

## Potential Impact and Main Dissemination Activities

### Potential Impact

The data collected has allowed us to detail the new professional roles, the factors motivating their introduction and their durability in each partner country. It has further revealed health professionals, health care managers, and patients' perceptions about their contribution to the integration, or fragmentation of the care pathways and of their costs. It has identified barriers to or facilitators and incentives to change skill mix. Our economic evaluation of the costs associated with the new professional roles has suggested this could be a mechanism for cost containment.

Our data has mapped onto a conceptual model of new and extended roles within changing organisational studies and processes and provided evidence for higher professional and patient satisfaction and overall better patient outcomes when new models of care are adopted using the wider healthcare team. Finally the workforce modelling based on a competency approach has provided a framework for managers to use for their workforce planning, taking into account future demand and using the expertise of the whole health care team. Adopting this approach would contribute to a sustainable and affordable health care workforce which would meet population needs.

This project contributed to research into the 'Quality, Efficiency and Solidarity of Health Systems' (Health.2012.3.2). Specifically within Health 2012.3.2-1, 'Improving the organisation of health service delivery' the project addressed skill mix and management of human resources and the integration of care across organisations. It has addressed issues central to the organisation, management, cost and clinical effectiveness of delivering integrated health care to patient's satisfaction. It has produced evidence of the impact of the introduction of new professional roles in health care on practice, outcomes and costs in a range of different health care settings which are of particular importance to the populations, and particularly the aged, within the European Union and Associate Countries.

### Main Dissemination Activities

#### 1. Engagement with the Policy Community

Engagement with the policy community has been a central feature of the MUNROS project throughout the project. This engagement has involved the appointment of an **Expert Advisory Board**, comprising senior policy makers and the creation of a **Country Expert Advisory Board** in each partner country. In addition a number of **High level presentations** to major groupings of policy makers and practitioners have been made throughout the life of the project and across Europe. In the penultimate month of the life of the project a high level Final **Policy conference** was held in Edinburgh. Details of all follow.

#### The Expert Advisory Board (EAB)

The **EAB** has played an important role in providing an objective analysis of the findings of the project, advising on the Impact and Dissemination of the research findings and providing advice on the construction of a dissemination and engagement strategy aimed to speed the translation of research findings into policy. The current membership of the EAB and their expertise are provided in the Table below.

EAB Composition		
Members	Position	Expertise
<b>Lise Roचाix</b> <i>(EAB Chair)</i>	<i>Professor of Economics at the University of Paris 1 Panthéon-Sorbonne. Paris School of Economics research Chair in 'Hospinnomics'</i>	Research interests focus on the evaluation of public policies, in an international comparative perspective. Chair of the Board of Directors of the agency in charge of hospital information (ATIH: Agence technique d'Information Hospitalière)
<b>Mark Pearson</b>	<i>Deputy Director of Employment, Labour and Social Affairs at the Organisation for Economic Co-operation and Development (OECD), Paris, France</i>	Assists countries in improving their health systems by providing internationally comparable data, state-of-the-art analysis and appropriate policy recommendations on a wide range of health policies.
<b>Mr David Benton</b>	<i>Chief Executive Officer, International Council of Nurses, Switzerland Dr Benton until 2015 and then CEO of the National Council of State Boards of Nursing (NCSBN), a U.S. not-for-profit organisation</i>	Quality nursing care, health policies, the advancement of nursing knowledge. The ICN works to ensure the presence worldwide of a respected nursing profession and a competent and satisfied nursing workforce.
<b>Katja Neubauer</b>	<i>Deputy Head of Unit, European Commission, Directorate-General for Health and Consumers, Healthcare Systems Unit, Brussels/Belgium</i>	Chairs the expert group on European health workforce and participates in the Executive Board of the Joint Action on health workforce planning and forecasting.
<b>Dr Caroline Hager</b>	<i>Policy Officer, Directorate General for Health and Food Safety, European Commission,</i>	Responsible for the implementation of the European Commission Action on European health workforce

### **Country Expert Advisory Groups**

Each partner in the MUNROS project established a Country Expert Advisory Groups (CEAG). The experts involved and their positions and areas of expertise are given for each country in the Table below. The CEAGs included key stakeholders and numbered around 4 people. They assisted in the conduct of the research and offered advice on adapting the research findings of the project to specific country conditions. This local structure ensured the project recognised and took account of differences between countries in the systems and organisations that deliver health care and in the professions that make up the health workforce. The CEAG was also responsible for the implementation and dissemination of results at country level. Evidencing the usefulness of the research findings to the partner countries policy and practitioner communities has been an important measure of the projects success.

