

D031
Evaluation
strategy for
the JA EUWHF



Joint Action Health Workforce
Planning and Forecasting

WORK PACKAGE 3

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1. Introduction

The Green Paper on the European Workforce for Health¹, given by the Commission in 2008, addressed the common challenges for the EU member states in terms of demographic issues and the diversity and migration of the health workforce. The Green Paper also identified where further action could be undertaken without having a negative impact on health systems outside the EU. The Green Paper was followed by policy dialogues and a ministerial conference in 2009-2010. A joint action on forecasting and planning health workforce under the second Health Programme 2008-2013 was announced through an agenda for new skills and jobs² by the Commission in 2010. In 2012, the Action Plan for the EU Health Workforce³ defined actions promoting a sustainable health workforce in Europe as adopted by the Council's conclusions⁴ in 2010.

The Commission made an implementing decision on the Joint Action on European Health Workforce Planning and Forecasting (EUHWForce) in 2012⁵. The Grant Agreement on EUHWForce was signed by the Commission and the member states in 2013. The EUHWForce provides a platform for cooperation between the Commission and member states on forecasting and planning health workforce in close cooperation with Eurostat, OECD, WHO, and other partners⁴. Altogether 30 associated partners and 22 collaborating partners participate in this Joint Action (Annex 1).

The general objective of the EUHWForce is to help member states to move forward on the planning process and to prepare the future of the health workforce. This will support the member states and Europe in their capacity to take effective and sustainable measures to address the supply and demand for the health workforce. The Joint Action will be implemented by means of seven Work Packages (WP). Three of them are horizontal and four are core WPs. WP3, as one of the horizontal WPs, is responsible for the evaluation of the Joint Action.⁶

This evaluation strategy provides an overview and basic principles for an evaluation exercise for the EUHWForce. The overall aim of the evaluation is to verify whether the Joint Action is being implemented as planned and reaches the defined objectives⁷. The objectives are as follows:

- (1) a better understanding of terminology
- (2) better monitoring of the health workforce by access to timely data
- (3) updated information on mobility and migration trends in the EU

¹ Commission of the European Communities. 2008. Green Paper on the European Workforce for Health. COM(2008) 725 final, 10 December, 2008.

² European Commission. 2010. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. An Agenda for new skills and jobs: A European contribution towards full employment. COM(2010) 682 final/2, 26 November, 2010.

³ European Commission. 2012. Commission Staff Working Document on an Action Plan for the EU Health Workforce. SWD(2012) 93 final, 18 April, 2012.

⁴ Council of the European Union. 2010. Council conclusions on investing in Europe's health workforce of tomorrow: Scope for innovation and collaboration. 7 December, 2010.

⁵ European Commission. 2012. Commission implementing decision of 5.7.2012 on the awarding of grants for proposals for 2012 under the second Health Programme (2008-2013). C(2012) 4819 final, 5 July 2012.

⁶ Grant Agreement of the EUHWforce. Annex 1b.

⁷ Grant Agreement of the EUHWforce. Annex 1a.

- (4) guidelines on quantitative and qualitative health workforce planning methodology
- (5) increased quantitative and qualitative planning capacity
- (6) an estimation of the future skills and competencies needed in the health workforce
- (7) a platform of cooperation to find possible solutions for the expected shortage in the health workforce
- (8) a higher impact of the health workforce planning and forecasts on policy decision-making

The Project Policy⁸ and Evaluation Guidelines⁹ define the basic framework for planning and implementing the evaluation process. The results based on the evaluation process will be reported in the interim and final reports.

2. Data and methods used in terms of different evaluation approaches

The evaluation of this Joint Action has features of formative and summative evaluation¹⁰. The target audience of this evaluation is both project management and WPs, as well as policymakers, funders, stakeholders and the public. Evaluation serves both clarification of the goals and implementation as well as outcome measures. Furthermore, the role of the evaluators is twofold: on one hand, they are interactive with all Joint Action WPs and partners; on the other hand, the evaluators try to be as objective as possible. Methodologically, the evaluation combines different types of data and methods (i.e., quantitative and qualitative). Some part of the data is collected continuously. Reporting also occurs both through Joint Action meetings and through interim and final evaluation reports. The formative evaluation exercise is carried out throughout the Joint Action, while the summative evaluation occurs only at the end of the project.

The evaluation of this Joint Action can be characterized as an internal evaluation. WP3 is responsible for on-going monitoring and final evaluation of the Joint Action progress as well as its outcomes and effects. WP3 is a partner in the Joint Action and collaborates actively with all other WPs. This role can have an influence on the evaluation results, which has both advantages and disadvantages. One advantage is that evaluators, being familiar with the programme and its history and culture, will likely be committed to implementing the evaluation recommendations. Disadvantages concern situations where internal evaluators may have a vested interest in a particular outcome or they may be overly influenced by the management and historical knowledge, and they may be less committed to the need of evaluation or may influence the outcomes on the basis of their interests.^{9,10}

WP3 provides a systematic approach for the internal evaluation of the Joint Action. The internal evaluation process consists of systematic data collection for: (a) a process evaluation (formative evaluation) in terms of compliance to the rules and implementation of the JA, (b) an output evaluation in terms of compliance to the content and achievement of the objectives of the JA (see Chapter 1), and (c) an outcome evaluation (summative evaluation) concerning the usefulness of the outcomes, recommendations and sustainability beyond the JA. (See Figure 1.) WP1 and WP2 will be

⁸ European Commission. EAHC. Project Policy. Joint Action on Health Workforce Planning and Forecasting. 2013.

⁹ European Commission. EAHC. Evaluation Guidelines. Joint Action on Health Workforce Planning and Forecasting. 2013.

¹⁰ See: Clarke A. 1999. Evaluation Research. An introduction to principles, methods and practice. Sage publications, UK.

evaluated only from the process evaluation perspective, while WPs 4-7 will be evaluated from all three perspectives.

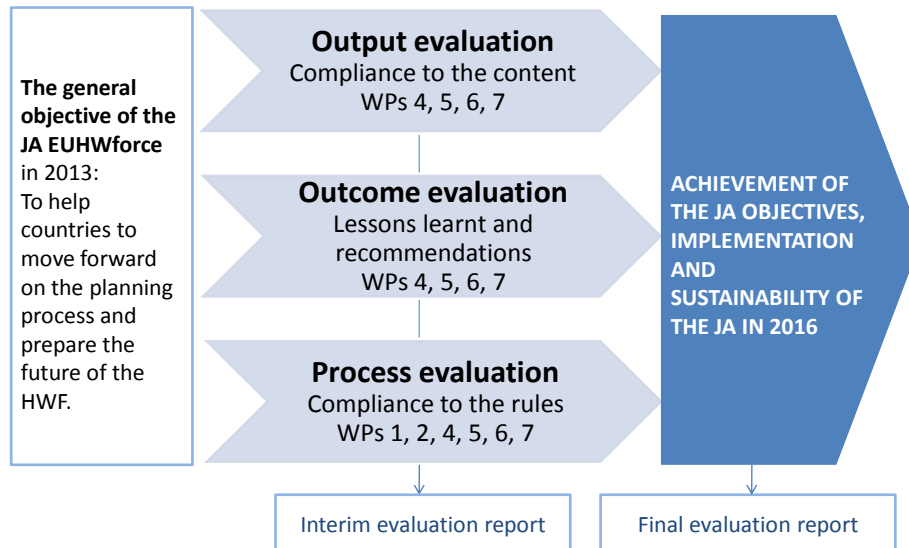


Figure 1. Overview of the evaluation process of the Joint Action on European Health Workforce Planning and Forecasting (EUHWForce).

