

Referencias

The complete brief is available from: <https://www.fphighimpactpractices.org/briefs/leaders-and-managers/>

American Public Health Association (APHA). Quality improvement in public health: it works! Washington, DC: APHA; 2011. Available from: https://www.apha.org/-/media/files/pdf/factsheets/qi_in_ph_it_works.ashx

Awoonor-Williams JK, Sory ES, Nyonator FK, Phillips JF, Wang C, Schmitt LM. Lessons learned from scaling up a community-based health program in the Upper East Region of northern Ghana. *Glob Health Sci Pract.* 2013;1(1):117-133. Available from: <http://dx.doi.org/10.9745/GHSP-D-12-00012>

Beaglehole R, Dal Poz MR. Public health workforce: challenges and policy issues. *Hum Resour Health.* 2003;1(1):4. Available from: <http://dx.doi.org/10.1186/1478-4491-1-4>

Bennett S, Gzirishvili D, Kanfer R. An in-depth analysis of the determinants and consequences of worker motivation in two hospitals in Tbilisi, Georgia. Bethesda, MD: Partnerships for Health Reform, Abt Associates; 2000. Available from: http://pdf.usaid.gov/pdf_docs/Pnacl100.pdf

Chen L, Evans T, Anand S, Boufford JI, Brown H, Chowdhury M, et al. Human resources for health: overcoming the crisis. *Lancet.* 2004;364(9449):1984-1990.

Clemmons L, Lo A, Thatte N. Performance evaluation of USAID's contributions in the strengthening of the institutional and technical capacities of the West Africa Health Organization (WAHO) 2003-2011: final report. Washington, DC: USAID; 2011.

Dieleman M, Harnmeijer JW. Improving health worker performance: in search of promising practices. Geneva: World Health Organization; 2006. Available from: http://www.who.int/hrh/resources/improving_hw_performance.pdf

Dorros GL. Building management capacity to rapidly scale up health services and health outcomes. Geneva: World Health Organization; 2006. Available from: <http://www.who.int/management/DorrosPaper020206.pdf>

Dussault G, Dubois CA. Human resources for health policies: a critical component in health policies. *Human Resour Health.* 2003;1(1):1. Available from: <http://dx.doi.org/10.1186/1478-4491-1-1>

Edward A, Branchini C, Paichadze N, Manesse F, Morrow R. Evidence of leadership, management and governance in low and middle income country health systems—a systematic review. Baltimore, MD: Johns Hopkins University; 2013.

Egger D, Travis P, Dovlo D, Hawken L. Strengthening management in low-income countries. Geneva: World Health Organization; 2005. Available from: <http://www.who.int/management/Making%20HSWork%201.pdf>

FHI 360. Senegal: community health workers successfully provide intramuscular injectable contraception. Research Triangle Park: FHI 360; 2013. Available from: <http://www.fhi360.org/sites/default/files/media/documents/community-health-workers-intramuscular-depo-senegal.pdf>

Franco LM, Bennett S, Kanfer R. Health sector reform and public sector health worker motivation: a conceptual framework. *Soc Sci Med.* 2002;54(8):1255-1266.

Frenk J, Chen L, Bhutta ZA, Cohen J, Crisp N, Evans T, et al. Health professionals for a new century: transforming education to strengthen health systems in an interdependent world. *Lancet.* 2010;376(9756):1923-1958.

Galer JB, Vrisendorp S, Ellis A. Managers who lead: a handbook for improving health services. Cambridge, MA: Management Sciences for Health; 2005. Available from: <https://www.msh.org/resources/managers-who-lead-a-handbook-for-improving-health-services>

Gillespie DG. Whatever happened to family planning, and, for that matter, reproductive health? *Int Fam Plan Perspect.* 2004;30(1):34-38. Available from: <http://www.guttmacher.org/pubs/journals/3003404.html>

Global Health: Science and Practice (GHSP). Provider-generated barriers to health services access and quality still persist. *Glob Health Sci Pract.* 2013;1(3):294. Available from: <http://dx.doi.org/10.9745/GHSP-D-13-00162>

Gormley W, McCaffery J. Guidelines for forming and sustaining human resources for health stakeholder leadership groups. Washington, DC: CapacityPlus, IntraHealth International; 2011. Available from: <http://www.capacityplus.org/guidelines-forming-and-sustaining-human-resources-health-stakeholder-leadership-groups>

Grindle MS. Divergent cultures? When public organizations perform well in developing countries. *World Dev.* 1997;25:481–495.

