

## 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



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**



#### 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				Most mature			
	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				



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

implementation and scale up plan	plan <sup>1</sup> is currently in place and development has not begun	implementation and scale-up plan is under development <b>and</b> planning includes meaningful involvement of	plan has been developed and approved by MOH leadership with input from key stakeholders	plan has been developed and approved by MOH leadership with input from key stakeholders	plan has been developed and approved by MOH leadership with input from key stakeholders
developed with input from key stakeholders, includes timelines and targets, and is being funded, implemented, and monitored		OR It has been developed but not yet approved by MOH OR Does not include some of the following strategic choices: costing, timelines, dHTS targets and indicators	<ul> <li>And includes:</li> <li>Costing</li> <li>Timelines</li> <li>Targets (by prioritized population and HTS approaches)</li> <li>Indicators (including testing coverage, testing positivity rates, and linkage outcomes disaggregated by age, gender, geography, and population category)</li> <li>But the plan is not yet being implemented</li> </ul>	<ul> <li>And includes:</li> <li>Costing</li> <li>Timelines</li> <li>Targets (by prioritized population and HTS approaches)</li> <li>Indicators (including testing coverage, testing positivity rates, and linkage outcomes disaggregated by age, gender, geography, and population category)</li> <li>And the plan is being implemented</li> </ul>	<ul> <li>And includes:</li> <li>Costing</li> <li>Timelines</li> <li>Targets (by prioritized population and HTS approaches)</li> <li>Indicators (including testing coverage, testing positivity rates, and linkage outcomes disaggregated by age, gender, geography, and population category)</li> <li>And the plan is being implemented and regularly</li> </ul>
			<b>But</b> the plan is not yet being regularly monitored (e.g., quarterly, annually)	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

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#### CQUIN dHTS CMM Staging Data Source Workshee

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 decentralisation The availability of and extant 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 modelities and approaches	National HTS Policies     National HTS     guidelines     National Consolidated     HIV guidelines		
Policles/Guidelines:2 Optimizing HIV Testing The availability of and extent to which National policies and guidelines recommend normative guidance on HIV repld testing eligorithms, ective case finding, end prioritized	National HTS Policies     National HTS guidelines     National Consolidated     HIV guidelines		

#### COUIN dHTS Dashboard - dHTS DMM Feedback Post-Pilot July 202

#### 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 disbloard. We recognize that what may be clear to the team developing the tools, may not be clear to the people administring them. Therefore, your feedback will go a lung 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.

I) Country:

2) Did you have any pre-meetings prior to piloting the CQUIN dHTS dashboard? 3) If yes, what kind of pre-meeting?

- 4) Did you feel adequately prepared for the piloting process? Did you have all the resources an
- personnel in the room? Please expand on how things could have been done better

5) 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?

6) 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? 7) What will be some of the key next steps in preparation for the roll-out of these tools in your

o Who are some of the key stakeholders/partners to engage? 8) 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

9) Do you have any suggestions as to how to make this staging process clearer? 10) What kind of technical or logistical support would be helpful during the roll-out of the dHT?

dashboard?

- 11) Qualtrics-related questions:
- a. Was the Qualtries online questionnaire reasonably self-explanatory? b. Was the Qualtrics online guestionnaire easy to use?
- c. What additional recommendations/issues did you find?

