

PMAC 2026: SESSION 2.1

Navigating Demographic Transitions: Impacts and Implications for the Human Resources for Health

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The Rapid Shift Towards a Super-Aged Society

Natural Population Decline (2025)

Thailand death rate (8.7/1,000) has surpassed the birth rate (7.0 per 1,000).

Super-Aged Society by 2029-2030

Thailand is projected to become a Super-Aged Society by 2029-2030.

Working-Age Population Crisis

The working-age population (15-59 years) is expected to decline by approximately 10% by 2040, leading to a severe dependency ratio crisis.

Thailand: Super-Aged Society by 2029. **Critical Challenge:** Silver Tsunami. **Shrinking Working-Age Population:** Severe dependency ratio crisis

Addressing the Critical Shortage and Geographical Mismatch

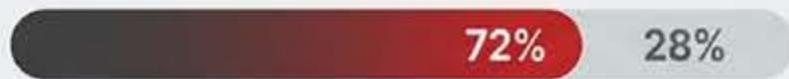
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The Physician Deficit



Currently, the MoPH operates with ~25,490 physicians, which is only **72%** of the 2022-2026 **target** (35,578 positions)⁽¹⁾

**out of a total of 64,495 physicians as of 30 Dec 2025. (2)



2022-2026 Target: 35,578 positions

2

Equity Gap



Rural areas face a **critical shortage**, with health zones 2, 4, and 8 staffing at only **61-66%** of their required capacity.



3

Service Burden



The doctor-to-population ratio remains high at ~ 1:1,536 - 1:1,665, placing **immense pressure on frontline health workers** and leading to **burnout**.



Sources:

1. Medical Council of Thailand. Physician registry data, as of 30 December 2025.

2. Office of the Permanent Secretary, Ministry of Public Health, Thailand. Health workforce statistics, Fiscal Year 2025.

Country experiences and collaborative approaches to address the challenges on HRH

Pivot From "Traditional Healthcare" to a "Health Economy Ecosystem"

\$40.5B

**Wellness Economy
Boom**

Thailand is a global leader in the wellness sector, with a market value of \$40.5 billion (1.4 trillion THB). Thailand recorded the world's highest wellness market growth rate in 2023 at 28.4%.

\$25B

**Projected Market
Growth**

The healthcare industry is expected to grow at a Compound Annual Growth Rate (CAGR) of 5.3%, reaching a value of \$25 billion (880 billion THB) by 2030.

74%

**NCDs Productivity
Loss**

NCDs account for 74% of all deaths in Thailand, causing billions in lost economic productivity annually. This underscores the need for "Proactive Health" rather than "Reactive Care."

Country experiences and collaborative approaches to address the challenges on HRH

Navigating the Future with Resilience and Innovation



Digital Augmented Labor

Leveraging Generative AI and Digital Health & focus on complex patient care.



