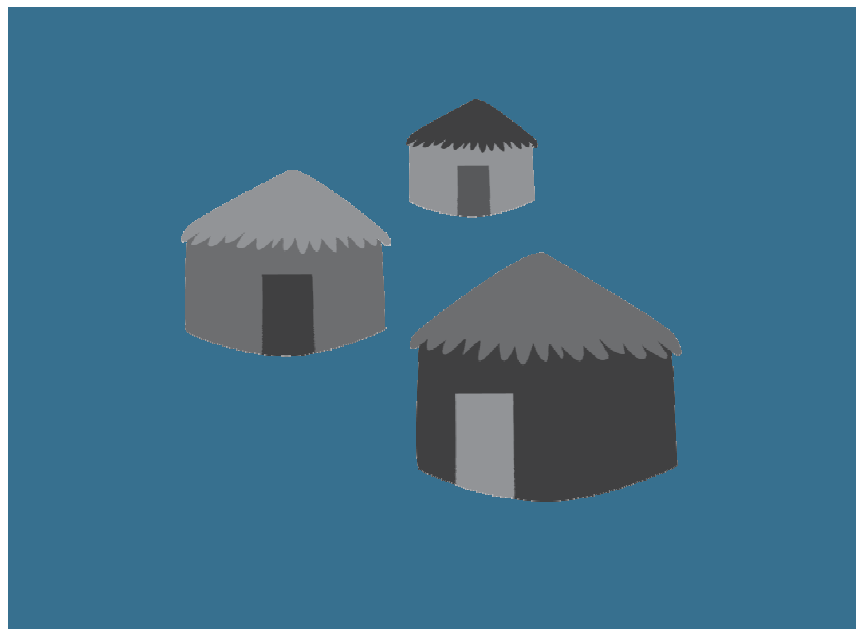
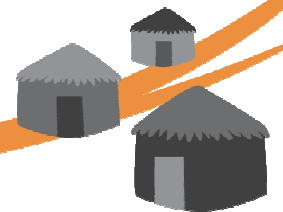


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Supporting CHW Performance: Supervision Systems and Performance Management

Highlights from the CHW symposium, 21 – 23 February, 2017, Kampala, Uganda

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CHW Symposium, 21 – 23 February, 2017, Kampala, Uganda



Why supervision?



- Enhances performance
- Reduces attrition
- Improves morale

However,

- Supervisors lack capacity
- No training package on supervision



Supervision systems and performance management: emerging themes

- Perspectives of CHWs on supervision and performance
- Support supervision
- Use of technology
- Performance based incentives
- Community engagement with data



What CHWs say:



"Supervision shouldn't be about monitoring but rather guiding us."

(CHW, Uganda)

"If supervised, we shall be encouraged to put in more effort."

(CHW, Uganda)

"We need regular field supervision to check on our performance. This will help us do our work more effectively."

(CHW, Uganda)



Support supervision

Should focus on
coaching, mentorship,
problem-solving &
skills development

Need for training in
supportive
supervision
(curriculum)

Provision of
supervision
checklists.

Approaches:

Group

One-on-one

Home and site visit

Close and trusting
supervisory
relationships key to
performance.



Use of technology

Technology provides real time monitoring of performance and supervision.

Using mobile applications, CHW performance can be automatically recorded and displayed on program dashboard and supervisory application.

Application can remind supervisor/mentor to bring up specific issues, note observations during visit and follow up CHW progress.

Similarly, project staff can monitor supervisor performance and provide support when needed.



Performance based incentives

- Performance targets and associated incentives set for CHWs (also supervisors).
- Incentives can be financial or non financial.

- When targets are met, CHWs (also supervisors) then get rewards.
- Rewards can be expanded to the health facility e.g. provision of equipment.

- Economic strengthening activities are motivational and can be impactful.
- These could build capacity, establish business training, seed funding and monitoring and supervision. (Both for CHWs and supervisors)



Community engagement with data



- Meetings with community and other stakeholders to review data.
- Increased accountability and ownership of tasks
- Strategies to improve performance discussed.
- Can influence CHW performance and improve health behaviors and outcomes.



