Meeting Report

REHABILITATION WORKFORCE EVALUATION: TRAINING WORKSHOP

27–29 February 2024
Hong Kong SAR (China)
REPORT

REHABILITATION WORKFORCE EVALUATION: TRAINING WORKSHOP

Convened by:

WORLD HEALTH ORGANIZATION
REGIONAL OFFICE FOR THE WESTERN PACIFIC

AND

HONG KONG SOCIETY FOR REHABILITATION
WHO COLLABORATING CENTRE FOR REHABILITATION

Hong Kong SAR (China)
27–29 February 2024

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NOTE

The views expressed in this report are those of the participants of the Rehabilitation Workforce Evaluation: Training Workshop and do not necessarily reflect the policies of the conveners.

This report has been prepared by the World Health Organization Regional Office for the Western Pacific for Member States in the Region and for those who participated in the Rehabilitation Workforce Evaluation: Training Workshop in Hong Kong SAR (China) from 27 to 29 February 2024.
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Rehabilitation – education / Rehabilitation – methods / Workforce – education / Workforce – organization and administration
SUMMARY

Traditional approaches to workforce development have focused on supply and public sector requirements, and have largely ignored health labour market dynamics. The state of the rehabilitation workforce is influenced by the health needs of the population, the demand for and supply of rehabilitation services, and governance of rehabilitation and the health workforce more broadly. Together, these factors influence the availability of funded employment positions for rehabilitation workers, their wages and allowances, the number of hours they work, their geographical distribution, their employment settings, and their motivation, productivity and performance.

The Guide for Rehabilitation Workforce Evaluation (GROWE) is a technical product designed by the World Health Organization (WHO) to assist countries to strengthen their rehabilitation workforce. GROWE recognizes the complexities of the workforce and provides a structured and systematic approach to collecting qualitative and quantitative data that enable policy-makers and other stakeholders to identify, understand and respond to context-specific challenges. GROWE is conducted using a local project officer, who is supported by a skilled mentor – that is, WHO personnel or a trained consultant. While the project officer drives data collection, the mentor provides guidance on managing data availability and quality challenges, encourages pursuit of deeper enquiry where needed, and assists with organizing and facilitating workshops.

Playing a mentorship role in the implementation of GROWE requires an in-depth knowledge of the rehabilitation workforce, including labour market dynamics and failures that impact its development in a country. Mentors also need to be familiar with the GROWE process and analysis tools, including how these can be adapted to different country contexts. The Rehabilitation Workforce Evaluation: Training Workshop was held in Hong Kong SAR (China) from 27 to 29 February 2024 to provide potential GROWE mentors with the theory of human resources for health and its application to the rehabilitation workforce, and to provide a thorough introduction to the GROWE resources and process.

The training was hosted by the Hong Kong Society for Rehabilitation – a WHO Collaborating Centre for Rehabilitation – in partnership with the WHO Regional Office for the Western Pacific. It was held at the Lu+ Business Centre in Hong Kong with 18 participants attending in person and one participant and one trainer attending virtually. The workshop used a combination of theoretical sessions and practical learning activities to achieve its learning objectives. Comparison of pre- and post-evaluations showed a significant increase in the knowledge and confidence of trainees on the subject matter after the workshop.
1. INTRODUCTION

1.1 Training organization

The Rehabilitation Workforce Evaluation: Training Workshop was held from 27 to 29 February 2024 at the Lu+ Business Centre in Hong Kong SAR (China). The workshop was hosted by the Hong Kong Society for Rehabilitation, which is a World Health Organization (WHO) Collaborating Centre for Rehabilitation, in partnership with the WHO Regional Office for the Western Pacific, in conjunction with rehabilitation workforce counterparts in WHO headquarters.

A total of 19 rehabilitation experts from multiple WHO regions and WHO partner organizations attended the workshop, with the aim of building the capacity of participants to support Member States in conducting rehabilitation workforce evaluation.

1.2 Training objectives

The objectives of the meeting were:

1. to provide participants with an in-depth understanding of health labour market analysis and competency analysis;
2. to familiarize participants with GROWE and its various components, and how these can be adapted to different country contexts; and
3. to equip participants to support the evaluation and reporting process, including interpretation of complex data and their translation into meaningful conclusions and recommendations for Member States.

