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USAID ASSIST Project  
Applying Science to Strengthen  
and Improve Systems

# Working with the workforce you have.....

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**February 19, 2014**

# Introduction

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- **“As *you* know, *you* go to war with the Army you have. They're *not* the Army you might want or *wish* to have at a later time” (Rumsfeld, 2004)**
- **Abundant evidence indicates severe shortage of health care workers in LMIC**
- **No evidence to suggest that shortfall will be remedied soon**



# Improving efficiency of the workers you have....

- **In 14 Uganda HIV clinics in 2011:**
  - Improvement intervention to improve coverage of HIV + patients
  - Introducing triage system
  - Changing physical layout of clinics
  - Introducing staff rotation system for full coverage of all services
  - Pre-packaging drugs
  - Results:
    - Shorter waiting times
    - More clients receiving services per staff member
    - Cost \$16,000 for improvements
    - Staff time cost-saving was \$227/week

# Improving efficiency of the workers you have....

## In 17 Uganda HIV clinics in 2011:

- Improvement intervention for data management in HIV clinics
  - Better filing system
  - Training on completing records
  - Better client scheduling system
  - Ensuring clinical chart available and completed for each client visit
  - Included coaching and learning sessions among 17 clinics

Emphasized collecting data to identify problems & track changes

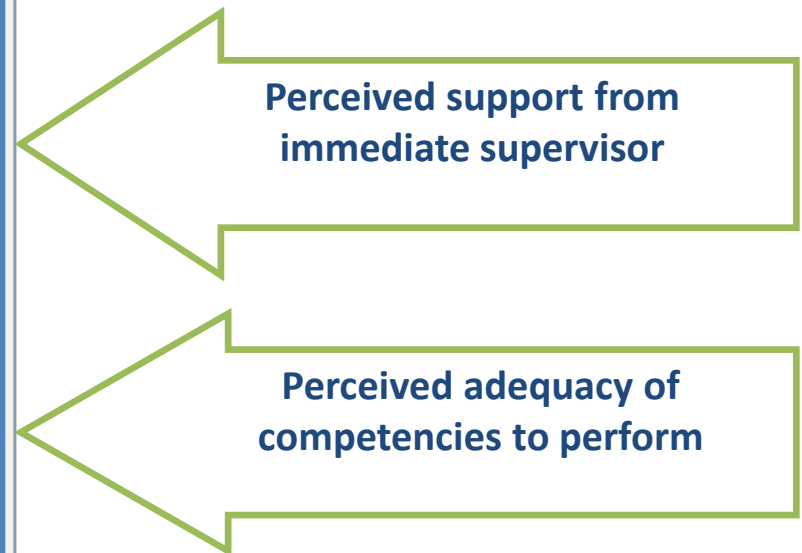
- Results:
  - Shorter waiting times
  - Improved efficiency of health workers was equivalent to having 1-6 additional staff members at the clinic each day (depending on clinic)
  - Saved \$82,000 in staff time in first 12 months
  - Most clinics closed earlier

