
POSTER ABSTRACT

The Future Health Workforce: Enabling the delivery of integrated care

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Introduction: The implementation of integrated healthcare will have significant implications for the workforce. This presentation will articulate the drivers, challenges, and areas of focus as it pertains to the workforce so as to enable the successful implementation of integrated models of care.

Methods: The information presented within has been yielded from PwC research, stakeholder consultations, and consulting engagements in the context of transforming organisations and their people to successfully deliver integrated care through patient-centric multidisciplinary teams.

Drivers of workforce challenges:

- An ageing workforce will see a high volume of retirements over the next 5-10 years, with significant impacts on General Practice, Psychiatry and Anesthetics.
- There is an acute shortage forecasted for nurses, including an expected shortage of 130,000 workers by 2030.
- The ability to establish and foster collaborative relationships and partnerships to drive integrated models of care will be inhibited by workforce shortages, downward pressure on budgets, complex chronic illnesses, and increasing service demand.
- Increasing the size of the clinical workforce will create a corresponding demand for non-clinical support roles.
- The introduction of technology such as robotics, AI and genomics will drive the need for associated skills within the existing workforce while increasing the need for new roles such as engineering and data scientists.
- The sub-specialisation of healthcare professionals has been steadily increasing. However, integrated care delivery will require organisations to evolve behaviours from a siloed and single organ mindset to one that is collaborative and outcome-focused.

Discussion: Key workforce interventions are listed below.

- Partner with education providers, as well as leverage immigration, to address projected skill gaps and drive up supply, particularly in rural and remote areas.
- Drive collaborative and integrated models of care with adjacent sectors, including aged care and disability, so as to leverage talent pools and mitigate talent attraction risks.
- Roles will be augmented to focus on managing patients outside the hospital, including remote monitoring, case management, and preventative care with consideration given to the interplay between clinical services.

- Engage with emerging technology, leveraging connectivity to drive integration while assessing the corresponding impacts on workforce roles and capabilities.
- Develop a competitive labour market, led by a compelling Employee Value Proposition and a purpose-driven future mission to attract, develop and retain talent.
- Establish flexible resourcing models that allow providers to scale to meet changing demand, while considering agile models of practice and partnerships.
- Support the requisite behavioral change to shift towards truly integrated ways of working with a focus on employee wellbeing to mitigate risks of burnout.

Conclusions: The healthcare sector will need to assess the current and future impacts of rapid and diverse change on providers to develop early and proactive strategies to transition the workforce towards the delivery of integrated care, ultimately leading to enhanced patient outcomes.

Limitations: This research is reflective of the experiences of PwC employees and clients, though has not been empirically tested. Further studies could involve collaborations between industry and academia to identify theory-enhanced, better-practice recommendations.