

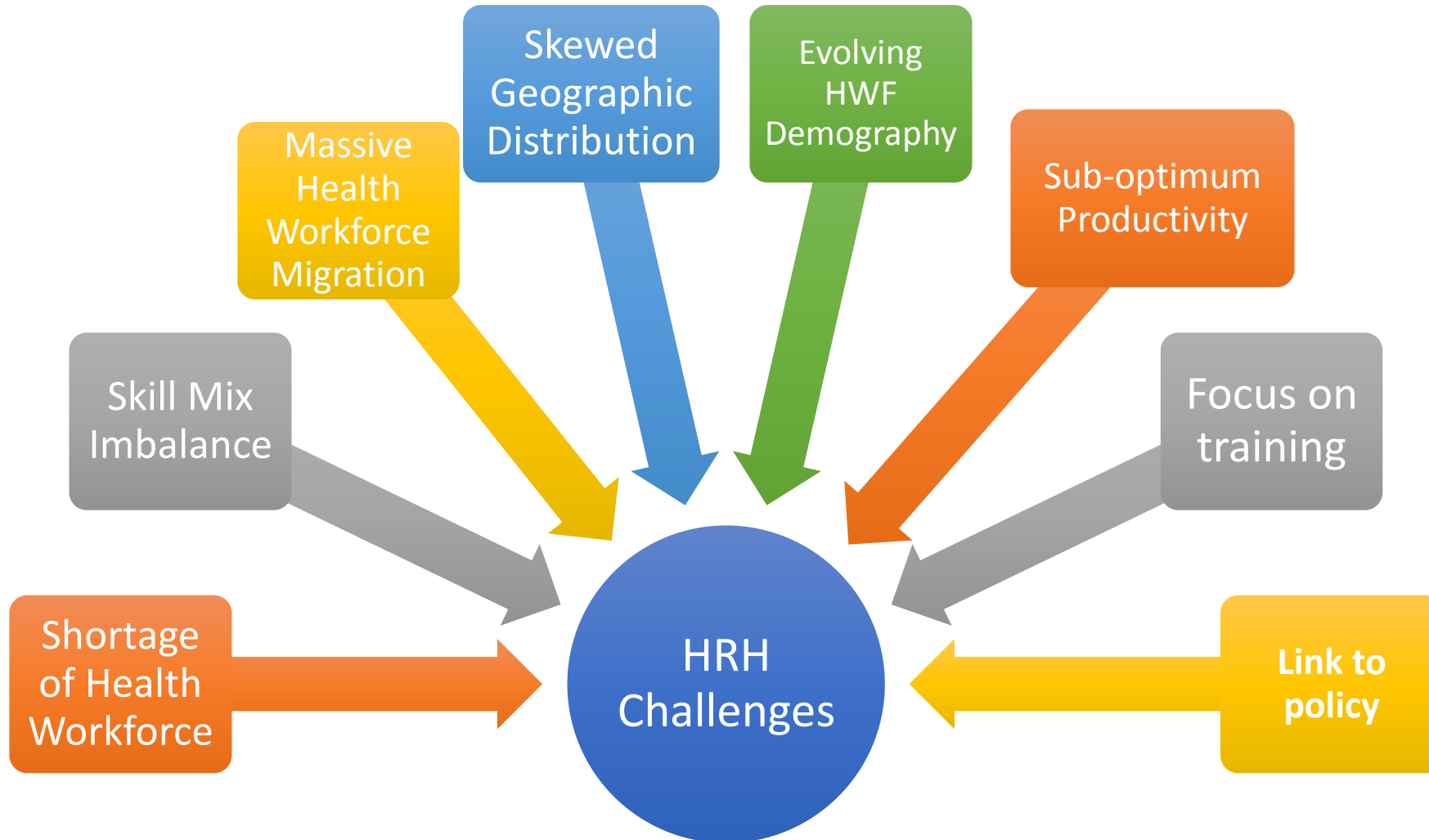


**World Health
Organization**

Systems and approach for NHWA implementation at national level

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WHO Geneva

Data is required to inform HRH Challenges



Some common HIS/HRHIS challenges

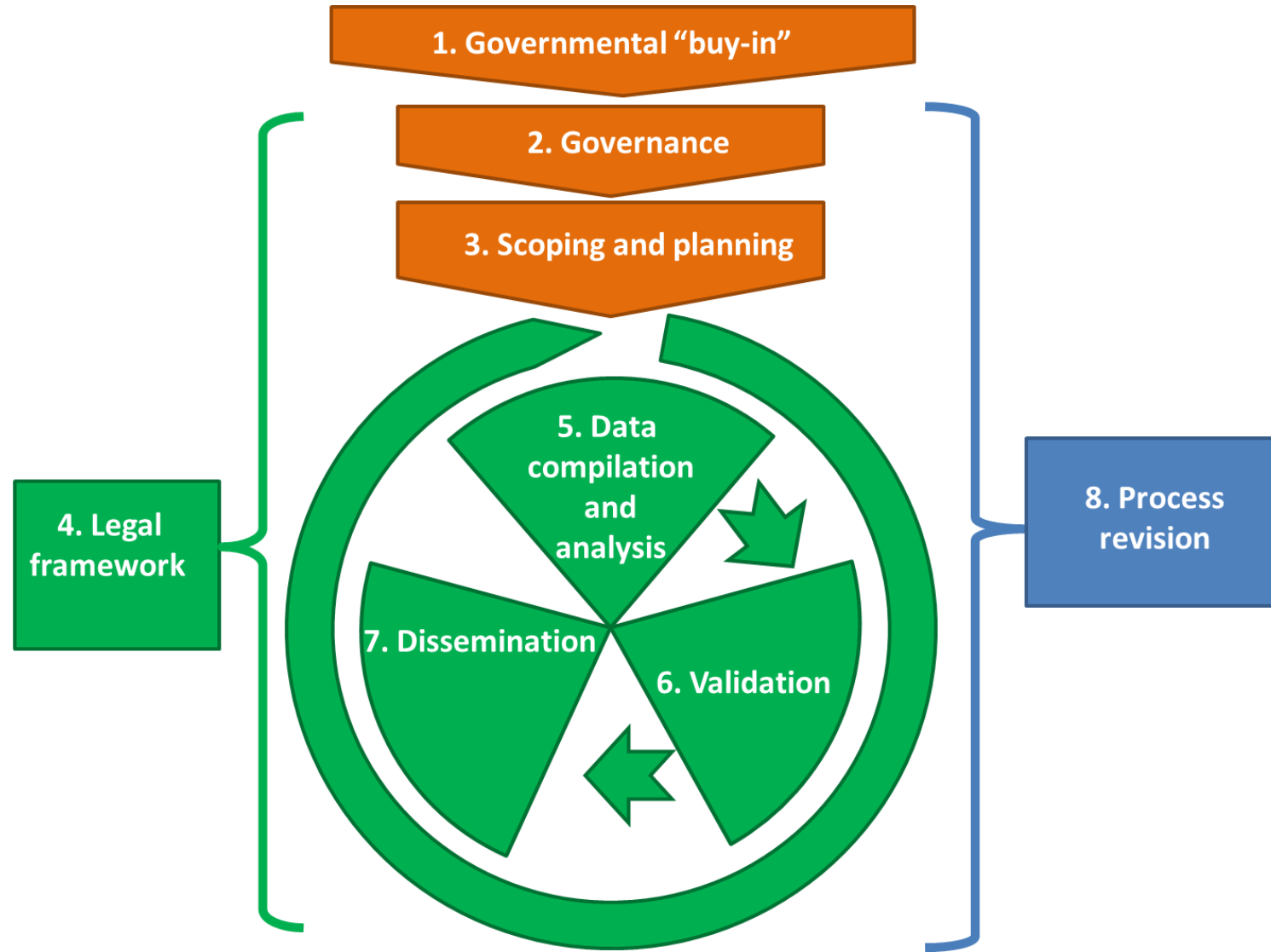
- **Fragmentation of systems**
- **Inter-operability challenges**
- **Data collection not guided by policy questions and needs for decision making**
- **Multiplicity of tools and processes**
- **Lack of common data definitions and standards**
- **Weak and not inclusive governance mechanisms**
- **Limited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

