



Institute for International Health & Development

MSc Human Resources for Health

'Are you seeking a career in human resource management, strategy or policy advice?

This new MSc programme in Human Resources for Health will equip you with the requisite skills to advance your career.'



Queen Margaret University
EDINBURGH

Programme Background

"In 2003, before I took up the position of Director-General, I asked many leaders and decision-makers in health what they saw as the most important issues in their countries. One common theme, whether in developed or developing countries, was the crisis in human resources."

Dr Lee Jong Wook, Director General, World Health Report, 2006

Much attention has been focused on the shortages of numbers of clinical health professionals, but it is increasingly recognised that problems are worsened by a parallel crisis of effective human resource management and cannot be resolved without tackling this gap. Human resource management for health systems are inadequate nearly everywhere and the role is often allocated to people with no relevant background. Those human resources available are often poorly deployed in the wrong roles and the wrong places. This leaves health workers feeling unsupported and undervalued, and can even drive them from the health system.

The MSc in Human Resources for Health is designed for experienced graduates or health professionals keen to gain an understanding of how to mobilise scarce human resources to strengthen health systems internationally. The programme aims to equip participants with the necessary skills to achieve optimally sustainable deployment of personnel and ensure that users of health services are served by the most highly skilled and efficient workforce possible. The new MSc is an adaptation of one formerly offered by Keele University – the faculty from Keele are now associated with QMU and will be delivering key elements of this programme.

Programme Content

Participants will gain insights into the key factors and forces shaping the skills, behaviours and capabilities of the health workforce and explore how modern management practices can shape and influence the productivity of these workforces and the health systems in which they work. Using a multidisciplinary approach and working with global experts, students will learn how to formulate, synthesise and construct effective and appropriate responses to strategic and practical HR issues in the health sector. Relevant and appropriate tools and frameworks for planning, mobilising, developing and managing the workforce will be explored through participatory learning methods, and students will become confident users of the HR managers toolkit.

Programme Structure

The programme is available for either full-time or part-time students, and students can start in either September or January. The full time programme normally lasts one calendar year, and part-time students can complete in two or three years. The programme consists of seven compulsory modules, one elective module, and a dissertation of a maximum of 10,000 words, which may take the form of a critical review, empirical study or a project/research proposal. All modules are worth 15 scotcat credits (5 ECTS). The dissertation is worth 60 scotcat credits (20 ECTS).

Early exit points and subsidiary awards

Students can exit their studies at different points of the programmes without losing their credits and with the possibility of gaining either a Postgraduate Certificate or a Postgraduate Diploma. These awards can contribute towards an MSc if a student wants to return to study within a period of 4 years. Additionally, any of the modules can be taken as independent short courses.

Queen Margaret University was founded in 1975 and is now located in a brand new campus east of the city. The university is renowned for its supportive approach to learning and has a strong expertise in health related subject areas. Edinburgh is the lively capital of Scotland, with a rich cultural life and close access to the beautiful Scottish countryside, the highlands of Scotland and the lovely Scottish borders.



Programme Module Descriptions

The core modules for this Masters are:

Strategic Human Resources Management

Strategic HRM is key to the success and sustainability of health systems. In this module, participants will engage with global, national and local issues relating to how to get the right staff in the right place with the right skills. Strategic thinking and strategic solutions are needed and by accessing global databases, most current policies and strategies, and new analytical and decision support methods, students will be able to identify key strategic issues and offer evidence based solutions to critical workforce issues in modern healthcare, including migration, changing demographics and professional accreditation.

Health Systems Development

This module aims to provide participants with the knowledge and skills necessary to understand the key issues in analysing the features and performance of different types of health care system, understand the main types of health system found around the world and appreciate the advantages and disadvantages of different systems for efficiency and equity. It will encourage participants to take a systemic approach to managing health system change, recognising the capacity to respond of the key actors involved.

Health Economics

This module focuses on the efficiency and equity with which resources can be mobilised and used to support health system functioning. It aims to provide participants with the knowledge and skills necessary to understand the key issues in health economics and economic evaluation of health care in low and middle income countries. It covers the different impacts associated with greater use of markets or planning; alternative ways of mobilising resources for the health sector and strategies to manage incentives in the health system and to intervene in labour markets.

Response to the predecessor of this programme run at Keele university:

"The MSc has given me a great opportunity. It has equipped me to plan the establishment of an HR Unit in the Strategic Health Studies Centre of the Ministry of Health in Syria and to deliver teaching to Masters Students in the Centre in collaboration with Liverpool University. I've been able to actively participate in delivering short courses for medical doctors, currently from Syria and eventually from the whole region, on HR related issues. The new issue I am excited about is an opportunity to collaborate with the Ministry of Health and EMRO to establish a National Observatory for Human Resources in Syria. What I learnt during the MSc will definitely be of great help in making this project a success."

Lina, Syria

Managing and Developing the Workforce

This module is a highly practical one, looking at core personnel management practices such as recruitment, selection, appraisal, career management and staff development. Participants will together explore relevant theory and good practice, and will learn how to effectively recruit, retain, and build capacity with employees in both large and small organisations. Students will also explore how to effectively manage employee relations, including both commencing and terminating employment contracts..

Workforce Planning

This module prepares participants to advance their skills in preparing workforce plans either at national, regional or organisational level. Participants will become familiar and competent with the various planning tools and models available to workforce planners, and be able to prepare high quality evidence based workforce plans that are relevant for a modernising or reforming health care systems. The module is practically focused and time will be spent using both manual and computer-based planning tools

Health Related Research

This module is aimed at strengthening students' skills in the critical analysis and application of research methods and developing their research knowledge in international health and development. Participants will gain an understanding of epistemological and theoretical perspectives in health research and explore a range of qualitative and quantitative techniques and their application through group work and case studies.

