

JOB AIDS

SYMPOSIUM

**International Trade Center
Washington DC
May 24, 2001**



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International Trade Center
Washington, DC

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Co-sponsored by:
Quality Assurance Project and PVO CORE Group



Purpose of Symposium

- Exchange views and evidence about the state of the art in job aids
- Share particular job aids that have been successfully used in international health
- Identify future developments that will make job aids more useful in field applications for child survival and international health



Program Highlights

Importance of Job Aids in Health and Quality Assurance

Dr. James Heiby, USAID

State-of-the-Art in Job Aids: What they are and what is known

Mr. Tony Moore, Moore Performance Improvement, Inc.

How to Develop a Job Aid: A Short, Roll-Up-Your-Sleeves Course

Mr. Tony Moore, Moore Performance Improvement, Inc.

Job Aid Development, Application and Evaluation Panel: Examples from the QA Project and PVOs

Paula Tavrow, QAP

Wendy Edson, QAP

Linda Bruce, PATH

Adrienne Kols JHU/CCP

Frederico Leon, Population Council



Program Highlights, con't

- Technical Snapshot Small Groups
 - “A picture is worth...” Job aids for non-literate populations
 - Sustaining improved performance: Scaling up job aids efforts
 - Mobilizing households: Job aids for improving care-taking and care seeking
 - The forgotten work task: Job aids to improve supervision and management
 - Bridging communication gaps: Job aids to improve IPC
 - New technology: Electronic job aids
 - Improving health worker performance: Job aids to improve clinical services



Jim Heiby's Introduction: Importance of Job Aids in Health and Quality Assurance



Dr. James Heiby, USAID

Main Points

Job Aids, such as the IMCI clinical guidelines, have been revolutionary tools in international health programs.

There is a science behind treating an illness, and we know that there are specific treatments for specific illnesses.

Without guidelines, we can count on variation in the treatment of illnesses. Job aids help to ensure that a health care worker can respond consistently and correctly.

We are proposing Job Aids as a major strategy for improving performance of healthcare workers.



Jim Heiby's Introduction: Importance of Job Aids in Health and Quality Assurance, con't

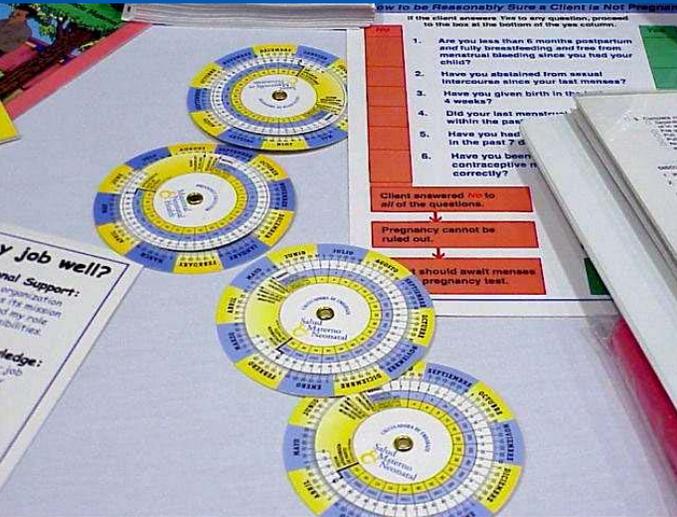
Main Points

Sometimes we see that problems in care stem from the way the hospital or entire health care system is set up. Job Aids can help on that level, too.

Job Aids can be used not only for improved performance in healthcare workers, but also improved performance of the healthcare system.

Literature on Job Aids is lacking, as it tends to focus on evaluations of job aids rather than the science behind creating effective job aids.

With healthcare reform and decentralization, many district level managers with little training and experience are being asked to manage very complex programs. Job Aids will be a valuable industry tool to assist these managers.



Jim Heiby's Introduction: Importance of Job Aids in Health and Quality Assurance, con't

Main Points

There is no guarantee that a job aid is going to work. We can have poor job aids, ineffective job aids, and inappropriate job aids as well.

Job aids need to be designed to address the needs of the user. Just because a job aid was designed in Geneva (or any other country) does not mean that it is correct for every situation.

Job aids require a range of support, and can not be simply pulled off the shelf and handed to healthcare workers.

Job aids should be evaluated for effectiveness.



Tony Moore: Job Aids - What they are and what is known



Tony Moore
Moore Performance Improvement



Main Points:

If it is useful, adopt it. If it isn't, don't.

