

MODULE FIVE: HUMAN RESOURCE FOR HEALTH



HUMAN RESOURCES FOR HEALTH

Module Outcomes

By the end of this module you should be able to:

- Outline the evolution and context of HRH
- Apply human resource policies in health care management
- Effectively plan for human resources for health
- Perform the functions of HRH in health service delivery
- Monitor and evaluate effectiveness of human resources for health

Module 5 Content

HUMAN RESOURCES FOR HEALTH

- Unit 1: Context and Evolution of Human Resources For Health
- Unit 2: Human Resources Statutes, Policies
- Unit 3: Planning for Human Resources for Health
- Unit 4: Functions in Health Resources for Health Management
- Unit 5: Human Resources for Health Training and Development
- Unit 6: Risk Management In Health

Human Resources for Health

- According to (WHO 2006), Human resources for health refer to all people engaged in actions whose primary intent is to enhance health or the stock of all individuals engaged in the promotion, protection, or improvement of population health.
- Human resources for health are either technical or support. Examples of technical staff include clinicians and nurses while the support staff includes the ambulance driver and the hospital finance manager.
- Human resources for health are those individuals with health and non-health vocational education and training working in the health services industry (WHO 2009).
- Human resources for health are all categories of health workers from specialists, physicians, and surgeons through to community health workers (WHO 2010)



Human Resource Management



HRM is a distinctive approach to employment management that seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques. (Storey, 1995).



HRM is a managerial perspective that argues the need to establish an integrated series of personnel policies to support organizational strategy. (Buchanan and Huczynski, 2004).

