

NATIONAL QUALITY POLICY
AND STRATEGY
TOOLS AND RESOURCES COMPENDIUM



World Health
Organization

National quality policy and strategy tools and resources compendium

ISBN 978-92-4-151654-9

© World Health Organization 2019

Some rights reserved. This work is available under the Creative Commons Attribution-NonCommercial-ShareAlike 3.0 IGO licence (CC BY-NC-SA 3.0 IGO; <https://creativecommons.org/licenses/by-nc-sa/3.0/igo>).

Under the terms of this licence, you may copy, redistribute and adapt the work for non-commercial purposes, provided the work is appropriately cited, as indicated below. In any use of this work, there should be no suggestion that WHO endorses any specific organization, products or services. The use of the WHO logo is not permitted. If you adapt the work, then you must license your work under the same or equivalent Creative Commons licence. If you create a translation of this work, you should add the following disclaimer along with the suggested citation: "This translation was not created by the World Health Organization (WHO). WHO is not responsible for the content or accuracy of this translation. The original English edition shall be the binding and authentic edition".

Any mediation relating to disputes arising under the licence shall be conducted in accordance with the mediation rules of the World Intellectual Property Organization.

Suggested citation. National quality policy and strategy tools and resources compendium. Geneva: World Health Organization; 2019. Licence: [CC BY-NC-SA 3.0 IGO](https://creativecommons.org/licenses/by-nc-sa/3.0/igo).

Cataloguing-in-Publication (CIP) data. CIP data are available at <http://apps.who.int/iris>.

Sales, rights and licensing. To purchase WHO publications, see <http://apps.who.int/bookorders>. To submit requests for commercial use and queries on rights and licensing, see <http://www.who.int/about/licensing>.

Third-party materials. If you wish to reuse material from this work that is attributed to a third party, such as tables, figures or images, it is your responsibility to determine whether permission is needed for that reuse and to obtain permission from the copyright holder. The risk of claims resulting from infringement of any third-party-owned component in the work rests solely with the user.

General disclaimers. The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of WHO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Dotted and dashed lines on maps represent approximate border lines for which there may not yet be full agreement.

The mention of specific companies or of certain manufacturers' products does not imply that they are endorsed or recommended by WHO in preference to others of a similar nature that are not mentioned. Errors and omissions excepted, the names of proprietary products are distinguished by initial capital letters.

All reasonable precautions have been taken by WHO to verify the information contained in this publication. However, the published material is being distributed without warranty of any kind, either expressed or implied. The responsibility for the interpretation and use of the material lies with the reader. In no event shall WHO be liable for damages arising from its use.

Printed in Switzerland

Illustration support by Freepik, from www.flaticon.com

Contents

Acknowledgements	ii
Abbreviations and acronyms	iii
The NQPS Tools and Compendium at a glance	iv
Introduction and background	1
NQPS tools and resources compendium: an overview	1
Accessing the NQPS tools and resources	2
Developing the NQPS tools and resources compendium	3
NQPS tools and resources compendium	5
The eight elements of national quality policy and strategy	
National health priorities	6
Local definition of quality	7
Stakeholder mapping and engagement	8
Situational analysis	9
Governance and organizational structure	10
Improvement methods and interventions	12
Health management information systems (HMIS) and data systems	14
Quality indicators and core measures	15
Operational planning	17
Integrating technical programmes with NQPS	18
Community engagement	19
Cross-cutting tools and resources	20
Useful links	22
References	23



Acknowledgements

The *National quality policy and strategy tools and resources compendium* principal writing team consisted of Laura Simpson, Matthew Neilson and Shams Syed. It was developed under the overall technical direction of Shams Syed from the Service Delivery and Safety Department, WHO headquarters, Geneva. Sheila Leatherman provided critical technical advice on development of the document, given her role as Lead Adviser to the WHO initiative on national quality policy and strategy.

Ongoing review and contributions were received by WHO NQPS Team members at different stages of the process: Nana Mensah Abrampah, Lopa Basu, Rhea Bright, Breda Cosgrove, Ruben Frescas, Lauren Hoisl, Geraldine Mcdarby, Sepideh Bagheri Nejad and Linda Tawfik.

Valuable inputs in the form of contributions and suggestions were provided by Kelley Ambrose, Esha Ray Chaudhuri, Dominic Dormenyo Gadeka, Alex Rowe, Alain Blaise Tatsinkou, Charles Shaw and David Weakliam.

A first working draft of the compendium was reviewed at a technical meeting in Geneva, Switzerland, in March 2018 with the following participants: Bruce Agins, Pierre Barker, Bruno Lucet, Rashad Massoud, Edgar Necochea, and Renzo Sotomayor. The meeting was also attended by WHO regional experts, namely Nino Dal Dayanghirang, Jonas Gonseth-Garcia, Mondher Letaief and Juan Eduardo Tello. Also in attendance were the following WHO experts from headquarters: Melissa Bingham, Neelam Dhringa-Kumar, Wasiq Khan, Blerta Maliqi, Zainab Naimy, Asiya Odugleh-Kolev and Irina Papieva.

