Delivering High-Quality DSD Services at Scale

A CQUIN Learning Network Workshop

April 26– 29, 2022
Johannesburg, South Africa

Centering Quality in DSD Programs

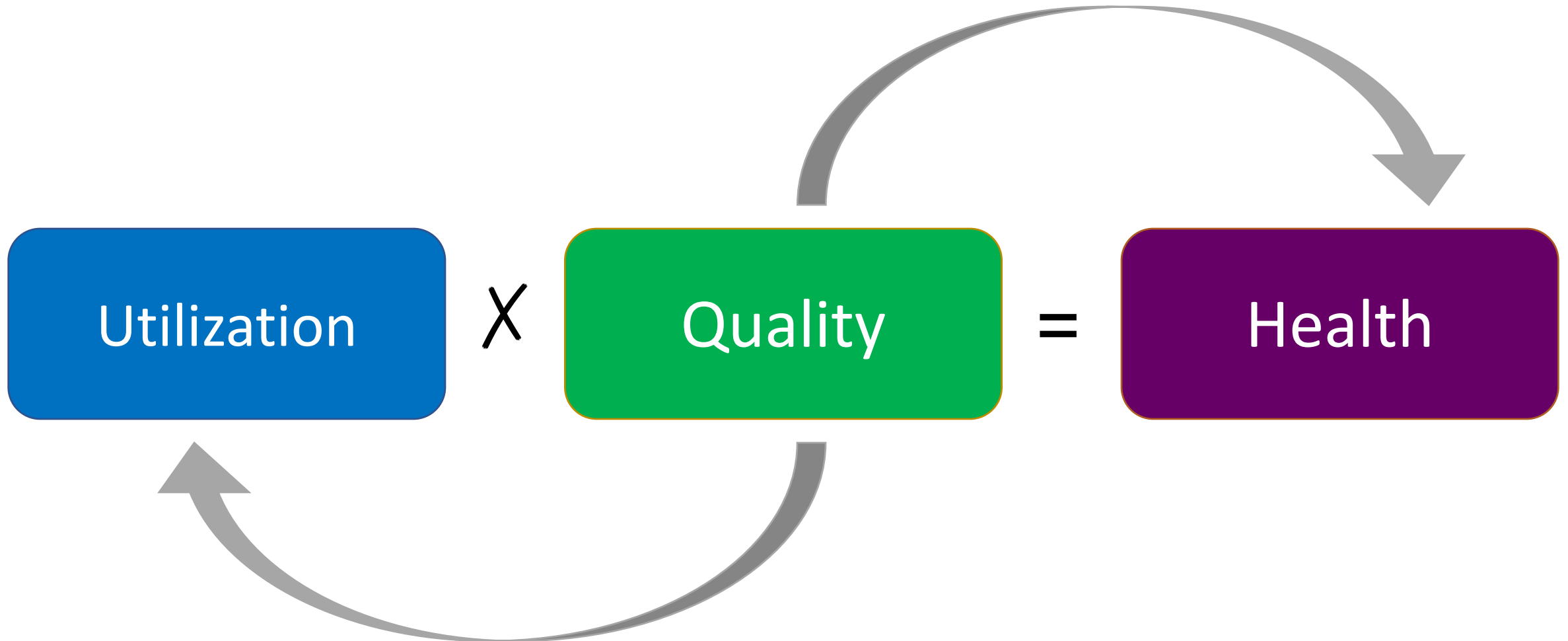Miriam Rabkin, MD, MPH
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Director for Health Systems Strategies, ICAP Columbia
Columbia University Mailman School of Public Health

icap Global Health

HIV Learning Network
The **CQUIN** Project for Differentiated Service Delivery

The "Q" in CQUIN Means Quality

Utilization X Quality = Health

Why is quality important?

"The right to health is meaningless without good quality care, because health systems cannot improve health without it."

- 2018 Lancet Global Health Commission on High Quality Health Systems

Quality in the Sustainable Development Goals

3.8 Achieve universal health coverage, including financial risk protection, access to **quality** essential health-care services and access to safe, effective, **quality** and affordable essential medicines and vaccines for all.

