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HRH2030 HUMAN RESOURCES FOR HEALTH IN 2030

PEPFAR U.S. President's Emergency Plan for AIDS Relief

Optimizing health worker performance to improve health care quality in low- and middle-income countries

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Preliminary findings

HRH2030 Landscape Analysis on Enhanced Supervision Approaches:

Best practices to improve health worker performance and service quality

The untapped potential of health worker supervision

- The supervision "status quo"
  - Limited accountability, supervisory capacity & resources
  - Fragmentation of private sector and community-based workforce
  - Limited continuity & data integration within health information flows
- Beyond other HSS interventions, enhanced supervision is estimated to have the highest potential impact (USAID 2017)

- How can enhanced supervision improve service quality? Impact population health?
- What are supervision "enhancements"?

What is enhanced supervision?

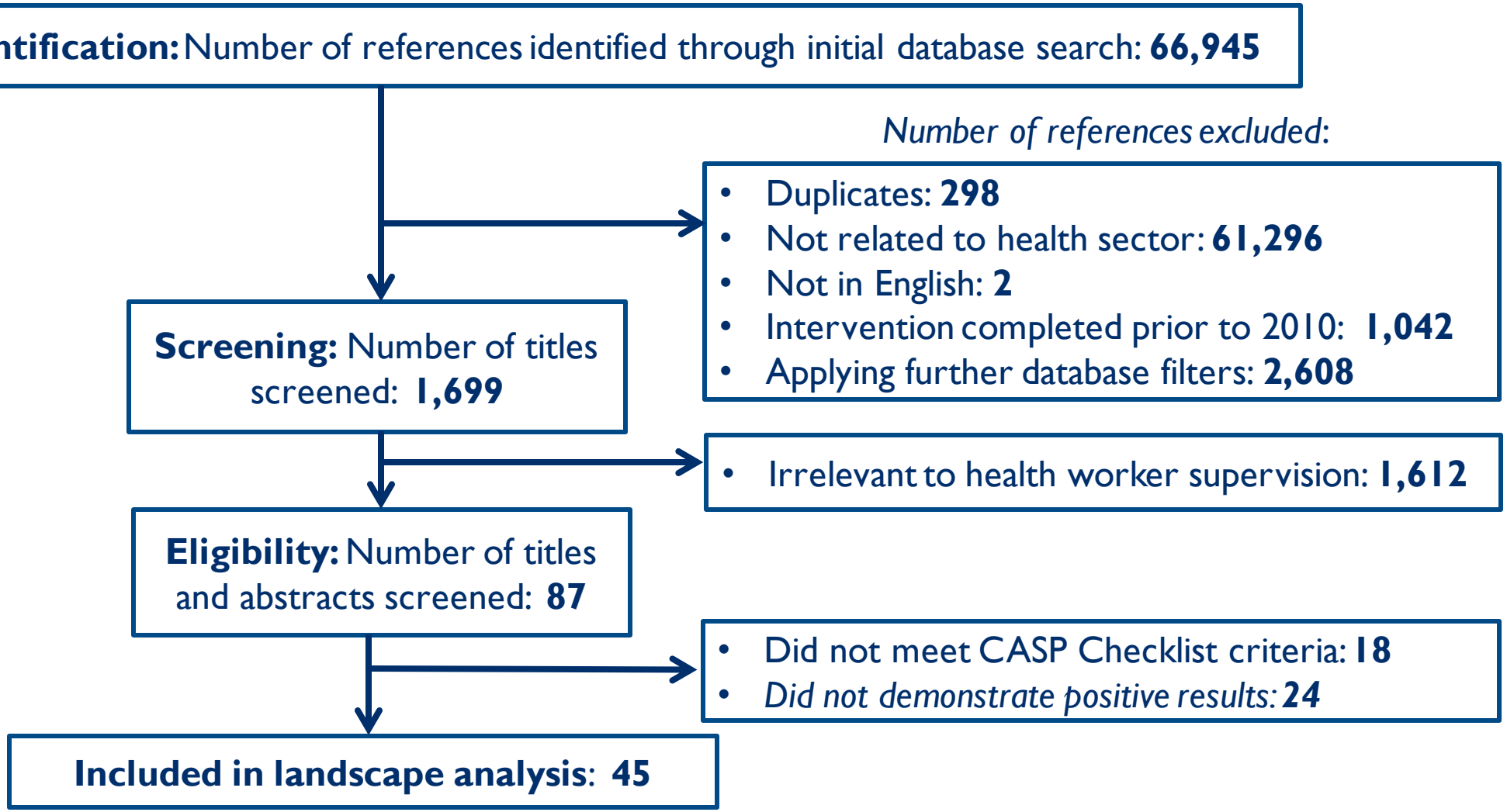
"A broad set of supervisory interventions that improve provider performance through team-based, learning approaches, including supportive supervision, the use of checklists, and in-person visits."

