

# Provider Behavior Change Tools

Understanding Provider Behavior and Co-Designing Solutions



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Global Health Practitioner Conference 2022

CORE Group

Bethesda, Maryland, USA



# Welcome



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## What?

Eight-year cooperative agreement funded by the United States Agency for International Development (USAID) to lead social and behavior change programming around the world.

## Who?

Partnership led by Johns Hopkins Center for Communication Programs in collaboration with Save the Children, ThinkPlace, ideas42, Camber Collective, International Center for Research on Women, and Viamo.

## When?

July 2017 to July 2025

# Introductions

Please introduce yourself by sharing the following information:

- Full name
- Personal pronouns
- Organization
- Position

# Objectives

By the end of the workshop, participants will:

- Understand the purpose and content of Breakthrough ACTION's Provider Behavior Ecosystem Map and Provider Behavior Change Toolkit for Family Planning
- Recognize the importance of applying an empathetic systems approach to provider behavior change
- Identify opportunities to share and apply tools to develop more effective provider behavior change interventions

# Expectations

## Your Expectations

- What do you hope to get out of this workshop?

## Our Expectations

- Everyone is a learner in this space.
- Facilitators will answer questions and provide clarifications.
- Participants and facilitators will be present throughout the workshop.

# Icebreaker

What do you think is the hardest part about being a provider?  
[Answer this question as if you were a provider.]



# Team Assignment

## Practical roles:

- Leader
- Timekeeper
- Notetaker
- Reporter
- Back-up

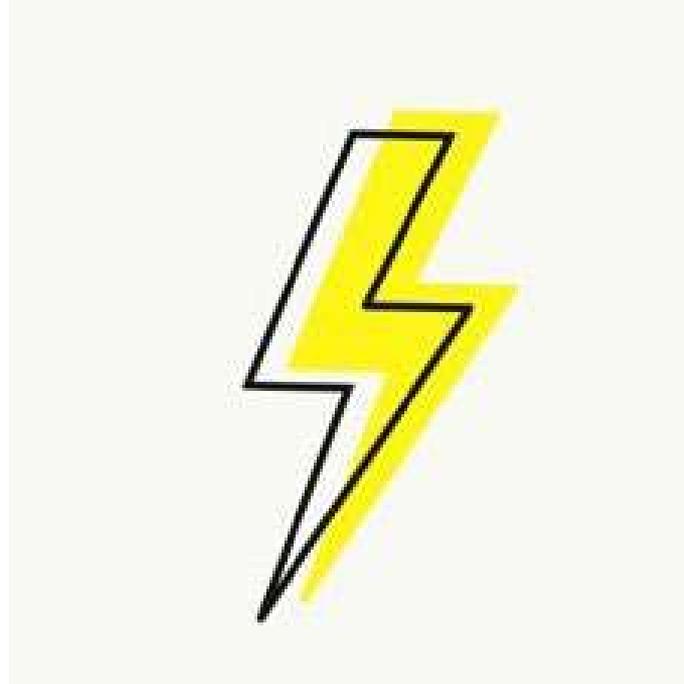
***Assign these roles!***

## Strategic roles:

- Ministry of Health official
- Social and behavior change implementing partner
- Health facility manager
- Veteran provider
- New provider

***Assign these roles too!***

# Energizer



# Key Concepts



# Outline

- What is provider behavior?
- What is provider behavior change (PBC)?
- Why PBC?
- PBC approaches
- About this Toolkit
  - Guiding Principles

# What is Provider Behavior?

- What providers *do* and *do not do* in their professional capacity
- Includes behaviors *before, during, or after* an interaction with a client in the health facility.



