



# HEALTH WORKFORCE

IntraHealth International is dedicated to improving the performance of health workers and strengthening the systems in which they work. We support high-quality health care by increasing the number of health workers who are:

- **Present:** On the job where needed to improve the health of individuals, families, and communities
- **Ready:** Qualified, motivated, and provided with support to meet the needs of their clients and communities
- **Connected:** Plugged in to networks and technologies in education, on the job, and for continuing professional development
- **Safe:** Protected from threats to their own health and lives because of the work they do.

**IntraHealth**  
INTERNATIONAL  
Because Health Workers Save Lives.



## KEY APPROACHES

Building on almost 40 years of experience in assisting countries to strengthen their capacity to plan, develop, manage, and support health workers, IntraHealth's key approaches in human resources for health (HRH) and health systems strengthening include:

- Strengthening leadership, governance, and human resources management to provide an enabling environment for health workers to perform well
- Applying innovative systems and tools to assess and address common challenges in scaling-up and transforming health workforce education and training
- Developing and supporting digital health solutions to help health sector leaders communicate more effectively with health workers and make better, more informed decisions about health workforce policy, planning, training, regulation, and management
- Promoting retention and improved performance and productivity of health workers, especially in rural and underserved areas
- Advocating and working with governments, civil society, and other partners on policy development and implementation to make sure policies reflect up-to-date evidence, support frontline health workers and equitable access to care, and address gender disparities that impact achievement of health goals.

## CURRENT PROJECTS

IntraHealth leads large HRH-focused projects in Central America (five countries), Kenya, Mali, Namibia, Uganda, and the West Bank, and supports health workforce and systems strengthening through projects funded by USAID, the US Centers for Disease Control and Prevention, the Bill & Melinda Gates Foundation, and other donors. From 2004-2015, IntraHealth led the Capacity and CapacityPlus projects, USAID global initiatives to strengthen HRH that worked in 54 countries combined.

## HIGHLIGHTS OF RECENT WORK

- In **Kenya**, IntraHealth has assisted the government in comprehensive efforts to improve health workforce education, training, regulation, and county-level coordination and management. These have included supporting training for over 16,000 health workers; creating eight regional training hubs for more cost-effective in-service training; further reducing training costs through eLearning courses; and partnering with the private sector to create the Afya Elimu Fund, a revolving loan program that has assisted over 18,200 health professional students to remain in school.
- IntraHealth's health workforce information systems strengthening approach and open source iHRIS software are being used in 24 countries. **Kenya, Mali, Uganda**, and Bihar and Jharkhand states in **India** have addressed needs revealed by iHRIS data to advocate for, recruit, and redeploy thousands of health workers—decisions that have increased access to care for millions of people.
- **Uganda** is using data-driven approaches to increase health workforce accountability and regulation. With IntraHealth support the country launched a mobile directory that Ugandans can access via their cell phones to verify health professionals' credentials and report unlicensed practitioners, and instituted attendance-tracking tools in over 4,500 facilities that reduced unapproved health worker absences from 50% in 2015 to 11% in 2018.
- IntraHealth assisted the government of **Namibia** in the first-ever national application of the World Health Organization's Workload Indicators of Staffing Need (WISN) method. WISN is helping the government pinpoint staff shortages and misalignments down to the individual health facility—and then make budgeting and deployment decisions accordingly—and has been used to advocate for policy change to support task sharing to increase access to key services.
- IntraHealth has applied innovative digital health solutions to support health workforce and systems strengthening in many countries. Over 12,000 health workers in **Liberia** are now connected to the Ministry of Health through the mHero mobile phone-based platform for quick response to Ebola and other emerging threats. In **India** thousands of frontline health workers are using mSakhi, a mobile phone app that combines self-learning, counseling, client management, and data tracking tools for better community-level maternal and child health services and referrals.
- With technical support from IntraHealth, the **Democratic Republic of the Congo** used iHRIS data in combination with payroll data to analyze payroll for over 11,500 health workers. Over one-fourth of those listed in the payroll system were revealed to be "ghost workers" drawing a salary but not actually working, as were 42% of workers being compensated through risk allowances. The Ministry of Public Health rapidly reallocated nearly US\$2 million away from ghost workers to pay more than 3,300 health workers who had not previously received any civil service compensation.
- Countries in **Central America** are applying IntraHealth's Optimizing Performance and Quality (OPQ) methodology to systematically improve quality of care by health workers, including reduction of stigma against HIV clients, in more than 70 hospitals and other health facilities. In **Togo**, OPQ helped health workers integrate family planning services into postabortion care, contributing to a significant uptake in women opting for a long-acting reversible contraceptive method.
- In the **Dominican Republic**, IntraHealth supported the government in a comprehensive program to strengthen human resources management and related policies. Highlights include passage of a national Health Career Law, job description manuals for key cadres of health workers, a national performance management system, and a payroll analysis that led to the elimination of almost 4,000 ghost workers with the savings reinvested in hiring new health workers and other strategies to increase access to primary health care services.
- In **Mali**, the Ministry of Health and Public Hygiene has used iHRIS data in developing strategies to deal with the country's health workforce crisis, including initiatives addressing community health workers, task sharing, health worker motivation, decentralization of preservice education, and promotion of public-private partnerships. Leaders also used iHRIS data to inform Mali's response to the Ebola outbreak and in recruiting health workers back to the country's northern region after political crisis and unrest.