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The **2<sup>nd</sup>** International Nursing Research Conference  
“Future Nursing Research and Innovation  
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to Commemorate the 125th Anniversary of the Birth of HRH Princess Srinagarindra

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# Future of Nursing Research in Workforce and Development.

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## Presentation Outline

- ❖ Significance of HRH Development and research
  - In health systems and services function
  - In attaining UHC
- ❖ Trends in HRH research – What is already known
- ❖ Gaps in HRH development that cries out for research
- ❖ Future of HRH Research
- ❖ Final Thoughts







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# Significance of HRH Development and Research

- UN Sustainable Development Goals (SDGs) and the WHO Health Workforce 2030 strategy have drawn attention to **the importance of HRH for achieving policy priorities such as universal health coverage (UHC).**





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# Significance of HRH Development and Research

- Effective human resource for health (HRH) management is important to **ensure quality and efficiency of healthcare delivery.**
- **Comprehensive overview is lacking to assess and track the current status and trends** of HRH research in healthcare (Qin et al, 2023).







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## Significance of HRH Development and Research

- Important to modernize the ways in which human resources for health are managed because of:
- **central role of the workforce in the health sector;**
- **challenges thrown up by health system reforms;**
- **need to anticipate the effect on the health workforce (and consequently on service provision)** arising from various macroscopic social trends impinging on health systems (Dussalt and Boise, 2003).





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# Significance of HRH Development and Research

Effective HRH development and research should lead to **practical policies that guarantee an adequate health workforce is available at the right place and time.**

- A significant limitation of health policies is **their neglect of human resource issues.**
- Current human resource strategies exhibit several weaknesses, including **a reactive and ad hoc approach to HR problems;**
- **fragmentation of responsibility within human resources management (HRM);** a narrow view of *personnel administration* that does not fully address all facets of HRM; and
- short-term focus in HRM practices. (Dussalt and Dubois, 2003)





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# Significance of HRH Development and Research

Development of explicit human resources policies **is crucial link in health policies and is needed both to address the imbalances of the health workforce and to foster implementation of the health services reforms** (Dussault and Boise, 2003).





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## Trends in HRH Research – What is already done and known

- Considerable expansion of the world's health workforce is needed to achieve high levels of UHC effective coverage.
- Largest shortages are in low-income settings, highlighting need for increased financing and coordination to train, employ, and retain human resources in the health sector.
- Actual HRH shortages might be larger than estimated because minimum thresholds for each cadre of health workers are benchmarked on health systems that most efficiently translate human resources into UHC attainment.







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## Trends in HRH Research – What are already done and known

- HMR research has evolved over the past three decades
- There was a dearth of published articles on HRH research from 1 in 1977 to 108 in 2021
- Number of publications steadily increases yearly, with 93 countries or regions publishing in the field, suggesting that research focusing on HMR research and providing in-depth knowledge will likely increase.
- Most publishing countries are developed countries, namely USA, Australia, UK, PROC, Netherlands, and Canada but developing countries are catching up.
- Most common research orientations were management (193 articles), **nursing** (107 articles), health policy services (105 articles), and health care sciences services (201 articles).





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## Trends in HRH Development and Research - What is already done and known

- Current research articles focus on topics clustered into performance, hospital/COVID-19, job satisfaction, human resource management, occupational/mental health, and quality of care.
- Most frequently co-occurring keywords are human resource management, job satisfaction, **nurses**, hospitals, health services, quality of care, COVID-19, and **nursing**.







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# Trends in HRH Research – What are already done and known

Review of literature and use of large data bibliometric analysis –  
identifies areas of HRH most researched and those that are under r  
researched :

Most researched –

Under researched – Humanness of HRH





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## HRH Modules HRH and Research Directions(Qin et al, 2023)

1. Human Resource Planning - Decentralization health system, organizational culture/structure frequently cited including forecasting of staffing
2. Recruitment and Staffing-“workforce,workload”
3. Training and Development - “education and training” related to health care management
4. Performance Management –“performance and motivation” but does not relate performance to health sector performance
5. Compensation management – not a hot topic for the last 30 years
6. Employee relations management – lack of research on this in health care





