

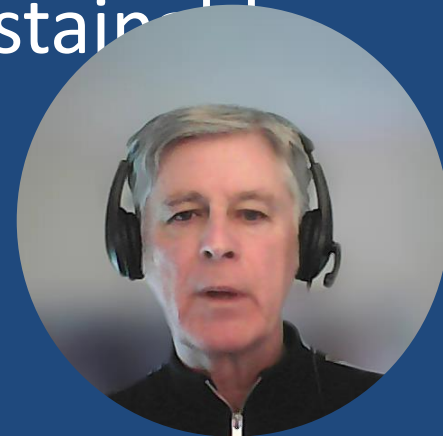
Planning for a sufficient health and wellbeing workforce for the future

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Planning for a sufficient health and wellbeing workforce

- The policy context
- Identifying and “using” policy/ planning interconnectedness: policy frame
- Key points of guidance
- Healthcare workforce planning: A sustainable approach

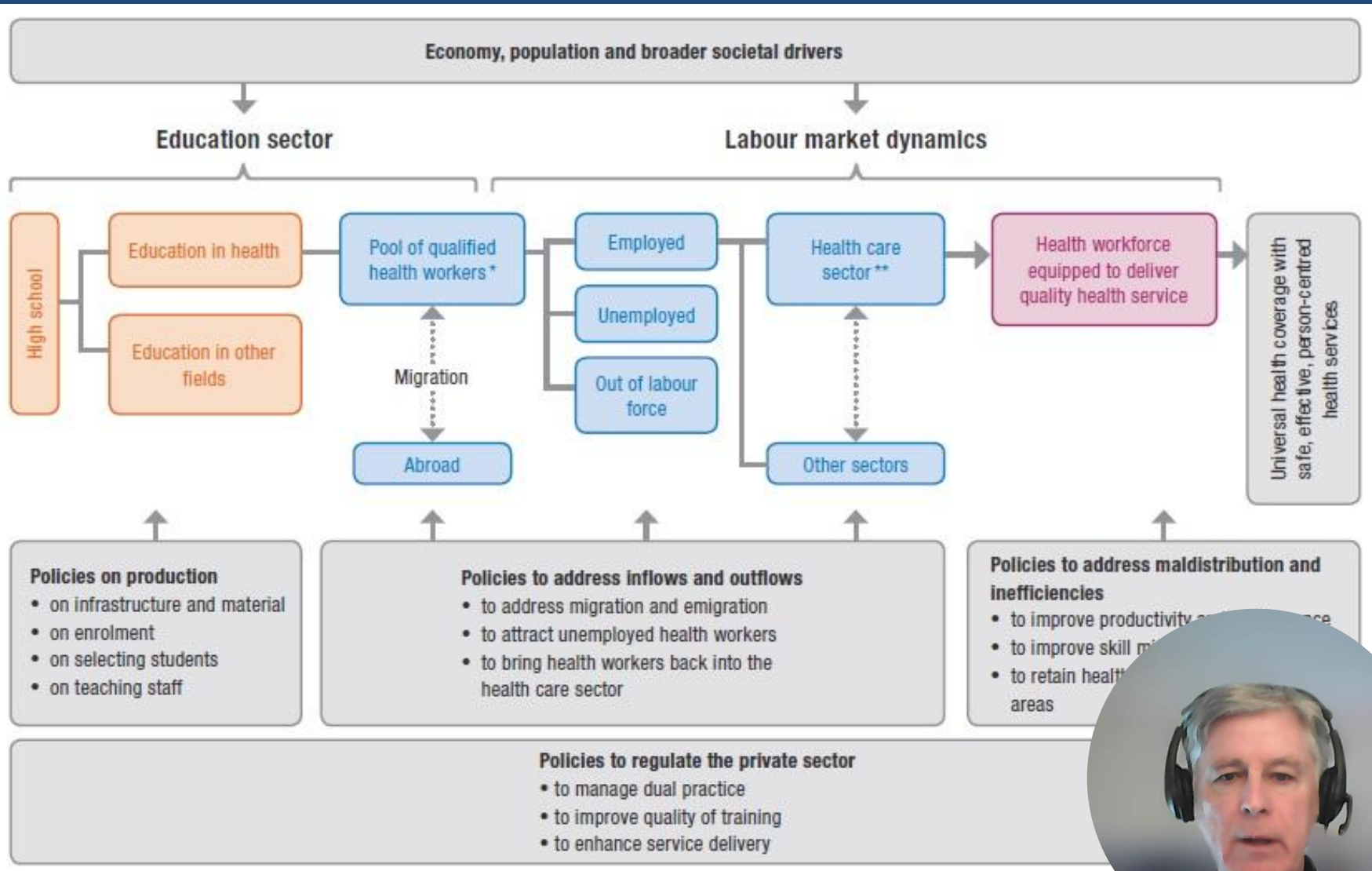


The policy context

- Health care demand increasing: Demographic change/population growth and ageing
- Planning can improve access for underserved regions/communities
- Planning can help direct effective workforce investment for improved population health
- Planning will not prevent shortages: But can bring them down, and identify causes



Healthcare workforce policy frame (WHO)

