

CQUIN 2022: Where are we now?

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CQUIN 6th Annual Meeting
December 6 – 9, 2022 | Durban, South Africa



Outline

- Introduction to the CQUIN Network
- CQUIN in 2022
- Communities of practice
- Data for decision making
- Launch of CQUIN 2.0



What is the CQUIN network?

www.cquin.icap.columbia.edu

The HIV Coverage, Quality and Impact Network is an African learning network designed to advance HIV differentiated service delivery to enhance recipient of care outcomes and strengthen health systems

- Launched in 2017
- Funded by the Bill & Melinda Gates Foundation
- Convened/led by ICAP at Columbia University
- Supported by an Advisory Group inclusive of Ministries of Health, civil society, PEPFAR, CDC, USAID, WHO, Global Fund, UNAIDS, ITPC
- Supported by a Community Advocacy Network chaired by ITPC
- Focuses on the gap between policy and implementation at scale



How does CQUIN work?

- Convenes health system leaders from network countries to participate in joint learning and information exchange, with the goal of fostering the scale-up and spread of high-quality, highimpact HIV services
- Countries join at MOH level. MOH engage a core team, including recipients of care, implementing partners, civil society, donors, academic institutions, etc.
- This country team then:
 - ✓ conducts baseline and periodic self-assessment using CQUIN capability maturity models
 - ✓ develops DSD action plans, commitments and targets
 - ✓ participates in **network activities** (including communities of practice) via an opt-in demanddriven approach
 - ✓ exchanges knowledge and tools/resources and shares data on progress of scale up, best practices and lessons learned



What is a capability maturity model?

A systems strengthening approach that:

- Identifies core functions/domains in which capability is required to achieve organizational goals
- Describes sequential stages of maturity within each domain
- Sets a clear path towards achieving maturational goals
- Is used repeatedly over time to track change

RED	ORANGE	YELLOW	LIGHT GREEN	DARK GREEN
Early or preliminary stages of planning and development; Useful in identifying next steps to take in the scale-up process	Work has begun and the initial efforts are ongoing; Highlights areas that can prioritized for improvement	Efforts have resulted in measurable progress, such as a draft for review or achievement of more than 25% progress to a target	Considerable progress has been made, resulting in over 50% progress to a target or working systems only in need of finalization	Achievement of a highly-evolved implementation of the domain; Further improvements and refinements can be made as needed



How does CQUIN use CMM Results?

Annual systematic self-assessment of national DSD program maturity by multidisciplinary country teams, including recipients of care

- Compared year-to-year to track maturity of DSD programs over time
- Enables network countries to use the same terms and indicators helps to identify areas of shared interest and challenges

DSD scale up plan being OSD progress reported program reports and/or ar

Step-by-step national

job aides available

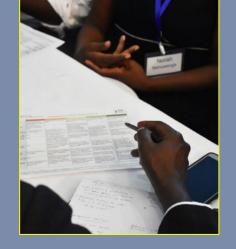
- Promotes friendly competition and diffusion of innovation
- ICAP's CQUIN team uses results to prioritize network activities
- Country teams use results to prioritize their DSD action plan activities



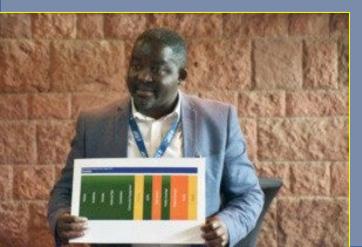


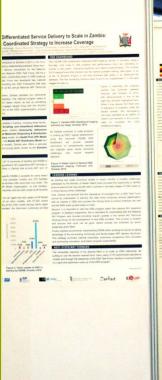














In CQUIN's 2021 external evaluation, MOH respondents ranked CQUIN's use of capability maturity models as one of the three highest-impact elements of the network

DSD Action Plans

Each year at the Annual Meeting, CQUIN country teams develop national DSD action plans which:

- Reflect national priorities
- Align with donor-funded activities (PEPFAR, Global Fund, other)
- Are timed to lead into the PEPFAR COP planning cycle (and this year, into the Global Fund NFM4 planning cycle)

MOHs lead collaborative development with recipients of care, implementers, donors, and other stakeholders

- Action plans are updated throughout the year, including at every CQUIN meeting
- Teams report back on progress at the Annual Meeting



Network Activities: All Countries

CQUIN supports all network countries to participate in country-to-country learning:

- Self-staging with CQUIN capability maturity models
- Meetings and workshops
- Country-to-country visits
- Communities of practice
- Webinars
- WhatsApp groups
- Website
- Monthly newsletter









Network Activities: Selected Countries

CQUIN provides focused TA for some countries, when transition plans are in place:

- Seconding and supporting national DSD coordinators
- DSD Performance Reviews
- TA from ICAP's CQUIN team
- Catalytic Projects



19 All-network meetings to date

Launch meeting (Durban, March 2017)

DSD for advanced HIV disease (Harare, July 2017)

DSD for adolescents (Pretoria, October 2017)

1st Annual meeting (Maputo, February 2018)

The science & practice of scale-up (Manzini, June 2018)

QI and DSD (Lilongwe, September 2018)

2nd Annual meeting (Addis Ababa, November 2018)

TB/HIV and DSD (Lusaka, March 2019)

Quality, QI and DSD (Nairobi, June 2019)

3rd Annual Meeting (Pretoria, Nov 2019)

AHD and DSD (Virtual, July 2020)

4th Annual Meeting (Virtual, December 2020)

Differentiated MCH Services (Virtual, May 2021)

Differentiated KP services (Virtual, August 2021)

5th Annual Meeting (Virtual, November 2021)

MOH Strategic Planning Meeting (Nairobi, February 2022)

Quality Management and DSD (Pretoria, April 2022)

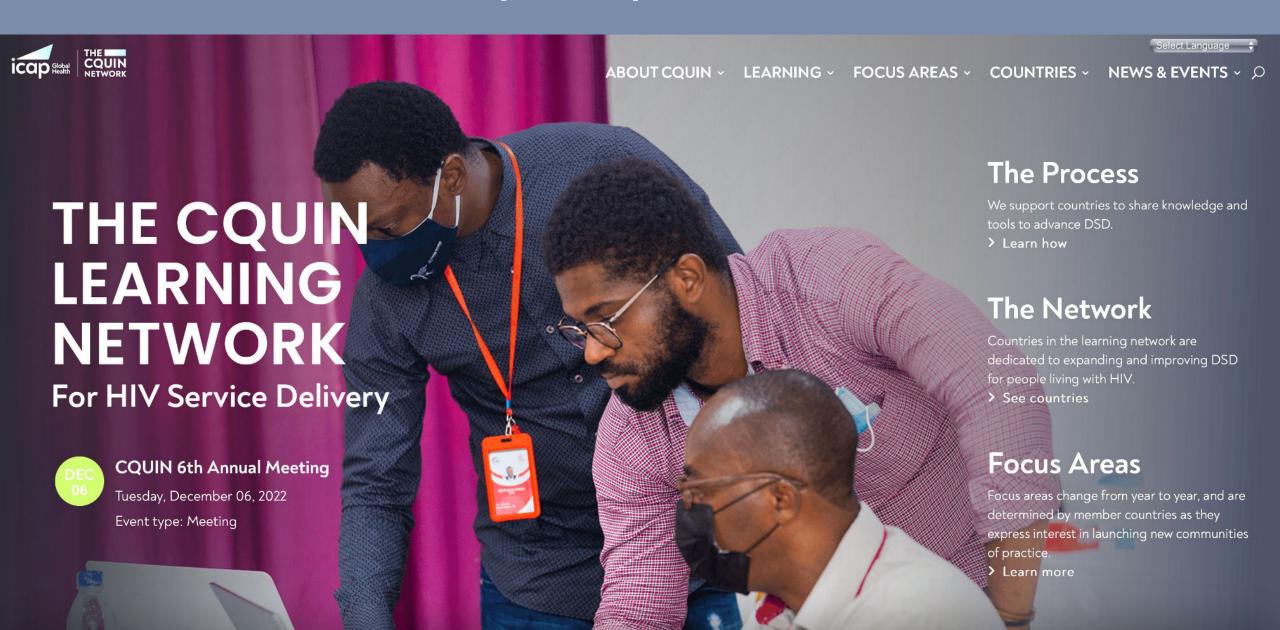
DSD Along the HIV Cascade (Kigali, August 2022)

