#### TITLE PAGE

Title: Health system intervention packages on improving coverage of kangaroo mother care for preterm or LBW infants: a mixed-methods systematic review

**Authors**: Nils Bergman<sup>1</sup>, Megan Talej<sup>2</sup>, Emily R. Smith<sup>2</sup>, Suman PN Rao<sup>3</sup>, Shuchita Gupta<sup>3</sup>

### **Affiliations:**

- 1) Kvinnor och Barns Hälsa, Karolinska Institutet, Stockholm, Sweden
- 2) George Washington University, Washington DC, USA
- 3) Department of Maternal, Newborn, Child and Adolescent Health and Ageing, World Health Organization, Geneva, Switzerland

# **Corresponding author:**

Shuchita Gupta, MBBS, MD, MPH, PhD

Department of Maternal, newborn, child and adolescent health and ageing,

World Health Organization, Geneva, Switzerland

Email: guptashu@who.int

Contact number: +91-9910138868

Acknowledgement. We acknowledge Dr. Rajiv Bahl, formerly, Head of the Newborn Health unit and Head of the Newborn Maternal, Newborn Child and Adolescent Health Research, Department of Maternal, Newborn, Child, Adolescent Health and Ageing, World Health Organization, Geneva, Switzerland; and currently, Secretary, Department of Health Research, Government of India, and Director General, Indian Council of Medical Research, India, for his advice on data synthesis and interpretation.

**Disclaimer:** The findings and conclusions in this report are those of the authors and do not necessarily represent the official position of the World Health Organization or the institutions to which the authors are affiliated.

**Funding.** NB and MT received a small grant from the WHO to conduct this review. SG is a staff member and SR is a consultant with WHO. ERS has no conflicts to declare.

**Author's contributions**. NB, SR, ES contributed to and submitted the review proposal. MT, ES coordinated the literature search; MT, NB screened and assessed the studies for eligibility, and participated in data review and extraction. SR participated in assessing the eligibility of identified studies. NB and SG analyzed the data and drafted the manuscript. All authors reviewed and modified the draft in an iterative process until all authors approved the final manuscript submitted for publication.

**Conflict of interest.** NB reports personal fees from Bill & Melinda Gates Foundation for Immediate KMC Study, other from own enterprise NINO Academy, personal fees from NINO Academy, outside the submitted work. In addition, NB has a patent for Emotion

monitor for infants pending to University of Cape Town, and a patent Trademark for 'Kangaroula' in USA issued to NINO Academy. Nils Bergman and Megan Talej received a small grant from WHO to conduct this review. SG is a staff member and SR is a consultant with WHO. ERS declares no conflict of interest.

Ethics approval. Not applicable.

**Availability of data and materials.** Materials are available upon reasonable request from the corresponding author.

Additional material. Single online supplementary file

**Keywords.** kangaroo mother care; skin-to-skin contact; preterm; low birthweight, coverage; health system

Health system intervention packages on improving coverage of kangaroo mother care for preterm or LBW infants: a mixed-methods systematic review

### ABSTRACT

**Introduction.** Global coverage of Kangaroo mother care (KMC) remains low and health system intervention strategies that may improve coverage are not known.

Methods. We conducted a systematic review of studies evaluating the effect of health system intervention strategies for KMC implementation compared to no or different interventions, on KMC coverage in preterm or LBW infants. KMC coverage achieved by various studies was summarized. All included studies were classified as those that achieved increased KMC coverage (defined as ≥25% increase from baseline, with final coverage ≥50%) or low KMC coverage (defined as <25% increase from baseline or final coverage <50%). Studies that achieved increased KMC coverage were further classified based on the mean duration of skin-to-skin contact (SSC; hours per day) achieved. Health system interventions in different categories were summarized by WHO health system building blocks to understand factors linked to increased KMC coverage.

**Findings.** We identified 16 studies evaluating 15 health system intervention packages for KMC implementation that applied interventions in one or more health system building blocks that reported KMC coverage. All three studies that applied interventions across 5-6 building blocks (100%), two of the four studies that applied interventions across 3-4 building blocks (50%), and three of the nine studies that applied interventions across 1-2 building blocks (33%), achieved increased KMC coverage. Studies that did not achieve increased coverage had interventions primarily targeting health workforce and service delivery and were weak on leadership and governance, financing, and health information systems. All three studies that achieved increased KMC coverage with mean SSC ≥8h/d (100%), three of the five studies that achieved increased KMC coverage with mean SSC <8h/d (60%), and three of the eight studies with low KMC coverage (38%) had high-intensity interventions in at least one health system building blocks. High-level leadership engagement, KMC supportive policies, staff licensing, and facility standards regulations, strengthened numbers and capacity of nursing staff, government funding and expanded health insurance, wards with conducive environment, and recording KMC-specific indicators in clinical registers were key factors among studies that achieved increased KMC coverage.

**Conclusion**. High-intensity interventions across multiple health system building blocks should be used for equitable scale-up of KMC.

### INTRODUCTION

Infants with low birth weight (LBW, birth weight below 2500 g) who are born preterm (gestational age at birth <37 weeks), are small for their gestational age (<10<sup>th</sup> percentile for gestational age), or both, constitute approximately 15% of all neonates worldwide but account for 70% of all neonatal deaths (1,2). Kangaroo mother care (KMC) for preterm or LBW infants, defined as continuous and prolonged skin-to-skin contact of the infant with the chest of the mother (or another caregiver when not possible with the mother) and exclusive breastfeeding or breastmilk feeding, is a high-impact intervention that reduces neonatal mortality by 32% (3,4). Taken to scale, it has the potential to have a major impact on neonatal mortality and is a public health imperative.

There are few published data on population-based coverage of KMC, but it is known that the global KMC coverage remains low despite the long-standing WHO guidelines, country-level policies, and continued advocacy and efforts by global organizations (5). In 2019, only 32% of the 90 countries that reported progress on Every Newborn Action Plan had an updated policy or guideline on KMC (6). Even in countries with policies or guidelines on KMC, these are often not translated into programmatic implementation and many implementation barriers and potential facilitators for implementing KMC have been reported from different contexts. However, these are mostly based on multi-stakeholder consultations, expert opinions, or parents' or health providers' perspectives (7-9). While useful to understand these aspects, it is important to also look at the evidence of what strategies have worked in improving KMC coverage in real-life settings when the proposed solutions are operationalized.

However, there has been no systematic review of evidence on how to take KMC to scale. Health system interventions to improve implementation and achieve high population-based coverage of KMC in infants born preterm or low birth weight are not known. Therefore, we undertook the current review to understand which health system intervention strategies for KMC implementation increase its coverage in preterm or LBW infants.