The previously mentioned objectives form a framework especially for the output evaluation. The achievement of objectives is measured in this evaluation by means of indicators. According to the evaluation guidelines⁹, an output indicator measures the quantity of goods and services produced and the efficiency of production. A quality aspect is an important element in output indicators. An outcome indicator measures the broader results received through the provision of goods and services. A process indicator measures the way in which program services and goods are provided.

The evaluation indicators of the EUHWForce are compiled in Annex 2. All the evaluation indicators are defined in close collaboration with the WP leaders. Furthermore, they have been assessed using SMART criteria⁹.

Methodological choices made in this evaluation are especially dependent on (1) the nature of the evaluation problem, (2) the needs of the JA project providers and planners, (3) the context of the evaluation, and (4) the characteristics of the JA project participants¹⁰. Data-collection methods have been chosen on the basis of the above-mentioned criteria and in accordance with the evaluation guidelines⁹. Furthermore, evaluation resources and the involvement of the stakeholders (as working groups) have been considered in this context. Table 1 provides an overview of the approaches, methods and tools for evaluation.

Table 1. Overview of the evaluation approaches, materials, methods, tools and requirements.

Approach	Deliverable	Evaluation method	Evaluation tool	Other requirements
Output	<ul style="list-style-type: none"> Chapters in the guide^a by WPs 4,5, 6 Technical recommendations for the sustainability of the JA by WP7 	Expert reference groups assess the quality of the selected deliverables	A semi-structured questionnaire <ul style="list-style-type: none"> Quality criteria agreed with the WP leaders and MO^b 	List of experts needed.
	Deliverables of WPs 4,5,6,7 (Do they meet the criteria?)	Review process of the deliverables	Checklists for reviewing the WP and MO reports and minutes of the meetings <ul style="list-style-type: none"> Criteria agreed with the WP leaders and MO 	Qualitative definitions needed for selected evaluation indicators prior to evaluation
Outcome	Deliverables of WPs 4, 5,6,7 (What has happened as a result of the deliverables?)	Interviews of the focus groups for evaluating the changes and impact	Semi-structured themes for interviews agreed with the WP leaders and MO	Lists on potential participants needed
	<ul style="list-style-type: none"> Deliverables of WP6 Deliverables of WP7 	<ul style="list-style-type: none"> Interviews with the knowledge-brokers and stakeholders on selected deliverables Interviews with the stakeholders on selected deliverables 	Semi-structured themes for interviews agreed with the WP leaders and MO	Lists on potential stakeholders to be agreed on the basis of the stakeholder analysis
	Deliverables of WPs 4,5,6,7	Reviews of the changes made and planned changes on the basis of the reports	Checklists and questionnaires <ul style="list-style-type: none"> Structured criteria agreed with the WP leaders and MO 	Qualitative definitions needed for selected evaluation indicators prior to evaluation
Process	Stage plans, progress reports, minutes of the meetings, and risk and issue templates by WPs 1, 2, 4, 5, 6 and 7 and MO; the revisor's reports by WP 1	Review process of the formal reports	Check lists <ul style="list-style-type: none"> Structured criteria agreed with the WP leaders and MO 	Qualitative definitions needed for selected evaluation indicators prior to evaluation

^a European health workforce planning and forecasting guide, which will be produced by the Joint Action.

^b Joint Action Management Office.

Data sources

Different data sources are utilized in this evaluation. Some of them are materials that are produced for project management purposes. They are primary documentary sources produced by WPs having firsthand experience with the Joint Action, and they produce valuable sources of formal goals and aims of the project¹⁰. For example, stage plans, progress reports, minutes of the meetings, risk and issue templates, and the revisor's reports provide documentary sources for a process evaluation. The evaluation team needs to have full access to all these materials and participate in the relevant JA meetings. Furthermore, for output and outcome evaluation, data is collected by using expert reference groups, focus groups and interviews of the partners and external experts.

Data collection and analysis

The evaluation team will collect and analyze information from the above-mentioned JA documents. The evaluation team will also organize a critical assessment of all relevant deliverables from each WP with the help of expert reference groups and ensure quality and relevance on the basis of their comments. However, it should be noted that due to the variation of the deliverables, there is no one standard format for assessment. For example, the evaluation criteria for literature reviews are different from the evaluation criteria for expert lists.

Still, the main focus of the assessment is on the quality of deliverables. The quality will be assessed from two perspectives: 1) a scientific assessment (i.e. content of the deliverable and method used for producing the results) and 2) the applicability/usefulness and usability of the deliverable in practice. Potential members of the expert reference group will have competence in assessing either or both of these elements. The composition of expert reference groups will vary depending on the assessed deliverable. In the selection of the members, the required expertise regarding the themes of the deliverables and methods of workforce planning as well the involvement of the partners in the WPs will be taken into account. The assessment is based on a structured form which will be sent to each member individually. The deliverables will be assessed following the principles of the scientific referee process, i.e. the process is anonymous, the criteria are the same as used in a general scientific evaluation¹¹, and there is a possibility to revise the deliverable on the basis of the comments.

The evaluation team with relevant WPs will organize focus groups in order to assess the changes and impact of the Joint Action. Focus groups consist of about 8 to 10 purposefully selected representatives of the participating member states and other partners and stakeholders who will discuss the given themes. The focus group facilitator is a senior management scientist. These groups will be organized during plenary assemblies.¹²

The usability and applicability of horizon-scanning methodologies will be appraised in interviews. Semi-structured, face-to-face interviews will be organized in collaboration between WP3 and WP6.

¹¹ For example, relationship with relevant literature, appropriate use of methodology, results, implications for practice and society, clarity of expression and readability.

¹² See: Robson C. 2000. Small-Scale Evaluation. Sage Publications. UK.

The exact number of interviewers will be decided on the basis of stakeholder analysis (WP2) and discussions with WP6.^{10, 11}

The data gathered for evaluation purposes will be analyzed using both quantitative and qualitative content analysis. Qualitative analysis is used in analyzing the interviews and focus group data analysis with the help of semi-structured themes, while quantitative analysis is mainly used in analyzing the project documents. The themes for content analysis will be defined on the basis of the Joint Action objectives and deliverables.

Evaluation tools

Evaluation tools will be created and accepted during the Joint Action period. Whenever possible, existing tools that have been used in similar kinds of evaluations will also be utilized in the JA evaluation. They may be modified for the purposes of the JA evaluation. Furthermore, relevant scientific literature will be utilized in creating the evaluation tools, especially for the outcome evaluation.

Firstly, the tools for the process evaluation will be created. At the first phase of the process evaluation, the aim is to assess whether all WPs have kicked off on the basis of the progress reports and whether they have filled in the first reports according to the project policy. Secondly, the assessment process and guidelines for the expert reference groups will be described. Finally, the outcome evaluation tools will be created. In some cases, the WPs have to provide exact quantitative definitions for selected evaluation indicators in order to make it possible for WP3 to create evaluation tools (see Annex 3). Hence, the evaluation strategy will be updated during the JA period. The descriptions of the evaluation tools for WPs 4, 5, 6 and 7 are seen in Annex 3. The tools for process evaluation will also be used for WPs 1 and 2.

