

# PACIFIC HEADS OF HEALTH

*Réunion des directeurs de la santé du Pacifique*

Sustainable practice-based capacity building  
towards data driven culture in healthcare  
organization in Pacific Island Countries



The Pacific Community



Division of Pacific Technical Support

# At a glance

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Focuses on priority areas for rethinking human resource for health and advancing health information and digital transformation (15<sup>th</sup> Pacific Health Ministers Meeting)

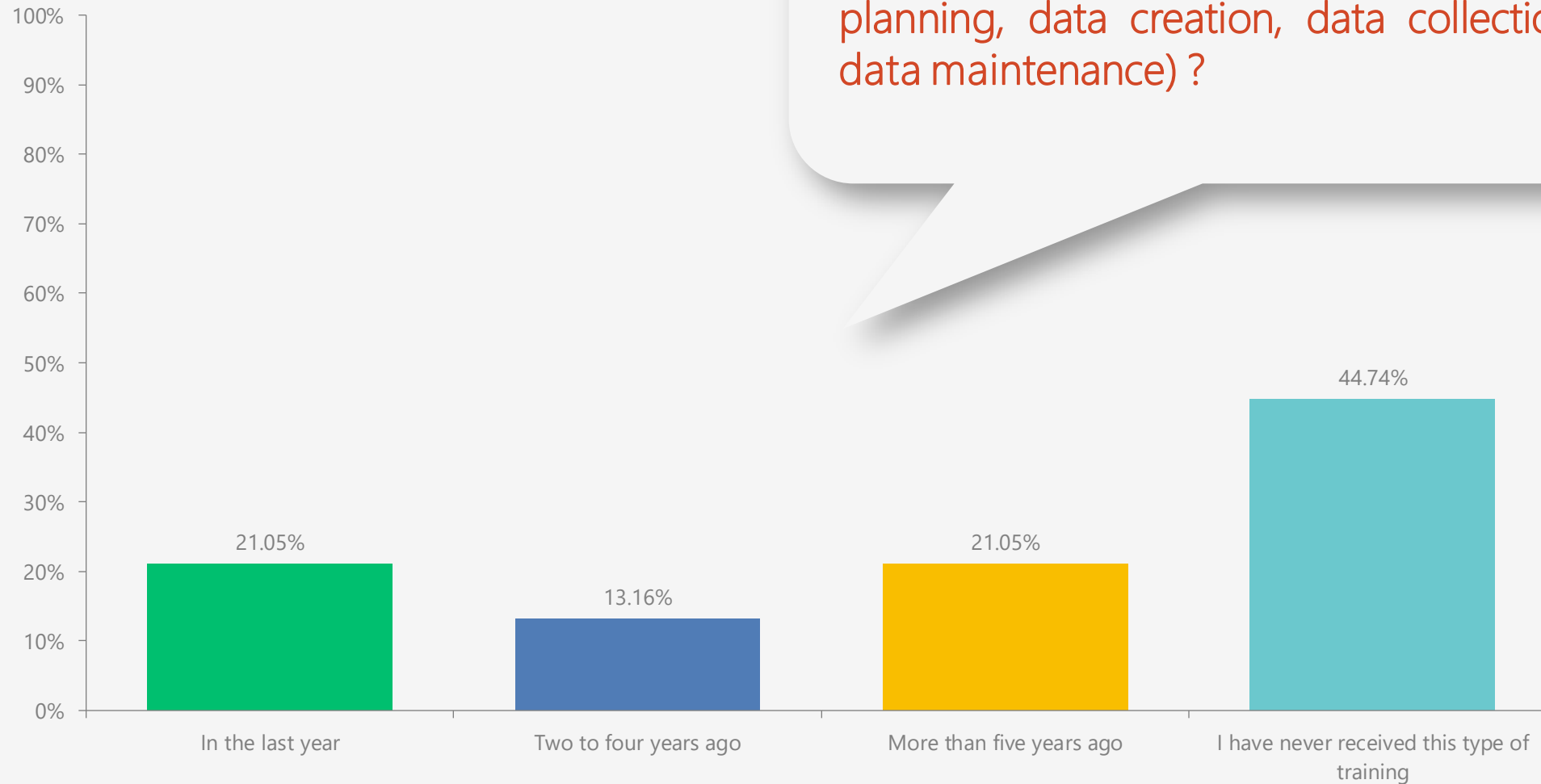
- ❑ Practice-based capacity building approach around data management cycle
- ❑ Data driven organization culture across healthcare organization
- ❑ Data management capacity building to withstand human resource turnover in the health sector
- ❑ Workplace-based capacity building programmes that are transferable across PICTs

