Supporting CHW Performance: Supervision Systems and Performance Management

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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:

“We need regular field supervision to check on our performance. This will help us do our work more effectively.”
(CHW, Uganda)

“Supervision shouldn’t be about monitoring but rather guiding us.”
(CHW, Uganda)

“We need regular field supervision to check on our performance. This will help us do our work more effectively.”
(CHW, Uganda)

“If supervised, we shall be encouraged to put in more effort.”
(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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Thank you for listening!