M&E System for Tracking Caribbean Laboratory Network Performance

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Caribbean Med Labs Foundation

CCAS

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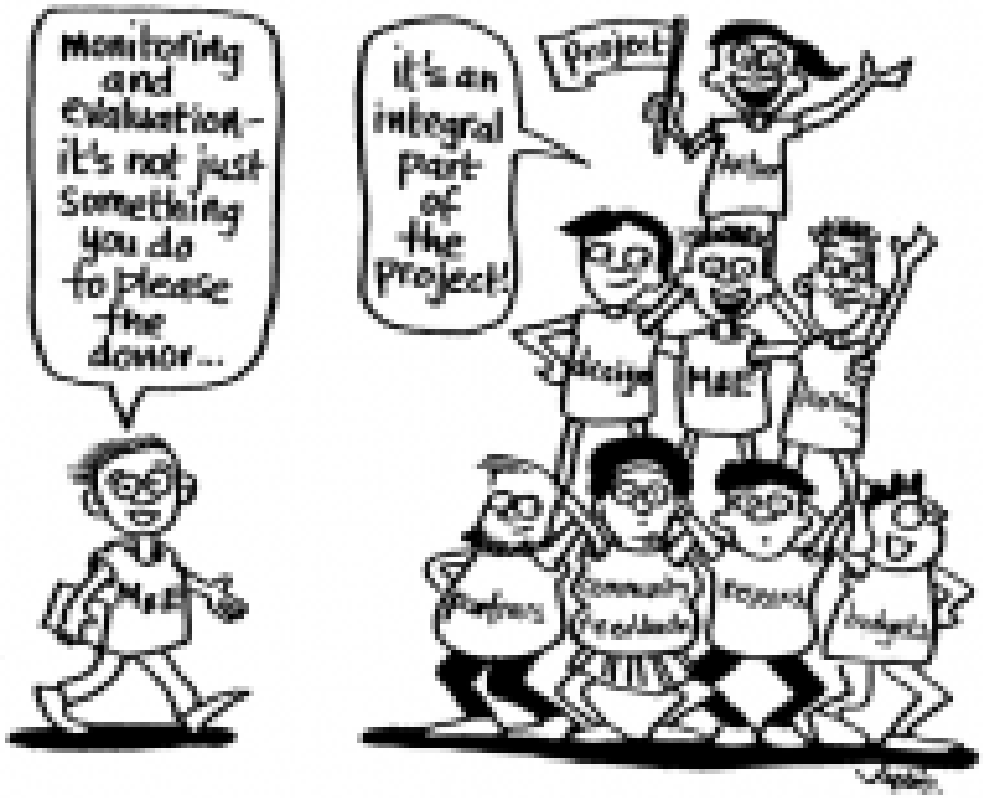

Making the Case for M&E

It's Really Not Only for Donors!

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BUT….

M&E must Always have a PURPOSE

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We will discuss

- **A brief context for M&E in the Caribbean**
- **Why we conduct M&E**
- **Examples of how we used M&E data to develop interventions for improving laboratory operations**

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Defining M&E

- In essence M&E is about :
  - ***KNOWING*** how your operations are going
  - ***DOING*** something to correct or improve operations b*efore* significant damage has been done.
  - ***PROVING*** that operations are having the desired impact
- In essence effective M&E must be **focused**, **evidence-based** and **ongoing** in order to effectively assess IMPACT
- M&E **must** have a purpose

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Using Data for Action

Improving

Visioning

Planning

Implementing

Monitoring

Evaluating

OPERATING FOR IMPACT NEEDS M&E

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M&E – our 21st century reality

Without a **business strategy** lab networks will continue to be inefficient, underfunded, undervalued & overlooked

In the Caribbean the <u>Evidence</u> is that M&E is often ***Misunderstood, Undervalued*** and ***Underused***. It is generally the ***last thing*** to be considered if at all

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These are Our Lab Networks…So

- What do we ***want*** to Know?
- What do we ***want*** to Monitor &/or Evaluate?
- Why do we ***need*** to Monitor &/or Evaluate?
- What happens if we Don't Monitor &/or Evaluate?
- What happens when we DO Monitor &/or Evaluate?
- How do we Monitor?

What do we want to Know?

Ultimately:

If our Lab Networks are efficient, effective & are having the desired impact

So

A lot more than 'How many tests" and "What type of tests"

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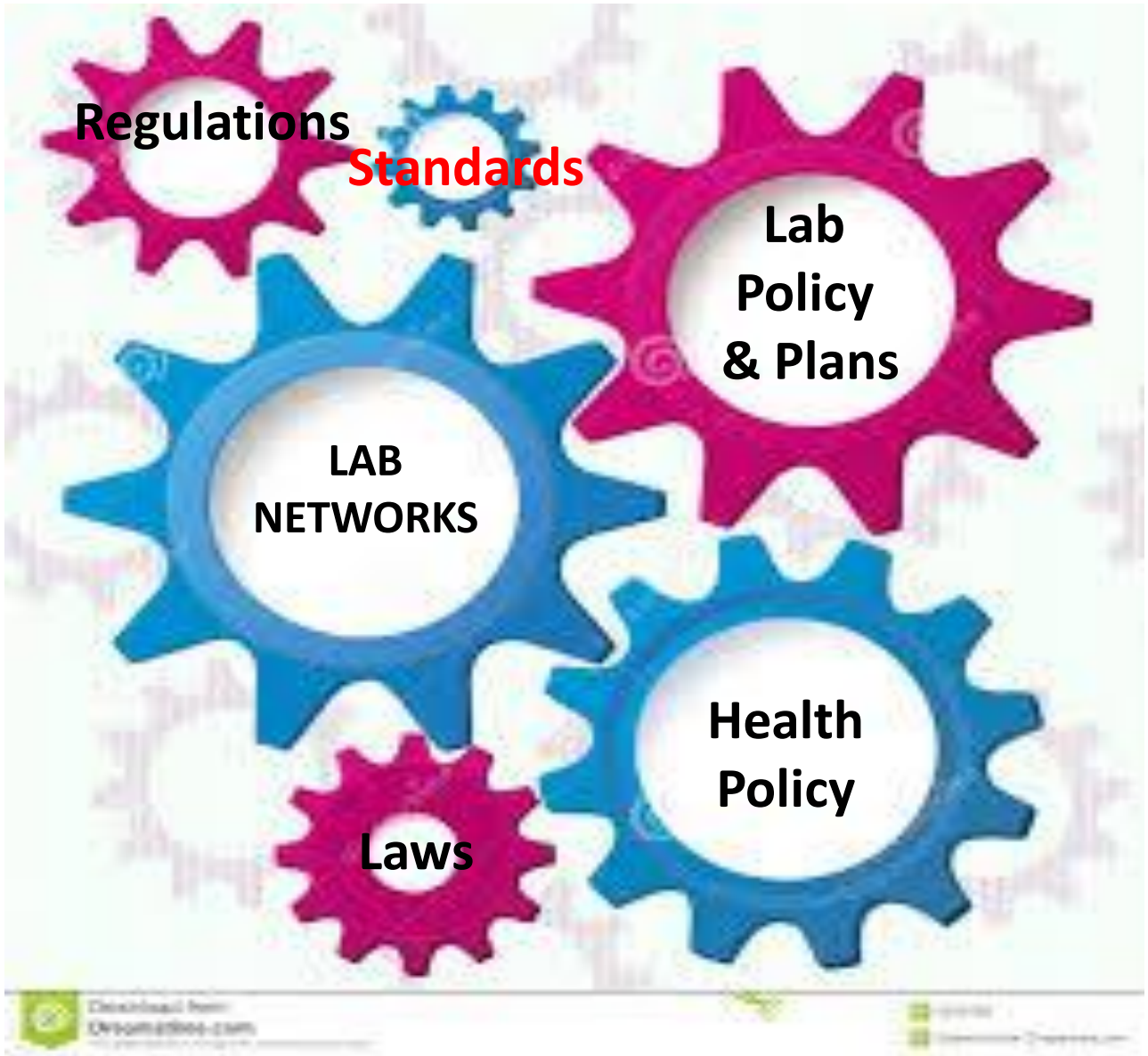
Operational COGS in THE WHEEL



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We want to know…

If Caribbean lab network operations are applying **standard business practices** e.g *effectively* using **policies** and **plans**

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We want to know…

- If there are **laws & regulations** that *effectively* govern our Caribbean Lab network operations

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We also want to know…

If labs in the Caribbean network are **compliant** with established **standards** & are operating with high quality

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And also….

- How effectively our labs are collecting, analysing & using data to ask the right questions, find the right solutions & support effective HEALTH ACTION.

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We want to know…

- How effectively our Regional and National lab networks are **impacting** the **delivery** of effective health services

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Most importantly we want to know…

- ***Whether our lab networks are making decisions that are evidence-based!***

Why do we NEED to know?

- To determine if our Lab Networks are having an **IMPACT**

  whether desired or unintended!

