

Health Work Force Planning and Forecasting Joint Action



Project Policy



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1. Introduction

1.1. Presentation of the Joint Action

According to an estimate, Europe expects a shortage of 1.000.000 health workers by 2020. The general objective of the **Joint Action on European Health Workforce Planning and Forecasting** is to create a platform for collaboration and exchange between European Member States to better prepare for the future of the health workforce. This platform will support Member States and Europe to take effective and sustainable measures in view of the expected shortage of the health workforce on European and national level. The Joint Action (JA) will focus on health workforce planning and forecasting mechanisms, which are recognized as crucial to support evidence based policy and to tackle expected health workforce shortages.

The joint action will work towards a knowledge base on health workforce forecasting and planning methodologies in Europe; towards a platform of cooperation to find possible solutions on the expected shortage of HWF; towards guidelines and EU guidance in HWF issues; towards better monitoring of the HWF by access to timely data, focused on mobility and migration in the EU and Europe; towards better knowledge of calculation methods for predicting health workforce; towards a higher impact of HWF planning and forecasts on policy decision making.

The Joint Action on European Health Workforce Planning and Forecasting is composed of 7 Work Packages (3 horizontal and 4 core Work Packages), which are:

Horizontal Work Packages

Number	Title	Description
1	<i>Coordination of the joint action</i>	<i>Actions undertaken to manage the joint action and to make sure that it is implemented as planned</i>
2	<i>Dissemination of the joint action</i>	<i>Actions undertaken to ensure that the results and deliverables of the joint action will be made available to the target groups</i>
3	<i>Evaluation of the joint action</i>	<i>Actions undertaken to verify if the joint action is being implemented as planned and reaches the objectives</i>

Core Work Packages

Number	Title	Description
4	<i>Data for health workforce planning</i>	<i>This WP provides key building blocks of the HWF planning and forecasting systems by providing better understanding of collected data on MS and European level. Special attention will be given to migration and mobility data.</i>
5	<i>Exchange of good practices in planning methodologies</i>	<i>This WP promotes & supports the use of quantitative model-based planning methodologies (both supply-side and demand-side) based on what is in use today or shortcomings in EU countries and a “good practices” evaluation. Health professions in focus: doctors, nurses, pharmacists, dentists and midwives.</i>
6	<i>Horizon scanning</i>	<i>This work package will document qualitative workforce planning in MSs by exchanging experience, practices, outputs and outcomes in horizon scanning methodologies and will support the use of horizon scanning. WP6 will also estimate the future needs in terms of skills and competencies of HWF.</i>
7	<i>Sustainability of the results of the Joint Action</i>	<i>This WP will consolidate the JA experience & results in view of continuation. It will identify the partners to continue the activities & the format of the continuation for after the JA. It will elaborate a coherent plan for follow-up and reinforce impact of HWF planning & forecast on policy making.</i>

1.2. Introduction to Program Management

A program is defined as a temporary, flexible organization created to coordinate and oversee a set of related projects and activities. A program provides a framework for these projects, allowing them to work under the coordination and context and within the vision of the program management. A project is defined as a temporary organization with a definite start and end point, aiming to deliver a specific output (or outputs).

