



DELIVER

NEWSLETTER

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DELIVER Oral Health Quality Toolkit Officially Launched

A major milestone for improving the quality, safety and equity of oral healthcare in Europe

The DELIVER Project marked a major milestone on 16 June 2026 with the online launch of the DELIVER Quality Toolkit. The event brought together project partners, European and international stakeholders, oral health professionals, policymakers, researchers and community representatives to celebrate the public release of one of the project's key results.

The DELIVER Quality Toolkit has been developed as a practical resource to support quality improvement in oral healthcare across Europe. It brings together evidence-based guidance, quality indicators, patient information tools and implementation resources, offering practices and dental teams, communities, policy makers and academia practical support to raise quality standards and strengthen safety and equity in oral care.

The launch event reflected the spirit of DELIVER: collaboration, dialogue and action. It was opened by Prof. Stefan Listl, Principal

Coordinator of the DELIVER Project from Radboud University Medical Center and Heidelberg University Hospital, who presented the project's vision, its utility and its expected impact. His address set the scene for the launch by showing how DELIVER responds to the need for better ways of defining, measuring and improving quality in oral healthcare.

This eighth edition is also the final DELIVER newsletter. For this reason, the launch of the Quality Toolkit stands as both a conclusion and a beginning. It marks the culmination of four years of work by a European consortium committed to improving oral healthcare, while also opening a new phase in which the Toolkit can continue to support the raising of quality standards beyond the lifetime of the project.

This special final edition looks back at the launch event, presents the DELIVER Quality Toolkit, and celebrates the partners whose work made this achievement possible.



For more information on
the DELIVER Project
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or send an email to
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[project page](#) [contact](#)



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DELIVER Oral Health QUALITY TOOLKIT



Improving Oral Healthcare Quality **across**
Europe



About DELIVER: Four Years of European Collaboration for Better Oral Healthcare

DELIVER, short for DELiberative ImproVEment of oRal care quality, is a four-year European research and innovation project dedicated to improving the quality, safety and equity of oral healthcare systems in Europe.

Funded under the European Union's Horizon Europe programme, DELIVER began in August 2022 and brought together a consortium of ten institutions from seven European countries. The project was built around a clear objective: to support oral healthcare systems in moving towards higher quality standards through evidence, shared learning and structured collaboration between those who provide, use, regulate and shape oral care.

Across Europe, oral healthcare systems face common challenges. Access to care remains unequal, vulnerable groups are often at greater risk of poor oral health, and quality improvement is not always supported by shared tools, indicators or decision-making frameworks. DELIVER was created to respond to these challenges by developing practical resources that can help oral healthcare teams, community services, researchers, policymakers and decision-makers measure what matters and act on it.

A defining feature of DELIVER has been its participatory approach. The project has fostered dialogue between citizens, patients, oral health professionals, policymakers and researchers, recognising that quality in oral healthcare cannot be defined from one perspective alone. Through this approach, DELIVER has connected practice, community and policy levels, helping to ensure that quality improvement is grounded in both scientific evidence and real-world experience.

Over the course of the project, the consortium worked on several key areas. These included priority setting and decision-making in oral healthcare, the development and use of meaningful quality indicators, the integration of

patient-reported outcome and experience measures, and the creation of decision-support tools to guide improvement. DELIVER also examined governance and regulatory issues across partner countries, contributing to a broader understanding of how oral healthcare systems can become more responsive, equitable and effective.

The main outcome of this work is the DELIVER Quality Toolkit, launched in June 2026. The Toolkit brings together the project's research, tools and guidance in a practical format designed to support continuous quality improvement. It provides a shared basis for raising quality standards in oral healthcare and offers a starting point for services and decision-makers seeking to strengthen care in a structured and evidence-informed way.

As the final DELIVER newsletter is published, the project leaves behind more than a set of outputs. It offers a model for how oral healthcare quality can be improved through collaboration, deliberation and learning. By bringing together expertise in quality improvement science, clinical and public health dentistry, health economics, medical law, software development, data analytics and participatory research, DELIVER has shown the value of working across disciplines and across countries.

