

**Joint Action on European Health Workforce  
Planning**



# Work Package 7

## Sustainability

D073 Technical recommendations  
D074 Policy recommendation

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# Structure of the presentation



- Introduction
- The goal and the structure/logic of the Documents
- The process and the methodology:
  - 5 groups of technical recommendation - the logic of structuring the groups;
  - 8 groups of technical recommendation - the logic of structuring the groups.

# Introduction

- The availability of sufficient health professionals, their qualification and the conditions for their continuous support and increase are essential for the provision of on time and high quality health service to the population.
- Unfortunately, along with the other serious imbalances in the health system in the countries in the EU, the insufficient medical personnel in territorial and professional aspect, creates many difficulties.
- Recognizing the European dimension of the health workforce challenges and acknowledging that cooperation at a European level has an added value to help tackle the workforce imbalances, the EU has set up a Joint Action of Member States in the areas of forecasting workforce needs and improving planning methodologies.



The Joint Action has identified and suggested series of measures and initiatives to respond to the challenges. The policy and technical recommendations aim at influencing MS governments to recognize the importance of incorporating HWF planning and strengthen the application of appropriate tools and approaches.

They intend to bring collaboration to a higher level resulting in a better understanding and joint steps by the Member States and the EU Commission of the ways to establish a sustainable structure of health workforce planning and develop a strategy principles and implementation proposals for a sustainable collaboration.

# Policy and Technical recommendations

## ✓ D074 Policy recommendations as formulated in the Grant Agreement, Annex 1b.:

Policy oriented Report with recommendations for the sustainability of health workforce:

- collaboration between international bodies working on HWF and data collection;
- including the concept of skills within the planning strategy;
- necessary studies and project to fill in the gaps left over by current work.
- Report on circular mobility in the EU.

Policy oriented Report with recommendations for the sustainability of the cooperation on Health Workforce Planning:

- implementing the Global Code of the international recruitment of health professionals;
- implementing planning of HWF in the EU;

# Policy and Technical recommendations

- ✓ **D073 Technical recommendations as formulated in the Grant Agreement, Annex 1b”:**

Technical Report with recommendations for the sustainability of the JA on:

- the usage of the JA tools produced by WP4, 5 and 6;
- structure and maintenance of the web-based portal on EU health workforce planning.
- the strategy to be followed to upgrade these tools to match new unaddressed needs, with the commitment of the network of experts.

The integration of these tools with existing tools, from different international bodies.

# Policy and Technical recommendations

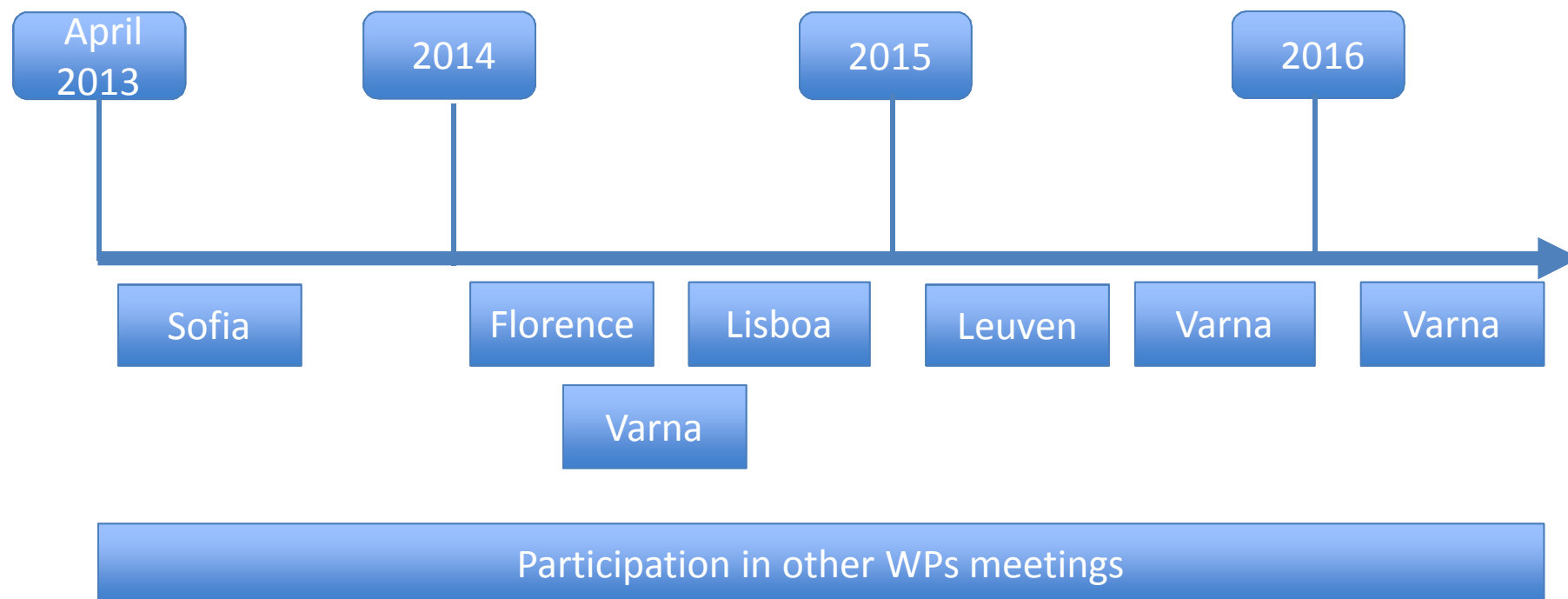
**The input** is provided by:

- WP7 activities (Sofia - September, 2013, London- February, 2014 & Lisbon - June, 2014);
- Varna (2013, 2014, 2015) & Leuven (February 2015) workshops;
- Literature study and especially previous studies;
- Some interviews;
- Already produced WP4, 5, 6 deliverables.



# Policy and Technical recommendations

## Timeline - WP 7 activities



# D074 Policy recommendations - The Aim

Policy recommendations should convince decision makers to start and/or improve Health workforce planning and forecasting.



Link to the EU agenda for sustainable health systems.

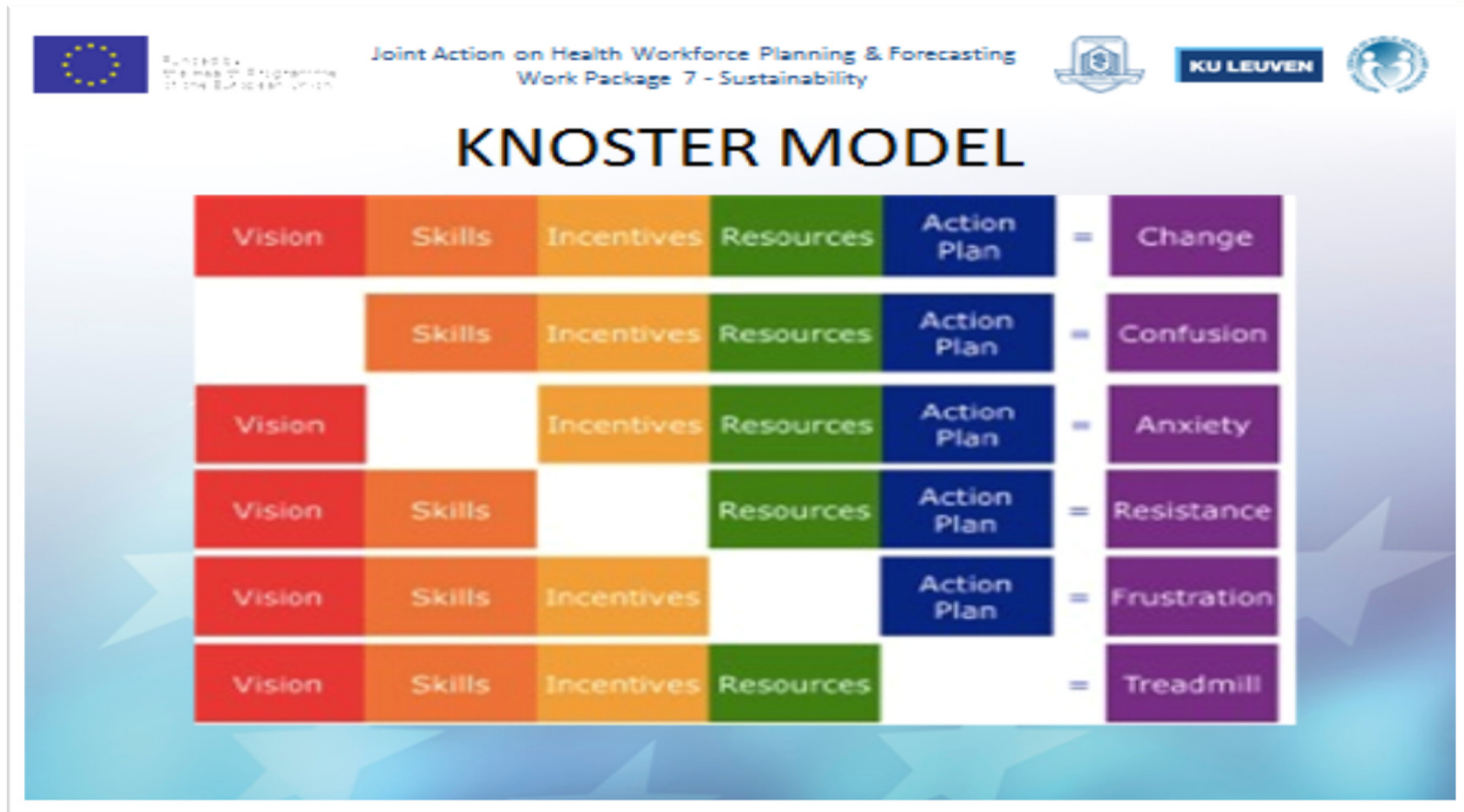
# Methodology



The process of identifying and formulating the recommendations has been based on the findings and conclusions of the deliverables of the Joint Action, most notably of work packages working on (4) Data & Mobility, (5) Planning Methodologies and (6) Horizon Scanning, JA - Associated and collaborative partners and other studies of the WHO, OECD and Eurostat.

