MEETING REPORT

TRAINING WORKSHOP ON STRATEGIC HUMAN RESOURCES FOR HEALTH MANAGEMENT IN THE PACIFIC ISLAND COUNTRIES AND AREAS

30 October – 3 November 2023
Nadi, Fiji
MEETING REPORT

TRAINING WORKSHOP ON STRATEGIC HUMAN RESOURCES FOR HEALTH MANAGEMENT IN THE PACIFIC ISLAND COUNTRIES AND AREAS

Convened by:

WORLD HEALTH ORGANIZATION
REGIONAL OFFICE FOR THE WESTERN PACIFIC

Nadi, Fiji
30 October – 3 November 2023

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NOTE

The views expressed in this report are those of the participants of the Training Workshop on Strategic Human Resources for Health (HRH) Management in the Pacific Island Countries and Areas (PICs) and do not necessarily reflect the policies of the conveners.

This report has been prepared for the World Health Organization Regional Office for the Western Pacific for Member States in the Region and for those who participated in the Training Workshop on Strategic Human Resources for Health Management in the Pacific Island Countries and Areas in Nadi, Fiji from 30 October to 3 November 2023.
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Keywords

Health workforce / Pacific islands / Workforce – organization and administration
SUMMARY

The Training Workshop on Strategic Human Resources for Health (HRH) Management in the Pacific Island Countries and Areas (PICs) was organized by the World Health Organization (WHO) as part of its provision of technical support in implementing the commitments made by the Pacific health ministers during the Pacific Health Ministers Meetings to strengthen health workforce leadership and governance responsible for health workforce planning and policy development in the PICs. The WHO Division of Pacific Technical Support (DPS) developed the content of the workshop based on a training needs analysis undertaken in 2022 and in line with the Human Resources for Health leadership and management: a prototype curricula package developed by WHO in 2022. Therefore, the content of the training workshop was directly relevant to participants and the situations in which they work.

Information and methods were provided in all content areas followed by questions, discussions and sharing. Scenario-based discussions based on a hypothetical province that featured aspects common to the PICs’ health sector reality were prepared for small-group work and sharing of experience. Discussions in small groups proved to be particularly useful in identifying and discussing issues relevant to the course content. In a post-course evaluation participants expressed that this was the first formal training workshop they had attended on HRH in the Pacific region. Most of the course content was new to them and they were introduced to content and analytical tools for managing HRH systems designed to increase their HRH management capacity, their strategic thinking and their influence on policy.

The workshop was a productive course development and delivery collaboration between WHO colleagues from the Division of Health Systems and Services, WHO Western Pacific Regional Office, WHO headquarters and WHO DPS. Several WHO staff members contributed to discussions during the programme, and WHO DPS provided administrative staff members to assist with materials production and workshop management and logistic arrangements. Twelve participants attended representing 10 PICs: American Samoa, Cook Islands, Fiji, Kiribati, Commonwealth of the Northern Mariana Islands, Federated States of Micronesia, Samoa, Solomon Islands, Tonga and Vanuatu.

1. INTRODUCTION

1.1 Meeting organization

The training workshop was organized by WHO DPS in Fiji. Workshop activities included lectures by content presenters followed by plenary discussions and several small-group scenario review discussions.

1.2 Meeting objectives

The objectives of the meeting were:

- to strengthen HRH stewardship in the health systems by strengthening the capacity of personnel working in the HRH units in the ministries of health; and
- to introduce the requirements of planning, management and development of the health workforce, including linkages with other health system functional areas such as financing and service delivery.

2. PROCEEDINGS

2.1 Opening session

The workshop was opened and participants were welcomed by Dr Jun Gao, Team Coordinator, Pacific Health Systems and Policy, DPS, representing Dr Mark Jacobs, Director of DPS and WHO Representative to the South Pacific.
Dr James Fong, Permanent Secretary, Ministry of Health and Medical Services, Fiji, welcomed the participants to Fiji and gave opening remarks. Dr Masahiro Zakoji, Technical Officer, Health Policy and Service Design, WHO Regional Office for the Western Pacific, then introduced the participants and outlined the workshop objectives. A list of participants is available in Annex 1.

