



Ministry of Health

# CHECKLIST FOR ASSESSING QUALITY OF HEALTHCARE

---

Kenya Quality Model for Health

LEVEL 2 FACILITIES

# CONTENTS

CONTENTS.....	2
FOREWORD .....	3
ACKNOWLEDGEMENTS .....	4
LIST OF CONTRIBUTORS .....	5
ABBREVIATIONS .....	6
INTRODUCTION .....	7
Background .....	7
Rationale for the Review of KQMH .....	7
Review Objective .....	8
Principles of the KQMH and Dimensions of Quality .....	8
Requirement .....	9
Scoring system .....	10
Documents required during assessment .....	11
Facility profile .....	12
STRUCTURE .....	13
Dimension 1: Leadership .....	13
Dimension 2: Human Resources Management and Development.....	17
Dimension 3: Policies, Standards and Guidelines.....	22
Dimension 4: Facilities and Infrastructure .....	24
Dimension 5: Supplies Management.....	33
Dimension 6: Equipment Management.....	36
Dimension 7: Transport and Fleet Management .....	40
Dimension 8: Referral System .....	41
Dimension 9: Health Records and Health Management Information Systems.....	44
Dimension 10: Financial Management .....	48
DIMENSION 11: PROCESSES .....	50
11.1 Outpatient Services .....	50
11.2 Patient Centred Care.....	56
11.3 Infection Prevention and Control .....	60
11.4 Accidents and Emergency .....	63
DIMENSION 12: RESULTS.....	66
APPENDICES .....	69
Appendix 1: A&E Equipment .....	69
Appendix 2: Essential Medicines .....	71
Appendix 3: List of Tracer Non-pharmaceutical products.....	72
TERMINOLOGY .....	73

## FOREWORD

The Bill of Rights contained in the Constitution of Kenya is clear that every citizen has a right to the highest attainable standard of health, including reproductive health and emergency treatment. Under the Social Pillar, Vision 2030, our country's long-term development blueprint, recognises the need to improve the overall livelihoods of Kenyans, by providing efficient and high quality health care systems with the best standards. The implementation of Kenya Quality Model for Health (KQMH) will help to address this and to secure quality excellence in the health sector as a long-term target. The quality model is designed to guide and facilitate movement towards better quality of services through regular assessment of quality of service delivery (availability, functionality and use of inputs), process optimization and maintaining focus on results.

In 2008, the Ministry of Health revised the Kenya Quality Model (KQM) to the KQMH in order to customise it for the various levels of the healthcare system. However, this review did not consider the clinical content of the quality model. Further, there have been a number of changes in the health sector since 2008 that include the enactment of a new constitution in 2010; the development of the Kenya Health Policy 2015-2030; the adaption of the World Health Organisation Health Systems Building in the Kenya Health Sector Strategic and Investment Plan (KHSSP) 2014-2018; and the development of various clinical standards and guidelines among others. Therefore, the ministry has reviewed the KQMH to ensure that it is comprehensive and that it reflects current national policies and strategies as well as international developments and best practices in the delivery of health services. The review also reflects the changes that have taken place in the health sector since the previous revision in 2008.

This checklist applies to Level 2 health facilities of public, private and faith-based organization ownership. The checklist should be used hand in hand with the accompanying quality standards. It is hoped that all stakeholders will play an active role in the implementation of this model in all health facilities and that the health workers will make it an integral part of their performance assessment in order to continuously improve the quality of health care provided to achieve the highest attainable level.

This checklist has been prepared under the direction of the KQMH Review Subcommittee and published by the Ministry of Health.

Peter K. Tum, OGW  
Principal Secretary  
Ministry of Health  
March 2018

## ACKNOWLEDGEMENTS

The development of this checklist marks an important milestone in the efforts of the health sector to ensure that quality health services are provided to all Kenyans. Its use is expected to contribute to attainment of the highest standards of health services delivery as envisaged in the Constitution of Kenya.

This checklist was designed and developed through a long process of consultation, teamwork and information gathering. This process was guided by Dr. Charles Kandie, Head, Division of Standards and Quality Assurance.

We wish to thank everyone who contributed to the successful development of this guide. Special thanks go to staff drawn from Department of Health Standards Quality Assurance and Regulation; the National Hospital Insurance Fund; Kenya Bureau of Standards; Christian Health Association of Kenya; National Nurses Association of Kenya; the Surgical Society of Kenya; Kenya Obstetrics and Gynaecology Society; Association of Kenya Medical Laboratory Scientific Officers; Pharmaceutical Society of Kenya; Paediatric Association of Kenya; Kenyatta National Hospital; Aga Khan University Hospital; PharmAccess; the World Bank; Japan International Cooperation Agency; University Research Company; and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

The Government of Kenya appreciates the financial support given by the American Government through USAID-ASSIST project and the German Government through GIZ Health Sector Programme.

Dr. Kioko Jackson K., OGW, MBS  
Director of Medical Services  
Ministry of Health  
March 2018

## LIST OF CONTRIBUTORS

Dr. Annah Wamae	Department of Health Standards Quality Assurance and Regulation
Dr. Charles Kandie	Department of Health Standards Quality Assurance and Regulation
Manasseh Bocha	Department of Health Standards Quality Assurance and Regulation
Idah Ombura	Department of Health Standards Quality Assurance and Regulation
Dr. Jamlick Karumbi	Department of Health Standards Quality Assurance and Regulation
Dr. Judy Awinja	Department of Health Standards Quality Assurance and Regulation
Francis Muma	Department of Health Standards Quality Assurance and Regulation
Gaudencia Mokaya	Department of Health Standards Quality Assurance and Regulation
John Towett	Department of Health Standards Quality Assurance and Regulation
Agnes Mutinda	Department of Curative and Rehabilitative Services
Florence Opiyo	Nairobi City County Health Services
Joseph Githinji	National Hospital Insurance Fund
Titus Oyoo	Kenya Bureau of Standards
Doris Mueni Mengo	Kenya Accreditation Service
Michael Talam	Kenya Accreditation Service
Rebekka Oetz	Christian Health Association of Kenya
Dr. Frank Wafula	World Bank
Kasmil Masheti	PharmAccess
Dr. Maureen Nafula	Institute of Health Policy, Management and Research
Dr. Subiri Obwogo	USAID-ASSIST
Peter Mutanda	USAID-ASSIST
Dr. Kirsteen Awori	Surgical Society of Kenya
Dr. Lydia Okutoyi	Kenya Obstetrics and Gynaecology Society
Dr. Anne Kihara	Kenya Obstetrics and Gynaecology Society
Dr. P. Onyancha	Mathari National Referral Hospital
Dr. Alice Maingi	Kenyatta National Hospital
Anne Karume	Kenyatta National Hospital
Abby Muembu	Kenyatta National Hospital
David Were	Kenyatta National Hospital
Dr. B. Wachira	Aga Khan University Hospital
Lawrence Wamiti	Association of Kenya Medical Laboratory Scientific Officers
Valentine Magero	Association of Kenya Medical Laboratory Scientific Officers
Dr. Caroline Wafula	Pharmaceutical Society of Kenya
Dr. Brian Maugo	Pediatric Association of Kenya
Carolyne Kawira	National Nurses Association of Kenya
Simon Gitau	National Nurses Association of Kenya
Elijah Kinyangi	Japan International Cooperation Agency
Prof. Rolf Korte	Deutsche Gesellschaft für Internationale Zusammenarbeit.
Irene Omogi	Deutsche Gesellschaft für Internationale Zusammenarbeit.

## ABBREVIATIONS

DHIS	District Health Information System
HMIS	Health Management Information System
HRH	Human Resources for Health
KHSSP	Kenya Health Sector Strategic Plan
KQMH	Kenya Quality Model for Health
KPI	Key Performance Indicator
IQC	Internal Quality Control
MCH	Maternal and Child Health
MOH	Ministry of Health
MOV	Mode of Verification
QMS	Quality Management System
SOP	Standard Operating Procedure

# INTRODUCTION

## Background

Improving the quality of healthcare is a key priority in Kenya as reflected in a number of policy and strategy documents. According to Vision 2030, Kenya's economic blueprint, the country aims to have an equitable and affordable healthcare system of the highest possible quality by the year 2030. The overarching goal of the Kenya Health Policy (Ministry of Health, 2014) is 'attaining the highest possible health standards in a manner responsive to the population needs'. The policy aims to achieve this goal through supporting the provision of equitable, affordable and quality health and related services at the highest attainable standards to all Kenyans.

## Rationale for the Review of KQMH

The KQMH is a conceptual framework for an integrated approach to improved quality of healthcare in Kenya. In 2001, the Kenya Quality Model (KQM) was developed and introduced by the Ministry of Health (MOH), to guide the organisation of health services to deliver positive health impacts by addressing quality issues. The KQM consisted of standards and a master checklist. In 2008, the KQM was revised to customise it for the various levels of the healthcare system as described in the Kenya Essential Package of Health (KEPH). However, the 2008 review did not consider the clinical content of the quality model. Further, since 2008, there have been changes in the health sector, which needed to be reflected in a new model. These changes include the enactment of a new constitution in 2010; the development of the Kenya Health Policy 2014-2030; the adaption of the World Health Organisation Health Systems Building in the Kenya Health Sector Strategic and Investment Plan (KHSSP) 2014-2018; and the development of various clinical standards and guidelines among others.

