
		4	Annual Outer Island
		5	Build Workshop Spa Vehicles
		6	Install Radio Networ communication
		7	Recruit drivers from
e	To ensure that there is appropriate equipment and enough resources to assist staffs with their asset duties.	1	Request for Equipm implemented
		2	Adequate office sup Assets Unit
Primary NHSP KRA 5: Information, Research, Policy and Planning			
#	Objectives/Output	#	# of Activities
1.36	Planning / Information		67
a	Efficient Management of the Planning Section to ensure the consistent delivery and operation of the services provided	1	Section's equipment remain operational
		2	Divisional and Sectio
		3	Bi-annual Superviso Dissemination of CP
		4	Promotion of Staff t
		5	Recruit staff to impr
		6	Expand Space / Offi
b	To strengthen the health planning (divisional and the Ministry) and ensure that the Ministry Plans and National Health Status of the country are reviewed and updated annually and on time	1	Development and S Annual Report
		2	Implementation of t Review Week (WHO
		3	Implementation of t Develop AMP for Se
		4	Consultation on the (Outer Islands cover
		5	Establish M&E Fram and Healthy Islands
		6	Provide support to M through integration (unmet need for FP survey) / DHS / Nati
		7	Monitor, Review an
		8	Support collection, a VNR for SDGs and IC
		9	Support Tonga's par dialogue and related advocacy for ICPD is

Ministry of Health Corporate Plan 2019/20 – 2021/22

		10	Provide support to t including SRH, GBV /
		11	Regional research to
		12	Support Attendance Planning Meetings
c	To coordinate, monitor and support partnership with development partners and project stakeholders	1	Payment of donor-f (WHO / UNFPA)
		2	Quarterly Meeting v donor (WHO / UNFP time (TLA / TFHA / T Tonga)
		3	Strengthen coordin compliance with don DFAT)
		4	Support and facilitat and monitoring thei
d	Provide Secretarial Assistance and facilitation of related and relevant Ministry of Health Committees for Planning, Research, Reporting, Training and Information Practices for informed decision-making	1	Quarterly National H (NHDC) meetings
		2	Quarterly NHDC-Tec meetings
e	Monitor, Regulate, Review and Approve Research submitted to the Ministry of Health, Tonga	1	Review and facilitat Research (Fiji Nation etc.)
		2	Reporting on NHERC
		3	Development of Hea
		4	2 local health resear
		5	Gain yearly access to Making, Research an
		6	Co-tutor and facilitat Course at QSSNAH
		7	Disseminate the STE
		8	Disseminate Resear via Multiple Channe
f	Development of Vaiola Hospital's Cancer Registry	1	Registering Cancer r
		2	Establish cancer sur Islands and facilitate (Pacific Regional Hu (WHO)
		3	Facilitate the develo Plan (Multidisciplina
		4	Quarterly National H (NHERC) meetings
		5	Establish an electron applications for an e
		6	Establish a Tonga He
		7	Training of Cancer R registration, data an
		8	Establishment of Ca
g	Maintain and promote complete patient confidentiality within the Section, Vaiola Hospital and throughout the entire Ministry of Health.	1	Amendments and ap and Procedures Mar
		2	Ensure the proper p maintain medical re

Ministry of Health Corporate Plan 2019/20 – 2021/22

		3	Bi-annual Medical R
h	Provide quality and efficient medical records service delivery for the main hospital and outer island community hospitals including timely, relevant and accurate data for clinical and administrative uses	1	Oversight over Reco data
		2	Bi-annual Clinical Co
		3	Train Outer Islands I
		4	Strengthen Medical needs
		5	Expand Space for M increasing Records M
		6	Ensure that medical input into the THIS
		7	Identify solutions an Information Manage
		8	Training of Medical to improve service c
		9	Upgrade and align M
i	To provide health information needs for the Ministry of Health including Vital Statistics etc.	1	Register Live Births
		2	Register Deaths in th
		3	Annual Visit to Oute Death in the Outer I
		4	Yearly Vital Statistic with Ministry of Just
		5	Register and Monito Hospital
		6	Training on Data Ent (WHO)
		7	Participation in the facilitate Ministry of NCRVS (MOJ)
		8	Refresher Course on Entry
		9	Update Death Certif
j	Monitor, evaluate, coordinate, manage and Identify Ministry of Health Project	1	Facilitate, coordinat funded Health Proje
		2	Identify Health Proje including Outer Islan
		3	Maintain stakeholder regards to Ministry p
		4	Training and continu project officer
k	To monitor and ensure sound and sustainable infrastructural development, facilities and asset management for the Ministry of Health focusing on climate resilience and universal healthcare coverage	1 - 13	Based on Projects of
l	To monitor the development of the Outer Island Community Hospitals (Prince Ngu, Niu'ui and Niu'eiki) to ensure infrastructural resilience to Climate Change and Natural Disasters	1 - 13	Based on Projects of This includes the "C Travel to be incorpo
Organizational Outcome 2.5: Improved, country-wide, health care systems which better address			
Organizational Outcome 2.4: Improved educational and training			
Primary NHSP KRA 2: Health Workforce			
#	Objectives/Output	#	# of Activities
1.37	Human Resources & WD		20

Ministry of Health Corporate Plan 2019/20 – 2021/22

a	Sustainable and efficient use of human resources for the improvement and delivery of quality healthcare services	1	Development of Tra (Review)
		2	Develop Training Sc (Priorities and Fundin
		3	Engage donors and (stakeholders to follo
		4	Provide more trainin
		5	Secretariat to the Tr (TDC)
		6	Assist in the establis (tool
		7	Update and Print He
		8	Work collaborativel (organizational chart
		9	Improve staff data n
		10	To monitor Health V (Health
		11	Develop and Submit
		12	Develop Staff Profile (Development
		13	Recruitment of key
		14	In-service training o (educating MOH staf
b	Ensure compliance to PSC and Ministry Policy's regarding Human Resources, Performance and Entitlements	1	Compile, support an (PMS for all MOH sta
		2	Implement and assis (Recruits
		3	Implement End-of-y
		4	Ensure that leaves, r (processed and advis
c	Facilitate Customer Service and Feedback to measure performance and improve service delivery	1	Strengthen custome (the Ministry of Heal
		2	Collect and Analyse (delivery and perform

6.2. Annex 2. Corporate Plan / Activities (Program 2)

PROGRAM 2: PREVENTATIVE HEALTH / PUBLIC HEALTH			
National Outcome C: Empowering Human Development with Gender Equality			
Pillar 2: Social Pillar			
Organizational Outcome 2.6: Stronger and More Integrated Approach by all parts of Soci			
NHSP KRA 1: Service Delivery 1.5. Public Health Services			
#	Objectives/Output	#	# of Activities
2.11	CMO's Office		5

