



Empowering EU health policies  
on Task SHifting



## D2.6 DISSEMINATION AND COMMUNICATION REPORT

31/03/2024



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## 1. Executive summary

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This report is a comprehensive document summarising the dissemination and communication activities carried out throughout the TaSHI project - “Empowering EU health policies on Task SHifting”. As the project was launched in spring 2021, the TaSHI consortium experienced all the challenges of the pandemic, the resilience of our team was tested in many possible ways and our plans had to be reconsidered several times to ensure the smooth project running. Despite all the challenges, the project successfully managed to follow the dissemination and communication strategy (D2.1 Dissemination and communication plan) that provided the framework and direction for the 3 years of work.

WP2 led by Semmelweis University was responsible for determining the relevant goals, identifying the most efficient means for communication and dissemination, and arranging the activities into a timely implementation schedule. In the early stages of the project, WP2 focused on creating a strong and attractive visual identity (D2.2 Initial leaflet and roll-up, D2.3 Website) to put the TaSHI project on the map of the EU health workforce projects. The TaSHI project was part of the Health Workforce Projects Cluster on the EU Health Policy Platform. At the midpoint of the project, we carried out an evaluation process (D2.4 Mid-term dissemination and communication report) and based on that we revised our plans and adapted them to the feedback and needs of the external audience and internal suggestions from the project partners.

The project’s ongoing activities and news were shared in newsletters and various social media platforms (Facebook, LinkedIn and Twitter/X). Project results were presented at webinars and EU-wide events, as well as some engaging video content on the TaSHI website. After travel restrictions elapsed, we also had the opportunity to take the project's key messages to various onsite events, thus strengthening the exploitation and uptake of task shifting in the health workforce agenda.

We can conclude that the TaSHI project’s visibility met the expectations set at the beginning of the project. The target audience outreach we managed during the project counts thousands

of people from all over the world. TaSHI was present on various communication channels, and its number of followers has increased significantly and continuously.

## 2. Purpose and scope of the document

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This deliverable summarises all the dissemination and communication activities that were carried out during the project to fulfil the strategy, which was defined at the beginning of the project in the deliverable D2.1 Dissemination and communication plan. As dissemination and communication activities differ from each other as defined by the EU Commission, we separated the two plans and set different goals for each.

The Dissemination plan focused on maximising the input of the action, and the uptake of the outputs, to reach out the most effective way to our audience and to ensure active stakeholder engagement. The original goals were built on four pillars:

1. to create and raise awareness among stakeholders in terms of the TaSHI project;
2. to attract the attention of relevant policy makers to ensure their future input for TaSHI outcomes;
3. to provide accurate information and well-grounded expertise to our audience about task shifting;
4. to provide a new perspective for our stakeholders, who are looking for effective task shifting solutions.

The Communication plan focused on achieving the highest impact of the action. The main objectives of a communication plan were:

1. to define the right target groups;
2. to generate and raise awareness of the TaSHI project;
3. to provide the correct communication tools and channels to reach the identified stakeholders and target audiences;

4. to follow a communication schedule, which is strongly related to the project's lifecycle;
5. to be able to measure and evaluate the results of the communication actions.

This document provides a thorough analysis of the website, social media channels, YouTube channel, newsletters and events. It also reflects changes to the points for improvement identified in the D2.4 Mid-term dissemination and communication report and gives a short description of stakeholder engagement activities.

### **3. Dissemination and communication activities during the project**

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The most important task of WP2 was to ensure the visibility of TaSHI targeting the widest audience. This involved a comprehensive analysis of stakeholders based on their relation to the project. In the frames of the dissemination activities, WP2 informed and transferred the results towards the target audiences of experts of HWF field, various organisations of the health sector, and policy makers. While with communication activities, WP2 ensured tailoring information and key messages to the right target audiences by using various communication channels. These tasks could not have been accomplished without the close collaboration of other WPs, and the whole TaSHI consortium, since reporting of results of the project activities is an important part of the dissemination activity. To reach the goals set in the Dissemination and communication plan, the following activities were carried out:

- Implementation of the defined dissemination and communication strategy taking into account the observations of the D2.4 Mid-term dissemination and communication results.
- Stakeholder mapping and identification of the target groups.
- Promotion of the TaSHI project to the widest audience.
- Design of TaSHI visual identity and publicity guidelines: logos, templates for internal and public documents, leaflet and newsletter format, etc.
- Design of the Initial leaflet and roll-up.
- Development of the TaSHI website, continuous website content management.



