Quality Management Infrastructure

Quality of care is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge. Quality management infrastructure comprises the planning, control activities, and improvement work that ensure populations receive high-quality health services: the right care, at the right time, responding to the service users’ needs and preferences, while minimizing harm and resource waste.

Quality management includes three interlinked concepts, necessary to enhance quality across the health system: quality planning, quality control, and quality improvement.

- Quality planning includes aims, processes, and goals needed to create an environment for continuous improvement.
- Quality control entails monitoring established processes to ensure their functionality.
- Quality improvement is the action of every person working to implement iterative, measurable changes, to make health services more effective, safe, and people-centered.
Quality Management Infrastructure is a component of Governance and Leadership

<table>
<thead>
<tr>
<th>System</th>
<th>Inputs</th>
<th>Service Delivery</th>
<th>Outputs</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance &amp; Leadership</td>
<td>Drugs &amp; Supplies</td>
<td>Access</td>
<td>Effective Service Coverage</td>
<td>Health Status</td>
</tr>
<tr>
<td>Primary Health Care Policies</td>
<td>Facility Infrastructure</td>
<td>Financial</td>
<td>Health Promotion</td>
<td>Responsiveness to People</td>
</tr>
<tr>
<td>Quality Management Infrastructure</td>
<td>Information Systems</td>
<td>Geographic</td>
<td>Disease Prevention</td>
<td>Equity</td>
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<tr>
<td>Social Accountability</td>
<td>Workforce</td>
<td>Continuity</td>
<td>RMNCH</td>
<td>Efficiency</td>
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<tr>
<td>Health Financing</td>
<td>Facility Organization &amp; Management</td>
<td>Timeliness</td>
<td>Childhood Illness</td>
<td>Resilience of Health Systems</td>
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<tr>
<td>Payment Systems</td>
<td>Team-based Care Organization</td>
<td>Availability of Effective PNC Services</td>
<td>Infectious Disease</td>
<td></td>
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<tr>
<td>Spending on Primary Health Care</td>
<td>Facility Management</td>
<td>Provider Availability</td>
<td>NCDs &amp; Mental Health</td>
<td></td>
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<tr>
<td>Financial Coverage</td>
<td>Capability &amp; Leadership</td>
<td>Provider Competence</td>
<td>Palliative Care</td>
<td></td>
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<tr>
<td>Adjustment to Population Health Needs</td>
<td>Information Systems Use</td>
<td>Provider Motivation</td>
<td></td>
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<tr>
<td>Surveillance</td>
<td>Performance Measurement &amp; Management Outreach</td>
<td>Patient Provider</td>
<td></td>
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<td>Priority Setting</td>
<td></td>
<td>Respect &amp; Trust</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovation &amp; Learning</td>
<td></td>
<td>Safety</td>
<td></td>
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</tbody>
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Quality Management Infrastructure is a component of Governance and Leadership

- Governance and Leadership
- Primary Health Care Policies
- Quality Management Infrastructure
- Social Accountability

Primary Health Care Policies

Quality Management Infrastructure

Social Accountability
What can you learn about Quality Management Infrastructure from the Improvement Strategies?

SECTION 1

What is Quality Management Infrastructure?

What it is: Learn more about the core principles and goals of Quality Management Infrastructure and its role in PHC improvement.

SECTION 2

How do I assess my performance?

What it is: Learn more about some indications that improvements might be relevant in your context and what you can achieve by focusing improvements on Quality Management Infrastructure.

Vital Signs Profile: Use the information in your Vital Signs Profile to help determine relevant areas for improvement.

SECTION 3

How do I get started?

What others have done: Learn from implementation approaches and challenges in other country contexts.

How to succeed: Consider your country context, what elements are not functioning properly, and what needs to be in place to support effective improvements.

What to ask: Use guiding questions to help determine how you might begin to plan and enact reforms in your country context.

Guided by the above considerations and relevant resources, start to build out an improvement plan with your CE lead and/or focal point.
What can my country achieve by focusing on Quality Management Infrastructure?

Goals & Outcomes

- **Establishes** infrastructure that supports a health system to deliver safe, effective, and efficient care
- **Enhances** quality across the health system while minimizing harm and resource waste
- **Creates** an environment for continuous improvement
Quality Management Infrastructure – How do I assess my performance?

Learn more about whether you should focus on Quality Management Infrastructure in the Vital Signs Profile.
How do I assess my performance?

Use the information in the Vital Signs Profile to help determine relevant areas of improvement.
How do I assess my performance?

