

Building the Enabling Environment: What is Required to Retain and Support NPC Performance? *Evidence and Experience*

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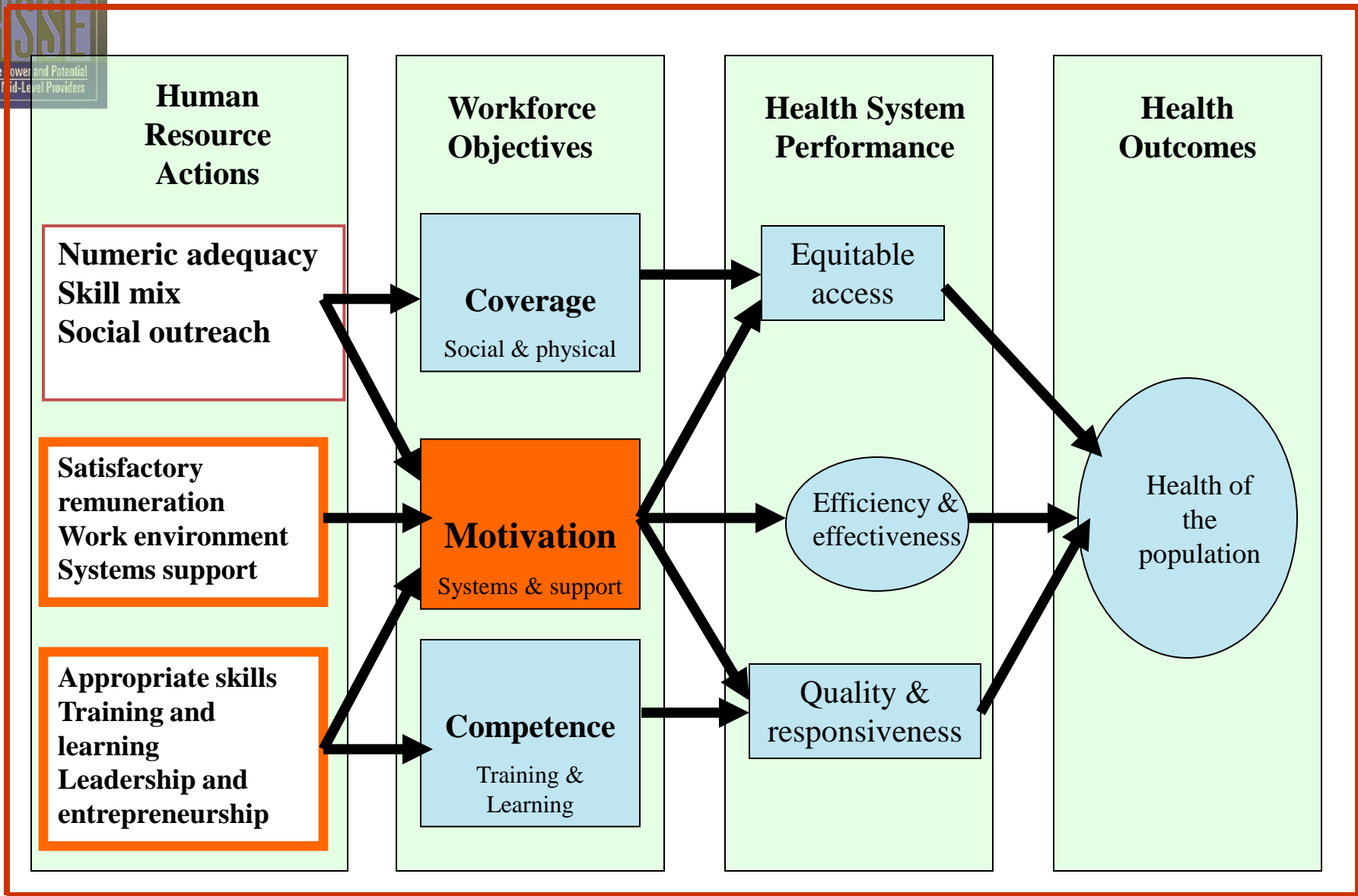


Figure 1: Managing for Performance

Source: Human Resources for Health Overcoming the Crisis (2004) Joint Learning Initiative

HSSE Key Research Questions

What are the factors that will optimize the retention of mid-level providers and support their performance?

Sampling

Malawi

- near national sample
- n=84,
- 631 providers interviewed

Tanzania

- stratified random sample
- one region per zone, 8 zones
- n=90
- 811 providers interviewed

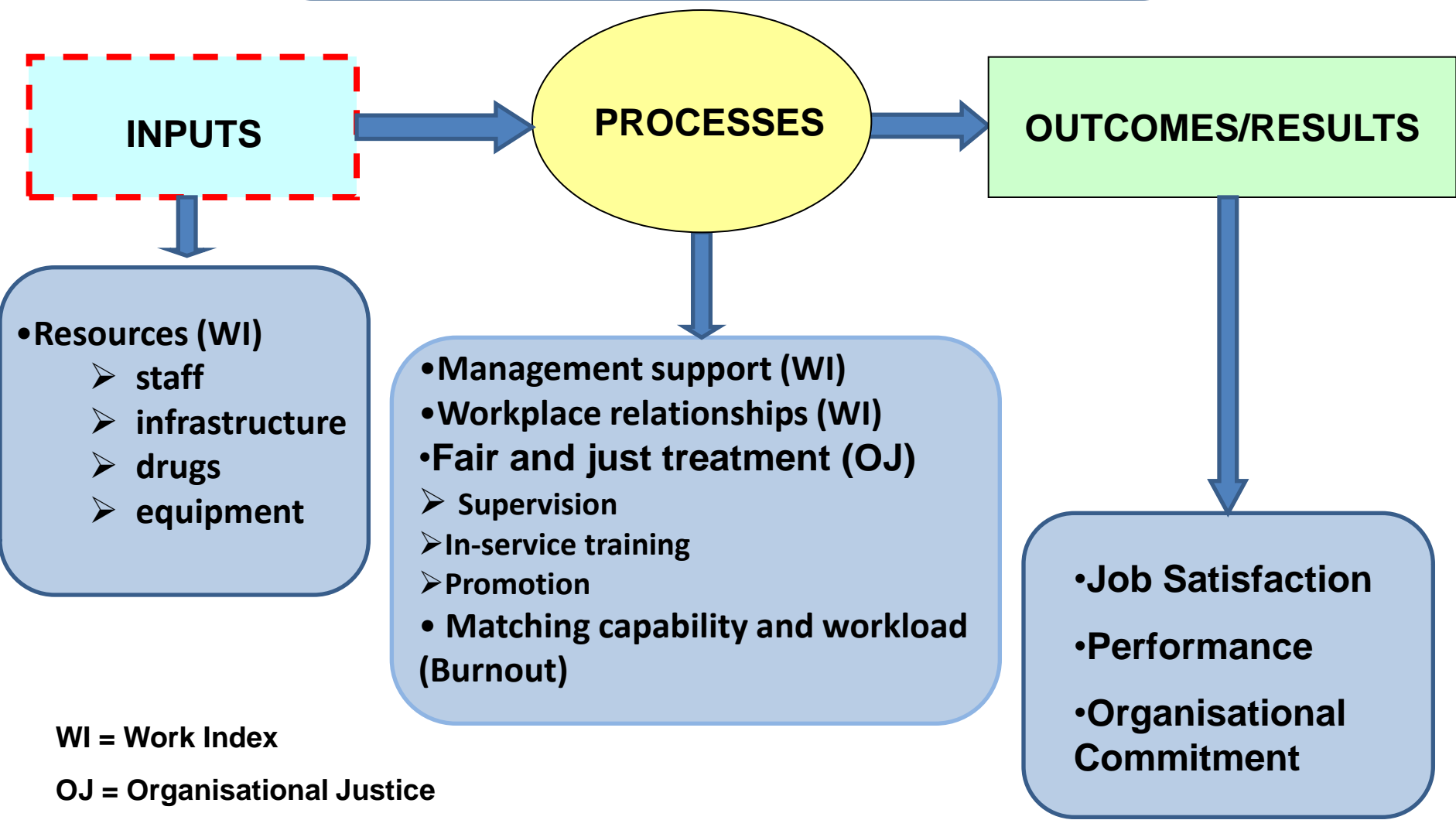
HSSE Data Collection Instruments

- Provider Survey
- Facility Inventory
- Others...

Facility Inventory

- **Identification information**
- **General infrastructure**
- **Staffing**
- **Transportation and Communication**
- **EmOC Signal Functions and Other MNH Services**
- **Facility Caseload**
- **Equipment and Supplies**

The Enabling Environment



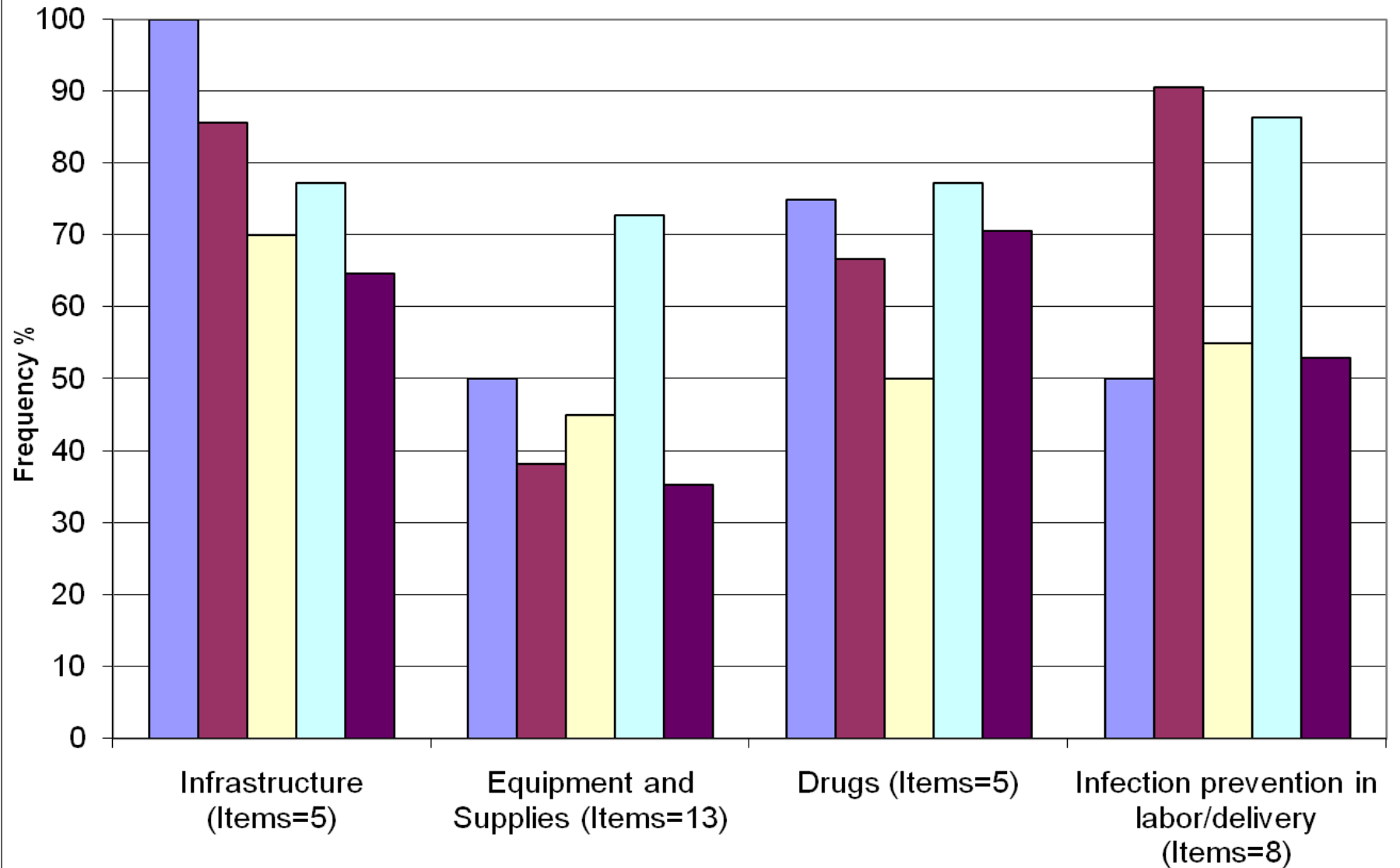
Malawi

INPUTS

Measured using Facility Inventory

- Facility infrastructure
- Equipment
- Supplies
- Drugs

Availability of Items for Normal Delivery and Infection Prevention by Facility Type



