

# Need for advanced practice nursing of older persons in the Nordic region.

Nurse Leaders Perspective

*Jónvør Christiansen, RN, Msc. Faroe Islands*

Nordic Nurses  
Federation  
Conference in  
Faroe Islands  
3-4 October 2017

## Background

- Older persons are frequent users of primary health care. According World Report on Aging and Health older persons meet a health system that is not designed to meet their needs
- In many countries task shifting from physicians to nurse practitioners (NP) has been one strategy alleviate shortcomings. In the Scandinavian countries the NP role is however still relatively novel, and research within the field is scarce.

Nordic joint  
master's degree  
program in  
advanced,  
clinical, geriatric  
nursing (2012-  
2016) equivalent  
to the NP  
designation

120 ects

- Content according ICN (2002):
- *A registered nurse who has acquired the expert knowledge base, complex decision-making skills and clinical competencies for expanded practice, the characteristics of which are shaped by the context and/or country in which she/he is credentialed to practice. A master's degree is recommended for entry level.*
- ICN: <http://international.aanp.org/practice/apnroles> (23.09.2017)

Nordic project  
Cooperation  
between  
universities in:

Finland  
Sweden  
Norway  
Denmark

- Department of Nursing and Health Sciences, University College of Southeast Norway, Drammen, Norway: Scientific Theory for Clinical Health Care, Methods, Masterproject
- Turku University of Applied Sciences and Novia University of Applied Sciences in Finland: Advanced Clinical Skills
- Örebro, Sweden: Medicine, Geriatric
- Skövde, Sweden: Clinical Pharmacology
- Tórshavn, Faroe Islands: Personal Internship (praktik). GP, Dementia clinic
- Frederiksberg, Kbh, DK, Geriatrisk Ambulatorium: Personal Internship
- ---

Optional:

---
- Fróðskaparsetur Føroya, University of Faroe Islands: Gerontology
- University of Minnesota: Interprofessional Healthcare Informatics
- University of California, San Francisco: Collobaration and Communication in Healthcare, Interprofessional Practice
- ---
- Supervisor: Lisbeth Fagerström

## Master dissertation

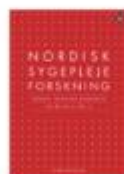
- Article + monograph (kappe)

## Masterproject

- The aim of the study was to explore, from a multiprofessional and older persons' perspectives, what is perceived as challenging in care of older persons in Primary Health Care in Scandinavia. This, to further elucidate if implementation of NP role could be an eligible mean to meet up with the perceived challenges.

Article  
published in

*Nordisk  
sygepleje-  
forskning*



© Lægemiddelstyrelsen  
Nordisk Sygeplejeforskning/  
Nordic Nursing Research,  
vol. 46, no. 3, 2019, p. 217-243  
ISSN Online: 1892-2889  
DOI: 10.1016/j.nurs.2019.2496  
2019-03-01  
NOT REVIEWED ARTICLE

## Behov for avanceret klinisk sygepleje i Norden

*Sygeplejens perspektiv*

Jørn Christian Møller  
PhD, MSc, in Clinical Medicine, MPH, PhD, \* Birkbeck and Vrijeheid University College  
\* jcm20@birkbeck.ac.uk

Lisbeth Pappert  
PhD, MSc, \* BSc, \* Professor, Birkbeck and Vrijeheid University College \*  
Lisbeth.Pappert@birk.ac.uk

### SAMMENDRAG

Forsøget med studiet var at beskrive sygeplejens optik af behovet for avanceret klinisk sygepleje (AKS) til ældre i primær sektor i Norden samt indholdet og organisatoriske forudsætninger for nye AKS modeller i ældreområdet. Metode: Kvalitativ design og semistruktureret interview blev udført med fem ledere i fire nordiske lande. Resultaterne er analyseret ifølge Krvale og brukmans adfærdsanalyse. Resultaterne er præsentert i fire hovedkategorier med tilhørende underkategorier. Sygeplejere vurderer, at ældreområdet har behov for øget faglig kompetence, omorganisering og nye sygeplejemodeller. Sygeplejere må gøre det nødvendige forarbejde til

## Interviews

- Five students from Sweden, Norway, Denmark and Faroe Islands
- Interviews with:
  - Politicians
  - Doctors
  - Nurses (specialists)
  - **Nurse leaders** (the perspective of this presentation, J.C.)
  - Older persons

## Purpose of the study

- Describe nursing managers' perception of the need for advanced practice nursing (APN) for older persons in primary healthcare in the Nordic region
- Content and organizational preconditions for new APN models of elderly care.