Each partner in discussion with their CEAG developed an implementation strategy in order to engage a wider body of country stakeholders in the research and to ensure the results of the research have maximum impact. CEAGs were also responsible for identifying key members of the policy and practitioner community who have

engaged with project in meetings, workshops and conferences. The membership of the CEAGs is given in the table below.

Country Expert Advisory Group Membership		
Members	Positions	Expertise
<b>Scotland</b>		
<b>Derek Phillips</b>	Regional Workforce lead	Planning and deploying workforce
<b>Sue Kinsey</b>	Patient Participation Panel, Chair	Lay representation to Research projects and NHS
<b>Dr Patricia O'Connor,</b>	Consultant Emergency Medicine	Development of Personal Assistant roles
<b>Jacqui Lunday Johnstone</b>	Chief Health Professions Officer	Health Professions government advisor
<b>Germany</b>		
<b>Franz Wagner</b>	Chief Executive Officer DBfK	Govnt advisor Nursing, health care, social affairs
<b>Dr. Bernhard Gibis</b>	<i>KBV (Health Insurance Physicians)</i>	Political interests physicians, psychotherapists
<b>Ludger Risse</b>	VC Fed. Ass Nursing Management	Professional caregivers interests at all levels
<b>Hedwig François-Kettner</b>	<i>Nursing Director Charité</i>	Decisions re. Patient care, nursing duties analysis
<b>Daniela Lehwaldt RGN RNT</b>	<i>Lecturer and International Officer</i>	Development of Advanced Practice Nursing
<b>The Netherlands</b>		
<b>Marian Kaljouw</b>	Innovation of care professions, Chair	Health care workforce and workforce planning
<b>Annelie-Braam</b>	Association of Physician Assistants	Representing Health care professionals, PA
<b>Odile Frauenfelder</b>	Ass. of Nurse Practitioners, Chair	Representing Health care professionals, NP
<b>Professor Marcel Daniel</b>	Medical Ass. Training & Educ., Chair	Health care professionals Training and Education
<b>Professor Pauline Meurs</b>	Health research & development, Chair	Health care systems and their design
<b>Italy</b>		
<b>Prof Gianfranco Damiani</b>	MD public health dept, Health Ministry	Health Services research, Health care management
<b>dott. Marco Marchetti</b>	MD, director HTA Unit, Policlinico Uni.	HTA, evidence based medicine, organization HTA

Members	Positions	Expertise
<b>Czech Republic</b>		
<b>David Marx, MD, PhD.</b>	ViceDean for UG Edu and study affairs	Pediatrician, Quality improvements health care
<b>Pavel Hroboň, MD, M.S</b>	Partner Advance Healthcare Mgnt Inst.	Executive training in healthcare
<b>MUDr. Ing. D. Hodyc,Ph.D.</b>	Partner Advance Healthcare Mgnt Inst.	Health services management
<b>Alena Šmídová, RN, MSN</b>	Head of allied health professionals	Nursing expertise in allied health professional
<b>Turkey</b>		
<b>Sarp Üner</b>	Professor Hacettepe Univ.	Health Management, Planning, Workforce
<b>Hüseyin Çelik</b>	Undersecretary to the MOH of Turkey	Health Services
<b>Norway</b>		
<b>Geir Sverre Braut</b>	Deputy Director General, Health Board	Norwegian Board of Health Supervision
<b>Anne Sissel Faugstad</b>	Deputy CEO Haukeland Uni. Hospital	Health care management
<b>Rune J. Skjælaaen</b>	Health and Social Services Ombudsman	Health and Social Services
<b>Mette Mikkelsen</b>	Union leader, Hordaland, Nurses Org.	Norwegian Nurses Association
<b>Johan Torgersen</b>	<i>Junior Doctors' Assocn Board member</i>	Specialist anaesthesiology and intensive care
<b>England</b>		
<b>Moira Attlee</b>	Senior Lecturer, Nursing, Social Work	Nursing, changing roles and qualitative research
<b>Jon Ford</b>	Retired director, Health policy, Econ Res	Medical labour market and policy
<b>Caroline Waterfield</b>	Head of Employment Services , NHS	Employer's perspective and HR legislation/policy.
<b>Poland</b>		
<b>Prof Frączkiewicz-Wronka</b>	Head, Dept Public Mgnt, Social Sciences	Research into mgnt of public sector organisations
<b>Dr Zbigniew Miśkiewicz</b>	Cancer-Center-Institute, Warsaw	Academic teaching cardio oncology
<b>Prof Józef Haczyński</b>	Deputy dir. Centre Mgnt in Health Care	Specialist in internal medicine, health care sys
<b>Prof. Kazimierz Ryc</b>	Professor of Faculty of Management	Specialist in Economics and Business Management
<b>Prof. Janusz T. Opolski</b>	Professor of public health	Theory public health, health sys, HRH planning

