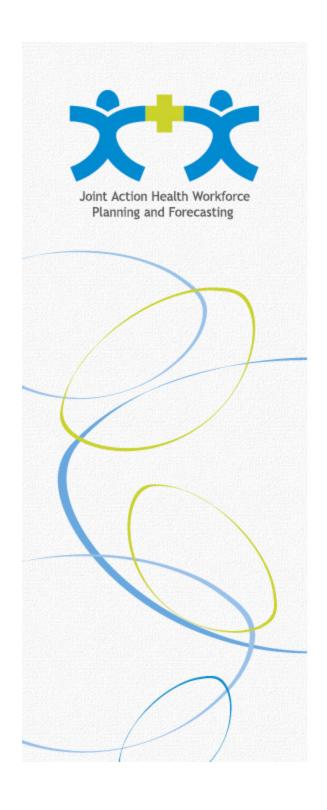


Joint Action Health Workforce Planning and Forecasting

Marjukka Vallimies-Patomäki & Alisa Puustinen, WP3 23 – 24th March 2015, Madrid



Overview of the content

- Introduction
 - WP3 team
 - Evaluation approach
- Evaluation process
 - Examples on evaluation
 - Stakeholder involvement
- Recommendations and next steps



WP3 - Who we are?

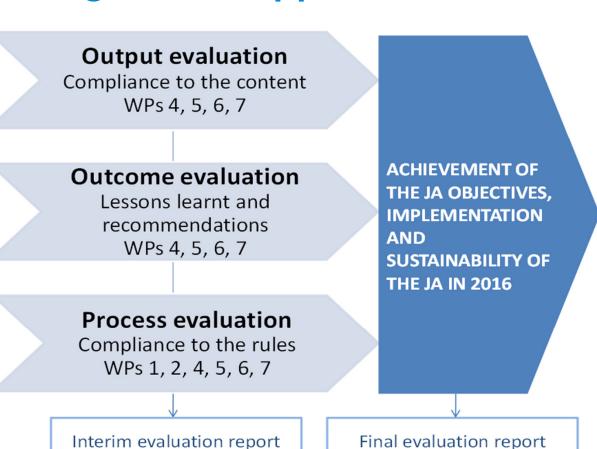
- Dr Marjukka Vallimies-Patomäki, WP leader
 Ministry of Social Affairs and Health, Finland
- Mr Andrew Xuereb, WP Co-leader,
 Ministry for Energy & Health, Malta
- Professor Johanna Lammintakanen, Senior Management Scientist University of Eastern Finland, Finland
- Researcher Alisa Puustinen, Management Scientist University of Eastern Finland, Finland





Evaluation targets and approaches

The general objective of the JA EUHWforce in 2013:
To help countries to move forward on the planning process and prepare the future of the HWF.



The evaluation strategy is available on SharePoint of the Joint Action.





Evaluation process 1:

Ideal

Grant Agreement and Joint Action set the objectives

Work packages plan and work towards meeting the objectives The draft deliverables are evaluated.

WP3 creates evaluation tools based on the plans and the drafts. These are presented to the WPLM* for discussion and approval.

Deliverables are presented in draft format to Management Office, WPLM and WP3.

Evaluation results are discussed in WPLM. Possible amendments to deliverables are made.WP3 presents the final evaluation report to WPLM.

Executive Board discusses the deliverable and the evaluation report before final approval.

Deliverable approved by the Executive Board or sent back to the WP for further revising.





Evaluation process 2:

What really happens...

Grant Agreement and Joint Action set the objectives

Work packages plan and work towards meeting the objectives The draft deliverables are evaluated.

WP3 creates evaluation tools based on the plans and the drafts. These are presented to the WPLM* for discussion and approval.

Deliverables are presented in draft format to Management Office, WPLM and WP3.

Evaluation results are discussed in WPLM. Possible amendments to deliverables are made.WP3 presents the final evaluation report to WPLM.

Executive Board discusses the deliverable and the evaluation report before final approval.

Deliverable approved by the Executive Board or sent back to the WP for further revising.





Evaluation process 3:

Multiple evaluations

Grant Agreement and Joint Action set the objectives

Work packages plan and work towards meeting the objectives The draft deliverables are evaluated.

