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Summary of workshop outputs

What we have done

Thought about the future and uncertainty

Problems this causes for forecasting

Explained robust workforce planning

Identified problems and key factors

You have created plausible scenarios

Seen how we can model demand & supply

Elicited critical uncertainties

Have we met our objectives?

To update PAHO staff on the workforce context in England and Europe

To demonstrate techniques using exercises

To share knowledge about current and future challenges

To simulate debate about the application of systems thinking

Focal question

“Thinking up to the year 2040 for the PAHO region, what are the factors influencing the supply of and requirements for human resources for health?”

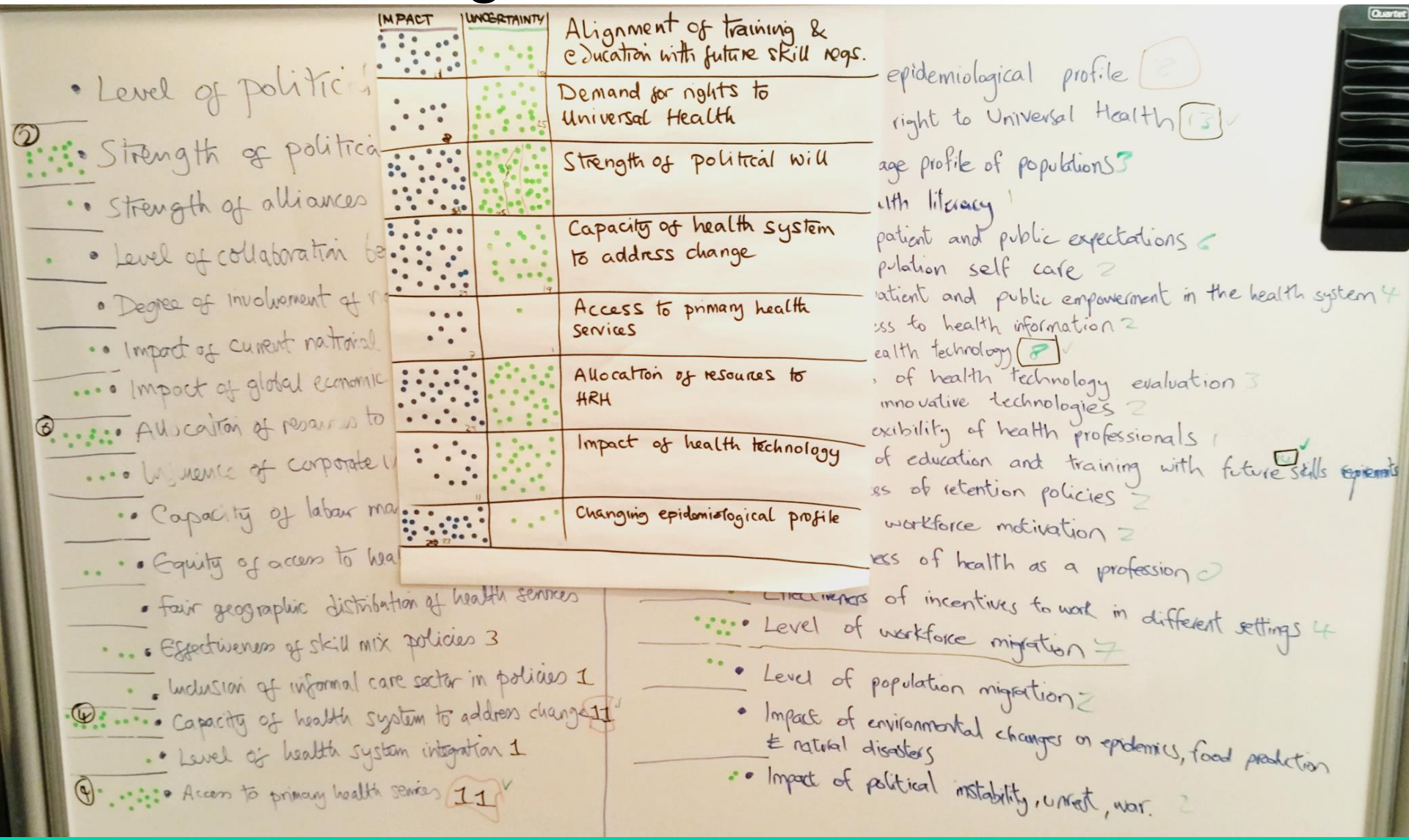
Topics of concern identified - 102

- **Misalignment** between current / proposed models of care with adequate supply of competent, qualified HRH
- **Narrow skill mix** of health workers (medicalised health care provision)
- **Lack of nurse leadership for planning (due to loss of senior nurses)**
- Inaccessibility of health care services in some countries
- **Curricula not adapted to country needs (NCDs)**
- **Inadequate / weak HRIS**
- Absence of HRH units / functions and lack of HRH plans
- **Migration of nurses**
- Lack of HRH planning in MoHs
- Lack of leadership in HRH
- Increased loss of experienced nurses
- Political timings
- Collapse of health systems; failed healthcare systems
- Resources, resources resources!
- **Overproduction in some professions, shortages in others**
- Disproportionate allocation or misallocation of resources
- **Under-investment in HRH**
- **Harmonization of training and education of HRH that is responsive to health needs / UHC**
- Implementation of a new model of health care
- **How to prove that planning is cost effective**
- Workforce change and views to the future are challenging to agree / implement
- **Lack of stewardship over educational programs**
- How to plan is highly fragmented and segmented health systems
- **To introduce a planning philosophy in HRH**
- Human resources education
- To plan HRH in countries with a chronic lack of planning
- **Short term view**

Factors from yesterday – approx 80

- Level of **political stability**
- Strength of **political will**
- Strength of **alliances between countries**
- Level of **collaboration between stakeholders**
- Degree of involvement of **non-health sectors**
- Impact of **current national policies** (health, education, etc.)
- Impact of **global economic situation**
- Allocation of **resources to HRH**
- Influence of **corporate interests** on population demand for health services
- Capacity of **labour market** for health workforce supply
- **Equity** of access to health services
- Fair **geographic distribution** of health services
- Effectiveness of **skill mix** policies
- Inclusion of **informal care** sector in policies
- Capacity of health system to address **change**
- Level of **health system integration**
- Access to **primary health care** services
- Level of **population migration**
- Impact of **environmental changes** on epidemics, food production and natural disasters
- Impact of **political instability**, unrest, war…
- Changing **epidemiological profile**
- Demand for right to **universal health**
- Impact of **age profile** of populations
- Level of **health literacy**
- Changes in **patient and public expectations**
- Level of population **self-care**
- Degree of **patient and public empowerment** in the health system
- Level of access to **health information**
- Impact of **health technology**
- Effectiveness of **health technology evaluation**
- Uptake of **innovative technologies**
- Level of **flexibility** of health professions
- Alignment of education and training with **future skills requirements**
- Effectiveness of **retention policies**
- Degree of **workforce motivation**
- Attractiveness of **health as a profession**
- Effectiveness of **incentives to work** in different settings
- Level of **workforce migration**

Factor voting



Factor voting

Alignment of education and training with future skills requirements
Demand for right to Universal Health
Strength of political will
Capacity of health system to address change
Access to primary health services
Allocation of resources to HRH
Impact of health technology
Changing epidemiological profile

