

Enhancing motivation of family planning service providers as a lever to avoid stock-outs and increase quality of service

RHSC Webinar

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Research activities

Results baseline

Results of the interventions

Conclusions and recommendations

Good Supply Management and motivation

Objectives

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Stock-out

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Good Supply Management and motivation

Objectives

Higher level



Stock-out

Introduction

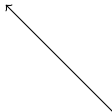
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Good Supply Management and motivation
Objectives

Higher level



Stock-out

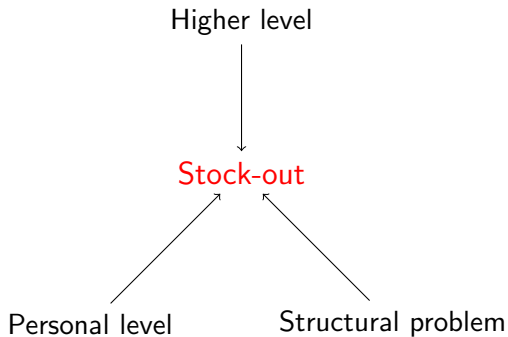


Structural problem

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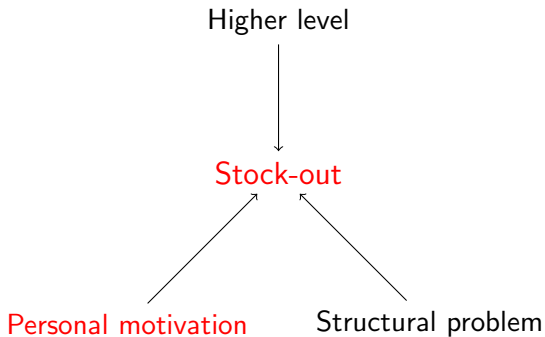
Good Supply Management and motivation
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Objectives

To develop interventions that

- ▶ increase motivation
- ▶ decrease stock-outs

To investigate the link between motivation and stock-outs

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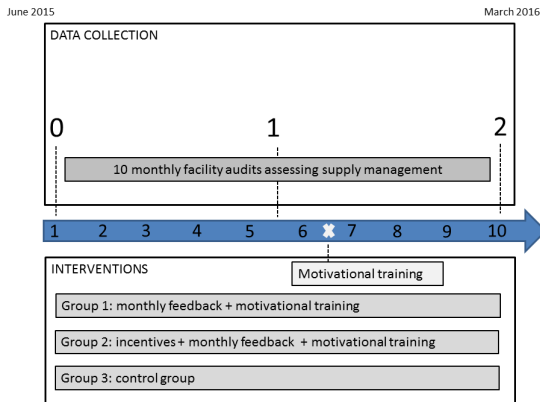
Research activities

Study design

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Research activities in Maputo Province, Mozambique

Interventions to increase motivation among health care providers



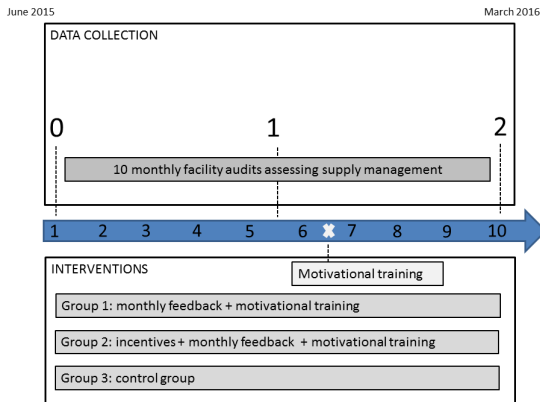
Research activities in Maputo Province, Mozambique

Monthly facility audits and feedback; 6 family planning methods

- ▶ pictures of stock cards (fichas de stocks; FdS)
- ▶ count stock
- ▶ pictures of monthly overview of patient registers

Research activities in Maputo Province, Mozambique

Interventions to increase motivation among health care providers



Evaluation of supply management

Credits: 0 - 3

	Female condom	Implant	IUD	Depo	Microlut	Micro-gynon	Credits	Points
Stock card	x	x	x	x	x	x	1	
Calc error	0	0	0	1	0	0	0	
Stock out	0	0	0	.	0	0	0	
TOTAL							1	

