

EHMA 2024

Shaping and managing
innovative health ecosystems

Increasing health workforce resilience – evidence and lessons learnt on task shifting from the TaSHI project

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Health Workforce Planning



„aims to ensure the right number of people with the right skills in the right place at the right time, to provide the right services to the right people. ”

(Commission feasibility study on EU level collaboration on forecasting health workforce needs, workforce planning and health workforce trends, 2012)



Recent challenges on the labour market

- Shortage of professionals, shrinking supply of specialty groups – **RIGHT NUMBERS**
- Uneven distribution of professionals – **RIGHT NUMBERS, RIGHT PLACE**
- Insufficient recruitment, Low attraction of health professions, Issues of replenishment – **RIGHT NUMBERS**
- Problems with retention, particularly in remote areas so called "medical deserts" – **RIGHT NUMBERS, RIGHT PLACE**
- Increasing mobility – **RIGHT NUMBERS, RIGHT PLACE, RIGHT SKILLS**
- Mismatch of skills & recognition of qualifications – **RIGHT SKILLS, RIGHT SERVICES**
- Inefficient organization of work e.g. lack of multidisciplinary teamwork, innovative solutions, integrated care, underutilization of digital – **RIGHT SKILLS, RIGHT PLACE, RIGHT SERVICES, RIGHT TIME**
- Unattractive working conditions e.g. lack of supportive working environment, physical and mental health related exhaustion – **RIGHT PLACE, RIGHT SERVICES, RIGHT TIME**
- Continuously increasing care needs from the population e.g. NCD, multi-morbidity – **RIGHT PEOPLE**
- Inadequate governance and strategic planning – **ALL!**



**Task shifting is
already
happening and is
unavoidable to
manage scarce
resources**



Con tecnologia Bing
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What is our focus?

„Tasks can be shifted from health and care professionals **to patients, machines or to other professional groups.**” (EU 2019)

What is our mission?

Task shifting can contribute to more effective **organisation of care and management of human resources for health** at different levels, so committing to improve efficient and sustainable health systems in innovative ways.



Pilots





Our products

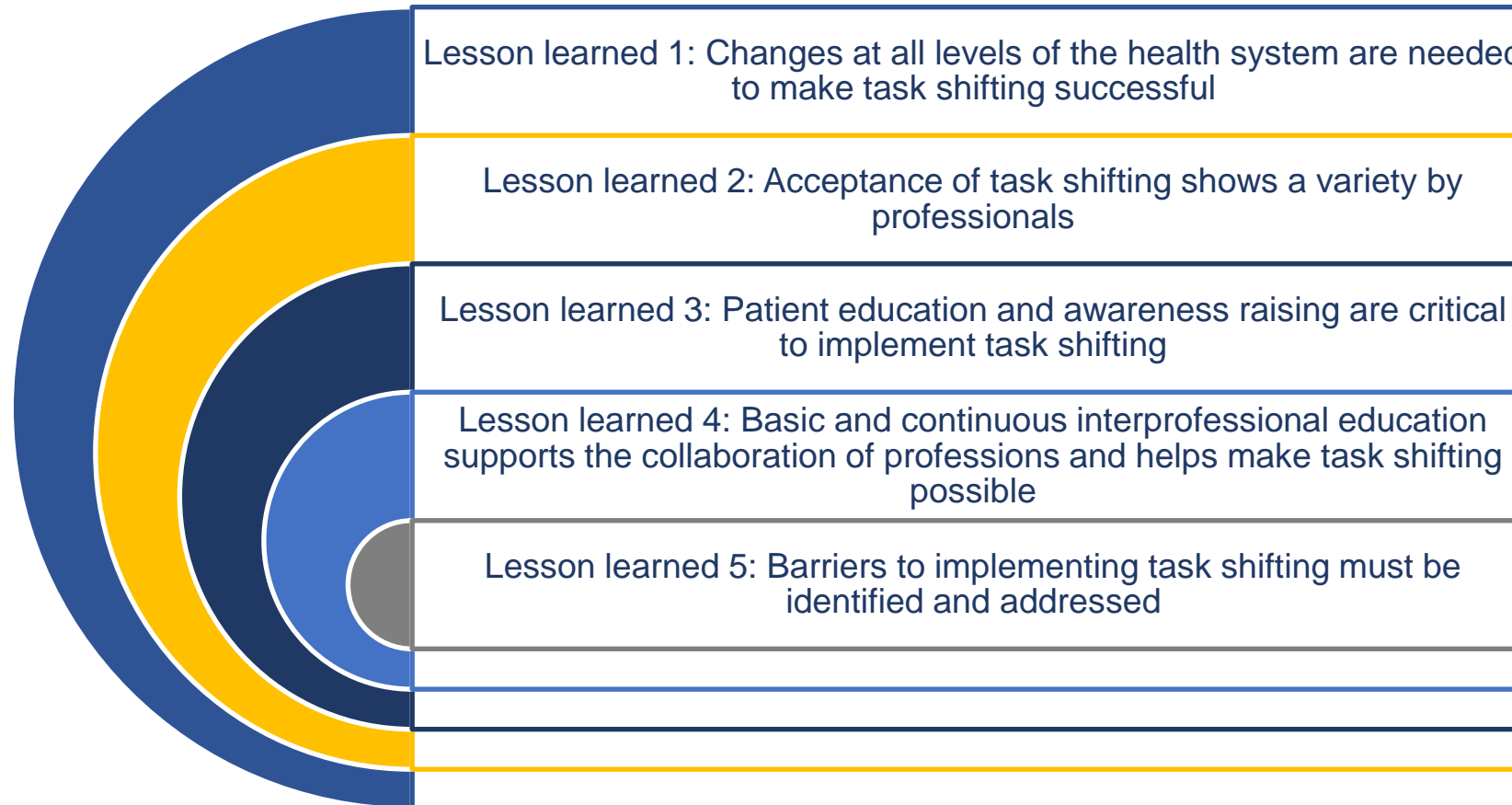
<https://tashiproject.eu/tashi-outcomes/>