# What is Provider Behavior Change?

Interventions that aim to influence provider behavior with the goal of:

- Improving service delivery and adherence to guidelines
- Improving the client experience and boosting trust in and demand for services
- Increasing the adoption or maintenance of desired behaviors among clients
- Improving health outcomes
- Increasing provider job satisfaction

# Why Provider Behavior Change?

- Health providers play a critical role in the health system given close, frequent interactions with clients
- Quality of provider-client interactions significantly impact client experiences of care and their perception of quality of care
- Client experiences and perceptions have implications for continued use of healthcare services, likelihood that clients will adopt or maintain healthy behaviors, and likelihood of achieving desired health outcomes

# Provider Behavior Change Approaches

**PBC sees providers as both a channel and an audience in their own right:**

- Providers as individuals who influence other providers (as well as clients)
- Providers as target audience for interventions

# Provider Behavior Change Approaches

## **PBC can employ a broad range of approaches:**

- Educational: Training, continuing medical education
- Cues: Job aids, SMS reminders, point-of-service materials
- Managerial: Supervision, mentorship, changes in facility processes, staffing adjustments
- Group problem solving: Quality improvement
- Addressing biases, social norms, and workplace norms: Peer-to-peer, values clarification
- Financial: Performance-based financing

# About This Toolkit

- Set of tools designed to support the design, implementation, and evaluation of more effective facility-based PBC interventions
- Focused on family planning and reproductive health (FP/RH) programs and services



# Guiding Principles

- Keystone of this toolkit is empathy; providers are **real** people whose behavior is influenced by diverse factors, many of which are outside their control
- Placing empathy at the center of this toolkit process enables users to appreciate how providers experience the world around them and generate solutions that are sensitive to their needs, desires, and realities
- Providers should be seen, counted, and included as part of the solution

# Guiding Principles

- Applies a systems lens
- Utilizes a multi-level approach
- Encourages a supportive outlook
- Empowers providers and district health teams to understand and respond to provider behavior issues
- Uses a rapid and flexible process
- Complements existing data sources
- Encourages broader and more adaptive set of programmatic responses

# Let's Dig in!

- Provider Behavior Ecosystem Map
  - Visual tool that applies a systems lens to examine influences on provider behavior
- Provider Behavior Change Toolkit for Family Planning
  - Set of diagnostic and programmatic tools that build on the Provider Behavior Ecosystem

INTRODUCTION TO THE MAP

HOW TO USE THE MAP

NAVIGATE THE MAP

APPLY THE MAP

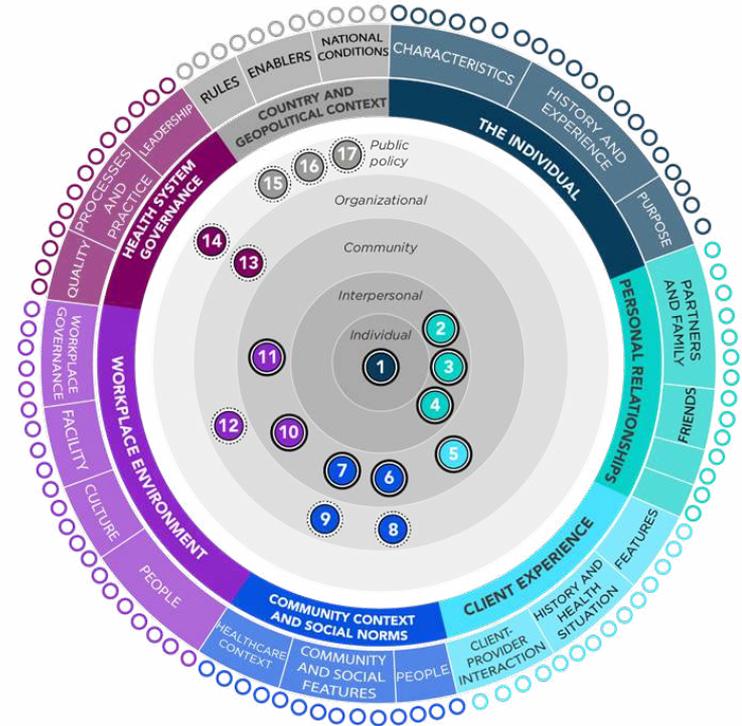
# PROVIDER BEHAVIOR

## Ecosystem Map —



# Provider Behavior Ecosystem Map

- Places the provider at the center
  - **Visually** represents the provider's ecosystem
- Many influence factors at different levels
  - Relationships and interactions between factors
- Facilitates holistic thinking and planning
  - Variety of approaches and strategies needed across system



