

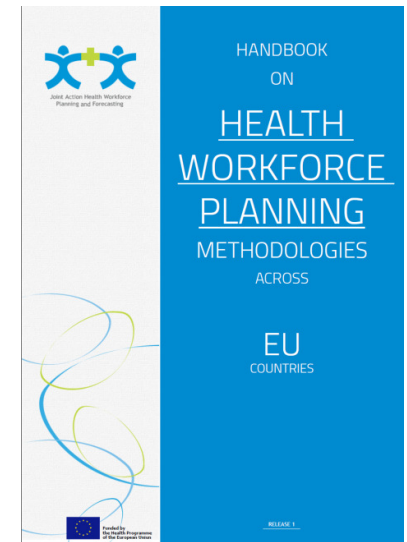


Joint Action Health Workforce
Planning and Forecasting

Handbook on HWF Planning Methodologies

PAOLO MICHELUTTI
WP5 Project Manager /

JA plenary Assembly
Madrid, March 2015



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WP5 Exchange of good practices

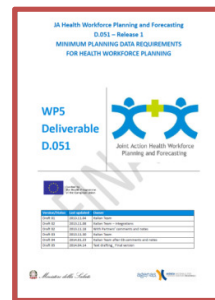




Joint Action Health Workforce
Planning and Forecasting

FIRST MESSAGE

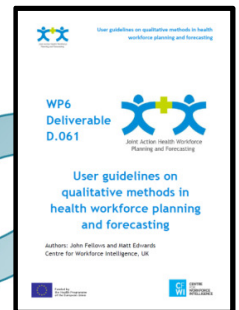
The Handbook has been conceived as complementary with the other JA deliverable, in particular with the Minimum Data Set (D051) and the User guidelines on qualitative methodologies (D061).



D051



D052



D061



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Aim of the Handbook on Planning Methodologies

“To support policy makers, public officials, experts and researchers in **developing** and **improving** the HWF planning system using a basic approach connected with quantitative forecasting”



Handbook limitations

From the Handbook's preface

*There's more emphasis on **similitudes** than differences between the various systems. Indeed some topics, as not “commonly” encountered in the analyzed practices, were **not developed** in the Handbook:*

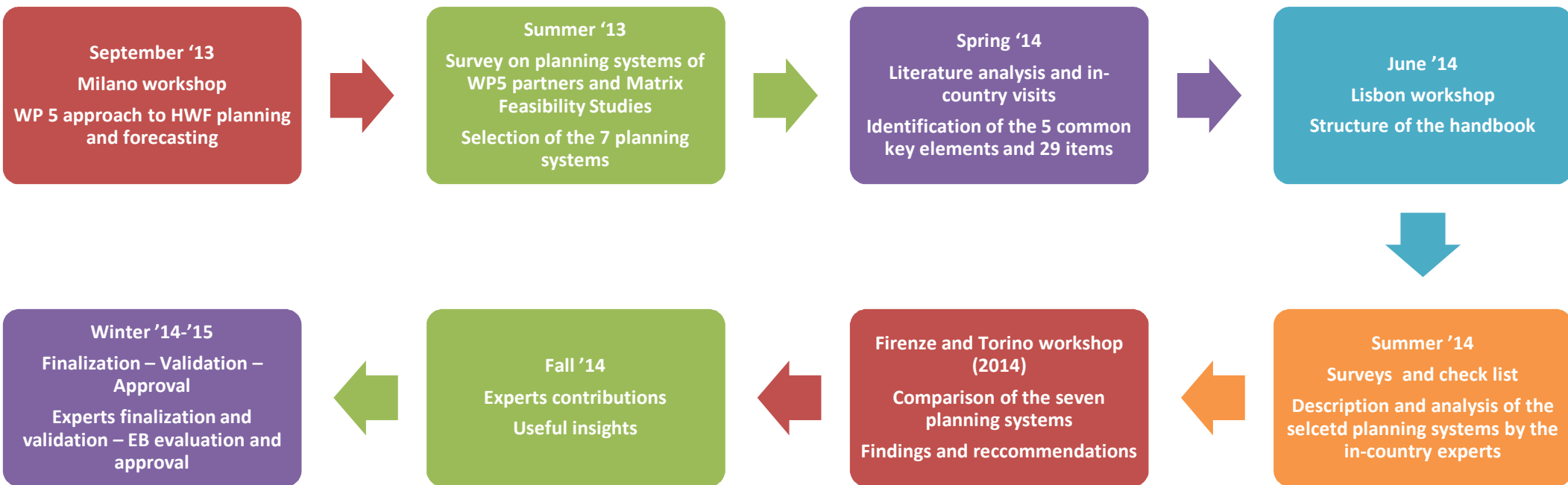
- future health workforce reengineering,*
- the issue of skill mix and task shifting,*
- more generally to the subject of setting and implementing policies regarding the future health workforce (with regard, of course, to the related decision making processes).*

