

Joint Action Health Workforce Planning and Forecasting DISSEMINATION PLAN

WORK PACKAGE 2

**Leader of WP:
Ministry of Health of the Slovak Republic**

**Co-leader of WP:
European Health Management Association**



Joint Action Health Workforce
Planning and Forecasting



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1. EXECUTIVE SUMMARY

This document is the second major deliverable produced within Work Package 2 (hereinafter referred as WP2): Dissemination plan of the Joint Action on European Health Workforce Planning and Forecasting describing closely the strategy and actions to be taken for effective dissemination activities in the project.

The document encompasses the introduction on the Joint Action on European Health Workforce Planning and Forecasting, presents the WP2 team and its collaboration with other partners. Furthermore, the document offers for the Joint Action a compiled stakeholder analysis, dissemination strategy and shows the effective use of dissemination channels and the use of dissemination deliverables. At the end of the document, the risk analysis as the essential part of quality dissemination is presented.

2. INTRODUCTION

European health service delivery is closely linked and dependent on workforce it employs in terms of availability and quality. As the prognosis shows, the shortage of human resources in the health care system may reach 1 million health workers in the EU by 2020. In contrast to this challenge the European Union ageing population and the demand it may place upon health services, call for the urgent solutions and future planning of health care services.

The internal European market is flexible in terms of workforce mobility and balance of the workforce in the Member States. To meet these challenge workforce development initiatives such as new schools, trainers and curricula are needed.

With the increased and observed flexibility the health workforce is much more mobile and so there arises the challenge to deploy it evenly and in a self-sufficient way across European Member states.

2.1 FEW WORDS ON THE JOINT ACTION

The prime goal of the Joint Action Health Workforce Planning and Forecasting is to work towards improving the knowledge base of the health workforce (hereinafter HWF). The platform offered through the EU Joint Action (hereinafter JA) should act in terms of planning methodologies and the creation of a cooperation platform accross the workforce planning and forecasting fields. Furthermore the JA will create the guidelines for health workforce planning and forecasting issues and will work towards better monitoring of the HWF by access to timely data, focusing on mobility and migration in the EU and Europe, towards better knowledge and calculations methods for predicting health workforce needs, and towards higher impact of HWF planning and forecasting on policy decision making.

The general objective of this action is to help countries to move forward with their planning process and to prepare the future of the HWF by creating the platform for collaboration and exchange between Member states (hereinafter also MSs). This action will support MSs and Europe in their capacity to take effective and sustainable measures to address the supply and demand for health workers.

The Joint Action will work towards:

- better understanding of terminology,
- better monitoring of the HWF by access to timely data,

- updated information on mobility and migration trends in the EU,
- guidelines on qualitative and quantitative planning methodology,
- increased qualitative and quantitative planning capacity,
- estimation of future skills and competencies needed in the health workforce,
- a platform for cooperation to find possible solutions on the expected shortage,
- higher impact of HWF planning and forecasts on policy decision making.

2.2 ROLE OF THE DISSEMINATION IN THE JOINT ACTION

The role of Work Package 2 team is to facilitate coherent, effective and sustainable external and internal communication of the JA and 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 general idea behind the Joint Action in terms of dissemination is the word **T.E.A.M.** meaning “**T**ogether **E**verybody **A**chieves **M**ore“. Thus all dissemination activities will be conducted in the way of making people working together and to enable MSs and all of the partners to benefit from the JA results and outputs.

WP2 is primarily responsible for the external communication throughout the JA duration as well as for the of the results to target groups and to the wider audience. The target groups will be addressed via the choice of specific communication channels. The segmentation of target groups is described in more detail in part focused on stakeholder analysis.

2.3 MAIN OBJECTIVES OF THE DISSEMINATION STRATEGY

The project is organized into 7 Work Packages, one of which is specifically dedicated to dissemination activities. The Leader of Work Package 2 is Ministry of Health of the Slovak Republic along with the co-leader European Health Management Association.

The general objectives of the dissemination strategy are:

- to make the project known to relevant target groups and stakeholders
- to ensure that the results and deliverables are known to all partners and available to all key audiences and target groups
- to raise and maintain constant awareness about effective health workforce planning and forecasting

- to bring together knowledge, experience and best practice in order to achieve the objectives
- to help WP 7 – Sustainability work package – to put the JA conclusions high on the EU agenda

Following the **general objectives**, we set the specific objectives of the dissemination strategy:

- **providing effective start up dissemination of the JA objectives**
- **providing effective dissemination of the JA outputs and results**

The dissemination strategy constitutes a separate chapter of this document where it can be viewed more in more depth and detail.

3. PARTNERS IN THE JOINT ACTION

Following chapter of the Dissemination plan describes different type of partners involved in the project, their roles and responsibilities towards project and content management.

There are 3 type of partners in the Joint Action. These categories are as follows:

- Main partner
- Associated partners
- Collaborating partners

3.1 MAIN PARTNER

The main partner of the Joint Action is FPS Federal Public Service Health, Foodchain Safety and Environment in Belgium represented by the Programme manager Michel Van Hoegaerden and WP1 leader Lieve Jorens.

According to EAHC guide of applicants 2012 the main responsibilities are:

- The main partner has full responsibility to ensure that the Joint Action is implemented according to the grant agreement. He is responsible for the technical and financial management of the action, except where specifically stated otherwise in the grant agreement;
- All communication between the associated partners and the EAHC is done through the main partner.
- The main partner is responsible for the administrative and financial management of the action by providing the EAHC with all required documents and information, particularly in relation to payment requests (i.e. original accounting documents, signed copies of sub-contracts etc.). Where information from the associated partners is required, the main partner shall be responsible for obtaining and verifying this information and passing it on to the EAHC;
- The main partner shall inform the associated partners of any event which he/she is aware of that could be liable to substantially affect the implementation of the Joint Action;
- The main partner shall establish the payment requests on behalf of the partners, detailing the exact share and amount assigned to each partner, in accordance with the agreement, the estimated eligible costs as foreseen in Annex II of the grant agreement and the actual costs incurred.

- Where designated the sole recipient of payments on behalf of all of the partners, the main partner shall ensure that all the appropriate payments are made to the associated partners without unjustified delay and shall inform the EAHC of the distribution of the EU financial contribution among partners and of the date of transfer of funds to its associates;
- The main partner is responsible, in the event of audits, checks or evaluations, for providing all the necessary documents, including the accounts of the associated partners, originals or certified copies of the original accounting documents and certified and signed copies of sub-contracts, if any have been concluded by the partners.

3.2 ASSOCIATED PARTNERS

There are 30 associated partners participating on the Joint Action at the moment under coordination of FPS Federal Public Service of Health. The number of partners is high already but there is still room for joining the network.

The EAHC Guide for the Applicants 2012 indicates the following main responsibilities of the associated partners:

- The associated partners shall participate in the Joint Action, for which their costs are borne and to which they contribute financially;
- The main partner and its associated partners shall agree upon appropriate arrangements between themselves for the proper performance of the action. The partners are encouraged to conclude an internal co-operation agreement regarding their internal operation and co-ordination. The co-operation agreement shall include all aspects necessary for the management of the partners and the implementation of the action;
- The associated partners shall forward to the main beneficiary the data needed to draw up the reports, financial statements and other documents provided for in the grant agreement including its annexes;
- The associated partners shall ensure that all information to be provided to the EAHC is sent via the main partner;
- The associated partners shall inform the main partner immediately of any event liable to substantially affect or delay the implementation of the action of which they are aware;
- The associated partners shall inform the main partner of transfers between items of eligible costs;

- The associated partners shall provide the main partner with all the necessary documents in the event of audits, checks or evaluations

3.3 COLLABORATING PARTNERS

Collaborating partners play an important part in Joint Action progress as their valuable inputs may increase the scientific content of the JA and furthermore help in dissemination of results within EU Member states. The collaborating partners have no contracted JA budget and thus they do not receive EU funding for JA activities. Still they are essential part of the overall JA progress.

Currently the Joint Action is holding 25 Collaborating Partners and is open for those who share the interest to join. To attract new collaborating partners, WP1 represents the JA at various conferences and meetings and is also using communication channels such as newsletters of other organisations related to the health workforce planning as much as possible. Within this communications, WP1 systematically mentions that there still is a room for joining and that all new partners are welcomed.