6th Annual Meeting (Durban, December 2022)

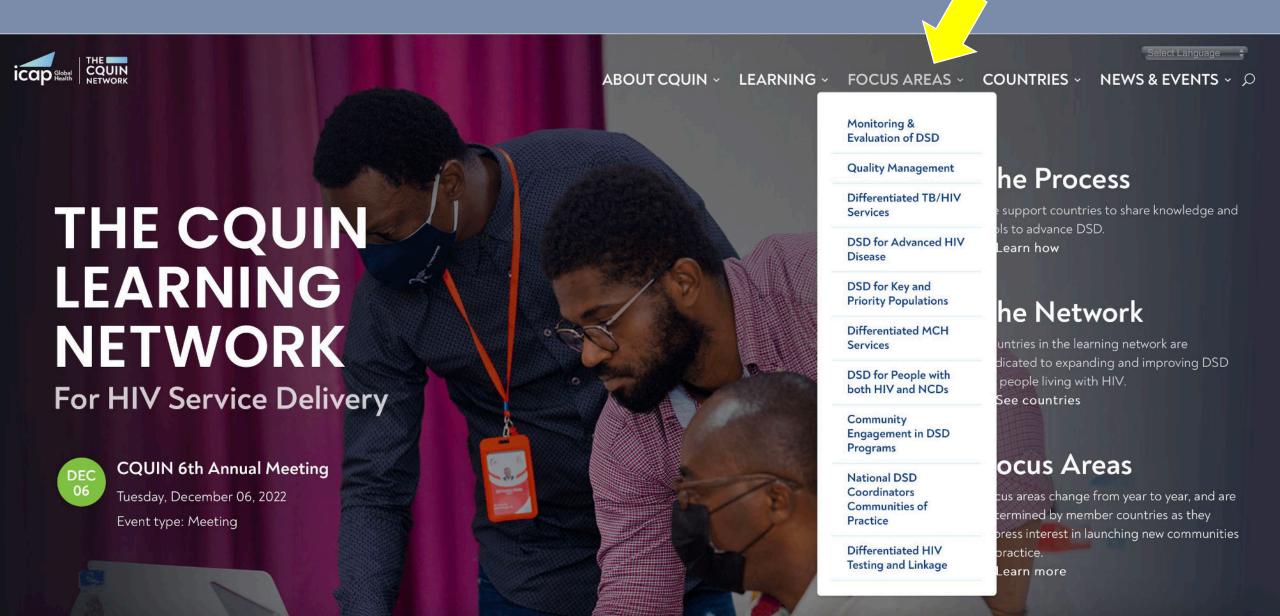


All meeting reports are on the CQUIN website: www.cquin.icap.columbia.edu

www.cquin.icap.columbia.edu



www.cquin.icap.columbia.edu





CQUIN in 2022





WE HAVE BREAKING NEWS



CQUIN is now 22 members strong – Lesotho joined running





CQUIN 2023



- Burundi
- Cameroon
- Côte d'Ivoire
- DRC
- Eswatini
- Ethiopia
- Ghana
- Kenya
- Lesotho
- Liberia
- Malawi

- Mauritania
- Mozambique
- Nigeria
- Rwanda
- Senegal
- Sierra Leone
- South Africa
- Tanzania
- Uganda
- Zambia
- Zimbabwe



2022 by the Numbers

- **22** countries!
- 8 DSD coordinators seconded to MOH
- 4 in-person multi-country meetings
- 11 countries made 7 country-to-country visits
- 50 tools and resources exchanged
- 10 active communities of practice
- 8 webinars
- 7 newsletters
- 5 countries completed DSD performance review (DPR) data collection
- 7 countries conducted DPR Dissemination meetings
- 1 new capability maturity model (differentiated testing and linkage)



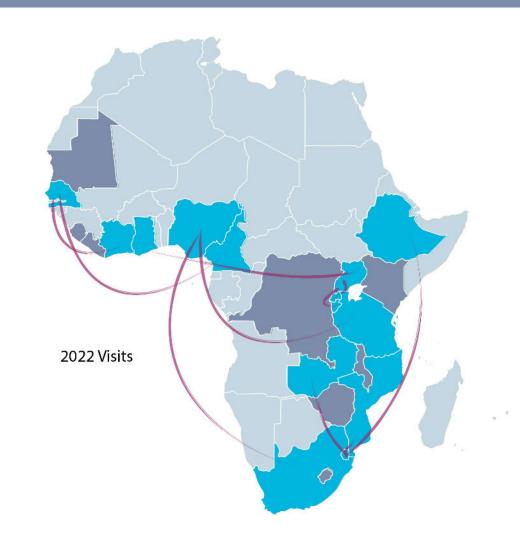
New and Revised Capability Maturity Models

- Revised the differentiated treatment CMM
 - Added domains, reflecting CQUIN's expanded focus
 - Made scoring more rigorous, reflecting the marked progress that countries have made since the original CMM was developed
- Scaled-up the advanced HIV disease (AHD) CMM
 - Has now been used by 14 countries
- Introduced a new differentiated testing and linkage CMM
 - Piloted in 7 countries in 2022



7 Country-to-Country Learning Exchange Visits in 2022

- Ethiopia visited Eswatini for AHD
- Eswatini, Mozambique & Zambia visited Tanzania for KP services
- Tanzania visited Nigeria for Decentralized Drug Distribution (DDD)
- Ghana and Burundi visited Uganda for DDD
- Zambia visited Nigeria for AHD (supported by GF-SI)
- Rwanda visited Uganda for DDD
- Cameroon and Cote d'Ivoire visited Senegal for HIV/syphilis dual testing





Impact of country-to-country exchange visits







- Following the visit to Eswatini, Ethiopia developed AHD SOPs & manuals; trained 160 Health care providers and scaled up AHD services to 124 health facilities
- Following the visit to Tanzania, **Mozambique** updated its DSD manual to include KP Prevention package
- Following the visit to Nigeria, Zambia adopted VISITECT as a CD4 POC for identifying people with AHD; mapped out hub and spoke model; M&E tools being updated for AHD; and started a phased roll-out of community AHD model to address high postdischarge mortality
- Following the visit to Uganda, Ghana has started a phased implementation of DDD with initial pilot in 30 facilities.



Tools/Resources Exchanged in 2022

- At least 50 tools and resources were exchanged
- About half were shared in the months following the 5th Annual Meeting
- Most were frameworks and implementation toolkits
- Half were requested through ICAP
 CQUIN staff, and the other half were requested directly between countries

Number of documents shared (N=50)	(n)	% (n/N)
Number shared each quarter		
January-March 2022	24	48%
April-June 2022	16	32%
Jul-September 2022	10	20%
Category of documents shared		
Data collection or reporting tools	6	12%
Frameworks/Implementation toolkits	20	40%
Guidelines/SOPs	7	14%
Operational Manual/Job Aids	9	18%
Other (algorithm, training resources)	8	16%
Modes of sharing the documents		
Request between countries (C2C sharing)	26	52 %
Request through ICAP's CQUIN team	24	48%
Status of use of the shared tools		
Utilized	30	60%
To be Utilized	7	14%
Not Specified	13	26%