- To improve lab operations
- To improve national & regional health service delivery

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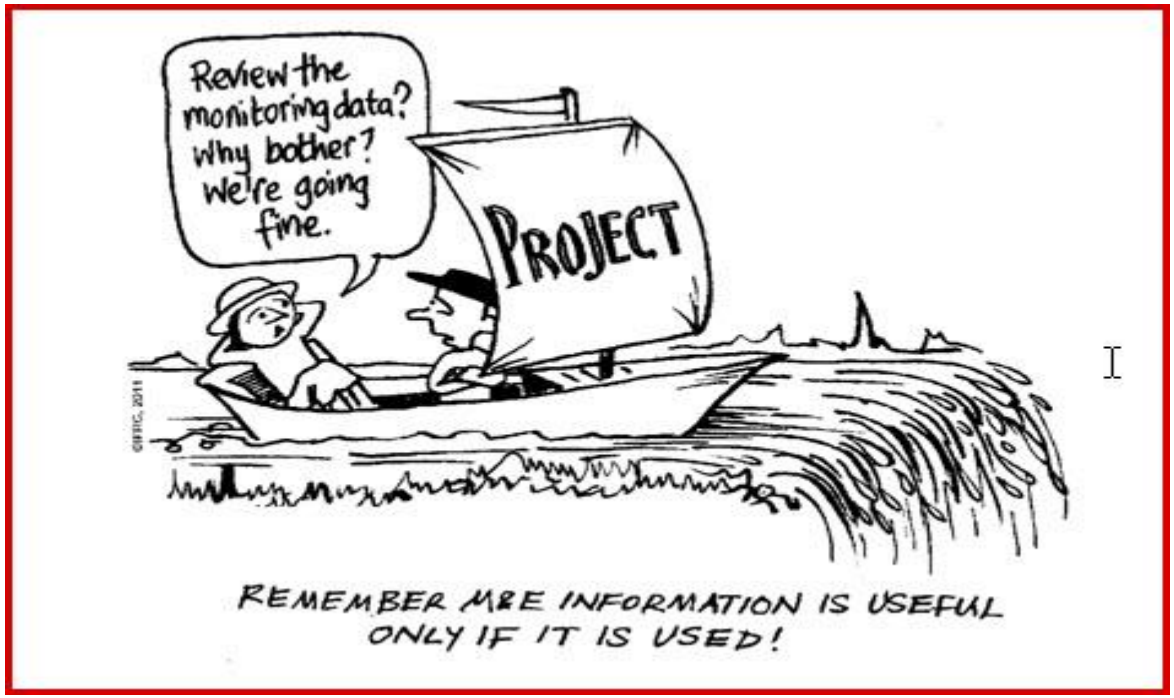
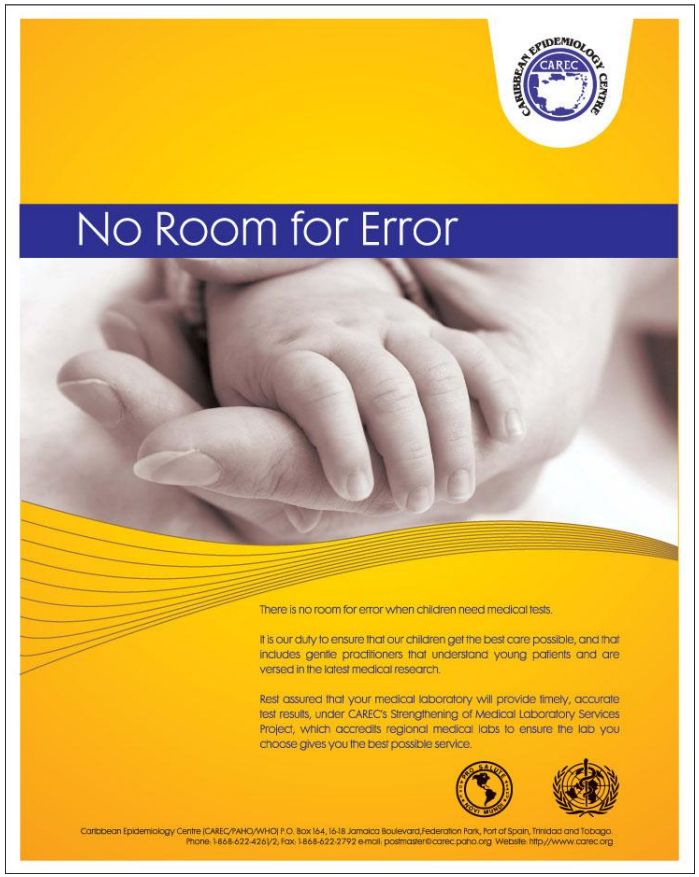
What happens when we don't Monitor?



- Unintended consequences may occur & are often undetected until it is too late

What happens if we do monitor?



- We improve the chance of achieving successful project & programme outcomes
- We save lives
- **We improve our national health service**

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CMLF – GFR9 Project

Using an M&E Approach to adress Project Goals?

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CMLF's M&E Strategies

- ***Establishing*** goals & priority indicators
- ***Ensuring*** that indicators linked to service provision (e.g access, reliability, timeliness)
- ***Collecting data through*** targeted studies, surveys & assessments
- ***Analysing*** data & identifying gaps
- ***Transforming*** data into information for action
- ***Developing*** *remedial strategies & interventions*
- ***Repeating*** the cycle.

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GFR9 Project Goals

CARIBBEAN - REGIONAL LEVEL

A regional lab network supporting HIV/AIDS treatment and care programmes - access to lab services that are timely, reliable & client friendly

CARIBBEAN – NATIONAL LEVEL

Functional national lab networks structured and operating to effectively support HIV/AIDS treatment and care programmes - quality-assured services at every level of the national health system & extending beyond HIV to support NCD programmes

M&E Process – Step 1

- **Defining Desired Network Outcomes**
  - Structured, Regulated, Resourced & Sustainable
  - Technically sound
  - Standardised & Quality Assured
  - Relevant & Reliable
  - Data driven & Monitored
  - Participative – involving stakeholders in decision-making
  - Responsive, client-focused & customer-driven

M&E Process – Step 2

- **Selecting Specific Network Indicators**
  - Supportive Structures at National Level for Lab Sector
  - Access to basic package of lab services
  - QMS compliance across Lab Network
  - PT/EQA performance
  - TAT (client-focus)
  - Surveillance reporting

M&E Process – Step 3

Committing to Data–driven Decisions

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Tracking Performance at every level

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M&E Process – Step 4

- ***Gathering data on…***
  - **Governance structures** (policies, processes, procedures & regulation)
  - **Operational structures** (network structure and infrastructural needs, functions, roles, responsibilities)
  - **Communication structures** (info mgt, reporting, authorisations and accountability)

M&E Process – Step 4

- ***Gathering data on…***
  - **Diagnostic structures** (levels of services offered within the health system
  - **Quality structures** (QMS, licensing &/or accreditation)
  - **Monitoring and Evaluation structures**

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Data-driven decision-making

What did we find
& What did we do!

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The Reality

- If we look back down the years a LOT of good progress has been made
- M&E however deals with the GAPS so my following comments will highlight many of these gaps

Tracking National Infrastructures (2013)

RESPONSES	NLAG	POLICY	STRATEGIC PLAN	NETWORK PLAN
YES	6 **(40%)**	0 (0%)	4 **(27%)**	1 **(7%)**
NO	7 (47%)	8 (53%)	2 (13%)	4 (27%)
PARTIAL or DRAFT	0 (0%)	0 (0%)	9 **(60%)**	10 **(66%)**
Discussion Initiated	2 **(13%)**	7 **(47%)**	0 (0%)	0 (0%)

NLAG: National Laboratory Advisory Group

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Using Data for Action

- ***Continued National Lab Policy Development***

- ***Continued Lab network planning & implementation encouraging wide stakeholder involvement***

- ***Continued advocacy & support for establishment of National Lab Advisory Committees***

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SUSTAINING COMMITTEES, POLICIES & PLANS

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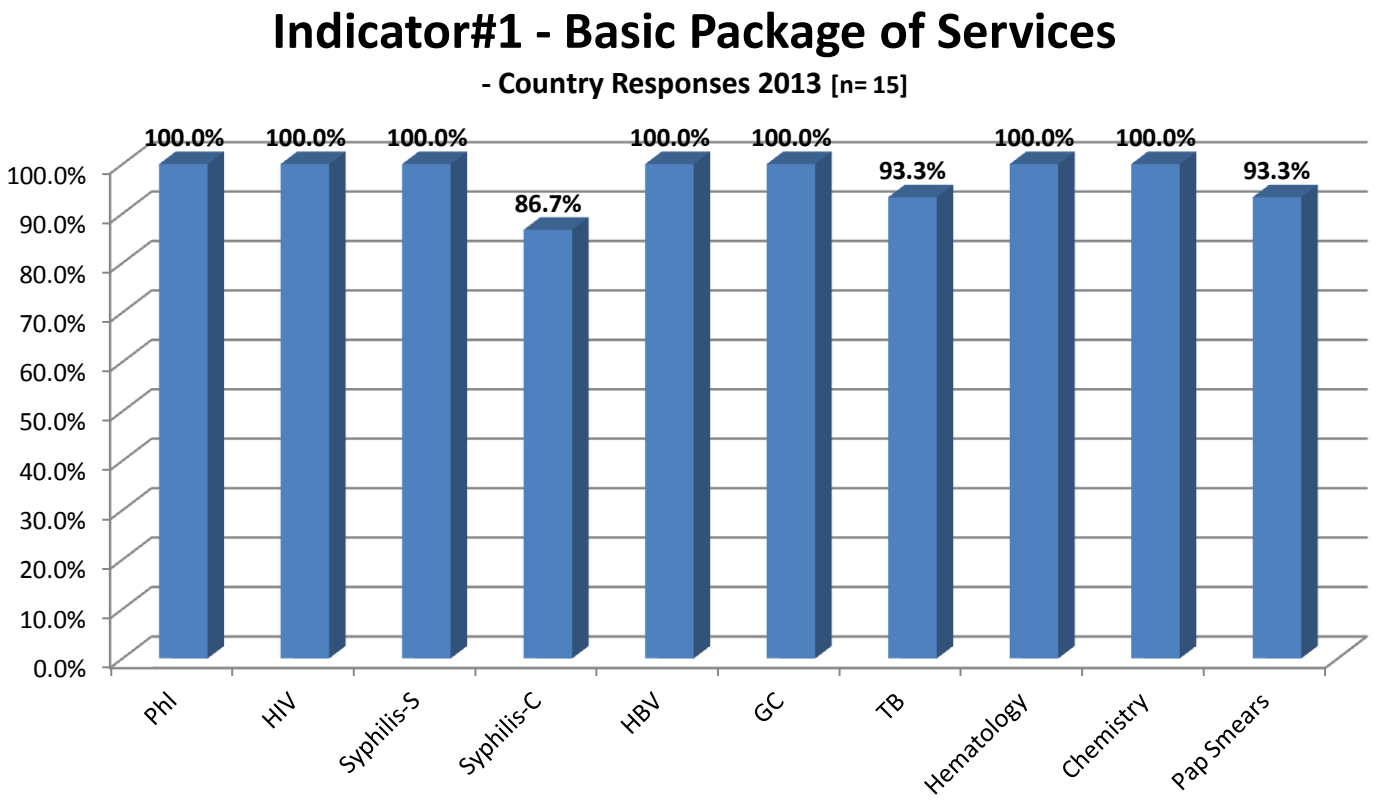
Tracking Access To HIV/AIDS Treatment & Care Services in Countries (2013)



