



**THE LITTLE
SUN**

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SUPPORTIVE SUPERVISION PROTOCOL AND CHECKLIST FOR MTBT SOCIAL FRANCHISES



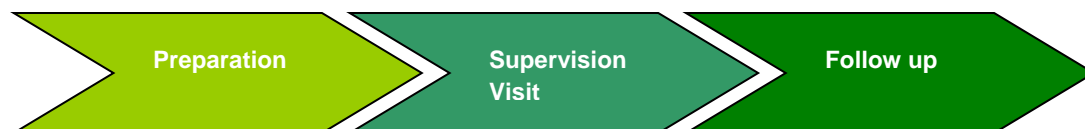
Supportive supervision

Purpose: Supportive supervision is an important aspect of performance management and an essential feature of a quality driven franchise. The main objective of supportive supervision is to motivate and support franchisees to improve performance and deliver on the brand promise of the franchise. A supervision visit can perform two functions, (i) to **monitor and promote quality** so that a standardized high quality service is associated with the franchise brand; and (ii), to assess performance in relation to **quantity** (i.e. reach = coverage, volume & service utilization).

Objectives: Supportive supervision is a technical visit and should be guided by clear expectations for franchisee performance. Within the MTBT franchise, supportive supervision has the following specific performance objectives:

- To ensure that franchisees are able to increase and maintain coverage, volume and service utilization
- To ensure that franchise facilities maintain standards of physical infra-structure
- To ensure that franchisees are able to provide and maintain good quality services
- To ensure that franchisees provide accurate, complete and timely reports
- To ensure that franchisees utilize data to address challenges and improve performance (quality and reach)

Process: Supervision entails three steps - preparation, delivery and follow up (figure 1).



Preparation: Supervisors should review the performance of the franchisees located in their territory (district or province) on a monthly basis. As part of this review and based on agreed quantity and quality metrics, the supervisor can then rank franchisee performance. There are four possible performance scenarios for MTBT franchisees:

- *High quality and high volume:* franchisee is meeting or exceeding set quantity and quality metrics. Priority is given to rewarding and recognizing performance.
- *High quality and low volume:* Franchisee is meeting quality standards but is not achieving set targets for quantity. Priority is given to demand generation.
- *Low quality and high volume:* Franchisee is meeting or exceeding targets for quantity however there are issues with quality. Priority is directed to addressing quality (this can relate to capacity as well as infrastructure).
- *Low quality and low volume:* Franchisee is not meeting either quantity or quality targets. Priority will be given to addressing both demand generation and quality. If there is no improvement, supervisors may be required to de-franchise.

Figure 2 outlines the four performance scenarios and priority focus for each one.

Figure 2: Performance scenarios



Ranking franchisees into the four performance scenarios is a useful management tool as it can:

- Allow for tailored supportive supervision that addresses areas of weakness and builds on areas of strength
- Foster healthy competition between franchisees and between sub franchisor managers and supervisors
- Facilitate efficient and effective use of franchise resources

The use of performance scenarios shifts the emphasis of the supportive supervision to one that is more dynamic, which requires regular review of performance and adjustment of action plans according to needs. It will promote evidence-based decision making and more effective planning by sub franchisors.

Supervision Visit: Once franchisees are grouped by performance scenario, the supervisor will select franchisees to visit. The supervisor may want to prioritize visiting those in need of urgent support with demand generation and/or quality. It is equally important to visit high performing franchisees in order to encourage, reward and learn from their performance.

The MTBT franchise has developed supervision tools to support supervisors with delivering supportive supervision. This includes a checklist and a supervision report. The supervision checklist is used to structure the supervision visit. It allows for consistency in supervision visits (between franchisees but also between supervisors). It also allows for structured feedback.

Follow up: A supportive supervision visit should always end with direct feedback to the franchisee and the agreement on actions to improve performance. This should be documented and a written summary of agreed actions shared with the franchisee. This is done using form GB.

The focus of a supportive supervision visit should change over time. The needs of franchisees are different at start up and can be expected to evolve as the franchise matures; within a franchise, particularly one as large as MTBT, not all franchisees will mature at the same time or necessarily in a linear manner (e.g., setbacks may be experienced due to staff turnover, etc.) Each franchisee is unique in terms of its strengths and weaknesses. Franchisees are

also likely to experience different threats and opportunities from their immediate environment (both internal and external). These need to be addressed by the supervisor.

An illustrative guide (Table 2) has been provided below to show how supportive supervision can be tailored over time.

