

Johnson & Johnson Global Pro Bono Program 2021

Managing Retention of Emergency Obstetric and Newborn Care Trained Skilled Health Personnel in Health Facilities: Kenya


Microsoft Teams

Recording has started. This meeting is being recorded. By joining, you are giving consent for this meeting to be recorded. [Privacy policy](#)

SH RL +16

Sue Hoosain Lazarescu L...

Global Pro Bono Class of 2021



Logos: BORREGOHEALTH, SHR, Save the Children, RESCUE, reachs2, project HOPE, LSTM, and a red cross logo.

The GPB Class of 2021 is supported by 12 Johnson & Johnson Alumni Peer Mentors.

Johnson & Johnson

GLOBAL COMMUNITY IMPACT

Nicholas Gioioso

16:05 24/11/2021

Background

[The Liverpool School of Tropical Medicine \(LSTM\), Kenya](#), with the support of Johnson & Johnson's (J&J) global employee engagement strategy [#TalentforGood](#), a strategic pillar of #JNJ's [Center for Health Worker Innovation](#), implemented the 2021 'Global Pro Bono' employee engagement volunteering program. The Global Pro Bono program enables J&J employees to work closely with partner organizations from across the globe on needs-driven organizational capacity building programs and projects. Based on engagements with J&J, LSTM Kenya developed a proposal to engage with the Pro Bono team on managing retention of Skilled Health Personnel (SHP). This proposal was based on LSTM Kenya's work in the country for over a decade. LSTM, in collaboration with the Kenyan Ministry of Health (MoH) and other key stakeholders, has worked in Kenya since 2009 to strengthen competency-based capacity strengthening of SHP in Emergency Obstetric and Newborn Care (EmONC). This is a with a view to improve maternal and newborn health outcomes in the country.

Between 2014 and 2019, LSTM trained 927 Skilled Health Personnel (SHP) to provide EmONC across 5 counties in Kenya. The trained health personnel include nurses/midwives, clinical officers and doctors working in maternity departments. The aim of the capacity building programme was to reduce the risk of adverse maternal and newborn outcomes. However, despite the huge investment this type of training entails, there is massive transfer/redeployment of the trained SHP to work in other departments. For instance, a 2020 cross-sectional survey showed that only 36% of the trained SHP were still working in relevant maternity / newborn departments. Such transfers are not only a great loss on investment, but also a missed opportunity to utilize the acquired knowledge and skills in related departments and creates critical skills gaps in addressing maternal and newborn health. Among other factors, a key contributing factor for this situation is the limited capacity by the County Health Management Teams (CHMT) to manage their human resources for health.

LSTM therefore identified the need to work with the J&J Pro Bono team and in partnership with three counties' – Vihiga, Uasin Gishu and Garissa - (**Figure 1**) CHMTs to develop strategies and tools to support the CHMT manage retention of EmONC-trained SHP in maternity departments. The goal of the project was to improve the capacity of CHMT and government health facilities' managers to manage retention of trained SHP – specifically, nurses and midwives- in relevant departments for enhanced return on training investment and for improved maternal and newborn health outcomes.

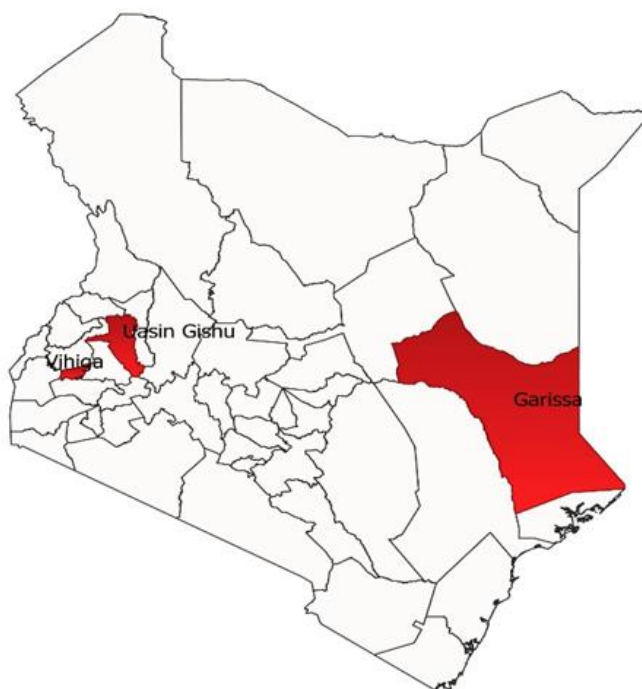


Figure 1: Project geographical scope

J&J Global Pro Bono Program Process

LSTM Kenya was selected as part of eleven (11) partner organizations from across the globe to work with the J&J Global Pro Bono team. In Africa, LSTM was one of the two organizations that were selected (**Figure 2**).

