Payday, Ponchos, or Promotions?

Remuneration and Incentives for Community Health Workers

What is your organization’s experience?
A short survey proposition.
Plan

• Video
• Introduction
• Background Evidence
• Survey
• Discussion
Video

• http://youtu.be/u6XAPnuFjJc
For more details on Drive

VHWs and Motivation Psychology, narrated presentation presented at APHA Community-based Primary Health Care Conference in November 2011:
www.caregroupinfo.org/vids/CHW_Motivation/CHW_Motivation.html

Care Groups and Volunteer Motivation, narrated presentation presented at APHA Community-based Primary Health Care Conference in November 2011:
www.caregroupinfo.org/vids/CGMotivation/CGMotivation.html
What motivates us?

Mechanical skills

Performance =

Cognitive skills

Performance ≠
What motivates us?

Once money is off the table:

Autonomy

Mastery

Purpose
Community Health Workers

Some algorithmic work

But much more than

And other motivators ...
Motivators

STATUS

PURPOSE

JUSTICE

SUPERVISION

...
Background
Background
CHW Incentives and Disincentives by a Systems approach

Bhattacharyya et al, 2001
CHWs: Incentives & Disincentives

✓ Relationship with community
✓ MIX intrinsic & extrinsic
✓ Vary incentives based on CHW duties. CHWs need to be recognized as volunteers even if they receive small cash incentives
✓ Need to understand why are CHWs dropping out?
✓ More research on financing schemes & retention/attrition is needed

Bhattacharyya et al. 2001 CHWs: Incentives & Disincentives
The Policy Discourse = EVOLVING!

- "Honouring these valued community volunteers is important. Some form of incentive (such as honorarium, in-kind payment, uniform, badges or T-shirts) is therefore important.

- The choice of incentives depends on the wishes of the community and the financial status of the CHBC programme.

2002

- Recommendation 14: Countries should recognize that essential health services cannot be provided by people working on a voluntary basis if they are to be sustainable. While volunteers can make a valuable contribution on a short term or part time basis, trained health workers who are providing essential health services, including community health workers,

- [...] should receive adequate wages and/or other appropriate and commensurate incentives.

2007

- "There is virtually no evidence that volunteerism can be sustained for long periods"
- "...the burden of evidence indicates that stipends, travel allowances and other non-financial incentives are not enough to ensure the livelihood of health workers and that the absence of adequate wages will threaten the effectiveness and long-term sustainability of community health worker programmes."
- "Trained health workers who are providing essential health services, including community health workers,

- [...] should receive adequate wages and/or other appropriate and commensurate incentives”

2008

WHO - Guidelines

McGill Humanitarian Studies Initiative – Lajoie and Hulme
Debates within Anthropology Literature

**FEMALE COMMUNITY HEALTH VOLUNTEER PROGRAMME - NEPAL**

- Regular wages:
  - Financially unfeasible
  - “potential threat to the Volunteers’ social respect, and thereby to their motivation”


- Wages inappropriate = oversimplified + tenuous evidence

- Comment
  - Key informants interviewed in the Nepal Ministry of Health and Population (MoHP) were mostly “men in senior positions”

Beyond 8 Hours a Week: CHWs in the era of chronic disease and ARV expansion


- Why is paying poor people for their labour controversial? The PIH Accompagnateur model: http://www.pbs.org/now/shows/537/index.htm


- NGO Code of Conduct
  “NGOs commit to advocate for fair monetary compensation for work done by all employees, across the health care system, including salaries for community health workers.” http://ngocodeofconduct.org/code-articles/compensation-practices/
Our survey

Document current practices in CHW programs
  – Monetary & non-monetary incentives
  – Relation to supervision, workload, attrition

https://www.surveymonkey.com/s/CHW-Survey

• Based on the population of iNGOs affiliated with the CORE group but not representative of ALL CHWs programs
  = A sample of program experiences
Discussion points

• In your programs, what monetary and non-monetary incentives have contributed to the success/good performance?

• What monetary and non-monetary incentives have proven problematic or disincentivized CHW performance? Why do you think that was the case?

• What are the most important ethical and practical issues at play in your experience with deciding on CHW incentives and compensation?
Discussion points

• Are there national or institutional guidelines to help guide this process where you work? How has this been helpful or problematic?

• Have you operationalized a clear career path for CHWs (via educational and promotion opportunities) and what has been your experience with this?
Survey

Paper copy

OR

https://www.surveymonkey.com/s/CHW-Survey
Conclusion

• Complex subject
• Promote research
• Exchange experiences

Thank you ! Merci !

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