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Using Data for Action

- ***Conducted a regional workshop for OIs & STIs in 2014***

- ***Prepared 36 generic SOPs for distribution to laboratories to support test standardisation***

Increasing Reports of Stockouts & Suspension of Critical Lab Tests

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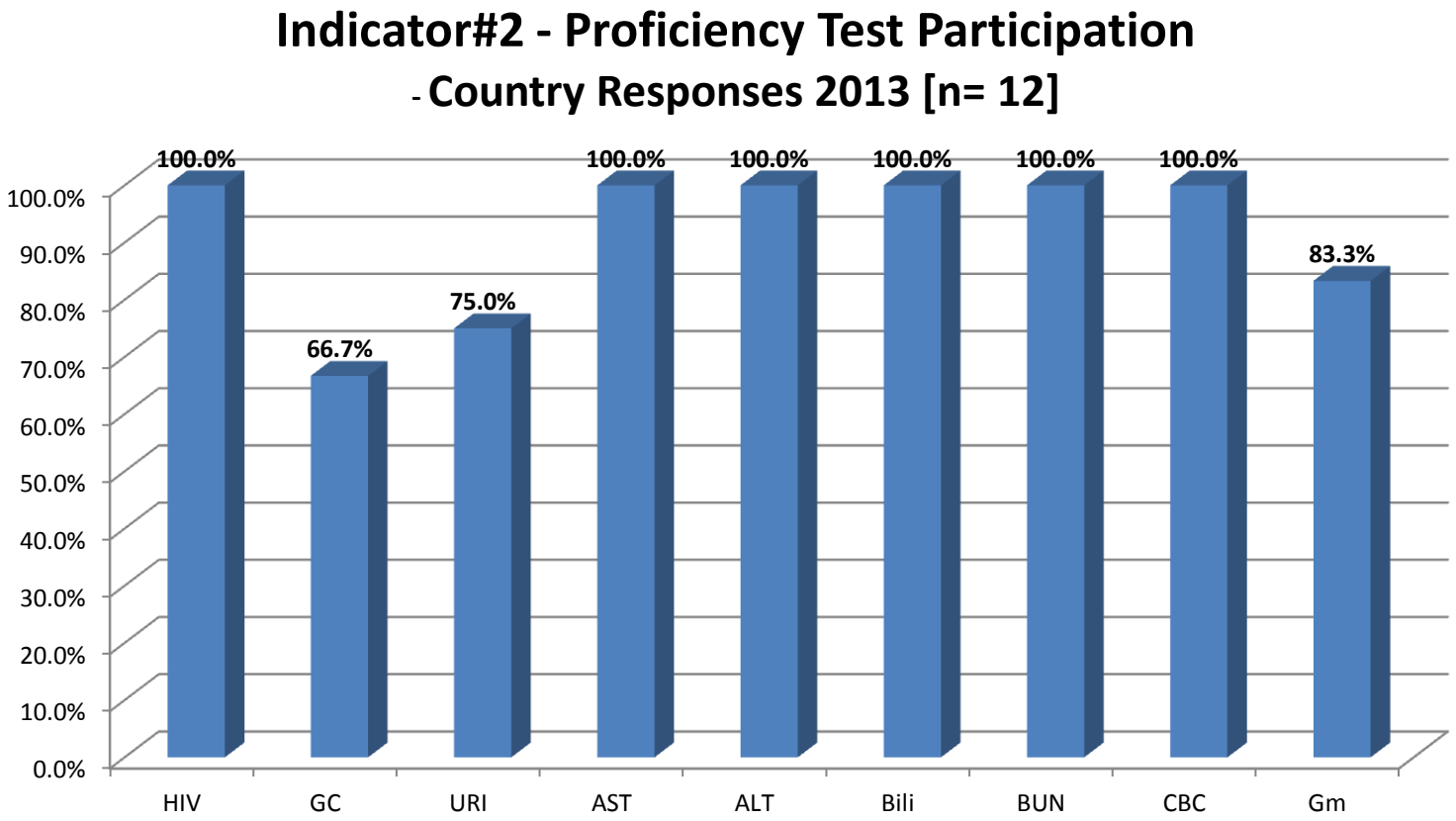
Tracking Test Reliability (2013)



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Participation in PT/EQA

2014 Online Survey (n=17)

TEST	ALWAYS	SOMETIMES	NEVER	Test not done
HIV Viral Load	3			14
HIV PCR	3			14
CD4	11			
TB	11			
Syphilis	14			3
GC	8	1	4	3
Gm Stain	12	1	2	2
Wet Preps	7	2	5	2
Urine Dipsticks	10	1	2	4

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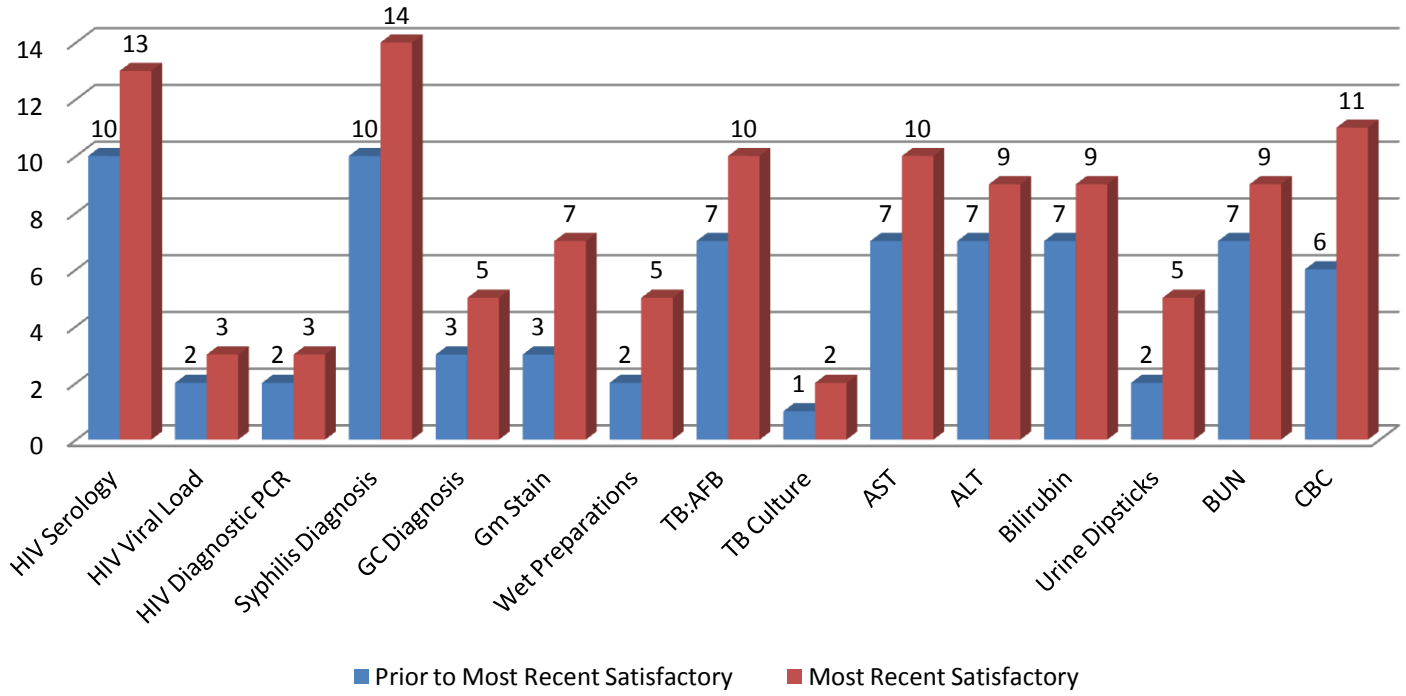
Tracking Test Reliability 2014

QMS Question18: What was the feedback on your lab's performance in the two most recent EQA or inter-laboratory programmes for the following tests?



