



Research *Evaluation* *Strategy*

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Case Study

The World Health Organization: Expanding Education Opportunities to Healthcare Workers In Developing Countries

Founded in 1948, the World Health Organization (WHO) has a single vision – “the attainment by all peoples of the highest possible level of health,” defining health as a state of complete physical, mental wellness-not only the lack of illness or disease. Access to education by health professionals in the Pacific Rim was considered limited by the lack of technology infrastructure, quality and sustainability issues, and attitudinal preparedness on the part of teachers.

WHO sought to assess the demand for open learning and the capabilities of Pacific Rim countries to support such an initiative, specifically the countries of Cook Islands, Fiji, Guam, Kiribati, Samoa, Tonga, and Vanuatu. With a grant from the government of Japan, the World Health Organization engaged Hezel Associates to conduct a feasibility study for an open learning service in the western Pacific region in support of organizational goals. The Hezel approach: expert-centered demand mapping. Hezel Associates assembled a worldwide team of experts on two fronts: Internal secondary research and external primary research to create a demand map of a moving target – open learning need.

Intra-country consultants identified the key players and stakeholders that would impact a future service offered by WHO and provided detailed analysis of significant issues contributing to the need including healthcare workforce preparedness, education and training services for professionals, and educational healthcare programs. Based on the research, Hezel Associates recommended support of a multi-organization approach establishing an open learning system in a manner that would avoid duplicating the efforts of stakeholders and other interested parties. The 17 recommendations outlined key agencies and supporters, infrastructure needs, and opportunities for creative alliances providing forward action on technology initiatives to support open learning.