Health Partners INTERNATIONAL

The Human Resources Database: Overview of Module 1 – HRPlanner

The Human Resources (HR) Database has been developed by Health Partners Southern Africa (HPSA) as a tool to improve management and planning of human resources within health systems and facilities. The database currently consists of two main modules which can be used either together or separately:

Module 1: Health Resources Planner (HRPlanner)

Module 2: Human Resources Administration (HR Admin)

This document provides an overview of Module 1, HRPlanner.

What is HRPlanner?

HRPlanner is a practical planning tool for generating public-sector health service staff establishments in formats appropriate to the local context. It is designed to:

- Assist health departments and ministries to determine the Human Resource requirements for all types of health facilities based on multiple planning scenarios, as part of a restructuring, rationalisation or planning exercise.
- Create organisational structures of health institutions
- Model staff establishments based on workload
- Generate a variety of HR reports at various levels in the health system from individual facility to national level.

HRPlanner incorporates all the details relating to facility type and organisational structures, health authority, post categories and classes, salary levels and so on that are required for the establishment of public sector health staffing. HRPlanner is not a prescriptive planning tool: staffing models are customised by individual countries to accommodate their unique circumstances. Its staffing models do, however, incorporate national affordability guidelines and principles of decentralisation of management.

Using the data in HRPlanner, users can revise staffing arrangements easily, for example in response to changes in staffing or financial constraints, and achieve rapid restructuring or rationalisation. It can generate lists to inform strategies for redeployment of surplus staff and filling of vacant posts. It can also be used to formulate projections of future human resource requirements and training needs.

Use of HRPlanner to date

The HRPlanner database has been used in five provinces in South Africa, as well as in Botswana, Malawi, Zambia and Georgia, to develop staffing in hospitals, primary health care facilities, central service units such as central laboratory and pharmaceutical stores, and health headquarters.

How is HRPlanner used?

Entering data

The following information is entered into HRPlanner, to develop staffing and generate reports on HR utilisation (also see Figure 1: HRPlanner process diagram):

- Posts utilised in health service provision, including details of occupation codes, post cadres and salary scales/grades
- Workload variables, which may be used to generate staff allocations
- Purpose and functions of each component of any facility type or service, to create templates from which to develop organisational structures
- Types of health facilities, offices or services that require establishment of staff.

Models may be created for institutions using inputs from the list above. Additional information can be entered:

- Geographical details for location of facilities in districts, provinces and country
- Health authority – name and type
- Individual facilities, linked with any relevant identification codes
- Staff data from any HR databases from other health authorities, such as individuals' date of birth, nationality, gender, date of appointment, salary grade.

HRPlanner gives users the ability to link individual employees to the posts in a particular component of a specific part of a health facility.
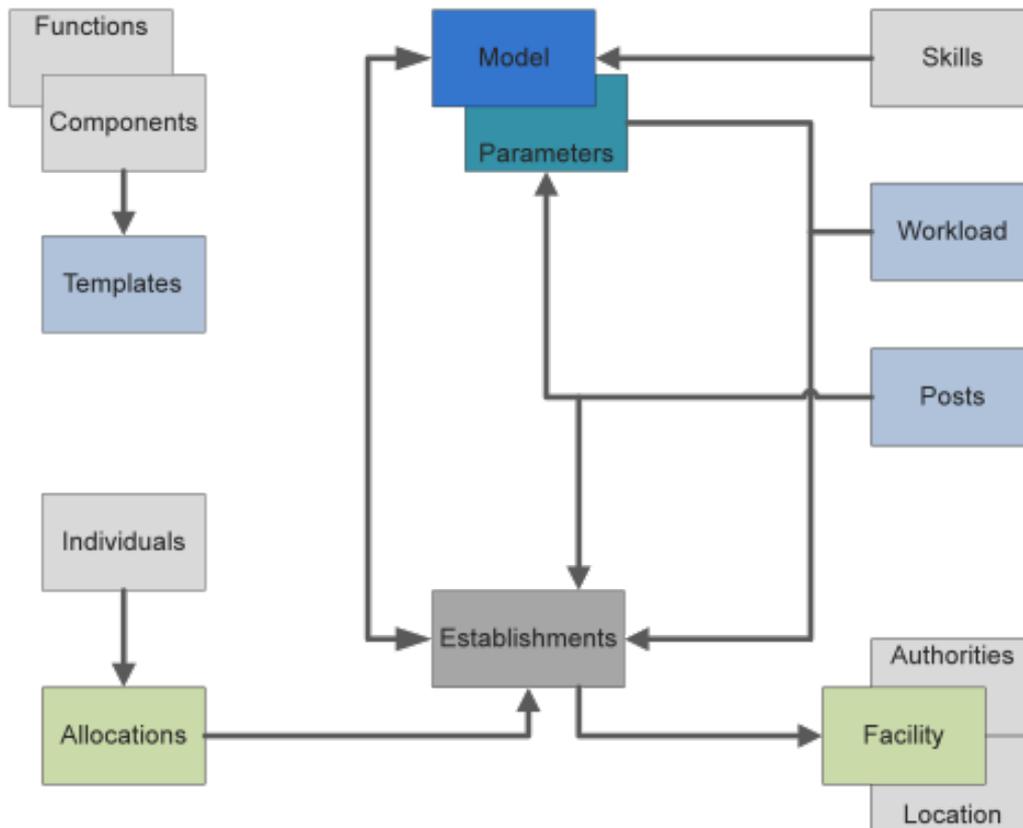
Figure 1: HRPlanner process diagram