Once a partner is interested, the procedure for joining is as follows:

- The organisation that would like to become collaborating partner should send an "expression of interest" to the general mailing address EUHWForce@health.belgium.be. There are no specific requirements for the organisation that wants to become a collaborating partner. But in order to keep track of our partners and have a basic knowledge of their fields of interest, we require at least a short presentation of the particular organisation (e.g. in the form of sending the website link) to know what its working field is, the reason why they want to participate and their contact information.
- Once WP1 receives this email, they contact the partner to explain the rules of joining and request the partner to indicate in which WP they want to be involved (or if they maybe only want to be involved at a general level)
- Once this information is received, WP1 makes sure that the new partner receives, from that moment on, all communication on the JA EUHWF and that they are added to the contact list, to the list of partners on the website, etc.
- If the partner wants to participate in a specific WP, WP1 sends this information to the WPLLeader(s) concerned with a request to include the new partner in the particular WP work.

4. PRESENTATION OF WP2 TEAM AND COLLABORATION WITH OTHER WPs

The organization responsible for all dissemination activities is the Ministry of Health of the Slovak republic (hereinafter SK MoH) as the leader of work package 2. The supporting organization acting as the co - leader within the Work Package is the European Health Management Association (hereinafter EHMA). The combination of these two organizations is leveled out, as EHMA has several years of experience in the field of health management and also in participation on similar kind of projects opposed to the SK MoH as the newcomer on Joint Action field willing to get on track and gain fruitful experience in the management of Joint Actions.

4.1 PRESENTATION OF THE CORE TEAM MEMBERS

Teams make very essential platform for achieving the common goal and play important role in effective functioning of the organization. This very basic rule can be applied on the Joint Action programme as well. As Henry Ford once said: Coming together is a beginning. Keeping together is progress. Working together is success.

As there are two organizations covering the competencies of WP2 and even though they act as one team their roles within the project were divided accordingly:

The Ministry of Health of the Slovak republic is primarily responsible for overall dissemination activities encompassed within the Joint Action as it is described in the chapter dedicated to dissemination strategy, Dissemination channels, deliverables and its use in the JA and also in risk mitigation processes related to Work Package 2.

The core team member on behalf of Ministry of Health of the Slovak republic is **Zuzana Matlonova** acting as WP2 leader. Her main responsibilities are the overall conduction of WP2 main tasks and ensuring that all WP2 outcomes and deliverables have quality standards and are usable.

The European Health Management Association's (hereinafter EHMA) responsibilities reach to start up and maintain the network of In-country and professional knowledge brokers. On behalf of EHMA, the main contact person is **Paul Giepmans** who is primarily responsible for the above mentioned In-country and professional knowledge brokers and communication flows within this network. More detailed information on the network is provided in the chapter on In-country knowledge brokers as part of the Dissemination plan.

4.2 PRESENTATION OF OTHER COLLABORATORS

Dissemination interfaces with all Work Packages within the Joint Action as the content of the dissemination activities and materials will be done on the basis of a strong cooperation with other WPs and on their responsibility and under the supervision of the coordinator of the Joint Action, the Federal Public Service Health, Foodchain, Safety, Environment and the Programme Manager Michel Van Hoegaerden. Thus it is inevitable to keep close touch with all Work Packages within the Joint Action to reach the smooth dissemination of project's results and outcomes. In general, WP2 will cooperate closely with all work packages in terms of internal and external communication and various dissemination documents. It is essential to remark that WP2 in coordination with WP1 is the only one liable to publish information related to Joint Action Health Workforce Planning and Forecasting externally. In case that other WPs will need to disseminate information through other channels than stipulated in Dissemination strategy they shall always inform the WP2 and WP1 about the content and final addressee so that WP2 as focal point body for communication is always informed about any ongoings. Further policy guidelines for dissemination processes will be explained in Dissemination strategy as important part of this document.

As stated in previous text, there is close cooperation among all work packages in the general dissemination processes as will be further described in this dissemination strategy. In here it is of importance to remark that although WP2 will communicate with all WPs closely, specific collaboration will be maintained with WP1, WP3 and WP7.

WP2 – WP1 cooperation

The two work packages are cooperating very closely already. The coordinator has overall accountability for the success of the Joint Action. It is inevitable that both work packages cooperate closely to ensure that the objectives meet with the expected outcomes not only in the area of dissemination processes but also in the JA as the whole. The coordinator makes sure that the implementation is in accordance with the Grant Agreement and that all deliverables are properly met.

The cooperation of the two work packages is bond by the common work in the area of stakeholder analysis conduction. The results of the analysis will be closely linked to further implementation of Joint Action main objectives. Overall, as based on the results of the analysis, we would be able to identify the needs and motivations of our stakeholders and make sure that they will be properly involved and that their contribution to the JA will be of effective

use. And thus the conduction of stakeholder analysis is one of the cornerstones for the project especially in the first year of the dissemination as out of its outputs we would be able to address the right target groups. In this notion the coordinator has an utmost interest on the smooth conduction of the analysis and so the tight cooperation is necessary.

The tight cooperation between both work packages is expected in the organization of 3 conferences. The conferences are aimed, among other things, at the engaging the stakeholders and in this way are increasing the impact of the JA activities. WP2 and WP1 will cooperate in terms of stakeholders' engagement and also in terms of content aspects.

WP2 – WP3 cooperation

The cooperation with WP3 is closely linked to Interim and Final Evaluation report and ensures the effective and correct management of the Joint Action in order to realize the expected benefits and achieve the desired outcomes. In close cooperation with the coordinator the horizontal work packages create The Joint Action Management Office as the hub of the Joint Action providing guidance to the core work packages.

WP2 – WP7 cooperation

The cooperation with WP7 is of crucial importance from the early start of the project activities as upon the quality sustainability depends further sound future of the JA results. Being specific it is of grave significance to underline the cooperation in the area of In-country knowledge broker network sustainability and also the sustainability of the most relevant stakeholders and experts. These two aspects should be held in mind when developing the health workforce planning sustainability processes. Besides this we also see a cooperation potential in organization of 3 Stakeholder forums.

WP2 – other work packages

As dissemination team will be the one responsible for disseminating the official documents and materials, it is obvious that it has to collaborate with all Work Packages in terms of material distribution, its promotion support and in promoting the engagement of relevant personnel. While content issues will be the responsibility of WP 4, 5 and 6, dissemination activities should be always led along in cooperation with WP2 as the WP2 team will be the one responsible for official website content and for the upload of the official documents.

5. JOINT ACTION KNOWLEDGE BROKERS NETWORK

As mentioned above, one of the objectives of the dissemination Work Package is to inform key stakeholders, and to engage them in using outcomes and outputs in order to make the Joint Action (JA) as sustainable as possible. Not only should this lead to increased interest in the outputs of the JA, but would also support the development (and expansion) of network for stakeholders in and across Member States.

To achieve this goal the JA brings together knowledge brokers at both an in-country and professional level. In-country knowledge brokers act as key links to take the learning from the JA into practice within the Member States and professional knowledge brokers do the same with European professional, patient and society organizations within the JA. The network of knowledge brokers supports the Action and in-country developments related to health workforce forecasting and planning by:

- Promoting the JA and its results;

The knowledge brokers are contributing to the active dissemination of information and materials produced by the Joint Action within their Member States and in-country or professional networks.

- Providing key information to the JA;

Knowledge brokers are not only ambassadors for the JA but also an important source of information. However it is important to distinguish between the collection of data for the JA, which needs to be collected by the WPs using other linkages and the high level feedback on usability and applicability that the KB network will provide. In general it is likely that the KB network will be commenting on data outputs from the WPs or advising on solutions. A number of days need to be reserved for providing input for other WPs to provide information that cannot be acquired within the WP itself. As such providing information through the network is supplementary to the information gathering processes within the WPs themselves.

- Supporting the development of national and professional platforms for health workforce planning and forecasting;

Improving the use of health workforce forecasting output is of key importance as to maximize the impact and sustainability of the JA and health workforce forecasting in general. In-country and professional discussions around planning – the activity in which forecasting outputs are used for policy or political decision-making – are therefore supported by WP2. If interested, sharing of information and experiences between in-country and professional knowledge brokers around increasing national coordination and collaboration will be supported by EHMA within WP2 and WP7 activities.

With these outlined goals in mind, it is important to emphasize that the knowledge broker network is not a central instrument for data collection for the whole Joint Action, i.e. that it is not an instrument that brings out all requests for all WPs and consequently sees to it that the requested data is gathered. The KB network has not been introduced as an instrument to prevent fragmentation of data requests. This is reflected in the limited number of days available to each knowledge broker (10 days a year), and the specific profile of the knowledge brokers we have asked Member States for. As main information and data collection will still happen through the individual Work Packages and different in-country contacts, a tension might result in when to contact the knowledge brokers and when to use contact points involved in the WP. This tension is discussed in next section on KBs, and practical support to WP-leaders is offered in the guidelines.