2.2 Setting the scene

Ms Deki, Technical Officer (Human Resources for Health), Pacific Health Systems, DPS, provided an overview of the HRH situation in the PICs and the range of WHO policy initiatives and countries’ high-level political commitments. These include the Fifteenth Pacific Health Ministers Meeting and Fourteenth Pacific Heads of Health Meeting, which highlighted in particular the aspirations of PICs to achieve universal health coverage (UHC) and the Healthy Islands vision with a focus on strengthening primary health care (PHC) services by improving access to skilled health workers.

2.3 Introductory activity

The training workshop commenced with an introductory activity with the objective of having participants describe the current HRH governance structure and system within their country/area. In the process they completed a cause-and-effect problem tree to identify a central HRH problem, its causes, and its effects on service performance and population health, which they would revisit in the final programme activity.

2.4 The HRH policy setting

In discussion of the policy setting Dr Pascal Zurn, Unit Head, Health Labour Market, Health Workforce Department, WHO headquarters, introduced participants to the Global strategy on human resources for health: Workforce 2030 and its vision to “Accelerate progress towards universal health coverage and the United Nations Sustainable Development Goals by ensuring equitable access to health workers within strengthened health systems”, and in particular, its alignment with Sustainable Development Goal (SDG) 3 target 3c: to increase the recruitment, development, training and retention of the health workforce. Dr Zakoji introduced the draft Regional Framework to Shape a Health Workforce for the Future of the Western Pacific, which was endorsed in October 2023 in Manila, Philippines, at the seventy-fourth session of the Regional Committee for the Western Pacific. Dr Zakoji highlighted key current HRH concerns – rural retention and migration, hospital- or specialist-centric models of health care, inadequate capacity to plan strategically for HRH needs and an unregulated private sector. The presentations were followed by small-group discussions where participants shared their country experiences on the HRH policy setting and implementation.

2.5 Governance and stakeholder analysis

A presentation was given by Associate Professor Lee Ridoutt, Notre Dame University Australia, and Director, Human Resources for Development Alliance (HRDA), which included an introduction to the concept of a stakeholder as all those who are affected by or who influence a policy outcome. A tool described in an article by Cronbach et al. (1980) was provided to help identify all possible stakeholders in a particular situation. This was followed by a large-group discussion of a simple scenario to identify all relevant stakeholders. A theoretical HRH case study scenario was introduced and participants discussed in small groups to identify the relevant stakeholders.

A method of stakeholder analysis was presented and participants were asked to apply it to their own country situation. The method categorizes stakeholders by their power and interest in a policy outcome, and therefore the types of communication required based on their level of importance and motivations. Using the same theoretical case study, groups were asked to categorize the identified stakeholders. The types of communication and engagement approaches required to maintain appropriate levels of stakeholders’ engagement were discussed.

Professor Ridoutt introduced materials on collaboration within the health system. Participants were encouraged to identify the many types of informal and formal collaborations occurring in their own situation, to identify shared commitments and interests, dual benefits, and the degree of investment of each in shared outcomes. A means of categorizing collaboration effort from simple relationship-building (networking) to constructing partnerships was presented, and a continuum of collaboration
possibilities explored. The use of “partnership” for governance arrangements to achieve policy and programme outcomes was discussed.

In the presentation on leading collaborative HRH processes, Dr Zurn introduced the concept that HRH governance is essentially teamwork and referred to an article by Markiewicz et al. (2018) to reinforce the need for clear shared objectives, interdependency and regularly reviewing the way the team is working.

2.6 Principles of leadership and communication

Professor Ridoutt went on to introduce the principles of leadership skills and communication in developing and maintaining effective collaboration and leading teams. The stages of team formation were presented, as were the characteristics of high-performing teams and the role of a team leader.

2.7 Health labour market analysis (HLMA)

Dr Zurn presented graphics on the positive correlation between the density of health workers and maternal, child and infant survival, and reinforced that health workers are a critical element in achieving UHC, although many challenges exist, resulting from many past attempts to manage such a complex system. Health labour market analysis (HLMA) was introduced as a method to help gain a better insight into the dynamics of the health workforce and to allow a better understanding of the forces that drive health workforce issues as a key step towards health workforce planning and the development of strategies and policies. The distinction between workforce “need” and workforce “demand” was established.

Dr Zurn referred to WHO’s Health labour market analysis (HLMA) guidebook and went through the labour market framework, referring to the growth of seats in private sector medical schools in an example country, the effects of labour market dynamics and broader societal drivers on the resultant pool of health workers to implement UHC. He emphasized the importance of HLMA in helping HRH focal points shift from being largely operational to acting more strategically.

