



**CENTRE
FOR
WORKFORCE
INTELLIGENCE**



Insights into future skills and competences

Matt Edwards

Head of Horizon scanning & International / EU JA HWF WP6 Leader, CfWI

John Fellows

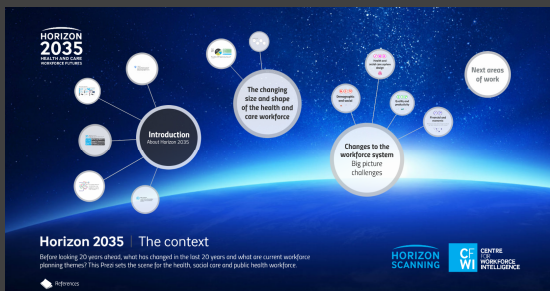
Horizon scanning Consultant / EU JA HWF WP6 Content Lead, CfWI

Horizon scanning work at CfWI



Approaches to futures thinking and horizon scanning, using scenarios to describe challenging but plausible futures that workforce planners need to address.

Systems dynamics modelling and simulation of these scenarios, and policy analysis to identify workforce options that are robust against future uncertainty.



Horizon 2035 Prezi



Big Picture Challenges



International Responses to Big Picture Challenges



Horizon 2035 Progress Update



www.cfwl.org.uk | www.horizonsscanning.org.uk

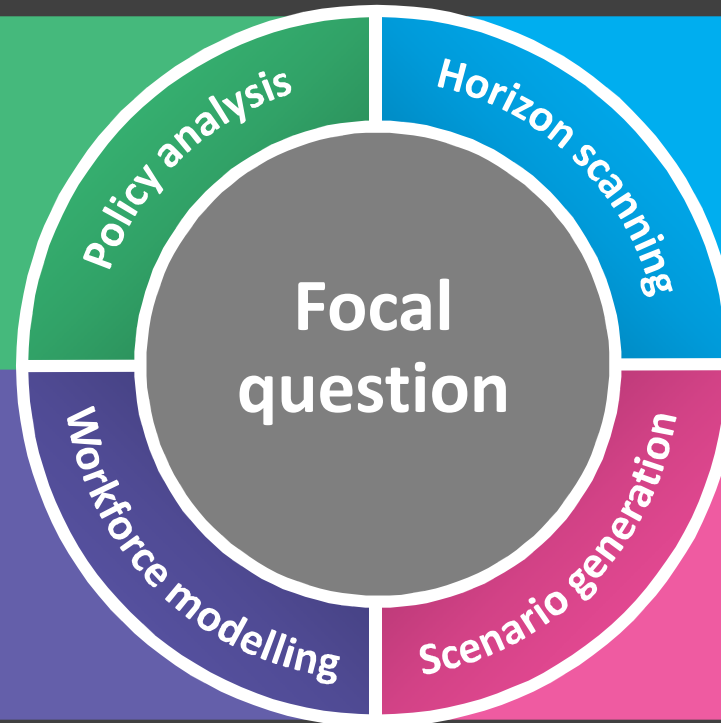
Robust workforce planning

Make robust decisions

Understand the system

Simulate the possibilities

Explore the future



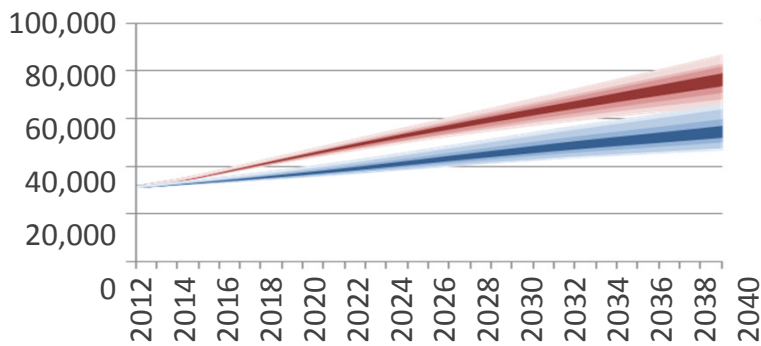
Transparent and participatory

CfWI outputs: Pharmacy example

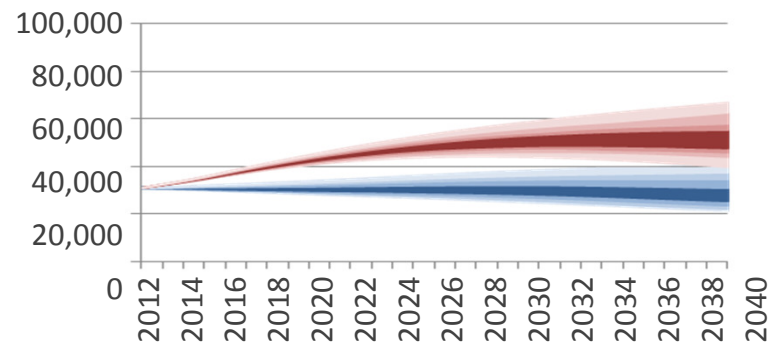
How uncertain is the future?

Number of pharmacists (full-time equivalent)