### **METHODS**

The protocol for this systematic review was developed according to the Preferred Reporting Items for Systematic Review and Meta-Analysis Protocols (PRISMA-P) statement and registered with the PROSPERO International Prospective Register of Systematic Reviews (PROSPERO CRD42021271834) (10).

**Type of studies.** We included interventional studies - randomized trials (individually randomized and cluster-randomized), non-randomized trials, before-and-after studies, interrupted time series, and repeated measure studies that evaluated the effect of health system interventions for KMC implementation meeting the quality criteria used by the Cochrane Effective Practice and Organisation of Care (EPOC) Group (11), applied in one or more of the WHO health systems building blocks, compared to no or different (non-health system) interventions, on KMC coverage in preterm or LBW infants. However, because of the paucity of studies, we also included uncontrolled before-and-after studies, which is a departure from the EPOC criteria.

All studies that reported an intervention package directed at improving KMC coverage in facilities or communities irrespective of baseline KMC coverage and effect were considered for inclusion. We excluded studies that only sought to improve the duration of KMC and/or encourage earlier initiation.

**Participants/population.** Participants were preterm (born at <37 completed weeks of gestation) or LBW (birth weight <2500g) infants.

Interventions. We included studies that applied interventions in one or more health system building blocks for improving KMC implementation. KMC was defined as continuous and prolonged skin-to-skin contact (SSC) of the infant with the chest of the mother (or another caregiver), feeding exclusively with breast milk, with or without early discharge from the hospital for preterm or LBW infants (12,13). We included all studies that reported 'any KMC' i.e., irrespective of SSC duration, support for exclusive breastfeeding or breastmilk feeding or early discharge, as long as it was clear that the intention was to provide continuous and prolonged SSC beyond the first hour after birth. Studies which focused only on SSC in the first hour after birth for all or term normal birth weight infants were excluded. The interventions could have been applied at any scale or health system level, e.g., facility, home or community, or district or national levels, and could include one or more health system components to improve KMC practice. The health system actions were defined using the WHO health system building blocks framework, encompassing the domains of leadership and governance, health financing, health workforce, equipment and supplies, commodities, infrastructure, and service delivery, and health information systems (14).

**Comparator.** Comparison groups were those that received no intervention to improve KMC or a different package of interventions, i.e., not targeting any health system components defined above.

**Outcomes.** The primary outcome was coverage of "any KMC", i.e., the proportion of eligible preterm or LBW infants who received 'any KMC' as defined above. The secondary outcome was the description of the components of the packages of health system intervention strategies that achieved increased (≥50%) coverage of 'any KMC'.

**Search strategy.** We systematically searched MEDLINE, Ovid, WHO Global Index Medicus, CINAHL, SCOPUS, Epistemonikos, and Web of Science, with no limit on language or date. The search was not limited by language, and all the potentially eligible studies were translated, if required, for inclusion in the review. The search was first done in August 2021, and updated in June 2022. Two authors (NB & MT) screened titles and abstracts using Covidence software and then undertook full-text review for assessing the eligibility of the studies. Any conflicts were resolved by two other authors (SG & SR). The search strategy is available on the link:

https://www.crd.york.ac.uk/PROSPEROFILES/271834 STRATEGY 20210804.pdf

**Risk of bias in included studies.** We assessed the risk of bias using RoB 2.0 for randomized trials and ROBINS-I for non-randomized studies (15,16).

**Data extraction, analysis, and interpretation**. Two authors extracted study details (MT, NB) and one author extracted numerical data for analysis (SG) which was independently cross verified by a second author (SR). The coverage of any KMC at baseline and end line was summarized for all studies, including the change in coverage achieved. The eligible studies were too heterogeneous to be pooled and hence a meta-analysis was not conducted. The quantitative synthesis of KMC coverage was followed by qualitative analysis using a sequential/consecutive approach for mixed-methods systematic reviews (17-19). All eligible studies were classified based on the final KMC coverage achieved and change in KMC coverage from baseline, as follows:

- a) Studies that achieved increased KMC coverage (defined as a  $\geq$ 25% increase from baseline, with final coverage >50%); or
- b) Studies that achieved low KMC coverage (defined as <25% increase from baseline or final coverage <50%)

Studies that achieved increased KMC coverage were further classified based on the mean duration of SSC (hours per day) achieved, as shown in table 1.

**Table 1.** Subgrouping of studies using quantitative results on KMC coverage

Subgroups of studies	Color coding
KMC coverage increased ≥25% <u>AND</u> final coverage ≥50% <u>AND</u> mean SSC ≥8h/day	Dark green
KMC coverage increased $\geq$ 25% <u>AND</u> final coverage $\geq$ 50%; mean SSC <8h/d or not reported	Light green
KMC coverage increased <25% <u>OR</u> final coverage <50%	Red

Thereafter, the interventions applied by the different studies were classified using the WHO health system building blocks framework as in Table 2 (14).

Table 2. Classification used for health system interventions for KMC implementation

Health system building block	Examples of interventions
Leadership and governance	<ul> <li>Involvement of National/State Government or hospital administration</li> <li>National/State or hospital policies</li> </ul>
Health financing	<ul> <li>Conditional cash transfers (demand side)</li> <li>Pay-for-performance (supply side)</li> </ul>
Health workforce	<ul><li>Recruitment of staff</li><li>Capacity-building activities</li></ul>
Service delivery	<ul> <li>Improving facility-based services through various approaches including QI, changes in infrastructure, additional services like parental/family education and support, etc.</li> <li>Community-based surveillance and support</li> </ul>
Health information systems	<ul> <li>Generating/collecting intervention-specific data</li> <li>Use of data to inform action</li> </ul>
Equipment and supplies	<ul> <li>Supplies that are directly required for practicing KMC, e.g., KMC beds, reclining chairs, binders, etc.</li> </ul>

We considered the number of health system building blocks in which the interventions were applied as the "breadth" of intervention. Based on the six health system building blocks described above, we considered the "breadth" of intervention as high if a study intervention package comprised interventions in 5 or 6 building blocks, moderate if it applied interventions in 3 or 4 building blocks, and low if the package included interventions only in 1 or 2 health system building blocks.