Professor Ridoutt then detailed an overview of a demand-driven approach to health workforce planning. This involved first introducing a number of methods for estimating workforce demand. The merits of different methods were discussed and factors that needed to be considered (including available data) in choosing a method were considered. The most common way of estimating workforce supply and projecting into the future, using a “stock and flow” method, was then introduced and discussed.

Several examples of workforce planning in different contexts of data availability and quality were demonstrated to indicate how different workforce planning approaches could be undertaken.

2.8 Empirical analysis of health workforce data for decision-making

Dr Zakoji provided an overview of National Health Workforce Accounts (NHWAs) as a system by which countries progressively improve the quality, availability and use of health workforce data and evidence through continual monitoring of a set of indicators to support achievement of UHC, the SDGs and other health goals. Using the framework for labour market analysis, Dr Zakoji identified the data sources that inform NHWAs and how the NHWA method assisted in informing the Regional Framework to Shape a Health Workforce for the Future of the Western Pacific and continues to provide a baseline for identifying countries on WHO’s Support and Safeguard list, including seven in the Pacific as per the list of 2023. He informed the group of who the current NHWA focal points in the PICs were and encouraged them to share details if there have been any changes.

Dr Zakoji introduced the WHO and partners’ road map for strengthening the national public health and emergency workforce, which was prepared after the COVID-19 pandemic exposed weaknesses in national health systems and public health across the world. Ms Deki introduced the Workload Indicator of Staffing Need (WISN) methodology, which estimates the number and types of staff a health facility needs based on the actual workload. She contrasted the WISN approach to other methods of determining staffing needs and also shared examples of how WISN is being implemented in some PICs, such as Fiji, Tonga and Solomon Islands.
2.9 HRH information systems

Professor Ridoutt presented on the various sources of information on HRH supply and the sources of information on the demands for health staff. Participants discussed their respective country’s HRH data sources. A case study was presented on coping with an HRH information deficit (case study adapted from WHO’s Human Resources for Health leadership and management: a prototype curricula package developed in 2022 to fit the PIC context). Participants discussed in small groups to explore how to progress with workforce planning exercises in imperfect data situations.

The technical and data entry features of a good human resource information system were presented with an example of one country’s efforts to make existing data more accurate and consistently available.

In small groups participants discussed the availability of data in their own country’s systems and how they could manage the workforce with the current data deficits.

2.10 Performance management

Professor Ridoutt initiated a presentation and discussion of factors (competence, motivation, opportunity) that influence worker performance, in an attempt to explore the first principles for understanding performance outcomes. This was in order to provide a means of analysing the appropriateness of performance management interventions.

Participants were then shown a video presentation on the Fijian Performance Management System (PMS), which demonstrated the range of factors operative in a PMS. The elements of the Fijian PMS were discussed by participants in small groups to identify “good”, “bad” and missing elements. Participants were invited to draw comparison with the PMS in their own country.

In plenary, participants were invited to compare performance management approaches in their own countries and to identify some unique factors of a PMS that might be developed from features of a traditional culture.

A scenario review of a poorly performing province was discussed to identify where the PMS had failed to maintain a productive and committed workforce.

2.11 HRH education and regulations

Professor Graham Roberts, Solomon Islands National University, and Director, HRDA, presented an extract from a co-authored paper, “Commissioning the education of healthcare professionals: A review of international trends and approaches” (McKimm et al., 2013). The presentation identified recent changes that have occurred in the governance of health professions education in the Pacific, and other issues related to health professions education and training, including the transfer of the governance of health professions’ education from ministries of health (medical and nursing councils) to ministries of education, and the rise of private universities providing training for the health sector. The concept was introduced of countries developing a “commissioning policy” directed to creating the workforce needed to address current and emerging population health needs, and formally engaging education providers to produce the required workforce.

