

Chuck Please review for content and areas where ASMC input is needed. Plan follows the format & process espoused by WtO. Thank you.
Mick

HEALTH WORKFORCE PLAN : 1998 - 2008
AMERICAN SAMOA

I. INTRODUCTION

1.1 Purpose and Use of the Plan

1.1.1 Overall purpose

The American Samoa Health Workforce Plan : 1998-2008, establishes the framework within which health personnel will be trained and employed over the next 10 years in this Territory.

The purpose of this health workforce plan is to outline the present supply of health workers in American Samoa; make projections of future health workforce needs; and, to establish guidelines for training of the health workforce.

The plan indicates how the overall health policies, goals and objectives of American Samoa will be realized in so far as they involve the health workforce. The plan also takes into account established economic and social policies and the general situation within which the health system operates.

The plan will describe in general terms the duties and responsibilities of each category of health worker, the places where they will be employed and the type of training they will receive. Wherever appropriate, specific targets will be defined and the underlying assumptions or rationale explained.

Since the plan is presented in outline form, it is not possible to anticipate or describe in detail every action that must be taken. Rather, it provides a framework for the more detailed planning which must be undertaken by those responsible for the operation of the Department of Health, and the American Samoa Medical Center, the American Samoa Community College, and the Department of Human Services.

The plan cannot predict with certainty what will happen in the future, it can show what would likely happen if the various assumptions made prove to be correct and the proposed actions taken. Thus, decision-makers can weigh the consequences of proposed actions and anticipated events, can monitor whether the various assumptions are valid or not, and then take whatever action is appropriate to the situation.

1.1.2. Specific uses of the plan

- provides a common framework within which consistent health workforce development decisions may be made by diverse agencies of government. *the American Samoa Government.*

- indicates where resources for health are inadequate or likely to become inadequate unless corrective action is taken

- provides the means for estimating the costs of staffing the government health system (DOH, and ASMC); these estimates are of obvious value in budget negotiations and in monitoring costs.

- provides a realistic indication to ^{existing} staff and those seeking health careers of likely prospects ^for advancement, or employment.

- identifies needs for external assistance, collaboration, or coordination and therefore provides appropriate documentation for development of proposals to such external agencies.

- establishes an overall Territorial health workforce planning framework consistent with that proposed by WHO to promote regional health workforce planning for the western pacific.

- facilitates health workforce planning efforts at the national level by utilizing a public health workforce planning approach recommended by the United States Public Health Service in its report entitled: "The Public Health Workforce: An Agenda for the 21st Century", 1997.

1.1.3 Plan review

1.2 The Territorial Health Plan

American Samoa's Territorial Health Plan: "HEALTH - 2003, Meeting the Health Challenges of the 21st Century" is still in draft form, under review by the Department of Health planning committee. The plan recognizes the integral part that human resource availability plays in assuring the capacity of the health system to attain the goal of Health for All American Samoans, through primary health care. Reflecting that recognition, ^{HEALTH-2003} contains a goal for human resources planning:

" To develop a plan for human resources for health, including short, intermediate, and long-term goals and objectives. The plan will address health personnel by numbers and categories; education and training needs; and maintenance of capacity through continuing education."

A number of the planning assumptions used in projecting health workforce needs in the next decade are based upon goals, objectives, and proposed approaches to Health for All, contained in the draft Territorial Health Plan.

1.3 Territorial Health Workforce Policies

1.3.1 American Samoa Government policies

To employ as many American Samoa residents as possible in public service in order to raise the general level of employment in an economic environment of limited private sector employment opportunities. *(unstated, but well demonstrated policy)*

There shall be no discrimination in employment against any person on the basis of race, religious beliefs, political beliefs, color, age sex, national origin, marital status, or physical and mental handicap, except for bona fide occupational or legal requirements. (Section 4.0106~~3~~, ASCA)

Appointments and promotions to all positions shall be made solely on the basis of merit, fitness, length and quality of previous service, and relative skills, knowledge, and ability as shown by examinations (Section 4.0301 (1), ASCA)

