

WORKSHOP:

ACCELERATING THE PROFESSIONALIZATION
OF HEALTH AND HUMANITARIAN SUPPLY
CHAIN MANAGERS IN THE DEVELOPMENT
SECTOR. LOOKING BACK THEN MOVING
FORWARD....

Facilitators:

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and Edward Wilson (IAPHL)




Health and Humanitarian Logistics
2016 Conference
August 29-31 • Atlanta, GA USA

AGENDA

- ▶ The current HR resource issues facing the humanitarian and health supply chain development community
 - ▶ Intro to PtD
 - ▶ Intro to HLA
 - ▶ Intro to IAPHL
 - ▶ Group Work
 - ▶ Closing
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THE CURRENT HR RESOURCE ISSUES FACING THE HUMANITARIAN AND HEALTH SUPPLY CHAIN DEVELOPMENT COMMUNITY

- ▶ High Demand for Health/Supply Chain Professionals
 - ▶ Need for Greater Investment to Hire More Skilled Workers
 - ▶ Higher Demand for Qualified Professionals
 - ▶ Contract and Deployment work begets High Turnover & Lack of Institutional Learning
 - ▶ Lack of career paths for supply chain professionals limits opportunity and motivation
 - ▶ Staff Motivation, Competencies, and being the Right Fit for the Job
 - ▶ How to use effective talent acquisition strategies for public health and humanitarian logisticians
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MORE HEALTH WORKERS NEEDED

- ▶ WHO global strategy on human resources for health workforce 2030 – a cross-cutting agenda to attain coverage targets across all service delivery priorities – includes supply chain managers!
- ▶ Global needs-based shortage of health-care workers is projected to be more than 14 million in 2030
- ▶ Current trends of health worker production and employment will not be enough: in the African region the forecast worsens between 2013 and 2030



Needs-based shortage of health-care workers in 2013 and 2030

REGION	2013				2030				% CHANGE
	Physicians	Nurses/ Midwives	Other cadres	Total	Physicians	Nurses/ Midwives	Other cadres	Total	
Africa	0.9	1.8	1.5	4.2	1.1	2.8	2.2	6.1	45%
South-East Asia	1.3	3.2	2.5	6.9	1.0	1.9	1.9	4.7	-32%
Grand Total	2.6	9.0	5.9	17.4	2.3	7.6	4.6	14.5	-17%


MORE INVESTMENT NEEDED

- ▶ Substantial and sustained government investment is needed in human resources, including training and education and research – the evidence base for what interventions are successful remains inadequate
- ▶ Simply increasing numbers will not solve this deficit without addressing the broader issues, such as
 - ▶ improved data
 - ▶ research and education
 - ▶ efficient management of personnel
 - ▶ better defined career opportunities
- ▶ As global resources continue to decline with reductions in health and official development assistance expenditures
 - ▶ Investment at the local level is needed and domestic funding is increasing as African countries are committed to spending 15% of national budgets on health

GROWING DEMAND IN SUPPLY CHAIN COMMODITIES AND PERFORMANCE

- ▶ Volume of commodities continues to increase, requiring better SC skills to maintain and improve performance
- ▶ Growing demand for improved performance at lower levels – increased pressure for data to illustrate performance
- ▶ Greater emphasis on outsourcing, contracting out, becoming the stewards of the supply chain rather than the executors, using more push models, etc.
- ▶ Examples of health services that need a competent supply chain workforce
 - ▶ Meeting UNAIDS 90-90-90 targets
 - ▶ Next-generation immunization
 - ▶ Emergency Outbreak Response Teams

10 HUMAN RESOURCES TRENDS

- ▶ HR and people practices need to adapt to the accelerating economy and rapid changes in the workforce
 - ▶ Trends that are likely to present talent-related challenges
 - ▶ Organizational design
 - ▶ leadership
 - ▶ Culture
 - ▶ Engagement
 - ▶ Learning
 - ▶ design thinking
 - ▶ changing skills of the HR organization
 - ▶ people analytics
 - ▶ digital HR
 - ▶ workforce management
- 



Meet the Humanitarian Logistics Association

BECKY TURNER MARTIN

WHAT IS THE HLA?



The **Humanitarian Logistics Association (HLA)** is a professional organisation committed to increase humanitarian logistics effectiveness.





MISSION

HLA's **Mission** is to build a **community of practice** for advancing the humanitarian logistics profession through the promotion of cross-organisation learning and collaboration

HOW DID WE GET HERE?



HLA was **founded on an idea in 2005** at the Fritz Institute's Humanitarian Logistics conference forming a professional humanitarian logistics association that would:

- **Be a catalyst** to enhance the professionalization of the sector, and
- **Recognize** the strategic role of humanitarian logistics in the delivery of relief during humanitarian crises.

