

# AGENDA

- 8:30a -12:00p (Break at: 10:00 -10:15)

## **WORKING SESSION**

- AIMS
- Process Mapping
- Action Plans
- Develop Clearly Defined Team Roles and Responsibilities
- Develop Communication Plan
- 12:00p - 12:30p
  - Intro to Capability Maturity Model

## **\*\*\*LUNCH 12:30p -1:30p\*\*\***

- 1:30p - 2:30p
  - CMM Scoring –August
  - CMM Scoring – November
- 2:30p – 4:30p (Break at: 3:30p - 3:45p)
  - Team Presentations (15 mins each)
- 4:30p – 5:30p
  - Closing Remarks

# LARC

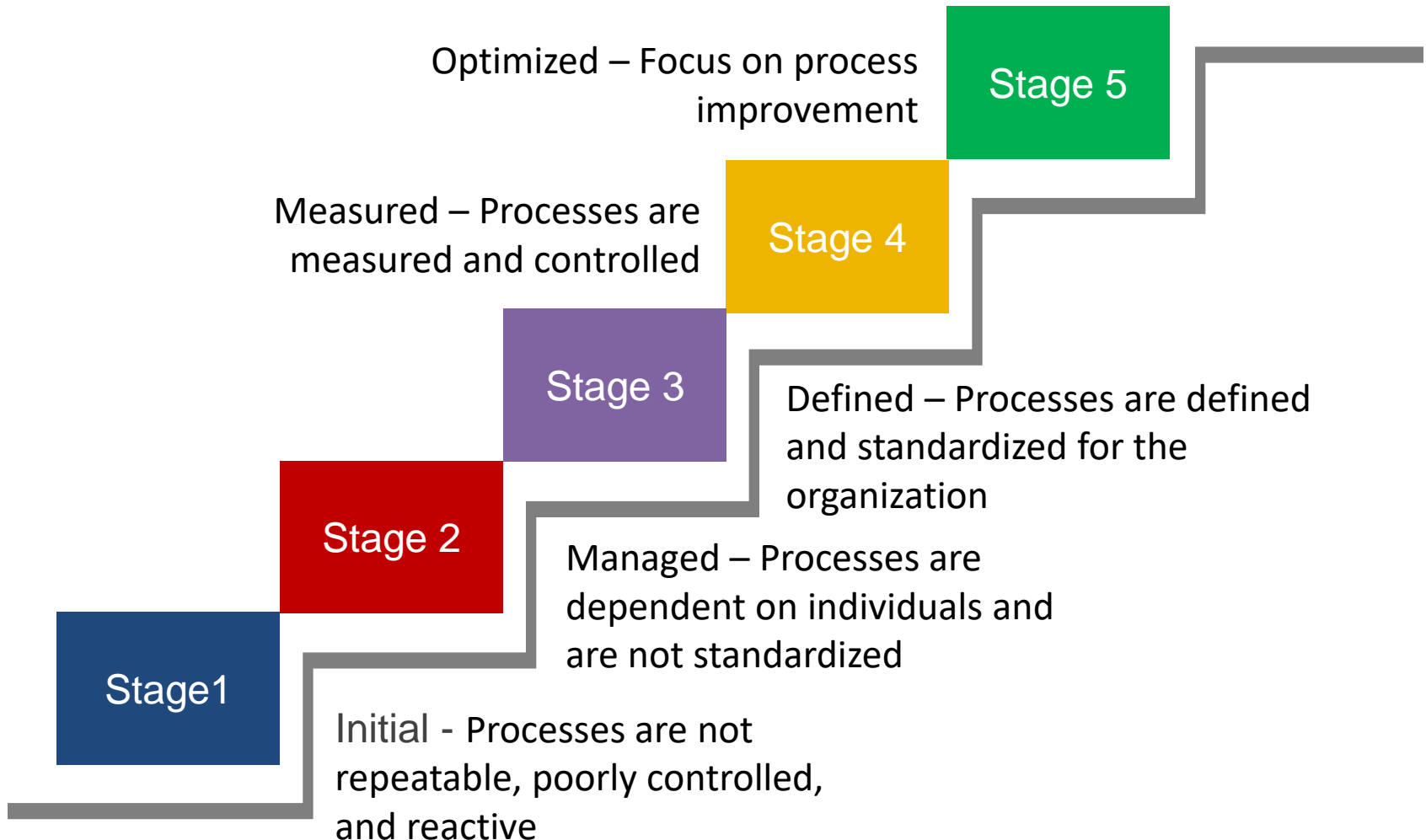
# Capability Maturity Model

Updated as of 10/11/16

# Capability Maturity Model (CMM)

- Developed by Carnegie-Mellon University Software Engineering Institute (1987)
- Introduced a process for assessing software capability through a structured, sequential manner
- Described the maturation of each function according to a linear scale of increasing capability
- Can be adapted to evaluate an organization (or regional initiative) capability

# CMM Stages



# Organizational Assessment with CMM

- Establish core functions in which capability is required
  - Based on the organizational goals, identify the essential functions
- Describe sequential stages of maturity of each function
  - Progression is step-wise and linear
  - Characteristics that define each maturational stage
  - Progress from one stage to the next reflects a meaningful improvement in a key function
  - Sets a clear path of achieving maturational goals