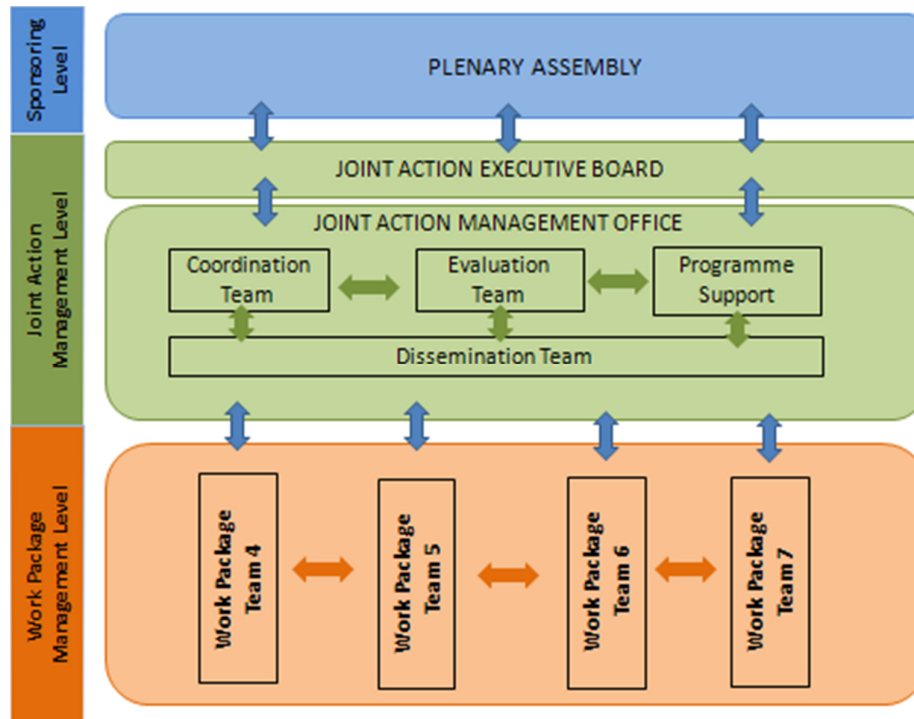
The Joint Action on Health Workforce can be considered as a program, whereas the different Work Packages are the projects within this program. As a result, the Joint Action and more specific Work Package 1 (Coordination) will deliver a clear framework and policy that can guide the Work Packages in achieving their objectives. The ‘Project Policy’ explains this framework and policy and should be used by all Work Packages.



The 'PROJECT POLICY' explains the framework and context in which the Work Packages will operate.

2. Roles and responsibilities

2.1. Visual display of the different roles in the Joint Action



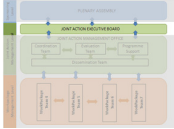
2.2. Presentation of the roles and their respective responsibilities



a. Plenary Assembly

The Plenary Assembly is the major governing and policy setting body of the Joint Action. It represents all associated partners and collaborating partners in the Joint Action and is gathered once a year. The Plenary Assembly takes a strategic overview of the work of the Joint Action and provides awareness on related projects and actions or changes within the EU Health Program.

The Program Manager (see 'b. Executive Board') of the Joint Action is chair of the Plenary Assembly, to establish the link between the Executive Board and the Plenary Assembly.



b. Joint Action Executive Board

The Executive Board is the main executive body of the Joint Action and provides a forum for discussion and decision making. The main purpose of the Executive Board will be to drive the Joint Action forward and approve the outcomes and benefits. The Executive Board gathers twice/year and reports to the Plenary Assembly.

The Executive Board is chaired by the Program Manager. Other key members of the Executive Board are the Work Package 1 leader, the different Work Package Leaders and representatives of the European Commission & the EAHC. The Executive Board meetings are prepared by the Work Package 1 Leader based on the Work Package progress reports.



The key members of the Executive Board are the Program Manager, the Work Package 1 leader, the different Work Package Leaders and representatives of the European Commission & the EAHC.

Program Manager

The Program Manager has overall accountability for the success of the Joint Action, ensuring that it meets its objectives and realizes the expected benefits. The Program Manager communicates the vision of the Joint Action and is the chair of the Executive Board.

Work Package 1 leader

The Work Package 1 leader ensures the actual implementation of the Joint Action in accordance with the agreement between the EAHC and Work Package 1. The Work Package 1 Leader is responsible for the day-to-day management of the Joint Action, including the supervising, controlling and closing of the Joint Action. The Joint Action Leader prepares the Executive Board meetings and Work Package Leader meetings, based on the Work Package progress reports. He also organizes the monthly virtual meetings with the Work Package Leaders.

Work Package 2 leader

The Work Package 2 leader is responsible for the external communication and dissemination management of the Joint Action. He will draw up a stakeholder analysis and organize and manage the Knowledge Broker network.

