

# North and South: Human Resources Development in Tuberculosis Control Programs

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Director of Finance and Development who  
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Union's management training initiative



# Presentation

- Human resource development
  - Why needed
  - What is lacking
- Some initiatives
  - TBCTA (TFT, Junior Consultants)
  - The Union (EpiLab, management courses)
- Reflections



# Human Resources Development (HRD) needed due to:

- Increased sources and level of funding
  - Has allowed increase in staff, who need to be trained and managed
  - Need for skilled staff to address demands from donors for reports, accountability
- Increased complexity of disease (HIV, MDRTB)
- Increased complexity of health system (PPM, SWAP, PAL)



# HRD Lacks

- International and in-country consultants for TA
- Generalists for the overall view
- Specialists for:
  - HIV
  - Laboratory
  - MDRTB
  - Health Systems
  - Financial and Administrative
  - HRD
  - Drug management
  - Community mobilization and advocacy



# TBCTA

- USAID-funded coalition: (ALA), ATS, CDC, IUATLD, KNVCV, WHO
- Focus on increasing:
  - DOTS expansion
  - Integration of TB control in PHC
  - Links between NTPs, HIV/AIDS and MDRTB efforts
  - **in-country technical capacity**
  - **Training of consultants to provide TA**



# TBCTA Training Initiatives

- Task force on Training (TFT)
- International consultants
- Laboratory
- General and fiscal management



# Task Force on Training



# Task Force on Training (TFT)

- Purpose: Strengthen HRD in country to reach/maintain DOTS targets, by enhancing and strengthening capacity:
  - of program managers at all levels to adapt HRD strategies based on NTP needs and goals
  - of all NTP levels to analyze and use program data
  - of peripheral health workers on TB by field-oriented training
  - of clinicians to participate in TB control
  - of university professors to teach clinical and public health aspects of TB control
  - Train new TB-consultants from developing and developed countries for the country and regional level.



# TFT Activities

- Developed and published HRD norms and standards
  - Human resource development for TB control (WHO/CDS/TB/2002.301)
  - Checklist for review of training component of the national tuberculosis control programs (WHO/CDS/TB/2003)
  - Management of tuberculosis. Training of health facility staff (WHO/CDS/TB/2003)
  - How to prepare a personal training plan for Future TB Consultants
- HRD workshops for Africa (8 countries) and Asia (7) to develop HRD plans



# TFT Lessons Learned

- Need to appoint focal person for HRD – keeps topic on agenda
- ↑ capacity of focal persons – most NOT specifically trained
- Involve stakeholders in HRD – need poorly understood by ministerial level, NGOs, donors
- Both integration and decentralization of TB control pose HRD challenges – dilution of TB from integration; fewer resources for HRD in local govts



# Junior Consultant Training Program



# Junior Consultants Program

- Implemented by The Union, KNCSV, WHO, (Sondalo)
- Several models:
  - Based in home country
  - Based at headquarters
  - Short course



# Results

Centralized vs Field Based	Org	(mo)	TB Back?	#	Strengths	Weaknesses	Satisfaction
Headquarters	KNCV	12	not req	3	personalized training plan	inconsistent mentorship (corrected)	high to med
					well structured field assign	more diff to provide adequate support for non-TB trainee	
					frequent peer exchange; exposure to other experts		
					Headquarter placement		
Headquarters	WHO	11	not req	2	Field missions	weak mentorship	medium
					Peer exchange	unclear obj	
					exp WHO orientation	poor defined training strat	
					exp other areas WHO	WHO instit constraints inhibit ability to work across regions	
Field-based	Union	18	required	3	strong mentorship	no employment guarantee	high
					personalized training plan	need organizational affil in-country	
					Peer exchange		
					home country placement		



# Junior Consultants Program Lessons Learned

- Of 8 + 55 Sondalo trained
  - 6/8 working as international consultant
  - Sondalo: 27/34 responding worked as international consultants
- Labor-intensive, small pool, expensive
- Capable and committed mentor crucial
- Easier to teach TB to experienced consultant than vice-versa
- Full time commitment needed



