

Strategic objective	Strategies	Interventions
<p>1. Develop and implement comprehensive health workforce policies and strategic plans to optimize health workforce availability, accessibility, acceptability quality and performance, based on an understanding of labour market dynamics</p>	<p>1.1. Scale up and sustain the production of health workers with appropriate quantity, quality and relevance to respond to the needs of health services</p> <p>1.2. Improve recruitment, deployment, retention, motivation and performance of health workers</p> <p>1.3. Regulate and manage exits from the health labour market</p>	<p>Assess the current and future needs of number, type and competencies of health workers, building consensus around long-term projections and scenarios for supply of health workers to fit with future demand of numbers and skill mix.</p> <p>Assess and plan the alignment of the production capacities of health workers with appropriate skill mix in accordance with current and future needs through expanding educational capacities and infrastructures; recruiting and retaining adequate numbers of competent and motivated educators/ trainers and introducing innovative teaching and learning strategies, approaches and tools.</p> <p>Adopt enrolment criteria and selection procedures to attract, admit and retain qualified and motivated candidates for health professionals' education.</p> <p>In countries with conflict, explore strategies to overcome the interruptions in education of health professionals.</p> <p>Analyse imbalances in the geographical distribution of health workers and their causes, through monitoring health labour market dynamics (in- and outflows, choice of practice location, etc.).</p> <p>Develop/implement regulatory, financial, professional and personal support measures to mitigate the effects of health workforce imbalances and to optimize the deployment and retention of health workers in areas with unmet service needs.</p> <p>Introduce/strengthen continuing professional development, linked to career development and relicensing, for all categories of health workers.</p> <p>Establish effective personnel administration systems with appropriate management information systems and dashboards to support evidence-informed decision-making.</p> <p>Identify and implement measures to reduce and eventually eliminate absenteeism without recognized and approved cause.</p> <p>Ensure that the defined scope of practice exploits the potential contribution of each professional cadre with full utilization of their competencies, e.g. nursing and midwifery.</p> <p>Ensure that health workers have access to infrastructures, equipment, supplies and resources that enable them to deliver quality health services.</p> <p>Provide working conditions that enhance stability, productivity and satisfaction (fair pay level/remuneration, career progression, workplace safety, supportive supervision, etc.).</p> <p>In countries with emergencies and conflict, develop policies and strategies to address the gap in numbers resulting from outflow/distress of health workers as well as to allow departing health workers to rapidly integrate into labour markets upon their return.</p> <p>Develop/enforce policies to regulate various types of exits of health workers (retirement, temporary/permanent, planned/unplanned leave) in public services to ensure sustainable workforce.</p> <p>Design and implement measures to optimize retention of health workers in the national health labour market through monitoring and analysis of international mobility of health workers.</p>
<p>2. Strengthen capacities for health workforce governance and regulation</p>	<p>2.1. Strengthen capacity of health workforce structures at all levels</p> <p>2.2. Establish and strengthen the regulation of health workforce practice and education to ensure quality response to population needs, public protection and patient safety</p>	<p>Strengthen the capacity of health workforce structures at national and subnational levels, notably health workforce units or directorates in ministries of health, with adequate responsibility for health workforce policies and plans, authority, accountability, capacity and resources (financial and staffing).</p> <p>Introduce interventions to ensure capacities of all relevant stakeholders (e.g. relevant departments of other ministries, professional councils/associations, academic institutions, etc.) to engage effectively in health workforce development and management.</p> <p>Establish/strengthen mechanisms for stakeholder coordination, partnership and policy dialogue, such as health workforce committees or stakeholder boards.</p> <p>Establish/strengthen regulation of health workforce practice through appropriate institutional arrangements, entry to practice competencies and standards, codes of ethics, registration, licensing and relicensing mechanisms, and a patient and provider notification system.</p> <p>Develop independent accreditation mechanisms to assess, maintain and improve the social relevance and quality of education programmes and institutions.</p>
<p>3. Mobilize and align investment in the health workforce to ensure implementation of strategic plans to meet current and future health workforce needs</p>	<p>3.1. Identify resources and requirements for health workforce production, recruitment and deployment and decent working conditions that are in line with the national health workforce strategic plans and labour market</p> <p>3.2. Mobilize and secure adequate funding for improving the production and employment capacity for, and quality of, health professionals</p>	<p>Estimate the cost of health workforce plans to identify resources requirements to produce, recruit and retain health workers.</p> <p>Establish effective coordination with ministries of finance to improve fiscal space for the health workforce.</p> <p>Mobilize and secure adequate funding for health workforce strategic plans from different local sources, including both public and private, as well as donor support, as relevant.</p> <p>Increase financial resources for improving the capacity and quality of health professionals education institutions.</p> <p>Invest in the creation of jobs to ensure recruitment of trained health workers in accordance with the needs of the population.</p> <p>Invest in improving incentives and working conditions of health workers to enhance retention and performance.</p> <p>Ensure emergency response funds to mobilize surge capacity and cover emerging gaps in the health workforce</p>
<p>4. Strengthen the health workforce information base for designing, implementing and monitoring health workforce strategic plans</p>	<p>4.1. Establish/strengthen health workforce databases, information and evidence</p> <p>4.2. Ensure mechanisms to collect, report, analyse and use reliable workforce data such as establishing/strengthening a national health workforce observatory</p>	<p>Agree on common sets of health workforce indicators required for planning, decision-making and monitoring the implementation of health workforce strategies and interventions.</p> <p>Strengthen health workforce databases and information to meet data requirements for health workforce planning and monitoring through enhancing standardization and interoperability of health workforce data from different sources with improved reliability.</p> <p>Invest in improving the registries of the national regulatory bodies to maintain reliable and updated information.</p> <p>Improve the comprehensiveness and accuracy of the health workforce databases in the ministry of health.</p> <p>Establish/strengthen mechanisms, such as health workforce observatories, to ensure coordination among stakeholders for interoperability and sharing data.</p> <p>Strengthen capacities to operate, maintain and improve health workforce data/information, including analytical capacities by involving academic and research institutions.</p> <p>Develop capacities for and perform labour market analysis to improve the understanding and monitoring of the labour market dynamics and their implications on health workforce strategies.</p>