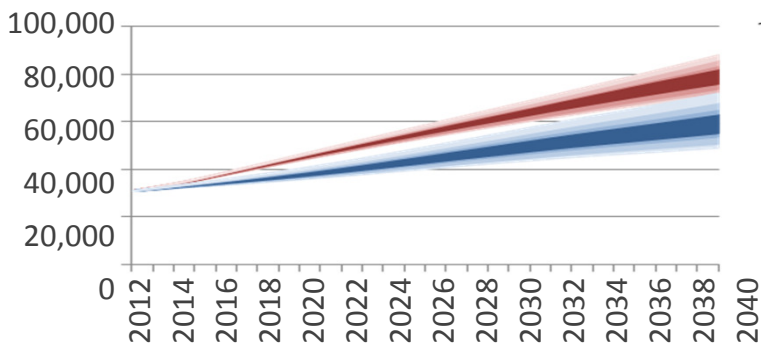
Scenario 1



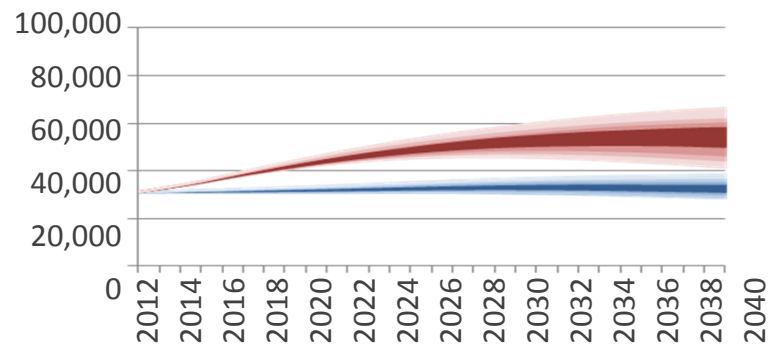
Scenario 2



Scenario 3



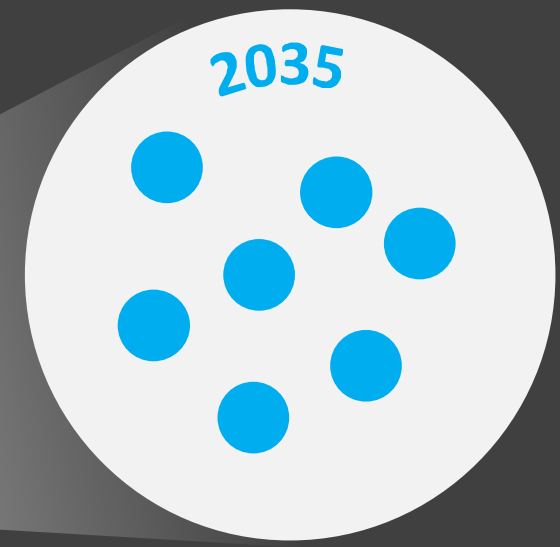
Scenario 4



Year

A new challenge: multiple workforces

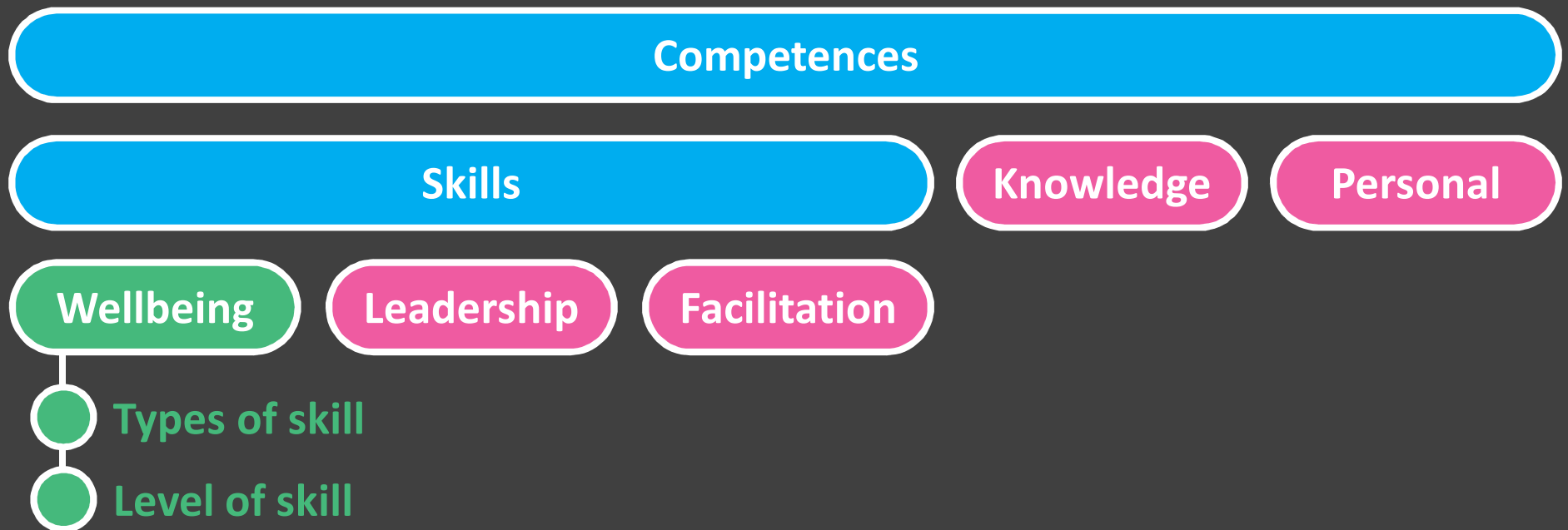
What skills and competences do we have?



What might we need in future?

Not just workforce numbers

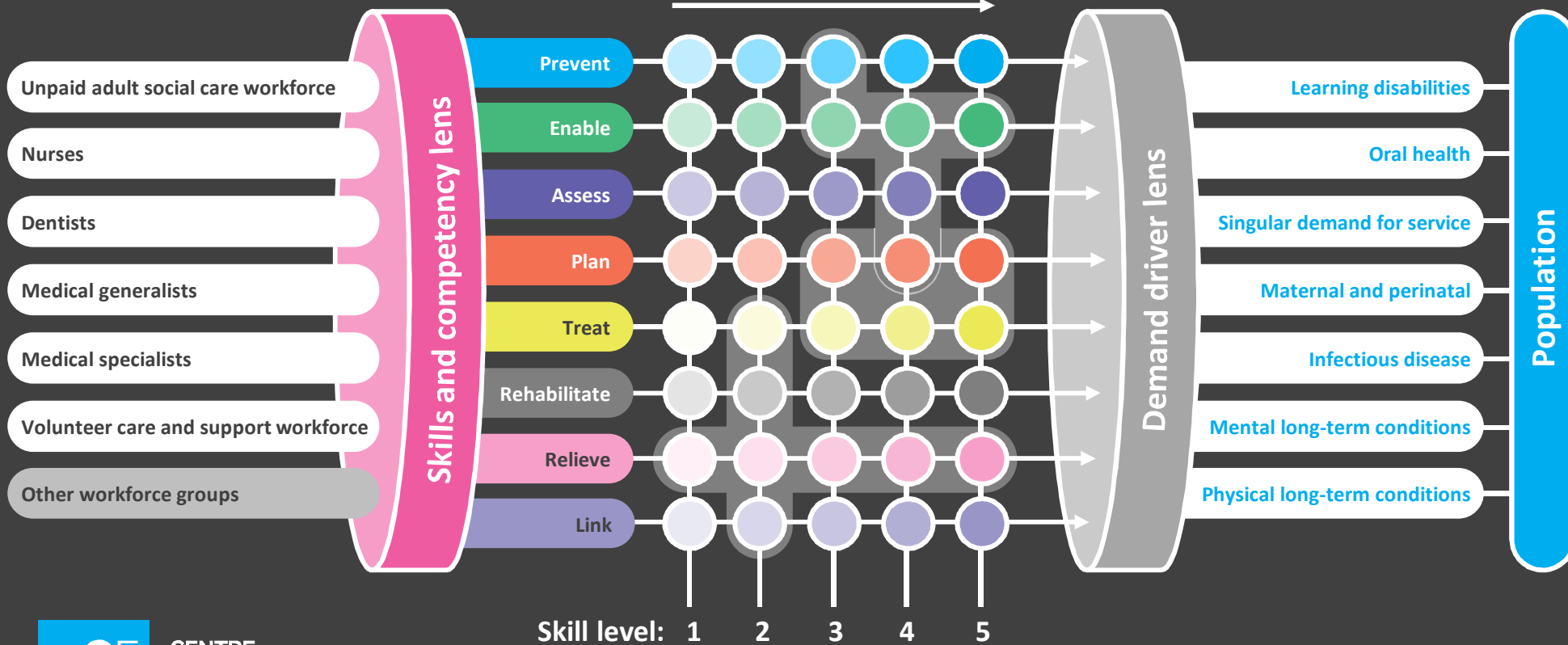
What skills and competences are needed?



