

## Deliverable: Internal Evaluation Report

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# Executive Summary

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## Introduction

The lifecycle of the EUnetHTA Joint Action (JA) project was January 2010 to December 2012. Its overarching objective was to 'establish an effective and sustainable HTA collaboration in Europe that brings added value at the regional, national and European level.' Objectives were to develop a business model, develop tools for HTA methodology and apply and field test these in day-to-day HTA work. The project was coordinated by a Secretariat and structured into eight workpackages.

## Method

The internal evaluation was designed prospectively. Self-completion online questionnaires were sent to project participants & external stakeholders. Documentary review was undertaken on the Final Technical reports from the individual workpackages.

## Results and Discussion

High response rates were achieved for the questionnaires sent to the project participants; 88% (2010), 86% (2011) and 88% (2012). This was attributed to the evidence-based strategy implemented. Response rates to questionnaires sent to external stakeholders ranged from 60% to 83%. It may be that lack of response is itself of value (e.g. leading to the conclusion that the stakeholder organisation doesn't consider EUnetHTA of sufficient importance to engage with), but it would be preferred to have this opinion explicitly stated.

The project's impact was assessed by whether the deliverables were produced, the objectives met and additional 'added value' generated. The project's effectiveness was evaluated by how its processes had performed; communication, administration, workings of individual workpackages and involvement of external stakeholders.

## Conclusions

The overarching objective did not appear to have been met because there will be a follow-up JA2 project (reliant on project funding) before the establishment of any

permanent network. Most of the high-level objectives were achieved, although applying the developed tools in practice will be implemented in the EUnetHTA JA2.

Most workpackages produced their deliverables in accordance with the Grant Agreement between the JA project and the EU Commission (although assessment of quality was beyond the scope of the evaluation). Networking emerged as one of the main benefits of the project and this 'added value' seemed to be of greater benefit than the tools developed. A number of recommendations have been made for the next EUnetHTA JA2 project.

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# 1. The EUnetHTA JA Project

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## 1.1 Background

### Previous EU initiatives in HTA

The EU Commission recognised HTA as a key tool in making healthcare decisions.(1) It supported HTA related studies in the 1980s and this continued throughout the 1990s and 2000s;

- **EUR-ASSESS 1994-1997.** This represented the first of a number of initiatives which aimed to form a European network for HTA. It investigated harmonisation of HTA methodology, priority settings processes, strategies for disseminating results and issues on how to link the results of HTA to coverage.(2)
- **HTA Europe 1997-1998.** The main activity of HTA Europe was to describe the HTA processes, and health systems, of all members of the European Union. These reports were published in the International Journal of Health Technology Assessment.(3)
- **ECHTA/ECAHI 2000-2002.** This informal network provided the benefits of working together, sharing information, providing education & training and sharing methodologies. (4)

### EUnetHTA 2006-2008

In 2005 the European Union called for proposals for projects to establish a European network for HTA. A group led by the Danish Board of Health was invited to bid for this work, with the goal of developing a set of tools to facilitate cooperation. Following this the European Network of Health Technology Assessment project (EUnetHTA 2006-2008) was formed based upon a contract funded by an EU grant. This project aimed to *'create an effective and sustainable network for HTA across Europe that could develop and implement practical tools to provide reliable, timely, transparent, and transferable information to contribute to HTAs in Member States'*.(5)

### *Project Structure*

The project was divided into eight workpackages coordinated by a Secretariat;

- Coordination
- Communications
- Evaluation
- Common Core HTA
- Adapting Existing HTAs from One Country Into Other Settings
- Transferability of HTA to Health Policy
- Monitoring Development for Emerging New Technologies and Prioritization of HTA
- System to Support HTA in Member States with Limited Institutionalization of HTA

Thirty four Associate Partners (contributing to the budget and receiving a share of the grant) and thirty Collaborating Partners (participating at their own expense) contributed to the project. A three year workplan was devised and followed. (6) Governance was through a Steering Committee (consisting of all Associated Partners) and an Executive Committee (consisting of all workpackage Lead Partners).

### *Project Deliverables*

The main project deliverables were practical tools for conducting HTA. The two tools of potentially immediate use to most HTA agencies were;

- **The Core Model.** This is intended to serve as a platform to aid cooperation in developing a new HTA report. (7) It describes a number of domains (e.g. clinical, economic etc.). The underlying idea is that different HTA organisations can prepare each domain then enter their findings into a central library. Each individual national organisation can then prepare its own local report for its own health economy by drawing mainly on material contained within the central library (with minor modifications to fit local idiosyncrasies).
- **The Adaptation Toolkit.** This toolkit helps HTA practitioners convert a report between different healthcare settings by working through a number of domains. (8) (9)

### *Evaluation of the EUnetHTA 2006-2008 project*

Internal evaluation of the EUnetHTA project was an essential requirement of the EU and was the subject of Workpackage 3. This had three objectives;

- i. To provide an audit function during the project with regular feedback to the European Commission and the project organization,
- ii. To evaluate changes over time during the project period to show development toward the establishment of an effective and sustainable network,
- iii. To summarize lessons learned to support the effectiveness and sustainability of the network in its next phase, from 2009 and onward.

The prospective evaluation consisted of three approaches; annual surveys of project participants, twice yearly interviews with workpackage leads and documentary analysis of workpackages. It concluded that the project had been successful in developing tools that describe a standard for conducting and reporting HTA and this should facilitate greater international collaboration. Support was evident for a future network.

The evaluation report included nine recommendations for a future sustainable network;

- Secure funding, and maintain a dedicated coordinating secretariat.
- Improve efficiency through an organisational structure made up of Work Packages managed by a core of dedicated partners, with less committed partners taking part as a wider review group.
- Continue developing and evaluating the tools as necessary.
- Involve people in the work to ensure commitment, a high level of knowledge, and a broad basis for decision making processes.
- Encourage collaboration and communication among all parties to ensure coherence within groups and EUnetHTA.
- Continue developing the communication platform and functionality of the clearinghouse to make EUnetHTA a central reference point for HTA in Europe.
- Arrange face-to-face meetings, particularly at the start of group or committee work to strengthen social coherence and reach a common understanding of the work.
- Evaluate the tools used in real setting and the technical communication platform.
- English has been the main language and should continue to be so.

## **EUnetHTA Collaboration**

After the completion of the project at the end of 2008 a number of the partners decided to maintain the network and relationships which had been established over the previous three years. This Collaboration was composed of twenty-five Founding Partner organisations from thirteen EU Member States, Norway and Switzerland. The main output from this year was an application for funding to DG SANCO's call for a joint action in the field of Public Health, which became the first EUnetHTA Joint Action.

### **1.2 EUnetHTA Joint Action (JA); Project Description**

The EUnetHTA JA is a further project funded by DG SANCO with an overall aim of producing a self-sustaining on-going European collaboration in HTA. It aimed to '*ensure the completion and development of HTA in the EU, including work on relative effectiveness of drugs*'. Collaboration between the EU Commission and Member State- appointed HTA agencies resulted in the establishment of a three-year Joint Action project (2010-2012), which EUnetHTA was asked to perform. At its investiture it was foreseen that sustainability following the project would be ensured through an EU Directive. (6)

The JA project was based upon a contract of a funding grant with the EU Commission DG Sanco (2009 23 02 – EUnetHTA Joint Action) which specified what it must achieve. The Technical Annex of the Grant Agreement described the Action as '*exchanging knowledge and best practice*' with the sub-action, '*Building on the expertise already developed in the field of health technology assessment, ensure the continuation and development of Health Technology Assessment (HTA) in the EU, including work on relative effectiveness (RE) of drugs*'. It is important to make explicit the context of EUnetHTA within local political procedures. The strategic position of the EUnetHTA JA is that '*its outputs will be used to inform, but not mandate the content of national/regional/institutional HTA reports*'.

### **Project Participant HTA Agencies**

At its formation the EUnetHTA JA included 35 government appointed organisations from twenty-four EU Member states, Norway and Croatia. Organisations who were members of the JA were either Associate partners (which received fifty percent funding from the EU grant and fifty percent from national resources) or Collaborating partners (who participated in the project at their own expense. The Main partner was the Danish Health and Medicines Authority, who also lead the Secretariat.

## 1.3 Aims & Objectives

The project had three aims;

- i. To facilitate the efficient use of resources available for HTA,
- ii. To create a sustainable system of HTA knowledge sharing,
- iii. To promote good practice in HTA methods and processes.

The overarching objective of the EUnetHTA Joint Action was to ***‘establish an effective and sustainable HTA collaboration in Europe that brings added value at the regional, national and European level.’***

This was separated into three specific objectives;

- **Development of a general strategy and a business model for sustainable European collaboration on HTA.** Specifically this involves constructing a business model for collaboration addressing the sustainability of the HTA collaboration within the EU,
- **Development of HTA tools and methods.** Specifically developing principles, methodological guidance and functional online tools and policies,
- **Application and field testing of developed tools and methods.** Specifically, testing and implementation of tools and methods.

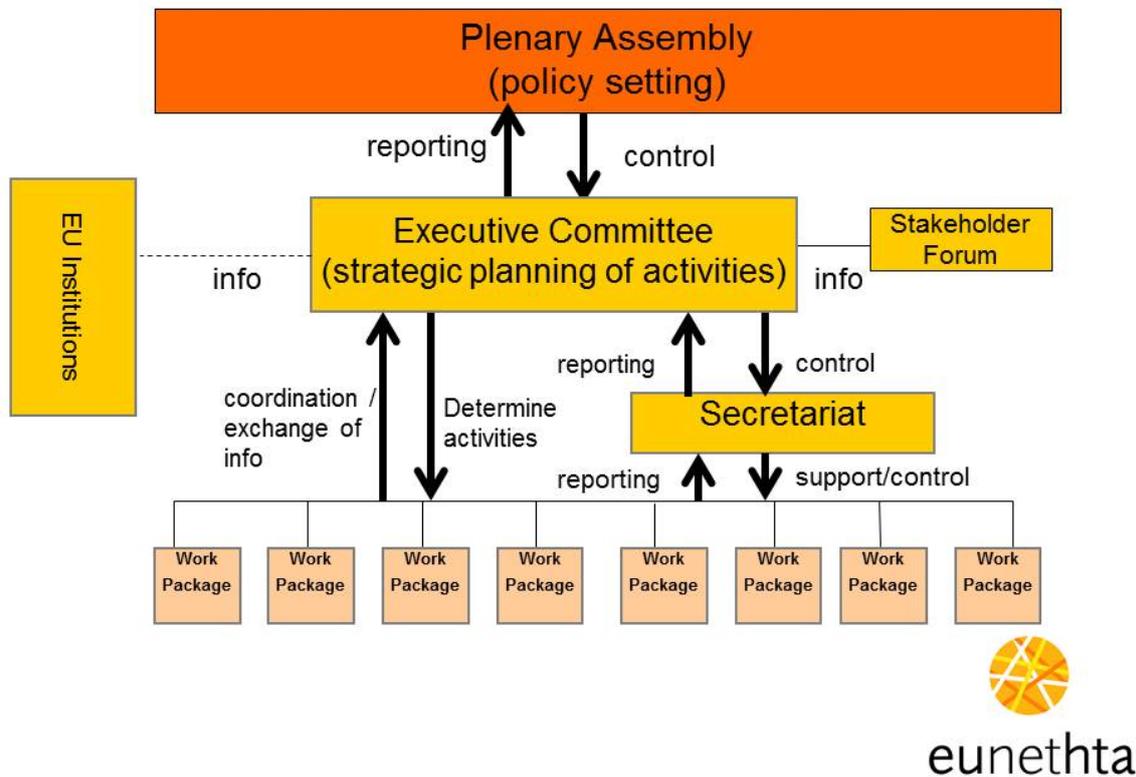
## 1.4 Project Structure

The work of the EUnetHTA JA was divided into eight workpackages; three horizontal and five vertical.

<b>Workpackage</b>	<b>Title</b>	<b>Aim</b>
1	Coordination	To facilitate the achievement of the EUnetHTA Joint Action general objective of putting into practice an effective and sustainable HTA collaboration in Europe that brings added value at the European, national and regional level.
2	Communication	To facilitate coherent, effective and sustainable external communication of the JA EUnetHTA, where its aims, objectives, work in progress, results and final products are known to all partners, identified stakeholders and target groups in the EU and national/regional levels.
3	Evaluation	To identify to what extent the individual Work Packages enable the Joint Action to meet its objective
4	Core Model	Further development and testing of the core model developed in the project 2005-8
5	Relative Effectiveness Assessment of Pharmaceuticals	To apply the concepts developed in the core model to provide methods to test the relative effectiveness of pharmaceuticals
6	Information Platform	Developing the tools and internal communication platform to support the other workpackages
7	New Technologies	To support collaboration on new technologies and to contribute to reducing duplication of work by: Exchanging information on and developing tools to facilitate evidence generation (Strand A) Exchanging information on current assessments of new health technologies (Strand B)
8	Business Plan	Construction of a detailed business model for collaboration addressing the sustainability of the HTA collaboration within EU.

All workpackages had a Lead partner agency that was responsible for submitting the 3-year workplan for the workpackage, delivering its deliverables and reporting via the annual technical reports. WP2, WP4, WP5 and WP7 also had a co-lead partner.

The governance structure is outlined in Figure 1;



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Figure 1; Governance structure of the EUnetHTA JA

### Executive Committee

The Executive Committee was composed of the Lead Partners of the eight workpackages, the Chair of the Plenary Assembly (non-voting member) and three elected members (from the EUnetHTA JA member agencies). This Committee was the main executive body involved in strategic leadership of the project. Regular face-to-face meetings were held and e-meetings held every two months.

## **Plenary Assembly**

The Plenary Assembly was the main governance and policy-setting body of the EUnetHTA JA. It was composed of the Head of each Partner organisation (or their representative). The Chair was elected by Plenary Assembly members and ensured liaison between the Executive Committee and the Plenary Assembly. This annual meeting was of crucial importance because it represented the only meeting of all project organisations and its function was to agree policy.

## **The Stakeholder Forum**

In formation of the EUnetHTA Joint Action the EU Commission emphasised the importance of giving a greater focus to Stakeholders than had been given during the EUnetHTA 2006-2008 project. The Stakeholder Forum was established in 2010 to facilitate information exchange with the Stakeholders and was part of the governance structure for the JA.

European umbrella organisations with four types of expertise were invited to apply to the Stakeholder Forum; industry, patients/consumers, providers and payers. Despite several attempts it was not possible to recruit experts to the health media category. Some eligible organisation that were approved for participation in the EUnetHTA Joint Action Stakeholder Forum were not selected for the final list of the EUnetHTA Joint Action Stakeholder Forum members due to limitation of the number of seats per stakeholder group. These organisations received all the information that was circulated to members of the Stakeholder Forum. They were able to provide written comments on such documents through representative organisations on the Forum or via the Secretariat. The other specialities were represented as follows;

### *Industry*

- The European Coordination Committee of the Radiological Electromedical and Healthcare IT Industry (COCIR)
- European Federation of Pharmaceutical Industries and Associations (EFPIA)
- The European Generic Medicines Association (EGA)
- EUCOMED

Four organisations applied to be members of the Stakeholder Forum but were unsuccessful in gaining a place;

- Association of the European Self-Medication Industry (AESGP)
- European Diagnostic Manufacturers Association (EDMA)

- EuropaBio
- The European Association of Pharmaceutical Full-line Wholesalers (GIRP)

#### *Patients/Consumers*

- The European Consumers' Organisation (BEUC)
- The European Cancer Patient Coalition (ECPC)
- The European Patients Forum (EPF)
- The European Rare Diseases Organisation (EURORDIS)

An additional organisation applied to join the EUnetHTA JA Stakeholder Forum but was unsuccessful in gaining a place;

- The European Federation of Neurological Associations (EFNA)

#### *Providers*

- The Standing Committee of European Doctors (CPME)
- European Hospital and Healthcare Federation (HOPE)

#### *Payers*

- Association Internationale de la Mutualité (AIM)
- European Social Insurance Platform (ESIP)

## 1.5 Project Deliverables

There were eleven project deliverables;

Number	Title	Description	WP responsible	Month of delivery
1	a). An online Tool & Service for producing, publishing, storing and retrieving HTA information.  b.) HTA Core Model on screening	a) It facilitates the use of the paper-based HTA Core Model developed previously, allowing to produce, publish, store and retrieve Core HTAs and other HTA information not included in Core HTAs. It supports production of local reports using Core HTAs.	WP4	a) December 2012  b) March 2011

		b) a new application of the HTA Core Model		
<b>2</b>	A set of two Core HTAs	Two completely new Core HTAs on topics that are pertinent to several HTA agencies and that can be utilized when producing local HTA reports on the same topics	WP4	December 2012
<b>3</b>	A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals	A common methodology for the relative effectiveness assessment (REA) of pharmaceuticals consisting of a tutorial that describes the fundamental principles of REA and a toolbox that can be used in daily practice for REA in standardized fashion	WP5	December 2012
<b>4</b>	Operational web-based toolkit including database containing information on evidence generation on new technologies	Database including information on - questions that deserve additional evidence generation (AEG), - technologies with (conditional approval) requirements for AEG, - planned, on-going or completed collection of data, e.g. (pragmatic) clinical trials	WP7	September 2012
<b>5</b>	Quarterly communication protocol for information flow on on-going/planned national assessments of same technologies	Protocols containing information on on-going/planned national assessments of identical and therefore alerted topics, to facilitate the analysis of hindrances and chances of collaboration on specific topics	WP7	December 2012
<b>6</b>	Information Management System (IMS) and the related documentation, processes and policies	The IMS provides a single point of access - ensuring compatibility - to resources that help to conduct HTA, with emphasis on automation of the content update processes	WP6	September 2012
<b>7</b>	Communication and Dissemination	Building on the communication strategy	WP2	June 2011

	Plan	developed during EUnetHTA 2006-08 Project, an elaborated Communication and Dissemination Plan will be written and implemented as part of the JA		
8	Stakeholder Policy	Development of a stakeholder involvement policy	WP1/WP8	October 2010
9	Collaboratively developed business model for sustainability	Development of a collaborative business model for sustainability	WP8	December 2011
10	A relative effectiveness assessment of a (group of) pharmaceutical(s)	As a part of methodological guidance development and in line with the core-HTA development	WP5	March 2012
11	Final Report from the Joint Action	Final report including evaluation results	WP3	December 2012

## Tools

Tools were developed during the EUnetHTA JA to help the production of HTA reports and collaboration in HTA;

- **EUnetHTA Planned and Ongoing Projects Database (POP).** This database was developed during the New Technologies workpackage (WP7). It aims to reduce duplication in HTA production and to facilitate collaboration between HTA agencies. During 2010 it was available as an Excel datasheet and was converted into a database in 2011. Access to the POP Database was restricted to those EUnetHTA Partners who contributed data.
- **HTA Core Model.** This online tool aims to help with the production, storage and utilization of structured HTA information. It was developed during the EUnetHTA 2006-2008 project and work continued in EUnetHTA JA in the HTA Core Model workpackage (WP4).
- **EVIDENT.** The Evidence DatabasE on New Technologies (EVIDENT) was developed from the EIFEEL database which was developed during the EUnetHTA 2006-2008 project. It allows the sharing of information about promising new health technologies; remaining evidence gaps, recommendations or requests for further information, and additional data being collected.

## 2. Evaluation Framework

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### 2.1 Evaluation Approach

#### Internal Evaluation Process

Evaluation is an important facet of project management and evaluation of the EUnetHTA JA was a pre-requisite of the European Union. There are two types of evaluation; Internal Evaluation (performed by staff directly involved in the project work) and External Evaluation (performed by an expert who is not involved in the project). The EU Commission had specified that the former approach should be used, as had been used in the previous EUnetHTA 2006-2008 project. As recommended in conducting evaluations of European projects, the evaluation plan was a key component and integrated within the JA project from the beginning(10)

These activities were the subject of a specific workpackage; WP3 (Evaluation), led by the NIHR Evaluation Trials and Studies Coordinating Centre represented by Dr Eleanor Guegan and Dr Andrew Cook.

#### Strategic Evaluation Outcome

##### *Rationale*

Evaluation has been defined as, the “*systematic assessment of the operation and/or the outcomes of a program or policy, compared to a set of explicit or implicit standards, as a means of contributing to the improvement of the program or policy*”. (11) Such critical reflection can be performed retrospectively (after the programme has ended) or prospectively (designed at the start of the programme). A prospective methodology is the gold-standard for evaluation research and was used to evaluate the Joint Action.

Project evaluation allows monitoring of the processes of the project and achievements against specified criteria for success. This enables assessment of the effectiveness and achievements of the project and the formation of ‘lessons learned’ recommendations to inform future projects. It also ensures accountability against project plans. (12) There are three main types of evaluation for projects; (13)

- **Formative evaluation.** This on-going evaluation starts early in the project and assesses the nature of the project, the needs that the project addresses and monitors the progress of the project. It identifies gaps in the content and operational aspects.
- **Process evaluation.** This monitors the project to ensure it is being completed as designed and to the time schedule.
- **Summative evaluation.** This is an overall assessment of the project's achievements and the effectiveness of its processes. It is completed at the end of the project and provides evidence to support the performance of future projects.

The first stage in the evaluation process was creating a Project Evaluation Plan. The main purpose of the evaluation was defined; to identify to what extent the individual workpackages enabled the JA to meet its objectives. This included project participants' and external stakeholders' perception of the project processes and deliverables. Documentary review enabled identification about whether the deliverables had been produced according to the workplan.

This evaluation was a systematic data collection designed to develop generalizable knowledge and to contribute to quality improvement of the Joint Action project;

- The impact of the project was assessed by an outcome evaluation (identifying the success of delivering the stated project deliverables). However, it should be noted that, although it was possible to measure whether the outputs had been delivered in accordance with the workplan, assessment of their quality and cost-utility was beyond the scope of the evaluation.
- The effectiveness of the project was evaluated by its processes (identifying the effectiveness of the processes employed during the project).

### *Evaluation Questions*

There were two primary evaluation questions;

#### **1. Will the JA achieve its overarching objective, and ultimately did it?**

The overall objective was defined in the Technical Annex for the EUnetHTA JA(14) as, *"The overarching objective of the JA, including work on relative effectiveness of pharmaceuticals, is to put into practice an effective and sustainable HTA collaboration in Europe that brings added value at the European, national and regional level."*

#### **2. Will the JA achieve its specific objectives, and ultimately did it?**

Three sub-objectives were defined in the Technical Annex of the Grant Agreement for the EUnetHTA JA (14) as,

- Development of a general strategy and a business model for sustainable European collaboration on HTA,
- Development of HTA tools and methods,
- Application and field testing of developed tools and methods.

A prospective evaluation strategy mapped out and evaluated how the activities and deliverables of the individual Work Packages supported the JA objectives. The individual workpackages within the JA can themselves be seen as individual projects (with their own objectives, milestones and deliverables) contributing to the overall programme of work of the JA. This means it was necessary to aggregate evaluation outcomes from the individual projects.

## 2.2 Evaluation Methodology

### Data Collection and Analysis

Two methodologies were used;

- Self-completion questionnaires
- Documentary analysis

### Self-completion Questionnaires

#### Evaluation resources

The evaluation participants were in two survey populations;

- Project participants – members of EUnetHTA JA partner organisations
- External Stakeholders

This allowed triangulation of information between the project participants and external stakeholders for topics.

Participants at the annual policy-setting Plenary Assembly meeting were asked to evaluate the meeting.

#### Evaluation methods

Several research instruments could have been used to perform the evaluation, such as questionnaires, interviews, focus groups, observations, case studies and document review. It was necessary to select which approach would be most appropriate and feasible within the economic, geographic and time restraints of the project. The methods chosen were;

- **Self-completion questionnaires.** These confer several advantages for collection of data from project participants and external stakeholders; standardisation of question wording eliminates the possibility of interviewer bias, respondents are allowed to complete the questionnaire at their own

convenience and a greater degree of confidentiality is provided than in interviews.(15) However, they also pose several disadvantages; they are difficult to design, are impersonal and inflexible, and depend on the sampling frame.(16) They are often the only viable survey format when trying to obtain information from a large cohort of respondents that are within a geographically dispersed population.(17) Due to the international location and large number of the evaluation participants, self-completion questionnaires were the most feasible method for data collection and were used in this evaluation.

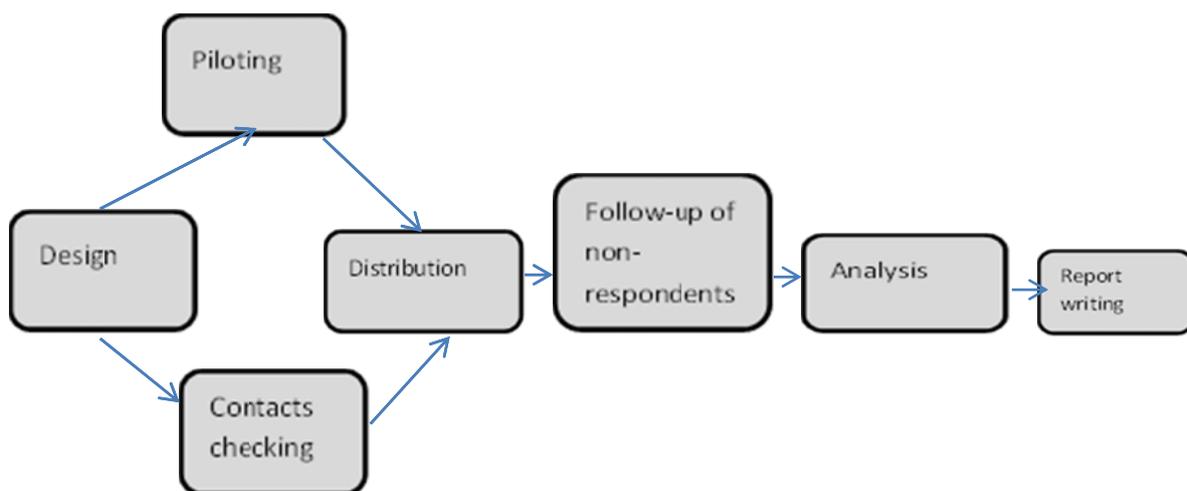
- **Documentation review.** This allowed review of the project using documents routinely produced without artificially interfering with the project. This enabled retrieval of contextual and historical information about the project and was used to assess whether deliverables were produced according to the workplan. However, by definition this means that the data collection is limited and inflexible, and incomplete data might be encountered.

Interviews, focus groups, observations and case studies were not used in the evaluation due to time and cost restraints.

### Self-completion questionnaires

- Annual electronic surveys were sent to project participants and external stakeholders. Some questions were asked in different years to allow assessment of longitudinal data.
- Paper questionnaires were disseminated at each of the annual Plenary Assembly meetings which asked respondents to evaluate the meeting.

The process for each questionnaire followed the same schedule;



## Compilation of questionnaire themes

The first stage in the design of a questionnaire is the preparation of a 'questionnaire specification' - a comprehensive list of every variable that must be measured.(18) In the current research these were the important aspects, or 'dimensions of performance', of the JA project that needed to be measured. (10) In any evaluation it is impossible to assess all component parts of a project (12) and therefore a conscious selection process was performed to consider what needed to be evaluated. Questions were then grouped into a series of 'question modules' (Oppenheim 2001) each concerned with a particular variable, as recommended for survey design. Attention was paid to the order of the individual questions within the question modules to ensure a logical sequence throughout a questionnaire.

### *Evaluation of the EUnetHTA JA project*

A mapping exercise was undertaken to identify which aspects of the project should be assessed at the different time points. The evaluation had also been specifically contracted to include questions from the Information Management workpackage (WP6). As a courtesy it also included questions from the training strand of the WP8 workpackage. Extensive collaboration was undertaken with the leaders of these other EUnetHTA JA Workpackages to incorporate their questions. Also, a questionnaire design workshop was held with participants of the WP6 workpackage.

Evaluation was performed at three checkpoints within the project; baseline, interim and towards the end;

- The formative evaluation started at the baseline of the project in month six of the project (June 2010). This incorporated the key processes of measuring and monitoring to enable identification of emerging issues, and feedback to the Executive Committee by evaluation reports. These reports were an appendix to the annual reporting mechanism. The baseline questionnaire captured expectations for the project, experiences during the set-up of the project and it identified early concerns about the project.
- The interim evaluation (mid-term evaluation) of progress against the project plan was performed in month eighteen of the project (June 2011). This identified progress against the plan and identified problems requiring corrective action, which were fed back to the Executive Committee.
- The final annual questionnaire survey was performed in the final year of the project in month 30 (June 2012). This was a towards-the-end evaluation – to identify whether the objectives of the JA had been met and whether flagged-up problems had been effectively resolved.

### *Evaluation of the Plenary Assembly meetings*

Following the process described above a standard evaluation form was designed to measure participants' attitudes about attributes of this policy setting meeting. This was designed to consider;

- Whether the meeting met its objectives,
- Satisfaction with the conference venue and facilities,
- What the best thing about the meeting was,
- What the worst thing about the meeting was,
- How the next year's meeting could be improved.

Analysis of the 'open' questions from the 2010 survey allowed identification of themes. Therefore the 2011 and 2012 surveys also included a grid of meeting attributes and Likert answer options to address these themes;

- Receiving meeting documents in advance,
- Leadership of the meeting,
- Relevance of items discussed,
- Meeting and networking with colleagues,
- Venue & meeting facilities,
- Social event.

At the request of the Secretariat additional questions were included in the 2011 and 2012 surveys. These addressed;

- When meeting documents were received,
- When meeting documents were read,
- Input into developing the meeting agenda.

## Question design

Broadly speaking, there are two types of questions that can be used in questionnaires; 'closed' questions and 'open' questions, and both types of questions were used in the questionnaires.

'Closed' questions have answer-possibilities pre-defined by the survey designer and are analysed by frequency measures. They are several different formats; multiple choice, only one choice, Likert and matrix. They have the advantage of being easier to analyse than 'open questions'.(19) Multiple choice questions allowed various choices to be chosen as applicable, or may only allow one answer. Likert questions requested respondents to indicate their response according to a pre-defined scale. However this type of data collection means that respondents do not have the ability to provide their own response and therefore the richness of potential responses can be limited(20). There is also the possibility that the answer options are biased and it is important to test this during the piloting phase. A limitation of closed questions is that respondents do not have the ability to explain their answers.(21) This aspect was considered in the design of the questionnaires in the evaluation. To counterbalance this potential problem, most closed questions also included a 'free text' box to allow respondents to explain their answer, if they wished. This type of question is classified as an 'expansion' open question. Such questions act as 'safety nets', explaining the results of closed questions and identifying new issues not covered by closed questions.(19)

'Open' or 'free response' questions allow respondents to provide their own answers and allow respondents to express their thoughts in their own language.(18). These enable respondents to explain their responses and provide qualitative data. Although these types of questions provide rich data they require more effort to analyse and this was factored into the analysis period.(20) The Cochrane Systematic Review identified that the odds of response were reduced by more than half when open questions are used (22). It was important to be aware of this and to design the questionnaire to contain both open and closed questions.

Some longitudinal questions were included were included in the questionnaires.. In certain cases the same questions were used in questionnaires of both the participants and stakeholders – this enable triangulation of data.

Attention was paid to the design and wording of the individual questions, including recognised guidance(18, 23);

- Avoid long questions,
- Avoid double-barrelled questions,
- Avoid double negatives,

- Ensure inclusion of 'Don't Know' and 'Not Applicable' answer options where applicable,
- Use simple words, avoid jargon, avoid abbreviations,
- Avoid ambiguous words,
- Make questions specific,
- Ensure all reasonable response alternatives are included.

## **Formatting**

It is important that questionnaires are designed to be visually attractive because this has been shown to encourage high response rates.(21) In this respect the layout and flow of the questionnaires was important and the ordering of questions was logical.

## **Contacts checking**

It was vital to have an accurate sampling frame for the questionnaires. This ensures that all relevant recipients have been surveyed and ensures integrity of the response rate calculation. It is difficult, but necessary to differentiate between genuine non-responders and those recipients for whom an incorrect name or email address has been used and the use of an accurate mailing is essential.(24)

### *Evaluation of the EUnetHTA JA project*

It was feasible to survey the entire population and therefore no sampling frame was required. An excel database was obtained from the EUnetHTA JA Secretariat which contained details of the EUnetHTA JA project participants in the individual project workpackages. This was restructured into a comprehensive database of all the project participants using the following data fields,

- First name,
- Surname,
- Email address,
- Organisation,
- Membership of individual workpackages.

The Heads of each Organisation were asked to confirm the validity of the information of their staff working for EUnetHTA JA. This feedback resulted in a fairly substantial refinement of the contact database.

A pre-notification email was sent to all project participants in advance of sending them a questionnaire. This enabled the correction of any incorrect information and querying of emails for which 'bounce backs' were obtained. Pre-notification of survey recipients prior to the questionnaire send-out is a strategy that has been shown to increase response rate by fifty percent.(25) Because it emphasises the legitimacy of the survey and communicates the value of response.(26) For the current study each recipient of a questionnaire was sent an email one week before the send-out notifying them when the survey would be sent to them, the importance of their completing it and the deadline for completion. This also served the purpose of checking email addresses and correcting any errors about workpackage membership (in the case of project participants) or sending the survey to a nominated colleague instead (in the case of stakeholders).

Details of the representatives of the Stakeholder organisations were also obtained from the EUnetHTA JA Secretariat.

### *Evaluation of the Plenary Assembly meetings*

All participants who attended a meeting were surveyed. Therefore it was unnecessary to perform this stage because the recipients were physically in the room.

### **Piloting**

One disadvantage of the use of self-completion questionnaires is that questions may remain non-completed, without the possibility of explanation. Therefore time and effort must be spent on designing useful, unambiguous questions. It is important that both the *reliability* and *validity* of the questionnaire instrument is assured;

- Reliability concerns how different people will interpret a question. For a question to be classified as 'reliable' respondents must interpret it in the same way and it must therefore be repeatable, (18)
- Validity concerns whether the questionnaire actually measures the data it intends to.(10)

Before sending out the questionnaire to the recipients it is essential to pilot it on a representative sample first. This is a 'quality assurance' method to ensure that the questionnaire contains the correct spelling, is grammatically correct and has a good layout. It also aims to prevent any problems with comprehension and to ensure that the format of the overall survey instrument and individual questions are appropriate (21). It was important to consider that this was a European project with participants

communicating in the common language of English. This was therefore not the native language of the vast majority of participants. Special considerations must be given to the interpretation of question wording and answer options by respondents who are not native English speakers, ensuring the concept is properly understood. This meant that it was necessary to pilot the questionnaires with people who were non-native speakers of English, including those whose primary language was French, German or Spanish.

#### *Evaluation of the EUnetHTA JA project*

Questionnaires were piloted with members of the Lead Partner organisation who were non-native English speakers. Comments were also sought from members of the EUnetHTA JA Executive Committee and the European Commission. A 'design' workshop was held with members of the WP6 workpackage in 2010 and the Lead partners of WP6 and WP8 also piloted the questionnaires prior to the send-out.

#### *Evaluation of the Plenary Assembly meetings*

The form was piloted by members of the Lead Partner organisation.

### **Distribution**

When disseminating a questionnaire it is necessary to choose between the possible distribution methods of postal, telephone or internet. Until the 2000s the primary means of distribution of questionnaires was by face-to-face interviews or postal questionnaires and the advantages and disadvantages of these approaches have been discussed.(25, 27, 28) However, the 2000s saw the advent of new distribution methods; electronic mail and the internet. The earliest electronic questionnaires involved the distribution of a document (designed in Microsoft Word or similar) by electronic mail. The EUnetHTA 2006-2008 project was also evaluated by questionnaire. However, these were sent by email and the respondent required to record their responses on a Microsoft Word document and email this back to the questionnaire administrator. The effort required in emailing the survey back may have contributed to the low response rates received for that questionnaire (23%-26%). The earliest web surveys were designed by IT professionals. However, platforms have since been developed that have made this technology easily available to researchers. This form of distribution is especially useful for a geographically dispersed population.(29)

### *Evaluation of the EUnetHTA JA project*

The choice of mode of transmission of the questionnaires in the current research was between mail, electronic and web-based. For this study the participants were geographically dispersed over Europe and therefore postal distribution was not a practical possibility due to financial and logistical limitations. Telephone questionnaires were also impractical as they are time-consuming – both for the respondent & the administrator and require considerable effort for organisation and the recording of the data. Therefore a questionnaire that could be completed at the convenience of the respondent was preferable – a self-completion questionnaire.

Web-based surveys offer several advantages compared to post for the current research; there was a significant cost reduction when considering the international survey population and a quicker turnaround time.(30) In addition to electronic transmission of surveys by email, web-based applications enable automatic data collection. A web-based format was therefore chosen for the current research. Inherent problems in surveying general populations using web technology include undeliverable email invitations and incomplete access of respondents to the internet. (30) However these were not causes for concern in the current research because of the professional nature of the project reliant on email communication and because a contact list of project participants, including email addresses was maintained. The design of web surveys may be more important than for print surveys. This is primarily because a web-based survey can be displayed differently to a respondent due to computer-related glitches and the coding system offers more design capabilities than print. (30) However, the increased ability for design capabilities must be used with some caution because too many design features may lead to over complication and a decreased response rate.

Different possible online survey platforms were investigated for the distribution of the questionnaires and surveymonkey.com was selected for ease of use and function capability. A paid, 'professional' account was selected from surveymonkey. (31) This enabled;

- Unlimited number of questions and responses,
- Custom URL,
- Branded survey with a logo – use of the EUnetHTA logo and standard colours,
- Survey completion progress bar,
- Custom redirect upon survey completion – to the eunetha.net page,
- Printable pdf version for sharing during design collaboration,
- Importing emails into the 'survey manager' send out function,
- Easy tracking of non-respondents and distribution of follow-up emails.

Care was taken that the survey invitations were not sent during the weekends and that the public holidays in the different European countries were avoided. As far as possible these invitations were not sent during the Summer holiday season.

### *Evaluation of the Plenary Assembly meetings*

The analysis of the annual EUnetHTA JA Plenary Assembly meetings was performed by paper anonymous self-completion questionnaires. These were included as part of the meeting pack given to the meeting participants. They were reminded to complete the questionnaire and hand it in at the end of the meeting.

### **Follow-up of non-respondents**

It is important that as many recipients as possible submit their replies because the non-respondents might differ significantly to the respondents thereby introducing bias into the results (32). There seems to be no generalizable recommendation for an acceptable survey response rate. However, this should aim for the highest rate possible and above fifty percent has been deemed adequate. (32, 33)

It should be noted that the questionnaire recipients were all associated with the EUnetHTA JA project – either project participants or external stakeholders. Therefore, they had an implicit duty to respond to the questionnaires. However, it was still necessary to employ appropriate strategies to obtain a high response rate to limit bias. A review revealed that the odds of response were increased by more than a quarter when non-respondents were adequately followed up. (25)

### *Evaluation of the EUnetHTA JA project*

The recipients had been given a guarantee of confidentiality but not anonymity. This meant that through using the surveymonkey.com online platform it was possible to send targeted reminder emails to non-respondents. These were personalised emails that contained a personal weblink to the questionnaire. Emails were designed to include two strategies that have been shown to be effective in increasing response rate; each email included a statement that indicated others had responded and provided a deadline for response. (25) Reminders were generally sent a week after the date requested for the questionnaire completion and non-respondents were requested to complete the questionnaire within three weeks. Two follow-up reminders were sent at three-weekly intervals.

## *Evaluation of the Plenary Assembly meetings*

Survey response was anonymous and there was no possibility of tracking non-respondents. Therefore it was not possible to follow-up non-respondents with targeted emails.

## **Analysis**

The overall percentage response rate to questionnaires was calculated as;

*Number of questionnaires completed ÷ Number of questionnaires distributed × 100*

It is important that the response rate to individual questions was also defined. The National Center for Education Statistics has stated that key items should achieve a response rate of at least ninety percent.(34) Accordingly, actual completion rates were shown for each individual question. Data from the two types of question were analysed;

- The computer software programme Statistical Package for the Social Sciences (SPSS) was used for the analysis of the quantitative questions. Descriptive statistics were included for categorical data, showing frequency and percentages.
- Thematic analysis was performed on the qualitative data responses provided to the 'open' questions. Topics were identified and clustered into themes. The software programme NVivo was used to help analyse some of the qualitative comments. When analysing open ended questions it is important to outline the main themes and illustrate them as necessary with quotes (17) and this was done in the individual survey reports that were submitted to the Secretariat annually.

## **Report writing**

Individual reports were written for each questionnaire sent out. These individual questionnaire reports formed Appendices to the 'Technical Report' submitted to the EUnetHTA JA Secretariat each year;

*2010;*

- Plenary Assembly Evaluation Survey,
- EUnetHTA JA Participants' 2010 Baseline Survey,
- EUnetHTA JA Stakeholder Forum 2010 Baseline Survey ,
- EUnetHTA JA for those that applied to join the Stakeholder Forum but were not successful 2010 Baseline Survey.

2011;

- Plenary Assembly 2011 Evaluation Survey,
- EUnetHTA JA Participants' 2011 Interim Survey,
- EUnetHTA JA Stakeholder Forum 2011 Interim Survey.

2012;

- Plenary Assembly 2012 Evaluation Survey
- EUnetHTA JA Participants' 2012 Final Survey
- EUnetHTA JA Stakeholders' 2012 Final Survey

These reports were uploaded to the EUnetHTA JA Members' Only intranet website. Reports were written as appropriate for WP leaders and tool developers. Articles were submitted to the EUnetHTA JA project e-newsletters to encourage response rates and to report questionnaire results.

### Documentary Analysis

Each individual workpackage was responsible for writing a Final Technical report about its performance in the JA. These were submitted to the Secretariat in mid-January 2013. The Secretariat was requested to send a copy of each report for analysis in this evaluation. From analysis of these reports it was possible to identify whether deliverables had been produced in accordance with the EUnetHTA JA Grant Agreement. (35)

## 3. Evaluation Results

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The results presented here are summaries – please see the individual questionnaire reports submitted to the Secretariat for the detailed results.

For ease of reporting reference to the following survey codes have been used throughout this report;

- Project participants' 2010 survey; P2010
- Project participants' 2011 survey ; P2011
- Project participants' 2012 survey ; P2012
- Stakeholder Forum 2010 survey ; S2010
- Stakeholder Forum 2011 survey ; S2011
- Stakeholders' 2012 survey (for members of the Stakeholder Forum); S2012a
- Stakeholders' 2012 survey (for those not successful in gaining a place on the Forum) ; S2012b
- 'Other' Stakeholders' survey 2010 ; O2010

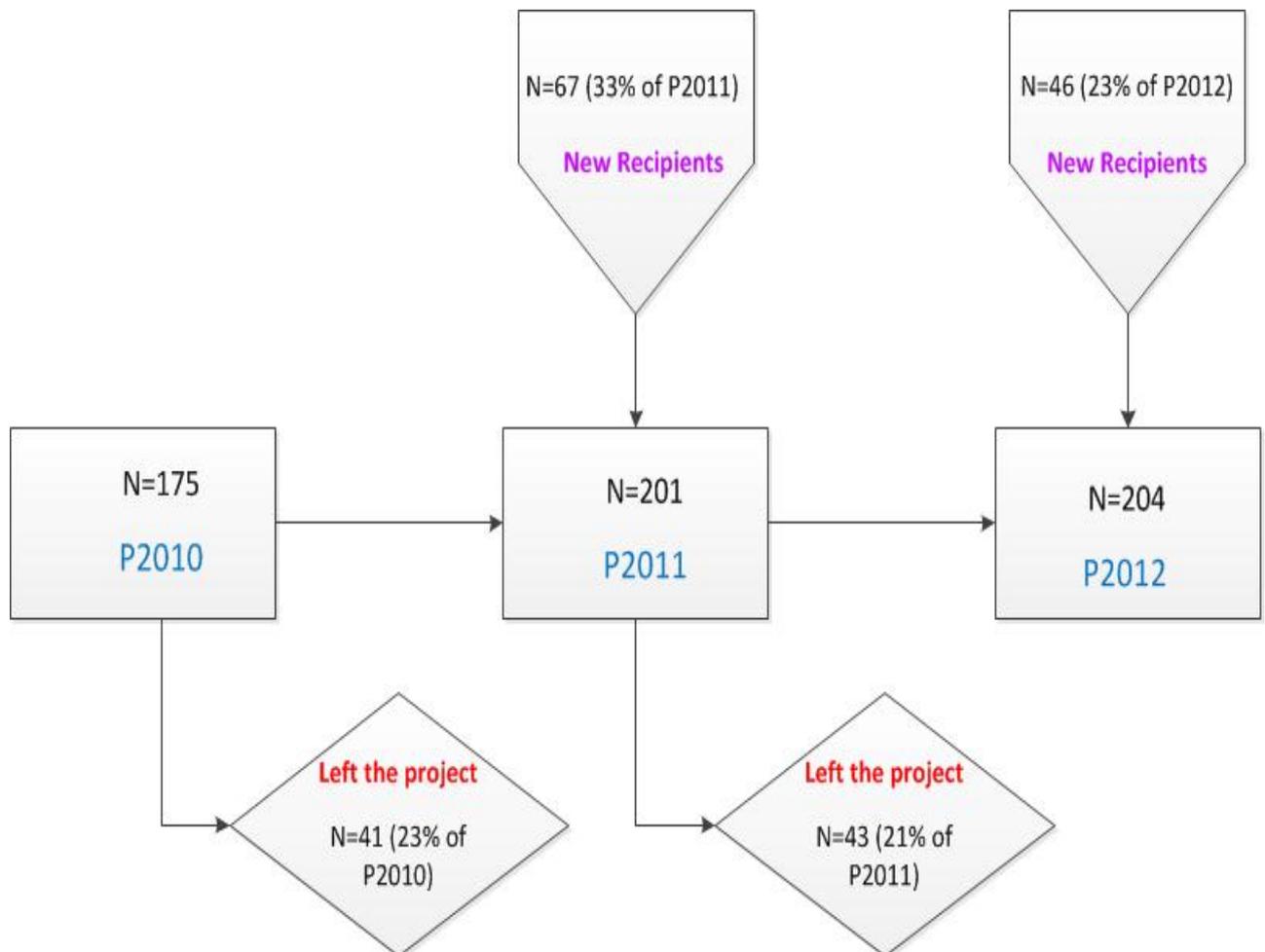
### 3.1 Response rate

#### Project participants' questionnaires

<b>Questionnaire</b>	<b>Number of questionnaires distributed</b>	<b>1<sup>st</sup> mailing</b>	<b>2<sup>nd</sup> mailing</b>	<b>3<sup>rd</sup> mailing</b>	<b>Total n received</b>
<i>P2010</i>	175	67%	83%	88%	154
<i>P2011</i>	201	78%	84%	86%	172
<i>P2012</i>	204	72%	79%	88%	179

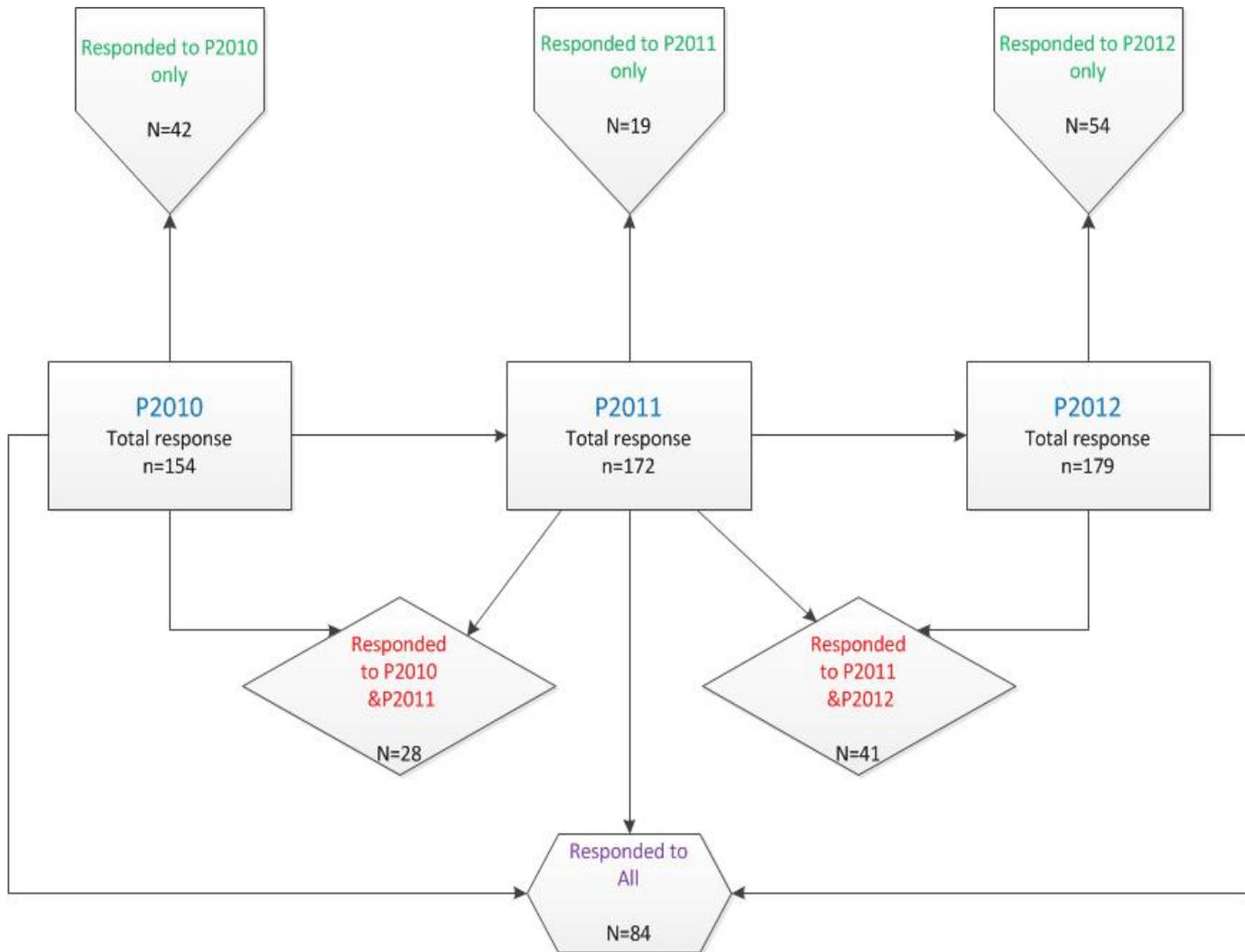
## Project Participant Recipients

Figure 3 below illustrates the number of questionnaire recipients for the three annual surveys.



