

ANNUAL REPORT 2020

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SHARE - CENTRE FOR RESILIENCE IN HEALTHCARE



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ABOUT



SHARE-fellows at their yearly writing seminar at Farsund Resort 2020

SHARE

The Centre for Resilience in Healthcare (SHARE) is currently one of eight research Centres at the University of Stavanger (UiS). The Centre was established in 2017 at the Faculty of Health Sciences, and together with the two national partners, Norwegian Air Ambulance Foundation (NAAF) and the Norwegian University of Science and Technology Gjøvik (NTNU Gjøvik) it constitutes Norway's largest research group studying quality and safety in healthcare.

SHARE is truly multidisciplinary with over 55 researchers affiliated including nurses, medical doctors, psychologists, physiotherapists, occupational therapist, lawyers, sociologist, engineers, and safety scientists. The Centre's main pillar is the solid base of PhD scholars conducting research in areas such as interdisciplinary teamwork and competence, co-production and involvement, telecare, regulation, evaluation of improvement measures, and analysis of healthcare processes. Many of the PhD scholars apply a resilience perspective to their research topics. Currently, SHARE has 29 ongoing PhD projects.

SHARE's research activities involve extensive collaboration with hospitals, primary care services, municipalities, tech-

nology suppliers, regulatory authorities, and user/ patient representatives and organisations. To support these collaborative activities and involve stakeholders from throughout the healthcare system, the Centre has a patient and stakeholder involvement (PSI) strategy (2019) and has in 2020 established a patient and stakeholder involvement panel. The involvement panel has been established with a wide representation of patient and stakeholders from macro, meso and micro level in the Norwegian healthcare system. The involvement panel will together with the PSI strategy facilitate a greater degree of interaction and input to the researchers, projects and increase the overall relevance and impact of the planned and conducted research within the Centre.

In early 2020, Professor Karina Aase stepped down as Centre Director and returned to her regular position as Professor of Patient Safety at UiS. She has done a tremendous job in building a strong research group over the past 15 years resulting in the SHARE Centre. Everyone at SHARE wishes to express their deepest gratitude to Karina for her strong scientific work, for being an inspiration to our continued quality and safety research, and for building a supportive and creative working environment. Professor Siri Wiig took over as Centre Director in April 2020. Siri has a safety science background and is Professor of Quality and Safety in Healthcare Systems at the Faculty of Health Sciences, UiS.

Internationalisation

SHARE's strategic vision is to become an internationally recognized research Centre by reforming the understanding of quality and safety in current healthcare systems using a new and comprehensive resilience in healthcare framework. To achieve such status, the Centre must develop, share, and communicate new knowledge on resilience at all levels of healthcare (micro, meso, macro).

SHARE collaborates with world leading researchers and research groups in Scandinavia, Europe, Australia, USA, and Japan. The internationalisation efforts take several forms with the most important one being researcher mobility, joint grant applications, organisation of expert panels and seminars, attendance at conferences, and adjunct professorships. Due to the COVID 19 pandemic, mobility and traveling proved challenging in 2020 and several mobility activities in the large research projects were postponed. Despite this, SHARE has been able to carry out several internationalisation activities.

A summary of 2020 activities is as follows, in which detailed information is provided in this annual report:

- Two SHARE researchers together spent two months as visiting scholars at Australian Institute of Health Innovation, Australia and at Griffith University, Australia.
- SHARE hosted two researchers who spent five months visiting the Centre from ERASMUS School of Health Policy and Management, ERASMUS University, the Netherlands.
- SHARE hosted a PHD student' internship from Queen's University in Kingston, Ontario, Canada.
- SHARE participated in one Wellcome Trust grant application and two EU grant applications, including consortiums consisting of multiple partners across several countries.
- As partner in the DIKU project STERNA, SHARE participated in running the course *Resilience Engineering and Safety Management for Complex Socio-Technical Systems*, which is conducted in collaboration with universities in Norway and Brazil. The course was available for master and PhD students.
- Six international adjunct professors and two international honorary professors are affiliated with SHARE.

New Adjunct Professors at SHARE

During 2020 SHARE has engaged two highly esteemed professors in new Adjunct professor positions. They are Professor Jeffrey Braithwaite and Professor David Bates. Both Professors will be important contributors to different publications and research activities, and we highly look forward to the collaboration.



Jeffrey Braithwaite is a professor of Health Systems Research at Macquarie University, Australia. He is the Founding Director of the Australian Institute of Health Innovation, and Director of the Centre for Healthcare Resilience and Implementation Science. He has particular expertise in the culture and structure of acute settings, leadership, management and change in health sector organisations, in addition to quality and safety in healthcare.



David Bates is an American-born physician and professor, who is an internationally renowned expert in patient safety. His particular interest lies within using information technology to improve care, quality-of-care, cost-effectiveness, and outcomes assessment in medical practice. He is a Professor of Medicine at Harvard Medical School, and a Professor of Health Policy and Management at the Harvard School of Public Health, USA.



LARGE RESEARCH PROJECTS

SHARE RESEARCHERS

Professor Siri Wiig (Project manager)

Professor Karina Aase

Associate professor Ingunn Aase

Associate professor Eline Ree

Postdoctoral candidate Hilda Bø Lyng

Researcher Lene Schibeavaag

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Torunn Strømme, SHARE,
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CO- RESEARCHERS

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Line Hurup Thomsen, Stavanger
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Elisabeth Holen Rabbersvik,
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Anne Torhild Sandvik Pedersen,
next of kin representative

Elsa Kristiansen, patient
representative

Torunn Grinvoll, Directorate of Health,
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Vestfold

PARTNERS

Associate Professor Hester van
de Bovenkamp, Erasmus University
Rotterdam, the Netherlands

Professor Roland Bal, University of
Rotterdam, the Netherlands

FUNDING

Research Council Norway -
HELSEVEL

BUDGET

22 mill NOK (12 mill RCN)

PROJECT PERIOD

1 October 2016 - 30 September 2021

SAFE-LEAD primary care

There is an urgent need for quality and safety competence and available support tools for managers in nursing homes and homecare. We conducted the SAFE-LEAD intervention in 2018-2019 to reduce this competence gap. The aim of SAFE-LEAD was to build leadership competence by developing, implementing and evaluating a guide for managers' quality improvement work in nursing homes and homecare services. The SAFE-LEAD guide and intervention were developed using a participatory approach in close collaboration with co-researchers, partners, and participants from nursing homes and homecare services.

The SAFE-LEAD guide

The aim of the SAFE-LEAD intervention was to build leadership competence by developing, implementing and evaluating a guide for managers' quality improvement work in nursing homes and homecare services. Use of the guide is designed as a reflexive tool for leaders to support diagnosing and improving quality and safety work in their organisations. The guide focuses attention on seven quality challenges that all leaders face: structure, culture, engagement, competence, coordination/organisational politics, external demands, physical and technological challenges. It consist of a three-step process: 1) managers start by rating themselves on the challenges and decide which challenge(s) they will focus their quality improvement work on, 2) select goals related to the specific challenge, and 3) develop specific action plans due to the goals.

The intervention was conducted in 2018-2019 and included implementing the SAFE-LEAD guide in four nursing homes and four homecare services in southwestern Norway. The intervention program consisted of workshops, site visits, e-learning material, demonstration videos, and studio lectures to support the implementation of the guide. The guide came in a paper-based version (booklet) and as a web-tool.

The intervention is currently being evaluated by data collected through interviews, field-notes, observations, and surveys of managers and healthcare personnel in the participating units.





Screenshot from a studio lecture about the SAFE-LEAD guide, here presented by Postdoctoral candidate Eline Ree.

“This implementation study is about improving quality and safety in primary care”

Recent results from the project

Several scientific research papers have been written during the project period. We have among other things gained more knowledge on how managers work with quality and safety, what challenges they face in their quality and safety work, how the managers experienced use of the SAFE-LEAD guide, and how healthcare personnel work to involve patients and users in their daily work and in quality improvement.

We are currently working on a process evaluation of the SAFE-LEAD intervention. This is one of the first longitudinal studies of managers’ response to leadership interventions targeted to improve quality and safety work in nursing home and homecare settings. Preliminary findings show that the intervention with the use of the leadership guide contributed to common understanding and commitment for quality and safety improvement among managers. We found that stable management and established structures seem to be crucial for quality improvement activities to take place, and that SAFE-LEAD served as an arena and a system for managers to work with quality and safety improvement.

We are also working on cross-country comparison papers in collaboration with Hester van Bovenkamp and Nienke van Pijkeren, where we explore how geographical context impact quality work in elderly care in Norway and the Netherlands.

SELECTED PUBLICATIONS:

Johannessen, T., Ree, E., Aase, I., Bal, R., Wiig, S. (2020). Exploring challenges in quality and safety work in nursing homes and home care - a case study as basis for theory development. *BMC Health Services Research*.

Ree, E., Aase, I., Strømme, T., Westbrook, J., Wiig, S. (2020). Lessons learnt from nursing home and homecare managers’ experiences with using the SAFE-LEAD guide. *Tidsskrift for Omsorgsforskning*.

Strømme, T., Tjøflåt, I., & Aase, K. (2020). Systematic Observation of Frail Older Patients in Homecare - Implementing a Competence Improvement Program. *Tidsskrift for omsorgsforskning*, 6(2), 23-39.