HOW DID WE GET HERE? (CONT.)



In **January 2009**, HLA was formed.

- Formally registered in the UK, but has a global reach.
- The Chartered Institute of Logistics and Transport (CILT-UK) provides registered office and membership services.



The Chartered
Institute of Logistics
and Transport

WHO IS THE HLA?



In 2016, HLA's activity drew from experience of:

- **The Trustees**

- HLA's Trustees are subject matter experts drawn from around the world

- **Volunteers** who focus our development, e.g.

- Logistics career development
 - General project management
 - Humanitarian logistics volunteering

WHERE ARE WE NOW?



HLA is a **membership organisation**

As of 30 August 2016 → 2,057 Members

- Our key representatives are located world-wide
- Organizing local HLA activities
- To build a ‘**community of humanitarian logistics practice**’
- Through networking, sharing ideas and a collective identity



KEY SERVICE OFFERINGS



1. Training standards and course accreditation
2. Professional Development
3. Community of Practice
4. Conferences
5. Research & Knowledge Management
 - Developing metrics to track professionalization

COMMUNICATIONS



- Newsletter
- Website
- E mail
- Facebook
- Twitter





WHERE ARE WE GOING?

Partnerships

- Increasing enthusiasm for logistics
 - Informal and formal via contract
- Regional organisations
 - Sponsor training
 - Publicize HLA
 - Fund activities
 - Aim to publicize on our website



WHERE ARE WE GOING? (CONT.)



Presence

- Building on the Humanitarian Summit
- Build profile
- Better communications
- Enthuse the community of practice

In order to:

- Increase membership
- Attract donors/ corporate members



Improving health outcomes by promoting sustainable workforce excellence in health supply chain management

Dominique Zwinkels, Executive Manager PtD
August 2016

WHO is PtD?

PEOPLE
that
DELIVER

Global Partnership



- Country governments
- International agencies
- Academic institutions
- Implementing partners
- Nongovernmental organizations
- Private companies

Envisions a world where health supply chain workforces are empowered and equipped to optimize health outcomes by improving access to health commodities

Mission

PEOPLE
that
DELIVER

STRATEGIC GOALS

ACHIEVE

global recognition that supply chains require a competent and supported supply chain workforce

PROMOTE

stewardship and leadership at the national level to understand the technical and managerial capacity needs for human resources in supply chain planning, strategy, design, and management

ADVOCATE

for a common pool of human resources that are appropriately trained with supply chain competencies and qualifications to support supply chain activities across governments, health facilities, and private sector

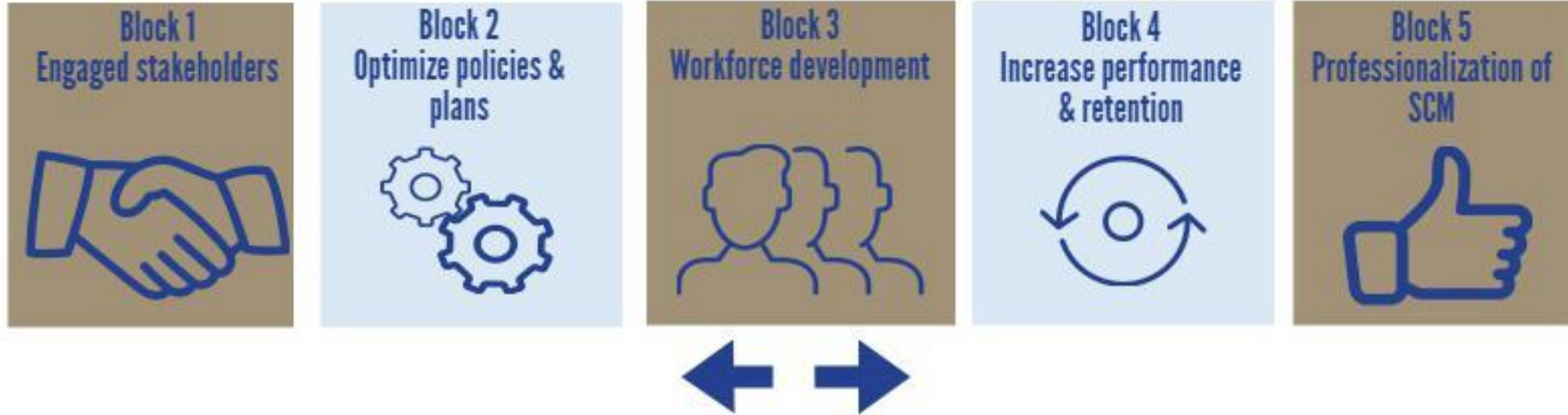
CATALYZE

and disseminate evidence-based approaches for human resources for supply chain management that is informed by best practices and responsive to an evolving environment

