World Health Organization

Human Resources for Health leadership and management: a prototype curricula package

Overview

Human Resources for Health leadership and management: a prototype curricula package: overview

(Human Resources for Health leadership and management: a prototype curricula package.
1.Overview – 2. Prototype curriculum for a master's course – 3. Prototype curriculum for a one-month course –
4. Prototype curriculum for an executive short course – 5. Prototype curriculum for an executive short course:
facilitator's guide – 6. Case studies – 7. Glossary)

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Foreword

The World Health Organization (WHO) *Global strategy on human resources for health: Workforce 2030* sets out a vision for strengthening human resources for health (HRH) to accelerate progress towards universal health coverage and the achievement of the United Nations Sustainable Development Goals.

Investment in, and organization of the health and care workforce is a political process, linked to expanding access to, and availability of health services. However, it is the individual managers, planners, policy advisers and health professionals who translate the political agenda into national HRH policies and mechanisms. This is a technical process requiring, among others, multisectoral engagement, inclusion of education, employment, financing, health and gender policies, and the capacity to gather and interpret data and conduct stakeholder policy dialogue.

The *Human resources for health leadership and management: prototype curricula package* is designed to inform this technical process through specialized training to build national, regional and global capacity. It results from the request of the World Health Assembly to support "the development of an internationally recognized, postgraduate professional programme on HRH policy and planning".

The prototype curricula outline the design and delivery of relevant postgraduate and continuous professional development programmes. They can be adapted to geographic or regional contexts in which learners practise, and provide options for course duration to respond to different learning needs and audiences.

Each option is built around the core themes of health systems and the HRH environment, HRH leadership, governance and management, health labour market analysis, HRH data for decision-making, and HRH education. The postgraduate options also include HRH research methodologies.

The curriculum for the one year master's course equips learners to acquire advanced competencies to lead implementation of HRH actions, such as setting up HRH information systems, and to conduct priority tasks, including health labour market analyses.

The one-month course equips learners to guide and develop the vision and strategies for HRH, and to conduct at an intermediate level the priority tasks related to HRH management, such as collation and analysis of data or drafting key policy documents.

The curriculum for the executive short course equips learners to navigate the policy requirements of HRH management, including linkages with other sectors, and to implement good practice in coordinating policy dialogue and consensus-building.

This prototype curricula package represents a global public good to improve HRH leadership and management. It is the output of collaboration between academics, practitioners and experts from all WHO regions and we look forward to continuing partnership with education institutions around the world to advance health workforce leadership, management and science.

James Campbell
Director, Health Workforce Department

Executive summary

Overview

Capacity for effective governance and stewardship is a key enabler of appropriate design and implementation of human resources for health (HRH) policies. Traditional HRH development has focused on determining health workforce (HWF) public sector requirements to address population needs and has largely ignored health labour market (HLM) dynamics. The acknowledgement of these dynamics should be a central theme in the development of effective HRH leadership.

The *Global strategy on human resources for health: Workforce 2030*[1] (GSHRH 2030) provides policy options and recommendations for transformative actions in high-income and in low- and middle-income countries (HIC, LMIC) to tackle HRH challenges, in support of the attainment of universal health coverage (UHC). The GSHRH 2030 includes provision for the World Health Organization (WHO) to develop curricula for an internationally recognized, postgraduate programme on HRH leadership and management.

The HRH curricula package structures three curricula to recognize, formalize and build a critical mass of leaders and managers in the much needed area of HRH. The courses address the leadership of the HWF around the dynamics of the HLM, and aim to develop competencies to strengthen leadership in HRH development in the following domains: policy and planning; management; communication; information and communication technology, data management, analysis and intelligence; and research.

Three prototype curricula to support the development of HRH leadership

The following prototype curricula will serve as the basis for courses of three different durations to build capacity in HRH leadership and management at different levels:

i) a one year master's course;

ii) a one-month course; and

iii) an executive short course.