Supportive supervision & performance

“Previously when I heard that a supervisor came to visit, instead of going nearer and listening to what they were saying, I preferred to run away and go to my home. But with the new system, they are coming and supporting us, and we perform better.” ~ CHW

“When I compare it with their [CHWs] previous motivation at the time when I started, it is different like the distance between the sky and the earth.” ~ Supervisor

“I am performing this job with great pleasure because I have fallen in love with this HEW job.” ~ CHW



Conclusions

- Effective CHW supervision systems should facilitate:
 - ✓ Relationship-building
 - ✓ Structured supportive feedback
 - ✓ Supervision training and
 - ✓ Respectful engagement
 - ✓ Sustained motivation
- These will then positively impact on CHW performance.



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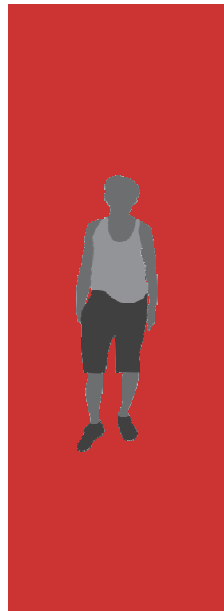
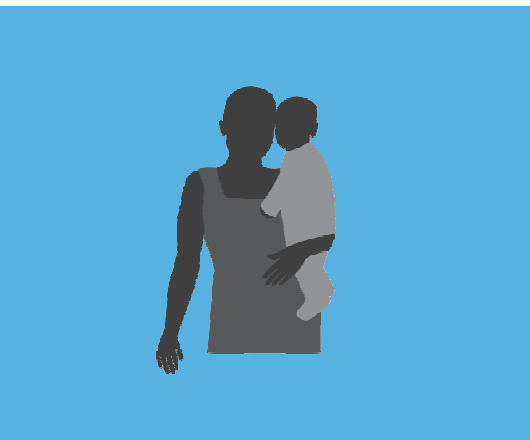
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Thank you for listening!

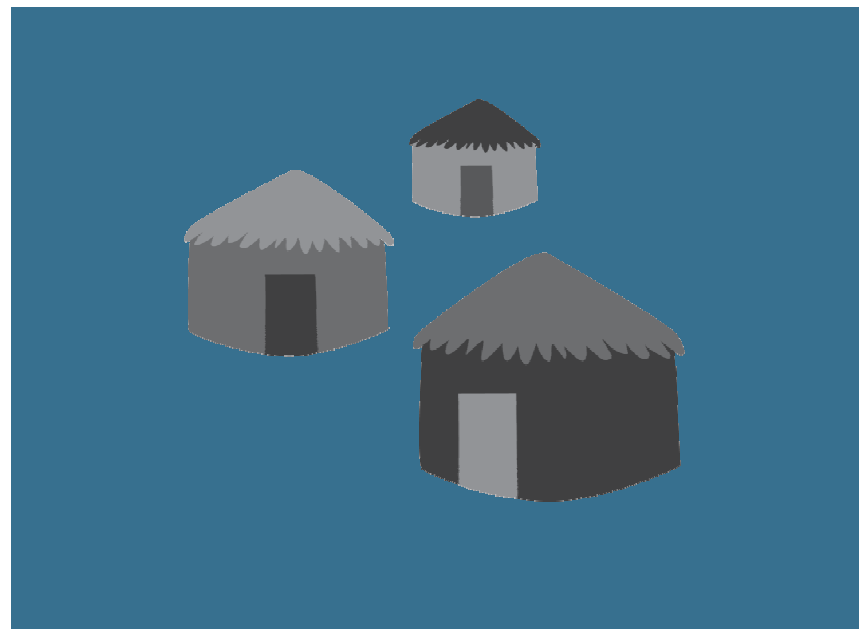
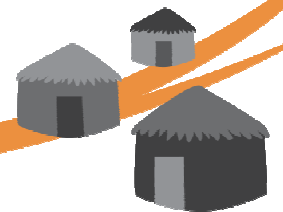




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