

**PRIMARY HEALTH CARE MANAGEMENT ADVANCEMENT
PROGRAM**

FACILITATOR'S GUIDE

FOR

MODULE 3:

PLANNING PHC ACTIVITIES AND MANAGING RESOURCES

**Field Test Version
March 1992**

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Objectives

Participants will be able to:

1. Explain the purpose of Module 3.
2. Describe at least two limitations of Module 3.

Session Outline

- I. Introduction
- II. Overview of Workshop
- III. Purpose of Module 3
- IV. Module 3 User's Guide

Materials

Module 3 User's Guide
Handout 3-1: Agenda
Transparency 3-1: Workshop Objectives
Transparency 3-2: Factors in PHC Work Planning
Transparency 3-3: Steps in PHC Work Planning

Equipment

Flipchart, stand, markers, masking tape
Overhead projector and screen

I. INTRODUCTION

(NOTE: Omit Section I if you have presented Module 1, or some other module, immediately prior to the presentation of Module 3.)

A. Opening remarks

1. Introduce self and other staff, as necessary.
2. Explain your role in the workshop.
3. If you do not know the participants, ask each one to state his or her name, position title, and job location.

Name tags or place cards

(NOTE: If the group is larger than 6 or 8, you may wish to have them wear name tags or place cards with their names at places where they are sitting.)

Flipchart

4. Ask each participant to complete this sentence: "As a result of attending this workshop, I expect . . ." and write their responses on the flipchart.
5. When all responses have been recorded, say that you will return to this list after given an overview of the workshop.

(Reference?)

B. Overview of PHC MAP

1. Explain why information is important for PHC programs.
2. Summarize PHC MAP program, including:

Session 1: Introduction and Overview

- a. Purpose of PHC MAP
 - b. Title and purpose of each module and other materials.
3. Make the following points about PHC MAP:
- a. Has been field tested and revised to ensure usefulness to PHC program staff.
 - b. Modules can be used in any sequence.
 - c. Checklists and other materials can, and should, be adapted to fit a particular situation.
 - d. The procedures outlined in the modules can be adopted as routine monitoring activities in a PHC program.
- C. Explain why MAP is being introduced in this PHC program.

(NOTE: The remarks here should be tailored to the specific program and should provide the answers to these questions:

Why are we doing this workshop?
What do we expect to achieve?

It may be appropriate for the PHC manager to make these remarks.)

II. OVERVIEW OF WORKSHOP

- A. Review the workshop objectives.
- B. Distribute and review the workshop

Transparency 3-1:
Workshop Objectives

Handout 3-1: Agenda

Session 1: Introduction and Overview

agenda, describing the activities that will take place to accomplish the workshop objectives.

- C. Review the expectations contributed by participants at the beginning of the session.
 - 1. Indicate which ones will be met and which ones will not and why.
 - 2. Suggest, if possible, alternatives for meeting the expectations that will not be met in this workshop.
- D. Ask for questions or comments.

III. PURPOSE OF MODULE 3

- A. Explain that the purpose of Module 3 is to help PHC program staff:
 - 1. Set priorities for meeting community health needs.
 - 2. Ensure that health workers spend their time most effectively to meet those needs.
 - 3. Improve assessment of health worker performance.

Transparency 3-2: Factors in PHC Work Planning

Transparency 3-3: Steps in PHC Work Planning

- B. Review the factors to consider in work planning.
- C. Review briefly the steps in Module 3, including substeps and outcomes.
- D. Explain that Module 3 does not:
 - 1. Deal with overall PHC program planning.

2. Discuss ways to involve communities, although community members should be involved in setting priorities and evaluating progress.
3. Provide a comprehensive approach to personnel management.

IV. MODULE 3 USER'S GUIDE

Module 3 User's Guide

- A. Distribute a user's guide to each participant.
- B. Highlight key sections of the user's guide:
 1. The overview of PHC MAP with the description of modules and other materials, which they may wish to refer to for review of information needs met by other modules.
 2. Step-by-step directions for developing work plans, individual assignments, and performance assessment procedures.
 3. Appendices containing blank worksheets and other reference material.
- C. Ask for questions or comment

Sample Agenda for Module 3

Day 1

Morning	Session 1:	Introduction and Overview
	Session 2:	Map Catchment Area and Set Priorities

Afternoon	Session 3:	Plan PHC Activities
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Day 2

Morning	Session 4:	Job Descriptions and Staff Recruitment
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Afternoon	Session 5:	Individual Work Plans; Assess Job Performance
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Workshop Objectives

1. Plan PHC activities required to meet specific community health needs using the steps and worksheets contained in Module 3.
2. Prepare a list of action steps to implement the plan following the workshop.

