Human Resources for Health Knowledge Hub 2011 Annual Report

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Annual Report

The following Annual Report is prepared in accordance with the contractual requirements of the AusAID funded Human Resources for Health Knowledge Hub. This report will also be produced and available from the HRH Hub website and disseminated to all of the Hubs partners and stakeholder groups.

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Photo Credits

From top left:

Dr Graham Roberts (HRH Hub) with participants at the HRH Hub's Timor-Leste Day held at the University of NSW in October. *Photo: HRH Hub*

Dr Shanti Raman (HRH Hub) with participants in the Perinatal Loss Skills Training Workshop in Suva, Fiji, in September. *Photo: Swaran Lata*

Participants in the HRH Hub's International forum on HRH in resource poor countries held at the University of NSW in November. *Photo: HRH Hub*

Dr Augustine Asante (HRH Hub) presenting at the HRH Hub's Timor-Leste Day held at the University of NSW in October. *Photo: HRH Hub*

Acknowledgement

The Human Resources for Health Knowledge Hub is funded through a grant from the Australian Agency for International Development (AusAID) under the Strategic Partnerships Initiative.

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Acronyms

AAAH	Asia Pacific Action Alliance on Human Resources for Health
APO	Australian Policy Online
AusAID	Australian Agency for International Development
CHS	Commune Health Station
CMNHS	College of Medicine, Nursing and Health Sciences, Fiji
CoP	Communities of Practice
C-Pond	Pacific Research Centre for the Prevention of Obesity and Non-Communicable Diseases
CWMH	Colonial War Memorial Hospital, Fiji
DFID	UK Department for International Development
HR	Human resources
HRH	Human resources for health
HSPI	Health Strategy and Policy Institute
IHP	Institute for Health Policy
JICA	Japan International Cooperation Agency
LMIC	Lower middle income countries
MDG	Millennium Development Goal
MNRH	Maternal, neonatal and reproductive health
MoH	Ministry of Health
MOHMS	Ministry of Health and Medical Services
NGO	non-government organisation
NUTL	National University of Timor-Leste
PDR	People's Democratic Republic
PHC	primary health care
PHRHA	Pacific Human Resources for Health Alliance
PICs	Pacific Island countries
PIHOA	Pacific Island Health Officers Association
PNG	Papua New Guinea
PNGIMR	PNG Institute of Medical Research
POLHN	Pacific Open Learning Health Network
PSHON	Pacific Senior Health Officials Network
SEARO	WHO Regional Office for South East Asia
SHARE	Support for Health for All in our Region
SPC	Secretariat of the Pacific Community
SPHCM	School of Public Health and Community Medicine
SSCSIP	Strengthening Specialist Clinical Services in the Pacific
TROPIC	Translational Research - Obesity Prevention in Communities
UN	United Nations
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSW	University of New South Wales
USAID	United States Agency for International Development
WHO	World Health Organization
WPRO	Western Pacific Regional Office of the World Health Organization

Executive Summary

The Human Resources for Health Knowledge Hub 2011 Annual Report documents achievements within four product (thematic) areas against the five core AusAID contractual objectives (below). All HRH Hub 2011 outputs and publications are detailed in Appendix 2.

Objective 1. To increase the critical, conceptual and strategic analysis of key HRH issues relevant to the Asia Pacific Region used to inform policy thinking and practical application at the national, regional and international levels.

Strengthening Leadership and Management capacity

- Studies were conducted in Papua New Guinea (PNG) and Indonesia comparing leadership and management practices in high and low performing districts. Findings were that the performance of districts had less to do with leadership and management practices and more to do with health system factors and contextual issues relating to districts.
- A review of the international literature on Vietnam commune health stations (CHS) performance was completed by the HRH Hub and forwarded to the Health Strategy and Policy Institute (HSPI) as agreed task. In additional parallel activity, staff of the HRH Hub supported research capacity development in HSPI and the teaching of six HSPI visitors to learn methods of systematic literature review when they visited the University of NSW (UNSW).
- A review of leadership and management capacity in Papua New Guinea, Timor-Leste, Fiji, Lao, Solomon Islands, Cambodia and Indonesia was updated. Findings identified a range of factors affecting leadership and management at the district level, including a need for roles clarification, inadequate supportive supervision; low motivation, low salaries and delayed payments, lack of incentives, limited authority over centralised personnel functions and sub-optimal procurement and supply systems.
- A systematic literature review on the HRH contribution to NCD prevention was commenced is under review and completion is expected in 2012. Findings to date reveal a paucity of evidence for the effectiveness of HRH in NCD prevention at the PHC level, suggesting a need for more detailed research, as planned for Fiji in 2012.
- A preliminary study on PNG sexual health workforce effectiveness sought to characterise the problematic area of the many community-based cadre in HIV work. Findings identified the range of HIV training programs developed in PNG, including the role of community based cadres of HIV prevention workers but limited information is available to evaluate their effectiveness.

Maternal, Neonatal and Reproductive Health

- Evidence-informed primary health care (PHC), teamwork and skill mix in adolescent and reproductive health, with particular interest in Solomon Islands were examined.
- The potential HRH components of avoidable neonatal mortality were investigated via two studies conducted in Fiji, working towards the development of a perinatal and neonatal mortality audit tool for broad application across the Pacific.

- A range of issues relevant to HRH in Maternal and Child Health as identified in PNG, Timor-Leste, Vanuatu, Lao PDR, Solomon Islands, Philippines, Indonesia, Cambodia Fiji and Bangladesh were investigated by the Hub via literature review. A series of papers was published, including two discussion papers on issues of HRH information and enhancing professional performance.

Innovative strategies for managing migration of skilled health workers in the Pacific.

- HRH emigration and professional mobility was examined. A study conducted with the Fiji School of Medicine in five Pacific countries (Western Samoa, Fiji, Cook Islands, Solomon Islands and Vanuatu) to determine the extent of data available found a lack of information systems in countries on the reasons for HRH emigration and the extent of HRH mobility within the region. This study also identified a need and potential for regional cooperation and coordination in managing professional mobility within the Pacific region; policy notes are currently under review for release in early 2012.
- The HRH Hub negotiated with WHPRO and WHO Suva to engage with the Pacific Human Resources for Health Alliance (PHRHA) network as its 'research arm'. The first collaborative output was a paper on the '*HRH Issues and Challenges in 13 Pacific Island Countries'* currently in press following WHO review and approval.
- Representative key informants in the Pacific region were asked to contribute expert views on the issue of HRH migration. Findings indicated the potential for regional (or sub-regional) HRH sharing, the need for a better understanding the intra-region mobility occurring informally and the clarifying the potential for mechanisms to facilitate and coordinate professional mobility within Pacific.
- An initial literature review of health worker diaspora schemes and the potential role of the diaspora in helping mitigate the negative consequences of migration and mobility was completed and is under review.

HRH aspects of Public Health Emergencies

- Strategies used to prepare for and respond to public health emergencies were investigated via a systematic review of the peer reviewed literature. Findings revealed the concerns of the health workforce in responding to public health emergencies and their sequels and identify factors for Ministries of Health to address in support of staff.
- Three of the series 'Stories and Strategies' are under internal review for release in the first quarter of 2012, including the qualitative findings of the Ache Tsunami study. The publication, *Strategies used by local health workers and health systems in lower middle income countries (LMICs) to prepare for and respond to public health emergencies* was completed and is currently under external review for publication in 2012.
- An overview of information about public health emergencies in developing countries; the priority issues for Ministries of Health and a discussion paper on coordination of the actors and institutions involved in management and coordination were published by the Hub in three policy briefs.
- In a parallel activity, a report was prepared for AusAID by (Taylor et al 2010). *An analysis of the opinions and experiences of Australians involved in health aspects of disaster response overseas to enhance effectiveness of humanitarian assistance.* A response paper is currently under preparation relating the Australian findings to the LMIC context.

Objective 2.To expand convening powers and engagement (e.g. communication, nets and partnerships) between the Hubs, Australian institutions and Asia-Pacific national, regional and international research, development partners and educational institutes.

Leadership and Management:

- The *Managing Human Resources for Health* course convened in the November 2011 Summer School by Dr Graham Roberts at SPHPC staff brought together HRH managers from Pacific Islands Countries and provided opportunities for shared learning and the exchange of ideas and information. Course presenters included SPHCM staff and international guest lecturers of high standing in HRH (see also Appendix 3).

Maternal, Neonatal and Reproductive Health

- The HRH Hub supported several of our Pacific research collaborators to attend the *Reproductive, Maternal and Child Health* Summer School course, convened by Dr Shanti Raman at the SPHCM in November 2011 and included presenters with high level expertise and developing country experience.
- Discussions were held with a wide range of stakeholders in both areas of maternal and neonatal mortality and adolescent reproductive health, including the ministries of health of the Solomon Islands and of Fiji, the clinical maternal and neonatal staff of the Colonial War Memorial Hospital (CWMH) and the Lautoka Hospital in Fiji, the University of Papua New Guinea, the Fiji National University and the Pacific Society for Reproductive Health.

HRH Migration and Mobility:

- The Hub strengthened its links with the Research Unit of the College of Medicine, Nursing and Health Sciences at Fiji National University, with the PHRHA and with the professional medical colleges in Australia and New Zealand, and commenced discussions with Health Workforce Australia (HWA) on the implications of Pacific HRH recruitment to Australia.
- The HRH Hub convened an informal consultation on the "Contributions of Australia and New Zealand Specialists in strengthening clinical and other health services in the Pacific" in December 2011.

HRH aspects of Public Health Emergencies

- Global Health @ UNSW convened discussions with the Minister for Health and the University of Timor-Leste in preparation of activities in 2011-12.

Objective 3.To expand the capacity of Australian institutions and professionals, and through them Asia Pacific institutions and professionals, to participate effectively in evidence-informed policy making.

Leadership and Management

- In 2011 the HRH Hub collaborated with the University of Gadjah Mata in Indonesia, the Health Policy and Systems Institute in Hanoi, the Divine Word University in Madang PNG and the PNG Institute of Medical Research.
- In collaboration with country officers and PHRHA members, data collection activities related to workforce planning and monitoring in 15 Pacific Islands Countries (and Timor-Leste) was re-commenced. Process issues have highlighted a need for greater harmonisation of data collection in

order to work effectively with country based officers and to strengthen their capacities for workforce planning in poor information system environments.

- Workforce planning activities in conjunction with Western Pacific Regional Office of the World Health Organization (WPRO) in Cambodia, Loa PDR and Tonga occurred as parallel activities conducted by Dr John Dewdney and Emeritus Professor Arie Rotem.

Maternal, Neonatal and Reproductive Health

- Two research groups among the clinical and administrative staff of both the CWMH and Lautoka Hospital in Fiji were commenced by the HRH Hub for the purpose of conducting perinatal and neonatal mortality audits. Such collaboration with staff in the hospitals supports the development of audit systems and serial reporting designed to inform policy for the reduction of maternal and neonatal mortality.
- A framework for cross-sectoral activity in human resources for adolescent sexual and reproductive health for Solomon Islands and Laos PDR is in process of development by the HRH Hub, and scoping the role of Australia and New Zealand professional bodies in supporting skilled health workers in MNCH in the Pacific.

HRH Migration and Mobility

- Data collection and collation issues and the need for HRH information systems strengthening has been explored by the HRH Hub with representative key informants from PICs.
- In order to identify ways in which they could contribute to HRH capacity development and health systems strengthening, the Hub convened a meeting of the Professional Medical Colleges in November 2011. The report of this meeting describes the current training (formal and informal) service development activities and capacity of the Australian and New Zealand colleges to contribute to strengthening specialist services in the Pacific.

HRH aspects of Public Health Emergencies

- Publications are in draft for the Stories and Strategies series, and the systematic literature review on strategies used in LMIC to prepare and respond to PHE has been consolidated and brought to near completion.

Cross-Hub Collaboration

- In October 2011 the HRH Hub convened a meeting of all Hubs to discuss the potential for harmonising activities in Timor-Leste. Discussions and presentations by Dr Joao Martins of UTL, Augustine Asante and Prof Anthony Zwi of the HRH Hub, Dr Tim Anderson of the University of Sydney, the Dean of the Department of Medical and Health Sciences at UTL and a recent graduate of the Cuban medical education program allowed discussion of the integration of Cuban medical graduates into the Timor-Leste health system, and with potential lessons for Pacific Island Countries (PICs). Discussion on social medicine continued into the monthly meeting of Support for Health for All in our Region (SHARE).
- In mid-2011 the dissemination of all materials from all the Hubs has been strengthened by the establishment of a common ‘e’ flash to harmonise rapid dissemination of Hub findings within AusAID and partner organisations.

- The Hubs identified areas of common interest, where collaboration in activities will produce complementary outputs. These are with the HFP Hub in the areas of NCDs, health financing and donor funding, particularly in relation to Timor-Leste; with the Women's and Children's Health Knowledge Hub (Compass) on issues related to maternal and neonatal mortality, and with the Health Information Systems Knowledge Hub (HIS Hub) in the strengthening of information systems.

Objective 4. To effectively disseminate relevant and useful knowledge resources which aim to influence policy thinking at national, regional and international levels.

- Appendix 2 lists the HRH Hub publications in 2011. These number 19 published and a further 12 in press, and take the form of issues papers, review papers and policy briefs. All publications have been externally reviewed by health experts in countries prior to publication, electronic distribution and posting on the HRH Hub web page.
- Product work involved in-country participation from Ministries and Departments of Health, and involvement of local academic and research institutions, thus contributing to partnership building and enhancing dissemination of HRH knowledge. Implementation of product activities involved active collaboration with regional countries and institutions in design, collection of information, analysis and report writing.
- Publications were complemented by presentations at conferences, meeting with health officials, official visits and collaboration with involved individuals within countries who are able to influence policy, including ministerial and CEO levels, senior officials of United Nations (UN) regional organisations and the leaders of HRH professional bodies.

Objective 5. To develop and maintain an effective organisational structure that supports and directs operational and administrative functions, which underpin Hub activities.

- In 2011 the Hub conformed to UNSW governance, management and budgetary protocols. The Hub strengthened its position within the postgraduate academic programs of the SPHCM by producing two courses on managing human resources for health and maternal and child health, supported through the SPHCM recurrent budget.
- The HRH Hub significantly strengthened its Expert Group by appointing distinguished individuals currently active in HRH developments in the Asia Pacific Region and globally, and by appointing a Deputy Director with considerable HRH and health systems strengthening experience in the Pacific.
- In early 2011 the Hub appointed 2 Research Fellows and 4 Research Assistants.
- The Hub consolidated several important institutional linkages, central to our achievement of proposed 2012 objectives, in particular, with WHO in Manila and the PHRHA in Suva, the College of Medicine Nursing and Health Sciences in Fiji and the National University of Timor-Leste, among others.
- Cross Hub collaboration was significantly strengthened in 2011 via formal meetings and informal interactions.

