



WHO National Quality Policy & Strategy: Building Momentum

Delivered by the WHO NQPS Team

WHO Global Learning Laboratory
for
Quality Universal Health Coverage

Webinar

30 August, 2018



World Health
Organization

Learning Objectives

1. Understand the WHO National Quality Policy and Strategy (NQPS) Initiative;
2. Examine the eight essential elements described in the WHO NQPS Handbook;
3. Explore available tools and resources that support development and execution of NQPS;
4. Learn how to seek support on national quality policies and strategies.

Please type any questions or reflections into the Q & A chat box



Dr Shams Syed
WHO NQPS Team

WHO National Quality Policy and Strategy Initiative



World Health
Organization

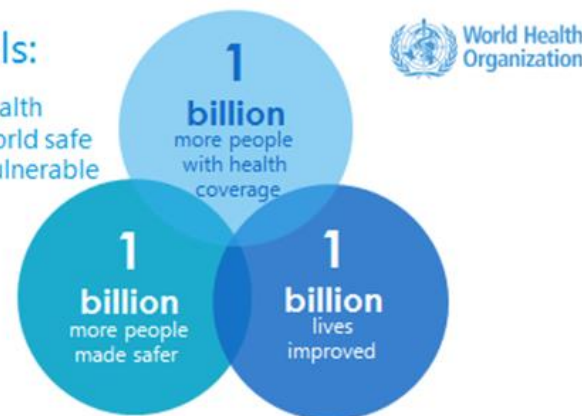
Dr. Tedros Ghebreyesus' address to the Bellagio Forum

On June 5th, 2018, the HQSS Commission convened a group of 26 policy makers, academics, and members of civil society for a 3-day meeting at the Rockefeller Foundation's Bellagio Center in Como, Italy. Read more about the Bellagio Forum [here](#) and watch the Director General's address below.



Our goals:

- Promote health
- Keep the world safe
- Serve the vulnerable



“There is no universal health coverage without quality care. Improving the quality of care is a challenge for all countries and all health systems.”

<https://www.hqsscommission.org/2018/06/25/dr-tedros-ghebreyesus-address-to-the-hqss-commission/>

Box 6.1 High-level actions by key constituencies for quality in health care

All governments should:

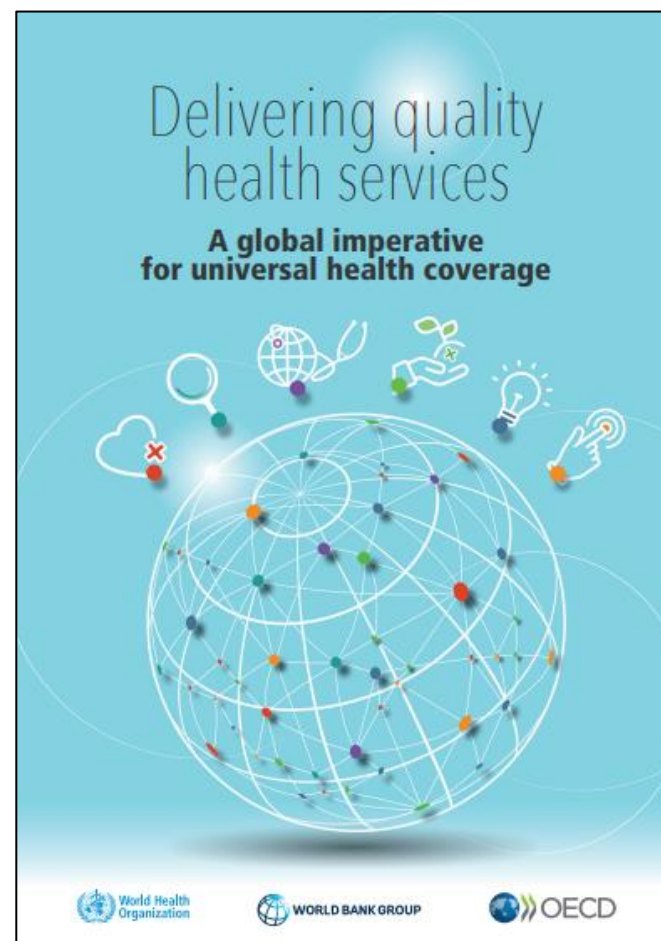
- have a national quality policy and strategy;
- demonstrate accountability for delivering a safe high-quality service;
- ensure that reforms driven by the goal of universal health coverage build quality into the foundation of their care systems;
- ensure that health systems have an infrastructure of information and information technology capable of measuring and reporting the quality of care;
- close the gap between actual and achievable performance in quality;
- strengthen the partnerships between health providers and health users that drive quality in care;
- establish and sustain a health professional workforce with the capacity and capability to meet the demands and needs of the population for high-quality care;
- purchase, fund and commission based on the principle of value;
- finance quality improvement research.