High-Impact Practices in Family Planning (HIPs). Family planning high-impact practice list. Washington, DC: USAID; 2014. Available from: <https://www.fphighimpactpractices.org/resources/high-impact-practices-family-planning-list>

High-Impact Practices in Family Planning (HIPs). Family planning policy: building the foundation for systems, services, and supplies. Washington, DC: USAID; 2013. Available from: http://www.fphighimpactpractices.org/sites/fphips/files/hip_fp_policy_brief.pdf

Hong R, Mishra V, Fronczak N. Impact of a quality improvement programme on family planning services in Egypt. *East Mediterr Health J.* 2011;17(1):4-10. Available from: http://www.emro.who.int/emhj/V17/01/17_1_2011_0004_0010.pdf

Hull T, Mosley H. Revitalization of family planning in Indonesia. Jakarta, Indonesia: Bappenas, BKKBN, and UNFPA; 2009.

Kabene SM, Orchard C, Howard JM, Soriano MA, Leduc R. The importance of human resources management in health care: a global context. *Hum Resour Health.* 2006;4:20. Available from: <http://dx.doi.org/10.1186/1478-4491-4-20>

Khuda BE, Barkat S. The Bangladesh Family Planning Programme: achievements, gaps and the way forward. New York: UNFPA; 2010. Available from: <http://www.icomp.org.my/new/uploads/fpconsultation/Bangladesh.pdf>

Kolehmainen-Aitken RL. Decentralization and its impact on the health workforce: perspectives from managers, workers and national leaders. *Human Resour Health.* 2004;2:5. Available from: <http://dx.doi.org/10.1186/1478-4491-2-5>

Kotter JP. What leaders really do. *Harvard Business Review.* 2001 Dec. Available from: <https://hbr.org/2001/12/what-leaders-really-do>

Levine R. Case studies in global health: millions saved. Sudbury, MA: Jones and Bartlett Publishers; 2007.

Management Sciences for Health (MSH). Report on management and leadership development gaps for Kenya health managers, Nov 2007–August 2008. Cambridge, MA: MSH; 2008.

Management Sciences for Health (MSH). Paving the way toward professionalizing leadership and management in healthcare. eManager. 2013;(2):1-28. Available from: <http://www.lmgforhealth.org/sites/default/files/files/eManager%20Professionalizing%20Leadership%20and%20Management%20in%20Healthcare.pdf>

Mathauer I, Imhoff I. Health worker motivation in Africa: the role of non-financial incentives and human resource management tools. *Human Resour Health.* 2006;4:24. Available from: <http://dx.doi.org/10.1186/1478-4491-4-24>

Muhoza DN, Rutayisire PC, Umubyeyi A. Measuring the success of family planning initiatives in Rwanda: a multivariate decomposition analysis. Calverton, MD: ICF International; 2013. Available from: http://pdf.usaid.gov/pdf_docs/pnaea630.pdf

National Training Lab (NTL). Learning retention pyramid. Arlington, VA: NTL; 2011.

