

# Managing healthcare facilities in a reproductive health voucher program: Findings from a cross-sectional assessment in Uganda

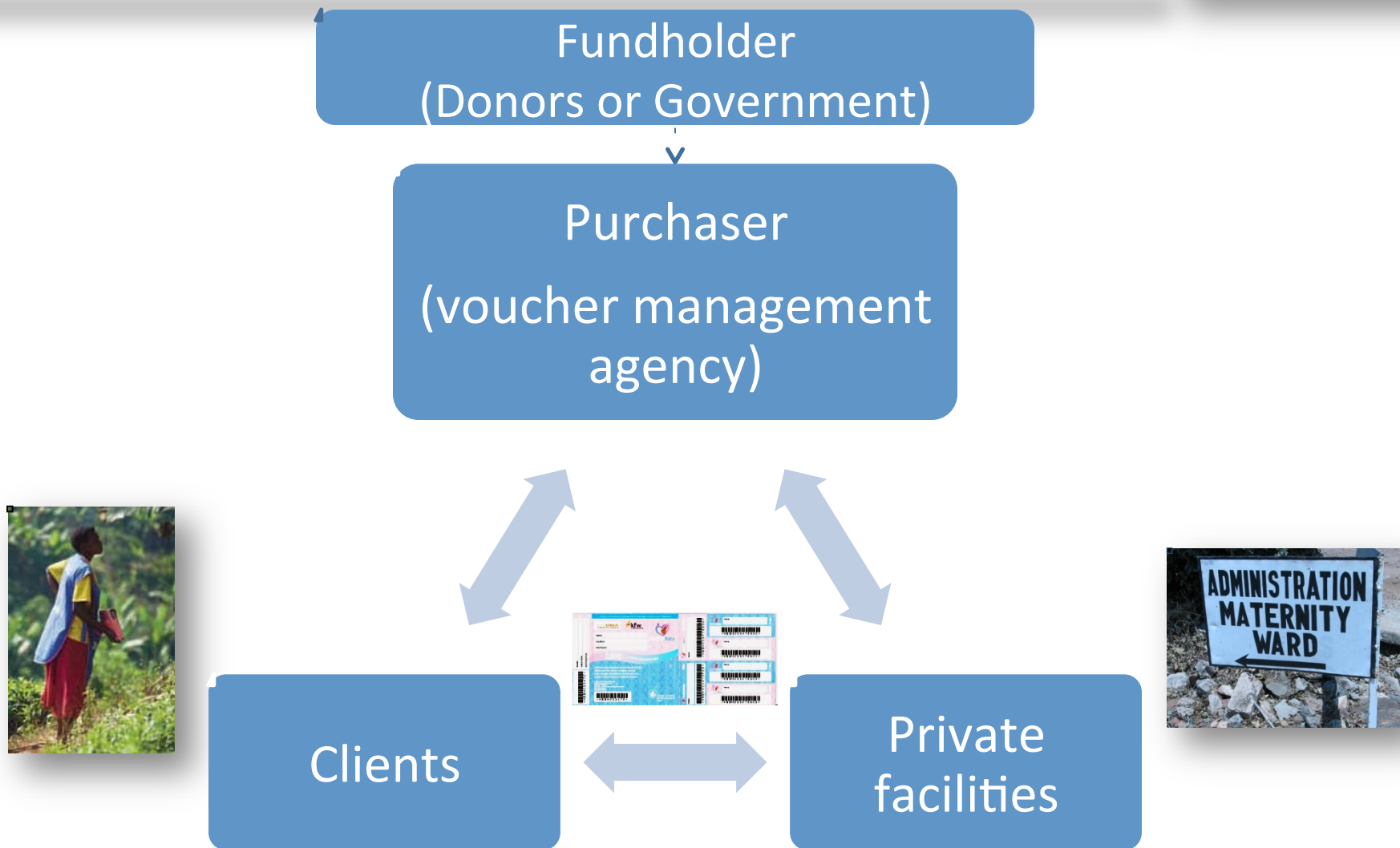
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*the* **Private Sector** *in* **Health**

# Vouchers for Reproductive Health



# Proposed Mechanisms of Action

- Target public subsidies to the poor
  - Empower consumers with choice
  - Increase utilization of services
  - Promote provider responsiveness & competition
- ...leading to improved quality of services**



# Healthcare Worker Burnout

- Job dissatisfaction and burnout rates are high for healthcare workers in under-resourced settings.
- A new program can exacerbate this problem for frontline healthcare workers.

