

# Welcome to SALAR!

# 2017-08-31



Agenda			
09:00–09:30	Coffee, welcome and introduction of agenda	Karina Tellinger McNeil, SALAR Helena Palm, SALAR	Swedish Association of Local Authorities and Regions
09:30–10:20	<ul> <li>Swedish healthcare and e-health (structure and organization)</li> <li>SALAR and government action plan and Vision for e-health 2025</li> <li>Legislation</li> </ul>	Patrik Sundström, SALAR	
10:20–10:30	Short break		
10:30–11:20	<ul><li>Services for patients and citizens</li><li>What can we offer our citizens in the coming years?</li></ul>	Sofie Zetterström and Maria Ekendahl, Inera	
11:20–12:10	<ul> <li>EHR systems in Sweden today and plans for tomorrow</li> <li>National e-health services (National patient overview, Referrals, Sicknotes)</li> <li>National infrastructure for e-health</li> </ul>	Mikael Johansson, Inera	
12:10–13:00	Lunch		
13:00–13:30	Data driven management in Swedish healthcare (Vården i siffror and Öppna jämförelser)	Fredrik Westander and Adam Sandebring, SALAR	In this file
13:30–14:00	Personal health account (HälsaFörMig)	Carl Jarnling, Swedish eHealth Agency	
14:00–15:00	Towards new digital solutions (EHRs etc.)	Annabeth Bergqvist, Stockholm: Ralph Harlid, Blekinge och Marie Häggström, FVIS	
15:00–15:20	Coffee break		
15:20–16:30	<ul> <li>Health, social services and regional government reform in Finland</li> <li>The UNA project</li> <li>HUS Apotti project</li> </ul>	Vesa Lipponen, Ministry of Finance; Erkki Kujansuu, Tampere University Hospital; Jyrki Soikkeli, HUS Apotti project	
16:30–17:30	Moderated discussion/workshop	Karina Tellinger McNeil, SALAR Helena Palm, SALAR	



# What do we know about each other?

How familiar are you with Swedish eHealth (= what we do and what we plan)?

1 = Novis (nothing at all)

5 = Expert (know everything)

How familiar are we with Finnish eHealth (= what they do and what they plan)?

1 = Novis (nothing at all)

• • •

. . .

5 = Expert (know everything)

### **Services for patients and citizens**

Sofie Zetterström, deputy CEO

### **Inera – basic facts**

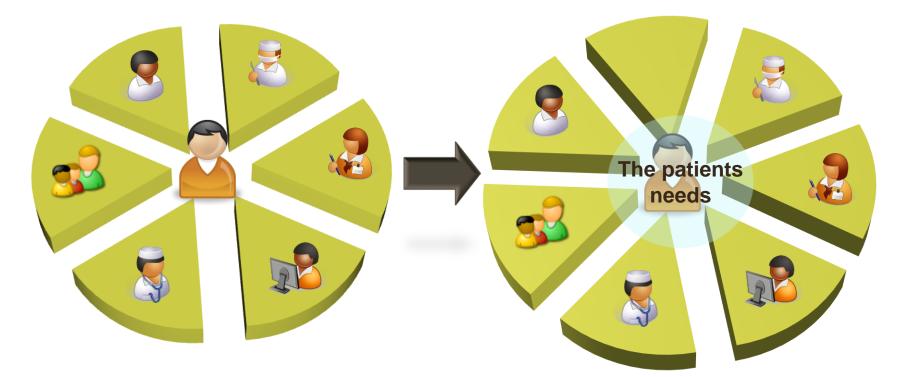
- Inera is a company owned by SALAR, the county councils and the local authorities
- The role of Inera is to coordinate the common development of digital services of the shareholders and provide them with national services, that is services for the citizens and for healthcare staff and staff in the municipalities, along with related infrastructure and architecture
- The company revenue is approximately 80 million euro a year



### Until today more than 40 e-health services - and around 30 projects of development



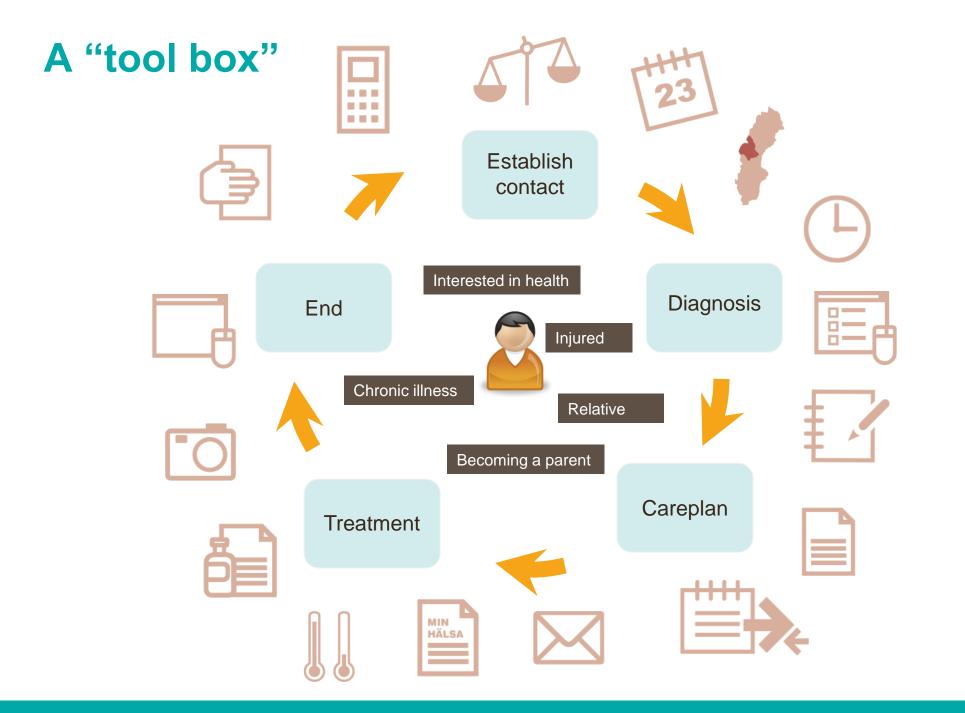
### **Our goal: a shift in perspective**



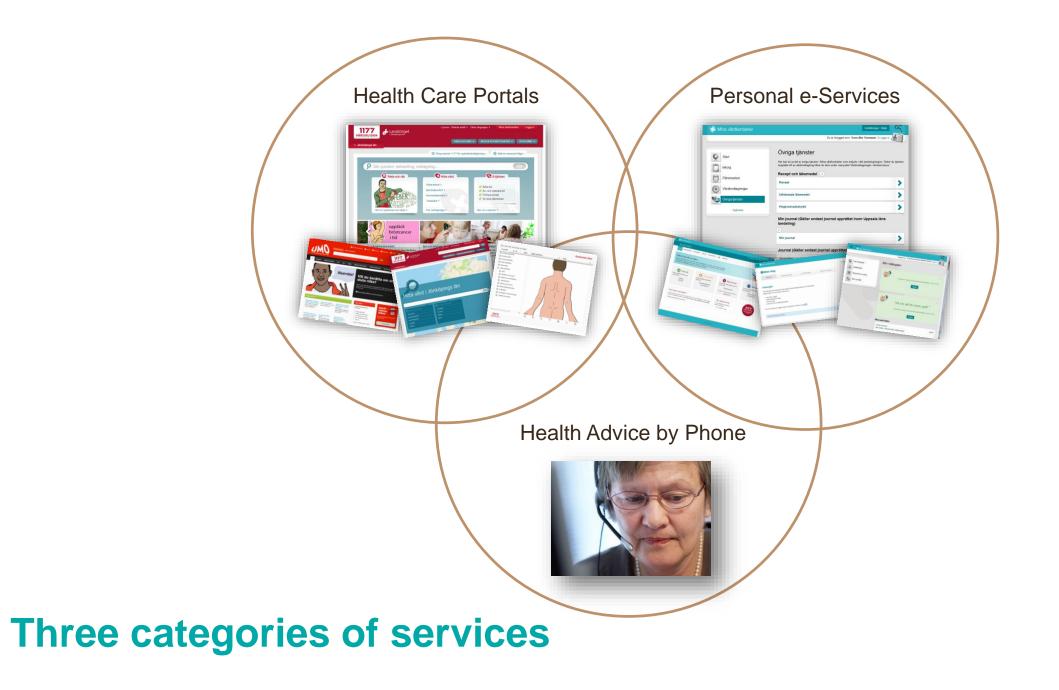
The patient at the center

The patient in the team











## 1177 - health advice by phone

1177 is a national service. If youneed health advice you can call1177 - 24x7x365 wherever you are

