Advancing the HRH Plan of Action Objectives in Jamaica

Training Workshop on the Methodology for Implementation of the Plan of Action on Human Resources for Health
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How can the PoA indicators that Jamaica has set as a target for 2023 help in the development of the reform process?

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Strategic Vision for Health 2030

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1. Safeguarding **access** to equitable, comprehensive and quality health care

2. **Stewardship** capacity of the MoHW is strengthened to improve leadership and governance to achieve **universal access to health and universal health coverage**

3. Increased and improved health **financing** with equity and efficiency

4. Social participation and intersectoral collaborations to address the **social determinants of health**

5. Ensuring **human resources for health** in sufficient number and competencies, committed t the mission

6. Making reliable and modern **infrastructure** available for Health Services Delivery

JAMAICA'S HEALTH INFRASTRUCTURE CHALLENGES

Currently, public expenditure in health in Jamaica represents 3.47% of GDP (of which the MOHWW is responsible for the bulk (97%). The source of this financing is primarily taxes. Jamaica's public expenditure in health as a percentage of GDP has been relatively low and static, compared to the international benchmark of 6% of GDP. This has resulted overtime, in:

- A LACK OF ADEQUATE LAB EQUIPMENT IN HOSPITALS AND HEALTH CENTRES.
- POOR MAINTENANCE OF DIAGNOSTIC EQUIPMENT.
- THE DETERIORATION OF SOME BUILDINGS.
- INADEQUATE SPACE IN SOME HOSPITALS AND HEALTH CENTRES BECAUSE OF THE GROWING POPULATION SIZE AND CHANGING DEMOGRAPHICS.
- HIGH UTILISATION OF SOME HEALTH FACILITIES.
- HIGH DEMAND & UTILIZATION OF ACCIDENT AND EMERGENCY DEPARTMENTS.
- OCCUPANCY LEVELS OF MEDICAL BEDS IN EXCESS OF 90%.
- EXCESSIVE SERVICE NEEDS FOR NCDS.

Source: MOHW, CAPEX, 2019-2024

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PRIMARY CARE REFERRAL PATHWAY
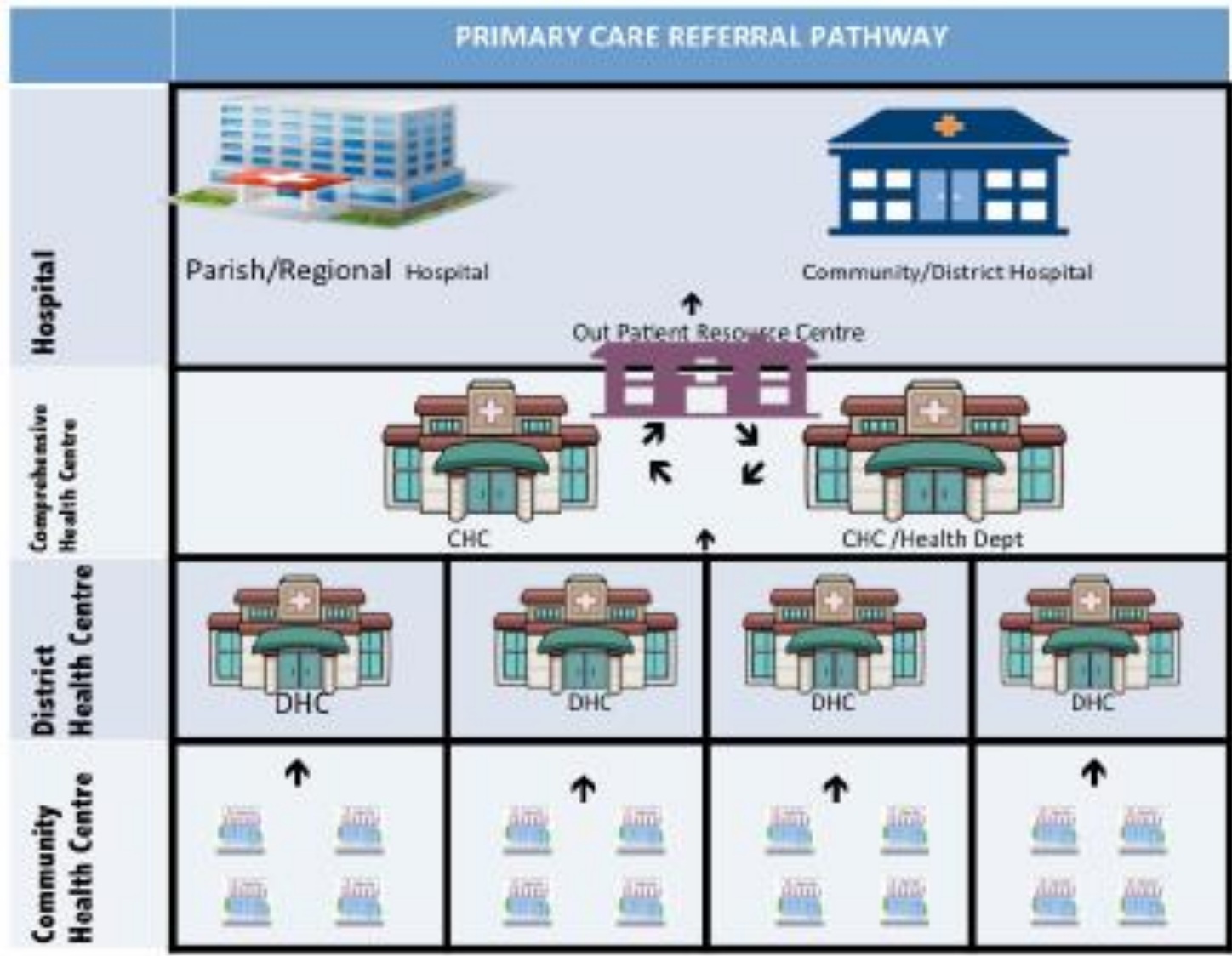
Challenges

