

# GUIDE FOR REHABILITATION WORKFORCE EVALUATION INFORMATION SHEET

A decorative graphic on the right side of the page consisting of a cluster of colored dots in shades of green, yellow, and orange, arranged in a pattern that suggests movement or a trail.

## What is the Guide for Rehabilitation Workforce Evaluation?

The Guide for Rehabilitation Workforce Evaluation (GROWE) comprises a suite of resources for evaluating the rehabilitation workforce to support advocacy, coordination and planning at a national or sub-national level. It assesses the progress of the workforce towards effective coverage by examining labour market dynamics to provide rich information on the status and trajectory of the rehabilitation workforce, as well as the factors underlying them. GROWE acknowledges the limited technical capacity and data scarcity experienced in many countries and is designed to accommodate different levels of data availability.

GROWE includes:

- Handbook
- Score cards and criteria sheets
- Data analysis tools
- Competency gap analysis tool
- Forecasting instrument
- Stakeholder analysis template
- Report template

Undertaking rehabilitation workforce evaluation with the GROWE resources produces several significant outputs:

1. The establishment of a **rehabilitation workforce task group** representing key rehabilitation stakeholders.
2. The creation of a comprehensive **rehabilitation workforce report** that presents acceptable, feasible and high impact recommendations for strengthening the rehabilitation workforce.
3. A sound **baseline of rehabilitation workforce data and indicators** to monitor progress towards identified objectives.

## Why undertake rehabilitation workforce evaluation using GROWE?

Despite their necessity to health systems, all countries face some degree of deficiency, maldistribution, or performance and productivity issues associated with the rehabilitation workforce, which can pose major barriers to people accessing the care they need. Many factors underlie rehabilitation workforce challenges, such as inadequate institutional capacity for education, training, regulation and management, as well as insufficient posts for rehabilitation workers across the levels of the health system, and unsatisfactory incentives and conditions to attract, retain and motivate workers. The depth and complexity of these factors, as well as the scale of the rehabilitation workforce crisis and the growing urgency to address it, necessitate robust evaluation and planning. Workforce absorbs the lion's share of health financing, and understanding the problems, identifying priority areas for action, and harnessing stakeholder engagement are essential to ensuring that investment is appropriately targeted and effective.

GROWE greatly facilitates the process of rehabilitation workforce evaluation and planning by offering a method and tools, as well as comprehensive guidance to undertake the process. It is designed so that evaluation and planning can be undertaken with limited experience and requiring minimal external support.

## Who can use GROWE?

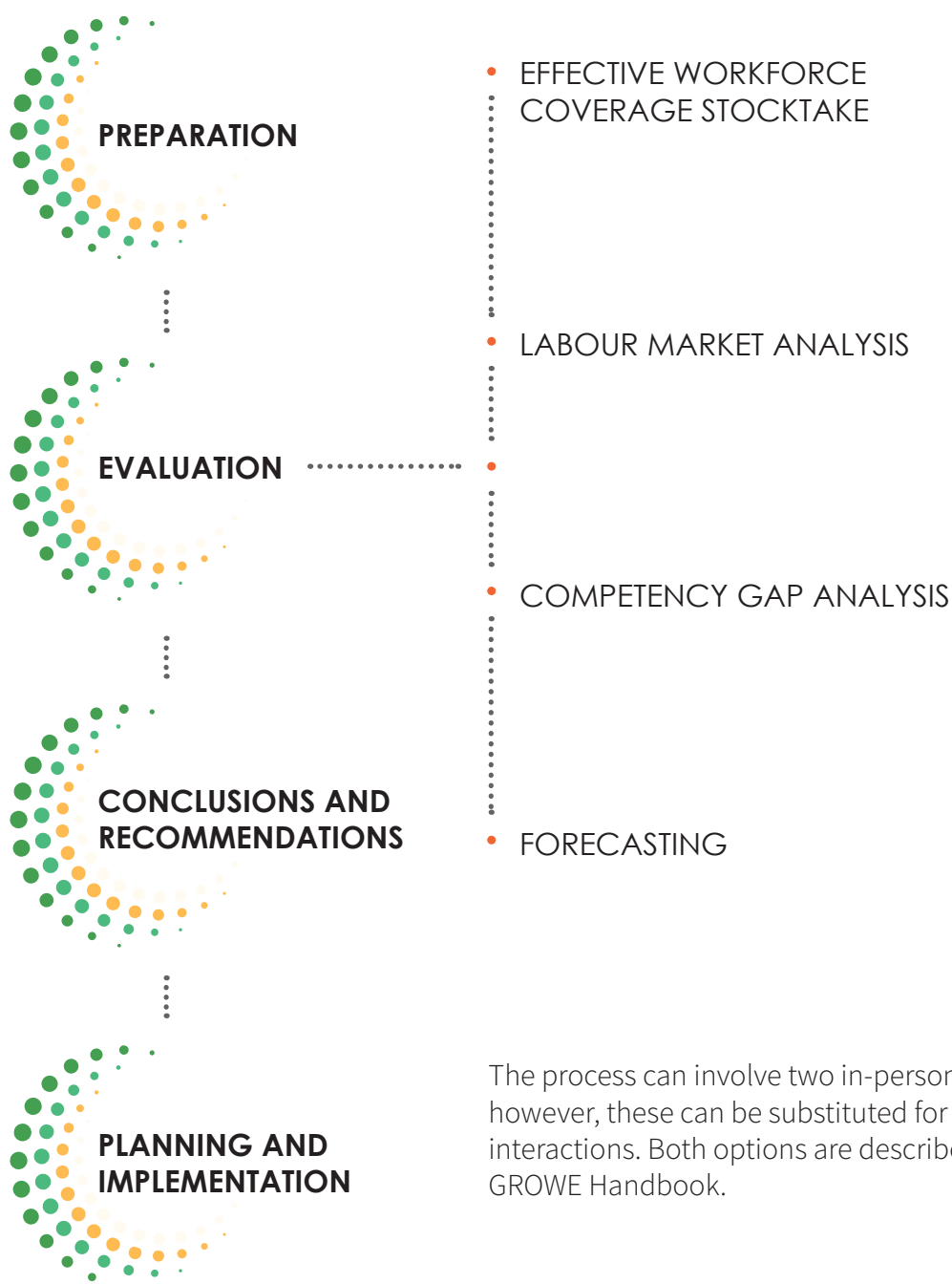
Successful implementation of GROWE requires engagement of all key rehabilitation stakeholders, however it can be initiated and driven by ministries of health, academics, development partners or a combination of these. Regardless of the initiator, close government engagement is recommended for the process. A dedicated local project officer is required to lead data collection, collation, analysis and report writing, and this person will typically be from an academic institution or development partner and have a sound knowledge of the context and rehabilitation network.