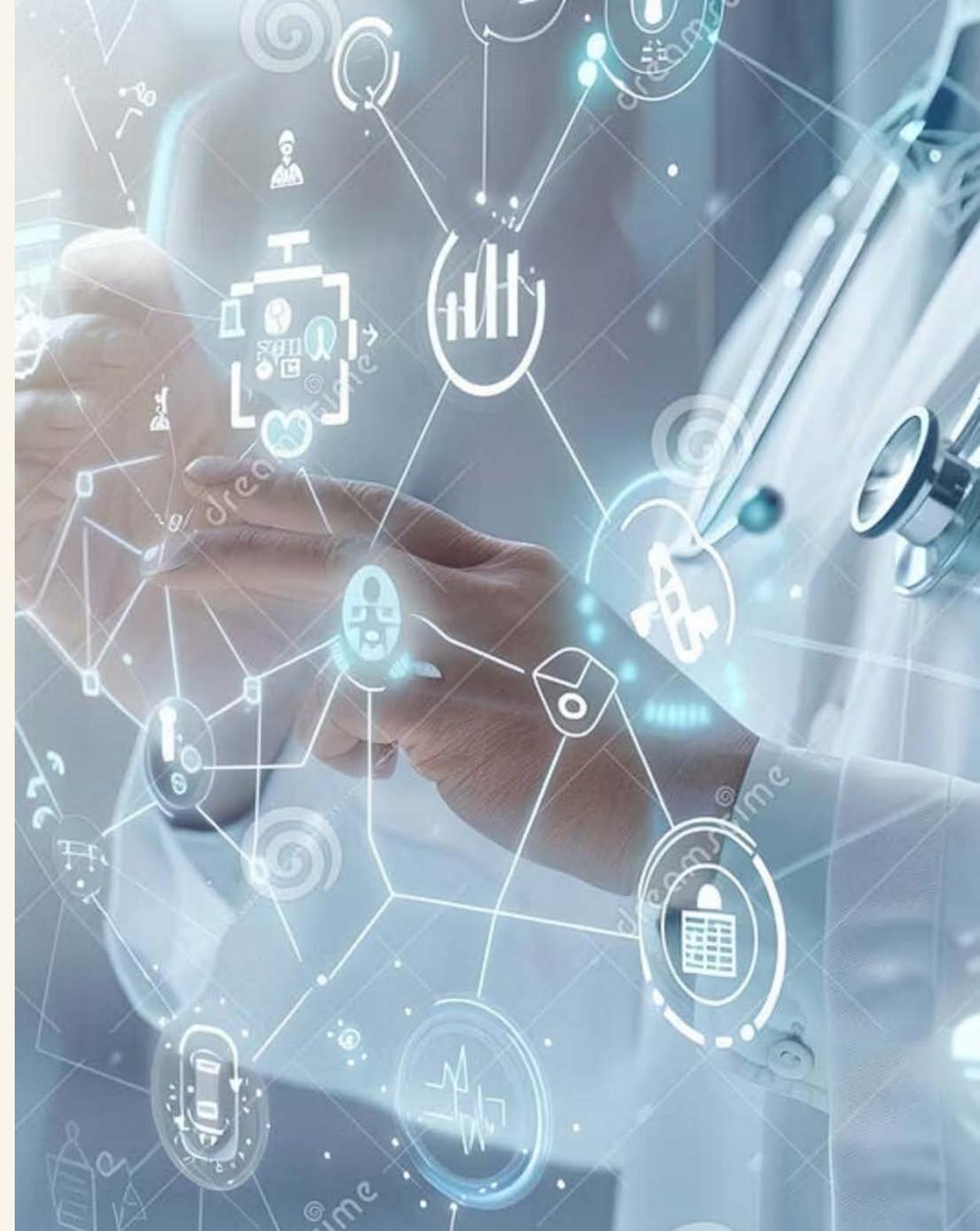
PPP Model (Public-Private Partnership)

Developing "Wellness Districts" and Health Hubs to attract international talent and investment, positioning Thailand as the "Medical Hub of the World."



Global Code of Practice

Adhering to the WHO Global Code of Practice on the International Recruitment of Health Personnel to ensure ethical and sustainable workforce management.



Strengthening Community-Based Elderly & Vulnerable Care Systems

Key Messages:

Empower Local Governments:

Increase budget, authority, and standards for local administrative organizations to deliver or contract community-based elderly care (rehabilitation, day/respice care, hospice, caregivers), with national oversight and

Build a Qualified Care Workforce:

Strengthen inter-ministerial collaboration (Public Health, Interior, Education) to train and upskill caregivers and care managers (individual and area levels) to ensure quality, standardized local care systems.

Establish a Sustainable Well-being Fund:

Create a well-funded national mechanism through worker insurance contributions and government co-financing to support prevention and long-term care for elderly with universal dependence.

Support Family Caregivers:

Introduce comprehensive policies for family caregivers, including physical and mental health support, financial assistance, social protection, and caregiving leave entitlements.

Promote Community & Social Enterprises:

Support community and social enterprises as service providers and learning hubs, fostering small social entrepreneurs to work alongside local governments and health services in caring for vulnerable populations.

Key Policy Strategies to address these challenges



**The One Province, One
Region, One Hospital Model**

**Strategic Graduate
Allocation**

Digital and AI Upskilling

**Financial and Career
Incentives**

How can WHO international code for HRH be apply in Thailand?

Sustainability : Scaling Up domestic professional production to meet the national needs

Equality: Treating foreign health workers with the same standard

Transparency: Sharing migration data with WHO

Investment : Receiving compensation in form of technology transfer or scholarships



*"We are no longer just managing a health system;
we are navigating a **National Economic Transition**.*

*Our Human Resources for Health (HRH) must evolve from
'Service Providers' to '**Health Economy Catalysts**.'*

*This requires a governance structure that is shielded from
short-term political interference and driven by
long-term strategic integrity."*

- Aligned with the United Nations Decade of Healthy Ageing (2021–2030)