- Content management of the various social media channels and content creation in collaboration with other WPs.
- Producing and publishing video content.
- Dissemination of the project's results as widely as possible.
- Organising webinars, events and workshops.
- Creation of articles, news, infographics, photos, images.
- Promotion of public deliverables, continuously uploading them on the website.
- Creation of rich content for the regular TaSHI newsletters in cooperation with the other WPs, editing newsletters both in terms of content, images and layout.
- Participation and contribution to the EU Health Policy Platform (EU HPP) - Health Workforce Projects Cluster.
- Support and promotion of the presentation of TaSHI results at external online and personal events.

### 3.1 Achievement of the dissemination and communication activities

Dissemination and communication activities started at the beginning of the project in April 2021. After three years of successful operation, TaSHI has become a well-known project in the EU and assisted in placing the topic of task shifting on the health agenda.

### 3.1.1 Online dissemination and communication tools

#### Website



The screenshot shows the TaSHI website homepage. At the top is the TaSHI logo and a navigation menu with links for HOME, ABOUT US, NEWS & EVENTS, KNOWLEDGE HUB, and CONTACTS. Below the menu is a large image of hands stacked together. The main content area features a 'Dear Visitor' message, a 'News' section with a sub-header 'TaSHI final event in Budapest', and a 'Health workforce projects cluster - joint event' section. The 'TaSHI final event in Budapest' section includes a text block and a circular image of a group of people with the text 'We say good bye, but stay connected.' The 'Health workforce projects cluster - joint event' section includes a blue banner image and a text block with links to presentations and recordings.

**Dear Visitor,**  
Welcome to the TaSHI website. On this website we provide detailed information, qualitative and quantitative data, and evidence-base for the project entitled "Empowering EU health policies on Task Shifting". The 3-year long project – started in April 2021 – is co-funded by the 3<sup>rd</sup> Health Programme of the EU, therefore our activities aim to produce a novel understanding and up-to-date knowledge on task shifting, as well as to foster dialogues on transferability and uptake of good practices in Europe. Task shifting can contribute to more effective organisation of care and human resources for health management at different levels, so committing to improve efficient and sustainable health systems in innovative ways. We invite you to actively participate in the discussions on useful tools and methods in task shifting, so that we can all contribute to the co-creation for more efficient, accessible, and resilient health systems and workforces in Europe.

**News**

**TaSHI final event in Budapest**

TaSHI project had its final event on the 11-12 March 2024 in Budapest.

In the frames of the event TaSHI achievements were presented.

We had very fruitful and interesting discussions about the project sustainability visions, we featured the possible ways forward. It is noted that the issue of health workforce challenges is an important topic on the European policy agenda, and based on this we believe that the outputs of TaSHI will have a continuation in new health workforce related projects.

**Health workforce projects cluster - joint event**

The Health Workforce Projects Cluster of the EU Health Policy Platform organised a Europe wide conference and discussed relevant policy recommendations, developed on the basis of the results achieved within the cluster, and launched a call to translate them into action.

This event was the final joint webinar of the five health workforce projects on the Health Workforce Projects Cluster on the EU Health Policy Platform:  
[TaSHI](#), [METEOR](#), [AHEAD](#), [ROUTE-HWF](#) and [OASES](#).

If you missed the event, you can find the presentations and the recording below.

[Presentations](#)

[Recording](#)

Figure 1 – TaSHI website

The project website is used as one the main dissemination tool of the project, but these days only a complexity of communication channels can be used together to achieve appropriate results. Therefore, several social media channels supported the communication of the results of the project and contributed to building up the TaSHI community.

