

EVERY WOMAN
EVERY CHILD

Every Newborn Action Plan Metrics
linked with
Ending Preventable Maternal Mortality

Module 8: Supervision

#EveryNewborn #Endingstillbirths
#maternalhealth



World Health
Organization



LONDON
SCHOOL of
HYGIENE
& TROPICAL
MEDICINE



Session Planning

- **Purpose:**
To train supervisors on what is expected of them in their role and equip them with the information and skills needed to conduct the role successfully.
- **Target Audience:** Supervisors
- **Length of session:**
Presentation part i (60 mins)
Activity (30 mins)
Presentation part ii (60 mins)
Group Discussion & Planning (60 mins)
- **Type of session:** classroom / practical
- **Resources / tools required:**
Projector, slide deck, timetable for following week

Aims & Learning Outcomes

1. To equip supervisors to be good team managers
2. To prepare managers to respond to incidents in the health facility
3. To provide guidance on how to ensure the team are working efficiently and happily together
4. To explain the basics of data quality monitoring and how to carry out data quality checks



A close-up photograph of a woman with her eyes closed, gently kissing a newborn baby on the forehead. The woman is wearing a striped headband. The baby is wearing a patterned hospital gown. The image is overlaid with a semi-transparent teal filter.

PART I: ROLE OF SUPERVISOR

(60 MINUTES)

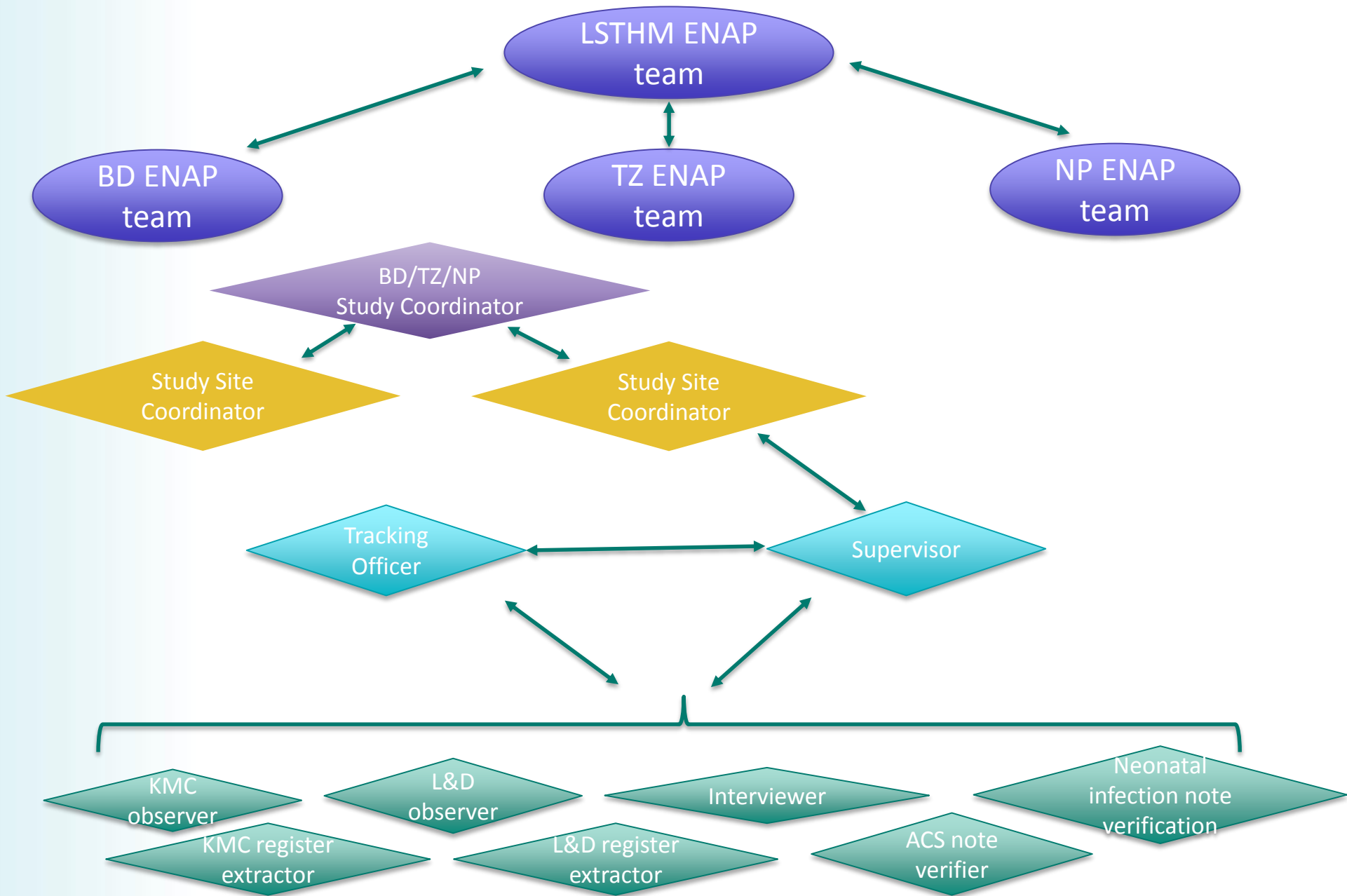
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Introduction

