Achieving HRH Commitments

Lessons Learned and Resources from CapacityPlus

Capacity*Plus* and USAID

Third Global Forum on HRH | November 9, 2013

Serving Health Workers, Saving Lives

USAID global project dedicated to human resources for health (HRH)

Launched Oct. 2009, closing Sept. 2014

Led by IntraHealth International with Abt Associates, IMA World Health, Liverpool Associates in Tropical Health (LATH), Training Resources Group (TRG)
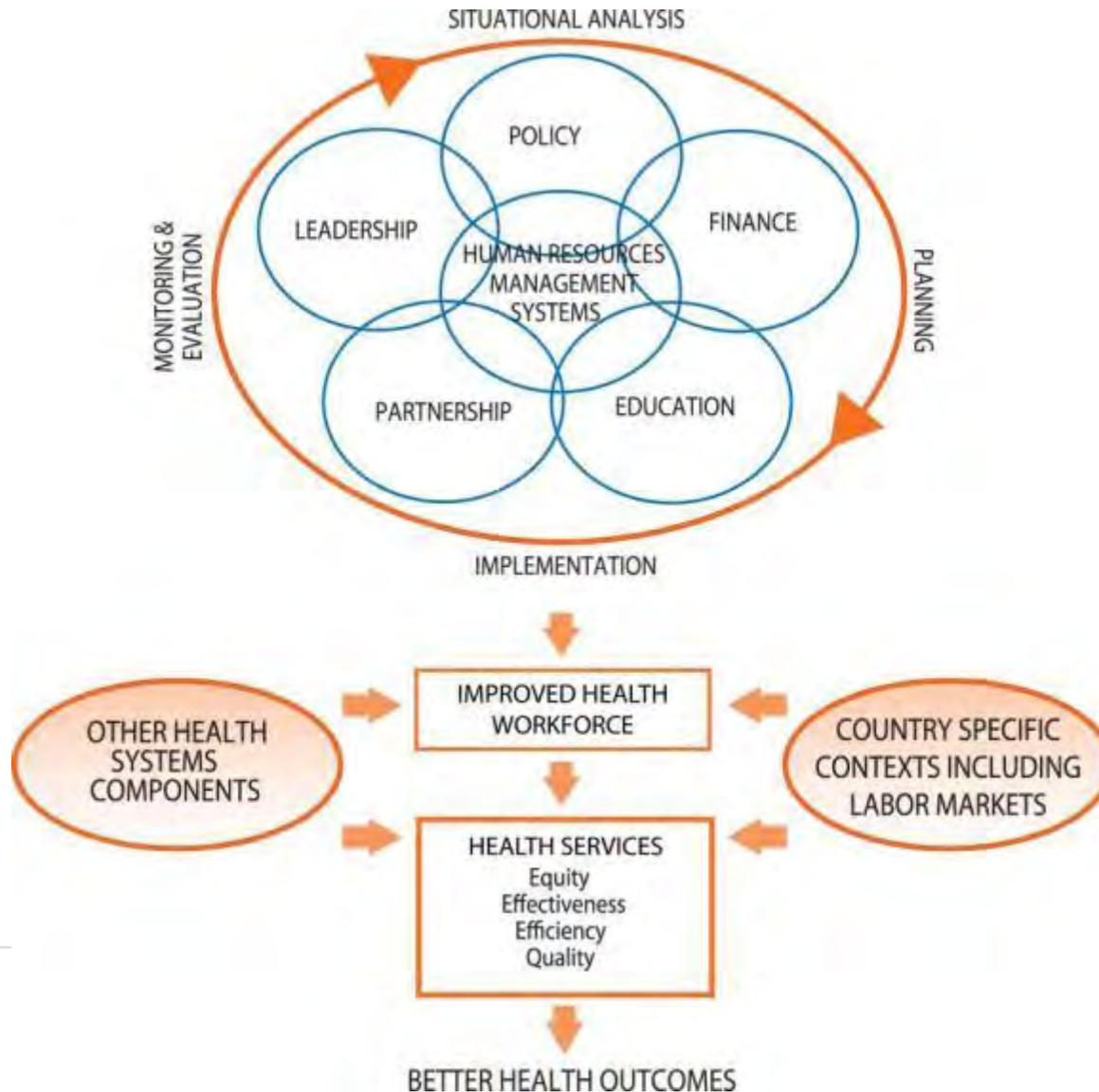
Leader in innovations and cost savings