Delivering quality health services
A global imperative for universal health coverage
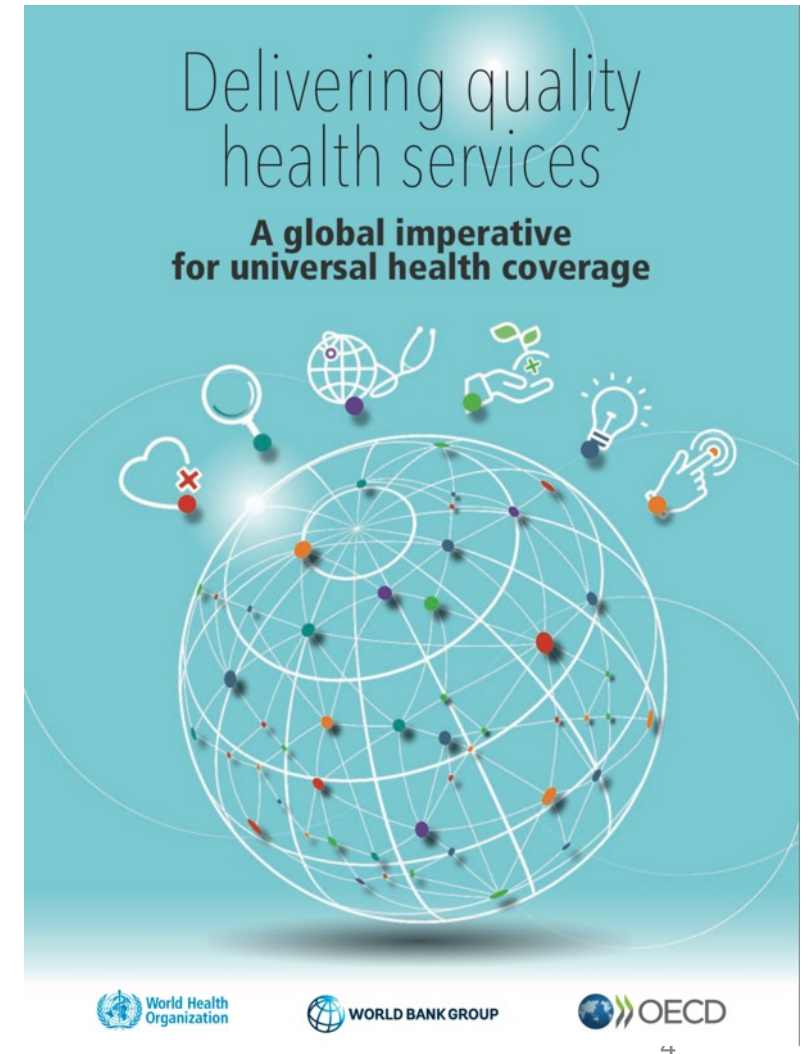
Early and ongoing CQUIN focus on DSD quality

- Inclusion of quality domain on the original CQUIN capability maturity model dashboard (2017)

- Early launch of the CQUIN Quality & QI community of practice (2018)

- Broad stream of work including single country workshops, all-network workshop in 2019, QI-for-DSD training initiative and more

The CQUIN Quality & QI Community of Practice

Launched in 2018, includes participants from 19 countries

- **Vision**: to improve DSD recipient of care health outcomes and satisfaction

- **Goal**: to embed quality management into DSD service delivery

- **Objectives**: to support CQUIN network member countries to:
  - ✓ Develop DSD-specific *quality standards*
  - ✓ Design DSD-specific *quality indicators* and tools
  - ✓ Conduct routine *quality assessments* of DSD programs
  - ✓ Use the results to design DSD-specific *quality improvement* projects

All-network CQUIN Quality Meeting in 2019

2019: Priority quality challenges

Post-meeting action plans prioritized:

- Fidelity to DSD models (both eligibility and model design)
- Lack of VL coverage
- Suboptimal demand generation / community engagement
- Ensuring (and expanding) use of M&E tools for DSD
- Lack of quality management systems tailored to DSD

How should we define DSD quality?