All health systems should:

- implement evidence-based interventions that demonstrate improvement;
- benchmark against similar systems that are delivering best performance;
- ensure that all people with chronic disease are enabled to minimize its impact on the quality of their lives;
- promote the culture systems and practices that will reduce harm to patients;
- build resilience to enable prevention, detection and response to health security threats through focused attention on quality;
- put in place the infrastructure for learning;
- provide technical assistance and knowledge management for improvement.

All citizens and patients should:

- be empowered to actively engage in care to optimize their health status;
- play a leading role in the design of new models of care to meet the needs of the local community;



Why national quality policy and strategy?



World Health
Organization

NQPS Initiative – Objectives

1. To raise awareness, knowledge & skills on NQPS in low- and middle-income countries;
2. To outline key processes for the planning, development and implementation of NQPS;
3. To provide support to countries;
4. To continue co-development & documentation of NQPS processes within a learning laboratory.





Dr Shams Syed
WHO NQPS Team

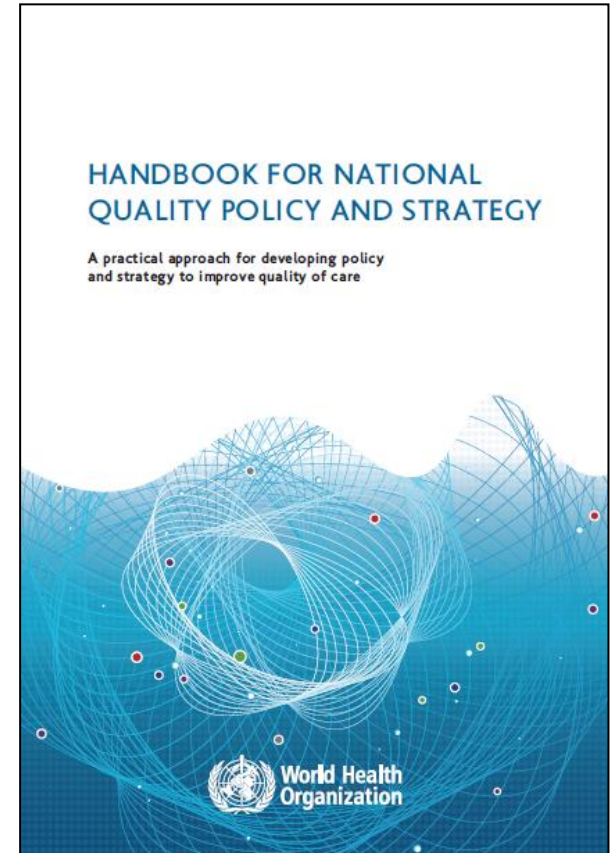
National quality policy and strategy – the eight elements

The NQPS Handbook

- Provides a foundation for the NQPS initiative
- Was co-developed with countries
- Is not a prescriptive process guide
- Emphasizes linkages with wider health policy and planning
- Approach will continue to be refined through a co-development process

Access here:

http://www.who.int/servicedeliverysafety/areas/qhc/nqps_handbook/en/



The Handbook at a Glance

The handbook at a glance

What is this document?

A handbook outlining the case for developing national policy and strategy on quality of health care, the process required to do so, and supporting tools

Who is it for?

Authorities developing national policies and strategies on quality, stakeholders involved in the process, and external partners supporting ministries of health

How should it be used?