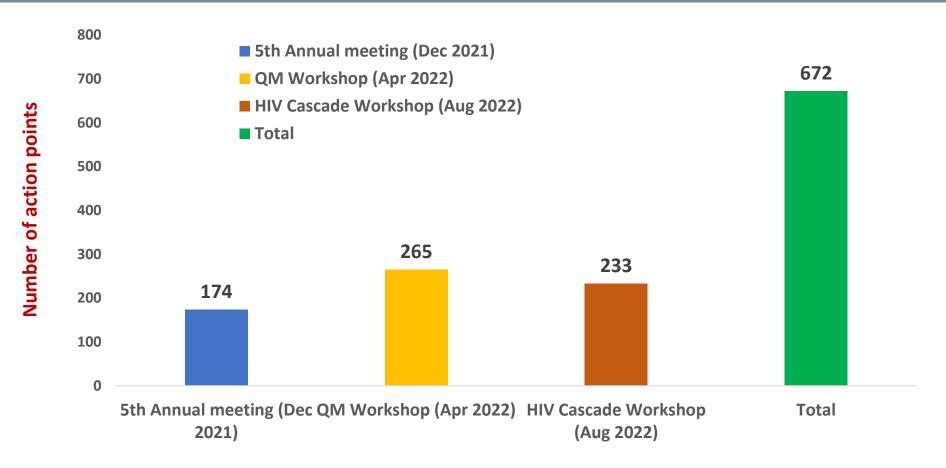


Illustrative tools and resources shared and used by countries in 2022

Recipient	Source of Tool	Type of Tool/Resource	How was the tool used?
Kenya	CQUIN	DSD Quality Standards - CQUIN	To develop national DSD quality standards
Ethiopia	Eswatini	Management of AHD algorithmCryptococcal Antigen screening algorithm	To develop national AHD guidelines, training materials, SOPs, and flip chart
Liberia	Zimbabwe	DSD Operational Guidelines	To develop national DSD guidelines
Sierra Leone	Kenya	DSD Operational Manual	To develop national DSD guidelines
	Uganda	ART register	To develop DSD data collection tools and registers



From Workshopping to Country Action: 19 countries generated 672 action items from the last three CQUIN Meetings



Of the 672 action points: **26%** (174) were from the annual meeting, **39%** (265) from the QM meeting, and **35%** (233) from the Cascade meeting

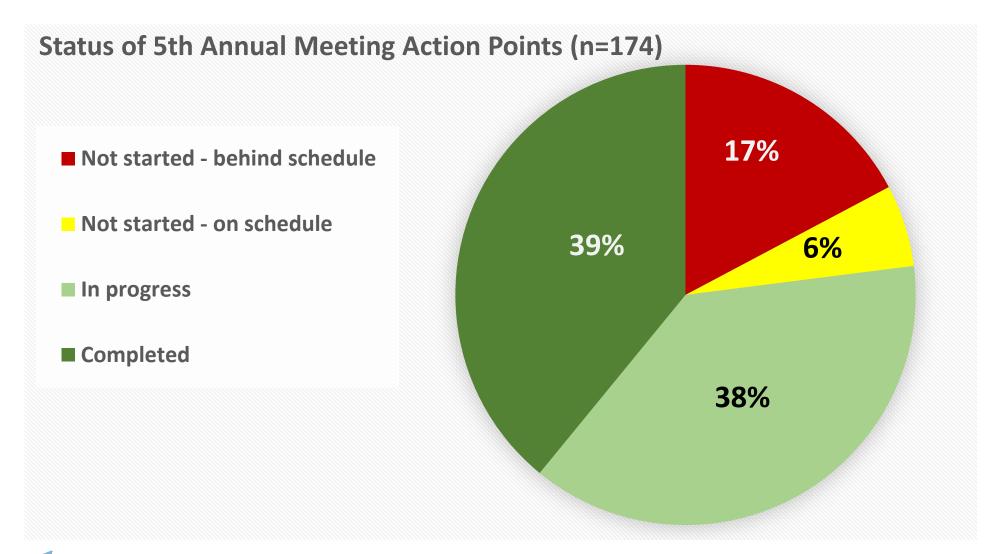


	items
Burundi	48
Cameroon	28
Cote d'Ivoire	46
DRC	34
Eswatini	43
Ethiopia	37
Ghana	18
Kenya	32
Liberia	49
Malawi	29
Mozambique	19
Nigeria	27
Rwanda	27
Senegal	30
Sierra Leone	44
South Africa	63
Tanzania	26
Uganda	39
Zimbabwe	33
Total	672

of Action

Country

77% of 5th annual meeting action plans have been completed or are in progress





Country Updates at the 6th Annual Meeting

Tuesday Dec 6	Wednesday Dec 7	Thursday Dec 8	Friday Dec 9
	Daily Registration and CO	OVID protocols (7:30-8am)	
Session 1: Welcome /	Session 6: Keynote (Community Led Montioring)	Session 11: Recap / Keynote - future of dHTS	Session 16: Recap/Kevnote - Epidemic Control
Introductions / Keynote (CQUIN)	Session 7: Panel presentations:	Session 12: Panel presentations:	
Session 2: Moderated panel discussion: DSD - where are we	AHD	Differentiated testing & linkage	Session 17: Tools Lab
TEA (10-10:30am)	TEA (10-10:30am)	TEA (10-10:30am)	
Session 3: Country updates (3	Session 8: Country updates (4	Session 13: Community of Practice	TEA (10:30-11am)
breakouts)	breakouts)	Parallel Sessions: Community Engagement, AHD, KP and HTS/linkage	Session 18: Country Action Plans and Way Forward / Closing Session
Lunch (12:30-2pm)	Lunch (12:30-2pm)	Lunch (12:30-2pm)	End at 1pm
Session 4: Community of Practice Parallell Sessions: TB/HIV, Quality, M&E, MCH	Session 9: Country Breakout Sessions	Session 14: Country Breakout Sessions	
	TEA	TEA	
Session 5: Poster Session	Session 10: Single-country action	Session 15: Single-country action	
	planning	planning	
End at 5pm	End at 5pm	End at 5pm	
Opening Dinner (6:30pm-8pm)			



Communities of Practice



Defining a Community of Practice

- In general, a Community of Practice (CoP) is a group of people who share a concern or a passion for something they do, and learn how to do it better as they interact regularly
- Within CQUIN, CoPs are a forum for exchange of best practices, joint learning and co-creation of tools and resources
- ICAP's CQUIN team facilitates focused, intensive, and collaborative work by CQUIN network countries

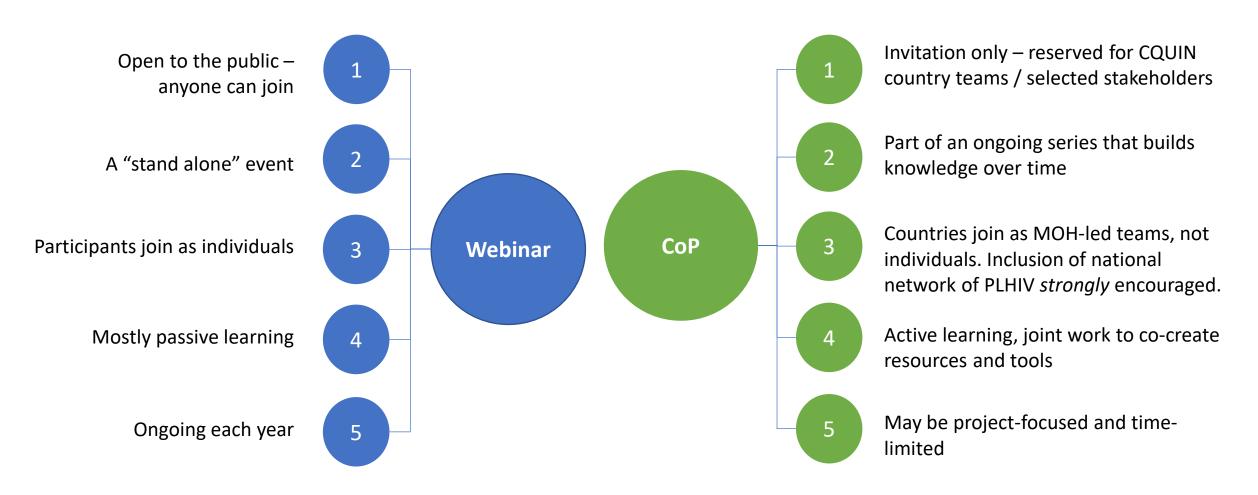


CQUIN Communities of Practice

- Quality Management
- DSD for HIV & NCDs
- Advanced HIV Disease
- DSD for Key Populations
- Differentiated MCH
- Differentiated M&E
- Differentiated TB/HIV
- Community Engagement
- National DSD Coordinators
- DSD for mobile, migrant and displaced populations



How are the CQUIN Communities of Practice different from Webinars?





