Contract number: 2012 22 01

Proposal title: European Health Workforce Planning and Forecasting

Acronym: EUHWforce

Starting date: 01/04/2013
Duration of the project: 39 months
Reporting period: M1-18

Main partner: FPS Health, Food Chain Safety and Environment (Belgium) (coordinator)

Names of associated partners: National Center of Public Health and Analyses, Bulgaria; Medical University of Varna, Bulgaria; University of Bremen, Germany; Ministry of Health, Spain; Ministry of Social Affairs and Health, Finland; University of Eastern Finland; Semmelweis University, Hungary; Ministry of Welfare, Iceland; Ministry of Health, Italy; Agenzia Nazionale per i Servizi Sanitari Regionali, Italy; Ministry of Health, the Elderly and Community Care, Malta; Capaciteitsorgaan, the Netherlands; Ministry of Health, Welfare and Sport, the Netherlands; Ministerstwo Zdrowia, Poland; Ministry of Health of the Slovak Republic; Department of Health, UK; Ministry of Health, France; Babeş-Bolyai University Cluj-Napoca, Romania; Katholieke Universiteit Leuven, Belgium; Ministry of Health, Portugal; National Institute of Public Health, Slovenia; National School of Public Health, Greece; Council of European Dentists; Standing Committee of European Doctors; European Federation of Nurses Associations; European Health Management Association Ltd.; Fédération européenne des hôpitaux et des soins de santé; Pharmaceutical Group of the European Union; European Union of Medical Specialists

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Total amount of the project: EUR 5.930.043,34
EC Co-funding: EUR 2.964.749,00
First pre-financing payment: EUR 1.185.899,60
Second pre-financing request: EUR 889.424,70

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1. Executive summary

The Joint Action on Health Workforce Planning and Forecasting is a three-year running project that started on the 1st of April 2013, bringing together partners representing countries, regions and interest groups from across Europe and beyond, but also non EU countries and international organizations.

The main objective of the Joint Action Health Workforce Planning and Forecasting (JA EUHWF) is to provide a platform for collaboration and exchange between partners, to better prepare Europe's future health workforce and to help countries move forward on the planning process.

By participating in the Joint Action, competent national authorities and partners are expected to increase their knowledge, improve their tools and succeed in achieving a higher effectiveness in workforce planning. The outcomes of the Joint Action, among other things, should contribute to the development of sufficient health professionals, help to minimize the gaps between the need and the supply of health professionals equipped with the right skills, through the forecast of the impact of healthcare engineering policies and of the re-design of an education capacity for the future.

The two principal methods of the Joint Action are knowledge sharing & improvement actions. The project aims to achieve tangible outcomes by creating guidelines and toolkits, writing reports and recommendations, and by testing those through pilot projects. All results and outcomes will be made available on a website, web portals and in a Health Workforce Planning Guide. This project's activities are coordinated following project management principles and the project's results will be disseminated and evaluated in a structured way and on a regular basis.

After 18 Months of activity, the first project's results and benefits are already showing. Surveys, literature reviews, workshops and discussions are conducted and transformed into the project's deliverables. High attendance at the first Conference, the Plenary Assembly meeting, stakeholder forum and multiple workshops shows the importance of the project's activities for the EU and for Member States and demonstrates the project's success in creating a network of health workforce planners and promoting the exchange of knowledge. During the second half of the project, this positive trend will be enforced and more deliverables, guidelines and practical tools will be created and put into practice through ambitious pilot projects.

2. Specification of the project:

2.1 General Objective of the project:

The general objective of this action is to help countries to move forward on the planning process and to prepare the future of the Health Workforce by creating a platform for collaboration and exchange between Member States (MS). This will support Member States and Europe in their capacity to take effective and sustainable measures to address the supply and demand for health workers.

The Joint Action will support and enable MSs insofar as they choose to develop and reinforce HWF forecasting and planning capacity, to share and benchmark practices, results, knowledge and expertise from MSs at a European level, support evidence-based decision making in MSs and at an European level, meet current and future challenges in health care by taking into account demand and supply and aim at sustainability of health systems.

The joint action will work towards
(1) better understanding of terminology
(2) better monitoring of the HWF by access to timely data
(3) updated information on mobility and migration trends in the EU
(4) guidelines on quantitative and qualitative HWF planning methodology
(5) increased quantitative and qualitative planning capacity
(6) estimation of future skills and competencies needed in the health workforce
(7) a platform of cooperation to find possible solutions on the expected shortage of HWF
(8) a higher impact of HWF planning and forecasts on policy decision making

2.2 Specific objectives of the project

A. Horizontal Work Packages

Number	Title	Indicators	WP
1	Designing a programme framework	- Creation of project policy within timeframe - Approval of project policy by all partners and EB	1
2	Programme planning (initial & update)	- Approval of the programme plan and its updates at every meeting of EB and PA	1
3	Internal communication & project decision making	- Organisation of meetings between Work Package Leaders and other (key) partners [Plenary assembly meeting (1x /year), Executive board meetings (2x/year), Work package leader meetings (in person 2x/year, electronic 12x/year), bilateral meetings WP1-WPs]; - Meeting minutes of meetings available for all associated and collaborating partners (on SharePoint)	1
4	Reporting	- Interim technical and financial reporting to be delivered at month 18, taking EU and CHAFEA requirements into account - Final technical and financial report (M36)	1
5	General programme management	- Application of Project Policy; - Providing quality, risk/issue/change and financial management structure and strategy, through internal communication & project decision making and through the usage of coordination tools in collaboration with WP teams (Programme plan, Risk & Issue Register, Stage Plan, Activity Logs, Progress Reports, Change Management etc.); - Reporting to EB, PA and EC-CHAFEA; etc.	1
6	Providing of effective start up dissemination of JA objectives	- Creation of dissemination plan - Execution of dissemination plan	2
7	Providing of effective dissemination of JA outputs and results	- Execution of dissemination plan; - Update of dissemination plan	2