To engage potential stakeholders and visitors a visually pleasing, functional and useful website was developed at the beginning of the project. The TaSHI website was designed among three main pillars: the main section contains general and useful background information about the TaSHI project, the TaSHI Consortium and the TaSHI Advisory Board. The second section was updated with the latest news, publications and information about events. The third section functions as a repository where visitors can find all public materials related to the focus of the project. Visitors were invited to join the EU HPP and follow the “Health Workforce Projects Cluster” and subscribe to the TaSHI newsletter.

The website will be maintained for the coming 5 years as a repository of the TaSHI information and results (deliverables, publications), and display the articles of the newsletters.

The website can be accessed at [tashiproject.eu](http://tashiproject.eu)

Metrics	M18	M35
Users	285	895
Website views	1.814	4.373

*Table 1 - Website statistics*

	Country	Users
1	Italy	233
2	Hungary	124
3	Norway	116
4	Belgium	56
5	Netherlands	48
6	United States	43
7	Estonia	23

8	France	22
9	Lithuania	22
10	Finland	21

Table 2 - Website visitors, top 10 countries

We followed our website visitors also in terms of from which country they were visiting our website. Table 2 shows the top 10 countries from which the TaSHI website has been visited during the last three years. The top three countries are Italy, Hungary and Norway counted up for the whole duration of the project.

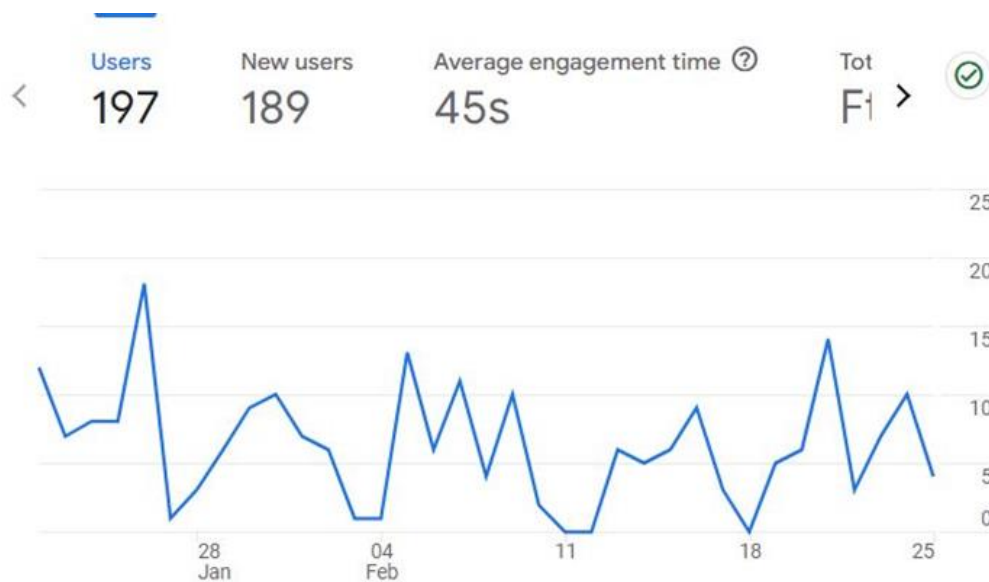


Figure 2 - Analytics with highlight on the EU HPP EU-wide conference

The number of visitors and site visits were monitored continuously by Google analytics. Figure 2 shows a peak on 26 January 2024, when an important event the “Health workforce challenges: ways forward for policy making” an EU-wide conference took place, organised by the Health Workforce Projects Cluster. The TaSHI project was presented at this conference, the website link was also shared through the chat. These resulted in a higher number of website visits that day.

## Social media

The main focus of the communication on social media channels (X (formerly Twitter), Facebook, LinkedIn and YouTube) was aiming to continuously improve the visibility of the TaSHI project and promote project results to a wider audience in an easy-to-read manner. WP2 organised social media campaigns around the following activities: promoting the TaSHI project, introducing the Health Workforce Projects Cluster, announcing webinars and joint events, publishing reports and newsletters, as well as promoting events.