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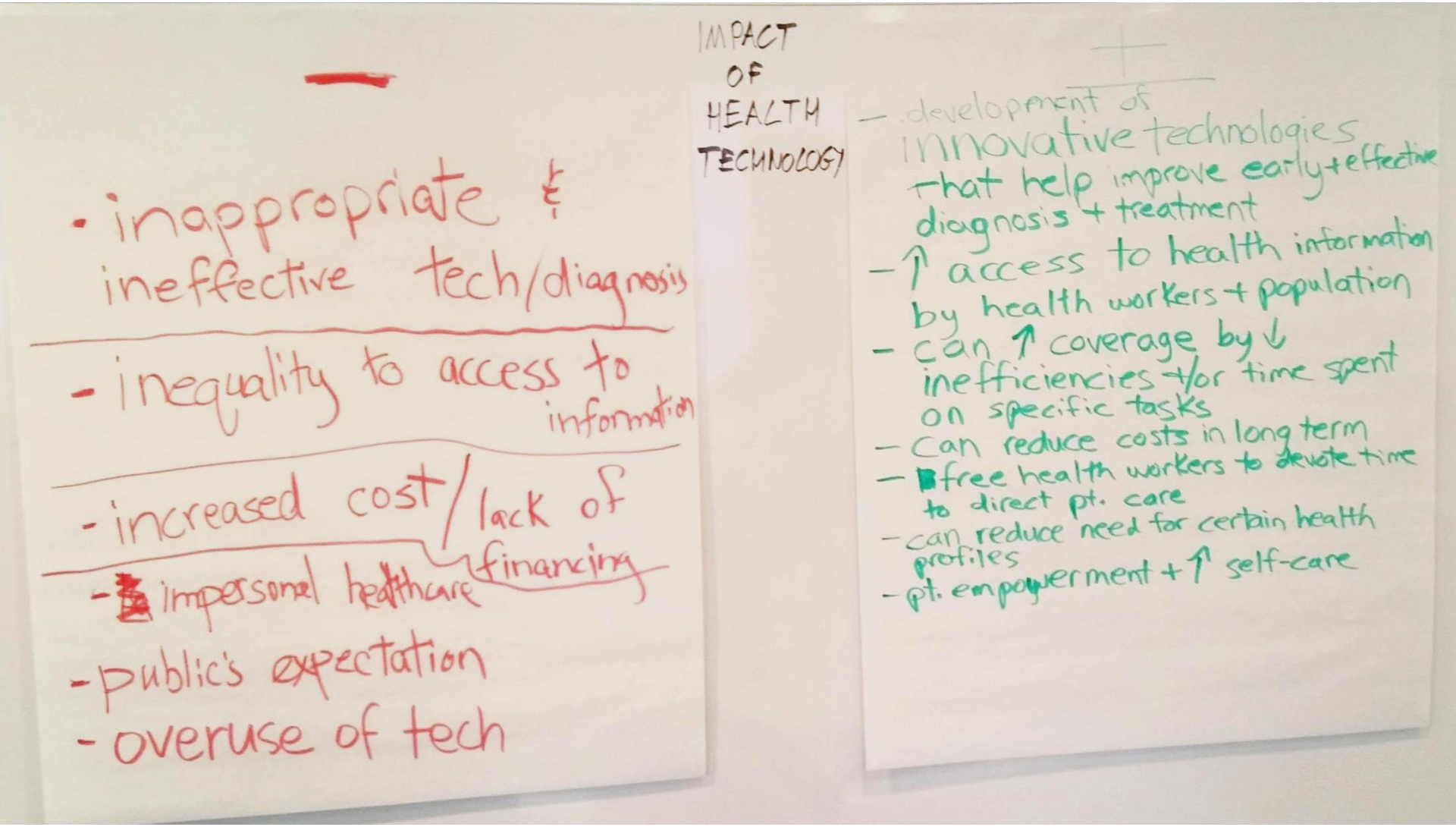
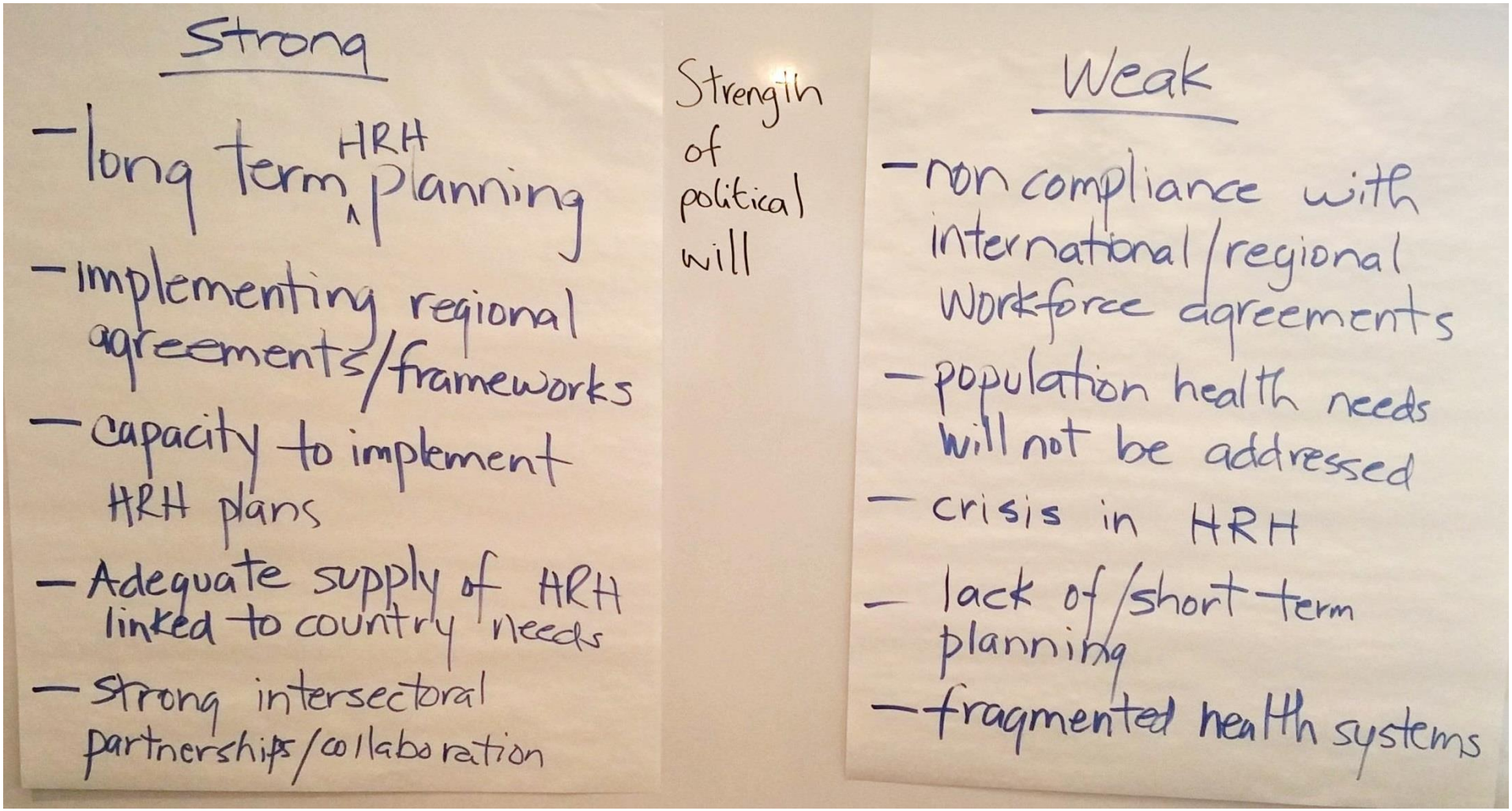
Extreme resolutions of the factors