## Method

- Qualitative design and semistructured interview was conducted with five managers in four Nordic countries.
- The results were analyzed according to Kvale and Brinkmann's content analysis.
- The results were presented in four main categories with 11 subcategories.

## Results

- Nursing leaders assess that there is a need for increased professional competence, reorganization and new nursing models.
- Nursing leaders must do the necessary groundwork for the strategic integration of APN in elderly care.

## Informants

Tabel 1. Beskrivelse af informanter

	Køn	Alder	Uddannelse	Stilling	Tjenestetid som leder	Land
1:	♀	60	Sygeplejerske og lederuddannelse	Leder plejehjem	17 år	Færøerne
2:	♀	56	Sygeplejerske og Master (MPA)	Forststander plejehjem	10 år	Danmark
3:	♀	63	Sygeplejerske og lederuddannelse + andet	Enhedsleder Bo og omsorgscenter	18 år	Norge
4:	♀	43	Sygeplejerske og lederuddannelse	Enhedschef - Kommune	4 år	Sverige
5:	♀	58	Sygeplejerske og lederuddannelse	Verksamhetschef – lansting	8 år	Sverige

## Results

### Main categories

1. Need for professional competence
2. Need for reorganisation
3. Need for APN models
4. Preconditions for APN

### Sub categories

- 1 Nursing and experience
- 1 Lack of professional health workers of in care for the elderly
- 2 Reallocation
- 2 Cooperation between agencies
- 2 Paradigm shift
- 3 Tasks and responsibility
- 3 Patient categories
- 3 Where in health care
- 4 Necessary preparation
- 4 Support
- 4 Funding

## Need of professional competence

- Nursing science and nurses with experience
- Lack of nurses in elderly care
- Need of development of both basic and complicated nursing care
- Demographic challenges
- Lack of professional health workers
- Lack of doctors

-Professional  
competencies

-Experiences

- "Do we have qualified personal/staff in health care to treat the older persons sufficiently"
- Lack of geriatric competencies
- Lack of interest in elderly care and treatment – nurses and doctors
- Geriatric should be basic for personnel working in elderly care
- Lack of research in developing new treatments for the elderly
- In some areas lack of nursing leaders – only healthcare assistants = no nursing students

Rural areas  
challenges

- Lack of doctors, especially week-ends
- The older persons have to travel long distances



## Need of reorganisation

- Reallocations of health care tasks
- Need of better cooperation between health agencies
- Need of cooperation between secondary and primary healthcare
- Paradigm shift

## New models

### Need of APN models

- More flexible healthcare
- APN should have a central role in order to use the expended role and to accomplish the need of the elderly
- In primary care, they could take over some of the tasks, which doctors can't manage today

## Challenges

- Lack of holistic responsibility and holistic thinking, when older persons are hospitalized
- Older persons are getting soon discharged without being fully treated
- Shortcoming cooperation between hospitals and primary care

## Paradigme shift

### Reallocate tasks

- Reallocation of tasks means reallocation of power
- Loose power
- Loose money

## New APN models -Proposals-

Holistic care:  
medical,  
psychological  
and social care

- Responsibility for demanding tasks
- Clinical examination and possibility to discuss questions of doubt with a doctor
- APN can terminate the patient or send him further
- Consultations and counseling
- Follow-ups
- Prescribe tests
- Go through medication - Prevent polypharmacy
- Prevent hospitalization
- Secondary and tertiary prevention and health promotion
- Lead patient care processes – case manager
- Improve patient safety
- Manage care-plans
- Quality improvement
- Teaching
- Standards
- Intermediaries between visitator and other systems