1. Introduction

Product areas

In 2011 the HRH Hub undertook research activities in four product (thematic) areas in the identified countries. The 4 product areas were selected in 2009 through a process involving discussions with experts, countries, and agencies, including AusAID. Findings of studies have been published and disseminated widely in 2011 and emerging themes identified for completion in the 2012-13 Work Plan.

1. Strengthening health leadership and management capacity – what can we learn from high performing districts?
2. Evidence informed primary health care teamwork and skill mix in maternal, neonatal and reproductive health in the Asia Pacific Region.
3. Innovative strategies for managing migration of skilled health workers in the Pacific.
4. Human resource challenges and innovations in health aspects of emergencies and disasters

Aid effectiveness principles

In 2011 the Commonwealth of Australia published *An effective aid program – making a real difference*, which identified five Strategic Goals and 10 Individual Development Objectives and clarified AusAID's principles of aid effectiveness. The HRH Hub is confident that its activities contribute well to AusAID's aid effectiveness in the health sector and that the outcome of its work contributes, more broadly, to sustainable economic development through the improvements of population health and productivity contingent upon an effective health workforce.

The work of the HRH Hub is directly addressing three of the five Strategic Goals: 'saving lives' through work in Product 2, 'effective governance' through work in Product 1 and 'humanitarian and disaster response' through work in Product 4; and indirectly addressing the other 2 Strategic Goals of 'promoting opportunities for all' and 'sustainable development' through work on HRH mobility in Product 3.

The work of the HRH Hub is directly addressing four of the Individual Development Objectives: 'saving lives of poor women and children' through work in Product 2, 'improved governance to deliver services' through work in Product 1 and disaster preparedness and addressing climate change through Product 4.

The AusAID publication in November 2011 *Saving Lives – improving the health of the world's poor* provided a guide for focussing our planned 2012-13 activities further towards the goal of saving lives by 'supporting partner countries to deliver more and better quality health services for poor and vulnerable people', identifying ways of improved resourcing for HRH in the effort to close the health funding gap and to 'maximise the impact of Australia's total health ODA in partner countries'. Concurrently, in late 2011 the Hubs were made more aware of the need for quantification of findings, strengthening the indicators in the M&E framework and to demonstrate the uptake of new knowledge into policy discussions.

2. Background

Human Resources for Health (HRH) is one of six key health systems building blocks (WHO 2007)[1] and is critical to the delivery of essential evidence-based interventions through health services to achieve the Millennium Development Goals (MDGs) related to child (MDG 4) and maternal (MDG 5) mortality, and to the control of endemic disease (MDG 6), by 2015. A competent and appropriately skilled workforce is essential to the provision of responsive health care and preventative services. A number of countries in the Asia and Pacific regions face critical shortages of doctors, nurses and midwives and have distributions of health workers within countries that do not permit equitable access to services (WHO 2006)[2]. Coupled with poor HRH information systems there is an ongoing need to assist policy makers with information relevant to their policy needs and to the health needs of their populations.

It is within this context that the Australian Agency for International Development (AusAID) established the Knowledge Hubs in order to assist AusAID and other donor and international agencies to better understand issues related to strengthening health systems and improving health outcomes in partner countries. The HRH Hub is approaching this task through synthesising knowledge on current issues impacting on HRH supply and demand, translating this knowledge into policy relevant options for differing cultural and resource settings. The central goal of the HRH Hub is therefore to contribute to the quality and effectiveness of Australia's engagement in the health sector in the Asia Pacific region through expanded expertise and an expanded knowledge base that is of practical value and is used by stakeholders in development.

All work undertaken by the HRH Hub endeavours to achieve this goal through: knowledge generation by research, analysis and synthesis of the academic literature and high level professional opinion; collaboration and partnerships with country officers, ministries and professional bodies, convening meetings and working teams, networking through expert individuals and groups; and the dissemination of knowledge arising from these activities by a variety of means, including targeted dissemination to key individuals and organisations and more generally by electronic and web based means.

[1] World Health Organization (WHO) *Everybody's business: strengthening health systems to improve health outcomes: WHO's framework for action*, World Health Organisation (WHO), Geneva. 2007. Besides Health Workforce, the other building blocks are: Service Delivery, Medical Products and Technologies, Health System Financing, Health Information Systems, and Leadership and Governance.

[2] World Health Organization (WHO) *The world health report 2006: working together for health*, World Health Organisation (WHO), Geneva. 2006.

3. HRH Hub 2011 activities

3.1. Overview

The work in 2011 built on activities undertaken by the Hub in previous years. Many of the publications listed this year have arisen from work conducted in 2010. The Annual Report for 2011 is structured to generally follow the Monitoring and Evaluation (M&E) Framework for the Hubs as agreed with AusAID in early 2010. However, as noted by the Independent Progress Report[3] in 2010, the Hub initiative is 'young', and outcomes in terms of effects on regional health development policy and practice will take some time to manifest.

Work carried out in 2011 involved in-country participation from key collaborators in Ministries and Departments of Health and involvement of local academic and research institutions, thus contributing to policy relevance and the potential for uptake, while also supporting capacity building. All publications have been externally reviewed. Our dissemination of HRH knowledge in the region was supported through the involvement of collaborating organisations and peak bodies, such as the PHRHA and the Asia Pacific Action Alliance on Human Resources for Health (AAAH), through professional networks and clinical colleges and through the SPHCM Summer School course in Managing Human Resources for Health.

The increasing flow of publications from late 2011 contributes further to the evidence base for policy development through availability of relevant systematic reviews of the published literature, situation analyses, case studies, and specific investigations based on fieldwork in collaboration with in-country partners. Throughout 2011 HRH Hub staff were invited to attend, present papers and contribute to policy discussions in meetings and conferences held by numerous organisations concerned with HRH and health systems strengthening in the Asia and Pacific regions. Furthermore, the HRH Hub convened or co-convened several meetings and seminars to facilitate inter-agency collaboration, cooperation between countries and with agencies concerning HRH, and made significant inputs into these forums. These extensive activities by the HRH Hub are detailed in the list of conferences, meetings and seminars attended by HRH Hub staff at Appendix 3.

HRH Hub contributions were made especially through on-going active collaborations of the HRH Hub with HRH Communities of Practice (CoP) in the Pacific (PHRHA) and Asian (AAAH) regions, and with international organisations concerned with HRH, particularly WHO in the Western Pacific (WPRO) and South East Asia (SEARO) regions, and the Secretariat of Pacific Community (SPC) in the Pacific Island region. Involvement of the HRH Hub has begun to support the use of evidence in HRH policy development, and promoted collaboration between countries and development partners.

[3] McPake, B, Chattoe-Brown, A & Doust, S *Independent Progress Report. AusAid Health Resource Facility*. October 2010.

3.2. Achievement of Objectives

Objective 1. To increase in the critical, conceptual and strategic analysis of key HRH issues relevant to the Asia Pacific region that can be used to inform policy thinking and practical application at the national, regional and international levels.

Product 1. Strengthening Leadership and Management capacity

The 2011 Work Plan for Product 1 listed four product objectives for 2011. Appendix 2 lists HRH Hub 2011 outputs in this product area.

1. Strengthening health leadership and management capacity through lessons learnt from high performing districts.

Two AusAID priority countries - Indonesia and Papua New Guinea have both decentralised health service delivery to sub-national levels and consistently rank district health services on their performance. These two countries were selected for the study in 2010 conducted through collaborative linkages with three Universities - two in Indonesia (University of Indonesia in Jakarta and University of Gadjah Mada in Yogyakarta) and one in Papua New Guinea (Divine Word University in Madang).The study sought to explore and understand the role good leadership and management play in the performance of district health services. Date is collected and analysed and policy relevant findings are being prepared in a paper for dissemination to policy makers. During implementation the need for training field workers in interview techniques was identified and advice on appropriate training was provided. Data analysis was carried out jointly with the in-country partners, contributing further to building their capacity.

Papers were prepared and presented at conferences and several reports were published and disseminated in early 2011. Work is continuing in 2012 on identifying the factors common to both Indonesia and PNG that contribute to high performance.

2. Assist the Health Policy and Systems Institute in Hanoi, Vietnam to review measures and determinants of performance in PHC of Commune Health Stations based on information already collected with a view to developing proposals for practical interventions in a sample of low performing districts.

Through a parallel activity, staff of the HRH Hub supported research capacity development in HSPI and in early February 2011 and subsequently taught methods of systematic literature review on their visit to UNSW in 2011. The HRH Hub has since completed and forwarded to HSPI the agreed task of providing a review of the international literature on Vietnam CHS performance.

3. Complete Review processes and publish reports pertaining to work carried out in 2009-10. This objective has been achieved (see Appendix 2).

In 2011 the HRH Knowledge Hub published updated reviews of health leadership and management capacity and performance in six Asia and Pacific countries (Cambodia, Laos, Timor-Leste, Papua New Guinea, Fiji and Solomon Islands) [4,5,6,7,8,9]. A range of factors were identified as affecting leadership and management, including

[4] Asante, A., Hall, J., Roberts, G. (2011). *A review of health leadership and management capacity in Timor-Leste*. Human Resources for Health Knowledge Hub, UNSW, Sydney Australia. ISBN: 9780733429613

[5] Asante, A., Roberts, G., Hall, J. (2011). *A review of health leadership and management capacity in Lao People's Democratic Republic*. Human Resources for Health Knowledge Hub, UNSW, Sydney Australia. ISBN: 9780733430312

dual roles and responsibilities, inadequate supportive supervision; low motivation as a result of low salaries, delayed payments and lack of incentives; limited authority over personnel and sub-optimal management support and supply systems.

4. In cooperation with the HPHF Hub and relevant partners, identify specific training, staffing and personnel management needs arising from efforts to better control the burden of morbidity and premature mortality attributable to non-communicable diseases (NCDs).

In December 2011 the Hub completed a systematic review of both peer reviewed and 'grey' literature seeking evidence of the effectiveness of health workers in NCD prevention and control at the PHC level. Despite an almost total dependence on the competencies of district health staff there is a paucity of evidence of effective interventions by other than research groups and funded programs. This paper is currently under external review. The implications of these findings are profound and call for research into the effectiveness of routinely deployed health staff in NCD prevention. Accordingly, in late 2011 the Hub commenced preparation of a study to be conducted in Fiji in 2012, where discussions with the HPHF Hub will identify synergies and complementarity of work.

Relevance to the regional health development context

The activities conducted in 2011 have pursued current and emerging issues requiring policy relevant information and better management. In the process of conducting the 2011 Work Plan the findings arising have further focussed HRH Hub activities onto issues of current and critical importance. Work of the HRH Hub has linked recent WHO concerns and previous conceptual/modelling work from Africa and extended them to the Asia/Pacific region. In doing so, it has derived evidence and knowledge of relevance to donor organizations in their support and strengthening of health leadership and management in developing countries; informing country level officials to support of their development of HRH policy and allowing country comparisons.

The WHO has identified weak management and leadership capacity, especially at sub-national levels of health systems as an impediment to scaling-up health services and to achieving the Millennium Development Goals. For many decades AusAID and other development agencies have invested considerably in strengthening management and leadership capacity in PICs. Much of this effort has been conducted at the national level and has not been sufficiently focused on the reality of health management at the district level in decentralised systems. This Product responds to the need to identify and analyse key issues relevant to context, to collate evidence of practices that have been successful in such settings and to provide policy options for uptake an application at the national and sub national levels.

Accordingly, activities in this product area:

- Align with AusAID's health sector development objectives of improving governance of service delivery, strengthening health systems and supporting countries to achieve the Millennium Development Goals.

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[6] Asante, A., Roberts, G., Hall, J. (2011). *A review of health leadership and management capacity in Solomon Islands*. Human Resources for Health Knowledge Hub, UNSW, Sydney Australia. ISBN: 9780733430350

[7] Asante, A., Roberts, G., Hall, J. (2011). *A review of health leadership and management capacity in Fiji*. Human Resources for Health Knowledge Hub, UNSW, Sydney Australia. ISBN: 97807334

[8] Asante, A., Hall, J., Roberts, G. (2011). *A review of health leadership and management capacity in Cambodia*. Human Resources for Health Knowledge Hub, UNSW, Sydney Australia. ISBN: 97807334

[9] Asante, A., Hall, J., Roberts, G. (2011). *A review of health leadership and management capacity in Papua New Guinea*. Human Resources for Health Knowledge Hub, UNSW, Sydney Australia. ISBN: 97807334

- Add value to the current global efforts to strengthen health leadership and management capacity by providing practical context-appropriate tools to assist policy-makers and human resources (HR) managers.
- Build on previous HRH Hub work on health leadership and management capacity strengthening in the Asia Pacific region.
- Involve extended engagement with country and regional partners on health leadership and management capacity development at sub-national levels.

Parallel activities

Several parallel activities were undertaken relevant to this Product Area.

Workforce Planning activities in Loa PDR (Emeritus Professor Arie Rotem) and in Cambodia and Tonga (Dr Dewdney) by invitation from Ministries of Health and coordinated by WPRO.

Parallel activity publications in peer reviewed journals:

Asante, A.D., Negin, J., Hall, J.J., Dewdney, J. & Zwi A. B. (2011) Cuban health assistance program and human resources for health challenges in the Pacific: analysis of policy implications. Human Resources for Health Journal. Forthcoming.

Asante, A.D., Körner, H. (2011) Knowledge of HIV risk and protection in people from four CALD communities in Sydney. HIV Australia. Vol 9, No. 2

Product 2: HRH and maternal, newborn, child and adolescent reproductive health in the Asia Pacific Region

The 2011 Work Plan for Product 2 listed three product objectives for 2011. Appendix 2 lists HRH Hub 2011 outputs in this product area.

1. Increase the quality of knowledge on the safe minimum staff levels and optimal skill mix needed to deliver accessible adolescent reproductive and maternal health care (MHC) by undertaking and investigation into adolescent sexual and reproductive health (ASRH) services in Solomon Islands, completing and disseminating work undertaken in Sri Lanka in 2010 on cadre mix and team work in ASRH, and completion and dissemination of a literature review of adolescent ASRH and MHC, particularly on cross-cadre collaboration.

Solomon Islands: Increasing the quality of knowledge on the optimum skill mix and multi-sectoral collaboration needed to deliver accessible adolescent sexual and reproductive health care and services in Solomon Islands. Solomon Islands (and late in 2011 Lao PDR) were sites selected for investigating barriers and facilitators for delivering optimum ASRH services, as different and contrasting environments from the Asian and the Pacific regions. The project on 'Optimising Adolescent Sexual and Reproductive Health Service Delivery: Exploring skill-mix, cross-sector collaboration between health, education and welfare sectors' commenced in August 2011, following extensive consultation with relevant stakeholders. This project will take a case study approach and explore practical HRH issues for multi-sectoral collaboration in ASRH service delivery in Honiara and Malaita provinces. Focus group discussions and key informant interviews of health, education and welfare sectors in Honiara have been completed and the project will be completed in 2012.

