



PPE news

Positive practice environments for health care professionals

Issue 2 Summer 2010

Quality Workplaces for Quality Care



The Alliance is the PPE sponsoring partner

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PPE Campaign forges ahead

Positive Practice Environments for Health Care Professionals: Quality Workplaces for Quality Care - the campaign is making headway. Key international organizations in the health sector have formally supported this initiative, putting PPE on the political agenda and creating synergies with other health human resources (HHR) development initiatives.

PPE principles are being presented at major conferences:

- Geneva Health Forum
- Human Resources for Health Conference (Royal Tropical Institute, Amsterdam)
- Health Care Workforce Crisis: Innovations in improving staff retention and quality of care (International Labour Office).

PPEs include:

- Professional recognition
- Effective management practices
- Staff support structures
- Educational opportunities
- Occupational health and safety

The Campaign website has been launched offering free downloads of the Campaign kit materials and up-dated information on programme activities (see www.ppecampaign.org). A virtual library is being developed to provide effective learning and reference tools to support the creation/maintenance of positive practice environments for health professionals and their patients.

Positive practice environments for health care professionals
Quality Workplaces for Quality Care

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What is the PPE Campaign?
The Positive Practice Environments (PPE) Campaign aims to improve the quality of health services by raising awareness, identifying good practice and developing tools for managers and health professionals in the field, as well as carrying out concrete national and local demonstration projects to improve practice environments.
The multiyear, multi-stakeholder campaign promotes safe, cost-effective and healthy workplaces, thereby strengthening health systems and improving patient safety.
Patients and the public have the right to the highest performance from health care professionals and this can only be achieved in a workplace that enables and sustains a motivated well-prepared workforce.
The delivery of high quality health services depends on the competence of health workers and a work environment that supports performance excellence. The ongoing under investment in the health sector has resulted in a deterioration of working conditions worldwide. This has had a serious negative impact on the recruitment and retention of health personnel, the productivity and performance of health facilities, and ultimately on patient outcomes. Positive practice environments must be established throughout the health sector if national and international health goals are to be met.

UPCOMING EVENTS
Second International Conference on Violence in the Health Sector
October 27 - 29
2nd Global Forum on Human Resources for Health
January 25 - 29

NEWSLETTERS
PPE news - Winter 09

www.ppecampaign.org

The PPE Campaign is a joint activity of:

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Health human resource crisis: a pressing reality

The worsening of the health human resource crisis in most countries is a pressing reality. To complement governments' efforts in responding to the Human Resources for Health (HRH) crisis, PPE partners have launched this campaign in a spirit of professional cooperation, collaboration and determination to affect a real and positive impact on the working conditions of health care professionals in all organizations. Morocco, Uganda and Zambia are the pioneer countries where activities are taking place.

The aims of the workshops held in Zambia, Uganda and Morocco were to attain at national level common understanding of campaign objectives, structures, strategies, activities and expected outcomes; define operating principles and procedures for PPE implementation in the country; analyze the PPE situation in each country; build strategic alliances and agree on a common advocacy platform for PPE. In all three countries, the need and timeliness of this initiative have been stressed.

While developing countries suffer a critical shortage of employed health care professionals, the economic downturn and consequent underinvestment in health are affecting countries with stronger economies as well. The gains of recent years in terms of staff recruitment are being threatened by budget cuts seriously affecting working conditions and staffing levels. The retention of health care professionals depends on the work environment and has never been as important globally as health needs of the population continue to grow.

International Collaborating Partners thus far include organizations such as:

- CapacityPlus www.capacityplus.org
- Cordaid www.cordaid.nl
- Global Healthcare Information Network www.ghi-net.org
- Health Care Without Harm www.noharm.org
- International Commission on Occupational Health www.icohweb.org
- Public Services International www.world-psi.org
- World Federation of Occupational Therapists www.wfot.org
- World Health Organization www.who.int

Positive practice environments for health care professionals
Quality Workplaces for Quality Care

Mobility of health professionals in Zambia: Raising the stakes for action on PPEs in Zambia

Background
Shortages of staff are prevalent in all areas and at all types of health facilities in Zambia.
There is a net failure to recruit and retain health workers in the public health system due to high health worker attrition rates, the attrition rates are most severe in rural areas.