2.12 Final course activity

At the completion of the programme, participants completed a final activity connected to the introductory activity on the first day, where they had identified an issue impacting their HRH system. They were asked to give a five-minute presentation on the issue/problem they had identified and its causes and effects, and to identify country-specific priority interventions based on what they had learned in the training workshop.
3. CONCLUSIONS AND RECOMMENDATIONS

3.1 Conclusions

The training workshop on strategic HRH management introduced materials and methods that were designed to strengthen the HRH stewardship capacity of the participants. The workshop introduced methods of planning, management and strategic development of the HRH workforce consistent with the objectives of achieving UHC, the SDGs and emerging national population health issues. In the use of scenario reviews the course focused on the realities of HRH management issues in the Pacific, and the roles of central agencies, stakeholders and the health professions training institutions. Scenario learning was considered a particularly useful adult learning approach. The participants’ post-course evaluations were positive for all content areas, and they expressed interest in new topics and new perspectives and the opportunity to reflect on areas of their daily work.

Collaboration among the facilitators on the delivery and development of the training workshop during its first run led to improvements in content, methods of presentation and group activities for future delivery. The areas that were new to participants included HLMA, education and regulations, and stakeholder analysis. Topics of special interest were governance, principles of leadership and communication, analysis of health workforce data and performance management. Suggestions for future consideration were in areas of succession planning, dealing with the competing frameworks of different cadres, and facility and programme role delineation.

Overall, it was observed that the workshop helped to establish networking among the HRH focal points to share their country experiences and best practices with each other. It was the first time HRH focal points were meeting their counterparts from other PICs, allowing them access to first-hand knowledge about how others are tackling similar challenges related to their health workforce. During the discussions, they shared concerns that the scope of work and responsibilities of HRH managers/officers in ministries of health are limited to personnel management and not much on strategic planning and policy development. The participants emphasized their aspirations regarding the need to build stronger HRH stewardship and to link HRH policies to broader health system functions and goals. Further, considering that the HRH agenda in the PICs is beyond the scope of ministries of health, the participants stressed the importance of engaging other relevant stakeholders at the national level, such as the public service commission/public service office or ministry of public service, and holding similar dialogues with them on health workforce planning and policy development.

The main conclusions of the training workshop were:

- Positive feedback was given from all participants on learning new methods and approaches to the strategic management of the national health workforce.
- All agreed that the objective of creating a network had been achieved.
- The content development was achieved through the collaboration of HRDA and WHO facilitators.

3.2 Recommendations

3.2.1 Recommendations for Member States

In line with the commitments made during the Fifteenth Pacific Health Ministers meeting held in September 2023 and the Fourteenth Pacific Heads of Health Meeting held in April 2023, Member States are encouraged to strengthen/establish a dedicated and empowered HRH unit within ministries of health that will be responsible for health workforce planning and policy development, and progress with the following initiatives:

1. Consider organizing policy dialogues on adapting the content of the training workshop based on country-/area-specific challenges and needs, to support and inform the national health workforce policy development and implementation.
2. Establish relevant governance mechanisms for health workforce planning, policy development and implementation, including collaboration between health ministries, health professional training institutions, health professional regulatory...
bodies and other relevant stakeholders.

(3) Review and develop national HRH strategic plans, training plans and policies in line with national health strategic plans and packages of essential health services/role delineation policies, considering current HLMA and population health needs.

Establish health workforce databases or systems to inform planning and policy decisions, guided by global platforms such as NHWAs. The current practice of having several categories of health workforce under “allied health workers” should be reviewed and disaggregated by specific category of health workers (such as laboratory, physiotherapy, pharmacy, etc.). This initiative would ensure clear understanding of the composition of different categories of health workers at each level of health service delivery including primary health care.

3.2.2 Recommendations for WHO

In line with the commitments made during the Fifteenth Pacific Health Ministers meeting held in September 2023 and the Fourteenth Pacific Heads of Health Meeting held in April 2023, the WHO Secretariat is requested to support the PICs in implementing the government commitments, including:

(1) Maintain communication with Member States health executives and HRH managers in sustaining the HRH focal point network in the Pacific for peer learning and mutual support.

(2) Facilitate cross-country learning and sharing of best practices in strengthening health workforce planning, policy development and management.

(3) Build the capacity and capability of the HRH unit within the ministries in reviewing and/or developing national plans and policies for HRH in collaboration with key stakeholders and informed by up-to-date health workforce data analysis, current health labour market dynamics and population health needs.

(4) Consider providing further specific technical training to enhance capability in HLMA, WISN methodology and NHWAs to inform evidence-based health workforce planning, policy development and management.

