



REPUBLIC OF THE GAMBIA

**STAFFING NORM MONITORING REPORT
DIRECTORATE OF HUMAN RESOURCE FOR HEALTH
MINISTRY OF HEALTH**

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EXECUTIVE SUMMARY

Human Resources for Health (HRH) are one of the key determinants of any successful health system in any nation. As mapped out clearly in the National Development Plan (NDP), a strategy for socio-economic development that aims at raising the standard of living of the Gambian population by transforming The Gambia into a dynamic middle-income economy Also in line with the National Health Policy (NHP) are the Sustainable Development Goals (SDGs) and the NDP, which aim at achieving the Sustainable Development Goals, especially those related to health. The Human Resources for Health Strategic Plan (2022-2026) is based on the current National Health Policy Framework (2021-2030), which supports PHC, poverty reduction, and the attainment of SDG 3 and other health-related goals.

The purpose of this activity is to determine whether health facilities have the required minimum staffing norm to provide at least 70% of the essential health care package. In addition, to establish the maldistribution and underutilization of the available human resources Furthermore, human resources data has always been a challenge for the Directorate of Human Resources for Health (DHRH). As a result, the goal of this activity is to identify the gaps between the current nominal roll and the minimum staffing norm requirement.

The survey determined that both levels of health service delivery (tertiary and secondary) provide more than 80% of the essential healthcare package. While the minor facilities at the primary level provide more than 70% of the essential health care package, However, community clinics are below 70%. This meets the goal of universal health coverage (UHC).

There are existing gaps in human resources in all facilities visited, especially among skilled health workers. Maldistribution of human resources throughout, with urban facilities favoured with fewer staff than provincial ones. This highlights the inequitable distribution of human resources within the country.

It's evident that there is a huge disparity between the nominal roll and the minimum staffing norm at all the facilities visited.

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1.0 INTRODUCTION

The Gambia's health sector has realigned its policy and strategic direction in accordance with the National Health Policy (NHP) 2021-2030 in order to achieve its short-, medium-, and long-term strategic objectives in the health sector. Specifically, it intends to ensure that there is an adequate and equitable distribution of Human Resources for Health (HRH).

To achieve this evidence-based health workforce, norms and standards for the different tiers and levels of healthcare have been revised in 2020, building on the previous staffing guide, norms, and standard guidelines from 2005. Staffing norms refer to the minimum and appropriate mix of human resources required to provide the defined health services to the expected populations at the various levels of the system.

The staffing norm aims at providing the right quantity of the right categories of staff at all levels of care, from the PHC to tertiary levels, including the teaching hospital. It provides the basis for planning, staff deployment, and training requirements for all categories of staff. This would enhance effective and efficient service provision at all levels.

The health workforce is one of the policy orientations specified in the NHP. Specifically, it intends to ensure that there is an adequate and equitable distribution of human resources for health. To achieve this, the HRH policy and strategy have called for the prioritization of a minimum number of health workers in each facility based on the expected services to be delivered as defined in the Gambia Essential Health Care Package.

However, there is no coordinated and structured institutional framework for the collection and management of HRH data for workforce planning. As a result, the current health workforce is challenged by inequities in geographic distribution, attraction, and retention issues.

To address this, a reliable routine process of health workforce planning and forecasting that takes into account data from both the public and private sectors needs to be institutionalized. This will enable decision-makers in the health sector to determine the current number of health workers.

With the support of the WHO, the Directorate of Human Resources for Health embarked on a nation-wide verification of the revised staffing norms for the different levels of service-providing facilities.

1.1. OBJECTIVES

To determine whether facilities provide at least 70% of the essential health care package

To ascertain facilities that met the minimum staffing norm.

To ascertain the maldistribution and underutilization of available labor in light of the demand in numbers and skilled mix at facilities

To determine the accuracy and validity of the health workforce profile, compare the nominal roll to the staffing norm

2.0. METHODOLOGY

Health facilities in different categories of the staffing norms were selected in each region using a simple random method for each level available. The DHRH team was also divided into two groups.

The purpose of the visit was communicated to the Regional Health Directorates, which were the first points of contact, and issues of staffing norm and nominal roll were thoroughly discussed. A selected number of facilities were visited, including teaching, general, and district hospitals, major and minor facilities, and community clinics. A total of 49 facilities were visited: 1 teaching hospital, 2 general hospitals, 4 district hospitals, 3 major facilities, 19 minor facilities, and 19 community clinics. A checklist of the services provided and the required number of staff per facility was used for the data collection.

During this activity, officers in charge (OIC) at different levels were interviewed using a standard questionnaire comprising both the essential health care package and the minimum staffing norm.

Microsoft Excel and Minitab statistical software were used to analyse the results of the survey. When health data is presented in graphical form, it can make complicated and bulky data more understandable and usable. Visualization can take a variety of forms. The complexity of human resources data prompted the need to visualize the data using tables and charts, e.g., bar graphs.

3.0. FINDINGS / RESULTS

Below are the findings/result of staff norm monitoring exercise.

FIGURE 3.1. PERCENTAGE OF ESSENTIAL HEALTH CARE PACKAGE AT EDWARD FRANCIS SMALL TEACHING HOSPITAL

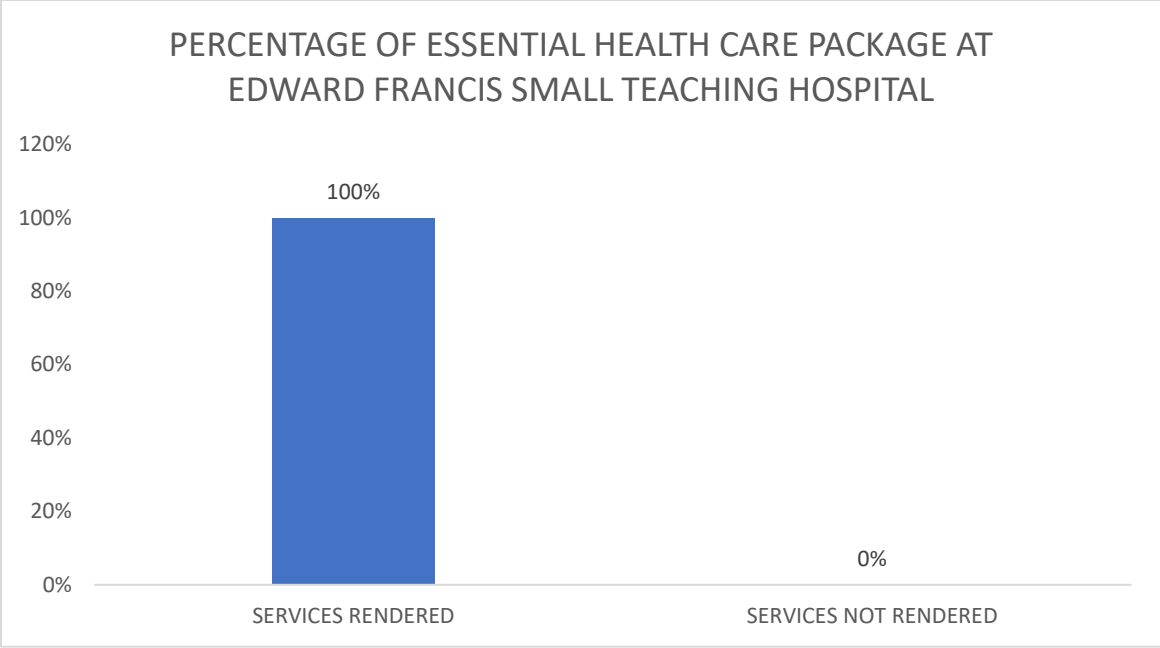


TABLE 3.1: STAFFING NORM FOR SPECIALIST AND THEIR GAPS AT EFSTH

Category	Staffing norm	No. On Post	Gap
Otorhinolaryngologist (ENT)	2	1	1
Cardiothoracic Surgeons	1	0	1
Pediatric Surgeon	2	1	1
Urologists	3	2	1
Vascular Surgeon	2	1	1
Neurosurgeon	2	1	1
Burns/Plastic Surgeon	2	1	1
Dermatologist	2	1	1
Nephrologists	4	2	2
Gastroenterologists	2	1	1
Emergency Physician	4	0	4
Intensives'	2	0	2
Endocrinologist/ Dialectologist	2	1	1
Pulmonologist	2	0	2
Psychiatry	2	1	1
Anesthesiologist	4	0	4
Infectious diseases Specialist	2	0	2
Neurologist	2	0	2
Pediatrician (General)	2	0	2
Neonatologist	2	0	2