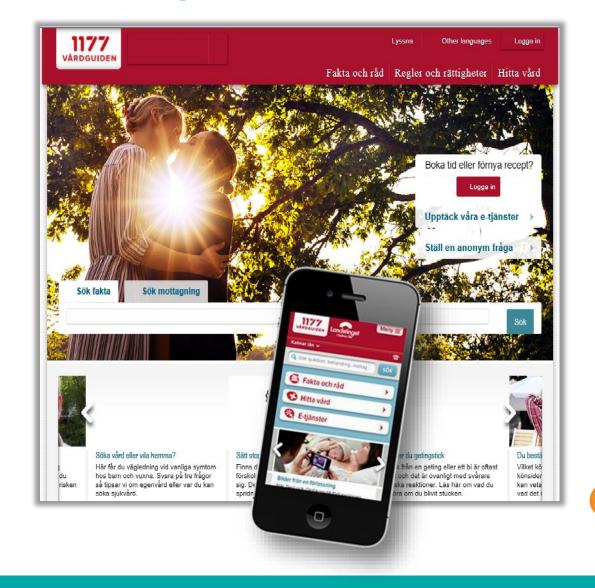
- 460 000 people call 1177 each month
- 50% are given advice on self-care
- The other 50% are directed to the right level of care
- More than 90% are satisfied and follow the advice





### 1177.se – national healthcare portal

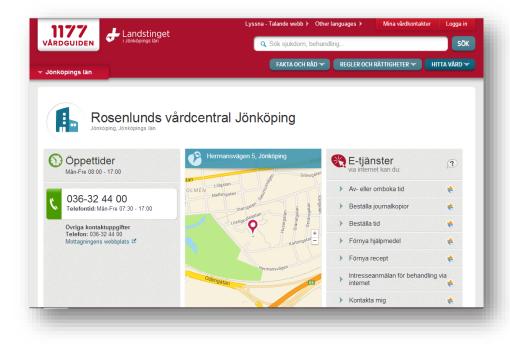
- Thousands of articles about health care, diseases, symptoms, medicines and treatments
- Pictures, videos, graphics
- 10 000 anonymous questions answered by doctors
- More than 8 million visits per month.



inera

### **1177.se – contact and compare clinics**

- Contact information to all clinics in Sweden
- Possibility to compare health clinics – availability, waiting times and patient satisfaction





## **UMO – youth clinic online**

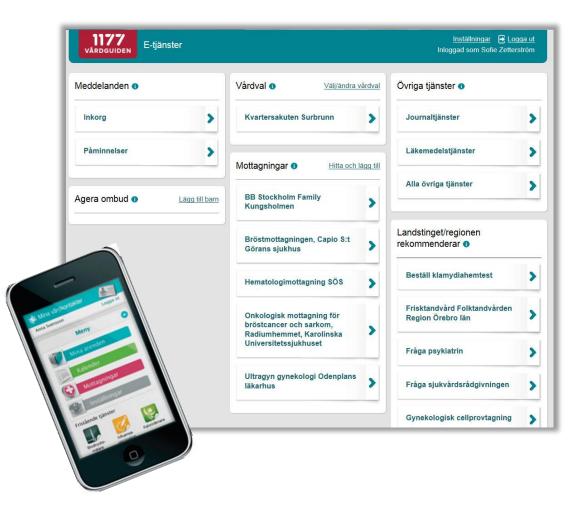
- For young people 13-25
- Information about, health, relationships and sex
- Information on equality of gender, sexual orientation, ethnicity and disabilities
- 10 000 anonymous questions answered by youth clinic professionals
- One million visits each month



### national personal e-services

A national platform for all personal e-services and medical records.

- Personal health advice
- Book an appointment
- Renewing prescriptions
- Ordering home-tests
- List of your medicines
- Test results
- Manage services for your children
- and much more...
- 4 million users



inera

### Health support and treatments online

Treatments:

- Depression
- Anxiety
- Phobias
- Insomnia
- . . .

. . .

### Health support:

- Changing lifestyle
- Rehabilitation
- Drug addiction



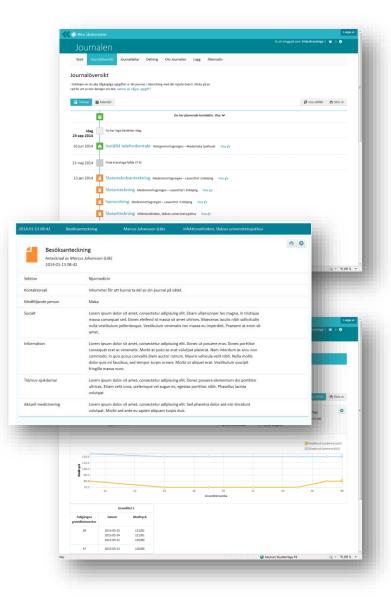






### **Medical records online**

- 18 counties have made medical records accessible online for citizens. All the other regions in Sweden will follow in 2017
- Providing records from clinics and information about immunizations, prenatal care, child care, drugs, test results, health care contacts, referrals ...
- 1,3 million users, and increasing



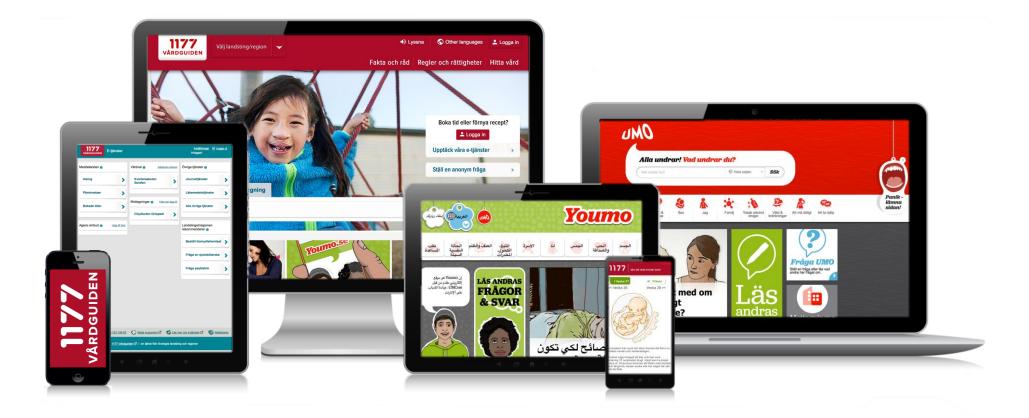


### **Research on patients shows**

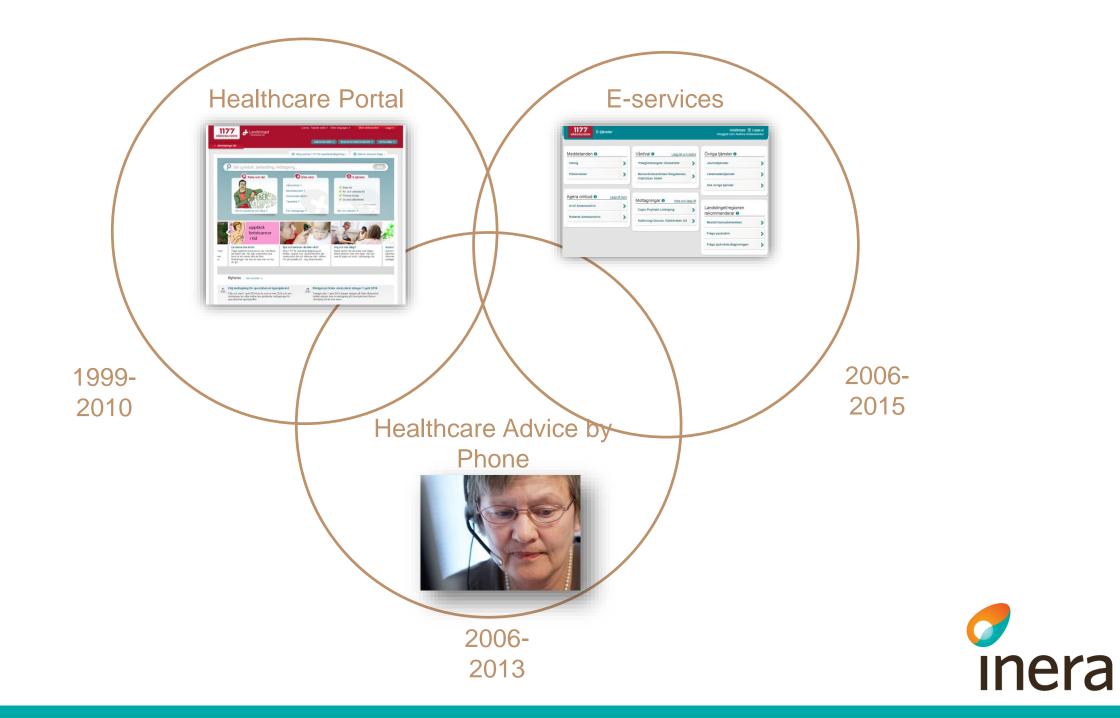
- Positive response to having access to the medical records
- The service is considered useful
- Patients follow up what was said at the last appointment
- Consider themselves better prepared for medical appointments and more informed about their own health
- They are comfortable with the service and have no worries about security issues
- Most patients want more information than is accessible
- Frustration when information is not readily available, e.g. unverified test results