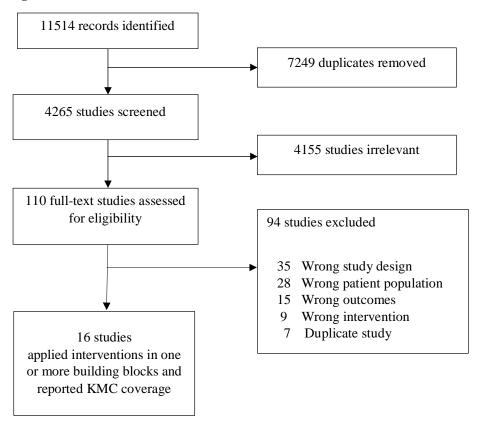
We also evaluated the intensity of health systems interventions for KMC implementation using Cochrane standard approach for assessing the intensity of complex interventions, using the TIDieR criteria (20), as: 1) How much-Number of times and over what period intervention was delivered, including the number of sessions, their schedule, duration, intensity, or dose; and 2) How well- If intervention adherence or fidelity was assessed, the extent to which the intervention was delivered as planned; whether or not any strategies were used to maintain or improve fidelity. Two independent assessors (SG, SR) categorized each intervention in each health system building block as high or low intensity. The intervention was marked as high if both reviewers considered it as high, else it was marked as a low-intensity intervention.

The 'breadth' and 'intensity' of interventions were compared and contrasted between the different categories of studies based on the KMC coverage categories to understand the factors that may lead to high coverage of any KMC.

# **RESULTS**

We identified 16 studies that evaluated 15 health system intervention strategies for KMC implementation applied in one or more building blocks and reported KMC coverage (Figure 1). Two studies implemented the same intervention package in two countries, Uganda, and Nepal, resulting in two publications.

Figure 1. PRISMA flow chart



**Design and setting.** Two studies were community-based cluster randomized trials (21,22) two were reports of a national-level programmatic scale-up (23,24), one was a mixed-methods study across facility-community continuum at district/woreda level (25), three were quality-improvement studies – one facility and one community-based (26-28), and eight were uncontrolled before-after health facility-based studies (28-35). Thirteen studies were conducted in lower-middle-income or low-income country settings -Bangladesh, Ethiopia, Ghana, India, Nepal, Philippines, Uganda) and three in high-income settings (USA) (Table 3).

medRxiv preprint doi: https://doi.org/10.1101/2023.05.16.23289958; this version posted May 18, 2023. The copyright holder for this preprint (which was not certified by peer review) is the author/funder, who has granted medRxiv a license to display the preprint in perpetuity.

All rights reserved. No reuse allowed without permission.

**Table 3.** Characteristics of included studies (n=16)

Study Country	Study setting and methods	Participants	Intervention details	Outcome reported	Notes
Arora 2021, India (26)	Hospital-based pre- and post-intervention study conducted over 8 months (4 months baseline, 3 months intervention, and one-month sustenance phase).	PT or BW <2.5 kg clinically stable twins; a total of 169 twin pairs included in the study.	Intervention phase comprised three Plan-Do-Study-Act (PDSA) cycles.  The first cycle focused on counselling sessions and encouragement of family participatory care, KMC care was encouraged by allowing an additional caretaker at all times of the day  the second cycle comprised distribution of low-cost KMC bags and increasing bed strength in the KMC ward by redesigning two additional maternity wards and making them function as KMC wards, entry of fathers inside the KMC wards which was restricted as per hospital policy was relaxed and they were allowed to participate in KMC even during night  in the third cycle, dedicated KMC nurses were appointed-they were relieved from other duties. They counselled for family participated care with emphasis on early initiation, continuous KMC, positioning of twins, expression of breastmilk and feeding of LBW neonates, assisted mothers and families in practicing KMC, and maintained records mentioning day of initiation, KMC hours  KMC definition: SSC several hours per day; EBF support provided	initiated KMC during facility stay  % mothers who gave prolonged KMC for ≥8 h	Analysis for this paper included n=91 twin pairs i.e., n=64 included in the baseline and n=27 included in the sustenance phase.
Calibo 2021 Philippines (24)	Mixed-methods evaluation of nationwide scale-up of KMC in 2014-2019 comprising secondary data review and in-depth interviews with policymakers, programme managers and programme coordinators of hospitals	from a sample of		% infants <200 g/<36 weeks who received KMC	Only the KMC-specific interventions between 2014-2019 were considered in the review

			<ul> <li>Reimbursement for newborn care package</li> <li>EINC included in licensing standards for health facilities.</li> <li>EINC included in medium/long-term development plans and budget allocated for national and local programmes</li> <li>Communication campaigns on EINC</li> <li>2014-2019: KMC scale up</li> <li>Care for the small baby programme established with bilateral and multilateral partners and the KMC Foundation (2014)</li> <li>Social health insurance and benefits for women about to give birth (2014)</li> <li>the Z benefits for premature and small newborns (2017)</li> <li>Enhancement of newborn care package (2018)</li> <li>KMC definition: SSC and exclusive BF</li> </ul>		
Hendricks 2014 USA (31)	Hospital-based study; prospective pre- and post- study with 6 months pre-, 1- month intervention and 18 months-post-intervention period		<ul> <li>intervention comprised:</li> <li>Three 7.5-hour sessions of didactic education on KMC</li> <li>Five manikin KMC simulation practicums with infant mannequins receiving (1) room air, (2) nasal cannula, (3) nasal continuous positive airway pressure (NCPAP), (4)</li> </ul>	% of inborn infants ≤34 weeks who were provided KMC during the pre- and post-training study period	None
Hodgins 2020 Nepal (22)	determine whether family- administered screening with targeted messages improves care practices	in pregnancy; 17 clusters in intervention and comparison arms each; Analysis based on low-birth-weight infants <2500 g;	baby's foot is small; if so, to call a pre-provided number to listen to 3 cognitive and 2 affective pre-recorded messages. Follow-up visits were made over the 2 weeks following the birth within 24 h of birth (for health facility births, the first	infants who received SSC in firs14 days after birth	Infants were determined to be low birth weight based on birth weight taken by the field staff, and foot length ≤6.9 cm, as determined by the family and by the field staff.