(5) Support PICs in conducting needs assessments, workload analyses and other specific HRH-related tasks based on the country situation and requests.
## ANNEX 1. LIST OF PARTICIPANTS

<table>
<thead>
<tr>
<th>Country</th>
<th>Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Samoa</td>
<td>Ms. Elizabeth Ponausuia, Executive Director, Community Health Center, Department of Health</td>
</tr>
<tr>
<td>Cook Islands</td>
<td>Ms. Ligipati Dowling, Human Resources Support Officer, Ministry of Health</td>
</tr>
<tr>
<td>Fiji</td>
<td>Mr. Joe Fuata, Head of Human Resources, Ministry of Health and Medical Services</td>
</tr>
<tr>
<td>Fiji</td>
<td>Ms Colleen Janice Turaga Wilson, Chief Nursing and Midwifery Officer, Ministry of Health and Medical Services</td>
</tr>
<tr>
<td>Kiribati</td>
<td>Ms. Tiinia Matatia, Senior Assistant Secretary, Ministry of Health and Medical Services</td>
</tr>
<tr>
<td>Commonwealth of the Northern Mariana Islands</td>
<td>Mr. Carlos Santos, Chief of Human Resources, Commonwealth Healthcare Corporation</td>
</tr>
<tr>
<td>Federated States of Micronesia</td>
<td>Mr. Scott Mori, Chief Operating Officer, Office of Support Services, Department of Health and Social Affairs</td>
</tr>
<tr>
<td>Samoa</td>
<td>Ms. Melesete Taula-Soonalole, Assistant Chief Executive Officer, Human Resource and Administrations Ministry of Health</td>
</tr>
<tr>
<td>Solomon Islands</td>
<td>Mr. Joseph Gari, Human Resource Manager, Ministry of Health and Medical Services</td>
</tr>
<tr>
<td>Vanuatu</td>
<td>Ms. Judith Melsul, Manager Human Resource, Ministry of Health</td>
</tr>
<tr>
<td>Tonga</td>
<td>Ms. Salote Windsor Puloka, Deputy Director Human Resource, Corporate Division, Ministry of Health</td>
</tr>
<tr>
<td>Tonga</td>
<td>Mr. Sioape Kupu, Director of Corporate Services, Ministry of Health</td>
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ANNEX 2. PROGRAMME OF ACTIVITIES

TRAINING WORKSHOP ON STRATEGIC HUMAN RESOURCES FOR HEALTH MANAGEMENT IN THE PACIFIC ISLAND COUNTRIES AND AREAS

WPR/DPS/PHS (01)/2023.1

11 September 2023

Nadi, Fiji

30 October – 3 November 2023

ENGLISH ONLY

PROVISIONAL PROGRAMME OF ACTIVITIES¹

<table>
<thead>
<tr>
<th>Time</th>
<th>Activities</th>
<th>Speaker/Facilitator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day 1: (Monday, 30 October 2023)</td>
<td>Registration</td>
<td>Moderator: Dr Masahiro Zakoji/WPRO</td>
</tr>
<tr>
<td>08:30 – 09:00</td>
<td>Registration</td>
<td>Dr Jun Gao, Team Coordinator, Pacific Health Systems and Policy, WHO Division of Pacific Technical Support</td>
</tr>
<tr>
<td>09:00 – 10:00</td>
<td>1. <em>Opening Session</em></td>
<td>Dr James Fong, Permanent Secretary, MoHMS, Fiji</td>
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<td></td>
<td>• Opening Prayer</td>
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<tr>
<td></td>
<td>• Opening Remarks</td>
<td>Dr Masahiro Zakoji/WPRO</td>
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<tr>
<td></td>
<td>• Welcome Remarks by Host Country</td>
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<tr>
<td></td>
<td>• Introduction of participants</td>
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<td>• Workshop objectives</td>
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<td>• Administrative Announcements</td>
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</tbody>
</table>

