



Joint Action Health Workforce
Planning and Forecasting

Joint Action Sustainability Main Recommendations and Network of Experts

**What are the principles that we can preserve and
the instruments to use for EU Health Workforce
planning and forecasting**

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Joint Action Health Workforce
Planning and Forecasting

Structure of the presentation

Introduction about the process - how we arrived to the main recommendations for sustainability

Recommendations toward policy and supportive technical recommendations - key messages

The Vision

The Network of Experts for Health Workforce

Main Future Actions - The business Plan, presented by Prof. Walter Sermeus

Questions and Answers



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Introduction

The Health Workforce in the central role in the health systems together with the patients

- Health systems play a central role in modern societies in helping people maintain and improve their health, and Member States' future ability to provide high quality care will depend on making health systems more effective, accessible and resilient.
- In achieving this goal, a crucial role is played by a sufficient and adequately trained health workforce.
- After all, any shortage of certain categories of health workers may create access problems to healthcare and may in the end be paid for by Europe's population through patient outcomes, reflected in morbidity and mortality rates and overall level of population health and well-being.

Policy Recommendations - the formulation process

- **5 Policy Recommendation Groups** (the Knoster model as a methodological basis)



Technical Recommendation Groups - the formulation process

- **6 (Supportive) Technical Recommendation Groups** based on multi-level concurrence of expert opinion

Data and
Analysis

Health
Systems

Implementation

Competence
Dimension

Education
and Training

Cross-border
Mobility

The components of the process of establishment of the Network of Experts

JA activities and events
2012- 2016

- Identification of experts among the JA participants.

2013-2014 – 2015
ongoing process

- Extension of the List with experts recommended by the participants.
- Development of the criteria and the application form for self-assessment.

2013-2014

- Several rounds of invitations to identified experts.
- Self-assessment of the experts.
- Ranking of the experts in alphabetical order.

2015 - 2016

- Extension of the application form with further information.
- Grouping of the experts according to area and level of competences.

Policy recommendations

European Cooperation

- European cooperation can be useful **to exchange best practices** and learn from each other's experiences
- and **to scale up research efforts** (an example on the health workforce from the JAHWF are the *Policy briefs on future skill needs*).

Common Vision

- MSs and EEA **should continue to share the common vision**, to guarantee the necessary flow of resources for health workforce planning beyond the level of the projects and actively involve the stakeholders (employers, professional organizations, educational bodies, NGOs, etc.) in order to overcome the imbalances of the health workforce.

Resources

- the application of qualitative and quantitative methods **could improve the relevance of outputs**, aid transparency of decision-making and help to develop a shared vision of the future health workforce for Member States and across Europe.
- These methods should be used within national-specific contexts and in further research and collaborative programmes they should be combined with quantitative modelling to project the relative size and uncertainty of workforce supply and demand pressures.

Policy recommendations

Investment in the recruitment and the skills development

- **Investment is needed** in developing a sustainable framework for health workforce intelligence
- Define and implement a national body that engages state, local, public and private stakeholders and supports the planning process in every stage, with roles and responsibilities clearly defined.
- Establish a subcommittee to develop the planning and forecasting model.
- Identify all the interested stakeholders.
- Strengthen partnership between educational institutions and the health-care delivery system.
- Communicate goals and results of the planning process to the stakeholders and engage them in building the model.

Data and Analysis

- EU/EEA governments and planning partners need to work together on common mobility indicators, while respecting EU and national data protection legislation, and information exchange on HWF mobility.
- **Investment is needed** in developing data base and analysis with focus on mobility

Education and Training

- Educational models may face rapid change to respond to new requirements of a very different education and training consumer than the traditional institutions have been faced with before.
- More remote learning may be enabled by technology, skills development and interactivity. However it will be important not to lose the physical teaching and learning that provide good educational outcomes.

The Vision

- The main components of the vision to strengthen HWF planning and forecasting are in the following areas:
- *Policy Dialogues*: policy dialogues leading to shared HWF and health system objectives, strategies and policies have to take place at both MS level and European level.
- *Knowledge Sharing*: knowledge sharing and the sharing of information and good practices, at EU level and between MSs, can serve as preparatory input for policy dialogues.
- *Country Learning Clusters*: cluster groups of countries that can be expected to learn from each other because they share the same conditions and starting position for HWF planning.

