



المركز الوطني للتأهيل - إ.ع.م
National Rehabilitation Center - U.A.E
مركز متعاون مع منظمة الصحة العالمية
WHO COLLABORATIVE CENTER

Developing a Hub for Knowledge Transfer: The National Rehabilitation Center Abu Dhabi Training Institute

*H.E. Hamad Al-Ghafri
MBBS MPH PhD
NRC Director General
Abu Dhabi, UAE*

Scope

- **UNGASS 2016 and other policy statements**
- **Lack of skilled workforce a major barrier to providing services in many countries**
- **Key component in overall service structure**
- **Skill mix is a key in workforce**
- **Training should be multi-professional and multi-level**
- **Available material**
- **NRC and its Training Institute**
- **Conclusions**

Capacity Building

- **Joint high level Ministerial Statement 2014 , Political Declaration and Plan of Action 2014 and UNGASS Outcome Document 2016, all have capacity building embedded in them (implied)**
- **Perhaps a more stronger clear statement would have given the issue higher priority**

In the Eastern Mediterranean Region, it is estimated that in majority of the countries less than 10% of people in need have access to treatment systems to help them (WHO EMRO, 2015).

PREVENTION AND TREATMENT SYSTEMS

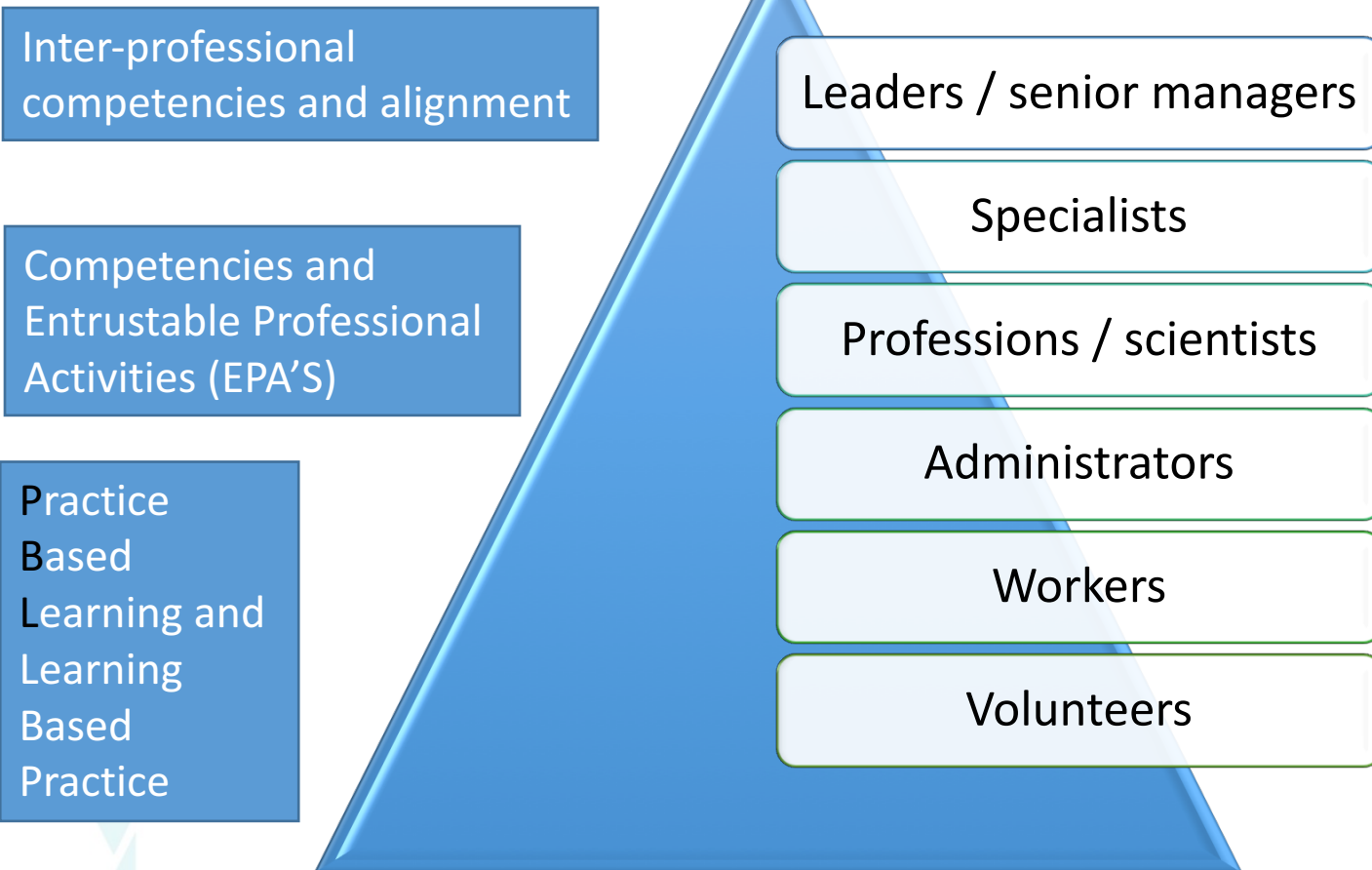


Components of a treatment system

- Service delivery
- **Workforce**
- Information systems
- Access to essential medicines
- Financing
- Leadership and governance

WHO (2007), Gehring and Saeed (2017)

HUMAN RESOURCES



Available Training Resources and Curricula

- WHO MhGap
- ASSIST
- TreatNet
- ICCE Curricula

mhGAP Intervention Guide

for mental, neurological and substance use disorders
in non-specialized health settings



World Health
Organization

mental health Gap Action Programme

BRIEF INTERVENTION

The ASSIST-linked brief intervention for
hazardous and harmful substance use
Manual for use in primary care





Treatnet Training Package

The Treatnet Training Package was developed by an international consortium of clinical experts, researchers, and trainers from international Capacity Building Consortium, led by the University of California Los Angeles / Integrated Substance Abuse Program (UCLA/ISAP). It is a central component to the effort by the UNODC Treatnet initiative to increase the level of knowledge and skills on substance abuse around the world.

