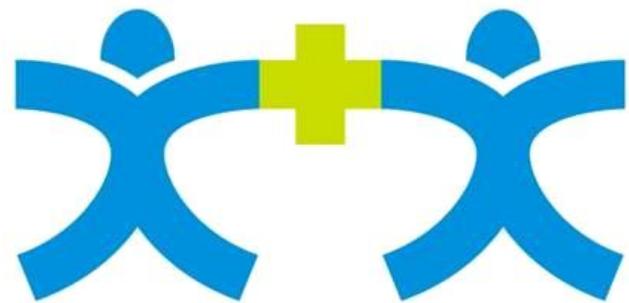


# WP2

## Milestone

### M.2.2

## Stakeholder analysis



Joint Action Health Workforce  
Planning and Forecasting

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## STAKEHOLDER ANALYSIS 2

### Management summary

The goal of the stakeholder analysis is to identify stakeholders in the Member States involved in the Joint Action (JA) on Health Workforce Planning and Forecasting, and to assess their interests in the Joint Action's outputs. Information that this analysis conveys was gathered through a network of In-country knowledge brokers especially to list all key stakeholders at national level and identify their interests, exchange knowledge on preferred ways of interaction, figure out preferred dissemination channels, get in touch with stakeholders and involve them actively in JA happening.

This document presents methodology used in the first phases of analysis review, explaining approach to the analysis, its elaboration and implementation process and initial data processing. While processing the stakeholders were divided into three basic levels: Political, Strategic and Implementation. Further processing of data and analysis process was respecting this basic division. Every stakeholder level was described and so were the organization types relating to each level of basic division.

The analysis of data showed that in relation to different levels, stakeholders on implementation level were listed most often. As this group includes professional groups this is not a surprise. Given the classification of political and strategic stakeholders, it also should not come as a surprise that political stakeholders make up a group twice the size of the strategic stakeholders.

The analysis of stakeholders' interests varies. 45.5 % of the stakeholders responded that their interest to JA was high to very high. A large majority of the responding 70,4% stakeholders showed from medium to very high interest. The issue with this number is that those who made an effort to respond to the questionnaire are more likely to have an interest in the Joint Action, but otherwise these results are very promising.

The lowest interest is with the stakeholders categorized in the 'implementation group'. Almost 30% has a low to very low interest in the Joint Action. Different (possibly complementary) hypotheses could explain these numbers: stakeholders on this level have a lower interest in the Joint Action and its results because the results are not directly useful to them, and/or the stakeholders on this level need to be better informed about how the Joint Action can produce results in their benefit.

The analysis further indicates that the highest motivation with regard to the three level division is at the political level. Furthermore there is significant correlation between the stakeholder level and their interests. However, there is no correlation between interest in the Joint Action and the country that the stakeholders are coming from.



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## 1. Introduction

The general objective of the Joint Action on Health Workforce Planning is to provide a platform for collaboration and exchange between EU Member States (MSs) to prepare the future of the health workforce. The action supports MSs and Europe in the development of their capacity to take effective and sustainable measures. Various tools will be developed to enable MSs to implement planning mechanisms, or to enhance the current planning processes.

Within this action, a designated dissemination team supports and facilitates coherent, effective and sustainable external and internal communication of the Joint Action, in order to ensure that its objectives, activities, results and deliverables are known to all identified stakeholders and wider audience on European, national and regional level. The goal of this stakeholder analysis is to identify stakeholders in the Member States involved in the Joint Action (JA) on health workforce planning, and to assess their interests in the Joint Action's outputs. It is the cornerstone of the dissemination work strand (work package 2).

The stakeholder analysis has been developed by the Slovakian Ministry of Health, with support from the European Health Management Association and the Belgian Federal Public Service for Health, Food chain safety and Environment. Information was gathered through a network of "In-country Knowledge Brokers" (hereinafter KBs) – a network that was developed in the framework of the Joint Action for information collection and dissemination purposes.

The Joint Action on health workforce planning seeks to extend its impact beyond the relation between ministries and departments of health. As effective health workforce planning involves a range of stakeholders varying across the EU (Matrix, 2012; Wismar et al, 2012), it is important to inform these stakeholders of the JA's results and activities, and where possible to actively involve them.

