



Joint Action Health Workforce  
Planning and Forecasting

# Horizon Scanning: future skills and competences of the health workforce in Europe

**What are the main ageing consequences on health  
workforce and on the growing imbalances?**

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Centre for Workforce Intelligence (CfWI), UK*

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3rd JA Conference  
Varna, February 2016



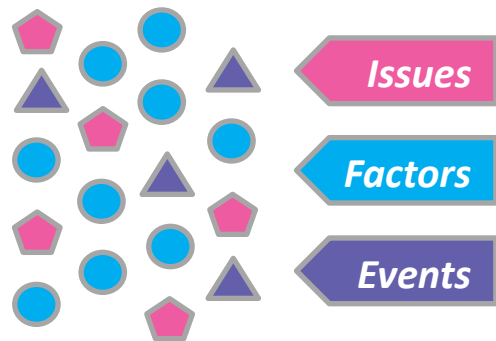
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of the European Union

# Horizon scanning

Horizon scanning in health workforce planning and forecasting is used to explore and describe the factors and forces, and their inter-relationships, in workforce systems.

The use of horizon scanning and the produced report and briefs aim to increase our collective knowledge of the factors and forces which may drive changes in the skills and competences required from health workforces over the next 20 years.

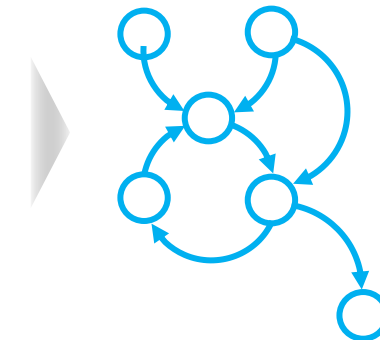
## Context



## Ideas bank



## System mapping



# Report and briefs

The cover features the logo of the Centre for Health Workforce Intelligence (CHWI) and the Joint Action Health Workforce Planning and Forecasting. The title is 'Future skills and competences of the health workforce in Europe'. A central diagram shows 'Health workforce' and 'Health care services' with arrows pointing to 'Driving forces out to 2035' and 'New skills and competences'. Surrounding this are icons for Resilience, Regulatory assessment and evaluation skills, Coaching and health promotion, Prevention, Multi-disciplinary team working, Detailed generic assessment and treatment skills, Information, communication skills, and Use of ethics and technology innovation. At the bottom, it says 'Horizon Scanning' and 'Funded by the Health Programme of the European Union'.

The cover features the logo of the Joint Action Health Workforce Planning and Forecasting. The title is 'Horizon scanning and future workforce planning in Europe'. The text states: 'Horizon scanning for the Joint Action on Health Workforce Planning and Forecasting has carried out qualitative research into the driving forces and inter-relationships of factors influencing the future skills and competences of the health workforce in the European Union. This series of briefings are aimed at workforce planners and policy makers across Europe to share the results of the project, their potential effects and to advocate for an increased use of such approaches to consider multiple futures as part of health workforce planning.' It includes a 'Key issues at a glance' section with bullet points and is 'Funded by the Health Programme of the European Union'.

The cover features the logo of the Joint Action Health Workforce Planning and Forecasting. The title is 'Drivers of change to the skills and competences of the future health workforce in Europe Populations'. The text states: 'Horizon scanning for the Joint Action on Health Workforce Planning and Forecasting has carried out qualitative research into the driving forces and inter-relationships influencing the future skills and competences of the health workforce in the European Union. This briefing summarises the key drivers acting on populations and their potential skills and competence implications.' It includes a section on 'Driving forces' and a map of Europe titled 'Figure 1: EU-28 Population structure 2015 and 2035 (Eurostat, 2015)'. It is 'Funded by the Health Programme of the European Union'.

