

# Assessment of factors influencing job satisfaction among health care providers, federal police referral hospital, Addis Ababa, Ethiopia

Tirhas Tadese<sup>1</sup>, Abay Mohamed<sup>2</sup>, Asteway Mengistie<sup>3</sup>

## Abstract

**Background:** Job satisfaction is an important component of healthcare workers life that impacts patient safety, productivity and performance, quality of care, retention and turnover, commitment to the organization and the profession.

**Objective:** The main objective of this study was to determine the level of job satisfaction and associated factors among health providers at police referral hospital.

**Methods:** A cross-sectional study was conducted from August to September 2015. The study covered 296 health professionals of all categories working in the hospital during the study period. Data was collected using pre-tested self-administered questionnaire. After data was collected, it was entered into a computer and analyzed using SPSS version 21.0 statistical software. Multivariable logistic regression with 95% CI at P = 0.05 was used to determine factors associated to job satisfaction.

**Result:** The result shows that 65.1% of health workers were dissatisfied with their job. The major predictors of job satisfaction were opportunity to develop time pressure and staff relation. Managers and policy makers should give due consideration to improve health workers job satisfaction to achieve health goals of the country [*Ethiop. J. Health Dev.* 2015; 29(2):119-126]

## Introduction

Job satisfaction is how contented an individual is with his/her job or the positive feeling individuals have about their jobs, their career and for whom they work (1). Job satisfaction, work environment and Psychological impact health practitioners is beginning to receive attention worldwide. The effectiveness and efficiency of an organization depends largely on the Job satisfaction of the employees (2). Health workers' Job satisfaction is said to be important in motivating and improving performance of staff and thereby satisfying patients using service of such staff (2).

Job satisfaction and its implication could be discussed from different perspectives. Maslow, A. H., pointed out that employees will always tend to seek more from their employers where satisfied subsistence make them strive more needs such as security related needs (3). When jobs are secure they will seek ways of satisfying social needs and if successful will seek the means to ultimate end which is an abstract self-actualization (4). The most important correlate of work satisfaction is retention. Employees who are satisfied with their work tend to remain in their job (5). Intuitively; it is easy to link patient satisfaction to providers' satisfaction as staff (6). Happy employees are focused on their professional responsibility even standing the distractive negative environment (5).

Federal police referral hospital is one of referral hospital in Ethiopia. It provides comprehensive health services for police members from all around Ethiopia.

Healthcare providers are steadily leaving the facility due to different reasons. During the last five years (2011 to 2015,) five health care providers were dismissed due to disciplinary reason and 341 health care providers left the job by themselves (7). This causes shortage of health care provider and leads to declining quality of service provision. Shortage of service quality is believed to increase mortality, morbidity and disability of patients (8). This challenge has to do with compromised job satisfaction since dissatisfied healthcare providers are likely to offer poor quality and less efficient care (8). This study aims to assess the contributing factors to job satisfaction among health professionals at Federal Police Referral Hospital. The result from this study is believed to suggest on how to address the problems thereby improving retention of health workers and improve service delivery.

## Methods

**Study area and design:** A cross-sectional survey was conducted from August to September 2015 at the Federal Police Referral Hospital (FPRH) in Addis Ababa. FPRH is a referral hospital that has 300 beds for inpatient care. The hospital has 319 healthcare professionals without including the supportive staff) of different level. It provides referral level (generalized) service to in-patients and out-patients from all region of Ethiopia.

**Study population:** All categories of health professionals (Nurses, Health office, Dentist, Medical

<sup>1</sup>Ethiopian Police University College, Tirhas E-mail [ttrhas@gmail.com](mailto:ttrhas@gmail.com), Abay E-mail [abaymohammed21@gmail.com](mailto:abaymohammed21@gmail.com), Addis Ababa, Ethiopia;

<sup>2</sup>Higher Education Relevance and Quality Agency

doctors, Lab technicians, Pharmacists, radiologist, midwives) who were on job during the study period and who served in the facility for more than six months were included. In addition to those who served less than six months, those who were not present during data collection irrespective of reasons, part-time health workers, those who did not want to participate were excluded from the study.