Catalyze systems-wide change

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HRH Action Framework

Where We Work: 23 Countries

Angola

Botswana

DR Congo

Dominican Republic

Ethiopia

Ghana

Haiti

India

Kenya

Laos

Liberia

Malawi

Mali

Mozambique

Namibia

Nigeria

Peru

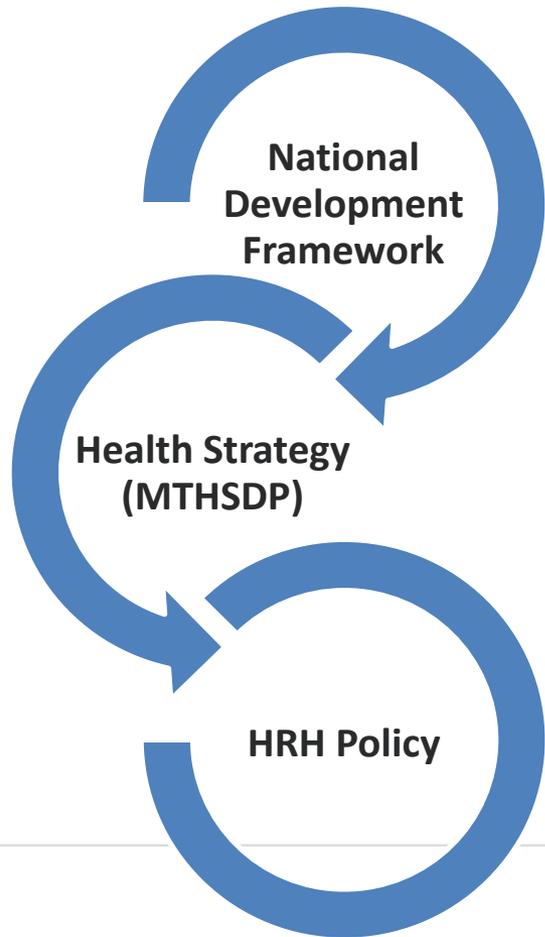Rwanda

Senegal

South Africa

Tanzania

Uganda

Zimbabwe

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Overview of Lightning Round

Policy

Enabling Health Workforce Policy

New National HRH Policy: Ghana

National Development Framework

Health Strategy (MTHSDP)

HRH Policy

Guiding HRH leadership & stakeholder engagement

Developing hands-on skills: HRH policy, planning & analysis

Strengthening country ownership and integration of HRH

Expanding Access in Rural Areas

Laos recruitment & retention policy

Compulsory 3-year **rural service and incentive package** for graduates of health professions

400 new health workers posted in one-third of country's rural districts

Uganda: Using Data for Policymaking

Uganda increases health workforce budget by $20 million, invests in hiring 8,000 new health workers and doubling doctor salaries
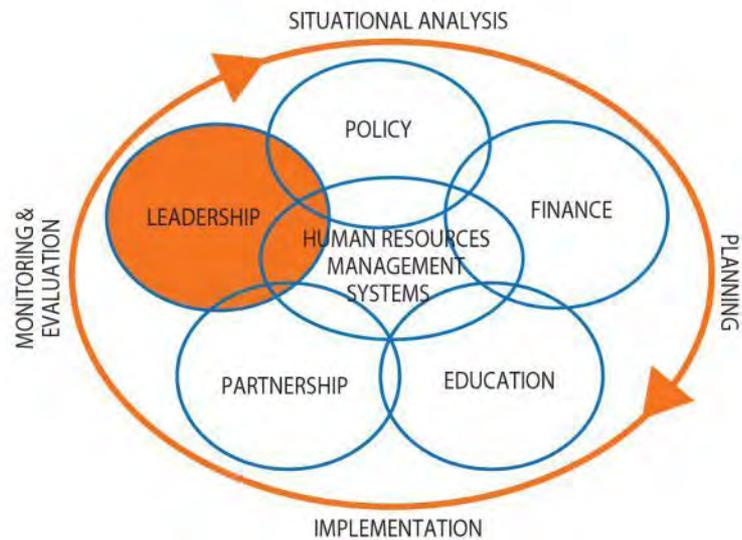

Evidence-based planning using data from iHRIS, rapid retention survey, and special studies

Multi-stakeholder **engagement**

Advocacy

Leadership

SITUATIONAL ANALYSIS

MONITORING & EVALUATION

POLICY

LEADERSHIP

FINANCE

HUMAN RESOURCES MANAGEMENT SYSTEMS

PLANNING

PARTNERSHIP

EDUCATION

IMPLEMENTATION

Strengthening Stakeholder Leadership Groups

Guidelines for Forming and Sustaining
Human Resources for Health Stakeholder Leadership Groups

APRIL 2011

Winnie J. Gormley, Training Resources Group, Inc.
Jim McCaffery, Training Resources Group, Inc.