Work Package 3 leader

The Work Package 3 leader is responsible for the interim and final evaluation of the Joint Action and takes therefore the role of Joint Action Assurance from supplier perspective in the Executive Board. The Joint Action Assurance is the assessment to control and ensure the

effective and correct management of the Joint Action and that it is on track to realize the expected benefits and achieve the desired outcomes.

Core Work Package leaders

The Core Work Package leaders take part in the Executive Board in the role of senior suppliers. The senior supplier represents the interests of those who develop, deliver and implement the Work Package deliverables. The Core Work Package Leaders are responsible for the quality of the deliverables and for the intrinsic integrity of the Joint Action.

EU Commission Representative(s)

The representatives of the EU Commission take part in the Executive Board as Senior Users. The senior user is responsible for the specification of the needs of those who will benefit by the results of the Joint Action (the European Member States). He ensures that the benefits of the Joint Action meet the needs of the beneficiaries in terms of quality.

EAHC Representative(s)

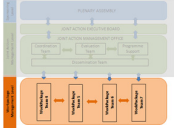
The EAHC Representative takes the role of Joint Action Assurance from user perspective in the Executive Board and therefore ensures the effective and correct management of the Joint Action from the EAHC viewpoint.



c. Joint Action Management Office

The Joint Action Management Office is the nerve center and information hub of the Joint Action. Its role is to provide support and guidance to the different Work Packages. At the same time, the Management Office controls, approves, monitors and assures the work of the Work Packages.

The coordination team (Work Package 1), dissemination team (Work Package 2) and evaluation team (Work Package 3) will participate in the Management Office. They will have the same consistency as the Core Work Package Teams (see further). On top of that, Work Package 1 will provide a Program support, which will manage the daily operations such as administrative support, internal communication and project management support.



d. Core Work Package Teams

The Work Package Teams work on project level and execute the core work of the Joint Action. Each Work Package team consists of a Work Package leader, a budget correspondent, a reporting correspondent, multiple Work Package collaborators and several knowledge brokers.



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Work Package Leader

Each Core Work Package Team should indicate a Work Package Leader. The Work Package Leader will manage the Work Package's resources and planning. He will participate in the monthly electronic meetings organized by the Joint Action Leader and in the Work Package Leader Meetings and Executive Board meetings every 6 months. He will report every 6 months on the Work Package progress to the Joint Action Leader.

Budget and reporting correspondent

Each Work Package Team should indicate a budget and a reporting correspondent. These people will be the single points of contact for the Joint Action Management Office concerning these topics.

Work Package collaborators

Each Work Package Team has a group of collaborators who help the Work Package Leader in the execution of the Work Package.

Knowledge Brokers

A Knowledge broker is an intermediary person in a Member State or professional organization who should be contacted by the Work Package Team when information on the member state's or organizations' health workforce figures, planning, forecasting or other information concerning health workforce is needed. The network of Knowledge brokers, as well as their full function description, will be designed by Work Package 2. Each Work Package should contact the knowledge broker of every member state or professional organization that agreed to participate in the Work Package.