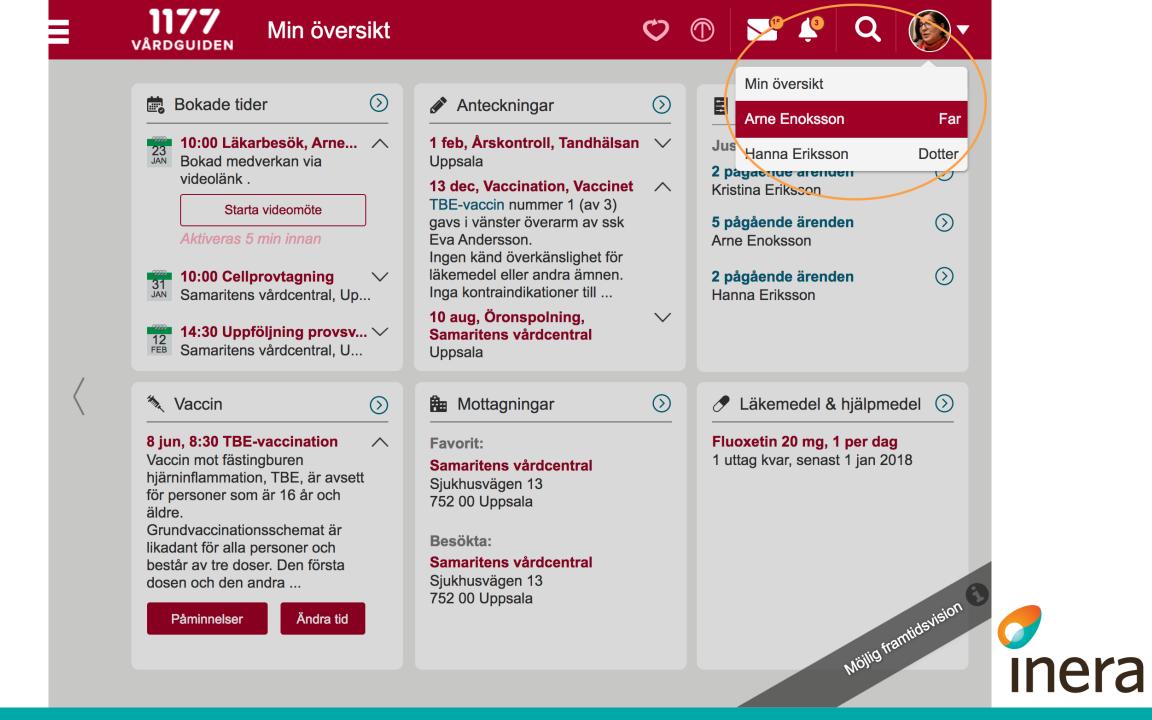


# What can we offer our citizens in the coming years? Maria Ekendahl, project manager "Future 1177 Vårdguiden"



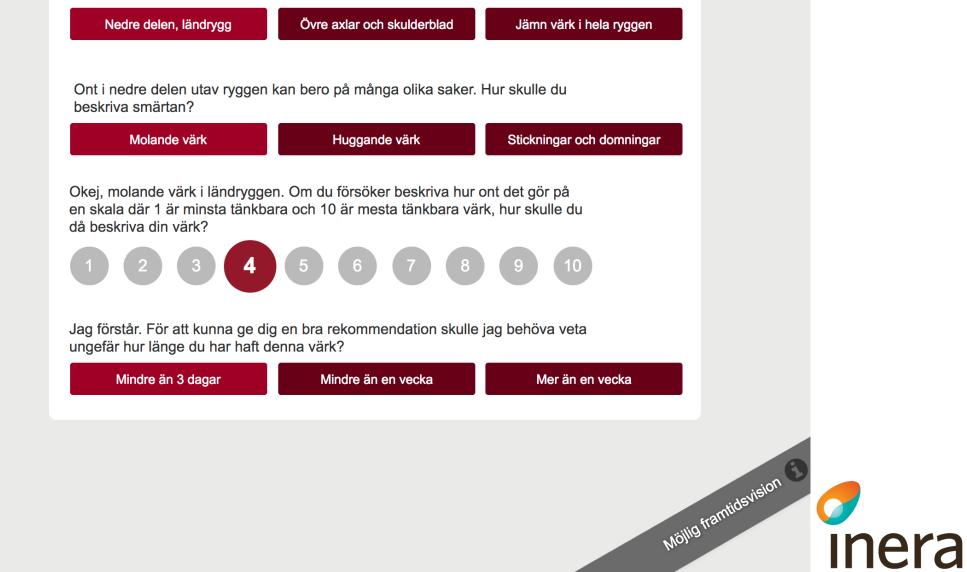


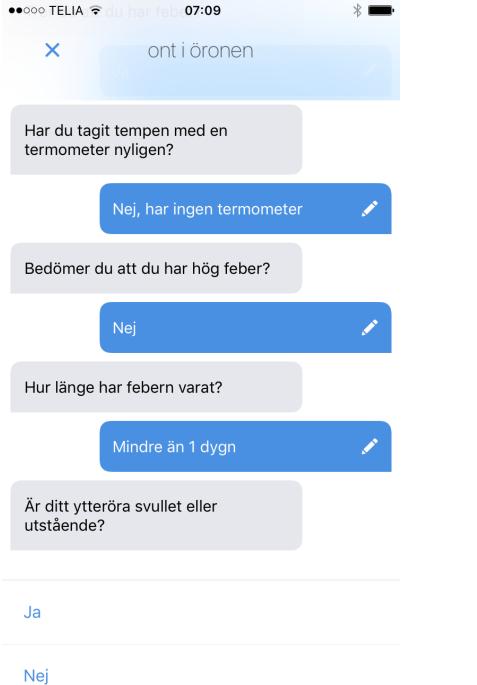






Du har angett att du har ont i ryggen. I vilken del utav ryggen sitter smärtan?







### Infrastructural services

Mikael Johansson, IT-strategist, Inera

### **ICT in the Counties and Municipalities**

### Counties

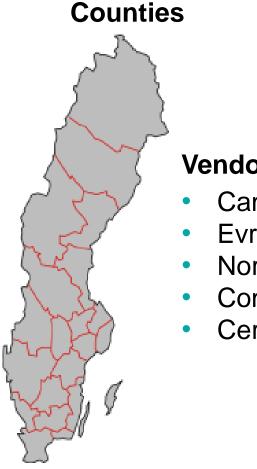
- Total cost of IT (incl. own staff) in the Counties is estimated to €1.02 Billion (\$1.13 Billion)
- Estimated to 2,9 % of turnover (has been so for 10 years)
- 75% purchased on the market

### **Municipalities**

- Much more dependent on their system provider than counties
- High focus on digitalization

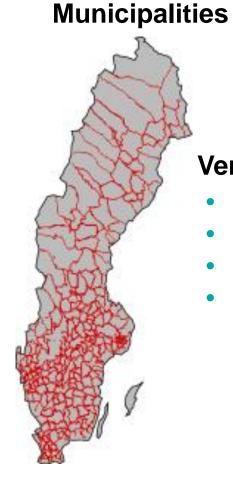


## **ICT in the Counties and Municipalities**



### Vendor & System name

- Cambio, Cosmic
- Evry, Systeam Cross
- Norrbotten, VAS
- CompuGroup Medical, Take Care
- Cerner, Melior