Selected Partners: Africa

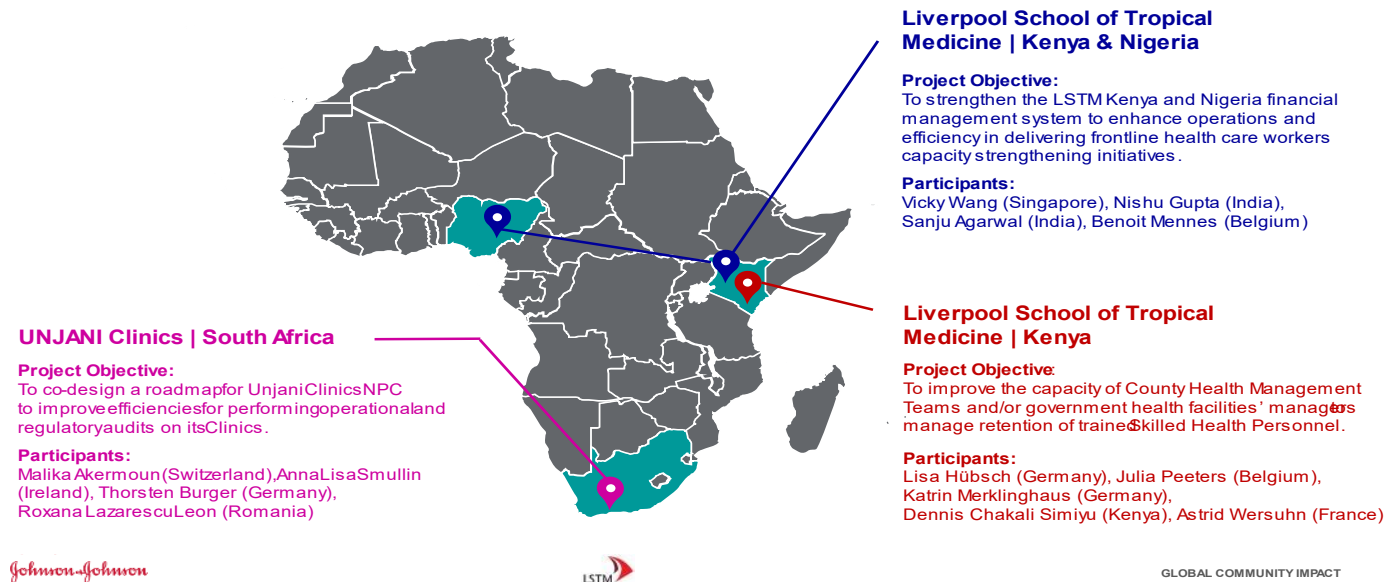


Figure 2: Selected partners in Africa

The LSTM team worked within the Europe, Middle East, Africa (EMEA) cohort consisting of 13 J&J change makers from nine countries across the EMEA region. Working in a virtual environment, the team implemented a rigorous process of developing strategies for the retention of skilled maternal health workers in public health facilities. The team held detailed consultations and developed the program's timeline (**Figure 3**) consisting of four key stages, to guide implementation.

The **Pre-program** phase consisted of discussions with PYXERA Global. PYXERA Global is J&J's implementing partner that manages the orientation and coordination between J&J team and partner organizations. The discussions with PYXERA were aimed at refining the program's Scope of Work (SoW) based on LSTM's proposal. This led to a signing of an MoU to establish a working relationship for the program.

The **Discovery** phase entailed discussions between LSTM and the J&J team to further refine the SoW and conceptualize steps to actualizing the SoW. This also acted as a planning stage to agree on team roles, a communication plan and engagement of other stakeholders outside of the LSTM. Through weekly check-in calls, the teams agreed on an implementation plan during this phase. The J&J team also further understood the background to LSTM's needs. This enabled the formulation of the project deliverables.

