

# Integration Capability Maturity Model (CMM) Pilot

## *Kenya Experience Update*

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Works in Progress: Transforming the HIV Response in a Time of Change, April 20-22, 2026 | Nairobi, Kenya

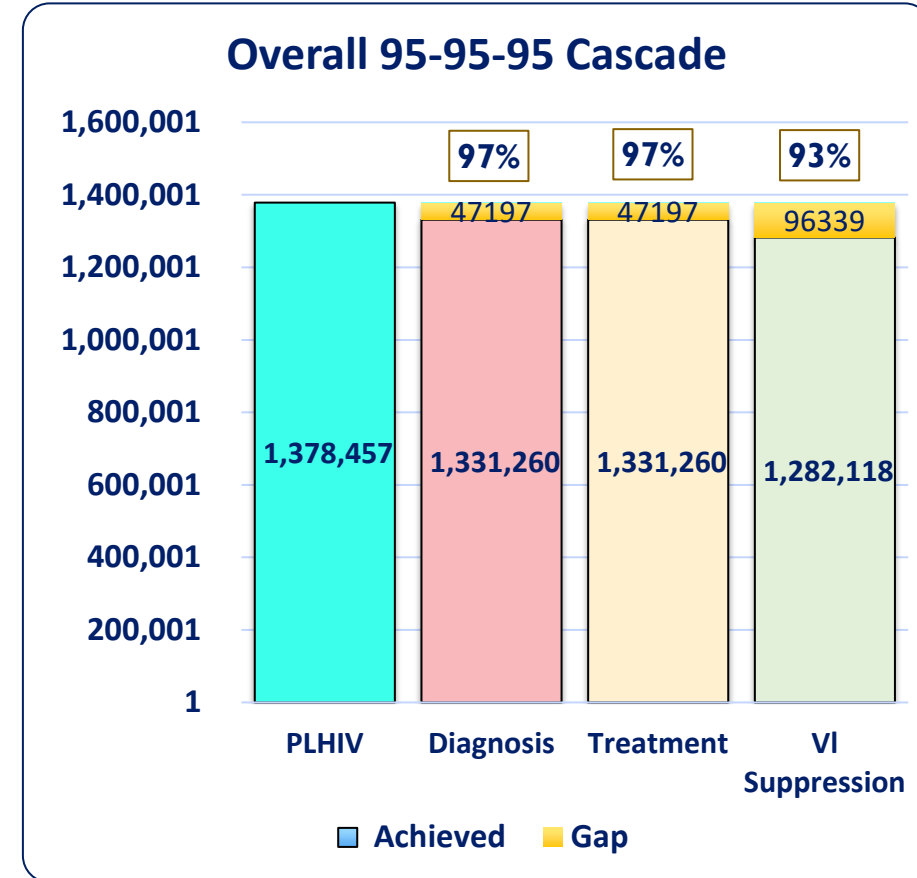
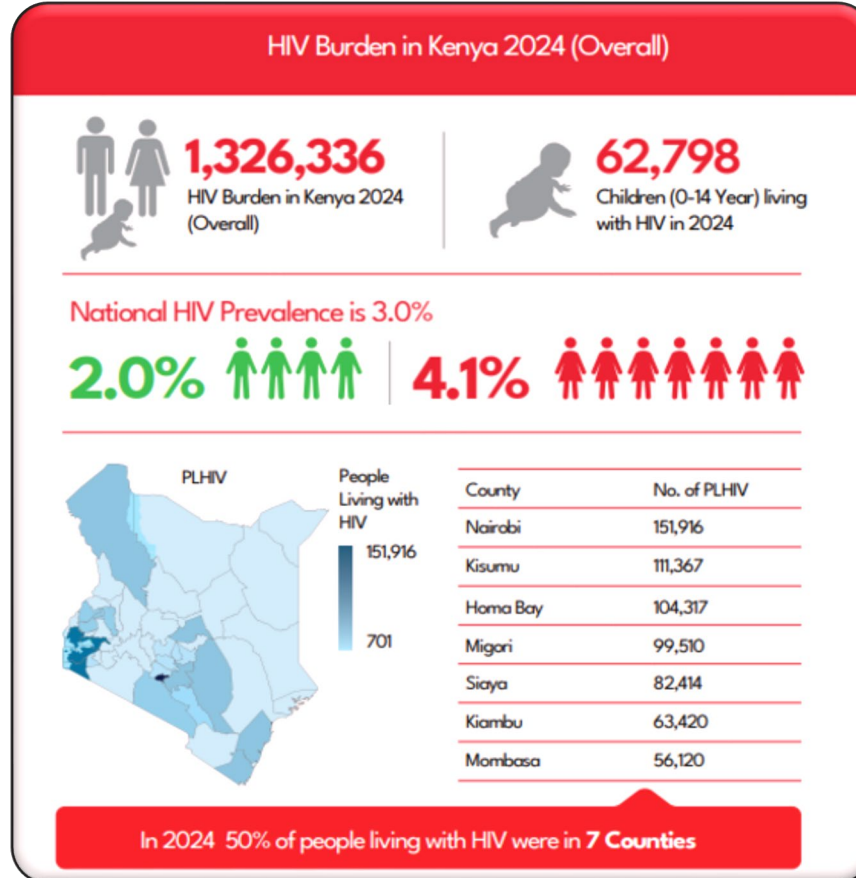
# Outline

