HIV Learning Network
The CQUIN Project for Differentiated Service Delivery

# 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

# Developing the dHTS CMM – 2

## 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?

# Developing the dHTS CMM – 3

## 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 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

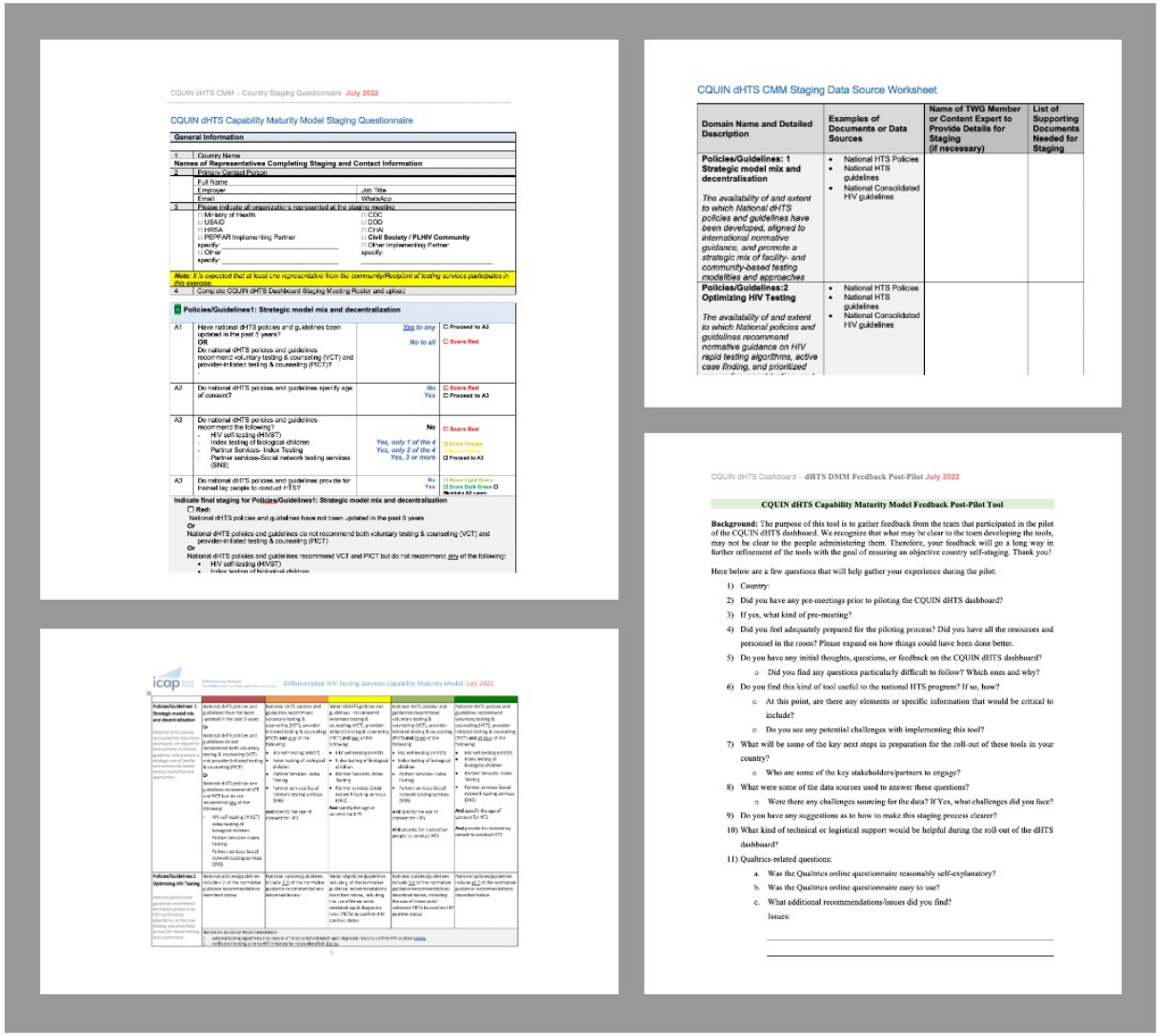
# Example: National dHTS Implementation and Scale Up Plan