LARGE RESEARCH PROJECTS

SHARE RESEARCHERS

Professor Kristin Akerjordet
(project manager)

Associate professor Kristin Laugaland

Associate professor Ingunn Aase

Associate professor Anne Marie Lunde Husebø

CO-RESEARCHERS

Son Than Tran

Stavanger Municipality

Jannicke Bekkelund

Stavanger Municipality

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Professor Stephen Billett,
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FUNDING

Research Council Norway (RCN)
- HELSEVEL

BUDGET

14 mill NOK (RCN)

PROJECT PERIOD

1 June 2018 - 30 Dec. 2022



QUALinCLINstud

The “Improving quality in clinical placement studies in nursing homes” (QUALinCLINstud) project addresses the urgent need for improved quality and efficiency in clinical supervision and assessment of student nurses in nursing home placements. This will be achieved through a novel, collaborative, co-productive, social innovation and learning process between the nurse education system, student nurses and clinical care institutions for older people.

The aim of the QUALinCLINstud project is to develop and evaluate how a web-based program can optimize supervision, assessment and learning during nursing home placements. Given the multiple stakeholders and complexity of issues involved in clinical supervision and assessment practices, the web-based program will target three stakeholder groups: (1) nurse mentors, (2) first-

year student nurses and (3) nurse educators. The web-based program aims to improve the following quality dimensions: (1) student nurses’ learning experience and reflective thinking skills; (2) nurse mentors’ supervision and assessment competence and (3) the efficiency of administrative tasks and processes. The project (June 2018- December 2022) employs an explorative and descriptive multiple case study



ie

“Aiming for quality in nursing home care: Rethinking clinical supervision and assessment of nursing students in clinical studies”

The co-created e-learning course is targeted to enhance mentorship practices in nursing homes.

design using a mixed-method approach and incorporating the methodology of Participatory Design.

The study is structured across four sequential work packages (WPs).

WP1 (2018/2019), comprised an exploratory study of how the nurse education institution addresses quality in clinical education in nursing home placements and the challenges they experience. Data consists of fifteen in-depth interviews with program leaders of nurse bachelor programs (n=4), course leaders (n=6) and practice coordinators (n=5) across the case study sites. Findings suggest at least two key challenges in providing effective first-year student clinical placements in nursing homes: i) limited access for student placements; and ii) lack of qualified nurse teachers and available registered nurse mentors. Other challenges pertain to the reliability and validity of assessment practices and lack of process for improving quality of nursing student education from within the educational institutions (publication under review).

In WP2 (2019/2020), clinical supervision and assessment practices have been explored from a multiple stakeholder perspective. A qualitative approach has been applied in which data have been collected through observations (287 hours), individual in-depth and focus group interviews with key stakeholders (i.e. student nurses, nurse mentors, nurse teachers). A complete analysis of data from WP2 will be available in 2020/2021.

WP3 (2020/2021) comprises developing the web-based supervision and assessment program targeting quality dimensions in nursing home placements. The process of program development will be informed and guided by a tentative synthesis of first impression findings from WP1 and WP2 and in close collaboration with key stakeholders and e-learning designers. The co-production process will

try to ensure that the program meets stakeholders' needs, user interface, and provides benefits in use. Workshops and dialogue meetings have been conducted as the main co-creation activity. A total of five workshops have been conducted with stakeholder groups. Additionally, the project is also concerned with mapping and appraising the co-production development process. To do this, observations have been conducted during the workshops to explore the degree of participation, involvement and group interactions. Furthermore, three focus group interviews with the key stakeholder participants have been conducted to explore their views and experiences concerning involvement.

The aim of the project's final stage (WP4 2021-2022) is to pilot-test, explore and describe the outcomes and usefulness of the web-based supervision and assessment program developed and validated in WPs 1-3. In 2021, a digital educational intervention target to enhance nurse mentor's supervision and assessment competence will be piloted in one of the case study settings. The web-based program targeting all stakeholder groups will be pilot tested in 2022.

Overall, the project holds great potential for value creation and will contribute to expand the current knowledge base concerning supervision and assessment practices in nursing home placements, identify improvement measures and document the utility value of user involvement in developmental processes and the value of digital educational tools applied in clinical placements, which are currently lacking in Norway.

FOR MORE INFORMATION ABOUT THE STUDY SEE:

Laugaland, K. A., Gonzalez, M. T., McCormack, B., Skovdahl, K.-I., Slettebø, Å., Billett, S., & Akerjordet, K. (2020). Improving quality in clinical placement studies in nursing homes (QUALinCLINstud): the study protocol of a participatory mixed-methods multiple case study design. *BMJ Open*, 10(10)

LARGE RESEARCH PROJECTS

SHARE RESEARCHERS

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Research Director and Associate
professor Svein Skeie,
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Martha Strandos,
Head of Centre for Developing
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Sogn and Fjordane
Elisabeth Jakobsen,
The Cancer Registry, Oslo University
Hospital (OUS)

FUNDING

Trond Mohn Foundation
University of Stavanger
Stavanger University Hospital
Norwegian Air Ambulance Foundation
Leiden University

BUDGET

11,5 mill. NOK

PROJECT PERIOD

July 2020 - June 2022

PROJECT HOMEPAGE:

<https://covcom.org/>



Professor Jo Røislien is project manager of the COVCOM project. Photo: Mai Simonsen Krøgenes

COVCOM

The Covid-19 pandemic has demonstrated how health science has a direct impact on people's personal lives: When countries worldwide went into lockdown in order to reduce the spread of the Corona virus winter and spring 2020, the societal measures were largely based on direct advice from health researchers, scientists and epidemiologists. The COVCOM project explores how to most effectively communicate science related to pandemics.

The aim of the project "Covid Communication: Fighting a pandemic through translating science" (COVCOM) is to use video to develop effective, evidence-based modes of communication for translating complex, but important health messages about pandemics to both the general population and decision-makers.

In order to quickly reach out to large portions of the population with information mass media communication is key. With 80% of all internet traffic being video, it is clear that video plays an important part in such outreach work. A deeper understanding of how video works when communicating science is thus essential, so that this communication format can be utilized most effectively. The

COVCOM project approaches this question through three distinct, yet heavily intertwined, work packages.

1. What do health experts find important to communicate when it comes to pandemics? This is a qualitative study, where we perform literature studies, talk to stakeholders and health experts on all levels, perform consensus processes.
2. How can this best be communicated? This is a creative study, exploring various creative choices when creating the best possible (video) communication. This work is performed in collaboration with professional creatives and communicators in the private sector.

The Team



“COVID communication: Fighting a pandemic through translating science”



The COVCOM project is designed to run during a pandemic, and focuses on digital research collaboration. Screenshot from the COVCOM kick-off on Teams in November 2020.

3. Test the effect of this communication in controlled studies (RCTs). This is a quantitative study, where various communicative choices are assessed in terms of learning, attitude and behavior change, and so on.

The combination of qualitative, creative, and quantitative studies makes the COVCOM project highly interdisciplinary, bringing together academics and industry professionals from a wide range of fields.

COLLABORATORS PRIVATE SECTOR

Science Addiction
Bulldozer Film
Bacon OSL
Aller-gruppen
Dagbladet
Anorak

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(project manager from 2020)

Professor Karina Aase

(project manager 2018-2020)

Professor Ove Njå

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FUNDING

Research Council Norway - FRIPRO

TOPPFORSK, University of Stavanger

NTNU Gjøvik

The Norwegian Air Ambulance

Foundation

BUDGET

66 mill NOK

PROJECT PERIOD

1 September 2018 - 31 October 2023

Resilience in Healthcare

Resilience in healthcare is the diverse capacities of a healthcare system that allow it to maintain the delivery of high quality care during and after events that challenge, change or disrupt its activities, by engaging people in collaborative and coordinated processes that adapt, enhance or reorganize system functioning in response to those events. In short, the Resilience in Healthcare project has defined resilience as the capacity to adapt to challenges and changes in everyday practices at different system levels, to maintain high quality care.

In 2020, the project has been working on advancing the Resilience in Healthcare theoretical framework, through analysis of a selection of the 50 past and current empirical projects within SHARE. The Quality and Resilience Trigger Tool was used for screening the empirical projects, and a sample of the projects has been analyzed by using a meta-synthesis on resilient adaptive capacities across empirical settings, system levels, and stakeholders. The meta-synthesis is supported by in-depth interviews with researchers involved in the included sample of SHARE projects.

Furthermore, the international study protocol of resilience in healthcare across the six countries has been published and the empirical data collection has started. This cross-country comparative study in the project aims to add knowledge of how resilience is enabled in diverse healthcare systems by examining adaptive capacity lies in hospital teams in England, Switzerland, Japan, the Netherlands, Australia, and Norway.