## What is the process for implementing GROWE?

GROWE can be implemented as a stand-alone process, or as part of a broader rehabilitation situation assessment. Both will result in the same outputs; however, these can be used for different purposes. The table below outlines the potential purposes of each approach:

Approach	Potential purposes
<b>Stand-alone process</b>	<ol style="list-style-type: none"><li>1. Advocacy</li><li>2. Strengthening rehabilitation networks, including establishing a rehabilitation workforce task group</li><li>3. Developing a rehabilitation workforce action plan</li><li>4. Motivating further investment and planning, such as implementation of the WHO <a href="#">Rehabilitation in health systems: Guide for action</a></li></ol>
<b>Part of a broader rehabilitation situation analysis</b>	<p>In addition to 1–3 above</p> <ol style="list-style-type: none"><li>5. Strengthening and expanding the rehabilitation workforce information collected through the rehabilitation situation assessment</li><li>6. Informing rehabilitation workforce objectives within a national rehabilitation strategic plan</li></ol>

Regardless of the approach taken, implementing GROWE involves a systematic process:



## How long does it take to implement GROWE, and how much does it cost?

Depending on the ease of access to the required data, implementing GROWE is estimated to take **between 2–4 months**. This assumes the project officer commits approximately 20 days of their time to the process.

The expense of implementing GROWE derives from the cost of the local project officer (approximately 20 day's work) and holding the two workshops. Workshop costs relate to venue hire, travel and stipends for participants, thus these would not be incurred if the workshops were held virtually.

## Overview of GROWE implementation



### ENGAGE POLICY MAKERS

Ensure engagement of relevant ministries, including health, labour and education



### FORM TASK GROUP

Establish a representative group of rehabilitation workforce stakeholders



### HOLD 1ST WORKSHOP

Convene the Task Group, face-to-face or virtually

#### • COMPLETE SCORE CARDS

Use the workshop to have the Task Group complete the GROWE Score Cards



### FORECASTING

Use the GROWE Forecasting tool to estimate the impact of workforce interventions over time



### COMPETENCY GAP ANALYSIS

Use the GROWE Competency Gap Analysis tool to help the Task Group map the competencies of each rehabilitation cadre



### LABOUR MARKET ANALYSIS

Gather data and use the GROWE analysis tools to complete the labour market analysis



### HOLD 2ND WORKSHOP

Convene the Task Group, face-to-face or virtually

#### • DEFINE RECOMMENDATIONS

Use the workshop to define recommendations



### DRAFT REPORT

Detail the findings of the evaluation and resulting recommendations in a GROWE report



### PLANNING AND IMPLEMENTATION

Translate recommendations into an action plan, advocate, and contribute to policy development

**For further information, please contact:**

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**World Health  
Organization**