

Performance management for quality improvement in Uganda



What is the MSI?

The management strengthening intervention (MSI) is a **staff performance improvement approach** used by PERFORM2Scale - a research consortium run in Uganda since 2017 by Makerere School of Public Health. The programme seeks to improve staff performance with a view to achieving universal health coverage in Uganda.

The Makerere team works in close collaboration with the **Ministry of Health, Health Service Commission & Ministry of Local Government**, ensuring the programme is relevant to health service needs and promoting ownership and sustainability.

What has the MSI achieved in Uganda?

District Health Management Teams (DHMTs) from nine districts have **identified, prioritised and then selected their own problems to address**, eg low TB cure rates, high absenteeism. This increases their **ownership** of the process.

By **studying data, sharing experiences & learning** across districts, **lobbying** partners, and not being overly ambitious they have developed **better teamworking**, become **better managers** and **improved service delivery**, eg improved TB cure rates.

How does it work?

Supported by the Makerere and Ministry of Health team, the DHMTs go through the following process:

- Using district data, DHMTs **identify their most pressing human resource issues**.
- They subject the problems to a **problem prioritisation matrix**, assessing the issues on time, cost and HR impact. Once a problem is prioritised it is run through a rigorous **problem analysis process**, after which correction strategies are developed. These are both achievable and within existing resource constraints.
- The correction strategy is executed. An action research cycle of **planning, acting, observing and reflecting** helps DHMTs to learn from their mistakes and successes and to refine their solutions.
- Repeated MSI cycles lead to refinement of and improvement in the DHMTs' problem identification and solving skills. This embeds learning, leads to **better staff performance and ultimately improves service delivery**.

This sounds like the PDSA - is it the same?

They are similar...

- Both are repetitive cycles for CQI leading to improved performance
- Both make feasible changes within existing resources
- Both fit into the existing structure

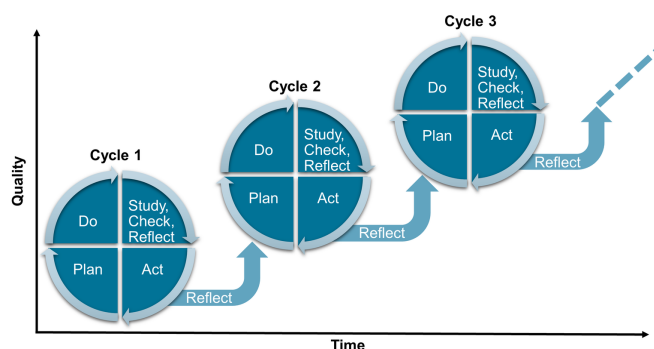
But...

- The MSI can be incorporated into the PDSA - it strengthens the PDSA and adds value.

How? See over for details...



MSI cycle



PDSA cycle

How can the MSI improve CQI ?



Our prayer is to support the **improvement of human resource management and health service delivery** for districts in regions across the country. To do this, capacity needs to be built in Community Health Department personnel at the Regional Referral Hospitals.



The MSI fills an important gap in CQI. How? By focusing on the **health workforce**, the driver of service delivery outputs. It strengthens performance management systems by understanding individual health worker's performance.



The reflection aspect of the MSI is critical to **learning and for adaptive management**. PERFORM2Scale has shown the importance of this step, one which will greatly strengthen the PDSA for CQI.



Documentation and data are essential to supporting learning and reflection during the MSI. As one DHMT member said: "As a leader I've learnt that data is critical in human resource management... it speaks volumes".



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Learn more

www.perform2scale.org

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