The cover features the logo of the Joint Action Health Workforce Planning and Forecasting. The title is 'Drivers of change to the skills and competences of the future health workforce in Europe Health care services'. The text states: 'Horizon scanning for the Joint Action on Health Workforce Planning and Forecasting has carried out qualitative research into the driving forces and inter-relationships influencing the future skills and competences of the health workforce in the European Union. This briefing summarises the key drivers acting on health care services and their potential skills and competence implications.' It includes a section on 'Driving forces' and is 'Funded by the Health Programme of the European Union'.

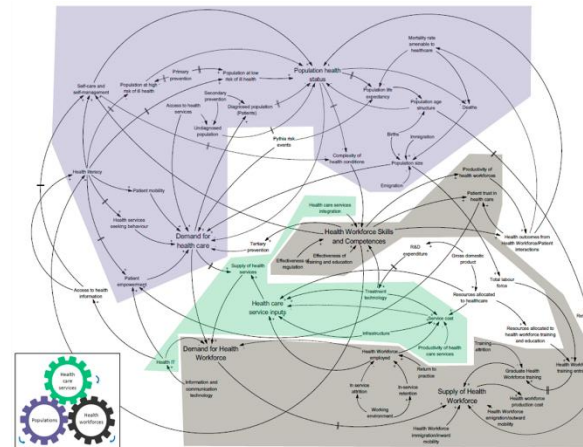
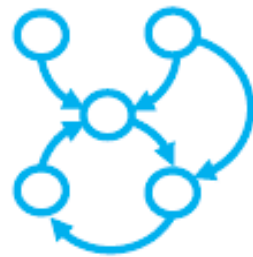
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Will be available at [www.healthworkforce.eu](http://www.healthworkforce.eu) in 2016

# Methodology

Horizon scanning has been conducted by a network consisting of WP6 partners led by the CfWI, in collaboration with the UK Department of Health.

**Focal question:** ‘Thinking up to the year 2035, what are the key driving forces that will influence the skills and competences required in the health workforce?’