Dissatisfaction with professional work environments: a major reason given for moving away from rural areas.

Consequence: the exacerbation of the existing inequitable distribution of health workers in the country.

Assessment of practice environments in Zambia
Professional recognition
● High perception of unfair recognition and reward structures for employee contribution and/or performance.
● A third of school leavers interviewed opted not to choose a career in health due to perceived poor work environments and conditions of service.
Management practices
● The average annual rate of attrition is 4.48% for the total workforce.
● High migration of health workers, especially away from rural areas and away from the public health system.
Support structures
● Regulatory bodies are too severely underfunded to perform their oversight roles of ensuring safe working conditions.
Education
● There is a general dissatisfaction/uncertainty over career progression ladders and opportunities for professional education, development and career advancement.
Occupational Health & Safety
● Heavy workloads, staffing norms – there is a deficit/shortage of approx. 20,000 HCWs to meet today's population health needs.
● Some 9.4% of health workers felt insecure and rated their risk to get infected and/or injured from their work place as very high.
● No more than 25% of health workers interviewed felt they had adequate protection from workplace injuries.

Conclusions
Financial incentives are necessary, but they have limited impact in isolation. Improving professional practice environments has the potential to:
1. Entice new recruits to health careers
2. Reduce attrition and improve retention rates, especially in rural areas
3. Improve patient care.

Urgent steps need to be taken to stimulate action to address the issue of PPEs if performance and patient outcomes are to be significantly enhanced.
www.ppecampaign.org

This poster is a synthesis of the PPE Country Case Study findings by Dr Thabata Jack Ngulube for the PPE Campaign in Zambia

Poster presented during the Geneva Health Forum, 19-21 April 2010.

global health workforce alliance

The Global Health Workforce Alliance is the PPE Campaign sponsoring partner

The first Zambia PPE workshop

Lusaka, 9-11 March 2010



Group work during the PPE workshop held in Lusaka, March 2010.

The Lusaka workshop gathered representatives of professional organizations in several health disciplines - physicians, nurses, pharmacists, physiotherapists and dentists as well as other Zambian health stakeholders and media professionals. This multi-disciplinary team worked together with a shared concern for the poor state of their welfare, work safety and general working environments. High attrition and migration rates, heavy workloads, low salaries, poor safety conditions and inequity in the distribution of health professionals were identified as gaps in the Zambian health system.

Participants determined the priorities that constitute the core components of their National PPE Strategic Plan:

- Staff recruitment, retention and training
- Improve the working conditions, equipment and infrastructure of the health care system
- Consolidate collaboration and communication among stake holders
- Improve human resource structure, quality of service delivery and public image

Raising awareness of work environments and their negative impact on patient outcomes as well as staff morale and performance will be the focus of the post-workshop project in Zambia.

The Zambia PPE campaign team intends to:

- Put the outcomes from the PPE workshop into context for reality check
- Enable members to embark on local recruitment of members to help with local PPE campaign
- Help gauge the level of skills, knowledge and techniques required to produce positive outcomes from the PPE campaign in Zambia
- Promote networking for PPE at local levels and gauge the need for capacity building of members to manage these networks in future

Organizations represented at the March 2010 PPE workshop

- Hospital Pharmacy Association
- Zambia Society of Physiotherapy
- Churches Health Association
- Zambia School of Medicine
- Pharmaceutical Society of Zambia
- Zambia Union of Nurses organization
- General Nursing Council of Zambia
- Medical Council of Zambia
- Zambia Dental Association
- United Nations Population Fund (UNFPA)
- University of Zambia, Department of Nursing Sciences
- Centre for Infectious Disease Research in Zambia (CIDRZ)
- Centre for Health Science and Social Research (CHESSORE)
- Media representatives

Positive practice environments (PPEs) are settings that ensure the health, safety and personal well-being of health professionals, improve the motivation, productivity and performance of individuals and organizations, and thus, support the provision of quality patient care.