# Current situation

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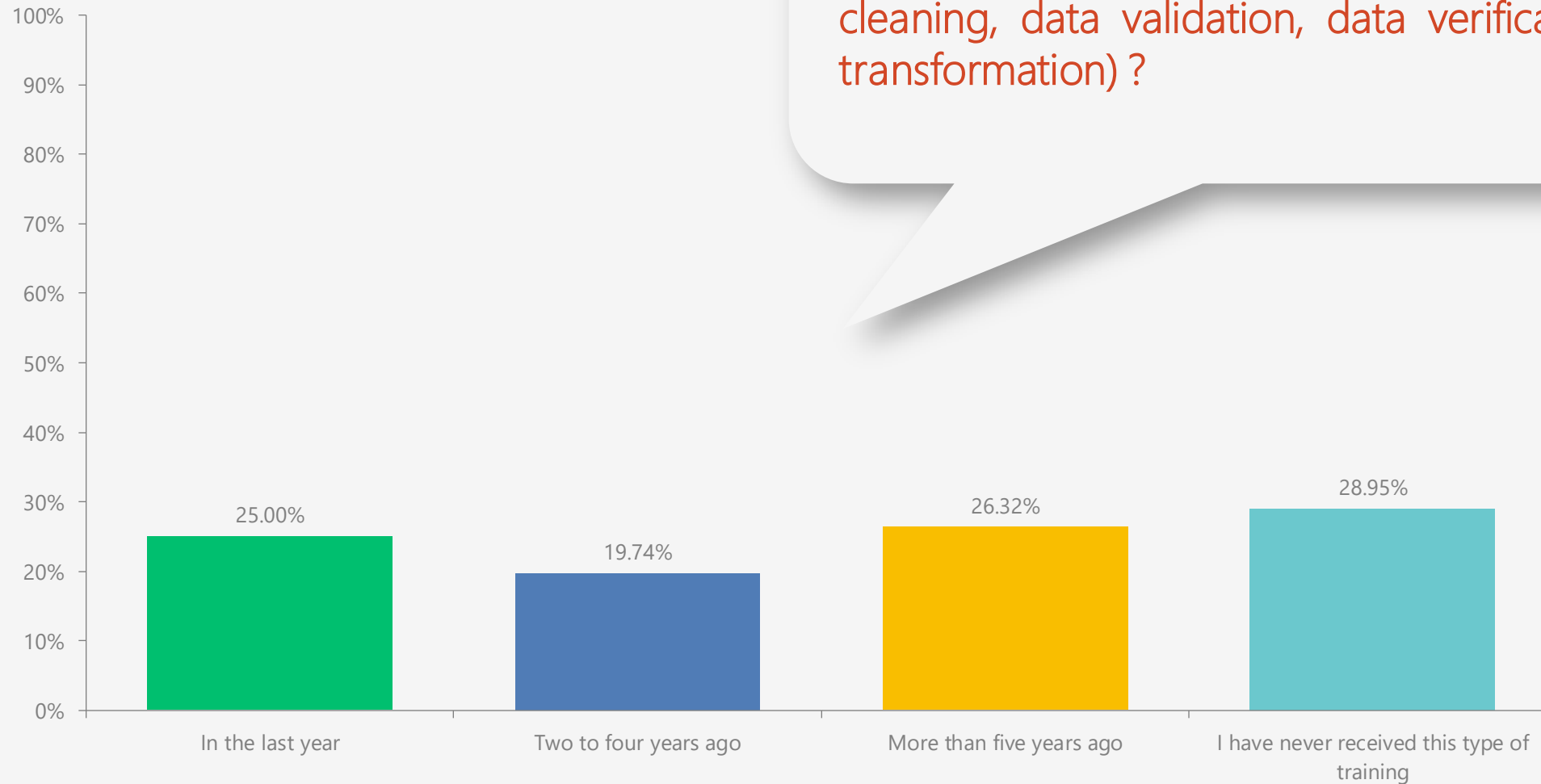
- ❑ *"Advancing the health information and digital transformation and its integration into country digital health enhancement plan and strategies were a priority area in PICTs"* (15<sup>th</sup> Pacific Health Ministers Meeting, 2023)
- ❑ Data management is foundational towards a data driven culture in the healthcare organizational
- ❑ *"PICTs faced persistent challenges in data generation and reporting and hence, data availability remained scarce in many PICs"* (Healthy Islands Monitoring Framework updates at the Pacific Head of Health Meeting, 2023)
- ❑ Need to provide coordinated support to PICs to improve the consistency, quality, and accessibility of health information through building digital capacity in the health workforce
- ❑ Sustaining a sufficient number of well-trained health workers is an escalating challenge due to human resource dynamics of health systems in PICTs

