

The Network for Improving Quality of Care for Maternal, Newborn and Child Health

Evolution, implementation and progress

2017–2020 Report



WEBINAR SERIES

LESSONS LEARNED BY NETWORK COUNTRIES IN THEIR EFFORTS TO BUILD AND INSTITUTIONALISE SYSTEMS TO SUSTAIN AND SCALE UP QUALITY OF CARE FOR MATERNAL NEWBORN AND CHILD HEALTH

- **Ghana: Building systems to sustain and scale up quality of care for MNCH. Experience from improving quality of care for mothers and newborns in health facilities**
- **Bangladesh: Building quality of care systems and scaling up implementation of standards for maternal and newborn health**
- **Tanzania: Improving Quality of Care at district level. Lessons from the implementation**
- **Launch of the 2017-2020 Network Report: Evolution, Implementation and Progress**



Quality, Equity, Dignity
A Network for Improving Quality of Care
for Maternal, Newborn and Child Health



World Health
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Launch of the Quality of Care Network Report: Evolution, Implementation and Progress 2017-2020

Part 1: Presentation: Introducing the findings and recommendations of the Network report: *Evolution, implementation and progress 2017–2020*

Part 2: Reflections from Network Countries and Partners: What we have learned, successes and challenges

Part 3: Interactive discussion, questions and answers: The way forward

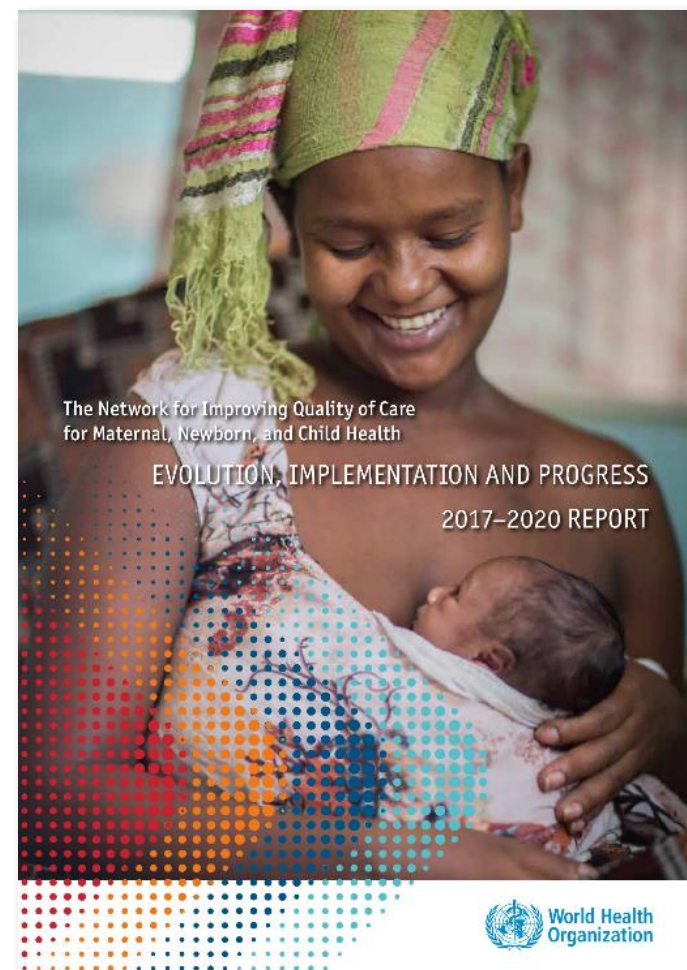
PART 1

Introducing the findings and recommendations of the Network report: *Evolution, implementation and progress 2017–2020*

Dr. Nuhu Yaqub - UHC Life Course Cluster, WHO Regional Office for Africa

Dr. Blerta Maliqi – Department of Maternal Newborn Child and Adolescent Health and Ageing, WHO HQ

