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KEY QUALIFICATION: Dr. Riitta-Liisa Kolehmainen-Aitken is a public health physician with 30 years of experience in health and human resource policy, planning and evaluation and the governance and decentralisation of health systems. She currently works as an independent consultant. Prior to returning to Europe, she worked for 14 years at Management Sciences for Health (MSH), a Boston-based private, non-profit organization improving health care management in developing countries. She worked overseas for a decade before joining MSH, first in Sierra Leone and later in Papua New Guinea. She has been a consultant to a variety of clients in Africa, Asia, Latin America and the Caribbean and authored several publications. Dr. Kolehmainen-Aitken has taught at the Boston University School of Public Health (Department of International Health), where she was on adjunct faculty until 2006, in short courses organized by the Harvard School of Public Health for senior policy makers from developing countries and at the Escuela Andaluza de Salud Publica in Granada, Spain. She was an invited member of the Rockefeller Foundation-funded Joint Learning Initiative for Human Resources for Health Equity. Dr. Kolehmainen-Aitken received her MD from the University of Helsinki in Finland and her MPH and DrPH from the Harvard School of Public Health. In addition to her native Finnish, she speaks English, Spanish and Melanesian Pidgin.

EDUCATIONAL BACKGROUND

Doctor of Public Health, Harvard University (Health services administration), 1977.

Master of Public Health, Harvard University (Health services administration), 1973.

Doctor of Medicine, University of Helsinki, Finland, 1972.

Bachelor of Science, University of Helsinki, Finland, 1967.

WORK EXPERIENCE

Independent Consultant, July 2006 – present. Examples of recent assignments include improving human resource planning and management by developing Workload Indicators of Staffing Need (WISN) in Indonesia (funded through a GTZ project), developing a human resource strategic plan for safe delivery in Nepal (funded through a DfID project), undertaking due diligence for the health sector component of the Millennium Challenge Corporation Compact of Assistance to the Kingdom of Lesotho (funded by the MCC), and assessing human resource constraints in northern Pakistan (funded through a USAID project).

Principal Associate, Center for Management and Leadership, Management Sciences for Health, Cambridge, MA, USA. 2002 – June 2006. Provided technical assistance (TA) to donor-funded projects in health and human resources policy and planning, health sector reform, and decentralization and conducted evaluation. Assignments included e.g. advising the Ministry of Health in Afghanistan on health sector decentralization and leading a team of consultants in an evaluation of Finnish government's health development cooperation through multilateral, bilateral and NGO channels between 1994 and 2003.

Senior Program Associate, Management Sciences for Health, Boston, MA, USA. 1992 – 2001. Evaluated USAID-funded field projects and provided technical assistance in health and human resources planning, health sector reform, and decentralization of health services. Led a team in developing a strategic human resource plan for the publicly funded health sector in Papua New Guinea under a major AusAID-funded contract. Coordinated MSH's work under the USAID/PAHO-funded Latin America and Caribbean Health Sector Reform Initiative.

Independent Consultant, 1989-1992. See under *Short-term Work*.

Officer-in-Charge, Policy and Planning Co-ordination Unit, Department of Health, Papua New Guinea, 1987-1989. Led a team responsible for national health policy formulation, health planning and evaluation with extensive involvement in policy formulation, planning and management development at national and provincial levels. Had special responsibility for health workforce planning.

Planning Epidemiologist, Department of Health, Papua New Guinea, 1984-1987. As a senior member of the Department's Policy Secretariat, helped formulate the government's Medium-Term Development Plan and the second National Five-Year Health Plan for 1986-1990. Wrote Chapter 3 ("Health in Papua New Guinea") and Chapters 47-57 (on all categories of health staff) of the Plan. Developed management systems and on-the-job management training and support for national and provincial health managers in the newly decentralized health care system of Papua New Guinea.

Coordinator, World Health Organization, 1980-1983. Coordinated a WHO-funded work study project, which was part of a national primary health care planning exercise in Sierra Leone. The project analyzed and compiled 108 detailed task analyses and flow-charts of the most important maternal and child health care tasks at health center, subcenter, and village level carried out by rural health workers and village volunteers.

Independent Consultant, 1977-1982. See under *Short-term Work*.

TEACHING EXPERIENCE

Adjunct Assistant Professor, Boston University School of Public Health, Department of International Health, 1998 - 2006. Taught on human resources, decentralization and health sector reform issues.

Teaching faculty, "Human Resources Strategies & Innovative Human Resources Management for Achieving Millennium Development Goals in Health", short course for senior policy makers, organized by the International Health Systems Group, Harvard

School of Public Health. May 2005. Taught a session, “Determinants and constraints for enhancing coverage by nurses, mid-level cadres and community health workers.”