Ministry of Health Corporate Plan 2019/20 – 2021/22

a	Coordinate the Division during operations and immediate response to Natural Disasters, Epidemics and National-state Emergencies (CMO Office)	1	Be the coordinating body to be prepared for Natural Disasters, Epidemics or National-state Emergencies
		2	Renovation of Public Health Building
		3	Support Public Health high-level initiatives of the Division including honouring agreed budget (DFAT)
		4	Coordinate the Unit through regular D
		5	Ensure that Public Health Division is supplied with office and office supplies
#	Objectives/Output	# of Activities	
2.12	Communicable Diseases	32	
a	To reduce the incidence and prevalence of communicable diseases through the implementation of strategies outlined in many health care programs/projects, and through policy development and Health Act to facilitate implementation of public health interventions.	1	Trace, notify and manage partners of C
		2	Procure Microscope for Tuberculosis T
		3	Outreach Services to the Tongatapu Co (Global Fund)
		4	Outreach Services to the Outer Islands
		5	Prevent Zero-stock out of contraceptive
		6	Prevent stock out of diagnostic resour (UNFPA)
		7	Create youth-friendly services and env
		8	Marking World AIDS Day: 1st Dec (Glo
		9	Marking World TB Day: 24th March (G
		10	Renovate a Privacy Room for Consulta
b	To maintain the high standard of provision of necessary services for visa applicants, employment recruits and food handlers at all times	1	Review and Update the Health and Me day workshop (Global Fund / WHO)
		2	Conduct pre-employment and visa hea
c	To maintain the high level of cure rates of DOTS, and to improve the detection rate (10% of current), and cure rates of pulmonary tuberculosis and screening of contacts.	1	Continue the implementation of the D
d	To improve surveillance of all communicable diseases but especially those that are prone to outbreaks such as dengue, typhoid and influenza like illnesses.	1	Strengthen early warning surveillance
		2	To respond, screen and control Comm focusing primarily on Typhoid, Dengue Leprosy, HIV/AIDS and STIs (Chlamydia
e	To ensure that the capacity of staff at this section is developed appropriately and to ensure a user- friendly working environment, both for staff and users of our services.	1	Bi-annual CD staff Training (covering H Islands (Global Fund)
		2	Produce pamphlets/posters to improv information for CD prevention (Global
		3	Human Resource Needs to maintain q
f	To collaborate more effectively with all stakeholders that provide services for STI including HIV/AIDS, in planning, implementation and monitoring of all strategies developed so far, and in accordance with the National Strategic Plan to Respond to STI including HIV/AIDS.	1	Update the Tonga National Integrated Strategic Plan 2014-18 (TNISRHSP) to 2 (Global Fund / UNFPA)
		2	Implement HIV/STI campaigns targetin (WHO)
		3	Prevention program reaching local sea Tonga Maritime School (Fokololo) and shipping companies & HMADF (Touliki
		4	National Training for HCWs including o (Fund)
		5	Training for Health Care Workers on T
g	Management, supervision and coordination of the Unit and the Global Fund initiatives	1	Quarterly meeting for Treatment Core (Fund)

Ministry of Health Corporate Plan 2019/20 – 2021/22

		2	Quarterly meeting for Tonga 3 SRs - Pr PUDR (Global Fund)
		3	Biannual Governance & Coordination m
		4	SRs Annual Planning Meeting: 2 days (
		5	Surveillance and Early Warning Round (Global Fund)
		6	Operational expenses for the SRProgra
		7	Expansion of Unit for Surveillance Offi
		8	Tonga – Salary Core Positions. TB coor
		9	Tonga – Salary Core Positions HIV/STIs
#	Objectives/Output		# of Activities
3.14	Health Promotion Unit		53
a	To improve coverage and delivery of quality health promotion services in Tonga and the outer islands	1	Recruitment of HP staff with the most experience
		2	Posting of staffs to outer islands name
b	Develop and improve the provision of essential and quality equipment, instruments and supplies for the continuous provision of Health Promotion Services	1	Upgrade the current status of the stud media production
		2	Maintain and secure equipment throu inventory records
c	Mobilizing and empowering communities through the provision and education of intervention programmes at settings for at risk persons/group in the public/community particularly focusing on the promotion of healthy lifestyles to prevent NCD: Setting: Communities and Church Hubs	1	Assist church health coordinators (CHC and effectively implement accordingly
		2	Work closely with CHC in developing a their respective congregation (part of
		3	Training of community volunteers on P (Quarterly)
		4	Build a supportive health promotion cl agencies e.g. MAFFF, MIA etc
		5	Roll out HPCP programs to outer island
		6	Support commemoration of the “Haof
d	Mobilizing and empowering communities through the provision and education of intervention programmes at settings for at risk persons/group in the public/community particularly focusing on the promotion of healthy lifestyles to prevent NCD: Setting: Schools	1	Support and assist in review of current
		2	Support and contribute to the delivery (TongaHealth)
		3	Strengthen healthy canteen program t school food vendors
		4	Assist School PE teacher in conducting schedule
		5	Strengthen and expand ECE childhood Outer Islands (WHO)
e	Mobilizing and empowering communities through the provision and education of intervention programmes at settings for at risk persons/group in the public/community particularly focusing on the promotion of healthy lifestyles to prevent NCD: Setting: Workplaces	1	Conduct NCD trainings to workplaces i
		2	Review healthy food policy for workpla
		3	Advocate for a sustainable healthy eat workplaces including Outer Islands (W
		4	Provide supports for the implementati round program through ANZ Fund Run (TongaHealth)
f	Creating a supportive environment in the Ministry of Health establishing the workplace as healthy role models and a champion in health promotion activities: Setting: Ministry of Health	1	Assist staff to improve eating habit thr for the Ministry (TongaHealth)
		2	Expand 8-wks challenge as an year rou workplaces and outer islands (WHO)
		3	Upgrade the setup of NCD-HPU as a “M
		4	Establish a healthy canteen for the Mi

