


**Ageing Workforce in an Ageing Society  
– Switzerland's challenge to totally  
replace its health professionals by 2030**



**careum**

**Dr. Beat Sottas**

Trustee, Member of the Executive Committee



Careum Mission:  
to tackle Issues that are challenging  
the Education of Health Professionals and  
the Systems Development in the Health Sector

Since 1882 Careum initiates and supports  
visionary Projects on national and international Level

# Rethink the Future of the Health Sector

More information: [www.careum.ch](http://www.careum.ch)



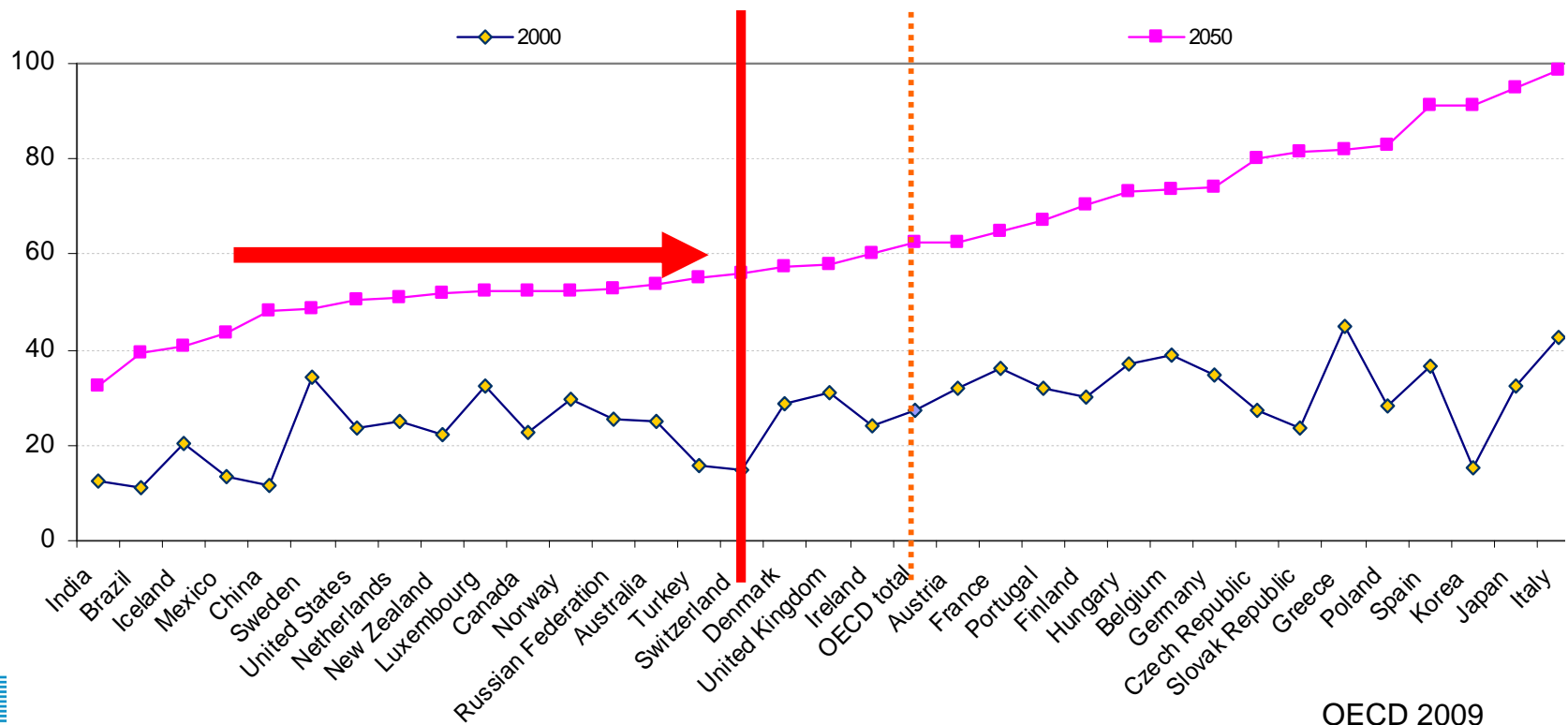
# Current Situation Population

ORGANISATION  
FOR ECONOMIC  
CO-OPERATION  
AND DEVELOPMENT



- ❖ Currently well distributed Population (yellow dots)
- ❖ Turns into ageing Population (pink dots)

Ratio of the inactive elderly population aged 65 and over to the labour force



# Current Situation Human Resources

ORGANISATION  
FOR ECONOMIC  
CO-OPERATION  
AND DEVELOPMENT



## ❖ Physicians in Switzerland

3.9 per 1000 inhabitants

-> much higher than average OECD (3.1)

## ❖ Nurses in Switzerland

14.9 per 1000 inhabitants

-> much higher than average OECD (9.6)

