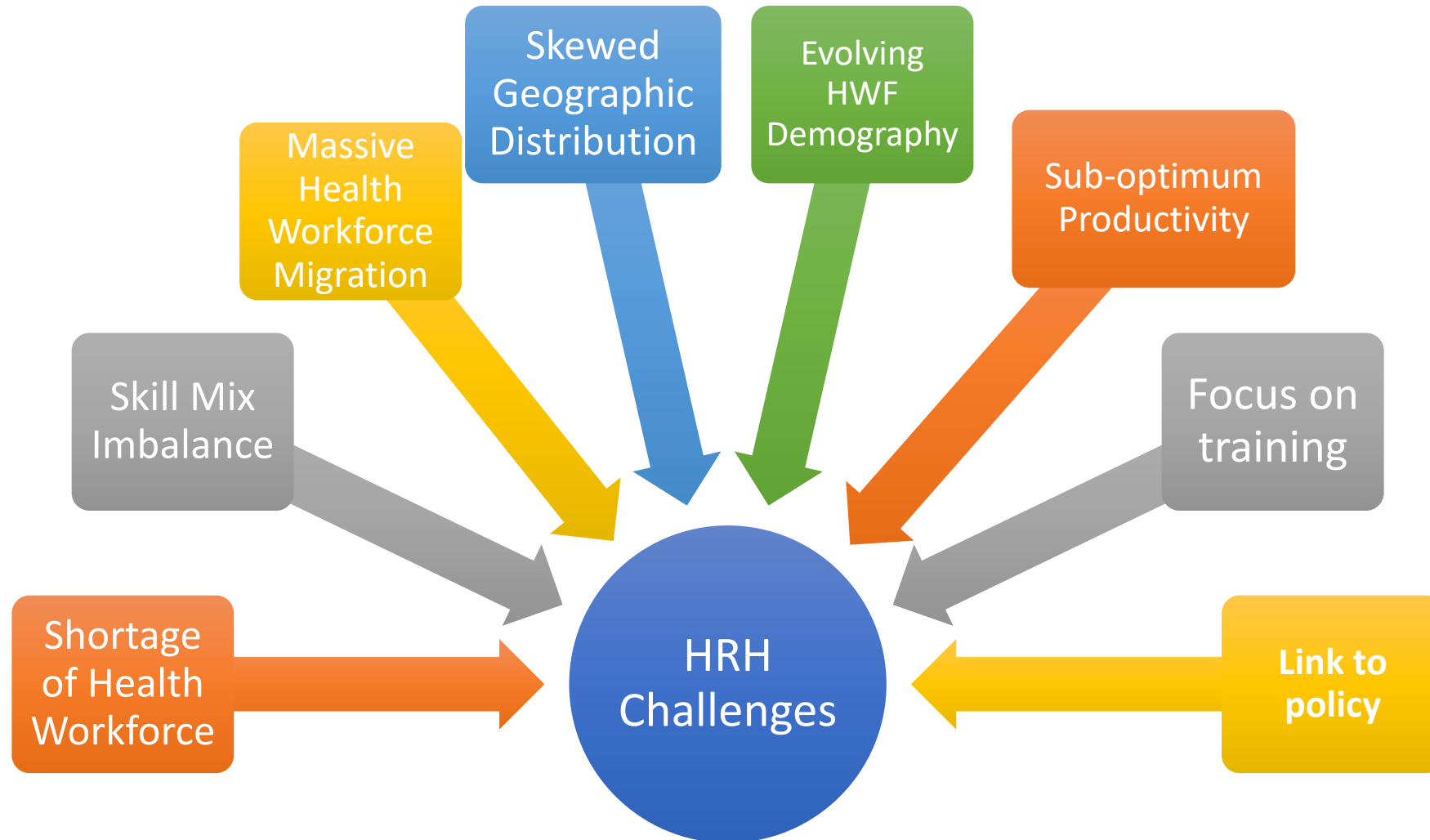# Systems and approach for NHWA implementation at national level

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WHO Geneva

PAHO Regional NHWA workshop, Brasilia August 2019

Data is required to inform HRH Challenges

Strategic Areas and actions for addressing key HRH data challenges

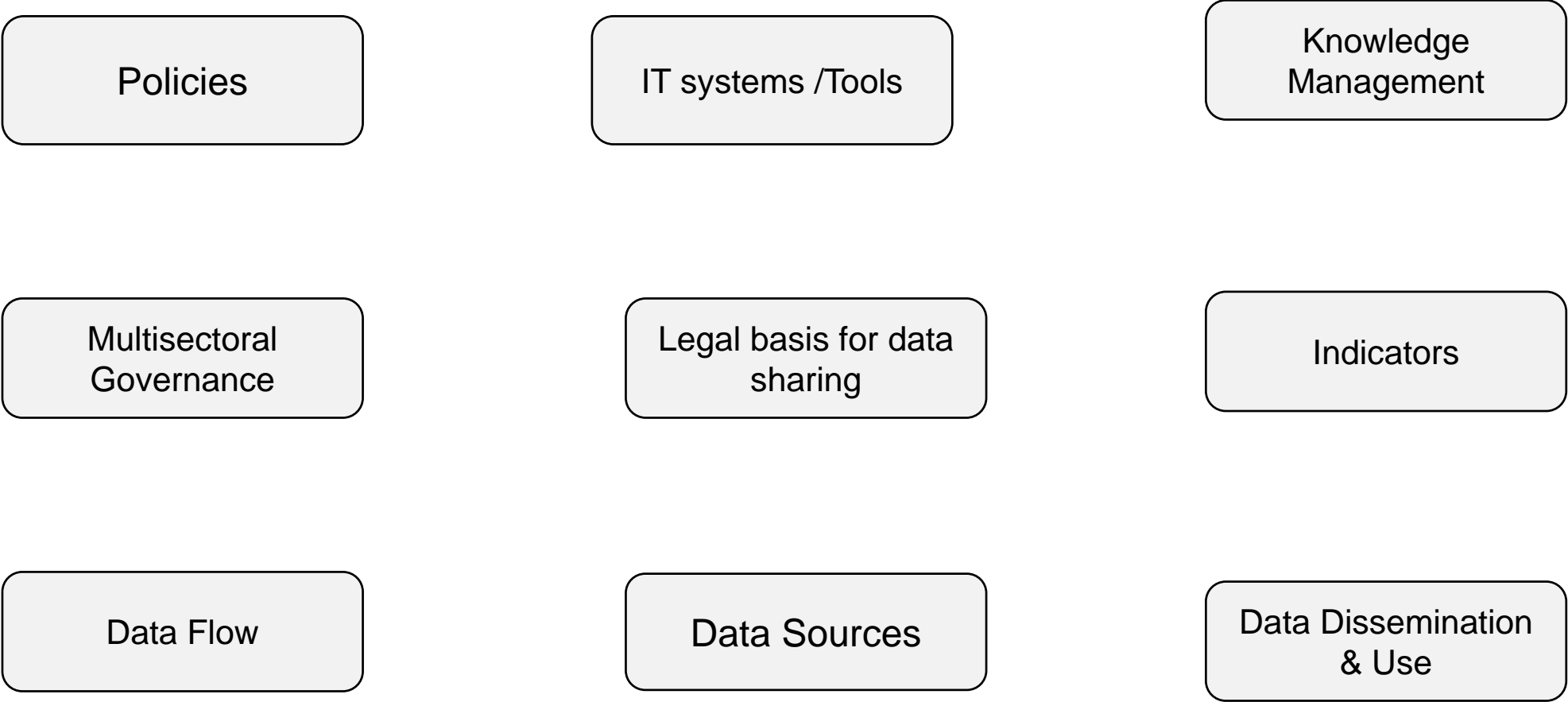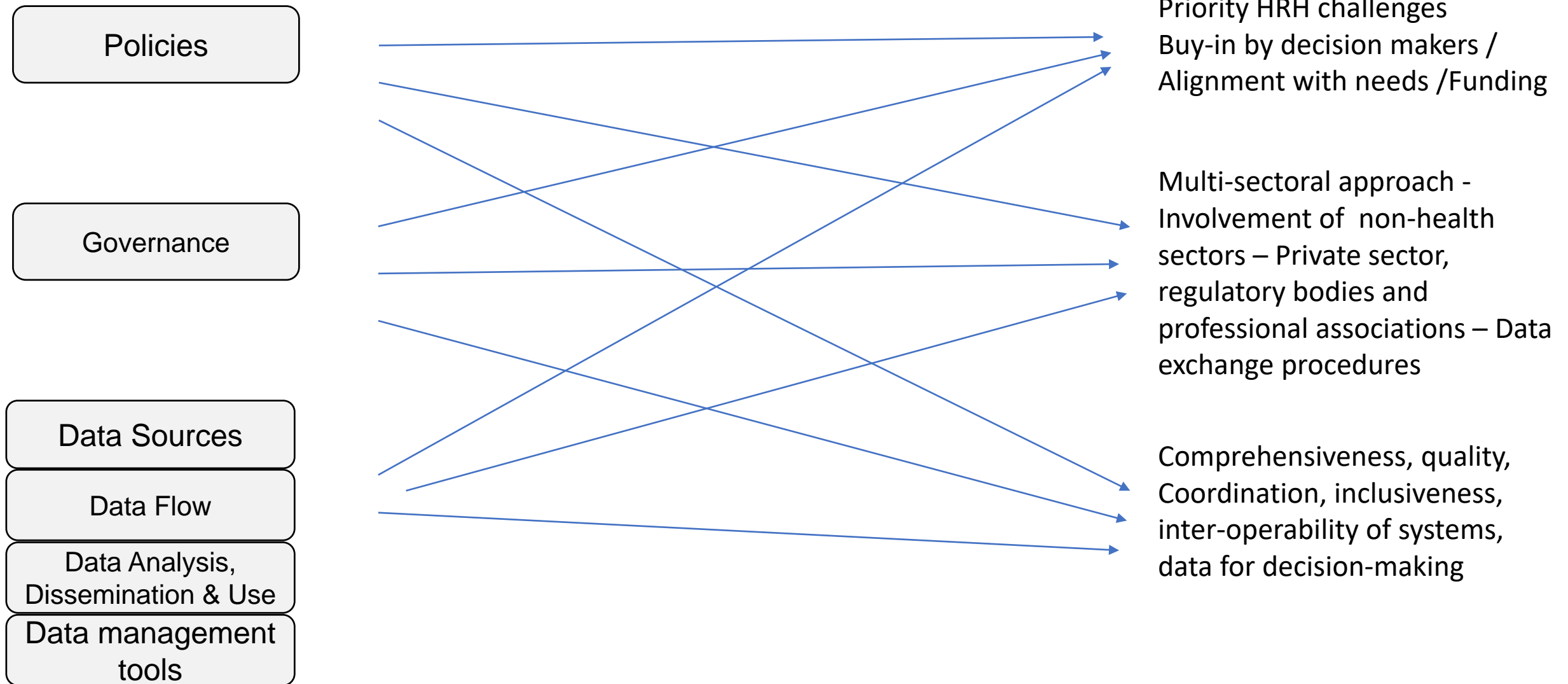|		
Policies	IT systems /Tools	Knowledge Management
Multisectoral Governance	Legal basis for data sharing	Indicators
Data Flow	Data Sources	Data Dissemination & Use