As a structured approach to support development of national quality policy and strategy, to complement existing national expertise and external support

Universal health coverage means all people and communities can use the promotive, preventive, curative, rehabilitative and palliative health services they need, of sufficient quality to be effective, while also ensuring that the use of these services does not expose the user to financial hardship. Many countries are making efforts to improve a quality of care and institutionalize a culture of quality across their health system. These efforts can be strengthened through the development of National Quality Policy and Strategy (NQPS).

This handbook provides an overview of eight key elements required to produce such policy and strategy documents, and is presented in three main sections: policy, strategy and tools.

Policy

The policy is based upon an agreed ambition with explicit statement of intention, and becomes the agreed "course of action". This section describes how to develop a national quality policy, either as a stand-alone document or as part of wider national health policy.

Strategy

The strategy provides a clear roadmap and outlines "how" the policy will come to fruition. Many aspects of the strategy process will take place simultaneously with policy development. This section outlines a structured, multistakeholder, data-driven process.

Tools

A number of further tools and resources can support the NQPS process. This section describes how to access and select such tools, and introduces an accompanying compendium of tools available on the WHO Global Learning Laboratory for Quality UHC.

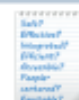
The eight elements of NQPS



National health priorities



Governance and organizational structure



Local definition of quality



Improvement methods & interventions



Stakeholder mapping & engagement



Health management information systems & data systems



Situational analysis



Quality indicators & core measures

Operational planning

Strategy implementation can be outlined in a detailed operational plan, which defines key tasks, assigns responsibilities, identifies milestones, and considers practical aspects of implementation, such as funding.

