

A man with grey hair and a beard, wearing a dark suit, white shirt, and blue patterned tie, is looking down at a tablet computer. He has a name tag on his lapel. A woman with brown hair and glasses, wearing a white lab coat over a pink top, is standing next to him, also looking at the tablet. The background is a blurred indoor setting, likely a hospital or office.

PHILIPS

Services and solutions delivery

Operational
Intelligence

Addressing the need and opportunities for continuing education among healthcare professionals

Executive briefing

Caring about the learning and development of the caring profession

“Education is the kindling of a flame, not the filling of a vessel.” Socrates, Greek philosopher

Top five key risks according CEOs:



84%

Over-regulation



79%

Fiscal deficit and debt



74%

Availability of key skills



69%

Cyber threats



67%

Social instability

Source: www.pwc.com/gx/en/ceo-agenda/ceosurvey/2016/healthcare.html

The need for continuing education in healthcare

The shift to value based care starts with valuing and investing in healthcare’s greatest cost and also its greatest resource; its people, by ensuring continuous learning and development opportunities fit for the modern era and Healthcare 4.0. After all, while digitisation may get the majority of air-time in healthcare, it remains the industry’s people who are on the frontline and need to keep their skills sharp.

The World Health Organization is unequivocal, “In order to provide the best patient care health professionals should invest in educational opportunities that give them up to date knowledge and skills.”

Healthcare is first and foremost a people business and, while technology is streamlining and optimising the ecosystem, the provision of quality care depends inevitably on the ability of the healthcare organization to ensure that it has the right professionals with the right skills in the right place at the right time.

And it seems the workforce powering our healthcare systems are keen for the opportunity. According to Deloitte’s 2019 Global Human Capital trends, learning and development ranked as the key factor for healthcare change, with workforce respondents rating “the opportunity

to learn” among their top reasons for taking – and continuing in – a job. Offering healthcare professionals high-quality continuous education makes it possible to leverage excellence in healthcare performance.

This senior leader briefing champions the importance of prioritising training, including the development of continuous medical education programs and avoiding the inevitable urge to decommission it despite the cost savings, arguing that without continued investment in healthcare professionals’ education, the vision of high quality, guideline-driven, evidence-based health care will never happen.

