Zambia National Quality Improvement System
Presentation outline

• MOH Goal, Vision and Mission
• QI in Zambia: Where are we?
• QAQI Framework
• QAQI Tools
• Organizational roles and responsibilities
• Quality Improvement Structure
• The Main Approach - PIA

MOH QI Approaches

• Challenges and their mitigation
The MOH Goal, Vision and Mission

**The Goal:**
To improve the health status of people in Zambia in order to contribute to increased productivity and socio-economic development

**The Vision:**
A Nation of Healthy and Productive People

**The Mission statement:**
To provide equitable access to cost effective, quality health services as close to the family as possible
National QI program goal

To create and support a culture of improvement throughout the ministry supporting health care providers to be able to deliver the highest quality care.
QI in Zambia: Where are we?

• Passionate leadership pushing for Quality Improvement agenda
• Formation of new Directorate at MOH: performance Improvement/Quality Assurance
• Strong QI Technical Working Group responsible for Provide overall coordination and technical assistance to all levels in QI in the health sector
• Reviewed, disseminated and distributed the new QI guidelines focused on reporting and measurement of Performance Improvement
QI in Zambia: Where are we?

• Developed and conducting assessments and QI mentorship using the Service Quality Assessment tools

• Broadened the QI Organizational structure, roles and responsibility – emphasis on working closely with the regulatory bodies (HPCZ, GNC, ZAMRA), cooperating Partners, private health facilities

• Strengthened the engagement of community stakeholders – community participation in health improvement activities improve health outcomes
QI in Zambia: Where are we?

• Appointment of QI Coordinators at all hospitals, provincial and district health offices
• Automation of the Performance Assessment, SQA and Clinical mentorship tools in progress
• Development of Service charters and Quality of Care tools in progress
• Development of National QI strategy in progress.
• Built a comprehensive QAQI framework
**Enhance Standards of “environment of care”**

- Create the “environment” and enhance capacity for quality service delivery in line with evidence based “service quality standards”

**Service Delivery**

- Assure service quality standards (environment and capacity) are being met and sustained over time through standards based Technical Support Supervision
- Assure competent health care workforce through routine tracking of levels of competence in all key public health intervention disciplines

**Demand-Side Interventions**

- Monitor intervention coverage and utilization
- Diagnose & investigate health problems & health hazards in community
- Mobilize community partnerships & action to investigate & solve health problems

**Inputs**

- HR
- Infrastructure
- Drugs, supplies
- Equipment
- Information

**Processes**

- Inputs are used:
  - Appropriately
  - Effectively
  - Efficiently

**Outputs**

- Health services are delivered according to standard

**Outcomes**

- Health services are utilized by the target populations

**PUBLIC HEALTH RESULTS**

**EFFECTIVE QUALITY**

**COVERAGE**

**SQA Dash Board**

**Clinical Competence Dash**

**District Score card Dash**

**Assurance Activities**

- Data driven district management decisions & planning, including
- Capital in-puts by Govt and Cooperating Partners
- Development of policies & plans that support individual & community health efforts
- Research for new insights and innovative solutions to health problems & service delivery
Comprehensive PM System Framework

Comprehensive performance systems encompass both QA & QI as distinct but intersecting components, both of which are critical.

They are not mutually exclusive, however, neither can be successful without the other.

Quality Assurance
Full Cycle of activities and systems for maintaining the quality of patient care
1. Monitoring Compliance with Standards – SQA based TSS
2. Mentorship dashboard
3. Score Card to monitor Outcomes
4. MDSR – Account for every mortality/near-miss outcome

Quality Improvement
The combined and unceasing efforts of everyone – health care professionals, patients & their families, researchers, funders, planners, & educators – to make the changes that will lead to better patient outcomes (health), better system performance (care), and better professional development

Formalized District QI Office

Adapted from PFP & QM Model
Quality Assurance/Improvement Tools

**Quality Assurance**
- Service Quality Assessment (SQA) tool
- Mentorship tools
- Performance Assessment tool
- Dashboards
  - SQA dashboard
  - Mentorship dashboard
  - District Score cards

**Quality Improvement**
- **Stakeholder Analysis:** Two by Two tables
- **Root Cause Analysis:** Flow chart, Fish bone, Why why tree
- **Selecting projects/interventions:** Pareto Chart, Prioritization matrix, project decision matrix
## SQA Dashboard for Labour and Delivery

