

# Immunization Competencies Initiative

## Competencies of the Immunization Technical Workforce

**DRAFT FOR SAGE MEETING APRIL 2017**

**Covering only National level**

Supporting the objective of the Expanded Program on Immunization

*Dedicated to the health care workers around the world whose perseverance and care protect children from vaccine preventable diseases*

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## EPI Services

### Summary of the work that is done in a successful expanded program on immunization

1. Immunization Service Delivery: Routine and Supplemental activities
2. Policy, Planning and Finance
3. Human Resources and Performance management
4. Communications and Advocacy
5. Vaccines, Supplies and Logistics
6. Immunization and Injection Safety
7. Disease Surveillance, Investigation and Response
8. Monitoring, Evaluation and Strategic Information

A successful EPI requires a workforce competent in these areas as well as cross cutting competencies in:

1. Management and Leadership
2. Vaccine Preventable Diseases

## Glossary of Terms

### **Competency**

Knowledge, skills and attitude required for successful work performance

### **Work**

The tasks that are required for an organization to meet its objectives

## Summary of key features of a successful EPI by domains and organizational level

	Health Facility	District/Local	Province/State	National
<b>Service Delivery</b>	Implemented services and Immunized community	Implementation of policies and SOPS to ensure service delivery	Implementation of policies and SOPS to ensure service delivery	Implementation of policies and SOPS to ensure service delivery
<b>Policy, Planning and Finance</b>	Quality micro plans	Microplanning, resource management, services integration and implementation	Evidence based policies, planning, and micro plans Resource management	Annual and cMYP planning, priority and policy setting Financial management
<b>Communications and Advocacy</b>	Mobilized community	Demand creation and community engagement	Advocacy, collaboration, communication strategies	National and partner advocacy and communication
<b>Human Resources and Performance Management</b>	Skilled motivated worker	Staffing, training and supervision	Staffing, training and supervision	National HR, training and performance support systems
<b>Vaccines, supplies &amp; logistics</b>	Available supplies in good condition	Cold chain, supplies and equipment planning and monitoring	Inventory forecasting, planning and management Storage and distribution	Vaccines and supplies procurement policies. Forecasting, planning and management
<b>Immunization and Injection Safety</b>	Safe immunization practices	Supervision of safety measures, AEFI reporting and response	Safety measures implementation and monitoring. AEFI surveillance, reporting and response	National policies for quality handling to ensure safe and effective vaccines. AEFI surveillance, reporting and response
<b>Disease Surveillance and Response</b>	Accurate records, reports, response	Disease surveillance, investigation and response	Disease surveillance, investigation and response	Disease surveillance, investigation and response. Laboratory collaboration
<b>Monitoring, Evaluation and Data Use</b>	Accurate records and reports Use and continuous quality improvement	Quality data collection and use, monitoring and feedback	Quality data for decision making, monitoring and feedback	Data management, Established M&E indicators, national standards and tools, Evidence based decision making, program evaluation

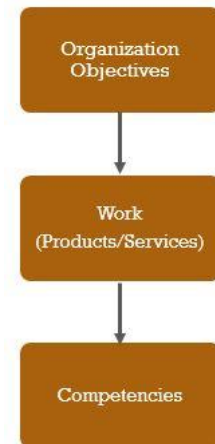
## About this Document

This document is intended to support the assessment, design, development and evaluation of workforce development initiatives. It is based on a framework that links the competencies of the workforce to the objectives of an organization.

An organization has a primary objective.

To achieve that objective, work is done.

The organization requires a workforce with the competencies to complete the work.



Thus, this document describes the **work** as well as the **competencies** that are required at four major levels of a country's Expanded Program on Immunization system.

## Assumptions

- The EPI functions within the broader health system of a country
- Underlying governance, stability and national infrastructure are essential to vaccination systems
- Interaction, interaction, communication, feedback are critical between levels and specialty areas
- Decentralization may move some attributes between national, provincial and district levels
- The work done at each level is not necessarily done by a single individual
- Additional competencies that are not specific to immunization, such as information technology, laboratory systems, accounting, and human resources management, are essential to a successful EPI.

