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Reducing UPOPs and Mercury Releases from The Health Sector in Africa

Module 13

National HCW capacity building systems – Human resources

UNDP

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GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET



HCWM management

▶ Large facilities

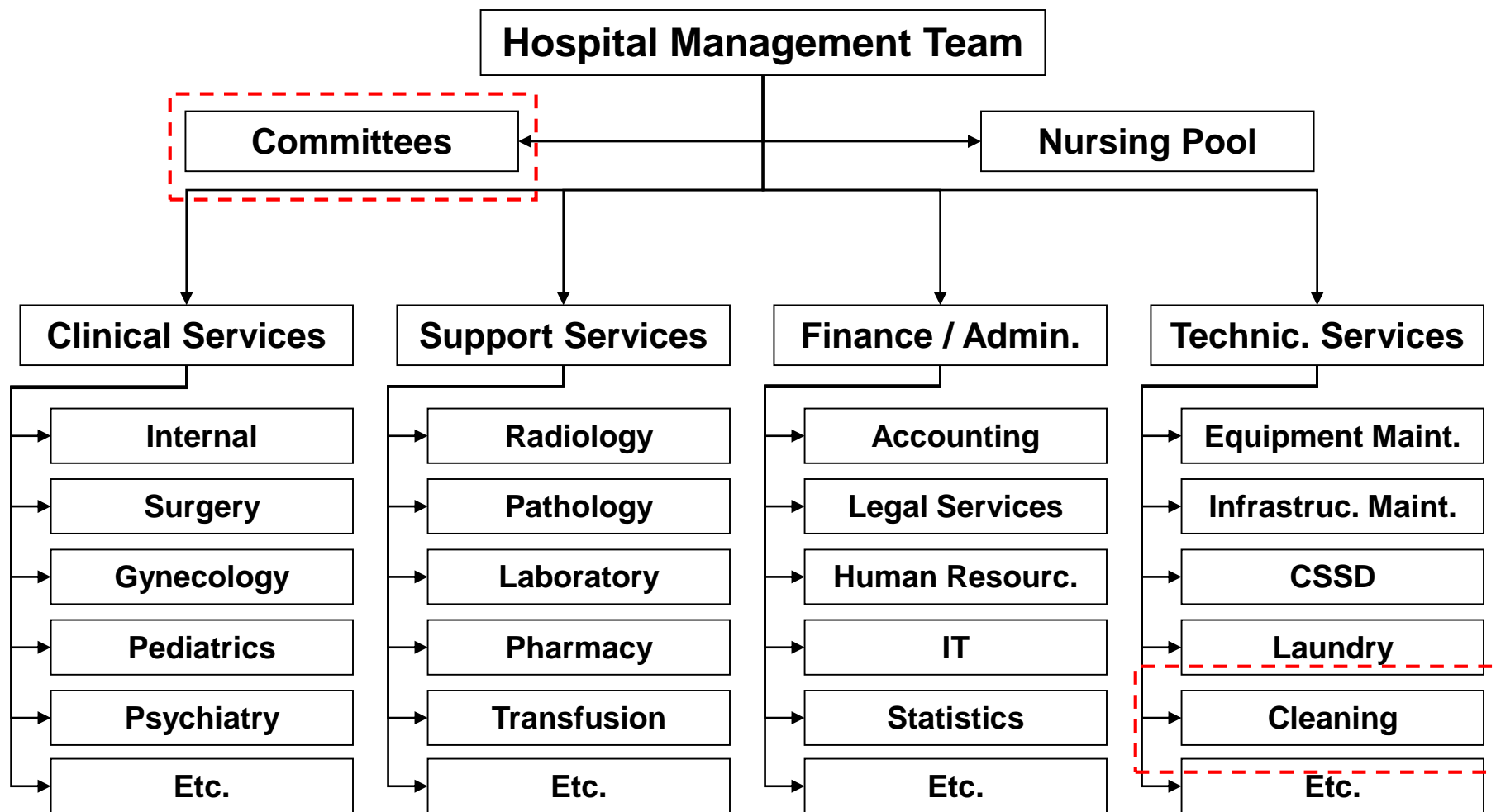
- Dedicated healthcare waste manager
- Committee with representatives from across the clinical, management and support services
- Subgroups for recycling and other

▶ Small facility

- HCWM can be managed by the infection control committee
- One member tasked with waste management

