



Assessing Health Facility Performance and Outcomes

A contextual model for local level application based on the WHO 'Health Systems' Concept

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Background

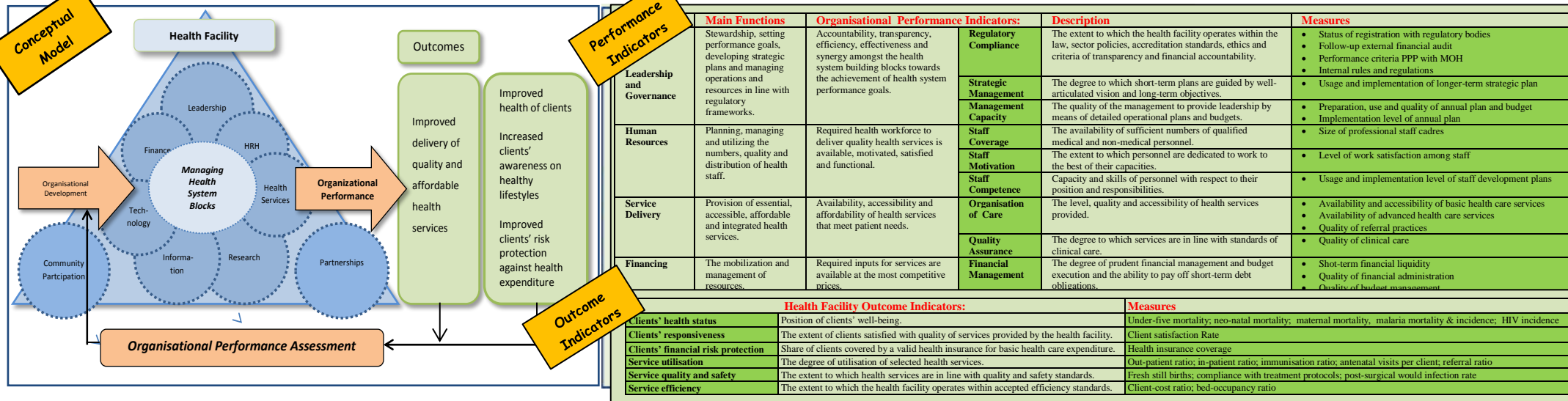
In 2006, CHAG established a Public-Private-Partnership with the Ministry of Health agreeing on strict performance criteria. This necessitated the development of a comprehensive M&E system, providing an objective analysis of performance and -outcomes both, for the individual health facility as well as for the network at large.

CHAG

The Christian Health Association of Ghana (CHAG) is the 2nd largest health service provider in Ghana. CHAG is a network comprising 183 health facilities, of which 59 are major hospitals. CHAG accounts for 30% of all in-patients and 20% of all out-patients in Ghana's health sector.

Adaptation of the WHO/Ouagadougou 'HSS' model (national health sector) for the health facility Level...

Formulation of 29 organisational performance indicators and 18 outcome indicators, most suitable for the health facility and beneficial to induce organisational development...



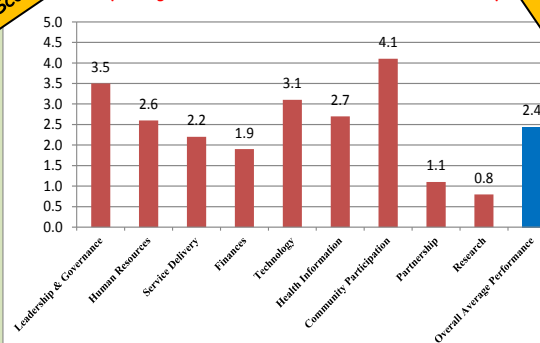
Performance indicators are periodically scored using well-defined qualification criteria and systematic methodology and tools...

Example: Scoring Categories (0-5): 'Preparation and Use of Annual Plan'

| 0 - Very Poor / Unacceptable | 1 - Poor / Insufficient | 2 - Unsatisfactory | 3 - Satisfactory/Need for improvement | 4 - Good / Room for improvement | 5 - Very Good |
|---|--|--|--|--|--|
| No multi-disciplinary team assigned for drafting annual plan and budget | A multi-disciplinary team is in place to draft annual plan and budget, but has not met and is not active | At least one planning meeting has been conducted to review strategic plan and draft annual plan and budget | A draft annual plan and budget is prepared and shared with core staff for inputs | The final draft of the annual plan and budget is submitted to the approving authority of the health facility | The approved annual plan and budget is disseminated to the management team and department heads, (S)DHMT, local Authorities, GHS |

Consolidating indicator performance scores per Health System Block...

Example Organisational Performance Score Health Facility



Lessons learnt & Results

- The model focuses on results;
- The model is designed for self-assessment and self-monitoring;
- Assessment methodology induces local ownership, initiative and innovation;
- The model encourages teamwork and collaboration across disciplines and departments;
- The model is suitable to monitor and report performance at aggregate levels; individual health facilities and departments; CHAG network, national health sector.

Outcome indicators are calculated using (inter) nationally accepted measures...

Example - Measures: 'Fresh Still Births'

| Definition | Proportion of fresh intra-uterine deaths during labour or delivery |
|------------|--|
| | $\frac{\text{Total no. of fresh intra-uterine deaths during labour or delivery}}{\text{Total number of live births}} \times 1,000$ |