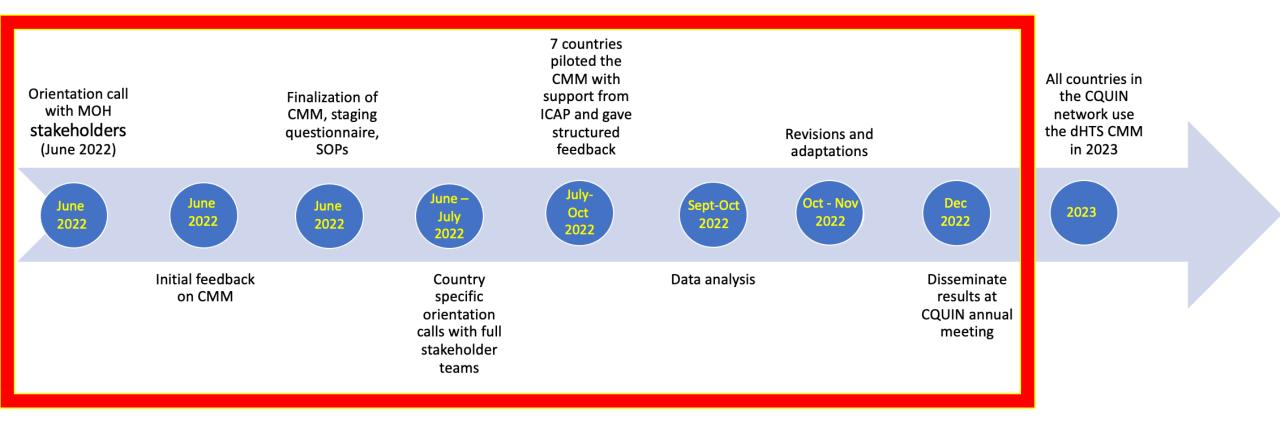


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#### Timeline for dHTS CMM roll out





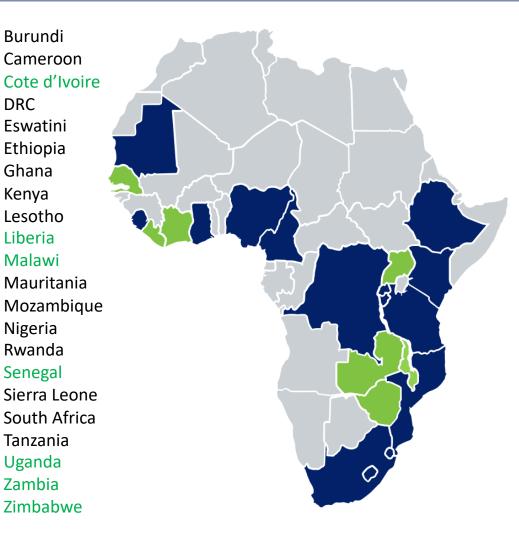
#### Piloting – 2

#### 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 multistakeholder country teams
- Planning call to review indicators and data sources
- ✓ In-person pre-meeting in Kigali, before CQUIN meeting in August





#### 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?



## Aggregate Results

Domain		Piloting Countries							
		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



"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  $\rightarrow$  more rigorous
  - Disaggregate some domains  $\rightarrow$  increase from 19 to 23 domains

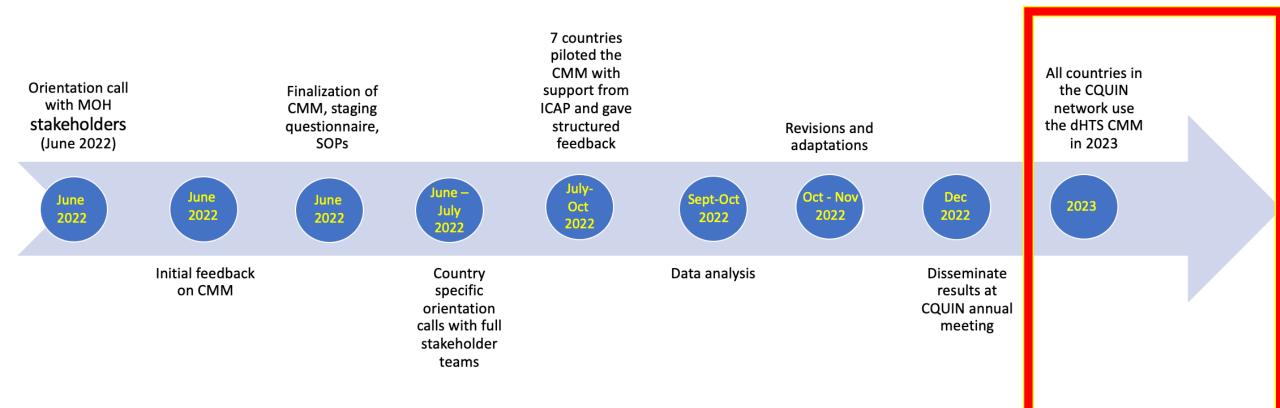


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#### Next Steps





- 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**

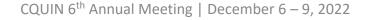
- This session:
  - Case studies from Zambia and Senegal
- Parallel session on dHTS immediately following tea

   Case studies from Cote d'Ivoire, Zimbabwe, Liberia,
   Uganda and Malawi
- More information about the dHTS capability maturity model is on the meeting website



- ✓ 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







HIV Learning Network
The CQUIN Project for Differentiated Service Delivery



# Thank you!