2.3. Joint Action Grant Agreement and Consortium Agreement

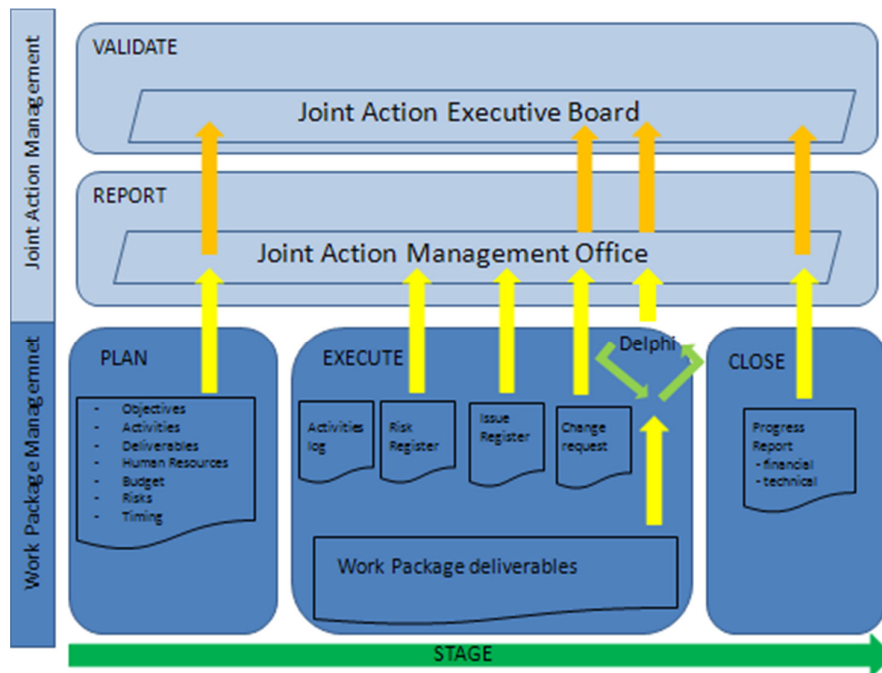
Between the EAHC and Work Package 1 a Grant Agreement will be drawn up and signed, to establish the description, budget and requirements of the Joint Action. Besides that, a Consortium agreement will be established between Work Package 1 and all associated partners, describing the specific roles, responsibilities, objectives and budget for each Work Package and associated partner.



A Consortium agreement will be established between Work Package 1 and all associated partners, describing the specific roles, responsibilities, objectives and budget for each Work Package and associated partner.

3. Work Package Management

3.1. Overview of the Work Package Management



3.2. Stage Planning and budgeting

During the preparation phase of the Joint Action, each Work Package had made a detailed plan and budget, which is added in annex to the agreement between the EAHC and WP1. In this Work Package plan, the Work Package was divided in different stages.

Each stage of the work package has a distinct purpose and set of outputs designed to ensure that the work package is moving towards the desired results. A stage is a group of activities structured around one (part of an) objective or one (part of a) deliverable.

For every stage of the Work Package, a stage plan is needed. This stage plan, made by the Work Package Leader, should contain information on how the next stage of the Work Package will be managed and should be validated one month before the start of the stage.

Every stage plan should contain:

- Details of the objectives to be realized during the stage
- Details of the deliverables to be realized during the stage
- A list of the activities planned to realize these objectives and deliverables, including an indication of the priority of these activities

- The human resources required to realize the stage (in terms of number of man days)
- The budget required to realize the stage
- The main risks and plans for managing them
- A timetable, including all the planned milestones of the stage

To make the stage plan, a template will be provided by WP1.

One month before the start of the stage, the Work Package leader should communicate an electronic version of the stage plan to the Joint Action Management Office. It is essential to communicate stage plans, so that the Management Office can be aware of, both at Joint Action and at Work Package level, important upcoming milestones and events, and how they can affect other Work Packages. The Management Office will then communicate the stage plan to the Executive board, where it will be discussed and validated.



3.3. Activities log

An activity log is a chronological record of the Work Package's events. It captures the complete record of all the events associated with your Work Package. An activity log is a written record of how time and budget is spent on the project. By keeping an activity log, you can build up an accurate picture of what you do during the day, and how you invest your time and budget. The Activity Log acts as the Work Package diary for the Work Package leader. The work package leader should collect the necessary information from the different Associated Partners involved in his or her Work Package and should use the activity log to draw up the progress reports as described in point 3.8 'Reporting'.

Each associated partner should enable the Work Package leaders to keep track of the activities and the time and budget spent on the execution of the Work Package, by filling in the template provided by WP1. The template should be filled in and send to the respective work package leader every two months. This information is important to track the progress of the Work Package, and to measure how much time and budget is spent on which tasks. Based on this information, it will soon be clear if delay may be developed or planning is not followed.

The Activity Log is an internal document of the Work Package and does not need to be communicated to the Joint Action's Management Office as such. However, the information needs to be logged and should be used as an input for the Progress Reports, which should be sent by the Work Package Leader to the Management Office every 6 months (see chapter 3.8 Reporting). In this way, the information from the Activity Log will serve at each interim reporting or milestone to assess the progress of the Work Package and the realization of the objectives.