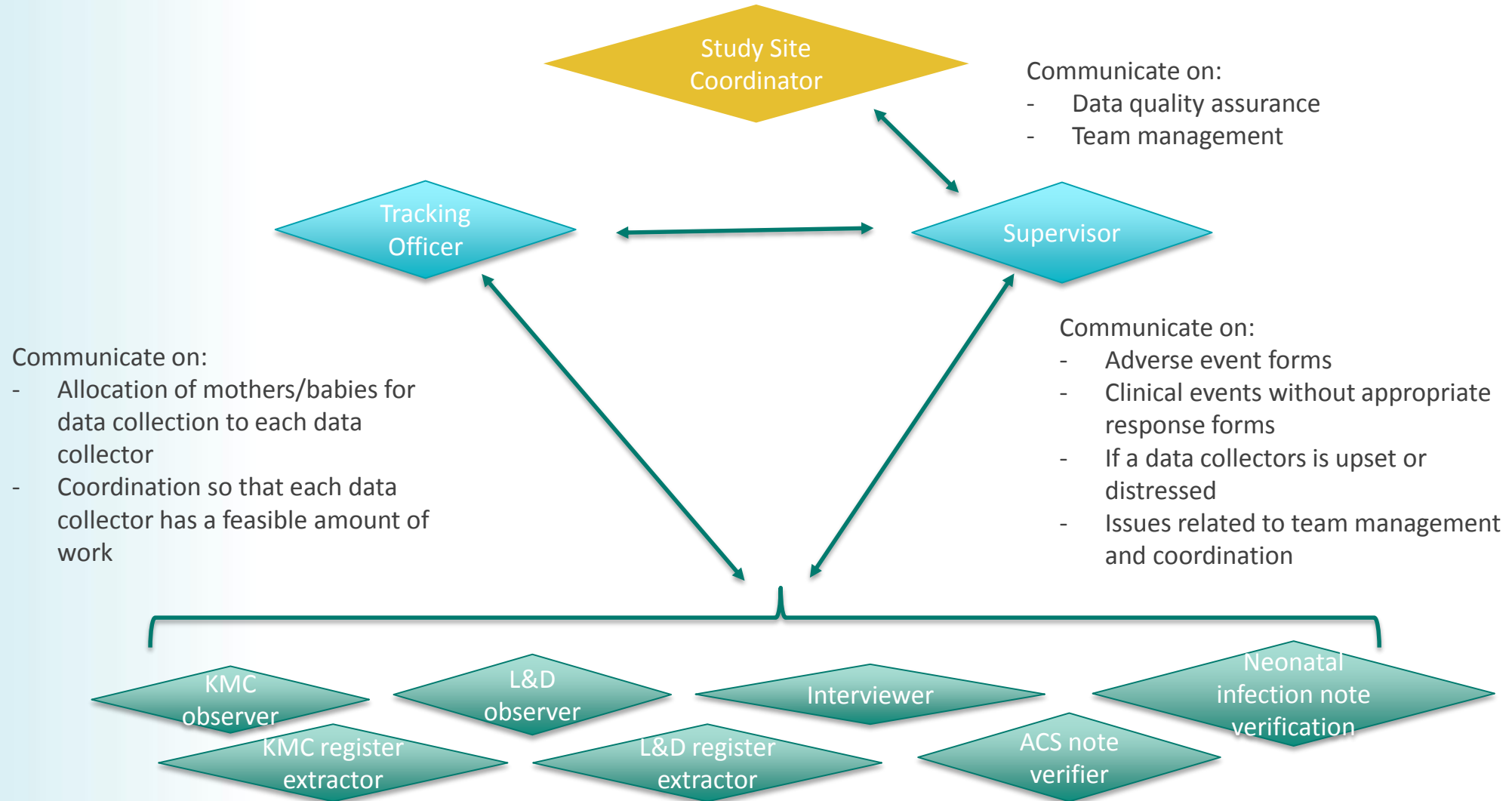
- Supervisors are the primary link between the senior study team and the data collection team
- Responsible for ensuring the smooth progression of data collection and the quality of data collected

Roles & Responsibilities

- Maintain regular communication with the study site coordinator
- Manage the data collection team, ensuring everyone feels confident and equipped to carry out their job
- Organise and lead weekly check-ins with each data collector
- Conduct periodic inter-rater reliability checks on data collectors
- Complete the Data Collector Quality Assurance checklist for each data collector at least once a month
- Compile a weekly report of data quality
- Collect clinical incidence forms from data collectors, compile them and report the summary information to the study site coordinator