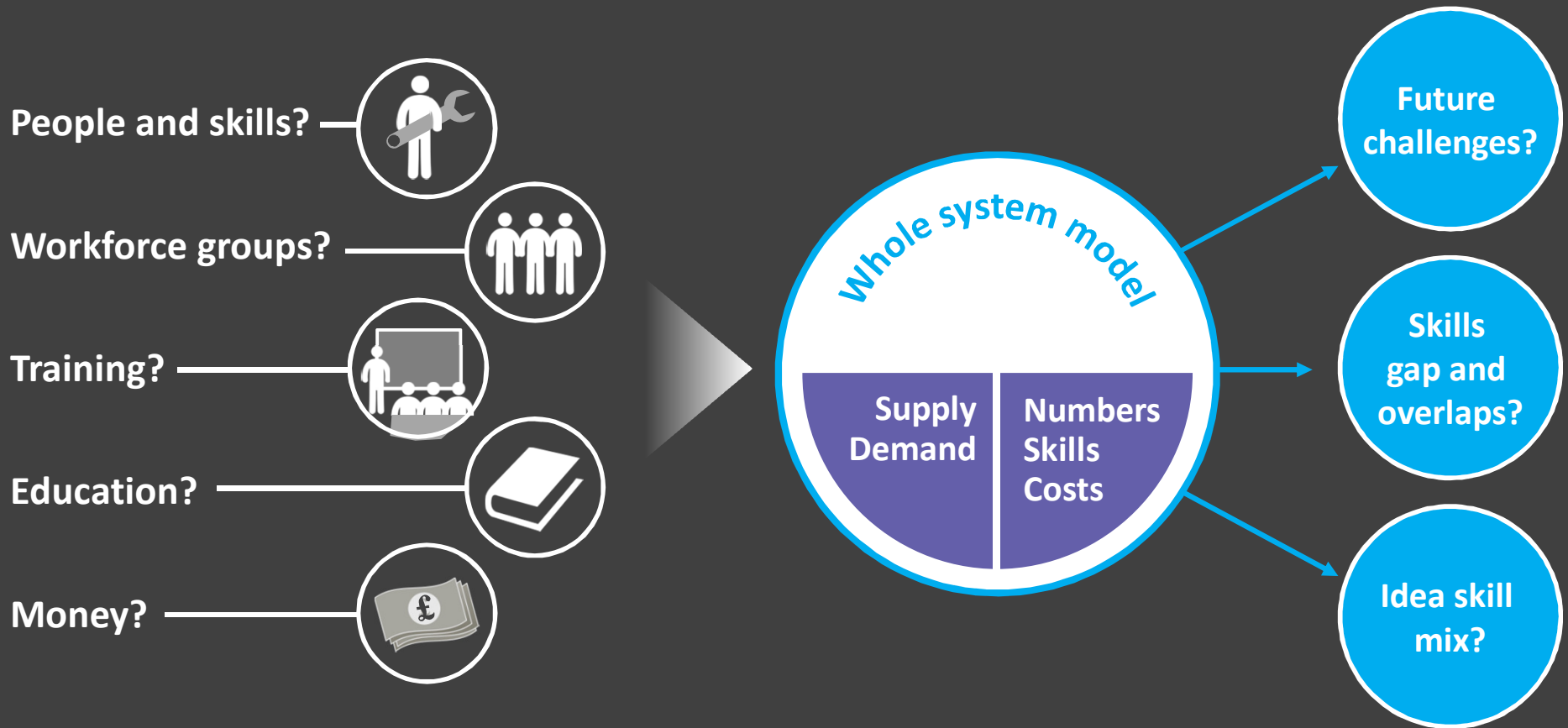
A new framework

Horizon 2035
workforce groups

Increasing concentration
and experience

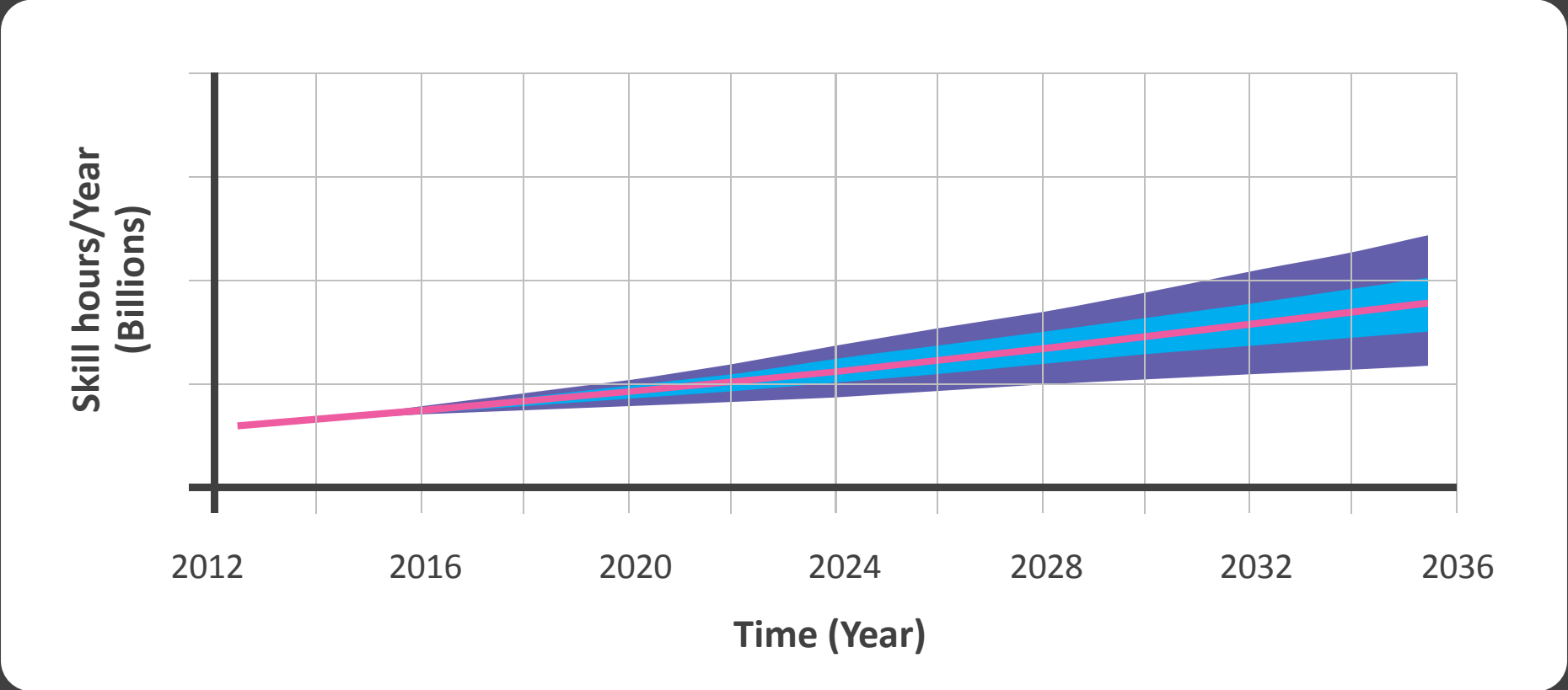


Framework + system = insights



Future demand for skills

Illustrative analysis





European perspective



Work package 6



Horizon scanning
and qualitative



Qualitative
methods

Future skills

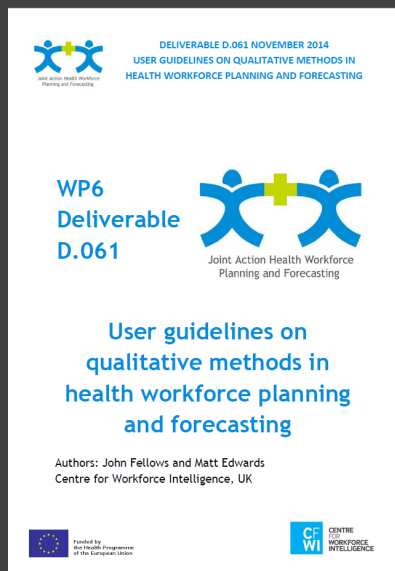


Pilot
study

User guidelines – qualitative methods



Horizon scanning and qualitative

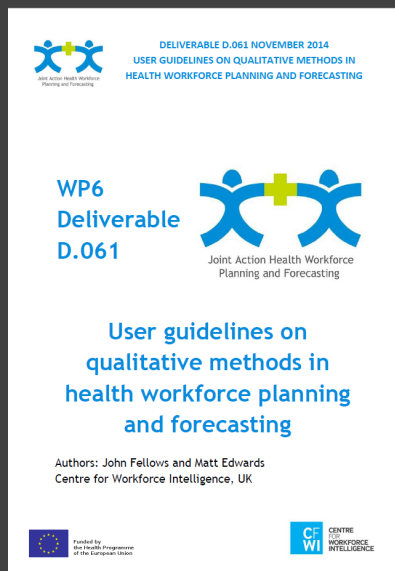


- 1 Examples of methods in use across EU e.g. scenarios
- 2 Helps deal with inherent complexity and uncertainty of workforce planning
- 3 Descriptions of health workforce planning and forecasting approaches for Belgium, Finland, Germany, Hungary, Netherlands, Spain and the United Kingdom

User guidelines – qualitative methods



Horizon scanning and qualitative



- 4 Use alongside quantitative methods to achieve integrated approaches across Europe
- 5 Recommends taking into account the different useful approaches for different contexts
- 6 Methods can be used to systematically investigate different workforce futures and deal with uncertainty

Robust workforce planning: EU JA HWF



Understand
the system

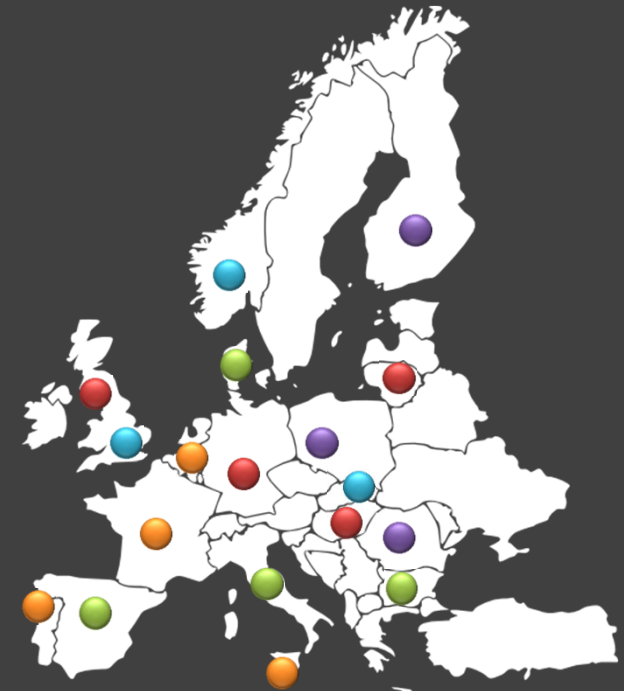
Transparent and participatory

Future drivers and skills across Europe?



D062: Report on Future Skills and Competencies

Provide an estimation of the future needs of skills and competencies needed in the health workforce and their distribution.

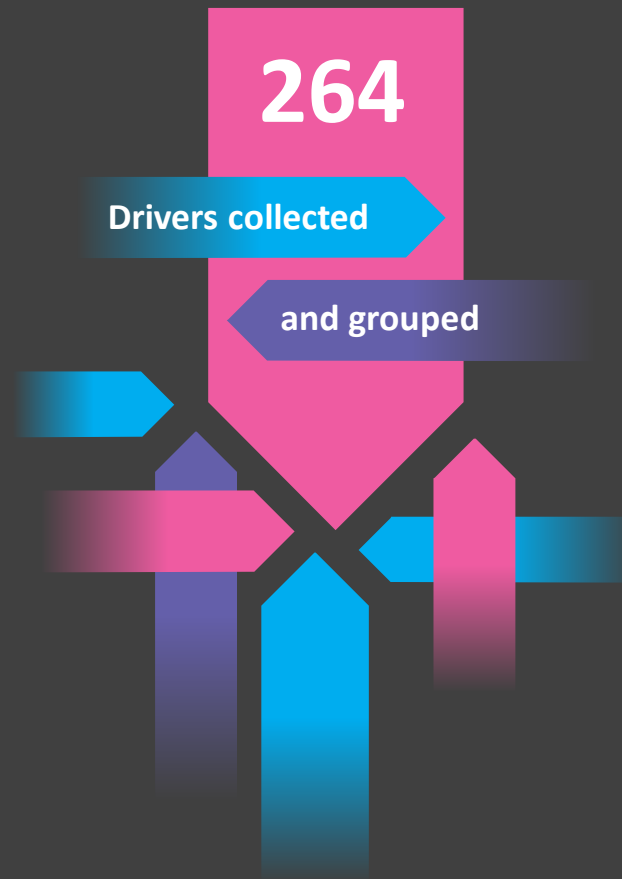


Drivers and trends

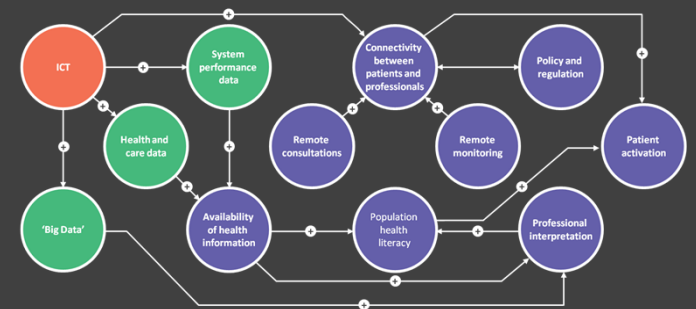
Future drivers and skills across Europe?



