The UK Lead WP6:
Horizon Scanning

HORIZON SCANNING

European health workforce planning and forecasting

WP6 kick-off
11 April 2013

DH Department of Health

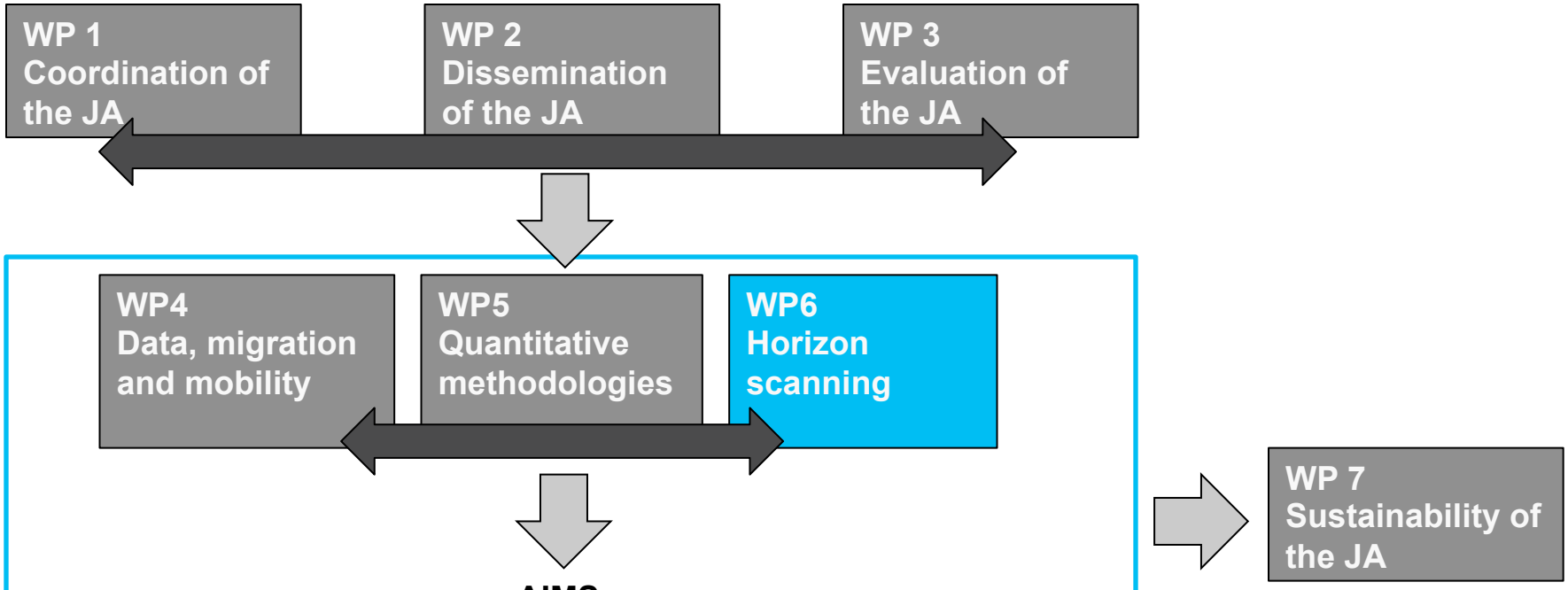
CFWI CENTRE FOR WORKFORCE INTELLIGENCE

Executive Agency for Health and Consumers

Plan for this session

1. Introductions
2. WP6 positioning in the JA
3. Goals & objectives
4. Deliverables for work package 6
5. The team
6. The plan
7. Project management
8. Our joint commitment

WP6 in the joint action



AIMS:

To increase capacity (expertise in HWF)

To produce useful tools (guides, websites, training material...)

And to apply the (combined) JA expertise and tools to:

•formulate advice on HWF to policy makers

•help MS with their HWF planning activities (training, coaching, implementation)

WP6 – our challenge!

Changes in health systems design, delivery and demographics have a **significant impact on the health workforce.**

In order to do effective workforce planning, these **changes need to be identified** and considered in a **systematic way using long-term strategic thinking and planning**.

