

Minimum planning requirements

- *Collect data from different sources setting up communication lines with concerned data managers and institutions.*
- *Use updated data to provide an accurate and comprehensive description of the current supply for both the stock and the flow and to give timely descriptions HWF demand.*
- *HWF planning is feasible also using only aggregated data. When data are not available use qualitative methodology to gather the information needed and in the meanwhile improve the quantitative data collection process.*
- *Measure the current and desired workforce in FTE focusing the analyses in the professionally active workforce.*

Other recommendations for a better planning process

- *In order to use individual, acquire political support in order to establish a legal framework (e.g. data access rights) and to build robust data collection.*
- *Identify and address actual gaps in data collection and promote consistent approaches to research in order to collect all information required including number of active professionals; number of full-time equivalent; types of providers; where they work; their skills; the services they provide and workloads.*
- *Build a national coordination mechanism to manage, improve and monitor the information system.*

[Link to policy actions](#)

How to reach the objectives?

The results of the planning system depends mainly on how the available levers are used. At the basic level, the most common lever used is the regulations of student intakes in education courses. And in many cases is the unique one.

Not being able then to question the only useful lever it is important however to use it to the best.

As such, it is important:

- *To communicate the goals and the target to a broader panel of stakeholders;*
- *To develops tools (i.e. check lists, guidelines) to evaluate and inform the decision making process on its own planning capacity;*
- *To establish a mechanism for the periodic monitoring and evaluation of the progress of implementation of interventions and initiatives for HRH development and management;*
- *Finally, to communicate the reached results to the government, the public, and the shareholders but without claiming any positive changes to be due to the planning process;*

- *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