54
Horizon scanning
interviews

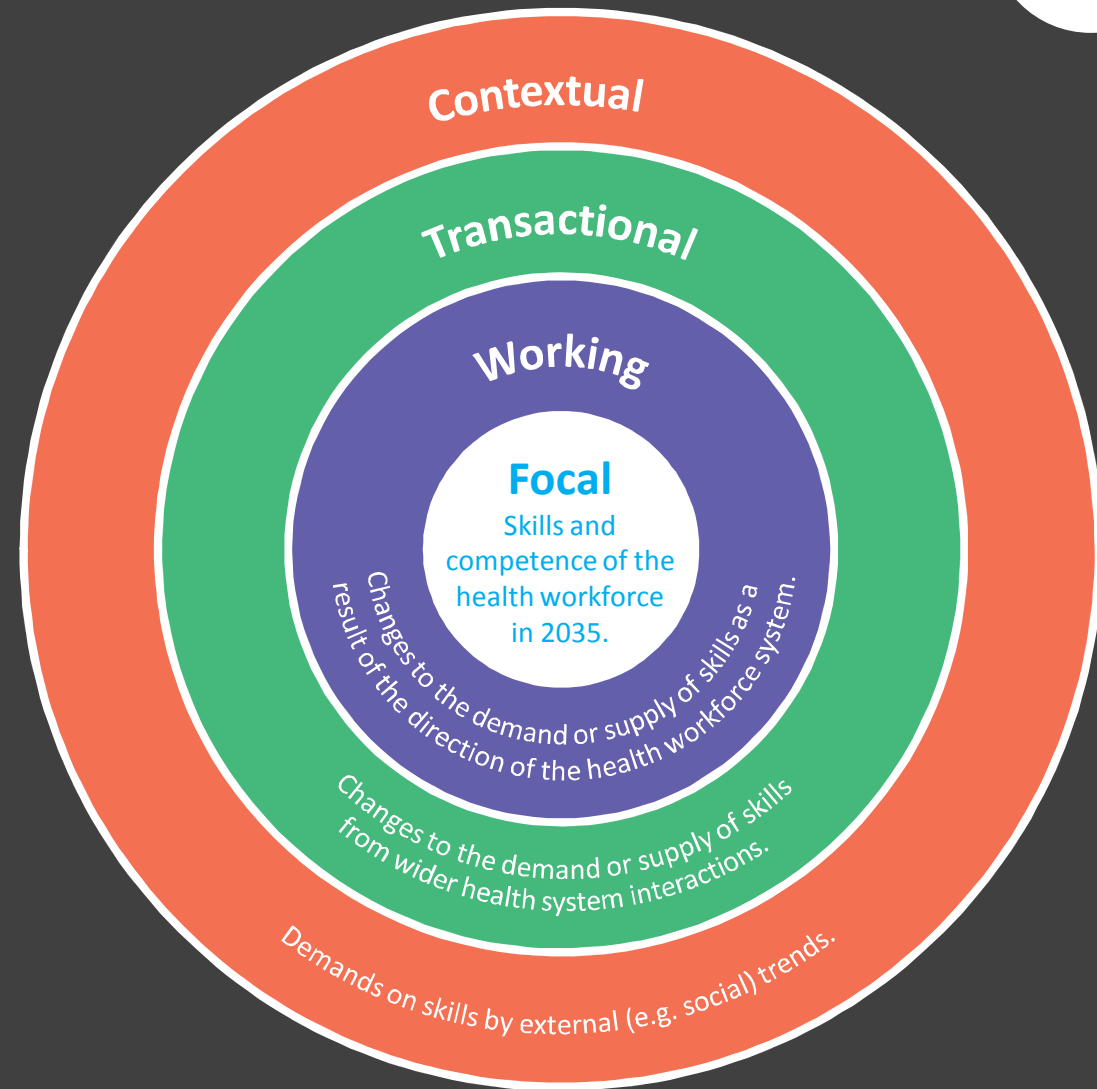


Investigated systematically
7 CLDs



Visual key

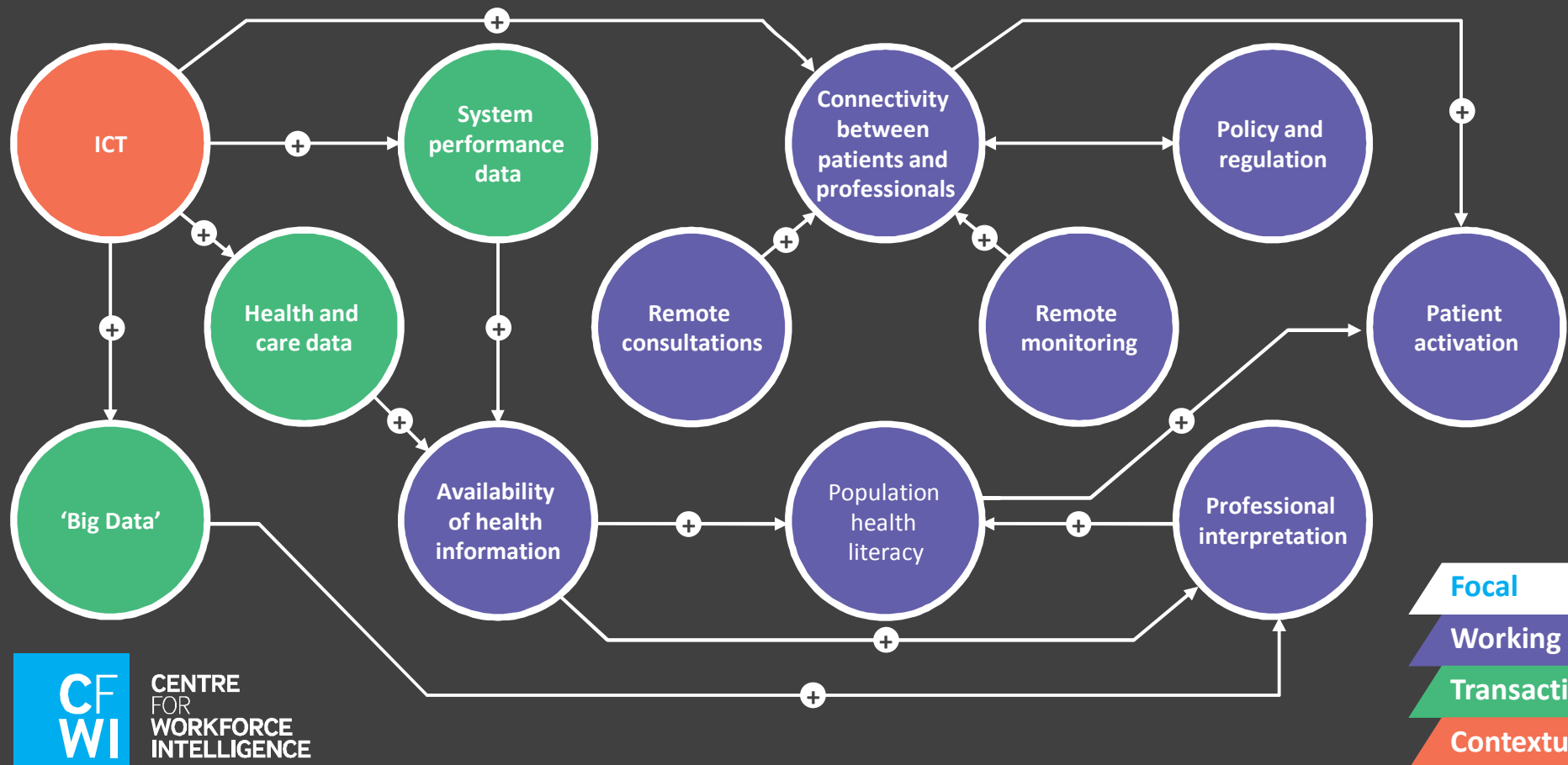
To visually communicate the framework and begin to consider spheres of control and influence in workforce planning we have adapted a diagram from Van der Heijden (2005) *Scenarios – the art of conversation* and linked this to a description of the contextual, transactional, working and focal environments.



