

# Strengthening hospitals and health centres

The Quality Improvement Programme enables specific training measures, finances medical equipment and thus strengthens the quality of the health sector.

## Context

Since the outbreak of the Yemeni civil war in 2014, the health system has collapsed. Less than half of the health facilities are working properly. They suffer from qualified staff, diagnostic equipment and medicines. Because the expenditure on health care in Yemen is among the lowest in the region.

Especially people in rural areas have very limited access to medical services. It lowers their confidence and discourages them from visiting health centres. This has led to a great deterioration in health indicators in recent years.

## Objective

This is why we are supporting Yemen's health sector on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) since 2013. With our commitment, we are contributing to a better health care in Yemen strengthening the health sector at various levels. We follow the "Whole of Yemen" approach of German development cooperation with the objective of acting as a neutral partner for all people in Yemen.

## Approach

We are pursuing our goal in Yemen with a Quality Improvement Programme (QIP) which we have developed in cooperation with the Ministry of Health, Governorates, District Health Offices, and NGOs. We follow a step-by-step approach based on assessments, training and equipment financing. The intensity of our support increases as partner organisations strive to make progress successfully.

We select our partner institutions on the basis of population distribution, health cases frequency and the skills of the institutional staff.

Once we have selected a partner, external quality inspectors - trained by us – return to the health centres. They visit other partners and record needs for equipment and training. The quality assessors (Sadiq) evaluate the results with the support of HSSPIII. The partners receive smaller quantities of equipment, and their staff receives a hygiene training.

Project name	Health System Strengthening III (HSSPIII)
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project region	Sana'a, Al-Mahweet, Hajjah, Ibb, Hadhramaut
Lead executing agency	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Duration	08/2022 – 12/2025

During the second visit, the quality inspectors analyse and evaluate the progress. In case it is possible to continue the cooperation, we supply larger quantities of equipment and provide a more intensive training. This is carried out by expert trainers coming from hospitals and administration.

The final third visit is done by certified evaluators who come from an external Governorate Health Office (GHO) in another governorate. Upon successful completion of the programme, the health facilities receive a quality certificate from the University of Akkon. This is the toughest check of progress.

An internal scoring is done by the quality assessors (Sadiq) with the support of HSSPIII.

QIP relies on a scoring system to assess and rate the improvement of facilities between the visits. The criteria are based on the nine elements of the European Quality Award framework and include leadership, policy and strategy,



*Left: Resuscitation training in the primary health care facility*

*Right: Training on the maintenance of the delivered oxygen station*

people management, resources, processes, customer satisfaction, people satisfaction, impact on society, and business results.

We cooperate with Akkon University to install a new component for the capacity development. It is planned to establish at least three local vocational education and training centers. They will carry out 25 newly developed training models based on the needs of the health service providers in fields such as quality management, nursing, obstetric, infection control, and intensive care.

The project supports the governorate health offices of Sana'a, Al-Mahweet, Hajjah, Ibb, and Hadhramaut to strengthen the capacity of the planning improving quality management. To this end, the project offers training, material and equipment, and minor maintenance for health facilities and health offices.

With respect to the conflict circumstances, the project is putting a particular focus on training sessions in the areas of basic services, hygiene, and infection control. The QIP approach has turned out to be very effective in these difficult times.

In addition, the project is participating in meetings of the Office for the Coordination of Humanitarian Affairs (OCHA) and works with local NGOs, the Akkon University Berlin, and the German diaspora of Yemeni doctors.

## Results

In 2019 we introduced the QIP-process to 25 primary health areas and six hospitals in five Governorates. The population received primary and secondary healthcare services targeting selected regions Sana'a, Al-Mahweet, Hajjah, Ibb, and Hadramout, increasing by five percent (the proportion of women corresponds to their share of the population of the respective governorate). About 2,17 million people which should be reached profited from improved healthcare services and supply of essential medical equipment. QIP facilities have shown quite good resilience in despite of the war situation. They continue to offer basic services.

To ensure quality services in the selected primary healthcare areas, a final evaluation was conducted for 17 areas and 49 PHC facilities. All were certified by the Akkon

University. An additional area of the primary care level in each targeted governorate is planned. It will participate in quality improvement according to the standards of the European Quality Management System (European Foundation for Quality Management, EFQM). Then the total primary care areas will increase to 29 quality-tested areas.

For the quality services in the secondary healthcare level in selected areas, the quality management system will be installed in nine hospitals. The aim is to monitor the implementation and success of the quality improvement plans. Moreover, at least seven targeted hospitals will be quality certified. The question is if the score of the final evaluation reaches 60 percent according to the rating score distributed in the nine elements of the EFQM module.

To enhance the capacities of governorate health authorities, health policies will be developed further. At least ten employees in the five targeted governorates will be certified as EFQM assessors.

## Insight Example how GIZ work helps people

QIP measures improve the quality of health facilities and hospitals. The Al-Jomhuri hospital in Hajjah governorate, for example, has benefited from our work. It is located three hours' drive northwest of Sana'a. Around 1,04 million people live in its catchment area. "In the last two years, we have reached about 29 percent of the people we are responsible for," the hospital's quality manager Salwa Al-Haddad explains. From her point of view, this enabled the hospital to improve its care. "Thanks to the QIP qualification, our quality team is now able to identify and solve problems, collect and analyse data and translate it into a hospital quality improvement plan. This has enabled us to close a gap in care," she adds.

Shawqi Al Hajj, the director of the Jurana Health Centre, also draws a positive picture. "The staff at the health facility now conducts regular quality circles, which improves teamwork among the staff", he says, reaching out to the population in the catchment area. This has led to increased attendance for maternal and child health services, he concludes. For example, the number of people using family planning programmes increased. This indicates a strong satisfaction of the beneficiaries.

---

Published by Deutsche Gesellschaft für  
Internationale Zusammenarbeit (GIZ) GmbH  
Registered offices Bonn and Eschborn, Germany

Health System Strengthening Project III  
GIZ Office Sana'a, Hadda Area, Sana'a,  
P.O.Box 692, Republic of Yemen  
Phone +967 1 434061  
Fax +967 1 434473  
giz-jemen@giz.de  
www.giz.de/yemen

Photo credits © GIZ/HSSPIII Project Team

Text Maike Van Ueuem

GIZ is responsible for the content of this publication.

On behalf of Federal Ministry for Economic  
Cooperation and Development (BMZ)