Choosing the Right Quality Improvement Tool

SELECTION GUIDE

Quality Action
Improving **HIV** Prevention in Europe

The first page of the selection guide includes a brief overview of each tool that can be used for an initial comparison. On the following pages is more information on each tool, listed in several different categories. By comparing tools using the various categories, it will be possible to identify the tool or tools most appropriate for use in your situation.

- The **Applications** column links each tool to the types of projects and programmes that would benefit from its use. It is worth noting that some tools are suitable for a number of different applications. It is also possible to use different tools to assess the same project or programme at different times in their lifecycle.

- The next three columns – **Personnel and Expertise**, **Resources** and **Time** – help you understand and assess what will be needed to apply a tool successfully. The combined level of resources can vary significantly, given the size and scope of the project or programme being assessed.

- The column about **Level of Stakeholder Participation** is important because the level of participation, especially by representatives from key populations involved with and/or affected by your project/programme, strongly influences quality. It is important to remember that the meaningful involvement of key stakeholders in the use of a quality improvement tool generally requires some degree of advanced planning, including the time required to introduce and familiarize them with the tool. However, the value of the participation should not be underestimated.

- The last two columns – **Strengths** and **Limitations** – identify some additional insights from developers and users of the various tools on issues you may encounter when using them.

Succeed

- Succeed is a self-guided and self-assessed tool designed for use at the project level.
- The tool is built around a straightforward, 13-page questionnaire.
- This questionnaire is divided into three sections that often can be found in QA and QI tools: Structure, Process and Results.
- The tool also includes three case studies.

QIP – Quality in Prevention (project level)

- QIP is a self-guided and externally assessed tool designed for use at the project level.
- The tool is built around a comprehensive 28-page questionnaire.
- This questionnaire is divided into seven sections: Project description and concept; Personnel and qualifications; Target groups; Planning and preparation; Dissemination and promotion; Process design; and Results.

Schiff – Improving the Quality of Prevention Programmes

- Schiff is a self-guided and self-assessed tool designed for use at the programme level, including national and sub-national (e.g. region. Province, state, department, canton) levels.
- The toll is built around a practical, 20-page questionnaire.
- The tool includes eight sections: 1) Know your epidemic, know your response; 2) Key populations; 3) Key stakeholders; 4) Resources; 5) Barriers and enablers; 6) Monitoring and Evaluation; 7)Overall goals; 8) Priorities.
- The tool also includes a Population& Programme Worksheet and a template for Stakeholder Snapshots.

PIQA – Quality Assurance for HIV Prevention Projects for People Who Inject Drugs (PWID)

- PIQA is a self –guided and self– assessed tool to specifically assess the quality of health promoting and preventive aspects of HIV-prevention projects/ interventions for PWID
- The tool is built around a straightforward, 5 page scoring form that shows what is " Weak, Moderate or Strong" in a project/intervention,
- The tool includes 7 sections: 1)Analysis; 2) Determinants; 3)Objectives; 4) Intervention; 5) Implementation strategy; 6) Evaluation; 7) Contextual conditions
- PIQA focuses on behavioural and social aspects of prevention for PIWD. It complements the more medical aspects and services oriented parts of HIV-prevention and treatment for PWID, which are often better and more thoroughly described in guidelines.
- The intention is to link the tool to methods guidance on the website of EMCDDA and to other relevant evidence.

PQD – Participatory Quality Development

- PQD is a comprehensive toolkit that includes 11 participatory approaches for all parts of a project cycle.
- The toolkit is built around proven approaches to draw on local knowledge; secure the participation of the target community; focus on interventions that are oriented around the needs of key populations; and build and sustain productive collaborations.
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Applications	Personnel and Expertise	Resources	Time	Level of Stakeholder Participation	Strengths	Limitations
Appropriate for projects of all different sizes, including small, community-based projects as well as new and/or developing projects Suitable for organizations and individuals who are new to quality improvement Useful for confirming the appropriateness and quality of project plans Useful when a rapid assessment and/or quick turnaround is required	Requires at least one person who has good knowledge of the project Can be used by the project/implementation team, management team and/or the board of directors Different stakeholders (e.g. representatives of target groups) can participate The tool can be used in a group exercise with a facilitator Organizations that are new to QI should use a skilled/trained facilitator Requires at least one person with data management skills to track the inputs	Paper-based or computer-based version of the tool Production of background materials for group work, if this work is part of the exercise. Capacity to collect additional data, if needed Ability to hold follow-up meetings after the assessment can help ensure that improvements agreed during the process are implemented	The amount of time required to complete the exercise depends on the number of stakeholders; it can range from 6hours to a few days, possibly in 2 separate meetings It is important to allow sufficient time to use the tool	Medium to high Stakeholders can be more or less involved depending on how the tool is used The dynamics of group work may limit how active and/or involved some individuals are in the process/discussions	Step-by-step process Easy to use Open-ended questions promote discussion Explores hierarchies in project management and implementation structures Produces an action plan for quality improvement May lead to strengthened and/or expanded collaboration with project partners (if used with groups of stakeholders)	Existing assumptions and/or biases may go unchallenged without facilitation Possible to miss important details Difficult to know when to stop discussing the open-ended questions

