

**WHO GUIDELINES FOR IMPLEMENTING STRATEGIC
DIRECTIONS FOR STRENGTHENING NURSING AND
MIDWIFERY SERVICES IN THE AFRICAN REGION
2007–2017**

**WHO GUIDELINES FOR IMPLEMENTING STRATEGIC
DIRECTIONS FOR STRENGTHENING NURSING AND
MIDWIFERY SERVICES IN THE AFRICAN REGION
2007–2017**

**WORLD HEALTH ORGANIZATION
Regional Office for Africa
Brazzaville • 2007**

© WHO Regional Office for Africa, 2007

Publications of the World Health Organization enjoy copyright protection in accordance with the provisions of Protocol 2 of the Universal Copyright Convention. All rights reserved. Copies of this publication may be obtained from the Publication and Language Services Unit, WHO Regional Office for Africa, P.O. Box 6, Brazzaville, Republic of Congo (Tel: +47 241 39100; Fax: +47 241 39507; E-mail: afrobooks@afro.who.int). Requests for permission to reproduce or translate this publication – whether for sale or for non-commercial distribution – should be sent to the same address.

The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the World Health Organization concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Dotted lines on maps represent approximate border lines for which there may not yet be full agreement.

The mention of specific companies or of certain manufacturers' products does not imply that they are endorsed or recommended by the World Health Organization in preference to others of a similar nature that are not mentioned. Errors and omissions excepted, the names of proprietary products are distinguished by initial capital letters.

All reasonable precautions have been taken by the World Health Organization to verify the information contained in this publication. However, the published material is being distributed without warranty of any kind, either express or implied. The responsibility for the interpretation and use of the material lies with the reader. In no event shall the World Health Organization or its Regional Office for Africa be liable for damages arising from its use.

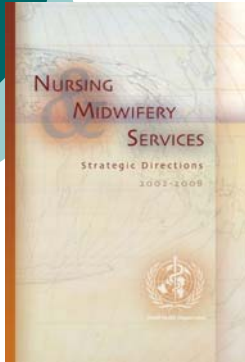
Printed in the Republic of Mauritius

Contents

	Page
Abbreviations	ii
Foreword	i
Background	10–12
1. Introduction	13
1.1 Purpose.....	13
1.2 Users.....	13
1.3 Using the guidelines.....	13–14
1.4 Proposed interventions	14
2. Health planning, advocacy and political commitment.....	15
2.1 Introduction	15
2.2 Involvement of nurses and midwives in policy development and programme planning.....	16–17
2.3 Adoption of effective nursing models of care.....	17–18
2.4 Development of mechanisms for working with communities	19
2.5 Strategic planning for nursing and midwifery workforce	20
2.6 Monitoring and evaluation of National Strategic Plans for Nursing and Midwifery Services	21
2.7 Development of a sustained approach.....	22–23
2.8 Appropriate resource allocation	24–25
3. Education, training and development.....	26
3.1 Introduction	26
3.2 Strong coordination mechanisms	27–29
3.3 Competent practitioners	30–32
3.4 Sustained approach to nursing and midwifery education.....	32–33
3.5 Innovative models and approaches for continuing education	33–34
4. Management of human resources for nursing and midwifery	35
4.1 Introduction	35
4.2 Establishing guidelines on utilization of nurses and midwives.....	36–37
4.3 Advocating for deployment.....	37–38
4.4 Relevant nursing and midwifery structures.....	39
4.5 Effective nursing and midwifery leadership and management	40
4.6 Advocating for provision of good working conditions	41–42
4.7 Strengthening effective technical supervision.....	42–43
4.8 Ensuring career advancement opportunities	43
4.9 Improving motivation and fostering job satisfaction	44–45
5. Stewardship and regulation.....	46
5.1 Introduction	46
5.2 Establishing regulatory structures	47–48
5.3 Forging strong partnerships with key stakeholders	49–51

6. Evidence for decision-making	52
6.1 Introduction	52
6.2 Developing or strengthening information systems.....	52–53
6.3 Developing capacity for professional responsibility for developing evidence for decision-making	53–54
Suggested reading	55

Policy Directions



⊗ Strategic Directions 2002-2008

⌘ Five key intervention areas to improve N&M services:

1. Health and Human Resources Planning
2. Management of Health Personnel
3. Practice and Health Systems Improvement
4. Education of Nurses and Midwives
5. Leadership and Governance

Abbreviations

AIDS	acquired immunodeficiency syndrome
HIV	human immunodeficiency virus
ICM	International Confederation of Midwives
ICN	International Council of Nurses
ILO	International Labour Organization
KRA	key result area
MDG	Millennium Development Goal
MOH	Ministry of Health
N&M	Nursing and Midwifery
NMC	Nurses and Midwives Council
NNA	National Nurses Association
SDNM	Strategic Directions for Nursing and Midwifery
WHO	World Health Organization

Foreword

Although the global Strategic Directions for Strengthening Nursing and Midwifery Services (SDNM) were disseminated in 2002 to all countries of WHO African Region, their use and application in general have been slow at country level. This has been partly because the global SDNM only provided global orientations in terms of objectives and expected results to be achieved. The specific actions to be undertaken at national level within the context of countries' peculiarities were not provided for within the global orientations. Furthermore, the WHO African Region had not yet provided regional guidance (which would take into consideration the African perspectives) on implementation of the global orientations of SDNM.

It is in view of these observations that a decision has been taken at the WHO Regional Office for Africa to develop this framework of specific actions for countries to use at national and local levels to strengthen the contribution of nursing and midwifery services in order to meet health goals set by Member States. The framework covers a period of 10 years, 2007–2017.

The regional guidelines for implementing the SDNM in the African Region are to accelerate action at country level. The guidelines also provide both a framework for WHO action to support countries in improving the quality of nursing and midwifery services, and a guide for action at national and local levels. Possible priority actions have been proposed to countries to facilitate strengthening of nursing and midwifery services at national and local levels.

Wide consultations have been made to ensure that proposed actions are relevant, culturally sensitive and owned by the countries. The priority health problems facing the African Region are HIV/AIDS, malaria, TB, poor maternal and child health, and chronic diseases; they have greatly influenced the choice of actions to be taken by countries which will contribute significantly to addressing the health problems affecting African populations and ensure positive health outcomes if appropriately implemented. The guidelines have also taken into consideration how the proposed actions can enhance health improvements in order to achieve the targets of the health-related Millennium Development Goals.

The guidelines will also assist Member countries to prevent or minimize the impact of the global crisis in nursing and midwifery, by assisting them to effectively manage the nursing and midwifery workforce through promotion of policy dialogue between government, professional associations, educational institutions and the civil society in ways that are beneficial to the government, the service providers and the consumers of the nursing and midwifery services.

It is anticipated that the proposed priority actions in the provided framework, once implemented, will positively strengthen the contribution of nursing and midwifery services to the achievement of the health-related MDG targets in the African Region.