- **Kenya: Background and HIV Epidemiology**
- **HIV Service integration: The journey So Far**
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- **Challenges and Gaps**
- **Lessons and Best Practices**
- **Next Steps and Country Action Plan**
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# Kenya: Country Background and Epidemiology



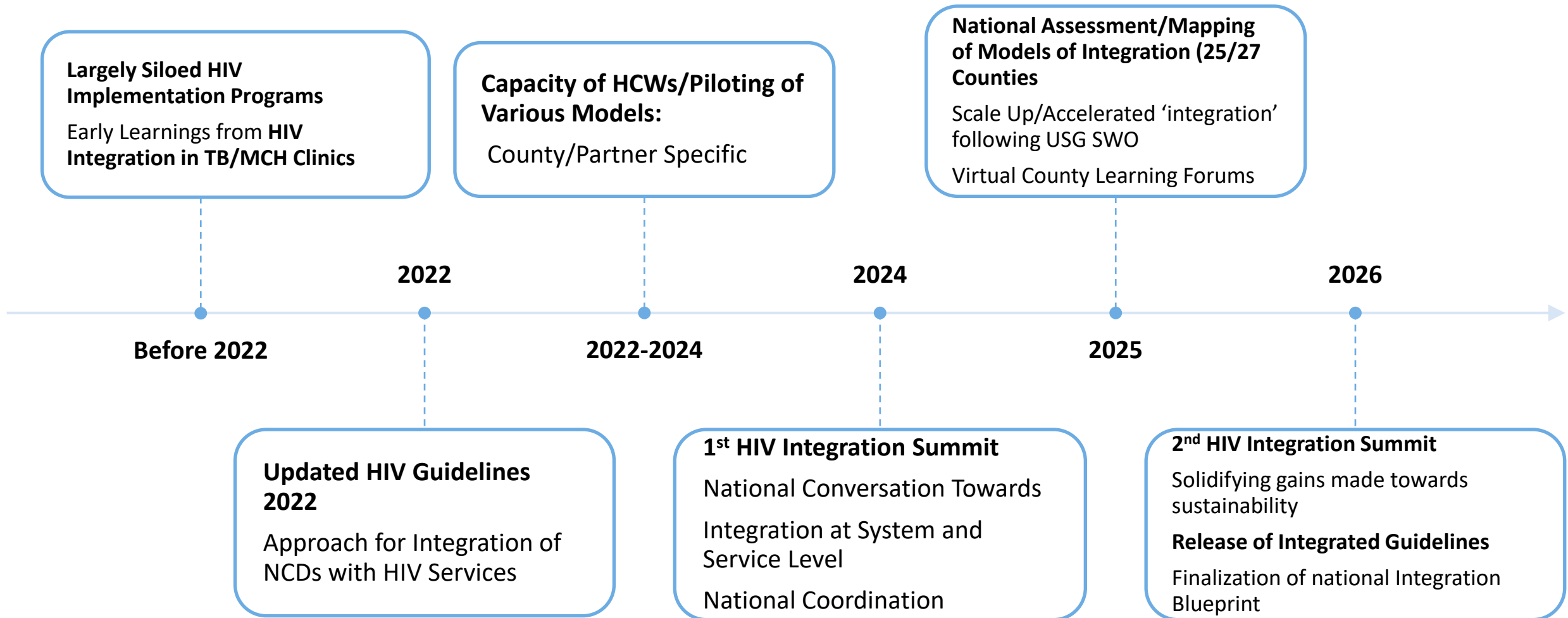
**Kenya is the 7<sup>th</sup> Largest HIV Epidemic in the World**