# Study Objective

To evaluate the association between the introduction of the output-based reproductive health voucher program in western Uganda and the self-reported job satisfaction of healthcare workers.

# Data Collection Methods



Semi-structured survey of 76 providers from purposive sample of 22 voucher facilities and 13 control facilities:

- 50 healthcare workers at private facilities providing two OBA voucher services (STI treatment and maternity)
- 26 healthcare workers at private facilities in a neighboring district who were not in voucher program but offered the same services.



# Results



# Voucher vs. Control Characteristics

Facility Characteristics	p-value
Type of facility (clinic, hospital)	0.61
Distance to next nearest facility (km)	0.84
Type of healthcare worker (admin., clinical officers, assistants)	0.31
Healthcare workers' months of employment	0.63





# Monetary Incentive

# Perceived Revenue Changes during Program Period

Has revenue increased at your facility as a result of increased utilization?

	Voucher n (%)	Control n (%)	p-value
<b>Yes</b>	48 (98%)	6 (30%)	<0.001

# Capital investment

“With the voucher money, I have purchased a new microscope, a refrigerator, sterilizers and a vehicle for transportation. I have provided more benches in the waiting area. I have hired better quality staff.”

*-Proprietor, Voucher Clinic*



# Financial Stability

“I was about to close my clinic - we were in a financial crisis. I had taken out a starter loan and was also part of a women's micro-finance group. These loans were keeping the clinic open but that could not last. Now that we started the voucher program, the clinic has stabilized.”

*-Proprietor, Voucher Clinic*



# Staffing at Control Clinics

“We have had to sack [fire] two providers because our revenue is so low that we could not pay their salaries.”

*-Proprietor, Control Clinic*

“Two providers left our facility to go over to the government hospitals where they get paid more and work less.”

