

Supplement 3. Service Delivery Indicator management indicators

The following management indicators are based on the Service Delivery Indicator survey.

| Questions to facility manager: | | | | |
|---------------------------------------|--|--|--------------------|-------------|
| | | 0 | 1 | |
| Management Practices | 1. Time spent for managerial activities on a typical day: a. Supervise patient flow (e.g., patient admission, transfers, discharges, screening); b. Supervise clinical staff (e.g., check absences, check for treatment by nurses and physicians); c. Distribution of tasks; d. Reporting, completion of bulletins, administrative activities; e. Check equipment and availability of medications; Manage relationships with health professionals, community, health unity committee, donors, and government | Proportion of average managerial time spent: | | |
| | 2. Do you keep records of staff attendance? | Do not know / No | Yes | |
| | 3. In the past 12 months, did you have an individual meeting with each employee to review/evaluate their performance? | Do not know / No | Yes | |
| | 4. Are performance reviews related to salaries and incentives that staff members receive? | Do not know / No | Yes | |
| | 5. In the past 12 months, how many times did this health facility request medications? Score conversion: 1 = 12 0 = < 12 | Proportion of average number of medication requests: | | |
| | Management Practices score: | _____ / 5 | | |
| | | 0 | 0.5 | 1 |
| External Supervision | 1. During the past six months, how many supervision or technical assistance visits have you received from representatives of Provincial Health Directorate (DPS) or SDSMAS? Score conversion: >3 = 0 >= 3 and < 5 = 0.5 >= 5 = 1 | >3 visits | >= 3 and <5 visits | >= 5 visits |
| | 2. During the last visit, did the external supervisor use a control list? | Do not know / No | | Yes |

Supplement to: Pope S, Augusto O, Fernandes Q, et al. Primary health care management effectiveness as a driver of family planning service readiness: a cross-sectional analysis in central Mozambique. *Glob Health Sci Pract.* 2022;10(Suppl 1):e2100706. <https://doi.org/10.9745/GHSP-D-21-00706>

| | | | | | |
|--------------------------------|--|------------------|-------------------------|------------------|--|
| | 3. During the last visit, did the external supervisor observe consultations? | Do not know / No | | Yes | |
| | 4. During the last visit, did the external supervisor observe staff attendance logs? | Do not know / No | | Yes | |
| | 5. During the last visit, did the external supervisor observe stock of medications? | Do not know / No | | Yes | |
| | 6. During the last visit, did the external supervisor observe financial registries? | Do not know / No | | Yes | |
| | 7. During the last visit, did the external supervisor write feedback in the supervisory log of this health facility? | Do not know / No | Yes, but did not see it | Yes, and read it | |
| | External Supervision score: | | _____ / 7 | | |
| | | | 0 | 1 | |
| Community Engagement | 1. In the past 12 months, how many times did the Community Health Committee meet? Score Conversion: 1 = >= 12 0.5 = >= 6 & < 12 0.25 = >= 3 & < 6 0 = < 3 | Score: | | | |
| | 2. Does this health facility have a formal mechanism to collect patient opinions? (surveys, suggestion box, other) | Do not know / No | Yes | | |
| | 3. In the past six months, were management changes made as a result of patient opinions? | Do not know / No | Yes | | |
| | Community Engagement score: | | _____ / 3 | | |
| TOTAL MANAGEMENT SCORE: | | | | | |