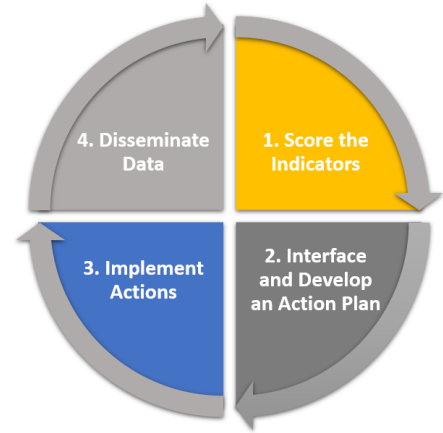


Standard Operating Procedures Community Scorecard¹

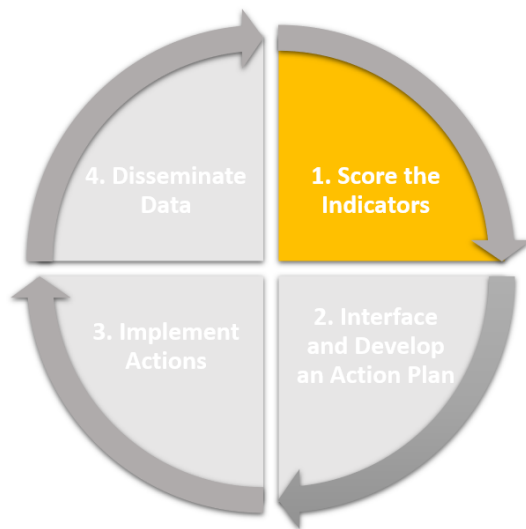
Community scorecard (CSC) is a two-way (community and health service provider), community-led quality improvement tool. The implementation of CSC is a 4-step cycle, performed periodically. The goal of each scorecard cycle is to facilitate incremental positive change within the health system. Within the local capacity initiative context, scorecards are deployed at the lowest level of service delivery (e.g., district health center).



The implementation of CSC will follow the overall SOP including 04 basic steps as below:

1. Community member and health service providers score the indicators in the CSC indicator set. Scoring meetings for these two groups are implemented separately.
2. Conduct the *interface meeting* and develop an action plan.
3. Implement the action plan and monitor actions.
4. Disseminate scorecard dashboard to appropriate stakeholders.

Conduct Scorecard Review Meeting with the community and healthcare facility providers



To kick off the review cycle, the Scorecard Facilitator convenes community members to score service indicators. A trained facilitator should follow a facilitator guide to ensure that the tool is reviewed, deployed consistently and to ensure data validity. At the same time, the Scorecard Facilitator convenes those who provide (or administer) healthcare services to review and score the same indicators (the selected set of indicators is matched with the set that community members using). They meet separately from the community group; this ensures that both groups can

¹ Source: Adapted from Community Scorecard Toolkit by Advancing Partners & Communities project

discuss openly and with as little bias or influence as possible when rating the scorecard indicators. After these meetings, each group has their completed scorecard with scored indicators based on group members agreement.

	Task	Responsible person	Timeline	Reference Tools
1	Schedule Scorecard Review Meetings for community members and healthcare facility providers.	Scorecard Facilitator	With regular interval (e.g., every quarter)	---
2	Conduct Scorecard Review Meeting with community members – representatives from community and clients: <ul style="list-style-type: none"> 2.1 Verify the necessary quorum and participants of the meeting (prior to the meeting) 2.2 Guidance on the scorecard 2.3 Review scorecard dashboard of the previous round (if any) 2.4 Update on implemented actions from the previous round to stakeholders 2.5 Get consensus on scoring each indicator in the list for this round 	Scorecard Facilitator	With regular interval (e.g., every quarter)	<ul style="list-style-type: none"> • Scorecard dashboard and Action Plan of the previous round (if any) • List of selected indicators
3	Conduct Scorecard Review Meeting with healthcare facility providers: <ul style="list-style-type: none"> 3.1 Verify the necessary quorum and participants of the meeting (prior to the meeting) 3.2 Guidance on the scorecard 3.3 Review scorecard dashboard of the previous round (if any) 3.4 Update on implemented actions from the previous round to stakeholders 3.5 Get consensus on scoring each indicator in the list for this round 	Scorecard Facilitator	With regular interval (e.g., every quarter)	<ul style="list-style-type: none"> • Scorecard dashboard and Action Plan of the previous round (if any) • List of selected indicators

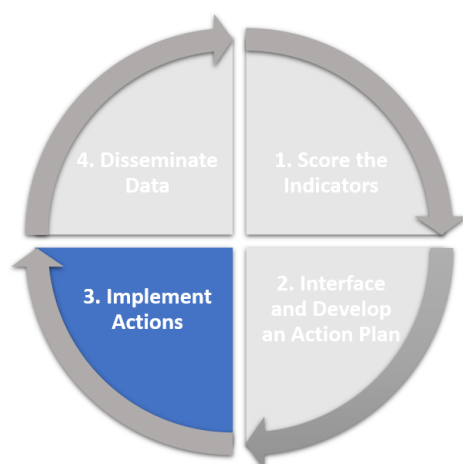


Conduct the *Scorecard Interface Meeting* and develop an action plan

Once the scorecard is scored by each group, community members and service providers gather in an "interface meeting" to discuss their respective scores, examine the scorecard dashboard to recognize the changes of scores overtime (compare to previous rounds if any), and identify indicators with low scores and prioritize issues to tackle in their joint action plans (Find more details in **Appendix: Action Plan**).