The legacy of DELIVER lies in its contribution to a common European language for oral healthcare quality. It supports the shift from isolated improvement efforts to shared standards, practical tools and more inclusive decision-making. In doing so, DELIVER contributes to the wider international movement to place oral health firmly within universal health coverage and to ensure that oral healthcare systems are better equipped to serve all people, especially those most at risk of being left behind. Read more about equitable oral healthcare by accessing this link: <https://doi.org/10.1016/j.identj.2026.109751>



The DELIVER Oral Health Quality Toolkit

The DELIVER Oral Health Quality Toolkit is a, ready-to-use package of practical instruments that helps dental practitioners, policymakers and citizens measure and improve the quality, safety and fairness of dental care.

Until now, Europe has had no shared way of telling whether dental care is good, safe and fair. Quality has been measured differently in every country, or not measured at all. This fragmentation has made poor care hard to identify, good practice difficult to replicate and health inequalities nearly impossible to fix.

The Toolkit is a One-Stop-Shop for quality improvement. It contains consensus-based quality indicators that work at three levels: the dental practice, the community service and the national policy system. It also includes Patient Feedback Tools, including PROMs and PREMs, which allow citizens to report on their own care outcomes and experiences in their own words, with implementation and training plans for routine use in dental care.

Decision-Support and Commissioning Tools provide practical guides on setting priorities with citizens and on linking how dental care is funded and how professionals are trained to better-quality outcomes.

The Toolkit also includes Cross-Country Regulatory and Governance Mapping. This comparative guide covers practice-level regulation, commissioning and payment systems, professional licensure and clinical guidelines across the project's partner countries. The Online Platform provides a hub for information exchange, collaboration and sharing best practice across European oral health

systems. Plain-Language Implementation Guides provide step-by-step, policy-relevant advice on participatory approaches that help teams move from data to actual service improvement.

The Toolkit is designed for immediate adoption, whether by a single dental practice, a community service for underserved populations or a national ministry. Users can implement the entire package or select specific tools to meet local needs.

The Toolkit is useful for citizens, dental teams, policymakers, regulators and researchers. For citizens, it helps ensure fairer access, safer treatments and a real voice in how care is delivered.

1. For **Dental Teams and Practices**, it offers new knowledge to ensure quality in oral care and provides concrete actions for practitioners to ensure they are providing the best care for their patients in the context of their practice.
2. For **Policymakers and Regulators**, it offers tested, evidence-based methods for allocating resources and designing care packages that align with stakeholder needs.
3. For **Academics**, it offers a high-quality education and lifelong learning framework that can improve teaching outcomes.
4. For those **working within communities**, it offers new, collaborative approaches needed to ensure no one is left behind.

DELIVER Quality Toolkit - a digital "one-stop-shop"



Why?

Acts as a **starting point** for anyone wanting to **improve** oral healthcare **quality** but unsure where to begin



What?

Helps users select, implement and monitor **quality improvement actions**



How?

Turns complex evidence into **practical, usable steps** for **real-world settings**

www.delivertoolkit.org

Dr João Breda Delivers Keynote Address on Quality of Care in the Global Health Agenda

A keynote highlight of the DELIVER Quality Toolkit launch was the address by Dr **João Breda**, Head of the WHO Office on Quality of Care and Patient Safety in Athens and Special Representative and Officer in Charge of the WHO Country Office in Greece. Speaking on behalf of WHO Europe, Dr Breda placed the Toolkit within the broader global and European agenda to strengthen quality of care, patient safety and health system performance.

Dr Breda emphasised that improving health outcomes requires more than expanding access to services; it requires ensuring that care is safe, effective, equitable and centred on the needs of patients. He stressed that oral health must be recognised as an integral part of this agenda, noting that oral health inequalities remain closely linked to poverty, geography and access to services across the WHO European Region.

Linking DELIVER to the WHO Global Oral Health Strategy and Action Plan, Dr Breda highlighted the importance of

addressing oral health through a whole-system approach encompassing policy, governance, primary health care, data, innovation and collaboration. He welcomed the DELIVER Quality Toolkit as a practical resource that can help translate global commitments into meaningful action at national and local levels.