Joshi 2022 India (28)	Hospital-based study using quality improvement methods with multiple Plan-Do-Study-Act (PDSA) cycles over 12 weeks	All admitted stable LBW babies weighing less than 2500 g, numbers not reported.	designated KMC block established, service delivery adaptations to minimise interruptions.	who received KMC for at least 6 hours per day	Results reported only in percentage, denominator assumed to be 100 for baseline as well as sustenance phase.  Baseline data was recorded over seven consecutive days; final coverage data noted as a monthly average at the end of 26 weeks of the sustenance phase.
Kabir 2022 Bangladesh (23)	Evaluation of nationwide scale-up of KMC in government-run healthcare facilities in rural and urban areas of Bangladesh from Jan 2016 to Mar 2020 using data from the national database.	Clinically stable babies with birth weight under 2000 g, n=5018	comprehensive strategy to reduce neonatal mortality with	<2000 g who received KMC	Over the 4-year period 64 426 babies weighing under 2000 g were born in the eligible facilities. In this review, we compared data from first quarter of 2016 (Jan - Mar 2016) as baseline and first quarter of 2020 (Jan-Mar 2020) as endline.

			programme personnel visited facilities and conducted onsite monitoring.  KMC was introduced formally into the curricula of medical and nursing professionals. In parallel, various professional organizations of paediatricians, obstetricians, neonatologists, and nursing colleagues endorsed the universal practice of KMC.  KMC definition: SSC, EBF support not specified		
Kapoor 2021 India (35)	Hospital-based, pre-post intervention study over 9 months with 3 months each of pre- intervention- and post intervention phase	Hemodynamically stable preterm neonates admitted to the NICU with a birth weight of <2000 g, n=180	woman on the benefits and procedure of KMC in immediate postnatal period in labour room and at the		None
Minot 2021 USA (30)	Hospital-based study using quality improvement	Infants born <28 weeks' gestation	<ul> <li>Previously established unit policies and guidelines were updated based on current evidence to facilitate early SSC</li> </ul>	% of extremely preterm or LBW	None

	methods with multiple Plan-Do-Study-Act (PDSA) cycles over two years (Jun 2017 to Dec 2019) with one year baseline (June 2017-2018) and one-and-a-half-year intervention (Jul 2018 to Dec 2019).	and <1000 g, n=52	<ul> <li>SSC Readiness Checklist was developed and nurses and parents were asked to complete it prior to the first SSC.</li> </ul>	infants who received SSC within 72 h after birth	
	Hospital-based study pre- and post- intervention study with six months pre-(Jan- Jun 2017), 8 months intervention (Jul 2017-Feb 2018) and 6 months post- interventions (Mar-Aug 2018). Mothers with healthy term neonates in the postnatal care (PNC) wards and mothers with VLBW neonates admitted to the NICU were enrolled	weight (VLBW) infants <1500 g at birth, n=227		% of VLBW neonates receiving extended KMC	Extended KMC not defined
India, Ethiopia (25)	Mixed-methods implementation research study in geographically defined rural and semi-urban study areas (one district in each site in India, 3–5 woredas (districts) in each site in Ethiopia).	Infants of birth weight <2000 g who survived the first 3 days, were available in the study area and whose mother resided in the study	1. pre-KMC facility activities aimed at maximizing access	day before discharge	Study included three sites in India and four sites in Ethiopia, with some context-specific variations in the interventions across sites.

	Formative research 6 months (Mar-Sept 2016), three iterative cycles of intervention model development and refinement to continuously improve KMC coverage of 5-6 months each, and evaluation phase of 9—12 months (Jan 2018-Apr 2019)	area, n=3686	<2000 g at birth who were born in or referred to the facility; these activities included changes in infrastructure and training, motivation, and support of facility staff. 3. Post KMC implementing facility activities aimed to support the continuation of KMC at home after discharge KMC definition: SSC min 8 h/d, with EBF feeding support. KMC definition: SSC for several hours in a day with EBF		on additional outcomes like any SSC and SSC plus EBF≥8 h per day but we used the selected outcome to align with the rest of the studies. None of the hospitals in the study areas provided KMC at baseline, so baseline evaluation not done- denominator assumed to the same as endline and KMC coverage assumed to be 5% as a conservative estimate.
Nation 2021 USA (34)	Hospital-based pre-post intervention study	Infants born before 29 weeks' gestation regardless of respiratory support; n=81. Infant with cardiovascular instability requiring inotropic administration and umbilical arterial catheters were excluded.	modified to provide clarity on inclusion and exclusion criteria for SSC sessions, detailed description of	% infants who received SSC within the first 7 days after birth	Initially, infants <26 weeks were excluded for the first 72 hours of life. During the project period this unit protocol changed to include any infant <26 weeks for first 14 days of age and infants 26 to 27 completed weeks for the first 7 days of age
Panda 2021 India (27)	Community-based study using QI methods with two	Singleton neonates with a discharge		% of newborns receiving home-	The study implemented two PDSA cycles but it is

	PDSA cycles over two months; n=29 eligible mother–neonate dyad One month (April 2020) baseline and two PDSA cycles (May-June 2020 and June to July 2020)		members before discharge.  Demonstrate KMC through videos.  Provide one-to-one counseling over telephonic conversations.  Create a WhatsApp group for all eligible discharged mothers.  Interact through video calls with a female nurse educator. Interventions during the second PDSA cycle included:  Use KMC bag.  Encourage family members to provide KMC.  Announce KMC champion of the day.  KMC definition: Post-discharge SSC, Breastmilk express	based KMC	not clear whether interventions from the first PDSA cycle were continued during the second PDSA cycle or not. Therefore, we used data only from the first PDSA cycle for which complete information was available.
India (36)	Hospital-based pre-post intervention study over five months with one month each of pre- and post- and three months of intervention period	Not specified/likely to be preterm or LBW infants <2000 g	allowed inside SNCU for feeding and KMC.	on KMC	The hospital follows Government guidelines wherein KMC is provided to stable preterm or LBW newborns <2000g
	Hospital-based pre-post intervention study over six months (Mar- Oct 2014). Women >18 years enrolled in two hospitals, n= 4816	<2000g, n=56 (38 from one hospital and 18 from other)	in two hospitals' comprising six activities: dissemination	% of preterm and/or low birthweight (BW<2000 g) neonates who received KMC	None
Spira 2018 Nepal (32)	Hospital-based pre-post intervention study over six months (Jun to Dec 2016) Women >18 years enrolled in two hospitals, n=9231			birthweight (BW<2000 g) neonates who	Data only from one hospital has been used because the denominator for post-intervention period was not available from the other hospital.
Vesel 2013 Ghana (21)	Cluster-randomized trial 49 intervention zones and 49 control zones, In seven districts in the Brong Ahafo Region,	babies with known facility birth weight	KMC definition: SSC	newborns who received any SSC	Of 15,615 live births, 68.5% had recorded birthweights; 10.1% were LBW.

Ghana, including all live births between Nov 2008 and Dec 2009
--

**Population.** The included studies either enrolled the mothers before delivery and reported the outcomes among those that delivered preterm or LBW infants or enrolled preterm or LBW infants after birth. While all studies enrolled preterm or LBW infants, the eligibility criteria varied in terms of birth weight and gestational age across different studies (table 3).

**Interventions applied by the included studies.** All studies applied interventions to improve KMC practice for preterm or LBW infants, at variable scale, depending on their setting, contextual factors and baseline KMC coverage/practice. While all studies did not report support for EBF/EBM feeding as part of the intervention package, it was provided as part of the unit protocol in many studies which also reported breastfeeding outcomes.

