



Diagnostic of the Human Resources Capacity in the Public Health Supply Chain Management

November 29, 2012

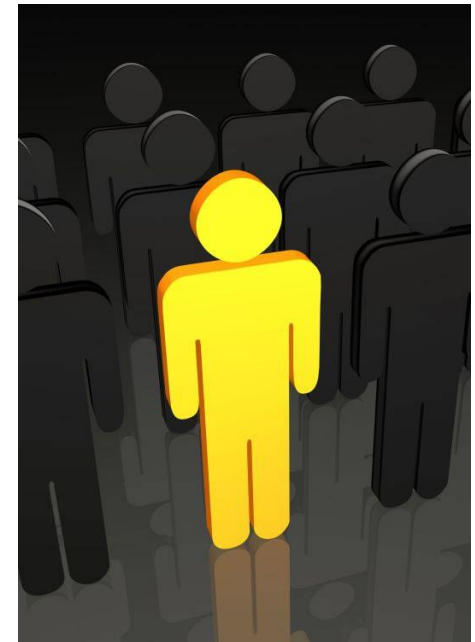


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What Do Individuals Need to Perform Their Jobs in the Supply Chain?

- Knowledge & skills
- Access to information
- Tools
- Motivation
- Capacity



Objectives of the Study

- 1.- To document the condition of the human resources capacities related with the supply chain management and the professionalization efforts of the supply chains in public health.
- 2.- To identify the professionalization efforts headed by the Health Ministry and other partners, as well as the areas of improvement of capacity building in the supply chain.

Diagnostic Tool designed by John Snow and People That Deliver:

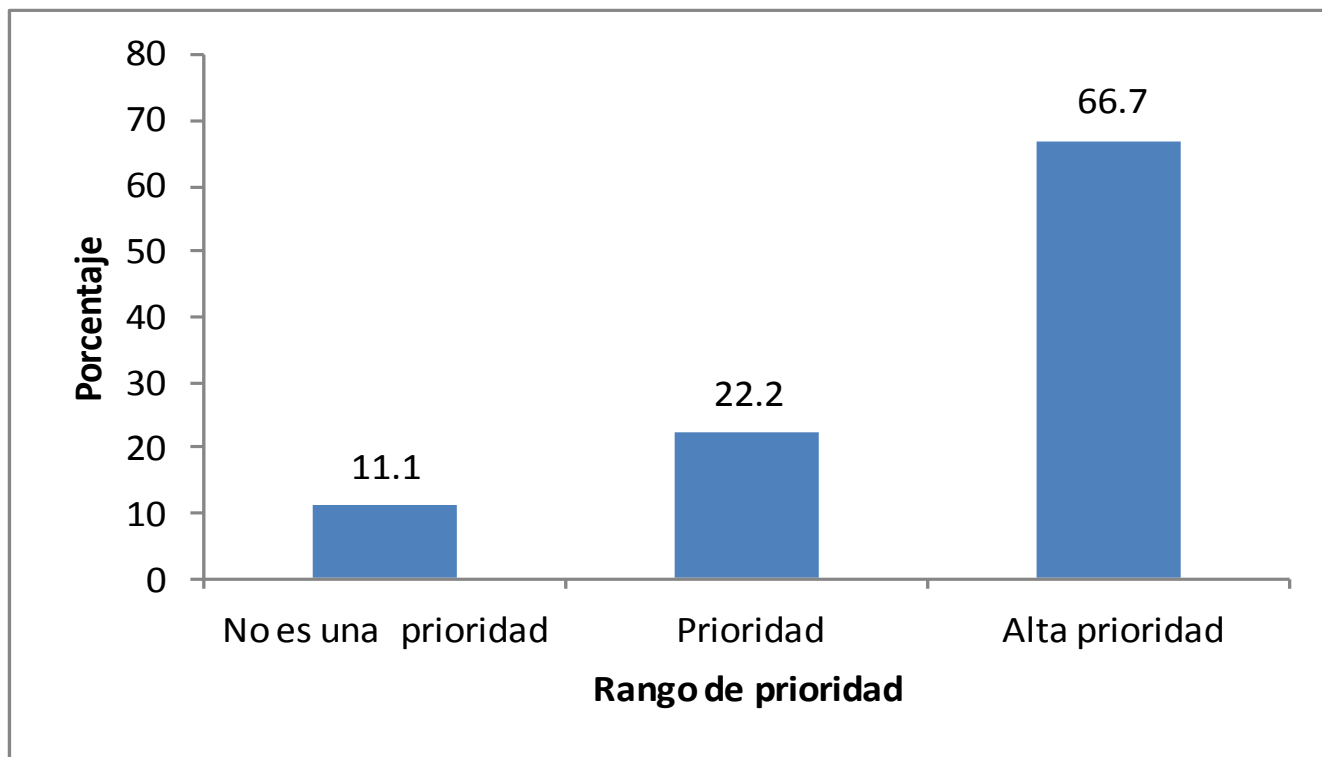
- 1) General Profile of the Country / Program.
- 2) Organization and Staffing
- 3) Leading Influential Groups
- 4) Policies and Plans
- 5) Development of the Workforce
- 6) Effectiveness of the Workforce
- 7) Professionalization Efforts on the Supply Chain Management in Public Health