Deliverables

- › [D2.1 Dissemination and communication plan](#)
- › [D2.2 Initial leaflet and rollup](#)
- › [D2.3 Website](#)
- › [D2.4 Mid-term dissemination and communication report](#)
- › [D2.5 Report on stakeholder management and event execution](#)
- › [D2.6 Dissemination and communication report](#)
- › [D2.7 End of project booklet for the public](#)
- › [D3.2 Mid-term evaluation report](#)
- › [D3.3 Evaluation report](#)
- › [D4.1 Collection of useful tools and practices in task shifting](#)
- › [D4.3 Practical training materials and curriculum](#)
- › [D5.1 Case studies of implementation sites](#)
- › [D5.2 Guidebook on task shifting](#)
- › [D5.3 Set of recommendations for task shifting actions](#)



Lessons learned



The core message of the project

- We need to build the **task shifting culture**, the **trust** and the supportive **environment**



→ understand task shifting and its benefits



→ an open, fluid and flexible organisational climate

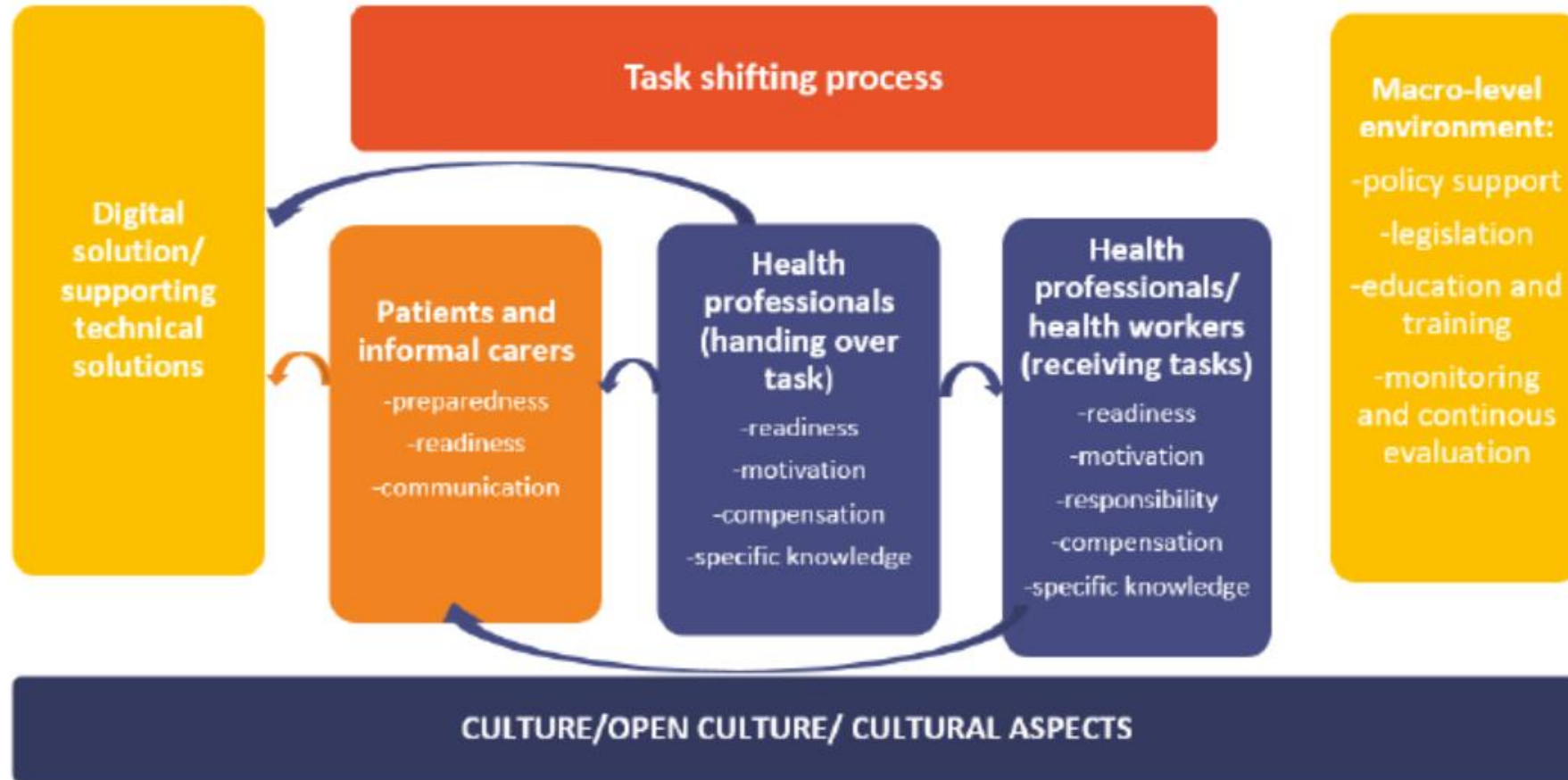
How to create the task shifting culture?

