Looking back to look forwards: 25 years of human resources for health in South Africa

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HPCSA conference, Johannesburg
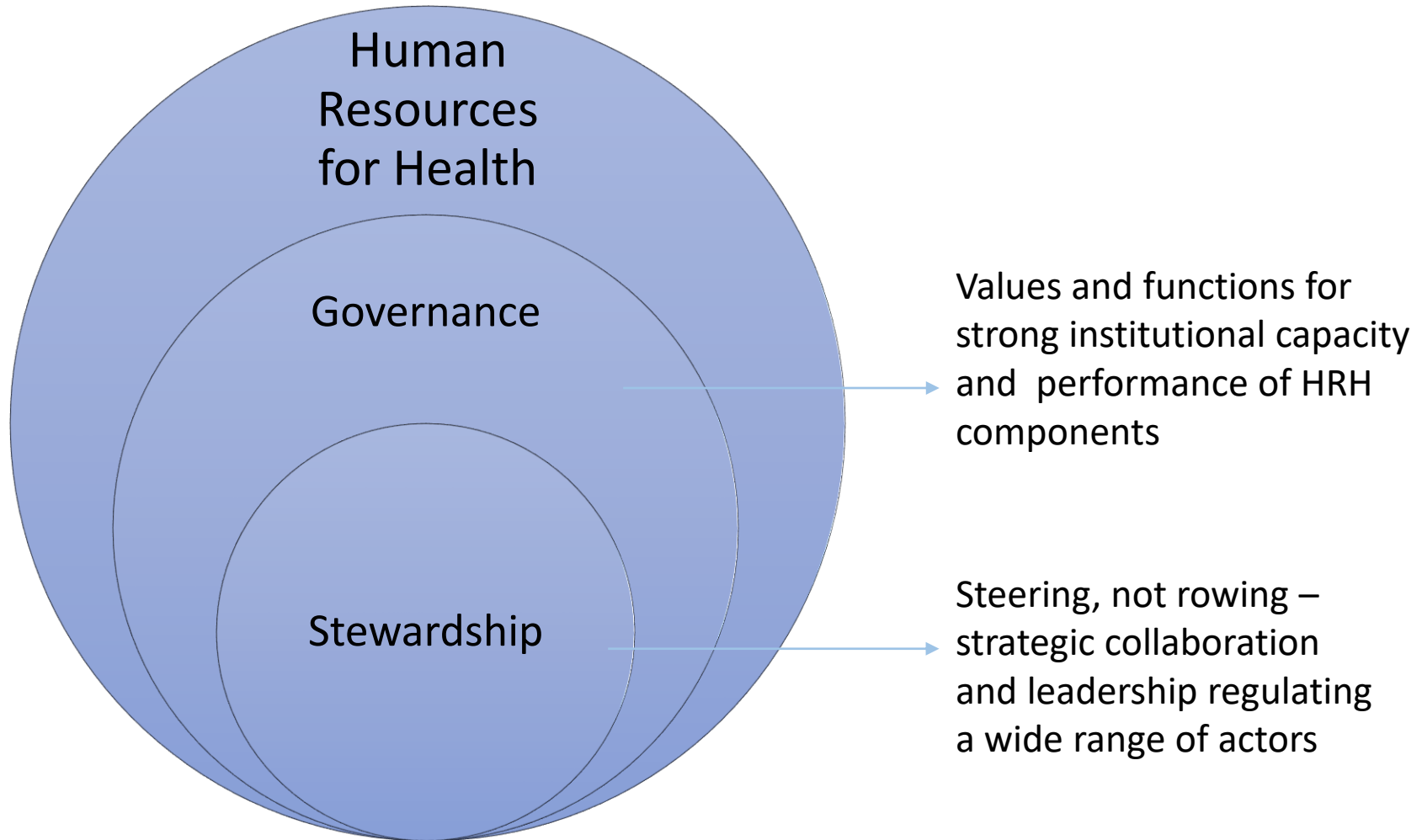
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Outline

- Contextualisation and background
- Methodology
- Timeline
- Key observations
- Findings
- Implications going forward

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A macro-level overview of 25 years of HRH in South Africa

Human Resources for Health

Governance

Stewardship

Values and functions for strong institutional capacity and performance of HRH components

