

Welcome from the Director

Targeting global nursing human resources challenges



The nursing shortage occurring in health systems around the world is bringing in its wake a serious crisis in terms of adverse impacts on the health and well-being

of populations. In many countries, the shortage of employed qualified health workers, particularly nurses, has become one of the greatest obstacles to achieving the United Nations Millennium Development Goals. The current disparity between supply and demand poses unprecedented challenges for policy makers and planners in high and low income countries alike.

The urgent call to address the nursing human resources crisis and the fundamental weaknesses found in health systems worldwide has led to the creation of a valuable new online resource. The International Centre for Human Resources in Nursing (ICHRN) [www.ichrn.org], recently launched by the International Council of Nurses (ICN) and its premier foundation, the Florence Nightingale International Foundation (FNIF), offers a gateway to tools, standards and information

on nursing human resources policy, management, research, practice, and much more. The biannual newsletter launched today will serve to disseminate critical information on developments in these areas and document good practice.

Expanding the knowledge base, sharing best HR practice, and networking are all critical elements of an effective response to the current health human resources challenges. The ICHRN is part of this global effort and we welcome your participation. Please feel free to send the ICHRN Secretariat priority issues needing to be addressed, news articles, research papers, or professional experiences highlighting the positive or negative impact of present HR practices in your workplace (ichrn.secretariat@icn.ch). Inform your colleagues and networks on the work of the ICHRN – its website, knowledge library, standards, HR tools, bimonthly interviews with HR experts and newsletter.

Join us in strengthening the nursing workforce and making a difference.

Dr Mireille Kingma
Director, ICHRN
International Council of Nurses

Subscription to ICHRN eNews is free. Sign up today to receive biannual updates on the latest developments in nursing human resources. Visit www.ichrn.org for details.

The International Centre for Human Resources in Nursing was established in 2006 by the International Council of Nurses (ICN) and its premier foundation the Florence Nightingale International Foundation (FNIF). The Centre is dedicated to strengthening the nursing workforce globally through the development, ongoing monitoring and dissemination of comprehensive information and tools on nursing human resources policy, management, research and practice.



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Successful launch

Significant work has begun on various fronts following the successful launch of the Centre on 27 November 2006 which came just weeks after Dr Margaret Chan, then the World Health Organization's Director-General designate, highlighted the priority need to strengthen human resources for health.



From left, Dr Hiroko Minami, ICN President; Judith Oulton, ICN CEO; Dr Mireille Kingma, ICHRN Director; and Victor West, Trustee of the Burdett Trust for Nursing, the Centre's sponsor.

The event was attended by representatives from local government, university and consulate communities as well as from the United Nations (UN), UN specialised agencies, non-governmental organisations and prominent health human resource experts.

The first "virtual" meeting of the Strategic Advisory Group (SAG) was held in late 2006 to discuss the work plan needed to successfully fulfil the Centre's mission and goals. The SAG plays an important role assisting with policy and programme guidance.

ICHRN is pleased to announce the members as follows:

Eric Buch University of Pretoria; New Partnership for Africa's Development, South Africa

Gilles Dussault Instituto de Higiene e Medicina Tropical, Portugal

Josie Irwin Royal College of Nursing, UK

Silvina Malvarez Pan American Health Organization, Washington, D.C.

Francis Omaswa Global Health Workforce Alliance, Geneva

Judith Oulton International Council of Nurses, Geneva

Wichit Srisuphan Thai Nursing Council, Thailand
Pelanetete Stowers Ministry of Health, Samoa
Jean Yan World Health Organization, Geneva
Pascal Zurn World Health Organization on secondment at the Organisation for Economic Co-operation and Development, Paris.

Mireille Kingma (ICN) directs the Centre and James Buchan of Queen Margaret University, Scotland, acts as an advisor to the Centre. Patricia Caldwell is the Centre's Manager.

Case studies are underway to examine nursing workforce policies and associated HR practices in Ireland and Oman. In addition activities are underway to produce a collection of papers focused on current HR policy issues (e.g. turnover rates and their impact).