Factors in PHC Work Planning

Community perceptions of need

Cultural/religious beliefs

Population size

Location of health facility in target area

Availability of resources

Steps in PHC Work Planning

- Step 1: Describe and map catchment area
- Step 2: Identify community needs and high risk groups
- Step 3: Plan PHC activities
- Step 4: Develop job descriptions and recruit staff
- Step 5: Develop individual work plans
- Step 6: Assess job performance

SESSION 2

CATCHMENT AREA AND PRIORITY NEEDS

Objectives

Participants will be able to follow the directions in the Module 3 User's Guide to:

1. Define and describe the catchment area and the target population service they their PHC program.
2. Set priorities among health care needs and identify groups at highest risk.

Session Outline

- I. Introduction
- II. Step 1 - Catchment Area
- III. Step 2 - Priority Needs and High Risk Groups

Materials

Module 3 User's Guide

- Transparency 3-4: Session 2 Objectives
Transparency 3-5: Work Planning Steps 1 and 2
Transparency 3-6: Village/Community Level Information
Transparency 3-7: Larger Catchment Area Information
Handout 3-2: Worksheet for Defining Catchment Area
Handout 3-3: Worksheet for Describing Catchment Area
Handout 3-4: Village Register
Handout 3-5: Worksheet to Make a Household Register
Handout 3-6: Worksheet for Identifying Priority Health Problems
Handout 3-7: Risk Profile Worksheet

Equipment

Flipchart, stand, markers, masking tape
Overhead projector and screen

I. INTRODUCTION

Transparency 3-4: Session
2 Objectives

A. Review the session objectives.

Transparency 3-5: Work
Planning Steps 1 and 2

B. Review the steps to be completed in this session.

II. STEP 1 - CATCHMENT AREA

A. Explain that the purpose of this step is to:

1. Give the PHC manager a picture of the boundaries of the area to be served and the communities within those boundaries.
2. Locate the households in each community and list the individuals within those households.

B. Define the catchment area.

Handout 3-2: Worksheet
for Defining Catchment
Area

1. Distribute the worksheet and explain the criteria used to define catchment area boundaries.

2. Direct participants to complete the worksheet for their catchment area.

User's Guide

3. Refer participants to Exhibit 1 on page 6 for a picture of how the completed worksheet might look.

C. Describe the catchment area.

Transparency 3-6:
Village/Community Level
Information

1. Explain the types of information needed for a village or community level catchment area.

Session 2: Catchment Area and Priority Needs

Transparency 3-7: Larger
Catchment Area
Information

2. Explain the types of information needed if the catchment area is larger.

User's Guide

3. Refer participants to Exhibit 2 on page 7 for a sample of how this information might look.

Handout 3-3: Worksheet
for Describing Catchment
Area

4. Distribute a blank worksheet and direct participants to fill in the information they have for their PHC catchment area.

D. Map catchment area

User's Guide

1. Refer participants to Exhibits 3, 4, and 5 on pages 9, 10, and 11.
2. Explain that more than one map may be required depending on the size of the catchment area.
3. Point out also that it may be useful to show target populations for different PHC services.
4. Remind participants that district level maps may be available from the government.
5. Direct participants to make at least one map of their catchment area, referring to the exhibits and Appendix 1A as necessary.

E. Make a register of communities/villages

User's Guide

1. Refer participants to Exhibit 6, page 13, where a sample register is displayed and review the information it contains.

Session 2: Catchment Area and Priority Needs

Handout 3-4: Village Register

2. Distribute handout and review with participants the information that may be included on the register.
3. Depending on the situation, have participants compare the handout to their own village register and discuss differences, if any, or begin to prepare a village register based on information they have.
4. Point out that someone should be assigned to maintain the register so that information is always current.

