Joint Action Health Workforce Planning and Forecasting
Welcome to London
WP6 Workshop, Thursday 23rd April 2015
Greg Allen
Managing Director of the CfWI
Michel Van Hoegaerden
Programme Manager, Joint Action Health Workforce Planning and Forecasting
Overview & Objectives
Matt Edwards, WP6 Leader
Ground Rules

- There are no planned fire alarms.

- Please do not use phones during the sessions - the lobby outside is available as a space to make any urgent calls and regular breaks are scheduled.

- Wifi is open access, your USB sticks have papers on, these are encrypted and the password is with the USB.

- Please ask Alison, Matt Lanyon or Simon if you have any questions about the venue.
## Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tr>
<td>10:00 - 10:15</td>
<td>Welcome and introductions</td>
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<td>10:15 - 10:30</td>
<td>Overview and objectives</td>
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<tr>
<td>10:30 - 11:15</td>
<td>D062 progress so far</td>
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<td>11:15 - 11:30</td>
<td>Coffee break</td>
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<td>Breakout session 1</td>
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<td>Lunch</td>
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<td>Breakout session 2</td>
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<td>15:30 - 16:00</td>
<td>Next steps and close</td>
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### Objectives

1. To update WP6 Partners on the progress made to date on D062

2. To discuss in moderated groups the development of D062 over the next 3 months

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Deliverable 062
Report on future skills and competencies

Grant Agreement, Annex 1b:
“The report will give an estimation of the future needs of skills and competencies and their distribution. It will contain a series of papers either covering off a key professional group (e.g. nurses) or a large trend (e.g. ageing population).”
Production of the report and policy briefs: timings

**Version 1**

- Release date: 23 April 2015
- Sent to WP6 partners: 23 April 2015
- Deadline for comments: 11 May 2015

**Version 2**

- Release date: 22 May 2015
- Comments deadline: 22 May 2015
- Submission date: 8 June 2015

**Version 3**

- Release date: 19 June 2015
- Comments deadline: 19 June 2015
- Submission date: 8 June 2015
D062 Report future skills and competences: this report will give an estimation of the future needs of skills and competences and their distribution. It will contain a series of papers covering off either a key professional group (e.g. Nurses) or a large trend (e.g. ageing population).
Process to November 2015

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Policy briefs

- **JA Executive Board**
  - November 2015

- **JA evaluation process**
  - August 2015

- **2 rounds of partner feedback**
  - May & June 2015

- **WP6 meeting London**
D062 Progress so far
Matt Edwards, WP6 Leader
John Fellows, WP6 Content Lead
D062 Report future skills and competences: this report will give an estimation of the future needs of skills and competences and their distribution. It will contain a series of papers covering off either a key professional group (e.g. Nurses) or a large trend (e.g. ageing population).
Process to date

- Lit. review
- Input from other projects
- Workshop
- In-country interviews
- Collation of information
- Policy briefs

August 2014: Processing and checking with interviewers
October 2014: Partner remote consultation exercise
December 2014: D062 presentation to JA Conference
February 2015: D062 Progress Update to partners
April 2015: Version 1 of D062 issued to partners
Process: methods

- Literature review
- Semi-structured interviews
- Content analysis
- Causal loop diagrams
- System map
- Trend analysis
- Skills implications

Gather | Analyse | Explain
Horizon scanning

- Horizon scanning allows us to consider the key driving forces that will influence the skills and competencies required in the health workforce in the European Union in 2035, and the workforce implications of these drivers.

- It is a step in processing the complexity of the systems which affect health workforce planning.

Workforce planning

- Health workforce planning describes the full range of options surrounding health workforce policy; such as changes to education, training, roles or regulation; which aims towards ensuring that the appropriate workforce is available to meet the health care needs of populations (Scott et al., 2011).
Workforce planning in Europe

- Largely a national competence
- When considering historical trends - bounded to current EU members
Complexity

“Health systems in industrialized countries are highly complex institutional constructs that differ widely between countries. For classification purposes it is therefore necessary to reduce complexity by focussing on certain aspects of reality and neglecting others”.


Developing theory

“... propositions of how different dimensions of a phenomena may be linked, which can be explored or considered in analysis... can be captured in the form of a conceptual framework.”

Gilson, 2012. Health policy and systems research: A methodology reader
Frameworks

MACRO LEVEL: Global & National Context

Domestic Health System

MICRO LEVEL: individuals

MESO LEVEL: Organisational & Local level

Competencies

Skills

Wellbeing

Leadership

Facilitation

Prevent
Enable
Assess
Plan
Treat
Rehabilitate
Relieve
Link

Population

Health services

Health workforce
Macro level

- Workforce
- Cross-border healthcare provision
- Medicines regulation

Important to consider different levels for the applicability of horizon scanning
Skills and competencies

- Useful when considering the health workforce at a macro, and multiple workforce, perspective.

