

STRATEGIC ACTION PLAN:

Objectives and expected outputs

1. Ensure that health workforce planning and development is an integral part of national policy (national development goals) and responsive to population and service needs.

Expected outcome 1.1: Uniform indicators, tools and information management systems (IMS) are available for monitoring nursing/midwifery resource levels and improving supply/demand projections, forecasting shortages and migration.

2. Address workforce needs, including workplace environment, to ensure optimal workforce retention and participation.

Expected outcome 2.1: Research and policy option analysis implemented to develop: evidence-based nursing and midwifery policies and workforce planning, recruitment, scaling-up and retention strategies, management and performance enhancement strategies, and supportive systems to enable all health workers to work to their full scope of practice, focused on improving the quality of health services and enhancing the work lives of nurses and midwives, tailored to the needs of individual Member States.

3. Improve the quality of education to meet the skill and development needs of the workforce in changing service environments (partnerships in the region).

Expected outcome 3.1: Models, strategic approaches, systems, tools and standards developed to assess needs, map outcome levels, revitalize institutions, and apply core competencies in the formulation, standardization, assessment and evaluation and/or cross-recognition of educational programmes.

4. Strengthen health workforce governance and management to ensure the delivery of cost-effective, evidence-based and safe programmes and services.

Expected outcome 4.1: Networks, interdisciplinary and multisectoral collaboration strengthened and sustained at regional and national levels to:

- build political alliances, technical and financial support for strengthening nursing/midwifery;
- develop effective approaches to strengthen nursing/midwifery leadership capacities and the inclusion of nurses and midwives in the development of health policies and programmes at all levels;
- enhance the contributions of nursing and midwifery services for achieving population health targets;
- ensure the safety of the public through the formulation and implementation of contemporary nursing/midwifery regulatory frameworks and processes which also support effective and efficient use of all categories of health workers.

The strategic action plan implementation involves a process designed in three phases:

- **Phase 1 (2006-2007):** Establishment of partnerships, assessments and mapping, programme planning; protocol, software and tool development;
- **Phase 2: (2007-2008):** Implementation and pilot-testing; and
- **Phase 3 (2009-2010):** Monitoring, evaluation and continued capacity-building to support sustainability of change.

Expected outcome 1.1: Uniform indicators, tools and information management systems (IMS) are available for monitoring nursing/midwifery resource levels and improving supply/demand projections, forecasting shortages and migration

1. Core nursing/midwifery information data system (IMS) domains and indicators and fact sheets.

- Prepare initial project plan
- Form core partners and stakeholders groups to review the domains/indicators
- Domains/indicators presented for discussion at regional meetings
- Finalize draft set of IMS domains/indicators
- Accompanying fact sheets drafted.
- Accompanying fact sheets finalized.

- *Changing roles – nurse practitioners, nurse prescribing*
- *Changing models of care and data collection*
- *Emerging double degrees – nursing/physio etc*

Expected outcome 1.1: Uniform indicators, tools and information management systems (IMS) are available for monitoring nursing/midwifery resource levels and improving supply/demand projections, forecasting shortages and migration

2. Redesigned and updated nursing/ midwifery country data banks.

- Review of data banks and data sources.
- Country nursing/midwifery data bank data collection.
- Finalization of country data banks
- *Regional dataset minimum*
- *National may be expanded*

3. Research study for validation of data elements/domains and expansion to HRH overall professional categories.

- Finalize draft research protocol, tools.
- Research study implemented Research data analysed
- Research report disseminated, published

Expected outcome 1.1: Uniform indicators, tools and information management systems (IMS) are available for monitoring nursing/midwifery resource levels and improving supply/demand projections, forecasting shortages and migration

4. Software application/programme of nursing/midwifery

HRH IMS sets.