■ Central Hospitals n=2

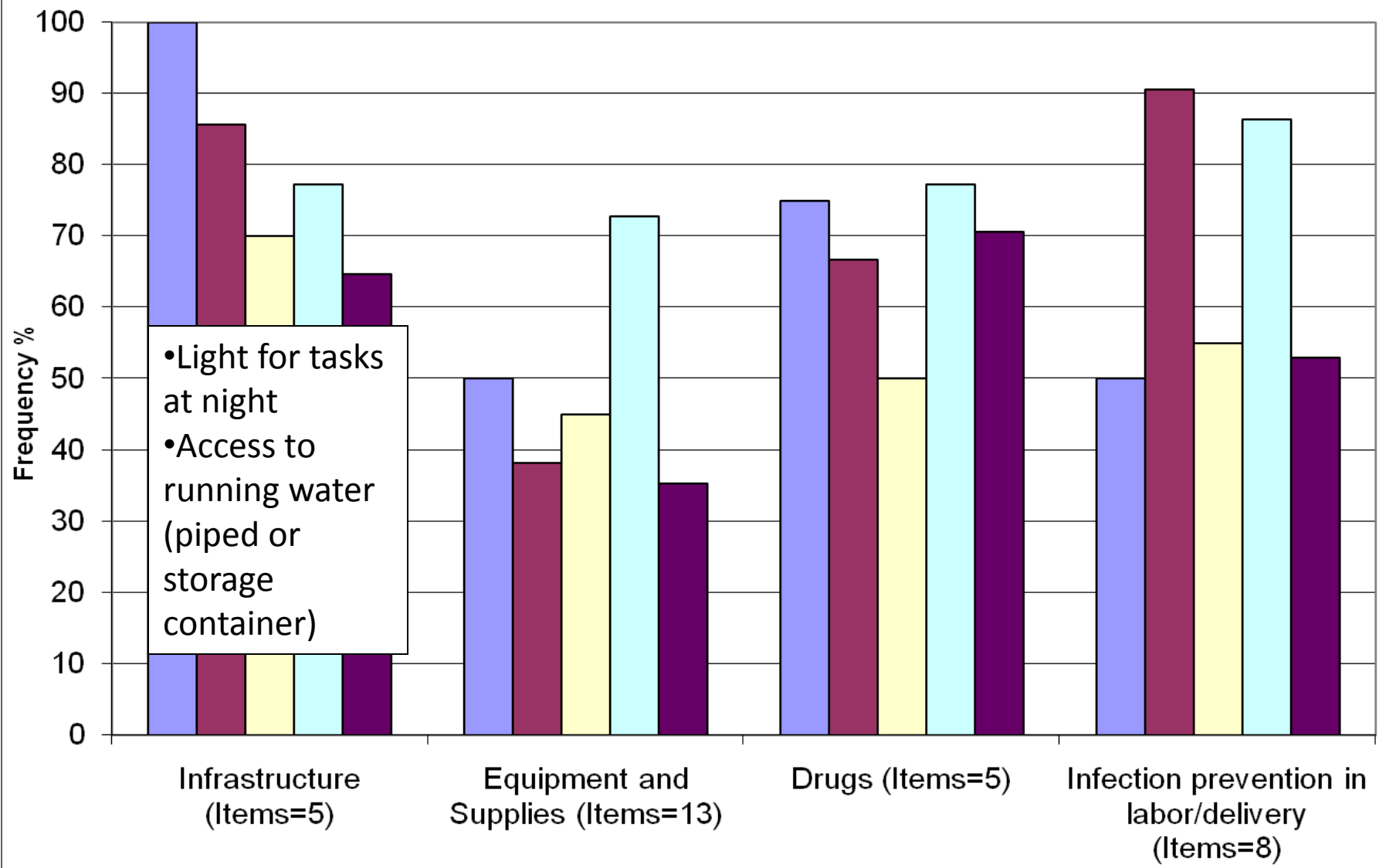
■ District Hospitals n=21

■ Rural Hospitals n=20

■ Other Hospitals (CHAM) n=22

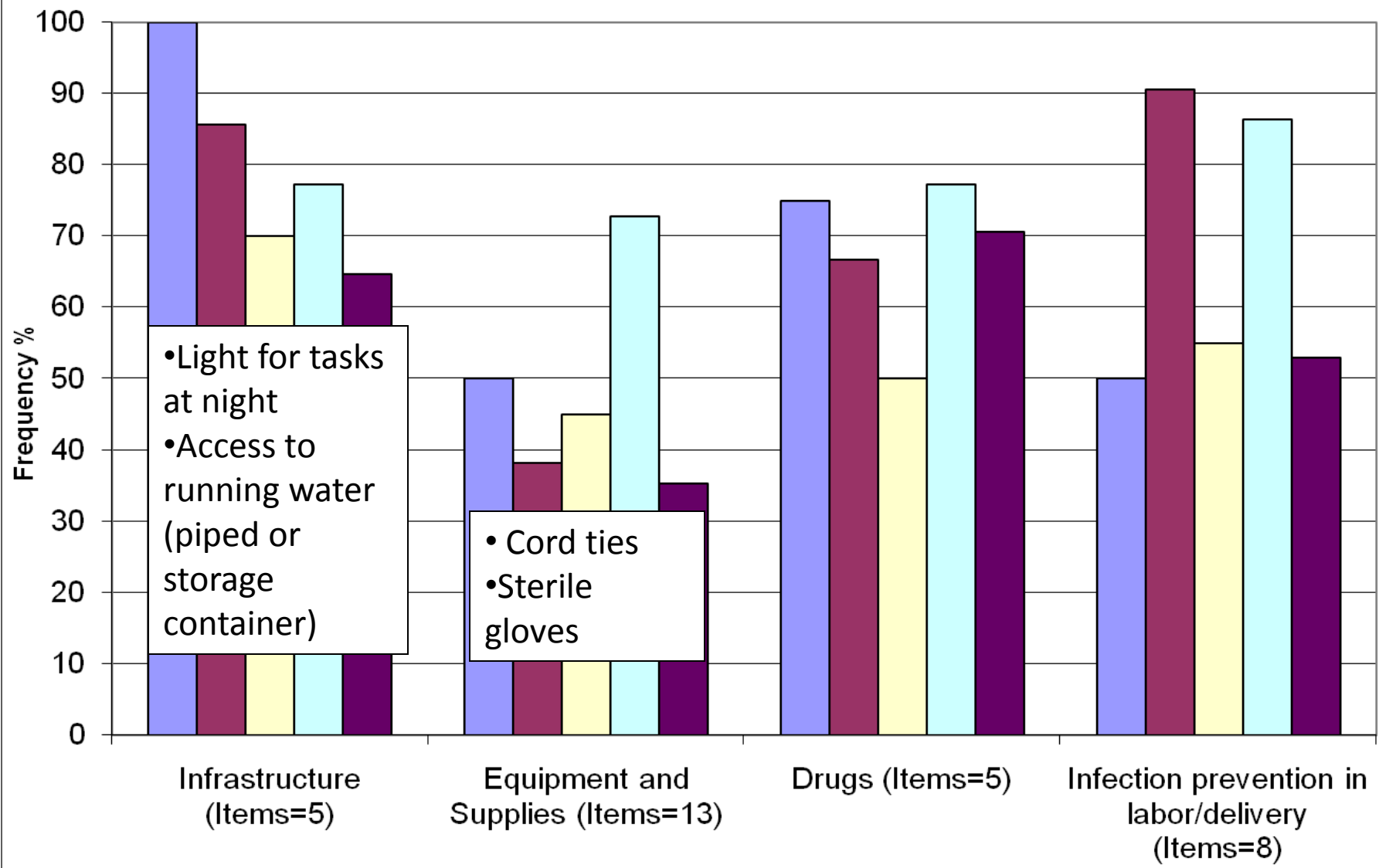
■ Health Centres n=17

Availability of Items for Normal Delivery and Infection Prevention by Facility Type



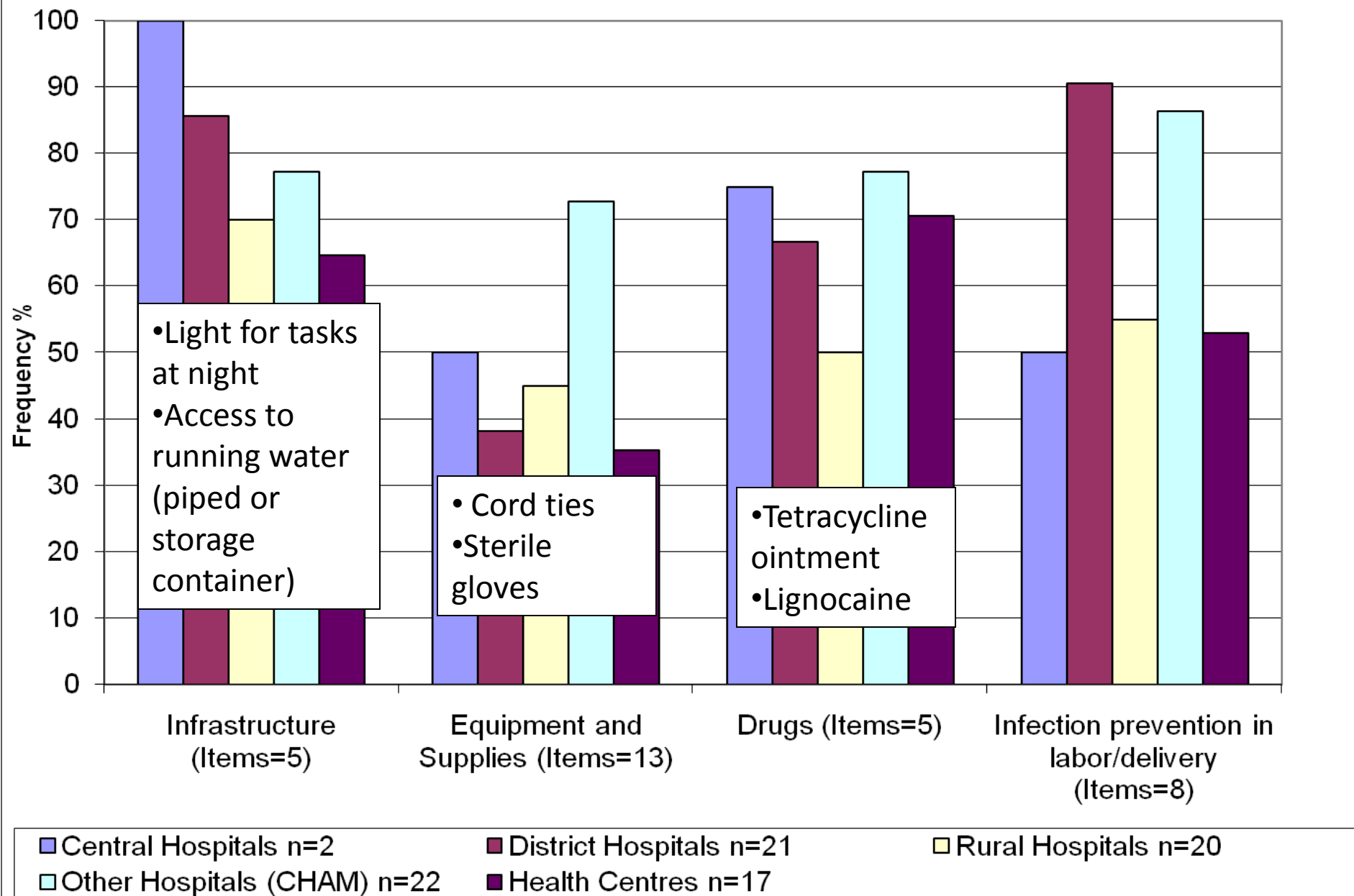
- Light for tasks at night
- Access to running water (piped or storage container)

Availability of Items for Normal Delivery and Infection Prevention by Facility Type

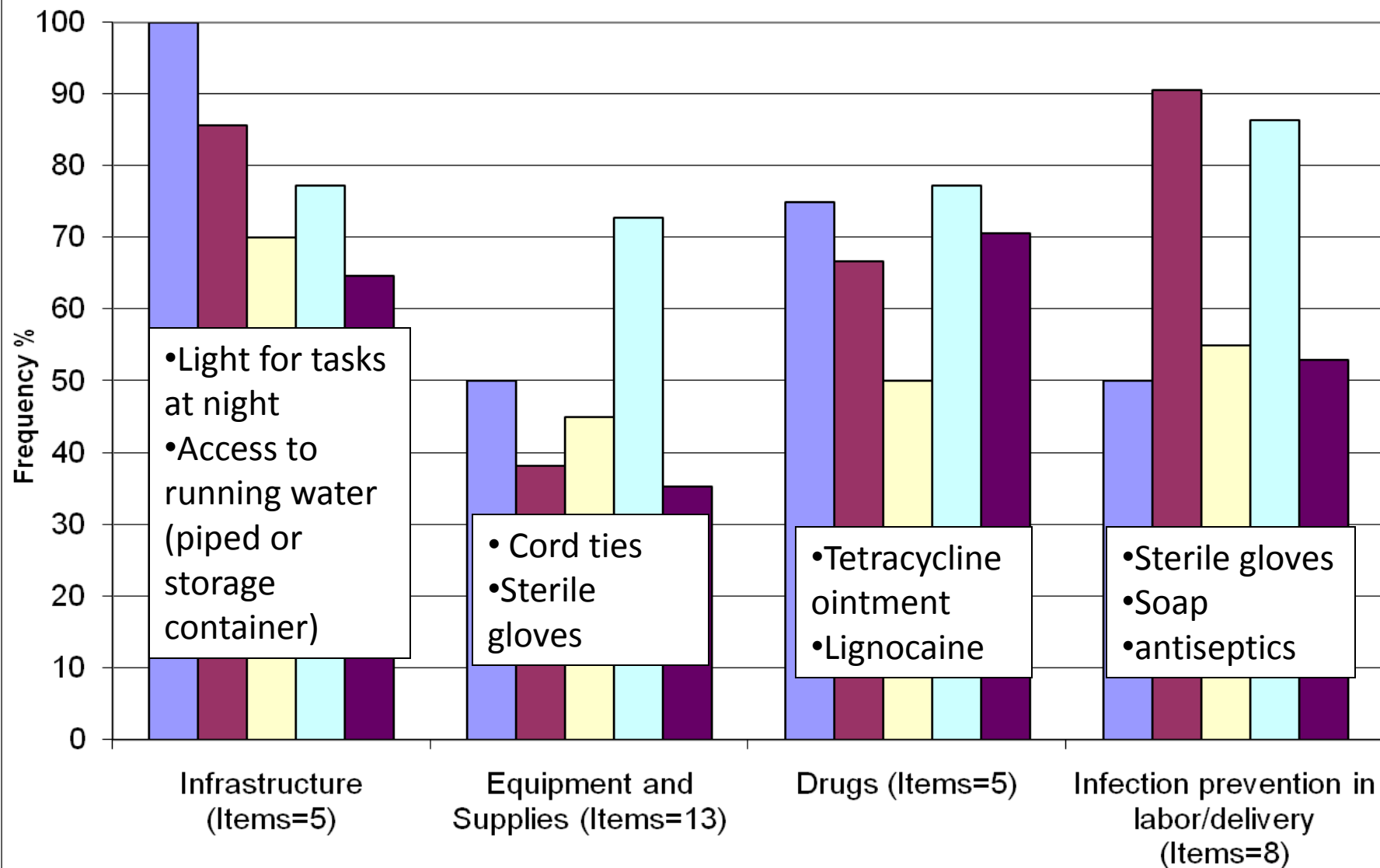


■ Central Hospitals n=2
 ■ District Hospitals n=21
 ■ Rural Hospitals n=20
■ Other Hospitals (CHAM) n=22
 ■ Health Centres n=17

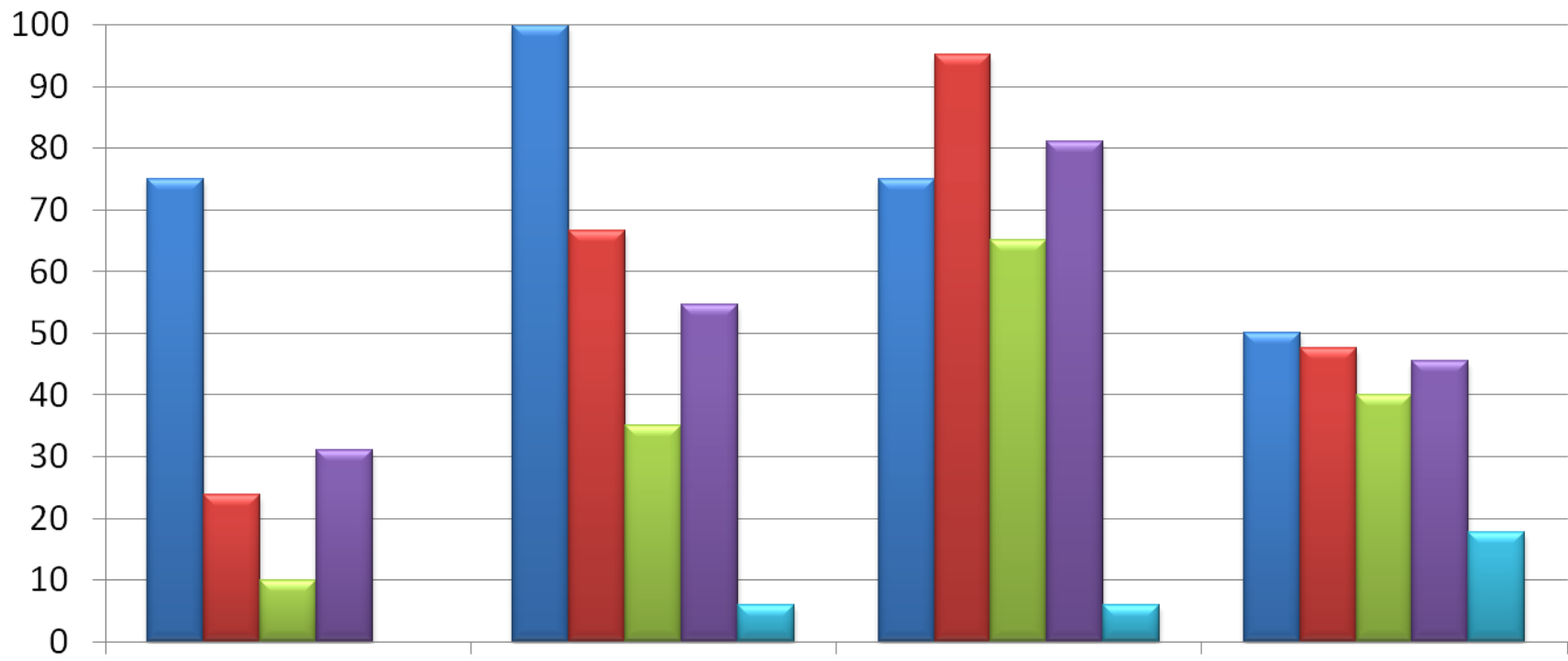
Availability of Items for Normal Delivery and Infection Prevention by Facility Type