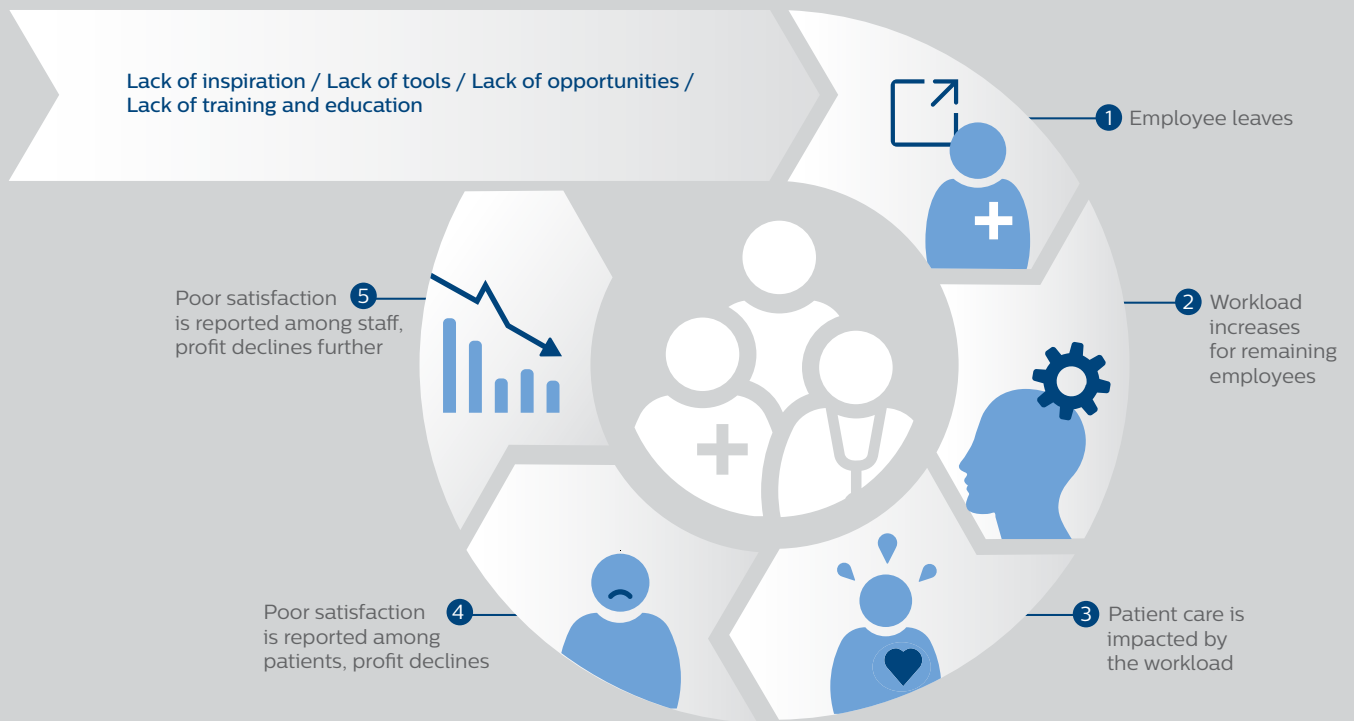


Safeguarding and building the future workforce

“We can’t care for patients properly, if we don’t invest in the health of our professionals. This means also committing to feeding their minds. A healthy workforce is essential to enabling healthy populations.” Philips Healthcare

Continuing education has never been higher on the agenda for senior leaders, as changes in technology, business models and capabilities transformation create both the demand and an appetite for life-long learning. And yet they find themselves trapped in a double bind. With escalating financial pressures being placed upon health services and short term constraints, it is difficult to justify spending on education and training beyond the essential. This represents a huge irony at a time when there is an inexorable rise in demand for healthcare, a shortage of appropriately skilled staff and rising numbers of medical professional burn outs.

Training and retraining as a top priority in staff retention strategies



The average cost of replacing an employee amounts to fully 20% of the person's annual salary. In the healthcare industry, employee turnover is especially costly: as the rate of turnover increases, the quality of patient care significantly declines. Based on "Four Employee Retention Strategies in Healthcare." Jami Cooly <https://www.ceu360.com/4-employee-retention-strategies-healthcare/> last visited November 28, 2016

Never stop learning: Why continuing education is vital

“Continuing education fills the gap between current care and output-oriented care.”

Melissa Kenig, Global Professional Services Education Leader, Philips Education Services

Never stop learning. It's a mantra we should all live by but few in the healthcare profession are realistically supported in achieving. Despite 75% of CEOs' worldwide agreeing that a skilled, educated, and adaptable workforce should be a key priority, there is a growing lack of experienced and well-trained staff in the healthcare environment around the world.

Commissioned annually by Philips, The Future Health Index 2020² highlights that younger healthcare professionals are aware of their future gaps in their careers, citing four key areas as needing input. These areas – identified by 2,867 healthcare professionals under the age of 40 from 15 countries – spanned skills, knowledge data and expectations.

Younger healthcare professionals see four key gaps in their career relating to: **skills, knowledge, data and expectations.**

Skills

Many feel their medical education did not prepare them for certain aspects of their career



44%

Say their medical education has **not prepared** them at all for business administration tasks

Knowledge

How much younger healthcare professionals **knew** about **value-based care**

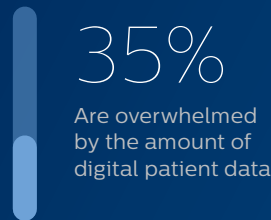
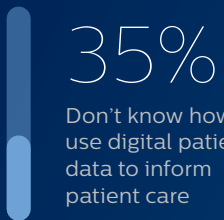


78%

Only knew it by **name/ a little or nothing at all**

Some younger healthcare professionals say they are **overwhelmed by digital patient data**. Many say the reality of their career does not live up to their hopes and expectations.