WP6 will meet this challenge

Long-term planning challenges in England

Big picture challenges in England:

What are the big picture challenges in your country/for your stakeholder group?

Category	Challenge
Demographic and social	Planning to meet the needs of an ageing population with an ageing workforce
	Managing changing demand resulting from an increasing prevalence of complex long-term conditions and co-morbidities
	Managing changing public expectations about care they receive
Health and social care system design	Achieving better integration between health, social care and support organisations
	Shifting the focus of the system towards prevention and well-being
	Delivering the personalisation agenda and providing person-centred care within financial constraints
Quality and productivity	Ensuring the system delivers high-quality services within financial constraints
	Developing effective measures for quality of care and productivity and ensuring high-quality data is collected
	Preparing for changes resulting from innovation and technology
Financial and economic	Planning service delivery given the uncertainty about level of funding in the future and how this will affect future demand for and supply of care services
	Uncertainty about how investment in life science, health and care will support the UK economy

CF WI DH Department of Health

Goals and specific objectives

Work package 6 Horizon Scanning:

- share information across the MSs of good practices in qualitative planning and forecasting methodologies
- identify changes and drivers of change in the health system to analyse their impact on workforce planning

Specific objectives:

- estimate future needs in terms of skills and competencies of the health workforce and their distribution
- develop a user guide on how to estimate future needs using horizon scanning (qualitative methods)

The vision of work package 6

- **identify potential threats and opportunities and likely developments** through horizon scanning and **improve the quality of workforce intelligence,** through considering how future factors may affect decision-making

- **generate high-quality intelligence to inform long range workforce planning that meets the needs of patients, service users and citizens and policy makers across Europe**

Overall objectives of WP6

Objective 4:

- Identification and classification of the various methodologies used to do qualitative health workforce planning across MSs.

Objective 5:

- Estimation of future skill and competencies needed in the health workforce over the next 20 years.