Figure 3. Strategic Actions for Implementation of NHWA

Strategic Actions for addressing key HRH data challenges

Policies

Governance

Data Sources

Data Flow

Data Analysis, Dissemination & Use

Data management tools

Priority HRH challenges
Buy-in by decision makers /
Alignment with needs /Funding

Multi-sectoral approach -
Involvement of non-health
sectors – Private sector,
regulatory bodies and
professional associations – Data
exchange procedures

Comprehensiveness, quality,
Coordination, inclusiveness,
inter-operability of systems,
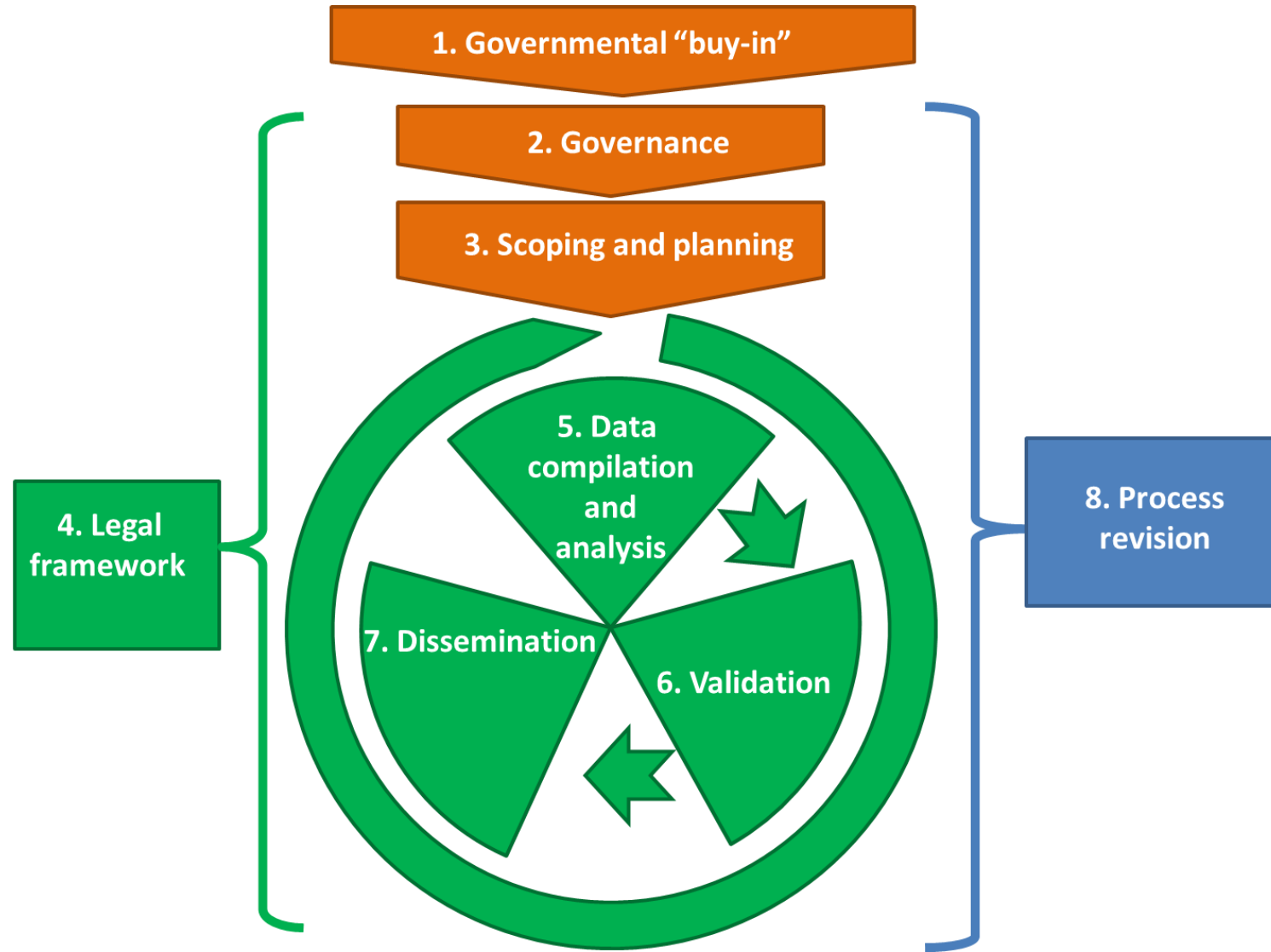data for decision-making