8	Output Evaluation	- Creation of Evaluation criteria; - Description of the formal review process; - Expert reference group reports	3
9	Outcome Evaluation	- Definition of lessons learned and recommendations; - Focus groups to assess of the changes in the capacities on health workforce planning and forecasting	3
10	Process Evaluation	- Evaluation reports for every deliverable of the JA	3

B. Core Work Packages

Number	Title	indicators	WP
1	Better understanding of terminology used on health workforce	- Document with terminology gap analysis results and policy recommendations	4
2	Better monitoring of the HWF by access to timely data and updated information on stock and flow data of the HWF in the EU.	- Report of the national level gap analysis on HWF planning data and policy recommendations to overcome these gaps; - Document with mapping research on mobility and relevant literature as well as policy recommendations on better data collection and the added value of the minimum set on mobility indicators (part of the chapter in the final guide)	4
3	Guidelines on quantitative HWF planning methodology and increased quantitative planning capacity	- List of the key indicators defined by WP5 on minimum HWF planning data requirements from the literature and international experience; - Literature review on HWF planning data; - Shared criteria defined by WP5 on reviewing and assessing HWF planning methodologies; - HWF planning methodologies identified by WP5 on the basis of the updated country profiles; - A list defined by WP5 on organizational resources and benefits of different planning models; - Identified technical resources used for the implementation of every specific assessed methodology; - Consensus on the criteria concerning "good practices" on quantitative methodologies including relevant datasets as part of the completed chapter in the final guide; - Web platform on Planning methodologies developed and implemented;	5

		- Improvements in the handbook agreed on the basis of the pilot studies; -A focus group organized by WP5 for designing the improvements for the handbook.	
4	Guidelines on qualitative HWF planning methodology and increased qualitative planning capacity	- Country profiles of the WP6-associated partners contained in the Matrix Feasibility Study updated from information gathered through the use of a standardized template with details about how the countries perform qualitative workforce planning; - A completed chapter on qualitative methods on health workforce planning included in the final guide; - 100% of partners involved in the pilot site able to use the qualitative methodologies to complement their existing quantitative methodologies	6
5	Estimation of future skills and competencies needed in the health workforce	- At least 75% of the countries and partners participating in WP6 trained on identifying and processing (mapping) drivers; - At least five policy briefs provided on mega-trends affecting service delivery and health workforce, workshops for senior thought leaders, etc.	6
6	A platform of cooperation to consolidate the experience of the JA and to have a higher impact of HWF planning and forecasts on policy decision making.	- Proposals for structures and activities for permanent collaboration on health workforce planning and forecasting after the JA period; - Completed an updated list of national and international experts with different profiles needed to build on the HWF forecasting and planning policy; - Expertise needed in the following areas: data, communication, education and training, planning and forecasting, policymaking; - Technical recommendations for the sustainability of the Joint Action; Proposals for expanding and upgrading the technical recommendations and keeping them updated; - Proposals concerning the advisory role of the platform on facilitating circular migration and implementation of the WHO Code; A summary of the results and data from the other core WPs.	7

2.3 Overview of activities for the period covered in the interim report (Workshops & Milestones)

WP	Activities	Outcomes/ Deliverables/ Milestones	Date foreseen	Date of achievement/ Date EB approval	Level of achievement (measured by indicators)	Justification/ Problems encountered	Action to be taken to overcome the problem
1	Joint Action Kick off	M 1.1	M1 (April 2013)	11/04/2013	100%	Start-up of the project	/
	Plenary Assembly meeting	M 1.2 (D011, D012, D013, D021, D022, D023, D031, D071, D051, concept of D072)	M10 (January 2014)	28/01/2014	100%	1 year progress of the project	/
	Work Package Leader Meetings	M 1.4	M3, M9, M15	26/09/2013, 30/01/2014, 03/06/2014	100%	Preparation of EB meeting	/
	Work Package Leader E-Meetings	M 1.4	10x /year	23/5/2013, 25/6/2013, 13/8/2013, 25/10/2013, 03/12/2013, 26/02/2014, 14/4/2014, 13/05/2014, 30/07/2014	100%	Overall progress, coordination between the WPs	/
	Executive Board Meetings	M 1.3 (D012, D013, D021, D022, D023, D025, D031, D051, D061, D071, D072)	M3, M9, M15	27/09/2013, 13/12/2013, 04/06/2014	100%	Progress of the project, validation of deliverables	/
	EC-CHAFEA-WP1 Coordination meeting	Overall	6x/year	14/11/2013, 15/01/2014, 11/03/2014, 14/05/2014, 05/08/2014	100%	Progress of the project, strategic coordination	/

	WP4567 coordination meetings	Overall	4x/year	30/10/2013, 26/11/2013, 10/01/2014, 24/04/2014	100%	Coordination between Core WPs	/
	Management Office Meeting (WP123)	Overall	6x/year	9-10/10/2013, 07/11/2013, 18/11/2013, 03/12/2013, 26/02/2014, 03/04/2014, 20/05/2014	100%	Coordination between horizontal WPs	/
	Bilateral Meetings	Overall	Ad hoc	21-22/05/2013, 25/09/2013,12/11/2013, 13/12/2013,18/03/2014, 25/07/2014, 06/08/2014, 05/09/2014, 12/09/2014, 24/09/2014	100%	Coordination between WP1 and WPx	/
2	Kick-off WP2		M1	11/04/2013	100%	Start-up of WP2	/
	Start-up of the knowledge broker network	M 2.1 (D021)	M2	27/09/2013	100%	Approval of the list and working modalities of KBs by EB	/
	First period dissemination plan	M 2.1 (D023)	M 4	27/09/2013	100%	Approval by EB	/
	Stakeholder analysis (1)	M 2.1 (D023)	M 4	27/09/2013	100%	Approval by EB	/
	Next period dissemination plan (2)	M 2.2 (D023)	M14	In preparation for EB 04/11/2014	65%	In preparation	/
	Next period stakeholder analysis (2)	M 2.2 (D023)	M14	04/06/2014	100%	Approval by EB	/
	Fully operational dedicated website	M 2.3 (D025, incl. D053 and D063)	M12=>**M22**[1]	In preparation	25%	WP2 preferred integrated solution, with more quality; a good level temporary	Change request approved by EB3