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EQA/PT 2014

CHEMISTRY ANALYTES	% UNACCEPTABLE *RUN 1 – April 2014 (7 labs)*	% UNACCEPTABLE *RUN 2 – July 2014 (7 labs)*
ALT	20%	10%
AST	3%	17%
Bilirubin Direct	43%	3%
Bilirubin Total	46%	10%
Cholesterol HDL	52%	16%
Cholesterol LDL	90%	0%
Cholesterol Total	54%	15%
Triglycerides	43%	11%
Creatinine	49%	47%
Glucose	51%	30%
TSH	0%	0%
BUN	69%	67%
AVERAGE %	**43% (153/355 tests)**	**23% (84/363)**

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Tracking Test Reliability (PT 2014)

HAEMATOLOGY ANALYTES	UNACCEPTABLE % *RUN 1 - April 2014 (11 labs)*	UNACCEPTABLE % *RUN 2 – July 2014 (10 labs)*
Hematocrit (HCT)	7%	2%
Haemoglobin (HGB)	20%	24%
MCHC	36%	58%
MCH	2%	2%
MCV	7%	2%
Platelets	4%	4%
RBC	9%	4%
WBC	7%	2%
AVERAGE %	12% (51/440)	13% (45/355)

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Tracking Test Reliability (PT 2014)

EXAMINATION	UNACCEPTABLE % *RUN 1 – April 2014*	UNACCEPTABLE % *RUN 2 – July 2014*
Wet Mount *(14 labs)*	**49%** (34/70)	**25%** (7/28)
Gram Stain *(13 labs)*	**20%** (13/65)	**9%** (6/70)

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PT: Tracking Corrective Actions (2011-2013) Laboratory A

	PT Run 1 6/2011 UNACCEP	PT Run 2 10/2011 UNACCEP	PT Run 3 3/2012 UNACCEP	Pt Run 4 4/2013 UNACCEP
Cholesterol HDL	4 of 5	2 of 5	4 of 5	5 of 5
Glucose	5 of 5	1 of 5	5 of 5	4 of 5

Comment: No Corrective actions taken

Using Data for Action

- ***Continuing support for PT participation***
- ***Conduct of PT training sessions to encourage corrective action culture (SOPs & training planned)***
- ***Support for strengthening of national reference services e.g national HIV PT programmes***
  - ***We supported strengthening of national HIV QC & PT programmes in 2012-2013 in 2 countries***

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PT/EQA is now largely supported by external funds
No firm plans for transitioning to Governments

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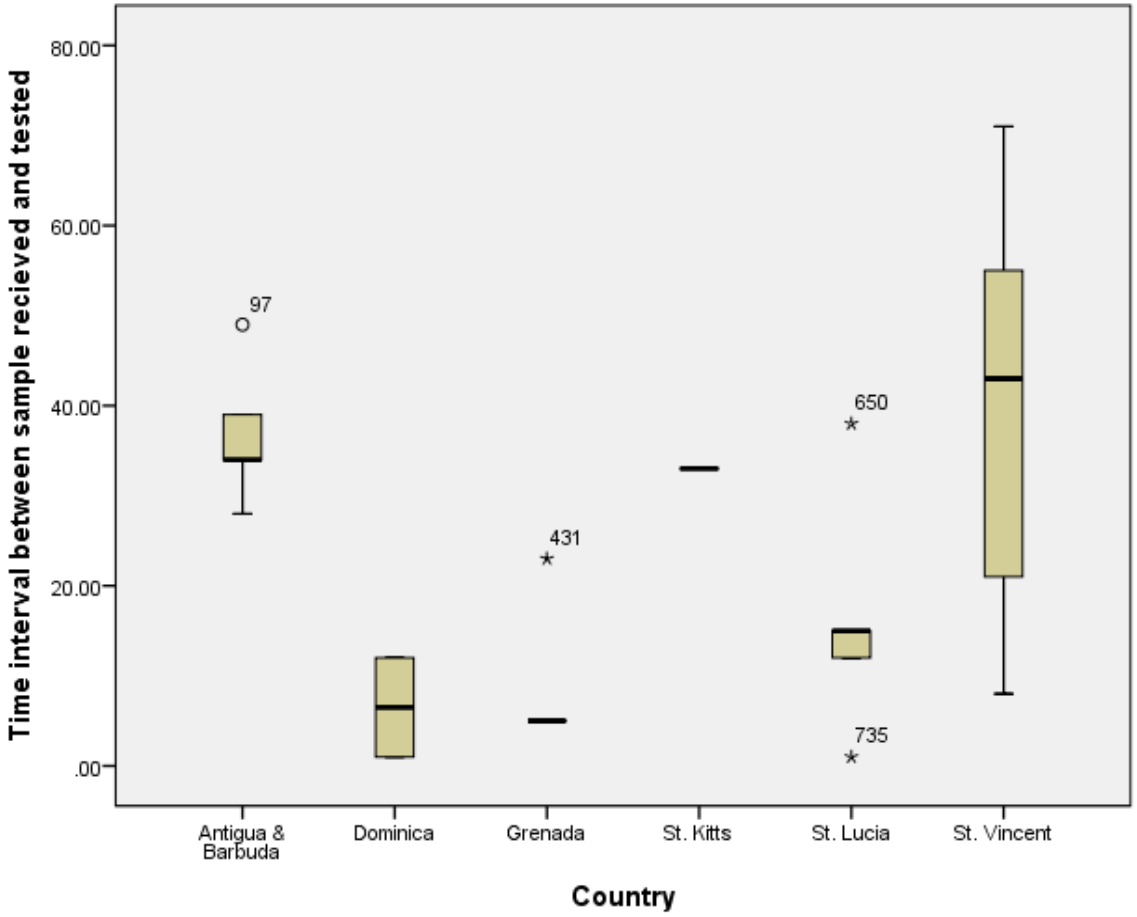
TRACKING TAT TO IMPROVE CLIENT SATISFACTION



2013 Study

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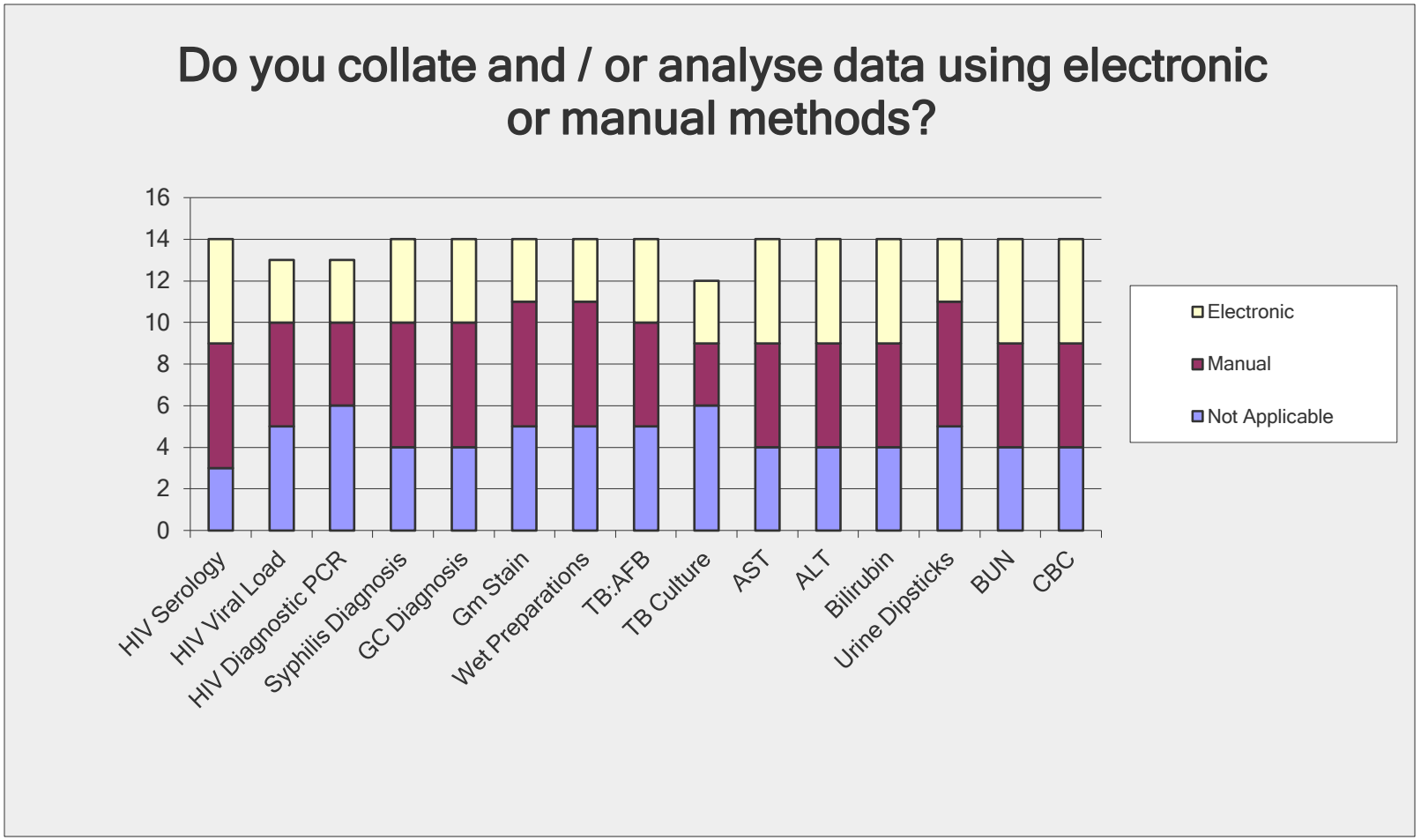
Tracking Use of Data for Health Action (2014)