[Volume A: Screening, Assessment and Treatment Planning](#)

[Volume B: Elements of Psychosocial Treatment](#)

[Volume C: Addiction Medications and Special Populations](#)

[Volume D: Administrative Toolkit](#)

[ASI Manual](#)



Curriculum Development

updates in collaboration with field experts

Training

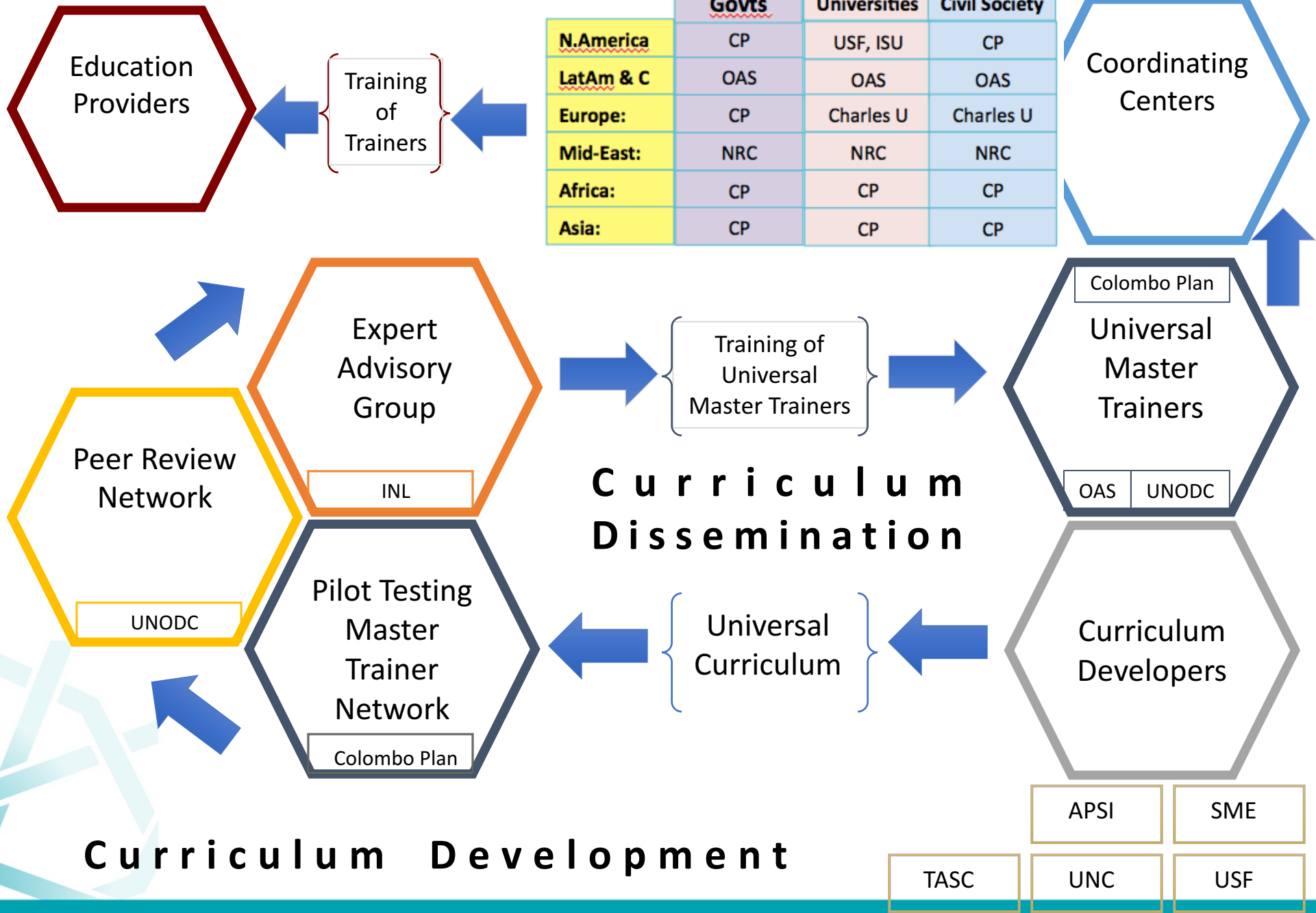
in collaboration with UNODC, OAS/CICAD, Governments, and other Education Providers