Availability of Items for Normal Delivery and Infection Prevention by Facility Type



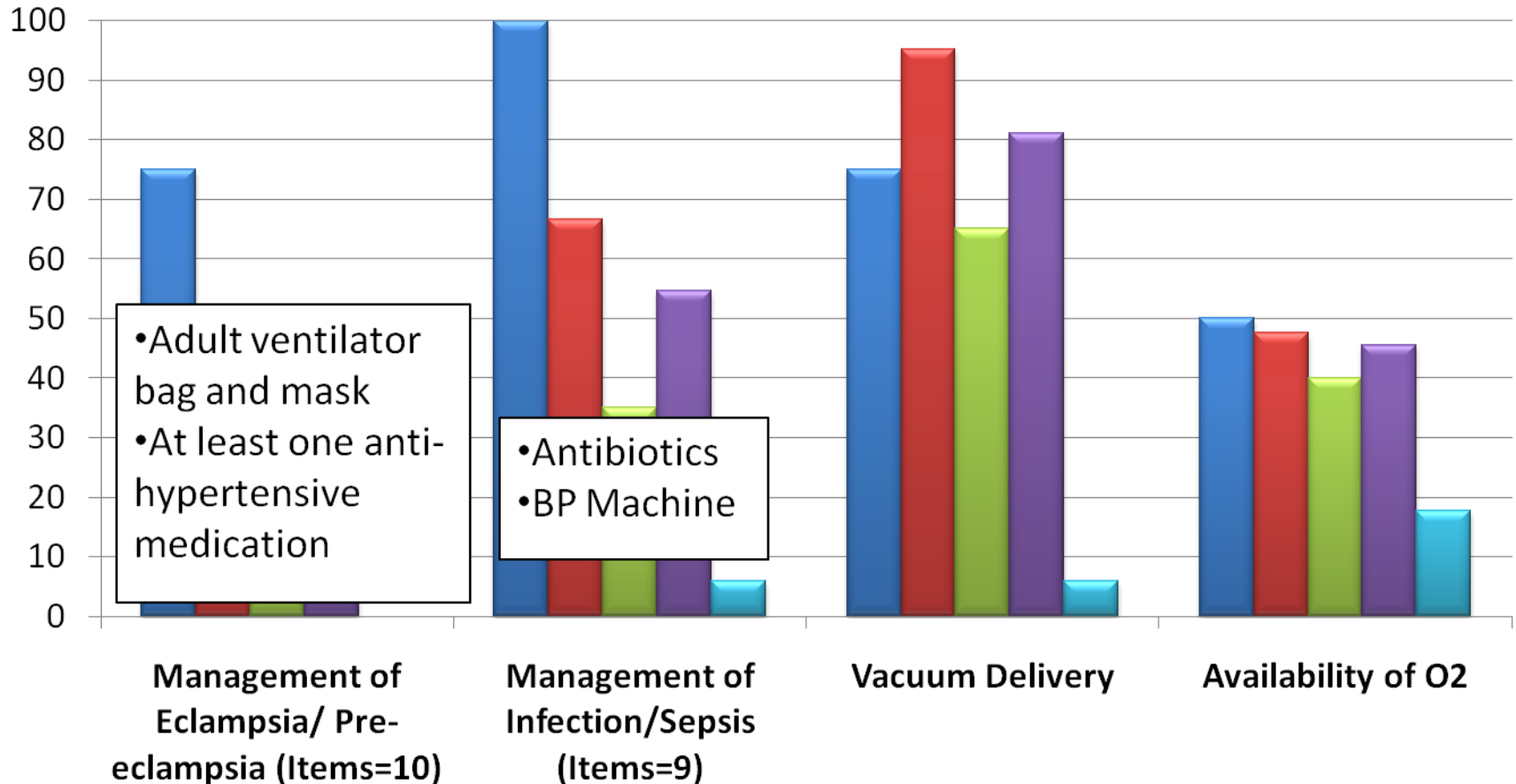
Availability of items required for management of obstetric complications, by facility



■ Central Hospitals n=2
 ■ Rural Hospitals n=20

■ District Hospitals n=21
 ■ Other Hospitals (CHAM) n=22

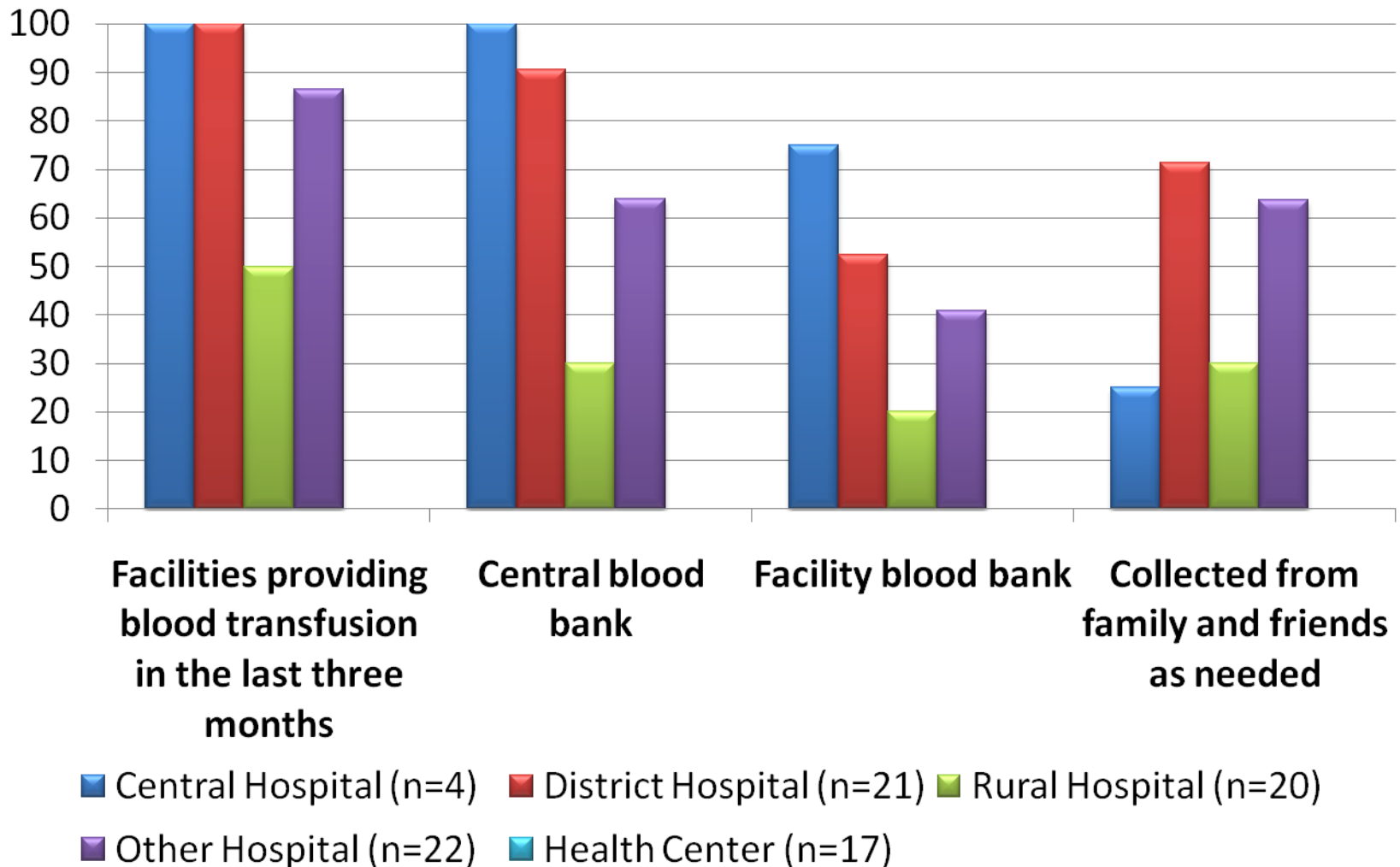
Most common missing items for management of obstetric complications



■ Central Hospitals n=2
 ■ Rural Hospitals n=20

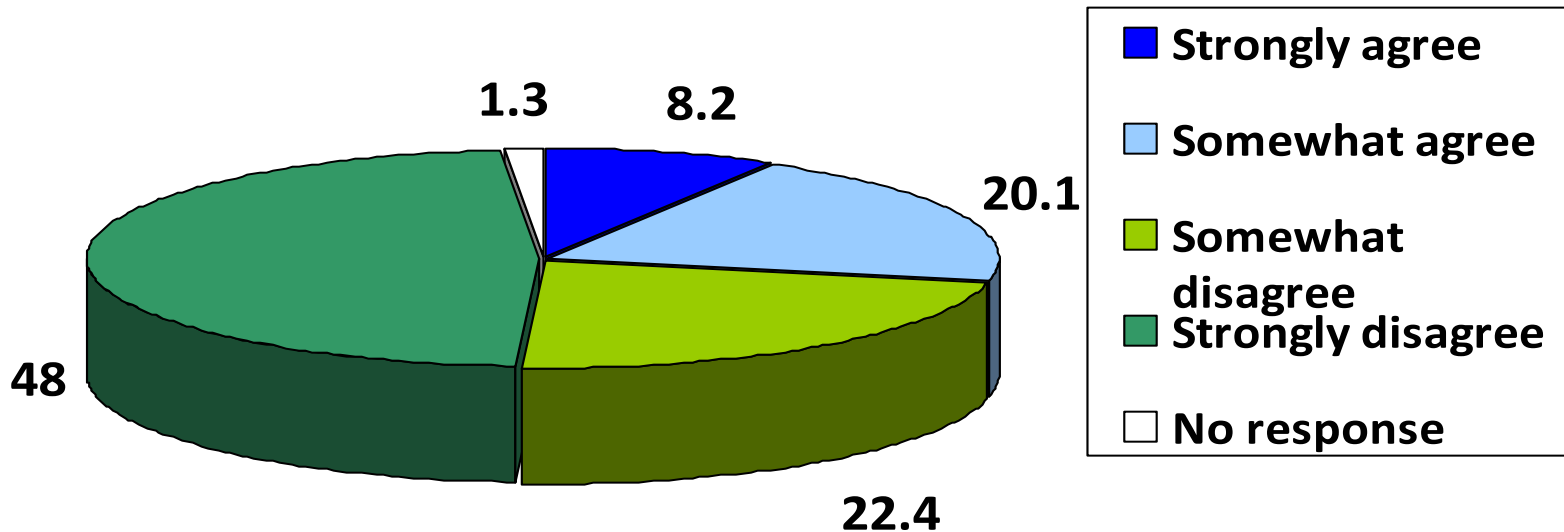
■ District Hospitals n=21
 ■ Other Hospitals (CHAM) n=22

Availability of Blood Transfusion and Source of Blood



Staff Perceptions of Resource Availability

“Enough staff to provide quality patient care”



“On night duty...you are alone. You manage maternity, you manage postnatal you manage antenatal, you manage the labour ward... if somebody dies in my hands I will feel guilty the rest of my life...I am not comfortable. I feel if this happen I will be responsible, may be even the council can decide to take my certificate because I mishandled this, but its not mishandling - it’s the work was too much”. M3143, NMT

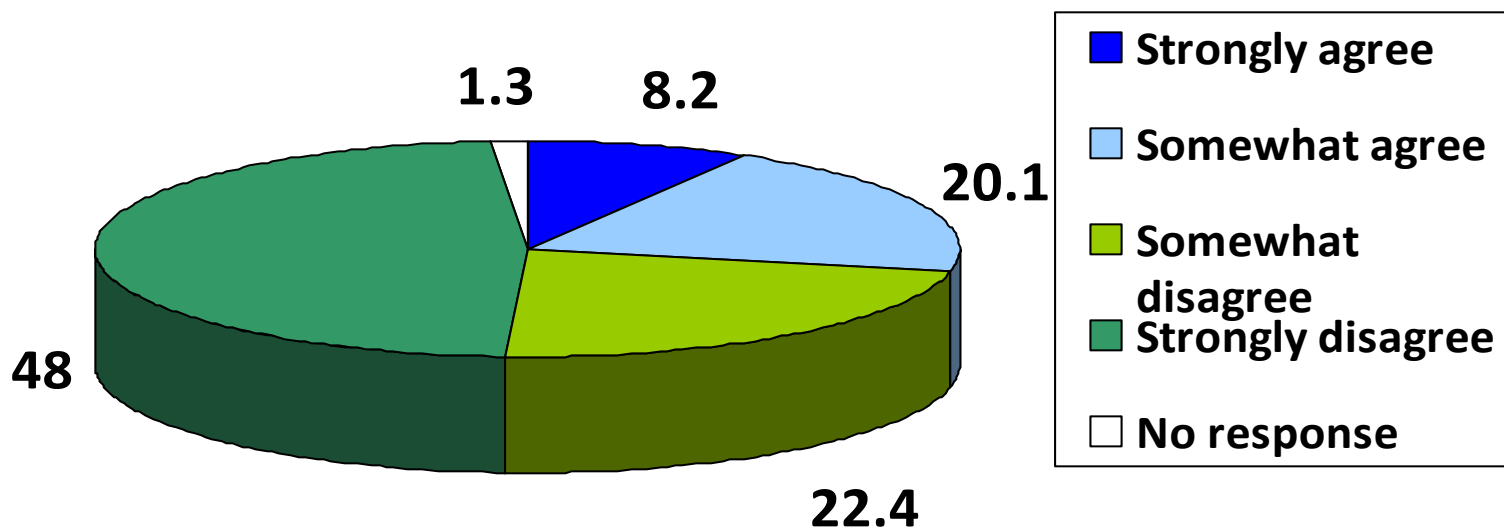
What then

Government (Ministry of Health) is filling the Gaps

- Scaling up
 - Training (pre-service and in-service)
 - Health centres offering CEmOC and BEmOC
- Improving working environment
 - Providing sufficient drugs and equipment
 - Building modern houses for health providers

