Title: “Redesigning Joint Integrated Supportive Supervision to Improve Quality of Health Care in Liberia”

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Context
- The Ministry of Health (MOH) of Liberia, in collaboration with stakeholders, has made significant progress in improving healthcare quality through several initiatives:
  - Adoption of strategies and guidelines: The MOH has implemented important strategies and guidelines, such as the National Health Quality Strategy (NHQS) for the period 2017-2021 and the Essential Package of Health Services (EPHS).
  - Enhancing healthcare worker capacity: The MOH has prioritized the development of healthcare workers by offering comprehensive training programs, mentoring, coaching, and other support mechanisms.
  - Provision of tools: The MOH has provided resources such as the EPHS core standards and the Joint Integrated Supportive Supervision (JISS) tool to assess the quality of health services.
  - Enhanced supervision visits: The MOH has piloted the Joint Integrated Supportive Supervision visits using the JISS tool, which involves multidisciplinary teams assessing various technical areas. The frequency of visits varies by level: district (100% of health facilities, monthly), county (75% of health facilities, quarterly), and national (25% of health facilities, biannually).
  - Each JISS visit includes an entry meeting, post-supervision feedback, scorecards for health facilities, and the development of specific action plans.

Activity Impact
The comprehensive approach of in-person orientation, mandatory online courses, and moderated community of practice has yielded significant positive outcomes for the CHOs:

- Improved Leadership Capacity: The orientation and training sessions have enhanced the CHOs’ leadership capacity, enabling them to excel in co-creating activities with partners, providing effective oversight and monitoring, and ensuring efficient project implementation in their respective counties. They have acquired the necessary skills and knowledge to navigate complex health systems and effectively manage their teams.
- Enhanced Efficiency and Effectiveness: With their improved leadership capacity, the CHOs have streamlined processes, made informed decisions, and achieved greater efficiency and effectiveness in project implementation.
- Delegation and Empowerment: Notably, the CHOs have shown improved ability to delegate tasks and empower their staff. They recognize the importance of building a competent and motivated workforce motivated within their counties. By effectively delegating responsibilities and empowering their team members, the CHOs have fostered a supportive and productive work environment. This approach boosts staff morale and enables the CHOs to focus on higher-level strategic activities, maximizing their impact.
- Overall, the combination of in-person orientation, mandatory online courses, and moderated community of practice has significantly enhanced the leadership capacity of the CHOs. Their improved skills in project oversight, task delegation, and staff empowerment have resulted in more efficient and effective implementation of health initiatives in their counties.

Evidence
- During the second quarter of Program Year 4, 90% (162 out of 180) of the health facilities assessed in the eight Government-to-Government (GoG) counties displayed an improvement in their overall JISS scores. These facilities either moved up by at least one category or maintained the “adequate” category.
- In the four counties affected by malaria, 85% (23 out of 27) of the health facilities assessed showed increased improvement in their overall JISS scores. They either moved up by one category or maintained the “adequate” category.

Lessons Learned
- To improve the effectiveness of JISS visits and align with global evidence, it is recommended to reassess their frequency for long-term sustainability and enhanced healthcare quality.
- Instead of solely focusing on individual provider performance, the approach should be revised to encompass facility-wide clinical governance and service readiness, in line with established global best practices for facility supervision tools.
- To address persistent issues identified during JISS assessments, it is crucial to strengthen engagement with higher levels of authority and involve the community, ensuring a comprehensive approach to addressing common gaps.
- Compared to traditional paper-based tools, the eJISS is a cost-effective solution that eliminates printing costs, simplifies data completion, enables result visualization, and incorporates data quality measures. Thus, widespread adoption and scaling up of the eJISS approach are recommended.