

The CQUIN Differentiated HIV Testing Services Capability Maturity Model: Development, piloting, and next steps

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Outline

- Developing the dHTS Capability Maturity Model
- Piloting the dHTS CMM self-staging toolkit
- Results and feedback
- Next steps

Developing the dHTS CMM – 1

One of the action points from the Future of HIV Testing expert consultation series was to explore the questions:

- How do we define the elements of a “good” HTS programme?
- How do we measure its success?

The ICAP CQUIN team was charged with developing a capability maturity model / framework for national dHTS programmes that can be used to measure progress, prioritize gaps, and identify best practices

Key Question:

What does a “mature” national HTS program look like?

- What capabilities does it have?
- What enablers are required?
- What services does it provide?
- What standards does it achieve?

Key Steps for CMM Development:

1. Identify core functions / domains in which capability is needed to achieve goals
2. Describe sequential stages of maturity within each domain
3. Develop the self-staging toolkit

Developing the dHTS CMM – 4

1. Identifying dHTS domains: Nov 2021 – Feb 2022

- Through an iterative process, ICAP and CHAI identified key domains
- Developed an initial definition of the “mature” stage for each
- Convened extensive stakeholder consultations
 - WHO testing leads, WHO sub-TWG on differentiated HTS (inclusive of MOH, implementers, donors and recipients of testing services), IAS, ITPC, PEPFAR, CDC, USAID, Global Fund, CHAI country teams, FHI360, Solthis, MOH DSD coordinators from 20 CQUIN member countries, and more
- Refined and finalized **19 domains**

Example: National dHTS **Implementation and Scale Up Plan**

Mature Stage

A costed national dHTS implementation and scale-up plan has been developed and approved by MOH leadership

with

Input from stakeholders such as NGOs, communities, and specific populations (particularly KPs, PLHIV, WLHIV, youth) relevant to the local HIV epidemic

and

Includes **timelines**, **targets** (by prioritized population and HTS approaches), **indicators** (including testing coverage, positivity rates, and linkage **outcomes** disaggregated by age, gender, geography, and population category)

and

Is funded, being implemented, and regularly monitored (quarterly, annually)

Developing the dHTS CMM – 5

2. Adding stages to each domain: March – April 2022

- Defined 5 stages for each domain
- Refined with feedback from key stakeholders

Least mature



| 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 be 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 |

Most mature



Example: National dHTS Implementation and Scale Up Plan

| <p>National dHTS implementation and scale up plan</p> <p><i>A costed national dHTS implementation and scale up plan has been developed with input from key stakeholders, includes timelines and targets, and is being funded, implemented, and monitored</i></p> | <p>No national dHTS implementation and scale-up plan¹ is currently in place and development has not begun</p> | <p>A national dHTS implementation and scale-up plan is under development</p> <p>and planning includes meaningful involvement of key stakeholders²</p> <p>OR</p> <p>It has been developed but not yet approved by MOH</p> <p>OR</p> <p>Does not include some of the following strategic choices: costing, timelines, dHTS targets and indicators</p> | <p>A national dHTS implementation and scale-up plan has been developed and approved by MOH leadership with input from key stakeholders</p> <p>And includes:</p> <ul style="list-style-type: none"> • Costing • Timelines • Targets (by prioritized population and HTS approaches) • Indicators (including testing coverage, testing positivity rates, and linkage outcomes disaggregated by age, gender, geography, and population category) <p>But the plan is not yet being implemented</p> | <p>A national dHTS implementation and scale-up plan has been developed and approved by MOH leadership with input from key stakeholders</p> <p>And includes:</p> <ul style="list-style-type: none"> • Costing • Timelines • Targets (by prioritized population and HTS approaches) • Indicators (including testing coverage, testing positivity rates, and linkage outcomes disaggregated by age, gender, geography, and population category) <p>And the plan is being implemented</p> <p>But the plan is not yet being regularly monitored (e.g., quarterly, annually)</p> | <p>A national dHTS implementation and scale-up plan has been developed and approved by MOH leadership with input from key stakeholders</p> <p>And includes:</p> <ul style="list-style-type: none"> • Costing • Timelines • Targets (by prioritized population and HTS approaches) • Indicators (including testing coverage, testing positivity rates, and linkage outcomes disaggregated by age, gender, geography, and population category) <p>And the plan is being implemented and regularly monitored (e.g., quarterly, annually)</p> |
|---|--|---|--|--|--|