There is a science behind the development of Job Aids, and the common denominator across all industries is the target audience of job aids - people.

If you can define the “gold standard,” you can create a job aid for that behavior.

A job aid is not needed in the cases where a task is performed so often that the steps become memorized anyway. Instead, use a “learning aid” to help the worker achieve the gold standard.

Tony Moore's Presentation, con't

Job Aid should be used every time the task is performed. This will guarantee consistency in performance.

Job Aids should tell you when, and when not to take action or perform a task.

Job Aids tell people not only what to do, but how to do it. They guide you gently through your job. Job Aids also reduce guesswork and reliance on memory.

Do not create job aids through focus groups. Instead, take the star performer (the gold standard) and create a job aid to model that.

Job Aids should never completely replace training.

Job Aids require constant updating.



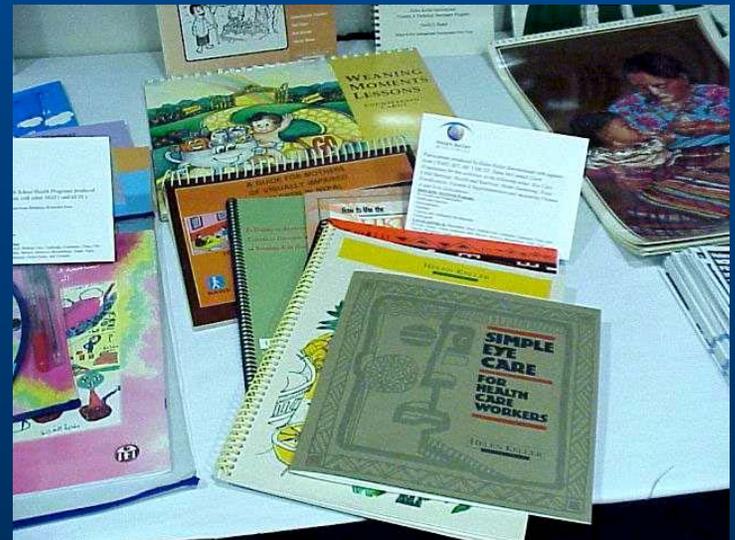
Tony Moore's Presentation, con't

Job aids may slow performance. Ask yourself “What is more important? Speed or accuracy?”

Not all performance problems are solvable with job aids. For example, training is more appropriate than job aids for emergency situations.

Not all workers can use job aids. For example, physical constraints associated with a task may prevent using a job aid. A telephone repair man can not climb a pole and then pull out a manual and start reading.

Social barriers may make introducing job aids difficult. Some health care professionals feel it detracts from the credibility to follow a job aid during a patient consultation.



Evaluation Panel Presenters

Paula Tavrow: Malaria Job Aids in Kenya and Malawi



Dr. Paula Tavrow, QAP

Main Points:

The *Malaria Private Vendor Study in Kenya* used a job aid to help shopkeepers determine the appropriate drug for treating malaria. This study showed an increase in correct treatments from 2% to 18.3%.

The *Malawi Malaria Diagnostics Kit Study* involved redesigning an existing job aid to help health workers use malaria diagnostic kits. The redesign resulted in an increase from 15% to 80% in the correct use of the diagnostic kit.



Evaluation Panel Presenters

Dr. Frederico Leon: Job Aids and Reproductive Health



Dr. Frederico Leon, Population Council

Main Points:

Research in Peru demonstrated that a job aid designed as a flip chart was actually inhibiting healthcare workers from adequately counseling patients. It was too long, and not flexible enough to adapt to the different needs of clients.

This study developed a series of checklists to be used during the consultation, one for each family planning method.

The numbers showed that in general, the number of patients treated with the checklists were given more information pertinent to their specific case.



Evaluation Panel Presenters

Wendy Edson: Job Aids from Niger AMR Study and Obstetric Care Management in Uganda



Dr. Wendy Edson, QAP

Main Points:

In clinics where the job aids were used, adherence to cotrimoxazole for the treatment of pneumonia in children was improved.

A case management map (critical pathway) was developed for the care of hospitalized patients with pre-eclampsia in Uganda. Use of the map improved healthcare worker compliance with standards.



Evaluation Panel Presenters

Linda Bruce: Job Aids in Immunizations and Birthing



Main Points:

Safe Delivery Kits are a package job aid used to ensure safe and clean cutting of the umbilical cord after childbirth.