**Data Collection:** Self-administered and pre tested questionnaire was used for data collection. The questionnaire was pretested on the health workers at Tor-hiloch/Armed forces hospital. Pretesting was done with an aim to check sequence of question, comprehension of the questions among the participants and duration. The reliability and validity of the tool was again checked using Cronbach's alpha test and was found to be acceptable. The final data collection tool was slightly modified following the pretest. Health professionals who have experience of data collection were recruited and trained for data collection.

Due to the nature of shift work in a hospital setting (off time duty) data collection was undertaken both during the day and night. Completed questionnaires were checked for completeness every day by the principal investigator

**Variables and Measurements:** The questionnaire aims to measure socio-demographic characteristics of health professionals involved in the study and 28 job satisfaction statements measured on a five-point Likert scale. The instrument was adapted from Basson (9). Respondents were expected to agree to statements on a five scale response format from "Strongly disagree" to "Strongly agree". Subscale scores were obtained by summing item scores and dividing by the total number of items. If it was above or equal to the average it was indicative for good satisfaction. The dependent variable of this study was job satisfaction while Socio-demographic variables, Time pressure, Staff relation, patient care, opportunity to develop and responsibility were the independent variables.

**Job satisfaction:** Is the level of contentment employees feel about their work, which can affect performance. Employees are satisfied if the average median value is greater than or equal to 21 and dissatisfied if the average mean value is less than 21.

**Opportunity to develop:** Help employees expand their knowledge, skills and abilities, and apply the competencies they have gained to new situations. The opportunity to gain new skills and experiences can increase employee motivation and job satisfaction and help workers more effectively manage job stress. Based on the above criteria respondents were classified as have opportunity to develop if the average mean value is greater than or equal to 21 and have no opportunity to develop if the average median value is less than 21.

**Responsibility:** Something that you should do because it is morally right, legally required etc. have high responsibility if the average mean value is greater than or equal to 11 and have low responsibility if the average mean value is less than 11.

**Patient care:** Service provided to people by agent of the health professionals for the purpose of prolonging, maintaining, monitoring and restoring. Good patient care if the average median value is greater than or equal to 11 and not good patient care if the average mean value is less than 11.

**Time pressure:** Have time pressure if the average median value is greater than or equal to 7 and have not time pressure if the average mean value is less than 7.

**Staff relation:** Have good staff relation if the average mean value is greater than or equal to 25 and have poor staff relation if the average median value is less than 25.

**Data Analysis:** Collected data was coded, entered and analyzed with the application of SPSS version 21.0 statistical packages for window. Descriptive statistics was used to summarize the data and the results were presented using frequency tables and percentages. A multivariate logistic regression analysis was employed to control confounders between variables. Crude Odds ratio with 95% CI was used to determine presence of association between explanatory variables and level of job satisfaction. The degree of association between dependent and independent variables was measured using adjusted odds ratio with 95% confidence interval at significance level of 0.05.

**Data quality control:** Standard questionnaire was adopted and applied. Prior to the actual data collection, pre-testing was done on sixteen health professionals (5% of the study population) at Tor-hailoch hospital/Armed forces, Addis Ababa. Data collectors and supervisors were trained for one day on the study instrument and data collection procedure. The principal investigator and the supervisor checked the collected data for completeness and corrective measures were taken accordingly.

**Ethical consideration:** The study protocol was reviewed, approved official letter was written to each hospital by Ethical Clearance board of the Ethiopian Police University College, police medical professional institute. Permission to conduct the study was also obtained from the respective hospital. Prior to questionnaires administration, the objective of the study was explained to the study participants. Anticipated benefit and risk of the study was attached to each questionnaire. It was explained for the respondents that participation in the study was voluntary and private information would be protected.

**Result**

**Socio-Demographic Characteristics of the Respondents:** Out of the total 319 health workers in the Hospital, 307 were on active duty during the data collection period, of which 304 of them volunteered to participate and were provided the self-administered questionnaire. Two hundred ninty six of them retuned the questionnaire making the response rate 96.4%.