Defining quality health services (more generally)

High quality health systems optimize health by:

- ✓ consistently delivering care that improves or maintains health
- ✓ being valued and trusted by all people
- ✓ responding to changing population needs

- Lancet Global Health Commission on High Quality Health Systems

Defining quality health services (more generally)

"Quality of care is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge"
- WHO

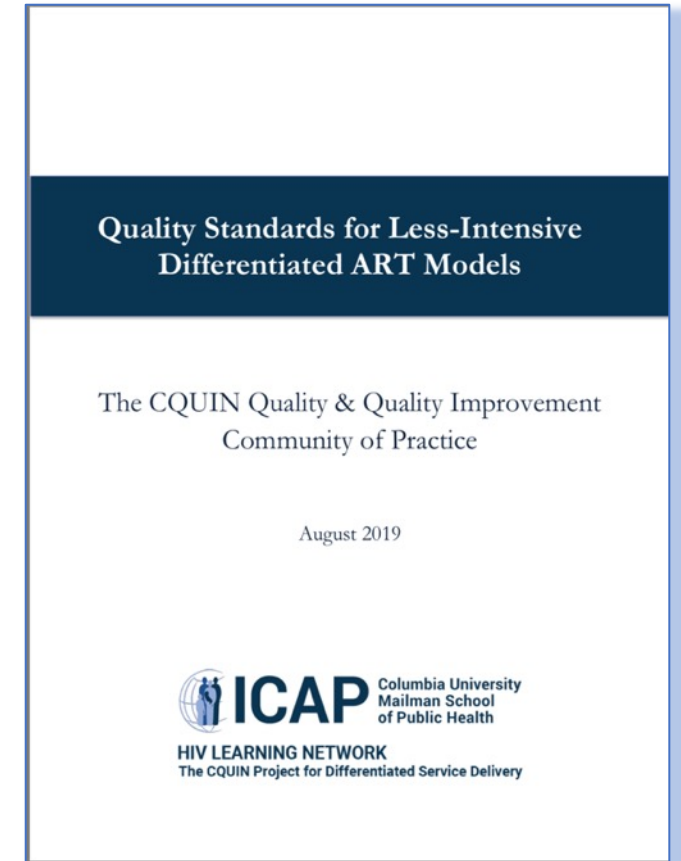# Defining quality health services (more generally)

Donabedian's Framework:

- **Structure**: The context in which care is delivered, including infrastructure, staffing, financing and equipment

- **Process**: Transactions between providers and recipients of care (what is done and how it is done)

- **Outcome**: Effects of health care on the health status of recipients of care and populations

CQUIN DSD Quality Standards Framework

The framework includes:

- ## Cross-cutting standards
  - General quality principles for ART programs
  - Standards for DART eligibility and enrollment
  - Standards for the DART package of services
  - Standards for DART medication management

- ## Model-specific standards
  - Facility-based individual models
  - Facility-based group models
  - Community-based individual models
  - Community-based group models

Quality Standards for Less-Intensive Differentiated ART Models

The CQUIN Quality & Quality Improvement Community of Practice

August 2019

ICAP Columbia University Mailman School of Public Health

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Available at www.cquin.icap.columbia.edu