Developing the dHTS CMM – 6

3. Developing the dHTS CMM self-staging toolkit:

- ✓ Orientation/sensitization slide deck
- ✓ Standard operating procedures
- ✓ Self-staging questionnaire
- ✓ Data source worksheet
- ✓ Structured feedback tools
- ✓ English and French versions

CQUIN dHTS Capability Maturity Model Staging Questionnaire

General Information

1. Country Name: _____

2. Name of Representatives Completing Staging and Contact Information

Full Name: _____ Job Title: _____

Employer: _____ Workshop: _____

3. Please indicate all organizations represented at the staging exercise.

1. Ministry of Health () CDC ()

2. USAID () UNICEF ()

3. HHS/USAID () USAID ()

4. PEPFAR Implementing Partner () Global Society / PLHV Community ()

Other implementing partner specify: _____

Other specify: _____

Note: It is expected that at least one representative from the community/location of testing services participate in this activity.

4. Complete CQUIN dHTS Dashboard Staging Meeting Roster and update.

Policies/Guidelines 1: Strategic model mix and decentralization

A1. Have national dHTS policies and guidelines been updated in the past 5 years? Yes for any Proceed to A2
 No to all Score Red

OR

Do national dHTS policies and guidelines recommend voluntary testing & counseling (VCT) and provider-initiated testing & counseling (PITCT)? Score Red

A2. Do national dHTS policies and guidelines specify age of consent? No Score Red
 Yes Proceed to A3

A3. Do national dHTS policies and guidelines recommend the following?
 - HIV self-testing (HIVST) No Score Red
 - Index testing of biological children Yes, only 1 of the 4 Score Green
 - Partner Services- Index Testing Yes, 2 or more Proceed to A3
 - Partner Services-Social network testing services (SNS) Yes, 3 or more Proceed to A3

A3. Do national dHTS policies and guidelines provide for trained lay people to conduct HTS? No Score Light Green
 Yes Score Green Score Dark Green Score Red

Indicate final staging for Policies/Guidelines 1: Strategic model mix and decentralization

Red: National dHTS policies and guidelines have not been updated in the past 5 years.
 OR
 National dHTS policies and guidelines do not recommend both voluntary testing & counseling (VCT) and provider-initiated testing & counseling (PITCT).
 Green: National dHTS policies and guidelines recommend VCT and PITCT but do not recommend any of the following:
 - HIV self-testing (HIVST)
 - Index testing of biological children

CQUIN dHTS CMM Staging Data Source Worksheet

| Domain Name and Detailed Description | Examples of Documents or Data Sources | Name of TWG Member or Content Expert to Provide Details for Staging (if necessary) | List of Supporting Documents Needed for Staging |
|---|--|--|---|
| Policies/Guidelines 1: Strategic model mix and decentralization The availability of and extent to which National dHTS policies and guidelines have been developed, aligned to international normative guidance, and promote a strategic mix of facility- and community-based testing modalities and approaches. | <ul style="list-style-type: none"> National HTS Policies National HTS guidelines National Consolidated HIV guidelines | | |
| Policies/Guidelines 2: Optimizing HIV Testing The availability of and extent to which National policies and guidelines recommend normative guidance on HIV rapid testing algorithms, active case finding, and prioritized | <ul style="list-style-type: none"> National HTS Policies National HTS guidelines National Consolidated HIV guidelines | | |

CQUIN dHTS Dashboard - dHTS DMM Feedback Post-Pilot July 2022

CQUIN dHTS Capability Maturity Model Feedback Post-Pilot Tool

Background: The purpose of this tool is to gather feedback from the team that participated in the pilot of the CQUIN dHTS dashboard. We recognize that what may be clear to the team developing the tools, may not be clear to the people administering them. Therefore, your feedback will go a long way in further refinement of the tools with the goal of ensuring an objective country self-staging. Thank you!

