



Achieving optimal skill mix for improved performance

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What are we talking about?



Skill mix =

- “combinations of activities or skills needed for each job within the organization” (Buchan & Dal Poz 2002)
- “mix of skills or competencies possessed by an individual; ratio of senior to junior grade staff within a single discipline; or mix of different types of staff within a multi-disciplinary team” (Sibbald, Shen & McBride 2004)

If changing skill mix is the solution, what is the problem?

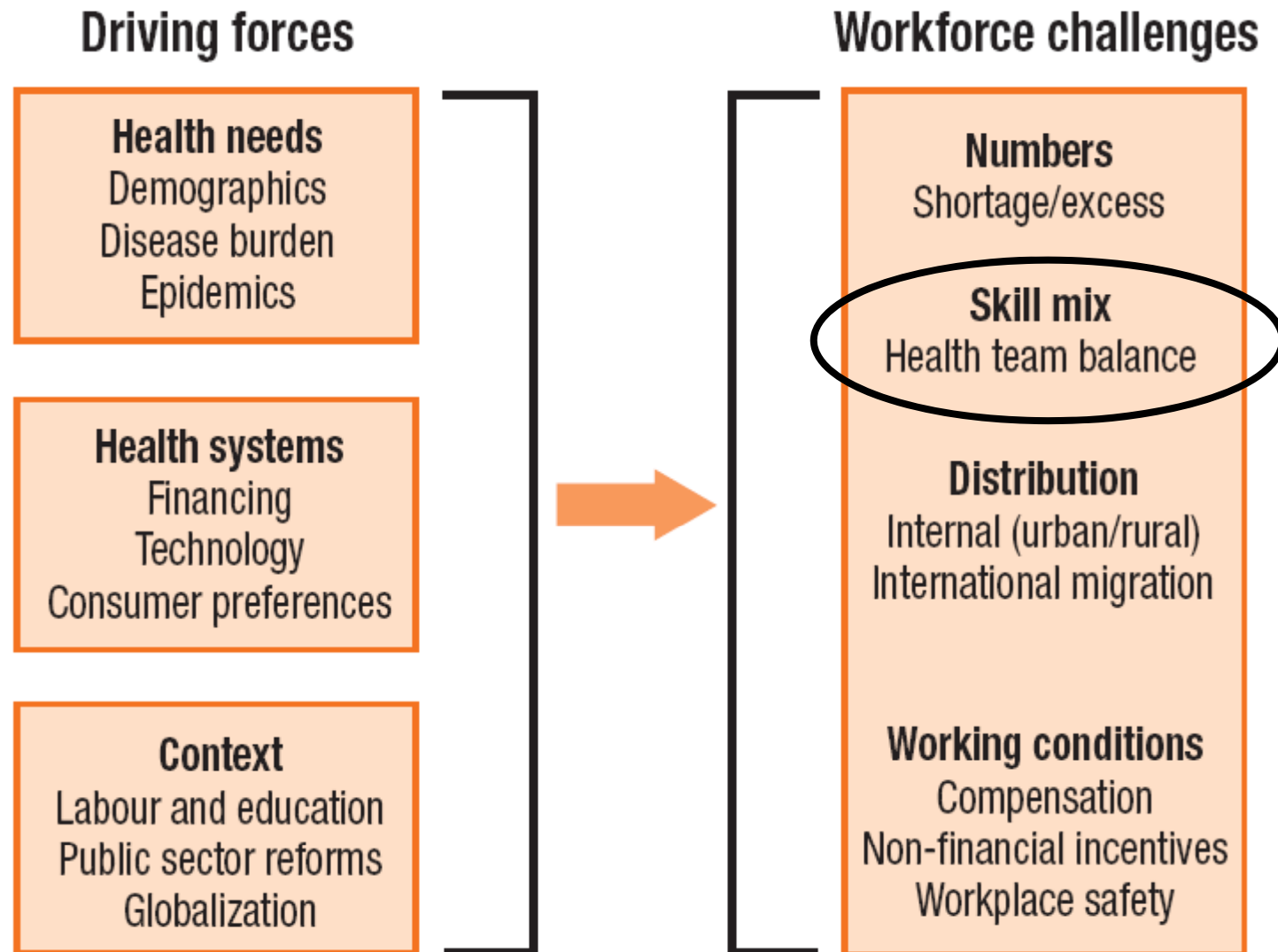


Qualitative: changing health needs and services, under- or misqualification ...

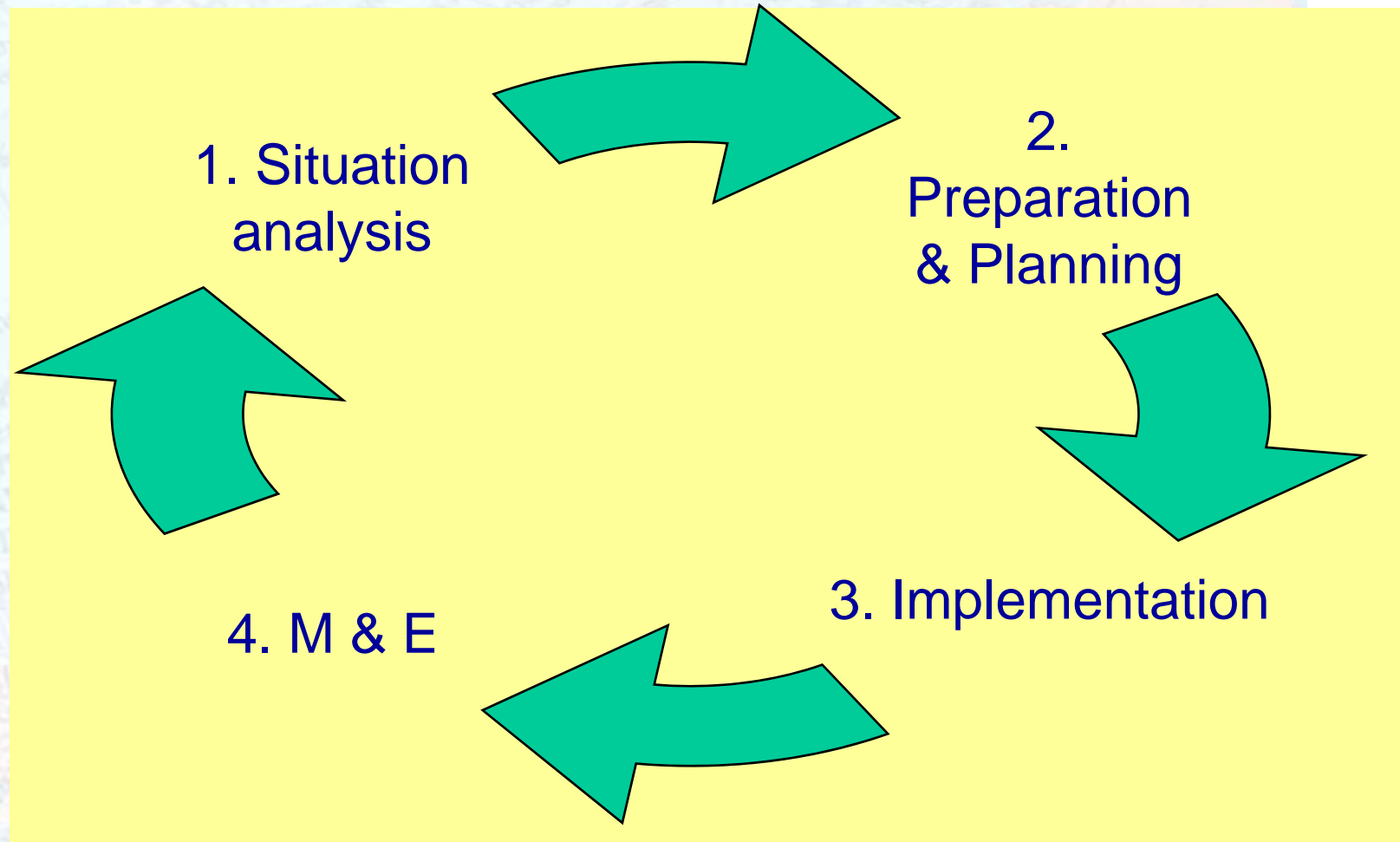
Quantitative:

- Actual/ looming shortage of certain type(s) of health care workers
- (Accelerating) labour migration
- Distributional imbalances (geographic, occupational, institutional ...)
- Cost-effectiveness considerations

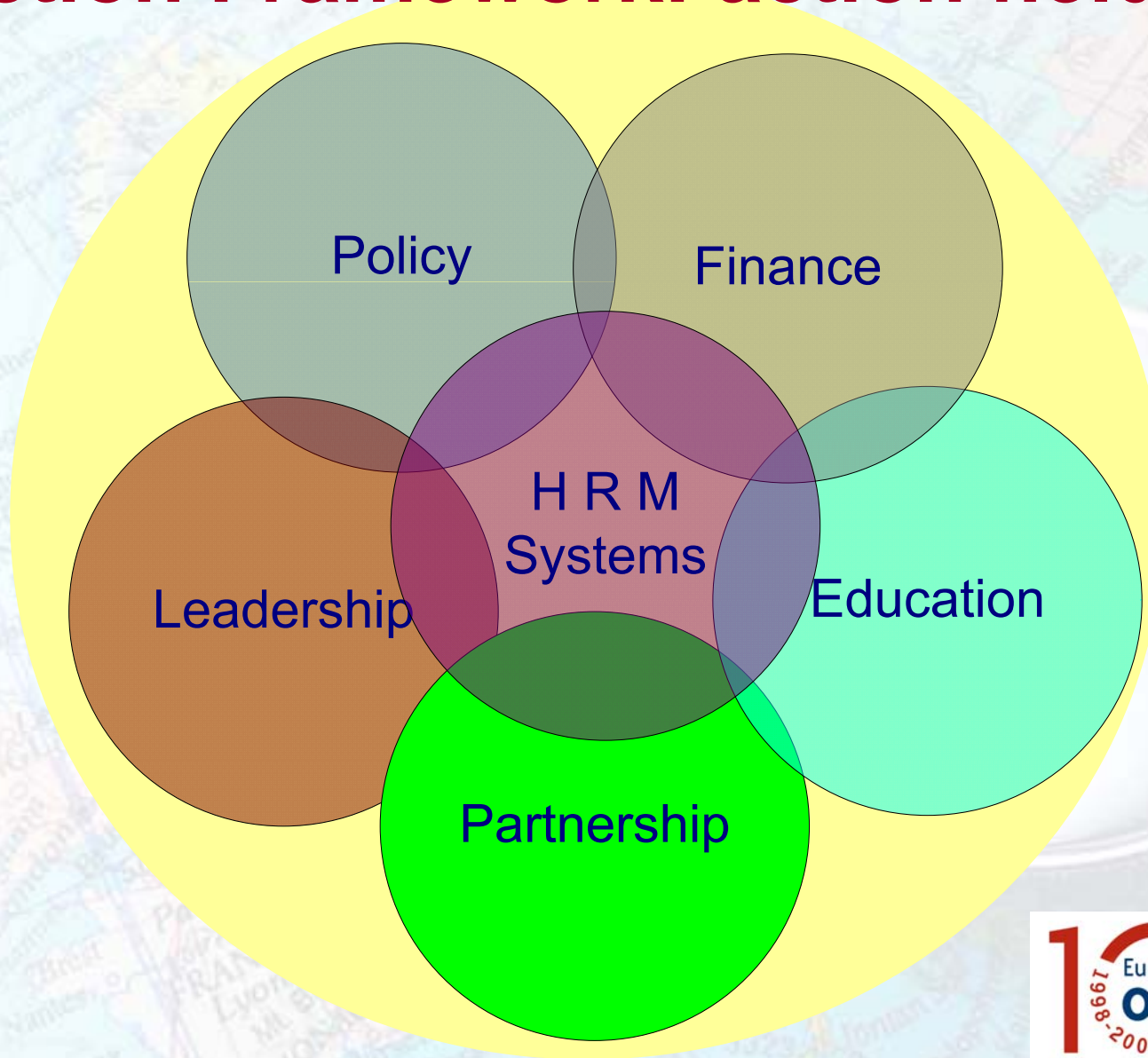
Figure 2 Forces driving the workforce



Human Resources for Health Action Framework: action cycle

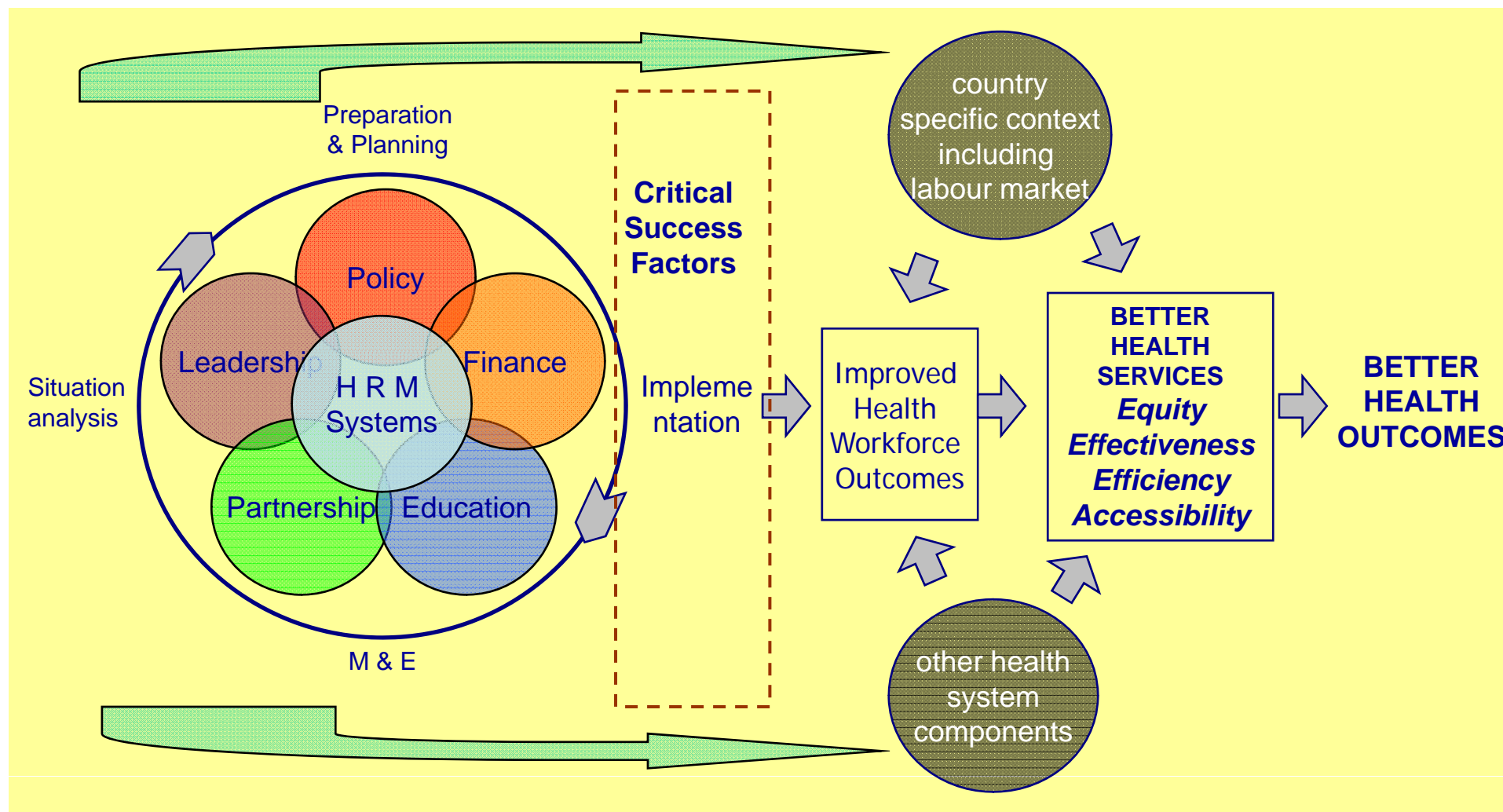