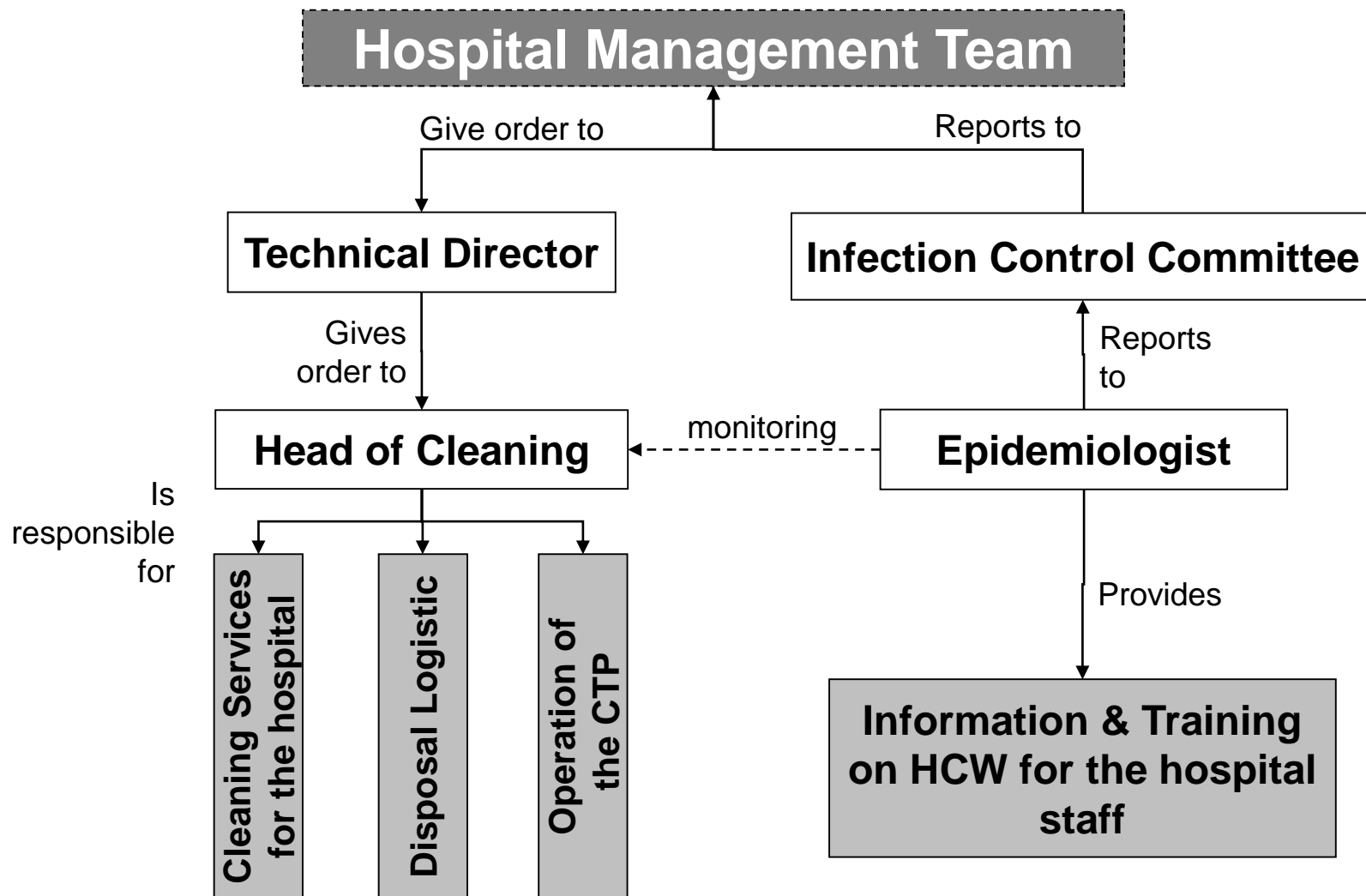


Sample Hospital Organigram





Cooperation: Operation vs. Monitoring





Human resource & Function Planning

Needed for a working Healthcare waste system

1. Operational management of the new healthcare waste system
 - Manager from technical services, medium level (e.g. head of cleaning)
2. Operation of the treatment plant, including supporting activities
 - Disposal logistic staff (existent)
 - Plant operator + Assistant
3. Monitoring the healthcare waste system
 - Epidemiologist or Sanitary Technician

Only healthcare facilities which will act as CTP will need:

4. Collection of healthcare waste from minor healthcare waste generators
 - Healthcare waste carrier



Overview: Needed Human Resources

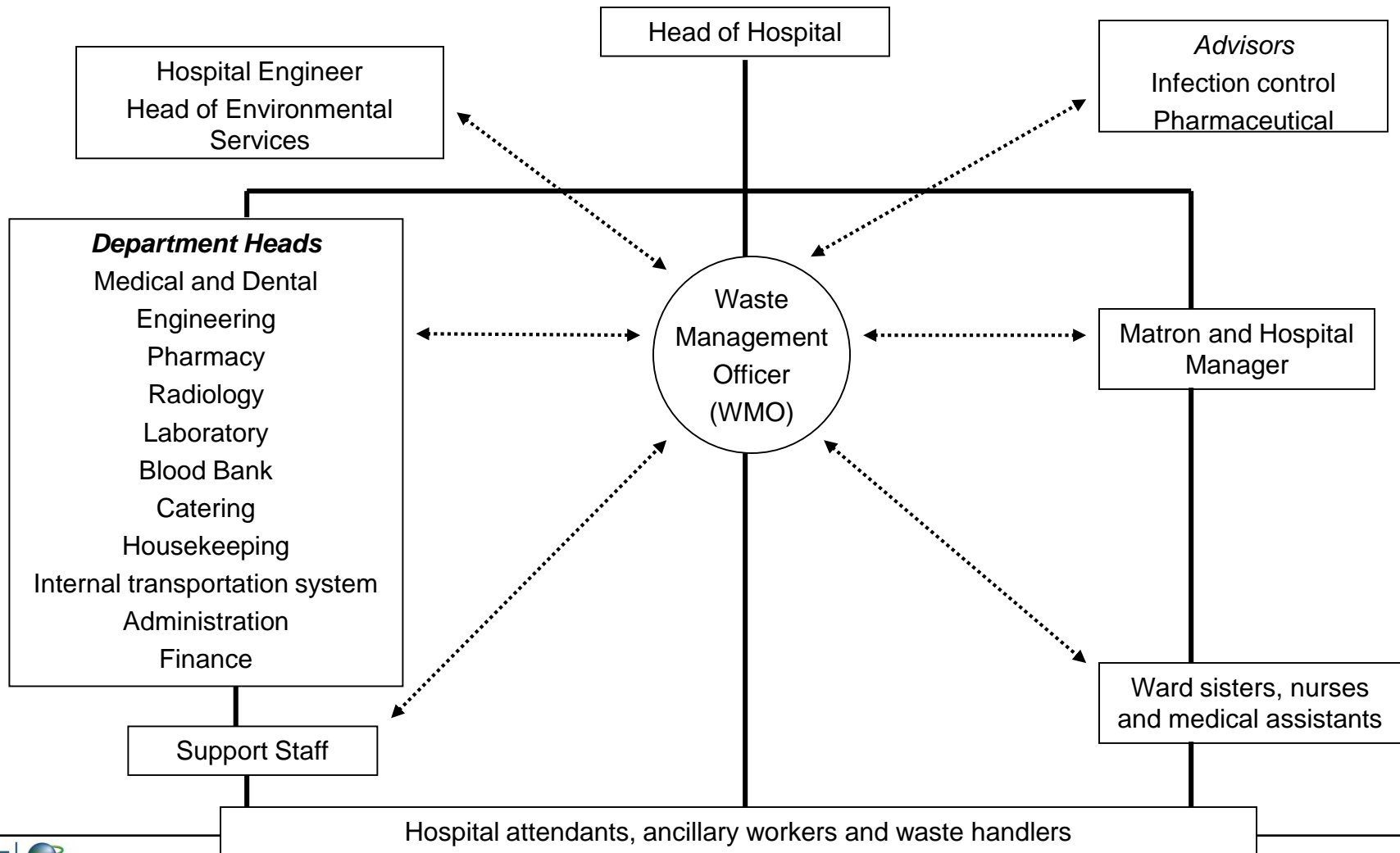
Function	Number	Provision	Workload
Manager	1	Existing staff	30-75%
Operator Assistant	2-3 1-2	Relocation of staff / or new staff	Fulltime Fulltime
Monitoring	1	Existing staff	25-50%
Driver	2	Existing staff	50-75%