- LEARN - We need to enable the **pre-requisites and transversal elements** for task shifting



Practical curriculum & training materials

Managing task shifting initiatives

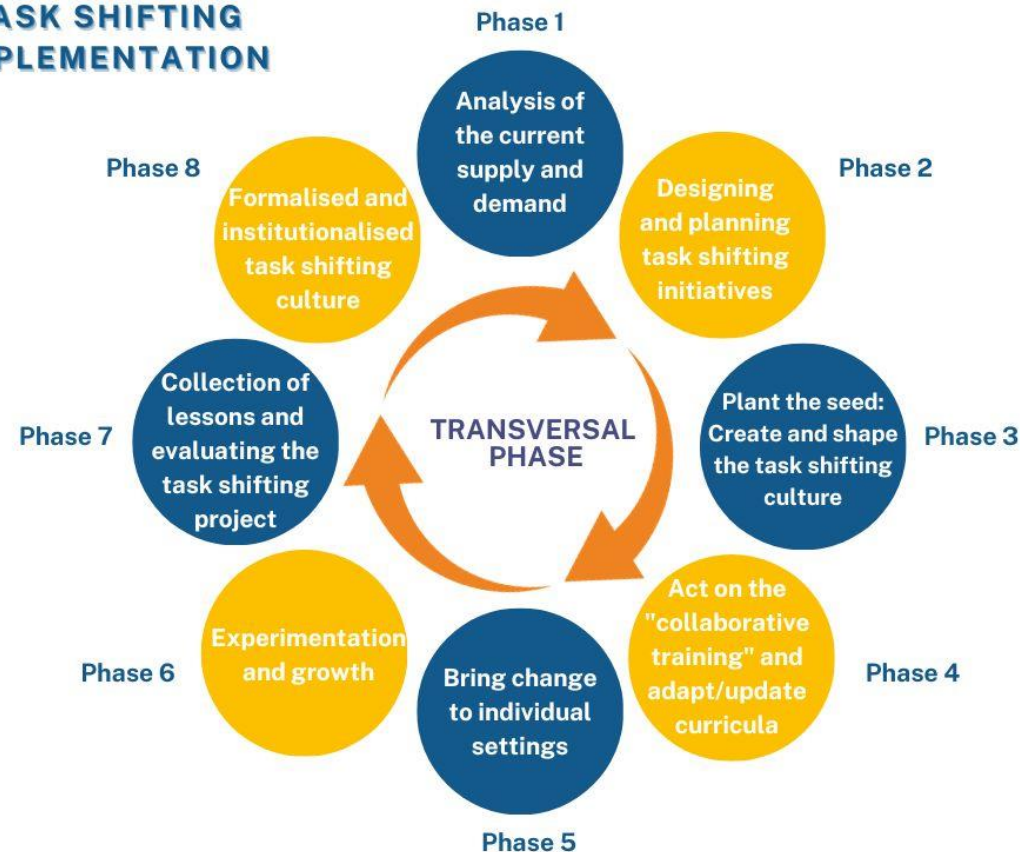


How to create the task shifting culture? 2.