Global PPE Steering Committee - core partners:

- International Council of Nurses
www.icn.ch
- International Hospital Federation
www.ihf-fih.org
- International Pharmaceutical Federation
www.fip.org
- World Confederation for Physical Therapy
www.wcpt.org
- FDI World Dental Federation
www.fdiworldental.org
- World Medical Association
www.wma.net

PPE workshop in Uganda

Kampala, 15- 17 March 2010



Sharing experiences at the workshop in Kampala, March 2010.

Following the pilot experience of the 2008 workshop held during the first Global Forum on Human Resources for Health (Global Health Workforce Alliance) where PPE Campaign materials were piloted, a multidisciplinary group representing five health professions – physicians, nurses, dentists, pharmacists, and physiotherapists, and other health stakeholders, met in Kampala last March and made the commitment to work together to move the PPE Campaign forward in Uganda.

The Minister of Health Dr. Mallinga Stephen in his opening ceremony speech urged all health stakeholders, private and public, to support the PPE campaign so as to ensure its success and thus help Uganda achieve

the Millennium Development Goals.

An analysis of the country case study led to the conclusion that poor working environments are compromising quality care in Uganda. Unsatisfactory management practices, inadequate career advancement opportunities and poor occupational health and safety mechanisms were said to undermine the productivity and motivation of health professionals.

Group discussions identified the following priorities to be addressed in the Uganda National PPE Strategic Plan:

- Empower professional associations
- Advocate for improved remuneration packages and conditions of service

- Increase recruitment and encourage retention through incentives
- Reward and recognise health workers' excellence as a form of motivation
- Identify government programmes that can accommodate PPE activities
- Advocate for more funding to the health budget to improve working environments

The post-workshop PPE project in Uganda will focus on workplace surveys determining the status of PPE elements, raising awareness of health professionals and decision makers and negotiating improvements to the health workplace.

Organizations represented at the March 2010 PPE workshop

- Uganda Medical Association
- Uganda Dental Association
- Pharmaceutical Society of Uganda
- Uganda National Association of Hospitals Administrators
- Uganda Nurses and Midwives Union
- Uganda Association of Physiotherapy
- Ministry of Health, Ministry of Education, Health Service Commission representatives
- WHO Country Representative
- Infectious Diseases Institute, IDI
- Community Based Rehabilitation Alliance, COMBRA
- Islamic Medical Association of Uganda, IMAU
- Mulago Hospital
- Mukono District
- Action Group for Health, Human rights and HIV/AIDS

Second International Conference on

Violence in the Health Sector

From Awareness to Sustainable Action

27-29 October 2010 Amsterdam, the Netherlands

www.oudconsultancy.nl/Violence-Healthsector/program.html



*Quality Workplaces
for Quality Care*

Visit our website for
more PPE news,
materials and resources

www.ppecampaign.org

“L'appel de Rabat” and the proposal of a Moroccan Charter on PPE

PPE workshop in Rabat, May 2010



Participants at the first PPE workshop in Rabat, May 2010.

Participants from different areas of the country and several health disciplines (physicians, gynecologists, dentists, pharmacists and nurses), representatives of education centres for health professionals, as well as the World Health Organization delegate and other health stakeholders joined in Rabat during a three day PPE workshop, 5-7 May 2010.

The key health organizations participating at the workshop unanimously recognized the urgent need to create a positive practice environment to motivate health professionals and ultimately improve performance and quality care. Participants stressed the need for wide dissemination of the PPE Campaign message in order to sensitize the public, improve the image of health professionals and mobilize key stakeholders and the public sector, in particular the Ministry of Health.

Participants in the post-workshop phase will collect more data

and evidence on the status of working environments in all health disciplines and regions, organize multidisciplinary work groups, raise social awareness using the media and a specific Call to Action paper for Morocco (L'Appel de Rabat) and a National PPE Charter.