Note: Sample human resource planning for a cluster hospital



Typical Waste Management Structure

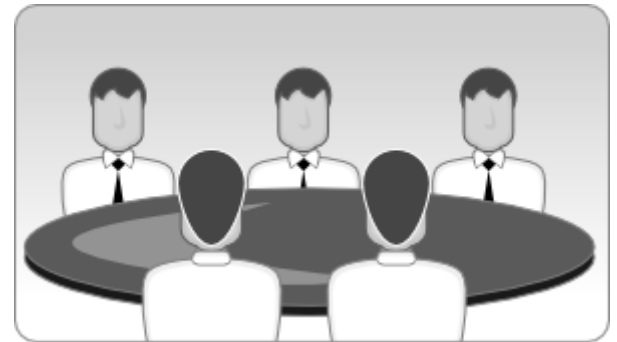
- Liaison paths
- Line management paths





Waste Management Team

- Typical members of the Waste Management Team
 - Head of Hospital
 - Heads of Hospital Departments
 - Infection Control Officer
 - Chief Pharmacist
 - Radiation Officer
 - Matron/Senior Nursing Officer
 - Housekeeping In-charge
 - Hospital Manager
 - Hospital Engineer
 - Supplies officer: supply chain management
 - Financial Controller
 - Waste Management Officer and waste management handlers





Overall committee responsibilities

- ▶ Monitor and ensure safe healthcare waste management
- ▶ Comply with all relevant national and international rules, regulations and guidelines
- ▶ Create and administer facility healthcare waste management policy
- ▶ Set targets for continuous improvements
- ▶ Set and administer healthcare waste management budget
- ▶ Committee work should be formalised as part of staff responsibilities
- ▶ Meet regularly (monthly)



Overall responsibilities

Senior management (inc department heads) must ensure they provide the strategic support to the work by:

- ▶ Ensuring that appropriate plans are developed and implemented
- ▶ Taking action to ensure any deterioration in performance
- ▶ Providing sufficient resources (people, train, funds, equipment, etc.)

Committee members are responsible for the timely reporting on waste management in their areas, which includes:

- ▶ Key performance indicators (quantities of waste timing of collection/disposal, training, financial outgoings and income)
- ▶ Any accidents incidents, nonconformance or other problems
- ▶ Proposals for improvements to the system



Head of hospital responsibilities

- ▶ Form a waste-management team
- ▶ Oversee and approve a waste-management plan
- ▶ Designate a waste-management officer to supervise and implement the waste-management plan
 - The head of hospital retains overall responsibility for ensuring that health-care and other wastes are disposed of according to national guidelines.
- ▶ Set regular (e.g. annual) review dates for the facility HCWM policy
- ▶ Allocate adequate financial and human resources to implement the plan
- ▶ Ensure adequate training for staff and designate the staff responsible for coordinating and implementing training courses



Waste management officer responsibilities

- ▶ Day-to-day operation and monitoring of the waste-management system
- ▶ Supervise waste handlers and waste management staff;
- ▶ Liaise with the department heads to make sure that their staff are carrying out waste-related tasks properly.
- ▶ Ensure availability of waste management equipment
- ▶ Monitor performance indicators and ensure reports are brought to the committee
- ▶ Manage healthcare waste management budget
- ▶ Organize staff training and information
- ▶ Ensure compliance with occupational health measures, including vaccination and post-exposure prophylaxis
- ▶ investigate and review any reported incidents concerning the handling of health-care waste in liaison with the infection-control department.
- ▶ Prepare plans for emergencies and ensure personnel know them



Infection control office responsibilities

- ▶ Liaise with the waste-management officer
- ▶ Provide advice about the control of infection, and the standards of the waste treatment and disposal system.
- ▶ Identify training requirements according to staff grade and occupation
- ▶ Organize and supervise staff training courses on the infection risks from poor waste management
 - Liaise with the department heads, the matron and the hospital manager to coordinate training.
- ▶ May also have overall responsibility for chemical disinfection, the safe management of chemical stores, and minimizing chemical waste creation.



Chief pharmacist/radiation officer responsibilities

- ▶ Minimisation/management of wastes from their departments, including:
- ▶ Advise on pharmaceutical/radioactive waste treatment and disposal;
 - Stay up to date on minimisation, proper treatment and safe disposal of pharmaceutical/radioactive wastes.
- ▶ Coordinate monitoring of pharmaceutical/radioactive waste
- ▶ Ensure personnel in their departments receive adequate training
- ▶ The chief pharmacist also has the special responsibility of ensuring that genotoxic products are used safely, and that genotoxic waste is managed safely.
- ▶ The radiation officer must also ensure that additional regulations on the storage and safeguarding of radioactive wastes are followed strictly



Procurement officer responsibilities

- ▶ Liaise with the waste management officer to ensure a continuous supply of the items required for waste management (plastic bags and containers of the right quality, spare parts for onsite health-care waste-treatment equipment).
- ▶ Investigate the possibility of purchasing environmentally friendly products eg:
 - PVC-free products
 - Mercury free equipment
 - Recycled materials
 - LEDs



Hospital engineer responsibilities

- ▶ Installing and maintaining waste-storage facilities and handling equipment.
- ▶ Accountable for adequate operation and maintenance of any onsite waste treatment equipment
- ▶ Responsible for ensuring that the staff operating onsite waste-treatment facilities are trained in their operation and maintenance.



