

Table of Contents

Preface	x
Executive summary	2
Aims and target audience	14
1. Introduction	17
2. Human resources: policy and models of care	20
2.1 The importance of a policy framework	20
2.2 Changing models of care	20
2.2.1 Community focus and deinstitutionalization	20
2.2.2 Integration with general health	21
2.2.3 Multidisciplinary approaches	22
2.2.4 Intersectoral collaboration	22
2.2.5 Changing staff roles	23
2.2.6 Stigma	24
2.3 Evaluation	24
3. Planning human resources for mental health care	26
3.1 Step 1. Situation analysis	28
3.1.1 Task 1: Review current HR policy	28
3.1.2 Task 2: Assess current staff supply	29
3.1.3 Task 3: Assess utilization of services	40
3.2 Step 2. Needs assessment	42
3.2.1 Task 1: Estimate needs	43
3.2.2 Task 2: Map the services required for the identified needs: the WHO service framework pyramid	44
3.2.3 Task 3: Identify the staff required at each service level	44
3.2.4 Task 4: Estimate the number of staff required at each service level	47
3.3 Step 3. Target setting	51
3.3.1 Task 1: Compare supply and need	51
3.3.2 Task 2: Adjust targets according to utilization: "growing" human resources	52
3.4 Step 4. Implementation	56
4. Human resource management	57
4.1 Leadership, motivation and burnout	57
4.2 Workforce availability	60
4.2.1 Recruitment and retention	60
4.2.2 Deployment	61
4.2.3 Engaging private sector providers	62
4.2.4 Use of non-professionals for mental health care	63
4.2.5 Developing partnerships with NGOs	64
4.2.6 Using strategic opportunities to develop HR	64
4.3 Labour practices	65

Table of Contents

5. Education and training	66
5.1 Service functions and training requirements for an optimal mix of mental health services	67
5.1.1 Informal community mental health services	67
5.1.2 Mental health services through primary health care	70
5.1.3 Mental health services through general hospitals	73
5.1.4 Formal community mental health services	76
5.1.5 Long-stay facilities and specialist mental health services	79
5.2 Curriculum development	81
5.3 Continuing education, training and supervision	82
5.3.1 Developing a CET policy and plan	83
5.3.2 Supervision	89
5.4 Approaches to training	91
6. Conclusion	94
Annex 1. Resources for training curricula	95
Annex 2. Mental health training: a protocol for change	97
Annex 3. Country examples	114
Definitions	120
References	121