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Designed for use by established or well-defined interventions and/or projects Useful when an external assessment by independent experts is valuable or required; the external assessment includes recommendations for improvement Useful to improve the quality of planning and evaluation as well as the quality of implementation	Requires at least one person with detailed knowledge of all aspects of the project Requires someone with full access to project documentation Most effective if the entire project team, including the full range of stakeholders is involved Better results if senior managers lead the exercise or play an active role in it Requires one or more skilled facilitators to fully engage the participants Requires at least one person with data management skills to track the inputs	Computer-based version of the tool Production of materials for group work, if this work is part of the exercise Outside facilitator(s) or support person, if needed	The amount of time required to complete the exercise depends on the size and complexity of the project At a minimum, it is likely to take several days to collect the information required to complete the questionnaire The external assessment can take several additional weeks to complete	High Stakeholders can be more or less involved depending on how the tool is used The dynamics of group work may limit how active and/or involved some individuals are in the process/discussions QIP is most effective if the entire project team is involved in the exercise	External assessment provides an objective perspective on the project Emphasizes the role of stakeholders in the project Helps project teams reflect on what has been done and what can be learned from past experience, including the different stages of project implementation Helps build an evidence base for what is successful about the project	Requires a significant commitment of time, especially to determine how best to follow-up on the findings and recommendations Works best with mature projects with a track record of implementation; new and/or developing projects without a documented history may not benefit from using this tool

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Applications	Personnel and Expertise	Resources	Time	Level of Stakeholder Participation	Strengths	Limitations
Designed for use by established or well-defined interventions Appropriate for programmes of different sizes, ranging from national programmes to municipal programmes	Depending on the scale of the programme, likely to require a small team with sound knowledge of the various aspects of the programme Designed for use by the programme management team and/or oversight body Valuable to ensure the participation of key stakeholders such as implementing partners, affected populations and others with primary knowledge of critical aspects of the programme Requires at least one person with data management skills to track the inputs	Paper-based or computer-based version of the tool Capacity to collect additional data, if needed Outside facilitator(s), if needed Ability and resources to hold follow-up discussions and other necessary trainings after the assessment can help ensure that improvements agreed during the process are implemented	The amount of time required to complete the exercise depends on the size and complexity of the programme At a minimum, it is likely to take several days to collect the information required to complete the questionnaire. At national level the process can be supported as part of international reporting efforts (e.g. Dublin , GARP). Analysis of the findings can/should be open-ended	Medium to high Stakeholders can be more or less involved depending on how the tool is used The dynamics of group work may limit how active and/or involved some individuals are in the process/discussions	Encourages key stakeholders to look broadly at the quality of an integrated programme as opposed to the quality of a single intervention and/or project Straightforward process that can yield significant insights on issues that are often overlooked May lead to strengthened and/or expanded collaboration with key partners	Programmes can contain a large number and/or wide range of different components, which may not all be captured in the process of using the tool To be effective, may need to be repeated on a regular basis as programmes evolve Existing assumptions and/or biases may go unchallenged without an external facilitator

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QATH/PWID is specifically designed for projects/ interventions focusing on people who inject drugs Appropriate for projects of all different sizes. Appropriate for prevention interventions and projects aiming to reach and promote the health of and prevent the spread of HIV infection and hepatitis among people who inject drugs	Depending on the scale of the project, likely to require at least one person or a small team with sound knowledge of the various aspects of the project Valuable to ensure the participation of key stakeholders such as implementing partners, affected populations and others with primary knowledge of critical aspects of the project Requires at least one person with data management skills to track the inputs	The tool is computer based (but printouts can be made to inform participants) Capacity to collect additional data if needed Outside facilitator(s) with health promotion background to support the exercise could perhaps be needed	The amount of time required to complete the exercise depends on whether stakeholders will be involved; it can range from a half day to a few days, possibly in two meetings	Low– Medium (High if participation is specially planned) Some aspects might be perceived as too technical by participants from the key population Very relevant to include implementing partners in the application of the tool	Straightforward process that can yield significant insights on issues that are often overlooked Makes the strong parts of the project/ intervention visible; helps projects reflect on areas for improvement Helps to monitor improvements and safeguard the strong aspects of a project PIQA introduces social determinants and the social environment as an important quality aspect in projects for people who inject drugs	Provides a quick measure of a project but not as much about the stakeholders if they are not specifically included in the application of the tool Implementing possible solutions for improvements requires participatory processes that are not included in the tool (but are available in the PQD tool)

PQD: Participatory Quality Development

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- **The toolkit is built around proven approaches to draw on local knowledge; secure the participation of the target community; focus on interventions that are oriented around the needs of key populations; and build and sustain productive collaborations.**
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Applications	Personnel and Expertise	Resources	Time	Level of Stakeholder Participation	Strengths	Limitations
Suitable for all sizes of projects Particularly relevant for projects that want to actively involve key target groups Useful for improving the quality of needs assessment, planning, implementation and evaluation	Project teams must know how to select and apply different methods Some methods require support from senior management Some methods require research expertise Most methods require an experienced and capable facilitator	Paper-based or computer-based version of the toolkit Some PQD methods can be done as a desktop exercise Other PQD methods rely on group work, surveys or larger consultation meetings	The amount of time required to complete an exercise depends on the method being used; it can range from several hours to several days to several weeks The step-by-step guides in the PQD toolkit identifies the amount of time required for each method	High Methods in the PQD toolkit depend on extensive interaction with stakeholders	Encourages more expansive and extensive thinking about stakeholder perspectives Different methods can be very efficient and cost-effective ways to collect stakeholder inputs Case studies provide valuable lessons on how to use the methods	Requires leaders and/or facilitators to understand and engage with the underlying theories of participation to maximize the benefit of using the toolkit May require training if users are not familiar with the concept of participation Some open-ended methods do not use specific quality standards or benchmarks