The **Ideation** phase consisted of engagement with a wider team comprising the CHMT to have input into refining and operationalizing the project deliverables. Interviews were held with the CHMT to provide background information for refining the program deliverables.

The **recommendation** phase involved all program stakeholders jointly making a synthesis of information acquired in the course of the program implementation and producing recommendations to address the challenge of staff retention through the deliverables developed in the discovery phase.

Timeline

VIRTUAL 2021
GLOBAL PRO BONO PROGRAM
Talent for Good

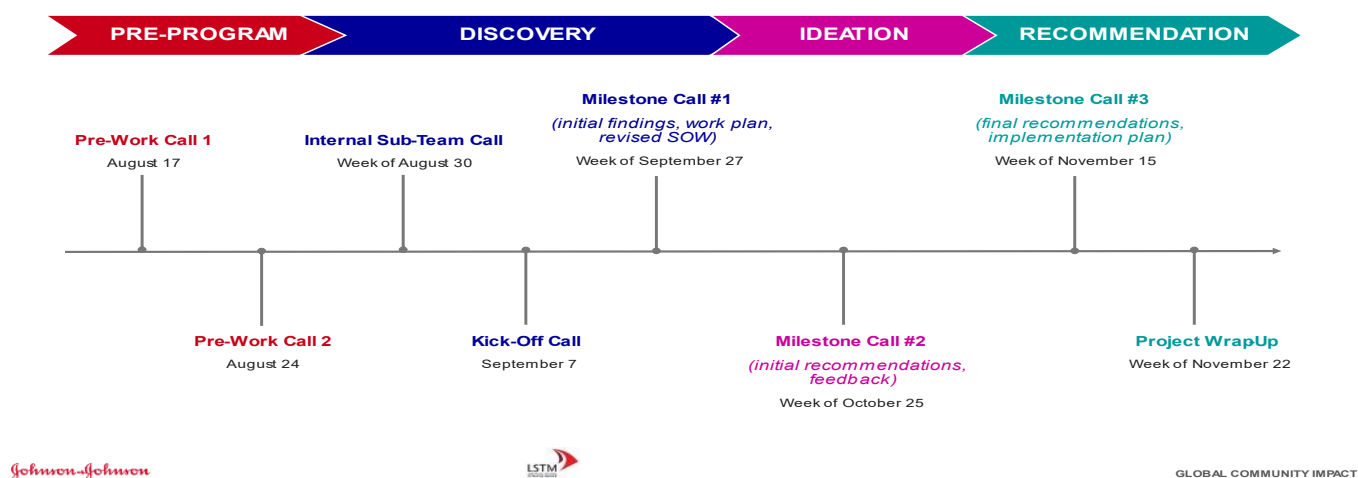


Figure 3: Project Timeline

J&J Global Pro Bono Program Outcomes/ Deliverables

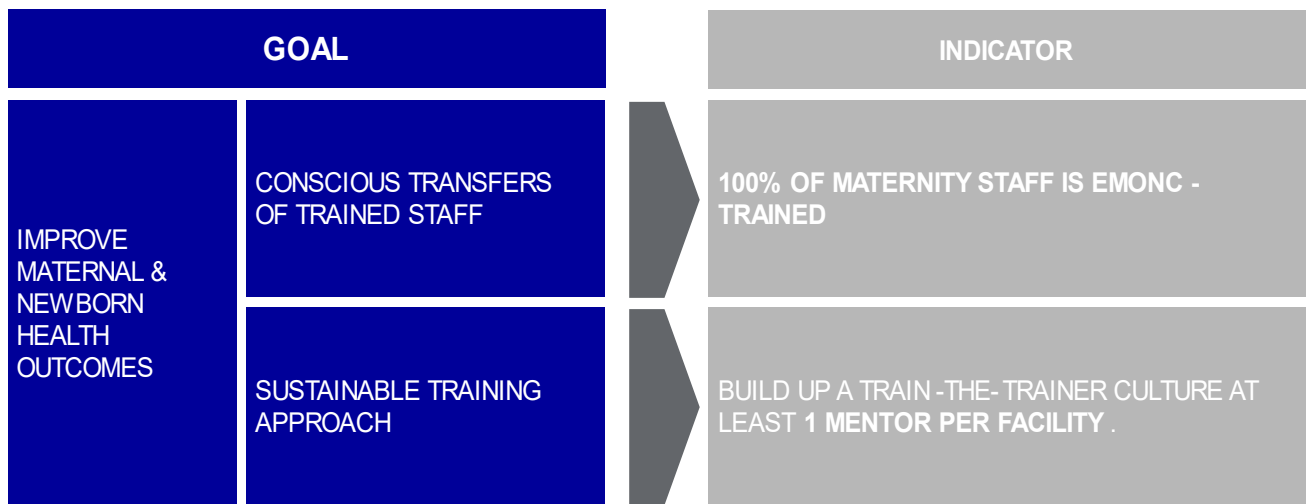
Through a collaborative process, LSTM, the J&J Pro Bono team, and the CHMTs developed two products to address the challenge of retention of EmONC trained staff in maternity department. These were:

- i) Declaration of intent for overall commitment on retention of EmONC-trained SHP
- ii) Counties HR dashboard
- iii) Declaration and dashboard implementation roadmap

The Declaration of Intent

The declaration of intent was designed to increase awareness and commitment by key decision-makers at healthcare facilities and counties management teams on the need to retain EmONC-trained staff in maternity departments. The declaration was developed through a three-step process to ensure i) a common goal at all levels of county health management structures ii) it is supported by guiding, measurable indicators, and iii) an operationalization plan post the Pro Bono project. **Figure 4** outlines these three steps.

Step1: Actionable indicators important to receive commitment throughout your facilities



Johnson & Johnson



GLOBAL COMMUNITY IMPACT

Step 2: The declaration of intent



DECLARATION OF INTENT

IN LIGHT OF KENYA'S VISION 2030 AND
THE GOAL TO
IMPROVE MATERNAL & NEWBORN HEALTH OUTCOMES
WE COMMIT TO
INTENTIONAL TRANSFERS OF EMONC TRAINED STAFF
AND
A SUSTAINABLE TRAINING APPROACH
SUPPORTED BY FACILITY & COUNTY MANAGEMENT.

THEREFORE, WE WILL STRIVE FOR A LEVEL OF
100% OF MATERNITY STAFF IS EMONC-TRAINED
AT ANY GIVEN TIME AND
BUILD UP A MENTORSHIP CULTURE
WITH AT LEAST
1 MENTOR PER FACILITY.