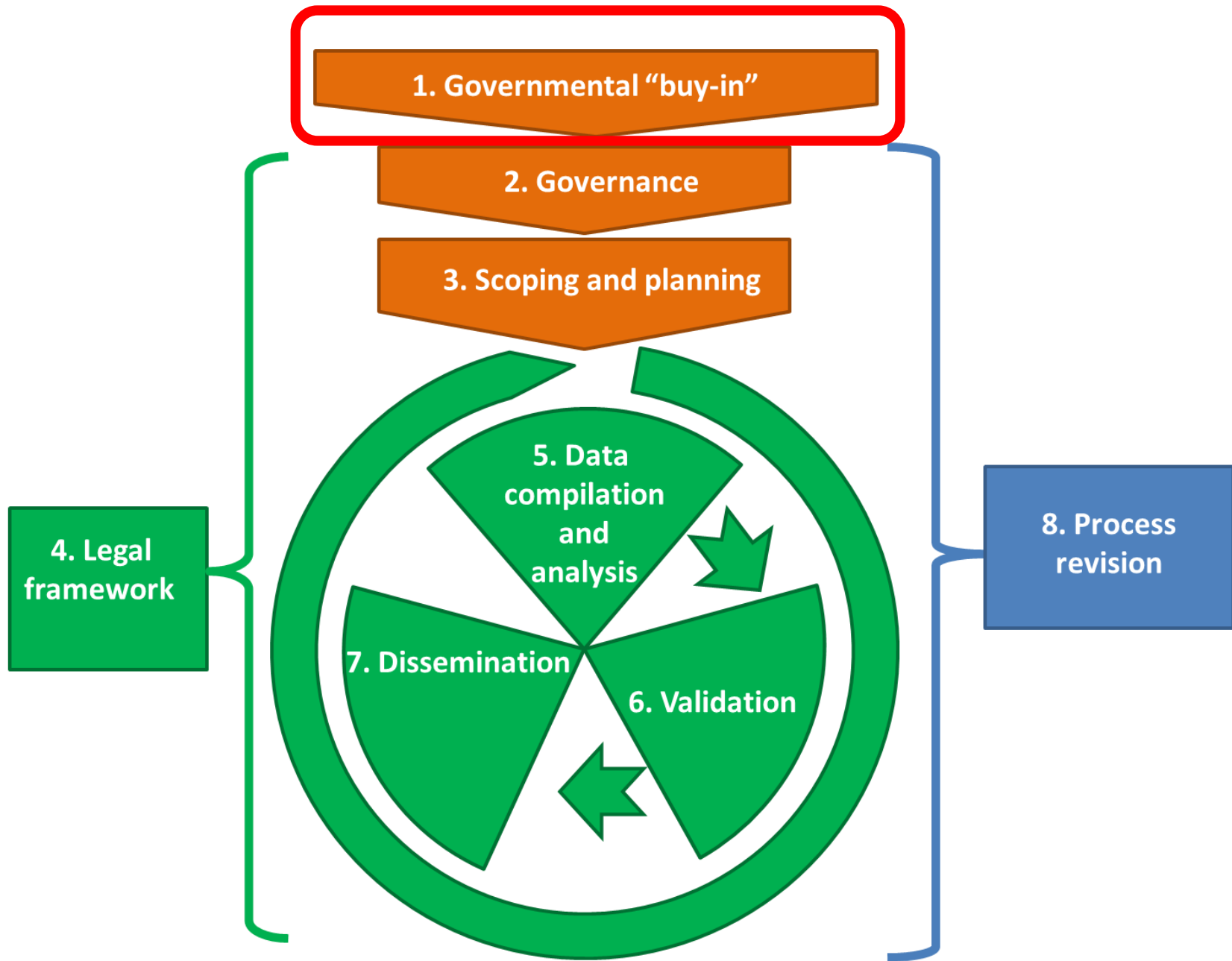
Strengthening HRH Information systems: Three phases



Implementation of the NHWA

8 steps





Step 1: Governmental “buy-in”

Objectives

Obtain political commitment to strengthen HRH data

Ensure adoption of the NHTWA 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 NHTWA focal point

All available support resources are grouped together for the NHTWA

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

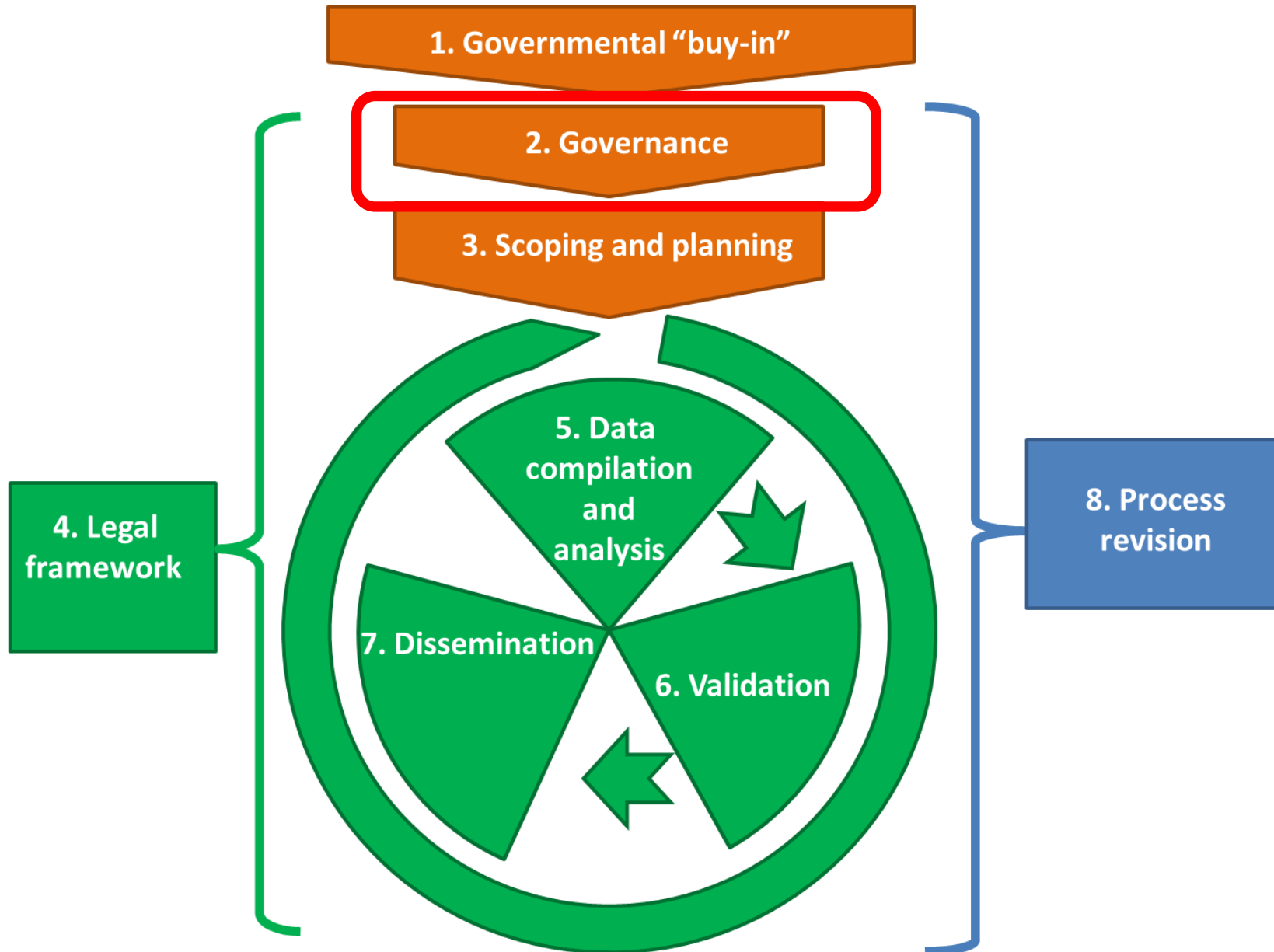
Existing information systems relevant for NHTWA are identified