**Outcomes.** All studies reported the proportion of eligible preterm or LBW infants who received skin-to-skin contact after birth in the pre-intervention phase or comparison group and post-intervention phase or intervention arm. However, the duration of skin-to-skin contact and the time of measurement varied (table 3).

There was high heterogeneity in the studies reporting KMC coverage in terms of population, implementation level and scale, KMC definition and reported outcomes, though all studies specified skin-to-skin contact more than one hour and the proportion of infants who received KMC. The risk of bias assessment for included studies and the list of excluded studies with reasons are provided in the Supplementary Appendix.

Quantitative assessment of KMC coverage. Eight of the 16 studies achieved increased KMC coverage with final KMC coverage  $\geq$ 50% and an increase of  $\geq$ 25% from baseline (Table 3). Of these, three studies reported SSC duration  $\geq$ 8 hours per day. One was large mixed methods implementation research study conducted in 8.7 million population in India and Ethiopia, that achieved a final KMC coverage (SSC for  $\geq$ 8 hours per day) of 55-85% at different sites, with an increase in the population-based coverage of KMC by more than 75% across seven sites in the two countries. The mean duration of skin-to-skin contact was 9.6 to 12.0 h/d in India sites and 11.6 to 14.9 h/d in Ethiopia sites (table 3)

**Table 4**. Any KMC coverage and change in KMC coverage achieved by included studies by KMC coverage categories

KMC coverage categories	Study (author, year)	(Proportion of e	C coverage eligible preterm or received any KMC)	Change in any KMC coverage	Mean skin-to- skin contact per day achieved
		Intervention group	Comparison group	from baseline	·
Coverage increase >25% AND	Mony 2021 (25)	2344/3686 (64%)*	0**	64%	≥8 hours per day prior to discharge
final coverage $\geq$ 50% AND	Arora 2021 (26)	22/27 (82%)	34/64 (53%)	29%	≥8 hours per day prior to discharge
SSC≥8h/day	Kapoor 2021 (35)	92/92 (100%)	66/88 (75%)	25%	≥8 hours per day prior to

					discharge
Coverage increase >25% AND	Joshi 2022 <sup>#</sup> (28)	76/100 (76%)	30/100 (30%)	46%	6 hours per day during hospital stay
final coverage	Minot 2021 (30)	31/37 (84%)	1/15 (7%)	77%	Not reported
≥50%	Hendricks- Munoz 2014 (31)	67/78 (86%)	9/34 (26%)	60%	About 4 hours per day during hospital stay
	Calibo 2021 (24)	253/478 (53%)	19/179 (11%)	42%	Not reported
	Mondkar 2021 (29)	81/114 (71%)	49/113 (43%)	28%	Not defined, but "extended KMC", likely to be at least 6 hours per day during hospital stay
Coverage increase	Panda 2021 (27)	5/10 (50%)	3/8 (38%)	12%	Not reported
<25% OR final	Prashantha 2019# (36)	42/100 (42%)	2/100 (2%)	40%	Not reported
coverage <50%	Vesel 2013 (21)	190/375 (51%)	105/370 (28%)	23%	Not reported
	Hodgins 2020 (22)	186/503 (37%)	96/649 (15%)	22%	Not reported
	Nation 2021 (34)	15/24 (63%)	13/25 (52%)	11%	Not reported
	Kabir 2022 (23)	917/4226 (22%)	37/792 (5%)	17%	Not reported
	Spira 2018 (Nepal) (32)	23/124 (19%)	29/127 (23%)	4%	Not reported
	Spira 2017 (Uganda) ## (33)	12/20 (60%)	29/36 (81%)	-21%	Not reported

<sup>\*</sup>Combined data from seven different sites where coverage varied from 55% to 85%; \*\*None of the hospitals in the study areas provided KMC at baseline

We reviewed the interventions applied by all included studies and classified them in various health system building blocks by study, based on pre-specified matrix provided in table 2 (table 5). The high intensity interventions are marked in bold font.

<sup>\*</sup>Study reported only in percentage, denominator assumed to be 100 for both groups

<sup>##</sup>Combined data from two hospitals

 $\textbf{Table 5.} \ \textbf{Interventions applied by the included studies classified by health system building blocks*}$ 

Table 24 lines ventions approa by the included statics classified by neutral system banding blocks							
Study	<b>Leadership and Governance</b>	Health workforce	Service delivery	Supplies	Health information systems	Health financing was a	
Mony 2021 (25)	State/Provincial leadership strongly engaged KMC supportive policies established (Mothers given rights and means to stay with their babies- beds, food, bathing, toilet, etc.)	Additional nurses appointed; personnel specially assigned to support KMC activities. HWs including CHWs trained, motivated, supported to perform the required tasks.	Activities in lower-level facilities and community to identify and refer LBW babies to KMC implementing facilities KMC wards with conducive environment, counseling Post-discharge phone calls and home visits to support continued KMC at home	KMC beds, reclining chairs	KMC-specific indicators incorporated into routine data systems. Registries and clinical logs developed to track small babies in health facilities	Health financing  KMC costs budgeted by curtified by peer review) is the author/funder, who running expenditures)  All rights reserved. No reus	
Arora 2021 (26)	Fathers and additional caregivers allowed to enter KMC wards and provide KMC 24x7	Dedicated nurses appointed to KMC wards, training of staff in supporting KMC practice and counselling	Increased number of beds in KMC ward, curtains installed in KMC ward, counselling sessions and encouragement of family participatory care	Low-cost KMC garments	Records of day of initiation, KMC hours on daily basis	view) is the All rights	
Kapoor 2021 (35)			KMC counseling to mothers and accompanying elderly woman, focused group discussions, other family members encouraged to give KMC. KMC in daily treatment order.		KMC record maintained in patient file and service register	author/fund reserved.	
Joshi 2022 (28)			Dedicated KMC block established, service delivery adaptations to minimize interruptions	KMC chairs, garments, binders		No reuse	
Minot 2021 (30)	Unit policies and guidelines on KMC updated on all aspects	Staff and provider education on evidence for SSC.	Parent education and practical skill training. Readiness checklist			allowed	
Hendricks 2014 (31)		KMC education and training program with simulation-based training for nurses using high- fidelity mannequins, role play and didactic education				ted medRxiv a	
Calibo 2021 (24)	Regulations to support evidence-based policies around birth, updated training curricula, staff licensing standards, facility regulatory and standards. KMC combined with essential intrapartum and newborn care and resuscitation in one initiative	Engagement of professional associations KMC 'champions', maternity - neonatal staff collaboration, for practice change, on-job clinical coaching	Environmental changes including reorganisation of space, patient flow, staff allocation, equipment and supplies, and education activities.  KMC promoted through multiple communication channels	KMC beds and binders	Self-monitoring by hospital teams and periodically by external teams at a national scale.	DoH committed financing for implementing KMC as part of essential intrapartum and newborn care by incorporating KMC in annual implementation plans. Expanded health insurance package for small babies.	
Mondkar 2021 (29)		Training of health care providers with practical hands-on demonstration on KMC technique and strengthening counselling skills	Positive reinforcement for best performing mothers, involving grandmothers in giving KMC	KMC chairs increased	KMC made a monthly review indicator	in perpetuity	