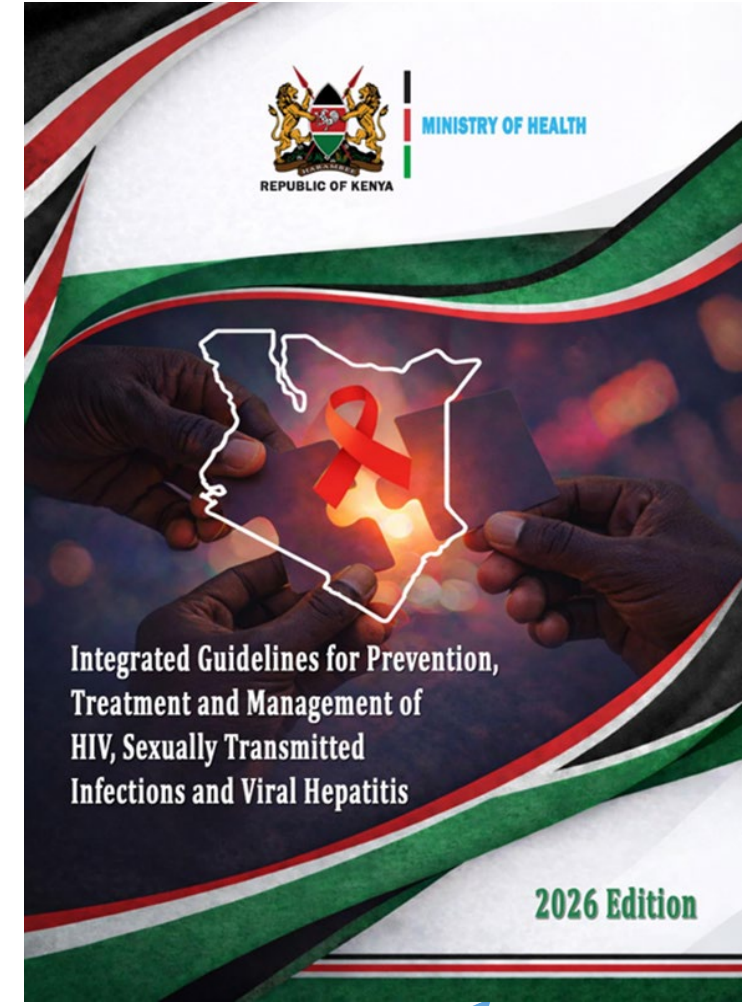
**New HIV Infections** 19,991    **MTCT Rate:** 9.30%    **AIDS Related Deaths** 21,007

Source: HIV Estimates 2025, KHIS

# Advancing HIV Service Integration: Kenya's Journey so Far



# Kenya Health Integration Summit 2026: Health Without Barriers for Holistic HIV Response



Works in Progress: Transforming the HIV Response in a Time of Change  
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# Integration CMM Staging Exercise

# Staging Methodology

- CQUIN Staging tool kit received and reviewed
- The Integration Capability Maturity Model (CMM) staging was virtual a multi-stakeholder process held in March 2026 with Technical support from CQUIN
- Stakeholders included
  - National Ministry of Health (MOH) representatives
  - Regional Technical Working Groups (TWGs), United States Government (USG), implementing partners,
  - communities of people living with HIV
- Discussion and consensus achieved on the final stage for each domain
- Uploaded results to the CQUIN portal

DRAFT FOR REVIEW

**CQUIN Capability Maturity Model for Integration of HIV Services into Routine Healthcare**

CQUIN uses **services integration** to mean integration at the point of care. Integration of HIV prevention, testing, linkage, care and treatment services into routine healthcare settings typically means that some or all HIV services are provided by non-specialist healthcare workers in space shared with other programs, rather than in stand-alone HIV clinical services, pharmacies, and/or labs staffed only by HIV specialists.<sup>1</sup>

There are multiple models of integrated service delivery including integration of HIV into outpatient primary care departments (OPD/PHC) and integration of HIV and non-communicable disease services in the context of "chronic care clinics". HIV services (including prevention, testing and linkage services) are also often integrated into Integrated Management of Maternal, Neonatal and Child Health (IMNCH), family planning, reproductive health, antenatal care, TB and primary care settings. Each model for recipients of care should have referral protocols for more specialized HIV services and/or annual review with HIV specialists; these may be designed as hub-and-spoke referral systems or within-facility referral systems depending on the context.

It is important to note that **integration of services is a means to an end, not an end in itself**. Not all countries will choose to integrate HIV services into routine healthcare, and the extent of integration is not in itself a reflection of overall HIV program maturity. Those countries that do prioritize integration are likely to design different models for different levels of the health system; thus, integrated services are likely to look different at primary, secondary, and tertiary health facilities. All countries are likely to retain some specialized HIV care and treatment services – for example, some services for people with advanced HIV disease are unlikely to be integrated into primary care settings.