Structure of data collection team



Location in the HF

- Primary location: Supervisor office
- Moving between:
 - ✓ Labour & delivery admission desk
 - ✓ Labour & delivery ward
 - ✓ Operating theatre
 - ✓ Post-natal care ward
 - ✓ KMC ward
 - ✓ Neonatal ward
 - ✓ Sepsis ward

Materials

- Staff rota- who is working when and where
- Human resources log book: to keep a track of any team absences, sickness etc.
- Clinical incident without appropriate response summary list: to monitor frequency and type of incidence
- Complaint log book- to record summary information on any complaints that may be made against study staff or similar.

Interacting with HWs and mothers/family members

- Many members of the data collection team cannot talk to mothers/family members or HWs in order to collect information (e.g. observers, extractors)
- As supervisor you will need to discuss things with mothers/family members and HWs through out the study
- Always remember:
 1. Be sensitive and respectful, remember that they may have recently experienced distressing events such as a birth complication or even a stillbirth or neonatal death.
 2. If you need to have discussions with any of the healthcare workers in the health facility you should be respectful of their time and ensure you are not disturbing of keeping them from their work.

Responding to incidents as a supervisor

- During data collection there will inevitably be challenges and things will go wrong
- As supervisor, you will be called on for help in these situations
- Come guidance on how to respond to certain incident:

An observer reports having witnessed a life threatening event without appropriate response

- Collect the clinical incidence form from the data collector
- Alert the local clinical manager, and share any information they require to manage the incident from their side
- Collate the form with the other forms for that month and add the incident to the monthly summary list
- Pass all forms are to the study site coordinator at the end of the week
- Determine whether the observer is distressed by what they have witnessed and requires further discussion or comforting.
- If the data collector is distressed make the study site coordinator aware of this as they may need time off work or rotation to a different area/form of data collection.

Responding to incidents as a supervisor

An observer is unable to observe multiple events taking place concurrently and so they call the supervisor to help with data collection

- If there is a tracking officer who is available and who has received the relevant training ask them to help the observer to carry out the observation.
- If a tracking officer is not available or has not received the required training and you are available to help, do so. Go with the data collector to the site of data collection.
- Ensure your tablet is logged in as the relevant cadre of data collector
- Carry out the observation as per the observer training, entering the information in to the tablet
- When the aspect of the observation you are helping with is complete, save and close the relevant section of the app and return to your normal duties.

A data extractor/verifier is unable to read information in the register/case notes

- Inspect the register/case notes, if you can read the information in question inform the data collector what is says so that they can enter it in to the app
- If you are unable to read the information, the data collector should enter “Not Readable” in to the app

Responding to incidents as a supervisor

There are problems with an app or tablet

- Referring to the app and tablet training modules, try and resolve the issue
- If you are unable to resolve the issue give the data collector another tablet to use in the meantime and pass the tablet that isn't working to the study site coordinator who will proceed with getting it fixed.

A health worker/mother/family member comes to you with a complaint about a data collector

- Take the complainant to your office or somewhere private
- Listen to the complaint and record the information as well as the name and contact number of the complainant, if they are happy to give it.
- If it is a complaint you feel comfortable addressing inform the complainant of the action you will take to address the problem
- For more serious complaints inform the complainant that you will pass the information on to the study site coordinator so that they can take action. The study site coordinator will then be in touch with the complainant to inform them of the action taken.
- Thank the HW/mother/family member for coming to you and encourage them to let you know if any other issues arise.

Skills for Managing the Data Collection Team

Great communication skills:

As a supervisor one must communicate clearly and correctly to avoid misunderstandings and frustrations. When receiving information from a team member, be should be sure to receive it correctly – there is no harm in asking again if necessary.

Skills for Managing the Data Collection Team

Adapt to the changes:

The study is likely to go through different stages as data collection gets underway, you will need to be flexible to these changes and adapt to what is required of a supervisor throughout the different stages of the study.

Skills for Managing the Data Collection Team

Value the employees:

The people are any supervisor's real asset. They are ones running the study and doing the work. A good supervisor understands their worth and treats them accordingly.

Skills for Managing the Data Collection Team

A coacher/mentor

Share your experience. A good supervisor shares their wisdom, knowledge and experience with the employees. They help them perform better. This also strengthens the bond and the trust between them.

Skills for Managing the Data Collection Team

Disciplined:

A supervisor can only expect team member to be disciplined if they also display discipline. The supervisor is an example – Come on time, meet the time-lines, be polite and respectful.

Skills for Managing the Data Collection Team

Feedback:

Feedback should be constructive, fair and honest. It is important to tell people what they need to improve, how they can improve it and also what they are doing well! Remember to thank people where they deserve it.

