

Reforming the District Health System: information for decision-making

Session 4

Universal Health Coverage (UHC) National Dialogue

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Verona Mathews

The role of information in Human Resources Management: Implications for sub-district and district decision-making

Background



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- The extent of decentralisation in terms of budget and HRM responsibilities varies - managers at district level are unprepared to perform decentralised human resource functions and manage the change process
- The lack of evidence-based decision making accompanied by challenges in data ownership and accountability influences the capacity to manage the human resources for health



Aims and objectives

Aim

- To describe and analyse human resource management in the public health sector, through assessing the internal and strategic alignment of human resource management within the Human Resource Programme, and with the strategic objectives of the organisation.

Objectives

- To describe the challenges experienced in human resource management in a district health system.
- To describe and analyse the human resource managers' roles and functions in human resource management.
- To describe and analyse the operational or line managers' roles and functions in human resource management.
- To explore the factors which hinder or strengthen the district-based human resource management of the public health workforce

Methods

- Case Study research design
- Research setting constituted two districts:
 - urban and rural district
- The participants:
 - Line and Operational managers
 - Human Resource Managers: Human Resource Practitioner, Personnel Administrator, Assistant Director Human Resource, and Deputy Director Human Resource.
- Questionnaires were distributed to all Human Resource Managers in the two districts (n=46) response rate 47%
- Key informant interviews were conducted with eight (8) HR Managers and eight (8) Line Managers.

District Manager

Sub-district Manager

Primary Health Care Manager

Assistant Primary Health Care

Manager

Operational Manager



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Results (HR Managers' Confidence in their Abilities)

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	No Response
I am able to perform accuracy checks on the data in Persal	1	1	1	9	13	1
I am able to write establishment reports	5	3	6	7	4	0
I am able to monitor the trends in the staff establishment	3	2	4	14	3	0
I am able to plan the staff establishment according to the approved staff establishment	3	2	6	10	4	1
I am able to interpret the human resource reports and use the information in the reports	2	2	1	13	7	0
I am able to determine the information needs of the Facility Managers	3	1	5	13	5	0

Results (HR Managers' Readiness to perform Information Management)



	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	No response
Information Management should be part of my job description	2	2	7	7		
Producing information reports should be part of my job description	1	0	5	10		
Ensuring the information is accurate is not my responsibility	8	6	4	5	2	1
Analysing and presenting information should not be part of my main duties and responsibilities	9	6	7	3	1	0
Information should be used for decision making and planning	0	1	1	9	15	0

There is almost 50/50 split on analysing and presenting info

Results (Ranking for most to least NB)



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1. Sharing HR Information in HRM Programme Component
2. Advise on HRM Issues
3. Determine training needs
4. Liaise with Facility Manager on Staff Establishment reports
5. Ensuring Data Accuracy on Persal
6. Coordinating information management in the HR Component
7. Advise on HR Planning
8. Interpret information in Staff Establishment reports
9. Capture data on Persal
10. Prepare Staff Establishment reports for Facility Managers

Results (Leave Management)



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Employee applies for
leave on Z1 form

Supervisor approves
leave by completing
signing leave form Z!

Employee proceed on
leave

However, this simple process is flawed by two things:

1. The availability of up to date information on leave days for the supervisor to make an informed decision in responding to the leave request.
2. The role of the HR Manager in approving leave by proxy, because of having the up-to-date information on available leave days.

Discussion

- Reliance on the Persal information system
- Limited use of technology to enhance information use HRM
- The shared role of HRM is undermined by the absence of reliable up to date information, leading to Line Managers developing duplicate information systems
- HR Managers demonstrated the capacity to perform information management
- The absence of reliable information is a hindrance to achieving both operational and strategic objectives, as well as for the monitoring and managing of the public health workforce.



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Implications for NHI

- A monitoring and evaluation framework for Human Resources for Health with clear performance objectives and indicators, accompanied by capacity building in monitoring and evaluation and human resource management, is a potential leverage point to influence the current need for reliable information.
- Investment in better HR information systems would strengthen the implementation of NHI