BUILDING FUTURE EUROPEAN HEALTH WORKFORCE – MEASURING & MONITORING SKILLS

Fourth Global Forum on Human Resources for Health
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OVERVIEW

1. Skills mismatch - evidence and implications

2. What skills are required for the future?

3. Need to re-define “Skills Mix”? 
Challenge: Growing evidence of skills mismatch in the health service sector

Response: How to prepare health workers capable of responding to the diverse and changing needs and demands of integrated & person-centred care

Actions needed
• Develop standardized health workforce skills assessment tools
• Support countries improve data and policy analysis capacities
Understanding the context for skills assessment and skills use

- What is the cause of skills mismatch?
  - Inadequate education and training?
  - Ineffective organization?
  - Inappropriate incentives due to payment system?
  - Restrictions due to regulations?
Identifying Priority Questions for Policy Intervention

• What impact does skills misalignment have on outcomes?
• Are we addressing the issue from the perspective of the patient, individual worker, manager/employer or payer?
• Are we addressing the skills of the existing workers or for the next generation workers?
• What criteria should be used to prioritize the focus of the study? (e.g., by patient category? high risk interventions?)
Transversal Skills for the Future

1. Working in technically complex environment
   - Adaptive problem solving
   - Skills for non-routine tasks in complex environment
   - Harnessing ICT
   - Health system awareness

2. Developing team resilience and support
   - Stress & fatigue management
   - Learning & quality development
   - Skills supporting positive work culture
   - Professional standards and ethics
   - Mentoring and teaching

3. Managing complex personal relations
   - Shared decision-making
   - Skills for personalised care
   - Teamwork and shared leadership
   - Communication
   - Socio-cultural sensitivity
Addressing diversity of healthcare systems and health worker roles

• Existing skills assessment tools for health professional groups are highly specific to local systems and professions

• There is wide country variation in the scope of practice of health professionals

• The scope of practice among traditional professionals is changing, and there are also new emerging roles in health care

But there is a remarkable convergence among different professional groups on common areas of competencies and skills
Addressing the diversity of healthcare systems and health worker roles

A competency framework could be based on broad areas of professional development in healthcare:

- Existing professional categories may no longer suffice as the basis for capturing the range of roles
- Existing professional groups could be mapped to multiple competency areas (unique to each country)
- Individual workers can develop skills in different areas of competency over the course of a career

**Competency Framework**: Domains of competencies for health professionals, by areas of focus
Given the diversity and ongoing changes in care delivery models and scope of practice, one approach is to build on a person-centred care:

1. Determine the population groups and the scope of services required from the beneficiary/user perspective
2. Identify the functions required to provide those services (countries assign different functions to different categories of workers)
3. Define the key skills required to undertake those functions.
Example of identifying functions and assigning roles for complex, high cost patients

Common Features and Functions of an Effective Care Model for High-Need, High-Cost Patients

Targeting the population most likely to benefit

Coordinating care and facilitating communication among providers

Assessing patients’ health-related risks and needs

Integrating physical/behavioral health care

Developing patient-centered care plans

Integrating health and social services

Engaging patients and family in managing care

Making care or services more accessible

Transitioning patients following hospital discharge

Monitoring patients’ progress

Source: (Hostetter, Klein, & McCarthy, Project ECHO's Complex Care Initiative: Building Capacity to help "Superutilizers" in Underserved Communities, 2016)
Internationally comparable skills assessment approach

• Finding the right balance between the generalizability of PIAAC approach and the specific requirements of the healthcare sector workers

• Focus on generic (transversal) skills and knowledge, avoid skills and knowledge specific to a particular professional group

• Health workers need both technology-related skills and social skills ("high tech" and "high touch")
THANK YOU!

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