



REPUBLIC OF KENYA

# Kenya Quality Assurance Model for Health

Quality Standards for Kenya Essential Package of Health

Health Centres, Maternity Homes and Sub-District Hospitals

2009

## LEVEL 3 - CHECKLIST

# Kenya Quality Assurance Model for Health

## Quality Standards for Kenya Essential Package of Health

### LEVEL 3 - CHECK LIST

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# Foreword

The National Health Sector Strategic Plan II (2005-2010) undertook to mainstream Quality Assurance strategies into the reform process, taking into account staff motivation, staff competence, adequate resources, content and process of care, referral systems, and the active participation of client and community.

Quality Assurance and Management has not previously been seen as an integral component of the health care services provision but rather as an add-on task. Many health workers have not completely understood the concept of quality and the benefits it would confer to their work and the outcomes for their patients.

The National Hospital Insurance Fund (NHIF) has been promoting the concept of quality management in its accredited facilities using the Kenya Quality Model with encouraging results. However, the indicators in the model have been said to be unclear, often difficult to score and the same checklist was being applied for all the levels of service provision.

In this respect, the Ministry of Medical Services and the Ministry of Public Health and Sanitation embarked on the review of the Kenya Quality Model and its expansion into a National Policy on Quality Assurance including clinical care, management support and leadership and to make it adaptable for the different Kenya Essential Packages for Health Levels (KEPH). The new Model, the Kenya Quality Assurance Model for Health (KQAMH), has attempted to address the inadequacies identified in the Kenya Quality Model and has developed standards and checklists for KEPH Level 2, Level 3, Level 4 and Level 5 & 6. These KQAMH standards

will form the basis for ISO certification for health facilities at all KEPH levels and compliment Health Sector reforms.

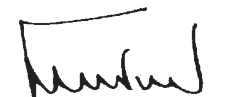
The Checklist outlined in this document applies to KEPH Level 3 in Public, Private, Faith Based and Non Governmental facilities which include Health Centres and Maternity Homes and Sub-District Hospitals. The Checklist is to be used hand in hand with the KEPH Level 3 Quality Standards.

In an effort to harmonize the health facility quality management monitoring processes to Health Information Systems, the KQAMH has created linkages to Master Facility List (MFL) through integration of MFL facility codes, bio data profile and health services definitions.

It is hoped that all stakeholders will play an active role in the implementation of this model in all health facilities and the health workers will make it an integral part of their performance assessment in order to continuously improve the quality of health care provided through our health facilities.



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1st October 2009



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# Acknowledgements

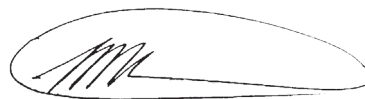
The review of the Kenya Quality Model has been accomplished through the collaborative efforts of the staff of Ministry of Medical Services and Ministry of Public Health and Sanitation, National Hospital Insurance Fund, Kenya Bureau of Standards, Faith Based Organizations, Regulatory Boards and Councils, Professional Associations, Local Authorities, Health NGOs Network (HENNET), Development Partners and Quality Improvement Teams from Public, Faith Based and Private health facilities drawn from all the provinces, and other stakeholders.

The exercise has entailed long consultations, teamwork and information gathering involving stakeholders and consolidating experiences from the users of the Kenya Quality Model who included health facilities' teams, Quality Assurance Officers and Health Inspectors.

The Ministry of Medical Services and the Ministry of Public Health and Sanitation wish to thank everyone who contributed, in one way or another, to the successful review of this document. Special thanks go to the Technical Working Group and the Editorial teams under the guidance of Dr. Judith Bwonya, Dr. M. A. Ndonga, Mr. Francis K. Muma, Mr. Isaac Mwangangi and Dr. Gideon Toromo all of the Department of Standards and Regulatory Services (DSRS), Ministry of Medical Services, Dr. Salome Ngata of the GTZ Health Sector Programme and Mr. Titus Oyoo of the Kenya Bureau of Standards who was the lead consultant in the review process. Similarly, we are also grateful to all the health facilities

including Public, Faith Based and Private that participated in the pilot thus giving invaluable feedback that contributed to the refinement of the standards and tools.

Last but not least, the Government appreciates the financial and technical support given by the German Development Cooperation through GTZ Health Sector Programme.