Nzinga J, Mbaabu L, English M. Service delivery in Kenyan district hospitals—what can we learn from literature on mid-level managers? *Human Resour Health.* 2013;11(1):10. Available from: <http://dx.doi.org/10.1186/1478-4491-11-10>

Pacque-Margolis S, Cox C, Puckette A, Schaefer L. Exploring contraceptive use differentials in Sub-Saharan Africa through a workforce lens. Washington, DC: CapacityPlus, IntraHealth International; 2013. Available from: <http://www.capacityplus.org/exploring-contraceptive-use-differentials-in-sub-saharan-africa-health-workforce-lens>

Peterson EA, Dwyer J, Howze-Shiple M, Davsion CY, Wilson K, Noykhovich E. Presence of leadership and management in global health programs: compendium of case studies. Washington, DC: Center for Global Health, George Washington University; 2011. Available from: <http://www.lmgforhealth.org/sites/default/files/files/eManager%20Professionalizing%20Leadership%20and%20Management%20in%20Healthcare.pdf>

Richey C, Salem RM. Elements of success in family planning programming. *Population Reports.* 2008;J(57). Available from: <https://www.k4health.org/toolkits/info-publications/elements-success-family-planning-programming>

Rowe AK, de Savigny D, Lanata CF, Victora CG. How can we achieve and maintain high-quality performance of health workers in low-resource settings? *Lancet.* 2005;366(9490):1026-1035.

Smith S, Broughton E, Coly A. Institutionalization of improvement in 15 HCI-supported countries. Bethesda, MD: University Research Co., LLC; 2012. Available from: http://www.encompassworld.com/sites/default/files/institutionalization_of_improvement.pdf

Tawfik Y, Rahnimzai M, Ahmadzai M, Clark PA, Kamgang E. Integrating family planning into postpartum care through modern quality improvement: experience from Afghanistan. *Glob Health Sci Pract.* 2014;2(2):226-233. Available from: <http://dx.doi.org/10.9745/GHSP-D-13-00166>

Thatte N, Choi YJ. Does human resource management improve family planning service quality? Analysis from the Kenya Service Provision Assessment 2010. *Health Policy Plann.* 2015;30(3):356-367.

Tumlinson K, Speizer IS, Archer LH, Behetsa F. Simulated clients reveal factors that may limit contraceptive use in Kisumu, Kenya. *Glob Health Sci Pract.* 2013;1(3):407-416. Available from: <http://dx.doi.org/10.9745/GHSP-D-13-00075>

USAID/Africa Bureau; USIAD/Population and Reproductive Health; Ethiopia Federal Ministry of Health; Malawi Ministry of Health; Rwanda Ministry of Health. Three successful sub-Saharan Africa family planning programs: lessons for meeting the MDGs. Washington, DC: USAID; 2011. Available from: <http://www.fhi360.org/resource/three-successful-sub-saharan-africa-family-planning-programs-lessons-meeting-mdgs>

- Wenger-Trayner E, Wenger-Trayner B. Introduction to communities of practice: a brief overview of the concept and its uses. [place unknown]: EB Wenger-Trayner; 2015. Available from: <http://wenger-trayner.com/introduction-to-communities-of-practice/>
- Wheatley M. Supporting pioneering leaders as communities of practice: how to rapidly develop new leaders in great numbers. Waterloo, Ontario: Tamarack; 2002. Available from: http://tamarackcci.ca/files/pioneer_leaders_wheatley.pdf.
- Willis-Shattuck M, Bidwell P, Thomas S, Wyness L, Blaauw D, Ditlopo P. Motivation and retention of health workers in developing countries: a systematic review. BMC Health Services Research. 2008;8(1):247. Available from: <http://dx.doi.org/10.1186/1472-6963-8-247>
- World Health Organization (WHO). Towards better leadership and management in health: report on an international consultation on strengthening leadership and management in low-income countries. Geneva: WHO; 2007a. Available from: http://www.who.int/management/working_paper_10_en_opt.pdf
- World Health Organization (WHO). Everybody's business: strengthening health systems to improve health outcomes: WHO's framework for action. Geneva: WHO; 2007b. Available from: http://www.who.int/entity/healthsystems/strategy/everybodys_business.pdf?ua=1
- World Health Organization (WHO). The world health report 2006: working together for health. Geneva: WHO; 2006. Available from: <http://www.who.int/whr/2006/en/>