The recommendations are structured in five groups according to the Knoster Change model. The Knoster Change Model which has been presented in our Sustainability Strategy (D071) has the most suitable methodology to implement change on complex matters. Therefore, work package 7 believes it is evident to structure the final recommendations according to Knoster principles.

# The Knoster Model of Change in the Sustainability Plan of JA



## Health Workforce Challenges

### Main Shortage

- Shortage of health workers is 1 million by 2020 (WHO)
- Other studies imply even bigger shortages

### Mobility

- After EU-expansions in 2004 and 2007, mobility of health professionals has increased significantly.
- Reasons to leave a country: wages, career opportunities, level of corruption, etc...

### Regional imbalances

- Due to costly training and an increase in emigration, some eastern European countries face severe shortages, especially in rural areas

### Competences

- Health professionals in the future will need different competences (skills, knowledge and attitude).

### Data

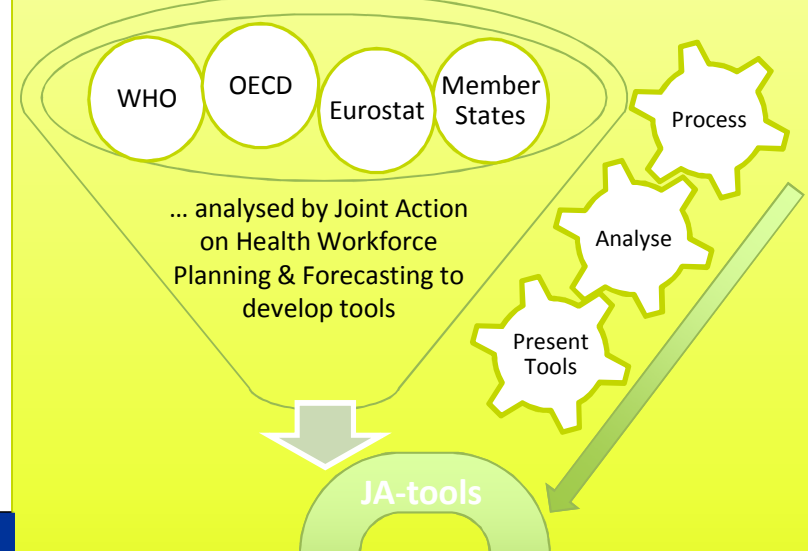
- Evidence-based policy requires up to date, adequate, and comparable data

