

Technical Assignment: Development of Human Resource for Health Manpower Plan

Background

In the absence of an effective national human resource for health plans, Pakistan is facing the dilemma of both critical shortage and limited production of human resource as well as ineffective absorption of graduating health professionals, be it doctors, nurses, allied health professionals or paramedics, underpinned by a myriad of challenges like emigration of health workers, poor skills mix and distribution imbalances. The Government of Pakistan also recognizes that investment in strategically planned HRH is critical to improve the performance of health systems and achieve universal health coverage. Due to significant public financing constraints for health service provision, it is critical that the future Human Resource for Health (HRH) manpower planning is consultative, evidence-based and forward thinking.

This dire situation calls for a participative and concerted effort, on part of key stakeholders to come up with a roadmap for meeting the health human resource deficit and laying footprints for the national HRH manpower plan, in alignment with frameworks for establishment of both hospitals and educational institutes and related trained faculty prerequisites, to effectively guide sectoral investments.

A meeting was held on 13th July 2021 to discuss the scope of national human resource for health /health manpower planning, attended by senior representatives from Higher Education Commission, Pakistan Medical Commission, Pakistan Nursing Council, Health Services Academy, National University of Medical Sciences, Shaheed Zulfiqar Ali Bhutto Medical University. The meeting was pivotal in identifying priorities expected from the HRH manpower plan and HRH Observatory, henceforth put together in the TORs for this consultancy.

Purpose

To develop a comprehensive national HRH manpower plan detailing roadmaps for critical cadres including **doctors, specialists, dentists, nurses, midwives, allied health professionals and paramedics**, measuring their stocks and identifying gaps, education and training needs and bottlenecks, regulation challenges, and optimization strategies for deployment, utilization, retention and performance. This TA will entail:

1. Analysis of national health workforce data available (segregated by cadre and sex)
2. Compilation of summary statistics and compendium on health workforce for 2021 with 5- and 10-years projection
3. Conceptual framework for HRH Observatory
4. Draft national HRH manpower plan

Activities

Key Activity	Activity Outputs	Final Deliverable	Level of Effort
Analysis of National Health Workforce Data available	<ul style="list-style-type: none"> Review of existing HRH profiling and stock documents, HRH strategic roadmaps and relevant reports available with the MoNHSR&C, provincial DOHs and WHO, PMC, PNC and HEC Mapping of National HRH indicators, data producing, collating, reporting and archiving entities 	<ul style="list-style-type: none"> Inception Report Minimum HRH Datasets mapped and defined 	<ul style="list-style-type: none"> 1 week
Compilation of summary statistics and compendium on health workforce	<ul style="list-style-type: none"> Preparation of HRH indicators' summary tables and dashboards Identification of critical data gaps and consensus with key stakeholders Finalization of national HRH profile 2021 with provincial breakdowns by key cadres/ public-private sector/ gender. 	<ul style="list-style-type: none"> National HRH Compendium for 2021 for 2021 with 5- and 10-years projection 	<ul style="list-style-type: none"> 2 weeks
Draft national HRH manpower plan	<ul style="list-style-type: none"> Consultation on setting priorities for HRH manpower plan considering critical national deficit, in consultation with key stakeholders Identification of critical cadres/ specialties with glaring gaps Consensus on critical provincial HRH priorities for consideration of national roadmap and strategic framework Consensus on parameters for national HRH observatory 	<ul style="list-style-type: none"> Draft manpower plan with costing Draft HRH Observatory Framework 	<ul style="list-style-type: none"> 2 weeks
Development of Investment Case for HRH	<ul style="list-style-type: none"> Presentation of draft roadmaps Feedback on presented stock assessments and shared roadmap Validation of shared framework for national HRH observatory Validation of Investment case for HRH 	<ul style="list-style-type: none"> Deck on current HRH Situation, Projections, and Plans Investment Case for HRH development Framework for national HRH observatory 	<ul style="list-style-type: none"> 1 week

Proposed Team Structure, Eligibilities and Required Experiences

Team Member	Desired Qualification	Requisite Experience
Team Lead: Public Health Expert (1)	Master's in public health / health systems/ health policy/ hospital administration/ hospital management/ health management or relevant discipline and MBBS from HEC-recognized institution	<ul style="list-style-type: none"> • At least 10 years of post-qualification experience in health sector • Indepth knowledge of national HRH situation • Experience in providing technical assistance related to HRH planning and data • Experience in developing HRH plans and frameworks
Expert: Medical Education	MBBS with Post-graduation recognized by PMDC	<ul style="list-style-type: none"> • At least 10 yrs of post-qualification experience • Indepth knowledge of medicine, surgery and allied specialties and planning for HRH • Experience of planning for manpower desirable
Expert: Nursing & Midwifery	Post-graduation in nursing or midwifery recognized by PNC	<ul style="list-style-type: none"> • At least 10 yrs of post-qualification experience • Indepth knowledge of nursing, midwifery and allied specialties • Experience of planning for nursing and midwifery workforce desirable
Expert: Allied Health Professionals	4-yrs Bachelors in allied health profession from institution recognized by HEC	<ul style="list-style-type: none"> • At least 10 yrs of post-qualification experience • Indepth knowledge of allied health professional specialties
Expert: Paramedic	Diploma in paramedical course	<ul style="list-style-type: none"> • At least 10 yrs of post-qualification experience from a public sector institution • Indepth knowledge of paramedic specialties
Research Associates (2)	Bachelor's in social or management sciences and/or relevant discipline etc. from HEC-recognized institution	<ul style="list-style-type: none"> • At least 3 years of experience in development sector • Experience in health sector essential • High proficiency in MS Office (Word, Powerpoint) essential • Experience in supporting with

		consultations, policy roundtables and forums desirable
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