- Increasing demands related to non-communicable diseases (NCDs) and population **ageing**, combined with **financial pressures** on health systems intensifies tensions in terms of distribution, competencies and performance of HRH

- Despite improvement in the overall availability of HRH in recent years, Jamaica continues to struggle with issues of **insufficient numbers, deployment and retention** of key health providers.

- Distribution across regions is **unequal** and affects particularly the first level of care

- Loss of nurses and, to a lesser extent, medical doctors and other professionals, through **migration** is a problem that affects the overall system, triggered by comparatively lower remunerations, career opportunities, and the search for better social conditions abroad.

- Advance **integration in HRH planning** for health services delivery based on population needs considering the potential attrition due to migration, retirement and other causes.

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Objectives

- Faced with the transformation of the health system, the MOHW is undertaking an extensive review of the established cadre of HRH to ensure necessary adjustments required for **alignment to the new model of care** and changing health needs.

- **Four crucial outputs** must be achieved in order to **contribute to the HRH strategic goal:**

  - **Appropriate supply of health workers for labour** market needs,

  - Equitable **distribution** of health workers,

  - Improved health worker **performance** and

  - Effective and **coordinated HRH planning, management and development** across the health sector.

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Strategic line of action 1: Strengthen and consolidate the governance and guidance of human resources for health

Objectives	Indicators	Baseline 2018	Target 2023
1.1 Consolidate guidelines through the formulation and implementation of a national policy for human resources for health, aimed at transforming systems towards universal health, with intersectional agreement and at the highest level	**1.1.1** Number of countries with a formalized national policy for human resources for health and in the process of implementation		X
	1.1.2 Number of countries with a high-level, institutionalized and active intersectional decision-making body in human resources for health	X	
1.2 Strengthen the strategic planning capacities of the workforce, including the analysis of professional mobility, in order to project and respond to the needs of health personnel in the medium and long term, with the support of a national human resources information system	**1.2.1** Number of countries that have an institutionalized multidisciplinary team with planning capacities for human resources for health or the equivalent role in the Ministry of Health		X
	1.2.2 Number of countries that have projections of human resources for health needs and action strategies, in accordance with the model of care		X
	1.2.3 Number of countries that have a national information system for human resources for health in operation that responds to planning needs, conducts the monitoring of professional mobility and supports decision-making		X
1.3 Expand public investment in human resources for health, improving job supply and working conditions, especially at the first level of care	**1.3.1** Number of countries that have increased the proportion of the public budget for human resources for health		X
	1.3.2 Number of countries that have increased the public budget reflected in jobs at the first level of care relative to total number of health staff		X

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Strategic Line of Action 2: Develop conditions and capacities for human resources for health to expand access and coverage of equitable and quality health care

Objectives	Indicators	Baseline 2018	Target 2023
2.1 Promote equitable staffing and retention of health personnel through the development of a policy of professional and economic incentives that considers the perspective of gender and that are in line with the specific needs of each community, especially in underserved areas	**2.1.1** Number of countries with an institutionalized professional development policy that promotes equitable staffing in line with the model of care and considers the perspective of gender		X
	2.1.2 Number of countries with a policy of economic and non-economic incentives for the entry and retention of staff with an emphasis on underserved areas and that consider the perspective of gender		X
	2.1.3 Number of countries that have narrowed the gap in the density of doctors, nurses and midwives, reaching at least 25 per 10,000 inhabitants in underserved areas, as part of the global target of 44.5 by 2030		X
2.2 Form inter-professional teams in the first level of care	**2.2.1** Number of countries that have an interprofessional health team defined for the first level of care as part of the care model		X
2.3 Formulate and implement a regulation of professional practice that allows the maximum extension of the competencies of health professionals	**2.3.1** Number of countries with a formal regulatory framework that defines the powers of the health and related sciences professions according to the needs of the model of care		X
	2.3.2 Number of countries with a regulatory framework that promotes the delegation and redistribution of health team tasks (i.e. task-sharing)		X
2.4 Improve dialogue and partnerships, including multilateral and bilateral arrangements, to address workforce migration	**2.4.1** Number of countries that have participated in multilateral or bilateral dialogues or agreements on the migration of health personnel, including the signing of the global code of practice on the international recruitment of health personnel	X	