Interviews



Causal loop diagrams

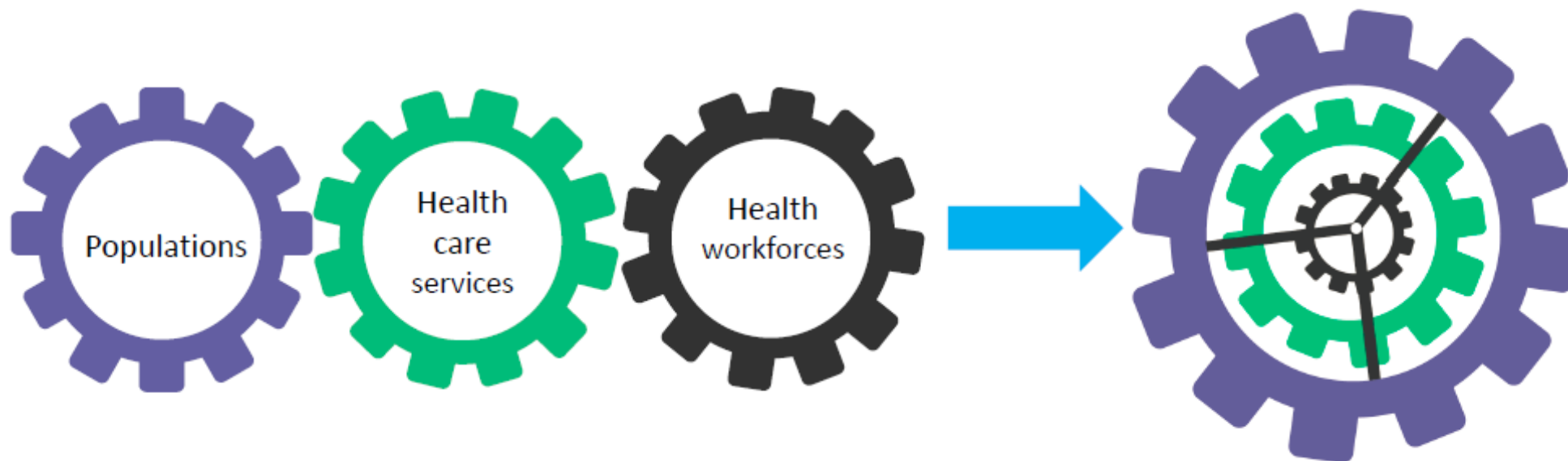


System map



Report schema

# Drivers of change: categories

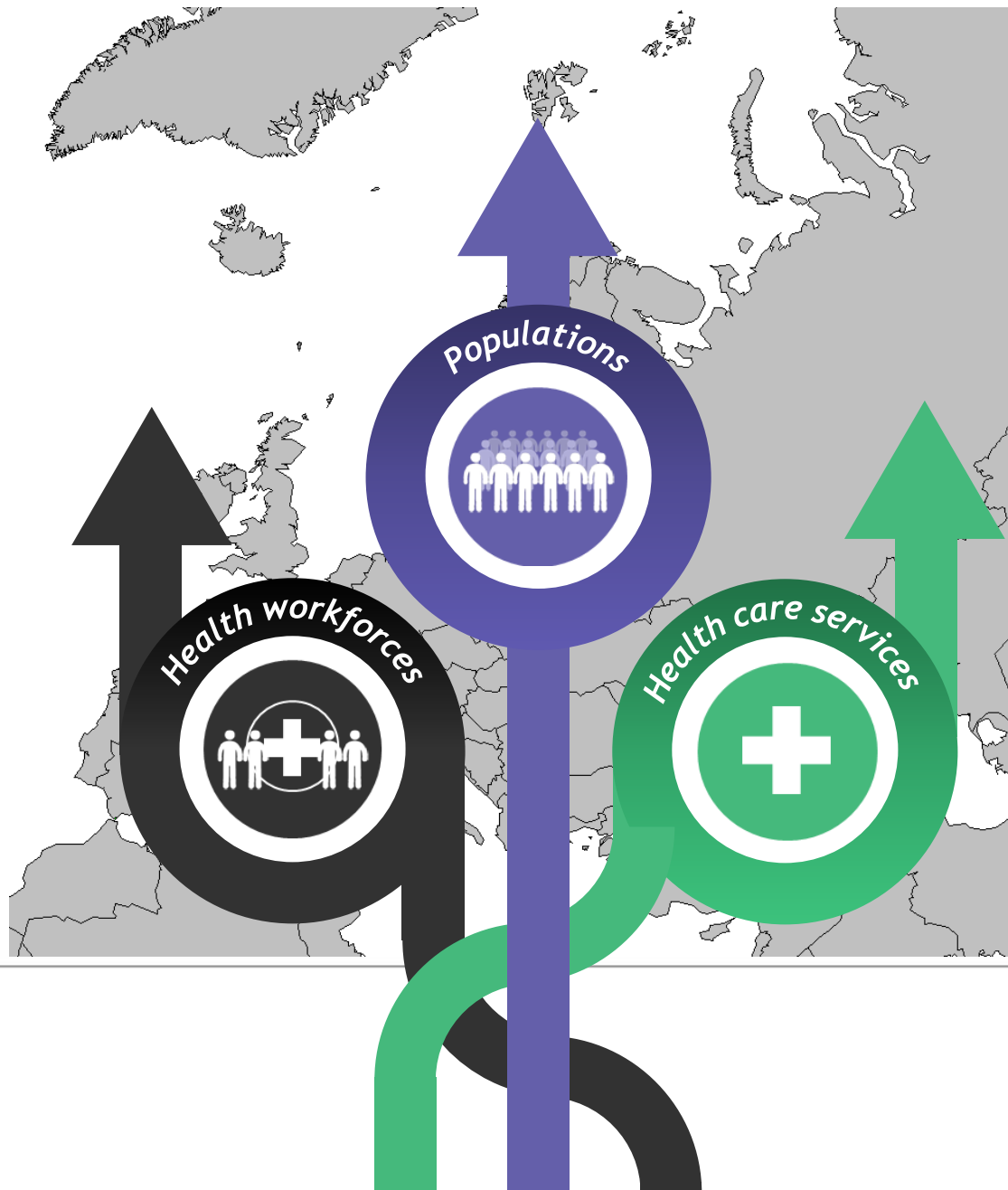




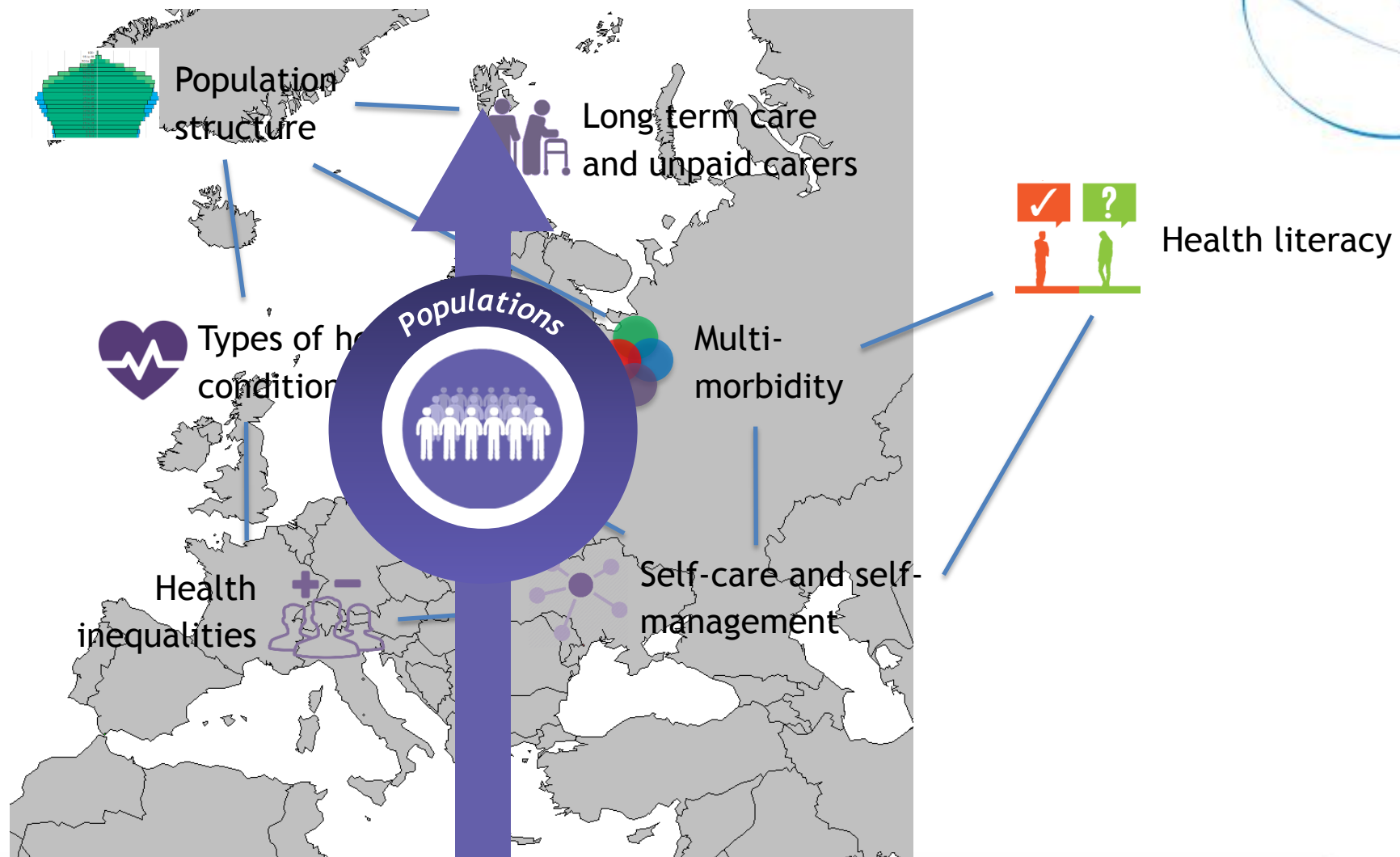
# Driving forces across Europe impacting the health workforce

Improved health workforce planning and forecasting requires better understanding of both:

- how the drivers of change relate to each other.
- the likely future direction of these driving forces.