USAID

CapacityPlus

Evidence-based guidance and technical assistance supports effective coordinating mechanisms for diverse stakeholders

➢ Produces better HR data-sharing, informs policy choices, and ensures buy-in to plans and implementation

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Uganda: Leadership and Management

Uganda is improving work climate to attract, retain, & motivate health workers through development of district leaders and managers.

Budget to implement local HRH plans

Financial incentives & improved infrastructure

Systematic supportive supervision

Gender Equality

In many countries women comprise > 75% of health workforce yet under-represented in leadership & management.

Women can face unequal opportunities for education and fair wages.

Resources

eLearning courses on gender in the workforce

Report on gender and preservice education

Online advocacy tools

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Global Movement for Social Service Workforce

Landmark Cape Town conference

Social service workforce strengthening framework

Multi-country knowledge-sharing platform

Launch of Global Social Service Workforce Alliance

Country-level workforce mapping

GLOBAL
SOCIAL SERVICE WORKFORCE
ALLIANCE

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World's Largest Online HRH Library

Improving the quality of HRH knowledge

62,000 people from 172 countries

4,000 quality controlled resources

E-learning platform with 2,000 users

Human Resources Management

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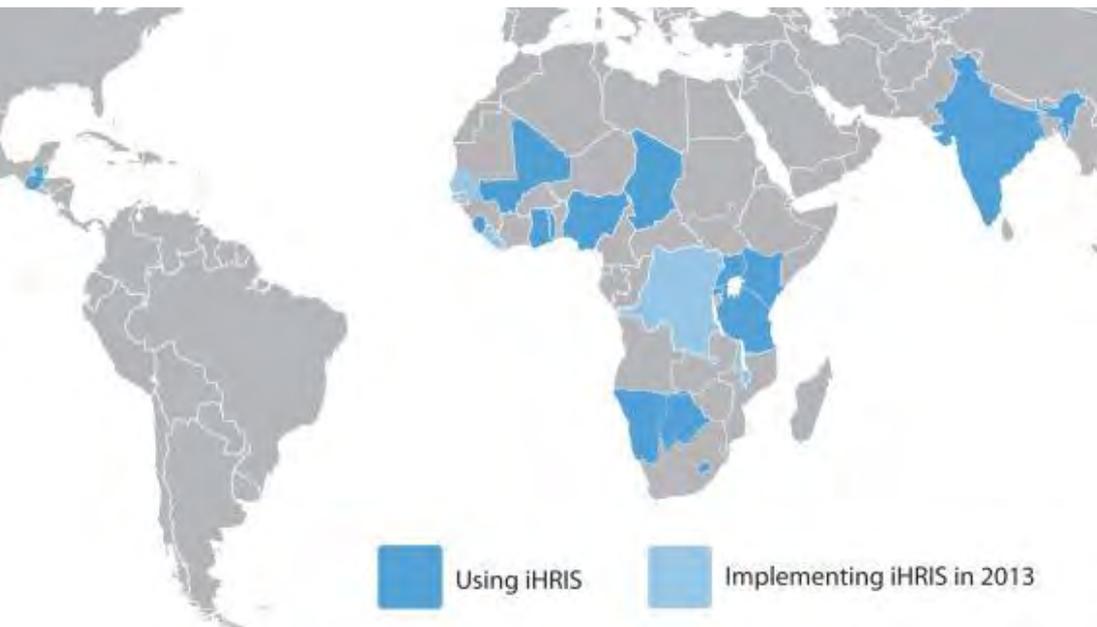
PLANNING