In order to support this interaction, the purpose of the stakeholder analysis is to:

- List all key stakeholders at national level;
- Exchange knowledge on preferred ways of interaction;
- Identify the interests of stakeholders;
- Find the effective dissemination channels for each stakeholder group;
- Get in touch with stakeholders and involve them in actively promoting JA outputs and results at national level.

This document presents the overall results of the stakeholder analysis in three sections. After further outlining the stakeholder analysis and the methodology that underpins this exercise, the input from the KBs will be presented. This is followed by an analysis of these results, which in turn are translated into results and recommendations to the Joint Action.



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## 2. Methodology

### 2.1 Introduction to the methodology

The aim of this version of the analysis is to identify stakeholders with an interest in health workforce planning processes or outcomes.

Stakeholder analyses can be carried out in different ways supporting different objectives. Reed et al (2009) distinguish normative and instrumental approaches to stakeholder analyses as a key distinction. Normative approaches seek to involve key or representative stakeholders to legitimize decision making. As such this approach is linked to bargaining and co-decision making processes, and the identification of actors' (possibly conflicting) perspectives and goals. The instrumental approach is linked to actively managing the behavior of stakeholders to achieve desired outcomes. Considering the objectives of the Joint Action on health workforce planning, the initiative should benefit from a normative approach to the stakeholder analysis, as it will allow for disseminating information in different ways adapted to different groups (Johnson et al 2004).

The following steps are identified as essential:

- the mapping of stakeholders in health workforce planning processes in the involved Member States;
- learning about stakeholders interests, perspectives and goals within these processes.

### 2.2 Approach to the analysis

After initial discussions, it was agreed to adopt a pragmatic approach which has been used successfully by the Belgian Federal Public Service for Health, Food chain safety and Environment.

In order to ensure consistency both quantitative and qualitative methods were developed for data collection, supported by guidelines and an example of Slovakian stakeholder analysis.

The stakeholder analysis consists of four parts. The first part aims at listing the most important stakeholders. Knowledge Brokers (KBs) were asked to include a brief description with provided links to stakeholders' web pages (preferably in English). There were no limitations in the amount of stakeholders KBs could list. Possible limitations in this approach relate to the knowledge, preferences and relations of KBs, which could lead to a selection bias. In order to mitigate this effect, professional bodies on a European level will be invited to review the mapping.

The second part included the so-called 'push analysis', which aims to explore the relation between the Joint Action and listed stakeholders. Push analyses refer to communicating with stakeholders that are not directly involved in an action. The group of stakeholders is larger, but less



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interested as compared to directly participating partners. Push communications refer to information that should be sent to this group – from the perspective of the sender.

(<http://www.stakeholdermap.com/stakeholder-engagement.html>).

At this stage, KBs were asked what from their perspective Joint Action representatives (e.g. work package leaders that lead the different work strands within the initiative) could share with stakeholders to the benefit of both groups. Two questions were central to acquiring this knowledge: (1) what do we want to exchange with this stakeholder, and (2) to achieve which kind of goal?

The third part of the analysis aimed at identifying the motivation of stakeholders. The primary objective of this part was to learn about the possible motives of stakeholders to join the Joint Action or to use its results (“What is the motivation of this SKD to take an active part to a planning action?”). Supported by a questionnaire developed by programme manager Michel Van Hoegaerden, KBs interviewed stakeholders and ranked their views and interests using a 5-point scale as follows:

- 1 - very low interest
- 2- low interest
- 3- medium interest
- 4 -high interest
- 5- very high interest

The fourth part of the analysis asked directly after stakeholders’ preferred communication channels. A matrix was developed to this end.

### 2.3 Implementation process

The process of implementation started in June 2013. KBs received a package including methodology guidelines with predefined structured tables, including an example of the Slovakian stakeholder analysis that was conducted prior to sending the instructions to KBs as a ‘pilot study’. The methodology was also tested with the Belgian Knowledge Broker.

As the start of the analysis coincided with the summer holidays, KBs were asked to work on parts 1, 2 and 4 first, before conducting the resource intensive part 3 that requires feedback from different stakeholders. This approach allowed for early feedback and initial analysis.