1.3 Learning outcomes

By the completion of the workshop, participants were expected to feel confident to:

1. Assist ministries of health and/or development partners in preparing to implement GROWE, including adapting the process to the needs of a specific country.
2. Assist ministries of health and/or development partners in managing the integration of GROWE in broader or additional health system situation assessments for rehabilitation and/or assistive technology.
3. Provide mentorship and close supervision to local GROWE project officers, including managing data identification and quality challenges.
4. Plan and facilitate GROWE workshops.
5. Guide stakeholders in setting workforce targets based on supply-and-demand scenario modelling.
6. Collate the findings of GROWE into a comprehensive national rehabilitation workforce report.
7. Support the development of a national stakeholder coordination body (e.g. technical working groups) mandated to support the implementation of the recommendations of the report.
8. Support the national stakeholder coordination body in establishing an action/work plan to operationalize the recommendations of the report.
2. PROCEEDINGS

2.1 Overview of training content

The training encompassed three main components: (1) familiarization with the GROWE tools and processes; (2) the theory of rehabilitation workforce evaluation; and (3) best practices and potential pitfalls in planning and implementation of workforce development actions.

The sessions generally involved a 15- to 20-minute theory session presented by Dr Jody-Anne Mills, Technical Officer, Rehabilitation and Long-term Care, WHO Regional Office for the Western Pacific, followed by 30 to 40 minutes of learning activities facilitated by Dr Maria Romiro, Consultant, WHO headquarters. Dr Antony Duttine, Team Lead, Rehabilitation, WHO headquarters, provided additional support to participants during the learning activities.

The list of participants is available in Annex 1 and the programme of activities in Annex 2.

2.1.1 Familiarization with the GROWE tools and processes

Participants were oriented to the GROWE tools, including the Guide, Project Officer Handbook, Data Collection Toolbox and Workbook. Training activities provided multiple opportunities for participants to interact with these tools, including through the use of dummy data. Participants were taught the various phases and steps of the evaluation, with attention given to the various analysis exercises, the types of data collected, their potential sources and interpretation.

2.1.2 Theory of rehabilitation workforce evaluation

The training workshop covered foundational elements such as the definition and composition of rehabilitation workforce, skill mix and workforce optimization. Much of the theory covered the concept of effective workforce coverage (availability, accessibility, acceptability and quality) and contributing factors for each; political and economic analysis; need analysis; labour market analysis; and competency analysis. Participants were required to consider these various analyses in the context of the rehabilitation workforce, draw on their own experiences, learn from others, reflect and apply new learnings in interactive group exercises.

2.1.3 Best practices and potential pitfalls in the planning and implementation of workforce development actions

Acknowledging the risk that evaluation findings do not always translate to meaningful action in countries, the trainers devoted specific sessions to the interpretation and communication of data to stakeholders, and to action planning. These sessions addressed common roadblocks and challenges, as well as evidence-based practices for supporting effective dissemination of findings and implementation of recommendations.

2.2 Training impact and next steps

Assessments of participants’ levels of knowledge and confidence around the topics addressed in the training were conducted before and after the workshop. The results of these assessments indicated a considerable increase in participants’ confidence in rehabilitation workforce evaluation and health labour market analysis after the workshop. Graphical representations of the assessment results are available in Annex 3.
3. CONCLUSIONS AND RECOMMENDATIONS

3.1 Conclusions

The main conclusions of the meeting were:

- Pre- and post-training evaluations showed a significant increase in the knowledge and confidence of trainees in the subject matter after the workshop.
- There was widespread appreciation of the technicality of GROWE, as well as the systematic and comprehensive approach it adopts to evaluation.
- Several participants were identified by trainers as showing a depth of understanding and critical thinking skills required to enable them to support Member States in the implementation of GROWE, with some support from WHO. These individuals may be called upon as requests arise for technical support from Member States in their region. The remaining participants would require further training and support when working with a government, but will find the learnings highly applicable to their current roles.
- The balance of theory and interactive learning activities worked well, but more time was needed to complete the learning activities.

3.2 Recommendations

3.2.1 Recommendations for Member States

Recommendations for Member States are not applicable in the context of this technical training workshop.