## **High level presentations to the Policy and Practitioner Community**

Throughout the project presentations to high level policy makers have been a key activity. The presentations are as follows

- 1. Expert Group European Health Workforce  
Brussels, Belgium 22 November 2016**  
Presentation by **Bob Elliott**  
Preliminary results from the MUNROS 7th RTD project “Health care reform: explored the impact on practice, outcomes and costs of the wider use of new health care professionals and extended roles for established health care professionals.
- 2. Knowledge hour,  
6th September 2016, 11:00-12:00, Rue Froissart 101, Room 01/89, EU Commission, Brussels**  
Under the chairmanship of **Tapani Piha** and **Caroline Hager** (Unit B3, Cross Border Health Care and E-health) the results of the MUNROS project were presented by **Professor Robert Elliott** (University of Aberdeen), **Professor Christine Bond** (University of Aberdeen), **Professor Matthew Sutton** (University of Manchester) on behalf of the MUNROS consortium.  
Research and Employment members of the Directorate General were invited
- 3. OECD Workshop: Toward a more efficient use of health human resources  
Paris, France 27th June 2016**  
Presentation by **Professor Matt Sutton**  
Overview of key findings from the MUNROS project
- 4. OECD Expert Workshop: Health Workforce Skills Assessment – A Feasibility Study  
Paris France 7<sup>th</sup> & 8<sup>th</sup> February 2017**  
Participant Professor Bob Elliott
- 5. HIS (Health Improvement Scotland ) Symposium,  
Edinburgh, Scotland Thursday March 16<sup>th</sup> 2017**  
Presentation by Professor Christine Bond  
Sustainability in Health Care: the right person in the right place at the right time
- 6. EUPHA Conference Workshop  
Vienna, Austria November 2016**  
Presentation by Professor Christine Bond  
Early findings from MUNROS
- 7. Scottish Faculty of Public Health Conference  
Dunblane, Scotland October 2016**  
Presentation by Professor Christine Bond  
Changing skill mix in health care teams: optimising resources for efficient health care delivery

8. **Inter-professional education and practice conference**  
**Cardiff, Wales September 12th 2016**  
 Presentation by Professor Christine Bond  
 Pharmacist and GP collaborations: what is needed to make it work?
9. **Norwegian Health Economics Conference**  
 Bergen, Norway, 22<sup>nd</sup> May 2017  
 Keynote Presentation by Professor Bob Elliott  
 New and Extended Roles for Health Care Professionals in Europe: practice, outcomes and costs
10. **Scottish Cancer Trials Breast Group Meeting,**  
 Edinburgh, Scotland 28 January 2016  
 Presentation by Christine Bond and Bob Elliott  
 Exploring the introduction of new professions and professional roles: examples from breast cancer
11. **20th WONCA Europe Conference 2015,**  
 Istanbul, Turkey 22 -25 October 2015  
 Presentation by Antoinette de Bont
12. **Joint meeting CMO and CNO,**  
 Luxembourg 12 October 2015  
 Presentations by Antoinette de Bont and Christine Bond
13. **Way to Modern NURSING XVII . reviewed proceedings of scientific conferences with international participation**  
 Prague, Czech Republic September 17, 2015  
 Presented by Marie Zvoníčková, Hana Svobodová & František Vlček
14. **11th World Congress: "De Gustibus Disputandum Non Est!" Health Economics and Nutrition: an iHEA World Congress** Milan,  
 Italy 12-15 July 2015  
**Session** Organiser Robert Elliott  
 Presenters: Jon Gibson 'The Impact of New Professional Roles on Clinical Practice and the Organisation of Care: Emerging results from Managers and Professionals in Scotland'; Silvia Coretti 'The impact of new health professionals on patients' satisfaction and health outcomes: evidence from the MUNROS European Project'; Jan Erik Askildsen 'New Professional Roles: Processes, Productivity and Health Outcomes'
15. **44th Annual Scientific Meeting of SAPC, 'Evidence and Innovation in Primary Care'**  
 University of Oxford, England 8-10 July 2015  
 Elevator pitch by Christine Bond, preliminary results from MUNROS study
16. **9th International Congress on quality in healthcare, accreditation and patient safety,**  
 Antalya, Turkey, 13 – 16 May 2015  
 Presentation by Güldem Ökem

'New professional Roles in Care Pathways in Diabetes II, Breast Cancer and Acute Myocardial Infection in some selected European Countries and Turkey -Initial results of MUNROS Project'

**17. International Health Workforce 15th Conference, 'Re-tooling: Is today's workforce fit for purpose?'**

London, England May 12-15, 2015

Presentation by Christine Bond as part of panel session 'Optimising the health workforce through inter-professional collaborative models of care'

**18. ISA 'Professions Bonds and Boundaries: Visioning a globalising, managed and inclusive professionalism'**

Università Cattolica del Sacro Cuore, Milano, Italy 19-21 March 2015

Presentation by Antoinette de Bont

'New professional roles in Europe?'