Reaffirming WHO Europe's commitment to advancing quality of care, Dr Breda congratulated the DELIVER consortium and expressed his support for continued collaboration to promote the adoption of the Toolkit across countries. His keynote message underscored that improving the quality of oral healthcare is not simply a technical objective, but a vital component of building more equitable, responsive and resilient health systems.



Professor Ian Leistikow reflects on Governance, Regulation and Quality Improvement in Oral Health

In a thought-provoking keynote address, Professor **Ian Leistikow**, Advisor at the Dutch Health and Youth Care Inspectorate and Professor at Erasmus School of Health Policy and Management, explored the critical role of governance, regulation and policy in advancing oral health care quality.

Professor Leistikow argued that oral health has often been overlooked within health systems, reflected in funding arrangements, insurance coverage and policy priorities that frequently treat oral health as separate from mainstream healthcare. He emphasised that improving quality requires more than clinical excellence; it also depends on creating supportive systems, effective oversight and stronger engagement between policymakers, regulators and the oral health profession.

Positioning the DELIVER project within this broader context, he highlighted its contribution to addressing key challenges

facing oral health systems: understanding whether services meet population needs, reaching vulnerable and underserved groups, and strengthening policy engagement. He noted that the DELIVER Quality Toolkit has the potential to foster a more collaborative relationship between providers, regulators and decision-makers by combining patient-reported outcomes and experiences with a focus on equity and quality improvement.

Professor Leistikow concluded by describing DELIVER as part of a wider shift towards more mature and collaborative quality governance in healthcare. By promoting continuous learning, accountability and partnership, he argued, the Toolkit can help raise the standard of oral healthcare and support better outcomes for patients and populations alike.



Cornel Riscanu places DELIVER within the European Quality of Care and Patient Safety Agenda

Cornel Riscanu, Project Adviser at European Health and Digital Executive Agency (HaDEA) and DELIVER's project officer, placed the DELIVER project within the broader European agenda on quality of care and patient safety. He highlighted the DELIVER Quality Toolkit as a tangible outcome of EU investment in health systems improvement and emphasised the important contribution of oral health to safer, higher-quality care. He described the Toolkit as a practical resource to support continuous quality improvement across oral healthcare services in Europe.



From Vision to Impact: Stefan Listl on DELIVER's Legacy for Oral Health Quality

Delivering the opening speech at the launch of the DELIVER Oral Health Quality Toolkit, Professor Stefan Listl, DELIVER's Coordinating Principal Investigator, reflected on the vision behind the project, the challenges it was created to address, and the lasting impact of the Toolkit as a practical resource for researchers, healthcare professionals, policymakers, communities and civil society.

As the DELIVER project comes to a close, its mission remains more relevant than ever: improving the quality, safety, and accessibility of oral healthcare through collaboration, innovation, and evidence-informed action.

DELIVER was launched in response to a pressing challenge. Oral diseases affect more than 3.7 billion people worldwide, with Europe bearing the highest prevalence among WHO regions. Despite this significant burden, progress in improving oral healthcare quality has often been slowed by fragmented efforts, limited stakeholder engagement, and a lack of shared tools, knowledge, and vision for change.

Over four years, DELIVER brought together researchers, healthcare professionals, policymakers, communities, and civil society to create a collaborative ecosystem for oral health quality improvement. Through the co-development of quality indicators, innovative interventions, and multi-stakeholder approaches, the project has delivered

the DELIVER Oral Health Quality Toolkit - a practical resource designed to support dental practices, communities, policymakers, and academia in driving meaningful and sustainable improvements.

