

The World Health Organisation (WHO)
Proposal for Seed Funding from AusAid, March 2011 to June 2012
18th February 2011

Background

The Health Strategic Plan 2008-2015, the Health Workforce Development Plan 2006-2015 and the UHS Strategic Plan 2008-2012, all highlight the shortage of qualified health workers who are clinically competent, equitably distributed and adequately paid. There is an urgent need to upscale and improve the quality of health care and the distribution of health workers.

The Ministry of Health Cambodia is currently undergoing a mid term review of the Health Strategic Plan 2008-2015, with the review of the Health Workforce Development Plan 2006-2015, being a specific thematic area of consideration, including a review of health education. The mid term review of the Health Workforce Development Plan 2006-2015, offers an opportunity to bring educational reform to key decision makers in the Ministry of Health and eventually other Ministries.

There is a request from the University of Health Science and the Ministry of Health for a resource centre for educational development for health professionals which will act as a focal point for educational reform, strategic review and capacity building. The resource centre also offers a base for faculty development and the development of educational systems and planning.

This draft proposal for seed funding from AusAid will enable a full use of the mid term review in supporting the RGC to explore education strategies, to identify priorities for action before 2015. This draft proposal for seed funding will also enable the establishment of a resource centre which will eventually play a strong role in the coordination of educational reform. This seed funding will also be used in the design phase of the CEDHP for a further three years funding. The seed funding is only for the initial establishment of the CEDHP for the first year.

Context

Following the decimation of the educated population in the late 1970s and the armed conflict that followed, Cambodia has made great efforts in rebuilding national human resource capacity despite the challenging context. Medical, Nursing and Midwifery pre-service health education has been re-established. The pre-service training institutions of the University of Health Sciences (UHS), the Technical School of Medical Care (TSMC) and the four Regional Training Centres deliver these programmes. Private sector institutions also offer some of these programmes, with the International University in Phnom Penh and others and in the Provinces. Quality assurance systems have been initiated but need further development to ensure competent graduates from both the public and private institutions.

There is an acute shortage of adequately trained secondary midwives which is of particular concern, given the Royal Government of Cambodia's (RGC) priority to make progress against MDG 5 by reducing maternal mortality. The new direct entry three year Associate Degree Midwifery programme should rectify this shortage over the coming 5yrs but equitable deployment will remain a challenge. Quality of pre-service training, especially for midwives, is a major issue, with most clinical tutors having minimal clinical exposure and mostly experience of teaching nursing only. The clinical tutors are also

inadequately compensated, resulting in low motivation and difficulties to recruit to posts. The Health Coverage Plan staffing standards recommend a doctor in the large health centres but doctors are rarely deployed in rural areas. Education is provided on a credit based system and there is a need to review education in terms of adequate clinical exposure and focus on competency development.

Most pre-service training institutions are poorly resourced with low clinical tutor ratios to students, limited to no language appropriate materials for teaching, poorly resourced skill labs and limited teaching space.

Inservice training for the continuing professional development of health professionals and faculty, tend to be uncoordinated, fragmented and largely funded by development partners, away from the national RGC plan for continuing education to serve the health service delivery requirements.

Proposal for Seed Funding

Goal

This seed grant proposal aims to address two interrelated goals:

1. Strengthen the capacity of the Ministry of Health to conduct a mid term review of its Human Resource for Health (HRH) strategic directions leading to a more intensive and focused effort to address HRH “bottlenecks” and constraints.
2. Strengthen the capacity of the health sector to produce capable and committed health workers through the establishment of a sustainable educational development resources centre.

Objectives

The objectives of the proposal are to:

1. Inform the mid term review of the Health Workforce Development Plan 2006-2015 which will support a RGC led review of the education sector with a view to developing supportive strategies of reform.
2. Develop the Centre for Educational Development for Health Professionals (CEDHP) as a corner stone for the improvement of health worker capabilities.

Activities

The Health Workforce Development Plan 2006-2015 Review (HWDP): Quality Education, is guided by a Steering Committee chaired by the Secretary of State for Health. A process for the review was agreed by the Steering Committee in January 2011, and includes substantial data gathering and analysis for quality education.

The process plans to review the following issues:

- Capacity of the Health Education Training Institutions; resources available and needed for pre-service education, quality assurance of pre-service training institutions, capacity gaps including faculty, language appropriate materials, equipment and skill labs
- Education planning, including curriculums and the link to competency based preparation of graduates for health service practice

- Assessment of needed qualified health worker skills for health service delivery and how the education programmes are addressing these needs in terms of effectiveness, efficiency and equity
- Mapping available information on inservice training provision
- Assessing equal opportunities for health workforce participation particularly in relation to strategies for rural recruitment and retention.

The mid term review requires intensive support given the insufficient capacity for analytical gap analysis and facilitation of a dialogue and coordinated efforts among the sections within the Ministry of Health, within the Health Sector itself and with development partners.