The guidelines cover five key result results areas as well as an introduction and background. Key result areas are health planning, advocacy and political commitment; education, training and development of health personnel for nursing and midwifery services; effective management of human resources; stewardship and regulation; and generation of information and evidence.

The guidelines contain six chapters. Chapter 1 seeks to answer the questions: why the guidelines, who are the users, the process of using the guidelines, at what levels of operation (within the national health systems) can the proposed actions in the guidelines be used, the benefits of using the guidelines and a summary of themes addressed by each preceding chapters.

Chapter 2 highlights themes that the national authorities and the nursing and midwifery leadership should address to strengthen the nursing and midwifery workforce especially in policy development and programme planning.

Chapter 3 highlights strategic themes which will guide policy-makers, nurse and midwifery leaders in the education and service sector and professional associations in strengthening the core skills of nurses and midwives in order to meet the changing health population needs and professional practice. The chapter also proposes actions that leaders can use to advocate for stronger and better nursing and midwifery education and training systems that are responsive to countries health needs.

Chapter 4 seeks to underscore the importance of establishing guidelines for effective management of human resources for nursing and midwifery services (including deployment and utilization) to improve health outcomes in selected priority areas, answer the questions of how to ensure appropriate skill mix and competencies, relevant nursing and midwifery structures and improving good working conditions that will motivate and improve productivity of the nurses and midwives in management and delivery of health care.

Chapter 5 highlights themes that introduce the reader to the critical importance of stewardship and regulation.

Chapter 6 orientates nurses, midwives and other stakeholders to the critical role of information and intelligence in policy decision- making.

In each chapter, key strategic issues are identified and priority actions to be undertaken at national and local levels are proposed. Indicators to monitor achievement of each identified strategic issue have also been identified.

It is anticipated that the proposed key themes, strategic issues and priority actions that have been provided in the guidelines will facilitate the implementation of the Strategic Directions for Strengthening Nursing and Midwifery Services and enhance the contribution of these services towards the achievement of the health-related MDG targets in the African Region.

Background

In May 2001, the World Health Assembly adopted a resolution requesting the Director-General to “rapidly prepare the plan of action for strengthening nursing and midwifery services”. The Strategic Directions for Strengthening Nursing and Midwifery Services 2002–2008 were developed through a collaborative process with partners based on the following principles:

Partnership: working together on common objectives, acting collaboratively and supporting each others’ efforts;

Relevance: developing health services and systems guided by health needs, evidence and strategic priorities;

Ownership: adopting a flexible approach that can guide action at global and national levels and be implemented with local involvement;

Ethical action: planning and providing health care services based on equity and fairness and respect for gender and human rights.

These principles have informed action to be taken by WHO and other partners.

Strategic Directions for Strengthening Nursing and Midwifery Services

The purpose of the Strategic Directions for Strengthening Nursing and Midwifery Services is to support efforts to scale up national health systems capacity in order to meet health goals set by Member States in priority health areas. These areas are HIV/AIDS; Making Pregnancy Safer—maternal and infant health; tuberculosis (TB); malaria; adolescent health (ADH); mental health; and chronic illnesses.

The Strategic Directions for Strengthening Nursing and Midwifery Services will also contribute to achieving WHO’s four key strategic directions, which are:

- Reducing excess mortality, morbidity and disability, especially in poor and marginalized populations;
- Promoting healthy lifestyles and reducing risk factors to human health that arise from environment, economic social and behavioural causes;
- Developing health systems that equitably improve health outcomes, respond to people’s demands, and are financially fair;
- Framing an enabling policy and creating an institutional environment for the health sector, and promoting an effective health dimension for social, economic, environmental and development policy in the Member States.

Nursing and midwifery services in health systems

Nursing and midwifery services are one of the main pillars of health care delivery. Because the services provide a platform for scaling up health interventions aimed at tackling poverty-related diseases, further investment in the development of quality services that maximize health gains requires attention. Effective systems for regulation, education, evidence-based research and performance management are keys to strengthening the contribution of nursing and midwifery services in order to achieve the required improvement in health outcomes.

When their skills are utilized to the full capacity, nurses and midwives have proved that they can cut costs and improve the quality of care within a variety of differing health care contexts.

Roles of nurses and midwives

Health care is highly labour-intensive, with nursing and midwifery personnel comprising more than 50% of the labour force in many countries. In some countries, up to 90% of health service practitioners are involved in delivering nursing or midwifery services. Examining the number of nurses is not the only answer. It is necessary to study other factors, such as expenditure, quality of care provided, access to services, and relationship to health systems performance and outcomes. Improving the quality of, and access to, health care through strengthening nursing and midwifery services will also support the achievement of the Millennium Development Goals.

The priority actions that have been proposed in the guidelines are in line with the five key result areas addressed in the global Strategic Directions for the Nursing and Midwifery plan of action. The guidelines have however taken into account the Regional Director's vision, which is "Attainment by all people in the African Region of the highest possible level of health". Enshrined in the vision is the belief that Africa's peoples are its valuable resource. In line with the Regional Director's vision are the *Strategic Orientations for WHO Action in the African Region, 2005–2009* which are:

- Strengthening the WHO country offices,
- Improving and expanding partnerships for health,
- Supporting the planning and management of district health systems,
- Promoting the scaling up of essential health interventions related to priority health problems,
- Enhancing awareness and response to key determinants of health.

The Strategic Directions for Strengthening Nursing and Midwifery Services, which aim to support efforts to scale up national health systems capacity in order to meet health goals set by Member States in priority health problems are very much in support of the Regional Directors vision and the Strategic Orientations.

The necessary modifications to the key result areas of the global SDNM have therefore been made to suit the realities and priorities of the African Region (e.g. additional issues on policy and planning on health and human resource planning and emphasis on strengthening education of competent nursing and midwifery workforce).

It is envisaged that the guidelines will be further reviewed and endorsed by countries to ensure ownership for implementation.

Chapter 1

Introduction

This chapter seeks to answer the questions: why the guidelines, who are the users, the process of using the guidelines, at what levels of operation (within the national health systems) can the proposed actions in the guidelines be used, the benefits of using the guidelines and a summary of themes addressed by each preceding chapters.

1.1 Purpose

The regional guidelines for implementing the SDNM in the African Region are to accelerate action at country level. The guidelines also provide both a framework for WHO action to support countries in improving the quality of nursing and midwifery services, and a guide for action at national and local levels. Possible priority actions have been proposed to countries to facilitate strengthening of nursing and midwifery services at national and local levels.

Wide consultations have been made to ensure that proposed actions are relevant, culturally sensitive and owned by the countries. The priority health problems facing the African Region are HIV/AIDS, malaria, TB, poor maternal and child health, and chronic diseases; they have greatly influenced the choice of actions to be taken by countries which will contribute significantly to addressing the health problems affecting African populations and ensure positive health outcomes if appropriately implemented. The guidelines have also taken into consideration how the proposed actions can enhance health improvements in order to achieve the targets of the health-related Millennium Development Goals.