Since the popularity of the posts does not solely depend on the information they provide, but also strongly on the visuals, we also paid attention to presenting visually engaging content, following the project’s visual identity. We could see that the audience outreach has met our expectations, the number of followers has increased significantly and continuously.

Our social media activity was successful, particularly on X (Twitter), where professional content raised more interest than on Facebook or LinkedIn (Table 3 and Figure 3).

### X (formerly Twitter)

As a result of continuous monitoring, it soon became clear that the most effective channel for direct engagement and interactivity with the wider audience was X. TaSHI published 85 own posts during the whole period of the project and through this achieved 9.831 impressions. The number of times users visited the TaSHI profile was 6 518, which also demonstrates that TaSHI reached a good visibility rate.

Metrics	M18	M35	Explanation
Number of Tweets	51	85	Number of Tweets on the TaSHI Twitter account
Number of impressions	5.632	9.831	Number of times TaSHI Tweets are viewed
Profile visits	6.487	6.518	Number of times users visited TaSHI profile page

*Table 3 - X (formerly Twitter) analytics of the TaSHI channel*

### Facebook and LinkedIn

The TaSHI project shared posts on the WP2 leaders Facebook and LinkedIn profiles (see for more details Health Services Management Training Centre - Semmelweis University). Our primary use of Facebook was to announce and promote upcoming online events where TaSHI participated. Additionally, we shared news on Facebook in Hungarian language to foster more direct engagement with the national stakeholders, the local audience. TaSHI partners occasionally adopted this practice in their respective native languages as well. Figure 3 illustrates the outreach statistics following each post.

LinkedIn became a popular professional business networking platform in the past decade. It is likely that stakeholders who do not use X, may have a presence on LinkedIn. Similar to our approach on Facebook, we utilised LinkedIn to disseminate information prior to TaSHI events, providing all relevant details such as agenda, registration information and more.

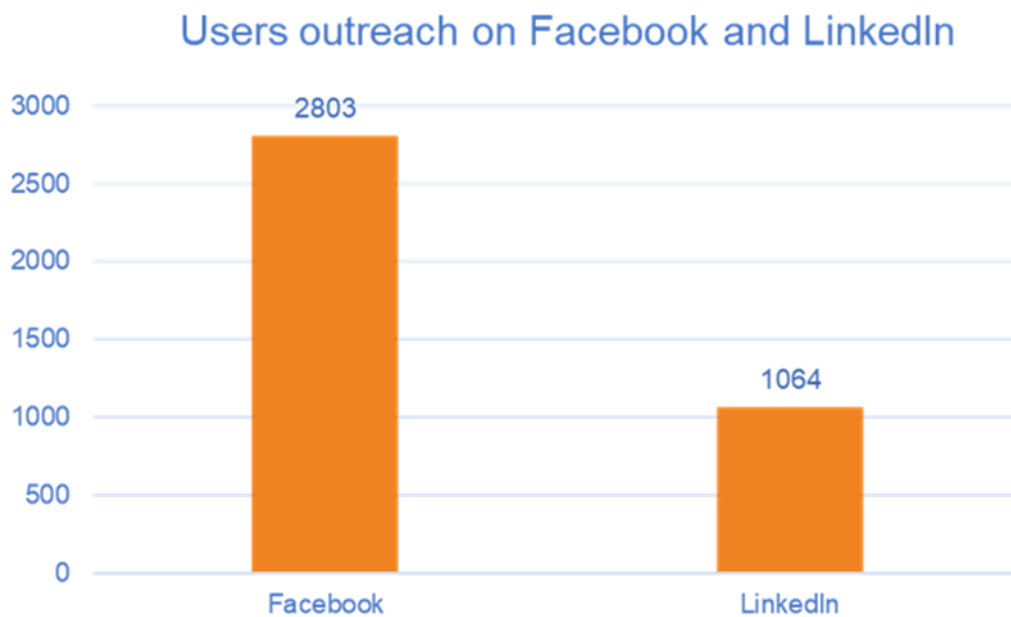


Figure 3 - Users outreach on Facebook and LinkedIn

### YouTube

To promote video content related to the TaSHI project, we utilised the YouTube channel of the Health Services Management Training Centre - Semmelweis University. Through this platform, we shared webinar recordings, ensuring accessibility for those unable to attend our events. Furthermore, we produced concise and easy to understand videos to convey key

project messages and raise awareness on social media platforms. WP2 leader created an animated intro and outro section for the videos as part of the branding (Figure 4).