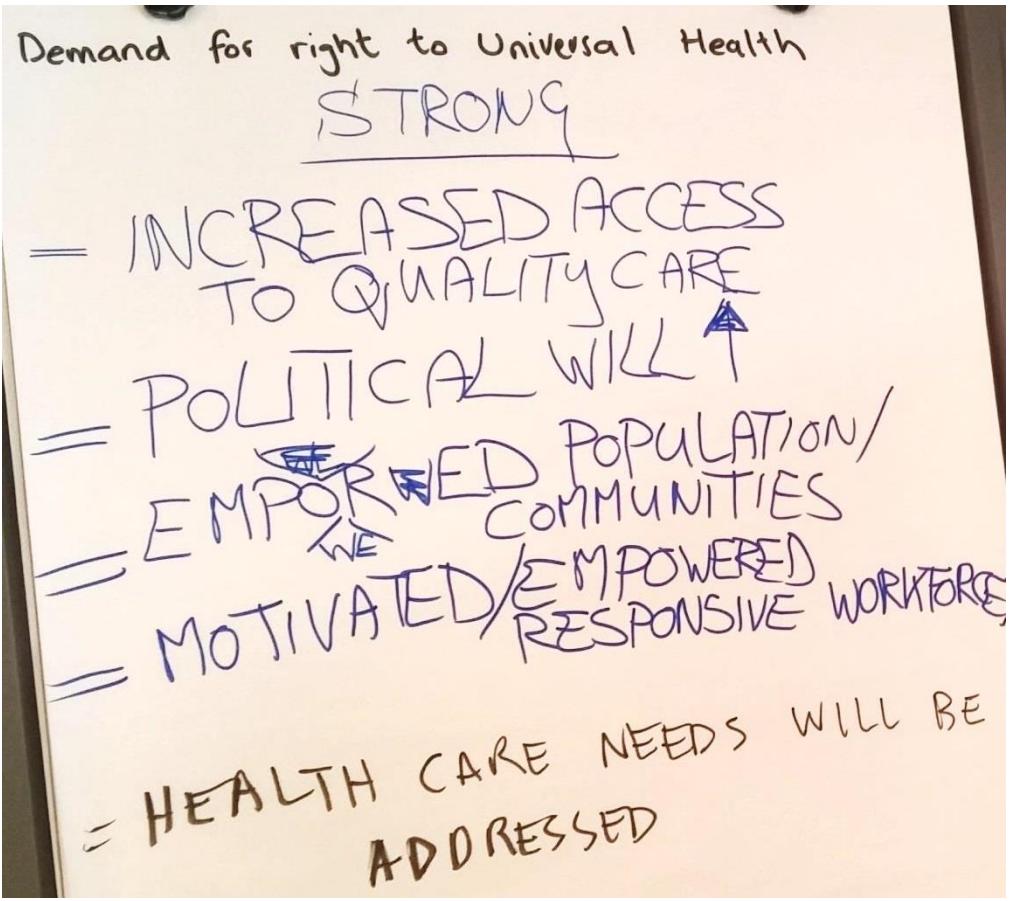
Impact of health technology

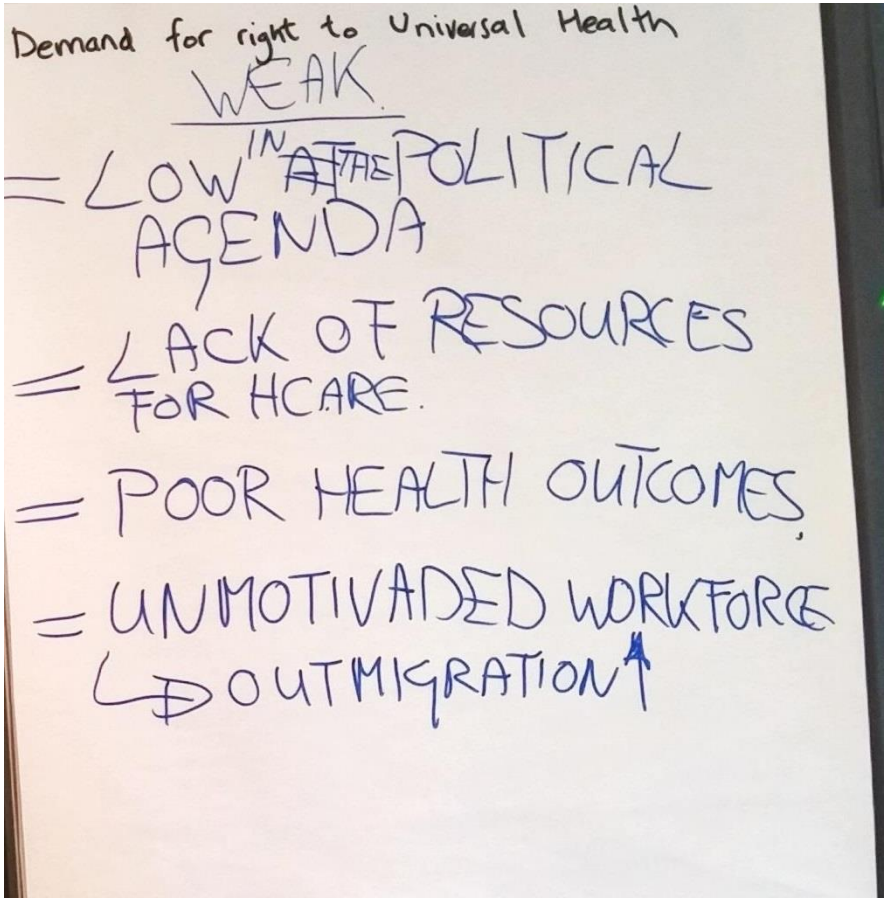


Strength of political will

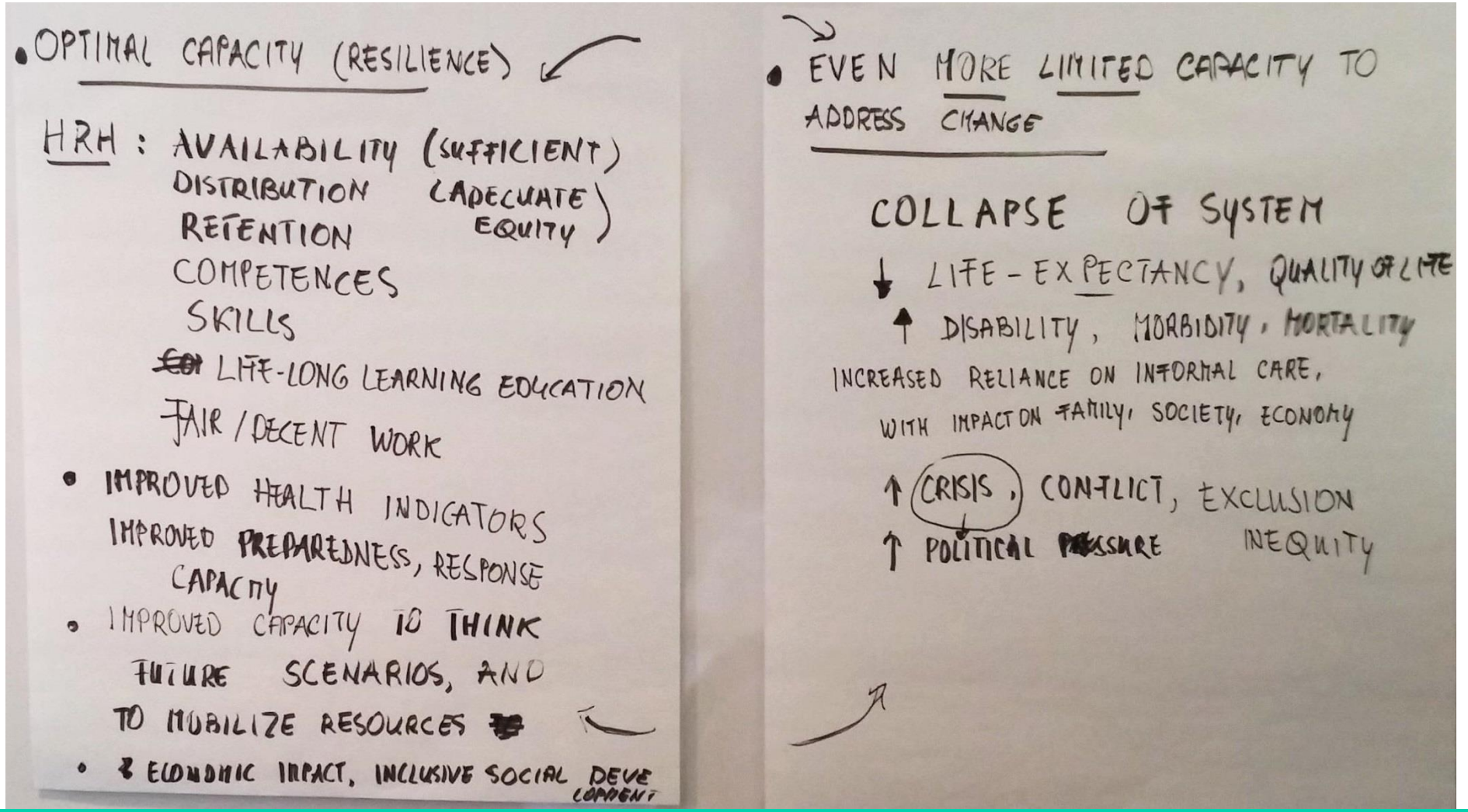


Demand for right to universal health

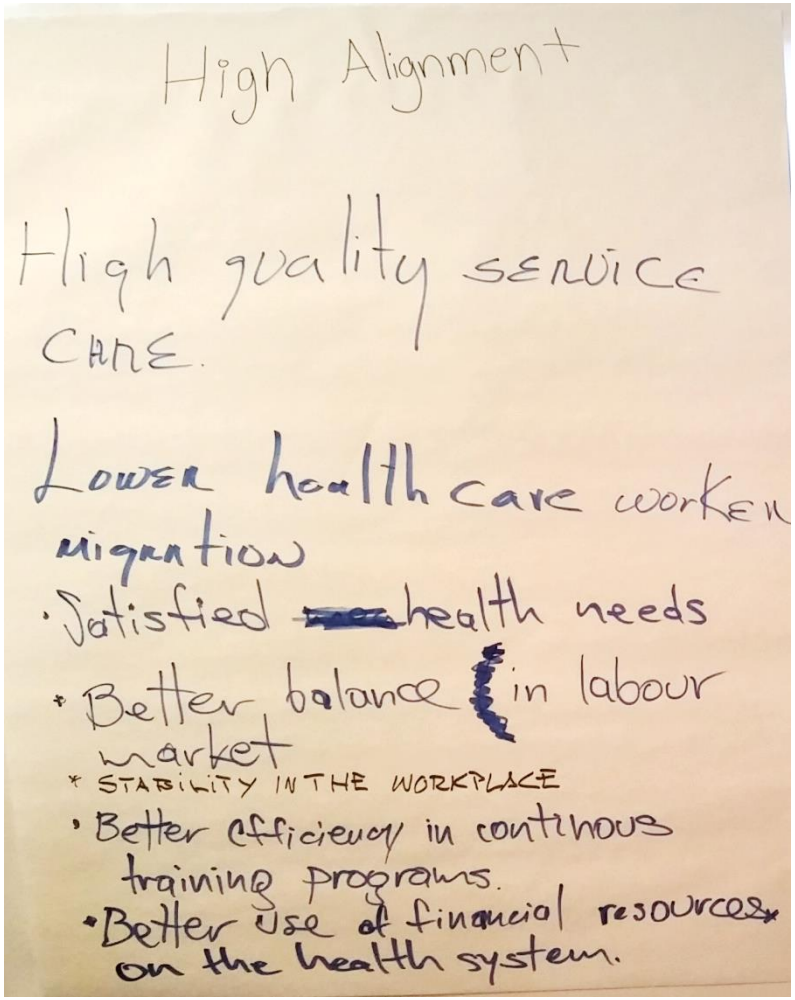