IMPLEMENTATION

HR Management Assessment Approach

Guidance and resources for strengthening HR management systems and improving management of the health workforce

iHRIS Open Source Health Workforce Information Systems

Using iHRIS

Implementing iHRIS in 2013

16 countries on **3** continents use iHRIS to support **675,000** health worker records for HRH decision-making

iHRIS Manage: helps deploy and manage health workers

iHRIS Qualify: registration and licensure

iHRIS Plan: workforce planning and modeling

iHRIS Retain: helps plan and cost retention interventions

iHRIS Train: tracks preservice and in-service training

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FBO HRH Policies Improve Work Environment

No advertising, no JD

"Eternal" probation

No contracts

Uncertain salary payments

Interrupted vacation

No appraisals

Unclear promotions

Demotivation, exodus

NEW HRH POLICY with tools and templates

A change in FBO culture

HRH managers empowered

Fairer HRH actions
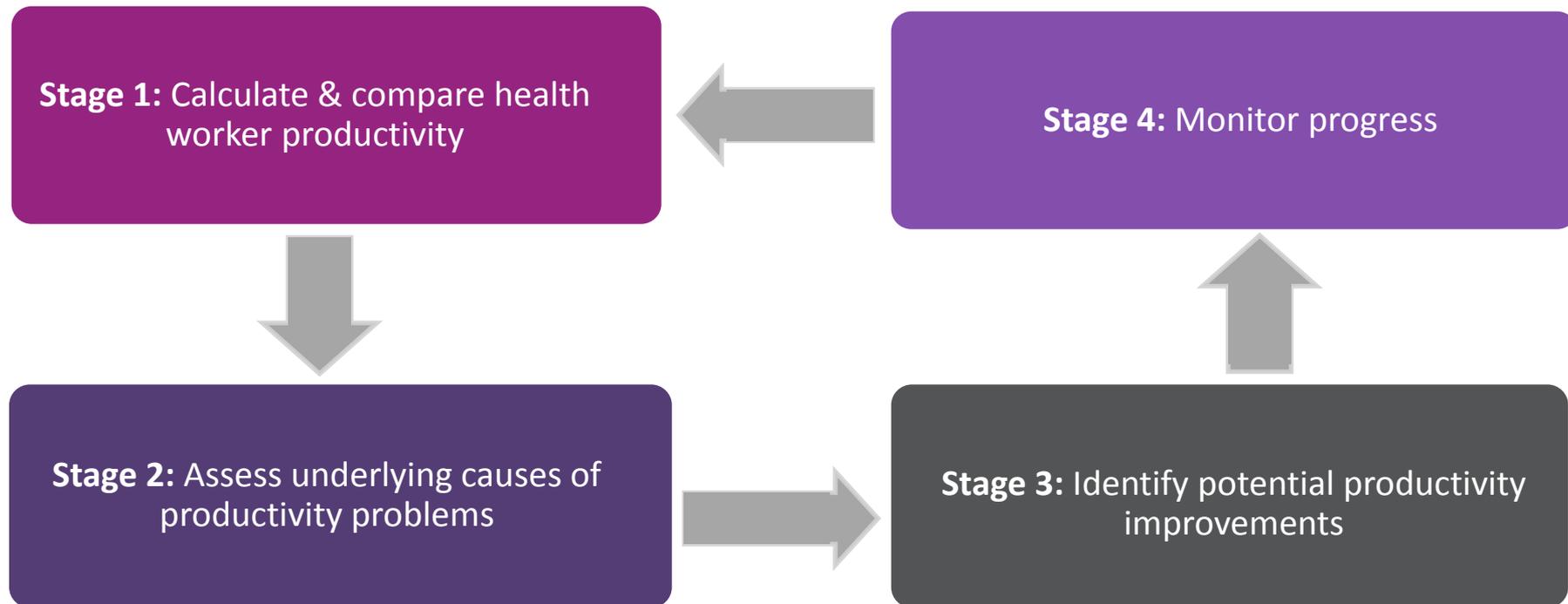
Fewer litigations

Improved safety

More HW, better distribution

More satisfied, less attrition

Better performance

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Health Workforce Productivity Analysis and Improvement Toolkit