Dr. Anshu Banerjee - Department of Maternal Newborn Child and Adolescent Health and Ageing, WHO HQ



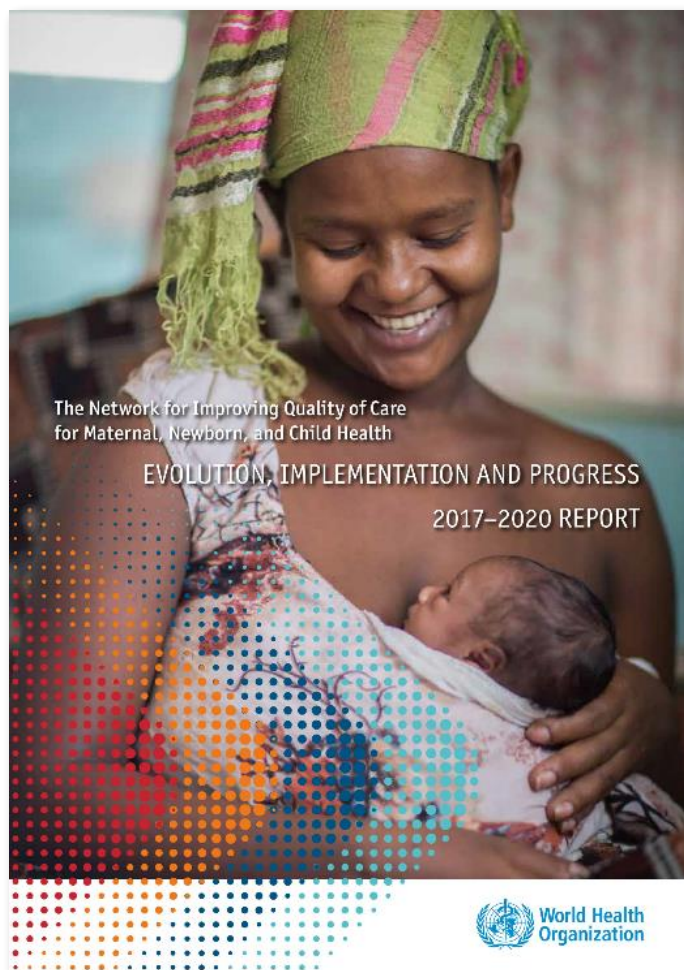
Evolution and implementation

Dr. Nuhu Yaqub

UHC Life Course Cluster
WHO Regional Office for Africa



Evolution, implementation and progress: 2017–2020 report



- The report documents the evolution of the Network since its launch in 2017 and progress to date
- Describes the formation and operationalization of the Network, and how the Network catalysed the introduction and implementation of policy change, partner and resource alignment and learning at the country and global levels
- Shares examples of the Network country implementation progress on quality of care (QoC) for maternal, newborn and child health (MNCH)
- Reflects on successes and shortfalls during implementation of Network activities and identifies the levers of change that enhance quality of care implementation.

The Network for Improving Quality of Care for Maternal, Newborn and Child health

The Network: A broad-based partnership of committed governments, implementation partners and funding agencies aiming to implement and sustain QoC at scale