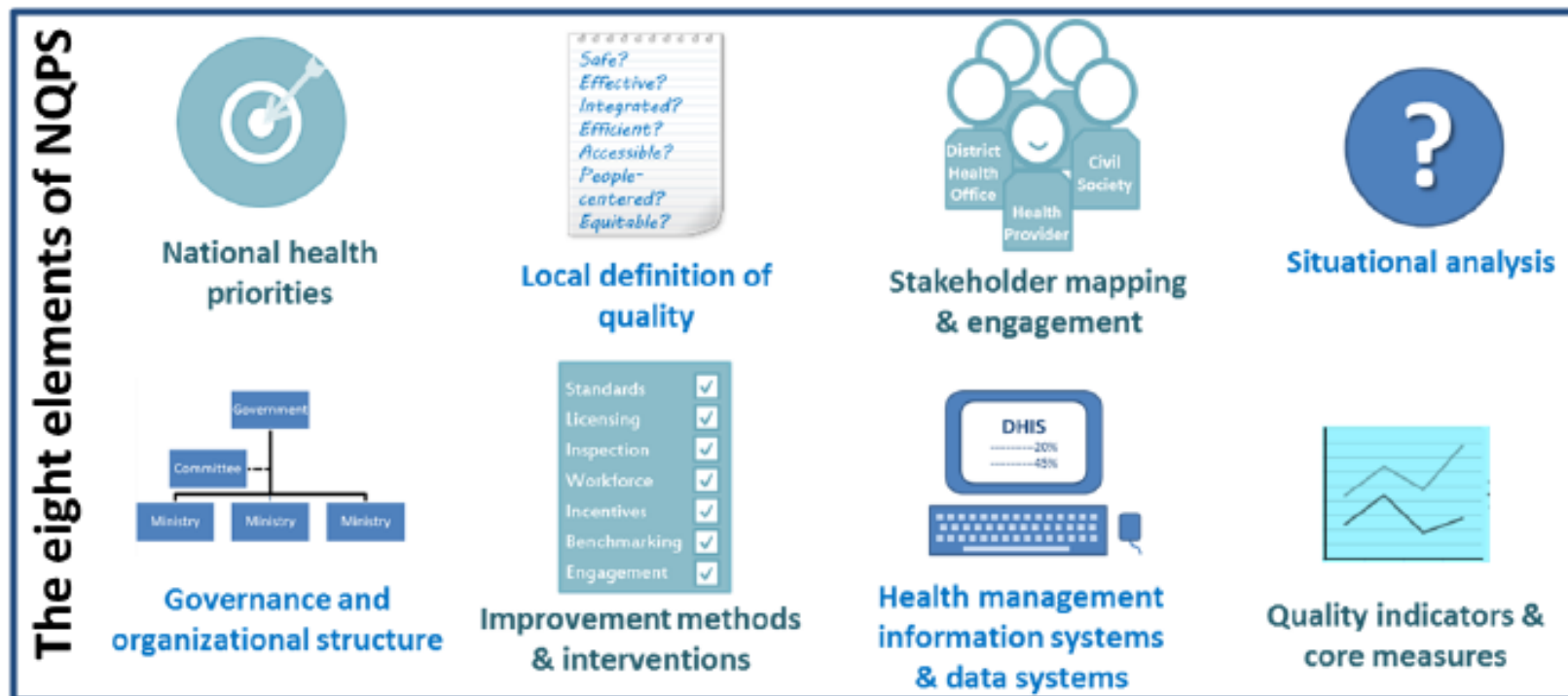
Integrating technical programmes

Countries often have existing quality initiatives focused around specific technical areas (such as HIV or water, sanitation and hygiene) or population groups (such as mothers and children). Successfully integrating these efforts with overarching work on national quality necessitates careful planning.