### Notes:

- Supervision for all domains is included in human resources domain
- Recording and program monitoring is included in the Monitoring/Evaluation/Data Use domain
- Data or information use including prioritization is included in the Monitoring/Evaluation/Data Use section and is related to all domains including surveillance

## The Work and Competencies by Level

### National Level

#### Service Delivery

The Work
It is assumed that national level staff do not work with service delivery directly. Rather the work described below supports quality service delivery at the lower levels

#### Policy, Planning, & Finance

The Work
<p>Set national vision</p> <p>Set priorities, targets and strategies</p> <p>Ensure appropriate integration of EPI plans into broader HSS plans</p> <p>Define and revise national policies and guidelines based on evidence, ex. routine immunization schedule, equitable access</p> <p>Adapt and ensure national policies comply with international regulations/guidelines</p> <p>Plan programs and projects with key stakeholders, ex:</p> <ul style="list-style-type: none"> <li>• Macroplan (annual and multiple year)</li> <li>• SIAs</li> <li>• Vaccine introduction</li> </ul> <p>Analyze, interpret and manage finances; Cost program needs</p> <p>Write proposals, ex GAVI applications, public/private partnerships</p> <p>Budget and monitor resources, expenditures and fund flow</p> <p>Coordinate with and provide support for national advisory groups, ex, National Immunization Technical Advisory Group (NITAG), Interagency Coordinating Committee (ICC)</p> <p>Coordinate with Ministry of Health (MOH), Ministry of Finance (MOF), regulatory, legislative and other authorities</p> <p>Advise on vaccine research &amp; development and introduction of new vaccine</p> <p>Coordinate with other programs to integrate services and/or strategies</p> <p>Coordinate with national Incident Management Structure or Emergency Operations</p>

### Competencies

Set strategic targets and priorities  
 Make programmatic decisions based on evidence  
 Write a policy paper or regulation  
 Develop short and long term strategic and operational plans  
 Conduct financial planning, analysis, and interpretation of financial data  
 Develop a national budget  
 Plan and manage a national project, such as introduction of new vaccine, coverage survey or national immunization days  
 Oversee a national immunization schedule  
 Implement plans, programs and policies

### Communications/Advocacy

### The Work

Advocate to MOH, MOF, government sectors (ex. zoning, transportation routes, national education policies)  
 Participate in Immunization Coordinating Committee, national & global alliances  
 Conduct resource mobilization  
 Develop national risk, demand creation, and other communication strategies  
 Monitor population knowledge, attitudes and practices  
 Conduct communication research at national and local level  
 Share best practices in immunization delivery with lower levels  
 Interact with media to communicate immunization messages of national importance, such as special initiatives, success stories, and needs for improvement  
 Develop, implement and evaluate demand creation initiatives based on evidence

### Competencies

Communicate in a credible, effective way to stakeholders and staff  
 Build trust-based relationships with internal and external partners  
 Complete a grant application  
 Design and implement a national communication campaign  
 Interact with media  
 Negotiate with stakeholders to foster coordinated decision making and multi-partner activities  
 Deliver a formal or extemporaneous technical presentation to a decision maker, senior official, or external partner

*Human Resources and Performance Management***The Work**

Set national policy for HR per MOH guidelines  
Staff national positions in coordination with national human resource authorities  
Define career development plans in coordination with national human resource authorities  
Provide guidelines and indicators for performance management  
Conduct regular staff performance reviews and provide constructive feedback  
Plan and provide supportive supervision for provincial level employees  
Develop and maintain job descriptions  
Coordinate training and on-the-job support and guidelines  
Support innovation and learning

**Competencies**

Supervise staff performance & development  
Write a job description  
Conduct a job interview  
Determine human resource needs at all levels and take actions to fill gaps  
Manage a performance review system at the national level  
Conduct succession planning  
Establish HR performance indicators  
Design a VPD staff training program



*Vaccine Supplies and Logistics*

The Work
<p>Forecast vaccine, cold chain, other supply &amp; logistical needs</p> <p>Develop &amp; communicate procurement, transport, storage and wastage guidelines</p> <p>Procure vaccines, supplies, and equipment, (includes ordering receipt, customs)</p> <p>Store vaccine in safe places and in effective temperature control</p> <p>Work with partners to advocate for vaccine security/ affordable vaccines</p> <p>Monitor cold chain using vaccine vial monitors and temperature monitoring devices</p> <p>Ensure and maintain logistics management information systems</p>

Competencies
<p>Coordinate with others on procurement</p> <p>Forecast vaccine, cold chain, supply &amp; logistical needs</p> <p>Develop and implement a vaccine management plan</p> <ul style="list-style-type: none"> <li>• storage/warehousing</li> <li>• vaccine distribution</li> <li>• equipment maintenance</li> <li>• equipment monitoring</li> <li>• supply chain inventory monitoring</li> <li>• temperature monitoring</li> <li>• regulation compliance</li> </ul> <p>Procure vaccine &amp; supplies</p> <p>Develop storage, transportation and wastage processes</p> <p>Maintain logistics management information systems</p> <p>Conduct vaccine management assessments</p>