Steering, not rowing – strategic collaboration and leadership regulating a wide range of actors
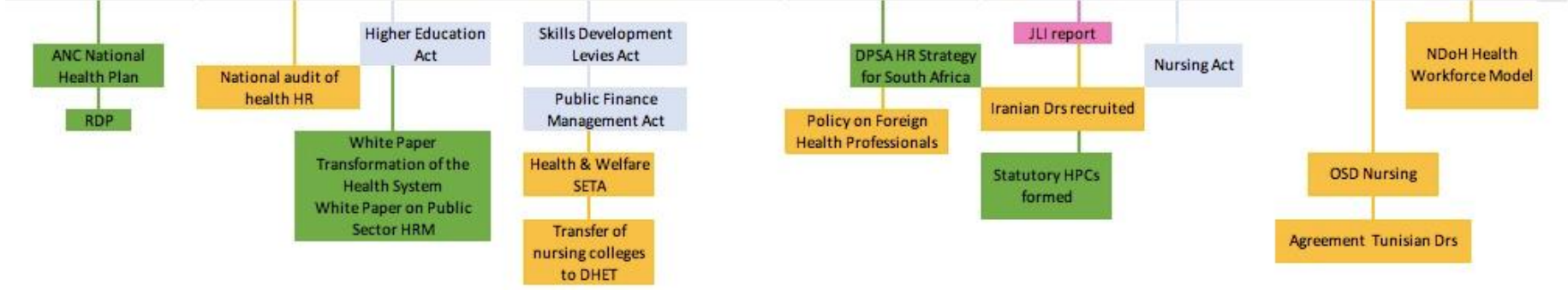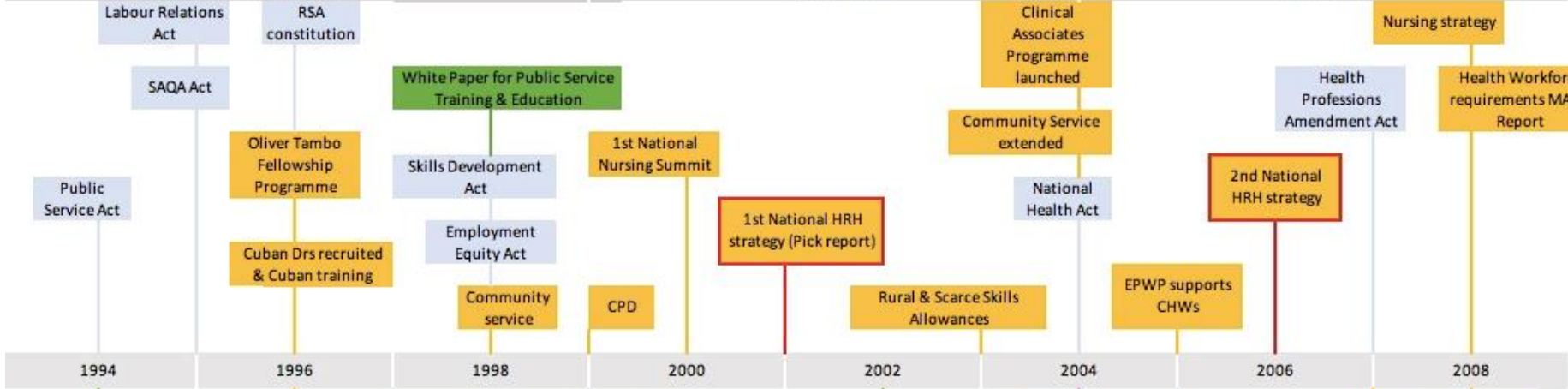
Background and purpose

- HRH a building block of the health system
  - In practice under-prioritised
  - Critical to health systems reforms and NHI

- Taking stock of 25 years of HRH policy
  - A repository of knowledge
  - Chronological and contextual overview

