

Being reflective about how offering continued technical support can have powerful outcomes

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Background.

- I am a QI Coach assigned to 12 facilities in Ekurhuleni and am part of the sub-district Health System Strengthening (HSS) team.
- My support is centered on identifying the gaps in the system and coming up with ways to address them



Background cont..

- QI methodology was introduced to these 12 facilities and all used it in their projects to improve PMTCT.
- Improved performance was observed in all facilities through process and outcome measures after just a few months using the methodology.
- However, this was short-lived in all of the facilities.



Problem Identification

- **The main problem was therefore how to sustain improvement in all my facilities.**



Root Cause Analysis

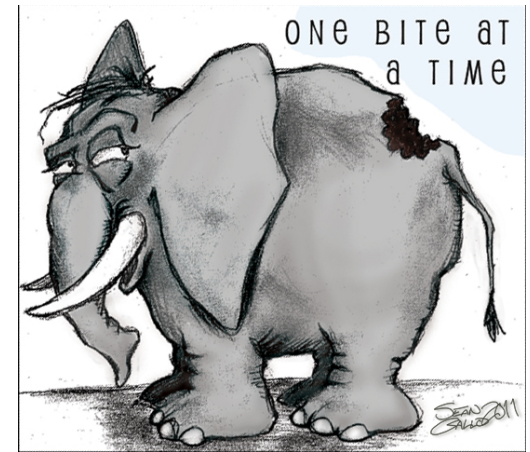
- A number of different tools were used in exploring this problem including a driver diagram and a cause and effect diagram¹.
- Root causes identified:
 - Insufficient support provided to staff on QI
 - Continuation of old systems despite new systems being tested
 - Lack of inclusion and communication to staff who were not directly involved in the testing

¹Langley, G. J., Moen, R., Nolan, K. M., Nolan, T. W., Norman, C. L., & Provost, L. P. (2009). *The improvement guide: a practical approach to enhancing organizational performance*. John Wiley & Sons.



Intervention

- In order for me to test out my new technical advisory approach, I decided to try it out on one clinic, Eden Park Clinic.
- The clinic had been working on improving their ANC visit <20 weeks rate.
- The clinic had managed an initial improvement from the median baseline performance of 43% to 67% within 3 months (DHIS).
- Immediately after the adoption of the change the data began to deteriorate and within 4 months the median performance was back to where it had been previously 48%(DHIS).



Intervention cont.

Technical assistance adjustment:

- A **work-plan** ensured that the facility received weekly QI **support visits and feedback**.
- To address old ways of doing things, I emphasized the benefits of the new way of doing things by using **data visualisation techniques** such as run-charts and statistical process control helping the facility to monitor their progress.
- **Involving** all facility staff that would be participating in implementation to be part of the in-service training.



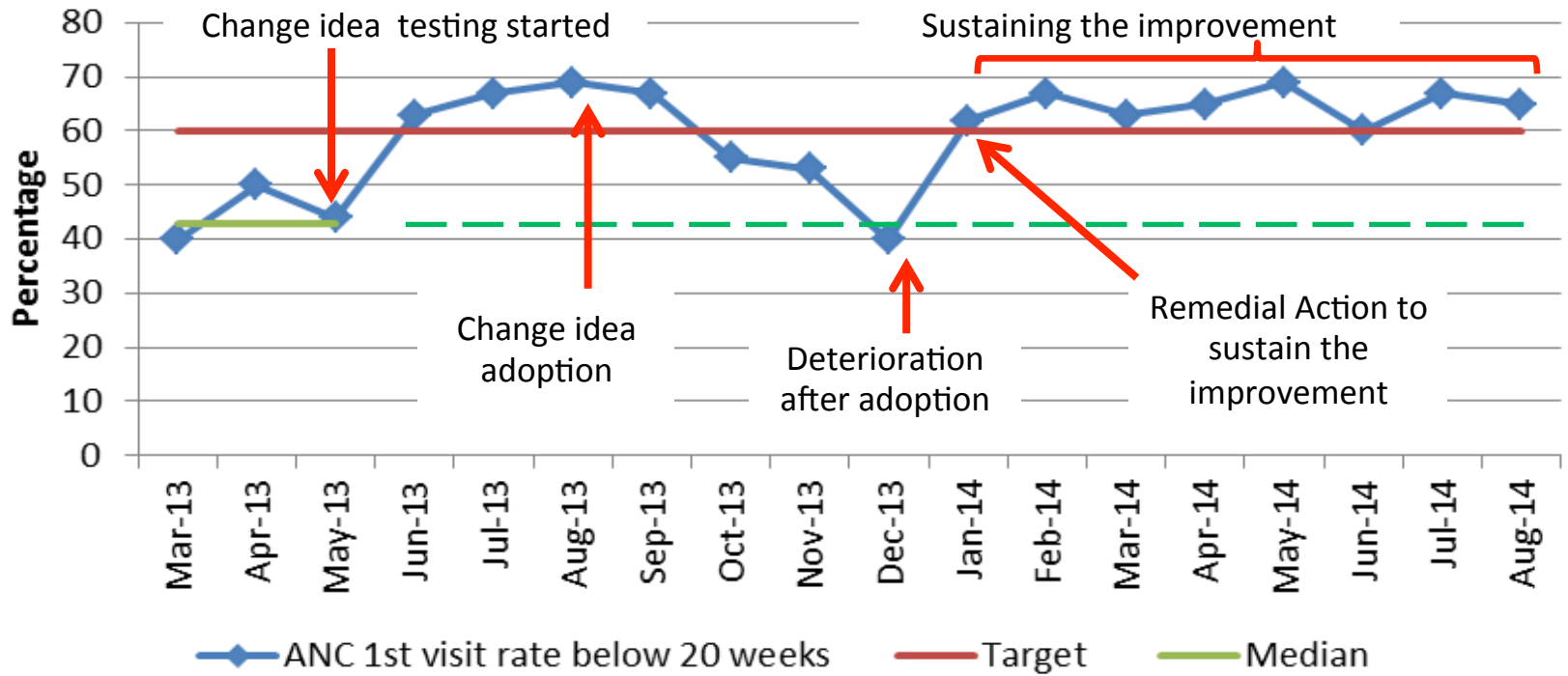
Results

- Using run charts at Eden Park has shown that improvement can be **sustained past the initial improvement**. Their new median was 67% and has been sustained at this level until the latest available data point(August 2014).



EDEN PARK CLINIC RUN CHART

EDEN PARK Eden Park ANC 1st visit rate below 20 weeks.



DISCUSSION

- Noting a problem around sustaining improvement allowed me to conduct a critical evaluation of my own approach and modify it so as to address the identified shortfalls.
- The changes that were made were simple and did not involve additional resources.
- Ongoing structured support and the use of data visualization techniques were enough to keep the facility focused on sustaining improvement and building change into the system.



Eden Park QI Meeting Session



Thank you