Waste Management Team

- Do you have a HCWM team?
- Can you list the members and their responsibilities?
- Do you think your team is adequately staffed to manage activities related to a HCWM program?
- Would you like to add more members?
- Do all members know their job?
- Do team members provide input to the HCWM plan?
- Do you have any employee representatives?
- How often do you meet?
- Whom do you report to?
- Do you have a plan to resolve issues related to HCWM? Give me an example.



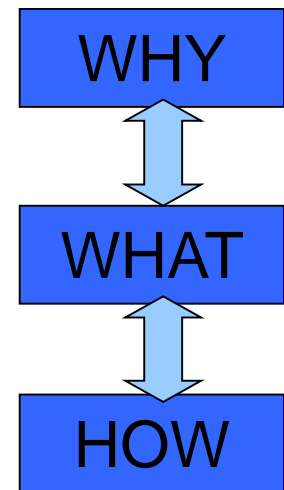
Introduction

Strategic planning is:

- Process of defining its strategy, or direction, and
- Making decisions on allocating its resources to pursue this strategy, including its capital and people.

Typically a three-step process is used to approach strategic planning:

1. Situation - evaluate the current situation and how it came about
2. Target – define responsibilities, principles, goals and/or objectives (sometimes called ideal state)
3. Path - map a possible route to the goals/objectives