– AOTC Report: USAID, 2017

Building on evidence from: Kallander et al., 2015; Bailey et al., 2016; Webb, Bostock and Carpenter, 2016; Rowe et al., 2018.

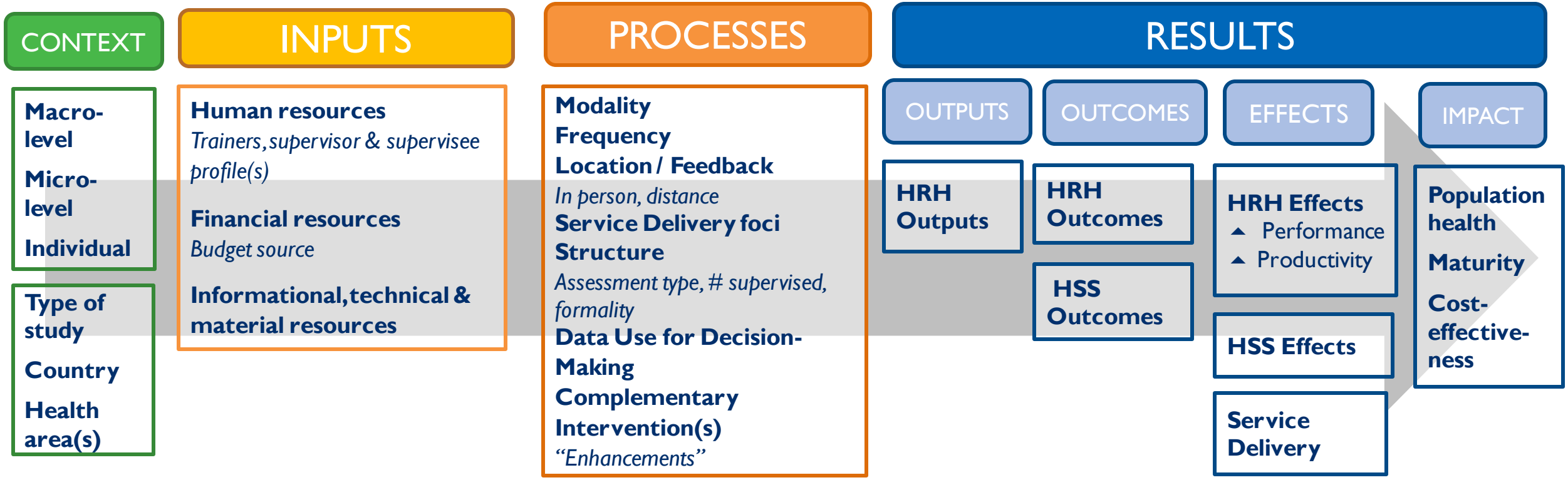
Database search methodology

Search Terms: "enhanced supervision" OR "mentorship" OR "supportive" OR "team-based" OR "site-visit*" OR "coaching" OR "problem-solving" OR "check-list" OR "learn*" AND "health worker*"



Databases: Popline, USAID DEC, WHO Global Health Library, Health Systems Evidence, Cochrane Database of systematic reviews, GlobalHealth & PubMed, ResearchGate, HRH Global Resource Center, mHealth compendium databases, Global Health Science & Practice, The Lancet, References from Bailey et al. 2015, Healthcare Management Information Consortium