Measures how well **inputs** (health workers) are transformed into **outputs** (health services) to increase efficiency of service delivery
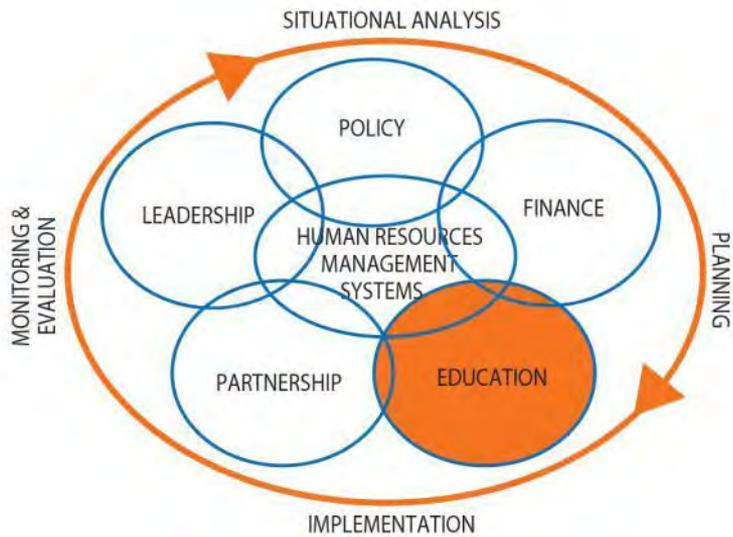
Stage 1: Calculate & compare health worker productivity

Stage 4: Monitor progress

Stage 2: Assess underlying causes of productivity problems

Stage 3: Identify potential productivity improvements

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Moderated Q&A: Part 1

We would like to hear from you.

What questions or comments do you have?

Education

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Medical and Nursing Education Partnership Initiatives (MEPI & NEPI)

PEPFAR initiative

Targeted expertise for MEPI

Alumni tracking

eLearning

Community-based education

Needs assessments for NEPI

Capacity and costing assessments

Identifying best investments

Nigeria: Preservice Education Program

Scholarships

1,354 midwifery students

711 community health extension workers

## Tutor training

60 tutors in LSS/IMCI from 19 institutions

Textbooks & equipment

Leadership network

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Mali: Learning for Performance

A Guide & Toolkit for Health Worker Training and Education Programs

SD Guidelines → Learning for Performance: A Guide and Toolkit for Health Worker Training and Education Programs → Health Worker
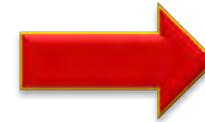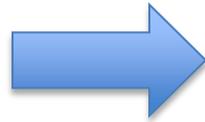
Faculty/tutors

Learning materials/course

Supervision and mentoring

Approach used at Gao Nursing School with 350 students:

- National nursing exam success rate increased from 78% to 98%, compared to Bamako 30-40%

- 99% recruited by MOH and working in the North

- MOH adopted strategy at national level

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mLearning: Spaced Education

Methodology

Spacing and testing effects

Proven to increase knowledge retention and change practice behavior

Pilot study in Ethiopia

Increased knowledge

High acceptability

Interactive voice response in Senegal

FP/RH refresher on simple mobile phones

Convenient, feasible, acceptable

Significant gains in knowledge of family planning side effects and misconceptions
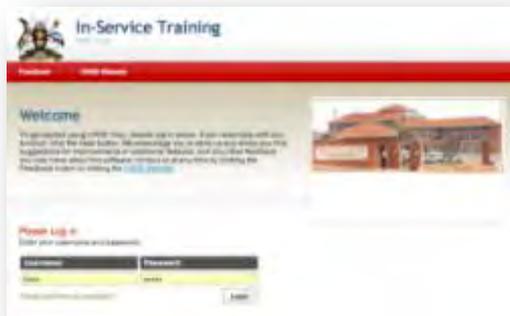
Finance

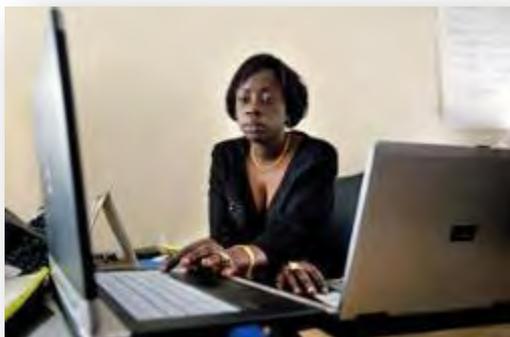# Dominican Republic: Eliminating Ghost Workers

The Ministry of Health uncovers 10,000 "ghost workers" through payroll cleanup, saves US$7.7 million per year

Open Source Saves Resources

Supporting 675,000 health worker records in iHRIS saves countries over $120 million in software licenses alone.