Pediatric Nephrologists'	1	0	1
Pediatric Endocrinologist	1	0	1
Radiologist	2	0	2
Ophthalmologist	2	0	2
Anatomic Pathologist	2	0	2
Clinical Microbiologist	2	1	1
Senior Registrars	16	10	6
Registrars	60	35	25
Obstetrician Gynecologist	6	2	4

TABLE 3.2: STAFFING NORM GAP FOR GENERALISTS AT EFSTH

Category	Staffing norm	No. On Post	Gap
Medical Officers	25	14	9
Physician (General)	4	0	4
Family Physician	4	0	4

TABLE 3.3: STAFFING NORM GAP FOR CLINICIANS AT EFSTH

Category	Staffing norm	No. On Post	Gap
EN	106	38	68
Chief Nurse Anesthetist	36	0	36
Principal Nurse Anesthetist	5	0	5
Senior Nurse Anesthetist	10	0	10
Nurse Attendants	214	203	11
Principal Pharmacist	12	4	8
Clinical Pharmacist	6	1	5
Senior Pharmacist	10	4	6
Principal Pharmacist Technician	4	2	2
Senior Pharmacist Technician	20	15	5
Pharmacy Technician	30	15	15
Chief Laboratory Scientist	2	1	1
Principal Laboratory Scientist	4	3	1
Senior Laboratory Scientist	4	2	2
Laboratory Scientist	8	5	3
Senior Laboratory Technician	10	4	6
Blood Donor Organizer	4	1	3
Principal Radiographer	2	0	2
Senior Radiographer	3	0	3

Radiographer	4	1	3
Radiography Technician	9	4	5
Dental Technician	10	4	6
Pub Health Officer	2	0	2
Physiotherapist	12	8	4
Physiotherapy technician	10	6	4
Speech therapist	3	0	3
Occupational Therapist	5	0	5
Physiotherapy Assistant	5	2	3

TABLE 3.4: STAFFING NORM GAP FOR ADMINISTRATIVE STAFF AT EFSTH

Category	Staffing norm	No. On Post	Gap
Senior Admin Officer	2	1	1
Admin Officers	6	1	5
Admin Assistant	4	0	4
HR officer	2	0	2
HR Assistant	4	1	3
Auditors	3	2	1
Operation Officers	4	3	1
Public Relations Officers	2	1	1
ICT Officers	5	3	2
Librarian	3	0	3
Principal Accountant	2	1	1
Accountants	6	0	6
Accounts Clerks	10	1	9

TABLE 3.5: STAFFING NORM GAP FOR SUPPORT STAFF AT EFSTH

Category	Staffing norm	No. On Post	Gap
Biomedical Technician	5	2	3
Carpenter	4	3	1
Cataract Surgeon (Nurses)	2	1	1
Catering	3	1	2
Dietician	2	0	2
ENT Audiology Assistants (Nurses)	8	1	7
Hospital Engineer	2	0	2
Mortuary	7	0	7
Optician	3	0	3
Plumber	6	4	2

Security	100	76	24
Senior Store Clerk	5	3	2
Social Worker	5	0	5
Store Clerk	8	4	4
Store Hand	4	1	3
Welder man	4	3	1

FIGURE 3.2: PERCENTAGE OF ESSENTIAL HEALTH CARE PACKAGE AT SHEIKH ZAYED REGIONAL

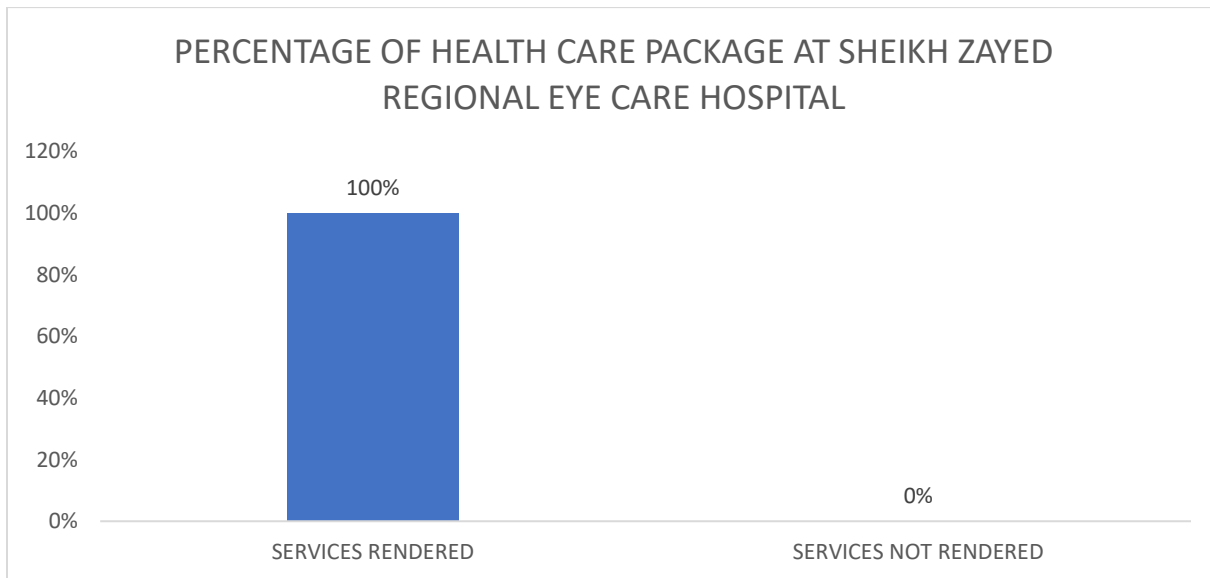


TABLE 3.6: STAFFING NORM GAP OF ADMINISTRATIVE STAFF AT SZREC

Category	Staffing Norm	No. On Post	Gap
Deputy Hospital Administrator	1	0	1
Chief Medical Director	1	0	1
Deputy Chief Medical Director	1	0	1
Information Communication Technology Officers	2	0	2

Accountant	1	0	1
Cashiers	6	5	1
Internal Auditor	1	0	1
Domestic Supervisor	1	0	1
Librarian Assistant	1	0	1
Public Relations Officer	1	0	1
Procurement Officer	1	0	1
Administrative Assistant	1	0	1
Palliative Care Nurses	2	0	2
Principal Procurement Officer	1	0	1
Senior Procurement Officer	1	0	1
Procurement Officer	1	0	1
Research Director	1	0	1
Research Assistants	4	0	4

TABLE 3.7: STAFFING NORM GAP OF CLINICIANS AT SZREC

Category	Staffing Norm	No. On Post	Gap
Subspecialist Ophthalmologist	6	0	6
General Ophthalmologist	6	0	6
Registrar	6	3	3
Medical Officer	6	0	6
Optometrist	6	3	3
Optometry Technician	4	3	1
Senior Ophthalmic Medical Assistants (SOMA)	6	5	1
Ophthalmic Medical Assistants (OMA)	6	4	2
Community Ophthalmic Nurse (CON)	6	5	1
State Registered Nurses General	2	1	1
Biomedical Engineers	2	0	2
Instrument Technicians	4	2	2
Counseling Officers	2	0	2
Optical Laboratory Assistant	4	2	2
Peri-Operative Nurses (SRN)	2	1	1
Principal Nurse Anesthetist	1	0	1
Laboratory Technicians	2	0	2
Pharmacy Technicians	2	0	2
Epidemiologist	1	0	1
Statistician	1	0	1
Anesthesiologist	1	0	1
Medical Illustrations Officer	1	0	1
Radiologist	1	0	1
Radiology Technicians	2	0	2