Human Resources for Health Action Framework: action fields



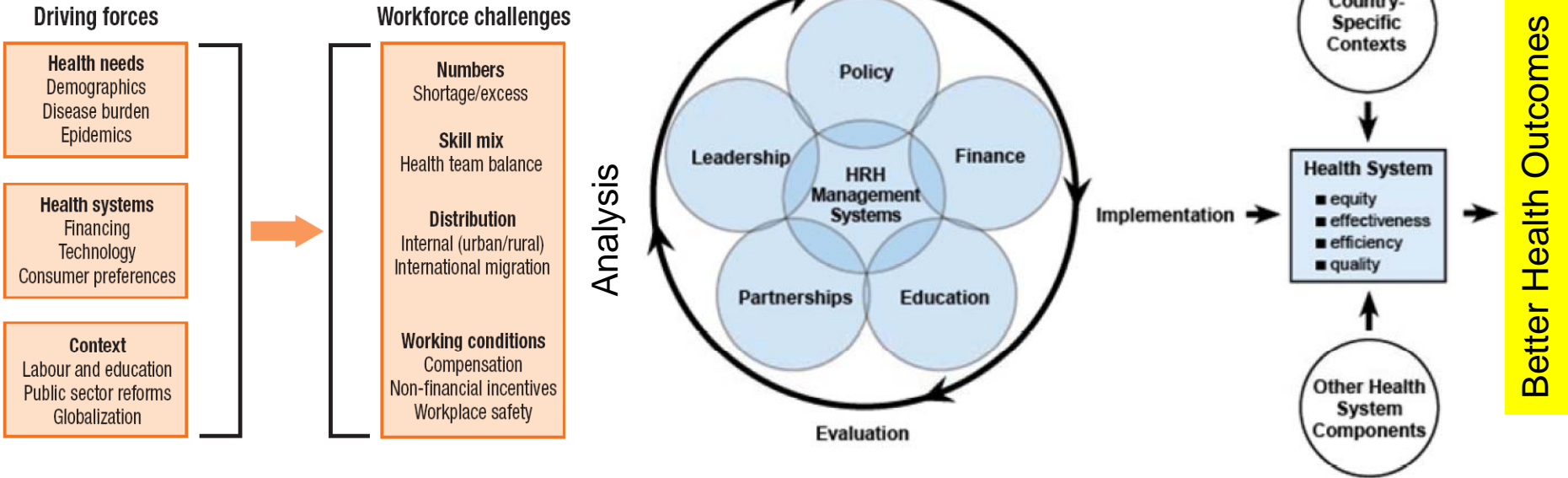
HRH Action Framework

tools for an effective and sustainable health workforce



<http://capacityproject.org/hrhactionframework>

Figure 2 Forces driving the workforce



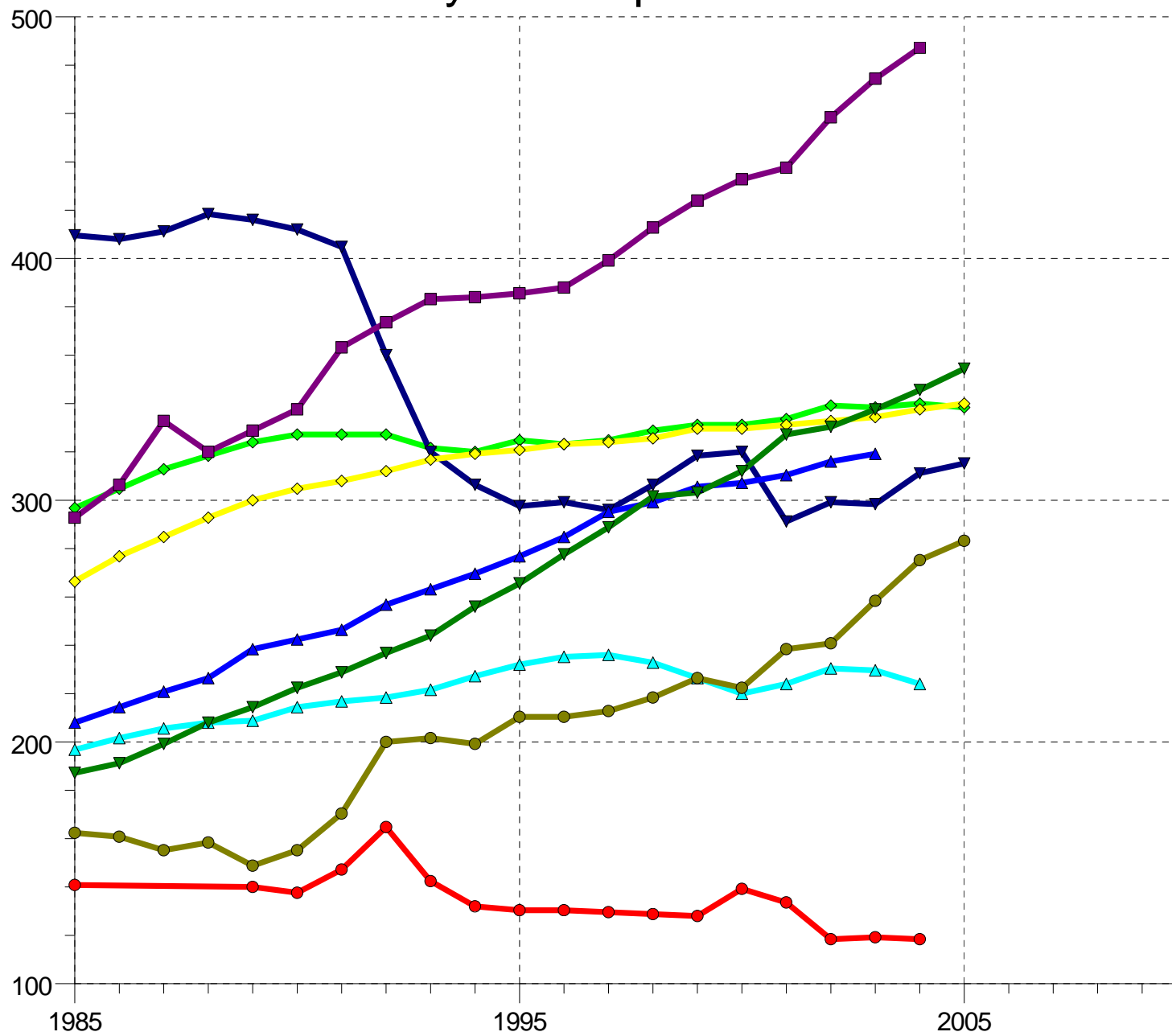
**Combining frameworks:
from driving forces and HR challenges
to better health outcomes**