Some common HIS/HRHIS challenges

- **Fragmentation of systems**
- **Inter-operability challenges**
- **Data collection not guided by policy questions and needs for decision making**
- **Multiplicity of tools and processes**
- **Lack of common data definitions and standards**
- **Weak and not inclusive governance mechanisms**
- **Limited funding for HIS/HRHIS**
- **Limited use of data at collection points: Collecting for reporting**
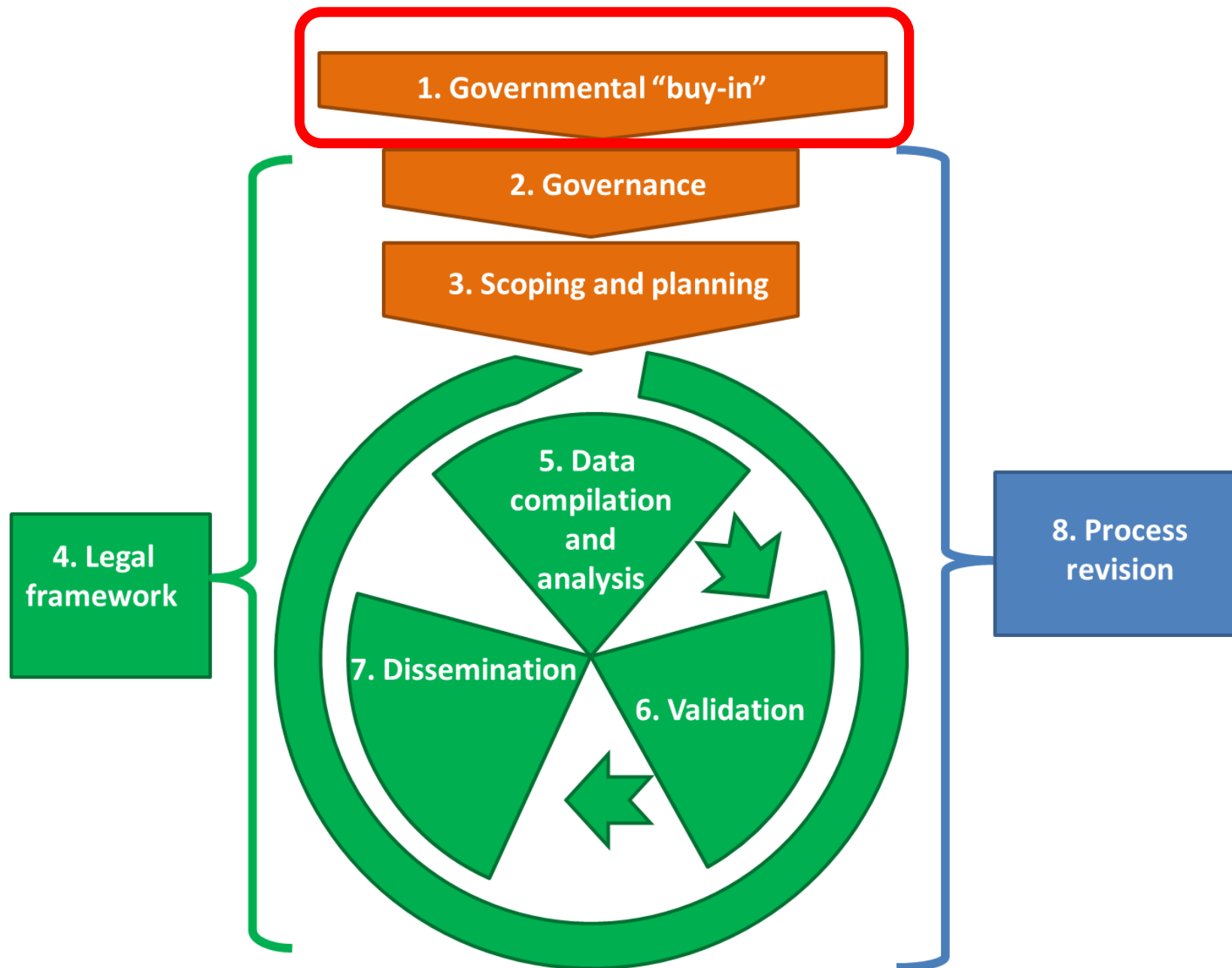- **Technical capacity of data collectors**

Strengthening HRH Information systems: Three phases

Phase I
Conceptualization

Phase II
Operationalization

Phase III
Process revision
and sustainability

Implementation of the NHWA
8 steps

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 1: Governmental "buy-in"

Objectives

Obtain political commitment to strengthen HRH data

Ensure adoption of the NHWA framework by the Ministry of Health

Fulfil initial steps to coordinate intersectoral health workforce agenda

Tasks and activities

A health workforce representative within the Ministry of Health is identified to become the NHWA focal point

All available support resources are grouped together for the NHWA

A short paper (brief) is prepared to recapitulate the need for the NHWA

Existing information systems relevant for NHWA are identified

Documents and other requirements for obtaining Ministry of Health approval are prepared

Main outputs

Ministry of Health takes leadership to strengthen HRH data for the NHWA

Implementation is initiated, with a multiyear plan
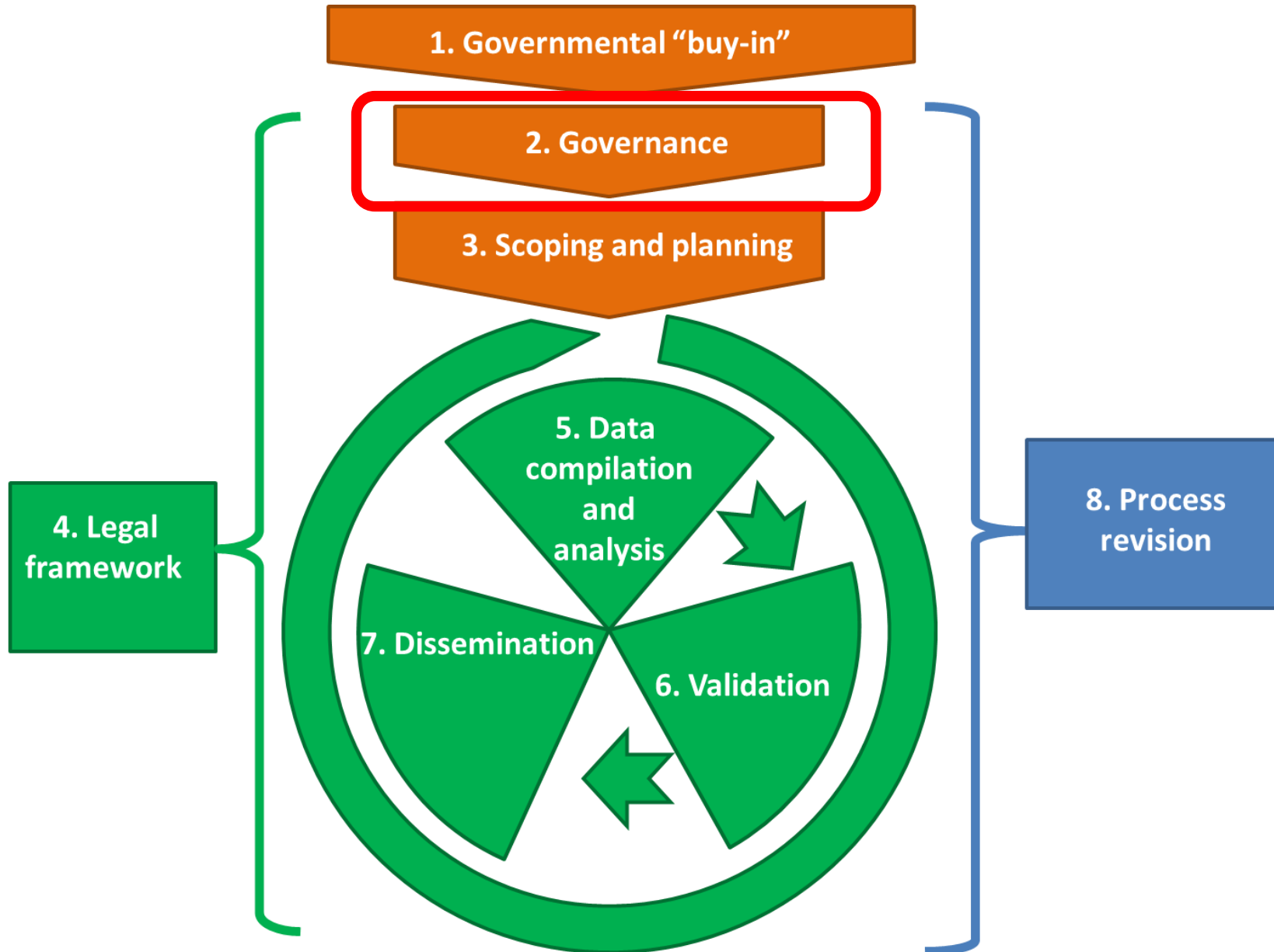
Step 2: Governance

