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September 2011

Questionnaire for health managers on training programmes, planning and supervision

Greetings from Institute of Public Health, Bangalore!

This survey has been designed by Institute of Public Health, Bangalore (IPH) to better understand the factors that influence management of health facilities and health care in your district and taluka.

The study is for research purposes only and the information that you provide in this questionnaire will help us gain a better understanding of district health management and help inform policy makers.

Please <u>read the following carefully before starting the questionnaire.</u>

1) The success of this research depends on frank and honest answers. We would like to assure you that your individual responses would be held in complete confidence.

2) We are interested in your personal views on the questions and hence there are NO right or wrong answers. So please respond frankly to all questions.

	FOR OFFICE USE To be filled in by the interviewer/facilitator AFTER FINISHING THE SURVEY. NOT FOR RESPONDENTS					
A1	Respondent number					
A2	Interviewer/Facilitator name					
A3	Date (DD/MM/YY eg. 26/12/2011)					
A4	Time taken (To be filled up at the end of the interview – in minutes)					
A5	Name of person doing data entry					
A6	Data entry checked by					

All answers will be kept confidential.

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September 2011

B. WHAT DO YOU THINK ABOUT NRHM PIP AND PLANNING?

This section helps us understand your opinions about NRHM PIP and its use.

Please tick only ONE statement on the right hand side that BEST describes how you feel about the statement on the left hand side.

B1	The purpose of the NRHM PIP is	1 Evaluate the performance of my facility during the year
	to	2 Collect data for planning at district or state level
		3 Planning of all activities of my facility for the year
		4 Assessment of performance of NRHM in my facility during year
B2	If I were in charge of NRHM, the	1 State
	most peripheral level at which I would make the PIP would be at	2 District
		3 Taluka
		4 PHC
		5 Village health and sanitation committee
B3	At the PHC level, PIP should be made by	1 PHC MO and LHV
	made by	2 PHC MO and all field staff
		3 PHC staff, ARS and PRI members
		4 PIP should not be prepared at PHC level
B4	At the taluka level, PIP should be	1 THO and BPMU staff
	made by	2 THO, BPMU along with all PHC MOs
		3 THO, BPMU and AMO
		4 THO, BPMU, AMO, ARS and PRI members
		5 PIP should not be made at taluka level

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B5	Please read each of the statements carefully. Which statement best summarises how you feel about the role of NRHM PIP in your work	 1 The role of the PIP is to collect data from village level to district level and submit to state so that micro-level data is available at the state level 2 The PIP is a plan for my facility/taluka/district based on situation analysis which helps identify problems and find solutions 3 PIP is one of the important requirements for obtaining resources through NRHM that must be satisfied by all health facilities in the district 4 PIP is time-consuming and does not really help me in my routine work through the year 5 PIP helps me budget activities based on my need and guides all my programmes and activities through the year 					
		6 Not sure					
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
B6	For every PIP, we must do a situation analysis as the first step before proceeding with the planning						
B7	PIPs can be used to bring about improvement in the quality of care of facilities						
B8	Districts need technical guidance in carrying out a situation analysis for the PIP						
B9	Talukas need technical guidance in carrying out a situation analysis for PIP						
B10	PHCs need technical guidance in carrying out situation analysis for PIP						
B11	PIP preparation at taluka level improves teamwork among doctors, nurses and BPMs						
B12	I am able to negotiate the priorities of my facility with my superiors so that they could be included in the district PIP						

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		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
B13	In this year's PIP (December 2010), we collected data to do a situation analysis for my facility					
B14	The activities that we included in the PIP were based on a situation analysis of my facility					
B15	After the NRHM PIP process has started, problems in my facility are being better identified than before					
B16	After the submission of PIP, I come to know soon about the financial allocation for my facility					
B17	In my district, most of my colleagues at the taluka level were actively involved in preparing the PIP this year					
B18	In my district, most PHCs were also actively involved in preparing the PIP					
B19	In my facility, all the staff participated in preparing the PIP					
B20	I am able to discuss and negotiate with Panchayat members regarding utilisation of the various joint funds (untied funds/ARS funds and other joint signatory funds)					

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September 2011

C. HOW DO YOU RELATE TO YOUR ORGANISATION?

In this section, we ask you questions about how you feel about your organisation. For this section, "ORGANISATION" means your hospital/taluka/district depending on where you work.

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
C1	It is difficult for me to leave the organization right now, even if I wanted to leave					
C2	I would not leave my present organisation right now because of a sense of obligation					
C3	I would be very happy to spend rest of my career in this organization					
C4	I will not leave the organisation right now mainly because there are not many choices available					
C5	Even if it were to my advantage, I do not feel it would be right to leave the organisation now					
C6	I really feel as if my organisation's problems are my own					
C7	Right now, staying in this organisation is both a necessity and a desire.					
C8	I do not feel a strong sense of "belonging" to my organisation					
С9	I think that there are very few options for me to consider leaving this organisation					
C10	I do not feel emotionally attached to this organisation					
C11	I would feel guilty if I leave this organisation right now					
C12	I do not feel like "part of a family" at my workplace					