Staff Perceptions of Resource Availability

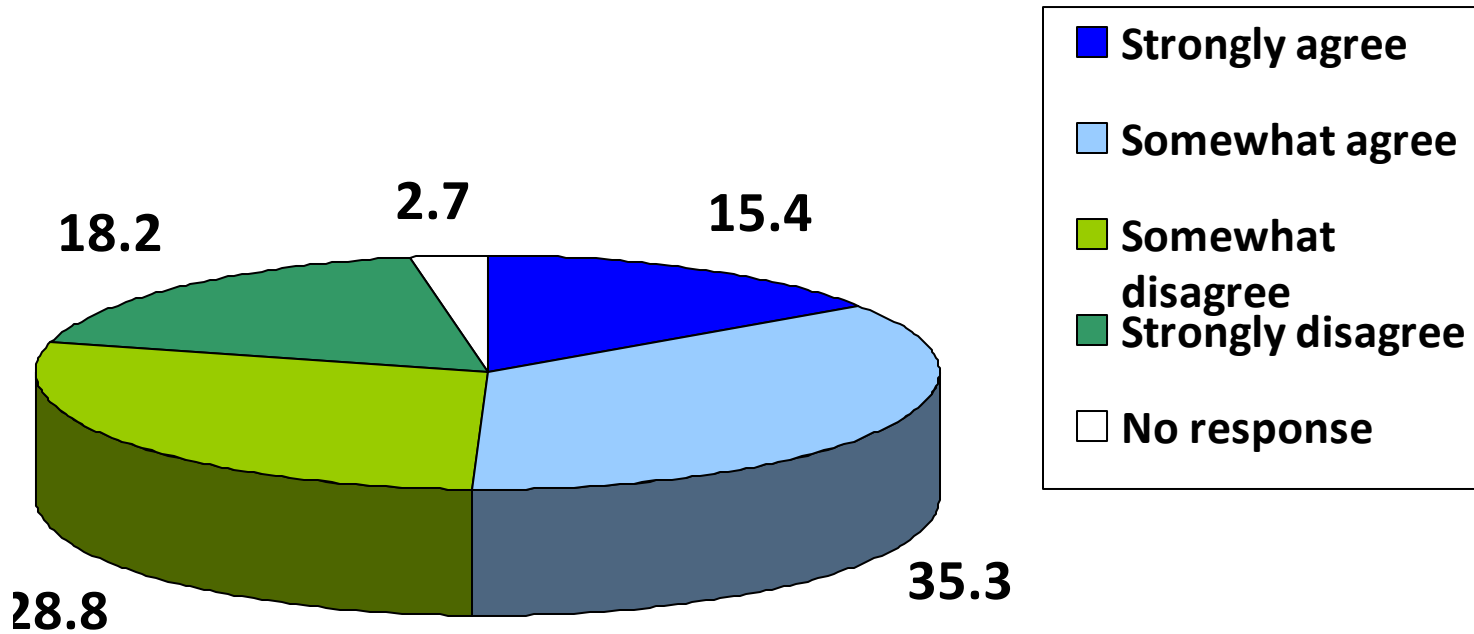
“Consistent availability of supplies and drugs”



“We midwives we want to have supplies always available. Supplies like IV fluid, supplies like drugs, supplies like gloves, oxygen concentrators. These are very important to make our work more smoothly. Aah because when we don’t have these supplies we cant give quality care to the women.” M4121, NMT

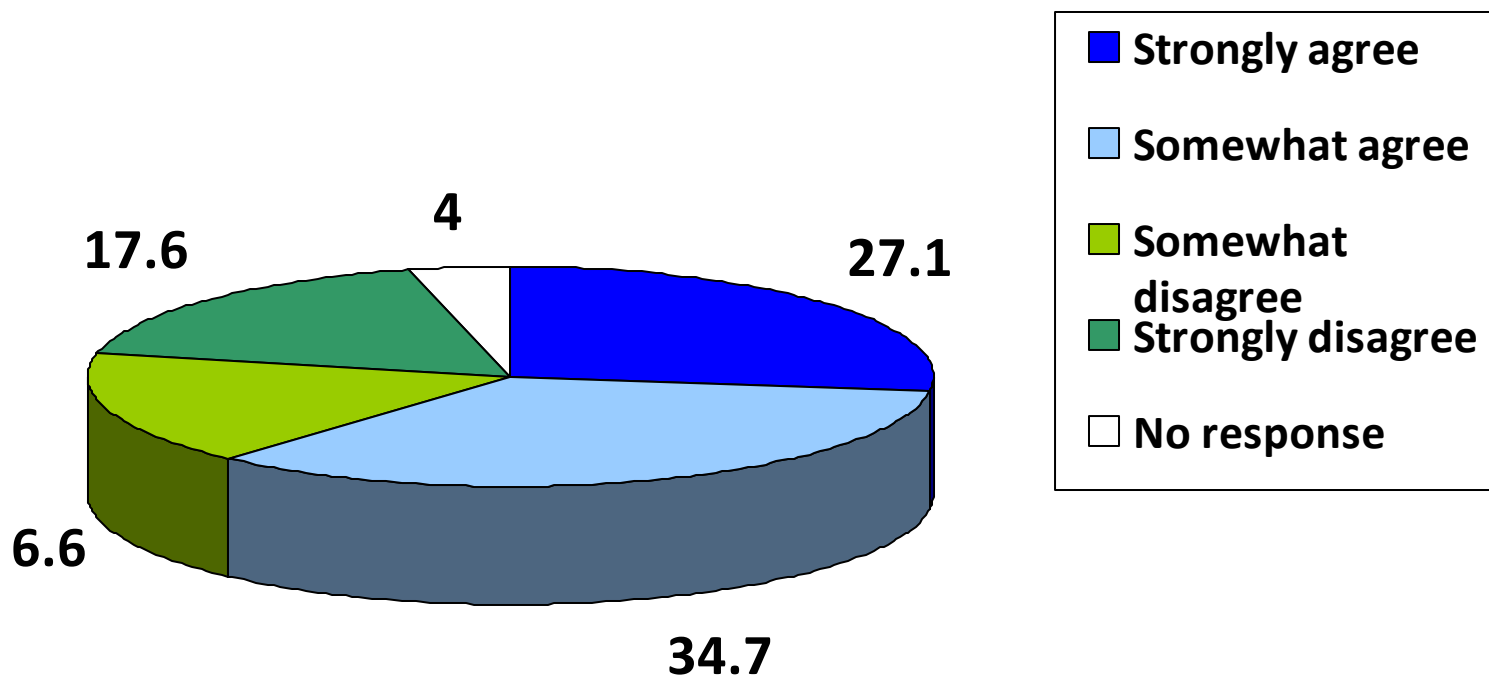
Staff Perceptions of Resource Availability

“Functioning equipment and infrastructure”

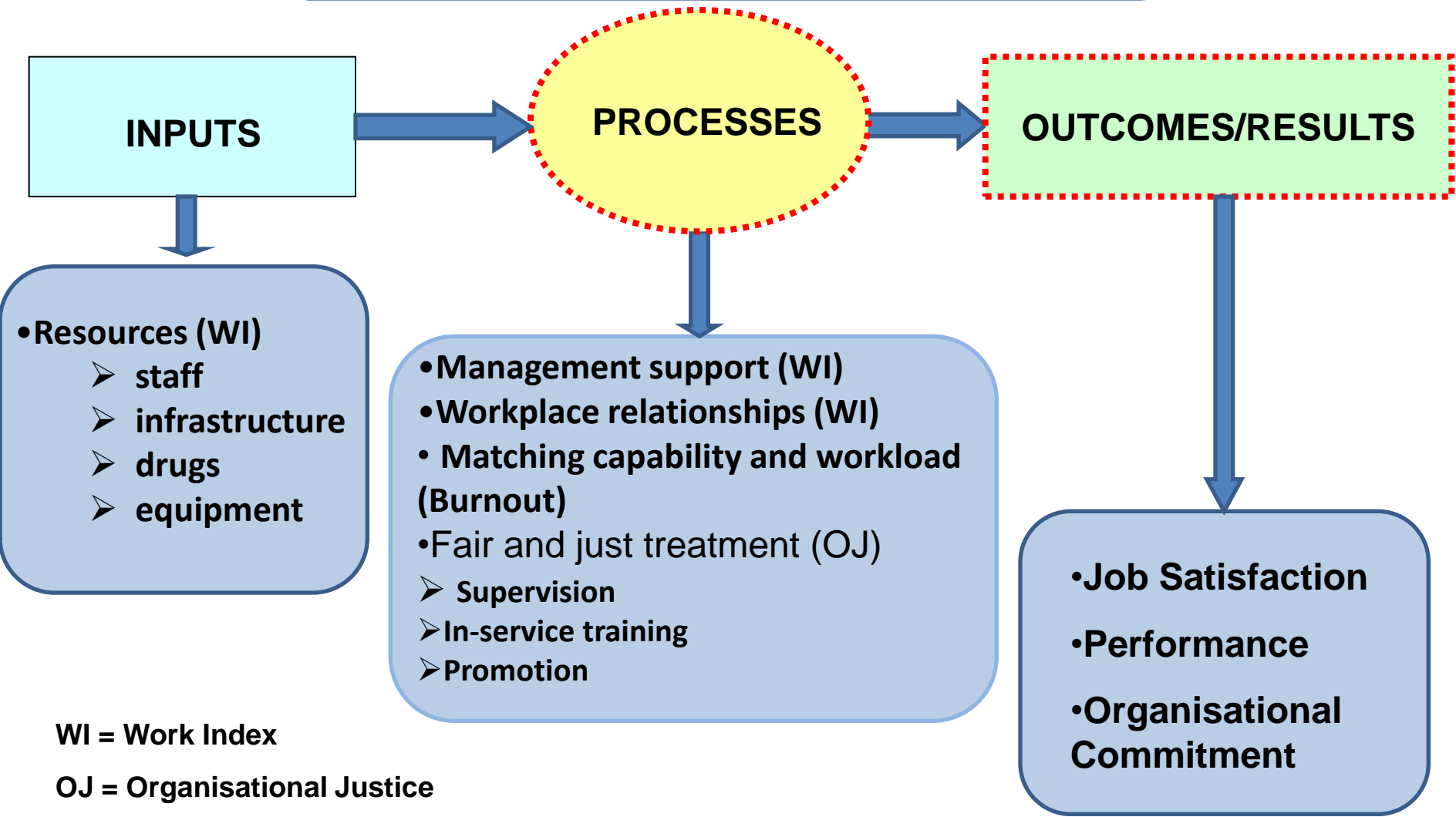


Staff Perceptions of Resource Availability

“Adequate pre-service education”



The Enabling Environment



Tanzania

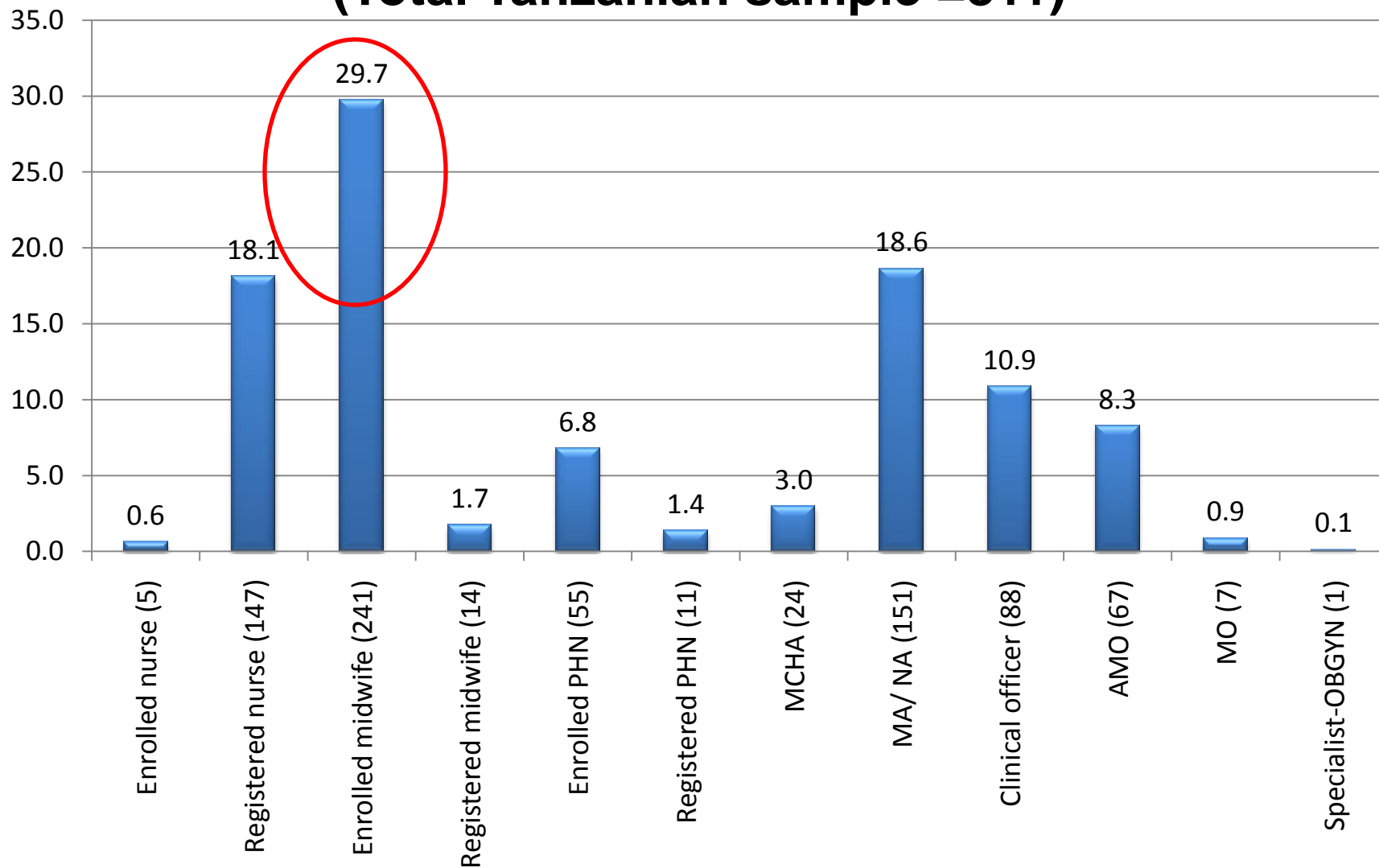
Measured using Provider survey

PROCESSES

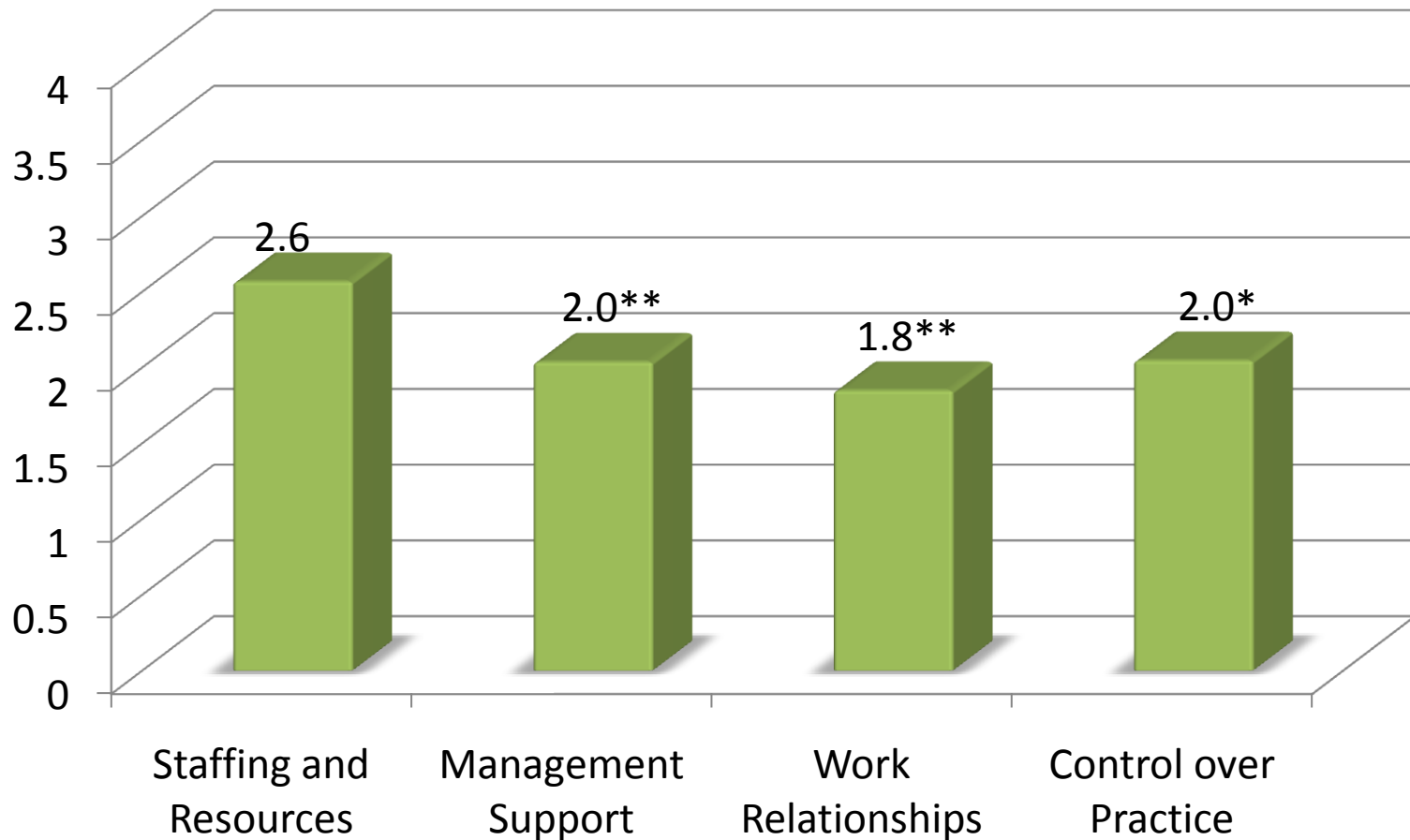
- **Management support (WI)**
- **Workplace relationships (WI)**
- **Matching capability and workload (Burnout)**
- **Fair and just treatment (OJ)**
 - **Supervision**
 - **In-service training**
 - **Promotion**