Teaching faculty, “Making Decentralization Work: Tools for Health Policy Makers and Managers”, short course for senior policy makers, organized by the International Health Systems Group, Harvard School of Public Health. May 2001- 2004. Taught the module on decentralization and human resources.

Invited speaker, “Implementation of Health Policies in Middle and Low Income Countries” course, Department of Population and International Health, Harvard School of Public Health. March 2002. Taught on health sector reform and human resources.

Teaching faculty, Boston University School of Public Health, Department of International Health, 1995-1998. Taught in three courses:

Financing Health Care in Developing Countries
Management Methods in International Health and
Human Resource Management for Developing Countries.

Teaching faculty, “Managing Health Programs in Developing Countries” course, Department of Population and International Health, Harvard School of Public Health. 1994-1995 and 1998. Taught on decentralization.

Visiting faculty, Postgraduate community medicine program. Faculty of Medicine, University of Papua New Guinea. 1987-89. Taught health management.

Honorary lecturer, Community Health, University of Sierra Leone, Freetown, 1980-83.

SHORT-TERM WORK

Consultant, Harvard School of Public Health, Data for Decision-Making Project, Peru and Boston, January-May 1992. Conducted a pre-assessment visit to Peru and prepared a position paper on human resource issues.

Consultant, The Rockefeller Foundation, Cameroon, March 1992. Assisted with the development of the National Epidemiology Board of Cameroon.

Consultant, World Bank, The People's Republic of China, May - June 1991. Assisted health staff in five provinces and the Ministry of Public Health to prepare the human resource planning component of a six-year Rural Health Manpower Development Project.

Consultant, World Health Organization, Mozambique, March 1991. Formulated the human resources component of a ten-year FINNIDA funded integrated health development project for Manica province.

Team leader, Medical Services Corporation International, Swaziland, October 1990. Led a team conducting the end-of-project evaluation of the five-year USAID-funded Swaziland Primary Health Care Project.

Consultant, World Health Organization, Papua New Guinea, March and May - June 1990.

Drafted the health workforce planning component of the third National Five-Year Health Plan for 1991-1995.

Consultant, Harvard School of Public Health, The Commission of Health Research for Development, Boston, Bangladesh and Pakistan, January - March 1990. Collaborated in country-specific health research development.

Temporary advisor and rapporteur (respectively), World Health Organization, Geneva, November 1989. Participated in two WHO Study Groups: *Coordinated Health and Human Resources Development* (proceedings published as WHO Technical Report Series No. 801) and *The Role of Research and Information Systems in Decision-Making for the Development of Human Resources for Health* (proceedings published as WHO Technical Report Series No. 802).

Temporary advisor, World Health Organization/Division of Family Health, Geneva, August 1979, October 1982 and December 1982. Prepared the background document and the report of the first consultation meeting on systematic approaches to task analysis in MCH Care.

Consultant, British Overseas Development Administration, Kenya, Zambia, Malawi and Tanzania, May -June 1981. Identified relevant lessons for Sierra Leone from the experience of paramedical training institutions in these four countries.

Temporary advisor, World Health Organization, Division of Health Manpower Development, Geneva, October 1979. Prepared a conceptual framework for an analytical review of world literature on training in public health and health program management.

Temporary advisor, World Health Organization, Regional Office for the Eastern Mediterranean, Egypt and the Yemen Arab Republic, November 1978 - March 1979. Co-authored the EMRO five-year strategy for support to middle and lower level health manpower planning and training. Conducted a needs/resources survey of teaching/learning materials in the health worker training schools in the Yemen Arab Republic.

Temporary advisor, World Health Organization, Division of Health Manpower Development, Geneva, October - November 1978. Reviewed the WHO program on the development of clinical flowcharts and prepared guidelines for their field testing and further development.

Consultant, University of Hawaii, John A. Burns School of Medicine, Medex project, January 1978. Analyzed problems of continuing education for middle-level health personnel in developing countries and developed prototypes of needs assessment and instruction in continuing education.

LICENSURE: Registered medical practitioner in Finland, Sierra Leone and Papua New Guinea.

LANGUAGES: Finnish – native; English – native-level proficiency; Spanish – good; Melanesian Pidgin - good; Swedish – average (but rusty).

PUBLICATIONS

BOOKS, BOOK CHAPTERS AND MONOGRAPHS:

Workload Indicators of Staffing Need (WISN): A User's Manual. Submitted to WHO Department of Human Resources for Health. December 2009.

