EHMA 2024

Shaping and managing innovative health ecosystems

Skills for Tomorrow's Healthcare: A Study on Hospital Staff in Türkiye

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5 – 7 June 2024 - Bucharest, Romania

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#EHMA2024

Introduction

- Hospital staff are key to strong and sustainable health systems, so it is essential that they are kept updated in critical skill areas and remain open to improvement.

- Interdisciplinary collaboration is crucial for effective patient care. Skills in communication and teamwork across various departments foster a more holistic approach to healthcare. Staying ahead of future trends, such as the increasing use of big data, personalized medicine, and telehealth, requires ongoing skill enhancement.

- The healthcare sector faces significant challenges, worsened by the COVID-19 pandemic, including rapid digital and green transformations, workforce shortages, and high resignation rates due to increased workloads. Addressing these challenges requires urgent upskilling and reskilling.

Introduction

- **Digitalization** is crucial for better health outcomes and system resilience.

- With the health sector responsible for 4.4% of global emissions (Health Care Without Harm, 2019), **green skills** are essential for sustainable practices.

- Developing competencies in management, **communication**, and leadership is also vital.

Health Care Without Harm (2019). Health care climate footprint report.

Rationale and Objectives

- Improving health outcomes and the quality of care depends on a **fit-for-purpose** and **fit-to-practice** health workforce (Campbell et al., 2013). Equipping hospital staff with essential skills, such as communication, interdisciplinary collaboration, green practices, and proficiency in digital technologies and AI, is crucial for the long-term sustainability of health systems.

- It is important to assess current skill levels and prioritize development and reskilling in areas that need improvement. Monitoring and evaluating staff performance ensure correct process management and contribute to the overall effectiveness of healthcare delivery.
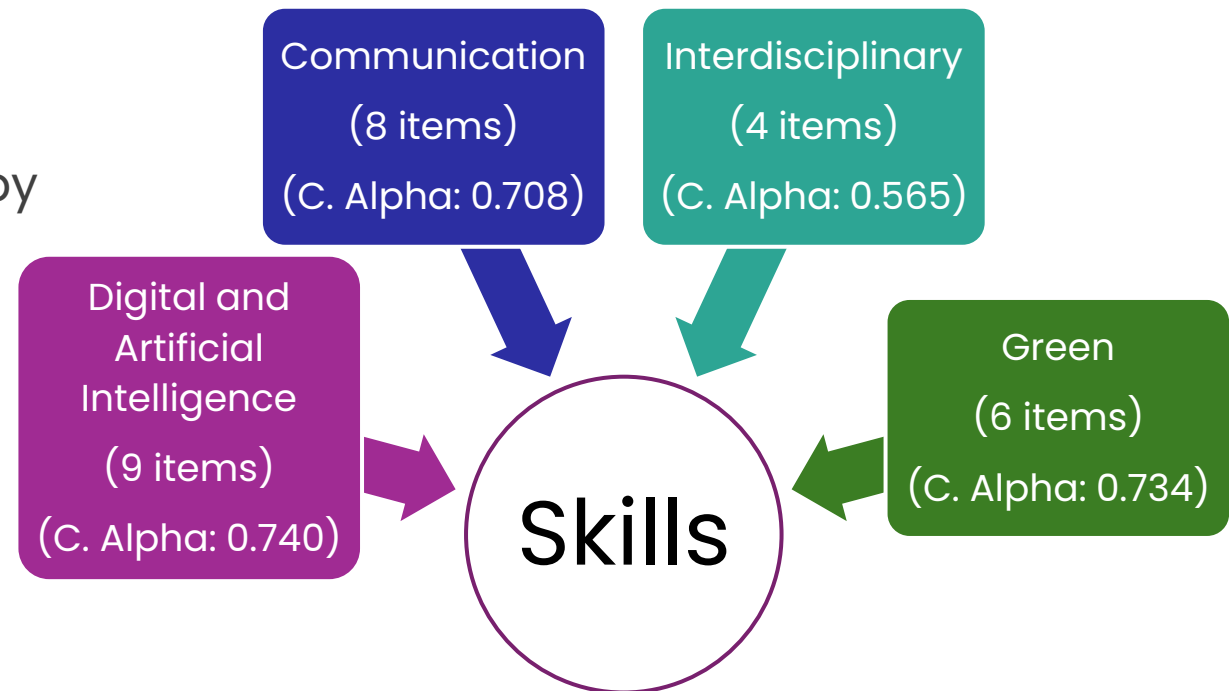
The purpose of this study is to evaluate the current skill levels of hospital staff in the areas of digital and artificial intelligence, communication, interdisciplinary, and green skills.