Name
FACILITY MANAGER
City, Date

Name
COUNTY CHIEF OFFICER HEALTH
City, Date

← overall goal

← commitment indicators

Johnson & Johnson



GLOBAL COMMUNITY IMPACT

Johnson & Johnson



Step 3: Operationalization of declaration of intent

Declaration of Intent – Status Quo & Process

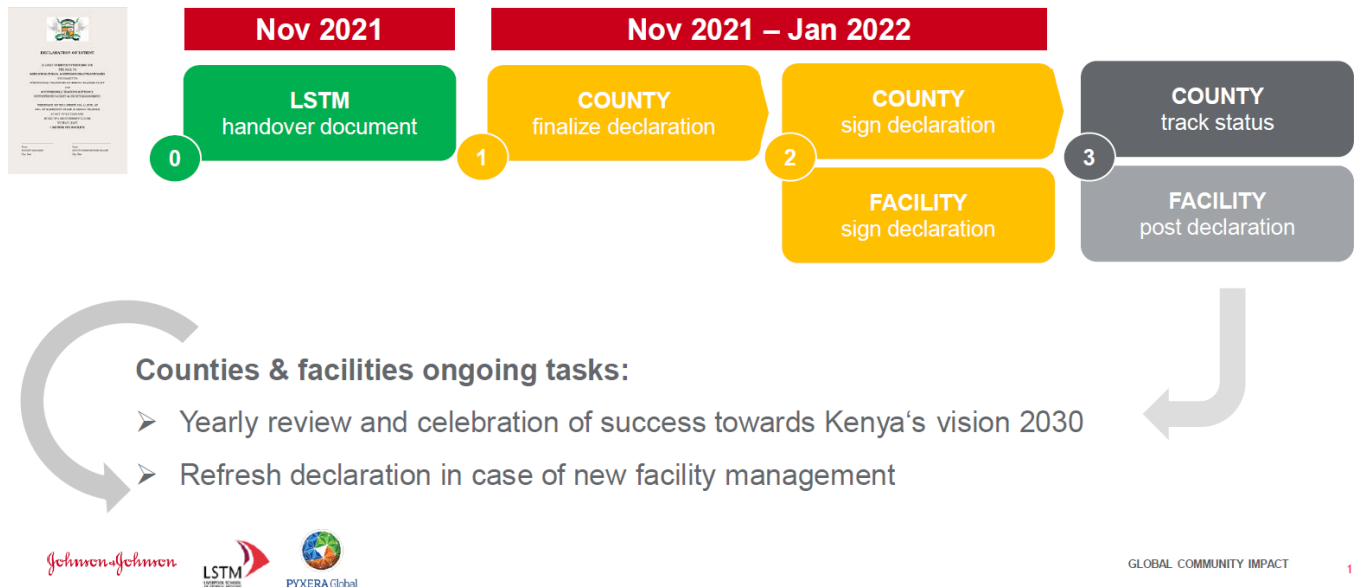


Figure 4: Declaration of intent development and operationalization process.

Counties HR dashboard

The County HR dashboard was designed to consolidate information that enables county decision-makers to access information in a simplified manner with a view to facilitate their decision-making with regard to i) identification of candidates for training, ii) identification of EmONC priority staff (trained and working in EmONC-relevant department), iii) getting an overview of current mentors and identification of candidates for mentor-role and mentorship training, iv) identification of candidates for rotation, and v) tracking progress towards commitment indicators contained in the declaration of intent-100% of maternity staff in facility are EmONC-trained and at least one mentor per facility. The process of developing the dashboard was done through a rigorous process that entailed joint analysis of root causes of staff rotation, development of a staff retention problem tree, developing Human Resource (HR) management indicators and incorporating the indicators into components of the staff retention dashboard (Figure 5).

Final HR dashboard

Complete dashboard is only used by the counties, facilities will fill in data in the excel backbone file

EXCEL BACKBONE

EMPLOYEE KEY DATA														
Employee Name	Employee ID	phone no.	date of birth	Hire date	gender	country of birth	county of birth	cadre	current location (county)	current facility	facility level	current department	Employee wants to be transferred to another department/facility	successor identified
EMONC			FILL IN INFORMATION HERE IF EMPLOYEE WAS NOT YET EMONC-TR					ONLY FILL IN INFORMATION HERE IF EMPLOYEE WAS EMONC-TRAINED					ONLY FILL IN INFORMATION HERE IN CASE OF EMPLOYEE EXIT	
Employee working in EmONC-relevant	EmONC-trained?	EmONC priority staff (TRUE = keep)	Reason	Candidate for Training (TRUE = YES)	trained by	level of EmONC-training	date of EmONC training	Mentorship	Reason					

COUNTY DASHBOARD – YOUR TOOL FOR TRACKING THE PROCESS TOWARDS COMMITMENT INDICATORS

Screenshot of Pivot tables

Johnson & Johnson



GLOBAL COMMUNITY IMPACT

Figure 5: The County Dashboard.

Documentation that supports the counties' use of the dashboard were developed and handed over to the county. They include general instructions for HR dashboard, excel templates to collect information on staff retention, roles and responsibilities of county stakeholders with regard to ownership and maintenance of the dash board, and HR indicators for tracking.

Roadmap

To ensure effective implementation of the Pro Bono program deliverables, the teams collaboratively developed a post program roadmap (**Figure 6**). The road map spells out actions to be undertaken and related timeframes for signing and monitoring of the declaration and continuous update of dashboard, including use of data to inform decisions on retention of the EmONC trained staff.