What is functioning well in “Policies and Plans”?

- The start of SUGEMI.
- The processes for visualizing the Supply Chain are starting.
- “Our work is like the FDA in terms of facility, staff, but this instance still has not developed the tools to evaluate the suitability of Human Resources”.

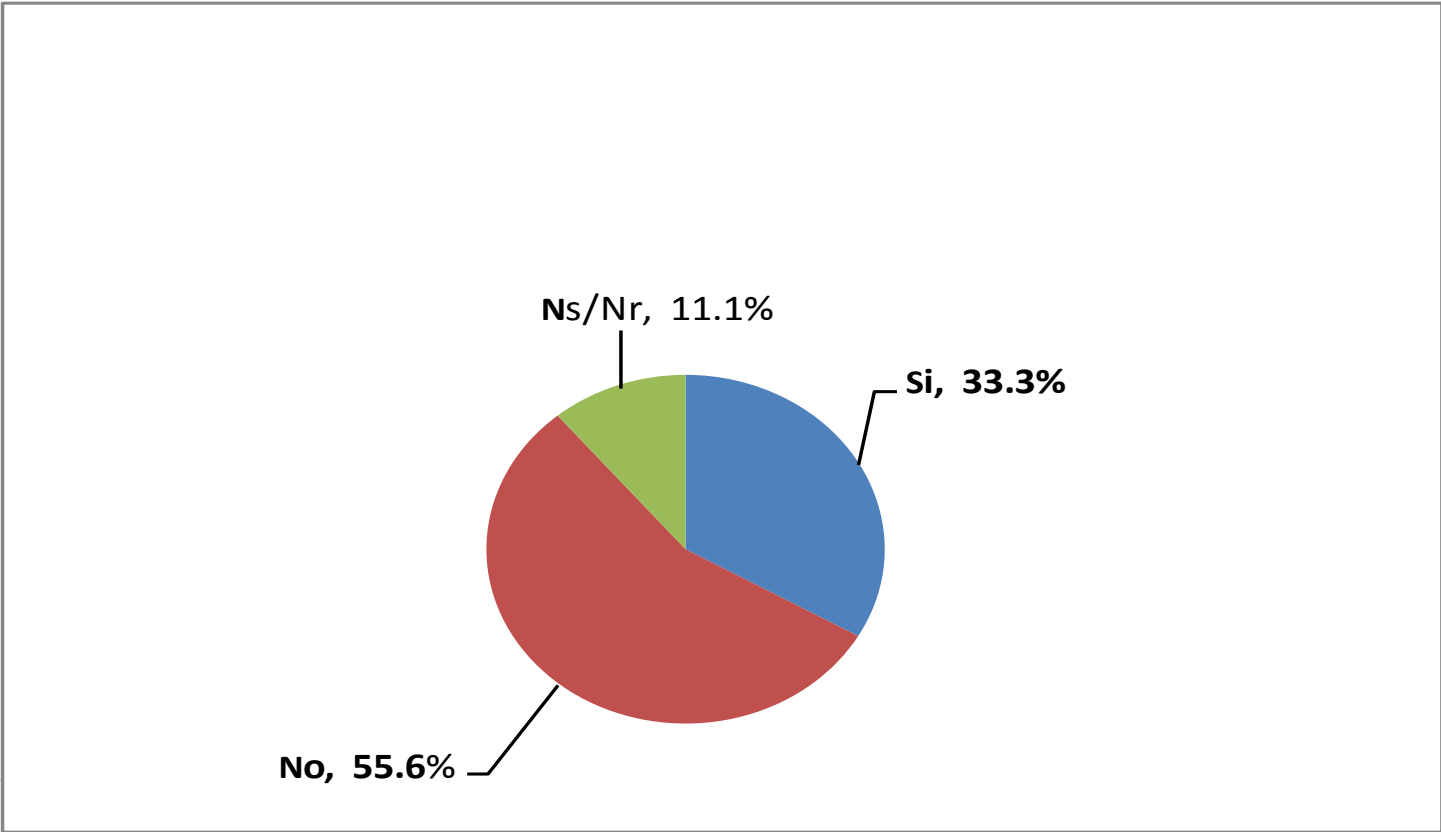
POLICIES AND PLANS

In what priority range is the supply chain management, in comparison with other programs and priorities of the Public Health Ministry?