Credentialing

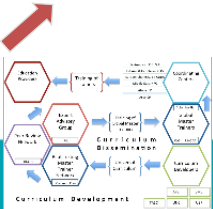
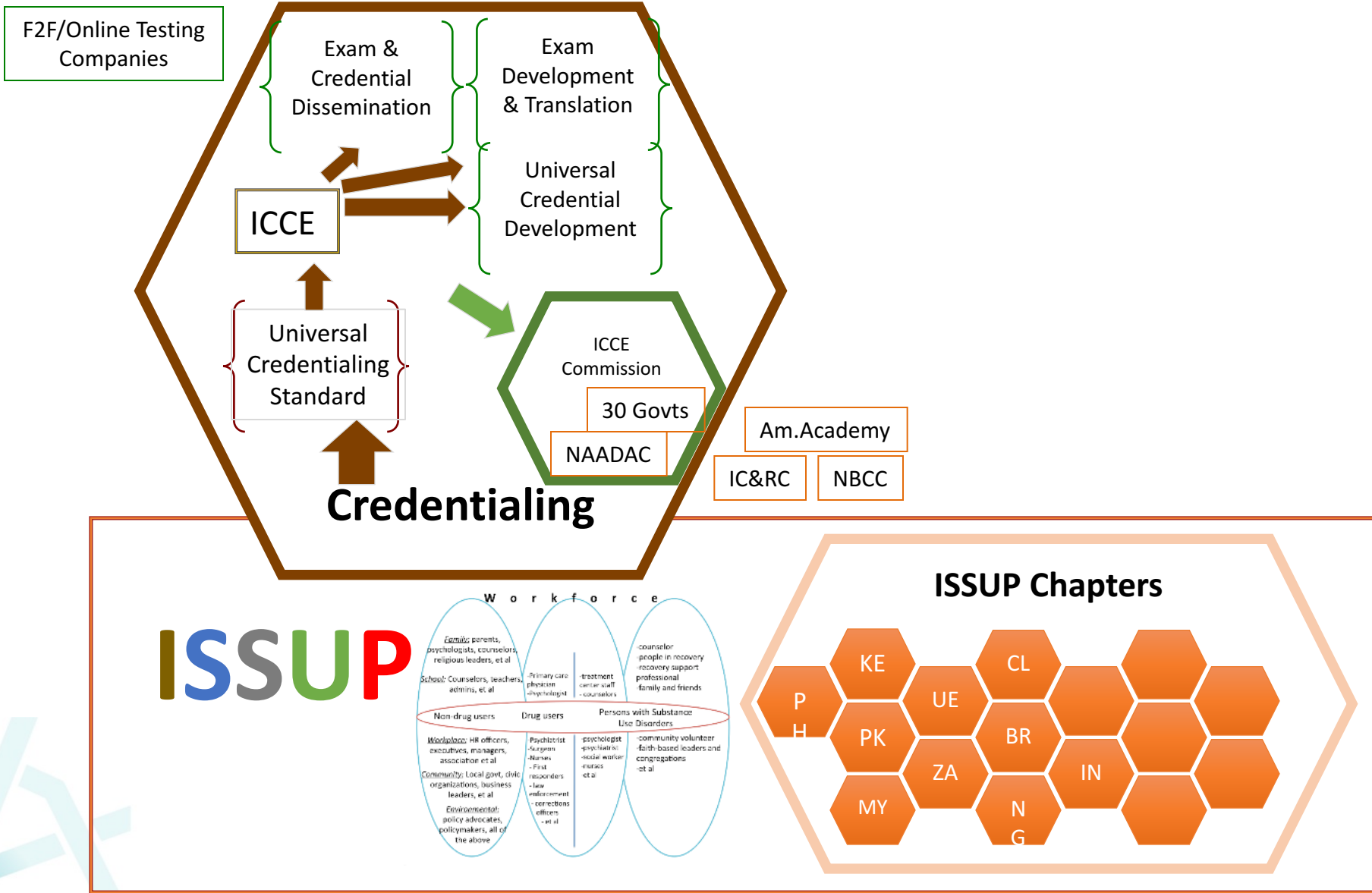
individuals with standardised exams and work experience



	<u>Govts</u>	<u>Universities</u>	<u>Civil Society</u>
<u>N.America</u>	CP	USF, ISU	CP
<u>LatAm & C</u>	OAS	OAS	OAS
<u>Europe:</u>	CP	Charles U	Charles U
<u>Mid-East:</u>	NRC	NRC	NRC
<u>Africa:</u>	CP	CP	CP
<u>Asia:</u>	CP	CP	CP



Curriculum Development



ISSUES IN TRAINING

- **Skills and competencies**
- **Qualifications**
- **Credentialing and accreditation**
- **Professionalisation**

TRAINING NEEDS ASSESSMENT

- **Prevention or treatment?**
- **Priority for the treatment system (focus)**
- **What is skills mix?**
- **Available workforce and potential workforce**
- **Clinical responsibility**
- **Safety**
- **Quality**

Results of a brief training needs assessment carried out at a WHO regional meeting held at the NRC Abu Dhabi