The Vision

- The main components of the vision to strengthen HWF planning and forecasting are in the following areas:
- *Data & Analysis*: improve the collection of reliable HWF data among all Member States, and develop advanced data collections and analyses that link back to health system outcomes.
- *Skilled Experts*: have a sufficient number of professionally skilled experts with advanced labour market analysis- and other relevant skills.
- *Research & Evaluation*: further develop the evidence base on the HWF and HWF planning, taking into account the altering landscape in which HWF planning takes place.

The main objectives of the JAHWF and the Network of experts

- **To provide a platform for collaboration and exchange** between partners, to *better prepare Europe's future health workforce.*
- **To provide state-of-the art knowledge** on *quantitative and qualitative planning.*
- **To increase national authorities and partners knowledge.**
- **To support national authorities and partners** to *improve their tools and to succeed in achieving a higher effectiveness in workforce planning processes.*

The outcomes of the Joint Action should contribute to the development of sufficient health professionals, to the minimization of the gaps between the needs and the supply of health professionals equipped with the right skills, through the forecast of the impact of healthcare engineering policies and the re-design of educational capacity for the future.

From the List of experts to a Network of Experts

The goal of the Joint Action is achieved by :

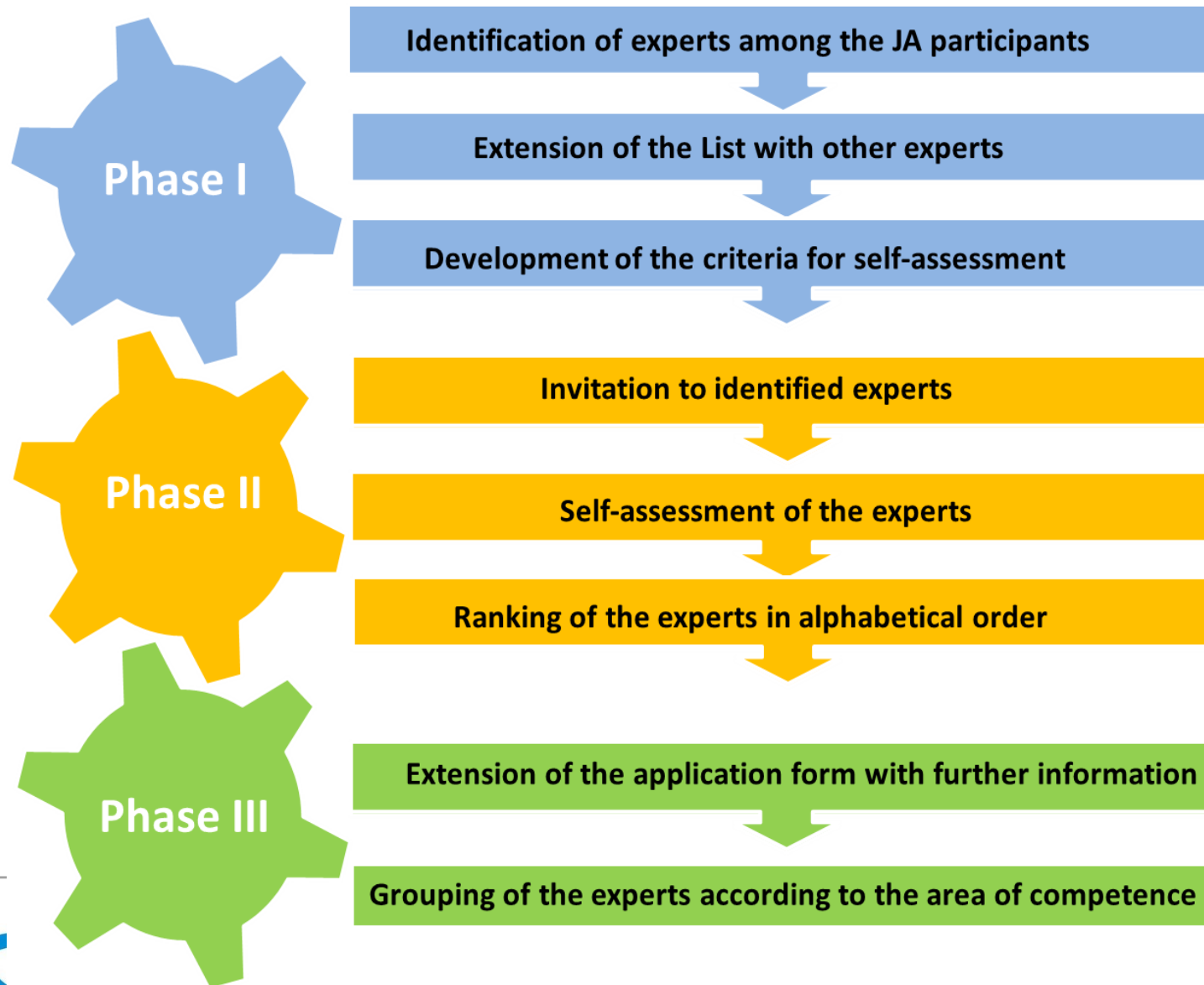
- *proposing sustainable construction of a Network of knowledge*
- *ensuring the collaboration and exchange between the partners after the contractual end of the action.*