Deliverables

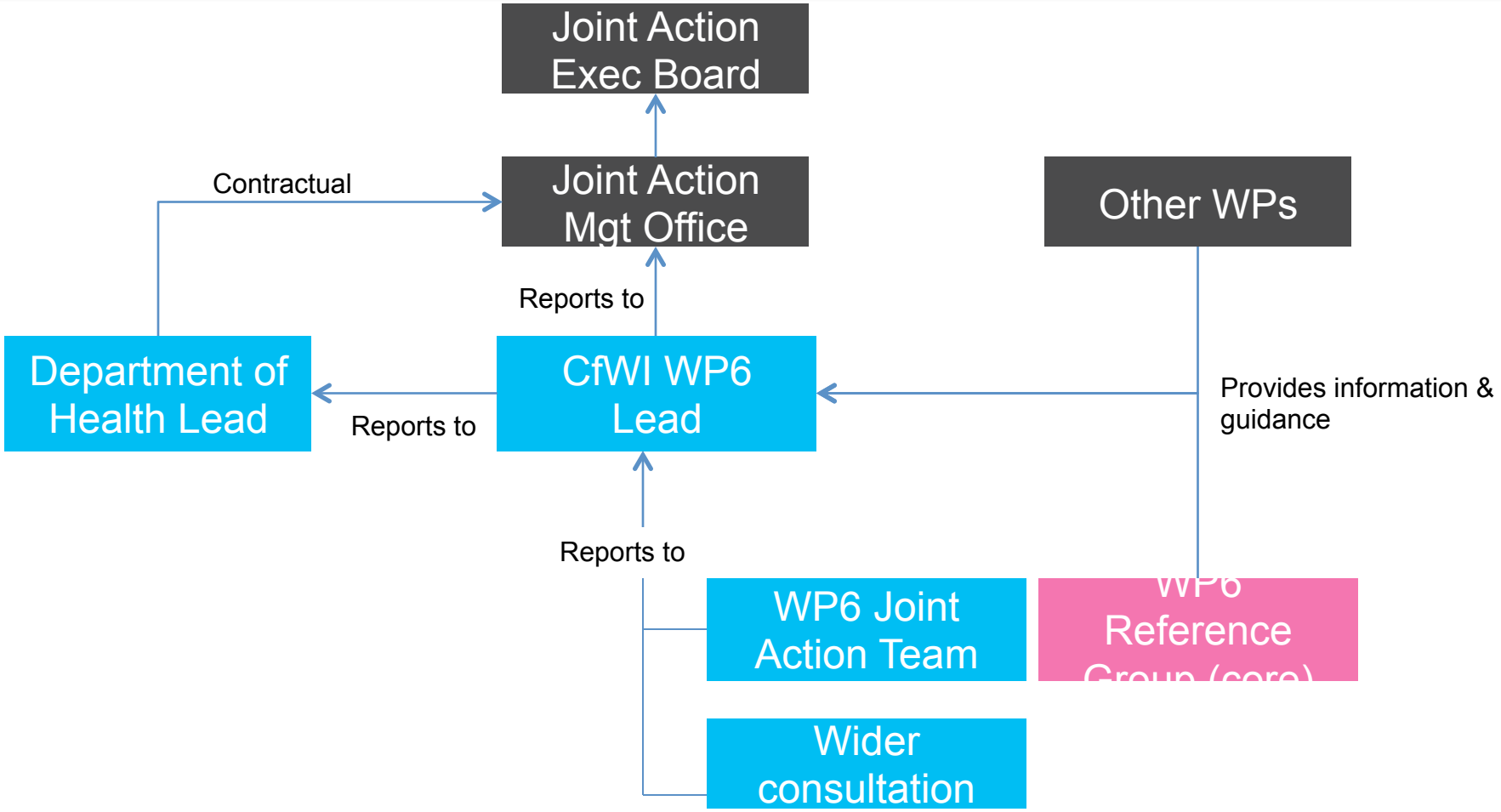
The products

Code	Deliverable	Month	Date
D061	User's guidelines on estimating future needs	14	May 2014
D062	Report future skills & competencies	30	Sep 2015
D063	Chapter on Horizon scanning for the EU HWG guide (in web content format)	30	Sep 2015
D064	Report on pilot study experiences	36	Mar 2016
D083	Chapter on horizon scanning	36	Mar 2016

Each deliverable

- We will create a deliverable table for each deliverable in partnership. The following headings will be covered:
  - Title
  - Date
  - Purpose
  - How the deliverable will be derived
  - Process and resources to prepare deliverable
  - Composition and form of deliverable
  - Quality criteria
  - Anticipated Impact of the deliverable
  - Dependencies
  - Process and dates for review / approval of deliverable

WP6 team structure



WP6 – UK team

UK DH Lead
Cris Scotter

UK DH
Ben Grice

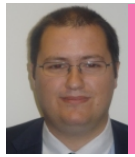
Senior Expert
Peter Sharp

WP6 Lead
Meena Mahil

Project Manager
Joanna Wood

Content Lead
John Fellow

Analyst & Support
Katherine Booth



Analyst
Thomas Speller

Senior Expert
Anne Marie
Rafferty

Senior Expert
Jim Buchan

Contact our team at: EUHworkforce@cfwi.org.uk

WP6 core team – Associated partners

Countries	Stakeholders
Spain – Ministry of Health	Council of European Dentists
Finland – Ministry of Social Affairs & Health	European Federation of Nurses Association
France – Ministry of Health	European Hospital and Healthcare Federation
Iceland – Ministry of Welfare	European Health Management Association
Hungry – Semmelweis University	Standing Committee of European Doctors
Germany – University of Bremen	Pharm[illegible]al Group of the European
Slovakia – Ministry of Health	[illegible]dical Specialists
Netherlands – Capaciteitsorgaan	
Belgian - Federal Public Service Health	

See attached list for all team member names

UK wide input

We will also be working with:

- Representatives from England, Scotland, Northern Ireland and Wales

- Royal Colleges and other organisations

Who should be involved from your country/stakeholder group?