F. Make a household register.

User's Guide

1. Refer participants to Exhibit 7, page 14, where a sample household register is displayed and review the information it contains.
2. Explain that household registers are used to determine the size of the target population for a specific PHC service, such as immunization.
3. Explain that if a household register cannot be made the target population can be estimated using demographic or census data.

(NOTE: Be prepared to demonstrate how this is done if the participants cannot describe the process to you.)

Handout 3-5: Household Register Format

4. Distribute the handout and direct participants to complete it, referring to Appendix 1C in the User's Guide, as necessary.
5. If participants do not have the information to complete a register

for one household, lead them in a discussion of the relevance of the information and how they would modify it to fit their situation, if at all.

- G. Ask for questions and comments on Step 1.

III. STEP 2 - SET PRIORITY NEEDS AND HIGH RISK GROUPS

- A. Explain that this step is important because it enables a PHC program to:

1. Provide equitable health care.
2. Increase the frequency of services to those in greatest need.

Handout 3-6: Worksheet
for Prioritizing Health
Problems

- B. Distribute the worksheet and guide participants through the process described in the instructions.

- C. Select risk factors.

User's Guide

1. Refer participants to Appendix 2A and discuss risk factors and how they relate to selecting target groups at high risk.
2. Refer participants to Exhibit 9 on page 17 which displays the risk factors for malnutrition.

- D. Identify high risk individuals/households

User's Guide

1. Refer participants to Exhibit 10 on page 18 and explain its content and purpose.

Handout 3-7: Worksheet to
Develop Risk Profiles of

2. Distribute the worksheet and direct participants to list risk factors for a

Session 2: Catchment Area and Priority Needs

Households

health problem of their choice in column on using:

- a. The general listing in Appendix 2B
- b. Literature
- c. Knowledge and experience
- d. Local perceptions

3. Assist participants to complete the worksheet using data from their PHC program or hypothetical data.

- E. Ask for questions or comments.

Session 2 Objectives

Define and describe catchment area and target population

Set priorities and identify high risk groups

Work Planning Steps 1 and 2

1. Describe and map catchment area

- 1.1 Define catchment area
- 1.2 Describe catchment area
- 1.3 Map catchment area
- 1.4 Make village register
- 1.5 Make household register

2. Set priorities

- 2.1 Select risk factors
- 2.2 Identify high risk groups

Village/Community Level Information

- Number of individuals/households in the area
- Age, gender, ethnic group, health status of household members
- Socio economic status
- Social activities
- Size and terrain; roads

Larger Catchment Area Information

Define your catchment area:

a) What criteria do you use to define boundaries of your catchment area?

Fixed distance ☐ Roads, Transport, Cost

Administrative Unit (specify level and name)

☐ Social Differences

PHC service target group, socioeconomic or geographically defined population (specify)

☐ Industry

A geographically defined area (name service)

☐ Listing of Communities

b) Do you have sub-catchment areas for different services?

If yes, what are they for?

☐ Outpatient care

☐ MCH

☐ Family Planning

☐ TB

☐ Other _____

WORKSHEET FOR DEFINING CATCHMENT AREA

Define your catchment area:

a) What criteria do you use to define boundaries of your catchment area?

___ Fixed distance of _____ kms around health facility

___ Administrative Unit (specify level and name):

___ PHC service target group, socioeconomic or geographically defined population (please specify):

___ A practically defined population (please specify)

b) Do you have sub-catchment areas for different services?

If yes, what are they for:

___ Curative care

___ MCH

___ Family Planning

___ TB

___ Other _____

WORKSHEET FOR DESCRIBING CATCHMENT AREA

<u>Level</u>	<u>Name(s)</u>	<u>Information</u>	<u>Data Sources</u>
District			
Subdistrict			
Village			
Subvillage			
Facility			

1B: VILLAGE REGISTER

District: _____								
S. No	VILLAGE	POPULATION SIZE	LOCAL LEADER	HEALTH VOLUNTEER	HEALTH PROBLEMS	DISTANCE TO PHC	PUBLIC TRANSPORT AVAILABLE	OTHER REMARKS
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								
13.								