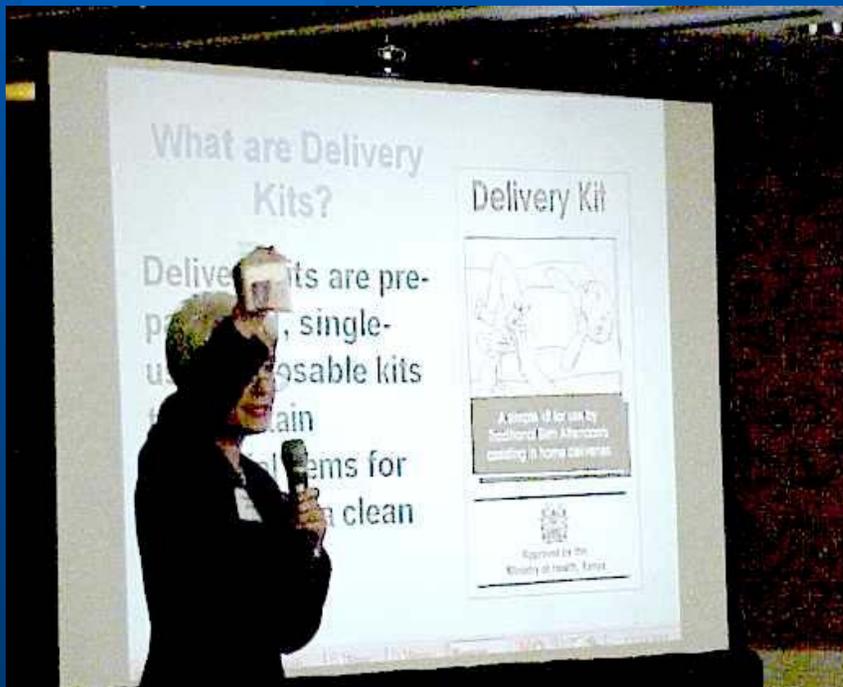
These kits are available at delivery, conveniently pre-packaged, contain new clean medical supplies, and therefore reduce the risk of using unclean items. The kit also includes pictorial instructions.

Linda Bruce, PATH



Evaluation Panel Presenters

Linda Bruce: Job Aids in Immunizations and Birthing, con't



Linda Bruce, PATH

Main Points:

A second project involved using job aids called “Vaccine Vial Monitors” to alert health care workers of the expiration dates on vaccine vials.

Use of the job aids resulted in significant decrease in the use of heat damaged vaccines. Additionally, UNICEF is using these monitors on all vaccines purchased since 2001.



Evaluation Panel Presenters

Adrienne Kols: Client - Provider Communication in Indonesia



Adrienne Kols, JHU/CCP

Main Points:

There were two studies in Indonesia. The first one tested whether provider self-assessment could reinforce an ICC training workshop and improve providers' performance on the job. The second examined whether or not 20 minutes of coaching clients in the waiting room improved their participation in family planning counseling.

Groups using the Job Aids improved with training, but after training their skills did not gradually erode over time as typically expected. The continued use of job aids to reinforce the training helped them to not only maintain their post-training levels but continued to improve over time.



Evaluation Panel Presenters

Adrienne Kols: Client - Provider Communication in Indonesia, con't



Main Points:

The Job Aids helped the providers consolidate the skills that they had learned and apply them once they got back onto the job.

The Job Aids also had an indirect but also significant impact on client behavior as well, so the clients were more actively participating when they were attended by providers who were using the self-assessment Job Aids, they were asking more questions, and expressing worries.

Adrienne Kols, JHU/CCP



Technical Snapshot Groups



The forgotten work task: Job Aids to improve supervision management

Main Points:

Job aids are more effective for very specific performance problems.

Job aids are one tool for performance improvement, but they are not the only tool.

Measure the output, but don't forget the behavior element.



Technical Snapshot Groups



Main Points:

Tony Moore's method of developing job aids presents challenges for interpersonal communication because there are an infinite number of variables to control.

More research regarding the development and use of job aids is needed.

*Bridging communication gaps:
Job aids to improve IPC*



Technical Snapshot Groups



Mobilizing households: Job aids for improving care taking and care seeking

Main Points:

Since the PVO community has little experience with Job Aids, they should have a library or database that could be accessed for information on different types of available Job Aids.

Also, as the PVO community has very little experience in using Job Aids as well as evaluating different types of Job Aids, technical assistance should be provided to PVOs for developing and designing Job Aids as well as evaluating the impact of Job Aids.