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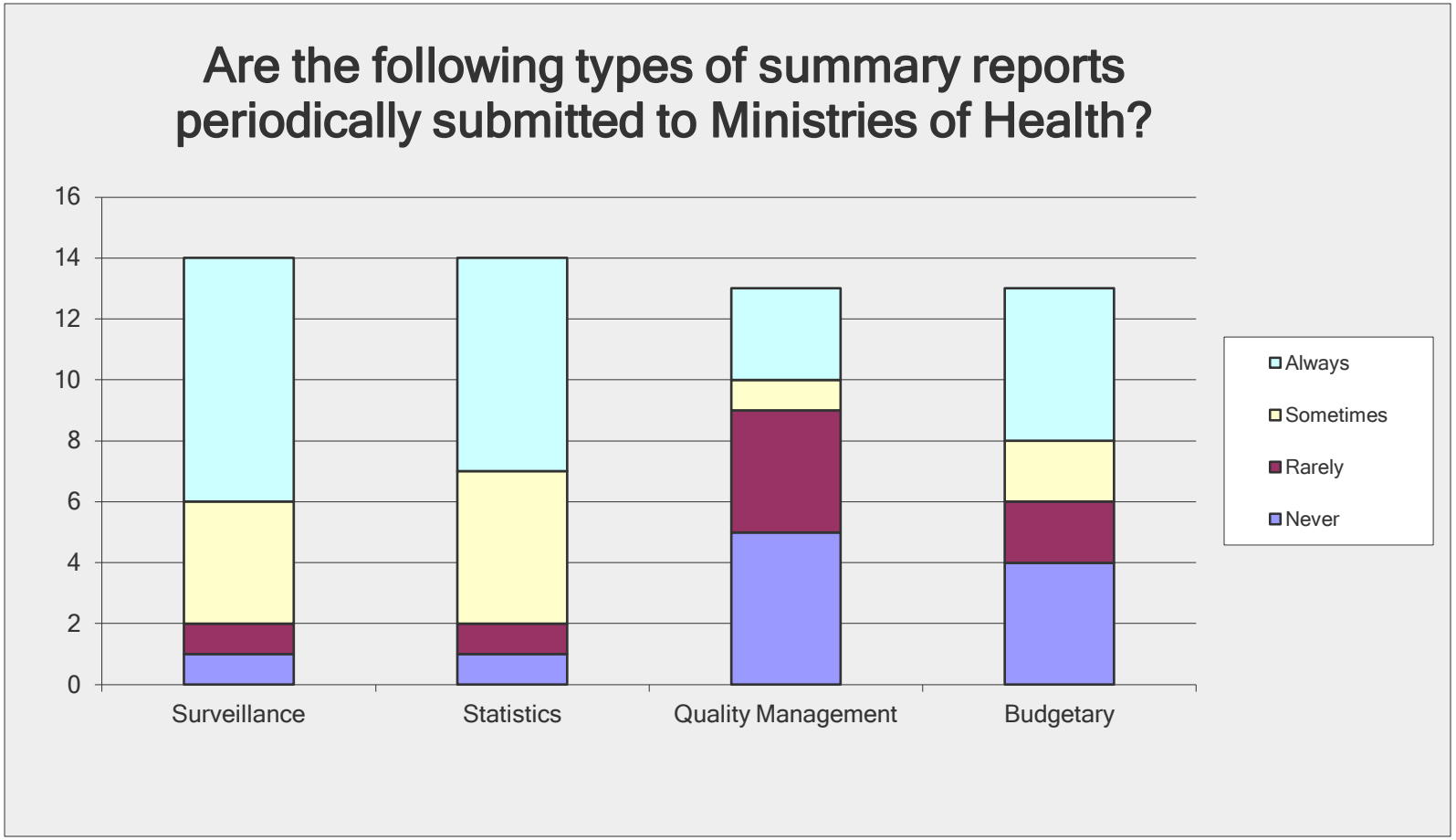

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Using Data for Action

- ***Piloting of an electronic logbook to better manage lab data, TAT & reporting***
- ***Ongoing Advocacy for LIS implementation***

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Tensions (battles?) between HIS and LIS Implementation Initiatives

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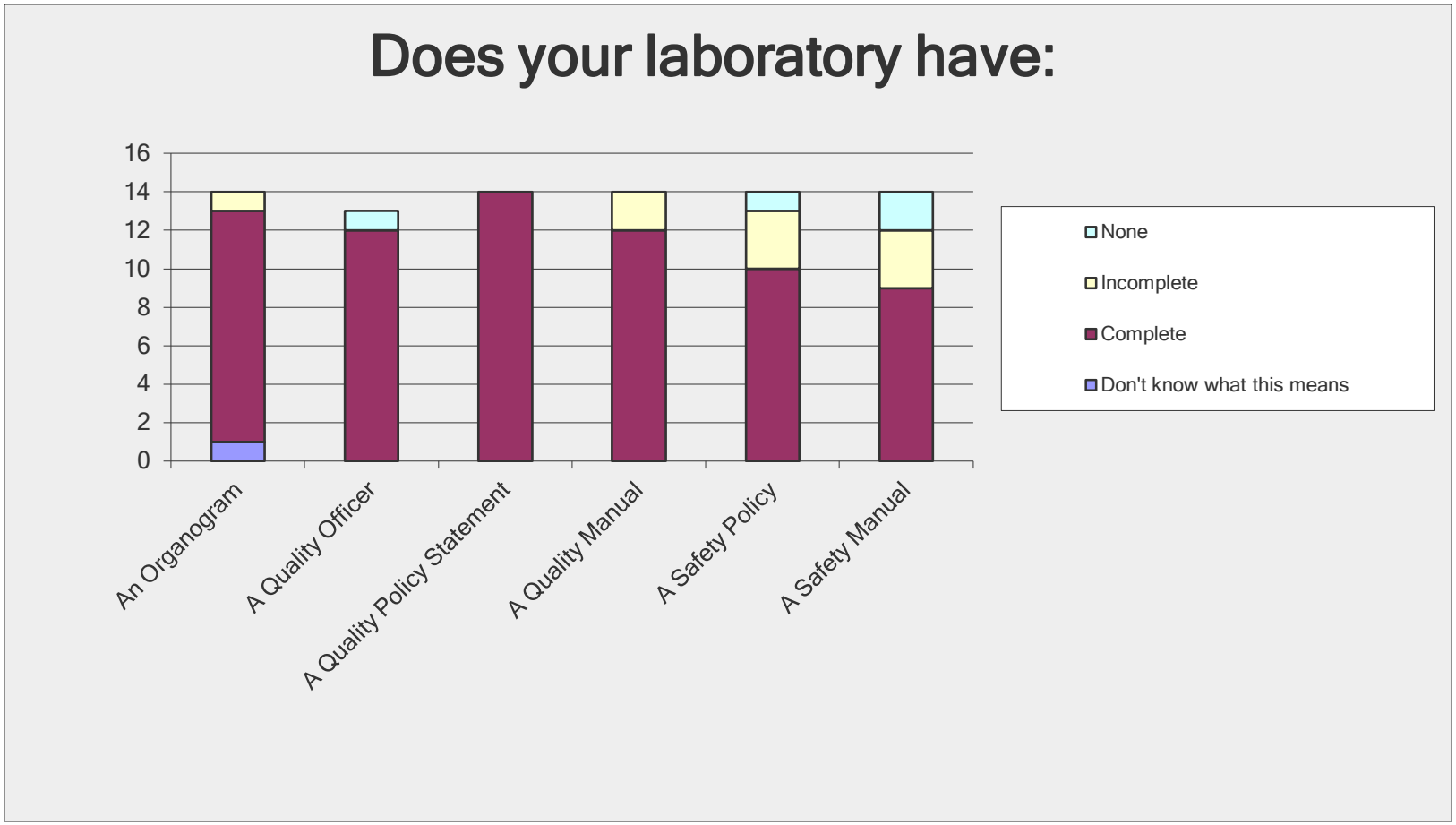
Tracking Lab Quality Management Systems (2014)



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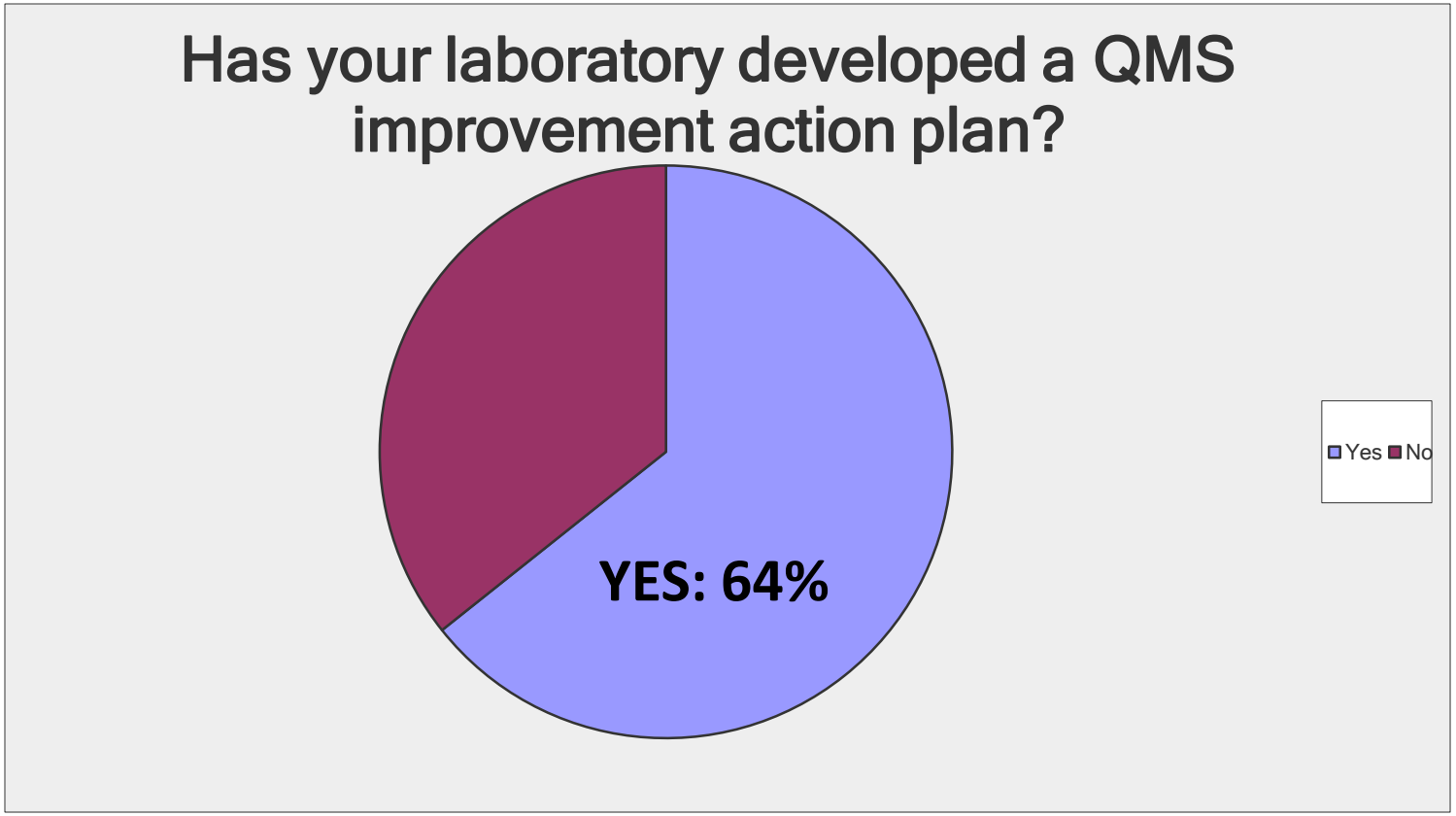