The evaluation tools for the output evaluation have to be completed two months prior to the milestones for the deliverables, and the corresponding evaluation stages have to be implemented one month prior to the milestones for the deliverables. The evaluation tools for the outcome evaluation have to be completed two months after the milestones for the deliverables, and the evaluation stages three months after the milestones. There are a few exceptions to these principles at the beginning and the end of the JA period. (See Annex 3.)

3. Evaluation team and partners

The core evaluation team has four members. They are the WP Leader from the Ministry of Social Affairs and Health in Finland, the WP co-leader from the Ministry of Health in Malta, and the Senior Management Scientist and Management Scientist, both from the University of Eastern Finland. Partners of WP3 include representatives from the Commission, the health ministries, universities and governmental research institutions, as well as non-governmental organizations (Table 2). Partners have been compiled based on their expressed interests in participating in the evaluation process.

The core evaluation team is responsible for planning and implementing the evaluation during the Joint Action. The evaluation is implemented in close collaboration with the Joint Action Management Office and all core WPs. Evaluation partners will offer their expertise for the consultations by the core evaluation team.

The involvement of the WP leaders, the participating member states, and other partners and stakeholders in the evaluation process will be ensured through the following mechanisms. (1) A mentoring group consisting of the WP leaders and stakeholders will gather to discuss the evaluation strategy and give their feedback on it. (2) Expert reference groups will be used for appraising the quality of the deliverables for the preparation of the interim and final evaluation reports. (3) Focus groups will be led for discussing and appraising the impact and sustainability of the Joint Action during conferences and for the preparation of the final evaluation report.

The experts for the expert reference groups and focus groups will be identified later by the Joint Action Management Office in collaboration with relevant WPs and partners on the basis of the stakeholder analysis and required scientific expertise. Requirements of the evaluation experts are described in Chapter 2.

Table 2. The core team and partners of the evaluation process.

Participant	Organisation
Core team	<ul style="list-style-type: none"> Ministry of Social Affairs and Health, Finland Ministry of Health, Malta University of Eastern Finland
European Commission	<ul style="list-style-type: none"> DG Sanco Executive Agency for Health and Consumers EAHC
Health ministries	<ul style="list-style-type: none"> Ministry of Public Health, Belgium Ministry of Health, Poland Ministry of Health, Slovakia
Universities and governmental organizations	<ul style="list-style-type: none"> Medical University of Varna, Bulgaria University of Bremen, Germany Semmelweis University, Hungary National Center of Public Health and Analyses (NCPHA), Bulgaria Centre for Workforce Intelligence CfWI, UK
Non-governmental organizations	<ul style="list-style-type: none"> European Federation for Nurses Associations EFN European Health Management Association EHMA International Organization for Migration

4. Evaluation reports and timeline

The evaluation period will cover the entire implementation of the EUHWForce. A more detailed timeline for the evaluation is presented in Annex 3. The months of the evaluation reports delivered refer to the time when the deliverables will be sent to the Joint Action Management Office.

The evaluation results will be reported as follows:

- An evaluation strategy in September, 2013 (to be accepted by the Joint Action Executive Board in September, 2013)
- ERG¹³ reports on the evaluation of the quality of the deliverables by WPs 4,5,6,7 completed in August, 2014, and November, 2014
- An interim evaluation report on the progress of the EUHWForce in terms of the process evaluation and the output evaluation in January 2015 (including a summary and conclusions based on the ERG report)
- ERG reports on the evaluation of the quality of the deliverables by WPs 4,5,6,7 completed between the previous expert reference group report and September, 2015, and December, 2015
- A final evaluation report on the progress and sustainability of the EUHWForce in terms of process evaluation, output evaluation and outcome evaluation in March, 2016 (including a summary and conclusions based on the ERG report)

The final evaluation report includes the description and assessment of the implementation and achievements of the objectives as well as evaluation of the Joint Action's possible added value in terms of the impact and sustainability of the Joint Action. Although the main evaluation reports will be in written form, evaluation results will be presented and discussed with key partners (other WPs and stakeholders). During the Joint Action time, the evaluation team will provide information on the direction of the EUHWForce. In addition, close collaboration with WP7 will be established in terms of lessons learnt and recommendations. The timeframe for the outcome evaluation will be until the end of the Joint Action and will take into account the targets of the EU agenda 2020.

5. Adjustment procedure as part of the process evaluation

The purpose of the issue management⁸ as part of the process evaluation is to resolve issues and to prevent them from threatening the Joint Action's chances of achieving its objectives. Risk and issue management are tasks of WP1 with the WP leaders. The WP leaders update the work package's register of issues when issues occur. Updated issue registers will be sent by the WP leaders to the Joint Action Management Office every three months⁸. WP1 will collect all risk and issue registers managed by the WP leaders and will make sure that risks and issues are put on the agenda of the WP leader and executive board meetings. During the WP leader meetings, which will take place every six months⁸, issue workshops will be organized by WP1 to discuss issues and share experience on issue management. The role of WP3 is to assess whether WP1 follows and mitigates the risks and issues according to the project policy and change management policy.

¹³ Expert reference group.

As a result of the risk and issue management, it is possible that changes need to be made in the WPs. The change management procedure⁸ explains how any WP leader has to act in order to make changes in the initial WP plan. The role of WP3 is to assess whether the Joint Action Management Office follows, validates and implements the changes agreed in the Joint Action Executive Board as described in the project policy. In addition, WP3 can propose a change based on the evaluation results reported through the issue management process. If WP3 proposes a change, it will follow the change management procedure according to the project policy.

WP3 uses the written documents produced by the WP leaders, WP1, the Joint Action Management Office and the Joint Action Executive Board as sources of information concerning the evaluation of the issue and change management. These sources of information are described in Table 3.

Table 3. Description of the sources of information concerning issue and change management.

Adjustment procedure	Information source
Issue management	<ul style="list-style-type: none"> • Registers of issues • Consolidated overview tables of the risk and issue registers • Agendas of the WP leaders' meetings • Minutes of the WP leaders' meetings
Change management	<ul style="list-style-type: none"> • Progress reports • Stage plans • Registers of issues • Consolidated overview tables of the risk and issue registers • Agendas of the WP leaders' meetings • Minutes of the WP leaders' meetings • Change request templates

6. Risk analysis

The goal of risk and issue management is to identify and mitigate all of the threats that may cause delays and/or insufficient results during the evaluation process and thus threaten the successful implementation of the Joint Action⁸. Risk and issue management related to the evaluation process will be documented and reported every three months by means of the risk and issue register. The risk and issue management process will be implemented continuously during the Joint Action period in accordance with the risk and issue management framework of the Joint Action.

The risks related to the implementation of the evaluation process have to be constantly analyzed by the core evaluation team (see Table 2). These risks can be categorized into four types: 1) risks related to the core WPs, 2) risks related to the horizontal WPs, 3) risks related to stakeholders, and 4) risks related to the cultural context of the Joint Action. The risks and measures needed for the mitigation are described in Table 4.