## Patient categories

- Firm contact for multi ill patients
- Elucidation (udredning)
- Chronical ill
- Eventually specialist competencies, but in rural areas general competencies

## Where in healthcare

- Primary care
- Community nurse
- Home for elderly
- Development (nurse)
- Health care centers
- Emergency room

## Preconditons

- Responsibility and leader challenge
- Support from upper leaders in the organization
- Present the advantages in the organization, in management and strategi forums, in the community - written articles
- Present the advanced role to the health care personel
- Present it for the politicians
- APN need allied: general practicians and the leaders and other key health care staff
- Map or survey of the need of the elderly and develop the role according the need
- Define the expected benefits
- Cooperation with the organization/staff department
- Cooperation with the trade union (fagforening)

## Reservations

- "We do not have any APN"
- Long education
- Hard to get the finances in times of retrenchment (besparelser)
- Concerns about the APN's competence and the role and scope of practice

## Advantages

- Save resources
- Better access to health care services for the patients
- Sooner elucidation

## Referencer

- Akner, G. (2004). *Multisjuklighet hos äldre, analys, handläggning och förslag om Äldrevårdcentral*. LiberAB.
- Akner, G. (2010). Bräckligt åldrande och multisjuklighet drabbar allt fler. Fokus måste flyttas från isolerade sjukdomar till komplexa hälsoproblem. *Läkartidningen* 44; 107.  
Tilgængelig på: [http://ww2.lakartidningen.se/store/articlepdf/1/15301/LKT1044s2707\\_2711.pdf](http://ww2.lakartidningen.se/store/articlepdf/1/15301/LKT1044s2707_2711.pdf)  
[Besøgt 2015 oktober 7].
- Altersved, E., Zetterlund, L., Lindblad, U., Fagerström, L. (2011). Advanced practice nurses: A new ressource for Swedish primary health-care teams. *International journal of nursing practice*;17: 174-180.
- Andersson, L. (2008). *Ålderism*. Studentlitteratur AB.
- Andregaard, A-C, Jangland, E. (2014). The tortuous journey of introducing the Nurse Practitioner as a new member of the healthcare team: a meta-synthesis. *Scandinavian Journal of Caring Sciences*; March. DOI: 10.1111/scs.12120 · Source: PubMed.
- Appelbaum, S.H., Habashy, S, Malo, J-L., Shafiq, H. (2012). Back to the future: revisiting Kotter's 1996 change model. *Journal of Management Development*. 31;8:764–782. DOI: <http://dx.doi.org/10.1108/02621711211253231>.
- Bender, M., Connelly, C.D., Brown, C. (2013). Interdisciplinary collaboration: the role of the clinical nurse leader. *Journal of Nursing Management*. 21;1: 165–174.
- Boyd CM, Fortin M. (2010). Future of Multimorbidity research: How Should Understanding of Multimorbidity Inform Health System Design? *Public Health Reviews*. 32(2).
- Bryant-Lukosius D, DiCenso A, Browne G, Pinelli J. (2004). Advanced Practice Nursing, Development, implementation and evaluation. *Journal of Advanced Nursing*. 48: 519– 529.
- Bryant-Lukosius D., DiCenso A. (2004). A Framework for the Introduction and Evaluation of Advanced Practice Nursing Roles; Blackwell Publishing Ltd. *Journal of Advanced Nursing*. 48;5: 530-540.
- Buurtzorg Netherland. [Tilgængelig på:] <http://omahasystemmn.org/documents/2010-10-004ArtikelBuurtzorgInHetEngels.pdf>. [Besøgt 2015 oktober 7].
- Callahan, M. C., Boustani, M., A., Unverzagt, F., W., Austrom, M. G., Damush, T M Perkins, A J, Fultz, B. A., Hui, S. L., Counsell, S. R., Hendrie, H. C. (2006), Effectiveness of Collaborative Care for Older Adults With Alzheimer Disease in Primary Care: A Randomized Controlled Trial. *JAMA*. 295;18; 2148-2157.
- Canadian Nurses Association [Internet]. (2008). Advanced Nursing Practice A National Framework. Ottawa. Tilgængelig på: [https://www.cna-aiic.ca/~media/cna/page-content/pdf-en/anp\\_national\\_framework\\_e.pdf](https://www.cna-aiic.ca/~media/cna/page-content/pdf-en/anp_national_framework_e.pdf). [Besøgt 2015 oktober 7].
- Carter, N., Martin-Misener, R., Kilpatrick, K., Kaasalainen, S., Donald, F. Bryant-Lukosius, D., Harbman, P., Bourgeault, I, DiCenso, A. (2010). The Role of Nursing Leadership in

