Leadership for Sustainable Quality: Kenya

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ABUJA-NIGERIA
• Land Mass - 77,000km²
• Temp range between 33°C-39°C
• Borders 3 countries.
• Has seven Sub Counties.
• Host second largest Refugee camp in Kenya.
Lodwar County Referral Hospital (LCRH)

• Managed by County Government of Turkana.
• Started in early 1930’s by Colonial administration.
• Has a bed capacity of 220 with 35 departments.
• Catchment population of 1.4 Million people.
• Main specialized unit for 228 health facilities.
Genesis of Robust LCRH Lab Support

- Inefficiencies in the lab: Too much in put and less output.
- Agitation by clinicians: Broad number of tests and timely results.
- Patient and sample referrals to MTRH 400Km away.
- Conformity to teaching and referral hospital status.
- Echoing UHC call by the President.
- Lessons from FELTP-K
• Article 43 (a) dictates that every person has a right to the highest attainable standard of health.

• Resolution AFR/RC58/R2 (2008) and Maputo Declaration also advocates for laboratory system strengthening.
Actions of Upper Management

- Co opting Lab to a small hospital decision making team
- Increased Lab funding.
- Infrastructural Improvement.
- Purchase of more Equipment.
- Hiring of more staff.
- Increased Trainings
- Multi sectoral collaborations
• SWOT analysis and problem mapping.
• Team selection and drafting JD’s.
• Sharing the vision and road map.
• Enrolment for SLMTA and periodical updates to hospital management.
• Mentorship and advocacy for more resources.
• Monitoring, Evaluation and Sustainability.

PROCESS MAPPING
• Demand for better and robust services from clients and clinicians.
• Need to reduce frequent referrals (patients and Specimens) and turnaround time.
• Resolved to implement and bolster enrolment of LCRH Laboratory in Strengthening Laboratory Management Toward Accreditation (SLMTA) process.
• An impetus in the Laboratory Quality Management System.

• A requirement in the ISO 15189:2012 clause 4.15.

• To check the efficiency and effectiveness of the QMS.

• To assess opportunities for improvement

• Resource Mobilization
SLMTA sensitization meeting was held to foster commitment and buy-in from the entire top management.

Baseline assessment was carried out using WHO-AFRO SLIPTA checklist to determine laboratory status.
Robust roadmap was developed that involved the CECM, the chief officer, the hospital management, clinicians, procurement staffs, laboratory staff, maintenance staff, partners and director.
SLMTA Fulcrum Victory

• Improved communication system
• Lab renovations
• Service contracts to equipment
• Reduced Equipment down time due to controlled temperature and Periodic Preventive Maintenance
• Resource mobilization
Resource Mobilization and Advocacy

COUNTY LABORATORY BUDGET ALLOCATION

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<tr>
<th>AMOUNT IN USD</th>
<th>FINANCIAL YEAR</th>
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<tr>
<td>50,000.00</td>
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Achievements

- Lab human resource
- Lab renovation
- Fire-fighting equipment
- UPS
- Phlebotomy tables/chairs
- Air conditioners
- Servicing and calibration of equipment
- Mentorship/workshops/trainings/conferences

Staff Awards
Achievements

Biosafety/Biosecurity Training

SLMTA Mentorship at LCRH

LIMS at LCRH Lab & results status dash board at patients results waiting area
Achievements

Hematology Analyzers

Dry and Wet Chemistry Analyzers
LCRHL Accreditation Process

<table>
<thead>
<tr>
<th>SLIPTA POINTS</th>
<th>BASELINE ASSESSMENT FEB 2015</th>
<th>MID ASSESSMENT MAY 2016</th>
<th>MID ASSESSMENT APRIL 2017</th>
<th>POST-EXIT ASSESSMENT SEP 2018</th>
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Challenges

* Long working hours for the staffs
* Convincing the county government to increase laboratory budget allocation
* Laboratory renovations
Continuous quality improvement through the upper management support is an impetus to continual and sustainable laboratory quality management system

Upper management should be at the vanguard to collaborate and advocate for the laboratory support in order to achieve accreditation
Acknowledgment

• The County Government of Turkana
• The LCRH Laboratory Team
• Elizabeth Glaser Pediatric AIDS Foundation
• Centers for Disease Control
• African Society for Laboratory Medicine
Thank you