World Health Organization

National Quality Policy & Strategy – Eight Elements



Operational planning

Integration of technical programmes

Tools & resources



World Health
Organization

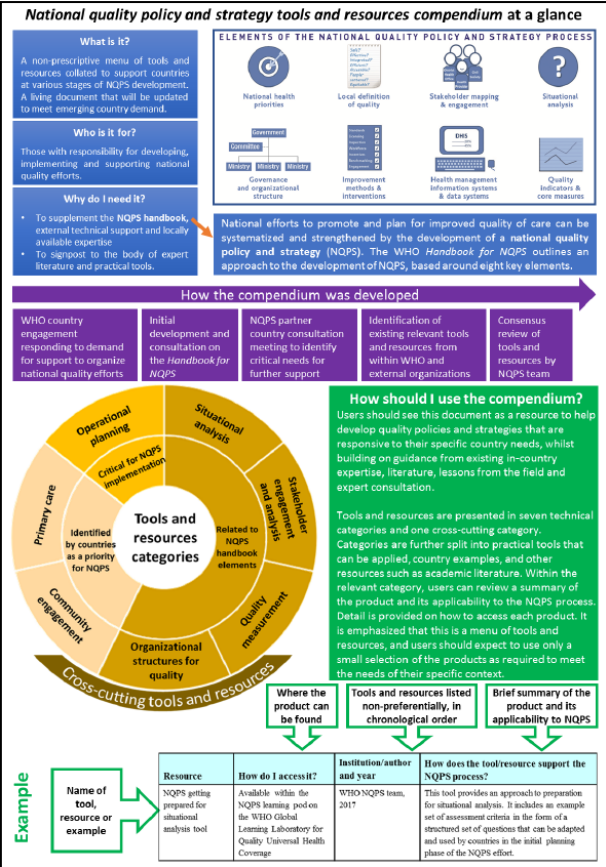


Dr Matthew Neilson
WHO NQPS Team

National quality policy and strategy – tools and resources

NQPS Tools & Resources Compendium

National quality policy and strategy (NQPS) tools and resources compendium



World Health Organization

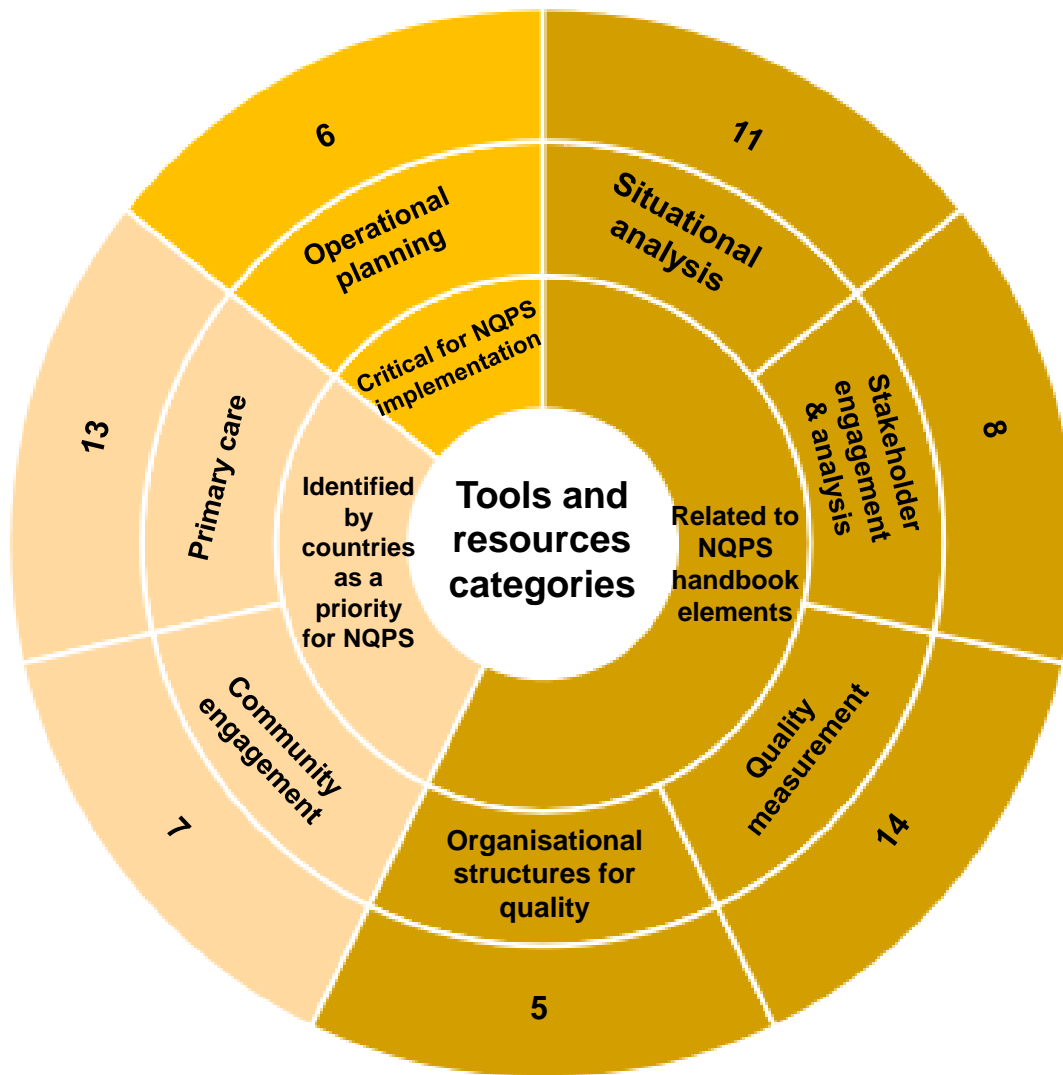
Why is the Compendium relevant to me?

- Supplements the Handbook
- Overview of relevant technical areas
- Signpost to other agencies working in this arena
- Dissemination of tools to country authorities
 - The Global Learning Laboratory for Quality UHC
- Harvesting of new tools for future versions



World Health
Organization

Tools and Resources



+ Cross-cutting



**World Health
Organization**

Stakeholder Mapping and Engagement

Stakeholder mapping and engagement

The handbook outlines the range and roles of stakeholders that may be important to involve in the process of developing NQPS. The tools in this section can be used to help identify stakeholders and map their influence, which in turn will guide the development and implementation of the policy and strategy.

Resource	How do I access it?	Institution/author and year	How does the tool/resource support the NQPS process?
Tools			
Stakeholder ID and analysis toolkit	https://www.infoway-inforoute.ca/en/component/edocman/103-3-stakeholder-identification-and-analysis/view-document?Itemid=101	Canada Health Infoway, 2017	This module is aimed at project managers and change leaders, and provides a step-by-step guide to conducting stakeholder analysis with suggested tools and graphical examples.
FHI 360 stakeholder analysis tool	https://www.k4health.org/toolkits/research-utilization/fhi-360-stakeholder-analysis-tool	FHI 360, 2012	The tool, which provides a simple template for stakeholder mapping, was developed to assist research teams in the identification of stakeholders, both globally and in country. The methodology could also be applied to NQPS development.
Multi-stakeholder management: tools for stakeholder analysis: 10 building blocks for designing participatory systems of cooperation	http://www.fsnnetwork.org/sites/default/files/en-symp-instrumente-akteursanalyse.pdf	German Federal Ministry for Economic Cooperation and Development, 2007	The resource summarizes the experience of German involvement in various overseas development cooperation projects. It outlines an approach to stakeholder analysis, providing practical examples and tools used in various stages of stakeholder engagement.
Guidelines for conducting a stakeholder analysis	http://www.who.int/management/partnerships/overall/GuidelinesConductingStakeholderAnalysis.pdf	Partnerships for Health Reform, Abt Associates Inc., 1999	The guidelines provide an overview of the process required for mapping stakeholders and assessing their contribution and influence in health policy-making. Stakeholder analysis “at a glance” is included, as well as a step-by-step guide to conducting a stakeholder analysis.

