

# Uganda Health Workforce Study: Satisfaction and intent to stay among health workers in public and PNFP facilities

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# Objectives

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- Identify the level of satisfaction among current health workers in public and PNFP sectors
- Determine health workers' intent to stay in the Ugandan health sector
- Collaborate with MOH and other stakeholders to develop strategies to improve retention of health workers

# Background

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**Problem:** Perceived satisfaction and retention problem but lack of reliable data

**Activity description:**

- Conducted nationally representative study on satisfaction and intent to stay
- Identified factors associated with health worker satisfaction, turnover and out-migration
- Results will be used to develop strategies and policies to improve health worker satisfaction and retention.

**Partnership:** MOH, PNFP, AKU, Makerere University, Mbarara University, HRSA, Capacity Project

# Methods

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Random sample of hard and easy to reach districts. Quantitative surveys with professional cadres in MOH and PNFP facilities.

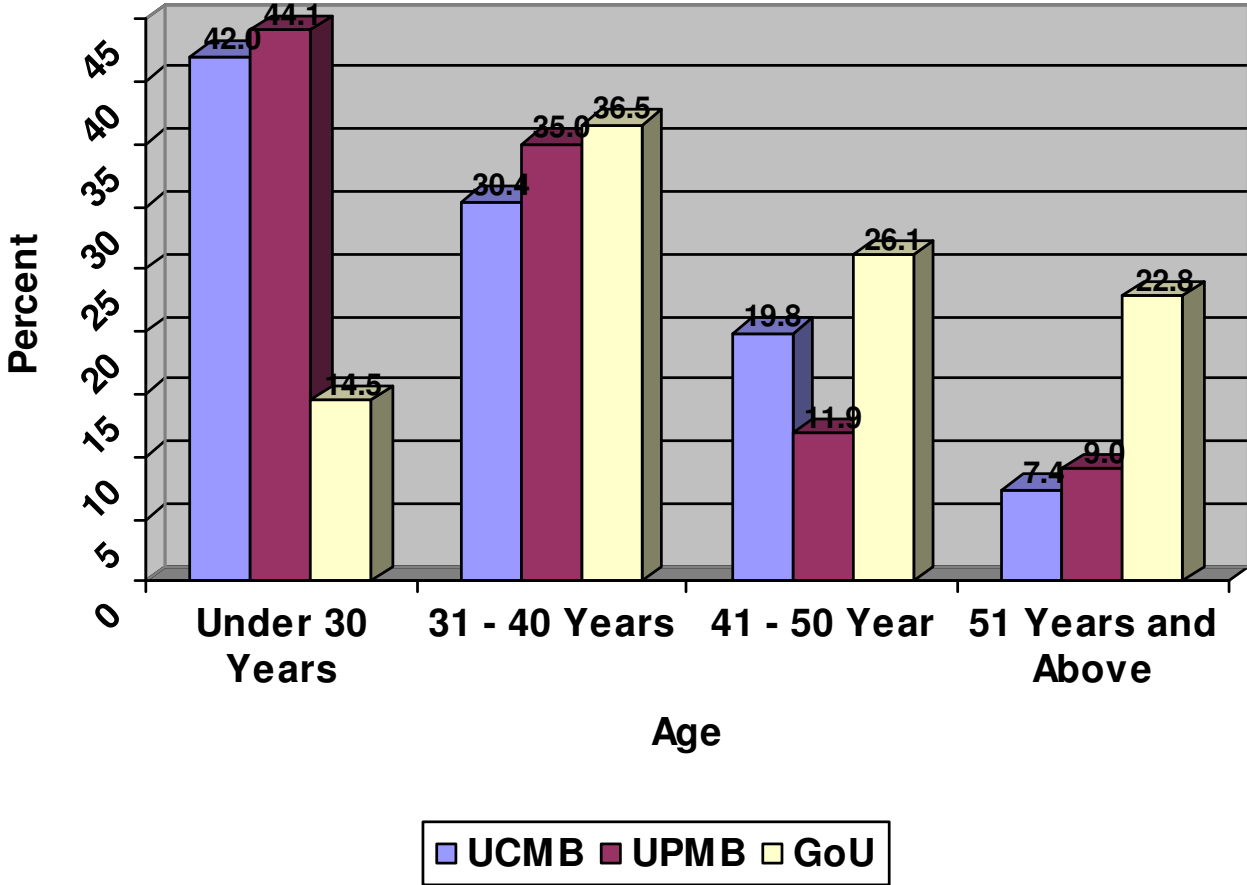
- **Phase 1:** 641 surveys (June 2006)
  - 9 MOH
  - 8 UCMB; 1 UPMB
- **Phase 2:** 203 surveys (May-June 2007)
  - 6 UPMB ; 2 UMMB
- 49.2% were employed in PNFP facilities
- 48.6 % were employed in the public sector