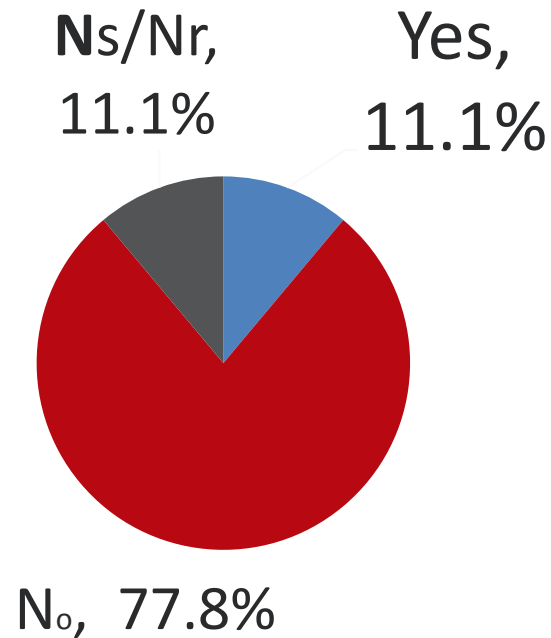


Is there a Strategic Plan for the Development of Human Resources in the Supply Chain Management?

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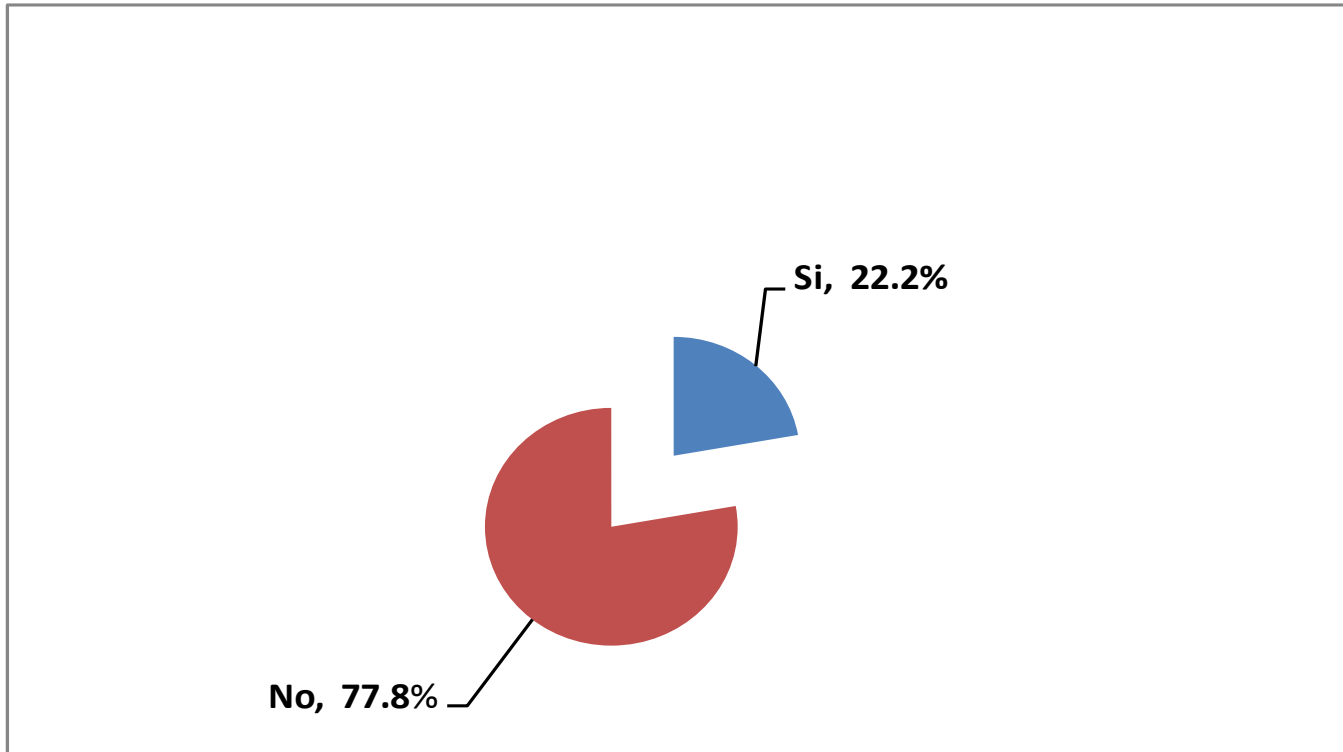


Is there a National or Regional Budget for the Strengthening of Human Resources in the Supply Chain Management?