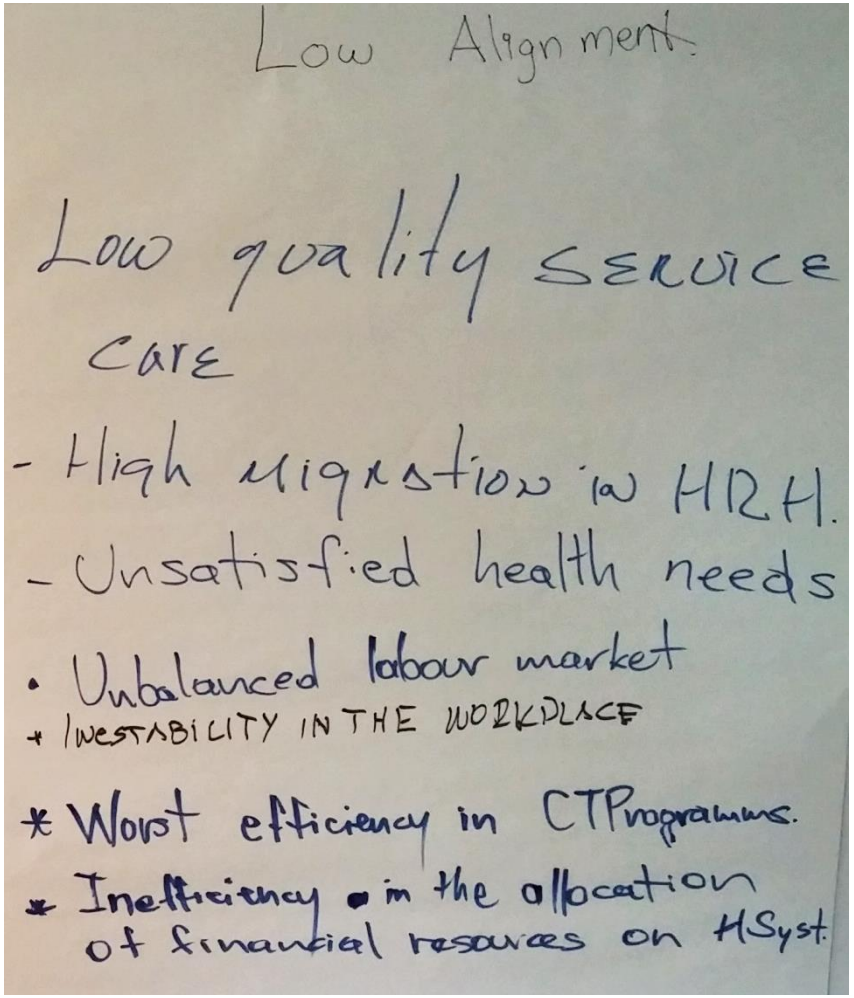


Capacity of the health system to address change

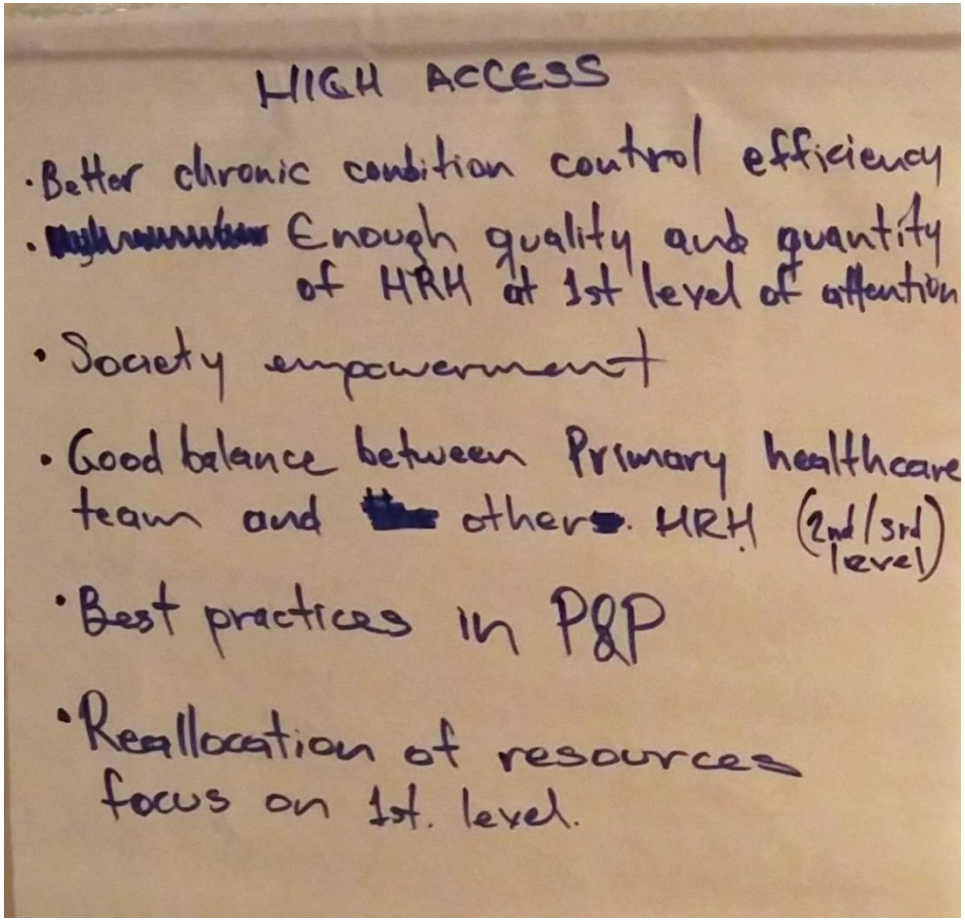


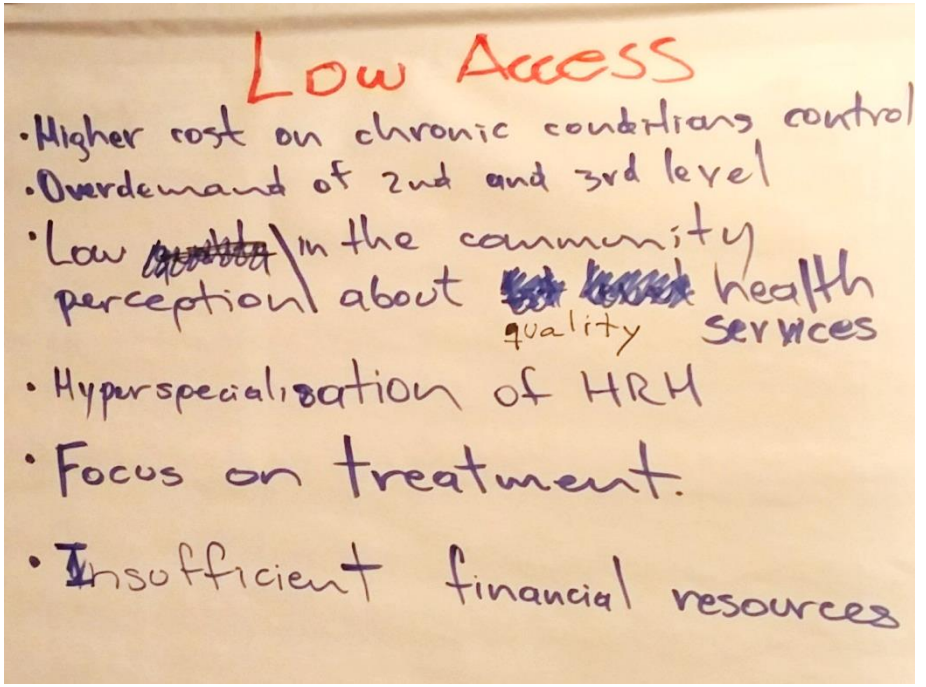
Alignment of education and training and with future skills requirements