3.2.2 Recommendations for WHO

WHO is requested to consider the following:

1. Given the highly successful collaboration between the WHO Regional Office for the Western Pacific, WHO headquarters and the collaborating centre, this training model can be replicated for future trainings.
2. Add an additional training day when planning future technical workshops on rehabilitation as the extra cost incurred would be a worthwhile investment.
ANNEXES

Annex 1. List of participants

Dr Antony Duttine, Team Lead, Rehabilitation, WHO Headquarters, Geneva, Switzerland, Email: duttinea@who.int

Ms Iris Chan, Consultant, Hong Kong Society for Rehabilitation, Hong Kong SAR (China), Email: kn.chan@rehabsociety.org.hk

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Mr Pravin Kumar Yadav, Consultant, WHO Regional Office for South-East Asia, Delhi, India, Email: ckpravin@gmail.com
Annex 2. Programme of activities

DAY 1

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30</td>
<td>Register</td>
</tr>
<tr>
<td>9:00</td>
<td>Welcome and introductions</td>
</tr>
<tr>
<td>9:15</td>
<td>Overview of agenda and learning outcomes</td>
</tr>
<tr>
<td>9:30</td>
<td>Session 1. Rehabilitation workforce: Key theory and concepts</td>
</tr>
<tr>
<td>10:00</td>
<td>Session 2. Overview of the GROWE process and implementors</td>
</tr>
<tr>
<td>10:30</td>
<td>Morning tea</td>
</tr>
<tr>
<td>11:00</td>
<td>Session 3. Capturing the context: Coverage assessment, stakeholder mapping and political and economic analysis</td>
</tr>
<tr>
<td>11:45</td>
<td>Session 4. Labour market analysis: need analysis</td>
</tr>
<tr>
<td>12:30</td>
<td>Lunch</td>
</tr>
<tr>
<td>13:30</td>
<td>Session 5. Labour market analysis: education sector analysis</td>
</tr>
<tr>
<td>14:15</td>
<td>Session 6. Labour market analysis: supply, demand and absorption analyses</td>
</tr>
<tr>
<td>15:30</td>
<td>Afternoon tea</td>
</tr>
<tr>
<td>16:00</td>
<td>Session 7. Competency analysis: Proficiency profiling and task mapping</td>
</tr>
<tr>
<td>17:00</td>
<td>Day 1 summary and close</td>
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</tbody>
</table>

DAY 2

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00</td>
<td>Day 1 recap and introduction to day 2</td>
</tr>
<tr>
<td>9:15</td>
<td>Session 8. Setting workforce targets and strategy impact analysis</td>
</tr>
<tr>
<td>10:00</td>
<td>Session 9. Organising findings, drawings conclusions and establishing recommendations</td>
</tr>
<tr>
<td>10:45</td>
<td>Morning tea</td>
</tr>
<tr>
<td>11:15</td>
<td>Session 10. Using the findings of the report: Communication, coordination and action planning</td>
</tr>
<tr>
<td>11:45</td>
<td>Session 11: Managing data availability and quality challenges</td>
</tr>
<tr>
<td>12:30</td>
<td>Lunch</td>
</tr>
<tr>
<td>13:30</td>
<td>Session 12: Data validation and GROWE workshops</td>
</tr>
<tr>
<td>14:15</td>
<td>Session 13: Adapting GROWE to the needs and resources of a country, and integrating in other situation assessments</td>
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<tr>
<td>15:30</td>
<td>Afternoon tea</td>
</tr>
<tr>
<td>16:00</td>
<td>Day 2 summary and quiz</td>
</tr>
<tr>
<td>17:00</td>
<td>Workshop close</td>
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</tbody>
</table>
DAY 3

Tour of local rehabilitation institutes, hosted by the Hong Kong Society for Rehabilitation. Conclude by 13:00.
Annex 3. Assessment results

Fig. A1. Level of confidence in evaluation of the rehabilitation workforce

Fig. A2. Level of confidence in health labour market analysis

Fig. A3. Level of knowledge of competency analysis
Fig. A4. Level of knowledge of need analysis

Fig. A5. Level of knowledge of how to address labour market failures