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**WP2. Human Capacity Building in Public
Health Education in Montenegro**

**WP3. Development of study programs in
Public Health in ME**

WP4. Piloting and Evaluation

**Technical Implementation Report after 4th
project year**



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Authors:

University of Heidelberg (WP2 leader)

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University of Health Sciences, Medical informatics and Technology (WP4 leader)

Actions taken by following received suggestions in QCB Report for the 1st project year, as well as other QCB measures (defined after Technical report reviewing process):

Work Package 2 (WP2) - HUMAN CAPACITY BUILDING IN PUBLIC HEALTH EDUCATION IN MONTENEGRO

Action 1. All deliverables are prepared by adding list of contributors within different categories: MANAGER/ RESEARCHER and TECHNICAL/ ADMINISTRATIVE support.

Action 2. Close cooperation with engaged external experts resulted with identified new measures for spreading visibility of Montenegrin staff members and institutions at international level, including: *organisation*

European Commission Erasmus+ Project:
573997-EPP-1-2016-1-ME-EPPKA2-CBHE-JP

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of workshop at international level chaired by MNE staff members- as significant contribution to spreading visibility of MNE institutions and staff members; international accreditation of newly established MSc program (preparation of accreditation materials for EFMI accreditation); cooperation with EU experts on preparation of long-life learning program in Montenegro, which is developed on the bases of training evaluation summary and meets the needs of professionals in the fields- it is also one of elements which can directly contribute to enhancing national public health community of professionals in the field and meeting EU standards

Work Package 3 (WP3) - ANALYSES OF EDUCATIONAL PROGRAMS IN PUBLIC HEALTH

Action 1. All deliverables are prepared by adding list of contributors within different categories: MANAGER/RESEARCHER and TECHNICAL/ADMINISTRATIVE support.

Action 2. Request for extension of project eligibility period is submitted and resulted with 1 year extension.

Work Package 4 (WP4) – PILOTING AND EVALUATION

Action 1. All deliverables are prepared by adding list of contributors within different categories: MANAGER/RESEARCHER and TECHNICAL/ADMINISTRATIVE support.

Action 2. Evaluation frameworks for workshops organised for students (activity 4.3) and staff members (activity 4.2) are developed by following similar structure as those used in WP2; i.e. evaluation questionnaires are adopted to specificities of those workshops and aimed on identification and measuring of achieved impacts

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The following TABLES OF ACHIEVED/PLANNED RESULTS provide detailed description of all activities that are implemented.

It is important to highlight that all activities are successfully implemented, and majority of indicators are even overachieved, as presented in the following table (over-achieved indicators are highlighted):

WP	<u>Indicators of achievement and or/performance as indicated in the project proposal</u>	Specific and measurable indicators of achievement	Comments
WP2	<i>Successfully organized 11 trainings for staff members within 4 thematic groups</i> OVER-ACHIEVED	1+ 13 training events are organized	-
	<i>at least 25 new links & connections (initiated funding schemes for exchanging staff and students with at least 5 associations, bodies, committees in public health; at least 4 staff members certified; enrolment in Scientific Committees of at least 6 international conferences and journals)</i>	(i) Submitted 19 applications for Erasmus+ staff and student mobility between MNE Universities and EU universities; among which 14 are approved (1 is under review process); 1 reserved list (1 not selected for funding) and 2 is suggested to be applied after PH-ELIM funding period (with partner university UoA(Greece)) (ii) Approved 2 applications for mobility (by national funds) (iii) 6 enrolments in associations: - UDG enrolled as institutional member at European Federation of Medical Informatics (EFMI) ; - Assoc.Prof.dr Ivana Ognjanović (UDG) became a member of EFMI Executive Board : https://efmi.org/efmi-exec-board/	