Professionalization: part of a systematic approach to HR for SCM

PEOPLE
that
DELIVER

The FIVE building blocks of HR for SCM



Stepped approach to develop HR capacity in health SCM

PEOPLE
that
DELIVER



Key service offerings

- **Country Partnership Program**

Services include:



Initial scoping



Tailored HR for
SCM assessment



Development of a
comprehensive HR for SCM
strategy

Development of a
competency framework

Development of a
training plan

- Provision of **advocacy materials, strategies, country best practices** relating to HR for SCM - tools and resources can be found on www.peoplethatdeliver.org
- **Community of practice** - facilitation of **linkages** and encouraging **south-to-south learning and collaboration**

Questions?



More information? Please visit

www.peoplethatdeliver.org

(new website at the end of September)

- Email: info@peoplethatdeliver.org
- PtD Newsletter: “NewsFlash”
- Follow us: Twitter and LinkedIn



International Association of
Public Health Logisticians

**Your Global Gateway to
Health Supply Chain
Management**

Introducing IAPHL HHL Conference Aug 2016



USAID
FROM THE AMERICAN PEOPLE

DELIVER PROJECT





International Association of
Public Health Logisticians

Who is IAPHL

- In 2007, the USAID | DELIVER PROJECT established IAPHL
- Open access organization housed by JSI
- Funded by
 - USAID
 - JSI Research & Training Institute, Inc.
 - The Bill & Melinda Gates Foundation
- Listserv is hosted by the WHO Knowledge Gateway
- Its website (www.iaphl.org) is hosted by JSI



USAID
FROM THE AMERICAN PEOPLE

DELIVER PROJECT



The **mission** of IAPHL is to support the professionalization of supply chain managers and others working in the field of public health logistics and commodity security, with particular focus on developing countries, *equipping individuals to strengthen the health systems in which they work.*



