

# DEVELOPING THE HEALTH WORKFORCE

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Tashkent, 15 April 2011

# Background

- Health workforce is central to managing and delivering health services.
- The availability of health workers with relevant skills, in sufficient numbers, located where they are needed, and working in an environment that motivates and engages them is essential for any health interventions.



# Challenges and opportunities for HRH: global context

- ▣ Globalization of labour markets
- ▣ Rise in and changing nature of demand
- ▣ Medical tourism
- ▣ Increasing health care costs
- ▣ Crises
- ▣ Recognition of the importance of strengthening health systems
- ▣ Better awareness and understanding of the urgent need to address health workforce challenges
- ▣ Migration of health personnel is a consequence, not a cause



# The changing context of human resources for health in Europe



Demographic and epidemiological changes

Technological, organizational and structural innovations



Changes in political and economic environment



# The Tallinn Conference – call for investment in human resources for health

*“In a rapidly globalizing world, generation of knowledge, infrastructure, technologies, and above all, human resources with the appropriate skills and competence mix requires long-range planning and investment to respond to changing health care needs and service delivery models.”*



The Tallinn Charter: Health Systems for Health and Wealth, June 2008.



# Health workforce situation in the European Region

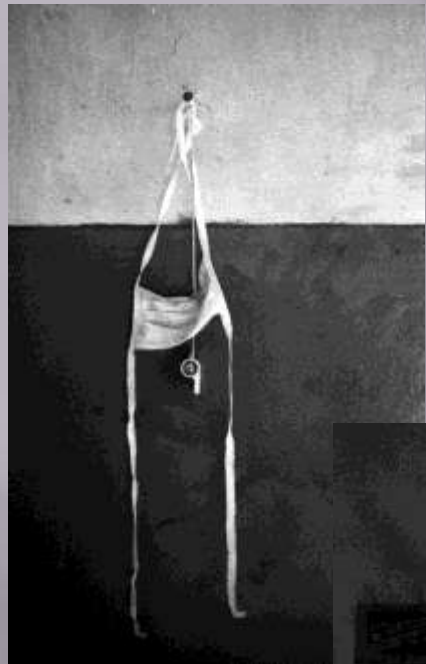
## Unfinished agenda

Mal-distribution  
Skill imbalances  
Low productivity  
Weak knowledge base  
Poor work environment  
Low salaries  
E-health

Labour flexibility  
Patient mobility  
Growing shortages  
Uncontrolled migration  
Poor planning  
Private sector  
Innovation

## New challenges

# Challenges of the health workforce in TB control programs



Financial crisis and budget cuts

Motivation is poor / staff is underpaid

TB services are understaffed  
Overburdened existing staff

Aging staff

High turn over of the staff of the NTPs

# CONSOLIDATED ACTION PLAN TO PREVENT AND COMBAT MULTIDRUG-RESISTANT AND EXTENSIVELY DRUG RESISTANT TUBERCULOSIS (MAP)

- ▣ Objective: to achieve Universal access to diagnosis and treatment of MDR-TB by 2015 (WHA resolution 62.15)
- ▣ Is a roadmap to strengthen and intensify efforts to address the alarming problem of drug resistant TB in the Region
- ▣ The Plan is posted on the internet for public and civil society consultation and simultaneously sent to Member States for their review





# Activities (MAP) for health workforce development at the countries level



<b>Policy:</b>	<ul style="list-style-type: none"> <li>• The need for policy changes to allow task shifting, creation of new cadres of staff, additional recruitment, special incentive packages for postings in rural and remote areas etc. Develop a standard set of terms of references for labs (I-III) level) with list of staff needed, competences, workload and core equipment</li> </ul>
<b>Finance:</b>	<ul style="list-style-type: none"> <li>• Ensure donors and governmental budget coordination for use of funds.</li> </ul>
<b>Education :</b>	<ul style="list-style-type: none"> <li>• Develop new competency based training programmes for all aspects of management of MDR-TB – clinical and managerial;</li> <li>• Coordinate current trainings by academic institutions with practical on the job training; need to revise SOPs for lab to enable revision of training programmes</li> <li>• Revise basic training curricula for all cadres involved in TB control.</li> </ul>
<b>Leadership:</b>	<ul style="list-style-type: none"> <li>• Collaboration and coordination between NTPs and HRH departments.</li> </ul>
<b>Human resource management:</b>	<ul style="list-style-type: none"> <li>• Revise/develop job descriptions, workload assessment; determine staff needs, supervision and monitoring, performance based assessment and remuneration (both monetary and non-monetary) of the staff.</li> </ul>

# Activities (MAP) for health workforce development at the regional level



WHO/Europe and partners to establish and/or improve the capacity of existing **centres of excellences**

WHO/Europe to **ensure virtual TB library** and training materials in Russian are available.

WHO/Europe will **finalize adaptation and translation** of training modules developed by HQ "Management of drug-resistant tuberculosis.

# Useful links:

- ▣ Health workforce:
  - <http://www.euro.who.int/en/what-we-do/health-topics/Health-systems/health-workforce>
- ▣ MAP open discussion:
  - <http://discussion.euro.who.int/forum/topics/soliciting-suggestions-and>
- ▣ MAP comments and suggestions:
  - <http://www.tbcoalition.eu/activities/consultation>