

‘Workforce excellence is essential for sustainable health supply chains’

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WISN: A TOOL FOR WORKFORCE PLANNING

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Financial sponsors:



- Goal of Human Resource Management
 - Right number of people
 - With the right skills
 - In the right place
 - At the right time
 - With the right attitude
 - Doing the right work
 - At the right cost
 - With the right work output

The Workload Indicators of Staffing Need (WISN) Method

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Analytical planning tool to:

- Determine how many health workers are required to cope with actual workload in a given facility
- Estimate staffing required to deliver expected services of a facility based on workload
- Calculate workload and time required to accomplish tasks of individual staff categories
- Compare staffing between health facilities and administrative areas
- Understand workload of staff at a given facility
- Establish fair workload distribution among staff
- Assess workload pressure on staff

The WISN Method (Continued)

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- Applicable to all personnel categories
 - Medical staff
 - Paramedical staff
 - Non-medical staff
- Simple to operate (uses already collected data)
- Simple to use (applicable at all health service levels)
- Technically acceptable to health service managers
- Comprehensible to non-medical managers
- Realistic (provides practical budget and resource allocation targets)

WISN informs decision making

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- Improve distribution of current staff
- Reduce workload pressure
- Plan future staffing
- Review and align task allocation between staff cadres
- Increase quality of current health services

Three groups are needed to implement a WISN study:

- **Steering Committee**
 - Approves implementation strategy, work plan and budget
 - Monitors and supervises implementation
 - Considers WISN results for management action
- **Technical Task Force**
 - Implements approved WISN strategy and plan
 - Applies WISN method and analyses findings
- **Expert working group(s)**
 - Provides expert knowledge for key steps of WISN method