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Strategic 3: Partner with the education sector to respond to the needs of health systems in transformation toward universal health

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Objectives	Indicators	Baseline 2018	Target 2023
3.1 Develop permanent, joint mechanisms and high-level agreements between the education and health sectors to align the training and performance of human resources with the present and future needs of health systems	**3.1.1** Number of countries that have permanent formal, joint agreements and mechanisms between the education and health sectors oriented towards the principles of the social mission and interprofessional education	X	
	3.1.2 Number of countries that have implemented a continuing education plan for health professionals	X	
3.2 Have systems for the assessment and accreditation of health careers with standards that consider the scientific-technical and social competences of graduates	**3.2.1** Number of countries with at least 50% of the health careers accredited	X	
	3.2.2 Number of countries with a health career accreditation system that includes standards of the social mission, teacher training, interprofessional education and competencies of graduates	X	
3.3 Develop regulatory mechanisms and a training plan for priority specialties that include the number of specialists required by the health system and an increase in training in family and community health	**3.3.1** Number of countries with a training plan for specialists from distinct professions agreed with training institutions		X
	3.3.2 Number of countries with at least 30% of the supply of health residencies in places of family and community health		X
	3.3.3 Number of countries with at least 30% of the supply of specialist jobs for family and community health specialists		X

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What technical cooperation actions can be taken in Jamaica to support the reform process and the development of roadmaps to achieve the PoA indicators?

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PAHO Regional HRH Strategic Goals	Jamaica Vision for Health 2030 HRH Goals	Activities
Strategic line of action 1: Strengthen and consolidate the governance and guidance of human resources for health	Capacity for National **Strategic planning** and management of the HRH	Develop a new and comprehensive **HRH policy and action plan**
		Establishment of HRH planning mechanism to increase **capacity** for short- medium- and long-term **planning, monitoring and evaluation**.
		Strengthen Ministry of Health & Wellness **capacity to proactively plan** and manage the supply, mix, demand and distribution of HRH
		Continuously **update model projections** for national HRH requirements based on the changing health needs and aligned with new models of care.
		Conduct **annual process of reviews** of existing national, health and HRH policies, identify gaps and revise or develop new policies as necessary
		Foster an organizational culture that supports the implementation of revised policies and systems through **leadership of senior management**.
	National HRH plan for the public health sector **aligned to model of care.**	Implement the revised **HRH deployment** and utilization plan for the public health sector as per the new model of care.
		Reduce rate of migration of clinical staff resulting from **retention policies**
		Develop policies for regular, timely **sharing of HRH planning** data from **within and outside MOHW** to support planning

PAHO Regional HRH Strategic Goals	Jamaica Vision for Health 2030 HRH Goals	Activities
Strategic Line of Action 2: Develop conditions and capacities for human resources for health to expand access and coverage of equitable and quality health care	Equitable distribution of health workers across the island based on local needs	Collect, analyse and update distribution **data of sanctioned and filled posts** disaggregated by location, cadre, gender, and ethnicity.
		Enhance the utilization of population-based metrics to allocate resources across regions by establishing an **IT system for planning purposes**
		Review regulation and enforcement of **remote area policies**
	Improved Health Worker Performance	Foster a **positive labour environment** that motivates employees to work efficiently
		Introduction of **new human resource categories in the staff cadre in line** with changes in the **care model** and the package of services
		Plan, prepare and implement an Employee Climate Survey to update and better **understand workers' needs and motivations, especially in the rural area**
		Career development and promotion plan completed and first measures implemented
Strategic 3: Partner with the education sector to respond to the needs of health systems in transformation toward universal health	Training and education programmes that are consistent with the new model of care	Form **alliances with public and private institutions** that provide educational and training programmes for HRH.
		Prepare an **inventory of skills** of all clinical and non-clinical staff working under the umbrella of the Ministry of Health & Wellness
		Execute **training in Compassionate Care** in order to improve the relationships between staff and patients

Technical Cooperation for strengthening HRH

Funds	Areas of work
EU ACP Funds 200k USD	Support each country in hiring consultant to help develop the Situation Analysis in workforce planning
	Capacity building of national workforce on strategic planning
Voluntary Contribution Jamaica 800k USD	HRH Gap Analysis
	Strategic 5-year Policy and Action Plan for Human Resources for Health
	Implementation Plan HRH
IDB Loan 100 Million USD	Strengthening health systems and services for control and management of NCDS

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What other public sectors should be involved, based on the target indicators established by the country, and how can PAHO support the State in defining these actors?

The partnership should be guided by a Steering Committee of key stakeholders in HRH from across Jamaica.

- Representatives from the Jamaica MoHW:
  - HRH Unit
  - Policy and Planning Unit
  - Epidemiology Unit
  - Regional Health Administrations

- Ministry of Education,
- Ministry of Finance and Civil Sector,
- Institute of Planning
- Nursing and Medical Board
- Jamaica Accreditation of Medical Education
- University of the West Indies (UWI),
- University of Technology (UTech),
- Northern Caribbean University (NCU),
- Statistical Institute of Jamaica (STATIN), and
- Jamaica Employers' Federation (JEF).

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Thank you, Gracias, Obrigado