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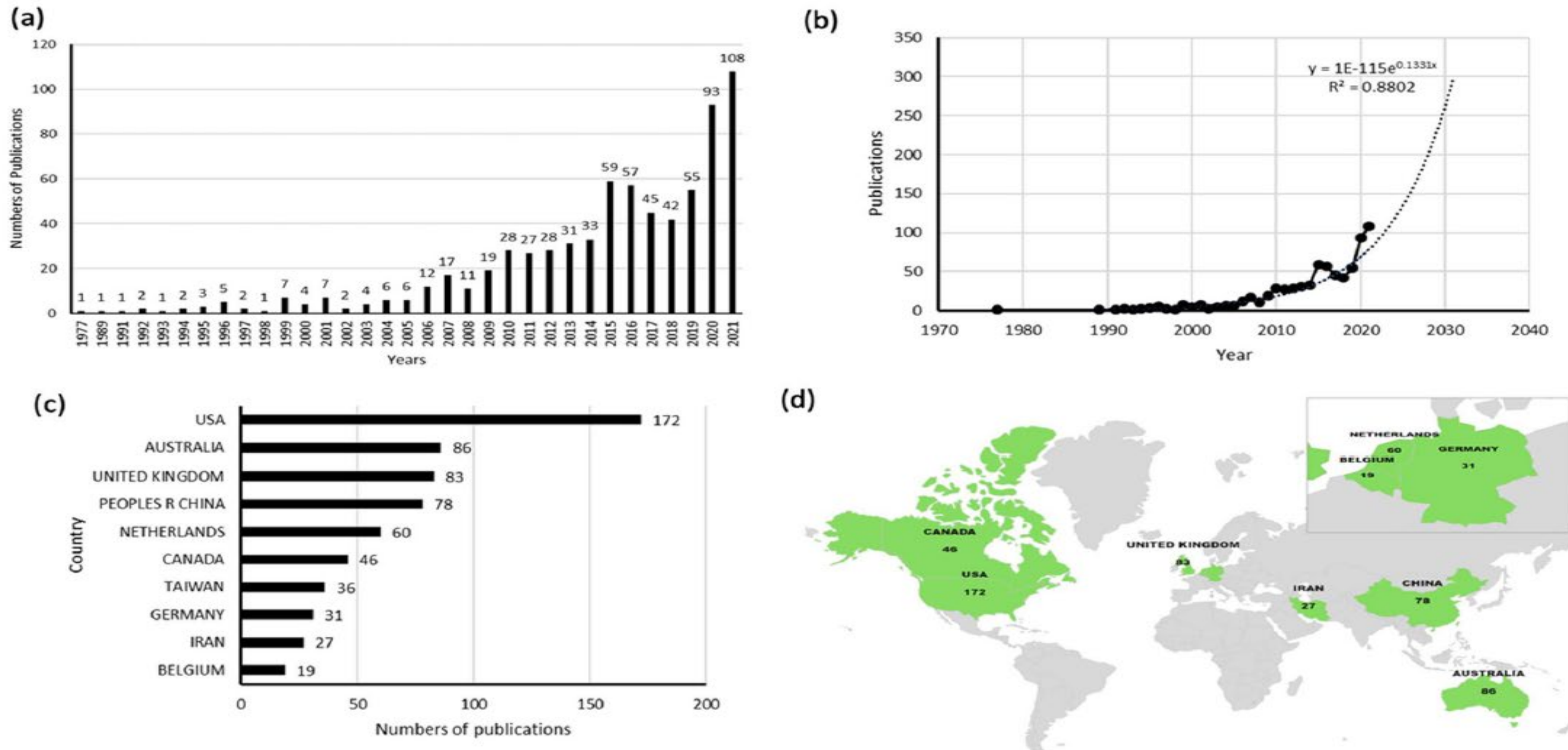


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**Fig. 2.** **a** Total number of publications related to HRM research. The bars indicate the number of publications per year. **b** Model fitting curves of global publication trends. **c** Top 10 countries of total publications. **d** Distribution world map of HRM research



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## Trends in HRH Research – What is already done and known

- Extensive literature review concludes that effective communication, strong and committed leadership, clear work procedures, and the crucial role of human factors are key elements in shaping patient safety culture within the healthcare environment (Dewi Mulyawati, S., Setyaningsih, Y., & Maher Denny, H. (2024).
- Findings highlight the interconnectedness of these factors and their collective influence on the safety climate within healthcare organizations.
- Study contributes to the understanding of how human resource management practices can be utilized to enhance patient safety culture and patient outcomes in hospital environments.