Ministry of Health Corporate Plan 2019/20 – 2021/22

g	Ad hoc outreach activities requested by Communities and Organizations	1	Strengthen and maintain working relationships through supporting ad-hoc healthy life
h	Improving awareness and education on significant health issues through the development and delivery of high quality TV & radio programs including short films	1	Support commemoration of international (WHO)
		2	Maintain the provision of routine TV/R
		3	Special TV & radio program on emerge
		4	5-minute instructional film on brief ces
		5	Work with relevant experts for quality priority health topics using the approv
		6	Stock-take and review existing materia
		7	Review and adapt health related temp (internationally) for local context (WHO)
		8	Improved capacity of media team in us promotion programs provided by HPU
i	Mass media campaign on NCD risk factors implemented as per NCD Strategic Plan	1	Implement mass media anti-tobacco c reduce uptake and educate on the dan (TongaHealth)
j	To reduce Tobacco use and its adverse health effects on the Tongan population through: Cessation services, Enforcement and Advocacy	1	Improve Quit line services and coverag
		2	Ongoing training of Quitline staff (kn
		3	Recruitment of more enforcement and
		4	Regular compliance check of shops and
		5	Strengthen regular enforcement activi
		6	Recruit Tobacco Officers for Outer Isla
		7	Support the development of a governm interference in legislative and policy p
		8	To strengthen enforcement of illicit tra
k	Integrated HPU Action Plan developed and implemented as per partnership work plans via the new NCD Strategy	1	Support the delivery of initiatives desig and local physical activity and demand
		2	Support the delivery of targeted initiat (children, adolescents, women) to re-e
		3	Support the delivery of initiatives desig consumption of low cost healthy foods (TongaHealth)
		4	Partnership with local food producers measures to modify basic foods goods
		5	Work in partnership to implement the improve maternal and community KAE the first 2 years of life (TongaHealth)
		6	Work in partnership to deliver lifestyle maintain a healthier weight during the
l	Monitoring, evaluation and reporting frameworks are in place for all activities and reports to	1	Develop M&E framework to support th activities conducted by each team as p
		2	Regular monitoring of each team week every Monday
		3	Monthly and quarterly reporting on pr
m	Management and oversight of the Health Promotion Unit operations and functions and to build the capacity of the Unit to develop their skills and knowledge for improved service delivery.	1	Identify appropriate training/attachme development of HPU staff & partners
		2	Promotion of staff to higher posts base (PMS) and qualification achieved
		3	Operation and functions of the HPU U
Organisational Outcome 2.7: Better care & support for vulnerable people, in particular			
NHSP KRA 1: Service Delivery 1.1. Maternal and Child Health Services			

Ministry of Health Corporate Plan 2019/20 – 2021/22

#	Objectives/Output	# of Activities	
2.15	Reproductive Health	71	
a	Providing reproductive health care and health promotion services to women of child bearing age, family planning, immunization services, antenatal and post-natal care: Immunization	1	Timely procurement of vaccines
		2	Introduction of new vaccines to Tonga
		3	Maintain/Strengthen childhood immunization / young people (UNICEF)
		4	Strengthening Immunization Supply Chain (UNICEF)
		5	Strengthen Immunization Programme, (UNICEF) / UNICEF)
		6	Community and Communication Mobilization
b	Providing reproductive health care services to women of child bearing age, family planning, immunization services, antenatal and post-natal care: Family Planning & Zero out-of-stock	1	Conduct national advocacy training and awareness on Family Planning and teenage pregnancy
		2	Conduct community consultations to promote family planning, child-care and SRHR, particularly targeting young people
		3	Reproductive Health Commodities to be available in stock (UNFPA)
		4	Conduct orientation and awareness on family planning in partnership with TBEC (UNFPA)
c	Providing reproductive health care services to women of child bearing age, family planning, immunization services, antenatal and post-natal care: Maternal Health	1	Provide Antenatal Care through Health Centres for Pregnant Mothers prior to referral
		2	Decentralize antenatal care to the Community Health Centres / Reproductive Clinics (led by Obstetricians)
d	Providing reproductive health care and health promotion services to women of child bearing age, family planning, immunization services, antenatal and post-natal care: Child Health & FLE	1	Strengthen FLE within schools including training of teachers and roll out through mobile phones
		2	Assessment and Monitoring of Child-Health & FLE (Post-natal)
		3	Promoting Exclusive Breast-feeding and Infant Stimulation
e	Providing reproductive health care services to women of child bearing age, family planning, immunization services, antenatal and post-natal care: Adolescent Health	1	Community Health talk and counselling
		2	Extend working-hours to cater for vulnerable populations (1 month)
		3	Create Youth-friendly environments at health centres
		4	Implement the Peer Education Programme using the Training Resource Package (UNFPA)
f	Developing and strengthening inclusive Gender-based initiatives and services addressing Gender-based Violence (GBV) and Violence against Women and Girls (VAWG) and Disability	1	Assess health response to GBV through the health system (Pathway)
		2	Adapt and print Standard Operating Procedures for pre and in service training package for pre and in service training
		3	Carry out awareness activities on available health services through multi-media (UNFPA)
		4	Develop a comprehensive GBV Training package for in service training priorities, for all levels of health facilities to support identification and management of GBV (Strategy is inclusive of activity up to national level relate to adaptation and in-country implementation)
		5	Implementation of an advocacy plan for the prevention of violence against women and girls through policy consultations in areas including health, education and justice
		6	Mapping of existing legislation and policy on VAWG, FHSS recommendations and Disasters to support an advocacy plan
g		1	Conduct Annual Population Census

Ministry of Health Corporate Plan 2019/20 – 2021/22

	To identify the status and impact of reproductive health care services and related health services, disseminate information, raise awareness through strengthening Research and Monitoring and Evaluation.	2	Conduct Annual Data Review (WHO / UNFPA)
		3	Strengthen the data collection and analysis and data dissemination for communication
		4	Conduct evidence-based briefings and consultations with Parliamentarians/Standing Committee (UNFPA)
		5	Support Parliamentary Committee of Enquiry to advocate for ICP issues (World Population Day Activism) (UNFPA)
		6	Provide technical support to build capacity for data collection tools and resulting information (UNFPA)
		7	Provide support to strengthen data collection and aggregation of RH data using a digital tool (Fanafanaola Project) (UNFPA)
		8	Conduct FP focus group discussions to explore use and non-use of FP in Tonga (UNFPA)
		9	Adapt/translate, pilot test, validate, produce audio materials and multi-media products for focus groups including adolescents, persons with disabilities
		10	Carry out awareness activities on available reproductive health services through multi-media (UNFPA)
h	Strengthening governance and accountability of SRH service delivery through updated and inclusive evidence-based policies, guidelines and legislation	1	Finalize, print, launch and disseminate Family Planning Guidelines (UNFPA)
		2	Develop, print and disseminate FP Training Materials (UNFPA)
		3	Implement Immunization Week (WHO / UNFPA)
		4	Develop a regional YFS Operational Guidelines (UNFPA)
		5	Adaptation/ Development of National Guidelines for Youth friendly SRH services (UNFPA)
		6	Provide Technical Support to review, update and implement Implementation Strategy for RH Policy (UNFPA)
		7	Develop Standing Operating guidelines for reproductive health workers for the health workers and disseminate (UNFPA)
		8	Ensure that policies are inclusive of women, persons with disabilities, GBV/VAW and youth (UNFPA)
		9	Develop RHCS Training package and disseminate (UNFPA)
		10	Finalize, print, launch and disseminate Reproductive Health Handbook
		11	Support the development of the Tonga National Implementation schedule, and inclusive of persons with disabilities (UNFPA)
i	Support and strengthen SRH human resource capacity and supplies to deliver quality and efficient SRH services through training and capacity building opportunities.	1	Continuous Professional Development (UNFPA)
		2	Support towards MISP training to health workers for the prepositioning program in Tonga (UNFPA)
		3	Refresher course for Family Planning (Training) (UNFPA)
		4	Training on research and analysis (data analysis) (WHO)
		5	Training on Post-natal checks & Breastfeeding (UNFPA)