Objective

Establish a governance structure for the NHWA with representatives from relevant sectors and stakeholders

Tasks and activities

Stakeholder mapping is conducted/updated by the Ministry of Health focal point

A focal point is nominated by each stakeholder

A multisector, multistakeholder coordination working group is set up and adopted with governance, coordination mechanisms and terms of reference

A secretariat is nominated in charge of centralizing summary data and organizing the preparation of documents and meetings

A technical working group is nominated by the multistakeholder working group be in charge of data gathering and analysis

A series of key policy questions is agreed upon by the multistakeholder working group

Main outputs

A multisector, multistakeholder coordination working group is established
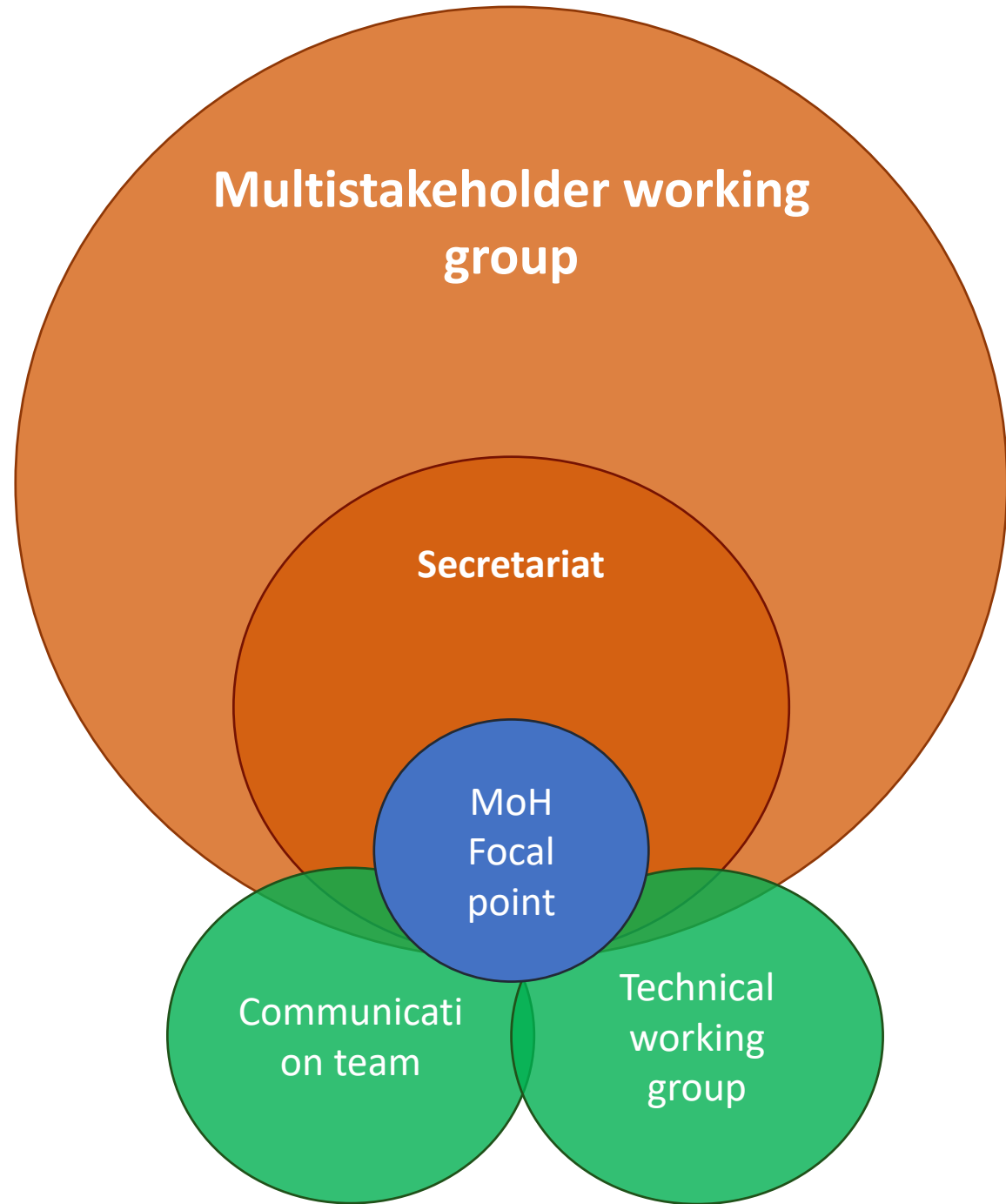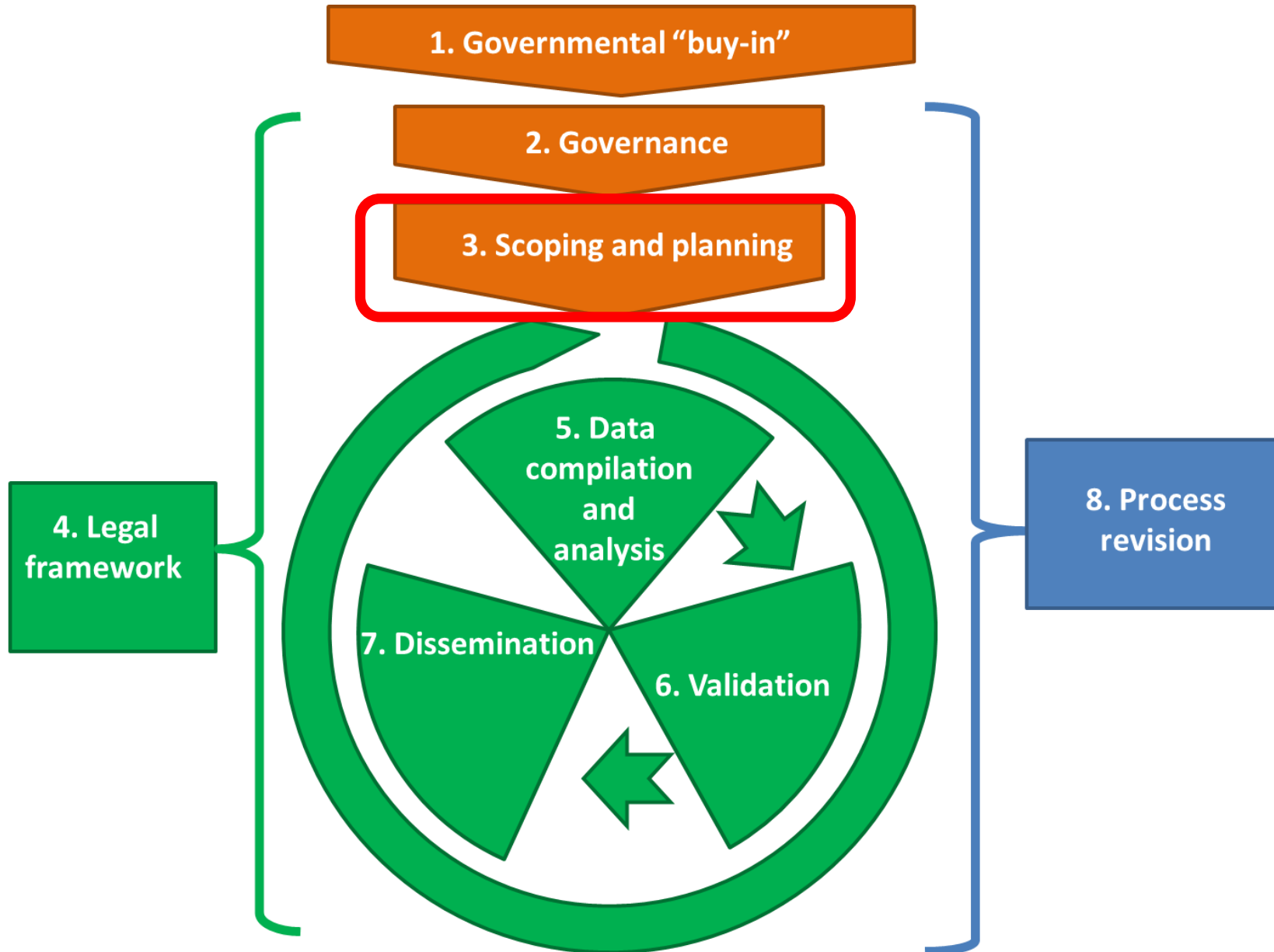
Governance and coordination mechanisms are defined