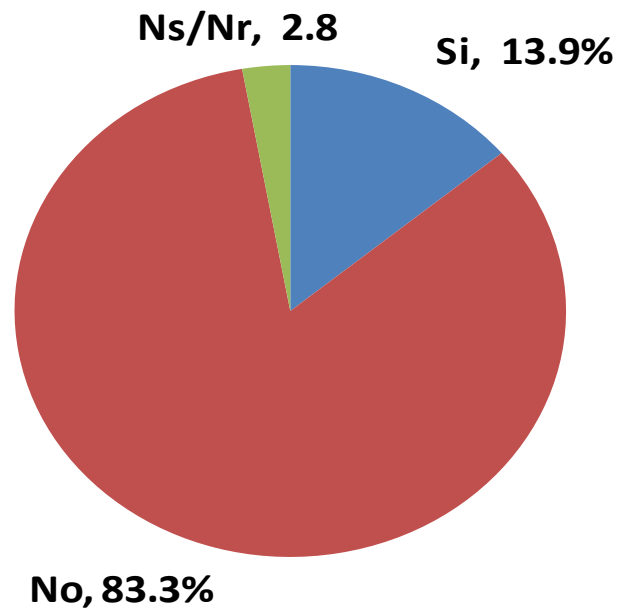
POLICIES AND PLANS

Is the staff responsible of the supply chain involved in the decision making and policies creation processes of the supply chain?



Development of the Workforce

Does a pre-service capacity building program exist?



Development of the Workforce

“For administering the medicines, the staff guides itself by the colors and signs in the jars, and we cannot do anything because they come recommended .”

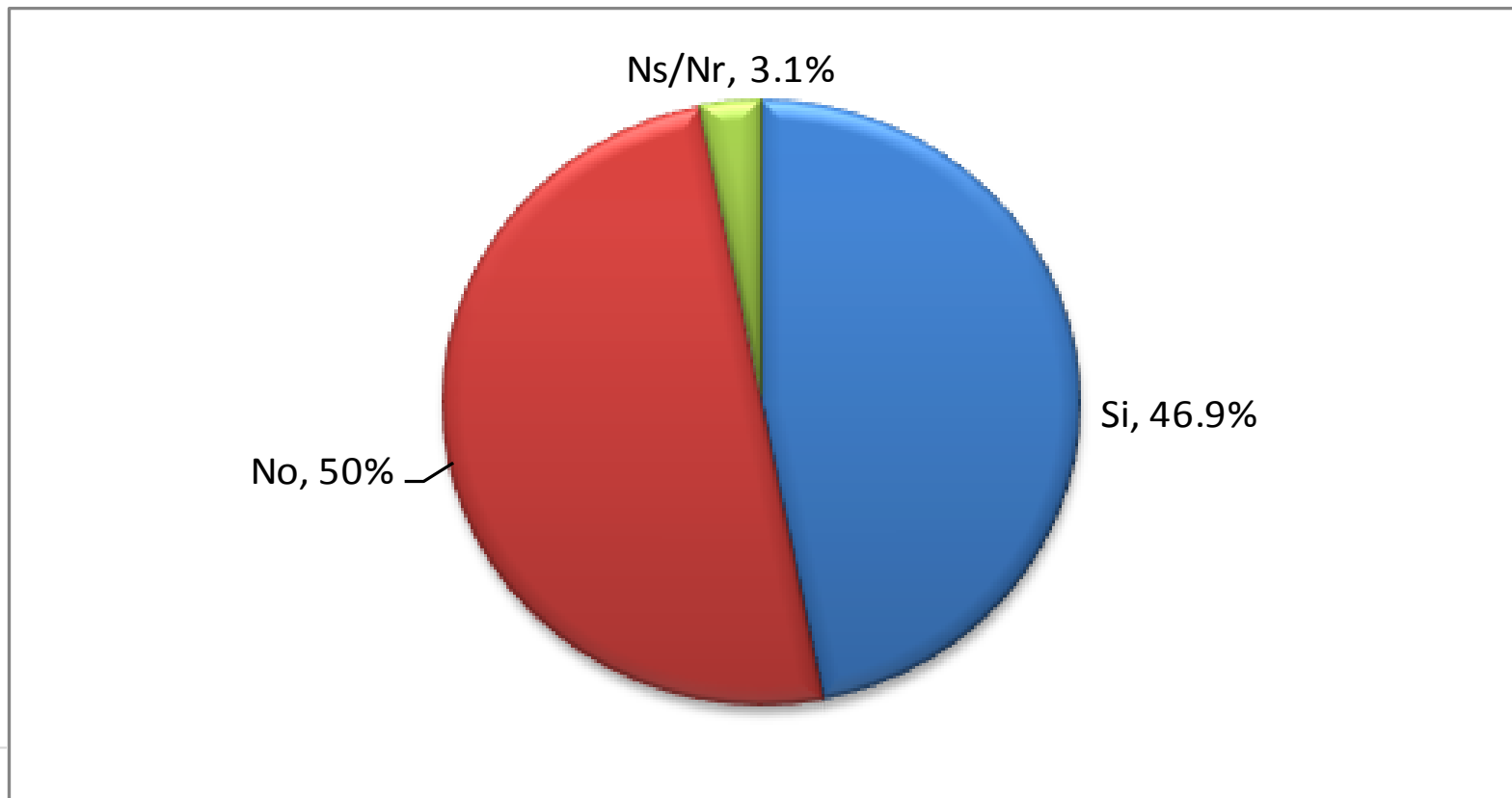
(Statement of the head of a Regional Pharmacy, MSP.)