Illustrative achievements of CQUIN Communities of Practice

Selected examples:

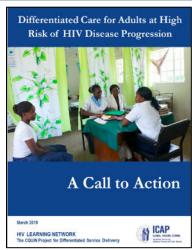
- A Call to Action for Differentiated AHD models
- AHD Capability Maturity Model
- Psychosocial screening tool for people at high risk of disease progression
- Differentiated M&E Framework
- DSD Performance Review toolkit
- Quality standards and QA tools for DART models
- Community engagement framework and assessment tool

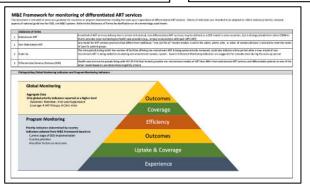
Learn more at www.cquin.icap.columbia.edu



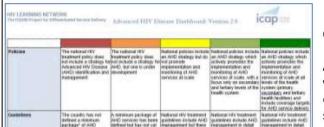








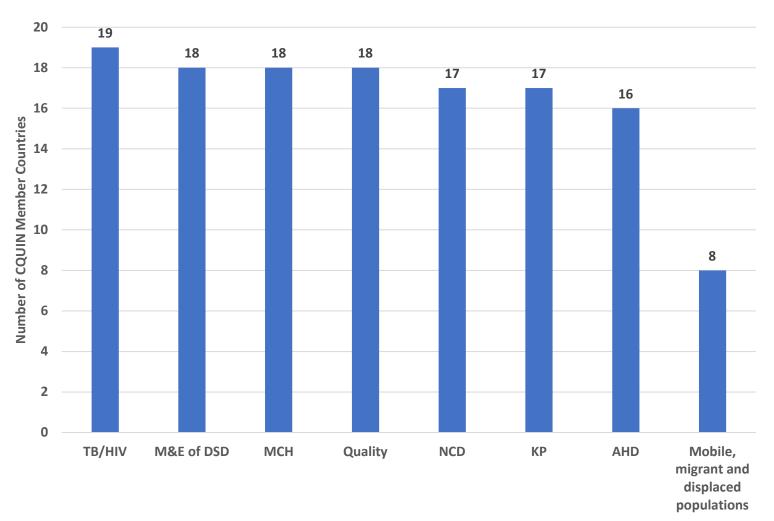




CQUIN AHD Dashboard Version 2.0

A self staging capability maturity model with 18 domains representing necessary components for implementing AHD services at scale with 5 stages of maturity

Current Country Membership to CQUIN Communities of Practice



- CQUIN re-constituted the CoPs in 2022 following feedback from member countries on changing priorities and expanded interest in joining new CoPs
- Community Engagement and DSD
 Coordinators CoPs are open to all
 CQUIN member countries
- Migrant, Mobile and Displaced
 People has been on hiatus. Eight countries now interested in restarting activities



Summary of Communities of Practice Technical Areas of Focus

- The Quality CoP
 - Scale-up the use of the CQUIN quality management toolkit (with a focus on less intensive DSD models)
 - Broaden the scope of quality standards and indicators beyond less intensive DSD models to include AHD, TPT, MCH/FP, and dHTS
 - Work with the M&E and community engagement CoPs to develop a client satisfaction toolkit
- The AHD CoP
 - Scale-up AHD service delivery through a health systems strengthening approach
 - Work with the Quality CoP on quality standards for AHD service delivery
- The TB/HIV CoP
 - Optimize the delivery of TB/HIV services to people in DART models
 - Support the integration of TB intensive case finding and TB preventive treatment (TPT) into lessintensive DSD models
- The M&E CoP
 - Optimize the use of electronic medical records (EMR) for DSD

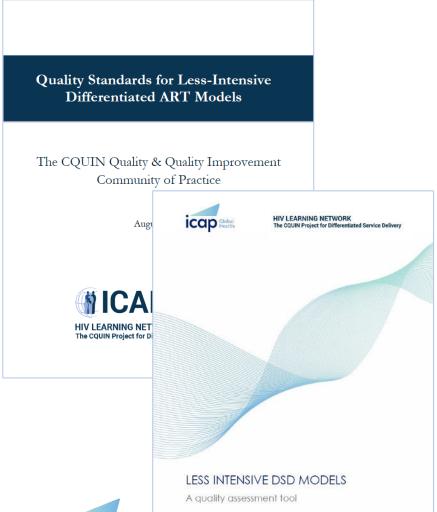


Summary of Communities of Practice Technical Areas of Focus

- The MCH CoP
 - Family planning integration into HIV care for women living with HIV
 - Differentiated HIV testing and treatment for PBFW and their infants including duo-testing for syphilis and HIV
 - Differentiated MCH service delivery models
- The KP CoP
 - Scale-up KP differentiated treatment services
 - Improve the quality and coverage of HIV care and treatment services for KP living with HIV
- The HIV/NCDs CoP
 - Incorporate NCD screening, prevention, and treatment services into HIV ART models
- The Community Engagement CoP
 - Scale-up the use of the Community Engagement toolkit to CQUIN member countries
 - Develop the Recipient of Care Satisfaction toolkit (in collaboration with the M&E and Quality CoP)
- The Migrant, Mobile and Displaced People CoP
 - Previously shared DSD models and case studies from Nigeria, South Sudan and Mozambique
 - To be re-activated in 2023



Community of Practice co-created resource: Scaling up the CQUIN quality management toolkit

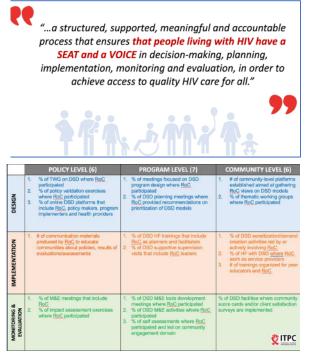


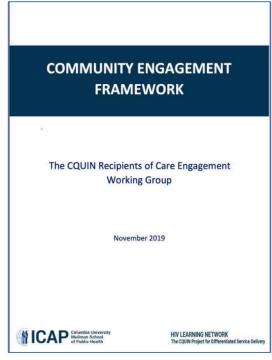
Countries (10)	Status
Cote d'Ivoire	Early adopter of the CQUIN quality management toolkit Piloted the tool and scaled up its use in-country
Rwanda	Early adopter of the CQUIN quality management toolkit Piloted the tool and scaled up its use in-country
DRC	Early adopter of the CQUIN quality management toolkit Piloted the tool
Eswatini	Adopted the <i>CQUIN quality management toolkit</i> and developed national DSD quality standards which are currently under review
Kenya	Included standards from the CQUIN quality management toolkit into their revised DSD operational manual, which is yet to be finalized, almost 98% complete
Sierra Leone	Included standards from the CQUIN quality management toolkit into their DSD operational manual which is under development
Malawi	Included standards from the CQUIN quality management toolkit into their DSD operational manual which is under development
Mozambique	Adapted some elements from the CQUIN quality management toolkit into their DPR
Zimbabwe	Adapted the CQUIN quality management toolkit into the national DSD quality standards
Ghana	DSD quality management electronic platform developed adapted from the CQUIN quality management toolkit Completed piloting the tool



