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Institution Name Health Human Resources Development Center (HHRDC)

Name of the relevant department, unit, section or area of the institution

Ministry of Health

City Beijing

Country CHINA

Reference CHN-81

Title WHO Collaborating Centre for Human Resources for Health

Report Year 08/2009 to 08/2010

1. Implementation of the work plan. For each main activity briefly explain how the activity was implemented, the outcome and impact and, if available, the results of the evaluation (e.g. evaluation of a course by the participants). Also explain difficulties (if any). Do not provide technical results in this form (technical results, if applicable, are to be sent directly to the WHO Department you work with).

Activity 1 Towards evidence-informed policy-making in human resources for health: HRH researches

Explanation

1. Completed "The Study on the Norms and Standard of Health Workforce Deployment in Rural China" As one of the "WHO 2008-2009 biannual budgeted programs", "the Study on the Norms and Standard of Health Workforce Deployment in Rural China" has been completed by the collaborating center at the end of 2009. The key outcomes included: deployment norms and standard for health managers, doctors and nurses in township health centers and that for health workers in village clinics; competence model of administrative staff, doctors and nurses in township health centers and that of health workers in village clinics; and policy recommendations for strengthening rural health workforce in China. Those outcomes have been appreciated and referred by Ministry of Health (MOH) for HRH policy constitution.

2. Implemented Research Programs for the Constitution of National Health Workforce Development Strategy

In 2009, commissioned by the Organizing Department of Central Committee of Communist Party of China (CCCPC), the collaborating center had analyzed and predicted the categories and total quantity of those health professionals who are in severe shortage in China. The result has been applied by MOH and referred in the "Middle and Long Term National Guideline for Talent Development (2010-2020)" issued by the Organizing Department of CCCPC. In the same year, commissioned by MOH, the collaborating center had conducted the study for the "Health Workforce Development Plan for 'The Twelfth Five-year Workplan'". In the first half year of 2010, on the basis of the research conducted in 2009, the collaborating center has participated in the work for constituting the "Workplan for Health Workforce Development 2010-2020" lead by MOH.

3. Implemented "Study on the Leadership Mechanism of Communist Party of China (CPC) in the Health Institutional Organizations"

To meet the requirement of the "4th Plenary Session of the 17th Congress of CCCPC", the Organizing Department of CCCPC has targeted the "Study on the Leadership Mechanism of CPC in the Institutional Organizations" as one of key research projects in 2010. The collaborating center has been commissioned to undertake one of sub-research projects--"Study on the Leadership Mechanism of CPC in the Health Institutional Organizations". The key objectives of such research project are: 1) to study the historical development and experience of leadership mechanism of CPC in the health institutional organizations; 2) To understand the new requirement for the leadership mechanism of CPC under the new development circumstance; 3) To identify the principle and management pathway of leadership mechanism of CPC in the health institutional organizations.

4. Implemented "The Study on the Management Strategy of Rural Nursing Workforce"

With the support from "China-Australia Health and HIV/AIDS Facility", "the Study on the Management Strategy of Rural Nursing Workforce" has been conducted by the collaborating center since January 2009. The project has been carried out smoothly and completed all the activities listed in the workplan

of 2009, and has been valued as the project with highest quality by the "China-Australia Health and HIV/AIDS Facility". The main outcomes generated at current stage included: "statistic review report on rural nursing workforce" and "policy review report on rural nursing workforce". The project is now under the production of "competency evaluation of rural nursing workforce" and "policy recommendations on the development of rural nursing workforce." The outcomes of the study will provide the related government departments with evidenced-based policy recommendations on constituting the development strategy of rural nursing workforce in China. The study will be completed in December 2010.