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[1] The postponement of D025 from M 12 until M 22 was approved by EB3 (June 2014).

						website is operational and shows high visit rates.	
	JA Conference & Stakeholder Forum in Bratislava	M 2.4	M10	28-29/01/2014	100%	Presentation of project and first deliverables	/
	JA Newsletters	Part of D023	4x/Y	31/08/2012, 31/10/2012, 31/12/2012, 30/04/2013, 12/07/2013, 25/10/2013, 08/04/2014	100%	Summary on activities per WP	/
3	Kick-Off WP3		M1	12/04/2013	100%	Start-up of WP3	/
4	Kick-Off WP4		M1	12/04/2013	100%	Start-up of WP4	/
	Workshops on terminology mapping	M 4.1 (D041)	M10	13-14/06/2013; 6-7/03/2014	100%	Workshops on Terminology and Mobility data	/
	Workshop on mobility data	M 4.2 (D042)	M12	13-14/06/2013	100%	Workshop on Mobility data	/
	Workshop on mobility data collection policy recommendations	M 4.3 (D042)	M18	6-7/03/2014	100%	Workshop on Mobility data	/
	Workshops on applicability of WHO code	M 4.4 (D042)	M14	30/01/2014; 16/06/2014	100%	Workshop with special focus on WHO Global code for ethical recruitment and retention	/
5	Kick-Off WP5 & Workshop		M1	16-17/05/2013	100%	Start-up of WP5 & introduction to WP5 subjects	/
	WP5 Minimum Data	(D051)	M6	19-20/09/2013	100%	Creation of first draft	

	Set workshop					of MDS	
	Agreement on the minimum data set	M 5.1 (D051)	M7	04/06/2014	100%	D051 approved with major revisions at EB2; finally approved at EB3	Major revisions to first version of deliverable were requested
	Experts group conference on HWF planning methodologies	M 5.2 (D052)	M13	08-09/05/2014	100%	Identification best practices of existing planning methodologies	/
	WP5 Kick-Off Pilot Projects	(D054)		29/01/2014	100%	Start-up preparation pilot projects	/
	WP5 Italian Stakeholders meeting	(D054)		27/03/2014	100%	Meeting Italian regions preparing pilot project	/
	WP5 workshop on pilot project	(D054)		07/05/2014	100%	Workshop & 1st Steering Committee	/
	WP5 workshop on the handbook and on the pilot projects	(D052) (D054)		18/06/2014	100%	Workshop on design of pilots and on handbook	/
	WP5 workshop on handbook validation	(D052)	M18	18-19/09/2014	100%	Validation workshop on handbook	/
6	Kick-Off WP6		M1	11/04/2013	100%	Start-up of WP6	/
	Finalizing the baseline dataset on qualitative methods for horizon scanning complete	M 6.1 (D061)	M4	27/09/2013	100%	Presented at EB1	/
	Decision on the outline of the Chapter	M6.2 (D063 & D083)	M7	13/12/2013	100%	Presented at EB2	/

	on Horizon scanning for the EU HWG guide						
	Finalization of the chapter on Horizon Scanning for the EU HWG guide	M 6.3 (D063 & D083)	M18=>**M30**[2]	To be delivered	25%	In preparation	Change request approved by EB2
	Workshop on future needs in terms of skills and competences	M 6.5 (D061) (D062)	M10	10-11/02/2014	100%	Workshop and training on Horizon scanning and Skills & Competencies	/
7	Kick-Off WP7 & Exploratory Workshop		M1	3-4/09/2013	100%	Start-up of WP7 & opinions gathering on all deliverables	/
	Sustainability expertise	M 7.1 (D074)	M10=>**M36**[3]	To be delivered	25%	M 7.1 will be part of release 3 of D074; will be partly based on results of society survey of the younger generation	Change request approved by EB3
	WP7 & WP5 WP Leaders & experts workshop on Implementation of the Minimal Planning Data Requirements	(D073)		12/02/2014	100%	Brainstorm session on implementation strategy of D051	/
	WP7 workshop on network of experts	(D072)		07/05/2014	100%	Brainstorm session on definition & functioning of the	/

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[2] The postponement of M6.2 from M18 to M30 was approved by EB2 (13/12/2013).
[3] The postponement of M7.1 from M10 to M36 was approved by EB3 (04/06/2014).

				network	
WP7 workshop on network of experts (final session) & on the implementation of the WP5 handbook	(D072 & D073)		17/06/2014	90%[4]	Meeting on sustainable implementation strategy & on the structure of the network of experts	/

2.4 Deliverables for the period covered in the report

D	Title/Description	M planned	M received/ date EB approval	Comments e.g. if there was a delay etc.	Public (Y/N) i.e. website or publication – we need a copy
D011	Project policy	M1	M1	/	Public Y – Copy Y
D012	Programme Plan	M1	M6	Presented and accepted at first EB meeting after Delivery date	Public Y – Copy Y
D013	Templates & tools: Activity logs, Risk and Issue Register, Stage Plan, Progress Report	M3	M6	Presented and accepted at first EB meeting after Delivery date	Public Y – Copy Y
D014	Interim technical & financial report	M18		IS THIS CURRENT DOCUMENT	
D021	List of knowledge brokers	M2	M6	Presented and accepted at first EB meeting after Delivery date	Public Y – Copy Y
D022	Logo & house style	M4	M6 M9	Logo approved at EB1 House style approved at EB2	Public Y – Copy Y
D023	Dissemination plan Leaflet	M4 M6	M6 M9	Approved at EB1 Approved at EB2	Public Y – Copy Y

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[4] Meeting minutes still in draft

