



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

Positive Practice Environments Campaign

Quality Workplaces for Quality Care

The PPE Campaign is a joint activity of:



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The Alliance is the
PPE Campaign
Supporting partner



Context

- Global health workforce crisis
- Critical imbalances
- Underemployed, unemployed, overworked
- Unhealthy work environments
- Poor organisational climates
- Chronic underinvestment
- Neglected labour issues



Campaign Initiators



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Definition of Positive Practice Environments



Settings that:

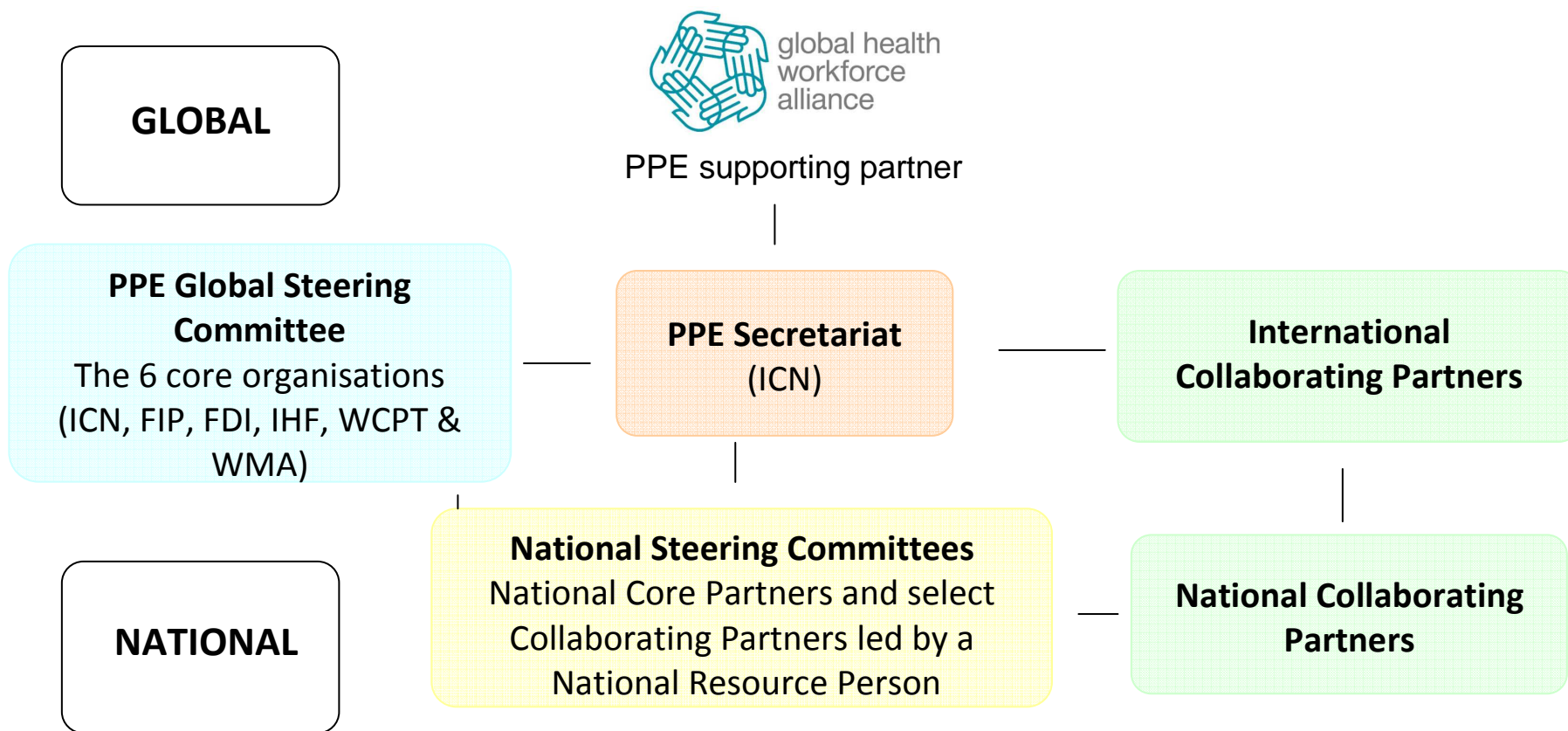
- ensure the health, safety and personal well-being of staff
- support the provision of quality patient care, and
- improve the motivation, productivity and performance of individuals and organisations.

