

## Health Systems Strengthening and Reform Project

### OBJECTIVE 2: STRENGTHEN PROVIDERS' CAPACITY TO MANAGE AND DELIVER QUALITY HEALTH CARE SERVICES

#### CONTEXT:

- Like many other countries health professionals in Georgia tend to unionize. Numerous professional groups established as “professional unions” exist that vary widely in terms of size and composition. Most of them are professionally homogenous; however, they are too small and can hardly be considered as best representing the profession. Sometimes several professional unions are established and function per specialty. They do not necessarily have shared goals for professional development and improved service delivery.
- Current roles:
  - (i) Professional associations in Georgia play an increasingly important role in developing evidence-based guidelines and protocols, and in designing and implementing postgraduate training programs
  - (ii) Some increasingly exercise their policy advocacy role and attempt to have their voice in policy debates
- Most of professional associations face the following difficulties that may prevent them from accomplishing their goals:
  - (i) Weak management structures
  - (ii) Limited fundraising experience and opportunities
  - (iii) Financial constraints
  - (iv) Fragmentation within the professions and poor inter professional links
  - (v) Limited opportunities for developing training program planning, implementation and evaluation skills
  - (vi) Limited access to original research data that should inform guideline development
- Some professional associations have developed good links with major international professional bodies. Such partnerships hold a promise for transferring best experience in achieving quality goals.

#### INTERVENTIONS

- 1. Facilitate dialogue between professional medical associations and MoLHSA to reach agreement on the roles and responsibilities of professional associations aimed at ensuring better health service quality;**

Concept paper on the role and responsibilities of professional associations in health services quality assurance has to be elaborated. This will inform policy decisions about creating enabling legal environment for professional medical associations in the quality domain. The paper will be produced through extensive consultations with professional associations and the ministry. This process would result in establishing a common agenda in achieving health systems goal for quality.

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#### INPUT

Local expert 1 with leading/administrative responsibilities, full time

Local expert 2 (Expertise health policy and management, focused on quality issues, good facilitation skills and relevant experience) [20 consultancy days for producing concept paper, assuming that the environmental scan report is available]

International expert (Expert in policy and management, focused on quality issues) [7-10 consultancy days]

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#### DELIVERABLES

1. Concept paper on the role and responsibilities of professional associations in health services quality assurance
2. Workshops and policy discussions conducted
2. **Assess the strengths, weaknesses, opportunities and threats of the associations, and develop strategies and work plans to identify and fulfill their roles for those associations deemed viable and interested in expanding their roles.**

Environmental scan should be conducted to draw a clear picture on numerical and qualitative characteristics of professional bodies. Georgia Medical Association would act as a main stakeholder for this activity. A list of professional associations unionized under the umbrella of GMA can be obtained and a survey and/or key informant interviews conducted. This would allow for identifying strength, weaknesses, opportunities and threats of the associations. Finding of this situational analysis may well inform strategies aimed at expanding associations' role in strengthening quality management systems.

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#### INPUT

Local expert type 1 with leading/administrative/some technical responsibilities

Local expert type 2 short term 40 consultancy days-to produce environmental scan report

Local expert type 3- survey specialist 20 days

Survey staff as required (would depend of survey design approximately 40 days)

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DELIVERABLES:

- Environmental scan report

**3. Strengthen the capacity of professional medical associations in development of evidence based clinical practice guidelines**

MoLHSA and the guideline accreditation board currently serve as Clearing House for national clinical practice guidelines that are being developed and submitted by professional groups and/or individual experts in the field. MoLHSA's roadmap sets general requirements for the guideline structure and format. However, little attention is paid to the guideline development process itself.

Specific actions for this intervention could include

- (i) elaborating detailed recommendations about the optimal ways for guideline development in Georgia, considering availability of the original research data; importance multi-professional collaboration and patient centeredness; copyright and translation issues and etc.
- (ii) capacity building interventions aimed at developing the following skills and competences:
  - Concept of evidence based medicine and health economics
  - Basics of clinical epidemiology
  - Internet based data research and literature review skills
  - Critical appraisal of scientific literature
  - Organizational and clinical audit
- (iii) develop and implement small grants program to support guideline development initiatives by professional associations.