	Stakeholder analysis (1)	M4	M6	Approved at EB1	
	Stakeholder analysis (2)	M14	M15	Approved at EB3	
D025	Website (including D053 and D063)	M12=> **M22**[5]	/	Change request approved at EB3; Temporary website operational since the beginning of the project	/
D031	Evaluation Strategy	M4	M6	Approved at EB1	Public Y – Copy Y
D041	Report on terminology mapping	M15=>**M20**[6]	/	To be delivered; Change request approved at EB3	/
D051	Minimum planning data requirements	M7	M15	Approved at EB3	Public Y – Copy Y
D052	Handbook on planning methodologies	M18	M20	Will be presented at Next EB meeting 4/11/2014	/
D061	User's guidelines on estimating future needs	M14	M15	Approved at EB3 with minor revisions (to return at EB4)	/
D071	Sustainability strategy	M4	/	Needs review after EB3 (M15)	/
D072	List of experts - Release 1	M12	M15	Version 1 approved at EB3, next release to be delivered	Public Y – Copy Y
D073	Technical recommendations	M8=>**M20**[7]	/	To be delivered; Change request approved at EB3	/
D074	Recommendations towards policy making	M8=>**M20**[8]	/	To be delivered; Change request approved at EB3	/

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[5] The postponement of D025 (including D053 and D063) from M12 to M22 was approved by EB3 (04/06/2014).
[6] The postponement of D041 from M15 to M20 was approved by EB3 (04/06/2014).
[7] The postponement of D073 from M8 to M20 was approved by EB3 (04/06/2014).
[8] The postponement of D074 from M8 to M20 was approved by EB3 (04/06/2014).

Please summarise any problem encountered during this period and action taken to deal with these problems (one page).

1) **Delays on planning and working days consumption**

   - Some work packages recognize the need to work differently. For example, WP7 will involve more senior experts, seek collaboration with an external expert, work out a process of country collaboration that is independent from the political situation of the country, e.g. with the network of competent authority.
   - One way of working diffirently is collaboration between WPs. Integration & collaboration will be performed as it is already the case with the Website & Portal / web content. WPL wish to delay for better integration instead of scattered production.
   - The coordinator has informed all Work Package Leaders about involved partners' reported days and budgets. The Work Package Leaders will take full responsibility on following the budget & plan on their share of the contract. The consequence of partners not performing / participating will be carried by those partners who might receive lower second or third funding slice – and potentially be asked to refund. WP1 give preference on funding the partners that deliver & perform according to schedule.
   - The WP Leaders will perform a closer monitoring of the working days spent & of the participations. The first reporting made available (year 1) will help on that.
   - Special attention will be paid to the intermediate official reporting to CHAFEA.
   - The under-reporting will be chased.
   - The scope will be monitored in order to optimize the allocation of time & efforts.
   - Contribution from partners will be sought in the writing of the D052 Handbook deliverable,
   - The review process is currently showing the be quite man.day consuming.

2) **Budget underspending**
   - The WP Leaders accept that, following positive or negative decision at the E.B., WP1's over-budget would first be allocated to the website/portals and on the Italy & German pilot request. The other needs must be prioritised according to impact and value, and could benefit from the positive balance if any.
   - The WP Leaders are convinced that a one shot rewriting of the Budget annex of the Grant Agreement may be needed to reflect the actuals and last changes. WP1 is in charge of building this in coordination with CHAFEA. Also the inclusion of new associated partners is an option if worthwhile (budget must be significant)
   - All WP Leaders believe that year 2 increased activity will allow to partly catch up the gap of under-spending
   - WP1 & WP7 have to assess the impact of the change of daily rates for BG_NCPHA
   - An in-depth further analysis of each budget story (and especially balance between contribution & funding) has to be performed by the responsible WP with support of WP1
   - WP6 reporting only reflects the spending of the UK DoH and not that of the CfWI as subcontractors. The CfWI spending is tracking to plan.

3) VAT
- VAT is a non-eligible cost for public partners while the initial budget was built without VAT (as instructed) – the impact on the subcontracting is high for:
  - High subcontracting budgets (e.g. UK);
  - Low public budgets (e.g. SK).
- WP1, WP2 and WP6 have an appointment with CHAFEA's management for further common thinking on both UK specific case and on current trend of public bodies subcontracting private companies for achieving their missions

4) Quality of the deliverables
- Procedure for validation of deliverables by partners was created and accepted
- Identification and involvement of experts is the main point of attention
- Limited knowledge within some partners on Health Workforce
- Proposal to engage a senior scientific writer/editor
- Uniform use of language (lexicon/glossary) : a glossary is currently under construction

5) Low engagement from partners
- Communication strategy to motivate partners:
  - Make communication Clear, Structured & Easy
  - Make benefits clear
  - Send personal messages and reminders
  - Make people aware of their contractual responsibility
- Meetings in person, organisation of workshops (instead of only email or telephone contact), …
- Use modern communication methods: youtube announcements, ...
- We should prefer the use of short sentences, short answers and have straight to the point presentations rather than long texts.

6) Strategic scenario and expectations overflow
- The foundation documents of our scope are only:
  - The Grant Agreement
  - The EU Plan on HWF
  - The intimate motivations of the leading organization to invest time and money in the JA programme.
- There are additional flows of expectations and we need to manage those
- We need to draw a strategic map:
  - Rephrasing our missions in a consistent vocabulary enabling clear communication and sound outcome evaluation,
  - Listing the expectations through an overview of the stakeholders with a clear link (or absence of) with our missions
  - Linking the detail of our JA product with these expectations.

7) Scope reduction
- We recognize that we need to address all professions (the 5 regulated professions) but that the feasibility on the data collection side is endangered.
  Though:
  - The Grant Agreement foresees 5 professions and we will keep this objective.
  - Poor feasibility on data collection is no longer a risk but a known issue – the Portuguese pilot project has a consistent plan for building on 4 professions (midwifery does not exists in Portugal).