Open source community of 130 participants supports the software and local innovation.

Guiding Investments in Preservice Education

PEPFAR Initiative

Estimating unit cost to produce a graduate

Unit cost to institution and clinical practice sites
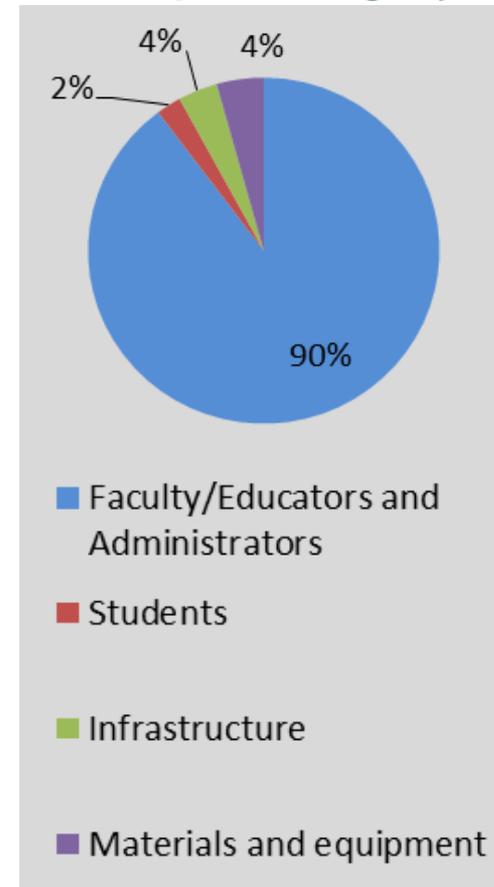
Cost constraints to scale up number/quality

New unit cost after applying actions to increase number/quality

Pilot in South Africa

Bachelor of Medicine and Surgery Program at Walter Sisulu University

Findings informed school's response to government's request to scale up production of graduates
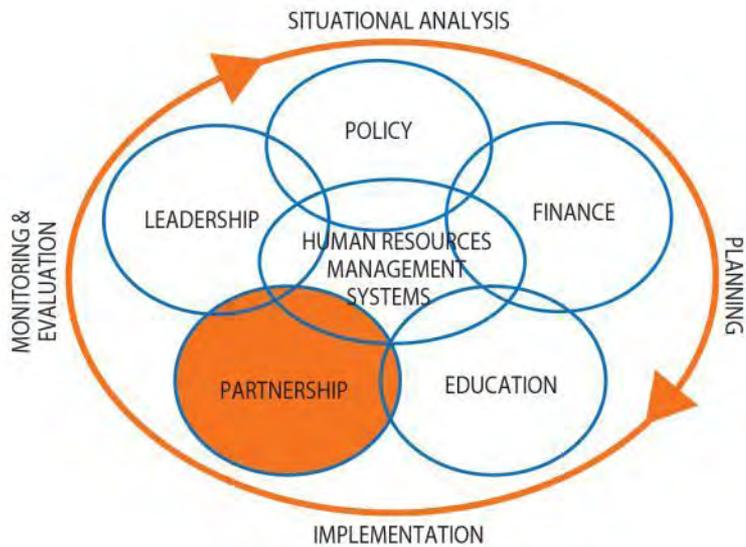
Cost per category

- Faculty/Educators and Administrators — 90%
- Students — 2%
- Infrastructure — 4%
- Materials and equipment — 4%

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Namibia: Health Workforce Planning & Transition

Partnership

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Regional Partnership with PPD for HRH Advocacy

Network of African Parliamentarians on Committees of Health (NEAPACOH)

56 countries with 1.03 billion people

2013-2015 commitment to increase funding for HRH

Supply Chain Workforce

Each year billions of US dollars are spent procuring health commodities, yet one-third of the world's population still lacks regular access to essential medicines.

People that Deliver

➤ Build global and national capacity to develop sustainable excellence in human resources for supply chain management

Situational Analysis in Dominican Republic and El Salvador

Actions taken: job descriptions, supervision manual, diploma course at NIPA, salary structures, supportive supervision training, motivation workshop, leadership training

Process and results used for **advocacy** to raise awareness of decision-makers

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The CapacityPlus Partnership

IntraHealth International, Inc. (lead partner)

Abt Associates

IMA World Health

Liverpool Associates In Tropical Health (LATH)

Training Resources Group, Inc. (TRG)