# Results: What makes a health worker engaged? What influences it? Tanzania study

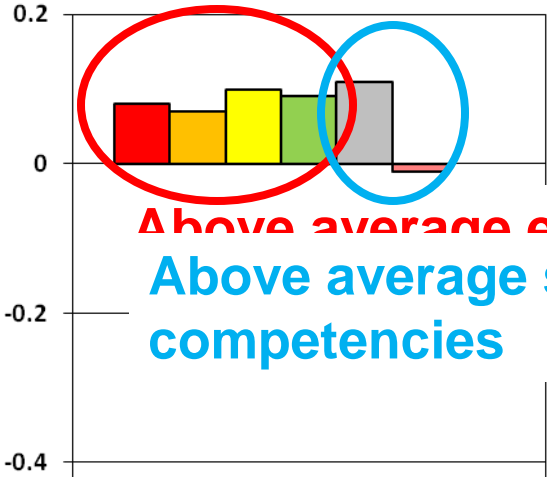
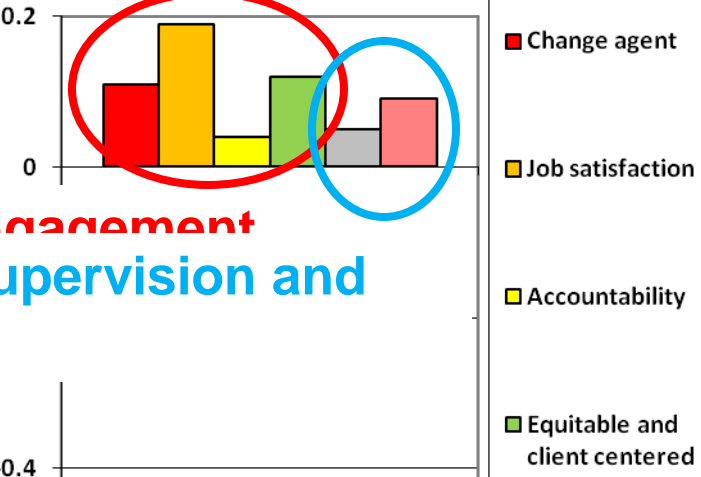
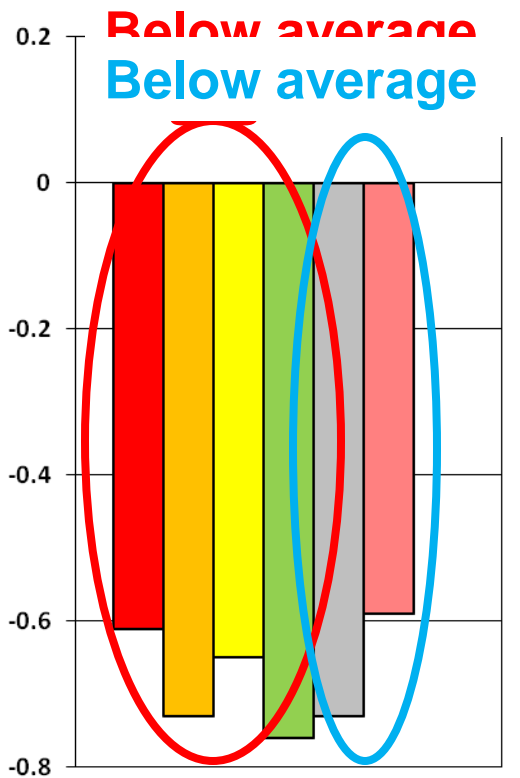
## Engaged health worker characteristics

|   |   |
|---|---|
| <b>Change agent</b><br>Proactive, focused on improvements, team player, facilitate learning                             | <b>Job satisfaction</b><br>Pride in work, satisfied with work, employee trust, relationships and work environment           |
| <b>Accountable</b><br>Answerable to responsibilities, clear understanding of job expectations, practice self-reflection | <b>Equitable and client centered</b><br>Quality of care does not vary by client characteristics, treat clients respectfully |

## Factors influencing engagement



# Results: Do facilities with more engaged health workers perform better? Tanzania study

| Group 1 (n= 52)  | Group 2 (n=79)   | Group 3 (n=18)  |
|--|--|---|
| <b>Improvement team presence</b>   |  |   |
| Yes  | No   | No  |
| <b>Scores for engagement characteristics and influencing factors (z-scores)</b>  |  |   |
|  <p data-bbox="183 699 1004 856"> <span style="color: red;">Above average engagement</span><br/> <span style="color: blue;">Above average supervision and competencies</span> </p> |  |  <p data-bbox="1477 506 1864 606"> <span style="color: red;">Below average</span><br/> <span style="color: blue;">Below average</span> </p> |
| <b>% of ART patients loss to follow up</b>   |  |   |
| <b>10.78%</b>  | <b>13.6%</b>   | <b>35.1%</b>  |

**Facilities with engaged health workers have 1/3 the ART patients lost to follow up**

# Questions .....

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