- We shall identify a good split between WP4 in scope data collection and WP7 future recommendations on data collection

8) Overlap, coordination and cooperation between the work packages
- The coordination is enhanced
  - By good planning (WP1)
  - By using MS-Sharepoint (WP1)
  - By organizing a monthly eMeeting with rotation presidency (WP4, 5, 6 & 7)
- We identified the specific case of literature review and:
  - Agree to share literature review summaries
  - Agree prior to a review on the objectives and methodology, enabling a delegation between WP's
- We emphasise that coordination on the request to Knowledge Brokers and experts needs attention and proactive sharing of intentions.
- Website/webportals:
  - decision to make one integrated website, including deliverables D053 and D063
  - development of a joint document on functional requirements
- Development of Joint lexicon/glossary
  - WP2 has taken leadership on the creation
  - WP4, WP5 & WP6 have sent work already accomplished
- Defining the target audience and approach of dissemination actions
  - WP2 has taken the leadership
  - Support from the EU Observatory is underway
- WPLs expressed need for joint approach on :
  - Structure of final guide
  - Content website

9) Staff shortages in several WPs
- Address the right persons and point out their responsibility
- Use the conferences and workshops as strategic tools and opportunity to emphasis on the benefits of the JA
- Attract students for internships

Subcontracting:

WP1:
1. Independent budget reviser
Public procurement was conducted to indicate independent budget reviser for financial control of activities of the Joint Action coordinator. The procurement was executed as a negotiation procedure without preliminary publication following art 17§2 1°a of national legislation. Positive advice on the procurement was given by Belgian Governmental Financial Inspector. The tender was sent to 9 different reviser association in Brussels. SC SPRL DGST & Partners in 1170 Brussels won the tender and already executed the first (out of three) part of the assignment.

WP2:
2. Logo and House style
The JA logo was public procured according to national Slovakian legislation law no. 25/2006. It was conducted under the paragraph 9 of the act 25/2006. Financial control was done on 4 levels at the Ministry. Project manager of the Joint Action elaborated the terms of reference for the procurement procedure with the estimated contract value which was 1800 excl. VAT. After the approval of the General director at the Section of European programmes and projects, the public procurement officer and Head of the Office at the Ministry of Health the public procurement procedure started. We have addressed 3 potential suppliers that could deliver the final product. The decisive criterion was the price of the object of the contract. The lowest price was offered by the Vision design- graphic zoo - 900 euro and thus this company was picked as the winning one. There was no need to sign the contract but the purchase order has been sent over to them and on its basis the company will invoice to the Ministry.

3. Conference venue and catering
Conference logistics in terms of venue and catering was managed through public procurement under the paragraph 9 of the act 25/2006 in accordance with national Slovakian legislation on public procurement. Financial control was done on 4 levels as implied in ministerial internal procedures. We have addressed 6 potential hotels to provide us with the calculations on the required services. As the decisive criterion was the price of the services required. The lowest price was offered by Double Tree by Hilton with final price 10 880 €. incl. VAT. There was no need to sign a contract as this was conducted as "market research". The ministry sent the purchase order to the hotel and on this basis hotel issued the invoice on 31 January 2014.

4. Dissemination Material for the Conference
Dissemination/promotional material for the conference was secured through public procurement the paragraph 9 of the act 25/2006 in accordance with national Slovakian legislation on public procurement. Financial control was done on 4 levels as implied in ministerial internal procedures. The dissemination material encompasses scribbling blocks, pens, corporate paper bags, nametags accessories, paper covers. KIWI s.r.o. was the winning tenderer who delivered the goods. There was no need to sign the contract as according to national legislation and internal procedures of the ministry says that if the bidding cost is lower than 25 000 € there is no need to contract the winning tenderer. KIWI s.r.o. invoiced to the ministry on January 21 2014.

5. Purchase of presents for Conference Speakers

Purchase of books / presents for conference speakers and presenters were procured according to national Slovakian law the paragraph 9 of the act 25/2006 in accordance with national legislation on public procurement. As this was specific kind of requirement - we were searching for books that would be in English with the content targeting at promotion on Slovakia. We have picked the supplier that best suited our requirements and issued an order for 20 books. The book supplier, Martinus.sk, s.r.o. invoiced to the ministry on 22 January 2014.

6. Translating Services for Consortium Agreement Translation

As the Consortium agreement is supposed to be signed by the ministerial representative, it was inevitable to get it translated so that all the Slovakian personnel understands its content and legal consequences. The ministry has contracted the company covering translating and interpreting services - E.M.G. Košice s.r.o. that is providing all translating services at the ministry. The company invoiced to the ministry on 19.11.2013.

WP6:

7. CfWI

CfWI have been subcontracted by the Department of Health to deliver the whole content of WP6 on their behalf, as well as the WP Leadership – DH remaining associated partner and supervisor. This was agreed as part of the formal Joint Action procurement process.

3.   Technical implementation of the project

3.1   Activities related to Horizontal Work Packages:

WP1: Management of the project

As a part of the JA Management Office, WP1 is responsible of providing support and guidance to the different Work packages. The goal is to control, approve, monitor and assure the work of the Work packages, to be delivered within the defined perspectives of time, scope, budget and quality (**Programme Management**). In order to do this, WP1 has developed coordination tools and organised coordination meetings, all within the framework of the Grant Agreement and the Consortium Agreement.

Coordination Tools & methods

Before implementation, all tools and methods developed by WP1 are presented and approved at the meeting with the work package leaders (WPL(E)M).

WP1 delivered a clear framework and policy that can guide the Work Packages in achieving their objectives. The '**Project Policy**' explains a clear framework and policy to guide the Work Packages, who should apply this all. It describes the roles and responsibilities inside the JA on the different levels. Moreover, the project policy provides a framework for managing the work packages on different areas, like Progress management, Budget & Resource management, Risk and Issue management and Change Management.

In order to be informed on the planned work and activities, WP1 has developed a **Stage Plan** Template, that every WP fills in every six months. WP1 uses it to prepare EB meeting and for reporting to CHAFEA.

WP1 has developed a **Progress report**, to be filled in every 6 months by all WPs, in order to report on progress in deliverables, planned costs (subcontracting, equipment, other), expenses (subcontracting, equipment and other) and on subcontracting procedures. The information of this progress report is completed with information coming from the **Activity Logs** (all associated partners). WP1 uses this information to make an overall progress report, to prepare EB meeting and for reporting to CHAFEA.

