



HEALTH WORKFORCE

IntraHealth International is a global leader in human resources for health (HRH) and health workforce development. We've worked in 100+ countries to improve the performance of health workers and strengthen the systems in which they work. We apply approaches like these to drive results:

- Strengthening health information systems and using data and analysis to optimize national and subnational health workforce policy, planning, and management
- Improving health worker education and training through better school management, digital learning solutions, and on-the-job mentorship
- Supporting local partners to improve health worker retention, performance, and productivity and promote gender equity and safe work environments
- Revitalizing community health worker (CHW) management and skills-building, including digitizing CHW registries and payment systems
- Advancing health workforce development policy and practice as secretariat of the Frontline Health Workers Coalition and as an official non-state actor with the World Health Organization (WHO).

IntraHealth
INTERNATIONAL
Because Health Workers Save Lives.



Nursing students at Kijabe Hospital in Kenya. Photo by Patrick Meinhardt for IntraHealth International.

OUR APPROACHES IN ACTION

Data-Driven Health Workforce Planning and Management

Our free, open source **iHRIS** health workforce information systems software is being used in more than 25 countries to enable governments to make more informed decisions about health workforce policy, training, regulation, and HRH management. **Kenya, Mali, Uganda**, and Bihar and Jharkhand states in **India** used iHRIS data to advocate for, recruit, and redeploy thousands of health workers—increasing access to care for millions of people.

Our technical assistance focuses on conducting HRH situation analyses, including applying the **WHO's Workload Indicators of Staffing Need (WISN)** methodology to identify and address gaps in health workforce staffing. In **Namibia**, we assisted in the first-ever national application of WISN, helping the government pinpoint staff shortages and misalignments down to the individual health facility and then make budgeting and deployment decisions accordingly. To address health worker gaps in Kenya, we worked with 19 counties to conduct WISN studies and identify HRH gaps by facility. Using these data, we helped counties to develop costing recruitment plans to improve service coverage and increase health worker staffing by 46%.

IntraHealth partnered with the Ministry of Health in Uganda to conduct a health labor market analysis that collected extensive quantitative and qualitative data to provide the government with key recommendations for planning in areas such as needs-based staffing, harnessing private-sector growth, and workforce requirements to meet national health goals and address the growing burden of noncommunicable diseases. We also supported the Ministry to develop a digital CHW registry that gives health managers an accurate snapshot of the distribution and capacity of their community-based workforce.

IntraHealth's gender discrimination and inequality analysis tools have been used in multiple countries to assess gender equality in health educational and employment systems. In **Senegal**, the Ministry of Health used the results to develop a sectoral code of conduct to prevent violence and harassment and counter discrimination based on pregnancy and family responsibilities.

Strategic Partnerships for Better Education and Training

IntraHealth is partnering with 12 private and 9 public health schools in Mali, Senegal, and **Niger** to sustainably increase the number of qualified, well-trained nurses and midwives who can serve rural communities in these countries—all of which face a critical shortage of health workers. Through **Classroom to Care (C2C)**, IntraHealth is working with national health schools to adapt competency-based curricula to local needs, create modern skills labs for practical training, develop eLearning platforms, and achieve accreditation under West African Health Organization standards. C2C emphasizes equity, diversity, and inclusion to identify specific challenges faced by students from disadvantaged backgrounds as well as pregnant and nursing women.

In Kenya, we partnered with the government to improve health workforce education, training, regulation, and county-level coordination and management. As part of this, we worked with the private sector to create the **Afya Elimu Fund**, a revolving loan program that has helped 42,000+ health professional students stay in school. We also assisted local partners to train 15,400+ health workers, create eight regional training hubs for more cost-effective in-service training, and reduce training costs even more through eLearning courses.

IntraHealth designed an eLearning platform for CHWs in **Rwanda** to continually refresh their skills in managing childhood illnesses, maternal and newborn health, and malaria. In Kenya, we supported e-content conversion to train 1,700+ frontline health workers in COVID-19 care. In both countries the eLearning platform is owned and managed by the Ministry of Health; features interactive audio-visual content in online/offline versions for access anytime, anyplace; and is used in parallel with face-to-face training, in-person mentorship, and supportive supervision.

Higher-Quality Services through Enhanced Health Worker Performance and Productivity

Countries in **Central America** applied IntraHealth's **Optimizing Performance and Quality (OPQ)** methodology to systematically improve quality of care—including reducing stigma against HIV clients—in 100+ hospitals and health facilities. In **Togo**, OPQ helped health workers integrate family planning services into postabortion care, leading more women to opt for long-acting reversible contraceptive methods. Mali has used OPQ to strengthen hospital-based health workers' performance in infection prevention and control in the context of emerging threats.

IntraHealth helped Uganda add a tailor-made package of attendance-tracking tools to iHRIS, enabling health facility administrators in all 112 districts to accurately track health workers' daily attendance, reduce absenteeism, and make informed staffing decisions. We also assisted Uganda to launch a mobile directory to increase health worker accountability and regulation. Ugandans can access the directory via their cell phones to verify health workers' credentials and report unlicensed practitioners.

In Kenya, we are strengthening leadership, management, and governance capacities of health managers at all levels through a modular training program accompanied by coaching and mentorship to improve service delivery and health worker productivity, retention, and representation. The program is designed to help the health system recover from the COVID-19 pandemic and advance progress toward universal health coverage and primary health care.

Global and Regional Health Workforce Policy and Practice

In collaboration with the WHO, IntraHealth developed a remote **COVID-19 surge and response** approach to help countries rapidly mobilize and prepare their workforces to address COVID-19 while minimizing negative impact on essential health services. The approach applies modeling tools originally developed by WHO's European office to African contexts. We piloted the approach in Mali and Kenya. In both countries, officials used the results to reconsider cadres of staff treating COVID-19 in advance of a surge in hospitalizations.

IntraHealth has an ongoing collaboration with the WHO's Department of Health Workforce, serving on technical expert groups; contributing to numerous documents in areas such as labor market analyses, WISN, national health workforce accounts, and the Africa Health Workforce Investment Charter; and supporting countries to implement key initiatives.

IntraHealth also hosts the **Frontline Health Workers Coalition**, the only global alliance advocating for increased support and protection for all cadres of health workers, from hospitals to health centers to the last mile. The Coalition releases policy recommendations and uses data to show the return on investment in health workers, influencing the actions of policymakers.

IntraHealth supports health workforce development through projects funded by USAID, the Bill & Melinda Gates Foundation, Takeda Pharmaceutical Company Limited, Johnson & Johnson, the World Health Organization, the UK Department of Health and Social Care, UNICEF, and other donors.

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*IntraHealth International partners with governments and local organizations to improve the performance of health workers and strengthen the systems in which they work. IntraHealth is a subsidiary of **Global Communities**, integrating a broad range of international health expertise across the humanitarian and sustainable development sectors. Together, we envision a world where crises give way to resilience and all people have the health care they need to thrive.*