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1st October 2009



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# Introduction

This Checklist is intended for use in facilities at Level 5 & 6 of the Kenya Essential Package for Health (KEPH) service delivery. It is to be used alongside the Quality Standards for KEPH Level 2 facilities. The checklist is meant for a facility's self assessment, peer assessment of network of facilities, or by an external assessor such as the Quality Assurance Officers.

## Scoring System:

The scoring system of the Checklist is based on a 5-point scoring structure. A score of 1 or 0 % is the lowest score while a score of 5 or 100 % is the highest possible score.

**1 or 0-24 %:** A minimum standard has not been met. There are no visible signs of any efforts to address compliance with the standard, only excuses.

**2 or 25-49%:** A minimum standard has not been met. However, there is evidence for commitment to change for the better, particularly by the top management. There are some demonstrated efforts to improve the situation. Health managers are able to produce some evidence that the issue of non-compliance has been assessed and an improvement plan to reach a stage of compliance is currently being implemented.

**3 or 50-74 %:** A minimum standard has been met. This score refers to meeting the standard as outlined.

**4 or 75-99 %:** A minimum standard has been met. Moreover, there is some demonstrated additional effort to surpass the standards under score 3. There is visible commitment to continuous improvement. Evidence can be produced to demonstrate quality improvement.

**5 or 100 and above%:** Evidence to demonstrate positive results and trends over a period of one year can be produced. An excellence distinction has been achieved and the facility is recognized as a centre of excellence. Other International Standards are being met for certification.

## Quality improvement documentation system for Level 2 facility (Tick where applicable)

These documents (where applicable) should be available at the beginning of the assessment process;

- |   |  |
|---|--|
| <input type="checkbox"/> Staff list                         | <input type="checkbox"/> Laboratory Reports                            |
| <input type="checkbox"/> District Health Plan               | <input type="checkbox"/> Pharmacy Report                               |
| <input type="checkbox"/> Facility license/lease certificate | <input type="checkbox"/> Theatre report                                |
| <input type="checkbox"/> Administration report              | <input type="checkbox"/> Equipment maintenance report                  |
| <input type="checkbox"/> Sterilization Unit                 | <input type="checkbox"/> MoH/Facility Policy                           |
| <input type="checkbox"/> Financial audit report             | <input type="checkbox"/> PHC programmes' report                        |
| <input type="checkbox"/> HMIS report                        | <input type="checkbox"/> Medical Imaging Unit                          |
| <input type="checkbox"/> OPD report                         | <input type="checkbox"/> Report from all wards and related departments |

### Facility Profile:

Province: .....

Town: .....

District: .....

Facility Name: .....

Population of catchment area: .....

No. of other health facilities in the area: .....

a) Public facilities: .....

b) Private for profit/NGO: .....

Range of services offered (Fill in the services offered by the facility in the space provided below):

.....

.....

.....

.....

.....

.....

.....

.....



## Health status and development:

- a) IMR:
- b) TFR:
- c) MMR:
- c) Crude Birth Rate:
- d) Nutrition (% malnutrition):
- e) HIV Prevalence:
- g) Life expectancy:
- h) % below poverty line:
- i) Quality Improvement Reports:

Assessment carried out by: ..... Date: .....

# DIMENSION 1

## Leadership in Healthcare

		Score	1	2	3	4	5%
	<b>Supportive Attitude</b>						
1.1	Leaders take ownership and recognize their role in Quality Management and Improvement						
1.2	Leaders promote a quality culture of continuous improvement						
1.3	Documented evidence of the performance of MR.						
1.4	Top management review the quality management system periodically						
1.5	The quality management review agenda is comprehensive						
1.6	Quality Management review meetings arrive at concrete decisions, allocate resources and document them.						
1.7	Management and clinical meetings are held on a monthly basis						
1.8.1	Evidence of expenditure on Supportive Supervision is demonstrated						
1.8.2	Availability and use of Standardized and tested checklists for supervision demonstrated						

	Score	1	2	3	4	5%
1.83	Plans for Supportive Supervision in place and adhered to and Supervisory reports available  <b>Comments:</b>					

## DIMENSION 2

### Human Resources Management

	Score	1	2	3	4	5%
2.1	Staff list(s) including registration, qualification, current deployment, etc. is available.					
2.2	All vacancies/positions are filled as required					
2.3	All employees know their job descriptions.					
2.4	Staff are appraised on an annual basis					
2.5	Continuous professional development programme available					
2.6	Regular updates by senior medical staff / supervisors on Standards and Guidelines are done					
2.7	Staff are involved and participate in quality assessment and improvement					
2.8	Staff safety programmes are regularly assessed and improved.					
2.9	Efforts to improve staff motivation are demonstrated					
2.10	Enhanced team work/team building demonstrated					
<b>Comments</b>						