Country	Q1 What sectors to prioritize to increase coverage?	Q2 How would you allocate resources?	Q3 How would you assess the workforce needs?	Q4 Who would be the most available workers in your country?	Q5 How would you assess their training needs?	Q6 How would you provide / access training?	Q7 How would you evaluate training?
Jordan	Community care and Social welfare	Service mapping, Situational analysis	Multidisciplinary teams	Occupational therapists/ Psychologists	Competency assessment: orientation training then specialized courses	Joint training activities involving main stakeholders	Pre-post evaluation, performance evaluation
Iran	Integration of programs in health systems	Workforce of NLOT, drug control central	Assessment of demands	GP-Psychologists, health workers	Social work	Workshop (ToT)	Assessment of practice and information and skills
Pakistan	Social welfare, primary health care facility, rehabilitation	Enhance government funds, donors and INGO's, Local NGO	Prevention or treatment: for prevention – non specialized worker, for treatment – specialized worker	Community health worker, social welfare worker, criminal psychologists, psychiatrists	General orientation about addiction, training needs according to the levels of the staff (Level 1,2,3)	Training at primary healthcare level, training at the hospitals and rehab centers, online module can be developed	Pre and post-test, questionnaire about the seminar
Oman	In stay residential services (rehabilitation center), prevention program expansion	First assess the needs, Government funds, private sector	demands	Social workers, clinical mental nurse	Staff training development + Q.C. department, H.O. nursing department: evaluate the needs in each sub-department	Nominations for S. Staff, 'train the trainers' program	Positive, program

Results of a brief training needs assessment carried out at a WHO regional meeting held at the NRC Abu Dhabi

Country	Q1 What sectors to prioritize to increase coverage?	Q2 How would you allocate resources?	Q3 How would you assess the workforce needs?	Q4 Who would be the most available workers in your country?	Q5 How would you assess their training needs?	Q6 How would you provide / access training?	Q7 How would you evaluate training?
Somalia	We need treatment centers for drug users, rehabilitation centers, integrated treatment healthcare at primary care	Donors, government, community	Survey, discuss the needs	Doctors, nurse, community health workers, clinical health officers	Assess their training through survey	Universities, hospitals, ToT, community health workers training	M&E
Lebanon	Community Health Centers/PHO, schools	Budgeting (legislation & policies, training, access to medication, referral system, HIS)	Assessment, available skills, missing position, training, recruitment.	Case managers	Need assessment (survey, meeting, educational school)	ToT, Training supervise, involve societies, order, managers	S&S, effectiveness
N/A	Private, primary health care centers	Private, government, international. Spend more for training, follow and analyzing for needs	Counselors, psychologists, social workers, doctors	Psychologists, social workers	Create new training programs, international collaboration (joint) programs	Joint programs, local training.	In minimal to the specialty and it depend on building own experiences
UAE	Psychologist, nurse, social workers	Urgent, important	By using the TNA/LNA	Nurse	Sharing the needs with the head sections of each department	In door/ out door	By the output and after each training we have evaluation questionnaire and surveys done in this part. To see the effectiveness of the training.
Sudan	NGO, ministry of education, ministry of interior, ministry of social and solidarity	Ministry of health, ministry of social and solidarity, international ONG	Mapping to assess the needs, data analysis	Social workers, psychologists, psychiatrist, ex-addicts (peer effect)	Through individual interview to assess the needs	-	KPI

Results of a brief training needs assessment carried out at a WHO regional meeting held at the NRC Abu Dhabi



Country	Q1 What sectors to prioritize to increase coverage?	Q2 How would you allocate resources?	Q3 How would you assess the workforce needs?	Q4 Who would be the most available workers in your country?	Q5 How would you assess their training needs?	Q6 How would you provide / access training?	Q7 How would you evaluate training?
Egypt	Health care, to adolescent female (special group)	For prevention, training and ttt: NGOs, ministry of social and solidarity, ministry of health	Mapping for all psychiatric divisions including addiction, data analysis	Social worker, psychologists, ex-addicts, nursing staff	Individual interview to assess the needs but we don't have international training schedule.	Training through trainee (psychiatrist, psychologist, social workers, nursing)	KPI, Audit
Morocco	NGO, Ministry of education, ministry of health, ministry of justice	Ministry of health, NGO international	Mapping, analysis (data question)	Social workers, psychologists, psychiatric nurses, peer educators	Questionnaire, analysis	Trainer of training	Test (before/after), monitoring of outcomes
Palestine	The rehabilitation center and the team, primary health care, design maker, social worker for school, specialist	Private sector (from donated country or agency, human resources or staff) buy someone to make training.	Depend on the service. For detox rehabilitation we need (doctor, nurse, psychiatrist, social worker, social worker, administrator)	(nurses) all of the team we have but psychiatrist is very rare	General training about addiction, special training for different staff, doctor + nurse +social worker + psychologists	Search for perfect material or training, prepare proposal and ask consultant (indoor and outdoor)	Questionnaire before and after
Common answers	Social welfare, rehabilitation centers, primary health care, ministry of health	Government, NGO, private sectors	Mapping, analysis	Social workers, psychologists, nurses, psychiatrists, ex-addicts	Assessment, interview, training and orientation	ToT, Training activities	Pre/post-test, KPI

What should a training strategy look like?

- **Why? Outline of need**
- **Summary of local picture and resources**
- **Needs and priorities**
- **Objectives and milestones**
- **Converting a strategy into a plan with KPI's**
- **Evaluation and review**

The National Rehabilitation Centre Abu Dhabi Training Institute

Background

The identified lack of a skilled workforce in the area of addiction and substance misuse to serve requirements, internally at the NRC, in the UAE and the region. Addressing this need is part of the NRC's Education and Training Strategy.



The National Rehabilitation Centre Abu Dhabi Education and Training Institute

Aim: To develop an education and training centre to address these needs.