**Table 1: Country overview of incoming SKD analyses with respect to timing**

Country	Part I	Part II	Part IV	Part III
Belgium	September 2013			May 2014
Bulgaria	May 2014			No input received
Finland	September 2013			May 2014
Hungary	August 2013			October 2013
Greece	No input received			No input received



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Iceland	August 2013	October 2013
Italy	September 2013	October 2013
Netherlands	August 2013	October 2013
Portugal	May 2014	No input received
Romania	No input received	No input received
Slovakia	September 2013	May 2014
Slovenia	August 2013	May 2014
Spain	September 2013	April 2014
UK	August 2013	April 2014
Germany	September 2013	October 2014*
Poland	September 2013	No input received
Malta	September 2013	October 2014
France	No input received	No Input received
*Date of latest update – other input was provided earlier		

## 2.4 Processing of data

The aim of the stakeholder analysis is to find (somewhat) common groups within the larger pool of identified stakeholders, in order to learn about their specific interest in the Joint Action.

To make further analysis more useful, stakeholders were grouped into three sets: the political, the strategic and operational level.

The first target group, organizations on political level, is represented by the high policy level national representatives/ national policy bodies, policy makers, decision makers who are responsible for decisions in policy making and policy implementation with regard to human resources in health care systems on national level. These include high level national representative bodies as ministries of health, secretaries of state level, public health bodies, etc. The organizations on political level should be able to improve the acceptance of the JA on national level, to plan the future needs of the health labor market, to develop the planning strategies and methodologies and ensure its proper implementation. The political level organization should be as well able to support actions on horizon scanning and improve the planning of future structure of medical personnel as well as make sure that there is sufficient money inflow into the health care planning processes. In terms of education the political representatives should be able to strengthen the link between HWF professionals' needs and training capacity of the universities.

Political level – policy makers, decision takers include:

- Ministry of Health
- Ministry of Finance
- Ministry of Education



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- Public Health Bodies
- Regulatory bodies

Second target group is of strategic level that provides essential data and information on current health workforce flows. This target group includes statistical offices, national public bodies, health information centers, health workforce centers, health insurance companies, quality institutes etc. The organizations on strategic level should provide the information on statistical data collection and data sources in terms of number of health workforce and mobility issues, furthermore be able to produce health statistics that is relevant, reliable and comparable.

Strategic level – health information, data and statistics organizations include:

- Statistical offices
- Health information centres
- Health insurance companies
- Quality institutes

Third group is at operational level and includes health chambers and associations, health professional organizations, hospitals, colleges and universities, etc. A strong relation with these stakeholders should be built to ensure that the results and outputs of the JA are being properly implemented and used. Indeed, considering that EU has no formal mandate to enforce national HWF, it is up to each country/ region that will potentially make sure to implement health workforce planning and forecasting on its territory.

Operational level – implementing policy implications organizations include:

- Health chambers and associations
- Health professional organizations
- Medical schools and universities
- Hospitals

The data were gathered in Microsoft Word files, and were interpreted and coded into Microsoft Excel sheets. All countries received a 'country code'. The same process was applied to the political levels (both for the countries and political levels cases a nominal measure was used). Levels of expressed interest in the Joint Action were included as well using a scale measure. These basic entries were then copied into 'GNU PSPP' which is a programme for statistical analysis of sampled data and an open source alternative to software such as SPSS. The 228 entries were then analysed, using the descriptive and analytical functions included in the software. The results of these processes are included in the chapter 3 of this document.

Next steps: the upcoming period will see the continuation of the analysis, in particular of the push and customer analysis. The analyses of these parts require much more time and effort, as the wide range of different responses need to be interpreted, grouped and coded. The data as they currently are provide too many responses. The challenge will be to group them in a way that provides



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added value to the analysis, while respecting the original response. Following this interpretation and grouping, this input will be coded as well providing for additional possibilities to analyse stakeholders' views, and to explore whether they correlate with stakeholders' background.



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### 3. Presentation of data and results

#### 3.1 List of stakeholders

This section shows insights in the listed stakeholders per country and level. There is a large variation in the listed number of stakeholders, with some numbers raising questions for further inquiry. For example, currently Iceland (centralized country, less than half a million inhabitants) has listed more stakeholders than a large, decentralized country such as Spain. The full list of countries and number of stakeholders per each country is shown in the table below.

