

Exercise Handout VIII

Objective of project: to make recommendations for improving quality of care in hospitals in Tanzania

Objective of interview: to understand the underlying reasons for poor performance by clinical officers

Interview after clinic 06/10/06

304 = female CO, government hospital

	Coding
<p>C: so, can I ask you why did you decide to become a doctor?</p> <p>304: since when I was young I preferred to be a doctor. My mother was a nurse and so I wanted to do what she was doing</p> <p>C: so why a clinician and not a nurse?</p> <p>304: oh, my mother had an accident when she was at work - she was lifting something and she hurt her back. So I decided to be a doctor instead!</p> <p>C: And what is it about being a doctor that you liked?</p> <p>304: I like to see someone who was sick becoming not sick anymore. I like to do that job</p> <p>C: and are you happy to stay as a CO or..?</p> <p>304: No! It is not the level I want to be. I want to go further.. sometimes with these things we are facing I think I would like to do something different to this..</p> <p>C: like what?</p> <p>304: I was thinking of doing surveying. I like things that deal with the community</p> <p>C: so did you have the choice to be an MO or a CO?</p> <p>304: it was a problem at my family at that time so I chose the government system</p> <p>C: a financial problem?</p> <p>304: yes</p> <p>C: and how do you find this job for the salary?</p> <p>304: I don't think it is good so that's why I think of doing something else... I need the money</p> <p>C: you mentioned the conditions you are facing - could you list these problems?</p> <p>304: Firstly, as a CO, I want to know the end of that disease or question. If I start treating a patient I want to see them get well but it is above my level as a CO</p> <p>C: you mean because of training?</p> <p>304: no it is just my level as a CO. There are some cases that I have to refer for another one so they continue the management and I don't get to see it. But we are lucky we are in a district hospital so we can see how they treat and the treatment changes. But it is not satisfactory to me.</p> <p>C: and what are the other difficulties with your work?</p> <p>304: the surroundings, as I told you before [outside the hospital]. But I have not been here for a long time so I am not experienced.</p> <p>C: so in your experience..</p> <p>304: It is tough - you work hard. There are a lot of patients. Sometimes they are not cooperative and they don't appreciate what you are doing. I can stay from 8am to 2pm but the patient doesn't see that you've been here since morning</p> <p>...</p> <p>C: You said the work is tough. is there anything that would make working easier for you?</p> <p>304: to this moment the job is too high.. maybe more staff then you can see fewer patients.. and if there was more equipment then it could be easier. In most cases when things become difficult it is the lab equipment. But your bringing those tests, the haemocue etc, will make things easier than before.</p> <p>We thank you very much!</p>	<p>Internal motivation: early ambition External motivation: family influence</p> <p>External motivation: CO injury less likely Negotiating power: Perceived doc-nurse hierarchy Negotiating power: CO is 'doctor' Internal motivation: healing</p> <p>Negotiating power: wants higher level External demotivator: working environment</p> <p>Internal motivation: community work</p> <p>Negotiating options: chose government system</p> <p>External motivation: finances constrained job choice</p> <p>External demotivator: low salary</p> <p>Powerless: COs only see part of pt diagnosis</p> <p>Powerless: Constraints not due to training Powerless: superiors get to do more Negotiating power: observe superiors' diagnostics</p> <p>Experience is authority: own opinion less valid</p> <p>External demotivator: patient load External demotivator: patients uncooperative External demotivator: patients unappreciative External demotivator: long working day</p> <p>External demotivator: too much asked of me Logistical solution: more staff Logistical solution: more equipment Logistical solution: more lab equipment Negotiating power: validating sponsor</p>

We can group these codes of ideas and themes:

Internal motivation: early ambition
Internal motivation: healing
Internal motivation: community work
External motivation: family influence
External motivation: CO injury less likely
External motivation: finances constrained job choice
External demotivator: working environment
External demotivator: patient load
External demotivator: patients uncooperative
External demotivator: patients unappreciative
External demotivator: long working day
External demotivator: low salary
External demotivator: too much asked of me
Negotiating power: Perceived doc-nurse hierarchy
Negotiating power: CO is 'doctor'
Negotiating power: wants higher level
Negotiating power: observe superiors' diagnostics
Negotiating power: validating sponsor
Powerless: COs only see part of pt diagnosis
Powerless: Constraints not due to training
Powerless: superiors get to do more
Negotiating options: chose government system
Experience is authority: own opinion less valid
Logistical solution: more staff
Logistical solution: more equipment
Logistical solution: more lab equipment

And then we can group the themes together into theoretical constructs:

Herzberg motivators

<i>Internal motivation</i>	early ambition healing community work
<i>External motivation</i>	family influence CO injury less likely finances constrained job choice

Herzberg hygiene factors

<i>External demotivator</i>	working environment patient load patients uncooperative patients unappreciative long working day low salary too much asked of me
<i>Negotiating options</i>	chose government system
<i>Logistical solution</i>	more staff more equipment more lab equipment

Social capital

<i>Negotiating power</i>	Perceived doc-nurse hierarchy CO is 'doctor' wants higher level observe superiors' diagnostics validating sponsor
<i>Powerless</i>	COs only see part of pt diagnosis Constraints not due to training superiors get to do more
<i>Experience is authority</i>	own opinion less valid