



SUPPORT FOR THE HEALTH
WORKFORCE PLANNING AND
FORECASTING EXPERT NETWORK



European actions for resilient, sustainable health workforce

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SEPEN Joint Tender



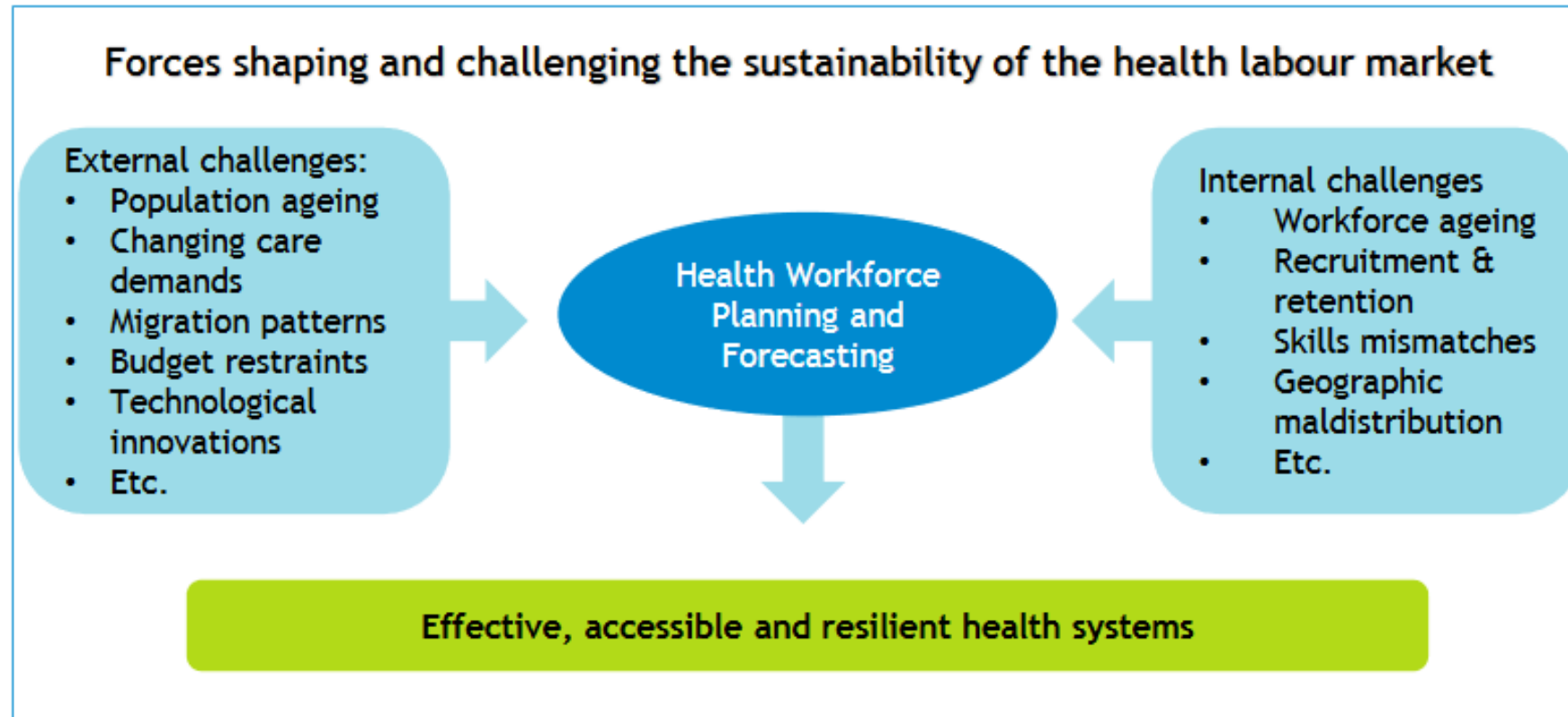
EU context

European basic principles

- Free movement of goods, services and persons = free mobility of labour force
- Equity in health care = equal access of healthcare
- EU context facilitates mobility of health professionals (HPs) e.g. by mutual recognition of qualifications in EU Sectoral Professions 2005/36/EC and of patients 2011/24/EU
- Health is national competency in the EU
 - Registration and licensing of HPs shows variety EU/EEA (Kovacs et al. 2013)
 - Continuing professional development (CPD) systems also vary (EU, 2013)