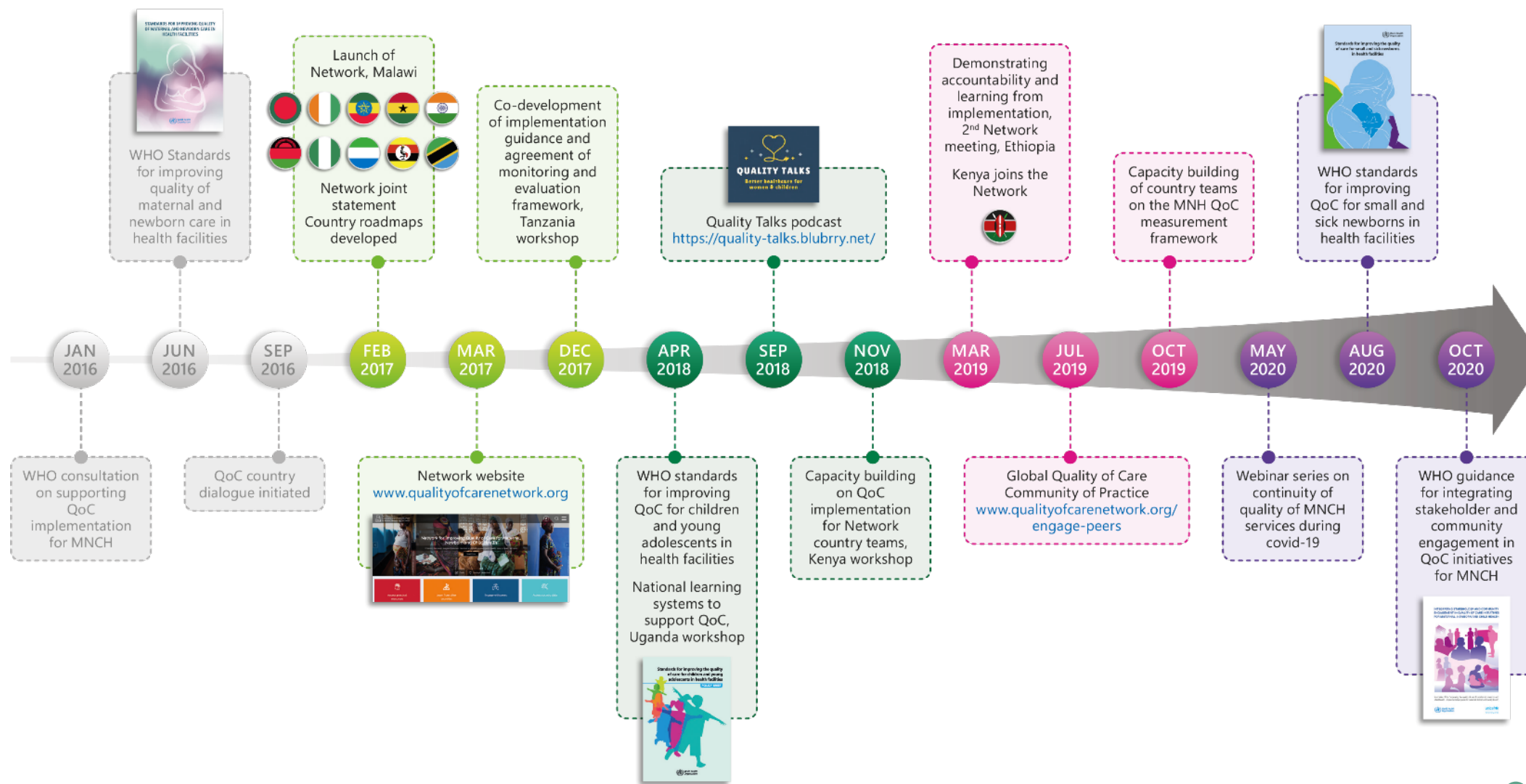
Ten Network countries: Bangladesh, Côte d'Ivoire, Ethiopia, Ghana, India, Kenya, Malawi, Nigeria, Sierra Leone, Tanzania, Uganda

Vision: Every pregnant woman and newborn infant receives quality care throughout pregnancy, childbirth and the postnatal period, with equity and dignity

Goal: Reduce maternal and newborn deaths and stillbirths in participating health facilities by 50% over five years, and improve experience of care



Timeline of critical activities related to the QoC Network 2016-2020



Strategic objectives of the Network



Leadership

LEADERSHIP

Build and strengthen national institutions and mechanisms for improving quality of care in the health sector



Action

ACTION

Accelerate and sustain implementation of quality of care improvements for mothers and newborns