One hundred sixty for (53.4%) were female and the rest were male. A little more than third of the study participants 107(36.1%) were less than 25 years of age. One hundred ninety seven (66.6%) of the respondents were Orthodox Christians, 134 (45.3%) Amahara and 200 (77.6%) were married. The greater part 131 (44.2) were nurses (BSc & Diploma) and holders of at least first degree accounted for 146(49.3%), (Table 1).

Table 1: **Socio-demographic characteristics of health workers at federal Police Referral Hospitals of Addis, Ethiopia**

Variables	Number (296)	Percent
<b>Sex</b>		
Male	132	44.6
Female	164	53.4
<b>Age</b>		
<25	107	36.1
25-29	76	25.7
30-34	45	15.2
35-39	44	14.9
40-44	8	2.7
45	16	5.4
<b>Religion</b>		
Orthodox	197	66.6
Muslim	31	10.5
Protestant	55	18.6
Others	13	4.4
<b>Ethnicity</b>		
Amhara	134	45.3
Tigri	39	13.2
Oromo	78	26.4
Guragi	19	6.4
Others (Wlayita, Dawro)	26	8.8
<b>Marital Status</b>		
Single	96	32.4
Married	200	67.6
<b>Level of Education</b>		
Diploma	150	50.7
Bachelor degree and above	146	49.3
Physician	25	
Nurse (diploma and BSC)	100	
Health officer	79	
Midwife (diploma and BSC)	20	6.7
Pharmacy	8	2.5
Laboratory		
Others**	13	

Table 2: **Level of general job satisfaction among health workers at Federal Police Referral Hospital, Addis Ababa, October, 2015**

S/N	Items	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
		No	%	No	%	No	%	No	%	No	%
1	I could choose the career again I would make the same decision	29	9.8	42	14.2	61	20.6	93	31.4	71	24
2	My job has more advantages than disadvantage	19	6.4	44	14.9	47	15.9	118	39.9	68	23
3	My income is a reflection of the work I do	48	16.2	53	17.9	72	24.3	78	26.4	45	15.2
4	There is personal growth in my work	33	11.1	33	11.1	61	20.6	126	42.6	43	14.5
5	I really enjoy my work	26	8.8	37	12.5	69	23.3	115	38.9	49	16.6
6	In general I am satisfied with my work	24	8.1	37	12.5	62	20.9	112	37.8	61	20.6
7	Cronbach's alpha=0.74, median=21,										

Table 3: **Level of opportunity to develop among health workers at Federal Police Referral Hospital, Addis Ababa, October, 2015**

S/N	Items	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
		No	%	No	%	No	%	No	%	No	%
1	I have sufficient opportunity to develop in my work	36	12.2	52	17.6	61	20.6	94	31.8	53	17.9
2	I am satisfied in my profession	27	9.1	35	11.8	56	18.9	118	39.9	53	17
3	My work is mentally stimulate	16	5.4	40	13.5	70	23.6	99	33.4	60	20.3
4	I haven't experienced frustration in my work due to limited resources	33	11.1	56	18.9	53	17.9	99	33.4	71	24.0
5	My work is not routine and non stimulating	35	11.8	68	23	51	17.2	90	30.4	55	18.6
6	Too much is expected from me at work	20	6.8	33	11.1	52	17.6	108	36.5	52	17.6
	Cronbach's alpha = 0.636, median = 21									83	28

Table 4: **Level of responsibility among health workers at Federal Police Referral Hospital, Addis Ababa, October, 2015**

S/N	Items	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
		No	%	No	%	No	%	No	%	No	%
1	I enjoy my status in the community as a healthcare professional	23	7.8	29	9.8	52	17.6	133	44.9	59	19.9
2	I receive recognition for tasks well done	12	4.1	36	12.2	61	20.6	134	45.3	53	17.9
3	I am entrusted with great responsibility in my work	18	6.1	20	6.8	60	20.3	123	41.6	75	25.3
	Cronbach's alpha = 0.647, median = 11										

Table 5: **Level of patient care among health workers at Federal Police Referral Hospital, Addis Ababa, October, 2015**

S/N	Items	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
		No	%	No	%	No	%	No	%	No	%
1	The patients appreciate what I do for them	14	4.7	32	10.8	63	21.3	117	39.5	70	23.6
2	I have sufficient time for	22	7.4	44	14.9	59	19.9	116	39.2	55	18.6
3	My patients co-operate because they understand my working conditions	26	8.8	40	13.5	57	19.3	104	35.1	69	23.3
	Cronbach's alpha = 0.746, median = 11										

