



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT & DEVELOPMENT
MSC IN HEALTH PROFESSION EDUCATION
END OF SEMESTER EXAMINATIONS May-August 2021

HPE 743: STRATEGIC PLANNING AND MANAGEMENT OF HUMAN RESOURCES
FOR HEALTH

Date :

TIME : Three (3) Hours **Start:** **Finish:**

Instructions

- 1) This exam is out of 70 marks
- 2) This paper has ONE Section
- 3) Answer any **FIVE (5)** questions
- 4) Use the university examination booklets provided
- 5) Write your student registration number on all your answer sheets

Read carefully the additional instructions preceding each section

Question 1:

The World Health Organization member countries have subscribed to key strategies to end the global crisis on human resources for health (HRH) to advance universal health coverage.

Discuss six major investments in HRH that are critical to addressing health workforce shortage for population coverage with the health services they need. (20 marks)

Question 2:

The HRH Action framework is a tool available to countries for use in planning, development and the management of human resources for health towards addressing the global HRH crisis.

Describe the action framework and discuss how you address policy, human resource management, leadership and education intervention areas to address the health workforce crisis in Kenya. (20 marks)

Question 3:

You are identified as the lead consultant to guide a group of health leaders and managers in designing an effective HRH policy in line with Kenya's Vision 2030 towards addressing the current HRH crisis.

In guiding your stakeholder discussion, discuss the components of the policy that would result in a sound and comprehensive document ready for launch and dissemination. (20 marks)

Question 4:

As a member of HRH policy oversight committee of the strategic institution that provides oversight of HRH in Kenya, describe the steps in planning for the health workforce you would take your colleagues through before you solicit funding for the eventual intervention of development of a five year strategic plan. (20 marks)

Question 5:

To maximise performance and productivity of the health workforce, it is critical to understand the workload indicators of staffing need (WISN).

Describe the main components of the WISN tool and how it is used in addressing the global crisis of HRH (20 marks)

Question 6:

As a leader supporting your team to deliver organizational goals and position your organization in a competitive advantage, discuss the guiding principles in planning for the health workforce in your organization. (20 marks)

Question 7:

Read the Case Study on North Eastern Kenya HRH intervention and answer the following question.

In November 2007, USAID and the Ministry of Health (MOH) in Kenya requested a health workforce assessment in the North Eastern Province (NEP) of Kenya in anticipation of a large scale up of HIV/AIDS and other health services. With a population of 1.3 million and a land mass that comprises 20% of the country, the province is sparsely populated. The main economic activities are pastoralism and livestock production. Households have an average of 8 family members, and 44% of the population lives on less than \$1.00 per person per day.

The *Kenya Demographic and Health Survey 2003* and other recent data show health indicators for the province well below the national average. Despite a maternal mortality of 1,000/100,000 (nationally 414/100,000), there is only 1 obstetrician in the entire province in addition to 1 physician and 2 surgeons. Health services are mainly delivered by clinical officers, nurses and public health officers, but these are few and dispersed over a huge area, leaving many areas uncovered. For example, only 30% of the established positions in Madera District are filled. Overall, 32% of the health facilities are closed due to lack of health staff. As an emergency measure, donors are supporting the placement of 44% of the existing health staff. A preparatory meeting was held (phase 2) to:

- identify key stakeholders,
- gather existing health workforce data,
- agree on the scope of work and its objectives,
- plan for the initial stakeholder meeting and situational analysis was carried out by a team of two international HR consultants and 3 local health managers, which found the following key challenges:

Management Systems: 70% of the health staff are from outside the province, *Policy:* lack of a decentralized recruitment and deployment policy, *Finance:* high donor dependency for health staff, *Education:* limited local capacity to train health workers, *Partnership:* weak linkages among communities, partners and government, *Leadership:* dependence on young, largely inexperienced health managers due to high staff turnover.

Based on these findings eight interventions were recommended for immediate action:

1. Establish functional Human Resource Management (HRM) units at provincial and district levels;
2. Institute a leadership development program at all levels;
3. Recruit locally and introduce a realistic hardship package;
4. Lobby MOH and partners to hire additional staff;
5. Invest in housing and related amenities;
6. Increase the intake of local students to training institutions;
7. Ensure obstetric capability at facilities linked to nomadic clinics;
8. Mobilize resources to support HRH programs and initiatives.

Key Outcomes: The support of the HR Director of the MOH in Nairobi proved to be essential for key outcomes such as the policy reform needed to decentralize staff recruitment and deployment to the NEP. Unfortunately, following elections later that year in Kenya, she was transferred, so the policy reform slowed. Nonetheless, the NEP action plan is now incorporated into the national HR strategy and the leadership group in NEP continues to champion the implementation plan. The strong presence of the AIDS, Population and Health Integrated Assistance (APHIA II) Project in the province to support this leadership group and to advocate for follow-up is crucial. To date (July 2009) a leadership development program has been implemented for 50 health managers, and USAID support has been requested to fill 100 critical staff positions through the Emergency Hiring Program. Under this program, staff members are initially sponsored by a donor organization, but transfer after three years to the MOH personnel payroll to become established government health workers.

Discuss the importance of job descriptions and explain the components/elements of the job descriptions that must be given to the additional staff required to address the health workforce crisis in North Eastern Kenya, illustrating how the job descriptions will motivate the staff's retention North Easter Kenya health subsector. (20 marks)