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	<p>OVER-ACHIEVED</p>	<ul style="list-style-type: none"> - Procedure for formal registration of Assoc.Prof.dr Ivana Ognjanović (UDG) as a member of SanSatra Foundation- Foundation to improve health literacy and digital health literacy is formally initiated in Norway: https://www.sanastra.com - Representatives from UDG, UNIM and IMTM are subscribed to - European Health Forum Gastein (iv) 26 ME staff members are selected as reviewers/editors at 24 high-ranked journals; (v) 14 ME staff members became members in Organisational Committees at 12 conferences in different fields of public health; (vi) Engaged 3 external experts to support all 3 MNE universities in achieving the results: Prof.dr Anne Moen; Prof.dr Ulrich Laaser; Assoc. Prof.dr Eva Turk (vii) Organised 3 workshops at international level with key speakers/panellists from MNE HEIs. (viii) Initiated process of international accreditation of newly established MSc program <i>Health Information Management</i> (ix) Prepared long-life learning programs, accreditation is expected for upcoming period (x) 14 other activities in the public health sector, among which is important to highlight that a MNE staff member became a leader of WG- Young EFMI- young professionals and researchers in the field of medical informatics at EU: https://efmi.org/workinggroups/yefmi-young-efmi/ (xi) 20 new projects of MNE HEI staff in public health sector, among which it is important to highlight the following (due to its importance for sustainability of PH-ELIM results):
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		<p>- joint project is received for funding establishment of Danube Network in Medical Informatics (partners: UHEI(Germany), UMIT(Austria), IMTM (Montenegro))</p> <p>- New Erasmus+ aimed on digitization in medicine (partners: UDG (Montenegro), UoA(Greece), UCG (Montenegro), Ministry of Health (Montenegro)) and agriculture</p> <p>New National Scientific research project in the field of medical informatics, funded by Ministry of Science Montenegro (partners: UDG (Montenegro), UoA(Greece))</p>	
WP3	<i>At least 1 new program accredited</i>	1 MSc program is accredited	It has duration of 120 ECTS (2 years), compared to previous plan of 60 ECTS (1 year)
	<i>At least 1 PhD program updated</i>	1 PhD program is updated	Additionally, module in Medical informatics is created for newly accredited PhD program in Information Technology
	<i>At least 25 courses/curricula updated/established at 4 partner ME HEIs in public health fields at all levels (expected values at least: 7 BSc courses, 8 SSc courses, 6 MSc courses, 4 PhD courses)</i> OVER-ACHIEVED	<p>(i) <u>UCG: Medical faculty</u> with five study programs: <i>medicine, dentistry, pharmacy, nursing and physiotherapy</i> (undergraduate (I-XII semester):14 courses, 40 ECTS, 3.cycle: renewed PhD program)</p> <p>(ii) <u>UNIM: Faculty of Law</u> (BSc- 1 course: 4 ECTS, MSc- 2 courses: 12 ECTS); <u>Faculty of Economics and Business</u> (BSc- 5 courses, 28 ECTS, MSc- 5 courses, 39 ECTS);</p> <p>(iii) <u>UDG: Faculty for International Economy, Finance and Business</u> (BSc- 1 course: 8 ECTS, MSc- 2 courses: 10 ECTS, PhD- 1 course: 5 ECTS), <u>Faculty for Information systems and technology</u></p>	

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		(BSc- 2 course: 14 ECTS; MSc- 1 course: 6 ECTS, PhD- 1 module: 15 weeks), <u>Faculty for Culture and tourism</u> (BSc- 1 course: 5 ECTS; 2 new modules at BSc: 14 weeks; 1 new module at MSc: 7 weeks), <u>Faculty for Sport Management</u> (2 new modules at BSc and MSc levels: 14 weeks), <u>Faculty of Law</u> (BSc- 3 courses: 18 ECTS), <u>Humanistic studies</u> (BSc- 3 courses: 15 ECTS; MSc- 1 course: 6 ECTS)
	<p><i>Created 4 full packages of training and learning materials for each field</i></p> <p>OVER-ACHIEVED</p>	<p><i>Package no.1. Health and Health determinants (field: Medicine)</i></p> <p><i>Package no.2. Health Data Analytics (field: Health Informatics)</i></p> <p><i>Package no.3. Biostatistics (field: Health Informatics)</i></p> <p><i>Package no.4. Health organisation development (field: Health Economy & Management)</i></p> <p><i>Package no.5. Health organisation resource management (field: Health Economy & Management)</i></p> <p><i>Package no.6. Health regulations and policies (field: Health Law)</i></p> <p><i>Package no.7. Research/innovation: Stroke patients (field: Medicine)</i></p> <p><i>Package no.8. Research/innovation: Development of person-centred care services (field: Health informatics)</i></p>
	<i>Created ICT support services supporting distance/blended learning</i>	Distance learning platform is launched: http://ph-elim.net/distance_learning/?redirect=0
	<i>Created National Platform for Education and Research in Public Health with data collections from different origins and contexts and 4 different software modules (1-</i>	<p>Developed modules:</p> <p>(i) <u>public module</u> - portal;</p> <p>(ii) <u>modules</u>:</p> <p>1- Module for Health Statistics and Data integration; 2- Module for Disease Control and Prevention; 3- Module for Financial Analyses: Health Care Costs and Utilization; 4- Module for National Surveys;</p>

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	<i>Statistics and Data integration; 2- Disease Control and Prevention; 3- Financial Analyses; 4- National Surveys)</i> OVER-ACHIEVED	5- Module for National Regulations and Frameworks; 6- Module for COVID-19;	
WP4	<i>Enrolled 2 generation of students (expected at least 15 students at new MSc program for 1st year)</i> SLIGHTLY UNDER-ACHIEVED	1 st generation of students: 14 2 nd generation of students: 8	COVID-19 and limited financial support caused by recession at national and institutional levels caused withdrawal of 8 students (otherwise, the indicator will be fully achieved).
	<i>Conducted evaluations after and during each semester, results summarized and analysed</i>	Developed evaluation framework do not require evaluation during semester. However, the following evaluations were conducted: enrolment evaluation (for MSc program)+ courses evaluation (after each semester)	
	<i>Organized 10 workshops for students</i> OVER-ACHIEVED	12 workshops were organised: 8 on-site + 4 on-line (COVID-19 regime)	-