1. Connecting and enabling technology

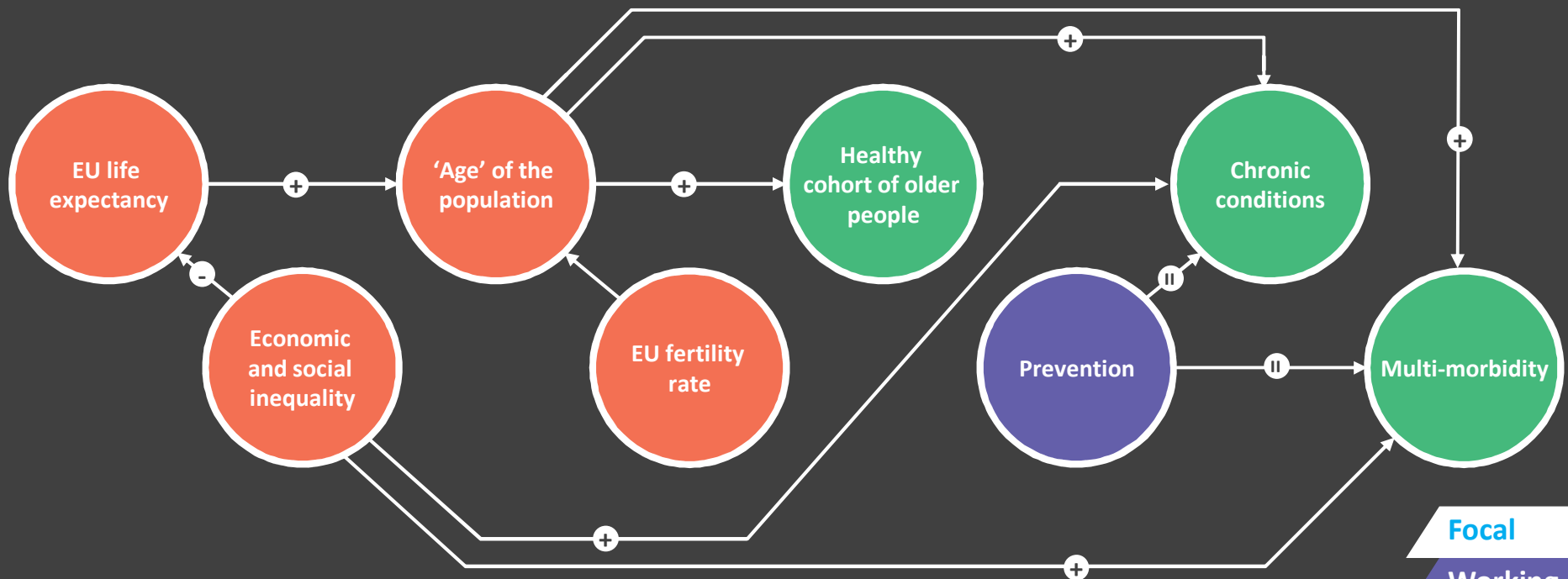


Enable. Effective engagement with engaged 'consumers'. Patient engagement/partnership/empowerment. Interpretation of data/statistics. Interpersonal and communication skills.



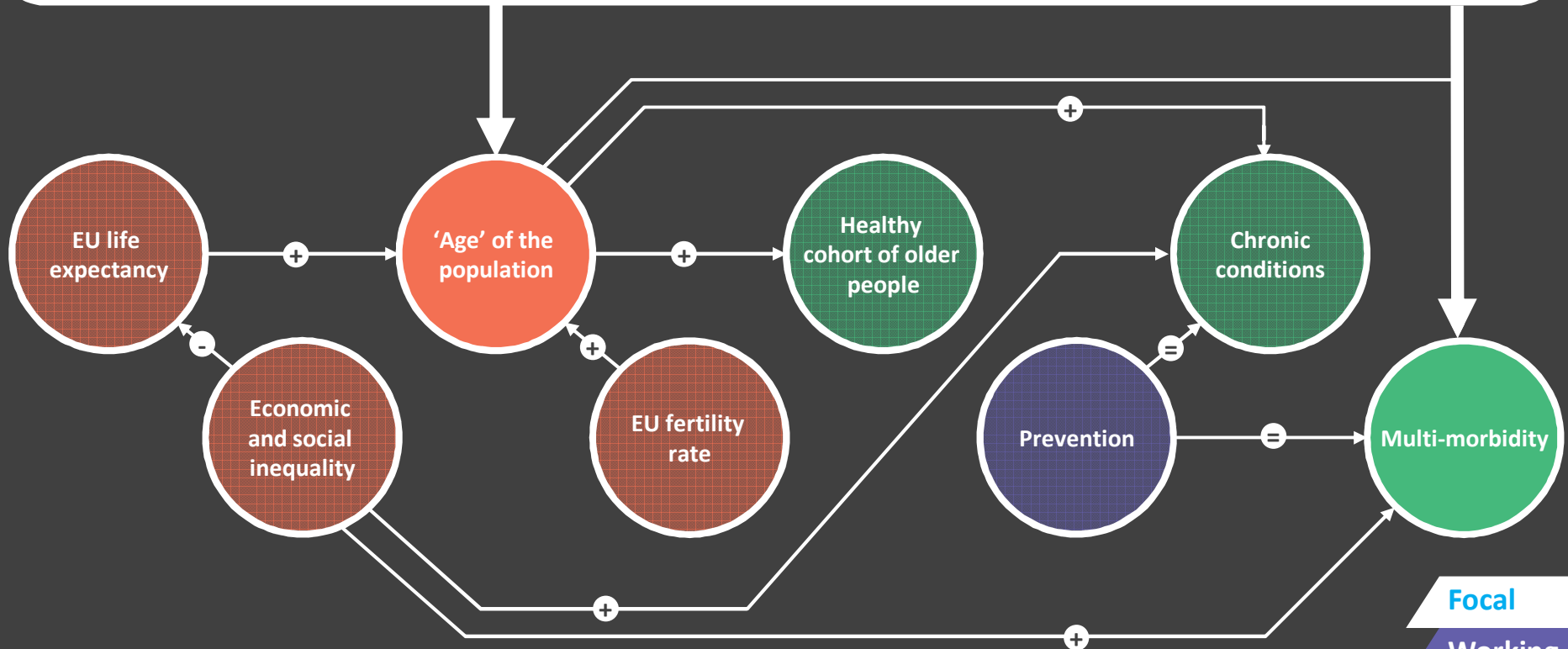
2. Demographic demand

Relieve. Enable. Link. Chronic disease management/supported self-management. Coordination/linking skills. Multidisciplinary coordination and team working allied with generalist skills. Long-term care skills. Challenge to single disease framework. Communication skills.