## ❖ Very comfortable Supply -> Fear of Loss, Fear of Impact on Quality

# Current Situation Health Workforce

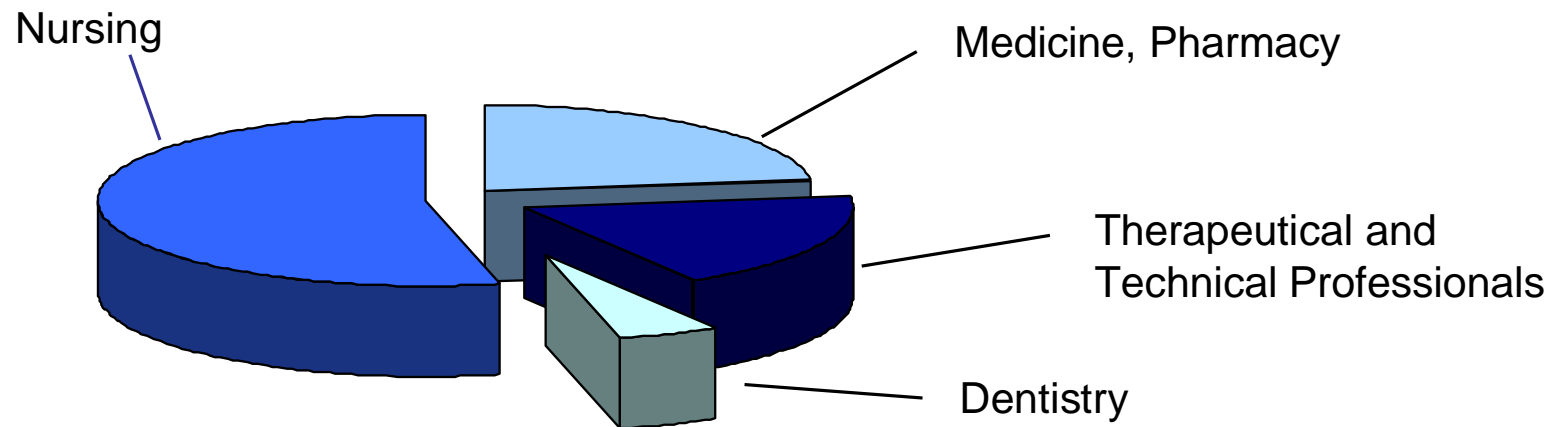


Schweizerisches Gesundheitsobservatorium  
Observatoire suisse de la santé  
Osservatorio svizzero della salute  
Swiss Health Observatory

- ❖ **330'000** persons working in Therapy + Nursing (incl. Med, Dent, Pharm)
- ❖ **8%** of the working population (+5% «Enablers» acc. to WHO)
- ❖ **80%** women and **19%** foreign nationality

## 200'000 in 3 most important domains:

Hospitals (60%), Retirement & Nursing Homes (30%),  
Spitex services (assistance and care at home) (10%)



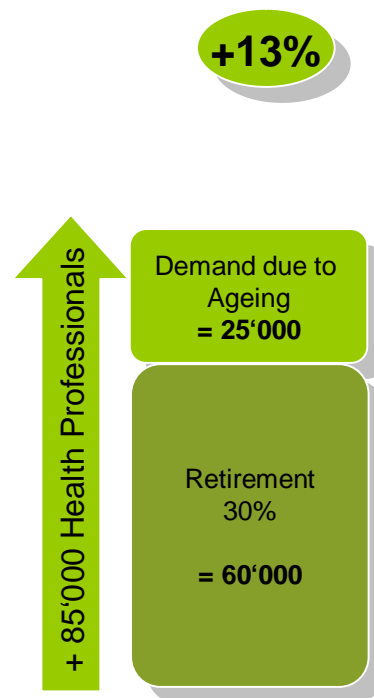


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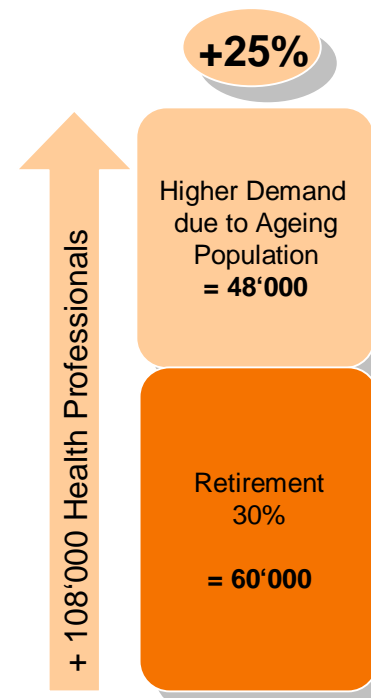
# Forecast Demand 2020