Cross-cutting learning objectives and competencies

The three courses have eight broad, cross-cutting learning objectives. These learning objectives incorporate the foundational knowledge base and the competencies to be effective as a leader/manager in the field of HRH leadership and management:

i) understand HWF policy, strategy, management and implementation;

ii) understand the role of HRH policy and management in health systems functioning and health sector reform;

iii) incorporate the political, economic and social dimensions into HRH policy and management (e.g. gender, culture, equity);

iv) reinforce the behaviours required to lead and manage health systems change in complex adaptive systems;

1 Global strategy on human resources for health: Workforce 2030. Geneva: World Health Organization; 2016 (https://apps.who.int/iris/bitstream/handle/10665/250368/9789241511131eng. pdf;jsessionid=756E511567877CFC64D7C98D69634AED?sequence=1, accessed 10 June 2021).

v) identify and synthesize appropriate literature on different HRH topics;

vi) act ethically and accountably, and hold others to account at all times;

vii) integrate reflective practice and commitment to lifelong learning into day-to-day practice; and

viii) translate acquired knowledge, skills and attitudes into professional practice.

Target audience

The courses target a mix of audiences, namely:

- Senior technical, policy-making and managerial staff in national and provincial/state/regional ministries of health or other areas, involved in strategic decision-making, policy development, planning and implementation, either for general HRH development or for specialized areas, e.g. information systems, training, workforce planning and projections, and financing.
- Middle-level managers and technical staff at provincial and local levels, responsible for areas such as HWF deployment, performance, data management and analysis, policy implementation, and capacity development.
- Leaders of professional associations, regulatory councils, technical staff of international agencies and nongovernmental organizations, and journalists, involved in HRH policy matters.
- Other interested public health professionals who aspire to acquire additional competencies in HRH policy, leadership and management.

One year master's course in Human Resources for Health Leadership and Management

The master's course aims to strengthen HRH leadership and management competencies in diverse health systems and health care settings, and allow participants to improve decision-making based on academic evidence.

To do so, the course will enable participants to achieve the following learning outcomes:

- critically interpret evidence and data to identify HRH challenges;
- coordinate stakeholder analysis, policy dialogue, negotiation and consensus-building;
- propose HRH policy, strategy, management and implementation approaches that integrate the political, economic and social dimensions of HRH (e.g. gender, culture, equity);
- plan, coordinate and conduct an HLM analysis;
- lead the implementation of national HWF accounts or equivalent HRH information systems;
- coordinate educational planning, curriculum development and reform;
- develop and implement good governance arrangements that support participatory leadership in HRH; and
- inform and set the vision and strategies to effectively steward the HRH agenda towards health systems functioning and health sector reform.

The overall programme of the master's course represents 1300–1500 hours (33–35 weeks) of coursework and an additional 150–180 hours (about 4 weeks) for dissertation/technical report writing, given a standard 40-hour week.

The learning outcomes for each course are built around the above learning objectives, which are developed within the six modules:

i) Health systems and HRH environment – introductory concepts
ii) HRH leadership, governance and management
iii) Health Labour Market analysis
iv) From HRH data to decision-making
v) HRH education
vi) Research methodologies and technical and policy report writing.

The master's course is completed with a dissertation or a project report.

To meet the learning outcomes, teaching and learning methods include synchronous and asynchronous[a] activities, as well as in-class, online practice or workplace-based activities, supported by a formative assessment of curricular units (CU) and a summative assessment of the modules, organized over a 40-week calendar (assuming full-time delivery).

One-month course in Human Resources for Health Leadership and Management

This course aims to enable participants to develop leadership skills for policy dialogue to improve stakeholder participation, ownership and accountability in policy development and implementation. In turn, this is expected to bolster levels and effectiveness of investments, acknowledging that without leadership for effective policy dialogue, HRH policies and plans are less likely to be developed, to be relevant or to succeed.

The course has a duration of one month with six curricular modules representing 160 hours (4 weeks) of work.

The learning objectives are built around the following core learning outcomes:

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