The Handbook's main contents



- 1 Descriptions of good practices **NOT** instructions;
- 2 Suggestions and recommendations on key elements and on some critical points based on “minimum planning requirements” developed in several consolidated experiences **NOT** advanced planning practices developed in few systems;
- 3 Theoretical and practical insights but **NOT** forecasting mathematical tools ready to use.

The Handbook: a collective and huge work



A basic approach to the HWF planning

To recognise the major imbalances of HWF:

- *assessment of the current situation;*
- *identify imbalances;*
- *evaluation of supply and demand for healthcare.*



To analyse these imbalances focusing on

- *health production;*
- *inflow (training and immigration);*
- *outflow (retirement and emigration).*



Identification

- 7 planning systems in 7 European Countries

Matrix Feasibility Study

BELGIUM	DENMARK	ENGLAND	FINLAND	NORWAY	SPAIN	THE NETHERLANDS
WHO Planned at Ministry for the	WHO The Danish Minister	WHO Department (HEE), Public Workforce and central Local Education	WHO Governance under the of Education and Culture	WHO Directors and Care Norway	WHO Human System (Equality Ministry)	WHO The Ministry of Health, Ministry of Education and Science and advice of the Advisory Council on Manpower Planning (ACMMP -
WHAT Planned dentists nurses	WHAT Future clinical	WHAT The future health workforce skills "workforce" carers.	WHAT Demand occupational side projects and levels	WHAT Supply of health care nurses, d	WHAT Number specialist intakes specialist	WHAT Future number of doctors, dentists, professions, specialized nurses
WHEN Each p	WHEN Each plan and a forecast	WHEN Updated planning periodic r	WHEN Every year	WHEN Every th	WHEN Every tw	WHEN Each planned profession every 2 and 3 years cycle).
WHERE At the the he regions (select police	WHERE A supply profession number up forec	WHERE Central level Education providers)	WHERE Central level Employment and Culture and region	WHERE National regional	WHERE National	WHERE At the central level.
WHY To monitor the fu workf	WHY To monitor of workf	WHY To deliver by developing the right v	WHY To promote according occupational people or profession	WHY To evaluate and social strength needed.	WHY To define specialist need of	WHY To monitor the current work future supply on the base of th the demand side.

Identification

- 5 key elements and 29 items

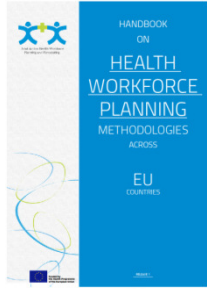
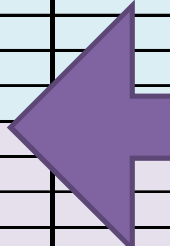
Literature analysis and in-country visits