The first National Quality Policy Seminar held in Nairobi in 2013 recommended a review of the KQMH, to make it a national quality improvement tool and one that could be legitimized through regulation requiring all providers to use it. The seminar recognized that even though multiple approaches allow implementers to innovate, to be creative and to experiment, there is need to have a common national framework to guide all quality improvement initiatives. In addition, the MOH has identified the KQMH as the vehicle for improving quality of care in the health sector, therefore there is need to review and update it as a prelude for the development of national standards to be used in the national accreditation framework. The goal of the model is to improve adherence to standards and guidelines based on evidence-based medicine, as well as applying quality principles and tools and satisfying patient / client's needs in a culturally appropriate way. The model uses Standards and Guidelines that are evidence-based and proven to be effective, efficient, affordable and acceptable. It also integrates patient partnership in the healthcare process.

## Review Objective

To ensure that the KQMH is comprehensive and reflects current national policies and strategies, as well as international developments and best practices in the delivery of health services.

## Principles of the KQMH and Dimensions of Quality

The KQMH integrates evidence-based medicine through wide dissemination of public health and clinical standards and guidelines embedded with total quality management and patient partnership. The eight principles underlying KQMH are:

- Leadership
- Customer orientation
- Involvement of people and stakeholders
- Systems approach to management
- Process orientation
- Continuous quality improvement
- Evidence-based decision making

The 12 dimensions of the KQMH implemented through the standards described in this document are organised around structure, processes and results, as follows:

### I. Structure:

- a) Leadership
- b) Human Resources
- c) Policies, Standards and Guidelines
- d) Facility and Infrastructure
- e) Supplies Management
- f) Equipment
- g) Transport
- h) Referral Systems
- i) Health Records and Health Management Information Systems
- j) Financial Management

### II. Processes:

- a) Outpatient services
- b) Patient-centred care
- c) Infection prevention and control
- d) Inpatient services
- e) Accidents and emergencies
- f) Surgical emergencies
- g) Anaesthesia
- h) Safe delivery
- i) Neonatal care
- j) Dialysis services
- k) Laboratory services
- l) Pharmacy services
- m) Radiology services



## Mortuary services

III. Results, measured against set key performance indicators.

### Requirement

This checklist is intended for use in all levels of health facilities, in line with the services provided. It should be used for facility self-assessment, peer assessment of network of facilities and by external assessors such as regulator or certification bodies. All facilities shall carry out self-assessment. The role of the assessor will be to validate the assessment results.

The classification of levels of healthcare delivery is as defined by the Health ACT 2017 as shown in the table below

Level of healthcare delivery	Roles
Level 2: Dispensary/clinic	<ul style="list-style-type: none"><li>• Treatment of minor ailments</li><li>• Rehabilitative services</li><li>• Preventive and promotive services.</li><li>• Does not provide in-patient services</li></ul>
Level 3: Health Centre	<ul style="list-style-type: none"><li>• Out-patient care</li><li>• Limited emergency care</li><li>• Maternity for normal deliveries</li><li>• Laboratories, oral health and referral services;</li><li>• Preventive and promotive services;</li><li>• In-patient observations</li></ul>
Level 4: Primary Hospital	<ul style="list-style-type: none"><li>• Clinical supportive supervision to lower level facilities</li><li>• Referral level out-patient care</li><li>• In-patient services</li><li>• Emergency obstetric care and oral health services</li><li>• Surgery on inpatient basis</li><li>• Client health education</li><li>• Specialized laboratory tests</li><li>• Radiology services</li><li>• Proper case management of referral cases</li><li>• Proper counter referral</li><li>• Provision of logistical support to the lower facilities in the catchment area;</li><li>• Coordination of information flow from facilities in the catchment area.</li></ul>
Level 5: Secondary Hospital	<ul style="list-style-type: none"><li>• Provision of specialized services</li><li>• Training facilities for cadres of health workers who function at the primary care level</li><li>• Serve as an internship centre for all staff, up to medical officers</li><li>• Serves as a research centre, that provides research services for issues of county importance</li></ul>
Level 6: Tertiary Hospital	<ul style="list-style-type: none"><li>• Provides highly specialized services. These include general specialization; discipline specialization; and</li></ul>

	<p>geographical/regional specialization including highly specialized healthcare for area/regional specialization;</p> <ul style="list-style-type: none"> <li>• Research centre, provides training and research services for issues of national importance.</li> </ul>
--	---

## Scoring system

### Dimension 1-11

Score	Notes
<b>0</b>	No documented/observable effort of compliance. (This is denoted NO in the scoring sheet)
<b>1</b>	Partial. (Standard is not fully met, there is need for improvement. State areas for improvement under remarks). This is denoted P in the scoring sheet
<b>3</b>	Fully compliant. This is denoted YES in the scoring sheet

### Dimension 12

Score		Notes
<b>0</b>	-	More than 75% off target
<b>1</b>	-	75 to 50% off target
<b>2</b>	-	49 to 25% off target
<b>3</b>	-	25 to 1% off target
<b>4</b>	-	Met Target

## Documents required during assessment

The following documents (where applicable) should be available at the beginning of the assessment process. Availability of a full self-assessment report prepared during the previous 12 months is highly desirable.

Health facility strategic plan or annual work plans	Patient satisfaction survey reports
Facility risk assessment report	IPC audit report
Facility license and lease certificate	HAI surveillance report
Quality improvement implementation reports	Quarterly reports on turn-around-time at the A&E
KQMH self-assessment report/s	Mortality audit reports
Human resource records	Quarterly resuscitation drills reports for all clinical areas
Staff satisfaction survey report	Internal audit report for the laboratory
Infrastructure maintenance report	
5S audit & implementation report	
Equipment maintenance report	
Quarterly referral reports	
Data analysis and dissemination report	
Financial audit report	



# STRUCTURE

## Dimension 1: Leadership

Quality Standard	Requirement	Score (tick appropriate box)	Remarks
<b>1.1 Leadership and Management Responsibilities</b>			
<b>1.1.1 The health facility management shall ensure compliance with regulatory requirements.</b>	Facility has a valid licence or is gazetted to offer healthcare services (MOV- Gazette notice /licence)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The facility is licensed for provision of laboratory, radiology and other relevant services (MOV- relevant licenses)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P <sup>1</sup> <input type="checkbox"/> N/A	
<b>1.1.2 The facility shall have in place governance structures in line with relevant legislation (10)</b>	Organogram in place (MOV-Observation)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Facility has a management unit constituted as per legislation (MOV-In Public facilities- Gazette notice, list of board members In Private facilities- letters of appointment for board members, list of board members)	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<sup>1</sup> P – Partially; N/A – Not Applicable

<i>Quality Standard</i>	<i>Requirement</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
	Facility management unit has terms of reference (MOV- TORs available)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>1.1.3 The health facility leadership shall identify and plan for the services it offers</b>	Facility has a strategic plan/ business plan (MOV-availability of current plan)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Annual work plan with a budget (MOV-availability of current plan)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Departmental work plans in place (MOV-availability of current plan)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>1.1.4 The health facility management shall commit to the implementation of the Kenya Quality Model for Health (KQMH) (9)</b>	Management allocates resources for implementation of quality improvement initiatives(MOV- report on capacity development of staff on KQMH, budget, staffing)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Mission and vision statements are aligned to the county/national health sector's mission and vision (MOV- confirm alignment with Kenya Health Policy)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>1.1.5 The health facility management shall have a designated quality improvement team (QIT).</b>	Quality improvement team appointed with terms of reference (MOV- HR records)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	QIT coordinator appointed with terms of reference (MOV-HR records)	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<i>Quality Standard</i>	<i>Requirement</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
	QIT meets at least once every quarter. (MOV-minutes)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	All Work Improvement Teams (WITs) meet monthly (MOV-minutes)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>1.1.6 The health facility shall comply with ethical principles.</b>	Documented procedure for administrative consent for undertaking of health interventions and research (MOV-Documented procedure)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Documented procedure for monitoring adverse effect of health interventions and research (MOV-Documented procedure)	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<i>Quality Standard</i>	<i>Requirement</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>1.2 Management Review and Continuous Improvement</b>			
<b>1.2.1 Management shall continually review the facility operations</b>	Facility management team meets on a monthly basis (MOV- Minutes)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Facility holds monthly clinical meetings (MOV-Minutes)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Quality management review meetings are held on a quarterly basis. (MOV-Minutes)	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<i>Quality Standard</i>	<i>Requirement</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
	Clear quality improvement agenda for the meetings (to include among others results of self-assessment; Customer satisfaction feedback; Process performance; Status of preventive and corrective actions; Risk management; Follow-up actions from previous management reviews; Recommendations for improvement) <i>(MOV-Minutes for management review meetings)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>1.2.2 Management shall support staff to engage in a continuous quality improvement process.</b>	Areas for improvement are identified through biannual quality assessments <i>(MOV- report on identified areas for improvement)</i> .	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Facility implementats of quality improvement plans <i>(MOV- reports on quality improvement projects)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>1.2.3 The facility shall carry out regular quality review and assessment of the effectiveness of its quality improvement initiatives</b>	Self-assessment carried out biannually <i>(MOV- assessment reports)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>1.2.4 The facility shall evaluate benefits of improvement interventions at least once annually and success stories and lessons learnt communicated</b>	The facility evaluates benefits of improvement interventions at least once annually <i>(MOV- evaluation report)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	The facility disseminates success stories and lessons learnt at least once annually. <i>(MOV- minutes/report of dissemination meetings/ brochures/ social media/ internet links )</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	