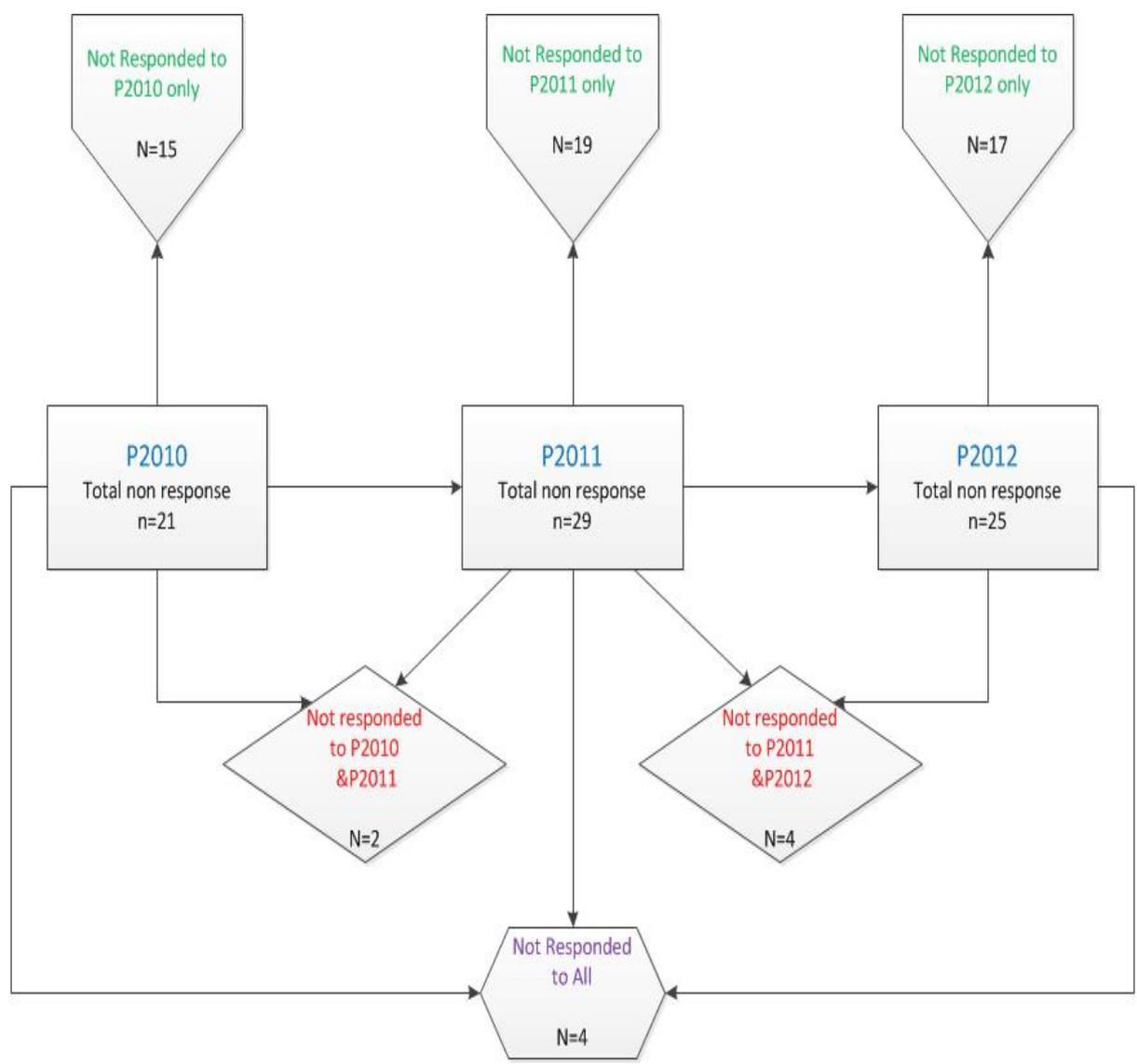
## Response

Figure 4 illustrates the number of project participant recipients who had responded to the three annual questionnaires.



## Non Response

Figure 5 illustrates the number of project participant recipients that did not respond to the three annual questionnaires.



## Stakeholders' questionnaires

Questionnaire	Number of questionnaires distributed	1 <sup>st</sup> mailing	2 <sup>nd</sup> mailing	3 <sup>rd</sup> mailing	Total n received	None respondents
<i>S2010</i>	12	58%	58%	83%	10	ECPC, EGA
<i>O2010</i>	5	80%	100%	-	5	-
<i>S2011</i>	12	25%	50%	67%	8	COCIR, EURODIS, EPF, EUCOMED
<i>S2012a</i>	12	42%	58%	75%	8	ECPC, EPF, EGA, EUCOMED
<i>S2012b</i>	5	40%	40%	60%	3	EFNA, EUROPABIO

## Plenary Assembly questionnaires

Questionnaire	Number of questionnaires distributed	Response	Total n received
<i>Plenary Assembly evaluation 2010</i>	39	74%	29
<i>Plenary Assembly evaluation 2011</i>	47	77%	36
<i>Plenary Assembly evaluation 2012</i>	50	78%	39

## 3.2 Demographics

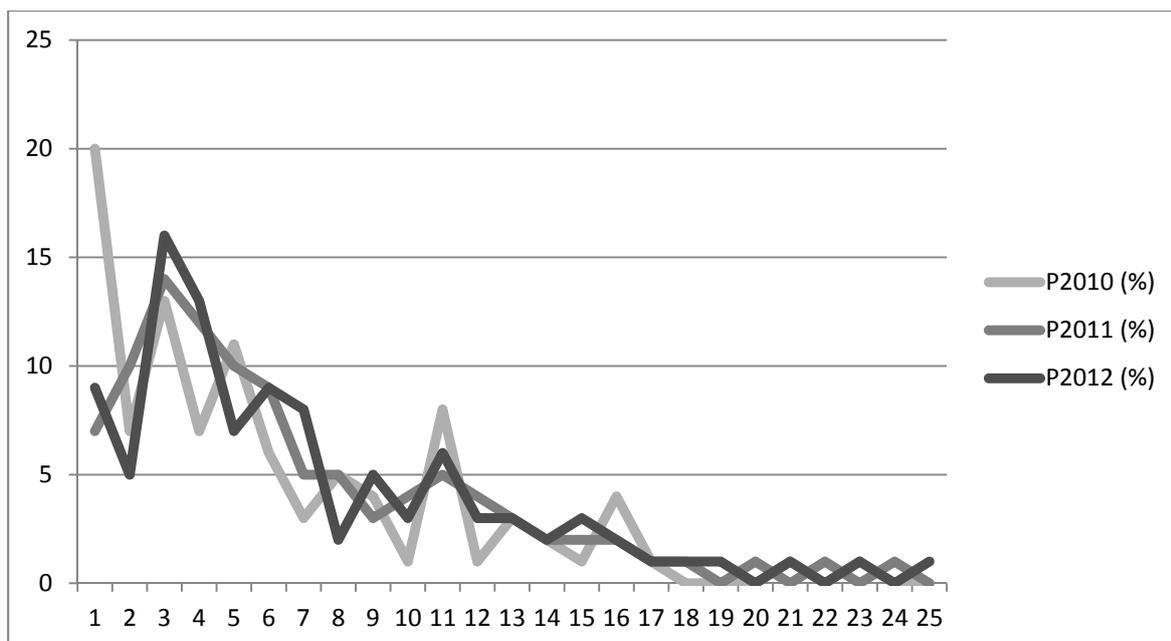
### Professional Experience (P2010, P2011, P2012)

Type of professional experience	P2010 (%)	P2011 (%)	P2012 (%)
<i>Administrator</i>	4	4	5
<i>Economist</i>	18	9	12
<i>Information scientist</i>	9	2	3
<i>Medical doctor</i>	<b>24</b>	<b>22</b>	20
<i>Other healthcare professional</i>	20	13	13
<i>Project manager</i>	13	13	12
<i>Researcher</i>	3	<b>22</b>	<b>25</b>
<i>Statistician</i>	1	1	2
<i>Other</i>	8	14	7
<i>Total n</i>	<i>154 (100%)</i>	<i>170 (99%)</i>	<i>179 (100%)</i>

### Length of time working in HTA (P2010, P2011, P2012)

Modal length = 2 years

No. of years worked in HTA	P2010 (%)	P2011 (%)	P2012 (%)
0	20	7	9
1	7	10	5
2	13	14	16
3	7	12	13
4	11	10	7
5	6	9	9
6	3	5	8
7	5	5	2
8	4	3	5
9	1	4	3
10	8	5	6
11	1	4	3
12	3	3	3
13	2	2	2
14	1	2	3
15	4	2	2
16	1	1	1
17	-	1	1
18	-	-	1
19	-	1	-
20	1	-	1
21	-	1	-
22	1	-	1
23	-	1	-
24	-	-	1
<b>Total n</b>	<b>152 (99%)</b>	<b>167 (97%)</b>	<b>173 (97%)</b>



### Organisational expertise (P2012)

The Secretariat requested the incorporation of this question to enable collaboration within organisations in the network. To control for inconsistent responses this question was only asked to those respondents who indicated they were the lead person within their organisation.

Type of expertise	P2012 (%)
Health economics	79
Clinical effectiveness research	74
Clinical expertise	64
Social science	51
Development of surveys	49
Communication services	45
IT	45
Organisational science	40
Legal expertise	34
<i>Total n = 53</i>	

### Organisation a member of other international HTA agencies (P2010)

This question was requested by WP6 and aimed to identify the spread of international HTA group membership within the network.

- EUROSCAN – 33%
- HTAi – 70%
- INAHTA – 59%
- None – 15%
- Don't Know – 8%
- Other – 12%

### HTA Information Produced (P2010, P2012)

Respondents were asked about the types of HTA information produced by their organisation, its availability in English and confidentiality. This question was asked of all respondents in P2010. Although useful information was produced for WP6 some of the results were inconsistent because several respondents replied from each organisation with different results. Therefore this question was only asked of organisational leads in P2012 and these are the results presented below.

	<b>Produced</b>	<b>English summary</b>	<b>English full document</b>	<b>Confidentiality</b>
<b>Raw Data</b>	Produced– <b>51%(n-25)</b> Not Produced– 43% Don't Know– 6%	Always –24% Often-12% Sometimes-28% Never-28% Don't Know-8%	Always-13% Often-13% Sometimes-33% Never-33% Don't Know-8%	Public-42% EUnetHTA-0% Specific subgroups-4% Confidential-25%
<b>Planned projects</b>	Produced – <b>67%(n-34)</b> Not Produced-29% Don't Know-4%	Always-32% Often-13% Sometimes-19% Never-23% Don't Know-13%	Always-27% Often-10% Sometimes-13% Never-37% Not Applicable-13%	Public-45% EUnetHTA-28% Specific subgroups-3% Confidential-7% Don't Know-7% Not Applicable-10%
<b>Ongoing projects</b>	Produced- <b>88%(n-43)</b> Not Produced-10% Don't Know-2%	Always-42% Often-11% Sometimes-24% Never-13% Don't Know-3%	Always-30% Often-14% Sometimes-11% Never-35% Not Applicable-11%	Public-65% EUnetHTA-14% Specific subgroups-3% Confidential-5% Don't Know-5% Not Applicable-8%
<b>Preliminary report</b>	Produced- <b>75% (n-38)</b> Not Produced-20% Don't Know-6%	Always-25% Often-11% Sometimes-28% Never-31% Don't Know-0%	Always-14% Often-14% Sometimes-26% Never-43% Not Applicable-3%	Public-9% EUnetHTA-6% Specific subgroups-9% Confidential-66% Don't Know-9% Not Applicable-3%

<b>Final published report</b>	Produced- <b>81%</b> (n- <b>42</b> ) Not Produced-13% Don't Know-6%	Always-61% Often-13% Sometimes-16% Never-11% Don't Know-0%	Always-21% Often-8% Sometimes-39% Never-32% Not Applicable-0%	Public-83% EUnetHTA-0% Specific subgroups-3% Confidential-8% Don't Know-3% Not Applicable-3%
<b>Impact record</b>	Produced-24%(n- <b>12</b> ) Nor Produced- <b>59%</b> Don't Know-16%	Always-17% Often-17% Sometimes-25% Never-42%	Always-8% Often-8% 25% Never-58% Not Applicable-0%	Public-67% EUnetHTA-0% Specific subgroups-2(17%) Confidential-1(8%) Not Applicable-1(8%)

### 3.3 Project set up

#### Satisfaction with the set-up of the project (P2010)

- 1% were not satisfied with the way the EUnetHTA JA had been set up, 18% thought it could have been better, 59% were satisfied and 22% did not know if they were satisfied or not. Free-text comments were categorized into; need for greater transparency & communication, confusion about the 'Foundation year', bureaucracy, positive comments, limited inclusion of regional units, the JA Secretariat, the EU Commission, rushed process and affected by changing personnel. (P2010)

#### Organisation into eight workpackages (P2010, S2010, O2010)

- 0% thought that organisation in 8 workpackages would have a negative effect, 23% thought it would be both negative & positive and 58% thought it would have a positive effect. Free-text comments were categorised; need for workpackages, need for effective communication between the workpackages and about them and concern about overlap of work. Suggestions for improvement include holding 'aim workshops' and participating organisations having members in many workpackages. (P2010)
- 30% did not know, 40% thought this would be positive and 30% did not know. Comments included a need for greater involvement of stakeholders, that this set-up requires good communication between workpackages, documents are too long and that it is too early for comment. (S2010)

- 60% of respondents did not know about the effect of splitting the JA into 8 workpackages and 40% thought the structure was positive. A comment was made about the need for communication between the work areas. (O2010).

### Sufficient organisation resources available for participation in the project (P2010, P2012)

	P2010 (%)	P2012 (%)
<b>Funding</b>		
Yes	48	53
No	20	19
Don't Know	32	28
<i>Total n</i>	149 (97%)	172 (96%)
<b>Staffing</b>		
Yes	65	63
No	16	16
Don't Know	19	21
<i>Total n</i>	149 (97%)	169 (94%)

P2011 'enough resources' ; Yes-57%, No-22%, Don't Know-21%

#### Funding ;

- A free-text comment was provided by 34 respondents (P2010). These concerned insufficient received (requiring an increase of time compared to budget, as WP leader, work needing to focus on basics etc.), increased workload (greater than budgeted for, time to 'get up to speed with the project'), no funding received (e.g. for collaborative partners and for experts etc.). A number of respondents said that their organisation was needing to subsidize their activities and several were unsure about the future (e.g. due to political cuts, need for monitoring of the situation etc.). One respondent felt the funds had been distributed on an unequal basis.

#### Staffing;

- A free-text comment was provided by 31 respondents (P2010). These included limitations (in staff recruitment and consequently JA activities, that it was an additional, non-priority task etc.), lack of staff (e.g. not enough staff for the tasks, resultant increased work within the team etc.) etc. Positive

comments concerned planned organisational expansion and recruitment of outside expertise.

### **Difficulty experienced joining the EUnetHTA (P2010)**

8% said their organisation had experienced a problem in applying to join the EUnetHTA JA, 63% had not and 29% did not know. Open comments were categorised as; logistical problems (lack of time, inconveniently situated meetings, difficulty setting up agency etc.), communication problems, problems within the process and funding issues.

### **Succession Planning (P2010)**

Respondents were asked whether their organisation had a plan in case staff members suddenly became ill or left the organisation.

- Yes; 42%
- No; 37%
- Don't Know; 20%

Of the 117 total respondents who knew whether their organisation had such a plan in place, 53% did whilst 47% did not. A free text comment was provided by 28 respondents. Comments included that the situation could be managed, arrangements could be made if this happened such as distributing the work within another team, replaced by others in the region/network, working harder etc. However, others indicated that this would be a problem; loss of key and lead staff would pose a problem, limited replacement for individual activities, lack of continuity, no formalised plan etc.

### 3.4 Project progression

#### Success in achieving objectives (P2010,P2011,P2012,S2010,S2011,S2012,O2010)

	No	Yes	Don't Know
<b>Development of a general strategy &amp; business model for sustainable European collaboration on HTA</b>	P2010; 3% 2011; 5% 2012; 8%  S2010 – S2011; 14% S2012; 10%  O2010 -	2010; 70% 2011; 64% 2012; 63%  S2010; 60% S2011; 57% S2012; 60%  O2010; 20%	2010; 27% 2011; 31% 2012; 29%  S2010; 40% S2011; 29% S2012; 30%  O2010; 80%
<b>Development of HTA tools &amp; methods</b>	P2010; 1% 2011; 1% 2012; 1%  S2010; – S2011; - S2012; -  O2010; -	2010; 92% 2011; 89% 2012; 83%  S2010; 70% S2011; 86% S2012; 60%  O2010; 60%	2010; 6% 2011; 9% 2012; 15%  S2010; 30% S2011; 29% S2012; 40%  O2010; 40%
<b>Application and field testing of developed tools &amp; methods</b>	P2010; 1% 2011; 5% 2012; 9%  S2010; - S2011; - S2012; -  O2010; -	2010; 77% 2011; 70% 2012; 59%  S2010; 40% S2011; 57% S2012; 50%  O2010; 60%	2010; 21% 2011; 24% 2012; 32%  S2010; 60% S2011; 43% S2012; 50%  O2010; 40%

- There was a comment that it is important for an inclusive process to be able to achieve this objective. One respondent questioned the willingness of partner agencies to collaborate together and emphasised the implications of different health systems. (O2010).
- Comments; Difficulty in evaluating potential success, objectives are great, unsure about impact at the national level, too limited time to develop a business model; a number should be proposed and tested, likelihood that the objectives will be partially met, but they should be taken further in JA2. (S2012).

## **Challenges of working on the project (P2010, P2011, P2012, S2012)**

- Difficulties working together, including communication, conflict with time, large project, insufficient funding, national / organizational conflict, difficulty for routine use of developed policies, tools, methods, new experience, WP requirements, inappropriate influence of stakeholders. (P2010)
- 111 respondents provided a comment about project challenges which were categorised into the following themes; international nature of project, high workload, limited time, limited resources, the work itself, limited time & resources, communication, tools, getting to grips with the project, administration, tight deadlines, none experienced, face-to-face meetings, terminology, other and imbalance between participants. (P2011)
- Lack of time, conflict with normal work in agency, political difficulties, lack of resources, picking up work in the project, problems with technology, unequal contributions of participants, large project scope, need to build HTA capacity in individual countries, need to increase personal knowledge about HTA, working collaboratively (n=13), overlap with EUnetHTA JA2, project logistics, project management, not having sufficient time for networking, getting information, communication difficulties. (P2012)
- Short timelines for responding to SAG consultations and comment on documents, opportunity to provide comments too late in SAGs, identification of expertise to comment on documents, the diverse nature of the Stakeholder Forum made it difficult to find common points of view, which have to be balanced, balancing periods of inactivity with times of frequent consultations, mobilising experts at short notice, incomplete awareness of JA activities, lack of clarity of role, awareness of the particularities of IVDs/medical devices, poor circulation of information to those not in the Stakeholder Forum. (S2012).

## **Benefits of working on the project (P2010,P2011,P2012,S2012)**

- Information sharing, collaboration, HTA European network, streamlining, HTA methods HTA products, HTA community, networking, capacity building, keeping-up-to-date (P2010)
- Face-to-face meetings, information sharing, capacity building, awaiting benefits in the future, training and increased awareness of HTA developments (P2011)
- Justification required for face-to-face meetings, networking, all have been useful, training is poor, positive experience of capacity building,

giving rather than taking from EUnetHTA JA, problems with WP5 (P2012)

- Bringing HTA ‘players’ together to share different views and opinions, increased knowledge about HTA, European alignment of HTA on the political level, insight into new HTA methodologies, insight into developments, contribution to high-quality, European, HTA, contribution to best practice for HTA, involvement in the process from the beginning, ability to comment on the work, and this being considered by JA partners and WP leaders. (S2012).

### Negative project attributes (P2011, P2012)

	<b>Yes-big effect</b>	<b>Yes-small effect</b>	<b>No effect</b>	<b>Don't know</b>	<b>Total n</b>
<b>Difficulty in communication- within the project</b>	P2011: P2012 6% 4%	26% 30%	63% 58%	6% 8%	144 165
<b>Difficulty in communication- specifically using English</b>	2% 3%	23% 21%	72% 71%	3% 5%	145 164
<b>Conflict with other work activities</b>	38% 30%	40% 41%	20% 22%	3% 8%	146 162
<b>Large project scale</b>	14% 16%	33% 37%	39% 34%	14% 13%	143 161
<b>Demands of individual work packages</b>	10% 23%	34% 41%	43% 27%	13% 9%	144 162
<b>Insufficient organisational funding</b>	24% 20%	21% 25%	40% 35%	15% 19%	144 161
<b>Insufficient organisational staffing</b>	26% 25%	31% 40%	34% 28%	9% 7%	145 162

### Positive project attributes (P2011, P2012)

	Not useful 2011:2012	Ok (of some use)	Very useful	Don't Know	Total n
<b>Networking with colleagues</b>	2% 1%	21% 16%	71% 80%	7% 4%	164 148
<b>Information sharing</b>	1% 1%	23% 20%	68% 76%	7% 4%	163 147
<b>Capacity building</b>	9% 8%	28% 35%	39% 37%	24% 21%	160 146
<b>Training</b>	9% 10%	37% 37%	30% 23%	25% 29%	158 143
<b>Increased awareness of HTA developments</b>	3% 1%	26% 33%	63% 62%	9% 3%	160 145
<b>Face-to-face meetings</b>	2% -	24% 15%	58% 71%	16% 14%	143

### Stakeholders – Concerns (P2011, P2012)

- Concerns about involvement of experts & stakeholders. 101 respondents provided comments which were categorised; no, challenges and positive remarks. (P2011)
- Benefits of the involvement of experts & stakeholders. 97 respondents provided comments which were categorised; none, general positive remarks about external expertise, don't know, about stakeholders, about experts, about SAG, requirement and public consultation . (P2012)

	No	Yes	Don't Know	Total n
<b>The principles of stakeholder involvement in the JA (Stakeholder involvement policy and SOP)</b>	P2012 86 (53%)	19 (12%)	57 (35%)	162
<b>The actual involvement of stakeholders in the JA</b>	P2012 67 (41%)	25 (15%)	70 (43%)	162
<b>The level of commitment of stakeholders in the</b>	P2012 52 (33%)	30 (19%)	78 (49%)	160

Themes included; provide useful contributions, over-representation of the pharmaceutical industry and lack of commitment from Stakeholders (P2012)

### General comments about the 3-year workplan (S2010)

- These were categorised into the themes; missing participants (member states and stakeholders), greater involvement of, and feedback to, stakeholders about the JA and that the project scale is too large. (S2010).

## 3.5 Project evaluation

### Achievements of the EUnetHTA JA.

- Respondents indicated whether the JA had achieved what they hoped it would; No - 11%, yes - 47%, don't know - 42%. Themes included; doesn't integrate regional agencies, Slow progress, lack of change at local agency level, lack of collaborative HTAs, difficulties inherent in an international project, lack of cohesion and participation, tools not fit for purpose, not established a self-sustaining collaboration, HTA reports not produced in English, collaborations/connections developed, successful project progress, network development, tools and methods, HTA Core Model, information exchange, greater awareness of policy makers about HTA. (P2012)
- Respondents were asked to indicate their agreement with the statement, '*The EUnetHTA JA has achieved what my organisation hoped*', strongly disagree; -, disagree; 30%, agree; 70%, strongly agree; -, don't know; -. (S2012)

### Personal Achievement. (P2012)

- Respondents indicated whether they had personally got what they hoped by being a member of the JA; No - 11%, yes - 63%, don't Know - 25%. Themes included; Networking, HTA Knowledge, information sharing, collaboration, unspecified opportunity gained, involvement in HTA report production, usefulness of POP Database, establishment of HTA in country, aware of EUnetHTA to act as ambassador, unclear objectives, unclear local organization of work, lack of interaction with academia, instructed to take part, lack of use of tools, difficulties inherent in collaboration, unspecified difficulties. (P2012)

### Use of project deliverables; (P2012,S2012)

	Not useful	Of some use	Very useful	Don't Know	Total n
<b>Networking with contacts made from participating in the EUnetHTA JA</b>	P2012 1% S2012 -	P2012 31% S2012 30%	P2012 62% S2012 70%	P2012 6% S2012 -	162
<b>The HTA Core Model (the online Tool &amp; Service for producing, publishing, storing and retrieving HTA information) (WP4)</b>	5% S2012 -	39% S2012 30%	46% S2012 60%	10% S2012 10%	157
<b>The HTA Core Model on screening (WP4)</b>	11% S2012 -	31% S2012 20%	35% S2012 60%	22% S2012 20%	157
<b>A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals (WP5)</b>	8% S2012 -	23% S2012 30%	48% S2012 50%	21% S2012 20%	161
<b>Quarterly communication protocol for information flow on ongoing/planned national assessments of same technologies (WP7)</b>	3% S2012 -	33% S2012 30%	48% S2012 50%	16% S2012 20%	160
<b>Operational web-based toolkit including database containing information on evidence generation on new technologies (EVIDENT) (WP7)</b>	4% S2012 -	33% S2012 30%	40% S2012 50%	23% S2012 20%	160
<b>Accessing the EUnetHTA tools by a single sign on through the MO site (WP6)</b>	5 S2012 -	33 S2012 20%	79 S2012 40%	44 S2012 40%	161

- Themes were; use of tools is dependent upon individual organisations, single sign-on will limit accessibility, POP database very useful, HTA Core Model could be better, WP5 REA not relevant to organization, organisation gives value to the EUnetHTA but doesn't take. (P2012)
- Comments; Open access is recommended-the restricted access prevents dissemination and use, SAG have commented on the theoretical basis for the EUnetHTA tools, but have not had the opportunity to see/use them and to have a practical understanding of their potential impact, usefulness and

success of WP7 databases will depend upon open use and interoperability. (S2012).

### **Plenary Assembly 2011. (S2011)**

- Respondents were asked if their organisation had attended the Plenary Assembly 2011. 3 (43%) had and 4 (57%) had not. Comments included that stakeholder involvement at the meeting was an important milestone, strengthened the interaction between EUnetHTA JA members and stakeholder representatives, and that it was a well-organised meeting covering lots of issues. (S2011)

## **3.6 Involvement of Stakeholders**

### **Involvement of Stakeholders**

#### **Anticipated involvement (O2010 & S2010)**

- Respondents thought their role as a member of the SF would have involved; general input (for aims & objectives, to implement the workplan), specific input, reciprocal information exchange, gains from involvement, facilitating interactions, logistics of participation, avoidance of redundancy and a wish for greater involvement (S2010).
- Respondents thought their role as a member of the SF would have involved; provision of specialist information from expertise into the EUnetHTA JA, provision of information from EUnetHTA JA to their members, attending appropriate meetings, responding to consultations, involvement in EUnetHTA workpackages, facilitation of experts and information sharing with other stakeholders. (O2010).

#### **Actual involvement**

- Respondents were asked if they had any concerns about *'the actual involvement of stakeholders in the JA'*, no; 20%, yes; 70%, don't know; 10%. (S2012).

## **Commitment of Stakeholders**

- Respondents were asked if they had any concerns about *'the level of commitment of stakeholders in the JA'*, no; 30%, yes; 40%, don't know; 30%. (S2012).

## **Anticipated gain from being Stakeholder**

- Anticipated gains were described; increasing general HTA knowledge, specific representation of facets of HTA, recognition for the umbrella stakeholder organisation, benefits resulting from the EUnetHTA JA aims and the opportunity to comment on documents before publication (S2010).

## **Stakeholder Forum**

### **Loss to Stakeholder Forum by exclusion as a member (O2010)**

- Respondents thought the EUnetHTA JA SF would miss various things from their exclusion; expertise of key players, active engagement of committed stakeholders, decreased scope of EUnetHTA JA activities, decreased confidence in the EUnetHTA JA, non-receipt of documents and inappropriate inclusion of less-experienced representatives. (O2010).

### **Purpose (S2010, S2011)**

- gathering expert input into the EUnetHTA JA, enabling information transfer, improving HTA generally, contributing to analysis, providing an intermediary link between stakeholders & the JA to help the decision-making process and facilitating the stakeholder involvement process (S2010).
- The purpose of the EUnetHTA JA Stakeholder Forum was categorised as; providing expert contributions, contributing to HTAs, being a Special Advisory Group to the Executive Committee, relationship in the EUnetHTA JA – between the Stakeholder Forum and the Executive Committee, activities of the Stakeholder Forum including commenting on workpackage activities and overseeing the SAGs, advice about Collaboration outputs, gaining consensus for decisions, based on the Stakeholder Involvement Policy, involving relevant participants and optimum attributes of the Stakeholder Forum being transparent, responsive, accountable and participative. (S2011)

### **Gain from being a SF member (S2012,O2012)**

- Respondents were asked to indicate their agreement with the statement, '*My organisation has got what it hoped by being a member of the Stakeholder Forum*'; strongly disagree; 13%, disagree; 25%, agree; 50%, strongly agree; -, don't know; 13%. (S2012).
- Respondents were asked to indicate their agreement with the statement, '*My organisation has got what it hoped by being a Stakeholder for the EUnetHTA JA*', strongly disagree; -, disagree; -, agree; 100%, strongly agree; -, don't know; -. (S2012).
- Respondents cited the factors they would offer as a stakeholder for the EUnetHTA JA; specialist HTA knowledge (about biologicals & personalised medicine, manufacturers of non-prescription medicines, diagnostics, patient organisations and medicines distribution), specifications about EUnetHTA JA involvement and providing access to experts. (O2010).

### **Fulfilment of purpose (S2011,S2012)**

- 7 (100%) respondents indicated that the Stakeholder Forum is fulfilling its purpose. It appeared to be inclusive, evolving and there is an increase in trust. However, one respondent indicated that it is still in a 'start-up period'. (S2011)
- Respondents were asked to indicate agreement with the statement, '*The EUnetHTA JA Stakeholder Forum has fulfilled its purpose*'; Strongly disagree; -, Disagree; 36%, Agree; 36%, Strongly agree; -, don't know; 27% (S2012).

### **Awareness of (S2010) (O2010)**

- Respondents became aware of the EUnetHTA JA SF through; the European Commission, EUnetHTA Secretariat, previous EUnetHTA 2006-2008 project, other stakeholders and from key EUnetHTA JA project personnel. (S2010)
- Respondents became aware of the EUnetHTA JA SF from several avenues; from the EUnetHTA JA project, the European Pharma Forum, the EU Commission and an unspecified invitation. (O2010).

### **Reason why applied to join (S2010) (O2010)**

- When asked why they had applied to the EUnetHTA JA SF, respondents cited various reasons; contributions to the EUnetHTA JA, reciprocal working practices & sharing information, ensuring an even EUnetHTA JA SF balance,

representation of their umbrella organisation members' perspectives and benefits to organisations' members by involvement in this European initiative on HTA. (S2010)

- When asked why they had applied to join the EUnetHTA JA SF, respondents cited various reasons; representation of specialist HTA expertise, general HTA knowledge, facilitation of experts to help the EUnetHTA JA and to enable dissemination about the JA. (O2010).

### **Offer by being a Stakeholder (O2010)**

- Respondents cited the factors they would offer as a stakeholder for the EUnetHTA JA; specialist HTA knowledge (about biologicals & personalised medicine, manufacturers of non-prescription medicines, diagnostics, patient organisations and medicines distribution), specifications about EUnetHTA JA involvement and providing access to experts. (O2010).

### **Contribution to the SF (S2010,S2011,S2012)**

- SF members expected to offer by being a member of the SF; sharing general HTA expertise, specific expertise (industrial, rare diseases & orphan drugs, health insurance, payers and insured person perspective and medical devices), identification of experts, providing a governance role for the SF, disseminating EUnetHTA JA results, providing input of end-users' views and commitment to EUnetHTA JA activities. (S2010)
- Respondents indicated they had contributed to the EUnetHTA JA by providing comments on documents, comments on consultations, participation in e-meetings, contribution to a position paper, nominating experts for SAGs and participation in the Plenary Assembly 2011. (S2011).
- How Stakeholders have contributed to the EUnetHTA JA; nomination of experts, participation in Stakeholder Forum meetings, organisation of a joint industry opinion on matters, disseminating JA information to members, giving feedback to the JA, participating in discussions about the future of EUnetHTA JA, representation at the EUnetHTA JA Conference, answered questionnaires, unclear how they could contribute, membership of SAGs, regular contact with workpackage leaders, through consultations. (S2012).

### **Actual involvement in SF (S2011)**

- 5 (71%) of the respondents indicated this involved what they thought it would whilst 2 (29%) did not know. It seemed that this was improving over time. One respondent indicated they had applied to balance the Forum's representatives and another would prefer a more patient-centred approach. (S2011)

### **Good use of organisation's time (S2011,S2012)**

- 5 (71%) of the respondents indicated that being a member of the EUnetHTA JA Stakeholder Forum was a good use of their time while 2 (29%) did not know. This was seen as providing a useful update about workpackage activities and it would be appreciated to have greater involvement and earlier information. (S2011)
- Respondents were asked to indicate their agreement with the following statement; *'Being a member of the Stakeholder Forum has been a good use of my organisation's time'*, strongly disagree; 13%, disagree; 13%, agree; 25%, strongly agree; 38%, don't know; 13%. (S2012)
- Respondents were asked to indicate their agreement with the statement, *'Being an external stakeholder of the EUnetHTA JA has been a good use of my organisation's time'*, strongly disagree; -, disagree; -, agree; 100%, strongly agree; -, don't know; -. (S2012).

### **Setting up process of SF (S2010,O2010,S2012)**

- Concerns about the set-up of the SF were categorised; Restriction of stakeholder members, stakeholders not included in the first Plenary Assembly, equal contribution of stakeholders needed, requirements to join the SF and communication of the call for stakeholders. (S2010)
- 40% thought the set-up of the EUnetHTA JA SF was not straightforward, 20% thought it was and 40% did not know. Concerns about the set-up of the EUnetHTA JA SF included; organised to fulfil certain type of stakeholder involvement, unclear choice of health industry selection, lack of clarity about why an applicant was declared eligible but was not selected, complexity in assigning representative and that it was a learning process within the project. (O2010).
- Respondents were asked to indicate their agreement with the statement, *'The appropriate organisations were included in the Stakeholder Forum'*; strongly disagree; -, disagree; 18%, agree; 55%, strongly agree; 18%, don't know; 9%. (S2012)

- Respondents were asked to indicate their agreement with the statement, *'The formation of a Stakeholder Forum was an effective way of organising Stakeholder input into the EUnetHTA JA'*; strongly disagree; -, disagree; 18%, agree; 73%, strongly agree; -, don't know; 9% (S2012).

### **Comments about SF meetings (S2010,S2011)**

- Comments about SF meetings were categorised; suggestion of a stakeholder SF Chair, desire for longer meetings, easier meeting logistics, pre-preparation material sent in greater advance and facilitation of a more contributory input by stakeholders (rather than consultative input) (S2010).
- These were apparently well organised and of a suitable frequency. One respondent requested more suitable agenda items, and greater dialogue between the Secretariat and the stakeholders in setting the agenda. (S2011)

### **Consideration of Stakeholders' views (S2010,O2010,S2011,S2012)**

- There was comment that the baseline survey was too early to evaluate whether views of stakeholders would be incorporated into the JA. Other themes were; improvement necessary, recommendations for improvement (production of summaries of contributions, reviewing governance arrangements and making the SF more participatory in nature) and recognition that changes requested had been incorporated. (S2010)
- 80% of respondents did not think their views would be adequately considered in the JA, whilst 20% thought they would be. Concern was expressed that other organisations do not possess the expertise to adequately represent them and some respondents were confused about the dynamics between those stakeholders that were accepted into the SF and those that were not. (O2010).
- 2 (29%) respondents thought the views of stakeholders were not adequately considered in the EUnetHTA JA, 2 (29%) thought they were and 3 (48%) did not know. Comments indicated that it is too early to assess and that there is an adequate debate culture. One respondent would like increased patient involvement. Another provided detailed description about how stakeholders could be better involved, including involving stakeholders early in iterative planning, involving stakeholders in concrete collaborative technology assessments and contributing to HTA policy. (S2011)
- Respondents were asked to indicate their agreement with the statement, *'Stakeholders' views have been adequately considered in the EUnetHTA JA'*; strongly disagree; 10%, disagree; 10%, agree; 50%, strongly agree; -, don't know; 30%. (S2012).

### **Adequate provision of feedback to SF members/Stakeholders (S2010,O2010,S2011,S2012)**

- 20% did not feel confident that adequate feedback about the EUnetHTA JA would be provided to stakeholders, 20% felt confident and 60% did not know. Concerns included that stakeholders have limited knowledge about EUnetHTA JA and its activities, concern about being kept informed, confusion about how wider stakeholders would be informed and that feedback would need to pass between many people. (O2010).
- There was comment that the baseline survey was too early to evaluate whether adequate feedback from the JA would be provided to stakeholders. Other themes were; satisfied so far, suggestion for improvement – appointment of a stakeholder Chair to link with the JA and that communication methods were understood. (S2010)
- Six (86%) respondents thought adequate feedback was provided to stakeholders whilst one (14%) thought it was not. One indicated that progress had been made in involving stakeholders whilst one indicated that providing earlier information about workpackages would enable better participation. (S2011)
- Respondents were asked to indicate their agreement with the statement, *'Adequate feedback from the EUnetHTA JA has been provided to Stakeholders'*, strongly disagree; -, disagree; 20%, agree; 70%, strongly agree; -, don't know; 10%. (S2012).

### **Representation by SF representative (O2010,S2012)**

- Expression of views in the SF by representative. 100% of respondents did not think that their views would be adequately represented by their representative. Concerns included that the representative did not have sufficient experience and/or expertise to enable representation and that the respondent did not have a representative on the SF. (O2010).
- Respondents were asked to indicate their agreement with the statement, *'Our organisation is aware who is our representative on the Stakeholder Forum'*,

strongly disagree; -, disagree; -, agree; 67%, strongly agree; 33%, don't know; -. (S2012)

- Respondents were asked to indicate their agreement with the statement, '*Our organisation has been kept updated by our representative on the Stakeholder Forum/the Secretariat*', strongly disagree; -, disagree; -, agree; 67%, strongly agree; 33%, don't know; -. (S2012)

### **Appropriate use of stakeholders' expertise (S2012)**

- Respondents were asked to indicate their agreement with the statement, '*My organisation's expertise has been appropriately used in the EUnetHTA JA*'; strongly disagree; -, disagree; 50%, agree; 30%, strongly agree; -, don't know; 20%. (S2012).

### **Usefulness of SF meetings (S2012)**

- Respondents were asked to indicate their agreement with the statement, '*The Stakeholder Forum meetings have been useful*', strongly disagree; -, disagree; 13%, agree; 75%, strongly agree; -, don't know; 13%. (S2012).

### **Comments about documents re involving Stakeholders (S2010,O2010,S2012)**

- Several respondents had/would provide comments about documents through other avenues. Other comments were categorised; clarification about relationship between SF members and experts, a more participatory process at the Plenary Assembly, role of SF members compared to stakeholders not accepted into the SF, standardising the definition of EUnetHTA JA, clarification about the origins of the SF, origin of stakeholders and request to highlight the role of the EU Commission. (S2010)
- Comments included concern that the inclusion of stakeholders' comments was too restrictive. (O2010).
- Respondents were asked whether they had any concerns about 'the principles of stakeholder involvement in the JA (Stakeholder involvement policy and SOP); no; 30%, yes; 50%, don't know; 20%. (S2012).

### **Stakeholder Advisory Groups (SAGs) (S2011,S2012)**

- Comments included an appreciation of the function between the EUnetHTA JA partners and stakeholder experts, recommendation of earlier involvement of SAGs in workpackages and diversity of opinion within the group. (S2011)

- Respondents were asked to indicate their agreement with the statement, ‘*The Stakeholder Advisory Groups (SAGs) have been a good way of being involved in the EUnetHTA JA*’; strongly disagree; -, disagree; 9%, agree; 45%, strongly agree; 18%, don’t know; 27%. (S2012).

### Appreciate receiving training (S2012)

	No	Yes	Don't Know	Total n
<b>The HTA Core Model (the online Tool &amp; Service for producing, publishing, storing and retrieving HTA information) (WP4)</b>	-	9 (90%)	1 (10%)	10
<b>The HTA Core Model on screening (WP4)</b>	-	9 (90%)	1 (10%)	10
<b>A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals (WP5)</b>	1 (10%)	9 (90%)	-	10
<b>Quarterly communication protocol for information flow on on-going/planned national assessments of same technologies (WP7)</b>	-	8 (80%)	2 (20%)	10
<b>EVIDENT (Operational web based toolkit including database containing information on evidence generation on new technologies) (WP7)</b>	-	8 (80%)	2 (20%)	10

- Comments; Cannot afford it or the time required, training would allow familiarity and assessment of the potential impact, a workshop would be appreciated, any dissemination and/or other training activities could be helpful, deepening the communication and mutual understanding of agencies-stakeholders. (S2012).

### 3.7 Administration from the Secretariat

#### Secretariat leadership (P2010, P2011, P2012)

	No	Ok (but could be better)	Yes	Don't Know	Total n
<b>2010</b>	1%	8%	63%	29%	
<b>2011</b>	3%	16%	61%	20%	
<b>2012</b>	1%	20%	56%	23%	174 (97%)

- Free-text comments included positive comments (about the complexity of the task and the tact shown) and that it could have been done in a friendlier manner. (P2010)
- Comments were categorised as limited knowledge/involvement about the Secretariat (n=7), negative aspects relating to communication from the Secretariat (n=7), suggestion for improvement of leadership by the Secretariat (n=6), gratitude for assistance provided (n=2), changes in the Secretariat staff (n=1), difficulty for the Leadership (n=1). (P2011)
- Themes included; leadership – distant, leadership – needs to evolve in the future, leadership – lack of direction, leadership – specific functions, leadership – effective Secretariat (P2012)

#### Secretariat administration (P2010, P2011, P2012)

	No	Ok (but could be better)	Yes	Don't Know	Total n
<b>2010</b>	0	7%	63%	30%	
<b>2011</b>	1%	11%	71%	17%	
<b>2012</b>	-	18%	65%	18%	165

- 0% thought the administrative support had not been effective, 7% thought it could have been better, 63% thought it had been effective and 30% did not know. Free-text comments were negative (including the need to be proactive, too short deadlines and poorly structured information and positive (including effective communication and support) and the need to clarify the difference between Collaborative and Associate partners. (P2010)

- Comments were categorised as limited knowledge/involvement about the Secretariat, negative aspects relating to communication from the Secretariat, suggestion for improvement of leadership by the Secretariat, gratitude for assistance provided, changes in the Secretariat staff and difficulty for the Leadership. (P2011)
- Communication – problems with email, communication – general problems, communication – too short timelines, communication – quicker feedback required, problems with workpackages and Secretariat – more staff needed. (P2012)

### Secretariat additional support (P2010, P2011)

	Other things could be done	Nothing else can be done	Don't Know
P2010	13%	31%	56%
P2011	19%	22%	59%

- Free-text comments included facilitating relationships, providing greater feedback, providing advice about monthly budgeting and could be more 'customer orientated.' (P2010)
- Comments were categorised as facilitating development of effective tools, general support, information exchange, project management, enabling effective communication. (P2011)

### Info required by the Secretariat (P2010)

- Understanding information for the Secretariat. 1. Before the JA started; 3% did not understand, 23% had mixed understanding, 40% understood and 11% did not know. 2. During the JA; 2% did not understand, 15% had mixed understanding, 62% understood and 7% did not know. Free-text comments included that the information was not always clear and recognition about the complexity of the project. (P2010)

### Emails from the Secretariat (P2010)

- Secretariat emails. 1. Frequency; 13% found Secretariat emails too frequent, 3% found too infrequent, 72% thought it was acceptable and 13% did not know. 2. 13% found Secretariat emails too frequent, 4% found too infrequent, 69% thought it was acceptable and 15% did not know. Free-text comments

included about clarity, frequency & length, that emails had improved from the previous EUnetHTA project, tone, importance of ensuring relevant addressee and suggestions for improvement (to use a standard template and include the WP number and deadline in the subject line). (P2010).

## 3.8 Information Technology

### Members' Only (MO) website (P2010, P2012)

- 19% had not logged on to the website and 87% had logged on. Free-text comments were negative (including poor layout & structure and problems downloading documents, problems with browsers, passwords and workrooms) and positive (clear, well-structured layout and access to information) (P2010)
- 91% had used it whilst 9% had not. (P2012).