How should we assess DSD quality?
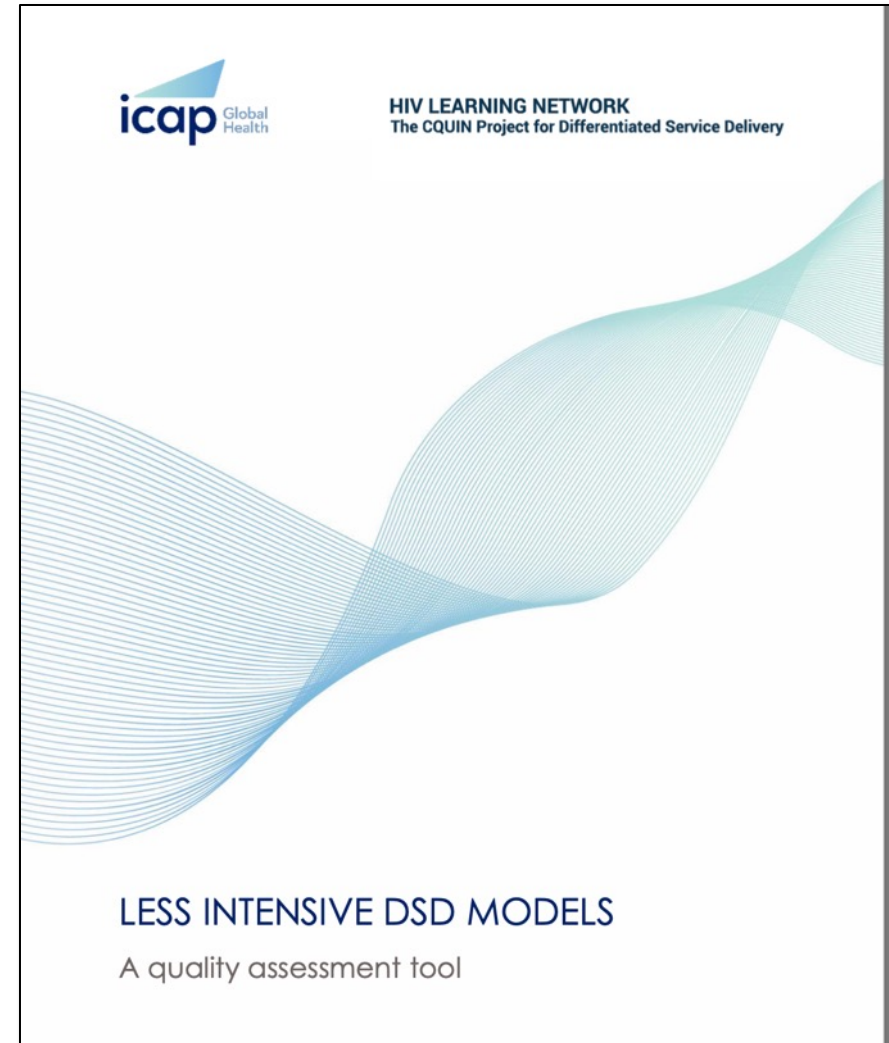
DSD-specific quality indicators and assessment

- Routine M&E systems have few or no relevant indicators
- MER indicators and SIMS indicators do not directly assess DSD quality
- *What* indicators should we use?
- *Where* and how should data be collected?
- *Who* should do the data collection? ← community-led monitoring
- *Who* should we ask about client satisfaction?

The CQUIN DSD CoP developed a QA toolkit

The toolkit includes:

- Qualitative and quantitative indicators
- Data collection tool

Like the quality standards, this is intended to be adapted by country teams to fit their context and/or used along with other tools and methods