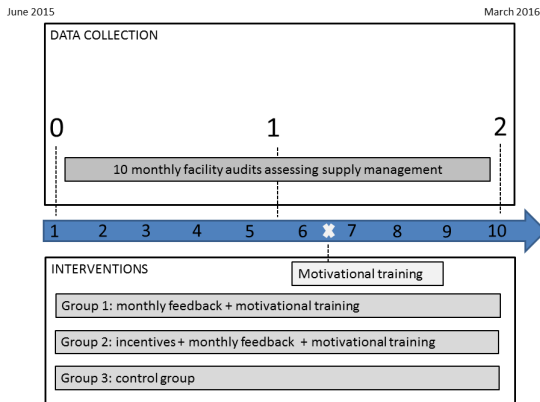
Evaluation of supply management

Points: 0 - 18

	Female condom	Implant	IUD	Depo	Microlut	Micro-gynon	Credits	Points
Stock card	x	x	x	x	x	x	1	6
Calc error	0	0	0	1	0	0	0	5
Stock out	0	0	0	.	0	0	0	5
TOTAL							1	16

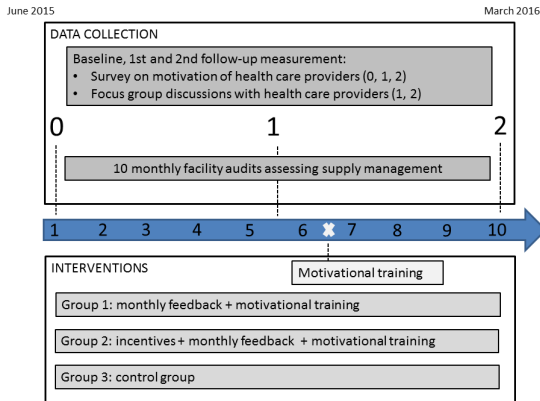
Research activities in Maputo Province, Mozambique

Interventions to increase motivation among health care providers



Research activities in Maputo Province, Mozambique

Data collection tools to assess impact of the interventions



Research activities in Maputo Province, Mozambique

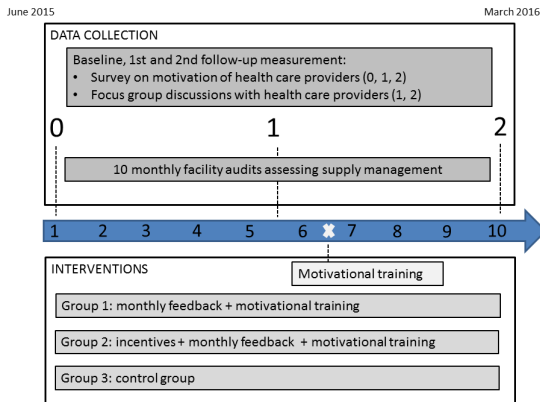
Measuring motivation (21 questions - max score 105)

- ▶ Conscientiousness
- ▶ Intrinsic motivation
- ▶ Organizational commitment
- ▶ Burn out
- ▶ Timeliness and attendance
- ▶ Job satisfaction
- ▶ General motivation

Mutale,W.; Ayles,H.; Bond,V.; Mwanamwenge,M.T.; Balabanova,D. Measuring health workers' motivation in rural health facilities: baseline results from three study districts in Zambia. Hum Resour Health. 2013 Feb 21;11:8.

Research activities in Maputo Province, Mozambique

Data collection tools to assess impact of the interventions



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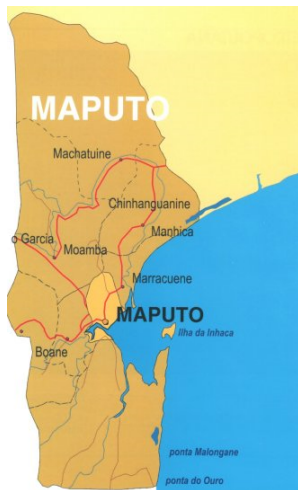
Mozambique