Data



Expectations



41%

Disagree or neither agree nor disagree that the reality of their career lives up to their hopes and expectations

The world won't wait. Professional excellence doesn't stand still and education doesn't end once a healthcare professional has reached the middle of their career. Just as there has been a significant uptick in consumers seeking to upskill and self-improve in all aspects of life and work, this trend is intensely applicable to the healthcare industry. An industry that is continuously evolving, technologies

considered best practice today can change drastically in just the span of a decade. Supported by their managers, all healthcare professionals need to be able to regularly keep up with new techniques and technologies and expand their knowledge and skills, both within their domain but within the changing global and societal environment.

1 Redefining business success in a changing world CEO Survey, 19th Annual Global CEO Survey / January 2016

2 The Future Health Index is commissioned by Philips. The 2020 study comprises original research via a survey of 2,867 healthcare professionals under the age of 40 years old across 15 countries: Australia, Brazil, China, France, Germany, India, Japan, the Netherlands, Poland, Romania, Russia, Saudi Arabia, Singapore, South Africa and the United States of America.

Changing roles, evolving skills, new working styles

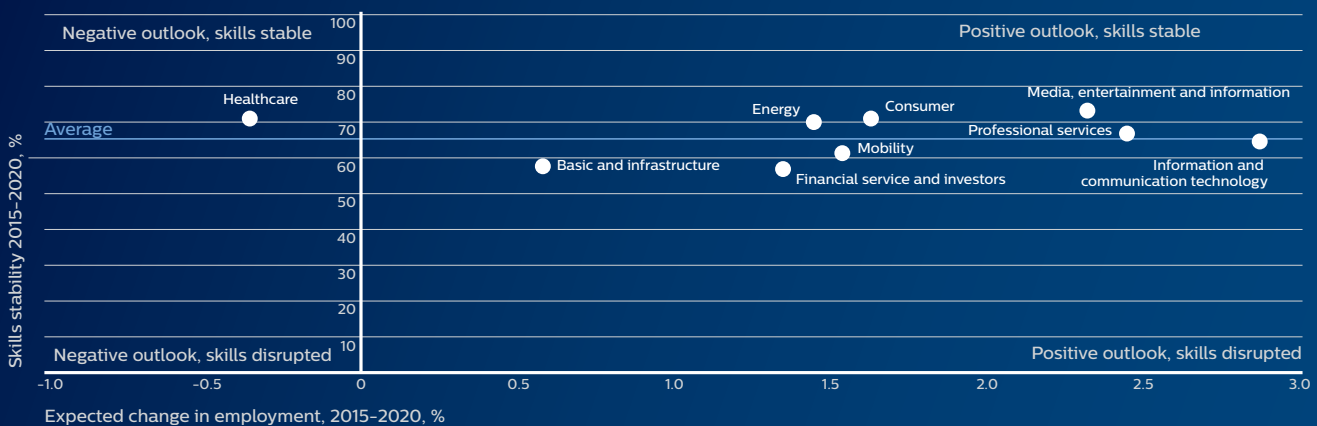
Technical and clinical skills are essential but so too will be the development of softer skills, such as empathy. In his article, *Challenges and opportunities facing medical education*³, the author Peter Densen MD estimated that the doubling time of medical knowledge in 1950 was 50 years, in 1980, 7 years, in 2010, 3.5 years and today, in 2020, just 0.2 years. That's just 73 days.

Even for those working in non-patient care or clinical roles, technology, regulations and best practices in business and leadership change rapidly as well and require continual review and retooling. And of course, research indicates that all of the workforce of the future will need new combinations of cognitive, emotional and analytical skills.