3.4. Risk Management

Risks are things that may happen in the future, which may be a negative threat for the execution of the Work Package and the Joint Action. Threats are factors that could lead to risks occurring – that is, they will be the cause of a risk.

The goal of risk management is to manage all of the risks that may arise in the execution of the Joint Action and its Work Packages. Risk management is concerned with keeping the Joint Action's exposure to risk at an acceptable level and aims to prevent the risks from threatening the Joint Action's chances of achieving its objectives.

Risk management needs to be formally incorporated at the Work Package level within the Joint Action. Any risk emerging from a Work Package could undermine the whole Joint Action if left unchecked. Therefore, risks that occur in a Work Package may need to be escalated to the Joint Action's Executive board.

Risk management is therefore an activity that should be executed by the Work Package Leader, in collaboration with the Management Office. To be able to execute an accurate risk management, the Work Package Leader should collect the necessary information from the different Associated Partners involved in his or her Work Package.

The risk management framework of the Joint Action on Health Workforce involves a cycle of steps that should be repeated through the life of the Work Package. The cycle of steps is:

- Identify
- Assess
- Plan
- Implement
- Report

Step 1: Identify

Program risk management starts with the identification of uncertain events articulated as threats to the Work Packages or the Joint Action's objectives. Risk identification means establishing exactly what is at risk – for example, agreed activities cannot be completed within the planned timeframe or budgets are at risk of being overrun. Risk identification should start early, during the planning of the Work Package, but continues throughout the life of the Work Package and the Joint Action.

Risks should be documented in the Work Package's risk register. This captures and coordinates information about the risks across the Work Package and provides the basis for prioritization, action, control and reporting. The risk

register must be continually updated and reviewed throughout the Work Package's life. A template for a risk register will be provided by WP1.

Step 2: Assess

Risk assessment means quantifying the probability of the risk occurring and its potential impact on the Work Package and on the Joint Action if it occurs. To assess risks occurring in the Joint Action, the following Risk Impact/probability Chart, in annex a, should be used.

As a result, 3 categories of risks can be distinguished:

- ⇒ red (must take immediate action)
 - high impact/high probability risks
- ⇒ amber (proceed with caution)
 - low impact/high probability risks
 - high impact/low probability risks
- ⇒ green (progressing without problems)
 - low impact/low probability risks

Step 3: Plan

Each Work Package Leader is responsible for ensuring that all risks are managed at the appropriate level. The specific management responses to the risks identified and assessed should be prepared in this stage, to remove or reduce the threats.

First of all, each identified risk should be allocated to the individual who is best placed to deal with it. The key roles are:

- Risk owner: responsible for the management and control of all aspects of the risks assigned to him/her, including managing, tracking and reporting the implementation of the selected actions.
- Risk actionee: responsible for the implementation of risk response actions. This role supports and takes direction from the risk owner.

There are several actions possible to mitigate risks. These can be summarized as 'the four T's':

- Transfer to the party best placed to manage it
- Tolerate the risk – the 'do nothing' option, which means the Work Package will accept the consequences of the risk happening
- Terminate the risk by re-scoping the Work Package to remove the risk
- Treat the risk by taking corrective actions to reduce the probability or impact of the risk.

Step 4: Implement

Once the risk response actions are planned, they need to be implemented by the risk actionee and monitored as to their effectiveness by the risk owner.

It is common for risk responses not to be fully effective, in that they do not remove the risk in its entirety. This leaves a residual risk. If the original risk was significant and the risk response was only partially successful, the remaining risk can be considerable. Where responses do not match expectations, corrective action is taken.

After appropriate measures are taken to mitigate a risk, the risk needs to be re-quantified to see the impact on the risk. As long as the risk continues to exist (even in the green category), it should stay in the risk register.

Step 5: Report

To facilitate reporting on risks, the risk register template provided by WP1 has to be used and filled in correctly. The risk register will contain details of every risk as described above, and a plot of the position of all the risks on a matrix that indicates their strategic importance. An updated risk register needs to be sent to the Joint Action Management Office every 3 months.