Use the information in the **Vital Signs Profile** to help determine relevant **areas of improvement**.
How do I assess my performance?

Use the information in the Vital Signs Profile to help determine relevant areas of improvement.
What are indications that Quality Management Infrastructure might be an appropriate area of focus?

**Other Indications**

- Lack of an articulated national direction on quality, often outlined as a national quality policy or strategy

- Absence of quality interventions to:
  - Create an enabling systems environment, such as registration and licensing and performance benchmarking
  - Engage patients, such as community engagement platforms and shared decision-making tools
  - Improve clinical effectiveness such as decision support tools and clinical protocols
  - Reduce harm, such as safety protocols and checklists

- No active systems that routinely collect and publish data on quality

- No shared culture of learning on quality across the health system

- A lack of leadership commitment to institutionalize quality of care throughout the health system
Learn more about the core principles of Quality Management Infrastructure and what you can achieve by focusing improvements in the **What it is** section.
What is Quality Management Infrastructure?

**Quality management infrastructure** is the set of national, regional, and/or local systems that regularly receive and analyze standardized data about PHC system performance in order to promote quality oversight and improvement.

Quality management infrastructure comprises the **quality planning, control, and improvement activities** that underpin the delivery of quality health services.
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Quality management infrastructure comprises the quality planning, control, and improvement activities that underpin the delivery of quality health services.

Why it’s important

**Efficiency**
Quality interventions help to ensure quality and improve PHC functions and outcomes.

**Safety and improved clinical outcomes**
Continuous quality improvement helps to make health services more effective, safe, and person-centered.

**Accountability**
Quality management infrastructure holds planners and providers accountable to the delivery of care that responds to user’s needs and preferences, while minimizing harm and reducing waste.
What is Quality Management Infrastructure?

Quality management infrastructure is the set of national, regional, and/or local systems that regularly receive and analyze standardized data about PHC system performance in order to promote quality oversight and improvement.

Quality management infrastructure comprises the quality planning, control, and improvement activities that underpin the delivery of quality health services.

**Fundamental quality management activities**

- **Quality planning**
  Establishes the aims, processes, and goals needed to create an environment for continuous improvement

- **Quality control**
  Entails monitoring established processes to ensure their functionality

- **Quality improvement**
  Covers the actions of every person working to implement iterative, measurable changes, to make health services more effective, safe, and person-centered
Deeper dive: Approaches to national quality strategy development

A well-considered **national quality strategy and operational plan** are critical to institutionalizing quality management. Most approaches to national quality strategy development involve one or more of the following processes:

1. **A quality policy and implementation strategy** as part of the formal health sector national plan

2. **A quality policy document** developed as a stand-alone national document, usually within a multi-stakeholder process, led or supported by the ministry of health

3. **A national quality implementation strategy** – with a detailed action agenda – which also includes a section on essential policy areas

4. **Enabling legislation and regulatory statutes** to support the policy and strategy
What is Quality Management Infrastructure?

**Quality management infrastructure** is the set of national, regional, and/or local systems that regularly receive and analyze standardized data about PHC system performance in order to promote quality oversight and improvement.

Quality management infrastructure comprises the **quality planning, control, and improvement activities** that underpin the delivery of quality health services.

### Pathways to developing quality management infrastructure

- **Commit to legislation and regulatory statutes and organizational structures** that can plan, oversee, and shepherd the institutionalization of quality management infrastructure.

- **Ensure adequate financial and non-financial resources** for quality improvement.

- **Establish well-designed information and monitoring and evaluation systems** that routinely collect and publish data on quality health systems and external assessments.

- **Coordinate quality systems** with national and local governments.

- **Embrace a continuous process, “culture of quality”, and involve communities in the process** in meaningful ways.
Quality Management Infrastructure

Quality management includes three interlinked concepts, necessary to enhance quality across the health system – quality planning, quality control, and quality improvement. This is typically done by the development of a national quality policy and implementation strategies.

Includes aims, processes, and goals needed to create an environment for continuous improvement.

DEVELOPING A CULTURE OF QUALITY

Important features in developing a culture of quality include:
- Compassion
- Coordination
- Engagement
- Empowerment
- Accountability
- Values
- Teamwork
- Feedback
- Pride
- Leadership
- Transparency
- Learning
- Openness

Entails monitoring established processes to ensure their functionality.

Covers the actions of every person working to implement iterative, measurable changes, to make health services more effective, safe, and people-centered.
Quality Management Infrastructure – How do I get started?