SELECTED PUBLICATIONS FROM 2020:

Aase, K., Guise, V., Billett, S., Sollid, S., Njå, O., Røise, O., Manser, T., Anderson, J., & Wiig, S. (2020). Resilience in Healthcare (RiH) - A Longitudinal Research Program Protocol. *BMJ Open*

Wiig, S., Aase, K., Billett, S., Canfield, C., Røise O., Njå O., Guise V., Haraldseid-Driftland, C., Ree, E., Anderson, J.A., Macrae C, on behalf of the RiH-team. (2020). Defining the boundaries and operational concepts of resilience in the resilience in healthcare research program. *BMC Health Services Research*

Anderson, J., Aase, K., Bal, R., Bourrier, M., Braithwaite, J., Nakajima, K., Wiig, S., & Guise, V. (2020). Multi-level Influences on Resilient Healthcare in Six Countries - An International Comparative Study Protocol. *BMJ Open*

Anderson, J., Ross, A.J., Macrae, C., & Wiig, S. (2020). Defining adaptive capacity in healthcare: A new framework for researching resilient performance. *Applied Ergonomics*



Postdoctoral candidates in the RiH project. From left: Cecilie Haraldseid-Driftland, Veslemøy Guise and Hilda Bø Lyng

PROJECT MANAGER

Associate professor
Kristin Soerung Scharffscher

WORK PACKAGE LEADERS

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Professor Frederic Emmanuel Boudier,
University of Stavanger
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University of Stavanger
Professor Siri Wiig,
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Kristin Soerung Scharffscher,
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Dialogik
Professor Baruch Fischhoff,
Carnegie Mellon University
Mid Sweden University
Richard Utne,
County Governor in Agder
Stavanger Municipality
Stavanger University Hospital
The Norwegian Directorate for
Civil Protection
The Norwegian Medicines Agency

BUDGET

13.7 Mill NOK

PROJECT PERIOD

1 June 2020 - 31 Mai 2020

PAN-FIGHT

The aim of the PAN-FIGHT project is to uncover the correlations between risk communication and social vulnerability in the context of the COVID-19 virus outbreak by designing and conducting a comparative study based on data from Sweden, Germany, Switzerland, The United Kingdom, and Norway.

The purpose of the project is to develop knowledge with the purpose of improving international, national, and local responses to the COVID-19 outbreak and strengthen emergency preparedness through enhanced health risk communication strategies. The project also aims to develop stakeholder recommendations for future pandemic risk communication and its prevention/mitigation.

PAN-FIGHT is a collaboration project across the University of Stavanger, with SHARE and the Faculty of Health Sciences involved. The project is led by the Faculty of Technology. The project is divided into five work packages. The researchers from SHARE are collaborating with other project members and partners with a main focus on developing recommendations for enhanced risk communication.

“Fighting pandemics with enhanced risk communication: Messages, compliance and vulnerability during the COVID-19 outbreak”



SHARE researcher Olena Koval is one of the Postdoctoral candidates in the PanFight project.

PHD PROJECTS AND POSTDOCTORAL PROJECTS

PhD projects

Telecare in transitional care
Hilde Marie Hunsbedt (UiS)

Leading quality and safety in primary care
Terese Johannessen (UiS)

User participation and shared decision-making in adolescent mental healthcare
Stig Erlend Bjonness (UiS)

Healthcare professionals' observational competence in homecare
Torunn Strømme (UiS)

The access to necessary health care in light of the priority challenges
Solveig Hodne Riska (UiS, UiB)

A discharge pathway to meet the supportive care needs of patients with prostate cancer post hospitalization
Foteini Tsandila Kalakou (UiS)

Co-production of homecare services for senior citizens
Christophe E Kattouw (UiS)

Resilience and Regulation in Healthcare – mechanisms, challenges and opportunities
Sina Øyri (UiS)

Coordinated and family-centred long-term care pathways for children and their families: A Resilience perspective
Silje Karin Sjøseth Askeland (UiS)

Quality in supervision and assessment practices of nursing students in nursing home studies
Christina Tølbøl Frøiland (UiS)

Motivation in the caregiver role – when home-dwelling parents have dementia
Heidi Dombestein (UiS)

Exploring resilience in hospitals – A team-based approach
Birte Fagerdal (UiS)

Exploring managers' role in resilient healthcare during the Covid-19 pandemic
Camilla Seljemo (UiS)

From low-value care to high value services in radiology: measures, implementation and outcomes
Eivind Richter Andersen (NTNU Gjøvik)

Implementing a team-training program in Bachelor of Nursing to enhance teamwork skills and patient safety
Tore Karlsen (NTNU Gjøvik)

Interprofessional Teamwork in Hospitals: A Human Factor Approach to Patient Safety.
Oddveig Reiersdal Aaberge (NTNU Gjøvik)

Use of mortality data for detecting factors that may affect the occurrence of avoidable deaths
Jon Petter Blixt (NTNU Gjøvik)

Medication administration in the ambulance services
Eystein Grusd (NTNU Gjøvik)

Team training to support medication administration in the ambulance services
Kjetil Myhr (NTNU Gjøvik)

Quality of care from the perspective of cancer patients receiving radiotherapy.
May Ingvild V. Sollid (NTNU Gjøvik)

Identification, validation and benchmarking of quality indicators in prehospital advanced airway management
Alexander Kottmann (NAAF)

National implementation of whole crew on-call in situ simulation in Norwegian Helicopter Emergency Medical Services
Per Bredmose (NAAF)

Comparing risk management in different medical crew composition models in Helicopter Emergency Medical Services
Kristen Rasmussen (NAAF)

Geriatric trauma – assessing patient safety
Mathias Cuevas-Østrem (NAAF)

Safety in the use of telecare for home-dwelling older adults. A qualitative study
Torunn Beate Johannessen (HVL/UiS)

Simulation-based team training of non-technical skills among anaesthetic staff
Anne Strand Finstad (OUS /UiS)

High-fidelity simulation as part of clinical practice in nursing homes
Camilla Olaussen (LDH/UiS)

Quality and safety in hospital cancer care: A mixed methods study of next of kin involvement
Inger Johanne Bergerød (SUS/UiS)

Aspects of implementation and sustainability of Rapid Response Systems (RRSs) in hospitals: what makes them successful? A multi-method approach
Siri Lerstøl (SUS/UiS)

Postdoctoral projects

Quantitative and qualitative studies of the impact and experiences of a leadership intervention in nursing homes and homecare
Eline Ree (UiS)

InvolveMENT – To strengthen adolescents' mental health services
Petter Viksveen (UiS)

Patient and stakeholder involvement in resilient healthcare
Veslemøy Guise (UiS)

Translating Resilience in Healthcare into practice by establishing a collaborative learning framework
Cecilie Haraldseid-Driftland (UiS)

Resilience in nursing homes and home care services before, and during the COVID-19 pandemic
Malin Knutsen (UiS)

Collaborative learning in resilience: Inter- and intra-organisational knowledge transfer
Hilda Bø Lyng (UiS)

The impact of resilience training tools, and role of leadership in resilience, quality and safety in radiology
Ann Mari Gransjøen (UiS)

Fighting pandemics with enhanced risk communication: Messages, compliance and vulnerability during the COVID-19 outbreak
Olena Koval (UiS)

Producing engaging – yet correct – health communication videos (COVCOM)
Marie Therese Shortt (UiS)

COVCOM: Fighting a pandemic through translating science
Daniel Adrian Lungu (UiS)

COVCOM: Fighting a pandemic through translating science
Siv Hilde Berg (UiS)

IROS: Improving Radiological Services. From low-value care to effective high-value services
Elin Kjelle (NTNU Gjøvik)

CONSORTIUM PARTNERS

SELECTED PUBLICATIONS

Ballangrud, R., Aase, K., Vifladt, A. (2020) Longitudinal team training programme in a Norwegian surgical ward: a qualitative study of nurses' and physicians' experiences with teamwork skills. *BMJ Open*. vol. 10.

Odberg, K. R., Hansen, B. S., Aase, K., Wangensteen, S. (2020) A work system analysis of the medication administration process in a Norwegian nursing home ward. *Applied Ergonomics*. vol. 86.

Gransj en, A. M., Wiig, S., Lysdahl, K. B., Hofmann, B. M. (2020) Health care personnel's perception of guideline implementation for musculoskeletal imaging: a process evaluation. *BMC Health Services Research*.

Sogstad, M. K. R., Skinner, M. S. (2020) Samhandling og informasjonsflyt n r eldre flytter mellom ulike helse- og omsorgstilbud i kommunen. *Tidsskrift for omsorgsforskning*. vol. 6 (2).

HIGHLIGHTS 2020

Three new PhD candidates became members of the research group

The project "Impact and Outcome in long-term care: introducing a measure of Care Related Quality of Life" (QUALcare) received 1.2 mill kroner by NFR. Project leader Maren Kristine Raknes Sogstad.

Patient Safety Research Group at NTNU Gjøvik



Department of Health Sciences in Gjøvik

The Patient Safety Research Group at Institute of Health Science (IHG), Faculty of Medicine and Health, NTNU Gjøvik is one of three partners in the SHARE Centre. The group has a Human Factors approach to their research with the aim of improving healthcare systems and processes, thus increasing patient safety. The research group is led by associate professor Anne Vifladt.

There are currently 19 members of the Research Group of which 10 are involved in collaboration within the SHARE Centre. Collaboration activities consist of joint supervision of PhD candidates, joint publications, participation at research seminars, writing seminars, etc. These joint activities help build the professional and collegial relationships that characterize SHARE.