Some specific uses of HRPlanner

- Generate multiple staff establishments for specific institutions based on different models and multiple scenarios – for use in scenario planning and costing
- Generate detailed staff establishments or summaries (by class or category of post)
- Analyse trends in staffing of approved, filled, intermediate and final recommended establishment of an institution by class of post
- Generate projections of vacant posts and surplus staff that would occur as a result of a changes in institutions
- Generate projections of vacant posts and surplus staff by facility, district, region or province
- Generate lists of health facilities by type, district, region, province or health authority
- Generate a detailed organisation chart (organogram) in block format for the recommended establishment of a specific facility by exporting to Visio (a diagramming software program)
- Generate lists of staff positions recommended for a specific facility
- Generate lists of staff to be allocated for a specific facility, using data imported from HR/personnel systems and other health authority databases
- Generate district, regional or provincial summaries by class post and category for approved, filled, intermediate

or final establishment of staffing
- Generate district, regional or provincial summaries for vacancies or redundancies by post class and category
- Generate costs for any of the above reports (except the facility listing).

All the above reports can be exported into Excel, which can then be used to tabulate and manipulate data, create graphs and perform statistical analyses.

HRPlanner can also be used to make a comparative analysis of staffing trends in countries for which data has been entered.

Development of detailed staff lists
Staff lists are completed for each facility/service. This list provides specific details of all health service personnel and where they will be utilised once the recommended staffing establishments have been approved. The facility staff lists are created by extracting individuals from current personnel administration system establishments (or other authority establishments) and placing them in new posts on the recommended establishments. This exercise reconciles recommended and current staff establishments and facilitates a comprehensive audit of personnel utilisation. It enables:

- Identification of critical shortages in personnel
- Identification of the numbers and categories of personnel

that are additional to current requirements

- Implementation of any new establishments to be completed rapidly, following a decision on their final composition by the Ministry of Health. This is made possible because all data is available in electronic format and can be fed into the personnel administration component of the HR Database (HRAdmin) or any other system being used.
- Identification of individuals on the payroll of an institution/ service who are not actually working there.

Further development of HRPlanner

The capacity of HRPlanner has been extended to enable the reconciliation of current personnel in service with recommended staff establishments. HRPlanner can also be used in conjunction with Module 2 of the Health Resources Database, HRAdmin. The staff establishments can be manipulated in HRPlanner and once an establishment has been created appropriate to a Ministry of Health, it can be imported back into the personnel administration system or HRAdmin.

HRPlanner can also facilitate the incorporation of personnel databases from other health authorities so that personnel from non-governmental organisations, private, local authority and provincial authorities can be integrated into individual public health facilities if required. This will enable the creation of uniform staff establishments for all health facilities/services, irrespective of the health authority. It is possible to create a uniform comprehensive health service comprising facilities owned by different health authorities and staffed by health workers employed by different health authorities. This should facilitate the devolution of district health services to local authorities.

Additional modules can be incorporated into HRPlanner to address other strategic planning issues. Additional modules that are in development are:

Skills Planning (SP) Module
This enables provision of more detailed information on skills mix requirements and the capacity to monitor specific trends in staffing of health facilities.

Recurrent Expenditure (RE) Modelling Module
The RE Module can be utilised to provide the following:

- Current recurrent expenditure and optimal recurrent expenditure by cost centre, facility, facility type, local area (sub-district), district, region and province
- Surplus or deficit in recurrent funding (comparison of current and optimal)
- Financial modelling for various scenarios that may involve changes in projected activity levels and/or benchmark costs.

GIS Mapping Module
GIS (geographical information system) mapping involves using datasets from HRPlanner and converting them into maps for specified geographical areas. Among other things, the GIS Module can be utilised to:

- Identify key performance indicators within the context of health service delivery
- Link each facility and/or cost centre to its key performance indicators
- Create maps and statistical analysis to show, for example, current distribution of health professionals; optimal distribution of health professionals; surplus or deficit in distribution of health professionals; distribution of facilities by facility type in districts, province and country; primary health care or hospital catchment areas/ population; strategic overview of facility utilisation and resource distribution for a specific geographical area.

Visit our website at: www.healthpartners-int.co.uk | Tel: +44 (0) 1273 477474 | Fax: +44 (0) 1273 478466 | Email: info@healthpartners-int.co.uk
We can be contacted at: Waterside Business Centre, North Street, Lewes, East Sussex, BN7 2PE, UK

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