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 NHTWA

Implementation is initiated, with a multiyear plan



Step 2: Governance

Objective

Establish a governance structure for the NHTA 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 to 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

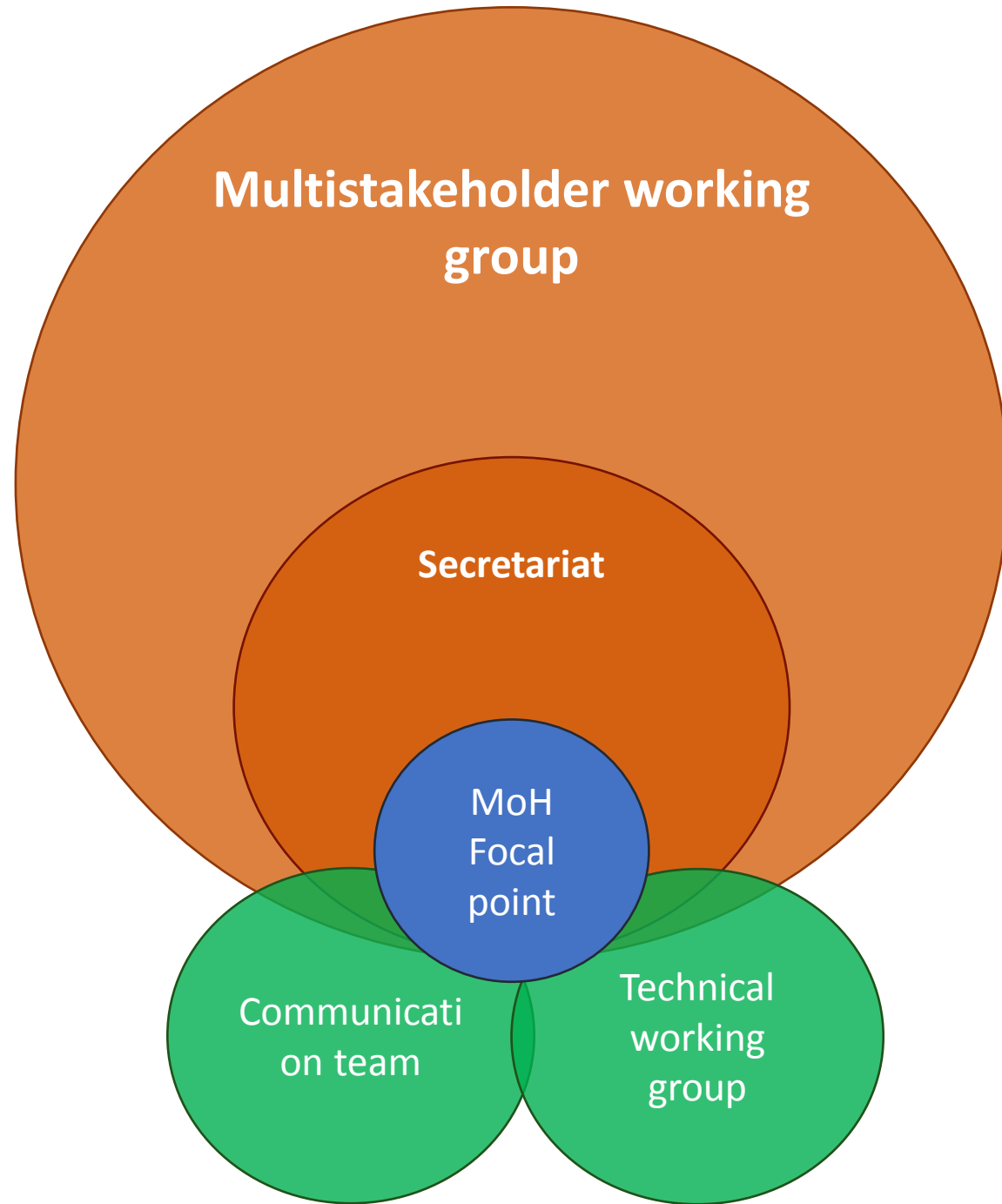
Governance and coordination mechanisms are defined