Development of the Workforce

- 88% of the people interviewed assured that there does not exist a certification program for the human resources in charge of the supply chain.
- Only 30% had had more than 2 trainings through out their work life.
- Capacity Building Mode: Workshops in 100% of the cases.

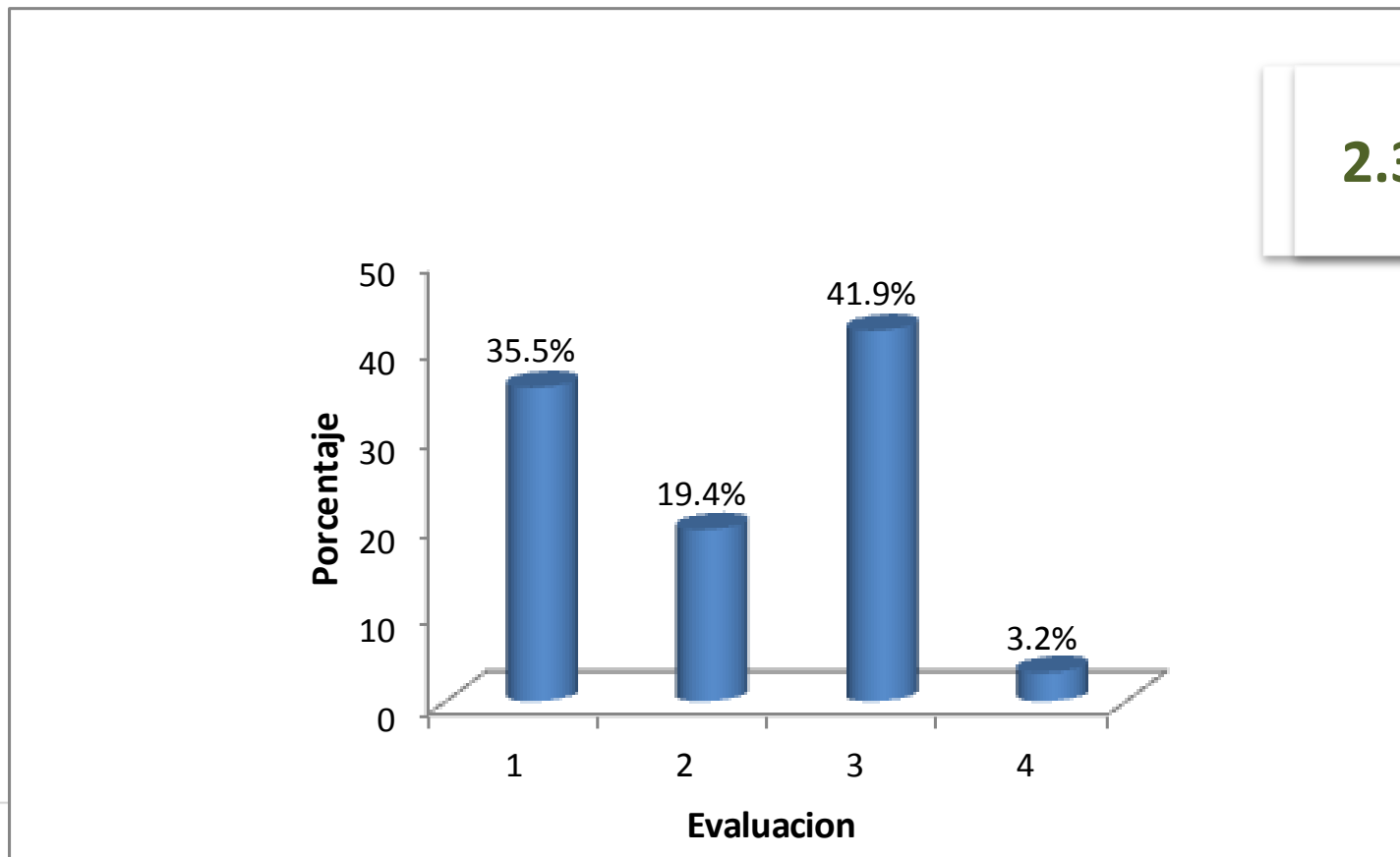
Effectiveness of the Workforce

The supervision responsibilities for the Supply Chain Management activities are included in the post descriptions of the supervisors?



Effectiveness of the Workforce

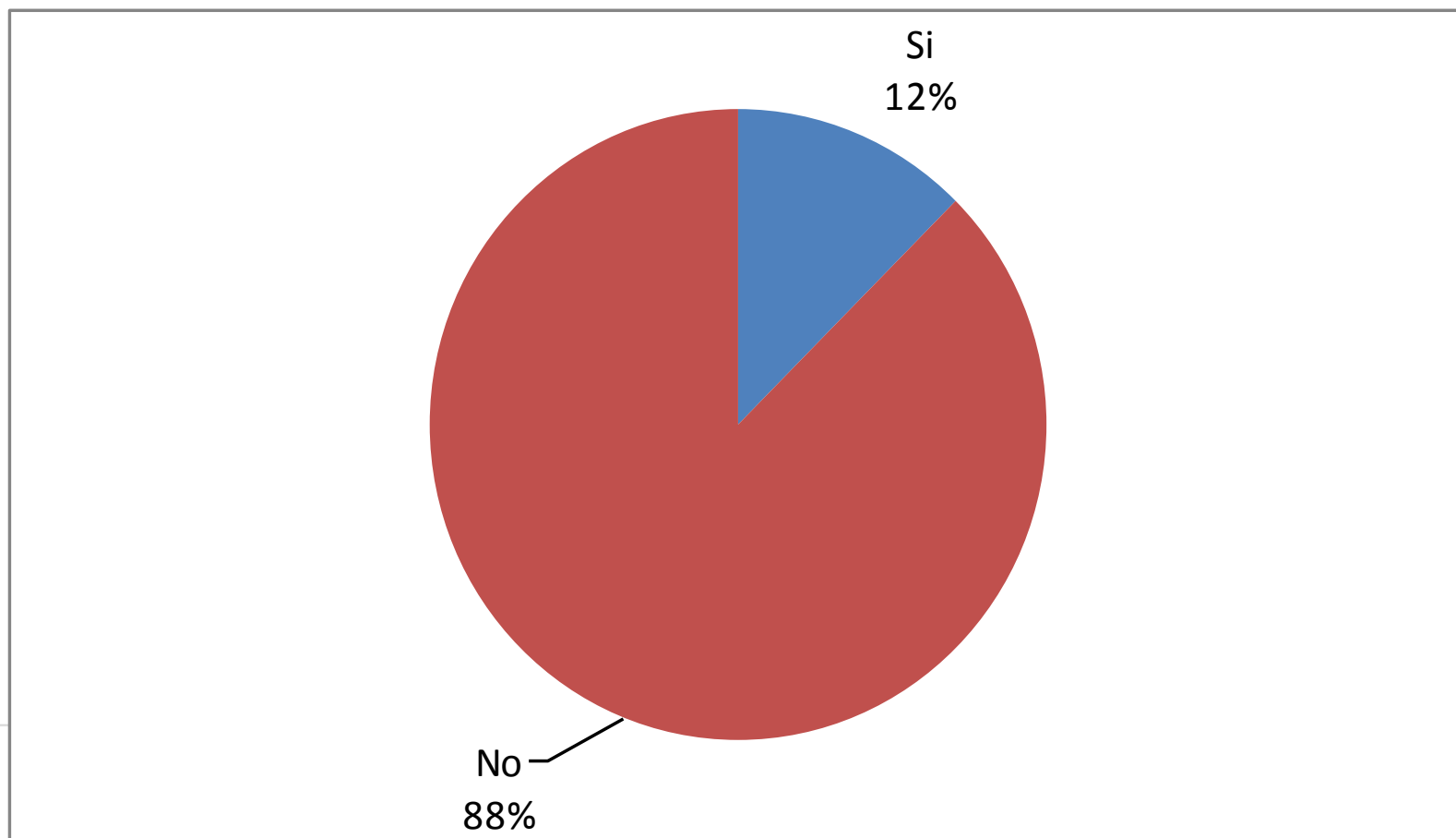
Perception on the effectiveness of the workforce



2.3.