*-Nurse, Control Clinic*

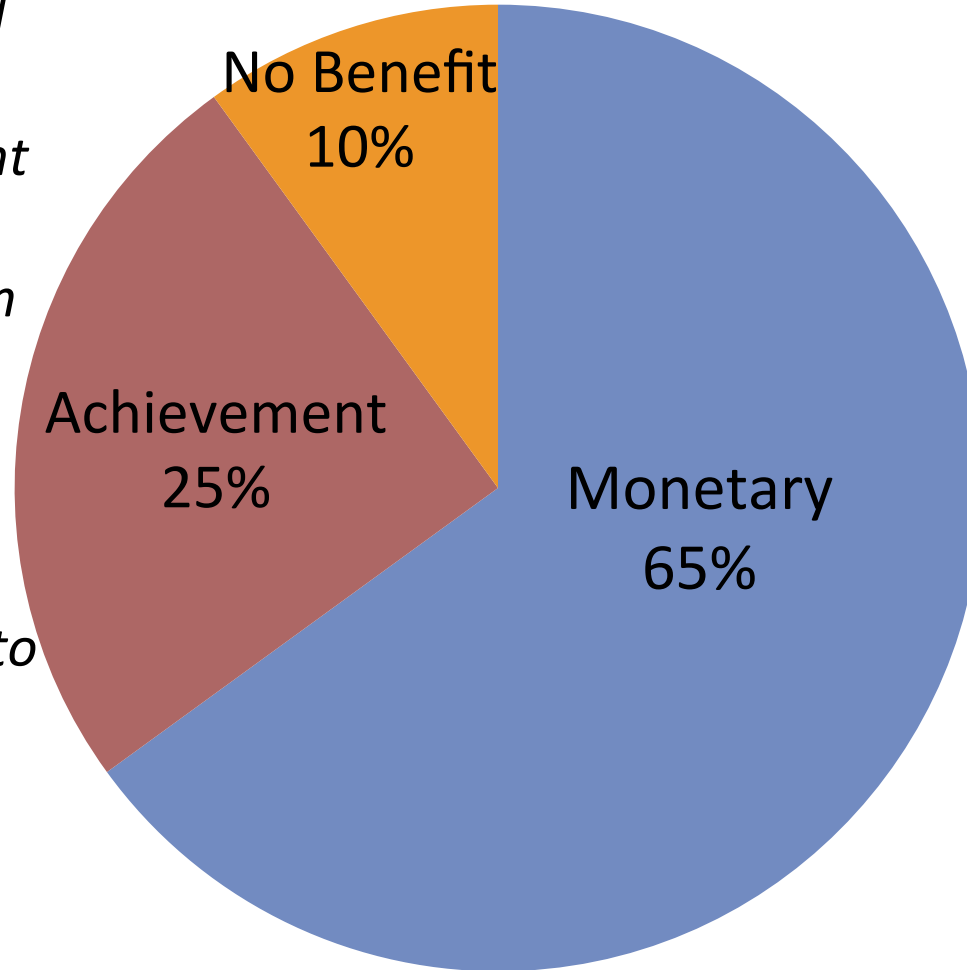


# Sense of Achievement

# Perceived Program Benefits

## *Achievement:*

- More professional growth
- More employment
- More opportunity for client education & outreach
- Greater recognition in community
- More resources to provide care



# Experience, Education and Recognition

“I am seeing more patients which allows me to get more experience and to improve my skills. I am more confident in my abilities.”

*-Nurse, voucher clinic*

“The voucher programs increased the number of patients that we meet and are able to educate about health issues.”

*-Administrator, voucher clinic*

“OBA has improved my profile in the district as a midwife and it has resulted in increased recognition of this facility as a place of high quality care.”