The guidelines will also assist Member countries to prevent or minimize the impact of the global crisis in nursing and midwifery, by assisting them to effectively manage the nursing and midwifery workforce through promotion of policy dialogue between government, professional associations, educational institutions and the civil society in ways that are beneficial to the government, the service providers and the consumers of the nursing and midwifery services.

It is anticipated that the proposed priority actions in the provided framework, once implemented, will positively strengthen the contribution of nursing and midwifery services to the achievement of the health-related MDG targets in the African Region.

1.2 Users

The users of the guidelines are government policy developers and policy managers, clinical multidisciplinary and nurse and midwife leaders. The users are encouraged to debate, adapt, select, and develop new priority actions within their specific country context and then implement, monitor and evaluate the interventions. Sustainable change will be the aim of the process.

1.3 Using the guidelines

It is envisaged that the guidelines could be used in a variety of ways:

- (a) In countries where proposed priority actions are already well addressed, the guidelines may be used as part of the review process in order to sustain the desired change;
- (b) In countries where implementation of the proposed priority actions is in progress, the guidelines can be used through the process and assist with identification of gaps and highlighting areas requiring strengthening;
- (c) In countries where proposed priority actions are not being implemented, the guidelines can be used as a guide to start the process and as a tool to assist Member States with identifying appropriate actions.

In general the proposed actions in the guidelines should be implemented at national and local levels. Specifically the proposed priority actions in the guidelines must be implemented to address issues of operational, strategic and attitude and behavioral nature. Desired changes are therefore expected to be achieved at the three levels.

The guidelines will be used as a way of (i) promoting the mapping of the relationship and the integration of elements of health systems performance and the proposed Strategic Direction interventions and (ii) promoting involvement of other stakeholders, including civil societies, professional associations, other disciplines and communities into actively contributing to nursing and midwifery services in achieving national health priorities

1.4 Proposed key interventions

WHO and partners at global level identified five key result areas (KRAs), each with specific objectives and expected results. These are crucial to strengthening nursing and midwifery services. The KRAs provide an overall structure under which the strategic directions will operate.

The next chapters present the five key result areas which are: i) health planning, Advocacy and political commitment; ii) education, training and development of health personnel for nursing and midwifery services; iii) deployment and utilization of nursing and midwifery workforce; iv) stewardship and regulation and v) evidence base.

Each key result area addresses specific themes and strategic issues. Possible priority actions to be implemented at both national and local levels are proposed.

Chapter 2

Health Planning, Advocacy and Political Commitment

2.1 Introduction

National development and health plans must provide for adequate nursing and midwifery services and expertise. Governments should strengthen those mechanisms relating to human resources policy intervention and planning in order to contribute to the maintenance of adequate levels of nursing and midwifery personnel so that health systems may function more effectively. Nurse leaders in collaboration with other health professionals must mobilize policy-makers, the general public, partners and health practitioners to support changes designed to strengthen nursing and midwifery services and to enhance their contribution to health systems performance and outcomes. Governments should foster an environment that enables all health workers, including nurses and midwives, to make decisions and be directly involved in policy-making (including allocation of funds) at all levels and thus support more efficient health outcomes. Involvement of all health personnel in policy development at all levels of health care delivery system is crucial in order for countries to develop informed policies and plans.

This chapter highlights some of the interventions that the national authorities and the nursing and midwifery leadership can implement to strengthen the nursing and midwifery workforce, especially in policy development and programme planning. The chapter focuses on the following:

- Strengthening involvement of nurses and midwives in health policy development and programme planning at all levels, including those at WHO;
- Adopting effective nursing and midwifery models of care that focus on priority health problems (HIV/AIDS; maternal, newborn and child health; malaria; adolescent health and development; mental health; and tuberculosis);
- Promoting development of mechanisms for working with communities, politicians, and policy-makers in order to raise awareness regarding the role and contribution of nursing and midwifery services as core resources for achieving health targets;
- Ensuring strategic planning for the nursing and midwifery workforce management as an integral part of human resource planning and health system development;
- Monitoring and evaluation of the National Strategic Plan for Nursing and Midwifery Services;
- Developing a sustained approach, including financial, to ensure the right number of nurses and midwives, with the right skills and competencies, working in the right place;
- Ensuring appropriate resource allocation to maximize efficiency and effectiveness.

2.2 Strengthening involvement of nurses and midwives in health policy development and programme planning

Strategic Issues	Priority Actions		Indicators
	National	Local	
Education of nurses and midwives in policy formulation, programme planning and development	Regulatory bodies and training institutions to include content on health policy formulation and programme planning in basic and post-basic nursing and midwifery education programmes	Nurse and midwifery leaders to establish in-service education programmes on leadership development	Basic and post- basic curriculum for nurses and midwives to include policy formulation and programme planning
Appropriate leadership skills for nurses and midwives	Nurses associations in collaboration with other stakeholders to facilitate leadership development programmes that would empower the nurse and midwifery leaders to provide sound direction to the delivery of nursing and midwifery services at all levels of health care delivery system	Nurses and midwives in collaboration with other stakeholders to participate in leadership development programmes at all levels of health care delivery system	Availability of leadership development programmes
Nursing positions at national and regional policy levels	<p>National nurses associations in collaboration with other key stakeholders to advocate for establishment of government chief nursing and midwifery officers at national level who will direct nursing and midwifery services and provide nursing input into national policies and decisions</p> <p>Develop or strengthen clear structures and role definitions for nurses and midwives at different policy levels within civil service operational frameworks</p> <p>Nurse and midwifery leaders at policy levels through national nurses associations to provide regular feedback to nurses and midwives and others at all levels of health care delivery system on policy and planning issues affecting delivery of nursing and midwifery services</p>	Nurse and midwifery leaders to advocate for creation of similar positions at regional and local levels	<p>Established nursing positions with clear role definitions at national, regional and local levels</p> <p>Established structures and role definitions for nurse/midwifery leaders at different policy level positions</p> <p>Feedback reports available</p>
Full involvement of nurses and midwives in policy decisions, programme planning, monitoring and evaluation at all levels	Nurses and midwifery leaders in collaboration with other stakeholders to create national and regional nursing and midwifery policy consultative committees to discuss policy initiatives and provide input to government	Establish policy discussion groups at local levels to provide input to national level	Nursing and midwifery policy consultative committees in place

2.3 Adopting effective nursing and midwifery models of care for priority health problems: HIV/AIDS, Making Pregnancy Safer, malaria control, child and adolescent health and development, mental health and tuberculosis