Objectives:

- Skills development at different levels.
- Development of different professions.
- Skills development as well as training leading to accredited qualifications.
- Contribute to national and regional capacity building.
- To develop resources and training manuals in Arabic.

The Model and Vision

- **Bring all our education and training activities under one umbrella.**
- **To be the National and Regional training and capacity centre in addictions.**
- **To be a recognized National and Global course provider and qualification granting institute (CAA accredited).**
- **To be an autonomous body within the NRC.**

Our Strategy

- **Identify training needs.**
- **Developing courses that meet our needs and that of UAE.**
- **Finding suitable partners (institutions) to work with and accredit our courses.**
- **Find sustainable solutions.**
- **Expand to serve the region.**
- **Have a global approach.**
- **Establish a Training Institute.**

PARTNERSHIPS AND MOU'S

Education Institutes:

- **United Arab Emirates University** is our main partner in our training activities.
- **Maudsley International / Institute of Psychiatry-King's College London** has a long association with the NRC from the very beginning.
- **Aberdeen University:** NRC has a MOU with Aberdeen University covering research and training.
- **McLean / Harvard:** NRC has a MOU with McLean Harvard for technical support and development and training and accreditation could be added.
- **Matrix Institute:** NRC has a MOU and contract with the Matrix Institute to train and accredit NRC staff to deliver the Matrix Programme. It is expected that in the future the NRC will be able to deliver training on the Matrix Programme.
- **Lundbeck Institute:** This is an independent institute, which is a part of Lundbek Pharmaceuticals dedicated to training on mental health issues. The NRC has an MOU with Lundbeck Institute to cooperate in training events of mutual interest.
- **University of California Los Angeles:** The NRC plans to have an MOU with UCLA on training and research collaboration.

PARTNERSHIPS AND MOU'S

International Organisations:

- **UNODC:** The NRC has had an MOU and worked in partnership with UNODC on a number of projects since 2009. As part of its collaboration with the UNODC Global Programme the NRC is currently negotiating with the UNODC partnership in the NRC's education and training activities.
- **WHO:** The NRC has an MOU with the WHO and aims to be a collaborating centre. It has also carried out training activities in partnership with the WHO. The NRC aims to play an active role in the regional capacity building activity of the WHO. A detailed work plan for education and training activity with the WHO needs to be developed.
- **Colombo Plan:** The NRC has an MOU and an active working relationship with the Colombo Plan. The NRC recently joined the Asian Centre for Certification and Education of Addiction Professionals (ACCE) Commission and plans to be an ACCE training provider and credentialing centre for the region.
- **National Institute on Drug Abuse (NIDA) USA:** The NRC recently signed a MOU with NIDA which would give the NRC access to a range of experts who could contribute to the Training Institute.

THREE LEVEL MODEL OF TRAINING

NRC Strategy for Workforce Capacity Building



ADDICTIONOLOGY

- **Development of a specialty.**
- **Need for a workforce to deal with this increasing problem.**
- **Three Strands:**
 - ✓ **Developing specialist addictionologists (IOP Masters one of the 1st) - Level 3 – ICUDDR agenda.**
 - ✓ **Increasing awareness, knowledge and skills of all professions in the MDT- Level 2 – ICUDDR agenda .**
 - ✓ **Professionalising workers who do not belong to professions (e.g.drugs counsellors) ICCE Basic level agenda – Level 1 .**

ADDICTIONS

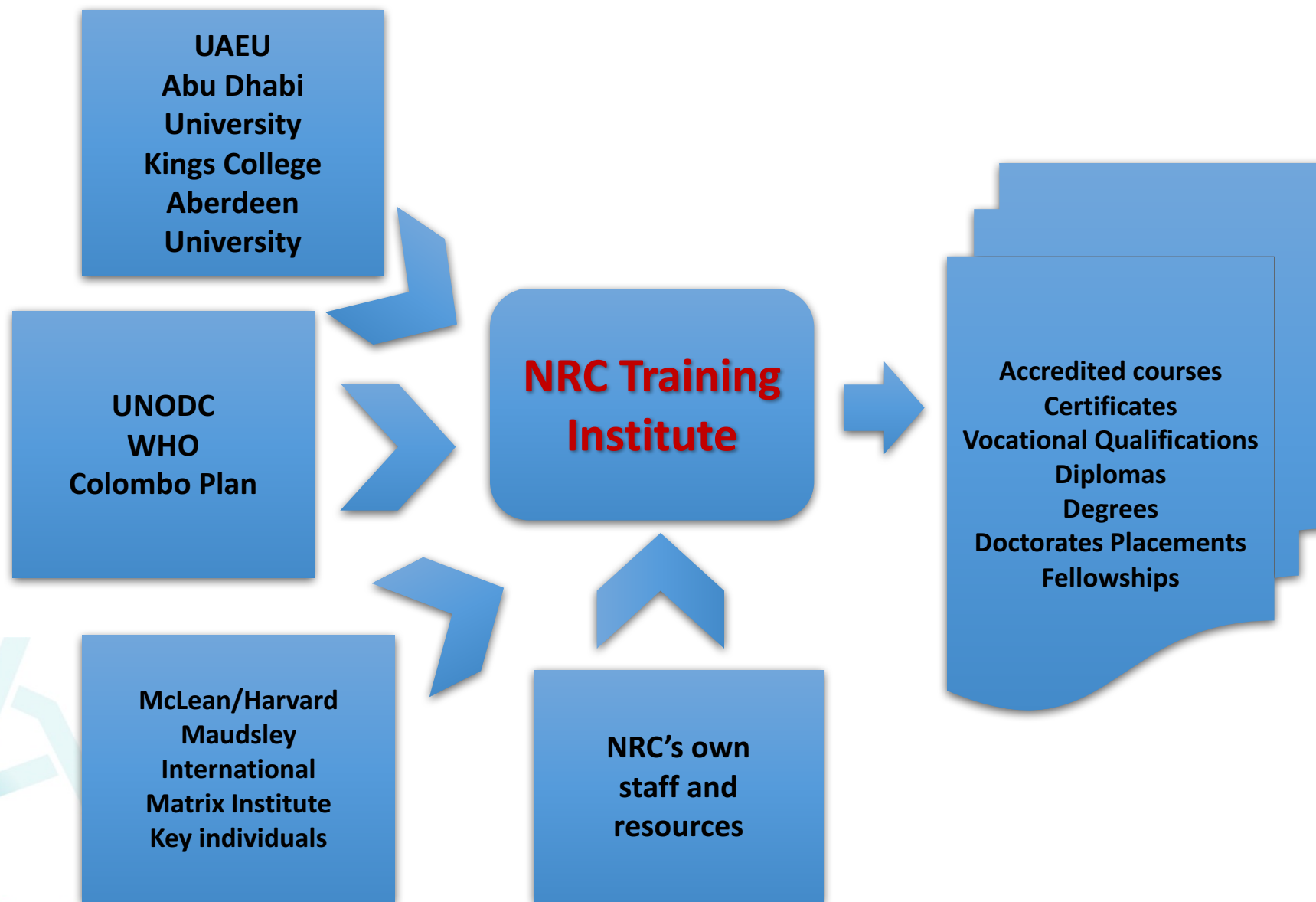
Level 2- Generic Health professions & others