Ultrasonographer	1	0	1
Ophthalmic Clinical Technicians	2	0	2
Ophthalmic Theatre Technicians	2	0	2
Orthoptist	1	0	1
Low Vision Technicians	2	0	2
Ocularist	1	0	1

TABLE 3.8: STAFFING NORM GAP OF SUPPORT STAFF AT SZREC

Category	Staffing Norm	No. On Post	Gap
Senior Nurse Attendant	12	4	8
Nurse Attendant	32	18	14
Deputy Chief Orderly	1	0	1
Orderlies	24	7	17
Health Laborers	6	4	2
Plumbers	2	1	1
Carpenters	2	0	2
Drivers	4	1	3
Data Entry Clerks	4	1	3
Records Clerks	5	4	1
Security Officers	20	12	8
Library Assistants	2	1	1
Cooks	4	3	1
Generator Operator	4	3	1
Messengers	2	0	2
Tailors	3	0	3

FIGURE 3.3. PERCENTAGE OF ESSENTIAL HEALTH CARE PACKAGE AT GENERAL HOSPITALS

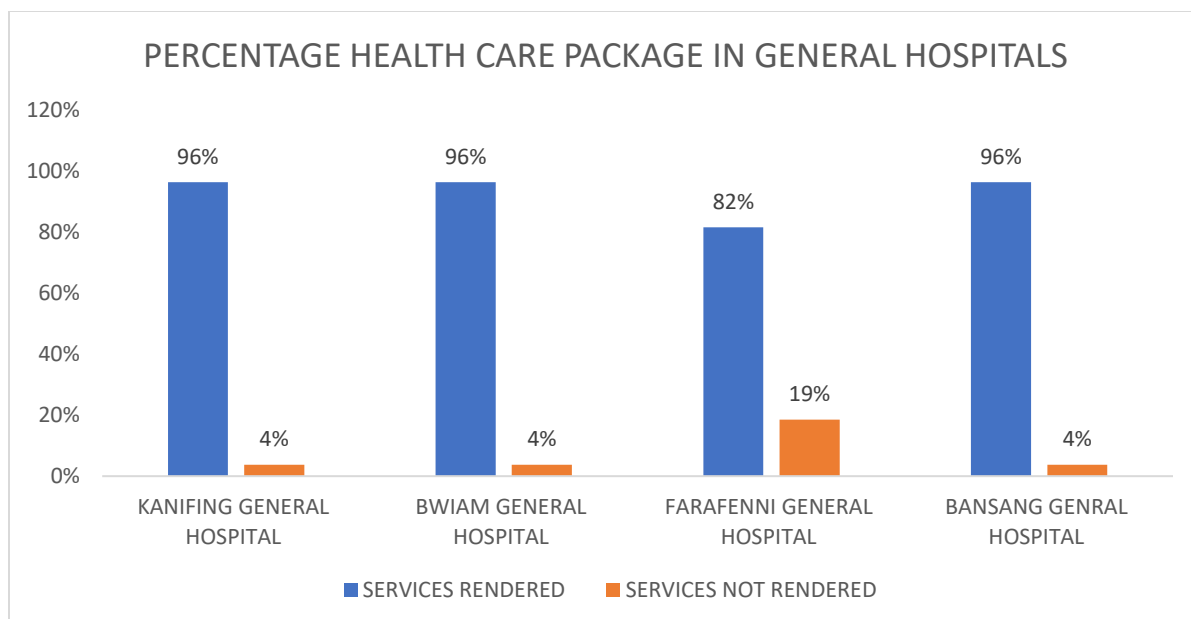


TABLE 3.9: STAFFING NORM VS NUMBER ON POST AT GENERAL HOSPITALS

Category	Minimum Staffing Norm	No. On Post			
		<i>WRI</i>	<i>WR II</i>	<i>NBE</i>	<i>CRR</i>
		KGH	BwGH	FGH	BsGH
Chief Executive Officer	1	1	1	1	1
Deputy Chief Executive Officer	1	0	1	0	0
Hospital Administrator	1	1	1	1	1
Human Resource manager	1	1	1	0	0
Human Resource Officer	1	0	0	0	0
Chief Matron	1	0	0	0	0
Matron	0	0	1	1	0
Deputy Chief Matron	1	0	0	0	0
Chief Medical Officer	1	0	0	0	0
Principal Accountant	1	1	0	1	1
Senior Accountant	1	1	1	1	1
Procurement Officer	1	1	1	1	1

Accountants	1	2	0	1	0
Senior Account Clerk	0	0	1	0	0
Account Clerk	1	1	9	2	4
Cashier/Revenue Collector	3	13	0	13	1
Public Relation Officer	1	1	0	1	1
Quality Assurance Officer	1	0	1	0	0
Admin Assistant	2	0	0	0	0
Sub-total	20	23	18	23	11
Physician	1	1	0	4	1
Obstetric/Gynecologist	1	1	1	1	2
General Surgeon	1	1	0	1	1
Urologist	1	1	0	0	0
Orthopedic	1	0	0	1	1
Principal Medical Officer	1	0	0	0	0
Senior Medical Officer	1	9	1	0	0
Medical Officer	5	12	8	3	3
Radiologist	1	1	0	0	0
Anesthesiologist	1	1	0	0	0
Dietician	1	0	0	0	0
Clinical Epidemiologist	1	0	0	0	0
Psychiatrist	1	1	0	0	0
Biostatistician	1	0	0	0	0
Nurse Anesthetist	5	5	2	5	3
Peri-Operative Nurse	5	1	1	0	2
Pediatric Nurse	6	0	0	0	1
Psychiatric Nurse	3	2	0	1	0
Accident and Emergency Care Nurse	6	0	0	0	0

Registered Nurse	70	38	11	18	20
State Enrolled Nurse	35	18	5	11	25
Intensive Care Nurse	6	0	0	0	0
Registered Nurse Midwife	15	27	2	5	5
State Enrolled Midwife	15	24	6	5	11
Chief Pharmacist	1	0	0	0	0
Clinical Pharmacist	1	0	0	0	0
Pharmacist	2	1	0	0	0
Pharmacy Technician	3	4	2	3	3
Dispensing Assistant	8	16	9	0	6
Radiographic Technician	3	5	2	1	3
Medical Laboratory Scientist	1	0	2	2	0
Laboratory Technologist	3	1	0	0	0
Laboratory Technician	9	4	2	2	5
Laboratory Assistant	9	14	9	8	5
Blood Donor Recruiter	2	2	1	0	1
Ophthalmologist	1	0	0	0	0
Physiotherapy Technician	3	3	1	0	0
Principal Ophthalmic Medical Assistant	1	0	1	1	1
Senior Ophthalmic Medical Assistant	2	0	0	0	1
Ophthalmic Medical Assistant	2	0	0	0	0
Optometric Technician	2	0	0	1	2
Biomedical Technician	2	1	0	1	1
LTI	2	1	1	1	2
CSSD Technician	1	0	0	0	0
CSSD Attendant	3	4	2	3	0

Senior Infection Prevention and Control Officer	0	1			
Infection Prevention and Control Officer	1	1	1	0	1
Assistant Infection Prevention and Control Officer	0	1	0	0	0
Sanitary officer	0	1	0	0	0
Sanitary Assistant	0	1	0	0	0
Surveillance Officers	2	0	0	0	2
Dentist	1	2	1	1	0
Dental Technician	2	0	1	1	1
Dental Assistant	2	4	1	1	1
Occupational Health and Safety Officer	1	0	0	0	0
Occupational Health and Safety Control Assistant	1	0	0	0	0
Sub-total	255	210	73	81	110
Total Skilled Staff	275	233	91	104	121
% Of Skilled Staff		85	33	38	44
Support Staff					
Medical Records Officer	1	1	1	1	1
Medical Records Assistant	2	20	0	2	1
Medical Records Clerk	0	0	1	0	0
Data Entry Clerk	10	2	0	15	13
Senior Nurse Attendant	0	22			
Nurse Attendant	50	42	60	94	108
Orderly	50	86	55	60	98
Health Laborer	4	4	11	7	0
Mortuary Assistant	2	1	4	2	0
Driver	3	7	4	8	11