Solomon Islands had previously been approved as a study site, as the Ministry of Health and Medical Services (MOHMS) had identified adolescent health as a key priority and was interested in improving the quality of sexual and reproductive health services provided to adolescents. A rural province in Lao PDR was chosen as a site opportunistically as a SPHCM Master research student undertook to explore 'Knowledge, attitudes and service utilisation of sexual and reproductive health: Rural adolescent girls in Viengthong District, Bolikhamxay Province, Lao PDR' commenced in October 2011. In depth interviews of adolescent girls and focus group discussions with health workers have been completed and analysis is on-going (for publication in 2012).

A related project, *Training, Support and Collaboration with Skilled Health Workers in Maternal, Neonatal and Child Health in the Pacific region: Australia/New Zealand responses,* was initiated in 2011 to map the current training and support provided by Australia and New Zealand professional bodies to the skilled MNCH health workforce in the Pacific region. In addition, an exploration of the formal and informal support and training provided to skilled healthcare workers in MNCH in the Pacific commenced in 2011 in collaboration with the Pacific Society for Reproductive Health (PSRH) so as to provide a needs-based, evidence-informed and coordinated plan for such support. This collaborative project was conceptualised at the PSRH conference held in Honiara in July 2011 and led directly from one of the action recommendations. The project commenced in September 2011 and has progressed to the completion of key informant interviews and a review of the relevant published and grey literature and will be published in 2012.

Disseminating prior Sri Lanka work: The literature review arising from work in 2009-10 has been deconstructed to identified themes and published in 2011 *(*see Appendix 2). The literature in its entirety is available on the HRH Hub home page.

Literature Review: A literature review on the optimum skill mix, models of teamwork and linkage practice needed to deliver accessible ASRH care and services at community level in low and middle income countries was completed in 2011. There is an accumulating body of evidence that increased availability of skilled health workers is directly linked to improved maternal, newborn and child health (MNCH) outcomes (Anand 2004, Gupta 2011)[10][11] and that culture, custom and practice all play a part in determining the 'typical' or 'normal' roles and mix of staff in the health system (Buchan 2004)[12]. The literature review and mapping work previously undertaken by the HRH Hub revealed a lack of attention to issues of equity and discrimination in the description of health worker roles, the composition of the workforce, professional standards and ongoing education and training, as well as the "professional cultures and practice styles of health workers" (Bourgeault 2008)[13]. The literature review also exposed a lack of knowledge regarding HRH practice in areas of particular need, such as adolescent sexual and reproductive health (ASRH).

In 2011, the HRH Hub therefore maintained the strong focus on improving our understanding of HRH issues in the critical areas of ASRH and perinatal health. The critical reviews of the relevant extant literature guided our substantive outputs for 2011. These included a comprehensive synthesis of the literature on community-based HRH interventions in MNCH in low and middle income countries (LMIC) and a systematic evaluation of current practice on the optimum skill mix, models of teamwork and linkage practice needed to deliver accessible ASRH care and services at community level.

2. Exploratory study of methods to assess neonatal and child health HRH needs through root cause analysis cases of neonatal, infant and child deaths and/or hospital admissions from a literature review and trial application in selected Asia Pacific countries.

In August 2011 the HRH Hub initiated the study *Investigating preventable causes of neonatal and infant deaths in divisional hospitals, Fiji: Implications for Human Resources and Health Systems'* in two sites in Fiji in conjunction with the College of Medicine, Nursing and Health Sciences and the clinical staff of the two training hospitals, the Colonial War Memorial Hospital in Suva and Lautoka Hospital, directed to increasing the knowledge base on potential HRH components of avoidable neonatal mortality at the health facility level in Fiji by developing a standardised perinatal/neonatal mortality audit process and including a root cause analysis component to the investigation of neonatal deaths. The CMNHS is a major regional training centre for MNCH workers in the Pacific and outcomes from this quality improvement project have potential for widespread impact and uptake across the Pacific.

A skills training workshop on Stillbirths, Perinatal and Neonatal Loss was carried out in September 2011 in Lautoka and Suva for clinicians (nurses and doctors) in maternal and child health and health administrators to up skill health workers prior to commencing the project.

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[10] Anand, S & Bärnighausen, T 2004, 'Human resources and health outcomes: cross-country econometric study', *The Lancet*, vol. 364, no. 9445, pp. 1603-9.

[11] Gupta, N, Maliqi, B, Franca, A, Nyonator, F, Pate, M, Sanders, D, Belhadj, H & Daelmans, B 2011, 'Human resources for maternal, newborn and child health: from measurement and planning to performance for improved health outcomes', *Human Resources for Health*, vol. 9, no. 1, p. 16.

[12] Buchan, J & Calman, L *Skill mix and policy change in the health workforce: nurses in advanced roles*, OECD Health Working Paper, No. 17, OECD, Paris. 2004.

[13] Bourgeault, I, Kuhlmann, E, Neiterman, E & Wrede, S *Policy brief: how can optimal skill mix be effectively implemented and why?,* World Health Organization (WHO), Copenhagen, p.17. 2008.

3. Publication, dissemination and collaborative engagement: Publication and dissemination of work conducted in 2009-10 relating to HRH profiles for Maternal, Newborn, Child and Reproductive Health (MNCRH) in 10 Asia Pacific countries (Bangladesh, Cambodia, Lao DPR, Philippines, Indonesia, Timor-Leste, Fiji, Papua New Guinea, Solomon Islands and Vanuatu), a literature synthesis focusing on the Asia Pacific of HR practices at community level that contribute to maternal health (MDG 5), and associated discussion papers related to improving the quality of HRH information and enhancing health worker performance.

In 2011 work was conducted towards improving stakeholder access to knowledge of evidence-informed HRH practice related to MNCH through the dissemination of discussion and policy options papers, and engaging collaboratively with a range of Australian, regional and international professionals, organisations and networks (See Objective 3).

Activities for this Product were carried out in collaboration with the Women's and Children's Health Knowledge Hub (Compass-Melbourne) and the Health Information Systems Knowledge Hub (Brisbane).

Relevance to the regional health development context

The HRH Hub has utilised WHO and WPRO strategies to engage collaboratively in fostering sustainable initiatives related to gender equality, skill-mix and teamwork in health care delivery in developing countries around issues of Adolescent, Maternal, Neonatal and Child Health.

Accordingly, activities in this product area:

- Align with global development policy on achieving MDGs 4 and 5 by 2015.
- Align with key aspects of the WHO strategy 'Socio-cultural approaches to accelerate the reduction of maternal and neonatal mortality' and the WPRO Regional Strategy on Human Resources for Health 2006–2015[14].
- Align with AusAID health sector strategies and objectives on saving lives and improving the quality of health service delivery to poor women and children, and with policies on gender equality[15] in Australia's aid program (2007).
- Add value to areas of HR in maternal, neonatal and reproductive health (MNRH) (optimum skill mix and teamwork) where there is currently little knowledge, practical tools or implementation strategies.
- Are collaborative endeavours with the Burnet Institute, United Nations Population Fund (UNFPA), WHO, PHRHA, AAAH, in-country non-government organisations (NGOs), Ministries of Health (MoHs) and in-country academic institutions.
- Contribute to a sustainable body of work that emanates from the knowledge synthesis undertaken by the Women and Children's Health Knowledge Hub that identified the need to improve equitable access for adolescent girls to sexual and reproductive health services and for improved management of maternal and neonatal problems.

[14] WHO Regional Office for the Western Pacific (WPRO) *Regional strategy in human resources for health 2006-2015*, World Health Organisation (WHO), Geneva. 2006.

[15] Australian Agency for International Development (AusAID) *Gender equality in Australia's aid program- why and how*, Australian Agency for International Development (AusAID), Australian Government, Canberra. 2007.

Product 3: Innovative strategies for managing migration of skilled health workers in the Pacific

The 2011 Work Plan for Product 3 listed four product objectives for 2011. Appendix 2 lists HRH Hub 2011 outputs in this product area.

1. Analyse data collected with the Fiji School of Medicine on migratory flows and policy and practice in Fiji, PNG, Samoa, Solomon Islands, Cook Islands and Vanuatu in 2010, in order to identify contexts in which skilled health worker mobility occurs and effects of current policy and practice.

This objective was achieved with the exception of PNG, where staffing changes took place in Department of Health in PNG 2011 requiring re-engagement. Preliminary analysis of numerical data collected from countries on the migratory flows of health professionals from Cook Islands, Fiji, Samoa, Solomon Islands, and Vanuatu has been carried out, although the poor quality of the data obtained and available was an important finding, leading to policy recommendations. The HRH Hub has collated information on policies and procedures relating to the migration of health personnel for each country, where it was available, however the study revealed a virtual policy vacuum at the country level. As yet unpublished, findings of this study revealed poor or absent data collection on these issues at the country level and limit the study's application to policy recommendations for establishing systems of 'exit interview' from public sector employment, in order to better characterise the reasons for emigration and professional mobility and to identify policy responses and incentives to minimise emigration and facilitate return migration or periodic reemployment. This study will be available on the HRH Hub web site in early 2012, accompanied by a policy options paper. Findings of this study have been discussed with the PHRHA and with HR managers in several countries, were presented at the Managing Human Resource for Health course and have informed a joint HRH Hub/PHRHA publication on *HRH Issues and Challenges for 13 PICs*.

2. Complete the synthesis and review of literature commenced in 2010 on approaches to managing health worker migration in order to identify gaps and build an evidence base of innovative approaches for managing the movement of skilled health workers.

Building on earlier Hub work by Connell (2009) which had described HRH migration from the Pacific, in early 2011 the Hub reviewed the global literature on migration, mobility and retention schemes and concluded that the Pacific's isolated geography, history and small populations presented new challenges not addressed by the literature on international professional labour market flows elsewhere. A more appropriate starting point was to engage in the PHRHA network and to determine and document what the PICs themselves were saying about HRH migration and professional mobility. The outcome of this activity was the paper produced with the PHRHA on the '*HRH Issues and Challenges in 13 Pacific Island Countries',* currently in press after WHO review. Interestingly, migration did not feature among the first five priority issues.

In 2011, discussions on the issue of HRH migration were undertaken with a range of key informants in the Pacific region. Issues emerging are the potential for regional (or sub-regional) HRH sharing, the need for a better understanding the intra-region mobility occurring informally and the potential for identifying mechanisms to facilitate and coordinate professional mobility within Pacific. Accordingly, 2011 Product 3 was reconceptualised to 'Strategies for Managing HRH Migration and Mobility in the Pacific Region' to reflect this broader focus. Discussions have revealed an interest among Pacific health professionals in establishing such a scheme, which would allow career changes without loss to the region. These discussions have been informed by the recent attempt to create such a scheme between Vanuatu and Solomon Islands, which has revealed that process issues, such as the alignment of public sector terms and conditions of employment would first need to be addressed, agreed and adjusted in regulations. The synthesis of the literature has been completed and will be

published in early 2012 and supplemented by a synopsis of professional labour market mobility in the Pacific and a policy options paper on the potential for establishing a scheme to manage intra-regional (or sub-regional) professional mobility.

In 2011 the Hub met with the Director and a Project Officer of Health Workforce Australia to discuss the potential for Australian recruitment to impact adversely on PIC health systems and populations through the loss of skilled staff, if forecasted Australian skills shortages eventuate, particularly in nursing. Discussion surrounded the *Pacific Code of Practice for the Recruitment of Health Workers* and related Commonwealth and WHO global codes, and need for Australian recruitment by the states to be aware of potential adverse impacts and to consider ways of mitigation. These discussions will continue through 2012 with the objective of obtaining a policy position for HWA guidance to the states.

3. Review international literature on use of health worker diaspora in their countries of origin, and investigate the current and potential roles of the diaspora of health workers from Pacific island countries in Australia and New Zealand in contributing to health services in Pacific countries.

An initial literature review of health worker diaspora schemes and the potential role the diaspora in helping mitigate the negative consequences of migration and mobility, has been completed and is under review. Discussions and negotiation with the Pasifika Medical Association (PMA) in August resulted in their agreement to collaborate with the HRH Hub and administer a survey questionnaire to PMA Pacific diaspora membership in 2012. A study proposal and questionnaire was completed in October 2011 aimed at determining the potential for and barriers to specialist and sub-specialist clinicians to periodically provide services in their home Pacific countries. The Hub will publish a synopsis of the literature on diaspora schemes

4. Document current arrangements for specialist medical/surgical services in Pacific island countries, and analyse how these could be augmented to provide medical career development opportunities within the Pacific region.

This work has largely been carried out by the Strengthening Specialist Clinical Services in the Pacific (SSCSIP) project based in CMNHS and relates to the Hub work on professional mobility. Data on the specialist medical workforce has been collated by SSCSIP and obtained from them directly as a close collaborator. The issue of the need to harmonise data HRH collection arose in 2011, when it was realised that the HRH Hub, SSCSIP and a range of consultants were each attempting to gather country level data on HRH individually. The HRH Hub collaborates closely with the SSCSIP, CMNHS and the PHRHA and advocates harmonisation of data country level collection through the use of these networks.

In November 2011 the Hub convened an Informal Consultation meeting of the Professional Medical Colleges and relevant stakeholder to identify ways in which they could contribute to HRH capacity development and health systems strengthening in the Pacific and the possible ways in which clinical activities could be modified or expanded to support staff development and retention strategies. Documentation of the contributions of Australian and New Zealand specialist and sub-specialty groups in the provision of services and their involvement in capacity building programs and activities in the PICs was commenced. Collated information on various initiatives focussed on the provision of services which cannot be provided locally, training and support of PIC specialists, and continuing professional education of PIC specialists.

Relevance to the regional health development context

In 2011 the HRH Hub strengthened professional collaborations and extended more actively into Pacific networks in Ministries of Health and academic institutions; particularly among the membership of PHRHA, the HR officers of several PICs (Solomons, Vanuatu, Samoa, Cook Islands, Kiribati) and Timor-Leste, CMNHS and SSCSIP.

Accordingly, activities in this Product area:

- Align with the WHO Human Resources for Health Action Framework 2011-2015 and the WHO Pacific Code of Practice for the Recruitment of Health Workers (2007).
- Align with AusAID's Strategic Goals by investigating innovative strategies and potential for improved resourcing for HRH in the effort to assist PICs to close the health funding gap, to maximise the impact of Australia's total health ODA in partner countries, and to improve governance of the delivery of health services.
- Support the concept of harmonisation through collaboration with organisations, projects and individuals in the task of data collection.
- Address issues arising from prior work and of current concern that require active policy development to address them effectively.