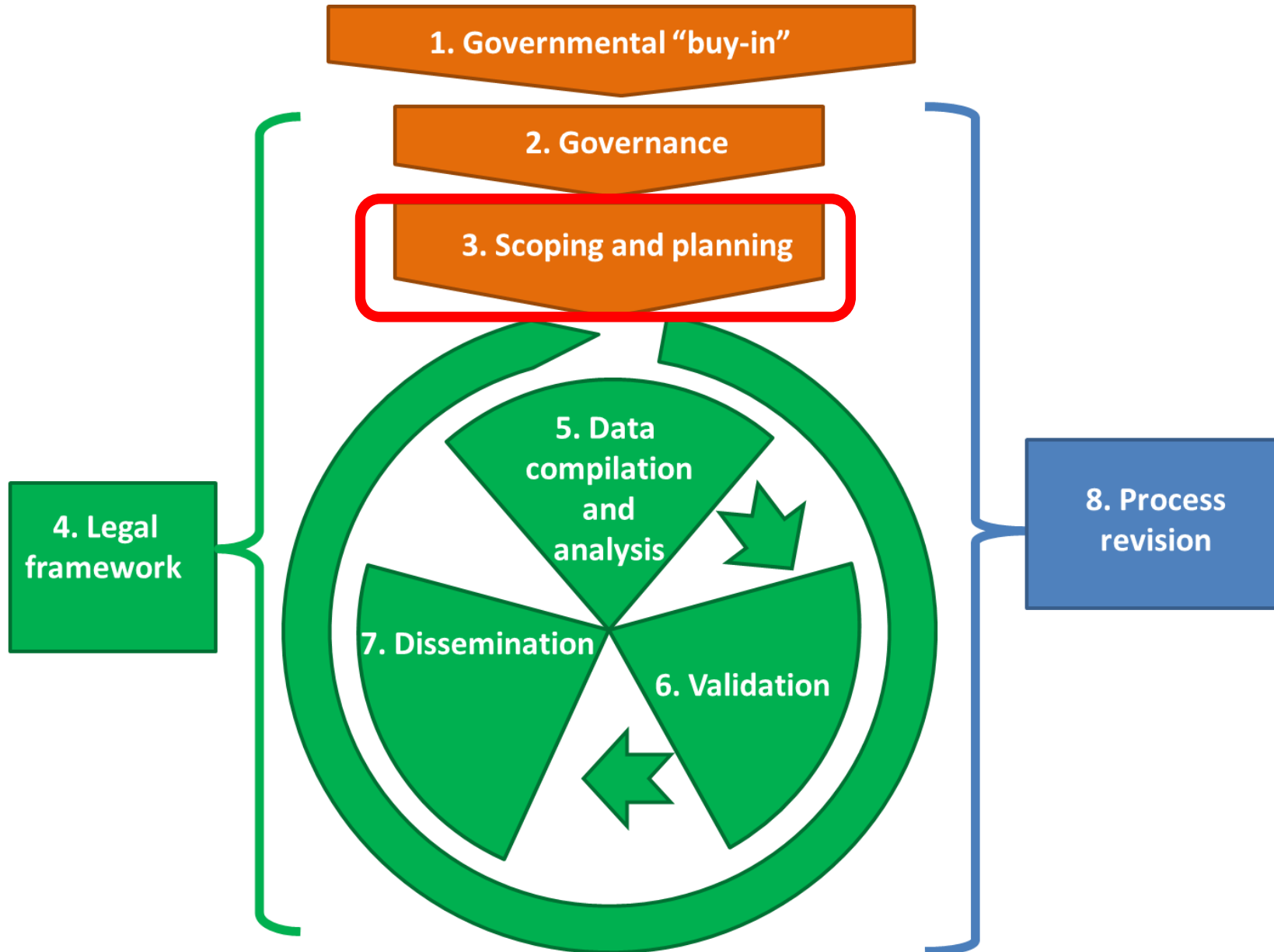
Key policy questions are adopted

A secretariat is established

A communications structure is set up

Groups identified





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

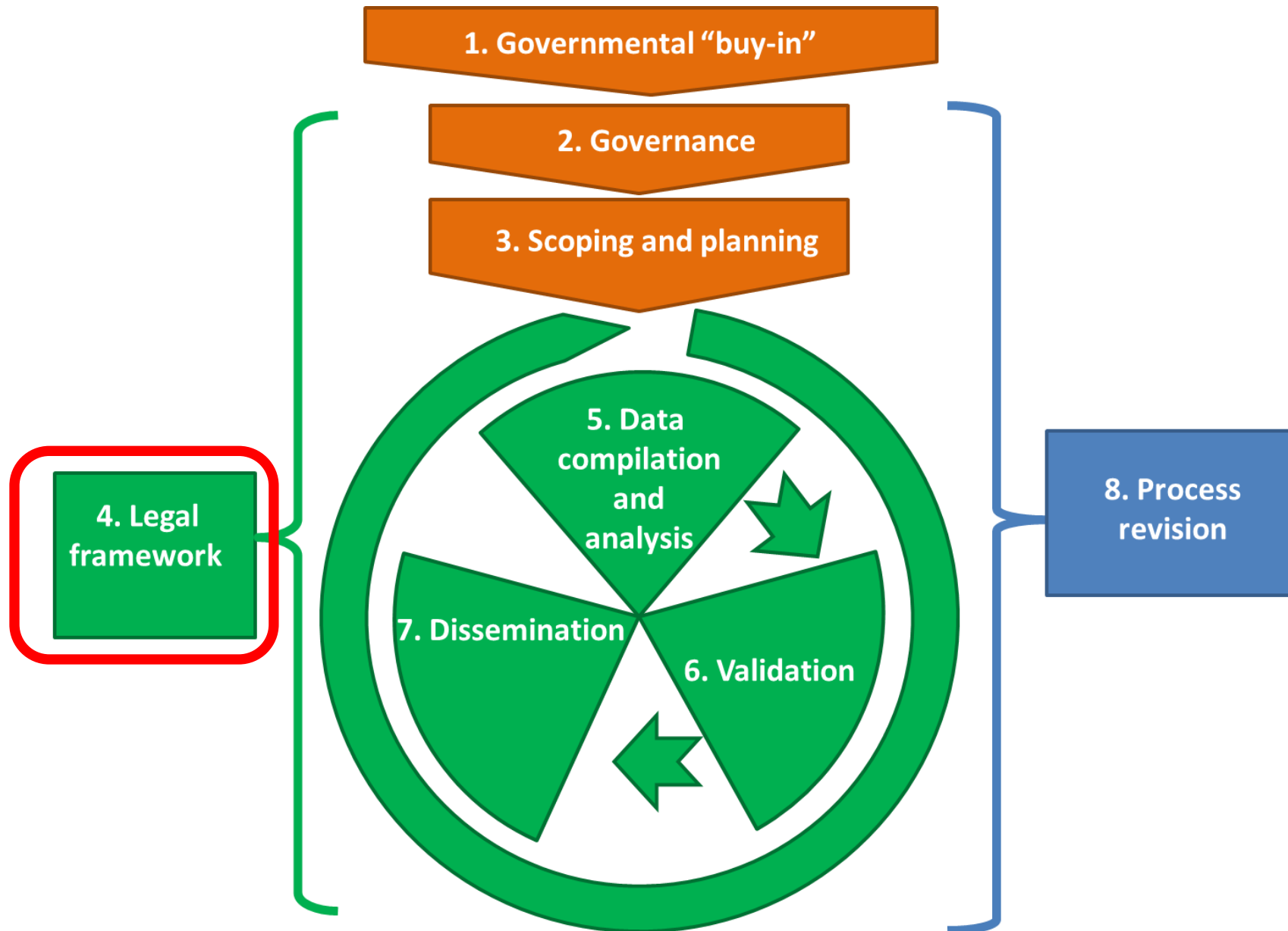
See presentation on data platform for more details

Organisation Unit	France
Data Set	NHWA Maturity assessment
Period	2016 Prev year
Filter on section	Show all sections

M01 - Active health workforce stock

Does your country have data on

Filter in section	Value
Health occupations at national level ?	<input type="radio"/> No value <input type="radio"/> Yes <input type="radio"/> No 🗨
Health occupations by activity level data ?	<input type="radio"/> No value <input type="radio"/> Yes <input type="radio"/> No 🗨
Health occupations at subnational level ?	<input type="radio"/> No value <input type="radio"/> Yes <input type="radio"/> No 🗨
Health occupations by age group ?	<input type="radio"/> No value <input type="radio"/> Yes <input type="radio"/> No 🗨
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Health occupations by facility ownership?	<input type="radio"/> No value <input type="radio"/> Yes <input type="radio"/> No 🗨
Health occupations by facility type?	<input type="radio"/> No value <input type="radio"/> Yes <input type="radio"/> No 🗨
Health occupations by foreign-born ?	<input type="radio"/> No value <input type="radio"/> Yes <input type="radio"/> No 🗨
Health occupations by foreign-trained?	<input type="radio"/> No value <input type="radio"/> Yes <input type="radio"/> No 🗨
Health and social sector employment ?	<input type="radio"/> No value <input type="radio"/> Yes <input type="radio"/> No 🗨



Legal framework

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

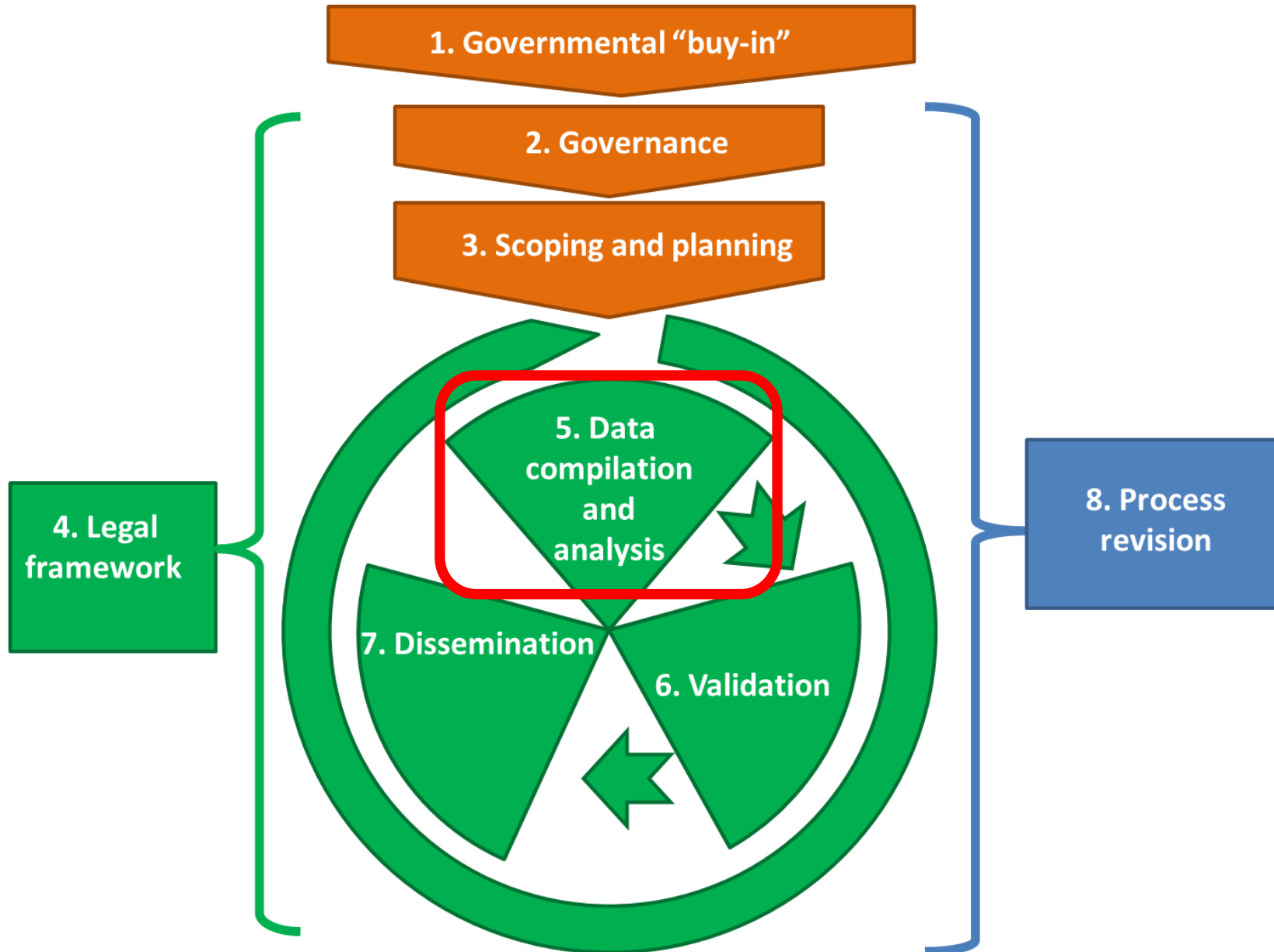
SOPs include a plan to identify, report on and correct any data breach during data gathering, exchange and reporting