5. Implemented "The Strategic Study on Key Issues Affecting the Development of Village Doctors" After a year application, "The Strategic Study on Key Issues Affecting the Development of Village Doctors" has been approved by "China-Australia Health and HIV/AIDS Facility" in 2009. The objectives of the study included: 1) to identify the current responsibility and future role of village doctors in order to provide recommendations for policy formulation; 2) to provide the development strategy for village doctors in order to promote the competence and stability of village health workforce. At present, the project research team has completed the field study and video material collection. For the next step, the team will carried out the work of policy development.

6. Implemented "Evaluation on the Project of Recruiting Licensed Doctors for Township Health Center" From 2007 to 2010, 3500 licensed doctors have been gradually recruited for 20 provinces through "the project of recruiting licensed doctors for township health center". The evaluation team has been conducting the project evaluation every year since 2008, and has investigated the work conditions and welfare of those recruited health professionals. Experiences and problems had been summarized and integrated in the report which had been appreciated by Health Personnel Department of MOH. The evaluation result had been listed as one of initial outcomes of new round health reform by the National Development and Reform Commission (NDRC). The evaluation result had also provided the relevant practical reference for the project of "Increasing Access to Health Workers in Rural and Remote Areas" lead by WHO.

7. Competence Evaluation Development and Application

In 2009, the collaborating center had established the competence model for health administrative staff and chief nurses and developed the relevant competence evaluation tools. In the same year, the collaborating center had provided the competence evaluation service for the middle level health managers in Panzhihua City, and established the competence model for directors of health bureaus in Panzhihua. In the past year, the collaborating center had provided the competence evaluation services for different organizations totally 77 personnel times.

8. Other Research Projects

In 2009, the collaborating center had also conducted other research projects as followed: "the study on the status and competence of chief accountant in health institutions"; "the study on the competence model of TB-control professionals"; "estimation on the development of rural health workforce in China". The result of "the study on the status and competence of chief accountant in health institutions" had been employed by the Finance and Assert Department of MOH.

9. Research Outcome Dissemination

In the past year, colleagues from the collaborating center have totally published 13 academic papers, 6 thematic reports and participated in 29 national and international conferences and symposiums. The collaborating center has also constituted "the chapter of HRH management" of "Modern Medical Science Innovation Series Book" published by the Ministry of Science and Technology (MOST) and the volume for "HRH management" of "Hospital Management Series Book" published by China Hospital Management Association.

Activity 2 Building the Information Base on the Health Workforce in China

Explanation

1. Updating and Maintaining Information Databases

The employment database contains over 1,000 organizations' profile and more than 90,000 health personnel's resumes in almost all the health-related fields. In 2010, the collaborating center has revised the employment database for better client-friendly using. The employment database has already become an important electronic platform for job-seeking and employment in the health sector in China.

The expert database has been updated and maintained in 2010, the information of 380 experts has been added into the database in the past year. Now the expert database contains the detailed profile of nearly 5,000 experts in the field of medical clinic, disease prevention, pharmacy and healthcare administration. The expert database has become an information intelligence pool for many consultations and research projects conducted by MOH and other government departments. Furthermore, the collaborating center has updated the distance education system which now is able to support 4000 trainees to study online at the same time.

Literature database includes seven sub-databases: research projects, meeting and training, health policies and regulations, case studies, related references, multimedia information, and other special projects, which have totally covered more than 1,100 information items relating to HRH, primary health care, health system reform, new rural cooperative medical schemes, medical assistance, health insurance, essential medicine, community health, universal health care and poverty relief.

2. Developing Information System for Other Organizations

In the period of August 2009- July 2010, the collaborating center has also been commissioned by other organizations for developing and maintaining their information systems, including:

- (1) Continue to update and maintain the expert database for the Health Emergency Office of MOH;
- (2) Continue to update and maintain the human resource management database for the National Center for AIDS/STD Control and Prevention;
- (3) Continue to update and maintain the faculty database for Health Surveillance and Inspection Office of MOH;
- (4) To develop the database for the project of "Recruiting Licensed Doctors for Township Health Centers". Now the database has contained the personal profile of 1200 recruited licensed doctors.

