## Contents

Page number

Pr	eface
Al	breviations
Ex	ecutive Summary
CI	napter 1 The Power of the Health Worker
	day's health crisis
Fre	esh opportunities
He	ealth workforce crisis
W	ny health workers are so important
W	orkers as a global health trust
Fiv	e clusters of countries
CI	napter 2 Communities at the Frontlines
W	orkers at the frontlines
W	orkers in community systems
M	obilizing health workers
CI	napter 3 Country Leadership
En	gaging leaders and stakeholders
Pla	anning human investments
Ma	anaging for performance
De	eveloping enabling policies
Le	arning for improvement
CI	napter 4 Global Responsibilities
Mi	gration: Fatal flows
Kr	nowledge: An under-tapped resource
_	nancing: Investing wisely
	hapter 5 Putting Workers First
St	rengthening sustainable health systems
	obilizing to combat health emergencies
	uilding the knowledge base
Co	ompleting an unfinished agenda: Action and learning
A	ppendix 1 Glossary
A	ppendix 2 Quantitative Information

## Page number

_	-					
	Boxes					
19	1.1	HIV/AIDS: Triple threat to health workers				
33	1.2	Norms or standards?				
34	1.3	"Shortages"— giving a sense of scale				
44	2.1	The invisible workforce				
51	2.2	Recruiting locally is the most important first step				
53	2.3	SEWA's community financing				
54	2.4	Smallpox eradication in India: Tensions and harmony with the health system				
55	2.5	Ethiopia's military—mobilizing against HIV/AIDS				
56	2.6	Mobilizing workers to eradicate polio				
58	2.7	Primary health care workers in Costa Rica				
69	3.1	Workers on strike				
76	3.2	Ghosts and absentee workers				
82	3.3	Networks for learning and health				
83	3.4	Professional associations as partners				
86	3.5	Iran's revolution in health				
88	3.6	Human resources in transitional economies				
107	4.1	Codes of practice on international recruitment				
108	4.2	The Global Commission on International Migration				
110	4.3	Cuba's international health workforce				
111	4.4	Health worker migration: A global phenomenon				
115	4.5	Toolkits for appraising health workforces				
116	4.6	The PAHO Observatory of Human Resources in Health				
120	4.7	Tanzanian health workforce: Impact of stabilization, adjustment, and reform				
121	4.8	Ghana: Initiatives in human resources for health				
123	4.9	Worker-friendly donor policies				
135	5.1	Key recommendations				
137	5.2	High stakes, high leverage				
140	5.3	Action & Learning Initiative				
	Fig	Figures				
3	1	Human resources and health clusters				
5	2	Managing for performance				
7	3	Investing in national capacity for strategic planning and management				
10	4	Decade for human resources for health				
15	1.1	Life expectancy—advancing and slipping				
22	1.2	The glue of the health system				
24	1.3	Health service coverage and worker density				
25	1.4	Higher income—more health workers				
26	15	More health workers—fewer deaths				

## Page number

27	1.6	Stocks and flows			
29	1.7	Worker density by region			
30	1.8	Human resources and health clusters			
32	1.9	Five clusters			
42	2.1	Human resource functions for health			
43	2.2	Family workers at the base of the pyramid—professionals at the top			
48	2.3	Sample survey of national workforce patterns			
50	2.4	Achieving balance in accountability			
66	3.1	Key dimensions of country strategies			
71	3.2	Managing for performance			
78	3.3	Workers want more than money			
80	3.4	Huge regional disparities in medical schools and graduates			
81	3.5	Investment pipeline of learning			
102	4.1	Foreign-trained doctors can make up a third of the total number			
-		of doctors			
103	4.2	New registrants from sub-Saharan Africa on the			
		UK nursing register			
104	4.3	South Africa: Main channels for out and in-migration			
119	4.4	Investing in national capacity for strategic planning			
		and management			
183	A3.1	JLI working groups			
197	A3.2	JLI meetings and consultations			
	Tables				
46	2.1	Community health workers in Asia			
118	4.1	Recent trends in development assistance for health			
157	A2.1	Global distribution of health personnel			
163	A2 2	Global distribution of modical schools and nursing schools			

A2.3 Selected health indicators

A2.4 Health workforce financing

169 174