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Campaign Management Structure



Positive Practice Environments (PPEs) include:

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



These are the principles for a supporting and positive environment of practice

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Objectives of Campaign

- Raise the awareness, understanding and support of all relevant stakeholders
- Offer a global platform for information, discussion, sharing of best practices, tools etc
- Carry out concrete national & local activities in target countries
- Stimulate the sustained establishment of PPEs

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Campaign Methods

- Global cooperation
- Data collection - information sharing
- Advocacy
- National multi-disciplinary consultations - alliances
- Situation analysis in selected countries
- National & local activities
- Capacity building
- Celebrate successes



Results to Date

- Campaign kit
- Campaign website (www.ppecampaign.org)
- International Collaborating Partners:
CapacityPlus, Cordaid, GHI-net, ICOH, HCWH,
PSI, WFOT & WHO
- PPE Newsletter
- Base-line research: Country Case Studies
- Support to the establishment and
development of National Campaigns
in Zambia, Uganda & Morocco

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Campaign – Kit

The PPE Campaign kit contains tools and resources for HRH managers, policy makers and health care professionals

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Positive practice environments for health care professionals

KEY CHARACTERISTICS:

Professional recognition

- Recognise the full range of competencies provided by health care professionals and provide the autonomy for these competencies to be fully utilized.
- Promote professional autonomy and control over practice and pace of work.
- Recognise and reward employee contribution/performance.
- Regularly assess employee satisfaction and act on outcomes.

Management Practices

- Commit to equal opportunity and fair treatment.
- Provide adequate and timely compensation commensurate with education, experience and professional responsibilities.
- Maintain effective performance management systems.
- Offer decent and flexible benefit packages.
- Involve employees in planning and decision making affecting their practice, work environment and patient care.
- Encourage open communication, collegiality, team work and supportive relationships.
- Foster a culture of mutual trust, fairness and respect.
- Adopt policies and procedures that positively encourage the reporting of professional misconduct or violation of laws/regulations.
- Provide clear and comprehensive job descriptions/specifications.
- Promote transparency in decision making processes (where applicable).
- Ensure effective grievance/complaints procedures are in place.
- Demonstrate effective management and leadership practices.

Support structures

- Invest in health and work environments.
- Foster strong employment relationships between and among employer/employee/co-workers/patient.
- Adhere to regulatory frameworks that ensure safe working conditions.
- Provide access to adequate equipment, supplies and support staff.
- Engage employees in continuous assessment and improvement of work design and work organisation.
- Promote healthy work-life balance through policies and programmes that support fair and manageable workloads and job demands/stress, and flexible work arrangements.
- Offer employment security and work predictability.
- Ensure employees practice under an overarching code of ethics.
- Communicate clearly and uphold standards of practice.
- Regularly review scopes of practice and competencies.

Education

- Support opportunities for professional training, development and career advancement.
- Offer thorough orientation programmes for new hires.
- Foster effective supervisory, mentoring and peer coaching programmes.

Occupational Health and Safety

- Adhere to safe staffing levels.
- Adopt occupational health, safety and wellness policies and programmes that address workplace hazards, discrimination, physical and psychological violence and issues pertaining to personal security.

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All health sector stakeholders, be they employer or employee, private or public, governmental or non-governmental, have their respective and specific roles and responsibilities to foster a positive practice environment.



The Country Case Studies review evidence on practice environment, motivation and job satisfaction, recruitment, retention and productivity of health workers and offers a set of recommendations related to HR policy, research areas and interventions/strategies to consider in the future.



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New tool for the Campaign Kit

New Fact Sheet on the information needs of health professionals developed by HIFA2015 for the PPE Campaign Kit

Information access is critical for health professionals to provide safe, appropriate and effective care



The image shows the cover of a fact sheet titled "Positive Practice Environments: Meeting the information needs of health professionals". At the top left is a globe icon with people. To its right is the text "Positive practice environments for health care professionals" and "Quality Workplaces for Quality Care". Below this is contact information for the PPE Campaign Secretariat in Geneva, Switzerland. The middle section features the "global health workforce alliance" logo and the title "Positive Practice Environments: Meeting the information needs of health professionals". On the left side, the words "Fact Sheet" are written vertically. The main body contains sections for "Introduction", "Reference and learning materials must be reliable and relevant", "Reliable materials provide an accurate, up-to-date and unbiased description of the current state of cumulative evidence-based knowledge on health questions.", "Relevant materials provide information that is relevant to the language and educational level of the health care provider, and the geographical, epidemiological and socio-cultural context.", and "Why it is important to meet the information needs of health professionals". At the bottom, it states "The PPE Campaign is a joint activity of" followed by logos for fip, wma, fdj, International Hospital Federation, and World Confederation for Physical Therapy.

Positive practice environments for health care professionals
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global health workforce alliance
The Alliance is the PPE sponsoring partner

**Positive Practice Environments:
Meeting the information needs of
health professionals**

Fact Sheet

Introduction

Health professionals need health care information to be able to learn to diagnose, and to provide appropriate care, patient education and treatment that saves and improves lives. Health care information is here defined as the clinical reference and learning materials critical for the delivery of safe, appropriate and effective care. Such information must be available in the local language and at the educational and technical level that is appropriate to the user.

Reference and learning materials must be *reliable* and *relevant*.