### E-meetings (P2010)

- 10% found participating in an e-meeting difficult, 27% had experienced some problems and 63% found it easy. Free-text comments were negative (including technical problems, and request to replace it with telephone conferencing etc.) and positive (including provision of clear instructions etc.). (P2010)

### Operating system (P2010)

- Respondents were asked what Operating System they usually use at work. This question was answered by 145 (94%) of the 154 respondents. Of the 145 who answered the question, 141 (97%) use Windows (all versions), 3 (2%) use Mac OSX and 1 didn't know. (P2010)

### Browser (P2010)

- This question was answered by 146 (95%) of the survey respondents. Of these 100 (68%) use Internet Explorer (all versions), 30 (21%) use Mozilla Firefox, 8 (5%) use Google Chrome, 3 (2%) use Safari, 1 didn't know and 4 (3%) used 'other'. (P2010)

- 4 (3%) use 'Other'; Opera (n=2), Bing beta (n=1) and 1 respondent stated 'several, including Google Chrome, Explorer and Firefox). (P2010)

### IT software packages (P2010)

	DAILY	At least ONCE a week	Monthly	Seldom (less than monthly)	Never	N
<b>Gradepro</b>	2 (1%)	1 (1%)	3 (2%)	7 (5%)	121 (90%)	134
<b>Microsoft Office</b>	142 (99%)	1 (1%)	-	-	-	143
<b>OpenOffice</b>	5 (4%)	3 (2%)	2 (2%)	13 (10%)	106 (82%)	129
<b>RevMan</b>	2 (1%)	1 (1%)	11 (8%)	31 (23%)	91 (67%)	136
<b>Reference management software</b>	13 (9%)	17 (12%)	16 (12%)	31 (22%)	61 (44%)	138

*Frequency of use of IT software packages at work by the survey respondents (n=154 total survey respondents)*

### Use of communication systems (P2010, P2012)

	Daily	At least once a week	Monthly	Seldom (less than monthly)	Never	N
<b>Document management system (eg SharePoint)</b>	15 (11%)	15 (11%)	13 (9%)	22 (15%)	77 (54%)	142
<b>Mailing list</b>	59 (41%)	25 (17%)	21 (15%)	20 (14%)	19 (13%)	144
<b>RSS feed reader</b>	7 (5%)	17 (12%)	5 (4%)	18 (13%)	91 (66%)	138
<b>Video calling (eg Skype)</b>	7 (5%)	14 (10%)	17 (12%)	33 (23%)	72 (50%)	143
<b>Web-based discussion forum</b>	3 (2%)	12 (8%)	16 (11%)	53 (37%)	59 (41%)	143
<b>Wiki</b>	9 (7%)	18 (14%)	14 (11%)	16 (12%)	74 (56%)	131

Average use of communication systems at work by the survey respondents (n=154 total survey respondents) (P2010)

### Communication systems used at work; (P2012)

	Daily	At least once a week	Monthly	Seldom (less than monthly)	Never	Total n
Document management system (e.g. Sharepoint)	19 (11%)	16 (10%)	10 (6%)	35 (21%)	87 (52%)	167
Mailing list	58 (34%)	30 (18%)	15 (9%)	42 (25%)	26 (15%)	171
RSS feed reader	6 (4%)	12 (7%)	9 (6%)	36 (22%)	100 (61%)	163
Video calling (e.g. Skype)	8 (5%)	19 (11%)	27 (16%)	51 (30%)	66 (39%)	171
Web-based discussion forum	3 (2%)	12 (7%)	17 (10%)	57 (34%)	78 (47%)	167
Wiki	11 (7%)	29 (17%)	15 (9%)	36 (21%)	77 (46%)	168
Cloud storage (e.g. Dropbox)	7 (4%)	20 (12%)	11 (6%)	28 (16%)	104 (61%)	170
Blog	-	11 (7%)	9 (5%)	25 (15%)	121 (73%)	166
Online chat	10 (6%)	12 (7%)	10 (6%)	35 (21%)	103 (61%)	170
Intranet comments (eg commenting on a blog)	3 (2%)	5 (3%)	11 (7%)	39 (23%)	109 (65%)	167

### Problems associated with ID (P2012)

Problems accessing the Members' Only Website following ID renewal. This was experienced; regularly - 3%, occasionally - 22%, rarely - 27%, never - 48%

### LinkedIn (P2012)

- HTA Europe group on LinkedIn. Awareness was; don't use LinkedIn - 28%, not aware of it - 23%, aware of it but not a member - 18%, Yes-member but

don't actively contribute - 27%, Yes-member who actively contributes - 4%.  
(P2012)

### Social networking (P2010)

This was answered by 146 (95%) of the 154 survey respondents.

	No	Yes- but I wish to keep this private	Yes-I would post a EUnetHTA JA link on this	N
<b>De.lici.ious</b>	132 (94%)	4	4	140 (91%)
<b>Facebook</b>	74 (51%)	46	25	145 (94%)
<b>LinkedIn</b>	97 (67%)	13	34	144 (94%)
<b>Slideshare</b>	132 (95%)	3	4	139 (90%)
<b>Twitter</b>	127 (90%)	6	8	141 (92%)
<b>YouTube</b>	122 (87%)	12	7	141 (92%)

*Social networking accounts possessed by survey respondents (n=154 total survey respondents)*

### 3.9 Communication

#### Language problems (P2010, P2011, P2012)

- 13% had experienced problems with both spoken and written language, 12% with spoken and 72% had not experienced any problems. Free-text comments included recognition of the inherent nature of communication problems, difficulty with English text, difficulty with audio, difficulty with speech, need for greater time, and personal difficulties. (P2010)
- 74% of respondents had not experienced language communication problems that could affect the work of the EUnetHTA JA, 14% had experienced problems with spoken English, 4% had experienced problems with written English and 8% had experienced problems with both. Comments were categorised as recognition that language barriers exist (n=10), that this is different for different nationalities (n=4), causes problems during meetings (n=6), methods to help communication (n=5), difficulty in finding staff with good English skills (n=2), checking of documents by non-native English speakers (n=3), effect of difficulty in communication (n=4) and problems with emails (n=2). (P2011)
- This was answered by 176 (98%) of the 179 respondents; No - 139 (79%), Yes – spoken - 14 (8%), Yes – written - 8 (5%), Yes – both spoken & written - 15 (9%). (P2012)

#### Communication methods (P2011, P2012)

	Not useful	Ok	Very useful	Don't know	Total n
<b>MO website</b>	2% P2011 4% P2012	36%	48%	13%	163
<b>Workrooms</b>	4% 5%	37% 34%	36% 35%	23% 26%	162 176
<b>Workroom Bulletin Boards</b>	9% 12%	21% 21%	15% 8%	56% 60%	160 173
<b>E-newsletters</b>	4% 5%	25% 25%	35% 31%	36% 40%	161 175
<b>Secretariat emails</b>	1% 2%	24% 20%	59% 62%	15% 16%	160 175
<b>E-meetings</b>	2% 2%	24% 27%	54% 41%	19% 30%	162 176
<b>Face-to-face meetings</b>	1% 1%	11% 13%	75% 67%	13% 19%	163 174
<b>Plenary</b>	1%	12%	28%	59%	163

<b>Assembly</b>	1%	14%	31%	54%	175
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### How to improve communication (P2011)

- Comments about how this could be improved were categorised into emails (n=12), e-meetings (n=11), indications that communication is good (n=10), MO website (n=8), information management (n=7), general suggestions for improvement (n=5) and face-to-face meetings (n=2), improved awareness of tools (n=2) and participation of partners (n=1), newsletters (n=1), wikis (n=1) and calendar (n=1). (P2011).

### Conference (P2012,S2012)

- 177 answered about whether holding the conference in December 2011 had been the right time; no – 15%, yes – 29%, don't know – 56%. Themes included; enabled planning for JA2, rectifying problems in current JA project whilst work still in progress, generally held at a good time, allowed information gathering, encouraged motivation & support, contact with EU Commission, meant there was no project end as JA2 starts, practicality of overlapping JA2 meant that was a good time, results not available until project end, problems – to inform JA2, clear demarcation of project end, should have been broader – like the one at end of 2006-2008 project, better at the end – general, overlapping with JA2, feedback from Gdansk conference was positive, unclear who made the decision to hold Gdansk conference, no need to hold a conference at the end of JA2, more conferences should be held and high expense of face-to-face meetings. (P2012)
- Respondents were asked to indicate their agreement with the statement, *'It would be useful to have a EUnetHTA conference on a regular basis'*, strongly disagree; -, disagree; 10%, agree; 50%, strongly agree; 40%, don't know; -. (S2012).
- Respondents were asked whether it was a good idea to hold a Conference in 2011 rather than at the end of the JA, no; 13%, yes; 13%, don't know; 75%. Comments; The 2011 conference was timely, the 2011 conference was good, a conference at the end of the JA would be useful 'close' the project; to disseminate the results of the JA and plan the way forward. (S2012).

### External promotion (P2012,S2012)

- Excellent external promotion, insufficient communication and improvement needed, conferences, need more published information, public website should

be improved, more nationally relevant, a need to target relevant stakeholders, social networks should be employed, *not* aware of any external promotion, external promotion is unimportant, *missing* an individual approach, more training needed, *promotion* will be best by collaborative HTA reports. (P2012).

- External promotion of EUnetHTA JA; pleased about the external promotion, biased judgement because part of the JA, promotion considered good because awareness of EUnetHTA is growing, specific achievements and challenges should be communicated more openly, lack of awareness of promotion activities, website, it would be useful to have more details on timelines of production of EUnetHTA outputs - e.g. public consultations, methods of dissemination; social media, patient groups, workshops for decision makers. (S2012)

### 3.10 Tools

#### Use (P2010,P2011,P2012)

Tool	Have used it (%)	Aware of it & might use in future (%)	Aware of it but unlikely to use in future (%)	Not aware of it (%)	N
Adaptation Glossary	P2010 21	41	8	30	132
	P2011 10	50	15	25	153
	P2012 19	44	12	25	153
Adaptation Toolkit	10	46	11	33	131
	6	47	16	29	150
	10	50	15	25	148
Contact Database	33	39	3	25	132
	38	43	3	16	151
	45	35	9	11	152
Core HTA model	30	56	8	5	133
	48	42	8	2	155
	61	28	8	4	155

EVIDENT (EIFFEL)	15 19 17	41 45 48	12 13 11	33 23 23	130 152 149
E-meetings	55 74 69	32 16 22	5 4 5	8 7 4	131 151 150
EUnetHTA toolbar	22 30 33	31 30 35	15 15 17	33 25 15	129 150 153
Mailing list	34 34 44	38 44 33	5 6 11	22 16 12	130 152 149
MO website	76 81 85	15 14 11	2 1 3	6 5 1	130 154 153
MO workrooms	57 63 62	34 29 27	4 3 7	5 5 4	129 154 154
News aggregator	11 18 19	28 21 19	8 11 16	54 50 47	127 151 150
POP	26 46 52	38 36 30	6 5 8	29 12 10	129 153 157
Workroom Bulletin Board	10 15 14	38 31 29	4 18 18	48 36 39	130 151 152

**Training priority (P2010, P2011, P2012)**

<b>Tool</b>	<b>Top priority (%)</b>	<b>High priority (%)</b>	<b>Low priority (%)</b>	<b>No importance (%)</b>	<b>N</b>
Adaptation Glossary	7	30	44	19	98
	2	24	43	31	121
	4	25	45	26	125
Adaptation Toolkit	11	43	29	17	93
	5	50	36	9	119
	10	37	37	17	126
Contact database	2	26	43	29	93
	3	17	38	41	116
	2	20	35	44	121
Core HTA model	51	36	9	5	104
	57	29	10	4	129
	52	28	12	9	130
EVIDENT (EIFFEL)	10	44	37	9	90
	10	44	39	7	111
	10	48	25	18	113
E-meetings	11	33	36	20	100
	10	23	35	32	120
	8	24	36	32	123
EUnetHTA toolbar	6	24	38	32	90
	5	24	42	29	110
	3	22	39	36	117
Mailing list	2	19	53	26	93
	5	18	37	40	116
	4	20	36	40	120
MO website	11	26	38	25	95
	4	22	35	39	114
	6	24	30	43	125
MO workrooms	10	34	38	18	97
	4	24	41	30	116
	6	24	36	34	123
News aggregator	1	24	53	22	87
	-	12	60	28	107
	3	18	48	31	118
POP Workroom	9	43	38	10	87
	12	43	28	17	118
	23	38	21	18	130
Workroom Bulletin Board	0	19	62	19	89
	-	9	63	29	104
	2	11	59	29	119

## Training method (P2010,P2012)

<b>Tool</b>	<b>Self-directed with manual (%)</b>	<b>Training e-meeting (%)</b>	<b>Webcast (%)</b>	<b>Face-to-face workshop (%)</b>	<b>N</b>
Adaptation Glossary	P2010 33 P2012 33	11 8	9 10	8 15	97 153
Adaptation Toolkit	25 21	13 12	13 12	25 21	93 121
Contact database	24 25	11 6	9 7	5 6	88 109
Core HTA model	19 17	13 9	5 4	56 56	104 127
EVIDENT (EIFFEL)	26 25	20 20	15 13	18 28	92 109
E-meetings	22 20	29 19	12 14	2 6	94 114
EUnetHTA toolbar	18 28	10 10	17 11	10 7	89 105
Mailing list	23 25	10 9	9 9	1 3	92 106
MO website	21 22	5 11	10 12	3 5	73 110
MO workrooms	28 23	17 17	11 13	2 5	96 109
News aggregator	29 23	8 11	13 13	1 5	85 104
POP Workroom	43 24	13 14	8 8	7 23	86 130
Workroom Bulletin Board	30 29	9 3	13 11	2 5	88 106

<b>Tool</b>	<b>Organisational (%)</b>	<b>Training (%)</b>	<b>Tool (%)</b>	<b>IT (%)</b>	<b>N</b>
Adaptation Glossary	P2010 17	15	10	4	119
	P2011 4	6	6	9	108
	P2012 1	7	5	0	110
Adaptation Toolkit	16	28	13	9	123
	6	17	5	6	103
	4	16	10	1	107
Contact database	14	12	8	13	119
	6	3	5	6	111
	4	7	10	7	114
Core HTA model	24	41	19	16	134
	10	32	11	5	124
	11	24	11	3	119
EVIDENT (EIFFEL)	16	23	13	18	122
	10	21	11	10	105
	4	7	4	3	107
E-meetings	22	17	6	30	127
	7	5	2	29	129
	11	6	2	24	125
EUnetHTA toolbar	10	17	10	16	125
	2	16	2	9	99
	6	8	3	9	110
Mailing list	16	8	4	14	125
	2	7	3	2	107
	4	7	4	3	114
MO website	14	5	13	15	95
	4	6	6	9	123
	6	4	3	7	121
MO workrooms	17	20	15	17	95
	5	11	4	17	119
	6	4	8	15	120
News aggregator	8	11	7	10	124
	2	10	2	5	97
	4	6	0	4	107
POP Workroom	16	20	15	17	123
	8	14	9	6	111
	13	7	7	6	118
Workroom Bulletin Board	9	14	9	8	122
	5	9	2	2	101
	5	7	2	3	105

**Barriers (P2010, P2011, P2012)**

- **Anticipated mobile use (P2012)**

	<b>Smart phone</b>	<b>Tablet</b>	<b>Both</b>	<b>Neither</b>	<b>Total n</b>
<b>Adaptation Glossary</b>	13	8	17	62	106
<b>Adaptation Toolkit</b>	12	7	10	70	105
<b>Contact Database</b>	16	3	21	59	98
<b>E-meetings</b>	15	7	13	65	101
<b>EUnetHTA Toolbar</b>	14	3	17	34	96
<b>EVIDENT (formerly EIFFEL)</b>	13	8	17	63	96
<b>HTA Core Model</b>	13	13	12	61	106
<b>Mailing list</b>	12	7	21	32	97
<b>Members' Only (MO) internet website</b>	11	10	23	56	99
<b>Members' Only (MO) workrooms</b>	11	8	21	60	95
<b>News Aggregator</b>	13	5	24	57	94
<b>POP Database</b>	13	11	20	57	104
<b>Workroom Bulletin Boards</b>	12	6	18	64	95

### **Access to POP (P2012)**

169 (94%) of the 179 respondents answered about whether their organization had access to the POP database;

- No = 7 (4%)
- Yes = 124 (73%)
- Don't Know = 38 (22%)

### **Stopped using tools (P2012)**

Qualitative comments were provided by 24 respondents. These mostly concerned IT issues, difficulties with passwords and other logistical issues.

### 3.11 Workpackages

#### Concerns (P2012, S2012)

	No	Yes	Don't Know	n
<b>WP1</b>	P2012 62% S2012 100%	4% -	34% -	139 8
<b>WP2</b>	P2012 41% S2012 56%	10% 22%	49% 22%	140 9
<b>WP3</b>	P2012 52% S2012 78%	4% 11%	45% 11%	139 9
<b>WP4</b>	P2012 55% S2012 90%	24% -	21% 10%	145 10
<b>WP5</b>	P2012 52% S2012 90%	19% -	29% 10%	150 10
<b>WP6</b>	P2012 48% S2012 56%	12% 11%	40% 33%	139 9
<b>WP7</b>	P2012 50% S2012 80%	19% -	31% 20%	143 10
<b>WP8</b>	P2012 40% S2012 67%	21% 11%	39% 22%	140 9

#### Objectives (P2012)

	No	Yes	Don't Know	n
<b>WP1</b>	P2012 1% S2012 -	48% 33%	52% 67%	120 9
<b>WP2</b>	P2012 2% S2012 -	32% 11%	66% 89%	121 9
<b>WP3</b>	- S2012 -	42% 22%	58% 78%	120 9
<b>WP4</b>	P2012 5% S2012 -	59% 60%	36% 40%	128 10
<b>WP5</b>	P2012 2% S2012 -	46% 50%	52% 50%	132 10
<b>WP6</b>	P2012 2% S2012 -	45% 22%	54% 78%	119 9
<b>WP7</b>	P2012 4% S2012 -	50% 50%	46% 50%	127 10
<b>WP8</b>	P2012 5% S2012 -	34% 33%	61% 67%	119 9

### Communication from WPs (P2012,S2012)

	No	Yes	Don't Know	n
<b>WP1</b>	P2012 22% S2012 38%	51% 50%	28% 13%	120 8
<b>WP2</b>	P2012 31% S2012 25%	27% 38%	41%	121
<b>WP3</b>	P2012 20% S2012 13%	51% 38%	29%	119
<b>WP4</b>	P2012 16% S2012 11%	66% 67%	18%	127
<b>WP5</b>	P2012 18% S2012 11%	55% 56%	27%	130
<b>WP6</b>	P2012 14% S2012 25%	50% 25%	36%	118
<b>WP7</b>	P2012 18% S2012 11%	54% 67%	28%	126
<b>WP8</b>	P2012 29% S2012 25%	35% 50%	35%	119

### Worth Having in the EUnetHTA JA (P2012,S2012)

	No	Yes	Don't Know	n
<b>WP1</b>	P2012 - S2012 -	72% 75%	28% 25%	119 8
<b>WP2</b>	P2012 2% S2012 -	49% 75%	49% 25%	121 8
<b>WP3</b>	P2012 1% S2012 -	62% 88%	37% 22%	118 8
<b>WP4</b>	P2012 - S2012 -	84% 100%	16% -	127 10
<b>WP5</b>	P2012 1% S2012 -	75% 89%	24% 11%	131 9
<b>WP6</b>	P2012 1% S2012 -	63% 63%	36% 38%	118 8
<b>WP7</b>	P2012 2% S2012 -	71% 100%	26% -	126 10
<b>WP8</b>	P2012 4% S2012 -	50% 75%	46% 25%	118 8

- Comments; Communication about activities and timelines received as member of SAG for WP4, WP5 and WP7, communication received from WP3; online surveys, no involvement in WP1, 2, 6 or 8, WP8 - need to ensure there is no duplication between this activity and the Directive on cross-border healthcare, it would be useful to assess the outcomes of JA1 before agreeing the workplan for JA2 and the business model, the level of information

received from WPs of which not a member of the SAG does not allow assessment. (S2012).

### **Concerns about the other EUnetHTA JA workpackages (O2010,S2010,S2011)**

- One respondent indicated they had received the workplans from WP3 and WP5 and had no comments. (O2010).
- WP1. 2 (29%) had concerns, 1 (14%) respondent did not know whether they had concerns and 4 (57%) did not have any concerns. WP2. 3 (43%) respondents had concerns and 4 (57%) did not have any concerns. WP3. 2 (29%) respondents had concerns, 1 (14%) didn't know and 4 (57%) did not have concerns. WP8. 3 (43%) respondents had concerns and 4 (57%) did not have any concerns. (S2010)
- Concerns included requesting greater involvement of stakeholders in other workpackages (e.g. by SAGs being set up) and involvement of professionals with specialist expertise in dissemination and business development. (S2011)

### **Involvement of stakeholders in workpackages (S2011)**

- Two respondents answered this question. However, the responses were not about how they were being involved but how they felt they should be involved. This would be by; earlier involvement of stakeholders in all workpackages, improved involvement of stakeholders in the workpackages, involving stakeholders in collaborative technology assessments and balancing stakeholder representation from different industry sectors. (S2011)

### **Concerns about the EUnetHTA JA 3-year workplan (O2010,S2011)**

- One respondent indicated concern that the SF would not enable sufficient input for all stakeholders (i.e. including those not successful in joining it). (O2010).
- (100%) respondents indicated they had no other concerns about the 3-year workplan. (S2011)

### **Other comments about EUnetHTA JA (O2010,S2012,P2010,P2011)**

- These included; the desire for more transparency within the EUnetHTA JA, greater engagement of all stakeholders, documents sent out before meetings and concern that the survey was too long. (O2010).
- Great tool... took time to 'take off' but positive opinion, in terms of responses to this survey, please note that it has been completed by the EFPIA Secretariat (Edith Frénoy) on the basis of my experience in engaging with the various EFPIA experts on SAGs and the Stakeholder Forum. The responses might therefore not always translate the individual experience of EFPIA members involved in specific work packages. I am happy to discuss any of the responses, if needed, as I step into the project almost at the end it is very difficult for me to follow up. it would be of great help if I can get a summary of what is done and to be delivered. (S2012).
- Expressions of thanks, suggestion for future additional workpackage, 'Welcome orientation meeting' for new members, the importance of social events for collaboration, comments about limited response due to lack of experience, survey too long, WP4, leadership of the EUnetHTA Secretariat, WP contact lists, survey technical issues. (P2010).
- WP7, the project is ineffective with too many and ambiguous goals, lack of resources, not cost-effective, dissemination is important for the future for the model and toolkit, JA2 could benefit from advice of external consultants, barriers because of personal log ins to the MO website, requires permanent professional support, important work is being done, high but useful workload, highly interesting project, comments on survey. (P2011).

### 3.12 EUnetHTA JA2

#### Serving as a useful follow-up to EUnetHTA JA (P2012, S2012)

- Yes-72%, no-2%, don't know-27%. Comments; insufficient information received, not fit for purpose-gaps uncorrected & not suitable for decisions on the regional/local level, is required to build on JA, require further development of tools, the need for testing the efficacy/effectiveness of joint report production, JA2 will act as a bridge to a permanent network for HTA (n=3) (P2012)
- Yes-70%, don't know-30%. Comments; unsure how JA2 will link to the HTA permanent network as part of the cross-border directive enforcement, it will benefit from the experiences of JA1, Joint Action 2 has a different focus; operational work will identify feasible cooperation between HTA agencies and allow the testing of models of iterative stakeholder involvement, necessary follow-up to JA, JA2 will provide the occasion to examine in practice the methods developed. (S2012).

#### Concerns (P2011, P2012, S2012)

- 55% (n=39) were concerned whilst 24% were not and 21% did not know. 38 respondents provided a comments and these were categorised; resources (n=11), about HTA reports (n=9), overlap with JA (n=8), project poorly defined (n=3), political aspects (n=3), tight timescales (n=2), insufficient capacity building (n=2), failure to provide evidence to justify an on-going collaboration (n=1), including all relevant agencies (n=1) and concerns about leadership (n=1). (P2011)
- 19% (n=30) were concerned whilst 44% were not and 37% did not know. 34 respondents provided comments and these were categorised; Lack of resources, need to ensure that the deliverables can be integrated into local and national systems, scope of project, involvement of the correct expertise, lack of information, results must be seen, leadership, difficulties posed by overlap between JA and JA2, need to manage divergent interests of members, project management must be improved, the future role of EUnetHTA, improved newsletter (n=1), rationalize the number and amount of communications, concerns about governance, HTA doers to use developed tools, should not be difficult. (P2012)
- No-10%, yes-30%, don't know-60%. Comments; non involvement of stakeholders in the development of the strategy and objectives, it requires the commitment of national and regional governments to ensure the

implementation of outputs, the goal should have appointed responsible person with clear obligations and time table to deliver, it should involve representatives of all relevant types of technologies. (S2012).

### **Concerns about process of planning (P2011)**

- 31% (n=21) were concerned, 47% (n=32) were not concerned and 22% (n=15) did not know. 18 respondents provided comments which were categorised; not enough time (n=8), problems due to overlap with JA1 (n=6), pre-decided plans (n=2), definition of involved partners (n=1), problems with communication & coordination (n=1), lack of experience & resources of partners (n=1), not enough planning meetings (n=1), difficulties for involvement at the national level (n=1) and funding (n=1). (P2011)

### **Impact on time (P2011)**

- 23% (n=16) thought the planning for JA2 was impacting on JA a lot, 39% (n=28) thought a little, 18% (n=13) thought not at all and 20% (n=14) thought it was not applicable. 11 respondents provided comments which were categorised; time for JA2 has impacted on JA1 (n=7), a lot of work for colleagues (n=2) and time consuming (n=1). (P2011)

### **Consultation of Stakeholders about EUnetHTA JA2 (S2011)**

- 6 (86%) of the respondents had not been consulted about the planned EUnetHTA JA2 whilst 1 (14%) had been. One respondent said they had been informed about progress but not consulted. 43% respondents said they had concerns about the planned EUnetHTA JA2, 43% did not and 14% did not know whether they had concerns. Concerns were around lack of stakeholder involvement in the planned EUnetHTA JA2 generally and specifically for the WP5 pilots. (S2011)

### **How could be better (P2011)**

- 22 respondents provided comments about how the JA2 could be improved which were categorised; more time for preparatory work (n=3), procedure for producing relevant HTA information (n=3), bigger focus on capacity building

(n=2), greater stakeholder input (n=2), more training on HTA (n=2), project management (n=2), reduced number of better quality HTA reports (n=1), greater involvement of collaborating partners (n=1), scope should include HTA production & developments (n=1), tools (n=1), regional health-system participation (n=1), inadequate evaluation of EUnetHTA processes (n=1). (P2011).

### **Main learning points from the JA (P2012, S2012)**

- Main learning points; Collaboration is important, including for HTA reports, difficulties in performing assessment of pharmaceuticals due to a large group of participants, communication is important, exploration of the core model applied to pharmaceuticals, more committed contribution from all participants, better project planning needed, better budgeting needed, accurate scoping of the work is important at the outset, application/testing of tools is now needed, appropriate expertise needs to be included, information sharing should be improved, appropriate stakeholders involved, leadership/vision is important, Value at a national/local level, HTA knowledge, tools development. (P2012).
- Main learning points; Industry involvement should be seen as a helping tool, types of stakeholders in the dialogue should be differentiated, less complexity and more transparency is needed, Stakeholder involvement should be strengthened by providing appropriate support to those stakeholder groups currently only marginally involved in activities of the Joint Action, EUnetHTA should work towards capacity building for those Member States that do not yet have a fully developed HTA system in place, with the support of stakeholders, which provide different perspectives and experiences, a thorough review of the Joint Action and its outcomes should be conducted with EUnetHTA partners and stakeholders to enable identification of the main learning points. (S2012).

### **Involvement of stakeholders (P2012, S2012)**

- Involvement of stakeholders and experts. How to best involve external stakeholders and/or experts in the EUnetHTA JA2; involve Stakeholders earlier, in comment rounds, Stakeholder Advisory Group recommendations, policies for involvement should continue to be involved, involvement is biased towards pharmaceutical industry, need more involvement of patients/the public & clinicians, implications of greater Stakeholder involvement, important role in validating tools, the right expertise should be harnessed, Stakeholder Forum is useful mechanism for involvement, communication should be

improved, has been a positive experience, experts, Stakeholder involvement should be increased, Stakeholder involvement should be limited. (P2012).

- What can be learnt from EUnetHTA JA about how to best involve external stakeholders; Earlier involvement in the process would be appreciated, using the needs/ input of the stakeholders to formulate the objectives and the evaluation criteria (KPI's), balance the influence of stakeholders; especially with respect to industry and providers (high) and patients or payers (low), we refer to the joint stakeholder letter of 26 April 2012. In particular, we would welcome a more iterative dialogue with stakeholders, in addition to written comments on documents. (see letter of 26 April 2012), personal interactions work best, involve representatives of all relevant types of technologies, be aware of conflict of interest with industry, the members/participants distinction in the SH has been problematic, the positive impact of stakeholders has been seen through SAGs. (S2012).

### **Improvement of communication (P2012, S2012)**

- Communication could be improved by; the current systems is adequate/good, more meetings would be useful, better system for e-meetings, social networks should be used, website needs to be improved, internal communication from the Secretariat should be improved, external communication with decision-makers could be better, Targeted mailing lists should be available, policy for the sharing of information, do not change the site where passwords are handled, better online tools, networking should be expanded, project management techniques, don't use terminology, hold fewer face-to-face meetings, improve communication with stakeholders, use workrooms more, produce a communications plan and more resources are required for communication. (P2012).
- Improvement of communication (internal or external); Clarify how pilots are determined and the criteria used, share the deliverables of all workpackages with Stakeholder Forum representatives, early consultation of stakeholders about; formulating objectives and involvement in the evaluation process, communication was sufficient, the EUnetHTA website could include more information about internal timelines and output of discussions, better notification of timelines with, reminders sent regularly. (S2012).

### 3.13 Future HTA network

#### **Could serve as foundation for sustainable European collaboration (P2010,P2011,S2010,O2010,S2011)**

- 1% did not think EUnetHTA JA would serve as a foundation for a sustainable European HTA collaboration, 80% thought it would and 18% did not know if it would. Free-text comments included about inherent challenges (including the need to prevent bureaucracy, difficulties posed by heterogeneous members etc.), the value of working relationships formed, a hope that this would happen, need for funding, key participants are engaged, defined methods and tools created. (P2010)
- 5% did not think it would, 58% thought it would and 38% did not know. Comments included; dependent upon politics, doubt about future collaboration, the perceived aim of EUnetHTA (n=2), attributes of a European collaboration and that members have different members' needs from such a collaboration (P2011).
- 30% did not know whether it would and 70% thought it would. Comments included the need for a sustainable European collaboration on HTA, factors required for success (including co-operation, dynamics and structures), the role of project tool deliverables in helping HTA collaboration and the requirement for political support. (S2010)
- 80% respondents did not know if the JA had the potential to lead to a sustainable European collaboration on HTA, whilst 20% thought this would act as a basis. Comments included; the requirement to harness international support, the need to focus on stakeholder management to increase confidence in the JA and the production of 'real life results'. (O2010).
- 71% of the respondents thought it would, 14% thought it would not and 14% did not know. One respondent indicated that it will because it is being followed by the JA2 which will be the foundation for the network of HTA agencies to be set up under the European Directive. One cited the HTA methods and tools being developed by workpackages. Another thought it would but this would not be self-sustaining but would need backing from relevant authorities. (S2011)

## **Indicators of sustainable EU collaboration (P2011,P2012,S2011,S2012)**

- Achievement of a sustainable European collaboration. 70 respondents provided comments which were categorised; formation of formal EU HTA agency or network (n=24), collaboration (n=27), adoption of EUnetHTA tools (n=9), library of HTA reports/topics (n=5), project management (n=3), inclusion of HTA in decision-making for health policy (n=3), evaluation of impact (n=2), easier routine work in preparing HTA reports (n=2), decreased duplication (n=2), adopted parts of JA (n=1). (P2011)
- Respondents were asked what would indicate to them that a sustainable European collaboration had been set up. Comments included collaborative working, that it had already been achieved and the important role of involving stakeholders in developing HTA methods and standards and pilot testing. (S2011)
- Indicators of a sustainable European HTA Collaboration; National agencies share their experiences and avoid redundant work, Stakeholders considered as part of the solution, production of European HTAs, developing KPIs and measurable EUnetHTA objectives, information is transparent and used, a speedier and easier access to treatments of patients in Europe irrespective of their country of residence, collaboration outputs are used consistently at the national and regional levels, EU countries make assessments with the same tool for the similar or same questions, good exchange of information between agencies in the network, leading to improved results/assessments, communication and involvement of all stakeholders, efficiency in results delivery. (S2012).

## **Functions of a European collaboration (S2010,S2011,O2010)**

- These were cited as; enabling more efficient HTA data sharing, enhancing capacity, facilitating HTA experience / best practice exchange, strengthening stakeholder involvement, reducing HTA duplication, co-ordinating HTA activities, promoting HTA activities, improving HTA methodological standards, maximising the use of resources, streamlining procedures, developing common tools and methods, increasing transparency within the field, influencing policy makers to support HTA institutions, identifying examples where international cooperation has enhanced patient care, giving an overview about prices and technologies associated with producing HTAs, recognising the specific differences for HTAs of medical devices, accelerating the coordination and evaluation of new products, harmonising and accelerating HTA conclusions, ensuring equitable access and reimbursement to all EU patients to effective products and other medical interventions and

assembling expertise on innovative products, therapies; diagnostics, therapy and care. Challenges to a European HTA collaboration were identified (differences in economic situations, medical practices and value judgements of constituent members) and that a European collaboration can't issue appraisals of technology. (S2010)

- Comments included relationship building between HTA bodies, sharing common information and performing collaborative assessments, adding value on the regional, national & European level and setting methodological standards for HTA. (S2011)
- Suggestions for a sustainable European HTA collaboration included; simplifying HTA processes, providing guidance on general HTA issues, ensuring that quality standards are met in HTA and providing a definition of 'effectiveness'. (O2010).

### Interactions of a sustainable European collaboration with stakeholders (S2011)

- Respondents were asked how a sustainable European collaboration should interact with its stakeholders. Responses included providing information to stakeholders, seeking feedback from stakeholders, acting as a special advisor to the governing body, earlier involvement of stakeholders in SAGs and working groups, involvement in core activities and when difficulties with other bodies arise. (S2011)

### Added value of sustainable EU collaboration (P2011, P2012, S2012)

	No	Yes	Don't know	n
<b>National level</b>	P2011 4%	86%	10%	149
	P2012 7%	82%	10%	164
	S2012 -	90%	10%	10
<b>Regional level</b>	P2011 8%	59%	33%	146
	P2012 9%	56%	34%	160
	S2012 -	60%	40%	10
<b>European level</b>	P2011 1%	90%	9%	147
	P2012 1%	88%	10%	164
	S2012 -	90%	10%	10

- 35 respondents provided comments these were categorised into; general potential for adding value (n=16), national level (n=5), challenges (n=5), regional (n=3), national & regional (n=2), at all levels (n=2) and European level (n=2), national & European (n=1). (P2011)
- Themes included; general strategy & business model, HTA tools and methods, application and field testing, insufficient collaboration, JA2, limited usefulness of tools and strategy, challenge that should be able to be met, workpackage specific. (P2012)
- Comments; Collaboration at all levels is crucial, added value will be seen when redundant work is avoided at the regional/national level and better leverage at the European level, the main value added will be in transparency about equality of patient access to healthcare services, value will be added by; less resource wastage, better knowledge management and quicker decision making, added value at the regional level will follow from harmonisation of processes via collaboration at the national or European level, European HTA collaboration can add value; fostering best practices, best methodologies, reduce unnecessary duplication, collaboration in producing information, collaboration with regulatory agencies to streamline evidence requirements, the value added by European collaboration depends on the level of commitment of participating HTA agencies and decision-makers, HTA is a scientific process that supports healthcare decision-making. (S2012).

### **Factors that would make an on-going European collaboration on HTA effective (S2012)**

Comments included; earlier involvement of industry, establishment of pilot criteria would provide clarification on what is expected from national agencies, the outcomes of pilots should be known in advance; e.g. will the conclusions be used? disseminated? impact on the pilots?, involvement of stakeholders in; definition of measurable goals and evaluation of the results, there should be a tangible impact on the reimbursement processes, the regular use of its results, commitment at all levels of involvement, as well as increased involvement of stakeholders, involvement of representatives of all relevant types of technologies. (S2012).

### 3.14 WP1 – Communication

#### Number of respondents

Survey	Number of respondents
P2010	30
P2011	36
P2012	18

	Strongly disagree	Disagree	Agree	Strongly agree	Don't Know	N
<b>Leadership</b>	P2010 0	4%	59%	37%	0%	27
	P2011 3%	-	45%	30%	21%	33
	P2012 -	-	78%	11%	11%	18
<b>Communication</b>	0	0	19	6	2	27
	-	3%	58%	15%	24%	33
	-	-	89%	11%	-	18
<b>Objectives</b>	0	0	17	8	2	27
	-	3%	44%	34%	19%	32
	-	11%	72%	11%	6%	18
<b>Deliverables</b>	0	2	18	7	0	27
	-	3%	50%	28%	19%	32
	-	6%	83%	11%	-	
<b>Planning</b>	P2010 0	0	16	10	1	27
	P2011 -	3%	55%	24%	18%	33
<b>E-meetings</b>	P2010 0	0	17	8	2	27
	P2011 -	6%	45%	27%	21%	33
<b>F-f meetings</b>	P2010 0	1	17	6	2	27
	P2011 -	6%	52%	24%	18%	33
<b>Amount of work</b>	P2011 – P2012	9% 11%	62% 83%	12% 6%	18% -	34
<b>Workplan</b>	P2012 -	-	72%	11%	17%	18
<b>Contribution of partners</b>	P2012 -	28%	50%	-	22%	18
<b>Communication with other WPs</b>	-	-	67%	17%	17%	18
<b>Achievement</b>	P2012 -	-	78%	11%	11%	18
<b>Benefit from involvement of external stakeholders</b>	P2012 6%	22%	35%	6%	28%	17

P2012 Comments; stakeholder involvement has significantly exceeded since the bid and insufficient time to do well what expected.

### **Progress over the previous year (P2011,P2012)**

Poorly; 6%, Ok (but could be better); 17%, well; 47%, don't know; 31%. Concerns; no discussions, mandate of WP1 requires clarification, JA2 impacted on progress. (P2011).

2012. Poorly;0%, Ok (but could be better); 44%, well; 50%, don't know; 6%. Concerns; limited capacity due to other obligations, decisions should be quicker and more focused, limited governance by all members about redundant work. (P2012).

### **WP1 Deliverable 1**

Confidence about delivery of Deliverable; 'Interim and Final Technical and Financial Reports from the Joint Action' in months 12 (December 2010), 24 (December 2011) & 36 (December 2012).

	<b>No</b>	<b>Yes</b>	<b>Don't Know</b>	<b>Total n</b>
<b>On time</b>	P2011 -	76%	24%	34
	P2012 -	94%	6%	17
<b>To a good quality</b>	P2011 3%	59%	38%	29
	P2012 -	88%	13%	16

Concerns P2011; Quality depends on contributions of WP leaders/co-leaders, challenge of producing final JA report coinciding with start-up of JA2, enough experience with European projects should have been gained, concern about contribution of project partners to the financial reporting timelines.

Concerns P2012; None expressed.

### **Concerns about WP1 (P2010, P2011)**

No;77%, Yes;8%, Don't Know;15%. Concerns; high dependency on the lead, continuity, too many face-to-face meetings planned, communication problems. (P2010).

P2011; No;59%, Yes;19%, Don't Know; 22%. Concerns; business model, could have a greater role in increasing interactions between workpackages, JA2 impinging on it & requiring more work than originally planned. (P2011).

## Stakeholders

Awareness how stakeholders are to be involved; Aware; 67%, not aware; 15%, don't know; 19%. Indications of involvement; through Stakeholder Forum and public consultations.

## 13.15 WP2 – Dissemination

### Number of respondents

P2010	11
P2011	16
P2012	12

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Don't Know</b>	<b>N</b>
<b>Leadership</b>	P2010 0%	0%	73%	18%	9%	11
	P2011 –	13%	40%	7%	40%	15
	P2012 9%	27%	45%	9%	9%	11
<b>Communication</b>	P2010 0%	9%	55%	27%	9%	11
	P2011 –	13%	53%	-	33%	15
	P2012 9%	40%	30%	10%	10%	10
<b>Objectives</b>	P2010 0%	0%	64%	36%	0%	11
	P2011 –	7%	53%	-	40%	15
	P2012 -	-	64%	18%	18%	11
<b>Deliverables</b>	P2010 0%	0%	45%	55%	0%	11
	P2011 –	7%	47%	7%	40%	15
	P2012 -	-	73%	9%	18%	11
<b>Planning</b>	P2010 0%	0%	55%	45%	0%	11
	P2011 -	7%	53%	-	40%	15
<b>E-meetings</b>	P2010 0%	9%	27%	27%	36%	11
	P2011 -	13%	33%	-	53%	15
<b>F-f meetings</b>	P2010 0%	10%	64%	18%	9%	11
	P2011 -	7%	53%	-	40%	15
<b>Amount of work</b>	P2011 -	7%	53%	-	40%	15
<b>Workplan</b>	P2012 -	-	64%	9%	27%	11

<b>Contribution of members</b>	P2012 9%	18%	36%	9%	27%	11
<b>Communication with other WPs</b>	P2012 -	27%	27%	-	45%	11
<b>Benefit from external stakeholders</b>	P2012 -	-	18%	-	82%	11

- Concerns; more e-meetings and face-to-face meetings could have been held to involve members more in the day-to-day work. (P2011)
- Comments; the lead partner did not get much support from the co-lead partner, low availability of communication professionals in HTA organisations meant much of internal and external communication needed to be done by the Secretariat (P2012)

### Concerns about WP2

- No; 90%, yes; 10%. Concern; too large scope of work. (P2010)

### Involvement of Stakeholders

Aware how stakeholders would be involved; Aware; 55%, not aware; 27%, do not know; 18% (P2010)

### Progression of WP2 (P2011,P2012)

- Poorly; 6%, ok (but could be better); 31%, well; 25%, don't know; 38% (P2011)  
Concerns; participants not involved at the preparatory/beginning stages. (P2011)
- Poorly; 17%, ok (but could have been better); 33%, well; 42%, don't know; 8% (P2012)

### Deliverable1

Confidence in production of Deliverable 1; a 'Communication and Dissemination plan' in month 18 – June 2011;

	No	Yes	Don't Know	Total n
<b>On time</b>	P2011 -	73%	27%	15
<b>To a good</b>	P2011 -	77%	23%	13

quality				
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### 3.16 WP4 – Core HTA Model

#### Number of respondents

P2010	47
P2011	62
P2012	57

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Don't Know</b>	<b>N</b>
<b>Leadership</b>	P2010 0% P2011 – P2012 2%	2% 8% 5%	50% 58% 61%	43% 26% 23%	5% 8% 5%	44 62 57
<b>Communication</b>	P2010 0% P2011 – P2012 2%	5% 8% 18%	70% 68% 63%	23% 16% 11%	2% 8% 7%	44 62 57
<b>Objectives</b>	P2010 0% P2011 – P2012 2%	5% 13% 5%	60% 58% 66%	36% 24% 19%	0% 5% 9%	45 62 58
<b>Deliverables</b>	P2010 0% P2011 2% P2012 2%	4% 7% 2%	53% 56% 67%	38% 30% 19%	5% 7% 10%	45 61 58
<b>Planning</b>	P2010 0%	4%	60%	29%	7%	45
<b>E-meetings</b>	P2010 0% P2011 -	5% 5%	33% 50%	4% 13%	51% 32%	45 62
<b>F-f meetings</b>	P2010 0% P2011 2%	9% 8%	53% 53%	13% 15%	24% 23%	45 62
<b>Workplan</b>	P2011 -	15%	53%	24%	8%	62
<b>Amount of work</b>	P2011 3%	18%	55%	11%	13%	62
<b>Collaboration with other WPs</b>	P2012 2%	9%	46%	16%	27%	56
<b>Collaboration for core HTAs</b>	P2012 5%	17%	50%	9%	19%	58
<b>Achievement</b>	P2012 2%	5%	74%	12%	7%	57
<b>Contribution</b>	P2012 9%	40%	17%	3%	31%	58
<b>Communication with other WPs</b>	P2012 2%	14%	17%	9%	59%	58

<b>Stakeholders</b>	P2012	2%	17%	19%	3%	59%	58
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Comments; topics were ill-chosen, external stakeholders have not contributed much because most do not understand HTA, no comprehensive understanding as not received a document about the whole project, not yet in full capacity, funding of workload, lack of commitment of partners to contribute towards the 'real work process' of the two pilot HTAs. (P2012)

### **Concerns about WP4 (P2010,P2011,P2012,O2010,S2010,S2011)**

- Concerns; No (60%), yes (23%), not known (13%) (P2010) Concerns; would appreciate more meetings, insufficient coordination between the two strands, doubt as to whether the core model would be incorporated into routine practice, poor communication, concern about recruitment of experts, problems with strand B (planning, complicated tasks, time consuming), need to clarify objectives; practicality, responsibility and timings. (P2010)
- Concerns; No (68%), yes (18%), not known (13%). Concerns; not enough participation by participation, communication difficulties, need to emphasise it is compilation of information to make an assessment and not an assessment itself, need to develop systems to export core information, few agencies willing or component to do the work, inefficient topic selection and concern about the two core HTAs, large workload. (P2011)
- Need clarity about whether the tool could be used outside the JA2 and how this would be handled, great difference in amount of work contributed by partners, difficulties inform planning of JA2, need for further models is acknowledged e.g. for prognostic technologies. (P2012)
- Comments were categorised as the desire for greater stakeholder involvement, difficulty in agreeing on methodology, unclear specification about what technology will be used to evaluate the model and limited uptake of the model in practice.(S2010)
- 4 (67%) respondents did not have any concerns about WP4, 1 (17%) had concerns and 1 (17%) did not know if they had concerns. Concern was expressed about transferability of elements of the core model. (S2011)
- Concerns were categorised; insufficient involvement of industry and a special process required for ivds. (O2010).

### **Aims of WP4**

- These were categorised as; development of HTA core methods/tool/model, production of an online tool, development of core HTAs and practical testing of the model. (S2010)

- These were categorised as; producing core HTAs, creating an online tool and developing a strategy for European collaboration. (O2010).

### **Stakeholder Involvement**

- Awareness of how stakeholders will be involved; Aware (32%), not aware (32%), not known (34%). Comments; in progress, public consultations, work on a stakeholder involvement document, (P2010)
- 3 (50%) respondents were involved in WP4, 2 (33%) were not involved and 1 (17%) did not know. (S2011)

### **Participation in a Stakeholder Advisory Group (SAG) for WP4 (S2012)**

- No-20%, yes-60%, don't know-20%. (S2012).

### **Progress of WP4**

- Poorly; 0%, ok (but could be better); 35%, well; 52%, don't know; 13% (P2011). Concerns; too much work compared to resources, needs faster processes, problems with topic selection, slow and ambiguous work, poor contributions of members etc. (P2011)
- Poorly; 2%, ok (but could be better); 44%, well; 51%, don't know; 4% (P2012). Concerns; organisational confusion, timelines problems, lack of participants in many domains, study question did not fit with the methodology, too detailed focus on questions, needs more focus on reporting templates and open access to data, need to focus on collaboration on Domains 5-9, problems in strand B, will act as a basis for JA2, repetition of effort, problems completing one of the HTA reports (lack of resources, failure to appoint PIs), concerns about the pilots, high workload, taking time to get started, time consuming topic selection, drafts of core pilots are far from being collaborative reports that can be used in a national report (P2012).
- 2 (40%) respondents thought WP4 was progressing well, 1 (20%) thought it was ok but could be better and 2 (40%) did not know how it was progressing. One respondent commented about disappointment in lack of opportunity to comment on HTA Core Model and lack of public consultation. (S2011)
- Ok (but could be better) – 10%, well – 40%, don't know – 50%. Concerns; none noted. (S2012).

## Collaboration of WP4 workstreams

- Poorly; 0%, ok (but could be better); 37%, well; 42%, don't know; 21% (P2011). Concerns; taken time to organise strands and begin collaboration, confusing model.

## WP4 Deliverable 1

Confidence in producing 'An online Tool & Service for producing, publishing storing and retrieving HTA information' by month 36 – December 2012.

	No	Yes	Don't Know	Total n
<b>On time</b>	P2011 2%	74%	25%	61
	P2012 2%	78%	21%	58
	S2012 -	20%	80%	10
<b>To a good quality</b>	P2011 5%	66%	30%	61
	P2012 5%	68%	26%	57
	S2012 -	11%	89%	9

- Comments; Online tool is too complex and focused on details, need for more piloting of tool and service in real life, it is a pilot, quality will be fine but concerns about the practicality. (P2011)
- Concerns; doubt that product has been documented and developed according to contemporary standards, too complicated, a lot of work yet to be done, if not ready yet doubt that it would become ready, advanced functions (of storing & retrieving data) likely to be limited by end of 2012. (P2012)
- 3 (43%) respondents thought this would be delivered on time, 1 (14%) thought it would not be and 3 (43%) did not know. 3 (50%) respondents thought it would be produced to a good quality and 3 (50%) did not know. Concern was expressed about the limited range of studies used. (S2011)

## WP4 Deliverable 2

Confidence in producing 'Screening application of the HTA core model' in month 15 – March 2011

	No	Yes	Don't Know	Total n
<b>On time</b>	P2011 25%	52%	23%	60
	P2012 12%	49%	39%	57
	S2011 17%	50%	33%	7
	S2012 10%	50%	40%	10
<b>To a good quality</b>	P2011 10%	53%	36%	58
	P2012 5%	53%	42%	55
	S2011; -	20%	80%	6
	S2012 -	33%	67%	9

- Comments; this will be a pilot form of the model, overwhelming, resistance to reference to international work, some parts of the manual are too general, some delay (two months), had been delivered but needs editing, the methodological quality of some parts of the model need to be checked (P2011)
- Comments; can't remember the achievement date, delayed but of good quality (P2012)

### WP4 Deliverable 3

Confidence in producing 'A set of two core HTAs' in month 36 – December 2012

	No	Yes	Don't Know	Total n
<b>On time</b>	P2011 2%	66%	32%	62
	P2012 2%	86%	12%	57
	S2011; -	S2011; 67%	S2011; 33%	6
	S2012; -	S2012; 30%	S2012; 70%	10
<b>To a good quality</b>	P2011 3%	55%	42%	60
	P2012 4%	64%	32%	56
	S2011; -	40%	60%	5
	S2012; -	33%	67%	9

- Comments; Completing all parts according to the schedule is important, too early in judging quality, some concerns about readability, despite some delays in progress of one think these will be produced on time, dependent upon the agencies and workers. (P2011)
- Comments; Concerns about quality, details about how clinical effectiveness data has not been published, limitations-not suitable for prognostic tests, quality 'adequate', one of the reports has struggled due to major delays in agreeing the topic by prioritisation, pilots have not used accepted project management techniques and survey was questionable, concerns about prioritisation, if not happened by now it won't happen. (P2012)

- Concern was expressed about limited information and limited involvement of stakeholders in pilots (S2011).

