

## What is the MSI?

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

The SPH team works in close collaboration with the **Ministry of Health (MoH) and Ghana Health Service (GHS)**, ensuring the programme is relevant to health service needs and promoting ownership and sustainability.

## What has the MSI achieved in Ghana?

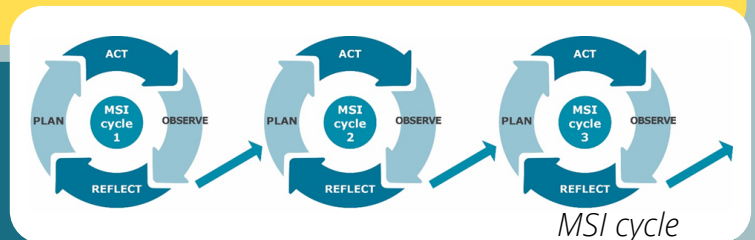
District Health Management Teams (DHMTs) from nine districts have **identified, prioritised and then selected their own problems to address**, eg low yaws detection rates. This increases their **ownership** of the process.

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 increased yaws and other NTD detection rates

## How does it work?

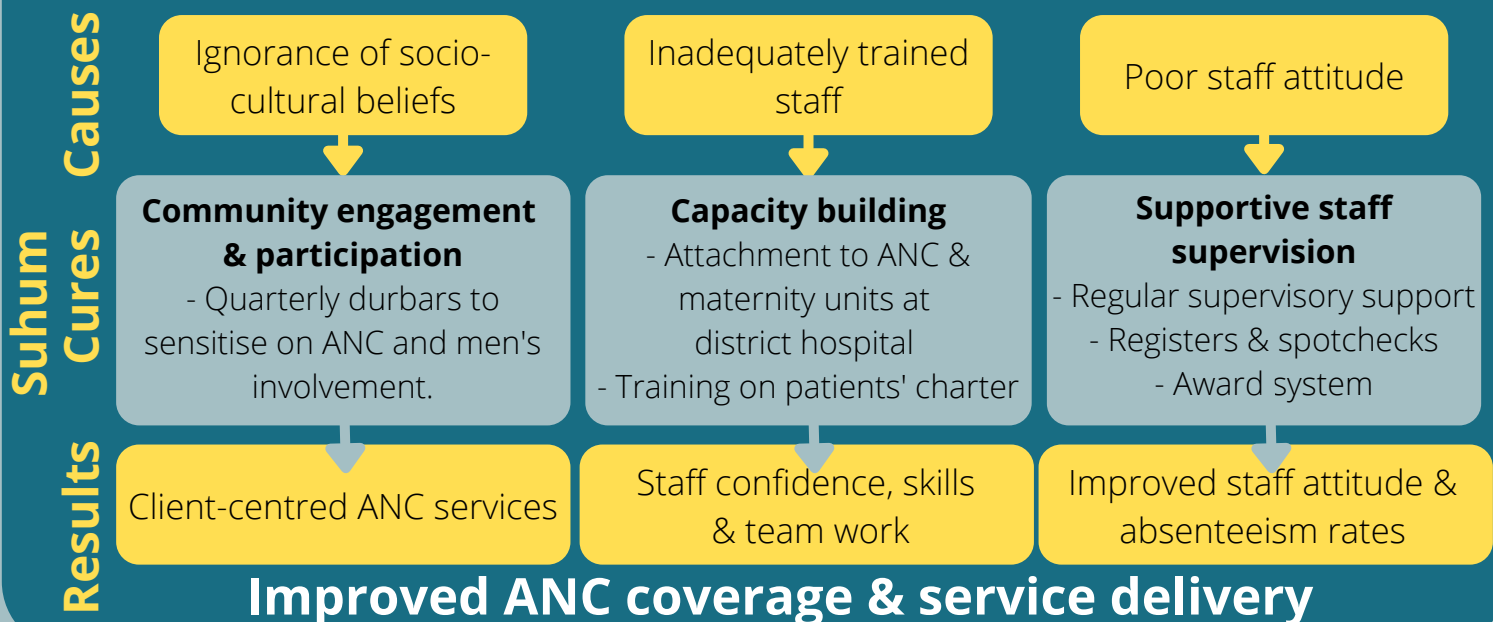
Supported by the MoH and GHS, the DHMTs go through the following process:

- 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**.



## Case studies

**In 2016-18 low ANC coverage leading to high still birth and maternal mortality rates**



# Yaws Detection Strategy

AIM

Increase yaws detection rates in Yilo Krobo from

2015 - 0 cases  
2016 - 0 cases  
2017 - 3 cases

2018 - Intervention began

## RAISE AWARENESS

Running 18 durbars with information stands led to the community becoming more aware of yaws.



## MORE TRAINING

Quality in-service training sessions for 117 health staff built their competencies in detecting yaws and other neglected tropical diseases.

## WHATSAPP



Created a sense of 'team' and a platform for sharing data and personal support among staff

Disseminated images and information. Made case searching more effective and consolidated staff training.

## INCREASE CASE SEARCHING



Health staff were used for active and passive case search to improve case detection.

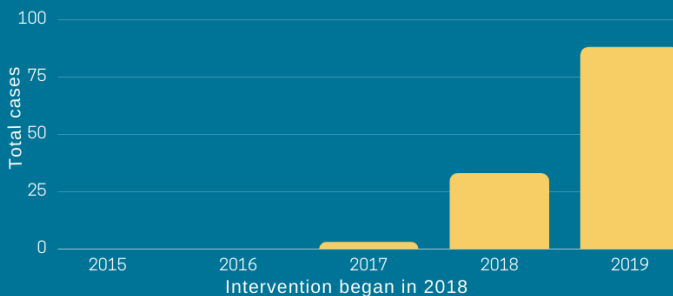
69 volunteers and non-formal health workers were trained & mobilised for active case searching.

## INCREASE SUPERVISION

Quarterly monitoring/supportive supervision ensured case searching actually took place



## Increased yaws cases detection



...treatment of all identified yaws cases, and increased detection rates of other NTDs.

NB This approach is sustainable

# OPD Attendance Strategy

AIM

Increase outpatient department attendance in Fantakwa

2015 - 0.82/year/inhabitant  
2016 - 0.81  
2017 - 0.72

August 2018 - Intervention began

## WHAT WERE THE CAUSES?

Poor health seeking behaviour among community members and poor staff attitude

## 7 POINT ACTION PLAN

1. Lobby for more staff



8 nurses were recruited

2. Staff retention



Study leave, incentives & career opportunities

3. Monitoring, supervision, appraisal & job description orientation



4. Subdistrict meetings

Including training, data visualisation & strategising



5. Disciplinary actions enforced



6. Customer care training



7. Community engagement & participation



## RESULTS

- ↑ Management skills  
- better planning, coordination & resource management
- ↑ Team work  
- better communications, reduced absenteeism
- ↑ Problem solving  
- improved analysis, strategy development & execution
- ↑ Data handling & documentation  
- better information gathering, analysis & use
- ↑ Community engagement  
- more consultation, staff more client centred

2018: 93,147 OPD attendance (0.71/capita)  
2019: 97,699 OPD attendance (0.73/capita)



Wider use of the MSI approach + Existing resources + Success & increased motivation among staff = SUSTAINABILITY



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Learn more

[www.perform2scale.org](http://www.perform2scale.org)

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