

## HFG Guinea



# Capacity Building in Human Resources Management of the Ministry of Health in Guinea

## Introduction

After the Ebola outbreak in Guinea, the Ministry of Health (MOH) recognized the need to rebuild its health workforce to respond better to the needs of its population and improve support for health workers during emergencies and non-emergencies alike. Approximately five percent of the country's health workers died battling the Ebola outbreak. With an estimated 0.44 doctors, nurses and midwives professionals per 1,000 people<sup>1</sup>, Guinea fell far below the ratio of 4.45 health workers per 1,000 people recommended by the World Health Organization (WHO) to achieve universal health coverage (UHC).

In 2015 at the start of the Health Finance and Governance (HFG) project in Guinea, the country also had no formal mechanisms to plan and make informed management decisions to optimize its scarce number of health workers. In fact, Guinea was the only country in the region without a dedicated Department of Human Resources (DRH) at the Ministry of Health for strategic planning and management. It also had not reported any health worker data to the WHO Global

Health Observatory since 2006, a symptom of its weak institutional capacity in human resources for health (HRH).

In light of all of these challenges, HFG supported the MOH to establish better governance mechanisms and improve its human resources information system known as iHRIS to lay the foundation for a stronger health workforce.

## New governance structures for a stronger health workforce

The MOH upgraded its Division of Human Resources, which previously focused on the administration of personnel records and assignments, to a Department of Human Resources that added two main services: planning and information systems, and in-service and pre-service training. HFG assisted the MOH in drafting the necessary legal texts and decree for the DRH, which the government adopted in 2017.

Given the multi-sectoral nature of human resources for health, HFG also supported the revitalization of the CIRHS, an inter-ministerial platform to coordinate health workforce across several ministries, the private sector, civil society and technical and financial partners. A formal decree established the new CIRHS in 2016, and the committee regularly meets to focus on HRH issues.



*"HFG filled the gaps that had been identified in the HRH situational analysis. HFG supported us on the approach in which we were, meaning the division, to obtain a directorate of human resources like in all the other countries." Mohamed Faza Diallo, Director of Human Resources.*

## Systems and Policies for Improved Management and Training

Guinea has made significant improvements in managing data for human resources. Previously, outdated health worker data was a barrier to improving human resource management. With HFG's support, the country is now able to collect and capture reliable and current data on available health staffing. An updated workforce profile report providing information on the size, distribution and skills mix of health workers in Conakry will be available later in 2018.

Additionally, the MOH now has a policy on continuing education in the health sector, accompanied by a multi-year workforce in-service development plan that will provide a framework for on-the-job training. The plan aims to improve the quality of priority services in health facilities by strengthening on-site training through clinical coaching. HFG promoted clinical coaching through training of thirty-six health professionals, including doctors and nurses, from various regions and the national hospitals of Donka and Ignace Deen, who are now skilled coaches and can provide on-site training to their peers.

<sup>i</sup> WHO Global Health Observatory, health workforce statistics, last accessed May 21, 2018. <http://www.who.int/gho/en/>

The Health Finance and Governance (HFG) project works with partner countries to increase their domestic resources for health, manage those precious resources more effectively, and make wise purchasing decisions. Designed to fundamentally strengthen health systems, the HFG project improves health outcomes in partner countries by expanding people's access to health care, especially priority health services. The HFG project is a five-year (2012-2017), \$209 million global project funded by the U.S. Agency for International Development under Cooperative Agreement No: AID-OAA-A-12-00080. The HFG project is led by Abt Associates in collaboration with Avenir Health, Broad Branch Associates, Development Alternatives Inc., Johns Hopkins Bloomberg School of Public Health, Results for Development Institute, RTI International, and Training Resources Group, Inc.

For more information visit [www.hfgproject.org/](http://www.hfgproject.org/).

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