Dynamics of the labor market



Joint Action on European Health Workforce Planning and Forecasting, 2016

Essential steps in HWF development

Policy attention

Research projects

Joint Actions

EU enlargement

Green paper

2005/36 EU Directive

WHO Strategic documents

Action Plan for the EU HWF

Joint Questionnaire on non-monetary healthcare statistics OECD-Eurostat-WHO Europe

UN High-level Committee on Health Employment and Economic Growth





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EU level coordination





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Improve HWF planning

- Health Prometheus and MoHProf projects:
 - Tackling challenges related to HP shortages and mobility
 - Quantitative and qualitative data analyses and research on trends and policies
 - **Direction and magnitude** of HP mobility: from east to west, and from south to north
 - Cross-border movements affect the **size** of the HWFs in source and destination countries, including the **skill mix** and **distribution** over the territory – geographical imbalances
 - Push & pull factors, **EU-non EU movements and paths**, skill-mismatches, integration issues
 - Coherent monitoring-system of international mobility of HPs is widely lacking – How can harmonization be implemented?
 - Targeted actions needed in **recruitment and retention**
 - Policy: increasing global competition for scarce medical resources, ageing HWF requires replacements
 - EU: enlargement did not lead to massive outflows, but shortages endangering the **sustainability**
- 2016 OECD Study - Health Workforce Policies in OECD Countries



Joint Action Health Workforce
Planning and Forecasting

Joint Action on European HWF Planning and Forecasting (JA)

- Aimed to bring together **knowledge and expertise** from all over Europe
- Produced handbooks and guidelines, described the most **advanced planning methodologies**, the most utilized data and indicators – **minimum planning data requirements**
- Provided insights to an analysis on **future** skills and competences in the health sector, and supported defining skill needs in HWF education and training policies
- Identifying **solutions** to HWF challenges, and crucial **actions, good practices** for the sustainability of Europe's health systems
- Designed „Toolkit on HWF Planning” (<http://hwftoolkit.semmelweis.hu>) ⁷



Joint Action Health Workforce
Planning and Forecasting

Improve HWF planning

Useful materials for daily practice in the EU – Final Guide of the JA

Permanent discussions with over 90 bodies across Europe

HWF terminology - planning categories and data requirements, planning methodology

The supportive role of the qualitative approach, future scenarios and horizon scanning

Recommendations on diverse aspects of HWF planning process and data (e.g. stakeholder involvement)



**HANDBOOK ON HEALTH WORKFORCE PLANNING
METHODOLOGIES
ACROSS EU COUNTRIES**

**WHAT IS HORIZON
SCANNING AND WHY IS IT
USEFUL?**



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Anticipate skill needs

- RN4Cast and MUNROS projects
- 2015 Study concerning the review and mapping of CPD and LLL for health professionals in the EU
- 2017 State of Health in the EU – Country profiles
 - EC encourages EU level actions and MS to put theory into practice,
 - proactively forecasting future skills and competences,
 - redistributing roles in the health workforce (such as new and expanded roles for nurses),
 - continued upskilling through CPD
- 2018 JaseHN and 2019 eHAction
- 2018 OECD FS on Health workforce skills assessment
- 2018 EIT Health Needs analysis

Transversal skills of health professionals and new professions

Resilient HC systems and HWF

New skill sets required for the successful transition towards integrated and personalized models of care

E.g., coaching skills, management skills, communication skills, burnout prevention skills, and digital or e-skills

Interprofessional teamwork – new professions e.g., advanced practice nurses, health informatics managers