- Ministerial task team for the development of the National HRH Strategy 2019/20 – 2024/25
  - Previous 2012/13-2016/17 HRH strategy expired
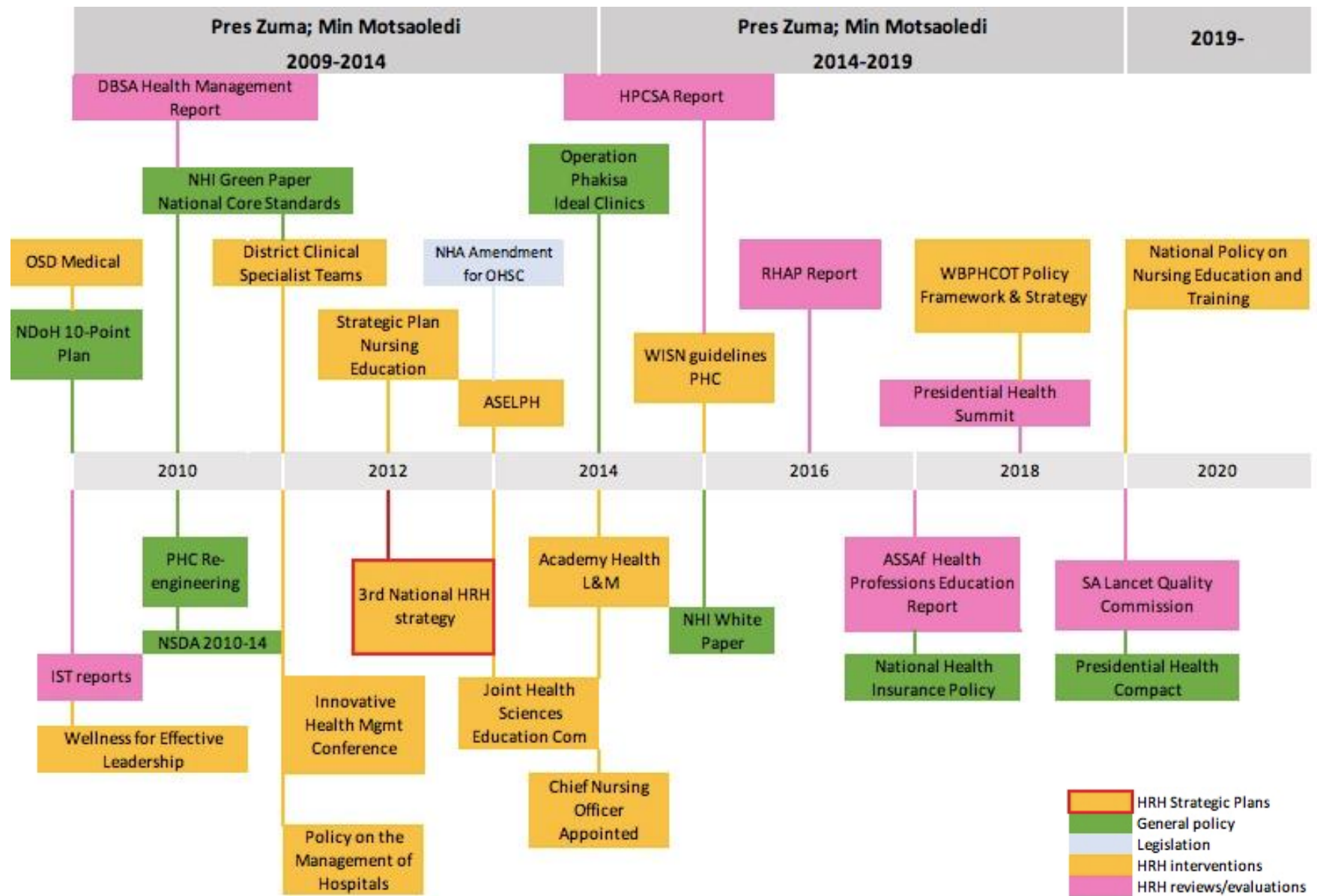 - Opportunity to feed this info into policy

Methodology

Desktop review:

- The National HRH strategies (2001, 2006, 2012)

- South African Health Reviews (1995-2018)

- NDoH Annual Reports (2008-2018)

- Snowballing technique used to gather other relevant policy documents

- Literature searches on specific initiatives (e.g. OSD, community service)
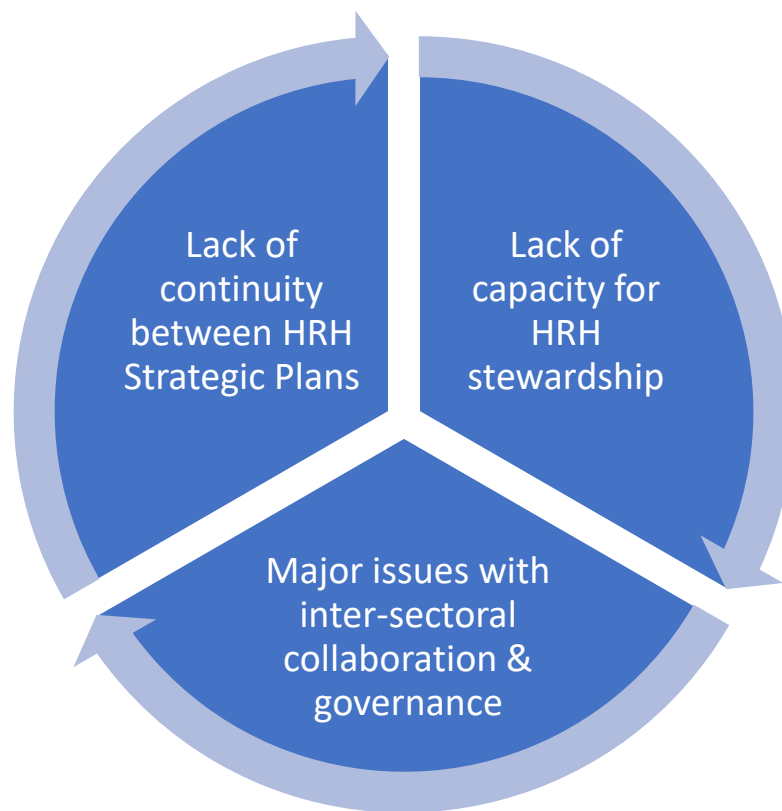
Timeline of HRH-related policies, legislation and interventions in South Africa, 1994–2009