# Population level driving forces



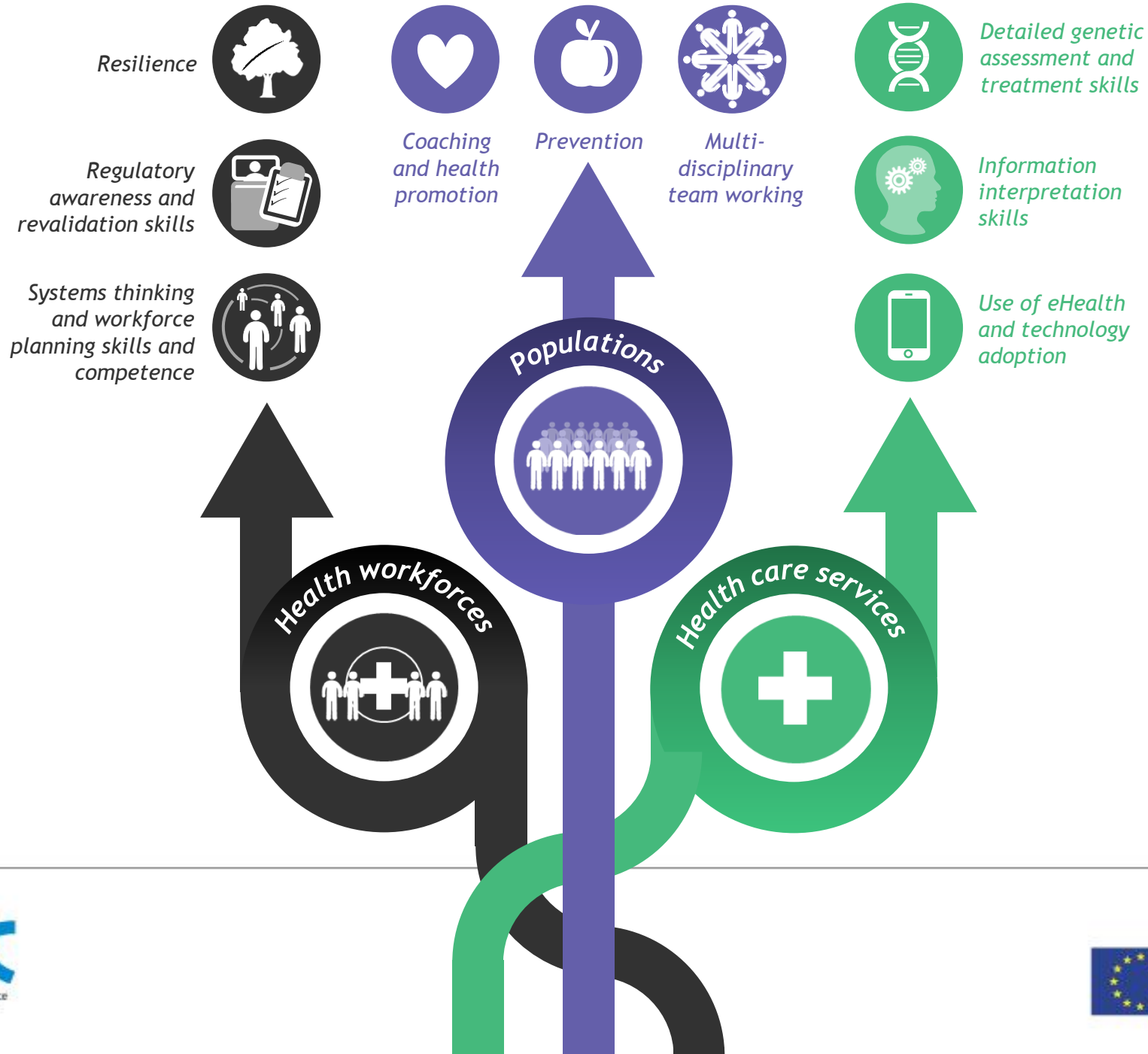
# High-level drivers of change identified out to 2035