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Maputo Province, Mozambique



2 Districts

- ▶ Marracuene: 30 km
- ▶ Manhica: 80 km

15 health centers - type 1

Results baseline

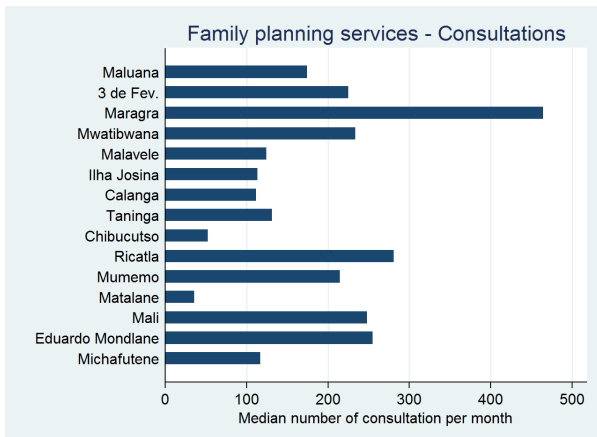
Family planning services

Motivation

Supply management

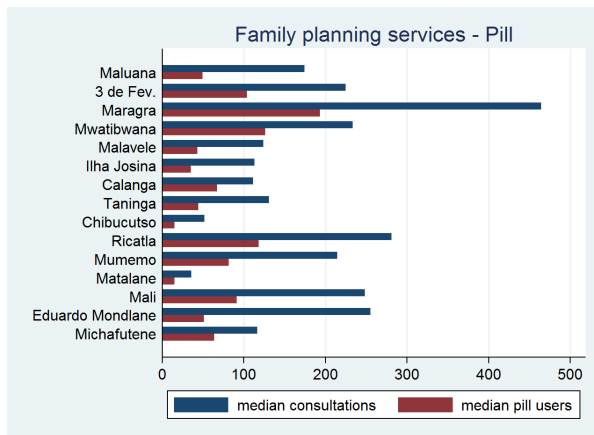
Usage of family planning services among 15 health centres

Number of consultations during 16 months before interventions



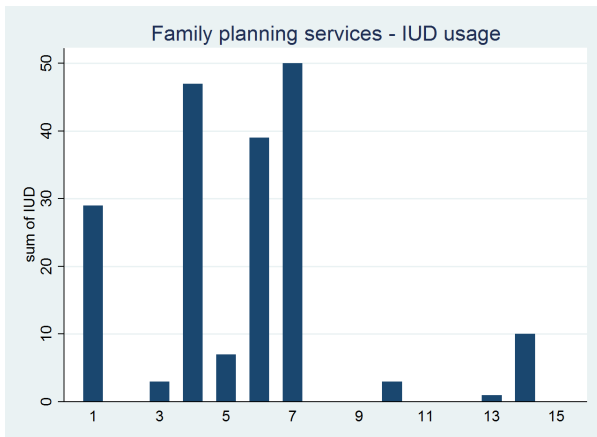
Usage of family planning services among 15 health centres

Number of pill users during 16 months before interventions



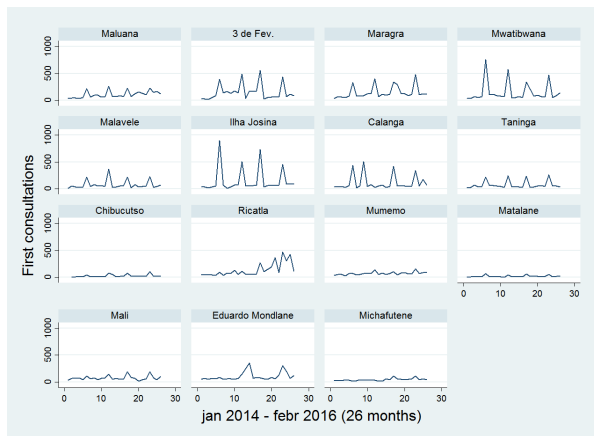
Usage of family planning services among 15 health centres