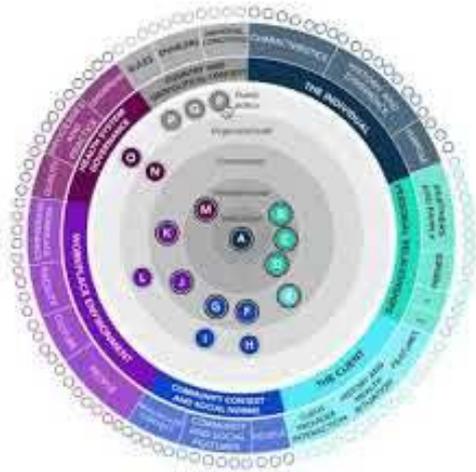
# Provider Behavior Ecosystem Map

A **thinking tool** to help social and behavior change and service delivery practitioners, researchers, and donors working in family planning/reproductive health and other health areas:

- Understand and consider diverse factors that influence facility-based provider behavior;
- Understand how factors relate to and interact with one another across a system;
- Think more holistically about provider behavior change; and
- Design, implement, and evaluate more supportive, effective provider behavior change initiatives

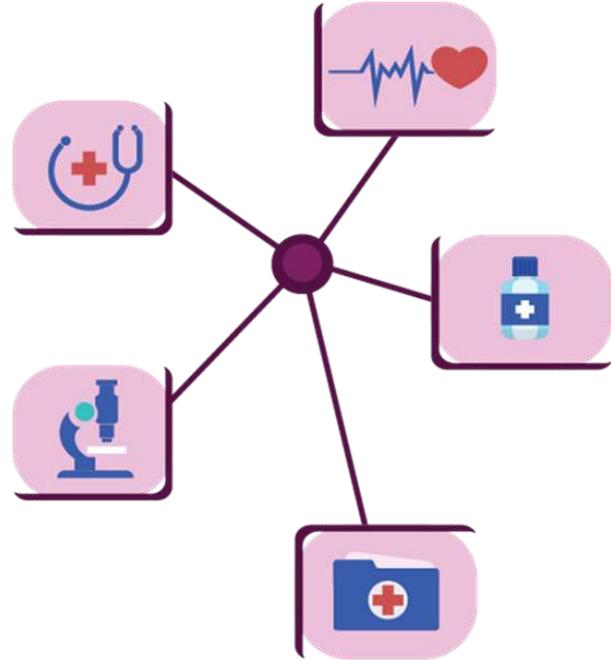


# Provider Behavior Ecosystem Map



# Use and Application

- Formative research
- Project design and implementation
- Monitoring and evaluation
- Advocacy and agenda-setting



# Ecosystem Materials

## Website, Guide, Brief

breakthroughbehaviorecosystem.org

Breakthrough ACTION + RESEARCH FOR SOCIAL & BEHAVIOR CHANGE

HOME HOW TO USE THE MAP NAVIGATE THE MAP APPLY THE MAP

# PROVIDER BEHAVIOR Ecosystem Map

INSTRUCTIONS MAP SECTIONS KEY DEFINITIONS

Provider Behavior Ecosystem Map

Read to learn the structure and content of the ecosystem map of this.