5.1 STARTING AND EXPANDING THE NETWORK

This section describes the steps in building and expanding the knowledge broker network. It outlines the recruitment of individuals who will contribute to the Joint Action in their position of knowledge broker, according to the type of involvement of their Member State (i.e. associated or collaborating partner).

In terms of timing, the process is as follows:

- Step 1: Between the start of the Joint Action and June 2013 EHMA recruits the knowledge brokers for the associated partners
- Step 2: Between September and December 2013 EHMA tries to recruit knowledge brokers for the collaborating partners , EU countries not involved in the JA and also other EU neighbouring countries
- In parallel to step 2, EHMA will discuss with WP-leaders how professional knowledge brokers can be effectively involved

Step 1: Involving Associated Partners and recruiting knowledge brokers in their MSs

The following countries are involved in WP2 as an associated partner:

- Belgium ➤ France ➤ Hungary ➤ Malta ➤ Portugal ➤ Slovenia
- Bulgaria ➤ Germany ➤ Iceland ➤ Netherlands ➤ Romania ➤ Spain
- Finland ➤ Greece ➤ Italy ➤ Poland ➤ Slovakia ➤ UK

The aim of the first step is to recruit knowledge brokers for all of these Member States, and to get them actively involved before June 2013. Getting the individual knowledge brokers is achievable, as associated partners have contractual obligation to get involved according to the agreement between the Member States and the European Commission. However, recruitment is only meaningful when knowledge brokers are active and responsive. This will

be made very clear during the recruitment stage, as well as the expectations (days of involvement) and benefits.

Step 2: Involving Collaborating Partners and recruiting knowledge brokers in their MSs

Collaborating Partners will be invited to join the knowledge brokers' network under the exact same tasks and conditions as associated partners. The added value for them is to still get involved in the JA, and to be able to improve their national planning and forecasting mechanisms.

The following collaborating partners – from countries not involved as an associated partner – are connected to the Joint Action:

- Croatia: Ministry of Health of Republic Croatia
- Cyprus: Ministry of health
- Denmark: Danish National Board of Health
- Ireland: Ministry of health
- Latvia: Ministry of Health of the Republic of Latvia
- Lithuania: Lithuanian University of Health Sciences
- Norway: The Norwegian ministry of health and care services
- Serbia: Ministry of Health
- Sweden: Socialstyrelsen - National Board of Health and Welfare

The aim is to eventually involve all these countries in the Joint Action. It would be overoptimistic that all countries would join with a knowledge broker straight from the start: a possible barrier for participation might be the fact that there is no co-funding involved for collaborating partners. In addition no formal agreement on the exact minimum of days for contributing to the JA can be made, meaning that the commitment of collaborating partners cannot be assured.

Hence the recruitment process of collaborating partners is an ongoing process, with the aim to recruit 3 additional partners every year. The invitation letter outlining the possibilities and responsibilities of becoming a Knowledge Broker is included in Annex I.

Involving neighboring countries in the JA

There are a number of countries neighboring to the EU that might be interested in joining the network as well. In order to increase impact of the JA and its sustainability, the aim is to recruit as many as possible throughout the lifetime of the Joint Action.

Involving the South Eastern Europe Health Network (SEE HN) is an opportunity to achieve this goal, as well as the WHO Regional Office for Europe. Involvement of these countries is realistic as there are many learning and networking opportunities through the Joint Action.

Effectively involving Professional Knowledge Brokers

The JA has the following stakeholders from a European level as associated partners:

- Council of European Dentists (CED)
- Standing Committee of European Doctors (CPME)
- European Federation of Nurses Associations (EFN)
- European Hospital and Healthcare Federation (HOPE)
- Pharmaceutical Group of the European Union (PGEU)
- European Union of Medical Specialists (UEMS)

In addition, the following collaborating partners will be invited to join as professional knowledge brokers as well in autumn 2013:

- European Federation of Public Service Unions (EPSU)
- HOSPEEM
- WHO Regional Office for Europe
- OECD Health Division

Professional Knowledge Brokers have a similar profile to in-country knowledge brokers, therefore having the same roles and responsibilities. They might be involved:

1. as a complementary source of information;
2. if one of the WP-leaders needs to acquire data or information concerning a specific professional group;
3. if input from Member States needs to be validated
4. as founding members of Stakeholder forum

WP-leaders will be better informed by EHMA on the opportunities of involving professional knowledge brokers in the upcoming autumn of 2013.

5.2 MANAGING OF KNOWLEDGE BROKERS

The European Health Management Association (EHMA) coordinates the network of in-country and professionals knowledge brokers. As such, the association

- manages the requests from other Work Package leaders in the JA;
- tracks of the time the knowledge brokers have been involved in the JA;

- informs knowledge brokers on JAs outputs and results;
- creates a tool for sharing good practices within the in-country and professional knowledge brokers network;
- supports the input from the knowledge brokers.

When to consult the network?

The knowledge brokers' network should be used when it is essential for successfully implementing a work package, and the available contact points in the WP do not suffice. The following questions will help you in determining whether you need the support of the KB network:

1. I have a request that doesn't relate to the JA.
 - This network concerns requests related to the JA only. Please contact WP2 Work Package leaders (both **Zuzana.Matlonova@health.gov.sk** and **Paul.Giepmans@EHMA.org**) with your request and they will try to help you.
2. I have a request for the Member States or professional organisations that are already involved in my WP.
 - Do contact the responsible persons from the Member States or POs in your WP; the KB network does not provide an added value.
3. I want to involve more Member States in the implementation of my WP and I would like to get information from Member States currently not involved in my WP.or from POs
 - First of all, please note that Member States signed up for the WPs they have a direct interest in. The fact that they are not involved in your WP might indicate less interest to get involved in this particular piece of work Contact EHMA using the official request form. We will then see the number of remaining available days and the added value of the JA as a whole following consideration together with WP1.
4. I have a request for additional (possibly complimentary) information to the data provided by the Member States already involved in my WP.
 - Both the professional and in-country knowledge brokers are there for such requests. If information cannot be produced by the WP itself and the contact points directly involved the KB can be of support. Please specify your request using the guidelines.
5. I have a request for MSs or professional organisations not involved in the JA.
 - We can bring your query to the recruited knowledge brokers from these countries. Please note that they do not have the obligation to respond – their involvement is voluntary. Expectations about their feedback should be realistic.

5.3 GUIDELINES FOR THE REQUEST OF KNOWLEDGE BROKERS' INPUT

In order to achieve successful coordination EHMA developed guidelines for information request. The guidelines are instrumental in effective coordination of the network and the right use of a valuable resource for information. In cooperation with WP1, the guidelines are developed over the summer. They have been validated through the first request for input by WP-leader the Centre for Workforce Intelligence and are updated since. The approach to the guidelines is to strike the right balance between acquiring the right amount of information without becoming an 'administrative burden', while clarifying the request to the network members as much as possible in advance so that the request is as clear as possible. The current version of the guidelines can be found in annex II. The schematic overview is included in Annex III.

Motivating knowledge brokers and acquiring timely responses

Motivating the knowledge brokers starts with assuring that they are not demotivated by requests. This means that inquiries should be well-formulated and clearly demarcated. The guidelines and well-phrased requests are the visible product of this stage, which is preceded by a process in which EHMA together with the requesting WP-leader tries to translate the request into an easy-to-respond-to form. This should also help reducing the number of necessary clarifications from the respondents, which in turn should save time and result in better quality results.

Secondly, consistent follow-up should be provided by EHMA. It is important to recognize that participating in the JA is not a primary goal or activity of knowledge brokers, and that kind reminders are a necessity. That being said, 10 days for each year are foreseen in the agreement with Associated Partners in the Joint Action meaning that there is an explicit commitment from the knowledge brokers to contribute to the Joint Action in this role. EHMA will remind the knowledge brokers of this commitment if necessary.

Lastly, EHMA and WP-leaders should try to plan requests around certain periods, i.e. the summer months when many knowledge brokers will be on leave, and around identified busy periods such as May and December.

Summarizing, on a day-to-day basis EHMA will undertake the following activities in managing the network:

- EHMA keeps track of responses and agrees with WP-leaders to communicate responses on a certain moment,
- In the process of an inquiry, EHMA is responsible for getting qualitative responses as soon as possible. In practice this means that EHMA will try to make the necessary clarifications as quickly as possible, and will

- react adequately to irresponsive knowledge brokers (e.g. knowledge brokers that have left their employer),
- EHMA will remind knowledge brokers of requests if necessary. If Knowledge Brokers do not respond EHMA will inquire why, and explore whether this is a structural issue. If so, an alternative knowledge broker may be sought,
- The aim is to acquire feedback from at least 90% of the associated partners (i.e. 16 partners).