Operational planning: sample template

National quality strategies can be supplemented with operational plans that detail the practical steps, resources, responsibilities and timeframe for their implementation. The following template recommends a detailed operational plan to include:

- ⇒ the tasks or actions that must be undertaken
- ⇒ the persons who have responsibility
- ⇒ the timeline for actions to be completed
- ⇒ financial resources if necessary
- ⇒ specific performance measures to evaluate success and effectiveness of the plan

Each country will have its own unique plan to fit its strategy, however the table below provides an illustrative example of how an operational plan may be constructed.

What is the task?	Who is responsible?	When will it be done?	What is required for this to be done?	What is the measure of success?
<i>Dissemination of WHO Surgical Safety Checklist to all tertiary, regional and district hospitals, including training of key personnel in its use.</i>	<i>All metropolitan and regional health officers, under supervision of Assistant National Director for Quality, Quality Directorate, Ministry of Health.</i>	<i>All constituent tasks to be completed by 30th April 2019.</i>	<i>- Identification of funding from domestic or external sources - translation, printing and delivery of posters - development of basic training package - initial meeting with metropolitan and regional health officers to communicate plans - Advocacy meeting with College of Surgeons to ensure support</i>	<i>By end of 2019, at least 90% of target hospitals should have posters in every surgical area, and 90% of theatre staff should demonstrate awareness of checklist through supportive supervision process.</i>



World Health
Organization

Accessing the Compendium

WHO Online Workspace

WHO Organization

Tools and Resources Library

Link to the NQPS Compendium of Tools and Resources Document

Tools and Resources

+ new document or drag files here

✓	Name	Description
	Situational analysis	... This section contains example tools and resources that can be used to assess the aspects of the current situation that will have an impact on NQPS. For example, this may include assessing the current quality of services across the health system, the political environment in which the policy is being developed, the barriers and facilitators to successful implementation, or specific technical areas related to quality (e.g. hospital safety). This section is under development. For further tools and resources relevant to situational analysis, please refer to the Compendium document.
	Stakeholder engagement and analysis	...
	Quality measurement	... Development and implementation of NQPS is supported by access to reliable data on health status and provider performance. Planning for improvement of data and measurement systems is likely to be a key element of policies and strategies. The tools and resources outlined in this section support assessment and improvement of current data and measurement systems, as well as selection of appropriate indicators for monitoring of quality and associated processes within a health system. This section is under development. For further tools and resources relevant to quality measurement, please refer to the Compendium document.
	Organizational structures for quality	... This section provides indicative and actual examples of how national efforts on quality can be structured, including organograms of relevant governance structures. This section is under development. For further tools and resources relevant to this topic, please refer to the Compendium document.
	Operational planning	... The purpose of the tools and resources listed in this section is; to assist countries in designing strategies to support implementation and execution of NQPS, assign roles and responsibilities to various stakeholders and allow for monitoring. This section is under development. For further tools and resources relevant to operational planning, please refer to the Compendium document.