Ongoing projects in collaboration with SHARE

- From low-value care to high value services in radiology: measures, implementation and outcomes.
- Teamwork in hospital: A quasi-experimental study applying a Human Factor approach
- Simulation-based team training of non-technical skills among anesthesia staff.
- Implementing TeamSTEPPS®2.0 team-training program in Bachelor of Nursing curriculum to enhance teamwork skills and patient safety.
- Coordinated and family-centred long-term care pathways for children and their families': A resilience perspective.
- Use of mortality data for detecting factors that may affect the occurrence of avoidable deaths.
- Team training to support medication administration in the ambulance services.
- A study of a teamwork interventions' impact on medication administration.

Members of the Patient Safety Research Group at NTNU Gjøvik



Professor Marie Louise Hall-Lord



Professor Bj rn Morten Hofmann



Associate professor Randi Ballangrud



Associate professor Sigr d Wangensteen



Associate professor Maren Kristine Raknes Sogstad



Associate professor Kristian Ringsby Odberg



Researcher Ann Mari Gransj en



PhD candidate Eystein Grusd



PhD candidate Kjetil Myhr



Postdoctoral candidate Elin Kjelle



Associate professor Anne Vifladt



PhD candidate Jon Petter Blixt



Assistant professor Tone Stomlien



PhD candidate Tore Karlsen



PhD candidate May Ingvild V. Sollid



PhD candidate Eivind Richter Andersen



Assistant professor Marit Helene Sund Storlien



PhD candidate Oddveig Reiersdal Aaberg



PhD candidate NTNU  lesund Silje Liepelt

CONSORTIUM PARTNERS

Photo: NAAF



Prehospital Patient Safety at the Norwegian Air Ambulance Foundation



The Norwegian Air Ambulance Foundation (NAAF) collaborates with the University of Stavanger (UiS) on research and education in prehospital critical care and is one of three partners in the SHARE Centre.

Prehospital patient safety is an important research area for the NAAF and is thematically collected in the research cluster “Prehospital Patient Safety”. Patient safety outside hospitals, is affected by other factors than inside the hospitals. In the hospital, patient care is well designed for optimal treatment with health technology and interventions, defined roles and responsibilities in a safe environment. Outside the hospital, in the prehospital setting, both staff and patients are exposed to an unpredictable environment. Treatment is often time-critical and relies on immediately available resources and well-prepared expertise. Life threatening conditions must be treated promptly, decisions on patient care and treatment must

be made under great uncertainty and transport carried out on many different platforms. This vulnerability is further amplified by the many elements of the emergency chain and potential hand-over situations. All these factors impact the capacity to execute healthcare of the highest quality. Human factors play a core role in how well the providers of prehospital critical care handle this vulnerability.

To ensure and improve patient safety in a prehospital setting we need more knowledge on how to build, maintain and strengthen barriers against hazards and errors, and how to create, maintain and strengthen margins to allow for the necessary variation in medical care whilst still maintaining safe services.

The aim of our collaboration with UiS is to improve quality along the entire emergency chain by developing, implementing and evaluating interventions.



Patient Safety in a prehospital setting. Photo: NAAF

NAAF fund six PhD projects in SHARE:

1. “Comparing risk management in different medical crew com-position models in Helicopter Emergency Medical Services” by Kristen Rasmussen.
2. “Identification, validation and benchmarking of quality indicators in prehospital advanced airway management” by Alexander Kottmann.
3. “National implementation of whole crew on-call in situ simulation in Norwegian HEMS; feasibility, challenges and benefits” by Per Bredmose.
4. “Geriatric trauma – assessing patient safety” by Mathias Cuevas- Østrem.
5. “Dispatch, Prehospital time, Interventions and Outcomes in a Norwegian Trauma population” by Inger Nilsbakken (starts in 2021).
6. “Quality indicators of prehospital patient safety” by Linn Therese Hagen (starts in 2021).

2020 Highlights

- Ann Kristin Wiik from NAAF continued her position as the Chairman of the board in SHARE.
- NAAF’s involvement in SHARE produced four peer-reviewed publications.
- In a year with few conferences both researchers and PhD fellows have contributed to several dissemination cases to various websites and professional channels.
- The Patient safety cluster researchers Elisabeth Jeppesen, Jo Røislien and Stephen Sollid have been involved in several digital teaching lessons at the MSc Prehospital Critical Care at UiS.
- Inger Nilsbakken (MD) and Linn Therese Hagen have been hired as a new PhD fellows. The aim of Nilsbakken’s project is to investigate to what extent the ambulance services reach severely injured patients within acceptable time according to national quality indicators in a Norwegian trauma population. While Hagen’s project will explore Quality indicators of prehospital patient safety.
- NAAF is a funding partner of the project ‘COVCOM; fighting pandemic through translating science’. Professor Jo Røislien who is project manager of COVCOM has a part time position at NAAF.

Promoting resilience in a prehospital setting

Systematic work with patient safety is a prerequisite for good and safe health services that must be prioritized, also in prehospital services. Handling and initiating treatment in a prehospital setting are complex processes that involve many treatment options and include several parts of the emergency service. Care is mostly delivered to low acuity patients, but with nonetheless complex conditions, care is also delivered to high-acuity patients with unstable vital signs in a fast-paced setting under unpredictable conditions. Moreover, decisions must be made under great uncertainty. In addition, patient numbers and treatment needs, may vary considerably from situation to situation, while resources including staff, facilities and equipment often are limited. Dealing with both ordinary and extreme events, from single individuals to very complex major incidents with multiple casualties, requires adaptive capacity, flexibility, and coordination among different groups of professionals across the emergency services. This highly dynamic work environments make working in the prehospital environment particularly vulnerable for serious patient harm. Capacity to adapt to unexpected changes in the patients' conditions or in the surroundings is a prerequisite for patient safety.

Historically, identifying adverse events and keeping statistics have laid the foundation for preventive measures or barriers

to avoid adverse events or accidents at work. Through investigating incidents, factors must be identified and behavior changed. Today, we want better knowledge of the inherent properties of safety and explore which elements contribute to increased quality and patient safety with focus on why this treatment chain usually works well. In prehospital healthcare the attention to why service providers are able to succeed under challenging conditions remains sparse. An identification of factors that contribute to well-functioning individuals, teams and systems, could contribute to increased knowledge about resilience in the prehospital space. Empirical research is of crucial importance to build and support resilient systems and processes in a prehospital setting. We need a new framework and a new

approach to how research on this topic is conducted and to support resilient performance. This should involve identifying factors that promote resilience, both on individual-, team- and system- levels.

The Norwegian Air Ambulance Foundation look forward to further cooperation with SHARE – Centre for Resilience in Healthcare and to develop new knowledge within this area.

READ MORE ABOUT THIS IN:

Jeppesen, E. & Wiig, S. (2020) Resilience in a prehospital setting - a new focus for future research? *Scandinavian Journal of Trauma, Resuscitation and Emergency Medicine*



Elisabeth Jeppesen is one of the researchers at NAAF that works to promote resilience in the prehospital setting

CELEBRATING PHILOSOPHIAE DOCTORS

In 2020, five of SHARE's PhD candidates publicly defended their doctoral dissertations and earned the degree of philosophiae doctor. Here you can meet the candidates that convinced the evaluation committees in a highly skilful and solid manner: Kristian Ringsby Odberg, Ann Mari Gransjøen, Malin Knutsen Glette, Siv Hilde Berg and Dag Tomas Sagen Johannessen. We asked them to tell us about their PhD theses, and what their professional life looks like after the PhD degree.



Kristian Ringsby Odberg

Medication management is a vital part of the healthcare provided in nursing homes. It is a complex and demanding process, and the nurse has a central role. The thesis identified numerous barriers and facilitators towards safe medication administration, by using a human factors approach. Kristian Ringsby Odberg defended his thesis at the Faculty of Health Science (UiS) on the 26th of May 2020.

THESIS:

'A human factors approach to medication administration in nursing homes'

MAIN SUPERVISOR

Associate professor Sigrid Wangensteen at the Norwegian University of Science and Technology (NTNU) - Faculty of Medicine and Health Sciences

CO-SUPERVISORS

Professor Karina Aase at the University of Stavanger (UiS), SHARE - Centre for Resilience in Healthcare

Professor Britt Sætre Hansen at the University of Stavanger (UiS) SHARE - Centre for Resilience in Healthcare

The paramount aim of his thesis was:

"To use a Human Factors approach to explore the complexity of the medication administration process in nursing homes, thereby contributing to the prevention of adverse drug events"

To accomplish this, he used a qualitative mixed-methods approach, with observations and individual interviews from two different nursing home wards. The data were analyzed using qualitative content analysis.

He found that the complexity of medication administration in nursing homes reflects the characteristics of the sociotechnological work system; persons, tools & technology, tasks and organisation that interact and adapt according to shifting circumstances. Further that there are six stages in the medication administration process with over 60 associated facilitators and barriers. Different categories of interruptions during medication administration were identified as a major barrier towards safe medication management. The nurse has a central role, compensating for variations in competence and being flexible to meet the demands of the patients. Efforts to improve medication safety in nursing homes

should target specific types of errors and be multifaceted. The management needs to understand the complexity of the medication administration process, to reach effective measures to prevent adverse medication events. The findings may be used to improve guidelines or checklists and to improve awareness to safeguard effective and safe medication management.

