

**SITUATIONAL ANALYSIS**

Situational Analysis is the first phase of developing the NPQH which will build a better understanding of the current state of quality including the existing strengths of the health care system as well as the anticipated barriers and facilitators to the process at the national, state, institutional, facility and community level. It will assist to describe the current landscape and clearly identify the performance gaps between what is actual and what is achievable.

The findings of the situational analysis are to be used as a guide on the approach taken by the NPQH development team. It includes a review of historical and current information as well as collection and collation of new data.

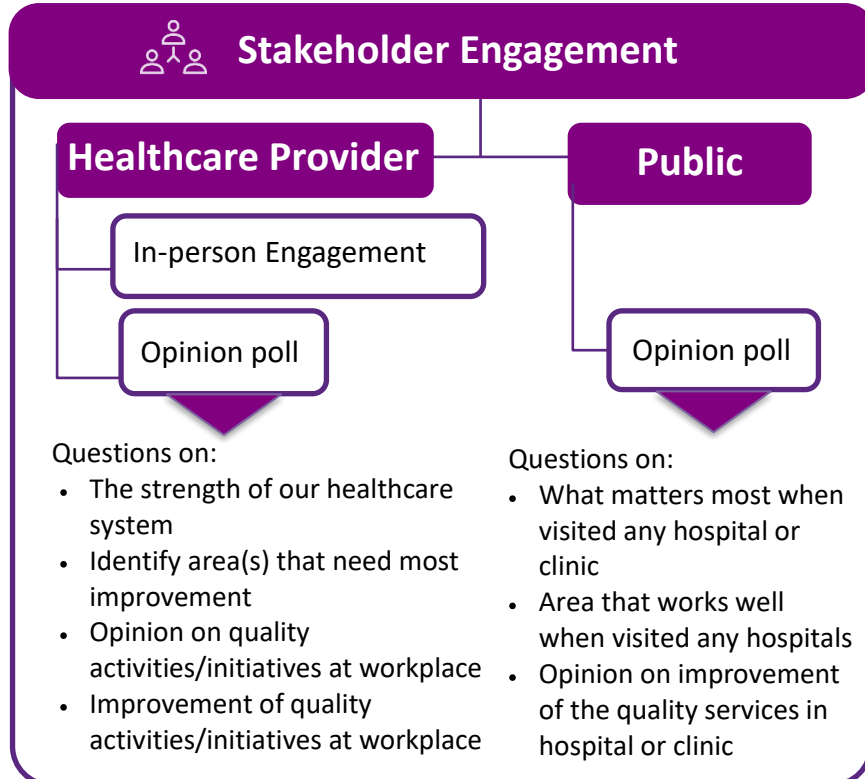
In our context, the situational analysis involved 4 components; document review, stakeholder engagement, Quality Improvement Initiatives (QII) mapping and identification of core measures. All of the components are conducted simultaneously.

**Review of Quality Related Documents**

Document Categories:

- Formal Policy and Strategic Plan
- Quality Related Legislation
- Guidelines Addressing Quality
- Professional Training Materials
- Standards, Protocols, and SOPs
- Technical or Vertical Programme Report
- Financial Report

**Stakeholder Engagement**



**Healthcare Provider**

- In-person Engagement
- Opinion poll

**Public**

- Opinion poll

Questions on:

- The strength of our healthcare system
- Identify area(s) that need most improvement
- Opinion on quality activities/initiatives at workplace
- Improvement of quality activities/initiatives at workplace

Questions on:

- What matters most when visited any hospital or clinic
- Area that works well when visited any hospitals
- Opinion on improvement of the quality services in hospital or clinic

**Quality Improvement Initiative (QII) Mapping**

Mapping focus:

- Ownership
- Implementation level
- Organisational structures
- Potential impact on quality:
  - System environment
  - Reducing harm
  - Improvement of clinical care
  - Patient, family, and community engagement and empowerment

**Identification of Core Measures**

- Extraction of data from quality related documents
- Feedback from stakeholders

**DEVELOPMENT OF THE NATIONAL POLICY FOR QUALITY IN HEALTHCARE (NPQH)**  
*Bridging Silos, Accelerating Improvement*

**Overview**

The Sustainable Development Goals (SDG) place an emphasis on achieving Universal Health Coverage (UHC) by **“ensuring that 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”**.

Thus, the development, refinement and execution of the National Policy for Quality in Healthcare (NPQH) is a priority for our country as it will be the main guidance and reference to systematically improve the performance of our healthcare system. The NPQH is an organised effort to promote and plan for improved quality of care.

**Key Messages**

There is a need to develop the National Policy for Quality in Healthcare (NPQH) as a country level document which will provide an official, explicit statement of the policy and strategies. The NPQH consist of 8 essential elements as detailed in page 2-4. The document is expected to be ready by end of 2020.