Permanent residents of American Samoa or persons entitled to permanent residence as determined by the immigration law of American Samoa, shall be given first consideration for employment (Section 4.0301 (3). Eligible veterans receive additional preference for employment (Section 4.0308~~3~~, ASCA)

Pursuant to 7.0204 (b) ASCA, the American Samoa Government shall employ residents of American Samoa who are American Samoans or United States nationals and shall employ other persons only when no American Samoans or United States national who meet the minimum qualifications for a particular class of work can be found (Section 4.1101 (b), ASCA)

1.3.2 Department of Health workforce policies

To employ public health workers in such numbers, at such levels, in such locations, and with such competencies, as to maintain a total public health workforce with the collective capacity to effectively and efficiently perform the basic public health functions of the Department of Health, and meet the evolving health challenges of the 21st century.

Education and training requirements, and performance standards for American Samoa public health professionals will conform as closely as is practical with standards and requirements adopted by health professions licensing/credentialing agencies, and professional associations, in the United States.

The Department of Health will utilize a strict interpretation of workforce need as the basis for hiring decisions, rather than a policy of maximizing employment levels as an end in itself.

The team approach to health service delivery will be utilized wherever appropriate to maximize the effectiveness of health worker deployment and efficient utilization of individual competencies.

1.3.3 American Samoa Medical Center workforce policies

** need input* → (to be added by ASMC workforce sub-committee)

1.4 Organizational Responsibility for Health Workforce Planning

The Director of Health has directed his Health Policy, Planning and Development Unit, in collaboration with a planning committee of health and medical representatives, to develop a Territorial Health Workforce Plan for American Samoa.

The Chief Executive Officer of the American Samoa Medical Center has also established a health workforce planning committee to develop recommendations for Medical Center workforce development. Members of the ASMC workforce planning committee form a sub-committee of the Territorial Health Workforce Planning Committee. Similarly, Department of Health members of the Territorial Workforce Planning Committee form a sub-committee to develop recommendations for public health workforce development.

When completed in draft form, the Territorial Health Workforce Plan will be presented to the Director of Health for review and approval, and forwarded to the Department of Human Resources for its review and approval. Finally the completed plan will be sent to the Governor for adoption, at which time it will represent a statement of Territorial health workforce development policy.

Authority to implement the planned actions of the Territorial Health Workforce Plan rest respectively with the Director of Health, the Governing Board, and CEO of the American Samoa Medical Center, the Board of Higher Education, and President of the American Samoa Community College, and the American Samoa Scholarship Board.

1.5 The Health Workforce Planning Context - Assumptions

- Population growth: It is assumed that the Territorial population will continue to grow at about 3.1% per annum between the years 1998 and 2008. The trend of declining fertility will continue, *at least in the short run.*

- Demographic composition: It is assumed that the ratio of males to females, and the proportional distribution of the population by age groups will remain essentially the same as in 1990.

Chuck:

Any assumptions to be added? Trends toward greater emphasis on U.S. professional standards, hiring practices, etc.?

- Health services delivery patterns: It is assumed that the community health services delivery model will shift toward development of an improved system of Family Health Centers offering high quality, community oriented, comprehensive health services, to defined target populations. This system of enhanced community services, and the team approach to service delivery, is expected to result in a more effective and efficient utilization of the Department of Health professional workforce. High quality, family oriented, comprehensive care is also expected to result in a greater portion of primary pediatric and adult medical services being provided in Family Health Centers, with a corresponding reduction in work load at the hospital outpatient clinics.

Is this an assumption that is supported by ASMC?

- Available financial resources: It is assumed that adequate financial resources will be available to establish and fund needed new positions in the Department of Health, coming in part from a redistribution of Medicaid (Title 19), and Children's Health Insurance Program (Title 21) funds for American Samoa. Additional funds for Medical Center workforce development may be generated by increased user fees, and increasing availability of health insurance, and reduction in the rate of increase in off-island care costs.

Comments?

- Rational Workforce development process: It is assumed that an effective and ongoing health workforce development process in the Department of Health will enable the department to make more effective and efficient use of its health professionals, while ensuring maintenance of appropriate competencies in public health.