Respondents by Cadre

(Total Tanzanian sample =811)



Average scores for Subscales on the Work Index



High scores=more negative views

Work Index

Workplace Relationships

- Enrolled nurses are more negative about their workplace relationships than either Aides and Assistants ($p=0.001$) or CO/AMO ($p=0.046$)

Management Support

- Enrolled nurses are less likely to perceive their managers supporting them than either Aides and Assistants ($p=0.025$) or CO/AMO ($p=0.012$)

Management support

“As the administration becomes better it reduces my frustrations.”

TZ M1, 40306

“My head of department cares for people; I get my right and my benefits according to what is there.”

TZ M1, 70916

“Human resource management is good.”

TZ M1, 70609

“My work is a call and I love it; cooperation I receive from my colleagues and my leaders”.

TZ M1, 30908

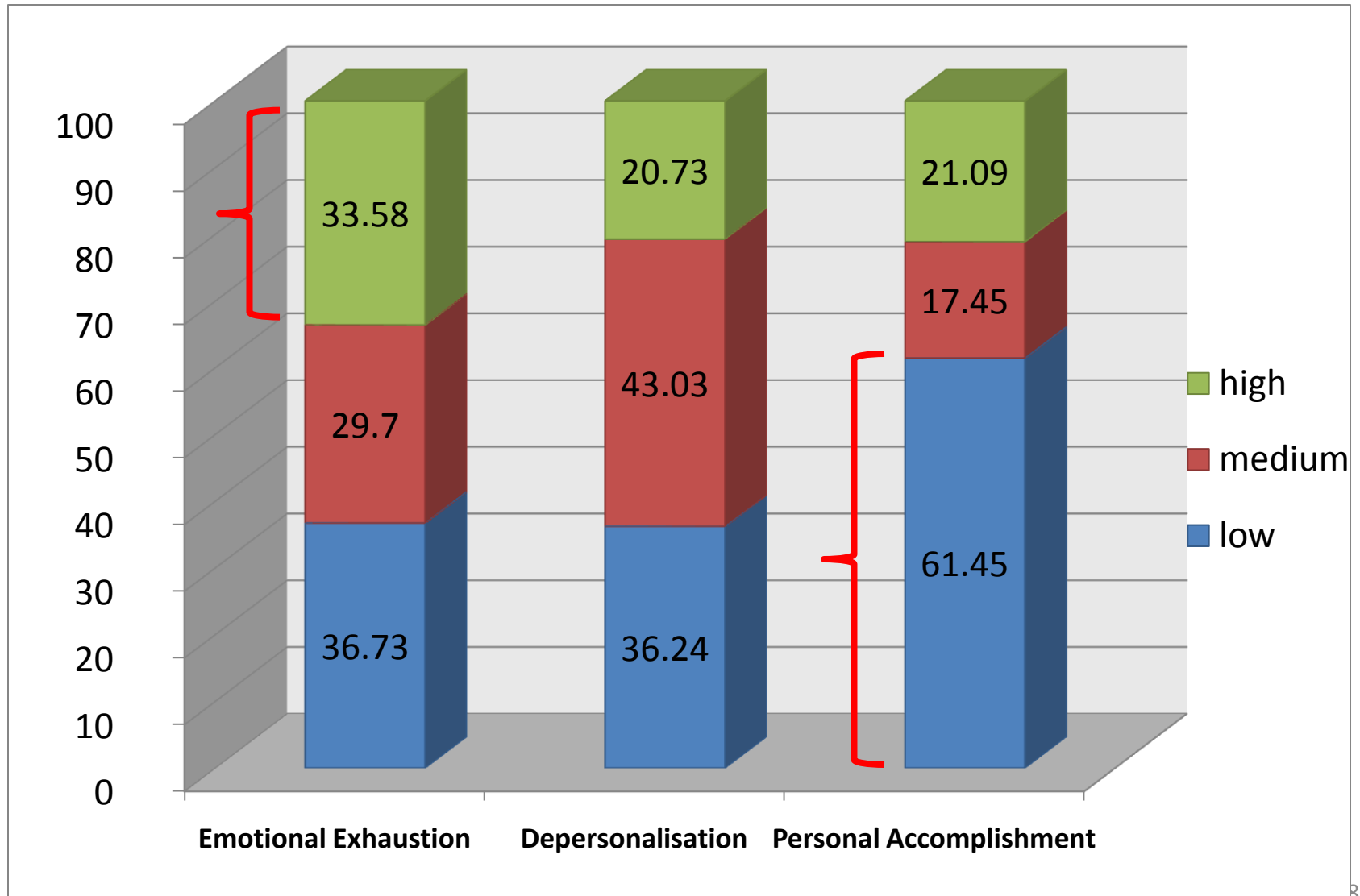
“I’m valued.”

TZ M1, 30705

“Cooperation with the present administration motivates me; a freedom of work I have.”

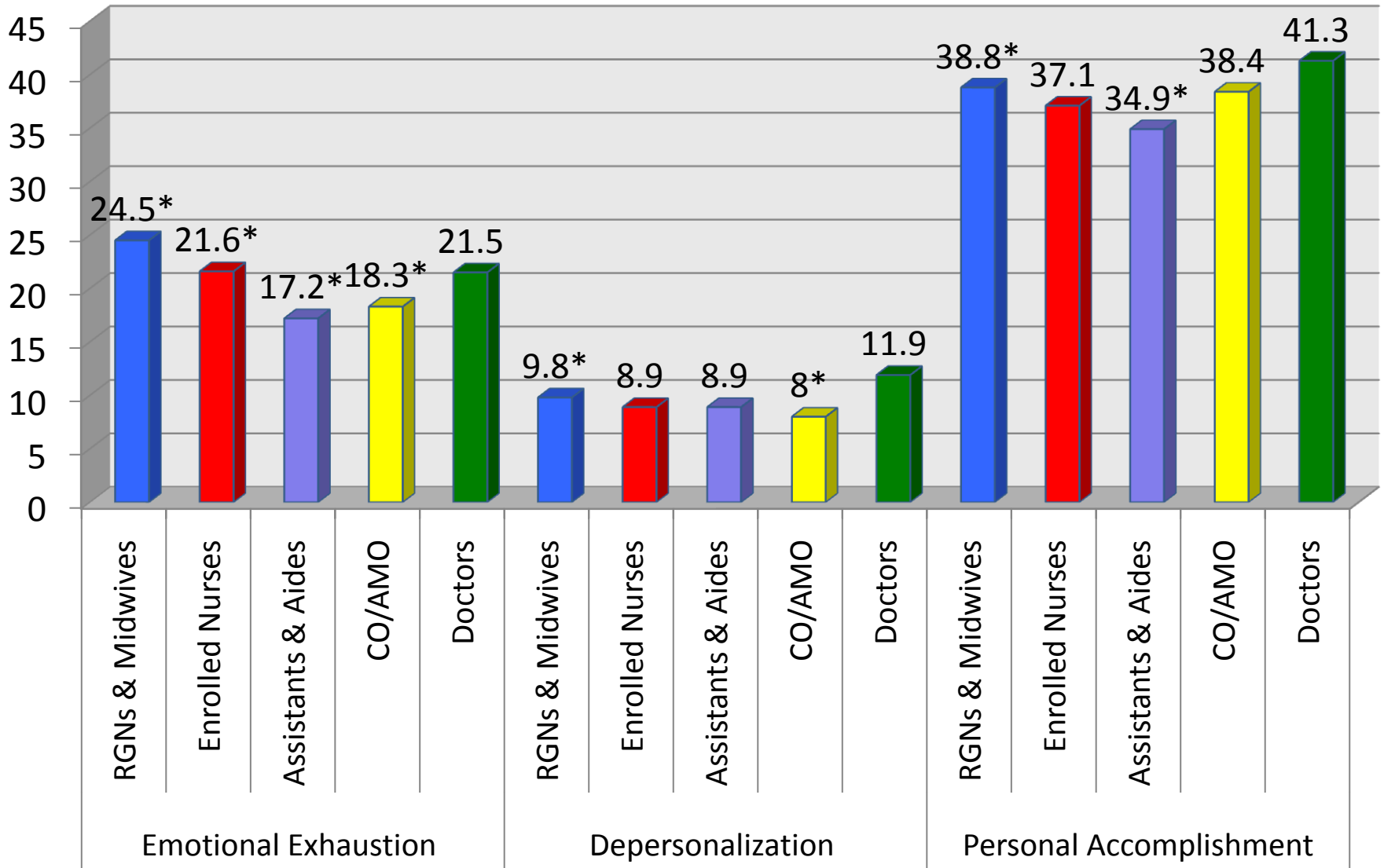
TZ M1, 50801

% of sample scoring high, medium or low in each of the subscales of the Burnout Inventory



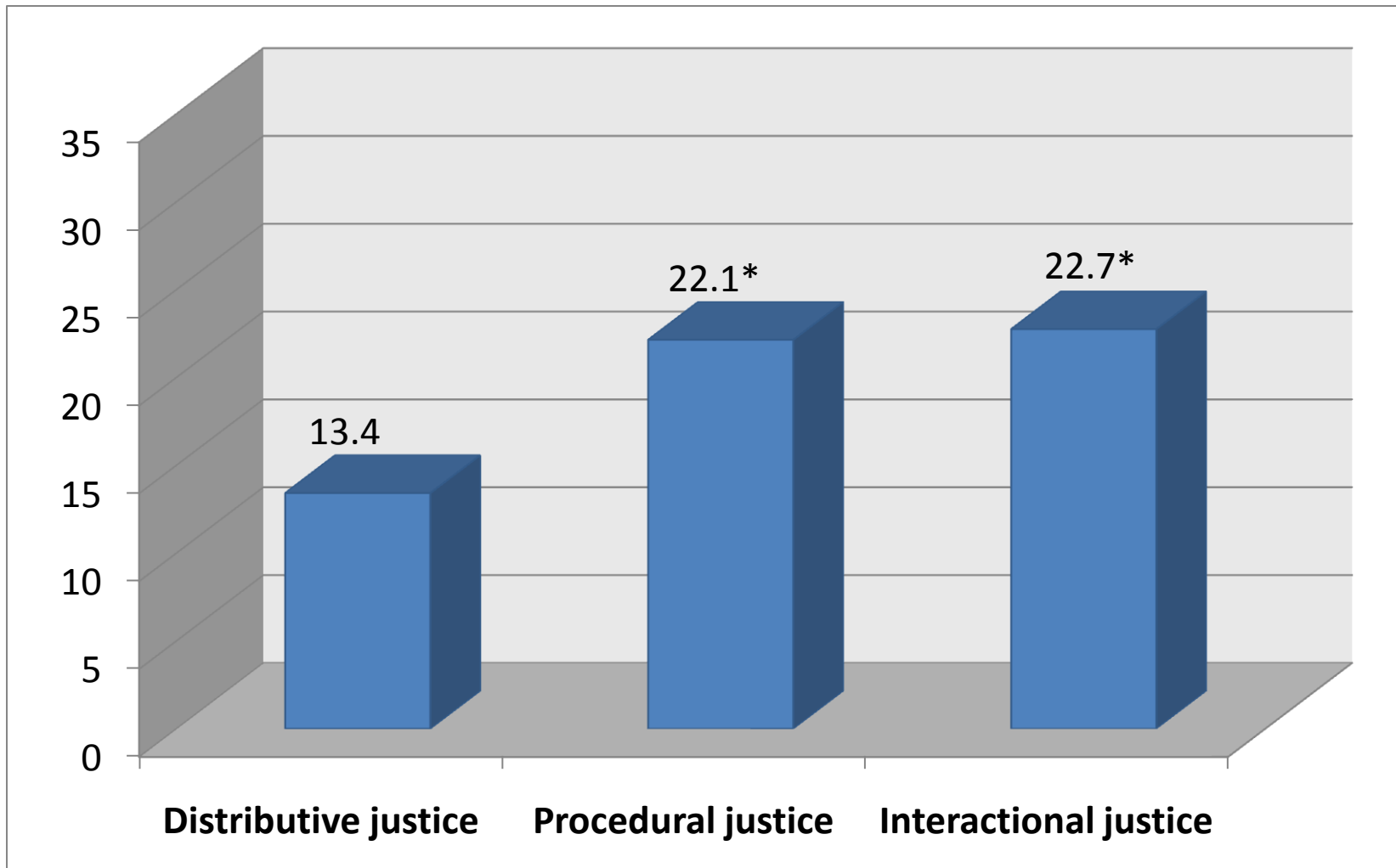
Burnout Inventory

Average scores on subscales by cadres



Organisational Justice

Total scores on subscales



Organisational Justice

Procedural Justice Subscale

- RGNs & Midwives and Assistants & Aides (p=0.027)
- **Enrolled Nurses and Assistants & Aides (p=0.000)**
- Enrolled Nurses and Doctors (p=0.04)