for LBW infants during home visits.  woman from their area, informed that healthcare providers recommend SSC for LBW infants; roll-free numbers with SSC.  Family-administered screening to identify LBW infants; toll-free numbers with pre-recorded phone messages including advice on skin-to-skin contact.  Simulation training with hands-on practice of nurses tailored to overcome identified barriers  National strategy with defined coverage targets, facility/DHIS2 data periodically monitored by Government for completeness and accuracy, KMC introduced formally into the curricula of medical and nursing professionals  pira 2017  for LBW infants during home visits.  woman from their area, informed that healthcare provides cornell SSC for LBW with substituting to identify LBW infants; toll-free numbers with pre-recorded phone messages including advice on skin-to-skin contact.  KMC protocol updated and modified to provide clarity on eligibility, details of SSC practice and documentation campaign to create awareness in the community  Online KMC data set established – facility record-keeping by trained personnel with regular review and action on underreporting facilities.  Social and behavioural change communication campaign to create awareness in the community  trained personnel with regular review and action on underreporting facilities.	
Simulation training with hands-on practice of nurses tailored to overcome identified barriers	
Clarity on eligibility, details of SSC practice and documentation   Clarity on eligibility, details of SSC practice and documentation	
defined coverage targets, facility/DHIS2 data periodically monitored by Government for completeness and accuracy, KMC introduced formally into the curricula of medical and nursing professionals  Spira 2017  defined coverage targets, facility/DHIS2 data monitoring of KMC services, professionals, quarterly on-site monitoring of KMC services, professionals, quarterly on-site monitoring of KMC services, professional organizations endorsed universal practice of KMC  campaign to create awareness in the community  record-keeping by trained personnel with regular review and action on underreporting facilities.  Spira 2017  KMC promotion through	
Spira 2017 KMC promotion through	
dissemination workshops, development of reminders, delivery simulation sessions, team building, case reviews, and academic visits in the wards.	
Spira 2018 Same as above for Spira 2017 (32)	

<sup>\*</sup>The text in bold indicates the interventions whose intensity was considered 'high'; \*\* Interventions only during the first PDSA cycle are included

# Qualitative analysis of health system interventions by KMC coverage categories.

A higher proportion of studies that applied interventions across more health system building blocks achieved increased coverage:

- All three studies (100%) that applied interventions across 5-6 building blocks achieved increased coverage: Mony 2021, Arora 2021 and Calibo 2021
- Two of the four studies (50%) that applied interventions across three to four building blocks achieved increased coverage: Minot 2021, Mondkar 2021, Prasantha 2019, and Kabir 2022 applied interventions across 3-4 building blocks but only Minot 2021 and Mondkar 2021 achieved increased coverage.
- Three of the nine studies (33%) that had interventions across one to two building blocks attained increased coverage. Of the rest nine studies, only three studies, i.e., Kapoor 2021, Joshi 2022 and Hendricks-Munoz 2014 achieved increased coverage.

The studies that did not achieve increased coverage had interventions primarily focused on the health workforce and service delivery and were weak on leadership and governance, financing, and health information systems.

Studies that included high-intensity intervention in at least one health system building block were more likely to achieve increased KMC coverage than those that did not:

- All three studies (100%) that achieved increased KMC coverage along with mean skin-to-skin contact for ≥8 hours per day had high-intensity interventions in at least one health system building block.
- Three of the five studies (60%) that achieved an increased KMC coverage but where mean skin-to-skin contact was < 8 hours per day or not reported had high-intensity interventions in at least one health system building block.
- Three of the eight studies (38%) studies that did not achieve an increased KMC coverage had high-intensity interventions in at least one health system building block.

The type of interventions implemented by the studies that achieved increased KMC coverage are summarized in Table 6.

Table 6. Summary of key interventions required to achieve increased KMC coverage.

HS BBs	Key interventions			
Leadership and	High-level leadership engagement			
Governance or	2. KMC supportive policies & regulations on staff licensing and facility			
Policy	standards			
Health	3. Ensure adequate nursing staff with strengthened competency and motivation			
workforce	to support KMC			
	4. Engagement of professional organizations, KMC 'champions', maternal-			
	neonatal staff collaboration			
Health financing	5. Govt. funding of KMC wards, human resources, running costs			
	6. Expanded health insurance for small babies			
Service delivery	7. KMC wards with a conducive environment (infrastructure, support, and			
	counselling)			
	8. Community engagement to promote KMC			
	9. Early identification and facilitated referral of LBW babies			
Health	10. Recording KMC (clinical registers) using KMC-specific indicators in routine			
information	data systems			
systems				
Supplies	11. KMC beds, chairs, and garments			

### **DISCUSSION**

The review findings suggest that a higher proportion of studies that applied interventions across more health system building blocks achieved increased KMC coverage- 100% studies that applied interventions across 5-6 building blocks, 50% studies that applied interventions across 3-4 building blocks, and 33% studies that applied interventions across 1-2 building blocks achieved increased coverage. The studies that did not achieve increased coverage had interventions primarily focused on the health workforce and service delivery and were weak on leadership and governance, financing, and health information systems. Also, studies that included high-intensity intervention in at least one health system building block were more likely to achieve increased KMC coverage than those that did not. The type of interventions implemented in studies that achieved a large increase in coverage are summarized.

KMC is a complex intervention, both as individual practice requiring specific behaviours from the infant's mother and family to carry and feed their preterm or LBW infant for a prolonged period and as a programmatic component of small and/or sick newborn care wherein the health systems need to be ready to provide essential support to enable the mother and family to practise KMC. We found only one study looking at demand-side intervention of financial incentives to mothers (37) which was not eligible for inclusion, none related to improving care seeking practices or access to care though one study did address it through community interventions to identify and refer LBW babies (25).

Few studies applied supply-side health interventions and reported KMC coverage. Those that did were quite variable in several aspects yet do allow some useful interpretations. System wide changes are not possible without coordinated and complementary actions in multiple domains. However, some health system actions in the domain of leadership and governance, health financing and health information systems may be particularly more effective alongside service delivery improvement and health workforce interventions, esp. to achieve increased KMC coverage at scale.