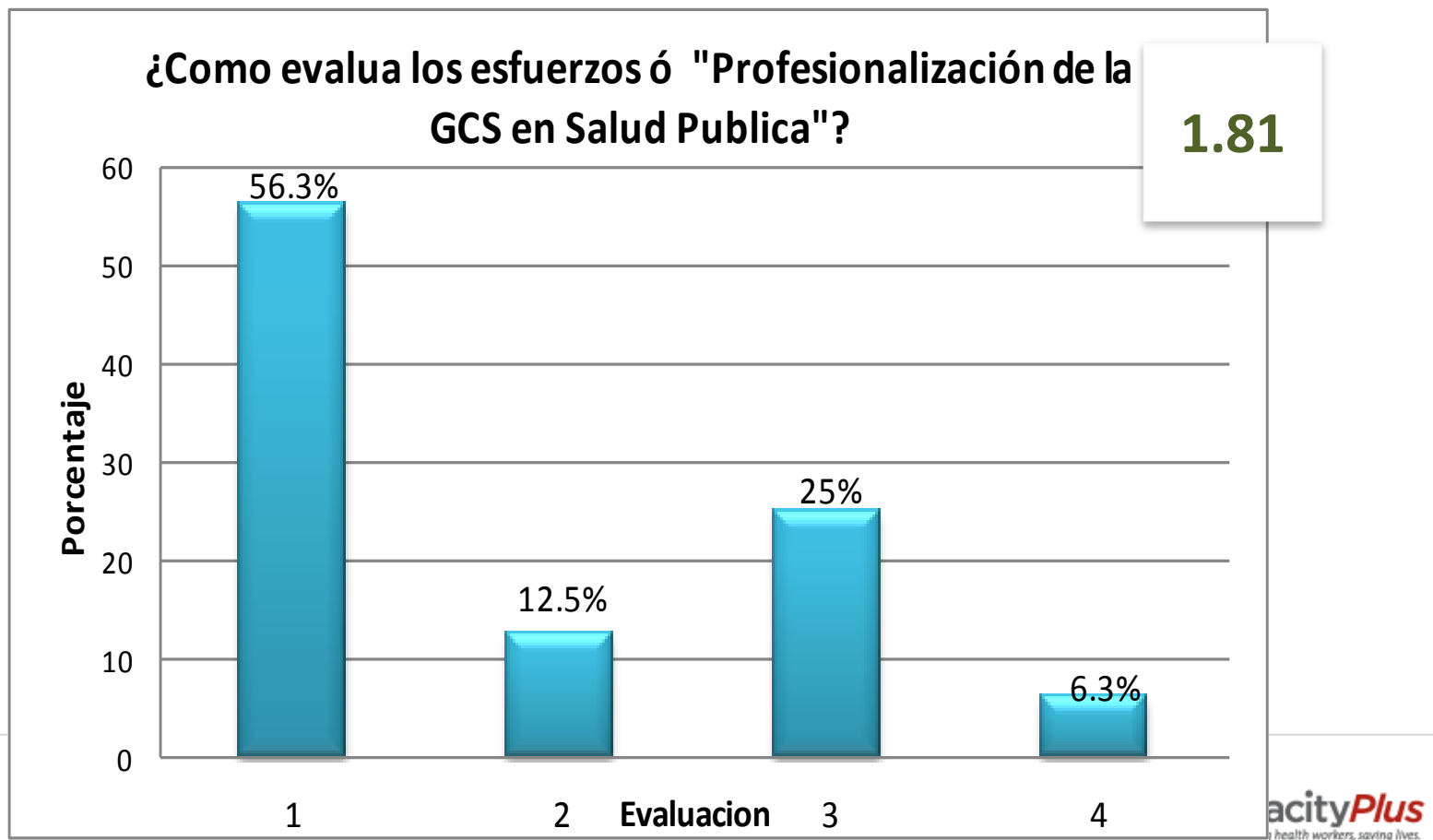
Professionalization Efforts on the Supply Chain Management in Public Health

Is there a certification program on Supply Chain Management for the private sector / managers, aimed for the private enterprises in the country or at a regional level?



