



**USAID**  
FROM THE AMERICAN PEOPLE



**CapacityPlus**  
Serving health workers, saving lives.

# **WANTED**

## ***Improving the Demand for and Retention of Health Supply Chain Personnel***

Barbara Stilwell  
Director of Technical Leadership  
IntraHealth International

Geneva, Switzerland  
June 29<sup>th</sup>, 2011

# Objectives

- Relevance of HRH crisis to health supply chain workforce
- Major challenges and innovations in recruitment and retention of health workers
- Lessons from other health worker cadres
- Potential contribution of *People that Deliver* Initiative to address the issues of demand for health supply chain personnel

# HRH crisis and health supply chain workforce

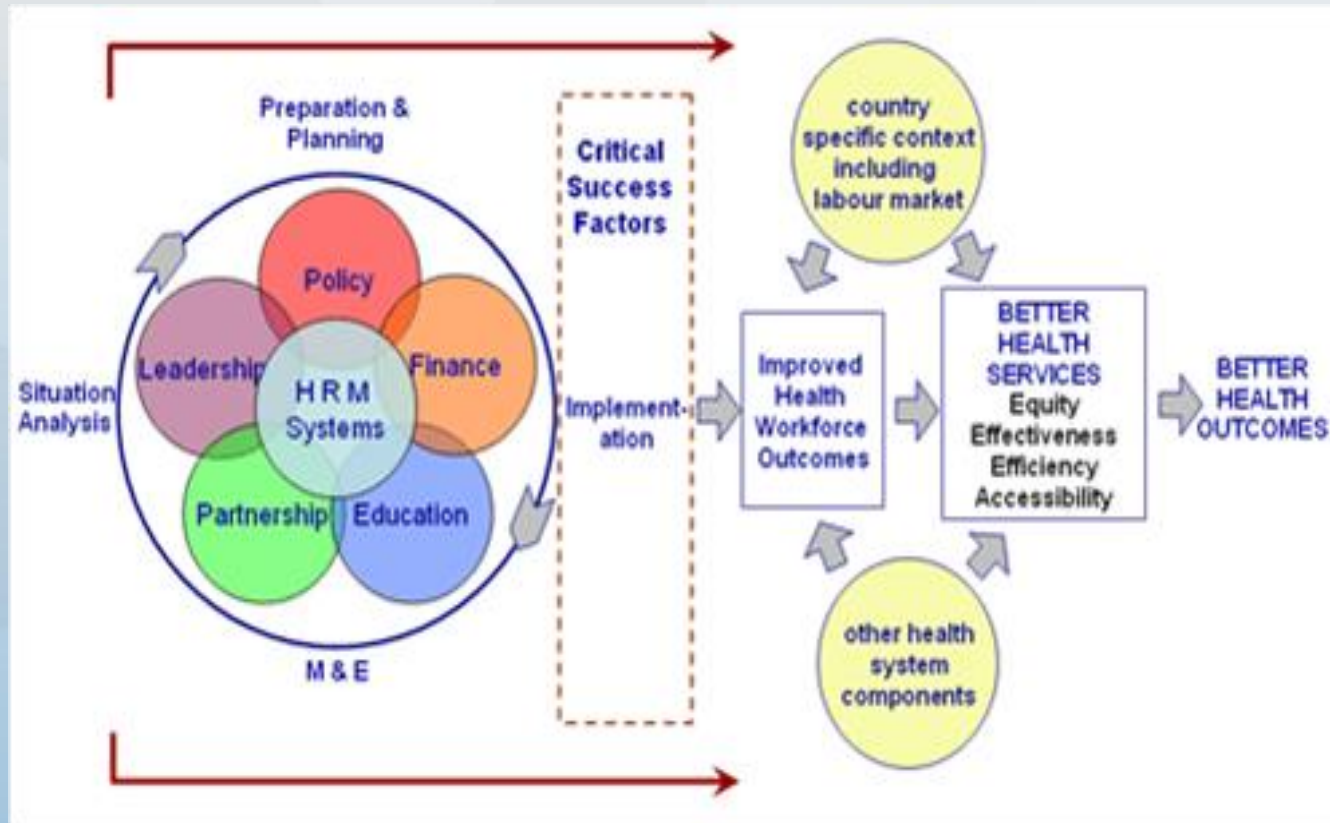
- HRH crisis
  - Shortage of 4.3 million health workers
  - 57 HRH crisis countries
  - Health workers undertrained and maldistributed
  - Effect on the MDGs
- Implications related to health supply chain management
  - Personnel drawn away from their intended roles
  - Additional burden on clinical HRH
  - Lack of training to perform health supply chain functions