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		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
C13	This organization deserves my loyalty					
C14	I might consider working elsewhere if I had not already put so much of myself into this organisation					
C15	I would not consider leaving the organisation right now because I feel a sense of obligation to the people in this organisation					
C16	This organisation has a great deal of personal meaning for me					
C17	Too much of my personal life would be disturbed if I wanted to leave this organisation right now					
C18	I owe a great deal to my organization					

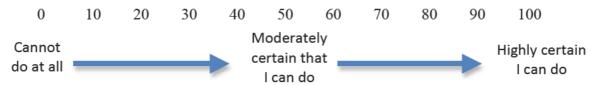
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D. HOW CONFIDENT ARE YOU WITH RESPECT TO YOUR EFFICACY AT DEALING WITH PRI MEMBER DEMANDS?

Think about a situation such as a conflict with a PRI or community member making what you feel are unreasonable demands on your time/staff or resources.

Given that you face such circumstances routinely, *please rate how certain you are that you can do each of the things described below by circling the number from* 0 - 100 *that best captures your degree of confidence.*

Rate your degree of confidence by recording a number from 0 to 100 using the scale given below:



			(CIRCL	E BAS	ED ON	THE S	SCALE	GIVE	N ABO	VE	
D1	I can solve difficult problems if I try hard enough	0	10	20	30	40	50	60	70	80	90	100
D2	If someone opposes me, I can find ways to get what I want	0	10	20	30	40	50	60	70	80	90	100
D3	It is easy for me to stick to my aims and accomplish my goals	0	10	20	30	40	50	60	70	80	90	100
D4	I am confident that I could deal efficiently with unexpected events	0	10	20	30	40	50	60	70	80	90	100
D5	Thanks to my strategic nature, I know how to handle unexpected situations	0	10	20	30	40	50	60	70	80	90	100

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D6	I can solve most problems if I invest the necessary effort	0	10	20	30	40	50	60	70	80	90	100
D7	I can remain calm when facing difficulties because I can rely on my coping abilities	0	10	20	30	40	50	60	70	80	90	100
D8	When I am confronted with a problem, I can usually find several solutions	0	10	20	30	40	50	60	70	80	90	100
D9	If I am in trouble, I can usually think of something to do	0	10	20	30	40	50	60	70	80	90	100
D10	No matter what comes my way, I'm usually able to handle it	0	10	20	30	40	50	60	70	80	90	100

E: WHAT WAS THE NATURE OF TRAINING PROGRAMMES IN YOUR DISTRICT?

For those in Tumkur district, please answer this section with respect to the Swasthya Karnataka training programme.

		Response
		Tick your response wherever there is a box.
		Elsewhere, please write your response
E1	District	1 Tumkur
		2 Raichur
E2	Taluka where your work	
E3	Primary designation	
E4	How long have you held your present designation (In years, including period on contract. Write <1 if held for less than one year)	

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		September 2011
E5	Which among these topics were covered	1 Concepts in public health
	in the training programmes you attended in the last two years (2009-2011)?	2 🗌 Leadership
		3 🗌 Planning
	Circle how many ever topics that apply	4 🗌 Human resources planning & Motivation
		5 Administrative procedures
		6 🗌 Health and hospital management
		7 🗌 HMIS
		8 🗌 Health and hospital management
		9 Financial and medico-legal procedures
		10 Teamwork
		11 Emergency Obstetric Care
		12 Role of PRI in health system
		13 NRHM PIP planning
		14 Supportive supervision
		15 Quality in health care
		16 Other topic not listed here
If you	have not participated in the Swasthya 1	Karnataka Training Programme, then skip the
rest of	this section and proceed to Section F o	n the next page
E6	Have you attended the Swasthya	
	Karnataka training programme?	 2 □ NO
		$3 \square$ Not sure
E7	IF YES, which components of the Swasthya Karnataka training programme	1 Contact classes
	have you attended?	2 Discussion with Swasthya Karnataka trainers during visits to my facility/institution
		3 🗌 Both
		4 🗌 Not sure
E8	In the Swasthya Karnataka training programme, how many classes did you	
	attend? (Max N=12)	
	(Each class consisted of one or more consecutive days of contact sessions)	
E9	Have you been visited by Swasthya	1 🗌 YES
	Karnataka trainers at your facility for	2 🗌 NO
	helping you apply what was covered in the classes?	3 Don't know
E10	IF YES, how many times have you been	
	visited by Swasthya Karnataka trainers in the last two years?	

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F. WHAT DO YOU THINK ABOUT THE TRAINING PROGRAMMES IN YOUR DISTRICT?

Please respond to this section **based on your experience with the Swasthya Karnataka programme.** If you have not attended the Swasthya Karnataka programme, then please respond keeping in mind the training programmes in your district that dealt with **NRHM PIP planning or supervision in the last two years**.