**WHY WE NEED NPQH**

- 1 ACHIEVING SDG 3.8**  Achieve universal health coverage, including financial risk protection, access to *quality* essential health-care services and access to safe, effective, *quality* and affordable essential medicines and vaccines for all.”
- 2 SHARING COMMON GOAL**  Act as a main guide and reference for all healthcare sectors by having shared vision and mission of quality.
- 3 MOVING TOGETHER**  Brings multiple quality initiatives under a systematic and organised effort to improve quality of care across the health system.
- 4 STRENGTHENING GOVERNANCE & STRUCTURE**  To strengthen and enhance the structures for governance, accountability and monitoring & evaluation of national quality improvement initiatives (QII) in healthcare.
- 5 IN LINE WITH NATIONAL HEALTH PRIORITIES**  To align quality policy with current shift of disease burden.
- 6 SMART PARTNERSHIP**  To enhance collaboration and partnership between multiple healthcare sectors and community through stakeholder engagement and consensus-building.
- 7 UPGRADING SCOPE & ELEMENTS**  To upgrade the scope of the older document, to be in-line with current global framework.
- 8 QUALITY CULTURE**  To embed a culture of quality in organisations across the health system.
- 9 MEANINGFUL MEASUREMENT**  To align the current healthcare measurement with global indicators in both public and private sectors.

Reference: Handbook for National Quality Policy and Strategy: A Practical Approach for Developing Policy and Strategy to Improve Quality of Care. Geneva: World Health Organization; 2018. Licence: CC BY-NC-SA 3.0 IGO.

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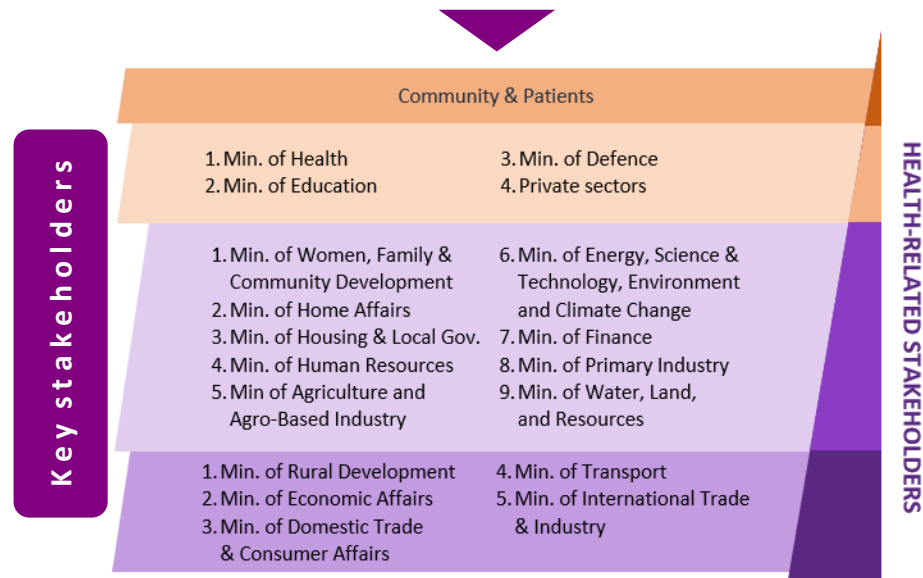
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# THE 8 ELEMENTS OF NPQH

## 1 Stakeholder Mapping & Engagement

- Brief outline of stakeholder engagement process.
- Acknowledgement of contribution of stakeholders.
- Outline of key stakeholder roles for suggested actions within strategy.