Professionalization Efforts on the Supply Chain Management in Public Health

How are the efforts or “Professionalization of the Supply Chain Management in Public Health” evaluated?



CONCLUSIONS

- The weakness and fragmentation of the health human resources management has contributed to impoverish the supply chain performance in the health system, especially due to a lack of qualified personnel, which creates deficiencies in the correct management of medicines and in complying with the good practices of storage, distribution and disposition.
- There are no post descriptions for the supply chain and the majority of the staff does not comply with the post profile.
- Notwithstanding this fact, 79% stated that mobility is low given that the designations obey to a recruiting and selection process of a clientelistic's nature.

CONCLUSIONS

- Weakness in the definition and implementation of tools of vital importance for the development of the supply chain, such as the Strategic Plan, Standardized Operational Procedures Manuals, Staff Development Plan, Evaluation Guides of Staff Performance, Skills Accreditation, among others.
- 83% of the people interviewed did not received pre-services training related with the supply chain management, finding as a common practice that the new arrived staff is trained directly by the heads of departments.
- 67% of the people interviewed stated that part of the capacity building deficiencies of human resources are assumed by international organizations, but these training initiatives does not always respond to a plan linked to the local objectives of the supply chain management.

CONCLUSIONS

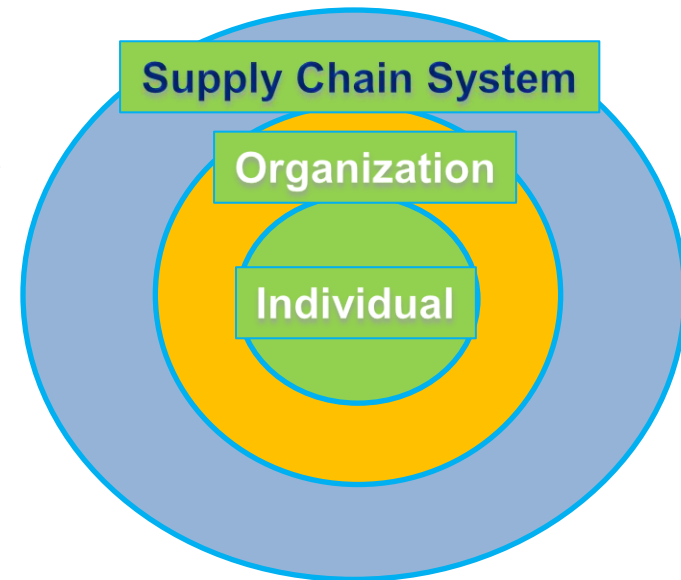
- 67% of the people interviewed think that the supply chain management, in comparison with other programs, have a high level of priority, but the majority stated that politicians do not understand the relationship between the improved access to the health inputs and the strengthening of human resources.
- In relationship with the professionalization efforts of the public health supply chain management the results were poor, regarding the certification requirements, as well as the professionalization efforts and activities.
- Some challenges for the accomplishment of the professionalization are the obligatoriness that the university curricula includes in its content the supply chain management, the increase in personnel, depoliticize the human resources managements posts, and the creation of norms and procedures manuals.

RECOMMENDATIONS

- **Strengthen human resources through the implementation of a professionalization process that includes: definition of post profiles, procedure guides for selection and hiring of human resources, performance supervision and management, development plan that allows access to the benefits and remuneration plan.**
- **Strengthen the National Unit of Medicine Management.**
- **Strengthen the medicine management unit at a regional level.**
- **Guarantee the political will in the effectiveness of the supply chain (lobbying at the highest level) that promotes the enforcement of the National Pharmaceutical Policy.**
- **Create and enforce a Capacity Building Plan in Services, according to the necessities.**
- **The Diploma can constitute a requirement to opt for a post in the supply chain and the basis over which the module of medicine supply management in the undergraduate level can be organized.**

In summary...

- The Development of Human Resources is critical for the optimum performance of the supply chain.
- For individuals
 - Knowledge & skills
 - Access to information & tools
 - Motivation & capacity
- For organizations
 - Direction, Competence, Opportunity, Motivation



CapacityPlus Next Steps

- To present and discuss these results with the decision makers of the Health Ministry, CONAVISIDA and other partners.
- To define a joint work plan to face the challenges.
- To establish strategic alliances to face the challenges.
- Lobbying at the highest level to increase the supply chain level.

Thanks!!!!

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Country Director

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