HRH2030 Landscape Analysis Framework



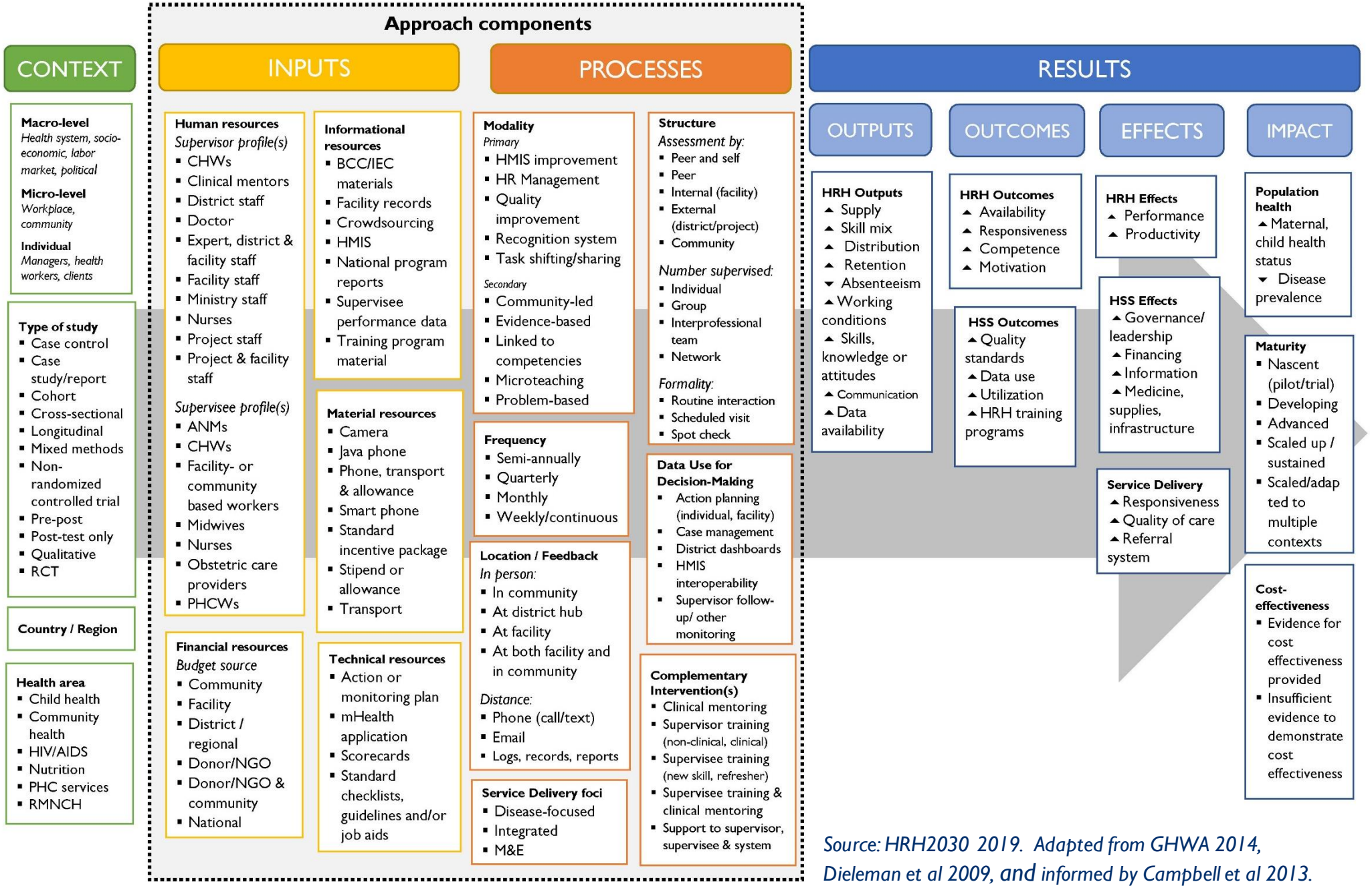
1. **Positive results?**
2. **Supervision enhancements?** *(e.g., inputs, processes)*
3. **Scaled and/or sustained?**

Source: HRH2030 2019. Adapted from GHWA 2014, Dieleman et al 2009, and informed by Campbell et al 2013.

