

- *Previously reached results should always be mentioned in new health workforce planning goals, thus triggering an improvement cycle.*

Minimum planning requirements

- *Communicate goals, targets and tools available to reach them;*
- *Monitor continuously the HWF situation keeping stakeholders informed on the progress and changes in order to adjust and intervene with corrective actions;*
- *Evaluate periodically the planning capacity of the system;*
- *Communicate reached results and on that base, set the new goals.*

Other recommendations for a better planning process

- *Develop different strategies to shape the right needed workforce (retention, retirement, flexibility, financial mechanisms, etc.).*

Organisation

Who should be the responsible for planning?

A HWF planning system, due to its complexity (public interest, many actors involved, long-term objectives), requires a well-structured organisation to support it. Therefore it's important that roles and responsibilities of the people involved in the organisation are clearly defined and the widest participation throughout the process is guaranteed.

In case of decentralized planning, regional needs has to be considered but remembering that planning has to cover the overall needs of the country. Indeed, a national health workforce planning body that engages state, local, public and private stakeholders it's important, in order to develop an integrated, comprehensive, national health workforce policy that can be accomplished if all interested stakeholders work together.

Finally, it is easier to pursue long-term HRH development objectives when the responsibility for planning is in the hands of an independent agency, preferably accountable to Parliament rather than to a ministry.

When do stakeholders have be involved?

The key to successful planning system is the involvement of stakeholders at all stages of the process. Generally speaking, the rule is that before the stakeholders are involved the better is. This means that the involvement must focus already in the early stages, communicating them the objectives of the planning, till the end of the process, sharing

with them the results. In any case engaging the stakeholders in the planning process does not mean always sharing and agreeing. However, there are some steps when even the sharing and agreement with stakeholders are important.

One important step in getting the stakeholders to share and agree should be the joint building and agreeing upon the model that will be used by the health workforce planners. The involvement of the stakeholders in getting the parameters of the models is important because they have expertise on the needs, as far as demographic changes, epidemiology, and cultural changes may be involved. Their expertise is valuable in approximating the parameters as close as possible.

Moreover, the participation of the stakeholders in the elaboration of scenarios is a useful lever to grant an effective involvement.

How to organise the stakeholders involvement in the planning system?

It's important to obtain a trustful involvement of stakeholders thanks to a transparent process that provides sharing data and tools allowing to them to be an active part in the process of scenario building (i.e.: on line database, .open access to forecasting tool, etc.).

In particular, it's important strengthening partnership between educational institutions and the health-care delivery system, between education system and health care system.

Regarding the organisation of the stakeholders involvement the key messages are:

5. *Identify the interested stakeholders in the health workforce field;*
.....
6. *Create a structure to steer interaction with identified stakeholders;*
.....
7. *Assign specific roles and responsibilities within this structure;*
.....
8. *Establish a subcommittee that tries to implement the planning and forecasting committees wishes into a technical forecasting model;*
.....
9. *Share and disseminate necessary information are among all stakeholders.*
.....



Finally, to be successful in managing the involvement of the stakeholders, it's necessary to invest in the recruitment and the development of skills of the experts supporting this system.

Minimum planning requirements

- *Define and implement a national body that engages state, local, public and private stakeholders and supports the planning process in every stage, with roles and responsibilities clearly defined.*
- *Establish a subcommittee that tries to implement the planning and forecasting committees wishes into a technical forecasting model.*
- *Identify all the interested stakeholders.*
- *Strengthen partnership between educational institutions and the health-care delivery system, between training system and health care system.*
- *Communicate goals and results of the planning process to the stakeholders and engage them in particular building and agreeing upon the model that will be used by the health workforce planners and in the elaboration of scenario.*

Other recommendations for a better planning process

- *Establish an independent agency responsible for planning, preferably accountable to Parliament rather than to a ministry, to pursue long-term development objectives.*