Number of IUDs inserted during 16 months before interventions



Usage of family planning services among 15 health centres

Family planning services: nr of consultations during 26 months



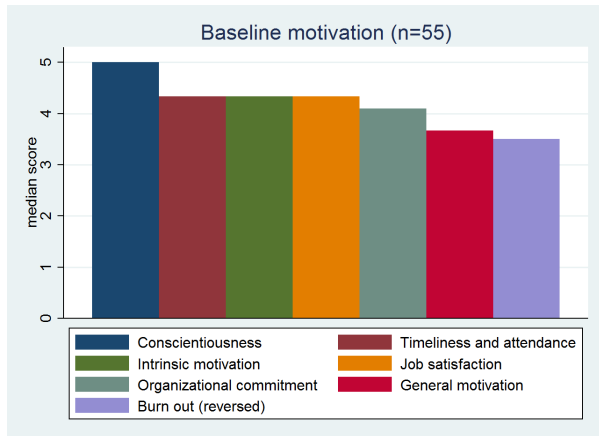
Results baseline

Family planning services

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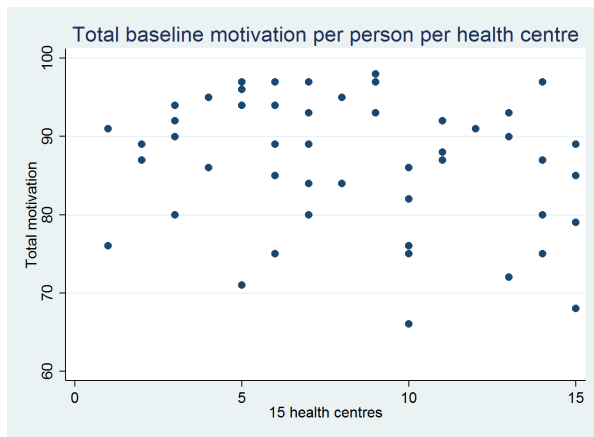
Motivation among health care workers



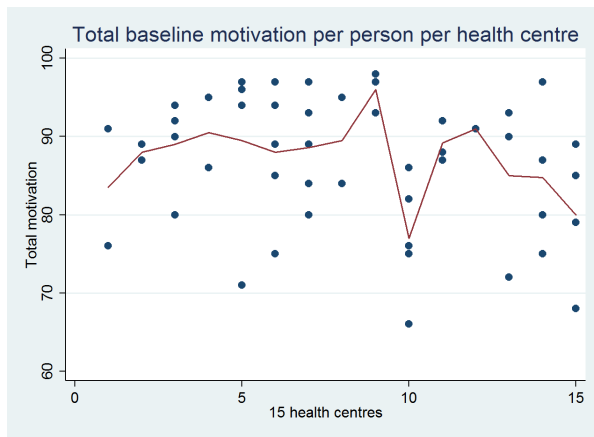
Median score
(max 105)

- ▶ gr1: 93
- ▶ gr2: 85
- ▶ gr3: 87

Motivation among health care workers per health centre



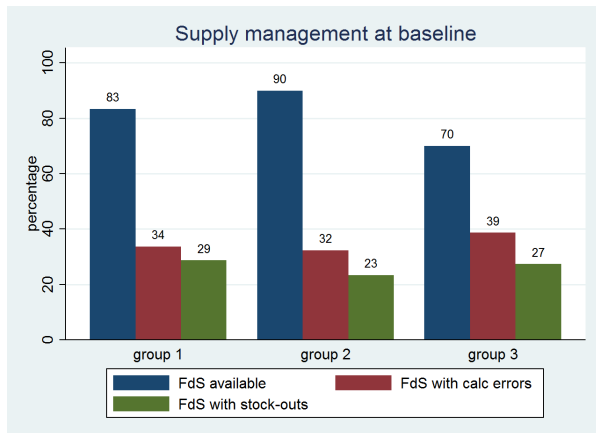
Motivation among health care workers per health centre



Results baseline

Family planning services
Motivation
Supply management

Supply management



- ▶ FdS: 2 - 6
- ▶ calc err: 0 - 60 perc
- ▶ SO: 0 - 60 perc

Situation analysis at baseline

- ▶ **High motivation** - high inter-personal variation
- ▶ **Poor supply management** - 50 percent of FdS reported calculation errors and stock outs
- ▶ **Variation in usage** - number of patients, IUDs, cycle of 6 months