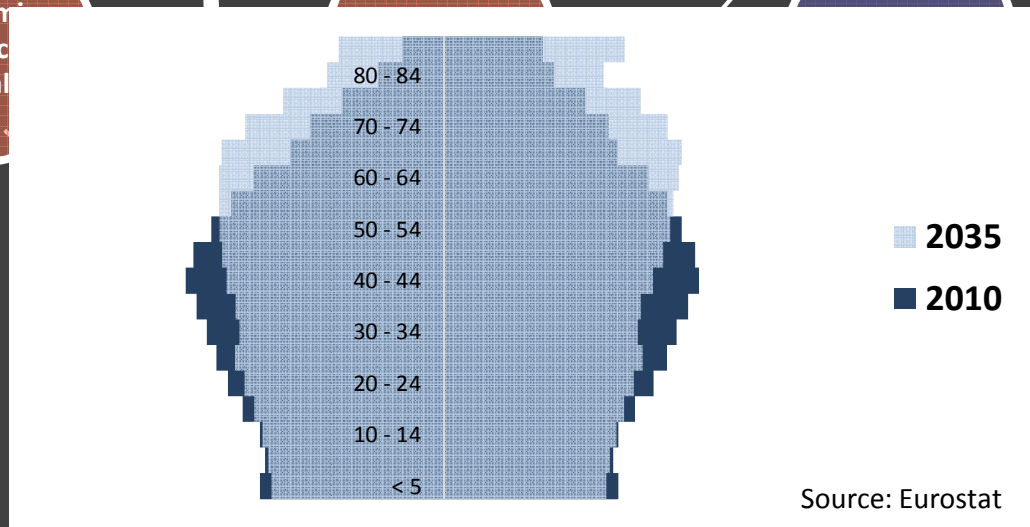
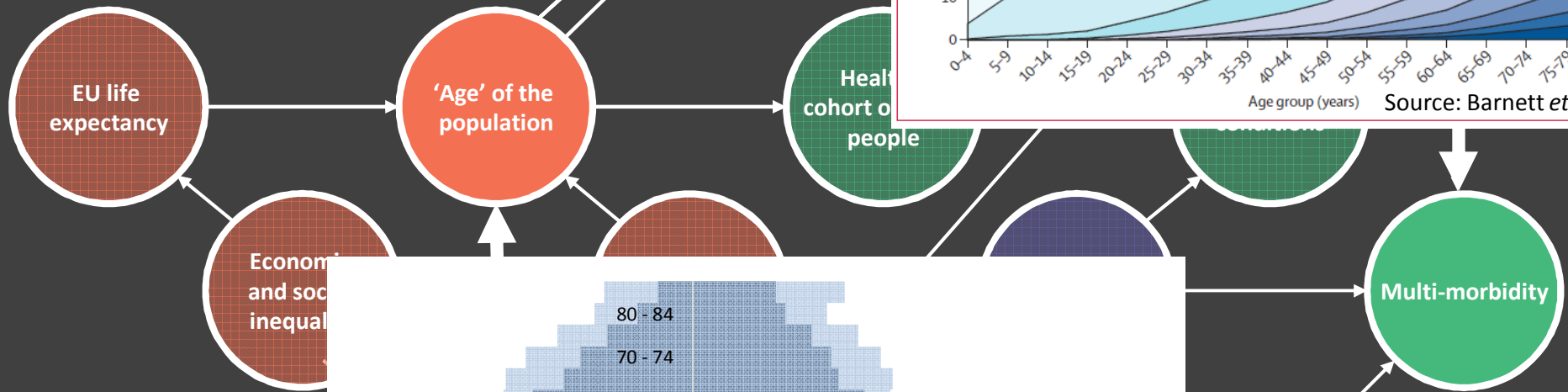
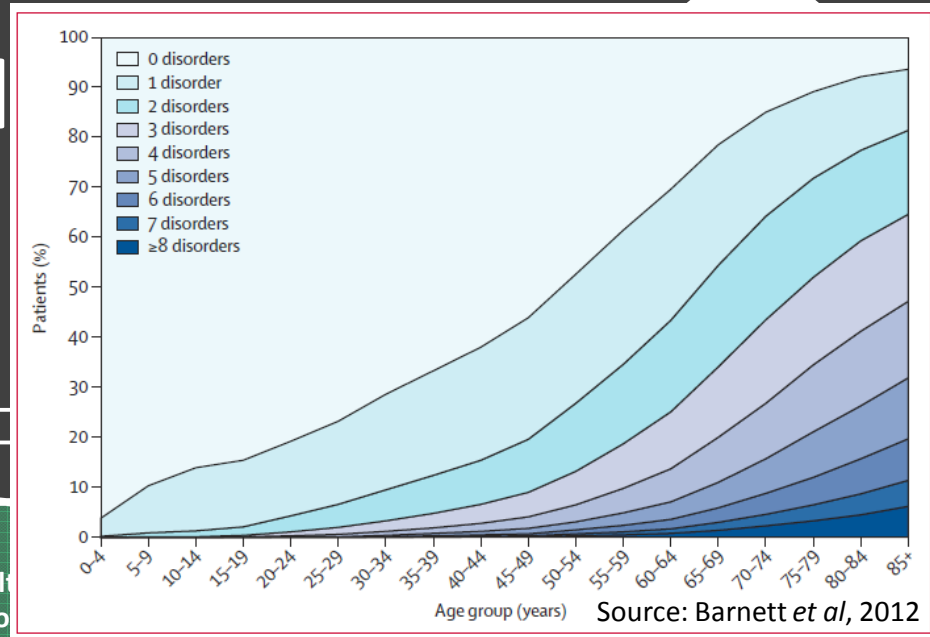


2. Demographic demand

Attach indicators which describe the current state or trend



2. Demographic demand

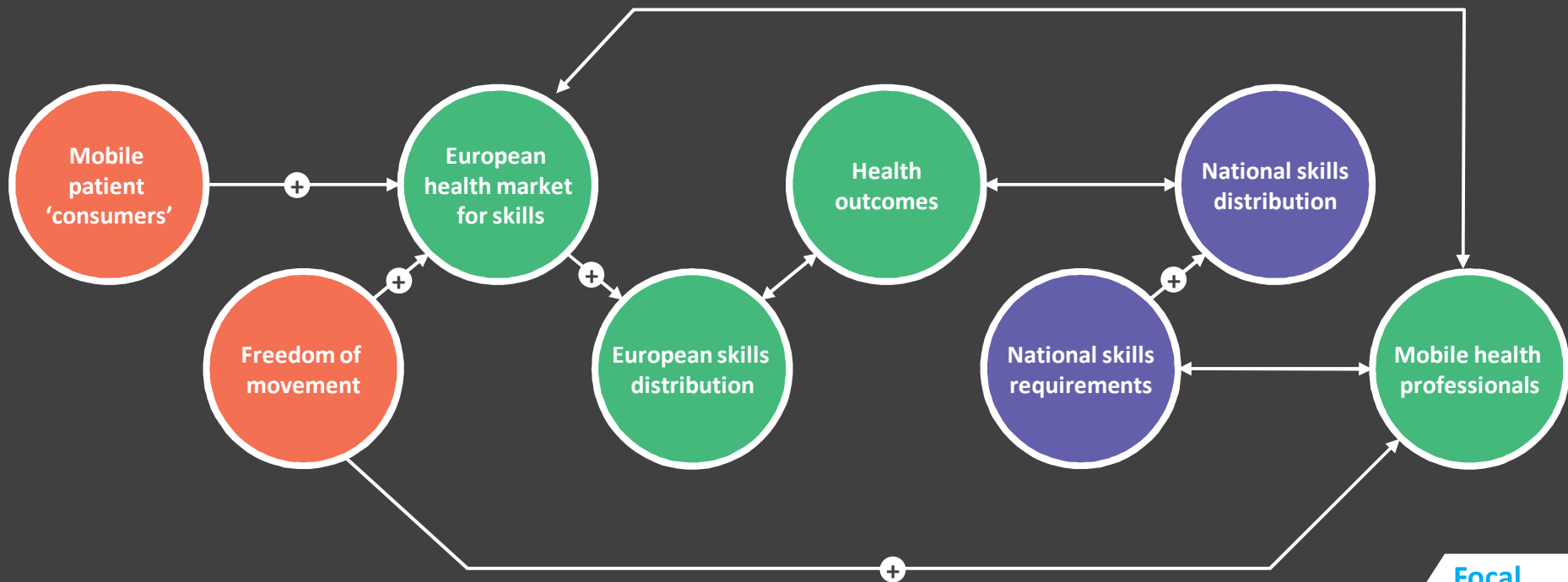


- Focal
- Working
- Transactional
- Contextual

3. Mobility



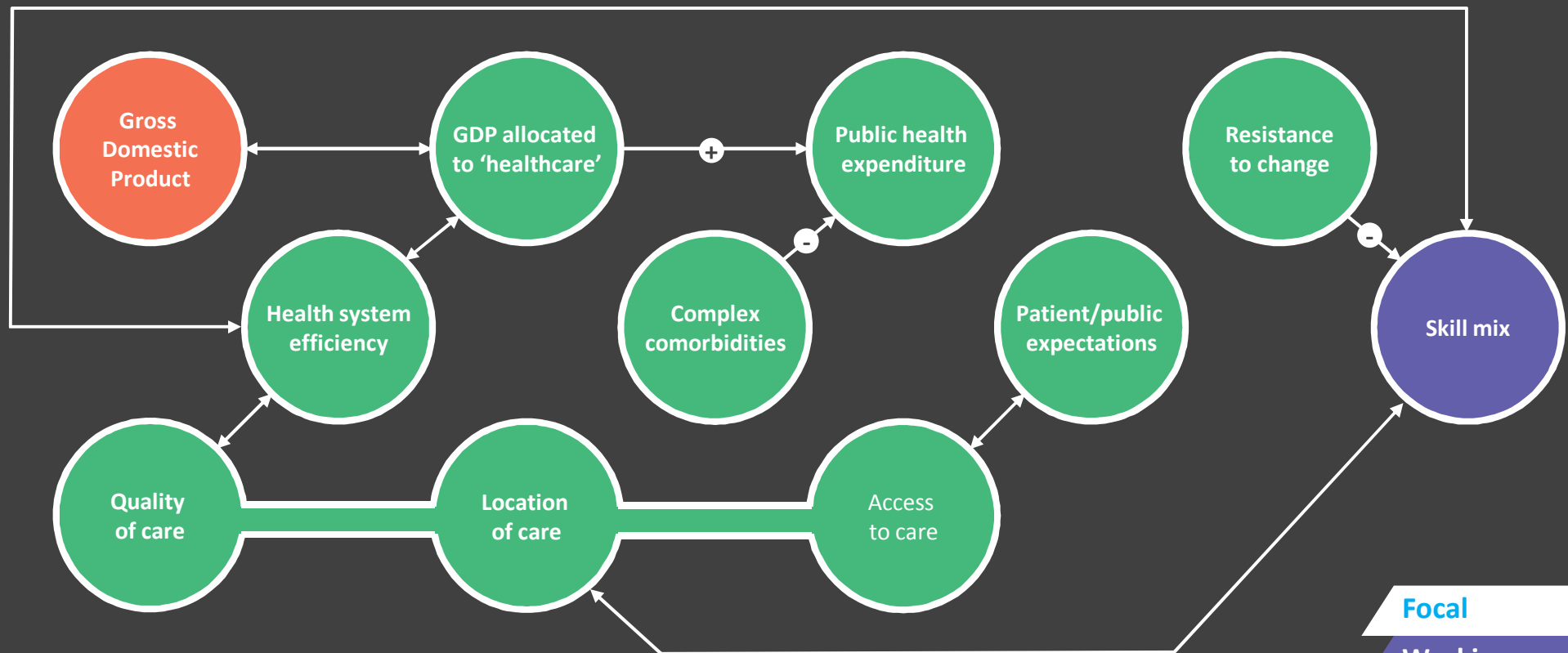
Education, registration, licensing and regulation of skills. Workforce planning skills. Health system and workforce system incentives.