## Health Observatory Report 35

### Reference Scenario Federal Office of Statistics



### Alternative Scenario Federal Office of Statistics





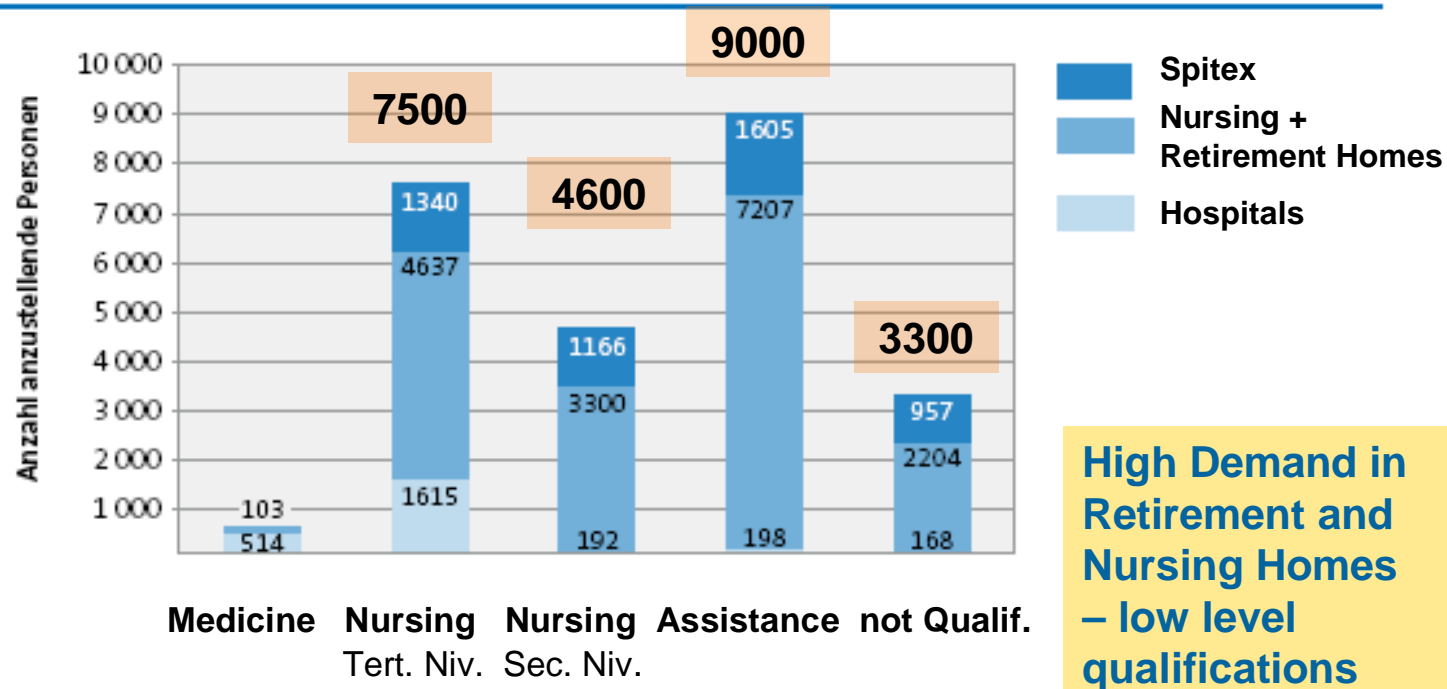
# Forecast 2020

## Trained Professionals or Assistants?

### Health Observatory Report 35

Additional Personnel needed by 2020 (as compared to 2006)  
according to Educational + Training Level  
(Switzerland, Reference Scenario)

Abb. 3



Leading Question:

**Linear Progression  
or  
Qualitative Changes  
of Demand by 2030?**

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*working paper* **1**

**Ageing Workforce  
in an Ageing Society**

*How many health professionals will  
the Swiss healthcare system need by 2030?*

Hélène Jaccard Ruedin, France Weaver  
Swiss Health Observatory, Neuchâtel



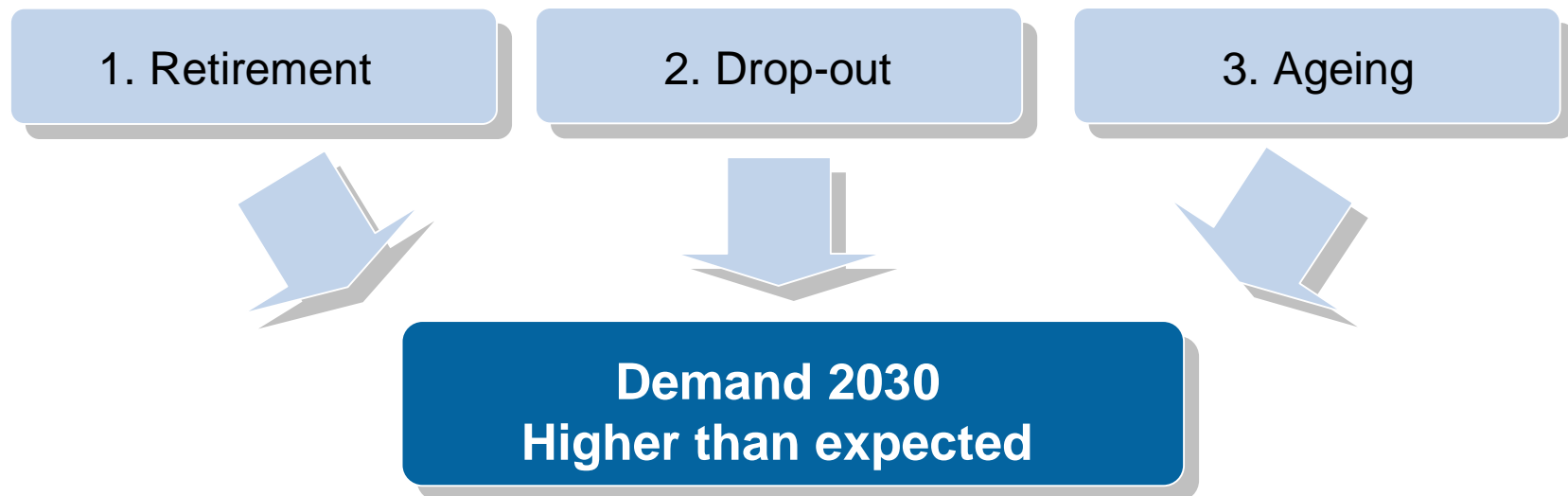
Headline last week:

**«By 2030 Switzerland has to recruit  
as many Health Professionals as  
currently work in the hospital sector»**

***20 years to find 200'000 Health Professionals!***

## Forecast 2030

### Three Reasons that increase demand for Health Professionals



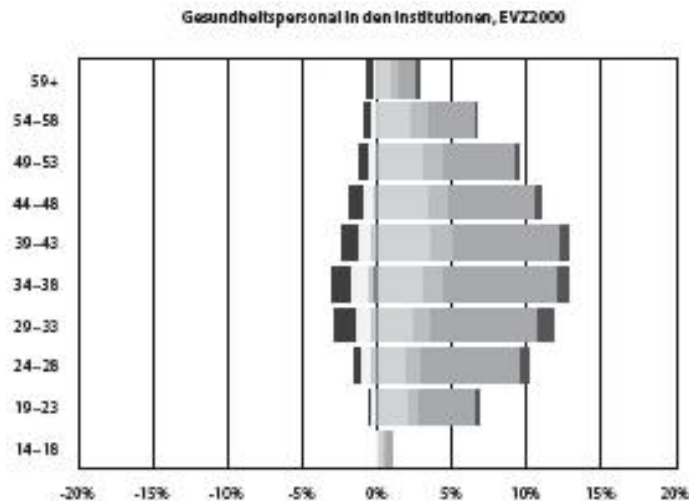
Non-Linear Progression!