Community of Practice co-created resource: Scaling up the Community Engagement Monitoring Toolkit

- ITPC and ICAP co-convene a Community Advocacy Network (CAN), which evolved out of the CQUIN community of practice on community engagement.
- In 2019 2020, ITPC, ICAP, and recipients of care including representatives of national networks of people living with HIV worked together to develop a conceptual framework for community engagement.
- In 2020 2021 we developed indicators and tools to assess CE using the new framework and then piloted an adapted community-led monitoring approach
- In 2022, ITPC supported recipients of care in 19 countries to implement the CE monitoring toolkit







Communities of Practice at the 6th Annual CQUIN Meeting

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			Session
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Data for Decision-Making



2022 Registration survey question: "What are the three most significant barriers to DSD scale-up in your country?"

- Since 2017, CQUIN stakeholders have characterized the lack of data about DSD implementation as a primary barrier to the scale-up of high-quality differentiated HIV services
 - The Differentiated M&E community of practice was one of the first CQUIN CoPs
 - Still very active in 2022, with 18 participating countries
 - ICAP's CQUIN team also provides TA to selected MOH to incorporate key DSD indicators into routine M&E systems
- In addition, CQUIN uses two key strategies to assess DSD scale-up at the country and network levels: **Capability Maturity Models** and assessment of **data from implementation**, including:
 - Countries M&E data on model mix and MMD
 - Data from DSD Performance Reviews

"We need to strengthen our M&E system so we can report on DSD models, not just MMD"

"The National M&E system is not able to report on all implemented models"

"L'absence de documentation"

"Unable to disaggregate treatment indicators by model"

"Inadequate documentation [of DSD] in national M&E tools"



CQUIN's Capability Maturity Model for Differentiated Treatment

- Initially developed in 2017; minor updates over the years
 - As noted earlier, describes increasingly mature stages within each domain
 - Provides a common language for network partners to discuss DSD scale-up
- In 2022, ICAP's CQUIN team led a major revision of the treatment CMM
 - Jan 2022: Initial draft developed
 - Feb 2022: In-person consultations with MOHs at the Strategic Planning meeting in Nairobi
 - March-May 2022: Revised CMM input from MOH and developed staging toolkit
 - June-July 2022: Piloted revised CMM toolkit with six countries
 - August-September 2022: All CQUIN countries conducted self-staging with the new CMM
- Rationale: to reflect the changing landscape of DSD and the CQUIN network
 - Staging = more rigorous, to reflect changing ambitions of network countries
 - Domains = more diverse, to reflect the shift towards "DSD 2.0" and the importance of DSD for specific populations (KP, PBFW) and clinical contexts (AHD, MCH, FP, TB/HIV)



2022 treatment capability maturity model (CMM) results by country

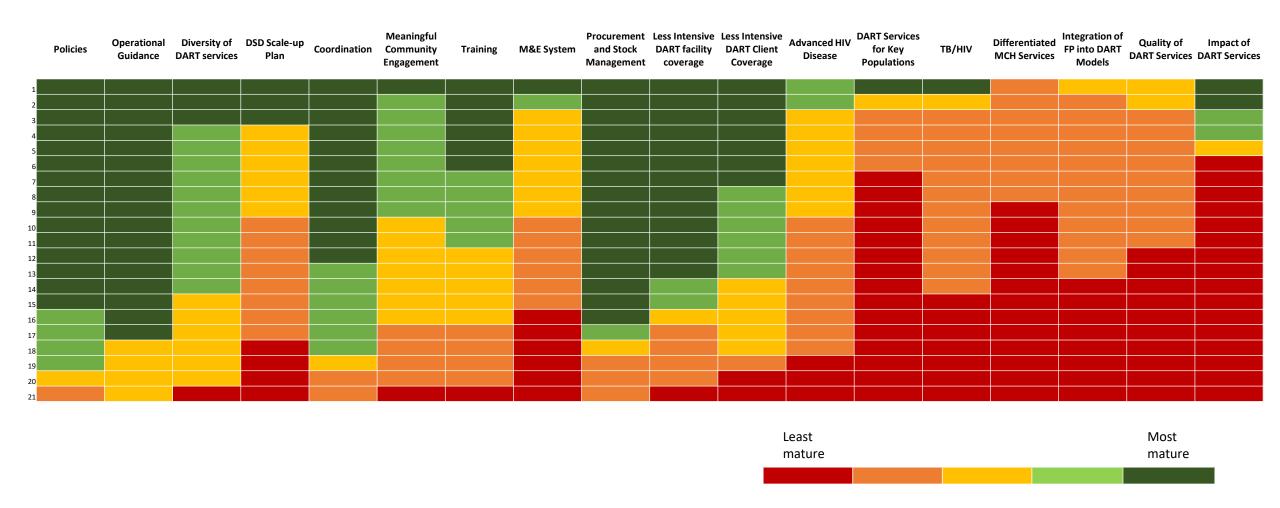


Rows = countries in alphabetical order Columns = domains in the 2022 treatment CMM