Key policy questions are adopted

A secretariat is established

A communications structure is set up

Groups identified

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 3: Scoping and planning

Objectives

Produce evidence of the state of HRH in the country as the foundation to the NHWA

Develop a national and global dissemination plan

Define the business plan of NHWA implementation, including gathering of catalytic funding for the initial phase

Tasks and activities

The technical working group is complemented, if necessary, by co-opted external experts

A scoping analysis is conducted, NHWA indicators are reviewed, and a maturity model assessment is carried out on the NHWA online platform

A data analysis and dissemination plan is prepared in line with the key policy questions defined in step 2

A meeting of the multistakeholder working group is held to cost the first year and plan for a rolling budget for the NHWA

Main outputs

A scoping analysis is conducted and the status of HRH provided

Costing of first year of NHWA is prepared with a plan for a rolling budget

An analysis plan is prepared

Scoping analysis

- Used in evidence mapping

- - Map **rapidly** the **key concepts**, **sources** and types of evidence available (Arksey and O'Malley, 2005)

- - **Synthesis** and analysis of a wide range of research and non-research material to provide greater **conceptual** clarity about a specific topic or field of evidence (Davis et al, 2009)

- - **Contextualize** knowledge by identifying **what we know and do not know**, and then setting this within policy and practice contexts (Anderson et al, 2008)

NHWA maturity assessment

Capacity of information system to generate NHWA indicators
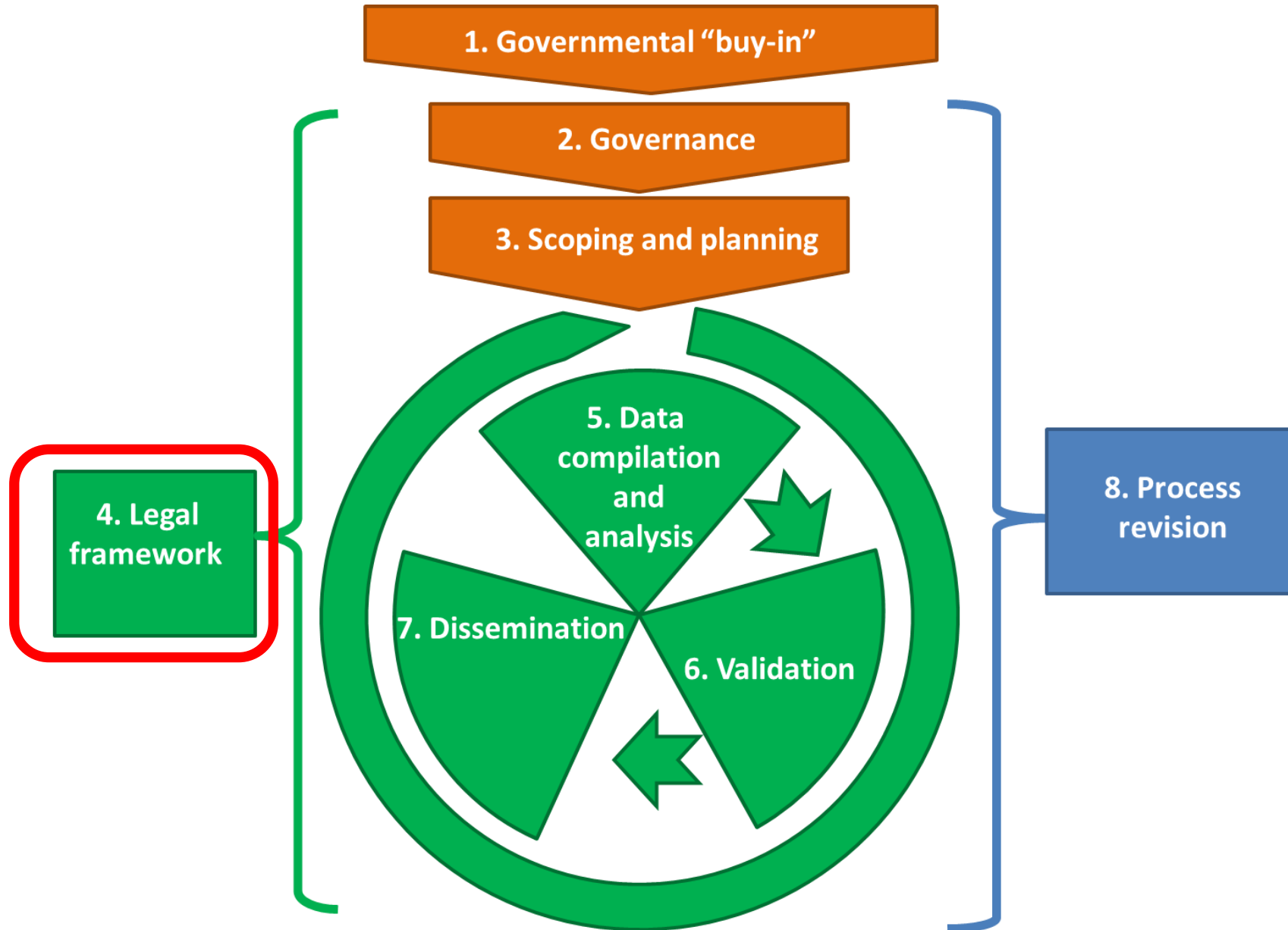
Yes/No questions
for each indicators

1. Governmental "buy-in"

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Legal framework

- For governance:
- Terms of references and regulations for the multi stakeholder governance
- For data exchange
- Data gathering, management and sharing
- Confidentiality
- Ethics
- 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