## Forecast 2030

### 1. Retirement (1)

#### Long Term Nursing Personnel is older

Personnel in Nursing + Retirement Homes



- ❖ Overall Federal Statistics draw a too Positive Image
- ❖ Personnel in Hospitals is younger
- ❖ Nursing Homes & Spitex services have older Personnel; they lack young collaborators

# Forecast 2030

## 1. Retirement (2)

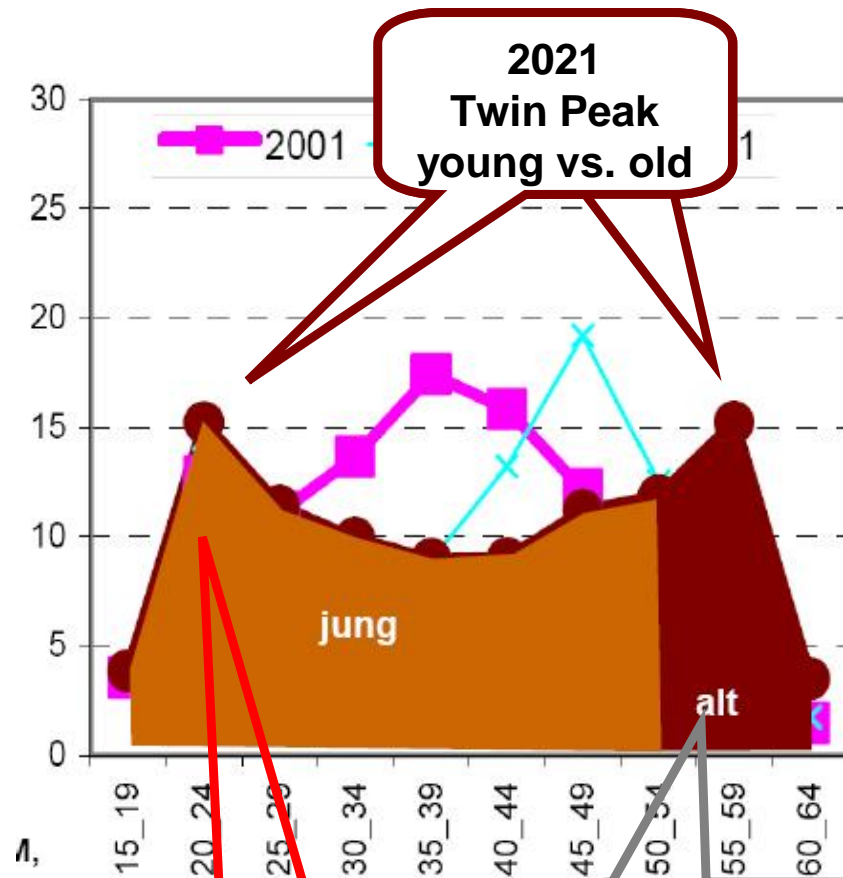
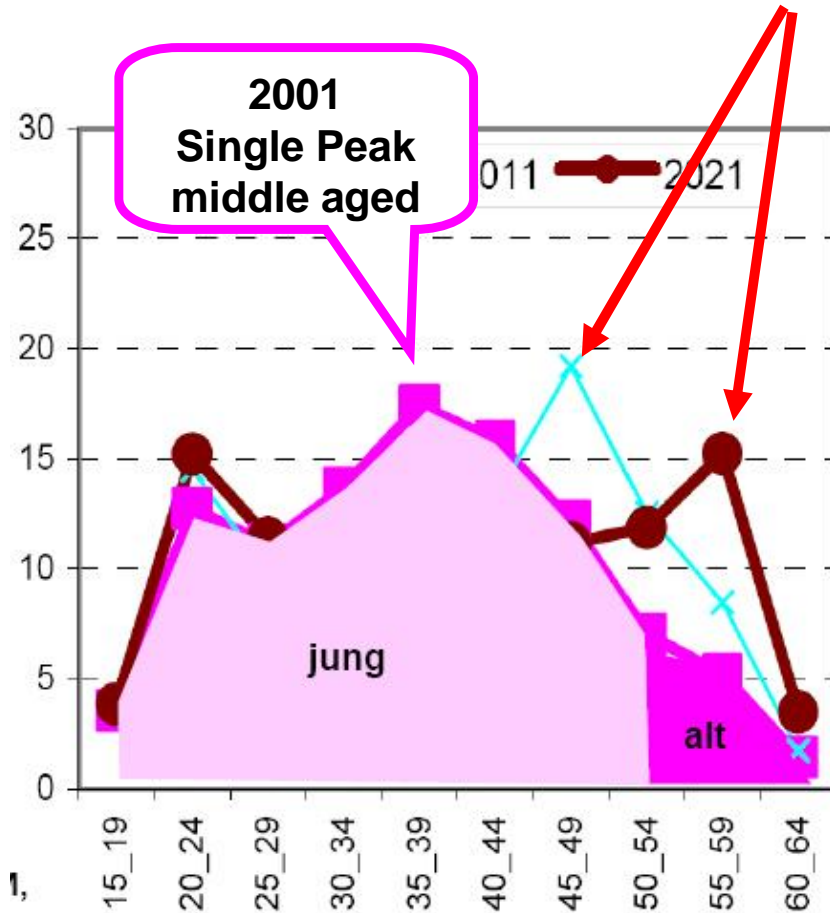
**Health Personnel has to be replaced much faster than expected due to retirement**  
**-> non-linear retirement rate**  
(conservative forecast)