¹ The provisional programme of activities is subject to change. Final copy will be communicated directly to the participants of the workshop.
<table>
<thead>
<tr>
<th>Time</th>
<th>Activities</th>
<th>Speaker/Facilitator</th>
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<tbody>
<tr>
<td>10:00 – 10:45</td>
<td>Group photo and Coffee Break</td>
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<tr>
<td>10:45 – 12:00</td>
<td>2. <em>Setting the scene</em>&lt;br&gt;2.1 Summary findings of the Training Need Analysis</td>
<td>DeKI/ WHO DPS&lt;br&gt;Adjunct Professor Graham Roberts</td>
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<td></td>
<td>2.2. Presentation: Overview of HRH situation in the PICs and areas</td>
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<td>3. <em>Introductory Activity:</em>&lt;br&gt;Review your current HRH system vis-à-vis national health system:&lt;br&gt;• Complete the template provided and identify core issues for intervention&lt;br&gt;• Complete the cause-and-effect diagram on the core issues you have identified</td>
<td>Adjunct Professor Graham Roberts&lt;br&gt;Adjunct Professor Lee Ridoutt (Facilitators)</td>
</tr>
<tr>
<td>12:00 – 13:00</td>
<td>Lunch</td>
<td>Adjunct Professor Graham Roberts&lt;br&gt;Adjunct Professor Lee Ridoutt (Facilitators)</td>
</tr>
<tr>
<td>13:00 – 14.00</td>
<td>4. <em>Plenary:</em> Presentation on identified core Issues&lt;br&gt;Discussion on these issues in the respective countries</td>
<td>Adjunct Professor Graham Roberts and Adjunct Professor Lee Ridoutt (Facilitators)</td>
</tr>
<tr>
<td>14:00 – 15.30</td>
<td>5. <em>The HRH policy setting:</em>&lt;br&gt;5.1. Overview of Global strategy on human resources for health: Workforce 2030</td>
<td>Dr Pascal Zurn/WHO HQ&lt;br&gt;Dr Masahiro Zakoji/WPRO&lt;br&gt;Adjunct Professor Graham Roberts and Adjunct Professor Lee Ridoutt (Facilitators)</td>
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<td>5.2. Overview of WHO Global Code of Practice on the International Recruitment of Health Personnel</td>
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<td>5.3. Overview of Regional Framework to Shape a Health Workforce for the Future of the Western Pacific</td>
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<td>5.4. Discussion on country level policy documents: National Health Strategic Plan, Role Delineation Policy/Package of Essential Health Services and HRH Plan</td>
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<tr>
<td>15:30 – 15.45</td>
<td>Mobility and Coffee Break</td>
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<tr>
<td>15:45 – 17:00</td>
<td>Group work: Sharing country experiences on HRH Policy setting and implementation&lt;br&gt;Plenary: Presentation by groups</td>
<td>Adjunct Professor Graham Roberts and Adjunct Professor Lee Ridoutt (Facilitators)</td>
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<tr>
<td>Time</td>
<td>Activities</td>
<td>Speaker/Facilitator</td>
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<tr>
<td>17:00 – 17:30</td>
<td>Secretariat and facilitators meeting</td>
<td>WHO team and facilitators</td>
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<tr>
<td></td>
<td><strong>Day 2: (Tuesday, 31 October 2023)</strong></td>
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<tr>
<td>08:30 – 09:00</td>
<td>Review of Day One</td>
<td>Adjunct Professor Graham Roberts</td>
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<tr>
<td>09:00 – 10:00</td>
<td><strong>6. Governance and Stakeholder Analysis</strong></td>
<td>Adjunct Professor Lee Ridoutt</td>
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<tr>
<td></td>
<td>6.1. Stakeholder identification in HRH context. Individual exercise and group discussion.</td>
<td>(Facilitators)</td>
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<tr>
<td>10:00 – 10:15</td>
<td>Mobility and Coffee Break</td>
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<tr>
<td>10:15 – 11:00</td>
<td><strong>6.2. Health Systems Governance Collaborative:</strong> Video on stakeholder engagement, policy dialogue and multi-sectoral collaboration in HRH Discussion</td>
<td>Adjunct Professor Lee Ridoutt and Adjunct Professor Graham Roberts</td>
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<tr>
<td>11:00 – 12:00</td>
<td><strong>6.3. Stakeholder Analysis: Practice on theoretical case study.</strong> Discussion</td>
<td>Adjunct Professor Lee Ridoutt and Adjunct Professor Graham Roberts</td>
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<tr>
<td>12:00 – 13:00</td>
<td>Lunch</td>
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<tr>
<td>13:00 – 14:00</td>
<td>Group Work – Engaging stakeholders</td>
<td>Adjunct Professor Lee Ridoutt and Adjunct Professor Graham Roberts (Facilitators)</td>
</tr>
<tr>
<td>14:00 – 15:00</td>
