Needs-Based HRH Planning in Jamaica – Lessons Learned
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Agenda

- The Jamaican health care system
  - Structure
  - Responsibilities
  - Challenges
- Needs-based HRH planning project in Jamaica
  - Beginnings
  - Activities to date
  - Lessons learned
    - Supports
    - Challenges

Vision

"Better health, wellbeing and quality of life for all"

MoH Mission Statement

Ensure access to a sustainable, responsive and effective health system that is stakeholder focused and facilitates the health, productivity and well-being of Jamaicans.

(under revision)

MoH Core Values

- Population Wellness
- Healthy Lifestyle Practices
- Confidentiality
- Respect
- Quality
- Equity
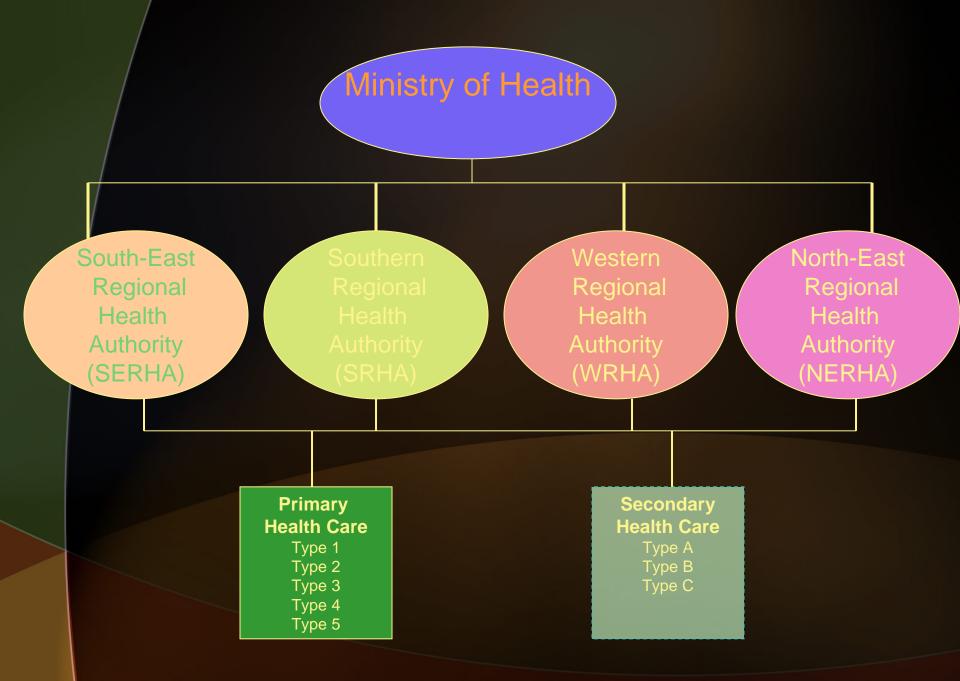
Overview of the Jamaican Health System

- Comprised of:
  - Private sector
  - Public sector

Private Sector Health System

- Concentrates on:
  - Ambulatory care
  - Pharmaceutical and diagnostic services
  - 8 Hospitals operating in Jamaica
  - Private practitioners operating health care facilities

Public Sector Health System

- Adopts a team approach
- Community participation
- Integrates preventative and curative services
- Provides primary, secondary/tertiary health care
- Accounts for ninety (90%) of hospital beds in the island

Ministry of Health

South-East Regional Health Authority (SERHA)

Southern Regional Health Authority (SRHA)

Western Regional Health Authority (WRHA)

North-East Regional Health Authority (NERHA)

Primary Health Care
Type 1
Type 2
Type 3
Type 4
Type 5

Secondary Health Care
Type A
Type B
Type C

Health Facilities in Jamaica

- Four Regional Health Authorities
  - South East – St. Catherine, Kingston, St. Andrew and St. Thomas
  - Southern - St. Elizabeth, Manchester and Clarendon
  - North East-, St. Ann, St. Mary and Portland
  - Western – Trelawny, St. James, Hanover and Westmoreland

MoH Responsibilities

- **The <u>Ministry of Health</u> is responsible for ensuring that there is an adequate, effective and efficient health service for the population of Jamaica. Services are provided through the government's network of twenty-three (23) hospitals and over three hundred and fifty (350) health centres and specialised institutions.**

HRH in Jamaica

- Human Resource Management and Development has become a focal point in organisations' planning in recent times. This has led to the evolution of HR structures in replacement to the former Personnel Departments.

- Ministry of Health employs approximately 11,600 staff inclusive of health professional, non-health professional and support staff.