Results of the interventions

Motivation

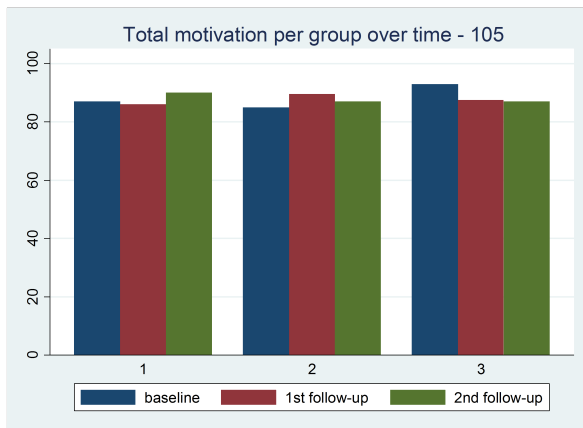
Supply management

Stock-outs

Impact of the interventions

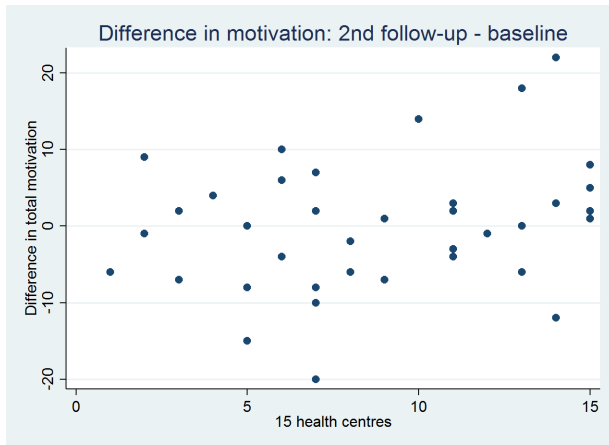
Measured motivation among health care providers

Motivation among health care providers: median scores per group



Measured motivation among health care providers

Difference in personal motivation among 15 health centres



Measured motivation among health care providers

”The project motivated us to always update the stock cards, so one way or another it improved our services, both of the nurse and the pharmacy, yes, our services improved.”

Results of the interventions

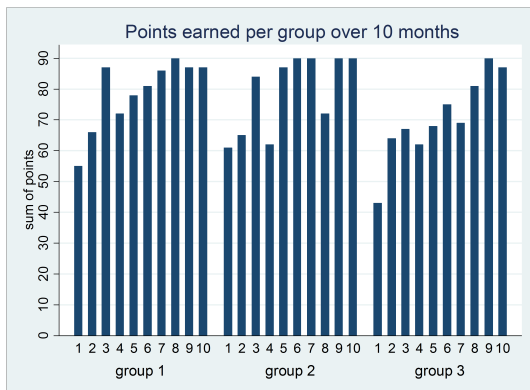
Motivation

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Impact of the interventions

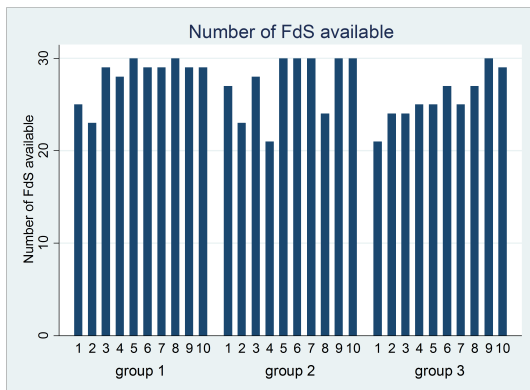
Evolution in points earned per month



Evolution in points earned per month

"When you started visiting our clinic, we learned how to fill in stock cards and we became motivated to use them and to win the credits. This made us realize that...we are pleased with the work we are doing, it is a beautiful job. *group 1*"

Evolution in number of stock cards

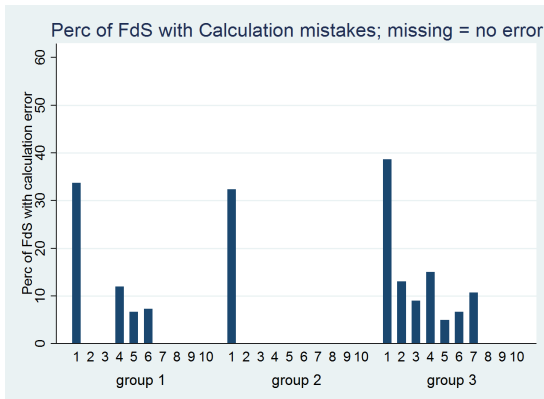


Evolution in number of stock cards

”For example, I did not have a stock card of female condoms, but the visits helped me realize that I need a stock card and that even if I don’t have stock, I need to fill in the stock card. *control group*”