Figure 4 - TaSHI intro starting image

Accessing our YouTube videos is convenient via the TaSHI website:  
<https://tashiproject.eu/videos/>

### **EU Health Policy Platform - Health Workforce Projects Cluster Network**

In the early stages of the TaSHI project, a new online forum has been introduced on the EU Health Policy Platform (EU HPP). This forum served as a continuation of the former SEPEN online forum, focusing on creating synergies projects related to the health workforce challenges. The Health Workforce Projects Cluster encompassed five projects co-funded by the European Union 3rd Health Programme. These projects were operating within three distinct key themes of health workforce policies: initiatives on retention, task shifting, and mitigating medical deserts.

This platform facilitated an active engagement of the expert Cluster, allowing all members to comment on posts, share articles or news, and stay updated on upcoming events. Moderation of the Forum was a collaborative effort among the five projects: AHEAD, METEOR, OASES,

ROUTE-HWF, and TaSHI. The management protocol of the Cluster was prepared by WP2 leader of TaSHI, Semmelweis University. The Health Workforce Projects Cluster will be maintained on the EU Health Policy Platform, functioning as a non-active repository.

Under the umbrella of the Cluster, three joint events were organised on 20 September 2021, 29 March 2022 and 26 January 2024. The Cluster network counts 65 members at the final stage of the projects, however the online joint events attracted a much larger number of audience. Participation in each event was over 100, but the final EU wide conference had 278 attendees.

### **TaSHI Newsletters**

Throughout the duration of the TaSHI project, our objective was to conduct nine newsletter campaigns. These campaigns served as a direct means to engage stakeholders by providing them with relevant news and information about the project. For experts, who may not regularly visit our website, the newsletters offer a convenient way to stay updated on the latest findings and newly released deliverables from TaSHI. Each newsletter featured direct links to the EU HPP Health Workforce Projects Cluster and the TaSHI website as well.

To facilitate the distribution of our newsletter campaigns, we used the Brevo - formerly Sendinblue - system. This platform offered thorough tracking capabilities, allowing us to monitor metrics such as open rates, click-through rates, unsubscribe rates, and other statistical data following each campaign.

Following our preliminary plans 9 TaSHI Newsletters were published during the project, including the zero edition that introduced the project and invited stakeholders to follow our activities. The number of subscribers gradually increased, however it still remained lower than our original expectations. Based on the findings of the Mid-term dissemination and communication report, we assumed that the presence of five parallel projects in the health workforce field could have led to audience segmentation, which influenced the outreach of our newsletters. We have reviewed and adjusted our ambitions accordingly.

The opening rate of the newsletters exceeded to 50%, indicating that subscribers are actively engaged in following project updates (Table 4). This high number of opening rates assures us



of a continuous interest among health workforce experts in TaSHI's activities. All 9 newsletter editions are collected and presented on the TaSHI website as well.

No	Date	Opening rate
1	10/09/2021	30.24%
2	17/11/2023	55.56%
3	07/07/2022	53.70%
4	27/02/2023	64.40%
5	17/05/2023	53.23%
6	06/07/2023	50.00%
7	13/10/2023	55.74%
8	19/12/2023	54.10%
9	25/03/2024	55.84%