If needed, the Joint Action's Management Office can decide to escalate risks to the Executive board by email, if the risk is too threatening for the Joint Action and mitigation actions are urgent.

During the Work Package Leader meetings, which will take place every 6 months, risk workshops will be organized to discuss risks and share experience on risk management with colleagues.



3.5. Issue Management

Issues are things actually happening that could cause problems for the Joint Action. It is an event that has already happened, was not planned and requires management action. An issue may be:

- A risk that has materialized and needs to be managed
- A required change to the Work Package or the Joint Action
- A problem affecting the Work Package or the Joint Action

The task of issue management is to resolve issues and to prevent them from threatening the Joint Action's chances of achieving its objectives.

Identical to risk management, issue management is an activity that should be executed by the Work Package Leader, in collaboration with the Management Office. To be able to execute an accurate issue management, the Work Package Leader should collect the necessary information from the different Associated Partners involved in his or her Work Package.

The issue management framework of the Joint Action is similar to the risk management framework as it describes a cycle of 5 similar steps. These steps are:

- Capture
- Examine

- Plan
- Implement
- Report

Step 1: Capture

The first step is to undertake an initial analysis to determine which have raised. When capturing the issue, it should be categorized, its severity and impact assessed, and it should be allocated to an individual or group for examination.

All issues raised during the life of the Work Package should be captured and tracked in the Work Package's issue register (template provided by WP1). Issues that are future concerns rather than current problems should be managed as risks in the risk register!

Step 2: Examine

The next step is to examine the issue by undertaking an impact analysis. The analysis should consider the impact that the issue and the options for its resolution will have on

- The Joint Action's performance, especially how benefits realization will be affected
- The Joint Action's or Work Packages' objectives
- The Joint Action's stakeholders, differentiating between those directly impacted and the wider range of stakeholders
- ...

As for risks, 3 categories of issues can be distinguished:

- ⇒ red (must take immediate action)
 - high impact on the achievement of the Joint Action's performance, objectives or stakeholders
- ⇒ amber (proceed with caution)
 - intermediate impact on the achievement of the Joint Action's performance, objectives or stakeholders
- ⇒ green (progressing without problems)
 - low impact on the achievement of the Joint Action's performance, objectives or stakeholders

Step 3: Plan

As for risks, each Work Package Leader is responsible for ensuring that all issues are managed at the appropriate level. The specific management responses to the issues should be planned in this stage.

First of all, issue should be allocated to the individual who is best placed to deal with it. The key roles are:

- Issue owner: responsible for the management and control of all aspects of the issue assigned to them, including managing, tracking and reporting the implementation of the selected actions.
- Issue actionee: responsible for the implementation of issue response actions. They support and take direction from the issue owner.

Before proposing a course of action to take, alternative options should be considered. Some actions may be mandatory, for example to comply with new legislation. If a decision is made to take action, then this action should be planned, with appropriate recognition of the need for contingency, additional resources and a fall-back plan should the action cause unexpected problems.

Step 4: Implement

Once the issue response actions are planned, they need to be implemented by the issue actionee and monitored as to their effectiveness by the issue owner. The issue register is updated, and all other documents are revised where the decision affects their content.

Step 5: Report

As for risks, the issue register template (will be provided by WP1) needs to be used and filled in correctly. The issue register will contain details of every issue as described above, and a plot of the position of all the issues on a matrix that indicates their strategic importance. An updated issue register needs to be sent to the Joint Action Management Office every 3 months.

If needed, the Joint Action’s Management Office can decide to escalate certain issues to the Executive board by email, if the issue is too threatening for the Joint Action and actions are urgent.

During the Work Package Leader meetings, which will take place every 6 months, issue workshops will be organized to discuss issues and share experience on issue management with colleagues.



3.6. Change Management

As a result of the Risk and Issue Management, it is possible that changes need to be made in the Work Package. Because these changes can also affect other Work Packages, and many small changes can have an aggregated effect on the overall Joint Action, changes need to be accurately managed. Change management includes the steps that should be taken to make sure that changes are well managed and validated.