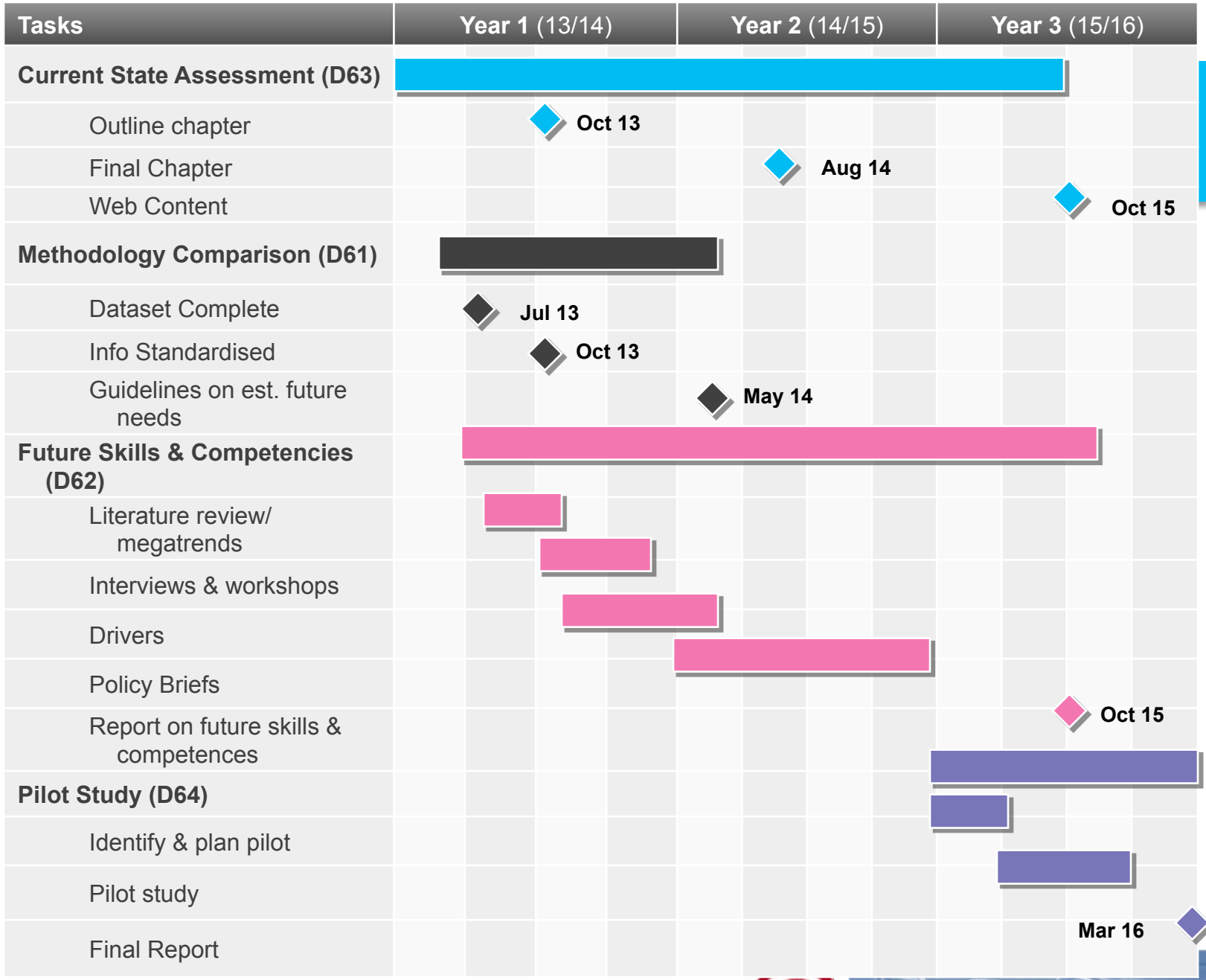
Roles and responsibilities

Role	Who	Responsibility
JA PMO	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.
WP6 Leader	Peter Sharp & Meena Mahil	• The Core Work Package leaders take part in the Executive Board in the role of senior suppliers. • Represents the interests of those who develop, deliver and implement the Work Package deliverables. • Responsible for the quality of the deliverables and for the intrinsic integrity of the Joint Action.
WP6 UK Team	CfWI staff DH lead	• A group of collaborators who help the Work Package Leader in the execution of the Work Package.
WP6 Team	All associated partners in WP6	• Participate in further developing the project plan. • Complete activities in line with the project plan and provide expert input • Shape high quality deliverables in partnership with the WP leader.
Wider Stakeholders/ consultees	Other participating countries/ organisations	•Provide additional knowledge/input.