Watchman/Security	10	17	20	21	32
Nutrition Officer	1	0	0	0	1
Cook	6	6	5	7	7
Catering Officer	1	2	0	3	1
Laundry Services Provider	10	5	5	7	6
Vector Control Attendant	3	0	0	0	0
Generator Operator	2	2	3	5	4
Plumber	2	1	2	1	4
Electrician	2	5	3	2	4
Carpenter	2	3	5	1	3
Mason	2	1	2	1	4
Gardner	2	2	0	1	17
Social Worker	2	2	1	1	2
Welder	0	0	1	0	0
Tradesman	0	0	1	3	0
Sub-total	167	231	184	242	317
% Of Support Staff		138	110	145	190
Total	442	441	275	346	438
% TOTAL		100	62	78	99

FIGURE 3.4: PERCENTAGE OF ESSENTIAL HEALTH CARE PACKAGE AT DISTRICT HOSPITALS

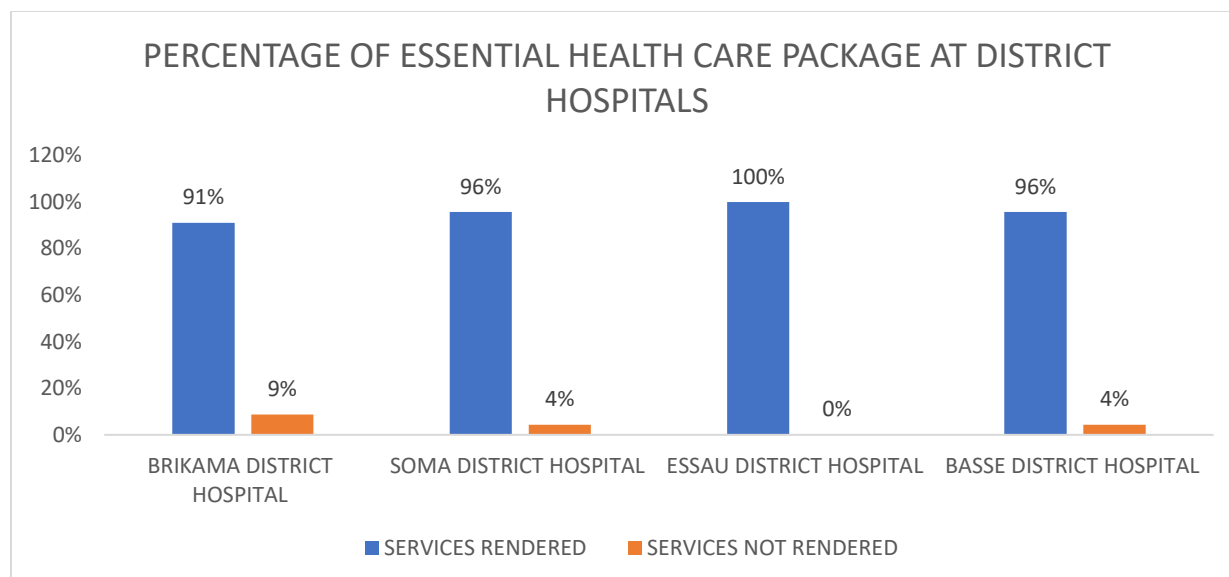


TABLE 3.10: STAFFING NORM VS NUMBER ON POST AT DISTRICT HOSPITALS

Category	Minimum Staffing Norm	WR II	LRR	NBW	URR
		<i>Brikama District Hospital</i>	<i>Soma District Hospital</i>	<i>Essau District Hospital</i>	<i>Basse District Hospital</i>
		No. on Post	No. on Post	No. on Post	No. on Post
Hospital management					
Chief Executive Officer	1	0	0	0	0
Hospital Administrator	1	0	1	1	1
Matron	1	0	0	0	0
Accountant	1	0	1	2	1
Admin Assistants	2	0	0	0	0
Cashier	0	2	0	0	0
Sub-total	6	2	2	3	2
Senior Medical Officer	1	5	0	1	1
Medical Officer	4	6	1	0	2
Specialist (Doctor)	1	0	1	0	1
Physician Assistant	0	0	0	1	0
Nurse Anesthetist	3	5	1	1	2
Peri-Operative Nurse	3	7	0	0	0
Pediatric Nurse	6	0	0	0	0
Psychiatric Nurse	3	0	1	1	1
Accident and Emergency Care Nurse	3	0	0	0	0
Registered Nurse	25	28	10	8	12
CHN Midwife	0	15	0	7	0

CHN	0	1	0	3	0
SEN Midwife	0	7	0	3	0
SEN	0	4	0	4	0
LTI	0	3	0	0	0
Intensive Care Nurse	3	0	0	0	0
Registered Nurse Midwife	10	9	1	2	2
Pharmacist	1	0	0	0	0
Pharmacy Technician	5	3	1	1	2
Radiographic Technician	3	0	0	0	0
Medical Laboratory Scientist	2	0	1	0	1
Laboratory Technician	5	3	2	3	2
Biomedical Technician	2	0	0	0	0
Lab Assistant	5	8	0	1	2
Physiotherapy Technician	3	0	0	0	0
Principal Ophthalmic Medical Assistant	1	1	1	0	1
Senior Ophthalmic Medical Assistant	1	1	0	1	0
Ophthalmic Medical Assistant	2	1	0	1	0
Senior Public Health Officer	1	0	0	0	0
Public Health Officer	2	2	4	3	1
Assistant Public Health Officers	5	12	6	6	8
Infection Prevention and Control Officers	2	2	0	0	1
Counselors	2	6	0	0	0
Nutrition Officer	1	0	0	0	0
Catering Officer	1	0	0	0	0
Public Health Nurse	1	0	0	0	0
Occupational Health and safety Officer	2	0	0	0	0
Blood Donor Recruitment Officer	2	1	1	1	0
Dispensing Assistants	5	4	0	3	2
Dental Technician	2	0	0	0	0
Sub-total	118	134	31	51	41
	124	136	33	54	43
% Of Skilled Staff		110	27	44	35
Support Staff					

Medical Records Officer	1	0	0	0	0
Medical Records Assistant	2	0	0	0	0
Data Entry Clerks	6	6	1	3	4
Nurse Attendant	20	35	9	16	10
Orderly	15	19	15	19	18
Health Laborer	5	3	2	0	2
Mortuary Attendants	4	0	0	0	0
Drivers	3	5	2	2	2
Watchman/Security	4	0	4	2	0
Catering/Cooks	6	1	2	1	4
Laundry Services Providers	6	0	2	4	4
Vector Control Attendants	2	3	0	2	1
Store Keeper	1	0	0	0	0
Store hands	4	0	0	0	0
Social Worker	2	1	1	1	0
Sub-total	81	73	38	50	45
% of Support Staff		90	47	62	56
Total	205	209	71	104	88
% TOTAL		102	35	51	43