- ❖ Current Pension Rate is 1%
- ❖ After 2020 it raises rapidly over 2%

| T1<br>Kumulierte Zahlen der Pensionierung beim<br>Gesundheitspersonal        | 2020                    | 2030                    |
|--|-------------------------|-------------------------|
| <b>Geschätzte Abgänge gemessen am Personalbestand von<br/>2006 (200'000)</b> | <b>40'000<br/>(20%)</b> | <b>94'000<br/>(47%)</b> |
| Vorzeitige Abgänge 1% jeder Kohorte, ab 55 Jahren                            | 44'000<br>(22%)         | 108'000<br>(55%)        |

# 1. Retirement: Age Distribution + Evolution

Health Professionals leave earlier for Retirement



**optimistic Expectation?**

**The Greying Nurse Workforce**



## Forecast 2030

### 1. Retirement (3)

#### Health Sectors unequally threatened

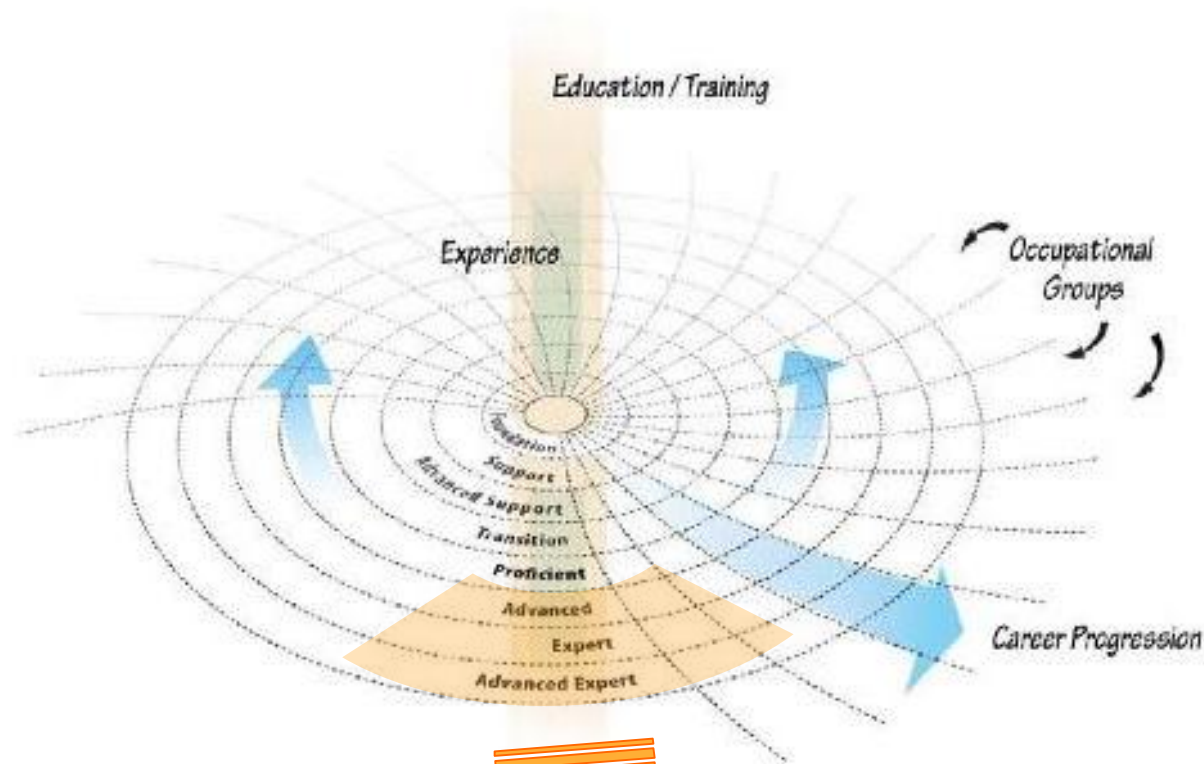
- ❖ Hospitals: 2020 = 15% retired, 2030 = 39% retired
- ❖ Homes: 2020 = 30% retired, 2030 = 60% retired
- ❖ Spitex: as Homes
  
- ❖ **Retirement: avalanche of inevitable departures in sectors with highest demand**
- ❖ Early Retirement is frequent:  
low share of employees older than 54 in the statistics
  
- ❖ Long Term Care (Homes, Spitex) is endangered

# Forecast 2030

## 1. Retirement (4) = Loss of Expertise



Career framework overview



Source: Ministry of Health. A Career Framework for the Health Workforce in New Zealand. Wellington: Ministry of Health, 2007, p. 8.