- Integrating Clinical Nurse Specialist and Nurse Practitioners in Healthcare Delivery in Canada, *ADVANCED PRACTICE NURSING*. Nursing Leadership. 23, Special Issue, Dec.
- Christensson, L., Björklund A., Åhnby U, Henriksson, M, Joakimsson, D, Henning, C. (2010). Attitudes of Different Professionals Toward the Well-being of Older Adults Living at Home. *Journal of Allied Health*. 39;4:293–300.
- DiCenso, A., Auffrey, L. Bryant-Lukosius, D., Donald, F., Martin-Misener, R., Matthews, S., et al? Opsteen, J., (2007). Primary health care nurse practitioners in Canada, *Contemporary Nurse* 2007;26: 104-115.
- DiCenso, A., Bourgeault, I., Abelson, J., Martin-Misener, R., Kaasalainen, S., Carter, N., Harpman, P., Donald, F., Bryant-Luksosius, D., Kilpatrick, K. (2010). Utilization of Nurse Practitioners to Increase Patients Access to Primary Healthcare in Canada –Thinking outside Box. *Nursing Leadership*. Volume 23; Dec.
- Dick, K., Frazier, S.C. (2006). An exploration of nurse practitioner care to homebound frail elders. *Journal of the American Academy of Nurse Practitioners*. 18: 325-334.
- Dierick-van Daele, A.T.M., Spreeuwenberg C., Derckx, E. WWC, van Leeuwen, Y., Toemen, T., Legius, M., Janssen, J.J.M., Metsemakers, J.F.M., Vrijhoef, H.J.M. (2010). The value of nurse practitioners in Dutch general practices. *Quality in Primary Care*.18:231–41
- Ekdahl, A.W., Hellström I, Andersson, L., Friedrichsen, M. (2012). Too complex and time-consuming to fit in! Physicians' experiences of elderly patients and their participation in medical decision making: a grounded theory study. *BMJ Open*. 2: 3
- Elliott, Begley, Kleinpell & Higgins (2013). The development of leadership outcome-indicators evaluating the contribution of clinical specialists and advanced practitioners to health care: a secondary analysis. *Journal of Advanced Nursing, JAN, ORIGINAL RESEARCH*.
- Elwyn, G., Williams, M., Roberts, C., Newcombe, R.G. Vincent, J. (2008). Case management by nurses in primary care: analysis of 73 "success stories". *Quality in Primary Care*. 16:75-82.
- Fagerström, L. (2008) Kliniska expertsjuksjötare. *Epione Jubileumsskrift*; 25-33.
- Fagerström, L. (2009). Developing the scope of practice and education for advanced practice nurses in Finland. The International Council of Nurses. *International Nursing Review*. 56, 269– 272.
- Fagerström, L., Salmela S. (2010). Leading change: a challenge for leaders in Nordic health care. *Journal of Nursing Management*. 18: 613-617.
- Fagerström, L. (RED.) (2011a). *Avancerad klinisk sjuksköterska*. Studentlitteratur. Lund
- Fagerström, L. (2011b), Nursing - an Essential Human Resource for the Sustainable Development of Healthcare. *NERP*. 2:1-9.
- Fagerström, L., Glasberg, A-L. (2011), The first evaluation of the advanced practice nurse role in Finland-the perspective of nurse leaders. *Journal of Nursing Management*. 19: 925-932.
- Finnbakk, E., Skovdahl, K., Blix, E. S., Fagerström, L. (2012). Top-level managers' and politicians' worries about future care for older people with complex and acute illnesses – a Nordic study. *International Journal of Older People Nursing*.