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TABLE OF ACHIEVED RESULTS

<u>Title and reference number of the work package (WP)</u>	<i>WP2- Human Capacity Building in Public Health Education in Montenegro</i>
<u>Indicators of achievement and or/performance as indicated in the previous approved report</u>	<p><i>Outputs/Results:</i> <i>Deliverable 2.1. Report: Analyses of teaching approaches commonly used in ME</i> <i>Deliverable 2.2. Teaching Competencies Development of academic staff from ME</i> <i>Deliverable 2.3. Report: Strengthening cooperation with EU authorities in healthcare education</i></p> <p><i>Indicators:</i> <i>- Successfully organized 11 trainings for staff members within 4 thematic groups</i> <i>- at least 25 new links & connections (initiated funding schemes for exchanging staff and students with at least 5 associations, bodies, committees in public health; at least 4 staff members certified; enrolment in Scientific Committees of at least 6 international conferences and journals)</i></p>

Activities carried out in reporting period to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators
2.3	Strengthening cooperation	15/02/2017	14/10/2020	ME partners (UDG, UCG,	-Continual discussions and	Reports on engagement of external experts (available at http://ph-elim.net/activities/wp2/)

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	with EU authorities in healthcare education			<p>UNIM, IMTM, IPHMNE, MoE, MofH)</p> <p>EU partners(UHEI, UoA, DE, UMIT)</p>	<p>cooperation among partners as well as with external experts about the strategy for strengthening cooperation in different fields of public health, including:</p> <p>(i) enrolment of ME staff members and institutions in different associations at EU and global level;</p> <p>(ii) enrolment of ME staff members into Organizational Committees of conferences; and as editors/reviewers for conferences and journals;</p>	<p><i>External experts):</i></p> <ul style="list-style-type: none"> ▪ Prof.dr Anne Moen ▪ Prof.dr Ulrich Laaser ▪ Assoc. Prof.dr Eva Turk <p>Implementation approach (described in the Initial report) which identifies:</p> <p>(i) Funding schemes for exchanging staff and students with EU HE Erasmus+ (Erasmus+ mobility scholarship); National programs</p> <p>(ii) Identification of associations, bodies, committees in public health</p> <p>(iii) Identification of international institutions and certificates useful</p> <p>(iv) Decision on making additional approaches for strengthening the level (e.g. organisation of workshops at international level; pre program; preparation of long-life learning program in Montenegro</p> <p>(v) Identification of scientific conferences, journals and committees</p> <p>(vi) Establishment of joined projects between ME and EU</p> <p>The following results are achieved:</p> <p>(xii) Submitted 1 between MNE Universities and EU universities; among which reserved list (1 not selected for funding) and 2 is suggested to be university UoA(Greece))</p> <p>(xiii) 2 applications for mobility (by national funds)</p> <p>(xiv) 6 enrolments in associations:</p> <ul style="list-style-type: none"> - UDG enrolled as institutional member at European Federation - Assoc.Prof.dr Ivana Ognjanović (UDG) became a member of board/
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					<p>(iii) funding schemes for staff and students' mobility;</p> <p>(iv) identification and implementation of additional approaches (compared to original plan in the project proposal) for strengthening visibility and cooperation of MNE institutions and staff members:</p> <p>(iv.i) organisation of workshops at international level;</p> <p>(iv.ii) preparation for international accreditation of</p>	<ul style="list-style-type: none"> - Procedure for formal registration of Assoc.Prof.dr Ivana Ogrinc Foundation- Foundation to improve health literacy and digital health https://www.sanastra.com - Representatives from UDG, UNIM and IMTM are subscribed (xv) 26 ME staff members are selected as reviewers/editors at 24 MNE HEIs (xvi) 14 ME staff members became members in Organisational Committee for Public Health; (xvii) Engaged 3 external experts to support all 3 MNE universities: Urlich Laaser; Assoc. Prof.dr Eva Turk (xviii) Organised speakers/panellists from MNE HEIs. (xix) Initiated process of international accreditation of newly established HEIs (xx) Prepared long-life learning programs, accreditation is expected (xxi) 14 other activities in the public health sector, among which is in a leader of WG- Young EFMI- young professionals and researchers https://efmi.org/workinggroups/vefmi-young-efmi/ (xxii) 20 new projects of MNE HEI staff in public health sector, (due to its importance for sustainability of PH-ELIM results): <ul style="list-style-type: none"> - joint project is received for funding establishment of Danube MNE HEI (UHEI(Germany), UMIT(Austria), IMTM (Montenegro)) - New Erasmus+ aimed on digitization in medicine (partners: UDG, Ministry of Health (Montenegro)) and agriculture - New National Scientific research project in the field of medicine (Montenegro) (partners: UDG (Montenegro), UoA(Greece))
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					<p>newly established MSc program (preparation of accreditation materials for EFMI accreditation); (iv.iii) cooperation with EU experts on preparation of long-life learning program in Montenegro.</p>	
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<p><u>Title and reference number of the work package (WP)</u></p>	<p><i>WP3- Development of study programs in Public Health in ME</i></p>
<p><u>Indicators of achievement and or/performance as indicated in the previous approved report</u></p>	<p><i>Outputs/Results:</i> <i>Deliverable 3.1. Report: Analyses of educational programs in Public Health</i> <i>Deliverable 3.2. Report: Creation of new and updated programs and courses curricula</i> <i>Deliverable 3.3. Accreditation material for new study program(s)</i> <i>Deliverable 3.4. Accredited new study program(s)</i> <i>Deliverable 3.5. Integrated new/updated courses into the curricula of ME partner HEIs</i> <i>Deliverable 3.6. New teaching and learning materials in public health fields</i> <i>Deliverable 3.7. Developed ICT support to distance/blended learning</i> <i>Deliverable 3.8. Developed National Platform for Education and Research in Public Health</i></p> <p><i>Indicators:</i> <i>- At least 1 new program accredited</i> <i>- At least 1 PhD program updated</i> <i>- At least 25 courses/curricula updated/established at 4 partner ME HEIs in public health fields at all levels (expected values at least: 7 BSc courses, 8 SSc courses, 6 MSc courses, 4 PhD courses)</i> <i>- Created 4 full packages of training and learning materials for each field</i> <i>- Created ICT support services supporting distance/blended learning</i> <i>- Created National Platform for Education and Research in Public Health with data collections from different origins and contexts and 4 different software modules (1- Statistics and Data integration; 2- Disease Control and Prevention; 3- Financial Analyses; 4- National Surveys)</i></p>