Preliminary Findings

Tanjung Priok Health Center, Indonesia. Credit: Andi Gultom

Landscape analysis taxonomy for classifying enhanced supervision approaches



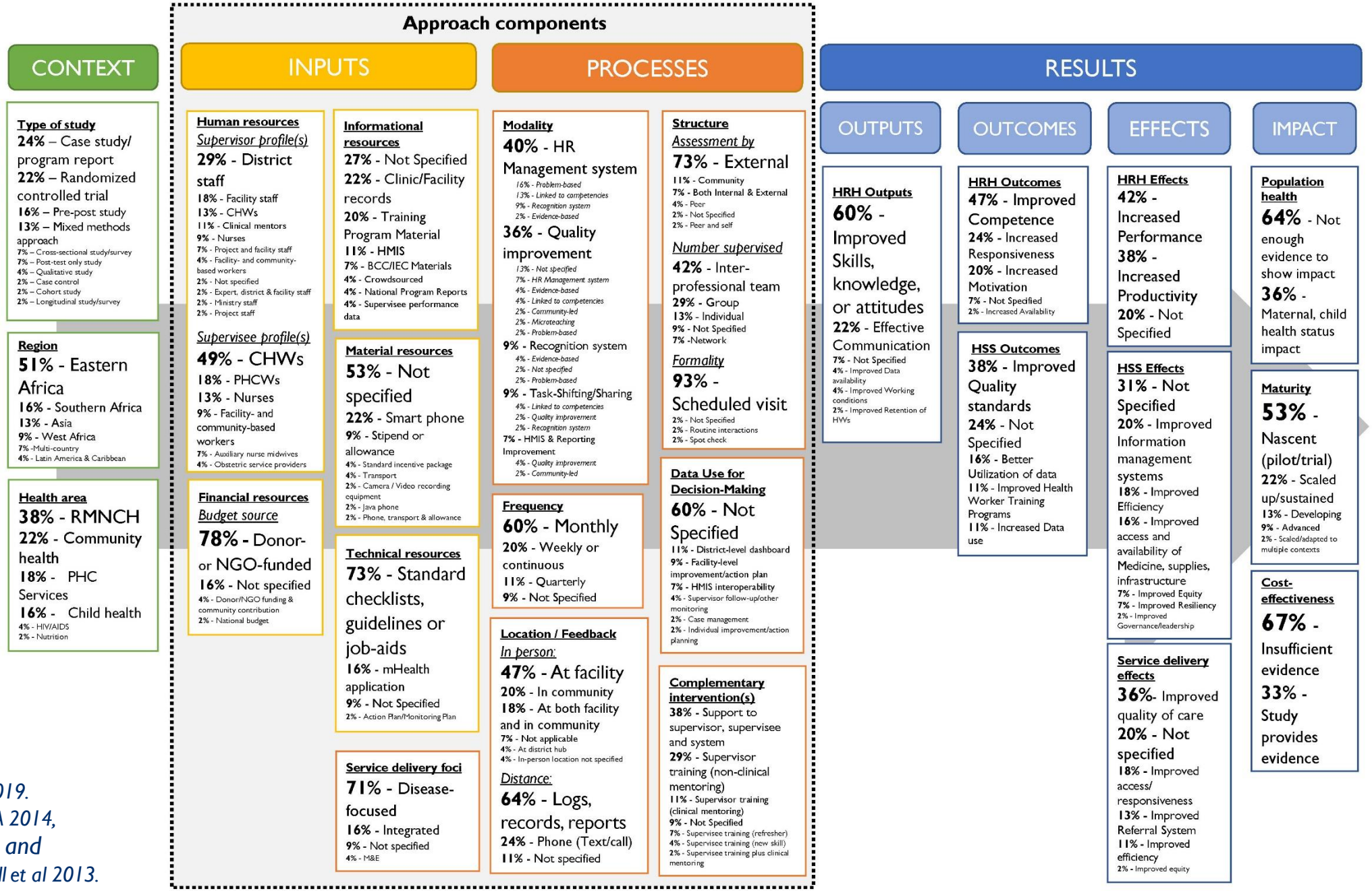
Source: HRH2030 2019. Adapted from GHWA 2014, Dieleman et al 2009, and informed by Campbell et al 2013.

Characteristics of enhanced supervision approaches reviewed (n=45)

Cote d'Ivoire medical facility. Credit: Gildas Gbacada

- 76% from Sub-Saharan Africa
- Diverse methodologies used
  - 24% case study/program report
  - 22% RCT
- All focused on primary or community health care service delivery improvement
  - Half dedicated to supervising CHWs
  - Many disease- or program-specific
  - District management team-led supervision
- Some policy-led approaches
  - PHC, CHWs, service equity, or task shifting
- Majority donor-funded (78% - additional 16% unspecified)

Preliminary findings from inventory of enhanced supervision approaches (n=45)



Source: HRH2030 2019. Adapted from GHWA 2014, Dieleman et al 2009, and informed by Campbell et al 2013.