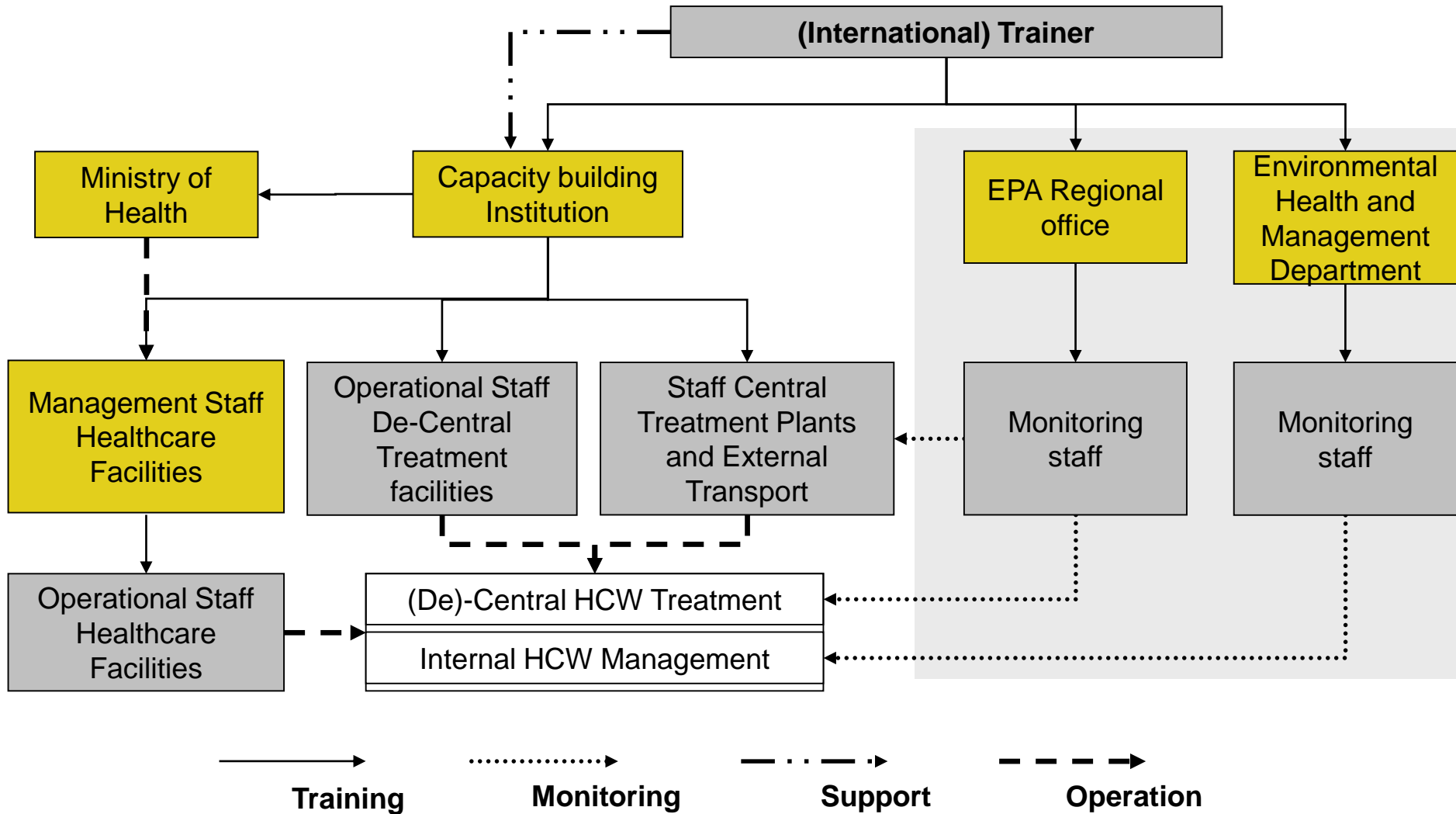
National training concept

To be included in the concept:

- ▶ Capacity building institutions
 - Health Training Institutions (college)
 - Nursing / Midwifery Training Schools
 - NGO, INGO, Donor?
- ▶ Ministry of Health, Ghana Health Service
- ▶ Environmental Protection Agency
- ▶ Ministry of Local Government & Rural Development
- ▶ Other stakeholders involved in the development and implementation of the National Healthcare Waste Management Strategy
- ▶ Operators of treatment plants and disposal facilities



National training concept II





National training concept III

- ▶ Successful HCW management systems depend on the full support from the management level.
- ▶ Execution of awareness raising workshops for management level:
 - Governmental stakeholders
 - Healthcare facilities: Director, Chief Nurse





Creation of responsibility

- ▶ Clear tasks, interfaces and responsibilities are needed to ensure sustainability
- ▶ International recommended system:
 - Healthcare Waste Officer
 - Official certificate needed (e.g. from MOH)
- ▶ Responsibilities shall be divided:
 - Operational Management
 - Monitoring of the system
 - ▶ Corresponding:
 - Healthcare Waste Inspector
 - For overall monitoring of the health districts



- ▶ The System can be adapted to the specific needs of healthcare facilities on different level (e.g. primary, secondary, tertiary level)
- ▶ It should be a clear duty of healthcare facilities to employ certified persons.