### 3.17 WP5: Relative Effectiveness Assessment of Pharmaceuticals

#### Number of respondents

Survey	No of respondents
P2010	39
P2011	49
P2012	48

	Strongly disagree	Disagree	Agree	Strongly agree	Don't Know	N
<b>Leadership</b>	P2010 5%	13%	56%	36%	3%	39
	P2011 -	-	47%	43%	10%	49
	P2012 -	4%	57%	30%	9%	46
<b>Communication</b>	P2010 3%	13%	55%	24%	5%	38
	P2011 -	2%	67%	20%	10%	49
	P2012 -	4%	52%	20%	11%	46
<b>Objectives</b>	P2010 -	8%	54%	33%	5%	39
	P2011 -	4%	55%	33%	8%	49
	P2012 -	7%	67%	20%	7%	46
<b>Deliverables</b>	P2010 -	3%	72%	18%	8%	39
	P2011 -	2%	53%	35%	10%	49
	P2012 -	7%	61%	20%	13%	46
<b>Planning</b>	P2010 -	3%	69%	28%	-	39
	P2011 -	6%	69%	16%	8%	49
<b>E-meetings</b>	P2010 -	5%	67%	18%	10%	39
	P2011 -	6%	54%	15%	25%	48
<b>F-f meetings</b>	P2010 -	16%	53%	18%	13%	38
	P2011 -	6%	53%	18%	22%	49
<b>Amount of work</b>	P2011 2%	22%	59%	4%	12%	49
	P2012 4%	35%	48%	2%	11%	46
<b>Management of Stakeholders</b>	P2011 -	P2011 2%	40%	10%	48%	48
<b>Contributions of staff</b>	P2012 2%	P2012 28%	37%	4%	28%	46
<b>Pilot collaboration</b>	P2012 -	4%	31%	3%	8%	45
<b>Rapid REA model</b>	P2012 -	4%	26%	8%	7%	45
<b>Full REA model</b>	P2012 1%	4%	18%	7%	16%	46
<b>Dividing work</b>	P2012 1%	7%	21%	6%	10%	45
<b>Communication with other WPs</b>	P2012	7%	12%	2%	24%	45
<b>Benefit from external</b>	P2012 -	1%	20%	1%	24%	46

<b>stakeholders</b>						
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**Comments;** The rapid model used for the first pilot needs major revision, funding problems, the full model has been abandoned for the JA, the workplan has changed over time to focus on the model for rapid assessment rather than full and rapid (this potential prioritisation was indicated in original workplan), very high workload, the need for input from academic experts, pharmaceutical industry and patients for validation, difficulties in organising high workload at short notice, difficult to get partners to work their very best, too many emails to keep track of, too many comments rounds, a lot of work done beyond that scheduled (P2012).

### **Aims of WP5**

- These were categorised as; development of support for REA of pharmaceuticals, generating extra data about pharmaceuticals and publishing recommendations on the assessment of relative effectiveness and should develop a common database of pharmaceuticals. (S2010)
- These were categorised as; developing principles and methodological guidance for conducting relative effectiveness assessments, developing a specialist HTA core model for pharmaceuticals and field testing of this model. (O2010)

### **Concerns about WP5**

- No; 51%, yes; 41%, don't know; 5%. (P2010) Concerns; controversies leading to compromise and reduced usefulness of the work, methodological challenges, required greater input of expert knowledge, managing stakeholder and political interest, concerns about the application of the model to a 'real life' case study, would appreciate more face-to-face meetings, high workload, lack of resources for the high workload, too short timelines, confusion about the role of the Lead Partner, confusion about whether WP5 would produce assessments of pharmaceuticals (P2010).
- No; 67%, yes; 19%, don't know; 14%. Concerns; high workload, insufficient time and money, individual objectives unclear, amount of work underestimated, doubt whether the endpoint can actually be used in real life (P2011).
- 50% of respondents had concerns – these included; inappropriate industry influence, concern about lack of stakeholder inclusion & difficulty developing common methods and limited data. (S2010)

- 1 (25%) respondent did not know if they had concerns about WP5, 1 (25%) did not have concerns and 2 (50%) had concerns about WP5. Concerns were expressed about transparency to stakeholders, limited information sharing and limited stakeholder involvement. (S2011)
- Concerns were categorised; insufficient involvement of industry and a special process required for ivds. (O2010)

### **Involvement of Stakeholders**

- Know how Stakeholders will be involved; 39%, did not know how they would be involved; 37%, didn't know if they knew; 9 (24%).(P2010)Comments; Stakeholder policy is clear, unclear about role of MEDEV, individuals will contribute to pilots according to their expertise, collaboration with EMA has started, experts involved about scientific methodology, industry's stakeholders will have major importance, (P2010).
- 2 (33%) respondents were involved in WP5, 3 (50%) were not involved and 1 (17%) did not know. (S2011)

### **Participation in a Stakeholder Advisory Group (SAG) for WP5 (S2012)**

- No – 30%, yes – 50%, don't know – 20%. (S2012). Concerns; no comments.

### **Progress**

- Poorly; 0%, ok (but could be better); 24%, well; 65%, don't know; 10%. (P2011). Concerns; concern about harmonisation of guidelines and their use in practice-the aim was to produce practical tools, initially difficulty in understanding tasks, planning of tasks could have been better, development of the methodology could have been more vigorous, concerns about the background review based upon the survey, difficulties in SG4 with the drafting and writing of guidelines as a lot of work and difficulties in reconciling conflicting comments, no target audience has been identified for the guidelines and have been difficult to develop and of varying quality, slips of most deadlines, various quality of submissions and concerns about pulling them together to a coherent document, vague guidance about scope of guidelines, editing of guidelines has been onerous because of detailed comments received, hasn't progressed as much as it was supposed to, MAH did not submit the dossier required for the pilot study when required (P2011).

- Poorly; 0%, ok (but could be better); 41%, well; 54%, don't know; 4% (P2012). Concerns; pilot was too time-consuming and was a constraining procedure, too lengthy document for a 'rapid assessment', large scope of work in terms of time and resources needed not recognised needed to deal with multiple levels of consultation, progress of methodological guidelines has been delayed because of delayed input from partners, too high workload for the pilot assessment and guideline, still early in development and need time for improvement. (P2012)
- Poorly; 0%, ok (but could be better) – 20%, well – 30%, don't know – 50%. (S2012).

### WP5 Deliverable 1

Confidence in delivery of 'A relative effectiveness assessment of a (group) of pharmaceutical(s)' by month 27 – March 2012

	No	Yes	Don't Know	Total n
<b>On time</b>	P2011 8%	67%	25%	48
	P2012 11%	61%	27%	44
	S2011; -	S2011; 50%	S2011; 50%	4
	S2012 -	S2012; 22%	S2012; 78%	9
<b>To a good quality</b>	P2011 2%	61%	37%	41
	P2012 7%	53%	40%	43
	S2011; -	50%	50%	4
	S2012; -	25%	75%	8

### Concerns

- The aim is not to produce an assessment but to test the tools produced, the draft report will be ready by this time but the final report following public consultation will be later, time is fast approaching maybe one or two REAs, depends on experience and commitment of contributors and leadership in determining target audience, too tight timelines, may be worth having a delay if the result is higher quality, some guidelines are not up to high standards, currently 3 weeks behind schedule, (P2011)
- Assessment does not provide value beyond EPAR but confirms absence of data essential, still a draft, difficult process and the methodology chosen for the pilot has to be modified, unrealistic timelines, pilot was delivered on time but was not fit for purpose because there is no common definition for REA and how it differs from the risk/benefit assessment from EMA, was not a

group assessment but an assessment of pazopanib, work should have been more focused, a lot of effort was required, could be further improved upon, a lot of work was required which was sometimes not valued enough (P2012).

- A pilot assessment is currently open for public consultation (6 June-6 July), and will probably be finalised during the summer, as currently reviewing the draft, it is difficult to make statements on its quality. (S2012).

## WP5 Deliverable 2

Confidence in delivery of 'A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals' by month 36 – December 2012

	No	Yes	Don't Know	Total n
<b>On time</b>	P2011 4%	77%	19%	47
	P2012 2%	82%	16%	45
	S2011; -	25%	75%	4
	S2012; -	20%	80%	10
<b>To a good quality</b>	P2011 7%	60%	33%	42
	P2012 –	65%	35%	40
	S2011; -	50%	50%	4
	S2012; -	22%	78%	9

- Concerns; usefulness and friendliness of the documents, will be reasonable quality of time restraints, some guidelines need important revisions, more time needed for a method which will also need testing time, many issues need to be tested in the 'real world'; choice of comparators, surrogate end-points, use of regional data, standard of care, target audience is unclear which makes it difficult to judge which level to aim the guidelines at, concerns that a 'succinct' final guideline can be produced because of diversity of issues and contributions, 3 weeks behind but confident the time can be made up, development of methodology is difficult and requires more resources and time (P2011).
- Concerns; Implication of the guidelines; significant consequences for the pharmaceutical industry and will affect development strategies, regulatory approvals, and access to new drug therapies in Europe and beyond, in addition to the public consultation, suggestion of a roundtable during which the guidelines are reviewed one by one by a panel of experts, there is a strong need for harmonization of the guidelines with already existing clinical

and regulatory ones – e.g. the importance of a multilateral Commission/EMA/HTA/Industry discussion to ensure a unified approach and the resolution of any differences, duplication of relative effectiveness assessments across Europe is already a challenge for the pharmaceutical industry. With European assessments of relative effectiveness emerging there is an additional risk of duplication between the European and the national levels. The guidelines reviewed could contribute to alignment of assessment processes carried out across Europe, these guidelines need to be endorsed and implemented not only at European, but also at national level. (S2012).

### 3.18 WP6: Information Management

No of respondents;

Survey	No of respondents
P2010	23
P2011	25
P2012	14

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	N
<b>Leadership from the lead partner is effective</b>	P2010 –	4%	52%	35%	9%	23
	P2011 -	-	40%	36%	24%	25
	P2012 -		50%	43%	7%	14
<b>Communication between the members is effective</b>	P2010 –	4%	70%	13%	13%	23
	P2011 –	4%	44%	32%	20%	25
	P2012 -	7%	50%	43%	-	14
<b>The objectives are clear</b>	P2010 –	4%	70%	17%	9%	23
	P2011 –	4%	56%	24%	4%	25
	P2012 -	7%	36%	43%	14%	14
<b>The deliverables are clear</b>	P2010 –	9%	70%	13%	9%	23
	P2011-	8%	48%	24%	20%	25
	P2012	-	36%	43%	14%	14
<b>The planning timeline is clear</b>	P2010 –	4%	74%	13%	13%	23
	P2011 –	-	48%	24%	28%	25
<b>The number of e-meetings planned is appropriate</b>	P2010	-	48%	9%	39%	23
	4% P2011 -	8%	32%	28%	32%	25

<b>The number of face-to-face meetings planned is appropriate</b>	P2010 – P2011 -	- 8%	61% 44%	9% 28%	30% 20%	23 25
<b>Technical issues are clear</b>	P2011 -	12%	52%	20%	24%	25
<b>Amount of work is ok</b>	P2011 – P2012 7%	4% -	52% 50%	20% 36%	24% 7%	25 14
<b>Workplan</b>	P2012 -	7%	29%	43%	21%	14
<b>Contributed</b>	P2012 7%	14%	36%	7%	36%	14
<b>Communication with other WPs</b>	P2012 -	-	36%	50%	14%	14
<b>Benefit from external stakeholders</b>	P2012 7%	21%	-	7%	64%	14

## Concerns

- Concerns; No; 74%, don't know; 7% and Yes; 17%. Concerns; communication problems encountered, would appreciate e-meetings, technical questions remained after the face-to-face meeting (P2010).
- Concerns; No; 70%, don't know; 17% and Yes; 13%. Concerns; after analysis of user requests leads to IT workload explosion, inflexibility of timeframe due to dependencies of other WPs, unequal involvement of partners, dependant upon other workpackages, inherited old IT system (P2011).

## Stakeholders

- Know how they will be involved; 14%, did not know; 41%, did not know if they knew or not; 45%. Comments; understood they were no plans to involve Stakeholders (P2010).

## Progress

- Poorly; 0%, ok (but could be better); 27%, well; 54%, don't know; 19%. Concerns; following analysis of user requests the IT workload has exploded, mismatch between tool requirements and timeframe, impact of JA2 on work – delay in documentation of agreed standards, contact database upgrade and POP database timescales delayed (P2011).

- Poorly; 0%, ok (but could be better); 14%, well; 64%, don't know; 21%.  
Concerns; based on the motivation/drive of the lead partner, several tasks on hold or delayed (P2012).

### WP6 Deliverable 1

Confidence in the delivery of 'Information Management System (IMS) and the related documentation, processes and policies' month 33 – September 2012

	<b>No</b>	<b>Yes</b>	<b>Don't Know</b>	<b>Total n</b>
<b>On time</b>	P2011 – P2012 7%	84% 64%	16% 29%	25 14
<b>To a good quality</b>	P2011 – P2012 7%	72% 71%	28% 21%	25 14

### 3.19 WP7: New Technologies

Survey	No of respondents
P2010	34
P2011	53
P2012	42

	Strongly disagree	Disagree	Agree	Strongly agree	Don't Know	N
<b>Leadership</b>	P2010	9%	48%	12%	24%	33
	6%	16%	55%	18%	12%	51
	P2011 – P2012 -	15%	46%	26%	13%	39
<b>Communication</b>	P2010 –	24%	48%	9%	21%	34
	P2011 –	12%	63%	10%	16%	51
	P2012 -	13%	60%	13%	15%	40
<b>Objectives</b>	P2010	18%	44%	21%	15%	34
	3%	8%	62%	17%	13%	52
	P2011 – P2012 -	10%	60%	18%	13%	40
<b>Deliverables</b>	P2010	15%	44%	21%	18%	34
	3%	6%	62%	17%	15%	52
	P2011 – P2012 -	8%	60%	20%	13%	40
<b>Planning</b>	P2010 –	12%	50%	21%	18%	34
	P2011 -	2%	67%	12%	20%	51
<b>E-meetings</b>	P2010	9%	32%	6%	50%	34
	3%	8%	38%	6%	46%	50
	P2011 2%					
<b>F-f meetings</b>	P2010 –	6%	38%	15%	41%	34
	P2011 -	4%	62%	12%	23%	52
<b>Amount of work</b>	P2011 –	8%	63%	8%	22%	51
	P2012 -	8%	65%	15%	13%	40
<b>Achievement</b>	P2012 -	8%	51%	28%	13%	39
<b>Collaboration</b>	P2012 -	3%	49%	21%	28%	39
<b>Workplan</b>	P2012 -	3%	50%	25%	23%	40
<b>Contribution</b>	P2012	21%	26%	10%	36%	39
	8%					
<b>Communication with other WPs</b>	P2012 -	10%	38%	10%	43%	40
<b>Benefit from external stakeholders</b>	P2012	8%	18%	10%	63%	40
	3%					

- Comments; information flow has been limited, clearer commitment to set goals in implementing the tools should have been expected, the strands have run very differently – the POP database has been effective and the objectives followed but the EVIDENT database has been more difficult to develop and the process less clear, only a few partners populate POP which should be addressed to facilitate collaboration, the development of EVIDENT has been obscure (P2012).

### **Participation in a Stakeholder Advisory Group (SAG) for WP7 (S2012)**

- No – 10%, yes – 70%, don't know – 20%. (S2012).

### **Aims of WP7**

- These were categorised as; increasing available evidence on new technologies, increasing information exchange, collaboration to reduce duplication and production of a web-based toolkit. (S2010).
- These were categorised as; facilitating evidence generation on new technologies and supporting collaborative work on new technologies. (O2010).

### **Concerns about WP7**

- Concerns; No; 38%, Don't know; 24%, Yes; 38%. Concerns; lack of clarity about methodology, how partners will be involved, ongoing work and projected achievements, concerns about leadership from the lead partner, concerns about collaboration between the two strands, doubts about strand B being about all technologies cf new technologies, not been informed about face-to-face meetings or e-meetings (P2010).
- Concerns; No; 67%, Don't know; 14%, Yes; 18%. Concerns; lack of communication, limited capacities from 'smaller members', the strand 'toolkit and database' is important and there should be more focus on this and its relationship to other European activities, POP should be an online tool, collaborating partners aren't kept informed, don't have confidence in LP pulling everything together, partners not contributing appropriately of the funding they have received (P2011).
- 40% of respondents had a concern about WP7 – these included; limited transparency of data produced and limited involvement of industry stakeholders. (S2010)

- 1 (20%) did not know if they had concerns about WP7, 1 (20%) had concerns and 3 (60%) did not have concerns. The wish to have more timely communication to enable SAG input was expressed. (S2011)
- Concerns were categorised; insufficient involvement of industry and specific requirements for ivds. (O2010).

### Involvement of stakeholders

- Not known; 59%, known; 6%, don't know; 35%.
- 3 (50%) respondents were involved in WP7, 2 (33%) were not involved and 1 (17%) did not know. (S2011)

### Progress

- Poorly; 4%, ok (but could be better); 28%, well; 55%, don't know; 13%. Concerns; regarding the web-based toolkit and how useful it will be, distinction between strand A and B (P2011).
- Poorly; 0%, ok (but could be better); 29%, well; 63%, don't know; 7%. Concerns; unfocused development of EVIDENT database, two strands have developed differently, only a few partners populate POP, different perspectives on the two strands (P2012).
- 3 (50%) respondents did not know how WP7 is progressing, 2 (33%) thought it was ok but could be better and 1 (17%) respondent thought it was progressing well. Concern was expressed about delays in deliverables and limited SAG involvement. (S2011)
- Ok (but could be better) – 30%, well – 30%, don't know – 40%. (S2012).

### Deliverable 1

Confidence in delivery of 'Operational web-based toolkit including database containing information on evidence generation on new technologies' in month 33 - September 2012.

	No	Yes	Don't Know	Total n
<b>On time</b>	P2011 –	79%	21%	52
	P2012 5%	78%	17%	41
	S2011; 17%	S2011; 17%	S2011; 67%	6
<b>To a good quality</b>	P2011 4%	57%	39%	49
	P2012 7%	59%	34%	41
	S2011; 20%	S2011; -	S2011; 80%	5

- Concerns; needs to be useful to users and seems complex for the developers and needs simplification and involvement of IT experts, work needs to be better focused in 2011, process seems vague (P2011).
- Concerns; preliminary development and unsure about actual commitment of partners to input data into the database, more sharing of information about processes could help this workpackage (P2012).
- 'EVIDENT (Evidence Database on New Technologies)', containing information on evidence generation on new technologies, should be delivered in month 33 September 2012. Do you think this database will be successful in facilitating additional evidence generation?; no – 10%, yes – 20%, don't know – 70%. Concerns; A public consultation on the criteria used to select technologies appropriate for additional evidence generation is currently ongoing, recommendation of aligning this exercise with other ongoing EU initiatives regarding collection of additional evidence on health technologies after their placing on the market, external stakeholder involvement is so far unclear. This type of information should be externally available to foster new evidence generation. (S2012).

'Criteria to select/prioritize health technologies in need of additional evidence generation' should be delivered in month 30 June 2012. Do you think these criteria will be useful? No – 10%, yes – 50%, don't know – 40%. (S2012).

## Deliverable 2

Confidence in delivery of 'Quarterly communication protocol for information flow on ongoing/planned national assessments of same technologies' in month 36 - December 2012

	No	Yes	Don't Know	Total n
<b>On time</b>	P2011 –	80%	20%	50
	P2012 –	79%	17%	42
	S2011; 17%	S2011; 17%	S2011; 67%	6
<b>To a good quality</b>	P2011 2%	66%	32%	47
	P2012 3%	75%	23%	40
	S2011; -	S2011; 40%	S2011; 60%	5

- Concerns; there is a need to coordinate with other databases (e.g. CRD) so that agencies don't have to submit information to several databases with different requirements. (P2011)
- Concerns; this is available already but the major obstacle is commitment to use it from collaborating organisations (P2012).

### 3.20 WP8: Strategy & Business Model Development

Survey	Number of respondents
P2010	42
P2011	39
P2012	28

	Strongly disagree	Disagree	Agree	Strongly agree	Don't Know	N
<b>Leadership</b>	P2010; - P2011; 5% P2012; -	13% 8% 16%	55% 63% 56%	15% 16% 20%	18% 8% 8%	40 38 25
<b>Communication</b>	P2010; - P2011; 3% P2012; -	24% 18% 28%	49% 56% 56%	12% 8% 16%	15% 15% -	41 39 25
<b>Objectives</b>	P2010; - P2011; 3% P2012; -	22% 23% 32%	51% 49% 48%	10% 18% 12%	17% 8% 8%	41 39 25
<b>Deliverables</b>	P2010; 2% P2011; 3% P2012; -	20% 18% 21%	51% 54% 50%	12% 15% 21%	15% 10% 8%	41 39 24
<b>Planning</b>	P2010; - P2011; 3%	8% 5%	62% 62%	13% 18%	18% 13%	39 39
<b>E-meetings</b>	P2010; 2% P2011; -	7% 8%	46% 59%	5% 5%	39% 28%	41 39
<b>F-f meetings</b>	P2010; - P2011; -	10% 10%	51% 59%	7% 10%	32% 21%	41 39
<b>Amount of work is ok</b>	P2011; -	17%	57%	10%	17%	42
<b>Achievement</b>	P2012; -	16%	56%	20%	8%	25
<b>Contributed</b>	P2012; -	13%	42%	4%	42%	24

<b>Capacity building</b>	P2012; 4%	16%	52%	8%	25%	25
<b>Training about HTA Core Model</b>	P2012; -	4%	21%	29%	46%	24
<b>Communication with other WPs</b>	P2012; -	8%	33%	13%	46%	24
<b>Benefit form external stakeholders</b>	P2012; -	16%	28%	8%	48%	25

### Progression (P2011, P2012)

	Poorly	Ok (but could be better)	Well	Don't Know	Not involved	Total n
<b>Strategy &amp; business model development</b>	P2011 2% P2012; 8%	24% 40%	46% 32%	10% 4%	16%	41 25
<b>Facilitation of national strategies for continuous development and sustainability of HTA</b>	P2011 9% P2012; 12%	31% 24%	41% 36%	19% 12%	16%	32 25
<b>HTA training &amp; capacity training</b>	P2011 7% P2012; 16%	20% 16%	32% 44%	20% 4%	20%	41 25

- Comments; little information received about progress, business model keeps starting fresh and meetings all seem like preliminary talks. (P2011).
- Comments; happy with progress of strands about facilitation of national strategies and HTA training and capacity building, poor understanding of the business model, concerns about the development of the business plan (P2012).

### Concerns (P2010, P2011)

- No = 53%, Don't Know = 18%, Yes = 30%. Concerns; business model development, confusion about formation of WP8 during the contact stage, limited workshops, confusion about constitution of WP8, confusion about membership of WP8, unclear deliverables, limited emphasis on capacity building, confusion about objectives. (P2010).

- No=63%, Don't Know=20%, Yes=17%. Concerns; lack of attention to it, lack of clarity about the lines of activity, confusion about the different workstreams, not enough training about HTA, lead partner should be replaced and communication strategy replaced, better coordination needed, concerns about the 2011 conference, having two lead partners is disadvantageous and requires a lot of communication energy to prevent uncoordinated deliverables (P2011).

### **Involvement of Stakeholders (P2010)**

- Aware of their involvement; Yes; 21%, no; 49%, don't know; 31%. Comments; by the Stakeholder Forum. (P2010).

### **WP8 Deliverable 1; Stakeholder Policy (P2011, P2012)**

'Stakeholder Policy' should be delivered in month 10 – October 2010. Do you think this will happen?

	<b>No</b>	<b>Yes</b>	<b>Don't Know</b>	<b>Total n</b>
<b>On time</b>	P2011; 10%	49%	41%	41
	P2012; -	71%	29%	24
<b>To a good quality</b>	P2011; 3%	40%	57%	35
	P2012; -	56%	44%	25

Concerns; not received information and doubt whether the effort involved in involving Stakeholders was worth it. (P2011).

### **WP8 Deliverable 2; Business Model (P2011, P2012)**

'Collaboratively developed business model for sustainability' should be delivered in month 24 – December 2011. Do you think this will happen?

	<b>No</b>	<b>Yes</b>	<b>Don't Know</b>	<b>Total n</b>
<b>On time</b>	P2011; 3%	65%	33%	40
	P2012; 13%	75%	13%	24
<b>To a good quality</b>	P2011; 6%	46%	49%	36
	P2012; 13%	46%	42%	24

- Concerns; It should be seen together with the general strategy, it is not mature yet, unaware of the status of this, seems to start afresh each time. (P2011).
- Concerns; it is still being revised, it is in draft form, concerns about it not being realistic, do not understand it, although sure it will be delivered, concerns about fitness for purpose and resultant need to be revised during JA2. (P2012).

## 3.21 Plenary Assembly

### Meeting Objectives

	Yes	No	Don't Know	Total n
<b>PAE 2010</b>	93%	-	7%	29
<b>PAE 2011</b>	71%	9%	20%	35
<b>PAE 2012</b>	92%	-	8%	39

Open question comments;

- All points on the agenda were covered (n=6), agreement on points / conclusions made (n=4), discussing stakeholder engagement with the JA was emphasised by 3 respondents (n=3). 2 of these highlighted that agreement on this had been reached (n=2), other agenda points highlighted were endorsement of the 3 year workplan and the holding of the elections (n=1), agenda points were covered according to the times set (n=1), difficulty of managing such a large group (n=1), organised agenda is appreciated (n=1), beneficial to collaboration efforts (n=1) (PAE 2010).
- Insight into some issues struggling with (n=1), reporting + planning discussed (n=1), clarification of Deliverables (n=1) JA reports accepted (n=1), JA2 proposal reported (n=1), clarified some questions (n=1), review of other work (n=1), insight into future plans (n=2), agenda fully covered (n=1), questions not answered (n=2), inadequate – only designed to achieve orientation & information provision (n=1), more strategic questions needed (n=2) and working together to solve them (n=1), need introduction of participants (n=1), no decisions were made (n=1), the cramped nature of the agenda prevented opportunity to challenge and debate and appeared to be only a 'rubber-stamping' exercise (n=1), discussions were not informative (n=1), more or less (n=1), partly – need to increase pace (n=1) . (PAE 2011).
- Developments of the EUnetHTA JA (n=3), future EUnetHTA JA work (n=5), general clarifications (n=2), EU opinion of the future of EUnetHTA (n=1), time for information provision (n=1), time for discussions (n=2), endorsement (n=1), objectives not made explicit (n=2). (PAE 2012).

## Satisfaction with conference venue/facilities

	Satisfied	Not satisfied	Don't Know	Total n
PAE 2010	97%	3%	-	29

Open question comments;

- The person who answered 'No' specified; '*not a very attractive place to go to*'. Several themes emerged for those that indicated they were satisfied; Convenience of having accommodation and meeting in same place (n=2), good choice of hotel for meeting venue – including comfort, cleanliness, adequate air-conditioning (n=3), ease of getting to (n=1), appreciation of the social activity for team building (n=2), no lunch provided on 1<sup>st</sup> day (n=1), difficulty of guests checking into hotel accommodation when they arrived (n=1), fast internet connection (n=1), excellent & beautiful location (n=1) (PAE 2010).

## Most preferred aspect of the meeting

- 97% offered a response; n=1 did not know. Emergent themes; Meeting people (n=10). This was seen as a good networking possibility of meeting those face-to-face already contacted, discussions (n=10). Members apparently saw this as a good opportunity for discussion, organisation of the meeting to allow time for discussion was also highlighted (n=2), the outcomes of discussions as conclusions was also highlighted by (n=2), also key apparently was the leadership of the meeting, to ensure a clear structured meeting that ran to time (n=5) and the topics on the agenda (n=1) and papers prepared well (n=1), understanding the key areas of the JA in the next year (n=1), social activity emphasised as enjoyable & good for increased networking (n=3), a general 'positive atmosphere' for collaboration was recorded (n=2), pragmatic workable solutions (n=1), information sharing was valued (n=4), including 'sharing own experiences and barriers' and 'listening to members with different perspectives and views', to be updated about the JA – workpackages, workplan etc. (n=1) and endorsement of the workplans (n=1). (PAE 2010).
- 86% offered a response; Discussions; Respondents valued general discussions during the meeting (n=5) and specifically from Day 1 (n=1), Day 2 (n=1), final discussion (n=1), future of the JA (n=6), and about the business model (n=3), relationship building; One respondent indicated they appreciated the outcomes of the discussions (n=1), There was indication about the positive effect of meeting colleagues at the Plenary Assembly in meeting face-

to-face & networking (n=9). This enabled informal information exchange (n=4) and one respondent indication that they felt this was becoming closer, Information gathering; respondents appreciated receiving updates about WP achievements & plans (n=2) and current activities (n=2). Others cited being informed about partners' concerns (n=2) and to know the point of view of the European Commission (n=2). One respondent appreciated clarification of some 'unclear issues' (n=1), Meeting logistics; some respondents indicated that they enjoyed the social event (n=4) and one highlighted that London is a good meeting venue because it is easily accessible (n=1). One indicated the general venue and organisation of the meeting (n=1), Meeting agenda; Two respondents appreciated the running of the meeting to time (n=2), one emphasising the role of the Chair in this (n=1). The topics of the agenda (n=1) and good organisation (n=1) were also cited. (PAE 2011).

- 87% offered a response; Discussions-general (n=3), discussions-open (n=4), discussions-about strategy on day 2 (n=6), discussions-enough time (n=1), discussions-about organisation (n=1), discussions-about future (n=2), discussions-poignant (n=1), discussions-fruitful (n=1), discussions-clarifying fears (n=1), networking-general (n=4), networking-with stakeholders (n=1), logistics of the meeting-good organisation (n=4), participation of all meeting participants (n=3), sharing-experiences (n=2), sharing-results (n=1), social event-general (n=1), social event-bus tour (n=1), social event-city & food (n=1), decision-taking (n=2), clarification of issues (n=2), updating by EU representative (n=1), good host (n=1), good facilitation (n=1). (PAE 2012).

### **Least preferred aspect of meeting**

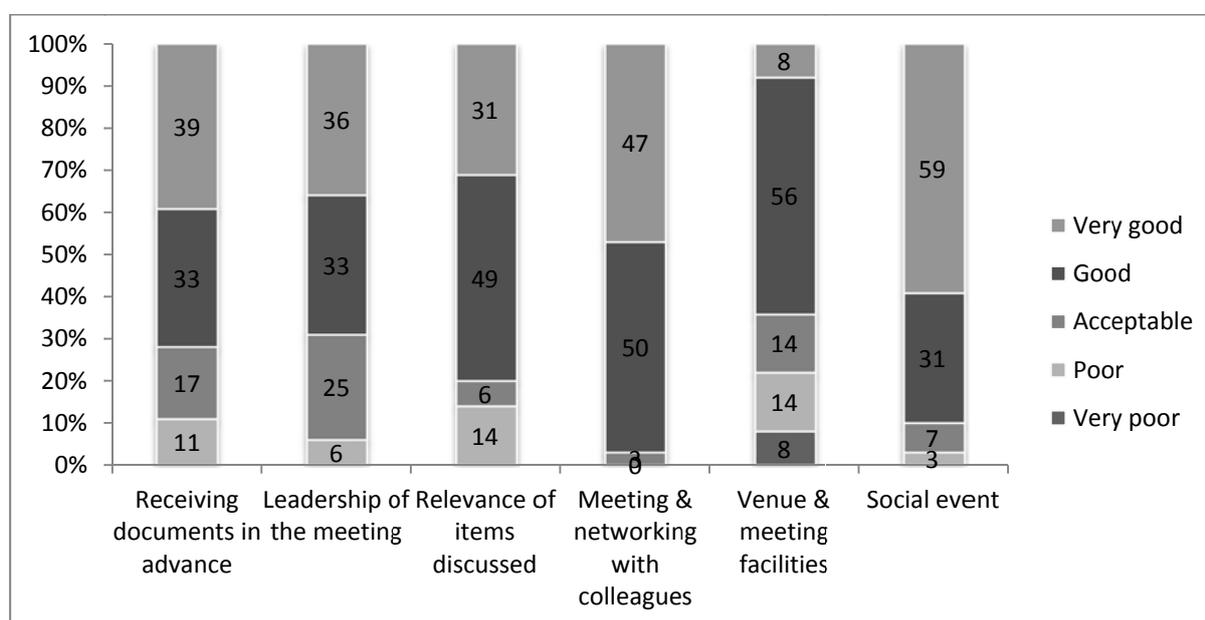
- 79% respondents provided a comment about what they liked least about the meeting. Emergent themes; not enough time for discussions (n=3) & long, bureaucratic discussion (n=1), Format & location of meeting; Time inconvenience – the split meeting in morning & afternoon meant almost 3 days for some (n=1). Inconvenience of reaching Ljubljana (n=2), Logistics; Technical difficulties with microphones (n=3) & too small a table (n=1), too many PowerPoint presentations (n=1), dinner (n=1), Pre-preparation; Would have appreciated preview of material to enable pre-preparation (n=5)- regarding long-term strategy (n=3), more time for most important topics (e.g. stakeholder forum), group work; would have preferred more group work (n=2), clearer questions appreciated (n=1), too much focus on industry (n=1). (PAE 2010).
- 75% provided a comment about the worst thing about the meeting. Emergent themes; Meeting Facilities; one respondent cited generally the meeting

facilities. Specific problems were difficulty in seeing the slides, hearing participants and the room, 'because of the big table we were too far away from each other'. One cited lack of information about the social activity, Discussions; respondents cited condensed discussions with little time for Q & A and no summing up of conclusions. One felt that a limited opportunity to challenge and debate reduced the meeting value. Other problems were; repeated discussions, too many questions about current issues, comments not taken into account at the same level (n=1), an inability to join through the Chair (n=1), unclear questions (n=1) and difficulty keeping attention due to the high content (n=1). One cited that there were too many participants for a general discussion (n=1), Presentations; respondents indicated that the presentations were focused on process and timelines rather than new content, which they would have preferred (n=2) and one thought they were too long (n=1). One respondent felt that debate could have been improved by receiving copies of the presentations before the meeting (n=1). (PAE 2011).

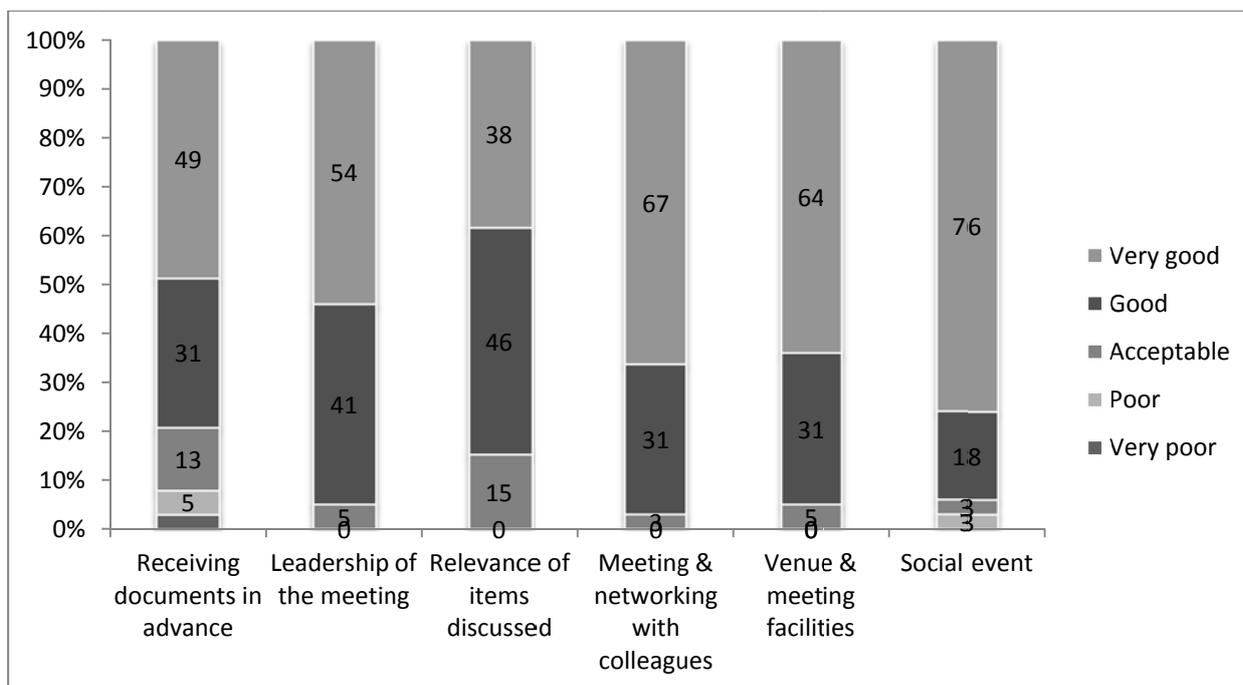
- 62% provided a comment about the worst thing about the meeting. Emergent themes; Lack of participants in discussion (n=6), none/Not Applicable (n=4), lack of time for discussions (n=3), organisation – receipt of materials (n=3), discussion-detailed about wording of EUnetHTA statements (n=1), discussion-stakeholder discussion (n=1), discussion-irrelevant/already discussed (n=1), lack of practical results (n=2), lack of clarity responding to questions (n=1), lack of preparation of meeting participants (n=1), too short breaks (n=1), too much time of details/bureaucracy (n=1), airport (n=1). (PAE 2012).

## Meeting attributes

	Very poor	Poor	Acceptable	Good	Very good	<i>n</i>
<i>Receiving documents in advance</i>	PAE 2011 – PAE 2012 - 3%	11% 5%	17% 13%	33% 31%	39% 49%	36 39
<i>Leadership of the meeting</i>	PAE 2011 – PAE 2012 -	6% -	25% 5%	33% 41%	36% 54%	36 39
<i>Relevance of items discussed</i>	PAE 2011 – PAE 2012 -	14% -	6% 15%	49% 46%	31% 38%	35 39
<i>Meeting &amp; networking with colleagues</i>	PAE 2011 – PAE 2012 -	- -	3% 3%	50% 31%	47% 67%	36 39
<i>Venue &amp; meeting facilities</i>	PAE 2011 8% PAE 2012 -	14% -	14% 5%	56% 31%	8% 64%	36 39
<i>Social event</i>	PAE 2011 – PAE 2012 -	3% 3%	7% 3%	31% 18%	59% 76%	29 38



*PAE 2011 Meeting attributes*



*PAE 2012 Meeting attributes*

### Meeting attributes comments

- Meeting facilities; A common theme was that the meeting room was too long and inappropriate for the meeting (n=11). Other problems were; difficulties seeing the slides (n=2), no plugs available in the room to charge up laptops (n=1), the increased cost of the social event (n=1) and the expensive hotel rooms at the meeting venue (n=1), Discussions; respondents expressed comments about the meeting discussions; lack of meaningful discussions (n=2), lack of interest from the Secretariat (n=1), concerns about whether comments will be taken into account (n=1), confusion (n=1) and concerns that stakeholders called the EUnetHTA JA 'too insular' (n=1). (PAE 2011).
- Large quantity of documents (n=1), large quantity of documents-should be easier to download (n=1), large quantity of documents-handled well (n=1), gratitude for materials received in advance (n=1), appreciation of social event (n=1). (PAE 2012).

## How next year's Plenary Assembly could be better

- 66% provided a response to the question. Emergent themes; Pre-preparation; They would appreciate the ability to prepare for the meeting beforehand by sending presentation slides, background information and questions before the meeting (n=5), Logistics; They would appreciate better location of the meeting (n=1), better PA/microphones (n=2), better food (n=1), shorter presentations (n=1) and fewer PowerPoint presentations (n=1), Meeting Leadership; There was 1 comment that the leadership of the meeting could have been stronger, especially about the Stakeholder Forum, Group work; More group work would be appreciated (n=2), Greater participant involvement; both in the meeting itself (n=1) and in preparing the agenda and content of the meeting (n=1), Discussion time; greater discussion time for strategic elements (n=1). (PAE 2010).
- 53% provided a response to the question. Emergent themes; Meeting facilities; respondents cited that there should be a better meeting room (n=3), ensuring that everyone is able to see the slides, Meeting structure; respondents indicated that the structure of the meeting should be refined with a more relaxed agenda (n=1) and one suggesting a total overhaul was necessary (n=1). There is a need for more time for discussion and questions & answers in key areas (n=3), by fewer topics (n=1). There should also be clear priorities for discussion (n=1), with strategic issues appearing on the first day (n=1), Pre-meeting communication; respondents indicated that communication before the meeting is also important. This should include using the official EUnetHTA contact list & ensuring respondents are informed of any changes (n=1), receiving documents such as slides in advance of the meeting (n=1) and providing logistical guidance (n=1), Meeting outcomes (n=1); One respondent highlighted that the concrete position of the PA on precise issues should be obtained during the meeting. (PAE 2011).
- 41% provided a response to the question. Emergent themes; Greater input from participants on policy documents-integrate workshops (n=1), greater input from participants into discussions (n=1), greater input from participants-organising workshops (n=1), greater input from participants-smaller break-out groups or asking participants to prepare statements on key issues (n=2), greater input from participants-go round circle asking for response (n=1), greater input from participants-observers for Exec Comm, lead contributors for certain items, greater contribution to agenda, more small group work, Small group work-strategic issues (n=1), small group work (n=1), longer meeting required (n=1), less paper documents (n=1), greater input from Exec Comm members (n=1), better preparation of meeting participants (n=1), clarification about questions on the agenda (n=1), more

breaks in the agenda for networking (n=1), receiving most important questions beforehand (n=1). (PAE 2012).

### Meeting Documentation

	1 week before meeting	1-3 days before meeting	During the meeting	I did not read them	1 week before & 1-3 days before	3 weeks before	n
<i>When did you receive meeting documents?</i>	PAE 2011 91%	9% 6%	- 6%	- -	- -	- -	32 34
<i>When did you read meeting documents?</i>	PAE 2011 26%	71% 68%	3% 8%	- -	3% 5%	3% 3%	31 37
	PAE 2012 82%						
	PAE 2012 16%						

### Comments about meeting documentation

- 14% provided a comment. Emergent themes; Appreciation of receiving the documents in advance, requested presentations in advance of the meeting, it appeared that one respondent had not received the documents personally but they had been forwarded by another meeting participant. (PAE 2011).
- 8% provided a comment. Emergent themes; recognition of the importance of members being prepared for the meeting, one respondent had received the documents by post, one respondent didn't receive all the documents before the meeting. (PAE 2012).

### Involvement in agenda development

	No	Yes	Don't Know
<i>Frequency</i>	PAE 2011 81%	16%	3%
	PAE 2012 76%	22%	3%

### Comments

- One respondent didn't recall a call for agenda items and the opportunity to contribute and the other gave compliments to the Secretariat. (PAE 2011).

## 4. Discussion

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### 4.1 Evaluation of international projects

A project has been defined as, *'directed work that is aimed at achieving specific goals within a defined budget and schedule'*. An international project *'involves multiple locations, entities, organizations and business units'*.(36) Therefore, the EUnetHTA JA was classified as an international project. Such projects are complicated, due to the large number of organisations, wide purpose & scope and high cost.(36) International projects operate in a unique context, where different countries have different economic and political systems (37), all of which have an impact on the management and success of the project. The evaluation of a large project should include the traditional measures of whether the work was completed according to time, cost and quality standards. This should also be expanded to include delivery of new capabilities and business objectives and assessment of the project's long-term impact.(38) Different individuals can have different measures of project success, depending on their relationship to the project. A project team member's perspective often includes whether they had a satisfactory experience with the project and it met their needs, whilst the sponsor considers if the project has provided the desired performance improvement.(38) Project success can also be indicated by high team satisfaction, good morale, increased skill, retention and growth of team members and avoidance of burnout. To achieve project success there must be a clear purpose, specific plans, commitment, open communication, respect & trust, collaboration, political support, clear roles & responsibility and an effective leadership style.(38) Factors leading to the success of a complex project include; (37)

- Clarity of the goals and commitment to them by the project team
- Establishing smooth communications with supporting infrastructure
- Recruiting project team members with sufficient technical capabilities
- Context of the project considered
- A supportive project culture

Project performance can be measured during the lifetime of a project. However, the success or failure of a project can usually only be evaluated in a period of months or years after its finish, when the resultant impact can be measured (39). For the EUnetHTA JA project, due to limitations mandated by the major funder (the EU), it was only possible to prepare the evaluation six months before the end of the project. This is a major limitation of this evaluation process.

The EUnetHTA JA is an example of an international project composed of virtual work teams. Such projects are complex and have specific implications. Project performance can be evaluated during a project. However, evaluation can only be performed months or years after its completion. Therefore, the necessity of performing the final evaluation six months before the end of the project was a limitation.

## 4.2 Response rate to questionnaires

It is important that high response rates are received to evaluation questionnaires. It is impossible to conjecture about the opinions of non-respondents, and how they might differ in their responses from respondents. Therefore it is essential to decrease the proportion of non-respondents to ensure the true validity of the results.

The first stage in achieving a high response rate is ensuring that the population survey list is complete and valid. For the Stakeholders' surveys this was relatively straightforward because the Secretariat maintains a contact list for these organisations, which are few in number. However, this was more problematic for the project participants' surveys, perhaps due to the large number of project participants and the complexity of the eight different workpackages. This meant that a large degree of 'data cleaning' was necessary – e.g. by contacting the leads of organisations and workpackages to receive information about their colleagues.

There is a need for the Secretariat to maintain complete & up-to-date details about the staff working on this large international project.

Disappointingly low proportions of questionnaires were completed during the internal evaluation of the EUnetHTA 2006-2008 project. The response rates for the three annual questionnaires were 23% (2006), 23% (2007) and 26% (2008).(40) Some possible factors that might have contributed towards this low response rate could have included;

- The questionnaire needed to be completed as a Word document and then emailed back. This meant some effort from the respondents and there might have been concerns about the confidentiality of results.
- The questionnaire asked for insertion of the name of the respondent. This again might have caused worries about the confidentiality of data provided.
- The authors had intended individual participants to complete the questionnaires but in some instances organisational responses were provided.

It is important that lessons were learnt from the previous evaluation of the EUnetHTA 2006-2008 project and resultant mitigating interventions taken for the evaluation of

the EUnetHTA JA. Therefore a structured strategy was implemented to encourage a high response rate. As well as targeted follow-ups of non-respondents this included both inducing and punitive factors;

### **Structured strategy to encourage high response rates to project participant questionnaires**

#### *Inducement factors*

Certificates were awarded at the annual Plenary Assembly meeting

A prize was awarded to the organisation with the highest response rates over the annual surveys

#### *Punitive factors*

Non respondents were reported to the Secretariat and at the Plenary Assembly

Non respondents were reported to organisational leads

For the project participants' surveys it was interesting to note that there was a small increase in response rate by using a third send-out in 2010 and 2011 (a 5% and 2% increase respectively). Although the increase was larger in 2012 (9%), a satisfactory response rate of 79% had already been achieved after the second send-out.

If the same strategies are used to maximise response rate, consider in EUnetHTA JA2 that a third send-out may not be required for participants.

### **4.3 Project Participant Turnover**

The Stakeholder organisations were appointed to the Forum, or were not appointed but were kept informed by their representative, for the lifetime of the project. This meant that, although the individual contact person sometimes changed, the number and type of organisations did not change.

However, it was interesting to observe that the number of project participants changed during the project. The largest overall increase in members was seen from 2010 to 2011. Approximately one-quarter of participants left the project after the initial year and one-third of the 2011 population was new. A similar pattern was observed for the 2012 questionnaire when one-quarter of recipients were new and one-fifth had left after the 2011 questionnaire. This has important implications for

project management and induction of new members. This suggests that organisational knowledge about the project might be lost and time required initiating new members. It should also be considered that the new members might differ in some facet compared to the ones who have left – e.g. in outlook and knowledge and this might be reflected in the differences in responses to the longitudinal questions.