\*\*FORMER COLLEAGUES  
\*\*COMMUNITY LEADERS

# PROVIDER BEHAVIOR Ecosystem Map

February 2022

USAID FROM THE AMERICAN PEOPLE

Breakthrough ACTION FOR SOCIAL & BEHAVIOR CHANGE

This resource is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of Breakthrough ACTION and do not necessarily reflect

# PROVIDER BEHAVIOR Ecosystem Map

November 20, 2020

## PROVIDER BEHAVIOR Ecosystem Map Worksheet

Instructions

1. Review and reflect on components and interrelationships in the Provider Behavior Ecosystem Components Detail document.
2. Put a check mark (✓) next to the components you think influence provider behavior in your context in the Selected Components column.
3. Explain reasoning behind selected and unselected components in the Notes column.
4. Conduct assessments and apply tools to identify most influential factors and check against initial assumptions in this worksheet.

Behavior Factor	Component	Components	Selected Components	Notes
THE INDIVIDUAL	Characteristics	Personality type	<input type="checkbox"/>	
		Identity	<input type="checkbox"/>	
		Individual mindset	<input type="checkbox"/>	
		Empathy toward client	<input type="checkbox"/>	
		Perceived autonomy	<input type="checkbox"/>	
		Bias and partiality	<input type="checkbox"/>	
History and experience	History and experience	Attitudes and values	<input type="checkbox"/>	
		Self-efficacy	<input type="checkbox"/>	
		Past experiences	<input type="checkbox"/>	
		Personal stressors	<input type="checkbox"/>	
		Perceived norms	<input type="checkbox"/>	
		Power dynamics	<input type="checkbox"/>	
		Gender competency	<input type="checkbox"/>	

# Exercise

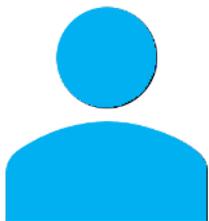
What influences provider behavior?



# Team Reflection

Time: 15 minutes

- Consider target provider behavior: **postpartum family planning counseling inclusive of all methods**
- Identify **Key Actors and Entities, Influence Factors, Component Groupings**, and **Components** that you think influence the target provider behavior
- Fill out the **Provider Behavior Ecosystem Map Worksheet**, selecting the **Components** that you think influence the target provider behavior most directly



# Plenary Discussion

Time: 15 minutes

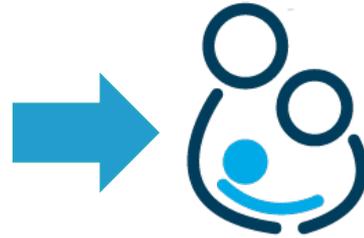
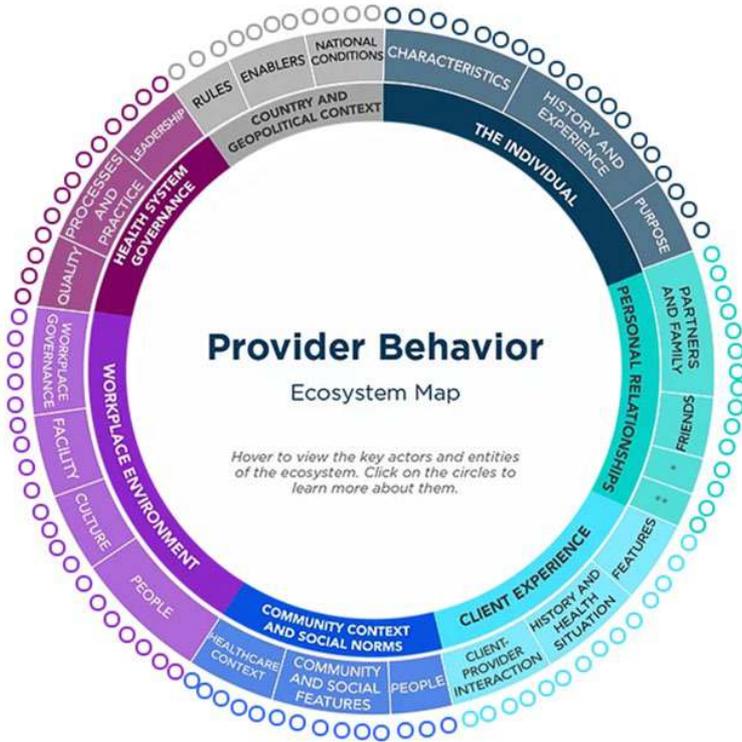
- Take turns sharing observations regarding **Key Actors and Entities, Influence Factors, Component Groupings, and Components** that you think influence the target provider behavior