Johnson & Johnson



Roadmap 2022/23

		2022				2023	
		Q1	Q2	Q3	Q4	Q1	Q2+
Counties		1) Sign declarations with facilities (until 02/2022) 2) Let facilities fill out excel and consolidate dashboard on county level 3) Review reports for the first time	KICK-OFF bi-annual collaboration meeting: 1) review survey results and define action steps 2) review status quo of indicators: - 100% trained - >= 1 mentor per facility 3) Define training needs & further areas of collaboration	<i>Ongoing update of dashboard</i> <i>Sign declaration of intent with new facility managers</i>	bi-annual collaboration meeting: 1) review status quo of indicators: - 100% trained - >= 1 mentor per facility 2) Define training needs & further areas of collaboration Final survey on status (12/2022)	<i>Ongoing update of dashboard</i> <i>Sign declaration of intent with new facility managers</i>	<i>Ongoing update of dashboard</i> <i>Sign declaration of intent with new facility managers</i>
	LSTM	survey on declaration & dashboard progress (03/2022)				Project Close Out	



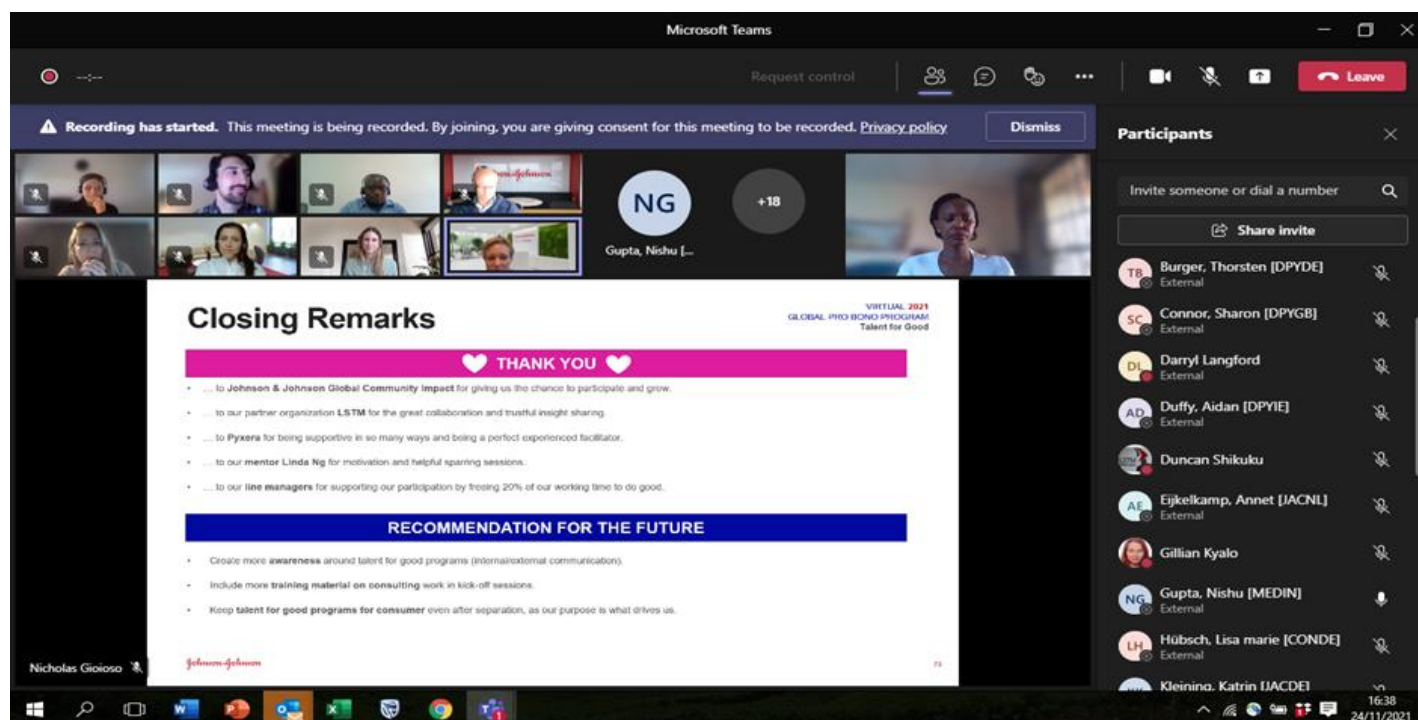
GLOBAL COMMUNITY IMPACT

1

Figure 6. Roadmap for the implementation of the J&J Global Pro Bono Program toolThe program closing remarks



The program was concluded in November 2021. A joint EMEA cohort virtual program close out meeting was held. Program stakeholders expressed satisfaction with the process and confidence in the developed deliverables' ability to contribute to achievement of the Kenya Vision 2030 national Universal Health Coverage agenda and the global Sustainable Development Goal (SDG) targets (reduce maternal and neonatal mortality by 2030).