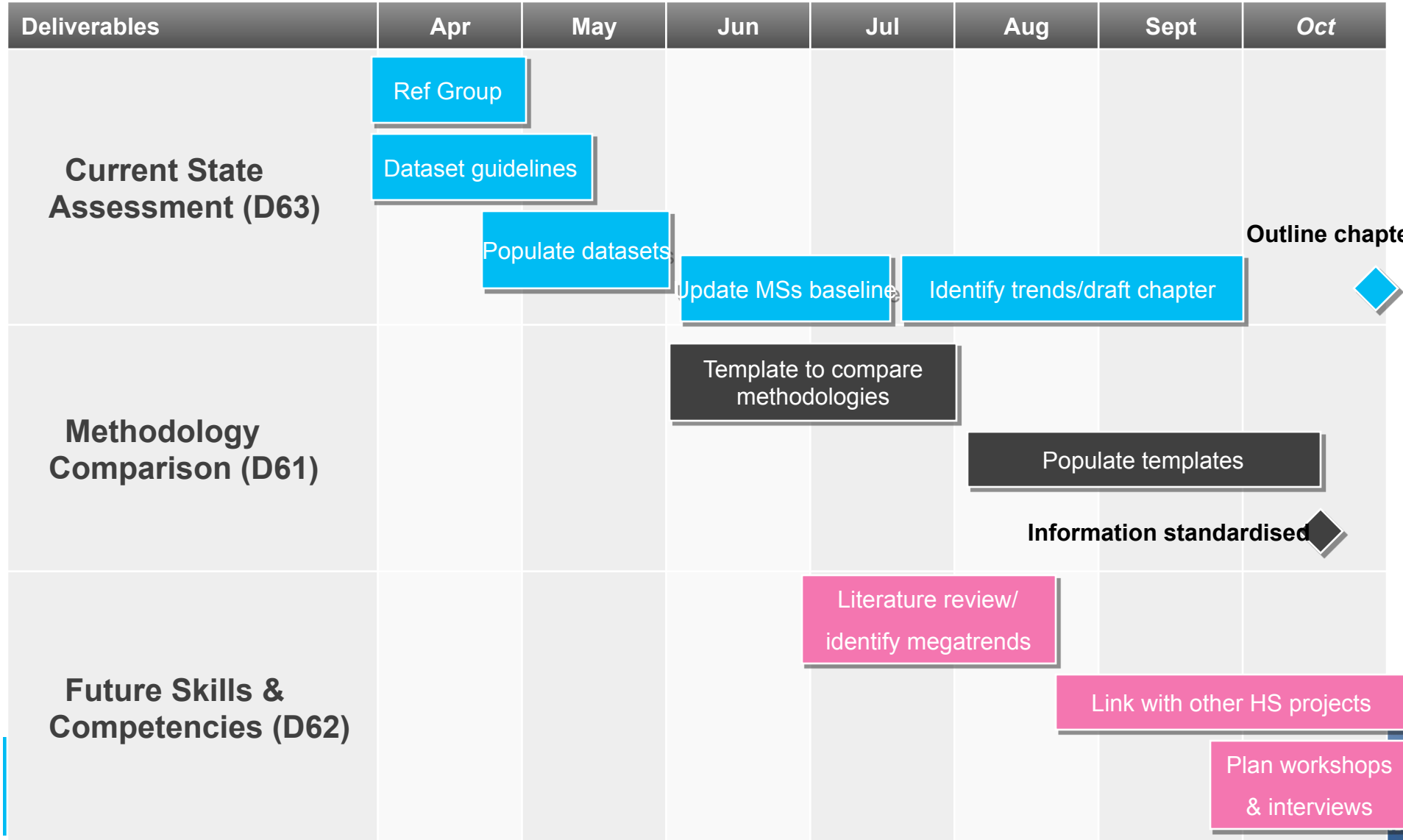
The WP 6 project plan!