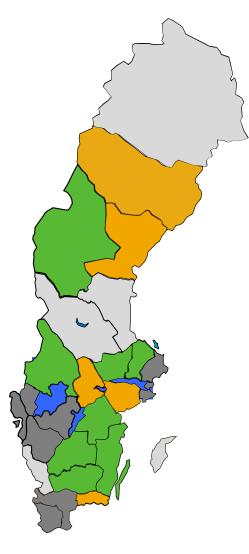
#### Vendor & System name

- Tieto, ProCapita
- CGI Group, Treserva
- Pulsen, Magna Cura
- Cambio, Viva



# **Future healthcare information systems**

### **Cooperation for procurement between the counties 2015**



#### Cosmic: 2,2 milj invånare

- Jämtland
- ♦ Värmland
- ♦ Västmanland
- ♦Uppsala
- Östergötland
- Jönköping
- Kronoberg
- Kalmar

#### Övriga, 1,2 milj invånare

- Norrbotten
- Dalarna
- Gävleborg
- Gotland
- Halland

#### SUSSA: 1,2 milj invånare

- Västerbotten
- Västernorrland
- Örebro
- Sörmland
- Blekinge

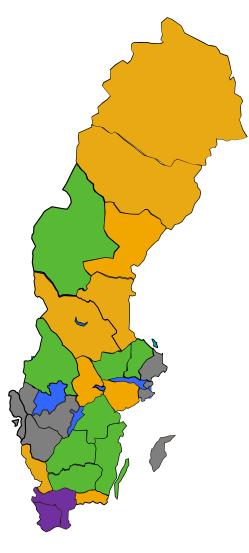
#### 3R: 5,1 milj invånare

- Västra Götaland
- Skåne
- Stockholm



# **Future healthcare information systems**

### **Cooperation for procurement between the counties 2016**



#### Cosmic: 2,2 milj invånare

- Jämtland
- Värmland
- Västmanland
- ♦ Uppsala
- Östergötland
- Jönköping
- Kronoberg
- Kalmar

#### SUSSA: 2,4 milj invånare

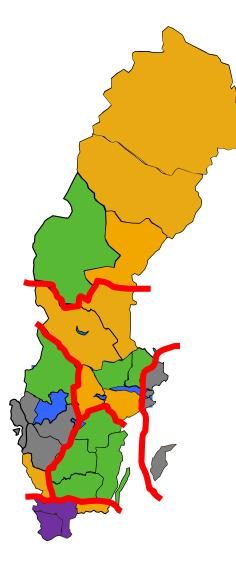
- Västerbotten
- Västernorrland
- Orebro
- Sörmland
- Blekinge
  - Option
- Norrbotten
- Dalarna
- Gävleborg
- Halland

3R

- 3,9 milj invånare
- Stockholm
- Gotland
- Västra Götaland
- 1,3 milj invånare
- Skåne



## 2016: Proposal for larger regions starting 2019 or 2023



#### Cosmic: 2,2 milj invånare

- Jämtland
- Värmland
- Västmanland
- ◆ Uppsala
- Östergötland
- Jönköping
- Kronoberg
- Kalmar

#### SUSSA: 2,4 milj invånare

- ♦ Västerbotten
- Västernorrland
- Örebro
- Sörmland
- Blekinge
  - Option
- Norrbotten
- Dalarna
- Gävleborg
- Halland

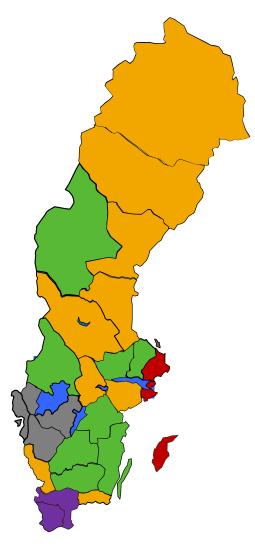
#### 3R

- 3,9 milj invånare
- Stockholm
- Gotland
- Västra Götaland
- 1,3 milj invånare
- Skåne



# **Future healthcare information systems**

### **Cooperation for procurement between the counties 2017**



#### Cosmic: 2,2 milj invånare

- Jämtland
- Värmland
- Västmanland
- ♦ Uppsala
- Östergötland
- Jönköping
- Kronoberg
- Kalmar

#### SUSSA: 2,4 milj invånare

- Västerbotten
- Västernorrland
- Örebro
- Sörmland
- Blekinge
- Option
- Norrbotten
- Dalarna
- Gävleborg
- Halland

#### Stockholm, Gotland: 2,3 milj invånare

- Stockholm
- Gotland

#### Västra Götaland: 1,6 milj invånare

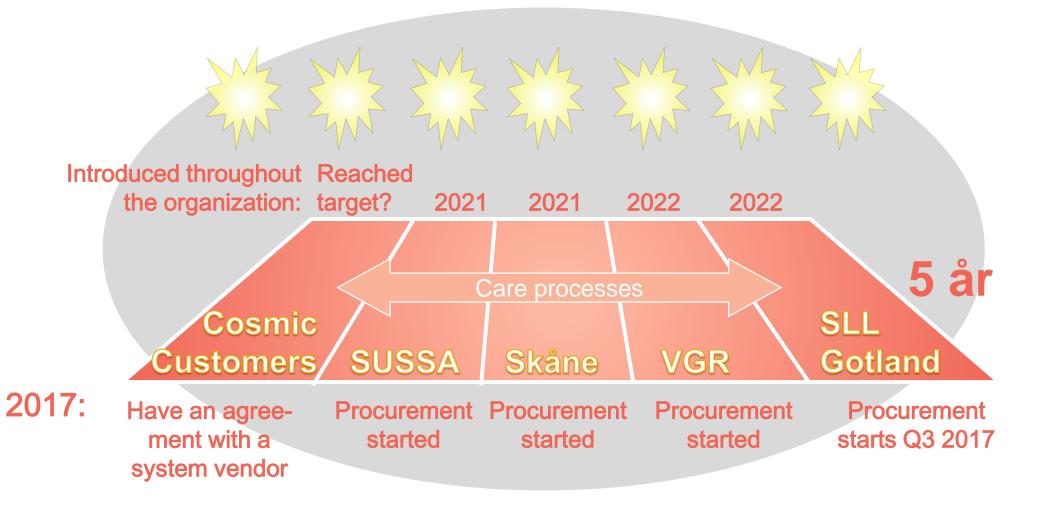
Västra Götaland

#### Skåne: 1,3 milj invånare Skåne



## Lights on the procurement groups 2017

in the race towards the next healthcare information system for the counties



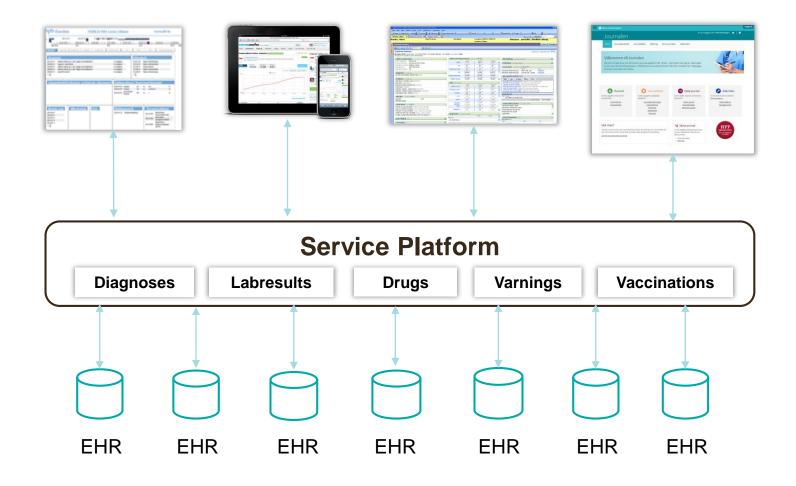


### **National eHealth ICT Infrastructure**

- Meet the requirements of the Patient Data Act and the goals in the National eHealth strategy.
- Interoperability, security, cost-effective information access between counties, municipalities, government agencies and private providers.