- Computer-linked or tele-consultations with selected participating Member States, IT experts, HRH experts to apply software programming permitting data collection, analysis, reporting and sharing.
- Contract for programming signed.
- Software programming content agreed upon steps,
- *Involvement of IT experts early*

Expected outcome 1.1: Uniform indicators, tools and information management systems (IMS) are available for monitoring nursing/midwifery resource levels and improving supply/demand projections, forecasting shortages and migration

5. National nursing/midwifery HRH IMS systems.

- Software programming completed and pilot tested.
- Finalise HRH IMS software programming user guides and training materials
- In-country capacity-building, system maintenance, monitoring and support for sustainability.
- Evaluation of HRH IMS data sets, reporting and data sharing completed.
- Project meeting with stakeholders, Member States, partners, donor partners to report on outcomes and plan future interventions.

Expected outcome 2.1: Research and policy option analysis implemented to develop: evidence-based nursing and midwifery policies and workforce planning, recruitment, scaling-up and retention strategies, management and performance enhancement strategies, and supportive systems to enable all health workers to work to their full scope of practice, focused on improving the quality of health services and enhancing the work lives of nurses and midwives, tailored to the needs of individual Member States.

1. **Increased capacity to implement and evaluate evidence-based policies to improve nursing/midwifery deployment, skill-mix, efficiency, workplace quality, management/ supervision and professional satisfaction.**
 - Form partnerships and steering group;
 - Recruit nursing/midwifery HRH experts
 - Conduct assessments to establish baseline data, objectives
 - Develop project proposal
 - Conduct consultations with partners, member states to reach consensus on research aims, approaches, methods, tools, monitoring and evaluation indicators

 - *HHR policies for nursing and midwifery*
 - *Migration issues*
 - *Improving image of nursing*

Expected outcome 2.1: Research and policy option analysis implemented to develop: evidence-based nursing and midwifery policies and workforce planning, recruitment, scaling-up and retention strategies, management and performance enhancement strategies, and supportive systems to enable all health workers to work to their full scope of practice, focused on improving the quality of health services and enhancing the work lives of nurses and midwives, tailored to the needs of individual Member States.

- Develop research protocol, accompanying tools, guidelines
- Conduct research studies in selected countries, including PICs, Philippines
- Data analysis, preliminary reports
- Conduct meetings of steering group, partners, Member States to analyse research results and policy options.
- Develop plans for implementing policies, monitoring and evaluation
- Conducting national evaluations of impact of policy. skill-mix, workplace changes.
- Evaluation data analysis and report drafting
- Conduct meetings to review evaluation data and plan ongoing interventions, monitoring and evaluation strategies.

Expected outcome 3.1: Models, strategic approaches, systems, tools and standards developed to assess needs, map outcome levels, revitalize institutions, and apply core competencies in the formulation, standardization, assessment and evaluation and/or cross-recognition of educational programmes.

1. Five year nursing/midwifery regional plan, inclusive of partner institutional and/or national plans.

- Convene discussions concerning regional education planning and form a multi-partner regional steering group.
- Conduct assessments of ongoing work in this areas and institutional needs assessments, workforce projections linked to demands, estimated supply needs, service need requirements, skill-mix, care of vulnerable population groups.
- Data analysis and strategic plan drafting Meetings to reach review/reach consensus on a regional model of nursing/midwifery education and strategy objectives, actions, monitoring/evaluation indicators
- Map the outcome levels of each of the regional schools of nursing to determine the possible movement throughout the region to integrate the educational pathways for nurses and midwives.
- Implement institutional capacity-building plans aimed at strengthening country educational institutions and standards in developing countries.
- Conduct of periodic meetings of steering group and partners to monitor and evaluation progress of implementation of regional plan, based on established indicators with reports disseminated to all stakeholders.

Expected outcome 4.1: Networks, interdisciplinary and multisectoral collaboration strengthened and sustained at regional and national levels to:

- build political alliances, technical and financial support for strengthening nursing/midwifery;
- develop effective approaches to strengthen nursing/midwifery leadership capacities and the inclusion of nurses and midwives in the development of health policies and programmes at all levels;
- enhance the contributions of nursing and midwifery services for achieving population health targets;
- ensure the safety of the public through the formulation and implementation of contemporary nursing/midwifery regulatory frameworks and processes which also support effective and efficient use of all categories of health workers.