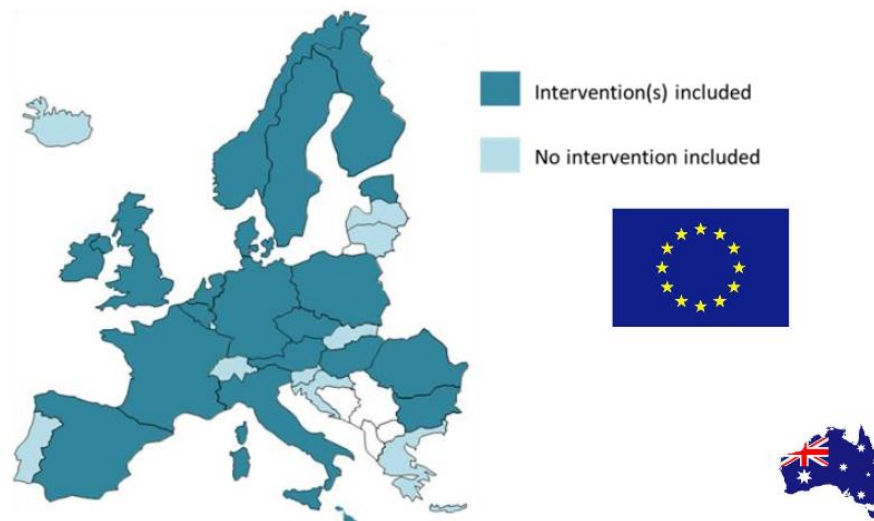


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Recrutiment & retention

- 2015 Recruitment and Retention of the Health Workforce in Europe
- ECAB – Cross-border care collaborations
- MPDC – Mobility Study EU- Latin Amercia

40 included R&R interventions from 21 countries





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International ethical recruitment