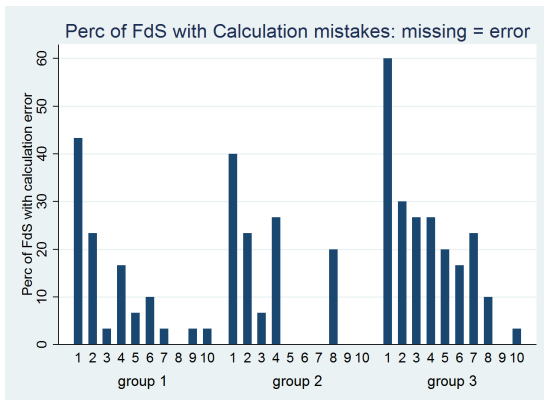
Evolution in calculation mistakes in stock cards

Assuming missing information \neq a calculation error



Evolution in calculation mistakes in stock cards

Assuming missing information = a calculation error

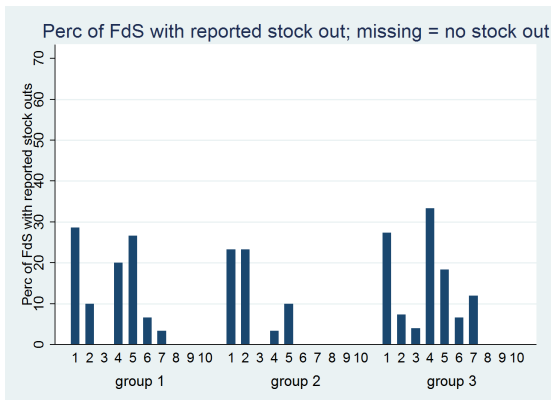


Evolution in calculation mistakes in stock cards

"In my clinic, I can say that the incentives are helping a lot, all my colleagues came to talk to me already ... "nurse, have you filled in the stock cards?" (laughs)! Even when I am busy they always remind me. My assistant for example, already handles the stock cards and says "nurse, please sign ..." (bursts out laughing)! So the incentives are helping!" *group 2*

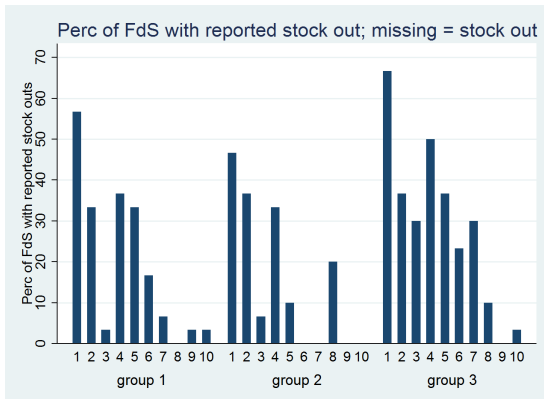
Evolution in stock-outs on stock cards

Assuming missing information \neq a stock out



Evolution in stock-outs on stock cards

Assuming missing information = a stock out



Evolution in stock-outs on stock cards

" Before the project, I had frequent stock-outs of contraceptives and I did not understand why, but now I think it is lack of communication between the pharmacy and the nurse...because of the project we no longer have stock-outs of both contraceptives and other drugs, it improved the way of working. *group 1*"