**Table 1: Number of stakeholder on each of the levels per country**

SKD Country	Political level	Strategic level	Implementation level	Total
<b>Malta</b>	6.00	5.00	8.00	19.00
	31.58%	26.32%	42.11%	100.00%
<b>Spain</b>	5.00	.00	4.00	9.00
	55.56%	.00%	44.44%	100.00%
<b>Netherlands</b>	3.00	3.00	.00	6.00
	50.00%	50.00%	.00%	100.00%
<b>Germany</b>	3.00	3.00	13.00	19.00
	15.79%	15.79%	68.42%	100.00%
<b>Slovakia</b>	4.00	5.00	10.00	19.00
	21.05%	26.32%	52.63%	100.00%
<b>Slovenia</b>	2.00	1.00	3.00	6.00
	33.33%	16.67%	50.00%	100.00%
<b>Hungary</b>	3.00	6.00	8.00	17.00
	17.65%	35.29%	47.06%	100.00%
<b>United Kingdom</b>	6.00	6.00	7.00	19.00
	31.58%	31.58%	36.84%	100.00%
<b>Italy</b>	22.00	1.00	4.00	27.00
	81.48%	3.7%	14.8%	100.00%
<b>Iceland</b>	4.00	2.00	11.00	17.00
	23.53%	11.76%	64.71%	100.00%
<b>Belgium</b>	5.00	2.00	10.00	17.00
	29.41%	11.76%	58.82%	100.00%
<b>Finland</b>	5.00	3.00	5.00	13.00
	38.46%	23.08%	38.46%	100.00%
<b>Poland</b>	4.00	1.00	5.00	10.00
	40.00%	10.00%	50.00%	100.00%
<b>Portugal</b>	5.00	2.00	5.00	12.00
	41.67%	16.67%	41.67%	100.00%
<b>Bulgaria</b>	1.00	3.00	4.00	8.00
	12.50%	37.50%	50.00%	100.00%
<b>Total</b>	56.00	42.00	93.00	191.00
	29.32%	21.99%	48.69%	100.00%



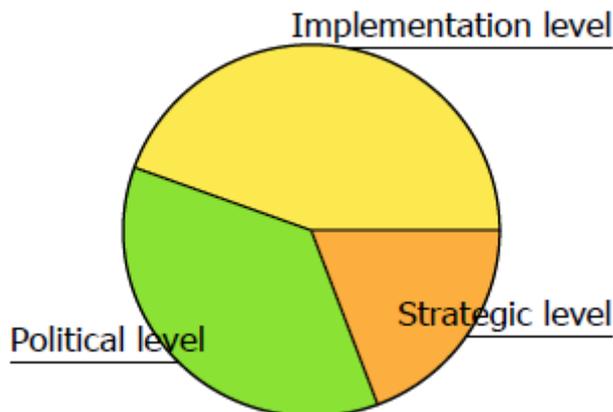
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Concerning the different levels, stakeholders on implementation level were listed most often. As this group includes professional groups this is not a surprise. Given the classification of political and strategic stakeholders, it also should not come as a surprise that political stakeholders make up a group twice the size of the strategic stakeholders.

**Table 2: Number of stakeholders assigned to each level in %**

	Frequency	Percent
Implementation level	97	42.54
Political level	79	34.65
Strategic level	42	18.42
Missing classifications	10	4.39
Total	228	100.0

**Figure 1: The share of basic levels on the total number of stakeholders**



### 3.2 Interest of the different stakeholders

The results presented in this section relate to the motivation of stakeholders in the Joint Action. It is worth emphasizing that these are the views of the stakeholders themselves, rather than ideas of Knowledge Brokers or the Joint Action partners. As KBs were not able to contact all listed stakeholders the number of missing entries is very high (56%).



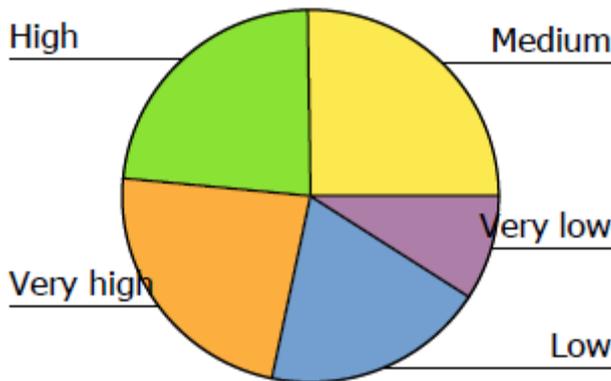
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**Table 3: Number of stakeholders in relation to each ranking level**

	Frequency	Percent	Percent of responders
Medium	25	10.96	24.75
High	23	10.09	22.77
Very high	23	10.09	22.77
Low	19	8.33	18.81
Very low	9	3.95	9.91
Missing	129	56.58	
Total	228	100.0	100.0

Of those stakeholders that responded, interest in the Joint Action and its results was high to very high (45,5%). A large majority of the responding stakeholders (70,4%) showed to a medium to very high interest. The issue with this number is that those who made an effort to respond to the questionnaire are more likely to have an interest in the Joint Action, but otherwise these results are very promising.