4. Productivity

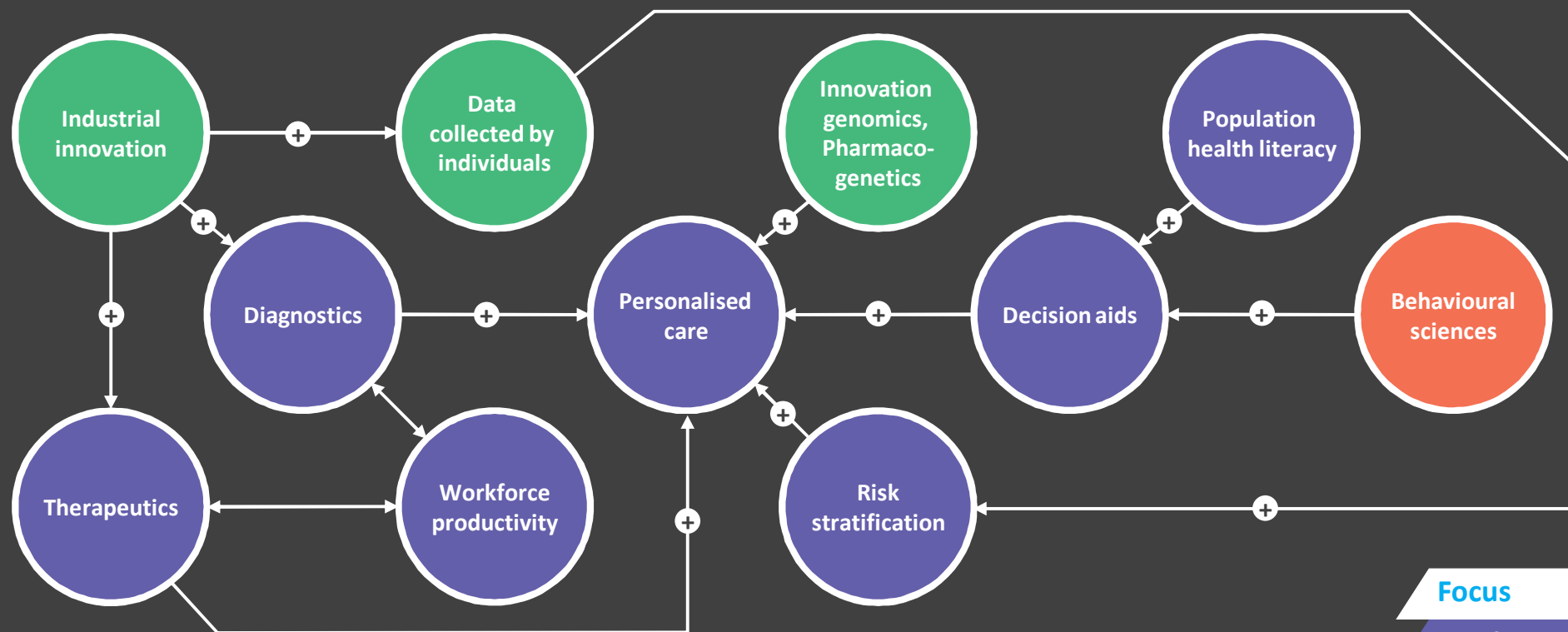


Enable. Self-care and self-management. Task allocation. Leadership skills. Productive teams.



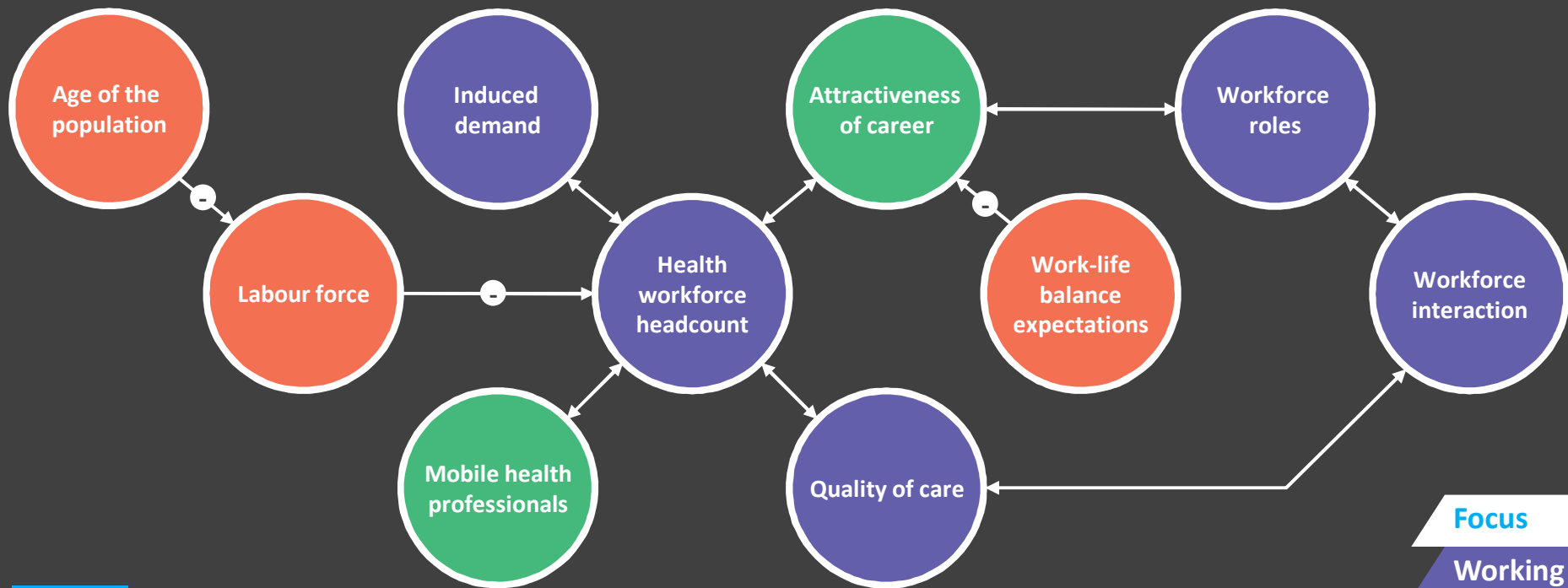
5. Personalisation

Assess. Enable. Treat. Communication of risk. Shared decision making. Translation of research developments. Task allocation.



7. Supply

Link. Cooperation. Task allocation. Supply of skills and competences. Workforce planning skills. Leadership skills. Multidisciplinary teams/integration. Workforce flexibility. Skill mix. Task shifting.