Ministry of Health Corporate Plan 2019/20 – 2021/22

		6	Training on for emergency preparedness (UNFPA)
		7	Training YFS for Reproductive Health M
		8	Training on training of trainers on GBV GBV/VAW including screening, counse
		9	Conduct GBVie training including Com preparedness and humanitarian respo nurses and RMNCAH partners and eng
		10	Train Community Health Nurses/Work community dialogue to promote unive and GBV services, and GBV prevention young people, high risk groups and pe
j	Management, Operations and Supervision of the Reproductive Health Unit to ensure consistent delivery of quality services and that universal access to SRH is maintained.	1	Management and operations of the Re
		2	Quarterly Supervisory Visit of Senior R and Outer Islands (UNFPA)
k	Support and strengthen the implementation, oversight and operations of the RMNCAH Committee	1	Support RMNCAH Committee to convene reporting, coordination and validation curriculum, training materials and tool Midwifery, MPDSR, YFSH, FLE, GBV & C convene meetings of the RMNCAH sub FP, RHCS, YFS and MP (UNFPA)
l	Strengthen and support quality service delivery and universal health access to SRH through infrastructural / health facility maintenance and development.	1	Strengthen the infrastructural and serv / Maternal Clinics to provide universal services
		2	Provide technical support to conduct t Assessment. (TA SI 1.1.1)
		3	Support in-country data collection and Readiness Assessment, through local c SI 1.1.1) (UNFPA)
		4	Address gaps identified by HFRA, inclu equipment and kits for 34 health facili
m	Strengthen Tonga's capacity and to highlight Tonga's contribution and growth to the regional and international platform through participation and inclusion in regional and international workshops, training, meetings and conferences.	1	Strengthen CPD through participation courses (DSAC) meetings (PSRH) and w (UNFPA)
		2	Support RH Unit's participation in the
		3	Support Tonga's participation in the Im
		4	Annual Mid-Review of the UNFPA Wor
		5	Annual End of Year Review of the UNF
		6	Support Tonga MOH participation at th
		7	Support Tonga's participation in the ar based management training
		8	Support Tonga MOH participation at th
Organizational Outcome 2.6: Stronger and More Integrated Approach by all parts of Society, to address Commun			
NHSP KRA 1: Service Delivery 1.5. Public Health Services			
#	Objectives/Output		# of Activities
2.21	Environmental Health		27
a	To protect our borders from introduction of Communicable Diseases and to protect people from consuming and utilizing harmful expired items	1	Public health inspector & customs clea vessels.
		2	Food & Premise Inspection
		3	Restroom Inspection
b	To ensure good quality and quantity rural water supply is available for the different communities.	1	Water Supply Inspection
		2	Drinking water safety and security plan

Ministry of Health Corporate Plan 2019/20 – 2021/22

c	To proactively prepare, prevent and respond effectively to natural disasters and outbreaks to mitigate the environmental health impacts.	1	National Mass Clean-up Campaign (an
		2	Water sanitation and health (WASH) a
d	Identify, prevent, detect and control the spread of vector-borne, water-borne or airborne communicable diseases through disease prevention initiatives and enforcement regulations (manage vectors and pests) and promoting clean living environments/settings.	1	Lava Survey (WHO)
		2	Village & School Sanitation / Inspection
		3	Vector Control
		4	Outer Island Visits (Quarterly)
		5	Educate and Raise Awareness for the C environments (WHO)
e	To ensure proper segregation, collection and disposal of clinical waste.	1	Disposal of Clinical Waste in the Hospi
f	To upgrade the knowledge and skills of the staff by providing necessary training opportunities.	1	Disaster Management Training
		2	Public Health Inspector Trainees Traini
		3	Negotiations with FNU to utilize their S
g	Development and utilization of Key Strategic Documents, Protocols and Legal Frameworks (Acts / Policies) to develop areas around Environmental Health that will benefit the people of Tonga	1	Development of the Environmental He
		2	Amend Food Inspection Legislation and
		3	Amend Public Health Act
		4	Engage and network with national, reg
		5	Develop the Occupational Health and S
h	To develop the facilities and infrastructure of the Environmental Health Unit to facilitate service development, quality service delivery and improve coverage	1	Environmental Health Laboratory Proj
		2	Extra Storage Room at PH Building
		3	Equip EH Rooms with Desks, Chairs an
		4	For efficient delivery of services to the
		5	Personal Protective Equipment for Sta
i	Ensure adequate human resources are available to maintain quality service delivery	1	Promotion of staff
Organizational Outcome 2.6: Stronger and More Integrated Approach by all parts of Society, to address Commun			
Organisational Outcome 2.7: Better care & support for vulnerable people, in particular			
NHSP KRA 1: Service Delivery 1.5. Public Health Services			
#	Objectives/Output		# of Activities
2.31	Community Health		31
a	Provide Diabetes-related services including GDM and outreach services to the people of Tonga (National Diabetes Centre)	1	Diabetes Care Clinic
b	To improve and maintain adequate and quality facilities, resources, drugs and equipment to ensure consistent and quality diabetes services (National Diabetes Centre)	1	Improve the quality and quantity of NCD rising NCD epidemic
		2	Expansion of working space for Diabet
c	Development and Implementation of Integrated strategies including strengthening partnerships for the prevention of diabetes through primary prevention and promotion of healthy lifestyles	1	Regular meetings with Tonga Diabetes
		2	Celebrating World Diabetes Day (DFAT)
		3	Development, review and advocating g Acts) and guidelines (protocols etc.) to integrated approach to prevention and
d	Strengthen community-based prevention and control of Diabetes at Health Centre clinics and Outer Island Hospitals	1	Specialist Outreach services
		2	NCD care and treatment at Health Cen
		3	Bi-Annual Supervisory & Specialist Visi
e	Build the capacity of the Community Health Unit (NDC, NCD and Community Health Centres) including partners through training and research on the prevention and control of diabetes	1	Continuous Professional Development
		2	Revise, establish and strengthen appro NCDs and their risk factors (DFAT)
		3	Training on Data entry, data collection
f	To work in collaboration with and support other Ministry of Health Units and the community to promote good health and prevent morbidity from NCD and CD in the communities	1	To increase capacities to deliver PEN to Primary Health Care (WHO) including
		2	Collaborate with HPU
		3	Collaborate with Communicable Disea