Main outputs

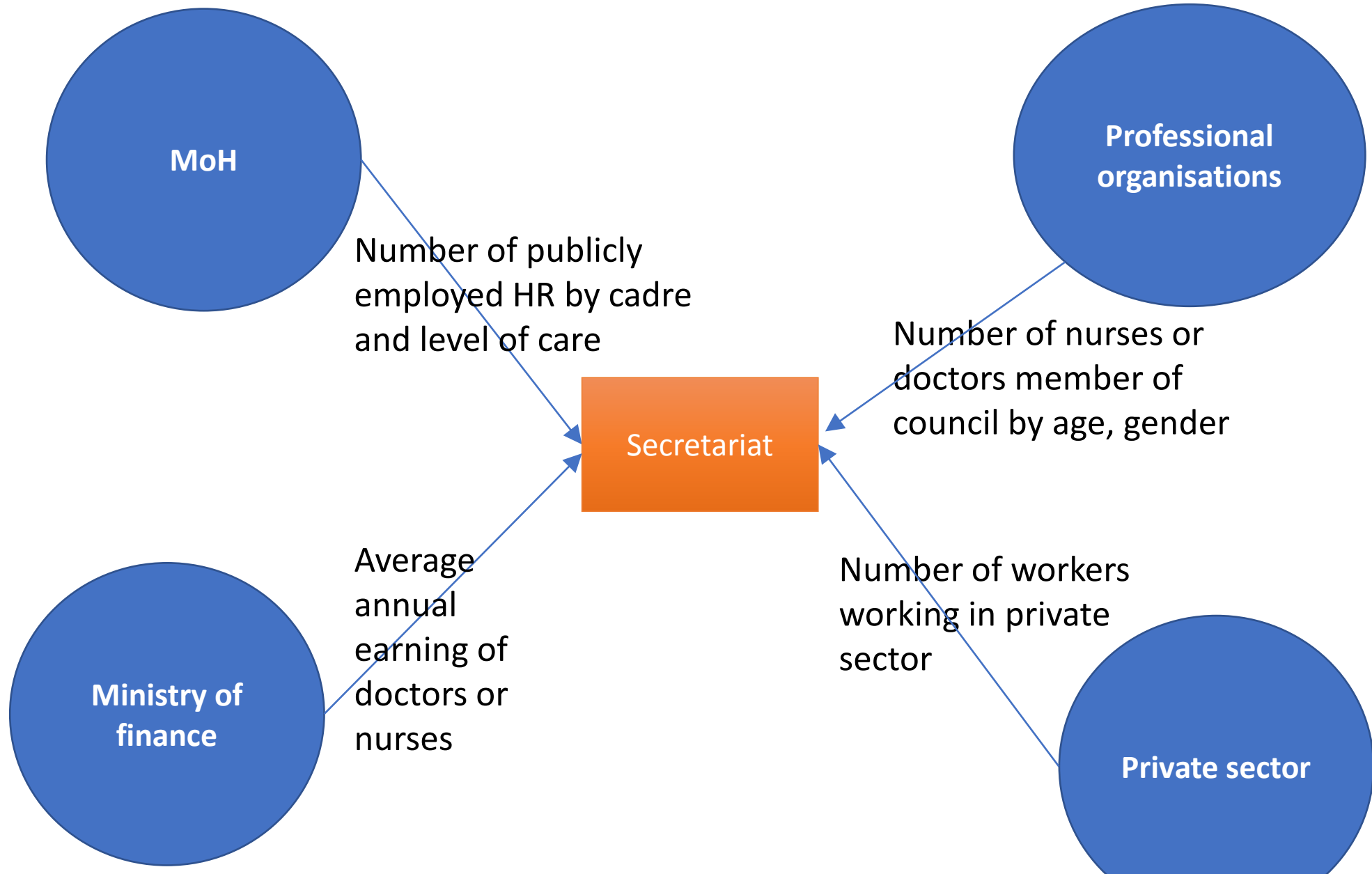
SOPs are elaborated

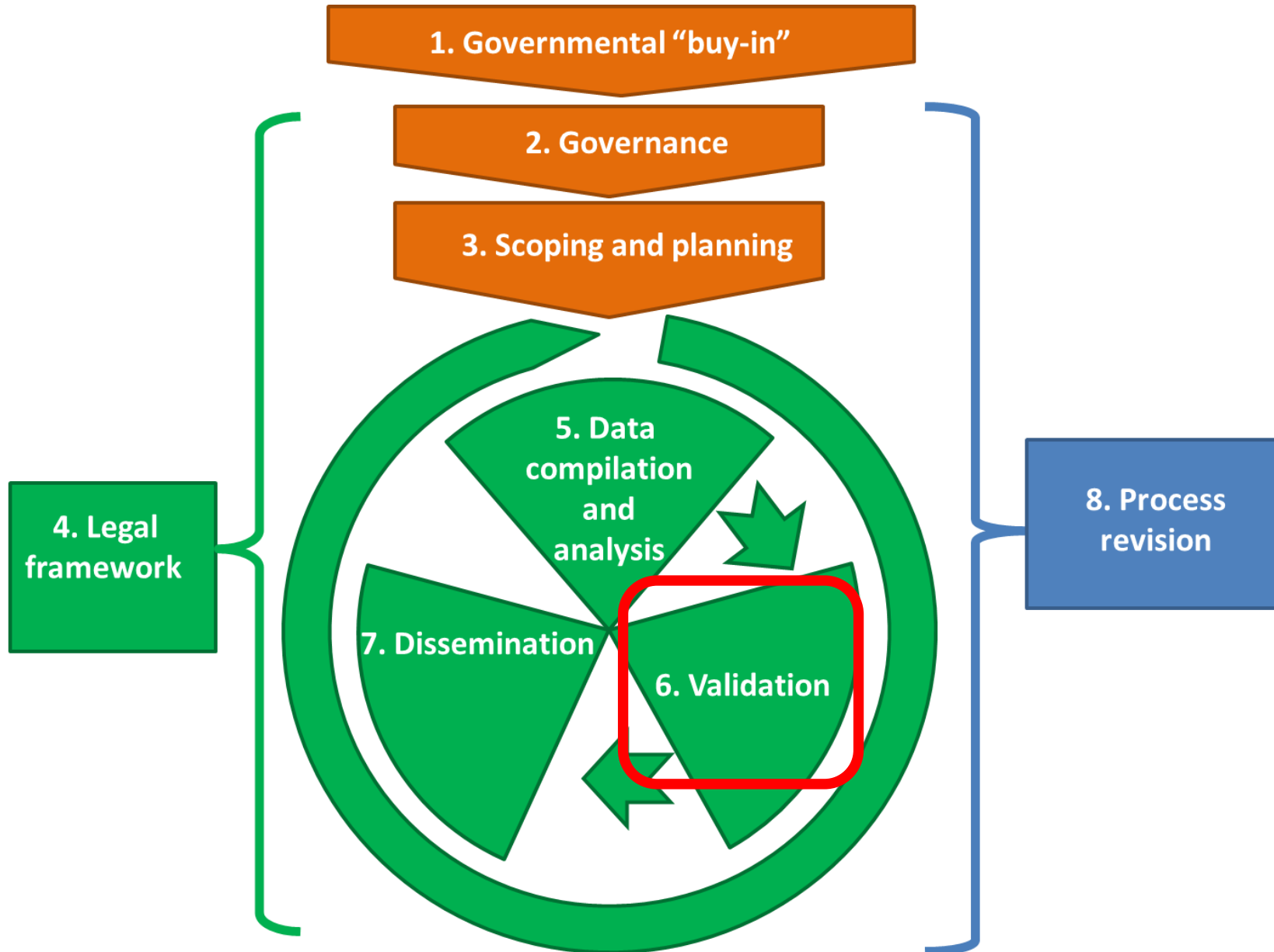
Formal authorizations are granted for each data source