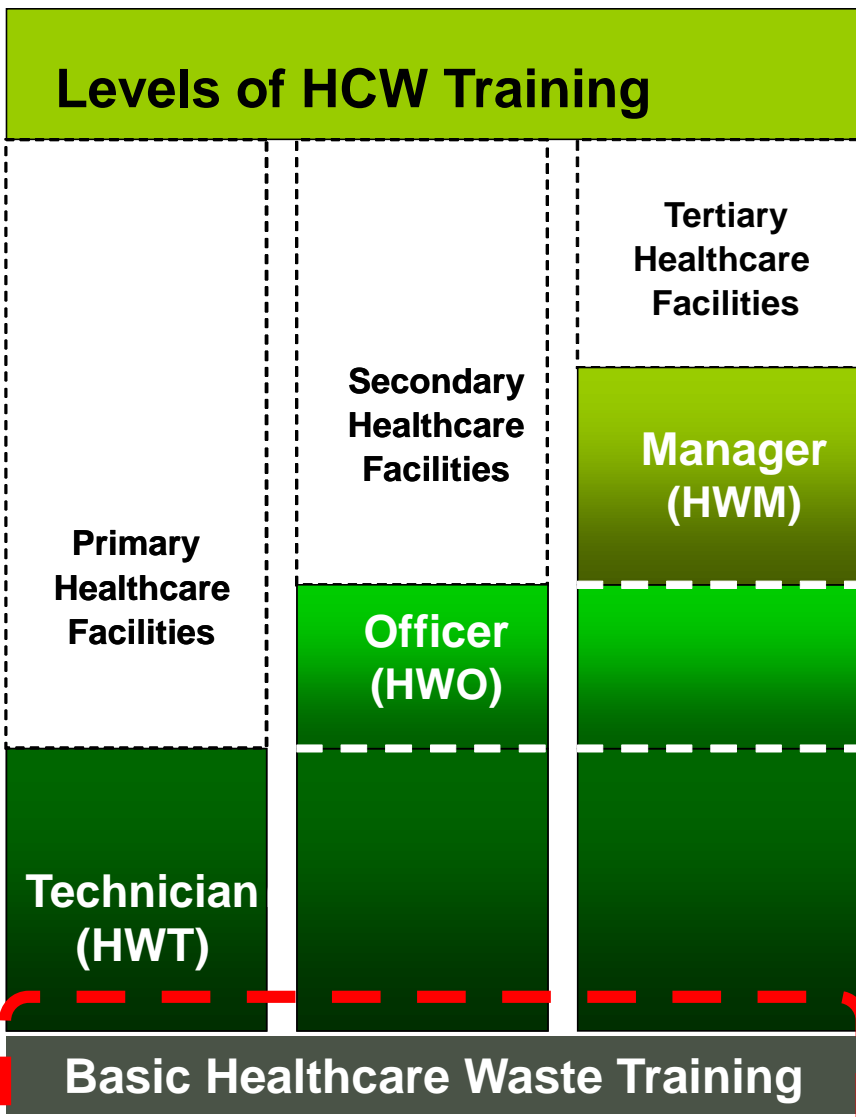
Categories of responsibility

- ▶ HWT – Healthcare Waste Technician, nurse or other occupational profile of choice, controls and introduces the system in an RMU or CMU hospital
- ▶ HWO – Healthcare Waste Officer in an secondary level (oblast) hospital or a facility which treats its own infectious healthcare waste
- ▶ HWM – Healthcare Waste Manager, in charge of waste management in a complex facility (large hospital)