Table 6: Level of time pressure among health workers at Federal Police Referral Hospital, Addis Ababa, October, 2015

S/N	Items	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
		No	%	No	%	No	%	No	%	No	%
1	There are not many non-clinical tasks that I have to do	37	12.5	57	19.3	42	14.2	90	30.4	70	23.6
2	I have enough freedom to decide how I do my work	34	11.5	39	13.2	42	14.2	117	39.5	64	21.6

Cronbach's alpha = 0.678, median = 7

Table 7: Level of staff relation among health workers at Federal Police Referral Hospital, Addis Ababa, October, 2015

S/N	Items	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
		No	%	No	%	No	%	No	%	No	%
1	I have a good working relationship with my colleagues	12	4.1	19	6.4	34	11.5	149	50.3	82	27.7
2	There is an atmosphere of co-operation between staff & management	27	9.1	38	12.8	59	19.9	118	39.9	54	18.2
3	There is a clear channel of communication at my workplace	19	6.4	57	19.3	62	20.9	116	39.2	42	14.2
4	My manager is concerned about my wellbeing	35	11.8	47	15.9	84	28.4	99	33.4	31	10.5
5	Management does involve staff in decision making	36	12.2	53	17.9	66	22.3	106	35.8	35	11.8
6	I need my colleagues for support	12	4.1	23	7.8	71	24	138	46.6	52	17.6
7	I am happy with the management style in my department	40	13.5	44	14.9	79	26.7	81	27.4	52	17.6

Cronbach's alpha = 0.759, median = 25

**General satisfaction of the respondents:** 168(56.8%) of the respondents were dissatisfied with their job while the rest 128(43.2%) were satisfied with their job and the median score for general satisfaction was 21 with a standard deviation  $\pm 4.1$ .

**Factors associated with Job satisfaction:** 167(56.4%) of the respondents did not have opportunity to develop in their job. The median score for opportunity to develop was 21 and standard deviation  $\pm 4.1$ . Concerning patients care, 162(54.7%) of the respondents did not believe they have given good patient care with median score 11 and a standard deviation  $\pm 4.1$ . 164(55.4%) of the respondents had low score for being placed in responsible position with median score 11 and a standard deviation  $\pm 4.1$ . Regarding time pressure 160(54.1%) of the respondents had time pressure with median score 7 and a standard deviation  $\pm 4.1$ . 180(60.8%) of the respondents had poor staff relation with median score 25 and a standard deviation  $\pm 4.1$ .

**Predictors of Job satisfaction:** Using binary logistic regression analysis of the association between general Job satisfaction and age, sex, opportunity to develop, Time pressure, patient care, responsibility and staff relation was made. The analysis shows there was significant difference in the probability of achieving general job satisfaction between those who had Opportunity to develop and had not. Those who had Opportunity to develop were 2.3 times more likely to have Level of general job satisfaction when compared to those who had not Opportunity to develop. Concerning the time pressure, there is a statistically significant difference. Those who have time pressure were 2.8 times less likely to have general job satisfaction than those who had not time pressure. In addition to this there is a statistically significant difference in Staff relation among those who had good Staff relation or poor staff relation. Those who had good Staff relation had 2.76 times more likely to have general job satisfaction than those who had not.

Table 8: Association between the selected variables and job satisfaction, among health workers at Federal Police Referral Hospital, Addis Ababa, October, 2015

Variable	Job satisfaction		Adjusted OR (CI95%)
	Satisfied	Unsatisfied	
<b>Age</b>			
<25	33	74	1.6(0.46,5.77)
25-29	47	29	0.4(.12,1.56)
30-34	27	18	1.8(0.44,7.04)
35-39	12	32	1.6(0.20,12.56)
40-44	3	5	1
45	16	10	
<b>Sex</b>			
Male	126	46	0.6(0.34,1.04)
Female	120	47	1
<b>Opportunity to develop</b>			
Low	142	125	2.3(1.31,4.04)*
High	33	42	
<b>Responsibility</b>			
Low	144	55	1.6(0.94,2.87)
High	31	112	1
<b>Patient care</b>			
Low	111	64	1.7(0.94,2.87)
High	40	127	1
<b>Time pressure</b>			
Low	36	117	2.8(1.26,3.89)*
High	106	44	1
<b>Staff relation</b>			
Good	38	12	2.78(1.00,3.23)*
Poor	137	55	1

