

*This Strategy has been started by a multi-stakeholder consortium called **BeWell**, co-funded by the Erasmus+ programme of the European Union (Grant Agreement number 101056563).*

At the BeWell project, we plan to revolutionize healthcare by promoting a sustainable, equitable, and robust ecosystem. Our commitment includes providing a detailed proposal for effective sectoral collaboration.

The aim of the BeWell Skills Strategy is to advocate for **lifelong learning and continuing professional development as key elements for an informed and equipped H&CWF**. It **calls for investment in the right conditions** to deliver digital and green upskilling and reskilling. It **encourages policymakers** to integrate the H&CWF's needs into the design and implementation of policies at the local, regional, national, and European levels. **As a result, it is expected that the H&CWF will be better prepared to provide high quality of care and improve their own well-being. Finally**, through the Strategy, we aim to equip an engaged H&CWF with the digital and green skills that can contribute to better health outcomes for everyone.

This strategy ([FULL VERSION HERE](#)) is being developed in two versions. **This is the first version**, created by BeWell consortium members. In June 2024, we are launching **an online public consultation until December 2025** to develop the **second iteration of the BeWell Skills Strategy**. This final version will therefore become a strategy by and for all stakeholders in the health and care ecosystem. The final BeWell Skills Strategy will be published in June 2026 and will define a **clear set of activities, check-points and outputs to accompany and support the strategy's implementation**.

Almost 15 million people work in health occupations in the European Union [**2Error! Reference source not found.**], **this represents over 7% of employed people**, and 4% of the EU population. Just as a resilient health system is the foundation for health, economic, and societal resilience, a resilient and effective H&CWF is the foundation for **effective health and care systems**. The workforce's ability and preparedness to deal with current and future challenges emerging from megatrends, such as the increasing prevalence of non-communicable diseases, climate change and demographic changes, are vital. **To this end, this Strategy highlights the urgent need to upskill and reskill the H&CWF with digital & green skills.**

Opportunities for green and digital skilling can help health and care professionals to: 1. acquire a greater systemic understanding of how digital and green solutions can support better health outcomes; 2. perform task in a more time-efficient way and better organise work; 3. reduce administrative workload and improve record-keeping; 4. make better-informed and evidence-based decisions for patients; 5. increase quality across the prevention, promotion and care continuum, contribute to the reduction of health inequalities, and support the enhancement of cost efficiency through an increase in value based care and lastly, to advocate for better multidisciplinary approaches, to increase the value of health promotion, disease prevention and care.



BUT the implementation of this Skills Strategy can only be successful and sustainable when coupled with appropriate actions to address the fundamental problems of the health and care sector. This includes: increased investment in H&CWF recruitment and retention; creating clear learning and career pathways, creating working conditions that promote a healthy work-life balance; offering rewarding salaries; providing a safe working environment to protect the physical and mental health and well-being of the workforce; and improving health and care information systems for better data collection and analysis.

OBJECTIVES

This Skills Strategy introduces **six strategic objectives** on how to achieve the digital and green upskilling and reskilling of the H&CWF:

- **1: assess the H&CWF's skills mismatches** and advance the transfer of knowledge
How? By:
 - >identifying the skills needs of the workforce.
 - >ensuring dissemination of information, good practices, and knowledge.
 - >collecting and analysing evidence of how skill mismatches may affect the performance.

- **2: enhance and promote adequate levels of digital literacy and digital competences** for the HCWF
How? By:
 - >Aligning the identified digital skills for the H&CWF with their existing skills and competences.
 - >acknowledging the emergence of new digital roles.
 - >involving the H&CWF in developing educational and training practices, training material and on-the-job training that should incorporate aspects of digitalisation such as e-health, m-health, cybersecurity, and big data and (AI).

- **3: enhance and promote the H&CWF's green literacy and green competences**
How? By:
 - >aligning the identified green skills for the H&CWF with their existing skills and competences.
 - >acknowledging the emergence of new green roles.
 - >involving the H&CWF in developing educational and training practices that should incorporate aspects of climate change and sustainability such as green logistics, procurement or hospital building design.
 - >promoting inclusive approaches to access in education and trainings about green health technologies and skills.

- **4: strengthen the promotion of soft skills** within the health and care sector
How? By:
 - >encouraging problem solving, critical thinking and communication, as core competences for the digital and green transition.
 - >facilitating multidisciplinary and multiprofessional collaboration to facilitate an integrated approach across the prevention and care continuum.