Table 4. Description of the risks and possible measures for mitigation during the evaluation process of the Joint Action.



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Type of the risk	Description of the risk	Possible measure for mitigation
Risks related to the core WPs	Unrealistic milestones of the core WPs	Revision measures by the WPs
	Insufficient and/or delayed documentation concerning the implementation of the WP stages	Documentation templates easy to use
	Insufficient collaboration between the core WPs and WP3 Insufficient and/or delayed feedback by the core WPs to WP3 requests	Valid support by the MO to the WP leaders and efficient communication mechanisms
	No access for WP3 to relevant documents needed in evaluation	Close collaboration between WP3, WP1 and MO Participation of WP3 in relevant meetings
Risks related to the horizontal WPs	Unrealistic milestones of WP3	Revision measures by WP3
	Insufficient and/or delayed documentation concerning the implementation of the WP3 stages	Documentation templates easy to use and strong commitment and collaboration amongst WP3
	Insufficient collaboration between the horizontal WPs and WP3 Insufficient and/or delayed feedback by the horizontal WPs to WP3 requests Threats in relation to the objectivity of WP3	Valid support by the MO to the WP leaders and efficient communication mechanisms within the MO
	Changes in human resources of WP3	Efficient communication mechanisms amongst WP3
	Problems in recruiting experts in the ERGs and/or focus groups so that WP3 cannot get relevant information for evaluation purposes	Identification of the relevant experts Careful selection and motivation of the experts
Risks related to partners	Conflicting interests of the partners in relation to evaluation	Shared understanding of the evaluation process and methods and objectivity of WP3
	Insufficient commitment of the partners	Effective motivation
	Unworkable mechanisms to involve partners	Transparent and agreed mechanisms for the involvement of the partners
Risks related to the cultural context	Variety of the languages in the Joint Action	English as the agreed working language
	Variety of the cultural manners in the Joint Action	Joint principles defined by WP1

Management of the risks and issues requires the involvement of all the partners of WP3 in the evaluation process. This will increase the chance that they will use the evaluation findings^{9,10}.



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List of annexes

- Annex 1 Associated partners and collaborating partners of the Joint Action
- Annex 2 Evaluation indicators by the WPs
- Annex 3 Evaluation tools and the timeline for evaluation

Annex Table 5. Description and time frame for the preparation of the evaluation tools and evaluation in accordance with the evaluation indicators of WP4.

D04. Deliverables to support existing data collection					
D041. Report of terminology mapping					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
Document with terminology gap analysis results and policy recommendations (part of the chapter in the final guide ¹).	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO ² .	Focal points in ten countries identified the need, if any, for amendments to the national data by means of the Joint Questionnaire.	A checklist including agreed criteria for reviewing the report on the possible amendments needed.	Progress of this activity as originally planned or later revised. Number of workshops: 1. Number of countries represented at the workshop: at least seven MSs ³ .	Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
Month for the ev. tool	13		17		6
Month for evaluation	14		18		Every 6 months
Month for D041	15 ⁴				
Month for EB⁵	18				

¹ European health workforce planning and forecasting guide.² Joint Action Management Office.³ Member states.⁴ Annex 1b.⁵ Joint Action Executive Board.

D042. Report on mobility data in the EU					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
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).	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.	Partners defined by WP4 ⁶ identified the possible gaps in the availability of mobility data in their countries.	A checklist including agreed criteria for reviewing the report on the possible gaps regarding mobility data.	Progress of this activity as originally planned or later revised. Number of workshops: 2.	Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
Month for the ev. tool	22		26		6
Month for evaluation	23		27		Every 6 months
Month for D042	24 ⁴				
Month for EB	30				

⁶ The partners have to be defined by WP4 in collaboration with relevant partners prior to the completion of the evaluation tool.

D043. Report on HWF planning data					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
Report of the national-level gap analysis on HWF planning data and policy recommendations to overcome these gaps (part of the chapter in the final guide).	<p>Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.</p> <p>A semi-structured questionnaire for the expert reference group appraising the entire chapter for the final guide. The questionnaire agreed with the WP leaders and MO defining the quality criteria on the content, methodology, relevance and usability.</p>	Partners defined by WP4 ⁶ identified the possible gaps in HWF planning data, and knowledge brokers share information regarding the gaps with national authorities.	Semi-structured themes agreed with the WP leaders and MO for the interviews of the focus group appraising the gaps on HWF planning data and sharing information with national authorities.	<p>Progress of this activity as originally planned or later revised.</p> <p>Number of countries participating in the gap analysis on HWF planning data: at least 5.</p>	<p>Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on</p> <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
Month for the ev. tool	28		32		6
Month for evaluation	29		33		Every 6 months
Month for D043	30 ⁴				
Month for EB	30				

Annex Table 6. Description and time frame for the preparation of the evaluation tools and evaluation in accordance with the evaluation indicators of WP5.

D 05. Deliverables on quantitative methodologies					
D051. Minimum planning data requirements					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
List of the key indicators defined by WP5 ¹ on minimum HWF planning data requirements from the literature and international experience.	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO ² .	National data collection authorities made changes in the national HWF data set by the end of the Joint Action / planned to make changes in a nationally defined timeframe ¹ . The need for relevant changes will be defined by national authorities.	A checklist including agreed criteria for reviewing the changes and planned changes concerning the national HWF datasets on the basis of updating the country profiles contained in the Matrix feasibility study.	Progress of this activity as originally planned or later revised.	Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues
Literature review on HWF planning data.	A semi-structured questionnaire for the expert reference group appraising the literature review.				
The first report on international experiences.	A semi-structured questionnaire for the expert reference group appraising the report.				
Month for the ev. tool	7		12		6
Month for evaluation	7		13		Every 6 months
Month for D051	7 ³				
Month for EB⁴	10				

¹ WP5 has to define the indicators prior to the completion of the evaluation tool.² Joint Action Management Office.³ Annex 1b.⁴ Joint Action Executive Board.

D052. Handbook on planning methodologies.					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
Shared criteria defined by WP5 ¹ on reviewing and assessing HWF planning methodologies.	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.	Quantitative HWF forecasting and planning methodologies ¹ applied and developed in accordance with national requirements defined by national authorities.	Semi-structured themes agreed with the WP leaders and MO for interviews of the focus group appraising changes made and planned concerning quantitative forecasting and planning methodologies in accordance with national requirements on the basis of the updated country profiles.	Progress of this activity as originally planned or later revised. Experts group meetings organized by WP5 ¹ .	Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues
HWF planning methodologies identified by WP5 ¹ on the basis of the updated country profiles.	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.				
A list defined by WP5 ¹ on organizational resources and benefits of different planning models.	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.				
Identified technical resources ¹ used for the implementation of every specific assessed methodology.	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.				
Consensus on the criteria concerning "good practices" on quantitative methodologies including relevant datasets as part of the completed chapter in the final guide ⁵ .	A semi-structured questionnaire for the expert reference group appraising the chapter on quantitative methodologies. The questionnaire agreed with the WP leaders and MO defining the quality criteria on the content, methodology,				

⁵ European health workforce planning and forecasting guide.

	relevance and usability.				
Month for the ev. tool	29		33		6
Month for evaluation	30		34		Every 6 months
Month for D052	31				
Month for EB	36				