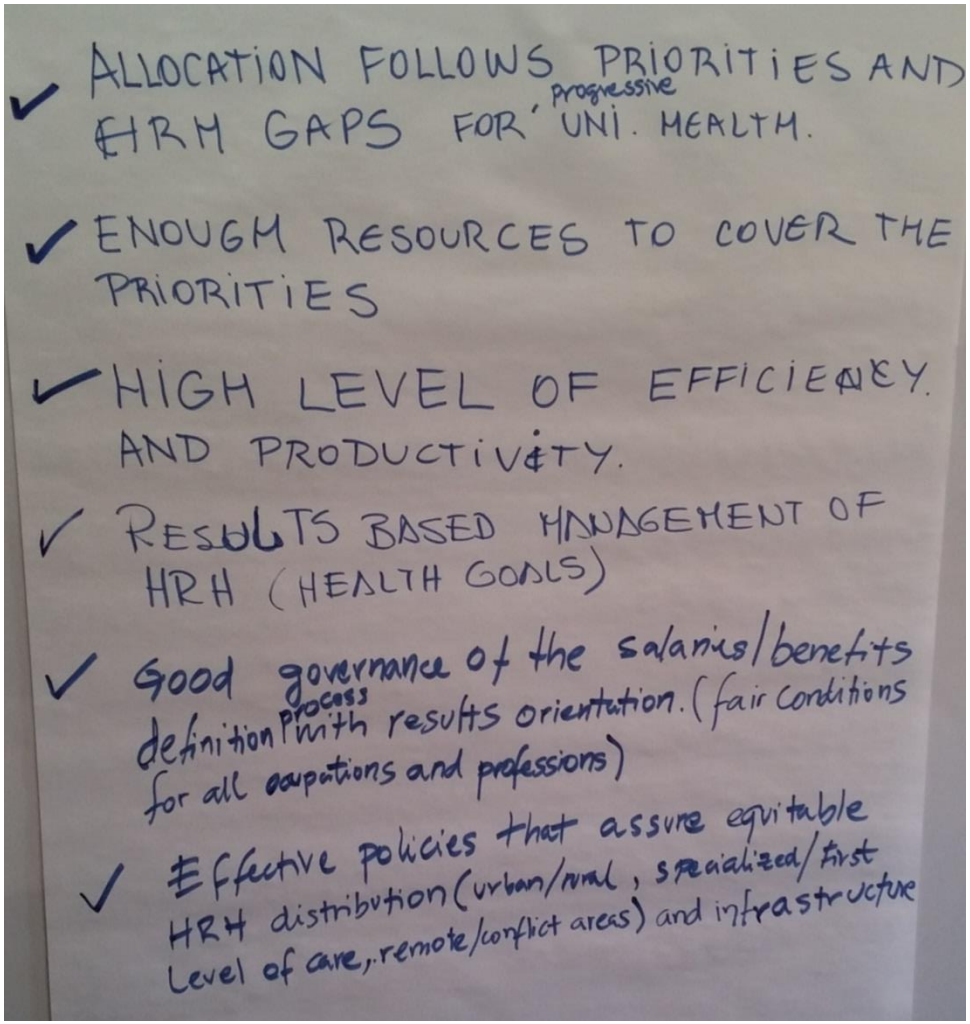


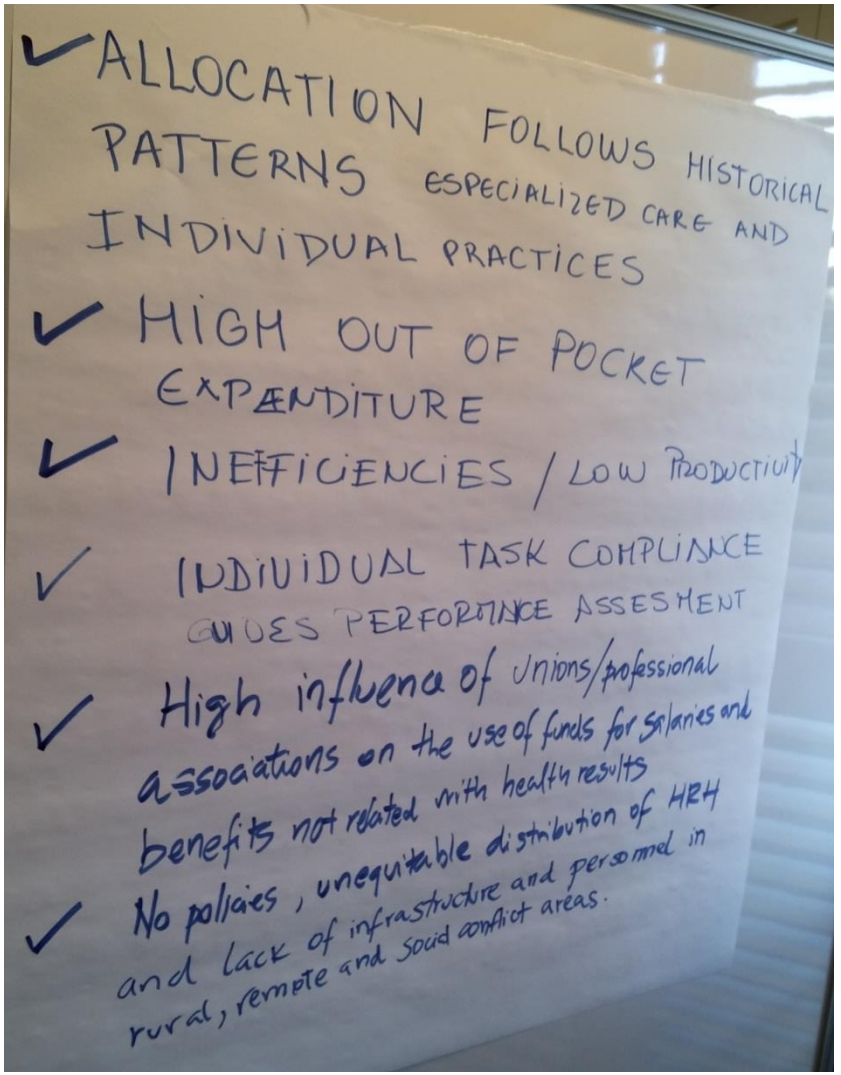
Access to primary health services



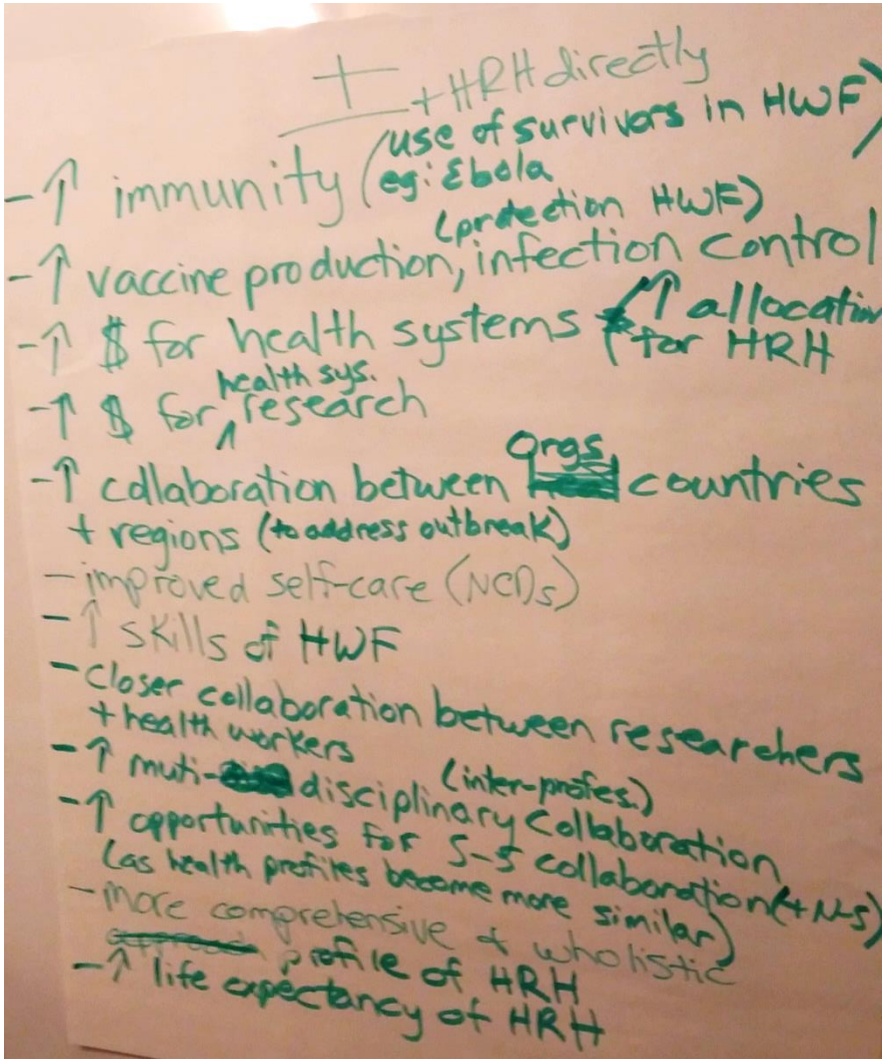


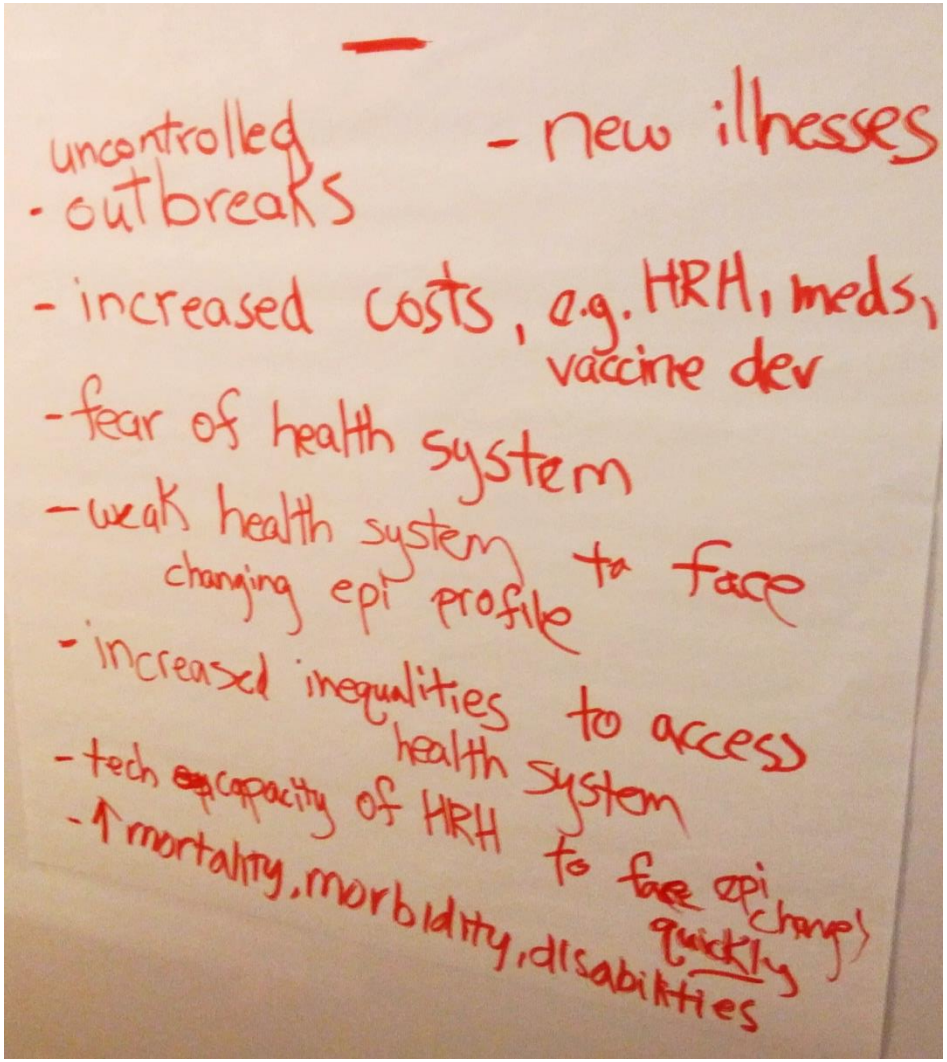
Allocation of resources to HRH



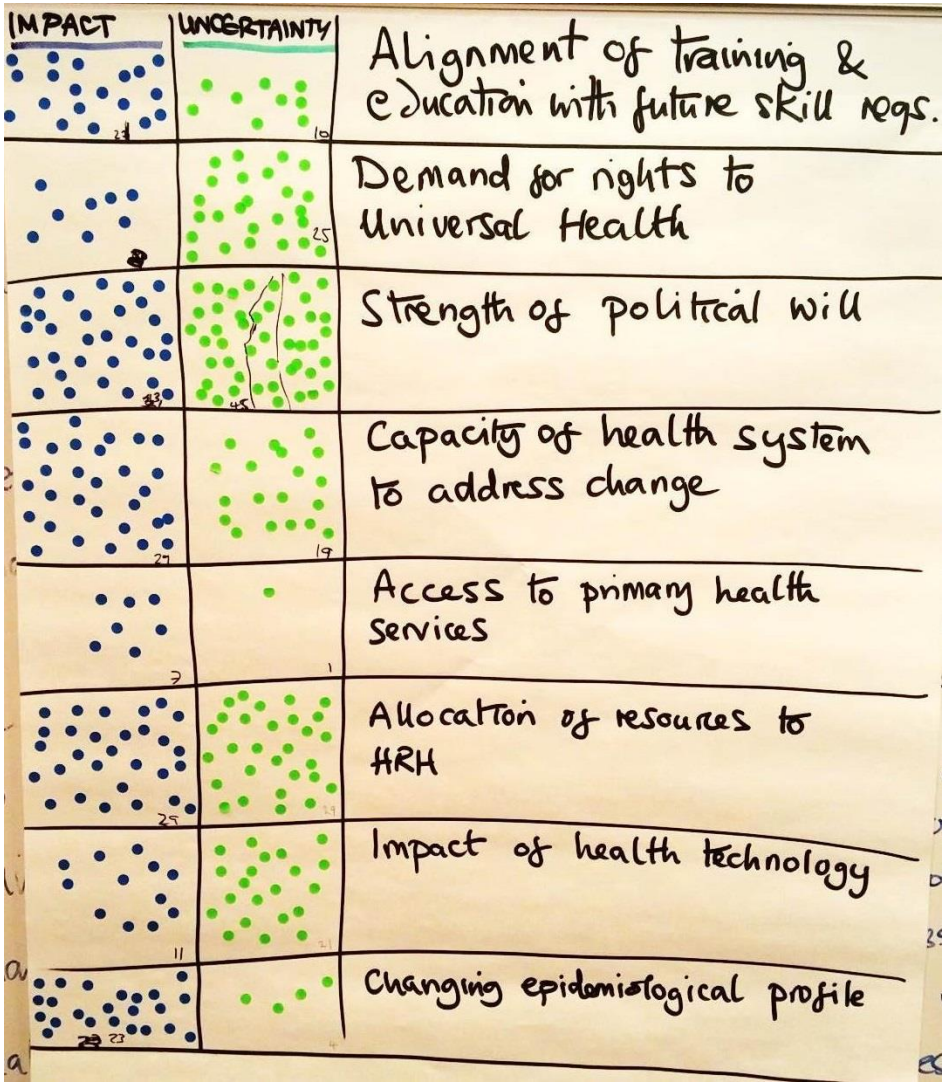


Changing epidemiological profile





Ranked factors and resolutions



Alignment of education and training with future skills requirements

Demand for right to Universal Health