| | | | | | |
|---|---|---|---|---|---|
| **National dHTS implementation and scale up plan**<br><br>*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* | No national dHTS implementation and scale-up plan[1] is currently in place and development has not begun | A national dHTS implementation and scale-up plan is under development<br><br>**and** planning includes meaningful involvement of key stakeholders[2]<br><br>OR<br>**It has been developed but not yet approved by MOH**<br><br>OR<br>**Does not include some of the following strategic choices: costing, timelines, dHTS targets and indicators** | A national dHTS implementation and scale-up plan has been developed and approved by MOH leadership with input from key stakeholders<br><br>And includes:<br>• Costing<br>• Timelines<br>• Targets (by prioritized population and HTS approaches)<br>• Indicators (including testing coverage, testing positivity rates, and linkage outcomes disaggregated by age, gender, geography, and population category)<br><br>**But** the plan is not yet being implemented | A national dHTS implementation and scale-up plan has been developed and approved by MOH leadership with input from key stakeholders<br><br>And includes:<br>• Costing<br>• Timelines<br>• Targets (by prioritized population and HTS approaches)<br>• Indicators (including testing coverage, testing positivity rates, and linkage outcomes disaggregated by age, gender, geography, and population category)<br><br>**And** the plan is being implemented<br><br>**But** the plan is not yet being regularly monitored (e.g., quarterly, annually) | A national dHTS implementation and scale-up plan has been developed and approved by MOH leadership with input from key stakeholders<br><br>And includes:<br>• Costing<br>• Timelines<br>• Targets (by prioritized population and HTS approaches)<br>• Indicators (including testing coverage, testing positivity rates, and linkage outcomes disaggregated by age, gender, geography, and population category)<br><br>**And** the plan is being implemented and regularly monitored (e.g., quarterly, annually) |

# Developing the dHTS CMM – 6

## 3. Developing the dHTS CMM self-staging toolkit:

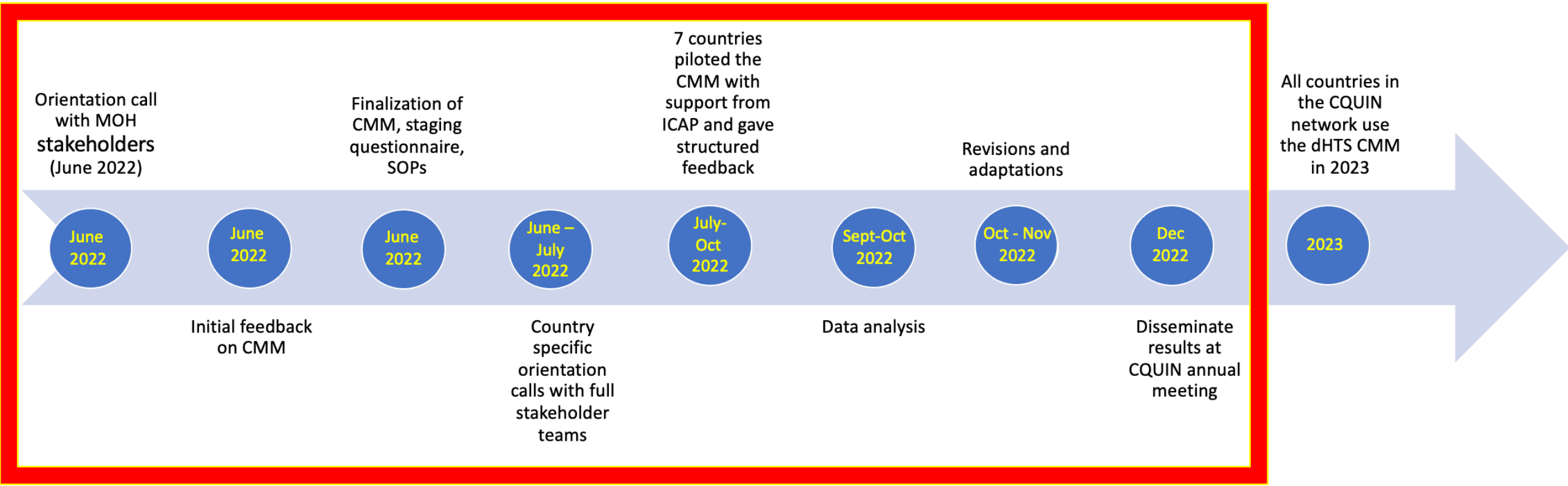
- ✓ Orientation/sensitization slide deck
- ✓ Standard operating procedures
- ✓ Self-staging questionnaire
- ✓ Data source worksheet
- ✓ Structured feedback tools
- ✓ English and French versions