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<th>Facility name</th>
<th>Functional area</th>
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### SQA Findings Dashboard
#### IMCI

| Date       | Province | District | Facility name | Functional area | Infrastructure | Equipment | HR | Guidelines and protocols | Practices** | Domain: General information recording | Practices: Assessment of all general dangers signs (drink or breast- feed, child vomits everything, convulsions at home, lethargy or unconsciousness and child is convulsing now) | Practices: Epidemiology and classification of cough or difficulty breathing | Practices: Assessment and classification of diarrhoea | Practices: Assessment and classification of fever | Practices: Assessment of four main symptoms (Cough/difficulty breathining, diarrhoea, fever and ear problem) | Commodities and Supplies | Records/D ata Management Completeness |
|------------|----------|----------|---------------|-----------------|----------------|-----------|----|--------------------------|-------------|----------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| 19/12/17   | Cbelt    | Ndola    | Twapia        | IMCI            | 4              | 3         | 2   | 2                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 20/12/17   | Cbelt    | Ndola    | Mapalo        | HC              | IMCI           | 4          | 4   | 2                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 04/01/18   | Cbelt    | Ndola    | Nkwazi        | IMCI            | 2              | 4         | 4   | 2                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 03/01/18   | Cbelt    | Ndola    | Chipokota     | Mayambala       | IMCI           | 4          | 3   | 3                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 02/01/18   | Cbelt    | Ndola    | Kawama        | IMCI            | 2              | 4         | 3   | 2                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 05/01/18   | Cbelt    | Ndola    | Prisons       | IMCI            | 2              | 4         | 4   | 2                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 11/01/18   | Cbelt    | Ndola    | Railway       | Surgery         | IMCI           | 2          | 4   | 3                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 09/01/18   | Cbelt    | Ndola    | Dola Hill     | IMCI            | 2              | 3         | 3   | 3                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 10/01/18   | Cbelt    | Ndola    | Pamodzi       | IMCI            | 2              | 3         | 3   | 3                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 08/01/18   | Cbelt    | Ndola    | Kaniki        | IMCI            | 2              | 2         | 3   | 2                       | 3           | 3                                      | 3                                                              | 4                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 11/1/18    | Cbelt    | Ndola    | Peter         | Singongo        | IMCI           | 2          | 3   | 3                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 19/12/17   | Cbelt    | Luanshya  | Allesadras    | IMCI            | 4              | 3         | 4   | 2                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 09/01/18   | Cbelt    | Luanshya  | Fisenge       | IMCI            | 4              | 4         | 3   | 2                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 09/01/18   | Cbelt    | Luanshya  | Section 26    | IMCI            | 4              | 4         | 3   | 2                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 4                                                                                                           | 2                                                                                                           |
| 27/09/17   | Cbelt    | Mufulira  | Clinic 5      | IMCI            | 5              | 4         | 3   | 2                       | 4           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 2                                                                                                           | 4                                                                                                           |
| 26/09/17   | Cbelt    | Luanshya  | Fisenge       | IMCI            | 3              | 4         | 3   | 2                       | 2           | 2                                      | 2                                                              | 2                                                                                                                                  | 0                                                                                                           | 0                                                                                                           | 0                                                                                                           | 2                                                                                                           | 2                                                                                                           |

Only Kaniki meets more required standards under practices, and data on BIDs at ADH shows the lowest contribution to the number of BID’s from this catchment.
Mentorship Tools – Ref Mentorship Guidelines

• Mentorship SOP’s
  • How is the visit conducted?
  • What activities need to be done?
  • What procedures need to be under-taken?
  • What tools do you need to have?
• Mentorship Check-lists
  • What will you look for? – to be systematic
• Report on activities under-taken
• Document status of competence levels over-time
## Mentorship Dashboard - L&D (EmONC)

| Province | District | Date of Assessment | Facility | Discipline of HCW observed | Able to identify obstetric and Gynae complications | Be able to perform Post Abortion Care | Ability to assess woman in established labour | Ability to manage latent phase of labour | Ability to manage active phase of the first stage of labour | Ability to manage 2nd stage of labour | Ability to manage 3rd stage of labour | Able to perform Breech deliveries | Able to perform vacuum deliveries | Able to perform forceps deliveries | Management of multiple pregnancy deliveries (Twins, etc) | Management of pre-eclampsia | Management of severe pre-eclampsia | Neonatal Resuscitation | Manual removal of the placenta | Management of APH | Management of PPH | Able to manage Shock | Repair of cervical tear | Be able to transfuse blood | Overall Score |
|----------|----------|-------------------|----------|-----------------------------|-----------------------------------------------|-------------------------------------|---------------------------------------------|----------------------------------|-----------------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| C/Belt   | Ndola    | 31 Jan            | E/M      | 3                            | 3                                              | 3                                                 | 3                                                  | 3                                  | 3                                              | 2                                             | 3                                              | 3                                              | 3                                              | 2                                             | 3                                              | 3                                              | 3                                              | 3                                              | 3                                              | 2                                             | 3                                              | 2                                             | 0                                             | 2.5                                      |
| C/Belt   | Ndola    | 1 Feb             | CM       | 2                            | 1                                              | 2                                                 | 2                                                  | 2                                  | 2                                              | 1                                             | 1                                              | 0                                              | 1                                              | 2                                             | 2                                              | 2                                              | 2                                              | 1                                              | 2                                              | 2                                             | 1                                             | 0                                             | 1.8                                      |
| C/Belt   | Ndola    | 1 Feb             | RM       | 2                            | 2                                              | 3                                                 | 2                                                  | 3                                  | 3                                              | 2                                             | 0                                              | 0                                              | 2                                              | 2                                              | 3                                              | 2                                              | 3                                              | 2                                              | 1                                              | 2                                             | 2                                             | 1                                             | 0                                             | 2.1                                      |
| C/Belt   | Ndola    | 2 Feb             | RM       | 3                            | 3                                              | 3                                                 | 3                                                  | 3                                  | 3                                              | 2                                             | 2                                              | 3                                             | 0                                              | 3                                              | 2                                              | 3                                              | 2                                              | 3                                              | 2                                              | 3                                              | 3                                             | 3                                             | 0                                             | 2.5                                      |
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| C/Belt   | Ndola    | 7 Feb             | EM       | 2                            | 2                                              | 3                                                 | 2                                                  | 2                                  | 1                                              | 1                                             | 3                                              | 1                                             | 0                                              | 3                                              | 2                                              | 3                                              | 2                                              | 2                                              | 2                                              | 3                                             | 2                                             | 2                                             | 0                                             | 1.9                                      |
| C/Belt   | Ndola    | 7 Feb             | RM       | 2                            | 1                                              | 2                                                 | 2                                                  | 3                                  | 3                                              | 3                                              | 2                                             | 0                                              | 0                                              | 2                                              | 2                                              | 3                                              | 3                                              | 2                                              | 2                                              | 3                                             | 2                                             | 1                                             | 0                                             | 1.9                                      |
### A. Self Assessment  zm Zambia Ministry of Health  July - September 2016

