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Improving Performance and Creating an Enabling Environment for the Service Provider

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PSP-One

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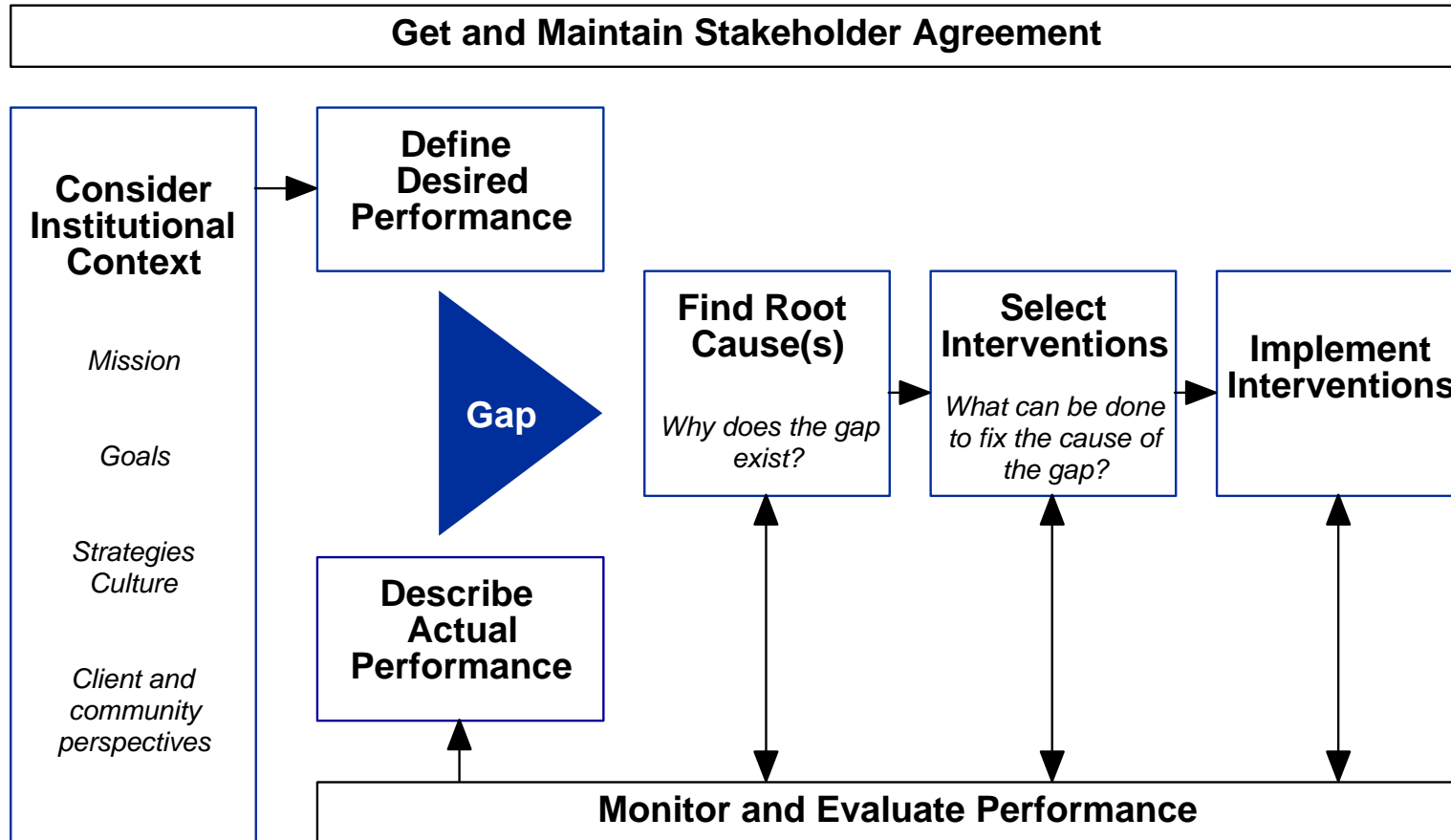
Objectives