## 2. Drop-Out

### **Attrition / Drop-out is very common in the Health Sector**

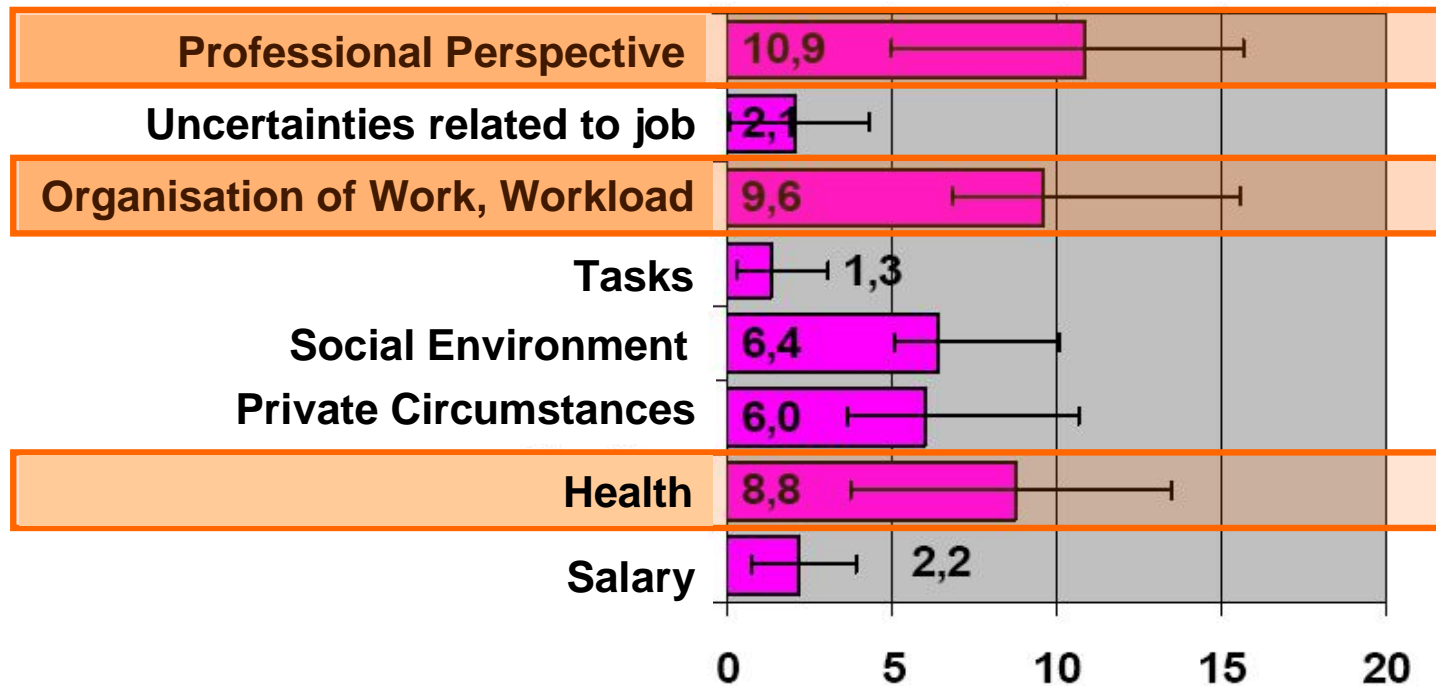
- ❖ Working Period after Graduation is (too) short
- ❖ Drop-outs are frequent (but difficult to quantify)
- ❖ Retirement is inevitable
- ❖ School Leavers diminish per year 1-2%
- ❖ Generalized Lack of Workforce in whole Economy
- ❖ Upcoming Competition – other fields are more attractive
- ❖ Narrow Room for manoeuvre in Health Sector:
  - Salaries are inflexible in the Public Sector
- ❖ Budgets of Health Sector are under Pressure

# Forecast 2030

## Leave or Stay? Experiences in Nursing



### Factors linked with desire to leave the job in Nursing



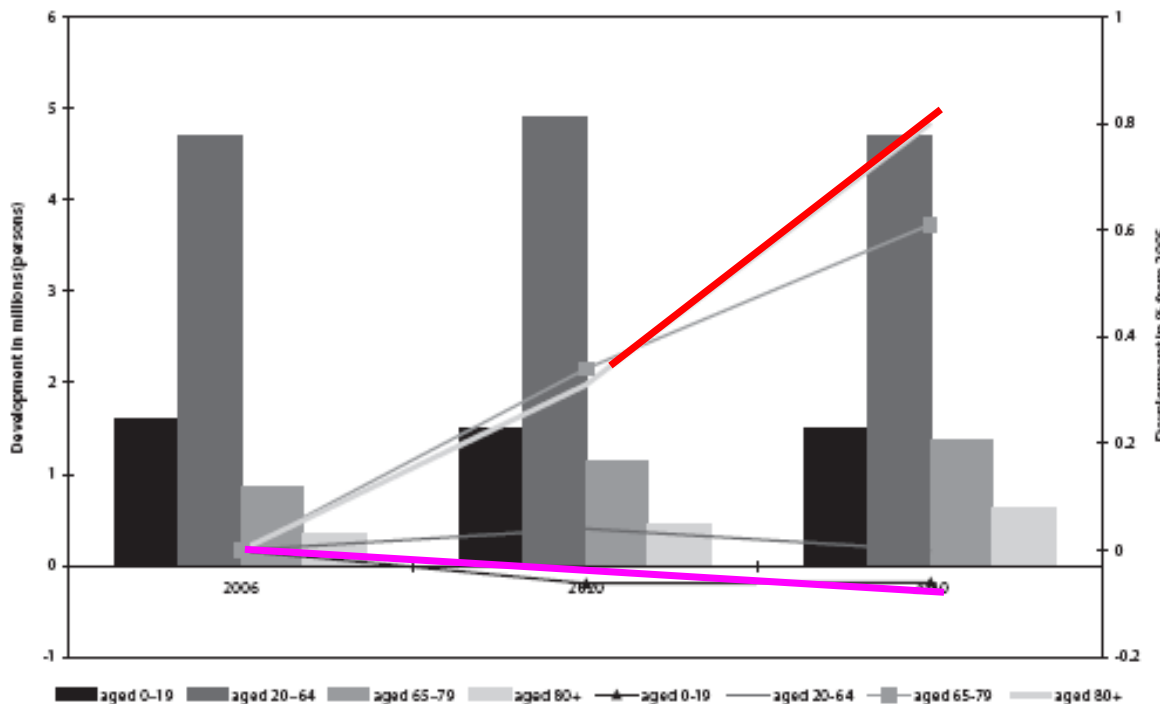
Does Claim to raise Salaries adress the right issues?