Skills for Managing the Data Collection Team

Be an example:

Be hands on – Do not just always delegate. At times the supervisor should take on projects too. They may try picking up something less attractive or uninteresting and complete it wonderfully. This sets an example to all the team about taking up challenges and about how any work is important.

Skills for Managing the Data Collection Team

Be approachable:

The team members should not hesitate in approaching the supervisor with their concerns and problems. An efficient supervisor will make sure that there is enough trust and openness between them and the employees for the latter to come to the supervisor with their grievances.

Skills for Managing the Data Collection Team

Be considerate:

People are not just employees. They have families, friends and a life beyond work. Unless there is something urgent, do not make them work beyond the usual hours. Let them have their weekends and vacations. Be practical when setting the time-lines. This all will in turn improve the efficiency and the productivity of the employees.

Skills for Managing the Data Collection Team

Positive attitude:

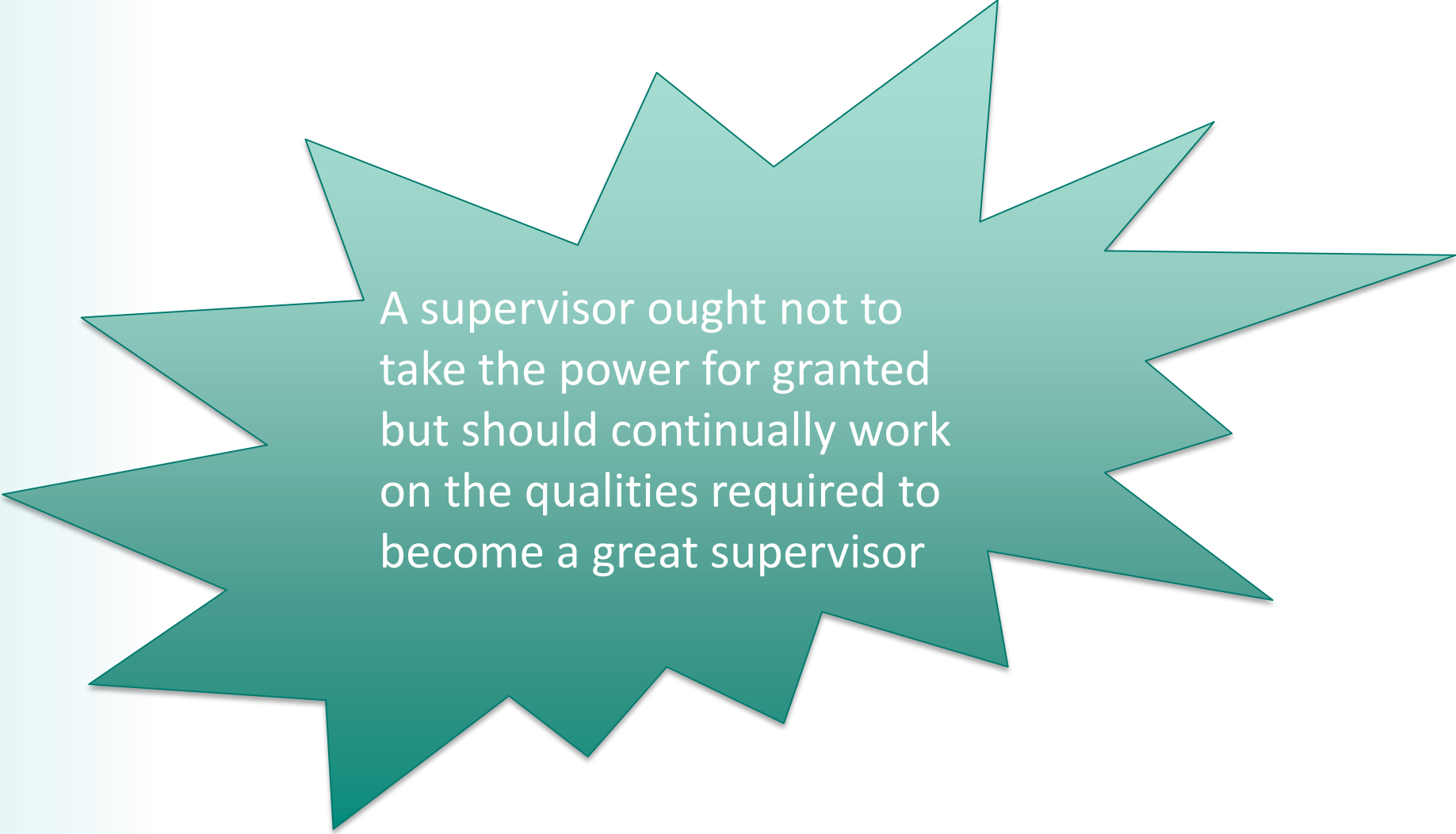
Be polite. Wish team members good mornings and be generous in thanking them. Inquire after their families and other non-work issues where appropriate.