# Findings: Overview

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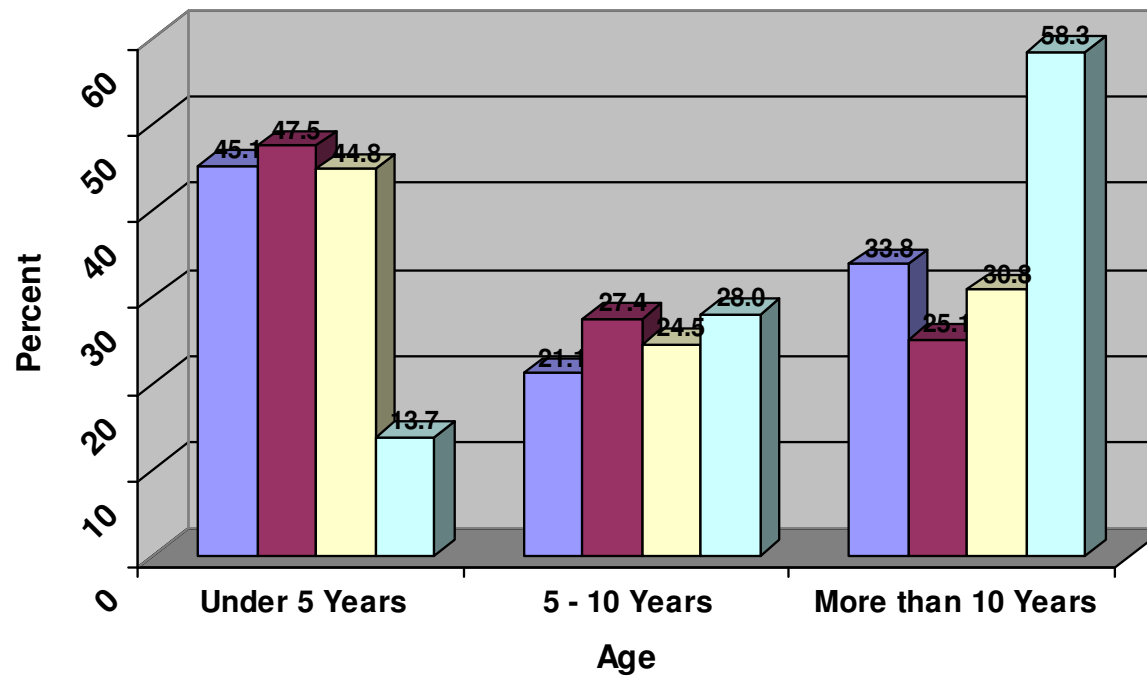
- 39% male, 61% female
- 62% were married
- Cadres:
  - Nurses 56.0%
  - Allied Health 14.5%
  - Medical Officer 8.7%
  - Clinical Officer 8.9%
  - Pharmacy 3.3%
  - Other 8.7%

# Health Worker Age Groups, by Facility Ownership



# Years Spent in the Workforce, by Organisation

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# Job Satisfaction

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- *Considering everything, I am satisfied with my job:*
  - PNFP 54%
  - Public 49%

