



A Governance Model of Regional Vocational Excellence Hubs (RVEHs)

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Contents

A Governance Model of Regional Vocational Excellence Hubs (RVEHs)	1
1 Introduction	5
1.1 The governance model	6
2 Governance model of the Regional Vocational Excellence Hubs	6
2.1 Purpose	6
2.1.1 Building on knowledge from the European Baseline Report	7
2.2 People	7
2.2.1 Organisation	7
2.2.2 RVEH partners and members	8
2.2.3 RVEH facilitator group	8
2.2.4 RVEH working groups	9
2.3 Processes	9
2.4 Product	10
2.4.1 Regional Vocational Excellence Hubs	10
2.4.2 Vocational Education and Training activities.....	Fejl! Bogmærke er ikke defineret.
2.4.3 Ongoing or planned VET activities during the project period of EUVECA.....	10

Glossary

EUVECA	European platform for Vocational Excellence in health Care
EPVE	European Platform for Vocational Education and training in health
RVEH	Regional Vocational Excellence Hub
VET	Vocational Education and Training

1 Introduction

This document describes the first version of a governance model for the Regional Vocational Excellence Hubs (RVEH) that will be established in each of the seven regions of the EUVECA Erasmus+ project.

The model is based on input from regional stakeholders, as summarized in a Baseline Report compiled at the beginning of the project period. This first version of the RVEH governance model should be used as a recommendation for how the regional partners could organize and govern the RVEH throughout the testing and implementation period that is part of work package 5 (WP5) of the EUVECA project.

The EUVECA project is as of time of writing a collaboration between seven regions in Norway, Denmark, Germany, Netherlands, Spain, Italy and Slovenia, and three Pan European partners being ESNO (European Specialist Nurses Organisation), EHMA (European Health Management Association) and ECHAlliance (About | ECHAlliance). In EUVECA seven RVEHs collaborate on innovation and development of Vocational Education and Training (VET) activities and the development and management of a European Platform for Vocational Education and training in Health (EPVE) (as illustrated in Figure 1).

