



Maximizing Access and Quality through Management & Supervision

Application of MAQ

14-1

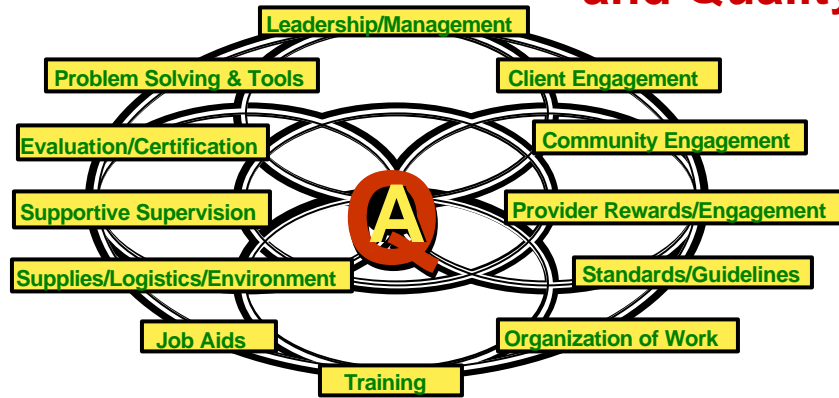


Session Objectives

- ◆ To provide participants with an understanding of the role of leaders and managers in promoting quality services
- ◆ To have participants identify action steps/ interventions to promote quality at different levels of the health system



Creating a Norm of Access and Quality



SYNERGY OF INTERVENTIONS

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- This is a quick review of the MAQ lotus - a cluster of inter-related interventions that is discussed in Theme One “MAQ Key Concepts” and reinforced throughout the other themes as well.
- The program models presented address each aspect of the lotus in some manner. Each country program has its own areas of greater emphasis.



Having a Customer Orientation . . .

. . . Is at the **heart** of quality management.

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Customers

Who are the customers of the health care delivery system?

- ◆ External customers: the clients and the community
- ◆ Internal customers: the service providers and those who support them

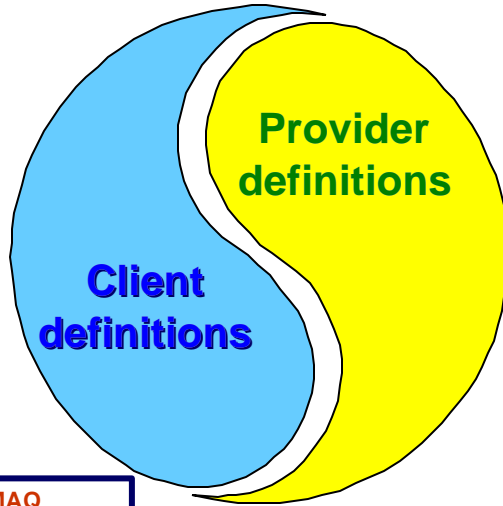


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Definitions of Quality -- from whose perspective?



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Defining Service Quality

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- A Venn diagram consisting of two overlapping circles. The left circle is light blue and contains the 'Client definitions' list. The right circle is light yellow and contains the 'Provider definitions' list. The overlapping area in the center is white.
- ◆ **Client definitions:**
 - ◆ Full information
 - ◆ Respectful and dignified treatment
 - ◆ Right to privacy
 - ◆ Convenient access & choice of services
 - ◆ Empowered to demand quality services
 - ◆ **Provider definitions:**
 - ◆ Technical standards and norms
 - ◆ Delivered in adequate settings
 - ◆ Supported by good supervision, logistics and skills development
 - ◆ Also supported by sound organizational mission and strategies

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Promote Quality at All Levels of the Health System

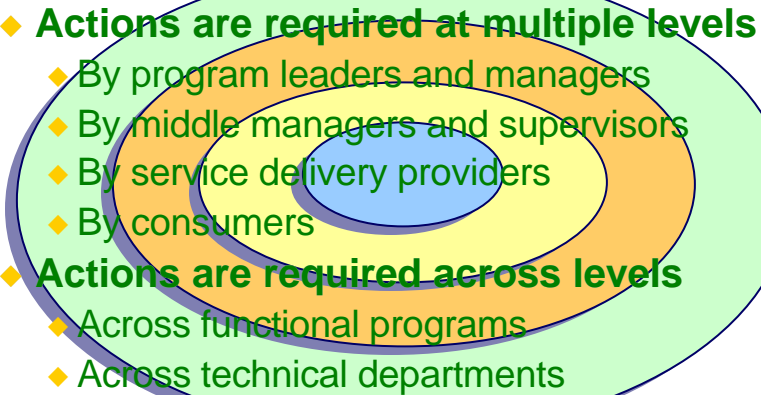


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Promote Quality at All Levels of the Health System

