

EDITORIAL**CLINICIANS ARE CRITICAL IN THE SENSE-MAKING AND CO-PRODUCTION OF HIGH-QUALITY SERVICES**Tsinuel Girma, MD, PhD^{1*}, Mirkuzie Woldie, MD, MPH^{1,2}

Delivering consistently high-quality services is often challenging as the health care system is complex, embedded in, and affected by other even more complex systems. In low and middle-income countries, low-quality health care costs millions of lives each year (1, 2). Most health facilities suffer from poor infrastructure, inadequate supply of essential drugs, and equipment. More importantly, however, issues related to competence and engagement of front-line care providers (clinicians) are critical. Strategies and interventions that improve clinicians' sensemaking and engagement bring effective, efficient, and safety clinical care.

The biggest challenge globally in addressing the growing implementation gap in providing high-quality care is ineffective engagement and inauthentic partnering with clinicians. Health managers usually design quality and safety strategies and interventions in a top-down approach, without consultation and input from local clinicians (3). Clinicians are disregarded despite their central role in health care delivery and insider's knowledge and wisdom. The practical and conjectural knowledge they have are essential mixes of reasoning (complex, tacit, and hard to share) to develop and implement quality improvement interventions that are contextual (4). Gaining a deeper understanding of contexts makes developing effective and practical quality improvement projects is easier (5).

Clinicians of every discipline and at every level should continuously work on sensemaking - a diagnostic process directed at constructing plausible interpretations and understanding complex situations, enabling purposeful action. Clinicians can make sense of their organization, but also in the context of delivering care to individuals (6). For instance, observing how clinical teams rounded on their patients would reflect their assessment and task prioritization. Also, a look at how they recognize, assess, and make sense of medical complications gives insight into the practice of sensemaking.

Effective provider sensemaking is one path to achieving high-quality health care. In Ethiopia, clinicians perform several small-scale successful quality improvement projects based on real-life challenges within their facilities. Clinicians take the lead in these collaborative work that involve several members from different departments, including administrative staff. Ensuring quality is a collaborative effort and requires making sense of things with the help of local data that ultimately supports decision-making. Effective sensemaking also requires prospective or retrospective data. In the process of care, providers generate a large amount of data. However, these data are not utilized to evaluate the quality of care, explain challenges or develop evidence-informed context-specific innovations. The clinician should therefore strive to not only generate quality data but also use data for quality (5).

It is high time that clinicians are given a central role in improving the quality of care and share their learnings with the wider medical community. In this respect, health system managers at all levels should recognize the indispensable and critical role of the clinician in the co-production of quality care. They must use existing platforms and other innovative approaches to tap into this vast potential. At the same time, clinicians should value their strategic and critical role in achieving quality and thus use every opportunity for meaningful engagement to mitigate avoidable deaths and deliver safe and quality clinical care.

Through these engagements, clinicians will further develop critical thinking and problem solving skills helpful in properly positioning themselves in the complex situations of a complex system. Moreover, sensemaking of complex situations and organizations synergizes and boosts clinical reasoning - how clinicians understand patients - as a result of which quality of care and outcome improves. They will also make sense of the competing tasks that require problem prioritization and resource allocation.

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In order to achieve effective co-production of high-quality care, clinicians must have perspectives with high resolution and clarity like an eagle. However, to avoid being locked in with a narrow view, they also require a dragonfly-like perspective (360 degrees and multi-color) of being oriented to the context they operate in.

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