D053. (part of D024) Web portal on HWF planning methodologies.					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
Web platform implemented. A document on the rules, responsibilities, requirements, features and content of the final release.	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO. A semi-structured questionnaire for the expert reference group appraising the document.	Number of Web platform hits in the first year monitored by WP2. Approved contents of the Web platform.	A checklist including agreed criteria for reviewing the report on Web platform hits. Semi-structured themes agreed with the WP leaders and MO for the interviews with knowledge brokers and stakeholders on the Web platform.	Progress of this activity as originally planned or later revised.	Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues
Month for the ev. tool	20		24		6
Month for evaluation	21		25		Every 6 months
Month for D053	22 ³				
Month for EB	22				

D054. Report on the WP5 pilot study experiences.					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
Improvements in the handbook known as the "cookbook" ⁶ agreed on the basis of the pilot studies. A focus group organized by WP5 for designing the improvements for the cookbook.	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.	HWF forecasting and planning methodologies improved on the basis of the agreed criteria in Belgium and the UK. Planning issues introduced in two other countries.	A checklist including agreed criteria for reviewing the report on the pilot studies and improvements based on the pilot studies.	Progress of this activity as originally planned or later revised. Submission ⁷ of the cookbook to the EB. Composition of the steering committee for pilot studies defined.	Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues
Month for the ev. tool	34		34		6
Month for evaluation	35		35		Every 6 months
Month for D054	36 ³				
Month for EB	36				

⁶ Chapter on quantitative methods in the European health workforce planning and forecasting guide.

⁷ WP5 has to define the date for the submission prior to the completion of the evaluation tool.

Annex Table 7. Description and time frame for the preparation of the evaluation tools and evaluation in accordance with the evaluation indicators of WP6.

D06. Deliverables on qualitative methodologies					
D061. User's guidelines on estimating future needs					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
Country profiles of the WP6-associated partners contained in the Matrix Feasibility Study updated by using a standardized template with details about how they do qualitative workforce planning.	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO ¹ .	Improvements defined by WP6 ² in the users' guidelines on the basis of the pilot studies in Belgium and the UK.	Semi-structured themes agreed with the WP leaders and MO for the interviews with knowledge brokers and stakeholders on the users' guidelines. (WP5: content, WP2: usability and updating by WP6).	All WP6 partners involved (e.g. providing a populated template) in identifying qualitative methodologies. Workshops organized by WP6 ³ . Progress of this activity as originally planned or later revised.	Checklists using structured criteria for reviewing progress reports. Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
Month for the ev. tool	12		16		6
Month for evaluation	13		17		Every 6 months
Month for D061	14 ⁴				
Month for EB⁵	18				

¹ Joint Action Management Office.² WP6 has to define the indicator prior to the completion of the evaluation tool.³ WP6 has to define the number of the workshops prior to the completion of the evaluation tool.⁴ Annex 1b.⁵ Joint Action Executive Board.

D 062. Report future skills and competencies.					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
<p>At least 75% of the countries and partners participating in WP6 trained on identifying and processing (mapping) drivers.</p> <p>At least five policy briefs provided on mega-trends affecting service delivery and health workforce, workshops for senior thought leaders, etc.</p>	<p>Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.</p> <p>A semi-structured questionnaire for the expert reference group appraising the quality of the policy briefs.</p>	<p>Policy makers, experts and partners (as identified by the knowledge brokers) in the EU and from across the MS's report that the guidelines on how to estimate future needs and the toolbox on future skills and competency requirements are helpful in forecasting the future health workforce (i.e. that they clearly explain trends and their relation to policy levels and health workforce planning).</p>	<p>Semi-structured themes agreed with the WP leaders and MO for the interview with the focus group, including policy-makers, experts and partners appraising the usefulness of the guidelines and toolbox.</p>	<p>The majority⁶ of the WP6 partners involved in the identification of drivers shaping future needs.</p> <p>Two workshops organized by WP6.</p> <p>Progress of this activity as originally planned or later revised.</p>	<p>Checklists using structured criteria for reviewing progress reports (e.g. the majority of the countries involved in the joint action have a template populated).</p> <p>Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on</p> <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
Month for the ev. tool	28		32		6
Month for evaluation	29		33		Every 6 months
Month for D062	30 ⁴				
Month for EB	30				

⁶ WP6 has to define the majority prior to the completion of the evaluation tool.

D 063/D083. Web content on horizon scanning.					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
A completed chapter on qualitative methods on health workforce planning included in the final guide ⁷ .	A semi-structured questionnaire for the expert reference group appraising the chapter on qualitative methodologies. The questionnaire agreed with the WP leaders and MO defining the quality criteria on the content, methodology, relevance and usability.	Defined stakeholders ⁸ appraised the usability and applicability of the horizon scanning methodologies.	Semi-structured themes agreed with the WP leaders and MO for the interview of the defined stakeholders appraising the usability and applicability of the horizon scanning methodologies.	Blog/forum comments increase from a baseline of 0 to at least 3 comments from countries/stakeholder groups per month. (This is based on when the website becomes operational.) Progress of this activity as originally planned or later revised.	Checklists using structured criteria for reviewing (by WP3) the report on monitoring the blog/forum. The report provided by WP6 once the website is operational ^a (in March 2016). Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
Month for the ev. tool	28		28		6
Month for evaluation	29		29		Every 6 months/36 ^a
Month for D063	30 ⁴	Month for D083	30 ⁴		
Month for EB	36		36		

⁷ European health workforce planning and forecasting guide.

⁸ WP6 has to define the stakeholders in collaboration with the WP leaders, MO and relevant partners prior to the completion of the evaluation tool.

D064. Report on the WP6 pilot study experiences.					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
100% of partners involved in the pilot site able to use the qualitative methodologies to complement their existing quantitative methodologies. (Pilots: Belgium and the UK, survey.)	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.	Partners in the piloting counties able to use qualitative methodologies for applying future policy recommendations.	A checklist including agreed criteria for reviewing the local survey conducted for a stakeholder group.	<p>WP6 ensured that both pilot sites defined the number of days allocated to the pilot study.</p> <p>A pilot study ‘project initiation document’ created and agreed to ensure a joint understanding between the pilot site and WP6.</p> <p>Progress of this activity as originally planned or later revised.</p>	<p>A checklist using structured criteria for reviewing (by WP3) the progress reports to ensure that the days from pilot sites are allocated.</p> <p>Checklists using structured criteria defined on the basis of the indicator for reviewing the project initiation document.</p> <p>Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor’s reports. Criteria on</p> <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
Month for the ev. tool	34		34		6
Month for evaluation	35		35		Every 6 months
Month for D064	36 ⁴				
Month for EB	36				

Annex Table 8. Description and time frame for the preparation of the evaluation tools and evaluation in accordance with the evaluation indicators of WP7.

D07. Deliverables for a sustainable platform for collaboration.					
D071. Sustainability strategy.					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
Proposals for structures and activities for permanent collaboration on health workforce planning and forecasting after the JA period.	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO ¹ .	A sustainability plan issued to ensure the commitment of the defined partners ² to maintain the current knowledge of the JA.	A semi-structured questionnaire provided by WP7 for reviewing the interest in following up the recommendations after the final report.	Progress of this activity as originally planned or later revised.	Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
Month for the ev. tool	6		8		6
Month for evaluation	6		9		Every 6 months
Month for D071	6				
Month for EB³	6				

¹ Joint Action Management Office.