To access the compendium: <http://www.who.int/servicedeliverysafety/areas/qhc/gll/en/index3.html>

Next Steps on Tools & Resources

- Dissemination and use!
- Continue co-development and refinement – focusing on what is useful to countries
- Ongoing collation of tools & resources
- Develop a refined tools & resources compendium
- Maintain a “living document” through active sharing

Contact us at GLL4UHC@who.int



World Health
Organization



Nana Mensah Abrampah, MSc
WHO NQPS Team

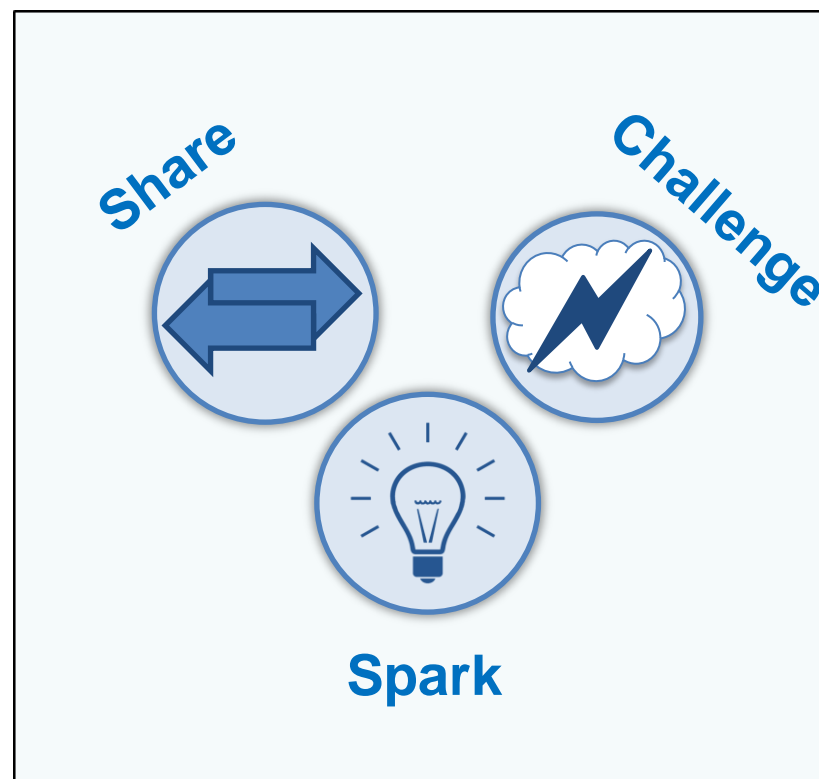
National quality policy and strategy – country technical support



World Health
Organization

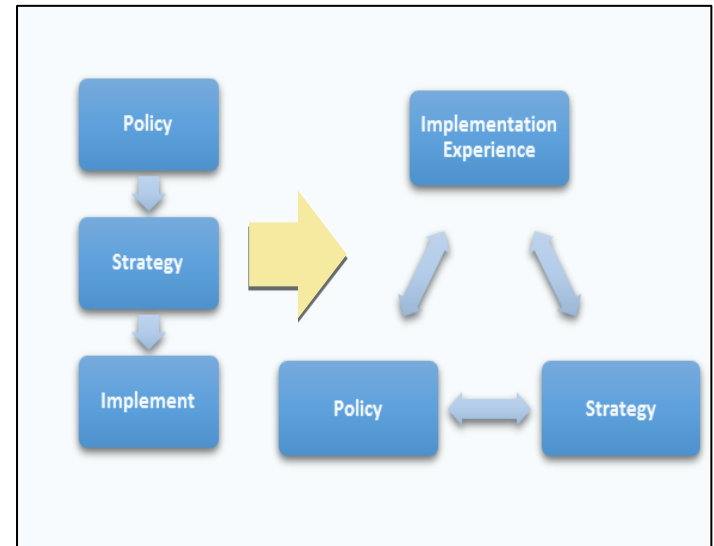
Learning for NQPS

- Critical link between country support, implementation and learning
- Bottom-up; top-down
- WHO **Global Learning Laboratory** for Quality UHC vehicle for **NQPS co-development and engagement**



NQPS Country Support

- Countries each have different entry points and **distinct needs** and context
- WHO supports countries on the **development, implementation and refinement of NQPS.**
- **Light – medium – heavy**
- One WHO approach
 - Key role of **country and regional offices**



World Health
Organization

NQPS Country Support: light-medium-heavy

- Tailored support depending on country need

Examples of support:

Light

- WHO GLL engagement
- Handbook and tools & resources
- Remote support on planning NQPS process