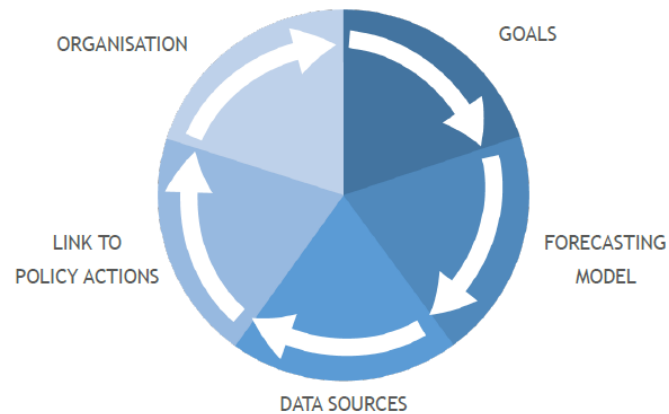
Description and analysis

KEY ELEMENT	ITEM	PLANNING SYSTEM						
		BE	DK	EN	FI	NO	SP	NL
GOALS	Goals							
FORECASTING TOOL	Forecasting approach							
	Quantitative forecasting methodology							
	Use of qualitative forecasting methods							
	Scenario analysis							
	Projection period							
	Frequency of updating							
	Migration flows							
	Segmentation of the future estimations							
	Integration between / within professional groups							
	Feedback effects between demand and supply							
	Interaction with other goals of the NHS							
Assessment of the outputs								
DATA SET	Data collection							
	Individual / aggregated data							
	Unique / multiple sources							
	Data updating							
	Original aims of data collection							
LINK TO POLICY ACTIONS	Planning measures and actions							
	Responsibilities of the planning measures							
	Monitoring and controlling							
ORGANISATION	Workflow							
	Decentralization of the planning responsibilities							
	Responsibilities in the decision making process							
	Stakeholder involvement							
	Stakeholders involved							
	Role of the Stakeholders							
	Role of communication in the planning system							
	Staff members							

Surveys and indepth analysis with in-country-experts



Comparison of the 7 planning systems



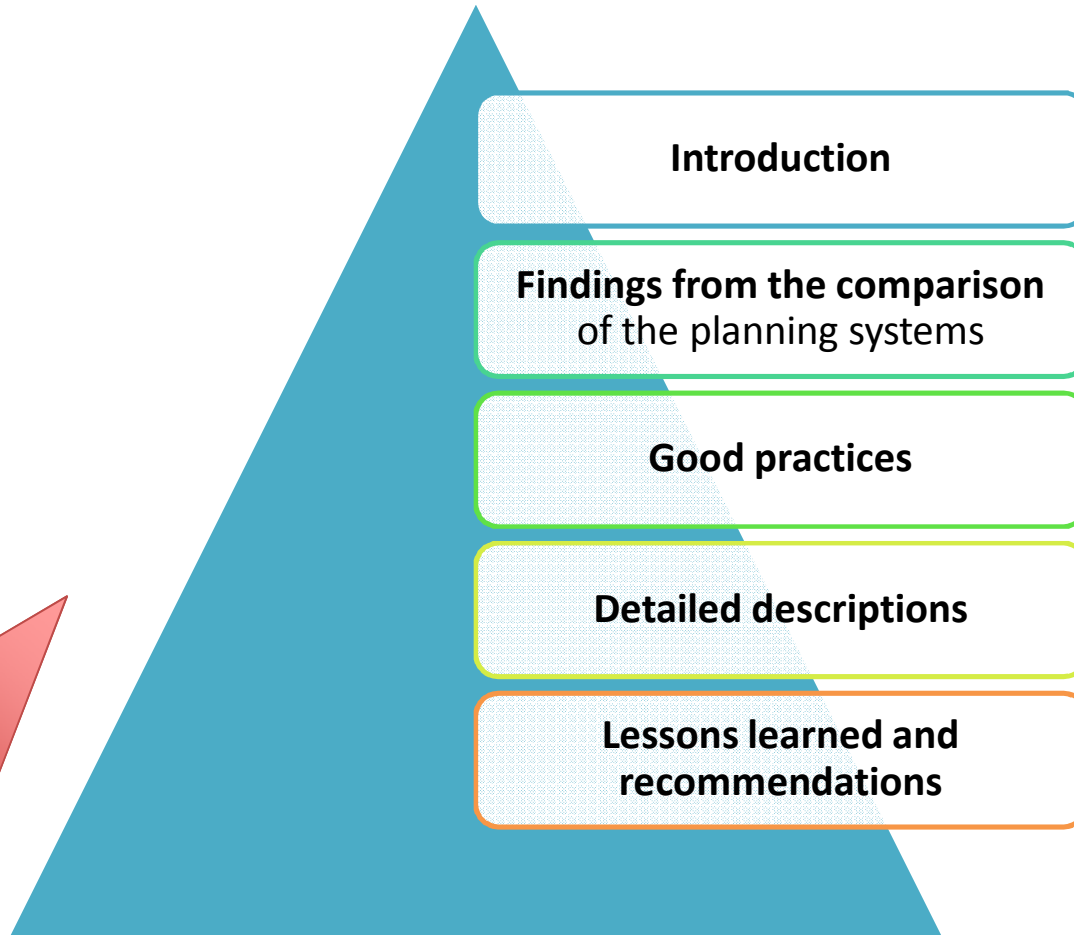
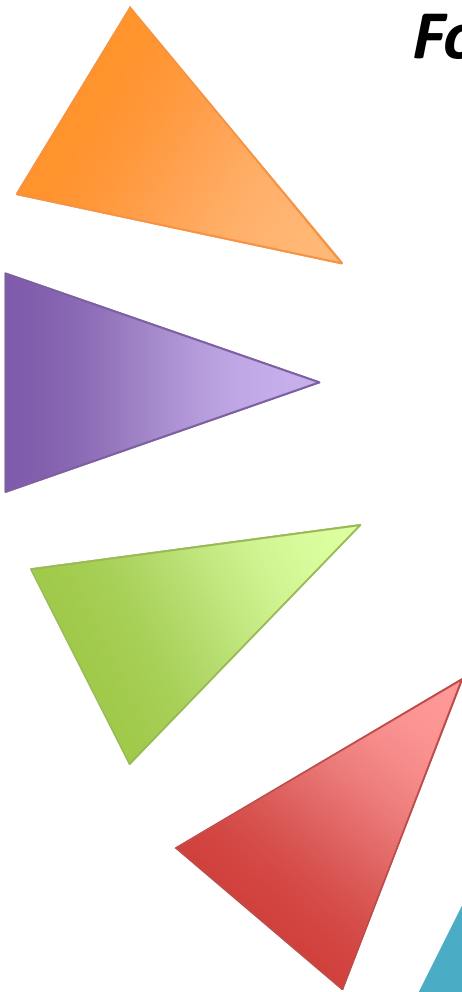
FINDINGS FOR EACH OF THE 5 KEY ELEMENTS