# DIMENSION 3

## Standards, Guidelines and Annual Health Plans

		Score	1	2	3	4	5%
3.1	Health workers are familiar with Health Sector planning documents						
3.2	Standards and guidelines for the six priority PHC packages available.						
3.3	Culture for acquisition and use of Standards and guidelines is demonstrated.						
3.4	Timely implementation of the Facility health plan. .						
3.5	Facility's Health Plan is evidence-based.						
	<b>Comments</b>						

# DIMENSION 4

## Infrastructure

		Score	1	2	3	4	5%
<b>4.1</b>	<b>Legal Requirements</b>						
4.1.1	Facility complies with Kenyan Health Laws and Regulations						
4.1.2	Facility is licensed to operate and physical address registered						
<b>4.2</b>	<b>Sanitation, Drainage and Health Safety</b>						
4.2.1	Health facility is kept clean at all times						
4.2.2	Safe water is available at all times						
4.2.3	Toilets and latrines for patients and staff are kept clean and of acceptable standards at all times						
4.2.4	Availability of a functional waste disposal and management system						
4.2.5	Functional incinerator is in place						
4.2.6	Functional drainage system in place						

		1	2	3	4	5%
<b>4.3</b>	<b>Lighting and Security</b>					
4.3.1	Power supply and lighting is available at all times					
4.3.2	Adequate security and safety measures to protect the facility in place					
4.3.3	The health facility and all storage facilities are lockable.					
4.3.4	Emergency management procedures in place and known					
<b>4.4</b>	<b>Maintenance</b>					
4.4.1	Buildings are planned and managed to support PHC programmes.					
4.4.2	Pest control measures in place					
4.4.3	Facility compound is well maintained					
4.4.4	Signages for directions are available					
<b>4.5</b>	<b>Hygiene</b>					
4.5.1	Infection prevention programme in place					
4.5.2	Standards for management of a hygienic kitchen (where applicable) are available and adhered to					

		Score	1	2	3	4	5%
4.5.3	Adequate and properly managed laundry facilities						
4.5.4	Adequate and properly managed mortuary where applicable						
	<b>Comments</b>						



# DIMENSION 5

## Supplies

		Score	1	2	3	4	5%
5.1	Supplies shall be planned and managed in support of MOH/Facility policy and strategy						
5.2	Availability of drugs, generics and brands, approved for use at designated facility level.						
5.3	Guidelines for management of drugs in place and known						
5.4	Guidelines on rational drug use in place, known and adhered to.						
5.5	Adequate availability of non-pharmaceutical supplies						
5.6	Basic office supplies and consumables shall be available in sufficient quantities.						
<p><b>Comments</b></p>							

# DIMENSION 6

## Machines and Diagnostic Equipment

Regular maintenance and good working order of equipment and diagnostic facilities located in the following areas;

		Score	1	2	3	4	5%
6.1	Out Patient Department						
6.2	Ear Nose Throat (ENT) Unit						
6.3	Maternal Child Health (MCH)						
6.4	Family Planning (FP)						
6.5	A/E Unit accident and Emergency (where applicable)						
6.6	Ophthalmology unit						
6.7	Comprehensive Care Centre (CCC)						
6.8	Physiotherapy Unit						
6.9	Occupational Health						
6.10	Orthopedic Unit						
6.11	Laboratory						

		Score	1	2	3	4	5%
6.12	Sterilization Unit						
6.13	Administration						
6.14	HMIS office						
6.15	Maintenance/Medical engineering Unit						
6.16	Environmental Health Unit (or house keeping, or hospital sanitation Unit)						
	<b>Comments</b>						

# DIMENSION 7

## Transport

		Score	1	2	3	4	5%
7.1	Adequate transport available and fully operational						
7.2	Regular maintenance of all means of transport						
7.3	Availability of fuel and animal feed where applicable at all times						
<b>Comments</b>							

# DIMENSION 8

## Referral System

		Score	1	2	3	4	5%
8.1	Availability and use of referral guidelines and protocols						
8.2	Availability of communication system (telephone, radio, etc)						
8.3	Availability of fully equipped functional ambulance and trained personnel in emergency care						
8.4	A disaster management plan in place and known to all staff						
<b>Comments</b>							