Table 2: Tailored supervision

Period	Activity
<i>Sep-Nov 2012</i>	Allocate supervisors for each franchise Identify the performance scenario for each franchise using MIS data Enable franchise managers and counselors to understand and use MIS data Implement performance based incentives for <u>well</u> performing franchises
<i>Dec-Feb 2013</i>	Discuss performance targets with each franchisee and identify priorities Provide support to <u>poor</u> performing franchises <ul style="list-style-type: none"> • Assist franchisees to implement demand generation activities • Provide on-the-job support for counseling services and reporting Implement performance based incentives for <u>well</u> performing franchises
<i>Mar-May 2013</i>	Discuss performance targets with each franchise and identify priorities Provide support to <u>poor</u> performing franchisees <ul style="list-style-type: none"> • Assist franchisee to implement demand generation activities • Provide on-the-job support for counseling services and reporting Implement performance based incentives for <u>well</u> performing franchisees
<i>Jun-Aug 2013</i>	Identify franchisees to be phased out of network Continue support to poor performing franchisees Implement performance based incentives for <u>well</u> performing franchisees Support well performing franchisees to implement strategies for sustaining services (e.g. user fees, sale of MNPs, etc.)

Delivering supportive supervision: The following principles were agreed with sub franchisors in the partners' meeting in October 2012.

Supportive supervision will adhere to the following schedule:

- Provincial level: once a quarter; franchisees will be selected for supervision based on franchise reports
- District level: once a month, all franchisees within the district

The following measures will enable supportive supervision to be delivered once a month at district level to each franchisee:

- Combine supervision visit to the MTBT franchise with other activities
- Provincial Management Boards send official supervision document to other units to mobilize resources for supportive supervision and increase the responsibility of units
- Ensure that staff involved in supervision are suitable in relation to capacity and area

The following is proposed at the end of the project in order to ensure that support and supervision are maintained:

- Organize provincial workshops with stakeholders in order to maintain project activities
- Combine with supervision of other activities/programs

Supervision will be delivered by those trained as trainers at provincial and district level. Supervisors should be members of the Provincial or District Management Boards. The average ratio is 3-5 franchisees for each supervisor irrespective of rural or urban franchise sites. The optimal ratio is considered one supervisor per four franchisees per month with two

franchisees being supervised in one day. This allocation requires two working days a month per supervisor.

The supervision protocol is presented in Annex 1 and the checklist in Annex 2.

Annex 1: Supervision protocol

A&T preparation: what should happen to ensure optimal supportive supervision systems and interactions?

Preparation – Franchisor (A&T)	
Train sub franchisor supervisors on supportive supervision, performance scenarios and responses	
Embed supervisors in the training process as ToTs	
Work with sub franchisors to plan and monitor the effectiveness of supportive supervision	
Conduct periodic joint supportive supervision visits to ensure that these visits are adhering to protocols	
Balance the need for integrated supervision (as part of sustainability) with the specific and evolving requirements of MTBT supportive supervision	
Motivate sub franchisors and ensure that good practices are recognised in order to maintain high levels of performance	

Sub Franchisor preparation: What should happen to ensure effective supportive supervision in your province?

Preparation – Sub franchisors	
Ensure a monthly plan and resources are in place for routine supportive supervision	
Consider more frequent visits or other means of support to poor performing franchisees	
Support supervisors with de-franchising as the need arises	
Balance requirements of MTBT supervision with other health areas (as part of integrated supervision approach)	
Debrief with supervisors on a monthly basis so that supervisors are supported to address identified problems and proactively improve the quality/quantity of services	
Motivate supervisors and ensure that good practices are recognised in order to maintain high levels of performance	

Supervisor preparation: What should happen in advance of support supervision?

Preparation – Supervisors	
Reviewing franchisee performance based on monthly report and positioning within the four performance scenarios – have any franchisees moved up, down or across the four scenarios?	
Select franchisee sites for visiting – the decision on which sites to visit will be based on a range of factors including current performance, trends in performance, supervision schedule, etc.	
Arrange supervision with selected sites – coordinate so that the supervisor can observe a counseling session, interview clients, and meet the MTBT staff	
Prepare supervision schedule - allow for adequate travel time and time on site; share schedule with sub franchisor managers and A&T	
Review recommendations from the last supportive supervision visit at selected sites	

for follow up	
Prepare any updates or materials for sharing during the supportive supervision visit	

Delivery: What should happen during supportive supervision?