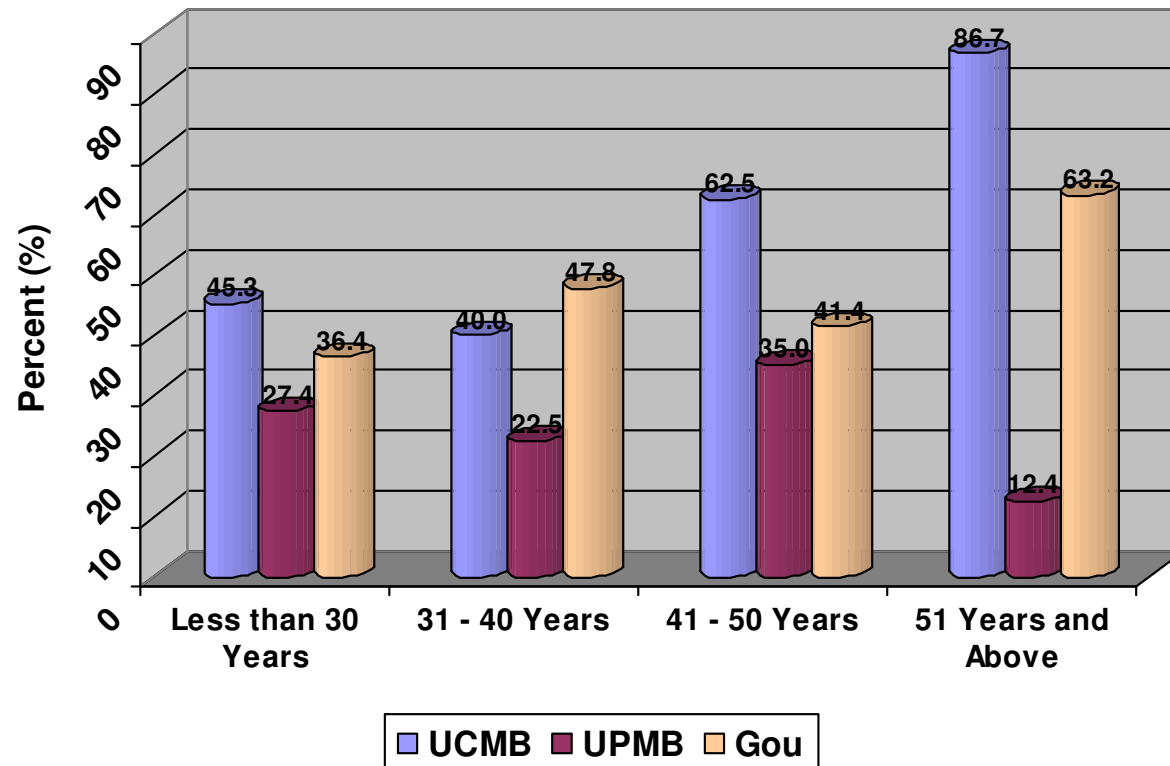
# Organisational Job Satisfaction, by Cadre

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- Medical Officers were the least satisfied Cadre overall:
  - UCMB 44% satisfied
  - UPMB 22% satisfied
  - GoU 35% satisfied
- Nursing:
  - UPMB 25% satisfied
  - UCMB 52% satisfied
  - GoU 50% satisfied

# % Satisfied by Age & Organization

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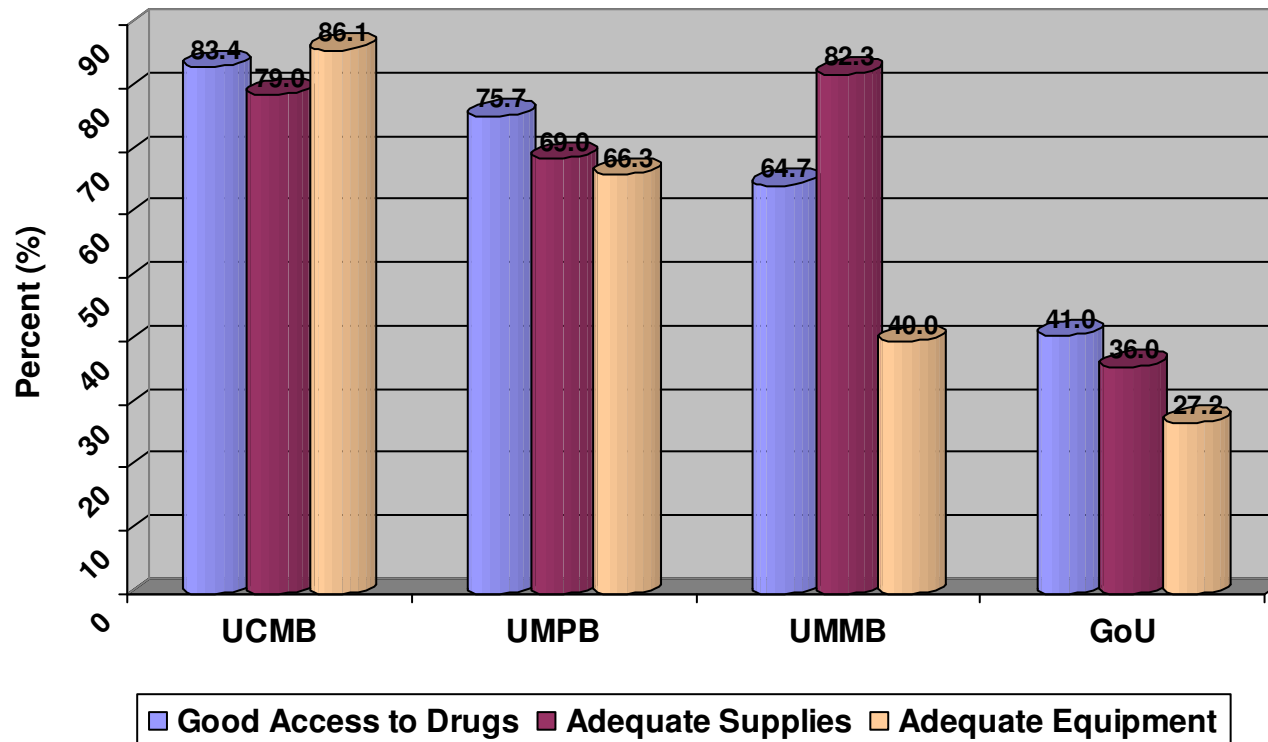