<i>Quality Standard</i>	<i>Requirement</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>1.3 Risk Management</b>			
<b>The facility has in place measures to reduce or eliminate clinical risks</b>	The facility conducts risk assessment for all clinical services ( <i>MOV- risk assessment report</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The facility has put in place measures to mitigate the identified risks ( <i>MOV- mitigation plan/report</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	

## Dimension 2: Human Resources Management and Development

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>2.1 The health facility is adequately staffed as per the established HRH norms and standards.</b>	Facility is staffed as per established HRH norms ( <i>MOV-HR records</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Facility has a documented procedure for task shifting or responsibility sharing between different professional cadres ( <i>MOV- documented protocol</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>2.2 The health facility maintains an updated record of all staff.</b>	Facility has an up to date personnel file that contains the following at a minimum:  – Registration with relevant professional bodies. ( <i>MOV-personnel file with listed documents. Sample 5 files</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

Standard	Requirements	Score (tick appropriate box)	Remarks
	– Relevant academic certificates <i>(MOV-personnel file with listed documents. Sample 5 files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	– Current curriculum vitae <i>(MOV-personnel file with listed documents. Sample 5 files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	– Letters of appointment <i>(MOV-personnel file with listed documents. Sample 5 files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	– Signed job description <i>(MOV-personnel file with listed documents. Sample 5 files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>2.3 The health facility implements staff performance appraisal.</b>	Management staff have signed their annual performance contracts <i>(MOV- HR records for updated performance contracts)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Staff appraised at least once in a year <i>(MOV-personnel file with appraisal documents)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Recommendations of the appraisals implemented by the HR <i>(MOV-documented actions on recommendations)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>2.4 Facility staff engages in continuous medical education.</b>	Facility implements a continuous medical education programme ( <i>MOV- HR records and schedule and file with minutes on CME sessions</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	All staff who provide direct patient care have received training in basic cardiopulmonary resuscitation and the training is repeated at least every two years ( <i>MOV- HR records</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>2.5 Facility has staff motivation programme</b>	Facility has a system for recognition and/or rewards of high achievers ( <i>MOV-Administration records</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Team building activity carried out at least once per year ( <i>MOV-Administration records</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Motivation plan communicated to all staff ( <i>MOV- HR records</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>2.6 There shall be an induction into service programme for all new staff.</b>	There is an induction schedule for all the new staff. Induction to include but not limited to the organizational structure, work area, staff facilities, health & safety requirements and occupational hazards ( <i>MOV-documented schedule</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
	Induction report countersigned by new staff and by the designated staff in the various departments within the health facility ( <i>MOV-Induction reports filed in the staff files</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>2.7 The health facility shall allocate funds for training of staff as informed by capacity needs</b>	Annual training needs assessment conducted and documented ( <i>MOV-Training needs assessment for the current calendar or financial year</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Costed training schedule in place ( <i>MOV-training schedule</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Budget allocated for training ( <i>MOV-administration records</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>2.8 The health facility has in place a mechanism for knowledge management.</b>	The facility has a documented procedure for sharing of new knowledge which includes schedule of knowledge management activities including feedback from training, conference reports, learning sessions ( <i>MOV-documented procedure</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>2.9 The facility provides internship programme in accordance to MOH and other relevant guidelines</b>	There is evidence of approval of the health facility to act as an internship centre ( <i>MOV-Documented approval</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
	There is a documented MoU between the health facility and training institution on internship programs <i>(MOV- Documented approval)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	
	There are documented guidelines for interns, students and registrars on attachment <i>(MOV- HR records)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	
	There is an up to date register for interns and students <i>(MOV- HR records)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	
<b>2.10 Staff satisfaction shall be assessed and monitored.</b>	The facility assess and monitor job satisfaction <i>(MOV- Staff satisfaction report)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

### Dimension 3: Policies, Standards and Guidelines

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>3.1 Health care facility shall align their operations with current Health Act, Kenya Health Policy and the Kenya Health Sector Strategic Plan.</b>	The operation plan for the health facility is aligned to the current Health Act, Kenya Health Policy and KHSSP ( <i>MOV-Current annual operational plan and objectives</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>3.2 Health facilities shall, at the minimum, have the relevant policy and strategic documents available on site (</b>	The facility has in place all key policy documents and strategic plan including but not limited to the following:  ( <i>MOV- confirm availability of documents or internet access</i> )		
	– Current Kenya Health Policy	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Current Kenya Health Sector Strategic and Investment Plan	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Human Resources Norms and Standards	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Infrastructure Norms and Standards	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Previous year’s annual performance report(s)	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>3.3 A management system shall be in place for the implementation and regular review of standard operating procedures</b>	SOPs strategically displayed <i>(MOV-SOPs in each service delivery area)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Evidence that standard operating procedures and are reviewed at least once a year <i>(MOV- SOP with date of update displayed)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>3.4 Staff members are regularly updated on the current policies, standards and guidelines</b>	There is a documented plan for updating staff on the current policies, standards and guideline <i>(MOV-documented plan )</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>3.5 Facility shall ensure the availability of standard clinical treatment guidelines.</b>	The facility has relevant standard clinical treatment guidelines. <i>(MOV- confirm physical or virtual access)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Use and adherence to guidelines is monitored. <i>(MOV-monitoring report)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

## Dimension 4: Facilities and Infrastructure

Standard	Requirements	Score (tick appropriate box)	Remarks
4.1 The health facility shall be planned, managed, and comply with the applicable guidelines, policies, gazette notices and regulations.	The design of the facility is approved by the relevant authorities. <i>(MOV-Approval of design)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The design of the facility complies with the infrastructure norms and standards. <i>(MOV- Checklist for assessing and monitoring infrastructure)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>4.2 Physical facilities and Environmental conditions</b>			
4.2.1 The health facility layout shall provide adequate space for quality health service delivery, while ensuring safety of personnel, patients and visitors.	-The facility layout is appropriate for delivering health services. <i>(MOV- sample 1 outpatient and 2 inpatient service areas)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	The service delivery rooms are well ventilated. <i>(MOV- sample 1 outpatient and 2 inpatient service area)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The service delivery rooms are well lit. <i>(MOV- sample 1 outpatient and 2 inpatient service area)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	



Standard	Requirements	Score (tick appropriate box)	Remarks
	The service delivery rooms have the required equipment <i>(MOV- sample 1 outpatient and 2 inpatient service area)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The service delivery rooms have hand hygiene facilities <i>(MOV- sample 1 outpatient and 2 inpatient service area)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	The facility has an accessibility ramp for disabled/wheelchair patients <i>(MOV-observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>4.2.2 Environment monitoring shall be done in all relevant areas.</b>	Environmental monitoring done in all relevant areas for the following <i>(MOV- Monitoring log sheets, observation)</i>		
	<input type="checkbox"/> Humidity	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Light	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

Standard	Requirements	Score (tick appropriate box)	Remarks
	<input type="checkbox"/> Electrical supply	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Temperature	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Sound	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Vibrations	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	There is evidence of corrective action on opportunities identified for improvement in the following areas ( <i>MOV-Documented plans for corrective measures</i> )		
	<input type="checkbox"/> Humidity	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Light	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

