People That Deliver

Professionalization of Supply Chain Management

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Objectives

Relevance of health workforce crisis to health supply chain management

Approaches and frameworks for addressing performance and health workforce development

Major challenges in professionalization of supply chain management

Framework for professionalization of under-recognized cadres

People That Deliver Initiative
Health Workforce Crisis and the Health Supply Chain Workforce

**Health workforce crisis**
- Shortage of 4.3 million health workers
- 57 countries with critical shortages
- Imbalances in skill mix, poor distribution
- Major barrier to progress toward MDGs

**Implications for supply chain management**
- Shortages of qualified supply chain managers
- Clinical personnel drawn away from intended roles
- Limited training, recognition, support
- Breakdown in supply chains
Factors Influencing Performance

Clear and immediate performance feedback

Clear job expectations

Motivation

Transparent incentives to perform as expected

Knowledge and skills

Job-based information and technical competencies

Organizational support

Strategic direction, job roles, responsibilities
Supportive supervision system

Environment

Adequate and proper tools, supplies, workspace
HRH Action Framework (HAF)

www.capacityproject.org/framework
Challenges to Professionalization

- Regulatory bodies
- Voice in the Ministry of Health
- Job descriptions
- Career path

- Continuous learning and development
- Peer networks and support
- Profession-wide learning agenda
Opportunities

Secondary education

- Ensuring adequate numbers of qualified graduates
- Raising awareness, recruitment, and bridging programs

Preservice education and training

- Standardization of curriculum/competencies for each cadre
- Accreditation and funding of training programs by MOH
- Ensuring adequate faculty

Graduate certification

- Graduate certification for employment
Opportunities

Initial employment—recruitment
- Preservice education—Performance needs assessment/competency-based
- Job descriptions and employment by MOH and NGOs
- Bridges to employment

Career progression—retention
- Creation of a career ladder
- Training opportunities to move up career ladder
- Supervision structure

Continuing professional development—retention
- Create continuing learning opportunities
- Define learning agenda
Potential for *People That Deliver* Initiative

**Advocacy**

**Technical assistance** from global health workforce community

- Define key functions and competency framework
- Design curriculum
- Define job descriptions
- Design supervision structure
- Create career ladder
- Conduct training of trainers
- Design framework for continued learning opportunities
- Define learning agenda

**Linkages** with global community
The CapacityPlus Partnership

IntraHealth International, Inc. (lead partner)
Abt Associates
IMA World Health
Liverpool Associates In Tropical Health (LATH)
Training Resources Group, Inc. (TRG)

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Potential for People That Deliver Initiative

Current Paradigm
- Staff rotation/migration
- Limited available resources & incentives
- Lack of professional status and performance

Desired paradigm
- Qualified staff hired/contracted for SC positions
- Elevated status for the SC and SC workforce
- High staff satisfaction and retention
- SC jobs desirable; qualifications sought
- Clinical staff fill SC position
- SC positions not formally defined
- Appropriate career incentives provided
- National institutions provide relevant qualifications

Limited available resources & incentives
Short-term training provided
Elevated status for the SC and SC workforce