Derive information from **What others have done**, **What to ask** and **How to succeed** to help determine where and how you might begin to plan and enact forms in your country context.
Planning for improvement in your context

The guidance and recommendations described within the Quality Management Infrastructure module are not intended to provide a one-size-fits-all solution.

The considerations involved in planning and implementing strategies will depend on your local context.

Sample activities

- **Consider** implementation challenges and approaches in other country contexts
- **Consider how the features of your health system**, such as how decisions get made and the role of the private sector, will impact your improvement plans
- **Identify** key elements that need to be in place to support improvements
- **Use the guiding questions in the Improvement Strategies** to spur thinking about Quality Management Infrastructure in your country context and stimulate ideas for improvement
- **Start to develop** an improvement plan
Planning for improvement in your context

While the **specific considerations** involved in planning and implementing strategies will depend on your **context**, you might consider...

- **What are some of the steps to quality management reform?**
  - Establish organizational infrastructure
  - Ensure a quality policy and implementation strategy
  - Prioritize high-impact interventions
  - Strengthen high-value areas
  - Develop a “culture of quality”

- **What are some challenges to developing Quality Management Infrastructure?**
  - Constrained financial, human, and infrastructure resources
  - Culture and changing the behavior of people and organizations
  - Existing health systems structure and quality targets
Learn from what others have done

Strategic Plan for Quality in Health | Malaysia
Leveraging Quality Management Infrastructure for equitable access to services

SQALE Project | Kenya
Embedding quality Improvement activities into national health programs and community health practices
Malaysia: At-a-glance context

East Asia and Pacific

Upper-Middle Income

PHCPI Trailblazer
## Malaysia: At-a-glance context

<table>
<thead>
<tr>
<th>GDP per capita ($PPP)</th>
<th>Human Development Index</th>
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<table>
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<th>Percentage of population living in rural areas</th>
<th>Percentage of population living under $1.90 per day</th>
<th>Population</th>
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</thead>
<tbody>
<tr>
<td>25%</td>
<td>--</td>
<td>31.6M</td>
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</table>
Learn from what others have done: Malaysia

Why reforms were needed

- Starting in the 1980s, Malaysia instituted quality management infrastructure to ensure equitable access to quality care across the public and private sectors, particularly in the context of increasing private sector use.

Approach

Malaysia defined its Strategic Action Plan for Quality in Health in 1988, which institutionalized a regulatory structure to ensure a given level of progress or health improvements for both private and public facilities.

Since then, Malaysia has focused on developing Quality Management Infrastructure to ensure equitable access to quality care in both sectors through:

- Institutionalized quality management practices
- The creation of an accreditation body
- Benchmarking
- Pro-poor public spending
- Patient safety councils
Learn from what others have done: Malaysia

Strengths

- **Ensures** equity in quality of care for marginalized populations
- **Promotes** a culture of quality improvement across sectors
- **Leverages** community voices, including through patient safety councils, to drive quality improvement efforts
Kenya: At-a-glance context

Sub-Saharan Africa
Lower-Middle Income
East Africa
<table>
<thead>
<tr>
<th></th>
<th>GDP per capita ($PPP)</th>
<th>Human Development Index</th>
<th>Life expectancy at birth</th>
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<th>Percentage of population living in rural areas</th>
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</thead>
<tbody>
<tr>
<td>73%</td>
<td>37%</td>
<td>49.7M</td>
</tr>
</tbody>
</table>
Learn from what others have done: Kenya

Why reforms were needed

- **Poor access** to quality services, particularly among rural, poor communities
- **Poor quality of health facilities**, a lack of supplies, inadequately trained or poorly motivated staff, and a lack of referral services

Approach

Kenya is working to embed quality improvement approaches into the core of national health programs and community practices in partnership with the USAID SQALE Community Health Services Program

**At the national level**, this includes:
- Anchoring quality improvement methodology within licensure and rewards processes

**Locally**, this involves:
- Implementing citizen-engagement programs that aim to increase accountability through community participation
- Offering a training course to guide health staff and managers in strengthening quality management in every setting, from health service delivery to health policy development
Learn from what others have done: Kenya

Strengths

- **Promotes** social accountability at all levels of the health system, including through health service boards and health facility governing committees at the local level.

- **Provides** training courses to ensure providers and planners have the competencies necessary to strengthen quality management.

- **Builds** the capacity of county-level decision makers, health managers, and providers to effectively prioritize and plan for equity-oriented community health programs.
Learn from what others have done: Kenya

- **Community engagement**: Locally, citizen-engagement programs are implemented to ensure services are designed, delivered, and monitored in a way that meets local health needs.