This was a collaborative & highly effective process that has yielded simple cost-effective, yet easy to use tools for staff management...
County official

...thank you for engaging effectively with the pro Bono Team. Your interactions have facilitate the success of this program ... Pro Bono team member

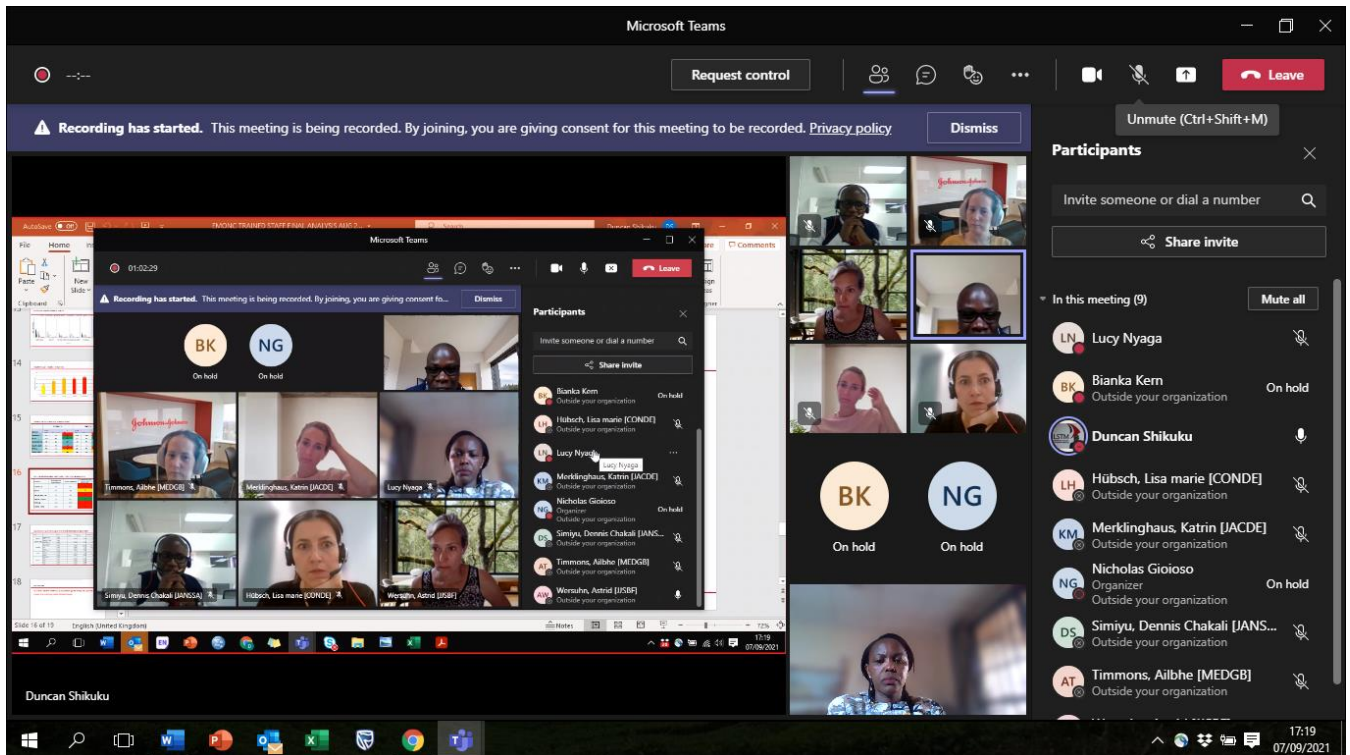
... we are confident that this program's products will enhance staff management in the counties ... LSTM

Conclusion:

Through implementation of well thought out strategies in a collaborative manner, the J&J Global Pro Bono program has demonstrated that simple, cost-effective solutions can be developed to alleviate major challenges that face health systems. The program has also demonstrated the complimentary nature of health programming where programmes funded by different donors can form a basis for future implementation of sustainable solutions to health systems challenges.

Annexes

Sample Pictures



Program kick-off call



J&J Global Pro Bono 2021 EMEA Cohort program close out meeting