Questions to consider

- Where is there overlap? Why?
- Where is there not overlap? Why?

# Closing



# PBC Toolkit

FAMILY PLANNING FOCUS

# *Question & Answer*

Key Concepts and Provider Behavior Ecosystem



# Bio Break

Please take 5 minutes to... breathe, walk, stretch, etc.



# Energizer





# PBC Toolkit

## FAMILY PLANNING FOCUS



**USAID**  
FROM THE AMERICAN PEOPLE

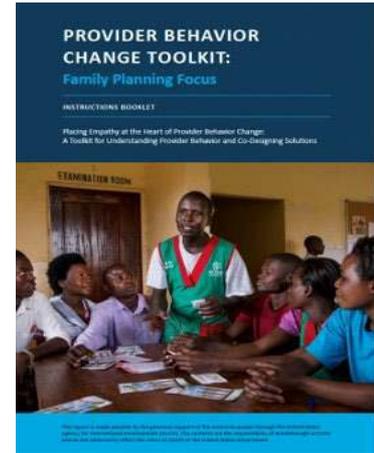
**Breakthrough**  
**ACTION**  
FOR SOCIAL & BEHAVIOR CHANGE



# Rationale for Toolkit

## Tools review and co-design process revealed need for tools that:

- Empathize with providers and offer supportive solutions
- Increase understanding of and address root causes
- Look at provider behavior from systems lens
- Provide guidance on prioritization of factors to address
- Encourage local solutions
- Expand range of potential approaches and strategies
- Facilitate coordination between actors
- Measure provider beliefs, attitudes, and norms



# PBC Toolkit Objectives



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Support the design, implementation, and evaluation of effective facility-based provider behavior change (PBC) initiatives within reproductive health programs

- Identify, understand, and prioritize factors influencing provider behavior
- Design and implement locally appropriate, supportive provider-related initiatives that address root causes of behavior

## Toolkit Overview

- **Audience:** Primarily for facility-based providers, but adaptations for community health workers
- **Four-step process:** Prepare, Inquire, Synthesize, Act
- **Implementation:** Multi-disciplinary core team
- **Multi-level approach:** Perspectives and input from various stakeholders throughout the process
- **Systems lens:** Looks at what might be influencing provider behavior across the system, beyond individual and workplace factors

# PBC Toolkit Components

## Instructions Booklet:

- Provides introduction to PBC Toolkit
- Helps users prepare to use the PBC Toolkit
- Walks users through each step of the process
- Provides stepwise instructions for every tool

## Steps:

- Prepare
- Inquire
- Synthesize
- Act



## Step 1: Prepare

**Objective:** To ensure familiarity with the toolkit and readiness to implement it.

**Outcomes:** Build Core Implementation Team (CIT), assign roles/responsibilities, select samples, set schedule, identify prioritized behaviors

## Prepare Tools and Guidance

1. Assemble Core Implementation Team
2. Choose focus behaviors
3. Select samples and participants
4. Create a schedule
5. Arrange logistics
6. Adapt the tools
7. Train the team
8. Submit IRB, as needed

# Prepare Tool

- Behavioral Mapping Worksheet (page 13)

## Behavior Mapping

Worksheet to determine focus & sub-focus behaviors

**What is it?** This tool is to help you lay out the sequence of sub-behaviors leading to a core behavior your Core Implementation Team wishes to target.