Skills for Managing the Data Collection Team

Criticise constructively:

When mistakes happen a good supervisor tries to understand the reasons behind the mistake. Feedback to the team member in a constructive way that is in proportion to the mistake. Do not scream, shout or scold. Give constructive feedback; show them the right way to do things.

Skills for Managing the Data Collection Team



A supervisor ought not to take the power for granted but should continually work on the qualities required to become a great supervisor

Daily Managerial Activities

Beginning of shift team meeting

- Lead the group in discussion of any questions or concerns
- Check that each member of the team has the equipment and tools needed for the upcoming shift

Daily check in with each cadre of data collector

- Ensure you meet with each cadre of data collector at least once a day; it may be appropriate to see staff while they are performing their duties rather than remove them from the clinical environment (especially if they are observers).
- Ensure the data collectors have the equipment needed for data collection- e.g. charged and working tablets, kit bag (for interviewers).
- Check whether there are any points of confusion or misunderstanding

End of shift team meeting

- Congratulate the team on things that were done especially well that day
- Lead a group discussion on things that did not go to plan and how this may be improved on the next shift.

Weekly Managerial Activities

One-to-one meeting with data collectors

- Each week you should meet with each data collector on a one-to-one basis. Try to meet in a private area where you can have a quiet conversation, it should be an informal chat but you need to provide the privacy for data collectors to disclose information or troubles they may be experiencing.
- See training manual for prompts of what to ask the data collector and information to give to them

Whole team meeting

- Once a week the whole data collection team should meet for a more detailed discussion of progress and facilitators and barriers to data collection
- These meetings will be important to share information relevant to the whole team
- See training manual for a guide standing agenda

Working with Study Site Coordinator

- The Study Site Coordinator is your line manager and the member of the team to whom you report as well as take instructions
- The Study Site Coordinator will be available to support you with tasks or issues you may struggle with
- It will be up to you and the Study Site Coordinator how you best work together

Working with Study Site Coordinator

As a guidance it is suggested to have:

Daily catch up meeting

- Present the summary statistics for the day
- Discuss human resource issues for the following day- holidays, sick leave etc.
- Hand over materials that may be needed for the next shift- log books etc.

Weekly in-depth meeting

- Present the capture cascade and completeness data for the week
- Highlight to the study site coordinator particular issues for data quality assurance
- Hand over the weekly clinical incidents forms
- Discuss management of the data collection team and any human resource issues (staff who are routinely late, staff who are ill, staff who are struggling with the role etc.)
- Discuss any areas you may be struggling with as a supervisor and how the study site coordinator may be able to help

ACTIVITY T: Scenarios for Supervisors

Objective: To have the opportunity to discuss as a team your response to certain scenarios

Time: 30 minutes

Instructions:

Part I (20 mins)

- The trainer will split you in to groups of 3-4 and give you scenarios to read through
- As a group discuss how you would respond to each of the scenarios

Part II (10 minutes)

- Come back together as a large group and share the points of dis/agreement that came up during your group work

A photograph of a woman with her eyes closed, gently kissing a newborn baby on the forehead. The baby is wearing a patterned hospital gown. The image is overlaid with a semi-transparent teal filter. The text is positioned on the left side of the image.

PART II: MONITORING DATA QUALITY

(60 MINUTES)

Data Quality Assurance

Inter-rater Reliability

- A measurement is considered reliable if it would give us the same result over and over again
- As the supervisor it is your responsibility to conduct double data entry for at least 10% of data entry cases
- Supervisors and study site coordinators will together compare the level of agreement between the two data sets
- If the level of agreement is low, the data collector may be asked to carry out refresher training

Data Quality Assurance

Inter-rater Reliability

- Calculating level of agreement


$$\frac{\text{Number of variables found to be different}}{\text{Total number of variables in that observation}} \times 100$$

Goal for observers & interviewers: min.
agreement of 80%

Goal for extractors & verifiers:
min. agreement of 95%

Monitoring Data Quality

Three tiers of Monitoring and Supervision should be carried out for the smooth operation of the ENAP project.

- Facility Specific Monitoring 
- Country Specific Monitoring
- Global Monitoring

As supervisors you have an important role to play in the monitoring of data quality at the first level- facility specific monitoring.