² WP7 has to define the partners in collaboration with the WP leaders, MO and other relevant partners prior to the completion of the evaluation tool.

³ Joint Action Executive Board.

D07. Deliverables for a sustainable platform for collaboration.					
D072. List of experts (updated several times).					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
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, policy-making.	Existing formal acceptance to be included in the public list of experts. Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.	WP7 identified in collaboration with relevant partners, and the WP leaders and MO approved the partners, individuals and organizations ⁴ to continue the structures and activities (as defined by the sustainability plan) after the JA period.	A semi-structured questionnaire provided by WP7 for reviewing the interest in continuing the activities after the JA period.	Progress of this activity as originally planned or later revised. All participating partners and external experts proposed by the partners and validated by the WP leaders and MO involved and included in the list of experts.	Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
Month for the ev. tool	10, 22, 34		34		6
Month for evaluation	11, 23, 35		35		Every 6 months
Month for D072	12, 24, 36 ⁵				
Month for EB	18, 30, 36				

⁴ Partners, individuals and organizations have to be identified prior to the implementation of the evaluation stage.

⁵ Annex 1b.

D07. Deliverables for a sustainable platform for collaboration.					
D073. Technical recommendations.					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
<p>Technical recommendations for the sustainability of the Joint Action.</p> <p>Proposals for expanding and upgrading the technical recommendations and keeping them updated.</p>	<p>Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.</p> <p>A semi-structured questionnaire for the expert reference group appraising the document of the technical recommendations.</p>	<p>A sustainability plan issued to maintain and roll out the technical recommendations for the sustainability of the Joint Action across the professions and regions in Europe.</p>	<p>Semi-structured themes agreed with the WP leaders and MO for interviews with the focus group including policymakers and experts appraising the applicability of the technical recommendations for the sustainability of the Joint Action.</p>	<p>Progress of this activity as originally planned or later revised.</p>	<p>Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on</p> <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
Month for the ev. tool	6, 18, 34		34		6
Month for evaluation	7, 19, 35		35		Every 6 months
Month for D073	8, 20, 36 ⁵				
Month for EB	10, 22, 36				

D07. Deliverables for a sustainable platform for collaboration.					
D074. Recommendations towards policy-making.					
Output indicator	Evaluation tool	Outcome indicator	Evaluation tool	Process indicator	Evaluation tool
Proposals concerning the advisory role of the platform on facilitating circular migration and implementation of the WHO Code ⁶ .	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.	A joint sustainability plan issued to facilitate circular migration and implementation of the WHO Code.	Semi-structured themes agreed with the WP leaders and MO for the interview of the defined stakeholders ⁷ appraising the sustainability plan.	Progress of this activity as originally planned or later revised.	Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
A summary of the results and data from the other core WPs.	Checklists including agreed criteria for reviewing the minutes and reports of the WPs and MO.	The Joint Action participates in creating a mechanism for MSs to be engaged in HWF planning policy-making after the JA.	Semi-structured themes agreed with the WP leaders, MO and relevant partners for the interview with defined stakeholders ⁷ appraising the proposed mechanism in view of continuation and policy-making.	Progress of this activity as originally planned or later revised.	Checklists including criteria for reviewing stage plans, progress reports, risk/issue templates and revisor's reports. Criteria on <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
Month for the ev. tool	6, 18, 34		34		6
Month for evaluation	7, 19, 35		35		Every 6 months
Month for D074	8, 20, 36 ⁵				
Month for EB	10, 22, 36				

⁶ WHO Global Code of Practice on the International Recruitment of Health Personnel. WHA63.16.

⁷ Stakeholders have to be defined in collaboration with the WP leaders, MO and relevant partners prior to the completion of the evaluation tool.

Annex Table 1. Description of the deliverables of WP4 and related indicators and methods on data collection for evaluation.

D04. Deliverables to support existing data collection					
D041. Report of terminology mapping					
Description: <i>The report will contain the results of the questionnaire on terminology that will be sent to all MSs¹ participating in the Joint Action and the results of the discussion of the questionnaire at a workshop. The report will identify problems and gaps and formulate suggestions, recommendations.</i>					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
Document with terminology gap analysis results and policy recommendations (part of the chapter in the final guide ²).	Review process of the minutes and reports by the WPs and MO ³ as defined by the Project Policy ⁴ .	Focal points in ten countries identified the need, if any, for amendments to the national data by means of the Joint Questionnaire.	Review of the report on the possible amendments needed. The report is provided by the participants of the WP4 involved in this activity.	Progress of this activity as originally planned or later revised. Number of workshops: 1. Number of countries represented at the workshop: at least seven MSs.	Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator. Criteria related to <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.

¹ Member states.² European health workforce planning and forecasting guide.³ Joint Action Management Office.⁴ European Commission, EAHC. Project Policy. Joint Action on Health Workforce Planning and Forecasting. 2013.

D042. Report on mobility data in the EU					
<i>Description: The report 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.</i>					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
Document with mapping research on mobility and the 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).	Review process of the minutes and reports by the WPs and MO as defined by the Project Policy.	Partners defined by WP4 identified the possible gaps on the availability of the mobility data in their countries.	Review of the report on the possible gaps regarding mobility data. The report is provided by the participants of WP4 involved in this activity.	Progress of this activity as originally planned or later revised. Number of workshops: 2.	Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator. Criteria related to <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.

D043. Report on HWF planning data					
Description: <i>The report will identify the gaps between data currently collected by member states and the contents of the proposed minimum dataset.</i>					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
Report of the national level gap analysis on HWF planning data and policy recommendations to overcome these gaps (part of the chapter in final guide).	<p>Review process of the minutes and reports by the WPs and MO as defined by the Project Policy.</p> <p>An expert reference group appraising the entire chapter of the final guide.</p>	Partners defined by WP4 identified the possible gaps in HWF planning data, and knowledge brokers share information regarding the gaps with national authorities.	A focus group appraised the gaps in HWF planning data and sharing information with national authorities.	<p>Progress of this activity as originally planned or later revised.</p> <p>Number of countries participating in the gap analysis on HWF planning data: at least 5.</p>	<p>Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator.</p> <p>Criteria related to</p> <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.

Annex Table 2. Description of the deliverables of WP5 and related indicators and methods on data collection for evaluation.

D 05. Deliverables on quantitative methodologies					
D051. Minimum planning data requirements					
Description: <i>The requirements will give a view on two datasets: one for “supply-based” planning and one for “demand-based” planning.</i>					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
List of the key indicators defined by the WP5 on minimum HWF planning data requirements from the literature and international experience.	Review process of the minutes and reports by the WPs and MO ¹ as defined by the Project Policy ² .	National data collection authorities made changes in the national HWF dataset by the end of the Joint Action / planned to make changes in a nationally defined time frame. The need for relevant changes will be defined by national authorities.	Review of the report on the changes / planned changes concerning the national HWF datasets on the basis of updating the country profiles contained in the Matrix feasibility study.	Progress of this activity as originally planned or later revised.	Review process of the stage plans, progress reports, risk/issue templates and revisor’s reports using the structured criteria defined on the basis of the indicator. Criteria related to <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues
Literature review on HWF planning data.	An expert reference group appraising the literature review.				
The first report on international experiences.	An expert reference group appraising the report on international experiences.				