# The Viral Load Cascade



**Demand  
Creation for  
Testing**

**Specimen  
Collection &  
Processing**

**Sample  
Transport**

**Laboratory  
Testing**

**Result  
Reporting &  
Interpretation  
by Clinician**

**Patient  
Management**

# Demand Creation for Testing

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
<ul style="list-style-type: none"> <li><input type="checkbox"/> Clinicians unaware of access to viral load testing and have not been educated on its role in ART monitoring</li>   <li><input type="checkbox"/> Community leaders/CSOs unaware of access to viral load testing and have not been educated on its role in ART monitoring</li>   <li><input type="checkbox"/> Clients unaware of access to viral load testing and have not been educated on its role in ART monitoring</li>   <li><input type="checkbox"/> No standard operating procedures for viral load testing and education</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increased awareness of VL testing in clinicians, however minimal information is shared with clients</li>   <li><input type="checkbox"/> Clinicians occasionally order viral load testing for clients</li>   <li><input type="checkbox"/> Community leaders/CSOs have an increased awareness of viral load testing and its role in ART monitoring</li>   <li><input type="checkbox"/> Clients have an increased awareness of viral load testing and its role in ART monitoring</li>   <li><input type="checkbox"/> Standard operating procedures for viral load testing and education are in development</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Clinicians routinely educate clients about viral load testing and its benefits</li>   <li><input type="checkbox"/> Clinicians routinely order viral load testing in-line with national guidelines</li>   <li><input type="checkbox"/> Community leaders/CSOs play an active role in educating their community about knowing their viral load status</li>   <li><input type="checkbox"/> Clients are aware of and actively seek viral load testing</li>   <li><input type="checkbox"/> Viral load testing and education standard operating procedures are established and implemented across the organization</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Organization reviews routinely collected program data to measure performance in relation to standard operating procedures and national guidelines for clinician use of viral load testing and education of clients</li>   <li><input type="checkbox"/> All stakeholders (e.g., clinicians, client groups, community leaders, etc.) play active role in community education about VL testing and promote campaigns for all individuals to know their VL</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Organization uses rigorous evaluation procedures and findings to demonstrate effectiveness and improve the process of demand creation for viral load testing</li> </ul>

# Specimen Collection and Processing

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
<ul style="list-style-type: none"> <li><input type="checkbox"/> No client access to viral load testing/specimen collection</li>   <li><input type="checkbox"/> No standard supply chain system for specimen collection commodities (e.g., DBS bundles) so supplies limit ability to collect specimens</li>   <li><input type="checkbox"/> Clinicians/personnel not trained to complete specimen requisition forms</li>   <li><input type="checkbox"/> No standard operating procedures for appropriate viral load specimen collection and preparation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Viral load specimens are collected occasionally and only on certain days, limiting client access to testing and increasing burden for clients to return for VL sample collection</li>   <li><input type="checkbox"/> Increased capacity for supply chain system for specimen collection commodities, however not standardized</li>   <li><input type="checkbox"/> Increased awareness in clinicians/personnel for properly completing requisition forms</li>   <li><input type="checkbox"/> Standard operating procedures for appropriate viral load specimen collection and preparation are in development</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Viral load specimens are collected routinely with few barriers for clients</li>   <li><input type="checkbox"/> Standardized supply chain system for specimen collection commodities</li>   <li><input type="checkbox"/> Clinicians/personnel complete specimen requisition forms accurately and completely</li>   <li><input type="checkbox"/> Viral load specimen collection and preparation standard operating procedures are established and implemented across the organization</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Organization reviews routinely collected program data to measure performance in relation to standard operating procedures and national guidelines for specimen and collection preparation</li>   <li><input type="checkbox"/> All stakeholders (e.g., clinicians, personnel, clients, etc.) play active role in appropriate viral load specimen collection and preparation to facilitate clients to know their VL</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Organization uses rigorous evaluation procedures and findings to demonstrate effectiveness and improve the process of specimen collection and preparation</li> </ul>



# Laboratory Testing

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
<p><input type="checkbox"/> Inadequate lab infrastructure for viral load testing (i.e. space/storage/equipment/reagents/kits for viral load testing)</p> <p><input type="checkbox"/> Laboratory staff are not properly trained nor competent to test viral load specimens</p> <p><input type="checkbox"/> Laboratory has little or no capacity for viral load testing</p> <p><input type="checkbox"/> No standard operating procedures or competency standards for laboratory viral load testing</p>	<p><input type="checkbox"/> Improved laboratory infrastructure, however, laboratory is only able to receive and test viral load specimens occasionally or must refer to another laboratory</p> <p><input type="checkbox"/> Laboratory staff are trained, however, competencies are minimal</p> <p><input type="checkbox"/> Laboratory is has minimal capacity and viral load testing is occasionally completed in a timely manner</p> <p><input type="checkbox"/> Standard operating procedures and competency standards for laboratory viral load testing are in development</p>	<p><input type="checkbox"/> Laboratory is able to regularly receive and test viral load specimens in timely manner</p> <p><input type="checkbox"/> Laboratory has appropriately trained and competent staff</p> <p><input type="checkbox"/> Laboratory is working at capacity and viral load testing is completed in a timely manner</p> <p><input type="checkbox"/> Laboratory viral load testing standard operating procedures and competency standards are established and implemented across the organization</p>	<p><input type="checkbox"/> Organization reviews routinely collected program data to measure performance in relation to standard operating procedures and national guidelines for viral load specimen testing</p>	<p><input type="checkbox"/> Organization uses rigorous evaluation procedures and findings to demonstrate effectiveness and improve the process of laboratory viral load specimen testing</p>