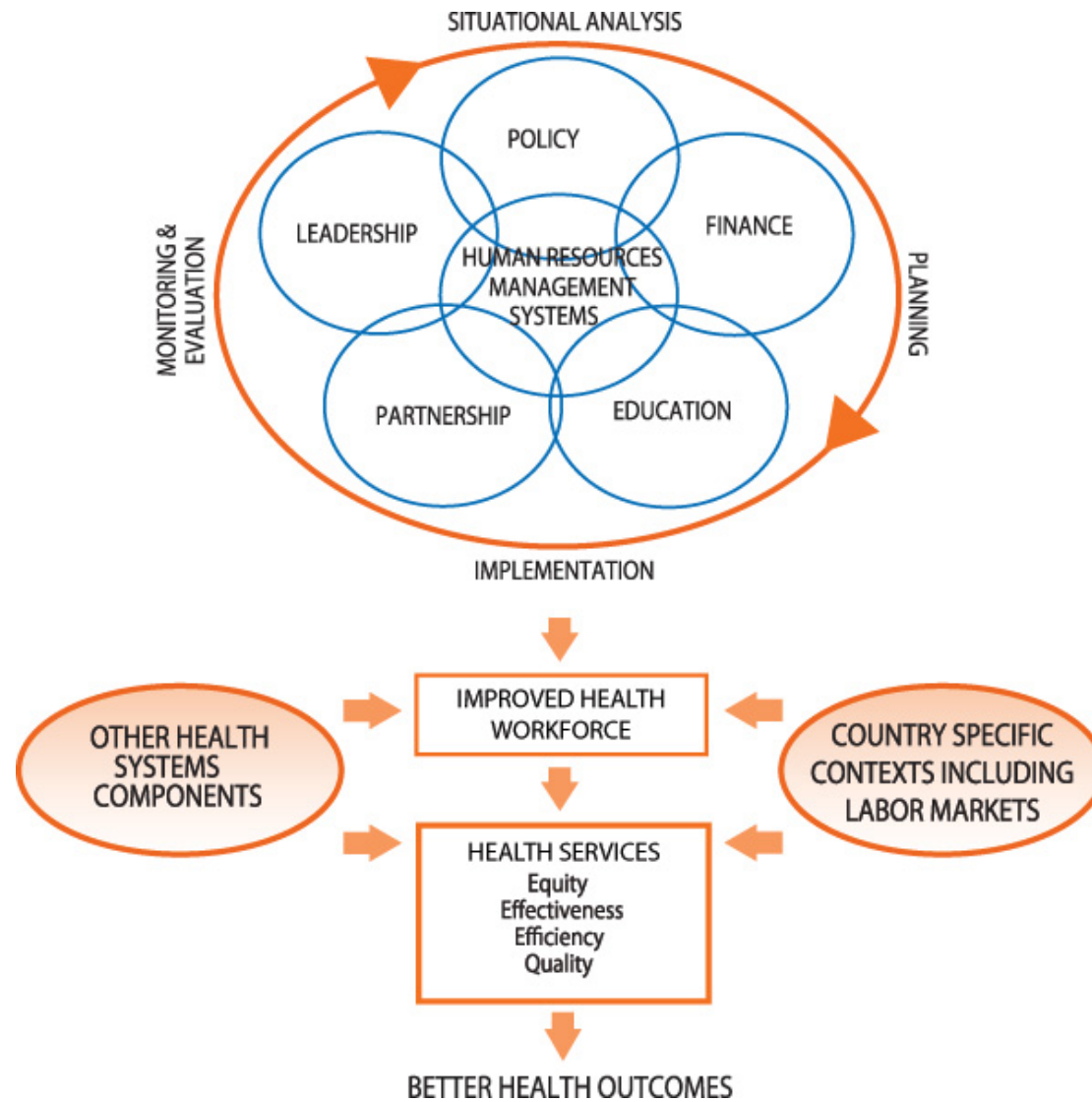


HRM is a strategic approach to managing employment relations that emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes and practices. (Bratton and Gold, 2007).

Global HRH Crisis

In a report presented by the Joint Learning Initiative (2004), three major challenges leading to the global HRH crisis were:

- coverage;
- work environment; and
- competencies



HRH Action Framework

- Leadership
- Policy
- Finance
- Education
- Partnership

WISN

WORKLOAD INDICATORS
OF STAFFING NEED



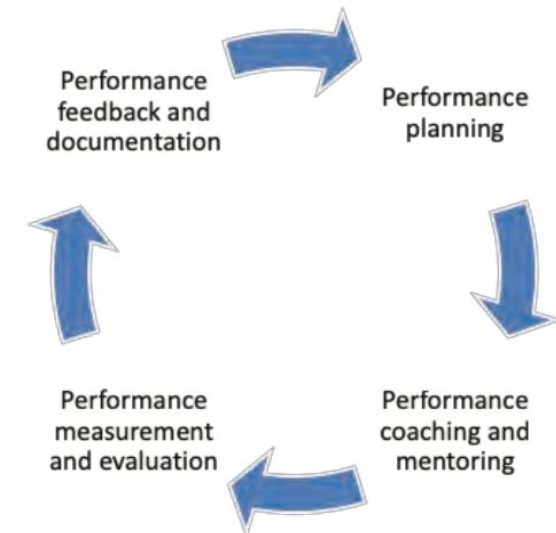
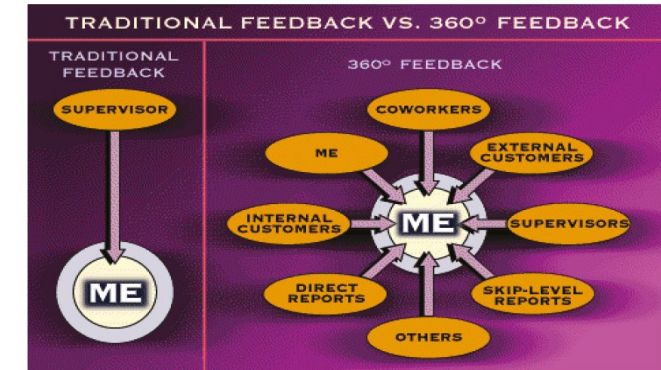
WISN

- Workload Indicators of Staffing Need (WISN) – According to WHO, WISN is a management tool that provides health managers with a systematic way of making staffing decisions in order to manage the valuable resource effectively.