When did you last receive training on data generation (for example: data management and planning, data creation, data collection, and/or data maintenance) ?



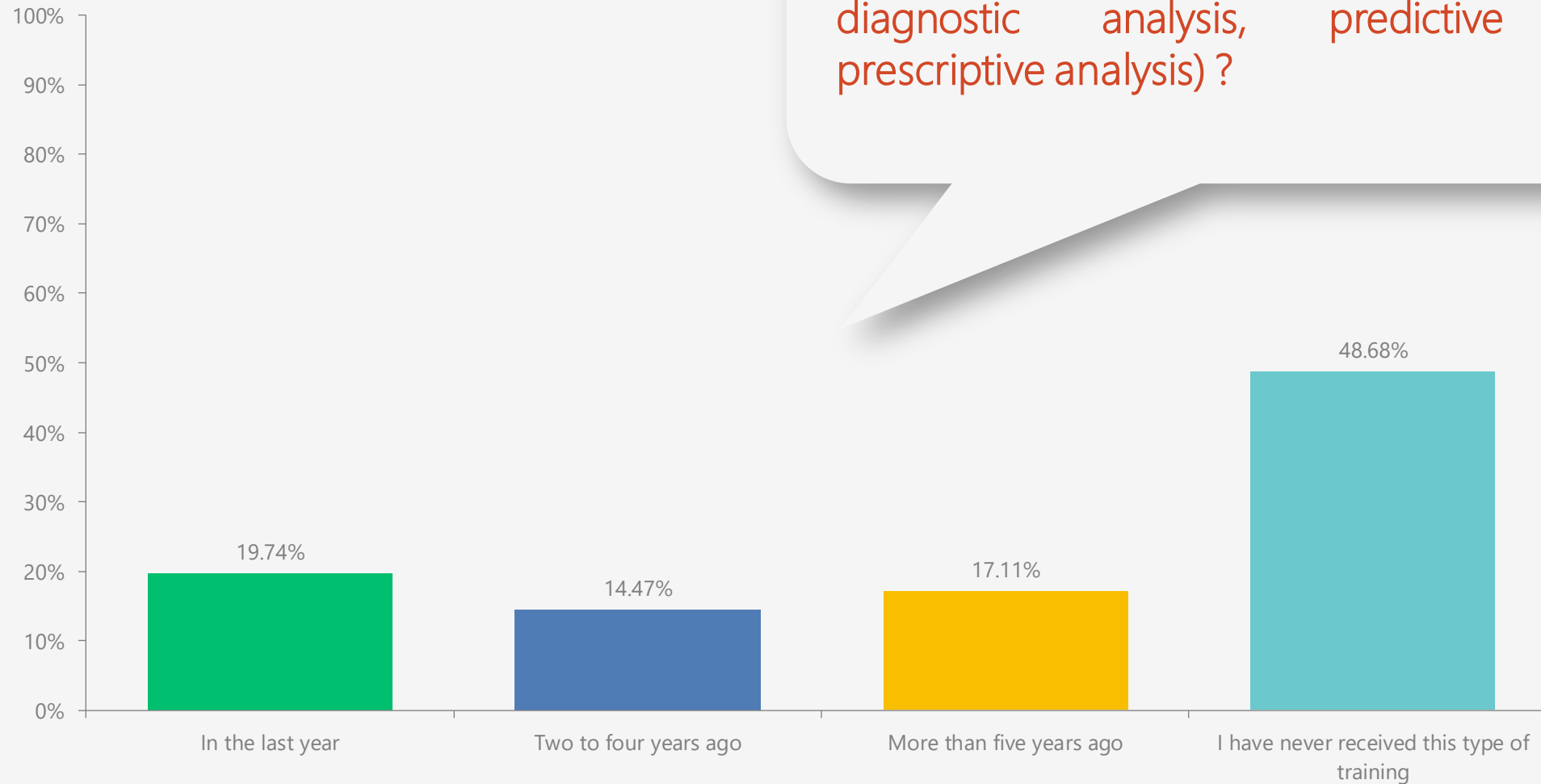
Answered: 76 Skipped: 19

When did you last receive training on data processing (for example: data entry, data