For all associated partners, WP1 monitors travel costs and resources utilised (**Budget & resource management**). Every 6 months, WP1 syntheses the information coming from the Activity Logs into an overall progress report, also comparing these effective costs and resources to the planned ones. WP1 uses this information to report to the EB and to CHAFEA. Furthermore, WP1 manages all financial transactions from CHAFEA and divides the funds among partners as agreed in the Grant Agreement.

Since the **website** and web portals (D025) was one of the deliverable to be achieved during the course of the project, a **temporary** project website was constructed by WP1, in order to overcome this gap.

WP1 insures the **Quality Management** by providing a common site for online document sharing platform (Document Management: SharePoint) and by providing templates and procedures (e.g. Validation procedure of deliverables, procedure for new collaborating partners, etc.). Moreover, WP1 is actively involved in the review processes of all deliverables produced by WPs.

WP1 has developed a **Risk and Issue Register**, to be filled in by every WP (incl. WP1), in order to keep track of the risks and issues that could have a negative impact on the execution of the work package and of the JA, and to follow-up on the mitigation actions. WPs should update these regularly. WP1 uses these registers to report to EB and EB, CHAFEA and DG SANCO. Risks, issues and mitigation actions are discussed during the Work Package Leader meetings, Executive Board meetings and during bilateral meetings.

WP1 keeps the contact list of all **partners** to the Joint Action, which started with 17 collaborating partners and 30 associated partners, and at the end of this reporting period will have 48 collaborating and 30 associated partners.

WP1 organises **Coordination meetings** on different levels. In order to manage the progress of deliverables and guide where necessary, regular meetings are held with all or some of the work packages [WPL(E)M, ad hoc bilateral meetings, WP4567 coordination meetings, Management Office Meeting, conference coordination meetings, etc.]. Approval of deliverables are obtained through the **Plenary Assembly** and **Executive Board** meetings. High level strategic meetings are held on regular basis with **CHAFEA-DG SANCO**. Furthermore, WP1 actively helps coordinating and organising WP **Workshops and Conferences**.

In order to promote the JA to a broader audience of organisations and policy makers, presence and presentations in **external settings** are crucial. A list of these external meetings can be found on the JA website.

In the **next period**, WP1 will continue to have bilateral meetings with WPs, progress meetings, coordination meetings, etc, and will continue to guide and support all WP in their activities. Moreover, other milestones will also be met: WPL meetings, EB meetings, PA meetings, Closure event, etc.

WP2: Dissemination of the project

Dissemination plan available   □ *yes*   *(please attach as Annex 1)*

The first **Dissemination plan** proposed by WP2 was approved at the EB of September 2013. It contains an approach on how to develop the network of Knowledge Brokers, on the stakeholders and the stakeholders analysis, and on the strategy, tools, channels and products of dissemination. An updated version of the Dissemination Strategy is in preparation and will be presented at the next EB of November 2014. Among others, this version will contain a publication strategy for (scientific) papers on the JA results and an update on stakeholder analysis showing the first results.

The **network of Knowledge brokers** (KB) is an important source of relevant information and also an important tool for active dissemination of information and materials produced by the Joint Action within their Member States and in-country or professional networks. WP2 has started the network by searching in country knowledge brokers for JA associated partners, then by adding professional knowledge brokers for JA associated partners, and finally by adding the knowledge brokers for collaborating partners. The network of KB was consulted on several occasions, e.g. on the stakeholder analysis. The current focus is to have the network functioning more as a network, and regular meetings are being setup.

The first version of the **Stakeholder analysis (1)** (approved at EB1 September 2013) identifies the individuals or groups that will be affected by the Joint Action, indicates the level of impact the JA will have on them and the level of impact they will have on the Joint Action and sort them into groups. Every stakeholder has to be informed about the results of the work being carried out in the project in a sustainable way following a particular dissemination approach.

The second version of the **Stakeholder analysis (2)** consisted of a comprehensive analysis of the interviews conducted by Knowledge Brokers in order to map the stakeholders' needs and demands regarding the Joint Action and health workforce in general. The response rates from KB are low, it was difficult for the KB to gather all necessary information from Stakeholders. Furthermore, it seemed that the information gathered was difficult to analyse. The preliminary results of the **stakeholder analysis** have been presented at the EB3 of June 2014, where it has been approved as an intermediate deliverable. Comments will be integrated into the next version.

The creation of the **JA logo and overall house style including PPT templates, letterhead papers, etc.** was publicly procured. A logo was designed to be used for all documents and material. WP2 designed a first electronic version of the JA **Leaflet**, containing general information on the JA. Later on, WP2 will make a second version of the leaflet with a publication of the first results. This version will be professionally designed and printed for dissemination purposes. WP leaders can use this leaflet for announcing JA events or as promotional material to distribute at conferences and workshops.

WP2 has designed a **template** with generic lay-out to be used by all WPs for the upcoming deliverables, including a generic introduction and acknowledgements. They have also created a **glossary** with JA definitions and terms, to use a common language.

Since the **website** (D025) and web portals (D053 and D063) was one of the deliverable to be achieved during the course of the project, a temporary website was needed and constructed, in order to overcome this gap.

During the preparatory discussions on the **website** and the **web portals**, WP2, 5 and 6 agreed to go for an integrated website, containing general information on the project and progress on the deliverables, as well as the WP5 and WP6 portals. This integrated approach required an in depth analysis of the different requirements as stated by the Grant Agreement, by all WP5 and WP6 partners and based on the available resources. This resulted into a document describing the functional requirements of the website. A change request was made to the EB (June 2014) and approved to postpone the delivery of this website to month 22, in order to be able to have enough time to go through the tendering process and to deliver a high quality deliverable.

The WP2/5/6 cooperation has decided to choose a new customized CMS in favour of continuing with the temporary web site developed using the Weebly on-line platform. This new platform will include existing data, which will be migrated to the new platform.

The first **Joint Action Conference** in **Bratislava** hosted 140 delegates, not only from the EU Member States directly involved in the Joint Action, but also delegations from outside of Europe - Brazil and South Africa. This high attendance shows the increasing interest in the project and its first deliverables. The results form the online conference evaluation survey showed that the event was a big success. The feedback received indicates that the discussions showing different realities of health workforce across Europe were the most appreciated.