- **5: promote the physical and mental health and well-being** of the H&CWF
How? By:
 - >leveraging the benefits of digital technologies and green advancements to tackle mental and physical health discomfort and challenges.

- **6: advance training and curricula opportunities** targeting continuing professional development and life-long learning

How? By:

- > researching and creating innovative teaching methods that will facilitate and enrich the professional life of the H&CWF.
- > promoting CPD and LLL as part of the H&CWF's daily work schedule.
- > ensuring equity in the access to learning and professional development opportunities in a socio-economic-, age-, culture- and gender-inclusive way.

For the uptake of upskilling and reskilling at the *local/regional, national, and European levels*, the Strategy recommends concrete implementation actions below.



STRATEGY RECOMMENDATIONS

At the local/regional level

Local and/or regional stakeholders, such as public/regional governments, health and care providers, development agencies, education and training providers should address the implementation actions within their respective fields of expertise:

- **Make digital and green upskilling and reskilling of the H&CWF a priority** by integrating the skills strategy into their operational plans.
- Mobilise the local/regional ecosystem by **conducting awareness raising campaigns** and dissemination activities. **Consultation processes** with representatives from across the health care, education, training and employment spectrum should take place and outcomes should inform local/regional strategic plans.
- **Make use of existing national and European funds foreseen for local/regional development and seek investment opportunities** within the local/regional ecosystem.
- **Adapt, adopt and implement the recommended actions which respond to the specificities of their communities.** They should indicate areas in need of mitigation and take necessary action to inform decision and policymakers on the national level.

At the national level

Member States, in particular designated ministries, agencies and other national authorities, should address the implementation actions within their respective fields of expertise:

- **Ensure that people-in-charge in the respective national authorities commit to the uptake of the digital and green skills strategy** and make it a priority in their agendas.
- **Coordinate efforts by aligning the digital and green Skills Strategy with other interconnected and complementary national strategies and initiatives.** They should ensure the participation of all stakeholders throughout the process of consultation, integration, adjustment, implementation and evaluation of the strategy in accordance with and in addition to existing strategies.
- **Prioritise investment in digital and green upskilling and reskilling of the HCWF** and make use of the available European funds and financial mechanisms. **They should prioritise existing funds for the uptake and sustainability of the Skills Strategy.**

They should recommend the necessary policy elements and implement proposed activities to deliver the expected milestones and outputs depending on the resources available and existing constraints.

- **Integrate this digital and green skills strategy into their national strategies for health**, education and employment and seek to align these two in accordance with existing resources and constraints.