Medium

- Virtual training orientation for stakeholders
- Support to adapt NQPS tools to local context
- Review draft NQPS

+

Heavy

- In country presence
- Document review
- Mentorship to country team
- Technical partner involvement

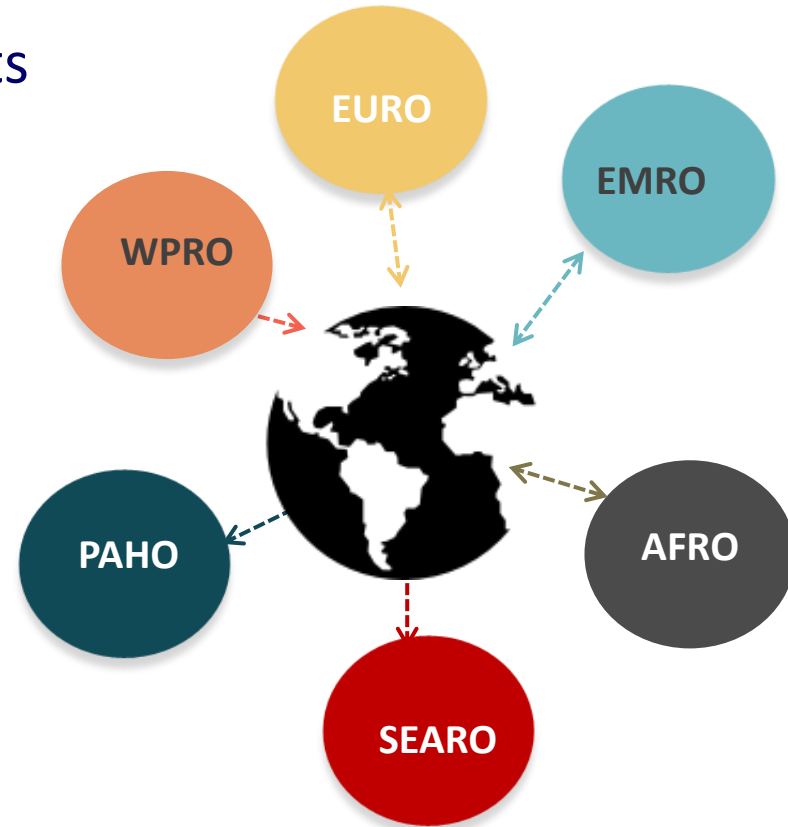
WHO GLL Engagement



World Health
Organization

Next Steps on Country Support

- High level of demand
- Tackle the specifics of country contexts
e.g. fragile, conflict-affected and vulnerable settings
- Work closely with WHO Regions and Partners
- Continue to refine NQPS approach through country experience
- Email GLL4QUHC@who.int to discuss country support or if you or your organization have questions.



Q & A

*Please type your question or reflection into the
Q & A chat box*



World Health
Organization

News
Countries
Emergencies

Service delivery and safety

National quality policy and strategy: WHO initiative

About NQPS

The development, refinement and implementation of a national quality policy and strategy (NQPS) is an emerging priority for countries as they strive to systematically improve the performance of their health care systems. With the growing momentum towards UHC, there is a corresponding growing awareness that improved access must be accompanied by focused efforts to improve the quality of health services, to achieve the desired improvements in health outcomes. This has to be clearly aligned with the broader national health policy and planning process.



WHO has launched a Global initiative on national quality policy and strategy to support Member States. The objectives of this global initiative are:

- to co-develop a NQPS Handbook to support implementation in low- and middle-income countries;
- to raise awareness, knowledge and skills relating to national quality policy and strategy;
- to provide support in the development of national quality policy and strategic plans;
- to collate a compendium of NQPS tools and resources to support countries;
- to continue collective development and refinement within a learning laboratory

NQPS areas of work

1. WHO Handbook for national quality policy and strategy
2. Tools and resources compendium
3. The learning agenda
4. Country technical support
5. Partner engagement

To read more, please [click here](#)

Key resources on NQPS

[Handbook for national quality policy and strategy](#)

[National quality policy and strategy: WHO meeting report](#)



Learn more here:

<http://www.who.int/servicedeliverysafety/areas/qhc/nqps/en/>