Receiving and reviewing quality input

Assuring that responses of the knowledge brokers are of high quality is a difficult process: knowledge brokers are in this particular role because they are considered to be in the right position to get or disseminate the right material, with knowledge that is possibly not available to EHMA or the requesting WP leaders, or the involved contact points in the Work Packages. Validating whether responses are useful and complete will be done by WP-leaders. Possible clarifications might always be necessary – this should be done through EHMA.

Checking whether input from Member States represents the actual in-country situation is more challenging, as there are no or few resources to peer-review. However validation will occur when knowledge brokers deliver information to the JA, which then will be used by Work Package leaders in implementing that work package, and which inevitably will be reviewed by the Member States represented in the JA (assuming that the knowledge broker is not directly involved in any of the WPs).

Timing of expected inquiries

This table reflects possible inquiries to the knowledge broker network, i.e. these are not agreed consultation moments with WP-leaders. The following table is based on Annex 1b to the Grant Agreement and reflects the (sub)deliverables mentioned in this document.

WP	Deliverable	Expected month	Comments
2	D023 Stakeholder Analysis	4,14,26	Large tasks in planned for summer 2013. Need to deliver network ahead of this task and plan around summer leave of knowledge brokers
3	D032 Expert reference group Reports	20, 32	Knowledge brokers might be consulted to recommend in-country stakeholders / target groups for this reference group

4	D041 Report on terminology mapping	15	Knowledge brokers might be asked for additional information for countries not involved in WP4
5	D051 Minimum planning data requirements	7	Knowledge brokers from countries not involved in WP5 might be consulted to deliver the data for their Member State
6	D06 Deliverables on qualitative methodologies	Not specified	WP6 seeks to establish a reference group to support them in the implementation process. The purpose of the reference group is to provide specialist subject matter expertise to support the strategic direction of Work Package 6 and ensure outputs are able to support the planning of the future workforce composition.
7	D072 List of experts	12, 24, 36	The KB network could be contacted to identify experts

Informing knowledge brokers on JAs outputs and results

Knowledge brokers are not just contact points to deliver information to the Joint Action, but also to disseminate relevant findings and practices within their country. EHMA's role in this process is to extract the right public information from the different work packages, and to disseminate the information among the knowledge brokers. Based on the stakeholder analysis suggestions may be made on who to contact in-country. In order to achieve this aim, EHMA will start to inquire during WP-leader meetings whether there is any relevant information to share. In-country knowledge brokers will be signed to the upcoming newsletters moving towards a sustainable and active network. With the potential the knowledge brokers network offers it is important to use it wisely and only for the most important requests. However, it cannot be prevented that people participating in the Joint Action send out 'random' requests of information. These requests might be made for their own benefit, or be made within the framework of the JA (i.e. to benefit a WP) but not according to agreed processes.

As mentioned above, 'official' requests will be made through WP2 using the guidelines for requests by WP-leaders. In other words: only WP leaders can make inquiries for the knowledge broker network. This means that for 'random requests' the knowledge broker network and the JA will not be responsible for follow-up or the collecting of feedback.

However, the JA does promote a culture of information sharing and the building of a community. This section will outline opportunities for building such an active and sustainable network, in which knowledge brokers are also active in contributing to WPs they are not directly involved in as an associated partner.

The aim: Providing conditions for the development of an active and sustainable network

The aim is to deliver the right conditions to develop a sustainable network in which knowledge brokers are active in addition to the JA activities formulated in the introduction. It is difficult to determine in advance what success will exactly look like, as it is to knowledge brokers to become active and get out of the network what they will need. However it is possible to nudge knowledge brokers to become active, and to deliver platforms for independent activity.

The way to measure success is to ask knowledge brokers whether they have the right platforms for activity and whether they are happy with the platforms offered by the Joint Action. Stating that the network should be active is tricky, as there is no needs assessment for such platform. However the Joint Action can explore these needs and make recommendations accordingly.

If knowledge brokers are also active in an informal network it will prove its own added-value. Consequently the working of the informal network, and how it relates to other European networks such as the Internal Market Information Contact Points, can inform WP7 on the sustainability of the network.

Several opportunities for implementation are available, including the newsletter and the Joint Action website (e.g. a forum). Activities and creating a 'network feeling' could also be supported through webinars and meetings during JA conferences.

6. JOINT ACTION STAKEHOLDERS

In order to identify the primary stakeholders within the JA, almost all associated partner countries handed in the Stakeholder analysis that showed the leveled target groups in European health workforce planning and forecasting. Ministry of Health in Slovakia in cooperation with programme manager Michel Van Hoegaerden created the methodology guidelines for the conduction of Stakeholder analysis.

The stakeholder analysis was carried out through network of In-country knowledge brokers (hereinafter KBs). KBs received the complete methodology guidelines with predefined structured tables and also example of Slovakian stakeholder analysis that was conducted prior to sending the instructions to KBs. Thus KBs got the full package of information to get their national stakeholder analysis made.

In here, we would like to emphasize that the Stakeholder analysis is a living document and update of the analysis on the regular basis is inevitable. And thus for this purpose WP2 will be in close touch with KBs to ensure that the stakeholder analysis reflects current needs and motivations of our stakeholders. In this chapter you can find the description of the methodology guidelines for conduction of the analysis and general overview of the national and international stakeholder analysis.

6.1 METHODOLOGY OF THE STAKEHOLDERS ANALYSIS

The stakeholder analysis (hereinafter also SKD analysis) consists of 4 parts. The very first part was aimed at identifying the stakeholders according to their scope to the Joint Action. The goal was to list the most important stakeholders reaching for the organizations on political level that influence the policy making in health workforce going down to strategic level organizations, standardization bodies and consequently operational level organizations. The first part of the analysis clearly showed the potential stakeholders and their brief description with provided links to web pages preferably in English. There was no limitation to the numbering of stakeholders and thus the KBs got the free hands in identifying the stakeholders.

The second part Push analysis constitutes the deeper linkage between Joint Action and appointed stakeholders as identified in Part I of the analysis. The KB were brainstorming what we as Joint Action representatives want to exchange with the specific stakeholders that would be of added value to the project and what can the stakeholders possibly provide towards the Joint

Action objectives and thus which kind of goal will be achieved by exchange mechanism between the stakeholders and the JA representatives.

The third part of the analysis consists of identification of motivation of the specific stakeholders. The primary goal of this part is to find out the motives why should the stakeholders join our initiative on health workforce planning and forecasting progress. This task is of grave importance and thus special attention should be paid to figure out the motivations of the stakeholder groups. As the capacities of the KBs don't have to reach that far, we have decided to conduct the stakeholders interviews for this purpose. KBs in the second phase of the stakeholder analysis completion are supposed to carry out the interviews with all of the stakeholders listed in part I of the analysis. As the template for the interview should serve the SKD interview template created for this purpose. The SKD interview template will serve as the good basis for identifying the needs and motivations of our potential stakeholders. After the evaluation of the interview the KBs will assign the point ranging from 1 to 5. 1 stands for low motivation and 5 stands for high interest of the stakeholder on JA outputs and results.

The fourth part of the analysis points out on the possible usage of chosen dissemination channels. The communication and dissemination matrix clearly indicates the channels planned to use to address the specific stakeholder.

6.2 NATIONAL STAKEHOLDERS

In the very next part we provide you with the evaluation of the Stakeholder analysis conducted on national level. By conducting the analysis the primary target groups were defined for each associated partner via the usage of In-country knowledge brokers' network as described in previous chapter of this Dissemination plan.

The request on the In-country knowledge brokers was sent out via the email on 23rd of July 2013. As agreed we requested to fill in Part I, Part II and Part III of the analysis. We have received the list of stakeholders from each associated partner knowledge broker according to the scope towards the JA. The second part of the analysis showed what kind of information can the stakeholders provide towards the JA. Part IV clearly showed what dissemination channels should be used in order to reach the stakeholders effectively. Part III of the analysis is still in the progress as the conduction of the interviews is process that is time intensive. By conducting the interviews, the KBs will make sure that their assumptions on potential stakeholders, their interests and motivations listed in SKD analysis were right and realistic. Part III will also show if the motivation to join the JA initiatives reflects the reality.