Development of this document was kindly supported by USAID, through a financial contribution to the World Health Organization.

Abbreviations and acronyms

DHIS2	District Health Information System 2
HIQA	Health Information and Quality Authority
HMIS	health management information system
IPC	infection prevention and control
LMIC	low- and middle-income country
NHPSP	national health policies, strategies and plans
NQPS	National quality policy and strategy
OECD	Organisation for Economic Co-operation and Development
PHC	primary health care
PHCPI	Primary Health Care Performance Initiative
RHIS	routine health information system
SDG	Sustainable Development Goal
SDS	WHO Department of Service Delivery and Safety
UHC	universal health coverage
USAID	United States Agency for International Development
WASH	water sanitation and hygiene
WHO	World Health Organization

The NQPS Tools and Compendium at a glance

What is it?

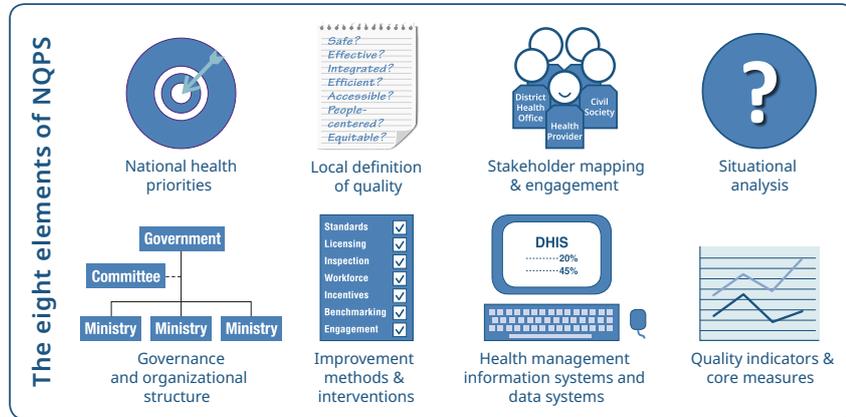
A non-prescriptive menu of freely available tools and resources collated to support countries at various stages of NQPS development. A curated set of products from WHO & external agencies.

Who is it for?

Those with responsibility for developing, implementing and supporting national quality efforts.

Why do I need it?

- To supplement the [NQPS handbook](#), external technical support and locally-available expertise
- To signpost to body of expert literature and practical tools.



National efforts to promote and plan for improved quality of care can be systematized and strengthened by the development of a **National Quality Policy and Strategy (NQPS)**. The [WHO Handbook for NQPS](#) outlines an approach to the development of NQPS, based around eight key elements.

How the compendium was developed

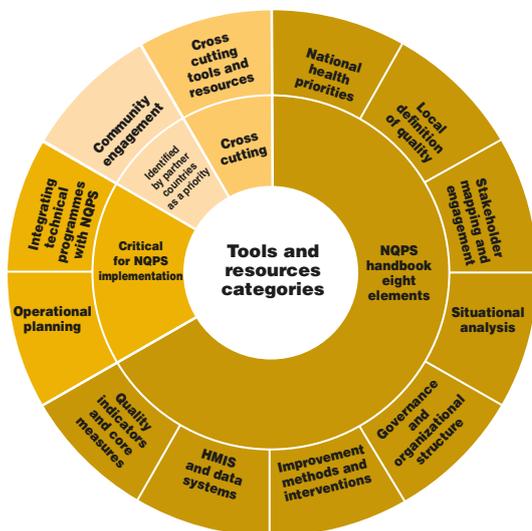
WHO country engagement responding to demand for support to organize national quality efforts

Initial development and consultation on the WHO NQPS handbook

NQPS partner country consultation meeting to identify critical needs for further support

Identification of existing relevant tools and resources from within WHO and external organisations

Consensus review of tools and resources by NQPS team



How should I use the compendium?

Users should see this document as a resource to help develop quality policies and strategies that are responsive to their specific country needs, whilst building on support from existing in-country expertise, literature, lessons from the field and expert consultation.

Products are presented in twelve categories, further split down into practical tools and resources that can be applied in the NQPS process, and illustrative country examples. Within the relevant category, users can review a summary of the product and its applicability to the NQPS process. Detail is provided on how to access each product. It is emphasised that this is a menu of tools and resources, and users should expect to use only a small selection of the products as required to meet the needs of their specific context.

Example	Name of tool, resource or example and hyperlink to source	Tools and resources listed non-preferentially, in chronological order	Brief summary of the product and its applicability to NQPS
	Resource	Institution/author & year	How does the tool/resource support the NQPS process?
	NQPS getting prepared for situational analysis tool NQPS Learning Pod	WHO NQPS team, 2017	This tool provides an approach to preparation for situational analysis. It includes an example set of assessment criteria in the form of a structured set of questions that can be adapted and used by countries in the initial planning phase of the NQPS effort.

