

Public Health and Emergency Workforce Roadmap Full Report of First Steering Committee Meeting

17-19 October 2022

WHO Headquarters, Geneva



Health Workforce Department



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In 2022, WHO and its partners published the Roadmap and Action Plan (2022-2024) for "National workforce capacity to implement the essential public health functions, including a focus on emergency preparedness and response: for aligning WHO and partner contributions."

To align WHO and partners' contributions, a first hybrid Steering Committee Meeting was convened on October 17 – 19 2022, in WHO Headquarters, Geneva: engaging associations, institutions and schools of public health in partnership with WHO and its regional offices.

The meeting aimed to promote the implementation of the Roadmap and Action Plan. In the welcoming remarks, Dr Tedros requested the Steering Committee focus on how to:

- 1) develop, test and improve WHO's existing guidance and tools for country application and;
- 2) achieve the milestone of national benchmarking in more than 100 countries by May 2024.

Meeting outcomes included:

1. Consensus on the functions and scope of work of the Steering Committee: with inclusive partner engagement as a priority.
2. A detailed review of progress across the five action areas, identifying the next steps to achieve the immediate milestones in Q4 2022 and Q1 2023 (further details in the subsequent sections).
3. An evolving engagement strategy to develop a global network of partners representing associations, institutions, and schools of public health alongside key foundations and organizations.
4. Identification of WHO and partners' technical and financial contributions for the implementation of the Action Plan, including opportunities for resource mobilization.
5. An evolving engagement and information strategy for 2022-2024: identifying stakeholders and global governance initiatives in the Roadmap, including, amongst others, the Intergovernmental Negotiating Body, the Pandemic Fund, G7 preparedness pact, UNGA high-level meeting on pandemic preparedness, prevention and response.
6. Video interviews were conducted with Steering Committee members.

WORKSTREAM 1: DEFINE ESSENTIAL PUBLIC HEALTH FUNCTIONS, SUBFUNCTIONS AND SERVICES

Session facilitators: Atiya Mosam (College of Public Health Medicine South Africa) & Neil Squires (IANPHI) & Sohel Saikat (WHO)

SESSION OUTCOMES SUMMARY

Participants reached a broad consensus on utilizing the Essential Public Health Functions (EPHF) as a framing for health workforce development and management, including for national health planning. Session outcomes included:

- Shared consensus to align collectively with the same vision for the operationalization of the Roadmap.

- Broad understanding of the opportunities and challenges for operationalization. For example, the historic understanding, low visibility, and prominence afforded public health in differing countries can be overcome by leveraging the political momentum to act on the lessons from COVID-19, engaging governments, the private sector and the public.
- Ensure a focus on gaps in essential public health functions at sub-national levels, which are critical to ensure timely response to promote health, maintain essential health services and prevent and respond to emergencies.
- Extend, align and assign lead roles on the mapping and scoping of public health functions, subfunctions and practice activities - including partner activities on task analysis – and hold further technical consultations with focal points/institutions for different EPHF.

ACTION RESULTING FROM THE MEETING FOR WORKSTREAM 1

Key actions	Lead and contributing responsibilities
1.1 Sharing of WHO survey with partners and organization for further technical consultations	Sohel Saikat and Saqif Mustafa (WHO)
1.2 Mapping of partners' works on EPHFs	Sohel Saikat and Saqif Mustafa (WHO)
1.3 Assignment of focal points/institutions per EPHF	Sohel Saikat and Saqif Mustafa (WHO)
Partners' interests and engagements	
2.1 Further the ongoing WHO and DH Ireland collaboration on EPHF in informing public health reforms in Ireland. Scope to build further relations with IANPHI and ASPHER	Louise Hendrick (Ireland Public Health) and Sohel Saikat (WHO)
2.2 Sharing of a pre-existing survey in the U.S. that workstream 1 can use for the subfunctions	Allison Foster (NBPHE)
2.3 Seeking funding to evaluate/implement 5-1countries'es EPHFs	Shenglan Tang (Duke University)

WORKSTREAM 2: COMPETENCY-BASED EDUCATION

Session facilitators: Laura Magaña (GNAPH) & Priscilla Robinson (WFPHA) & Siobhan Fitzpatrick (WHO)

SESSION SUMMARY

Steering Committee members welcomed the preliminary work to map outcomes and the conceptualization of the competency and outcomes framework towards strengthening the global application of competency-based education in public health; for use across education, employment and regulation. Discussion highlighted: the role of interprofessional education within public health; the variable application of competency-based education globally; the longer-term resource implications to introduce CBE; that competency-based education is inclusive of problem-based learning; and that mapping of competencies to EPHF sub-functions and practice activities will stimulate debate. Session outcomes included:

- Emerging consensus around a pragmatic approach: prioritizing an initial scope of functions, subfunctions and practice activities in the first iteration, with a stepwise approach extending to the breadth of EPHF.
- Potential priorities included: population health and surveillance, public health emergency management, multisectoral planning, financing and management; community engagement and communications (including infodemics); public health governance, regulation and legislation.