GOOD PRACTICES ON THE 5 KEY ELEMENTS

Content of the Handbook

For each of the 5 key elements:



Useful insights

Quantitative and qualitative forecasting methods

Planning capacity evaluation

Setting targets of HWF Planning

Health workforce wages

Assessing the current situation

Dependency of foreign trained HWF





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SECOND MESSAGE

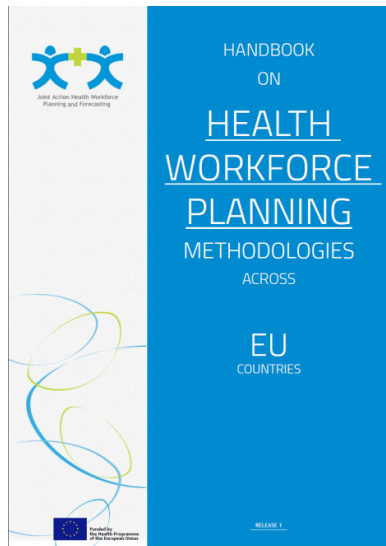
The Handbook adopts a comprehensive approach to the HWF planning but not covers all the practices and all the current available knowledge in EU countries on HWF planning.

Key elements are investigated from a practical and theoretical point of view.



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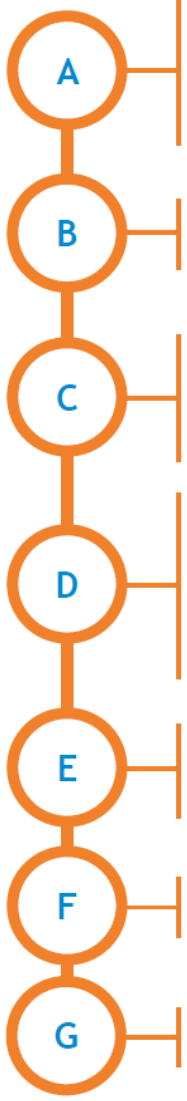
The Handbook's potential users