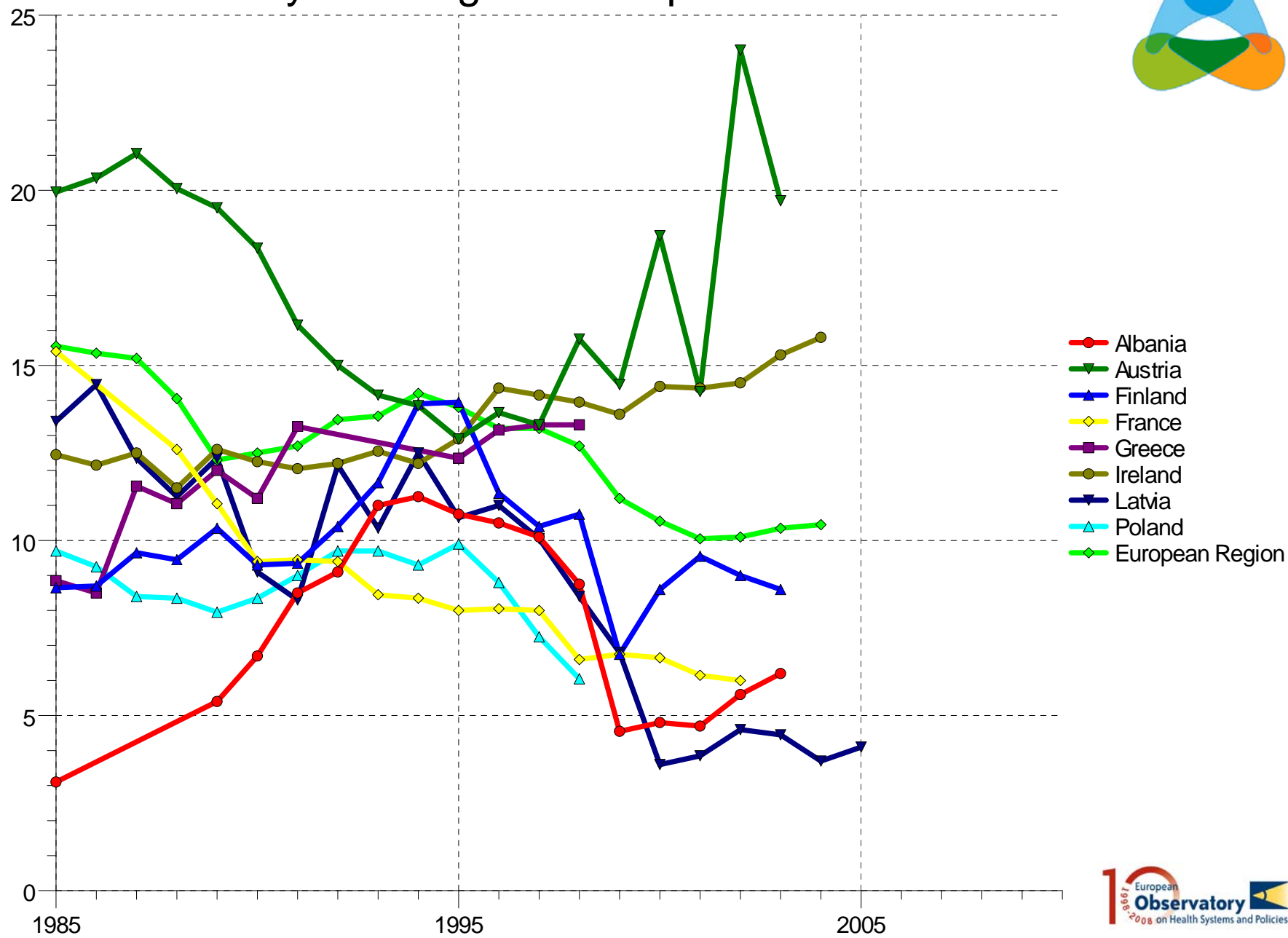
Situation analysis

- Number of health professionals (over time, in comparison to other countries)
- Newly graduated health professionals
- Mix of health professionals (over time, in comparison to other countries)
- Number of health professionals vs. health system structures (e.g. beds)

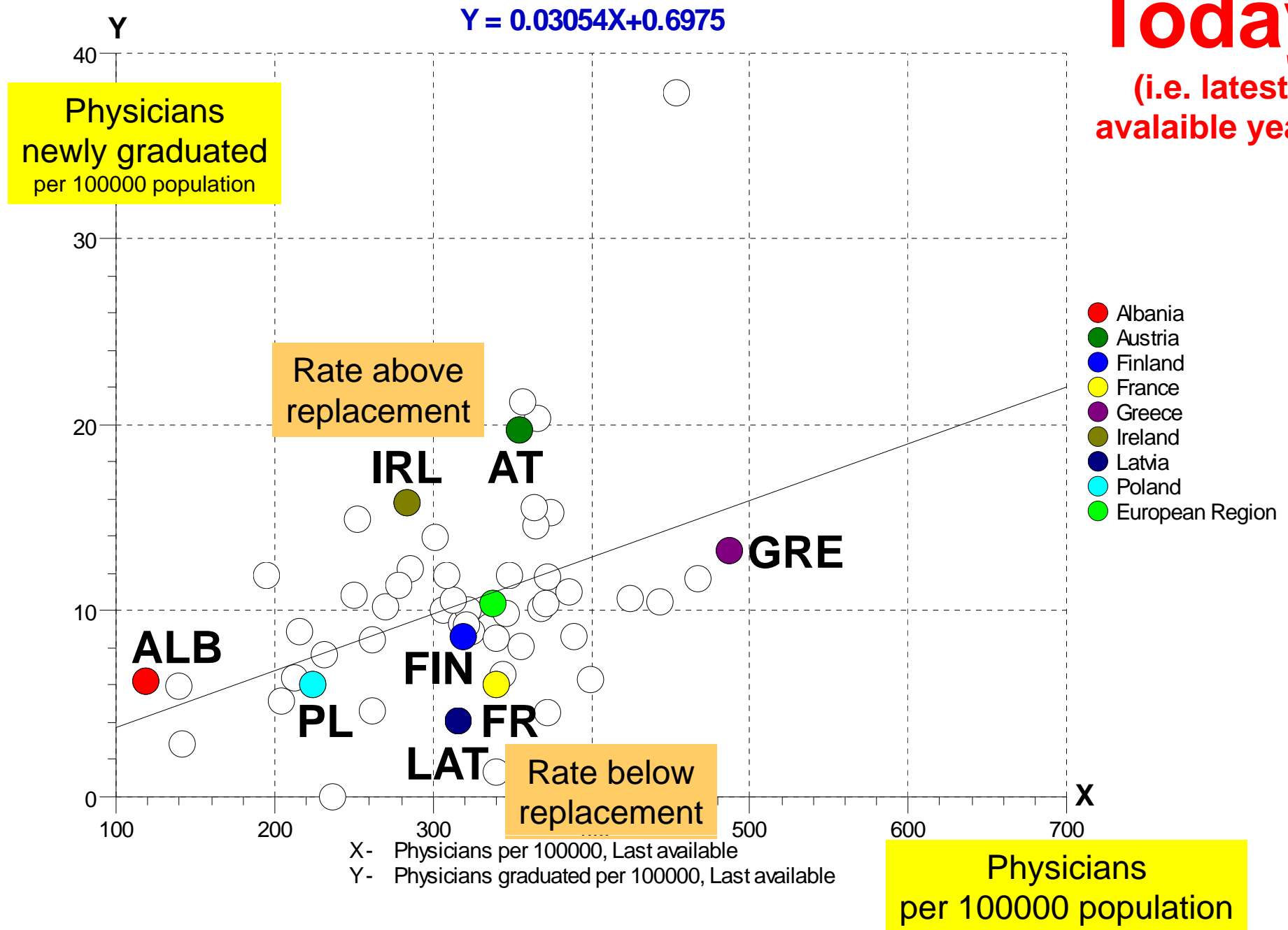
Physicians per 100000



Physicians graduated per 100000



Today
(i.e. latest available year)