Strategic Issues	Possible Priority Actions		Indicators
	National	Local	
Scaling up priority health interventions	<p>Nurse leaders in collaboration with other health professionals to analyse and understand the national health priorities and the interventions required to address the health priorities</p> <p>Nurse and midwifery leaders in collaboration with other health professionals especially experts in the above programmes to identify the required interventions and tasks to be performed in order to deliver the identified services, at each level of care</p>	Nurse and midwifery leaders in collaboration with other key stakeholders to collect evidence on health problems affecting the local communities and possible workable solutions and provide this input to national level	Availability of a nursing and midwifery strategic plan
Planning for nursing and midwifery workforce requirements	<p>Nurse/midwifery leaders at national level to plan for nursing and midwifery workforce requirements including definition of roles and responsibilities to deliver the identified health service needs</p> <p>Nurse and midwifery leaders in collaboration with other professionals to identify skills and competencies required to deliver the identified interventions for the various programmes, at each level of care, using a functional job analysis</p> <p>Nurse and midwifery leaders including the multidisciplinary team to advocate for a specific budget line to ensure appropriate investments in the nursing and midwifery workforce planning processes</p>	Nurses at local level to provide input on various roles and responsibilities performed by nurses and provide this input to national level to assist with planning	<p>Availability of job descriptions for various nursing categories</p> <p>Availability of a nursing budget</p>

2.4 Promoting development of mechanisms for working with communities, politicians, and policy-makers to raise awareness regarding the role and contribution of nursing and midwifery services as core resources for achieving health targets

Strategic Issues	Possible Priority Actions		Indicators
	National	Local	
Identification of community stakeholders	<p>Nurse and midwifery leaders including professional associations to identify key stakeholders in the broader community including the business community to discuss health and consumer issue.</p> <p>Nurse and midwifery leaders through professional associations to build strategic groupings/ coalitions (possibly for each KRA) within nursing and community structures to champion and move forward strategic national health agendas</p>	<p>Local strategies are the same as at the national level, but focused at the local level</p> <p>As for national level</p>	Availability of nurse/community coalition groups
Development of mechanisms for working with communities	Nurse and midwifery leaders and community leaders to jointly develop mechanisms and key issues and discussion points on the challenges in health and service delivery	Local strategies are the same as at the national level, but focused at the local level	

2.5 Ensuring strategic planning for nursing and midwifery workforce management as an integral part of human resource planning and health system development

Strategic Issues	Possible Priority Actions		Indicators
	National	Local	
Strategic planning for nursing and midwifery services	<p>Regulatory bodies and training institutions to include content on “Strategic thinking” and planning in basic and post-basic training programmes for Nursing and midwifery education</p> <p>Nurse and midwifery leaders through professional associations to advocate and champion development of a national strategic plan for nursing and midwifery services within the broader national health strategic plans</p>	<p>Hold meetings at the local level to explain the purpose of developing a national strategic plan and participate in the formulation process.</p> <p>Engage local-level key stakeholders in implementation of action plans, including educational discussion groups to facilitate successful implementation</p>	Availability of a strategic plan for nursing and midwifery services

2.6 Monitoring and evaluation of the National Strategic Plan for Nursing and Midwifery Services

Strategic Issues	Possible Priority Actions		Indicators
	National	Local	
Monitoring and Evaluation Plan	<p>Nurse and midwifery leaders to establish monitoring and evaluation mechanisms to assess implementation of the strategic plan, e.g. monthly meetings of small monitoring and evaluation committees</p> <p>Nurse and midwifery leaders to identify key performance indicators and establish performance-monitoring plans for each KRA and for each action in the action plan</p> <p>Nurse and midwifery leaders to appoint a multidisciplinary national steering committee to oversee and monitor the implementation of the strategic plan at national level and report progress on each performance measure on regular basis</p> <p>Develop a new annual plan based on the monitoring and evaluation results</p>	Nurse and midwifery leaders at local level to provide consolidated information annually from local monitoring and evaluation committees	Availability of a monitoring and evaluation plan with clearly defined indicators

2.7 Developing a sustained approach, including financial, to ensure the right number of nurses and midwives, with the right skills and competencies, working in the right place

Strategic Issues	Possible Priority Action		Indicators
	National	Local	
Nursing and midwifery workforce planning	Nurse and midwifery leaders to establish Nursing and midwifery workforce planning within the MOH to meet the nursing and midwifery service delivery needs	Nurses and midwives at local level to get involved in the planning process	Workforce plan in place
Stakeholders involvement in health workforce planning	Nurse and midwifery leaders in collaboration with other multidisciplinary groups to agree on an appropriate and practical methodology for workforce planning to ensure an appropriate skill mix	<p>Nurse and midwifery leaders to maintain consultation and feedback from the local to national level, and vice versa</p> <p>Nurse and midwifery leaders to advocate for support from key community and business leaders on the importance of a sustained approach to achieving an effective nursing and midwifery workforce</p>	Number of key stakeholders involved in the planning process

<p>Financial planning pertaining to health workforce development</p>	<p>Nurse leaders to develop a specific budget line and ensure appropriate investments in the workforce planning processes</p> <p>Nurses associations to negotiate with government budget allocation to support development of a sustained approach for planning an effective nursing and midwifery workforce.</p> <p>Conduct an “investment analysis” looking at the cost of delivering nursing and midwifery services to the community and other recipients (qualitative and fiscal) and for having an effective nursing and midwifery workforce for the countries</p> <p>Nurse and midwifery leaders and other key stakeholders to use the findings of the investment analysis and workforce planning: -to make recommendations to the government on, the key issues threatening the sustainable, effective nursing and midwifery workforce; and -as input to the renewal and enhancement of the national strategic plan for nursing development; -As the basis for determining required funding and budget strategies</p>	<p>Use the results of the analysis as the basis for budget discussion and advocacy at the local level</p>	<p>An established budget plan available</p>
--	---	---	---

2.8 Ensuring appropriate resource allocation to maximize efficiency and effectiveness

Strategic Issues	Possible Priority Action		Indicators
	National	Local	
<p>Capacity-building in budget processes and resource planning</p>	<p>Nurse and midwifery leaders to acquire knowledge and skill in financial management which they can use to plan and advocate for budget allocation for nursing and midwifery services e.g. by understanding budgeting processes, financial system, and financial reports</p> <p>Nurse and midwifery leaders to study and understand other countries/ regional and international best practices on resource allocation for nursing and midwifery services and promote their adaptation and utilization within the local context</p>	<p>Nurse and midwifery leaders at local level to provide facts and information to budget officers about what nursing and midwifery services are and what is required to deliver such services to the public.</p>	<p>Capacity-building plan in place</p> <p>Number of people trained in resource planning and mobilization</p> <p>Reports documenting involvement of nurses in resource planning</p>