- They also allow flexibility when considering the future, and what will be required of future health workforces across the EU.

Workshop

- UEMS, 2011
Overall key

- Populations have health needs which are related to demand for health services
- Health services are supplied and produce a demand for health workforces
- Health workforces have a supply and demand based on factors within health services and populations, and they have an effect on population factors.
System map

Population size

Demand for health services

Capacity of health services

Service inputs

HWF employed

Service outputs

Productivity of health services

Effectiveness of health services

Effective regulation

Effective training and education

HWF skills

Resources allocated to healthcare

Graduate HWF training
Horizon scanning

- Horizon scanning is an examination to allow for better preparedness.

- There may also be improvements to workforce planning and forecasting that can be made as a result of this type of investigation.

- ‘...demand is not the same as utilization which is not the same as need. Models currently use utilization which is a function of demand, supply and need’ (Scott et al, 2011).
Process: methods and stages

- Literature review
- Semi-structured interviews
- Content analysis
- Causal loop diagrams
- System map
- Concept

Description
Trend analysis
Skills implications
WP6 scanning network

“Horizon scanning involves both broad, unfocussed searches through a wide variety of sources - touring - and more focused research once topics of strategic interest are identified - retrieving. The former is beyond any one person to perform well; the latter requires at least one person with specialized or local expertise for in-depth analysis.

Thus while the “ownership” of the scanning project may be vested in one person, or a core team of two to three people, the actual process should engage a broad network - both to handle the high bandwidth of sources to be scanned, and to provide specific expertise when required.”

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Discussion groups

- You have been randomly allocated to a group.
- In these groups we’d like to gather your feedback on the sections of version 1 of D062.
- The moderator will guide the group through the topics of each section.
- There are no right or wrong answers.
- We’re interested in both your individual feedback and your insight as a group.
- These sessions help us to engage a broad network to provide specific expertise and allow more focused research of the interview data and reports once topics of strategic interest are identified.
- They help increase the applicability of horizon scanning by understanding more about the system at different levels.
# Focus groups: Session 1

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Coffee Break
Reconvene at 11.30am
Discussion Session 1
Matt Edwards, WP6 Leader
John Fellows, WP6 Content Lead
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Lunch
Reconvene at 1.45pm
Discussion Session 2

Matt Edwards, WP6 Leader
John Fellows, WP6 Content Lead
## Focus groups - Health workforces

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Workforce supply

Nursing and midwifery needs a different qualification profile. Academic competencies to be able to research and apply scientific medical information.

Motivation and engagement of a very different population in the future.

Nursing as a scientific discipline, increased breadth of capability and decision making.

Mental health and new disease combinations.

Increased responsibility, mental and habitual self-confidence and resilience.

EWTD and the ability for health professionals to achieve the required amount of patient exposure and skills development.

Culturally sensitive nursing defined and designed into roles.

Greater emphasis on community care for a different demographic profile in the future and locations.

Task shifting that has positive outcome evidence to support it such as nurse prescribing.

Work life balance advisory and self awareness for workforce and populations.

Co-operation and integrated working with other professions, quantity of info, cooperation, units have to process, communicate and share information, across all different intensities of care.

Leadership, workforce planning and flexibility.
Mobility

- Increases of advanced practitioners and mid level providers / new roles (PA/NAs)
- Workforce planning skills
- Practice based assessment rather than qualification
- Higher education standards, timescales and cost
- Greater health system awareness of other geographies and nations
- Increased management competence across health and care systems
- Skills passports and new emerging legislation
- Care quality equalisation changes
- Language and cultural diversity
- Dealing with skill mismatches and retention where mobile workforces have more skills than the role
- Customer interaction and marketing skills
- Increased workforce planning skills
Coffee Break
Reconvene at 3.30pm
Next Steps
Matt Edwards, WP6 Leader
John Fellows, WP6 Content Lead
Next steps

• Minutes and proceedings from today

• WP6 team will now process the valuable content from your moderated group discussions

• Story board and prepare the next version of the report and policy briefs for the upcoming review stages
Production of the report and policy briefs: timings

**Version 1**

- **Sent to WP6 partners**: 23 April 2015
- **Deadline for comments**: 11 May 2015

**Version 2**

- **22 May 2015**

**Version 3**

- **8 June 2015**
- **19 June 2015**
Thank you and Close
Michel Van Hoegaerden, JA Programme Manager
Matt Edwards, WP6 Leader