Declaration of a vacant post	<ul style="list-style-type: none"> • user department shall declare the vacant post to Human Resources department
Job Analysis	<ul style="list-style-type: none"> • involves collecting, analyzing and presenting information about the content of jobs so as to develop a job description, job specification & performance indicators
Advertising	<ul style="list-style-type: none"> • Announcing to potential candidates availability o vacancy. this can be done through newspapers, website, recruitment agency, word of mouth, notice boards etc. Recruitment sources can be internal or external
Shortlisting	<ul style="list-style-type: none"> • It entails excluding, from the list, those applicants who do not have the requisite qualifications or competencies
Final Selection	<ul style="list-style-type: none"> • Finally the selection panel will identify the most suitable candidate(s) from the shortlist. Most commonly used selection method is interviews.
Reference checks	<ul style="list-style-type: none"> • Verifying that applicants are as they presented themselves to be from past employers/persons known to them
Placement	<ul style="list-style-type: none"> • Communicate the offer of employment to the successful candidate. The offer letter should include the job responsibilities, work schedule, rate of pay, starting date and all the relevant details
Orientation	<ul style="list-style-type: none"> • new employee is introduced into his/her job and organization

HRH Managent Functions

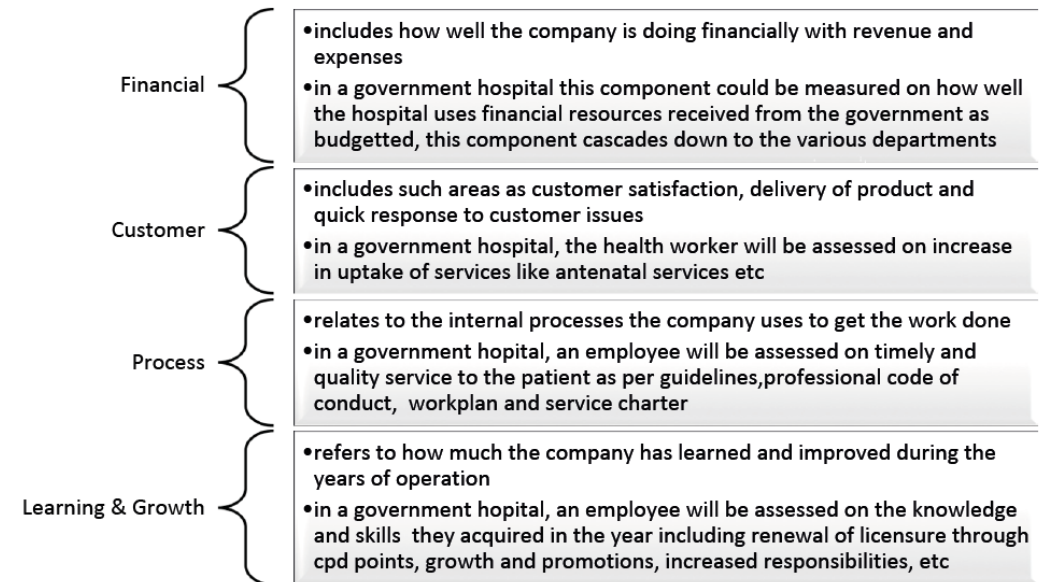
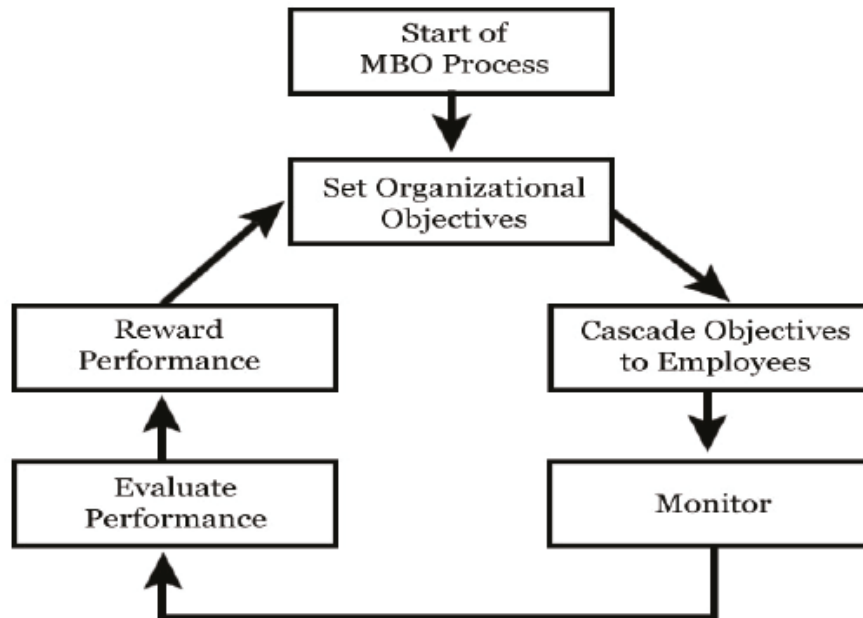
- Resourcing- Recruitment and selection
- Training and development
- Retention