Ministry of Health Corporate Plan 2019/20 – 2021/22

		4	Collaborate with NCD-related initiative Mental Health (DFAT / WHO)
		5	Training for Disability Care-givers (Qua Annual)(2nd - 3rd Year Outer Islands) (
		6	Attendance in the Disability Taskforce
		7	Teach basic healthcare care-giving skill Annual) (WHO)
		8	Support special areas services
g	To provide sustainable people-centred good quality care from Community Health Centres (CHC)	1	Community Health Service Delivery inc
		2	Annual RHD Screening including Outer
h	To train and support the development of the CHC workforce to improve the capacity for evidence-based decision making, sector learning and data management	1	Support formal training of Nurse Pract
		2	Annual Data Reporting and Planning fo
i	Ensure adequate equipment and treatment supplies are routinely available at all CHC facilities including Outer Islands	1	Equipment for Health Centres Develop
j	To develop and maintain quality standard facilities and human resources in the Health Centres that cater to the people of Tonga	1	Refurbish and maintenance of the Hea
		2	Disability-friendly Community Health C
		3	Maintenance of Community Health Ve
		4	Vehicle shelters for the CHCs
		5	Decentralize nurses and nurse practiti
		6	Expand services and resources at Heal
k	Provide healthcare services at Likamonu Community Hospital including Tafahi	1	Provide basic clinical services at Tu'afa
		2	Provide basic dental services to the pe Niuatoputapu Community
		3	Provision of Preventative (Primary) De
		4	Provide basic maternal / child health s community of Niuatoputapu
		5	Provide administrative and managemen of Likamonu Community Hospital
l	Provide healthcare services at Tu'afakilelei Community Health Centre	1	Provide basic clinical services at Tu'afa
		2	Provide basic dental services to the pe
		3	Provision of Preventative (Primary) De
		4	Provide basic maternal / child health s the community of Niuafou'ou
		5	Provide administrative and managemen of Tu'akifalelei Community Health Cen

6.3. Annex 3. Corporate Plan /Activities (Program 3)

Ministry of Health Corporate Plan 2019/20 – 2021/22

Program 3: Curative Health Services			
National Outcome C: Empowering Human Development with Gender Equality			
Pillar 2: Social Pillar			
Organizational Outcome 2.5: Improved, country-wide, health care systems which better address			
Primary NHSP KRA 4: Leadership And Governance			
#	Objectives/Output	# of Activities	
3.11	Medical / Dental Board / Visiting Teams	14	
a	To strengthen clinical governance and manage/monitor medical professionals (physicians, dentists, specialists etc.) to ensure compliance with National and International Standards of Professional Practise	1	Establish mechanisms to e and development opportu
		2	Outline Organizational Str outcomes of the Hospital
		3	Update of Medical and De protocols and procedures (Family Medicine Course)
		4	Ongoing professional deve and compliance is checked
		5	Ensure adequate resource Register to provide adequa training
	Strengthen the Medical Referral System of Patients Internally and Internationally to provide higher survival and treatment chances for Patients	1	Internal Referral Budget In
		2	External Referral Budget In Referrals (MFAT)
		3	Identify alternative fundin financial protection of pat
		4	Establish criteria and robu referrals including follow-u
	To efficiently manage, coordinate and assist Visiting and Locum specialists at Vaiola Hospital and the Outer Island Community Hospitals to provide essential specialist treatment, care and management for the people of Tonga that is not normally available	1	Support and facilitate the (Regional)
		2	Efficient coordination and
		3	Strengthen collaboration a organizations to continuo (Ballarat SJOG, Open Heart
		4	Advocate for the promotio appropriate banding
		5	Adequate funds available
	Professional Development and attendance in international meetings, workshops, forums	1	Overseas Training / Travel
Organizational Outcome 2.5: Improved, country-wide, health care systems which better address			
#	Objectives/Output	# of Activities	
2.12	Medical & Surgical		
NHSP KRA 1: Service Delivery 1.1. Maternal and Child Health Services			
b	Paediatric	11	
	Provide best care for sick children and neonates	1	Provision of paediatric ser
	Ensure adequate equipment is available to deliver paediatric services (Providing Stock / Logistics)	1	Expanding paediatric servi and to strengthen universa
		2	Assets and Equipment to c
	Provide educational frame work and professional development for staff nurses and doctors alike.	1	More opportunities for ov nurses and doctors that w paediatrics
	Overseeing maintenance of equipment and infrastructure for the Paediatric Unit	1	To strengthen and improv Paediatrics ward
Outreach to other hospitals and health centres to provide care for children	1	Visiting Outer islands	

Ministry of Health Corporate Plan 2019/20 – 2021/22

	Outreach clinics to Children with Disability	1	Doing outreach clinics for each of the 3 centres-OTA Intervention Programme a
	Advocate for children and support maternal child health initiatives with public health team.	1	Strengthen collaborations Foundation, Child Cancer F especially Public Health
Organisational Outcome 2.7: Better care & support for vulnerable people, in particular			
NHSP KRA 1: Service Delivery 1.4. Mental Health and Disability Services			
c	Psychiatric / Mental Health	38	
	To promote knowledge in Mental health and dissolve misconception, stigmatization, ignorance and discrimination through education and awareness programs.	1	Implement mass media pr health issues / drugs and r
		2	Outreach programs to Cor raise awareness and educ University, 'Atenisi, Sia'ato
		3	Implement Mental Health through media campaigns
		4	Strengthening the network enhance support for vulne disability
	Provision of health services and psychiatric care to patients who suffer from the implications of drugs, alcohol & tobacco, institutionalization, traumatic situations in the Community and to continue the process of deinstitutionalization for all psychiatric cases.	1	Provide Psychiatric care an cases at Vaiola and Hu'ato
		2	Provide Psycho-social care Outreach Visits to psychiat in Tongatapu (WHO)
		3	Provide Community Outre homes and villages in the
		4	Provide Psycho-social care
	To broaden the treatment armamentarium for psychiatric patients such as atypical antipsychotics, other psychotropic medications and equipment.	1	Identify and implement in drug-related, alcohol-relat (WHO)
		2	Ensure adequate medicati management
		3	Psychiatric assistants are v staff safety
		4	Mental Health Unit equipp and resources to cater to p
	To formulate and implement Legislations and policies related to mental health and to engage stakeholders involved with mental-health issues to strengthen collaboration and support for advocacy.	1	Revision and update of the
		2	Development and update
		3	Development and update
		4	To implement the provisio 116 with regard to the pos
		5	Support the Tonga Mental TMHDA).
6		To review Mental Health S (STC) to raise profile to Div	
7		Gradual Change from Insti Community Based rehabili	
8		Support the Tonga Mental Meetings	
	1	Launch of the completion Psychiatric Unit (1 day)	

