

## Webinar Series

### The workforce crisis in healthcare: moving the debate to bridge evidence and policy

**REGISTRATION is mandatory, the event is free of charge.**

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or



This Webinar Series aims to advance the healthcare workforce debate by directing its attention to the implementation of policy recommendations and identifying weaknesses, highlighting a wide range of healthcare workforce policies and interventions across various countries. It results of a combined effort by the International Journal of Health Planning and Management, the EUPHA section Health Workforce Research (EUPHA-HWR), and the WHO Collaboration Center for Healthcare Workforce Policies and Planning/NOVA-Institute of Hygiene and Tropical Medicine, Lisbon, Portugal. The Series draws on a special issue of the *International Journal of Health Planning and Management*, 2024, 39(3): 605–969; <https://onlinelibrary.wiley.com/toc/10991751/2024/39/3>. Organised by the special issue editors Ellen Kuhlmann, Gabriela Lotta and Tiago Correia and EUPHA-HWR section President Marius Ungureanu, this webinar series comprises four webinars that are arranged interactively as a policy dialogue with the panellists followed by Q&A and a discussion with the audience.

An introduction and overview of the special issue is available at:

Kuhlmann E, Lotta G, Dussault G, Falkenbach M, Correia T. The workforce crisis in healthcare: moving the debate to bridge evidence and policy. *Int J Health Plann Mgmt*, Special Issue, 2024; 39(3): 607–613; <https://doi.org/10.1002/hpm.3792>

## Webinar 1. Wednesday, 29 May, 3.00-4.00 pm (CET)

### How to respond more effectively to the healthcare workforce crisis: international evidence and national examples

#### Chairs

Ellen Kuhlmann, Institute for Economics Labour and Culture (WAK), Goethe-University Frankfurt, Germany

Tiago Correia, WHO Collaborating Center for Health Workforce Policies and Planning and Editor-in-Chief of the International Journal of Health Planning and Management (Wiley)

#### Introduction to the webinar series

Ellen Kuhlmann, Tiago Correia and Marius Ungureanu

Kuhlmann E, Lotta G, Dussault G, Falkenbach M, Correia T. The workforce crisis in healthcare: moving the debate to bridge evidence and policy. *Int J Health Plann Mgmt*, 2024; 39(3): 607–613; <https://doi.org/10.1002/hpm.3792>

#### Panelists

Gemma Williams, European Observatory on Health Systems and Policies, London School of Economics and Political Science (LSE), United Kingdom

Williams GA, Ziemann M, Chen C, Forman R, Sagan A, Pittman P. Global health workforce strategies to address the COVID-19 pandemic: learning lessons for the future. *Int J Health Plann Mgmt*. 2024; 39(3): 888–897. <https://doi.org/10.1002/hpm.3762>

Prarthna Dayal, University of Melbourne, Australia

McPake B, Dayal P, Zimmermann J, Williams G. How can countries respond to the health and care workforce crisis? Insights from international evidence. *Int J Health Plann Mgmt*. 2024; 39(3): 879–887. <https://doi.org/10.1002/hpm.3766>

Gulin Gedik, WHO Office of the Eastern Mediterranean Region, Cairo, Egypt

Gedik G, Jalal A, Wajid G, Mataria A, Hajjeh R, Al-Mandhari A. Health workforce in the Eastern Mediterranean Region: From COVID-19 lessons to actions. *Int J Health Plann Mgmt*. 2024; 39(3): 926–939. <https://doi.org/10.1002/hpm.3756>

Ivy Bourgeault, University of Ottawa, Canada

Coates A, Mihailescu M, Bourgeault I. Emergency responses to a health workforce under pressure: systemic lessons learned from Canadian responses to the first wave of the pandemic. *Int J Health Plann Mgmt*. 2024; 39(3): 906–916; <https://doi.org/10.1002/hpm.3778>

Tara Lamont, University of Cambridge, United Kingdom

Lamont T, Chatfield C, Walshe K. Developing the future research agenda for the health and social care workforce in the UK: findings from a national forum for policymakers and researchers. *Int J Health Plann Mgmt*. 2024; 39(3): 917–925. <http://doi.org/10.1002/hpm.3775>

#### Key questions discussed by the panelists:

- What are the most effective policy responses to the healthcare workforce crisis, related to your research topic?
- How to improve evidence-based healthcare workforce policy and its implementation?