Delivery	
Set and review expectations for performance with franchisee team (achievements against targets; performance scenario)	
Observe counseling session and compare to standards – note down strengths and weaknesses	
Meet with clients and ask their views about the quality and value of MTBT services	
Provide any technical updates or materials as well as on-the-job training/coaching as required	
Use observations, performance data and client input to identify opportunities for improvement with the franchisee team	
Provide corrective and supportive feedback on performance; follow-up on any previously identified issues or problems	

Supervisor Follow up: What should happen after supportive supervision?

Follow up	
Prepare supervision report – note performance, record actions and decisions	
Circulate supervision report to franchisees and sub franchisor manager	
Ensure on-going monitoring of weak areas and improvements with franchisee managers via telephone or other mode of communication	

Tỉnh:
 Huyện:
 Mã PTV:



Ngày GS:
 Tên PTV:
 Tên GSV:

SUPPORTIVE SUPERVISION CHECKLIST - DISTRICT/PROVINCE LEVEL

No.	Observation requirement	Points	Remedial actions to address unsatisfactory criteria
I	Quality	26 (max)	
1	Facility and Staff		← Put sub-total for Facility and Staff
1	Equipment in good condition and maintained	0 – 1 – 2	
2	Job aid available and in good condition (counseling card, posters, leaflet...)	0 – 1 – 2	
3	Adequate trained counselors providing services (2-3)	0 – 1 – 2	
4	Decree 21 compliance ¹	0 – 2	
2	Service delivery		← Put sub-total for Service Delivery
2.1	General Observation		
5	P2 form records repeated visits by clients (check 5 copies of P2 and see the information of returned clients)	0 – 1 – 2	
6	Group counseling schedule available and displayed in visible area	0 – 1 – 2	
2.2	Individual/Group Counseling Observation²		
7	Appropriate to the child's age/issue/as per group counseling schedule	0 – 1 – 2	
8	Follow protocol, measure weight and height of child if mother brings baby	0 – 1 – 2	
9	Content is complete and communicated clearly	0 – 1 – 2	
10	Job aids and BCC materials are used correctly	0 – 1 – 2	
11	Client(s) engaged and satisfied with session (observe the dialog and ask client(s) at the end)	0 – 1 – 2	
3.	Recording and reporting		← Put sub-total for record and report
12	Information is captured correctly (clearly recorded and complete) on P4, P6 & PB	0 – 1 – 2	
13	Management of forms and reports (well organized and easily accessible)	0 – 1 – 2	
	Sub-Total I “Quality” (1+2+3) From 20 points (with 2 points on Decree 21 compliance criteria and 8 points in 2.2) → High quantity. Other → Low quality.		← Please put sub-total points gained for Quality
II	Quantity	4 (max)	
14	Franchise target for coverage and volume set and staff aware of target	0 – 1 – 2	
15	Volume tracked each month and at satisfactory level (target is reached and shows positive trend)	0 – 1 – 2	
	Sub-Total II “Quantity” 3 or 4 points → High quantity. Other → Low quantity		← Please put total points gained for Quantity into box
III	Other check		
17	Referral system (tracking of clients referred by CBWs)	Yes/No	

¹ Franchises need to get 2 points on this to get into high quality criteria

² Franchises need to get at least 8 points in this part to be high quality

Ranking – Circle the quadrant in which the franchise falls within.



Comments:

Supervisor's name and signature

Counsellor's name and signature

Instructions for supervisor:

- The checklist is a tool for supervisors assessing the performance of commune health center facilities and staff in the Mat Troi Be Tho franchise. It facilitates ranking of franchise performance in terms of both quality and quantity of services provided.
- The supervisor gives scores for listed items of franchise by circling the proper number **(from 0, 1, 2 points, corresponding to Not Good, Fair and Good level/condition)** except for Decree 21 compliance which is either in compliance or not in compliance. The maximum points are indicated beside each criterion.
- A franchise needs to get 2 points on compliance with Decree 21 (code on marketing of breastmilk substitutes) criteria and at least 8 points (per 10 maximum points) on the counseling observation criteria to get the **high quality** ranking.
- The last column can be used for supervisor to fill the recommended action to fix things.
- At the end of the checklist, the supervisor indicates which quadrant the facility falls within: (1) high quality-high quantity; (2) high quality-low quantity; (3) low quality-high quantity; and (4) low quantity - low quality. The follow up recommendation and supports will be designed according this ranking exercise.