**How do I use it?** To start, think of a behavior you want providers to enact, then list all the behaviors that lead to that behavior in order. Use this template multiple times, until you reach 3-4 focus behaviors.

<p>List a provider behavior that is influencing the delivery of quality FP services</p>     <p>This will become your focus behavior</p>	<p>List a provider behavior that is influencing the delivery of quality FP services</p>     <p>This will become your focus behavior</p>	<p>List a provider behavior that is influencing the delivery of quality FP services</p>     <p>This will become your focus behavior</p>
<p>What change/improvement do you want to see in this behavior?</p>     <p>What sequence of actions leads to this behavior?</p>     <p>These actions will become your sub-behaviors</p>	<p>What change/improvement do you want to see in this behavior?</p>     <p>What sequence of actions leads to this behavior?</p>     <p>These actions will become your sub-behaviors</p>	<p>What change/improvement do you want to see in this behavior?</p>     <p>What sequence of actions leads to this behavior?</p>     <p>These actions will become your sub-behaviors</p>

## Step 2: Inquire

**Objective:** Understand what is influencing provider behavior from multiple perspectives

**Outcomes:** Identify pain points, behavioral challenges, and opportunities

# Diagnostic Tools

- Client Scenario Tool
- Provider Behavioral Blueprint
- District Health Officer Behavioral Blueprint
- Facility Observation Guide

**Observation Guide for Guided Visit**

**TIME**  
120 minutes

**DIFFICULTY**  
Planning: 1/5  
Data: 1/5  
Analysis: 1/5

**GOALS**  
This observational tool will help identify new and/or existing provider behavioral challenges and opportunities and generate ideas for improving the behavior being observed.

**HOW DOES IT WORK?**  
The Observation Guide is a tool to help you understand how the workplace environment affects provider behavior. It includes a checklist of provider behaviors and opportunities and generates ideas for improving the behavior being observed.

**MATERIALS NEEDED**  
1) Observation instrument  
2) Paper  
3) Pen

**PARTICIPANTS & ROLES**  
1) Number of Participants: Multiple settings  
2) Roles: Observers and the person in charge of guiding the observation.

**WORKPLACE ENVIRONMENT**  
DHS/HCW/2021

**Scenario Tool**

**TIME**  
60 minutes

**DIFFICULTY**  
Planning: 1/5  
Data: 1/5  
Analysis: 1/5

**GOALS**  
This tool is designed to help you understand how the workplace environment affects provider behavior. It includes a checklist of provider behaviors and opportunities and generates ideas for improving the behavior being observed.

**CLIENT**



CLIENT

### Scenario 3: Health Literacy

**SCENARIO DESCRIPTION**

Maria is a 25-year-old woman who lives in a rural area. She is illiterate and has no formal education. She is pregnant and needs to go to the health center to get prenatal care. She is having trouble understanding the health center staff and the signs on the wall. She is feeling nervous and does not know what to do.

**THE HEALTH CENTER STAFF**

The health center staff are not aware of Maria's needs. They are not providing any support or assistance. They are only focusing on the medical aspects of her pregnancy.

**THE HEALTH CENTER**

The health center is not providing any support or assistance. They are only focusing on the medical aspects of her pregnancy.



CLIENT  
0-601030



**STEP 1**  
20 mins

**Before you start, provide the name and position of the person in charge of guiding the observation.** NAME: \_\_\_\_\_ POSITION: \_\_\_\_\_

**Once in the health facility please collect data about the following elements:**

LOCATION AND TYPE OF FACILITY	How many people are in the facility (e.g., directors, clinic heads and number of employees) (note for those just in the room, not a staff list, contractors, visitors, and other staff)	What is the general purpose of the facility? (e.g., clinic, waiting room, service center of the facility)	What is interesting/unique about the facility?