## Webinar 2. Friday 7 June, 6.00-7.00 pm (CET)

### The 'permacrises' and its exacerbating effects of the healthcare workforce crisis

#### Chairs

Tiago Correia, WHO Collaborating Center for Health Workforce Policies and Planning  
Gabriela Lotta, Getulio Vargas Foundation, Sao Paulo, Brazil

#### Panelists

Yvonne Zurynski, Macquarie University, New South Wales, Australia

Zurynski Y, Fisher G, Wijekulasuriya S, Leask E, Dharmayani PNA, Ellis LA, Smith CL, Braithwaite J. Bolstering health systems to cope with the impacts of climate change: a review of the evidence on workforce planning, upskilling, and capacity building. *Int J Health Plann Mgmt.* 2024; 39(3): 781–805. <https://doi.org/10.1002/hpm.3769>

Ousmane Ouedraogo, UNICEF Ouagadougou, Burkina Faso

Ouedraogo O, Siguré S, Sanou S, Kaboré A, Dahany MM, Diallo S. Landscape analysis of human resources in health and resilience actions in the Sahelian context of high security challenge areas: the case of Burkina Faso. *Int J Health Plann Mgmt.* 2024; 39(3): 933–944. <https://doi.org/10.1002/hpm.3764>

Ellen Kuhlmann, Goethe-University Frankfurt, Germany

Kuhlmann E, Falkenbach M, Brînzac M-G, Correia T, Panagioti M, Ungureanu M-I. The mental health needs of healthcare workers: When evidence does not guide policy. A comparative assessment of selected European countries. *Int J Health Plann Mgmt.* 2024; (39(3): 614–636. <https://doi.org/10.1002/hpm.3752>

Dean B Carson, Umea University, Sweden & University of the Sunshine Coast, Queensland, Australia

Carson DB, Johansson AB, Schaumberg M, Hurtig A-K. Solving the workforce crisis in (rural) social care? Ideas and evidence from contemporary literature. *Int J Health Plann Mgmt.* 2024; 39(3): 608–623. <https://doi.org/10.1002/hpm.3774>

Milena Santric-Milićević, University of Belgrade, Serbia

Santric-Milićević M, Scotter, CDP, Bruno-Tome A, Scheerens C, Elington K. Health workforce equity for health equity: an overview of its importance for the level of primary healthcare. *Int J Health Plann Mgmt.* 2024; 39(3): 945–955. <https://doi.org/10.1002/hpm.3790>

Key questions discussed by the panelists:

- Based on your research, what are the major challenges to the healthcare workforce?
- What policies are needed to respond effectively to the problems and how to improve implementation?

## Webinar 3. Tuesday 11 June, 3.00-4.00 pm (CET)

### Re-visioning the governance and organisation of healthcare work: skill-mix, leadership, and new professional groups

#### Chairs

Tiago Correia, WHO Collaborating Center for Health Workforce Policies and Planning  
Ellen Kuhlmann, IWAK, Goethe-University Frankfurt, Germany

#### Panelists

Arooj Jalal, WHO Office of the Eastern Mediterranean Region, Cairo, Egypt

Lehmann U, Gedik G, Jalal A. Mapping and analysing community health worker programmes in the Eastern Mediterranean Region. *Int J Health Plann Mgmt.* 2024; 39(3): 637–652.

<https://doi.org/10.1002/hpm.3772> (jaqueline.alc@ufscar.br)

Jaqueline Alcântara Marcelino da Silva, Universidade Federal de Sao Carlos, Brazil

Cucolo DF, Lucas J, Salvador RA, Galan M, Mininel VA, Alcântara Marcelino da J. Effects of interprofessional practice on nurses' workload in hospitals: a systematic review. *Int J Health Plann Mgmt.* 2024; 39(3). 824–843. . <https://doi.org/10.1002/hpm.3779>

Martijn Felder, Erasmus University Rotterdam, the Netherlands

Felder M, Kuijper S, Allen D, Bal R, Wallenburg I. Job crafting as retention strategy: an ethnographic account of the challenges faced in crafting new nursing roles in everyday practice. *Int J Health Plann Mgmt.* 2024; 39(3): 722–739. <https://doi.org/10.1002/hpm.3789>