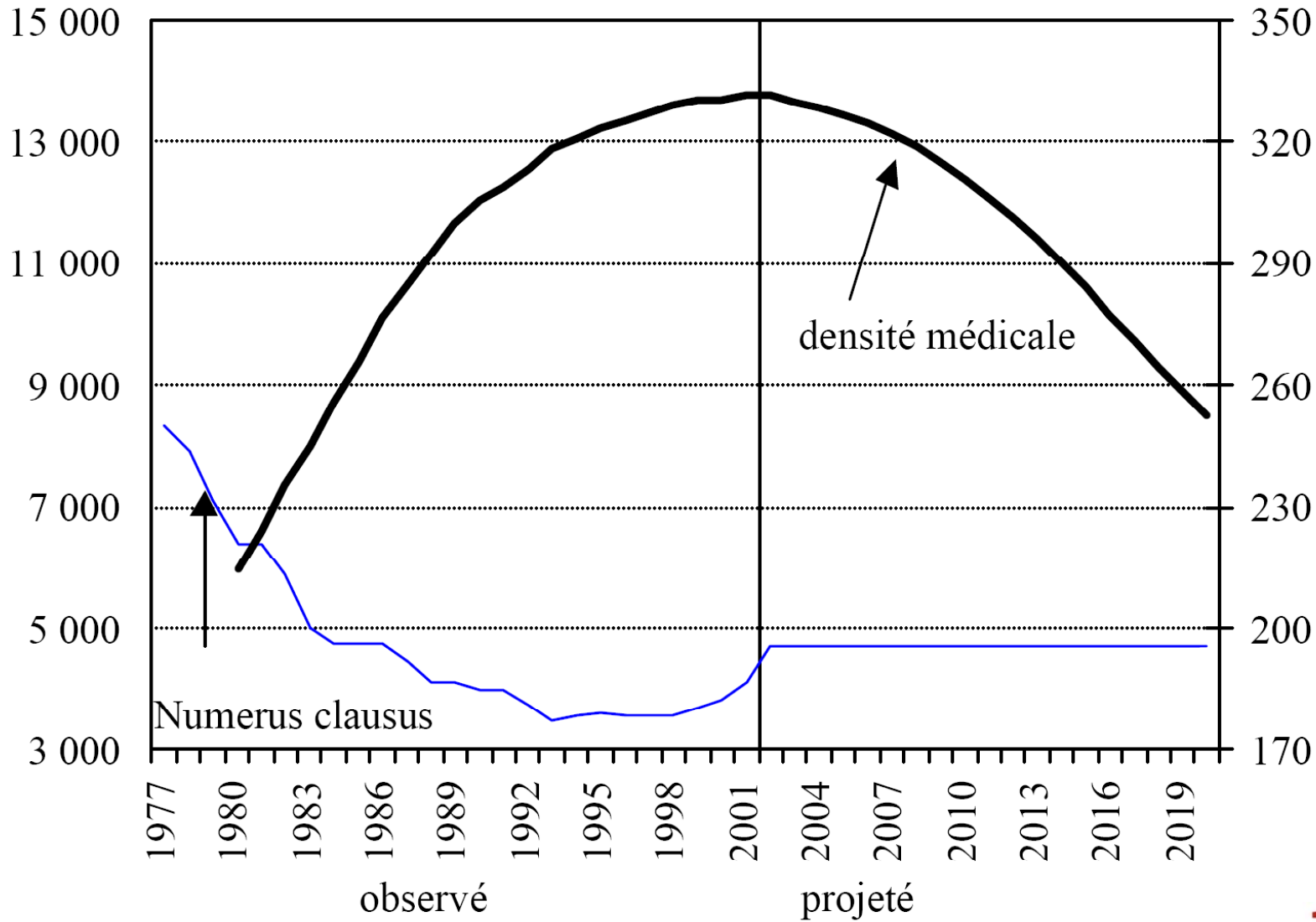


Evolution et projection de la densité médicale



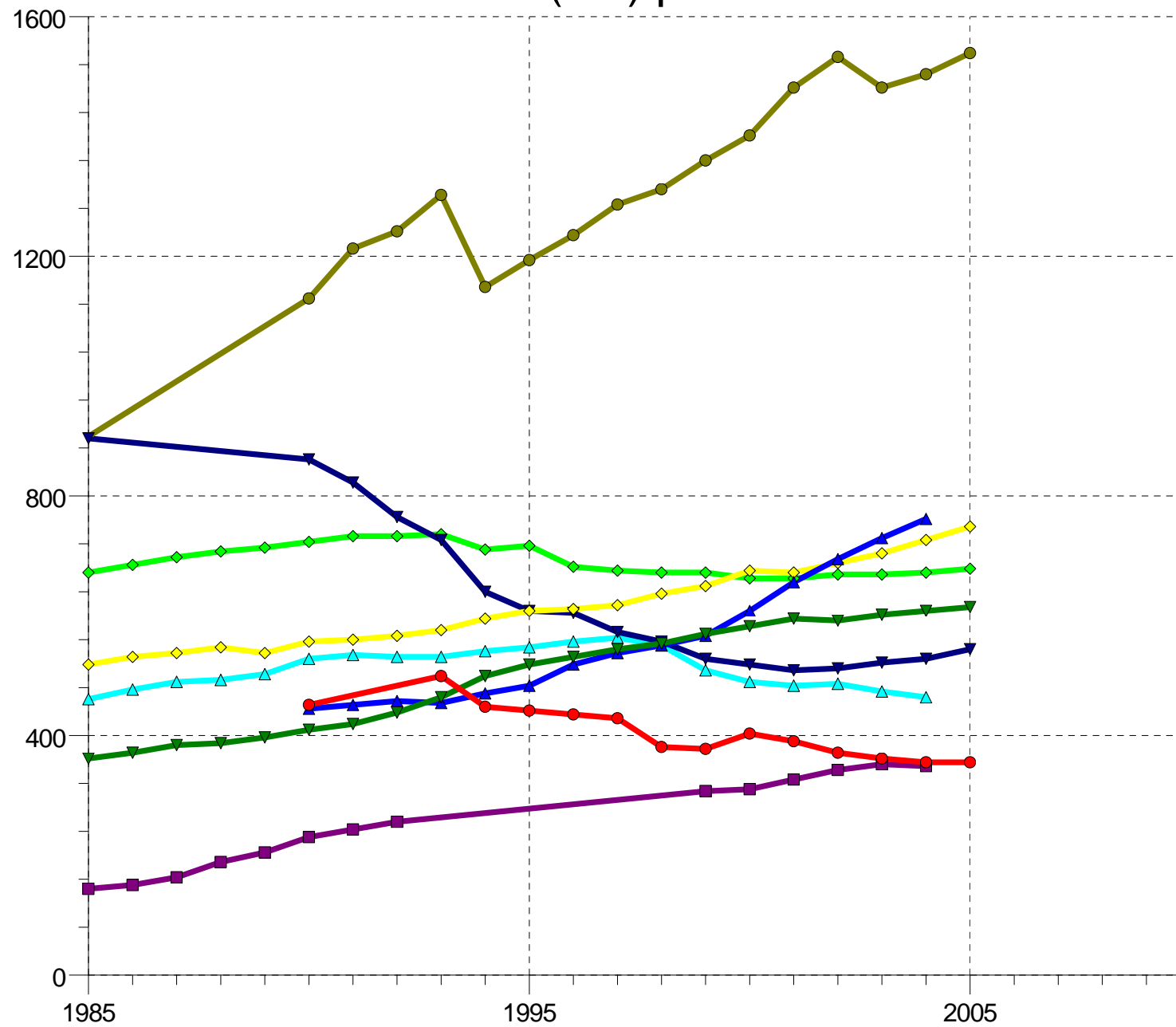
numerus clausus

densité médicale

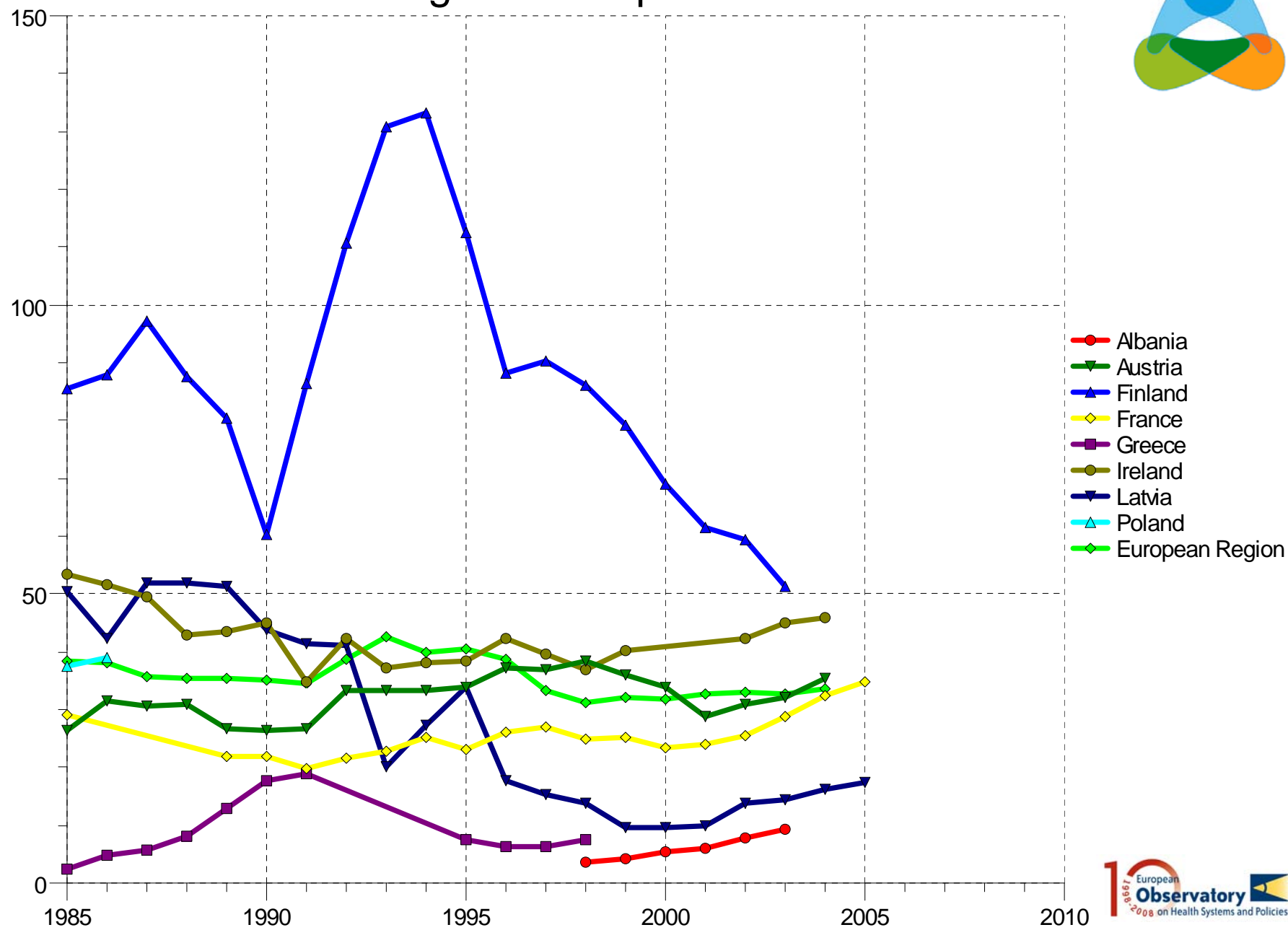