Resource deployment	<p>Nurse and midwifery leaders in collaboration with other multidisciplinary groups to establish benchmarks for nursing and midwifery services, qualitative and quantitative, e.g. nursing and midwifery costs per inpatient per day, postoperative infection rates as baseline information for resource allocation decisions</p> <p>Nurse and midwifery leaders in collaboration with other multidisciplinary groups to analyze benchmarks against current performance, including hidden costs (such as postoperative infection rates, increased length of hospital stay, increased medications, increased time required for nursing and midwifery care, low immunization rates) to facilitate financial decision-making</p> <p>Nurse and midwifery leaders to use these data from investment analysis to determine any gap in current funding versus the desirable funding level of the nursing and midwifery services</p>	Nurse and midwifery leaders at local level to provide input to national level	Reports on resource needs analysis available
Planning for monitoring of resources	Nurse and midwifery leaders to hold regular consultation meetings with nurses/midwives and other key stakeholders to ensure understanding and ownership of budget allocation inputs for purposes of budget monitoring	As for the national level, ensuring strong linkages from the national to the local level	Availability of a monitoring plan

Chapter 3

Education, Training and Development

3.1 Introduction

Health systems are labour-intensive and require well-educated and experienced staff to function effectively. Health care provision requires that practitioners possess appropriate knowledge and skills to effectively and efficiently respond and adapt to current and future health care priorities and needs, available resources, and the broader factors that shape the current health systems. New and rapidly changing challenges in health care demand that the education of nursing and midwifery practitioners be continuously evaluated and updated. Other challenges include epidemiological and demographic shifts, medical and technological advances, rising public demand, health systems reforms, and a need to surmount obstacles of poverty, gender and human rights. Ensuring the appropriate combinations of skills required to practice within different health delivery contexts requires multidisciplinary and multisectoral collaboration.

The aim of this chapter is to propose actions that will guide policy-makers, nurse and midwifery leaders in the education and service sector and professional associations to strengthen the core skills of nursing and midwifery practitioners in order to meet changing population and practice needs. The chapter also proposes actions that nurse and midwifery leaders can use to advocate for stronger and better nursing and midwifery education and training systems that are responsive to countries' health needs. The chapter focuses on the following:

- Forging strong coordination mechanisms between nursing and midwifery education and service sectors to ensure relevant education for service needs;
- Promoting the development of competent practitioners who have the required core competencies (skills and knowledge) for all nursing and midwifery practice at preregistration and post-registration levels;
- Developing a sustained approach to nursing and midwifery education, including financial resources, to ensure the right numbers of nurses and midwives;
- Developing innovative models and approaches for continuing education of nurses and midwives, including programmes that focus on quality of care.

3.2 Forging strong coordination mechanisms between nursing and midwifery education and service sectors to ensure relevant education for service needs

Strategic Issues	Possible Priority Action		Indicators
	National	Local	
Relevance of nursing and midwifery education	Nurse and midwifery leaders to conduct regular (e.g. every 5 years) joint (educators, clinicians, regulatory bodies and associations) reviews and updates of nursing and midwifery basic and post basic curricula in order to incorporate new and emerging issues and evidence on practice and education	Provide feedback to the national level and vice versa	Availability of evaluation reports
Partnerships between education and service sectors, including the community	Nurse and midwifery leaders and other multidisciplinary groups to establish close and continuous dialogue (through regular meetings) between nursing and midwifery education and services including communities and foster understanding of the importance of strong relationships and cooperation with each other	As for the national level.	Availability of policies in support of partnership development
Designing educational programmes that are responsive to community needs	Nurse leaders to establish consultation processes between education, practice and community leaders for regular feedback on community health problems and service delivery, to incorporate this information to inform education programme and make them responsive to community needs	As for national level	Existing mechanisms and policies on consultative processes between service and education
Bridging the gap between education and service	Nurse and midwifery leaders through regulatory bodies to maintain professional competencies of nursing and midwifery educators through establishment of mechanisms for faculty professional practice in service setting Nurse and midwifery leaders to strengthen clinical education of nurses and midwives in hospital and community settings, including research-based practice	Appoint nurse and midwife educators to clinical practice committees Establish continuing education programmes for clinical nurses and midwives to ensure that their knowledge is current, and that they can support new graduates Establish mentoring programmes, for new graduates by more experienced nurses and midwives	Use community-based learning in the curriculum Clinical practice committees in place

	<p>a multidisciplinary expert group to analyse what needs to change, in education and practice settings, for the standards and core competencies to be implemented:</p> <ol style="list-style-type: none"> 1.common core curricula for nurses and midwives based on common core competencies; 2.separate nursing and midwifery curricula for different core competencies; 3.develop capacities of educators and the institutions; 4. Strengthening clinical facilities in hospitals and the community for learners' experiences <p>Nurse and midwifery leaders to establish a quality assurance system in nursing/ midwifery education with regular accreditation of education programmes</p> <p>Nurse and midwifery educators to provide a wide range of learning experiences for critical thinking rather than the didactic approach to nursing and midwifery students</p> <p>Nurse and midwifery leaders to specifically establish mechanisms for curriculum renewal every three to four years within the national strategic plan for nursing and midwifery development</p>		
<p>Developing or strengthening partnerships with broader communities of stakeholders</p>	<p>Nurse and midwifery leaders to reach out to the international nursing and midwifery community, seeking assistance when needed (e.g. WHO AFRO, ICN, ICM) for technical support</p> <p>Nurse and midwifery leaders to develop a common understanding with government that any changes in nursing and midwifery education and practice are for the benefit of the people</p>	<p>Nurse and midwifery leaders at local level to provide input to key persons at the national level as required</p>	<p>Availability of partnership frameworks</p>

3.4 Developing a sustained approach to nursing and midwifery education, including financial resources, to ensure the right numbers of nurses and midwives

Strategic Issues	Possible Priority Action		Indicators
	National	Local	
Production of right numbers and qualities of nurses and midwives	Nurse and midwifery leaders in collaboration with other stakeholders to review national health plan to determine the nursing and midwifery workforce requirements (quantities and qualities) in line with service needs	Nurse and midwifery leaders at local level to provide input on nursing and midwifery workforce and service needs requirements	Availability of a report on nursing and midwifery workforce and service needs requirements
Training of nurse and midwifery teachers	<p>Nurse and midwifery leaders in collaboration with other key stakeholders to conduct a situation analysis of the educational / training institutions to assess their capacities for production of adequate nursing and midwifery graduates</p> <p>School administration to ensure training of adequate numbers and quality of educators to improve quality of education</p> <p>Nurse and midwifery leaders to advocate for competitive remunerations and other incentives for nurse educators as part of retention packages</p> <p>School administration to ensure appropriate teacher-student ratios to ensure quality teaching</p>	As for national	<p>Availability of a training plan for nurse teachers</p> <p>Availability of report with number of teachers trained</p>
Marketing nursing programmes	Nurse and midwifery leaders through nurses associations and training institutions to organize career days and market nursing and midwifery to attract more prospective candidates	As for national activity	Availability of career guidance and marketing strategy for nursing and midwifery prospective candidates
Availability of adequate financial, equipment and infrastructures	Nurse educators and school management to ensure availability adequate financial and other resources	Nurse and midwifery leaders at local level to provide input on effective and efficient delivery of nursing and midwifery services at operational level	Availability of an updated financial plan