It is hoped that this review process will build institutional capacity for analysis, will highlight major issues and offer some priority strategies for immediate and longer term action. It is hoped that this process of analysis and HRH strategy implementation will continue after the actual review has concluded, including the continuance of the HRH Committee for governance purposes.

The Centre for Educational Development of Health Professionals (CEDHP)

The RGC and the UHS have shown strong commitment for the development of local expertise and resources for educational development. Immediate support is needed to maintain the very positive momentum that has been achieved over recent months. The CEDHP will benefit from the regional expertise of other similar centres in the Philippines and Korea. The standards for medical education will be informed by the regional Association for Medical Education who formulated the WHO Guidelines for Quality Assurance of Basic Medical Education in 2001.

The CEDHP has been approved by the Minister of Health who has appointed an Advisory Committee, to guide its strategic direction and development. The Secretary of State of Basic Education chairs this Committee and the CEDHP workplan was approved by the Committee in February 2011.

The CEDHP will not only support the development of all aspects of professional education but building the educational expertise of the CEDHP will also be instrumental to the development of the Professional Councils with mandates to set academic standards, regulate and accredit training institutions (particularly important with the expansion of the private sector) and certify health workers competence through national exams and requirement for registration and continuing education.

Specific activities of the CEDHP will include:

- Developing a resource library for all curriculums, catalogue books, equipments, lesson plans and general education infrastructure to inform education decisions,
- Develop educational infrastructure through translation of key texts, generation of resources such as lesson plans and study guides, support the development of skill labs
- Be resource persons and participants for the National Teacher Training Centre Philippines in delivering the Health Professional post graduate diploma through the CEDHP (academic year of the Philippines concludes in June 2012)
- Research the impact of pedagogy training on the behaviour and work practices of faculty

- Be a key resource for requested international technical assistance working on educational priorities such as the National Examination process, competency based education strengthening
- Strategic development and design of the CEDHP to reflect the education priorities of the Health Workforce Development Plan Review.

In summary, strengthening the Ministry of Health capacities for the mid term HRH review and building a momentum for educational development are interrelated and have been identified as leverage interventions to overcome major structural bottlenecks in the HRH situation. Both activities aim to build capacity and at the same time elicit information to guide further investments and efforts.

Budget: Health Workforce Development Plan Mid term Review

Activity: Review	Cost: USD	Comment
Scoping work	In-kind	WHO funding
Consultants for initial frame and final report	In-kind	WHO funding
Temporary national officer	15,000	National officer is important to assist with data gathering and strengthening RGC relationships
Study tour experience for MoH to consider issues	5,000	Multi stakeholder opportunities for reflection on issues
Review roles and responsibilities of staff and required professional competencies based on service requirements	15,000	Process to consider job profiles in the context of MPA and necessary pre-service preparation
Further scoping of education strategies for rural recruitment and retention	15,000	Consultant and MoH team to map rural postings and issues
Determining resources needed for pre-service education	20,000	National education consultants to work with MoH, including workshops
Inventory of clinical teaching practice	10,000	National consultant
Develop and implement coordinated approach to inservice training based on analysis of inservice training needs and service priorities	20,000	RGC led national process, facilitated by consultant
Total	100,000	

Budget: The Centre for Education Development for Health Professionals (CEDHP)

Activity: Review	Cost: USD	Comment
Senior management	10,200	Manage and advise on the Centre's development
Core team members	9,000	Collect information for education situation analysis, translate materials, resource persons for courses
Orientation visit of senior management of NTTC Philippines	5,000	Demonstrate similar centre for senior facility managers
Twining support from NTTC Philippines	100,000	9 visits to Cambodia for instruction, training and facilitation
Focal points in RTC	5,600	To be explored with RTCs and Advisory Committee, if not possible to join with resources
Resources for RTCs	50,000	As identified, eg Purchase and translation of texts and equipment, temporary clinical tutors
Short courses leading to diploma	25,000	18 per year focusing on competency curriculum development, examination technique, lesson plans, education
Office Equipment	5,000	Computers and software
Translation	20,000	Publishing, commercial support, simultaneous translation at meetings
Library resources	25,000	Replace missing texts. Supplemented with free internet resources
Short and long term fellowships	25,000	Mostly to Philippines and Korea to achieve MSc in Health Professional Education
Consultancies to inform policy issues for Advisory Committee	50,000	Facilitation of Medical Council leadership in education through Asian Medical Education Assoc or similar

Evaluation and design of next CEDHP phase	10,000	Adv Committee to lead process of design with facilitation of consultant
Total	339,800	
Total of both	439,800	
13% Project Support costs	57,174	
Grand total	496,974	

Attached:

- Terms of reference, Health Workforce Development Plan 2006-2015 Review
- Matrix for the implementation of the Health Workforce Development Plan 2006-2015 Review
- Terms of Reference for the HRH Committee Review
- Approval of the Centre for Educational Development of Health Professionals (CEDHP) by the Minister of Health
- Terms of Reference of the Advisory Committee of the CEDHP
- Presentation of the CEDHP from the Rector of the University of Health Science (UHS)
- CEDHP workplan