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Example of Data flow I

1. Governmental "buy-in"

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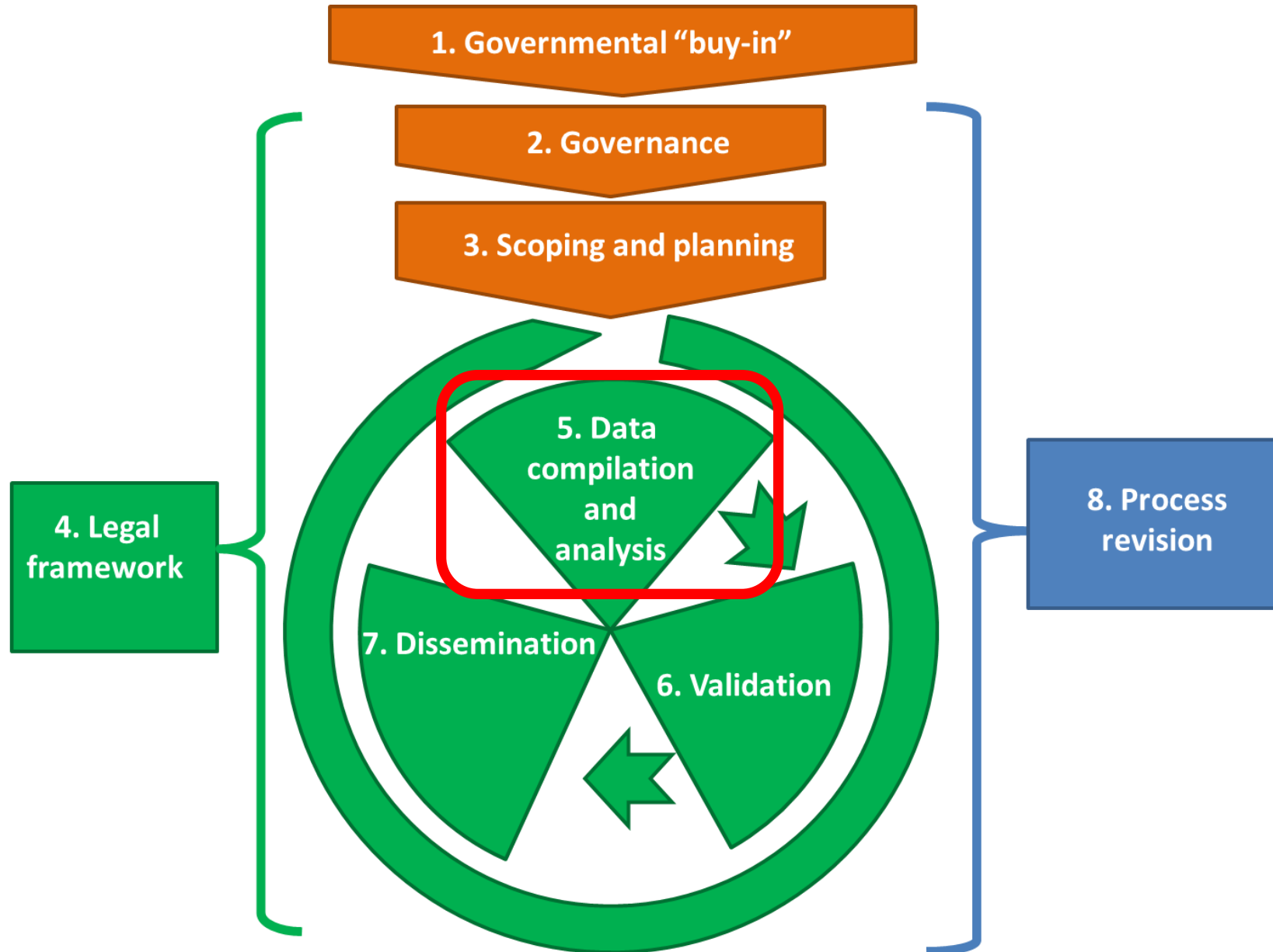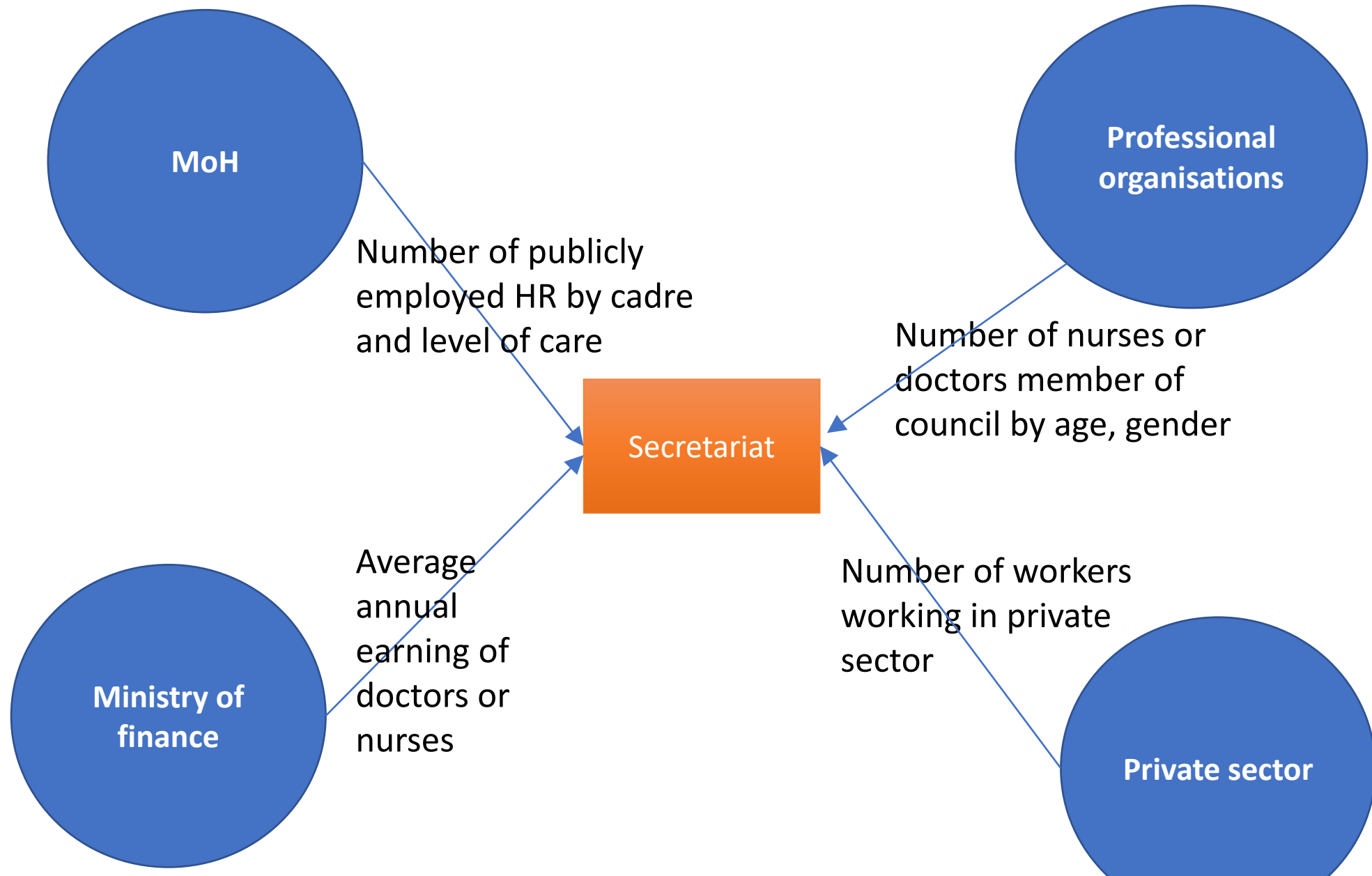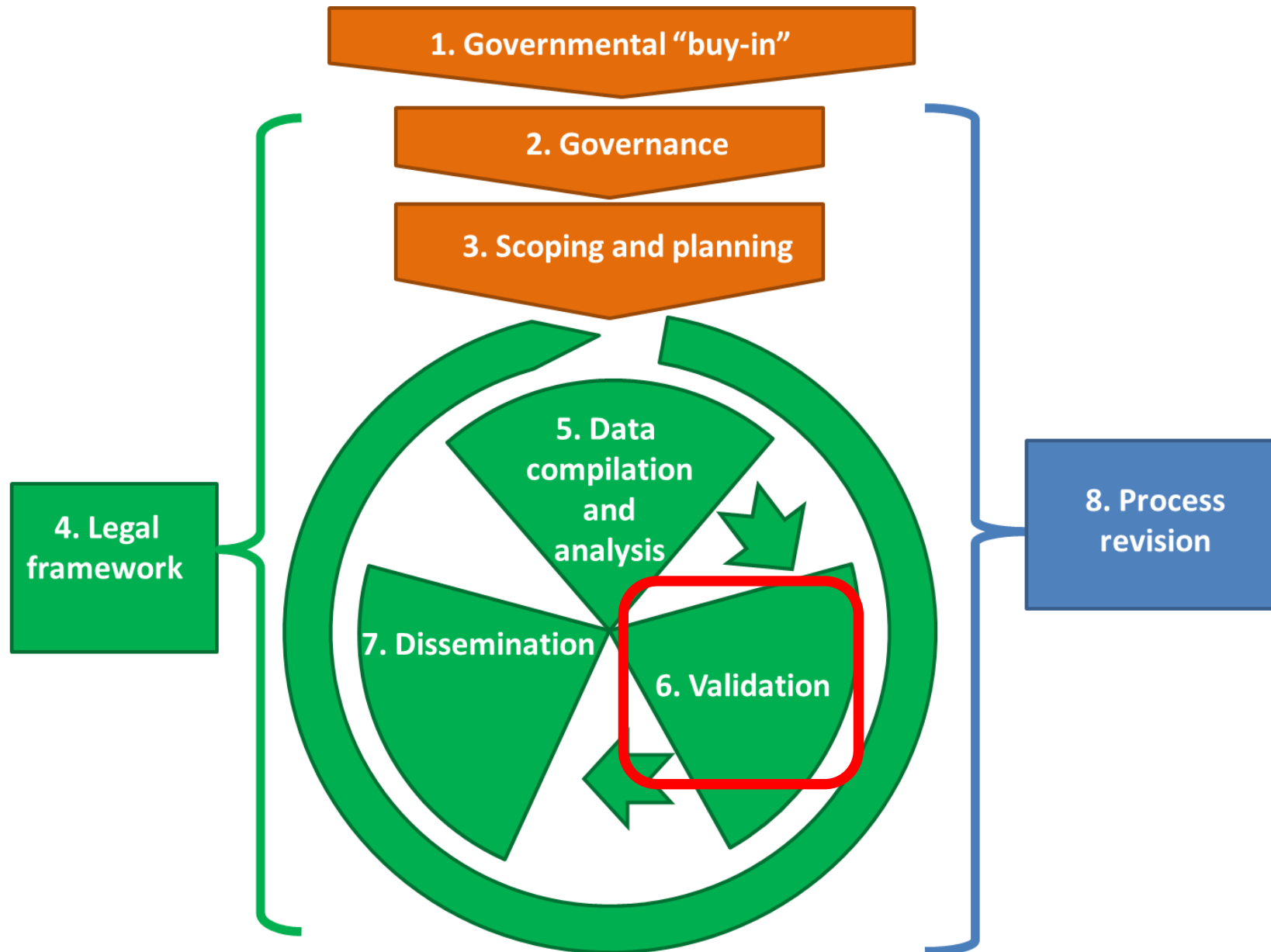
Step 6: Validation