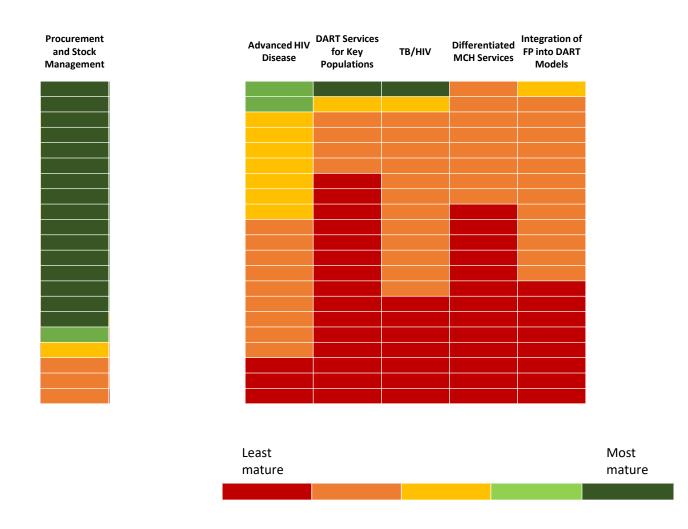


2022 CMM Results: Data stacked by stage



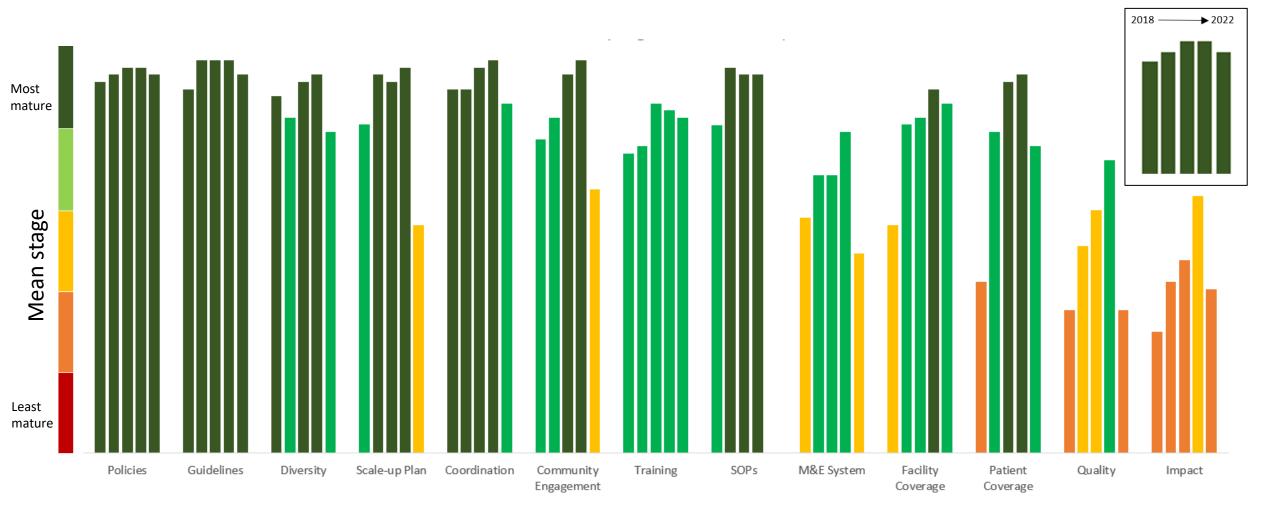


2022 CMM Results: Data stacked by stage – New domains in 2022

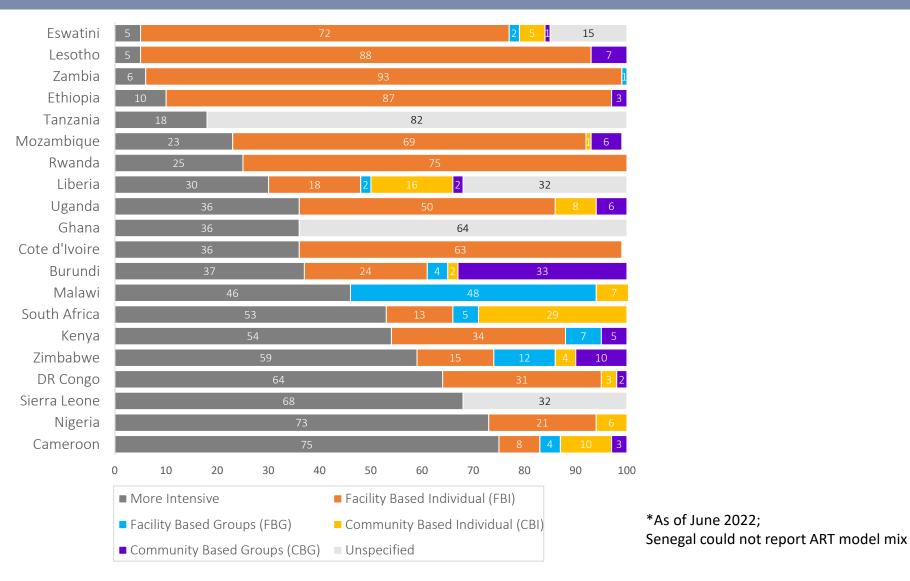




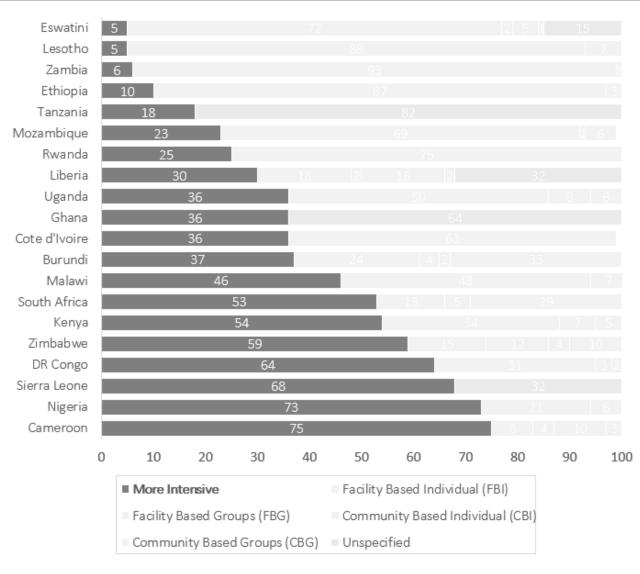
Mean CMM dashboard scores over time, 2018-22, 11 countries active since 2018