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LESS INTENSIVE DSD MODELS

A quality assessment tool
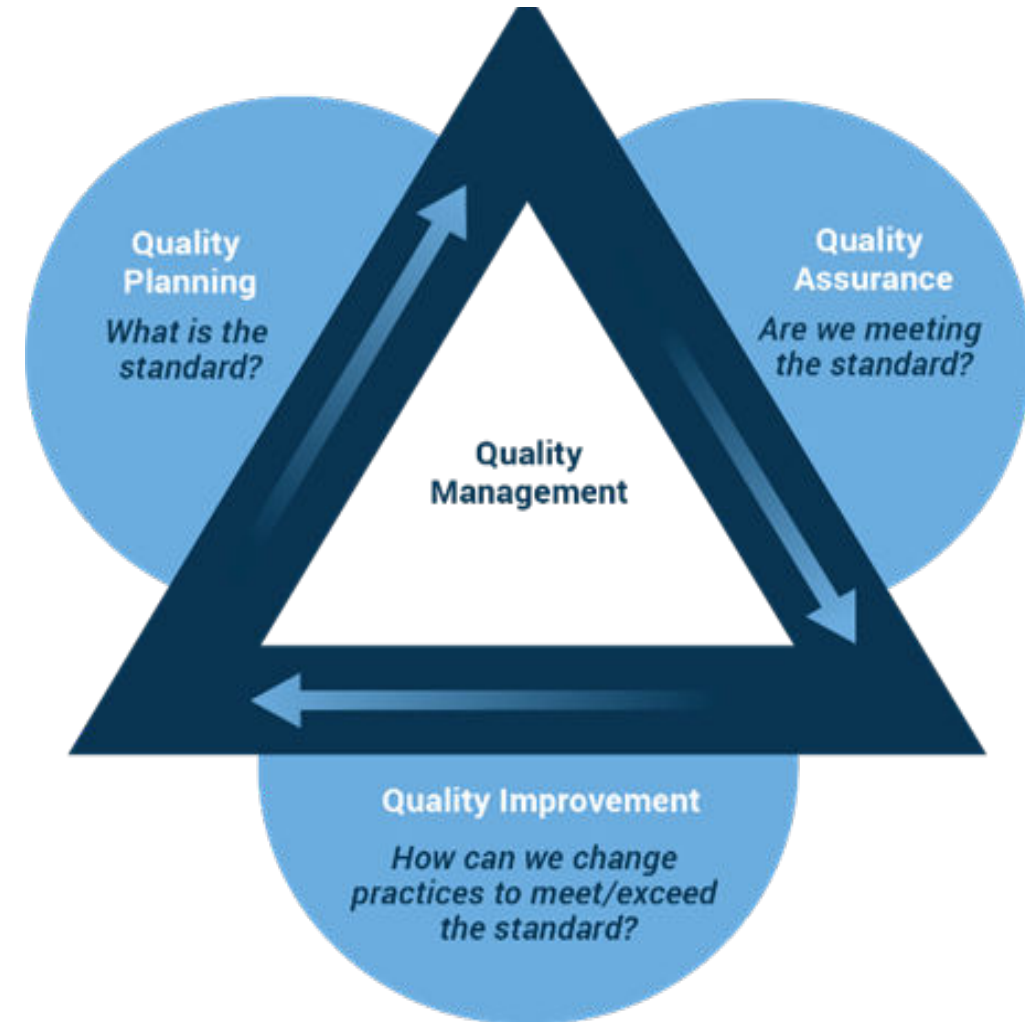
How can we improve DSD quality?

Quality Challenges are Systems Challenges

"If you pit a good performer against a bad system, the system will win almost every time. We spend too much time fixing people who are not broken, and not enough time fixing organizational systems…"