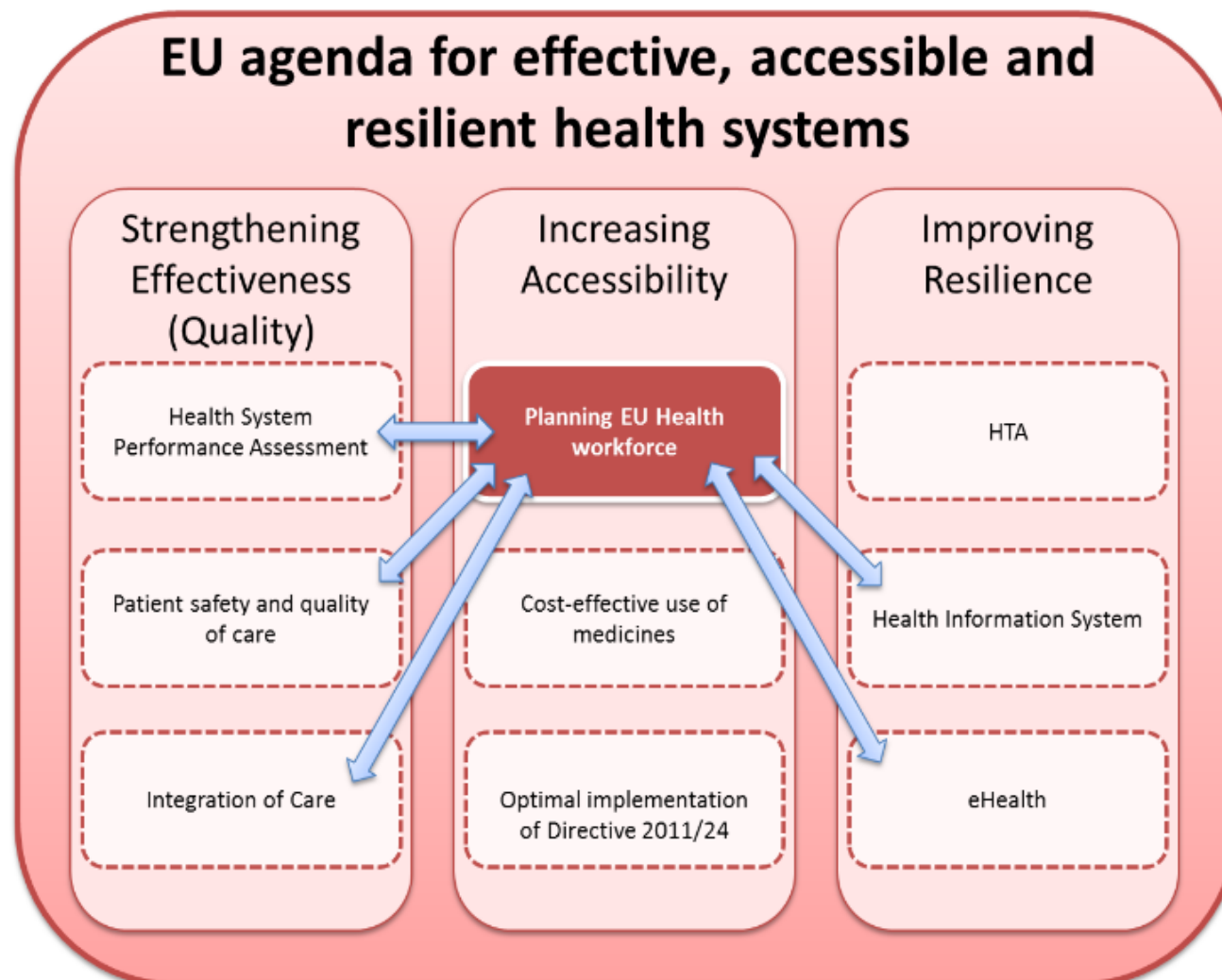
World Health
Organization

Several essential initiatives and documents by

- Tools and guidelines for human resources for health
- 2010 WHO Code of Practice on the International Recruitment of Health Personnel
- 2016 WHO Global Strategy for HRH: Workforce 2030
- High-Level Commission on Health Employment and Economic Growth – Commission Report: Working for health and growth: investing in the health workforce
- 2017 Towards a sustainable health workforce in the European Region: framework for action
- 2018 Supporting toolkit



EU agenda for effective, accessible and resilient health systems





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The present: SEPEN Joint Tender



- Brings **together** experts and stakeholders from policy, strategic and operational level



- Finding **synergies** with other HWF-related networks such as the INHWE
- Set up an online community of experts on the **EU Health Policy Platform**



- Facilitates knowledge sharing, tailored knowledge transfer and creating new knowledge – „**Co-creation**”



- Building on the results of the **Joint Action** on HWF Planning and Forecasting (JA EUHWF)
- Facilitates **implementation** of health workforce development in EU MSs



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Objectives

- To establish an **active community** on HWF planning and forecasting
- To **activate dialogues** among various stakeholders at EU level
- To support and **strengthen the cooperation** of MSs
- To **share and exchange** expertise and knowledge on HWF challenges and planning
- To **disseminate** and share the constantly accumulating knowledge, latest achievements and publications
- To **support improvements and implementation** of HWF planning and development in the EU
- To **find synergies** with other HWF-related networks



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**„Support for the health workforce planning
and forecasting expert network“
SEPEN Joint Tender**

**How do we address HWF planning and its challenges in
our current work?**



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Visit our website healthworkforce.eu

The SEPEN Tender is the main driver for expertise and
knowledge sharing on health workforce in the EU

SEPEN runs till 2020



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Findings

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Joint Action Archive



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LATEST NEWS

06
NOVEMBER
2018

CONSULTATION ON THE UPCOMING SEPEN WORKSHOP TOPIC IS OPEN NOW

In order to find the most relevant and interesting topic in terms of mobility data, input from the experts of this field is warmly welcome. The consultation poll is open now and opinions are expected until the end of this week (11th of November). Please, fill out the form and help to find the best [...]

READ MORE

10
OCTOBER
2018

THE OCTOBER EDITION OF THE "EU HEALTH WORKFORCE NETWORK UPDATE" IS AVAILABLE

Open the Newsletter Open the Newsletter in PDF Navigate to Newsletters

READ MORE

08
OCTOBER
2018

HEALTH WORKFORCE WAS TOUCHED UP ON IN THE DECLARATION OF G20 MEETING OF HEALTH MINISTERS, OCTOBER 4TH, MAR DEL PLATA, ARGENTINA

On 4 October 2014, G20 Health Ministers issued a joint declaration on concrete health policy proposals. Agreed in Mar del Plata (Argentina) by delegates of G20 member and guest countries, the document...

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Activating an Expert Network

- To establish the Health Workforce Planning and Forecasting **Expert Network**
- To design, create and put in place an effective mechanism to **coordinate and manage** the sharing of knowledge and ideas across all dimensions of HWF planning and policy among the Network members
- To **stimulate collaborative linkages** to facilitate knowledge uptake in EU countries
- To develop the Network through the **virtual exchange** of knowledge and information on health workforce (EU HPP)



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Virtual platform of expertise exchange

EU Health Policy Platform

European Commission

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New WHO Observatory study on Civil society and health: Contributions and potential

In September 2017 the European Observatory on Health Systems and Policies and WHO-Europe presented a new joint study entitled 'Civil society and health: Contributions and potential'. With the help of experiences from different national contexts and mini-case studies, the study examines approaches... [read more](#)

WHO Global Forum on Human Resources for Health conference material available

The Fourth Global Forum on Health hosted by the WHO took place in Dublin from 13-17 November 2017. The conference was dedicated to 'Building the health workforce of the future' and focussed on the implementation of the WHO Global Strategy on Human Resources for Health, the... [read more](#)

State of Health in the EU reports launched what future for health workforce?