Results of the interventions

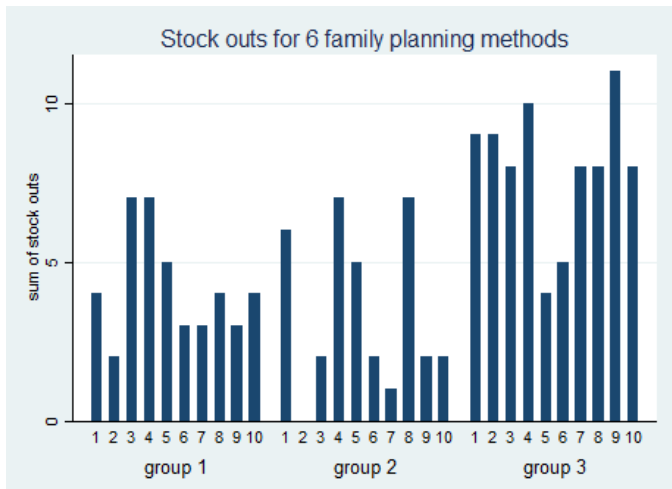
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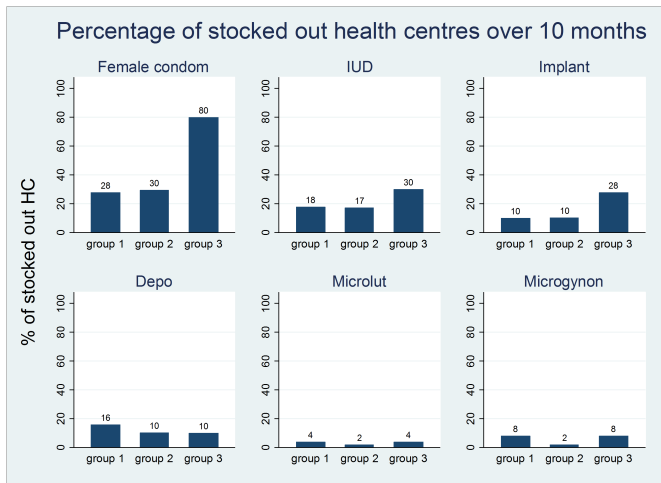
Stock-outs

Impact of the interventions

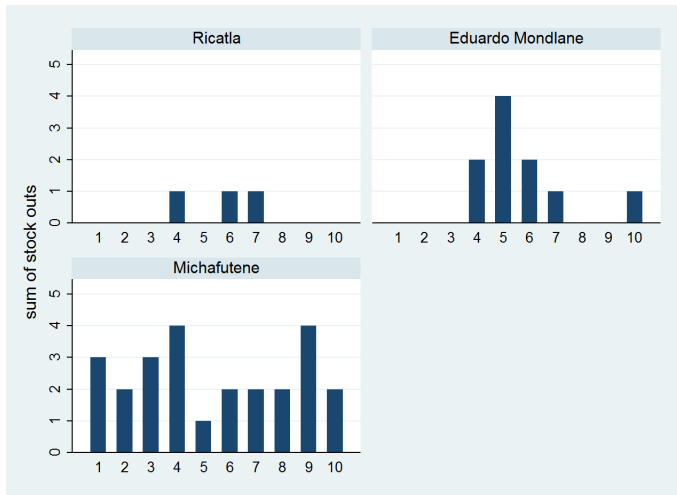
Stock-outs on day of the assessment - over 10 months



Stock-outs on day of the assessment - per method



Stock-outs on day of the assessment - per health centre



Results of the interventions

Motivation

Supply management

Stock-outs

Impact of the interventions

Observed effects

- ▶ **Change in motivation** - intra-personal variation
- ▶ **Improvement supply management** - more FdS, less calculation errors and reported stock outs (even in control group)
- ▶ **Stock-outs** - variation among health centres and methods

Barriers

- ▶ Lack of staff - high workload
- ▶ High staff turn-over
- ▶ Poor infrastructure

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Future steps

Interventions to increase motivation and decrease stock-outs

Effect among the three groups through

- ▶ Regular visits and feedback
- ▶ Incentives
- ▶ Recognition

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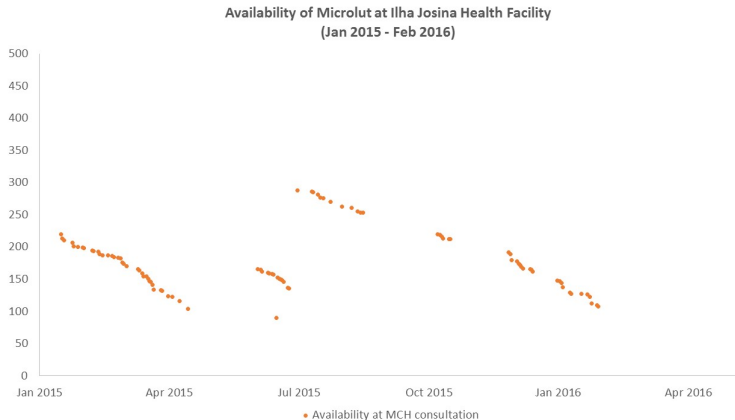
Interventions
Future steps