Product 4: Human resource challenges and innovations in health aspects of emergencies and disasters

The 2011 Work Plan for Product 4 listed five product objectives for 2011. Appendix 2 lists HRH Hub 2011 outputs in this product area. Outputs in this product were delayed by staff changes at SPHCM and procedural issues as mentioned below. The product area is now led by the HRH Hub Deputy Director.

1. Complete work commenced in the 2nd half of 2010: Stories and Strategies Series, systematic review and short reports derived from the mapping exercise undertaken in 2010.

The production of the Stories and Strategies Series has been slowed by process issues associated with co-authorship with colleagues in other countries with competing work demands. Four of these are in final draft for publication in the second quarter of 2012 (Sri Lanka on preparedness and mobilisation of HRH, Timor-Leste on post-conflict challenges, a synopsis of an earlier report on the experiences of Australian in overseas emergencies, and a paper on Aid Coordination in Ache, from which a 2012 follow-up activity is planned).

The extensive systematic literature review *Strategies utilised by local health workers and health systems in developing countries to prepare for and respond to public health emergencies: a systematic review of the peer reviewed literature*, is also in final draft and currently under internal review and will be posted on our website in the first quarter of 2012. The work contained in this document informs the following objective.

2. Develop a typology of the range of public health emergencies, crises and vulnerabilities present, and the range of predicted implications for HRH, including in relation to service delivery, system support, and institutional strengthening.

See Objective 3 below.

3. Characterize the HRH challenges facing countries affected by public health emergencies including man-made and natural disasters.

These two product objectives have been combined. Both are informed by work in the Stories and Strategies Series, by key informants and authors of Hub papers currently in draft. Work has commenced with the collation of typology formats with the intention of preparing draft materials for presentation and group work at a round table discussion in 2012 of Australian emergency response groups and representatives of Pacific Disaster Management Committees.

In 2011 the Hub completed 3 policy briefs relevant to this product: *HRH in Public Health Emergencies in developing countries: an overview*, *Top 12 issues for Ministries of Health to consider in addressing HRH in Public Health Emergencies*, and *Actors, institutions, co-ordination and management of Public Health Emergencies in the Asia Pacific Region*. Drafts are currently available on the HRH Hub website inviting reviewers' comments.

4. Identify, document, and analyse innovative HRH tools and responses to emergencies, *inter alia*, building the human resource base and its capabilities to address crises; identifying valuable national and regional mechanisms to facilitate surge abilities; assuring the security of health workers in peripheral areas; and building on the inflow of emergency relief and international NGOs to supplement and support local staff and systems over the longer term.

This product is also informed by the systematic review and is in process of additional planning.

5. Survey of Australian and other agencies engaged with public health emergencies and reflecting their approach to addressing HRH issues generally, as well as specifically within the countries with which they work.

As a Parallel activity, the study funded through an Australian Development Research Award (ADRA) grant (AusAID) by (Taylor et al 2010), *An analysis of the opinions and experiences of Australians involved in health aspects of disaster response overseas to enhance effectiveness of humanitarian assistance,* forms the basis for a response paper critically discussing the results of this Australian based research in relation to HRH in LMIC.

Relevance to the regional health development context

Public health emergencies (PHE's) are widespread in developing countries, including the Asia-Pacific region. Conflict, natural disaster, and pandemics all pose significant impediments to achieving the Millennium Development Goals, threaten lives and livelihoods and the ability of health systems to deliver health care. This product reflects the importance of human resource issues contained in The Hyogo Framework (ISDR 2005).

In 2011 this product was reconceptualised into the key issues that have emerged to date, and more focussed outputs for 2012 related to specific case studies. This product addresses issues of HRH importance in an area identified by AusAID as an individual development objective in *An effective Aid Program; making a real difference* (2011) by WHO which has called for countries to "develop and test contingency staffing patterns and models for changing situations, including disasters, emergencies, disease outbreaks and other situations" (WPRO 2005). SEARO has prioritised the development of comprehensive preparedness plans in every country for a public health workforce response to outbreaks and emergencies (WHO Regional Office for South-East Asia 2006).

Parallel activities

Research training and capacity development at the Health Systems and Policy Institute in Hanoi (A Zwi, R Taylor and G Roberts).

Objective 2: To expand convening powers and engagement (e.g. communication, networks and partnerships) between the Hubs, Australian institutions and Asia-Pacific national, regional and international research, development partners and educational institutes.

Hub activities in 2011 included establishing formal arrangements for working in partnership with key local health services experts and organisations and collaborative work with individuals. A full list of conferences and meetings attended is included in Appendix 3.

International Forum on HRH in resource poor countries - 18 November 2011. The Hub hosted an International Forum on HRH in resource poor countries which was held at the UNSW on Friday 18 November 2011 attended by staff of the Ministries of Health of Vanuatu, Solomon Islands, Samoa, Timor-Leste, Papua New Guinea, Lao & Kiribati. Following the Summer School courses in HRH and Maternal and Child Health. Invited experts included Prof Zulfiqar Bhutta, Mr James Campbell, Prof James Buchan and Prof Ian Howie. Jim Campbell spoke on *State of the World's Midwifery*, Prof Ian Howie led a session on *Reproductive Health: Global Agencies and Partnerships*, Prof Zulfiqar Bhutta presented on *Systematic reviews of HRH in maternal health: what works and how* and Prof James Buchan presented on *Emerging issues in HRH in resource poor settings.*

The Contribution of ANZ Specialists in Strengthening Clinical and Other Health Services in the Pacific – An Informal Consultation'. On 1 December 2011 the HRH Hub and Global Health@UNSW convened an Informal Consultation at the Royal Australasian College of Physicians, Sydney. A total of fifty-six participants including 22 invited speakers from Australia, NZ, Fiji and Papua New Guinea represented a range of specialties and institutions. Preliminary participant feedback indicates that collaborative links established between stakeholders at the meeting will result in capacity-building activities at UPNG and the Fiji School of Medicine.

Timor-Leste Day. In October 2011 the HRH Hub convened a meeting of the 4 Hubs and other invited guests to discuss issues related to harmonising Hub work in Timor-Leste. Invited guests included Dr Joao Soares Martins, Dean of the Faculty of Medicine and Health Sciences, Universidade Nacional, Timor-Leste.

Cross-hub collaborations. Several visits of HRH Hub staff to other Hubs have been made for informal discussions and cross briefing. In particular, discussions have been held between the HRH Hub and the Health Policy and Finance Hub at the Nossal Institute, University of Melbourne, and the Health Information Systems (HIS) Hub at School of Population Health, University of Queensland. The Hubs rotate the convening of monthly Hub managers' meetings by teleconference. (See Objective 3 Dissemination).

Product specific engagement

Product 1. Leadership and Management

The Hub has made considerable investment to develop collaborative linkages with the Universitas Gadjah Mada (Yogyakarta, Indonesia) and the Divine Word University in Madang where research based training has been conducted.

The Hub has formalised a partnership with the Health Strategy and Policy Institute (HSPI) Ministry of Health Vietnam, and have collaboratively conducted a literature review and, as part of a parallel activity with Global Health @ UNSW, senior Hub staff were involved in capacity building of HSPI staff in Hanoi, and UNSW librarians and others provided two weeks training for six staff from HSPI on database searching and systematic literature review methods.

The Hub has close linkages with the Pacific Research Centre for the Prevention of Obesity and Non-Communicable Diseases (C-POND) at CMNHS and through membership on the Reference Group to Deakin University in Victoria and to key WHO and SPC NCD officers. The Deputy Director is involved in the Translational Research - Obesity Prevention in Communities (TROPIC) project, where findings of prior work provide evidence for policy.

As a collaborative activity the Hub commenced work with the International HIV Research Group at UNSW and the PNG Institute of Medical Research (PNGIMR) in Goroka to gain an overview of HRH issues relevant to HIV prevention in PNG and the roles of trained community-based cadre.

Product 2. Maternal, Neonatal and Adolescent Reproductive Health

Product 2 (MNRH) was undertaken in close collaboration with the Burnett Institute (Monash University, Melbourne) as part of the Women's and Children's Health Knowledge Hub (Compass).

Research linkages were established with the clinical and administrative staff of the maternity units at both CWM and Lautoka Hospitals and the academic staff of CMNHS. The Hub facilitated perinatal loss skills training workshops in Lautoka and Suva.

In July the Hub convened a seminar with guest speaker Dr Ruhi Saith from Jawaharal Nehru University on 'Understanding Health Equity: case studies from South Asia'. The seminar was also attended by Dr. Gerry Redmond (Social Policy Research Centre, UNSW) and Associate Professor Ursula Rao (School of Social Sciences, FASS, UNSW), who both presented. A number of international visitors from the United States were present , as were many Hub staff.

Product 3. HRH Migration and Mobility

In July 2011 the Hub strengthened its existing research linkages with the Research Unit of the CMNHS at the Fiji National University and the Ministry of Health Fiji. The Hub convened a meeting of key staff of the CMNHS and the MoH Fiji (Dr Berlin Kafoa, Dr Devina Nand and Ms. Sharon Biribo) to discuss HRH research capacity development at CMNHS and HRIS improvements at the Fiji MoH. This meeting contributed to thinking on professional mobility and the potential for identifying potential for positive outcomes and consolidated plans for 2012.

Product 4. HRH aspects of Public Health Emergencies

Prof Anthony Zwi was invited to the Editorial Board of the journal, *Human Resources for Health*.

A meeting to discuss the 'Independent Review of Aid Effectiveness' was convened at UNSW by Global Health @UNSW and the HRH Hub at UNSW 12th July, 2011 following invitations to UNSW staff. The meeting was well attended by cross-faculty staff members.

Objective 3: To effectively disseminate relevant and useful knowledge resources which aim to influence policy thinking and practical application at national, regional and international levels.

During 2011 a number of developments enhanced the Hub's dissemination capacity and outputs, in particular, cross-Hub collaboration and the establishment of a rigorous internal and external review process. The notes below describe the HRH Hub's formal dissemination activities in 2011, while the list of stakeholders and visitors at Appendix 3 provides a view of the extensive networking in which more informal dissemination of Hub findings has occurred, often at high levels of development partner organisations.

HRH Hub Report Series

The HRH Hub has established a full-text peer reviewed report series which aims to synthesise and communicate findings in a way that is accurate, clear and accessible. Each full text report is accompanied by a plain English technical summary, which some time-poor or low-bandwidth stakeholders may prefer. In developing the guiding principles and stylistic elements for the report series, the Hub consulted with an expert designer and the Hub Director consulted with Hub Advisors, who made a number of suggestions on how to best tailor the reports to the needs of the Hub's target HRH community. The following guiding principles were developed:

- Present information by country to make it easy to find
- Provide short forms of information for time-poor staff, with limited printing options and low bandwidth
- Write in plain English where possible
- Design for our audience is professional, credible but minimalist – illustrations when useful
- Accessible in various formats: print and electronically (web sites, email and blogs)
- Targeted HRH email announcements to HR staff and topic relevant groups

Publication Alert. In order to disseminate research in a way that is both measurable and accessible to the Hub's audiences, the Hub has developed a publication alert system in the form of a Publication Release that is sent to a targeted list of key stakeholders via email. This listing includes contacts within various Ministries of Health, AAAH, AusAID, UK Department for International Development (DFID), PHRHA, UNFPA, United Nations Children's Fund (UNICEF), WHO, World Bank, Pacific Island Health Officers Association (PIHOA), Pacific Senior Health Officials Network (PSHON), SPC, United States Agency for International Development (USAID), Institute for Health Policy (IHP), Japan International Cooperation Agency (JICA), Asia Pacific Observatory, various universities and colleges through the Asia Pacific, health workers and HRH consultancies. The Hub has gathered explicit consent of all members on the email list, not only to meet legal requirements, but also because the permission-seeking process itself has been a good way of introducing the Hub's work and obtaining stakeholder buy-in. In addition to this personal approach, growth in the Hub's dissemination list has been aided by subscriptions through a link on the HRH Hub website home page, as well as through cross promotion with partner organisations and affiliates.

The above measures have resulted in the Hub's dissemination list increasing from 179 at the inception of publication alert system in 2010 to 610 at December 30, 2011 – a growth rate of just over 240% in 12 months.

During 2011, the following email distributions were sent out to the stakeholder database.

Product Area	Title
Leadership & Management Capacity Building	A review of the health leadership and management capacity in Timor-Leste
	A review of the health leadership and management capacity in Lao PDR
	A review of the health leadership and management capacity in Cambodia
	A review of the health leadership and management capacity in Solomon Islands
	A review of the health leadership and management capacity in Papua New Guinea
	A review of the health leadership and management capacity in Fiji
	Strengthening supportive supervision at the district health level in the Pacific: Health Workforce Management Policy Brief
HRH Migration and Mobility	Migration of health workers in the Asia-Pacific region
Maternal, Neonatal & Reproductive Health	Improving the quality of HRH information: A focus on the providers of maternal, neonatal and reproductive health care and services at community level in the Asia and Pacific regions. Discussion Paper 1
	Towards a comprehensive approach to enhancing the performance of health workers in maternal, neonatal and reproductive health at community level: Learning from experiences in the Asia and Pacific regions. Discussion paper 2
	Human resources for health in maternal, neonatal and reproductive health profile of Bangladesh
	Human resources for health in maternal, neonatal and reproductive health at community level: A profile of Cambodia
	Human resources for health in maternal, neonatal and reproductive health at community level: A profile of Fiji
	Human resources for health in maternal, neonatal and reproductive health at community level: A profile of Indonesia
	Human resources for health in maternal, neonatal and reproductive health at community level: A profile of the Philippines
	Human resources for health in maternal, neonatal and reproductive health at community level: A profile of Solomon Islands
	Human resources for health in maternal, neonatal and reproductive health at community level: A profile of Lao PDR
	Human resources for health in maternal, neonatal and reproductive health at community level: A profile of Vanuatu
	Human resources for health in maternal, neonatal and reproductive health at community level: A profile of Timor-Leste
	Human resources for health in maternal, neonatal and reproductive health at community level: A profile of Papua New Guinea
HRH Aspects of Public Health Emergencies	Draft Policy Note – HRH in public health emergencies in developing countries: An overview
	Draft Policy Note – Top 12 issues for Ministries of Health to consider in addressing HRH in Public Health Emergencies
	Draft Policy Note – Public health emergencies in the Asia-Pacific Region: Actors and institutions; coordination and management

The effectiveness of email distribution is summarised in the table below:

	Communication per Theme				
Hub Theme	Target Audience	Communication Method	Materials Developed	Numbers Reached	Uptake
Health Leadership & Management	Policy makers: Fiji, Papua New Guinea, Solomon Islands, Cambodia, Lao PDR, Timor-Leste	Email alerts, online access, hard copy mail-outs	Six country profiles – print and web full reviews; technical summaries	1400+	350+
	MoH and donor agencies policy makers	Email alert, online access	Policy brief – print and web	240+	60+
Maternal, Newborn child and adolescent reproductive health	Policy makers: Papua New Guinea, Timor-Leste, Vanuatu, Lao PDR, Solomon Islands, Philippines, Indonesia, Fiji, Cambodia, Bangladesh	Email alerts, online access, hard copy mail-outs	Ten country profiles – print and web full reviews; technical summaries	2700+	570+
	Asia-Pacific Region policy makers	Email alerts, online access, hard copy mail-outs	Discussion papers – print and web; technical summaries	350+	65+
Migration	Asia-Pacific Region policy makers	Email alert, online access, hard copy mail-out	Print and web full report; technical summary	200+	120+
Public Health Emergencies	Asia-Pacific Region policy makers	Email alerts, online access,	Policy notes – print and web	1100+	200+

These campaigns averaged a reported 25.5% opening rate, on par with government campaigns which average 25.6%, and surpassing non-profit organisations at 20.4% and the education sector at 16.6% (as reported by MailChimp in Email Marketing Benchmarks by Industry at www.mailchimp.com). In addition, taking into account email forwarding and the fact that not all emails opened are registered (this is the limitation of delivering emails to different browsers), the estimated opening rates have ranged from 45-80% depending on the topic of the publication itself.