Response to the predecessor of this programme run at Keele university:

"Being a student on the Human Resource in Health Programme was a great experience for me. It provided a great opportunity to support the health reforms in Bosnia and Herzegovina with better human resources policies. The knowledge gained has made an enormous difference to my work life and career in the Ministry of Civil Affairs of Bosnia and Herzegovina Ministry of Health. The faculty associated with the Masters programme are great teachers and very supportive."

Mirha, Bosnia and Herzegovina

Research Design and Planning

The different stages in developing and executing a solid and realistic research project will be explored, including the review and appraisal of relevant literature, theoretical and epistemological approaches to research, methodological, and ethical issues. Students will gain practical and critical skills in preparing a research proposal and engaging in theoretical debates on researching the workplace. (Core module 15 credits)

In addition, students can opt for one further module from others on offer in IIHD including modules on social development and health, and project design and management on the basis of agreement with personal tutor.

Dissertation

The final element of the programme is the dissertation of 10,000 words on a topic chosen by the student and with the approval of their supervisor. This may take the form of a critical review, empirical study or project/research proposal, and enables participants to consolidate their learning derived from previously studied modules with respect to a chosen health issue.



Photo: Dan Chung/Guardian News and Media LTD 2008

Staff Biopics

Professor Barbara McPake



is a health economist specialising in health policy and health systems research. She has 25 years experience in these areas based in three university departments including the

London School of Hygiene and Tropical Medicine. She was formerly the Programme Director of the Health Systems Development Knowledge Programme of the UK Department for International Development. She has extensive post graduate teaching experience and wide experience in Eastern and Southern Africa, South Asia and Latin America providing health economics and systems advice.

Professor James Buchan



is based in the School of Health Sciences. He is also an associate fellow at the Kings Fund, London; an Associate at the WHO European Observatory on Health Systems, and a visiting professor

at the University of Technology, Sydney, Australia. Professor Buchan has twenty years experience of practice, policy research and consultancy on HR and workforce strategy and planning in the health sector, specialising in nursing. He has worked throughout the UK, and also has international work experience in a range of countries in Europe, Africa, Asia, and the Americas. In 2000/01 he was seconded to work on HR issues at WHO. He has also worked in the USA, as a Harkness Fellow, at the University of Pennsylvania.

Peter Hornby



is a human resources in health specialist. His initial experience was with the Tavistock Institute of Human Relations in London, followed by an appointment to the South East Asia Regional

Office of the World Health Organization and subsequent long-term assignments in developing countries. He divides his time between teaching, consultancy and research. His experience in the UK includes a seven year period as Chairman of a British NHS Hospital Trust. He has written numerous papers and books on human resource planning and management. Of the books that he has written, four on human resource planning and management were sponsored by WHO (1980, 1984 and 2000).

John Edmonstone



is an experienced leadership, management and organisation development consultant with extensive experience in the UK public sector and internationally. His work

encompasses leadership and management development, evaluation research, action learning, multi-agency working, coaching, mentoring and teamwork development. In the UK he works with clients in healthcare, local government, civil service, further and higher education. Internationally he has worked in the Caribbean, Czech Republic and Bosnia-Herzegovina. He is the author of books and articles on clinical leadership, action learning and appreciative inquiry.

Jean Robson



is an experienced university academic with extensive international health programme experience. She has been the programme lead for international

health management and HRM programmes since 2000 with current special interests in workforce development, workforce management, organisational development and quality standards assurance in HRH. As a staff member in UNFPA and WHO she worked in many countries in management and workforce development, and developing strategic management and strategic planning capacity at country level across several continents. She has designed and delivered professional development courses for all segments of the health workforce.

Other IIHD staff will also teach this programme. See website for further details.

Response to the predecessor of this programme run at Keele university:

"The HRH management programme really helps. When I started the programme, my thoughts were very unclear - it was challenging. But I now I have a vision as to where to go. The programme has improved my knowledge and skills and helped me to improve my communication in my organisation. I've built international relationships, become more confident, and of course, I've met wonderful friends."

Alen, Bosnia and Herzegovina

How to apply

You can either contact IIHD directly and obtain an application form from Lynne Fraser by post or email:

The Institute for International Health and Development, Queen Margaret University, Edinburgh,
Queen Margaret University Drive, Musselburgh, EH21 6UU

Email: int-health@qmu.ac.uk

Or you can apply online at <http://www.qmu.ac.uk/registry/pg-app-form.pdf>

Please visit our website for further information Web: www.qmu.ac.uk/iihd

The MSc in Human Resources for Health is delivered within the Institute for International Health and Development (IIHD) at Queen Margaret University in Edinburgh. The focus of IIHD is post graduate teaching in international health and development and on socially relevant research. Our research looks at health and well being in the wider context of social development. We work with local partners to apply theory to practice and develop theory from practice. There are five MSc programmes at IIHD:

- MSc in Health Systems
- MSc in International Development
- MSc in Sexual and Reproductive Health
- MSc in Social Justice, Development and Health
- MSc in Human Resources for Health

In addition there are a range of short courses, certificates and diplomas.

IIHD is a member of the troped network, a network of European institutions for higher education in International Health. Students at IIHD can participate in troped recognised degrees by taking modules at other member universities, or the Erasmus Mundus programme with tracked pathways through the degree in International Health.

For more information on any of these contact IIHD or see our web site www.qmu.ac.uk/iihd