cleaning, data validation, data verification, data transformation)?



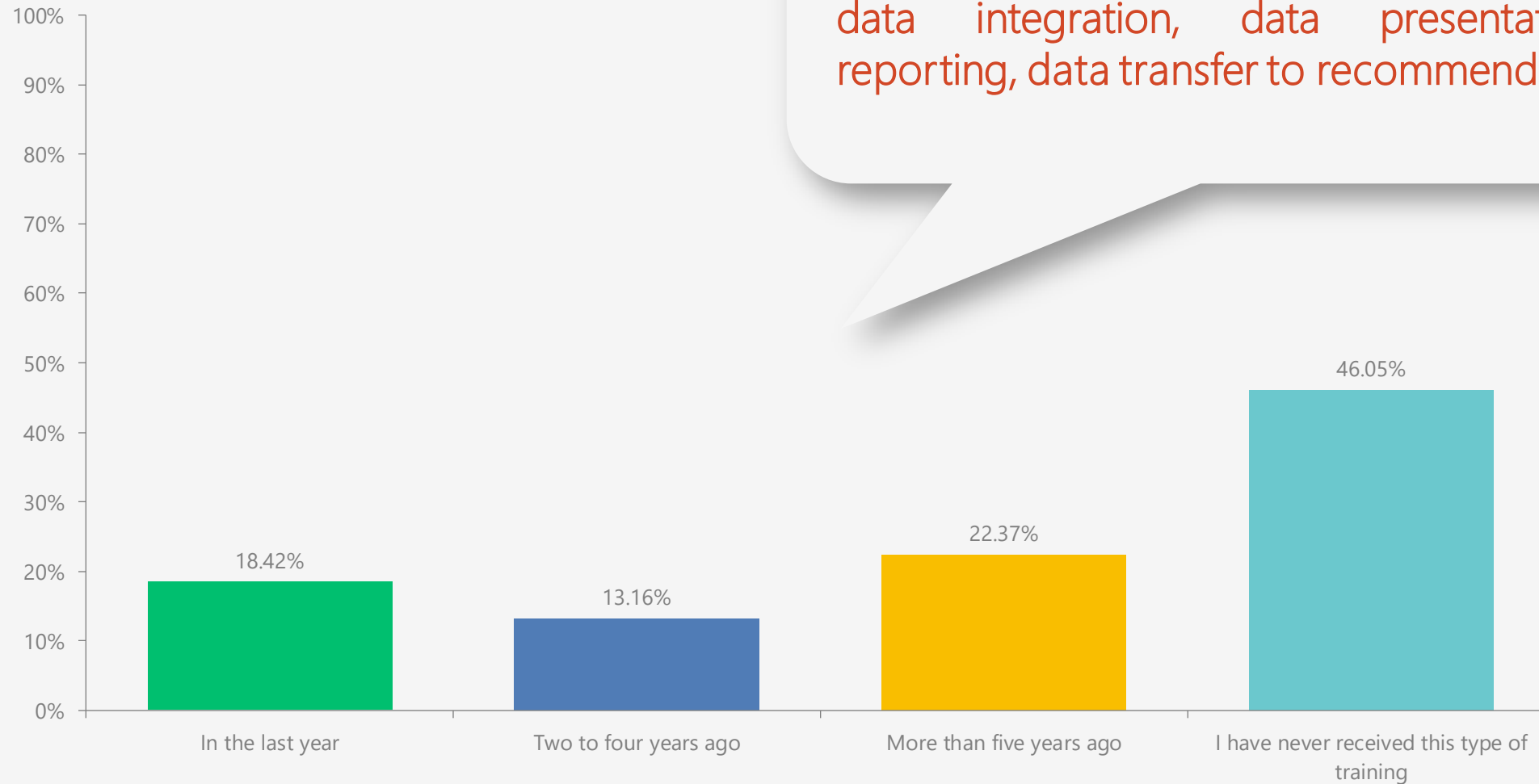
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When did you last receive training on data analysis (for example: descriptive analysis, diagnostic analysis, predictive analysis, prescriptive analysis) ?