Source: DREES

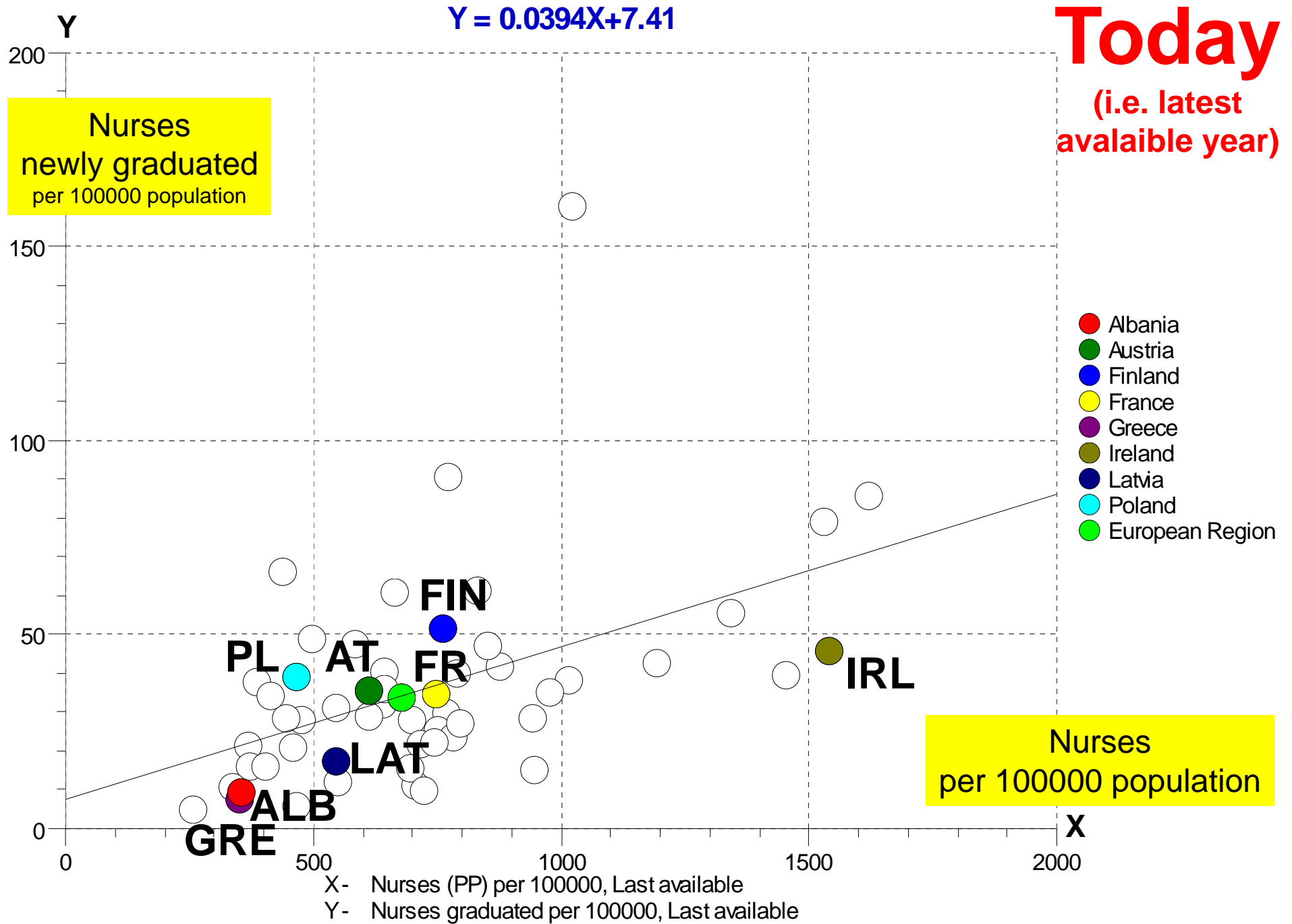
Nurses (PP) per 100000



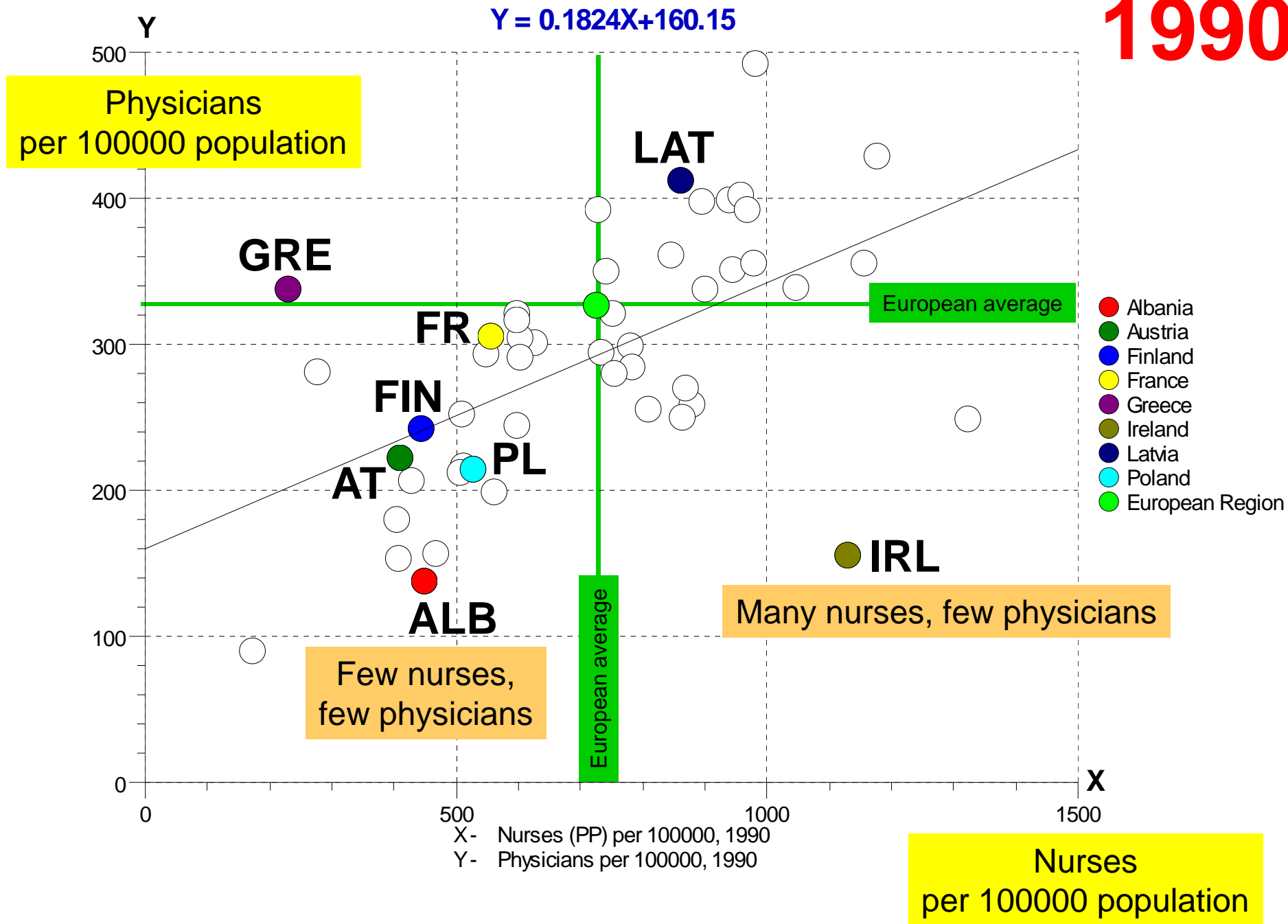
Nurses graduated per 100000



Today
(i.e. latest available year)

