



*European Commission / DG EMPL*

*Thematic Review Seminar under Mutual Learning Programme  
“Employment policies to promote active ageing”*

*Brussels, 11 June 2012*

**Part 3: The role of measures to encourage older workers  
to stay longer in the labour process:  
Views of social partners**

**Elaborating guidance and good practice in relation to  
various challenges of an ageing health care workforce:**

**Flashlights on work in progress between EPSU and HOSPEEM**

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<http://www.epsu.org/r/2> (HSS) + <http://www.epsu.org/r/20> (European sectoral social dialogue)

# Why do the sectoral social partners in the hospital/health care sector deal with the issue?



## Contextualisation: Main trends/challenges

### 1 Population/society

- Demographic and societal trends: ageing of population; increase of chronic degenerative diseases; increase of multi-morbidity  
=> Future higher demand for provision of quality, accessible and affordable health care, elderly care and social care

### 2 Health care systems

- Health care system reforms , i.a. as to models of healthcare delivery and shifts towards more prevention  
=> **Demand for qualified and motivated health workers**  
<=> Budget freezes/cuts!!!

### 3 Healthcare workforce

- Ageing of workforce and **retiring of experienced staff**
- **Physically and psychologically demanding jobs**
- **Difficulties to recruit and retain health workers**
- **Staff shortages**
- Brain-drain and care-drain

# Past activities and lead up to on-going negotiations between sectoral social partners



## What has been done by EPSU and HOSPEEM up to 2012?

- Ageing of health workforce one of the key challenges for attractiveness and sustainability of health care (systems) since 2006
- Commissioning of study “Promoting realistic active ageing policies in the hospital sector” (2006), <http://www.epsu.org/a/7410>  
=> Examples
- Setting up of a dedicated **working group** => Selected outcomes
- Elaboration and adoption of “**Framework of Actions: Recruitment and Retention**” (17 December 2010), <http://www.epsu.org/a/7158>: One of 6 action points: Valuation and retention of skilled older workers not least in view of the transfer of experience and knowledge
- Challenges related to the retention and health of older health care workers again defined as one **priority issue of EPSU-HOSPEEM Work Programme 2011-2013**
- Negotiation on **mandate for a Working Group and a Drafting Group “Ageing Workforce”** (June-October 2011)

# Policy context at EU-level



## Key documents/initiatives

- Member States: Council Conclusions on **investing in Europe's health workforce of tomorrow**: Scope for innovation and collaboration (7 December 2010)
- European Union: **European Year 2012** on Active Ageing and Solidarity between the Generations
- European Commission: **European Innovation Partnership "Active and Healthy Ageing"** (2011ff)
- European Commission: Employment Package "Towards a job-rich recovery" (18 April 2012), comprising Staff Working Paper **"Action Plan for the EU Health Workforce"** [SWD(2012) 93 final] and „Exploiting the employment potential of personal and household services“ [SWD(2012) 95 final]
- European Commission: Joint Action on Health Workforce Planning (2012ff)
- European Commission: Proposal for Revision of Directive 2005/36/EC on the recognition of professional qualifications (19 December 2011)
- European Commission: European Skills Panorama; Sector Skills Councils; Sector Skills Alliances

# Negotiations on common guidelines and good practice examples (I): Process



## What has been done by EPSU and HOSPEEM since December 2011?

- 4 meetings of Drafting Group “Ageing Workforce”
- Elaboration of first **joint draft for common guidelines**
- In parallel: Elaboration of **EPSU position paper**
- **Technical Seminar** (April 2012) involving experts and national affiliates with the presentation of examples for strategies, measures and good practice of social partner cooperation  
=> Main insights + Examples for measures and good practice

## Next steps planned until end of 2012 and beyond

- **Revision and consolidation of joint document + selection of examples of good practice**
- If agreeable: Adoption by HOSPEEM members and EPSU affiliates
- **Use** in the context of two forthcoming European Commission initiatives **as contribution on priority “Recruitment and Retention”**: Action Plan for the EU Health Workforce + Joint Action on Health Workforce Planning

# Negotiations on common guidelines and good practice examples (II): Principles



## Main reference points for EPSU

- **Comprehensive approach**, not only focusing on those aged 45 or 50 and older, but **aiming at improving working and pay conditions**  
=> **Policies to make health care professions more attractive** (pay, working time, training/CPD, good and safe working environment, career opportunities/paths, work-life-balance, physically and psychologically less stressful/demanding work situations/jobs) also for younger people
- Key question: **How to make best use of the experience and knowledge of older workers**, taking into account what they may not be able to do anymore or not to the same extent than earlier in their career

## Related issues of concern from a TU perspective

- **Occupational safety and health conditions** critically influence the quality of the work and support longer careers in the health/social care sector
- When looking at measures to support health care workers aged 50+ and to improve their working and pay conditions and safety and health the **design of pension systems**, in particular the rules to calculate pension entitlements and the eligibility conditions cannot be neglected
- **Link between the employment of older workers and the quality of the work**, the latter being an important parameter to influence the attractiveness of health professions and to enable and support longer careers in the health care sector

# Negotiations on common guidelines and good practice examples (III): Contents (I)



- Towards guidelines on a pro-active age (diversity) management (I)**
- **Non-discrimination:** 1) ensure that the **experience of older staff is valued and adequately acknowledged** ; 2) ensure that **policies and practices value the age diversity of the workforce**
  - **Good employment practice:** 1) provide **flexible working and retirement opportunities** without undue financial loss; 2) promote **models of work organisation supporting health and well being**
  - **Recruitment and retention** => Systematic approach towards younger people: support and enable them to remain in employment for a whole working life full-time
  - **(Negotiated and agreed) flexible working time and work organisation**
    - a) **Working time**, i.a. shift arrangements adapted to the age of personnel, reduced weekly working time (winding down arrangements), longer annual holidays
    - b) **Work organisation**, i.a. reduction of demanding tasks (slow step down arrangements), re-organisation of work processes, job rotation, use of technical equipment to facilitate tasks

# Negotiations on common guidelines and good practice examples (IV): Contents (II)



## Towards guidelines on a pro-active age (diversity) management (II)

- **Talent management:** 1) establish **systems of transfer of knowledge**, e.g. age-mixed teams, tutors/mentors or tandem models; 2) offer **access to CPD**; 3) support career planning
- **Health and safety at the workplace => Health management and health protection**, comprising e.g. avoidance of demanding repetitive tasks, rotation from (highly) demanding to less demanding tasks, health prevention, professional rehabilitation
- **Workforce planning** : regular age-profiling; workforce age monitoring
- **Preparing for retirement**
- **Beyond retirement:** establish models of re-employment of retired personnel in either substantive or temporary roles (if workers ask for this option and agree with the conditions)

**There is also a business case for recruiting and retaining health workers!**

**Examples for research, guidance and collective agreements involving EPSU affiliates => D: ver.di (bgw); GB: RCN & UNISON**