

‘Workforce excellence is essential for sustainable health supply chains’

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A Framework for Professionalization

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Financial sponsors:



Introduction

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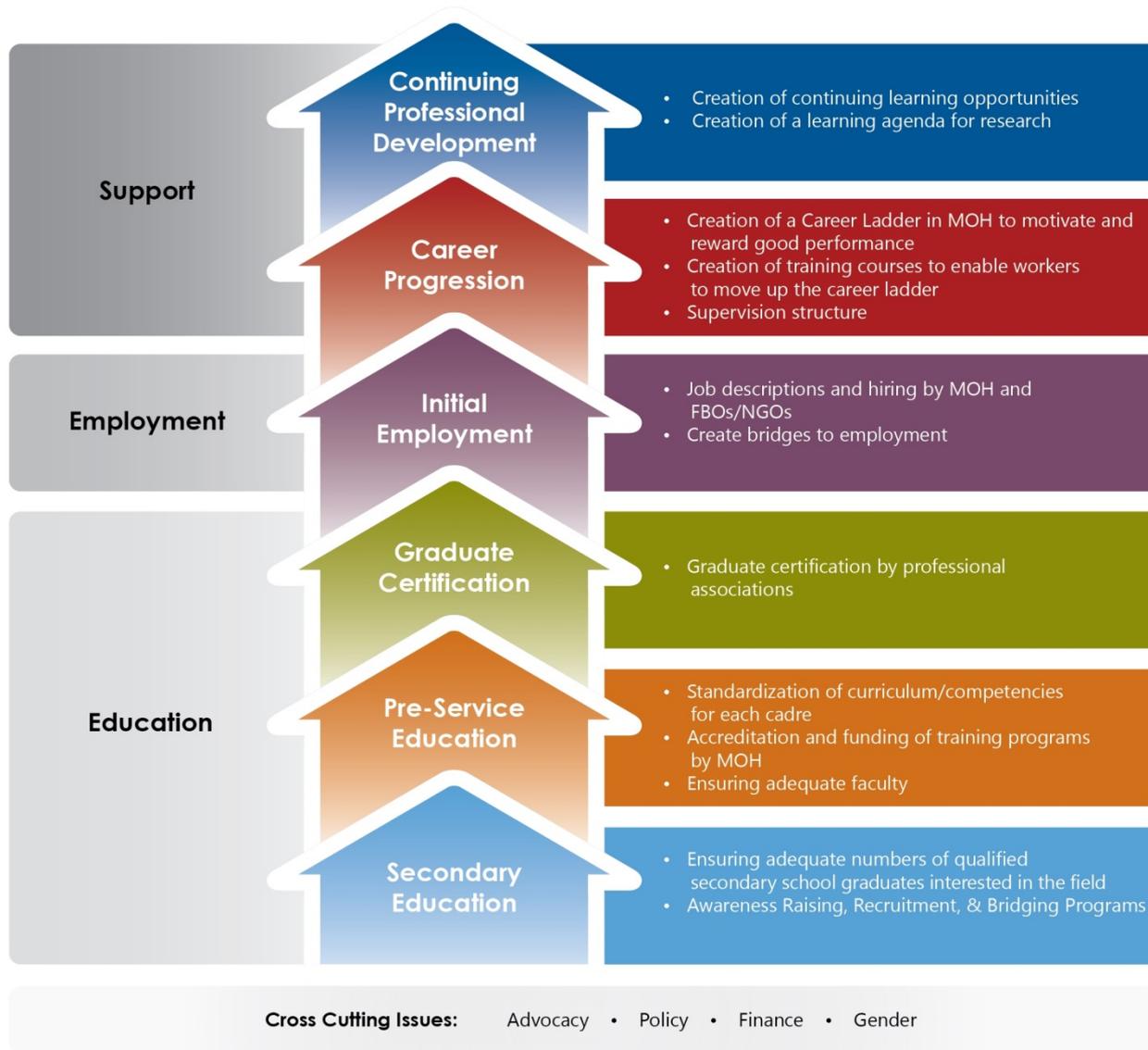
- Traditional focus on clinical cadres (e.g. doctors and nurses) leaves out a large number of other health cadres who are critical to the delivery of health services.
- Under-recognized cadres often lack support and a voice in the health system, hindering their education, career development, and professional growth.
- Capacity*Plus* adopted the Life Cycle Approach to systematically address the crucial steps for professionalization of under-recognized cadres.