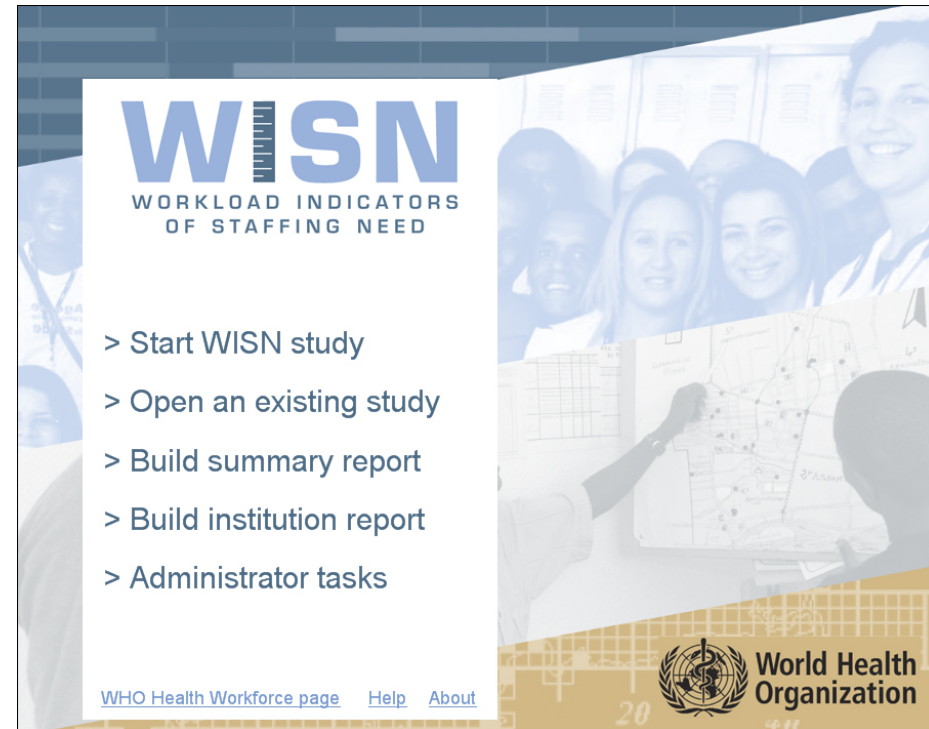
Steps of the WISN method



Processing the data

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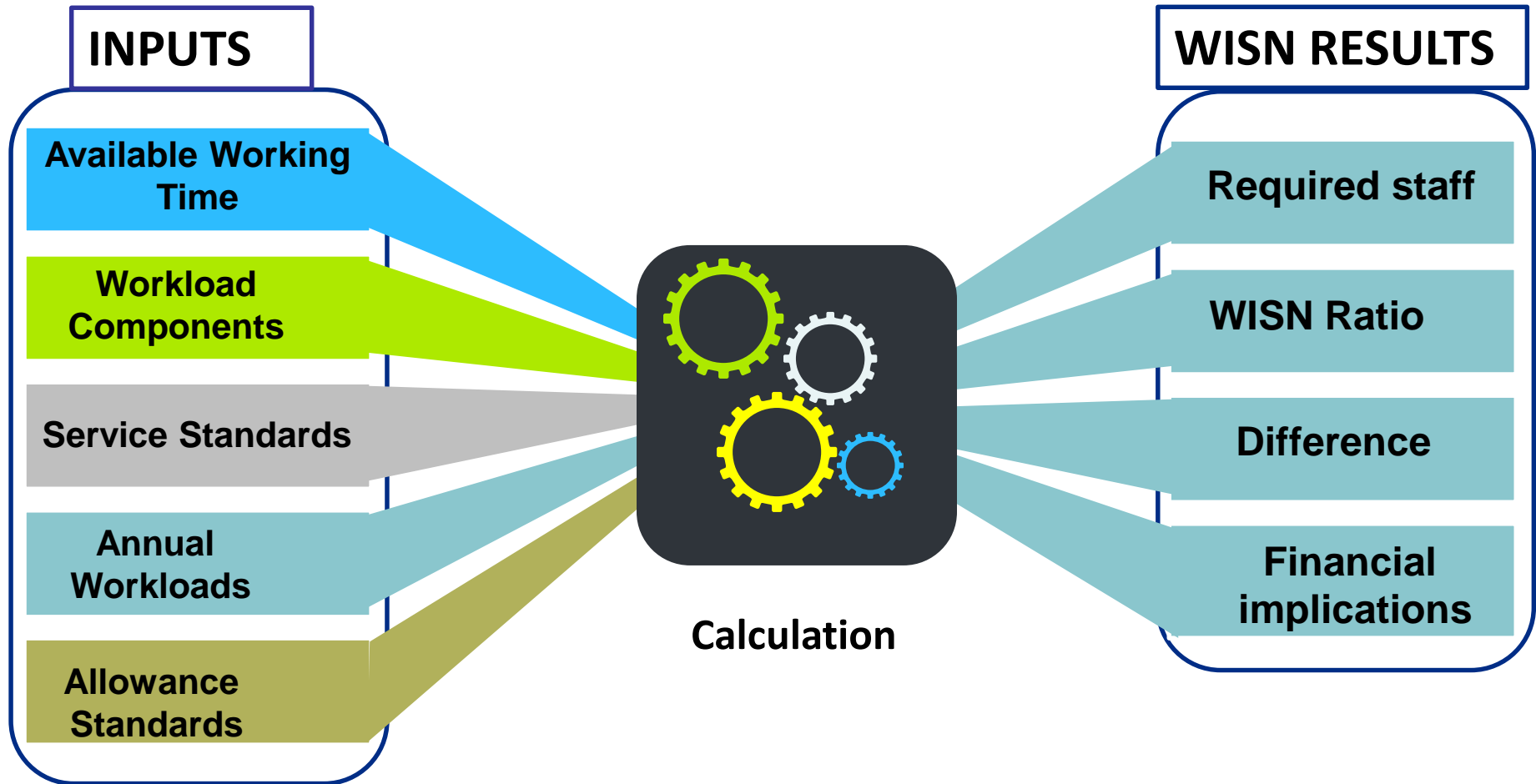
- Manually
 - Enhances understanding of WISN method
 - Builds staff skills in evidence for decision-making
- Using WHO WISN software
 - Speeds up data processing in large WISN studies



Link: http://www.who.int/hrh/resources/wisn_user_manual/en/

The calculation process

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Determining staff requirements



Two kinds of comparisons

- *Difference* between actual and required number of staff

Shows level of shortage or surplus

- *Ratio* of actual to required number of staff (WISN ratio)

Shows workload pressure

WISN ratio = 1 : Staff sufficient for workload

WISN ratio less than 1 : Staff *not* sufficient

WISN ratio greater than 1: More than enough staff

Example: WISN as the baseline for decision making



| Staff category: Midwife in a health centre in Wisnela province | | | | | | |
|--|---------------|-------------------------------|--------------------|-------------------|------------|-------------------|
| Health centre | Current staff | Required staff, based on WISN | Shortage or excess | Workforce problem | WISN ratio | Workload pressure |
| A | 2 | 4 | -2 | Shortage | 0.5 | High |
| B | 4 | 2 | 2 | Surplus | 2 | None |
| C | 11 | 9 | 2 | Surplus | 1.2 | None |
| D | 6 | 6 | 0 | Balance | 1 | Normal |

Example: WISN-related policy recommendations



- Increase the number of staff posts
- Redistribute existing staff
- Consider the redistribution of tasks based on workload, scope of practice and competencies
- Create a new cadre or specialized track within an existing cadre
- Introduce competency-based training
- Review health information systems

The PtD Board:

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