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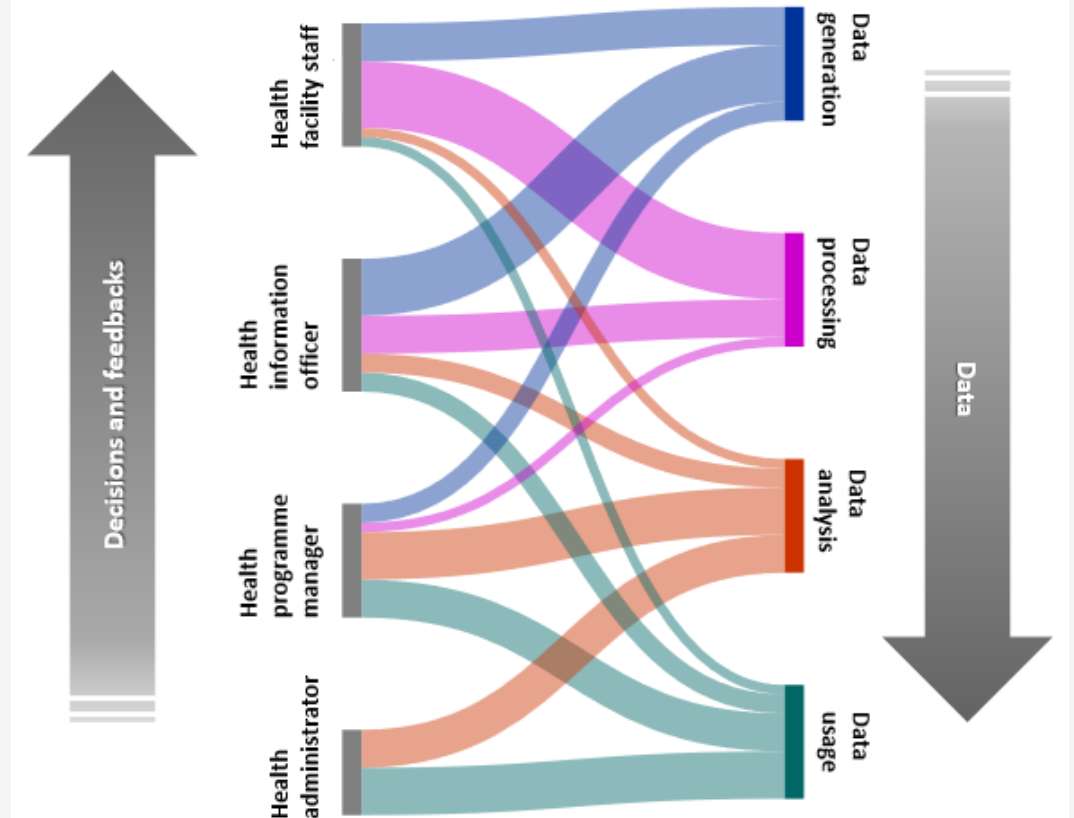
When did you last receive training on data use (for example: data interpretation and conclusion, data integration, data presentation and reporting, data transfer to recommendations) ?



