



THE AUSTRALIAN NATIONAL UNIVERSITY

10th International Medical Workforce Collaborative

Session 4: Retention and Retirement

- Generational change
- B-B BB
- Enter stage centre Gen 'X', 'Y' etc
- Numbers- substitution
- Work participation patterns
- Quantum & nature of demand

- BBs will be 'retiring' over next decade or so
- Gen 'X', 'Y' etc participate differently: shorter hours; possibly multiple careers
- Data issues & importance of accurate predictions & reliable models
- What is retirement: 'fading away' & 'lingering on'?
- Differential estimates of country impacts
- Locational impacts will vary

- Most intelligent, hard-working, sensitive & innovative generation yet!
- What will their retirement pattern be?
- Probably significant numbers will phase out rather than cease working altogether from their mid 60s

- Males & females show work participation patterns different from BBs
- Mandated work hour restrictions
- Higher productivity & specialisation
- Facing more demand: technological advances mean more treatments; chronic disease; emerging & resurgent diseases.

- Data are patchy across countries: different countries' data collections reflect historical concerns
- Predictive models need to be flexible to accommodate emerging trends (who in 1990s predicted the changing work participation changes this century?)
- Significance of getting it wrong
- Scenario planning a complementary tool

- What will be the retirement pattern for BBs?
- What will be work & career patterns for Gen 'X', 'Y' etc in the longer term?
- How will demand manifest itself over coming decades: balance of productivity improvement vs. volume & nature of service demand?
- How are we going to know what's happening & predict what it means for the future?
- What might be the appropriate policy responses?

The questions

- Assuming many will continue to deliver care into their 70s, how can we retain their effectiveness & currency of their knowledge & skills?
- What other roles might they take on as their service contribution reduces- mentoring; teaching; research?
- What incentives might we need to encourage continued service contribution & taking on new roles

- Demographics: will there be enough 'stock'?
- Will current work & career patterns continue?
- Will female participation rates follow patterns of previous generations?
- How will we encourage 'generalists' among generations that so far have shown a propensity to specialisation?
- Will we be able to define new work roles & develop more effective ways of working?
- Will the 'substitution' models help?

- Do we know enough about volume & nature of demand to predict workforces required to meet it?
- What demand will technology help us manage & what new demand will it create?
- How will we manage: new service models?

- How robust, relevant & timely are our data collections?
- How confident are we of our predictive capacity?
- Is there a risk we will be overwhelmed by the detail & miss key trends?

- Data useful- but like driving from rear-view mirror
- Modelling more useful- but at best a light to penetrate the fog
- Scenario planning helps bring them together for a better outline
- Judgment is the higher order function
- Policy is the art of the possible
- Leadership is crucial