SECTOR #/HOUSE #/HOUSEHOLD #:

NAME OF HEAD OF HOUSEHOLD:

REG. DATE:

CENTRE NAME:

OCCUPATION:

HH. INCOME:

ID #	NAME OF < 5 CHILDREN	FATHER'S NAME	DATE OF BIRTH/AGE	RELATION TO HEAD OF HOUSE- M/F/HOLD	POLIO					DPT / DT				MEASLES	BIRTH WEIGHT	CHRONIC HEALTH PROBLEM	DATE OF DEATH / MIG-OUT
					BCG	BIRTH	I	II	III	BOOSTER	I	II	III				
ID #	NAME OF MARRIED WOMEN	HUSBAND'S NAME	DATE OF BIRTH/AGE	RELATION TO HEAD OF HOUSE- M/F/HOLD	TETNUS TOXIDE					EDUCATION	CHRONIC HEALTH PROBLEMS	DATE OF DEATH/ MIG-OUT					
					I	II	III	IV	V								
ID #	NAME OF OTHER HH MEMBERS	FATHER'S NAME	DATE OF BIRTH/AGE	RELATION TO HEAD OF HOUSE- M/F/HOLD	EDUCATION	CHRONIC HEALTH PROBLEM	DATE OF DEATH/ MIG-OUT	RISK PROFILE OF HOUSEHOLD	SCORE	SCORE							
									IF PRESENT								
								ATLEAST 1 < 1 CHILD	1								
								> 2 INFANT DEATHS IN PAST 5 YEARS	2								
								> 2 < 5 CHILDREN	1								
								ILLITRATE MOTHER	2								
								RESTRICTION ON MOBILITY OF WOMEN	1								
								PRESENCE OF TB CASE	1								
								LOW FAMILY INCOME	1								
								IMPROPER/NO USE OF TOILET FACILITIES	1								

INSTRUCTIONS:

1. List the different health related problems.

1. List the different health related problems.
2. Select the criteria used to assess the magnitude and importance of the problem
e.g., prevalence, seriousness, etc.
3. Decide what scale to use for scoring, i.e., 0-4 or 0-10, etc., and the method to use for totaling
(addition or multiplication).
4. Assign scores to each problem for the different criteria and calculate the totals.

[illegible]

5. Based on the above assessment, list your priority health problems (high to low):

Objectives	Participants will be able to follow the directions in the Module 3 User's Guide to: <ol style="list-style-type: none">1. Plan outreach activities for households at risk for a priority health problem in their PHC program.2. Plan clinic-based services for the same target group.
Session Outline	<ol style="list-style-type: none">I. IntroductionII. Plan Outreach ServicesIII. Plan Clinic-Based Services
Materials	Module 3 User's Guide Transparency 3-8: Session 3 Objectives Transparency 3-9: Other Outreach Activities Handout 3-8: Worksheet for Planning Outreach Services Handout 3-9: Worksheet to Determine Staff Requirement Handout 3-10: Worksheet for Planning Clinic-Based Services
Equipment	Flipchart, stand, markers, masking tape Overhead projector and screen

I. INTRODUCTION

Transparency 3-8: Session
3 Objectives

User's Guide

- A. Review session objectives.
- B. Refer participants to page 4 and review the substeps in Step 3.
- C. Review the information needed to complete Step 3.
 - 1. Program goals, objectives, and strategies from Module 1.
 - 2. Assessment of community needs from Module 2 (for PHCs with large catchment areas).
 - 3. Selected PHC components from Module 1.
 - 4. High risk group(s) from Module 3, Step 2.

II. PLAN OUTREACH SERVICES

User's Guide

Handout 3-8: Worksheet
for Planning Outreach
Services

- A. Refer participants to Exhibit 11 on page 20 for a chart showing the information that will be developed in this session for outreach services. A similar chart for clinic-based services appears on the following page in the User's Guide.
- B. Distribute worksheet and direct participants to list the outreach services for a health problem of their choice in the first column.

Handout 3-9: Worksheet to
Determine Staff Capacity

Transparency 3-9: Other
Outreach Activities

- C. Assist participants to complete the substeps for planning outreach services according to the directions in the User's Guide.
 - 1. For substep 3.1.3, refer participants to Exhibit 12 on page 23 for an example of how to determine staff capacity.
 - 2. Distribute the worksheet and direct participants to complete it for their PHC program.
 - 3. For substep 3.1.7, refer participants to the models and exhibits beginning on page 25 and assist them to adapt one to fit their own PHC program needs.
- D. Review other outreach activities.
 - 1. Mention guidelines for frequency and suggest planning tools.
 - 2. Ask participants to list any outreach activities special to their own programs.