This will provide insights into areas where staff development is needed and inform organizational practices to better prepare hospital staffs for future challenges.

Campbell J, Dussault G, Buchan J, Pozo-Martin F, Guerra Arias M, Leone C et al. (2013). A universal truth: no health without a workforce. Forum report, Third Global Forum on Human Resources for Health, Recife, Brazil. Geneva: Global Health Workforce Alliance and World Health Organization.
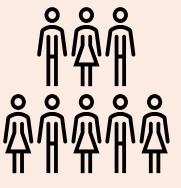
Method

Study design   : Descriptive, cross-sectional

Participants   : Hospital staff (N=150, 39%), no sampling

Data collection tool   : A questionnaire developed by the researchers based on literature review

Data analysis   : Descriptive statistics were calculated using SPSS v.23
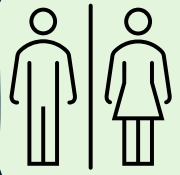
Reliability   : Cronbach's alpha is 0.868

Communication
(8 items)
(C. Alpha: 0.708)

Interdisciplinary
(4 items)
(C. Alpha: 0.565)

Digital and Artificial Intelligence
(9 items)
(C. Alpha: 0.740)

Green
(6 items)
(C. Alpha: 0.734)

Skills

Strongly disagree → Disagree → Undecided → Agree → Strongly agree → No opinion

Results

Participants Overview

150 participants

64% women
36% men
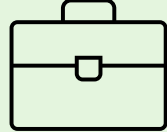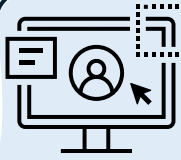
39% undergrad/postgrad
33% associate degree
28% high school

51% nurse
31% technician
18% administrative staff

28.79 ± 5.00 years of age

4.10 ± 3.18 years of experience in the hospital

7.11 ± 4.48 years of experience in the occupation

Results

Skills

	Digital and Artificial Intelligence (9 items)	Communication (8 items)	Interdisciplinary (4 items)	Green (4 items)
Mean, SD	3.83 ± 0.65	4.09 ± 0.44	4.19 ± 0.49	4.08 ± 0.60
Min-Max	2.22 – 5.00	3.00 – 5.00	2.50 – 5.00	2.33 – 5.00
Highest Scored Skill	I can use EHR systems to enter and analyze patient data.	I can empathize and show understanding in communication with patients.	I can use information from different disciplines in decision-making processes.	I make sure to use electricity economically.
Lowest Scored Skill	I can use artificial intelligence applications in health services (diagnosing, patient monitoring etc.).	I can collaborate effectively with other employees and receive feedback.	I can communicate clearly and effectively with health professionals from different disciplines.	I can advise my managers on environmentally friendly practices.

Results

Skills (key takeaways)

Respondents feel most competent in:
Interdisciplinary skills

Respondents feel least competent in:
Digital and AI skills

Women generally score higher in skills except for digital skills and communication skills where differences are not significant.

High school education leads to higher skill scores, particularly in digital and green skills.

No significant differences in skills based on occupation.

Results

What are the most important skills needed to succeed in your job? (Top 10)

- Teamwork
- Patient-centered care
- Resilience
- Empathy
- Interdisciplinary skills
- Digital and artificial intelligence skills
- Foreign language knowledge
- Emotional intelligence
- Communication skills
- Change management

What skills do you foresee becoming more important in the healthcare sector in the next 5-10 years? (Top 10)

- Digital and artificial intelligence skills
- Foreign language knowledge
- Emotional intelligence
- Problem identification and solving, analytical thinking
- Green skills
- Time management
- Quality and accreditation
- Understanding and using legislation
- Change management
- Economic and financial analysis

What skills were not adequately addressed in high school or university education (if any)? (Top 10)

- Foreign language knowledge
- Understanding and using legislation
- Patient-centered care
- Digital and artificial intelligence skills
- Time management
- Problem identification and solving, analytical thinking
- Quality and accreditation
- Resilience
- Green skills
- Economic and financial analysis

Conclusion

- There is a need for improvement in using EHR systems and AI applications among hospital staff.

- The staff who reported that their organizations conduct skill gap studies had higher average scores in overall skills, digital skills, and green skills. This suggests a relationship between the awareness of skill gap studies and higher skill scores.

- Participants identified digital and AI skills, foreign language knowledge, emotional intelligence, problem-solving, green skills, and time management as critical for future success in healthcare. Therefore, the hospital should regularly conduct and promote awareness of skill gap studies to enhance overall, digital, and green skills among their staff.

- Current education systems need to better address foreign language knowledge, legislative understanding, patient-centered care, and digital and AI skills for future hospital workers.