*Table 4 - TaSHI newsletters opening rates*

## Webinars

TaSHI webinars were an essential communication tool to present achievements of the TaSHI pilot implementation sites. Key deliverables and preliminary and final results of the pilots were continuously disseminated to a wider audience. The use of this tool was set as a goal at the beginning of the project. In the course of the TaSHI project we aimed to organise 8-9 webinars. WP2 leader fine-tuned the organisation and coordination of communication and dissemination activities (Milestone 6 - Webinar series, event execution plan), and prepared a plan that involved a timeline and topic proposals of the planned webinars and events to be organised during the TaSHI project. According to this, WP2 started a TaSHI pilot webinar series, where pilot implementers and participating health professionals shared their experiences including real-life task shifting encounters. Participation numbers are included in Table 5. For example, the first TaSHI webinar was held on the 24 November 2021 with 51 participants and the second webinar on the 28 April 2022 with 26 participants. Sometimes we were facing rather low participation numbers, which could be due to the shared audience with sister projects. The contrast is huge, because EU HPP joint events counted over 100 attendees, proving the strength of five projects together. Concerns regarding low attendance at online

events were raised and shared with HaDEA and DG SANTE project officers in the regular Health Workforce Projects Cluster meetings. It was noted that this issue was present in all five projects. Project managers collectively acknowledged that attracting the same target audience could be challenging and may contribute to further segmentation of the audience among the projects. The scheduling and content of the webinars have been continuously adapted to these experiences.

No.	Date	Participants
1	24 November 2021	51
2	28 April 2022	26
3	27 September 2022	25
4	26 May 2023	33
5	5 December 2023	27

*Table 5 - Webinar participation*

In the first event, we used the WEBEX platform of the EU HPP and the later ones were hosted on the Zoom Webinars platform provided and managed by the WP2 leader, Semmelweis University. The recordings of our events are uploaded to the TaSHI website, offering the opportunity to watch the events for those who could not join us live (<https://tashiproject.eu/videos/>)

### 3.1.2 Offline dissemination and communication tools

#### **Initial leaflet and roll-up**

The TaSHI leaflet was uploaded to the website at the beginning of the project and is accessible to the public. During the whole duration of the project, partners and stakeholders were regularly invited to use this tool - also in a printed form - to hand it out at conferences thus increasing the reputation of the project. WP2 leader distributed printed copies of the leaflet at the Annual Conferences of the European Health Management Association and the Hungarian Hospital Association.

**TASHX**  
Empowering EU health policies  
on Task Shifting

Do you think that Europe is facing shortages and unequal distribution of health workforce and human resources?

Do you intend to decrease overburdening your health workers?

Do you seek for optimizing tasks among professionals?

Do you wish to combine competencies on the most effective manner?

If the answer is yes for the above questions, we recommend you to follow the activities of the TaSHI project: **Empowering EU health policies on Task Shifting**

"Task shifting per definition consists of delegation of tasks, and sharing roles within health professions, different groups of health professionals, also shifts to patients or to machines."  
-European Commission 2019

Do not forget to **"Shift & Share"**

TaSHI in its three years long duration will actively search for the answers and solutions by offering:

- an update on the existing tools and methods to support and upscale the implementation of task shifting in EU Member States;
- a novel understanding, new and up-to-date knowledge on task shifting and on transferability of existing good practices in implementation;
- findings of 5 case studies based on hands-on experience from 5 pilot implementation countries;
- fostering knowledge sharing and exchange across Europe on the specific processes and features of task shifting via online events;
- facilitating the dialogues and exchanges between the relevant stakeholders, strengthening governance and stakeholder engagement for transferring and upscaling task shifting practices and policies supporting health reforms for HWF development;
- respect of cultural sensitivity, flexibility and readiness, as well as organizational adaptation to task shifting.

Coordinator: **Semmelweis University - Hungary**  
Partners:  
**Italian National Agency for Regional Healthcare Services – Italy**  
**Netherlands Institute for Health Services Research – the Netherlands**  
**Ministry of Health of the Republic of Lithuania – Lithuania**  
**Ministry of Social Affairs – Estonia**  
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Figure 5 - TaSHI leaflet

## End of project booklet

This material is a brief summary of the project achievements for the public. This booklet presents the essence of TaSHI project in an easy-to-read manner, in a layman style. In this material we prepare stakeholder sheets, a tool to have a short outline in which we summarise the main messages and to do's for task shifting implementation.

