

MINISTRY OF HEALTH



REPUBLIC OF GHANA

HUMAN RESOURCE POLICIES & STRATEGIES FOR THE HEALTH SECTOR

2007-2011

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(Final Draft)

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Abbreviations and Acronyms

ADHA	Additional Duty Hours Allowance
CHAG	Christian Health Association of Ghana
CHN	Community Health Nurse
CHPS	Community-Based Health and Planning Services
COHO	Community Oral Health Officer
DA	District Assembly
EXP.	Expatriates
GCPS	Ghana College of Physicians and Surgeons
GHS	Ghana Health Service
GMHI	Ghana Macro Health Indicators
GPRS1	Ghana Poverty Reduction Strategy one
HIST	Health In-Service Training
HTI	Health Training Institutions
HRD	Human Resource Development
HRM	Human Resource Management
HQ	Headquarters
IOM	International Organization on Migration
KATH	Komfo Anokye Teaching Hospital
KBTH	Korle Bu Teaching Hospital
MDAs	Ministries, Departments, Agencies
MIDA	Migration for international development agency
NAS	National Ambulance Service
MoH	Ministry of Health
SSS	Senior Secondary School
QHP	Quality Health Partners
TAMD	Traditional and Alternative Medicine Practice Directorate

Preface

Health has been an underlying condition for the Government's overall strategy for accelerated growth in the country. The Government is therefore committed to improving the health status of all Ghanaians.

Among the many resources to be mobilized to do this, are human resources. Human resource development has in the past received some attention though inadequate. In 2002, the Ministry of Health developed a five (5) year (2002- 2006) policy and strategy document to serve as a guide for implementing agencies, both public and private. Unfortunately, the strategies outlined by this HRH document were not fully implemented, creating significant gaps in human resource management in the health sector.

The Ministry and its agencies have realized the need to review the HRH (2002-2006) policy strategy document to address the existing HRH gaps as well as current challenges facing the health sector.

Today, we stand on the threshold of significant national development. It has become even more critical that we undertake a complete shift of paradigm in our health goals and policies to strategies that would ensure wealth creation for the nation. This will require harmonization of national health policies with the development of human resources for health in both public and private sectors.

This policy document outlines the position of the Ministry of Health Human Resources by providing a basis for decision making regarding planning, training, recruitment, deployment and management. The policies enshrined in this document provide the framework for negotiations for adequate resource allocation for effective human resources for health service delivery in the country.

This policy and strategic document is an essential reference for all including policy makers, planners, and managers of the health sector, civil society organizations, private sector, health care providers and implementing agencies. It provides stakeholders with information about Human resource goals, human resource situation, and projections for the health sector. The document looks at the human resource policies and strategies and Human resource financing for the next five years.

Finally, what will make this document unique is the commitment on the part of all stakeholders to its implementation.

Maj. Courage E. K. Quashigah (Rtd)

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EXECUTIVE SUMMARY

For the past five years, the Health sector has made several efforts to implement many policies and strategies on HRH within the context of health reforms, with varied success. As a result, there exist HRH gaps in the health sector. This document presents the current HRH situation for Ghana, the main challenges and reviews the existing policies and strategies. It then sets out HRH policies and strategies necessary to address those HRH gaps.

The first part of the document is the introduction which provides the Health workforce direction for the short to medium term (five years) built around the conceptual framework of National development goals and the policy direction of the Ministry of Health. It provides the HRH vision and goals for the next five years. The chapter also outlines the methodology used in the design of the document.

The second chapter presents the situation of the current HRH. This part presents projected National population and available health facilities in the country. The situation indicates that currently, there are about 69 thousand people involved in health care delivery in the country. Out of this number only 52,258 thousand are formally known and recognized. Of this, the Ministry of Health employs 42,299 thousand. The staff includes 2,026 medical officers, 1,550 pharmacists, 31 dental surgeons, 7,304 general professional nurses, 2,956 enrolled nurses, 3,246 community health nurses, 2,810 nurse midwives, 588 allied health professionals and 27,918 non clinical and clinical support staff. The situation indicates a sector with a very weak middle level personnel, more support staff, inadequate staff mix and imbalances in health workforce distribution and weak institutional capacities for HRH information, supervision and monitoring. This part also reveals increasing cost in HRH financing. It briefly outlines the main HRH challenges for the sector.

The third chapter presents the projected health sector goals and disease burdens. It provides HRH requirements. It also gives the projected HRH requirements, standards and vacancies for the next five years of key health sector workforce. This chapter also presents the training projections indicating anticipated inputs, dropouts and outputs. It then links requirements to training projections and identifies gaps to be filled.

Chapter four of this document, is on the HRH policies and strategies. It draws issues on HRH situation and identifies key policy questions. The policies are developed into a model on HRH planning, HRH development and HRH management which leads to better outcomes in areas like health workforce availability, enhanced competencies and increased productivity. The chapter then presents the HRH policies and strategies that are expected to address the current HRH issues in the country.

Finally, the document has provided the five year short to medium term implementation framework, taking into consideration critical success factors. The plan provides the key results areas, programs, time frames and cost estimates for the broad program areas.

Annexes and bibliographies are provided as references. The document has been produced in abridged forms for easy reading.

INTRODUCTION

The Health sector has over the past ten years made several attempts to transform its human resources management schemes in order to strengthen and empower workers with relevant skills to be able to provide quality health care to the people of Ghana. The Human Resource policy direction in the last five years has focused on increasing production and retention of staff and equipping them with the relevant tools to provide health care to all Ghanaians. The current reforms in the health sector demand additional policy interventions on Human Resource management for sustainable human resource development towards improved health care delivery in the country. The policies enshrined in this document are derived from a conceptual framework on global Health workforce issues, National Development Goals, and the next five-year programme of work of the Ministry of Health (MOH).