3.5 Developing innovative models and approaches for continuing education of nurses and midwives, including programmes that focus on quality of care

Strategic Issues	Possible Priority Action		Indicators	
	National	Local		
Innovative approaches to Continuing Education	Nurse and midwifery leaders to develop guidelines for implementing continuing education programmes for nurses and midwives at national and local levels	Use the national guidelines to implement a developmental approach to continuing education at the local level	Availability of guidelines for continuing education	
Access to educational opportunities	Nurse and midwifery leaders to promote and advocate for e learning modalities which will bring education opportunities to the workplace		Number of institutions offering continuing education programmes	
	Nurse and midwifery leaders through professional associations and regulatory bodies to establish a national focal point/ unit to be responsible for coordination, monitoring and implementation of systematized continuing education programmes		Number of nurses and midwives participated in continuing education in a year	
	Nurse leaders to strengthen/ develop professional organizations and regulatory bodies to provide programmes and opportunities for continuing education at national and local levels	Ensure that other key stakeholders are consulted and their support and commitment gained at local level.		
	Nurse and midwifery leaders to prepare a national policy framework for continuing education in collaboration with other stakeholders	Analyse lessons learned, make adjustments for continual quality improvement, and provide information on success and the areas for improvement to the national level		
	Nurse and midwifery leaders to develop a system of annual feedback, monitoring and review of continuing education from the local to the national levels			

Chapter 4

Management of Human Resources for Nursing and Midwifery Services

4.1 Introduction

Access to quality nursing and midwifery services as an integral part of health services, including deployment and utilization, aimed at individuals, families, communities and particularly vulnerable populations need to be improved. There is need to identify and adapt innovative management approaches to bridge gaps between the health system and the needs of the community, specifically in terms of home-based care, palliative care, health promotion, disease prevention, rehabilitation and emergency care.

This chapter seeks to underscore the importance of establishing guidelines on effective utilization of nurses and midwives to improve health outcomes in selected priority areas, answer the questions of how to ensure appropriate skill mix and competencies, ensuring relevant nursing and midwifery structures and improving good working conditions that will motivate the nurses and midwives. Priority actions are proposed on how these issues can be collectively and effectively managed. The issues highlighted in the chapter include:

- Establishing guidelines on utilization of nurses and midwives to improve health outcomes in selected priority areas;
- Advocating for deployment of appropriate numbers and competent nurses and midwives to meet service and education needs;
- Ensuring relevant nursing and midwifery infrastructure;
- Strengthening effective nursing and midwifery leadership and management structures;
- Advocating for provision of good working conditions;
- Managing an organizational environment that reflects, and continuously improves, good working conditions;
- Strengthening effective technical supervision;
- Ensuring career advancement opportunities;
- Improving motivation and fostering job satisfaction by strengthening incentive systems.

4.2 Establishing guidelines on utilization of nurses and midwives to improve health outcomes in selected priority areas

Strategic Issues	Possible Priority Actions		Indicators
	National	Local	
Determining current and potential health service needs	<p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to analyse current and potential health service needs in national health strategic plans and the existing nursing and midwifery workforce situation</p> <p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to</p>	Provide input and two-way communication with the national level	Availability of national health strategic documents highlighting strategic issues

	determine areas where other health workers could do work currently done by nurses/ midwives more cost-effectively (e.g. non-nursing duties) and without loss of quality		
Determining key interventions for nursing and midwifery service delivery	Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to identify and analyse the interventions required to deliver health services at each level of care		
Identifying tasks and skills to support implementation of interventions	<p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to identify the tasks and skills required to deliver those specific interventions at each level of care, using a functional job analysis</p> <p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to estimate the time requirement for each of the interventions, at each level of care, based on programme expert opinion or data provided by time-motion studies</p> <p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to use the information and evidence from above analyses and develop core competencies for nursing and midwifery education and practice within the prescribed regulatory framework</p>	Contribute to analysis on work practices	

4.3 Advocating for deployment of appropriate numbers of competent nurses and midwives to meet service and education needs.

Strategic Issues	Possible Priority Actions		Indicators
	National	Local	
Deployment policy and guidelines for nursing and midwifery services	<p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to develop deployment guidelines for nursing and midwifery services</p> <p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to gather data on number and distribution of nurses and midwives in the country</p> <p>Deploy nurses and midwives according to service requirement</p> <p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to identify key stakeholders who can advocate</p>	<p>Participate at the local level as per the national level</p> <p>Provide two-way communication with the national level</p> <p>As for national level</p>	<p>Existence of development guidelines for nursing and midwifery services</p> <p>Existence of data on numbers and distribution of nurses and midwives.</p> <p>Deployment of nurses and midwives in line with service requirement.</p> <p>Reports on campaigns</p>

	<p>for numbers, distribution and quality of nurses and midwives Plan the campaign' of who will speak to whom/ when, and where and develop strategies to ensure feedback to campaign members. Use a team briefing approach for consistency</p> <p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to identify and adapt innovative management approaches, which will bridge gaps between the health system and the needs of the community</p> <p>Nurse and midwifery leaders to consult effectively within the nursing and midwifery workforce to ensure understanding and ownership of deployment decisions</p>		
--	--	--	--

4.4 Ensuring relevant nursing and midwifery infrastructure

Strategic Issues	Possible Priority Actions		Indicators
	National	Local	
National policy on infrastructure development	<p>Nurse and midwifery leaders and other key multidisciplinary group to request an audit of current infrastructure and the required infrastructure for nursing and midwifery workforce to work effectively.</p> <p>Analyse information for evidence base and budget implication</p> <p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to develop a national policy position on: -Type of infrastructure agreed upon; -budget requirements (new money or reallocation), -number of years over which to implement, and an annual budget system for nursing and midwifery requests for infrastructure upgrading and maintenance</p> <p>Nurse and midwifery leaders to consult within the nursing and midwifery profession, other key health professionals, and central government agencies for input to national policy position paper, and agreement on infrastructure strengthening</p>	<p>Provide details on infrastructure availability and gaps, and evidence of need</p> <p>Develop a joint strategy with senior management for required funding and infrastructure over time</p> <p>Maintenance of appropriate infrastructure</p> <p>System of annual budget requests for nursing and midwifery infrastructure</p> <p>Nurse and midwifery leaders to consult widely on the above to gain ownership and commitment from nurses/ midwives and other key multidisciplinary stakeholders</p>	<p>Existence of the national nursing and midwifery infrastructure policy</p> <p>Report on an audit findings on nursing and midwifery required infrastructure</p> <p>Existence of a budget for nursing midwifery infrastructure</p>