## Discussion

Job satisfaction of the health workers is highly important in building up employee motivation and both effectiveness and efficiency as it determines better employee performance and higher level of patient's satisfaction (2). Conversely, job dissatisfaction would result in burn out and staff turnover which could exacerbate under staffing of health facilities and quality of service delivery (10).

Findings of this study indicated that more than half 168(56.8%) of health workers were dissatisfied with their job. These findings were the same with the findings of Kumar et al (2013) (11) in Pakistan, where 59% of the study participants were dissatisfied with their job. The finding from this study was slightly lower compared with the study done in West Shoa Zone, Oromia region where 65.1% of the study participants were dissatisfied with their job (12). This difference might be due to relatively better salary at the Federal Police Referral Hospital. On the other hand, the finding of this study is slightly higher

than finding from a study conducted in Jimma university specialized hospital where 46.2% of the study participants reported to be dissatisfied with their job (2). This discrepancy needs further investigation.

Career development (opportunity to develop) determines quality of individuals' lives, and the social and economic contribution they make (13). Career development is crucial for an effective labour market (14). When individuals find a career path that utilizes their full potential, they are likely to be motivated and productive thus increasing job satisfaction (13). Opportunities to develop afford individuals the prospect of further enhancing themselves and growing within the ranks of their career (15). In line with this, finding from this study shows that there was significant difference in the probability of achieving general job satisfaction between those who had opportunity to develop and those who do not have the opportunity. Those who had opportunity to develop were 2.3 times more likely to have better general job satisfaction when compared to those who do not have the opportunity to develop. It is also consistent with other studies done in four states of America where opportunities for professional growth, recognition of accomplishments of assigned duties and realistic work load in relation to salary were suggested to be addressed to increase satisfaction of health professionals on their job and thereby improve the health care provided (8).

Time is a subjective experience despite the fact that it can be measured. A study done among healthcare professionals at South Rand hospital, South Africa showed that perceived time pressure is associated with low job satisfaction among healthcare professionals (16). Dissatisfaction about time pressure expressed by healthcare professionals may indicate concerns about autonomy (16). Similarly, this study shows that those who have time pressure were 2.8 times less likely to have general job satisfaction than those who had not time pressure. This study is consistent with the study conducted in Pakistan) on job satisfaction in nurses (17, 18).

Numerous studies conducted among healthcare professionals point to the importance of interpersonal relationships in job satisfaction, and show that they lead to increased patient safety, improved quality of care and greater patient satisfaction (19-21). Highly functioning teams have also been shown to offer great support to inexperienced staff. Specifically within healthcare, there has been a growing need to improve teamwork. Introducing team-building activities has resulted in stronger interpersonal; relationships, improved staff communication, understanding and clarity of roles as well as greater job satisfaction (18). Those who had good relation with staff were 2.76 times more likely to have general job satisfaction than those who had not good relationship with staffs.

**Limitation of the study:** The study suffers from the usual limitation of a cross sectional study. Since sample was taken only from one hospital, the findings of the study may not be generalized to the whole health professionals. Trying to assess patient care quality through self-administered questioner could be highly biased.

#### **Conclusion:**

In conclusion, the findings of this study have indicated that there is high level of job dissatisfaction among health workers at Federal police referral hospital. Factors found to influence job satisfaction were opportunity to develop time pressure and staff relations. No association was found among socio-demographic characteristics, responsibility, and patient care with the outcome variable.

#### **Recommendation:**

To enhance staff job satisfaction, hospital administrators should take measures to improve work conditions, raise the quality of staff relation and pay more attention to the professional development of their employees and to decrease time pressure by avoiding nonclinical tasks. This study may serve as a base for future studies in different hospitals. Further analysis of data is needed, as there are numbers of issues that need be explored further.

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