Effective leadership and management have been shown to lead to optimal performance of health systems and positively impact health services and the population's health outcomes (38), and changes in policy environment and availability of a strategic plan for scale-up have been shown to facilitate scale up (39). However, the level of engagement, intensity and sustenance of intervention in this domain appears to be an important factor influencing coverage, esp. at the national and sub-national scale, as evidenced by the two studies that achieved high coverage and one study that achieved low coverage but where this was the primary high-intensity intervention, potentially a major factor responsible for the observed change in coverage (23-25).

Health financing is another crucial aspect. Only two of the eight studies that achieved high coverage reported health financing as an interventions, but it is noteworthy that both were large scale studies and achieved improvement in coverage at the district and national level

(24,25). This suggests that while coverage improvements at facility-level may be achieved with local resources, programmatic scale up of KMC will require dedicated health system financing.

Next health system building block is the health information systems. All three studies that achieved high KMC coverage with high SSC duration had interventions in the health information systems (25,26,35). It is obvious that prolonged and continuous KMC cannot be achieved without adequate routine monitoring. Only two of the five other studies that achieved high coverage intervened in this domain, but it is interesting to note that the remaining three studies already had high KMC coverage at baseline (>75%), which means they may already have strong KMC measurement and monitoring in place.

Health work force interventions in isolation had little effect (32,33,34) as also identified in the past (40,41). Service delivery interventions varied by context, but key factors that facilitated prolonged and continuous SSC involved infrastructure changes to keep mothers and families with their infants too practice KMC, providing them the required support and counseling along with family involvement. Supplies for KMC, i.e., beds, chairs and garments are necessary but are all low-cost items.

The findings of the review imply that a systems wide approach guided by leadership and good governance with few key set of health system actions can help increase KMC coverage at scale and is feasible to do in most settings.

Our review is perhaps the first attempt to objectively evaluate the health system interventions that may improve KMC coverage. It spans national-level implementation through district and facility levels, with findings that are consistent with systematic reviews on barriers and enablers on KMC implementation (42,43), as well as learnings from programmatic implementation of KMC (44). However, there are several potential limitations to acknowledge. Publication bias is likely as studies which applied interventions to improve KMC but did not achieve expected or desired coverage may not have been published, and it could not be assessed in this review. The included studies were heterogenous in terms of setting, population, methods, scale, intensity and quality of intervention delivery, and time of outcome measurement, though the qualitative analysis did attempt to categorize the studies and interpret the findings using an objective framework. Owing to the nature of the review, results cannot be attributed to individual components of the intervention packages and must be considered together as package of health system building blocks.

To conclude, high-intensity interventions across multiple health system building blocks should be used for equitably scaling up KMC. High-intensity interventions across multiple health system building blocks should be used for equitable scale-up of KMC.

### REFERENCES

- 1. Blencowe H, Krasevec J, de Onis M, Black RE, An X, Stevens GA, et al. National, regional, and worldwide estimates of low birthweight in 2015, with trends from 2000: a systematic analysis. Lancet Glob Health. 2019 Jul;7(7):e849-e860.
- 2. Lawn JE, Cousens S, Zupan J; Lancet Neonatal Survival Steering Team. 4 million neonatal deaths: when? Where? Why? Lancet. 2005 Mar 5-11;365(9462):891-900.
- 3. WHO recommendations for care of the preterm or low birth weight infant. Geneva: World Health Organization; 2022 (https://apps.who.int/iris/rest/bitstreams/1474473/retrieve).
- 4. Sivanandan S, Sankar MJ. Kangaroo mother care for preterm or low birth weight infants: a systematic review and meta-analysis. BMJ Global Health 2023 (in press)
- 5. Kangaroo Mother Care. An Implementation Strategy for scale up adaptable to different country contexts. Geneva: World Health Organization 2023 (in press)
- Ending preventable newborn deaths and stillbirths by 2030. Moving faster towards high-quality universal health coverage in 2020–2025. World Health Organization and UNICEF 2020 (https://www.unicef.org/media/77166/file/Ending-preventablenewborn-deaths-and-stillbirths-by-2030-universal-health-coverage-in-2020%E2%80%932025.pdf)
- Vesel L, Bergh AM, Kerber KJ, Valsangkar B, Mazia G, Moxon SG, et al; KMC Research Acceleration Group. Kangaroo mother care: a multi-country analysis of health system bottlenecks and potential solutions. BMC Pregnancy Childbirth. 2015;15 Suppl 2(Suppl 2):S5.
- 8. Kourouma KR, Agbré-Yacé ML, Doukouré D, Cissé L, Some-Méazieu C, Ouattara J, et al. Barriers and facilitators to kangaroo mother care implementation in Cote d'Ivoire: a qualitative study. BMC Health Serv Res. 2021 Nov 9;21(1):1211.
- 9. Yue J, Liu J, Williams S, Zhang B, Zhao Y, Zhang Q, et al.. Barriers and facilitators of kangaroo mother care adoption in five Chinese hospitals: a qualitative study. BMC Public Health. 2020 Aug 13;20(1):1234.
- Bergman NG, S. Rao, S. Edmond, K. Talej, M. Smith, E. Effectiveness of packages of health system interventions on coverage of KMC for preterm or LBW infants: a systematic review and meta-analysis York, UK2021 [Available from: https://www.crd.york.ac.uk/prospero/display\_record.php?ID=CRD42021271834]
- 11. Glenton C, Lewin S, Downe S, et al. Cochrane Effective Practice and Organisation of Care (EPOC) Qualitative Evidence Syntheses, Differences From Reviews of Intervention Effectiveness and Implications for Guidance. International journal of qualitative methods 2022;21:160940692110619.
- 12. Conde-Agudelo A, Díaz-Rossello JL. Kangaroo mother care to reduce morbidity and mortality in low birthweight infants. Cochrane Database Syst Rev. 2016 Aug 23:2016(8):CD002771.
- 13. WHO recommendations for care of the preterm or low birth weight infant. Geneva: World Health Organization; 2022.