- Present overview of the Performance Improvement methodology
- Discuss the 5 performance factors
- Relate experience in both the public and the private sectors
- Discuss possible areas for adaptation for use in *PSP-one*

PI/HPT History

- Harvard basic psych. research, 40's-60's
- Tom Gilbert, *Human Competence*, 1978
- Transformation of US industry training departments.
- NSPI/ISPI
- ASTD—Mission is now performance
- Point: Rich history in research and practice

PI Framework



Factors Influencing Performance

- Job expectations
- Performance feedback
- Motivation and incentives
- Physical environment and tools
- Skills & knowledge

Job Expectations

- Guidelines, policies, procedures, protocols, and how these are communicated to and understood by workers.
 - Public sector interventions: job descriptions, supervisor instruction
 - Private sector application:
 - Accreditation/certification requirements
 - Service expectations to and from clients

Performance Feedback

- How workers find out how they're doing, compared to the standards.
 - Public sector interventions: supervisor, peer, and client feedback
 - Private sector application:
 - Client feedback on quality of services
 - Client retention/repeat business
 - Quality assurance processes to improve services (Kenya)
 - Peer coaching and support for problem solving

Motivation & Incentives

- Systems, strategies, and tactics to stimulate and sustain desired performance.
 - Public sector interventions: financial and non-financial incentive schemes; recognition from peers and supervisors
 - Private sector application:
 - Motivation of bottom line
 - Quality branding of clinics
 - Added certifications for services
 - Requirements for enrollment in training (facilities meeting standards, access to supplies, e.g., Kenya)

Environment & Tools

- The physical environment: facilities, supplies, materials, tools.
 - Public sector interventions: ensuring provider have what they need to deliver services
 - Private sector applications:
 - Organization of work/ client flow to handle more clients
 - Requirements for physical infrastructure and supplies for accreditation/certification or additional training

Knowledge & Skills

- Systems and interventions to address how to do a job.
 - Public sector interventions: classroom and on-the-job training techniques, distance and innovative learning
 - Private sector applications:
 - On-the-job training so that providers don't have to stop work
 - Distance learning and innovative methods such as DVD and other hand-held devices
 - Peer coaching and support for skill building