As the result of the analysis was list of stakeholders and up-to-date we have received almost all of the analysis back as stated in table below:

Associated partner country	In-country Knowledge Broker	Part I	Part II	Part III	Part IV
Belgium	Aur�lie Somer	X	X		X
Bulgaria	Krasimir Ivanov	Reminder sent	Reminder sent		Reminder sent
Finland	Ailasmaa Reijo	X	X		X
Hungary	Edmond Girasek	X	X		X
Iceland	Valger�ur Gunnarsd�ttir	X	X		X
Italy	Annalisa Malgieri	X	X		X
Netherlands	Leon van Berkel	X	X		X
Portugal	Rui Santos Ivo	Reminder sent	Reminder sent		Reminder sent
Slovakia	Mario Miklo�i	X	X		X
Slovenia	Rade Pribakovic	X	X		X
Spain	Pilar Carbajo	X	X		X
UK	Cris Scotter (Ben Grice)	X	X		X
Germany	Melanie Boeckmann	X	X		X
Poland	Aleksandra Kotowitz	X	X		X
Malta	Andrew Xuereb	X	X		X
France	Michele Audeoud-Fauris	in progress	in progress		in progress

The analysis gave us the primary target groups of the JA and offered the overall picture of who the potential stakeholders are. The most important and most powerful groups are umbrella organizations as policy makers/ decision takers, medical policy councils, medical chambers, professional organizations, schools and universities.

- First target group 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 includes 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.

- 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.
- 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 build 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.

It is of utmost importance to motivate the stakeholders at all levels so that outputs of the JA are disseminated broadly at national systems.

Structure of national stakeholders

Political level – policy makers, decision takers

- Ministry of Health level
- Ministry of Finance level
- Ministry of Education level
- Public Health Bodies level
- Regulatory bodies level

Strategic level – essential information, data and statistics

- Statistical offices level
- Health information center level
- Health insurance companies
- Quality institutes

Operational level – implementing policy implications

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

Detailed list of the particular stakeholders' analyses for particular associated partners can be found in Annex IV of the Dissemination plan.

Main goals in terms of National stakeholder analyses are:

- Identify all key stakeholders
- Find the effective dissemination channels for each stakeholder group
- Make sure that appropriate dissemination tools for stakeholders will be used
- Involve stakeholders in actively promoting JA outputs and results at national and European level

How to achieve the set goals:

- Conduct stakeholder analysis that reflects the reality
- Communicate and agree on the pending list of relevant stakeholders on JA level (internally)
- Define the needs of stakeholders group and adapt the dissemination channels accordingly
- Communicate closely and continuously with in-country Knowledge Brokers as the initial intermediators between JA and stakeholders

6.3 INTERNATIONAL STAKEHOLDERS

We also plan to conduct the international stakeholder analysis to see the perspectives of HWF planning on the international level that can be of use for national level systems. The conduction of international stakeholder analysis is planned for month 7 of the JA timeline. The structure of the analysis is going to be similar to national stakeholder analysis and thus both of the documents would be comaparable in order to reflect mutual needs and issues in health workforce planning process. The organizations we plan to address are primarily WHO and OECD. But also other health care professional organizations are considered to be addressed such as: HOPE (European Hospital and Healthcare Federation), EFMI (European Federation for Medical Informatics), EHMA (European Health Management Association), EFN (European Federation of Nurses Associations), EUPHA (The European Public Health Association), UEMS (European Union of Medical Specialists) and

others. In addition to health care organization we plan to address also the labour organizations such as ILO (International Labour Organization) and organizations in the sector of education as the education plays the essential part of sound and sustainable health care in terms of workforce availability and sufficiency.

7. DISSEMINATION STRATEGY

WP2 facilitates coherent, effective and sustainable external communication of the JA and ensures that its objectives, activities, results and deliverables are known to all identified stakeholders and wider audience on EU and national/regional levels. General idea behind all dissemination activities will be to “make people work together” and to enable all of the partners to benefit from the JA results.

The prime goal of the dissemination activities is to inform the stakeholders about the results of the work being carried out in the joint action. The structure of stakeholders is the output of stakeholder analysis as described in chapter 4 of The Dissemination Plan paper. The structure is complex and the stakeholders are divided into several groups where each group needs the specific dissemination approach.

To ensure that the project will be taken up and embedded in the community, a dissemination plan will explain how the outcomes of the project will be shared with the stakeholders, relevant institutions and organizations. Thus the dissemination plan encompasses the answer to following questions:

- Why to disseminate – objectives of the dissemination
- What to disseminate – the message that the JA conveys
- To whom to disseminate – the target groups/ stakeholder analysis
- How to disseminate – what dissemination channels will be used
- When to disseminate – the timing based on planned month of delivery of the particular deliverables

7.1 DISSEMINATION POLICY

For all project dissemination activities there is the dissemination policy based on the following criteria:

- Time: all of the activities comply with the information within given timeframe
- Language availability: all information is available in English
- Effectiveness: personnel staff in the dissemination activities will have expertise in content preparation and carrying out the dissemination activities
- Cooperation: content of the dissemination activities and materials will be done on the basis of strong cooperation with other WPs

- WP2 is fully responsible for visual identity and overall image of the JA

7.2 THE CONCEPT OF THE DISSEMINATION

The dissemination strategy, planning and implementation are managed by WP2 along with the supervision of the coordinator. The strategy should be managed by the project procedures involving:

- Executive Board for agreeing on releases of dissemination materials and publications on the project web site
- WP 2 leader assisted by the WP1 for conceptual and operational planning of the dissemination activities, assuring quality control mechanisms, accuracy and relevance of the disseminated information

All dissemination processes will be proposed by WP2 Dissemination team and agreed by the Executive Board. In quite a few cases, as the good practice shows, it is also important to include our stakeholders in dissemination processes via the network of In-country knowledge brokers as previously mentioned. The main objectives of the Dissemination plan are actions that will ensure the results and deliverables of the JA will be available. The initiative comes about because its participants share the aim of improving the health workforce planning and forecasting environment. The aim of the Joint Action is to support the policy on health workforce planning and forecasting in particular in developing strategies, priorities and recommendations and consequently guidelines on how to develop sound workforce mobility planning.

A wide range of purposes of the dissemination is represented by raising awareness, information and engagement of different target groups – policy decision makers, medical chambers, professional organizations and other organization bodies interested in the JA outputs and results.

7.3 MESSAGE OF THE DISSEMINATION

Key message of the project is: **„Joint workforce planning and forecasting today for better healthcare of tomorrow.”** The key message strongly reinforces the fact that joint efforts of organizations involved in the joint action have one common goal: a united platform for collaboration and exchange between Member States (MS) to support them to prepare the future of the health workforce.

Thus message of the dissemination is to work jointly and teamlike to follow the main objective: create a strong platform for cooperation and exchange between Member states using various dissemination channels to reach the target groups.

Key message was defined by the process of logo creation as the message that defines the joint action endeavours. The message is clear, simple and easy to understand. It bears the information that is realistic. The language of the message and overall communication of the joint action should be appropriate for the target audience and preferably non-technical language should be used where it is possible so that the message of various documents is clear for different kind of audiences.

7.4 OBJECTIVES OF THE DISSEMINATION

The main objectives of the dissemination strategy are actions undertaken to ensure that the results and deliverables of the Joint Action are available in time to all target audience groups. Specific objectives in terms of dissemination are:

- Providing effective start-up dissemination of JA objectives
- Providing effective dissemination of JA outputs and results

7.4.1 Providing of effective start up dissemination of JA objectives

Effective start up dissemination is of crucial significance for further healthy flow of the JA dissemination and therefore WP2 are striving to provide high quality dissemination of JA objectives and planned activities within the 1st year of JA dissemination. Methods to be used to follow the objectives are:

- Strategic planning of the dissemination
- Establishment of network of In-country and professional knowledge brokers
- Stakeholder analysis
- External elaboration of logo and web page
- Production of promotional leaflet

The result of dissemination endeavors in the very first year of the dissemination will be as follows:

- Stakeholder analysis approved by the Executive Board

- Network of In-country knowledge brokers established with high response rate
- Visual identity – logo and overall housestyle created and approved by the Executive Board
- Minimal set of templates produced
- Promotional leaflet produced
- Organizing of the conference in Bratislava
- Web site in operation and documented
- Newsletters issued every three months

7.4.2 Providing of effective dissemination of JA outputs and results

During the second and third year of the dissemination WP2 plans to keep on with the quality dissemination in terms of delivering good outputs and results that would be of use in developing and culminating phase of the dissemination activities. Methods to be used to follow the objectives are:

- Strategic planning of the dissemination
- Stakeholder analysis – active participation of all associated partners
- External production of HWF Guide

The outputs of dissemination activities in the 2nd and 3rd year of the dissemination will be as follows:

- Newsletter quarterly produced
- 3 conferences successful
- Web site fully operational
- HWF Guide approved by the Plenary Assembly and distributed
- Final dissemination report & recommendations spread out to the appropriate stakeholders

7.5 MILESTONES OF THE DISSEMINATION STRATEGY

1. First period dissemination plan and stakeholder analysis

Month of delivery: 4

Description: In compliance with the specific objective no 1 there is need for the first period dissemination plan. Stakeholder analysis is integral part of this plan

Level of publicity: all stakeholders and project partners

Dissemination channel used: website

Target audience: partners of the project, WP members, EU Commission, EAHC

Current status: The Stakeholder analysis was conducted in the months 4 and will be continuously updated

2. Fully operational dedicated website

Month of delivery: 12

Description: Operational dedicated JA web site should be one of the most important dissemination tools for the second JA period (2nd and 3rd year). Web site has to be designed and operated in a sustainable way also after the completion of JA activities.

