



**Standard Based Management
and Recognition (SBM-R)
Guidance to Recognize Best
Performing Health Facilities
in Ethiopia**

2/20/2014

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1. Introduction

Performance and quality improvement (PQI) through Standards-Based Management and Recognition (SBM-R) follows four main steps: Setting standards of performance, implementing the standards, measuring progress and recognizing the achievements of the standards. Recognizing and rewarding the best performed individuals, units/areas and institutions could certainly address the “R” or Recognition component of “SBM-R”. Unlike the other quality improvement models, SBM-R provides focus to address on “R” after realized the minimum desired standards through continuous implementation and progress measurement of actual performances. The SBM-R process incorporates a motivational element from the start.

In general, the recognition can be either monetary or non-monetary or might be both (feedback, social and material recognition) at the same time considering the issue of sustainability and strengthening of the existence organization system.

In Ethiopia MCHIP has supported 116 health facilities in Tigray, Amhara, Oromia and SNNP region (104 HC, 12 hospitals) across seven zones in MNH, PFP, PMTCT and ENC intervention areas. In 2014 prior to project close out MCHIP aims to recognize health facilities that fulfill the minimum set criteria for recognition including conducting at least three internal monitoring assessment and having a recent internal monitoring assessment result of a minimum of 80% for each area.

The purpose of this guidance note is to provide clear guidance on the process of recognizing best performing facilities within SBM-R implementing MCHIP support sites to MCHIP project team. The processes of facilities identification, verification and recognition are outlined in detail as follows.

2. Objectives of the Recognition Event

- To acknowledge best performing health facilities in MCHIP supported sites for their sustained effort
- To share success of SBM-R implementation of recognized facilities to other MCHIP and non-MCHIP supported health facilities, woredas and other stakeholders
- To strengthen the quality improvement process in MCHIP supported health facilities by boosting staff morale and creating healthy competition among health facilities

3. External Verification Teams

- One team per region will be assigned; a total of four teams will be formed.
- The teams will take three days per site for each verification visit. The team will provide feedback to the facility staff to seek consensus.
- Verification teams will comprise three external and two MCHIP team members as follows:
 - Three external members who are:
 - o Currently working in RHB, ZHO, WrHO or HCs (In case of Tigray they do not have Zonal Health Office structure so one additional regional health office person will be added)
 - o Are experienced in the national MNCH programs
 - o Have experience on SBM-R process i.e. completed all the three SBM-R modular work shop and are familiar with SBM-R assessment tools
- The MCHIP Team participating in the verification assessment consists of one Assigned Regional Technical Staff and a Program Assistant. The Regional Technical Advisor will carry out communication and coordination between the Verification Team and the verified health facilities. Whereas the Program Assistant will document proceedings of the Verification process and provide a final report for the QI Advisor. MCHIP staff will not in any way involve in the decision of recognized facility selection.
- Verification teams will be assigned to another region to minimize bias.

4. Proposed Number of Sites to be Visited and Recognized by MCHIP Supported Zone

Regions	# of Sites to be Recognized	MCHIP Supported Zones
Amhara	2	South Wollo, West Gojjam, North Gondar and South Gondar
Oromia	1	East Arsi and South West Shoa
SNNPR	2	Gamo Gofa and Hadiya
Tigray	1	Central and Eastern Tigray

5. Recognition Criteria

To be considered for recognition the facility must full fill the following requirements:

- Conduct at least 3 internal monitoring assessments and have a recent internal monitoring assessment result of a minimum of 80% for each area;
- In addition to internal monitoring assessment results, key MNH indicators such as Skills Birth Attendance, Antenatal Care fourth visit and Postnatal service performance will be used as additional criteria to select facilities with equal internal monitoring assessment results;
- Pass through the three SBM-R Modular workshops;
- Formally notify MCHIP project on its readiness for external verification;
- Eligibility for external verification must be confirmed first by Regional MCHIP Team upon receipt of verification request by the facility.

6. Recognition Activities, Responsibilities and Timeline

Activities	Responsible	Due date
Finalization Guidance Note	QI Advisor and MCHIP Program Management Team	February 20, 2014
Facilities formally request MCHIP for external verification visit	Regional Managers	Before February 28, 2014
Identify eligible sites and External Verification Teams members and send lists to QI Advisor	Regional Managers	February 28, 2014
Conduct a one day Verification Workshop for External Verification Team members	QI Advisor	March 7, 2014
Verification visits and feedback meetings in verified sites	External Verification Teams	March 10-14, 2014
Verification Report sent to QI Advisor	Assigned Regional Technical Staffs and Program Assistants	March 17-18, 2014
Readiness of sites for the event	RMs, HC, WrHO and Zonal Health Office	Week of March 19-21, 2014
Half-day Recognition Events	MCHIP and Health Facility	March and April (exact days will be determined)
Report preparation	Assigned Regional Technical Staffs and Program Assistants	Within one week each event
Follow up communication, documentation and dissemination with media	Communication and Knowledge Management Specialist and Program Team	Before and after each event

7. Recommended Participants list for MCHIP SBM-R Recognition Events

S.N	Invitees by Organization	Total Number of Invitees
1	MCHIP Project: <ul style="list-style-type: none"> • Program Management Team_____03 • MNH and PQI Advisors from Country Office_____02 • Regional Manager_____01 • Zonal/MNH Officer _____01 • Program Staff _____01 	8
2	USAID	2
3	FMOH	1
4	Regional Partners	3
5	Regional Health Bureaus	1
6	Zonal Health Office	2
7	Woreda Health Office	3
8	Recognized Facility <ul style="list-style-type: none"> • Facility staffs _____25 • HEWs_____02 • HDAs_____02 • Community or HC Administration Board Representative ____01 	30
9	Woreda Head from non-MCHIP implementing woreda	4
10	Regional Media (2 TV and 1 Radio)	3
Total		57

Annex 1: Proposed Agenda

Time	Activity	Responsible Person
9:00-9:30 AM	Guests Registration	MCHIP
9:30-9:45 AM	Welcome	HC Head/WrHO Head
9:45-10:00 AM	Event Objectives	MCHIP- Regional Program Manager
10:00-10:45 AM	What makes the HC Different	Facility Director
10:45-11:15 AM	Facility Visit	SBM-R Central Team
11:15-11:30 AM	Recognition Ceremony Handover of Certificate and Trophy	FMOH Representative and MCHIP Project Director
11:30-11:45 AM	Reflection by Guests	Selected Guests
11:45 AM-12:00 PM	Closing Remark	MCHIP Project Director, Representatives from RHB and FMOH
12:00 – 12:30 PM	Tea Break	MCHIP

Annex 2: Material List

- 1 Agenda-----for all
- 2 MCHIP Ethiopia and Regional Program Briefs--- for all
- 3 Facility scene setter -----for selected guests
- 4 Cultural Barriers Publication -----for selected guests
- 5 Success Stories (Booklets or sheets) -----for selected guests
- 6 Press Kit-----for Media
- 7 MCHIP Folders -----for FMOH, RHB, Donor and Partners
- 8 Banner (3mX1m)-----2
- 9 Quality logo-----1
- 10 Trophy-----1