Pres Mandela; Min Dlamini-Zuma 1994-1999	Pres Mbeki; Min Tshabalala-Msimang 1999-2004	Pres Mbeki/Motlanthe; Min Tshabala-Msimang/Hogan 2004-2009

Above the timeline:
- Labour Relations Act
- RSA constitution
- SAQA Act
- White Paper for Public Service Training & Education
- Oliver Tambo Fellowship Programme
- Skills Development Act
- 1st National Nursing Summit
- Clinical Associates Programme launched
- Nursing strategy
- Health Professions Amendment Act
- Health Workforce requirements MACH Report
- Public Service Act
- Employment Equity Act
- Community Service extended
- National Health Act
- 2nd National HRH strategy
- Cuban Drs recruited & Cuban training
- Community service
- CPD
- 1st National HRH strategy (Pick report)
- Rural & Scarce Skills Allowances
- EPWP supports CHWs

Timeline years: 1994 1996 1998 2000 2002 2004 2006 2008

Below the timeline:
- ANC National Health Plan
- RDP
- National audit of health HR
- Higher Education Act
- Skills Development Levies Act
- DPSA HR Strategy for South Africa
- JLI report
- Nursing Act
- NDoH Health Workforce Model
- White Paper Transformation of the Health System White Paper on Public Sector HRM
- Public Finance Management Act
- Policy on Foreign Health Professionals
- Iranian Drs recruited
- Health & Welfare SETA
- Statutory HPCs formed
- OSD Nursing
- Transfer of nursing colleges to DHET
- Agreement Tunisian Drs

Legend:
- HRH Strategic Plans
- General policy
- Legislation
- HRH interventions
- HRH reviews/evaluations

Pres Zuma; Min Motsaoledi 2009-2014	Pres Zuma; Min Motsaoledi 2014-2019	2019-

DBSA Health Management Report

HPCSA Report

NHI Green Paper National Core Standards

Operation Phakisa Ideal Clinics

OSD Medical

District Clinical Specialist Teams

NHA Amendment for OHSC

RHAP Report

WBPHCOT Policy Framework & Strategy

National Policy on Nursing Education and Training

NDoH 10-Point Plan

Strategic Plan Nursing Education

WISN guidelines PHC

Presidential Health Summit

ASELPH

2010	2012	2014	2016	2018	2020

PHC Re-engineering

Academy Health L&M

ASSAf Health Professions Education Report

SA Lancet Quality Commission

3rd National HRH strategy

NSDA 2010-14

NHI White Paper

IST reports

National Health Insurance Policy

Presidential Health Compact

Wellness for Effective Leadership

Innovative Health Mgmt Conference

Joint Health Sciences Education Com

Chief Nursing Officer Appointed

Policy on the Management of Hospitals

Legend:
- HRH Strategic Plans
- General policy
- Legislation
- HRH interventions
- HRH reviews/evaluations

Key observations

National HRH Strategies to date

- National HRH Strategy 2001 (Pick Report) – informed by the 1997 White Paper for the Transformation of the Health System

- National HRH Strategy 2006 – informed by the WHO HR Toolkit as well as the promulgation of the NHA of 2003 and the National Strategic Priorities

- National HRH Strategy 2012/13-2016/17 – informed by NDoH's 10 point plan, NHI and PHC re-engineering

Changes to HR-related structures at NDoH 2008-2018

2011-2012

2012-2018

Same 6 budget programmes, but various changes to sub-programmes

e.g: Health Facilities Infrastructure Management, Tertiary Health Care Planning & Policy, Hospital Management, **Human Resources for Health, Nursing Services,** Forensic Chemistry Laboratories, EMS

Source: NDoH Annual Reports

HRH-related interventions

- Over the years several different interventions have been implemented addressing various problem areas:
  - Staffing norms and skills mix
  - Recruitment and retention initiatives
  - Training and educational initiatives and reforms
  - Information for workforce planning
  - Addressing leadership and organisational cultures