Training Concept

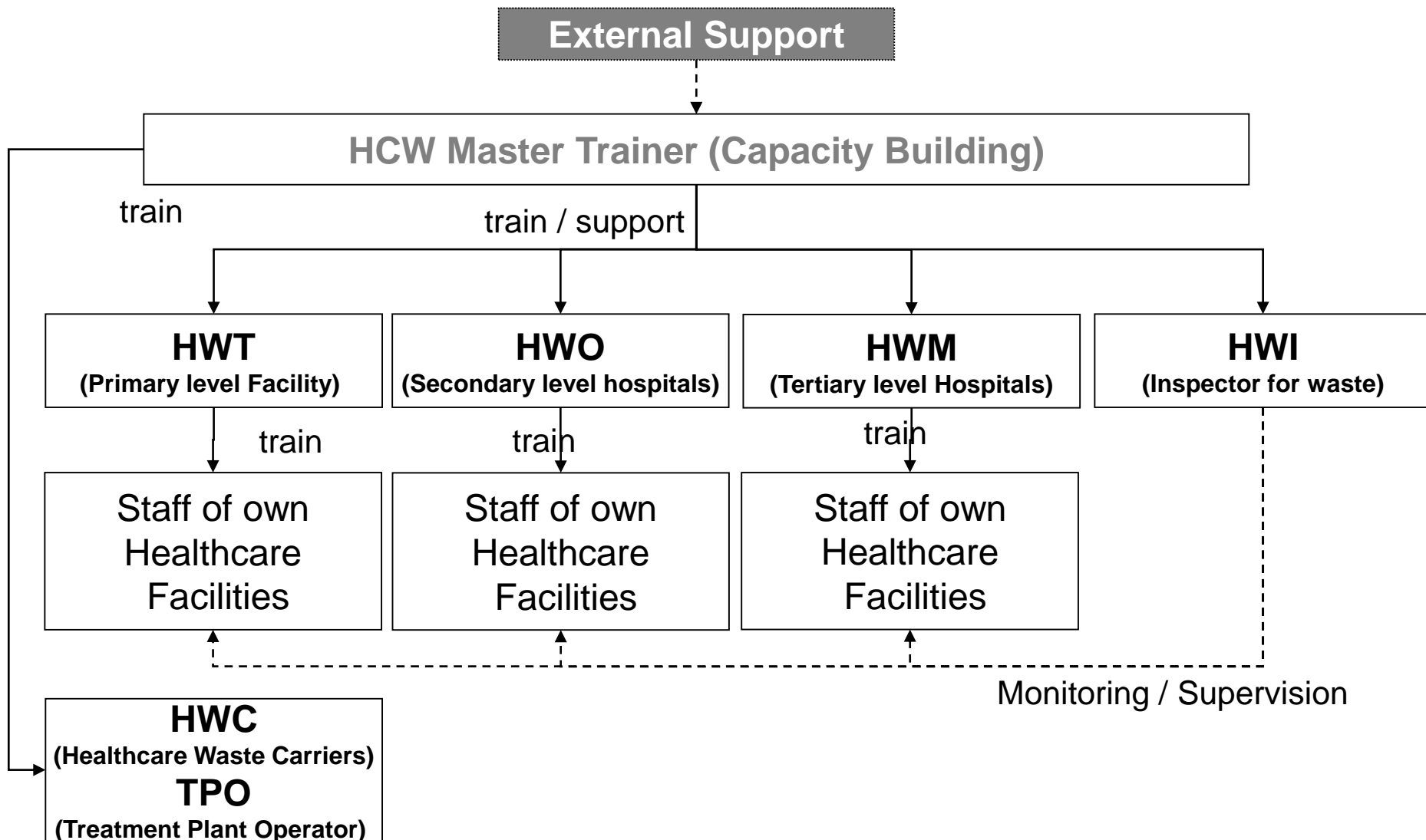
Levels of HCW Training



- ▶ Environmental health orientation training provided by the employing facility
- ▶ Primary level healthcare facilities Education level: Basic know-how
 - Certification: Healthcare Waste Technician
 - Duration of the training: 3 days
- ▶ Secondary level healthcare facilities
 - Education level: General know-how
 - Certification: Healthcare Waste Officer
 - Duration of the training: 2x3 days
- ▶ Tertiary level healthcare facilities
 - Education level: Advanced know-how
 - Certification: Healthcare Waste Manager
 - Duration of the training: 3x3 days



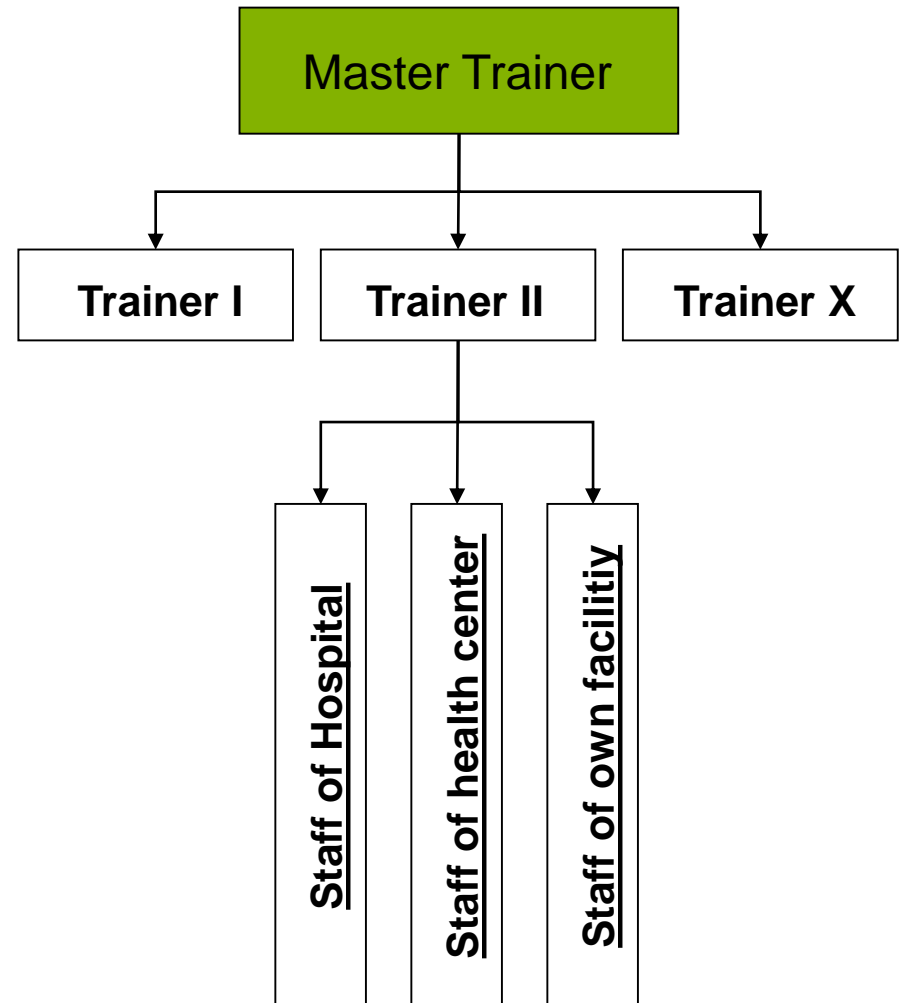
Training scheme – Ghana





Introduction of an IEC System

- ▶ **Information System:**
 - Labeling of bags, Color code system, Posters with easy instruction for segregation, SOP's, etc.
- ▶ **Education System:**
 - Continues training of staff, trainers and stakeholders
- ▶ **Communication System:**
 - Set up of a HCW Working group, Record keeping of waste generation, Reporting and monitoring system





Way for implementation