Answered: 76 Skipped: 19

# Future vision

- ❑ Practice-based capacity building approach
- ❑ Association between the occupational roles and the stages of data management cycle
- ❑ Role-based capacity building for the health care team to promote data driven organizational culture
- ❑ data focused training in place of HIS focused training
- ❑ Improving data utilization with structured in-service trainings for the health workforce
- ❑ Continuous hands-on training in a workplace-based learning environment





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- ❑ Role of MoH in motivating employees to participate in capacity building programmes and in maintaining a sufficient pool of trained staff
    - introducing CPD based incentive system and career advancements
    - organizing regular training programmes
    - sponsorships and paid time-offs to attend the training programmes
  - ❑ MoH needs the support of,
    - Development Partners – funding and technical assistance, coordination across PICTs
    - Academic institutions – course delivery and administration

# Recent progress

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- ❑ So far, digital health capacity building in PICs context as targeted training on HIS or through accredited educational programmes
  - Limited availability of accredited courses in the region
  - High turnover of the workforce leading to MoH constantly losing the skills
  - Misalignment with digital health maturity and ignoring the reporting and data use hierarchy of the PICs
- ❑ Generic approach - *Data Management Competency Framework* by WPRO/WHO (2023)
- ❑ PHIN, supported by SPC, WHO and PHISH are developing a regional data management training schedule
- ❑ Pacific Qualification Framework (PQF) - level descriptors for TVEC and CPD programmes
- ❑ FNU, College of Medicine, Nursing and Health Sciences conducts micro-qualifications short courses to the region
  - Work placed-based training with Blended MOOC

# Why Urgent action is needed?

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- ❑ The PHMM had envisioned a country-owned health information and digital health transformation process in its 15<sup>th</sup> meeting. This needs,
  - data driven organization culture across healthcare organization
  - healthcare workers to be equipped with better data to informed decision-making, and strengthen the delivery of health services
  - sustainable capacity building for the PICs aligning with the human resource strategy PHMM
- ❑ PICs are leapfrogging to digital health solutions, exceeding the digital health maturity of the region.
  - PICs lack the technical capacity in the workforce for evidence-based decision making
  - Standardization of training across the region need in capacity building
  - Countries need to improve the work force aligning with the current health labour market dynamics to retain skills

# Recommendations to Heads of Health

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- ❑ Promoting a data driven organizational culture in the health sector by developing country specific mechanisms
  - evidence-based decision making at all levels of the healthcare system
  - feedback mechanisms to encourage data use
- ❑ Organizing periodic and regular training programmes to withstand the human resource turnover with the support of development partners and educational institutes.
- ❑ Formally recognise capacity building programmes linked with CPD points or accredited training programmes for career advancement within healthcare systems
  - including employee being offered a relevant occupational role to the training received

# Recommendations to development partners

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- ❑ Supporting (funding and technical assistance) standardised and localised foundational data management capacity building programs based on country plans and PICTs vision.
- ❑ Partnering with regional higher education institutions to launch data management and data analysis training programmes.
- ❑ Planning for the handing over strategy early in digital solution implementation process with the support of suitable capacity building programmes.

*Thank you*

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**Source**

- [Data Management Competency Framework](#) (WHO, 2023)
- [Pacific Qualification Framework](#) (SPC, 2015)