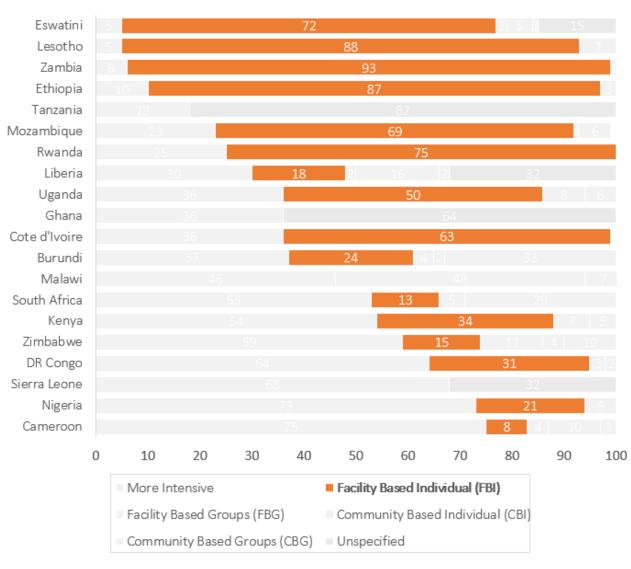




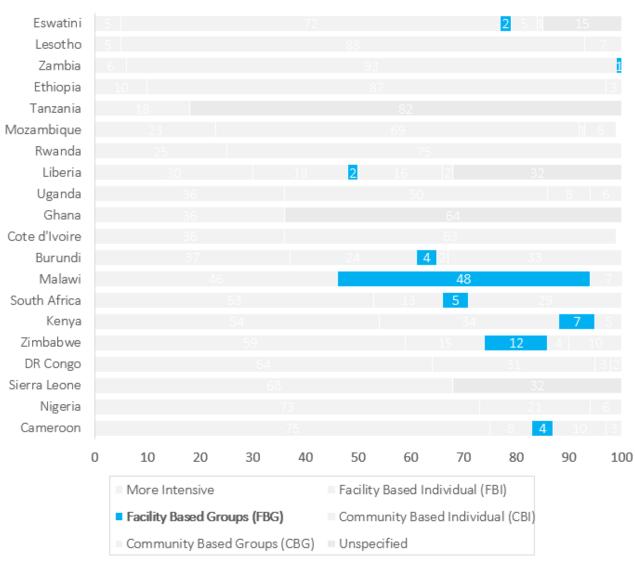






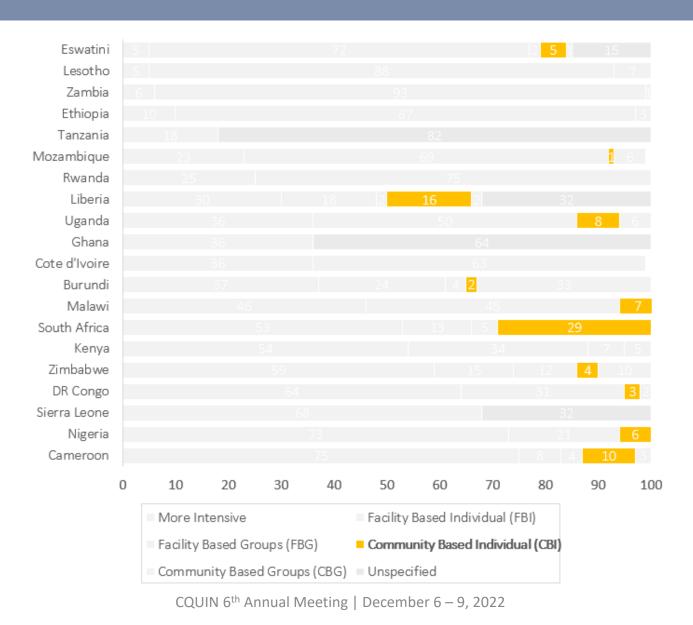




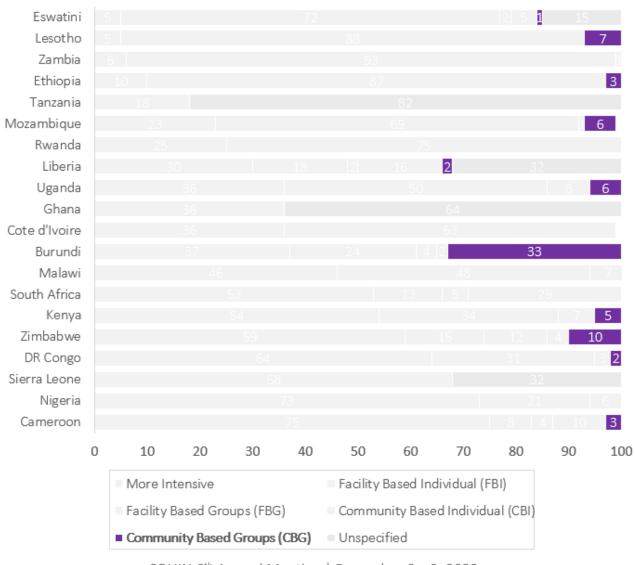




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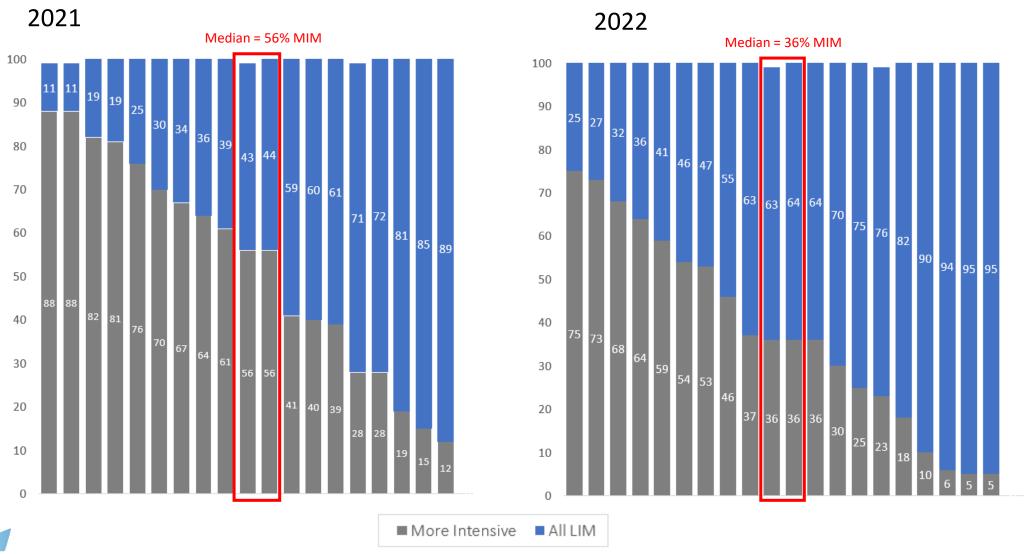






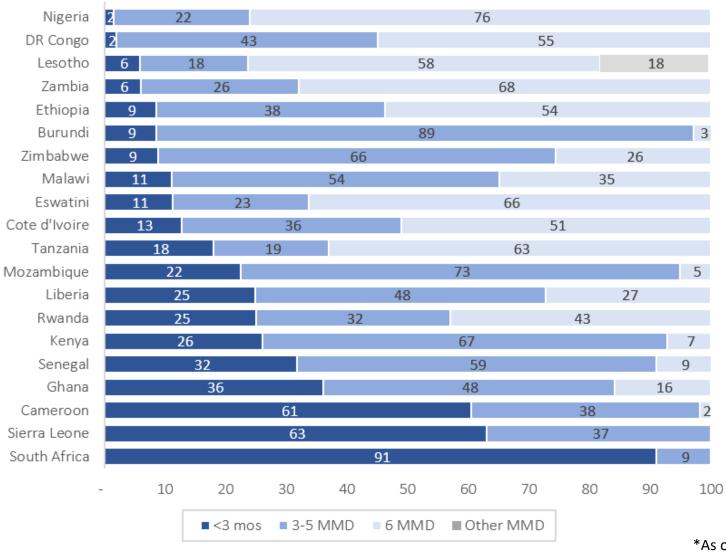
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Model mix, more-intensive (MIM) vs. less-intensive (LIM) models, 2021-22





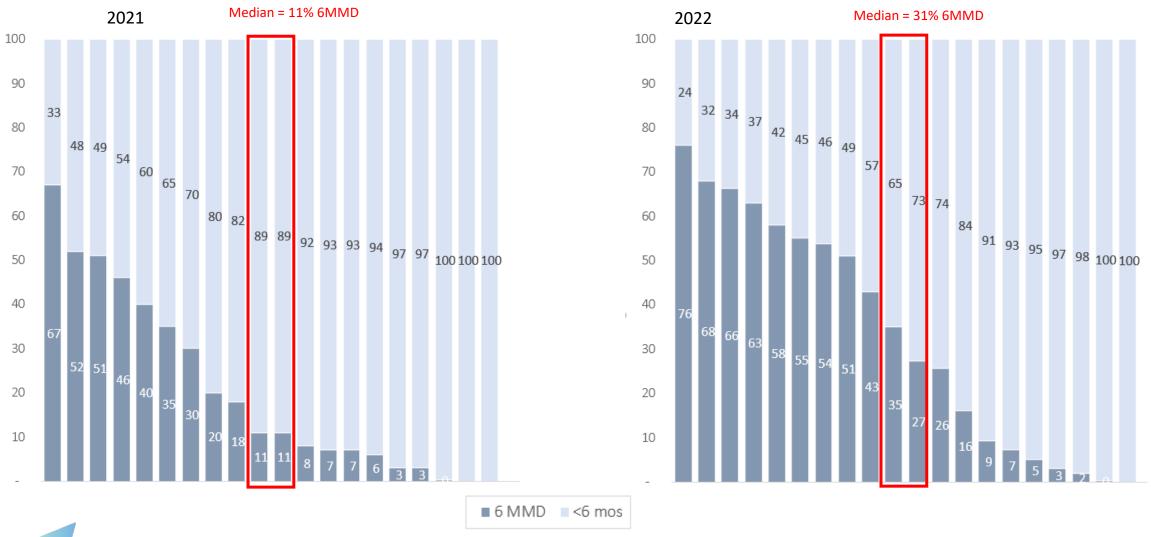
2022 quantity of ART distributed by country*





*As of June 2022; Uganda could not report MMD data

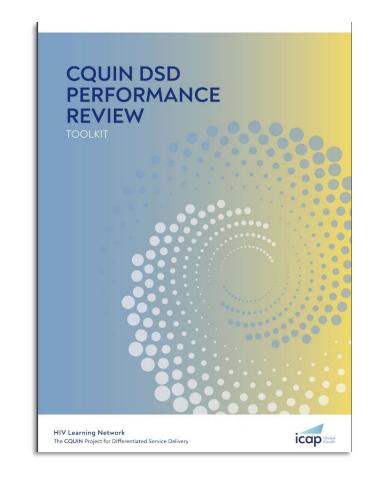
6MMD vs. < 6 MMD, 2021-22





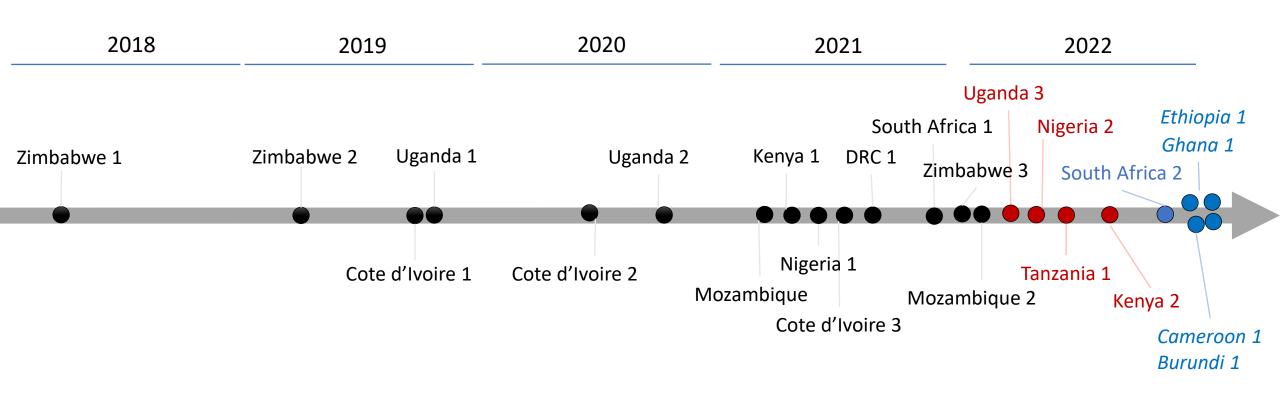
CQUIN DSD Performance Reviews (DPRs)