## Events

Face-to-face meetings represent one of the most effective communication channels, facilitating immediate personal interactions and enabling quick feedback collection. Such events served dual purposes, allowing for interactive dissemination and communication.

When planning the project in the middle of a pandemic, there was so much uncertainty about face-to-face events. Even the TaSHI Kick-off meeting was held online. However, as the pandemic situation has eased, we managed to present the TaSHI project in person at many events.

List of events where TaSHI project was present:

- Conference at the Dubai EXPO section: “Reorganising the healthcare environment for integrated sustainability” in 2021
- Stakeholder meeting in Milan and Brescia 2022
- Workshop on videoconferencing in wound care in Gjøvik, Norway 2022
- Annual Conference of the Hungarian Hospital Association - 2022 and 2023
- Annual Conference of the European Health Management Association - 2022 and 2023
- Health Workforce Projects Cluster meeting in Utrecht 2023
- MCI Study Tour at Semmelweis University in 2023
- Annual Conference of the European Public Health Association 2023



*Figure 6 - EHMA 2023 - Marius Ciurlionis, Solveiga Inokaitytė-Šmagarienė and Zoltán Cserhádi*



*Figure 7 – Health Workforce Projects Cluster meeting in Utrecht*

### **Final Event**

The final event of the TaSHI project was held on 11-12 March 2024 in Budapest and it gave a great opportunity to the partners to summarise the results and achievements of the project and present the ideas for the future of the TaSHI project.



*Figure 8 – TaSHI Final Event in Budapest*

## 5. Sustaining communication and dissemination

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The sustainability of the dissemination and communication efforts after the project is essential for ensuring the lasting impact and relevance of the TaSHI project's outcomes. This section outlines strategies for maintaining visibility, engagement, and ways to ensure the continuation of the project's impact beyond its completion.

### **TaSHI Website**

The TaSHI website was hosted by WP2 leader, Semmelweis University. The WP2 team will maintain the website for the longer term, for the next 5 years. Following the project's end, there are no plans to add new content to the website. However, it will continue to function as a repository for past reports and as a platform for accessing archived webinars. This is and will be the platform to reach out and find TaSHI outcomes and share it further if needed.

### **Incorporation TaSHI results into upcoming projects**

The TaSHI consortium will actively seek opportunities to channel our project's results into upcoming initiatives, ensuring that our findings continue to inform and shape future initiatives in the field. TaSHI was already presented in the [JA HEROES](#) workshop in February 2024. As the

issue of health workforce challenges is a priority on the EU agenda, we believe that other EU projects can benefit from the results of TaSHI and they can integrate the added value of TaSHI into future actions.

Maintaining the collaboration with the projects of the Health Workforce Projects Cluster  
We will continue to foster relationships with other projects in our field, collaborating and sharing resources to maximise impact and ensure the sustainability of our collective efforts.

### **Publications**

We will seek the opportunities for dissemination of our project's findings through academic publications, reaching a wide audience of researchers and academics. In case an article will be published related to the TaSHI project, WP2 will make sure that it will be uploaded to the TaSHI website and will be communicated beyond the project's scope.

### **Appearance of the topic in future events**

As the TaSHI consortium is committed to keep task shifting topic on the health workforce agenda, we can represent the topic itself at future events. Be it a national level stakeholder forum for example in the pilot implementation sites, where good practices are shared with relevant stakeholders, or any health workforce related event for fostering dialogue and knowledge exchange. TaSHI partners are active in the field of health workforce, this makes it possible to keep TaSHI results alive and from time to time attract attention to the knowledge we have achieved.

## **6. Conclusions**

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The project communication and dissemination strategy successfully reached the targeted stakeholders through a combination of communication activities. WP2 leader Semmelweis University put a great emphasis on communicating the right messages at the right time to the right audience while using the right channels. Almost 900 website users, close to 10 000 Tweet views and 85 newsletter subscribers show that TaSHI has a strong base of followers and we made TaSHI visible for the European audience.



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