Kristian (42) lives in Hamar, while working at NTNU-Gjøvik. He is an intensive care nurse and holds a Masters degree in clinical nursing from NTNU-Gjøvik (2012). Currently he holds a position as an Associate Professor at the Faculty of Medicine and Health Sciences at NTNU-Gjøvik. He obtained his PhD at the University of Stavanger, as a member of SHARE in collaboration with NTNU-Gjøvik. The collaboration with SHARE is ongoing and he is for the time being involved in a joint research project investigating medication administration and teamwork in pre-hospital care.

CELEBRATING PHILOSOPHIAE DOCTORS



Ann Mari Gransjøen

With the increased complexity of radiology, and unwarranted geographical variation in the use of these services there has been an increase in the development of guidelines in this field. However, implementation of guidelines can be challenging. Ann Mari Gransjøen developed and conducted an implementation study of the Norwegian Musculoskeletal Guideline and tested the impact of the implementation on the use of non-traumatic musculoskeletal imaging. She defended her thesis at the Faculty of Health Sciences (UiS) on the 8th of June 2020.

THESIS:

'Impact of active implementation of the Norwegian Musculoskeletal Guideline on the use of non-traumatic musculoskeletal imaging - A multimethod study'

MAIN SUPERVISOR

Professor Bjørn Morten Hofmann,
NTNU Gjøvik

CO-SUPERVISORS

Professor Siri Wiig, University of Stavanger (UiS), SHARE- Centre for Resilience in Healthcare

Professor Kristin Bakke Lysdahl,
University of South-Eastern Norway

Ann Mari's PhD thesis is about the active implementation of the Norwegian Musculoskeletal Guideline, based on the existing barriers and facilitators for guideline adherence and findings from the literature on guideline implementation in collaboration with relevant professionals in the development of the implementation strategy. An implementation of this guideline is needed because there is a continuing unwarranted geographical variation in the use of non-traumatic musculoskeletal imaging. Previous studies have shown that it is challenging to produce lasting change with guideline implementation, especially so with traditional passive methods.

The study consisted of three phases (planning, development/conduction and evaluation) conducted within 3 radiological departments and general practitioners from several medical centres in one county in Norway. A mixed methods approach was used as the overall approach (qualitative - quantitative - qualitative).

The overall findings indicate that an active approach to guideline implementation can have some effect of the use of non-traumatic musculoskeletal imaging. However, the findings also indicate that clinicians had not vastly changed their practice in regard to this

type of imaging. This may be due to the implementation strategy not being able to address all the identified barriers for guideline use. Finally, the collaboration and active involvement in the implementation of guideline was deemed as positive by the participants, and could be useful in future attempts at guideline implementation.

Ann Mari Gransjøen who lives in Oslo (30) is a radiographer who graduated from the bachelors program of radiography at NTNU Gjøvik in 2012. She holds a Masters Degree in Biomedicine from Oslo Metropolitan University (2014). Only a few months after her dissertation she was employed as a postdoctoral fellow at SHARE. In addition to the position as a postdoctoral fellow she holds a position as a researcher at NTNU Gjøvik.



Malin Knutsen Glette

Focusing on hospital readmissions from a primary care perspective, Malin identified several contemporary issues leading to hospital readmissions from the primary healthcare services. The results can help broaden the understanding of why hospital readmissions occur and provide knowledge to policy makers, health personnel, and readmission researchers. She defended her thesis at the Faculty of Health Sciences (UiS) 23th of June, 2020.

THESIS:

'Exploring hospital readmissions from the primary healthcare service - A multiple case study'

MAIN SUPERVISOR

Professor Siri Wiig, SHARE-Centre for Resilience in Healthcare University of Stavanger

CO-SUPERVISORS

Professor Olav Røise, Division of Orthopedic surgery, Oslo University Hospital; Institute of Clinical medicine, University of Oslo; SHARE- Centre for Resilience in Healthcare, University of Stavanger

Professor Tone Kringeland, Western Norway University of Applied Sciences, Haugesund.

Malin's PhD thesis explores hospital readmission from the primary healthcare services, aiming to increase knowledge about aspects that lead to hospital readmissions from the primary healthcare services. Hospital readmissions is a growing issue, and have received increased attention internationally, due to its negative impact on healthcare quality, resources and economy. However, research on readmissions have mostly been centred around the hospitals, despite the central role of the primary healthcare services, and particularly the general practitioners (GPs) which holds a "gate-keeping" role in questions of hospital readmissions.

The thesis was conducted as a multiple case study, including two cases with multiple sub-units. Each case was defined as a municipality with included primary healthcare services and a common hospital. The sub-units consisted of four nursing homes, including nursing home nurses and leaders, primary care physicians and hospital physicians.

Overall, the findings showed that patients being discharged to the primary healthcare services had more complex medical conditions now, than before the introduction of the Coordination Reform (a Norwegian health reform) in 2012. The complexity and quantity

of GP's and nursing home nurses work tasks had increased, and there was an overall belief that patients were being discharged too early, and often with unresolved medical issues. This led to a need for increased competence in the primary healthcare services, and although this was under development, the required competence level was not yet achieved, sometimes resulting in hospital readmissions.

Malin (33) is a nurse and holds a Master's Degree in Health Sciences from the University of Stavanger from 2014. She lives in Haugesund and holds a part time position as associate professor at the Faculty of Health, Western Norway University of Applied Sciences. Additionally, she is employed as a postdoctoral fellow at SHARE, researching nursing homes' and home care services' adaptive capacity during the COVID-19 pandemic.

CELEBRATING PHILOSOPHIAE DOCTORS



Siv Hilde Berg

The current approach to implementing safety practices assumes linear causality in which the implementation of a safety measure will yield predictable outcomes in clinical practice. Suicidal patients are characterised by aetiological heterogeneity, and each patient needs to be understood and approached differently. However, knowledge of the complexity of safe clinical practice for patients hospitalised during a suicidal crisis is lacking. Siv Hilde Berg has explored safe clinical practice for patients hospitalised in mental health wards during a suicidal crisis. She defended her thesis at the Faculty of Health Science (UiS) on the 1st of October 2020.

THESIS:

'Safe clinical practice for patients hospitalised in mental healthcare during a suicidal crisis'

MAIN SUPERVISOR

Professor Karina Aase,
SHARE- Centre for Resilience in
Healthcare

CO-SUPERVISORS

Kristine Rørtveit,
Stavanger University Hospital

Fredrik A. Walby,
National Centre for Suicide
Research and Prevention

The overall aim of this thesis was to gain a deeper understanding of the complexity of safe clinical practice for patients hospitalised in mental health wards during a suicidal crisis, as experienced by patients and healthcare professionals.

A qualitative case study design utilised multiple methods and data sources, including a systematic review of qualitative literature, individual interviews with 18 patients, and a multi-method approach comprising individual interviews and focus group interviews with 35 healthcare professionals

Safe clinical practice as experienced by suicidal patients appears to be related to more than the absence of suicide risk and the need for physical protection. Safe clinical practice for the suicidal patient is highly dependent on patients' perceptions of their connections with healthcare professionals, the fulfilment of their needs during care and their psychological safety. Furthermore, suicidal patients are multifaceted, showing fluctuating suicidal behaviour, which highlights the importance of embracing personalised activities for safe clinical practice. To improve safe clinical practices, efforts should be made to embrace rather than efface variability in clinical care.

Healthcare professionals experience safe clinical practice for patients hospitalised during a

suicidal crisis as dependent on using expertise to make sense of suicidal behaviour, individualising the therapeutic milieu and managing uncertainty. To improve safe clinical practices, Berg believes we need to support adaptive capacities that enable healthcare professionals to cope with challenges. Strategies should be directed toward strengthening expertise development, feedback systems, and systems ensuring support and predictability.

Safe clinical practice involves a set of complex characteristics demonstrate how non-linearity such as individualisations of treatment and care, and uncertainty characterise the complexity in this context. Additionally, the complexity in safe clinical practice is characterised by establishing psychological and relational safety, which is only created through personalised and trusted relationships.

Siv Hilde berg (37) is born in Stavanger. She is an authorized clinical psychologist with clinical experience from suicide prevention and have additionally studied safety science at the University of Stavanger. Four days after her dissertation she was employed as a postdoctoral fellow at SHARE in the research project Covid communication: Fighting a pandemic through translating science.



Dag Tomas Sagen Johannesen

Norwegian clinics and hospitals have no clear history for certification, despite several initiatives. The ISO 9001 quality management certification has often been highlighted since it contained many of the same elements for quality improvement as the national internal control regulation. Most recently, the government's National Health and Hospital Plan for 2016–2019 aimed to introduce a system for quality certification. However, no national certification system has yet been established. Dag Tomas therefore set out to investigate external drivers and internal processes in hospital certification in order to get knowledge and understanding concerning practice of certification processes. Dag Tomas defended his thesis at the Faculty of Social Science (UiS) 27th of October 2020.