The Technical Working Group will be tasked to develop this ahead of the 2nd Steering Committee.

- Participants highlighted the importance of contextualization to country priorities and providing accompanying guidance to operationalize the competency and outcomes framework for curricula.
- Steering Committee members will confirm their expression of interest to the Technical Working Group and/or to support dissemination to subject matter experts for peer review, validation, and implementation.

ACTIONS RESULTING FROM THE MEETING WORKSTREAM 2

Key actions	Lead and contributing responsibilities
1.1 To narrow the focus of the Competency and Outcomes Framework to include emergencies, communications, data, and leadership; to subsequently expand the scope to the entirety of the EPHFs	Siobhan Fitzpatrick (WHO)
1.2 Share the request for members to join a Technical Working Group, and an expert peer review group of Subject Matter Experts	Siobhan Fitzpatrick (WHO)
1.3 To nominate individuals to contribute to the Technical Working Group and Expert Peer Review Group: <ul style="list-style-type: none"> • Technical Working Group – commitment c. 4h per month, November 2022 to June 2023. Functions include: Advice on the strategic and methodological approach to developing a Competency and Outcomes Framework for the Public Health and Emergency Workforce; Recommend best practice approaches to strengthen the utility of the framework and its applications to education; Provide written comments and direction on iterative drafts of the framework; Review consultation feedback and advise on the refinement and finalization of the framework. • Expert peer reviewers – commitment to review three drafts of the framework, January – April 2023 	All
Partners' interests and engagements	
2.1 Interest in contributing to the working group	Renee Christensen (GOARN) Allison Foster (NBPHE) Vinod Kumar (IIHMR) Laura Magaña (GNAPH) Alfonso Mazzaccara (ISS) Oladele Oseguntan (OneHealth Workforce - USAID) Hanan Rahim (Qatar University) Priscilla Robinson (WFPHA) Jiming Zhu (Qinghua University)
2.2 HEE will provide a team to work on the deliverables of Workstream 2	Thomas Hughes (HEE)

WORKSTREAM 3: MAPPING AND MEASUREMENT OF OCCUPATIONS

Session facilitators: Kip Baggett (U.S. CDC) & Khassoum Diallo (WHO) & Tapas Nair (WHO)

SESSION SUMMARY:

A standardized approach to map and measure the key occupations tasked in the delivery of the EPHF was presented to the Steering Committee for review. The approach was developed in collaboration with CDC and TEPHINET and has been built on the progressive implementation of National Health Workforce Accounts since 2017. Participants emphasized the complexity and the importance of contextualizing to countries' contexts and highlighted the critical role of piloting this guidance to simplify and finalize the methodology and tools. Session outcomes included:

- Participants appreciated the standardized measurement approach and provided suggestions to further refine and facilitate its application.
- Consensus for robust documentation and exchange on the experiences and learnings from the initial seven countries piloting the tool (acknowledging that this list may increase as countries volunteer to engage).
- Support to develop country "exemplars", highlighting their use of the new data for public health workforce planning and policymaking, and showcasing results at national, regional and global fora to facilitate the scale-up of this guidance by additional countries.
- Support for WHO and partners to strengthen engagement with the ILO-led review of the International Standard Classification of Occupations to ensure that public health occupations will be incorporated in the planned ISCO revision.
- Recognition that the benchmarking targets for 2024 require national leadership from the associations, institutions and schools of public health, working with WHO and partners, to secure the potential results of this joint work.
- Consensus that all partners work towards enabling the allocation of domestic and international resources to meet the milestone of 100 countries by 2024, including, for example, the role of the Pandemic Fund.

ACTIONS RESULTING FROM THE MEETING WORKSTREAM 3

Key actions	Lead and contributing responsibilities
1.1 Initiate the piloting of the mapping and measurement in 7 countries – Colombia (PAHO), Georgia (EURO), Benin, Cote d'Ivoire, Ghana, Kenya, Uganda (AFRO)	Khassoum Diallo and Tapas Nair (WHO)
1.2 Share the draft technical guidance for feedback from the participants	Khassoum Diallo and Tapas Nair (WHO)
Partners' interests and engagements	

2.1 Help with the piloting of the mapping and measurement in the UK	Thomas Hughes (HEE)
2.2 Help with piloting in Rajasthan, a subnational unit of India	Vinod Kumar (IHMR)
2.3 Help with piloting in a subnational unit of China	Jiming Zhu (Qinghua University)
2.4 Help with piloting in the Pacific Island countries	Meru Sheel (University of Sydney), Masahiro Zakoji (WPRO)
2.5 Explore opportunities for financing of workstream	Kip Baggett (U.S. CDC)

WORKSTREAM 4: KNOWLEDGE TRANSLATION AND DISSEMINATION

Session facilitators: Neil Squires (UKHSA) & Catherine Kane (WHO) & Huan Xu (WHO)

SESSION OUTCOMES SUMMARY

Steering Committee members reviewed the proposed approaches to advocacy, engagement and communication. Session outcomes included:

- Agreement in principle to the planned approach, developing a suite of knowledge and information resources for all partners to utilize (e.g. calendar for events, talking points, key messages, policy briefs, op-eds)
- Immediate and regular communications within the Steering Committee network, encouraging each partner entity to cascade information to their respective leadership, management and constituencies.
- Outreach to other institutions and organizations active in the EPHF.
- Agreement to engage with the 5th Global Forum on Human Resources for Health (3-5 April 2023) and all regional and international public health conferences to improve visibility of the Roadmap.
- Consensus to incorporate the WHO Director-General's recommendations and planned work on Health Emergency Preparedness and Response into the plan of work.