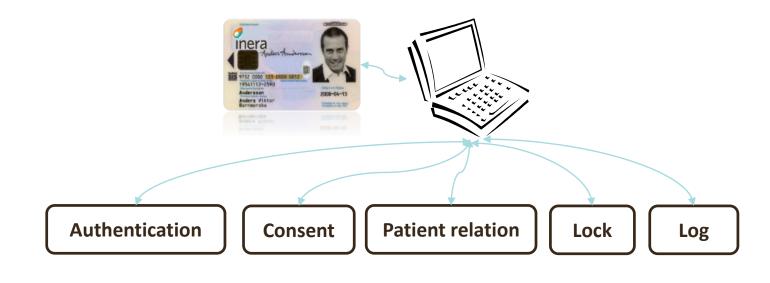
## National service platform for interoperability





### Services for compliance with the patient data act

- Public Key Infrastructure (PKI)
- Services for authentication, consent, patient relation, lock and log
- Directory service with all healthcare professionals. Organizations and units with employee assignments





### **National Public Key Infrastructure**

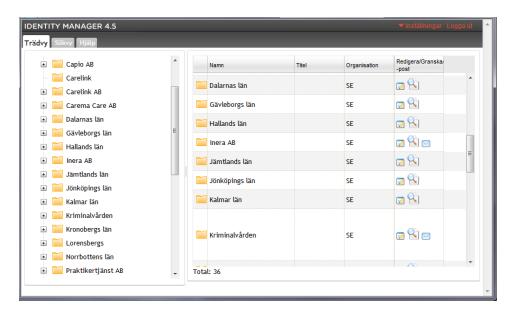
- ID for both physical and electronic identification
- More than 500,000 cards have been issued
- Connected organisations:
  - > All 21 Counties
  - > All 290 Municipalities
  - > Lots of private organisations





### **National directory service**

- Quality assured data regarding employees, organizations and units with employee assignments
- Information in the directory is used by many different services and it is a key component for access and security services.
- All counties, municipalities, as well as private healthcare providers use this directory service.





### **National communication network**

- More than 500 connected organizations
- All 21 counties are connected
- Several municipalities, private healthcare providers and suppliers are also connected
- Very high availability, close to 100%
- Quality of Service that meets demands





# Performance measurement and national indicator sets in Sweden

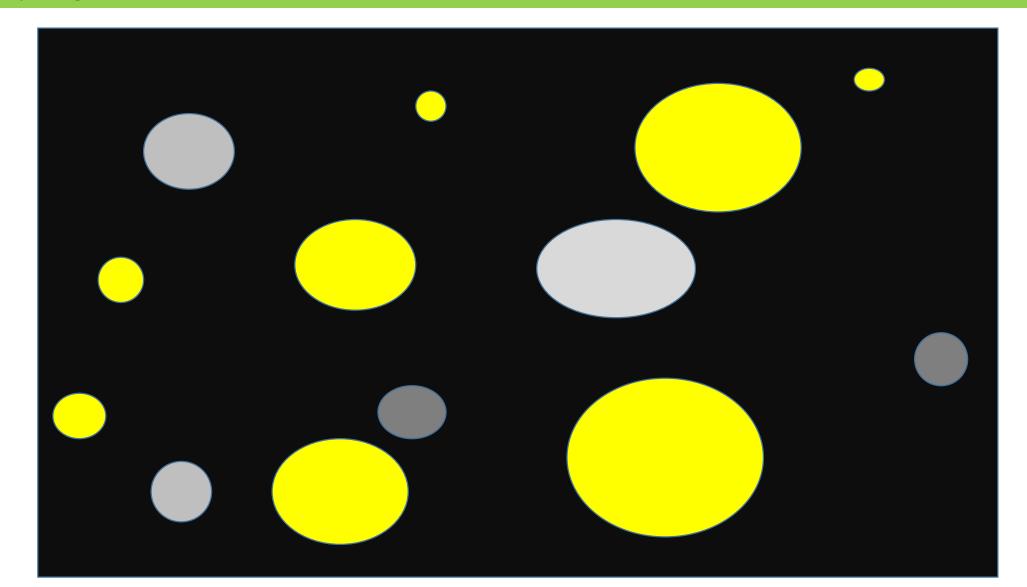
Quality and Efficiency in Swedish Health Care –

Regional Comparisons and web based reporting in *Health Care In Numbers /Vården i Siffror* 

Fredrik Westander, SALAR Adam Sandebring, SALAR Mailadress: fredrik.westander@skl.se



Quality in the health care system - we have good data JUST for some parts/aspects of care – yellow spots. Grey spots – some data, but not good enough. And also large black areas – aspects/areas where much less data is available: Complex quality aspects, multimorbidity. We need to be humble. We cant measure "everything"



### Health Care Quality Indicators - Reporting System

#### Three types of reports & indicator sets

- Regional Comparisons health care quality now mainly web-based reporting (SALAR) + yearly reporting from NBHW (= Socialstyrelsen, the state agency)
- National Performance Assessments evaluation of goals in National Guidelines (Socialstyrelsn)
- National Quality Registries yearly reports

#### National Quality Registries (close to 100 registries from large to very small)

- Not mandatory, based on professions/medical societies
- Gradually a more formal part of the national/public framework
- Large increases in public funding in later years

Overlapping sets of indicators – we try to harmonize when choosing indicators

Healthcare in Numbers (SALAR) and National Board of Health & Welfare cooperate

# In comparison to other countries - good health care quality data available from Swedish registries (we think...)

- Personal/unique ID used in all vital registers all citizens
- Mandatory Patient Register for out-/inpatient episodes of care
- Prescribed Drug Register for outpatient drugs
- Quality Registers includes more/accurate clinical information, outcomes
- Combined use of these registers = powerful tool

Good data available, but also some obvious gaps: No good data on breast cancer screening, flu immunization of elderly, primary care data ...

### **Regional Comparisons of Health Care Quality**

- Published yearly 2006-2014;
- About 260 indicators 2014 (most updated yearly)
- State & CC:s (SALAR) in cooperation. Symbolic value

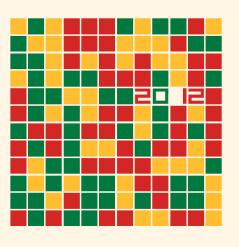




- Main stated purposes:
  - Support county councils improvement efforts
  - Transparency, accountability
  - Inform health care debate locally and at national level

Quality and Efficiency in Swedish Health Care

Regional Comparisons 2012



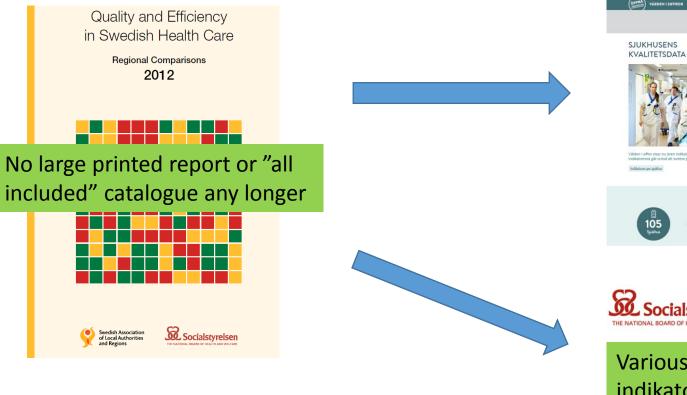
Socialstyrelsen



#### The present day (2017) reporting model



#### SALAR - Mainly web base reporting



NYA SIFFROR VISAR PÅ TYDLIGT

**BÄTTRE VÅRD** 



Socialstyrelsen

Various reports, based on formal performance indikators. Evaluation of clinical guidelines etc

Plus Quality Register: Yearly reports and also web based reporting for the largest registers.





Messy model? Not really a problem, but we need to think about solid solutions for the future.

## National Quality Registries

In 2016: 96 National Quality Registries (NQRs); 12 NQR candidates; all initiated and led by healthcare professionals

NQRs cover many areas of healthcare, from common to rare conditions, from nursing and primary to tertiary care.

Examples: Stroke; Ischemic heart disease; Heart failure; most forms of cancer; Bipolar disorder; Eating disorders; End-of-life care; Neurology with MS, Parkinson's etc; Dementia care; HIV-AIDS; Diabetes Mellitus; Orthopedics



### Financing and Governance

- The Ministry of Health and Welfare (70 %); Swedish County Councils and Regions (30 %)
- Funding is provided according to specified criteria; \$50,000 - \$800,000 annually/registry
- The more mature the NQR, the greater the expectations on it and the potential funding
- Each NQR is governed by a multiprofessional group of national experts, and often patients



### Registries Contain Data On:

• Patient demographics

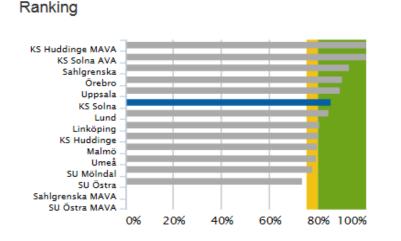
Initiated before the emergence of electronic health records (EHRs), most registries operate in parallel with EHRs. Integration is desired but occurring only slowly.