Eva Jansen, Maastricht University, the Netherlands

Jansen Eva, Czabanowska K, Pagter APJ, Koeijer RJ. Implementing coaching programs for healthcare professionals – a review of the barriers and facilitators. *Int J Health Plann Mgmt.* 2024; 39(3): 860–878. <https://doi.org/10.1002/hpm.3761>

Viola Burau, University of Aarhus, Denmark

Burau V, Falkenbach M, Neri S, Peckham S, Wallenburg I, Kuhlmann E. How the health workforce contributes to health systems resilience: comparing possibilities for innovation under Covid-19. *Int J Health Plann Mgmt.* 2022; 37: 2032–2048; <http://doi.org/10.1002/hpm.3446>

Pablo Rodriguez, Maastricht University, the Netherlands & Universidad de los Andes, Bogota, Colombia

Rodriguez Fera P, Paric M, Flórez LJH, Babich S, Czabanowska K. Critical route for leadership competencies in medical students: a scoping review and thematic analysis of PAHO countries. *Int J Health Plann Mgmt.* 2024; 39(3): 844–859. <https://doi.org/10.1002/hpm.3791>

#### Key questions:

- Based on your research, how to improve the organisation and management and the composition of the healthcare workforce?
- What policy responses are needed to achieve this vision of a more effective and resilient future healthcare workforce and how to improve the implementation?

## Webinar 4. Monday, 17 June, 4.00-5.00 pm (CET)

### Global healthcare labour markets and mobile workforces

#### Chairs

Ellen Kuhlmann, IWAK, Goethe-University Frankfurt, Germany

Marius Ungureanu, Department of Public Health, Babeş-Bolyai University, Cluj-Napoca, Romania

#### Panelists

Julia Lohmann, University of Heidelberg, Germany

Gomes L Sax dos Santos, Efendi F, Putri NK, Bolivar-Vargas M, Saadeh R, Villareal PA, Aye TT, De Allegri M, Lohmann J. The impact of international health worker recruitment on health systems in source countries: case studies in Colombia, Indonesia, and Jordan. *Int J Health Plann Mgmt.* 2024; 39(3): 653–670. <https://doi.org/10.1002/hpm.3776>

Eleanor Hutchinson, London School of Hygiene and Tropical Medicine, United Kingdom

Hutchinson E, Kiwanuka S, Muhindo R, Nimwesiga C, Balabanova D, McKee M, Kitutu FE. The paradoxical surplus of health workers in Africa: the need for research and policy engagement. *Int J Health Plann Mgmt.* 2024; 39(3): 956–962. <https://doi.org/10.1002/hpm.3745>

Gareth H Rees, ESAN Universidade, Lima, Peru

Rees GH. Forced displacement and the health workforce crisis: Venezuelan healthcare workers in Peru. *Int J Health Plann Mgmt.* 2024; 39(3): 963–969. <https://doi.org/10.1002/hpm.3758>

Jennifer Palmer, London School of Hygiene and Tropical Medicine, United Kingdom

Palmer J, Sokiri S, Bol JN, Amuna V, Ferris D, Dak JJ. From humanitarian crisis to employment crisis: the lives and livelihoods of refugee health workers in Uganda. *Int J Health Plann Mgmt.* 2024; 39(3): 671–688. <https://doi.org/10.1002/hpm.3777>

Aloysius Odii, University of Nigeria Enugu Campus, Nigeria

Odii Aloysius, Hutchinson E, Onwujekwe O, Ogbzor P, Agwu P, Balabanova D, McKee M. Government don't know me and if I stopped going, they won't know": a qualitative study on the lived experiences of volunteer health workers in the Nigerian health system. *Int J Health Plann Mgmt.* 2024; 39(3): 689–707. <https://doi.org/10.1002/hpm.3783>

Marius-Ionut Ungureanu, Babeş-Bolyai University, Cluj-Napoca, Romania

Kuhlmann E, Ungureanu M-I, Thilo N, Cosma N, Brînzac MG, Mac Fehr L, Dopfer-Jablonka A. Building capacity for equitable healthcare workforce policy, learning from migrant healthcare workers: a qualitative study with Romanian physicians working in Germany during COVID-19. *Int J Health Plann Mgmt.* 2024; <https://doi.org/10.1002/hpm.3789>

#### Key questions

- Based on your research, what are the major challenges to the governance of global health labour markets and mobile healthcare workers?
- How to develop more equitable and effective healthcare workforce migration policy and how to improve its implementation?