Ministry of Health Corporate Plan 2019/20 – 2021/22

	Renovate and develop the building facility to meet the objectives of the unit and the provisions of the Health Services Act and to cater for patients and staff and to maintain a sanitary, clean and healthy environment.	2	Renovation and expansion Hospital
		3	Build and setup a halfway
		4	Maintenance of facility plu
	Capacity building and equipping the Mental Health Unit and partners to improve the interdisciplinary management of psychiatric inpatients and psychiatric patients in the community	1	In-service Training and Co
		2	Formal Training and capaci
		3	Overseas attachment of M
	To maintain high calibre skilled Health staff within the Ministry and to develop the skills of stakeholders and related parties to cater for the rising demand for mental health skills and knowledge	1	Implement MHmmGAP Tr
		2	Short-term consultancy tra
		3	To implement Mental Hea
4		To implement Psychologic	
		5	Promotions according to R
		6	Recruitment of staff to me
d	Psychiatric Assistant		
	To ensure high standard of performance provide to staff and patient	1	Establish Psychiatric Super
		2	Overtime claim of staff wh
	To provide safety uniform and place for staff	1	To upgrade the prison roo
		2	Uniform and resources nee
	3	Establish small room near ward	
Organizational Outcome 2.5: Improved, country-wide, health care systems which better address			
NHSP KRA 1: Service Delivery 1.2: Adolescence and Adult Health			
e	Surgical / Operating Theatre		5
	To deliver Surgical services for all patients presenting with surgical problems.	1	To deliver Surgical services
		2	Specialist Team visits
	To develop the Unit's facilities and infrastructure to acceptable standards	1	Equipment / Facilities need
	To develop the Unit's Human Resources through Training, Workshops and Attachments	1	Continuous Professional D Staff
To strengthen Universal Health Coverage by delivering the services to the Outer Islands	1	Ensure that SOPs and Guid practise	
	2	Annual visit of Surgical Tea	
NHSP KRA 1: Service Delivery 1.1. Maternal and Child Health Services			
f	Obstetrics / Gynaecology		6
	To deliver Obstetrics/Gynaecology services to the people of Tonga	1	To deliver Obstetrics/Gyna
		2	Specialist Team visits
	To develop the Unit's facilities and infrastructure to acceptable standards	1	Equipment / Facilities need
	To develop the Unit's Human Resources through Training, Workshops and Attachments	1	Continuous Professional D Obstetrics/Gynaecology Cl
2		Ensure that SOPs and Guid practise	
To strengthen Universal Health Coverage by delivering the services to the Outer Islands and to the Community	1	Annual visit of Obstetrics/	
NHSP KRA 1: Service Delivery 1.2: Adolescence and Adult Health			
g	ICU/ Anaesthetics		5
	The provision of quality Intensive Care Unit (ICU) to the people of Tonga	1	To deliver ICU services
		2	Specialist Team visits
	To develop the Unit's facilities and infrastructure to acceptable standards	1	Equipment / Facilities need
To develop the Unit's Human Resources through Training, Workshops and Attachments	1	Continuous Professional D	
	2	Ensure that SOPs and Guid practise	

Ministry of Health Corporate Plan 2019/20 – 2021/22

h	Medical Services	5
	The provision of quality Medical Services to the people of Tonga	1 Ensure effective and efficient services at Vaiola Hospital
	To develop the Unit's facilities and infrastructure to acceptable standards	1 Equipment / Facilities needed
	To develop the Unit's Human Resources through Training, Workshops and Attachments	1 Continuous Professional Development for Clinic Staff
		2 Ensure that SOPs and Guidelines are updated and practised
To strengthen Universal Health Coverage by delivering the services to the Outer Islands and to the Community	1 Annual visit of Medical Teams	
i	Isolation Ward	4
	To ascertain proper management of all patients admitted to the Isolation Ward and those that have been discharged but needs to be followed up at home.	1 Manage services provided
		2 Expand Isolation Ward by relocating to a new location
		3 Furnish the Isolation Ward with necessary Learning Tools
4 Isolation Training for Isolation Ward Staff		
#	Objectives/Output	# of Activities
2.12	Outpatient & Casualty	76
j	Pharmacy	19
	Ensure that there are adequate medical drugs and pharmaceuticals to meet the growing demand as a result of Universal Health Coverage (preventative, curative, rehabilitative and palliative services) and the implications of the NCD epidemic and rise in MRSA antibiotic resistance infections	1 Provision and dispensing of medicines at Pharmacy
		2 Provision and dispensing of medicines at Pharmacy
		3 Provision and dispensing of medicines at Pharmacy
	Ensure adequate funds are available to cater for the increasing demand for quality and stronger medicines due to MRSA and the rise in medicine/drugs prices	1 Increase in the Drugs and Medicines Budget
	Establish monitoring processes to manage storage to prevent outages and forecast adequately to improve timely procurement preventing out-of-stock age	1 Update and Maintenance of Inventory System
	Train and increase the human resource capacity of the Pharmacy Unit to meet increasing needs, improve quality and address changing workforce	1 Training and Recruitment of Pharmacists
		2 Training and Recruitment of Pharmacy Technicians
		3 Training and Recruitment of Pharmacy Technicians
		4 Training and Recruitment of Pharmacy Technicians
		5 Training and Recruitment of Pharmacy Technicians
		6 Continuous Professional Development for Pharmacy Staff
	To improve and maintain adequate and quality pharmacy facilities, environment and assets to meet Regional and International standards in dispensing drugs to patients, providing a safe environment for patient safety and to facilitate storage and transportation of pharmaceuticals.	1 Procurement of Loading Trucks
		2 Procurement of Transporters
		3 Expansion of Pharmacy Store
		4 Renovation / Expansion of Pharmacy Store
		5 Procurement of a Tablet Counter
		6 Procurement of Automatic Dispensing Machine
	To strengthen and enforce legal frameworks including governing and regulatory policies to ensure compliance and adherence to the Pharmacy Act and related laws and policies.	1 Implementing Clinical Audit
2 Regular Meetings of the Pharmacy Committee		
3 Implement Anti-Microbial Stewardship		
Management and oversight of the Pharmacy Units administrative functions and operations	1 Procurement of Office Supplies	
	2 Recruitment of COGIII (Vaccination)	
k	Diagnostics (X-Ray & Laboratory)	19
		1 Purchase Ultrasound Machine

Ministry of Health Corporate Plan 2019/20 – 2021/22

	Provision of essential and quality equipment, instruments and supplies for the continuous provision of Diagnostic Services	2	Purchase a new Microscope	
		3	Renovation of Laboratory	
	The provision of Quality Diagnostic Services to cater to the main Clinical Service Delivery including the Outer Islands	1	Efficient delivery of Labora	
		2	Efficient delivery of Radiol	
	Developing and establishing the International standards of the Diagnostic services provided to improve quality and provision to the people of Tonga		1	Expand PACS system to the roll out to Ha'apai)
			2	Annual Histology/Cytology Laboratory Services - Enro
			3	Annual PPTC Enrolment an
			4	Annual Maintenance for R Specialists
			5	Annual Payment of PACS S
			6	Annual Radiation Testing f
			7	Annual Laboratory Manag
			8	Annual Outer Islands Visita Diagnostic Services (Lab &
	Developing Diagnostic capability and human resources to meet International standards and the demand from Clinical Services		1	Formal Training / Worksho upgrading Diagnostic staff
			2	Continuous Professional D Diagnostic Technician Trai
		3	Laboratory Quality Manag	
		4	Training for Ultrasound So level)	
		5	Twinning Program Particip	
		6	Returning Scholars and Pro	
i	Ophthalmology	5		
	To deliver ophthalmology services to the people of Tonga	1	To deliver ophthalmology	
		2	Specialist Team visits (Frec	
	To develop the Unit's facilities and infrastructure to acceptable standards	1	Equipment / Facilities need	
	To develop the Unit's Human Resources through Training, Workshops and Attachments	1	Continuous Professional D	
To strengthen Universal Health Coverage by delivering the services to the Outer Islands	1	Annual visit of Eye Team t		
m	Physiotherapy	5		
	To deliver physiotherapy services to the people of Tonga	1	To deliver physiotherapy s	
		2	Specialist Team visits (Mot	
	To develop the Unit's facilities and infrastructure to acceptable standards	1	Equipment / Facilities need	
	To develop the Unit's Human Resources through Training, Workshops and Attachments	1	Continuous Professional D Staff (DFAT)	
To strengthen Universal Health Coverage by delivering the services to the Outer Islands and to the Community	1	Annual visit of Physiothera		
n	ENT	4		
	The provision of quality Ear Nose & Throat (ENT) Services at Vaiola and the Community	1	Ensure effective and effici Hospital	
		2	Equipment / Facilities need	
		3	Continuous Professional D	
	4	Annual visit of ENT Team t		
o	Infection Control	9		
	To purchase the basic infection control supplies & equipment recommended by the Hospital Infection control Manual to combat MRSA and maintain high standards of infection control within the Hospital	1	Provide Personal Protectiv required	
	2	Provide adequate waste b hospital wastes		