Strength of political will

Capacity of health system to address change

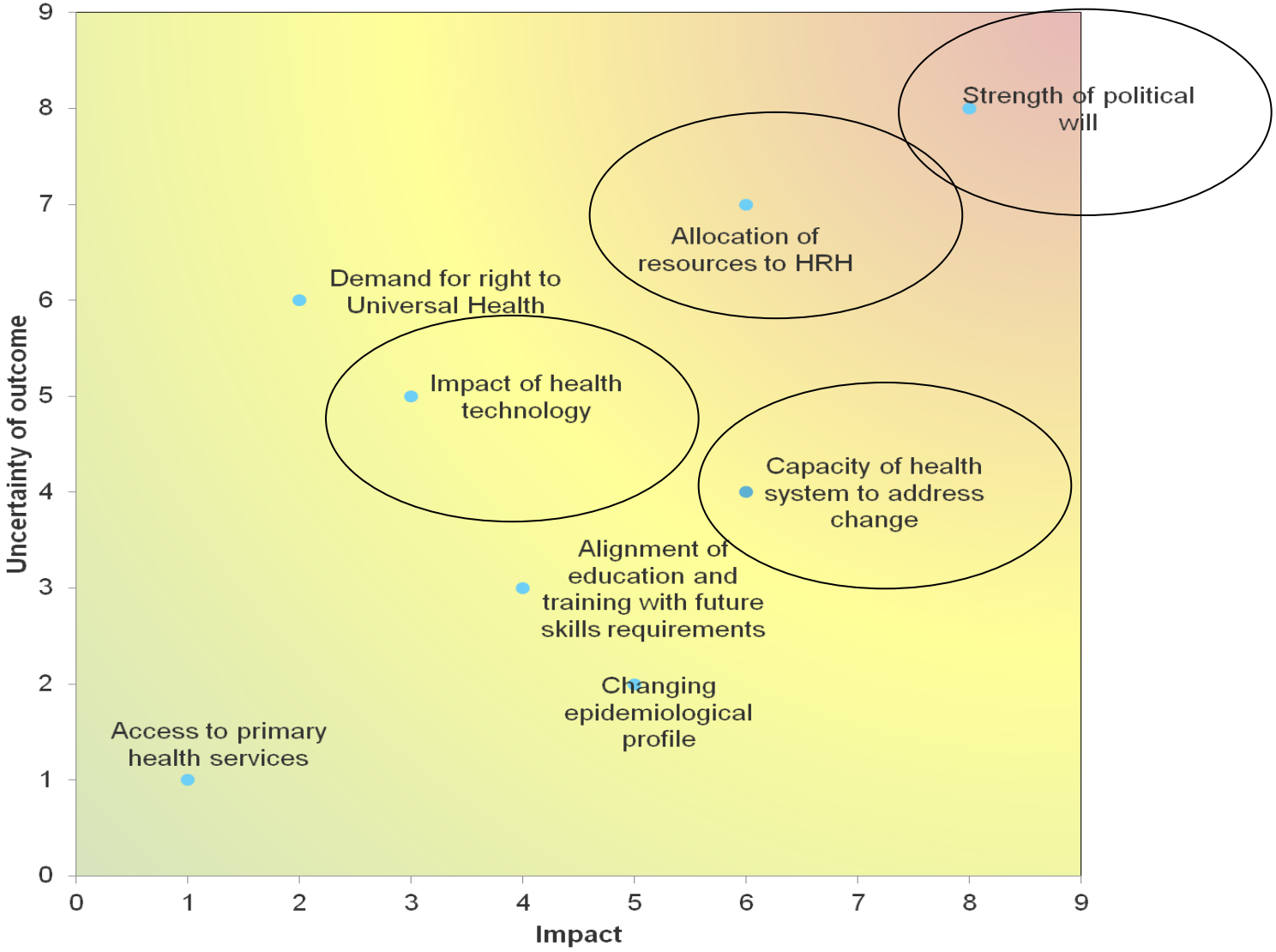
Access to primary health services

Allocation of resources to HRH

Impact of health technology

Changing epidemiological profile

Ranked by impact and uncertainty



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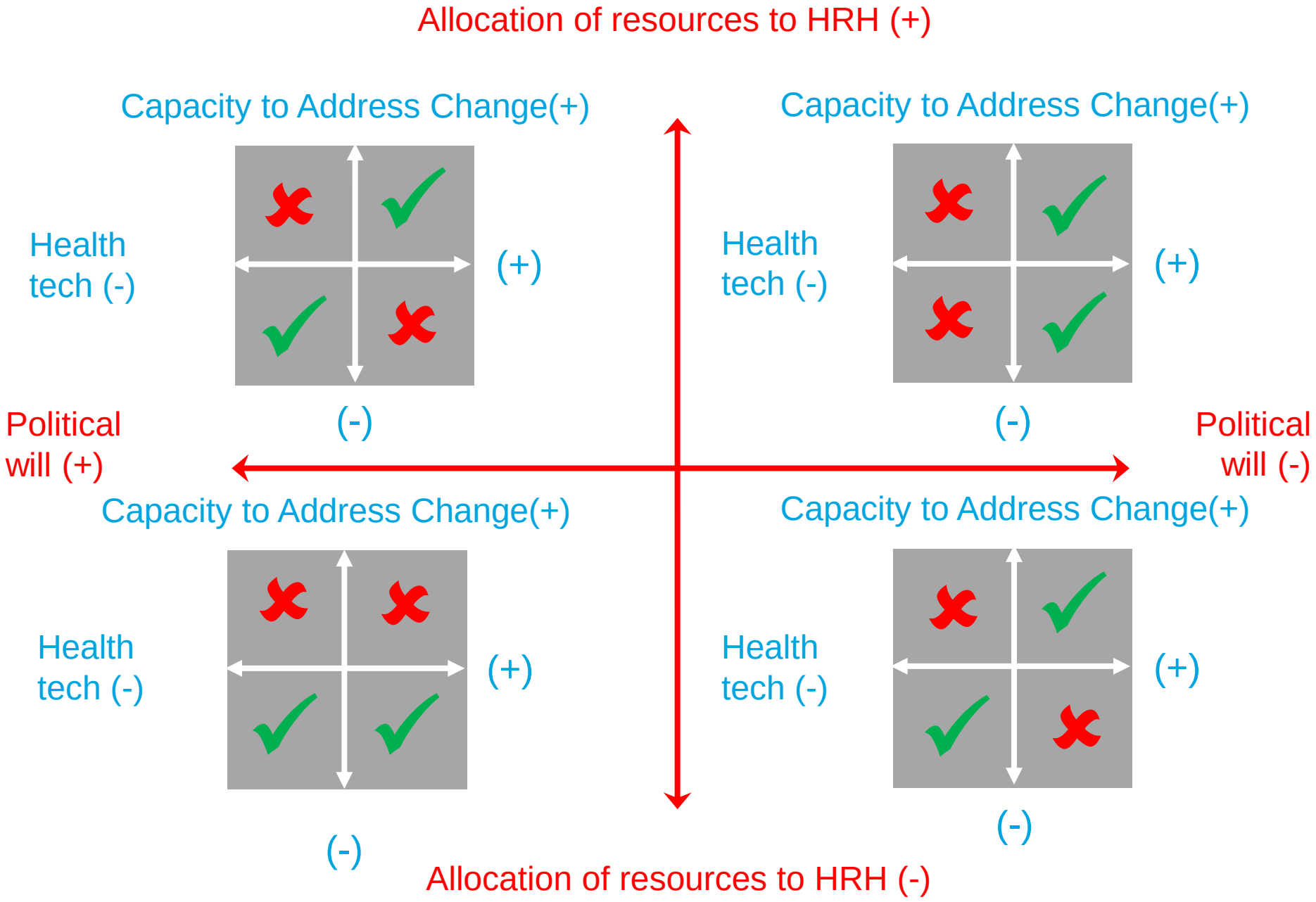
Agreeing consistent scenarios


Allocation of resources to HRH (+)