*The outcome concerning **sustainability** is a collaborative Network of Health Workforce Planning experts to be developed and enlarged in order to address HWF planning and forecasting issues, reinforced by assuring long-term Member States (MS) engagement in the Network of experts, together with the EU stakeholders and European Commission.*

The main principles in the development of the Network

- Cooperation
- Transparency
- Voluntary participation
- Diversity in the area of competences and level of expertise;
- Representation of different generations, countries and field of expertise.

Components of the process of establishment and development of the Network



Definition of the European Network of experts

- The European Network of Health Workforce Planning experts (ENHWoPE) aims at being a **leading think tank** providing European policy makers with **sound base for policy decisions**: *up-to-date information, analysis, good practices, experiences, trends and recommendations on Health Workforce development.*
- It should play a **proactive advisory role** by *organising conferences and network meetings, as well as promoting intelligence and results through a web portal.*
- While focused on the specific challenges of the European Region, the European network will **welcome worlds experience** and **build the link for a global knowledge management**. Viewing health workforce planning as an important part of health systems planning, it **affiliates** and **seeks synergies** with the other EU networks and organizations.
- The network will **involve experts** with *different levels of competences* identified in the documents of the initial Joint Action (List of experts).

The Network of Experts

- **A Network for exchange of experiences and provision of good practices;**
- **A knowledge Network** (locus) – as a center to collect, analyze information and data concerning the HWF planning and provide feedback to the partners on request;
- **Network for initiating and coordinating joint efforts;**
- **Network supporting capacity building** in health workforce planning;
- **Network to contribute to evidence based decision making** for sustainable health systems focused on health workforce planning.

Levels and areas of competences

- **Three levels of competences:**
- **No relevant expertise in the area of competence** - the experience is not relevant for this specific area of competence.
- Level „**Experienced**” - the expert is considered as possessing experience and knowledge sufficient to the relevant components of the planning and forecasting processes: to analyse data and environmental factors, do research, conduct studies, model processes, take part in training, etc.
- Level „**Master**” - the expert is considered an authority in the field and an established practice leader, adding value to the existing knowledge and experience.

Levels and areas of competences

Five areas of competences:

1. A set of competences needed to collect, process with scientific instruments, understand and make use of health workforce data, including modeling.
2. A set of competences needed to understand, evaluate and foresee future evolutions of the healthcare sector at national level with understanding of international context
3. A set of competences needed to understand, participate and potentially lead policy making processes in the healthcare sector, with understanding of the international (EU at least) context and processes, including the legal aspects

Levels and areas of competences

Competences areas:

4. A set of competences needed to understand, **manage and evaluate policies in the field of education** of human resources in health.
5. A set of competences needed to understand, **manage and evaluate policies in the field of labour market**, especially of human resources in health.

Key messages

- The mobility processes deepen the existing imbalances between the regions and countries and thus, increase the inequalities in access.
- Health workforce factors influence significantly the development of health policies and the implementation of measures and incentives in healthcare.
- In this respect, **health workforce planning efforts can help to achieve sustainability of health workforce in MSs and at European level.**
- Forecasting the future needs of health professionals and their planning is an important prerequisite for the successful implementation of health reforms and the sustainable development of the systems.

Key messages

Further cooperation between MSs is crucial for achieving sustainability of health systems through health workforce planning, forecasting and governance.

To achieve the goals it is necessary to communicate the goals and results of the planning process to the stakeholders and engage them in building the model for each country and region.

It is important to strengthen partnership between educational institutions and the health-care delivery system.

The next steps and actions

- The Joint Action on Health Workforce Planning and Forecasting has showed how **European Cooperation** can be beneficial for countries by handbooks, guidelines on how to improve health workforce planning as well as analysis on data with recommendations on how to improve data structures.
- Furthermore, the Joint Action has provided a platform for health workforce experts to exchange knowledge and expertise.