The monitoring of data quality at this levels fits in to two categories;

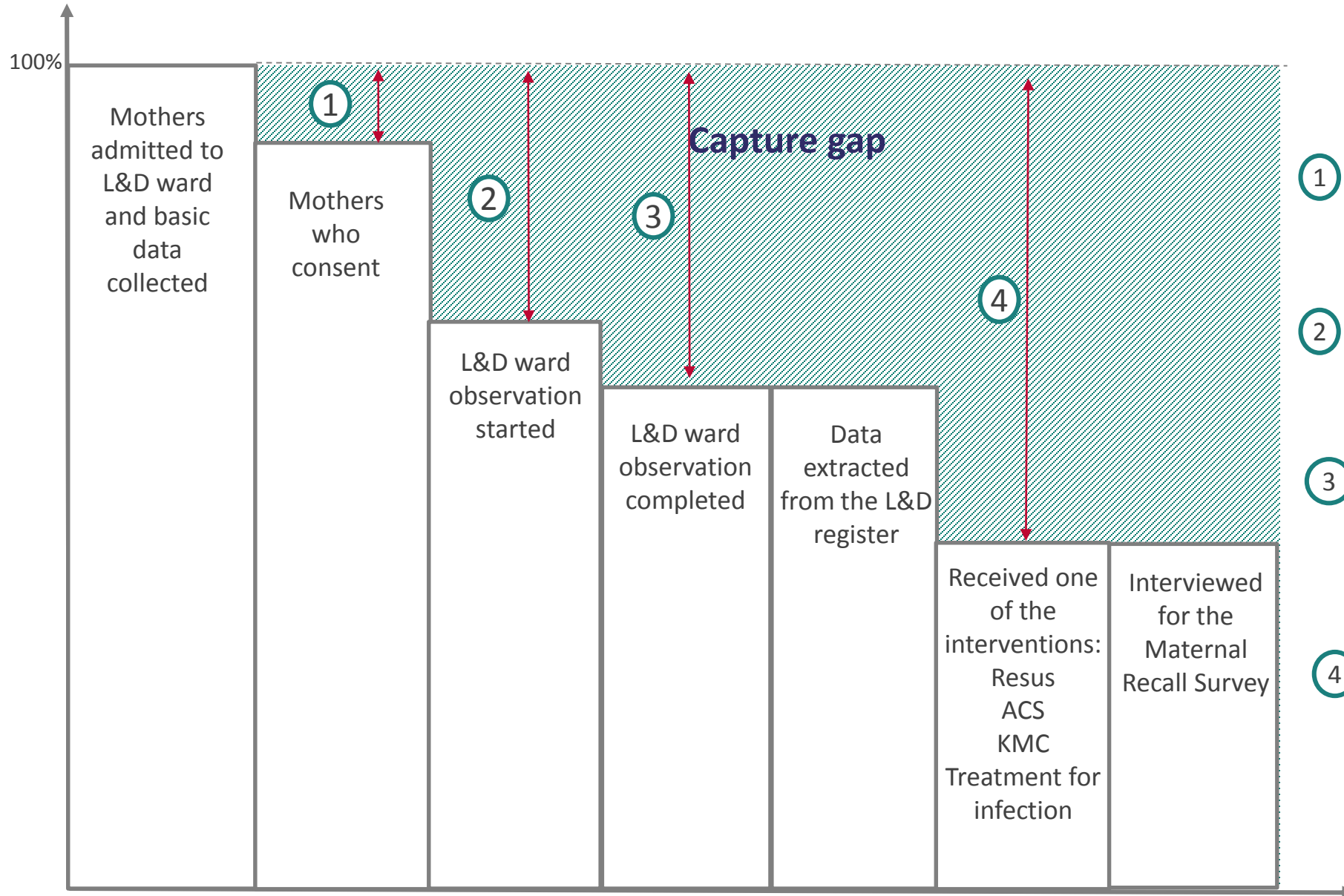
1. Participant capture cascade
2. Indicator completeness

Monitoring Data Quality

Participant capture cascade

- The % of study participants progressing through each stage of data collection
- The role of the supervisor is to monitor the capture cascade and the % loss at each stage, in total and for each data collector.
- Some loss is expected but it is important to monitor the levels to ensure that it does not fall below the bench marked levels
- There are separate capture cascade for L&D , KMC, and neonatal infection, each have different benchmark levels too

