



*Agenzia Nazionale per i Servizi Sanitari Regionali*



SUPPORT FOR THE HEALTH  
WORKFORCE PLANNING AND  
FORECASTING EXPERT NETWORK

# Implementation Gaps of Policy Actions

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2nd International Congress of Health Workforce Education and Research.

European University Cyprus, Nicosia

Thursday 9th May 2019



International Network for  
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# What is the JA EUHWF?

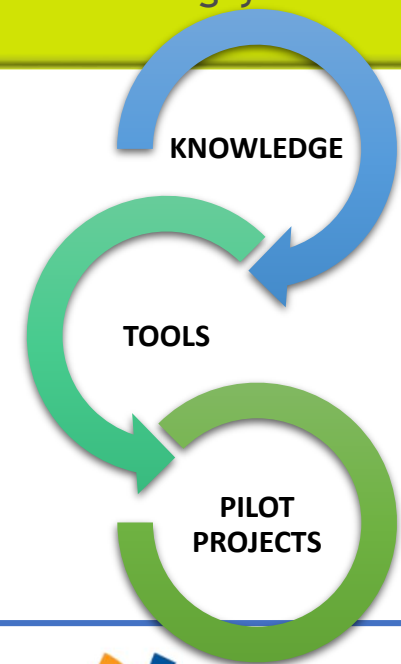
## EU JOINT ACTION on HEALTH WORKFORCE PLANNING & FORECASTING (JA EUHWF)

When: 2013-2016

Scope: to create a platform for cooperation between European Member States which will make it possible to address the **challenges** facing the health workforce in the coming years in the best possible way and to propose possible solutions.

