Working with the workforce you have…..

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Introduction

• “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

<table>
<thead>
<tr>
<th>Engaged health worker characteristics</th>
<th>Factors influencing engagement</th>
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<tbody>
<tr>
<td><strong>Change agent</strong></td>
<td>Perceived support from immediate supervisor</td>
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<tr>
<td>Proactive, focused on improvements, team player, facilitate learning</td>
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<tr>
<td><strong>Job satisfaction</strong></td>
<td>Perceived adequacy of competencies to perform</td>
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<tr>
<td>Pride in work, satisfied with work, employee trust, relationships and work environment</td>
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<tr>
<td><strong>Accountable</strong></td>
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<td>Answerable to responsibilities, clear understanding of job expectations, practice self-reflection</td>
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<tr>
<td><strong>Equitable and client centered</strong></td>
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<tr>
<td>Quality of care does not vary by client characteristics, treat clients respectfully</td>
<td></td>
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</tbody>
</table>
Results: Do facilities with more engaged health workers perform better? Tanzania study

Group 1 (n=52) | Group 2 (n=79) | Group 3 (n=18)

**Improvement team presence**

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<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>No</th>
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**Scores for engagement characteristics and influencing factors (z-scores)**

<table>
<thead>
<tr>
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<th>% of ART patients lost to follow up</th>
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<tbody>
<tr>
<td>Group 1</td>
<td>10.78%</td>
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<tr>
<td>Group 2</td>
<td>13.6%</td>
</tr>
<tr>
<td>Group 3</td>
<td>35.1%</td>
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</tbody>
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Facilities with engaged health workers have 1/3 the ART patients lost to follow up.

Above average engagement
Above average supervision and competencies

Below average engagement
Below average supervision and competencies
Questions ……