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Activities carried out in reporting period to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
3.2	Creation of new and updated programs and courses curricula	15/02 / 2017	14/07/ 2017	ME partners (UDG, UCG, UNIM, IMTM, IPHMNE, MoE, MofH) EU partners (UHEI, UoA, DE, UMIT)	- Creation of new module at PhD level in the field of medical informatics (UDG)	Report is available at: http://ph-elim.net/activities/wp3/ Report: <i>Creation of new and updated programs and courses curricula</i> The Report is organised in the form of 3 sections, each describing programs/courses/ curricula for each HEI in Montenegro separately
3.3	Accreditation of new study program(s)	15/07 / 2017	14/08/ 2019	ME partner (UDG, IPHMNE, MoE, MofH) EU partners (UHEI, UoA, DE, UMIT)	- Joint work on: (i) Preparation of application for new qualification at national level; (ii) Development of MSc program structure; (iii) Preparation of application for accreditation; (iv) meeting with Accreditation Committee. - Program is regularly discussed and evaluated at different levels, including: (i) partner EU HEIs	Summary report about new MSc program is available at: http://ph-elim.net/activities/wp3/ Report: <i>Accreditation of new study program(s)</i> It describes the whole procedure: (i) preparation of material for development of new qualification at national level in ME; (ii) Decision of the Council for HE on development of new qualification at national level in ME; (iii) preparation of accreditation material for new MSc program titled 'Health Information Management' with duration of 2 years; (iv) meeting with

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					<p>representatives; (ii) representatives of national bodies as partner institutions (Ministry of Health, Institute of Public Health), (iii) UDG authorities; (iv) external institutions (Clinical Centre, WHO Montenegro, etc.).</p> <p>- During the whole process, we had very close cooperation with Ministry of Education, aimed on addressing issues defined by new Law on HE in ME, and preparation of accreditation documentation</p>	<p>Accreditation Committee; (v) decision on accreditation by the Agency for Quality Accuracy in Higher education in Montenegro</p> <p><i>Report is available at English and Montenegrin languages</i></p> <p>Program is with unique structure, developed by respecting national needs in Montenegro, as well as standards in education at EU level. The program is evaluated in the form of <u>scientific paper</u>: <i>I.Ognjanović, R.Šendelj, E.Ammenwerth, Multidisciplinary Approach for Education in Healthcare Management: Case Study from Montenegro, STUDIES IN HEALTH TECHNOLOGY AND INFORMATICS, 272:330-333, 2020, PMID: 32604669</i></p> <p>- Promotion of the program: http://ph-elim.net/msc-health-information-management/</p> <p>- The process of international accreditation by EFMI is started: letter of intent sent to EFMI and accepted, accreditation materials are prepared</p>
3.4	Integration of updated courses into the curriculum	15/02 / 2017	14/10/ 2020	ME partners (UDG, UCG, UNIM, IPHMNE, MoE, MofH)	<p>- Completed procedure at UNIM: university re-accreditation process is used for formal verification of new/updated courses.</p>	<p>Summary report about new/updated courses for each ME HEIs is available at: http://ph-elim.net/activities/wp3/</p> <p><i>Integration of updated courses into the curricula of ME partner HEIs (English version) (Montenegrin version)</i></p>