- Frilund, M., Fagerström, L. (2009a). Validity and reliability testing of the Oulu patient classification: Instrument within primary health care for the older people. *International Journal of Older People Nursing*. 4: 280-288.
- Frilund, M., Fagerström, L. (2009b). Managing the optimal workload by the PAONCIL method – a challenge for nursing leadership in care of older people. *Journal of Nursing Management*. 17:426–434.
- Geroproff [Internet]. [Hentet 2015 november 27]. Tilgængelig på: <file:///C:/Users/J%C3%B3nv%C3%B8r/Downloads/flyer-master-i-geristrisk-sygepleje.pdf> .
- Gielen, S.C., Dekker, J., Francke, A. F., Mistiaen, P. Kroezen, M. (2014). The effect of nurse prescribing: A systematic review. *International Journal of Nursing Studies*. 51: 1048- 1061
- Glasberg, A-L., Fagerström, L., Råiha, G., Jungerstam, S. (2009). Erfarenheter av den nya yrkesrollen som klinisk expertsjuksjötterare – en kvalitativ studie. *Vård i Norden*. Art 2;09 ikke publ.
- Glasdam, S., Esbensen, B. A. (red) (2008). *Gerontologi: Livet som äldre i det moderne samfund*. 1. udg. Dansk sygeplejeråd. Nyt Nordisk Forlag: Arnhold Busck.
- Graneheim, U.H., Lundman, B. (2004). Qualitative content analysis in nursing research: concepts, procedures and measures to achieve trustworthiness. *Nurse Education Today*. 24: 105- 112.
- Grannvård Sverige. En frisk syn på hemvård. [Tilgængelig på:]: [http://www.grannvard.se/index.php?option=com\\_content&view=article&id=39&Itemid=35](http://www.grannvard.se/index.php?option=com_content&view=article&id=39&Itemid=35). [Besøgt 2015 Oktober 7].
- Gray, B.H., Sarnak, D.O., Burgers, J.S. (2015). Home Care by Self-governing Nursing Teams: The Netherlands' Burzorg Model. The Commonwealth Fund.
- Hamric, A.B., Spross, J.A. & Hansson, C.M. (2009). *Advanced practice Nursing. An Integrative Approach* Fourth Edition; Saunders; Elsevier.
- Horrocks, S. Anderson, E., Salisbury C., (2002) Systematic review of whether nurse practitioners working in primary care can provide equivalent care to doctors. *BMJ*; 324:819
- International Council of Nursing ICN. Tilgængelig på: <http://international.aanp.org/Practice/APNRoles>. [Besøgt 2015 oktober 9].
- Jensen, L. B. (2004). *Fra Patos til logos*. 1. udgave, 3. oplag 2007. Roskilde universitetsforlag.
- Jokiniemi, K., Haatainen, K., Meretoja, R. & Pietila, A-M. (2015). The Future of the Clinical Nurse Specialist Role in Finland. *Journal of Nursing Scholarship*. 47:1, 78–86.
- Jungerstam, S., Nygård, M., Olofson, B., Pellfolk, T., Sund, M. (2012). *Äldres, värdighetsdelaktighet och hälsa*. Yrkehögskolan NOVIA.
- Kilpatrick, K., Lavoie-Tremblay, M., Ritchie, J. A.; Lamothe, L. (2014). Advanced Practice Nursing, Health Care Teams, and Perceptions of Team Effectiveness. *Journal of Trauma Nursing*. Nov./Dec. Vol. 21; 6: 291–299.