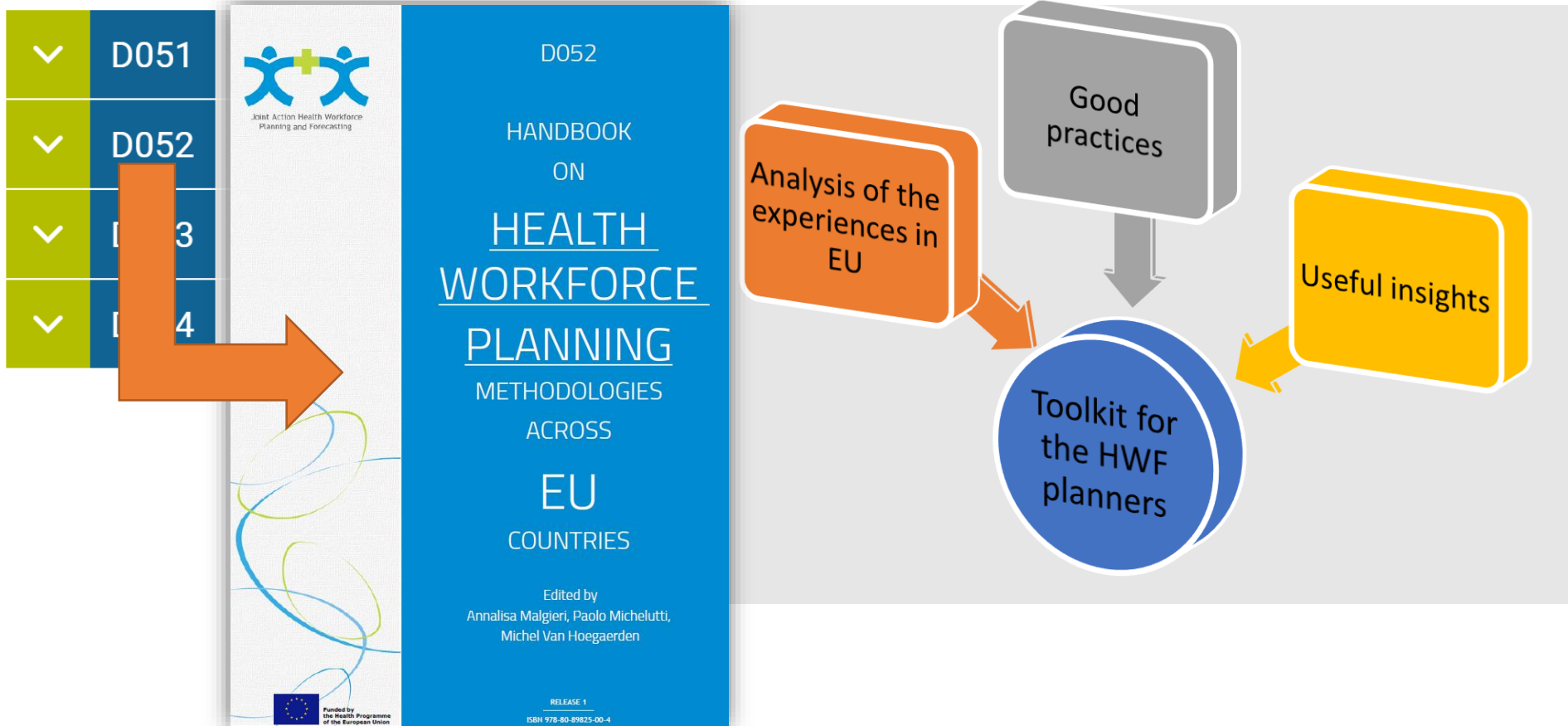


*Shortages, unemployment, underemployment, geographical maldistribution, dependence on foreign professionals, brain-drain, economic sustainability, new skills, new roles, new organizational arrangements, technological development, patient dissatisfaction, quality, etc.*



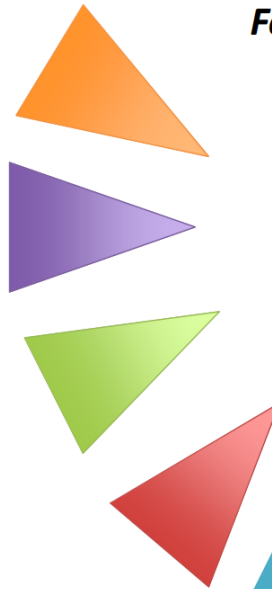


# JA EUHWF: Work Package 5

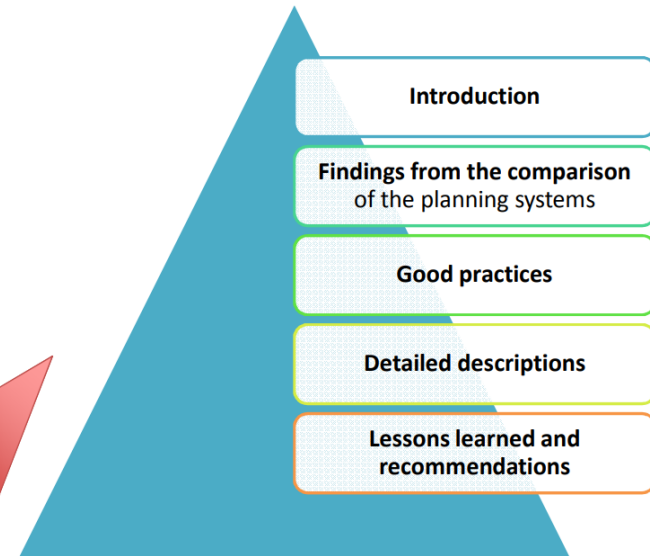




# The 5 key elements of a HWF planning system



*For each of the 5 key elements:*



Introduction

Findings from the comparison  
of the planning systems

Good practices

Detailed descriptions

Lessons learned and  
recommendations





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# Policy actions to shape the future HWF

## IDEALLY:

*To have the right people, in the right role, with the right skills, in the right place and at the right time to meet the citizens' health needs in the long term and in a sustainable way*