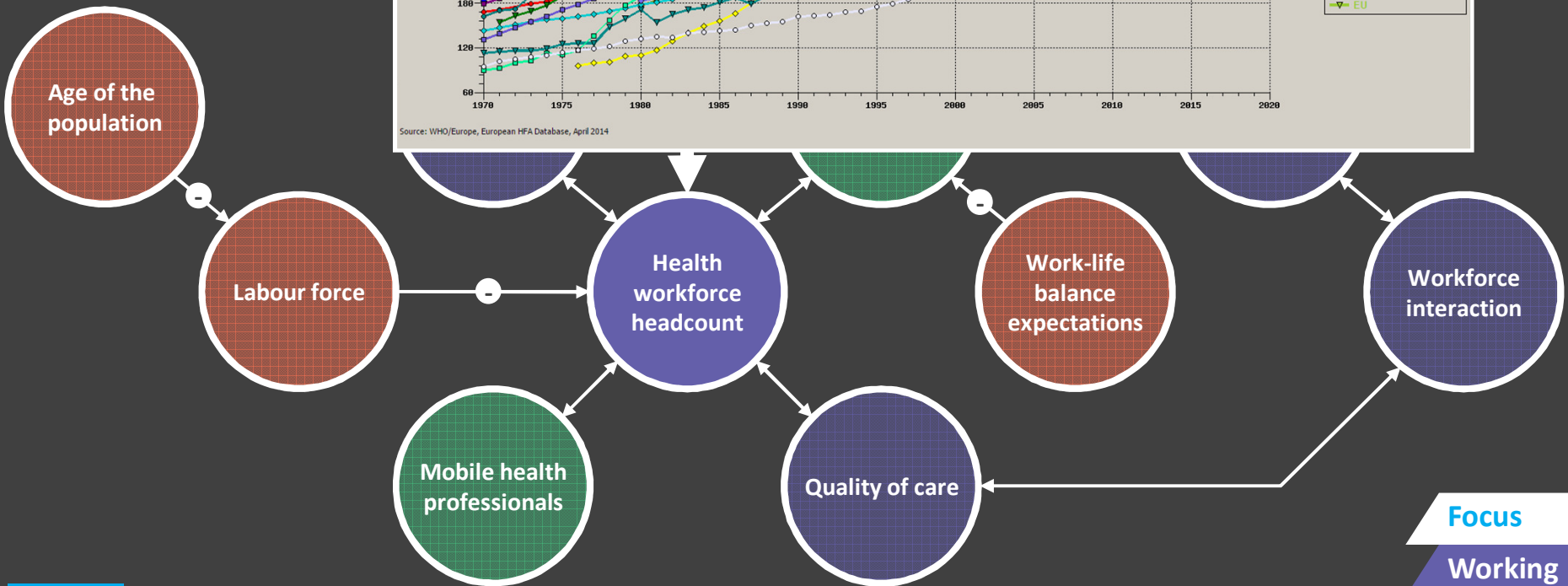
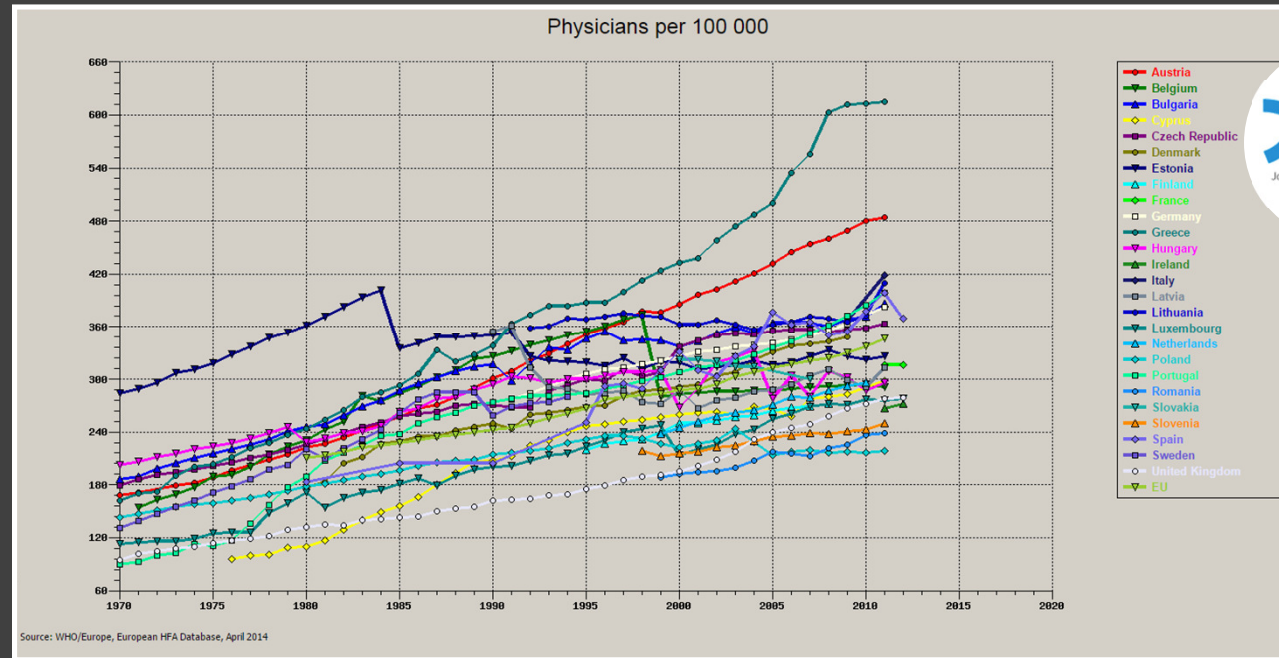
Focus

Working

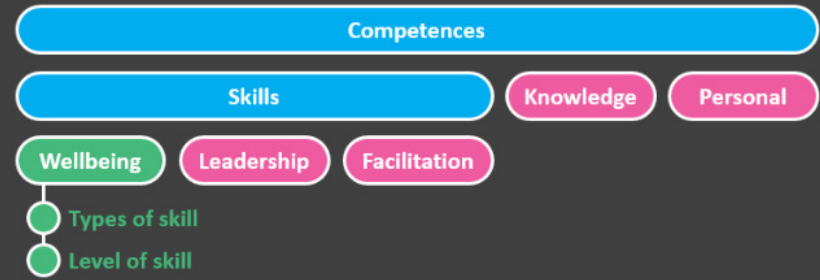
Transactional

Contextual

7. Supply

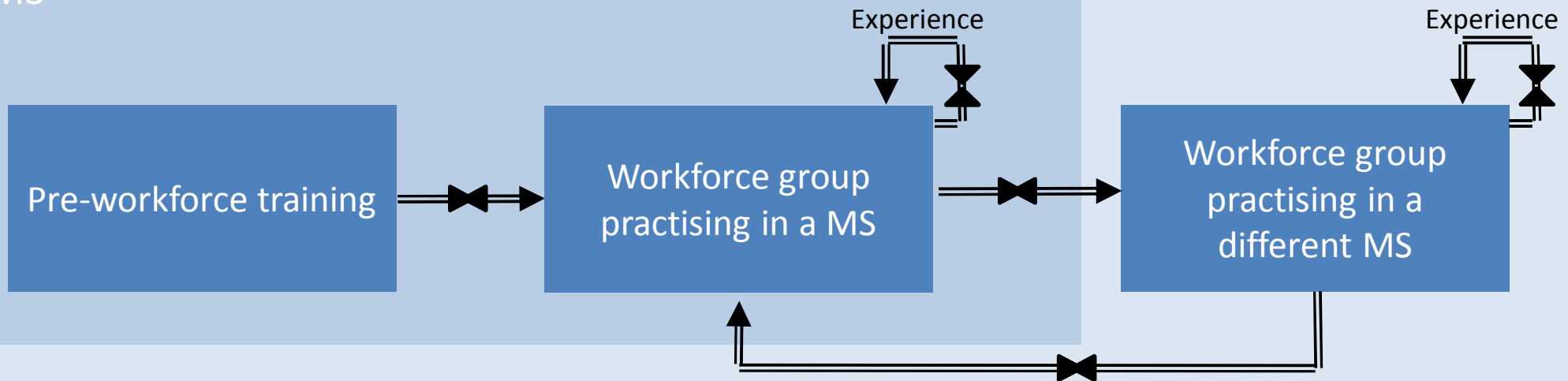


Competence



Europe

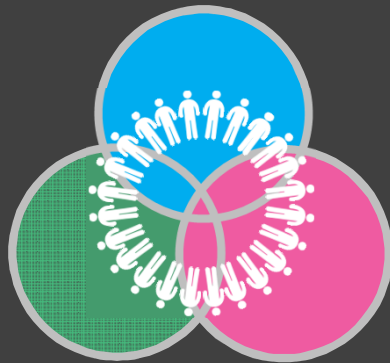
MS



Key shifts and possible solutions?



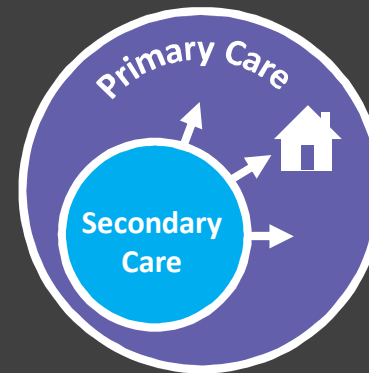
Integrated care



24/7 and tech enabled working



Care model shifts



Patient and service user empowerment/activation/self-management



New workforce roles and prototyping



Prototyping and discovering



New roles and skills

Contact details



Matt Edwards

Head of Horizon Scanning & International
CfWI, England

John Fellows

Horizon Scanning Consultant
CfWI, England



+44(0)7834 800 393

+44(0)7795 452 972



matt.edwards@cfwi.org.uk

john.fellows@cfwi.org.uk



www.cfwi.org.uk | www.horizonscanning.org.uk



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