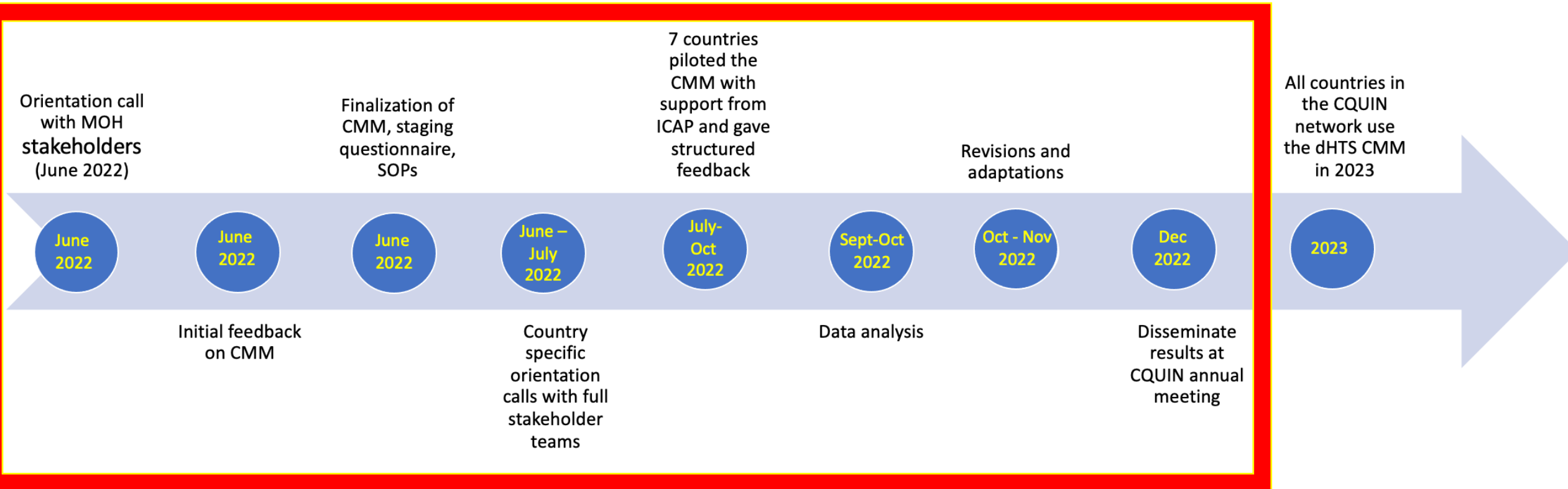
Here below are a few questions that will help gather your experience during the pilot:

- Country: _____
- Did you have any pre-meetings prior to piloting the CQUIN dHTS dashboard?
- If yes, what kind of pre-meeting?
- Did you feel adequately prepared for the piloting process? Did you have all the resources and personnel in the room? Please expand on how things could have been done better.
- Do you have any initial thoughts, questions, or feedback on the CQUIN dHTS dashboard?
 - o Did you find any questions particularly difficult to follow? Which ones and why?
- Do you find this kind of tool useful to the national HTS program? If so, how?
 - o At this point, are there any elements or specific information that would be critical to include?
 - o Do you see any potential challenges with implementing this tool?
- What will be some of the key next steps in preparation for the roll-out of these tools in your country?
 - o Who are some of the key stakeholders/partners to engage?
- What were some of the data sources used to answer these questions?
 - o Were there any challenges sourcing for the data? If Yes, what challenges did you face?
- Do you have any suggestions as to how to make this staging process clearer?
- What kind of technical or logistical support would be helpful during the roll out of the dHTS dashboard?
 - Qualities-related questions:
 - Was the Qualities online questionnaire reasonably self-explanatory?
 - Was the Qualities online questionnaire easy to use?
 - What additional recommendations/issues did you find?