FIGURE 3.5: PERCENTAGE OF ESSENTIAL HEALTH CARE PACKAGE AT MAJOR HEALTH CENTERS

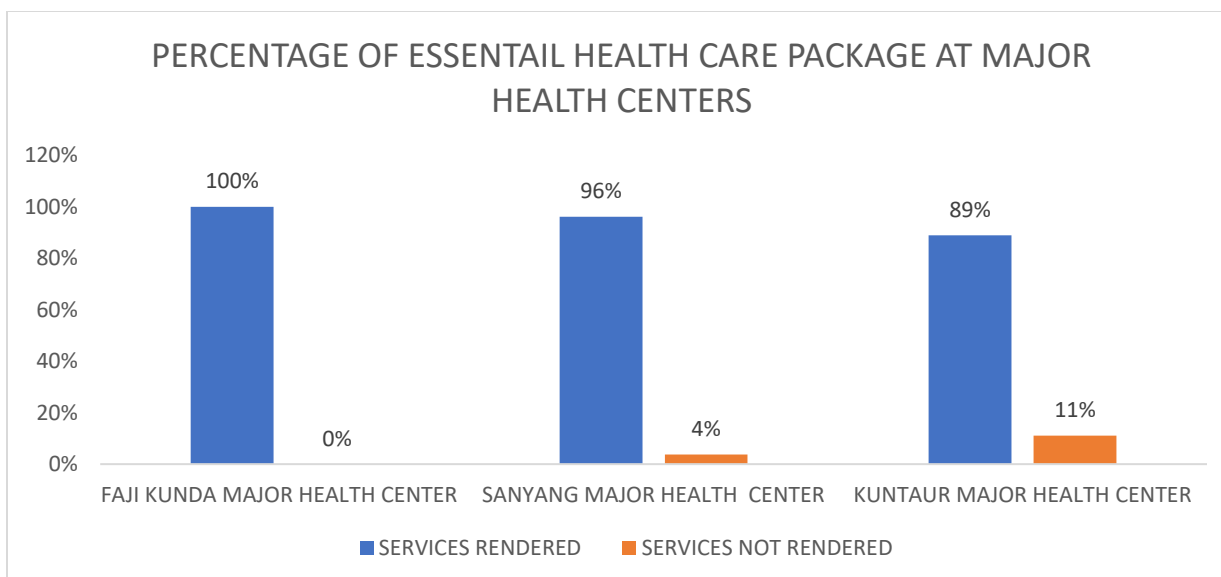


TABLE 3.11: STAFFING NORM VS NUMBER ON POST AT MAJOR HEALTH CENTERS

Category	Minimum Staffing Norm	WR I			WR II		CRR	
		<i>Faji Kunda Major Health Center</i>		<i>Sanyang Major Health Center</i>		<i>Kuntaur Major Health Center</i>		
		No. on Post		No. on Post		No. on Post		
Administrator	1	0		0		0		
Assistant Administrator	1	0		0		0		
Medical Officer	4	2		0		1		
Nurse Anesthetist	2	0		0		0		
Peri-Operative Nurse	3	0		0		0		
Psychiatric Nurse	2	0		0		0		
Registered Nurse	15	15		5		4		
Registered Nurse Midwife	5	5		2		1		
Pharmacist	1	0		0		0		
Pharmacy Technician	3	1		0		0		
Dispensing Assistant	5	5		1		0		
Radiographic Technician	3	0		0		0		
Medical Laboratory Scientist	1	0		0		0		
Laboratory Technician	3	0		2		1		
Lab Assistant	3	5		0		1		
Physiotherapy Technician	2	0		0		0		
Ophthalmic Medical Assistant	1	1		0		0		
Senior Ophthalmic Medical Assistant	1	0		0		0		

State Enrolled Midwife	5	2	1	1
State Enrolled Nurse	5	2	1	0
Infection Prevention and Control Officer	2	0	0	1
Public Health Officers	2	1	0	2
Assistant Public Health Officers	6	6	6	2
Public Health Nurse	1	0	0	0
Counselors	2	2	0	1
Blood Donor Recruitment Officer	1	0	0	1
Community Ophthalmic Nurse (CON)	2	1	1	0
Dental Technician	1	0	0	0
Dental Assistant	1	0	0	0
LTI	2	0	1	1
Total Skilled Staff	86	48	20	17
% of Skilled Staff		56	23	20
Support Staff				
Medical Records Officer	1	0	0	0
Data Entry Clerk	6	5	2	1
Nurse Attendant	15	18	6	1
Orderly	9	9	3	5
Mortuary Assistants	2	0	0	0
Driver	2	1	1	1
Watchman/Security	3	3	1	0
Catering/Cooks	4	0	2	1
Laundry Services Providers	3	1	2	1
Vector Control Attendant	1	2	0	0
Health Labourer	4	2	1	2
Generator Operator	1	1	0	0
Total Support	51	42	18	12
% of Support Staff		82.35	35.29	23.53
Total	137	90	38	29
% TOTAL		66	28	21

TABLE 3.12: PERCENTAGE OF ESSENTIAL HEALTH CARE PACKAGE OF MINOR HEALTH CENTERS AND COMMUNITY CLINICS AT WRI REGION

REGION	FACILITY CATEGORY	FACILITIES	PERCENTAGE OF SERVICES RENDERED	PERCENTAGE OF SERVICE NOT RENDERED
WR I	Minor Health Centers	Serekunda	94	6
	Community Clinics	Mandinaring	79	21

TABLE 3.13: STAFFING NORM VS NUMBER ON POST OF MINOR HEALTH CENTERS AT WESTERN I REGION

Category	Serekunda Health Center	
	Minimum Staffing Norm	No. On Post
General Practitioner (Medical Officer)	1	0
Physician Assistant	1	0
Registered Nurse Midwife	3	4
SEN Midwife	3	5
CHN Midwife	2	5
Radiographic Technician	1	0
Physiotherapy Technician	1	0
Psychiatric Nurse	1	0
Registered Nurse	10	10
Community Health Nurse	2	2
State Enrolled Nurse	4	2
Pharmacy Technician	2	0
Dispensing Assistant	3	2
Laboratory Technician	3	2
Laboratory Assistant	3	4
Infection Prevention Officer	1	0
Assistant Public Health Officers	4	5
CON	2	1
Total Skilled Staff	47	42
% Of Skilled Staff		89
TOTAL GAP FOR SKILLED WORKERS		
Support Staff		
Medical Records Officer	1	0
Data Entry Clerk	3	4
Nurse Attendant	10	19
Orderly	6	7
LTI	1	1
Driver	2	0

Watchman/Security	2	2
Catering/Cooks	3	1
Laundry Services Providers	3	1
Health Laborer	2	1
Total Support Staff	33	36
% Of Support Staff		109
TOTAL	80	78
% TOTAL		97.5

TABLE 3.14: PERCENTAGE OF ESSENTIAL HEALTH CARE PACKAGE OF MINOR HEALTH CENTERS AND COMMUNITY CLINICS AT WR II REGION

REGION	FACILITY CATEGORY	FACILITIES	PERCENTAGE OF SERVICES RENDERED	PERCENTAGE OF SERVICE NOT RENDERED
WR II	Minor Health Centers	Kafuta	89	11
		Gunjur	94	6
	Community Clinics	Bondali	79	21
		Mayork	64	36
		Tujereng	93	7

TABLE 3.15: STAFFING NORM VS NUMBER ON POST OF MINOR HEALTH CENTERS AT WESTERN II

Category	Minimum Staffing Norm	No. On Post	
		Kafuta	Gunjur
General Practitioner (Medical Officer)	1	0	0
Physician Assistant	1	0	1
Registered Nurse Midwife	3	1	1
SEN Midwife	3	0	1
CHN Midwife	2	1	4
Radiographic Technician	1	0	0
Physiotherapy Technician	1	0	0
Psychiatric Nurse	1	0	0
Registered Nurse	10	1	6
Community Health Nurse	2	1	0
State Enrolled Nurse	4	0	2
Pharmacy Technician	2	0	0
Dispensing Assistant	3	0	1

Laboratory Technician	3	0	0
Laboratory Assistant	3	1	2
Infection Prevention Officer	1	0	0
Assistant Public Health Officers	4	6	4
CON	2	0	1
TOTAL SKILLED STAFF	47	11	23
% OF SKILLED STAFF		23	49
SUPPORT STAFF			
Medical Records Officer	1	0	0
Data Entry Clerk	3	0	2
Nurse Attendant	10	2	4
Orderly	6	3	4
LTI	1	1	1
Driver	2	1	2
Watchman/Security	2	1	1
Catering/Cooks	3	0	1
Laundry Services Providers	3	1	1
Health Labourer	2	0	0
Total Support Staff	33	9	16
% Of Support Staff		27	48
TOTAL	80	20	39
% TOTAL		25	49