A mitigation plan for data breach is established



Example of Data flow I





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

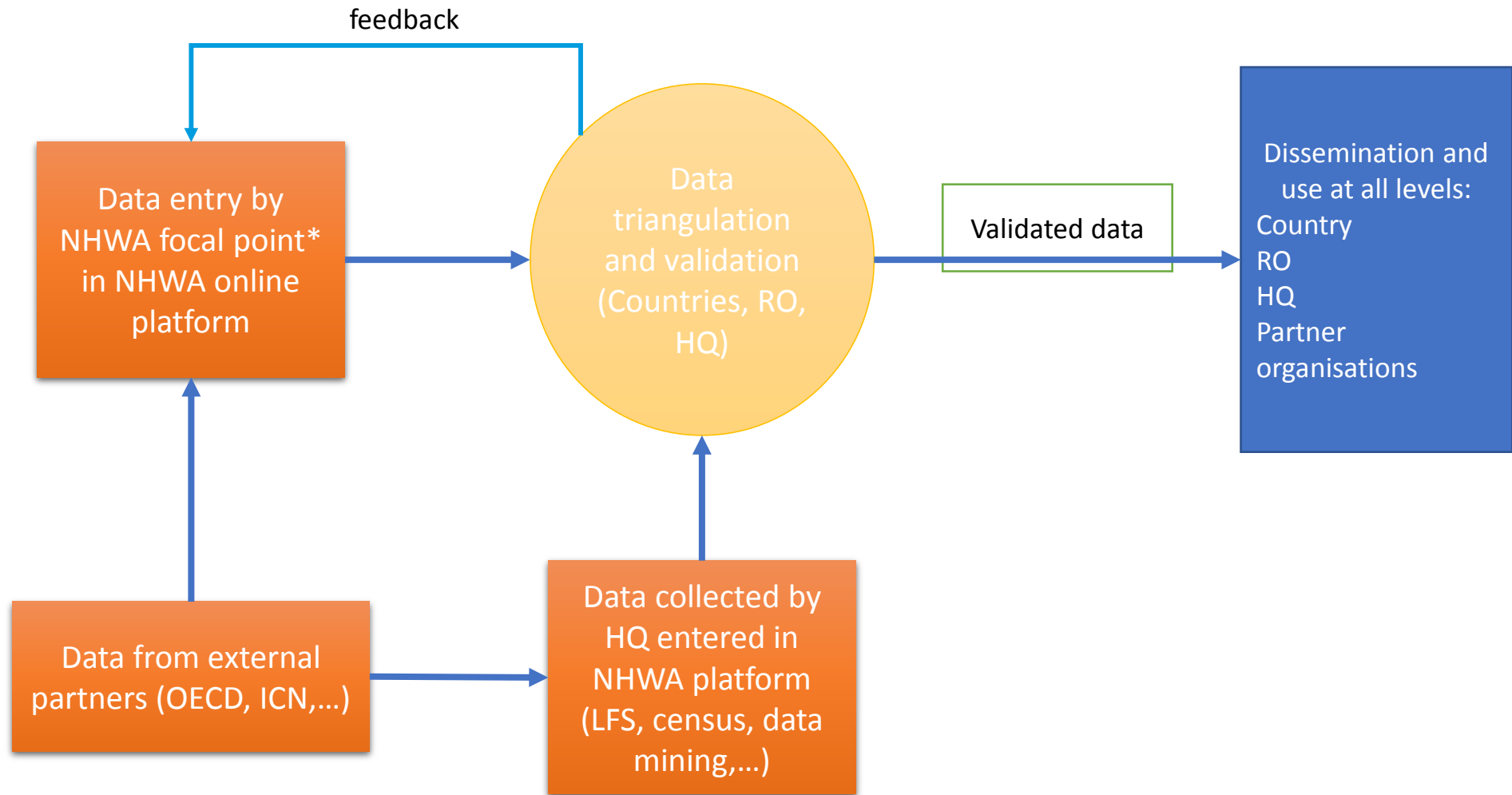
Based on interpretation of findings, a series of key messages will target decision-makers in each sector, and others for a broader audience

Main outputs

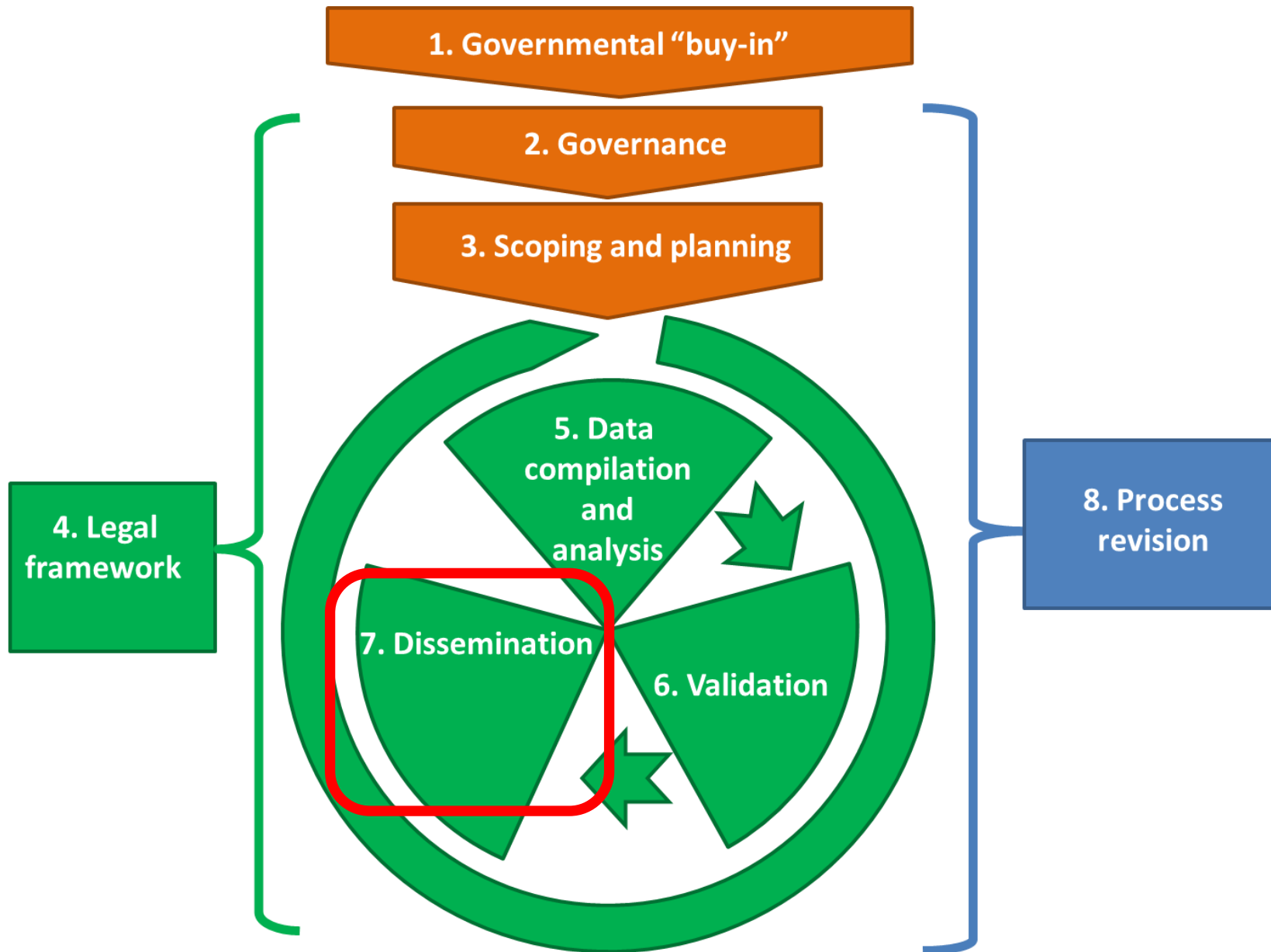
Political and technical validation of the NHWA process is formalized