Organizations represented at the PPE workshop in Morocco, May 2010

- Association Lalla Salma de Lutte contre le Cancer
- Société Marocaine des Sciences Médicales
- Association Royale de Gynéco-Obstétriques
- Association Marocaine de Prévention Bucco- dentaire
- Association Marocaine des Sciences Infirmières et Techniques Sanitaires
- Fédération Nationale des Pharmaciens
- Organisation Démocratique de Travail
- Instituts de Formation aux Carrière de Santé du Ministère de la santé
- Representative of WHO-Morocco

Positive Practice Environments in the Canadian Healthcare System

Current HHR practices in Canada focus on recruitment and retention, and how to manage health professionals with limited resources. Policy-makers and other stakeholders are keen to develop solutions to make better strategic utilization of their health human resources. A poster on PPE was presented at the health policy conference held by the Centre for Health Services and Policy Research, University of British Columbia, Vancouver, Canada, 29-30 March 2010, by Brenda L. Lovell and Raymond T. Lee.

The promotion of PPE at inter-professional and continuing professional development workshops is considered the ideal venue for policy-makers, practitioners, and researchers to learn the basic tenets of PPE and stimulate discussion, dialogue and research. Many of the Vancouver Conference attendees were unfamiliar with the PPE initiative but wanted to know more about the programme, and how they could implement it in their region or jurisdiction.

Although Canada has a publicly funded health care system, PPE may need to be

customized for each health authority or health care institution, as the specific needs and requirements of each are varied across the provinces. Challenges of implementing PPE include resource constraints and political inertia; however, strong clinical and organizational leadership coupled with institutional support will be the driving force for PPEs.

In support of the campaign the researchers have introduced PPE as part of practice management at an international family medicine conference in Cancun, Mexico in late May.

International recruitment of health personnel: global code of practice

The Sixty-third World Health Assembly has unanimously adopted the revised WHO global code of practice on the international recruitment of health personnel.

The code aims to establish and promote voluntary principles and practices for the ethical international recruitment of health personnel. It discourages states from actively recruiting from developing

countries that face critical shortages of health workers. Work will now begin on implementation of the code, including the establishment of a framework and identification of the data required to monitor its application and impact.

Further information is available at:
www.who.int/workforcealliance/media/news/2010/codestatementwha/en/index.html



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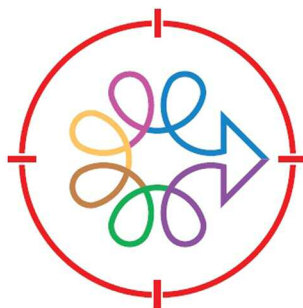
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Responsible governance for improved human resources for health: *making the right choices*

An international conference was held at the Royal Tropical Institute (KIT) 15-16 March 2010, focusing on the contribution that responsible governance can make to improving human resources for health (HRH) policy implementation. There was great interest in the conference: 181 participants attended from 31 countries; authoritative key note speakers reflected the global and local issues pertaining to HRH and governance; and over 30 case studies were presented, addressing experiences with various governance issues in different countries. Positive practice environments was presented as a recommended strategy to improve HRH effectiveness. See www.kit.nl/eCache/FAB/46/258.pdf for a summary of the conference proceedings. Slide presentations are also available on the KIT conference webpages.

In the closing plenary, participants explored the ways in which the results of the conference will be taken forward within the HRH global arena and the wider health systems agenda. This includes a dedicated session on HRH governance at the 2nd Global Forum on Human Resources for Health in Bangkok, January 2011; input into the 2010 summit on Millennium

Development Goals; and a special issue in the international journal on health workforce matters, Human Resources for Health (www.human-resources-health.com). Detailed conference proceedings, including implications and intentions for follow-up on this invigorated HRH governance agenda, are forthcoming.



Second Global Forum on
Human Resources for Health
25 - 29 January 2011
Bangkok, Thailand

www.who.int/workforcealliance/forum/2011/en/



global health
workforce
alliance

The Global Health Workforce Alliance in collaboration with the core partners has sponsored the start-up, pilot phase and implementation of the PPE Campaign.

www.who.int/workforcealliance/