- Kvale, S., Binkmann, S. (2009). *InterView, Introduktion til et håndværk*. (2. udgave). Hans Reitzel Forlag.
- Larsson, M., Rundgren, Å. (2010). *Geriatriska sjukdomar*. Studentlitteratur. Lund.
- Lindblad, E., Hallman, E-B., Gillsjö, C., Lindblad, U., Fagerström, L. (2010). Experiences of the new role of advanced practice nurses in Swedish primary health care—A qualitative study. *International Journal of Nursing Practice*. Febr. 16;1: 69–74.
- Liu Y, Norman IJ, While AE. (2013). Nurses' attitudes towards older people: A systematic review. *International Journal of Nursing Studies*. Elsevier. DOI: <http://dx.doi.org.ez-fl.statsbiblioteket.dk/2048/10.1016/j.ijnurstu.2012.11.021>.
- Lovink, M.H., Persoon, A., van Vught, A, J, A, H., Koopmans, R.T.C.M., Schoonhoven, L., Laurant, M.G.H. (2015). Physician substitution by mid-level providers in primary healthcare for older people and long-term care facilities: protocol for a systematic review. *The Journal of Advanced Nursing*.
- Lowe G., Plummer V., O'Brien A.P., Boyd L. (2011). Time to clarify – the value of advanced practice nursing roles in health care. *Journal of Advanced Nursing*. Blackwell Publishing.
- Martínez-González, N. A., Djalali, S., Tandjung, R., Huber-Geismann, F., Markun, S., Wensing, M., and Rosemann, T. (2014). Substitution of physicians by nurses in primary care: a systematic review and meta-analysis. *BMC Health Services Research*. 14: 214.
- Murphy, J., Quillinan, B., Carolan, M. (2009). Role of clinical nurse leadership in improving patient care. *Nursing Management*. Vol.16; 8.
- Naylor, D., Kurtzman, E. T., (2010). The Role of Nurse Practitioner in Reinventing Primary Care. *Health Affairs*. 29; 5: 893-899.
- Nordregio [Internet]. Nordregio News Issue 3, 2013. Nordisk Ministerråd [Hentet 2015 April 10]. Tilgængelig på: <http://www.nordregio.se/en/Publications/Publications-2013/Nordic-Population-Ageing--Challenge-and-Opportunity/>.
- Orchard, C.A., Curran, V., Kabene. S. (2005). Creating a Culture for Interdisciplinary Collaborative Professional Practice. *Med Educ Online* [serial online] 10; 11. Tilgængelig på: <http://www.med-ed-online.org>.
- Pulcini, J., Jelic, M., Gul, R. & Loke, A. Y. (2010). An international survey on advanced practice nursing education, practice, and regulation. *Journal of Nursing Scholarship*. 42: 1, 31-39. Tilgængelig på: <http://onlinelibrary.wiley.com/doi/10.1111/j.1547-5069.2009.01322.x/full>
- Reay T, Golden-Biddle K, Germann K. (2003). Challenges and leadership strategies for managers of nurse practitioners. *Journal of Nursing Management*. 11; 396–403.
- Royal College of Nursing. [Internet]. Tilgængelig på: [http://www.rcn.org.uk/\\_data/assets/pdf\\_file/0003/618231/02.15-The-Buurtzorg-Nederland-home-care-provider-model.-Observations-for-the-UK.pdf](http://www.rcn.org.uk/_data/assets/pdf_file/0003/618231/02.15-The-Buurtzorg-Nederland-home-care-provider-model.-Observations-for-the-UK.pdf). [Besøgt 2015 Oktober 7].
- Russell, G. M., Dahrouge, S., Hogg, W., Geneau, R., Muldoon, L., Tuna, M. (2009). Managing Chronic Disease in Ontario Primary Care: The Impact of Organizational Factors. *Annals Of Family Medicine*. Vol. 7; 4. Jul/Aug. [Tilgængelig på]: <http://www.annfamned.org/>.