	Task	Responsible person	Timeline	Reference Tools
4	Schedule the Scorecard Interface Meeting	Scorecard Facilitator	Within a week of the Scorecard Review Meeting	---
5	Conduct the Scorecard Interface Meeting: 5.1 Verify the necessary quorum and participants of the meeting 5.2 Review scorecards of each group and discuss reasons for scoring 5.3 Agree on consolidated group scores for each indicator 5.4 Review the scorecard dashboard from the previous round (if any) and compare scores among rounds: <ul style="list-style-type: none"> ○ Review each dashboard component ○ Identify trends (upward or downward trend) 5.5 Identify priorities for improvement based on data	Scorecard Facilitator	With regular interval (e.g., every quarter)	<ul style="list-style-type: none"> • Scorecard dashboard and Action Plan of the previous round (if any) • Scorecards of the two groups • Report on changes of indicators in the scorecard dashboard

	<p>analysis: indicators with low scores or decreased in comparison with the previous round)</p> <p>5.6 Develop Action Plan for the next period based on prioritized indicators</p> <p>5.7 Present summary on actions need implementing in the Action Plan</p>			
--	---	--	--	--



Implement the action plan and monitor actions

Following the *Scorecard Interface Meeting*, those assigned with responsibility for actions within the action plan implement them over the following period of time – until the next scorecard score/review cycle. They receive support from the Scorecard Facilitator, who monitors action plans and provides support to the community groups and healthcare facility providers in enacting the actions.

	Task	Responsible person	Timeline	Reference Tools
6	Submit scores and action plans to central focal point person so scores can be saved into a master database and added to the dashboard	Scorecard Facilitator	Within 1 week of Scorecard Interface Meeting	
7	Aggregate scores and action plans, update scorecard dashboard and master action list	Scorecard Manager/ Technical officer	Within 1 week of receiving Scorecard Interface data	
8	Implement action plan	Person as assigned (e.g. community member or healthcare facility)	During the time period between Scorecard Interface Meeting and review process	Action plan

		provider)		
9	Monitor actions	Scorecard Facilitator	As determined based on the action plan	Action plan

Disseminate scorecard dashboard to appropriate stakeholders



During the period between the scorecard reviews, the Scorecard Facilitator and appropriate representatives from the community and healthcare facilities share the scorecard dashboard with identified stakeholders.

	Task	Responsible person	Timeline	Reference Tools
10	Update dashboard to reflect most recent scorecard scores	Scorecard Manager	Within 1 week of Scorecard Interface Meeting	<ul style="list-style-type: none"> • Scorecard • Scorecard dashboard
11	Analyze data for key findings and trends	Scorecard Manager	Within 1 week of Scorecard Interface Meeting	Scorecard dashboard
12	Share scorecard dashboard with the community group and healthcare facility providers	Scorecard Manager	Within 1 week of Scorecard Interface Meeting	Scorecard dashboard
13	Share scorecard dashboard with key stakeholders	Scorecard Manager, community member, healthcare facility provider	Time period between Scorecard Interface and then next Review Meeting	Scorecard dashboard

APPENDIX ACTION PLAN

(BASED ON RELEVANT COMMUNITY SCORECARD)

Name of facility:

District:

Province:

Implementation period:

No.	Indicator needs to be improved	Priority problems/barriers (Describe in detail)	Activities/Steps to be taken (List and Describe what will be done)	In-charge person(s)	Deadline (time)	Expected results
1			-			-
2			-			-
3			-			-
4			-			-
5			-			-
			-			-
			-			-

EXAMPLE OF AN ACTION PLAN

No.	Indicator needs to be improved	Priority problems/barriers (Describe in detail)	Activities/Steps to be taken (List and Describe what will be done)	In-charge person(s)	Deadline (time)	Expected results
1	1.1.2. Accessibility to free condoms	No place for condom distribution. Condoms are in the storage and only distributed based on client's requirement	- Prepare announcement and place the announcement about distributing free condoms at health facility	XXX (full name) – Receptionist	1 st week of February 2020	- Clients can access free condoms easily whenever they need - Score increases from 2 to 4 after 3 months of intervention
			- Place free condom boxes at a location where clients can take it easily	Head of facility	1 st week of February 2020	
			- Regularly check and refill the condom boxes	XXX (full name) – staff in charge of managing supplies	Weekly	
2	-			-