¹ Joint Action Management Office.² European Commission, EAHC. Project Policy. Joint Action on Health Workforce Planning and Forecasting. 2013.

D052. Handbook on planning methodologies.					
<i>Description: The handbook will give results of the assessment of planning methods on the basis of drivers, processes, procedures (including law aspects), actors and projection period. The handbook will also point out for existing methodologies a list of resources needed and benefits expected. The handbook will also include a description of cases of failure and success in different MSs³.</i>					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
Shared criteria defined by WP5 on reviewing and assessing HWF planning methodologies.	Review process of the minutes and reports by WPs and MO as defined by the Project Policy.	Quantitative HWF forecasting and planning methodologies applied and developed in accordance with national requirements defined by national authorities.	A focus group appraising completed and planned changes concerning quantitative forecasting and planning methodologies in accordance with national requirements on the basis of the updated country profiles.	Progress of this activity as originally planned or later revised. Experts group meetings organized by WP5.	Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator. Criteria related to <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues
HWF planning methodologies identified by WP5 on the basis of the updated country profiles.	Review process of the minutes and reports by WPs and MO as defined by the Project Policy.				
A list defined by WP5 on organizational resources and benefits of different planning models.	Review process of the minutes and reports by WPs and MO as defined by the Project Policy.				
Identified technical resources used for the implementation of every specific assessed methodology.	Review process of the minutes and reports by WPs and MO as defined by the Project Policy.				
Consensus on the criteria concerning "good practices" on quantitative methodologies including relevant datasets as part	An expert reference group appraising the chapter on quantitative methodologies for the final guide.				

³ Member states.

of the chapter in the final guide ⁴ .					
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<p>D053. (part of D024) Web portal on HWF planning methodologies. Description: <i>The Web portal will allow the user to:</i></p> <ul style="list-style-type: none"> • <i>download versions of the tools;</i> • <i>see a description of the tool, conceptual model, methodological approach, key indicators and key outputs;</i> • <i>consult a list of countries in which the tool has been applied, including contact details for the relevant planning authorities;</i> • <i>contact the experts, who can provide more technical information on the mode;</i> • <i>download users manuals and guideline documents;</i> • <i>read and participate in a blog/forum where users can discuss the models and their use.</i> 					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
<p>Web platform implemented.</p> <p>A document on the rules, responsibilities, requirements, features and content of the final release.</p>	<p>Review process of the minutes and reports by WPs and MO as defined by the Project Policy.</p> <p>An expert reference group appraising the document.</p>	<p>Number of Web platform hits in the first year monitored by WP2.</p> <p>Approved contents of the Web platform.</p>	<p>Review of the report on Web platform hits.</p> <p>Knowledge brokers' and stakeholders' interviews on the Web platform (WP5: content, WP2: usability and updating the platform).</p>	<p>Progress of this activity as originally planned or later revised.</p>	<p>Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator.</p> <p>Criteria related to</p> <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues

⁴ European health workforce planning and forecasting guide.

D054. Report on WP5 pilot study experiences.					
<i>Description: The report will explain the methodology used, the experiences and outcome of the two pilot studies.</i>					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
Improvements in the handbook known as the "cookbook ⁵ " agreed on the basis of the pilot studies. A focus group organized by the WP5 for designing the improvements for the cookbook.	Review process of the minutes and reports by the WPs and MO as defined by the Project Policy.	HWF forecasting and planning methodologies improved on the basis of the agreed criteria in Belgium and the UK. Planning issues introduced in two other countries.	Review of the reports on the pilot studies.	Progress of this activity as originally planned or later revised. Submission of the cookbook to EB. Composition of the steering committee for pilot studies defined.	Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator. Criteria related to <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues

⁵ Chapter on quantitative methods in the European health workforce planning and forecasting guide.

Annex Table 3. Description of the deliverables of WP6 and related indicators and methods of data collection for evaluation.

D06. Deliverables on qualitative methodologies					
D061. User's guidelines on estimating future needs					
Description: <i>The user guidelines will identify and classify the various methodologies used to do qualitative health workforce planning across MSs¹.</i>					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
Country profiles of the WP6-associated partners contained in the Matrix Feasibility Study updated by using a standardized template with details about how they do qualitative workforce planning.	Review process of the minutes and reports by the WPs and MO ² as defined by the Project Policy ³ .	Improvements defined by the WP6 in the user's guidelines on the basis of the pilot studies in Belgium and the UK.	Knowledge brokers' and stakeholders' interviews on the user's guidelines (the WP5: content, the WP2: usability and updating by the WP6).	All WP6 partners involved (e.g. provide a populated template) in identifying qualitative methodologies. Workshops organized by WP6. Progress of this activity as originally planned or later revised.	Review of the progress reports using the structured criteria. Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator. Criteria related to <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.

¹ Member states.² Joint Action Management Office.³ European Commission, EAHC. Project Policy. Joint Action on Health Workforce Planning and Forecasting. 2013.

D 062. Report future skills and competencies.					
<i>Description: The report will give an estimation of the future needs of skills and competences and their distribution. It will contain a series of papers (at least five policy briefs), either covering a key professional group (e.g. nurses) or a large trend (e.g. ageing population).</i>					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
<p>At least 75% of the countries and partners participating in WP6 trained on identifying and processing (mapping) drivers.</p> <p>At least five policy briefs provided on mega-trends affecting service delivery and health workforce, workshops for senior thought-leaders etc.</p>	<p>Review process of the minutes and reports by the WPs and MO as defined by the Project Policy.</p> <p>An expert reference group appraising the quality of the policy briefs.</p>	<p>Policy-makers, experts and partners (as identified by knowledge brokers) in the EU and from across the MSs report that the guidelines on how to estimate future needs and the toolbox on future skills and competency requirements are helpful in forecasting the future health workforce (i.e. that they clearly explain trends and their relation to policy levels and health workforce planning).</p>	<p>A focus group including policy-makers, experts and partners appraising the usefulness of the guidelines and toolbox.</p>	<p>The majority of the WP6 partners involved in the identification of the drivers shaping future needs.</p> <p>Two workshops organized by WP6.</p> <p>Progress of this activity as originally planned or later revised.</p>	<p>Review of the progress reports using the structured criteria (e.g. 100% of countries involved in the joint action have a template populated).</p> <p>Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator.</p> <p>Criteria related to</p> <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.

<p>D 063/D083. Web content on horizon scanning. Description: <i>The Web content will allow the user to:</i></p> <ul style="list-style-type: none"> • <i>download user guidelines on estimating future needs</i> • <i>download the report on future skills and competencies</i> • <i>download the toolkit created to disseminate the estimation of future skills and competencies</i> • <i>read and participate in a blog/forum where users can discuss the models and their use.</i> 					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
A completed chapter on qualitative methods on health workforce planning included in the final guide ⁴ .	An expert reference group appraising the chapter on qualitative methodologies for the final guide.	Defined stakeholders appraised the usability and applicability of the horizon-scanning methodologies.	Interviews of the defined stakeholders appraising the usability and applicability of the horizon-scanning methodologies.	<p>Blog/forum comments increase from a baseline of 0 to at least 3 comments from countries/stakeholder groups per month. (This is based on when the website becomes operational.)</p> <p>Progress of this activity as originally planned or later revised.</p>	<p>Monitoring of the blog/forum by WP6 on a monthly basis once the website is operational.</p> <p>Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator. Criteria related to</p> <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.