It is recommended that concise induction material about the project is provided to facilitate the induction progress of new project members.

#### 4.4 Project Participant Demographics

As well as evaluating the EUnetHTA JA, the survey also served a dual function of enabling data capture of further information about the nature of member organisations and the project participants. Knowledge of such information about network members could be important in fostering increasing collaboration in the future.

There were a large number of medical doctors working in the HTA organisations, along with other healthcare professionals, economists, researchers and project managers. There was an apparent clustering of participants having worked within HTA for only between zero and four years.

Approximately two-thirds of agencies had organisational expertise available in health economics, clinical effectiveness research and clinical expertise. These could be considered 'key expertise' needed for preparation of HTA reports. Less frequent, and possibly more 'specialist' skills that are not intrinsic to HTA were also available in some agencies. This included IT, communication skills, legal services, organisational science and development of surveys. It could be important for members of the network to identify fellow members who have a specialist skill and could help them with a particular task.

A list of on-going projects, and a final published report, was produced by the majority of organisations; for 88% and 81% respectively. An English summary was commonly produced. This would help collaboration to a certain degree. However, a final report completely available in English was only 'always' available in one-fifth of organisations. This hampers collaboration because the details of the 'findings' and 'methods' sections would be inaccessible to persons not speaking the same native language. The list of planned projects was only publically available in less than one-half of cases but a further approximately one-third would share it within the EUnetHTA JA project. This demonstrates the importance of the EUnetHTA JA project and would facilitate collaboration in future projects.

This evaluation has contributed to awareness within the network of types of expertise available and the nature of HTA information produced by individual organisations.

#### 4.5 Key Performance Indicators

Success criteria are measures by which the success or failure of a project will be judged. This extends beyond the traditional measure of whether deliverables have been produced according to the project plan.(39)

Key performance indicators were developed for the EUnetHTA JA project;

**Project impact;**

- Production of deliverables according to the three year workplan and Grant Agreement
- Objectives (as defined in the Grant Agreement) met
- Additional 'added value' generated

**Project effectiveness;**

- Effective communication within the project
- Effective project administration by the Secretariat
- Optimal involvement of external stakeholders
- Good management of the constituent workpackages

**Lessons learned;**

- Progress from the predecessor EUnetHTA 2006-2008 project

#### 4.6 The Project's Impact

The impact of the project was evaluated by assessing the deliverables of the project. These are the results, or products, of the project. Some of these deliverables were tools and methods for conducting HTA. For these cases the potential use in practice of these tools, and training requirements prior to use, were also evaluated. Production of deliverables, according to the three-year workplan and Grant Agreement (35), are indicators of project management success. They allow assessment of the performance of the project with respect to time (although considerations of quality and cost were beyond the scope of the present evaluation). (39)

i. **Production of deliverables**

**1a). An online Tool & Service for producing, publishing, storing and retrieving HTA information; December 2012 (WP4 strand A)**

The HTA Core Model was developed as part of the EUnetHTA 2006-2008 project. The development of an online format of the tool aimed to make it easier to use and to enable easier access to information.(41)

- Broadly speaking a similar proportion of three-quarters of WP4 members thought the online tool would be delivered on time for the end of the project. Fifteen percent of stakeholders in 2011 thought it would not be produced on time whilst only one-fifth of stakeholders questioned in 2012 thought the tool would be produced on time, with four-fifths not knowing whether it would be or not.
- A smaller proportion of approximately two-thirds of WP4 members in both years thought the quality would be good. The proportion of stakeholders who thought the quality would be good decreased from one-half in 2011 to one-tenth in 2012. Almost all stakeholders surveyed in 2012 did not know about the quality of the tool. Concerns included that it was too complex, concerns about practicality, concern that it had not been developed according to contemporary standards, perception that advanced functions of storing and retrieving data unlikely to be ready on time and a lot of work yet to be done. Stakeholders cited concern over the lack of studies used during the piloting process.
- The Final Technical report submitted by WP4 in January 2013 indicated that this had been delivered.

**1b). HTA Core Model on screening; March 2011 (WP4 strand A)**

Applications of the tool already existed for medical & surgical interventions and diagnostic technologies from the EUnetHTA 2006-2008 project (41). An additional application of screening was planned for the EUnetHTA JA project. The 'outcome indicator' expressed in the Grant Agreement was that this was 'available for immediate practical application'.(35)

- One-quarter of WP4 members in 2011 thought this would not be delivered on time but this had decreased to twelve percent in 2012. There had been an apparent corresponding increase in the proportion who did not know because the proportion that thought it would be delivered on time remained static at approximately one-half. Similarly, one-half of stakeholders in 2011 and 2012 thought this would be achieved on time but the proportion that did not think it would be produced decreased from approximately one-fifth to one-tenth, with an increasing proportion not knowing.
- Only approximately one-half of WP4 participants had confidence that the quality would be good, with the proportion who doubted decreased from 2011 to 2012. Four-fifths of stakeholders in 2011 did not know whether it would be of good quality whilst the proportion that had confidence it would be increased to one-third in 2012.
- The Final Technical report submitted by WP4 in January 2013 indicated that this had been delivered. The report specified that this had been validated during Autumn 2012.

## **2). A set of two Core HTAs; December 2012 (WP4 strand B)**

It was planned that two Core HTAs would be produced by HTA agencies using the online tool. This enabled application and field testing of the Core Model. The Grant Agreement defined the 'outcome indicator' as 90% of WP4 partners having contributed information for at least one report following the Model to the database of HTA information pieces.

- The proportion of project participants who thought this would be produced on time rose from 2011 to 2012, when almost nine-fifths thought this would be achieved. In contrast, the proportion of stakeholders who thought this would be delivered decreased from two-thirds to one-third in 2012.
- The proportion of project participants who thought it would be of good quality increased to 2012 when almost two-thirds thought it would be of a good quality. However, only one-third of stakeholders thought this would be of good quality.
- Concerns included delays in agreeing prioritisation etc.
- The Final Technical report submitted by WP4 in January 2013 indicated that these had been delivered.

### **3). A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals; December 2012 (WP5)**

This was a new activity of the JA project, stemming from preference of DG Sanco and DG Enterprise to assimilate interest in joint assessments of relative effectiveness of pharmaceuticals into existing networks, like EUnetHTA.(41) The 'outcome indicator' was publication of the recommendations in an international journal.

- Almost four-fifths of project participants thought this would be achieved on time in 2012. However, four-fifths of stakeholders did not know whether this would be achieved on time in 2012.
- A lesser proportion of project participants thought this would be produced to a good quality with one-third not knowing. Four-fifths of stakeholders did not know whether this would be produced to a good quality.
- Concerns included the 'user friendliness' of the documents, that the guidelines need testing in 'real life conditions', the choice of comparators and end points, diversity of issues and contributions etc.
- The Final Technical report from WP5 indicated that methodological guidelines would be finalised and published at the end of February 2013 (therefore missing the December 2012 target). There was a plan that this would be published in the planned special Joint Action edition of the International Journal of Technology Assessment in Health Care in 2013. It was noted that this was a model for rapid assessment. Due to the high workload in WP5 it had been decided to not pursue the model for full relative effectiveness of pharmaceuticals.

### **4). Operational web-based toolkit including database containing information on evidence generation on new technologies; September 2012 (WP7a)**

This activity continued from the previous project when the EIFFEL platform was developed to share evidence on new technologies. This was refined in the current project to create the EVIDENT database.(41) The 'outcome indicator' specified in the Grant Agreement was that every WP7 member had contributed at least one entry to the system.

- The majority of project participants thought this would be completed on time. However, two-thirds of stakeholders did not know if this would be completed on time and one-fifth thought it would not be.
- Three-fifths of project participants thought this would be produced to a good quality. However, one-fifth of stakeholders did not think it would be produced to a good quality and four-fifths did not know if it would be or not.

- The Final Technical report submitted by WP7 in January 2013 indicated that this had been delivered. It was not possible to identify in what month this had been delivered, and if this had met the target of September 2012.

**5). Quarterly communication protocol for information flow on on-going/planned national assessments of same technologies; December 2012 (WP7b)**

This was a new activity – of developing a database for information on on-going and planned assessment, with the aim of providing alerts about topics with the potential for collaboration.(41) The Grant Agreement defined the ‘outcome indicator’ as resulting in at least three collaborations coordinated on new technologies.(35)

- The majority of project participants thought this would be produced on time. However, of the stakeholders (questioned in 2011) one-fifth thought it would not be and two-thirds did not know.
- The majority of project participants thought this would be of good quality and this proportion increased to three-quarters in 2012. Two-fifths of stakeholders thought it would be of good quality but three-fifths did not know.
- The Final Technical report submitted by WP7 in January 2013 indicated that this had been delivered.

**6). Information Management System (IMS) and the related documentation, processes and policies; September 2012 (WP6)**

Following on from the project, WP6 aimed to further develop the project intranet site to provide a single point of access to resources that help with conducting HTA, with emphasis on automating content update processes.(41) The ‘outcome indicator’ was that 90% of partners had contributed with at least one entry to the Information Management System.

- The proportion of project participants who thought this would be produced on time decreased from four-fifths in 2011 to three-fifths in 2012.
- About three-quarters of project participants thought this would be produced to a good quality.
- The Final Technical report submitted by WP6 in January 2013 indicated that this had been delivered. However, it was not possible to identify in which month this was produced.

## **7). Communication and Dissemination Plan; June 2011 (WP2)**

Building on the communication strategy developed during the previous project it was planned to write and implement a further elaborated plan.(41)

- Approximately three-quarters of WP2 members thought that this would be produced on time in 2011. However, one-tenth thought this had been delivered late when questioned in 2012.
- Similarly there was greater optimism about the quality of the plan in 2011 but almost one-third of WP2 members thought the plan had not been of good quality in 2012.
- According to the Final Technical report of WP2 this was delivered according to the workplan in month 18 (June 2011).

## **8). Stakeholder Policy; October 2010 (WP8)**

Stakeholder involvement was considered during the 2006-2008 project and formed part of the internal evaluation during the final year of the project. However, the EU Commission emphasised that there must be greater involvement in the JA project. This Policy was required, for implementation through a formal Stakeholder Forum. (41)

- In 2011 one-tenth of project participants thought this would not be produced on time. However, by 2012 almost three-quarters thought it had been.
- The proportion of project participants who thought this would be produced to a good quality rose from two-fifths to three-fifths in 2012, but two-fifths did not know if it would be or not.
- Concerns included not having received sufficient information, doubt about the added-value of involving stakeholders etc.
- The Final Technical Report of WP8 indicated that this had been delivered (although it was not possible to identify whether this had been in the target month or not).

## **9). Collaboratively developed business model for sustainability; December 2011 (WP8)**

This detailed business model would address sustainable European collaboration on HTA.(35) The Grant Agreement defined the 'outcome indicator' that at least 70% of the partnership should express support for the proposed model.(35)

- The proportion of project participants who thought this would be produced on time increased from 2011 to 2012 when three-fifths thought it would be.

However, fifteen percent of project participants in 2012 thought it had not been.

- Fifteen percent in 2012 thought this was poor quality, two-fifths did not know about the quality and one-fifth thought it was of good quality.
- Concerns included that it was still in a development phase, that work seemed to start afresh each time and concerns about the fitness for purpose.
- The Final Technical Report of WP8 indicated that this had been delivered (although it was not possible to identify whether this had been in the target month or not).

#### **10). A relative effectiveness assessment of a (group of) pharmaceutical(s);**

March 2012

- The Final Technical report from WP5 indicated that the ‘pilot of rapid assessment of a pharmaceutical’ had been published on the EUnetHTA website in January 2013.

#### **11). Interim and Final Technical and Financial Reports from the JA; Various (WP1)**

- There was less apparent confidence by WP1 members that the interim report would be delivered on time (don't know; 24%) in 2011. However, almost all members thought the final report would be delivered to the EU as scheduled at the end of the project.
- This pattern was also reflected in responses about the quality of reports, with WP1 members have greater confidence that the final report would be of better quality than the interim 2011 report.
- This evaluation report is part of the Final Technical Report of the JA compiled by the Secretariat. Therefore it was not possible to evaluate whether this report would be submitted to the EU Commission by the deadline.

#### **ii. Anticipated use of deliverables**

It was helpful to investigate the views of participants and stakeholders about the likelihood that the tools and associated project deliverables would be developed. However, it was also important to consider whether they thought that these tools would actually be helpful in their day-to-day HTA work.

In the final year of the project both participants and stakeholders were asked how useful they thought they would find deliverables, and activities, developed as part of the project in their professional life. One of the limitations of performing the evaluation six months before the end of the project was that respondents were asked to predict – a notoriously difficult concept for questionnaire respondents and one that should be avoided as much as possible.

The facet with the highest proportion rating as ‘very useful’ for both participants and stakeholders was *‘Networking with contacts made from participating in the EUnetHTA JA’*, with three-fifths of participants rating this very highly and over two-thirds of stakeholders. The vast majority of respondents found it of at least some use.

It is recommended that evaluation of the EUnetHTA JA2 includes consideration about the tangible benefits of networking. This could include a case-study approach to demonstrate the practical benefits of networking.

One-third of respondents did not think they would find the HTA Core Model on screening useful or did not know if they would or not. Over one-quarter of respondent did not think they would find the following tools useful, or did not know if they would or not; ‘A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals’, ‘Operational web based toolkit including database containing information on evidence generation on new technologies (EVIDENT)’, ‘Accessing the EUnetHTA tools by a single sign on through the MO site’.

Almost one-half of respondents thought the HTA core model and the POP database would be ‘very useful’. A slightly lower proportion of two-fifths of respondents thought the EVIDENT database would be ‘very useful’.

It should be considered that participant respondents have different types of professional activity – e.g. in respect to whether they prepare HTA reports or not. Analysis of qualitative comments also identified that the access to tools could vary for different organisations and be dependent on the access policy for specific tools.

It is still too early to assess the benefit of the tools in practice, although prediction of use is encouraging. This suggests that the EUnetHTA JA’s third objective of *‘application and field testing of tools’* has not been met. However, results at this stage are positive and suggest that they will be of future benefit.

### **iii. Tools**

The main deliverables of the EUnetHTA JA were a series of structures to help in the production process of Health Technology Assessment reports – the tools. There were also tools to help communication within the project;

- Tools for production of Health Technology Assessment reports; Adaptation Glossary, Adaptation Toolkit, Core HTA Model, EVIDENT (formerly known as EIFFEL), POP Workroom/Database
- Tools for communication; Contact Database, E-meetings, EUnetHTA toolbar, Mailing list, MO website, MO workrooms, News Aggregator, Workroom Bulletin Board.

- **Use of tools**

Unsurprisingly the most often-used tools were those for project communication – the Members' Only (MO) website, workrooms and e-meetings. Not all members used the project intranet site (the MO website), although the proportion of respondents using it increased from 2010 to 2012. However, the missing proportion said they were aware of it & likely to use it in the future.

Workrooms were areas assigned within the project intranet for the individual workpackages. Although approximately three-fifths of respondents used them, they rated them poorly. These should be developed during the EUnetHTA JA2 project. Workroom Bulletin Boards were less often used – by only approximately fifteen percent of project participants. It seems that respondents used the website but not the sub-split workroom provisions. There was increasing use of the other communication tools from 2010 to 2012 (although they were still only used by less than one-half of participants); Contact Database, EUnetHTA toolbar and Mailing list.

The Members' Only website was the project's intranet. This was used by most participants. Efforts should be made to improve it in the JA2, especially with regard to the Workrooms and their associated Bulletin Boards.

Unsurprisingly the results for use of the HTA tools were significantly lower. This can be explained because most of the tools were still in a development stage, even in Summer 2012 (which again illustrates the limitations of performing evaluation before the end of the project). The Core HTA Model was the tool that the most participants had used, and the proportion that had used it doubled during the lifetime of the project to three-fifths. In each year, approximately ninety percent indicated they had used it or might use it in the future. The Adaptation Glossary and Adaptation Toolkit

were under development and this is reflected in the results of limited use. Although being developed as part of the project, the EVIDENT database had been used in the previous project (as EIFFEL) and therefore a number said they had used it. This database was seen as being relatively less popular because approximately sixty percent saw a future use to it. The POP tool was converted from a static datasheet to an interactive site during the project and this was reflected in the results – the proportion of participants using it doubled to fifty percent. Roughly eighty percent had either used it or saw future use to it.

The tools had not been delivered by the final evaluation and therefore it was too early to assess their use in practice. The majority of respondents saw future use in the tools – particularly in the HTA Core Model and the POP Database.

- **Priority for training**

The HTA tools were consistently seen as being a higher priority for training throughout the lifetime of the project than the communication tools (which were mostly cited as low priority or of no importance). Therefore the ‘content’ tools were seen as of greater importance than the ‘process’ tools of the project. Possible reasons for this include that there was greater need within the project for more methodological tools, that such type of tools are more complex to use or that communication tools were easy to navigate, etc.

In each year the tool most often cited as ‘top priority’ for training by project participants was the Core HTA Model. The importance of training both partners and stakeholders in EUnetHTA tools and methods was emphasised in the plans for the EUnetHTA JA2 project. One of the deliverables of the JA2 project is ‘*Report on yearly training courses on EUnetHTA tools and methodology*’. It is planned that three face-to-face training workshops will be held on EUnetHTA tools and methodology. It is also planned that three additional training courses will be held for the Core HTA Model.

The need for increased training about HTA methodological tools, especially about the HTA Core Model, has been planned for the EUnetHTA JA2 project.

- **Training method**

In general the most preferred training method was ‘self-directed with a manual’. However, a ‘face-to-face workshop’ was preferred for the HTA Core Model, with over half of respondents preferring this option. As a consequence of the 2010 survey results a face-to-face workshop about the HTA Core Model was organised as part of

the project. It was interesting that the proportion of respondents requesting a face-to-face workshop about the EVIDENT and the POP databases noticeably increased from 2010 to 2012. It is difficult to conjecture the reason for this but this could have been in part due to satisfaction of respondents with the workshop they had attended about the HTA Core Model.

The advantages of using a manual are that learning is self-directed and can be undertaken at a time to suit the convenience of the learner. It is also a cheaper method and negates the need to travel to attend a face-to-face workshop. However, it has the disadvantage that queries and difficulties using a tool can't be as easily resolved as they could be at a training workshop.

Self-directed manuals are considered a suitable training method for the project-focused tools. Face-to-face workshops are preferred for the HTA methodology tools and this should be considered in the EUnetHTA JA2.

- **Barriers to using the tools**

Respondents were asked whether any barriers had prevented them using the tools from 'organisational', 'training', 'the tool itself' and 'IT'. Encouraging there was an overall general trend that the frequencies of all barriers decreased during the lifetime of the project. This may have been because problems were resolved during the project – informally or formally. There was a general trend that the effect of training being a barrier to tool use decreased during the project throughout the lifetime of the project from 2010 to 2012. It is possible that as the project progressed, participants picked up knowledge about using the tools either informally or formally (ie by the training course for the HTA Core Model). Information Technology was seen as a significant barrier to the performance of E-meetings. Training was a noticeable barrier to the HTA Core Model (and is reflected in the decision to hold face-to-face workshops in JA and JA2).

When asked in 2012 why they had stopped using a tool, few responses were obtained. Reported problems included tools not yet being active, problems with passwords, and IT problems with e-meetings.

#### **iv. Perceived ability of achieving objectives**

The difficulty of managing the diversity of project members, and formulating a goal that all members remain committed to, over the long length of an international project has been recognised(37). One factor that can mitigate against this is developing objectives at the start of the project. Achievement of defined objectives can also be

used to measure the success of the project(39). Definition of project objectives is also important for managing the commitment of external stakeholders.

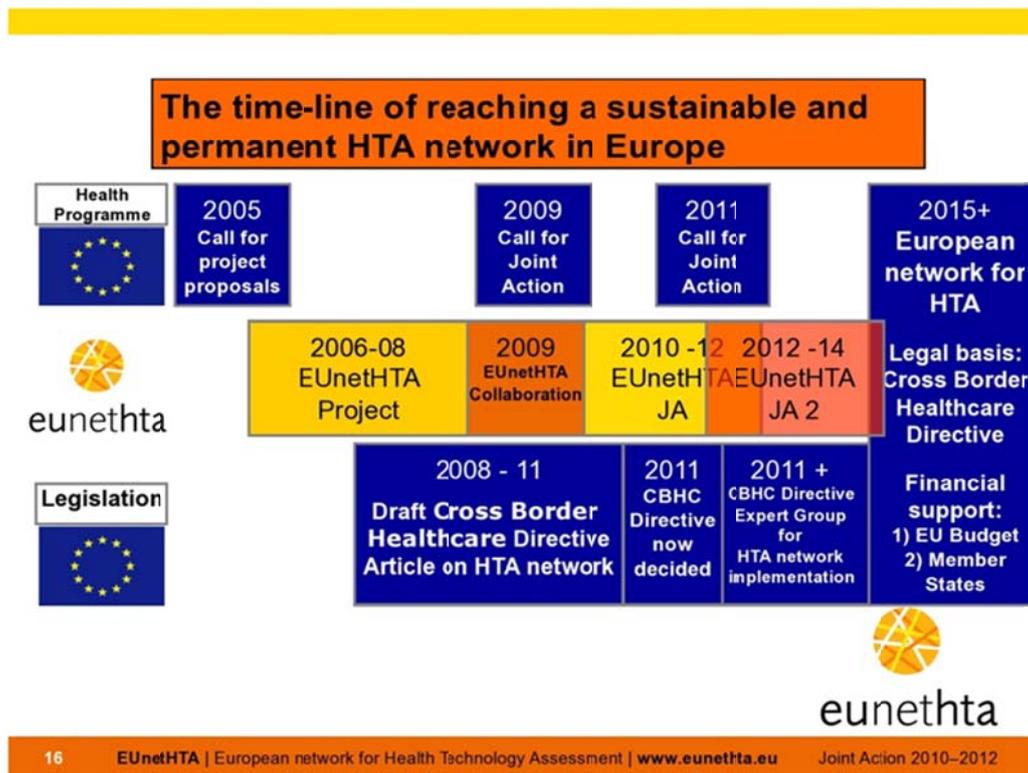
According to the Grant Agreement(35) the overarching objective of the EUnetHTA JA was to **‘establish an effective and sustainable HTA collaboration in Europe that brings added value at the regional, national and European level.’**

Project participants and stakeholders were asked in year 2 of the joint action what would indicate that this had been achieved. They thought that this would have been achieved when a formal EU HTA agency/network not dependent on project funding had been formed, collaboration was achieved, EUnetHTA tools were adopted at a regional/national level, a library of HTA reports and topics was available, HTA was included in decision-making and impact was evaluated. Stakeholders also cited reduction in duplication of effort, evaluation of measurable objectives, consistent exchange of information and collaboration outputs using national and regional levels. The majority of participants and stakeholders thought that such a sustainable EU collaboration would bring added value to both the national and European level. However, there was less confidence about whether this would bring added value to the regional level, with about one third not knowing whether this would be achieved. Comments included that such ‘added value’ would be seen when there is a reduction in redundant work at the regional and national level and better European leverage.

The fact that such a sustainable European collaboration (as defined by project participants and stakeholders) had not been established following the EUnetHTA JA (necessitating a second joint action) indicates that the project had not been successful at meeting its overarching objective.

Almost three-quarters of project participants and external stakeholders thought that the EUnetHTA JA2 was a useful follow-up to the EUnetHTA JA project. This suggests that there was an apparent gap between the JA project and the permanent collaboration on HTA. Comments included that the EUnetHTA JA2 was required to build on the JA, the tools required further development, there was a need to test the efficacy/effectiveness of joint report production, that the JA2 would act as a bridge to a permanent network for HTA, that it will have a different focus of operational work which will identify feasible cooperation between HTA agencies and allow the testing of models of iterative stakeholder involvement, it is a necessary follow-up to JA and will provide the occasion to examine in practice the methods developed.

The anticipated timeline of achieving a permanent European HTA network is shown below.



The EUnetHTA JA had three defined objectives, and participants and stakeholders were asked annually whether they thought these would be achieved. These objectives were tangible-production of a strategy & business model document, delivery of tools and field testing of the tools. Documentary analysis was also undertaken to assess whether these objectives had indeed been met.

*i). Development of a general strategy & business model for sustainable European collaboration on HTA*

The majority of participants and stakeholders had confidence that this objective would be achieved. Indeed this was the objective that participants and stakeholders had the highest confidence would be met. However, it was interesting that approximately one-tenth of Stakeholder Forum members in 2011 and 2012 thought this would not be achieved. According to the Final Technical report of WP8 this had been delivered.

This strand of activity is planned to continue in the EUnetHTA JA2 project, *‘Thus, an overarching objective is to develop the background for a general strategy, the*

*principles and the proposal for implementation of a sustainable European Collaboration on HTA in the light of the Directive on CBHC.....'*

The General Strategy and Business Model were developed according to the workplan during the EUnetHTA JA. However, further work is planned during the EUnetHTA JA2 project to further develop this towards a sustainable European HTA Collaboration.

*ii). Development of HTA tools & methods*

The majority of participants thought this objective would be met. However, it is interesting to note that participants' confidence in this being achieved apparently dropped from 2010 to 2012 by approximately ten percent and there was a corresponding rise in the number of respondents who indicated they did not know if this would be achieved. There was a similar pattern of apparent doubt by stakeholders when by 2012 the proportion that thought this would be achieved was three-fifths with two-fifths being unsure.

The proposed HTA tools and methods were all developed according to the Grant Agreement and the workplan (see the Deliverables section for further details); HTA Core Model, EVIDENT, POP Database. The methodological guidelines for Relative Effectiveness Assessment of Pharmaceuticals were predicted to be delivered by the end of February 2013. It is notable that further work is planned in the EUnetHTA JA2 project to develop the HTA Core Model. Deliverable 10 will be an '*Upgraded and updated package of HTA Core Model*'. This is to include '*updated applications on medical/surgical interventions, diagnostic and screening technologies and pharmaceuticals.*'

All HTA tools and methods were delivered according to the workplan and hence it appears that this objective was achieved. However, further work is planned in EUnetHTA JA2 to further develop the HTA Core Model.

*iii) Application and field testing of developed tools & methods*

The majority of participants and stakeholders again showed some apparent confidence that this would be achieved. However, there was a large number of respondents who indicated 'don't know'. This might have been because they thought an objective would not be met but were reluctant to choose the negative option choice. The apparent confidence of the participants decreased over the years and the proportion who didn't know increased. In contrast the number of stakeholders who thought this would be achieved increased over time whilst the number who

didn't know decreased. However, the number of stakeholders in the Forum who did not know whether tools would be applied and field tested was large; three fifths in 2010 and one half in 2012.

The general objective of the EUnetHTA JA2 is stated in the Grant Agreement as being *'to strengthen the practical application of tools and approaches to cross-border HTA collaboration.....'* (page 35). The first part of this aim indicates that application and field testing of tools had not been fully completed in the JA as a follow-up project was necessary. This was specified in the Grant Agreement as *'The JA2 will complement the current JA1 by testing the implementation of structures and tools developed previously by way of conducting a set of pilot assessments on technologies to be selected according to common information needs'*.

It appears that this objective of application and field testing of tools had not been completely fulfilled by the JA project and a follow-up EUnetHTA JA2 project was necessary.

#### **v. Perceived Achievements of EUnetHTA JA**

Consideration of benefits provided to team members by participation in a project has often been overlooked, or combined into consideration of meeting the project's objectives(39). However, it is an important measure of the success of a project.

It was a positive finding that the majority of participants thought that the project had achieved what their organisation had hoped for. However, it was concerning that less than one-half of project participants said that the JA had achieved what they **personally** had hoped it would. There was also a large proportion of participants who didn't know whether it had achieved what they wanted or not. This therefore poses the suggestion that they went into the project not knowing what they wanted it to achieve.

Those who felt achievements had been made cited collaborations and connections developed, successful project progress, network development, the tools and methods, information exchange and the effect of greater awareness of policy makers about HTA. In addition to delivering according to the project objectives, this indicates 'added value' of the project. Those who felt that achievements had not been made cited slow progress, lack of change at local agency, lack of collaborative HTAs produced, difficulties inherent in an international project, lack of cohesion and participation, tools not fit for purpose and that a self-sustaining collaboration had not been established. A noticeably larger proportion of participants indicated that they had personally got what they hoped from the project. Reasons included networking,

HTA knowledge, information sharing, collaboration, involvement in HTA report production, usefulness of the POP database, can act as an ambassador for EUnetHTA and support for establishment of HTA in their own country. One-tenth had not personally got what they hoped from the EUnetHTA JA and reasons included unclear localization of work, lack of interaction with academia, they had been instructed to take part, tools not being used and difficulties in collaboration.

The main success criteria of a project are meeting its objectives and delivering its deliverables according to plan. However, 'added-value' gains are also important. These included networking and information exchange etc. Such 'tangible' benefits should be measured by the evaluation of the EUnetHTA JA2.

### **vi Benefits**

Benefits of the JA from participants' perspectives included information sharing, collaboration, forming a network, development of methods and tools for doing HTA, networking and greater awareness of recent developments,

After analysis of the emergent themes from the P2010 questionnaire results the prevalent project benefits were categorized into a quantitative question using a three point Likert scale. Networking with colleagues and sharing information were the two most common project benefits classified as 'very useful'. When combined into frequencies for all benefits of some use, the vast majority (nine-tenths) of participants found networking, information sharing and awareness of HTA developments of greatest benefit.

The ultimate aim of the European HTA projects is to lead to the formation of a sustainable network. It is encouraging that participants found benefit from networking with others. This might mean that they have built connections with counterparts in different organisations and are able to learn from them and share their own experiences. As well as sharing local information, participants were also able to increase their knowledge about specific HTA related developments. Other benefits were cited as capacity building, training and face-to-face meetings.

Networking was an added benefit of the project process of the EUnetHTA JA project. It is important that this is further evaluated in the EUnetHTA JA2 project to identify what tangible benefits this has led to, e.g. in terms of topic identification, collaboration on HTA reports etc.

## 4.7 The Project's Effectiveness

The effectiveness was evaluated by the processes of the project. These are the inputs into the project that may lead directly or indirectly to the success of the project. (39) These project processes can be used to subjectively evaluate the performance of a project. (42)

### i. Set-up of the project

#### • Project start-up

Approximately three-fifths of participants were satisfied with the set-up of the project, but one fifth thought it could have been better. Suggestions included better transparency, decreased bureaucracy, better communication from the JA Secretariat and the EU Commission, greater preparation time and maintenance of constant personnel.

The initiation stage of a project is crucial. The most important factor is gaining consensus from project participants about what is to be achieved, and how this should be done, at the outset. (36) A well-planned project will avoid scope creep further down the line by defining the purpose, scope, roles, costs and schedule.

More time should be factored in for this crucial design stage for complex projects than was allowed for the EUnetHTA JA. It is important that individual participants feel included in this formative stage and communication is clear at the outset. This stage is important in ensuring all participants are clear at the outset and it should not be rushed.

#### • Organisation into workpackages

In common with other such international projects the Joint Action project was structured by division into eight distinct workpackages. The majority of participants and stakeholders who expressed an opinion thought this was positive but approximately one-quarter of participants thought there would also be negative aspects associated with this division. Concerns centred around possible overlap between the aims and work of individual workpackages and the importance of effective communication between them. Most projects funded by the European Union are formed in this structure of individual workpackages that can be viewed as discrete projects. As one participant responded, *'it is difficult to see how else the project could have been arranged'*. However, this structure means that communication was required between the individual workpackages to avoid

duplication of work and enable collaboration wherever possible. This was done by two-monthly meetings of the Executive Committee, which included the leaders of all workpackages along with the Secretariat and the representative of the European Commission. Such a Steering Committee is recommended for complex, international projects. These Committees prevent tension between the individual projects and allow for greater flexibility at the operational level.(37) In their consideration of international project management Lientz and Rea considered having two committees – an overseeing committee and one composed of more senior workpackage leaders.(36)

Consideration could be given to establish a second committee in the EUnetHTA JA2. This could be made up of an individual worker of each workpackage and could meet virtually by e-meetings to strengthen links between the sub-projects.

- **Sufficient resources**

Participants provided broadly similar results between 2010 and 2012, with only about one half indicating that their organisation had sufficient funding and three-fifths that there was sufficient staff. The proportion that thought they did not have enough resources was fairly constant at approximately one-fifth over the three years. A large number of participants indicated that they did not know about whether their organisation had sufficient funding or staff to fulfil their obligations to the EUnetHTA JA project. This may be because not all respondents were senior enough to know details about financing but a lack of staff might be more apparent to them. In hindsight it might have been better to have asked this question to the organisational lead to obtain views from senior staff only (although this might be biased).

It is obviously important that organisations had sufficient staff and resources to be able to fulfil their commitment to the EUnetHTA JA. From the data collected it is unclear whether it was actually the case that organisations didn't have sufficient resources or this was the perception of their staff. Implications of insufficient funding were that the work required extra time for completion than had been estimated or organisations were subsidising the work themselves by working at weekends, devoting more staff to EUnetHTA than were paid by project funding etc. Lack of staff meant increased workload within the team and this could have a negative effect on staff morale. For an international project it is important to realise the importance of the self-interest and resources of each of the individual organisations at the start.(3) It is important that the individual participant organisations feel that they will benefit from the project. It cannot be assumed that organisations will contribute their best resources or effort to the project, to make up any shortfall. This can mean that the work was conducted to a basic standard, with the project work being viewed as a

'non-priority task'. Conflict with 'normal work' of a project participant is also an important factor. Most international team members are not solely dedicated to the project, but must fulfil requirements of their regular job in addition. (36) This could also lead to decreased enthusiasm within an organisation for participation in future international projects. This seemed to be particularly important in this project because the funding was obtained in a 50%:50% ratio from the European Union and the member state.

Cultural factors and different styles of work in an international project should also not be overlooked. Business needs are diverse in each country involved in the project. The project should address such local issues otherwise it will be seen as negative – requiring resources but not delivering benefits (36). Also, In the EUnetHTA JA the individual workpackages can be seen as interrelated individual projects. It is important to realise that these projects can share the same resources and together can exact too high a stress level from workers.(36)

There should be greater use of project management and budgeting techniques in the EUnetHTA JA2 to ensure sufficient resources are allocated to organisations and specific tasks.

- **Difficulty joining the project**

Hearteningly less than one-tenth of respondents reported a problem with their organisation joining the project. Problems included lack of a plan, lack of transparency and lack of distinction following the Founding year etc. It is important that the process for organisations joining a project is straightforward and easily manageable. Almost one-quarter of project participants in 2010 had a sub-optimal or mixed understanding about the information that was required from the Secretariat before the project started. The proportion who understood requirements increased from before the project began (two-fifths) to after the project started (three-fifths). Concerns included that the information was not always clear and recognition about the complexity of the project. . The relative scarcity of problems can be seen as a good indicator of success.

It should also be borne in mind that the number and types of organisations within the EUnetHTA was a fluid situation, with organisations able to leave and join during the project. It would be useful to have a type of induction process for organisations that joined part way through the project. It could also be useful to produce a map of the characteristics and expertise of the different organisations joining the project, to enhance collaboration opportunities within the network.

Organisations had mostly had a good experience of joining the project, although communication from the Secretariat during this period could have been improved. However, other organisations subsequently joined the EUnetHTA JA project when it was already established. It would be useful to produce an 'induction pack' for such organisations for the EUnetHTA JA2.

- **Succession planning**

Almost two-fifths of organisations had no succession plan in place with a further one-fifth not knowing whether they had one or not. It is vital that there is a plan in place in case members of staff become ill or leave an organisation, to ensure that this does not affect the work of the project. Loss of team members can mean that experience and knowledge is lost and activity in an organisation can 'grind to a halt'(36). In combination with the fluid nature of high turnover of project staff, there was an apparent lack of succession planning. This again reinforces the need for communication and induction of new staff. Examples of this included the Secretariat administrator going on maternity leave and the individual leading the contribution of the lead partner of WP2 leaving mid-way through the project. For an international project, there needs to be a local commitment that the project team is stable and committed, and members are not pulled off the project by local management to perform other work(36). However, in practice little can be done to mitigate against individuals leaving for other jobs, maternity leave, illness and death etc.

In future international HTA projects all participant organisations should be responsible for outlining who will be locally responsible for an organisation's commitment to the project if key staff become unavailable.

## **Challenges**

Qualitative comments from participants included the large scope of the project, its international nature, high workload, limited time & resources, the work itself, communication, administration, national/organisational conflict, requirements of individual workpackages, imbalance between contributions of participants and collaborative working etc. A specific problem in 2010 and 2011 was orientation within the project. After analysis of the emergent themes from the P2010 results the prevalent project challenges were categorized into a quantitative question using a three point Likert scale.

A 'big effect' was seen by conflict with other work activities and insufficient organisational funding & staff. Combining the frequencies for the effects showed that approximately three-quarters were affected to some degree by conflict with other

work and insufficient staff & funding. The effects of insufficient organisational funding & staff and conflict with other work have been discussed above.

A 'small effect' was seen from the large project scale and demands of the individual workpackages. Interestingly the demands of individual workpackages increased between 2011 and 2012. The large project scale is one of the inherent problems of international projects and this leads to a complex nature of sub-projects. A large proportion of project participants were members of more than one workpackage, which meant they had to juggle various work demands.

Hearteningly, more than one-half of respondents experienced no effect from difficulty in communicating in English and difficulties in communicating generally. Communication is affected by various types of culture and it can be difficult to manage different styles in an international project(37). Also, project participants had various 'natural' and 'functional' languages. In the EUnetHTA JA project it was necessary to use a common language, which was English. However, it must be considered that the use of a language by non-native speakers can result in; insufficient project feasibility, loss of speed, loss of creativity, poor decisions, underuse of resources and unexpected misunderstandings. It is possible that such problems were experienced by participants but were not deemed sufficiently important to affect the project work.

Broadly speaking, communication within the EUnetHTA JA project was successful. However, coping with the large project scale and conflicts from work of the sub-projects was more of a challenge. The greatest challenge was from conflict from other work and insufficient staff and funding. This could be helped by greater use of project planning.

## ii. Support from the Secretariat

### • Secretariat leadership

Approximately three-fifths of respondents thought the Secretariat had offered effective leadership. The number of respondents who thought the leadership was 'ok (but could be better)' increased from less than one-tenth in 2010 to one-fifth in 2012 suggesting an apparent slight decrease in confidence as the project progressed. Concerns included; negative aspects relating to communication from the Secretariat, suggestions for improvement of leadership by the Secretariat, implications of changes in the Secretariat staff, recognition of the difficulty of the task, a 'distant' style used, a lack of direction provided by the Secretariat and that this needs to evolve in the future.

Important attributes for leaders of international projects have been defined. (36) These include problem-solving ability, ability to cope in multiple cultures with diverse political problems, tenacity and the capability of pursuing issues, ability to communicate, a sense of humour, familiarity and knowledge of the business and prior experience in projects. It is also important that the project leader is aware of the intra- and inter-organizational links in the project and is aware of the 'hidden agenda' of individual organisations (37).

Due to the specific nature of the EUnetHTA JA project, it was also important that the leader had a strong steer for HTA in Europe. It has been recommended that there are two leaders for international projects. (37) In the EUnetHTA JA project, as in the EUnetHTA 2006-2008 project, the leadership was provided by Finn Borlum Kristensen. The Secretariat manager was Julia Chamova. From the comments above, it would seem that the leadership was sometimes perceived as somewhat distant and this could be helped by more regular communication about 'leadership issues' with participants throughout the project. There was some concern expressed about the over-reliance on Finn, and what would happen if he became ill.

Consideration could be given in future projects to have a deputy leader, possibly based in another country.

- **Secretariat administration**

Effective project administration is essential for any international project. Such a coordination role can organise the project files & project history, oversee the 'lessons learned' and 'issues log', and support and mentor the project leaders. As such, the Secretariat functioned as the 'project management office' and it had an important role in both the internal project processes (e.g. monitoring the performance of individual workpackage projects) and connection to the external world (e.g. by interacting with external stakeholders). (42) For the EUnetHTA JA project, as for the EUnetHTA 2006-2008 project, this function was performed by the Secretariat, based at the National Board of Health, Denmark.

Approximately three-fifths of respondents thought the administration had been effective. The proportion who thought Secretariat leadership was 'ok (but could be better)' rose from one-tenth in 2010 to one-fifth in 2012. This indicates that there was a slight increase in dissatisfaction with the administration as the project progressed. Concerns included negative aspects relating to communication from the Secretariat, problems with email, general communication problems, too short timelines, quicker feedback required, problems with workpackages and more staff needed in the Secretariat.

The main method by which the project Secretariat communicated with workpackage leaders and individual participants was by emails. Therefore, participants were asked about their opinions about the nature of this communication. Approximately three-quarters of respondents thought the emails from the Secretariat were acceptable – in terms of frequency and content. Comments related to clarity, frequency & length, that emails had improved from the previous EUnetHTA project, tone, importance of ensuring relevant addressee and suggestions for improvement (e.g. to use a standard template and include the WP number and deadline in the subject line). Although email is a practical mode of communication, it is low down the hierarchy of communication methods because of its inherent problems. Suggestions have been made to improve email communications in international projects. These include using specific titles, making the important point(s) in the first six to eight lines and avoiding overloading participants with emails (36).

- **Additional support from the Secretariat**

Approximately one-fifth of respondents in 2011 thought there were other activities that the Secretariat could do to support the project, and this proportion had risen from 2010. Suggestions included facilitating relationships, providing greater feedback, providing advice about monthly budgeting, being more 'customer orientated', facilitating development of effective tools, facilitating information exchange, providing project management and enabling effective communication.

Overall, participants were positive about the assistance offered by the Secretariat. Various additional activities were suggested, and it is hoped that in EUnetHTA JA2 with greater funding the activities can be expanded, e.g. to include support with project budgeting and project management.

### iii. **Communication**

- **Communicating in English**

In any international project, communication is likely to be difficult because all members do not share a common language. It is important that there is a common language for communication(37). Encouraging, approximately three-quarters of respondents had not experienced any significant problems when communicating in English during the project. Concerns included recognition of the inherent nature of communication problems, difficulty with English text, difficulty with audio, difficulty with speech, the need for greater time when communicating in English, recognition

that language barriers exist, differences for different nationalities, causes problems during meetings, difficulty in finding staff with good English skills and the suggestion of checking of documents by non-native English speakers. It should also be considered that there can be cultural aspects of communication . For example, Scandinavians and North Europeans tend to use a 'low-context style', where communication is explicit and comprehensively unambiguously. In comparison in 'high-context styles' (typical of Southern Europeans), meanings of words can be hidden (37).

Attention must be given to the difficulty of communicating in a common language. This should include consideration of strategies to overcome this, such as factoring in more time for dialogue and considering the possibility of getting documents checked by native English speakers.

- **Communication methods**

Due to the large and complex structure of the project, it was essential that communication was optimal. Participants working on tasks in the individual workpackages were examples of virtual teams, '*..teams of workers who are dispersed across geographical, temporal, and organizational boundaries, yet collaborate using information and telecommunications technology*'. (29) To help facilitate this a large number of different types of communication methods were used. Of these, the apparent most useful mechanism was face-to-face meetings. This method was most frequently described as 'very useful' in all years (although this decreased from three-quarters in 2011 to two-thirds in 2012). In the hierarchy of communication methods, 'in person' communication has been ranked as the 'gold standard' method (36). This is because it is possible to see a person's body language and catch the tone of voice and any specific nuances (36). This is also the best mode for establishing trust (43)and discussing any controversial issues(37). This might indicate that the EUnetHTA JA is a 'relationship-orientated culture' because such cultures prefer face-to-face meetings because of the benefits of physical, social and situation context. (37)A preference for face-to-face meetings goes hand-in-hand with the importance of networking and reinforces the importance of participants meeting in person as opposed to work solely in virtual teams. However, the benefits of this communication method need to be balanced with the inherent implications in terms of financial and logistical costs. Therefore, it is important that face-to-face meetings are conducted in an optimal manner and this demonstrates the importance of evaluating the policy-setting annual Plenary Assembly meetings.

Other popular methods for communication were by using the project intranet (the Members' Only website) and by Secretariat emails. These emails were a 'synchronous mode' of communication, in that all (relevant) participants received the information at the same time. This is a communication better suited to task-orientated communications. (37) The MO website acted as the project intranet and was a central repository of project information. A large proportion of members did not know about the effectiveness of the Plenary Assembly. This was to be expected, because only one representative per organisation was permitted to attend this meeting. When participants were probed about how general communication could be improved comments included improving emails, e-meetings, indications that communication was good, MO website, information management, general suggestions for improvement, specifically about face-to-face meetings, newsletters, wikis and calendars.

Participants considered that communication could be improved in the JA2 by having a formal communications plan, devoting more resources to it, improving the current systems (e-meetings, Secretariat, website), using social networks, online tools, expand networking opportunities, using project management techniques and improving communication with stakeholders etc. Stakeholders mostly considered this from the perspective of their receiving more information themselves rather than communication between workers on the project. Social interactions and networking is especially important for geographically dispersed teams. (43) In this respect, use of social networks such as Facebook, Twitter, LinkedIn etc. may be useful. This point will be further investigated in the JA2.

The most popular form of interaction was from face-to-face meetings and these should be used wherever appropriate in the EUnetHTA JA2. It is important that lessons are learned about how such meetings should be conducted and evaluation of the Plenary Assembly meetings is important in this respect. The project intranet site was very important and should be improved in the EUnetHTA JA2, particularly with respect to the workroom areas.

- **External promotion**

Little attention has often been given to project marketing, which is concerned with communicating the long-term consequences of a project (30). The relationships between internal and external stakeholders are important. Suggestions for improvement included the need for a greater presence at conferences, need for more published information, public website should be improved, national relevance should be communicated to countries, a need to target relevant stakeholders, social networks should be employed, missing an individual approach, more training needed and that promotion will be best by collaborative HTA reports. There should be a

distinction between whether the project has been insufficiently promoted externally and whether that is a perception. This work strand was the subject of the Dissemination workpackage, WP2. Detailed comments about the functioning of this workpackage are described below.

External promotion of the project should be improved for the EUnetHTA JA2 project. Strategies that have been suggested include better public website, advertisement of timelines and achievements, use of social media etc.

#### **iv Workings of Workpackages**

##### **All Workpackages**

All project participants, both members and non-members, were asked general questions about the individual workpackages. External stakeholders were also asked for their opinions about the workpackages.

Notably concern was expressed from the participants about the tool-generating workpackages; WP4 (by almost a quarter), about WP5 (by almost one-fifth) and about WP7 (by almost a fifth). One-fifth of respondents had concerns about WP8. Almost one-half of respondents did not know about WP2 or WP3, perhaps indicating lack of knowledge about them. In contrast, external stakeholders had a higher rate of concerns about workpackages which were not associated with developing HTA tools; WP1, WP2, WP3, WP6 and WP8.

This apparent concern about HTA tool-generating workpackages by participants was apparently not reflected in whether participants thought their objectives would be met. However, for most workpackages over half of the respondents did not know whether the objectives would be met. It is possible that respondents who were not part of a specific workpackage did not know whether the objectives of other workpackages would be met or it could be that they thought the objectives would not be met but were unwilling to provide a negative response. The proportion of respondents who did not know was also very high for the stakeholders - again over fifty percent. This could suggest a lack of confidence in workpackages being able to meet their objectives. Stakeholders showed lack of knowledge about objective meeting by workpackages not associated with developing HTA-tools.

Approximately one-fifth of participants thought they had not received appropriate communications from the majority of workpackages. However, a higher proportion thought they had not been adequately informed about WP2 and WP8. Two-fifths of stakeholders thought they had received insufficient communication from WP1. One-

quarter of stakeholders thought they had received insufficient communication from WP2, WP6 and WP8.

There were minimal proportion of participants who expressed an opinion that workpackages weren't worth having. However, approximately one-half of respondents did not know if WP2 and WP8 were worth having in the project.

There was an indication from Stakeholders that they had received insufficient communications from workpackages in which they were not members of. They requested greater involvement of stakeholders in other workpackages (eg by SAGs being set up) and involvement of professionals with specialist expertise in dissemination and business development.

### **Specific Workpackages**

For the following section, project participants who were members of the individual workpackages were asked detailed questions about them.

