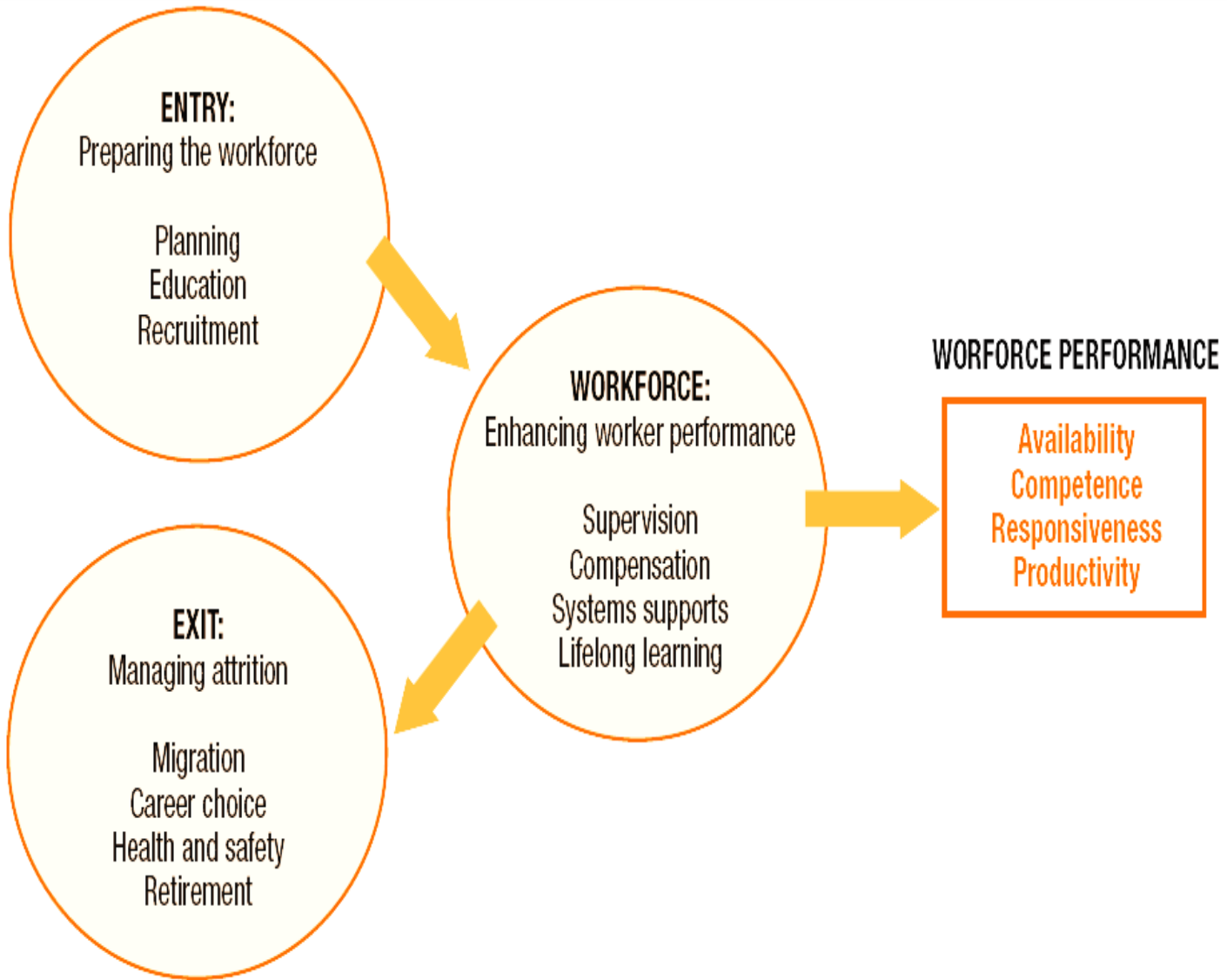


# **Human Resources for Health**

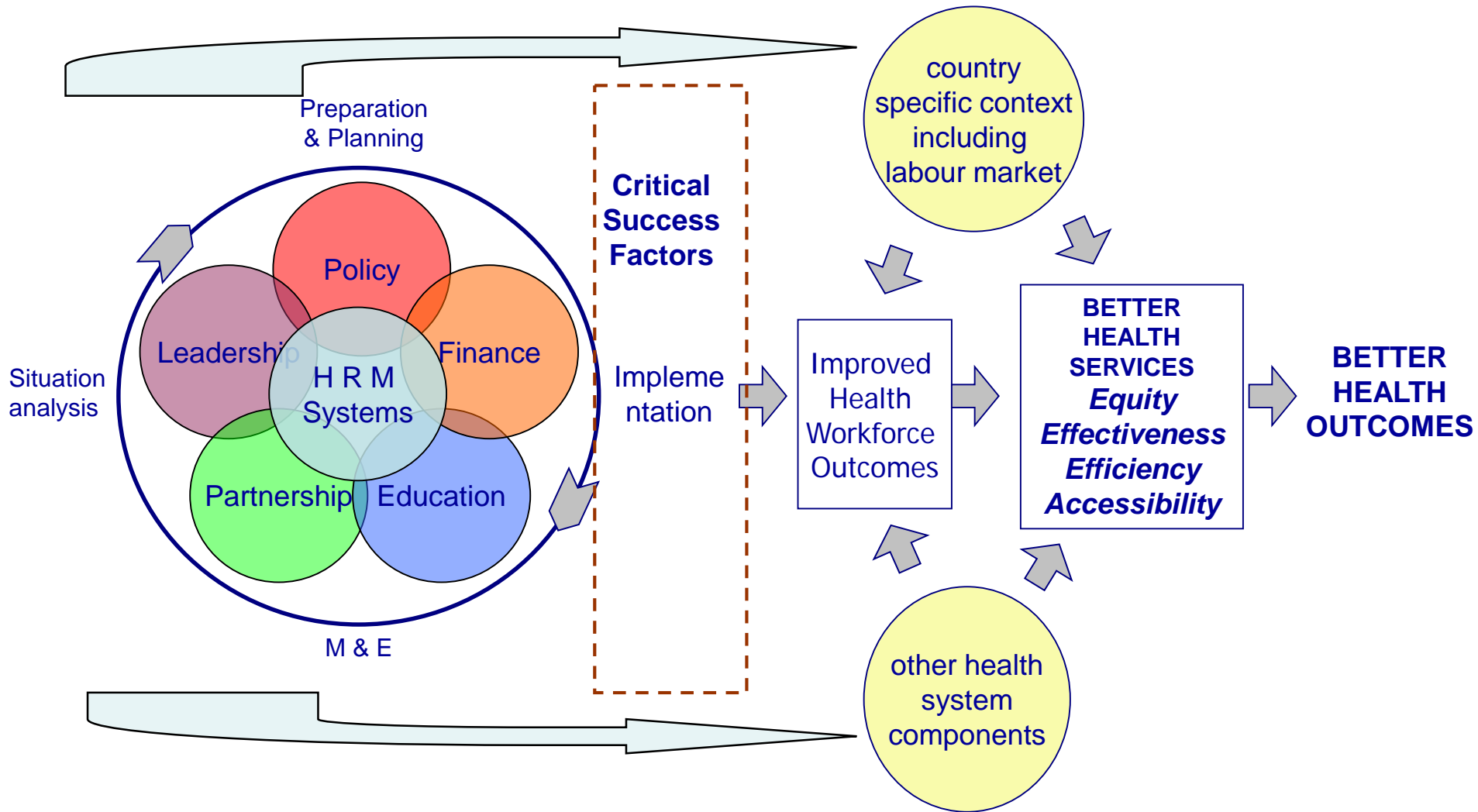
## **Strategic Framework Sindh**

# Methodology



# HRH Action Framework

Tools for an effective and sustainable health workforce



# Sources of information

- **HRH Strategic directions of health sector strategy Sindh**
- **WHO HRH profile Sindh**
- **USAID-TAUH situation analysis**
- **Literature review**

# HRH Strategy

# HRH Strategy at a Glance

## GOAL

Improve health status through proper education, placement, management and retention of skilled health workforce in Sindh

## OUTCOMES

1. Regulate HRH production
2. Ensure quality of education

HR policies and systems are in place

Organizational structure is redefined

Performance level of HR is enhanced

Reduce health workforce Exit through retention policies

## OUTPUTS

Maintaining educational standards

dynamic admission policy

HR policy

High performance workforce

HR audit/accountability system

Restructuring

Planned recruitment system

Capacity building

Improved working conditions & career structure

Need based availability

# Strategic Framework (ENTRY)

**OUTCOME 1: Regulate HRH production through a dynamic admission policy**

<b>OUTPUTS</b>	<b>RATIONALE</b>	<b>STRATEGIES</b>
<b>Dynamic admission policy</b>	Uneven distribution of human resource	<ol style="list-style-type: none"><li>1. Review, update and implement incentives and bonds</li><li>2. Need-based inductions</li><li>3. Area-based inductions in educational institutions for all cadres.</li></ol>



# Strategic Framework (ENTRY)

## OUTCOME 2: Ensure quality of education through enforcement of standards

### OUTPUTS

### RATIONALE

### STRATEGIES

#### Maintaining educational standards

The function of health regulation need to be developed in consultation with provinces.