Again change management is an activity that should be executed by the Work Package Leader, in collaboration with the Management Office. To do so, the

Work Package Leader should collect the necessary information from the different Associated Partners involved in his or her Work Package.

The change management framework of the Joint Action describes a cycle of 5 steps. These steps are:

- capture
- assess
- analyze
- validate
- implement

Step 1: Capture

As a first step, the change should be captured and it should be defined why the change is needed. The origin of changes needed can be the mitigation of risks, the management of issues, or other unforeseen causes that have changes in the Stage plan as a consequence. Changes can occur in the objectives, in the methodology, in the human resources, in the budget or in the timing of the stage plan or Work Package.

Step 2: Assess

In a second step, the impact of the change needs to be assessed. Changes can have an impact on the Work Package, on other Work Packages and on the Joint Action. It is important to assess the impact of the change at these three levels. It should also be indicated if the changes cause any deviation of the Grant Agreement, the Consortium Agreement, the objectives, milestones, deliverables, the Budget Plan, the Stage Plan, or the human resources.

Step 3: Analyze

Before deciding which action causing change is most suitable, one should consider multiple options. These options should be included in the change request, with indication of the preferred option. The change request template, which will be provided by WP1, should be used to edit the change request. The change request should be send to the Joint Action Management Office whenever the necessity occurs. Contrary to risks and issues, there is no fixed timing for sending change requests.

Step 4: Validate

The change request, as described above, should be send to the Joint Action's Management Office. It will be transferred by the Management Office to the Executive Board, where it will be discussed and validated.

Step 5: Implement

After validation by the Executive Board, the change can be implemented. After implementation, the effects of the change need to be monitored, and all documents affected by the change, need to be adapted.



3.7. Work Package Deliverables

During the realization of a Work Package Stage, deliverables will be created. To assure the quality of every deliverable, each Work Package should organize consultation rounds (e.g. Delphi rounds) to achieve an intern validation of the deliverable. Once the intern validation is achieved, the deliverable needs to be send to the Joint Action's Management Office, who will transfer it to the Executive Board. On the next Executive Board meeting, the Work Package Leader will be invited to present the deliverable to the attendees. After the presentation, the deliverable will be discussed by the Executive board. If the quality of the deliverable is not sufficient, it will be send back to the Work Package for revision. If the quality of the deliverable is sufficient, it will be validated by the Executive Board and the deliverable is considered 'delivered'.



3.8. Reporting

Should be reported by the associated partner to the work package leaders:

- Activity Log : every 2 months

Should be reported by the work package leader to the Management Office:

- Stage plan: one month before the beginning of every stage
- Plan update: every month
- Progress Report: every 6 months and at the end of a stage
- Risk and Issue Register: every 3 months
- Change request: when they occur
- Work Package Deliverables: when they occur

Every month, the work package leader should send a brief update of the work package plan and the achievement of the objectives to the coordinator, in order to prepare the monthly work package leader electronic meetings (see 4.1 Internal communication).

Every 6 months and at the end of every stage, a technical and financial Progress Report should be send by every work package leader to the Management Office. For this report, the template that will be provided by WP1 should be used. The report should contain:

- Financial:
 - Budget spent during the past period

- Technical:
 - Overview of the most important activities of the past period
 - Overview of the red category risks
 - Overview of the red category issues
 - Overview of the change request and the implemented changes
 - Overview of the deliverables delivered (incl. copies of publications, products or other relevant outputs)
 - Overview of the level of achievement of the objectives
 - Overview of the manpower, parties and countries involved in the past stage
 - Stage plan of the current or next stage

At month 18, the Joint Action's Management Office will deliver an intermediate technical and financial report to the EAHC. At the end of the Joint Action (month 36), the Management Office will deliver a final technical and financial report to the EAHC. For these reports, the information of the progress reports and stage plans will be used.