The individual workpackages of the EUnetHTA JA can be viewed as individual projects in a portfolio. A virtual organisation is formed of virtual groups of workers.(43) A virtual workplace forms a barrier to the richness of face-to-face interactions and for this reason the usefulness of face-to-face meetings have been used to 'jump-start' an effective team(43) Three factors are important for the performance of successful virtual teams; shared understanding, integration (working together in a way that creates value) and mutual trust.(43) A list of attributes of team members of international projects has been developed, which includes; experience in similar projects, previous experience in international projects, ability to work with other people on tasks, ability to solve problems and work within the organisation, sensitivity to issues and potential problems, availability from their other work to perform tasks on the project, communication skills, ambition & energy, ability to cope with different cultures, ability & willingness to travel and the ability to work hard at understanding and getting ideas across(36). All project members have responsibility for building trust, communicating, using and adhering to common ground rules and managing conflicts. (37)

Duties of a project manager of an international project include; defining the project by dealing with ambiguity and politics, organising the project, dealing with the routine work, addressing issues and crises, leading by example, coordinating administration (e.g. logistical arrangements of face-to-face meetings. (36) Trust between project members is of vital importance in international projects, alongside the belief that fellow team members are putting their best efforts into the work and everyone is working towards the project goal. (37) Such trust is one of the pre-requisites of

managing global teams. This is difficult to establish in an international project because of knowledge of collaborating partners being low and reliance on virtual working practices. (37) It is also helpful to have informal interaction opportunities for each team.

Some of the main sources of conflict in international projects include ambiguity of project objective, insufficient authority of the project manager, manpower resources, costs, equipment and facilities, priorities and responsibilities(37). One factor that can be important in the on-time delivery of a project is '*adequacy of documentation of organisational responsibilities on the project*' (39).

### *WP1 – Coordination*

- There appeared to be a slight depreciation over time as the proportion who 'agreed' increased and proportion who 'strongly disagreed' decreased for leadership, communication and deliverables.
- The proportion who 'disagreed' increased over time about objectives and the amount of work – which was one-tenth in 2012.
- Approximately one-fifth disagreed about the benefit of stakeholder inclusion and one-quarter about equal contributions of partners.
- Almost one-third didn't know how it had progressed in 2011 but this decreased in 2012 where approximately one-half thought it had been ok and one-half that it had progressed well.
- The proportion of respondents having concerns increased over time to one-fifth in 2011. Concerns included continuity, high dependency on the lead, too many face-to-face meetings, increased workload, overlap with JA2 and about the business model.

Overall this workpackage appeared to perform well over time. However, concerns included the benefit of stakeholder inclusion and contribution of partners. There appeared to be a strong dependency on the lead partner. Concerns about the delivery of the business model and overlap with the JA2 project have been addressed previously.

### *WP2 – Dissemination*

- The proportion of respondents who 'disagreed' about leadership and communication increased over time to one-quarter and two-fifths respectively.

- The proportion of respondents who did not know was two-fifths or more for planning, objectives (P2011), progression (P2011), e-meetings, face-to-face meetings and communication with another workpackages.
- Four-fifths did not know about the benefit of involving stakeholders.
- One-fifth of respondents thought the progression was poor. Concerns included the need for more communication-internally and externally and more support from the co-lead partner.

Overall this workpackage appeared to have performed somewhat poorly. Particular concern was about the leadership, communication and benefit from the involvement of stakeholders. It was relevant that the co-lead partner had died and the lead partner had left part way through the project. This emphasises the importance of continuity of a project and the need for induction processes so that the project can continue seamlessly.

### *WP3 – Evaluation*

This workpackage only contained one organisation (NETSCC) and two members of staff and therefore the evaluation questions were not asked.

### *WP4 – Core HTA Model*

This was one of the ‘core’ workpackages of the EUnetHTA JA, with the aim of producing a tool for performing HTA. Therefore Stakeholders were also asked about how they thought it had performed.

- The proportion of respondents who ‘agreed’ increased but the proportion who ‘strongly agreed’ decreased for leadership, objectives, and deliverables.
- The proportion of respondents who ‘disagreed’ about communication increased over time to one-fifth in 2012.
- Approximately one fifth of respondents ‘disagreed’ about the amount of work, collaboration for core HTAs and involvement of stakeholders. About two-fifths disagreed about the equal contribution of members.
- The proportion with concerns decreased over time from one-quarter to one-fifth. Concerns included the applicability of the model, coordination, communication, workload, stakeholders of little use etc.
- By the final year approximately one-half of respondents thought it had progressed ok and one-half that it had progressed well. Concerns included slow progress, lack of participation in pilots and would form the basis for JA2.
- Stakeholder concerns included limited applicability of the model in practice etc.

Overall, this workpackage appeared to perform well. However, some concerns were expressed about the amount of work, collaboration on the work, contribution of members and involvement of stakeholders. This was one of the workpackage that contained a larger amount of participants which could have magnified intrinsic difficulties in communicating, dividing the work evenly and working together.

#### *WP5 – Relative Effectiveness Assessment of Pharmaceuticals*

This was one of the 'core' workpackages of the EUnetHTA JA, with the aim of producing a tool for performing HTA. Therefore Stakeholders were also asked about how they thought it had performed.

- There appeared to be some degree of improvement in the leadership and communication because one-tenth 'disagreed' in 2010 but this decreased to zero in 2011 (when one-tenth did not know).
- The proportion of respondents who 'disagreed' about the amount of work increased to approximately one-third and a similar proportion 'disagreed' about the contribution of staff.
- Almost one-fifth 'disagreed' about the division of work, and one-fifth disagreed about the number of face-to-face meetings.
- Approximately one-half didn't know about the benefits of stakeholder involvement, but one-half agreed this was of benefit.
- Concerns about the workpackage's progress decreased from two-fifths in 2010 to one-fifth in 2011. Concerns included that there had been a change in focus from developing a full and rapid model for assessment to only a rapid model, high workload beyond schedule, applicability concerns, would prefer more face-to-face meetings, managing stakeholder and political interest etc.
- Stakeholder concerns included lack of involvement, lack of information exchange and inappropriate influence of industry etc.

Overall this workpackage appeared to perform well. However, there were concerns about the amount of work, division of work, contributions of members and the number of face-to-face meetings (in 2010). This was again one of the workpackages with a large number of members which could cause intrinsic difficulties and the need for face-to-face meetings is highlighted. There was an apparent perception of high workload. It is difficult to conjecture whether there was too much work that had grown from the workplan or if this was members' perceptions. It is important that workers contribute as equally as possible so that the burden can be shared.

### *WP6 – Information Management System*

- There appeared to be improvement over the lifetime of the project, with the proportion of respondents who 'agreed' decreasing and the proportion of those who 'strongly agreed' increasing for communication, objectives, planning and number of meetings.
- Approximately one-tenth of respondents thought the technical issues were unclear in 2011 and contributions were equal was fifteen percent.
- Three-fifths of respondents didn't know about the benefits of involving stakeholders.
- Approximately one-fifth of members had concerns about the workpackage which included that the work was dependent upon the other workpackages, the 'inherited IT system' from the previous project, would appreciate e-meetings etc.
- The proportion of respondents who thought the project had progressed 'well' increased from approximately one-half to two-thirds in 2012.

Overall this workpackage appeared to perform very well. Some concern was shown about the equal involvement of members, and of stakeholders. The information technology infrastructure is important for a geographically dispersed project and the other workpackages were dependent upon it.

### *WP7 – New Technologies*

This was one of the 'core' workpackages of the EUnetHTA JA, with the aim of producing a tool for performing HTA. Therefore Stakeholders were also asked how they thought it had been performed.

- There was a noticeable level of 'disagreement' in 2010 which improved slightly over the project; communication (one-quarter in 2010), objectives (one-fifth in 2010), leadership, deliverables and planning.
- The proportion of respondents who 'strongly agreed' about leadership increased whilst the proportion who 'disagreed' also increased between 2010 and 2012.
- Three-fifths were unsure about the benefit of involving stakeholders.
- Only about one-third of respondents 'agreed' or 'strongly agreed' that contribution had been equal.
- The proportion who thought progress had been good increased in 2011 to three-fifths. Concerns included that the two strands had developed quite differently, lack of partners populating the POP database and obscure development of EVIDENT.

- Stakeholder concerns included delay in deliverables and lack of involvement of SAGs in the process.

Overall, this workpackage seemed to progress quite well. After a somewhat disappointing start, it seemed to improve over the life of the project. However, there were some apparent concerns over unequal contribution of partners to the work.

#### *WP8 – Strategy & business model development*

- There was still significant ‘disagreement’ in 2012 of at least one-fifth for; communication, deliverables and objectives.
- Two-fifths did not know if contribution had been equal.
- Almost one-half did not know about communication with other workpackages and the benefit of involvement of stakeholders.
- This workpackage was split into three sub-sections and by the end of the project about one-tenth of respondents for each section thought it had progressed poorly.
- Approximately one-third of respondents had concerns in 2010 but this decreased to one-fifth in 2011. Concerns included confusion about constitution and structure of the workpackage into three different workstreams,

This was a complex workpackage and was subdivided into three separate workstreams. This was reflected in the concerns expressed about the workpackage’s structure and may have impacted on concerns about the communication, deliverables and objectives.

#### **v Plenary Assembly Meetings**

The Plenary Assembly was an annual meeting to which a representative of all project participant organisations was invited, alongside members of the Stakeholder Forum. It had an elected Chair and was a policy-setting forum. These meetings were costly, in respect of financial cost of members travelling to a foreign city and person-hours involved. Therefore it was essential that these meetings were as productive as possible. It is important that meetings are reviewed at their outset and learning used to improve future events (32). Therefore, the meetings were evaluated and the results fed back to the Secretariat in a detailed report to lead to quality improvement initiatives. The findings will be of use in planning the Plenary Assembly meetings of the EUnetHTA JA2.

A meeting can be considered a 'project tool'(44). Meetings can fulfil various functions; information-sharing, brainstorming, problem solving & decision-making and socializing (44). Characteristics of meetings have been studied and classified as; temporal (relating to the use of time in a meeting, e.g. use of a break), physical (relating to the meeting environment, e.g. meeting space), procedural (relating to how the meeting is conducted, e.g. following a formal agenda) and attendee (relating to members, e.g. the role of the meeting facilitator). (44)

### *Objectives*

Overall, approximately one-tenth of meeting participants did not know whether the meeting's objectives had been met or not in 2010 and 2012. About one-fifth were not sure for the 2011 meeting. It is recommended that the meeting objectives are made explicit from the outset. It was concerning that one-tenth of participants thought the meeting objectives had not been met in 2011. Causes for concern included questions not being answered, lack of useful information and lack of time for debate. When indicating that the meeting objectives had been met, it appeared that participants cited factors that had been important for them personally, e.g. such as information gain and endorsement of decisions.

The objectives of the meeting should be made explicit on the agenda before the meeting.
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### *Most preferred aspect*

Overall meeting participants seemed to appreciate meeting people face-to-face, discussions, information-sharing, social activity and good meeting logistics. The agenda is crucial in meetings and it has been recommended that meetings begin with a few easy items to 'settle' participants into the meeting (45). Difficult items should be placed around breaks. Frequent breaks should be factored into meetings because concentration typically wanes after about forty-five minutes. This also enables participants more opportunities for informal networking. Larger meetings have been correlated with a lower quality and demonstrated the need for a facilitator. Other attributes that have a positive effect include having a break, sufficient lighting & temperature of the room, and room space, refreshments. (44)

### *Least preferred aspect*

In 2010 problems seemed to centre around technical problems with microphones during the meeting and difficulties getting to the venue. Good meeting logistics are important for a successful interaction and functioning microphones are an important facet of this. In 2011 there were apparent difficulties posed due to the meeting venue (e.g. seeing the slides) and chairing of the meeting (e.g. lack of summing up and apparently treating comments at different levels). It is crucial that tables and chairs are positioned so that the Chair and all the members may participate appropriately. Seating the Chair separately might help them exert their authority over proceedings. (32). It is important that participants are able to express their opinions and everyone is heard, and that discussions are respectful. (47) How the participants viewed the meeting can have important attitude and behavioural implications and can impact negatively upon the ability of a meeting to reach its goal and support of future meetings. (44) Perception of meetings can also have an effect on employee morale. In 2012 there was an apparent lack of people participating in discussions. A common theme throughout the three meetings was lack of time for discussions and participants wishing the opportunity to prepare themselves in greater detail before the meeting. Statistically significant benefits have been found in other studies with prior access to an agenda and it is believed that this helps in setting expectations in advance of the meeting and allows for pre-meeting preparation. (44) The working environment of the meeting was very important and emphasises the finding that this affects mood and influences behaviour. (44) To make meetings more interesting the format of presentations can be changed, e.g. to use group breakout sessions, different visual presentations (e.g. flip charts, video clips etc.). Other important facets of a meeting include a productive, morale-boosting nature and presentations of adequate content and length. (47)

### *Meeting attributes*

In 2011 and 2012 participants were asked to rate attributes of the meeting. The factor that was rated 'very good' most often was the social event. The second best was 'meeting/networking with colleagues' with ninety-seven percent of participants in 2011 and ninety-nine percent in 2012 rating this as 'good' or 'very good'. An important facet of building trust within an international team is providing informal interaction opportunities.(37) Establishing trust is integral for a successful international project but is difficult to establish. It cannot be achieved by a one-off meeting but takes time and is a re-iterative process in order to cement relationships. (37). The importance of combining a team meeting with a team-building activity such as having a meal in a restaurant have been emphasised (37). Reviews of research

have highlighted the importance of initial face-to-face meetings in 'jump starting' effective virtual teams. (29)

It was noticeable that the meeting venue in 2011 was poor – only eight percent rated this as 'very good' compared to sixty-four percent in 2012. Leadership of the meeting was also better in 2012 than 2011 with other ninety-five percent rating this as 'good' or 'very good' in 2012. In decision-making meetings the Chair should use a participatory style rather than an autocratic one. (46) At the end of a meeting the discussions should be summarised and actions denoted. (34)

## vi Involvement of Stakeholders

The concept of a project's value can also be reflected in its worth to different stakeholders (42). Stakeholders can be defined as, '*actors who have an interest in the issue under consideration, who are affected by the issue, or who- because of their position-have or could have an active or passive influence on the decision-making and implementation process*'.(47) Alongside the individual project participants this also included external stakeholders. Such stakeholders for a project can be from heterogeneous organisations, from different cultures and hold different values (42). Knowledge about relevant external stakeholders is vital for international projects.(36) It is important that their influence level is assessed and their objectives in relation to project strategies and deliverables identified. Stakeholder position in a project can be defined as ally (agree with the need for the project, support the strategies and can influence other stakeholders), oppose (disagree with the strategies and dissent from the project) and neutral (do not have a special interest but will not suffer from the project's completion).(48) It is important that an analysis of stakeholders is performed at the start of a project. This allows mapping of an individual stakeholder's relation to the project, as well as the relationship between stakeholders.(47)

### **Views of project participants about the involvement of stakeholders**

When participants were asked in 2012, only two-fifths had no concerns about the actual involvement of stakeholders in the EUnetHTA JA. A further two-fifths did not know if they had concerns and one-fifth had concerns. Only one-third of participants had no concerns about the level of commitment of stakeholders, one-fifth had concerns and one-half did not know. Concerns centred around lack of participation and commitment of stakeholders, heterogeneous nature of stakeholders etc. Therefore, there was a large proportion of concern or apparent lack of knowledge which might have indicated a lack of added-value.

### **Response rates to stakeholder questionnaires**

For the S2011 survey, only half of the four industry representatives and half of the four patients/consumers responded. The situation was repeated in S2012 (although the individual non-responding organisations were different). It may be that lack of response is itself of value (e.g. leading to the conclusion that the stakeholder organisation doesn't consider EUnetHTA of sufficient importance to engage with), but it would be preferred to have this opinion explicitly stated.

Stakeholders must commit to answer evaluation questionnaires in the EUnetHTA JA2, so that their opinions can be considered.

### **Formation of the Stakeholder Forum**

A pre-requisite of the EUnetHTA JA project was an acknowledgement of the importance of communicating with stakeholders (35) With this aim a formal Stakeholder forum was established in 2010. This contained four seats for stakeholder categories of; industry, patients/consumers, providers and payers. Stakeholders became aware of this Forum from various avenues, including by; the EU Commission, EUnetHTA Secretariat & key project personnel and other stakeholders. Stakeholders had applied to be an external stakeholder for various reasons, including contributing to the JA project, to enable reciprocal working patterns and ensuring a balance of stakeholders etc. They believed they could contribute to the project by providing specialist HTA knowledge, providing access to experts, providing a governance role and disseminating the project results etc. They saw the purpose of the Forum as facilitating the stakeholder involvement process by providing an intermediary link between the stakeholders and the JA project, overseeing workpackage and SAG activities, developing consensus for decision-making and being '*transparent, responsive, accountable and participative*'.

In practice, only two organisations applied for the four seats in both the providers and payers categories. This only represents half-capacity take-up and it is suggested that possibly these were inappropriate types of stakeholders or that the call for stakeholders was too limited. There were more participants than spaces for the industry and patients/consumer groups and this meant that some applicants were excluded. The perceived risk from non-inclusion of organisations that had applied in the industry and patients/consumer groups were suggested as missing expertise, decreased scope of JA activities, decreased confidence in the project and inclusion of less experienced representatives. It was notable that only one-fifth thought the way of setting up the forum was straightforward. Concerns included about the process, that it was organised to fulfil a certain type of stakeholder involvement, restricting stakeholder members prevented equal contributions, lack of clarity about why applicants were rejected and complexity in assigning a representative. However, about three-quarters of stakeholders questioned near the end of the project thought the formation of the Forum had been an effective mechanism for involving Stakeholders. Over two-thirds of respondents surveyed in 2012 thought the appropriate organisations had been included. Those members who had been excluded from the Forum were represented by a representative. At the start of the project the majority of these organisations were concerned that they would not be represented adequately. However, these concerns appeared unfounded because by

the end of the project all agreed that they had been kept adequately updated by either their Forum representative or by the Secretariat.

There were apparent initial concerns about the formation of the Forum because it was seen as a complicated business and there were concerns about restriction of expertise. However, by the end of the project this was seen as having been an effective mechanism and mostly included the correct stakeholders. Those who had not been successful in gaining a place had been kept informed by their representative.

Overall, the Stakeholder Forum seemed to be an effective means of involving external Stakeholders in the EUnetHTA JA. Non-members appeared to have been adequately informed by their designated representative.

### **Operation of the Stakeholder Forum**

In 2011 all respondents agreed that the Forum was fulfilling its purpose, recognising an initial start-up period. It was seen as being inclusive, evolving and that there was increasing trust. Its purpose was cited as being a Special Advisory Group to the Executive Committee, commenting on workpackage work, overseeing SAGs, gaining consensus for decisions. The majority thought membership was involving what they had envisaged and it seemed to be improving over time. However, in 2012 about one-third thought it was not fulfilling its purpose and about one-third did not know if it was or not. Of the third who thought it was not fulfilling its purpose, half were patient organisations and half were industry. It could be worth probing stakeholders in greater depth to analyse why the functioning of the Forum appeared to depreciate between 2011 and 2012.

Regular stakeholder meetings were held (both electronically and face-to-face) and almost three-quarters thought these had been useful. In general these seemed to be appreciated, were well organised and of a suitable frequency. Suggestions for improvement included having pre-preparation materials sent in advance, a stakeholder Chair, facilitating more contribution from stakeholders and more suitable agenda items following greater dialogue about setting the agenda etc.

Stakeholder Forum meetings were appreciated and should continue in the EUnetHTA JA2. Improvements could be made e.g. by having a more participatory nature, greater dialogue about setting the agenda and considering having a Stakeholder Chair.

One one-half of respondents had concerns about the principles of Stakeholder involvement in the JA (Stakeholder policy and SOP). Of these five organisations all types of stakeholder were included.

There is a need to review the documents and processes for Stakeholder involvement in EUnetHTA JA2.

### **Nature of being a stakeholder of the EUnetHTA JA**

At the start of the project Stakeholders thought their involvement and contributions would include general input and specific HTA knowledge/expertise, attending meetings, being involved in workpackages, facilitating experts, information sharing, providing a governance role and disseminating results. In the interim year, almost three-quarters of stakeholders indicated that involvement in the Stakeholder Forum had involved what they thought it would, although some concerns centred around balance of the Forum's representativeness. During the project and at the end, they commented how they had been involved. This broadly included the activities they had anticipated, along with being a member of Stakeholder Advisory Groups (SAGs), participation in the Plenary Assembly, organising a 'joint industry response', regular contact with workpackage leaders, participating in the Conference and in discussions about the future of EUnetHTA JA2. However, it was of concern that almost three-quarters had concerns about the actual involvement of stakeholders in the Joint Action. One-half didn't think that their organisation's expertise had been appropriately used. Of these five organisations, two were from industry, two were from patient organisations and one was a payer organisation.

One-half had concerns about the 'principles of stakeholder involvement in the JA'. The majority of stakeholders either had concerns about the commitment of stakeholders in the JA or did not know if they had concerns. Of the four that had concerns, two were from patient organisations, one was from industry and one was from providers.

About one-third of stakeholders thought stakeholders' views were not adequately considered and the proportion of those that thought they were considered increased from one-third to one-half by the final year. The two organisations which disagreed were industry and patient organisations. Suggestions for improvement included involving stakeholders at an earlier stage in iterative planning, producing summaries of contributions and making the Forum more participatory in nature etc.

There was a sense that stakeholders thought they had much to offer the work of the EUnetHTA JA project but they could have been involved to a greater degree.

In the interim year the majority thought that being a member of the Stakeholder Forum had been a good use of their organisation's time but this decreased to two-thirds in 2012. The organisations who thought it had not been a good use of time were both patient organisations. In contrast all organisations who were not participants of the Forum had *'got what it hoped by being a Stakeholder of the JA'* and that it had been a useful use of their time. Participation was seen to confer benefits to stakeholders; increasing general HTA knowledge, recognition for the umbrella stakeholder organisation, ability to comment on documents before publication.

Stakeholder Advisory Groups (SAGs) were formed for WP4, WP5 and WP7 with the purpose of organising stakeholder input into the work of the JA. This way of working was apparently well received with about two-thirds of respondents appreciating this style of involvement. However, concerns included short timelines for responding to consultations and the diverse nature of the Stakeholder Forum made it difficult to balance points of view, etc.

Developed during the project, Stakeholder Advisory Groups appeared to function well. Concerns, such as short timelines for responding to consultation and the difficulties of obtaining a balance view should be addressed in EUnetHTA JA2.

The stakeholders did not know at baseline whether they would be provided with adequate feedback about the project with suggestion of the appointment of a Stakeholder Chair to link. However, these fears seemed unfounded because the majority thought they had received adequate feedback in the interim and final years. There were still some suggestions for improvement, such as having earlier information about workpackages would enable better participation etc. The one organisation that disagreed was a patient organisation.

The provision of information to Stakeholders had generally been adequate. Improvements could be made, e.g. by providing information earlier etc.

There was some apparent concern by some members that the Forum was a homogeneous group of experts that could be biased (particularly towards the pharmaceutical industry). In the future, efforts must be made to ensure greater participation and representation of all groups' views.

The different natures, interests and level of influence must be recognised in EUnetHTA JA2. Processes and documents must ensure a participatory nature and inclusion of the views of all relative stakeholders.

### **Improvement in EUnetHTA JA2**

Stakeholders considered that positive involvement had been seen through SAGs, that the diversity of different stakeholder groups on the Forum needs to be managed, earlier involvement, such as in formulating the project objectives and evaluation criteria. Participants also thought that stakeholders should be involved earlier in the process, the involvement of stakeholders should prevent bias towards industry, the Forum had been a good mechanism and communication should be improved.

There was a sense that Stakeholders appreciated involvement in the EUnetHTA JA. However, they felt they had more expertise to offer and this could be facilitated by earlier and more inclusive involvement in workpackage work with longer deadlines for work review. Participation could also be helped by an inclusive Stakeholder Forum that appreciated the heterogeneous nature of stakeholders and valued all contributions.

## **vii EUnetHTA JA2**

The EUnetHTA JA2 project has been formed by a Grant Agreement with the European Commission. Its general objective is to '*strengthen the practical application of tools and approaches to cross-border HTA collaboration*'.(14) It is notable that the main outcome of the EUnetHTA JA2 will be similar to the overarching objective of the EUnetHTA JA, '*the implementation of the permanent network for HTA in Europe*'. This project will operate October from 2012 to October 2014 and it will be composed of the following workpackages;

- WP1 – Coordination
- WP2 – Dissemination
- WP3 – Evaluation
- WP4 – Testing collaborative production of HTA information for national adaptation and reporting
- WP5 – Applying the HTA Core Model for Rapid Assessment for national adaptation and reporting
- WP6 – Information Management Infrastructure and Services (IMIS)
- WP7 – Methodology development and evidence generation: Guidelines and pilots production
- WP8 – Maintenance of HTA Core Model infrastructure to support shared production and sharing of HTA information

### **Purpose**

The majority of stakeholders, and almost three-quarters of participants, thought the JA2 would serve as a useful follow-up to the JA with the rest not knowing whether it would be or not. Comments revolved around the fact that JA2 would benefit from the experiences of the JA, that it is a necessary follow-up, that it has a different focus, that further development of tools is required, there is a need to test the effectiveness of joint report production, this would identify cooperation between agencies and enable examination of the methods developed in actual practice etc. It was seen as a bridge between the JA and the permanent network. This seemed to be an indication that the JA had not completely fulfilled its objectives and that it needed a further JA to be able to actually apply the tools in practice.

### **Concerns**

The proportion of participants that had concerns about the EUnetHTA JA2 project decreased from 2011 when over a half had concerns to 2012 when approximately

one-fifth had concerns. Different concerns were noted in the two years. Concerns in 2010 included worries about an overlap with the current JA, HTA reports, poor definition of the project and political aspects etc. Concerns in 2011 concerned integration of deliverables, scope of the project and involvement of the correct expertise etc. Lack of resources was noted in both years. Almost one-third of stakeholders had concerns, which included stakeholders not being sufficiently involved or representation of different stakeholders etc. These also included commitment of governments to implement outputs and the need to have clear obligations and a timetable. About one-third of project participants had concerns about the actual planning process, which included lack of time in submitting the plans, and problems with the overlap between the two projects. About three-fifths thought it was having an impact on the time for the JA project. Suggestions for how it could have been better included having more time for preparatory work, a bigger focus on capacity building, greater stakeholder input, incorporate recognised project management techniques etc.

### **Lessons learned from the EUnetHTA JA**

Project participants and stakeholders had different perspectives on what could be learnt from the EUnetHTA JA to inform the next project. Participants recognised the importance of collaboration and communication and contribution of participants, better project planning and budgeting, more accurate scoping of work at the start, information sharing, development of tools and appropriate involvement of stakeholders and experts. Stakeholders felt less complexity and greater transparency was needed, a formalised 'lessons learned document' was required from the JA to build on and stakeholder involvement should be strengthened etc.

### **Involvement of Stakeholders**

Suggestions for improving the involvement of Stakeholders included; earlier involvement, need for more balanced representation to avoid industry bias, recognition that they have an important role in validating the tools, sharing deliverables with them, the positive effect of SAGs and to share timelines earlier. This indicates the impression that stakeholder involvement was a developing process; it was recognised as needed from the EUnetHTA 2006-2008 project, developed through the EUnetHTA JA project with the establishment of the Stakeholder Forum and needs further evolution in the EUnetHTA JA2 project. In this respect it is hoped that the lessons learned from the evaluation of the JA project will be helpful.

It was not possible to progress from the EUnetHTA JA to the permanent network, but a 'bridging' project seemed necessary – the EUnetHTA JA2 project. It is important that lessons are learned from the EUnetHTA JA. These included utilising better project planning & budgeting and stakeholder involvement. Stakeholder involvement is seen as an evolving process; recognised as needed by the EUnetHTA 2006-2008 project, developed during the JA project and requiring further development in the JA2 project.

### Lessons Learned from the EUnetHTA 2006-2008 Project

The objective of the EUnetHTA 2006-2008 was, *'to establish an effective and sustainable European network of Health Technology Assessment to inform policy decisions. The overall strategic objective is to connect public national health technology assessment (HTA) agencies, research institutions and health ministries, enabling an effective exchange of information and support to policy decisions by Member States'*.

A key part of effective project management is learning from previous experiences, in a quality improvement process. This should ensure that learning is embedded into continuous improvement of project processes. (39) Therefore it was important to identify the recommendations made in the evaluation report of the EUnetHTA 2006-2008 project and to assess whether these had been acted upon for the JA. Similarly to the JA project, one workpackage was responsible for the internal evaluation of the EUnetHTA 2006-2008 projects and delivering a final report. This included the following recommendations *'for a future sustainable network'*(49);

- Secure funding, and maintain a dedicated coordinating secretariat.
- Assure efficiency through an organisational structure made up of Work Packages managed by a core of dedicated partners, with less committed partners taking part as a wider review group.
- Continue developing and evaluating the tools as necessary.
- Involve people in the work to ensure commitment, a high level of knowledge, and a broad basis for decision making processes.
- Encourage collaboration and communication among all parties to ensure coherence within groups and within EUnetHTA.

- Continue developing the communication platform and clearinghouse functionality to make EUnetHTA the central reference point for HTA in Europe.
- Arrange face-to-face meetings at the start of group or committee work to strengthen social coherence and reach a common understanding of the work.
- Evaluate the tools in real work settings and the technical communication platform.
- English has been the main language and should continue to be so.

It is important to note that the recommendations that were made from the evaluation of the EUnetHTA 2006-2008 project were for '*the future sustainable network*' which, at the time of writing the report, was thought to be established in 2009. However, this was not achieved as anticipated directly following the 2006-2008 project. Instead, it was necessary to have the EUnetHTA JA project and the EUnetHTA JA2 project to bridge the gap between the initial EUnetHTA 2006-2008 project and the sustainable network.

- **Secure funding, and maintain a dedicated coordinating secretariat**

The EUnetHTA 2006-2008 project was co-funded by an EU-grant and the individual participating organisations in a ratio of 1:1. For the Joint Action this was also part funded, in a ratio of fifty percent from the European Union and fifty percent from Associate partner organisations. (35) As for the EUnetHTA 2006-2008 project, the 'Main Partner' was the Danish Health and Medicines Authority (formerly NBoH). They acted as a dedicated coordinating secretariat and lead the Coordination workpackage (WP1). An aim of this workpackage was to ensure the submission of technical reports to the EU Commission on time and meeting deliverables' deadlines.

**Conclusion:** *Funding was secured for the JA project. The Secretariat was maintained as a dedicated coordinating support.*

- **Assure efficiency through an organisational structure made up of Work Packages managed by a core of dedicated partners, with less committed partners taking part as a wider review group.**

The evaluation of the 2006-2008 project concluded that '*workpackages have proven to be a good working model*', whilst recognising that clarification was needed about how each partner could contribute. The structure of workpackages had been shown to be effective by the previous project and is a common method of organising the structure of international projects. (37) Therefore this structure was chosen again for

organisation of the JA project. There was recognition from participants and stakeholders that this project structure necessitated good communication between the individual workpackages to ensure work was not duplicated. Each workpackage was led by a designated 'lead partner' and the Executive Committee brought these organisations together, along with the Plenary Assembly Chair and EU representative, every two months. In the JA project there were some apparent suggested cases of unequal contributions from partners. Going forward to the JA2 project there are plans to manage contributions by classifying organisations as either 'active' or 'less active' and managing financial reimbursement accordingly.

**Conclusion:** *The same workpackage format (common to DG SANCO funded projects) was used for the EUnetHTA JA. Some concerns about apparent unequal contributions means that organisations will be graded for the level of their activity in the JA2.*

- **Continue developing and evaluating the tools as necessary.**

The previous project evaluation identified that tools had been produced within the project lifecycle according to the scheduled timeframe. However, it identified that adjustments and '*further development of ideas*' was needed, and therefore tools had not been piloted in a real life setting (although two pilots had been performed for the HTA Core Model; 'Core HTA on Drug Eluting Stents' and 'Core HTA on MSCT Angiography'). One of the three specific objectives of the JA project was 'Application and field testing of developed tools and methods'. Although the HTA tools had been further tested in the JA project there seemed little opportunity to evaluate their use in practice.

**Conclusion:** *The HTA tools and methods had been further developed in the JA project. However, there had been little opportunity to evaluate their use in practice and this appears to be the task of the JA2 project.*

- **Involve people in the work to ensure commitment, a high level of knowledge, and a broad basis for decision making processes.**

One of the apparent added values of the JA project was the opportunity for project participants to network and share information with each other. This contributed to achieving a 'high level of knowledge' within the project. Some considerable turnover in project participants was seen during the lifecycle of the project and it is important to develop a suite of induction materials to involve new staff in the work quickly and efficiently. Commitment to the work might be affected by lack of staff or resources and careful budgeting and project planning would help this in the JA2.

**Conclusion:** *One of the added values of participation in the project included information sharing. Commitment to the work was demonstrated by the fact that all deliverables were produced according to the workplan. Potential turnover of staff must be managed and processes implemented to manage resources.*

- **Encourage collaboration and communication among all parties to ensure coherence within groups and within EUnetHTA.**

It is slightly ambiguous what the evaluation considered as ‘*all parties*’ and ‘*groups*’.

Members seemed to collaborate on the work effectively within the separate constituent workpackages. There seemed to be little evidence of tangible collaboration on HTA during the JA, although some was performed using the core HTA model. More collaboration is planned during the JA2. Communication within the EUnetHTA JA appeared to be effective and the mechanism most preferred by project participants was face-to-face meetings.

**Conclusion:** *Members appeared to collaborate on the work within workpackages. There was less evidence on collaboration on HTA reports but this will be progressed in the JA2 project. Communication seemed to be effective and face-to-face meetings were the preferred mechanism.*

- **Continue developing the communication platform and clearinghouse functionality to make EUnetHTA the central reference point for HTA in Europe.**

This was not continued during the JA project.

**Conclusion:** *This was not continued in the JA project.*

- **Arrange face-to-face meetings at the start of group or committee work to strengthen social coherence and reach a common understanding of the work.**

Networking was highly valued by project participants and face-to-face meetings were the preferred means of communication. It has been suggested that such meetings are important in fostering trust between virtual teams of an international project.

**Conclusion:** *Face-to-face meetings seemed highly valued by project participants and should be arranged for the start of group work in the JA2.*

- **Evaluate the tools in real work settings and the technical communication platform.**

As discussed previously, the focus of the EUnetHTA JA seemed to be on the development of the tools. The focus of the JA2 will be on evaluating the tools in real work settings. The technical communication platform of the information management system performed well. The intranet site was used by most members. However, some improvements in the workrooms and for the e-meeting system were required.

**Conclusion:** *There appeared little chance to evaluate the tools in real life work settings and this will be the focus of JA2. The information management system supported the communications of the project well.*

- **English has been the main language and should continue to be so.**

In an international project it is practical if a common language is used. It was encouraging that the majority of participants had not experienced a serious difficulty with either written or spoken English.

**Conclusion:** *Communicating within the project in English has worked well and this should continue for the JA2 project.*

# 5. Conclusions

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## Nature of the Project and the Evaluation

- The EUnetHTA JA was a complex international project with a three-year lifecycle.
- This evaluation has contributed to the awareness within the network about types of expertise available in, and HTA information produced by, member organisations.
- There was a high degree of project participant turnover within the lifecycle of the project. This necessitates the provision of high-quality induction materials.
- The evaluation methodology of repeat cross-sectional population surveying by online questionnaire worked well. The strategy for optimising response rates was effective.
- One of the requirements of the JA project was to have this internal evaluation. However the final evaluation results had to be collated six months before the end of the project, which limits the evaluation. To be most effective, final evaluation of a project should be done following its end, to enable assessment of impact.

## Project Impact

- The impact of the project was measured by assessing whether the deliverables and objectives of the project had been met.
- The majority of deliverables were produced by the end of the project, according to the Final Technical reports submitted. The methodological guidance for the assessment of relative effectiveness of pharmaceuticals was predicted to be delivered by the end of February 2013 by WP5.
- The project's overarching objective was to **'establish an effective and sustainable HTA collaboration in Europe that brings added value at the regional, national and European level.'** Using the definitions provided by project participants and stakeholders it appeared the JA had not been successful in meeting this objective. The foundations laid by the EUnetHTA 2006-2008 and the JA project will be followed by the EUnetHTA JA2 project before evolving into the permanent network in 2015.

- The majority of project participants and stakeholders thought that a business model and strategy would be developed and it was. This strand of activity is being continued in the JA2.
- The majority of project participants and stakeholders thought that the HTA tools and methods would be produced, although this confidence dropped slightly in the final year of the project. It is notable that further development of the HTA Core Model is planned during JA2.
- There was apparently less confidence that the HTA tools & methods developed would be applied and tested. There seemed to be a recognition that this had not been possible during the JA but would be explored further during the JA2.
- Only one-half of respondents thought the JA had achieved what they wanted, but a larger proportion had personally benefited from the project. Such 'added value' included networking, information sharing and improved awareness of HTA developments.
- The tools had not been delivered by the time that the final evaluation was conducted and therefore it was too early to assess their quality and use in practice. Project participants had used the tools for communication, including the project intranet. Future benefit was anticipated from use in practice of the HTA Core Model, the POP database and, to a slightly lesser extent, the EVIDENT database. The highest priority for training was the HTA Core Model. Face-to-face workshops seemed to be the training method of choice for these 'content' tools. Self-directed training with a manual was preferred for the 'process' tools – the project communication tools. There is a need to evaluate the effectiveness of the HTA methodology tools in JA2.

### **Project Effectiveness**

- Effectiveness was measured by evaluating the processes of the project.
- The set-up of the project, including structure into eight workpackages, seemed to be effective. The need for communication between the workpackages was emphasised to prevent duplication of effort and harmonisation of processes.
- Only about one-half of respondents thought funding was sufficient and budgeting and project planning processes should be used in JA2 to help with this. Succession planning within organisations is also essential.
- The main challenges of being involved in the project were insufficient funding or staffing and conflicts with other work. Other problems included the large project scale and demands of individual workpackages.

- Overall the leadership and administration from the Secretariat had been effective. There was some apparent concern about the over-reliance on the project's leader.
- The majority of participants had not experienced a significant problem in communicating in English – the official language of the project. The most effective method of communicating was by meeting face-to-face.
- There seemed to be a lack of knowledge from participants about the workpackages that they were not involved in and this could be improved for the JA2.
- The Plenary Assembly meetings had generally worked well. There seemed to be some problems due to the room lay out in 2011 and lack of participation of participants in 2012.
- Involvement of stakeholders seemed to be an evolving process that began in the EUnetHTA 2006-2008 project, progressed during the EUnetHTA JA project and requires improvement in the EUnetHTA JA2 project. Analysis of Stakeholders' views was hampered by the fact that not all organisations had completed their questionnaire. All organisations must commit to answer evaluation questionnaires in the EUnetHTA JA2, so that their opinions can be considered.
- Overall, the Stakeholder Forum seemed to be an effective means of involving external Stakeholders in the EUnetHTA JA. Non-members appeared to have been adequately informed by their designated representative. Stakeholder Forum meetings were appreciated and should continue in the EUnetHTA JA2. Improvements could be made e.g. by having a more participatory nature, greater dialogue about setting the agenda and considering having a Stakeholder Chair. Participation could also be helped by an inclusive Stakeholder Forum that appreciated the heterogeneous nature of stakeholders and valued all contributions. There is a need to review the documents and processes for Stakeholder involvement in EUnetHTA JA2.
- Developed during the project, Stakeholder Advisory Groups appeared to function well. Concerns, such as short timelines for responding to consultation and the difficulties of obtaining a balance view should be addressed in EUnetHTA JA2. The different natures, interests and level of influence must be recognised in EUnetHTA JA2. Processes and documents must ensure a participatory nature of inclusion of the views of all relative stakeholders. There was a sense that Stakeholders appreciated involvement in the EUnetHTA JA. However, they felt they had more expertise to offer and this could be facilitated by earlier and more inclusive involvement in workpackage work with longer deadlines for work review.
- EUnetHTA JA2 is the follow-up project to the JA and there was an overlap between the two. It was not possible to progress from the EUnetHTA JA to the

permanent network, but a 'bridging' project seemed necessary – the EUnetHTA JA2 project. It is important that lessons are learned from the EUnetHTA JA. These included utilising better project planning & budgeting and stakeholder involvement.

### **Lessons learned from EUnetHTA 2006-2008 project**

Overall the EUnetHTA JA project seems to have used the recommendations made by the internal evaluation of the EUnetHTA 2006-2008 project with the following being maintained; a coordinating secretariat, structure made up of workpackages, development of tools, involvement of participants, development of the communication platform, holding face-to-face meetings and using English as a common language. In addition there seemed to have been some improvement in involving stakeholders in the JA compared to the EUnetHTA 2006-2008 project, aided by the formation of a Stakeholder Forum. However, there seemed to be limited progress on collaboration between partners and evaluating the tools in 'real work settings'. The clearinghouse functionality developed during the EUnetHTA 2006-2008 project had been apparently abandoned.

### **Key Project Success Criteria**

These were developed for the project and have been previously defined. These were individually assessed and comments have been provided below;

<b>Project Success Criteria</b>	<b>Comments</b>
Production of deliverables according to the three year workplan and Grant Agreement	All deliverables were produced by the end of the project.
Objectives (as defined in the Grant Agreement) met	More work in JA2 will enable meeting the overarching agreement of establishing a permanent network. The three sub-objectives were met.
Additional 'added value' generated	Additional value included networking, information sharing and increased knowledge of HTA developments.
Effective communication within the project	No serious communication problems were reported. Face –to-face meetings were the preferred communication method
Effective project administration by the Secretariat	Leadership and administration by the Secretariat was effective. Possible

	additional functions were cited by respondents and these could be considered for JA2.
Optimal involvement of external stakeholders	Stakeholder involvement had evolved from the EUnetHTA 2006-2008 project with respect to the formation of the Stakeholder Forum. This can be continued in the JA2 project, particularly in managing the interests of the heterogeneous stakeholders.
Good management of the constituent workpackages	Overall, workpackages seemed to perform well. There were some concerns about WP2 and WP8. There were some intrinsic difficulties in managing lots of participants for WP4 and WP5.
Progress from the predecessor EUnetHTA 2006-2008 project	Recommendations from the EUnetHTA 2006-2008 project seemed to have been acted upon.

## 6. Recommendations

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- This internal evaluation had to be performed six months before the end of the JA project. For future projects the final evaluation should be performed after the end of the project, thereby allowing assessment of the project's impact.
- Due to the large turnover of participants in the project it is recommended to produce an 'induction pack' to orientate new staff.
- It is important that a valid database of all project participants is maintained by the Secretariat and kept up-to-date. It is also the responsibility of leads or organisations, and workpackage leads, to provide details of any changes of staff in a timely manner.
- The evaluation strategy was effective for project participants. If the same inductive and punitive factors are used, it might not be necessary to deliver a third send-out to participants.
- One-half of patient groups and one-half of industry did not complete their evaluation questionnaires. All stakeholders must commit to answering their evaluation questionnaires in the EUnetHTA JA2 so that their views may be considered.
- During the evaluation it was possible to identify whether deliverables had been produced according to the three-year workplan. However, it was beyond scope to assess the quality of these deliverables.
- There is a need to investigate the quality and usability of the HTA methodology tools in 'real world HTA practice'. There should be an assessment of the quality, usability and cost-effectiveness of the HTA Core Model compared to other methods of HTA report production within the European Union. Similarly, the effectiveness and cost-effectiveness of the POP database should be assessed. In regard to the POP database it is recommended to assess how many collaborations have been undertaken due to its use.
- In future HTA collaborations, the involvement of Stakeholders needs to evolve. This process had begun in the EUnetHTA 2006-2008 project and developed during the JA with the establishment of the Stakeholder Forum. Involvement of Stakeholders in the JA2 needs to expand, particularly in regard to managing heterogeneous Stakeholder groups.
- Some progress seems to have been made since the EUnetHTA 2006-2008 project in areas such as refining the HTA tools. However, there has been some suggestion that other aspects (including the communication plan and the business model and application of the tools) need further development. This is planned during the JA2.

- The HTA tools had not been delivered by the final evaluation and therefore it was too early to assess their use in practice. The majority of respondents saw future use in the HTA Core Model and the POP Database. These tools should be evaluated in real life practice in the EUnetHTA JA2.
- It is recommended that evaluation of the EUnetHTA JA2 includes consideration about the tangible benefits of networking and information exchange. This could include a case-study approach to demonstrate the practical benefits of networking – e.g. collaborations initiated, topics identified etc. Any benefits should be compared to the costs that face to face meetings entail.
- Efforts should be made during the EUnetHTA JA2 to improve the project intranet (the Members' Only website), especially with regard to the Workrooms and Bulletin Boards.
- Face-to-face training workshops about the HTA methodological tools (HTA Core Model), POP and EVIDENT should be performed in the EUnetHTA JA2. Self-directed training with a manual is more appropriate for the project-focused tools.
- More time should be factored in for the crucial design stage of large, complicated HTA projects. This enables learning from previous similar projects. It is important that individual participants feel included in this formative stage and communication is clear at the outset. This stage is important in ensuring all participants are clear at the outset and should not be rushed.
- Consideration could be given to establish a second 'operational' committee in the EUnetHTA JA2. This could be made up of an individual worker of each workpackage and could meet virtually to strengthen links between the sub-projects.
- The greater use of project management and budgeting techniques could be used in the EUnetHTA JA2 to ensure sufficient resources are allocated to organisations and specific tasks.
- In future international HTA projects all participant organisations should be responsible for outlining who will be locally responsible for an organisation's commitment to the project if key staff become unavailable.
- Consideration should be given in future projects to have a deputy leader, possibly based in another country.
- Various additional activities that could be performed, and it is hoped that in EUnetHTA JA2 with greater funding the activities can be expanded, e.g. to include support with project budgeting and project management.
- The most popular form of interaction was from face-to-face meetings and this should be considered in the EUnetHTA JA2. It is important that lessons are learned about how such meetings should be conducted and evaluation of the Plenary Assembly meetings is important in this respect.

- External promotion of the project should be improved for the EUnetHTA JA2 project. Strategies that have been suggested include a better public website, advertisement of timelines and achievements, greater use of social media etc.
- Overall, the Stakeholder Forum seemed to be an effective means of involving external Stakeholders in the EUnetHTA JA.
- The objectives of Plenary Assembly meetings should be made explicit on the agenda before the meeting.

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# EUnetHTA JA individuals' baseline survey 2010

## Introduction

We ask for your assistance in completing this baseline survey for INDIVIDUALS of organisations involved in EUnetHTA JA work. Please complete this survey PERSONALLY and do not forward it to anyone else; your colleagues will have received separate emails too. However, please email eunetha@soton.ac.uk if you hear about anyone who should have received an invitation but hasn't.

In order to decrease the number of survey requests you will get from EUnetHTA JA work packages (WPs) this survey combines questions from 4 WPs; WP2:Dissemination,WP3:Evaluation,WP6:Information Management System & WP8:Strategy & Business Model Development. Testing has shown that it should take you approximately 45mins to complete.

The EUnetHTA JA Executive Committee requests your early response to this survey and by MAY 17th at the latest.

### Instructions

- Please complete this survey PERSONALLY and do not forward it to anyone else.
- The survey has been designed to be easily completed; most questions just require you to tick a box.
- Your answers will be kept confidential outside the evaluation team and you will not be personally linked to your response in reports. In exceptional cases we might contact you to ask you for further clarification about responses.
- It is web-based, so the results will be automatically sent to us when you click the FINISH button.
- Certificates will be awarded to those who have submitted their answers by clicking on the FINISH button.

Please click NEXT when you have answered all questions on a page. You can click PREVIOUS should you wish to go back to the page before. Please click FINISH at the end to submit your answers.

Many thanks for your help completing this survey!

## 1. Demographics

This section asks for information about you. However, this will be kept confidential so that you will not be personally identified to your responses in summary reports.

### 1. Please indicate your MAIN professional expertise within HTA

Economist

Information scientist

Medical doctor (eg physician)

Other healthcare professional (eg pharmacist)

Project manager

Statistician

Other - please specify;

### 2. Please indicate your gender

Female

Male

### 3. Please indicate your age group

20-29

30-39

40-49

50-59

60-69

70+

### 4. Please indicate the number of FULL years you have worked in HTA.

If you have worked in HTA for less than 1 year please enter 0.

## 5. Are you/your organisation a member of any other international HTA organisations?

Please tick ALL that apply

EUROSCAN

HTAi

INAHTA

None

Don't Know

Other - please specify;

## 2. Specific organisational and HTA information

This section asks for information about your organisation and the HTA information it produces.

### 1. Did your organisation experience any difficulties in applying to join the EUnetHTA JA?

No

Don't Know - I was not involved

Yes

*Please explain any difficulties & how these could have been avoided; (250 word limit)*

5

6

### 2. Do you think your organisation has sufficient FUNDING to be able to do what it said it will for the entire EUnetHTA JA?