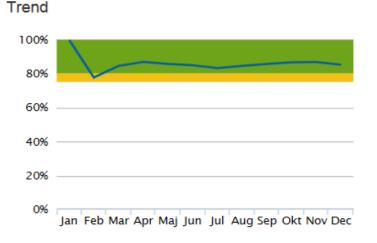
- Provider organization characteristics
- The Structure of care
- The Process of care (including patientreported experience measures; PREMs)
- The Outcomes of care (including patientreported outcome measures; PROMs)



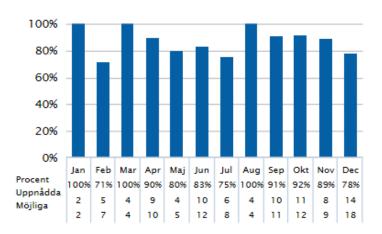
### Swedeheart – QR for heart attack and related heart conditions: On line reporting of performance – individual hospitals. Green is full goal fulfillment. Yellow is partial goal fulfillment. Good, valid quality indicators. Powerful tool.

#### 2. Reperfusion i tid





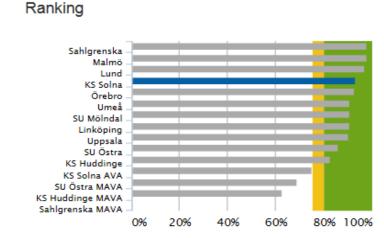
#### Månadsresultat



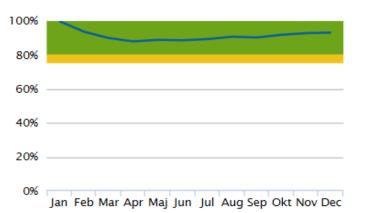
Х

Х

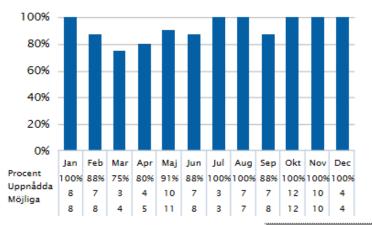
#### 3. Kranskärlsröntgen NSTEMI



#### Trend



#### Månadsresultat

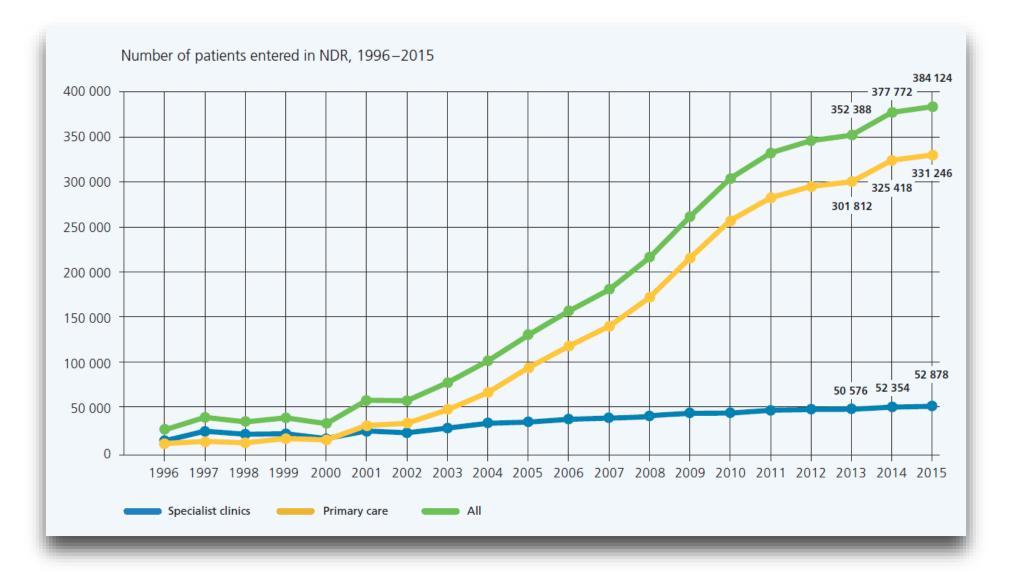


### NDR, National Diabetes Registry

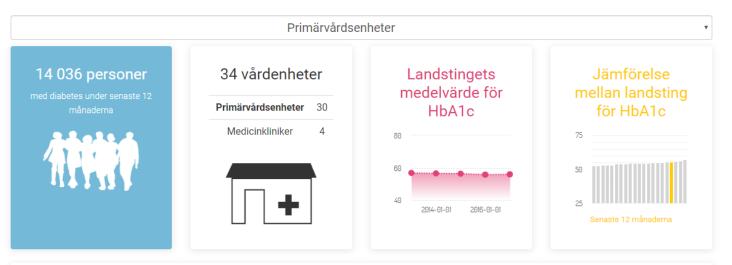
- 100 % of hospital-based diabetes centers
- > 90% of primary care/general practice centers, about 1200
- Covers about 90% of all individuals with diabetes in Sweden
- Direct transfer of relevant patient data (via EHRextracting software)
- Results per center and county council are public and easy to access
- Funding
  - Swedish Association of Local Authorities and Regions
  - Region Western Sweden

### Number of patients

9.5 million inhabitants, < 5% diabetes prevalence

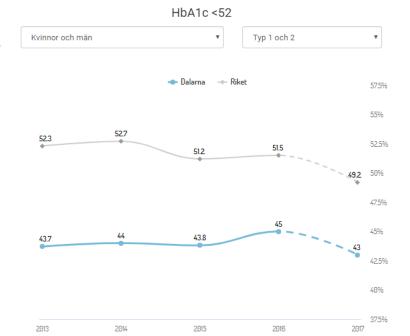


Dalarna -



#### Resultatöversikt för Primärvårdsenheter **()**

Indikator (andel med)	Dalarna 2016	Riket 2016
HbA1c <52	45%	51.5%
HbA1c >70	12.1%	10.7%
Blodtryck ≤130/80	36.2%	40.3%
Blodtryck <140/85	51.6%	53.8%
LDL <2,5	45%	48.2%
Lipidsänkande läkemedel	68.2%	61.6%
Förekomst av albuminuri	20.1%	23.2%
Fotundersökning senaste året	93.4%	86.7%
Genomförd ögonundersökning enligt riktlinjer	96.9%	89.9%
Förekomst av diabetesretinopati	38.4%	27.3%
Rökare	12.3%	13.5%
Andel fysiskt inaktiva	27.1%	33.6%



National Diabetes Register

A performance dashboard for CC Dalarna, primary care.

12 indicators; red and green scores (compared to Sweden results).

Blood pressure, foot/eye exams, blood glucose levels, smoking status, psysical activity etc

Results accessible on the web for all; even per primary care center.

Transparency! But also – of course – difficulties for the general public to interpret quality data.

#### Patient profiles in NDR – a tool for empowering patients



DIABETES REGISTER

### **Regional comparisons/Healthcare in Numberscharacteristics**

Covers whole health care system – in principle

Directed towards CC leadership, not hospitals directly (this could now shift somewhat)

Present valuable data to CC, not inspection ="soft power"

Comparisons between County Councils & between hospitals (now also units in hospitals)

Both process & outcome measures, in later years also national targets

Use only existing data sources; no temporary data collections

No ranking of "Best County Council", "Best Hospital" – difficult (and meningless?)

Gradually – more focus on usability, improvement, change over time, not evaluation

#### **Cardiac Care in – indicators. (Now updated in more recent publications)**

Not bad, but still, - imbalance: Too much focus on MI/heart attack. Too little on heart failure. A general problem with indicator sets – we are dependent on data availability and data quality. What we can meausure tends to get too much attention.