ACTIONS RESULTING FROM THE MEETING WORKSTREAM 4

Key actions	Lead and contributing responsibilities
1.1 Production of a collective calendar of events and participation	Catherine Kane
1.2 Collective communication toolkit for the Roadmap at national and international events: talking points, briefing and speeches for leaders (US CDC director), slides, key messages, policy briefs, and op-eds.	Catherine Kane
Partners' interests and engagements	
2.1 Help with the preparation of talking points and slides (communication package)	Kip Baggett (U.S. CDC)
2.2 Presentation of the Roadmap in other international congresses to expand the knowledge of the Roadmap & national political	<ul style="list-style-type: none"> • WHPHA annual meeting & GNAPH board meeting– Laura Magaña • Africa CDC and African Union regional meetings: to work for briefing sessions

advocacy to promote the Roadmap and health workforce	<p>on health workforce & Roadmap – especially the conference on Health workforce in Kigali 2022</p> <ul style="list-style-type: none"> • IANPHI – Stockholm annual meeting – Neil Squires • ASPHER – Rome annual meeting – George Shakarishvili
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WORKSTREAM 5: GENERAL COORDINATION

Session facilitators: Neil Squires (UKHSA) & Catherine Kane (WHO) & Huan Xu (WHO)

SESSION OUTCOMES SUMMARY

Steering Committee members reached a shared consensus for the overarching approach of the partnership alignment and joint work in pursuit of public health goals. The respective mandates and engagement of WHO, associations, institutions and schools of public health, and all partners in the Steering Committee signals technical consensus and added value for the Member States. Session outcomes included:

- Agreement to pursue alignment and coordination opportunities across the global health architecture, including, amongst others, the Intergovernmental Negotiating Body, the Pandemic Fund, the G7 preparedness pact, UNGA high-level meeting on pandemic preparedness, prevention and response.
- Consensus for government-affiliated schools and institutions to engage their respective leadership in supporting endorsement and implementation of the Roadmap through all regional economic bodies and fora; including, for example, the African Union initiative on a New Public Health Order, the Organization of American States initiative on the Americas Health Corps, CARICOM, G7, G20 etc.
- Support for quarterly coordination meetings of the Steering Committee.

ACTIONS RESULTING FROM THE MEETING WORKSTREAM 5

Key actions	Lead and contributing responsibilities
1.1 Interaction with global HLM to position the Roadmap and Action Plan, alignment with the INB process and make collective efforts to engage funders to support long-term financing of the Roadmap.	Huan Xu (WHO)
1.2 Coordination and organization of the next Steering Committee Meeting	Huan Xu (WHO)
Partners' interests and engagements	
2.2 Mounting a financial case file for FIF	Kip Baggett and George Shakarishvili (TEPHINET)
2.3 Partake in G7/G20 discussions and advocate for the Roadmap & health workforce	Neil Squires and George Shakarishvili Agustin Kusumayati (APACPH) John Middleton (ASPHER)

OTHER CONTRIBUTIONS

OTHER GENERAL AND FINANCIAL CONTRIBUTIONS

Key actions	Lead and contributing responsibilities
1.1 Sharing of existing tools, host workshops, Piloting in countries, Publications, advocacy, and monetary catalytic supports to LMIC	Oladele Oseguntan (OneHealth Workforce - USAID)
1.2 Willing to be hosting a future Steering Committee Meeting or workshops	Thomas Hughes (HEE)
1.3 Bill & Melinda Gates Foundation China Office is willing to explore possible funding opportunities for the Roadmap with the foundation	Fujie Xu (BMGF China Office)
1.4 Peer Reviewed journal article to disseminate the work of the Roadmap implementation	Meru Sheel (University of Sydney)
1.5 Engagement of youth, students, and young professionals	Mehreen Hunter (CPHM)
1.6 Africa CDC to be one of the implementing entities to support the African continent's implementation of the Roadmap	Raji Tajudeen (Africa CDC)
1.7 Research about EURO CDC's 5 million funding for EURO countries piloting of the Roadmap	Salman Rawaf (Imperial College)
1.8 Explore possibilities of U.S. Government's funding for America's Health Corps & funding of the Roadmap	Jose Garcia (AMRO)
1.9 Explore the opportunity for China to define and implement the EPHF in the new public health schools, and trainings offered & local implementation of the Roadmap	Jiming Zhu (Qinghua University)
2.0 Prepare for 5 th Global Forum: investors round table – case preparation	WHO
2.1 Engaging donors of global health programs (HIV and T.B.)	Partners in the African Region