Conclusions and recommendations

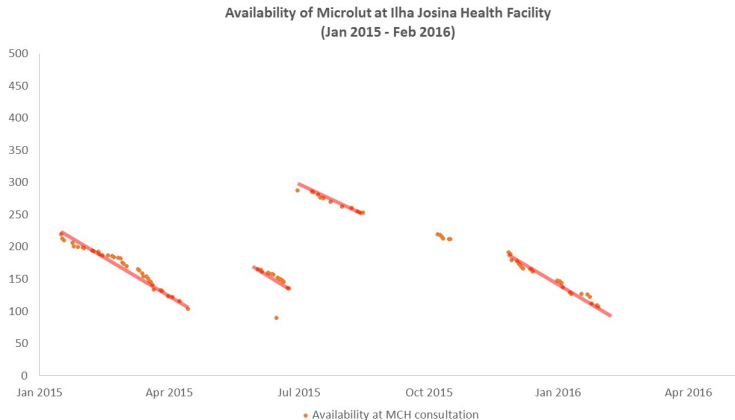
Interventions

Future steps

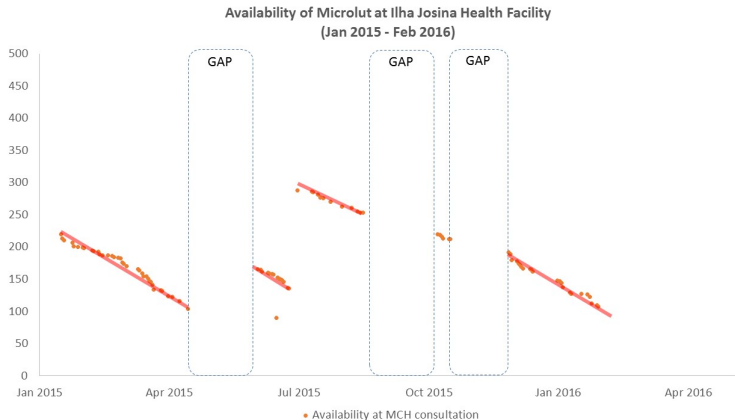
Evolution in stock and family planning usage



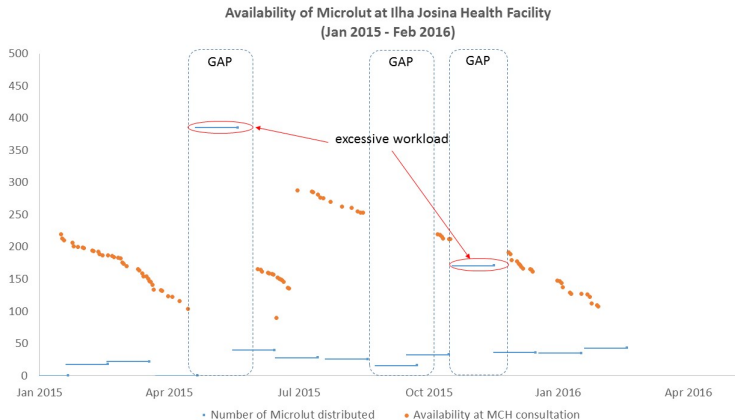
Evolution in stock and family planning usage



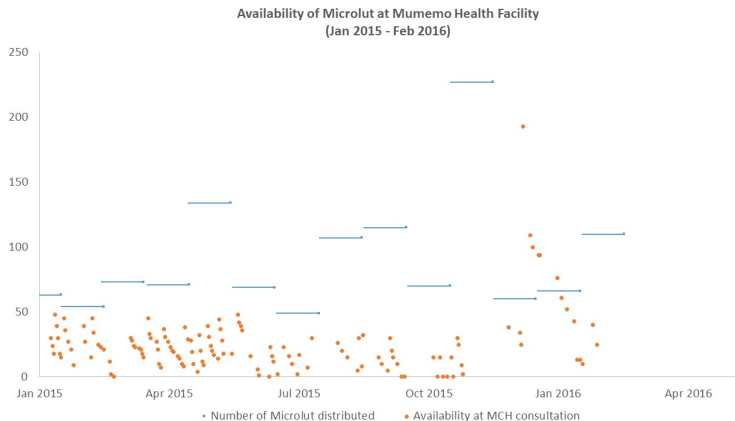
Evolution in stock and family planning usage



Evolution in stock and family planning usage



Evolution in stock and family planning usage



Thank you

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