TABLE 3.16: PERCENTAGE OF ESSENTIAL HEALTH CARE PACKAGE OF MINOR HEALTH CENTERS AND COMMUNITY CLINICS AT LOWER RIVER REGION

REGION	FACILITY CATEGORY	FACILITIES	PERCENTAGE OF SERVICES RENDERED	PERCENTAGE OF SERVICE NOT RENDERED
LRR	Minor Health Centers	Bureng	94	6
		Kwinella	94	6
		Kaif	94	6
	Community Clinics	Toniataba	64	36
		Jiffarong	71	29
		Dongoroba	93	7

TABLE 3.17: STAFFING NORM VS NUMBER ON POST OF MINOR HEALTH CENTERS AT LOWER RIVER REGION

Category	No. On Post			
	Minimum Staffing Norm	<i>Bureng</i>	<i>Kwinella</i>	<i>Kaif</i>
General Practitioner (Medical Officer)	1	0	0	0
Physician Assistant	1	1	0	0
Registered Nurse Midwife	3	1	0	0
SEN Midwife	3	1	0	2
CHN Midwife	2	1	1	0
Radiographic Technician	1	0	0	0
Physiotherapy Technician	1	0	0	0
Psychiatric Nurse	1	0	0	0
Registered Nurse	10	2	1	2
Community Health Nurse	2	2	1	2
State Enrolled Nurse	4	0	0	0
Pharmacy Technician	2	0	0	0
Dispensing Assistant	3	1	0	0
Laboratory Technician	3	0	0	0
Laboratory Assistant	3	1	1	1
Infection Prevention Officer	1	0	0	0
Assistant Public Health Officers	4	3	3	2
CON	2	0	0	0
Total Skilled Staff	47	13	7	9
% Of Skilled Staff		28	15	19
Support Staff				
Medical Records Officer	1	0	0	0
Data Entry Clerk	3	1	0	0
Nurse Attendant	10	0	1	2
Orderly	6	7	3	2
LTI	1	1	1	0
Driver	2	1	1	1
Watchman/Security	2	1	1	1
Catering/Cooks	3	1	1	1
Laundry Services Providers	3	1	1	1
Health Labourer	2	2	2	2
Total Support Staff	33	15	11	10
% Of Support Staff		45	33	30
TOTAL	80	28	18	19
% TOTAL		35	23	24

TABLE 3.18: PERCENTAGE OF ESSENTIAL HEALTH CARE PACKAGE OF MINOR HEALTH CENTERS AND COMMUNITY CLINICS AT NORTH BANK WEST REGION

REGION	FACILITY CATEGORY	FACILITIES	PERCENTAGE OF SERVICES RENDERED	PERCENTAGE OF SERVICE NOT RENDERED
NBW	Minor Health Centers	Kuntair	89	11
		Nema kunku	83	17
		Kerr Cherno	83	17
	Community Clinics	Fass Njaga Choi	86	14
		Jurunku	50	50
		Bakindic	50	50

TABLE 3.19: STAFFING NORM VS NUMBER ON POST OF MINOR HEALTH CENTERS AT NORTH BANK WEST REGION

Category	Minimum Staffing Norm	No. On Post		
		<i>Kuntair</i>	<i>Nema Kunku</i>	<i>Kerr Cherno</i>
General Practitioner (Medical Officer)	1	0	0	0
Physician Assistant	1	0	0	0
Registered Nurse Midwife	3	1	0	0
SEN Midwife	3	1	0	0
CHN Midwife	2	0	1	1
Radiographic Technician	1	0	0	0
Physiotherapy Technician	1	0	0	0
Psychiatric Nurse	1	0	0	0
Registered Nurse	10	2	0	2
Community Health Nurse	2	1	2	3
State Enrolled Nurse	4	0	0	1
Pharmacy Technician	2	0	0	0
Dispensing Assistant	3	1	0	1
Laboratory Technician	3	0	0	0
Laboratory Assistant	3	1	0	1
Infection Prevention Officer	1	0	0	0
Assistant Public Health Officers	4	2	1	3
CON	2	0	0	0
Total Skilled Staff	47	9	4	12

% Of Skilled Staff		19	9	26
Support Staff				
Medical Records Officer	1	0	0	0
Data Entry Clerk	3	1	0	1
Nurse Attendant	10	5	1	2
Orderly	6	5	2	4
LTI	1	1	0	0
Driver	2	1	1	2
Watchman/Security	2	2	1	1
Catering/Cooks	3	2	0	1
Laundry Services Providers	3	2	1	1
Health Labourer	2	2	2	2
Total Support Staff	33	21	8	14
% Of Support Staff		64	24	42
TOTAL	80	30	12	26
% TOTAL		38	15	33

TABLE 3.20: PERCENTAGE OF ESSENTIAL HEALTH CARE PACKAGE OF MINOR HEALTH CENTERS AND COMMUNITY CLINICS AT NORTH BANK EAST REGION

REGION	FACILITY CATEGORY	FACILITIES	PERCENTAGE OF SERVICES RENDERED	PERCENTAGE OF SERVICE NOT RENDERED
NBE	Minor Health Centers	Kerewan	94	6
		Salikenni	94	6
		Njain Sanjal	94	6
	Community Clinics	Saba	57	43
		Nawleru	36	64
		Noo-kunda	29	71

TABLE 3.21: STAFFING NORM VS NUMBER ON POST OF MINOR HEALTH CENTERS AT NORTH BANK EAST REGION

Category	Minimum Staffing Norm	No. On Post		
		<i>Kerewan</i>	<i>Salikenni</i>	<i>Njain Sanjal</i>
General Practitioner (Medical Officer)	1	0	0	0
Physician Assistant	1	1	0	0
Registered Nurse Midwife	3	1	1	1
SEN Midwife	3	0	0	0
CHN Midwife	2	1	0	0
Radiographic Technician	1	0	0	0
Physiotherapy Technician	1	0	0	0
Psychiatric Nurse	1	0	0	0
Registered Nurse	10	1	2	2
Community Health Nurse	2	1	0	2
State Enrolled Nurse	4	0	0	1
Pharmacy Technician	2	0	0	0
Dispensing Assistant	3	1	0	1
Laboratory Technician	3	0	0	0
Laboratory Assistant	3	1	1	1
Infection Prevention Officer	1	0	0	0
Assistant Public Health Officers	4	3	2	3
CON	2	0	0	0
Total Skilled Staff	47	10	6	11
% Of Skilled Staff		21	13	23
Support Staff				
Medical Records Officer	1	0	0	0
Data Entry Clerk	3	1	1	1
Nurse Attendant	10	0	2	2
Orderly	6	6	3	3
LTI	1	1	0	1
Driver	2	1	1	2
Watchman/Security	2	2	1	1
Catering/Cooks	3	1	2	2
Laundry Services Providers	3	2	1	1
Health Labourer	2	2	2	2
Total Support Staff	33	16	13	15
% Of Support Staff		48	39	45
TOTAL	80	26	19	26
% Total		33	24	33

TABLE 3.22: PERCENTAGE OF ESSENTIAL HEALTH CARE PACKAGE OF MINOR HEALTH CENTERS AND COMMUNITY CLINICS AT CENTRAL RIVER REGION

REGION	FACILITY CATEGORY	FACILITIES	PERCENTAGE OF SERVICES RENDERED	PERCENTAGE OF SERVICE NOT RENDERED
CRR	Minor Health Centers	Brikama Ba	100	0
		Kudang	94	6
		Janjanbureh	94	6
	Community Clinics	Pinnai	64	36
		Katamina	43	57
		Sami Pachonki	71	29