Learning

LEARNING

Facilitate learning, share knowledge and generate evidence on quality of care

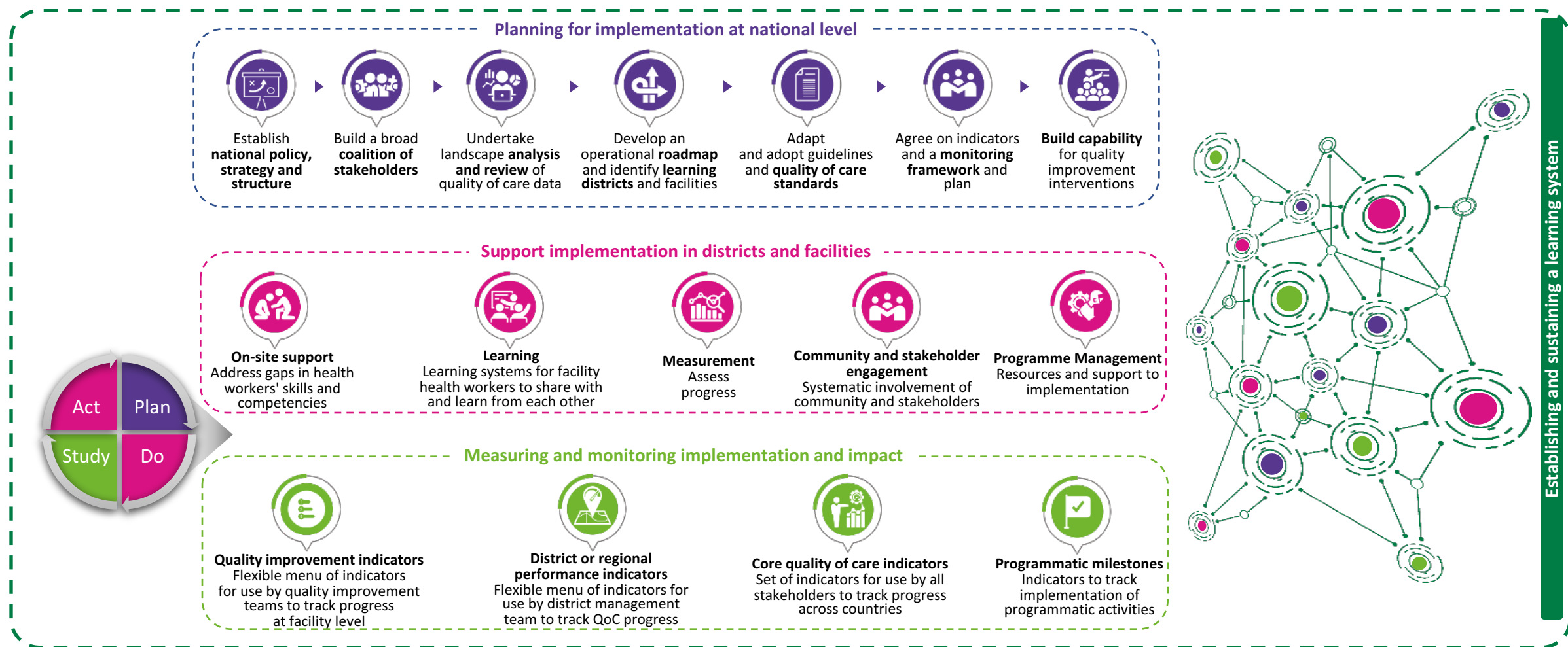


Accountability

ACCOUNTABILITY

Develop, strengthen and sustain institutions and mechanisms for accountability for quality of care

A country-led implementation approach to QoC





Catalyzing change for quality of care: Country progress across the Network strategic objectives