III. PLAN CLINIC-BASED ACTIVITIES

- A. Explain the purpose of clinic-based services:
 - 1. Handle problems referred from the field.
 - 2. Provide centralized preventive services.

Handout 3-10: Worksheet
for Planning Clinic-Based
Services

- B. Distribute the worksheet and explain that it will be used for recording the outcomes of the substeps to planning clinic-based services.
- C. Assist participants to complete substeps 3.2.1 through 3.2.4, referring to the examples provided in the User's Guide on pages 30-32.
- D. Develop tools to monitor delivery of clinic-based services.

(NOTE: You may wish to consider having participants review and modify the forms they are currently using, if this is appropriate.)

User's Guide

- 1. Refer participants to page 32 and review the types of forms that can be used to record monitoring information.
- 2. Refer participants to samples of each type of form and direct them to develop one for the clinic-based services they have planned by:
 - a. developing a new form;
 - b. modifying a sample form contained in the User's Guide; or
 - c. modifying a form they are currently using.
- E. Ask for questions or comments.

Session 3 Objectives

Plan outreach activities for households at risk for a priority health problem

Plan clinic-based activities for the same target group

Other Outreach Activities

Educational Sessions

Community Organization Activities

Supervisory Visits

Immunization Camps

PLANNING PHC SERVICES

SERVICES/ACTIVITIES NEEDED			MANPOWER				LOGISTICS/SUPPLIES			OPTIMAL LEVEL OF SERVICES GIVEN RESOURCE CONSTRAINTS
A. OUTREACH	TARGET GROUP	FREQUENCY		REQUIRED		AVAILABLE	REQUIRED		AVAILABLE	
			TYPE	NUMBER	% TIME		TYPE	AMOUNT		
Community organization activities										
Home Visits for:										
-Growth monitoring										
-To build awareness for ORS for diarrhoea										
-Motivate for FP										
-Motivate for immunization for ANC										
-follow-up of high risk										
-Referral										
-etc.										
Deliveries										
Vaccination										
Community meetings for health education										
Supervision/Support										

CO - Community Organizer
 CHW - Community Health Worker
 LHV - Lady Health Visitor

TBA - Trained Birth Attendant
 CHN - Community Health Nurse
 CHD - Community Health Doctor

Vac - Vaccinator
 AA - Administrative Assistant
 SP - Security Person

WORKSHEET TO DETERMINE STAFF CAPACITY

Number of households in PHC catchment area = ?

Frequency for visiting each household = ?

Number of days when outreach will be provided = ?

Staff capacity per month = days/month x HH visits/day per CHW

Staff capacity = ?

Staff requirement = HHs to be covered/staff capacity per month

Staff requirement = ?

Note: When determining the number of home visits to do in one day, take into account the time it takes to do an effective home visit and travel time.

PLANNING PHC SERVICES

SERVICES/ACTIVITIES NEEDED			MANPOWER				LOGISTICS/SUPPLIES			OPTIMAL LEVEL OF SERVICES GIVEN RESOURCE CONSTRAINTS
B. CLINIC BASED	CLIENT LOAD	FREQUENCY		REQUIRED		AVAILABLE	REQUIRED		AVAILABLE	
			TYPE	NUMBER	% TIME		TYPE	AMOUNT		
Antenatal Care										
Vaccinations										
Family Planning										
Supervision/Support										
Management Activities -meetings -reports -etc.										
Administration										
TOTAL										

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 HANDOUT 3-10
 LIBRARY
 COMMUNITY HEALTH CELL

SESSION 4

JOB DESCRIPTIONS AND STAFF RECRUITING

Objectives	<p>Participants will be able to follow the directions in the Module 3 User's Guide to:</p> <ol style="list-style-type: none">1. Develop job descriptions for the positions needed to provide planned PHC services.2. Plan to recruit and hire individuals to fill those positions.
Session Outlines	<ol style="list-style-type: none">I. IntroductionII. Prepare Job DescriptionsIII. Plan Recruitment
Materials	<p>Module 3 User's Guide</p> <p>Transparency 3-10: Session 4 Objectives</p> <p>Transparency 3-11: Purposes of a Job Description</p> <p>Handout 3-11: Worksheet for Roles and Tasks</p> <p>Handout 3-12: Job Description Worksheet</p>
Equipment	<p>Flipchart, stand, markers, masking tape</p> <p>Overhead projector and screen</p>