Level of publicity: public

Dissemination channel used: current website, e - mail sent to all partners

Target audience: partners of the project, stakeholders, all public

3. Next period dissemination plans and stakeholder analysis

Month of delivery: 12

Description: In compliance with the specific objective No 2 there is need for the next period dissemination plans. Revised stakeholder analysis is integral part of these plans. Specific emphasis will be placed on the sustainability of the dissemination activities after the completion of JA activities.

Level of publicity: public

Dissemination channel used: website, e - mails

Target audience: partners of the project, stakeholders and all public

4. Edit chapters of HWF and publication of final HWF Guide

Month of delivery: 30, 33

Description: Assembling of content delivered by each WP leader and performance of the final editing and coherent layout for publication. Publication and distribution of final HWF Guide.

Level of publicity: all stakeholders

Dissemination channel used: website, e – mail, newsletter

Target audience: all stakeholders

8. DISSEMINATION DELIVERABLES AND ITS USE IN THE JA

Following the objectives of the JA we set the main deliverables that should be followed and achieved throughout the JA duration. In the following chapter we provide the list of deliverables with their description, month of supposed achievement, level of publicity of each deliverable, dissemination channel used while delivering and definition of target audience.

Visual identity-JA logo and housestyle

Month of delivery: 4

Description: Creation of universal logo usable also after the completion of JA activities. The logo represents one of the crucial first period deliverables for building of JA visual identity.

Level of publicity: all public

Dissemination channel used: current website, e – mail, newsletter

Target audience: all public

Implementation strategy: The logo will be used for all official documents held under the pin of Joint Action. The logo was public procured after the approval of specifications from the side of WP leaders and EU Commission. Specifications of the logo can be found in annex V of this dissemination plan. Specifications were the part of the terms of reference in public procurement documentation. The logo in its color variations is in annex VI of this dissemination plan.

Evaluation of effectiveness: The logo will be reviewed and approved by Executive Board

In-country and Professional Knowledge Brokers Network

Month of a delivery: 2

Description: A key aspect of implementing the JA and creating tangible outcomes is a network of in-country and professional knowledge brokers. These knowledge brokers are important in promoting the JA in the Member States and therewith creating its impact, are a resource for information and further building the network of European workforce planners. Professional knowledge brokers enable to cross-check and involve the expertise of the EU stakeholders representing different professionals.

This deliverable is a database consisting of the in-country and professional knowledge brokers. As the experts will also be used as a source of information for WPs 4, 5, 6 and 7 coordination needs to be in place to make use of their expertise in a coordinated way.

Level of publicity: all stakeholders

Dissemination channel used: e – mail, newsletter

Target audience: nominated personnel per each associated partner

Implementation strategy: To create a network of KBs it was necessary to address to all associated partners to nominate one person that would fit the specifications set in the guidelines for KBs

Evaluation of effectiveness: WP1 leader, EU Commission and EAHC review

Stakeholder analysis

Months of delivery: 4, 12, 24, 36

Description: The stakeholder analysis will be a continuous exercise mapping the key players in the Member States and EU professional organizations involved in health workforce planning and forecasting. The analysis will be a cornerstone for further dissemination activities (i.e. the implementation of the dissemination plan), and provides key data on experts to involve both as a target group and as a resource.

The stakeholder analysis will be updated regularly.

Level of publicity: all stakeholders

Dissemination channel used: website, e – mail, newsletter

Target audience: scientific community only

Implementation strategy: The stakeholder analysis was conducted via the network of In-country knowledge brokers who made a list of stakeholders and identified the possible options for exchange information, data, etc. with these stakeholders. In further steps the stakeholder analysis will show also the motivations of particular stakeholders to take active part in attaining joint actions objectives

Evaluation of effectiveness: Programme manager and WP leaders review, EAHC review

Dissemination plan

Month of delivery: 4, 14, 26

Description: Production of complex dissemination strategy. Integral part of the first period dissemination plan will be style and publishing guide. The quality of the dissemination plan relies on a well-performed stakeholder analysis that provides specific target groups to be reached through different channels. The dissemination plan will be updated annually.

Level of publicity: all stakeholders

Dissemination channel used: website, e – mail, newsletter

Target audience: all stakeholders

Implementation strategy: WP2 will create the complex Dissemination plan based on the up to date knowledge of the Joint Action, reflecting the actual needs of the dissemination aspect of the project

Evaluation of effectiveness: Executive Board approval

Promotional leaflet

Month of delivery: 6

Description: Editing, publication and distribution of promotional leaflet for broad public with focus on the promotion of JA objectives and planned activities. Leaflet will contain also logo - JA visual identity and distribution will be realized according stakeholder analysis and first period dissemination plan.

Level of publicity: all stakeholders

Dissemination channel used: website, e – mail

Target audience: public

Implementation strategy: WP2 will send out the initial proposal of the leaflet and in cooperation and feedback from other WP leaders will create the final version of leaflet as one of the main supportive dissemination tools

Evaluation of effectiveness: Executive Board approval

Newsletters

Month of delivery: 1,4, 7,10,13,16, 19, 22, 25, 28, 31, 34

Description: Newsletters of 3 months frequency. Exact timing could be adapted according to JA events and meetings, milestones, political occasions or presidency activity. Maximum 12 newsletters are foreseen.

Level of publicity: all stakeholders

Dissemination channel used: website, e – mail

Target audience: public

Implementation strategy: WP2 will make a proposal of the newsletter and after the programme manager and WP1 leader approval the newsletter will be distributed to all associated and collaborating partners

Evaluation of effectiveness: Programme manager and WP1 approval

Fully operational website

Month of delivery: 12

Description: Operational dedicated JA web site should be one of the most important dissemination tools for the second JA period (2nd and 3rd year). Web site has to be designed and operated in a sustainable way also after the completion of JA activities.

Level of publicity: all public

Dissemination channel used: newsletter, e-mail, conferences, workshops, current website

Target audience: public

Implementation strategy: WP2 will make the initial proposal for website architecture reflecting the requirements and expectations of WP leaders. On the basis of WP leaders requirements the pilot version will be created and after the general consensus the fully dedicated website will be put into operation.

Evaluation of effectiveness: Executive board approval

3 planned conferences

Month of delivery: M10 – Bratislava, M22 – Rome, M35 – Sofia

Description: 3 planned JA conferences are aimed on the engaging the stakeholders in order to increase the impact of the JA activities. Content and purpose of conferences will be specified in the dissemination plans but certain flexibility is needed (reflecting actual social and political situations and challenges).

Level of publicity: all public

Dissemination channel used: newsletter, website, e-mail

Target audience: public

Implementation strategy: WP2 will be of the assistance for the WP5 and WP7 in conference content preparations along with the assistance of programme manager and WP1

Evaluation of effectiveness: Programme manager and WP1 leader approval

Conference in Bratislava

Month of delivery: 10

Description: planned JA conference in Bratislava is aimed on the engaging the stakeholders in order to increase the impact of the JA activities. Content and purpose of conferences will be specified in the dissemination plans but certain flexibility is needed (reflecting actual social and political situations and challenges).

Level of publicity: all public

Dissemination channel used: newsletter, website, e-mail

Target audience: public

Implementation strategy: WP2 will be communicating closely with programme manager and WP1 in terms of content part of the conference. Technical part of the arrangements like booking the conference rooms and catering will be arranged via public procurement procedures

Evaluation of effectiveness: Programme manager and WP1 leader approval

Final HWF Guide

Month of delivery: 33

Description: Publication a distribution of final HWF Guide according to stakeholder analysis and next period dissemination plan. Level of publicity: all public

Dissemination channel used: newsletter, website, In-country knowledge brokers network

Target audience: public

Implementation strategy: Content of the Guide depends upon WP4, 5 and 6 outputs while language corrections will be responsibility of WP2. WP2 will make sure that proper English is used. The HWF Guide abstract will be

translated into 4 languages as indicated in the budget of JA. In terms of dissemination WP2 will be fully responsible for printing and distributing of HWF Guide.