Standard	Requirements	Score (tick appropriate box)	Remarks
	<input type="checkbox"/> Electrical supply	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Temperature	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Sound	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Vibrations	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>4.3 Sanitation and Hygiene</b>			
<b>4.3.1 The health facility infrastructure shall be designed, constructed and maintained to facilitate proper cleaning and drainage, infection prevention and control and pest, rodents and scavenger control</b>	The facility maintains smooth surfaces throughout to facilitate cleaning <i>(MOV-observation of evidence of smooth surfaces)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Design, construction and maintenance of the health facility allows fast drainage of water in sinks, wash basins, ablution and laundry area <i>(MOV-- interview maintenance staff and observation )</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
	Maintenance of the health facility aids control of pests, rodents and scavengers <i>(MOV- interview public health staff and observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>4.3.2 Facility shall ensure there is adequate safe running water at all times</b>	Reliable sources of safe running water <i>(MOV- observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>4.4 Management of waste and hazardous materials</b>			
<b>4.4.1 The health facility shall implement measures on use, handling, storage and disposal of hazardous materials and waste.</b>	Safe location for hazardous materials and wastes <i>(MOV-physical facility or contract for outsourced services)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Labelling of hazardous materials and wastes <i>(MOV-observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Access to certified incinerator <i>(MOV-Interview with staff)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Disposal protocols in place <i>(MOV- disposal protocls)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Facility reports incidents to allow corrective actions <i>(MOV- periodic reports)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Standard	Requirements	Score (tick appropriate box)	Remarks
	The facility has competent personnel responsible for waste disposal <i>(MOV-designated officer with terms of reference or contract in case of outsourced services)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>4.5 Lighting and security</b>			
<b>4.5.1 The health facility shall have a reliable and stable power supply.</b>	The facility has a reliable and stable power supply <i>(MOV-observation )</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>4.5.2 The health facility shall have adequate precautions to ensure the security of its premises, staff, patients and visitors</b>	The facility has a documented security plan <i>(MOV-Documented security plan</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Facility implements the security plan <i>(MOV- fencing, security guards, metallic grills in relevant areas, secure locks)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>4.6 Disaster Management, Emergency preparedness, and risk reduction</b>			
<b>4.6.1 The health facility shall have in place measures to facilitate emergency preparedness,</b>	Training programs on emergency preparedness, disaster management and risk reduction <i>(MOV-HR records)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>disaster management and risk reduction.</b>	Standard operating procedures on emergency preparedness, disaster management and risk reduction <i>(MOV-SOP)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Fire, safety and security drills <i>(MOV- drills schedule and report)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Emergency exits and fire assembly points <i>(MOV-Observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Firefighting equipment <i>(MOV-Observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	First aid kits <i>(MOV-Observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The facility has personnel responsible for emergency preparedness, disaster management and risk reduction <i>(MOV-HR records)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>4.7 Storage facilities</b>			
<b>The health facility shall provide for adequate storage space and</b>	The health facility has adequate storage space <i>(MOV-observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>conditions that maintain the quality of material stored therein.</b>	The storage space is organized to allow for first expiry first out <i>(MOV-Bin cards and observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The storage space has the right environmental conditions (temperature and humidity) <i>(MOV-temperature and humidity monitoring charts as applicable)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>4.8 Amenities</b>			
<b>4.8 The health facility has amenities for staff and clients</b>	Availability of changing rooms for staff <i>(MOV-observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Availability of staff lounge <i>(MOV-observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Adequate storage for staff's personal possessions <i>(MOV-observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Availability of safe drinking water <i>(MOV-interview staff)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Clean and functional toilets are available for staff and clients <i>(MOV-observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
	The facility has ablution services for the disabled ( <i>MOV-observation</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>4.10 Health facility maintenance</b>			
<b>4.10 The healthcare facility infrastructure shall be maintained in a functional condition.</b>	The facility has a maintenance unit with trained staff/ access to maintenance services ( <i>MOV-HR records</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The facility has a costed routine and periodic maintenance plan ( <i>MOV-Maintenance plan</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The facility implements the routine and periodic maintenance plans ( <i>MOV-Reports of corrective actions, up to date service or service contracts for outsourced services</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>4.11 Implementation of 5S</b>			
<b>The facility shall implement 5S in all its departments</b>	All staff have been trained on 5S ( <i>MOV-Training log sheet</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	



Standard	Requirements	Score (tick appropriate box)	Remarks
	Facility implements 5S in all its departments ( <i>MOV-Observation, implementation reports</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Implementation of 5S monitored and evaluated ( <i>MOV- 5S audit reports</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	

### Dimension 5: Supplies Management

Standard	Requirements	Score (tick appropriate box)	Remarks
<b>5.1 Planning for procurement</b>			
<b>Approved plans for procurement of goods and services are available and incorporated in the facility budget.</b>	The facility has an approved procurement plan ( <i>MOV-Documented plan for current financial/calendar year, minutes</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The procurement plan is incorporated in the facility budget. ( <i>MOV-Approved budget</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>5.2 Prequalification of suppliers</b>			
<b>Prequalification of suppliers shall be done in line with guidelines and regulations.</b>	The facility carries out the prequalification of suppliers ( <i>MOV-List of pre-qualified suppliers/vendors, licences of supplies</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	

	The facility evaluates performance of suppliers annually ( <i>MOV- Minutes of evaluation meetings</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
--	---	---	--

Standard	Requirements	Score (tick appropriate box)	Remarks
<b>5.3 Procedure for procurement</b>			
<b>There shall be a documented procedure for ordering, reception and storage of goods and services.</b>	The facility has qualified personnel designated to handle procurement <i>(MOV-HR records)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	An inventory management system is in place <i>(MOV-confirm for paper based or electronic system)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Specifications for all products and services to be procured are in place <i>(MOV-List/log sheet of specifications)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	The inventory records are up to date <i>(MOV-Inventory book)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Goods stored according to manufacturer's specification <i>(MOV-sample 3 items each from pharmacy stores, laboratory, general store and food store)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

## Dimension 6: Equipment Management

Standard	Requirements	Score (tick appropriate box)	Remarks
<b>6.1 The health facility shall have adequate equipment as per scope of service.</b>	The facility has a defined list of equipment and quantities required to provide each of the services offered <i>(MOV-File with list of equipment)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The facility has adequate number of functional equipment as per the scope of service <i>(MOV-Sample three service delivery areas one for routine outpatient care, support services and inpatient care)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The facility verifies that upon installation and before use, equipment is capable of achieving the necessary performance and complies with relevant requirements. <i>(MOV- Records of installation, records of validation and verification)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>6.2 There shall be an updated inventory for all equipment in the facility.</b>	The facility has an updated inventory of all equipment which should include: <i>(MOV-Equipment inventory book or log sheet)</i>		
	– Identity of equipment	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
	– Manufacturer 's name, model and serial number or other unique number	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Contact information for the supplier or manufacturer	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Date of receiving and installation at facility	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Location	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Condition when received	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Acceptance testing reports	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Preventive maintenance records	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Service records	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>6.3. Donated equipment received by the facility shall meet the national policy, standards and facility specifications</b>	The facility has access to National Policy on handling of donated equipment <i>(MOV-availability of the policy)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The facility has standard operation procedures for receiving donated equipment aligned to national policy, standards and facility specification <i>(MOV- availability of SOP)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>6.4 All equipment shall be operated by trained and authorized personnel.</b>	The facility equipment is operated by trained and authorised personnel <i>(MOV-HR records)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>6.5 Operation manuals on the use, safety and maintenance of equipment are available.</b>	All equipment have operation manuals/SOPs for use, safety and maintenance. <i>(MOV – manuals available on site)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> p	
	Equipment operation manuals are in a language that is understood by users <i>(MOV – observation of manuals)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>6.6 All equipment shall be maintained in a functional condition.</b>	There is a preventive and periodic maintenance plan for all equipment in the facility <i>(MOV-Maintenance plan)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Standard	Requirements	Score (tick appropriate box)	Remarks
	All equipment monitored in accordance with the manufacturers' specifications and applicable standards <i>(MOV-Sample one equipment from the support services)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	The facility has designated personnel for equipment maintenance or service contracts for maintenance with suppliers/manufacturers <i>(MOV- evidence of designation or contract for out sourced services)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	There is a system for calibration and validation of equipment <i>(MOV-Quality assurance log sheets/reports)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>6.7 Disposal of equipment</b>			
<b>6.7 There shall be a procedure for disposal of obsolete equipment in line with current regulation</b>	The facility has a procedure for the disposal of obsolete equipment <i>(MOV-SOPs)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The disposal is done in accordance with the guidelines and regulations <i>(MOV-Interview staff responsible equipment disposal)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

## Dimension 7: Transport and Fleet Management

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>7.1 The health facility shall have access to adequate and reliable transport facilities to support safe and effective service provision.</b>	The facility has access to adequate number of utility vehicles <i>(MOV-feedback from administration)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	There is sufficient budget allocation for transport <i>(MOV-Facility plan with approved budget for transport, interview with staff)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>7.2 The facility shall maintain all means of transport in a serviceable condition</b>	The facility has protocols for the maintenance of means of transport (where applicable) <i>(MOV-availability of protocols)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
	Service schedules and maintenance records are available and up-to-date <i>(MOV- services schedules and maintenance records)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P <input type="checkbox"/> NA	
<b>7.3 There is a documented handover process for all vehicles.</b>	There is documented SOP for the handover of all means of transport <i>(MOV-SOP available)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	
	Evidence of implementation of handover SOPs <i>(MOV- handover records)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	



## Dimension 8: Referral System

Standard	Requirements	Score (tick appropriate box)	Remarks
<b>8.1 The facility shall ensure that referral guidelines and SOPs are available and communicated to the relevant staff</b>	National Referral Guidelines are available and accessible to relevant staff <i>(MOV- confirm availability/accessibility to the guidelines)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Facility referral SOPs available and accessible to staff <i>(MOV-SOP available)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>8.2. The health facility shall ensure that patients are referred in a timely manner to the appropriate health facility or specialist, while ensuring continuity of care and patient safety.</b>	Patients referred within the time set in the service charter <i>(MOV- Interview responsible staff, files of last 5 referrals)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	The facility has access to standard ambulance services at all times <i>(MOV-Observe for availability of ambulances/ service contracts)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Facility ensures a competent staff member accompanies patient during referral <i>(MOV- Referral schedule/SOPs clearly displayed at service delivery areas)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	There is evidence that patients are referred to the appropriate health facility/specialist <i>(MOV- referral register)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	There is continuity of care/ life support for the patient while in transit	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Standard	Requirements	Score (tick appropriate box)	Remarks
	<i>(MOV- SOPs/ Interview responsible staff)</i>		
<b>8.3 The referring facility effectively communicates with the receiving facility.</b>	The facility provides round-the-clock functional and effective hotline service managed by competent personnel conversant with the management of referrals. <i>(MOV-call the hotline to confirm functionality)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Referred patients are accompanied with duly filled referral documents containing at a minimum working diagnosis, investigations done, any other care provided <i>(MOV- sample referral documents)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Facility keeps referral records as per the National Referral Strategy <i>(MOV- referral register)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Feedback is provided to the referring facility <i>(MOV-Quarterly referral reports)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Contacts details of facilities and specialists to which patients are referred are available <i>(MOV- Document with emails addresses, telephone and physical addresses)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>8.4 The health facility shall follow a documented procedure for handover of referred patients</b>	The health facility has a documented procedure for receiving referred patients. This includes but is not limited to: <i>(MOV-Documented protocols and observation )</i>		
	Location for receiving referred patients	<input type="checkbox"/> Yes	