# Abuse in the Workplace

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- Abuse from supervisors:
  - 24% MOH; 17% PNFP
- While travelling to and from work:
  - 20% MOH; 18% PNFP

# % Access to Drugs, Supplies and Equipment by Organisation



# Compensation

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- 86% felt salary package is unfair
- Factors considered important as part of compensation package
  - Family health care (87%); Salary (85%); Food Allowance (80%)
- Job Security:
  - GoU 58%
  - UMMB 53%
  - UCMB 44%
  - UPMB 37%

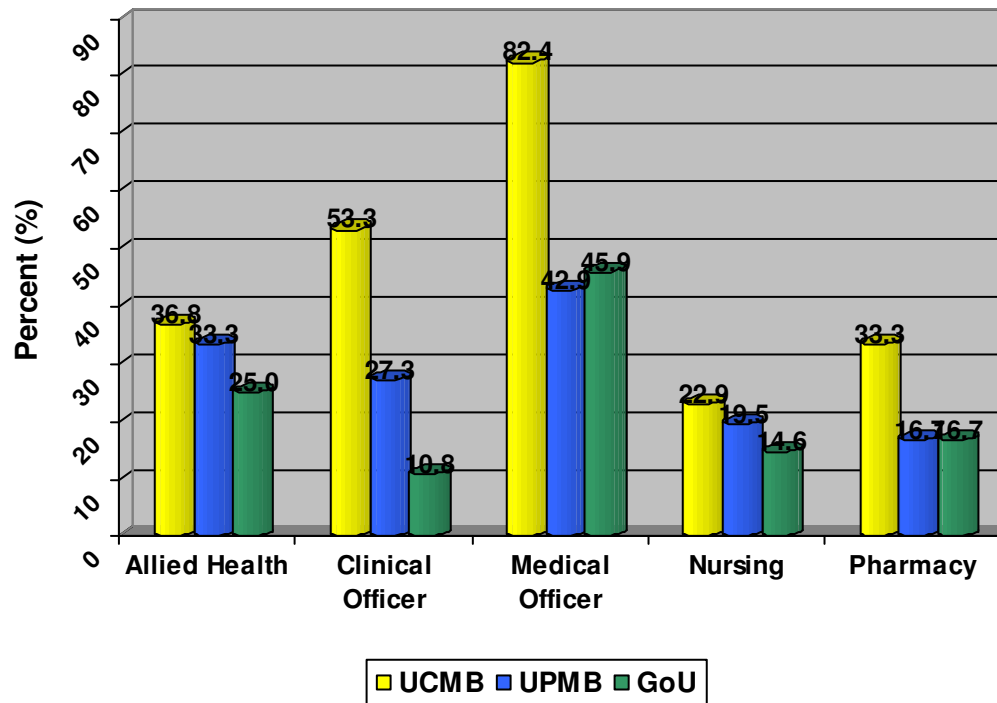
# Job Stability: Intent to Leave/Stay

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- Only 8% intended to leave 'as soon as possible'
- UCMB with highest number (33%) intent on leaving within the next 2 years
- Intent to stay indefinitely:
  - 60% MoH workers 47% PNFP workers

# Intent to Leave by Cadre

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# Conclusions

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- Level of satisfaction varied among cadres, doctors most dissatisfied
- Overall there is relative stability, but the level of internal migration may be of concern
- Retention more problematic for higher level skills and young age, doctors most likely to leave
- Management practices are important in retention

# Recommendations

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- Analyze, adopt, and adapt conditions and practices in “magnet” health facilities.
- Develop strategies for attracting and retaining priority cadres:
  - Salary enhancements
  - Health worker deployment, vis-à-vis age group
  - Loans
  - Housing
  - Schooling children
  - Further education
- Implement workload based indicator for staffing
- Develop strategies and tools for performance management and recognition at health facility level



# Recommendations cont.

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- Develop leadership & management programmes for facilities
- Promote participatory management practices
- Enhance and promote community oriented pre-service training for all health cadres
- Enhance mentoring and support supervision approaches
- Support innovations for team building, recreation and staff welfare at health units

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Thank you !!