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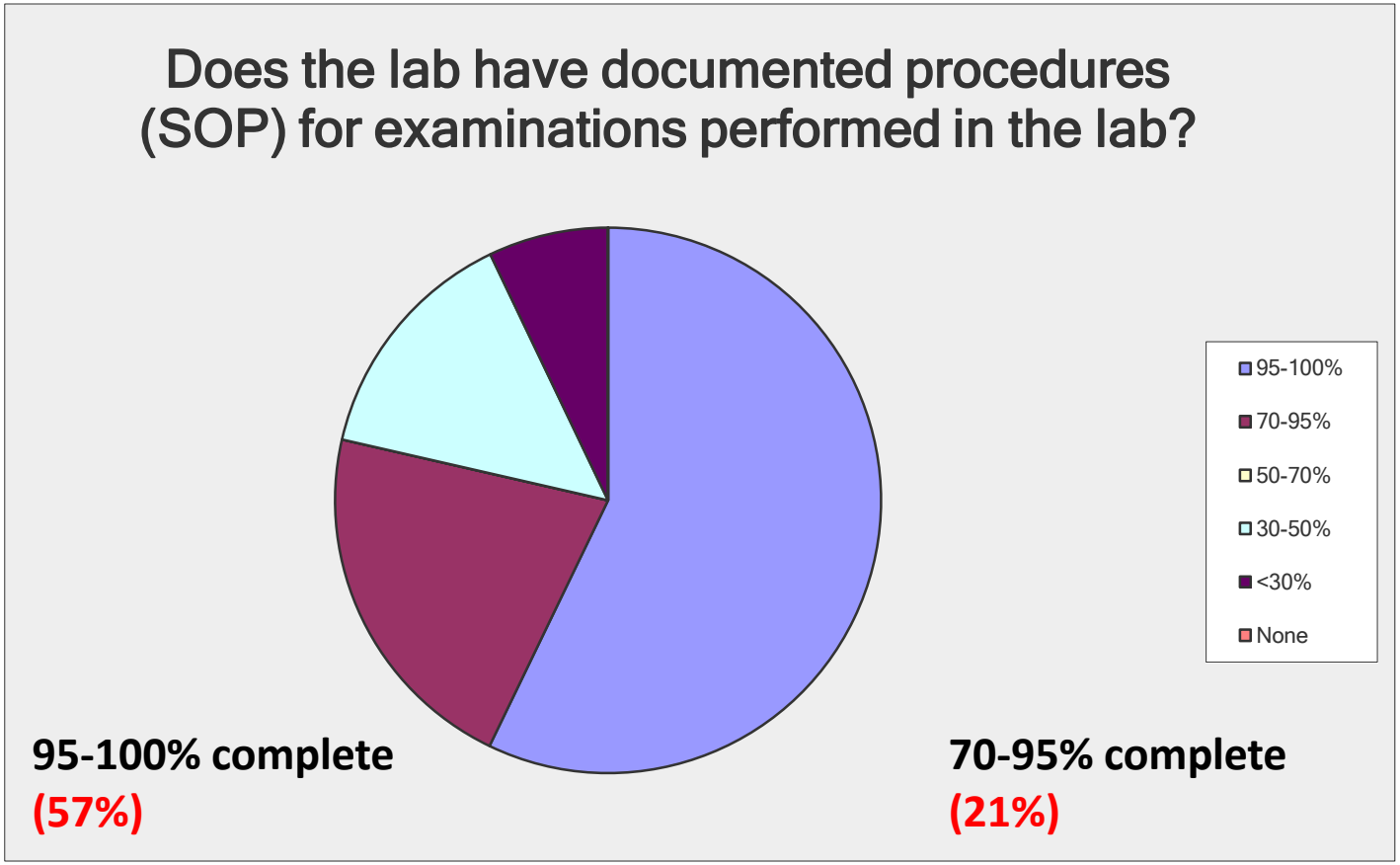

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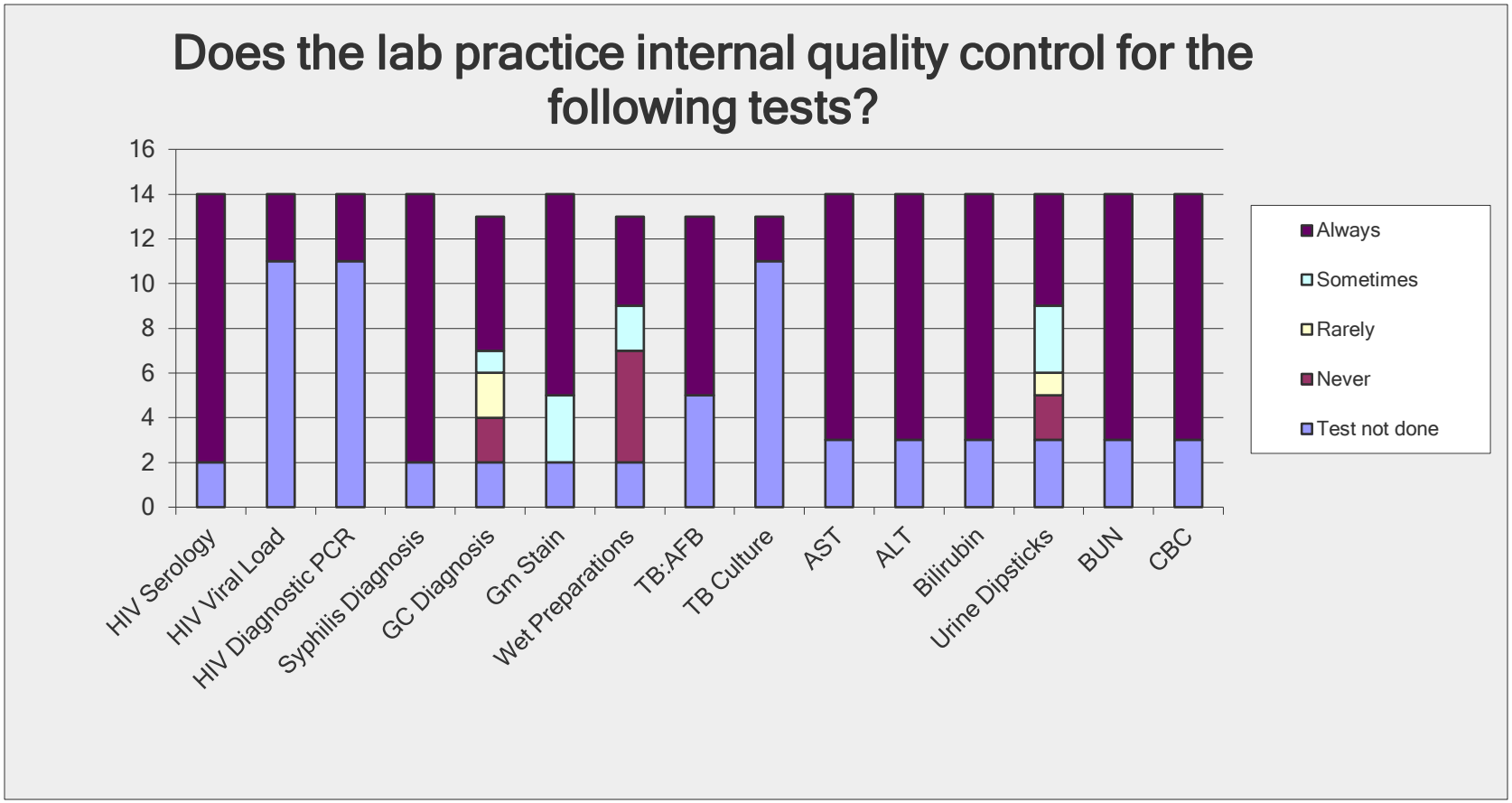

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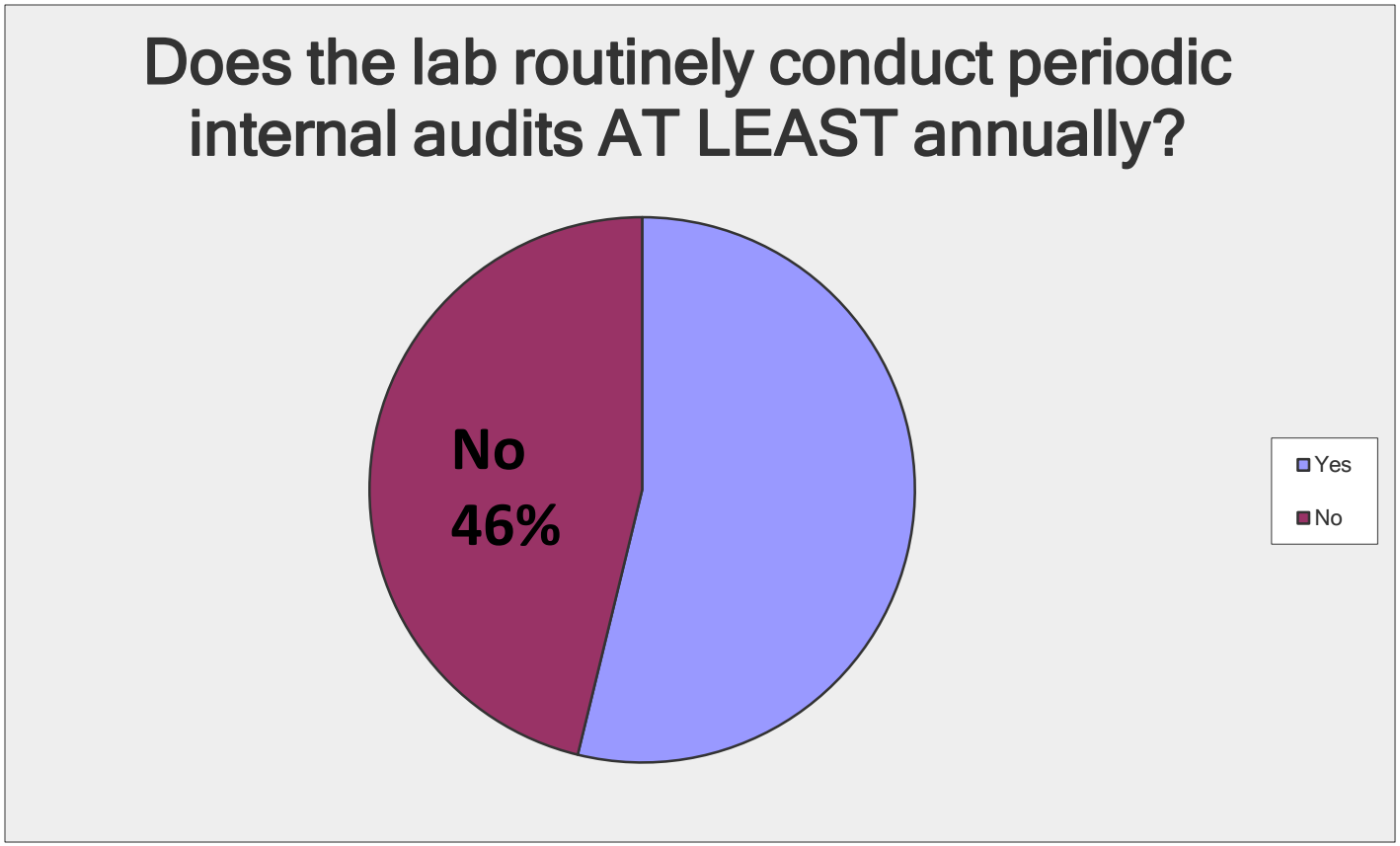