Should be reported by the associated partner to the Work Package Leader:

1) Activity log : every 2 months

Should be reported by the work package leader to the Management Office:

1) Stage plan: one month before the beginning of every stage

2) Plan update: every month

3) Progress Report: every 6 months and at the end of every stage

4) Risk and Issue Register: every 3 months

5) Change request: when they occur

6) Work Package Deliverables: when they occur

4. Communication

4.1. Internal communication



A virtual platform and internal website will be used to support the Joint Action's internal communication and versioning of documents.

The Joint Action will have the following meetings:

- Plenary Assembly : 1 / year
- Executive Board : 2 / year
- Work Package Leader Meetings : 2 / year
- Work Package Leader Electronic meetings: 12 / year

After each meeting, the approved meeting minutes will be posted on the virtual platform, so that all Joint Action Partners and collaborators can consult the meeting minutes.

All progress reports and stage plans will be posted on the virtual platform as well (after validation). The Joint Action's internal website will inform all the associated and collaborating partners of the general achievements and important news of the Joint Action.

4.2. External communication

The official title, acronym and contract number of the Joint Action is:



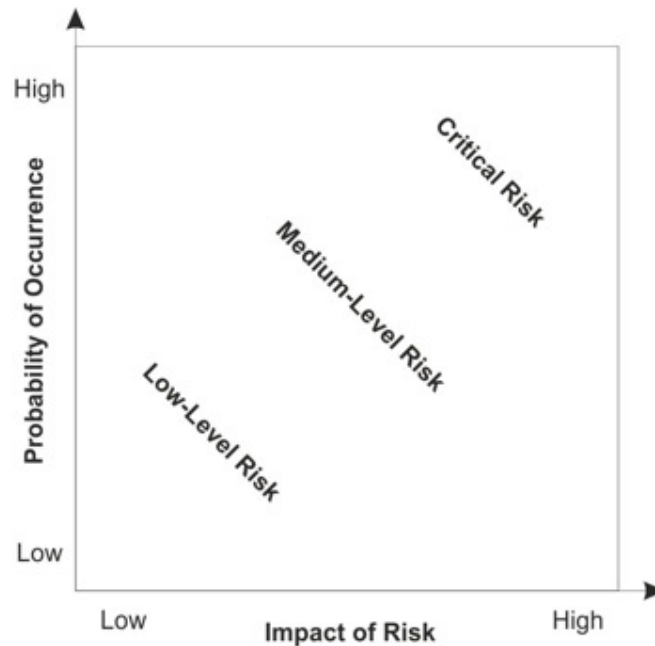
Title: European Health Workforce Planning and Forecasting
Acronym: EUHWforce
Contract n°: 20122201

Any communication or publication about the Joint Action or a Work Package, including a conference or seminar, shall indicate that the action has received funding from the European Union. Any communication or publication, in any form and medium, shall indicate that sole responsibility lies with the author and that the EAHC is not responsible for any use that may be made of the information contained therein.

5. Appendix

a. Risk assessment

The Risk Impact/Probability Chart



1. **Probability** – A risk is an event that "may" occur. The probability of it occurring can range anywhere from just above 0 percent to just below 100 percent.
2. **Impact** – A risk, by its very nature, always has a negative impact. However, the size of the impact varies in terms of cost and impact on health, human life, or some other critical factor.

The chart allows you to rate potential risks on these two dimensions. The probability that a risk will occur is represented on one axis of the chart – and the impact of the risk, if it occurs, on the other.

The corners of the chart have these characteristics:

- **Low impact/low probability** – Risks in the bottom left corner are low level, and you can often ignore them.
- **Low impact/high probability** – Risks in the top left corner are of moderate importance – if these things happen, you can cope with them and move on. However, you should try to reduce the likelihood that they'll occur.

- **High impact/low probability** – Risks in the bottom right corner are of high importance if they do occur, but they're very unlikely to happen. For these, however, you should do what you can to reduce the impact they'll have if they do occur, and you should have contingency plans in place just in case they do.
- **High impact/high probability** – Risks towards the top right corner are of critical importance. These are your top priorities, and are risks that you must pay close attention to.