User's Guide to the Responsibility and Authority Mapping Process (RAMP) Version 1.0. (With E. Lewis). Management Sciences for Health Electronic Toolkit (<http://erc.msh.org/mainpage.cfm?file=6.10.htm&module=toolkit&language=English>). June 2006.

Evaluation of Finnish Health Sector Development Cooperation 1994 - 2003. Ministry of Foreign Affairs of Finland Report 2005:3. Helsinki. 2005. (With T Barton, H Chigudu and U Enemark).

Myths and Realities about the Decentralization of Health Systems. Boston: Management Sciences for Health, 1999 (editor).

Decentralizing the Management of Health and Family Planning Programs. Lessons from FPMD Monograph Series. Management Sciences for Health. Boston, 1997 (With WC Newbrander).

Developing Information Systems for Managing Family Planning Programs. Lessons from FPMD Monograph Series. Management Sciences for Health. Boston, 1996.

Human Resources Planning: Issues and Methods. Data for Decision Making Publication Series No. 1. Harvard School of Public Health. Boston, 1992.

Decentralization in a Developing Country: The Experience of Papua New Guinea and Its Health Service. Australian National University Press, 1991 (coeditor with JA Thomason and WC Newbrander).

Introduction. In Thomason, JA et al. *Decentralization in a Developing Country: The Experience of Papua New Guinea and Its Health Service.* Australian National University Press, 1991 (with JA Thomason and WC Newbrander).

Decentralization and health workforce development. In Thomason, JA et al. *Decentralization in a Developing Country: The Experience of Papua New Guinea and Its Health Service.* Australian National University Press, 1991.

Planning for health in a decentralized context. In Thomason, JA et al. *Decentralization in a Developing Country: The Experience of Papua New Guinea and Its Health Service.* Australian National University Press, 1991 (with JA Thomason).

Performance of the health system under decentralization. In Thomason, JA et al. *Decentralization in a Developing Country: The Experience of Papua New Guinea and Its Health Service.* Australian National University Press, 1991 (with WC Newbrander and IW Aitken).

Decentralization of health services in Papua New Guinea: A critical review. In Thomason, JA et al. *Decentralization in a Developing Country: The Experience of Papua New Guinea and Its Health Service*. Australian National University Press, 1991 (with JA Thomason and WC Newbrander).

Papua New Guinea - a case study. In *Coordinated Health and Human Resources Development*, WHO Technical Report Series No. 801, 1990.

A new national health plan for Papua New Guinea. In Landon, N. (ed.) *Developing World Health*. Grosvenor Press International, London, 1988 (with JA Thomason).

Redevelopment of hospital services in Papua New Guinea. In Rotem, A. (ed.) *Health Workforce Planning*, University of New South Wales, 1988.

PAPERS:

Establishing Human Resource Systems for Health during Postconflict Reconstruction. *MSH Occasional Paper*. (With J. Smith.) (<http://www.msh.org/resource-center/establishing-human-resource-systems-for-health.cfm>). 2006.

Decentralization's impact on the health workforce: Perspectives of managers, workers and national leaders. *Human Resources for Health*, 2:5, 14 May 2004.

Decentralization and human resources: Implications and impact. *Human Resources for Health Development Journal*, Vol. 2, No. 1, pp. 1-16, January – April 1998.

The impact of decentralization on health workforce development in Papua New Guinea. *Public Administration and Development*, Vol. 12, pp. 175-191, 1992.

Distribution and performance of rural health workers in Papua New Guinea. *Social Science and Medicine*. Vol. 32, No. 2, pp. 159-165, 1991. (With JA Thomason)

Aid post and hospital orderlies: a vanishing breed? *Papua New Guinea Medical Journal*, Vol. 33, No. 3, pp. 187-194, 1990.

A survey of Papua New Guinean private medical practitioners. *Papua New Guinea Medical Journal*, Vol. 33, No. 3, pp. 195-202, 1990. (With P. Mondia and C. Marjen)

Indicators of staffing need: assessing health staffing and equity in Papua New Guinea. *Health Policy and Planning*, Vol. 5, No. 2, pp. 167-176, 1990. (With P. Shipp)

Papua New Guinea focuses on national priorities. *Essential National Health Research Forum*, October, 1990.

Management Support for Provinces: A program for developing provincial health management capabilities in Papua New Guinea. *International Journal of Health Planning and Management*, Vol. 3, pp. 45-55, 1988. (With WC Newbrander, JA Thomason, D. Campos-Outcalt, G. Afo, and W. Davidson).