The average number of recorded clicks is at 14.5% per Hub email distribution (i.e. publication downloads), significantly higher than the industry benchmarks of 5.4% for government, 3.5% for non-profit and 3.4% for education. It is therefore apparent that email readers are engaging with the Hub and continuing to read the Hub's publications and alert emails. Readers who open and forward emails differ for each distribution demonstrating that stakeholders are selectively reading the Hub's announcements and making decisions on what is useful for them and their colleagues.

The email opening rates are also measurable by geographical spread. Once again, geographical opening rates vary according to each distribution, which reinforces the notion that the email alerts are successfully engaging stakeholders to read the announcements and open them when they are relevant. The following examples show the variation in geographical opening rates in two distributions: Distribution of Cambodia report, opened by 56 individuals in Cambodia and twice in Laos PDR, while Laos report opened by 21 in Laos and 9 in Cambodia.

Seven per cent of key stakeholders have written to request printed copies. The Hub publications and email announcements have been received in a positive light. Multiple positive comments have been received verbally at conferences and meetings. Only one person has unsubscribed from the mailing list. One Ministry of Health official recently wrote:

"*Thank you so much for sending very important report to me. As you mentioned, [t]his report is very useful for policy or planning maker[s] [e]special[l]y for human resources plan[n]ing. It also provide[s] us baseline i[n]formation for human resources development in Cambodia. Again, thank you for [your] cooperation and I hope that you will provide others useful information*".

Some readers would also have chosen to subscribe to the Hub's RSS news feed, but because this is anonymous, it is not possible to report the number of RSS followers.

Home Page: www.hrhrhub.unsw.edu.au

In February 2011 the Hub started to measure traffic to www.hrhhub.unsw.edu.au. The unique visits to the website have grown from about 550/per month in February/March 2011 to a peak of 719 in November 2011.

The most frequently visited pages of the website have been the Publications page and the Knowledge Centre. The Publications page visits peak following dissemination of the Publication Alert emails and following external publicity (e.g. article in the PSHON newsletter) which is to be expected. The Publications page averages 65 unique visits per month, while the Knowledge Centre averaged 50 unique visits per month since February/March 2011. The table on the following page shows total visits to the top ten pages on the Hub website during 2011.

Top ten pages on www.hrhhub.unsw.edu.au

Page	Page views	Unique Page views
Publications	927	715
Knowledge Centre	795	547
About Us	528	439
Home	452	343
Work Themes	377	303
News and Events	329	245
Links	248	200
Publications Menu	236	183
Public Health Emergencies	211	179
Leadership and Management	138	107

This shows that current mechanisms are drawing visitors to the Hub website and, in particular, publications, however the Hub plans to refine the website component of the Hub's communications strategy in early 2012.

The Hub has significantly improved its *Search Engine Ranking* by applying a number of optimisation techniques to the website, such as using key words and increasing the links to our page from other external sources. The success of this work is demonstrated by the fact that in June 2010 a simple web based search for the term 'human resources health' resulted in no listing of the HRH Hub website. The same search now organically ranks the HRH Hub website in third position (at December 2011). With continued search engine optimisation measures, this ranking will improve.

At this stage, user experience of navigating the Hub website is not known, but the Hub plans to do user testing as part of a major website refresh in 2012 when the Faculty of Medicine is due to roll out a new content management system.

Stakeholder audit and needs analysis

In 2011 intelligence and positive feedback has been gathered by HRH Hub staff attending key regional meetings. For example, staff attended the PHRHA Conference in Nadi, Fiji, in February; the Ninth Meeting of Ministers of Health for the Pacific Island Countries in Honiara, Solomon Islands, in June; the AAAH Conference in Cebu, Philippines, in November and the PSHON Meeting in Cairns, Australia in November. HRH Hub staff engaged with participants to ascertain their willingness to collaborate in Hub activities, and to determine their HRH needs and access to sources of information. These measures assist the Hub to continually evolve and refine its stakeholder list to allow for targeted dissemination.

Knowledge Repository

The HRH Knowledge Hub Electronic Gateway was developed in 2010 to provide searchable access to HRH reports and to the extensive references (including the grey literature) used in HRH Hub systematic reviews, situation analyses and reports. In 2011, this Gateway was merged with the UNSW School of Public Health and Community Medicine's longstanding Virtual Public Health Library, which is the recognised specialist Public Health library of the highly regarded WWW Virtual Library. Amalgamation ensures a wider audience for the HRH Knowledge Hub Electronic Gateway and sustainability of the repository in the longer term.

Cross-organisational promotion links

The Hub has enhanced cross-promotion through linking its research into the following partner organisations and affiliates.

HRH Global Resource Center: The Hub has continued a close cooperative working relationship with the HRH Global Resource Center operated by the Capacity Plus Project (USA) which is a key electronic provider of HRH resources, including for the Asian and Pacific regions. This highly regarded and well-used global library of materials related to human resources for health facilitates the exchange of information and tools. Since November 2010 HRH Hub publications have been automatically linked into the Center's repository. For the 12 month period from January 2011 to December 2011 there were 7,052 registered user reads (downloads) of HRH Hub publications.

CapacityPlus: The Hub has had publications reviewed as well as author interviews on the CapacityPlus website, and published submissions in the Pacific Senior Health Officials newsletter.

AAAH: This primary stakeholder cross-promotes Hub publications through its latest article feed on the organisation's website homepage.

Australian Policy Online (APO): As of July 2011, the Hub began linking publications into APO, resulting in their inclusion on the APO website, which has 85,000 visits each month, and in the APO's weekly briefing, which is emailed to its 18,000 subscribers.

Pacific Open Learning Health Network (POLHN): In September 2011, POLHN agreed to a request to place a link to the HRH Hub website on the Useful Links page of the POHLN.

PHRHA: In September 2011, a link to the HRH Hub website was also placed on the Useful Links section of the PHRHA website.

Trove: Copies of all Hub publications are available through the National Library and NSW Library, and can be accessed through Trove.

Cross-Knowledge Hub communication

The establishment of a cross-hub communications working group, involving communications staff from all four knowledge hubs, has enabled the hubs to develop a collaborative approach to the dissemination of information.

The working group's main area of focus during 2011 was the initiation of an AusAID e-newsletter. With the support of AusAID personnel, the working group developed plans for a quarterly email newsletter, the Hub Flash, to be used as a vehicle for directing AusAID staff to work carried out by the four Hubs. Following an AusAID cable notifying its staff of the new e-newsletter, the first Hub Flash prepared by the Hubs was distributed by AusAID to its Health Network and HIV Network mailing lists in November 2011. A random sample of recipients was surveyed following distribution of the Hub Flash and results will be evaluated early 2012 to refine the dissemination process.

Additional dissemination methods

In addition to written electronic processes, Hub staff have undertaken face-to-face and telephone dissemination activities with a range of collaborative groups and stakeholders in many settings. These have included both formal and informal meetings, consultations and teleconferences. These have occurred in-country, at Asia-

Pacific region forums and in Australia. At times this has occurred on a one-one basis with Hub visitors. These face-to-face, telephone and discussion-based dissemination activities have included:

- Knowledge feedback to country HRH managers by individual email exchanges and discussions in country (Solomons Islands, Vanuatu and Fiji).
- Feedback of Hub findings to country officials, working groups and relevant organisations, such as informal conversations at conferences (e.g. AAAH).
- Collaborative findings with investigative groups, such as universities and individual academics.
- Engagement with the research community via presentations at regional and international conferences .
- Engagement with Australian-based local and international students with a view to promoting knowledge and interest in HRH issues via teaching and research, thereby building professional capacity for the future.
- Informal consultation by senior country health officials through professional networks.
- Responses to requests for knowledge and opinion

Summary of 2011 Publication List

During 2011 the Hub released 19 publications, with a further 10 in press at the end of December 2011 covering the following themes:

Leadership and Management Capacity Building. A technical report series of 6 country profiles was published, reviewing health leadership and management capacity in the selected countries. A policy brief was also published on strengthening supportive supervision at the district health level in the Pacific.

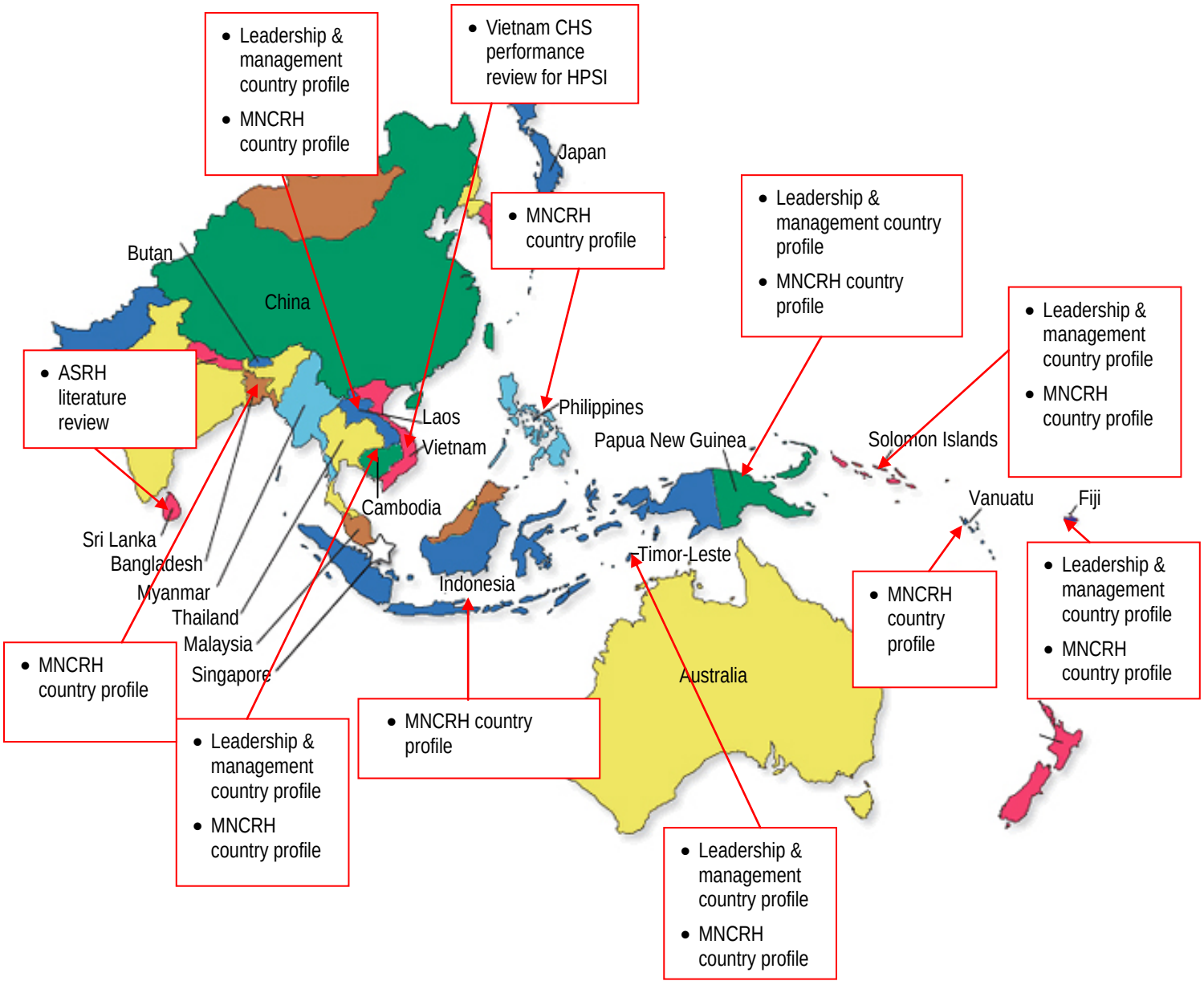
Maternal, Neonatal and Reproductive Health. A technical report series of 10 country profiles was published covering human resources for health in MNRH at community level. Six papers on improving the knowledge gap and performance in HRH - in the areas of performance management, staff supply, incentives and remuneration, education competencies, and community partnerships and effectiveness are in press, in addition to three policy briefs and a situational analysis and case study of adolescent sexual and reproductive health in Sri Lanka.

HRH Migration and Mobility: A paper on the *HRH Issues and Challenges in 13 Pacific Island Countries* has completed external review and will be published in conjunction with PHRHA. Policy briefs arising from the Five Country Study of Migration will be published in February 2012.

HRH aspects of Public Health Emergencies. Three draft policy notes were published, covering HRH in public health emergencies in developing countries, the top 12 issues for Ministries of Health to consider, and actors, institutions, coordination and management.

The following page shows the spread of publications across the Asia Pacific Region, while a full list of publications released in 2011, as well as those drafted in 2011 for release in 2012, is included in Appendix 2.

HRH Hub Asia Pacific Region publications



Non-country specific publications

Strengthening supportive supervision at the district level in the Pacific

HRH in Public Health Emergencies in developing countries: An overview

Top 12 issues for Ministries of Health to consider in addressing HRH in Public Health Emergencies

Public health emergencies in the Asia-Pacific Region: Actors and institutions; coordination and management

Objective 4: To expand the capacity of Australian institutions and professionals and through them to Asia Pacific institutions and professionals to participate effectively in evidence-informed policy making.

During 2011 the Hub actively engaged in a number of approaches to capacity building in the Asia Pacific region, and collaborated with staff within SPHCM and Australian universities and professional associations, with officers in key positions within Ministries of Health and academic institutions, and with major development partners such as WHO and UNFPA. Strengthening the Expert Group (see Objective 5) to include internationally recognised academics and practitioners has led to stronger institutional links and higher level access.