THESIS:

'Certification for Quality in Hospitals. Exploring adoption, approaches and processes of ISO 9001 quality management system certification'

MAIN SUPERVISOR

Professor emeritus Preben Hempel
Lindøe, University of Stavanger

CO-SUPERVISOR

Professor Siri Wiig,
SHARE- Centre for Resilience in
Healthcare, University of Stavanger

The ISO 9001 standard proposes generic requirements for organisational structures and systems to continuously manage and improve quality. To become certified, hospitals are assessed for compliance with the standard by auditors from an independent certification body and provided with an attestation if they comply.

We lack evidence that certification has a direct impact on clinical outcomes, but we have many indicators of positive implications for quality and safety management. We still know little about why health care organisations adopt certification, how certification processes unfold, and the methods and assessment practices used by certification bodies and their auditors.

This thesis consists of two case studies. Case 1 was an explanatory retrospective single-case study of a first-time ISO 9001 certification process in an emergency department. Case 2 was an embedded single-case study, addressing three units: The certification approach of 1) auditors, 2) a certification body, and 3) international ISO standards. Data was collected through documentary sources, interviews, and observations.

The study identified institutional external conditions that triggered adoption of ISO 9001 certification and organisational change

processes. Further, findings showed that the international standards that certification bodies must follow to conduct certifications, embedded an elasticity between formal retrospective auditing, towards prospective approaches, enabling guidance and improvements. Certification auditors practiced a flexible auditing approach using opportunities to share knowledge, empower and make guidance for improvement to hospitals. Overall, the study identified characteristics of the institution and process of ISO 9001 certification that might support resilient performance in healthcare.

Dag Tomas (age 42) lives in Kristiansand where he currently holds a position as an Assistant professor at The University of Agder. His area of expertise is within ISO 9001, organisational change, change management, organisational theory and quality management. Dag Tomas is a longstanding member of SHARE and took his PhD at the University of Stavanger. Although he currently holds a position at another university, he is still a member of SHARE and hopefully there will be further collaborations in the future.

RESEARCHER MOBILITY

In line with the SHARE Research Strategy (2018-2022) mobility is one of the main measures in the Centre's efforts to reach an international position within the field of quality and safety in healthcare. Despite general challenges associated with the Covid-19 situation and travel restrictions all over the world, SHARE researchers and partners have, with exceptional creativity and motivation, still been able to complete both inbound and outbound mobility throughout 2020. The researcher mobility has resulted in the development of new research projects, scientific publications, participation at seminars, new collaborations and guest lectures to a variety of audiences.



SHARE internship Erika Petersen - PhD student Canada. Photo: Private

Erika Petersen

Between June 2020 and November 2020, Erica had the privilege of completing an Internship with the SHARE Centre. Erika is a second year Health Quality PhD student at Queen's University in Kingston, Ontario, Canada.

Originally, she was meant to travel to Norway to complete the Internship in-person. However, with the emergence of the COVID-19 global pandemic and associated travel restrictions, Erika needed to take a more creative approach to her internship and decided to complete it remotely. As a mandatory component of her PhD program, the Internship required 200-hours with an organisation to gain practical experience applying research and theory on health quality. Specifically, the Internship required the development of a learning plan with three learning objectives, as well as a written and oral dissemination of learning.

Throughout the Internship, Erika collaborated with Siri Wiig, Eline Ree, and Hilda Bø Lyng to draft a protocol for a systematic review that will explore the relationship between management and resilience in healthcare. Since the completion of the Internship, the protocol has been finalized and submitted for publishing.

Both Erika and her colleagues at SHARE hope that she someday will be able to visit the University of Stavanger in person and both parts welcome any future collaborations.

'I am so grateful to have had the opportunity to collaborate with and learn from Siri, Eline, and Hilda, as well as gain valuable practical experience drafting a systematic review protocol. Not only will the learned skills benefit my PhD dissertation, but the experience has fostered an international relationship within an area of research for which I am passionate', says Erika.





Hester van de Bovenkamp

In September and October 2020 Hester van de Bovenkamp, associate professor at Erasmus School of Health Policy & Management, Erasmus University Rotterdam, visited SHARE. Despite Covid-19 restrictions Hester and her family drove to Norway and spent 14 days in quarantine at a cabin in the Norwegian mountains in order to be able to stay at the SHARE Research Centre. This visit was part of the SAFE-LEAD project which features a comparison between quality work in elderly care between Norway and the Netherlands.

The collaboration in SAFE-LEAD is built on a very fruitful collaborative history between the University of Stavanger and the Erasmus University, the beginning of which dates back to 2010 when the researchers worked together on the EU funded QUASER project.

The aim of the research visit was to write a comparative paper on the role of context in quality work in elderly care. Hester worked on this together with Siri Wiig, Eline Ree, Ingunn Aase, Terese Johannessen and her colleague from Rotterdam Nienke van Pijkeren. To make this comparison more specific it was decided to focus on geographical context as this is a key difference between the two countries. Moreover, geographical context impacts quality work but is often overlooked in research. One of the interesting findings was that Norway has a longer tradition of thinking about organizing care in different geographical areas, which the Netherlands can learn from.

The benefits of the geographical context in Norway was highly appreciated by the family from the Netherlands, which took full advantage of their surroundings by going on hikes and enjoying the beautiful sights they argued was to be found around every corner.

Next to many interesting discussions with researchers at SHARE about their studies, Hester especially appreciated the opportunity to draw inspiration from the enormous amount of work that is done at SHARE on translating findings to lessons for healthcare practice and the incredibly helpful, kind and fun atmosphere that she found to be created at the Centre. She stresses that this is what makes a visit to SHARE both an intellectual and social treat.

'I would therefore really like to thank all the people at SHARE for their hospitality, kindness and for being an inspiration for my future work. This especially goes for Siri Wiig, who has created the exiting opportunity for me to visit', says Hester.

Activities related to Hesters visit include:

- Comparative paper on the role of geographical context on quality work in elderly care
- Presentation during the SHARE meeting of the collaborative project
- Participation at the SAFE-LEAD writing seminar
- Participation in the SAFE-LEAD podcast.

From left Hester van de Bovenkamp and Ninjke van Pijkeren during a SAFE-LEAD writing seminar. Photo: Inger J. Bergerød



Picture during quarantine. Photo: Hester van de Bovenkamp



Picture during the SAFE-LEAD writing seminar. Photo: Siri Wiig



RESEARCHER MOBILITY



Nienke van Pijkeren

As part of her PhD trajectory, Nienke van Pijkeren had the possibility to visit SHARE from September until November 2020. The research visit took place in the second year of her PhD at the Erasmus School of Health Policy and Management, at the Erasmus University Rotterdam (EUR).

The purpose of the research visit was twofold. Firstly, as part of the SAFE-LEAD project, Nienke worked on a comparative study together with her colleague from the Netherlands, Hester van de Bovenkamp and colleagues from SHARE, Siri Wiig, Eline Ree, Ingunn Aase and Terese Johannessen. This collaboration resulted in a comparative paper on the quality work in elderly care in Norway and the Netherlands. The insights derived from this study led to a second paper, which empirically explores how emergency care is organized and delivered in the more rural areas. Collecting data for this paper was the second purpose of the research visit. Thanks to the valuable help of colleagues from SHARE, Nienke was able to arrange interviews with respondents and visited research sites in four municipalities in Rogaland. The collected data will result in a paper as part of a collaboration between the SAFE-LEAD project and REGIOZ project,

which is a research program on the regionalization of elderly care in the Netherlands.

Besides the research activities, Nienke especially enjoyed the informal gatherings with colleagues over lunch, during dinners, or on hike. Exchanging knowledge and ideas with researchers from other countries, and with various professional backgrounds, she believes enabled her to reflect on a broader area of research and to sharpen her own research focus. She experienced that SHARE creates lots of moments for exchange between colleagues and felt that this really contributes to a healthy work ethos and a good team spirit.

In her spare time Nienke enjoyed the possibility of being in a country with the opportunity for many outdoor activities. She especially enjoyed the beautiful sceneries during hiking trips and bicycle rides.

Komle dinner at Torunn Strømme, with colleagues from SHARE. Photo: Nienke van Pijkeren.



'I want to thank all the colleagues at SHARE for sharing their favorite outdoor spots and for inspiring me in my work', says Nienke



'I had a great stay in Brisbane that gave me valuable professional outcomes as well as being of great personal value. I'm so grateful to the University of Stavanger and Professor Stephen Billett who gave me this opportunity of a lifetime' says Kristin.

Photo By: Kristin A. Laugaland



Kristin A. Laugaland

From February to March 2020, associated professor Kristin A. Laugaland, spent one month at the University of Griffith, in Brisbane, Australia. The stay was funded by the University of Stavanger through their Young Outstanding Researchers Program (Yngre Fremragende Forskere).

Sunset at the beach in Brisbane.
Photo: Kristin A. Laugaland



The purpose of this grant is to give young researchers the opportunity to focus on their research career and to strengthen their international collaboration. Kristin brought her husband and two kids (4 and 5 years of age) with her on her abroad stay. Professor Stephen Billett was Kristin's host. There was a pre-established collaboration between them prior to the trip. Kristin is involved in a larger research project called "Aiming for quality in nursing home care: Rethinking clinical supervision and assessment of nursing students in clinical studies" (QUALinCLINstud). The QUALinCLINstud project focuses on enhancing clinical education of nursing students in aged care. Professor Stephen Billett is one of five international members of the project's advisory board.