The project plan is still in a draft form and we will be working with you to finalise this over the next few weeks

High Level WP6 Plan



Phase 1 plan – Apr to Oct 2013



Input requested for phase one

Current state assessment (D63)

1. Validate dataset guidelines (workshop, April 2013)

2. Validate revised guidelines (electronic May 2013)

3. Common understanding (virtual meeting, May 2013)

4. Validate datasets with countries (electronic/phone, June

Methodology Comparison (D61)

1. Validate dataset guidelines (workshop, July 2013)

2. Validate revised guidelines (electronic July 2013)

3. Common understanding (virtual meeting, July 2013)

Future skills & competencies (D62)

1. Suggest any literature to review (electronic, July 2013)

2. Steer team to other EU projects (Sept, 2013)

3. Potential interviewee/ workshop attendee - megatrends/drivers (Nov-Dec, 2013)

Project Management

Task	Description	Input from all partners	Reporting (mgt office)
Stage plan	Each project stage to be planned in advance.	N/A	1 month prior to stage starting
Plan update	High level summary update to mgt office	N/A	monthly
Progress report	Detailed progress report against WP6 plan	N/A	6 monthly
Activities log	Log of time and budget spent by ALL WP6 contributors	**All partners to track and report time spent on this WP**	To report to WP lead
Risk management	To log and manage risks associated with WP6	**Partners to contribute to this as they arise**	3 monthly
Issues management	To log and manage issues associated with WP6	**Partners to contribute to this as they arise**	3 monthly
Change management	Any changes to project to be approved by Exec Board	**As required**	As required
Deliverables	Each to be validated through internal delphi exercise and presented to Exec Board for approval.	**To respond to requests from WP6 project team. To attend /actively participate in ref group discussions.**	On going
Technical/financial report	To provide a technical and financial update to mgt office	N/A	6 monthly

Getting in touch with us

Contact our team at: EUHworkforce@cfwi.org.uk

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Risk Management

Risk	Description	Mitigation
1. Outputs delivered are: too esoteric; or academic; too general; too specific; unpracticall	It is a possibility that the estimation of future needs in terms of skills and competencies of the health workforce and their distribution may be too generalised across MSs.	We need to work closely with WP4 to ensure that we are using the core vocabulary list and that this is defined at the right level. Work smarter; scope validation & monitoring.
2. There is less breadth of coverage of countries	If we are unable to gain information from a wide spread of MSs the analyses and findings may not be relevant across the EU.	Ensure that we work closely with the other WPs that are gathering information from MSs. Uniform involvement strategies of EU +3 countries. Add to overall PM policies
3. WP delivery is delayed	The timelines may be unrealistic as WP6 requires input from other MSs. Could be potential language barriers.	Work with the JA leader to ensure that realistic project plan. Build plans with scenarios. Build in time in the plan for translation.
4. MSs do not receive training on 'mapping technique'	A milestone of this WP is to ensure that our partners receive training on how to map. It is currently unclear on how we ensure that there is a resource identified who can receive training.	Identify participant from partners during project kick off and develop virtual training courses. Ensure resources have the skills to conduct the analysis and complete training.
5. Megatrends analysis to too high-level	Due to differences in role definitions in countries it may be difficult to discuss future changes in roles.	We will analyse according to skills and competencies of the future and not necessarily at the role level.

Communications

Internal communications	External communications
Managed and co-ordinated by WP6 Project Manager (Joanna Wood). All key documents will be made available via drop box (as with all other JA internal documents)	All external publications mentioning the work of the joint action is the responsibility of the author! All problems should be escalated to the WP6 Project

Working together

The Hierarchy of Commitment

Executive Agency for Health and Consumers

The UK contribution:
Horizon Scanning

HORIZON SCANNING

Contact us:
EUHWorkforce@cfwi.org.uk

Questions?

Executive Agency for Health and Consumers