The HRH Hub has expanded the capacity of the SPHPC and its students to research regional HRH issues. Enthusiasm for the area was well evident following the two Summer School courses *Managing Human Resources for Health* course in November 2011 convened by Dr. Graham Roberts, Ms. Lois Meyer and Dr Joanne Travalgia with invited guest lecturers, and the *Reproductive, Maternal & Child Health* course led by Dr. Shanti Raman and Professor Richard Taylor with invited guest lecturers. Several Australian students expressed a wish for attachment with the Hub to pursue study and research in both areas.

SPHPC postgraduate programs have attracted Asia and Pacific students since their inception within the then WHO Regional Teachers Training Centre (RTTC) in the 1990s. Embedding HRH issues with the SPHPC programs presents a sound strategy for sustaining academic interest in this area among both Australian and international students.

Leadership and Management

Collaborative linkages have been developed and strengthened with the Universitas Gajah Mada (Yogyakarta, Indonesia), the University of Indonesia, the College of Medicine, Nursing and Health Sciences in Fiji, and the Divine Word University (Madang, Papua New Guinea).

In a part Hub and part parallel activity, the SPHCM staff provided training and skills development in qualitative research as part of the implementation of a study on Health Worker performance improvement in Papua New Guinea. Eleven staff at Divine Word University (Madang, Papua New Guinea), Pacific Adventist University (Papua New Guinea) and University of Papua New Guinea participated. Additionally, two staff from Divine Word University were trained in survey design and implementation, and twenty staff from three provinces have been trained in survey administration.

In a parallel activity in February, Hub staff conducted two workshops for Health Strategy and Policy Institute, Ministry of Health Vietnam as part of health systems strengthening project. Subsequently six staff from HSPI were trained in systematic literature search strategies in March and April 2011.

Maternal, Neonatal and Reproductive Health

In 2011 workshops were provided in Fiji by Dr Raman to strengthen capacity in clinical auditing for the Fiji neonatal mortality study conducted in CWM and Lautoka hospitals. In July 2011, as part of the PSRH conference, Dr Raman held a workshop to upskill Pacific doctors and nurses in evidence-based practice. In September 2011 training was provided in recording and monitoring factors associated with stillbirths and perinatal loss. Two research assistants sourced from the SPHCM alumni have been taken on in this area.

HRH Migration and Mobility

In September 2011 the Hub invited 2 research staff from the CMNHS (Dr Berlin Kafoa and Ms Sharon Biribo) and one from the MoH Fiji (Dr Devina Nand) to attend discussions on the findings of the Five Country Migration

Study and to discuss the potential for managing professional mobility within the Pacific region. Shortcomings in data availability, the need for HRH information systems strengthening were discussed, as was a developing concept on the potential for gaining benefit from intra-regional professional mobility. Capacity building for joint projects with FSM has been agreed for 2012 in relation to activities in the collection of workforce data and employment conditions.

HRH aspects of Public Health Emergencies

Activities in this area have included the support of in-country staff, international PhD and Master students and Australian Master students supported to complete relevant academic projects.

International capacity building

During November 2011, the Hub was involved in 2 intensive courses delivered as part of the School of Public Health and Community Medicine Summer School, and engaged HRH Hub staff, SPHPC academic staff and Australian professionals, as well as international experts, in delivering the course content.

Managing Human Resources for Health. Twelve persons from the Asia Pacific region were invited to attended, as either degree enrolled students (for credit to a Master degree) or as non-degree enrolled participants.

Reproductive, Maternal & Child Health. Five invited students attended as non-degree enrolled participants.

Both courses were very positively received by students and will continue to be on offer through SPHCM recurrent budget and will continue to include the opportunity for HRH Hub invited participants.

Australian capacity building

The Hub engaged 3 new Research Assistants towards the end of 2011 and has commenced negotiating with SPHPC staff for identified consultancies in 2012. The Hub was pleased to be able to offer students and recent graduates research experience in the HRH field. The 2011 inclusion of the principle of Human Capital Alliance in our Expert Group has expanded the Hub's access to Australian consultants for conducting work in 2012. Two PhD students, Alexander Rosewell and Rachel Nicolls, were also given the opportunity to work with the Hub.

Support of Post Graduate Research Study

The Hub has supported a number of international students conceptualise PhD and Master by Research proposals. In 2011 the Hub provided support to 2 staff of the CMNHS and one in UNFPA Suva.

The Hub supported a field visit for Pondarra Ith (UTS PhD student) to travel to Cambodia on a study – *Improving the quality of maternal care in Cambodia: identifying the practices of birth attendants in provincial Cambodia* and is currently supporting a Master student (Irene Loret) in an ASRH study in Laos and provided an opportunity for PhD student Rachel Nicholls to with a field trip to Solomon Islands to complete work on a PhD project *Understanding collaboration between health and media professionals in delivering adolescent SRH education in ASRH in 3 countries*.

Hub provided an opportunity for a UNSW Medical student, Heather Oakley, to undertake a literature review on the co-ordination of services and rebuilding after the Aceh tsunami as part of the Independent Learning Project component of her medical degree. PhD student Alex Rosewell was co-supervised by Prof Raina MacIntyre and Prof Anthony Zwi to study novel M-health solutions to workforce shortages in public health and disaster surveillance in Papua New Guinea.

Objective 5: To develop and maintain an effective organisational structure that supports and directs operational and administrative functions, which underpin Hub activities.

Governance and Administration

All University governance and budgetary requirements were followed and met during the year. Administration of Hub activities is conducted within the administrative structure, arrangement and delegations of SPHCM. Under the terms of contract the Hub has developed and maintained an effective organisational structure that supports and directs operational and administrative functions that underpin Hub activities.

Regular Hub Executive Group and Team meetings were held during the year. The internal editorial review process was strengthened to process the publication of 2010 findings. External review processes were strengthened to include in-country reviewers.

The Directors and other senior staff participated in cross-Hub meetings to share issues regarding the governance of the Hubs within the knowledge Hubs initiative.

Contractual obligations

The 2010 Annual Report, 2011 Work Plan and budget and financial statements were submitted as required.

Staffing

A number of staff changes occurred during 2011.

- Dr Graham Roberts and Dr Shanti Raman commenced as Senior Research Fellows in January 2011
- Dr John Rule and Dr Jennifer Doyle commenced as Research Associates in January 2011.
- In March Dr Joao Martins left to take up an appointment Dean of the Faculty of Medicine and Health Science at the National University of Timor-Leste, although continues to collabrate
- SPHCM and the Hub were saddened by the sudden death of Associate Director, Alan Hodgkinson on 20 April 2011. Dr Graham Roberts was appointed Deputy Director
- Michelle de Souza, Communications Officer, resigned in August and was replaced by Donna Gersbach
- 5 new research staff commenced. Jed Horner (MPH student) working on skilled health workers in MNCH and related issues, Rachel Nicholls (current PhD student SPHCM) working on ASRH project in Solomon Islands and literature review on cross-sector collaboration in ASRH, Alexandra Girdwood (MPH student) working on completing MNCH literature reviews, policy briefs and perinatal and neonatal death review projects, Sophia Lin (MPH graduate) working on the collection and collation of Pacific workforce data and Dr Brahmaputra Marjadi working on the literature review on the effectiveness of health staff in NCD prevention.

Expert Group

The role of the Hub Expert Group is to provide high-level strategic advice on emerging issues and challenges in health systems with regard to HRH, and to support the Hub in meeting its goals and work plans. An HRH Knowledge Hub Expert Group was appointed in October 2010 consisting of: Dr Mario Dal Poz (WHO, Geneva), Professor James Buchan (Queen Margaret University, Scotland) and Mr James Campbell (Integrare, Spain). In 2011 in response to the Mid-Term Review, the Expert Group was extended to include Dr. Suwit Wibulpolprasert (recent past President of AAAH and of the Ministry of Health Thailand), Dr Jimmie Rodgers (SPC), Emeritus Professor Arie Rotem (UNSW), Mr Lee Ridoutt (Human Capital Alliance) and Ms Beth Slatyer (AusAID) represented by Ms Joanne Greenfield at the November 2011 meeting.

During 2011 the Expert Group met at the Second Global Forum on Human Resources for Health in January 2011, in Bangkok, Thailand and again as a smaller group in November 2011 in Sydney. The Group has been involved in reviewing publications and providing strategic advice.

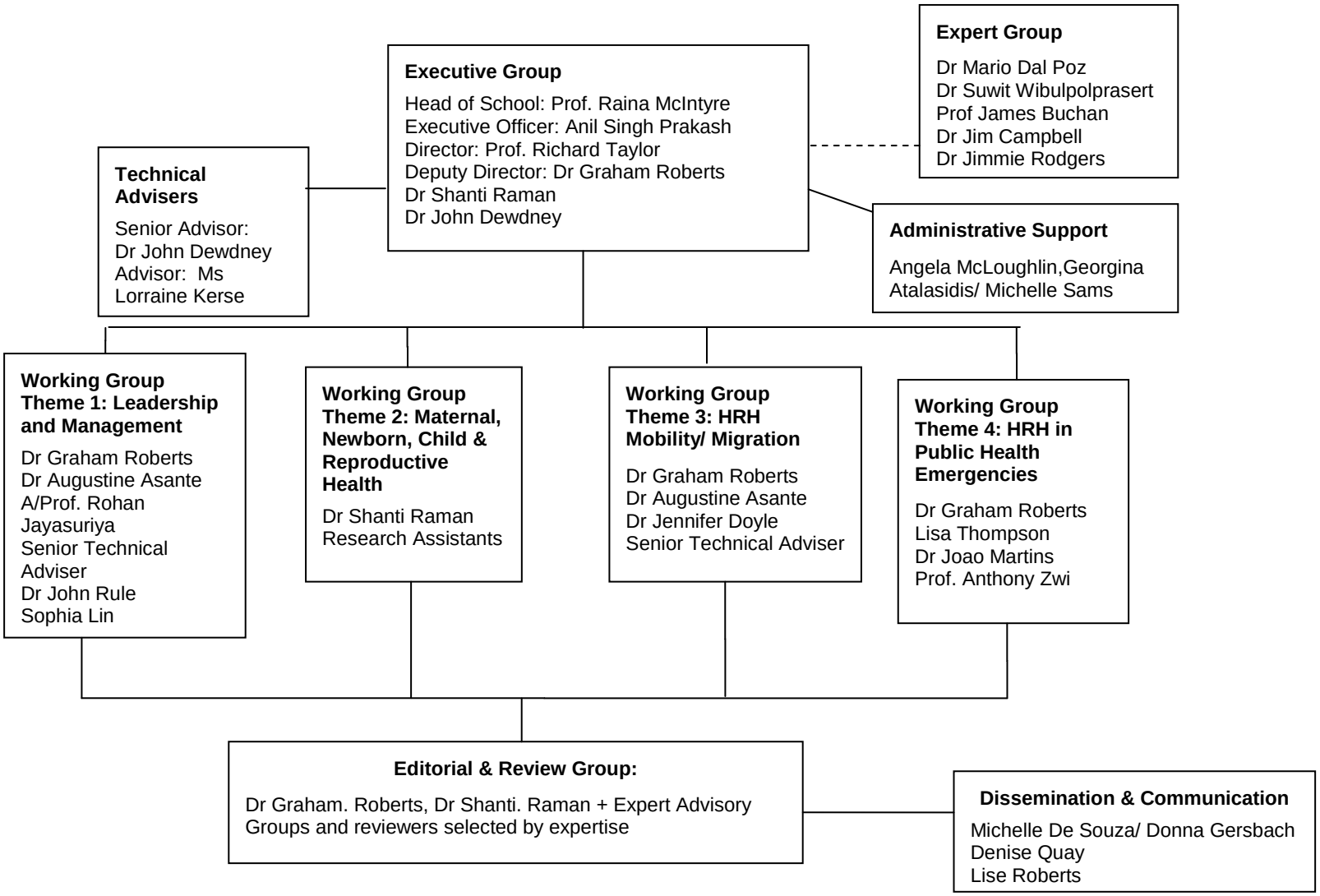
Organisational structure

The Hub's organisational structure is attached as Appendix 1.

4. Conclusion

The Annual Report 2011 presents substantial progress towards meeting objectives of providing policy relevant HRH knowledge to national governments, the donor community and communities of practice. The activities have been targeted to inform policy and to build capacity in partner governments for understanding and managing HRH issues and the challenges emerging from new developments in HRH training provision, reformed government structures, population dynamics, skills gaps, production and retention and the labour market forces and dynamics that are the current determinants of HRH supply in the Asia Pacific region.

Appendix 1. HRH Hub Organisational Chart



Appendix 2. HRH Hub Publications

Published 2011

Leadership and Management

Asante, A & Hall, JJ *A review of health leadership and management capacity in Cambodia*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. ISBN 9780733429620.

Asante, A & Hall, JJ *A review of health leadership and management capacity in Fiji*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. ISBN 9780733429606.

Asante, A & Hall JJ *A review of health leadership and management capacity in Timor-Leste*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. ISBN 9780733429613.

Asante, A & Hall, JJ *A review of health leadership and management capacity in the Lao People's Democratic Republic*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. ISBN 9780733430312

Asante, A & Hall JJ *A review of health leadership and management capacity in Papua New Guinea*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. ISBN 9780733430374

Asante, A & Hall, JJ *A review of health leadership and management capacity in the Solomon Islands*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. ISBN 9780733430350

Asante, A & Roberts, G *Strengthening supportive supervision at the district health level in the Pacific*, Policy Brief, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney.

Maternal, newborn, child adolescent reproductive health

Dawson, A, Howes, T, Gray, N & Kennedy, E *Human resources for health in maternal, neonatal and reproductive health at community level: a profile of Bangladesh*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429636

Dawson, A, Howes, T, Gray, N & Kennedy, E *Human resources for health in maternal, neonatal and reproductive health at community level: a profile of Cambodia*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429743

Dawson, A, Howes, T, Gray, N & Kennedy, E *Human resources for health in maternal, neonatal and reproductive health at community level: a profile of Fiji*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429750

Dawson, A, Howes, T, Gray, N & Kennedy, E *Human resources for health in maternal, neonatal and reproductive health at community level: a profile of Indonesia*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429767

Dawson, A, Howes, T, Gray, N & Kennedy, E *Human resources for health in maternal, neonatal and reproductive health at community level: a profile of Lao People's Democratic Republic*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429774

Dawson, A, Howes, T, Gray, N & Kennedy, E *Human resources for health in maternal, neonatal and reproductive health at community level: a profile of Papua New Guinea*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429798

Dawson, A, Howes, T, Gray, N & Kennedy, E *Human resources for health in maternal, neonatal and reproductive health at community level: a profile of the Philippines*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429781

Dawson, A, Howes, T, Gray, N & Kennedy, E *Human resources for health in maternal, neonatal and reproductive health at community level: a profile of the Solomon Islands*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429804

Dawson, A, Howes, T, Gray, N & Kennedy, E *Human resources for health in maternal, neonatal and reproductive health at community level: a profile of Timor-Leste*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429811

Dawson, A, Howes, T, Gray, N & Kennedy, E *Human resources for health in maternal, neonatal and reproductive health at community level: a profile of Vanuatu*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429828

Human resources for health – general

Expert consultative meeting on Human Resources for Health: meeting notes 18–19 February 2010, University House, The Australian National University, Canberra, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. 2011.