**How can the Joint Action on Health Workforce Planning and Forecasting help you address...**



**... the challenges of Health Systems in Europe?**

## Tools drawn from expertise of...



Handbook of HWF Planning Methodologies

Terminology mapping

Mobility Indicator

Guidelines to

Horizon Scanning

Policy briefs on megatrends

## Main Recommendations

### D074 Policy recommendations - 5 GROUPS

1. To improve health systems and address health inequities across Europe, **governments** should cooperate at European and international level on all the dimensions for sustainable health systems through health workforce planning (e.g. impact of migration, healthcare reforms, promote gender equity).
2. To ensure sustainability of the healthcare systems in Europe and proactively act on health risks and imbalances of health workforce (e.g. cross border mobility), **governments** should invest in improving their health workforce planning and forecasting to deliver high quality care, which is accessible and effective.
3. To professionalise health workforce planning, **governments** should invest in capacity building, requiring specific training and advanced (inter)national labour market intelligence (data & analysis).
4. To encourage sustainable health workforce planning, **governments** in Europe should invest in a network of experts in collaboration with educational bodies, civil society and professional organisations.
5. To implement new health policies, **governments** should ensure to incorporate health workforce dimensions in developing and pursuing evidence-based action plans with systematic involvement of the relevant stakeholders from health, education, finance and employment.



Vision

Incentive

Skills

Resources

Action Plan

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Vision

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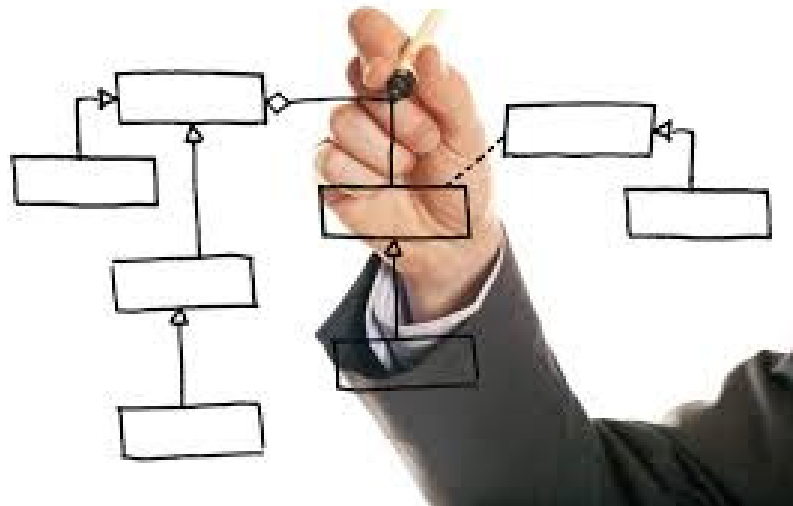
Resources

Action Plan



# D073 Technical recommendations - The Aim

Technical recommendations aim at enhancing the current methodologies for planning. In order to do that, they require a strong projects understanding of the planning and forecasting process and sound technical knowledge.



# Methodology

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  - (4) Data and Mobility,
  - (5) Planning Methodologies and
  - (6) Horizon Scanning,and of the work of WHO, OECD and Eurostat.
- The organizing principle of the eight groups of recommendations multi level concurrence of expert opinion. Its methodological role is to provide the link throughout the whole process of elaborating the WP7 documents and especially between the Sustainability plan, the policy recommendations and the final technical recommendations.



# D073 - 8 technical recommendations (1/2)

1) To improve the use and comparability of data & information in health workforce planning and forecasting, we have to ensure collaboration with all relevant data providers and learn from experiences of other countries.	Data & Analysis
2) To incorporate health workforce policies in all relevant polices/projects, we should use and advance knowledge about the relationship between health systems and their workforce.	Health systems
3) To start health workforce planning and forecasting on national and/or regional level, policy makers should explore the implementation paths laid out by the Joint Action Handbook of planning methodologies.	Implementation
4) To advance health workforce planning and forecasting, governments could use the portfolio of useful methodologies (e.g. the Joint Action Handbook of planning methodologies) into their own specific context.	HWF planning methods

## D073 - 8 technical recommendations (2/2)

5) To better anticipate the competences (knowledge, attitude and skills) needed for complex healthcare, we should work towards integrated health workforce planning across professions.