Link up medical and paramedical education with community focused

1. Review of standards of regulatory bodies.
2. Adequate faculty for training institutions
3. Training programmes for teachers
4. Review of curricula
5. Skilled based hours should be increased
6. CME/CNE credit hours should be linked with license renewals and promotions.
7. Train faculty in use of COME

# Strategic Framework (ENTRY)

## OUTCOME 2: Ensure quality of education through enforcement of standards

OUTPUTS	RATIONALE	STRATEGIES
<b>Regulate Private sector teaching institutions</b>	Aligning and improving admission policies in private medical colleges.  Variance of salaries.	<ol style="list-style-type: none"><li>1. Transparent policies of admissions linking it with mandatory service, bonds with accreditation/licensing</li><li>2. Regulating private sector medical colleges faculty salaries</li></ol>

# Strategic Framework (PERFORMANCE)

**OUTCOME 1: HR policies and systems are in place to carryout effective and efficient HR functions**

<b>OUTPUTS</b>	<b>RATIONALE</b>	<b>STRATEGIES</b>
<b>HR policy developed</b>	No comprehensive HR policy is available with DoH	Review, update and implement HR policies
<b>High performing competent and motivated workforce</b>	Performance appraisal tool is not aligned with the KPIs and work plan.	Revise existing ACR tool and strengthen performance appraisal system
<b>Business Process Outsourcing ensured</b>	ToRs and contract documentation for outsourcing is not specific, clear and well-thought	<ol style="list-style-type: none"> <li>1. Conduct need assessment for identification of services to be outsourced</li> <li>2. Outsource services</li> </ol>
<b>HR audit and accountability system strengthened</b>	CurrentHR audit/accountability system is not practiced.	Review and link HR audit/ accountability systems with HR targets

# Strategic Framework (PERFORMANCE)

**OUTCOME 2: Organizational structure is redefined and leadership skills are enhanced to fully address HR functions at all levels**

OUTPUTS	RATIONALE	STRATEGIES
<b>Organizational Re-structuring</b>	HR functions are not effectively practiced.	<ol style="list-style-type: none"> <li>1. Strengthen HR units at provincial and district levels</li> <li>2. Create new HR positions/re-define existing positions to incorporate HR roles</li> <li>3. Create management cadre</li> </ol>
<b>Leadership skills enhanced</b>	Department. Capacity and opportunity for leadership development among DoH employees is limited.	<ol style="list-style-type: none"> <li>1. Strengthen capacity of training institutions</li> <li>2. Enhance capacity of health managers' in leadership skills</li> <li>3. Establish linkages with institutions like LUMS, IBA, AKU, NIPA, etc.</li> </ol>

# Strategic Framework (PERFORMANCE)

## OUTCOME 3: Capacity building, reviewing/ revising job descriptions, transparent recruitment

OUTPUTS	RATIONALE	STRATEGIES
<b>Recruitment system ensured</b>	Political interference. Scarcity of female skilled health workforce.	Review and update recruitment guidelines
<b>Job descriptions</b>	Currently, employees carry out their jobs on informal basis.	Review and update job descriptions & ensure implementation
<b>Capacity building</b>	No regular plan and is not linked to the training needs.	<ol style="list-style-type: none"> <li>1. Capacity building plans</li> <li>2. Develop and implement guidelines for skills mix</li> </ol>
<b>Conflict free employer and employee relations ensured</b>	No performance-based promotion Disparity in salary and benefits package between provinces.	<ol style="list-style-type: none"> <li>1. Ensure performance based promotions</li> <li>2. Review and update service structure</li> </ol>

# Strategic Framework (EXIT)

## OUTCOME 1: Reduce health workforce Exit (internal and external migration) through development of retention policies

OUTPUTS	RATIONALE	STRATEGIES
<b>Develop appropriate retention policy</b>	Security concerns as well as mobility issues cause attrition and need to be addressed.	<ol style="list-style-type: none"> <li>1. Address the security issues and ensure provision of essential living commodities</li> <li>2. Improvement and implementation of service and career structure</li> </ol>
<b>Manage human resource migration</b>	Currently there is no reliable data source, which can provide accurate estimates of attrition or emigration from Pakistan.	<ol style="list-style-type: none"> <li>1. Data base on the attrition &amp; Emigration</li> <li>2. Develop Human Resource Management Information Systems (HRMIS)</li> </ol>

**Thank you**