Nursing human resource planning and management competencies are being developed, as well as a series of fact sheets covering key HR related themes: positive practice environments; ageing nursing workforce; workers' councils; and workplace bullying. Building on ICN's successful educational kit prepared for International Nurses Day (see www.icn.ch) ICN, working through the Centre, together with nine other partners, has begun laying the groundwork for a Positive Practice Environments campaign which is multidisciplinary and multisectorial. It aims to advance the quality of health services by raising awareness and advocating for health care work environments that support performance excellence.

These products and more will be rolled out over the course of this calendar year, so be sure to check the website frequently for updates.

Online library continues to grow



The ICHRN Knowledge Library currently contains over 250 resources from many countries. Some of the latest additions include:

Addressing the Human Resources Crisis: A Case Study of the Namibian Health Service

Employment of Registered Nurses: Effects on Patient Outcome and on Nurse Employees - An Overview of Recent Evidence

Good Practice in Managing the Use of Temporary Nursing Staff

Healthy Work Environments - Collaborative Practice Among Nursing Teams

New Ways of Working - Improving Workflow on Patient Care Units Pilot Program

Planning Ward Nursing - Legacy or Design? A Follow-Up Report

Returning to Work, Working Longer, Working Healthier in the NHS: A Decision Making Framework to Support Line Managers and Staff

Retention Strategies for Nursing: A Profile of Four Countries

Stories for Safety: Sharing the Evidence about Nursing and Patient Safety

The Ethical Recruitment of Internationally Educated Health Professionals: Lessons from Abroad and Options for Canada

The Nursing Faculty Shortage: A Crisis for Health Care

These resources, and many more, are available on the ICHRN website.

Lincoln Chen – ICHRN's spotlight interview



In an interview with ICHRN, Professor Lincoln Chen reveals what he considers the most pressing challenge confronting health human resource policy makers and planners throughout

the world and what needs to be done to meet the challenge.

Professor Chen is the World Health Organization Special Envoy on Human

Resources for Health and Chair of the Global Health Workforce Alliance. He is a distinguished professional in international public health and a leader in the field of health human resources. Professor Chen has recently assumed the Presidency of the China Medical Board of New York.

Spotlight Interview is a regular feature on the ICHRN website bringing you the latest word in health human resources from experts in the field. To read this interview and past ones, visit the website www.ichrn.org

First-ever health care worker wellness centre opens in Swaziland, more to come in Lesotho, Zambia and Malawi

The International Council of Nurses (ICN) is collaborating with national nurses associations, governments, the Stephen Lewis Foundation and BD Corporation to establish Wellness Centres for health care workers and their families in sub-Saharan Africa.

In 2006, the first Wellness Centre for Health Care Workers and their families opened in Swaziland. Housed in a new, accredited clinic, the Centre provides a holistic complement

of services, including testing, counselling and treatment for HIV and TB, stress management, a knowledge resource and training centre for continuous professional



development, antenatal expertise, and occupational health and safety services such as post exposure prophylaxis and needlestick injury surveillance. Similar centres will be established in Lesotho and Zambia this year and in Malawi in 2008. Working with national nurses associations, funding partners, and Ministries of Health; ICN is committed to seeing Wellness Centres initiated across sub-Saharan Africa.

The first of its kind, the Centre is considered a model of good practice by many global organisations, including WHO and Physicians for Human Rights. The Wellness Centres facilitate a strengthened health care workforce which is better able to meet the area's enormous health challenges. By offering quality, confidential health care services responsive to health care workers' needs, the Centres deliver health and other professional services to all health workers and their immediate families.

Global Health Workforce Alliance Advocacy Working Group's calls to action for health workforce strengthening

The Global Health Workforce Alliance Advocacy Working Group (GHWA AWG) www.ghwa.org, whose mandate is to keep human resources for health at the top of the agenda at country, regional and international level, has been actively disseminating various calls to action for health workforce strengthening.