- **Counselling**
- **Medicine**
- **Nursing**
- **Pharmacy**
- **Psychiatry**
- **Psychology**
- **Scientists / technicians**
- **Social Work**
- **Administration**
- **Special experts**

ADDICTIONS

Level 3 Specialists and Senior Managers

- **Addictionology Post-Graduate Courses, PhD's - ICUDDR**
- **WHO Mid level and Senior Manager Training**

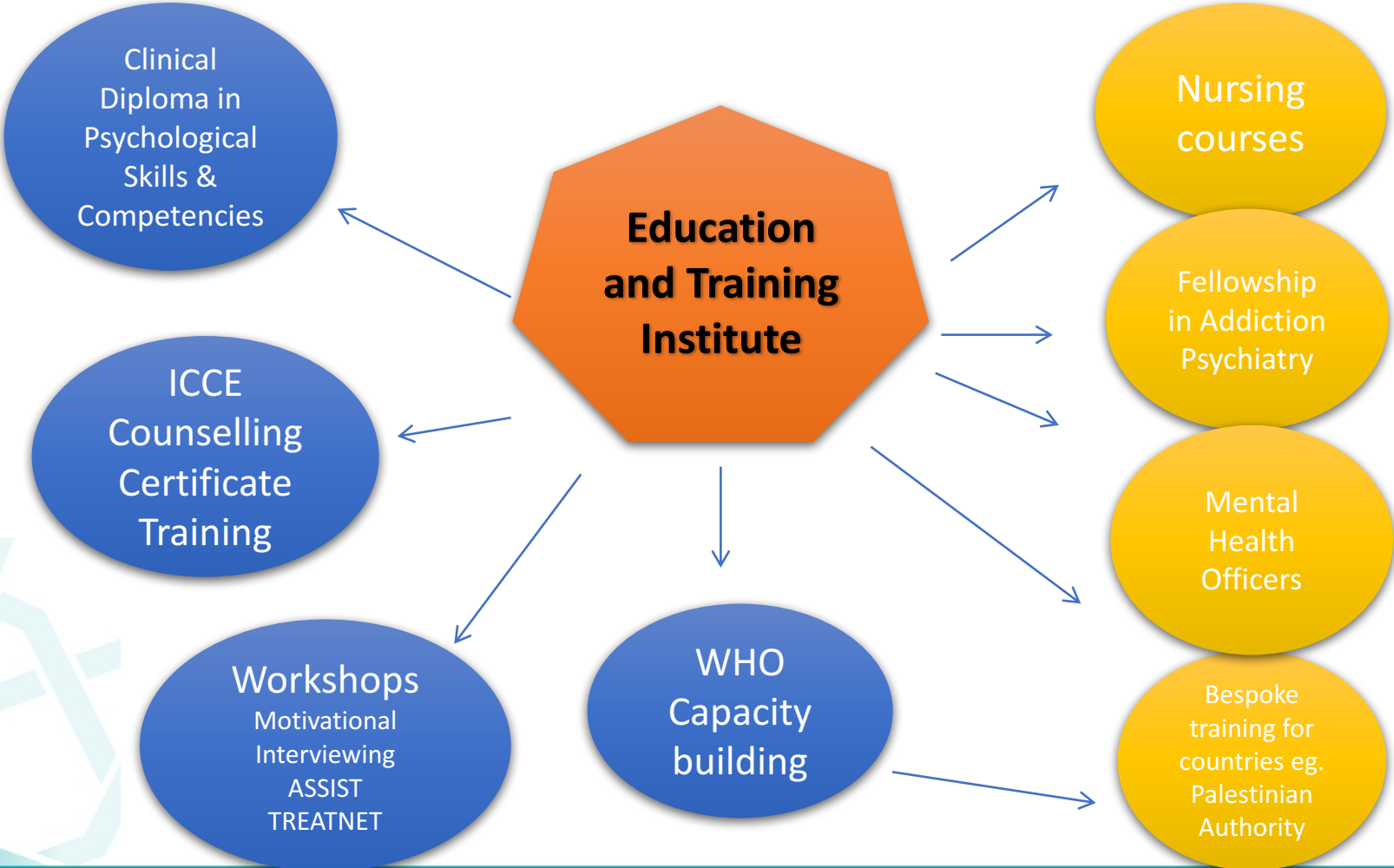


National Rehabilitation Center Abu Dhabi Training Institute

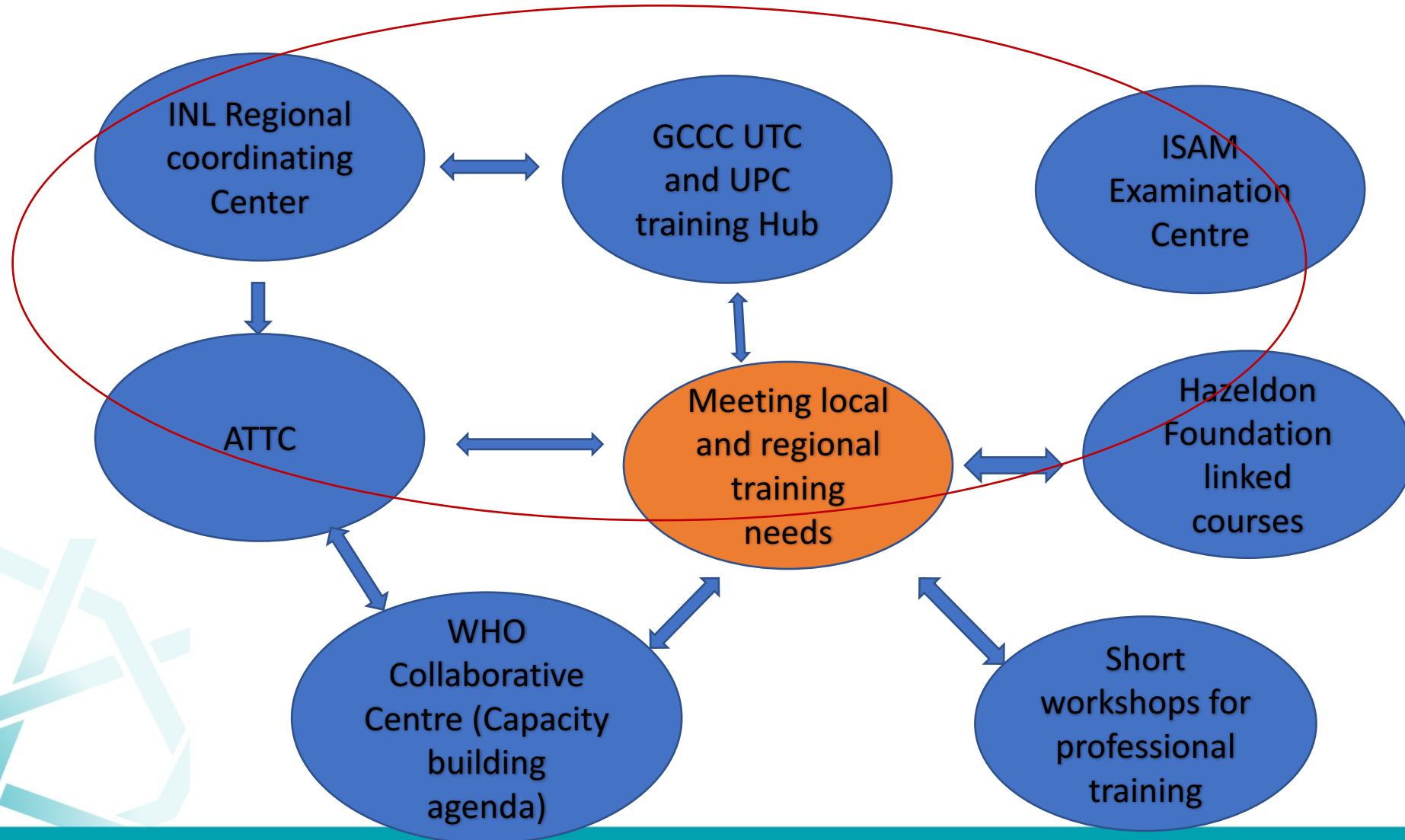


Current

In development



NRC CAPACITY BUILDING STRATEGY



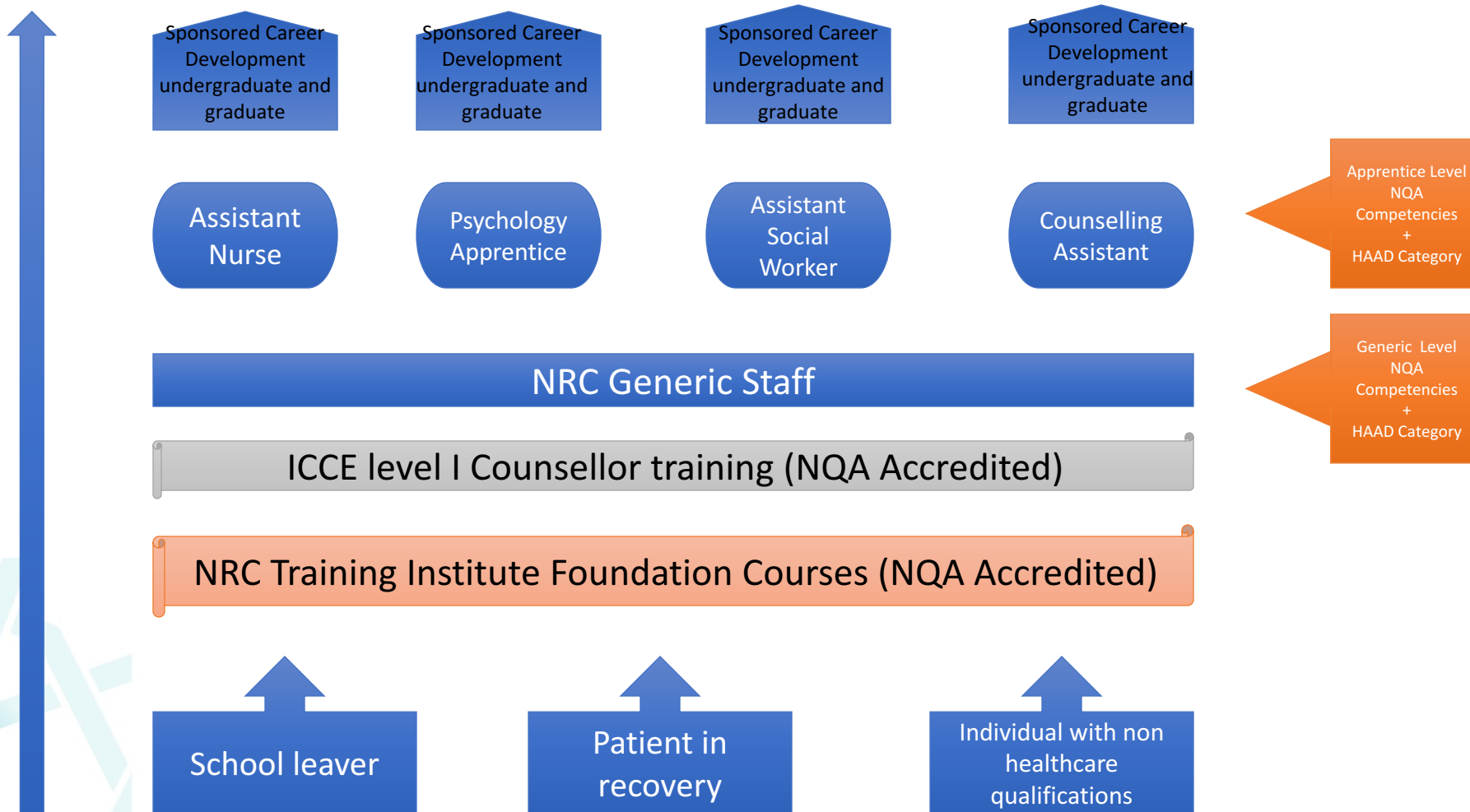
Achievements

- **PG Diploma in Applied Psychological Skills (graduated 71) → Masters**
- **CME Workshops**
- **Vocational Training: Working with the National Qualifications Authority and becoming an RNDC (Recognised National Development Committee) – First stage approval for two courses**