Objective

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

Tasks and activities

Feedback and guidance on HRH data, subject to legal and practical issues, are collated from a national workshop

A document is drafted by the secretariat and the technical working group synthesising and translating the data for a non-specialized audience

A formal executive meeting is convened by the secretariat with the multistakeholder group to validate the results and adopt interpretation

A final report is prepared and adopted by the multistakeholder working group

Based on interpretation of findings, a series of key messages will target decision-makers in each sector, and others for a broader audience

Main outputs

Political and technical validation of the NHWA process is formalized

Key messages to decision-makers in each sector, and to the public, are prepared

NHWA data process: country at the center of data collection/validation

feedback

Data entry by NHWA focal point* in NHWA online platform

Data triangulation and validation (Countries, RO, HQ)

Validated data

Dissemination and use at all levels:
Country
RO
HQ
Partner organisations

Data from external partners (OECD, ICN,…)

Data collected by HQ entered in NHWA platform (LFS, census, data mining,…)
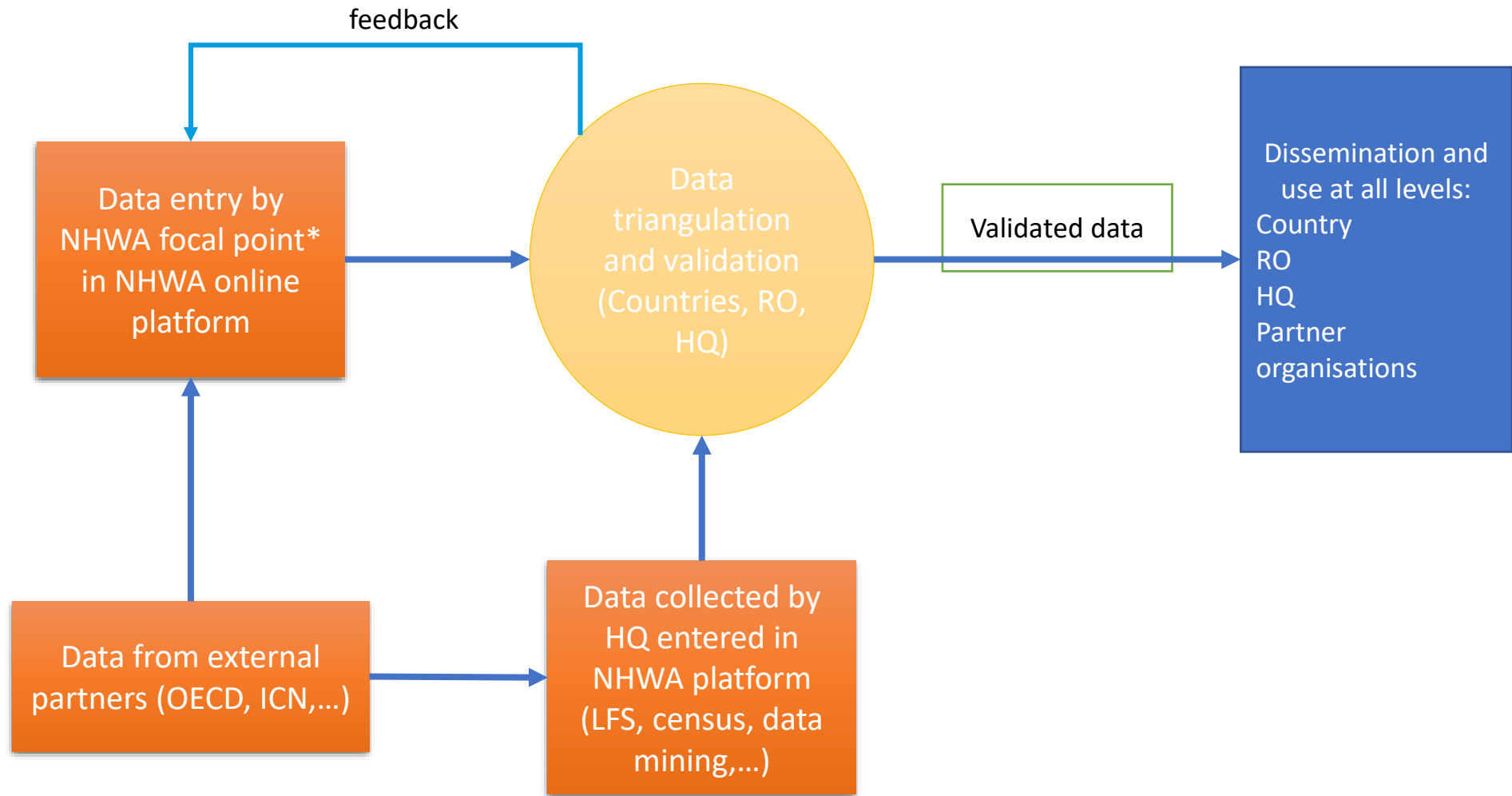
* in charge of country reporting and validation of data entered in the platform.

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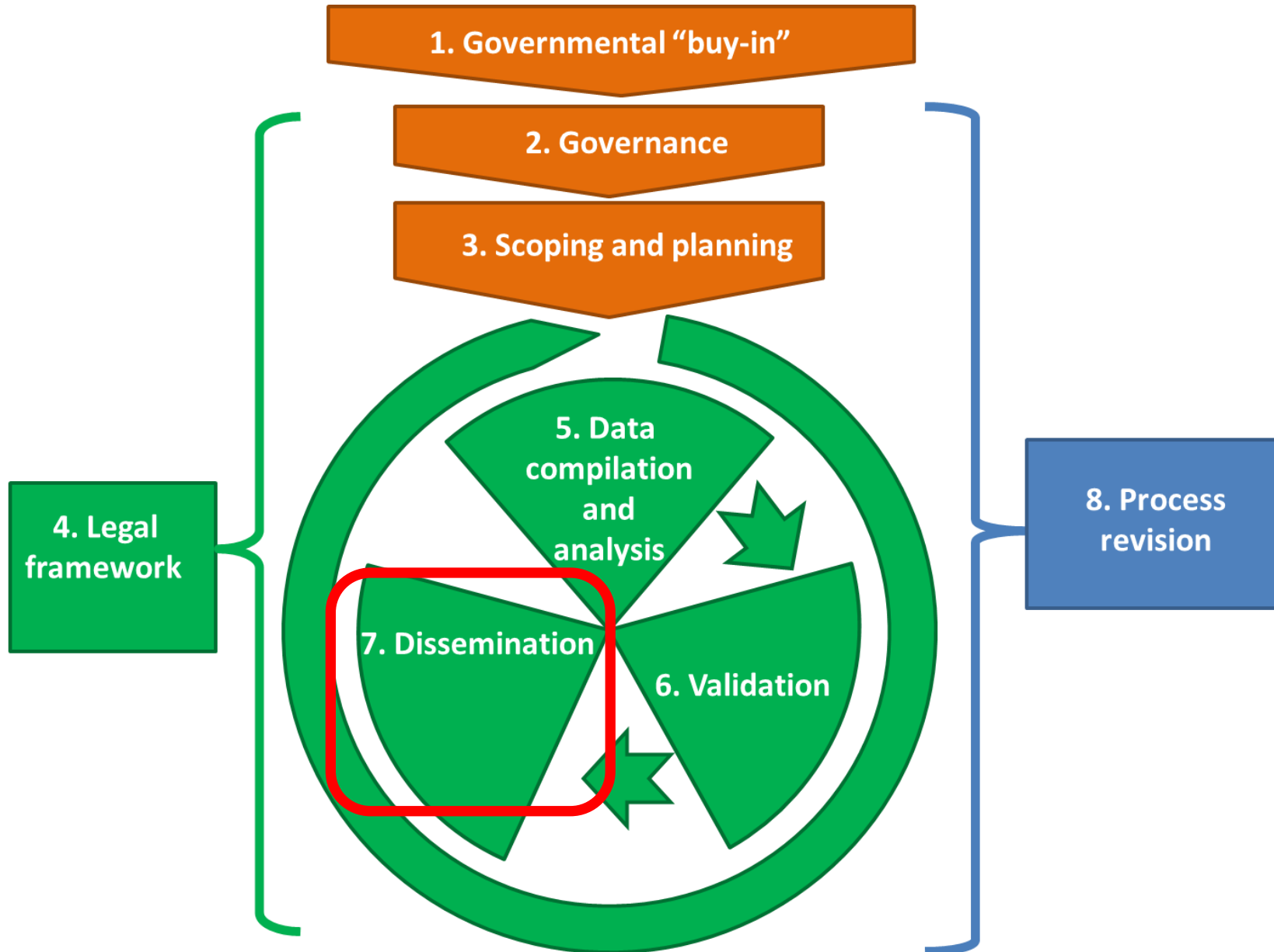
Step 7: Dissemination