⁴ European health workforce planning and forecasting guide.

D064. Report on the WP6 pilot study experiences.					
Description: <i>The report will explain the methodology used, the experiences and outcome of the pilot study.</i> (Linked with D061.)					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
100% of partners involved in the pilot site able to use the qualitative methodologies to complement their existing quantitative methodologies. (Pilots: Belgium and UK, survey.)	Review process of the minutes and reports by the WPs and MO as defined by the Project Policy.	Partners in the piloting counties able to use qualitative methodologies for applying future policy recommendations.	Review of the report based on the local survey conducted for a stakeholder group.	<p>WP6 ensured that both pilot sites defined the number of the days allocated to the pilot study.</p> <p>A pilot study ‘project initiation document’ created and agreed to ensure a joint understanding between the pilot site and WP6.</p> <p>Progress of this activity as originally planned or later revised.</p>	<p>Review of the progress reports to ensure that the days from pilot sites are allocated.</p> <p>Review of the project initiation document using the structured criteria defined on the basis of the indicator.</p> <p>Review process of the stage plans, progress reports, risk/issue templates and revisor’s reports using the structured criteria defined on the basis of the indicator.</p> <p>Criteria related to</p> <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.

Annex Table 4. Description of the deliverables of WP7 and related indicators and methods on data collection for evaluation.

D07. Deliverables for a sustainable platform for collaboration.					
D071. Sustainability strategy.					
Description: <i>The sustainability strategy gives a detailed description and planning of all the sustainability activities in the Joint Action. It will contain a chapter on the content of the sustainability plan, a draft list of experts collaborating on HWF issues, and a detailed WP7 methodology and approach.</i>					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
Proposals for structures and activities for permanent collaboration on health workforce planning and forecasting after the JA period.	Review process of the minutes and reports by the WPs and MO ¹ as defined by the Project Policy ² .	A sustainability plan issued by the WP7 to ensure the commitment of the defined partners to maintain the current knowledge of the JA.	Review of the interest to follow up the recommendations after the final report. The review will be based on a simple questionnaire provided by WP7.	Progress of this activity as originally planned or later revised.	Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator. Criteria related to <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.

¹ Joint Action Management Office.² European Commission, EAHC. Project Policy. Joint Action on Health Work Force Planning and Forecasting. 2013.

D07. Deliverables for a sustainable platform for collaboration.					
D072. List of experts (Updated several times).					
Description: <i>Annotated list of experts on HWF planning, with a common understanding of the sustainability proposals and drivers and barriers for future cooperation. The list of experts on workforce planning in MSs³ who can assist competent authorities to build planning capacity, build through the core participants list of the Joint Action agree to share a common responsibility in helping future roll-out plans to succeed, exchange good practice and take an active part in the updates of the Joint Action tools. These experts share interests for the next Joint Action.</i>					
Output indicator	Method on evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
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, policy-making.	Existing formal acceptance to be included in the public list of experts. Review process of the minutes and reports by the WPs and MO as defined by the Project Policy.	WP7 identified in collaboration with relevant partners and stakeholders, and the WP leaders and MO approved the partners, individuals and organizations to continue the activities and the format after the JA period.	Review of the interest to continue the activities after the JA period. The review will be based on a simple questionnaire provided by the WP7.	Progress of this activity as originally planned or later revised. All participating partners and external experts proposed by the partners and validated by the WP leaders and MO involved and included in the list of experts.	Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator. Criteria related to <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.

³ Member States.

<p>D07. Deliverables for a sustainable platform for collaboration.</p> <p>D073. Technical recommendations.</p> <p>Description: <i>Technical Report with recommendations for the sustainability of the Joint Action on:</i></p> <ul style="list-style-type: none"> • <i>the usage of the Joint Action tools produced by WPs 4,5 and 6;</i> • <i>structure and maintenance of the Web-based portal on EU health workforce planning;</i> • <i>the strategy to be followed to upgrade these tools to match new unaddressed needs, with the commitment of the network of experts;</i> <p><i>The integration of these tools with existing tools from different international bodies.</i></p>					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
<p>Technical recommendations for the sustainability of the Joint Action.</p> <p>Proposals for expanding and upgrading the technical recommendations and keeping them updated.</p>	<p>Review process of the minutes and reports by the WPs and MO as defined by the Project Policy.</p> <p>An expert reference group appraising the document on technical recommendations.</p>	<p>A sustainability plan issued to maintain and roll out the technical recommendations for the sustainability of the Joint Action across the professions and regions in Europe.</p>	<p>A focus group including policy-makers and experts appraising the applicability of the technical recommendations for the sustainability of the Joint Action.</p>	<p>Progress of this activity as originally planned or later revised.</p>	<p>Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator.</p> <p>Criteria related to</p> <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.

<p>D07. Deliverables for a sustainable platform for collaboration.</p> <p>D074. Recommendations towards policy-making.</p> <p>Description: <i>Policy-oriented report with recommendations for the sustainability of the health workforce:</i></p> <ul style="list-style-type: none"> • <i>Report on circular mobility in the EU</i> <p><i>Policy-oriented report with recommendations for the sustainability of the cooperation on Health Workforce Planning:</i></p> <ul style="list-style-type: none"> • <i>implementing the Global Code of the international recruitment of health professionals;</i> • <i>implementing planning of HWF in the EU;</i> • <i>collaboration between international bodies working on HWF and data collection;</i> • <i>including the concept of skills within the planning strategy.</i> 					
Output indicator	Method of evaluation data collection	Outcome indicator	Method of evaluation data collection	Process indicator	Method of evaluation data collection
Proposals concerning the advisory role of the platform on facilitating circular migration and implementation of the WHO Code ⁴ .	Review process of the minutes and reports by the WPs and MO as defined by the Project Policy.	A joint sustainability plan issued to facilitate circular migration and implementation of the WHO Code.	Defined stakeholders' semi-structured interviews on the proposals in the sustainability plan.	Progress of this activity as originally planned or later revised.	Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria defined on the basis of the indicator. Criteria related to <ul style="list-style-type: none"> • progress of the activity • timing • use of resources • management of risks and issues.
A summary of the results and data from the other core WPs.	Review of the results in view of continuation and policy-making completed in collaboration between WP7 and WP3.	The Joint Action participates in creating a mechanism for MSs to be engaged in HWF planning policy-making after the JA.	Defined stakeholders' semi-structured interviews on the proposed mechanism in view of continuation and policy-making.	Progress of this activity as originally planned or later revised.	Review process of the stage plans, progress reports, risk/issue templates and revisor's reports using the structured criteria

⁴ WHO Global Code of Practice on the International Recruitment of Health Personnel. WHA63.16.

					<p>defined on the basis of the indicator.</p> <p>Criteria related to</p> <ul style="list-style-type: none">• progress of the activity• timing• use of resources• management of risks and issues.
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