



Research into the performance of clinics in Jigawa State and the determinants of their performance

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Introduction

This study into the determinants of performance in basic health clinics in Jigawa state was commissioned as a larger follow on study from the small exploratory study conducted in November 2009. The aims of this study were to amend the tools following consideration of the inclusion of other indicators such as patient satisfaction and to assess the validity¹ and reliability² of the tools for assessing clinic performance and determinants of performance.

Methods

The pre-existing data collection tools were modified and another added to create a set of six tools to collect the data required to assess clinic performance and to enable a comparison of potential determinants of performance. Following a day of training, data was collected from twenty three clinics across four Gundumas over eight days by teams of three. The four Gundumas were Gumel, Hadejia, Jahun and Kazaure and clinics were selected at random from within them. The teams consisted of a local engagement consultant, a Gunduma staff member and an external consultant. All team members came together on the final day for a de-brief. The performance measure and assessment of determinants were refined to reflect changes in the data collected.

Findings

The data were used to assess clinic performance on three domains: activity; productivity and quality. The performance measure gave a good range of scores and correlated well with the team's subjective assessment of quality. The three highest and four lowest performing clinics were then compared. As with the previous study several important

determinants were identified including: adequate levels of staffing; staff performing roles appropriate to their level of qualification, in particular the OIC; regular formal team meetings; and clinic infrastructure. An important negative finding was the absence of a relationship between the motivation of staff and the performance of the clinic. The importance of motivation for good performance is supported in the literature, therefore this finding is likely to be a reflection of the inability of the tool to accurately assess motivation in this context rather than the fact that it is not truly important.

Conclusion

The practical output of this research for PRRINN is a valid and reliable measure of performance that is feasible for routine use to allow performance assessment and monitoring. The assessment of the determinants of performance also underwent some modification and is believed to be a valid measure most of the determinants assessed, to the extent that can be by such a methodology, with the exception of the motivation, morale and supervision component. Several actions that could serve to improve the performance of the poorer performing clinics have been identified, in particular aspects of staffing. Recommendations made include supporting the Gunduma councils to improve staffing, infrastructure and supplies and to continue to work on issues around data collection, data management and planning.

Although this measure can indicate the presence or absence of certain factors it cannot tell us the reasons for this variation. In order to understand why these factors vary across clinics an in-depth qualitative study of some duration would be required.

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¹ Validity is an assessment of whether the tool is actually measuring what it is supposed to

² Reliability is a measure of the consistency or repeatability of the tool