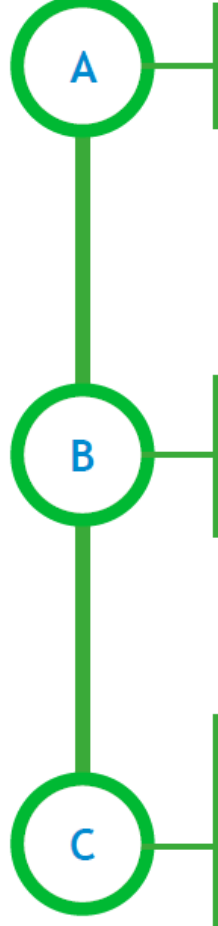
- 1 Those who need guidelines and suggestions on how to implement a new planning system starting from scratch;
- 2 Those who want to know the essential theoretical elements for planning the HWF and deepen them through some practical applications;
- 3 Those looking for suggestions and ideas to improve their own planning system taking a cue from solutions implemented in other EU Countries.

The 3 reading paths

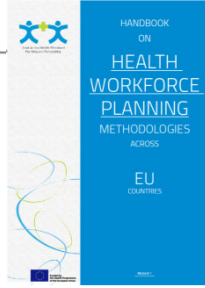
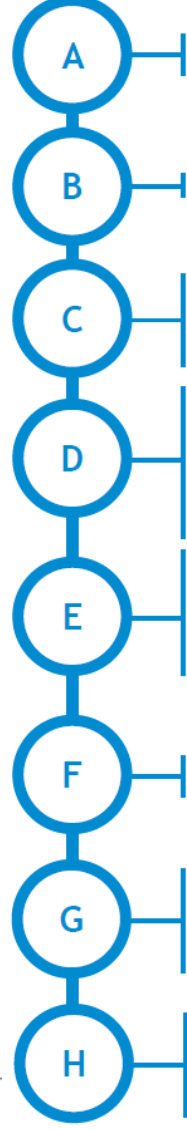
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How to use the Handbook

PDF version



Web version

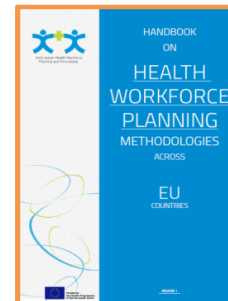




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Planning and Forecasting

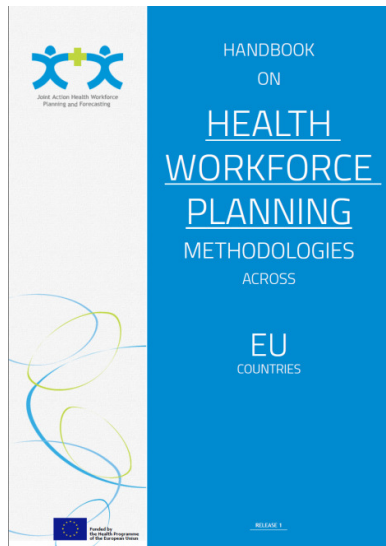
THIRD MESSAGE

The Handbook is an handbook.
Its efficacy is going to be tested.



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Future development of the Handbook



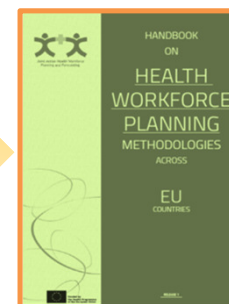
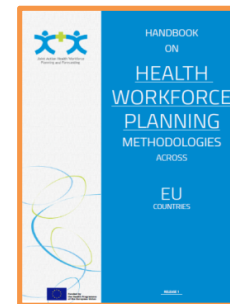
- 1 The Release 1 of the Handbook is going to be tested in Pilot Projects and Feasibility Studies.
- 2 Results of Pilot Studies and Feasibility Studies will furnish precious contributions in order to improve and update the Release 1 of the Handbook.
- 3 An update version (Release 2) will be deliver after the experimentation exercises.



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FOURTH MESSAGE

Results of Pilot Studies and Feasibility Studies will be used to improve and update the Release 1 of the Handbook.



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Acknowledgements

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 - *Michel Van Hoegaerden, Lieve Jorens, Pieter-Jan Miermans, Veerle Vivet, Pascal Meeus (Belgium) - Public Service, Health, Food Chain Safety and Environment, Todorka Kostadinova (Bulgaria) - University of Varna, Anders Haahr (Denmark) - Sundhedsstyrelsen - Danish Health and Medicine Authority, Leon Van Berkel -*

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Questions welcomed.