ICN is participating in the AWG and has been helpful in developing language and strategy to encourage the G8 to include health human resources in their final statement in their upcoming meetings. The AWG is also lobbying the Global Fund, to make health systems strengthening an integral part of Round 7, and the African Union to address health human resources. Letters and calls to action can be downloaded at www.healthworkforce.info/advocacy/

In lead-up to the G8 Summit ICN encourages readers to support the AWG Proposed G8 Statement on Health Workforce (below), as

well as other AWG calls to action, and to urge key individuals connected with the various entities to do the same.

Proposed G8 Statement on Health Workforce

The Global Health Workforce Alliance Advocacy Working Group urges the G8 to adopt the following statement at the G8 Summit in Heiligendamm, Germany, in June 2007:

- We commit to ensuring that all people, including marginalized populations, have equitable access to a skilled, motivated, equipped health workforce with decent

wages and good working conditions and, with our partners, will develop ambitious yet achievable timelines and benchmarks towards achieving this goal.

- We will sustainably support developing countries with the full financial and technical resources necessary to ensure development and implementation of costed health sector development plans that include as a priority comprehensive and costed health workforce plans and that are aimed at meeting or exceeding the MDGs and achieving Universal Access.
- We commit to ensuring that fiscal and monetary policies are in place to enable countries to implement these plans and to achieve or exceed the MDGs, including by supporting an immediate revision to policies that have led to hiring freezes on health workers and teachers.
- We will harmonize disease initiatives with national health systems and ensure that these initiatives invest in health systems, and build national health administrative and management capacity.
- We will engage developing countries in formulating a comprehensive strategy to address health worker migration and will adopt policies to develop self-sustainable health workforces to meet our own health workforce needs while following ethical recruitment practices.

Islamabad Declaration on Strengthening Nursing and Midwifery adopted

A declaration calling for strengthening of nursing and midwifery to meet the Millennium Development Goals and other priority health programme targets, has been signed by leaders attending the High-Level Consultation on Nursing and Midwifery which took place in Islamabad, 4-6 March 2007. The Declaration calls for urgent action on three critical issues: scaling up nursing and midwifery capacity; skill-mix of existing and new cadres of workers; and positive workplace environment.

The full declaration is available for download at: www.icn.ch/Islamabad_Declaration.pdf

Source: World Health Organization (2007). High-Level Consultation on nursing and midwifery, Islamabad, 4-6 March 2007 www.who.int/hrh/activities/events/en/index.html

\$6M health workforce employee retention programme launched in Saskatchewan, Canada

The government of Saskatchewan has announced a \$6M fund to help retain health care workers, including nurses, in their workplaces. The new programme, Health Workforce Employee Retention Program, aims to address workload issues and burnout among staff, as well as promote opportunities for professional development. According to the government, funds will be allocated to innovative, grassroots initiatives that keep health care staff working in Saskatchewan's health system. "In my conversations with health professionals, I consistently hear about two factors that affect our ability to keep workers: heavy workload with resulting burnout; and the need for more professional development opportunities," Health Minister Len Taylor stated. "The best retention innovations often come from health providers themselves – they know what will work best in their workplaces – and this program capitalizes on that valuable knowledge." The fund is part of a \$25M recruitment and retention strategy announced late last year.

Source: Government of Saskatchewan (2007). New \$6 million initiative to keep health workers in Saskatchewan www.gov.sk.ca/news?newsId=2fe70de2-1c0c-495d-b245-98b0f1be7846&newsPN=Shared

Announcements

African Union Health Ministers' Meeting

Strengthening Health Systems for Equity and Development 9-13 April, 2007

Johannesburg, South Africa
www.africa-union.org/root/UA/Conferences/2007/avril/SA/9-13%20avr/home-Eng.htm

International Council of Nurses presents

Nursing at the Forefront: Dealing with the Unexpected

ICN International Conference and CNR
27 May - 1 June, 2007
Yokohama, Japan
www.icn.ch/conference2007/info.htm

UK government commits £1 million to address health worker shortages in poor countries

The UK government has committed £1 million over two years to the Global Health Workforce Alliance to support their efforts to increase the number of health workers in the world's poorest countries. The Alliance, created in 2006, brings together key partners dedicated to identifying and implementing solutions to the health workforce crisis (see www.ghwa.org).