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INPUT

Local expert 1 with leading/administrative/some technical responsibilities

Local expert 2 short term 20 consultancy days-to produce a roadmap

Capacity building staff as required (outsourced)

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DELIVERABLES:

- Recommendations/roadmap for guideline development
- Capacity building plan developed and interventions implemented
- Grants awarded to support guideline development initiatives

#### **4. Assist associations in recommending accreditation standards to the MoLHSA for hospitals and primary health care facilities.**

Accreditation of health care facilities is a new concept for Georgia. Although some work was conducted for elaborating hospital accreditation standards and promoting the concept, no institutional changes took place in support of this development.

Policy decisions on where to house an accreditation body have yet to be made by MoLHSA. This decision has to be informed through well-elaborated policy proposals, which should address a potential role associations may play in accreditation process.

GMA can be considered as a potential leader for the accreditation process. Thus, an organizational development plan including a detailed capacity building component for GMA should be elaborated and its implementation supported through training programs, study tours and other relevant activities.

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#### INPUT

Local expert 1 with leading/administrative responsibilities, full time

Local expert 2 (Expertise health policy and management, focused on quality issues, good facilitation skills and relevant experience) [40 consultancy days]

**International expert** (Expert in policy and management, focused on quality issues) [40 consultancy days]

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#### DELIVERABLES:

1. Policy proposal on institutionalization of the accreditation process and establishment of the accreditation body;
2. Organizational development plan for GMA
3. Capacity building interventions implemented
5. **Assist the associations in establishing programs of continuous professional development to insure physicians' skills meet evidence-based standards.**

It is very important to ensure that CPD programs address both the needs of patients and health care providers. The programs should incorporate latest clinical information and be delivered effectively. This can be achieved only through proper planning and employing modern teaching techniques recommended for adult learners in clinical settings.

Specific activities to be implemented include:

(i) Capacity building to develop competencies in the following areas:

- To obtain and analyze health statistics

- To recognize population's health needs and define priority problem areas
- Adult learning
- Training program design, implementation, evaluation

(ii) develop and implement small grants program to support CPD program development, implementation and evaluation initiatives

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INPUT

Local expert type 1 with leading/administrative/some technical responsibilities, full time

Local expert type 2 short term 30 consultancy days-to produce a capacity building plan

Capacity building staff as required (outsourced)

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DELIVERABLES

1. Capacity building plan for selected professional associations developed and implemented
2. Grants awarded to support CPD initiatives
  
- 6. Explore opportunities for introducing international quality management techniques and approaches to ensure clinical excellence in Georgian health care sector.**

Introducing international quality management techniques and approaches require considerable organizational shift in terms of strengthening its administrative, professional staff resources, information systems and changing culture. The situational analysis aimed at identifying opportunities for introducing quality management techniques will selectively target various health care institutions including hospitals, PHC facilities and NGOs offering various types of health services (e.g. home care, mental health counseling and etc.). This analysis will include examining internal and external forces that may influence quality management systems development. A situational analysis report will be produced as a result of this activity. This can be translated into the long-term strategy for introducing quality management systems in Georgian health care sector.

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INPUT

Local expert 1 with leading/administrative responsibilities, full time

Local expert 2 (Expertise health policy and management, focused on quality issues, good facilitation skills and relevant experience) [40 consultancy days]

**International expert** (Expert in policy and management, focused on quality issues) [40 consultancy days]

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DELIVERABLES

1. Situational analysis report
2. Strategy for introducing international quality management techniques and approaches to ensure clinical excellence in Georgian health care sector

**Summary of inputs required**

Interventions	Consultancy days				
	LE type 1	LE type 2	LE type3	IE	Survey staff
<b>Intervention 1</b>	Full time	20	0	10	0
<b>Intervention 2</b>	Full time	40	20	0	40
<b>Intervention 3</b>	Full time	40	0	0	0
<b>Intervention 4</b>	Full time	40	0	40	0
<b>Intervention 5</b>	Full time	30	0	0	0
<b>Intervention 6</b>	Full time	40	0	40	0
<b>TOTAL</b>		<b>210</b>	<b>20</b>	<b>90</b>	<b>40</b>