# Outline

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

# Timeline for dHTS CMM roll out



# Piloting – 2

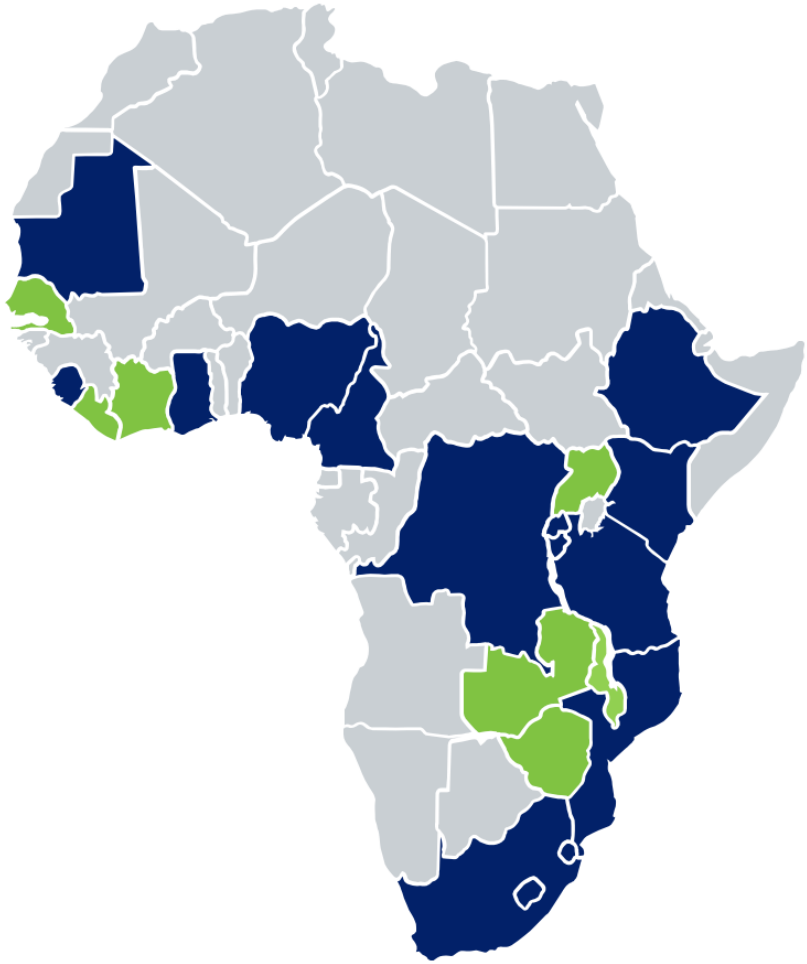
## Selecting pilot countries

- ✓ 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

# Outline

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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?