- **Department of Health Abu Dhabi Approved Practice Setting – in progress**
- **Translating UTC level 1 into Arabic**
- **UTC Arabic Training and Manuals**
- **Completing UTC ‘Walkthrough’ training in Arabic and holding ICAP exams**
- **Enrolling UAE and regional universities in ICUDDR**

Work in Progress

- **Masters upgrade**
- **Psychiatry Fellowship**
- **Mental Health Officer Project**
- **Nursing Diploma**
- **Research Diploma with AMECA**
- **Toxicology Diploma**
- **CME Certificate Course e.g. McLean Harvard**

NRC Local Workforce Development Strategy Overview



NRC Regional Agenda



- Same language is spoken in all the above countries.
- Very limited rehabilitation centers are currently available in the region.

NRC as a WHO Collaborative Centre and INL Regional Training Hub

- **Overlapping objectives – work towards a common agenda.**
- **Translation of material into Arabic .**
- **Developing a cohort of UTC trainers in Arabic .**
- **Targeting 2- 3 countries initially for level 1 training (Egypt, Jordan and Bahrain).**
- **Getting key universities in each country to join ICUDDR and include GCCC curricula in their academic programmes.**
- **Making other courses developed by the NTC TI available to other countries.**

Issues to Address

- **Influencing policy**
- **Identifying resources**
- **Embedding research and evaluation**

Conclusions

- **Workforce Capacity is a key component of a Response System**
- **Building workforce Capacity should be a priority**
- **There are excellent resources available – they are under utilized**
- **The NRC Training Institute is committed to build capacity in the region and has reached several milestones**



المركز الوطني للتأهيل - إ.ع.م.
National Rehabilitation Center - U.A.E
مركز متعاون مع منظمة الصحة العالمية
WHO COLLABORATIVE CENTER

Thank you