Populations	Health care services	Health workforces
<ul style="list-style-type: none"><li>▶ Population structure</li><li>▶ Long term care and availability of unpaid carers</li><li>▶ Types and distribution of health conditions</li><li>▶ Multimorbidity</li><li>▶ Health inequalities</li><li>▶ Health literacy</li><li>▶ Patient mobility</li></ul>	<ul style="list-style-type: none"><li>▶ Health care expenditures</li><li>▶ Health IT and health services</li><li>▶ Genomics and precision medicine</li><li>▶ Location of care by setting</li><li>▶ Roles and decision rights</li><li>▶ Regulation</li></ul>	<ul style="list-style-type: none"><li>▶ Ageing health workforce</li><li>▶ Multi-professional education and adaptation of competences</li><li>▶ Health IT and health workforces</li><li>▶ Skill mix</li><li>▶ Health workforce mobility</li></ul>

**...which have implications to skills and competences**



# High level skills and competences implications



# Populations – skills implications



*Prevention*

‘the ability to reduce the instance or incidence of ill health and social health’ (CfWI, 2014).



*Coaching and  
health  
promotion*

‘engaging and empowering individuals and communities to engage in healthy behaviours, and make changes that reduce the risk of developing chronic diseases and other morbidities’ (WHO, 2015).



*Multi-  
disciplinary  
team working*

includes a range of ‘different professional groups, deliver[ing] higher quality patient care and implement[ing] more innovations in patient care’ (Borrill et al, 2013).

# Populations

## Examples of possible impacts to the workforce as shared by respondents

- ▶ **Nurses** as well as other health and care professions are likely to require an increased breadth of clinical and caring competence for increasingly prevalent diseases such as Alzheimer's and other long term conditions in the population.
- ▶ **Dentists** may require top-up education and continuing professional development in geriatric dentistry or gerodontology in order to better provide for the needs of an increasingly older population as well as wider health promotion and preventative skillsets for the young and middle age bands.
- ▶ **Doctors** will need to have an increasingly social role and provide guidance and coaching on public health and social aspects of people's lives that affect their health.

# Populations

## Education and training considerations

- ▶ **Broadly trained individuals who can work across setting boundaries** (Greenaway, 2013), as well as enabling self-management for a range of chronic conditions in combination with each other.
- ▶ **Promotion of health and well-being** through participatory approaches between patients and health professionals – development of the workforce to do this.

## Workforce planning considerations

- ▶ **Changes in existing workforce professions** (supply increases or decreases) may not sufficiently match the future population health needs and demands.
- ▶ **Competence and skill mix** will need to be considered carefully if the aggregate effects of these drivers result in high projections of demand for health workforce time.

# Summary

1. It is essential to take account of these driving forces and actively investigate the implications for each health system.
2. To better understand the implications of these forces and changes it will be necessary to quantify and model these drivers as part of projecting the relative size and uncertainty of workforce supply and demand pressures.
3. The future of workforce planning must include ***multi-professional*** projections to better inform decision making by linking to appropriate policy decisions across ***health and care***.
4. To do this we recommend ***generating multiple future workforce scenarios*** and the use of ***systems dynamics modelling*** to better understand the impacts.



# Acknowledgements

Thank you for the continued support from the EU Commission, EU Joint Action team, the Department of Health, UK and our national and international partners and advisors for participating in this and connected research.

**Questions welcomed in the panel session.**