Jamaica HRH Challenges

- **Distribution: regionally and nationally**
- **Shortages in key professions**
- **An aging workforce**
- **Lack of information about the health system and the workforce**
- **Emphasis on teams**

Jamaica HRH Challenges

There has been a 29% attrition rate over the last 20 years and a consistent vacancy rate of 20%.

- Population growth or decline
- Budgetary constraints
- Major employer of women
- Globalization
- Temporary and part-time work
- Lower salary

- Working conditions are changing
- Technological advances in medicine
- Migration
  - Pull factor
  - Push factor

"Push" Factors

- Less than satisfactory working conditions
- Lack of basic critical medical supplies
- Relatively low salary
- Inadequate professional development
- Lack of security of tenure and promotional

  opportunities

"Pull" Factors

❖ Salaries are approximately 500% more in the destination source countries

❖ Standard of living in developed countries is higher than developing economies

❖ Opportunity to remit money to assist family who are left in the source country

HRH Recurrent Themes

- ✓ **Partnerships**

- ✓ **Evidence (data)**

- ✓ **Analytical Capacity (research)**

- ✓ **Infrastructure (people and systems)**

Needs-Based HRH Planning in Jamaica

- **Building Equitable and Sustainable Health Systems through Innovative Needs-Based Approaches for HHR Planning**
  - Create a workforce planning model for health care for Jamaica based on the health needs of people and other factors such as demographic, gender and equity, political, social, economic, technological, and geographic ones.
  - Simultaneously enhance Jamaican capacity for research, research use, planning, knowledge translation and evaluation.

Implications and Benefits for Jamaica

- **Build sustainable capacity among Jamaican policymakers and researchers in the area of needs-based HRH planning and international development.**

- **This collaboration may continue to put Jamaica on the map in terms of innovation in HRH planning.**

- **Act as leaders in building capacity in the Caribbean region**

- **Additional funding and research and policy expertise.**

Overview of Project Activities

- Meetings of Jamaican Steering Committee

- Meetings of SC with Canadian team and Brazilian partners

- Meetings with Jamaican data officials and other stakeholders

- Frequent teleconferences between Jamaican and Canadian project teams

Needs-Based HRH Modeling

- Identified parameters for modeling:
  - Professions to be modeled
  - Planning horizon (15 years)
  - Area to be included (SERHA)
  - Local context

Needs-Based HRH Modeling

- Determined needs indicators for each profession
- Identified and reviewed data requirements for modeling and potential sources
  - Concluded data gaps related to some elements would require expert consultation
- Environmental scan performed to gain understanding of unique circumstances relevant to HRH planning in Jamaica
- Met with local data officials and stakeholders to assess available planning data and further understand context

Capacity Building & Knowledge Transfer

- Steering Committee members directly involved in needs-based HRH planning process
  - Regular teleconferences (Committee leaders and Canadian team)
  - Full Steering Committee meetings with Canadian team to advance project

Capacity Building & Knowledge Transfer

- Jamaican Steering Committee members participated in international discussions on HRH planning
  - Stakeholder workshops for parallel Brazilian project in Fortaleza and Belo Horizonte
  - Meeting of HRH Observatories in Santiago, Chile
  - Exchanged experiences in developing HRH planning with international colleagues

Capacity Building & Knowledge Transfer

- Ongoing external communications strategies
  - Website development
  - Dissemination of reports from Steering Committee meetings
  - Newsletter for stakeholders
  - Media releases
  - Conference presentations

Evaluation

Aimed at measuring success of project in building capacity for needs-based HRH planning in Jamaica

- Canadian team prepared evaluation instrument (survey)

- Reviewed repeatedly by Steering Committee

- Pilot testing with small sample of stakeholders completed – analysis underway

Supports

- Leadership and expertise of Steering Committee
- Endorsement from Permanent Secretary and Ministry staff
- Commitment from PAHO
- Local coordination
- Enthusiasm of stakeholders at all levels
- Collaboration of Brazilian colleagues
- Development of HRH database at UWI

Challenges

- **Data/information gaps**
  - Data to initialize models to guide planning
    - Can be addressed in the short term with relatively easily
    - In order to sustain and improve planning, requires more long-term investment/commitment

Challenges

- Developing & maintaining relationships
  - Securing commitment from Permanent Secretary
  - Identifying key stakeholders
  - Forming steering committee
    - Ensuring representation from various ministries, academic institutions, professional groups etc.
    - Ensuring availability/participation
  - Maintaining engagement
    - Especially challenging during elections, union negotiations, disease outbreaks, etc.

THANK YOU!!!

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