- W. Edwards Deming
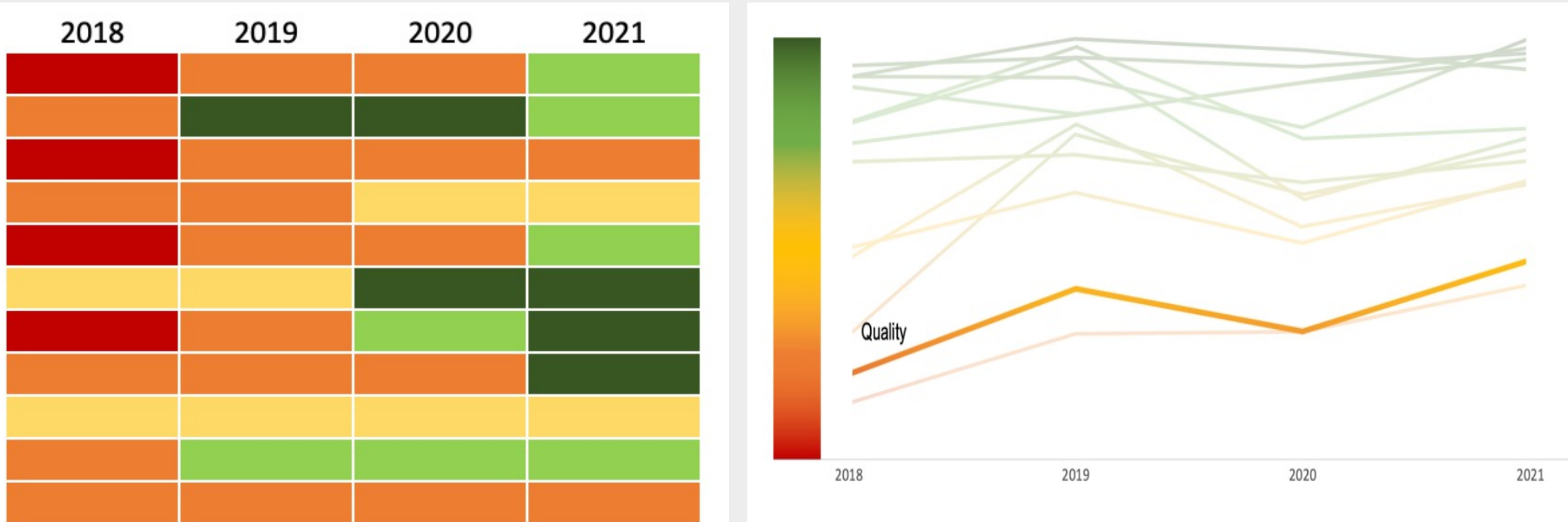
Quality Improvement

- A systems strengthening solution for a systems challenge

- The CoP facilitates QI-for-DSD case studies from multiple countries

- Recognized the need for QI-for-DSD training and supports an ongoing stream of work

Quality Planning
What is the standard?

Quality Assurance
Are we meeting the standard?

Quality Management

Quality Improvement
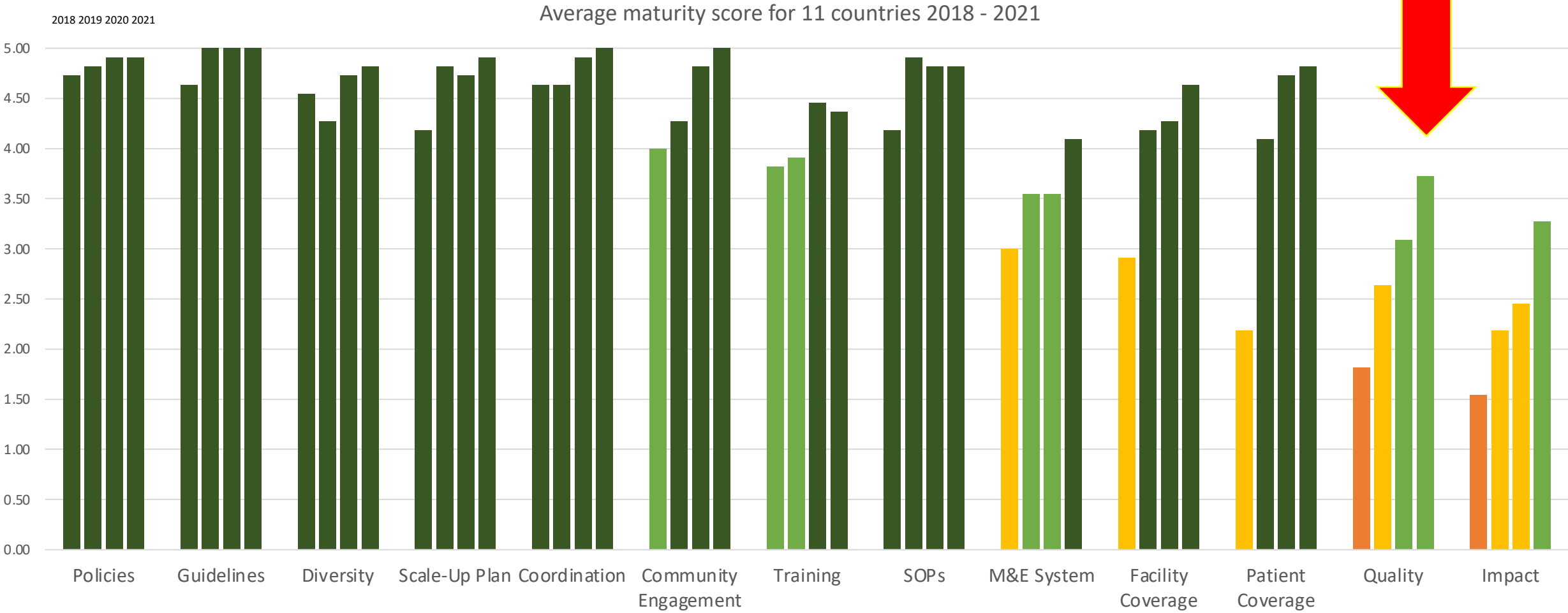*How can we change practices to meet/exceed the standard?*