<td><strong>7. Principles of leadership and communication</strong> Discussion: Role of HRH Managers/officers in leading HRH collaboration and change, and address governance issues.</td>
<td>Adjunct Professor Lee Ridoutt and Adjunct Professor Graham Roberts</td>
</tr>
<tr>
<td>15:00 – 15:30</td>
<td>Mobility and Coffee Break</td>
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<tr>
<td>15:30 – 16:30</td>
<td>Group work: Identifying priority interventions in addressing governance issues in the countries</td>
<td>Adjunct Professor Graham Roberts (Facilitators)</td>
</tr>
<tr>
<td>16:30 – 17:00</td>
<td>Plenary – Implementation of interventions and your role in governance</td>
<td>Adjunct Professor Lee Ridoutt</td>
</tr>
<tr>
<td>17:00 – 17:30</td>
<td>Secretariat and facilitators meeting</td>
<td>WHO team and facilitators</td>
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<tr>
<td>Time</td>
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<td>Speaker/Facilitator</td>
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<tr>
<td>Day 3: (Wednesday, 1 November 2023)</td>
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<tr>
<td>08:30 – 09:00</td>
<td>Review of Day 2</td>
<td>Adjunct Professor Graham Roberts</td>
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<td>09:00 – 10:00</td>
<td>8. <em>Health Labour Market Analysis</em></td>
<td>Dr Pascal Zurn/WHO HQ</td>
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<td></td>
<td>8.1. Overview of health labour market analysis</td>
<td>Adjunct Professor Lee Ridoutt</td>
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<td>8.2. National Health workforce Planning by the countries</td>
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<td>10:00 – 10:15</td>
<td>Mobility and Coffee Break</td>
<td>Adjunct Professor Graham Roberts and Adjunct Professor Lee Ridoutt (Facilitators)</td>
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<tr>
<td>10:15 – 12:00</td>
<td>8.3. Group work: National Health workforce Planning</td>
<td>Adjunct Professor Graham Roberts and Adjunct Professor Lee Ridoutt (Facilitators)</td>
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<tr>
<td>12:00 – 13:00</td>
<td>Lunch</td>
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<td>13:00 – 15:00</td>
<td>9 <em>Empirical analysis of Health Workforce data for decision making</em></td>
<td>Dr Masahiro Zakoji/ WPRO</td>
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<td></td>
<td>9.1 National Health Workforce Accounts</td>
<td>Adjunct Professor Lee Ridoutt</td>
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<td>9.2 Public Health and Emergency Workforce mapping</td>
<td>Deki, WHO DPS</td>
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<td>9.3 Introduction to different ways of estimating need-based health workforce</td>
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<td>9.4 Workload indicator of staffing need (WISN) methodology Discussion</td>
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<td>15:00 – 15:30</td>
<td>Mobility and Coffee break</td>
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<tr>
<td>15:30 – 17:00</td>
<td>Group work – workforce data and use for decision making: Case Study</td>
<td>Adjunct Professor Lee Ridoutt and Adjunct Professor Graham Roberts (Facilitators)</td>
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<td></td>
<td>Discuss implications for home country</td>
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<td>17:00 – 17:30</td>
<td>Secretariat and facilitators meeting</td>
<td>WHO team and facilitators</td>
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<td>Time</td>
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<td>08:30 – 09:00</td>
<td>Review of Day Three</td>
<td>Adjunct Professor Graham Roberts</td>
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<td>09:00 – 10:00</td>
<td><strong>10. HRH Information Systems:</strong></td>
<td>Adjunct Professor Lee Ridoutt</td>
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<tr>
<td></td>
<td>10.1 Lecture on sources of data for different demand estimation models</td>
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<td>10:00 – 10:15</td>
<td>Mobility and Coffee Break</td>
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<td>10:15 – 12:00</td>
<td><strong>10.2 Discussion on HRH Information System</strong></td>
<td>Adjunct Professor Lee Ridoutt and Adjunct Professor Graham Roberts (Facilitators)</td>
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<td>10.3 Individual exercise reviewing respective country’s data sources.</td>
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<td>10.4 Explore ‘Making HRH policy in the dark – coping with HRH data deficit’</td>
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<td>10.5 Discussion on data availability and how data deficits can be managed.</td>
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<td>12:00 – 13:00</td>
<td>Lunch</td>