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	a of ME partner HEIs			EU partners (UHEI, UoA, DE, UMIT)	<p>Procedure is finalised on: <i>16th July 2019</i></p> <p>Completed procedure at UDG: (i) by respecting National Law on HE, changes at all levels: BSc, MSc and PhD levels didn't require accreditation procedure (decision made on <i>1st September 2020</i>); (ii) additionally, university re-accreditation process of under-graduate studies is used for formal verification of new/updated courses in addition to Faculty decisions (<i>19th October 2020</i>); (iii) accreditation of new PhD program at Faculty for Information systems and technology, used for formal verification of created Module for Medical Informatics (Procedure is finalised on: <i>14th May 2019</i>)</p>	<p>It contains courses' descriptions and structures as follows:</p> <p><u>UDG: Faculty for International Economy, Finance and Business</u> (BSc- 1 course: 8 ECTS, MSc- 2 courses: 10 ECTS, PhD- 1 course: 5 ECTS), <u>Faculty for Information systems and technology</u> (BSc- 2 course: 14 ECTS; MSc- 1 course: 6 ECTS, PhD- 1 module: 15 weeks), <u>Faculty for Culture and tourism</u> (BSc- 1 course: 5 ECTS; 2 new modules at BSc: 14 weeks; 1 new module at MSc: 7 weeks), <u>Faculty for Sport Management</u> (2 new modules at BSc and MSc levels: 14 weeks), <u>Faculty of Law</u> (BSc- 3 courses: 18 ECTS), <u>Humanistic studies</u> (BSc- 3 courses: 15 ECTS; MSc- 1 course: 6 ECTS)</p> <p>(iv) Links at universities web sites</p> <p>(v) Formal documentation on completed re-accreditation procedures (UCG, UDG, UNIM), PhD accreditation (UDG), Decisions of courses updates/creation (UDG)</p>
3.5	Preparation of study	15/07 / 2017	14/10/ 2020	ME partners (UDG, UCG, UNIM, IMTM)	- Preparation of learning materials for new accredited MSc program and integration	- Decision about ICT support services available at: http://ph-elim.net/activities/wp3/

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	and learning materials and development of ICT support			EU partners(UHE I, UoA, DE, UMIT)	<p>within newly developed Distance Learning platform</p> <ul style="list-style-type: none"> - Identification of MOOCs to be integrated within created platform - Preparation of textbook “Health Information Management- empowering public health”, published by IOSPress (http://ebooks.iospress.nl/volume/health-information-management-empowering-public-health) with articles related to each course in new MSc study program: <u>added values of special importance of MNE educational system in the field of public health with clear recognition at EU and global level</u> - development of learning materials packages <u>for specific topics relevant for all levels of studies (from BSc to PhD)</u> - access to full-text articles and academic journals, JSTOR database and its integration 	<p><i>New teaching and learning materials in public health fields</i></p> <ul style="list-style-type: none"> - Distance learning platform is launched: http://ph-elim.net/distance_learning/?redirect=0 (instructions how to access: Username: test Password: tesT123#) - Prepared manual book for use of Distance Learning Platform http://ph-elim.net/activities/wp3/ <i>Developed ICT support to distance/ blended learning; Handbook for users (English version) (Montenegrin version)</i> - Demonstration to ME HEIs’ authorities and managers about potentials of developed platform - Learning/teaching materials published at distance learning platform - integration of materials with developed courses and integration with developed National platform (see 3.6) - Created 8 packages of learning materials with integrated evidence-based exercises: <ul style="list-style-type: none"> <i>Package no.1. Health and Health determinants (field: Medicine)</i> <i>Package no.2. Health Data Analytics (field: Health Informatics)</i>
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					with developed Distance Learning platform	<p><i>Package no.3.</i> Biostatistics (field: Health Informatics) <i>Package no.4.</i> Health organisation development (field: Health Economy & Management) <i>Package no.5.</i> Health organisation resource management (field: Health Economy & Management) <i>Package no.6.</i> Health regulations and policies (field: Health Law) <i>Package no.7.</i> Research/innovation: Stroke patients (field: Medicine) <i>Package no.8.</i> Research/innovation: Development of person-centred care services (field: Health informatics)</p> <p>- Textbook “Health Information Management-empowering public health”, published by IOSPress http://ebooks.iospress.nl/volume/health-information-management-empowering-public-health – distributed to 3 MNE HEIs benefiting all students (current and future) in the fields of public health</p> <p>- Integration of Distance Learning platform with JSTOR database (for the access, specific credentials are required- as specified in <i>Handbook for users of Distance Learning platform</i>)</p> <p>- 15 MOOCs are selected and integrated with Distance Learning platform: <i>Health Informatics</i></p>
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						(6 MOOCs), Health Management and Economics (4 MOOCs), Public Health Law (2 MOOCs), Medicine and Healthcare (3 MOOCs) -Active use of the platform during implementation of teaching/learning process within courses in 2019/2020
3.6	Development of National Platform for education and Research in Public Health	15/07 / 2017	14/10/ 2020	ME partners (UDG, UCG, UNIM, IMTM, IPHMNE, MoE, MofH) EU partners(UHE I, UoA, DE, UMIT)	<ul style="list-style-type: none"> - Announcement of a call for development of National Platform for education and Research in Public Health - Integration of developed platform as teaching/training platform for developed/updated courses/programs - Development of specific module in order to support researchers and educators to cover topics related to COVID-19 	<p>- National Platform for education and Research in Public Health is developed: http://ph-elim.net/national-initiatives/national-platform-for-education-in-public-health/ (instructions how to access: Username: test06 Password: WS9Q186X) with: (i) <i>public module</i> - portal; (ii) <i>modules</i>: 1- Module for Health Statistics and Data integration; 2- Module for Disease Control and Prevention; 3- Module for Financial Analyses: Health Care Costs and Utilization; 4- Module for National Surveys; 5- Module for National Regulations and Frameworks; 6- Module for COVID-19; (iii) <i>integrated databases</i> (list is not exhaustive): <i>public health indicators at national level</i> (source: Institute of Public health, Montenegro- annual reports); <i>financial indicators on drug consumption at national level</i> (sources: National Insurance Fund of Montenegro- annual reports); <i>health insurance refunds</i> (sources: National Insurance Fund of Montenegro- annual reports); <i>drug usage at national level</i> (source: Agency for</p>