Dr. Blerta Maliqi

Department of Maternal Newborn Child Adolescent Health and Ageing,
WHO Geneva

Dashboard of country progress by Network strategic objectives, 2017 to 2020

		Bangladesh				Cote d'Ivoire				Ethiopia				Ghana				India				Malawi				Nigeria				Sierra Leone				Tanzania				Uganda			
		2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020
National leadership for quality of care	Quality of care (QoC) for maternal and newborn health (MNH) roadmap developed and being implemented	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Supportive governance policy and structures developed or established	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Action: Accelerate and sustain implementation of MNH quality of care	Orientation of learning districts and facilities	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Adaptation of MNH QoC Standards	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
	QoC implementation package developed	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
	Learning districts and facilities selected and agreed upon	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
	QoC coaching manuals developed	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
	Quality improvement (QI) coaches trained	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
	On-site coaching visits occurring in learning districts	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
Learning and Accountability	Common set of MNH QoC indicators agreed upon for reporting from the learning districts	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
	Baseline data for MNH QoC common indicators collected	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
	Common indicator data collected, used in district learning meetings, and reported upwards	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
	District learning network established and functional (reports of visits)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
	A research institution to facilitate documentation of lessons learned identified and is active	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
	Mechanism for community participation integrated into QoC planning in learning districts	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				

Legend: ● On track (achieved) ● In progress (initiated but not completed) ● Not started ● No information

Country progress and challenges: Leadership

National leadership for quality of care	Bangladesh		Cote d'Ivoire		Ethiopia		Ghana		India		Malawi		Nigeria		Sierra Leone		Uganda	
	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020
Quality of care (QoC) for maternal and newborn health (MNH) roadmap developed and being implemented	○	●	○	●	●	●	○	●	○	●	○	●	○	●	○	●	○	●
Supportive governance policy and structures developed or established	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	●	●	●

*Dashboard only includes reporting countries

Legend: ● On track (achieved) ● In progress (initiated but not completed) ● Not started ○ No information

- National QoC policy and strategy, and related QoC MNCH roadmaps successfully developed or updated by all countries
- QoC leadership structures successfully built in all countries
- National technical working groups (TWG) for QoC MNCH are operational
- More funding needed to scale up the implementation of QoC strategies and structures
- Tensions can arise between the new QoC structures and existing MNCH programmes due to absence of clarity on roles and responsibilities
- TWG coordination did not always lead to partners aligning QoC technical support objectives

Country progress and challenges: Action

Action: Accelerate and sustain implementation of MNH quality of care	Bangladesh		Cote d'Ivoire		Ethiopia		Ghana		India		Malawi		Nigeria		Sierra Leone		Uganda		
	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	
Orientation of learning districts and facilities	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	●	●	●	●
Adaptation of MNH QoC Standards	○	●	●	●	●	●	○	●	○	●	●	●	●	●	○	●	●	●	●
QoC implementation package developed	○	●	○	●	○	●	○	●	○	●	○	●	○	●	○	●	○	●	●
Learning districts and facilities selected and agreed upon	●	●	○	●	●	●	●	●	○	○	●	●	●	●	○	●	○	●	●
QoC coaching manuals developed	○	●	○	●	○	●	○	●	○	●	○	●	○	●	○	●	○	●	●
Quality improvement (QI) coaches trained	○	●	○	●	○	●	○	●	○	●	○	●	○	●	○	●	○	●	●
On-site coaching visits occurring in learning districts	○	●	○	●	○	●	○	●	○	●	○	●	○	●	○	●	○	●	●

*Dashboard only includes reporting countries

Legend: ● On track (achieved) ● In progress (initiated but not completed) ● Not started ○ No information

- WHO MNH QoC standards adopted and adapted by all Network countries
- Diverse QoC intervention packages reflecting the country context and priorities
- Learning districts and facilities oriented in QoC with partner support
- District and facility implementation capitalizing and building on existing QI capacities
- It takes time to set up district and facility operations within existing government resources
- As QoC structures are still new, implementation requires partners' technical support, especially at sub-national level
- Building and sustaining QoC capabilities across all levels of the system will need time and resources
- Scaling up best practices will depend on these capacities across the system

