



HRH PERFORMANCE SUPPORT AND RETENTION SYSTEMS

While half of the world's population lives in rural areas, they are served by less than a quarter of doctors and only 38% of nurses (World Health Organization, 2010). To optimize the service delivery contribution provided by existing health workers and to achieve progress on the Millennium Development Goals, strong systems need to be developed to ensure the availability of quality health services through high levels of health worker retention and productivity.

Country stakeholders and human resources for health (HRH) practitioners require accessible tools and methodologies to build a compelling evidence base for implementation strategies and policy action. CapacityPlus is developing a comprehensive catalog of tools, resources, and intervention options that can be tailored to help countries improve health worker motivation, attraction, retention, productivity, and performance.

Types of Technical Assistance

- Building capacity in use of tools to assess health worker attraction and retention in rural areas to develop retention strategies and inform decision-making and policies
- Assessing the cost and effectiveness of retention interventions
- Determining best skill mix and service delivery models to provide universal health care
- Generating evidence to inform decision-making on wage policies to ensure gender equity and contribute to health worker retention
- Building the capacity of regional and national organizations in relevant HRH topics
- Identifying governance approaches to address health worker ghostworkers and absenteeism
- Improving the productivity and performance of community health workers
- Developing strategies for work climate improvement for increased health worker productivity and better quality of care
- Assessing the influence of hospital HR management practices on health worker productivity and time and skills utilization
- Applying frameworks and tools for HR managers to assess health worker productivity issues and develop appropriate interventions

Tools and Resources

- [Rapid Retention Survey Toolkit: Designing Evidence-Based Incentives for Health Workers](#): an assessment tool for health worker attraction and retention in rural areas. The toolkit builds on the WHO's 2010 global policy recommendations on retention and is based on the discrete choice experiment (DCE), a powerful research method that identifies the trade-offs health professionals (or other types of workers) are willing to make between specific job characteristics and determines their preferences for various incentive packages, including the probability of accepting a post in a rural health facility.

- **iHRIS Retain**: an open source tool to cost health worker retention strategies at the district, regional, or national level. Developed by CapacityPlus in collaboration with the WHO, iHRIS Retain is based on the WHO's 2010 global policy recommendations on retention, which offer guidance on interventions in the areas of education, regulation, financial incentives, and professional development that can increase access to health workers in remote and rural areas through improved retention.
- **Community health worker productivity model**
- Productivity Diagnostic and Improvement Toolkit (*in development*)

Current Partners in This Area

Global Health Workforce Alliance, WHO Department for Health Systems Policies and Workforce, International Council of Nurses, International Hospital Federation, World Bank, Health Systems 20/20, AAAH

Experts

Wanda Jaskiewicz, IntraHealth International, Workforce Performance Support Team Lead

Wanda Jaskiewicz is a global health specialist with over 15 years of extensive field experience in developing countries. Her area of focus in her current role is to provide technical assistance in improving health worker retention and productivity. Prior to this position Jaskiewicz worked on numerous USAID projects as a technical advisor and in a program management capacity in the areas of HIV/AIDS, family planning, reproductive health, and maternal health. She holds an MPH from Tulane University and is fluent in Spanish.

Kate Tulenko, IntraHealth International, Director

Kate Tulenko has worked at the highest levels of health workforce, health financing, and health policy development with institutions around the world. She has been an advisor to national governments on health policy and reform, and served on expert panels for the World Bank, World Health Organization, AFRO, American Public Health Association, Global Health Workforce Alliance, American Hospital Association, and more. Tulenko has published on a wide array of topics. She also holds academic appointments at the Johns Hopkins School of Public Health and the George Mason College of Health and Human Services. Tulenko holds an MD and MPH from Johns Hopkins University, and an MPhil from the University of Cambridge, Emmanuel College.

For More Information

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CapacityPlus Partnership

IntraHealth International, Inc. (lead partner), Abt Associates, IMA World Health, Liverpool Associates in Tropical Health (LATH), Training Resources Group, Inc. (TRG)

Associate Partners

African Population & Health Research Center (APHRC), Asia-Pacific Action Alliance on Human Resources for Health (AAAH), West African Institute of Post-Graduate Management Studies (CESAG), Partners in Population and Development (PPD)

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