4.5 Strengthening effective nursing and midwifery leadership and management structures

Strategic Issues	Possible Priority Actions		Indicators
	National	Local	
Leadership and management development	<p>Training institutions to include courses in management and leadership development in basic and post basic Nursing and midwifery education programmes</p> <p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to design and implement experiential leadership and management development programmes for current and potential leaders</p> <p>Nurse and midwifery leaders to assess and identify in- country capacity to provide experiential leadership and management development programmes for nurses/ midwives at all levels</p>	<p>Local managers to develop individual performance and development plans for leadership with nurse/midwife managers</p> <p>Nurse leaders at local level to provide leadership and management development opportunities within continuing education programmes</p>	Evidence of management and leadership development and mentoring programmes for nurses and midwives
Effective utilization of nursing and midwifery leaders	Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to create a national plan for effective utilization of nurse/midwife managers and leaders across the country		

4.6 Advocating and negotiating for good working conditions

Strategic Issues	Possible Priority Actions		Indicators
	National	Local	
Improving working conditions	<p>Nurse and midwifery leaders in collaboration with other health professionals to develop a joint policy and plan to improve working conditions with time lines for implementation</p> <p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to study and understand international best practices and issues in ensuring good working conditions as proposed by ILO Convention 149</p> <p>Nurse and midwifery leaders should develop a checklist</p>	<p>Provide evidence to national level discussions on working conditions, positive and negative that impact on staff morale, motivation, job satisfaction and quality patient care</p> <p>Create a working environment that attracts and retains nurses and midwives</p> <p>Nurse leaders to facilitate the involvement of all nurses and midwives at local level</p>	Existence of joint policy and plans for improving working conditions

	on key elements of good working conditions in line with the ILO Convention 149	<p>Nurse and midwifery leaders to consult widely to achieve consensus on key elements of working conditions</p> <p>Ensure ongoing two-way communication between the national and local levels</p> <p>Professional nurses and midwifery associations to establish staff committee to work with the management to establish, monitor and continuously improve upon agreed improvements in working conditions</p> <p>Determine and negotiate budget requirements for continuous quality improvement</p> <p>As for the national level, but implement at the local level</p>	
Monitoring systems for violence free environment	Nurse and midwifery leaders in collaboration with other key multidisciplinary groups to establish and monitor a system for ensuring a safe and violence- free environment and provide support to involved staff	Nurse leaders to advocate for a violence-free policy environment	
Establishing a system for monitoring and review of working conditions	Nurse and midwifery leaders in close collaboration with other key multidisciplinary groups and government to establish a system for regular monitoring and review of good working conditions	Nursing leaders at local level to provide feedback to national level on working conditions at local level	Existence of a monitoring system for review of working conditions

4.7 Strengthening effective technical supervision

Strategic issues	Possible Priority Actions		Indicators
	National	Local	
Supportive supervision	<p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups and government to review existing performance evaluation tools on regular basis to ascertain their validity and reliability</p> <p>Nurse and midwifery leaders to prepare supervision standards and processes to support nursing and midwifery performance</p> <p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups and government to provide feedback on effectiveness of supervision standards and processes to support the performance of nurses and midwives</p>	<p>Give formal feedback to nurses/midwives on individual, team, and organizational performance</p> <p>Discuss and implement strategies for improving performance, including monitoring nurses and midwives on their satisfaction with supervision and areas for improvement</p> <p>Implement nurse midwife clinical teaching “rounds” as a learning and continuous quality improvement approach</p>	Existence of supervisory activities

4.8 Ensuring career advancement opportunities

Strategic issues	Possible priority actions		Indicators
	National	Local	
Career advancement	<p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups and government to establish a policy on nurse or midwife career progression with key stakeholders</p> <p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups and government to develop and establish guidelines for clinical career progression at all levels</p>	<p>Provide input to the national development of clinical career progression options</p> <p>Consult locally and provide input to the national level</p>	Availability of policy on career advancement

4.9 Improving motivation and fostering job satisfaction by strengthening incentive systems

Strategic Issues	Possible priority actions		Indicators
	National	Local	
Improving motivation	<p>Nurse and midwifery leaders in collaboration with and other key multidisciplinary groups and government to develop policy and guidelines on incentive at the:</p> <p>National and Local levels; urban and rural</p> <p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups and government to determine package of incentives, specific to the country, e.g.</p> <ul style="list-style-type: none"> • Safe housing for all rural and remote staff including nurses/ midwives • Remote area allowances • Certificate of merit when quality indicators are met • Special educational opportunities for nurses/ midwives and others of proven potential and excellence • Annual quality of care award for reduction of 	<p>Provide recommendation to the national level on key issues and possible solutions regarding incentives</p> <p>Conduct job satisfaction and motivation surveys for nurses/ midwives</p>	Availability of policy guidelines on incentive packages

	<p>infection rates or decreased length of hospital stay</p> <ul style="list-style-type: none"> • Hospital retaining a percentage of cost savings • Annual awards for the best innovations and improvements in health services • Hospital accreditation and community services programmes <p>Annual management award based on taking low sick leave and achieving high productivity (e.g. patient throughput)</p>		
Fostering job satisfaction	<p>Nurse and midwifery leaders in collaboration with other key multidisciplinary groups and government to develop national strategies and policies based on evidence, recognizing that the following are the key usual elements that increase and support job satisfaction:</p> <ul style="list-style-type: none"> • Excellence in leadership and management • Educational opportunities • Incentives to do good work • Good working conditions and a fair salary and wage • Treating nurses and midwives with genuine courtesy and respect 	Conduct local surveys as part of a national study to determine what nurses/ midwives see as job satisfiers and dissatisfiers	

Chapter 5

Stewardship and Regulation

5.1 Introduction

To recognize the importance of stewardship is to ensure quality of care and the safety of the public, especially patients. To do so, however, requires meaningful regulatory mechanisms, especially in relation to the continued globalization of health care and the consequent migration of practitioners.

The aim of this chapter is to introduce the reader to the critical importance of stewardship and regulation. The chapter specifically focuses on:

- Establishing regulatory structures to create an enabling environment for quality education and practice;
- Forging strong partnerships with key stakeholders to strengthen regulation.