WP3 creates evaluation tools based on the plans and the drafts. These are presented to the WPLM* for discussion and approval.

Deliverables are presented in draft format to Management Office, WPLM and WP3.

Evaluation results are discussed in WPLM. Possible amendments to deliverables are made.WP3 presents the final evaluation report to WPLM.

Executive Board discusses the deliverable and the evaluation report before final approval.

Deliverable approved by the Executive Board or sent back to the WP for further revising.





Changing role of WP3

- Summative evaluation as an 'outside' observer
 - Assessing the goal-attainment
- Formative evaluation as a 'co-developer'
 - Developmental evaluation and integral part of the whole process
- > Better understanding of the process of delivering the outputs
 - Access to more data for the basis of the evaluation
 - Reliability of the evaluation
 - Improved quality of the evaluation AND the deliverables
- Balancing between objectivity and integration





Example:

Summary of the evaluation on D051

Items evaluated (n=31):

- 1) status of the deliverable
- 2) process of creating the deliverable
- 3) contents of the deliverable

Of which deemed as **fulfilling the criteria** 16 out of 31 (52%).

Of which deemed as **not fulfilling the criteria** 7 out of 31 (23%):

- content and comperehensiveness of the minimum planning data set (6 items)
- description of the process of creating the deliverable (1 item)

8 of the 31 items (25%) were deemed as being assessed later in the evaluation of D054.

Recommendations:

- 1) Adding a brief description of the process (how consensus on the set of data, algorithms and parameters were achieved) and description on assessing the validity of data used in planning.
- 2) Adding a discussion on time perspective of the projections.
- 3) Adding alternative scenarios.

Caution needed:

- •How the supply and demand side projections help to identity and analyse imbalances
- How the MDS allows to take into accout changes in the indicators included in order to build alternative scenarios
- How the supply and demand side projections can be used in designing the desired policy options required to sustain the health workforce





Partners for evaluation

Type of the organisation	Name of the organisation
Health Ministries	 Ministry of Public Health, Belgium Ministry of Health, Poland Ministry of Health, Slovakia
Universities and governmental organizations	 Medical University of Varna, Bulgaria University of Bremen, Germany Semmelweiss University, Hungary National Center of Public Health and Analyses (NCPHA), Bulgaria Centre for Workforce Intelligence CfWI, UK
Non-governmental organizations	 European Federation for Nurses Associations EFN European Health Management Association EHMA International Organization for Migration





Stakeholder Involvement

	OUTPUT EVALUATION	OUTCOME EVALUATION	
	EXPERT REFERENCE GROUP	FOCUS GROUP	INTERVIEWS
DO43 Report on HWF Planning Data	September 2015	December 2015	
DO52 Handbook on Planning Methodologies	March 2015	March 2016	
DO53 Web Portal on Planning Methodologies	September 2015		October 2015
D054 Report on Pilot Studies Experiences		March 2016	
DO62 Report on Future Skills and Competencies	September 2015	December 2015	
D063 Web Content on Horizon Scanning	September 2015		October 2015
DO73 Technical Recommendations	February 2016	March 2016	
D074 Recommendations towards Policy Making			March 2016



Please Note! The scheduled months for evaluation are estimates.



Recommendations

- 1. Process: The progress of the JA and management of resources and expenses will be ensured by means of continuous monitoring activities and appropriate corrective actions by WP1.
- 2. Delays: WP1 continues to monitor the delays regularly and the potential delays are reported to WP1 by core WPs as early as possible. Delays are discussed in the WPLMs and potential rescheduling taken into the EB for approval, as has also been the procedure so far.
- 3. Quality: The quality of deliverables is ensured and improved by evaluation done as a continuous process.
- 3. Focus: The roles of objective evaluator and interactive collaborator are recognized and balanced. Resources are reallocated on regular basis in order to respond to the request of the changing role of WP3.





Next steps

- In spite of delays, the JA is progressing towards objectives hence evaluation process will continue as defined in the evaluation strategy.
- During the second half of the JA, stakeholder involvement will be crucial for successful implementation of output and outcome evaluation.
- Your collaboration is highly valued.
- Let's continue to work together!





Thank you for your attention!