Interactional Justice Subscale

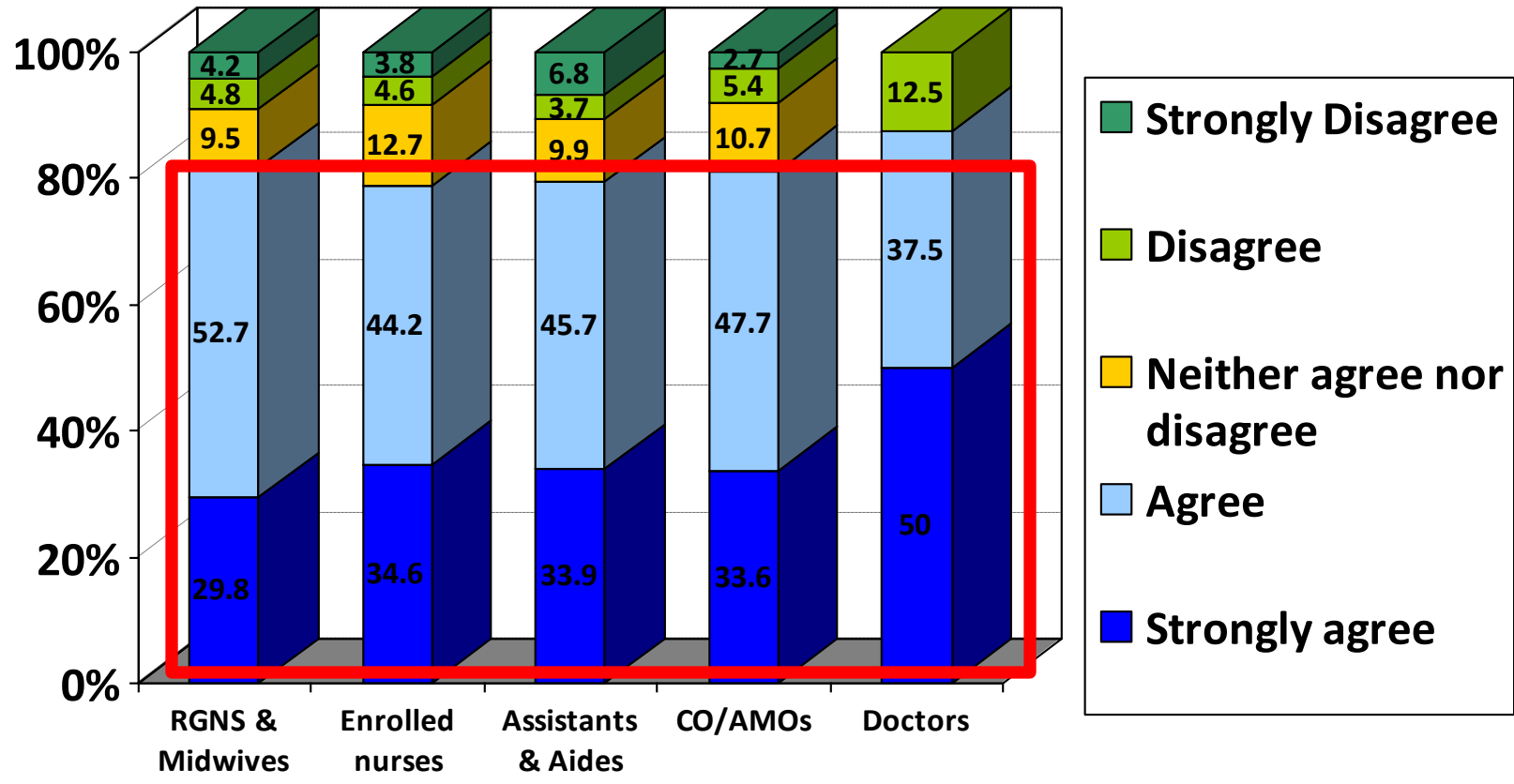
- **Enrolled Nurses and Assistants & Aides (p=0.007)**
- Enrolled Nurses and Doctors (p=0.05)

Tanzania

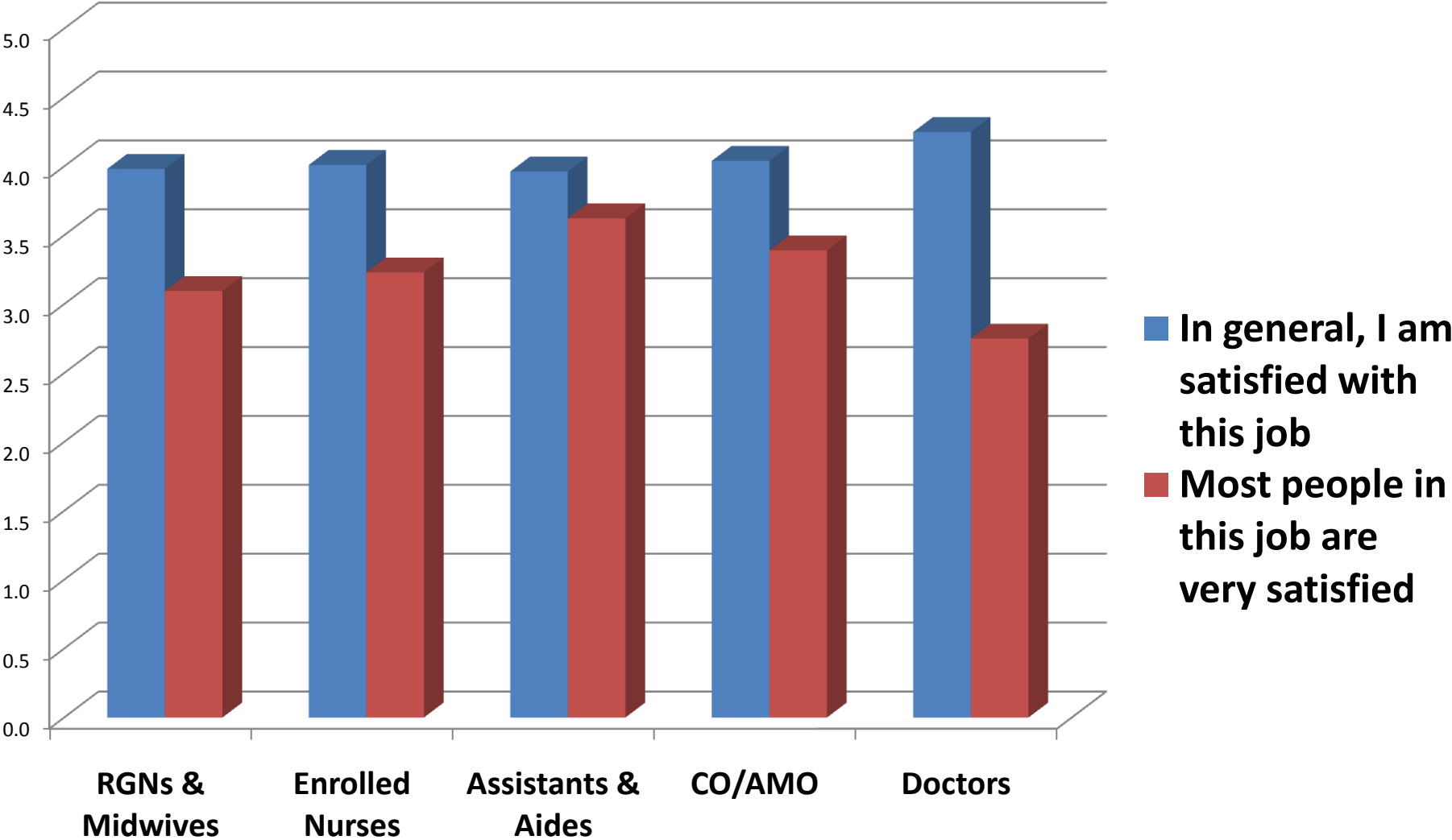
OUTCOMES/RESULTS

- Job Satisfaction
- Performance
- Organisational Commitment

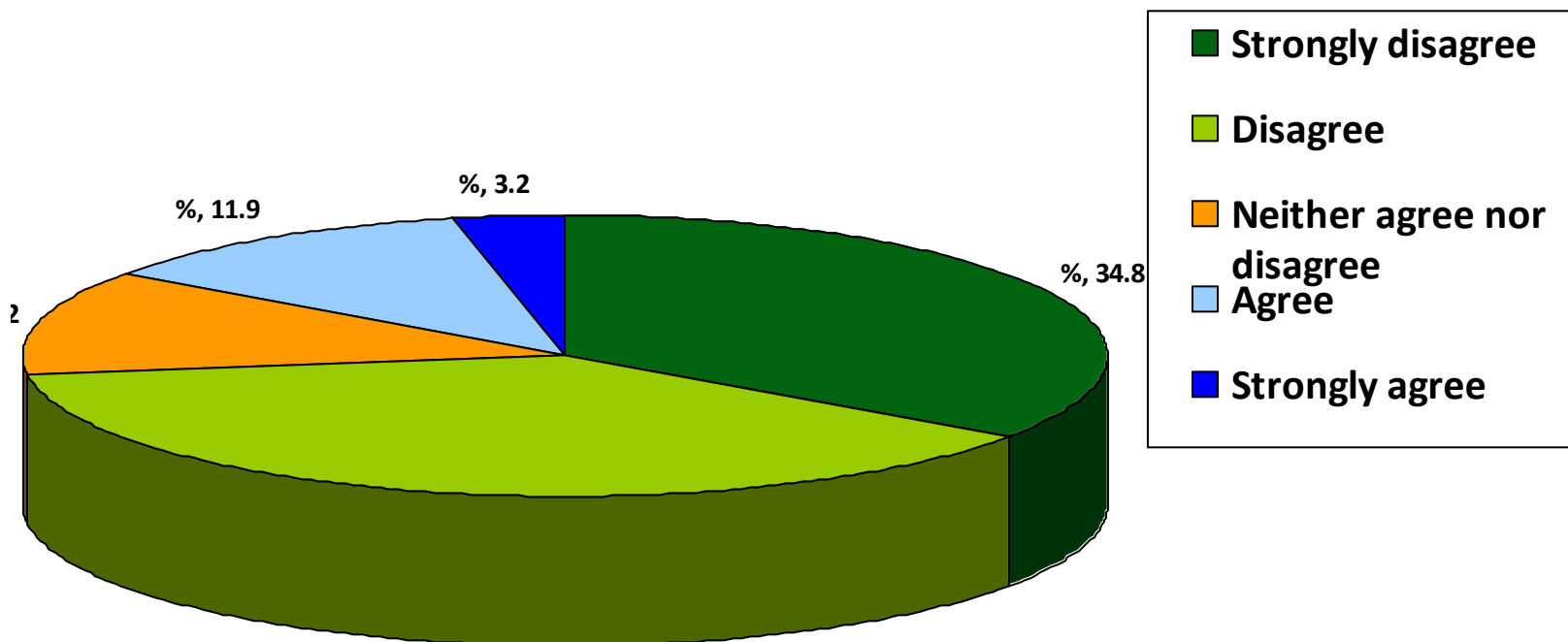
“In general I am satisfied with my job”



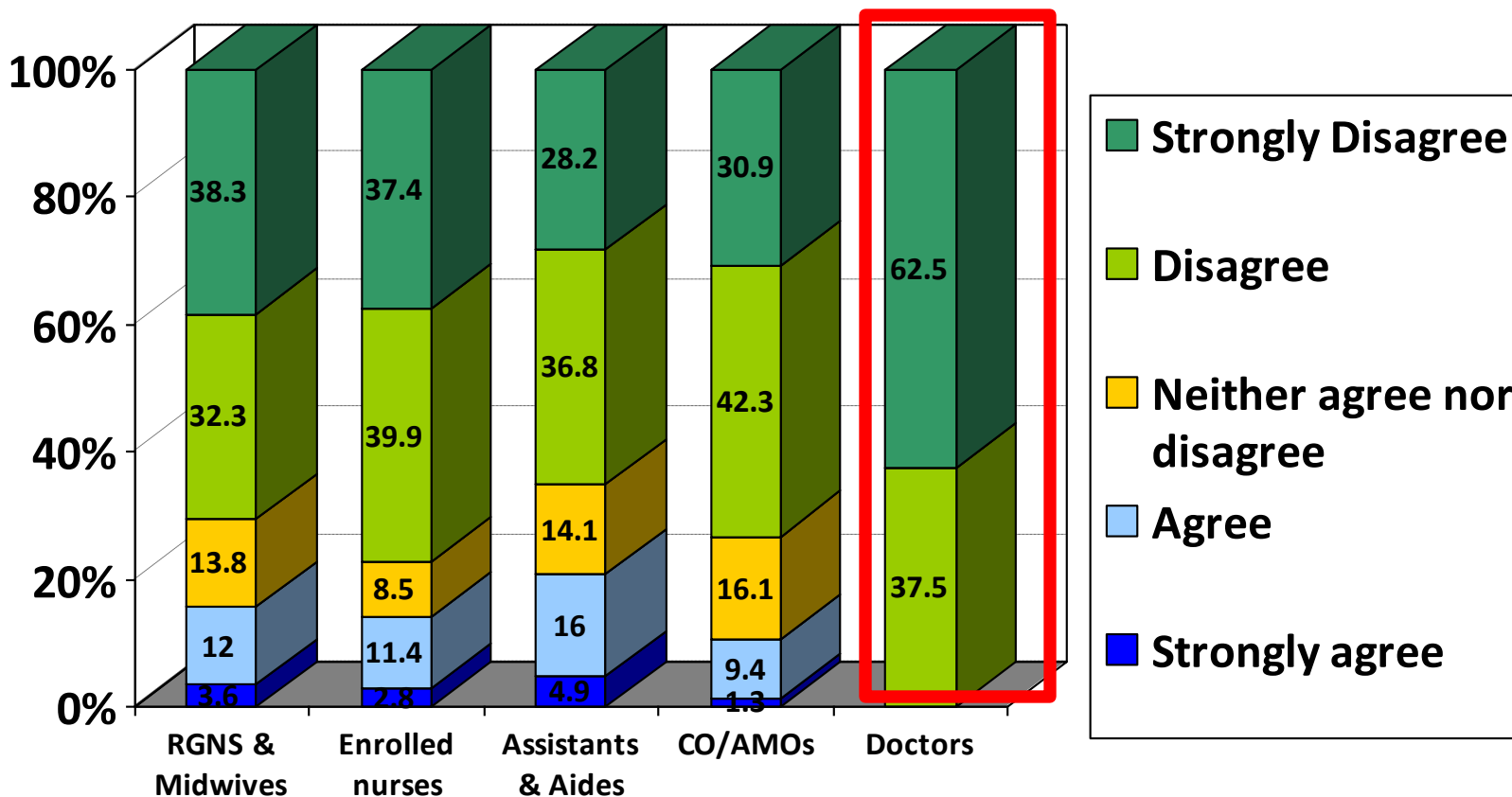
Job Satisfaction



“I am satisfied with my pay compared to similar jobs in other organisations”