Objective

Disseminate data and documents on NHWA to raise awareness on HRH

Tasks and activities	Main outputs
Target audiences are defined by the multistakeholder working group	A system to track dissemination of messages from HRH data is set up
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	A series of communication products is released and followed up
Scientific publications on NHWA findings could be prepared	
If authorizations allow, disaggregated data could be released in the public domain	

Example: Decade of Health workforce strengthening

Fig. 9: Health workforce composition, by age

a. Doctors, by age group	b. Nurses, by age group
BHU (2017)	BAN (2017)
MMR (2017)	MMR (2017)
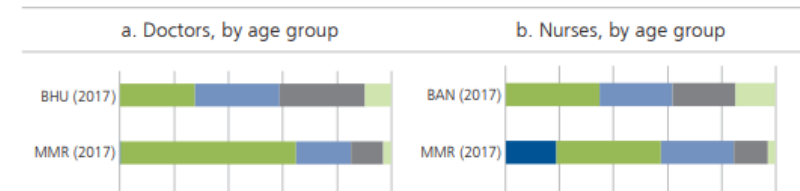
Fig. 2: The 14 health workforce indicators used for the second review of progress

	Health Workforce indicator	NHWA*
Health worker density and distribution		
1	Health worker density	1-01
2	Health worker density at subnational level	1-02
3	Health worker distribution by age group	1-03
4	Female health workforce	1-04
Health professional education		
5	Graduation rate from education and training programmes	2-07
6	Accreditation mechanisms for education and training institutions and their programmes	3-02
7	Continuing professional development	3-08
Retention of health workers		
8	Vacancy rate	5-07
9	Share of foreign-born health workers	1-07
10	Share of foreign-trained health workers	1-08
HRH Governance		
11	Mechanisms to coordinate and intersectoral health workforce agenda	9-01
12	Central health workforce unit	9-02
13	Health workforce planning processes	9-03
HRH information systems		
14	(a) HRHIS for reporting on outputs from education and training institutions	10-04
	(b) HRHIS for tracking the number of entrants to the labour market	10-05
	(c) HRHIS for tracking the number of active stock on the labour market	10-06
	(d) HRHIS for tracking the number of exits from the labour market	10-07
	(e) HRHIS for producing the geocoded location of health facilities	10-08

* refers to NHWA handbook

3 GOOD HEALTH AND WELL-BEING

Decade for health workforce strengthening
in the South-East Asia Region 2015–2024

Second review of progress, 2018

World Health Organization
South-East Asia

- Source: http://apps.searo.who.int/PDS_DOCS/B5439.pdf

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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

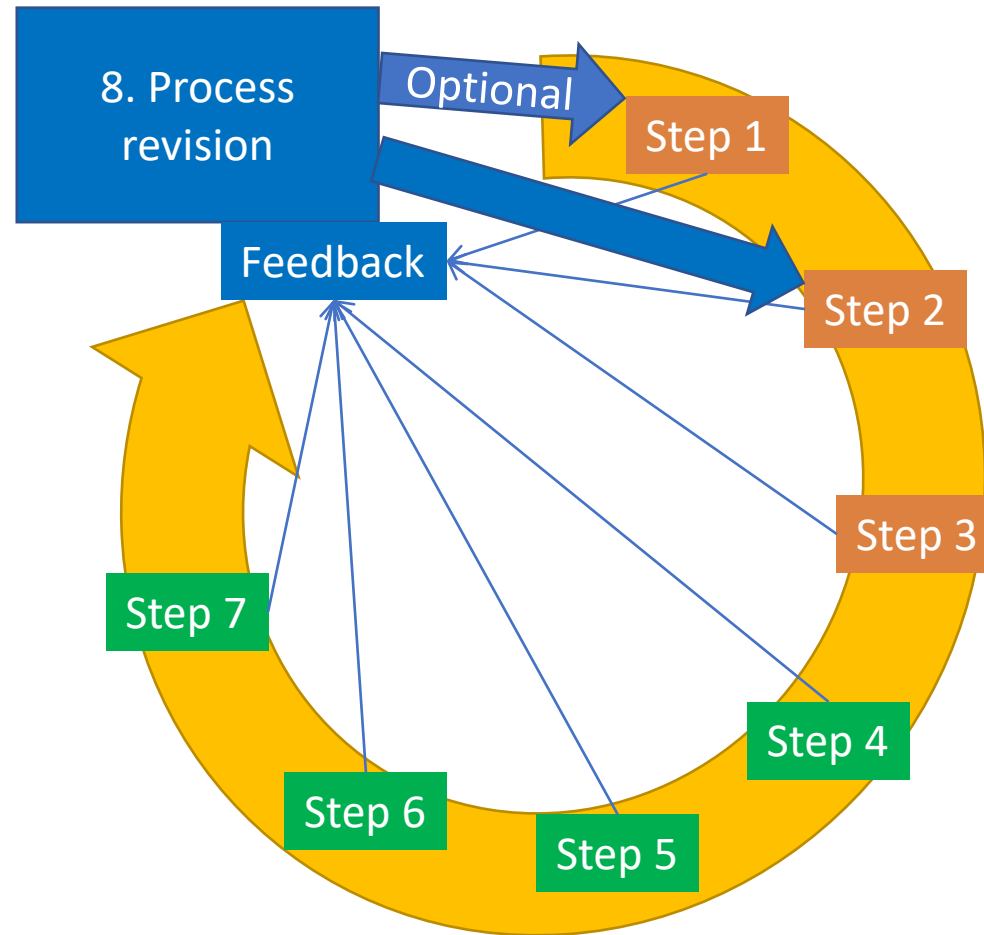The budget for the next implementation phase is defined, such as transforming catalytic funding to a regular budget

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

National Health Workforce Accounts: Scope

- Beyond a list of indicators
  - Inclusive multi-sectoral governance
  - Diversification of data sources
  - System's strengthening approach
  - Key principle: Countries needs and interest first
  - Partnership for HRH data, country support and capacity building
  - Analytical work and key tools and products for country use
  - Data use for decision making, raising awareness on HRH and resource mobilization
  - Common open-source data platform

Technical support for NHWA implementation

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

- WHO country office

- WHO regional office

- WHO headquarters

- **Joint technical support**

- WHO

- Partners organizations

Technical support for NHWA implementation (2)

- Technical support on any aspect / all steps of NHWA implementation.
- In particular:
- HRHIS Situation analysis (stakeholders, governance,...)
- Assessment of data quality and data flow
- Analysis of HRH data
- Technical support on NHWA online platform
- NHWA for WISN
- NHWA for Health Labour Market Analysis
- Webinars on how to use the NHWA platform

Thank you

World Health Organization

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