

Quality Improvement for Emergency Obstetric Care

Leadership Manual

An Adaptation of COPE®
(Client-Oriented, Provider-Efficient Services)



ENGENDERHEALTH
Improving Women's Health Worldwide

AMDD

Averting Maternal Death
& Disability Program



Columbia University
**MAILMAN SCHOOL
OF PUBLIC HEALTH**

© 2003 EngenderHealth and Mailman School of Public Health, Columbia University.
All rights reserved.

EngenderHealth
440 Ninth Avenue
New York, NY 10001 U.S.A.
Telephone: 212-561-8000
Fax: 212-561-8067
e-mail: info@engenderhealth.org
www.engenderhealth.org

This publication was supported by the AMDD Program
at the Mailman School of Public Health, Columbia University,
and the Bill & Melinda Gates Foundation.

ISBN 1-885063-49-0

COPE[®] is a registered trademark of EngenderHealth.

Printed in the United States of America. Printed on recycled paper.

The Cataloging-in-Publication Data for this title is available from the Library of Congress.

Contents

List of Figures.....	iv
List of Acronyms/Abbreviations.....	v
Acknowledgments.....	vii
Chapter 1 – Introduction	
Who This Manual Is For: Leaders of Emergency Obstetric Care Services.....	1
Why Focus on Emergency Obstetric Care?.....	2
EmOC and Quality Improvement Terms and Concepts.....	2
Contents of This Manual.....	6
Chapter 2 – Building a Vision: Laying the Foundation for Quality Improvement Processes at Your Site	
The Introductory Workshop: Overview.....	9
Introduction to the Workshop.....	12
Topic 1: The Critical Steps in EmOC.....	12
Topic 2: Roles and Responsibilities in EmOC Steps.....	14
Topic 3: The Right to Quality Emergency Obstetric Care Services.....	18
Topic 4: The Quality Improvement Process.....	21
Concluding the Introductory Workshop.....	22
Chapter 3 – Facilitating the Quality Improvement Process	
Introduction.....	25
Step 1: Information Gathering and Analysis.....	26
Step 2: Developing an Action Plan.....	30
Step 3: Implementing Solutions.....	35
Step 4: Evaluating Progress and Following Up.....	37
Chapter 4 – Using Facilitative Leadership and Communication Skills	
Introduction.....	43
Leadership Skills.....	43
Communication Skills: Two-Way Communication.....	46
Applying Facilitation and Communication Skills in Conducting Participatory Meetings.....	50
Chapter 5 – Coordinating Medical Monitoring: The External Support Visit	
What Is Medical Monitoring?.....	55
Who Should Conduct an External Support Visit?.....	55
Fitting Medical Monitoring into the QI Process.....	56
Role of the Team Leader in Medical Monitoring.....	57
What Should Be Assessed?.....	58

Appendix – Individual Performance and the Quality Improvement Process	65
References	71

Figures

Figure 1: Basic and Comprehensive EmOC Services.....	3
Figure 2: Critical Steps in EmOC	13
Figure 3: Roles and Responsibilities in EmOC Steps.....	14
Figure 4: Process of Care for an EmOC Services Client	15
Figure 5: The Right to Health	19
Figure 6: Rights Framework for Quality Emergency Obstetric Care	20
Figure 7: Steps in the Quality Improvement Process.....	21
Figure 8: Information Gathering and Analysis	26
Figure 9: Multiple Whys.....	28
Figure 10: Action Plan Format: Draft Action Plan	29
Figure 11: Developing an Action Plan.....	30
Figure 12: Action Plan Format: Consolidated Action Plan	30
Figure 13: Multiple Whys: Developing a Consolidated Action Plan	32
Figure 14: Sample Action Plan	33
Figure 15: Implementing Solutions.....	35
Figure 16: Evaluating Progress and Following Up.....	37
Figure 17: Sample Timeline.....	39
Figure 18: Key to Facilitative Leadership.....	43
Figure 19: Communication Skills for Leaders	46
Figure 20: Active Listening Do’s and Don’ts	47
Figure 21: The Medical Monitoring Process	56
Figure 22: What to Assess: The Walk-through with Staff.....	59
Figure 23: Analysis of Individual Staff Performance	67

Acronyms/Abbreviations

AMDD	Averting Maternal Death and Disability Program
BP	Blood pressure
D&C	Dilation and curettage
EmOC	Emergency obstetric care
EMV	External medical visit
HR	Heart rate
IEC	Information, education, and communication
IP	Infection prevention
L&D	Labor and delivery
MOH	Ministry of Health
MVA	Manual vacuum aspiration
NGO	Nongovernmental organization
QI	Quality improvement
QM	Quality measure
RR	Respiratory rate
TBA	Traditional birth attendant
WHO	World Health Organization

Acknowledgments

Many individuals contributed their talents and expertise to the preparation of this manual and its accompanying toolbox.

Within EngenderHealth, individuals who made a significant contribution to its creation and development include Sangeeta Pati, Amy Shire, Julie Becker, and Lauren Pessa. These staff in turn benefited greatly from the invaluable input of the following reviewers in EngenderHealth's New York and country offices: Isaac Achwal, Jean Ahlborg, S. S. Bodh, Jan Bradley, Akua Ed-Nignpense, Pio Ivan Gomez, Anna Kaniauskene, Joseph Ruminjo, Jyoti Vajpayee, and Grace Wambwa. Additional input was provided by Erin Mielke, Vanessa Cullins, and Rachael Pine. Liz Harvey, Anna Kurica, Lori Leonhardt, Josephine Ventunelli, Marianne Lown (consultant), and Stephanie Greig (consultant) contributed to the editing, design, and production of the manual.

Within the Averting Maternal Death and Disability (AMDD) Program of the Mailman School of Public Health, Columbia University, individuals who made a significant contribution include Zafarullah Gill, Lucille Pilling de Lucena, and Rachel Waxman. Additional input was provided by Deborah Maine, Anne Paxton, and Judith Graeff.

EngenderHealth and AMDD especially wish to thank the following emergency obstetric care facilities, which graciously allowed us to pilot this quality improvement process and tools, and whose staff provided critical feedback on their use and applicability:

- Sawai Madhopur General Hospital, Rajasthan, India
- Gangapur Community Health Center, Rajasthan, India
- Winneba Government Hospital, Ghana
- Jinja MOH Regional Referral Hospital, Uganda
- Centre de Santé de Référence de Bougouni, Mali
- Centre de Santé de Référence de Yanfolila, Mali

EngenderHealth and the Mailman School of Public Health, Columbia University, gratefully acknowledge the support and contribution of the Bill & Melinda Gates Foundation, which has facilitated the preparation of this manual and the toolbox.