Activity 3 Educating and Training Health Executives and Professionals: Expand Capacity and Produce "Lifelong Learners"

Explanation

1. "China-US Health Policy Forum" and "2010 Advanced International Courses of health Development and Reform in China"

On the 21st of June 2010, the "China-US Health Policy Forum" was held in Beijing. This forum is co-hosted by MOH of China and United States Department of Health and Human Services (HHS), and organized by the collaborating center. It is one of following up activities of "The Second Round China-US Strategy and Economy Dialogue". Vice-Minister of MOH Dr. Jiefu Huang and Vice-Minister of HHS, Dr. Howard Koh and Acting Vice-Minister of HHS, Dr. Donald Moulds have attended the forum and delivered their speech. Totally 200 participants from different central government departments, provincial health departments, organizations of MOH, HHS, Harvard University and multinational corporations have attended the forum.

The forum has also been remarked as the opening ceremony of "2010 Advanced International Courses of health Development and Reform in China". The advanced course is one of "WHO 2010-2011 biannual budgeted programs", which is collectively organized by MOH, Harvard University and Tsinghua University and implemented by the collaborating center. 25 trainees were trained through the courses this year, among which, 15 are director-generals or above. The trainees had one-week training in Tsinghua University and three-week training in Harvard University. This training course has opened the participants mind and helped them in improving their competency of policy analysis and implementation, decision making, leadership and administration.

2. "Global Health Diplomacy Training Program"

Two training courses of "Global Health Diplomacy Training Program" have been organized by the collaborating center in cooperation with Global Health Research Center of Peking University and The Graduate Institute Geneva in Beijing in August 2009 and July 2010 respectively. Vice Minister of MOH,

Dr. Jiefu Huang and Executive Vice President of Peking University, Dr. Yang Ke and Minister of Swiss Embassy in China, Dr. Krystyna Marty have attended the opening ceremony of training course in 2010. The Director-General of WHO, Dr. Margaret Chan has also extended the video speech for congratulating the organization of training course. Experts from WHO, Swiss Confederation, the Ministry of Foreign Affairs of Brazil, IHPP of the Ministry of Public Health of Thailand and Gates Foundation in China have provided the curriculum in global health and key challenges, international health diplomacy and governance, and China in global health etc. After successful two training courses, total 70 trainees from the the Ministry of Foreign Affairs, International Cooperation Department of MOH, and provincial health departments had been trained through the program.

3. "Training Program for Public Hospital Reform Piloting and Management"

Under the support from MOH, the collaborating center has organized the "Training Program for Public Hospital Reform Piloting and Management" in May 2010. This training program is held to meet the requirement of "Guidelines on the Public Hospital Reform Piloting " released by MOH in 2009. 70 Officials and coordinators from local health bureau and hospitals in the 16 piloting cities for public hospital reform have attended the training program for experience and knowledge exchanging and sharing. The training program has been highly valued by the participants and considered as a fine platform for networking and coordinating with the piloting hospitals.

4. "Hospital Executive Training Program"

In order to strengthen the continuous education and the management capacity of hospital presidents, under the support from the MOH, our center has implemented the "Hospital Executive Training Program". In 16-20 September and 27-31 October 2009, two rounds of training courses namely "Symposium of Hospital Strategy Management" and "Symposium of Healthcare Service Quality Management" had been organized in Chengdu and Xi'an respectively. 129 presidents of tertiary hospitals had attended the training courses for improvement of hospital management skills and knowledge.

5. "Health Administration Executive Training Program"

In response to the "The Suggestions on Strengthening Health Workforce" jointly released by six Ministries in December 2009, the collaborating center has initiated the "Health Administration Executive Training Program" since 2009. The training program is also known as EMBA program, the training period will last 1 year, the trainees will be trained for 4 days every 2 months. Managers and administrators from hospitals and commercial health organizations were the targeted trainees for the training program. The faculty for this training program included the professors from Tsinghua University and Chinese Academy of Governance.