**19. Innovation for Active and Healthy Ageing**

Brussels, Belgium, March 9-10 2015,

EC Directorate-General for Health Healthcare Systems Unit - Workforce Team invited

Presentation by Antoinette du Bont at the Summit on Innovation for Active and Healthy Ageing

**20. Joint Action Health Workforce Planning and Forecasting Conference**

Rome, Italy 4-5th December 2014

Presentation by Bob Elliott

**21. Zorgplatform,**

Utrecht, The Netherlands 3rd December 2014

Presentation by Antoinette de Bont & Iris Wallenburg

**22. Study discussed at PA INVEST and 1st international conference of the NAPA 'Physician Assistants around the Globe'**

Amsterdam, The Netherlands October 2014

Presentation by Antoinette de Bont 'The development and impact of new professional roles in Europe'

**23. Joint iHEA & ECHE Congress,**

Dublin, Ireland July 2014

Chair Robert Elliott, presentations by Daryll Archibald and Apostolos Tsiachristas

Papers presented: 'Identifying the Drivers of New Professional Roles in European Health Systems' and 'Costs and effects of Health Service redesign'

**24. EU Chronic Care Summit,**

Brussels, Belgium, 3<sup>rd</sup> April 2014

Presentation by Antoinette de Bont

'Changing skill mix within teams delivering integrated health services'

## **Final Policy Conference**

The MUNROS Policy Conference was held in Edinburgh 5-6<sup>th</sup> February 2017. The conference showcased the findings of the MUNROS project, explored implications for policy and provided a platform for further dissemination of published results to participants. All delegates received a conference pack containing: the conference booklet, delegate list, presentation handouts, 3 published articles from MUNROS project and a conference evaluation form. A conference delegate mailing list was created and all delegates were informed when all conference presentations and conference articles were placed on the website.

Conference Participants Evaluation: An evaluation form was contained in the conference packs. All delegates were requested to complete this, fifteen attendees complied. Key results from the survey were as follows. All delegates judged the conference 'fully or partially fulfilled their reason for attending' with over 50% judging it 'fully fulfilled their reason for attending'. 87% judged that the research findings, presented at the conference 'will inform future practice completely or partially'. Finally 93% of respondents judged the discussion groups were completely or partially worthwhile.

## **2. Project Website**

At the outset a project website was created (<http://www.abdn.ac.uk/munros/>) to allow a wide audience an overview of the current status of the MUNROS project, the main findings and dissemination activities. The website is arranged in 7 sections as follows:

1. **Home page** – public: (<http://www.abdn.ac.uk/munros/>): features the Final MUNROS conference providing an easy link to the conference booklet and conference presentations; a brief project summary; a list of the consortium members; easy link to news items featuring published papers and also an archive of events.
2. **Expert Advisory Board** – public: ([www.abdn.ac.uk/munros/advisory/](http://www.abdn.ac.uk/munros/advisory/)): we provide a brief explanation of the important role that the advisory board plays along with a summary of the expertise of each of the EAB members.
3. **Our Research** – public: ([www.abdn.ac.uk/munros/our-research/](http://www.abdn.ac.uk/munros/our-research/)): provides detail about the research undertaken, including a description of each of the 13 work packages that comprise the project.
4. **Dissemination** – public: All dissemination activities are reported here with links to presentations given. This section features: conference papers; working groups; publications; citations and briefing papers. There is also a link to the MUNROS Twitter page on the website (@MUNROSproject) as part of our dissemination strategy. Twitter is used actively by our partners to promote the project, engage with stakeholders and share pertinent news.
5. **News** – public: ([www.abdn.ac.uk/munros/news/](http://www.abdn.ac.uk/munros/news/)): the features detailed information about our General Assemblies and other presentations made by the MUNROS team at external meetings and workshops.
6. **Events** – public: ([www.abdn.ac.uk/munros/events/](http://www.abdn.ac.uk/munros/events/)): Past events are archived here for easy access and information.
7. **Intranet** - private ([www.abdn.ac.uk/munros/intranet/documents/](http://www.abdn.ac.uk/munros/intranet/documents/)): this is the hub of the website and is accessed by members of the consortium with a username and password. There are 14 sections including Key EU Documents: General Assembly information GA1 – GA6 (agenda; meeting notes; presentations); Stakeholder and Researcher Workshop summaries; CIDP from each partner; links to completed Milestones and Deliverables; EAB meeting agendas and notes of meetings and country specific CEAG meeting details.