I. INTRODUCTION .

Transparency 3-10: Session
4 Objectives

A. Review session objectives.

User's Guide

B. Refer participants to page 34 and review the substeps in Step 4.

II. DEVELOP JOB DESCRIPTIONS

Transparency 3-11:
Purposes of a Job
Description

A. Explain the purposes of a job description:

1. Describe staff roles and tasks needed to help achieve program objectives.
2. Identify experience and skills necessary to carry out roles and tasks.
3. Ensure that staff and managers have a mutual understanding of expectations for job performance.

B. Develop role and task list

User's Guide

1. Refer participants to Exhibit 17 on page 36 and explain the sections of the role and task list.

Handout 3-11: Worksheet
for Roles and Tasks

2. Distribute worksheet and direct participants to complete it for one staff position identified to carry out PHC activities in Step 3.

C. Prepare job descriptions

User's Guide

1. Refer participants to Exhibit 18 on page 38 and describe the various sections and the information contained in each.

Session 4: Job Descriptions and Staff Recruitment

Handout 3-12: Job
Description Worksheet

2. Direct participants to complete the worksheet based on the role and task list just completed.
3. Recommend that participants check that the tasks are feasible and the requirements are realistic, using the list of questions on page 35.

III. PLAN STAFF RECRUITMENT

Flipchart

- A. Ask participants to list the steps usually followed by the agency when filling a staff position and record their responses on the flipchart (be sure they include necessary approvals).
- B. Ask participants to speculate on the outcome of this process given the way the position description was developed (better, worse, the same).
- C. Facilitate a discussion on this point, depending on the time available.

IV. CLARIFYING EXPECTATIONS

- A. Describe the intent and purpose of substep 4.4.
- B. Ask participants to comment on the extent to which this process has been done in the past with new staff and the extent to which it is done with current staff.
- C. Close the session by commenting that the next and final session of the workshop will focus on work planning and performance assessment.

Session 4 Objectives

- Develop job description
- Plan recruitment

Purposes of Job Description

- Describe job role and tasks
- Identify skills and experience required to carry out role and tasks
- Ensure mutual understanding between staff and manager

WORKSHEET

Role and Task List

PHC Program
Goals:

Service Objectives:

Strategies:

[illegible]

**WORKSHEET
JOB DESCRIPTION
FORM**

1. POSITION Title	2. POSITION STATUS 2.1 Full-Time a. Permanent 2.2 Part-time b. Temporary	3. DATE OF PREPARATION		
4. POSITION SUMMARY				
5. REPORTS TO	6. POSITIONS DIRECTLY SUPERVISED BY INCUMBENT			
<p>7. SPECIFIC REQUIREMENTS:</p> <p>7.1 Education/Professional Qualifications</p> <p>7.2 Experience and Training</p> <p>7.3 Knowledge, Skills, Abilities</p>				
<p>8. DESCRIPTION OF DUTIES/RESPONSIBILITIES:</p> <p>List duties under two separate headings: REGULAR DUTIES & PERIODIC DUTIES:</p> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="width: 70%;"> <p>A. REGULAR DUTIES/RESPONSIBILITIES:</p> <p>B. PERIODIC DUTIES/RESPONSIBILITIES:</p> </div> <div style="width: 25%; text-align: center;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="padding: 5px;">% TIME SPENT</th> </tr> <tr> <td style="height: 100px;"></td> </tr> </table> </div> </div>			% TIME SPENT	
% TIME SPENT				
9. PREPARED BY:	10. REVIEWED BY:			

SESSION 5
WORK PLANNING AND ASSESSMENT

Objectives	Participants will be able to follow the directions in the Module 3 User's Guide to: <ol style="list-style-type: none">1. Develop individual work plans based on planned PHC activities.2. Plan for performance assessment based on individual work plans.3. Plan next steps in implementing work planning and performance assessment.
Session Outline	<ol style="list-style-type: none">I. IntroductionII. Work PlanningIII. Performance AssessmentIV. Next StepsV. Conclusion
Materials	Module 3 User's Guide Transparency 3-12: Session 5 Objectives Transparency 3-13: Benefits of Work Plans Transparency 3-14: Principles of Work Planning
Equipment	Flipchart, stand, markers, masking tape Overhead projector and screen