On 23 November 2017 the first ever country health profiles compiled under the State of Health in the EU initiative were published. This is a collaborative effort of the European Commission, the OECD and the European Observatory on Health Systems and Policies. Alongside data on population health,... [read more](#)

"Support for the health workforce planning and forecasting expert network"

EU Expert and Stakeholder Group Networks

 SUPPORT FOR THE HEALTH WORKFORCE PLANNING AND FORECASTING EXPERT NETWORK

Aim

On 5 September, a three-year joint tender was launched aiming to implement a health workforce planning and forecasting expert network. The joint tender is led by Semmelweis University and brings together Katholieke Universiteit Leuven (KUL), National Agency for Regional Health Services (Agenas) and... [read more](#)

Group members [Ablakmetszet](#)

Nearly 300 experts joined in 2018
Join us now!



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Webinars in HWF planning-related topics

- News on events and publications
- Every expert can initiate dialogue and the platform enables exchanging views on related topics
- Webinar was held on 29th March 2019

„Interprofessional education for future health workforce collaboration?”

- Prof. Lesley Diack, School of Pharmacy and Life Sciences, Robert Gordon University Aberdeen
- Prof. Thomas Kearns, Executive Director, RCSI Faculty of Nursing & Midwifery, Royal College of Surgeons in Ireland
- Mr. Jan Skrzypczak, European Medical Students' Association



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Research activity

- To provide an overview of the main characteristics and a detailed description of the HWF planning systems and policies in each of the EU-28
- To conduct a mapping study of national HWF policies in EU-28
- **Up-to-date country profiles in 2019**





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- To organize workshops to bring together countries with similar health workforce characteristics or health workforce planning needs and maximize the added value of the knowledge sharing across Europe
- To prepare, organize and follow-up WSs in HWF planning-related topics
- To share knowledge – livestreaming, brief video reports, webinars etc.

Workshops



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- WS1 – Skill needs of HWF ✓
- WS2 – HWF planning data ✓
- WS3 – HWF mobility data ✓
- WS4 – Working conditions, Quality of care
- WS5 – Planning across professions



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Tailored interventions

- To offer tailored advice and guidance in EU MSs to support HWF planning improvements
- To organize national exchanges of expertise: workshops, training/coaching, peer review type interventions
- To support HWF planning and policy making (at national and/or regional level) and to facilitate and customize development



Funded by
the Health Programme
of the European Union



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CALL FOR INTEREST

The "Support for the health workforce planning and forecasting expert network"¹ joint tenderer

CALLS

EU Member States engaged in health workforce planning to express their

INTEREST

to **receive a tailored advice and guidance** through expertise provided by the Network to support health workforce planning improvements.

- ✓ Do you need improvements in your national/local health workforce planning?
- ✓ Are you committed to develop your health workforce planning capacity in your country?
- ✓ Would you like to have a tailored consultation from experts?



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Dissemination

- To disseminate the outcomes of the tender activities on the website healthworkforce.eu and newsletters
- To provide information on latest HWF planning and policy developments - subscribe to our NL „**EU Health Workforce Network Update**”
- To share good practices, materials and experiences of different stakeholders in different MSs



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EXPLORE

EU Health Workforce Network Update

1st edition

The new Joint Tender “Support for the health workforce planning and forecasting expert network” was launched



Building on the results of the Joint Action for Health Workforce Planning and Forecasting (2013-2016), a joint tender entitled “Support for the health workforce planning and forecasting expert network” was launched funded by the [Health programme](#) of the European Union to establish an expert network on health workforce planning and forecasting. The joint tender is led by Semmelweis University with the partners of University of Leuven (Katholieke Universiteit Leuven), Italian Ministry of Health (Ministero della Salute), Italian National Agency for Regional Health Services (AGENAS), and the Standing Committee of European Doctors (CPME). The key objective of the three year long joint tender is to support and strengthen the cooperation of experts in the field and to disseminate and share the constantly accumulating knowledge. This joint tender will become an important driver for expertise and knowledge sharing on health workforce, and it also focusses on collecting research evidence and experience of Member States, and supports improvements and implementation of health workforce development in the EU.