Performance Management

Management By Objectives

The Five-Step MBO Process



Training and Development

Components of HRH training and development are:

- Induction and orientation
- Education
- Training
- Development

Education

- Long-term
- Prepares one for future job(s)
- Helps one develop a sense of reasoning & judgment
- Require minimum academic qualifications

Training

- Short-term
- Prepares one for current job
- Helps one address low/poor job performance
- No minimum academic qualifications required

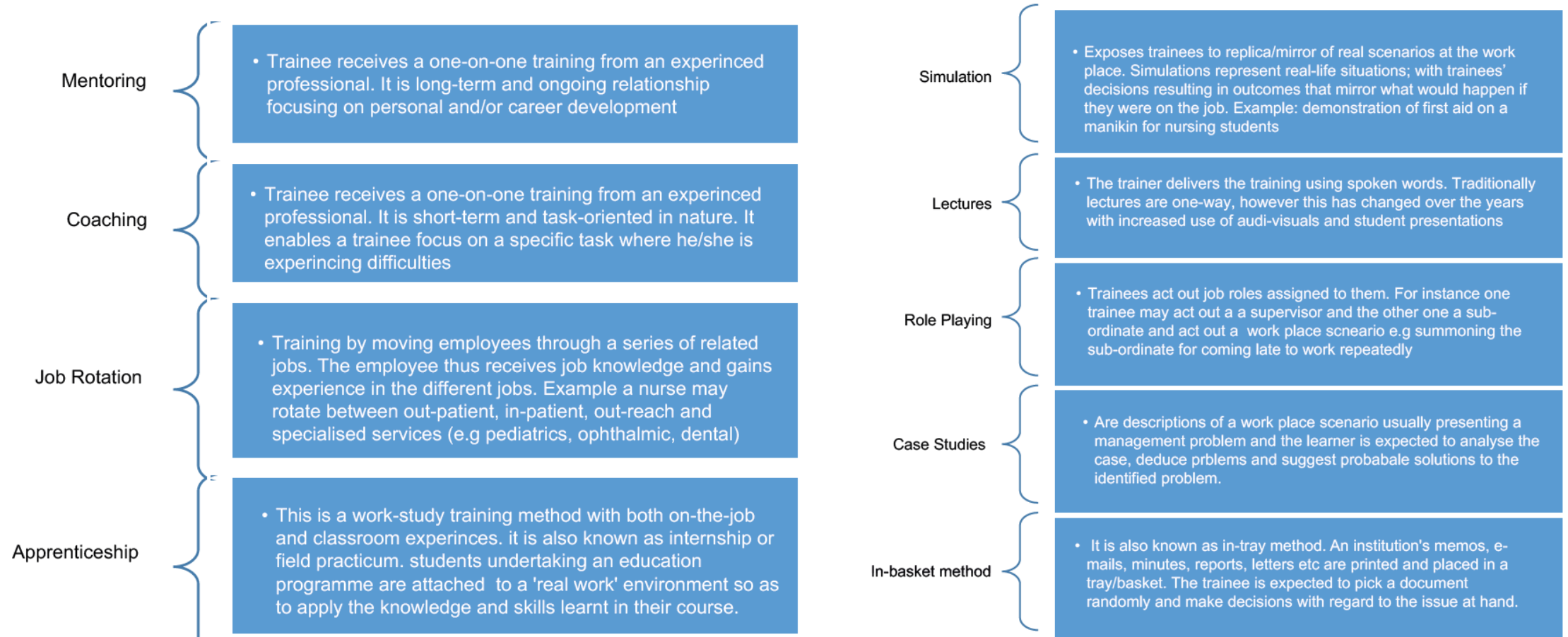
Desired level of performance
(based on required knowledge, skills & attitudes)