**STEP 2**  
PART 2 OF 2  
20 mins in total

**Please go to the Family Planning Department and collect information about the following: STAFFING, HOURS AND WORKPLACE CULTURE (PART 1)**

Number and types of employees in the family planning department?	How many women, gender codes of each staff person present in the clinic today?	How often and when are Family Planning services being offered?	Observe the attitudes of the staff
		e.g. Are they offering services on offer? and a week?	e.g. Are they hurried, relaxed, busy, smile, helpful?

# Diagnostic Tools

Diagnostic Scenario Tool			
1. Scenario	2. Feedback	3. Solution	4. Action Planning
PROBLEMS & CHALLENGES	PROVIDERS	COMMUNITY	ENVIRONMENT

## Behavioral Blueprint

For providers

**TIME**  
90 minutes

**DIFFICULTY**  
Easy

**Participants**  
1-10

**Facilitator**  
1-2

**Goal:** Participants will be able to identify the barriers to providing quality care for their patients and develop a plan to address them.

**ISSUES:**

- The behavior and changes will be slow to occur.
- Participants may not understand the importance of the behavior or the consequences of not doing it.
- Participants may not have the resources or skills to do the behavior.
- Participants may not have the motivation to do the behavior.
- Participants may not have the support of their colleagues or supervisors.

**MATERIALS NEEDED:**

- Facilitator's guide
- Participant's guide
- Markers
- Sticky notes
- Whiteboard
- Flipchart
- General items

**PARTICIPANTS & ROLES:**

- Number of Participants: 1-10
- Facilitator: 1-2
- Participants: 1-10
- Observers: 1-10
- Facilitator: 1-2
- Participants: 1-10
- Observers: 1-10



PROVIDER AND COLLEAGUES



<p><b>COMMUNITY INFLUENCING FACTOR CARDS</b></p>	<p><b>CLIENT INFLUENCING FACTOR CARDS</b></p>	<p><b>PROVIDER AND COLLEAGUES INFLUENCING FACTOR CARDS</b></p>
<p><b>WORKPLACE ENVIRONMENT INFLUENCING FACTOR CARDS</b></p>	<p><b>HEALTH SYSTEM INFLUENCING FACTOR CARDS</b></p>	

### 1. Community Cards - FRONT SIDE

<p>COMMUNITY INFLUENCING FACTOR</p> <p><b>COMMUNITY DEFINITION OF QUALITY CARE</b></p> <p>1</p>	<p>COMMUNITY INFLUENCING FACTOR</p> <p><b>SOCIO-CULTURAL AND GENDER NORMS</b></p> <p>2</p>	<p>COMMUNITY INFLUENCING FACTOR</p> <p><b>HEALTH MIS- INFORMATION</b></p> <p>3</p>
<p>COMMUNITY INFLUENCING FACTOR</p> <p><b>RELIGIOUS LEADERS AND INFLUENCES</b></p> <p>4</p>	<p>COMMUNITY INFLUENCING FACTOR</p> <p><b>CONFIDENCE COMMUNITY MEMBERS HAVE IN THE FACILITY</b></p> <p>5</p>	<p>COMMUNITY INFLUENCING FACTOR</p> <p><b>SOCIAL STIGMA AGAINST CERTAIN GROUPS</b></p> <p>6</p>

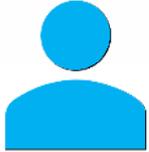
	<p>Unwritten rules, expectations, how people behave and what is acceptable</p> <p>1</p>	<p>Rumors, false or inaccurate information that is shared deliberately or accidentally in the community</p> <p>2</p>
<p>The influence that religious beliefs, bodies, practices, and leaders have on communities and FP practices</p> <p>3</p>	<p>The degree of confidence and trust that community members have in providers and local facilities</p> <p>4</p>	<p>Discrimination or negative feelings against a certain group of people, based on a particular circumstance, trait, or characteristic</p> <p>5</p>

# Team Exercise

Time: 40 minutes

***Each group will work with the Provider Behavior Blueprint.***

## Individual Work: 5 minutes



1. Read through your group's Behavioral Blueprint, both the Instructions and the Template.
2. Record any questions or observations you have for these tools

## Group Work: 35 minutes



1. Share questions and observations from Individual Work
2. Select **1 category** you would like to role play
3. Assign roles: Provider, facilitator, notetaker and observer
4. Conduct the role play by following **the instructions on pages 32-25**
5. If you have time remaining, switch roles and practice using another category.