# Challenges



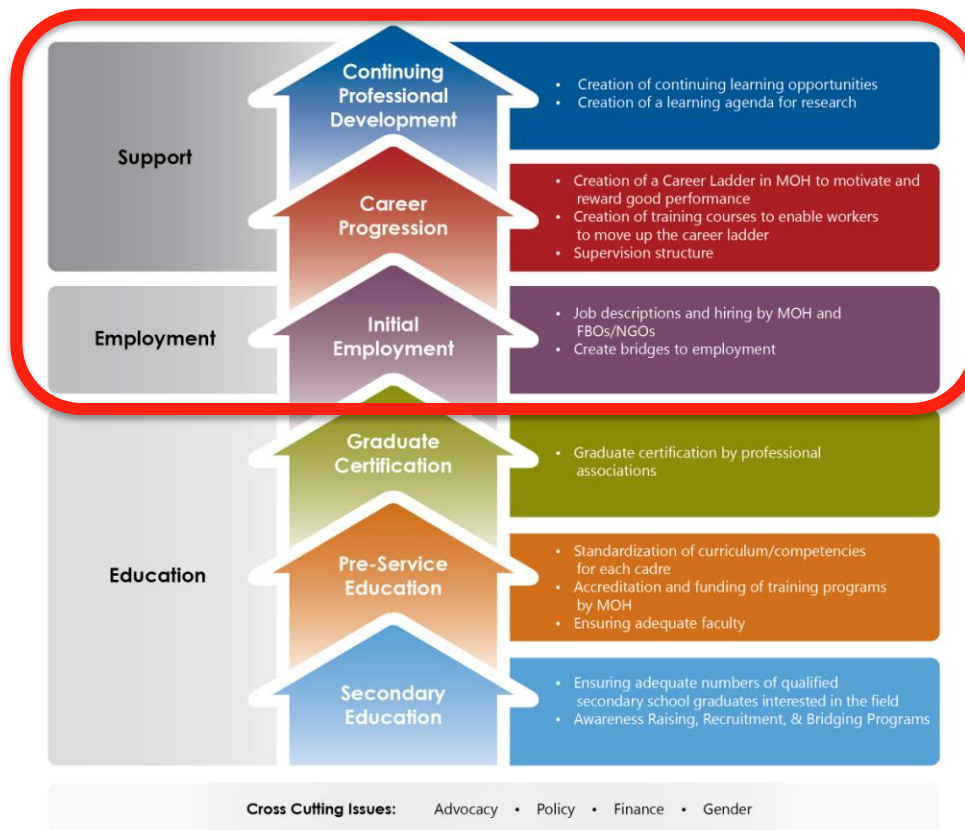
- No Professional Councils
- No Voice in the Ministry of Health
- No Job Descriptions
- No Career Path
- No Continuing Professional Development Programs
- No Profession-wide Learning Agenda

# HRH Action Framework (HAF)



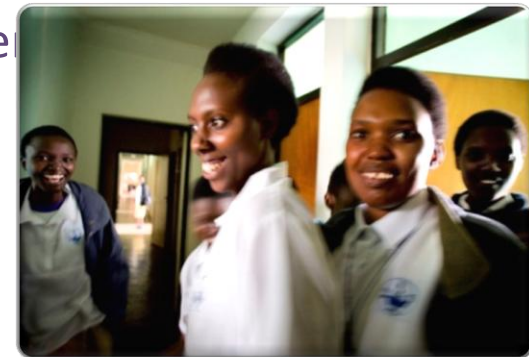
# Challenges and opportunities

## Life Cycle Approach for Professionalization of Under Recognized Health Workforce Cadres



# 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 Compete
- Organizational Support:
  - Strategic Direction, Job Roles and Responsibilities
  - Supportive Supervision System
- Environment:
  - Adequate and Proper Tools, Supplies and Workspace



# Opportunities

- **Initial Employment – recruitment**
  - Pre-service training – PNA/competence 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 the HRH world
  - Definition of competency framework
  - Design of curriculum
  - Define job descriptions
  - Design supervision structure
  - Creation of career ladder
  - Training of trainers
  - Design framework for continued learning opportunities
  - Define learning agenda
- Linkages with global community



**USAID**  
FROM THE AMERICAN PEOPLE



**CapacityPlus**  
*Serving health workers, saving lives.*

# Thank you!

**Barbara Stilwell**

Director of Technical Leadership  
IntraHealth International

Email: [bstilwell@intrahealth.org](mailto:bstilwell@intrahealth.org)