- Salmela S., Eriksson K. and Fagerström L. (2011). Leading Change: a three-dimensional model of nurse leaders' main tasks and roles during a change process, *Journal of Advanced Nursing*. Blackwell Publishing Ltd.
- Salmela, S. (2012). [Doktorafhandling]. *Leda förändring genom relationer, processer och kultur*. Enheten för vårdvetenskap, Socialvetenskapliga institutionen. Åbo Akademi. Vasa. Finland.
- Salmela S., Eriksson K. and Fagerström L. (2013). Nurse leader's perceptions of an approaching organizational change. *Qualitative research*. 23; 5; 689-688.
- Saxe, J., Dennehy, P.M., Hirsch, J., E., Janson, S. L., Stringari-Murray S., Waters, C. M. (2007). Meeting a primary care challenge in the United States: Chronic illness care. *Contemporary Nurse*. 26; 94-103
- Schein, E. H. (1994). *Organisationskultur og ledelse*. 2 udgave, København, Valmuen. Net2change [Hjemmeside]. Scheins komplekse organisationsmodel. Tilgængelig på: <http://net2change.dk/scheins-komplekse-organisationsmodel/#.VDGIAvl5OPs>. [Besøgt 2015 oktober 13].
- Shober, M & Affara. F. A. (2006). *International Council of Nurses. Advanced Nursing Practice*. ICN. Blackwell Publishing.
- SSSN: Sygeplejerskernes samarbejde i Norden, SSNs etiske retningslinjer for sygeplejeforskning i Norden:  
[http://www2.dsr.dk/dsr/nl\\_vis.asp?intType=5&NLID=223&id=4089285](http://www2.dsr.dk/dsr/nl_vis.asp?intType=5&NLID=223&id=4089285)  
[Besøgt 2015 november 24]
- Storch J, Sørholm T-M (red). (2007). Juhl A, Thybring A, Molly A, Lorenzen K. et al. *Teambaserede organisationer i praksis – ledelse og udvikling af team*. Dansk Psykologisk Forlag. ([www.dpf.dk](http://www.dpf.dk)).
- Sundhedsstyrelsen DK. (2005). Terminologi. Forebyggelse, sundhedsfremme og folkesundhed. [Internet] Hentet 2015 dec. 14. Tilgængelig på: <http://sundhedsstyrelsen.dk/~media/CA0B2ED9165F4C908DB3117BA4764058.ashx>
- Sundhedsstyrelsen DK. (2012). Forløbsprogram for kronisk sygdom – den generiske model. København. Sundhedsstyrelsen. Tilgængelig på: <https://sundhedsstyrelsen.dk/~media/85140414C1E24E939BCBDC43CCFCF19.ashx> [Besøgt 2015 oktober 12].
- Szebehely M. (2005). *Äldreomsorgsforskning i Norden: en kunskapsöversikt*. Tema Nord. 508.
- Thygesen E, Tønsberg AKF. (2004). *Bedre kvalitet gjennom økt kompetanse. Undervisningssykehjemmet i Agder*. Høgskolen i Agder; 2004.
- Tornstam, L. (2007). Stereotypes of Old People Persist. A Swedish "Facts on Aging Quiz" in a 23 Years Comparative Perspective. *International Journal of Ageing and Later life*; 2;1; 33-59. Ep.liu.se.
- Tyrholm, B. V. (2013). Sykepleierkompetanse og kvalifisering for sykepleie – mellomleders perspektiv. Masteroppgave i samfunnsplanlegging og ledelse. Høgskulen i Volda.

WMA Declaration of Helsinki. Ethical Principles for Medical Research Involving Human Subjects [Internet]. [Hentet 2015 november 24]. Tilgængelig på:  
<http://www.wma.net/en/30publications/10policies/b3/index.html>.

World Economics Forum (2012). *Gobal Population Aging: Peril or Promise?* Tilgængelig på:  
[http://www3.weforum.org/docs/WEF\\_GAC\\_GlobalPopulationAgeing\\_Report\\_2012.pdf](http://www3.weforum.org/docs/WEF_GAC_GlobalPopulationAgeing_Report_2012.pdf)  
[Besøgt 2015 Oktober 7].

World Report on Ageing and Health (WRAH). (2015). Tilgængelig på:  
[http://apps.who.int/iris/bitstream/10665/186463/1/9789240694811\\_eng.pdf?ua=1](http://apps.who.int/iris/bitstream/10665/186463/1/9789240694811_eng.pdf?ua=1).  
[Besøgt 2015 oktober 7].