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



* in charge of country reporting and validation of data entered in the platform.



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

Example: Decade of Health w strengthening



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

Second review of progress, 2018



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

Fig. 9: Health workforce composition, by age

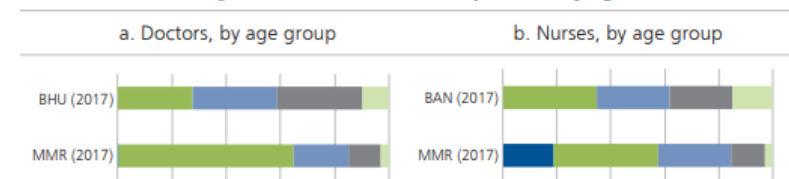
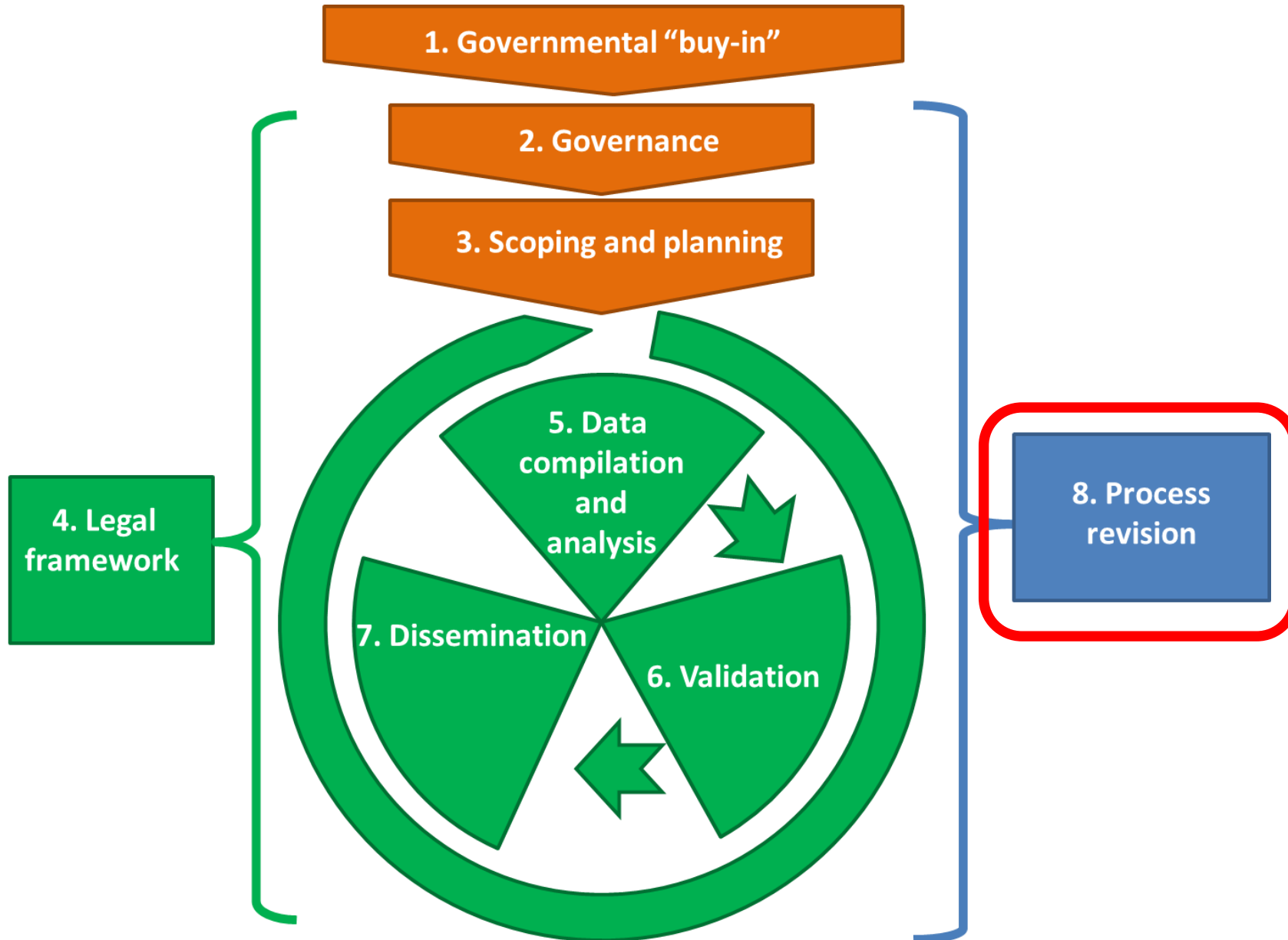


Fig. 2: The 14 health workforce indicators used for the second review of progress

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



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

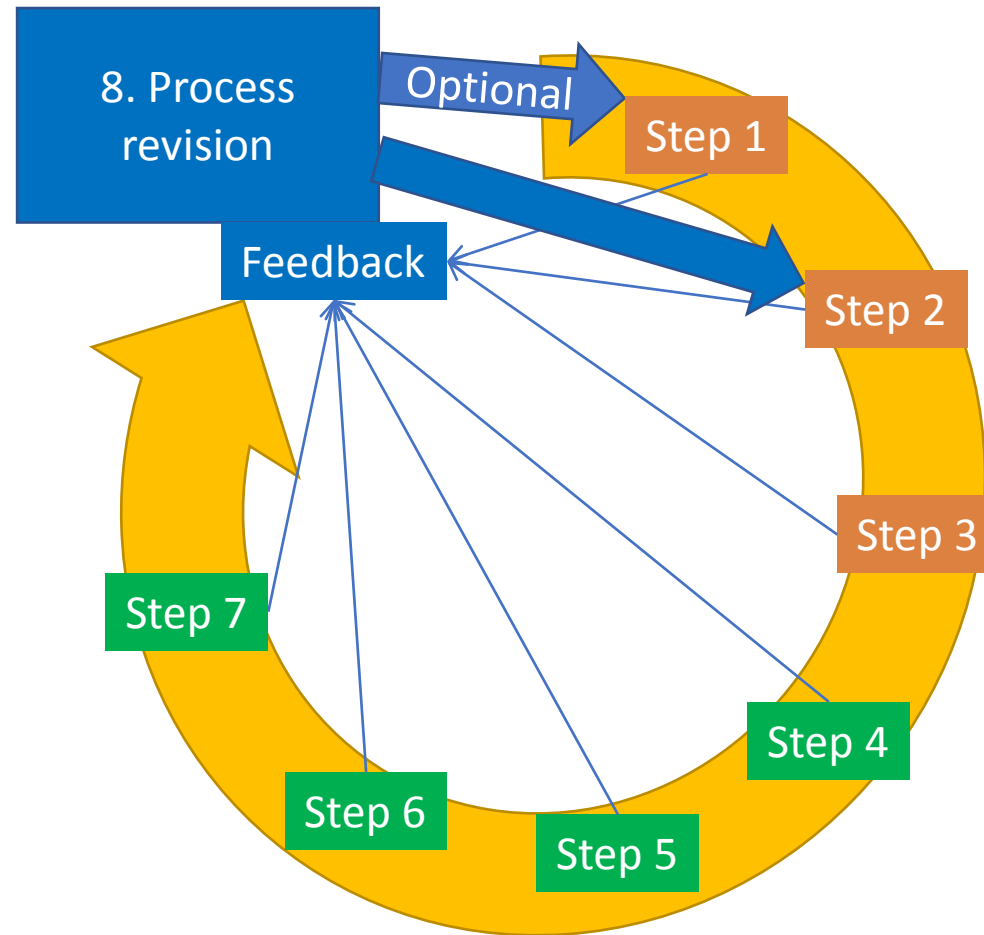
The budget for the next implementation phase is defined, such as transforming catalytic funding to a regular budget