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applica ble
F1	The content of the classroom teaching during the training programmes were relevant to my work						
F2	After attending the classes, my knowledge on the topics taught improved						
F3	After the classes, I can better understand the importance of NRHM PIP in managing the services under my responsibility						
F4	The visits by trainers motivated me to apply new skills learnt during the training						
F5	The visits by the trainers motivated me to implement changes to improve in my institution						
F6	The visits by trainers to my workplace help me to discuss problems I faced in applying what is taught in classroom training programmes						
F7	Working on assignments given during the training along with my colleagues and subordinates improved teamwork in my organisation.						
F8	Because of the discussion with my colleagues and subordinates during trainers' visit, their confidence in me as a manager increased						

Tick the response that best captures what you think about each statement.

10

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		September 2011
F9	After the training programme, did you make any changes to improve the preparation or implementation	1 🗌 YES 2 🗌 NO
	of the PIP?	3 Not sure
F10	If you answered YES to the previous question, In the space provided, please give up to TWO examples of improvements you introduced in the preparing/implementing NRHM PIP after the training programme.	2)
		Not applicable because I answered NO/Not sure to Question F9
F11	If you answered NO to F9,	1 The training did not provide any help in improving the PIP
	What were the main reasons for not making any improvements in the PIP preparation or implementation?	2 There are several constraints in the organisation that prevent me from improving the PIP
	(Tick as many as appropriate)	3 I do not have the necessary technical skills/knowledge to bring about improvements
		4 This is not within my powers to make such changes
		5 I am not involved in PIP preparation
		6 Other – Please specify in the space below
		7 This question is not applicable to me because I answered YES to F9
F12	After the training programme, did	1 VES
	you make any changes in the way you conduct supervisory visits?	2 🗌 NO
		3 Not sure

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		September 2011
F13	If you answered YES to the previous question, In the space provided, please give TWO examples of how you improved your supervision practices after the training programme.	1) 2)
		Not applicable because I answered NO/Not sure to Question F9
F14	If you answered NO to F12, What were the main reasons for not making any improvements in your supervision practices? (<i>Tick as many as appropriate</i>)	 1 The training did not provide any help in improving supervision of staff 2 There are several constraints in the organisation that prevent me from changing supervision practices 3 I do not have the necessary technical skills/knowledge to bring about improvements 4 It is not within my power to make such changes 5 I do not supervise anybody 6 Other – Please specify in the space below
		7 This question is not applicable to me because I answered YES to F12

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G. WHAT ARE YOUR OPINIONS ABOUT SUPERVISION BY YOUR IMMEDIATE SUPERIOR?

This section is about your experience with supervision and supervision visits. For this section, your supervisor is the person you **report to**, and who supervises your work. This is usually an officer one rank above you. For example, a BPM is supervised by THO, while THO's are supervised by DHO. DHO's and programme officers are supervised by Directors or Joint Directors respectively. PHC MOs are supervised by THOs.

		Strongly agree	Agree	Neither agree	Disagree	Strongly disagree
		agree		nor disagree		uisagi ee
G1	My supervisor helps me solve work-related problems such as implementation issues with new schemes or problems with PRI members					
G2	My supervisor encourages us to speak up when we have a different opinion on a decision he has taken					
G3	My supervisor leaves it entirely up to me to decide how to go about doing my job					
G4	My supervisor encourages me to learn new things related to my work					
G5	My supervisor does not explain his or her actions or decisions					
G6	My supervisor knows my reaction to various issues at work					
G7	My supervisor helps me take important decisions					
G8	My supervisor does not give me a chance to make important decisions on my own					
G9	My supervisor trusts my actions and <i>vice versa</i>					
G10	My supervisor recognises and praises good performance					
G11	My supervisor is always around checking on how I am working					

13

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		-	-		Sej	otember 2011
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
G12	My supervisor decides and tells me what to do and how to do					
G13	My supervisor finds fault in most of what I do					
G14	My supervisor and I both respect each other					

H. PLEASE TELL US ABOUT YOURSELF.

		Response
H1	Sex	1 Male
		2 🗌 Female
H2	Date of birth DD/MM/YYYY (eg. 26/12/2011)	
H3	In what type of locality did you go to high school?	1 Rural (Village/Hobli)
		2 Semi-rural (Taluka town)
		3 Semi-urban (District HQ excluding Bangalore, Mysore, Mangalore, Hubli-Dharwad, Tumkur and Belgaum)
		4 Urban except Bangalore (Mysore, Mangalore, Hubli-Dharwad, Tumkur and Belgaum)
		5 🗌 Bangalore
		6 🗌 Other place outside Karnataka

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H4	Educational qualifications (TICK AS MANY THAT	1 MBBS
	APPLY)	2 PG medical degree (MD/MS, Diploma etc)
		3 Nursing degree (Bachelor/Diploma)
		4 Management degree (MBA/BBM or equivalent)
		5 Other graduate degree
		6 Other degree not mentioned above
H5	In case of MBBS, what type of medical college did you study	1 Private medical college
	in?	2 Government medical college
H6	Year of joining service	
H7	How many years have you worked in this district?	Years
H8	Type of employment (Presently)	1 Permanent in this post
		2 Temporarily in-charge
H9	If holding any additional charge, mention which post	
	charge, mention which post	□ No additional charge held
H10	Type of appointment	
		2 Regular

Thank you for your time and patience

15