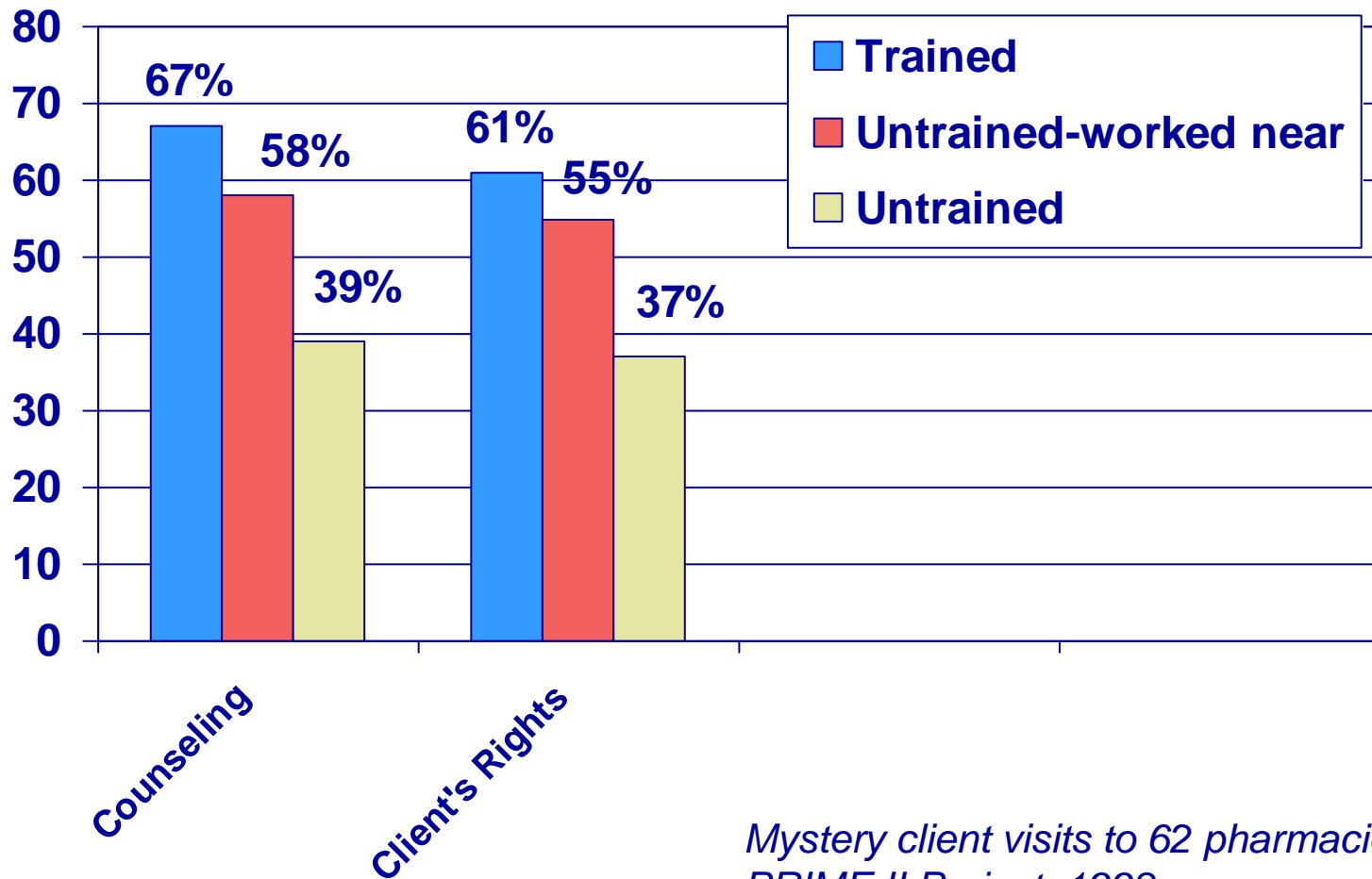
Lessons Learned

- We all need an enabling environment to perform at our best.
- We know the things that make up that environment.
- When there are performance problems, a simple set of steps will help us find what's missing.

Private Sector Examples: Benin

- Trained private-sector pharmacist assistants to:
 - Deliver FP counseling and services
 - Strengthen their ability to responsibly sell oral contraceptives
- Self-directed learning allowed assistants to prep for training without being away from work
- Centralized sessions ensured the consistency and quality of services
- *Results:* Trained agents scored 67% in counseling and 61% in adherence to clients' rights while untrained agents scored 39% and 37% respectively