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Timeline for dHTS CMM roll out



Piloting – 2

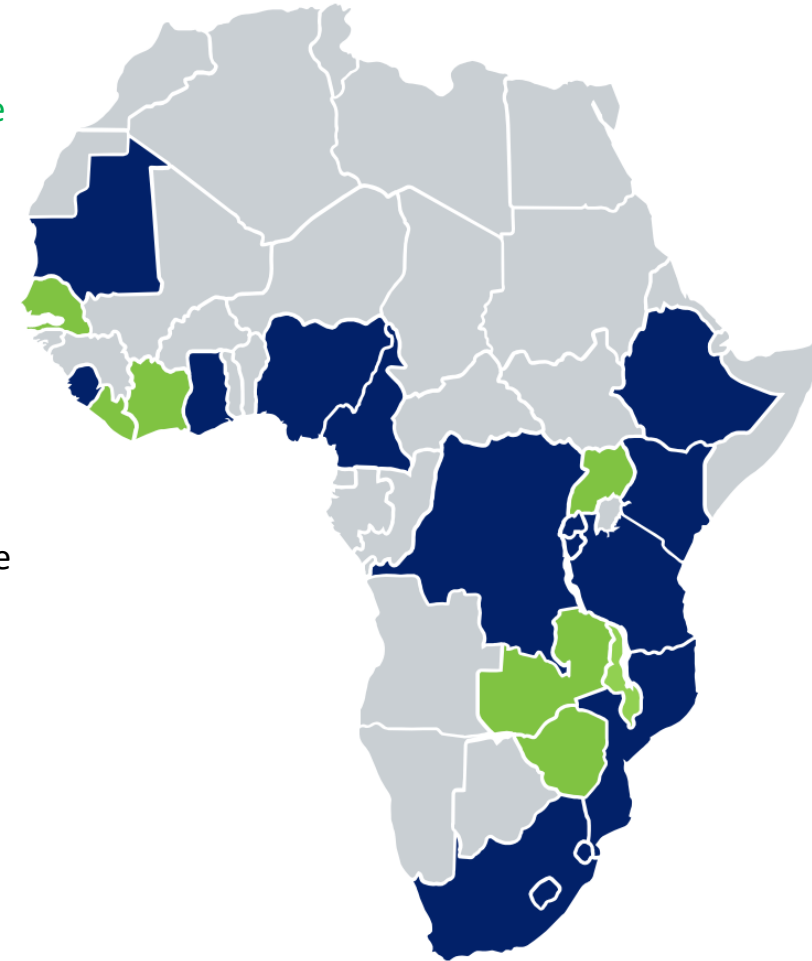
Selecting pilot countries

- ✓ Anglophone & Francophone
- ✓ High prevalence & low prevalence
- ✓ CHAI dHTS technical assistance in 4/7

Orienting country teams

- ✓ Initial orientation calls w/MOH and CHAI
- ✓ Follow up orientation calls with multi-stakeholder country teams
- ✓ Planning call to review indicators and data sources
- ✓ In-person pre-meeting in Kigali, before CQUIN meeting in August

Burundi
Cameroon
Cote d'Ivoire
DRC
Eswatini
Ethiopia
Ghana
Kenya
Lesotho
Liberia
Malawi
Mauritania
Mozambique
Nigeria
Rwanda
Senegal
Sierra Leone
South Africa
Tanzania
Uganda
Zambia
Zimbabwe



Piloting – 3

- Convened self-staging meetings with national dHTS stakeholders - typically full-day meetings
- Systematically completed CMM questionnaire
- Shared staging results and feedback forms / comments with ICAP team



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Results and Feedback

Key question: What did we learn from the pilot?

- What were the results?
- What did country teams think about the self-staging process?
- How useful did they find the results?
- How can the toolkit be improved?

What did country teams think about the self-staging process?

- Teams understood the rationale for self-staging and generally felt well-prepared
- Identifying and sharing data sources in advance was very helpful, as was engaging a multi-stakeholder team
- It was important to recognize that many of the questions relate to *national* policies and systems (not donor or IP)
- Self-staging meetings were lengthy - it was important to have sufficient time

How useful did teams find the results?