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## Trends in HRH Research – What is already done and known

- **Monitoring health worker densities and distribution is crucial to health-systems analysis and planning at both national and international levels.**
- Much existing research has assessed the size, composition, and efficacy of health-care workforces in individual countries and regions.
- In 2016, WHO used Global Health Observatory data to produce updated threshold for selected cadres based on skilled health worker densities in countries with a median observed achievement on an index composed of 12 indicators of the UN Sustainable Development Goals (SDGs). Based on this method, **WHO calculated 44.5 physicians, nurses, and midwives per 10 000 population as a new minimum density threshold.**





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# Trends in HRH Research – What is already done and known

- New GBD study identified minimum workforce density thresholds required to meet a specified target of 80 out of 100 on the UHC effective coverage index, and quantified national shortages with respect to those minimum thresholds. **Result show shortages that tripled compared to WHO 2016 calculated shortages.**
- **HRH densities and disparities are strongly related to sociodemographic development.**
- In 2019, **168 of 204 countries and territories had workforce gaps in one or more of the four cadres of HRH compared to what is needed to achieve UHC effective coverage score of 80 out of 100 (GBD collaborators 2019)**







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## Cadre Specific minimum density thresholds per 10,000 population for achieving UHC 80 and UHC 90

Cadre	Threshold for UHC 80 per 10,000	Threshold for UHC 90 per 10,000
Physicians	20.7	35.4
Nurses and Midwives	70.6	114.5
Dentistry Personnel	8.2	14.5
Pharmaceutical Personnel	9.4	15.8

UHC – Universal Health Coverage

UHC 80- Achieving a performance target of 80 out of 100 on the UHC effective index.

UHC 90-Achieving a performance target of 90 out of 100 on the UHC effective index



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## Health worker shortages for four cadre groups at UHC effective coverage of 80 out of 100 on the UHC effective coverage index by GBD super-region, 2019

Cadre Thresholds	Region/Number of countries with shortage	Proportion of countries with shortage* (%)	Sum of country-level shortages (number of workers)
Nurses and Midwives threshold: 70.6 per 10 000 per population	Global /154	75.5%	30 600 000
	Central Europe, eastern Europe, and central Asia/ 17	58.6%	482 000
	High-income/ 7	19.4%	348 000
	Latin America and Caribbean/22	66.7%	238 000
	North Africa and Middle East/ 15	71.4%	636 000
	South Asia/5	100.0%	11 000 000
	Southeast Asia, east Asia, and Oceania/30	88.2%	8 810 000
	Sub-Saharan Africa/46	100.0%	5 640 000





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## Gaps in HRH Research

- Current global trend in the number of publications on HRH is rising. However, there are currently several problems in HRH research. The following issues exist:
  - (1) Expertise and professionalism of HRM managers are limited.
  - (2) Theoretical methods and technical applications are weak.
  - (3) Insufficient oversight of regulations, systems and procedures.
  - (4) Management is mainly at the level of operational work, and functions are too fragmented (Qin et al, 2023).





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# Future HRH Research Directions

- Previous research has found substantial global disparities in HRH, the absence of **comparable cross-national estimates of existing workforces** has hindered efforts to **quantify workforce requirements to meet health system goals** (2019 GBD Human Resources for Health Collaborators).
- HRH Research should consider contextual variances. Research on HRH retention may differ across countries –e.g. those that have high migration issues require different research focus from countries that rely on foreign educated HRH.
- More focus **on compensation management** and **employee relations management**, so to complete and systematic roadmap.







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## Final Thoughts

- HRH Research is a rapidly growing research area that is vital to contributing to health system performance towards UHC
- Currently the high-income countries are dominating the field which may be the reason behind their dominance in the field of HRH Management especially in the movement of health workers across countries or migration
- Over and under researched areas have been identified. Research grants and publication grants can be used to encourage more research in the under researched areas
- HRH management needs to be evidence based to ensure that health workers can be potent contributors to the effective performance of health care systems .
- In terms of UHC – UHC and other desired outcomes of the health system cannot be attained without available, committed, motivated and highly skilled workforce





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# Thank You for your attention To God be the glory!

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