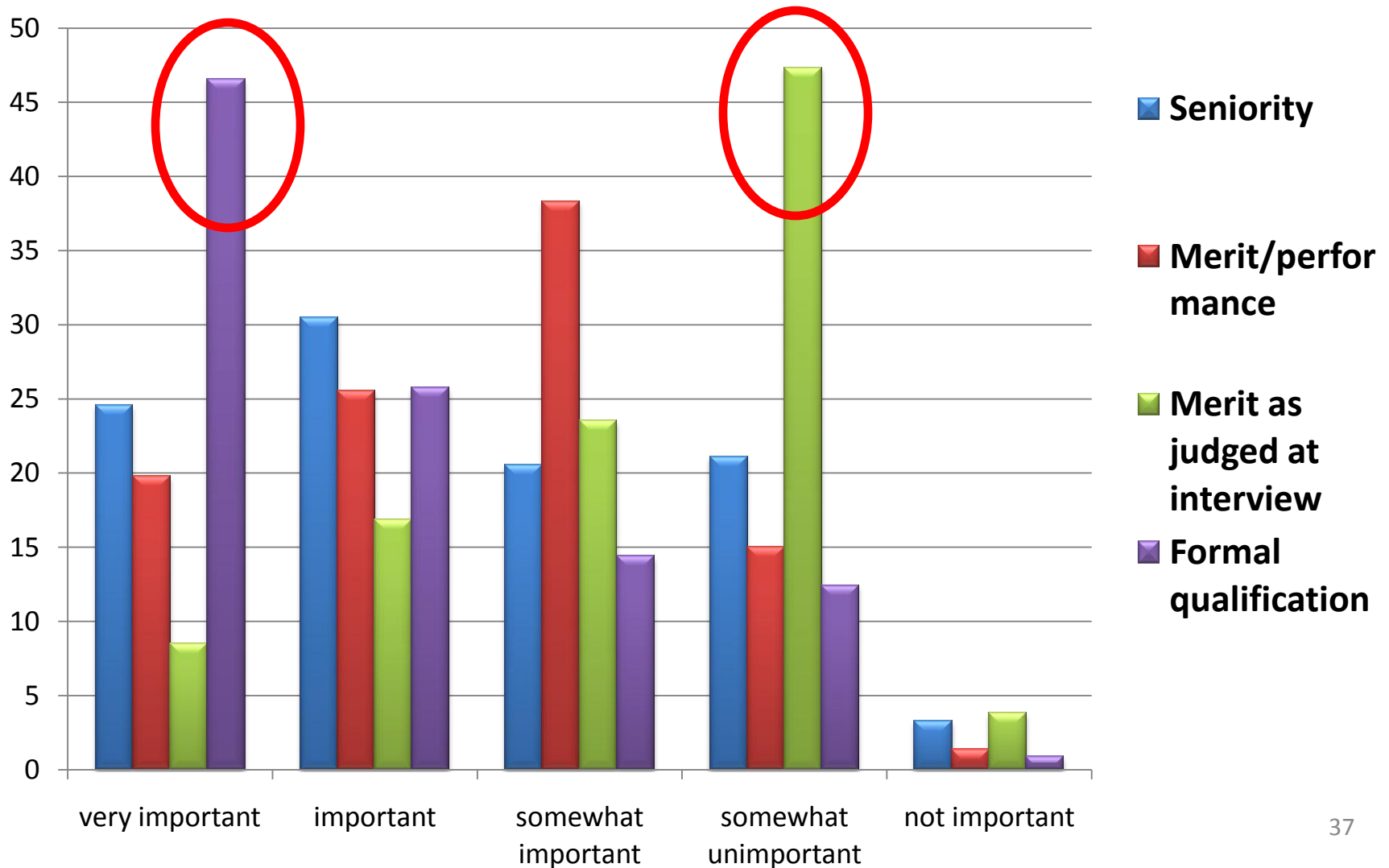


“I am satisfied with my pay compared to similar jobs in other organisations”

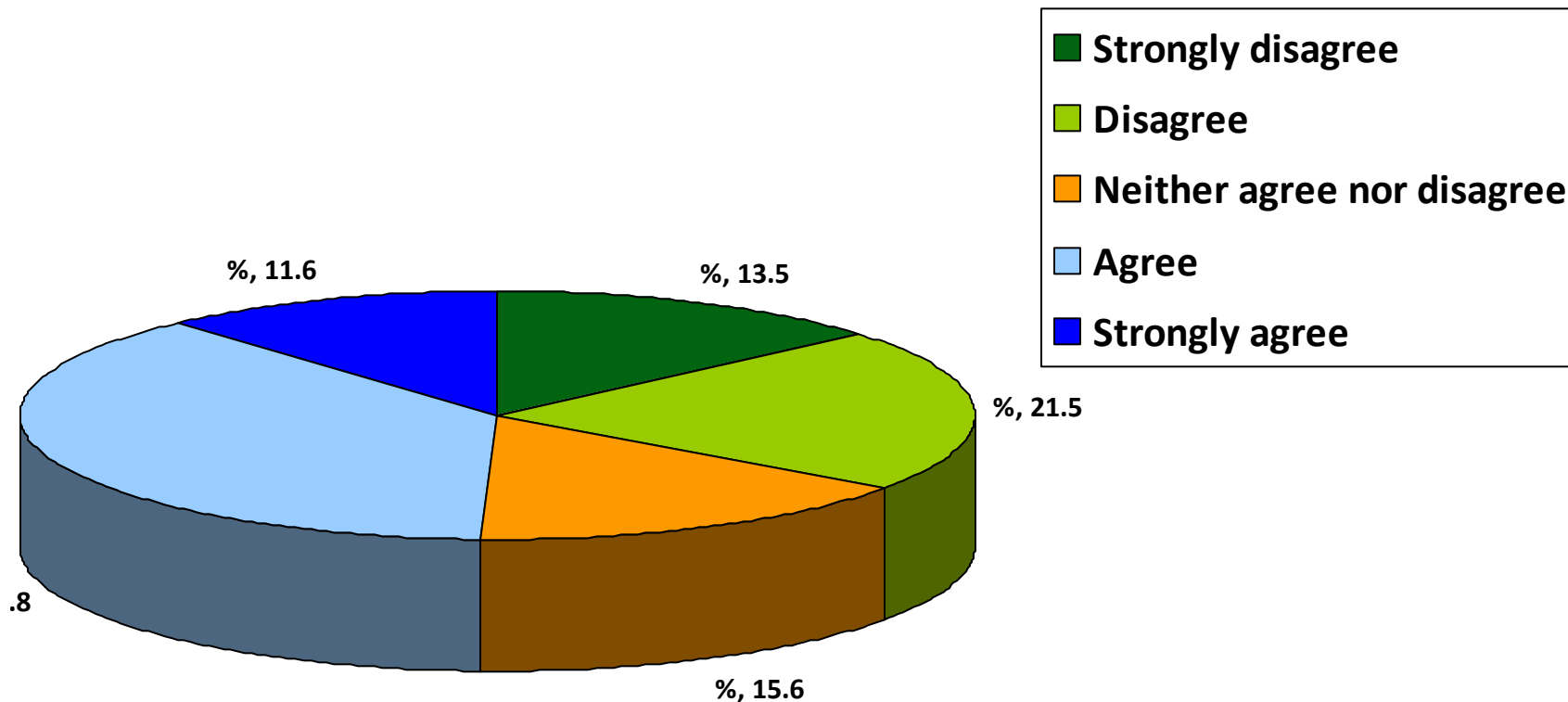


Promotion

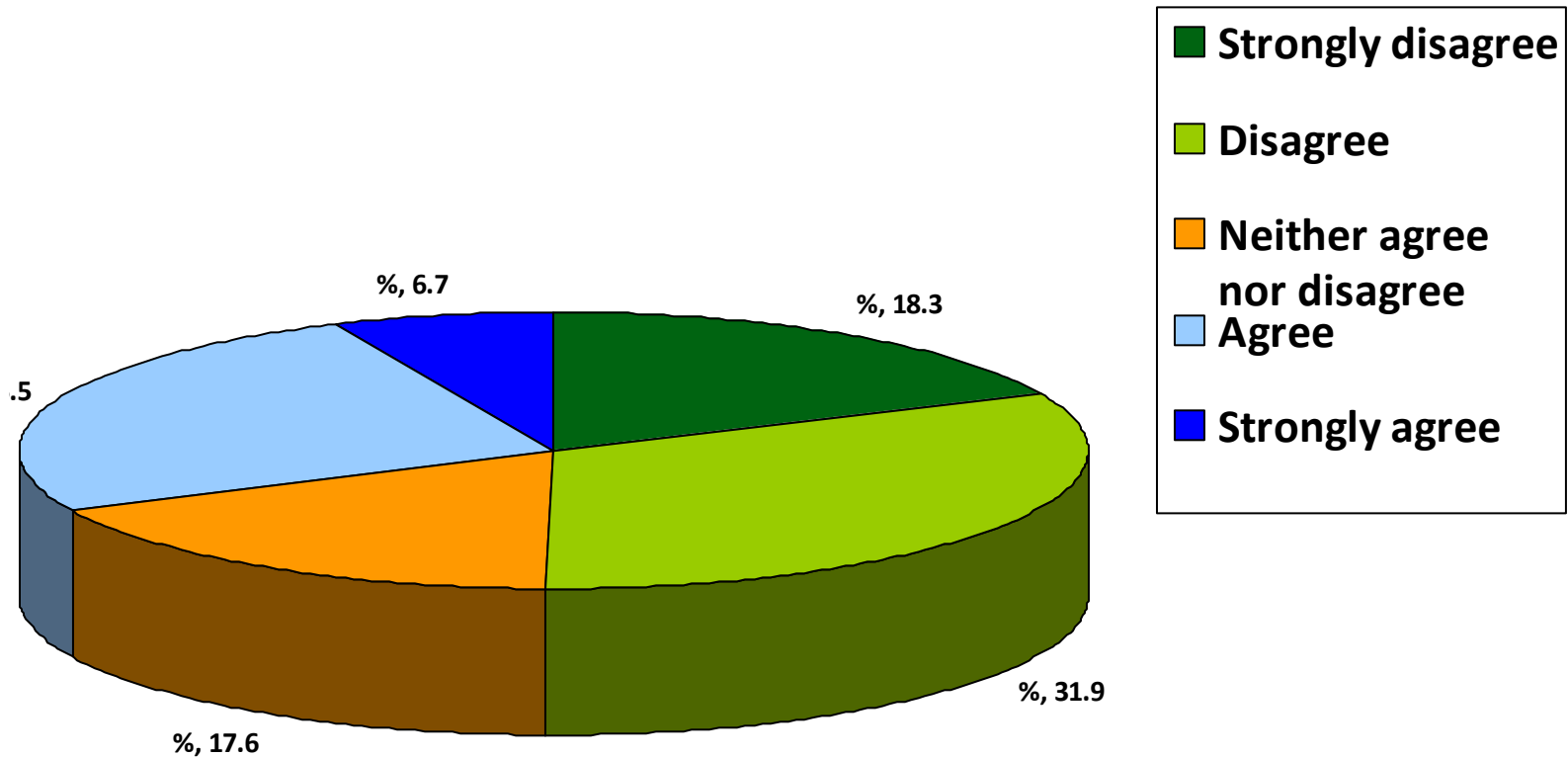
Methods used to judge who gets promoted



“I am satisfied with the promotion system”

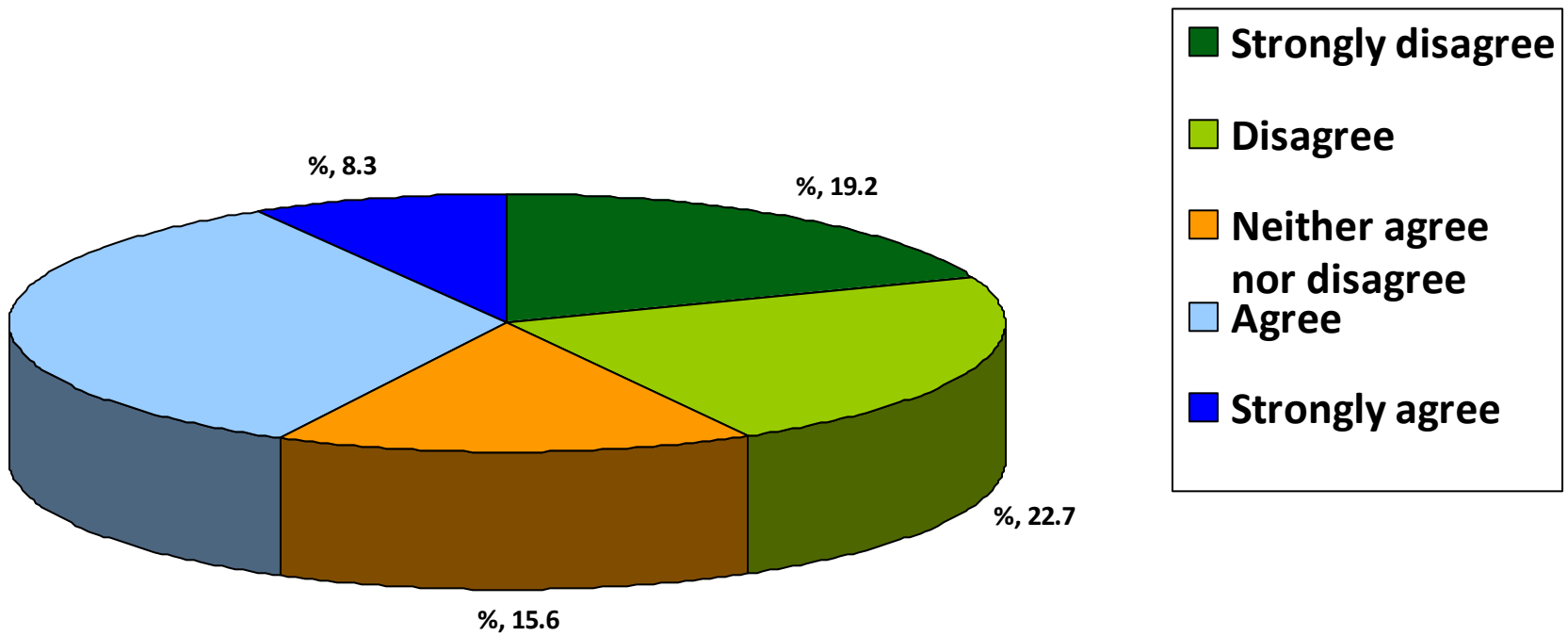


“The promotion opportunities I have are fair”

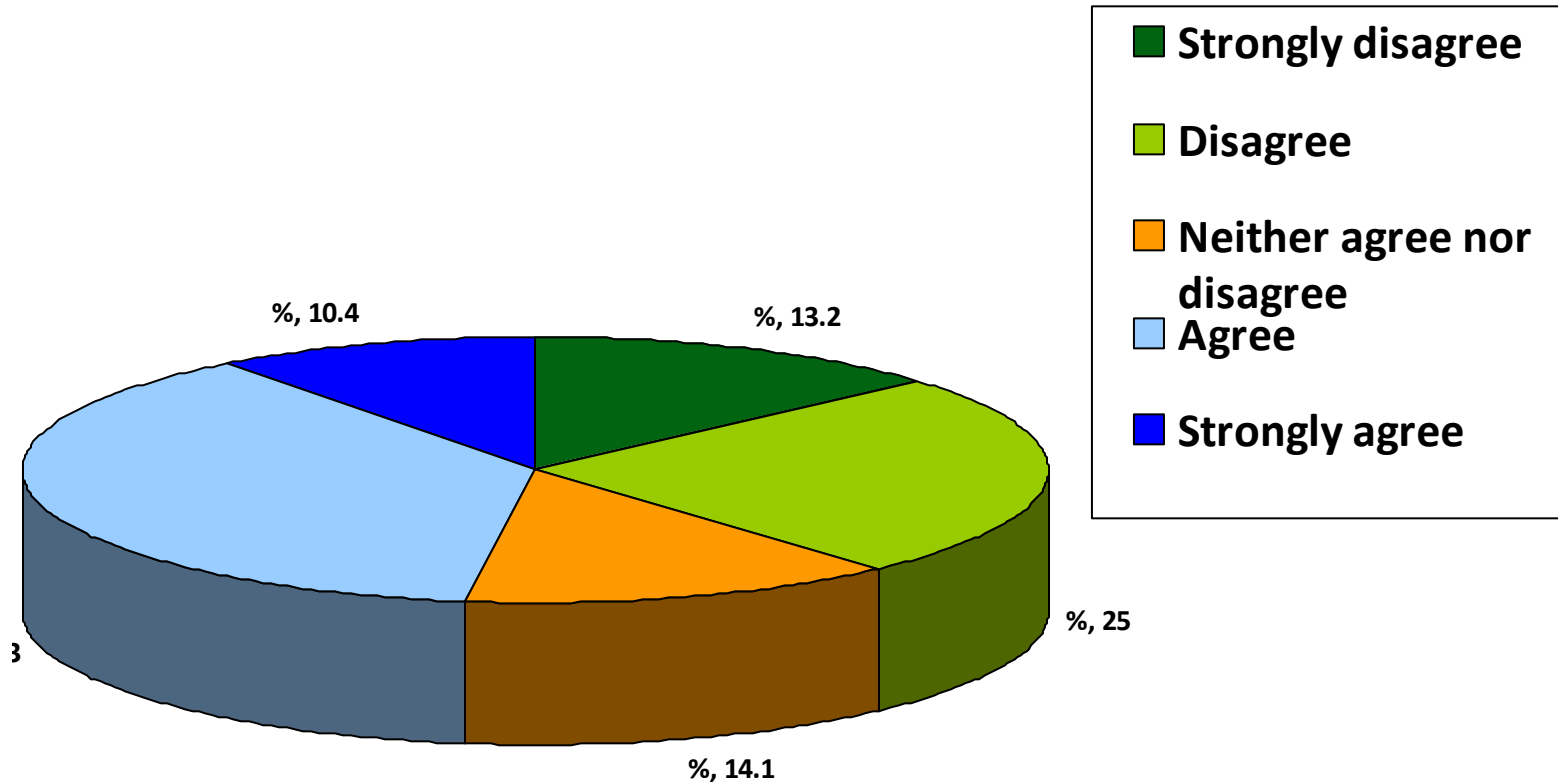


Training

“The system provides fair training opportunities”