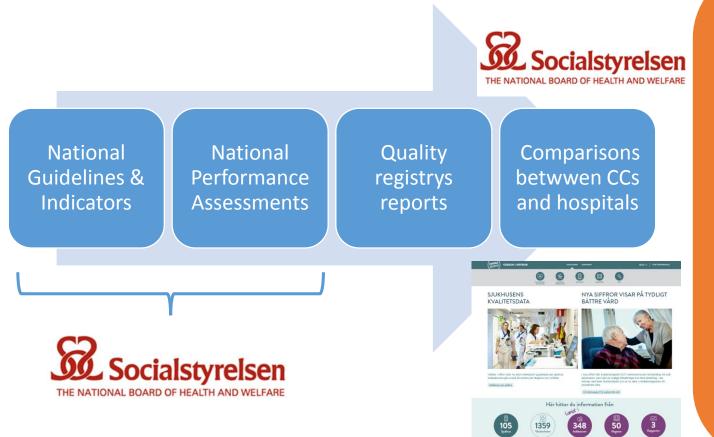


Outcome	
R PÅ TYDUGT Were statestered Type of the statestered Process	
Secondary prevention	
Outcome	

#### CARDIAC CARE

Onne	
86	Survival after Cardiac Arrest outside of Hospital
87	Myocardial Infarction – 28-day Case Fatality Rate
88	Myocardial Infarction – 28-day Case Fatality Rate – Hospitalised Patients
89	Recurrence of Infarction or Death from Ischaemic Heart Disease
90	Reperfusion Therapy for Patients with ST-segment
	Elevation Myocardial Infarction (STEMI)
91	Time until Reperfusion Therapy for Patients with
	ST-segment Elevation Myocardial Infarction (STEMI)
92	Coronary Angiography after Non-ST-segment Elevation Myocardial
	Infarction (NSTEMI) in Patients with Another Risk Factor
93	Antithrombotic Therapy after NSTEMI
94	Lipid Lowering Drug Therapy after Myocardial Infarction
95	PCI for Unstable Coronary Artery Disease – 365-day Case Fatality Rate
96	Restenosis of the Coronary Artery after PCI
97	Death or Readmission after Hospitalisation for Heart Failure
98	Drug Therapy for Heart Failure
99	Complications after Pacemaker Implantation

### National quality indicators – use in County Councils



#### **County Council perspective**

Comparisons as a recurrent, yearly "event" – reports based on Healthcare in Numbers

National indicators as a local/regional benchmark tool

National indicators – part of CCs own indicator sets

Support for CC decision making, priority setting

Some CCs use quality indicators in pay for performance schemes (P4P)

But normally used just to support local improvement efforts – hospitals, clinics

### Development/selection of indicators – "tomorrow"

- National guidelines & quality registers will be important in years to come
- But gradually (2017 onwards) a new context will emerge a national structure for coordination among County Councils/Regions
- "Clinical governance committes" (my amateur translation) with a wide remit to issue recommendations in their field of expertise
- Based on diseases/health conditions, about 20, plus sub groups
- Appointed by county councils, managed by CCs and SALAR
- Purpose & role: Analyze quality problems, propose activities/changes, indicators to be included in Healthcare in Numbers etc

### Policy aspects – performance indicators

- Focus on provider (clinical) quality vs population health
- Ranking of healtcare systems/providers pros and cons?
- Is the main purpose to judge or support improvement?
- A good indicator how strict criteria?
- Process vs outcome indicators even "structural" indicators
- Data quality how strict criteria?
- Indicators as a signal with normative meaning or a truth?
- Simple or nuanced (case mix adjustment etc) presentation?
- Etc
- What have we learnt in Sweden with 10 -15 years of experience from performance measurement and public reporting?

### Healthcare in Numbers (Vården i Siffror)

- Launched 2015, december web based reporting
- SALARs (and Swedens) main collection of performance indicators
- Also costs, incidence, self reported health, patient surveys, variation in consumption/practice variation...
- County councils, hospitals, primary care centers all units where ther is menaingful data
- When possible and meaningful data updates each quarter/month; otherwise yearly

#### And the future (for SALAR) is alreday here - Web based reporting



#### SJUKHUSENS KVALITETSDATA



Vården i siffror visar nu även indikatorer uppdelade per sjukhus. Indikatorerna går också att sortera per diagnos och område.

Indikatorer per sjukhus

NYA SIFFROR VISAR PÅ TYDLIGT BÄTTRE VÅRD



I nya siffror från kvalitetsregistret ECT, elektrokonvulsiv behandling vid svår depression, kan man se tydliga förbättringar hos flera landsting. Läs intervju med Axel Nordenskjöld och se ny data i områdesrapporten för psykiatrisk vård.

Områdesrapport för psykiatrisk vård



If time permits and the participants are not exhausted –

a live glimpse at Vården i Siffror – Health Care in Numbers is possible – but in Swedish.



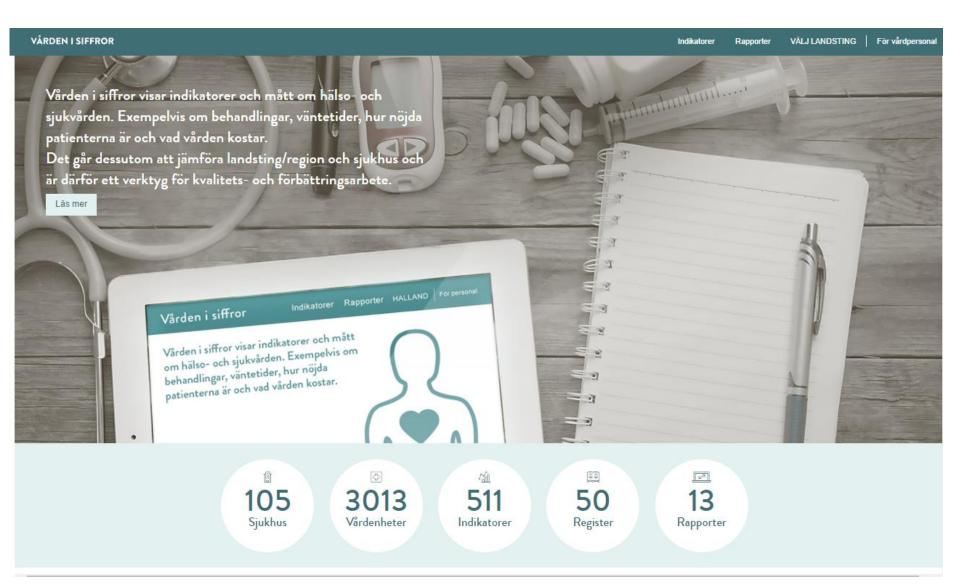
### Vardenisiffror.se (Health-care in numbers)

Open access to quality data to increase healthcare performance

2017-08-31

# **Vardenisiffror.se** publishes national Swedish healthcare indicators regardless of source system

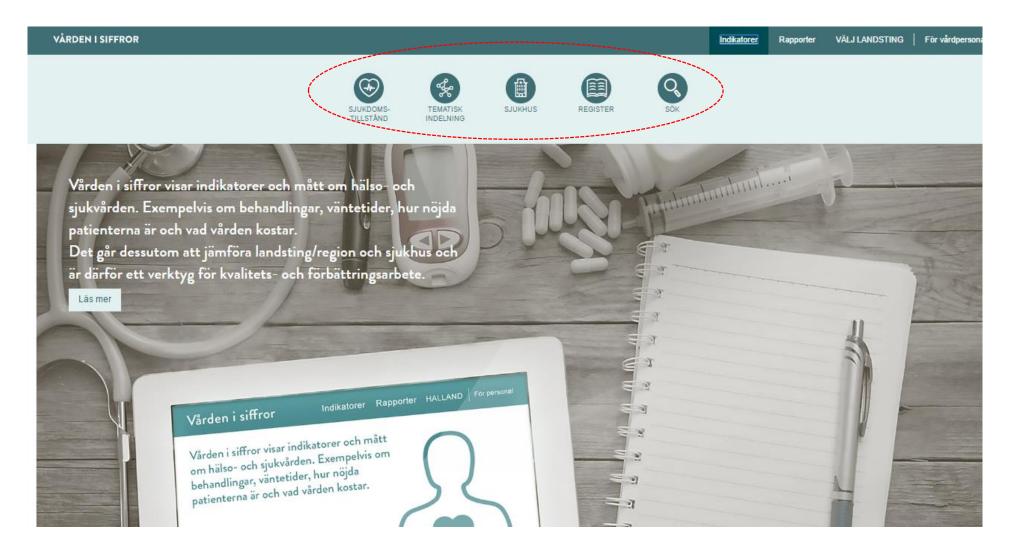




### All indicators searchable: keywords, diagnostics, hospital, source system, search function

Swedish Association

of Local Authorities and Regions



### Digital-reports consisting of subsets of indicators based on news, diagnosis, macro-reports or regional reports



**VÅRDEN I SIFFROR** VÄLJ LANDSTING För vårdpersonal Indikatorer Rapporter AKTUELLT OMRÅDES-**ÖVERGRIPANDE** REGIONAL RAPPORTER RAPPORTER RAPPORTE dunlanhad..... Vården i siffror visar indikatorer och mått om hälso- och sjukvården. Exempelvis om behandlingar, väntetider, hur nöjda patienterna är och vad vården kostar. Det går dessutom att jämföra landsting/region och sjukhus och är därför ett verktyg för kvalitets- och förbättringsarbete. Läs mer 27 Indikatorer Rapporter HALLAND For person Vården i siffror -3 Vården i siffror visar indikatorer och mått om hälso- och sjukvården. Exempelvis om behandlingar, väntetider, hur nöjda patienterna är och vad vården kostar. 107 