TABLE 3.23: STAFFING NORM VS NUMBER ON POST OF MINOR HEALTH CENTERS AT CENTRAL RIVER REGION

Category	Minimum Staffing Norm	No. On Post		
		<i>Brikama Ba</i>	<i>Kudang</i>	<i>Janjanbureh</i>
General Practitioner (Medical Officer)	1	0	0	0
Physician Assistant	1	0	0	0
Registered Nurse Midwife	3	1	1	0
SEN Midwife	3	0	0	0
CHN Midwife	2	2	2	2
Radiographic Technician	1	0	0	0
Physiotherapy Technician	1	0	0	0
Psychiatric Nurse	1	0	0	0
Registered Nurse	10	4	1	3
Community Health Nurse	2	1	2	0
State Enrolled Nurse	4	0	0	0
Pharmacy Technician	2	0	0	0
Dispensing Assistant	3	1	1	1
Laboratory Technician	3	1	0	0
Laboratory Assistant	3	0	1	1
Infection Prevention Officer	1	0	1	0
Assistant Public Health Officers	4	5	4	3

CON	2	1	0	0
Total Skilled Staff	47	16	13	10
% Of Skilled Staff		34	28	21
Support Staff				
Medical Records Officer	1	0	0	0
Data Entry Clerk	3	0	0	0
Nurse Attendant	10	0	1	2
Orderly	6	3	3	4
LTI	1	0	1	1
Driver	2	1	1	0
Watchman/Security	2	0	0	1
Catering/Cooks	3	1	1	1
Laundry Services Providers	3	2	0	0
Health Labourer	2	0	1	0
Total Support Staff	33	7	8	9
% Of Support Staff		21	24	27
TOTAL	80	23	21	19
% TOTAL		29	26	24

TABLE 3.24: PERCENTAGE OF ESSENTIAL HEALTH CARE PACKAGE OF MINOR HEALTH CENTERS AND COMMUNITY CLINICS AT CENTRAL RIVER REGION

REGION	FACILITY CATEGORY	FACILITIES	PERCENTAGE OF SERVICES RENDERED	PERCENTAGE OF SERVICE NOT RENDERED
URR	Minor Health Centers	Gambisara	89	11
		Baja kunda	94	6
		Yerobawol	94	6
	Community Clinics	Bakadaji	50	50
		Sotuma sere	64	36
		Chamoi bunda	50	50

TABLE 3.25: STAFFING NORM VS NUMBER ON POST OF MINOR HEALTH CENTERS AT UPPER RIVER REGION

Category	Minimum Staffing Norm	No. On Post		
		Gambisara	Baja Kunda	Yerobawol
General Practitioner (Medical Officer)	1	0	0	0
Physician Assistant	1	0	0	1
Registered Nurse Midwife	3	0	1	0
SEN Midwife	3	0	0	0
CHN Midwife	2	1	2	2
Radiographic Technician	1	0	1	0
Physiotherapy Technician	1	0	0	0
Psychiatric Nurse	1	0	0	0
Registered Nurse	10	3	0	2
Community Health Nurse	2	1	1	0
State Enrolled Nurse	4	1	1	0
Pharmacy Technician	2	0	0	0
Dispensing Assistant	3	1	1	0
Laboratory Technician	3	0	0	0
Laboratory Assistant	3	1	1	1
Infection Prevention Officer	1	0	1	0
Assistant Public Health Officers	4	3	3	3
CON	2	0	1	0
Total Skilled Staff	47	11	13	9
% Of Skilled Staff		23	28	19
Support Staff				
Medical Records Officer	1	0	0	0
Data Entry Clerk	3	1	0	0
Nurse Attendant	10	0	1	2
Orderly	6	4	4	6
LTI	1	1	1	0
Driver	2	1	2	2
Watchman/Security	2	1	1	2
Catering/Cooks	3	0	0	1
Laundry Services Providers	3	0	2	1
Health Laborer	2	1	2	2
Total Support Staff	33	9	13	16
% Of Support Staff		27	39	48

TABLE 3.26: STAFFING NORM VS NUMBER ON POST OF COMMUNITY CLINICS AT WESTERN REGION ONE

Category	MANDINARING	
	Minimum Staffing Norm	No. On Post
Registered Nurse	0	0
Community Health Nurse Midwife (OIC)	1	1
Enrolled Community Health Nurse (ECHN)	2	0
SEN Midwife	0	0
State Enrolled Nurse	0	0
Infection Prevention & Control Officer	1	0
Assistant Public Health Officer (APHO)	1	2
Dispensing Assistant	0	0
Total Skilled Staff	5	3
% Of Skilled Staff		60
Support Staff		
Community Nurse Attendant (CNA)	3	3
Orderlies	2	2
Gardener	0	0
Security/watchman	1	1
Total Support Staff	6	6
% Of Support Staff		100
TOTAL	11	9
% TOTAL		82

TABLE 3.27: STAFFING NORM VS NUMBER ON POST OF COMMUNITY CLINICS AT WESTERN REGION TWO

Category	Minimum Staffing Norm	No. On Post		
		BONDALI	MAYORK	TUJERENG
Registered Nurse	0	1	0	0
Community Health Nurse Midwife (OIC)	1	0	1	1
Enrolled Community Health Nurse (ECHN)	2	0	0	3
SEN Midwife	0	0	0	0
State Enrolled Nurse	0	0	0	0
Infection Prevention & Control Officer	1	0	0	1
Assistant Public Health Officer (APHO)	1	1	0	6
Dispensing Assistant	0	0	0	0
Total Skilled Staff	5	2	1	11
% Of Skilled Staff		40	20	220
Support Staff				

Community Nurse Attendant (CNA)	3	0	1	1
Orderlies	2	2	2	2
Gardener	0	0	0	0
Security/watchman	1	0	0	0
Total Support Staff	6	2	3	3
% Of Support Staff		33	50	50
TOTAL	11	4	4	14
% TOTAL		36	36	127

TABLE 3.28: STAFFING NORM VS NUMBER ON POST OF COMMUNITY CLINICS AT LOWER RIVER REGION

Category	Minimum Staffing Norm	No. On Post		
		<i>TONIATABA</i>	<i>JIFFARONG</i>	<i>DONGOROBA</i>
Registered Nurse	0	0	1	0
Community Health Nurse Midwife (OIC)	1	0	0	1
Enrolled Community Health Nurse (ECHN)	2	1	1	0
SEN Midwife	0	0	0	1
State Enrolled Nurse	0	0	1	1
Infection Prevention & Control Officer	1	0	0	0
Assistant Public Health Officer (APHO)	1	0	1	0
Dispensing Assistant	0	0	0	1
Total Skilled Staff	5	1	4	4
% Of Skilled Staff		20	80	80
Support Staff				
Community Nurse Attendant (CNA)	3	0	0	2
Orderlies	2	2	1	3
Gardener	0	0	0	1
Security/watchman	1	0	1	1
Total Support Staff	6	2	2	7
% Of Support Staff		33	33	117
TOTAL	11	3	6	11
% TOTAL		27	55	100

TABLE 3.29: STAFFING NORM VS NUMBER ON POST OF COMMUNITY CLINICS AT NORTH BANK WEST REGION

Category	Minimum Staffing Norm	No. On Post		
		<i>FASS NJAGA CHOI</i>	<i>JURUNKU</i>	<i>BAKINDIC</i>
Registered Nurse	0	1	1	1
Community Health Nurse Midwife (OIC)	1	1	0	0
Enrolled Community Health Nurse (ECHN)	2	1	0	0
SEN Midwife	0	0	0	0
State Enrolled Nurse	0	0	0	0
Infection Prevention & Control Officer	1	1	0	0
Assistant Public Health Officer (APHO)	1	2	0	0
Dispensing Assistant	0	0	0	0
Total Skilled Staff	5	6	1	1
% Of Skilled Staff		120	20	20
Support Staff				
Community Nurse Attendant (CNA)	3	0	0	1
Orderlies	2	1	0	0
Gardener	0	0	0	0
Security/watchman	1	0	0	0
Total Support Staff	6	1	0	1
% Of Support Staff		17	0	17
TOTAL	11	7	1	2
% TOTAL		64	9	18