During the stay Kristin visited three campuses at Griffith that provide nursing education where she engaged with faculty members to learn about clinical education for nursing students in aged care. Kristin established contacts for potential further collaboration. During her stay Kristin also got the opportunity to visit two aged care facilities where nursing students were on clinical placements. These visits were arranged by Dr Judith Needham the director of the clinical placement office. For most parts of her stay, Kristin spent her working hours at the city library working with data analysis and drafting of two manuscripts. Professor Billett has co-authored both papers. Associate professor Laurie Grelish, whom Kristin met and engaged with during her stay, also co-authored one of the papers.

RESEARCHER MOBILITY

Eline Ree



Associate professor Eline Ree visited the Australian Institute of Health Innovation (AIHI), Macquarie University in Sydney for one month in February 2020. Professor Jeffrey Braithwaite, Director of AIHI and The Centre for Healthcare Resilience and Implementation Science is one of SHARE'S collaboration partners, hosted the visit.

While at AIHI, Eline collaborated on several papers with Johanna Westbrook, Jeffrey Braithwaite, and Louise Ellis on topics related to user involvement, evaluation of the SAFE-LEAD guide, and resilience in healthcare. Other activities included presentation of the SAFE-LEAD guide for the Centre for Healthcare Resilience and Implementation Science, discussion of a contextual mapping framework to compare contextual factors in elderly care between Norway and Australia, and discussions of studies on resilience.

The stay was funded by the University of Stavanger through their Young Outstanding Researchers Program (“Yngre Fremragende Forskere”).

‘I would like to thank the University of Stavanger and the Australian Institute of Health Innovation for giving me the opportunity to visit AIHI. A special thanks to Jeffrey Braithwaite, Louise Ellis and others at the AIHI who arranged meetings with me, invited me to seminars, dinner and lunches, coffee breaks, and walk in the park. Thank you for being so including and for all the knowledge you shared with me’ says Eline.

PUBLISHED COLLABORATION PAPERS:

Ree E, Wiig S, Braithwaite J, Aase I. (2020). To what degree and how do healthcare professionals in nursing homes and homecare practice user involvement? A mixed methods study. Tidsskrift for Omsorgsforskning.

Ree E, Aase I, Strømme T, Westbrook J, Wiig S. (2020). Lessons learnt from nursing home and homecare managers' experiences with using the SAFE-LEAD guide. Tidsskrift for Omsorgsforskning.

Eline Ree with colleagues from AIHI. Photo: Private



From left: Janet Long, Eline Ree, Bethan Page, Louise Ellis. Photo: Private



RESEARCH DISSEMINATION



SHARE Advisory Panel for Patient and Stakeholder Involvement

As of early 2020, SHARE has its own strategy for patient and stakeholder involvement (PSI). The aim of the PSI strategy is for patients and other healthcare stakeholders to play a central role in all stages of the research process in SHARE's research projects; from the prioritisation and planning of research, to its management and conduct, and to the dissemination of findings and the implementation of change in practice based on research outcomes. The strategy is based on the notion that PSI in research improves its quality and relevance.

A fundamental part of the PSI strategy was the establishment of a SHARE advisory panel on patient and stakeholder involvement. The panel has 13 members who represent a variety of actors from across the healthcare system. The panel features patients, relatives, healthcare professionals, managers, decision-makers and researchers from all levels of the healthcare services across Norway, as well as representatives from a range of local and national healthcare interest groups and organisations.

The main purpose of the panel is to provide input and advice in connection with research

and related activities across SHARE. A key focus will be for the PSI panel to contribute at the *Identifying and Prioritising* and *Dissemination* stages of the research process. In addition, panel members will be invited to use their knowledge and experience in the continued process of further developing SHARE's PSI strategy. The first meeting of the PSI panel was convened at the University of Stavanger in October 2020. The panel will meet twice a year for the duration of the current strategy period of 2020-2022. The PSI panel coordinators are Veslemøy Guise, Inger Johanne Bergerød, and Lene Schibevaag.

The members of the SHARE PSI panel are:

Daniel Tandberg-Johansen, patient representative

Laia Gomez Meldahl, youth representative

Solveig Eek Bistrup, next-of-kin representative

Tove Hanche-Olsen from the Norwegian Patient Association

Anita Vatland from Pårørendealliansen

Anne Norheim, next-of-kin representative and Dosent Emerita at the University of Stavanger

Arnt Egil Ydstebø from Centre for Development of Institutional and Home Care Services, Rogaland (USHT) and Stavanger municipality

Janne Kristine Bethuelson from the Rogaland branch of the Norwegian Medical Association and Stavanger University Hospital

Rose-Marie Christiansen from the National Office for Health Service Appeals

Gro Snortheimsmoen Bergfjord, from Health & Social Services Ombudsman in Rogaland

Panchakulasingam Kandiah from the Western Norway Regional Health Authority

Johnny Advocaat-Vedvik from the Norwegian Directorate of Health

Synnøve Serigstad from the National Investigation Board for the Health and Care Services

RESEARCH DISSEMINATION



Network for Carer Research

Network for Carer Research was established at the University of Stavanger in 2013. In 2018, the coordination of the Network was integrated in the SHARE Centre. Currently, the Network consists of approximately 180 affiliated members with a range of different backgrounds such as researchers, clinical practitioners, and representatives from other stakeholder groups, mostly from Norway.

Network for Carer Research

The Network is a facilitator for patient and stakeholder involvement in SHARE. The Network representatives participate in national and international program committees as well as contribute to stakeholder gatherings such as the annual Network meetings.

The main purpose of the network is to contribute to the development, dissemination and visibility of knowledge and competence within the field of informal carer research, primarily by gathering researchers, clinical practitioners, and representatives from other stakeholder groups.

Carer research is concerned with developing knowledge and understanding of the role and significance of informal carers in health and social care services, education, and research. This includes knowledge of carers' own need for support and information, how to increase opportunities for meaningful carer involvement, and how to safeguard carers as an integral part of the health and social care system.

During 2020, the administration of the Network for Carer Research became further prioritized in the SHARE Centre, with SHARE funding two part-time coordinator positions and operational funds for the network. Inger Johanne Bergerød and Heidi Dombestein holds the positions as network coordinators while Siri Wiig is the scientific lead. The coordinators main work has been to follow up on the 5- year strategy for

the network developed in 2018 (available online at the SHARE website). This year, the focus has been to establish a reference group for the Network and host the first meeting. In addition to establish a social media platform and work on popular science contributions (chronicles, webpages), in order to widespread information concerning the network and their work.

Digital gathering in Network for Carer Research

The 8th annual gathering in the Network was organized digitally due to the challenging circumstances following the Corona situation. This year's themes at the gathering focused specifically on how to generate more research in the field of informal caring. Almost 40 members with an interest in carer research participated. Some were healthcare professionals and carers representatives, but mostly researchers from universities, colleges, and healthcare services in Norway. The digital meeting was deemed a success and the participants encouraged the Network coordinators to arrange more digital gatherings in the future, in addition to the annual physical meeting, in order to facilitate a broader participation.

Screenshot: Some of the participants at the digital Network gathering, 29th of October 2020



National Carer Conference 2020

The National Carer Conference on 23rd September 2020. Network for Carer Research was a partner in organising the conference and SHARE coordinator Inger Johanne Bergerød participated in the program committee.



The carer conference was held for the first time as a digital conference with the overarching theme *Everyday life*. There was a large interest in the conference with over 400 participants from all over Norway.

The Minister of Health and Care Services in Norway, Bent Høie, opened the conference by launching Norway's first strategy for Carers with a plan of action for 2021-2025. He also handed out the award for best carer-friendly municipality in Norway 2020 to Eigersund municipality. Heidi Dombestein (coordinator in Network for carer research) participated in the jury that evaluated the nominated municipalities.

The conference in general focused on carer practice, research and experiences, and the invited speakers all contributed with their perspective on the theme of the conference. From SHARE, Professor Siri Wiig was invited in the studio to discuss how research meets carer challenges and possible ways forward for this research field. Next year's conference is already

planned for the 22nd of September 2021 and will be announced as digital conference.

The National Carer conference is a collaboration between several partners.

Participants at the Digital Norwegian Carer Conference From left Siri Wiig, Unn Birkeland, Arnt Olav Klippenberg, Fanny Alexandra Jacobsen . Photo: Inger J. Bergerød



Screenshot from the conference

RESEARCH DISSEMINATION



Photo: Shutterstock

NETTOP-UIS

NETTOP is an interdependent department at the University of Stavanger. The department particularly holds expertise within methods and development of digital learning content and online education. Several of their employees has over 20 years' experience from the field of design and production.

Workshop on Collaborative learning and development of digital learning tools

To improve healthcare provision through creation of digital collaborative learning experiences, the researchers in the Resilience in Healthcare project set out to learn from other researchers' experiences from various projects. Selected members from the SHARE-Centre, was therefore invited to contribute to a two-hour workshop at the 18th November 2020. The aim of the seminar was to discuss how digital learning tools could be developed for various stakeholders and across different levels and settings in healthcare.

Thirteen researchers from SHARE and two technology experts from NETTOP-UiS, Helene Gram and Mari Linn Larsen, contributed to the workshop. Helene and Mari Linn have experience from journalism, TV productions and extensive knowledge concerning development of digital learning tools.