Where are we now? What's next?

Where are we now?

Change in Quality Domain 2018 – 2021: 11 countries

Performance has improved but more is needed

Average maturity score for 11 countries 2018 - 2021

2018 2019 2020 2021

Insights from DSD Performance Reviews

11%	
35%	
10%	
45%	

100%
80%
60%
40%
20%
0%

■ Do not meet criteria and not enrolled in a less-intensive model
  ✓ Appropriate

■ Meets criteria but not enrolled in a less-intensive model
  • Missed opportunity

■ Do not meet criteria but enrolled in a less-intensive model
  • Inappropriate

■ Meets criteria and enrolled in a less-intensive model
  ✓ Appropriate
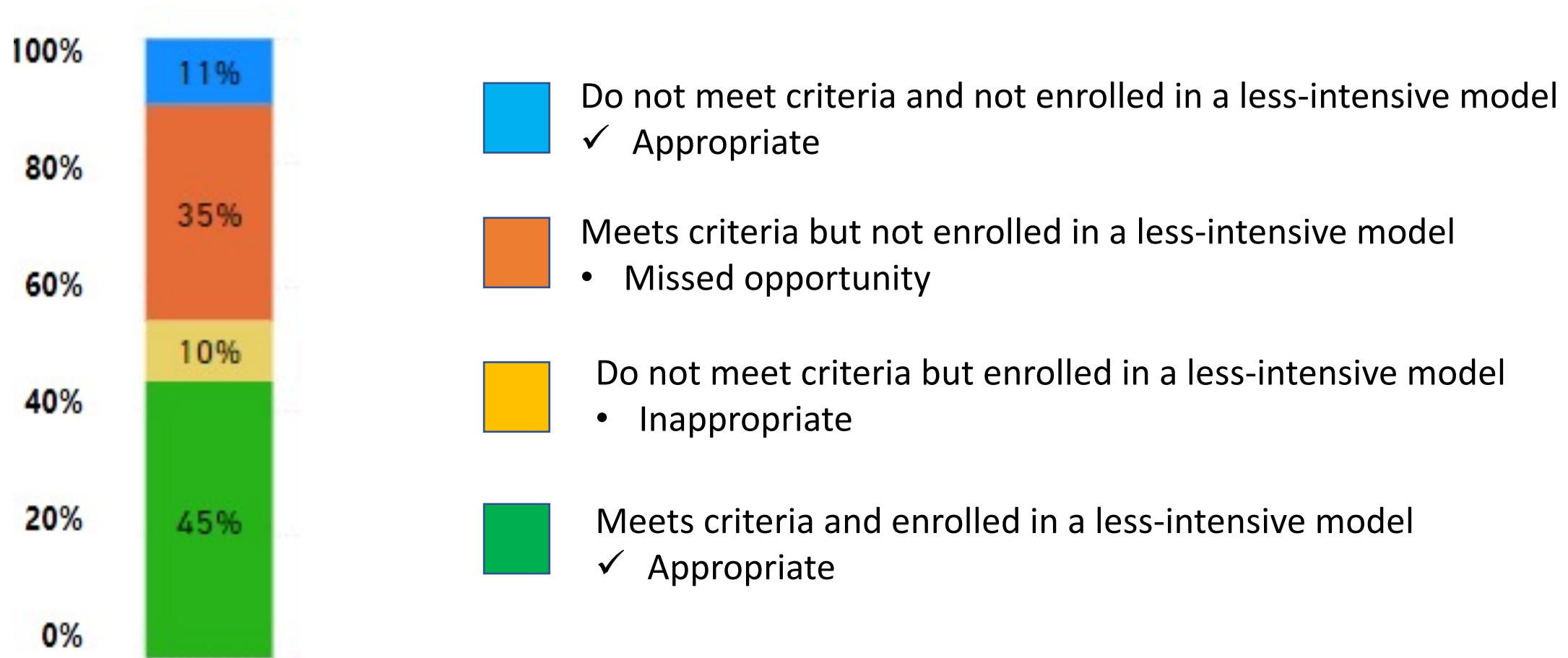
2021 country self-staging results for the Quality domain of the CQUIN dashboard