- **Quality control**: Facilities have to show evidence of quality improvement processes to receive licenses and have them renewed.

- **System-wide commitment to quality improvement**: Kenya’s experience shows that work must be done throughout the whole system to ensure that quality in community health services reflects values demonstrated at service delivery, management, and policy levels.
What elements should be in place to support effective improvements in Quality Management Infrastructure?
What elements should be in place to support effective improvements in Quality Management Infrastructure?

Quality management infrastructure must be built upon, and by, appropriate and considered PHC policies and leadership.
What elements should be in place to support effective improvements in Quality Management Infrastructure?

Social accountability mechanisms should be in place to ensure community members are able to monitor and react to health systems interventions and changes, as well as to engage community members in identifying barriers to care and interventions to improve access and quality.
What elements should be in place to support effective improvements in Quality Management Infrastructure?

Countries contemplating national quality programs must **commit the fiscal resources necessary** for personnel and data systems to conduct effective quality management activities.
What elements should be in place to support effective improvements in Quality Management Infrastructure?

Surveillance, priority setting, and innovation learning activities feedback into strong quality management structures and processes, informed by accurate and up-to-date evidence.
The specific considerations involved in planning and implementing strategies will depend on your local context.

The questions listed may be a useful starting place to determine how you might begin to plan and enact reforms in your context.

Sample questions

☐ Are comprehensive PHC policies in place or being developed? And is the current legislative environment prepared to support the strategy?
The specific considerations involved in planning and implementing strategies will depend on your local context.

The questions listed may be a useful starting place to determine how you might begin to plan and enact reforms in your context.

Sample questions

☐ Are comprehensive PHC policies in place or being developed? And is the current legislative environment prepared to support the strategy?

☐ What sustainability mechanisms should be put into place? Is there a plan for how this can be a continuing process that regularly revisits the different key steps, and what are the opportunities to support improved processes?
Questions to ask to help you get started

The **specific considerations** involved in planning and implementing strategies will depend on your local context.

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**Sample questions**

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- Is there clear accountability for quality at all levels of service delivery? What resources are needed to ensure accountability and feedback systems are in place and used?
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### Sample questions

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- Is there clear accountability for quality at all levels of service delivery? What resources are needed to ensure accountability and feedback systems are in place and used?

- Are stakeholders prepared for the ongoing, long-term investment in changes to culture and behavior necessary for successful change management?
The specific considerations involved in planning and implementing strategies will depend on your local context.

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- Are stakeholders prepared for the ongoing, long-term investment in changes to culture and behavior necessary for successful change management?

- How will the specific responsibilities of each major body or position be defined?
The **specific considerations** involved in planning and implementing strategies will depend on your local context.

The questions listed may be a useful starting place to determine how you might begin to plan and enact reforms in your context.

**Sample questions**

- Are comprehensive PHC policies in place or being developed? And is the current legislative environment prepared to support the strategy?

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- Are stakeholders prepared for the ongoing, long-term investment in changes to culture and behavior necessary for successful change management?

- How will the specific responsibilities of each major body or position be defined?

- How are communities, patient organizations, and community- and faith-based organizations represented within existing health system governance structures?
Recap: Quality Management Infrastructure

System
- Governance & Leadership
  - Primary Health Care Policies
  - Quality Management Infrastructure
  - Social Accountability
- Health Financing
  - Payment Systems
  - Spending on Primary Health Care
  - Financial Coverage
- Adjustment to Population Health Needs
  - Surveillance
  - Priority Setting
  - Innovation & Learning

Inputs
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- Funds

Service Delivery
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  - Empanelment
  - Proactive Population Outreach
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  - Team-based Care Organization
  - Facility Management Capability & Leadership
  - Information Systems Use
  - Performance Measurement & Management Outreach
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  - Financial
  - Geographic
  - Timeliness
- Availability of Effective PHC Services
  - Provider Availability
  - Provider Competence
  - Provider Motivation
  - Patient Provider Respect & Trust
  - Safety
- High Quality Primary Health Care
  - First Contact Accessibility
  - Continuity
  - Comprehensiveness
  - Coordination
  - Person-centered

Outputs
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  - Infectious Disease
  - NCDs & Mental Health
  - Palliative Care

Outcomes
- Health Status
- Responsiveness to People
- Equity
- Efficiency
- Resilience of Health Systems

Social Determinants & Context (Political, Social, Demographic & Socioeconomic)
Recap: Quality Management Infrastructure

HEALTH CARE LEADERSHIP AND GOVERNANCE INCLUDES...

Quality Management Infrastructure

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