Country progress and challenges: Learning and Accountability

Learning and Accountability	Bangladesh		Cote d'Ivoire		Ethiopia		Ghana		India		Malawi		Nigeria		Sierra Leone		Uganda		
	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	2017	2020	
Common set of MNH QoC indicators agreed upon for reporting from the learning districts	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	●	●	●	●
Baseline data for MNH QoC common indicators collected	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	●	●	●	●
Common indicator data collected, used in district learning meetings, and reported upwards	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	●	●	●	●
District learning network established and functional (reports of visits)	○	●	●	●	●	●	○	●	○	○	○	●	○	●	○	●	○	○	●
A research institution to facilitate documentation of lessons learned identified and is active	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	●	●	●	●
Mechanism for community participation integrated into QoC planning in learning districts	●	●	●	○	●	●	●	●	●	●	●	●	●	●	○	●	●	●	●

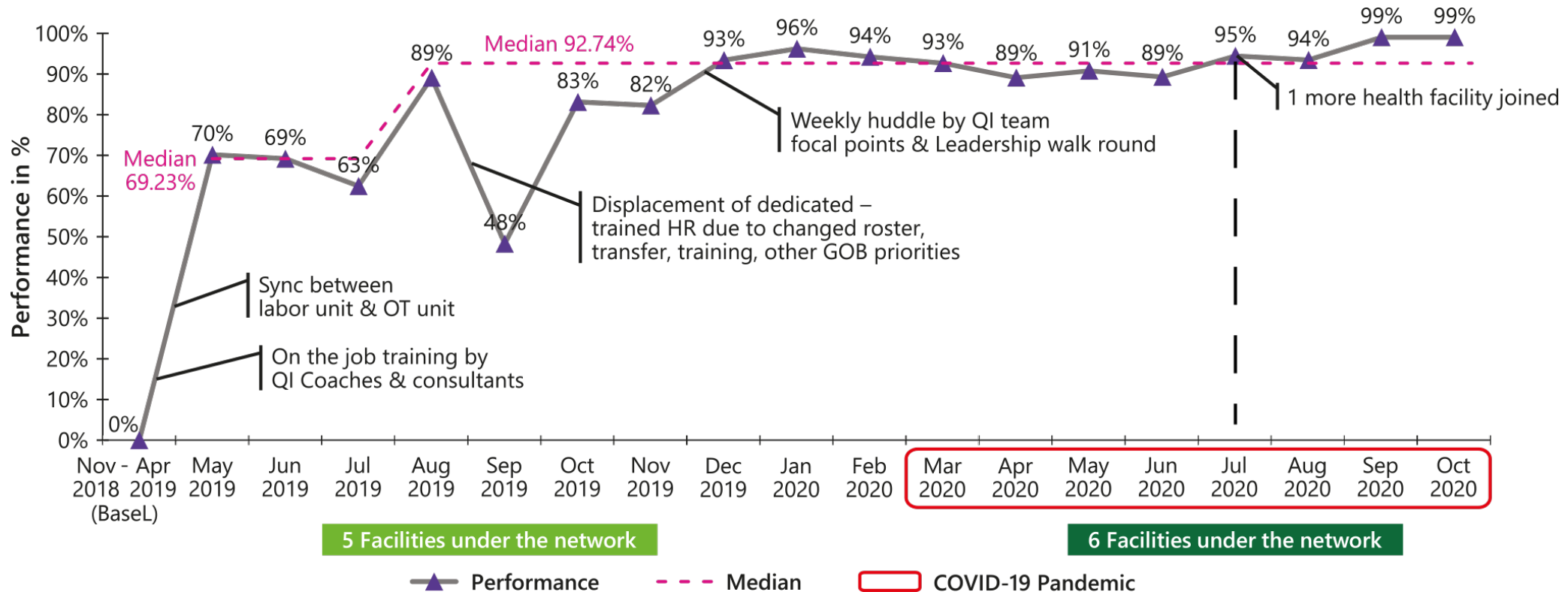
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Legend: ● On track (achieved) ● In progress (initiated but not completed) ● Not started ○ No information