Ministry of Health Corporate Plan 2019/20 – 2021/22

		3	Provide adequate bed line required
		4	Procedural Linen Wrapper
		5	Wound Care Equipment
		6	Provide Adequate Sharps
	To advocate awareness on proper infection prevention and control practices	1	Public awareness and infection control and its implications
	Regular training of staff on proper infection control practices	1	Infection Control Training
	Implement Audits and surveillance on MRSA and nosocomial infections to measure the status of the infection control procedures and possible spread of infection	1	Surveillance, monitoring and control
	CSSD	3	
p	To cater for Emergency and Visiting Teams Workload	1	To cater for emergency and visiting teams workload
	To improve efficiency of the operating theatre through quality and adequate equipment	1	Increase efficiency of operating theatre in dressing and clinical activities
	To develop and strengthen the Capacity of the CSSD staff to assist with clinical services	1	Further training/attachment
	Outpatient & Emergency	12	
q	To improve the provision of quality Outpatient & Emergency/Casualty Services to the people of Tonga	1	Provision of efficient Outpatient and Emergency Services
		2	Provision of Ambulance / Taxis
		3	Provision of essential and adequate supplies for the continuous safety of staff
		4	Reduce waiting times at the Outpatient and Emergency Services
		5	Efficient Triage of Patients at the Outpatient and Emergency Services
	To develop and maintain quality facilities and assets to cater to the people of Tonga during their visit and consultations	1	Maintenance of Outpatient and Emergency Services
		2	Maintenance of bathroom facilities, rooms and plumbing of the Outpatient and Emergency Area
		3	Isolation Room / Area built
	Collaboration with other Line Ministries and Organizations in preparedness and response to Emergency situations	1	Joint Collaboration with Ministry of Health to establish a One-Hotline Number (Coordinated emergency response to incidents)
		2	Provide First-Aid and CPR training (Ministry of Health) and other services for better preparedness to respond to emergencies
		3	Assist in the development of emergency response plans and coordinate with the Road Transport Authority
		4	To implement an emergency response plan
To develop the Human Resources and capacity of the Outpatient and Emergency Unit	1	Formal Training in Emergency Services	
	2	CPD and in-house Training	
To update and review the frameworks and documents (Plans / SOPs) that govern the implementation and operations of the Outpatient and Emergency Unit	1	To update the National Emergency Response Plan	
	2	To update Standard Operating Procedures for emergency response to GBV/VAWG incidents	
#	Objectives/Output		# of Activities
3.4	Clinical Support Services		49
r	Hospital Administration		6
	To provide adequate Hospital forms to all respective working area	1	Printing Forms (Listed Below)
	To closely monitoring of Clinical and Non Clinical sections by conducting monthly meeting with both Sections	1	Monthly meeting with Section Heads

Ministry of Health Corporate Plan 2019/20 – 2021/22

	Effectively update and reshuffling of Medical Officers to/from outer island, and Island tour to operation of Non Clinical at outer islands	1	Temporary and Permanent Hospital to outer islands
		2	Supervisory Visit (Non-Clinical)
		3	Reshuffling of Non Clinical
	To revise or develop and update posts descriptions of Non clinical Sections	1	Workshop with all staff of
s	Domestic		6
	To improve domestic services for Vaiola Hospital	1	Contracting and outsourcing clean environment in the hospital
	To provide domestic needs and supplies for Vaiola Hospital in a timely manner.	1	Regular monthly order and supplies to all of Vaiola and
	To ensure professional handling of Cleaners Contract within the MOH	1	Regular monthly inspection office and Infection control
		2	Monthly meeting with Cleaners presenting finding at inspection
	To ensure high standard of performance in grounds keeping services	1	Ongoing outdoor grounds at Vaiola Ground area (MOH)
		2	Rubbish picking every day rubbish collection
t	Laundry		4
	To ensure laundry staff safety	1	Provision of Proper Protection laundry materials, to protect blood stains and dirty laundry
	To upgrade and improve the skills and knowledge of staff	1	Training and Recruitment
	Maintenance and management of Laundry Equipment and services	1	Contract service provide from supplier
		2	Cleaning/Washing/Disinfection
u	Seamstress		3
	Management of Seamstress staff and capacity building opportunities	1	To Manage and Develop the
	To deliver seaming services to the staff of the Ministry of Health	1	Provide seaming and sewing
		2	Proposal for upgrade of the
v	Security		2
	To ensure the security of the hospital premises is sustain at all time	1	Patrol of Hospital Areas 24
		2	Outsourcing & contracting
w	Communication		2
	Ensure adequate human resources and equipment is available to maintain consistent quality communication	1	Provide Communication Services callers.
		2	To introduce an emergency
x	Catering / Nutrition		2
	To improve quality of hospital catering services	1	Nutritious and healthy menu
		2	Needs for special formulae
		3	Unplanned special requests
		4	Recruitment of a qualified man
	To upgrade standard of Catering Services Facilities including the Second Phase of the Catering Site	1	Supply adequate and appropriate Section
		2	Constructing storage self and Equipment's Storeroom.
	To provide appropriate training and capacity building for catering staffs	1	Training of Staff on Health Control Techniques
		2	Participate in Twinning Program
3		Outer Island Supervisory D	

