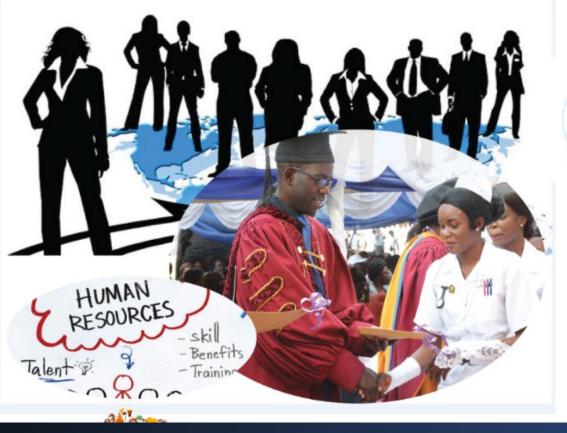


## MODULE FIVE: HUMAN RESOURCE FOR HEALTH











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
- Efectively plan for human resources for health
- Perform the functions of HRH in health service delivery
- Monitor and evaluate efectiveness 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).

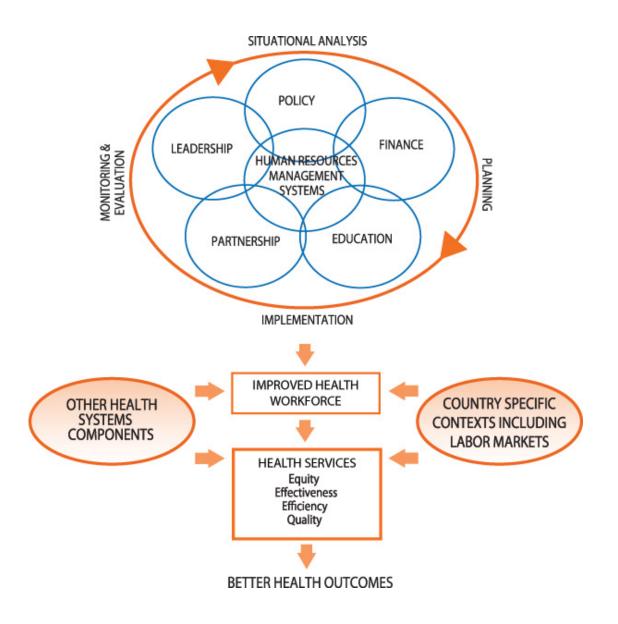


HRM is a managerial perspective that argues the need to establish an integrated series of personnelpolicies to support organizational strategy. (Buchanan and Huczynski, 2004).



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).

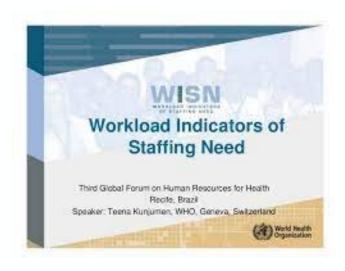




### HRH Action Framework

- Leadership
- Policy
- Finance
- Education
- Partnership

# 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 • user department shall declare the vacant post to Human vacant post Resources department • involves collecting, analyzing and presenting information Job Analysis about the content of jobs so as to develop a job description, job specification & performance indicators Announcing to potential candidates availability o vacancy. this can be done through newspapers, website, recruitment Advertising agency, word of mouth, notice boards etc. Recruitment sources can be internal or external • It entails excluding, from the list, those applicants who do **Shortlisting** not have the requisite qualifications or competencies • Finally the selection panel will identify the most suitable **Final Selection** candidate(s) from the shortlist. Most commonly used selection method is interviews. • Verifying that applicants are as they presented themselves to be Reference checks from past employers/persons known to them • Communicate the offer of employment to the successful candidate. The offer letter should include the job **Placement** responsibilities, work schedule, rate of pay, starting date and all the relevant details • new employee is introduced into his/her job and organization Orientation

### HRH Managent Functions

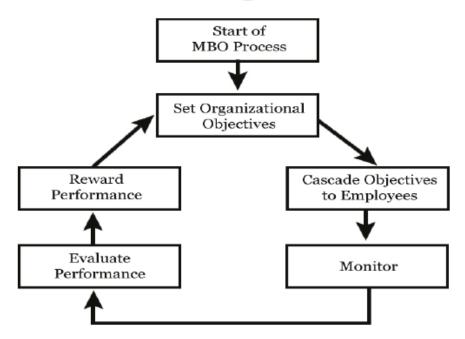
- Resourcing- Recruitment and selection
- Training and development
- Retention

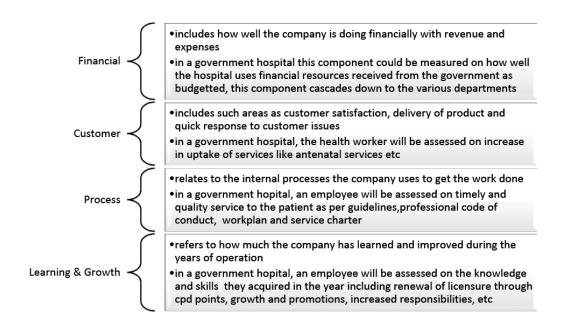


### Performance Management

### 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)

erformance gap

Training Needs

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

### Overlooked OJT methods

• Trainee receives a one-on-one training from an experinced Mentoring professional. It is long-term and ongoing relationship focusing on personal and/or career development • Trainee receives a one-on-one training from an experinced professional. It is short-term and task-oriented in nature. It Coaching enables a trainee focus on a specific task where he/she is experincing difficulties Training by moving employees through a series of related jobs. The employee thus receives job knowledge and gains Job Rotation experience in the different jobs. Example a nurse may rotate between out-patient, in-patient, out-reach and specialised services (e.g pediatrics, ophthalmic, dental) • This is a work-study training method with both on-the-job and classroom experinces. it is also known as internship or Apprenticeship field practicum. students undertaking an education programme are attached to a 'real work' environment so as to apply the knowledge and skills learnt in their course.

 Exposes trainees to replica/mirror of real scenarios at the work place. Simulations represent real-life situations; with trainees' Simulation decisions resulting in outcomes that mirror what would happen if they were on the job. Example: demonstration of first aid on a manikin for nursing students • The trainer delivers the training using spoken words. Traditionally lectures are one-way, however this has changed over the years Lectures with increased use of audi-visuals and student presentations • Trainees act out job roles assigned to them. For instance one trainee may act out a a supervisor and the other one a sub-Role Playing ordinate and act out a work place scneario e.g summoning the sub-ordinate for coming late to work repeatedly • Are descriptions of a work place scenario usually presenting a management problem and the learner is expected to analyse the Case Studies case, deduce prblems and suggest probabale solutions to the identified problem. · It is also known as in-tray method. An institution's memos, emails, minutes, reports, letters etc are printed and placed in a In-basket method tray/basket. The trainee is expected to pick a document randomly and make decisions with regard to the issue at hand.

### 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.



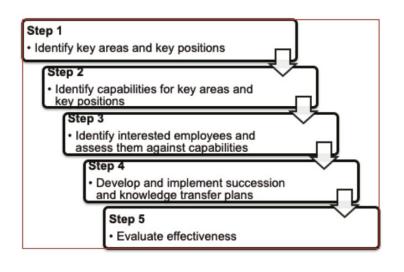
#### Individual activiti

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

#### Organizational activities

- Job Postings includes appointments, transfers, deployments...
- Mentoring guidance to less knowlegable/experienced
- 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 role they can take up in future & the competencies, personal characteristics, performance and experince required to progress along the various paths





### HRH Retention and Retention Strategies-Work Environment







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