# Aggregate Results

| Domain | Piloting Countries | | | | | | |
|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Policies/Guidelines1: Strategic model mix and decentralization | | | | | | | |
| Policies/Guidelines 2: Optimizing HIV Testing | | | | | | | |
| Policies/Guidelines 3: Linkage | | | | | | | |
| Financing and resource allocation (transparency, evidence-based) | | | | | | | |
| Standard operating procedures (SOPs) | | | | | | | |
| National dHTS implementation and scale-up plan | | | | | | | |
| Meaningful engagement of community representatives | | | | | | | |
| Effective engagement and oversight of private sector dHTS | | | | | | | |
| Coordination of dHTS programming | | | | | | | |
| dHTS Training coverage | | | | | | | |
| M&E of dHTS services | | | | | | | |
| Procurement and supply chain management (PSM) | | | | | | | |
| Coverage 1: Testing approach coverage | | | | | | | |
| Coverage 2: Population coverage | | | | | | | |
| Linkage to Treatment | | | | | | | |
| Linkage to Prevention and other services | | | | | | | |
| Quality of Laboratory testing services | | | | | | | |
| Quality of Clinical testing services | | | | | | | |
| Impact | | | | | | | |

# 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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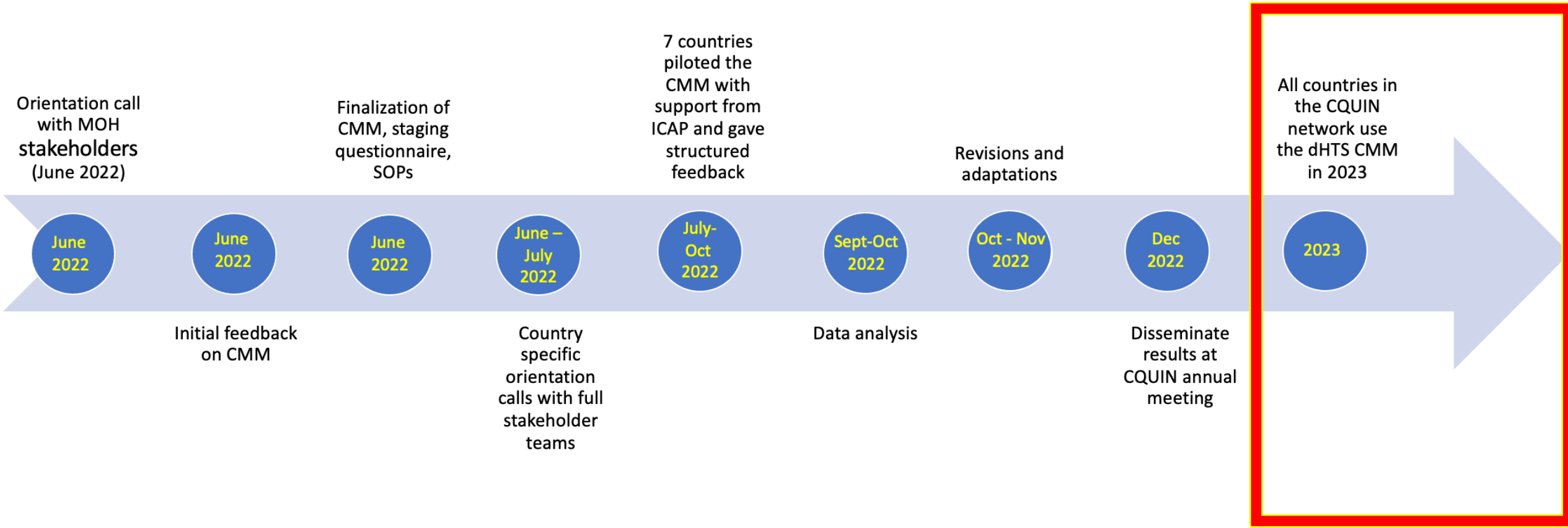
# Next Steps


Orientation call with MOH stakeholders (June 2022)
June 2022
Initial feedback on CMM
June 2022
Finalization of CMM, staging questionnaire, SOPs
June 2022
June – July 2022
Country specific orientation calls with full stakeholder teams
7 countries piloted the CMM with support from ICAP and gave structured feedback
July-Oct 2022
Data analysis
Sept-Oct 2022
Revisions and adaptations
Oct - Nov 2022
Dec 2022
Disseminate results at CQUIN annual meeting
All countries in the CQUIN network use the dHTS CMM in 2023
2023

# 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!