Capacity to Address Change(+)
Capacity to Address Change(+)
Health tech (-)
(+)
Health tech (-)
(+)
(-)
(-)
Political will (+)
Political will (-)
Capacity to Address Change(+)
Capacity to Address Change(+)
Health tech (-)
(+)
Health tech (-)
(+)
(-)
(-)
Allocation of resources to HRH (-)

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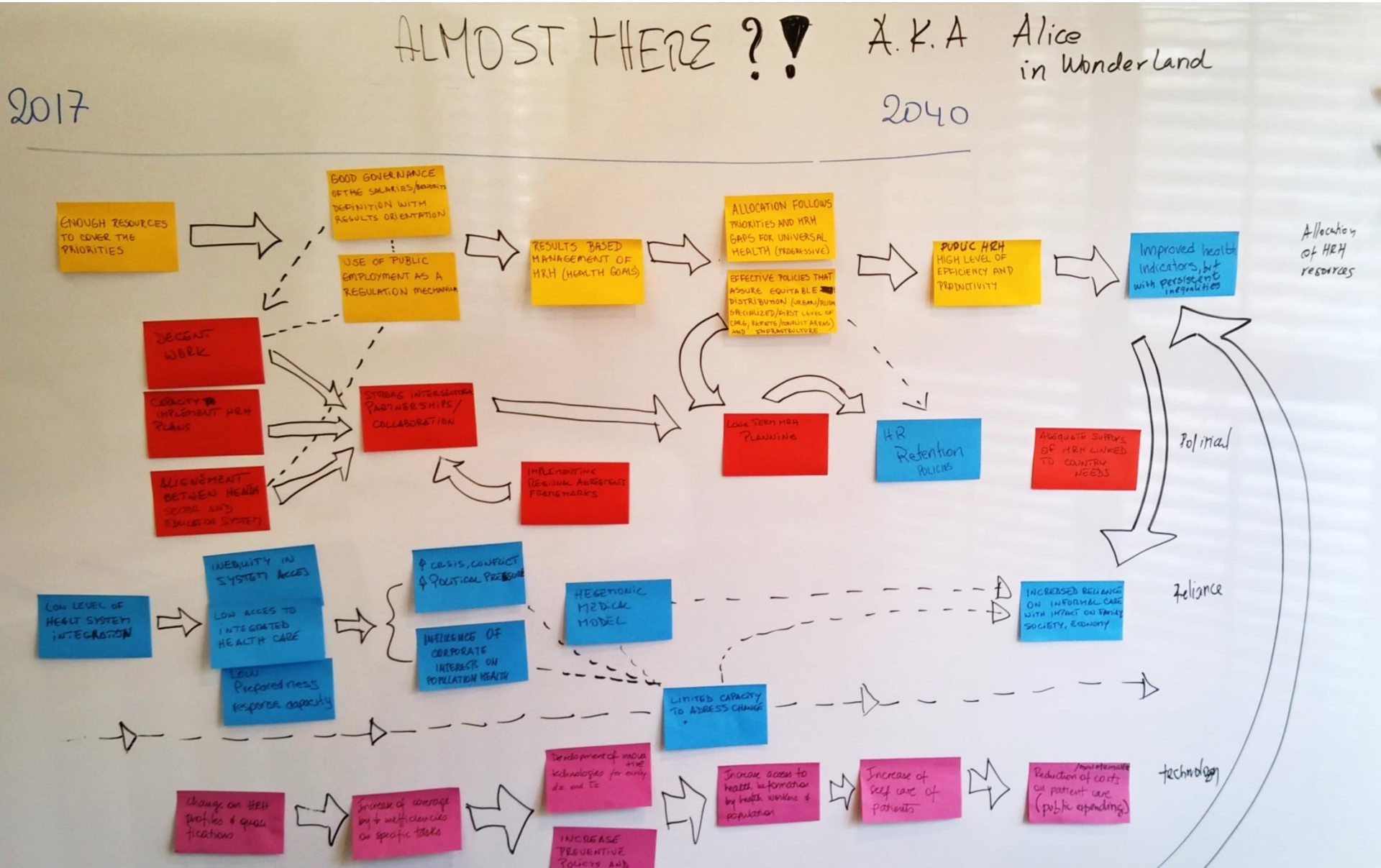
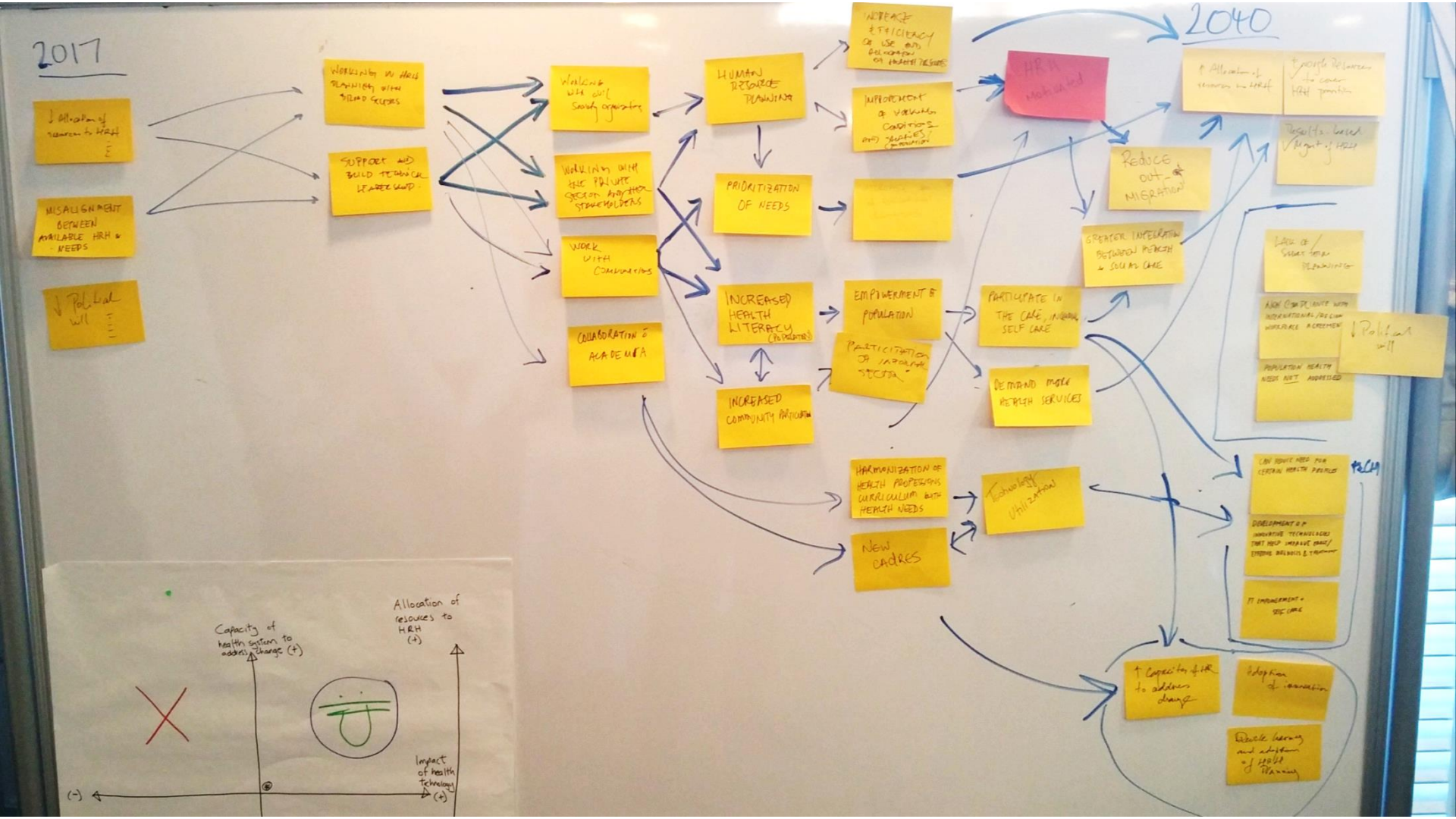
Four scenarios for the PAHO region