Recruitment & retention	Staffing norms & skills mix	Training & educational reforms	Information for workforce planning	Leadership & organisational culture
• Community service • Foreign health professionals • **RWOPS** • **Rural allowance & scarce skills allowance** • **OSD**	• Defining scopes of practice • **Mid-level workers – clinical associates** • NHI/PHC re-engineering (CHWs, WBPHCOT, DCST)	• HWSETAs & CPD • Curriculum reform for PHC • Academic Health Complexes • **Nurse training reforms** • Statutory councils • ASSAf	• WISN • NDoH Workforce Planning Model • PERSAL • DHIS 1 & 2	• **Leadership & Management Training Initiatives** • Wellness for Effective Leadership • AHLM

HRH Policy evaluation and reviews
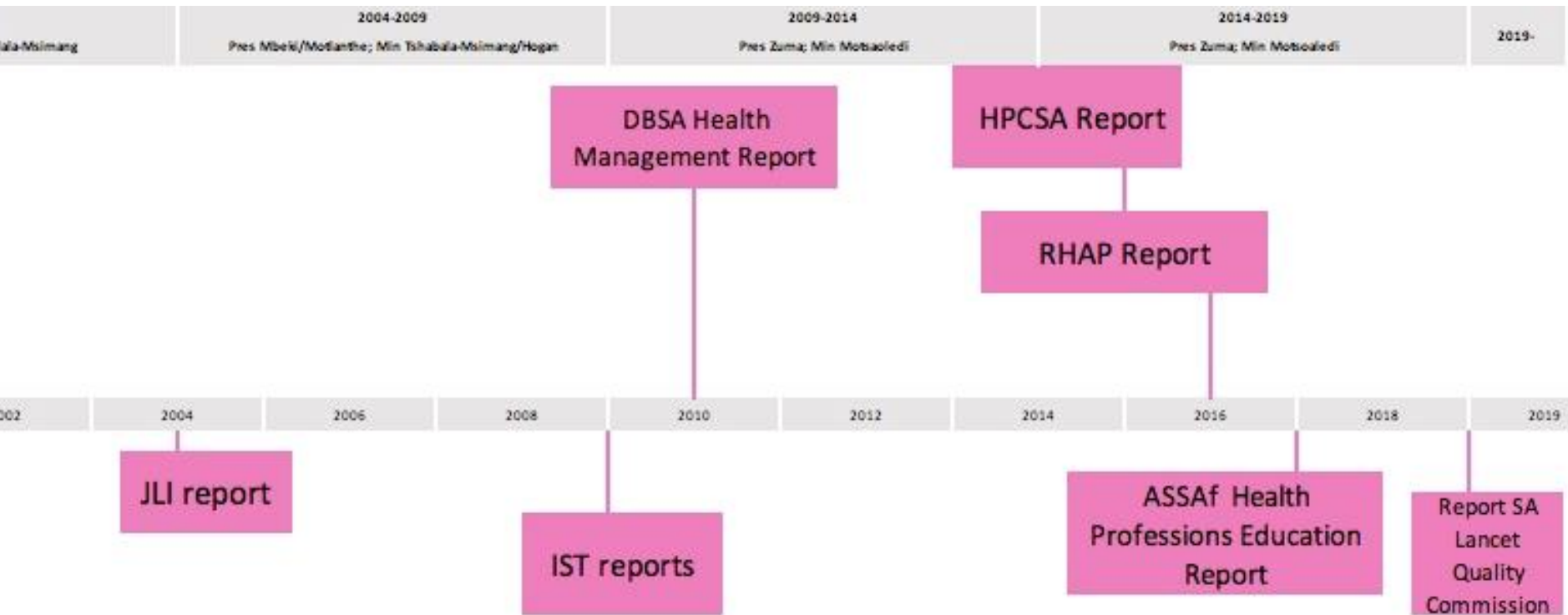
Key observations

Overall
- Lack of continuity
- Lack of capacity for HRH stewardship
- Major issues with inter-sectoral governance

Specifically:
- Ad-hoc, single focus interventions and strategies
- Lack of feedback and evaluations
- Lack of reliable information for workforce planning & monitoring

Resulting in:
- Inability to learn from experience
- Fragmented initiatives
- Consequences at the front line, incl fractious labour relations
- Persistent health labour market imbalances

Implications going forward

Strengthening:

- HRH stewardship
- Inter-sectoral cooperation and governance
- Information systems and planning
- Evaluation

In order to:

- Enable significant reforms
- Build an effective, motivated, equitable and retained health workforce

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