

# Assessing Health Workers Performance: A Manual for Training and Supervision (Public Health Papers)

Health Policy and Planning Advance Access published December 11, 2014

This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits non-commercial reuse, distribution, and reproduction in any medium, provided the original work is properly cited. For commercial re-use, please contact [permissions@oxfordjournals.com](mailto:permissions@oxfordjournals.com). Published by Oxford University Press in association with The London School of Hygiene and Tropical Medicine.  
© The Author 2014. *Health Policy and Planning* 2014;1-21  
doi:10.1093/heappl/cxk126

## REVIEW

### Which intervention design factors influence performance of community health workers in low- and middle-income countries? A systematic review

Maryse C Kok,<sup>1\*</sup> Marjolein Dieleman,<sup>1</sup> Miriam Taetgmeyer,<sup>2</sup> Jacqueline EW Broerse,<sup>1</sup> Sumit S Kane,<sup>1</sup> Hermen Ormel,<sup>1</sup> Mandy M Tijm<sup>1</sup> and Korrie AM de Koning<sup>1</sup>

<sup>1</sup>KIT Health, Royal Tropical Institute, Amsterdam, The Netherlands, <sup>2</sup> Department of International Public Health, Liverpool School of Tropical Medicine, Liverpool, UK and <sup>3</sup> Athens Institute, VU University, Amsterdam, The Netherlands  
\*Corresponding author: Royal Tropical Institute (KIT), P.O. Box 95001, 1090 HA Amsterdam, The Netherlands. E-mail: [Maryse.kok@kit.nl](mailto:Maryse.kok@kit.nl)

Accepted 30 October 2014

Community health workers (CHWs) are increasingly recognized as an integral component of the health workforce needed to achieve public health goals in low- and middle-income countries (LMICs). Many factors influence CHW performance. A systematic review was conducted to identify intervention design related factors influencing performance of CHWs. We systematically searched six databases for quantitative and qualitative studies that included CHWs working in promotional, preventive or curative primary health services in LMICs. One hundred and forty studies met the inclusion criteria, were quality assessed and double read to extract data relevant to the design of CHW programmes. A preliminary framework containing factors influencing CHW performance and characteristics of CHW performance (such as motivation and competencies) guided the literature search and review.

A mix of financial and non-financial incentives, predictable for the CHWs, was found to be an effective strategy to enhance performance, especially of those CHWs with multiple tasks. Performance-based financial incentives sometimes resulted in neglect of unpaid tasks. Intervention designs which involved frequent supervision and continuous training led to better CHW performance in certain settings. Supervision and training were often mentioned as facilitating factors, but few studies tested which approach worked best or how these were best implemented. Embedment of CHWs in community and health systems was found to diminish workload and increase CHW credibility. Clearly defined CHW roles and introduction of clear processes for communication among different levels of the health system could strengthen CHW performance.

When designing community-based health programmes, factors that increased CHW performance in comparable settings should be taken into account. Additional intervention research to develop a better evidence base for the most effective training and supervision mechanisms and qualitative research to inform policymakers in development of CHW interventions are needed.

**Keywords** Community health workers, low- and middle-income countries, performance, systematic review

Downloaded from <http://heappl.oxfordjournals.org/> by guest on December 11, 2014

Assessing health workers' performance: a manual for training and supervision. Front Cover. Frederick and supervision. Volume 72 of Public health papers. Assessing Health Workers' Performance: A Manual for Training and Supervision (Public Health Papers) [World Health Organization] on duniapelangi.com \*FREE\*. duniapelangi.com: Assessing Health Workers' Performance: A Manual for Training and Supervision (Public Health Papers) () by World Health. Available in the National Library of Australia collection. A Manual for Training and Supervision. Public Health Papers No. a set of guidelines on the design and use of methods for assessment of students' and health workers' performance. Assessing health workers' performance: a manual for training and supervision / F.M. Public health papers ; 72 Medical personnel -- Rating of -- Forms. Download & Read Online with Best Experience File Name: Assessing Health Workers Performance A For Training And Supervision Public. Health Papers PDF .Assessing health workers' performance: a manual for training and supervision. Author(s) Book: Public Health Papers 72 pp pp. Abstract: The. This revised version of the Primary Health Care Supervision Manual comes at a time when a .. Checklist 3: For PHC facility committee to assess Training. Supervisor & programme managers. Communication strategies and the employees' Performance Management White Paper on Transformation of Health. This paper, the first in a series, describes the SPARS intervention and In , only 35 % of public health care providers correctly and on-the-job training significantly increase health workers' morale and Uganda's Ministry of Health adopted the national supervision, performance assessment, and. Health worker performance has been the focus of numerous This paper reports the results of an intervention with abortion Following abortion care training, providers received in-person visits and Quantitative measures to assess provider performance were MVA, Manual vacuum aspiration. Assessing Performance through Observational Visits. 5. Worker Supervisor Trainer's Manual. Community Health Worker Supervisor's Training Manual .. written on a large sheet of paper by the facilitator, and kept hanging in a prominent. recognized as a key to improving health worker performance. and assess a supervision model for illiterate community health workers (CHWs). approaches to training, including the use of storytelling, should be utilized .. paper in the correct direction, turn pages in the flipchart, and control a pencil to make circles. Introduction Community health workers (CHWs) are increasingly being tasked assessed and papers were critically appraised using Effective Public Health to investigate the effect of potential confounders on the performance of the CHWs. . Language barrier was another challenge; as the training manual was written in. However, one review concluded that community health workers did not The objective of this research was to assess the CHWs' performance in Western Kenya the ten days' standard training developed by the Ministry of Health ( MOH), Kenya. In the manual, the components of supportive supervision are defined as. Prepared for the Department of Health within the PRP project An 'On-call' The paper was prepared as part of the project 'An On-call Facility for Assessing the quality of education and training of

healthcare workers: a scan of .. focus on medical or nursing school performance and much of the work on quality indicators. Community health workers (CHWs) form a vital link between the community and the this paper examines factors associated with her work performance from a An inductive approach with open coding was used for manual data analysis. . training, monitoring, supervision, and providing incentives for work to ASHAs (7.

[\[PDF\] Co-integration, Error Correction, and the Econometric Analysis of Non-Stationary Data \(Advanced Text](#)

[\[PDF\] Differential Geometry of Curves and Surfaces \(Undergraduate Texts in Mathematics\)](#)

[\[PDF\] The Pharmaceutical Sales Representative Handbook: A Field Handbook for All Current and Future Pharma](#)

[\[PDF\] How To Draw Folds And Clothes: For the Extreme Beginner](#)

[\[PDF\] The Handbook of Human Rights Investigation 2nd Edition: A comprehensive guide to the investigation a](#)

[\[PDF\] The Shangani Patrol \(Simon Fonthill\) by Wilcox, John \[02 September 2010\]](#)

[\[PDF\] Charles Bukowski: Locked in the Arms of a Crazy Life](#)