

# Primary Healthcare Performance Management Hard Skills Training Needs Assessment Tool

**JLN PHCPM Learning Collaborative**

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For Universal Health Coverage



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For questions or inquiries about this tool or other JLN activities, please contact JLN at [JLN@amref.org](mailto:JLN@amref.org) or the Aceso Global Primary Healthcare Performance Management Technical Facilitators at [jlaforgia@acesoglobal.org](mailto:jlaforgia@acesoglobal.org) or [jroland@acesoglobal.org](mailto:jroland@acesoglobal.org)

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## Preface

The Joint Learning Network for Universal Health Coverage (JLN) is an innovative global community of practitioners and policymakers from more than 44 countries who engage in practitioner-to-practitioner learning to co-develop and implement solutions to common challenges related to universal health coverage (UHC). Embracing a country-led, country-owned model, the JLN provides a unique implementation-focused platform for experience-based knowledge exchange and the co-development of practical resources to support health financing and service delivery reforms. These solutions equip countries with the 'how-to's of designing and implementing efficient, equitable, and sustainable healthcare systems

This instrument assesses technical and analytical capacity gaps among primary health care managers. The tool was adapted from the Hennessy–Hicks Training Needs Assessment framework, a widely used methodology for identifying workforce training needs in health systems and tailored specifically to assess competencies related to PHC performance management. It asks respondents to rate both the importance of different technical skills for their work and their confidence in performing those skills, allowing countries to identify priority areas where training is most needed.

The assessment includes a broad range of skills related to data measurement, data analysis and visualization, decision-making using evidence, quality improvement methods, and the use of digital tools. While the tool provides a comprehensive set of competencies, it is designed to be flexible and adaptable, allowing countries to shorten or tailor the survey to their specific contexts and training priorities.

# Primary Healthcare Performance Management Hard Skills Needs Assessment Tool

## Dear Participant,

Thank you for participating in this survey, which aims to understand the specific skill training needs of primary health care (PHC) subnational managers and supervisors. As subnational managers and supervisors play a pivotal role in shaping and overseeing primary care delivery, ensuring that you have the right skills and resources is crucial to advancing health outcomes across communities.

This survey will help identify the areas where additional training and support may be most beneficial to enhance your managerial and supervisory capacity, improve team performance, and navigate the challenges unique to PHC services and activities.

The survey includes some text entry and multiple choice questions asking you to rate the importance of certain "hard" and "soft" skills in your job and how confident you are in these skills. There is no right or wrong answer — the aim is to identify which training modules would be most useful for you. It should take about 10 minutes.

Your insights will be invaluable in designing targeted training programs. Your responses will remain confidential and anonymous.

## Would you like to continue the survey?

- Continue to Survey
- Stop here

## SECTION 1: GENERAL INFORMATION

### Name

*Type your answer here...*

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### Gender

- Male
- Female
- Prefer not to say

### Age (in years)

*Type your answer here...*

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### What is your highest education level?

- MD, MBBS
- PhD
- Masters Degree
- College/University Diploma
- Secondary/High School Diploma
- Other (please specify) \_\_\_\_\_

**What is your designation/job title?**

Type your answer here...

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**What is the type of organization in which you work? (Select one)**

- Public
- Private for Profit
- Private Non-profit/Civil Society/NGO
- Other (please specify) \_\_\_\_\_

**Please provide a short description of your current responsibilities**

Type your answer here...

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**What best describes your current role in the primary health care system? (Select one)**

**National Level: Government**

- PHC senior leader
- PHC mid-level manager
- PHC analyst
- Other (please specify) \_\_\_\_\_

**National Level: Private Sector**

- NGO manager or supervisor
- Private sector manager or supervisor
- Other (please specify) \_\_\_\_\_

**District, provincial or subnational level: Government**

- PHC senior leader
- PHC mid-level manager
- Supervisor of PHC facilities and services
- Information or statistical analyst
- PHC facility manager or administrator
- Other (please specify) \_\_\_\_\_

**District, provincial or subnational level: Private Sector**

- NGO manager or supervisor
- Private sector manager or supervisor
- PHC practitioner at PHC facility or community level (physician, nurse, CHW, etc.)
- Other (please specify) \_\_\_\_\_

**What best describes the catchment areas where you perform your responsibilities? (Select one)**

- Mainly urban areas
- Mainly rural areas
- Mix of rural and urban areas
- National level
- Other (please specify) \_\_\_\_\_

**How many years in your current post? (Select one)**

- <1 year
- 1–5 years
- 6–10 years

- >10 years

## SECTION 2: TRAINING EXPERIENCES AND PREFERENCES

Have you participated in training programs to strengthen your skills and abilities to carry out PHC performance management, monitoring and supervision in the last 5 years? (Select one)

- Yes
- No

How often have you participated in these training programs in the last 5 years? (Select one)

- Twice every year
- Once every year
- Once every two years
- Once in the last five years
- Never

How would you rate the relevance of these training program(s) in terms of your on-the-job responsibilities? (Select one)

- Very relevant
- Somewhat relevant
- Not very relevant
- Not at all relevant

What improvements do you suggest to make the training programs more relevant to your on-the-job responsibilities?

Type your answer here...

How would you rate the effectiveness of these training programs in terms of improving your on-the-job performance? (Select one)

- Very effective
- Somewhat effective
- Not very effective
- Not at all effective

What improvements do you suggest to make the training more effective?

Type your answer here...

Which of the following technical themes are covered in training programs currently available for PHC managers and supervisors? (Please select a response for each theme)

Theme / Skill	Yes	No	Don't Know
Data measurement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data interpretation and visualization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

















## D. Conflict Management

Skill	IMPORTANCE					CONFIDENCE				
	1 Not important	2 Somewhat important	3 Neutral	4 Important	5 Very important	1 Not confident	2 Somewhat confident	3 Neutral	4 Confident	5 Very confident
Ability to apply basic conflict resolution methods such as compromise, accommodation, and negotiation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to de-escalate situations before they become crises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gathers appropriate input from people involved in a conflict before judging.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to deal with conflict in a rational, balanced and effective manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to develop a conflict resolution plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## SECTION 5: OTHER TRAINING NEEDS

Please specify the areas of your job in which you would like to receive further hard skill or soft skill training/instruction. Please rank in order of importance.

**Hard/Soft Skill 1:**

Type your answer here...

**Hard/Soft Skill 2:**

Type your answer here...

**Hard/Soft Skill 3:**

Type your answer here...

**Hard/Soft Skill 4:**

Type your answer here...

**Hard/Soft Skill 5:**

Type your answer here...

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