Ministry of Health Corporate Plan 2019/20 – 2021/22

	To improve dietary lifestyle of all patients with diet related problems including NCD's, and to promote healthy eating among them.	1	Ongoing consultations regarding eating and diet for patients
	To improve efficiency and quality of hospital's Catering Services including 'other' functions of the Catering Services	1	Establishing operational plan
y	Maintenance		7
	To manage the human resources and capacity development of the Maintenance Unit to meet the demand of the Hospital to keep the services operational and the Hospital functioning	1	To maintain adequate number of staff to meet the needs of the Hospital
	To control, maintain and manage equipment, facilities, building and infrastructures of the MOH	1	Proactive Preventative Management (Vaiola Hospital)
		2	Submission of Proposal for Capital Expenditure Program
		3	All requisitions have to be approved by the Finance Committee (FEC)
4	Asset Manager to vigorously manage equipment and facilities from a maintenance perspective		
To implement Preventative Management from the Maintenance sections (Vaiola Hospital, Health Centers and Outer Islands)	1	Proactive Preventative Management (Vaiola Hospital, Health Centres and Outer Islands)	
		2	Quarterly Health Centre and Health Services
z	Biomedical Engineering		8
	To manage the human resources and capacity development of the Biomedical Unit	1	Recruitment and Training to meet the demands and provide quality services
	To maintain and repair the assets and equipment on a regular basis based on a maintenance system	1	To do stock taking of Biomedical equipment
		2	Quarterly trip to the island for maintenance
	To introduce new oxygen compressor	1	Research and Purchase suitable equipment
		2	To install and introduce the new oxygen compressor
	Hospital to be self-supporting in BME function with support from Consultant	1	Plan to be formulated to handle BME function
		2	BME function to Vaiola hospital
		3	3 months visit from Biomedical Engineer
Program 3: Curative Health Services			
National Outcome C: Empowering Human Development with Gender Equality			
Pillar 2: Social Pillar			
Organizational Outcome 2.5: Improved, country-wide, health care systems which better address the needs of the population			
NHSP KRA 1: Service Delivery 1.1 - 1.7			
2.12	Prince Ngu (Vava'u Hospital)		31
VVU	Ensure all standard essential medical equipment/resources are available for Prince Ngu Hospital and CHC for the continual delivery of quality services healthcare services in the Outer Islands: Clinical and Clinical Support Services - Medical, Dental, Laboratory, Pharmacy	1	Provision of quality clinical services
		2	Provision of quality dental services
		3	Provision of clinical support services
		4	Provision of medical rehabilitation services for the hospital
	Ensure all standard essential medical equipment/resources are available for Prince Ngu Hospital and CHC for the continual delivery of quality services healthcare services in the Outer Islands: Public Health Services - CHC, Reproductive Health, and Dental Health.	1	Providing general medical services in remote Health Centres in remote islands
		2	Settle Land Management and Planning
		3	Providing environmental health services, inspections, quarantine services
		4	Providing reproductive health services to women of childbearing age and immunization services
		5	Providing NCD screening services for high risk patients

Ministry of Health Corporate Plan 2019/20 – 2021/22

		6	Oral Health Promotion	
Strengthen universal health coverage and access to healthcare services in the remote islands of Vava'u		1	Island Tours to the remote islands	
		2	Purchase 1 boat for Huahua Islands for PH Nurses rounds for PH Nurses	
		3	Upgrade and develop 1 Maternal Clinic	
		4	Renovation and refurbishment of 1 Maternal Clinic	
Maintain and deliver corporate service operations and management of the Prince Ngu Hospital.		1	Provision of core administrative services to the Prince Ngu Hospital	
Maintenance of assets and facilities to ensure continuous delivery of quality services including housekeeping and ground keeping.		1	Maintenance of Vava'u Health Centre/Clinics to ensure quality services	
		2	Maintenance of Hunga Health Centre (Living Quarters)	
		3	Maintenance of Tefisi Health Centre (Living Quarters)	
		4	Maintenance of Ta'ane Health Centre (Living Quarters)	
Training and capacity development of Prince Ngu staff to ensure quality service delivery		1	Training and capacity building for staff	
#	Objectives/Output		# of Activities	
2.12	Niu'ui Hospital (Ha'apai)		21	
HHP	Ensure all standard essential medical equipment/resources are available for Niu'ui Hospital and CHC for the continual delivery of quality services healthcare services in the Outer Islands: Clinical and Clinical Support Services - Medical, Dental, Laboratory, Pharmacy	1	Provision of quality clinical services	
		2	Provision of quality dental services	
		3	Provision of clinical support services	
		4	Provision of medical resources	
	Ensure all standard essential medical equipment/resources are available for Niu'ui Hospital and CHC for the continual delivery of quality services healthcare services in the Outer Islands: Public Health Services - CHC, Reproductive Health, and Dental Health.	1	Providing general medical services in remote Health Centres in remote islands	
		2	Providing environmental health services, inspections, quarantine services	
		3	Providing reproductive health services to women of childbearing age, immunization services	
		4	Providing NCD screening services to patients	
		5	Oral Health Promotion	
	Strengthen universal health coverage and access to healthcare services in the remote islands of Ha'apai	1	Island Tours to the remote islands	
		2	Purchase 2 boats for Ha'apai Islands for weekly / monthly rounds	
		3	Develop Health Centres in remote islands	
		4	Renovation and refurbishment of 1 Health Centre	
	Maintain and deliver corporate service operations and management of the Niu'ui Hospital.		1	Provision of core administrative services to the Niu'ui Hospital
	Maintenance of assets and facilities to ensure continuous delivery of quality services including housekeeping and ground keeping.		1	Maintenance of Ha'apai Health Centre/Clinics to ensure quality services
			2	Maintenance of Fakaofo Health Centre (Living Quarters)
			3	Maintenance of 'Uiha Health Centre (Living Quarters)
			4	Maintenance of Nomu Health Centre (Living Quarters)

Ministry of Health Corporate Plan 2019/20 – 2021/22

		5	Maintenance of Ha'afe (Living Quarters)
		6	Maintenance of Lotof Assets (Living Quarters)
	Training and capacity development of Niu'ui staff to ensure quality service delivery	1	Training and capacity k
#	Objectives/Output		# of Activities
2.12	Niu'eiki Hospital ('Eua)		12
EUA	Ensure all standard essential medical equipment/resources are available for Niu'eiki Hospital and CHC for the continual delivery of quality services healthcare services in the Outer Islands: Clinical and Clinical Support Services - Medical, Dental, Laboratory, Pharmacy	1	Provision of quality cli services
		2	Provision of quality de
		3	Provision of clinical sup
		4	Provision of medical re
	Ensure all standard essential medical equipment/resources are available for Niu'eiki Hospital and CHC for the continual delivery of quality services healthcare services in the Outer Islands: Public Health Services - CHC, Reproductive Health, Dental Health.	1	Providing environmen inspections, quarantin
		2	Providing reproductive services to women of c immunization services
		3	Providing NCD screeni patients
		4	Oral Health Promotio
	Strengthen universal health coverage and access to healthcare services in the remote islands of 'Eua	1	Renovation and refurb
	Maintain and deliver corporate service operations and management of the Niu'eiki Hospital.	1	Provision of core admi services to the Niu'eiki
Maintenance of assets and facilities to ensure continuous delivery of quality services including housekeeping and ground keeping.	1	Maintenance of 'Eua H delivery	
Training and capacity development of Niu'eiki staff to ensure quality service delivery	1	Training and capacity k	