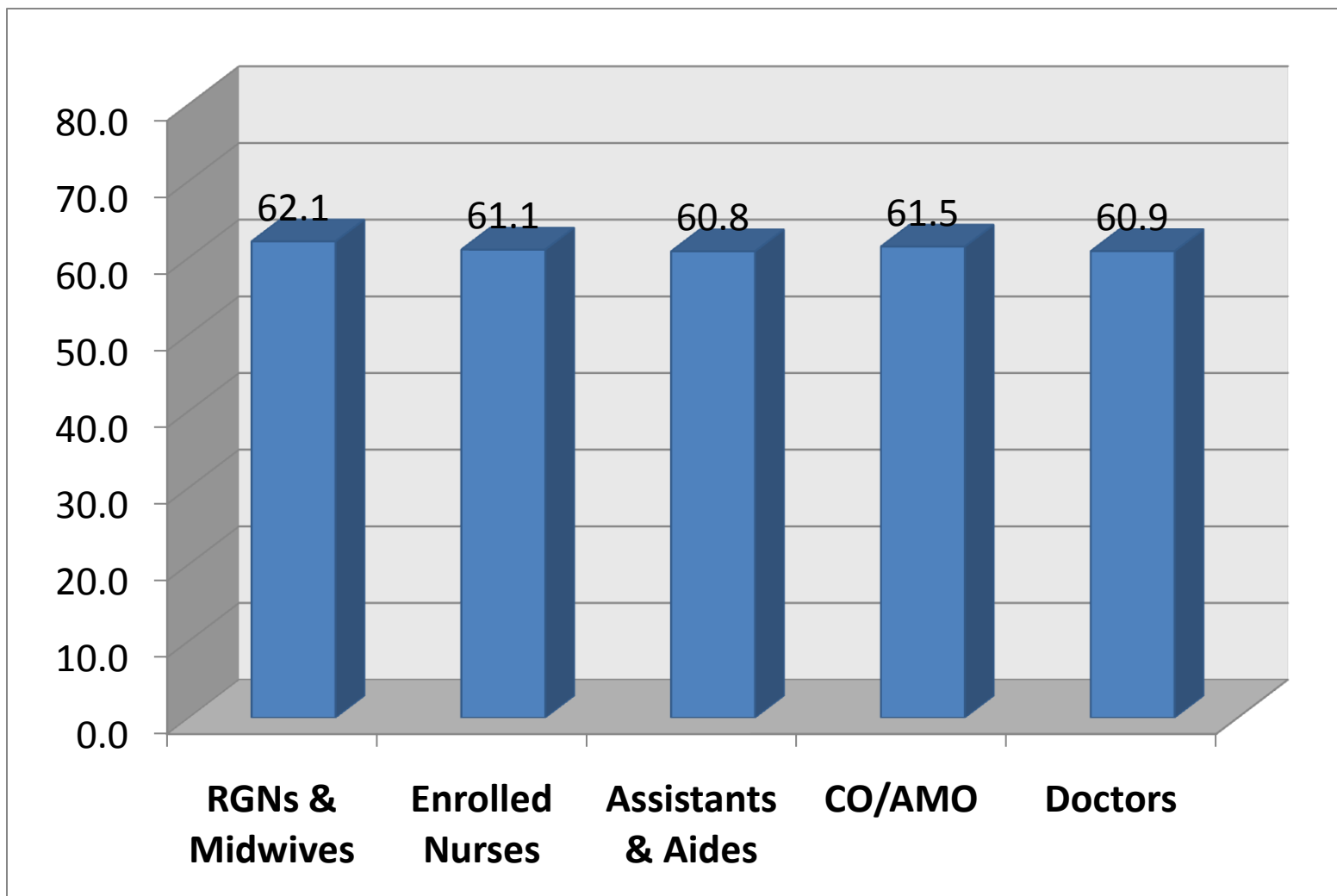


“I am adequately trained for all the tasks that I perform”



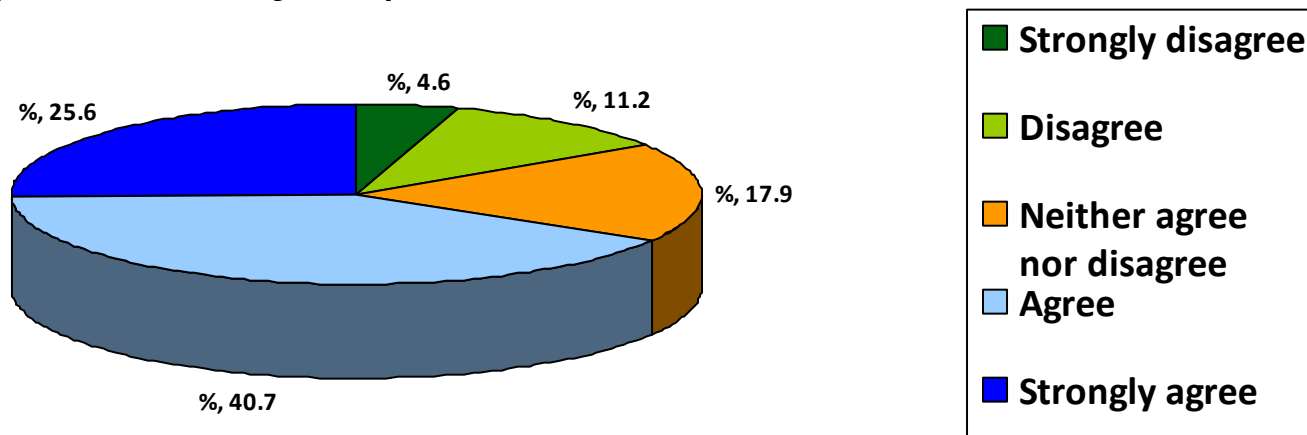
Organisational Commitment

Total scores by cadre

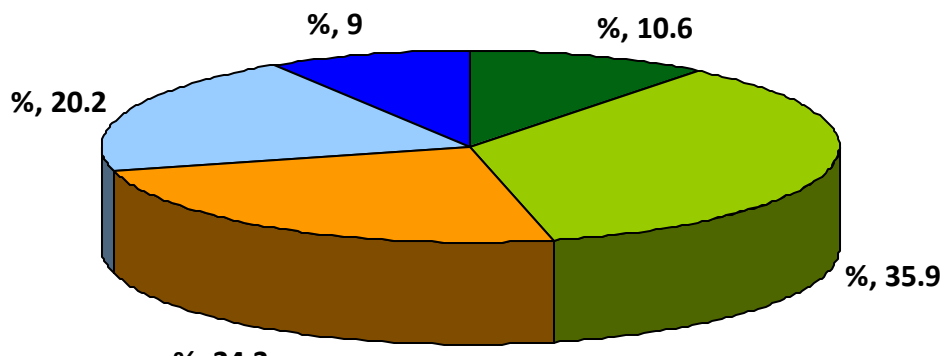


Organisational Commitment

“If it is up to me, I will continue to work for this hospital/clinic for quite some time”

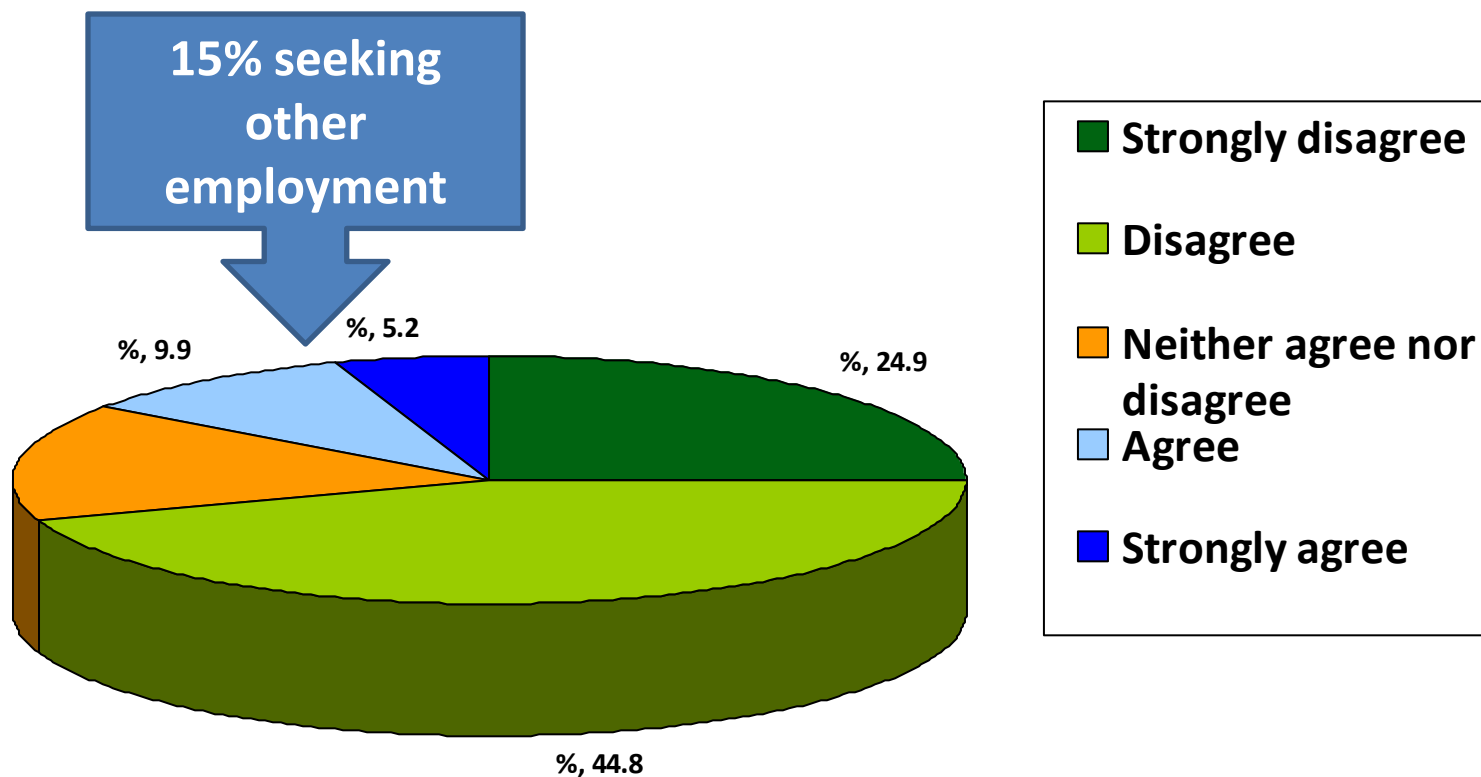


“I have seriously thought about leaving this hospital/clinic”

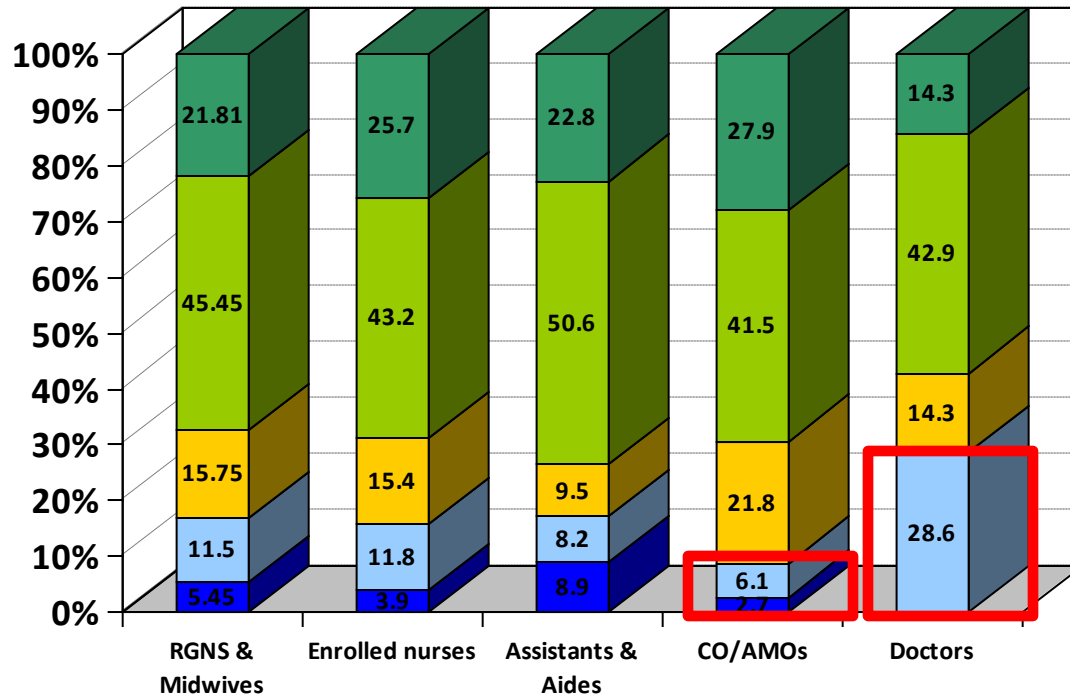


Organisational Commitment

“I am actively seeking other employment”



“I am actively seeking other employment”



In Conclusion

- The majority of staff are satisfied with their jobs and are committed to the facilities they work in.
- But many are unhappy with pay, promotion opportunities, training opportunities and do not feel they are adequately trained for all the tasks they perform.
- Significant numbers suffer from burnout.
- The lack of a consistent supply of drugs and equipment is de-motivating staff.
- Management support has a key role in motivating staff.

Acknowledgement

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 - Tanzania, Malawi
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 - Averting Maternal Death and Disability Program, Columbia University (AMDD)
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 - Realizing Rights: The Ethical Globalization Initiative, (RR:EGI)