6. "Nursing Managers Training Program"

24 October 2009, the collaborating center had signed the agreement with Shandong Weigao Technology Group for cooperation on the "Nursing Managers Training Program". Meanwhile Shandong Weigao Management School was designated as the training base for the program. The program will be implemented with two steps. For the first step, the program will train 400 trainers in two years with nursing management theory, management skills and training skills; for the next step, those trainers will train the nursing managers in different provinces in another three years.

7. "Capacity Building for Directors of County Health Bureaus"

In a line with requirement of new round health reform, the collaborating center had organized 5 rounds of capacity building courses for the directors of county health bureaus in October and November 2009. More than 600 directors had been trained through the program. As the faculty, the officials and experts from MOH and Ministry of Human Resources and Social Security had provided the trainees with the curriculum on health reform, primary healthcare system, leadership and governance. During the period of 2007-2009, the collaborating center had totally organized 21 rounds capacity building courses for the directors of county health bureaus, such training program is helpful in improving the entire competence of health managers at primary level in China.

8. "Training Program for the Presidents of Tertiary Hospitals"

In order to meet with the requirement of the "Health Personnel Training Workplan of MOH 2006-2010", the collaborating center has organized the 5th round training course of "Training Program for the Presidents of Tertiary Hospitals" in November 2009. 123 tertiary hospital presidents had participated in

training course. This program is helpful in deepening the public hospital reform and improving the management and development of tertiary hospitals in China.

9. "Mayor Summit for New Round Health Reform"

The "Mayor Summit for New Round Health Reform" co-hosted by our center and China Association of Mayor had been held on 25-26 November 2009 in Hainan province. More than 100 Mayors from the cities in China had attended the summit. The theme of the summit is "Health Reform and Urban Development", Mayors from the pilot cities for health reform had shared their experience with the participants. Other topics including social development and health economy had also been discussed. The suggestions and discussions generated from the summit will be integrated into a report and submitted to the related departments of central government for their review and reference.

10. "Symposium on Expanding Patient-Provider Collaboration for an Effective and Efficient Healthcare System"

The "Symposium on Expanding Patient-Provider Collaboration for an Effective and Efficient Healthcare System" was held by the collaborating center on 22nd June, 2010 in Beijing. Dr. Wenkang Zhang, Standing Committee Member and Deputy Director- General of the Science, Education, Culture, Public Health and Sports Committee of CCPCC and Dr. Jiefu Huang, vice Minister of MOH attended the opening ceremony and made keynote speeches. Experts from the Foundation for Informed Medical Decision Making, Massachusetts General Hospital, and Harvard Medical School introduced methods and toolkits of how to involve patients in chronic disease treatment and important surgical operation decision making. The speakers shared typical cases around the world with the audiences. About 100 participants from MOH, Beijing Health Bureau, hospitals and medical colleges attended the symposium. The participants and speakers had discussions on how to increase participation of patients in shared decision-making.

11. "Health Reform and Public Hospital Management Forum"

30 tertiary hospital presidents had attended the "Health Reform and Public Hospital Management Forum" held by the collaborating center in Yantai, Shandong province on 28 November 2009. The theme of the forum is "Hospital quality management", the participants had shared their knowledge in hospital culture building, hospital reform and management.

12. "China-United Kingdom Partners in Health Innovation (PiHI) Program – Hospital Management Training Project"

Since August 2008, the collaborating center had undertaken the implementation of 3-year "PiHI-Hospital Management Training Project". According to the 2009 workplan of the project, the collaborating center had organized two training courses for the "Hospital Management Training Project", two Chinese delegations had visited and been trained in UK in November and December of 2009 respectively. Under the delicate coordination of UK Health Department and University of Cambridge, totally 39 participants from the two delegations had been trained and visited the different relevant health instructions in UK for comprehensively understanding the health system, hospital management, GP mechanism etc. in the country.