Inaugural forum on Human Resources for Health: proceedings of the inaugural HRH Forum on Human Resources for Health, The University of NSW, Sydney, Australia, 8–9 April 2010. Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney.

In Press 2011

Maternal, newborn, child adolescent reproductive health

Dawson, A *Human resources for health interventions in community maternal, newborn and reproductive health contexts: evidence of effectiveness*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. ISBN 9780733429835

Dawson, A *Improving HRH motivation through incentives and remuneration: A focus on health workers in maternal, newborn and reproductive health at community level*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429842

Dawson, A *Improving partnerships between health workers and the community for maternal, newborn and reproductive health*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. ISBN 9780733429897

Dawson, A *Improving the performance management of staff in maternal, newborn and reproductive health at community level*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429859

Dawson, A *Strategies to improve the supply of staff in maternal, newborn and reproductive health at community level*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales, Sydney. ISBN 9780733429873

Dawson, A *Strengthening health worker educational competencies in maternal, newborn and reproductive health at community level*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. ISBN 9780733429866

Dawson, A, Wijewardena, K, Raman, S & Girdwood A *Strengthening human resources for adolescent health in Sri Lanka through health and education sector collaboration*, Policy Brief, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. ISBN 9780733430961

Raman, S & Girdwood, A *Optimising maternal, newborn and child health workforce at community level: What works?* Policy Brief, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. ISBN 9780733430985.

Raman, S & Horner, J *Improving partnerships between health workers and the community for maternal, newborn and child health*, Policy Brief, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. ISBN 9780733430978.

Dawson, A, Wijewardena, K, Raman, S & Girdwood A *Health and education sector collaboration in adolescent sexual and reproductive health in Sir Lanka, A situational analysis and case study of the Kalutara District*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney.

Migration

Roberts G, Nadakuitavuki, R, Biribo S and Ratu U *Migration of Pacific Health Workers in Five Pacific Island Countries,* Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney.

Human resources for health – general

Doyle, J, Asante, A & Roberts, G *Human Resources for Health Issues and Challenges in 13 Pacific Islands Countries,* Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney. *ISBN 9780733430749.*

Under review

Leadership and Management

Iljanto, S, Asante, A, Rule, J *Health management and leadership practices and behaviours at the district level in the West Java Province of Indonesia*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney.

Meliala, A, Asante, A, Rule, J *Health management and leadership practices and behaviours in the Yogyakarta Province of Indonesia,* Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney.

Asante, A, Rule, J,Iljanto, S, Meliala, *A Comparative analysis of health management and leadership practices and behaviours in West Java and Yogyakarta Province*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney.

Jayasuriya, R *Management and leadership in the health sector of Papua New Guinea: context and training,* Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney.

Jayasuriya, R *District health management practice in Papua New Guinea – A comparative study of four districts in Milne Bay and Eastern Highlands Province*, Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney.

Public health emergencies

Martins, J & Zwi, A *Supporting factors and challenges in mobilising and retaining human resources during the political upheavals: A case study from Timor-Leste's instability in 2006,* Stories and Strategies Series, Human Resources for Health Knowledge Hub, UNSW, Sydney Australia.

Ranasinghe, T & Zwi, A *Preparedness, Mobilization and Management of Human resources for Health during an emergency: A Case study from Sri Lanka, Stories and Strategies Series*, Human Resources for Health Knowledge Hub, UNSW, Sydney Australia.

Rosewell, A & Zwi, A *HRH in Pandemics,* Policy note, Human Resources for Health Knowledge Hub, UNSW, Sydney Australia.

Taylor, R, Blake, B, Claudio, F *An analysis of the opinions and experiences of Australians involved in health aspects of disaster response overseas to enhance effectiveness of humanitarian assistance,* Stories and Strategies Series, Human Resources for Health Knowledge Hub, UNSW, Sydney Australia.

Thompson, L & Zwi, A *Policies Frameworks and Plans for health sector engagement in PHEs,* Policy note, Human Resources for Health Knowledge Hub, UNSW, Sydney Australia.

Thompson, L & Zwi, A *Challenges for HRH in times of PHE*, Policy note, Human Resources for Health Knowledge Hub, UNSW, Sydney Australia.

Thompson, L & Zwi, A *Supporting HRH in PHE,* Policy note, Human Resources for Health Knowledge Hub, UNSW, Sydney Australia.

Thompson, L, Zwi, A *Strategies utilised by local health workers and health systems in low-middle income countries to prepare for and respond to public health emergencies: a rapid systematic review of the peer-reviewed literature,* Human Resources for Health Knowledge Hub, UNSW, Sydney Australia.

Publications in preparation

Leadership and Management

Asante, A & Hall, JJ *A synthesis of health leadership and management capacity,* Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney.

Meyer, L *Leadership and management assessing capacity: a descriptive review,* Human Resources for Health (HRH) Knowledge Hub, School of Public Health and Community Medicine, University of New South Wales (UNSW), Sydney.

Public health emergencies

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Appendix 3. Conferences, meetings and visitors

3.1 Conferences and meetings

Name of Meeting/Forum /Conference	Attendees	Comments
25-29 January 2011 2nd Global Forum on HRH, Bangkok Thailand	Prof Richard Taylor Dr Graham Roberts	WHO/AAAH/GHWA - HRR
26 January 2011 Expert Group Meeting HRH, Bangkok Thailand	Prof Jim Buchan, Dr Jim Campbell Dr Mario Del Poz Dr Gulin Gedik. Dr Suwit Wibulpolprasert Prof Richard Taylor Dr Graham Roberts Alan Hodgkinson Dr John Dewdney A/Prof Antony Zwi A/Prof Rohan Jayasuriya Beth Slatyer	HRH Hub Expert Meeting with discussion of HRH Hub work plan and preferred approaches
7-11 February 2011 WHO Meeting on Nursing Education and Human Resources for Health	Prof Richard Taylor Dr Graham Roberts	An important review of activities in Nursing Education with WHO and nursing colleagues
9-11 February 2011 PHRHA conference in Nadi – Pacific Human Capital for Health Alliance, Nadi Fiji	Prof Richard Taylor	PHRHA meeting where important country issues are discussed
20-25 February 2011 Health Strategy & Policy Institute (HSPI) Workshop, Hanoi Vietnam	Prof Richard Taylor Dr Graham Roberts	Part of the continued engagement of SPHCM and HRH Hub with HSPI in Vietnam involving capacity building
24 February 2011, Universities & International Development Agencies: Exploring Models for Research Partnerships, UNSW – Joint UNSW & Universities ACFID Linkage Network	Prof Anthony Zwi Dr Shanti Raman	A review of current collaborative projects between the Australian aid sector and the academic community in the health and development arena
4 March 2011, AMS	Prof Richard Taylor	
8 March 2011 IWD seminar on women's health Women's & Children's Health Hub, International Women's Day Seminar, Compass Melbourne	Dr Shanti Raman	Met with Wendy Holmes from Women & Children's Health Hub (Compass) and Samantha Colquhoun from centre for International Child Health to discuss collaborations in MNCH
21 March 2011, ANAPHI to CAPHIA meeting, Canberra	Prof Richard Taylor	Involvement of SPHCM in the transition of ANAPHI to CAPHIA
28 March 2011 meeting with Health Strategy & Policy Institute (HSPI) Vietnam	Prof Richard Taylor Dr Graham Roberts	Discussion of areas of common interest, especially the assessment of performance of Commune Health Stations
4-6 April 2011 WHO Regional Meeting on an Action Framework for the Regional Strategy on Human Resources for Health, , Manila, Philippines	Prof Richard Taylor	Engagement with regional HRH stakeholders – Research partnering meeting
6 8 April 2011 meeting with Health Strategy & Policy Institute (HSPI) Vietnam	Dr Shanti Raman Dr Graham Roberts	To discuss potential research collaborations in health systems planning

Name of Meeting/Forum /Conference	Attendees	Comments
11-15 April 2011 HIV workforce development in PNG, Port Moresby	Dr John Rule	John Rule holding informal discussion with stakeholders on workforce development in PNG: Stuart Weston (PNG Country Director, UNAIDS), Dr Nano Gideon (former Director of Heduro Clinic, Port Moresby General Hospital and NDOH HIV/STI Coordinator for PNG Southern Region), Dr Agatha Lloyd (ART Specialist, WHO PNG), Annie McPherson (Executive Director, Igat Hope the national organisation of people living with HIV/AIDS in PNG).
16 April 2011 Australia-India Partnerships in Public Health Forum, University of Sydney	Dr Shanti Raman	Explored potential for Australian public health training and development with Public Health Foundation of India
28 April 2011 meeting with Lee Ridoutt, Human Capital Alliance, UNSW	Prof Richard Taylor Dr Graham Roberts	Engagement of the HRH Hub with a local HRH Consultant who has become a member of the HRH Hub Expert committee.
22-25 May 2011 Annual Scientific Meeting of the Royal College of Physicians, Darwin	Dr Shanti Raman	Presented two papers including "How do frontline services in a large metropolitan region address the clinical burden of child physical abuse and neglect?
26 May 2011 WCH Knowledge Hub Seminar, Burnet Institute, Melbourne	Dr Shanti Raman	Service delivery for better maternal, newborn and child health and nutrition in low income settings: Special seminar with, Professor Zulfiqar Bhutta
2-5 June 2011 2nd World Conference on Humanitarian Studies, Tufts University Boston	Prof Anthony Zwi Ms Lisa Thompson	*Presented papers on: Strategies to support local health worker performance in public health emergencies (L.Thompson & A.Zwi)* *Overview of issues related to human resources for health and public health emergencies. The Stories and Strategies Series (A.Zwi)*
28 June to 1 July 2011 9th Meeting of the Ministers for Health for the Pacific Island Countries, Honiara,	Prof Richard Taylor	Invited observer to a meeting where important health and HRH issues in Pacific island countries are discussed by Ministers for health
1 July 2011 meeting with Dr Martins	Dr Graham Roberts Dr Anthony Zwi	Dr Joao Martins & Ministry of Health Timor-Leste
4 July 2011 HRH Observatories Global Meeting, Lisbon Portugal	Prof Richard Taylor	Evidence informed HRH policies: the contribution of HRH Observatories
8 July 2011 London School of Hygiene & Tropical Medicine, London UK	Prof Richard Taylor	Meeting with Mylene Lararde, John Porter and David Ross. Consultations with DEFID funded research consortia
9 July 2011, Cambridge University	Prof Richard Taylor	Meeting with Dr John Powels
5-9 July 2011 Pacific Society Reproductive Conference 'Maternal Health Matters' Honiara	Dr Shanti Raman Ms Rachel Nicholls	Attended and Dr Raman presented paper on Fiji neonatal death review project and also chaired session on research in the Pacific.

Name of Meeting/Forum /Conference	Attendees	Comments
10-11 IARC Lyon	Prof Richard Taylor	Discussion concerning a on-going cervical screening project in Fiji
12 July 2011 UNSW Forum Discussion on Australian AID Effectiveness Review, UNSW	Prof Richard Taylor Dr Graham Roberts	Review of the latest AusAid document of aid effectiveness
13 July 2011 Understanding Health Equity: Case Studies from South Asia (workshop with Dr Ruhi Saith from Jawaharal Nehru University)	Dr. Shanti Raman, Professor Anthony Zwi, Ms Denise Quay, Dr. John Rule, Jed Horner.	This workshop was convened by the HRH Hub, with representatives attending from both the Hub and Faculty of Arts & Social Sciences.
10 August 2011 Cambodian Secretary for Health, UNSW	Prof Richard Taylor Dr Graham Roberts	*HE Prof Krury, State Secretary for Health, Cambodia*
15-17 August 2011 WHO Advisory Group on Research Governance and Data Sharing, Manila, Philippines	Dr Graham Roberts	Invited advisor
18-20 August 2011 14th Annual Pasifika Medical Association Conference, Nadi Fiji or Denarau Island	Dr Shanti Raman Dr John Dewdney	Dr Raman presented paper on ''Do sick children have rights in Australia and New Zealand' about the evaluation of Children's rights in healthcare services in Australia and New Zealand
20-22 August 2011 Combined Medical Conference Australian Sai Medical Unit/UPSM/FNU & Fiji College of General Practitioners	Dr Shanti Raman	Conference participation and presentation of workshop to up skill Fiji medical students and doctors in clinical paediatrics.
22 August 2011 HWA Canberra	Prof Richard Taylor	Linkages of HRH hub with HWA
25-31 August 2011 ICAAP conference, Korea	Dr John Rule	Invited speaker
15-17 August 2011 Strengthening Specialised Clinical Services in the Pacific, Nadi	Prof Richard Taylor	Discussions concerning supply of specialised clinical services in the Pacific Islands
30-31 August 2011 NCD Forum, Nossal Inst, Melbourne	Prof Richard Taylor	Briefing for AusAID on NCD control in the Asia Pacific
8 September 2011 meeting with Dr Anh Ngo, UNSW	Prof Richard Taylor Dr Graham Roberts Dr John Rule Dr John Dewdney Dr Augustine Asante	Related to activity on the assessment of performance of Commune Health Stations in Vietnam with HSPI
10-11 September 2011 Perinatal Loss Skills training workshop, Lautoka & Suva Fiji	Dr Shanti Raman	Facilitated skills training program as prerequisite for neonatal and perinatal audit project
14-16 September 2011 PSHON Network meeting, Port Vila	Prof Richard Taylor	
25-28 September 2011 Public Health Association of Australia 41st Annual conference, Brisbane September	Prof Richard Taylor Dr Shanti Raman	Attended Presented paper "Rights of refugee children and youth in Australia: a long way to go' Presented workshop for the International Health- Special Interest group: Refugee and Asylum Seeker health: Controversies and possibilities – Maxine Whittaker, Jaya Earnest and Shanti Raman.