### Co-development of the NPQH

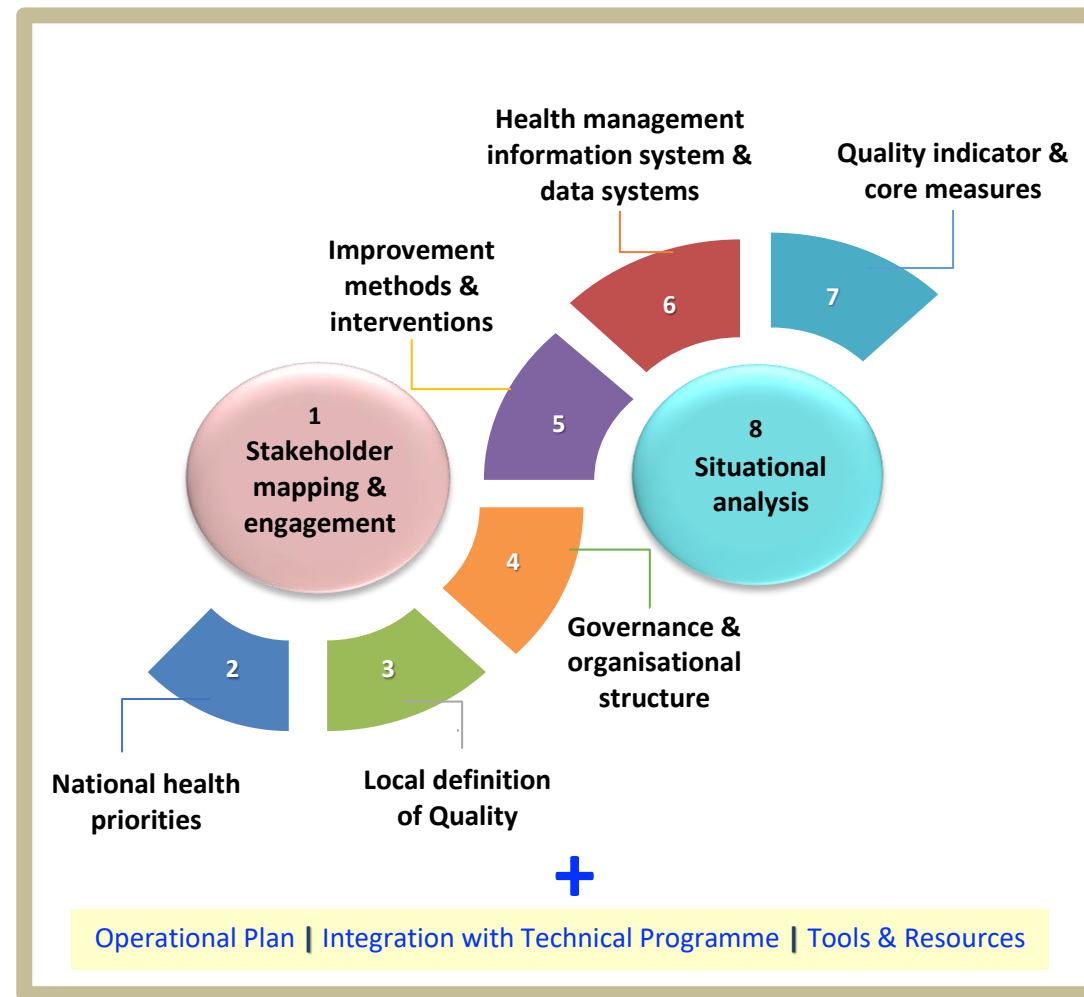
- Provide relevant quality document(s) for situational analysis.
- Monitor and evaluate progress of quality initiatives through effective management processes.
- Disseminate action items and technical support for implementation.
- Full engagement in situational analysis.
- Provide strategic input to strategy development process.

## 2 National Health Priorities

- Outline of identified goals and priorities.
- Explicit reference of existing national health policy and strategic plans.

## 3 Local Definition of Quality

- Statement of local definition.
- Reference to original source of local definition or brief description of process of development.
- Explicit quality definition, and how this will be reflected in the actions set out in the strategy.



## 4 Governance & Organisational Structure

- Outline of proposed governance structure for national quality efforts, including requirements to implement this.
- Description of existing and proposed levers for policy enforcement (e.g. legislation, licensing system).
- Specification of governance and accountability arrangements for the strategy, including organisation if appropriate and explicit statement of role of the community.

## 5 Improvement Methods & Interventions

- Outline of broad intervention areas to be addressed by policy and strategy.
- Discussion of justification, assumptions, resource required, and risk mitigation strategies.
- Detailed description of interventions, including resource requirements, timescales, and responsibility for implementation; this can be further detailed in an operational plan.

## 6 Health Management Information & Data Systems

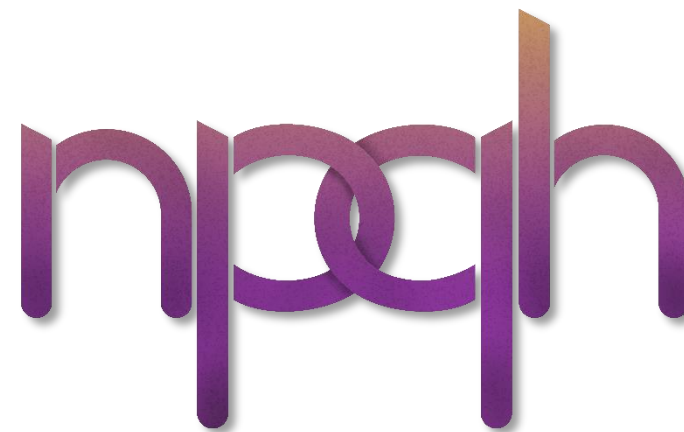
- Brief overview of available health information and data system.
- Outline of proposed health information and data systems to support national quality efforts.
- Explicit reference to integration of quality efforts with health management and information systems.
- Outline of data and information system improvements needed, and timeline for achieving this.
- Description of how current systems will be used for measuring quality, monitoring provider and professional performance and supporting decision-making.

## 7 Quality Indicator & Core Measures

- Presentation of indicators and justification for selection.
- Overview of how indicators will be used.
- Outline of national quality measurement framework.
- Plan for monitoring, evaluation, and accountability.
- Measures refined by testing a preliminary set and taking actions to fill gaps in measurement capacity.

## 8 Situational Analysis

- Description of methods of situational analysis.
- Summary of comprehensive findings.
- Identification of key findings.
- Statement of priorities and targeted areas of interventions and action.



NATIONAL POLICY FOR QUALITY IN HEALTHCARE

Bridging Silos, Accelerating Improvements

Refer to Page 4