Reliable materials provide an accurate, up-to-date and unbiased description of the current state of cumulative evidence-based knowledge on health questions.

Relevant materials provide information that is relevant to the language and educational level of the health care provider, and the geographical, epidemiological and socio-cultural context. The materials are in a presentation and format (e.g. book, decision aids or charts, e-book, CD-ROM, or website) that is appropriate to the context and level of resources (e.g. diagnostic equipment, drug availability) available to the health care provider.

Why it is important to meet the information needs of health professionals

Access to health information should be considered as equally important as to access to drugs and equipment. All are essential tools in the delivery of safe, efficient and effective care and/or advice.

The PPE Campaign is a joint activity of





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Positive Practice Environments Campaign Website

The website:

www.ppecampaign.org

was launched in April
2010.

- This is a portal to HRH tools, events and updated information on campaign activities.
- The website is available in English, French and Spanish.



The screenshot shows the homepage of the Positive Practice Environments Campaign website. The header features the title "Positive practice environments for health care professionals" and the tagline "Quality Workplaces for Quality Care". A search bar and a "Manage PPE news subscription" link are visible. The main content area is divided into three columns. The left column contains a navigation menu with links for "What is the PPE Campaign?", "Country programmes", "Campaign toolkit", "Publications", "News and events", "Knowledge library", and "Contact us". The middle column features a "What is the PPE Campaign?" section with text about the campaign's goals and a "Patients and the public have the right to the highest performance from health care professionals" section. The right column includes "NEW!" news items, "UPCOMING EVENTS" (2nd Global Forum on Human Resources for Health), and "NEWSLETTERS" (PPE news - Summer 10, PPE news - Winter 09). The footer displays logos for the PPE Campaign, fip, WMA, fdi, International Hospital Federation, World Confederation for Physical Therapy, and Global Health Workplaces Alliance.



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National PPE Campaigns – Phase I

March-December 2010

- Establishment of multi-disciplinary National Steering Committees and collaborating partners
- First National PPE Workshop in Zambia, Uganda and Morocco

First national PPE workshops objectives:

- Define a national strategy for PPE implementation
- Analyze PPE situation in country
- Review PPE Country Case Study
- Build strategic alliances and agree on common advocacy platform



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PPE Campaign in Zambia - Phase I

Focus Zambia PPE project

- Raise awareness on work environments and their negative impact on patient outcomes and staff morale and performance
- Multidisciplinary National Steering Committee (NSC) including a media liaison group
- 2 regions selected: Lusaka and Copperbelt region
- Assessment questionnaire to evaluate the leadership styles in the MOH



PPE Campaign in Uganda – Phase I

- NSC includes professional associations of the six core global partners, representatives of the MOH and WHO country office
- **Project focus:** Conduct baseline surveys determining the status of PPE elements in the country, sensitize key stakeholders and negotiate improvements with policy-makers

Selected facilities:

National Mulago Hospital

District Hospital Kawolo

Centre IV Kasana-Luwero



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PPE Campaign in Morocco – Phase I

- Multidisciplinary National Steering Committee
- Field project focus: sensitization campaign in a first stage of the project
- Strong advocacy for the involvement of the MOH and policy makers



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PPE national campaigns – Phase II

OBJECTIVES of the Second National Workshops

Zambia, 2-4 Dec. 2010

Uganda, 7-9 Dec. 2010

Morocco, 14-16 Dec. 2010

- Analyse the implementation of the national Campaigns
- Prepare project proposals
- Develop a strategy to drive the campaign and support future sustainability



PPE Campaign in Zambia – Phase II

OUTCOMES of the Second National Workshop

5 Project Proposals

- Improving Customer Care in Health Facilities (GNC, ZUNO & MOH)
- Improving Health Workers' Work Attitudes, a Case of Kitwe Central Hospital
- Leadership for PPE campaign, 'the Zambian context'
- Promotion of safe hospital practices
- Improving PPEs in Dental Care Practice Environments



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PPE Campaign in Uganda – Phase II

OUTCOMES of the Second National Workshop

3 Project Proposals

- Improving Attitude of Health Workers Labour Suite (Mulago National Referral Hospital)
- Improving professional image of health care workers in Luwero Health Centre IV
- Improving communication among health workers in Kawolo Hospital



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PPE Campaign in Morocco – Phase II

OUTCOMES of the Second National Workshop

4 Project Proposals

- Address Workplace Violence at the emergency service Hospital Mohammed V, El Jadida
- Raise awareness on occupational hazards of health professionals
- Reducing Absenteeism at the Maternity Service, Alfarabi Hospital, Oujda
- Improving customer care at the Oncology Institute, Rabat



Anticipated Future Outcomes

- Strategic impact of post-workshop projects
- Incorporation of additional countries
- Mapping and development of relevant tools
- Virtual reference library
- Synergies with other related HHR projects
- Improved health team dynamics, work environment and patient outcomes.

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