Standard	Requirements	Score (tick appropriate box)	Remarks
		<input type="checkbox"/> No	
	Patient admission to the relevant unit and attendance by appropriate specialist	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Involvement of patients and their escorts in handover processes	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>8.5 Data on referrals/transfers is collected and used to continuously improve patient care and strengthen the referral system.</b>	The facility collects, analyses and uses the data to continuously improve patient care and strengthen the referral system <i>(MOV- referral audit, and minutes from HMT discussing referral data)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

## Dimension 9: Health Records and Health Management Information Systems

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>9.1 The health facility shall have a system for data management</b>	The health facility has data collection tools <i>(MOV-Observe at the records unit and one service delivery area)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The health facility has periodic data analysis reports <i>(MOV-Filed reports)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Results of analysis are disseminated to facility staff for decision-making <i>(MOV-Filed reports)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Facility has adequate data storage equipment (Cloud, computers, hardcopy files) <i>(MOV- observation and discussion with responsible staff)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The health facility has defined access rights for electronic data management systems (administrative passwords) <i>(MOV-Documented protocols)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The health facility has a system for off-site backup and security <i>(MOV- Feedback from records department)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>9.2 The health facility shall upload data on the DHIS as per legal requirements.</b>	The facility has more than one staff member with access rights to upload data onto DHIS <i>(MOV-user names and passwords of HMT members)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P <input type="checkbox"/> NA	
	The facility uploads service delivery reports defined in the national DHIS manual <i>(MOV- confirm data upload onto DHIS)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>9.3 Patient management and interventions shall be documented and signed by relevant personnel.</b>	The health facility has a defined minimum criteria of patient history and examination <i>(MOV-documented criteria)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	All treatments are documented and signed by relevant personnel <i>(MOV- sample 5 patient files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Patients' records contain information on diagnosis, treatment, and follow-up steps <i>(MOV-sample 5 patient files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>9.4 Patients records shall have minimum identification data.</b>	Patients identification data include at least the following: <i>(MOV-Sample 5 patients records)</i>		
	– Name	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Standard	Requirements	Score (tick appropriate box)	Remarks
	– Unique patient identification	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Patients ID number (where applicable)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Date of birth/ age	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Sex	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Residence	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Contacts	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Next of kin	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>9.5 Medical records shall contain complete, legible and easily traceable information.</b>	All medical records are complete and legible <i>(MOV-Sample 5 patient records from outpatient and inpatient)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Medical records are retrievable within the timeframe stipulated in the service charter <i>(MOV-Feedback from HR department/ observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Standard	Requirements	Score (tick appropriate box)	Remarks
<b>9.6 Records and information shall be protected from loss, destruction, tampering and unauthorized access or use.</b>	There are guidelines/SOPs for operating the registry to ensure there is no loss, destruction, tampering and unauthorized access to records and information <i>(MOV- SOP, file movement register)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Facility has a secure registry <i>(MOV-lockable doors, grills, fireproof cabinets, passwords for electronic systems)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Patient records are handled in a confidential manner <i>(MOV- all staff have filled confidentiality forms)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>9.7 All births and deaths occurring in health facility are recorded and relevant authorities notified.</b>	There is an up to date birth register/ <i>(MOV-register/ notification book)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	There is an up to date death register <i>(MOV-register, notification book/ burial permit)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

## Dimension 10: Financial Management

Standard	Requirements	Score (tick appropriate box)	Remarks
<b>10.1 The facility shall manage its finances based on policies and/or standard operating procedures</b>	The health facility has standard operating procedures to guide financial management (MOV-Document)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Duties are appropriately segregated so that no transaction is handled by one finance team member from start to completion (MOV-Financial management protocols)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Bank accounts managed only on the strength of management board/committee resolution (MOV-Financial management protocols)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	The facility carries out annual internal audits (MOV- audit reports)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	The facility carries out annual external audits (MOV- audit reports)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>10.2 The facility shall budget for finances in line with the strategic and annual work plans.</b>	Budgets aligned to the facility's annual work plan and strategic plan (MOV-Facility's operational plan with budget)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Budgets approved by the management board (MOV- Relevant minutes of board meeting)	<input type="checkbox"/> Yes <input type="checkbox"/> No	



<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
	The health facility has a designated budget for implementing quality improvement interventions within the annual work plan <i>(MOV- Budget)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>10.3 The facility shall maintain financial records to allow for continuous monitoring of income and expenditure in relation to performance data</b>	The facility monitors its income and expenditure in relation to performance data <i>(MOV- minutes of meetings where monitoring information is discussed)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>10.4 The health facility shall have mechanisms for credit management/waiver and exemption from payment for patients who are not able to pay for services</b>	There is a documented procedure for credit monitoring/waiver <i>(MOV- availability of waiver document)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	There is a documented procedure for exemptions <i>(MOV- availability of exemptions document)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

## DIMENSION 11: PROCESSES

Each facility implementing the KQMH standards will endeavour to improve all processes within its operations in the spirit of continuous quality improvement. This shall involve systematic identification of process(s) or area(s) for improvement; planning and target setting for improvement; implementation of improvement initiative; monitoring of improvement; and evaluation of initiatives. This section identifies the core areas required to address current pressing challenges in quality of care within Kenyan health facilities.

### 11.1 Outpatient Services

<i>Standard</i>	<i>Areas for assessment</i>	<i>Score (tick off the appropriate box)</i>	<i>Remarks</i>
<b>11.1.1 The facility shall plan and implement outpatient services in line with MOH policies and strategies</b>			
11.1.1.1 All patients cared for by the health facilities have their health care needs identified through an assessment process that has been defined by the hospital	The minimum requirements of history taking and physical examination of patients is defined for each clinical discipline(MOV- SOPs)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Availability of vital signs observation tools, at minimum, thermometer and blood pressure machines	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Availability of patient examination tools, at minimum, stethoscope and diagnostic kits	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Facility takes vital signs for all patients (MOV-Sample 5 patient case files)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

<i>Standard</i>	<i>Areas for assessment</i>	<i>Score (tick off the appropriate box)</i>	<i>Remarks</i>
11.1.1.2 The facility provides health education that supports patient and family participation in their care decisions and care processes.	The hospital plans education consistent with its mission, services, and patient population. <i>(MOV-Schedule with topics)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	There is an established structure for health education throughout the hospital. <i>(MOV-Schedule with topics)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
11.1.1.3 The facility shall establish nutrition plans and procedures to ensure the provision of comprehensive nutrition services.	Nutrition assessment carried out for all patients <i>(MOV-Sample 5 patient files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Nutrition assessment tools available, at a minimum, MUAC tapes, BMI calculator, weight/height board <i>(MOV-Observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Nutrition counselling services offered to all patients <i>(MOV-Sample 5 patient files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Availability of supplementary and therapeutic feeds e.g. FM 75, 100 and <i>Plumpy Nut</i> <i>(MOV- Observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Micronutrient supplements provided as per patient categorization e.g. iron, folate, Vitamin A, Zinc <i>(MOV-Sample 5 patient case files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Nutrition services provided by qualified staff <i>(MOV- HR records)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

Standard	Areas for assessment	Score (tick off the appropriate box)	Remarks
11.1.1.4 The facility shall establish procedures to ensure the provision of primary immunization services.	Availability of all KEPI vaccines (MOV- Observation of inventory; stock-outs of any antigens in the preceding 90 days)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Cold chain facilities are available (MOV- Observe monitoring charts and vaccine vial monitor)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Immunization services provided on a daily basis from Monday to Friday (MOV-Check immunization register)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
11.1.1.5 The facility shall establish procedures to ensure the provision of comprehensive emergency services.	Availability of emergency tray with essential resuscitation drugs (MOV- observation)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Availability of resuscitation equipment, at a minimum, ambubag, suture pack (MOV- observation)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Availability of staff trained on basic life support (MOV-HR Records)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Response time for all emergency cases is defined and adhered to (MOV- emergency response protocol; sample 5 patient files)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

<i>Standard</i>	<i>Areas for assessment</i>	<i>Score (tick off the appropriate box)</i>	<i>Remarks</i>
	Resuscitation drills carried out for all clinical staff, at least once every quarter ( <i>MOV-Drills plan and report</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
11.1.1.6 The facility shall provide comprehensive management of locally endemic conditions	Facility operates daily at designated times in accordance with level of care ( <i>MOV-patient service charter</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Facility follows protocols and guidelines for diagnosis of endemic conditions ( <i>MOV- SOP; Sample 5 patient case files</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Facility follows protocols and guidelines for treatment of endemic conditions ( <i>MOV- SOP; Sample 5 patient case files considering disease profile of the area where facility is located</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Referral protocols available ( <i>MOV- Observation</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
11.1.1.7 The facility shall provide high quality maternal health and family planning services.	Complete physical examination is carried out for all pregnant women seeking ANC services. ( <i>MOV-ANC register</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	ANC profile for all antenatal mothers performed and reviewed. ( <i>MOV- Sample 5 patient records</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