Characteristics of under-recognized cadres

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- Frequently Lack:
 - Professional councils and associations
 - Voice in the Ministry of Health
 - Job descriptions
 - Career pathways
 - Formal pre-service education programs
 - Continuing professional development programs
 - Profession-wide learning agenda
- Positions/functions often filled by cadres without specific training (e.g. doctors, nurses, pharmacists)

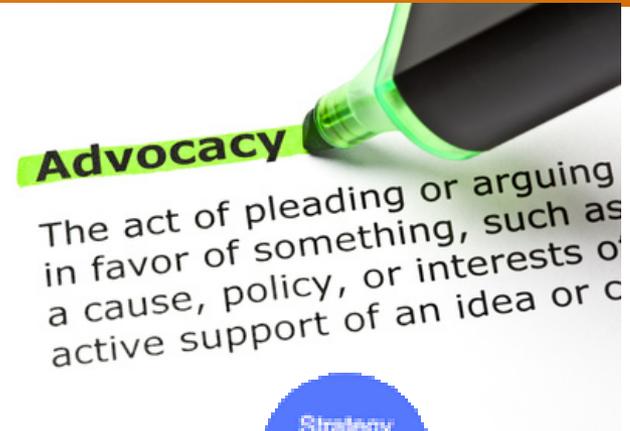
Life Cycle Approach for Professionalization of Under Recognized Health Workforce Cadres



Cross cutting issues

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- Advocacy, policy, finance, and gender for a more effective supply chain workforce
 - Workforce needs assessments for information-informed decision making (e.g. WISN, competency mapping, time and motion studies)
 - Supply chain strategic plans that include a workforce component
 - Supply chain cadres included in human resources for health policies, strategies, plans, budgets
 - Supply chain “champions” participate in health sector policy discussions
 - Operations research (e.g. effects of professionalization on supply chain performance)



Phase 1: Education

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- Secondary education
 - Ensuring adequate numbers of qualified secondary school graduates interested in the field
 - Awareness raising, recruitment, and bridging programs
- Pre-service education
 - Standardized competencies/curriculum
 - Accreditation and funding of programs by relevant ministries
 - Ensure adequate faculty, infrastructure and resources
- Certification (recognized credentials)
 - Diploma or degree from a recognized institution
 - Certification by a professional council

Supply Chain
SCHOOL

“Where Future
Leaders Grow”



Certified
SCMPTM
Supply Chain Management Professional

Phase 2: Initial Employment

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- Suitable job descriptions
- Coherent system of supervision
- Well-defined chain of authority



Phase 3: Support

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- Career progression and incentives
 - Career ladder or pathway to motivate and reward good performance
 - Training to allow workers to move up the career ladder
- Continuing professional development
 - Creation of continuing learning opportunities to stay up-to-date with developments in the field
 - Generate interest and motivation in research
 - Encourage involvement in professional associations that support individual workers and provide a collective voice for the cadre



Snap shot of the situation in four PtD focus countries



Burkina Faso, Ethiopia, Liberia and Namibia

Aspect	Situation
Cross cutting issues	<ul style="list-style-type: none">• HR for supply chain management addressed in national strategies and/or plans (1 country)• MOH supply chain technical working group or unit (2 countries)
Phase 1: Education	<ul style="list-style-type: none">• Aspects of SCM included in pharmacists' education (2 countries)• SCM-specific education programs (2 countries)
Phase 2: Employment	<ul style="list-style-type: none">• Reliance on pharmacists as senior SCM (4 countries)• SCM in job descriptions (2 countries)• In-service training in SCM or logistics (3 countries)
Phase 3: Support	<ul style="list-style-type: none">• Pharmaceutical association or society (3 countries)• Local association for SCM (0 countries); but IAPHL members (3 countries)

Conclusions

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- Modern health supply chain management requires a very different array of knowledge and skills than that of traditional health sciences.
- Formal education programs in supply chain or logistics management, which produce graduates with recognized credentials, can enhance both knowledge and professional practice in SCM.
- Career pathways and opportunities for continuing professional development can increase the prospects of retaining and enhancing SCM capacity over an extended period.
- Professional associations, such as national or international pharmacy or health logistician associations, provide important platforms for advocacy, knowledge sharing, and peer support among supply chain personnel.

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