Name of Meeting/Forum /Conference	Attendees	Comments
10-11 October 2011 Annual conference Nossal Institute, Melbourne,	Dr Graham Roberts Dr Augustine Asante	Invited participant
3 November 2011 Protecting Health Care in Armed Conflict Conference, , University of Queensland School of Population Health, Mayne Medical School,	Prof Anthony Zwi Ms Lisa Thompson	Prof Zwi was an invited panel speaker Distributed copies of PHE policy notes
7-11 November 2011 The 6th AAAH Conference, Cebu Philippines	Dr Graham Roberts Dr Augustine Asante	Paper presented A Pacific Regional Human Resource for Health: A Policy Discussion Paper, Graham Roberts, Berlin Kafoa, Devina Nand
9-11 November 2011 8th Australian & New Zealand Adolescent Health Conference, 3rd IAAH Asia Pacific Congress. Presented paper	Dr Shanti Raman	Presented paper on 'Resilience in refugee youth: exploring cross cultural issues'
10-11 November 2012 Pacific Senior Officials Network Annual Meeting	Prof Richard Taylor	Invited participant
15-16 November 2011 Family Planning Pacific Forum, Family Planning NSW, Sydney	Ms Rachel Nicholls	To discuss the current challenges and limitations in the Pacific for the achievement of MDG5b, 'Achieve, by 2015, Universal Access to Reproductive Health'.
14-17 November 2011 Managing Human Resources for Health	Dr Graham Roberts	Course convener. Students Miwa Sonoda, Silina Fusimalohi, Telma Joana Cort-Real de Oliveira, Akineti Bauro, Coldrine Kolae, Jacob Nuia, Russel Tamata, Markson Tetaum, Rosuweti Galuvao, Andrew Waleluma Darcy, Oswald Ramo & Paphassarnage Chanthakhath.
14-17 November 2011 Reproductive, Maternal & Child Health,	Dr Shanti Raman Dr Rajat Gyaneshwar Dr. Pushpa Nusair Prof Ian Howie Deborah Bateson John Eastwood A/Prof John Hall Sue England	Course convener. International students- Dr Tomomi Kitamura, Dr Pat Brodie, Chiranthika Vithana, Chandni Joshi & Dr Levi Hou
17 November 2011 HRH Hub Expert group meeting	Prof Richard Taylor, Dr Graham Roberts, Dr James Campbell, Prof Jim Buchan, Joanne Greenfield	Review of activities, work plan, potential collaborations and engagement.
18 November 2011 International Forum on HRH in resource poor countries	Prof. Zulfiqar Bhutta Dr James Campbell Prof James Buchan Prof Ian Howie Prof Richard Taylor Dr Graham Roberts Dr Shanti Raman Dr John Dewdney	Short presentations by panel members then facilitated discussion with panel/attendees.

Name of Meeting/Forum /Conference	Attendees	Comments
28 November 2011 IPMC meeting at RACS, Melbourne	Prof Richard Taylor	International Projects Management Committee of Royal Australian college of Surgeons
1 December 2011 Contributions of ANZ Specialists in strengthening clinical and other health services in the Pacific, RACP offices Sydney	Speakers Dr Francis Agnew, A/Prof Rosemary Aldrich, Prof Shanthi Ameratunga, Dr Alec Ekeroma, Prof Rajat Gyaneshwar, Dr Berlin Kafoa, Dr Vijay Kapadia, Dr Revite Kirition, Dr Alasdair MacDonald, Prof Finlay Macrae, Dr Rob McDougall, Mr Kiki Maoate, Prof Glen Mola, Dr Georgina Phillips, Dr Stephen Quain, Dr Shanti Raman, Debbie Sorensen, Dr Api Talemaitoga, Prof David Watters, A/Prof Stephen Weinstein, Dr Peter Wirth & Prof Richard Taylor	Participants Dr James Fordyce, Dr Leena Gupta, Dr Judith McCool, Dr Peter McMinn, Dr Kate Napthali, Dr StuartbRamsay, Carmel Walker, Dr Warren Walsh, Dr Alison Short, Kirsty Robertson, Dr Katie Panaretto, Dr Michael Cooper, Prof Gordon Stokes, Graham Hextell, Dr James Macdonald, Dr Mahomed Patel, Susi Tegen, Dr Tony Neaverson, Stephanie Korin, Daliah Moss Gerhard Schlenther Prof Bart Currie Dr Trish Ferguson, Dr Michael Brydon Dr Lesley Voss Dr Mark Strahan Dr Renuka Kapadia A/Prof John Eastwood, Dr Jennifer Ho, Dr Kamalini Lokuge Jed Horner, Alexandra Girdwood & Dr Jennifer Doyle

3.2 Product related visits

Name of Meeting/Forum /Conference	Attendees	Comments
1-4 February 2011 visitor to HRH, UNSW	Dr Thushara Ranasinghe	
22-25 March 2011 visit to Suva, Fiji	Richard Taylor	Research & meetings with research collaborators
18-22 April 2011 research trip to Fiji	Dr Shanti Raman	Meet with research collaborators Drs James Fong, Joe Kado, Lisi Tikoduadua, Frances Bingwor, Tima, Dr Rajat Gayaneshwar MoH and FNU. Scoping visit to prepare groundwork for neonatal mortality audit study
1-6 May 20011 Visit to Fiji	Prof Richard Taylor	Meetings with research collaborators.
8-13 May 2011 visit to Fiji	Dr Graham Roberts	Meetings with Fiji School of Medicine, Ministry of Health and WHO
18-21 May 2011 visit to Fiji	Prof Richard Taylor Dr Stephen Morrell	Research trip
1-2 June 2011 visit to PNG	Dr John Rule	Meetings with: Dr Esorom Daoni, Senior Advisor on HIV/AIDS, PNG National Department of Health & Dr Moala Kariko, Deputy Director, PNG National Aids Council Secretariat
30 June – 9 July 2011 Research trip to Solomon Islands	Dr Shanti Raman	Scoping visit to explore possibility of doing a project on 'Adolescent Sexual & Reproductive Health (ASRH) services: Cross sector collaboration and skill mix' in Solomon Islands. Met with key stakeholders in Ministry of Health & Medical Services (MoHMS), Ministry of Education and Human Resource Development(MEHRD), UNFPA, WHO, World Bank and other relevant NGO representatives
20-24 June 2011 VIA Cry Training, Fiji	Prof Richard Taylor	Training for cervical screen project
5-10 July 2011 visit to Solomon Islands	Rachel Nicholls	Met with key stakeholders in adolescent reproductive health to identify collaboration between health and other sectors, as part of PhD project
25-26 July 2011 visitors from Fiji National University	Prof Richard Taylor Dr Graham Roberts	Berlin Kafoa & Davina Nand discussions on Migration & Mobility
25-29 July 2011 visit to Port Moresby Papua New Guinea	Dr John Rule	Data collection
1-12 August 2011 visit to Indonesia	Dr Augustine Asante	Met with in-country partners from universities of Gadja Mada and Indonesia to review data analysis and discuss draft reports. Meetings were also held with the head and secretary of

		the Gunung Kidul District Health Office and staff of the Provincial Health Office in Yogyakarta. Also met with Dr A. Ridwan Malik, a Senior Researcher at NIHRD, MoH.
11 August 2011 Lorraine Kerse		Briefing by Lorraine Kerse, technical advisor, to HRH Hub staff
16-23 August 2011 visit to Fiji	Dr Shanti Raman	Met clinicians at Colonial War Memorial (CWM Hospital) including Dr Pushpa Nusair and Dr Tupou (O7G) Dept, to plan perinatal loss workshop and quality improvement project Met Kylie Jennings and Mereana Tukana from Fiji Health Sector Support program and Adriu Naduva from UNFPA
22-23 August 2011 Participating in free Medical camp in Ba, Fiji,	Dr Shanti Raman	opportunity to see the 'Diaspora' in action
25 August 2011 visit by Dr Jim Campbell	Dr Jim Campbell Prof Richard Taylor Dr Graham Roberts	Visit to discuss work plan issues
2-8 August Visit to Suva, Fiji	Dr Stephen Morrell	Collection of data
20-25 August 2011 visit to Tonga	Dr John Dewdney	Collection of data
17-25 September 2011 visit To Fiji	Dr Graham Roberts	Work on MoU with FSMed and agreements for completing the migration study and conducting new work
24-28 October 2011, Sophia Lin meetings with FSoM	Sophia Lin, Berlin Kafoa & Revite Kirition	Discussions relating to mapping project
1-11 November 2011 visiting Port Moresby, Papua New Guinea	Dr John Rule	Consultation with National Association of People Living with HIV/AIDS (napwa)

3.3 Inter-Hub, AusAid and other collaboration meetings

Name of Meeting/Forum /Conference	Attendees	Comments
8 March 2011 Women's & Children's Health Hub, International Women's Day Seminar, Compass Melbourne	Dr Shanti Raman	Invited attendee
18 March 2011 AusAID Roundtable:, Burnet Institute, Melbourne	Dr Shanti Raman	Invited attendee. Explored range of views of academics and gloval NGO bodies on improving maternal and child health outcomes using family planning as key strategy
24-26 March 2011 Annual Paediatrics Update, Sydney Children's Hospital Randwick, Sydney	Dr Shanti Raman	Up skilled in current evidence-based paediatric practices
5 April 2011 Inter Hub meeting, HIS Hub, Brisbane		
17 May 2011 Cross Hub discussions	Dr Graham Roberts	With HIS Hub
30-31 May 2011 AusAID Dissemination and Uptake Workshop, Canberra,	Dr Graham Roberts Michelle de Souza Denise Quay	
30 August cross Hub meeting, Nossal Institute	Richard Taylor	NCDs and development
6 September 2011 Meeting with Health Workforce Australia	Dr Graham Roberts	Discussion of international recruitment issues
16 September 2011 Cross Hub business meeting	Prof Richard Taylor Dr Graham Roberts	
26-27 September 2011 Meeting with HIS Hub, Brisbane	Dr Shanti Raman Dr Maxine Whittaker Audrey Auma	Meeting in conjunction with attendance at PHAA conference to discuss possible collaborations/synergies with HIS Hub
7 October 2011 Meeting HPHF Cross Hub Technical review meeting, Nossal Institute, Melbourne	Dr Graham Roberts Dr Augustine Asante	Discussions on overseas partner organisations
25 October 2011 Timor-Leste Day, Scientia building, The University of New South Wales, Sydney	Prof Richard Taylor, Dr Graham Roberts, Dr Shanti Raman, Dr John Rule, Dr Augustine Asante, Dr Jennifer Doyle, Prof Anthony Zwi	presentations by colleagues from Timor-Leste & discussing potential collaborative activities of Knowledge Hubs with Timor-Leste into the future
31 October 2011 Cross Hub telephone conference	Dr Graham Roberts Donna Gersbach	To discuss PSHON agenda
6 December 2011 Cross Hub Forum	Prof Richard Taylor Dr Graham Roberts Dr Shanti Raman Dr Augustine Asante	Working discussions with AusAID and other Hubs
7 December 2011 Cross Hub Steering committee	Prof Richard Taylor Dr Graham Roberts	Working discussions with AusAID and other Hubs
14-15 December Cross Hub Monitoring & Evaluation framework Canberra	Dr Graham Roberts Dr John Rule	Working discussions with AusAID and other Hubs

3.4 Other meetings

Name of Meeting/Forum /Conference	Attendees	Comments
17 February 2011 Hub Expert consultation	Dr Jimmie Rodgers and Hub Staff	Visit to discuss work plan issues
29 June 2011 Workshop/Discussions with Dr Noriko Fujita from the National Center for Global Health and Medicine, Japan	Dr Graham Roberts Prof Anthony Zwi Dr Shanti Raman Dr Augustine Asante Lisa Thompson Sam Chivers Denise Quay	Discussions on health surveys and data collection methods in Cambodia, Afghanistan and DRC. General discussion on HRH issues in humanitarian emergencies and post conflict situations
15 September 2011 teleconference with TROPIC (NCD) Project	Dr Graham Roberts	Discussion of HRH contribution to NCD prevention
30 November 2011 Launch of the Fiji HIT, Nadi Fiji	Dr Graham Roberts	Invited by WHO WPRO

3.5 Other Visitors to the Hub

Name of Meeting/Forum /Conference	Attendees	Comments
17 February 2011 Dr Jimmie Rodgers	Prof Richard Taylor Dr Graham Roberts	As a member of the Expert Panel & Director General of SPC Dr Rodgers ??
May 2011 Dr Chiranthika Vithana		From the Family Health Bureau in the Ministry of Health, Sri Lanka joined the Hub for a period of 12 months as part of her post MD training on an AusAID scholarship. She undertook research on maternal and child health, and NCD prevention, in particular screening for breast and cervical cancer.
21-28 May 2011 Dr Rajanishwar Gyaneshar	Prof Richard Taylor Dr Shanti Raman	Planning visit to discuss Perinatal loss audit project and possible NCD project
5 June – 16 July 2011 Dr Ruhi Saith	Prof Anthony Zwi Dr Shanti Raman Jed Horner Dr John Rule	Visiting Fellow from the Institute of Advanced Study at Jawaharal Nehru University, Delhi, India & Developing country Editor for the Cochrane Public Health Group
25-26 July 2011 Dr Berlin Kafoa, Davina Nand and Ms. Sharon Biribo	Prof Richard Taylor Dr Graham Roberts	Acting Director Research, College of Medicine Nursing & Health Sciences, Fiji National University visited on 25-26 July to brief on pacific work force and discuss collaboration 2012
24 August 2011 Dr Angela Dawson, Faculty of Nursing, Midwifery and Health UTS	Dr Shanti Raman Rachel Nicholls Dr Alison Rutherford Samantha Chivers	Literature review discussions on maternal neonatal and child health and adolescent sexual and reproductive health

Name of Meeting/Forum /Conference	Attendees	Comments
24-27 October 2011 Dr Joao Martins, Dean, Faculty of Medicine & Health Sciences Universidad Nacional Timor Lorosae	Dr Anthony Zwi Lisa Thompson Prof Richard Taylor Dr Graham Roberts	To participate in the Timor-Leste Day and further meetings with HRH Hub.
7 November 2011 meeting with WHO Collaborating Centre for Nursing, Midwifery and Health Development. Faculty of Nursing, Midwifery and Health, UTS	Dr Miriam O'Connor (O&G UPNG), Penny O'Connor (Oil Search in charge of MCH program), Michelle Rumsey Prof Pat Brodie Sue England (World Vision)	Discussions on Adolescent Sexual Reproductive Health, the proposed Sexual & Reproductive Health Training Unit and possible collaborations on the midwifery support
8-12 November Ms Beverly Herbert, Primary Health Nurse Consultant	Dr Shanti Raman Rachel Nicolls Prof Richard Taylor	Realities of reproductive and child health in Solomon Islands and challenges of cross cultural research in the Pacific
30 November Prof Glen Mola, Head of Obstetrics & Gynaecology UPNG	Dr Shanti Raman Prof Richard Taylor Dr Jennifer Doyle Jed Horner Alexandra Girdwood Dr Kirsten Black(USyd) Dr Deborah Bateson (Family Planning NSW)	Meeting to identify the pressing work for and health issues facing PNG in reproductive and child health. Exploring partnerships and applied research.

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