“The CMM is a very good tool for program evaluation and reflection, it is inclusive and provides a clear picture of testing services”

“The process enabled a new approach to strategic planning for HTS – it brought the right people to the table to explore the right questions”

“We were able to articulate issues that had been simmering but not discussed, like optimizing national-level coordination of HTS”

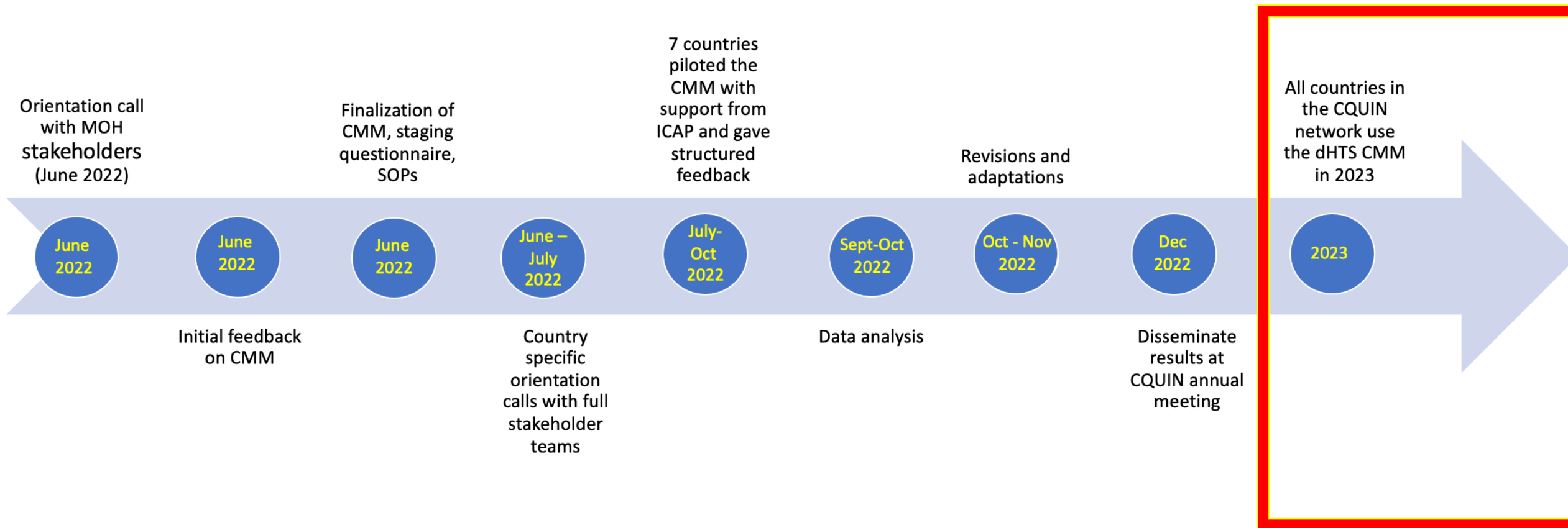
How can the toolkit be improved?

- **Feedback on SOPs and questionnaire:**
 - Change/adjust the names of some domains
 - Clarify a few of the instructions and definitions
- **“Big picture” feedback:**
 - Change scoring for some domains → more rigorous
 - Disaggregate some domains → increase from 19 to **23 domains**

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Next Steps



Next Steps – 2

- The CMM and toolkit have been revised based on the feedback from piloting countries
- The ICAP CQUIN team will support all 22 countries to use the revised CMM in early 2023
- CQUIN all-country meeting on dHTS: Nairobi, March 2023
- Launch of CQUIN dHTS community of practice, April 2023

Additional Information

- This session:
 - Case studies from Zambia and Senegal
- Parallel session on dHTS immediately following tea
 - Case studies from Cote d'Ivoire, Zimbabwe, Liberia, Uganda and Malawi
- More information about the dHTS capability maturity model is on the meeting website

Appreciation

- ✓ Gates Foundation
- ✓ CHAI
- ✓ WHO
- ✓ PEPFAR
- ✓ IAS
- ✓ ITPC
- ✓ MOHs of Cote d'Ivoire, Liberia, Malawi, Senegal, Uganda, Zambia, Zimbabwe
- ✓ Distinguished individuals that have contributed to the development of the CMM



Thank you!