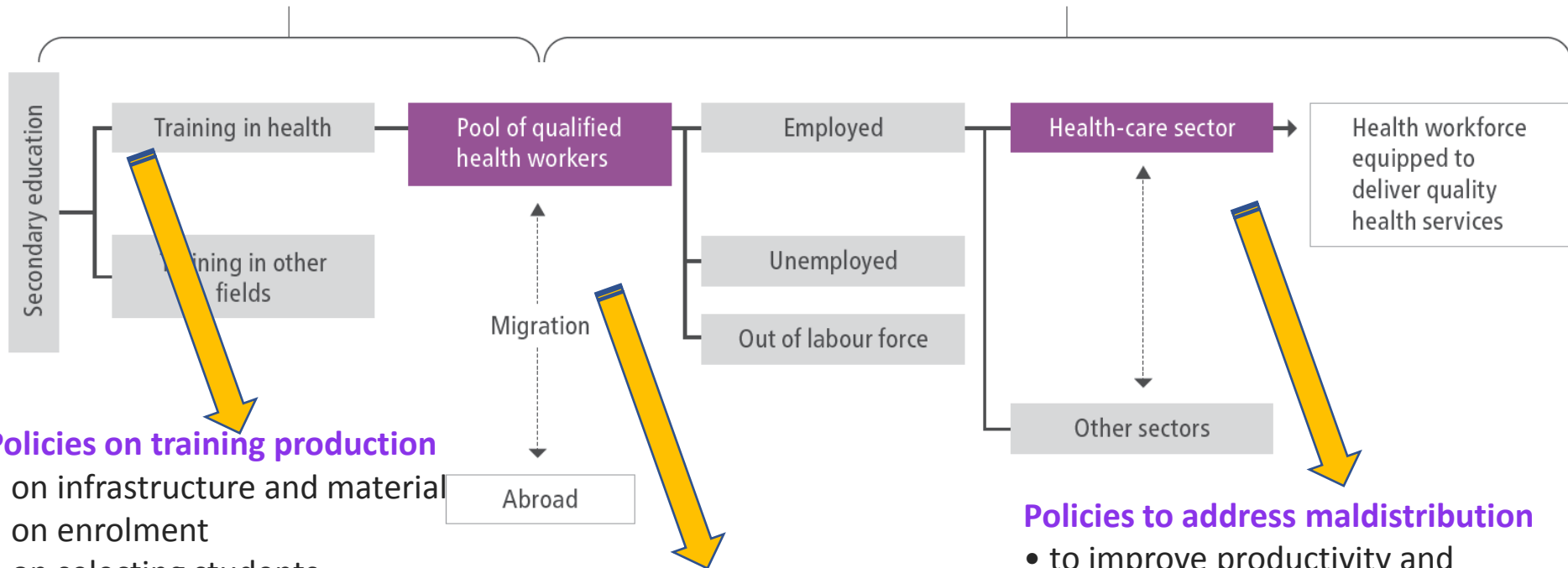


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## Education sector

## Labour market dynamics



### Policies on training production

- on infrastructure and material
- on enrolment
- on selecting students
- on teaching staff

### Policies to address inflows and outflows

- to address migration and emigration
- to attract unemployed health workers
- to bring health workers back into the health-care sector

### Policies to address maldistribution

- to improve productivity and performance
- to improve skills mix composition
- to retain health workers, particularly in unserved areas

### Regulatory policies

- to manage dual practice
- to improve quality of training
- to enhance service delivery





# Policy actions: evidences from the JA EUHWF

Most of policies implemented in EU countries belong to the category “barriers to entry”.

- The most common lever used is the regulations of student intakes in education courses (numerus clausus).
- Other policies aims to regulate the number of HWF entering the labour market (for example, quota for new positions in the hospitals).
- Other policies:
  - Measures to ensure the sufficiency and skills of the personnel, retention policy issues, redistribution of professional responsibilities and wellbeing at work in social and health care.
  - Shaping the training contents and length of training in order to produce health professionals with the required competencies to practise in the new NHS.

MAIN CRITICALITY: Different policy actions have different time spans and are managed by different Public Authorities → need to coordinate the different levers in the long term







# Policy actions: recommendations from the JA EUHWF

To **coordinate** the different policies it's advisable:

- To communicate the goals;
- To develop tools;
- To establish a mechanism for the periodic monitoring and evaluation;
- To communicate the reached results.
- Develop different strategies to shape the right needed workforce.

Finally, policies actions have to be **supported** by:

- a solid technical analysis supported by a certain amount of data and by a quantitative and qualitative method;
- a sharing of scenarios, context, interpretative lectures through the involvement of a series of stakeholders, to reach social "commitment" to the technical proposal.







# Conclusions

- Current **criticalities** can become **opportunities** in the future → also because the future health care will be different from the current one.
- We have **knowledge** and **tools** to seize these opportunities → but need further to spread, to further develop and to use this knowledge and those tools.
- We have to start to plan **skills** and not just **numbers** of jobs.
- Perpetuating the **status quo is a trap** we must avoid.
- **Emergency** solutions must solve the problems in the short term without compromising the situation in the medium and long term.
- It is necessary to **anticipate** the problems so to not being continuously overcome by emergencies.





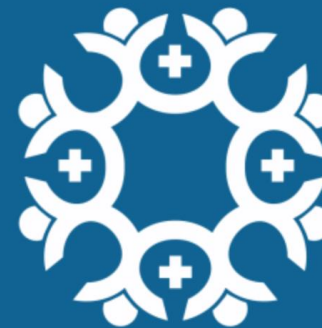
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HWF planning is a complex activity...

...but do not plan is worst!



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For info: [www.healthworkforce.eu](http://www.healthworkforce.eu)



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