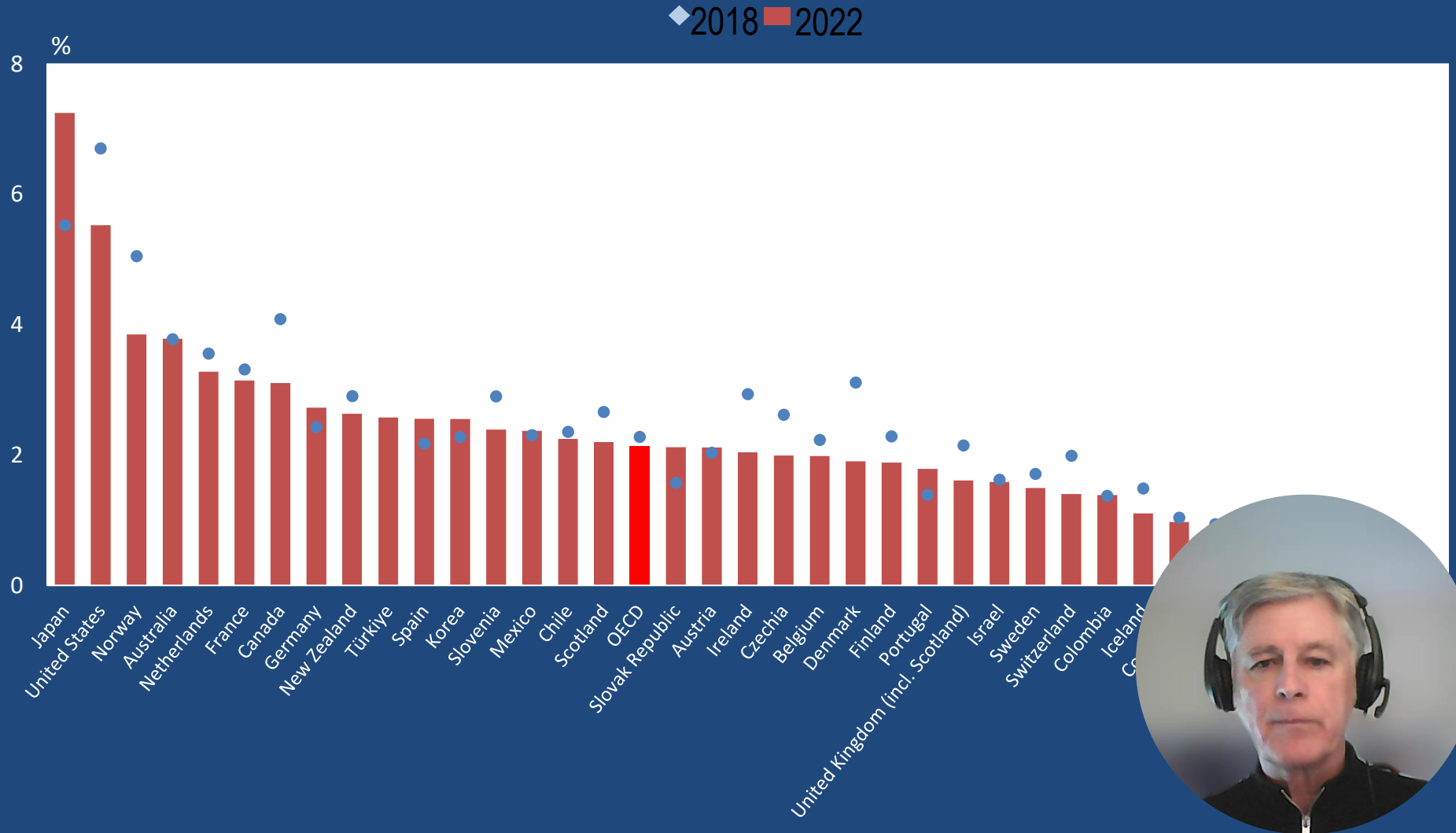


Key points of guidance

- “Bundles” of co-ordinated healthcare workforce policy/planning interventions rather than single shot
- Clarity of purpose and definitions:-what is the “planning” for ? -monitoring, allocating, projecting, forecasting, commissioning, costing, investing?
- Planning for a moving target: Be clear about the context- Circumstances and priorities vary over time (Planning for different cycles across 1 to 15 years)
- Data limitations- plan, progress and gap fill
- Its not just a workforce “problem” – service redesign/ relocate services; AI/ digi (build t skills in workforce)



Interest in a nursing career among 15-year-olds fell in many OECD countries between 2018 and 2022



A sustainable approach..(not a shopping list)

- An inclusive definition of “workforce” (not just nurses/ doctors; not just professionals.. CHW;...teams not individuals)
- Not just “new supply” from training: invest in the current workforce: retention/ re-skill / new training/ distribution
- New staff- not necessarily “more of the same”
- Adaptive workforce planning, not a fixed workforce
- Focus on (return on) investment



Key References

- Buchan J Catton H (2023) Recover to Rebuild. INVESTING IN THE NURSING WORKFORCE FOR HEALTH SYSTEM EFFECTIVENESS. ICN, Geneva https://www.icn.ch/sites/default/files/2023-07/ICN_Recover-to-Rebuild_report_EN.pdf
- OECD (2024) Fewer young people want to become nurses in half of OECD countries
- WHO (2021) guideline on health workforce development, attraction, recruitment and retention in rural and remote areas.