13. "Overseas Study Tour for Rural Health Workforce Development"

In response to the workplan of the "The Study on the Management Strategy of Rural Nursing Workforce" and that of "The Strategic Study on Key Issues affecting the Development of Village Doctors", with the support from "China-Australia Health and HIV/AIDS Facility", a delegation from the collaborating center had visited Australia in May 2010 for studying the rural health workforce and nursing workforce in Australia. The delegation was on a fact-finding mission as part of a study into issues affecting the development of village doctors. Topics for discussion included strategies for better retention and increased capacity building of village doctors. The delegation has visited the Australia National Rural Health Students Network, Australia college of General Practitioners and the Australia Health Practitioners Registration Agency etc.

14. "Overseas Study Tour for HRH Evaluation System Building"

28th October-6th November 2009, a delegation was composed of the representatives from MOH, Shandong University and the collaborating center had visited the relevant organization in Australia and New Zealand for studying the advanced HRH evaluation system in both countries. Initial discussions on further cooperation have been made by the delegation and visited organizations.

15. "Overseas Study Tour for the Development of Licensed Health Professionals"

12th-21st October 2009, the delegation from the collaborating center had visited the organizations in Japan and Singapore for studying the advanced experience in development of licensed health professionals. The study tour will help the delegation to understand the updated skills and knowledge on HRH examination and evaluation and to pursue the consistent developing mechanism of health personnel.

2. Other information related to the Collaboration between the centre and WHO. Briefly describe visits by WHO staff to the centre, visits by the centre staff to WHO (HQ and/or Regional Office), use of the centre staff by WHO, support provided by centre staff for courses cosponsored or organized by WHO (HQ and/or Regional Office), WHO financial support to the centre through contractual or Technical Services Agreement or other type of support provided by WHO, any other collaborative activities. Please mention any difficulties encountered in the collaboration and suggestions for increased and improved collaboration with WHO.

1. WPRO Delegation Visited the Collaborating Center

On 16th December 2009, the delegation of WHO Regional Office for the Western Pacific (WPRO) led by Dr. Ezekiel Nukuro, Regional Advisor on Human Resources Development for WPRO had visited the collaborating center. Dr. Liu Jinfeng, Director-general of the collaborating center welcomed the delegation and introduced the proposals for further cooperation with WPRO. Dr. Nukuro appreciated the great efforts the collaborating center had made in the HRH field. He suggested the collaborating center should take more responsibility in promoting the HRH development at the regional and international level.

2. "The Fourth Asia-Pacific Action Alliance on Human Resources for Health (AAAHH)" and "Expert Group Meeting of Increasing Access to Health Workers in Rural and Remote Areas"

23rd-26th November 2009, the fourth AAAHH conference was held in Hanoi, Vietnam. This conference is also the expert group meeting of WHO Project of "increasing access to health workers in rural and remote areas". As the member of AAAHH and the member of core expert group of the WHO project, the representatives of the collaborating center has participated in the conference, and delivered the speech on "Introduction on recruiting licensed doctors for Township Health Center". Over 150 participants from AAAHH member countries, WHO, and other countries in North America and Africa had attended the conference and shared the experience and knowledge in rural health workers retention.

3. Collaboration with other WHO Collaborating Centres: Briefly describe the nature and outcome of the collaboration and the name(s) of the other WHO collaborating centre(s) with which the centre has collaborated. If applicable, please mention the name of the network of WHO CCs to which the centre belongs. Also include suggestions for increased and improved collaboration with other WHO CC

1. Building close relationship with the Website for WHO Collaborating Centers

In order to strengthen the communication and interaction with other WHO collaborating centers in China, our center had made a close work relationship with the other WHO Collaborating Centers in China through the provision of news and updated information on the latest activities of our center. This work has not only allowed our center to expand the reputation and influence but also to promote the communication and information sharing with other WHO collaborating centers in China.