No

Don't Know

Yes

*Please explain any funding concerns; (250 word limit)*

5

6

### 3. Do you think your organisation has sufficient STAFF to be able to do what it said it will for the entire EUnetHTA JA?

No

Don't Know

Yes

*Please explain any staffing concerns; (250 word limit)*

5

6

# EUnetHTA JA individuals' baseline survey 2010

**4. Does your organisation have a plan in case staff members suddenly become ill or leave, to allow its EUnetHTA JA work to continue?**

No

Don't Know

Yes

*Please explain any concerns; (250 word limit)*

**5. Please use the drop-down menus to indicate HTA information produced by your organisation.**

**If your organisation does not produce a certain information type (or you don't know) please indicate this in the 1st column and leave the other columns blank.**

	Is this produced by your organisation?	Is a summary available in English?	Is the full document available in English?	What is the confidentiality level for this?
Raw data (eg extraction forms)	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Planned projects list	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Ongoing projects list	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Preliminary report (available internally but not published)	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Final published report	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Impact record (eg policy decision)	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>

## 3. Setting up process

This section asks for your opinions about the way the EUnetHTA JA was set up.

### 1. Do you think that the EUnetHTA JA will be successful in achieving its objectives?

	No	Yes	Don't Know
Development of a general strategy & business model for sustainable European collaboration on HTA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development of HTA tools & methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application and field testing of developed tools & methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please describe any concerns about EUnetHTA JA meeting its objectives; (250 word limit)

5

6

### 2. Are you satisfied with the way the EUnetHTA JA was set up (between the European Union, the EUnetHTA JA partners & the Secretariat)?

- No
- Yes, but could have been better
- Yes
- Don't Know

Please explain how this could have been better; (250 word limit)

5

6

### 3. What effect do you think organising the EUnetHTA JA work in 8 workpackages will have?

- Negative
- Mixed (both negative & positive)
- Positive
- Don't Know

Please explain any concerns & how the EUnetHTA JA could have been better organised; (250 word limit)

5

6

## 4. Do you think you understand the aims of the EUnetHTA JA workpackages?

	No	Yes
WP1: Coordination	jn	jn
WP2: Dissemination	jn	jn
WP3: Evaluation	jn	jn
WP4: Core HTA	jn	jn
WP5: Relative Effectiveness Assessment of Pharmaceuticals	jn	jn
WP6: Information Management System	jn	jn
WP7: New Technologies	jn	jn
WP8: Strategy & Business Model Development	jn	jn

## 5. Do you have any concerns at this time about the EUnetHTA JA workpackages?

	No	Yes
WP1: Coordination	jn	jn
WP2: Dissemination	jn	jn
WP3: Evaluation	jn	jn
WP4: Core HTA	jn	jn
WP5: Relative Effectiveness Assessment of Pharmaceuticals	jn	jn
WP6: Information Management System	jn	jn
WP7: New Technologies	jn	jn
WP8: Strategy & Business Model Development	jn	jn

Please explain any concerns about any of the workpackages; (500 word limit)

## 6. Do you think that the EUnetHTA JA could serve as a foundation for a sustainable European collaboration at the end of the project?

No

Don't Know

Yes

Please explain your answer; (250 word limit)

## 4. Administration & Communication

This section asks for your opinions about administration & communication within the EUnetHTA JA.

### 1. Do you think the Secretariat has shown effective LEADERSHIP during the setting-up of the EUnetHTA JA?

No

Yes, but could have been better

Yes

Don't Know

*Please explain any concerns & how this could have been better; (250 word limit)*

### 2. Do you think the Secretariat has provided effective ADMINISTRATIVE SUPPORT during the setting-up of the EUnetHTA JA?

No

Yes, but could have been better

Yes

Don't Know

*Please explain any concerns & how this could have been better; (250 word limit)*

### 3. Do you think the Secretariat could be doing anything else to support the success of the project?

No

Don't Know

Yes

*Please specify anything else you think the Secretariat could be doing; (250 word limit)*

# EUnetHTA JA individuals' baseline survey 2010

## 4. Have you understood what information the Secretariat has wanted from you?

	No	Mixed (No & Yes)	Yes	Don't Know	Not Applicable
Before the EUnetHTA JA started	jn	jn	jn	jn	jn
Contributing to the EUnetHTA JA	jn	jn	jn	jn	jn

Please explain any difficulties; (250 word limit)

## 5. How have you found emails from the SECRETARIAT?

	Too much	About right	Too little	Don't Know
FREQUENCY	jn	jn	jn	jn
CONTENT	jn	jn	jn	jn

Please provide any comments; (250 word limit)

## 6. Have you logged into the Members' Only EUnetHTA JA website? [click here for the website](#)

No

Yes

Please provide any comments about this website; (250 word limit)

## 7. How have you found participating in a EUnetHTA JA e-meeting using the Saba Centra software?

Not applicable - I have not participated in an e-meeting

Difficult

Some problems

Easy

Please specify any problems participating in an e-meeting & how this could be improved; (250 word limit)

## 8. Have you experienced any language communication problems that could affect the work of the EUnetHTA JA?

No

Yes - spoken

Yes - written

Yes - both spoken & written

*Please specify any communication problems & how these could be improved; (250 word limit)*

## 9. What do you think are the main CHALLENGES of being involved in the EUnetHTA JA? (500 word limit)

## 10. What do you think are the main BENEFITS of being involved in the EUnetHTA JA? (500 word limit)

## 5. Information Technology (IT)

This section asks for information about your IT use & will be used to help develop tools for the EUnetHTA JA.

### 1. What operating system do you USUALLY use on your computer AT WORK?

Linux

Mac OSX

Windows (all versions)

Don't Know

Other - please specify;

### 2. What browser do you USUALLY use to connect to the internet AT WORK?

Google Chrome

Internet Explorer

Mozilla Firefox

Safari

Don't Know

Other - please specify;

### 3. On average how often do you use these IT software packages AT WORK?

	Daily	At least once a week	Monthly	Seldom (less than monthly)	Never
Gradepro	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Microsoft Office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OpenOffice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RevMan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reference Management Software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 4. On average how often do you use these communication systems AT WORK?

	Daily	At least once a week	Monthly	Seldom (less than monthly)	Never
Document management system (eg Sharepoint)	jn	jn	jn	jn	jn
Mailing list	jn	jn	jn	jn	jn
RSS feed reader *	jn	jn	jn	jn	jn
Video calling (eg Skype)	jn	jn	jn	jn	jn
Web-based discussion forum	jn	jn	jn	jn	jn
Wiki #	jn	jn	jn	jn	jn

\*: [click here to see a definition of RSS #](#): [click here to see a definition of wiki](#)

## 5. Do you personally have an account for the following social networking sites?

This will help WP2 know whether it would be useful to promote EUnetHTA JA on networking sites.

	No	Yes - but I wish to keep this private	Yes - I would post a EUnetHTA JA link on this
Del.icio.us	jn	jn	jn
Facebook	jn	jn	jn
LinkedIn	jn	jn	jn
Slideshare	jn	jn	jn
Twitter	jn	jn	jn
YouTube	jn	jn	jn

# EUnetHTA JA individuals' baseline survey 2010

## 6. EUnetHTA tools

This section asks for information about your use of EUnetHTA tools & will be used to help develop them.

**1. Please use the drop-down menus below to indicate your use/awareness of the EUnetHTA tools and opinions about training. Please only select ONE tool as top priority for training.**

	Use/Awareness	Priority for training	Preferred training method
Adaptation glossary	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Adaptation toolkit	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Contact database	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Core HTA model	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
EIFFEL	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
E-meetings	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
EUnetHTA toolbar	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Mailing list	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Members' Only (MO) internet website	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Members' Only (MO) workrooms	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
News aggregator	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Planned & ongoing projects workroom	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>
Workroom bulletin boards	<input type="text" value="6"/>	<input type="text" value="6"/>	<input type="text" value="6"/>

[\\*click here to see a definition for webcast](#)

# EUnetHTA JA individuals' baseline survey 2010

## 2. What may affect your personal use of EUnetHTA tools?

Multiple options can be chosen for each tool.

	None	From the tool design	IT issues	Organisational issues	Training	Don't Know
Adaptation glossary	€	€	€	€	€	€
Adaptation toolkit	€	€	€	€	€	€
Contact database	€	€	€	€	€	€
Core HTA model	€	€	€	€	€	€
EIFFEL	€	€	€	€	€	€
E-meetings	€	€	€	€	€	€
EUnetHTA toolbar	€	€	€	€	€	€
Mailing list	€	€	€	€	€	€
Members' Only (MO) internet website	€	€	€	€	€	€
Members' Only (MO) workrooms	€	€	€	€	€	€
News aggregator	€	€	€	€	€	€
Planned & ongoing projects workroom	€	€	€	€	€	€
Workroom bulleting boards	€	€	€	€	€	€

## 3. Please suggest any ideas to overcome problems using the EUnetHTA tools; (250 word limit)

## 7. Specific Workpackages

These sections ask for your opinions about the workpackages (WP) you are PERSONALLY involved in.

### WP1: COORDINATION

#### 1. Are you PERSONALLY involved in the work of WP1?

No --> Please click NEXT at the bottom of the page to go to the next section.

Yes

#### 2. Please indicate your organisation's membership of WP1

Associate partner

Collaborating partner

Lead partner

#### 3. Please show what you think about these sentences for WP1.

Please only answer if you PERSONALLY are involved in the work of WP1.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				

#### 4. Do you have any concerns about WP1, including from the table above?

Please only answer if you PERSONALLY are involved in the work of WP1.

No

Don't Know

Yes - please specify your concerns & how these can be resolved; (500 word limit)

## 5. Do you know how Stakeholders will be involved in WP1?

Please only answer if you PERSONALLY are involved in the work of WP1.

No

Don't Know

Yes

*Please explain your answer; (500 word limit)*

## WP2: Dissemination

### WP2: DISSEMINATION

#### 1. Are you PERSONALLY involved in the work of WP2?

No --> Please click NEXT at the bottom of the page to go to the next section.

Yes

#### 2. Please indicate your organisation's membership of WP2

Associate partner

Collaborating partner

Co-lead partner

Lead partner

#### 3. What do you think about these statements for WP2?

Please only answer if you PERSONALLY are involved in the work of WP2.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between the members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				

#### 4. Do you have any concerns about WP2, including from the table above?

Please only answer if you PERSONALLY are involved in the work of WP2.

No

Don't Know

Yes - please specify your concerns & how these could be resolved; (500 word limit)

## 5. Do you know how Stakeholders will be involved in WP2?

Please only answer if you PERSONALLY are involved in the work of WP2.

No

Don't Know

Yes

*Please explain your answer; (500 word limit)*

## WP4: Core HTA

### WP4: CORE HTA

#### 1. Are you PERSONALLY involved in the work of WP4?

No --> Please click NEXT at the bottom of the page to go to the next section.

Yes

#### 2. Please indicate your organisation's membership of WP4

Associate partner

Collaborating partner

Co-lead partner

Lead partner

#### 3. What do you think about these statements for WP4?

Please only answer if you PERSONALLY are involved in the work of WP4.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between the members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				

#### 4. Do you have any concerns about WP4, including from the table above?

Please only answer if you PERSONALLY are involved in the work of WP4.

No

Don't Know

Yes - please specify your concerns & how these could be resolved; (500 word limit)

## 5. Do you know how Stakeholders will be involved in WP4?

Please only answer if you PERSONALLY are involved in the work of WP4.

No

Don't Know

Yes

Please explain your answer; (500 word limit)

## WP5: Relative Effectiveness Assessment of Pharmaceuticals

### WP5: Relative Effectiveness Assessment of Pharmaceuticals

#### 1. Are you PERSONALLY involved in the work of WP5?

No --> Please click NEXT at the bottom of the page to go to the next section.

Yes

#### 2. Please indicate your organisation's membership of WP5

Associate partner

Collaborating partner

Co-lead partner

Lead partner

#### 3. What do you think about these statements for WP5?

Please only answer if you PERSONALLY are involved in the work of WP5.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between the members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				

#### 4. Do you have any concerns about WP5, including from the table above?

Please only answer if you PERSONALLY are involved in the work of WP5.

No

Don't Know

Yes - please specify your concerns & how these could be resolved; (500 word limit)

## 5. Do you know how Stakeholders will be involved in WP5?

Please only answer if you PERSONALLY are involved in the work of WP5.

No

Don't Know

Yes

*Please explain your answer; (500 word limit)*

## WP6: Information Management System

### WP6: Information Management System

#### 1. Are you PERSONALLY involved in the work of WP6?

No --> Please click NEXT at the bottom of the page to go to the next section.

Yes

#### 2. Please indicate your organisation's membership of WP6

Associate partner

Collaborating partner

Co-lead partner

Lead partner

#### 3. What do you think about these statements for WP6?

Please only answer if you PERSONALLY are involved in the work of WP6.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between the members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				

#### 4. Do you have any concerns about WP6, including from the table above?

Please only answer if you PERSONALLY are involved in the work of WP6.

No

Don't Know

Yes - please specify your concerns & how these could be resolved; (500 word limit)

## 5. Do you know how Stakeholders will be involved in WP6?

Please only answer if you PERSONALLY are involved in the work of WP6.

No

Don't Know

Yes

*Please explain your answer; (500 word limit)*

## WP7: New Technologies

### WP7: New Technologies

#### 1. Are you PERSONALLY involved in the work of WP7?

No --> Please click NEXT at the bottom of the page to go to the next section.

Yes

#### 2. Please indicate your organisation's membership of WP7

Associate partner

Collaborating partner

Co-lead partner

Lead partner

#### 3. What do you think about these statements for WP7?

Please only answer if you PERSONALLY are involved in the work of WP7.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between the members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				

#### 4. Do you have any concerns about WP7, including from the table above?

Please only answer if you PERSONALLY are involved in the work of WP7.

No

Don't Know

Yes - please specify your concerns & how these could be resolved; (500 word limit)

## 5. Do you know how Stakeholders will be involved in WP7?

Please only answer if you PERSONALLY are involved in the work of WP7.

No

Don't Know

Yes

Please explain your answer; (500 word limit)

## WP8: Strategy & Business Model Development

### WP8: Strategy & Business Model Development

#### 1. Are you PERSONALLY involved in the work of WP8?

No --> Please click NEXT at the bottom of the page to go to the next section.

Yes

#### 2. Please indicate your organisation's membership of WP8

Associate partner

Collaborating partner

Co-lead partner

Lead partner

#### 3. What do you think about these statements for WP8?

Please only answer if you PERSONALLY are involved in the work of WP8.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between the members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				

#### 4. Do you have any concerns about WP8, including from the table above?

Please only answer if you PERSONALLY are involved in the work of WP8.

No

Don't Know

Yes - please specify your concerns & how these could be resolved; (500 word limit)

**5. Do you know how Stakeholders will be involved in WP8?**

**Please only answer if you PERSONALLY are involved in the work of WP8.**

No

Don't Know

Yes

*Please explain your answer; (500 word limit)*

## Survey End

**1. Is there anything else you think we should know about the EUnetHTA JA? (500 word limit)**

Many thanks for completing this survey!

Please click on the 'Finished' button below to submit your answers. A summary report will be produced which will not identify you to your answers.

# EUnetHTA JA individuals' interim survey 2011

## Introduction

Please complete this interim 2011 survey for INDIVIDUALS of organisations in the EUnetHTA Joint Action (JA).

It combines questions from WP3: Evaluation and WP8: Strategy & Business Model Development to decrease the number of surveys you get from the EUnetHTA JA.

Testing has shown it should take you approximately 30-45 minutes to complete (depending on how many workpackages you are in).

The EUnetHTA JA Executive Committee requests your early response to this survey and by MAY 24 at the latest please.

### Instructions:

- Please complete this survey PERSONALLY and do not forward it to anyone else.
- It has been designed to be easily completed; most questions just require you to tick a box.
- Your answers will be kept confidential and you will not be personally linked to your response in reports. In exceptional cases we might contact you to ask you for further clarification about responses.
- The survey is web-based, so the results will be automatically sent to us when you click the FINISH button.
- Please email [e.guegan@soton.ac.uk](mailto:e.guegan@soton.ac.uk) if you hear about anyone who should have received an invitation but hasn't.
- Certificates will be awarded at the Plenary Assembly to those who have submitted their answers by clicking on the FINISH button.

Please click NEXT when you have answered all questions on a page. Click PREVIOUS if you want to go back to the page before. Click FINISH at the end to submit your answers.

Many thanks for your help!

Eleanor Guegan (NETSCC, WP3 lead partner), [e.guegan@soton.ac.uk](mailto:e.guegan@soton.ac.uk)

## 1. Demographics

This section asks for information about you. This will be kept confidential so that you will not be personally identified to your responses in summary reports.

### 1. Please indicate your MAIN professional expertise within HTA.

- Administrator (eg secretary)                       Other healthcare professional (eg pharmacist)
- Economist     Project manager
- Information scientist                                       Researcher
- Medical doctor (eg physician)                       Statistician
- Other - please specify;

### 2. Please indicate the approximate number of FULL years you have worked in HTA. If less than 1 year - please enter 0.

### 3. Please indicate your age group.

- 20-29                       30-39                       40-49                       50-59                       60-69                       70+

### 4. Are you an 'HTA doer'? ie are you actively involved in preparing HTA assessment reports?

- No                                       Yes                                       Don't Know

*If you wish, please comment here;*

### 5. Does your organisation have enough resources to be able to do what it said it will for the entire EUnetHTA JA?

	No	Yes	Don't Know
Funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*If you wish, please comment here;*

## 6. Are you the lead person within your organisation, with overall responsibility for EUnetHTA JA activities?

- No  Don't Know
- Yes

*If you wish, please comment here;*

## 2. Administration & Communication

This section asks about administration & communication within the EUnetHTA JA.

### 1. Has the Secretariat shown effective support within the EUnetHTA JA?

	No	Ok (but could be better)	Yes	Don't Know
Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns & how this could be better; (250 word limit)

### 2. Could the Secretariat be doing anything else to support the success of the project?

- No  Don't Know  
 Yes

Please specify anything else you think the Secretariat could be doing; (250 word limit)

### 3. Have you experienced any language communication problems that could affect the work of the EUnetHTA JA?

- No  Yes - spoken  Yes - written  Yes - both spoken & written

Please specify any communication problems & how these could be improved; (250 word limit)

## 4. How useful do you find communication methods within the EUnetHTA JA?

	Not Useful	Ok (but could be better)	Very useful	Don't Know
Members' Only (MO) Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Members' Only (MO) Workrooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workroom Bulletin Boards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Members' E-newsletters (quarterly)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emails from Secretariat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E-meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Face-to-face Meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plenary Assembly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain your answers; (250 word limit)

## 5. How could communication within the EUnetHTA JA be improved? (500 word limit)

## 3. EUnetHTA tools

This section asks about your use of EUnetHTA tools, to help develop them.

**1. Please use the drop-down menus below to indicate your use/awareness of the EUnetHTA tools and opinions about training.**

**Please only select ONE tool as top priority for training.**

	Use/Awareness	Priority for training
Adaptation Glossary	<input type="text"/>	<input type="text"/>
Adaptation Toolkit	<input type="text"/>	<input type="text"/>
Contact Database	<input type="text"/>	<input type="text"/>
EIFFEL	<input type="text"/>	<input type="text"/>
E-meetings	<input type="text"/>	<input type="text"/>
EUnetHTA Toolbar	<input type="text"/>	<input type="text"/>
HTA Core Model	<input type="text"/>	<input type="text"/>
Mailing List	<input type="text"/>	<input type="text"/>
Members' Only (MO) internet website	<input type="text"/>	<input type="text"/>
Members' Only (MO) workrooms	<input type="text"/>	<input type="text"/>
News Aggregator	<input type="text"/>	<input type="text"/>
POP* Database	<input type="text"/>	<input type="text"/>
Workroom Bulletin Boards	<input type="text"/>	<input type="text"/>

\* POP = Planned and Ongoing Projects

## 2. Have any problems affected your use of the tools?

Multiple options can be chosen for each tool.

	Design of the tool	IT issues	Organisational issues	Training	Other problems	None
Adaptation Glossary	<input type="checkbox"/>					
Adaptation Toolkit	<input type="checkbox"/>					
Contact Database	<input type="checkbox"/>					
EIFFEL	<input type="checkbox"/>					
E-meetings	<input type="checkbox"/>					
EUnetHTA Toolbar	<input type="checkbox"/>					
HTA Core Model	<input type="checkbox"/>					
Mailing List	<input type="checkbox"/>					
Members' Only (MO) internet website	<input type="checkbox"/>					
Members' Only (MO) workrooms	<input type="checkbox"/>					
News Aggregator	<input type="checkbox"/>					
POP Database	<input type="checkbox"/>					
Workroom Bulletin Boards	<input type="checkbox"/>					

Please explain any problems you have had with the tools; (250 word limit)

## 3. Please suggest any ideas to overcome problems using the EUnetHTA tools; (500 word limit)

## 4. Progress

This section asks about the progress of the EUnetHTA JA.

**1. What have been the main CHALLENGES of being involved in the EUnetHTA JA? (500 word limit)**

**2. What have been the main BENEFITS of being involved in the EUnetHTA JA? (500 word limit)**

**3. Have the following negatively affected your participation in the EUnetHTA JA?**

	Yes-big effect	Yes-small effect	No effect	Don't Know
Difficulty in communication - within the project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Difficulty in communication - specifically using English	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict with other work activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Large project scale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demands of individual workpackages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insufficient organisation funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insufficient organisation staffing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Please explain the effect of these challenges; (500 word limit)*

## 4. How useful have you found the following in the EUnetHTA JA?

	Not useful	Ok (of some use)	Very useful	Don't Know
Networking with colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased awareness of HTA developments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Face-to-face meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain your answers; (500 word limit)

## 5. Do you think that the EUnetHTA JA will be successful in achieving its 3 official objectives?

	No	Yes	Don't Know
Development of a general strategy & business model for sustainable European collaboration on HTA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development of HTA tools & methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application and field testing of developed tools & methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please describe any concerns about EUnetHTA JA meeting its objectives; (250 word limit)

## 6. Do you think the EUnetHTA JA will serve as a foundation for a sustainable European collaboration at the end of the project?

- No
  Don't Know
   
 Yes

Please explain your answer; (250 word limit)

## 7. Please explain how you will know that a sustainable European collaboration has been achieved; (500 word limit)

## 8. Would a sustainable European collaboration add value?

	No	Yes	Don't know
National level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
European level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain what value would be added, or why no value would be added; (250 word limit)

## 9. Do you have any concerns at this time about the EUnetHTA JA workpackages?

	No	Yes
WP1: Coordination	<input type="radio"/>	<input type="radio"/>
WP2: Dissemination	<input type="radio"/>	<input type="radio"/>
WP3: Evaluation	<input type="radio"/>	<input type="radio"/>
WP4: Core HTA	<input type="radio"/>	<input type="radio"/>
WP5: Relative Effectiveness Assessment of Pharmaceuticals	<input type="radio"/>	<input type="radio"/>
WP6: Information Management System	<input type="radio"/>	<input type="radio"/>
WP7: New Technologies	<input type="radio"/>	<input type="radio"/>
WP8: Strategy & Business Model Development	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (500 word limit)

## 5. Stakeholders

This section asks about the involvement of stakeholders in the EUnetHTA JA.

**1. Do you have any concerns about the involvement of experts or stakeholders in the EUnetHTA JA? (500 word limit)**

**2. Have you experienced any benefits from the involvement of experts or stakeholders within the EUnetHTA JA? (500 word limit)**

## 6. Potential EUnetHTA Joint Action 2

### 1. Are you directly involved in planning for the EUnetHTA JA2?

- No --> Please click on Next at the bottom of the page
- Yes --> Please continue answering questions on this page

### 2. Do you have any concerns about the planned EUnetHTA JA2?

- Yes
- Don't Know
- No

*Please explain any concerns; (250 word limit)*

### 3. Do you have any concerns about the PROCESS of planning the EUnetHTA JA2?

- Yes
- Don't Know
- No

*Please explain any concerns; (250 word limit)*

### 4. How much has planning for the EUnetHTA JA2 impacted on the time you can work on the current EUnetHTA JA?

- A lot
- A little
- Not at all
- Not Applicable

*If you wish, please comment here;*

**5. Please provide any comments about how the planned EUnetHTA JA2 could be better; (500 word limit)**

## 7. Specific Workpackages

These sections ask about the workpackages (WP) you are PERSONALLY involved in.

### 1. What workpackages are you PERSONALLY a member of?

	No	Yes
WP1: Coordination	<input type="radio"/>	<input type="radio"/>
WP2: Dissemination	<input type="radio"/>	<input type="radio"/>
WP3: Evaluation	<input type="radio"/>	<input type="radio"/>
WP4: Core HTA Model	<input type="radio"/>	<input type="radio"/>
WP5: Relative Effectiveness Assessment of Pharmaceuticals	<input type="radio"/>	<input type="radio"/>
WP6: Information Management System	<input type="radio"/>	<input type="radio"/>
WP7: New Technologies	<input type="radio"/>	<input type="radio"/>
WP8: Strategy & business model development	<input type="radio"/>	<input type="radio"/>

## WP1: Coordination

Please only answer these questions if you **PERSONALLY** are a member of WP1. If you are NOT, then please click NEXT at the bottom of the page to go to the next page.

### 1. How has WP1 progressed over the past year?

Please only answer if you **PERSONALLY** are involved in the work of WP1.

- Poorly
  Ok (but could be better)
  Well
  Don't Know

Please explain any concerns; (250 word limit)

### 2. WP1's workplan states that 'Interim and Final Technical and Financial Reports from the Joint Action' will be delivered in months 12 (December 2010), 24 (December 2011) & 36 (December 2012).

Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

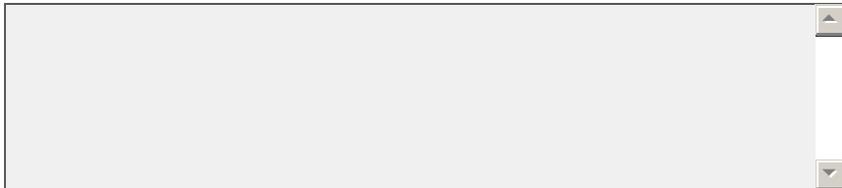
### 3. Please show what you think about these sentences for WP1.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				
The amount of work is ok	<input type="radio"/>				

## 4. Do you have any concerns about WP1?

- No  Don't Know
- Yes

*Please specify your concerns & how these could be resolved; (500 word limit)*



## WP2: Dissemination

Please only answer these questions if you **PERSONALLY** are a member of WP2. If you are NOT then please click NEXT at the bottom of the page to go to the next page.

### 1. How has WP2 progressed so far?

Please only answer if you **PERSONALLY** are involved in the work of WP2.

- Poorly
  Ok (but could be better)
  Well
  Don't Know

Please explain any concerns; (250 word limit)

### 2. The workplan says that WP2 will deliver a 'Communication and Dissemination plan' in month 18 - June 2011.

Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

### 3. What do you think about these statements for WP2?

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between the members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				
The amount of work is ok	<input type="radio"/>				

## 4. Do you have any concerns about WP2, including from the table above?

No

Don't Know

Yes

*Please specify any concerns & how these could be resolved; (500 word limit)*

## WP4: Core HTA

Please only answer these questions if you **PERSONALLY** are a member of WP4. If you are NOT then please click NEXT at the bottom of the page to go to the next page.

### 1. How has WP4 progressed so far?

Please only answer if you **PERSONALLY** are involved in the work of WP4.

- Poorly       Ok (but could be better)       Well       Don't Know

Please explain any concerns; (250 word limit)

### 2. How have the two workstreams of WP4 collaborated?

- Poorly  
 Ok (but could be better)  
 Well  
 Don't Know

Please explain any concerns; (250 word limit)

WP4's workplan lists 3 deliverables - we are interested in your views about them.

### 3. 'An online Tool & Service for producing, publishing, storing and retrieving HTA information' should be delivered in month 36 - December 2012.

Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

**4. 'Screening application of the HTA core model' should be delivered in month 15 - March 2011. Do you think that has happened?**

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

**5. 'A set of two core HTAs' should be delivered in month 36 - December 2012.**

**Do you think this will happen?**

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

**6. What do you think about these statements for WP4?**

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between the members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				
The amount of work is ok	<input type="radio"/>				

## 7. Do you have any concerns about WP4, including from the table above?

No

Don't Know

Yes

*Please specify any concerns & how these could be resolved; (500 word limit)*

## WP5: Relative Effectiveness Assessment of Pharmaceuticals

Please only answer these questions if you **PERSONALLY** are a member of WP5. If you are NOT then please click NEXT at the bottom of the page to go to the next page.

### 1. How has WP5 progressed so far?

- Poorly       Ok (but could be better)       Well       Don't Know

Please explain any concerns; (250 word limit)

WP5's workplan lists 2 deliverables - we are interested in your views about them.

### 2. 'A relative effectiveness assessment of a (group) of pharmaceutical(s)' should be delivered in month 27 - March 2012.

#### Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

### 3. 'A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals' should be delivered in month 36 - December 2012.

#### Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

## 4. What do you think about these statements for WP5?

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between the members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				
The amount of work is ok	<input type="radio"/>				
Management of stakeholders' interests is ok	<input type="radio"/>				

## 5. Do you have any concerns about WP5, including from the table above?

- No  Don't Know
- Yes

*Please specify any concerns & how these could be resolved; (500 word limit)*

## WP6: Information Management System

Please only answer these questions if you **PERSONALLY** are a member of WP6. If you are NOT then please click NEXT at the bottom of the page to go to the next page.

### 1. How has WP6 progressed over the past year?

Please only answer if you **PERSONALLY** are involved in the work of WP6.

- Poorly
  Ok (but could be better)
  Well
  Don't Know

Please explain any concerns; (250 word limit)

### 2. The workplan says that 'Information Management System (IMS) and the related documentation, processes and policies' will be delivered in month 33-September 2012.

Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

### 3. What do you think about these statements for WP6?

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between the members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				
Technical issues are clear	<input type="radio"/>				
The amount of work is ok	<input type="radio"/>				

## 4. Do you have any concerns about WP6, including from the table above?

No

Don't Know

Yes

*Please specify any concerns & how these could be resolved; (500 word limit)*

## WP7: New Technologies

Please only answer these questions if you **PERSONALLY** are a member of WP7. If you are NOT then please click NEXT at the bottom of the page to go to the next page.

### 1. How has WP7 progressed over the past year?

Please only answer if you **PERSONALLY** are involved in the work of WP7.

- Poorly       OK (but could be better)       Well       Don't Know

Please explain any concerns; (250 word limit)

WP7's workplan lists 2 deliverables - we are interested in your views about them.

### 2. 'Operational web-based toolkit including database containing information on evidence generation on new technologies' should be delivered in month 33-September 2012.

Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

### 3. 'Quarterly communication protocol for information flow on ongoing/planned national assessments of same technologies' should be delivered in month 36-December 2012.

Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

## 4. What do you think about these statements for WP7?

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between the members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
Partners are appropriately involved in the work	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				
The amount of work is ok	<input type="radio"/>				

## 5. Do you have any concerns about WP7, including from the table above?

- No  Don't Know
- Yes

*Please specify any concerns & how these could be resolved; (500 word limit)*

## WP8: Strategy & Business Model Development

Please only answer these questions if you **PERSONALLY** are a member of WP8. If you are NOT then please click NEXT at the bottom of the page to go to the next page.

WP8 is split into 3 workstreams - we are interested about the progress of each workstream. If you are not a member of the workstream, please tick 'Not Involved'.

### 1. How has WP8 progressed?

	Poorly	Ok (but could be better)	Well	Don't Know	Not Involved
Strategy & business model development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitation of national strategies for continuous development and sustainability of HTA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HTA training & capacity building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

WP8 has 2 deliverables in its workplan - we are interested in your views about them.

### 2. 'Stakeholder Policy' should be delivered in month 10 - October 2010.

#### Do you think this has happened?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

### 3. 'Collaboratively developed business model for sustainability' should be delivered in month 24 - December 2011.

#### Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

## 4. What do you think about these statements for WP8?

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Leadership from the Lead partner is effective	<input type="radio"/>				
Communication between the members is effective	<input type="radio"/>				
The objectives are clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The planning timeline is clear	<input type="radio"/>				
The number of e-meetings planned is appropriate	<input type="radio"/>				
The number of face-to-face meetings planned is appropriate	<input type="radio"/>				
The amount of work is ok	<input type="radio"/>				

## 5. Do you have any concerns about WP8, including from the table above?

- No  Don't Know
- Yes

*Please specify any concerns & how these could be resolved; (500 word limit)*

## Survey End

**1. Is there anything else you think we should know about the EUnetHTA JA? (500 word limit)**

**2. Please estimate the time it has taken you (in minutes) to complete this survey**

Many thanks for completing this survey!

Please click on the 'Finished' button below to submit your answers. A summary report will be produced which will not identify you to your answers.

# EUnetHTA JA individuals' final survey 2012

## Introduction

Please complete this 2012 survey for INDIVIDUALS of organisations in the EUnetHTA Joint Action (JA) from WP3.

It combines questions from 4 workpackages to decrease the number of surveys you get from EUnetHTA JA; WP1:Coordination, WP3:Evaluation, WP6: Information Management System and WP8: Training strand.

Testing has shown it should take you approximately 30-45 minutes to complete (depending on how many workpackages you are in).

The EUnetHTA JA Executive Committee requests your early response to this survey and by MAY 21 at the latest please.

### Instructions:

- Please complete this survey PERSONALLY and do not forward it to anyone else.
- It has been designed to be easily completed; most questions just require you to tick a box.
- Your answers will be kept confidential and you will not be personally linked to your response in reports. In exceptional cases we might contact you to ask you for further clarification about responses.
- The survey is web-based, so the results will be automatically sent to us when you click the FINISH button.
- Please email [e.guegan@soton.ac.uk](mailto:e.guegan@soton.ac.uk) if you hear about anyone who should have received an invitation but hasn't.
- Certificates will be awarded at the Plenary Assembly to those who have submitted their answers by clicking on the FINISH button.

Please click NEXT when you have answered all questions on a page. Click PREVIOUS if you want to go back to the page before. Click FINISH at the end to submit your answers.

Many thanks for your help!

Eleanor Guegan (NETSCC, WP3 lead partner), [e.guegan@soton.ac.uk](mailto:e.guegan@soton.ac.uk)

## 1. Demographics

This section asks for information about you. This will be kept confidential so that you will not be personally identified to your responses in summary reports.

### 1. Please indicate your MAIN professional expertise within HTA.

- |   |   |
|---|---|
| <input type="radio"/> Administrator (eg secretary)  | <input type="radio"/> Other healthcare professional (eg pharmacist) |
| <input type="radio"/> Economist                     | <input type="radio"/> Project manager                               |
| <input type="radio"/> Information scientist         | <input type="radio"/> Researcher                                    |
| <input type="radio"/> Medical doctor (eg physician) | <input type="radio"/> Statistician                                  |

Other - please specify;

### 2. Please indicate the approximate number of FULL years you have worked in HTA. If less than 1 year - please enter 0.

### 3. Please indicate your age group.

- 20-29       30-39       40-49       50-59       60-69       70+

### 4. Are you an 'HTA doer'? ie are you actively involved in preparing HTA assessment reports?

- No       Don't Know
- Yes

If you wish, please comment here;

**5. Does your organisation have enough resources to be able to do what it said it will for the entire EUnetHTA JA? (until Dec 2012)**

	No	Yes	Don't Know
Funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*If you wish, please comment here;*

**6. Are you the lead person within your organisation, with overall responsibility for EUnetHTA JA activities?**

- No  Don't Know  
 Yes

*If you wish, please comment here;*

**1. Please indicate which of the following types of expertise are available in your organisation. Please tick ALL that apply.**

- |  |   |
|--|---|
| <input type="checkbox"/> Clinical effectiveness research | <input type="checkbox"/> IT                     |
| <input type="checkbox"/> Clinical expertise              | <input type="checkbox"/> Legal expertise        |
| <input type="checkbox"/> Communication services          | <input type="checkbox"/> Organisational science |
| <input type="checkbox"/> Development of surveys          | <input type="checkbox"/> Social science         |
| <input type="checkbox"/> Health economics                |   |

Other (please specify):

**2. Please use the drop-down menus to indicate HTA information produced by your organisation. If your organisation does not produce a certain information type (or you don't know) please indicate this in the 1st column and leave the other columns blank.**

	Is this produced by your organisation?	Is a summary available in English?	Is the full document available in English?	What is the confidentiality level for this?
Raw data (eg extraction forms)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Planned projects list	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Ongoing projects list	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Preliminary report (available internally but not published)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Final published report	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Impact record (eg policy decision)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

## 2. Administration & Communication

This section asks about administration & communication within the EUnetHTA JA.

### 1. Has the Secretariat shown effective support within the EUnetHTA JA?

	No	Ok (but could be better)	Yes	Don't Know
Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns & how this could be better for EUnetHTA JA2; (250 word limit)

### 2. Have you experienced any language communication problems that could affect the work of the EUnetHTA JA?

- No       Yes - spoken       Yes - written       Yes - both spoken & written

Please specify any communication problems & how these could be improved; (250 word limit)

## 3. How useful do you find communication methods within the EUnetHTA JA?

	Not Useful	Ok (but could be better)	Very useful	Don't Know
Members' Only (MO) Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Members' Only (MO) Workrooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workroom Bulletin Boards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Members' E-newsletters (quarterly)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emails from Secretariat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E-meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Face-to-face Meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plenary Assembly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain your answers; (250 word limit)

## 4. Lead partners and Co-lead partners decided not to hold a conference at the end of the EUnetHTA JA. Instead there was one in 2011 in Gdansk. Was this the right decision?

- No  Don't Know  Yes

Please explain your answer; (250 word limit)

## 3. Information Technology

This section asks about your use of Information Technology at work.

### 1. Have you logged on to the Members' Only (MO) EUnetHTA JA website? [click here for the website](#)

- No
- Yes

*Do you have any suggestions for improvement in EUnetHTA JA2?*

## 1. How was the process for renewing your EUnetHTA ID (your unique log in to the MO website and tools)?

	Disagree	Agree	Don't Know
Process was clear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Process was quick	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments;

## 2. Have you experienced problems accessing the MO after renewing your EUnetHTA ID?

- Regularly       Occasionally       Rarely       Never

## 1. Are you aware of the HTA Europe group on LinkedIn?

- Don't use LinkedIn
- Not aware of it
- Aware of it but not a member
- Yes-member but don't actively contribute
- Yes-member who actively contributes

## 2. Do you have a smart phone and/or tablet for professional use? *Please tick all that apply.*

- Smart phone
  Tablet
  Neither

## 3. On average how often do you use these communication systems **AT WORK**?

	Daily	At least once a week	Monthly	Seldom (less than monthly)	Never
Document management system (eg Sharepoint)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mailing list	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RSS feed reader	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Video calling (eg Skype)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Web-based discussion forum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wiki	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cloud storage (eg Dropbox)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Blog	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online chat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intranet comments (eg commenting on a blog)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 3. EUnetHTA tools

**1. Please use the drop-down menus below to indicate your use/awareness of the EUnetHTA tools and opinions about training.**

**Please only select ONE tool as top priority for training.**

	Use/Awareness	Priority for training	Preferred Training Method	Anticipated mobile use
Adaptation Glossary	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Adaptation Toolkit	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Contact Database	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
E-meetings	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
EUnetHTA Toolbar	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
EVIDENT (formerly EIFFEL)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
HTA Core Model	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Mailing List	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Members' Only (MO) internet website	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Members' Only (MO) workrooms	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
News Aggregator	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
POP Database	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Workroom Bulletin Boards	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**2. Does your organisation currently have access to the POP Database?**

- No
  Yes
  Don't Know

**3. If you have used a tool in the past but have now stopped, please tell us the tool and explain why you stopped using it; (250 word limit)**

## 4. Have any problems affected your use of the tools?

Multiple options can be chosen for each tool.

	Design of the tool	IT issues	Organisational issues	Training	Other problems	None
Adaptation Glossary	<input type="checkbox"/>					
Adaptation Toolkit	<input type="checkbox"/>					
Contact Database	<input type="checkbox"/>					
E-meetings	<input type="checkbox"/>					
EUnetHTA Toolbar	<input type="checkbox"/>					
EVIDENT	<input type="checkbox"/>					
HTA Core Model	<input type="checkbox"/>					
Mailing List	<input type="checkbox"/>					
MO internet website	<input type="checkbox"/>					
MO workrooms	<input type="checkbox"/>					
News Aggregator	<input type="checkbox"/>					
POP Database	<input type="checkbox"/>					
Workroom Bulletin Boards	<input type="checkbox"/>					

Please explain any problems you have had with the tools; (250 word limit)

## 5. Please suggest any ideas to overcome problems using the EUnetHTA tools; (500 word limit)

## 4. Evaluation of EUnetHTA JA

This section asks for your evaluation of the EUnetHTA JA.

### 1. Has the EUnetHTA JA achieved what you hoped it would?

- No  Don't Know  
 Yes

Please explain your answer; (250 word limit)

### 2. Have you personally got what you hoped by being a member of the EUnetHTA JA?

- No  Don't Know  
 Yes

Please explain your answer; (250 word limit)

### 3. What have been the main CHALLENGES of being involved in the EUnetHTA JA? (500 word limit)

### 4. What have been the main BENEFITS of being involved in the EUnetHTA JA? (500 word limit)

## 5. How useful do you think the following will be for your day-to-day HTA work?

	Not Useful	Of some use	Very useful	Don't Know
Networking with contacts made from participating in the EUnetHTA JA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HTA Core Model (the online Tool & Service for producing, publishing, storing and retrieving HTA information) (WP4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HTA Core Model on screening (WP4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals (WP5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quarterly communication protocol for information flow on ongoing/planned national assessments of same technologies (WP7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operational web-based toolkit including database containing information on evidence generation on new technologies (EVIDENT) (WP7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessing the EUnetHTA tools by a single sign-on through the MO site (WP6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments; (250 word limit)

## 6. Have the following negatively affected your participation in the EUnetHTA JA?

	Yes-big effect	Yes-small effect	No effect	Don't Know
Difficulty in communication - within the project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Difficulty in communication - specifically using English	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict with other work activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Large project scale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High workload of individual workpackages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insufficient organisation funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insufficient organisation staffing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain the effect of these challenges; (500 word limit)

## 7. How useful have you found the following in the EUnetHTA JA?

	Not useful	Ok (of some use)	Very useful	Don't Know
Networking with colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased awareness of HTA developments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Face-to-face meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain your answers; (500 word limit)

## 8. Do you think that the EUnetHTA JA will be successful in achieving its 3 official objectives by the end of the project (December 2012)?

	No	Yes	Don't Know
Development of a general strategy & business model for sustainable European collaboration on HTA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development of HTA tools & methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application and field testing of developed tools & methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please describe any concerns about EUnetHTA JA meeting its objectives; (250 word limit)

## 9. Would a sustainable European collaboration add value?

	No	Yes	Don't Know
National level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
European level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain what value would be added, or why no value would be added; (250 word limit)

**10. What would make you know that a sustainable European Collaboration on HTA has been achieved? (500 word limit)**

**11. Do you have any comments about how EUnetHTA JA has been promoted externally? (500 word limit)**

**e.g.the promotional leaflet, public website, groups on social networking sites, videos (on Youtube & website) and presence at conferences**

**12. Do you have any concerns about the involvement of external stakeholders in the EUnetHTA JA?**

	No	Yes	Don't Know
The principles of stakeholder involvement in the JA (Stakeholder involvement policy and SOP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The actual involvement of stakeholders in the JA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of commitment of stakeholders in the JA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Please explain your answers, if you wish; (250 word limit)*

## 13. Please complete the evaluation table for ALL the EUnetHTA JA workpackages;

	Do you have any concerns about this WP?	Will it achieve its objectives by the end of the EUnetHTA JA?	Have you received appropriate communication from this WP?	Has this WP been worth having in the EUnetHTA JA?
WP1: Coordination	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP2: Dissemination	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP3: Evaluation	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP4: Core HTA	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP5: Relative Effectiveness Assessment of Pharmaceuticals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP6: Information Management System	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP7: New Technologies	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP8: Strategy & Business Model Development	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Please explain your answers, if you wish; (500 word limit)

## 5. EUnetHTA Joint Action 2

This section asks for your opinions about the EUnetHTA JA2 and how experiences from the EUnetHTA JA can be used to inform it.

### 1. Do you think the EUnetHTA JA2 (2012-2014) will serve as a useful follow-up to EUnetHTA JA?

- No  Don't Know  
 Yes

Please explain your answer; (250 word limit)

### 2. What are the main learning points from the EUnetHTA JA that should inform the EUnetHTA JA2?

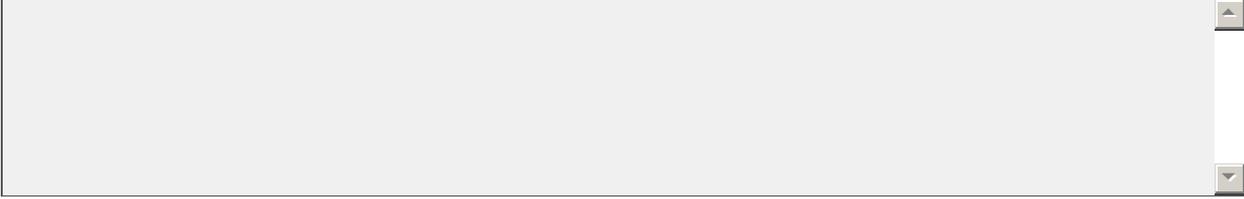
### 3. What can be learnt from EUnetHTA JA about how to best involve external stakeholders and/or experts in EUnetHTA JA2?

### 4. How can communication (internal or external) be improved in EUnetHTA JA2? (500 word limit)

## 5. Do you have any concerns about the planned EUnetHTA JA2?

- No  Don't Know
- Yes

*Please explain any concerns and what could be done about them; (250 word limit)*



## 6. Specific Workpackages

These sections ask about the workpackages (WP) you are PERSONALLY involved in.

### 1. What workpackages are you PERSONALLY a member of?

	No	Yes
WP1: Coordination	<input type="radio"/>	<input type="radio"/>
WP2: Dissemination	<input type="radio"/>	<input type="radio"/>
WP3: Evaluation	<input type="radio"/>	<input type="radio"/>
WP4: HTA Core Model	<input type="radio"/>	<input type="radio"/>
WP5: Relative Effectiveness Assessment of Pharmaceuticals	<input type="radio"/>	<input type="radio"/>
WP6: Information Management System	<input type="radio"/>	<input type="radio"/>
WP7: New Technologies	<input type="radio"/>	<input type="radio"/>
WP8: Strategy & business model development	<input type="radio"/>	<input type="radio"/>

## WP1: Coordination

Please only answer these questions if you **PERSONALLY** are a member of WP1. If you are NOT, then please click NEXT at the bottom of the page to go to the next page.

### 1. How has WP1 progressed over the past year?

**Please only answer if you PERSONALLY are involved in the work of WP1.**

- Poorly       OK (but could be better)       Well       Don't Know

*Please explain any concerns; (250 word limit)*

### 2. WP1's workplan states that 'Final Report from the Joint Action' will be delivered in month 38 (February 2013).

**Do you think this will happen?**

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Please explain any concerns; (250 word limit)*

## 3. Please show what you think about these sentences for WP1.

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
By the end of the EUnetHTA JA (Dec 2012) we will have achieved what we set out to achieve in WP1	<input type="radio"/>				
Leadership from the Lead partner has been effective	<input type="radio"/>				
Communication between members has been effective	<input type="radio"/>				
The objectives were appropriate	<input type="radio"/>				
The deliverables were appropriate	<input type="radio"/>				
The 3-year workplan has been followed	<input type="radio"/>				
The amount of work has been ok	<input type="radio"/>				
All members have contributed to the work adequately	<input type="radio"/>				
WP1 has communicated effectively with other workpackages	<input type="radio"/>				
WP1 has benefitted from the involvement of external stakeholders	<input type="radio"/>				

Please explain your answers, if you wish;

## 4. Is there anything else you want to say about WP1?

## WP2: Dissemination

Please only answer these questions if you **PERSONALLY** are a member of WP2. If you are NOT then please click NEXT at the bottom of the page to go to the next page.

### 1. How has WP2 progressed so far?

Please only answer if you **PERSONALLY** are involved in the work of WP2.