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<td>13:00 – 15:00</td>
<td><strong>11. Performance Management</strong></td>
<td>Adjunct Professor Graham Roberts and Adjunct Professor Lee Ridoutt (Facilitators)</td>
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<td></td>
<td>11.1 Individual exercise where participants identify performance issues in home country.</td>
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<td>11.2 Group discussion to identify common performance issues. Explore ways of addressing problems.</td>
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<td>15:00 – 15:30</td>
<td>Mobility and Coffee break</td>
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<td>15:30 – 16:00</td>
<td><strong>11.3 Group discussion to identify PIC appropriate solutions to performance problems.</strong></td>
<td>Adjunct Professor Lee Ridoutt and Adjunct Professor Graham Roberts (Facilitators)</td>
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<td>11.4 Explore performance management possibilities in a theoretical case study context.</td>
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<td>11.5 Introduction to management tool</td>
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<td>16:00 – 17:00</td>
<td><strong>11.6 Group work on Performance Management</strong></td>
<td>Adjunct Professor Lee Ridoutt and Adjunct Professor Graham Roberts (Facilitators)</td>
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<td>17:00 – 17:30</td>
<td>Secretariat and facilitators meeting</td>
<td>WHO team and facilitators</td>
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<td>Day 5: (Friday, 3 November 2023)</td>
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<td>08:30 – 09:00</td>
<td>Review of Day Four</td>
<td>Adjunct Professor Lee Ridoutt</td>
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<td>09:00 – 10:30</td>
<td><strong>12. HRH Education and Regulation</strong></td>
<td>Adjunct Professor Graham Roberts (Facilitators)</td>
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<td></td>
<td>12.1 Group work on HRH Education and Regulation</td>
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<td>12.2 Plenary – feedback</td>
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<td>12.3 Discussions</td>
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<td>10:30 – 10:45</td>
<td>Mobility and Coffee Break</td>
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<td>10:45 – 12:00</td>
<td><strong>13. Health Workforce Education and Training</strong></td>
<td>Adjunct Professor Graham Roberts</td>
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<td>13.1 Discussion</td>
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<td>12:00 – 13:00</td>
<td>Lunch</td>
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<td>13:00 – 14:30</td>
<td><strong>14. Country specific priority interventions</strong></td>
<td>Dr Pascal Zurn/WHO HQ</td>
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<td><strong>15. Course Assessment Processes, Questionnaire</strong></td>
<td>Dr Masahiro Zakoji/ WPRO</td>
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<td><strong>16. Feedback and Discussion</strong></td>
<td>Deki/ WHO DPS</td>
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<td>Adjunct Professor Lee Ridoutt</td>
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<td>Adjunct Professor Graham Roberts</td>
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<td>14:30 – 15:00</td>
<td><strong>17. Closing Session</strong></td>
<td>Dr Jun Gao, Team Coordinator, Pacific Health Systems and Policy, WHO/DPS</td>
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<td>17.1 Closing Remarks</td>
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<td>15:00 – 15:30</td>
<td>Mobility and Coffee break</td>
<td>WHO team and facilitators</td>
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<tr>
<td>15:30 – 17:00</td>
<td>Wrap-up discussion: Secretariat and facilitators</td>
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ANNEX 3. WHO SECRETARIAT AND FACILITATORS

Dr Jun Gao, Team Coordinator, Pacific Health Systems and Policy, WHO/DPS
Dr Pascal Zurn, Unit Head, Health Labour Market, Health Workforce Department, WHO HQ
Dr Masahiro Zakoji, Technical Officer, Health Policy and Service Design, DHS/WPRO
Dr Dyxon Hansell, Technical Officer, Health Systems Strengthening, WHO Samoa
Adjunct Associate Professor Lee Ridoutt, Notre Dame University Australia and Director, Human Resources for Development Alliance (HRDA), Australia
Adjunct Professor Dr Graham Roberts, Solomon Islands National University and Director, Human Resources for Development Alliance (HRDA), Australia
Ms. Deki, Pacific Health Systems, WHO Division of Pacific Technical Support
Ms. Faizza Tanggol, Communication Specialist, WHO DPS
Ms. Sela Pau'u, Secretary, Pacific Health Systems, WHO DPS
Ms. Sainimere Kaukimoce, Secretary, Pacific Health Systems, WHO DPS