The announcement coincided with the release of Lord Crisp's report which sets out recommendations on how the UK government can better contribute to health services in developing countries.

Lord Crisp's report, commissioned by the Prime Minister, is available through the Department for Health website www.dfid.gov.uk/pubs/files/ghp.pdf

Source: UK Department for International Development (2007). Stopping the brain-drain: £1 million boost for global health workers. www.dfid.gov.uk/news/files/pressreleases/boost-health-workers.asp

International Centre on Nurse Migration soon to release report on self sufficiency

The International Centre on Nurse Migration (ICNM) [www.intlnursemigration.org], a joint initiative of the Commission on Graduates of Foreign Nursing Schools and the International Council of Nurses, will soon release a report on self sufficiency in addressing nursing health human resource shortages. Written by Lisa Little and James Buchan for ICNM, the paper discusses the definition of self sufficiency as it relates to health human resources planning by analyzing various existing or intended examples of self-sufficiency in terms of their strengths and weaknesses, and impact on health systems and nurses. The paper further identifies enablers and barriers to implementing self sufficiency and suggests possible indicators to measure such a concept.

The Network: Towards Unity for Health presents

Human Resources for Health: Recruitment, Education and Retention 15-20 September 2007

Kampala, Uganda
www.the-networktufh.org/conference/

National Experiences in Assessing and Reducing Shortcomings and Negative Trends Affecting Human Resources of the Health System

An International Symposium on Health Workforce

10-12 October, 2007
Lisbon, Portugal
For more information contact the Centre de Sociologie et de Démographie Médicales csdm.fic@wanadoo.fr

Non-financial incentives and health worker motivation

New research confirms that non-financial incentives and human resource management (HRM) tools play a substantive role in increasing the motivation of health workers in Africa. According to study findings, "adequate HRM tools can uphold and strengthen the professional ethos of doctors and nurses. This entails acknowledging their professionalism and addressing professional goals such as recognition, career development and further qualification. It must be the aim of human resources management/quality management (HRM/QM) to develop the work environment so that health workers are enabled to meet their personal and the organizational goals" (p.1).

Source: Mathauer I and Imhoff I (2007). Health worker motivation in Africa: the role of non-financial incentives and human resource management tools. *Human Resources for Health*, 4:24 www.human-resources-health.com/content/pdf/1478-4491-4-24.pdf

Fewer opportunities for nurses over 50

A study by researchers at the University of Hull in the United Kingdom has found that nurses and midwives over the age of 50 are less likely to be offered continuing professional development or flexible working opportunities compared to younger staff. The findings also revealed that older nurses suffering from work-related illness were more often the recipients of discrimination. On a positive note, the researchers found older nurses were less affected by changes in the workplace and that they positively contributed their experience, knowledge and skills.

Source: Duffin C. 2006 Staff over 50 less likely to be given training or flexible hours. *Nursing Standard*. 21:3

Stress and job strain higher for nurses

A recent study examining the working conditions and health of Canada's nurses suggests that they are more apt to experience stress, job strain and low support from co-workers on the job than the rest of working Canada. The study also found that many nurses worked overtime and that unpaid overtime was common in a number of provinces. The study, Findings from the 2005 National Survey of the Work and Health of Nurses, is the first nationally representative survey to examine the link between nurses' working conditions and their physical and mental health.

The complete report is available at www.hc-sc.gc.ca/hcs-sss/alt_formats/hpb-dgps/pdf/pubs/2005-nurse-infir/2005-nurse-infir_e.pdf

Source: Statistic Canada (2006). 2005 National Survey of the Work and Health of Nurses. *The Daily* <http://www.statcan.ca/Daily/English/061211/d061211b.htm>