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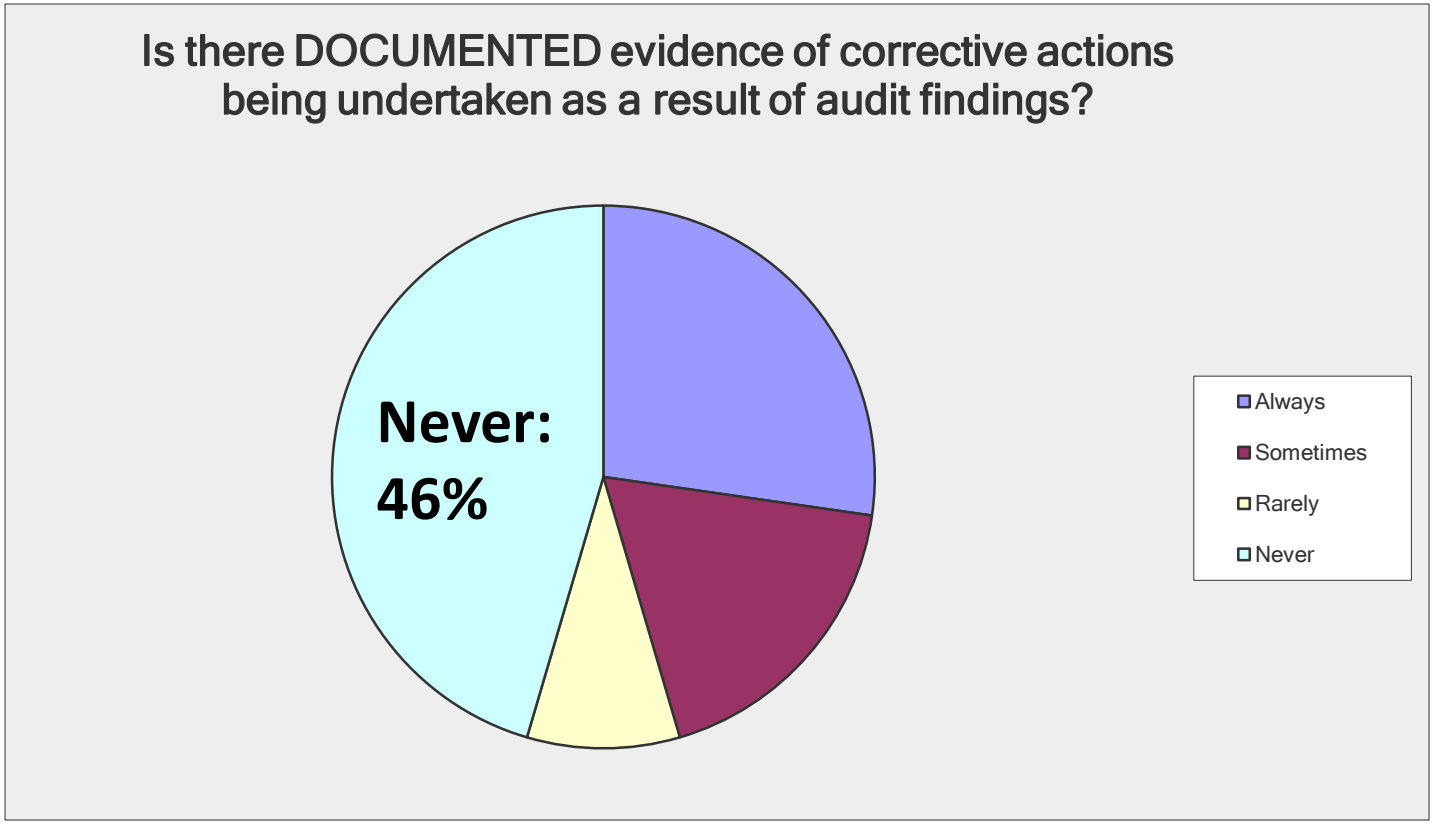

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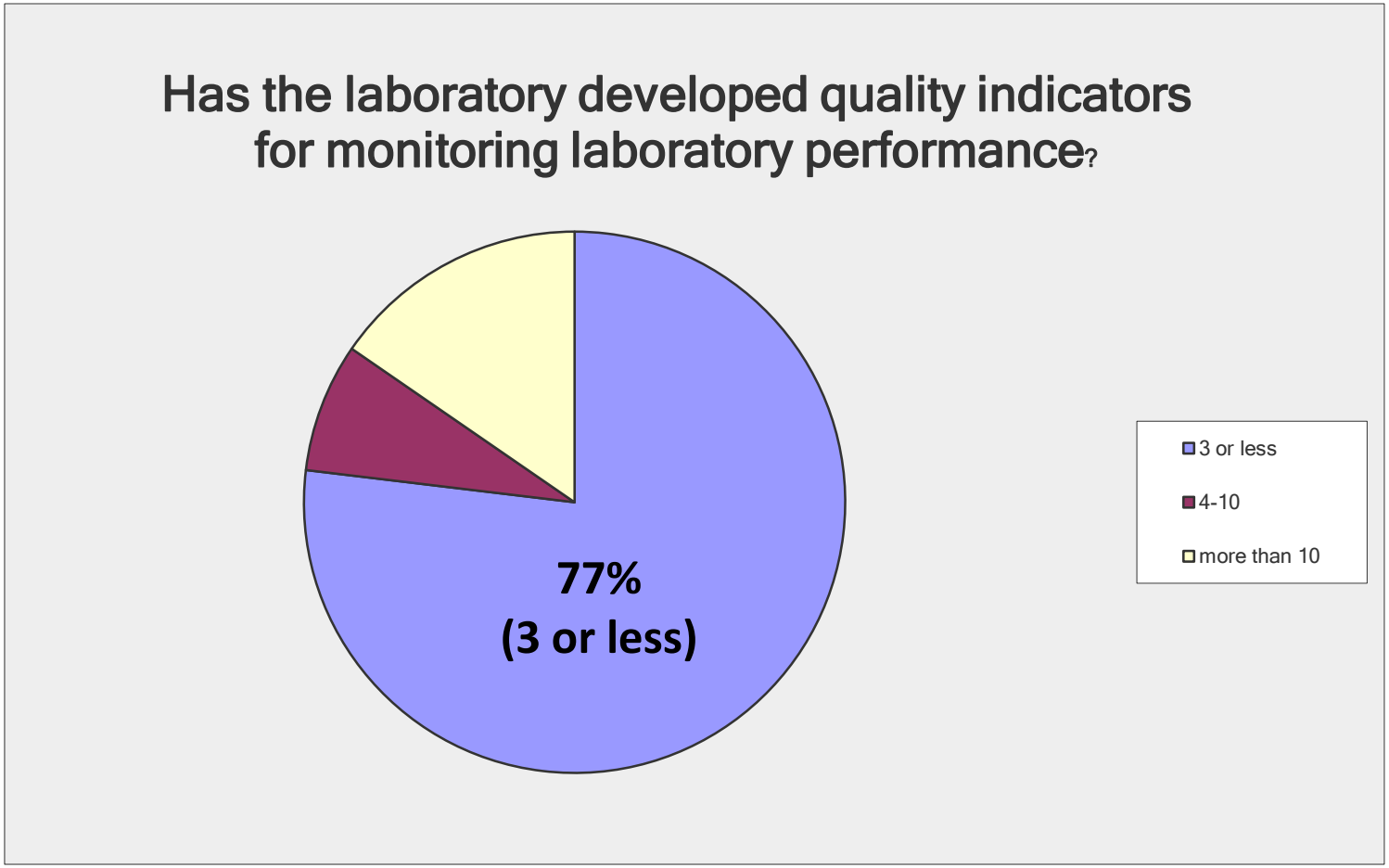

