

HR Capacity Building

Meeting the Challenges of Malaria Control and Elimination

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The importance of quality and adequate numbers of health workers to health system performance, to the quality of health care, to the achievement of health-related Millennium Development Goals is widely recognized.

However, support for human resource development is often ranked low on the health policy agenda of many national governments and international agencies.

To meet Malaria Program objectives there needs to be

- effective partnerships;
- strong networks;
- adequate resources ;
- a high level of technical and management skills; and
- efficient data collection and effective use of technologies.

To make this work we need confident, capable and motivated workers



What happens when you do have a well thought and actioned HR development plan

The Lao Experience

- Motivated staff
- Staff feel valued
- Have the skills needed and if they don't they can get help (mentoring)
- Work objectives met on time

What happens when you do not have a well thought and actioned HR development plan

The Solomon Islands Experience:

- Unhappy frustrated workers – complain that they have to work harder, worry more and get no rewards
- Staff do not feel valued by managers or advisers
- Don't have the management or administrative skills needed (lack of formal training, lack of appropriate experience)
- Cannot get help when they need it (mentoring)
- Work objectives not met on time (most of the time)

Review of key issues impacting on implementation of the SI malaria plan

December 2008 A Bobogare & L Boaz

Key HR issues discussed:

- **the provincial malaria staff are the malaria program.** They are the ones who implement at the community level.
- new ways of working across the organization and **enhancing staff competencies and capacity** is needed to move forward

Key Issues impacting on the effectiveness of the workforce follows:

- low level of management and technical support
- low level of required skills and low level of motivation to work at a higher level of complexity and at a faster pace
- no incentives to work in new ways – to work harder/longer hours

Human Resource Development Underlying Principles

- A well-performing health workforce is one which works in ways that are responsive, fair and efficient to achieve the best health outcomes possible, given available resources and circumstances.
- There are sufficient numbers and mix of staff, fairly distributed; they are competent, responsive and productive.

Objectives:

- Adequate supply and retention of well trained, competent and experienced staff
- High level of teamwork and performance
- Effective, Efficient and Equitable service delivery
- Desired population Health Gains are achieved
- Contribute to broader health system resource development

Actions:

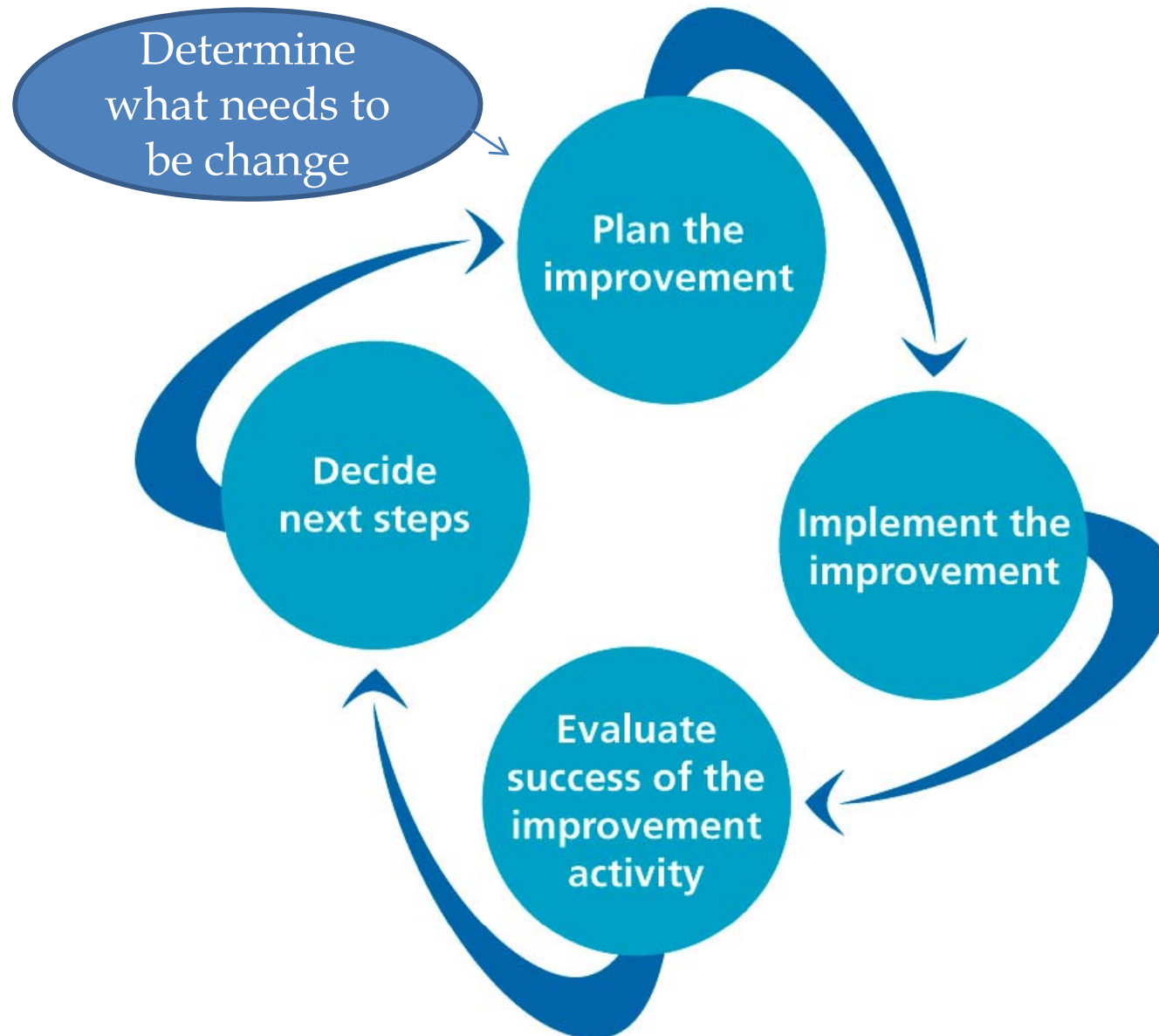
- Build competency before the project starts or at least at the very beginning
- Sustain competency: ensure there is a on-going staff development and ensure it is implemented for those who need it when they need
- Ensure staff are mentored – especially new staff.
- Put in place strategies/incentives/infrastructure to staff to positively contribute to achievement of program objectives

