

**HRH Action Workshop
Topic Working Groups
Participant Notes**

Provider Performance Improvement

Definition: Examines provider performance issues at the specific health worker level—(e.g., front line supervisors, nurses)—includes desired performance, determining actual performance, identifying gaps, root cause analysis, intervention selection, implementation, monitoring and evaluation. Enabling factors that affect performance include feedback, incentives, clear expectations, supervision, training and tools.

Notes:

Issues:

1. Training
 - a. Not coordinated (no national training strategies and vertical programs)
 - b. Selection criteria not appropriate:
 - i. Per diems as motivator
 - ii. Favoritism
 - c. Same staff attending workshops
 - d. Short courses not recognized as part of performance appraisals
2. Negative attitudes of health workers in hiring, promotions and appraisals:
 - a. Staff workload and environment
3. No info systems for tracking our HR—numbers, vacancies, training, etc.
4. No feedback of research—results and sharing new numbers. No feedback from those attending courses.
5. Lack of definition on measuring performance
6. Job descriptions not clearly defined and expectations not clear
7. Promotion due to seniority not performance and skills based
8. HIV/AIDS affecting performance

What is working?

1. Kenya:
 - a. Continuing education program in the hospitals, upgrading nurses to diploma through on-site training

- b. Tracking of the staff training and incentives used to improve performance
 - c. Distance learning program (self-directed learning manuals, mentors)
 - d. Upgrading of certificate nursing—diploma nursing
 - e. Mentoring of the HIV/AIDS Clinical Officers coming in under the Clinton Foundation
 - f. Definition of the “Essential Service Package,” determining the functions and HR standards (Kenya, Lesotho and Uganda)
2. Uganda:
 - a. Developed performance standards and placed under mentors at the districts for use in support supervision to health workers in lower-level health facilities
 - b. ICT: Palm Pilots used as monitoring tools and for transmitting data.
 - c. Develop hospital policy and performance standards for all levels of health facility delivery
 3. Zambia and Lesotho:
 - a. Accreditation system for FBOs

What is not working?

1. Lesotho:
 - a. Parallel Training Programs—degree level nursing v. diploma level nursing: Degree level nurses are paid more, but are not as hands-on as the Diploma level nurses.
2. Upgrading the health workers but not remunerating them accordingly (several countries)

Conclusion:

1. Need for a Strategic Plan for performance improvement that includes:
 - a. Clear standards
 - b. Job descriptions
 - c. Performance expectations
 - d. Supervision