Given this context, the capability maturity model for integration of HIV services is intended only for countries and contexts in which services integration has been prioritized, and describes the maturity of integrated services, not the maturity of a national HIV program.

| Domain 1: Policies | The country has decided to integrate HIV services into routine healthcare settings, <sup>2</sup> but no formal integration policy is in place and development has not begun | A national policy (or policies) for integrating HIV services into routine healthcare settings ("integration policy") is in development with discussions and meetings ongoing | A national integration policy has been finalized BUT does not detail clear goals, objectives, approaches and evaluation metrics for integration of HIV services into routine healthcare systems. | A national integration policy that includes clear goals, objectives, approaches and metrics has been finalized but is not yet being actively implemented and monitored. | A national integration policy that details goals, objectives, approaches and metrics for integration of HIV services into routine healthcare systems is being actively implemented and monitored. |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    | OR                                                                                                                                                                          | A national integration policy is available in draft form but has                                                                                                             |                                                                                                                                                                                                  |                                                                                                                                                                         |                                                                                                                                                                                                   |

CQUIN HIV Services Integration CMM Pilot Staging Data Source Worksheet  
February 2026

| 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 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------|
| <b>1. Policies</b><br><br><i>The extent to which a national HIV services integration policy exists, clearly defining goals, objectives, approaches, and metrics for integrating HIV services into routine healthcare systems, and is actively implemented and monitored to support standardized, sustainable service delivery</i>    | <ul style="list-style-type: none"> <li>• National HIV/AIDS strategic plan</li> <li>• National health sector policy documents</li> <li>• Integrated service delivery policy framework</li> <li>• Ministry of Health circulars or memoranda</li> <li>• HIV guidelines referencing integration</li> </ul> |                                                                                    |                                                 |
| <b>2. National integration scale-up plan</b><br><br><i>The extent to which a national HIV services integration scale-up plan exists, includes all relevant strategic choices, and is actively implemented and monitored to provide clear, actionable guidance for expanding integrated service delivery across the health system</i> | <ul style="list-style-type: none"> <li>• National integration scale-up plan or operational plan</li> <li>• Strategic implementation frameworks</li> <li>• Annual reports detailing scale-up targets</li> </ul>                                                                                         |                                                                                    |                                                 |

# CMM Findings - Kenya

|               |                   |                       |               |                   |
|---------------|-------------------|-----------------------|---------------|-------------------|
|               |                   | Scale Up Enablers     |               |                   |
|               |                   | Linkage to DSD Models |               |                   |
|               | Community         | AHD: Coverage/Quality |               | Facility Coverage |
| Policies      | Pharmacy Services | KP: Quality           | Scale Up Plan | Lab Services      |
| AHD: Scale Up | KP: Coverage      | TPT Coverage          | Quality       | TPT Quality       |
| Most mature   |                   |                       | Least mature  |                   |

- Two domains (Policies and AHD Operational Guidance/Scale Up) were the most mature
- Community engagement, pharmacy integration, and KP coverage were staged in light green
- 3 domains; facility level coverage, lab service integration and TPT Quality were least mature

# Challenges and Gaps

## Challenges

- Lack of disaggregated data by facility or service level integration for certain domains with suboptimal scores
- Limited understanding of how to stage specific domains, including one-stop-shop laboratory services.

## Gaps

- Delays in finalizing and disseminating the integration blueprint, along with limited systems for monitoring national and county-level integration targets.
- Sub-optimal monitoring of ROC transitioning from discontinued DSD models, particularly within KP.

# Lessons and Best Practices

- The Integration CMM is timely; a valuable tool for objectively measuring implementation, and enabling benchmarking and learning from other countries
- Need to align the definition of integration for various stakeholders
- Data is key (both at the facility and from the community) for monitoring integration progress
- The tool could be adapted for use to track integration progress at the sub-national/County level

# Next Steps and Country Action Plan

- Finalization and dissemination of the national integration blueprint (including targets for integration)
- Dissemination and training of healthcare workers on the Kenya Integrated Guidelines 2026.
- Scale up of identified models, including tailored by County (including integration into routine care and chronic care)
- Completion of the integration of packages for PLHIV within the Social Health Authority (SHA) and within the broader framework of Universal Health Coverage (UHC).

# Technical Assistance Requests to CQUIN

- Sharing of the training package for HCWs on integration from other Countries
- Development of simplified dashboards to track integration that can be integrated into our digital health systems
- Learning webinars; cases from Countries on system integration, including lab systems
- Facilitation of peer-to-peer country learning



# Thank You!