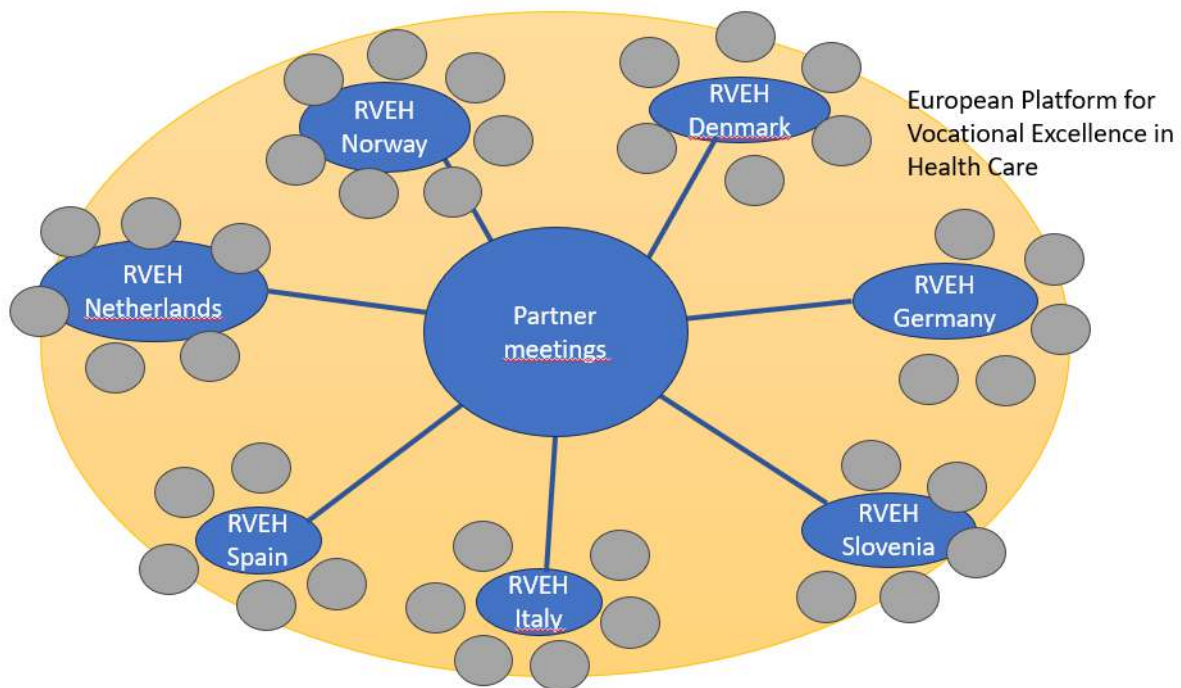


Figure 1: Organisation of RVEHs in the EUVECA project. EUVECA partner institutions (illustrated in grey) will establish seven European Regional Vocational Excellence Hubs (RVEHs) (illustrated in blue). The RVEHs are collaborating on developing and managing a virtual European Platform for Vocational Education and training in Health (EPVE) (illustrated in yellow). In the EUVECA project, representatives of the partner institutions collaborate on the virtual platform as well as in physical partner meetings.

1.1 The governance model

The EUVECA partner institutions want to use time, creative energy and passion to create active regional hubs and a virtual platform to offer high quality vocational education and training (VET) for the European health- and social care services. A governance model is established to ensure that the RVEHs operate within a structured, strategic framework that supports effective collaboration, pedagogical excellence, and sustainable development in VET within health and social care.

The governance models outlined in this document are structured around 4Ps – **Purpose, People, Process** and **Product**. These factors are important to agree upon in order to anticipate future challenges and ensure the well-functioning regional hubs, networks and platforms in general.

2 Governance model of the Regional Vocational Excellence Hubs

2.1 Purpose

The purpose of establishing the RVEHs is to support implementation of regional innovation and change agendas through coordination, collaboration and an increased focus on health education and VET between partners and members in the regional health eco-system.

The RVEHs build upon the concept and model of ECHAlliance regionally based health Eco-systems (Figure 2). Continuing and lifelong VET is not yet an integrated part of this health eco-system model. The EUVECA project wants to change that through the RVEHs. The aim is that skills development on all levels of the European Qualification Framework (EQF) will be more highly appreciated in the health care sector. This will contribute to an increased sustainability of the health care sector. The RVEHs should also contribute to upward convergence. The possibility to achieve this will be explored by;

- Improving the opportunity for mobility and transfer of knowledge within regional educational levels as well as between regions.
- Improving opportunities for internships and on-the-job training.
- Strengthening the recognition of competencies and skills obtained outside the official educational system.

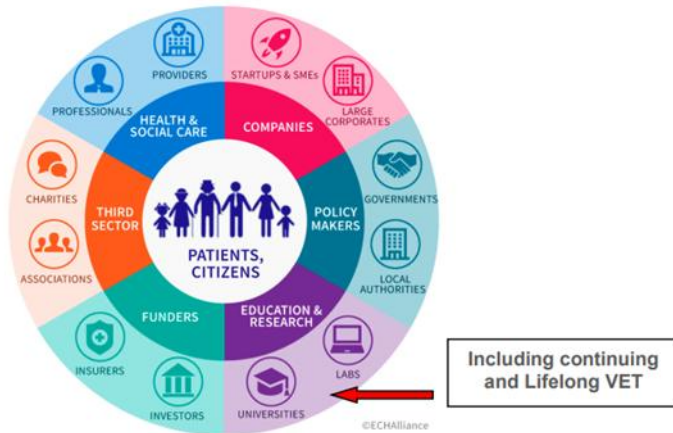


Figure 2: Regional Health Eco-system model (From ECHAAlliance)

2.1.1 Building on knowledge from the European Baseline Report

Insights from the EUVECA European Baseline Report have highlighted key considerations for the governance of the RVEHs. The following are recommendations and conclusions from interviews with regional stakeholders from the seven regions in the EUVECA project.