International Association of
Public Health Logisticians

IAPHL Members

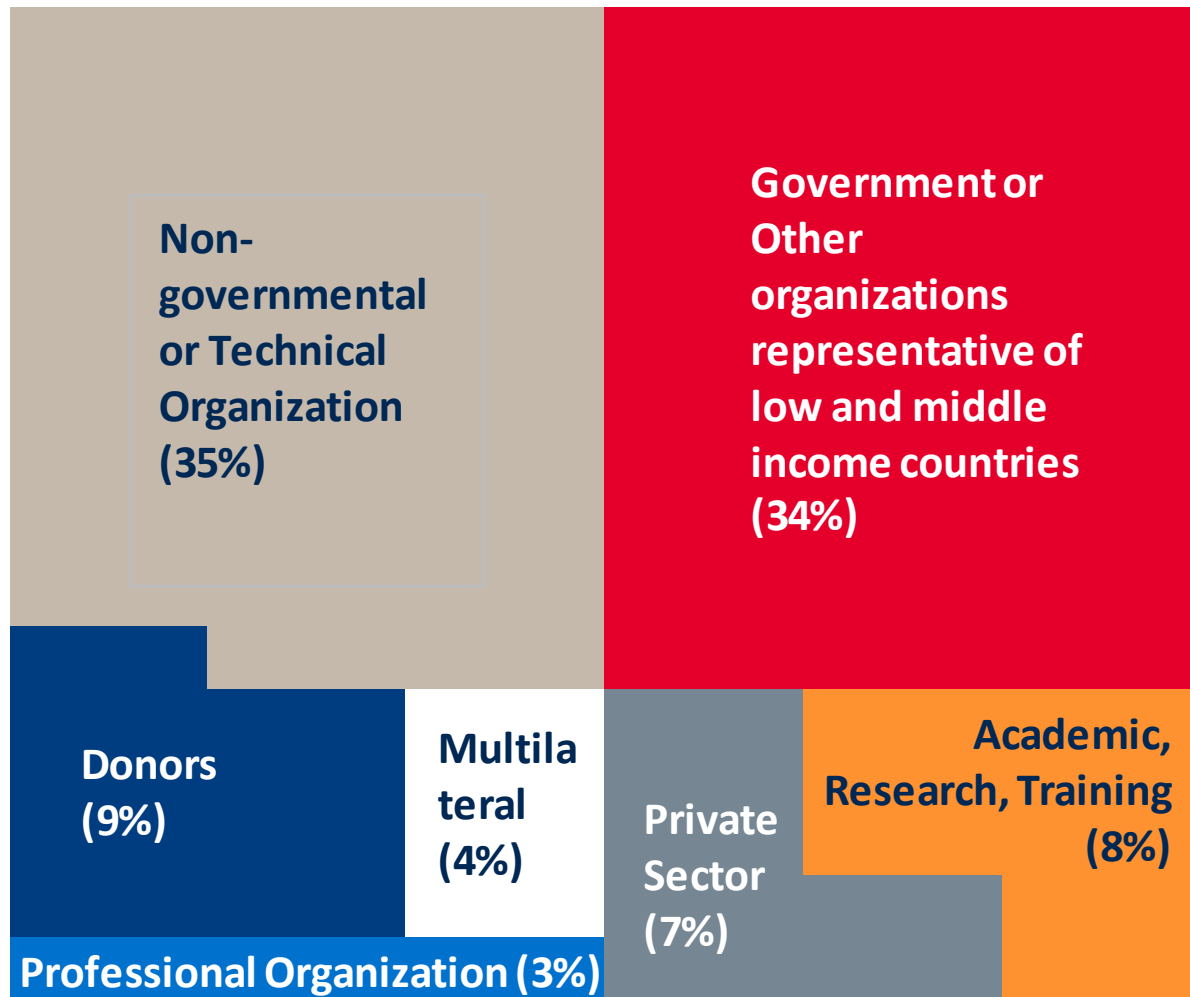
Dec. 2011
1,000
members

Nov. 2013
2,000
members

Mar. 2015
3,000
members

- To date approximately 4,000 members with a global representation from 138 countries
- Taste of the globe's contributions: Ethiopia 108, Denmark 105, India 118, Nigeria 556, Ghana 90, Tanzania 78, Uganda 104, **Kenya 55**, Pakistan 48, Netherlands 116

Most respondents work in government or for NGOs



[n=154]

Key service offerings

- Organized formal online discussions
- Facilitated member initiated discussions and postings
- Web based resource library
- Postings for job opportunities
- IAPHL country chapters
- Developing mentoring programs
- Supporting management of [LAPTOP](#) (Learning and Professional Training Opportunities)

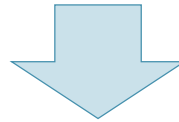
IAPHL provides the tools for professionalization.
Would you like to join?
It is free.... Go to **www.IAPHL.org**



Thankyou

Theory of Change for increased professionalization of health and humanitarian supply chain professionals

Influence the Public Sector on the benefits of professional association membership to improve the skills, motivation, retention, & capability of staff. Showcase examples of how prof. associations, public and private sector, operate together in more developed markets, to encourage governments to prioritise engagement with associations.



Develop models with specific countries or with trans-national bodies for how accreditation and other services will be:

- **Valued in recruitment and performance management processes**
- **Embedded into training and career development tracks for public sector workers**
- **Funded, either directly, or through sponsorship of employees**
- **Sustained for the long term to account for attrition and turnover**



Public sector led health & humanitarian supply chains benefit from increased professionalism of their existing and newly recruited staff, and improve retention of skills and capability

Next Steps for Activities in this Change Model:

Maturing the Vision through interaction with different stakeholders

Definition of Theory of Change

- Find and Document Case Studies
- Define Roles of Different Actors
- Estimate Costs/Effort of Implementation
- Build Business Case for Funding

Alignment among Donors

- Ownership and Governance
- Stakeholder Identification
- Communicate Theory of Change / Bus. Case

Building Buy-In From Professional Associations

- Getting the word out about the practical application of the Theory of Change
- Seek Critique / Feedback on Roles
- Confirm Strategy for further engagement

Engaging the Right Focal Points within Government Ministries

- Agree Ideal Entry Point to Public Sector country or region specific
- Determine prep. steps for engagement
- Select forum and attendees for next engagement
- Agree ideal government ownership and role of prof. associations

Small Group Activities:

Please choose a facilitator & scribe (using computer) for your group to email results to xzo1@cdc.gov.

Section A (15mins): Considering the ToC

1. Will participating in a prof. assoc. increase the pool of competent health & humanitarian supply chain personnel? If so, how?
2. We note the importance of having prof. assoc. accreditation & services that are 'Valued', 'Embedded', 'Funded' & 'Sustained'. Are we missing anything?

Section B (15mins): Considering Next Steps Activities

Four major activities with associated sub activities are outlined on Slide 2 of the ToC.
(If four groups then one activity per group)

1. Have we left out any high level activities?
2. What barriers can you foresee as we seek to move these activities forward?

Questions?

Thank you for your participation and don't forget to check out and join our associations:

- www.iaphl.org
- www.humanitarianlogistics.org
- www.peoplethatdeliver.org