I. INTRODUCTION

Transparency 3-12: Session
5 Objectives

- A. Review session objectives.
- B. List the information needed from prior steps.
 - 1. Outreach and clinic-based plans for PHC services from Step 3 which contain program objectives and priorities and provide basis for determining how much time each worker will spend:
 - a. on each task.
 - b. at each site.
 - c. with each individual.
 - 2. Individual job descriptions from Step 4, which defines the role and tasks each worker is responsible for.

II. WORK PLANNING

Transparency 3-13:
Benefits of Work Plans

Transparency 3-14:
Principles of Work
Planning

User's Guide

- A. Review benefits to program of developing and using work plans.
- B. Explain the principles of work planning.
- C. Underscore the importance of a team approach to work planning to ensure common understanding of who is doing what and coordination among staff when indicated.
- D. Refer participants to examples of work plans on pages 40-44.
 - 1. Mention and explain the four types:
 - a. Gantt

- b. Time and task charts
 - c. "To do" lists
 - d. Duty rosters
- E. Ask for questions and comments.
- F. Give participants directions for developing a work plan.
 - 1. First, develop an annual work plan based on PHC activity plans from Step 3 and the job description developed in Step 4.
 - 2. Then, select one of the types of plans just discussed and develop a one month work plan based on the annual plan.
 - 3. Participants will then explain their monthly plan and the rationale for their choice of work plan.

(NOTE: The number of participants who do this will depend on time available.)

III. PERFORMANCE ASSESSMENT

- A. Explain that individual work plans provide the basis for assessing worker performance.
- B. Refer participants to the sample performance review form on page 47.
 - 1. Explain the purpose of each section.
 - 2. Explain where the information comes from.
 - 3. Suggest a process for carrying out the performance assessment:

User's Guide

Session 5: Work Planning and Assessment

- a. Worker completes workplan and then consults with supervisor for final agreement.
- b. Worker does self-assessment.
- c. Supervisor does supervisory-assessment.
- d. Worker and supervisor meet to discuss performance, identify strengths and weaknesses, and make adjustments and set goals for the next period.
- e. Frequency of reviews depends on agency policy and worker performance.

C. Lead participants in a discussion of the performance review system they have in place, with these questions:

1. What procedures are now in place for assessing worker performance?
2. How are they working? Are they being followed?
3. What are the strengths and weaknesses of the present system?
4. What changes, if any, would you like to implement?

D. Ask for questions or comments.

IV. NEXT STEPS

- A. Briefly, summarize the steps in this module and the outcomes of each step.
- B. Direct participants to review the worksheets they have produced in the workshop and write down the actions that they need to take when they return to the job to:

Session 5: Work Planning and Assessment

1. Complete tasks begun in the workshop;
2. Collect more information; or
3. Implement or improve work planning and performance assessment in their PHC programs.

C. Ask each participant (or participant team) to briefly describe the actions they will take when they return to their jobs.

V. CONCLUSION

- A. Review the expectations participants expressed at the beginning of the workshop and ask them to assess informally how well they think those expectations have been achieved. If any were not achieved, ask how the workshop could be improved to make that happen.
- B. Thank participants for their time and attention, congratulate them on the effort they put into the workshop, and wish them good luck in implementing their plans.

(NOTE: Indicate what follow-on assistance will be available, if appropriate.)

Flipchart of expectations
from Session 1

Session 5 Objectives

Develop work plans for planned PHC program activities

Plan for performance assessment

Plan steps to implement work planning and assessment

Benefits of Work Plans

Monitor activities to ensure that:

- planned activities are carried out
- they are carried out in the correct sequence
- priority tasks are carried out first

Help the staff manage its time efficiently

Maximize program impact

Improve coordination among staff

Facilitate assessment of worker performance

Principles of Work Planning

- Clearly stated objective
- List of all tasks necessary to achieve the objective
- Specification of the priority tasks and activities
- A specific time frame
- Clear indicators
- Specification of resources