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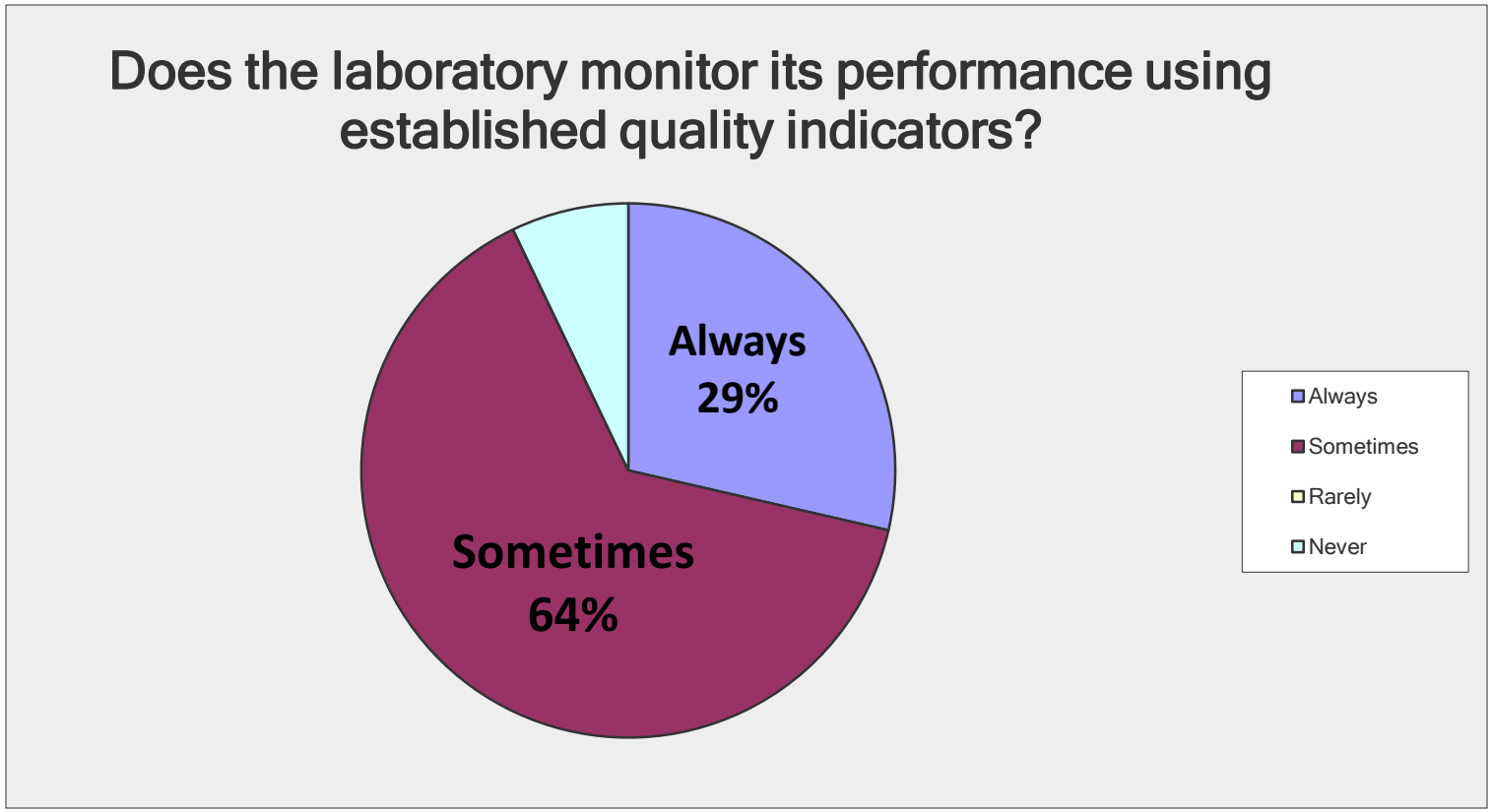

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Using Data for Action

- *QMS Training (re-training) with focus on*
  - *Development of QMS Plans*
  - *Document control*
  - *Development & tracking of quality indicators*

- *Advocacy for the establishment of Management Review Committees*

SUSTAINABILITY
Delayed Legislation & Regulations

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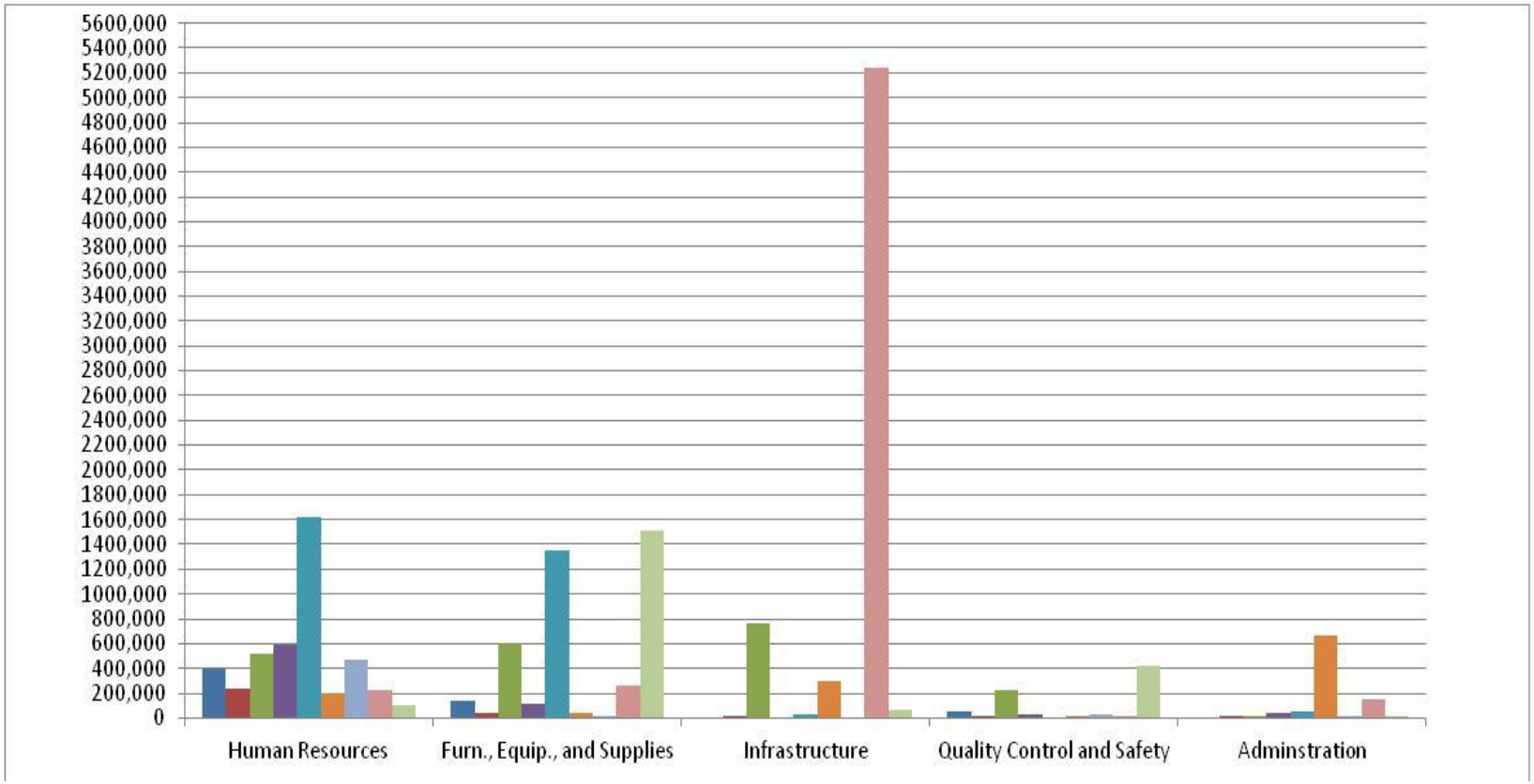
TRACKING LAB OPERATIONAL EFFICIENCY



Targeted Study 2013

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Using Data for Action

- ***Development of a Costing Framework to support forecasting and allocation of resources***

How did M&E help us to do our job?

- Allowed us to accurately identify the operational gaps in the regional and national networks & to **take informed action** (*training, onsite interventions, advocacy etc*)

Challenges for Network labs

- Lack of a national M&E culture
- Limited use of data for health action at the national level
- Widespread resistance to data collection & analysis
- Limited understand of the importance of corrective actions
- Completing multiple surveys for regional & international partners
- Dependency on external resources for core functions
- CONSISTENCY & SUSTAINABILITY of Operations

Important M&E Lessons

- Need for greater coordination among partners to avoid duplication of effort both for partners & labs
- Need for lab staff to provide accurate data to guide interventions
- Need for labs to 'Warm' to the M&E concept
- Need for monitoring, data analysis & corrective action to become as instinctive & automatic as conducting a test

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The Question really is….

In the absence of an M&E approach in your laboratory what evidence ***do you use*** to make your operational decisions?

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OUR Vision

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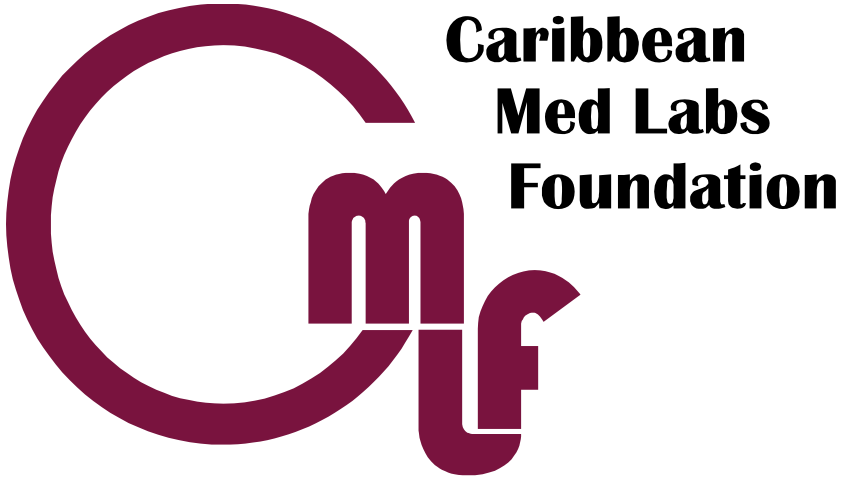

Thank-you