- RVEHs should build on existing structures and networks for collaboration and be integrated into existing initiatives or organizations/networks.
- The RVEH could be organized within the already existing framework of VET, including certificates and accreditations that indicate a certain quality.
- All relevant RVEH members should be included in the process of developing the RVEH. Cooperation should also reach relevant policy levels internally or externally in the region. This may enhance sustainability of the RVEHs after the project period.
- Agreement about clear and specific goals is highlighted as important.
- The RVEH could connect and coordinate educators for skill development and thus be an incubator or support for innovation and development.
- RVEHs could be created around a number of innovation challenges. Starting on a practical level, value can be added by creating a sense of importance of participation for members engaged in the RVEHs. A strategy and work plan should be developed around these innovation challenges.
- Establishing the RVEHs will be an ongoing process, and the partners and members of the RVEHs should systematically evaluate the governance model as part of the EUVECA project.

2.2 People

2.2.1 Organisation

It is recommended to organise the collaboration between the RVEH partners and members through the following levels:

- RVEH facilitator group
- RVEH working groups

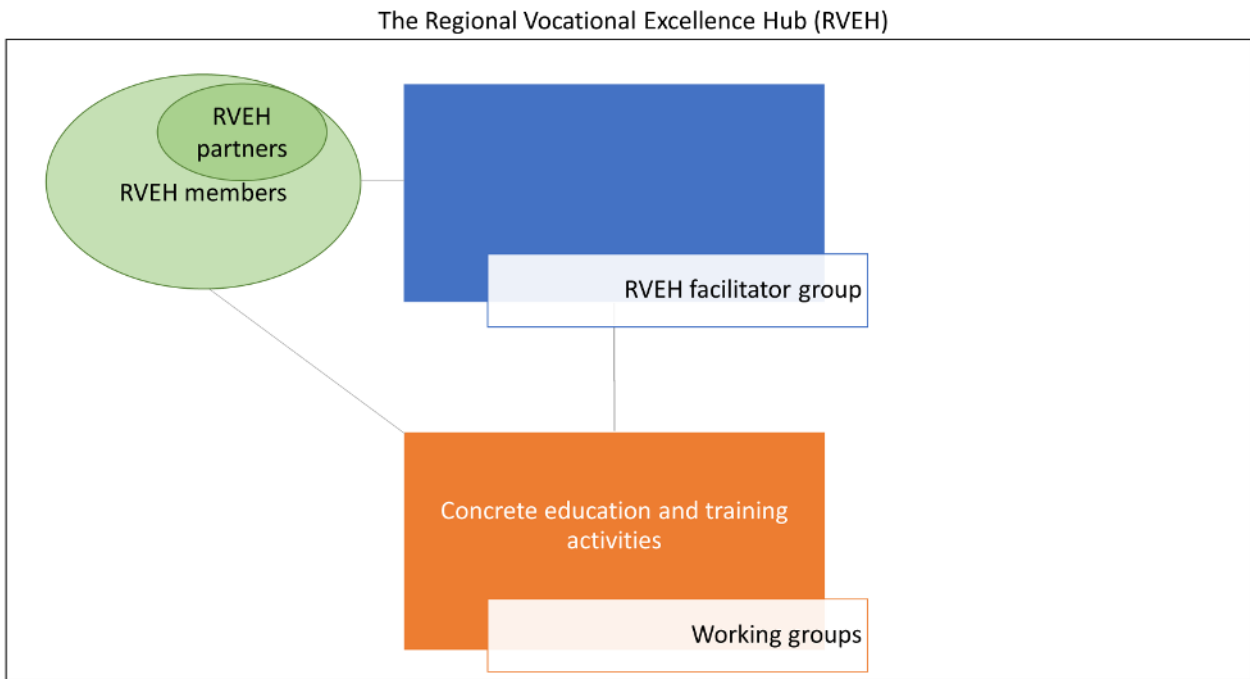


Figure 3: Organisation of the RVEH

2.2.2 RVEH partners and members

The EUVECA project partners represent the RVEH partners during the project period.

In order to create a multidisciplinary collaboration, it is recommended that the members of the RVEH should represent:

- Educational institutions on levels 3-8 in the European Qualificational Framework (EQF)
- Relevant health care providers
- Regional policy makers and innovation facilitators
- Representatives for suppliers of digital solutions and innovations to the health care sector
- Social partners

2.2.3 RVEH facilitator group

During the EUVECA project the EUVECA partners constitute the RVEH facilitator group.