Competences  
dimension

6) To improve the expertise on health workforce planning and forecasting, European stakeholders should cooperate and invest in specific training for all involved in the management of healthcare and labour market.

Education and  
Training

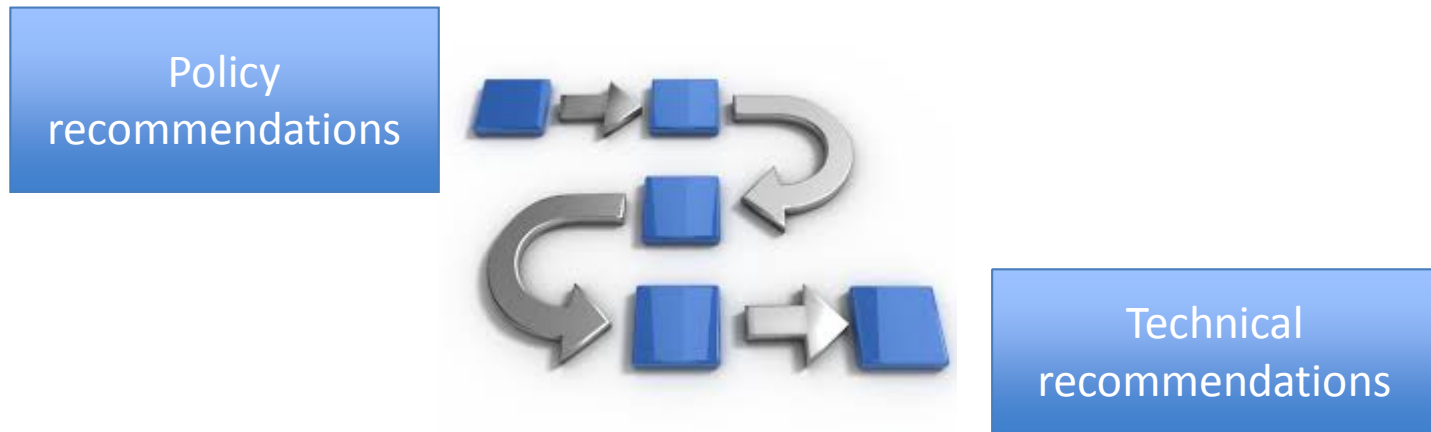
7) To increase the evidence to be able to develop mechanisms addressing cross-border mobility issues (e.g. imbalances), countries should work together on common mobility indicators.