5.2 Establishing regulatory structures to create an enabling environment for quality education and practice

Strategic issues	Possible Priority Actions		Indicators
	National	Local	
National regulatory body	Nurse and midwifery leaders to ensure establishment or strengthening of a national regulation body for nursing and midwifery		Existence of regulatory bodies;
Strengthening nursing and Midwifery Act	<p>Nurse and midwifery leaders to develop rules and regulations to administer the Act. Rules and regulations to address: education; practice; professional conduct accreditation; minimum registration requirements</p> <p>Nurse and midwifery leaders through their professional associations and regulatory bodies to regularly review the Nursing and Midwifery Act to accommodate emerging issues</p>		<p>Existence of a comprehensive Nursing and Midwifery Act</p> <p>Availability of rules and regulations and regulatory elements</p>

Development of regulatory framework for the country	Nurse and midwifery leaders to develop professional regulatory framework which should include the following regulatory elements: scope of practice of nursing and midwifery; practice standards; core competencies and educational standards	Participate in the consultation process	Evidence of professional regulatory framework for nursing and midwifery education and practice
Governance and stewardship of nursing and midwifery professions	Nurse and midwifery leadership to work in partnership with governments and provide leadership in nursing and midwifery development in the country		Evidence of nurse and midwifery leaders governing nursing and midwifery professions
Advocacy for supportive environment	Nurse and midwifery leaders through the NNAs, NMC to inform and educate the public about the existing regulations and their focus on protection of the public	Provide inputs to and from the national level	
	<p>Nurse and midwifery leaders to determine and implement sustainable funding mechanism to support changes in regulation and practice</p> <p>Nurse and midwifery leaders to build up or strengthen accreditation systems for nursing and midwifery education.</p> <p>Nurse and midwifery leaders in collaboration with other professional groups to ensure the quality of nursing care through a system of health service facility accreditation and development of standards</p>		

5.2 Forging strong partnerships with key stakeholders to strengthen regulation

Strategic Issues	Possible Priority Actions		Indicators
	National	Local	
Strengthening of partnerships amongst national nurses associations, government, regulatory bodies and other key stakeholders	<p>Nurse and midwifery leaders to create opportunities for information and experience sharing on regulation with other countries</p> <p>Nurse and midwifery leaders to enhance the knowledge and capacity of nurse and midwife professional bodies and leaders in building up partnership with other key stakeholders to share experiences on best practices in regulation</p> <p>Nurse and midwifery leaders to encourage and promote political participation of nursing and midwifery leaders in issues of national interest</p> <p>Nurse and midwifery leaders to develop positive working relationships and networks with members of parliament and other stakeholders, and educate or sensitize them on nursing and midwifery issues</p> <p>Nurse and midwifery leaders to generate public support through working closely with the mass media on regulatory issues that affect nursing and midwifery education and practice and the public</p> <p>Nurse and midwifery leaders to build and maintain long-term, sustainable relationships between government officials, nurses, midwives, politicians, parliamentarians, and other stakeholders</p> <p>Nurse and midwifery leaders through nursing and midwifery regulatory</p>	<p>Ensure two-way communication with the national level</p> <p>Provide input to the national level based on formal and informal discussions and debate with key stakeholders</p>	Reports of existing partnerships

	bodies and national nurses associations to inform and educate the public about the existing regulations and their focus on protection of the public		
Establishment or strengthening of a position of government chief nursing and midwifery officers (Directors of nursing and midwifery services)	<p>Establish or strengthen the position of the government chief nursing and midwifery officers</p> <p>Build the capacities of the chief nursing and midwifery officers</p> <p>Develop and operationalize their roles within the broad national health policy framework</p> <p>Develop strategic plans for nursing and midwifery services</p>		Established or strengthened positions for government chief nursing and midwifery officers
Information sharing	Nurse and midwifery leaders to ensure active participation of nurses/ midwives in the multidisciplinary health profession team to advocate/ strengthen health regulations		

Chapter 6

Evidence for Decision-making

6.1 Introduction

The aim of this chapter is to orient the nurses and midwives and other stakeholders to have an appreciation of the role of information and research in decision- making. The focus of the chapter is on:

- Developing or strengthening information systems for nursing and midwifery workforce management;
- Developing nurses and midwives capacity to take professional responsibility for developing and using evidence for decision-making.

6.2 Developing or strengthening information systems for nursing and midwifery workforce management

Strategic Issues	Possible Priority Actions		Indicators
	National	Local	
Establishing an information system	Nurse and midwifery leaders in collaboration with other key stakeholders to assess and develop management information systems	Assess what information is currently available in the health service for the local decision-making and national input	Up to date information system
Capacity building on the use of information system	<p>Nurse and midwifery leaders in collaboration with government to include nursing and midwifery information systems as an integral part of national health information systems</p> <p>Include information systems in the nurse and midwifery education programmes</p> <p>Provide continuous training for users of information systems</p> <p>Establish continuing education programmes on information management systems</p>	Participate in the development and supply of information	<p>Existence of capacity building and continuing education programmes for information management systems</p> <p>Evidence of inclusion of information and management systems in nursing and midwifery curricula</p> <p>Number of people trained in information and management systems</p>
Maintenance of the information system	Mobilize financial, human and material resources for the development and maintenance of information systems		Availability of financial sustainability plan
Building partnerships with stakeholders	Build partnerships with key stakeholders for the management of information system.		

6.3 Developing nurses and midwives capacity to take professional responsibility for developing and using evidence for decision-making

Strategic Issues	Possible Priority Actions		Indicators
	National	Local	
Research capacity building for nurses and midwives.	<p>Nurse and midwifery leaders to advocate for inclusion of research in the basic and post basic training programmes for nurses and midwives in order to build capacity in using evidence for decision -making in health care provision</p> <p>Nurse and midwifery leaders to provide professional development programmes on the use of evidence in decision-making</p>		Evidence of research courses in nursing and midwifery programmes
Utilization of evidence base for decision-making in all areas of nursing and midwifery education, practice and research	<p>Professional commitment for the use of evidence based interventions</p> <p>Communicate evidence acquired to create public support/awareness</p> <p>Nurse and midwifery leaders to include evidence for decision- making in the accreditation, regulation and standards development process</p> <p>Nurse and midwifery leaders to create role models and reward systems for nurses and midwives that are successful in using evidence based decision-making</p>		Reports that indicate evidence of utilization of research
Sustainability of evidence based practice for nursing and midwifery practice	Mobilization of resources to sustain evidence based practice and research		

SUGGESTED READING

Aiken L, Sloane D, Sochalski J (1998). Hospital organization and outcomes, *Quality in Health care* 7: 222–226.

Brooten D et al. (2001). A randomized trial of nurse specialist home care for women with high-risk pregnancies: outcomes and costs, *American Journal of Management Care*, 7: 793–803.

Egger D, Lipson D, Adams O (2000). *Issues in health services delivery. Human resources for health: achieving the right balance*. Geneva, World Health Organization.

Heller B, Oros M, Durney-Crowley J (2001). The future of nursing education: ten trends to watch, *NLN Journal*. Available at: URL: <http://www.nln.org/nlnjournal/inftrends.htm>

O'Brien-Pallas L et al. (1997). *Strengthening nursing and midwifery: a global study*. Geneva, World Health Organization.

Sambo L.G.(2004). Vision and Programme: Towards Sustainable Health Development in the African Region. WHO Regional Office for Africa. Available at: <http://intranet.afro.who.int/>

World Bank (1993). *World development report 1993. Investing in health*. Washington, DC, World Bank.

WHO (2005). Strategic Orientations for WHO Action in the African Region 2005–2009. Brazzaville, World Health Organization, Regional Office for Africa.