Meeting of the Working Group on HRH Governance in the Caribbean

Bridgetown, Barbados
September 10-12, 2012
Overview

• Background & Context
• Roadmap Objectives
• HRH 20 Goals
• Roadmap Journey
• Roadmap Destination & Outcomes
• Current Activities
Road Map Objectives

The primary thrust of the Road Map is to strengthen HRH planning, management and provider skills in the region in order to create a more stable, efficient and effective health workforce that can meet the needs of an aging population with a growing incidence of chronic diseases by broadening regional access to PHC and public health services.

To this end the Road Map will -

• Clarify the current status of HRH in the Caribbean
• Define regional HRH objectives and milestones to be achieved
• Aim to support HRH strengthening at both country and regional levels
• Identify tools and partnerships to achieve Caribbean HRH objectives
Laying the Foundation
Caribbean HRH Road Map Context

National
Health Financing
Regional
Information Systems
Service Delivery
Caribbean 20 HRH Goals Summary

Percentage of Goals achieved by Region

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Goal Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>RNs to MDs</td>
<td>High</td>
</tr>
<tr>
<td>2</td>
<td>Recruit PHC</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Supply</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>PHC teams</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Foreign cred.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Urban/rural gap</td>
<td>Low</td>
</tr>
<tr>
<td>7</td>
<td>Labour negot.</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Accreditation</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Self-sufficiency</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Secure posts</td>
<td></td>
</tr>
</tbody>
</table>

Legend:
- **High**
  - 4 - RNs to MDs
  - 9 - Recruit PHC
- **Low**
  - 6 - Urban/rural gap
  - 11 - Self-sufficiency
  - 13 - Secure posts
Goal 1 – HRH density ratio of 25 per 10,000

Goal 2 - Proportion of PHC physicians will exceed 40% of the total medical workforce

Goal 3 - Develop Primary Health Care teams with broad competencies

Goal 4 - Ratio of Nurses: Physicians is at least 1:1

Goal 5 - Establish a HRH unit

Challenge One

Caribbean HRH Regional Goals Summary

Goal 2 - Proportion of PHC physicians will exceed 40% of the total medical workforce
ROAD MAP FOR STRENGTHENING THE CARIBBEAN HEALTH WORKFORCE, 2012-2017

Context

POPULATION HEALTH ISSUES
- Epidemiology
- Aging Population
- Child Health
- Mental Health
- Education
- Poverty/Education
- Violence/Crime

HEALTH SYSTEM ISSUES
- Inefficiency
- Costs & Capacity
- Poor Access
- Service Quality
- Leadership
- Management

Components/Milestones

GOVERNANCE
- Develop & Implement
  - HRH Plans
  - HRH Policies
  - Workplace Improvements
  - HRH Inventories

EDUCATION & TRAINING
- Managerial Skills
- HIS Training
- Policy Development
- Staff Management
- Provider Competence

HRH ISSUES
- HRH Shortages
- Rural Supply
- Growing Needs
- Attrition
- Emigration
- Health & Safety
- Training
- Productivity

HRH PLANS
- Community Based Integrated PHC Teams
- Enhanced Skills
- Task Shifting
- Competency Based Deployment
- Needs Based Planning
- Health Promotion
- Disease Prevention
- Chronic Care

Outcomes

STABILITY of Health Workforce

EFFICIENCY of Service Delivery

EFFECTIVENESS of Health Outcomes

ENABLERS
- Legislation
- Programs
- Policies
- Management
- Funding
- Planning
- Partnerships
- Communications
- Evaluation/Monitoring

Impacts

WORKFORCE
- Optimal
- Competent
- Aligned with Needs
- Stable
- Distributed
- Flexible
- Accountable

HEALTH SYSTEM
- Efficiency
- Quality
- Equity
- Access
- Administration
- Sustainability

POPULATION
- Improved Access
- Appropriate Access
- Better Quality
- Better Informed
- Better Health

2012

2013 - 2017

2020+

Road Map – The Journey
Caribbean Health Workforce: Renewal Process

Strengthening the Foundation
First Steps: Enhancing Workforce Capacity
HRH Capacity & Skills Development

HRH Planners
- Legislation & regulation
- Policies & programs
- Data systems & monitoring
- Communications & partnerships
- Research & evaluation
- Evidence-based planning
- Funding

HRH Personnel Managers
- Health, safety & security
- Labour relations
- Assessment & deployment
- Professional development
- Performance management
- Succession planning
- Incentives & compensation
- Recruitment & retention

Health Care Providers
- Primary health care
- Public health
- Chronic care
- Health promotion
- Disease prevention
- Community-based
- Integrated teams
- Task-shifting
- Competency-based deployment

EDUCATION
TRAINING
INFORMATION SUPPORT
GOVERNANCE
MANAGEMENT
SERVICE PROVISION
Impact of Roadmap Implementation

Percentage Change, 2012 to 2017

- Output
- Outcomes
- Stability
- Cost

2012, 2017, 2017*
Current – Status Quo – Roadmap
HRH Road Map Final Destination

To achieve and maintain a stable and optimally trained, deployed and distributed health workforce with the capacity to provide responsive, timely, efficient and effective health care services to meet the identified health needs of the population in a way that is flexible and innovative as well as affordable and sustainable.
HRH Road Map Activities

**Ongoing**
- Road Map revisions (Evergreen Document)
- Beginning discussions with Donors
- Updating Partners and Stakeholders
- Regional Meeting of Ministers of Health

**Current**
- Regional HRH Planning & Management survey
- Regional Meeting on HRH Governance
- Proposal for Regional HRH Information System
- Proposal for a Regional HRH Planning Mechanism
HRH Planning & Management Survey

Summer 2012
"GOVERNANCE is about the rules that distribute roles and responsibilities among government, providers and beneficiaries and that shape the interactions among them.

It encompasses authority, power, and decision-making in the institutional arenas of civil society, politics, policy, and public administration."
HRH Planning & Management Survey & Inventory

Objectives

In support of the Caribbean HRH Roadmap implementation process:

• To determine the role and scope of - and capacity for - HRH planning and management of Ministries of Health within the Caribbean region;
• To identify legislative and regulatory mechanisms that govern HRH within the countries of the CARICOM;
• To identify current gaps, challenges and areas requiring priority attention;
• To help identify HRH areas that would most benefit from additional skills and training;
• To help identify areas were the country governance mechanisms might be developed or strengthened through regional collaboration; and,
• To support the exploration of regional planning mechanisms to best support national HRH planning activities.
HRH Planning & Management Survey & Regulatory Inventory

Tasks
• Conduct inventory of legislative and regulatory mechanisms that govern HR in the region;
• Conduct interviews with MoH HRH Planners and Personnel Managers, as well as PAHO country offices, regarding HRH policies, plans, guidelines and practices.

Update
• Interviews interview process started early summer
• Additional material being gathered & interviews being conducted (today)
• Preliminary results available
• Broad themes identified
• Final analysis be conducted in October