

Toward Optimized HHR Planning: Meeting Population Health Care Needs and Working to Scope

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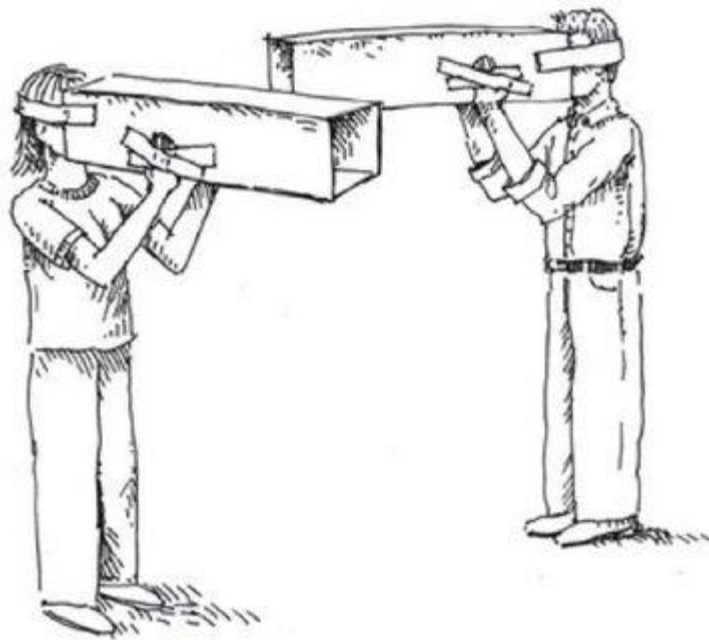
A familiar problem

“Reshaping the health manpower complex so that it is responsive to a nation’s requirements for health care is essentially a triple process involving planning, production and management, with all three functions harmoniously geared to achieving the single goal of providing health services to the entire population. Unfortunately, more often than not this goal becomes lost in the mad scramble of institutions and professional groups to perpetuate themselves and in excessive preoccupation with input rather than output, with the efficiency of components rather than the effectiveness of the whole. The result is that the needs of the system acquire a higher priority than the needs of the people to be served.”

--David Tejada-de-Rivero, in Hall & Mejía’s *Health Manpower Planning: Principles, Issues Methods*, published by WHO

... in 1978.

30+ years later, any progress?



So what can be done?

- * To meet the health care needs of Canadians, health system and HHR planning in Canada must explicitly consider those needs
 - * Design health care structures, services and teams based on those needs
- * Such models of health care planning & delivery exist in Canada and have been/are being evaluated
 - * Nova Scotia Department of Health & Wellness (MOCINS)
 - * Vancouver Island Health Authority (CDMR)

Innovative Models

MOCINS and VIHA approaches have much in common:

- * Began with recognition that the ‘old right way’ was no longer meeting peoples’ needs and was not sustainable
- * Start with understanding population/ patient needs and organizing services & teams around them (as opposed to the reverse)
- * Need to implement within current fiscal constraints
 - * Not making best use of existing resources (including HHR)
- * New approach required major organizational change
- * Recognized need for rigorous evaluation
 - * Findings from initial implementation promising

What does this tell us?

- * There ARE ways of better meeting the health care needs of Canadians by making better use of existing health care resources (including HHR)
- * Doing so requires:
 - * Committed leadership (at the policy and front line levels),
 - * Dedicated change management and evaluation resources,
 - * Effective communication, and
 - * Strong stakeholder engagement.