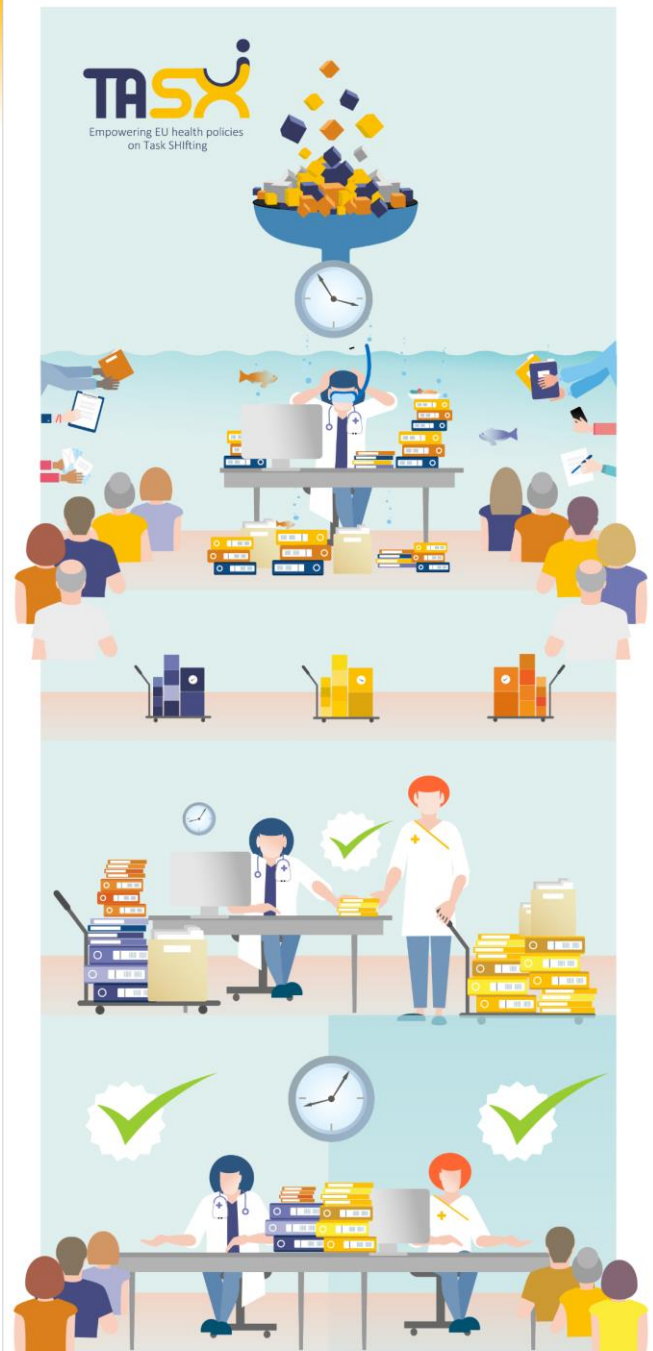
- EXPERIENCE - We need to act at **different levels**: macro-, meso- and micro levels



TASK SHIFTING IMPLEMENTATION



Guidebook on Task Shifting



Who should do what?



- Recommendations for at the **European Union** level address EU bodies involved in policy making decisions, while **Member State level** recommendations are addressed to governments and ministries, government agencies, health authorities and background institutes dealing with health
- Recommendations for organisational level: institutes such as I) **healthcare facilities** providing patient care; and II) **education and training institutes** responsible for health workforce education
- Recommendations for the **individual professional** level, health professionals, teams and associations
- **Booklet** for patients and informal carers, and patient representatives



1. **policy characteristics**: ensuring a supportive macro-level environment and multi-level intersectoral governance → **policy support & legislative matters**
2. **the system and job characteristics**: improving the **resilience** of the labour market, exploring task shifting as job crafting and job enrichment, breaking down the professional **silos**, enhancing **flexibility** in service provision and developing trust and readiness towards task shifting



3. **education and training characteristics**: ensuring **interprofessional education** and promoting transversal skills, also identifying the shiftable tasks of health professionals.
4. **task shifting process characteristics**: for **successful implementation**, task shifting process must be carefully designed, planned and monitored
5. **individual characteristics**: enhancing upskilling and reskilling, cultural sensitivity, compassion and trust, openness and adaptation to disruptive changes, and increasing **motivation** and job satisfaction.



Empowering EU health policies
on Task SHifting

Thank you!

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