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						<p>Medicines and Medical Devices of Montenegro-annual reports); <i>COVID-19 indicators</i> (source: WHO; Institute of public health Montenegro)</p> <ul style="list-style-type: none"> - integrated platform with learning/teaching materials - promotion of the platform at 3rd National Conference: http://ph-elim.net/conference-festival-of-trends-and-achievements-in-public-health/3rd-national-conference/ - Prepared manual book for use of National Platform for Education and Research in Public Health: http://ph-elim.net/activities/wp3/Developed National Platform for Education and Research in Public Health; Handbook for users (English version) (Montenegrin version)
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<u>Title and reference number of the work package (WP)</u>	<i>WP4- Piloting and Evaluation</i>
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<u>Indicators of achievement and or/performance as indicated in the previous approved report</u>	<p>Outputs/Results: <i>Deliverable 4.1. Report - Enrolment of new generation of students</i> <i>Deliverable 4.2. Strengthening cooperation with EU partner HEIs through organisation of workshops for students</i> <i>Deliverable 4.3. High standards and quality assurance of educational process and teaching</i> <i>Deliverable 4.4. Evaluation of teaching process and students experience</i></p> <p>Indicators:</p> <ul style="list-style-type: none"> - <i>Enrolled 2 generation of students (expected at least 15 students at new MSc program for 1st year)</i> - <i>Conducted evaluations after and during each semester, results summarized and analysed</i> - <i>Organized 10 workshops for students</i>
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Activities carried out in reporting period to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
4.1.	Enrolment of new generation of students	15/05/2018	14/10/2020	ME partners (UDG, UCG, UNIM, IMTM, IPHMNE, MoE, MofH) EU partners(UHEI)	- Together with Ministry of Health and Institute of Public Health Montenegro, new MSc program was promoted attracting higher interests of key target groups at	Report on the processes of enrolment for both generations: http://ph-elim.net/activities/wp4/ <i>Deliverable 4.1- Enrolment of new generation of</i>

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					<p>national level: current and future directors/managers/head at health care institutions/organisations.</p> <ul style="list-style-type: none"> - Organised different promotional activities, including social network, preparation and distribution of brochure; organisation of specific promotional events - public calls were announced (1st and 2nd generation of students) - evaluation procedure of received applications was conducted - Signed Learning Agreements with selected students - Evaluation of enrolled students by using newly developed evaluation survey (see 4.4), from the perspective of their expectations and existing 	<p><i>students</i> which contains for both years separately:</p> <ul style="list-style-type: none"> • Promotional activities • Evidence on public calls for enrolment • Selection criteria • Evaluation of received applications and selection of enrolled students • In accordance with results from 4.3. enrolled students are evaluated from perspective of their expectations and existing level of education in the filed as well as professional development. The results are also presented within scientific paper which illustrates uniqueness of MSc program: <i>I.Ognjanović, R.Šendelj, E...Ammenwerth, Multidisciplinary Approach for Education in Healthcare Management:</i>
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					level of education in the field as well as professional development - Promotion of students by their integration in different activities in the field	<p><i>Case Study from Montenegro, STUDIES IN HEALTH TECHNOLOGY AND INFORMATICS, 272:330-333, 2020, PMID: 32604669</i></p> <ul style="list-style-type: none"> Activities of MSc students: http://ph-elim.net/msc-health-information-management/ Students' activities
4.2	Strengthening cooperation with EU partner HEIs through involvement in teaching process	15/05/2018	14/10/2020	ME partners (UDG, UCG, UNIM, IMTM, IPHMNE, MoE, MofH) EU partners (UHEI, UoA, DE, UMIT)	<ul style="list-style-type: none"> - Close cooperation with EU partner institutions aimed on planning of students' workshops - Close cooperation of Montenegrin HEIs aimed on identification of approaches for attracting both students and staff members to participate at workshops - Approach which is agreed include: (i) organisation of workshops to cover different fields of public health and to be relevant for students at different levels (BSc, MSc, PhD); (ii) organisation 	<p>Organised 12 workshops:</p> <p>1st workshop: 1st-3rd October 2019</p> <ul style="list-style-type: none"> - Field: Public health - <i>Trainers:</i> DE(Hungary); UDG (Montenegro), UCG (Montenegro) <p>2nd workshop: 4th-5th October 2019</p> <ul style="list-style-type: none"> - <i>Fields:</i> Medical informatics - <i>Trainers:</i> UHEI (Germany), UDG