# The Union Training Initiatives

- Regional in TB control and epidemiology
  - Africa (Cotonou – French; Arusha – English)
  - Latin America (Nicaragua, now El Salvador -- Spanish)
  - Asia (Hanoi, Ho Chi Minh City – English)
  - Eastern Europe (Tartu – English and Russian)
- Laboratory
- Private and academic sectors
- **Masters and PhD programs sponsorship**
- **Management**



# EpiLab Sudan



# EpiLab Sudan

- Union and Norwegian Association of Heart and Lung Patients (LHL)
- Development cooperation philosophy
  - Phase 1: International TA for NTP until agreed targets met
  - Phase 2: TA passes to national experts
  - Phase 3: National experts mobilized → regional/international TA



# EpiLab Sudan 2

- Int. TA shifts → support Nat. Competence Center for OR (EpiLab) → clearing house for int. consultants
- Developing competence
  - NORAD funds U of Oslo (community med) and Bergen (int health) to offer PhD and Masters degrees
  - British counsel offers scholarships
    - EpiLab has pool of candidates and often co-supervises



# EpiLab 3 Results

- 1 PhD
- 18 Masters degrees
- Majority women
- 17 returned to Sudan after studies
- Egs of studies
  - economic impact of tuberculosis on farmers' income in rural Sudan
  - determinants of delay in tuberculosis treatment
  - marginal cost of care for tuberculosis patients, due to HIV infection
  - effect of decentralization on the quality of tuberculosis services



# Union Management Course Initiative



# Union Management Courses

## WHY?

- Increased funding→:
  - ↑ financial accountability at lower levels
  - ↑ staff
  - ↑ need for general management



# Union Management Courses

## OBJECTIVES

- Management Education and Development Project (MEDP)
  - Management and leadership capabilities of NTP managers
  - pool of future top leadership for NTPs and beyond
  - capacity for strategic and creative decision-making
  - understanding of organizational dynamics to improve design and implementation of new initiatives
  - knowledge in core areas of administration, including finance, management, marketing and strategy



# Union Management Courses

## WHAT and WHERE?

- Finance and Logistics Management Course for TB Control (Jaipur)
- Budgeting and Reporting for Administrators of TB Control Programs (Bangkok and China)
- Management of Managers for TB Control Programs (for senior level and NTP managers; Philippines)
- Human Resources Planning and Management (Bangkok)



# Union Management Courses

## CONTENT 1

- **Finance and Logistics Management Course for TB Control (Jaipur)**
  - Management of TB control program, strategic planning and TQM, logistics, finance
- **Budgeting and Reporting for Administrators of TB Control Programs (Bangkok and China)**
  - overview of budget management in TB control
  - Skills development in financial reporting in relation to project cycle management



# Union Management Courses

## CONTENT 2

- **Management of Managers for TB Control Programs (senior level and NTP managers; Philippines)**
  - concepts, skills, and techniques for managing subordinate managers
  - techniques to improve managerial role without relying heavily on formal authority
  - techniques to improve management of internal and external relationships
  - techniques for maximizing managerial performance
- **Human Resources Planning and Management (Bangkok)**



# Union Management Courses FOLLOWUP

- Management “curriculum”/university
- Post course projects followed virtually using web-based technology



# Union Management Courses

## THE FUTURE

- Build critical mass in country
- Bloomberg Global Initiative
  - 2007 14 courses
    - India, Bangladesh, Indonesia, Thailand, China, Philippines, ?Cairo
  - 2008 40 courses for tobacco control personnel; 8 for TB and lung disease
    - Same countries plus Latin America, Francophone Africa
- Collaboration with Johns Hopkins Bloomberg School of Public Health
  - On-line management courses
  - Certificate program?



# Positive Spillover Results

- Course accreditation in China for Budget Planning and Financial Management Course
- Collaboration with Johns Hopkins University
- Extension of concept for non TB programs



# Reflections 1

- One time training insufficient
  - follow-up supervision
  - recycling of training
- Variety of approaches necessary
  - General and specific
  - International and in-country
  - Long-term and short-term
  - Country specific
- OR key
- Investment yield  $\neq$  100%



# Reflections 2

- Influence of external factors – lack of:
  - Infrastructure (poor planning, employment regulations, movement of staff)
  - Coordination (pre/in-service curricula does not correspond to country needs)
  - Opportunity (continuous learning)
  - Renumeration
- Need for ongoing commitment
  - Initiation
  - Supervision
  - Renewal