As the World Economic Forum identified in its Future of Jobs Report: Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution, “overall, social skills — such as persuasion, emotional intelligence and teaching others — will be in higher demand across industries than narrow technical skills, such as programming or equipment operation and control. Content skills (which include ICT literacy and active learning), cognitive abilities (such as creativity and mathematical reasoning) and process skills (such as active listening and critical thinking) will be a growing part of the core skills requirements for many industries.⁴”



Employment outlook and skills stability, by industry



Source: Future of Jobs Survey, World Economic Forum

3 Densen, Peter, MD, Challenges and Opportunities Facing Medical Education, Transactions of the American Clinical and Climatological Association, 2011; 122: 48-58, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3116346/>

4 Future of Jobs Report: Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution, World Economic Forum, January 2016

Core work-related skills

Abilities	Basic Skills	Cross-functional skills	
Cognitive abilities <ul style="list-style-type: none"> • Cognitive flexibility • Creativity • Logical reasoning • Problem sensitivity • Mathematical reasoning • Visualization 	Content skills <ul style="list-style-type: none"> • Active learning • Oral expression • Reading comprehension • Written expression • ICT literacy 	Social skills <ul style="list-style-type: none"> • Coordinating with others • Emotional intelligence • Negotiation • Persuasion • Service orientation • Training and teaching others 	Resource management skills <ul style="list-style-type: none"> • Management of financial resources • Management of material resources • People management • Time management
Physical abilities <ul style="list-style-type: none"> • Physical strength • Manual dexterity and precision 	Process skills <ul style="list-style-type: none"> • Active listening • Critical thinking • Monitoring self and others 	System skills <ul style="list-style-type: none"> • Judgement and decision-making • System analysis 	Technical skills <ul style="list-style-type: none"> • Equipment maintenance and repair • Equipment operation and control • Programming • Quality control • Technology and user experience design • Troubleshooting
		Complex problem solving skills <ul style="list-style-type: none"> • Complex problem solving 	

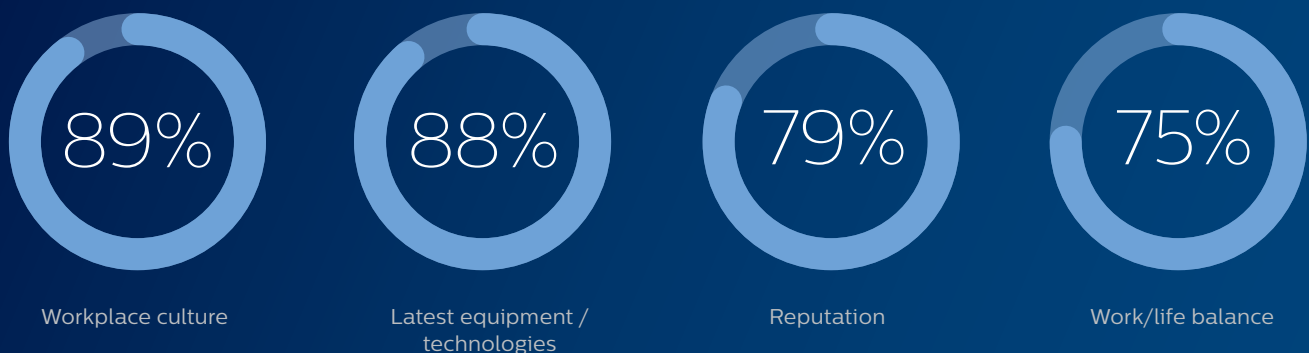
Source: World Economic forum, based on O'NET Content Model.

As healthcare continues to transform and health informatics and technology accelerates this transformation, health professionals must maintain and improve their knowledge and skills throughout their careers. Continuing education ensures that healthcare professionals are suitably trained and capable and is essential to their ability to deliver safe, effective, and high-quality healthcare for their patients and productivity and profitability for healthcare providers.

Hand in hand with continuing medical education and professional education, goes the need for smarter and more flexible working environments to attract and retain talent. The Philips Future Health Index 2020 highlights the fact that, while vocational, healthcare is still a profession that needs to attract the best talent and is competing with different competition such as tech start ups. Continuing education and professional development is therefore key to creating and instilling the culture and mindset of future healthcare.