- A set of common QoC MNCH indicators were agreed to be monitored and reported on by Network countries
- Progress is being made in establishing QI learning systems at facility levels
- Countries have made advancements in developing community engagement mechanisms and related accountability platforms
- Progress in documenting and sharing data varies across countries reflecting constraints of health information systems
- Institutionalization of learning systems depends on strengthening coordination between evidence-generation, policymaking and programmes
- Work needed to systematize and integrate community engagement for QoC and accountability processes

Bangladesh experience on working to advance and scale up QoC interventions for mothers and newborns

MaMoni Maternal and Newborn Care Strengthening Project: Improvement in essential newborn care across six health facilities in Manikganj district



Reflections on quality of care measurement

- Countries' capacity to collect QoC data varies across indicators
- Stopgap measures are needed to help countries collect MNH QoC data in the short-term while investing in the long-term strengthening of the health information system
- Health information systems face structural and operational deficiencies which affects data quality, analysis and use
- Although it took a long time, countries are beginning to share common MNH QoC indicator data
- Districts and facilities need capacity-strengthening on QI data management, analysis and use
- Impact evaluations are needed to identify packages of interventions that have or have not led to significant impact for the purpose of scale up and sustainability



Learning from implementation: Levers that enhance quality of care implementation

Dr. Anshu Banerjee

Director, Department of Maternal Newborn Child Adolescent Health
and Ageing, WHO Geneva



Emerging lessons: **Leadership**

It takes a whole health system to improve QoC

Government leadership and long-term commitment is a prerequisite for success

QoC requires dedicated and sustained investment and partnership



Emerging lessons: **Action**

Health systems operate in different contexts which impact the pace of QoC development, adaptation and implementation

Building QI capabilities is necessary for sustaining the provision of QoC



Emerging lessons: **Learning**

Designing, implementing and monitoring a comprehensive and adaptable QoC programme at the district or sub-national levels is critical

Documenting and sharing lessons from QoC initiatives can help build more effective programmes and it requires trust

A facilitated network offers a valid platform for rapid South-South learning and accelerated progress in QoC



Emerging lessons: **Accountability**

Engaging communities and stakeholders in designing and implementing QoC for MNH programmes paves the way to progress and ensures accountability for QoC

Investing early and intentionally in the development and strengthening of data systems for quality of care is essential

Demonstrating impact of QI activities takes time

Way forward for Network countries

- Commitment and engagement of governments and partners to sustain the gains made and reach targets
- Alignment of strategic investments and increased domestic resources to strengthen health systems foundations for QoC
- Updating of health information systems to reflect QoC metrics for MNCH
- Strengthening and scale up workforce competencies and capacities to address QoC
- Ensuring the systematic involvement of communities to improve QoC and strengthen accountability mechanisms
- Establishing links with academic institutions to support the development and implementation of a national learning platform for QoC
- Strengthening sub-national capacities for QoC and scaling up within countries and across programmes



Way forward for Network partners



- Continue to provide support for capacity building for quality of care, with a focus on sub-national level as a means for sustainability and scale up
 - Prioritize and align investments aiming to support national priorities on quality of care for MNCH, including strengthening health information systems
 - Evolve the normative guidance to reflect learning emerging from the Network
 - Support countries to conduct implementation research and impact evaluations to assess effectiveness of the implementation QoC MNH packages to inform scaling up
 - Use the lessons from QoC Network implementation to inform coordination and delivery of technical support to countries that reflects country leadership, priorities and partner alignment around the national strategy and plan
 - Expand the learning network beyond the Network countries

Part 2:

Reflections from Network countries and partners

*What we have
learned,
successes and
challenges*

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Part 3:

The way forward

Discussion, Q&As



Influence the Network and get engaged

Consultation: *Learning from implementation*

What should the Network document and share?