<i>Standard</i>	<i>Areas for assessment</i>	<i>Score (tick off the appropriate box)</i>	<i>Remarks</i>
	The facility provides individualized care to all antenatal mothers based on physical, laboratory and other diagnostic examinations. <i>(MOV- Sample 5 patient records)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Availability of both short and long acting methods of family planning <i>(MOV-FP register; inventory)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Postnatal care provided to all mothers and new-borns for at least 24 hours before discharge <i>(MOV-Postnatal service register)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Availability of cervical cancer screening services <i>(MOV-Cervical cancer screening register)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>11.1.2 The facility has a mechanism in place to involve the community in service provision</b>	Facility includes community participants in relevant committees <i>(MOV-Minutes, management files for committee constitution)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	There is a feedback mechanism to address complaints and suggestions from the community <i>(MOV-reports)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>11.1.3 The facility has a system for prevention, control and surveillance of locally endemic conditions</b>	The facility conducts surveillance of diseases of public health importance according to MOH recommendations <i>(MOV- monthly surveillance reports)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

<i>Standard</i>	<i>Areas for assessment</i>	<i>Score (tick off the appropriate box)</i>	<i>Remarks</i>
	Protocols for management of disease outbreaks are available and in use ( <i>MOV-Protocols</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Water samples are collected from community water sources periodically for bacteriological and chemical analysis, analysed and reports given to authorities and the community. ( <i>MOV- Reports</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

## 11.2 Patient Centred Care

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>11.2.1. The facility shall have a mechanism to protect the patient's rights</b>	Patient rights charter displayed conspicuously in waiting areas. <i>(MOV-Observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Regular sensitization of patients on their rights <i>(MOV- schedule/record)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Patients sign consent forms for medical procedures where required <i>(MOV- Sample 5 patient files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Facility assures that patients get full range of services regardless of their religious, economic or social status <i>(MOV- protocol in place)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>11.2.2 Health care providers in the facility shall empower and enable patients/clients to actively participate in their care processes.</b>	All service providers wear tags with name and designation visible to patients at all times <i>(MOV- observation name and designation tags)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Cost of services and any insurance rebates that apply to the patient are displayed or available to the patient. <i>(MOV-observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Patients are fully informed on risks and benefits of care given and a written consent obtained from the patient <i>(MOV- Consent forms)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	



<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
	The patient and next of kin are supported to cope with debilitating effects of illness/disability <i>(MOV-Counselling facilities, prayer rooms, referral options to appropriate facilities)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Dignity and privacy in relation to patients' care and support is provided <i>(MOV- patient screens, lockable doors)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	There is linkage to social and community networks for patient support and care <i>(MOV- List/inventory of support groups/networks)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>11.2.3 The views of patients/clients and their level of satisfaction shall be assessed</b>	The facility assesses clients' views and level of satisfaction at least once every four months <i>(MOV- client satisfaction report)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Recommendations are acted upon in improvement plans. <i>(MOV- progress report)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>11.2.4 The facility shall provide a mechanism for client/patient feedback</b>	The facility provides a complaint and compliments box/ book <i>(MOV-evidence of analysis of feedback results)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	A telephone number for patients to provide feedback through is displayed. <i>(MOV-Observation)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Client feedback analysed and acted upon <i>(MOV- progress/status report)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>11.2.5 The facility shall provide amenities for patients and visitors with disabilities</b>	The facility has protocols to follow when dealing with patients with visual and hearing impairments <i>(MOV-Documented protocols, availability of trained personnel, signage)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	The facility has provision for ease of movement for the physically handicapped	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>11.2.6 The facility shall implement a mechanism to improve accuracy of patient identification</b>	Patients are identified using at least two identifiers <i>(MOV-Protocol in place; sample 5 patient files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Each patient is provided a hospital bracelet with unique identifier <i>(MOV- Observe for armband with unique identifier)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	The same identification is consistently used throughout the care process <i>(MOV-Sample 5 patient files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Patients are identified before providing treatments and procedures <i>(MOV-Protocol in place; sample 5 patient files)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Patients are identified before any diagnostic procedures <i>(MOV-Protocol in place)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	The facility is implementing a system of reporting, investigation and change management to respond to	<input type="checkbox"/> Yes <input type="checkbox"/> No	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
	any patient care mismatching events (MOV- Documentation of this system, relevant reports)	<input type="checkbox"/> P	
<b>11.2.7 There shall be a pain management protocol as per level of patient care</b>	Pain management protocols are available (MOV- Observation)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	The facility implements processes for addressing the patient's needs for appropriate assessment and management of pain. (MOV- sample clinical notes)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>11.2.8 The facility shall have a procedure for the care of terminally ill patients</b>	Facility provides individualized plan for palliative care of the terminally ill patient (MOV- Availability of palliative care plan)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>11.2.9 The facility shall provide for respectful care of the deceased</b>	There is use of written procedures for handling cases of bereavement, performing culturally appropriate last offices, handling of the body and handover to funeral services or last rites as appropriate (MOV-SOP)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	There is debriefing and support supervision for care providers to cope with stressful encounters/situations (MOV- SOP, interview with health providers)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Facility provides for standardized, documented procedures on embalming, autopsies, issuance of burial permit as appropriate (MOV- documented procedure)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

### 11.3 Infection Prevention and Control

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>11.3.1 The health facility shall have in place an infection prevention and control governance structure as per the national policy and guidelines</b>	A multidisciplinary IPC committee/ unit in place, with terms of reference ( <i>MOV- Minutes of monthly meetings, clinical reports, appointment letters for committee members</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>11.3.2 The health facility shall ensure infection prevention and control practice is in accordance with the approved guidelines and policies</b>	A plan in place to continuously update staff knowledge on infection prevention and control practices ( <i>MOV- Work plans, training schedules, clinical audit schedule</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	The facility carries out quarterly audits on IPC to support implementation and adherence to IPC standard precautions. The report should include the following areas: ( <i>MOV- Audit reports</i> )		
	<input type="checkbox"/> Hand hygiene	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Waste management	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Respiratory hygiene	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
	<input type="checkbox"/> Occupational exposure management	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Personal protective equipment	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Care of linen	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Isolation	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Food handling	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Management of care equipment	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	<input type="checkbox"/> Control of environment	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

Standard	Requirements	Score (tick appropriate box)	Remarks
<b>11.3.3 The health facility shall have a plan for management of hazardous occupational exposure of health staff</b>	There is a plan for occupational exposure management of staff health. <i>(MOV- staff immunization schedules, pre and post-exposure prophylaxis guidelines, needle stick injuries record book)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>11.3.4 The health facility shall ensure adequate IPC supplies at all times</b>	There is mechanism to ensure adequate IPC supplies at all times <i>(MOV- inventory of IPC supplies lasting at least 6 months)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

## 11.4 Accidents and Emergency

<i>Standard</i>	<i>Requirements</i>	<i>Score (tick appropriate box)</i>	<i>Remarks</i>
<b>11.4.1 The health facility shall ensure that the accident and emergency department has adequate resources and skills to provide quality emergency care</b>	Facility has adequate number of licensed skilled staff ( <i>MOV- HR records</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Healthcare workers involved in adult emergency care have additional training on Basic Life Support and Advanced Life Support ( <i>MOV-HR records</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Healthcare workers involved in paediatric emergency care have additional training on Basic Life Support and Pediatric Advanced Life Support ( <i>MOV-HR records</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
	Facility has adequate emergency equipment and Supplies, fully stocked resuscitation trolley ( <i>MOV-inventory of emergency equipment and supplies</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>11.4.2 The facility shall ensure that triaging is conducted according to current guidelines</b>	Triage guidelines in place	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	Triage turn-around time is defined ( <i>MOV- quarterly report on assessment of turn-around-time</i> )	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Standard	Requirements	Score (tick appropriate box)	Remarks
	A record of patient volumes based on the different triage categories is maintained <i>(MOV- triaging register)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>11.4.3 The health facility shall ensure that evidence-based emergency care guidelines are available and effectively applied within the Emergency Department</b>	Algorithms for trauma and medical emergencies are available <i>(MOV- availability of algorithms)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<b>11.4.4 The facility shall ensure that turn-around times for emergencies is monitored and reviewed.</b>	The following turn-around time is monitored:		
	– Door to Triage	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Door to Doctor/clinicians	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Laboratory Services	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	– Decision to referral	<input type="checkbox"/> Yes <input type="checkbox"/> No	



Standard	Requirements	Score (tick appropriate box)	Remarks
	<ul style="list-style-type: none"> <li>– Door to Disposition/Length of Stay in A&amp;E</li> </ul> <p><i>(MOV-Discharge, Admission, Referral)</i></p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	<p>Evidence that patients are seen within the time limits set by the triage guidelines</p> <p><i>(MOV- quarterly report on assessment of turn-around time)</i></p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p><b>11.4.5 The facility shall evaluate morbidity and mortality data within the A&amp;E department.</b></p>	<p>Facility maintains records of patients who return to the Emergency Department within 24 hours after being seen. <i>(MOV- A&amp;E register)</i></p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	<p>Review of all mortalities conducted within 24 hours of admission. <i>(MOV- mortality audit report)</i></p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
<p><b>11.4.6 The facility shall provide emergency care, regardless of the ability to pay for service.</b></p>	<p>Availability and use of protocols for service fee waiver and exemption. <i>(MOV-protocols; waiver and exemptions register )</i></p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	
<p><b>11.4.7 The facility shall be prepared to handle mass casualties at all times</b></p>	<p>All staff are assessed quarterly on their knowledge of mass casualty management skills and the institutional procedures</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