1. Increased political, technical and financial support for leadership capacity-building, implementation and monitoring of nursing/midwifery regional and national development plans by regional and sub-regional networks, alliances, bodies.

Regulation and scopes of practice – higher profile in document

Expected outcome 4.1: Networks, interdisciplinary and multisectoral collaboration strengthened and sustained at regional and national levels to:

- build political alliances, technical and financial support for strengthening nursing/midwifery;
- develop effective approaches to strengthen nursing/midwifery leadership capacities and the inclusion of nurses and midwives in the development of health policies and programmes at all levels;
- enhance the contributions of nursing and midwifery services for achieving population health targets;
- ensure the safety of the public through the formulation and implementation of contemporary nursing/midwifery regulatory frameworks and processes which also support effective and efficient use of all categories of health workers.

- Conduct regional meetings bi-annually aimed at monitoring progress of implementation of nursing/midwifery and HRH strategic action plans; sub-regional meetings annually-bi-annually as per established schedules.
- Software licensure agreements obtained to support computer linked conferencing and relevant training (and for use with multiple programmes)

Expected outcome 4.1: Networks, interdisciplinary and multisectoral collaboration strengthened and sustained at regional and national levels to:

- build political alliances, technical and financial support for strengthening nursing/midwifery;
- develop effective approaches to strengthen nursing/midwifery leadership capacities and the inclusion of nurses and midwives in the development of health policies and programmes at all levels;
- enhance the contributions of nursing and midwifery services for achieving population health targets;
- ensure the safety of the public through the formulation and implementation of contemporary nursing/midwifery regulatory frameworks and processes which also support effective and efficient use of all categories of health workers.

2. Nursing/midwifery capacity and standards of care strengthened for patient/population safety, infection control, pandemic preparedness

- Taskforce established
- Regional protocols developed for regional and national assessments.
- Data analysis
- Reporting, implementation of capacity-building and corresponding quality improvement programmes

Expected outcome 4.1: Networks, interdisciplinary and multisectoral collaboration strengthened and sustained at regional and national levels to:

- build political alliances, technical and financial support for strengthening nursing/midwifery;
- develop effective approaches to strengthen nursing/midwifery leadership capacities and the inclusion of nurses and midwives in the development of health policies and programmes at all levels;
- enhance the contributions of nursing and midwifery services for achieving population health targets;
- ensure the safety of the public through the formulation and implementation of contemporary nursing/midwifery regulatory frameworks and processes which also support effective and efficient use of all categories of health workers.

3. Leadership for Change programmes instituted, monitored and evaluated, nationally and sub-regionally, through collaborative partnerships.

- Leadership for change implementation, monitoring and evaluation in at least 6 countries.
- Networked communication established/sustained among programme graduates, between countries to support continued process of change/improvement.
- *Partnerships beyond nursing*

Expected outcome 4.1: Networks, interdisciplinary and multisectoral collaboration strengthened and sustained at regional and national levels to:

.....

4. Increased capacity in China, other Asian priority countries, to plan, implement and evaluate nursing education and services in community health, chronic and palliative care (including addiction prevention and care) and models of service delivery for chronic, palliative and community/home care.

- Convene partner consultations, identify experts
- Implement capacity-building fellowships
- Develop project plan, training materials, educational curricula
- Implement plan in collaboration with partners, institutions
- Distribute bi-annual project reports
- Monitor and evaluate model projects, based on pre-established indicators.

- *Nursing leadership roles in Asian countries specifically*
- *Partnerships beyond nursing – health promotion, NCDs,*
- *Best practices documentation*

Expected outcome 4.1: Networks, interdisciplinary and multisectoral collaboration strengthened and sustained at regional and national levels to:

.....

5. Increased capacity to analyse, develop, update, implement and monitor and sustain/strengthen regulatory and legislative systems and processes, including regulatory councils/boards.

- Situational assessments.
- Technical experts and partners identified and recruited.
- Regulatory and legislative processes, systems developed and/or strengthened in selected identified priority countries