The next **JA Conference** will be held in **Rome** on the 4th and the 5th of December 2014 and received the support of the official Italian EU Presidency 2014. Preparations are being executed in close collaboration with WP1 and WP5.

The involvement of **stakeholders** in the Joint Action takes the form of: direct participation in one or more WPs, participation in the professional knowledge broker network, participation in the plenary assembly meeting and participation in the stakeholder forums.

During the Bratislava conference, the first **Stakeholder Forum** was organised, where a large number of stakeholders participated in an active way, sharing their views on the following points:
- discussion on the input of involved stakeholders throughout the Joint Action
- presentation of the findings of the stakeholder analysis
- presentation of a working model for the professional knowledge brokers
- information on the upcoming work and activities of the JA and ask them for advice on the approach.

In the **upcoming period**, WP2 will continue to work on the next version of the stakeholder analysis and on an update of the dissemination plan, and of course on its execution. In addition, the preparation of the next conference in Rome (December 2014) and the development of the website will continue.

WP3: Evaluation of the project

Evaluation plan available ☐ **yes** (please attach as Annex 2)

WP3 has created an **Evaluation strategy**, with output, outcome and process indicators which are formulated in a 'SMART' manner, based on the Evaluation Guidelines of the Joint Action and Grant Agreement as well as bilateral meetings with WP leaders. WP leaders, as well as EC and CHAFEA representatives and partners had the opportunity to provide suggestions and comments on this strategy. The plan contains also a detailed evaluation schedule and timeframe. The final Evaluation Plan was approved by EB 1 (September 2013).

WP3 starts creating an **Evaluation Tool** for every deliverable once a draft version of the deliverable is ready. After the evaluation tool is created, WP3 performs the evaluation on a final draft of the deliverable and draws up the **Evaluation Report**. The results of the evaluation should then be taken into account by the work package leader when finalizing the deliverable.

Up until now, WP3 has created an **Evaluation Tool** and written an **Evaluation Report** on the Risk and Issue Register (WP1), the Minimum Planning Data Requirements (D051), the Sustainability Plan (D071) and the First list of experts (D072). WP3 also presented preliminary comments on the User´s Guidelines on Estimating Future Needs (D061). Since the production of some deliverables has been postponed to later dates, the evaluation reports will be postponed as well. However, for some of these, the Evaluation Tools have already been created.

In order to prepare the **Expert Reference Group Reports** (D032), WP3 has created a working plan with the different steps to structure the work. They have developed a Semi-structured questionnaire in order to interview experts. This process proves to be very challenging, since WP3 has had some difficulties in finding the right experts. In addition, the delays in deliverables affects the execution of the Exert Reference Groups.

In the **next period**, WP3 will obviously continue to create Evaluation Tools and draw up Evaluation Reports for all deliverables to come. Furthermore, they will continue working on the **Interim Evaluation Report**, to present at the next EB (November 2014). Besides this formal process of evaluating, the WP3 team will have to work closely together with the WPs in order to guide them in producing high quality deliverables.

3.2 Activities related to core work package

WP 4: Health Workforce Planning Data

Activity 1 of WP4 focuses on **Terminology mapping**. The Report on terminology mapping (D041) will identify problems and gaps between data supplied by Member States to the Eurostat-OECD-WHO Joint Questionnaire and the actual JQ definitions. The report will also formulate suggestions & recommendations. WP4 has developed a terminology survey on data quality and data content, and has sent it to Member States. The results were used as input for the workshop in Utrecht. The ultimate goal is to support international comparability of HWF data. The Report will be delivered for M20[9].

The second main activity of WP4 consists of **Mobility data mapping**. The Report on mobility data in the EU (D042) will contain an overview of the added value of inserting a minimum set of mobility indicators into international data collection and recommendations to support improvements in mobility data collection. This activity started with a literature review on mobility data concerning outflows and influxes of HWF in order to create a map of

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[9] The postponement of D041 from M15 to M20 was approved by EB3 (04/06/2014).

available research and data. The questionnaire mentioned above was also used for this activity.

Two **workshops** have been organised by WP4 on both of the 2 above-mentioned subjects, namely in Budapest (June 2013) and in Utrecht (March 2014).

As an expansion to activities related to mobility research, a discussion was started on the **applicability of the WHO Global Code** of Practice on the International Recruitment of Health Personnel within a European context including the mapping of best practices. A preparatory meeting with experts was held in Bratislava on the 30th of January. A final workshop on this topic was organised in June 2014 (Lisbon).

In the **next period**, WP4 will finalise the Report on terminology mapping (D041) and the activities on the applicability of the WHO Global Code, they will organise additional workshops, on Mobility data (in October 2014 in Budapest) and on Data gap analysis among others. Furthermore they will continue to work on the Report on mobility data in the EU (D042) and start the activities on the Report on HWF planning data (D043).

WP 5: Quantitative methodology

The WP5 activity on the **Minimum Data Set** (D051) begun in May-June 2013 with the development of a questionnaire. This questionnaire was sent to all partners with a filled in example by Italy. A review of international literature was made during the months of July and August.

In July 2013, WP5 had a meeting with the **Italian Regions** to explain WP5 objectives & priorities and to obtain a higher involvement of Regions in their work. There are three possible levels of involvement of the regions: close partners, regions that give feedback and regions that will be informed only.

WP5 organised a first workshop on the **Minimum Planning Data Requirements (MDS)** (D051) in Milan in September 2013. The goal was to define the criteria and requirements of the MDS and to produce the first draft. Moreover, in order to enrich the review of literature and the survey, WP5 visited various countries for in-depth interviews. In October 2013, the first draft of the D051 was sent to the partners and WP leaders for comments. This deliverable is achieved and finally validated by the executive board on the 4th of June 2014.

WP5 is in close contact with the Italian Regions and with Portugal for the design of the **Pilot projects** (Report on WP5 pilot study experiences; D054). During the kick-off workshop on the pilot project in Bratislava in January 2014, the document on the Planning was accepted. Since then, there have been three other workshops on the Pilot Projects (March, May and June 2014) and a Steering Committee as well (May 2014). Currently the project definition papers are being written.