Capture Cascade: L&D observation



Possible reasons for gap

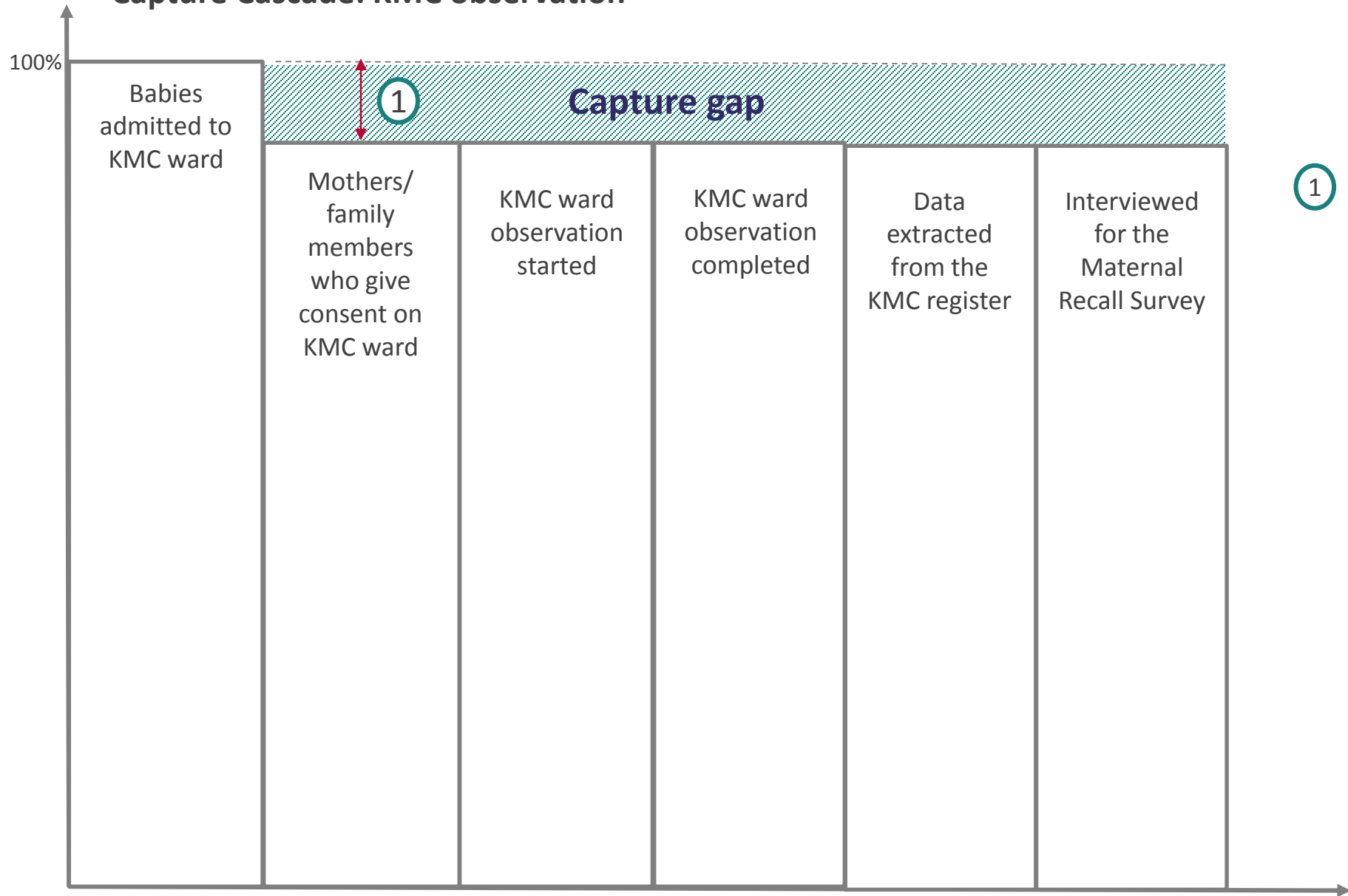
- ① Some mothers refuse consent
Mother is unable to consent (e.g. too unwell)

- ② Not enough observers to observe all mothers
Mother exits from the ward/unit (transfer out or death)

- ③ Failure to complete observation, may be due to: observer being called away, end of a shift and no one to hand over to, mother withdraws consent part way through observation, critical incident where observer terminates observation to provide direct patient care

- ④ Only a proportion of mothers meet clinical need for administering interventions and so qualify for the MRS