#### Antenatal Services

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<th>Screening coverage antenatal clients</th>
<th>Percentage deliveries by skilled personnel</th>
<th>Percentage institutional deliveries</th>
<th>Postnatal care (PNC) visits within 5 days (%)</th>
<th>Breastfeeding initiated within 1 hour of birth (new%)</th>
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Organizational Roles and Responsibilities

• Follows the Zambian Health services which are organized at four levels:
  – national, provincial, district, and facility levels.
• The national and provincial levels are involved in policy formulation, coordination, and technical support supervision to the lower levels.
• The district and facility levels are responsible for monitoring and assuring standards, and implementation of the QI activities.
Lines of Communication
Zambia National QI Approaches

- Performance Improvement Approach
- 5S
THE PERFORMANCE IMPROVEMENT FRAMEWORK

1. Institutional Context
   - Policies, institution’s culture;
   - Religions;
   - Political;
   - Economic;
   - Macro & Micro Policy Environment

2. Create and maintain Stakeholder Agreement

3. Desired Performance

4. Actual Performance

5. Gap

6. Identify Root Causes of Performance Gaps

7. Select and Design Interventions

8. Implement Interventions

9. Monitoring and Evaluation

National QI Approach – The PIA
The 5s Framework - Foundational to QI activities
The First S: Sort (SEIRI)

1. Sort items according to your classification system

2. If you are unsure about an item place a red tag on it – if one month passes without needing the item sort accordingly
The Second “S”: Set (SEITON)

**Purpose:** Create an orderly and visually instructive workplace

**How:**
1. Create a workplace diagram to evaluate the current state of the workplace
2. Evaluate location of essential items and plan for an optimal layout
3. Use visual controls to communicate where things are
SET: Organize and Use Visual Controls

20 minutes

20 seconds
The Third S: Shine(Seisou)

The focus of this “S” is to

By keeping the working environment, equipment, and machines clean

Implement the Shine phase:

Cleaning, shining, and inspection are everyone’s responsibilities!
SHINE: Clean the Environment

Work space can only be nicely arranged with Everyone's active participation ...!
The Fourth S: Standardize (Seiketsu)

Gains made by the first three “S’s” by providing:

- Implementation schedule
- Work instructions
- Standard operating procedures where these are required
- Labels and color coding to identify danger zones, waste types, disposal bins etc.
- Sign boards for easy understanding
The 5\textsuperscript{th} S: Sustain (\textit{Shitsuke})

improvements gained during implementation and enhance momentum

→ The following will support this process:

✓ Self discipline
✓ Training/coaching/on the job training
✓ Strict observation of rules
✓ Display of poster reminders on 5S
✓ Effective communication among the team
✓ Clearly defined roles
✓ Expectation for all workers
✓ Team incentives
Challenges

• QI not yet understood by all — viewed as a parallel clinical program
• Competing priorities with limited financial resources
• Data for decisions not always accurate or timely
• Identification of QI champions in the provinces, districts and facilities
• Lack of harmonization of QI activities in the public and private sector
Actions Taken to mitigate challenges

• Engagement of key stakeholders
• Having QI work plans and budgets
• Capacity building of Health Care Providers
• Effective data collection systems, utilization and proper record keeping
• Coaching and mentorship
Lessons Learnt

• Leadership support is critical
• Involvement of stakeholders through out the process key
• Continuous support supervision is critical
• Data driven approach to engage the key stakeholders
• Correct and effective Data management is key in improvement processes
‘To be silent about the quality of health care is to support the untimely death of millions of people every year’
Acknowledgements

• Zambia MOH
• All Partners supporting Zambia Quality improvement efforts
• ICAP QI Course Facilitators

Thank You