The preparation of the **Handbook on planning methodologies** (D052) started with an inventory of all planning methodologies and the definition of selection and assessment criteria (with explications). A selection of planning methodologies was made. The next step was the Expert Conference on Planning methodologies in Florence (8 to 9 May 2014). The activities were carried out by a group of experts, both in-country and international, in collaboration with WP5 partners and WP Leaders. The aim of the conference was to analyse the strengths and weaknesses of each planning system and assess them to identify the best practices.

The results and conclusions of this conference enabled WP5 to start to write on the Handbook. During the WP5 Workshop in Lisbon (June 2014), the final user requirements on the handbook were collected and its structure was discussed. In the beginning of September 2014, WP5 has one more expert meeting on the handbook. By the end of that month, the draft of the deliverable will be ready, as planned. The objective is to present the document to the Executive Board in November 2014.

In order to deliver the **Web portal on HWF planning methodologies** (D053), WP5 works closely together with WP2 and WP6 on the Website (D025), for which an integrated approach has been chosen. Also, the Handbook will be produced straight in a web consultable format.

In the **next period**, WP5 will finalise the handbook and will present it to the Executive Board (November 2014) for validation and also at the Conference in Rome in December 2014. Furthermore, they will continue preparing the next Joint Action Conference under the Italian Presidency (4th and 5th December 2014), in close collaboration with WP1 and WP2. WP5 will also continue to support WP2 in the development of the website and will deliver the material to be published online.

WP 6: Horizon Scanning

The first deliverable (D061) of WP6 was to produce **user guidelines** for Joint Action partners to estimate future needs in health workforce.

In its first steps, the process involved gathering information from partners in order to assess the multitude of existing methods, and creating a steering committee of voluntary experts, who would compare these methods and analyse the working methodology proposed by WP6. Mid-2013, a template to help comparing the methods was available and ready to being tested, first in the UK and then with all partners.

The completed templates combined with a literature study made it possible to identify the qualitative planning methodologies that are most used across Europe. A detailed feedback to the partners on their current situation was provided.

In preparing the February 2014 WP6 workshop, partners were again called upon to identify other European projects aiming at planning health workforce resources. A support document was drafted to accompany them in this process.

Partners then had the occasion to present their own involvement in these other projects at the **WP6 Workshop** (10-11 February 2014). The results from the analysis of the completed templates were validated during the workshop and WP6 also presented their new framework of skills and competencies.

The workshop also focused on preparing the second deliverable: **a report on future skills and competencies** (D062). A first step consisted in training the partners in conducting interviews with experts in search for the core skills needed in the health workforce of tomorrow. Partners were asked to practice expert interviews on each other and, ultimately to provide a list of known experts, preparing the field for the coming real interviews. The team of WP6 had interviewed a series of expert themselves prior to the workshop.

After the workshop, the contribution of WP6 partners was asked to conduct **horizon scanning interviews** within their own country. In the end, a total of 51 interviews were conducted by all participating partners. WP6 is currently analysing the content of these interviews and will contact interviewers again individually when needed. Partners will be consulted in October 2014 to rank the information contained in the interviews and set a focus for draft reports by January 2015.

In order to deliver the **Web content on horizon scanning** (D063), WP6 works closely together with WP2 and WP5 on the Website (D025), for which an integrated approach has been chosen, and will continue to do so in the next period.

In the summer of 2014, the **User guidelines on qualitative methods in Health Workforce planning and forecasting across member states** (D061) were presented to the Joint Action Executive Board, resulting in only minor revisions. Next, these guidelines will be submitted to WP3 for evaluation before the November meeting of the Board and, after that, will be posted on SharePoint.

In the meantime, the preparations for a **pilot study** (D064) with Belgium, focusing on incorporating qualitative workforce planning methods into the healthcare system and the assessment thereof, are on-going. Start-up of the pilot project is planned for the beginning of 2015.

WP7: Sustainability

The first WP7 activity was the **Kick Off and workshop** in September 2013. The workshop was the first activity to gather opinions on the multiple items of the WP7 work:
- sustainability strategy (D071);
- network of experts (D072);
- technical recommendations (D073);

- policy recommendations (D074).

4 additional **workshops** have been organised afterwards on the network of experts, the implementation of the D051 and D052 (technical recommendations) and on the society survey of the younger generation (policy recommendations).

The **Sustainability strategy** (D071) was developed and presented at the Executive Board meeting in December 2013 and June 2014. It still needs minor changes and has not yet been approved.

The creation of the **Network of Experts** (D072) started through the definition of the area's of expertise, and an invitation to experts to register to a list of experts. This was the first release of the network of experts: a list with names of the experts that registered. Experts have registered voluntarily for the network and have to fill in a self-evaluation form, that was created by the WP7. During this registration period, the objectives, strategy and functioning of the network will be further elaborated. When those are ready, the network will be officially launched and network activities will be set up (release 2 of the network of experts). The second round of the registration process is currently running.

Technical recommendations (D073) are created for every core deliverable of the JA EUHWF. Workshops and discussions with WP leaders provide input for creating recommendations on how the deliverables can be applied and implemented by MSs, and on how they can be improved in the future. Up to date, discussions on D051 and D052 have brought input for a future release of technical recommendations.

Through the **Society Survey of the younger generation**, WP7 will estimate the view of students in the five targeted professions throughout Europe on the future and challenges of these professions. The survey was pilot tested on Belgian students in nursery and midwifery, Czech & Slovak Republics students in pharmacy and Bulgarian students in medicine and dentistry and will be conducted in several EU MSs. The results of this survey will be used to feed the **policy recommendations** (D074), together with other sources of information.

Besides those core activities, WP7 participated actively in the stakeholder analysis (through conducting interviews and by organising a stakeholder forum) and in several workshops of other WPs.

WP7 will continue to follow up on the approval of the sustainability plan and will officially launch the network of experts. However, most of WP7 activities will be focused on the creation of the technical and policy recommendations.

4. **Annexes**

Annex 1: Dissemination plan (version 1)

Annex 2: Evaluation plan