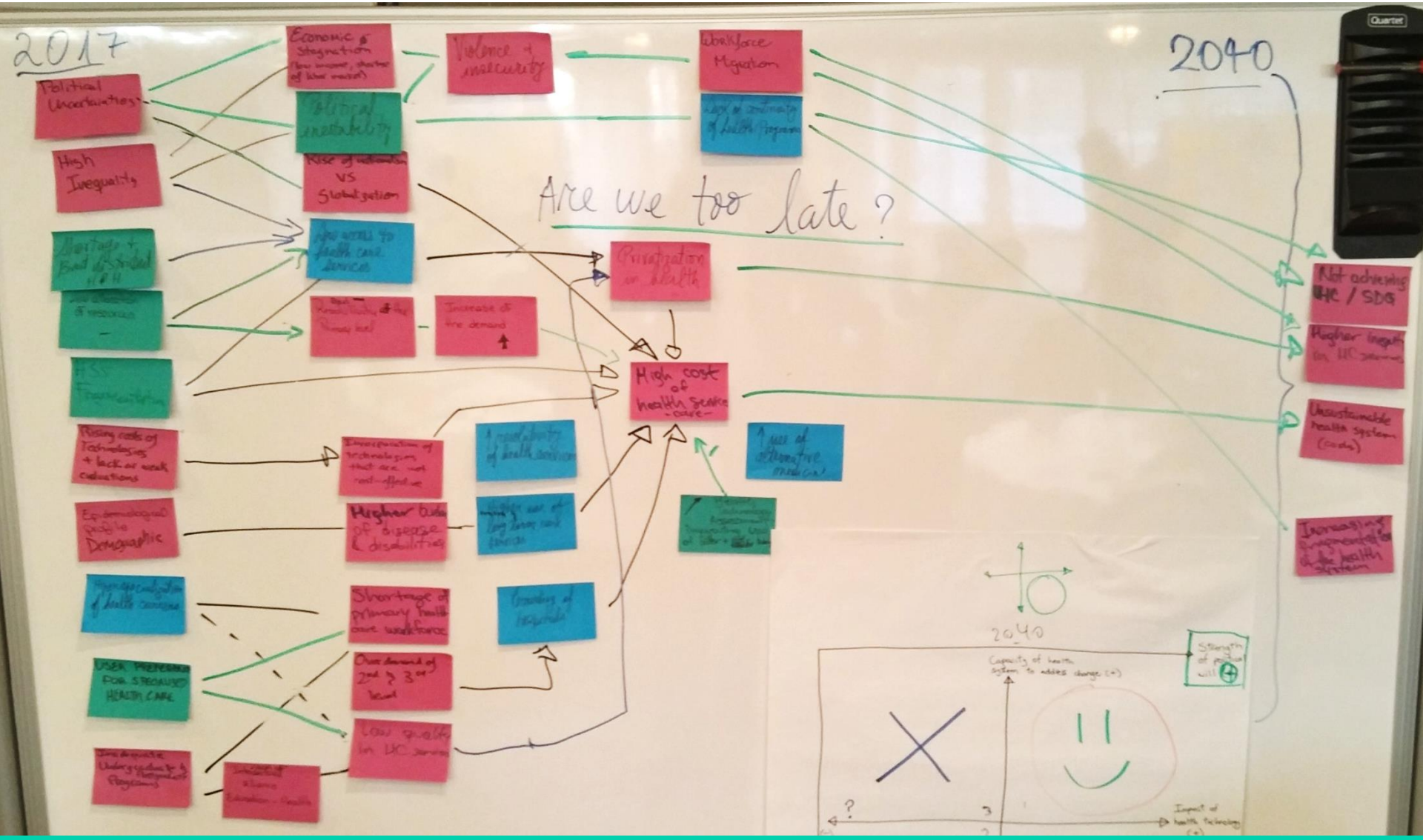
“Almost there” aka “Alice in Wonderland”



“From confusion to unison”



“Are we too late?”



“BB” aka “Bad Bad”

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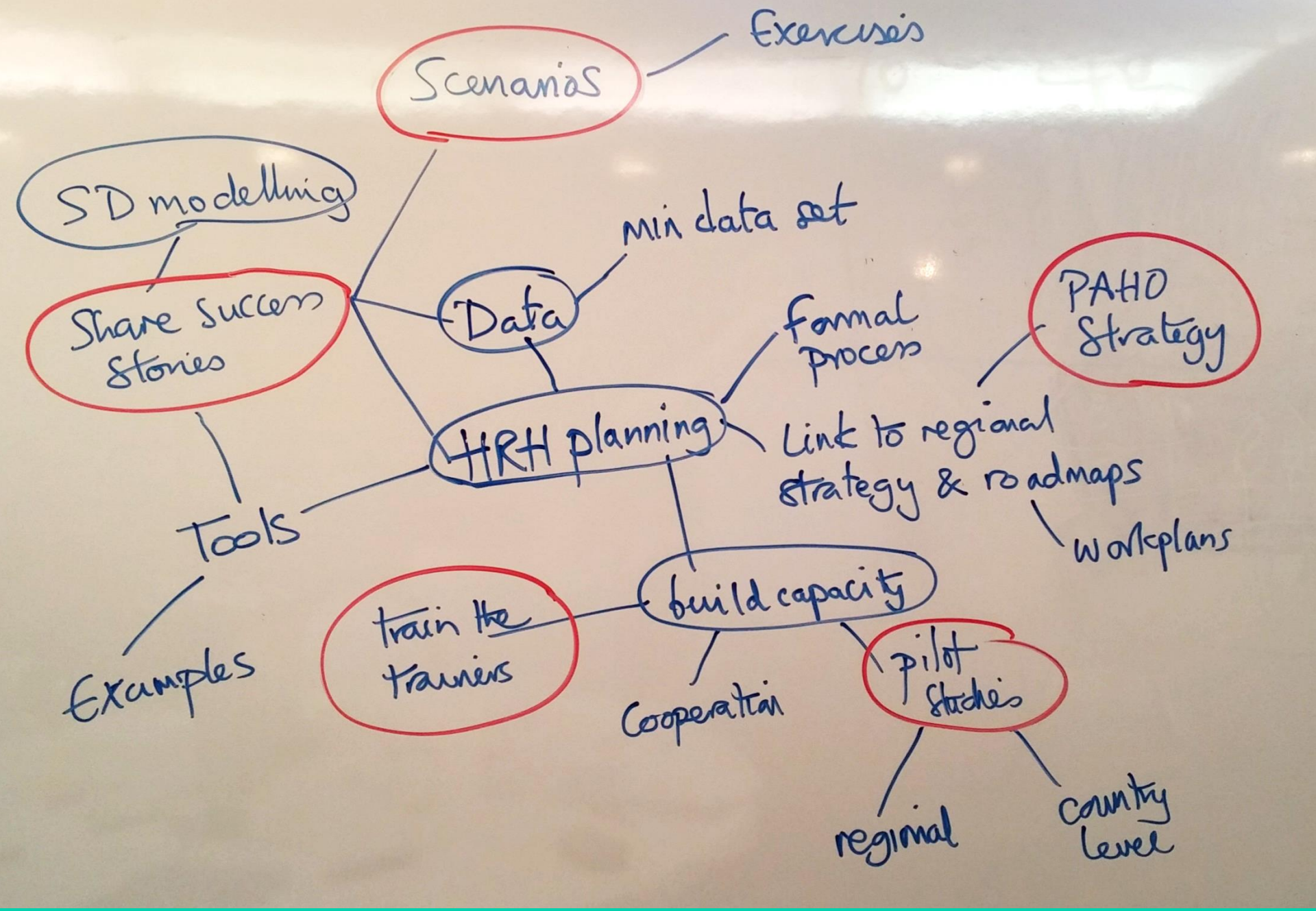
Next steps summary


Exercises
Scenarios
SD modelling
Share success stories
Min data set
Data
Formal process
PAHO Strategy
HRH planning
Link to regional strategy & roadmaps
Workplans
Tools
Examples
train the trainers
build capacity
Cooperation
pilot studies
regional
country level

Ideas for going forward

Enhanced PAHO-wide scenarios?

Country-level scenarios and pilots with stakeholders?

What drives your demand today?

How might it change in the future?

Knowledge sharing on data, tools and approaches

What skills does you have today?

What might you need in future?

Further technical assistance

This is all semi-quantitative – no modelling required – but can go forward and add to this.

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Thank you for your efforts and collaboration!

matt.edwards@dh.gsi.gov.uk
graham.willis@dh.gsi.gov.uk
john.fellows@dh.gsi.gov.uk
andrew.woodward@dh.gsi.gov.uk