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					<p>of workshops in Montenegro with additional online streaming; (iii) trainers will be mainly from partner EU universities, in close cooperation with representatives from MNE institutions (not only HEIs); (iv) use of developed Distance learning platform for management of teaching/learning materials, communication between students and trainers/teachers, etc.</p> <ul style="list-style-type: none"> - Due to COVID-19 pandemic, partner institutions discussed potential impacts on implementation of students' workshops: (i) students expressed less interest to participate due to general panic and lock down in Montenegro; (ii) workshops are fully organised on-line by keeping all other approaches agreed for implementation. 	<p>(Montenegro), UNIM (Montenegro)</p> <p>3rd workshop: 17th-18th October 2019</p> <ul style="list-style-type: none"> - <i>Fields:</i> Medical informatics - <i>Trainers:</i> UMIT (Austria), UDG (Montenegro), IMTM (Montenegro) <p>4th workshop: 21st-22nd October 2019</p> <ul style="list-style-type: none"> - <i>Fields:</i> Medical informatics - <i>Trainers:</i> UHEI (Germany), UDG (Montenegro), IMTM (Montenegro) <p>5th workshop: 5th-6th November 2019</p> <ul style="list-style-type: none"> - <i>Fields:</i> Health economics and management - <i>Trainers:</i> UoA (Greece), UHEI (Germany), UDG (Montenegro), UNIM (Montenegro)
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						<p>6th workshop: 11th-12th November 2019</p> <ul style="list-style-type: none"> - <i>Fields:</i> Medical informatics - <i>Trainers:</i> UMIT (Austria), UDG (Montenegro), UNIM (Montenegro) <p>7th workshop: 26th-27th November 2019</p> <ul style="list-style-type: none"> - <i>Fields:</i> Health economics and management - <i>Trainers:</i> UoA (Greece), UHEI (Germany), UDG (Montenegro), UNIM (Montenegro) <p>8th workshop: 17th-19th December 2019</p> <ul style="list-style-type: none"> - <i>Fields:</i> Public health; Health law - <i>Trainers:</i> DE (Hungary), UCG (Montenegro), IPHMNE (Montenegro) <p>9th workshop – online; 23rd March 2020</p> <ul style="list-style-type: none"> - <i>Field:</i> Medical informatics
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						<ul style="list-style-type: none"> - <i>Trainers:</i> UHEI (Germany), UDG (Montenegro), UNIM (Montenegro) <u>10th workshop</u> – online; 28th April 2020 - <i>Field:</i> Health law - <i>Trainers:</i> DE (Hungary), UDG (Montenegro), UNIM (Montenegro) <u>11th workshop</u> – online; 12th May 2020 - <i>Field:</i> Medical informatics - <i>Trainers:</i> UMIT (Austria), UDG (Montenegro), IMTM (Montenegro) <u>12th workshop</u> – online; 5th June 2020 - <i>Fields:</i> Health economics and management - <i>Trainers:</i> UoA (Greece), UDG (Montenegro), UNIM (Montenegro) <p>Agendas, Minutes, Evaluation results, Photos are available at:</p>
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						http://ph-elim.net/training-events/ <i>Workshops for students</i> Evaluation approach is created by following experience from WP2: (1) evaluation form (integrated within developed Distance Learning platform) and conducted after each training event; (2) summary evaluation of the training program Report is available at: http://ph-elim.net/activities/wp4/ <i>Deliverable 4.2- Strengthening cooperation with EU partner HEIs through involvement in teaching process- Summary Report</i>
4.3	High standards and quality assurance of educational	15/03/2018	14/10/2020	ME partners (UDG, UCG, UNIM, IMTM, IPHMNE, MoE, MofH)	- <u>Preparatory activities</u> in the form of open discussions during coordination meetings about expected outputs/results, and exchange of thoughts/ideas regarding evaluation	1+5 workshops were organised. Agendas, Minutes and materials used during the workshops are available at coordination meetings pages at web site, as follows:

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	process and teaching			EU partners(UHEL, UoA, DE, UMIT)	<p>procedures and their differences across EU HEIs.</p> <ul style="list-style-type: none"> - QCB agreed about <u>methodology of organisation of workshops</u>, including: (i) implementation in close cooperation of EU and MNE staff members on mutual cooperation and exchange of experience and practices; (ii) inclusion of practical work on creation of specific evaluation approaches and related evaluation instruments, all adopted to regulatory frameworks at MNE HEIs; (iii) implementation by applying cost-effective approach and its integration with project coordination meetings; (iv) adoption of evaluation questionnaires to specificities of those workshops and aimed on identification and measuring of achieved impacts - By following cost-effective approaches, <u>workshops were</u> 	<p><i>Preparatory workshop- 15th March 2018 (integral part of 7th project coordination meeting)</i> Hosting institution: UMIT, Austria</p> <p><i>Workshop 1- 22-23rd November 2018 (integral part of 11th project coordination meeting)</i> Hosting institution: UoA, Greece</p> <p><i>Workshop 2- 23rd -24th January 2019 (integral part of 12th project coordination meeting)</i> Hosting institution: UMIT, Austria</p> <p><i>Workshop 3- 9th May 2019 (integral part of 13th project coordination meeting)</i></p>
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					<p><u>organised</u> as part of coordination meetings, also supporting participation of both, <u>experienced EU partners</u> (as trainers and experts who will support creation of innovative approach adapted to the structure and organisation of MNE system) as well as <u>MNE representatives</u> (as trainees and those who will provide needed information and clarifications regarding existing situation, structure and organisation of MNE system</p> <ul style="list-style-type: none"> - Implementation of workshops were closely linked with implementation of activity 4.4, regarding development of new comprehensive evaluation approach applicable at all MNE HEIs, with all supporting instruments 	<p>Hosting institution: DE, Hungary</p> <p><i>Workshop 4- 30th September 2019 (integral part of 15th project coordination meeting)</i> Hosting institution: UNIM, Montenegro</p> <p><i>Workshop 5- 23rd January 2020 (integral part of 16th project coordination meeting)</i> Hosting institution: UMIT, Austria</p> <p>Summary report on workshops organisation: http://ph-elim.net/activities/wp4/ <i>Deliverable 4.3- High standards and quality assurance of educational process and teaching-Summary report</i></p>
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573997-EPP-1-2016-1-ME-EPPKA2-CBHE-JP

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4.4	Evaluation of teaching process and students experience	15/03/2019	14/10/2020	ME partners (UDG, UCG, UNIM, IMTM, IPHMNE, MoE, MofH) EU partners(UHEI, UoA, DE, UMIT)	<ul style="list-style-type: none"> - On the basis of experience and good practical examples gained during workshops (organized in 4.3); evaluation framework is developed, including the following: evaluation of enrolled students; course evaluation-teaching process and course evaluation; program evaluation; and alumni evaluation - Created evaluation framework is followed at all three ME HEIs for courses/programs resulted from PH-ELIM project - Based on experience gained from evaluation of courses/programs resulted from PH-ELIM project, the following universities made the following decisions: <ul style="list-style-type: none"> (i) UDG formally integrated developed evaluation framework into existing evaluation systems at MSc/PhD levels at all study programs (ii) UNIM formally integrated developed evaluation framework 	<p>Evaluation framework: http://ph-elim.net/activities/wp4/</p> <p><i>Deliverable 4.4- Evaluation of teaching process and students experience</i></p> <p>In total, the following evaluations were conducted during academic 2019/2020:</p> <ul style="list-style-type: none"> - UDG- Evaluation of the 1st generation of enrolled students; evaluation of 5 courses in winter semester and 5 courses in summer semester (new MSc program) - UNIM - evaluation of 2 courses in winter semester and 3 courses in summer semester (courses resulted from PH-ELIM projects with enrolled students in academic 2019/2020) - UCG - evaluation of 3 courses in winter semester and 3 courses in summer
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					<p>into existing evaluation systems at Faculty for Economics and Business at all levels</p> <p>(iii) UCG presented evaluation results at Educational and Scientific Board Meeting at Medical faculty to all members and they initiated procedure for formal integration into evaluation system.</p>	<p>semester (courses resulted from PH-ELIM projects with enrolled students in academic 2019/2020); as well as for academic 2020/2021:</p> <ul style="list-style-type: none"> - UDG- Evaluation of the 2nd generation of enrolled students (new MSc program) <p>Evaluation results: http://ph-elim.net/activities/wp4/ <i>Implementation of new evaluation frameworks: UDG- Evaluation of enrolment process; UDG- Evaluation of courses of new MSc program; UCG- Evaluation of courses; UNIM- Evaluation of courses</i></p> <p>MNE HEIs' decisions and activities related to formal integration of new evaluation procedures:</p>
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						<u>http://ph-elim.net/activities/wp4/</u> <i>Changes in evaluation procedures-impact</i>
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