Smarter and more flexible working environments are key to attracting talent.

Other than salary, factors around collaboration, autonomy and technology are important when choosing a hospital or practice in which to work.



Percentages are NETS. Base (unweighted). Total younger healthcare professionals excluding those who selected 'salary - important to you' (n = 663)

Open minds, big opportunities: The benefits of continuous medical education

The benefits of continuing education are many. Here are just some of the opportunities an ongoing learning approach offers to the healthcare industry.

Tap into the learning lifestyle

From TEDtalks to Coursera, self-improvement has become a symbol of personal success and it's now possible to learn anywhere. As consumers in addition to medical professionals, we must feed and fuel this thirst for knowledge. After all, continued learning expands knowledge, capabilities and commitment, expands networks and resources. There is also evidence-based research that supports the health benefits of lifelong learning as a way to exercise neuroplasticity. Retaining mental acuity is, of course, fundamental for any healthcare professional. However, it is also essential to our personal quality of life. Adopting lifelong learning as a lifestyle choice — not just a means to keeping our jobs — can provide benefits well beyond our caregiving and professional commitments. It requires some effort, but it is certainly well worth the time.

Keep medical minds open

A considerable benefit of continuous medical education is the concept of “we don't know what we don't know.” There is always more to learn to ensure that the care provided is up to date and combines both specialisms and generalisms.

Focus on critical learning to fight fake

The flip side of the learning lifestyle is the pursuit of quality and evidence-based information. It's vital that the tools, healthcare professionals seek and source are credible and validated.

Keep up to date and upskill as needed

Hospital workforces comprise a vast array of multidisciplinary teams, not to mention a growing array of new roles, supported by administrative and management teams. New technologies and the proliferation and reorganization of roles, require new capabilities. Far from removing the need for people, many aspects of the digitisation of healthcare is requiring new capabilities and skills that can only be unlocked through continuous learning.

Plan for the future of work

The pace and scale of new technologies will mean that hospitals will need to develop the human and digital skills of their workforces. In order manage the technological innovation and the transformation of healthcare, senior leaders will need to move to creating a culture of employee participation and foster collaboration and innovation. Moreover, a new combination of cognitive, emotional and analytical skills will be required by health professionals of the future.

New models of continuous healthcare education

It's important also to remember that continuing education doesn't reflect the professional training and development that many senior leaders will be familiar with from earlier in their careers. While the age of the classroom isn't necessarily completely over, new technologies coupled with the global covid-19 pandemic have marked the ultimate shift to e-learning, enabling more cost effective and results driven possibilities for provision.

E-learning in itself is a more equitable model too since it allows the entire staff to gain the same level of knowledge directly at their workplace — and enables every member to deliver safe, effective, and high-quality patient care. Research has also shown that e-learning proves to be an excellent way to achieve quality results in a short timeframe. Learning which is delivered online, within the context of continuous education, should therefore be considered a strategic part of training and education plans for healthcare professionals.

A win: win priority for now: Highly skilled and educated staff always pays off

The advantages of investing into continuous education are obvious: highly skilled staff, high staff retention, an excellent organizational reputation, optimized financial performance, better patient outcomes and a reduction in litigation. The disadvantages are equally obvious. By not investing into its current and future workforce, medical institutions risk losing their experts to other employers or even see them leave the industry, burnt out and frustrated. The loss of valuable, motivated staff and their ongoing knowledge gains can lead to inefficient system usage, frustrated users, and dissatisfied patients — and consequently to increased healthcare costs and rising levels of dissatisfaction among staff and patients.

And so, while the budget cuts and financial constraints aren't going away, continuous education has to become an every day essential. Perhaps the successful shift relies on embracing new models of continuous learning? After all, if continuous education no longer represented a sunk cost with staff away from the hospital incurring travel and accommodation fees, and instead could be delivered anytime, anywhere, it suddenly becomes a much more integrated possibility.

Get started: Helping you achieve a lifetime of learning in healthcare

With our strong installed based, clinical, technological and operational expertise, Philips Education Services has the infrastructure, trainers and services to make continuous learning a viable proposition.