- Evolving health problems and needs: It is assumed that traditional public health functions, and health problems affecting the population, will continue pretty much unchanged over the next decade, with relatively greater emphasis on prevention and control of noncommunicable diseases, reduction of risk factors, and additional capacity to deal with the threat of new emerging communicable diseases and the reemergence of existing diseases.

agree?

- Private provision of health services: It is assumed that the growth of non-subsidized ~~provision~~ ^{private} of medical and dental health services will grow at a substantially greater rate than the past, and will have a significant impact on the utilization of hospital outpatient clinics, with lesser impact on utilization of Family Health Centers.

- The rapid development of telecommunications technology, based at the L.B.J. Tropical Medical Center, is expected to open up many opportunities for distance learning, and access to targeted continuing education sources.

- . Environmental Health Officer/health inspector/sanitarian
- . Environmental Health Technician/assistant health inspector
- . Health Educator
- . Health Education Assistant
- . Community Health Assistant/community outreach worker/community health worker
- . Nutritionist
- . Nutrition Assistant
- . Health Information System/Computer Specialist
- . Epidemiologist
- . Public Health Statistician
- ? . Project Director/Federally funded program
- . Case Manager
- . Social Worker/Counselor
- . Vector Control Worker

The following categories of health personnel are employed by the American Samoa Medical Center:

Please review for accuracy, completeness, omissions, etc.

- . Medical Doctor (includes specialist categories)
- . Medical Officer (and intern, resident, and specialists)
- . Dentist
- . Dental Officer
- . Physician's Assistant
- . Medical Assistant
- . Dental Therapist
- . Dental Technician/dental assistant
- . Dental Nurse
- . Registered Nurse (RN)
- . Licensed Practical Nurse (LPN)
- . Nurse Practitioner
- . Nurse Midwife/certified nurse midwife
- . Nurses Aide
- . Laboratory Technologist
- . Laboratory Technician
- . Radiology Technologist
- . Radiology Technician
- . Pharmacist
- . Pharmacy Technologist
- . Pharmacy Technician
- . Respiratory Therapist
- . Physiotherapist
- . EMS
- . Medical Records Librarian
- . Health Information System/Computer Specialist ??
- . Statistician
- . Facilities Engineer
- . Hospital Architect
- . ESRD Nurse

2. THE CURRENT HEALTH WORKFORCE

2.1 Composition and size of the current workforce (no narrative required)

2.1.1. Categories of health personnel

? → The American Samoa Government Department of Human Resources has adopted its own classification of employee categories, including health occupations. Many of these categories bear titles which are not consistent with those commonly used by the Department of Health, and the American Samoa Medical Center. This often leads to confusion in communicating health personnel information, for instance when health budgets are submitted for approval. There also may be differences in category designations between the core Department of Health staff and staff working in Federally funded health programs.

The Department of Health is acutely aware of the problems arising from lack of consistency in health occupation classification, and is attempting to bring Department of Health titles and descriptions in line with the Federal Standard Occupation Classification (SOC) System for health occupations.

Currently, the following categories of health personnel are employed by the Department of Health:

. Medical Doctor

Medical Doctor, as used in American Samoa, includes physicians who have graduated of accredited U.S. Medical Schools, and their counterparts in the British medical education system who have attained MBBS degrees.

. Medical Officer

Medical officers are graduates of the Fiji School of Medicine, or the Papua, New Guinea School of Medicine. The term is also used to refer to Graduates of the Pacific Medical Officers Training Program in Pohnpei, however, graduates of this program receive a Diploma of ?, rather than a Medical Officer degree ↖ ?

- . Dental Officer
- . Dental Therapist
- . Dental Technician/Dental Assistant
- . Dental Nurse
- . Nurse Practitioner
- . Nurse Midwife
- . Physician's Assistant
- . Registered Nurse
- . Public Health Nurse (RN or LPN)
- . School Health Nurse
- . Licensed Practical Nurse

DOH needs
to develop
definitions

2.1.2. Employers of health personnel

The Department of Health, with a total workforce of 110 in August, 1998, employs all public health personnel in American Samoa. The DOH also staffs a number of Federally funded categorical health programs and projects, and three major and two minor community health centers.