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The “Support for the Health Workforce Planning and Forecasting Expert Network” tender aims to sustain cross-country cooperation and provide support to Member States to increase their knowledge, improve their tools and succeed in achieving a higher effectiveness in health workforce planning processes and policy. The tender aims to establish an expert network in the field of European health workforce planning.

- ◆ Let us share knowledge and expertise across countries and sectors.
- ◆ Let us activate an effective dialogue to respond challenges together.
- ◆ Let us exchange ideas and discuss crucial issues of health workforce planning by joining our Network at the EU Health Policy Platform.
- ◆ Subscribe the “EU Health Workforce Network Update” newsletter to receive the latest updates from the field.

healthworkforce.eu





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How does the future look like?

Influencing macro trends shaping prevention, cure and care



The current and future challenges of HWF

- Changing epidemiology - Treating single diseases is no more accurate
- Numbers of over 65s with two or more diseases is rising (Kingston et al. 2018)
- HWF and HC systems need to cope with the rise of multi-morbidity and chronic conditions (CHRODIS+)
 - **Managing complex multi-morbidity in ageing societies with an ageing HWF**
 - **New care patterns** – long term care, complex working environment (Fernández et al. 2015)
 - **Digital transformation** of the health sector – Technological growth impacts on digital workflow, computerized knowledge management and decision support
 - Greater focus on **prevention**, maximizing the contribution of **public health workforce** (Sim et al. 2007)
 - **Resilient health systems** to adapt changes, structures, and processes to provide care to and improve the health of peoples **around the world** (WHO, 2015)



CONFERENCE REGISTRATION

JOIN THE CHRODIS PLUS BUDAPEST CONFERENCE 2019



**Come and share your experiences at this
unique European Conference on chronic
diseases**

L-lead Summer School

	 BARCELONA					 BUDAPEST				
	Monday 8th July	Tuesday 9th July	Wednesday 10th July	Thursday 11th July	Friday 12th July	Monday 15th July	Tuesday 16th July	Wednesday 17th July	Thursday 18th July	Friday 19th July
MORNING SESSION	Introduction to health workforce challenges. New models of digital cross-border care.	Disruptive trends in health systems. Can health policy address new challenges?	Costs and benefits. How to realize affordable solutions?	Main features of digital ecosystems, e-health and m-health, AI.	Digital literacy and essential e-skills for health workforce.	Role of digital health in patient centered care. Common decision making and empowerment.	Managing complexity through development of digital platforms. What big data can tell?	Health professionals as innovators and entrepreneurs. Creative thinking, entrepreneurial mindset.	Hackathon type competitive challenge dedicated to creative problem solving.	
AFTERNOON SESSION	Expectations towards health workforce from the rapidly changing environment: expectation mapping.	Managing change. Building proactive and effective teams.	Potential implications of health technology assessment in digital health.	Opportunities for digitally optimized patient pathways. Site visit to a telemedicine clinic.	Drawing a skill map for future digital workforce.	Patient safety in digital space.	Hidden networks everywhere. Use of network sciences in managing non-communicable diseases and exploring professional collaborations.	Developing business models for digital health.		
SOCIAL SESSION	Team building		Catalan night			Hungarian night		European night		

<https://emk.semmelweis.hu/eithealth/>

Although scope of practice varies country by country

- improving health outcomes requires intersectoral action and the combined efforts of people from many professions and disciplinary backgrounds → **Multidisciplinary approach** (Malgieri et al. 2015)
- attracting, recruiting, and retaining a diverse and sustainable workforce – interprofessional learning and teams providing patient-centred care → **New professions and professional roles** (Munros, 2016)
- providing staff with development opportunities to ensure the effective and innovative delivery – CPD, developing skills and competences for handling complex tasks → **Upskilling** (OECD, 2018)
- continuously recognizing performance and achievements of staff and creating an atmosphere that promotes a healthy work-life balance → **Healthy Health Workforce** (Kovacs et al. 2019)



[Innovations in Global Mental Health](#) pp 1-28 | [Cite as](#)

Challenges in Health Workforce Planning: Caring for a Healthy Health Workforce

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[Authors and affiliations](#)

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Living reference work entry

First Online: 19 March 2019

Abstract

Health workforce (HWF) is a cornerstone of every healthcare system and has a key role in the operation of high quality and safe healthcare provisions. Health policy often carries out strategic HWF development and planning and considers macro-level factors that might influence the operation and sustainability of the system. However, the following are often neglected from this perspective: mental health and well-being characteristics of the HWF.



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Thank you

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