During the workshop the participants first joined a 45-minute interactive lecture where Helene and Mari Linn from NETTOP showed different digital learning tools they had worked on, explained which different elements such tools could be composed of and what to keep in mind when developing different tools, based on their experience.

In the second half the participants were split into groups of three and four and were asked to discuss the following questions: 1) How can digital learning tools contribute to the capacity to adapt? 2) What digital learning tools would you prefer and why? and 3) What possibilities/characteristics are most important that the digital learning tools entail? The findings from the workshop is used as the basis for a book chapter that was sent inn for review in December 2020.

SHARE fellow participated in Research Grand Prix



The participant Terese Johannessen. Foto: Mari Hult/ Universitetet i Stavanger

Terese Johannessen represented SHARE in the regional final in Research Grand Prix, a national competition in popular science dissemination of research.

Research Grand Prix is a part of a national campaign in order to give the general population access to new and important research. It thereby challenges the researchers to communicate their research activities in an understanding manner- in only 4 minutes! Terese inspired the audience to understand how important it is for nursing homes to continuously focus on quality and safety work. She asked how can it be that some nursing homes have found the key to safe and sound care to their patients? What is it that they do, that others don't?

In 2019 Stig Bjonnes participated, in 2018 Inger Johanne Bergerød participated, and in 2014 Cecilie Haraldseid-Driftland won the regional final. All as a representative for the SHARE- research Centre.



*“It is a motivation for me to get the research out there- to the people. It is important to contribute to decrease the gap between research and practice”
-Terese Johannessen*



Photo: Mari Hult

OTHER ACTIVITIES

Monthly research meetings

The longstanding tradition for arranging monthly research meetings has always been a priority for SHARE research Centre, even more so through a worldwide pandemic. When national guidelines prevented the researchers from meeting in person, all meetings were converted to a digital format through Zoom. While this initially gave the research group some new technology-related challenges, it also provided a unique opportunity for members outside of the UiS campus to join the meetings. This resulted in closer relationships to both some of our new and old members. The digital format did not prevent the Centre from hosting the annual Christmas meeting and even the Quiz was held through zoom.

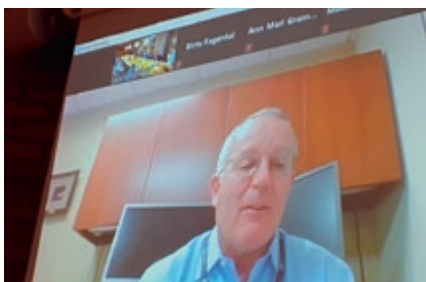
Facts concerning monthly research meetings:

- The meetings are for all researchers affiliated with the Centre as well as for master students supervised by our researchers.
- On average, about 15-25 researchers attend each meeting, while through the digital platform as many as 30 researchers joined the meetings.
- A typical agenda consists of two sections: a short information section on ongoing activities and a longer section on scholarly presentations and feedback.

The research meetings at SHARE constitute an important arena for practicing on scholarly presentations and for receiving feedback in an informal and constructive atmosphere. The research meetings have a solid tradition for providing constructive feedback and strives to create a safe environment, which is highly appreciated by the members. Research meetings are also an excellent arena for learning and sharing knowledge across research projects, and also for introducing new researchers or visiting scholars to the larger research centre environment.

Top left: David Bates from Harvard Medical School joined the SHARE research meeting in September, through Zoom. Bottom left: Hilda Bø Lyng presenting her newly published book 'Opposites attract'. Photo. Siri Wiig

Screenshot: SHARE Christmas meeting hosted through Zoom in December 2020.



Writing seminar and celebrating Karina Aase



Karina Aase with the gift from SHARE colleagues at the celebration of her time as Centre Director. Photo: Solveig Hodne Riska

During June, one of the months when the restrictions concerning the pandemic were fairly low, SHARE managed to arrange a three-day writing seminar in beautiful and inspiring surroundings at Farsund Resort in the south of Norway. This was the first time we could be together after the Covid-19 lock down in Norway, and a much-appreciated break from our common routines.

A total of 20 researchers from UiS, NTNU Gjøvik and the Norwegian Air Ambulance attended. The three days were structured into six writing sessions in combination with a social program, featuring communal meals, relaxing morning swims and nature walks in the surrounding area.

In addition to the writing seminar, the SHARE fellows took the opportunity to surprise the former Centre Director Karina Aase, with a celebration of her time as director of SHARE. The celebration included a number of speeches and greetings, both in person and through video. The appraisal came in various forms, through songs, presents, video greetings, cakes and even a dedicated 'Karina Kahoot'. The high number of participants wanting to greet Karina, reflects how many of us she has had an impact on through the years, both as colleague, supervisor, adviser, director, and friend. We hope this celebration showed Karina how highly she is regarded among her peers. We will do our best to continue the Centre activities in her spirit, with fairness and compassion.

Video greetings to Karina from colleagues who where not able to attend the celebration. Photo: Siri Wiig



OTHER ACTIVITIES



“We are very proud to receive funding for such an important project that has the potential to improve health education across boundaries.”

Ingrid Tjoflåt

Implementing simulation-based health education

Just before Christmas, 2020 Ingrid Tjoflåt from SHARE was granted 18,7 mill NOK from NORHED II. The project aims to strengthen the capacity and quality of nursing and midwifery education at partner universities in Malawi and Tanzania. The project starts in 2021.

Brief summary of the project

Malawian and Tanzanian authorities highlight the importance of strengthening the capacity and quality in nurse and midwifery education. Research shows that there is a deficit related to clinical competencies and provision of evidence-based care among nurses and midwives in sub-Saharan Africa and calls for increased focus on the quality of pre-service education to support the quality of the workforce. Simulation-based education is a pedagogic approach to learning that addresses the mentioned requirements and is proven useful, beneficial and effective to improve students' clinical learning.

To address gaps in pre-service education programmes, capacity building in simulation-based education in the project's universities and associated clinical field is a key component in the project. The project will be implemented at Kamuzu College of Nursing, Malawi and Kilimanjaro Medical University College Tanzania. University of Stavanger is the partner institution in the north and will provide professional academic competencies in teaching and implementation of simulation-based education. The overall aim of the project is to implement simulation-based education to strengthen capacity in nursing and midwifery education to postgraduates and undergraduate students in Malawi and Tanzania.

The objectives of the project are to:

- Identify key gaps in the nurse and midwifery education in Malawi and Tanzania.
- Improve competencies on simulation-based education among nursing and midwifery lecturers and clinical instructors.
- Implement relevant simulation-based education in collaboration with students, faculty and clinical instructors.
- Produce research on simulation-based education.
- Create appropriate infrastructure and systems to ensure sustainable capacity on simulation-based education and research.
- Strengthen regional and international collaboration in teaching and research on simulation-based education.

FINANCIAL STATUS

SHARE's revenue is based on two components: basic funding from the University of Stavanger and reallocated overhead funds from externally funded research projects.

Externally funded project grants currently affiliated with SHARE

(Numbers in mill NOK):

	Project period	Funding from Research Council Norway	Own financing from UiS and partners	Contractual value
SAFE-LEAD	2016-2021	12,0	10,4	22,4
QUALinCLINStud	2018-2022	14,0	11,6	25,6
RiH	2018-2023	12,5	53,6	66,1
Covcom *	2020-2022	5,0	6,5	11,5
TOTAL		43,5	82,1	125,6

The externally funded project grants are budgeted with a substantial amount of own financing in the forms of researcher time set aside by SHARE researchers with the three consortium partners (UiS, NAAF, NTNU Gjøvik) and by other collaborating partners. * Covcom is funded by Trond Mohn Foundation.

SHARE administration project - accounting 2020

The funds for coordinating and running the daily activities of SHARE is set aside in an administration project, with the following items:

Transfer from 2019	850.988
Revenues	
Basic funding from UiS	1.988.519
Reallocated overhead funds	943.464
Reward from Helse Vest	37.500
Conference fund	7.512
Expenses:	
Salaries and social costs	2.186.697
Other operating expenses	326.425
Own financing to project	204.693
Result:	
Transfer to 2021	1.110.168

The financial value of externally funded projects in SHARE and the positive results of the administration project document an economically healthy centre status for 2020.

PUBLICATIONS

The researchers within and affiliated with the SHARE Research Centre has contributed to a total of 146 different publications. There has been published a total of 53 academic journal articles, 1 academic book, 5 PhD theses, 2 reports, 57 conference contributions and scholarly presentations, 8 popular science contributions and 20 media contributions and website material.

Journal articles

Aase, Ingunn; Ree, Eline; Strømme, Torunn; Wiig, Siri. Behind the Scenes of a Patient Safety Leadership Intervention in Nursing Homes and Homecare Researchers' Tips for Success. *Journal of patient safety* 2020. UIS

Aase, Karina; Guise, Veslemøy; Billett, Stephen; Sollid, Stephen J. M.; Njå, Ove; Røise, Olav; Manser, Tanja; Anderson, Janet; Wiig, Siri. Resilience in healthcare (RiH): a longitudinal research programme protocol. *BMJ Open* 2020; Volum 10. OUS UIS

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