*Immunization and Injection Safety*

The Work
<p>Develop, communicate and monitor safety policies and guidelines, including AEFI</p> <p>Develop waste management plans and guidelines</p> <p>Coordinate with the National Regulatory Authority (NRA)</p> <p>Build private, public and international partnerships on safety</p> <p>Develop SOPs and reporting templates using global standards</p> <p>Ensure quality, effectiveness and safety of vaccines</p> <p>Develop and manage AEFI surveillance, reporting and response system</p>

### Competencies

Develop and monitor safety policies  
 Develop communicate, implement and monitor vaccine safety policies  
 Conduct a vaccine safety assessment  
 Manage AEFI surveillance, reporting and response system  
 Assess causality  
 Develop waste disposal strategies & policies  
 Develop a crisis communication plan in order to respond to vaccine adverse events

### Disease Surveillance, Investigation and Response

### The Work

Develop, communicate and monitor VPD disease surveillance, investigation and response guidelines  
 Develop VPD surveillance system processes and tools  
 Conduct surveillance summary & trend analysis  
 Complete international reporting  
 Monitor quality of the surveillance system  
 Integrate with laboratory  
 Coordinate with integrated and other disease surveillance systems  
 Conduct epidemiological studies  
 Integrate with national health management information

### Competencies

Design set up and monitor a VPD surveillance/data system  
 Develop, set up and monitor investigation and response systems  
 Interpret quantitative data to inform decision making  
 Conduct surveillance summary & trend analysis  
 Conduct a surveillance system quality assessment  
 Conduct epidemiological studies

Monitoring, Evaluation and Data Use**The Work**

Design and manage immunization components within national health management information system.

Manage and interpret data

Collaborate with national vital statistics

Develop and implement quality assurance tools (ex, checklists)

Periodically evaluate program using international EPI reviews, data assessments and related operational assessments

Plan and implement vaccination coverage surveys

Develop monitoring and evaluation plans and tools

Evaluate program components, strategies and interventions

Monitor policy implementation, performance indicators and disease occurrence.

Report on indicators to the national MOH, international; and/or regional bodies; ex Joint Reporting Form

Conduct studies and research to inform national policy,

- Burden of disease/vaccine introduction
- Operational
- Clinical trials
- Economic
- Other special studies

Provide feedback on reported data, quality, performance indicators and interpretation

Conduct regular programmatic reviews; ex, meetings with provincial staff; other site visits

Make programmatic decisions based on quality evidence & report

**Competencies**

Set standards for immunization data and information systems

Manage data

Develop monitoring & evaluation plans

Use quantitative and qualitative methods to monitor EPI program quality

Develop checklists and monitoring tools (ex templates, dashboards)

Design and conduct a program evaluation

Design and lead a quality improvement project

Collaborate with national vital statistics

Conduct data quality assessments (ex, DQA, DQS)

Set data archiving and sharing policies

Use data analysis to set priorities and take action

Prepare performance reports

Conduct an EPI performance review

Disseminate findings to stakeholders

*Cross Cutting: Management & Leadership***Competencies**

Define and communicate the organization's vision, mission and strategies  
Recognize trends and opportunities in immunization practice and in leadership and apply them to the national EPI  
Motivate others to follow a shared goal  
Integrate core values, integrity, equity and accountability throughout all organizational practices  
Prioritize and delegate work to others  
Create an open and trust-based work environment  
Develop networks and builds alliances  
Think strategically: formulate objectives and priorities, and implement plans consistent with the long-term interest of the organization  
Lead a work team  
Solve problems and deal effectively with uncertainty

*Cross Cutting: Vaccine Preventable Diseases***Competencies**

Apply knowledge of key epidemiologic and clinical features of each vaccine-preventable disease to making decisions  
Access and use information regarding future vaccines, immunization trends and policies  
Apply PH sciences (epidemiology, biostatistics, social sciences, informatics) to policy decisions and planning  
Integrate knowledge about the main steps in vaccine development and evaluation into decision making  
Describe diseases and vaccines to an audience with minimal or no science knowledge (political leaders, media), other medical professionals, and professional organizations  
Be familiar with and access current WHO position papers, recommendations and other resources  
Provide evidence on the need for a new or controversial vaccine

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