# DIMENSION 9

## Records and Information System

	Score	1	2	3	4	5%
9.1	Availability, usage and keeping of necessary records					
9.2	HMIS in place and up-to-date					
9.3	Patients records (files, cards)					
9.4	MCH					
9.5	FP					
9.6	Child Welfare Cards					
9.7	Registers					
9.8	Birth notification forms					
9.9	Death notification forms					
9.10	Cash registers and/or computers					

9.11		Score	1	2	3	4	5%
	Statistical reports, disseminated						
<p><b>Comments</b></p>							

# DIMENSION 10

## Financial Management

	Score	1	2	3	4	5%
10.1	Financial resources are provided and used towards quality improvement and Continuous Quality Improvement programmes					
10.2	Facility improvement/ Quality management funds are efficiently used and monitored in line with MoH guidelines or equivalent					
10.3	Availability of updated fee structure, strategically and prominently displayed					
10.4	Availability of regular financial audit reports					
<b>Comments</b>						



# DIMENSION 11

## Processes

### I. Process of Health Service Delivery Client Provider Interaction

		Score	1	2	3	4	5%
11.1	Providers know and use standard treatment guidelines and protocols.						
11.2	Job aids for complex tasks and procedures are available and used						
11.3	Patients'/clients' perspective and rights are observed and respected.						
<b>Comments</b>							

## II. Continuous Quality Improvement (CQI)

		Score	1	2	3	4	5%
11.4	Documented evidence of;						
11.5	Problem Identification and priority setting						
11.6	PLAN						
11.7	DO						
11.8	CHECK						
11.9	ACT						
<p><b>Comments</b></p>							

### III. Primary Health Care (PHC) Programmes Implementation

		Score	1	2	3	4	5%
11.5	Documented evidence of the implementation of the following programmes						
11.5.1	Malaria						
11.5.2	EPI						
11.5.3	FP/RH						
11.5.4	HIV/AIDS/TB						
11.5.5	IMCI						
11.5.6	Communicable diseases						
11.5.7	Other						
11.5.8	Evaluation reports are available						
<b>Comments</b>							

# DIMENSION 12

## Results

		Score	1	2	3	4	5%
<b>12.1</b>	<b>I. Patient/Client Results</b>						
12.1.1	Patient/client results are assessed on a regular basis and considered						
12.1.2	Mechanism for patient/client feedback in place. Patient/client satisfaction improving						
<b>Comments</b>							

	Score	1	2	3	4	5%
<b>12.2</b>	<b>II. Performance of the Health Facility</b>					
12.2.1	Expenditure/revenue ratio.					
12.2.2	Total financial resources in relation to number of beds.					
12.2.3	Overall death rate (deaths / admissions)					
12.2.4	Number of maternal deaths in facility					
12.2.5	Number of deliveries					
12.2.6	Neonatal deaths					
<b>Comments</b>						

		Score	1	2	3	4	5%
	<b>III. Progress and Performance of PHC Programmes.</b>						
12.3	The targets for the following programmes have been met						
12.3.1	EPI programme						
12.3.2	Malaria programme						
12.3.3	IMCI programme						
12.3.4	HIV/AIDS						
12.3.5	TB programme						
12.3.6	FP programme						
12.3.7	RH programme						
12.3.8	Communicable diseases programme						
12.3.9	Other						
<b>Comments</b>							

	Score	1	2	3	4	5%
	<b>IV. Staff Results</b>					
12.4	Staff attitude, motivation, job satisfaction and professional improvement is assessed and monitored over time					
<p><b>Comments</b></p>						

		Score	1	2	3	4	5%
	<b>V. Societal Results</b>						
12.5	Society satisfaction is assessed at regular intervals used in improvement plans.						
<b>Comments</b>							



		Score	1	2	3	4	5%
	<b>VI. Health Outcomes</b>						
12.6	Efforts to obtain information on the populations changing trends on disease burden						
<p><b>Comments</b></p>							

This Checklist has been professionally edited, designed and laid out by Argwings Owiti (Through the Line Communications) in close consultation with personnel from the Ministry of Medical Services and the Ministry of Public Health, including Dr. Judith Bwonya, Dr. Lucy Musyoka, Mr. Dan Owiti, Mr. Isaac Mwangangi and Mr. Francis Muma.

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