Standard	Requirements	Score (tick appropriate box)	Remarks
	(MOV-assessment report)		
	Facility conducts demo drills twice a year to test the facility's preparedness to manage mass casualties (MOV-drills report)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> P	

## DIMENSION 12: RESULTS

The facility shall assess its performance on a quarterly basis using a set of defined key performance indicators. Trends for the KPIs shall be analysed and documented. These indicators have been outlined in the section below:

No.	Indicator	Benchmark	0	1	2	3	4
1	Patient satisfaction index	85%	<21%	21-42%	43-63%	64-84%	≥85%
2	Staff satisfaction index	85%	<21%	21-42%	43-63s%	64-84%	≥85%
3	Episodes of stock out of any of the 22 essential medicines and supplies lasting over 7 days in the last three month	0	≥7 episodes	5-6 episodes	3-4 episodes	1-2 episodes	0
4	Down time rates for vaccines fridge: Number of days the vaccine fridge was not functional in the past 90 days	0	≥7 days	5-6 days	3-4 days	1-2 days	0 days
5	Proportion of emergency patients referred within 30 minutes of decision making <b>Numerator:</b> Number of emergency patients referred by the facility within 30 minutes of decision making	100%	< 25%	25-49%	50-74%	75-99%	100%

No.	Indicator	Benchmark	0	1	2	3	4
	<b>Denominator:</b> Total number of emergency patients referred by the facility						
6	Proportion of under year one children vaccinated against Measles and Rubella <b>Numerator:</b> No. of children under 1 yr immunized against measles <b>Denominator:</b> Facility target population under 1 year of age	90%	< 22	22-44%	45-67%	68-89%	≥90%
7	HIV viral load suppression <b>Numerator:</b> Number of HIV patients on treatment whose viral loads are suppressed below 1000 copies/μl <b>Denominator:</b> Total number of HIV patients on treatment	90%	< 22	22-44%	45-67%	68-89%	≥90%
8	All women of reproductive age accessing care at the health facility are screened for cervical cancer <b>Numerator:</b> Number of women screened for cervical cancer <b>Denominator:</b> All women of reproductive age accessing care at the health facility	75%	<18%	18-37%	37-56%	57-74%	≥75%
9	Quarterly data quality audits carried out in the past one year	4	0	1	2	3	4



## APPENDICES

### Appendix 1: A&E Equipment

The basic equipment and supplies needed for effective running of the A&E are listed below:

<p>Airways/Breathing</p> <ul style="list-style-type: none"> <li>▪ Bag valve mask</li> <li>▪ Chest tube / underwater seal drainage</li> <li>▪ Combitube</li> <li>▪ Elastic gum bougies</li> <li>▪ Endotracheal tube</li> <li>▪ Laryngeal Mask Airway</li> <li>▪ Laryngoscope, various sizes of blades</li> <li>▪ McGill forceps</li> <li>▪ Nasal prongs</li> <li>▪ Nasopharyngeal airways</li> <li>▪ Nebulizer machine</li> <li>▪ Oropharyngeal airways</li> <li>▪ Oxygen cylinder with a flow metre</li> <li>▪ Suction machines, tubes and catheters</li> <li>▪ Thoracotomy set</li> <li>▪ Tongue depressor</li> <li>▪ Tracheostomy set</li> <li>▪ Transport Ventilators</li> </ul>	<p>Other A&amp;E Equipment</p> <ul style="list-style-type: none"> <li>▪ Barlows tape measure (for children)</li> <li>▪ Weighing scale</li> <li>▪ Telephone and directory</li> <li>▪ Pedal operated colour-coded waste bins</li> <li>▪ Safety box for sharps</li> <li>▪ Blood fridge</li> <li>▪ Cabinets</li> <li>▪ Computer (s) and accessories and appropriate software</li> <li>▪ Drug cabinet</li> <li>▪ Examination couch</li> <li>▪ Examination lamps</li> <li>▪ Hoist</li> <li>▪ Instrument trays</li> <li>▪ Office furniture</li> <li>▪ EPI Refrigerator</li> <li>▪ Resuscitation trolley/tray</li> <li>▪ Rollers</li> <li>▪ Stretchers</li> <li>▪ Procedure trolleys</li> <li>▪ Wheel chairs</li> </ul>
<p>Splints</p> <ul style="list-style-type: none"> <li>▪ Bandages</li> <li>▪ Cervical collar –hard collar</li> <li>▪ Plaster of Paris</li> <li>▪ Spine board</li> <li>▪ Traction kit</li> </ul>	<p>Monitoring Devices</p> <ul style="list-style-type: none"> <li>▪ Pulse oximeter</li> <li>▪ Patient Monitors (invasive*** and non invasive)</li> <li>▪ Glucometer</li> <li>▪ Blood gas electrolyte analyser</li> <li>▪ Spirometer/ peak flow meter</li> <li>▪ Thermometer</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Diagnosis set</li> <li>▪ Stethoscope</li> <li>▪ Sphygmomanometer (Digital &amp; Aneroid)</li> </ul>
<p>Circulation/Haemodynamics</p> <ul style="list-style-type: none"> <li>▪ 12 lead ECG machine</li> <li>▪ Blood and fluid warmer</li> <li>▪ Central venous catheters</li> <li>▪ Defibrillator/ Automated External Defibrillator (AED)</li> <li>▪ Foleys catheter s</li> <li>▪ Infusion pumps</li> <li>▪ Intraosseous Needles</li> <li>▪ IV cannulae 14, 16 18 20 and 22</li> <li>▪ Syringe pumps</li> </ul>	<p>Diagnostic</p> <ul style="list-style-type: none"> <li>▪ Mobile X-ray machine</li> <li>▪ Diagnostic set</li> <li>▪ Specimen bottles</li> <li>▪ Lumbar puncture set</li> <li>▪ Foetal heart monitor</li> <li>▪ Ultrasound machine</li> </ul>

## Appendix 2: Essential Medicines

	<i>Medicine</i>	<i>Description</i>
1.	Cap Amoxicillin	250mg
2.	Syr Amoxicillin	125mg/5ml
3.	Tab Paracetamol	500mg
4.	Tab Cotrimoxazole	480mg
5.	Tab Albendazole	400mg
6.	Tab Chlorpheniramine	4mg
7.	Tab Artemisinin lumefantrine	20/120mg
8.	Susp Metronidazole	200mg / 5ml
9.	Inj Gentamycin	
10.	Inj Benzylpenicillin	
11.	Inj Adrenaline	1mg/ml
12.	Inj Hydrocortisone	100mg/ml
13.	Oral rehydration salt	500ML/satchet
14.	Tetracycline eye ointment	1%
15.	Clotrimazole cream	1%
16.	Inj. Oxytocin	
17.	Infusion Normal Saline	

### Appendix 3: List of Tracer Non-pharmaceutical products

No.	Item Description	Item category	Unit of Issue
1	Cotton, Gauze Plain 36" x 100yds - 1500gms BP weight White colour, Loosely Woven and absorbent	Surgical dressing	rolls
2	Cotton wool 400gm	Surgical dressing	rolls
3	Giving sets, Blood, Double Chamber	surgical syringes/ needles /cannulas	Box of 25
4	Autoclaving Tape	Surgical dressing	pack of 10
5	Cord Clamps	Surgical dressing	pack of 100
6	<b>Gloves :</b>		
	Gynaecological gloves	Surgical gloves	pairs
	Surgical Latex Gloves (Sterile) size 7.5 "	Surgical gloves	Pack of 50 pairs
	Clean gloves	Surgical gloves	Pack of 50 pairs
7	Giving sets, Blood, Double Chamber	surgical syringes/ needles /cannulas	
8	Giving Sets, IV Fluid Infusion, with air inlets	surgical syringes/ needles /cannulas	
9	Catheters Folley's 30ml size - 16 FG	Surgical tubes	Pieces
10	I.V. Cannulas : - short Teflon, 18G - short Teflon, 24G	Surgical tubes	Pack of 50
11	Safety Boxes	Surgical dressing	Pack of 50
12	Sutures: Nylon No. 2/0 1/2" circle reverse,Cutting needle, 26mm, 75cm Non-absorbable (sterile) Polyglycolic acid 2/0 RBN 30mmx75cm	Sutures	Dozen
13	Syringes: 2ml with G23 Needle (Reuse Prevention Syringes) 5ml with one G 21needle (Reuse Prevention Syringes)	Surgical syringes/ needles /cannulas	Box of 100
14	Zinc Oxide strapping 7.5cm x 4.5m BPC	Surgical dressing	box of 6 pc
15	Bandages, Cotton, loose Woven, BP,7.5cm x 4.5m	Surgical dressing	Dozen
16	<b>Blades, Surgical, size 23</b>	<b>Surgical tubes</b>	<b>pack of 10</b>



## TERMINOLOGY

- Accreditation:** Third party attestation related to a conformity assessment body conveying formal demonstration of its competence to carry out specific conformity assessment tasks.
- Advanced life support:** The preservation or restoration of life by the establishment and/or maintenance of airway, breathing and circulation using invasive techniques such as defibrillation, advanced airway management, intravenous access and drug therapy.
- Adverse drug reaction:** A drug response that is noxious and unintended, and which occurs at doses normally used or tested in humans for the prophylaxis, diagnosis or therapy of disease, or for the modification of physiological function.
- Annual plan:** The current action plan for the year for achieving organization goals and objectives, which includes the processes, actions and resources needed for this. Also operational plan.
- Assessment:** Process by which the characteristics and needs of clients, groups or situations are evaluated or determined so that they can be addressed. The assessment forms the basis of a plan of care and treatment for patients or improvement for facilities.
- Assessor:** External reviewer, assessor of achievement of or compliance with agreed standards, principles and/or criteria.
- Basic life support:** The preservation of life by the initial establishment of, and/or maintenance of, airway, breathing, circulation and related emergency care, including use of an automated external defibrillator.
- Best practice:** Approaches that have been shown to produce superior results, selected by a systematic process, and judges as exemplary.
- Calibration:** The comparison of a measurement instrument or system of unverified accuracy with a measurement instrument or system of known accuracy, in order to detect any variation from required measurement performance.
- Care plan:** A document that outlines the care and treatment to be provided to a client, a set of actions the healthcare provider will implement to resolve health problems identified by assessment or to achieve the client's goals and needs.