performance gap

Training Needs

Current level of performance
(based on existing knowledge, skills & attitudes)

Overlooked OJT methods



Career Development

- It is important to note that development entails both personal and career development championed by both the organization and individual employees.
- A number of development initiatives exist in an organization;
- i. career development
- ii. professional accreditation
- iii. Succession planning.

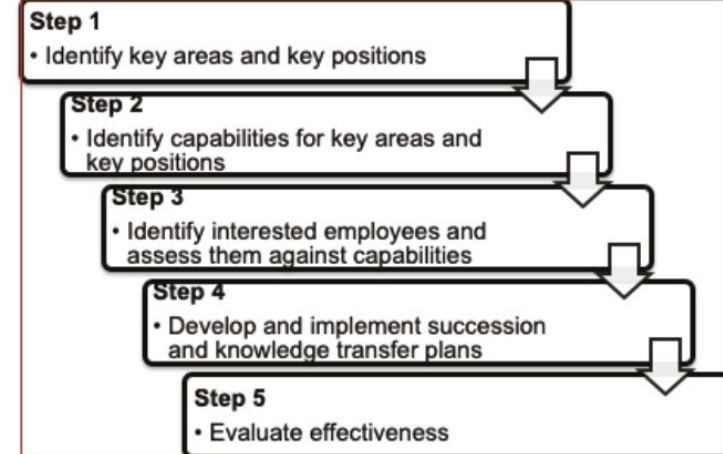


Individual activities

- **Career planning** - continually ensuring job fits with personal values, interests, skills & preferences
- **Career awareness** - expanding knowledge of possible career paths
- **Utilization of career resource centres** - offer career & employment counselling, workshops, seminars..

Organizational activities

- **Job Postings** - includes appointments, transfers, deployments...
- **Mentoring** - guidance to less knowledgeable/experienced staff
- **Career Counseling** - help employees know and understand self & work
- **Career Development Seminars & Workshops**
- **Human Resource Planning** - plan to ensure adequate supply of required workforce at all times
- **Career Pathing** - showing employees possible higher roles they can take up in future & the competencies, personal characteristics, performance and experience required to progress along the various paths



HRH Retention and Retention Strategies-Work Environment



REWARDING



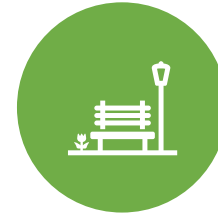
CHALLENGING
AND SATISFYING



SAFE AND
SECURE



FOCUSED AND
PROACTIVE



FAIR



EQUITABLE



LEGISLATIVE
COMPLIANT

Monitoring

- Continuous process
- Focuses on the activities being implemented according to plan
- Answers questions on what, when, how
- Acts as an early warning system
- Done internally by the project staff

Evaluation

- Periodic
- Focuses on the process and the results
- Answers questions on how well and why
- Identifies lessons for new projects
- Done internally or externally