Credentialing in a World of Digital & Technological Transformation

7th Annual Groningen Declaration Network Meeting

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President and Chief Executive Officer

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INTRODUCTION

1. Overview—digital and technological transformation impact on education, workforce, mobility, and credentialing
2. Strategies to apply digital and technological tools to improve healthcare systems, health, and credentialing
3. The value of initiatives such as the Groningen Declaration
Passport to the Future

“Education and training that can be qualified and quantified is the currency for mobility of health care professionals and the standards upon which health care institutions employ and sustain their workforce.”

Franklin A. Shaffer, President and CEO
CGFNS International, Inc.
Technology Innovation

“While technologies will drive innovation, human factors will remain one of the stable limitations of breakthroughs.”

Globalization

The international movement of technology, ideas, products, labor markets, and professional education and standards:

• Transcends all boundaries
• Includes migration
• Irreversible
• Erases perceived vacancies
• Cyclical but not continual
• Global rather than western
• Overwhelmingly female
Global Migration

“Migration is one of the defining issues of the twenty-first century. It is now an essential, inevitable and potentially beneficial component of the economic and social life of every country and region.”

Brunson McKinley, Director General
International Organization for Migration
Global Migration in Numbers

- 1 in every 7 persons in the world is a migrant
- International migrants:
  - 2000: 155 million
  - 2015: 244 million
- 5 million higher education students studying abroad in 2014 (Oxford, 2017)
- Women make up 52% of all international migrants

(IOM World Report 2018)
Student Mobility in Numbers

50% of international students come from China and India.

Source: Open Doors, 2017; UNESCO, 2017
Challenges in the Current Environment: EDUCATION

- Education lines are getting blurred
- Quality framework and national curriculum
- Competency-based education – Process to outcomes
- Different demands in the workplace
- Responsiveness of academia and regulatory bodies
Challenges in the Current Environment: 

**WORKFORCE**

- Changing notions of length of career
  - Average person changes job 10-15 times during their career
  - Increasing retirement age
- Tomorrow’s jobs unknown
  - Telepresence changing workplace dynamics
- New workforce brings different workplace demands:
  - More open to working overseas
  - Less driven by income
  - More drive by education advancement, professional development, and corporate responsibility

**Millennials and beyond will make up to 75% of the global workforce by 2025**
Challenges in the Current Environment: MOBILITY

- More interconnected world
- Mobility impacts educational and professional standards
- Technology impacts education standards
- Challenges faced by students

**Figure 4: Millennials want to work outside their home country during their careers**

% who agreed

Source: PwC international mobility database—sample 300 companies
Challenges in the Current Environment

CREDENTIALING

- Identity Fraud
- Privacy and Security
- System Interoperability
- Artificial Intelligence
- Robotic Process Automation
Why this matters to health professional credentialing

- Healthcare delivery reform creates new roles and emerging competencies
- Increased migration across countries requires a nimble approach to credentialing
- Healthcare and educational systems are requiring new types of credentialing for new emerging competencies
Digital Evolution in Healthcare

- New technology and equipment requires new technical procedures
- New procedures require new skills from professionals
- Full-scope certification alone no longer meets the needs of employers to recruit and promote personnel with the right blend of validated skills

Micro-Credentialing

*Individuals demonstrate competency in a specialty area*

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Micro-Credentialing

“How do we balance cost and quality in credentialing – as part of a system to measure competencies across industries – that are, at once, rigorous and nimble, cost-effective, and responsive to rapidly evolving skills and industry demands?”

Laure-Jeanne Davignon
Director of Workforce & Credentialing (Interstate Renewable Energy Council)
Micro-Credentialing

- Viability of a nimbler framework to validate specialty skills and competencies that would co-exist alongside full-scope certification schemes
- On-time, quality credentials responsive to changing market realities
- Employers are increasingly looking for personnel with work portfolios encompassing cross-cutting and specialty skills that don’t necessarily align with just one job
- Additional competency validation options are needed to fill gaps in the credentialing landscape

badges = visual representations of a skill or achievement
Micro-Credentialing: Potential

Micro-credentials have the potential to supplement and provide an alternative to comprehensive certification practices by creating less costly and just-in-time credentialing for specialty skills that can be layered on top of existing certifications when market changes and technology updates outpace quality assurance infrastructures.
The Creation of a Global Compact

*New Paradigm in Education*

UN Global Compact for Migration Guiding Principles:

1. People-centered
2. International cooperation
3. National sovereignty
4. Rule of law and due process
5. Sustainable development
6. Human rights
7. Gender-responsive
8. Child-sensitive
9. Whole-of-government approach
10. Whole-of-society approach
# New Paradigm in Education

## Present
- Mechanistic
- Information-based
- Compartmentalized
- Abstract & Detached
- Subject-centered
- Discipline-specific
- Analytical thinking
- Paradigm-specific
- Professional

## Future
- Organic
- Idea-based
- Contextual
- Life-centric & value-based
- People & Person-centered
- Trans-disciplinary
- Synthetic & Integrative thinking
- Multi-paradigmatic
- Personality & Individuality
Strategies

1. The creation of a Global Compact for Digitalization
2. Technologies should not drive the solution—the solution should inform the technology
3. Need to shift from a mechanistic paradigm to a humanistic one—we should deliberately lead the process of technological transformation; innovations are only tools in the process of accomplishing well established goals. Consider alternatives such as micro-credentialing
4. Digital and technological transformation is of utmost importance for healthcare professionals to effectively and ethically practice high-standards of healthcare in a globalized world
5. Competitors need to create synergies. Credentialing needs to use digitalization and technological transformation to collaborate and scale
Our Globally Connected World

“The next decade could prove to be an extraordinary era for business and society—a period in which companies and governments work together to produce an environment capable of supporting wealth creation and social cohesion around the globe. The world is connected as it has never been before, and the power of collaboration is beginning to emerge.”

Akhil Gupta, CEO
Bharti Airtel Limited, India
Thank You

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