The facilitator group has the responsibility for overall progress in the RVEH to:

- Ensure the involvement and participation of relevant partners and members in RVEH.
- Enable agreement around common goals that are to be achieved by the RVEH. Facilitate the creation of concrete working groups that develop and implement pilot projects
- Develop a strategy, a mandate and an annual action plan for the priorities of the RVEH.
- Coordinate the establishment of RVEH collaborations on innovation in VET.
- Ensure communication about the RVEH's work and contribution to the regional development.
- Ensure a link from the RVEH to the EPVE in Health.

The representatives in the RVEH facilitator group are responsible to anchor the RVEH goal, strategy and action plan within their own organization/network.

The RVEH partners and other key members should be willing to share relevant existing VET activities (with or without fees) from their own organization, at a regional level and within the EPVE in Health.

2.2.4 RVEH working groups

It is recommended that the RVEH facilitator group facilitates the establishment of RVEH working groups. The working groups should be based on different needs expressed by the partners and members of the RVEH, and be in alignment with the goals, strategy and action plan for the RVEH.

The RVEH working group will share, search for and/or develop education and training activities for members (health care students and professionals) of the RVEH, and beyond through the European Platform for Vocational Excellence in health care.

2.3 Processes

Each of the seven participating regions in the EUVECA project will use the governance model as a recommendation to set up a RVEH. The process of establishing the RVEH should or could be facilitated as;

- **Bottom up (RVEH working groups)** around a number of innovation challenges on a practical level. This may add value and create a sense of importance of participation for members engaged in the RVEH.
- **Top down (RVEH facilitator group)** around existing structures, networks and initiatives for collaboration. EUVECA partners and additional members of the RVEH may meet and agree upon VET resources to develop during the testing and implementation period of the EUVECA project.

Regional learning activities will be coordinated and offered to health care students and professionals as part of the process. The EPVE will be a European supplement to the regional activities by offering learning resources and proposing inter regional learning and mobility activities between the 7 RVEHs in the project.

Establishing and facilitating the RVEHs will be an ongoing and dynamic process. The partners and members of the RVEHs should systematically evaluate the governance model regarding relevance, usability, quality and opportunities for sustainability as part of the EUVECA project. Evaluation and

feedback on the functioning of the governance model will be used to fine-tune the governance model during the project period.

2.4 Product

2.4.1 Regional Vocational Excellence Hubs

The overall product from the governance model is the establishment of a Regional Vocational Excellence Hub (RVEH) in each of the seven regions involved in the EUVECA project.

Based on the governance model, it is recommended that the partners and members of the RVEH should agree upon clear and specific goals that are to be achieved by establishing the RVEH. Further the RVEH will develop a strategic plan, as well as an action plan for the regional collaboration. Based on the strategy and action plan, Vocational Education and Training (VET) activities will be shared and developed in close collaboration between the members of the RVEH.

By the end of the EUVECA project, each RVEH will develop a sustainability strategy, a business plan and agree upon a secretariat function for the RVEH to continue its functioning and purpose beyond the project period. The RVEH strategy and business plan will be related to the European Platform for Vocational Education and training in health (EPVE) and describe how activities on the EPVE will continue to be offered to students and professionals from the participating regions and beyond after the EUVECA project period. With this, Vocational Education and Training will continue to be an integrated part of the collaboration within the regional health eco-systems and support the needed innovation and development of the health care sector for the future.

2.4.2 Activities in the RVEHs during the project period of EUVECA

The functioning of the RVEHs was tested in WP 5, and all 7 regional partnerships have elaborated regional implementation reports. These have been gathered in a common European implementation report, which is the main deliverable for WP 5, together with a detailed overview of the number and nature of concrete training activities that have been carried out within the regional RVEH.

As part of the final conference that was organized on the 24th of March 2026, each RVEH produced a poster, visualizing the work and focus area of the RVEH. These posters have been included in the implementation report from WP 5.

The 7 RVEH have developed strategies for the continuation of the hubs and regional collaboration beyond the EUVECA project period. The 7 strategies have been gathered and published as part of the sustainability document in WP 6.

A good story catalogue with 3 good stories from each RVEH has also been developed and presented as a deliverable in WP 6.

An evaluation exercise has been conducted, where members from the RVEHs have answered a questionnaire, providing feedback on the functioning and work of the RVEH. A summary of this evaluation exercise is included in the evaluation report from WP 8.