Evaluation of effectiveness: Executive Board approval

JA laymen technical report

Month of delivery: 34

Description: Publication of final layman technical report on the web site and dissemination throughout final third conference.

Level of publicity: all public

Dissemination channel used: newsletter

Target audience: public

Implementation strategy: WP2 will make sure that the final message of the Joint Action is understandable and that all partners comprehend the concept and results of the Joint Action. For this reason WP2 will distribute the questionnaire for participants of last conference as the ex-post inquiry.

Evaluation of effectiveness: Evaluation of the questionnaire by WP2

Final dissemination report

Month of delivery: 36

Description: Technical summary of all dissemination activities in the form and structure defined by EAHC.

Level of publicity: scientific community only

Dissemination channel used: website

Target audience:

Implementation strategy: WP2 will elaborate the summary report on all dissemination activities carried out throughout the Joint Action duration.

Evaluation of effectiveness: EAHC review

9. JOINT ACTION DISSEMINATION CHANNELS

Various dissemination channels will serve as the tools for maximizing the visibility of the project and consequently reach the target groups. Fully operational web site will play the central role in project dissemination activities but also other channels will be used throughout the process of JA dissemination. The channels will be divided. The dissemination channels can be divided into two major groups – internal and external dissemination channels.

9.1 EXTERNAL DISSEMINATION CHANNELS

The main external dissemination channels are: website, leaflet, emails, printed materials, factsheets, newsletters, scientific publications, knowledge broker communication, conferences, external workshops, external press media etc.

The **major external dissemination channel** of the project will be its **website**. The proposed structure of the website with timeframe and methodology of its construction will be presented to all WP leaders, EU Commission and EAHC representatives for discussion and comments. The remarks and comments will be incorporated and on its basis new website will be created. Website will be fully operational on month 12 after the JA start. Implementation of the fully operational website construction will be as follows:

- Public procurement conduction
- Requirement and expectations of the WP leaders, EU Commission and EAHC representatives
- Website structure proposal
- Information on architecture of the website sent to WP leaders, Commission and EAHC representatives
- Creation of design manual
- HW and SW setup
- Testing of the website
- Pilot web released
- Full web operational in terms of content and technical requirements
- Bridges with the WP5 Cooperative portal for the Network of Experts including the knowledge brokers as the integral part of the network

Newsletters shall serve as effective tools for spreading the most important information on JA happening in a reader friendly way. Thus the texts should be short, accurate and expressive. Newsletters give the preliminary information on the current ongoings, upcoming events but they also serve as the notifiers for the activities or information that require special attention of

project partners. Newsletter shall also serve as the micro-portals helping the reader through to the appropriate news section of the web-site.

Leaflet, printed materials, factsheets sent to all partners and stakeholders are another dissemination tools to be used to make the results of the Joint Action known to wider audience. We also strongly recommend to always making sure that these documents if relevant are on the official website. The content of the leaflet should convey the prime message of the JA, be brief in text yet highly informative.

Scientific publications are integral part of external dissemination channels. They have the advantage of lasting as they are part of the scientific database for public uses. Thus with this dissemination channel the target groups like students and researchers can be reached. Universities as Semmelweis University, University of Bremen, Medical University of Varna, Catholic University of Leuven and University of Eastern Finland that are integral part of the JA may be addressed to provide the advice how to reach this target audience and make this dissemination channel work.

Participation on the **external workshops and conferences** organized by our partners' organizations and stakeholders is the very good opportunity how to present the outputs and results of the Joint Action. In current phase it is also possible to participate and in this fashion make the JA objectives and expected results known to the target groups and support awareness on the JA. Joining the conferences and workshops outside of the JA will support the further sustainability and will ensure the continuance of the JA endeavors.

Press releases also form important tool for dissemination activities. Press releases might be used to increase overall awareness about the JA activities and major events.

As the reinforcement of traditional communication tools, it can be of use to also seize the opportunity of organized **on line discussions** which can attract the attention and engagement of the stakeholders.

9.2 INTERNAL DISSEMINATION CHANNELS

Internal dissemination channels for the information dissemination are Sharepoint, e-mails, phone, teleconferences, etc.

The **main internal dissemination tool** is the **Sharepoint** place. Sharepoint is the web based tool that was created by the coordinator of the JA to share all

the relevant JA documents at one place. Sharepoint serves as storage space for meeting documents as invitations, agendas and meeting minutes as well as for working documents in the form of drafts or in the form of finals. Furthermore the portal contains calendar for tracking the JA events, meetings and also serves as tool for preserving the contact list for the partners etc. In terms of tasks tracks one can create a “to do list” for particular WP or start up a forum discussion. Thus this tool provides complex and integrated sharespace for the purposes of internal Joint Action communication.

Furthermore, internal communication is organized via every day ***email communication*** within the relations of the programme manager and WP1 towards WP leaders and also among WP leaders, their teams and associated partners.

Internal communication is reinforced by monthly ***conference calls*** of WP leaders with programme manager and coordinator who are in charge of agenda and meeting minutes distribution and also control mechanism on the agreed tasks and deadlines.

10. EVALUATION OF THE DISSEMINATION

The evaluation of the dissemination will be intermediated through feedback and involvement of the WP leaders. The structure of the Dissemination plan was distributed among WP leaders, EU Commission and EAHC representatives for edits and comments. As no objections were raised WP2 followed the Dissemination plan structure as proposed by WP2. Focus group for discussion will be programme manager, WP1 leader – coordinator and WP7 leader – Sustainability as these two Work Packages play key roles in terms of cooperation with WP2.

The mechanism of Dissemination plan final evaluation will be as follows: First version of Dissemination plan will be distributed to WP leaders for sending the comments. Once the relevant comments are incorporated, the document will be sent to the Executive Board for the final approval. The reference group for the evaluation of Dissemination plan is as stated in the following table.

Participant	Organisation
Core team	<ul style="list-style-type: none"> • Ministry of Health of the Slovak republic • EHMA
European Commission	<ul style="list-style-type: none"> • DG Sanco • Executive Agency for Health and Consumers EAHC
WP leaders organizations	<ul style="list-style-type: none"> • Medical University of Varna, Bulgaria • Semmelweiss University, Hungary • Centre for Workforce Intelligence CfWI, UK • FPS Public Health, Food chain safety and environment • Ministry of Health, Italy • Ministry of Social Affairs and Health in Finland

As stated in evaluation strategy of WP3, in case of horizontal work packages, there is going to be anchored system of process indicators. Furthermore as stated in Project Policy, WPs will be submitting their progress reports, stage plans and risks and issues register so that the possible issues may be foreseen and overcome and reevaluated.

The WP3 is primarily responsible for evaluation of particular work packages. When related to WP2 particularly, Evaluation Work Package described the WP2 deliverables and related the following indicators and methods for data collection as stated in Annex II of the Evaluation plan. The dissemination tools along with the description and methods used can be seen in the next table.

D02. Dissemination Tools <i>Description: Ensure that the results and deliverables of the project will be made available to the target groups.</i>	
Process indicator	Method for data collection
Website, brochures, newsletters, platform and conferences provided and organized as planned.	Content analysis on the stage plans and progress 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 • evaluation survey of the conferences & stakeholders forum • limited opinion survey
D08. HWF Planning and Forecasting Guide <i>Description: Publication and distribution of the final EU guide on HWF planning and forecasting.</i>	
Process indicator	Method for data collection
Paper and electronic reports published and distributed as planned.	Content analysis on the stage plans and progress 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 • limited opinion survey

We have widened the evaluation indicators of dissemination work package originally intended to be evaluated via the process indicators. We added the output and outcomes indicators for the main dissemination tool – web site of the Joint Action as one of the main deliverables in terms of current course of Joint Action and in terms of its further sustainability. For this purpose we have created the process, output and outcomes indicators as the drivers for sound implementation of this tool into operation and its successful use.

Objective 1:	Creation of the website	
<i>Process indicators</i>	<i>Output Indicators</i>	<i>Outcomes indicators</i>
Initial website layout, design, operation model proposal	Accepted model by the Executive Board	Demo-website created
Objective 2:	Operation of the website	
<i>Process indicators</i>	<i>Output Indicators</i>	<i>Outcomes indicators</i>

Monitoring of the website traffic and use of the partners	Monitoring of the JA partners and stakeholders visits of the website and their satisfaction with layout	Final evaluation of the website in terms of clarity, specific sections layout and documents search
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11. RISK ANALYSIS

Risk analysis was conducted according to the procedures delineated in Project Policy. Risk analysis template was created by the coordinator and sent to all WP leaders to fill in. The main risks for WP2 were identified as follows:

1. Deliverable affected: In-country knowledge brokers

Risk definition: In-country knowledge brokers will not be motivated and will not have capacities and skills for delivering high performance output

Risk mitigation: Appropriate coordination and use of the network of KB with continuous monitoring and setting up clear rules and policies on functioning of the network. Search for alternative knowledge brokers if considered necessary.