Technical Snapshot Groups



Improving health worker performance: Job aids to improve clinical services



Main Points:

Job Aids require credibility, support from political leadership, follow-up, good luck and good timing, and should be developed and refined/updated by a combination of technical and job aids experts.

Job Aids should be simple to use and should clearly prompt specific actions at the appropriate times (rather than simply ensuring that information is recorded at particular times).

Experience and/or data showing that a job aid(s) has led to some improvement can overcome resistance to change and increased use of job aids.

Technical Snapshot Groups



*New technology:
Electronic Job Aids*

Main Points:

The Internet/CD format really provides low cost and a lot of flexibility in terms of being able to adapt materials for local settings.

Job Aids that we were talking about might fall more into the category of a learning tool in that their end use is not really specifically by the health worker themselves but really aimed more at the program manager or project level.



Technical Snapshot Groups



*Sustaining Improved
performance: Scaling up Job
Aids*



Main Points:

Scaling up job aids in a developing country needs careful planning.

It is important to use the “5 C’s”

coordination

collaboration

communication

consensus/buy-in

commitment

The major steps in scaling up to the national level are:

(1) formative research

(2) field testing

(3) interactive training on how to use the job aid

How to Develop a Job Aid



Tony Moore
Moore Performance Improvement



Main Points:

Job Aids should facilitate star performance.

To achieve star performance, performers must have relevant skills and knowledge, a supportive environment, and an environment free of barriers that prevent them from doing their jobs.

Many factors go into performance, such as:

incentives	capacity	skills
knowledge	training	experience

How to Develop a Job Aid, con't

Main Points:

Key questions to determine if a Job Aid is appropriate include:

Has the target audience ever performed the task correctly? If they have, clearly they know how to do it. Therefore, skills and knowledge are not the issue. It may be a motivation issue.

Have they ever received training? If not, that's an indicator this might be a skill or knowledge problem.

How much time passed between the training and the on-the-job application?

What was the quality of the training?

Is there an existing job aid? Do the performers use the job aid?



How to Develop a Job Aid, con't

Main Points:

Once you have determined that skills and knowledge are performance issues, how do you determine if a job aid is needed?

Is a job aid is mandated by the governmental or organizational policy?

Are there severe consequences for the performer if the task is not performed correctly?

Are the steps and decisions in the process extremely complex?

Is time limited for the performance?

Is there time to refer to a job aid when doing the task, or will the job aid slow it down enough that performance will be unacceptable?

If these issues are present, then a job aid should be created.



How to Develop a Job Aid, con't

Main Points:

If the task is simple, do not write a job aid for this task. Training is the more appropriate solution.

If the job is done daily, or more than once a day, or two or three times a week, the performance problem can be solved through training.

If a job aid is used two or three times a week, sheer repetition is going to cause the employee to memorize the steps. Therefore, a job aid would not be useful.

A job aid can be created to assist with training- in this case, it is a "learning aid," because the employee will not refer to it indefinitely after the training.

Job aids can not solve barriers in the environment, motivation incentive, and capacity issues.



How to Develop a Job Aid, con't

Main Points:

Barriers to Job Aids include:

- severe speed requirement
- physical inability to access a job aid during task
- social (embarrassed to refer to job aid during task)
- intellectual

In order to successfully introduce a job aid, the barriers must be addressed and minimized.

When you introduce a job aid, demonstrate to the workers why it is used. Walk through the steps of the job aid with the workers. Tell why each step is done.

Clearly indicate the standards. Include what the workers are going to produce when they have learned the task, what they are going to be measured on, and how to successfully complete the task.



How to Develop a Job Aid, con't

Main Points:

How do you select the right format for a job aid?

If the task involves steps in a sequence, then consider using a cookbook, worksheet, or checklist, or some combination depending upon the task.

For a sequence of events, use a cookbook format.

A worksheet is most useful if written answers are required.

A checklist is used when order is not necessarily important, but all items need to be covered.

If the task involves complex problem solving or trouble shooting, consider a decision table.



How to Develop a Job Aid, con't

Main Points:

How to write a job aid

Put the name of the task on top, for clear and quick access.

Next, include the purpose, when to start, and what materials are needed.

Write out the step-by-step directions. Consider using pictures.