- ✓ Designed to fill the gaps in country M&E of DSD
- ✓ Standalone process of accessing data in facilityheld records
- ✓ Data abstraction conducted in a sample of facilities
- ✓ Data is analyzed and shared in a dissemination meeting
- ✓ Stakeholders develop action plans based on results
- ✓ Process repeated ~ yearly





Timeline of DSD performance reviews



Black: Data collection and dissemination meetings completed

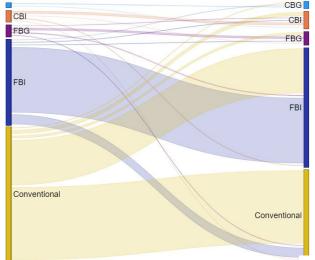
Red: Completing data collection in 2022

Blue: In planning stages for 2023



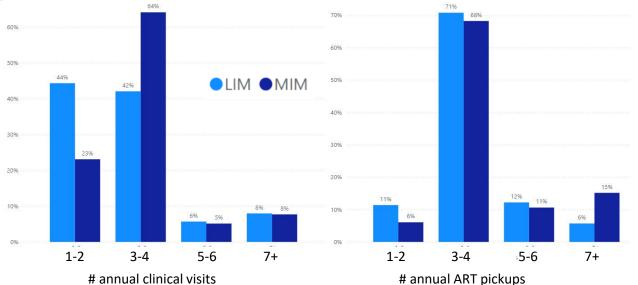
Results from DSD performance reviews

1) Model engagement and model switch across time
M12 Visit
M24 Visit



- 2) Appropriateness of model engagement vs. guidelines
- 1. Eligible & enrolled in LIM (Appropriate)
- 2. Ineligible & enrolled in LIM (Inappropriate)
- 3. Eligible & enrolled in MIM (Missed Opportunity)
- 4. Ineligible & enrolled in MIM (Appropriate)

3) Numbers of annual clinical visits and ART pickups, by model type (LIM/MIM)



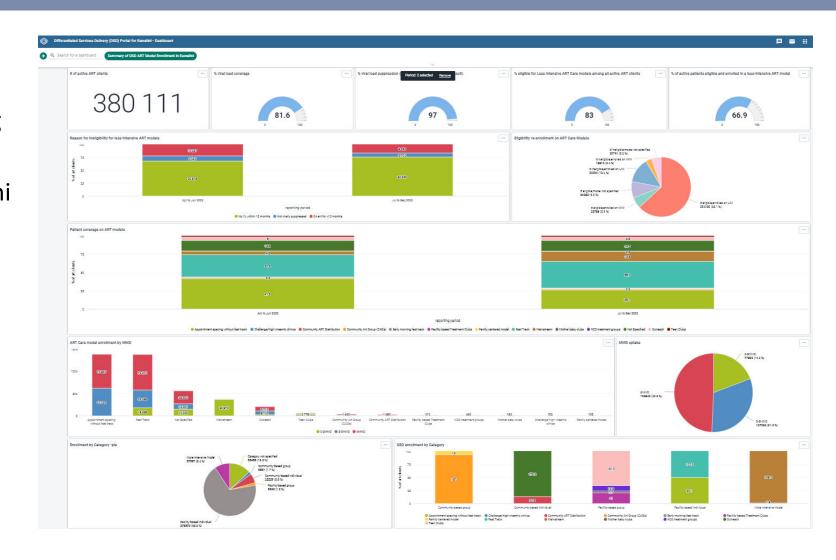


12M 24M 36M

Mos after ART initiation

DSD data from electronic medical records (EMRs)

- More in-depth DSD data summaries may also be generated via dashboards using data from EMRs
- Setsabile Gulwako from Eswatini National AIDS Program will be presenting their DSD EMR dashboard developed with support from CQUIN at M&E parallel session this afternoon







CQUIN 2.0



Looking Back: Launch of CQUIN 1.0 in Durban, March 2017

- Where was **DSD** in 2017?
 - Focus on less-intensive models for people doing well on treatment ("stable clients")
 - Emerging evidence base
 - Largely (but not entirely) pilot projects
- Where was the CQUIN network in 2017?
 - Just launched
 - 6 countries
 - The first capability maturity model self-staging exercises highlighted multiple barriers to scale



Present at the Launch of CQUIN 1.0















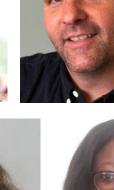






























What has changed?

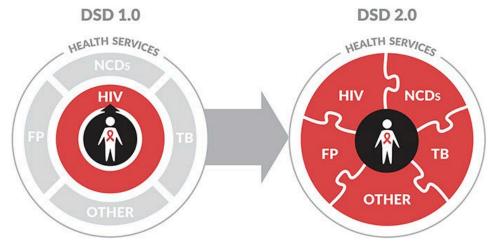
- Markedly increased coverage of differentiated ART for people established on treatment, driven by:
 - Changing national policies and guidelines
 - Growing evidence base
 - Recipient of care advocacy
 - COVID-19 pandemic
- Increasing recognition of the importance of DSD for other contexts:
 - Key and priority populations
 - People with AHD and/or at high risk of disease progression
 - People with co-morbidities and NCDs
 - Differentiated testing and linkage
- Continuing push for integrated, person-centered care



What's next?

CQUIN 2.0!

- The Bill & Melinda Gates Foundation has extended the CQUIN project through June 2027
- Focus will expand to include differentiated service delivery along the HIV cascade and the integration of non-HIV services into DSD models (DSD 2.0)
- We look forward to working with you for another 5 years!







ABOUT CQUIN ~ LEARNING ~ FOCUS AREAS ~ COUNTRIES ~ NEWS & EVENTS ~ D

CQUIN 6th Annual Meeting

December 06, 2022 - December 09, 2022

HOME AGENDA

PLENARY SESSIONS

PARALLEL SESSIONS RESOURCES

TOOLS LAB

PHOTOS

POSTERS

DSD 2.0: The Future of Differentiated Service Delivery

CQUIN's 6th Annual Meeting will convene Ministry of Health representatives from the 22-country network, national networks of people living with HIV, donors, implementers, and global partners to share data on the progress made toward scaling up high-quality differentiated service delivery (DSD) over the past year. It will also serve as the formal launch of CQUIN 2.0, an expanded network with a deepening focus on integrated, person-centered HIV testing, linkage and treatment services.



Concept Note (English) 🗐

Concept Note (French)





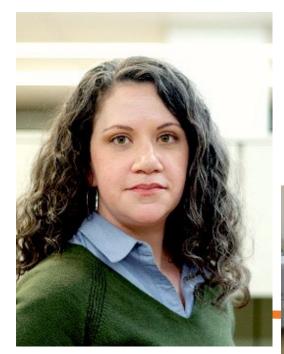


Acknowledgements

- Ministries of Health, networks of people living with HIV, communities, donors, implementers, academics and other key stakeholders in CQUIN countries
- The World Health Organization, UNAIDS, Global Fund
- PEPFAR, CDC and USAID
- The International Treatment Preparedness Coalition
- The International AIDS Society
- The Clinton Health Access Initiative
- The CQUIN team and ICAP leadership and staff around the world
- The Bill & Melinda Gates Foundation



Remembering Andrea Schaaf (1981-2022)









Thank you!