Benin Private Sector Pharmacists

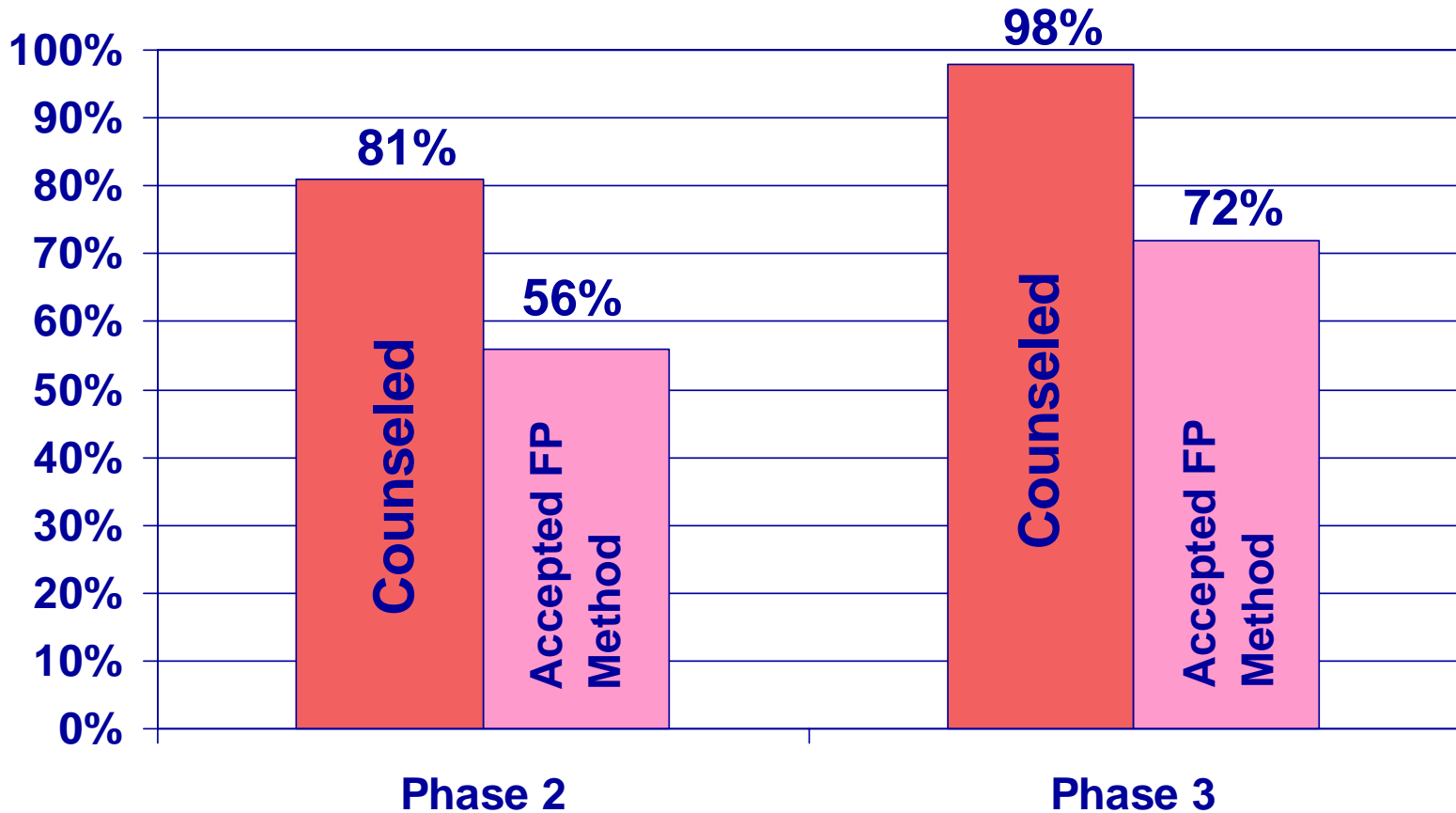


*Mystery client visits to 62 pharmacies
PRIME II Project, 1998*

Post-Abortion Care in Kenya

- Expanded PAC services delivered by private sector providers from 75 to 155 through:
 - Setting standards and clarifying expectations
 - Training and follow on support
 - Peer support supervision networks
 - New service launch (action plans, marketing, facility certification, SDP#s)
- *Results:* 1,603 women with post-abortion complications treated successfully with MVA:
 - 81% of clients were counselled in Family Planning
 - 56% of clients left with FP method

PAC Clients Linked with Family Planning



Summary

- Key differences found:
 - Purpose and number of stakeholders
 - Implementation time (time is money)
 - Motivation is profit and market share driven
 - Analysis around causes, gaps and interventions tends to be clearer– more focus on building consensus and solving the problem