### Why?



- Possible to screen several indicators and units at the same time
- Clustered in the same graphical representation
- Also: how is my unit preforming in comparison to the national median or national goals?

N	1ålvärde												
				Procent 0 10	20	30	40	50	60	70	80	90	100
<b>7</b>	Blodfettssänkande behandling		85.4%										
	efter hjärtinfarkt	STOCKHOLMS LÄN	84.5%										
	2013-2014	SKÅNE	86.1%										
		VÄSTRA GÖTALAND	85%										
		KALMAR LÄN	87.4% 87%										
		•										-	_
7	Måluppfyllelse för blodtryck efter	RIKET	76.2%		_								
	hjärtinfarkt Q1 - 2017	STOCKHOLMS LÄN SKÅNE	76% 75%										
	Q1 - 2017	VÄSTRA GÖTALAND	75.9%										
		KALMAR LÄN	59.5%										
		HALLAND	64.8%										
7	Rökstopp 12-14 månader efter	RIKET	54.6%										
0	hjärtinfarkt	STOCKHOLMS LÄN	61.4%										
	Q1 - 2017	SKÅNE	50%										
		🛑 VÄSTRA GÖTALAND	60.3%		•								
		KALMAR LÄN	41.7%										
		HALLAND	45%										
0	Måluppfyllelse för LDL-kolesterol	RIKET	60%										
	efter hjärtinfarkt	STOCKHOLMS LÄN	56.3%										
	Q1 - 2017	SKÁNE	66.2% 53.9%										
		VÄSTRA GÖTALAND KALMAR LÄN	52.8%										
		HALLAND	59.3%										
-	Fysiskt träningsprogram 12-14		54.2%		1				-				
<b>7</b>	månader efter hjärtinfarkt	STOCKHOLMS LÄN	63.5%										
	Q1 - 2017	SKĀNE	49.5%										
	-	VÄSTRA GÖTALAND	55.3%										
		KALMAR LÄN	60.5%										
		HALLAND	51.2%										

### Why?

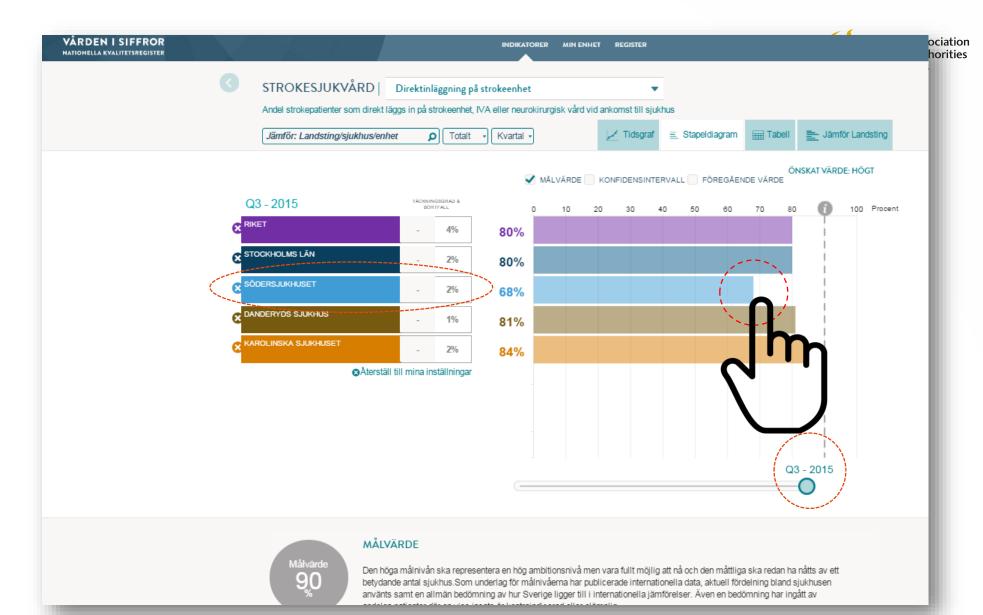
- Easy illustration of variation between units over time
- Also displaying national goals as an additional benchmark

 Analysis of causality and action has to be added – of course....



### Why?

- Monthly or quarterly data per unit/clinic
- Easy to find the units where data deviates (also an important area for development)
- Why are the subperformers data different?
- Bad data, different population, or difference in medical practice?



# National technical standards makes it possible to transfer vast amounts of data between systems



50 sourcesystems 500 indicators (so far...)

 Ritspsk

 Witherstein

 Witherstein

National standard for healthcare indicators (API)

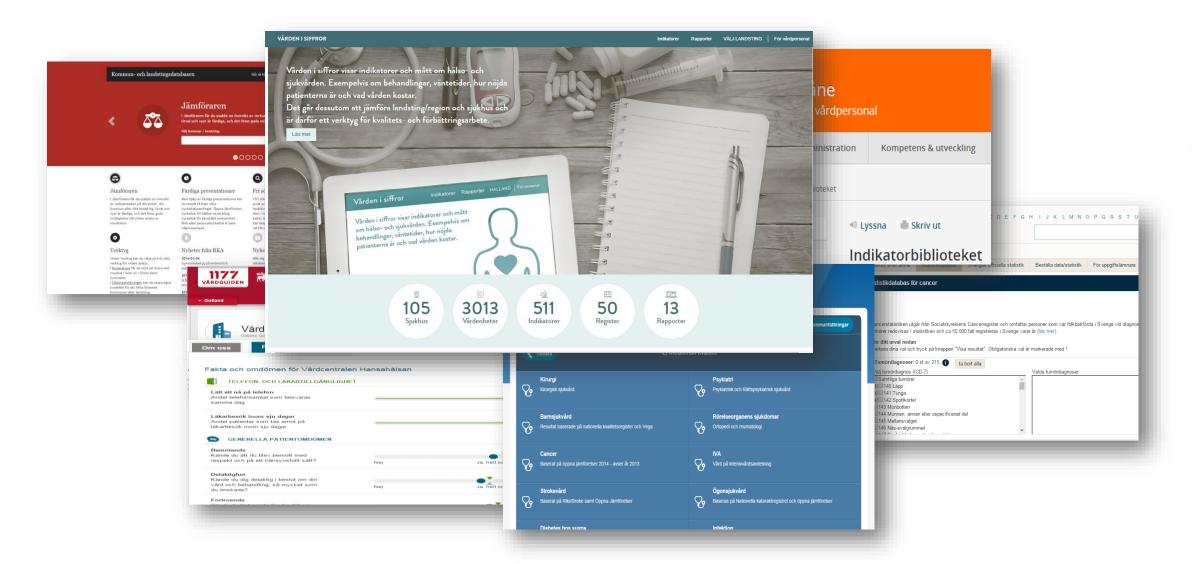
All presented on one graphical user interface (GUI)







### "Vården i siffror" is just one data consuming-system Standardized data opens up for all consuming systems





### What do we know now?

How familiar are you with Swedish eHealth (= what we do and what we plan)?

1 = Novis (nothing at all); ...; 5 = Expert (know everything)

How familiar are we with Finnish eHealth (= what they do and what they plan)?

1 = Novis (nothing at all); ...; 5 = Expert (know everything)



### Next step together

- Have the day and the content/subjects been what you expected?

- Are there areas where we can interact continuously?
- How could we arrange for continued experience exchange?