



USAID SQALE QI Coaching and Support Supervision Strategy

A key component of the USAID SQALE Quality Improvement (QI) training strategy is that the newly established Community Health Services (CHS) Work Improvement Teams (WITs) at both sub-county and Community Health Unit (CHU) level are provided with QI coaching and mentoring support between each phase of the three-phase QI capacity building programme and continued support after completion of all three-phases. This is to ensure that WIT members are provided with technical guidance in running their WIT meetings, analysing CHS data and in implementing and evaluating their WIT action plans and QI change plans. QI coaching also serves to reduce reliance on technical support from the USAID SQALE program and develop Ministry of Health (MoH) capacity in supporting and embedding quality into CHS at county, sub-county and CHU level.

QI Coaching Objectives

Build the capacity of QI coaches to:

- Support individuals and WITs to confidently use and apply QI tools and approaches to achieve and surpass the KQMH CHS quality standards
- Provide technical and moral support to the WITs in order to improve their performance
- Enable WITs and their leaders to sustain quality improvements in CHS

Target audience

QI coaches are selected from county and sub-county level to support the sub-county and CHU WITS respectively. Key criteria for selection include:

- Knowledge and experience in implementing QI methods
- Data analysis skills
- Leadership skills
- Communication skills
- Facilitation and training skills
- Coaching and mentoring skills
- Supervisory experience
- Expertise in MNCH and CHS
- Driven and inspired to improve quality

Suggested QI Coaches

| | |
|-------------------------|--|
| County Level QI Coaches | Sub-County Level QI Coaches |
| QI Focal person | CHS Focal person |
| CHS focal person | HRIO |
| HRIO | MNCH focal person |
| MNCH focal person | Sub-county QI focal person |
| | Existing active QI coaches (QIT members) |

QI coaches must attend all three phases of the QI training in its entirety, to ensure familiarisation with the tools structures and approaches to QI adopted at CHS level. QI coaches will receive one full day of coaching support (coaching of coaches), immediately following phase I QI training.

Coaching Activities

Once QI coaches have been selected and trained, each QI coach will be assigned to a specific WIT. They will be expected to provide coaching and mentoring support to their assigned WIT on a monthly basis. Typical QI coaching activities will include:

- Attendance and guidance at WIT meetings
- Providing guidance in the application of QI methods and tools
- Problem identification, analysis and solution
- Administration of DQAs
- Administration of the Community Follow-Up Tool
- Assessing and supporting team functionality
- Applying the QI maturity index every six months
- Supporting team leadership
- Performance indicator monitoring
- Interpreting data trends using the CHS dashboard
- Analysis of community follow-up surveys
- Analysis of DQA results
- Supporting QI administration and data management
- Serving as a facilitator and trainer
- Advocating to higher levels of administration
- Preparing teams for sharing their experiences at learning and exchange events
- Identifying QI champions, best practice and QI stories
- Reporting monthly coaching to County CHMT and Sub-county QIT meetings and quarterly coaching sessions (USAID SQALE supported)

At the end of each QI coaching visit, coaches will leave a one-page report (summarising key findings and recommendations) to be discussed and agreed with the WIT team and filed in the WIT folder (refer to annex I).

QI Champions

The success of this QI programme for CHS will depend upon individuals and WITs who fully commit to improving quality in all aspects of their work. Coaching visits should also be used to identify QI champions who can be defined as those individuals who really shine and stand out in their actions and efforts to improve quality:

- Promote a culture of quality
- Communicate and share knowledge and experience
- Demonstrate motivation and effort above and beyond
- Work tirelessly to meet the needs of their community

A QI champion can be working at any level within the health system and might be working at community level as a Community Health Volunteer (CHV), Community Health Committee (CHC) member or Community Health Extension Worker (CHEW) or may be working at sub-county or county level. QI champions will be formally recognised by National Level and will become role models for QI in CHS. QI champions will receive further capacity development and will be invited to join the facilitation team for supporting QI training in the subsequent roll-out to other counties and sub-counties.

Supervision Activities

The QI coaches will also have their capacity strengthened in providing support supervision, since QI coaches will normally also have supervisory roles. The REACHOUT research consortium has developed significant experience in developing support supervision packages for CHS and USAID SQALE will leverage this expertise.

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Annex: QI Coaching Report Template

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| QI Coaching Visit Report | | |
| Visit To: | Date: | |
| Purpose of Visit: | | |
| Background/Action Points from Previous Coaching Visit: | | |
| Findings/Observations | | |
| Recommendations/Actions to be Taken | Person Responsible | By When |
| | | |
| QI Maturity Index applied: YES / NO If yes please attach | QI Story Identified: YES / NO If yes please attach | |
| Name: Signature: QI Coach | Name: Signature: WIT Chair | |

This form should be discussed and agreed with the WIT and filed in the WIT folder. Please take a photo of this and the attendance sheet to be filed in your QI coaches' folder.