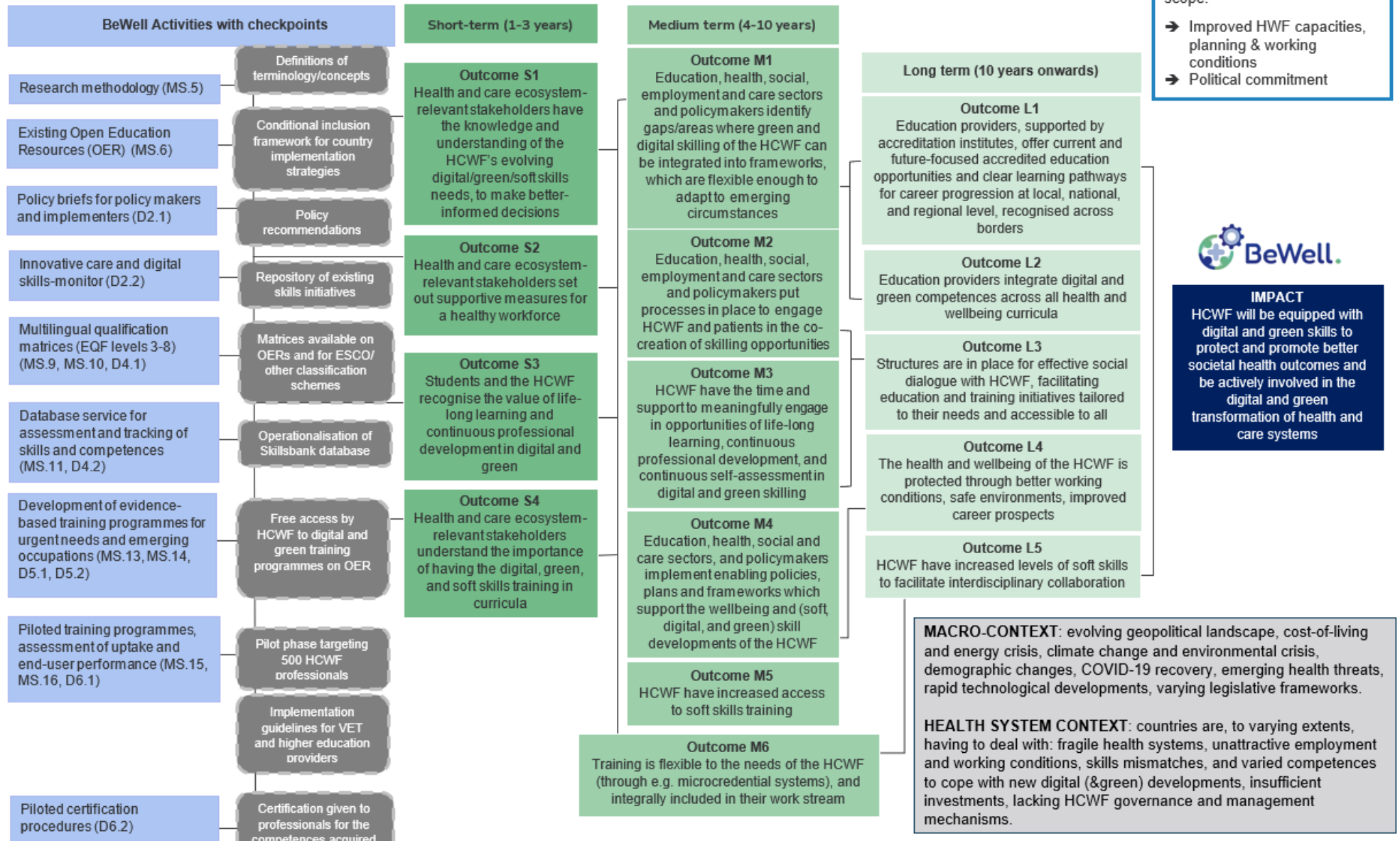
At the European level

The European Commission, in collaboration with other EU institutions and agencies, should address the implementation actions within their respective fields of expertise:

- **Continue to promote the digital and green skills agenda through the support of initiatives, projects, networks and European-wide collaborations.** Norms, standards, policies and regulations are needed to ensure the implementation of the strategy. European guidance, coordination and implementation of tools are required for its adoption and integration into existing systems and services of member states.
- **Liase with other international organisations and coordinate actions with other EU projects**, initiatives, recognised social partners, networks, and associations.
- **Facilitate the provision of funds** for the implementation and support of EU-wide projects, initiatives, networks, and associations which focus on the twin digital and green transition of the health and care sector. **They should ensure that available funds respond to the specific needs of member states** for the upskilling and reskilling of the H&CWF.
- **Support and complement the endeavours of member states to implement the digital and green skills strategy by providing expertise on the local/regional and national level**, fostering collaboration and dissemination among member states and monitoring emerging needs and tendencies at a global scale.

The **Theory of Change** framework is a reflection of the input, outcomes and vision that the BeWell initiative aspires to achieve. Built through an extensive **co-creative process with health and care partners**, this framework seeks to evaluate the effectiveness of the strategy in creating momentum for better conditions for the upskilling and reskilling of the health and care workforce within a digital and green transition.

THEORY OF CHANGE FRAMEWORK - DIAGRAM



Elements which the project depends on, but go beyond its scope:

- Improved HWF capacities, planning & working conditions
- Political commitment



IMPACT
 HCWF will be equipped with digital and green skills to protect and promote better societal health outcomes and be actively involved in the digital and green transformation of health and care systems

MACRO-CONTEXT: evolving geopolitical landscape, cost-of-living and energy crisis, climate change and environmental crisis, demographic changes, COVID-19 recovery, emerging health threats, rapid technological developments, varying legislative frameworks.

HEALTH SYSTEM CONTEXT: countries are, to varying extents, having to deal with: fragile health systems, unattractive employment and working conditions, skills mismatches, and varied competences to cope with new digital (&green) developments, insufficient investments, lacking HCWF governance and management mechanisms.

BARRIERS/ OBSTACLES
 Varied political prioritization/ foresight/ investments; different organization of health/ education systems; challenges around working conditions, workforce shortages and attracting and retaining professionals; unequal access to skilling opportunities; medical deserts and risks of brain drain