Guiding principles

- NHWA terminology to adapt – HRH registry, HWF observatory, other equivalent systems
- Collaborative activity, with **multiple stakeholders** and shared responsibility in a national structure
- **Do-no-harm** approach
- Proposed steps were defined to strengthen existing system not to replace or lead to additional organizational structure. => **Use existing frameworks**
- **Not sequential approach.** To adapt to country situation
Legal framework

For governance:
- Terms of references and regulations of the governance

For data exchange
- Data gathering, management
- Confidentiality
- Ownership
- Exchange with clearances, anonymization process, sensitive information management
### Step 4: Legal framework

#### Objectives

- Assess national legal environment for governance of the multistakeholder working group, data protection rules and regulations
- Obtain legal authorization for data extraction, exchange and dissemination
- Ensure legal requirements are shared, and standard operating procedures (SOP) are adopted by the multistakeholder working group

#### Tasks and activities

| Relevant national bodies for ethics, data confidentiality, anonymization, and data exchange to be identified by the secretariat |
| Legal advice is sought by the secretariat to ensure that terms of reference and governance rules comply with national regulations |
| Standard operating procedures (SOPs) are prepared by the secretariat for each type of data covering legal aspects for the dissemination of results |
| SOPs include a plan to identify, report on and correct any data breach during data gathering, exchange and reporting |

#### Main outputs

- SOPs are elaborated
- Formal authorizations are granted for each data source
- A mitigation plan for data breach is established
Data flow

MoH
- Number of publicly employed HR by cadre and level of care

Professional organisations
- Number of doctors member of council by age, gender

Secretariat
- Average annual earning of doctors

Ministry of finance
- Number of doctors working in private sector

Private sector
### Step 5: Data compilation and analysis

<table>
<thead>
<tr>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define data quality and eligibility criteria</td>
</tr>
<tr>
<td>Collect data for NHWA through different focal points</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tasks and activities</th>
<th>Main outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>A quality assessment of data sources is produced by the technical working group</td>
<td>A process document is developed (including legal requirements)</td>
</tr>
<tr>
<td>Standards are adopted on data quality, flow, periodicity and use, and on databases for NHWA</td>
<td>The final list of data with information on quality is produced</td>
</tr>
<tr>
<td>Data are gathered and aggregated from the multistakeholder working group focal points, and indicator statistics submitted to the secretariat</td>
<td>Indicator statistics are centralized by the secretariat</td>
</tr>
<tr>
<td>Potential new sources of data and surveys are defined by the technical working group, and an extraction strategy is designed to cover gaps in the next implementation round</td>
<td></td>
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<tr>
<td>A cost/value evaluation is prepared for gathering new data</td>
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</tbody>
</table>
Triangulation

There is no perfect database

There is no perfect metric

=> TRIANGULATION is essential
1. Governmental “buy-in”

2. Governance

3. Scoping and planning

4. Legal framework

5. Data compilation and analysis

6. Validation

7. Dissemination

8. Process revision
### Step 6: Validation

**Objective**

Obtain validation of NHWA data analyses, the dissemination plan and documents from the multistakeholder working group

<table>
<thead>
<tr>
<th>Tasks and activities</th>
<th>Main outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback and guidance on HRH data, subject to legal and practical issues, are collated from a national workshop</td>
<td>Political and technical validation of the NHWA process is formalized</td>
</tr>
<tr>
<td>A document is drafted by the secretariat and the technical working group synthesising and translating the data for a non-specialized audience</td>
<td>Key messages to decision-makers in each sector, and to the public, are prepared</td>
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<tr>
<td>A formal executive meeting is convened by the secretariat with the multistakeholder group to validate the results and adopt interpretation</td>
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<tr>
<td>A final report is prepared and adopted by the multistakeholder working group</td>
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<tr>
<td>Based on interpretation of findings, a series of key messages will target decision-makers in each sector, and others for a broader audience</td>
<td></td>
</tr>
</tbody>
</table>
# Step 7: Dissemination

## Objective
Disseminate data and documents on NHWA to raise awareness on HRH

## Tasks and activities
- Target audiences are defined by the multistakeholder working group
- Preparation of a communication plan and diffusion of messages in various media is supported by a solid communication team
- Messages on HRH are monitored by the communication team, who gathers feedback and prepares a report for the multistakeholder working group
- Scientific publications on NHWA findings could be prepared
- If authorizations allow, disaggregated data could be released in the public domain

## Main outputs
- A system to track dissemination of messages from HRH data is set up
- A series of communication products is released and followed up
## Step 8: Process revision

### Objectives

- Understand the successes and failures of the initial seven steps
- Revise and update the NHWA mechanism from past experiences
- Gain political commitment and repeat elements of step 1, including obtaining sustainable funding

### Tasks and activities

- A strategic meeting with the multistakeholder working group is convened by the communication team
- Governance of the NHWA is evaluated and revised accordingly, potential new members are identified and invited, and HRH indicators are revised
- The budget for the next implementation phase is defined, such as transforming catalytic funding to a regular budget

### Main outputs

- The NHWA implementation and governance framework is revised
- A plan for inclusion of new indicators and stakeholders is established
Revision to amend the NHWA process at all steps

8. Process revision

Feedback

Step 1
Step 2
Step 3
Step 4
Step 5
Step 6
Step 7
Technical support for NHWA implementation

Formal request to PAHO/WHO
(through PAHO/WHO representative)

• PAHO/WHO country office
• PAHO/WHO regional office
• PAHO/WHO headquarters

Joint technical support
• PAHO/WHO
• Partners organizations
Technical support for NHWA implementation (2)

Technical support on any aspect / all steps of NHWA implementation.

In particular:

- Situation analysis (stakeholders, governance, …)
- Assessment of data quality and data flow
- Technical support on NHWA online platform
## Template for NHWA implementation plan

<table>
<thead>
<tr>
<th></th>
<th>Action to be taken</th>
<th>Responsible for action</th>
<th>Involved stakeholders</th>
<th>Timeline *</th>
<th>Resources</th>
<th>Comments</th>
</tr>
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<tbody>
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</table>

*Timeline
- Immediate: next 3 months
- Short term: next 6 months
- Long term: next 1-2 years
Thank you

WHO

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Switzerland