***Find more instructions in your Instruction Booklet***

# Behavioral Blueprint Template Debrief

15 minute plenary discussion

Please share any questions you or your team had while reviewing the Behavioral Blueprint tools.

What did you find useful about these tool?

How does your team plan to use these tools?

## Step 3: Synthesize

**Objective:** Synthesize diagnostic lessons learned

**Outcomes:** Identify trends in pain points and challenges; prioritize factors to address; identify opportunities



## Step 4: Act

**Objective:** Ideate solutions to prioritized challenges and take collective action

**Outcomes:** Generate solution set; identify implementers; identify resources; create coordination systems

# Programmatic Tools

- Ideation Tool
- Action Planning Tool

1 Ideation tool

2 Ideation tool

3 Ideation tool

4 Ideation tool

5 Ideation tool

## Ideation

NOVA: 150 - 180

RELEVANT: 150 - 180

ISSUE: 150 - 180

PROBLEMS TO SOLVE: 150 - 180

KEYWORDS: 150 - 180

IMPACTS: 150 - 180

US AID



**11**

**COMMUNITY NORMS CHANGE**

Community theatre

Mass media + dialogue groups

Champions or role models

## Action Plan

Check the influencing factor categories that this action plan applies to:

CLIENT  PROVIDER AND COLLEAGUES  HEALTH SYST

COMMUNITY  WORKPLACE ENVIRONMENT

- YOUR IDEA**  
Please describe your proposed solution for this behavioral challenge and how will it work. Provide lots of detail.
- AUDIENCE**  
Who are the people and/or groups you are designing for?
- KEY ACTIVITIES & RESOURCES**  
What key activities does your idea require to be implemented?  
What key resources do your activities require to be implemented?
- INDICATORS OF SUCCESS**  
What will indicate that your idea successfully tackled the behavioral challenge?  
What do you need to observe to see if your idea is successful or not?  
Make your indicators SMART (Specific, Measurable, Attainable, Relevant, and Time-bound)

**PART 2: BRAINSTORMING & PRIORITIZATION** (to define exciting action/activities to create ideas that do not exist yet)

STEP 1: Do the right things (the best ideas)

STEP 2: Do the right things (the best ideas)

	Consider individual and group brainstorming sessions. Then, have the group (or groups) evaluate their ideas for impact.	Part 2: Do the right things (the best ideas)	Part 2: Do the right things (the best ideas)
Community		●	
Time		●	
People & Change		●	
Workplace Environment		●	
Health System		●	

**3**

**IN PERSON SUPPORT**

Supervision

Mentoring

Coaching

Training

# Top 5 Implementation Tips

1. Begin by tailoring the toolkit to the local context (adapting images, processes, etc.).
2. Get buy-in from the MoH and get their input on where and how to implement the process.
3. The CIT should be representative of local needs and context, and team members' strengths should be considered when assigning roles.
4. Throughout the process, the CIT should ensure that empathy and a supportive lens is applied.
5. Establish a common vision and emphasize the supportive nature of the work, involving providers in the process from the beginning.

# *Question & Answer*

Provider Behavior Change Toolkit with Family Planning Focus



## Wrap Up

Final Thoughts - Take 5 minutes to reflect

What surprised you about these tools?

What excites you the most about these tools?

How do you hope to support providers?

Thank you!

Please contact us with any further comments  
or questions:

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