- Poorly       OK (but could be better)       Well       Don't Know

Please explain any concerns; (250 word limit)

### 2. The workplan for WP2 should have delivered a 'Communication and Dissemination plan' in month 18 - June 2011.

Do you think this happened?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

## 3. What do you think about these statements for WP2?

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
By the end of the EUnetHTA JA (Dec 2012) we will have achieved what we set out to achieve in WP2	<input type="radio"/>				
Leadership from the Lead partner has been effective	<input type="radio"/>				
Communication between the members has been effective	<input type="radio"/>				
The objectives were appropriate	<input type="radio"/>				
The deliverables were appropriate	<input type="radio"/>				
The 3 year work plan has been followed	<input type="radio"/>				
The amount of work has been ok	<input type="radio"/>				
All members have contributed to the work adequately	<input type="radio"/>				
WP2 has communicated effectively with other workpackages	<input type="radio"/>				
WP2 has benefitted from the involvement of external stakeholders	<input type="radio"/>				

*Please explain your answers, if you wish;*

## 4. Is there anything else you want to say about WP2?

## WP4: Core HTA

Please only answer these questions if you **PERSONALLY** are a member of WP4. If you are NOT then please click NEXT at the bottom of the page to go to the next page.

### 1. How has WP4 progressed so far?

Please only answer if you **PERSONALLY** are involved in the work of WP4.

- Poorly       Ok (but could be better)       Well       Don't Know

Please explain any concerns; (250 word limit)

WP4's workplan lists 3 deliverables - we are interested in your views about them.

### 2. 'An online Tool & Service for producing, publishing, storing and retrieving HTA information' should be delivered in month 36 - December 2012.

Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

### 3. 'Screening application of the HTA core model' should have been delivered in month 15 - March 2011. Do you think this happened?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

## 4. 'A set of two core HTAs' should be delivered in month 36 - December 2012.

### Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

## 5. What do you think about these statements for WP4?

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
By the end of the EUnetHTA JA (Dec 2012) we will have achieved what we set out to achieve in WP4	<input type="radio"/>				
Leadership from the Lead partner has been effective	<input type="radio"/>				
The 2 workstreams have collaborated well	<input type="radio"/>				
Communication between the members has been effective	<input type="radio"/>				
The objectives were appropriate	<input type="radio"/>				
The deliverables were appropriate	<input type="radio"/>				
The 3 year work plan has been followed	<input type="radio"/>				
The amount of work has been ok	<input type="radio"/>				
Members have collaborated effectively to produce Core HTAs	<input type="radio"/>				
All members have contributed to the work adequately	<input type="radio"/>				
WP4 has communicated effectively with other workpackages	<input type="radio"/>				
WP4 has benefitted from the involvement of external stakeholders	<input type="radio"/>				

Please explain your answers, if you wish;

## 6. Is there anything else you want to say about WP4?



## WP5: Relative Effectiveness Assessment of Pharmaceuticals

Please only answer these questions if you **PERSONALLY** are a member of WP5. If you are NOT then please click NEXT at the bottom of the page to go to the next page.

### 1. How has WP5 progressed so far?

- Poorly       OK (but could be better)       Well       Don't Know

Please explain any concerns; (250 word limit)

WP5's workplan lists 2 deliverables - we are interested in your views about them.

### 2. 'A relative effectiveness assessment of a (group) of pharmaceutical(s)' should have been delivered in month 27 - March 2012.

#### Do you think this happened?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

### 3. 'A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals' should be delivered in month 36 - December 2012.

#### Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

## 4. What do you think about these statements for WP5?

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
By the end of the EUnetHTA JA (Dec 2012) we will have achieved what we set out to achieve in WP5	<input type="radio"/>				
Leadership from the Lead partner has been effective	<input type="radio"/>				
Communication between the members has been effective	<input type="radio"/>				
The objectives were appropriate	<input type="radio"/>				
The deliverables were appropriate	<input type="radio"/>				
The 3 year work plan has been followed	<input type="radio"/>				
The amount of work has been ok	<input type="radio"/>				
All members have contributed to the work adequately	<input type="radio"/>				
Members have collaborated effectively in the pilots	<input type="radio"/>				
The 'rapid model' for REA of pharmaceuticals is useful	<input type="radio"/>				
The 'full model' for REA of pharmaceuticals is useful	<input type="radio"/>				
Dividing the work between 5 sub-groups has been effective	<input type="radio"/>				
WP5 has communicated effectively with other workpackages	<input type="radio"/>				
WP5 has benefitted from the involvement of external stakeholders	<input type="radio"/>				

Please explain your answers, if you wish;

## 5. Is there anything else you want to say about WP5?

## WP6: Information Management System

Please only answer these questions if you **PERSONALLY** are a member of WP6. If you are NOT then please click NEXT at the bottom of the page to go to the next page.

### 1. How has WP6 progressed over the past year?

**Please only answer if you PERSONALLY are involved in the work of WP6.**

- Poorly       OK (but could be better)       Well       Don't Know

*Please explain any concerns; (250 word limit)*

### 2. The workplan says that 'Information Management System (IMS) and the related documentation, processes and policies' will be delivered in month 33-September 2012.

**Do you think this will happen?**

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Please explain any concerns; (250 word limit)*

## 3. What do you think about these statements for WP6?

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
By the end of the EUnetHTA JA (Dec 2012) we will have achieved what we set out to achieve in WP6	<input type="radio"/>				
Leadership from the Lead partner has been effective	<input type="radio"/>				
Communication between the members has been effective	<input type="radio"/>				
The objectives were appropriate	<input type="radio"/>				
The deliverables were appropriate	<input type="radio"/>				
The 3 year work plan has been followed	<input type="radio"/>				
The amount of work has been ok	<input type="radio"/>				
Members have contributed to the work equally	<input type="radio"/>				
WP6 has communicated effectively with other workpackages	<input type="radio"/>				
WP6 has benefitted from the involvement of external stakeholders	<input type="radio"/>				

Please explain your answers, if you wish;

## 4. Is there anything else you want to say about WP6?

## WP7: New Technologies

Please only answer these questions if you **PERSONALLY** are a member of WP7. If you are NOT then please click NEXT at the bottom of the page to go to the next page.

### 1. How has WP7 progressed over the past year?

**Please only answer if you PERSONALLY are involved in the work of WP7.**

- Poorly       OK (but could be better)       Well       Don't Know

*Please explain any concerns; (250 word limit)*

WP7's workplan lists 2 deliverables - we are interested in your views about them.

### 2. 'Operational web-based toolkit including database containing information on evidence generation on new technologies' should be delivered in month 33-September 2012.

**Do you think this will happen?**

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Please explain any concerns; (250 word limit)*

### 3. 'Quarterly communication protocol for information flow on ongoing/planned national assessments of same technologies' should be delivered in month 36-December 2012.

**Do you think this will happen?**

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

### 4. What do you think about these statements for WP7?

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
By the end of the EUnetHTA JA (Dec 2012) we will have achieved what we set out to achieve in WP7	<input type="radio"/>				
Leadership from the Lead partner has been effective	<input type="radio"/>				
The 2 workstreams collaborated well	<input type="radio"/>				
Communication between the members has been effective	<input type="radio"/>				
The 3-year workplan has been followed	<input type="radio"/>				
The objectives were clear	<input type="radio"/>				
The deliverables were clear	<input type="radio"/>				
The amount of work has been ok	<input type="radio"/>				
Members have contributed to the work equally	<input type="radio"/>				
WP7 has communicated effectively with other workpackages	<input type="radio"/>				
WP7 has benefitted from the involvement of external stakeholders	<input type="radio"/>				

Please explain your answers, if you wish;

**5. Is there anything else you want to say about WP7?**



## WP8: Strategy & Business Model Development

Please only answer these questions if you **PERSONALLY** are a member of WP8. If you are NOT then please click NEXT at the bottom of the page to go to the next page.

WP8 is split into 3 workstreams - we are interested about the progress of each workstream. If you are not a member of the workstream, please tick 'Not Involved'.

### 1. How has WP8 progressed?

	Poorly	Ok (but could be better)	Well	Don't Know	Not Involved
Strategy & business model development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitation of national strategies for continuous development and sustainability of HTA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HTA training & capacity building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

WP8 has 2 deliverables in its workplan - we are interested in your views about them.

### 2. 'Collaboratively developed business model for sustainability' should have been delivered in month 24 - December 2011.

#### Do you think this happened?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

## 3. 'Stakeholder policy' should have been delivered in month 10 - October 2011. Do you think this happened?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns; (250 word limit)

## 4. What do you think about these statements for WP8?

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
By the end of the EUnetHTA JA (Dec 2012) we will have achieved what we set out to achieve in WP8	<input type="radio"/>				
Leadership from the Lead partner has been effective	<input type="radio"/>				
Communication between the members has been effective	<input type="radio"/>				
The objectives were clear	<input type="radio"/>				
The deliverables are clear	<input type="radio"/>				
The 3 year workplan has been followed	<input type="radio"/>				
The amount of work was ok	<input type="radio"/>				
Members have contributed to the work equally	<input type="radio"/>				
Being a member of EUnetHTA JA has helped your organisation develop its HTA activities	<input type="radio"/>				
The training course about the HTA Core Model was useful	<input type="radio"/>				
WP8 has communicated effectively with other workpackages	<input type="radio"/>				
WP8 has benefitted from the involvement of external stakeholders	<input type="radio"/>				

Please explain your answers, if you wish;

## 5. Is there anything else you want to say about WP8?

## Survey End

**1. Is there anything else you think we should know about the EUnetHTA JA? (500 word limit)**

**2. Please estimate the time it has taken you (in minutes) to complete this survey**

Many thanks for completing this survey!

Please click on the 'Finished' button below to submit your answers. A summary report will be produced which will not identify you to your answers.

# EUnetHTA Joint Action Stakeholder Forum Baseline Survey 2010

## 1. Introduction

We ask for your help in completing this baseline survey for organisations which are members of the EUnetHTA Joint Action Stakeholder Forum. We are requesting one response from your organisation.

Your response may be attributed to you unless you indicate otherwise (when it would be kept confidential within the EUnetHTA Joint Action Stakeholder Forum, Executive Committee, Secretariat and the WP3 evaluation team). In exceptional cases we might contact you to ask you for further clarification about responses.

There is no word count limit for your answers and the reply boxes expand.

Please click NEXT when you have answered all questions on a page. You can click PREVIOUS should you wish to go back to the page before. Please click FINISHED at the end to submit your answers.

Many thanks for your help completing this survey!

Please complete this survey as soon as possible and by 2nd August.

## 2. EUnetHTA Joint Action Stakeholder Forum

**What do you think is the purpose of the EUnetHTA Joint Action Stakeholder Forum?**

**How did your organisation become aware of the EUnetHTA Joint Action Stakeholder Forum?**

**Why did your organisation apply to be a member of the EUnetHTA Joint Action Stakeholder Forum?**

**What do you think your role as a member of the EUnetHTA Joint Action Stakeholder Forum will involve?**

## EUnetHTA Joint Action Stakeholder Forum Baseline Survey 2010

**What do you think you will gain from being a Stakeholder for the EUnetHTA Joint Action?**



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**What do you think you will offer by being a Stakeholder for the EUnetHTA Joint Action?**



A large, empty text input field with a light gray background. On the right side, there are two small, vertically stacked rectangular buttons labeled '5' and '6'.

## 3. EUnetHTA Joint Action Stakeholder Forum

**Was the process of setting up the EUnetHTA Joint Action Stakeholder Forum straightforward?**

No

Yes

Don't know

Please explain any concerns about the setting up of the EUnetHTA Joint Action Stakeholder Forum;

5

6

**Do you have any comments about the EUnetHTA Joint Action Stakeholder Involvement Policy & Standard Operating Procedure documents?**

5

6

**Do you have any comments about the EUnetHTA Joint Action Stakeholder Forum meetings?**

**(These are the planned yearly face-to-face meetings & quarterly e-meetings).**

5

6

# EUnetHTA Joint Action Stakeholder Forum Baseline Survey 2010

**Do you feel confident that the views of Stakeholders will be adequately considered in the EUnetHTA Joint Action?**

No

Yes

Don't know

Please explain any concerns about how Stakeholders' views will be considered;

5

6

**Do you feel confident that adequate feedback about the EUnetHTA Joint Action will be provided to Stakeholders?**

No

Yes

Don't know

Please explain any concerns you have about the provision of feedback to Stakeholders;

5

6

## 4. EUnetHTA Joint Action

**Do you think that the EUnetHTA Joint Action will be successful in achieving its objectives?**

	No	Yes	Don't know
Development of a general strategy & business model for sustainable European collaboration on HTA.	jn	jn	jn
Development of HTA tools & methods.	jn	jn	jn
Application and field testing of developed tools & methods.	jn	jn	jn

Please describe any concerns about EUnetHTA Joint Action meeting its objectives;

5

6

**What effect do you think organising the EUnetHTA Joint Action work in 8 workpackages will have?**

- Negative
- Mixed (both negative & positive)
- Positive
- Don't know

Please explain any concerns & how the EUnetHTA Joint Action could have been better organised;

5

6

## EUnetHTA Joint Action Stakeholder Forum Baseline Survey 2010

**Do you think that the EUnetHTA Joint Action could serve as a foundation for a sustainable European collaboration at the end of the project?**

No

Yes

Don't know

Please explain your answer;

5

6

**What do you think an ongoing European HTA collaboration should be doing?**

5

6

## 5. Work packages of the EUnetHTA Joint Action

WP4: Core HTA Model

**What do you think are the aims of WP4?**

5

6

**Do you have any concerns about WP4?**

No

Yes - please explain any concerns about WP4;

5

6

WP5: Relative Effectiveness Assessment of Drugs

**What do you think are the aims of WP5?**

5

6

**Do you have any concerns about WP5?**

No

Yes - please explain any concerns about WP5;

5

6

WP7: New Technologies

**What do you think are the aims of WP7?**

**Do you have any concerns about WP7?**

No

Yes - please explain any concerns about WP7;

**Do you have any other comments about any of the other EUnetHTA Joint Action workpackages?**

**Do you have any other comments about the EUnetHTA Joint Action 3-year work plan?**

## 6. Submission

**Is there anything else you would like to add?**

Many thanks for completing this questionnaire!

Please now click the 'Finished' button to submit your answers.

# EUnetHTA Joint Action survey

## 1. Introduction

We ask for your help in completing this baseline survey for organisations which were found eligible for membership of the EUnetHTA Joint Action Stakeholder Forum but were not offered a seat. This was due to a necessity of upholding a balanced representation of the interests and limited number of available seats in each stakeholder category

We are requesting ONE response from your organisation.

Your response may be attributed to you unless you indicate otherwise (when it would be kept confidential within the Stakeholder Forum, Executive Committee, Secretariat and the WP3 evaluation team). In exceptional cases we might contact you to ask you for further clarification about responses.

There is no word count limit for your answers and the reply boxes expand.

Please click NEXT when you have answered all questions on a page. You can click PREVIOUS should you wish to go back to the page before. Please click FINISHED at the end to submit your answers.

Many thanks for your help completing this survey!

Please complete this survey as soon as possible and by 3rd September.

# EUnetHTA Joint Action survey

## 2. EUnetHTA Joint Action Stakeholders

Although your organisation does not hold a seat on the Stakeholder Forum, it is a Stakeholder for the EUnetHTA JA. We are interested in your views about the role of Stakeholders generally in the EUnetHTA JA.

**What do you think you will offer by being a Stakeholder for the EUnetHTA Joint Action?**

**What do you think you will gain from being a Stakeholder for the EUnetHTA Joint Action?**

**Do you feel confident that the views of Stakeholders will be adequately considered in the EUnetHTA JA?**

No

Yes

Don't know

Please explain any concerns about how Stakeholders' views will be considered;

## 3. EUnetHTA Joint Action Stakeholder Forum

In this section we are interested in your views about the Stakeholder Forum of the EUnetHTA JA.

**How did your organisation become aware of the EUnetHTA Joint Action Stakeholder Forum?**

**Why did your organisation apply to be a member of the Stakeholder Forum?**

**What did you think your role as a member of the Stakeholder Forum would have involved?**

**What will the Stakeholder Forum miss by your organisation not being a member of the Stakeholder Forum (but having access to documents and the opportunity to comment them in writing)?**

## 4. EUnetHTA Joint Action Stakeholder Forum

**Was the process of setting up the Stakeholder Forum straightforward?**

No

Yes

Don't know

Please explain any concerns about the setting up of the Stakeholder Forum;

5

6

**Do you think your views will be adequately expressed in the Stakeholder Forum by your representative?**

No

Yes

Don't know

Please explain any concerns about how your views will be expressed;

5

6

**Do you have any comments about the Stakeholder Involvement Policy & Standard Operating Procedure documents as well as the expert involvement procedure?**

5

6

## EUnetHTA Joint Action survey

**Do you feel confident that adequate feedback about the EUnetHTA JA will be provided to Stakeholders?**

No

Yes

Don't know

Please explain any concerns you have about the provision of feedback to Stakeholders;

5

6

## 5. EUnetHTA Joint Action

**Do you think that the EUnetHTA Joint Action will be successful in achieving its objectives?**

	No	Yes	Don't know
Development of a general strategy & business model for sustainable European collaboration on HTA.	jn	jn	jn
Development of HTA tools & methods.	jn	jn	jn
Application and field testing of developed tools & methods.	jn	jn	jn

Please describe any concerns about EUnetHTA Joint Action meeting its objectives;

**What effect do you think organising the EUnetHTA Joint Action work in 8 workpackages will have?**

- Negative
- Mixed (both negative & positive)
- Positive
- Don't know

Please explain any concerns & how the EUnetHTA Joint Action could have been better organised;

## EUnetHTA Joint Action survey

**Do you think that the EUnetHTA Joint Action could serve as a foundation for a sustainable European collaboration at the end of the project?**

No

Yes

Don't know

Please explain your answer;

5

6

**What do you think an ongoing European HTA collaboration should be doing?**

5

6

## 6. Work packages of the EUnetHTA Joint Action

WP4: Core HTA Model

**What do you think are the aims of WP4?**

5

6

**Do you have any concerns about WP4?**

No

Yes - please explain any concerns about WP4;

5

6

WP5: Relative Effectiveness Assessment of Drugs

**What do you think are the aims of WP5?**

5

6

**Do you have any concerns about WP5?**

No

Yes - please explain any concerns about WP5;

5

6

WP7: New Technologies

## EUnetHTA Joint Action survey

**What do you think are the aims of WP7?**

**Do you have any concerns about WP7?**

No

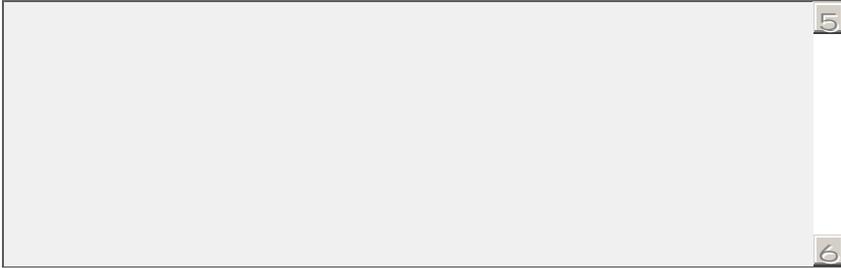
Yes - please explain any concerns about WP7;

**Do you have any other comments about any of the other EUnetHTA Joint Action workpackages?**

**Do you have any other comments about the EUnetHTA Joint Action 3-year work plan?**

## 7. Submission

**Is there anything else you would like to add?**



Many thanks for completing this questionnaire!

Please now click the 'Finished' button to submit your answers.

# EUnetHTA Joint Action Stakeholder Forum Interim Survey 2011

## 1. Introduction

Please complete this interim 2011 survey for organisations which are members of the EUnetHTA Joint Action Stakeholder Forum. We ask for one response from your umbrella organisation.

The survey has been designed to be easily completed and should take you no longer than 30-45 minutes (depending on how much you write for the free-text questions).

Your response may be attributed to you unless you indicate otherwise (when it would be kept confidential within the EUnetHTA Joint Action Stakeholder Forum, Executive Committee, Secretariat and the WP3 evaluation team). In exceptional cases we might contact you to ask you for further clarification about responses.

There is no word count limit for your answers and the reply boxes expand.

Please click NEXT when you have answered all questions on a page. You can click PREVIOUS should you wish to go back to the page before. Please click FINISHED at the end to submit your answers.

Please complete this survey as soon as possible and by 24 June at the latest.

Many thanks for your help.

Eleanor Guegan (NETSCC, WP3 lead partner); [e.guegan@soton.ac.uk](mailto:e.guegan@soton.ac.uk)

# EUnetHTA Joint Action Stakeholder Forum Interim Survey 2011

## 2. EUnetHTA Joint Action (JA) Stakeholder Forum

**What do you think is the purpose of the EUnetHTA JA Stakeholder Forum?**

**Do you think the EUnetHTA JA Stakeholder Forum is fulfilling its purpose?**

- No  Don't Know  
 Yes

*Please explain your answer;*

**Has your role as a member of the EUnetHTA JA Stakeholder Forum involved what you thought it would?**

- No  Don't Know  
 Yes

*Please explain your answer;*

**Is being a member of the EUnetHTA JA Stakeholder Forum a good use of your organisation's time?**

- No  Don't Know  
 Yes

*Please explain your answer;*

# EUnetHTA Joint Action Stakeholder Forum Interim Survey 2011

**How have you contributed to the EUnetHTA JA?**

**Please comment on how well the Stakeholder Advisory Groups (SAGs) are operating;**

## 3. EUnetHTA JA Stakeholder Forum

**Do you have any comments about the EUnetHTA Joint Action Stakeholder Forum meetings?**

**(These are the planned yearly face-to-face meetings & quarterly e-meetings).**

**Do you think that the views of Stakeholders are being adequately considered in the EUnetHTA JA?**

No

Don't Know

Yes

*Please explain any concerns;*

**Do you think that adequate feedback about the EUnetHTA JA is being provided to Stakeholders?**

No

Don't Know

Yes

*Please explain any concerns;*

## 4. EUnetHTA JA

**Do you think that the EUnetHTA JA will be successful in achieving its 3 official objectives?**

	No	Yes	Don't Know
Development of a general strategy & business model for sustainable European collaboration on HTA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development of HTA tools & methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application and field testing of developed tools & methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Please describe any concerns about EUnetHTA JA meeting its objectives;*

**Do you think the EUnetHTA JA will serve as a foundation for a sustainable European collaboration at the end of the project?**

- No  Don't Know  
 Yes

*Please explain your answer;*

**Please explain how you will know that a sustainable European collaboration has been achieved.**

**What do you think an ongoing European HTA collaboration should be doing?**

# EUnetHTA Joint Action Stakeholder Forum Interim Survey 2011

**How should an ongoing European HTA collaboration successfully interact with stakeholders, such as your organisation?**

**Did you, or your organisational representative, attend the Plenary Assembly 2011?**

- No
- Yes

*Please provide any comments from your organisation about the Plenary Assembly;*

## 5. EUnetHTA JA2

**Have you been consulted about planning for the EUnetHTA JA2?**

- No
- Yes

**Who consulted you about planning for the EUnetHTA JA2?**

**Do you have any concerns about the planned EUnetHTA JA2?**

- No
- Don't Know
- Yes

*Please explain any concerns;*

## 6. WP4: Core HTA Model

### Is your organisation involved in WP4?

- No  Don't Know  
 Yes

### How do you think WP4 has progressed so far?

- Poorly  Ok (but could be better)  Well  Don't Know

Please provide any comments;

WP4's workplan lists 3 deliverables - we are interested in your views about them.

### 'An online Tool & Service for producing, publishing, storing and retrieving HTA information' should be delivered in M36 - December 2012.

#### Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns;

### 'Screening application of the HTA core model' - delivery of this is being revised. Do you think this will be delivered in Nov-Dec 2011 as is now planned?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns;

**'A set of two core HTAs' should be delivered in month 36 -  
December 2012.**

**Do you think this will happen?**

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Please explain any concerns;*

**Do you have any concerns about WP4?**

- No  Don't Know  
 Yes

*Please specify any concerns & how these could be resolved;*

## 7. WP5: Relative Effectiveness Assessment of Pharmaceuticals

### Is your organisation involved in WP5?

- No  Don't Know  
 Yes

### How has WP5 progressed so far?

- Poorly  Ok (but could be better)  Well  Don't Know

Please explain any concerns;

WP5's workplan lists 2 deliverables - we are interested in your views about them.

### 'A relative effectiveness assessment of a (group) of pharmaceutical (s)' should be delivered in month 27 - March 2012.

#### Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns;

### 'A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals' should be delivered in month 36 - December 2012.

#### Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns;

# EUnetHTA Joint Action Stakeholder Forum Interim Survey 2011

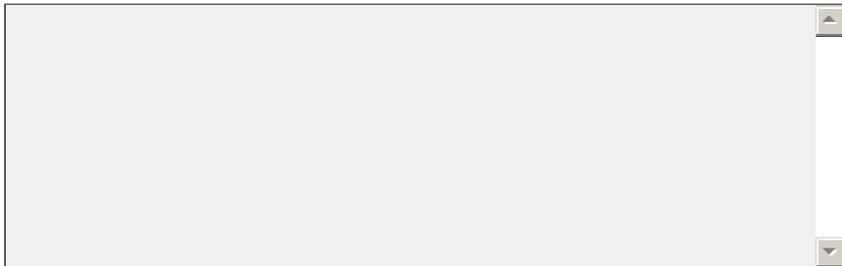
## Do you have any concerns about WP5?

No

Don't Know

Yes

*Please explain any concerns & how these could be resolved;*



## 8. WP7: New Technologies

### Is your organisation involved in WP7?

- No  Don't Know  
 Yes

### How has WP7 progressed so far?

- Poorly  Ok (but could be better)  Well  Don't Know

Please explain any concerns;

WP7's workplan lists 2 deliverables - we are interested in your views about them.

### 'Operational web-based toolkit including database containing information on evidence generation on new technologies' should be delivered in month 33-September 2012.

#### Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns;

### 'Quarterly communication protocol for information flow on ongoing/planned national assessments of same technologies' should be delivered in month 36-December 2012.

#### Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns;

# EUnetHTA Joint Action Stakeholder Forum Interim Survey 2011

## Do you have any concerns about WP7?

No

Don't Know

Yes

*Please explain any concerns & how these could be resolved;*

## 9. Work packages of the EUnetHTA JA

**Do you have any concerns about any of the other EUnetHTA JA Work packages?**

	No	Yes	Don;t Know
WP1; Coordination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP2; Dissemination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP3; Evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP8; Strategy & Business Model Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Please explain any concerns & how these could be resolved;*

**How are Work packages interacting with you to involve you in their work?  
Please explain any problems & how these could be improved.**

**Do you have any other concerns about the EUnetHTA Joint Action 3-year work plan?**

## 10. Submission

**Is there anything else you think we should know about the EUnetHTA JA?**

**Please estimate the time (in minutes) that it has taken you to complete this survey.**

Many thanks for completing this questionnaire!

Please now click the 'Finished' button to submit your answers.

# EUnetHTA JA Stakeholder Forum Final Survey 2012

## Introduction

Please complete this 2012 survey for organisations which are members of the EUnetHTA Joint Action Stakeholder Forum. We ask for one response from your umbrella organisation.

The survey has been designed to be easily completed and should take you no longer than 30-45 minutes (depending on how much you write for the free-text questions).

Your response may be attributed to you unless you indicate otherwise (when it would be kept confidential within the EUnetHTA Joint Action Stakeholder Forum, Executive Committee, Secretariat and the WP3 evaluation team). In exceptional cases we might contact you to ask you for further clarification about responses.

There is no word count limit for your answers and the reply boxes expand.

The EUnetHTA JA Executive Committee requests your early response to this survey and by JUNE 19 at the latest please.

Please click NEXT when you have answered all questions on a page. Click PREVIOUS if you want to go back to the page before. Click FINISH at the end to submit your answers.

Many thanks for your help,  
Eleanor Guegan (NETSCC, WP3 lead partner), e.guegan@soton.ac.uk

## 2. EUnetHTA Joint Action (JA) Stakeholder Forum

This section asks for your evaluation of the EUnetHTA JA Stakeholder Forum.

### 1. Please indicate your agreement with the following statements;

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Being a member of the Stakeholder Forum has been a good use of my organisation's time	<input type="radio"/>				
My organisation has got what it hoped by being a member of the Stakeholder Forum	<input type="radio"/>				
The EUnetHTA JA Stakeholder Forum has fulfilled its purpose	<input type="radio"/>				
The appropriate organisations were included in the Stakeholder Forum	<input type="radio"/>				
The formation of a Stakeholder Forum was an effective way of organising Stakeholder input into the EUnetHTA JA	<input type="radio"/>				
The Stakeholder Advisory Groups (SAGs) have been a good way of being involved in the EUnetHTA JA	<input type="radio"/>				
The Stakeholder Forum meetings have been useful	<input type="radio"/>				

Please add any comments;

## EUnetHTA JA

This section asks for your evaluation of the EUnetHTA JA.

### 1. Please indicate your agreement with the following statements;

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
The EUnetHTA JA has achieved what my organisation hoped	<input type="radio"/>				
Stakeholders' views have been adequately considered in the EUnetHTA JA	<input type="radio"/>				
Adequate feedback from the EUnetHTA JA has been provided to Stakeholders	<input type="radio"/>				
My organisation's expertise has been appropriately used in the EUnetHTA JA	<input type="radio"/>				
It would be useful to have a EUnetHTA conference on a regular basis	<input type="radio"/>				

Please add any comments;

### 2. Do you have any concerns about the involvement of external stakeholders in the EUnetHTA JA?

	No	Yes	Don't Know
The principles of stakeholder involvement in the JA (Stakeholder involvement policy and SOP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The actual involvement of stakeholders in the JA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of commitment of stakeholders in the JA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain your answers, if you wish;

### 3. How has your organisation contributed to the EUnetHTA JA?

**4. Lead partners and Co-lead partners decided not to hold a conference at the end of the EUnetHTA JA. Instead there was one in 2011 in Gdansk. Was this the right decision?**

- No
  Don't Know
   
 Yes

Please explain your answer;

**5. What have been the main CHALLENGES of being involved in the EUnetHTA JA?**

**6. What have been the main BENEFITS of being involved in the EUnetHTA JA?**

**7. How useful do you think the following will be for the work of professionals producing HTA?**

	Not Useful	Of some use	Very useful	Don't Know
Networking with contacts made from participating in the EUnetHTA JA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HTA Core Model (the online Tool & Service for producing, publishing, storing and retrieving HTA information) (WP4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HTA Core Model on screening (WP4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals (WP5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quarterly communication protocol for information flow on ongoing/planned national assessments of same technologies (WP7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operational web-based toolkit including database containing information on evidence generation on new technologies (EVIDENT) (WP7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessing the EUnetHTA tools by a single sign-on through the MO site (WP6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments;

## 8. Would you like to improve your understanding by having training about developments from the project?

	No	Yes	Don't Know
The HTA Core Model (the online Tool & Service for producing, publishing, storing and retrieving HTA information) (WP4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HTA Core Model on screening (WP4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals (WP5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quarterly communication protocol for information flow on ongoing/planned national assessments of same technologies (WP7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EVIDENT (Operational web-based toolkit including database containing information on evidence generation on new technologies) (WP7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments;

## 9. Do you think that the EUnetHTA JA will be successful in achieving its 3 official objectives by the end of the project (December 2012)?

	No	Yes	Don't Know
Development of a general strategy & business model for sustainable European collaboration on HTA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development of HTA tools & methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application and field testing of developed tools & methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please describe any concerns about EUnetHTA JA meeting its objectives;

## 10. Would a sustainable European collaboration add value?

	No	Yes	Don't Know
National level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
European level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain what value would be added, or why no value would be added;

## 11. What would make you know that a sustainable European Collaboration on HTA has been achieved?

## 12. Do you have any comments about how EUnetHTA JA has been promoted externally? (500 word limit)

e.g.the promotional leaflet, public website, groups on social networking sites, videos (on Youtube & website) and presence at conferences

## 13. Please complete the evaluation table for ALL the EUnetHTA JA workpackages;

	Do you have any concerns about this WP?	Will it achieve its objectives by the end of the EUnetHTA JA?	Have you received appropriate communication from this WP?	Has this WP been worth having in the EUnetHTA JA?
WP1: Coordination	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP2: Dissemination	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP3: Evaluation	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP4: Core HTA	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP5: Relative Effectiveness Assessment of Pharmaceuticals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP6: Information Management System	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP7: New Technologies	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP8: Strategy & Business Model Development	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Please explain your answers, if you wish;

## 5. EUnetHTA Joint Action 2

This section asks for your opinions about the EUnetHTA JA2 and how experiences from the EUnetHTA JA can be used to inform it.

### 1. Do you think the EUnetHTA JA2 (2012-2015) will serve as a useful follow-up to EUnetHTA JA?

- No  Don't Know  Yes

Please explain your answer;

### 2. What are the main learning points from the EUnetHTA JA that should inform the EUnetHTA JA2?

### 3. What can be learnt from EUnetHTA JA about how to best involve external stakeholders and/or experts in EUnetHTA JA2?

### 4. How can communication (internal or external) be improved in EUnetHTA JA2?

## 5. Do you have any concerns about the planned EUnetHTA JA2?

- No  Don't Know
- Yes

*Please explain any concerns and what could be done about them;*

## 6. What would make ongoing European collaboration on HTA effective?

## WP4: Core HTA

This section asks for your evaluation of WP4: Core HTA.  
Please answer the questions if your organisation feels it can take a view.

### 1. Has your organisation participated in a Stakeholder Advisory Group (SAG) for WP4?

- No  Don't Know  
 Yes

### 2. How has WP4 progressed so far?

- Poorly  OK (but could be better)  Well  Don't Know

*Please explain any concerns;*

WP4's workplan lists 3 deliverables - we are interested in your views about them.

### 3. 'An online Tool & Service for producing, publishing, storing and retrieving HTA information' should be delivered in months 36 - December 2012. Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Please explain any concerns;*

## 4. 'Screening application of the HTA core model' should have been delivered in month 15 - March 2011. Do you think this happened?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns;

## 5. 'A set of two core HTAs' should be delivered in month 36 - December 2012. Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## WP5: Relative Effectiveness Assessment of Pharmaceuticals

This section asks for your evaluation of WP5: Relative Effectiveness Assessment of Pharmaceuticals. Please answer the questions if your organisation feels it can take a view.

### 1. Has your organisation participated in a Stakeholder Advisory Group (SAG) for WP5?

- No  Don't Know  
 Yes

### 2. How has WP5 progressed so far?

- Poorly  OK (but could be better)  Well  Don't Know

Please explain any concerns;

WP5's workplan lists 2 deliverables - we are interested in your views about them.

### 3. 'A relative effectiveness assessment of a (group) of pharmaceutical(s)' has been rescheduled to be delivered in month 30-31- June - July 2012.

#### Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns;

**4. 'A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals' should be delivered in month 36 - December 2012.**

**Do you think this will happen?**

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Please explain any concerns;*

**5. Is there anything else you want to say about WP5?**

## WP7: New Technologies

This section asks for your evaluation of WP7: New Technologies.  
Please answer the questions if your organisation feels it can take a view.

### 1. Has your organisation participated in a Stakeholder Advisory Group (SAG) for WP7?

- No  Don't Know  
 Yes

### 2. How has WP7 progressed over the past year?

- Poorly  OK (but could be better)  Well  Don't Know

Please explain any concerns;

WP7's workplan lists 2 deliverables - we are interested in your views about them.

### 3. 'EVIDENT (Evidence Database on New Technologies)', containing information on evidence generation on new technologies, should be delivered in month 33-September 2012.

**Do you think this database will be successful in facilitating additional evidence generation?**

- No  Don't Know  
 Yes

Please explain any concerns;

**4. 'Criteria to select/prioritize health technologies in need of additional evidence generation' should be delivered in month 30 - June 2012.**

**Do you think these criteria will be useful?**

- No  Don't Know  
 Yes

*Please explain any concerns;*

**5. Is there anything else you want to say about WP7?**

## Survey End

**1. Is there anything else you would like to say about the EUnetHTA JA?**

**2. Please estimate the time it has taken you (in minutes) to complete this survey**

Many thanks for completing this survey!

Please click on the 'Finished' button below to submit your answers.

# EUnetHTA JA Stakeholders' Final Survey 2012

## Introduction

Please complete this 2012 survey for organisations which are external stakeholders of the EUnetHTA Joint Action. We ask for one response from your umbrella organisation.

The survey has been designed to be easily completed and should take you no longer than 30-45 minutes (depending on how much you write for the free-text questions).

Your response may be attributed to you unless you indicate otherwise (when it would be kept confidential within the EUnetHTA Joint Action Stakeholder Forum, Executive Committee, Secretariat and the WP3 evaluation team). In exceptional cases we might contact you to ask you for further clarification about responses.

There is no word count limit for your answers and the reply boxes expand.

The EUnetHTA JA Executive Committee requests your early response to this survey and by JUNE 19 at the latest please.

Please click NEXT when you have answered all questions on a page. Click PREVIOUS if you want to go back to the page before. Click FINISH at the end to submit your answers.

Many thanks for your help,  
Eleanor Guegan (NETSCC, WP3 lead partner), e.guegan@soton.ac.uk

## 2. EUnetHTA Joint Action (JA) Stakeholders

This section asks for your evaluation about the involvement of external stakeholders in the EUnetHTA JA.

### 1. Please indicate your agreement with the following statements;

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Being an external stakeholder of the EUnetHTA JA has been a good use of my organisation's time	<input type="radio"/>				
My organisation has got what it hoped by being an external stakeholder of the EUnetHTA JA	<input type="radio"/>				
The EUnetHTA JA Stakeholder Forum has fulfilled its purpose	<input type="radio"/>				
The appropriate organisations were included in the Stakeholder Forum	<input type="radio"/>				
The formation of a Stakeholder Forum was an effective way of organising Stakeholder input into the EUnetHTA JA	<input type="radio"/>				
The Stakeholder Advisory Groups (SAGs) have been a good way of being involved in the EUnetHTA JA	<input type="radio"/>				
Our organisation is aware who is our representative on the Stakeholder Forum	<input type="radio"/>				
Our organisation has been kept updated by our representative on the Stakeholder Forum/the Secretariat	<input type="radio"/>				

Please add any comments;

## EUnetHTA JA

This section asks for your evaluation of the EUnetHTA JA.

### 1. Please indicate your agreement with the following statements;

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
The EUnetHTA JA has achieved what my organisation hoped	<input type="radio"/>				
Stakeholders' views have been adequately considered in the EUnetHTA JA	<input type="radio"/>				
Adequate feedback from the EUnetHTA JA has been provided to Stakeholders	<input type="radio"/>				
My organisation's expertise has been appropriately used in the EUnetHTA JA	<input type="radio"/>				
It would be useful to have a EUnetHTA conference on a regular basis	<input type="radio"/>				

Please add any comments;

### 2. Do you have any concerns about the involvement of external stakeholders in the EUnetHTA JA?

	No	Yes	Don't Know
The principles of stakeholder involvement in the JA (Stakeholder involvement policy and SOP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The actual involvement of stakeholders in the JA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of commitment of stakeholders in the JA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain your answers, if you wish;

### 3. How has your organisation contributed to the EUnetHTA JA?

**4. Lead partners and Co-lead partners decided not to hold a conference at the end of the EUnetHTA JA. Instead there was one in 2011 in Gdansk. Was this the right decision?**

- No
  Don't Know
   
 Yes

Please explain your answer;

**5. What have been the main CHALLENGES of being involved in the EUnetHTA JA?**

**6. What have been the main BENEFITS of being involved in the EUnetHTA JA?**

**7. How useful do you think the following will be for the work of professionals producing HTA?**

	Not Useful	Of some use	Very useful	Don't Know
Networking with contacts made from participating in the EUnetHTA JA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HTA Core Model (the online Tool & Service for producing, publishing, storing and retrieving HTA information) (WP4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HTA Core Model on screening (WP4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals (WP5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quarterly communication protocol for information flow on ongoing/planned national assessments of same technologies (WP7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operational web-based toolkit including database containing information on evidence generation on new technologies (EVIDENT) (WP7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessing the EUnetHTA tools by a single sign-on through the MO site (WP6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments;

## 8. Would you like to improve your understanding by having training about developments from the project?

	No	Yes	Don't Know
The HTA Core Model (the online Tool & Service for producing, publishing, storing and retrieving HTA information) (WP4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The HTA Core Model on screening (WP4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals (WP5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quarterly communication protocol for information flow on ongoing/planned national assessments of same technologies (WP7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EVIDENT (Operational web-based toolkit including database containing information on evidence generation on new technologies) (WP7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any comments;

## 9. Do you think that the EUnetHTA JA will be successful in achieving its 3 official objectives by the end of the project (December 2012)?

	No	Yes	Don't Know
Development of a general strategy & business model for sustainable European collaboration on HTA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development of HTA tools & methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Application and field testing of developed tools & methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please describe any concerns about EUnetHTA JA meeting its objectives;

## 10. Would a sustainable European collaboration add value?

	No	Yes	Don't Know
National level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
European level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain what value would be added, or why no value would be added;

**11. What would make you know that a sustainable European Collaboration on HTA has been achieved?**

**12. Do you have any comments about how EUnetHTA JA has been promoted externally? (500 word limit)**

**e.g.the promotional leaflet, public website, groups on social networking sites, videos (on Youtube & website) and presence at conferences**

**13. Please complete the evaluation table for ALL the EUnetHTA JA workpackages;**

	Do you have any concerns about this WP?	Will it achieve its objectives by the end of the EUnetHTA JA?	Have you received appropriate communication from this WP?	Has this WP been worth having in the EUnetHTA JA?
WP1: Coordination	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP2: Dissemination	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP3: Evaluation	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP4: Core HTA	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP5: Relative Effectiveness Assessment of Pharmaceuticals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP6: Information Management System	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP7: New Technologies	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
WP8: Strategy & Business Model Development	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

*Please explain your answers, if you wish;*

## 5. EUnetHTA Joint Action 2

This section asks for your opinions about the EUnetHTA JA2 and how experiences from the EUnetHTA JA can be used to inform it.

### 1. Do you think the EUnetHTA JA2 (2012-2015) will serve as a useful follow-up to EUnetHTA JA?

- No  Don't Know  Yes

Please explain your answer;

### 2. What are the main learning points from the EUnetHTA JA that should inform the EUnetHTA JA2?

### 3. What can be learnt from EUnetHTA JA about how to best involve external stakeholders and/or experts in EUnetHTA JA2?

### 4. How can communication (internal or external) be improved in EUnetHTA JA2?

## 5. Do you have any concerns about the planned EUnetHTA JA2?

- No  Don't Know
- Yes

*Please explain any concerns and what could be done about them;*

## 6. What would make ongoing European collaboration on HTA effective?

## WP4: Core HTA

This section asks for your evaluation of WP4: Core HTA.  
Please answer the questions if your organisation feels it can take a view.

### 1. Has your organisation participated in a Stakeholder Advisory Group (SAG) for WP4?

- No  Don't Know  
 Yes

### 2. How has WP4 progressed so far?

- Poorly  OK (but could be better)  Well  Don't Know

*Please explain any concerns;*

WP4's workplan lists 3 deliverables - we are interested in your views about them.

### 3. 'An online Tool & Service for producing, publishing, storing and retrieving HTA information' should be delivered in months 36 - December 2012. Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Please explain any concerns;*

## 4. 'Screening application of the HTA core model' should have been delivered in month 15 - March 2011. Do you think this happened?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns;

## 5. 'A set of two core HTAs' should be delivered in month 36 - December 2012. Do you think this will happen?

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## WP5: Relative Effectiveness Assessment of Pharmaceuticals

This section asks for your evaluation of WP5: Relative Effectiveness Assessment of Pharmaceuticals. Please answer the questions if your organisation feels it can take a view.

### 1. Has your organisation participated in a Stakeholder Advisory Group (SAG) for WP5?

- No  Don't Know  
 Yes

### 2. How has WP5 progressed so far?

- Poorly  OK (but could be better)  Well  Don't Know

Please explain any concerns;

WP5's workplan lists 2 deliverables - we are interested in your views about them.

### 3. 'A relative effectiveness assessment of a (group) of pharmaceutical(s)' has been rescheduled to be delivered in month 30-31- June - July 2012.

**Do you think this will happen?**

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please explain any concerns;

**4. 'A methodological guidance that will be appropriate for the assessment of relative effectiveness of pharmaceuticals' should be delivered in month 36 - December 2012.**

**Do you think this will happen?**

	No	Yes	Don't Know
On time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To a good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Please explain any concerns;*

**5. Is there anything else you want to say about WP5?**

## WP7: New Technologies

This section asks for your evaluation of WP7: New Technologies.  
Please answer the questions if your organisation feels it can take a view.

### 1. Has your organisation participated in a Stakeholder Advisory Group (SAG) for WP7?

- No  Don't Know  
 Yes

### 2. How has WP7 progressed over the past year?

- Poorly  OK (but could be better)  Well  Don't Know

*Please explain any concerns;*

WP7's workplan lists 2 deliverables - we are interested in your views about them.

### 3. 'EVIDENT (Evidence Database on New Technologies)', containing information on evidence generation on new technologies, should be delivered in month 33-September 2012.

**Do you think this database will be successful in facilitating  
additional evidence generation?**

- No  Don't Know  
 Yes

*Please explain any concerns;*

**4. 'Criteria to select/prioritize health technologies in need of additional evidence generation' should be delivered in month 30 - June 2012.**

**Do you think these criteria will be useful?**

- No  Don't Know  
 Yes

*Please explain any concerns;*

**5. Is there anything else you want to say about WP7?**

## Survey End

**1. Is there anything else you would like to say about the EUnetHTA JA?**

**2. Please estimate the time it has taken you (in minutes) to complete this survey**

Many thanks for completing this survey!

Please click on the 'Finished' button below to submit your answers.

## Plenary Assembly 20<sup>th</sup>-21<sup>st</sup> May 2010

**1. Do you think the Plenary Assembly met its objectives?**

- No                       Yes                       Don't know

*Please explain your answer;*

**2. Overall, how satisfied were you with the conference venue/facilities?**

- Not satisfied                       Satisfied                       Don't know

*Please explain your answer;*

**3. What did you like MOST about the Plenary Assembly?**

**4. What did you like LEAST about the Plenary Assembly?**

**5. How could next year's Plenary Assembly be better?**

## 1. Were the meeting objectives met?

 No

 Yes

 Don't know-unclear what the objectives were

Please explain your answer;

## 2. What was the BEST thing about the meeting?

## 3. What was the WORST thing about the meeting?

## 4. How would you describe the following?

	Very poor	Poor	Acceptable	Good	Very good
Receiving documents in advance	<input type="checkbox"/>				
Leadership of the meeting	<input type="checkbox"/>				
Relevance of items discussed	<input type="checkbox"/>				
Meeting & networking with colleagues	<input type="checkbox"/>				
Venue & meeting facilities	<input type="checkbox"/>				
Social event	<input type="checkbox"/>				

Please write comments here;

## 5. How can the 2012 Plenary Assembly be better?

6. Please tick in the grid below to show when you received & read the meeting documents.

	1 week before meeting	1-3 days before meeting	During the meeting	I did not read them
When did you <u>receive</u> meeting documents?				
When did you <u>read</u> meeting documents?				

*Please comment, if you wish;*

7. Were you (or your organisation) involved in developing the meeting agenda with the Secretariat?

*Please tick the appropriate box below.*

Yes  No  Don't Know

*Please comment, if you wish;*

**1. Were the meeting objectives met?**

No

Yes

Don't know-unclear what the objectives were

Please explain your answer;

**2. What was the BEST thing about the meeting?**

**3. What was the WORST thing about the meeting?**

**4. How would you describe the following?**

Very poor    Poor    Acceptable    Good    Very good

Receiving documents in advance	<input type="checkbox"/>				
Leadership of the meeting	<input type="checkbox"/>				
Relevance of items discussed	<input type="checkbox"/>				
Meeting & networking with colleagues	<input type="checkbox"/>				
Venue & meeting facilities	<input type="checkbox"/>				
Social event	<input type="checkbox"/>				

*Please write comments here;*

**5. How can Plenary Assemblies in EUnetHTA JA2 be better?**

6. Please tick in the grid below to show when you received & read the meeting documents.

	1 week before meeting	1-3 days before meeting	During the meeting	I did not read them
When did you <u>receive</u> meeting documents?				
When did you <u>read</u> meeting documents?				

*Please comment, if you wish;*

7. Were you (or your organisation) involved in developing the meeting agenda with the Secretariat?

*Please tick the appropriate box below.*

Yes       No       Don't Know

*Please comment, if you wish;*