Self-staging results for 20 CQUIN network partner countries: November 2021

Definitions of each maturity stage (current dashboard)

Quality standards for DSDM have not been defined and are not currently in development	National quality standards for DSD programs are in development or have been defined, but no evaluations of quality using national standards have been completed	At least one evaluation of DSD program quality has been conducted using the national quality standards, but the results do not indicate that standards have been met	At least one evaluation of DSD program quality has found that the program meets established national quality standards	Repeated evaluations of DSD program quality have found that the program meets established national quality standards

2022 Quality Challenges

- Many of the 2019 challenges persist
  - Fidelity
  - Documentation
  - Demand creation

- New challenges as a result of successful DSD scale-up (e.g., ART supply chain constraints on MMD)

- New challenges due to COVID-19

- Interest in expanding the scope of DSD-specific QM
  - AHD, TB, FP, NCDs and more

What's Next?

This week's meeting will include sessions on:

- Defining and measuring quality (Session 2)

- Client satisfaction (Sessions 7 and 10e)

- Improving quality (Sessions 5, 6, 9 and 11)

- Deeper dives into quality for specific groups (Session 10)

- Time for each country team to develop a quality management action plan, and to discuss with colleagues from other countries

What's Next – continued

- Meeting outputs and action plans will be used to guide CQUIN network activities

- The CQUIN CoPs on M&E, Quality, and Community Engagement will work together on a recipient of care satisfaction toolkit

- The CQUIN team is updating the quality domain on the treatment dashboard for 2022

Working draft of new quality domain

Neither national quality standards nor a services quality assessment (SQA) tool for differentiated treatment (DART) models have been developed and neither is currently in development	National quality standards and a SQA tool for DART models have been developed but no evaluations of quality using the standards have been completed	The SQA tool has been used to conduct at least one evaluation of DART quality in the past year, and at least 50% of facilities assessed met or exceeded national quality standards	The SQA tool has been used to conduct at least one evaluation of DART quality in the past year, and at least 75% of facilities assessed met or exceeded national quality standards	The SQA tool has been used to conduct at least one evaluation of DART quality using a nationally representative sample in the past year, and at least 75% of facilities assessed met or exceeded national quality standards

Please contribute to the conversation on Jamboard

https://bit.ly/CQUIN-Quality-Meeting

- Go to the link (ideally using your laptop)
- Add comments, answer questions, ask new questions
- The board will be open for the entire meeting

Question 1: How should we define "quality DSD services"?

It's more than sustained VL suppression!

Holistic person-centered services
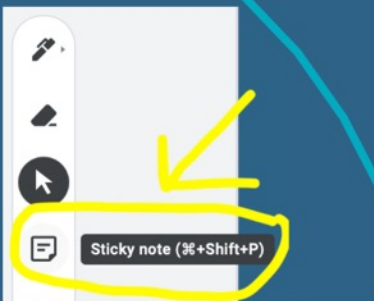
Click on the "sticky note" icon, choose a color and get started!

You can adjust color and size of your sticky note and drag it to where you want it

Remember there is more than one page - see the icon at top center

Sticky note (⌘+Shift+P)

The Secret of Quality

"Systems awareness and systems design are important for health professionals but are not enough. They are enabling mechanisms only. It is the ethical dimension of individuals that is essential to a system's success. Ultimately, the secret of quality is love."

- Avedis Donabedien