Introduction and background

Improvement in the quality of health care is a pivotal entry point for health systems strengthening. Development of national quality policy and strategy (NQPS) encourages systemwide efforts for improvement and helps to secure political and financial commitment to improving the quality of health care systems and ultimately achieving enhanced population health.

The United Nations' Sustainable Development Goals (SDGs) (1) place a clear emphasis on improving access to quality health services for all, with the attainment of universal health coverage (UHC) included as a key target (2). *The WHO framework on integrated people-centred health services* also presents a vision for the future that includes safe and effective health systems that are of good quality, and designed to treat people rather than illness (3).

This National quality policy and strategy (NQPS) tools and resources compendium is an adjunct to the wider World Health Organization (WHO) initiative on NQPS, which seeks to support and respond to the unmet needs of countries at any stage of the NQPS process (4).

The WHO *Handbook for national quality policy and strategy* (referred to hereafter as the handbook) outlines a practical approach that countries can follow as they develop, refine and implement national quality policies and strategies.

During development of the handbook, it became apparent that there is a significant unmet need for further tools and resources in some key areas relevant to NQPS. It also emerged that there already exist a number of relevant tools and resources from a variety of sources, both within WHO and externally.

This tools and resources compendium presents some of these products, focusing on those of greatest utility in the process of developing and refining national quality directions.

The resources that follow are not intended to be prescriptive, but aim to support a structured approach to the development of a comprehensive national direction on quality, and to assist countries in facilitating its implementation.

Universal health coverage

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 the use of these services does not expose the user to financial hardship.

The WHO National Quality Policy and Strategy Initiative

- NQPS technical foundation
 - *Handbook for national quality policy and strategy*
 - **Tools and resources compendium**
 - *Operational planning for NQPS*
 - *Integrating technical programmes with NQPS*
- Shared learning and knowledge
- Technical support for countries
- Partner collaboration
- Quality in settings of fragility, conflict, and vulnerability (FCV)

NQPS tools and resources compendium: an overview

What is the NQPS tools and resources compendium?

Drawing from existing products published by WHO as well as other organizations, the compendium comprises tools, resources, peer-reviewed literature, country examples and case studies. These are supplemented by *de novo* tools developed to address the unmet needs identified by countries engaging in the NQPS process. This is not intended to be an exhaustive list of all the tools and resources able to support the NQPS process, but rather a pragmatic collection of the most relevant material, with a focus on meeting the needs of countries engaged on this journey. It will be further added to and complemented over time, based on iterative learning through the NQPS initiative.

The compendium may be of particular relevance to countries at an early stage of NQPS development, but many of the tools included will have relevance beyond this. Users are encouraged to select and use a range of tools and resources –within and beyond the compendium– as appropriate for their setting and stage in the process.

Users should see this document as a resource to support the development of NQPS, to be used alongside the WHO NQPS Handbook, and building on guidance from existing literature, lessons from the field and expert consultation. While all the tools and resources referenced here have been carefully appraised for their utility to the NQPS process, their inclusion does not imply endorsement or rigorous testing by WHO. Consideration of the included illustrative country examples should be viewed as just one aspect of the NQPS development process.

Who is the compendium for?

The primary target audience for the compendium is the focal persons or teams with responsibility for driving the development and practical implementation of NQPS within countries. Often this effort will be led by ministries of health, with the support of stakeholders from across the system, partner organizations and external consultants.

Why has it been developed?

As outlined in the WHO NQPS Handbook, the approach to the development of NQPS will vary significantly depending on the individual country environment and circumstances. As a result, the support and tools required for each step of the process will differ depending on the needs, priorities, capabilities, resources and procedures for policy and strategy development within that setting.

There are a number of pre-existing tools and resources relevant to NQPS originating from a variety of sources within the public domain. Despite this, country engagement has revealed a significant unmet need for tools and resources in some critical areas. This may be because some existing tools are not easily identified or accessed, or are of insufficient quality to provide useful guidance, or simply that relevant tools for some areas do not exist.

Some of the products identified in this compendium are not readily available elsewhere on the World Wide Web, for example those that have been shared by countries or remain in draft “development” format. Such documents will be accessible through the NQPS learning pod in the WHO Global Learning Laboratory for Quality UHC, where they will be available for further co-development or use by those who require them.

Accessing the NQPS tools and resources

In order to access the tools and resources within the Compendium, hyperlinks for each suggested document have been provided to connect users directly to the relevant item. In the case of those tools and resources that are not freely available online, the hyperlink will lead to the WHO Global Learning Laboratory for Quality UHC (Global Learning Laboratory), where these items are also housed.

The Global Learning Laboratory is an interactive knowledge platform created to connect people from diverse backgrounds and disciplines. It has been designed as a space to share lessons, front-line experiences and ideas, and to challenge those ideas and spark new thinking and innovation (5).

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_24948

