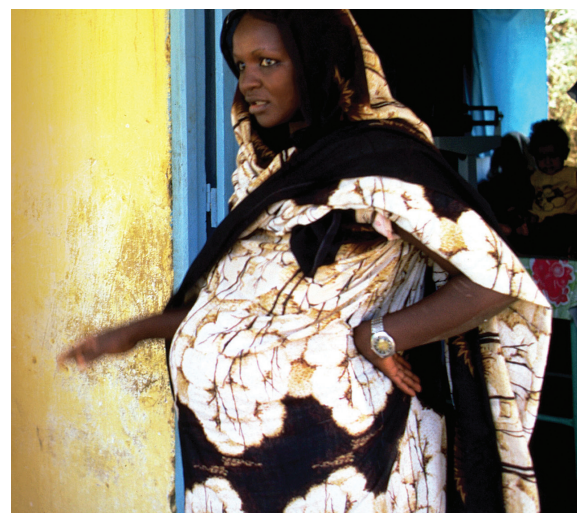


# Twinning Partnerships for Improvement

## Recovery Partnership Preparation Package

Building capacity to reactivate safe essential health  
services and sustain health service resilience



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and sustain health service resilience



**World Health  
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# INTRODUCTION

Twinning Partnerships for Improvement (TPI) builds on a widely tested and evaluated model of working that contributes to sustainable improvement in service delivery and safety. Building on the work of the WHO African Partnerships for Patient Safety (APPS) programme - a hospital-to-hospital partnership programme to improve patient safety - the approach has particular utility in the context of the recovery period following an outbreak or other shock to the delivery of essential health services (EHS). The approach supports capacity-building and the re-establishment of safe essential health services, in addition to supporting longer term efforts on service delivery strengthening. Twinning partnerships can act as a catalyst for change at the frontline in the wider effort towards achieving quality universal health coverage.

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## FOUNDATION OF PARTNERSHIP

Partnership can be defined as a collaborative relationship between two or more parties based on trust, equality and mutual understanding, for the achievement of a specified goal. Partnerships involve risks as well as benefits, making shared accountability critical.

*Definition of Partnership co-developed by the WHO African Partnerships for Patient Safety (APPS), 2009.*

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Health partnerships continue to expand within and between countries and continents. Building on an initial model of north-south partnerships between hospitals in the WHO Region of Africa and hospitals in Europe and North America, twinning partnerships between health organizations, hospitals, primary care facilities or health authorities can support the re-establishment of safe, effective health service delivery in the aftermath of a shock to health services, such as the Ebola outbreak.

The main target audience for this partnership preparation package are those institutions and

health facilities needing to recover from an outbreak or other shock to their system. In line with the national response under way and alongside other recovery frameworks, these tools can contribute to building or strengthening capacity towards the improvement of service delivery, through close partnership working. The package will be useful to any new or existing twinning health institutions, to work through a partnership-based approach to re-establish safe essential health services and embed the effort within long-term service improvement and resilience. Institutional health partnerships have the potential not only to work as individual partnerships, but also to work collaboratively with other partnerships to support similar national frameworks. This can support national efforts through joint problem-solving, and shared experience, developing a body of evidence which can be used with national, regional and district authorities to encourage further use and development of the partnership model.

Ensuring buy-in from facility management and government structures is critical to the success of twinning partnership efforts. Undertaking initial discussions and allowing time for briefings and information sharing is important, for placing the partnership work within the context of the surrounding national policy and strategic direction.

The package presents a simple, step-by-step framework to help organizations, facilities and individuals understand and systematically develop the processes associated with twinning and working in partnership, with a focus on four interdependent technical areas, namely:

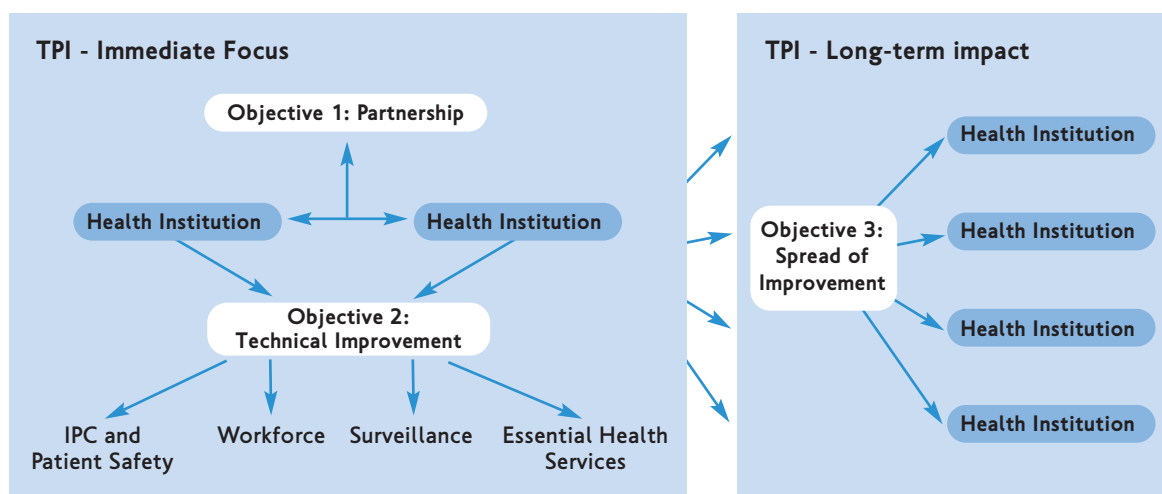
- infection prevention and control and patient safety;
- health workforce;
- surveillance and systems;
- essential health services.

This partnership preparation package describes:

1. Three main objectives on which to build twinning partnerships for health service improvement;
2. The 6-step partnership improvement cycle;
3. The main partnership activities conducted within each of the 6 steps;
4. The expected outputs associated with each step of the partnership cycle;
5. The tools and resources available to assist partnerships to undertake the activities and deliver results, both in the immediate and longer term.

This resource is focused on hospitals working together in a twinning partnership, but can also be used by any institutional health partnership, either for the immediate re-establishment of services or long-term service improvement. This resource can also be of significant use to health bodies and institutions unaffected by an outbreak or shock, but which want to undertake preparation activities to build stronger systems for service delivery and safety or learn from partnerships with other institutions.

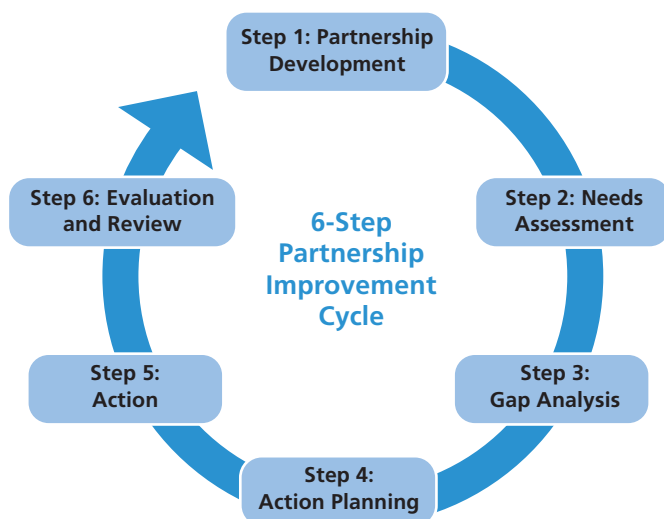
# OBJECTIVES



1. **Partnership development:** Ensuring strong institutional partnership working.
2. **Technical improvement:** Implementing effective technical improvement.
3. **Spread:** Share learning and spread the twinning partnership improvement experiences within the national health system.

# A 6-STEP PARTNERSHIP IMPROVEMENT CYCLE

The partnership approach is based on a **6-step cycle**. The approach facilitates the development of partnerships, the systematic identification of gaps and the development of an action plan and evaluation cycle.



**Evaluation and review** enables twinning partnerships to assess, against their baseline, the impact of both their technical improvement work and the strength and functioning of their twinning relations.

A variety of tools and resources are available to support each step. Use of a Situational Analysis template, developed as part of the WHO African Partnerships for Patient Safety (APPS) programme, can support the IPC and patient safety technical action area, for example. Use of the Recovery toolkit and national health assessments in the post outbreak context can also help to assess current levels of service delivery in the key technical action areas.

The overall aim of the approach is to strengthen health service delivery, safety and resilience. The approach is applicable in a post-outbreak context and can spread improvement beyond local level activity to national health systems.

**Partnership development** supports the establishment

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