Health Workforce Productivity Analysis and Improvement Framework

<table>
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<tr>
<th>Productivity Problem</th>
<th>Possible Underlying Causes</th>
<th>Assessment Methods</th>
<th>Potential Interventions for Productivity Improvements</th>
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</table>
| **Health facility inefficiencies** | • Inefficient organization of services or work processes  
• Insufficient equipment, supplies, or infrastructure  
• Poor time management  
• Inadequate staffing  
• Low health worker motivation/ know-do gap | • Health worker flow mapping  
• Health worker focus group discussions | • Reorganize service provision  
• Improve availability of equipment and supplies  
• Implement time management approaches  
• Ensure adequate staffing and skill mix  
• Consider task shifting  
• Strengthen health worker motivation  
• Use mHealth (mobile health) technologies |
| **Health worker absenteeism** | • Insufficient accountability  
• Low salary and external income opportunities  
• Poor work climate  
• Low patient demand | • Community focus group discussions  
• Health worker focus group discussions | • Improve management  
• Revise dual practice policies  
• Strengthen accountability  
• Strengthen health worker motivation  
• Implement work climate improvements |
| **Low patient demand** | • Low catchment population or densely located health facilities  
• High access costs  
• Preference for self-treatment or other providers  
• Services unavailable  
• Lack of confidence in health worker knowledge, competency, or experience | • Community focus group discussions  
• Health worker focus group discussions | • Provide mobile outreach  
• Partner with transportation providers  
• Provide vouchers to patients  
• Conduct health promotion campaigns  
• Align facility schedule with patient demand  
• Improve quality of care  
• Align facility staffing and standards with patient preferences |

http://www.capacityplus.org/productivity-analysis-improvement-toolkit