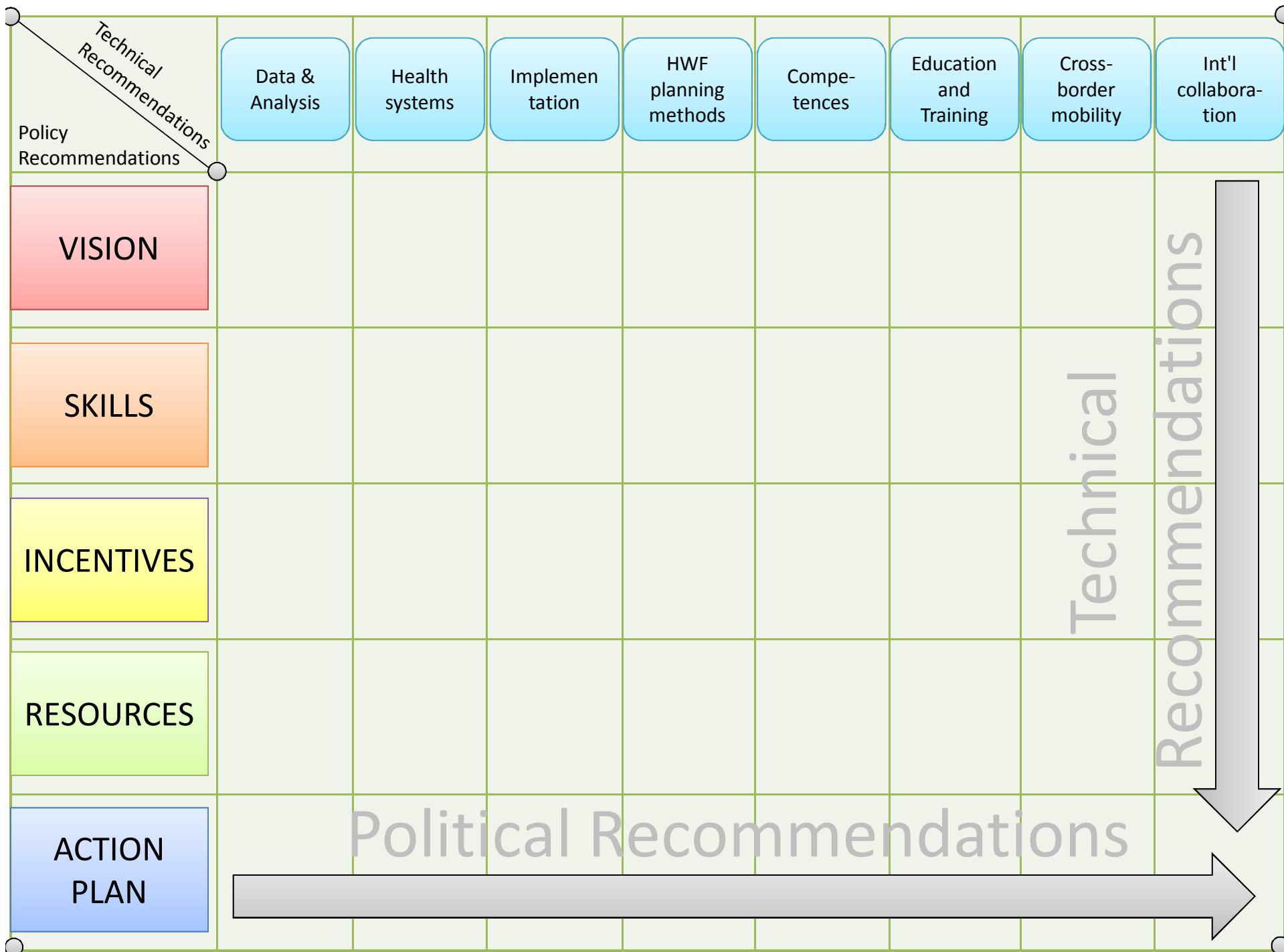
Cross-border  
mobility

8) To benefit from experiences on health workforce planning of other countries, we should ensure knowledge transfer through the network of experts and supportive benchmarking (web)tools.

International  
collaboration

# The link





Technical Recommendations

Policy Recommendations

Data & Analysis

Health systems

Implemen tation

HWF planning methods

Compe- tences

Education and Training

Cross- border mobility

Int'l collabora- tion

VISION

SKILLS

INCENTIVES

RESOURCES

ACTION PLAN

Political Recommendations

Technical Recommendations

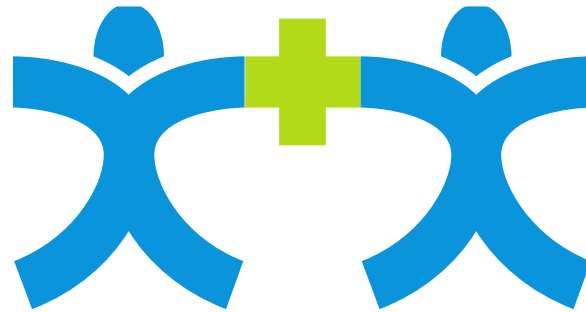
# Next steps on D073 and D074

## WP7 will:

- fill the categories with the rest of the recommendations with other WP's;
- illustrate the recommendations with country examples (max 10 lines) as a teaser together with other JA-partners;
- include the limitations of D073 and D074: assess the impact and feasibility of the recommendations available into country specific context.

## Through:

- Hold a workshop;
- Hold a discussions on the recommendations of previous studies;
- Add contributions from internal volunteering authors;
- Include the results of the stakeholders forum of this Plenary Assembly;
- Discuss the scope of what the Joint Action is not addressing and identify what are the next priorities;
- Make good use of the deliverables to come.



Joint Action Health Workforce  
Planning and Forecasting



Thank you for your attention!