Philips Education Services provides access anytime and anywhere to comprehensive education programs via a blended learning approach, embracing the very latest in e-learning, data and analytics alongside behavioural insights to ensure knowledge retention and enjoyment. With over 1,700 comprehensive programs and spanning traditional and non-traditional models, pre-learning, hands on, on site and virtual methods and Philips Education Services is:

Clinical-pathway, product and professional development-based, proactive, data- and insight-driven

We go beyond the traditional classroom environment to offer dynamic and engaging tools, content, processes and services, delivered through multiple channels. In doing so, we enable our customers to provide care that remains relevant, up-to-date and outcome-driven.

Together with our customers we co-create innovative learning solutions, and proactively incorporate the latest innovations like AI and AR to positively impact the learning outcomes.

People-focused, supportive, long-term

We build long-term partnerships with customers and together we build a deep understanding of people's education needs. We leverage our shared knowledge across the care pathway to deliver the best outcomes for patients.

We offer personalized, tailored services – around technology, staff development and care – delivered in a safe and caring environment. We advocate 'lifelong learning' as a way of empowering our learners to deliver better outcomes for their patients.

Outcome-centered, evidence-based, standardized

By delivering education which is data-driven, evidence-based and proven to have an impact – we enable healthcare professionals to provide superior care, achieve improved outcomes and deliver better experiences for their patients.

By continuously standardizing and optimizing our services, we drive measurable performance improvements contributing to lowering the cost of care and improving outcomes.

Reusable, modular, smart

Our digital content is scalable, flexible, and designed so learners can be educated anytime and anywhere with the best return on investment.

As a result, customers achieve the most value of their assets in a sustainable manner: staff receive education without having to travel and can build their capabilities on an ongoing basis, leading to optimized and prolonged system utilization.

Making it easy to implement – Philips Education Services Clinical Excellence Agreement

And to make continuous education a standardized, regulated and possible to deploy full service model rather than reactive and sporadic, we have developed the Philips Education Services Clinical Excellence Agreement.

Our proactive multi-year Clinical Excellence Agreement offering takes care of your ongoing clinical education needs, ensuring that your staff know how to use the full breadth of tools and features included on your system(s). This agreement makes it possible to grow staff competency with regular training, clear learning paths and better utilization of advanced tools. It also ensures consistency in procedures (standardization of procedures and protocols), keeping staff motivated (limit staff turnover) enabling new hires to adapt and learn fast (onboarding program) and preventing knowledge drain or slippage.



The only constant is change: Invest in continuing learning to stay ahead of the curve

Act now for future benefits

The clinical workforce takes years to train for a standing start. Doctors can take as long as ten years to initially train and qualify, with high risks of attrition during training and employment. In the fourth industrial revolution and amongst the widespread transformation of healthcare, maintaining high quality care depends on investing in staff wellbeing and satisfaction by helping them to develop new skills and competencies in response to both the transition to value based care and advances in scientific and digital knowledge.

Train to retain

The clinical workforce accounting for between 60 and 70 per cent of hospital expenditure. Yet the WHO predicts a shortfall of up to two million healthcare professionals (or 15 per cent of the workforce) across the EU by 2020.



Opt for educational programs fit for the modern era

A medical director interviewed in a recent survey for a management consultancy stated, "We are training our workforce in a strait jacket educational system, fit for the model of the 1960s." With many training models for nursing and medical professionals seen as outdated and not fit for purpose in order to meet the demands of professionals working in the industry today and in the future, new approaches to training are required. These include the integration of methodologies such as online, virtual and simulation training and, increasingly for millennial entrants, the gamification and consumerisation of learning.

Talk to Philips Education Services

Philips Education Services can help you unlock the full potential of your people, your technology, and your organization through innovative, meaningful, and evidence-based healthcare education. No other healthcare education program provides you with a broader choice of advanced learning opportunities, flexible access and delivery, and an engaging, interactive experience.



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