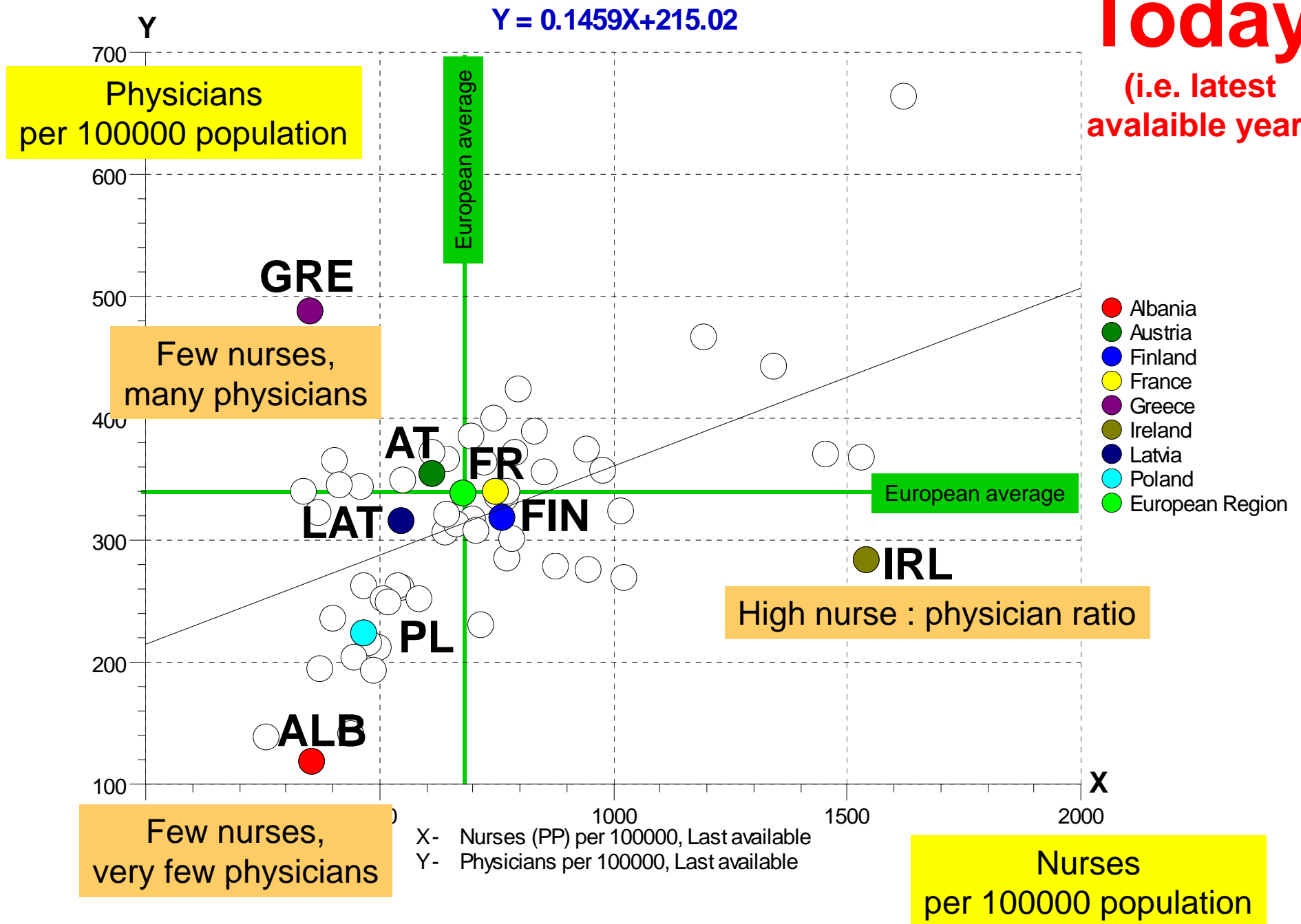


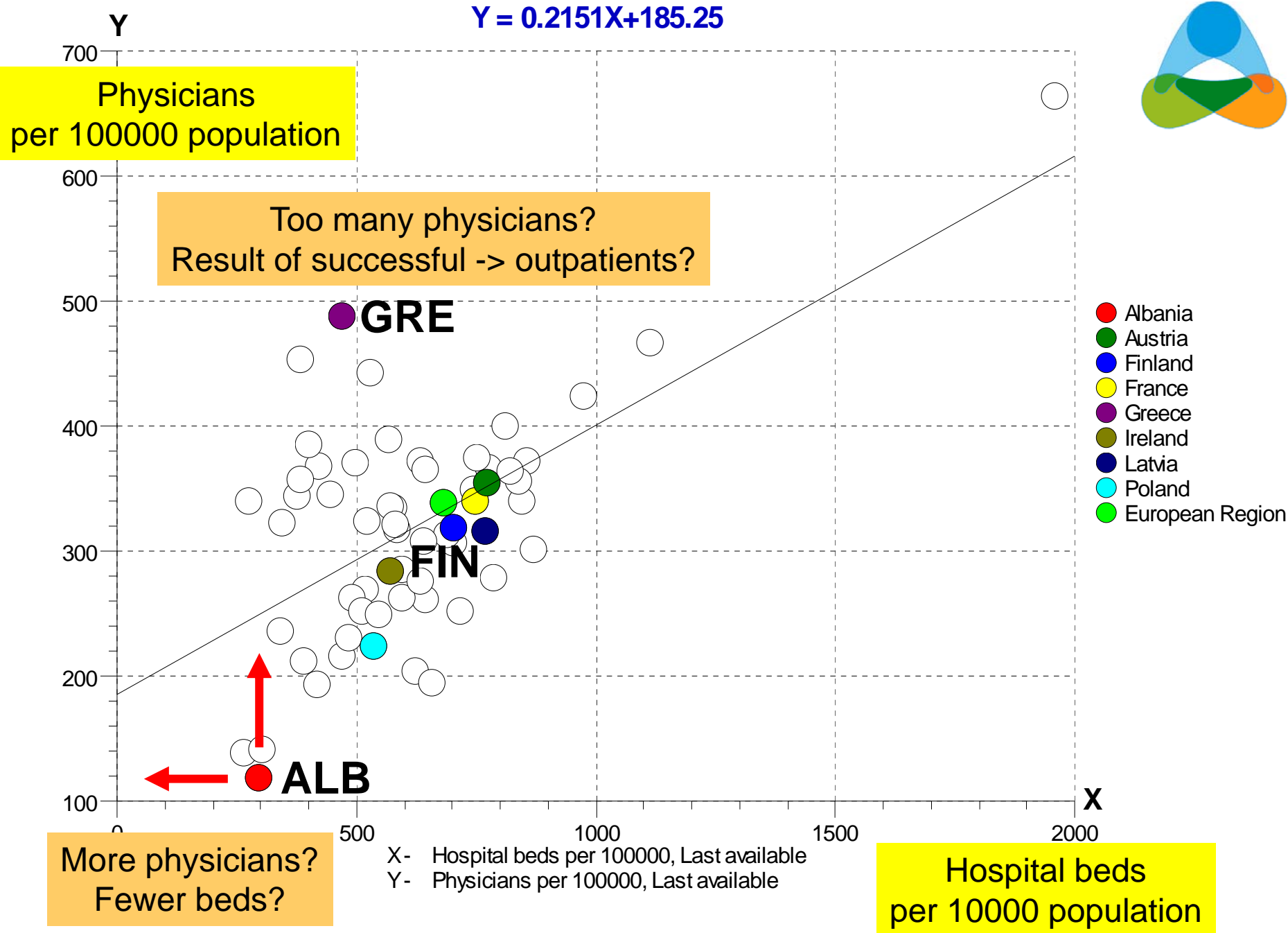
1990



Today

(i.e. latest available year)





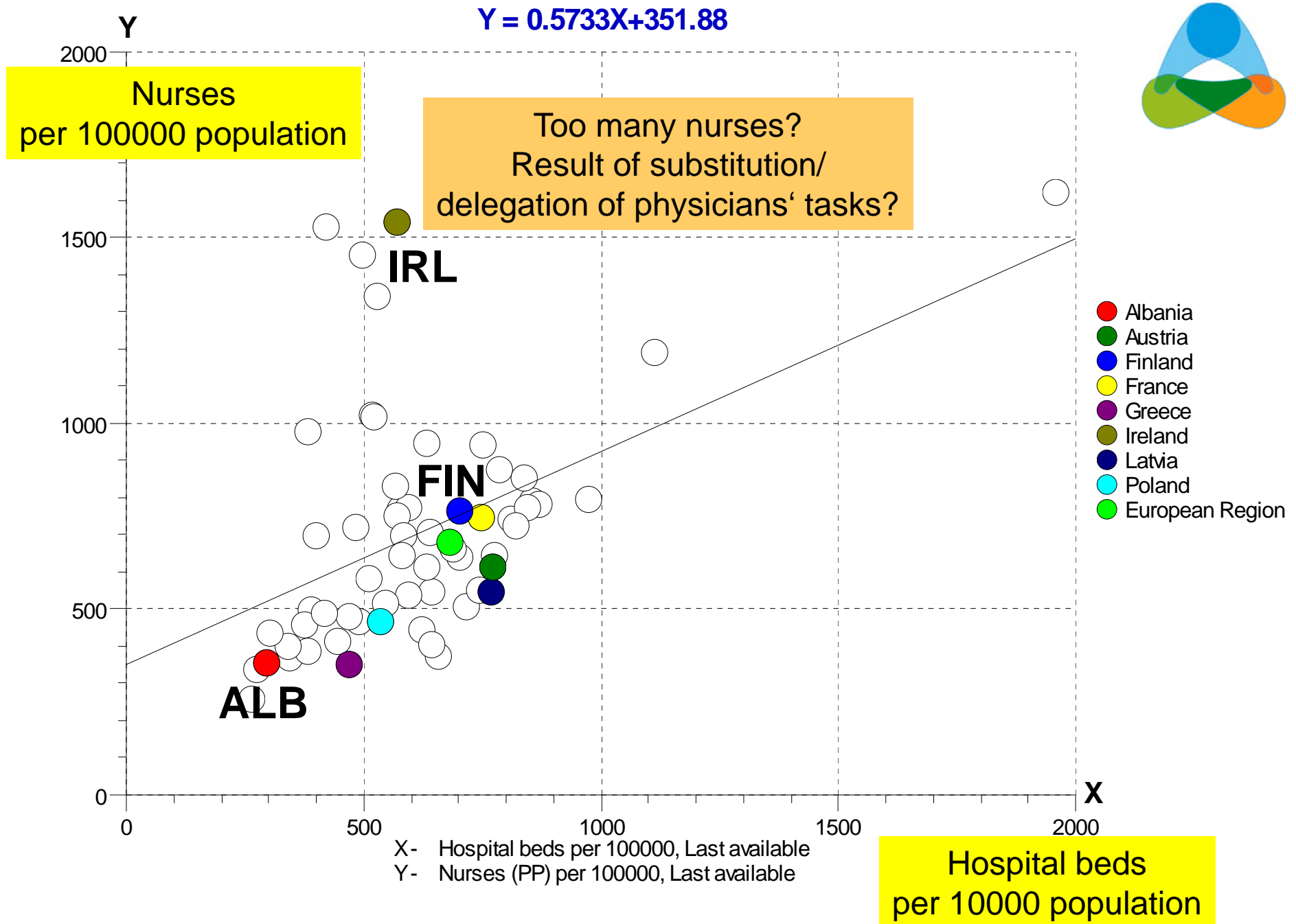


Table 1. Categorization of skill-mix initiatives

Mode	Action
<i>Changing roles</i>	
Enhancement	Increasing the depth of a job by extending the role or skills of a particular group of workers
Substitution	Expanding the breadth of a job – in particular, by working across professional divides or by exchanging one type of worker for another
Delegation	Moving a task up or down a traditional unidisciplinary ladder
Innovation	Creating new jobs by introducing a new type of worker
<i>Changing the interface between services</i>	
Transfer	Moving the provision of a service from one health care setting to another – for example, by substituting community care for hospital care
Relocation	Shifting the venue from which a service is provided from one health care setting to another, without changing the people who provide it (such as running a hospital clinic in a primary care facility)
Liaison	Using specialists in one health care sector to educate and support staff working in another sector (e.g. hospital outreach facilitators in primary care).

Preparation and planning



Source: Sibbald, Shen & McBride (8).



Examples

- Changes to professional roles within established professions: physicians -> nurses (e.g. prevention, prescription)
- New professional roles: e.g. nurse practitioners (e.g. home visits, follow-up), clinical nurse specialists
- Shifting professional roles to meet health systems needs: e.g. inpatient -> outpatient -> community, single -> group practice, transsectoral care, health & social care

Implementation & context



- Government commitment
- Stability and level of funding for skill-mix initiative
- Remuneration of/ incentives for (new) types of health workers
- Scopes of practice (overlap -> substitution)
- Education and training (providers, curricula)
- Stakeholder and professional support
- Professional cultures and practice styles
- Working relationships

Thank you
for
your attention

Analysing Health

Systems and Policies