**Figure 2: Share of motivation ranking categories to total number of all returned Customer analysis**



The very next table shows the share of stakeholders' motivation ranking at each level respecting the scale from 1 to 5 as explained in Chapter 2.2 Approach to the analysis.

**Table 4: The share of motivation ranking at three levels**

SKD Level	Very low	Low	Medium	High	Very high	Total
Political level	.00	4.00	12.00	5.00	12.00	33.00
	.00%	12.12%	36.36%	15.15%	36.36%	100.00%
Strategic level	1.00	4.00	4.00	7.00	5.00	21.00
	4.76%	19.05%	19.05%	33.33%	23.81%	100.00%
Implementation level	8.00	11.00	9.00	11.00	6.00	45.00
	17.78%	24.44%	20.00%	24.44%	13.33%	100.00%
Total	9.00	19.00	25.00	23.00	23.00	99.00
	9.09%	19.19%	25.25%	23.23%	23.23%	100.00%



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**Table 5: The correlation between the stakeholder's level and their interests**

		SKD Country	SKD Level	SKD Interest in JA
<b>SKD Country</b>	<b>Pearson Correlation</b>	1.00	.01	-.03
	<b>Sig. (2-tailed)</b>		.85	.81
	<b>N</b>	201	191	87
<b>SKD Level</b>	<b>Pearson Correlation</b>	.01	1.00	-.30
	<b>Sig. (2-tailed)</b>	.85		.00
	<b>N</b>	191	218	99
<b>SKD Interest in JA</b>	<b>Pearson Correlation</b>	-.03	-.30	1.00
	<b>Sig. (2-tailed)</b>	.81	<b>.00</b>	
	<b>N</b>	87	99	99

Table 4 indicates that the highest motivation with regard to the three level divisions is at the political level, while table 5 shows that the correlation between the stakeholder level and their interest is significant. However, there is no correlation between interest in the Joint Action and the country stakeholders are coming from.

This should not come as a surprise as the Joint Action is most visible to stakeholders acting on this level. The same explanation could be applied to the interest of strategic level stakeholders; a majority of these stakeholders showed a high to very high interest in the Joint Action (57%). Results and output of the Action are most useful to the stakeholders acting on these levels.

The lowest interest is with the stakeholders categorized in the 'implementation group'. Almost 30% has a low to very low interest in the Joint Action. Different (possibly complementary) hypotheses could explain these numbers: stakeholders on this level have a lower interest in the Joint Action and its results because the results are not directly useful to them, and/or the stakeholders on this level need to be better informed about how the Joint Action can produce results in their benefit.



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#### 4. Conclusions and next steps

This deliverable presents the first results of the stakeholder analysis. It shows a large interest in the Joint Action across Europe, in particular with political and strategic stakeholders. There seems to be a lower interest in the Joint Action and its results with stakeholders involved in the implementation of workforce planning, including professional groups. As they constitute an important element in good workforce planning processes, it is recommended to explore how interest can be increased.

Preliminary recommendations are as follows:

1. Explore the relatively low interest of stakeholders involved in the implementation of workforce planning mechanisms, and
2. See whether (and if so; how) this interest could be increased by better communicating of the Joint Action benefits to this particular group.
3. Given the short time frame of the Joint Action, it is advised not to await the results of this possible exploration, but to increase focus on professional groups and other related stakeholders.

The next iteration of the analysis should present a number of additional analyses, with a higher validity.

1. The quality and quantity of data should be improved. Knowledge Brokers will be encouraged to deliver the full 'package', while the high number of missing cases in some elements of the analysis should be reduced. Knowledge Brokers should be asked whether the listed stakeholders reflect their healthcare systems and planning processes.
2. In terms of the actual analysis, the involved Joint Action team members will continue to work on processing and analyzing the material available on the preferred communication channels and the Joint Action's expected interest as perceived by the knowledge brokers.



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