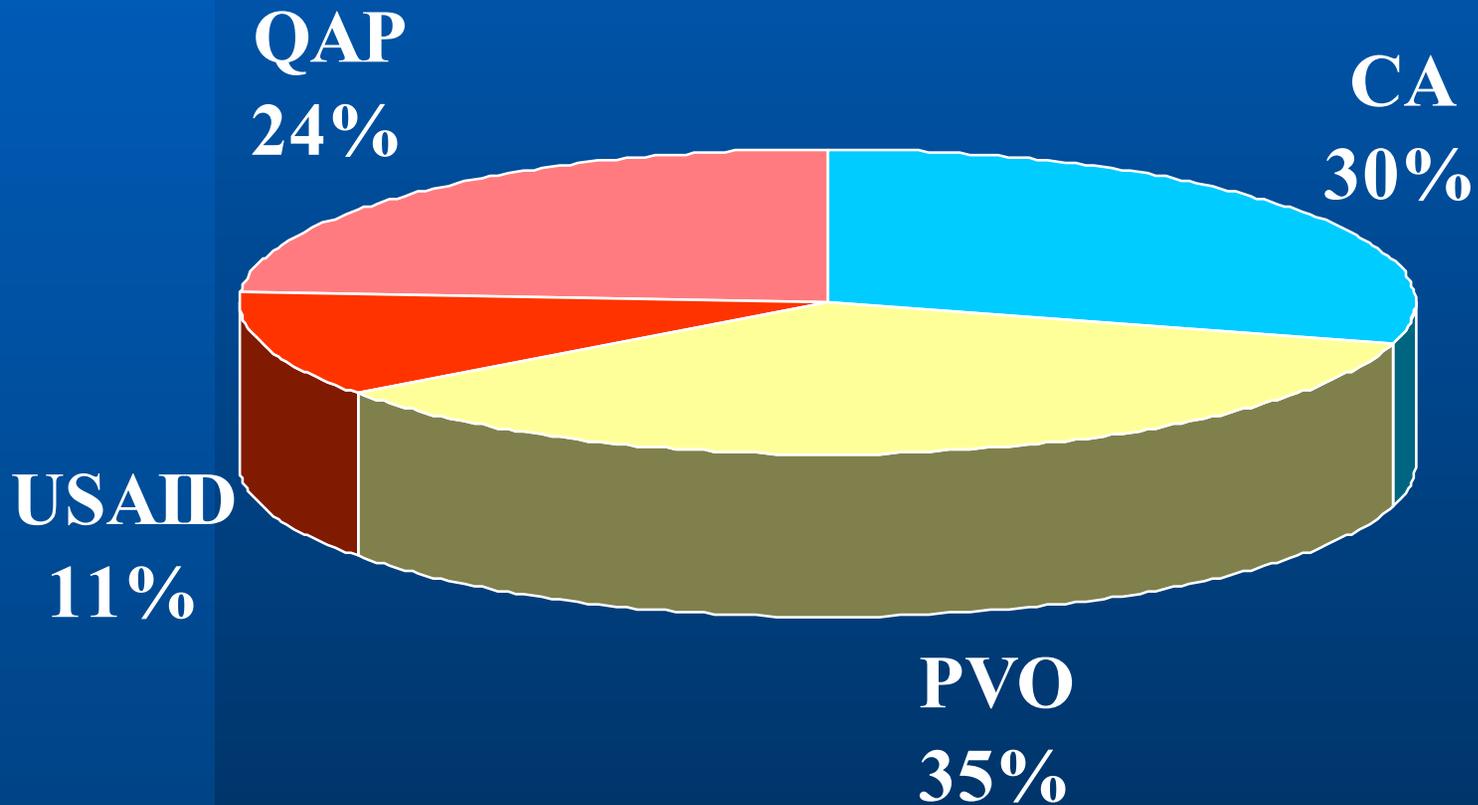
Use the 15-second rule. A worker should be able to initiate each step in about 15 seconds from reading the step and be able to refer to the next step quickly and without having to spend time finding the right spot on the job aid.

Put any necessary warnings *before* the applicable steps in the job aid.

Once the job aid is created, give it to a worker and ask that person to perform the task using the job aid. Observe the job aid in use, and notice where the worker has problems. Modify the job aid to eliminate those problems.



Representation at Symposium



Feedback on Symposium

“Tony Moore was excellent - he brought great perspective!”

- IMCI worker

“The symposium was well thought-out, well done, and fun and useful! Thank you!” - Training Developer

“Looking forward to a follow up! This was an excellent start.”

- Executive Assistant

“Very useful, with a good mix of presentations. This was also a great networking opportunity.” - HIV/STI/Family Planning Specialist