TABLE 3.30: STAFFING NORM VS NUMBER ON POST OF COMMUNITY CLINICS AT NORTH BANK EAST REGION

Category	Minimum Staffing Norm	No. On Post		
		<i>SABA</i>	<i>NAWLERU</i>	<i>NOO-KUNDA</i>
Registered Nurse	0	0	0	0
Community Health Nurse Midwife (OIC)	1	1	0	0
Enrolled Community Health Nurse (ECHN)	2	0	0	1
SEN Midwife	0	0	0	0
State Enrolled Nurse	0	0	0	0
Infection Prevention & Control Officer	1	0	0	0
Assistant Public Health Officer (APHO)	1	0	1	0
Dispensing Assistant	0	0	0	0
Total Skilled Staff	5	1	1	1

% Of Skilled Staff		20	20	20
Support Staff				
Community Nurse Attendant (CNA)	3	0	0	0
Orderlies	2	1	1	1
Gardener	0	0	0	0
Security/watchman	1	0	0	0
Total Support Staff	6	1	1	1
% Of Support Staff		17	17	17
TOTAL	11	2	2	2
% TOTAL		18	18	18

TABLE 3.31: STAFFING NORM VS NUMBER ON POST OF COMMUNITY CLINICS AT CENTRAL RIVER REGION

Category	Minimum Staffing Norm	No. On Post		
		PINNAI	KATAMINA	SAMI- PACHONKI
Registered Nurse	0	0	1	0
Community Health Nurse Midwife (OIC)	1	0	0	1
Enrolled Community Health Nurse (ECHN)	2	0	0	0
SEN Midwife	0	0	0	0
State Enrolled Nurse	0	1	0	0
Infection Prevention & Control Officer	1	0	0	0
Assistant Public Health Officer (APHO)	1	0	0	0
Dispensing Assistant	0	0	0	0
Total Skilled Staff	5	1	1	1
% Of Skilled Staff		20	20	20
Support Staff				
Community Nurse Attendant (CNA)	3	1	1	1
Orderlies	2	0	3	2
Gardener	0	0	0	0
Security/watchman	1	0	0	1
Total Support Staff	6	1	4	4
% Of Support Staff		17	67	67
TOTAL	11	2	5	5
% TOTAL		18	45	45

TABLE 3.32: STAFFING NORM VS NUMBER ON POST OF COMMUNITY CLINICS AT UPPER RIVER REGION

Category	Minimum Staffing Norm	No. On Post		
		BAKADAJI	SOTUMA SERE	CHAMOI BUNDA
Registered Nurse	0	0	1	0
Community Health Nurse Midwife (OIC)	1	1	0	0
Enrolled Community Health Nurse (ECHN)	2	1	0	0
SEN Midwife	0	0	0	0
State Enrolled Nurse	0	0	1	1
Infection Prevention & Control Officer	1	0	0	0
Assistant Public Health Officer (APHO)	1	1	0	0
Dispensing Assistant	0	0	0	0
Total Skilled Staff	5	3	2	1
% Of Skilled Staff		60	40	20
Support Staff				
Community Nurse Attendant (CNA)	3	1	1	1
Orderlies	2	2	2	1
Gardener	0	0	0	0
Security/watchman	1	1	0	0
Total Support Staff	6	4	3	2
% Of Support Staff		67	50	33
TOTAL	11	7	5	3
% TOTAL		64	45	27

4.0 DISCUSSION OF KEY FINDINGS

Base on the finding or data obtained during the trek. The analysis shows that all facilities at tertiary level (General, Teaching and Specialized Hospitals) and secondary level (District hospitals and major health Centre), implement more than 80% of the essential health care package. See figure 3.1, 3.2, 3.3, 3.4 and 3.5.

However, for the primary level (Minor Health centers and Community Clinics), there is a different scenario. The study established that all minor health Centres at the primary provide more than 70% of the essential health care package. But, at the community clinics, only 6 facilities provide at least 70% of the essential health care package. As shown in tables: 3.12, 3.14, 3.16, 3.18, 3.20, 3. 22 and 3.24

Generally, there are gaps within all the levels of health service delivery. However, the category of health workers mostly affected are the skilled health workers. With regards to the staffing norm at tertiary level, there are gaps with skilled health workers with the highest number in specialist doctors as shown in the tables: 3.1, 3.3, 3.5, 3.6 and 3.9; which can hinder quality of services

delivery. The same scenario goes for secondary level, see tables: 3.10 and 3.11 for more information.

Additionally, primary level is worst when it comes to staffing norm gaps. The minor facilities have moderate staffing gaps, as shown in tables: 3.13, 3.15, 3.19, 3.21, 3.23, and 3.25. While, community clinics are seriously challenge with staffing gaps. This is serious, as the main aim of Primary Health Care is to provide Universal Health Coverage (UHC), which can't be achieved without the necessary human resources. This survey shows the wide gap at the PHC level. See tables: 3.26, 3.27, 3.28, 3.29, 3.30, 3.31 and 3.32.

Consequently, the study found out the mal-distribution and under-utilization of human resources at the lowest level of health service delivery. This shown the inequitable distribution of human resources. The tertiary and secondary levels are more favored when it comes to human resources allocations.

Furthermore, it also verified the huge disparities between the nominal roll and staffing norm. During the exercise, the team realized that there are lots of gaps in the nominal roll that's doesn't correspond with the minimum staffing norm requirement.

5.0 CHALLENGES

The staffing norm monitoring went successfully, however there are still existing challenges. Below are some the challenges:

- I. Information was not readily available at some facilities.
- II. Some facilities were not communicated with in a timely manner.
- III. Late report submission is due to a lack of laptops, cartilage for easy execution of work, and printouts.
- IV. The number of days approved was not enough for countrywide monitoring coverage.

6.0 RECOMMENDATIONS

After successfully completing seven days regional monitoring on staffing norm and essential health care package verification, the DHRH team came up with some recommendations through our experience during the process of the staffing norm verification for possible consideration and solution;

- I. To immediately embark on joint monitoring of payroll against nominal Roll (DHRH and Accounts dept.)
- II. To ensure quarterly Regional HRH monitoring
- III. Facilities, especially at tertiary level should provide focal persons to facilitate easy dissemination and availability of human resource data to the relevant authorizes.
- IV. All RHDs and Hospital heads should communicate effectively to individuals responsible for human data on time; for accessibility.
- V. The provision of office facilities such laptops, printers, cartridges and internet facilities by MOH, WHO and partner organization to Directorate of Human Resource for Health; will assist in meeting deadline for submission of reports.

- VI. As a directorate we suggest that a minimum of at least ten days will be more adequate to reach out all facilities within the health care system for effective and efficient collection of data.

7.0 CONCLUSION

The staffing norm monitoring was conducted to verify the availability and delivery of services within our health care facilities; as in line with the HRH policy and strategy that has called for prioritization of a minimum number of health workers in each facility, based on expected services to be delivered as defined in the Gambia Essential Health Care Package.

ANNEX I

LIST OF SERVICES NOT RENDERED AT TERTIARY LEVEL.

5% services not rendered at EFSTH;

- deworming
- basic homecare for the sick child
- outpatient treatment of SAM
- vaccination (HPV)

4% services not rendered at KGH;

- Regular screening for hearing, vision and language and refer disability
- Basic emergency newborn care (ENC)

19% services not rendered at FGH;

- Further Specialist care and service
- Higher level referral services
- Public & environmental health Services
- Immunization
- Regular screening for hearing, vision and language and refer disability

4% of services not rendered at BsGH;

- Public & Environmental health Services

LIST OF SERVICES NOT RENDERED AT SECONDARY LEVEL.

9% services not rendered at Brikama District Hospital;

- Surgical Services
- Comprehensive emergency newborn care

4% of services not rendered at Soma District Hospital;

- Comprehensive emergency obstetric care (including theatre and blood transfusion services)

4% of services not rendered at Basse District Hospital;

- Comprehensive emergency newborn care

12% of services not rendered at Fajikunda Major Health Center;

- Comprehensive emergency obstetric care (including theatre and blood transfusion services)

- Functional theatre
- Comprehensive emergency newborn care

4% of services not rendered at Sanyang Major Health Center;

- Functional theatre

11% of services not rendered at Kuntaur Major Health Center;

- Comprehensive emergency obstetric care (including theatre and blood transfusion services)
- Functional theatre
- Eye care services