<b>Care-givers:</b>	People who provide unpaid care and support to family members and friends who have a disability, mental illness, chronic condition, terminal illness or general frailty.
<b>Clients:</b>	Individuals being served or provided with care or treatment by the organization.
<b>Complaint:</b>	Expression of a problem, an issue, or dissatisfaction with services that may be verbal or in writing.
<b>Consent:</b>	Voluntary agreement or approval given by a client.
<b>Continuity:</b>	The provision of coordinated services within and across programs and organizations, and over time.
<b>Continuous quality improvement:</b>	A systematic, ongoing effort to raise an organization's performance as measured against a set of standards or indicators.
<b>Criteria:</b>	Specific steps to be taken, or activities to be done, to reach a decision or a standard, measurable elements of a standard.
<b>Cultural appropriateness:</b>	The design and delivery of services are consistent with the cultural values of clients who use them.
<b>Data:</b>	Facts and statistics collected together for reference or analysis, from which information can be generated.
<b>Decontamination:</b>	The removal of dangerous substances, rendering harmless by the removal or neutralization of poisons or radioactivity.
<b>Effectiveness:</b>	The degree to which services, interventions or actions are provided in accordance with current best practice in order to meet goals and achieve optimal results.
<b>Efficiency:</b>	The degree to which resources are brought together to achieve desired results most cost effectively, with minimal waste, re-work and effort
<b>Environment:</b>	The overall surroundings where health care is being delivered, including the building, fixtures, fittings and services such as air and water supply. Environment can also include other patients, visitors and the workforce
<b>Escalation protocol:</b>	The protocol that sets out the organizational response required for different levels of abnormal physiological measurements or other observed deterioration. The protocol applies to the care of all patients at all times

<b>Ethics:</b>	Acknowledged set of principles that are deemed morally correct and which guide professional and moral conduct.
<b>Evaluation:</b>	Assessment of the degree of success in meeting the goals and expected results (outcomes) of the organization, services, programs or clients.
<b>Evidence:</b>	Data and information used to made decisions. Evidence can be derived from research, experiential learning, indicator data, and evaluations. Evidence is used in a systematic way to evaluate options and make decisions.
<b>Feedback:</b>	Information or comment provided by clients in response to a service or query.
<b>Guidelines:</b>	Clinical practice guidelines are systematically developed statements to assist practitioner and patient decisions about appropriate health care for specific circumstances
<b>Hand hygiene:</b>	A general term referring to any action of hand cleansing.
<b>Health outcome:</b>	The health status of an individual, a group of people or a population that is wholly or partially attributable to an action, agent or circumstance.
<b>Healthcare provider:</b>	A person who provides the health care for or on behalf of the organization, group or agency, e.g. a doctor, nurse, allied health professional.
<b>Health record:</b>	Information about a patient held in hard or soft copy. The health service record may comprise of clinical records, administrative records and financial records (e.g. invoices, payments and insurance information.
<b>Incident:</b>	An event or circumstance that resulted, or could have resulted, in unintended and/or unnecessary harm to a person and/or a complaint, loss or damage.
<b>Indicator:</b>	Performance measurement tool that is used as a guide to monitor, evaluate, and improve the quality of services. Indicators relate to structure, process, and outcomes and are rate based, i.e. have a numerator and denominator so that they can be compared and benchmarked.
<b>Infection control or infection control measures:</b>	Actions to prevent the spread of pathogens between people in a healthcare setting. Examples of

infection control measures include targeted healthcare associated infection surveillance, infectious disease monitoring, hand hygiene and personal protective equipment.

- Informed consent:** A process of communication between a patient and their medical officer that results in the patient's authorization or agreement to undergo a specific medical intervention. This communication should ensure the patient has an understanding of all the available options and the expected outcomes such as the success rates and/or side effects for each option
- Intervention:** Action taken to treat or provide care or other service designed to improve health outcomes.
- Leadership:** Ability to provide direction and cope with change. It involves establishing a vision, developing strategies for producing the changes needed to implement the vision; aligning people; and motivating and inspiring people to overcome obstacles.
- Management:** The organization and coordination of the activities of a facility or organization in order to achieve defined objectives. It involves setting targets or goals for the future through planning and budgeting, establishing processes for achieving those targets and allocating resources to accomplish those plans.
- Medication history:** An accurate recording of a patient's medicines. It comprises a list of all current medicines including all current prescription and non-prescription medicines, complementary healthcare products and medicines used intermittently; recent changes to medicines; past history of adverse drug reactions including allergies; and recreational drug
- Monitoring:** Being aware of the state of a system by observing a situation or process for any changes which may occur over time, usually using a measuring tool or device.
- Monitoring plan:** A written plan that documents the type and frequency of observations to be recorded.
- Objective:** A target that must be reached if the organization is to achieve its goals. It is the translation of the goals into specific, concrete terms against which results can be measured.
- Orientation:** A formal process of informing and training workforce upon entry into a position or organization, which covers the policies, processes and procedures applicable to the organization.

- Partograph:** Tool that can be used by healthcare providers during the birthing process to assess the progress of labor and identify when intervention is necessary.
- Patient:** A person receiving care in a health facility. Also referred to as consumer or client.
- Patient-centered care:** The delivery of health care that is responsive to the needs and preferences of patients. Patient-centered care is a dimension of safety and quality.
- Patient identifiers:** Items of information accepted for use in patient identification, including patient name, date of birth, gender, address, medical record number etc. Health facility and clinicians are responsible for specifying the approved items for patient identification. Identifiers such as room or bed number are not to be used by facilities implementing the KQMH.
- Patient rights charter:** A clear statement of the rights of all clients of the organization, which all personnel are required to recognize and protect and which is supported by health facility and service policies, procedures and resource levels.
- Performance evaluation:** The continuous process by which a manager and a staff member review the staff member's performance, set performance goals, and evaluate progress towards these goals.
- Performance targets:** Expected levels of performance, used to assess performance achieved compared to planned or expected performance.
- Policy:** A set of principles that reflect the organization's mission and direction. All procedures and protocols are linked to a policy statement.
- Procedures:** Written sets of instructions conveying the approved and recommended steps for a particular act or series of acts. Procedures make policies and protocols operational and are specific to an organization.
- Protocol:** An established set of rules used for the completion of tasks or a set of tasks.
- Quality:** The degree of excellence, extent to which an organization meets clients' needs and exceeds their expectations.

- Quality assessment:** Planned and systematic collection and analysis of data about a service, usually focused on service content and delivery specifications and client outcomes
- Quality improvement:** Ongoing response to quality assessment data about a service in ways that improve the processes by which services are provided to clients.
- Referral:** The act of a facility or provider directing a client/patient to the care of another facility, or service provider; or giving direction to or on behalf of the client to obtain additional services from another organization or provider.
- Rights:** Something that can be claimed as justly, fairly, legally, or morally one's own. A formal description of the services that clients can expect and demand from an organization.
- Risk:** The chance of something happening that will have a negative impact. It is measured by consequences and likelihood.
- Risk management:** The design and implementation of a program to identify and avoid or minimize risks to patients, employees, volunteers, visitors and the institution.
- Safety:** The degree to which the potential risk and unintended results are avoided or minimized.
- Standard:** A desired and achievable level of performance against which actual performance is measured.
- Standard Operating Procedures:** Set of detailed, written instructions, having the force of a directive, to achieve uniformity or standardization of the performance of a specific function.
- Strategic plan:** A formalized plan that establishes the organization's overall goals and that seeks to position the organization in terms of its environment.
- Surveillance:** The process of data collection, collation and analysis for the purpose of characterizing groups of risks and identifying control strategies, and the timely dissemination and feedback of data to those who need to know.
- System:** The organization of resources, policies, processes and procedures that are integrated, regulated and administered to accomplish the objective of the Standard.

Page blank intentionally

Ministry of Health,  
Afya House, Cathedral Road,  
P.O. Box 30016–00100, Nairobi, Kenya.  
Telephone: +254-20-2717077  
<http://www.health.go.ke/>