Capture Cascade: KMC observation

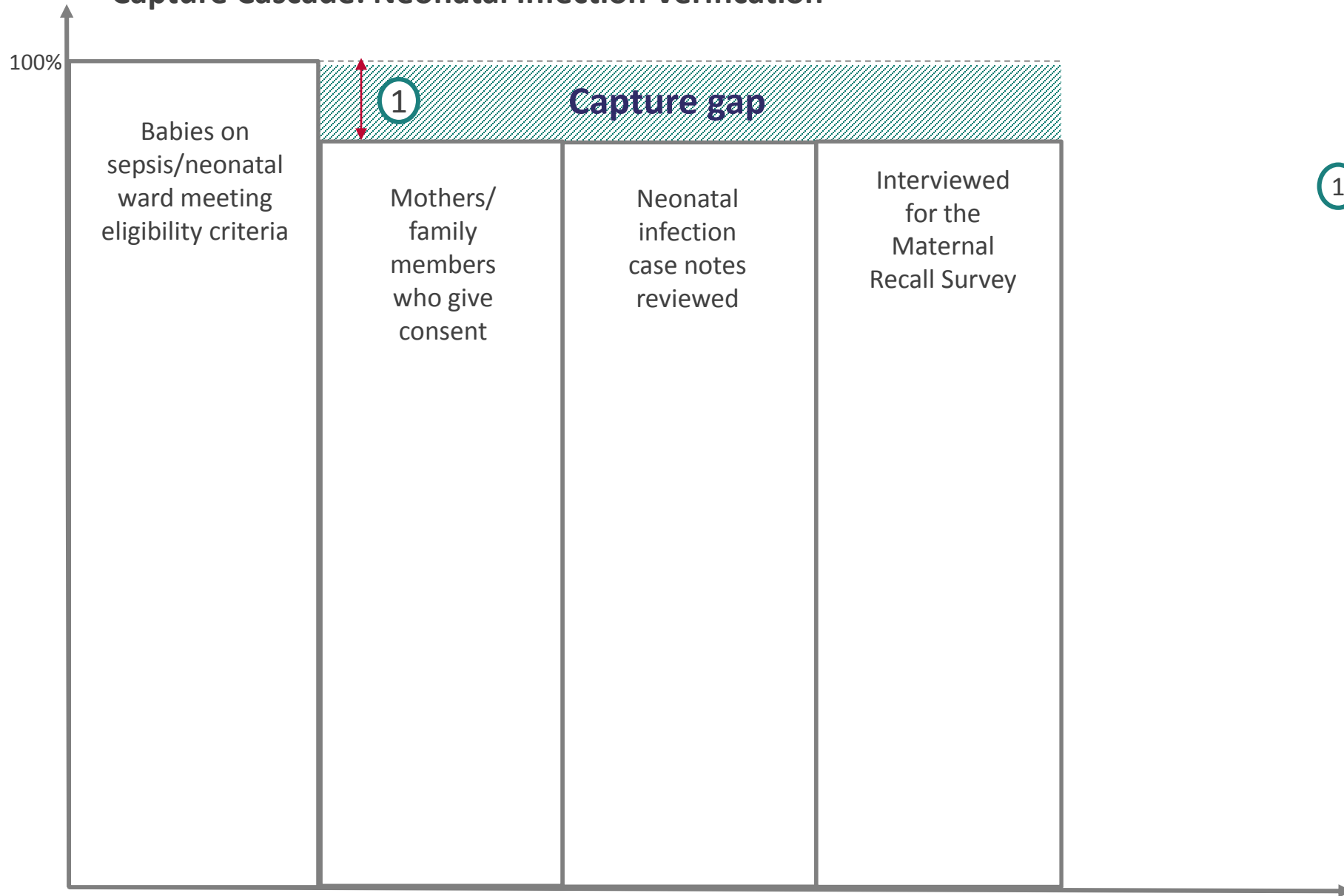


Possible reasons for gap

1

Some mothers refuse consent
Transferred to a different ward/facility/unit

Capture Cascade: Neonatal Infection Verification



Possible reasons for gap

- ① Some mothers refuse consent
Transferred to a different ward/facility/unit
-

Monitoring Data Quality

Steps for monitoring and evaluating data capture cascade:

- Monitor the % of study participants progressing through stages of data collection to ensure it is the same/above the bench marked levels.
- Filter participant capture by each data collector to identify data collectors who may be losing more participants than benchmarked amounts. If this is the case discuss with the data collector why this may be happening and how it may be improved.

Monitoring Data Quality

Indicator completeness

- The % of completeness of data for a few specific indicators
- Assesses how much of the required data the data collectors have been able to collect

Monitoring Data Quality

Indicator completeness

| | Indicator |
|--------------------------------|---|
| L&D Data Collection | % of Suspected Premature Labour Registered |
| | % of Vaginal Delivery and C-Section Observed |
| | % of Live Birth Observed |
| | % of Low Birth Weight Observed |
| | % of Resus Observed |
| | % of Uterotonic Given after Delivery Observed |
| | % of PPH Observed |
| | % of MRS Module ACS, Uterotonic, Newborn, Resus and ENC Completed |
| KMC Data Collection | % of KMC Initiation Observed |
| | % of KMC Positioning & Continuity Observed |
| | % of KMC Feeding Practices Observed |
| Infection Management | % of Antibiotic Given |

Monitoring Data Quality

Indicator completeness

- Supervisors will monitor levels of completeness for these key indicators to ensure they do not fall below levels benchmarked as acceptable.

Steps for monitoring and evaluating data completeness:

- Review completeness for each key variable filtered by data collector to identify data collectors who may have more missing data than the benchmarked levels.
- Present this feedback per data collector and in total at the end of each shift, or during the team meeting

ACTIVITY U: Data Quality Monitoring

Objective: To have the opportunity to review the tools and mechanisms for data quality monitoring

Time: 60 minutes

Handouts: tablet or laptops to view the data dashboards. Print out copies of variables for completeness monitoring and capture cascade.

Instructions:

- Review the data dashboards to make sure you understand the data presented
- Carry out practise calculations to assess level of inter-rater reliability
- Discuss steps to be taken in the case of poor data quality

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QUESTIONS AND DISCUSSION