- 14. de Savigny D, Adam T. Systems thinking for health systems strengthening. In: de Savigny Don AT, ed.: Alliance for Health Policy and Systems Research, WHO, 2009
- 15. Higgins JP, Altman DG, Gøtzsche PC, Jüni P, Moher D, Oxman AD, et al; Cochrane Bias Methods Group; Cochrane Statistical Methods Group. The Cochrane Collaboration's tool for assessing risk of bias in 26andomized trials. BMJ. 2011 Oct 18:343:d5928.
- Sterne JAC, Hernán MA, Reeves BC, Savović J, Berkman ND, Viswanathan M, et al. ROBINS-I: a tool for assessing risk of bias in non-randomized studies of interventions. BMJ 2016; 355; i4919; doi: 10.1136/bmj.i4919
- 17. Stern C, Lizarondo L, Carrier J, Godfrey C, Rieger K, Salmond S, Apóstolo J, Kirkpatrick P, Loveday H. Methodological guidance for the conduct of mixed methods systematic reviews. JBI Evid Synth. 2020 Oct;18(10):2108-2118...
- 18. Hong, Q.N., Pluye, P., Bujold, M. et al. Convergent and sequential synthesis designs: implications for conducting and reporting systematic reviews of qualitative and quantitative evidence. Syst Rev 6, 61 (2017).
- 19. Noyes J, Booth A, Moore G, et al. Synthesising quantitative and qualitative evidence to inform guidelines on complex interventions: clarifying the purposes, designs and outlining some methods. BMJ Global Health 2019;4:e000893.
- 20. Hoffmann TC, Glasziou PP, Boutron I, et al. Better reporting of interventions: template for intervention description and replication (TIDieR) checklist and guide. BMJ: British Medical Journal 2014;348:g1687.
- 21. Vesel L, ten Asbroek AHA, Manu A, et al. Promoting skin-to-skin care for low birthweight babies: Findings from the Ghana Newhints cluster-randomised trial. Trop Med Int Health 2013;18(8):952-61.
- 22. Hodgins S, Rajbhandari B, Joshi D, et al. Community-based cluster randomized controlled trial: Empowering households to identify and provide appropriate care for low-birthweight newborns in Nepal. BMC Public Health 2020;20(1)
- 23. Ehtesham Kabir A, Afroze S, Amin Z, et al. Implementation research on kangaroo mother care, Bangladesh. Bull World Health Organ 2022;100(1):10-19
- 24. Calibo AP, De Leon Mendoza S, Silvestre MA, et al. Scaling up kangaroo mother care in the Philippines using policy, regulatory and systems reform to drive changes in birth practices. BMJ Glob Health 2021;6(8)
- 25. Mony PK, Tadele H, Gobezayehu AG, et al. Scaling up Kangaroo Mother Care in Ethiopia and India: a multi-site implementation research study. BMJ Glob Health 2021;6(9)
- 26. Arora P, Kommalur A, Devadas S, et al. Quality improvement initiative to improve the duration of kangaroo mother care for twin preterm neonates born at a tertiary care hospital in resource-limited settings. J Paediatr Child Health 2021;57(7):1082-88.
- 27. Panda SD, S. Nayak, MK. Rath, S. Polakampalli, N. Mishra, S. Implementation of Home-Based KMC During SARS-CoV-2 Pandemic Through a Quality-Improvement Initiative. Perinatology 2021;22(3):159-84

- 28. Joshi A, Londhe A, Joshi T, et al. Quality improvement in Kangaroo Mother Care: learning from a teaching hospital. BMJ Open Qual 2022;11(Suppl 1)
- 29. Mondkar J, Chawla D, Sachdeva RC, et al. Impact of mother-baby friendly initiative plus approach on improving human milk feeding for neonates in hospital: a quality improvement before-and-after uncontrolled study. Eur J Pediatr 2021
- 30. Minot KL, Kramer KP, Butler C, et al. Increasing Early Skin-to-Skin in Extremely Low Birth Weight Infants. Neonatal network: NN 2021;40(4):242-50.
- 31. Hendricks-Munoz KD, Mayers RM. A Neonatal Nurse Training Program in Kangaroo Mother Care (KMC) Decreases Barriers to KMC Utilization in the NICU. Am J Perinatol 2014;31(11):987-91.
- 32. Spira C, Dhital R, Jacob S, et al. Improving the quality of maternity services in Nepal through accelerated implementation of essential interventions by healthcare professional associations. Int J Gynecol Obstet 2018;143(3):379-86.
- 33. Spira C, Kwizera A, Jacob S, et al. Improving the quality of maternity services in Uganda through accelerated implementation of essential interventions by healthcare professional associations. Int J Gynaecol Obstet 2017;139(1):107-13.
- 34. Nation H, Sanlorenzo L, Lebar K, et al. A Quality Improvement Project to Increase Frequency of Skin-to-Skin Contact for Extreme Low-Birth-Weight Infants in the Neonatal Intensive Care Unit. The Journal of perinatal & neonatal nursing 2021;35(3):247-57.
- 35. Kapoor R, Verma A, Dalal P, et al. Enhancing Kangaroo Mother Care Uptake Through Implementation of an Education Protocol. Indian J Pediatr 2021;88(6):544-49.
- 36. Prashantha YN, Shashidhar A, Balasunder BC, et al. Onsite mentoring of special newborn care unit to improve the quality of newborn care. Indian J Public Health 2019;63(4):357-61.
- 37. Andrews KG, Martin MW, Shenberger E, Pereira S, Fink G, McConnell M. Financial Support to Medicaid-Eligible Mothers Increases Caregiving for Preterm Infants. Matern Child Health J. 2020 May;24(5):587-600.
- 38. Jiyenze MK, Sirili N, Ngocho JS, Kikula A, Chikoti B, Kapologwe N, Kengia JT. Strengthening health management, leadership, and governance capacities: What are the actual training needs in Tanzania? Health Sci Rep. 2023 Mar 20;6(3):e1158.
- 39. Bulthuis SE, Kok MC, Raven J, Dieleman MA. Factors influencing the scale-up of public health interventions in low- and middle-income countries: a qualitative systematic literature review. Health Policy Plan. 2020 Mar 1;35(2):219-234.
- 40. Pantoja T, Opiyo N, Lewin S, et al. Implementation strategies for health systems in low-income countries: an overview of systematic reviews. *Cochrane Database Syst Rev* 2017;9(9):Cd011086.
- 41. Siddiqi K, Newell J, Robinson M. Getting evidence into practice: what works in developing countries? *International Journal for Quality in Health Care* 2005;17(5):447-54

- 42. Chan GJ, Labar AS, Wall S, et al. Kangaroo mother care: a systematic review of barriers and enablers. Bulletin of the World Health Organization 2016;94(2):130.
- 43. Smith ER, Bergelson I, Constantian S, et al. Barriers and enablers of health system adoption of kangaroo mother care: a systematic review of caregiver perspectives. BMC pediatrics 2017;17(1):35. doi: 10.1186/s12887-016-0769-5
- 44. Anne-Marie Bergh, Shuchita Gupta, Suman Rao. Programmatic implementation of kangaroo mother care: a systematic synthesis of grey literature. medRxiv 2023.04.05.23288153; doi: https://doi.org/10.1101/2023.04.05.23288153