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- A diagram consisting of four concentric ovals. From the center outwards, the colors are blue, yellow, orange, and light green. The ovals represent different levels of the health system, with the innermost blue oval representing consumers and the outermost light green oval representing program leaders and managers.
- ◆ **Actions are required at multiple levels**
 - ◆ By program leaders and managers
 - ◆ By middle managers and supervisors
 - ◆ By service delivery providers
 - ◆ By consumers
 - ◆ **Actions are required across levels**
 - ◆ Across functional programs
 - ◆ Across technical departments

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The Importance of Leadership

- ◆ The role of leadership is to provide overall direction and inspiration to staff and to communicate mission, values and strategy.
- ◆ Program leaders set the tone, provide the resources, mobilize staff to act, and reward those who promote quality.
- ◆ Leadership exists at all levels, not just the top.

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What to Do at Program Leadership/Policy Level

- ◆ Set standards and facilitate USE of them
- ◆ Invest resources in quality improvement as an important management function
- ◆ Leaders must continually express confidence that quality results in:
 - ◆ Increased access
 - ◆ Appropriate utilization
 - ◆ Better continuation rates
 - ◆ Satisfied clients
- ◆ Recognize and reward contributions of staff at all levels

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What to Do at Mid-Management Level

- ◆ Reorient district management teams/
supervisory structure to serve internal
customer (providers) needs:
 - ◆ Appropriate & well maintained equipment
 - ◆ Readily available supplies
 - ◆ Effective referral systems
 - ◆ Staff development and technical updates
 - ◆ QI oversight, including assistance in problem-
solving, data collection & analysis

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QI = Quality Improvement



Importance of Supervision

- ◆ Supervisors as system glue
- ◆ Major role of QI interventions addresses supervision:
 - ◆ Supervisors understanding of and role with technical standards
 - ◆ Assesses how supervisors do field work to bridge gap between policy and practice
 - ◆ Train supervisors in use of job aids, coaching, problem-solving and facilitation

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Supervision

Role of Supervision:

Maintaining Quality on the Front Line

- ◆ Organize work to be done and establish “Quality” standards
- ◆ Delegate tasks and solve problems
- ◆ Monitor performance to maintain Quality
- ◆ Develop staff
- ◆ Link staff to the larger organization
- ◆ Consider implications of gender equity in managing the above tasks

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- The role of the supervisor centers upon facilitating front line workers to achieve and maintain quality services. Supervisors are the ‘linchpin’ between the organization and its worker force. Quality flows from and through the supervision structure.



Supervision

Qualities of an Effective Supervisor:

- ◆ Creates trust and develops a system of two-way communication
- ◆ Respects others and values their input
- ◆ Promotes gender equity among staff
- ◆ Holds staff accountable & rewards excellence
- ◆ Motivates/challenges staff without being punitive

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•To be effective, a supervisor must communicate with and to workers and the larger organization at the same time. An effective supervisor is able to get his/her supervisees to respond and to act positively in achieving results: (e.g., Quality client-centered communication and care).



Other Important Issues to Address at Mid-level

- ◆ Logistics and supply management
- ◆ Problem-solving and communicating needs to higher levels
- ◆ Two-way referral systems
- ◆ Strengthening district communications and protocols for referral
- ◆ Monitoring and evaluation
- ◆ Periodic quality assessments with clients and facility-wide self-assessments.

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What to Do at Facility Level

- ◆ Encourage facility staff to take “ownership” for quality
 - ◆ Define quality for their own facility
 - ◆ Self-assess the quality of services in their own facility
 - ◆ Apply problem-solving methodologies through team work
 - ◆ Ask clients (and their community leaders) what they think of services

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What to Do at Facility Level *continued*

- ◆ **Recruit staff with appropriate job qualifications, including a “fit” with an organizational culture of quality.**
- ◆ **Allocate responsibilities within the facility to ensure that clients are treated with respect and dignity.**
- ◆ **Maintain awareness of the role gender plays in workplace and in service delivery.**

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What to Do at the Community Level

- ◆ Pilot simple and practical models for aiding program managers to solicit community input to program design
- ◆ “An educated consumer is the best client!”
- ◆ Link good performance to community recognition

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Having a Quality Mind Set at All Levels Requires . . .

- ◆ Teamwork
- ◆ Acceptance of responsibility
- ◆ Clear guidelines & standards
- ◆ Use of assessment and analytical tools
- ◆ Using data
- ◆ Rewards and recognition
- ◆ Open discussion of mistakes & lessons
- ◆ Promoting respect and active involvement at all levels

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There are No Magic Recipes for Success

- ◆ No one single route to quality.
- ◆ No single “best place” to start (top-down versus bottom up).
- ◆ No single “best practice.” Many different approaches; commonalities greater than differences.
- ◆ **BEST APPROACH: Get started!**

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