# Results Reporting

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
<p><input type="checkbox"/> Results are not received in a timely manner at the clinic from the laboratory</p> <p><input type="checkbox"/> Results are not recorded in the client's chart in a timely manner</p> <p><input type="checkbox"/> No standard operating procedures for results reporting and documenting results in the client's chart</p>	<p><input type="checkbox"/> Results are occasionally received in a timely manner by the clinic from the laboratory</p> <p><input type="checkbox"/> Results are occasionally recorded in the client's chart in a timely manner but often not returned to clients</p> <p><input type="checkbox"/> Standard operating procedures for results reporting and documenting results in the client's chart are in development</p>	<p><input type="checkbox"/> Results are regularly received by the clinic in a timely manner from the laboratory</p> <p><input type="checkbox"/> Results are regularly recorded in the client's chart in a timely manner and returned to the client regularly</p> <p><input type="checkbox"/> Results reporting and chart documentation standard operating procedures are established and implemented across the organization</p>	<p><input type="checkbox"/> Organization reviews routinely collected program data to measure performance in relation to standard operating procedures and national guidelines for results reporting</p> <p><input type="checkbox"/> Clinic ensures a facility-based person is accountable for timely recording of VL results in client charts and notification of clients with VL&gt;1000 to return to clinic prior to scheduled appointment</p>	<p><input type="checkbox"/> Organization uses rigorous evaluation procedures and findings to demonstrate effectiveness and improve the process for results reporting</p>

# Results Interpretation and Client Management

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
<ul style="list-style-type: none"> <li><input type="checkbox"/> Viral load results are difficult to read and interpret and requires laboratory assistance</li> <li><input type="checkbox"/> Clinicians are not properly trained to interpret viral load results</li> <li><input type="checkbox"/> Clinicians are uncomfortable integrating viral load results into ART care</li> <li><input type="checkbox"/> Clients do not understand their viral load results</li> <li><input type="checkbox"/> Clinicians have no backup person to call to discuss difficult cases or clients who require 2<sup>nd</sup> line treatment</li> <li><input type="checkbox"/> No standard operating procedures for result interpretation and client management</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Viral load results are occasionally readable and interpretable and requires minimal laboratory assistance</li> <li><input type="checkbox"/> Increased awareness of result interpretation by clinicians</li> <li><input type="checkbox"/> Few clinicians are comfortable integrating viral load results into ART care</li> <li><input type="checkbox"/> Clients have a limited understanding of their viral load results</li> <li><input type="checkbox"/> Intermittent availability of consultation for 2<sup>nd</sup> line treatment</li> <li><input type="checkbox"/> Standard operating procedures for result interpretation and client management are in development</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Viral load results are consistently readable and interpretable by clinicians</li> <li><input type="checkbox"/> Clinicians are adequately trained in viral load result interpretation</li> <li><input type="checkbox"/> Clinicians regularly discuss VL results with clients</li> <li><input type="checkbox"/> Clients understand their viral load results and can repeat their understanding back to the clinician</li> <li><input type="checkbox"/> Standardized system in which all providers have a designated POC/referral system in place to consult for management of VL results and switch to 2<sup>nd</sup> line</li> <li><input type="checkbox"/> Result interpretation and client management standard operating procedures are established and implemented across the organization</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Organization reviews routinely collected program data to measure performance in relation to standard operating procedures and national guidelines for client management</li> <li><input type="checkbox"/> All stakeholders (e.g., clinicians, personnel, clients, etc.) play active role in client management and their viral load</li> <li><input type="checkbox"/> Clinic has ability to identify missed opportunities for ensuring VL results are integrated with client management</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Organization uses rigorous evaluation procedures and findings to demonstrate effectiveness and improve the process of client management</li> </ul>

# Group Work

- Measure Your Progress
  - Review the checklist for each stage
  - Discuss among group how you measure
  - Must gain consensus among team
  - Provide clear reasons/rationale for your measurement
- Review AIMS, Action Plan

# CMM Benchmark

	Area:	Country Team:
What Stage?	Why/Rationale/Justification? (What <b>is</b> or <b>is not</b> in place/happening that justifies this stage?)	What will you do to show improvement? ( <b>Next Steps</b> – should align with action plan)
<b>August 2016</b>  Stage: 1	In Place/Happening:	
	Not In Place/Not Happening:	
<b>November 2016</b>  Stage: 2	In Place/Happening:	
	Not In Place/Not Happening:	