*-Owner/Midwife, voucher clinic*



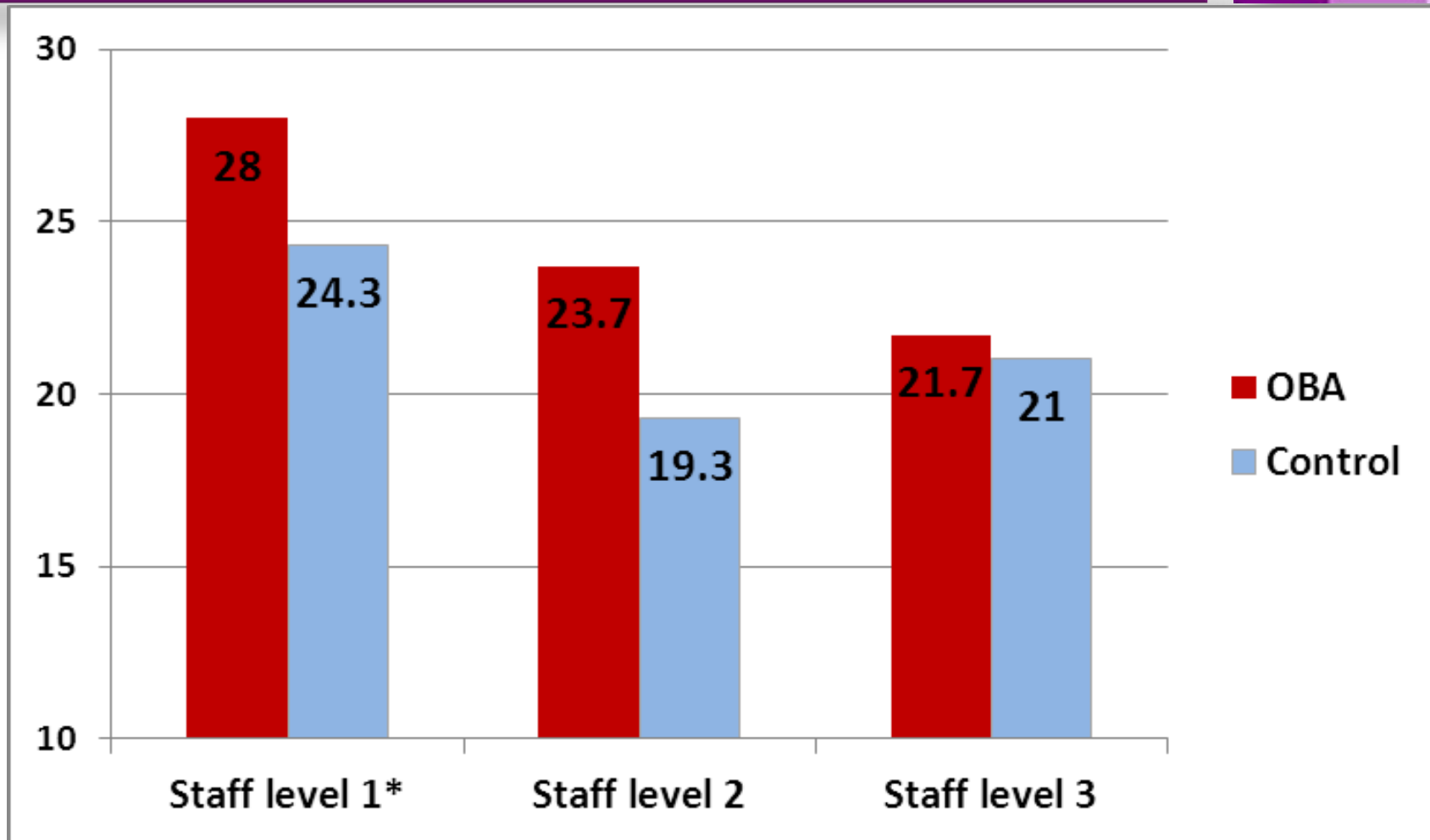
# Job Satisfaction

## Average Job Satisfaction Score - Mean (SD)

	Voucher	Control	p-value
<b>All</b>	23.3 (4.6)	21.6 (4.4)	0.187

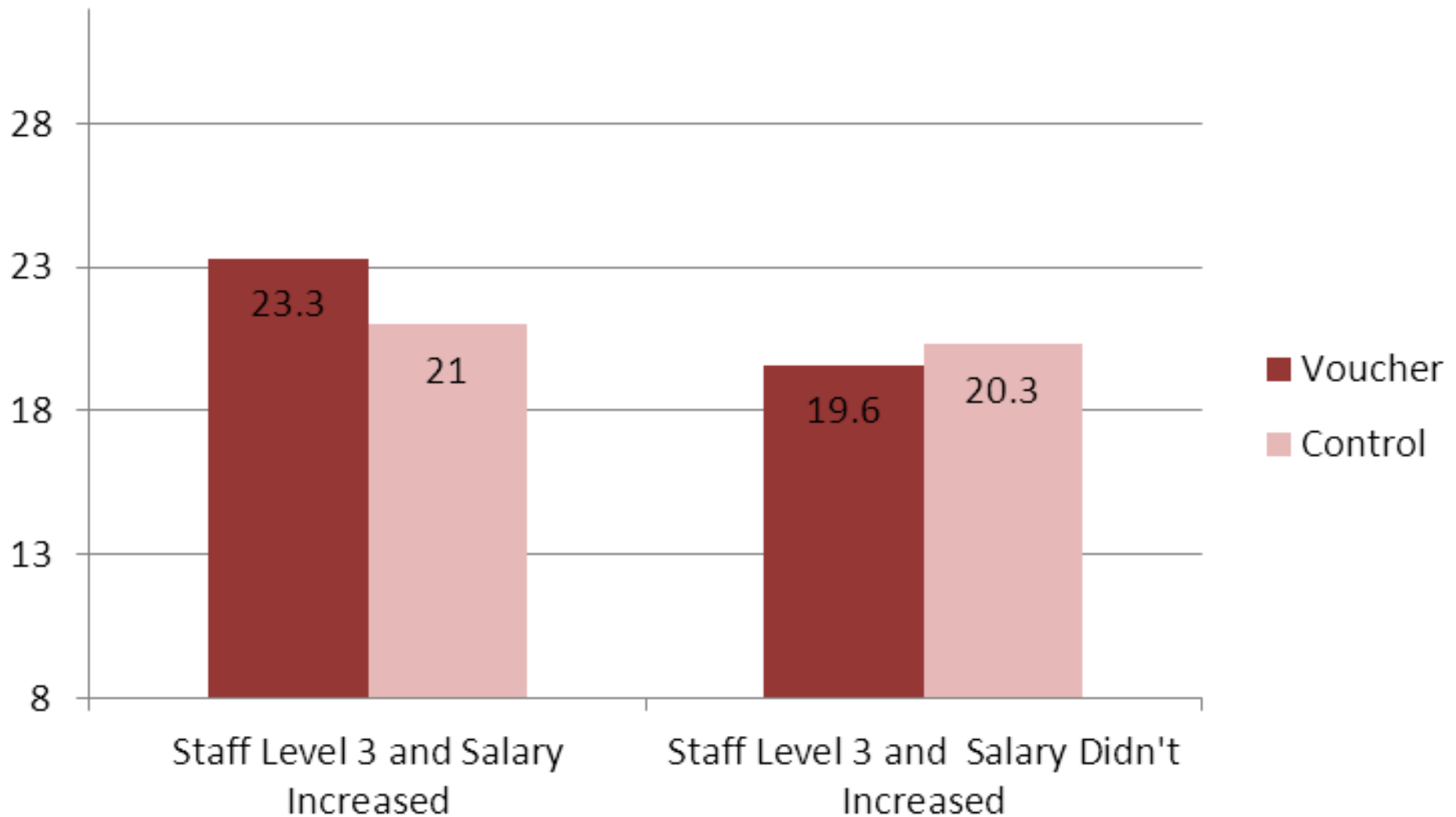
Using a modified, validated ten-item scale, we found no significant difference in job satisfaction **across all job types**.

# Mean Job Satisfaction Scores by Staff Level



\* Statistically significant at  $p < 0.05$

# Job satisfaction of lower level staff for those with and without salary increase



# Dissatisfaction of Lower Level Staff

“I have not seen an increase in my salary despite the increased workload. Some allowances need to be given for providers to stay motivated. The program should make sure that providers benefit from the increased revenue from the program.”

*-Lab Tech, OBA Clinic*



# Summary

We found that, when compared to control facilities, voucher facilities experienced:

- ✓ Increased revenue and patient load
- ✓ More financial security
- ✓ Greater sense of achievement
- ✓ Greater job satisfaction among high level workers
- ✓ **Financial incentive is a critical component of health care worker job satisfaction**

# Thank You



Bixby Center, University of California, Berkeley

German Development Bank (KfW)

Bill and Melinda Gates Foundation

Marie Stopes International

Field team and all participants



# Extras

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# Job Satisfaction

Job satisfaction consists of two main components: a sense of achievement and monetary gain.



### 3. Job Satisfaction

For this section, ask yourself: How satisfied am I with this aspect of my job? (1) Very Satisfied, (2) Satisfied, (3) Neutral, (4) Dissatisfied or (5) Very Dissatisfied?

- 3a The chance to do things for other people
- 3b The competence of my supervisor in making decisions
- 3c The way my job offers me steady employment
- 3d The pay for the amount of work I do
- 3e The chances for advancement in my job
- 3f The way my co-workers get along with each other
- 3g The way my boss handles workers
- 3h The working conditions
- 3i The way this health facility is organized
- 3j The chance to make use of my abilities

# Output-Based Aid