What does a Capacity Building Framework look like



Continuing Workforce Development TQMI

Total Quality Management Improvement



TQM Initiative what it would look like

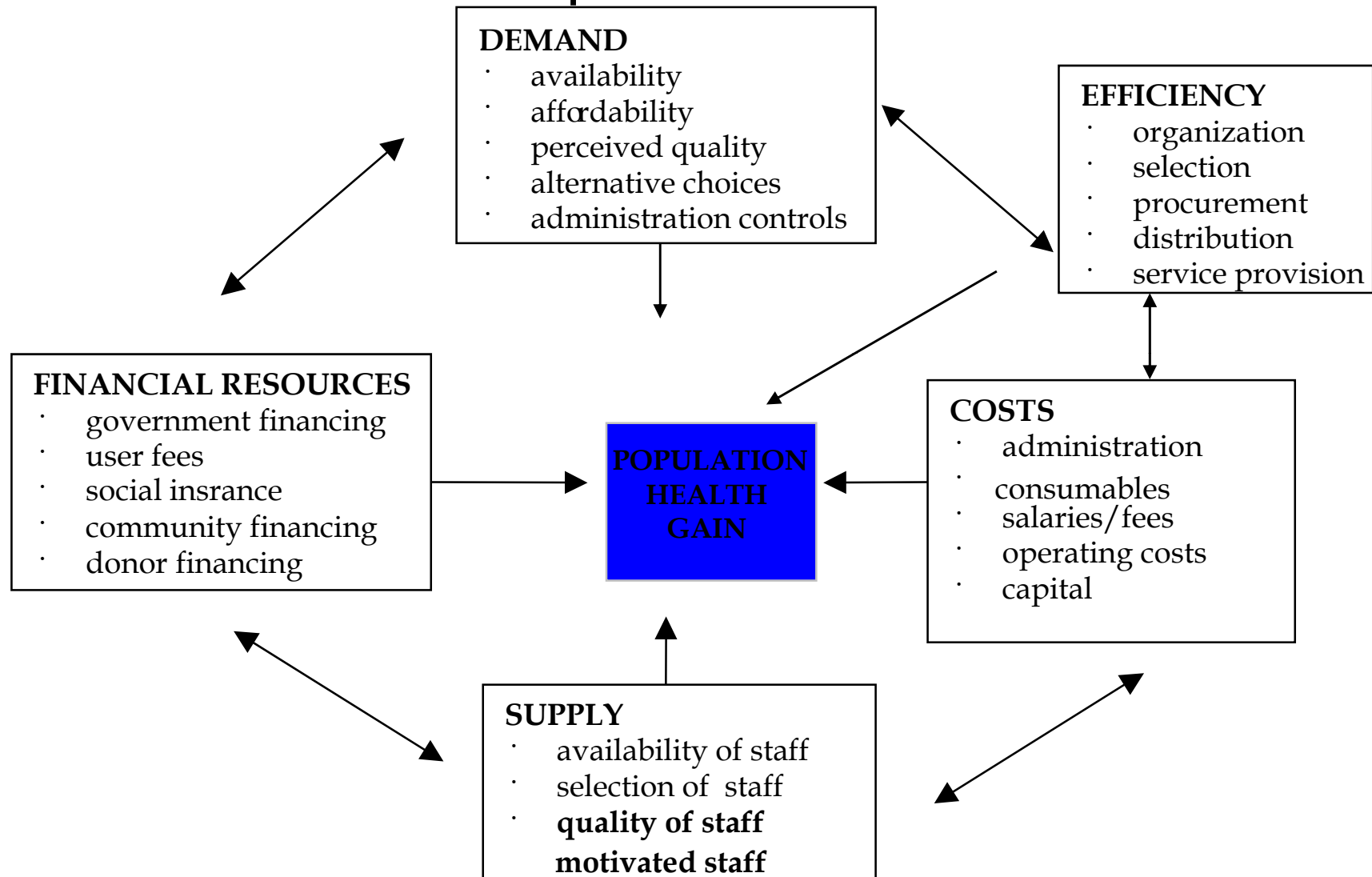
Total Quality Management is a strategy to achieve continuous improvement by the organization to meet objectives.

The TQMI process would be driven by the senior management team and facilitated by an external management specialist

- In the first place the *TQMI Team* would assess performance against targets at national and provincial levels, explore reasons for delays and develop strategies to bring about change
- The managers would implement the change
- Then the external consultant would come back maybe 4 to 6 months later and the process starts again

An economists view regarding getting the best out of the money you spend.

Balance the Human Resource Financing Sustainability Equation



THANK YOU