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

Strategic Areas and actions for addressing key HRH data challenges

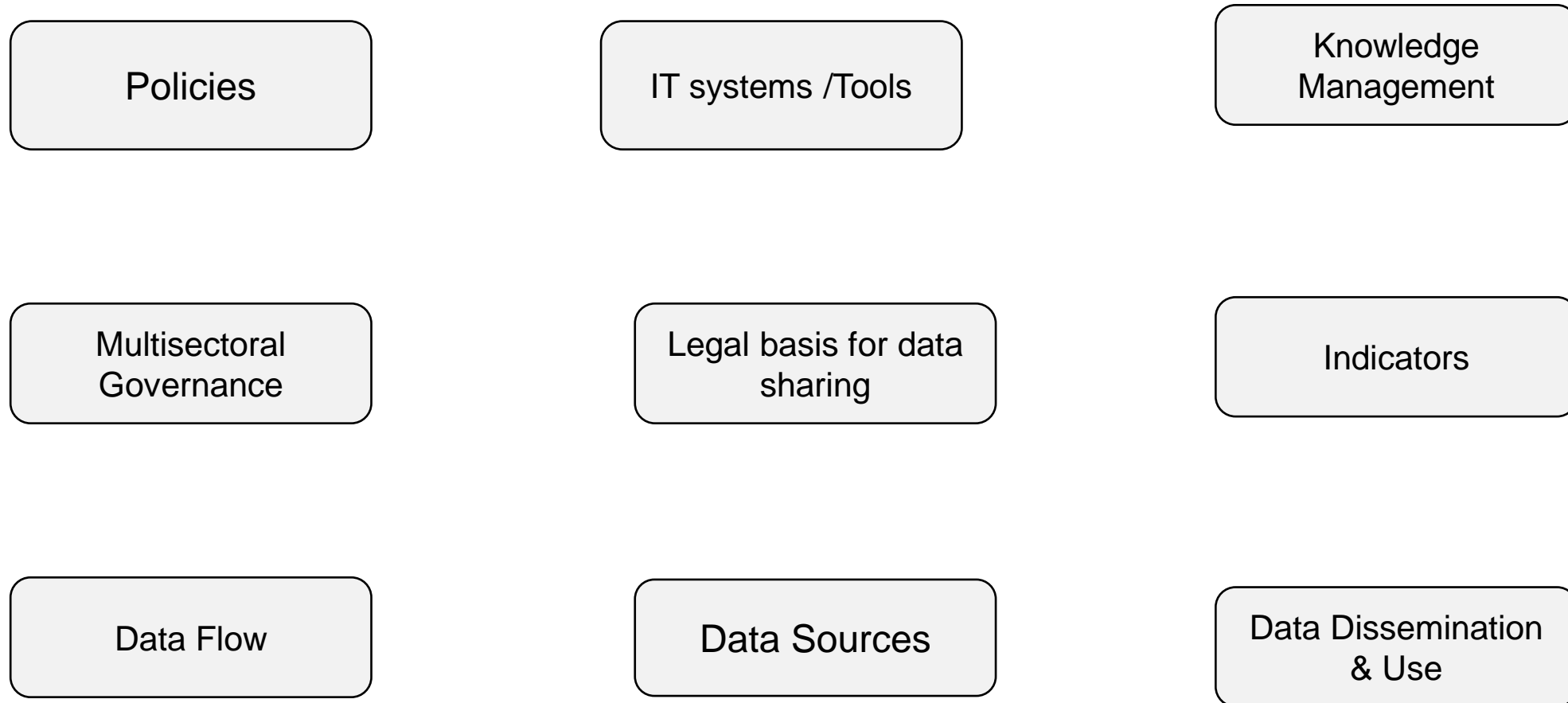


Figure 3. Strategic Actions for Implementation of NHWA

Strategic Actions for addressing key HRH data challenges

Policies

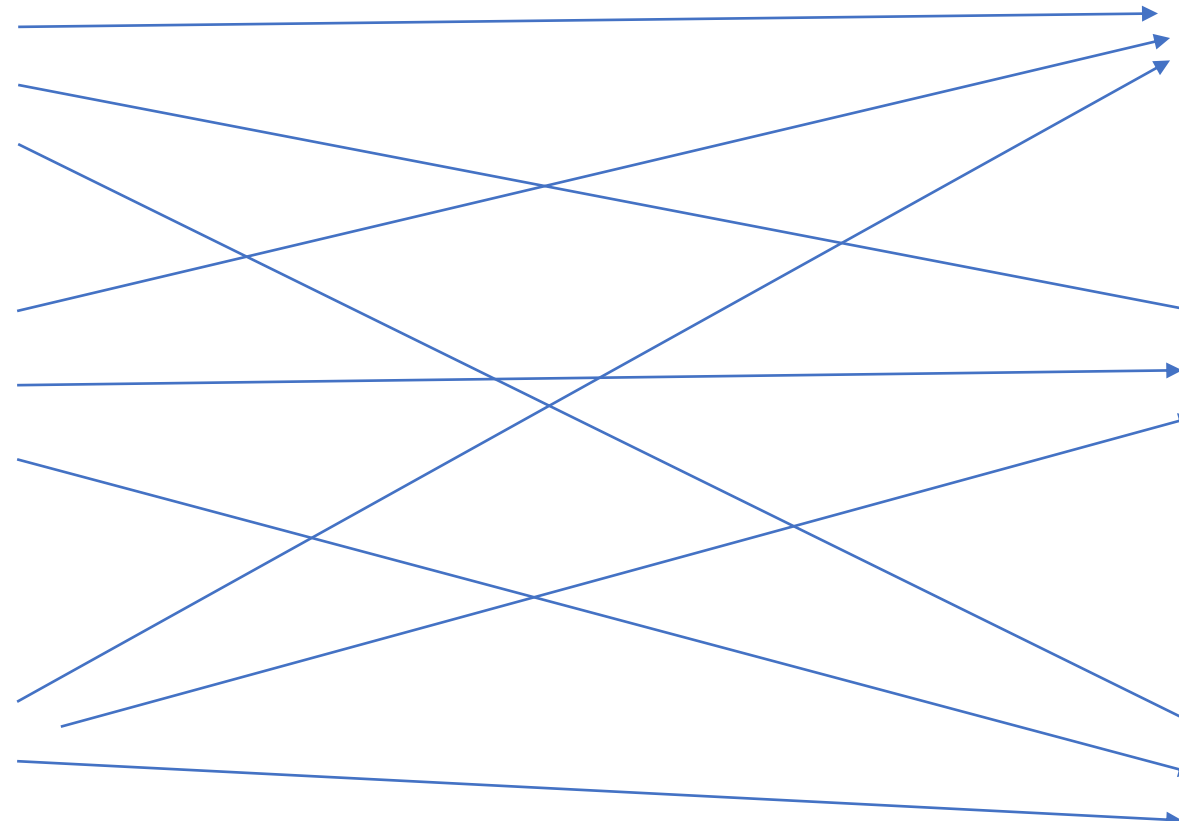
Governance

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

Thank you



**World Health
Organization**

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