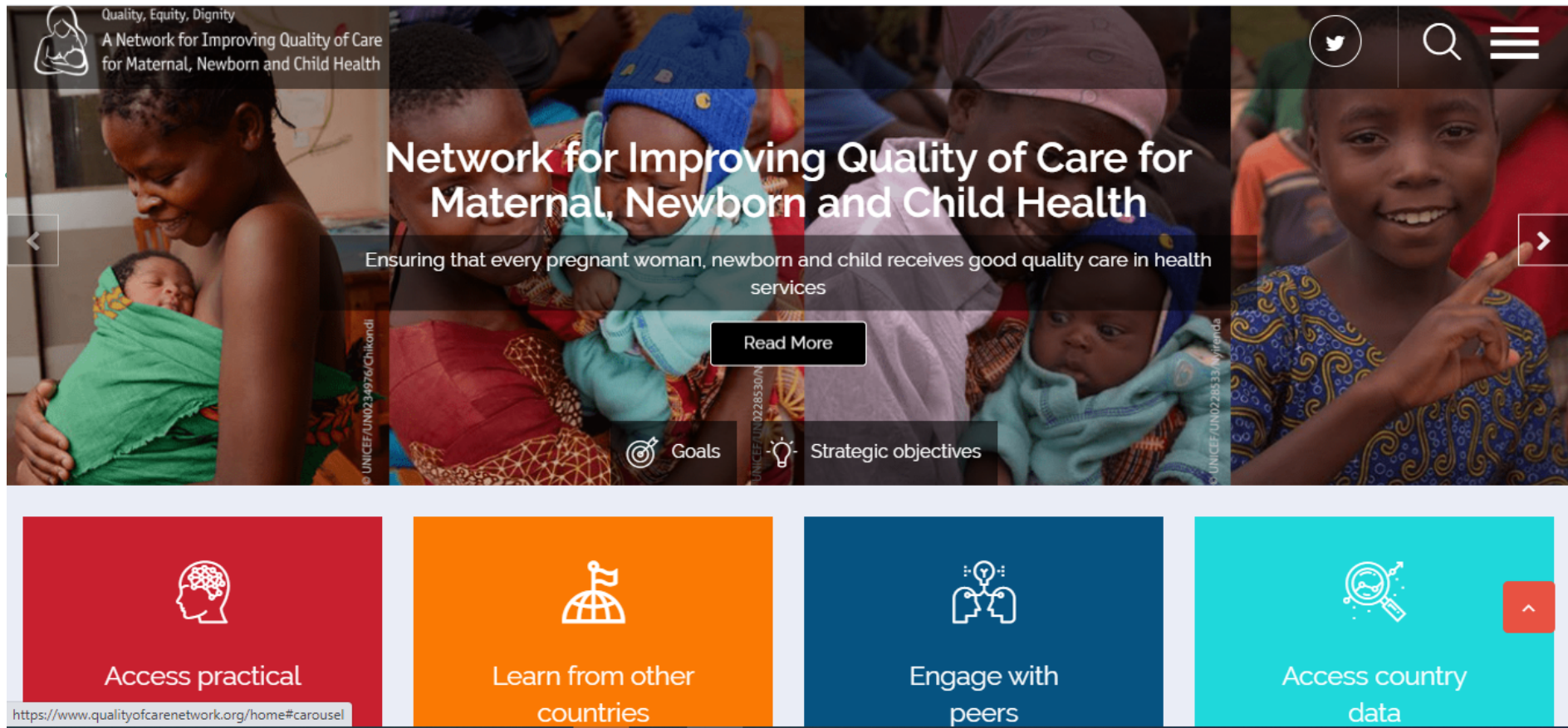
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Open until: 23 May 2021



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Community of Practice <https://bit.ly/32r9POe>

Webinar Series <https://www.qualityofcarenetwork.org/webinarseries>