# Forecast 2030

## 3. Raising Demand: +80 vs. -20

Development of the population of Switzerland by age groups between 2006 and 2030



## Forecast 2030

### 3. Raising Demand (2)

#### More Services needed after 2020

- ❖ after 2020 share of older than 80 will grow much faster than prior to 2020
- ❖ these persons are frail and have a high burden of disease; they need mainly long term care
- ❖ the ageing population is a driver and leads to employ additional 80'000 Health Professionals
- ❖ 90% of the additional personnel has to be recruited for long term care (Homes, Spitex)

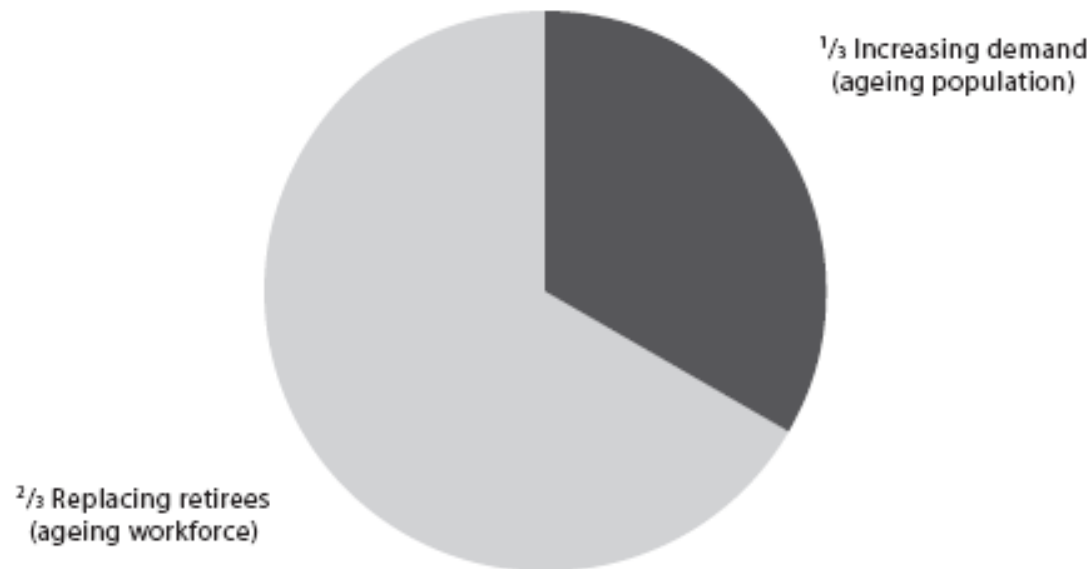
## Forecast 2030

### Ageing Workforce in the Health Sector (ageing workforce) leads to a strong demand of Health Professionals after the year 2020

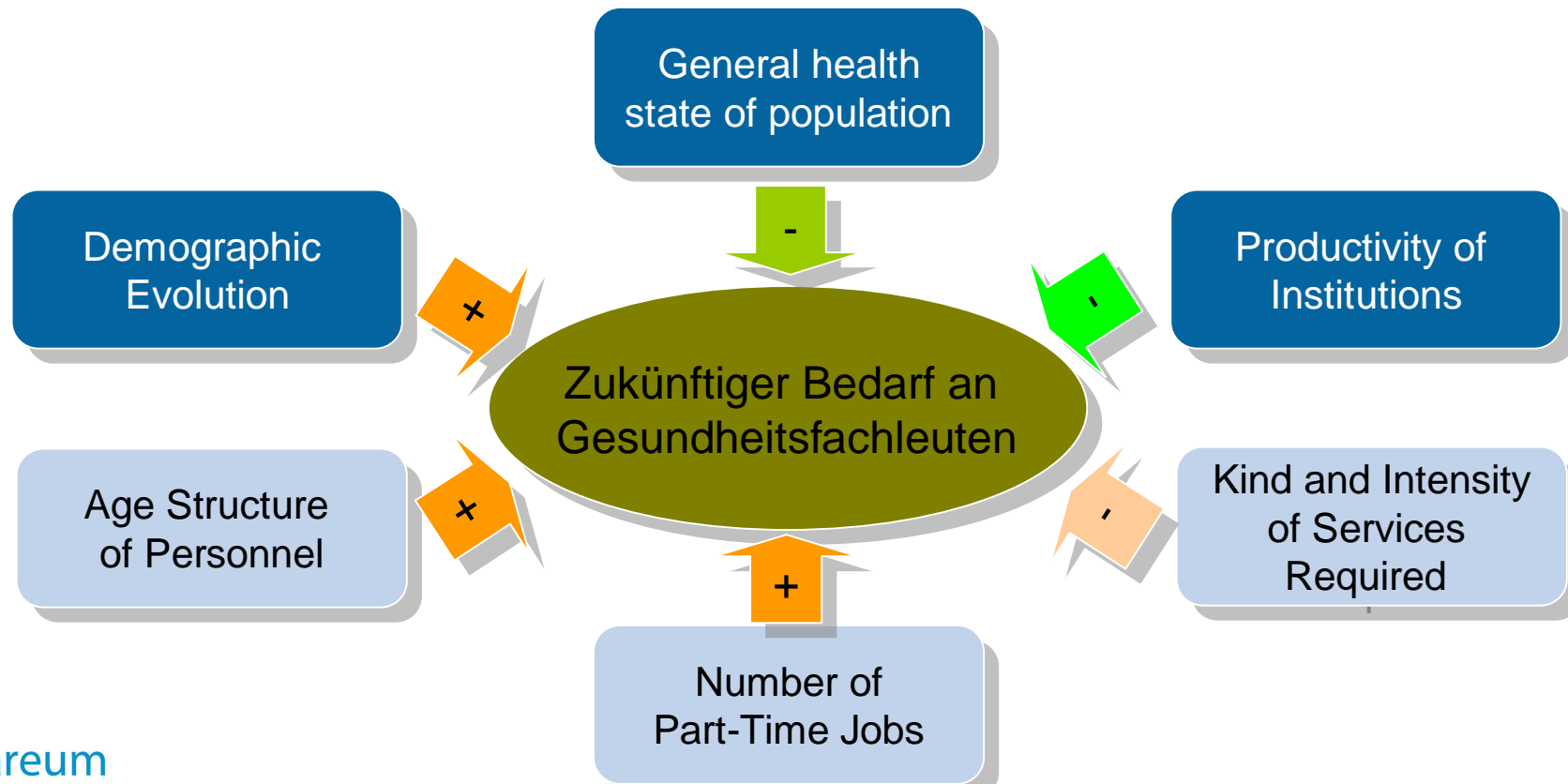
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Fig. 7. Between 120'000 and 190'000 persons will be recruited by 2030,  
for two reasons:

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# Careum Comment on Obsan-Forecast Raising Demand (3) Evaluation of determinants



# Careum Comment on Obsan-Forecast: Estimated number is probably too low...

## **Demand 190'000 or higher**

- ❖ Obsan = linear evolution of current situation:  
shorter period in Hospital + better health  
BUT:
- ❖ Less Care by Family Members
- ❖ Lifestyle preferences: Part-Time Job, Family, Multiple Jobs  
(e.g. Wellness, Complementary Therapies, other Sectors)
- ❖ Early Retirement
- ❖ Much more Female Physicians in Part Time Jobs
- ❖ Demand higher than in other Economic Sectors
- ❖ Competition from other Sectors; high Attrition  
incentives for drop-outs/job-leavers

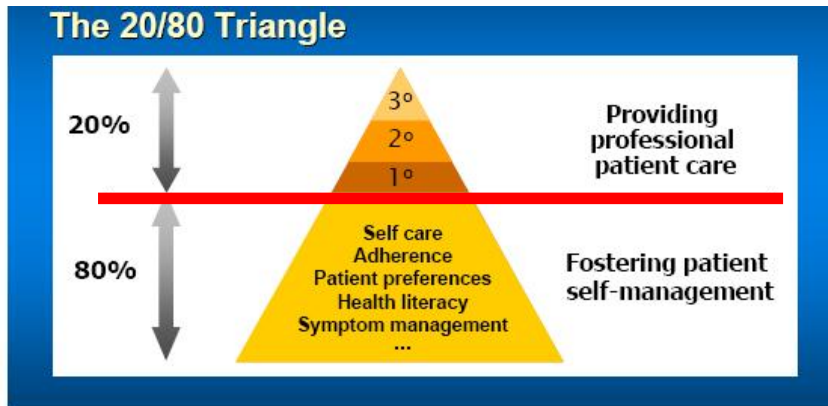
## Summary Careum

**In 20 years Switzerland has to produce 200'000 Health Professionals**

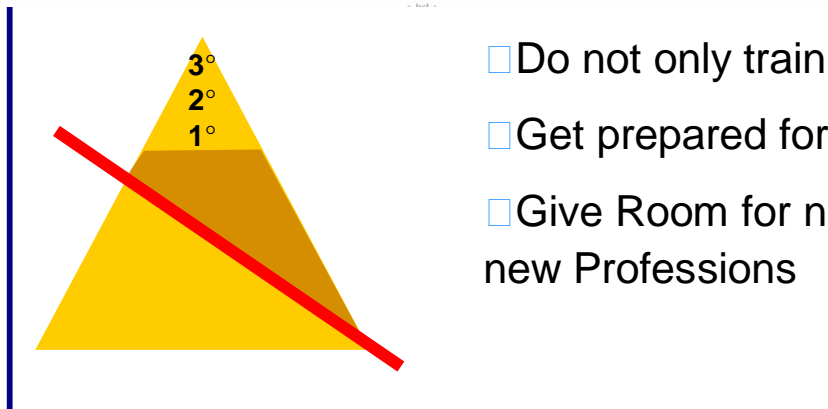
**This number corresponds to those currently working in the Hospitals, Nursing + Retirement Homes, Spitex Services**

- ❖ Unprecedented Challenge for the Education and Health System
- ❖ **Demand far beyond Education+Training Capacities**  
600 Assistants, 1500 College Nurses, 500 BSc Nurses, 700 Docs  
Home Potential by 2030: 3300/year x 20 = 66'000  
**Coverage 2030 1/3 only**
- ❖ This raises the Question whether the Health System will
  - be able to **maintain high quality for all**
  - be able to **be managed by knowledgeable Professionals**

# Change Strategy: Raise Competence at all levels!



- Focus on future Area of Employment
- Focus on ambulatory Sector in Education + Training
- Prepare for therapeutical settings with competent patients



- Do not only train „high level“, but „low level“!
- Get prepared for Primary Care
- Give Room for new Profiles, new Responsibilites, new Professions

# Careums' Favorite Solutions

## In Education & Training

- ❖ Reshape the Training System according to Demand: less Focus on Hospitals but address Long Term Care
- ❖ Be less selective: give all willing Persons a Chance
- ❖ Have more effect: bring Personnel rapidly into the System instead of overspecialised long term Training
- ❖ Train more Generalists
- ❖ Train more low-level Workforce
- ❖ Improve Training through better structured Episodes: on the job, bed-side, accompanied self-teaching etc.
- ❖ Learn in interprofessional Settings and Processes
- ❖ Abolish socio-professional Reglementation and Obstacles

# Careums' Favorite Solutions

## In Health System & Care Provision

- ❖ Strengthen Health Promotion and Health Literacy
- ❖ Shift Boundaries
- ❖ Reshape the Care Provision System according to Demand and not by strengthening professional borders & monopolies
- ❖ Implement new Forms of ambulatory Care:  
new Roles and Competencies for Non-Medical Clinicians
- ❖ Implement Schemes for Persons with Chronic Conditions
- ❖ Raise Job Satisfaction, e.g. flexible work schedules, part time
- ❖ Retain Health Professionals, give Incentives, raise Salaries
- ❖ Develop of Policy to motivate those who have left
- ❖ Look at the Engineers and do Market Research
- ❖ Do not count on Immigration
- ❖ Do not believe in Wonders to overcome the Gap!