Global Health Workforce

There is a chronic shortage of well trained health workforce globally. This shortage is due to a variety of reasons including: migration to well developed countries, under production of health workforce, inability to pay higher salaries and benefits, inability to sustain other measures to retain health workers in some countries, illness and death and other factors that are uncontrollable. WHO estimates the current full time health workforce to be 59.2 million. Out of this, health service providers constitute about two thirds, whilst the remaining third is composed of health management and support staff. The global trend of free movement of health workforce and improved economies of certain countries thus inform on HRM policy direction for the country in the next five years. (World Health Report, 2006)

1.2 National Development Goals

The National Development goals are derived from the Vision of the President of the Republic of Ghana which is to lead the country into middle-income status of at least \$1000 per capita by 2015. Three main pillars are supporting this vision, namely:

- a) Good governance
- b) Promotion of the private sector and
- c) Human Resource development

These supporting pillars would increase and sustain economic growth and poverty reduction, which underpin the government's strategy within a framework of the Ghana Poverty Reduction Strategy II (GPRSII) for wealth and employment creation. To contribute towards these goals the Health sector's role is to make people living in Ghana, healthy. This goal also requires a framework for HRM policy direction in the next five years.

1.3 Health Sector Vision, Mission and Objectives

1.3.1 Vision

The Vision of the Ministry of Health is to improve the health status and reduce inequalities in health outcomes of all people living in the country through the development and promotion of proactive policies aimed at providing quality and affordable health services through its agencies.

1.3.2 Mission

The mission of the Ministry is to “work in collaboration with all parties in the Health sector to ensure good health and vitality and equitable access to quality health care services for all people living anywhere in Ghana”. The objectives of the sector are;

1.3.3 Objectives

- To promote healthy lifestyles and reduce risk factors that arise from environmental, economic, social and behavioral causes
- To ensure equitable access to good quality and affordable health services that improve health outcomes, respond to people's legitimate expectations and are financially fair
- To mobilize resources for health, allocate equitably and ensure efficient utilization
- To promote a local health industry that supports service delivery and creates jobs
- To develop and sustain an enabling policy and institutional environment for the health sector and promote effective collaboration with other MMDAs, private sector and Non Governmental Organizations

The Ministry of Health seeks to promote healthy living, prevent disease and provide quality health care to those who need it. The Ministry of Health is also responsible for setting standards for quality health care delivery through its regulatory bodies. The Ministry of Health seeks to mobilize resources for the implementation of programs in the sector. The Ministry of Health in conjunction with the Ministry of Education and the private sector conducts training (pre-service) to prepare health professionals to be able to practice in the country. Effective health care delivery requires the public – private

sector collaboration. It is in this regard that the Ministry encourages private sector participation in training of health professionals and the delivery of health care to the people of Ghana.

1.4 Five Year Health Sector Goals

The 5-year Health sector goals are built around the Ministry of Health's vision of wealth creation through provision of quality health care to the people of Ghana. This paradigm shift is focused on promotion and prevention of health in its totality and is aimed at increasing outcomes of the millennium development goals, (MDG's). The new paradigm aims at promoting healthy lifestyles, healthy eating, healthy environment and involving households and communities in all health programmes

This will ensure that people remain healthy, diseases and injuries are prevented from occurring and the restoration and rehabilitation of people affected with diseases. This will reduce cost of health care and increase productivity as well as enhancing national economic growth.

1.5 Human Resources for Health Vision and Goals

The overall goal of the human resource policy is to improve and sustain the health of the population of Ghana by supporting appropriate human resource planning, management and training so that there is adequate production of appropriately trained staff and that the staff are motivated and retained to perform effectively and efficiently. The conceptual framework on HRM policy derived from Health sector policy therefore, underlines the following HRM policy measures for the next five years:

- Increase the production and recruitment of health workers focusing on the middle level
- Retain, distribute equitably and increase productivity of health workers by strengthening supervision, refining compensation and incentive schemes and enhancing legislation and regulation.
- Advocate and mobilize other professionals related to health care to contribute to the promotion and maintenance of health.
- Empower environmental health inspectors to enforce standards for environmental hygiene.

1.6 Purpose of this Document

This document outlines the current situation in relation to human resources for health in the country and defines the goals which the country intends to achieve by 2011 through the health sector's policy direction and National development goals. Based on an analysis of the gap between these goals and the current situation, this document lays down the strategies that are to be pursued over the period 2007-2011 to try to ensure that sufficient human resources are available and effectively managed and utilized to enable the health sector to achieve its service delivery goals.

This document provides a framework for each of the agencies involved in the provision of health services in the country i.e., the Ghana Health Services, the Teaching Hospitals, the Christian Health Association of Ghana, the Islamic health institutions, the quasi-

government health institutions, the traditional herbal practitioners, the regulatory bodies, the training institutions and the private health sector – to follow as a road map of the actions to achieve the national human resources for health goals.

1.7 Development Process

In October 2005, a forum on Human Resources for Health was conducted and this led the Honorable Minister of Health to mandate a technical team to work on the recommendations arising from the forum into an HR policy to guide implementation of the recommendations.

The technical team then brought together representatives of the various agencies, which contribute, to the planning, training and management of human resources for health in the country at a series of meetings to assist in the preparation of this document.

Thus this Policy builds upon the knowledge and experience of a wide array of stakeholders and it is hoped that all agencies will accept the results as a common framework for action over the next five years.

DRAFT DO NOT QUOTE