Person responsible: Paul Giepmans

2. Deliverable affected: Dissemination plan, leaflet & stakeholder analysis

Risk definition: Lack of information from In-country Knowledge Brokers and smooth access to information needed for conduction of National stakeholder analysis

Risk mitigation: Setting clear rules on the functioning of the network and stressing the importance of KBs and their importance within the JA

Person responsible: Zuzana Matloňová, Paul Giepmans

3. Deliverable affected: Website

Risk definition: cultural differences and language barriers

Risk mitigation: WP2 should hold a helping hand over materials that will be posted on the website. Every associated partner should allocate funds from the JA budget for text correction on documents that will be posted as official documents on the website

Person responsible: Zuzana Matloňová

4. Deliverable affected: Website

Risk definition: Public procurement rules at the Ministry of Health in Slovakia are lengthy and there is much administrative burden in terms of approval processes from various personnel at the Ministry

Risk mitigation: To start the public procurement on website as soon as possible so that we would avoid the time pressure stemming from administration processes

Person responsible: Zuzana Matloňová

5. Deliverable affected: Dissemination plan, leaflet & stakeholder analysis, website

Risk definition: Missing team work on the WP2 level at the Ministry of Health Slovakia, missing feedback from Slovakian colleagues

Risk mitigation: To repeatedly request on the reinforcement of WP2 team on behalf of Ministry of Health in Slovakia

Person responsible: Zuzana Matloňová

6. Deliverable affected: Layman technical report & final dissemination report

Risk definition: Poor quality of the language in the final documents

Risk mitigation: WP2 in cooperation with the coordinator will implore on WP leaders to allocate the finances from their approved budget for text corrections

Person responsible: Zuzana Matloňová, WP leaders

12. CONCLUSIONS

Dissemination is one of the most important tools how to spread the knowledge of Joint action in terms not only final product distribution but also in constant awareness rising among the stakeholders and wider audience that is interested in Joint Action outputs and results. This dissemination plan serves as the initial concept that reflects the needs for making the Joint action „visible“ to the external environment and that would consequently lead to quality engagement of relevant stakeholders.

ANNEXES

ANNEX I: LETTER OF INVITATION TO COLLABORATING PARTNERS TO JOIN THE KNOWLEDGE BROKERS NETWORK

Dear Madam/Sir,

We are writing you because of your involvement in the Joint Action on Health Workforce Planning. As you know the general objective of this action is to provide a platform for collaboration and exchange between Member States, in order to prepare the future of health workforce planning. This will support Member States and Europe in their capacity to take effective and sustainable measures.

The Joint Action is underpinned by a network of Knowledge Brokers. Knowledge brokers are not only ambassadors for the JA but also an important source for information. The network of these knowledge brokers supports the Joint Action and in-country developments related to health workforce forecasting and planning by:

- Acting as occasional source of high level information/analysis not available through usual channels to the Joint Action (e.g. the stakeholders analysis);
- Disseminating of JAs outputs and results;
- Supporting the development of national platforms with the relevant political personnel to maximize the impact of the JA and health workforce forecasting and planning in general.

Collaborating partners are invited to help expanding the network, and increase the benefits of their country's participation in the Joint Action. Requests of information may include: suggesting experts or providing data for one of the work packages, promote findings in their country, or contribute to the Joint Action's activities in creating a sustainable pan-European network on health workforce planning and forecasting.

In terms of requirements, knowledge brokers do not need to be experts on health workforce data or methodologies but need to be well-informed on national policies and need to be aware of the current state-of-play on national workforce planning initiatives. They need to understand the (policy) implications related to workforce planning and forecasting. The ideal knowledge broker would be connected to the most important players and relevant stakeholders in the system, and need to be able to gain support in improving workforce planning and/or forecasting. A knowledge broker can be employed by any organization, not necessarily the Ministry of Health.

Knowledge brokers are expected to be involved for approx. 30 days during the lifespan of the Joint Action, i.e. 10 days/year. Involvement includes participation in meetings, allocation of right target groups and stakeholders, delivering information, and disseminating results and information of the JA in-country. Collaborating Partners do not have a legal obligation to deliver (contrary to the Associated Partners) but we trust that initial commitment creates a sense of responsibility with the collaborating Knowledge Broker.

If you want to join the knowledge broker network you can do so by sending the simple application form to the European Health Management Association (paul.giepmans@ehma.org) before Friday 3 May. The form is available by clicking here: <http://www.ehma.org/files/JAHWF-DOCWP2-120419-KBform-V2.docx>. In case you have any questions or concerns you can reach the European Health Management Association on the same email address.

Kind Regards,

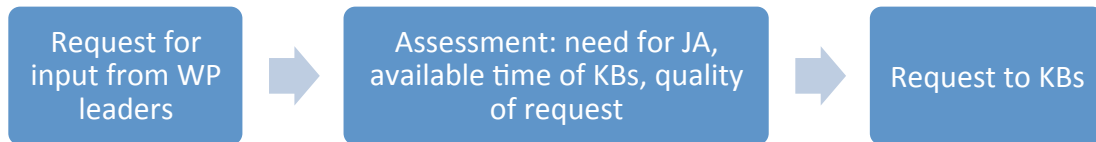
Jeni Bremner
Director of the European Health
Management Association

Michel Van Hoegaerden
Programme manager
Joint Action EUHWF

ANNEX II: GUIDELINES FOR KNOWLEDGE BROKER REQUEST

Managing requests and keeping track of involvement

Work Package leaders need to send formal requests using the form below for involving knowledge brokers so EHMA is able to keep track of the demands and involvement of knowledge brokers.



- 1) In order to formalize the request and to assess the overall need for the JA WP-leaders are asked to fill in the very basic form that can be found in the Annex. It should take less than 5 minutes to fill in the form.
- 2) EHMA will review the quality of the request (e.g. are the questions clear? Is this something we should ask KBs? et cetera) and the available time of KBs. If necessary some clarifications will be made with the requesting WP-leader.
- 3) Request will be send to KBs.

Notes:

- Please, send the requests as far in advance as possible. To make sure feedback is received on time at least 4 weeks need to be counted for the complete process, also depending on the time of year (e.g. slower response during the summer months).
- Please, clarify your request as much as possible. Vague requests will result in many questions, and finally in a delay of the responses.
-

Requests are sent to EHMA Policy Analyst Paul Giepmans Paul.Giepmans@ehma.org by using the form below.

Managing responses

Responses to requests will be sent to EHMA who collects responses and sends them to WP leaders. EHMA is therefore only the point were KB send their responses to, and not responsible for the analysis of feedback. Depending on the request and the urgency this will be done as soon as possible or at a moment agreed between EHMA and the WP-leaders. WP1 will be informed by copying them into the conversation (i.e. emails) between EHMA and the WP-leaders.

On a day-to-day basis EHMA will undertake the following activities in managing the network:

- EHMA keeps track of responses and agrees with WP-leaders to communicate responses on a certain moment;

- In the process of an inquiry, EHMA is responsible for getting qualitative responses as soon as possible. In practice this means that EHMA will try to make the necessary clarifications as quickly as possible, and will react adequately to irresponsive knowledge brokers (e.g. knowledge brokers that have left their employer)

Informing KBs on JA output and results

In case WP-leaders do not ask for input but would like to disseminate materials or output through the KB network, materials can directly be send to EHMA. They will then be forwarded to knowledge brokers with the explicit request to disseminate the materials in their network. If specific target groups are explicitly identified that would be of added value.

Form for requesting KBs input

Name & email	
Work Package	
Aim of the request in approx. 50 words	<ul style="list-style-type: none"> - If you are looking for a certain profile – what is that profile exactly? e.g. we are looking for an expert on workforce planning methodologies - If you are looking for data please specify. e.g. we are looking for information around minimum data set requirements in your Member State.
Expected required time	e.g. 0,5 day
Deadline	e.g. Friday 30 August
Materials/files attached	e.g. Terms of Reference, a questionnaire, a template for providing information in the format you need
Clarification about why using KB network and not contact points in WP	e.g.: <ul style="list-style-type: none"> - information not available in WP - Hope to include more countries that those involved in my WP