Preliminary findings from inventory of enhanced supervision approaches (n=45)

INPUTS

Informational resource:

- HMIS / health system performance data

PROCESSES

Modality:

- Quality improvement (QI) methods

Feedback:

- Multi-level, timely feedback loops

Data use for decision-making:

- HMIS interoperability

Complementary interventions:

- Clinical mentoring
- Community engagement

RESULTS

Outputs, Outcomes or Effects:

- Noteworthy achievements

Impact

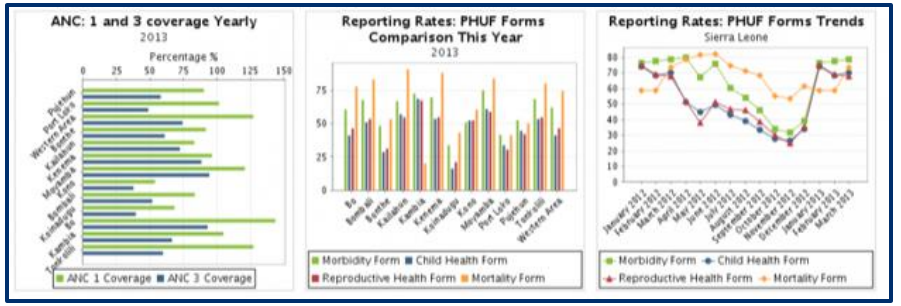
- Scaled up and/or sustained over time

Source: HRH2 … Adapted from … Dieleman et al 2009, and informed by Campbell et al 2013.

Supervision enhancement:
Use HMIS to inform and prioritize sites and/or service areas

HMIS *+ clinical mentoring*	Achieved task-shifting among mid-level providers for higher-quality HIV and TB services in Uganda	Naikoba et al. 2017
HMIS *+ mHealth app + weekly calls + job aid*	Facilitated performance feedback for CHWs delivering nutrition services in India, who were more motivated, self-efficacious, and solved more technical problems	Kaphle, Matheke-Fischer and Lesh, 2016
HMIS *+ mHealth app + checklist + QI*	Improved quality of care for private sector & CHW providers in malaria and FP services across Africa and Asia	Lussiana et al. 2016
HMIS *+ mHealth app + mentoring*	Increased CHW data use, productivity, and accountability for adhering to iCCM / child health standards of care	Biemba et al. 2017

Potential for **cost-effectiveness**
(Campbell *et al.*, 2014; Biemba *et al.*, 2017)



Supervision enhancements:
Quality improvement (QI)

Of the 16 supervision approaches having QI as the primary modality:

Outputs	• 63% [10] improved HRH skills, knowledge and attitudes
Outcomes	• 69% [11] improved HRH competence • 50% [8] documented improved quality standards
Effects	• 81% [13] improved HRH performance and/or productivity • 56% [9] improved the quality of care
Impact	• 56% [9] improved population health *… compared to 17% [3/18] of HR management as primary modality*

Supervision enhancements:
Digital data integration & multi-level feedback loops

District-level dashboards	• Promotes efficiency • Automates some supervisory tasks	Manzi *et al.*, 2012 Agarwal *et al.*, 2016
Interprofessional or network support	• Reinforces formal visits and promotes self-efficacy	Okuga *et al.*, 2015 Mkumbo *et al.*, 2014
Data review meetings & facility improvement plans	• Improved health worker competencies in data-driven decision-making, including for CHWs	Aikins et al., 2013 Manzi *et al.*, 2018

Supervision enhancements:
Complementary interventions

Clinical mentoring	• Addresses pre-service education and performance gaps • Where CPD is limited; for enhanced/new scopes of practice	Anatole *et al.*, 2013 Manzi *et al.*, 2014 Som *et al.*, 2014 Ajeani *et al.*, 2017
"Whole-of-system" approach	• Strengthens supervisor capacity • Strengthens health system: enabling environment, safety, equipment and supplies →	Green *et al.*, 2014 Deussom *et al.*, 2014 Battle *et al.*, 2015 Gueye *et al.*, 2016 Kok *et al.*, 2018
Community engagement	• Provide feedback on service quality / utilization, especially for CHWs • Problem-solve; maintain or improve facility; advocate • Appropriate where there are issues of accessibility, perceived quality, trust, and/or utilization	Okuga *et al.*, 2015 Gueye *et al.*, 2016

Discussion & next steps

- More country-led assessments of more advanced approaches; longer evaluation periods
- Limited detail of implementation approach, resource requirements
- Limited comparisons of supervision enhancements in different contexts, with different objectives

- We know what works. How can we scale and sustain it?
- Using the conceptual framework and taxonomy to review supervision enhancements (including the HCPPR) could help strengthen the evidence base & further define trends

Data-driven prioritization for supervision | QI methods | Effective feedback loops | Community engagement | Clinical mentoring | Address broader health system shortcomings

Maliana Community Health Center staff, Timor-Leste. Photo credit: Rachel Deussom

THANK YOU

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