The American Samoa Medical Center, the only hospital in American Samoa, is the largest employer of health personnel, with a staff of about _____ as of August, 1998.

Three government medical officers, and one nurse practitioner, operate private clinics after hours, and there is one dentist and one dental assistant in private practice.

2.1.3. Age and sex distribution of the health workforce

The age of persons employed within the health sector is of concern to planners because age distribution determines the time of staff losses due to retirement and has a number of other implications relating to career progression and mobility. The sex of health workers also has important planning implications because such matters as social/cultural acceptability of certain categories of workers, staff mobility, career patterns and availability for re-training and re-employment may be related to sex.

_____ percent of the currently employed Territorial health workforce is less than 45 years of age. _____% of those working for the Department of Health are less than 45, while _____% of those employed by the American Samoa Medical Center are less than 45. _____ percent of the workforce has passed the statutory retiring age of ? years; _____ of DOH employees, and _____% of ASMC employees. Another _____% of DOH employees, and _____% of ASMC employees will reach retirement age within the next five years.

any data?

The Department of Health workforce is predominately female (____%). Many of these are nurses who provide actual nursing services, work in health education, health promotion, nursing administration, or head Federally funded health programs. Environmental health workers are entirely male. etc: etc.

2.1.4. Current health workforce establishment - numbers employed

2.2 Deployment of the health workforce

2.2.1. Places of Work

2.2.1.1 Department of Health

. Central Offices

This is the administrative center of the Department of Health, located at the L.B.J. Tropical Medical Center complex in Fagaalu on the main island of Tutuila. The offices of the Director of Health and all Division, Branch, and Section heads are located here, as are: Director of Public Health Nursing, Project Directors of all Federal Categorical Health Programs, Office of Policy, Planning, and Development, Finance, Personnel, and Health Information. Health inspectors and sanitarians are dispatched to the field from their central office in this facility.

. Health Centers

Primary level out-patient services, and community preventive services are provided at 6 health clinic locations. These services are provided in the community at five health centers and at the central clinic in the L.B.J. Tropical Medical Center. Three of these health centers provide comprehensive health services, including dental preventive services, and the other two, located in the Manu'a Islands provide a more limited scope of treatment and prevention services. The community health centers also serve as the district "home base" for public health field nurses, and outreach workers.

. Community

The primary place of work for public health field nurses, outreach workers, and health inspectors ~~primary place of work~~ are the respective communities where they perform their functions.

. ECE/Elementary Schools

Public health workers employed in the school health program provide services at the ECE and Elementary School campuses, on a rotational basis.

2.2.1.2. American Samoa Medical Center

Health personnel employed by the American Samoa Medical Center are all located at the L.B.J. Tropical Medical Center complex in Fagaalu. This facility houses all hospital administrative offices, outpatient clinics and inpatient facilities of the ASMC, *and the only clinical laboratory, diagnostic imaging service, and pharmacy, in the Territory.*

2.2.1.3. Private practice

Two private clinics and a private dental clinic are located in the village of Nu'uuli, in the Western District of Tutuila.

want to expand on this statement!

2.2.2 Functional allocation of personnel
(not yet developed)
preventive/curative (most important)
central/community
primary/secondary (explain cross over)

2.2.3 Current staffing problems
(not yet developed)

3. TRAINING PROGRAMS AND TRAINING NEEDS

← OTHER MAJOR
SECTIONS
INCLUDE:

4. THE NEED TO PLAN

5. PLANNED CHANGE - WORK FORCE PROJECTIONS
AND TRAINING SCHEDULE

6. DIVISIONAL/UNIT STAFFING & TRAINING

7. WORK FORCE AND TRAINING ~~COSTS~~ COSTS

8. EXTERNAL SUPPORT NEEDS AND PRIORITIES

9. PLAN IMPLEMENTATION, MONITORING,
REVIEW AND EVALUATION