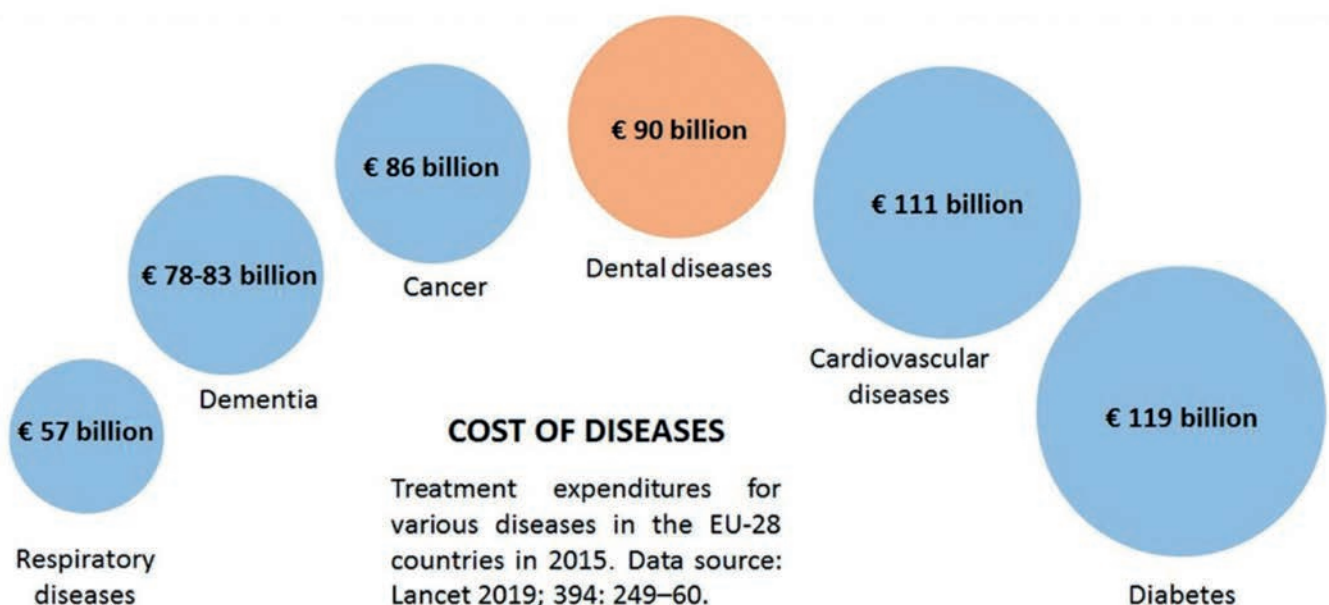
As Professor Stefan Listl reflected during the Toolkit launch, "Quality is not achieved by chance; it is built through continuous learning in practice, meaningful engagement with civil society, and evidence-informed policymaking." The Toolkit is intended to support and accelerate positive change for better oral health in Europe and around the world.

The DELIVER consortium leaves behind more than research findings and practical tools—it leaves a community united by a shared commitment to improving oral health outcomes. In Stefan's words, "This is not an ending, but a new beginning. This is team sports." As the project concludes, the DELIVER community looks ahead to continuing this journey together: learning from one another, strengthening quality in oral healthcare, and making lasting change happen.



WHO: oral diseases affect > 3.7 billion people worldwide

→ Europe: highest prevalence across all WHO regions worldwide



Dr Matthew Byrne shows how Patient Feedback can drive Practice-Level Quality Improvement

Dr **Matthew Byrne**, from the University of Manchester, highlighted how the DELIVER Quality Toolkit can help dental practices turn patient feedback into meaningful quality improvement. Focusing on the Toolkit's practice-level resources, he demonstrated how patient-reported outcomes, patient experiences and digital technologies can support better care, improved patient satisfaction and more effective dental services.

Recognising the challenges faced by busy dental teams, Dr Byrne explained that the Toolkit provides evidence-based measures, practical guidance and user-friendly dashboards that help practices identify strengths, pinpoint areas for improvement and monitor progress over time. A key feature is the integration of patient-reported outcome and experience measures (PROMs and PREMs), enabling practices to better understand care from the patient's perspective.

He also highlighted the Toolkit's innovative use of machine learning and natural language processing to analyse online patient reviews, transforming large volumes of feedback into actionable insights. Through interactive dashboards, practices can identify emerging themes, benchmark perfor-

mance and track the impact of quality improvement initiatives.

Drawing on pilot experiences in the United Kingdom and Germany, Dr Byrne noted that the Toolkit has already demonstrated its value in supporting reflection, team engagement and data-driven decision-making.

Concluding his presentation, Dr Byrne emphasised that the true value of the DELIVER Quality Toolkit lies in its ability to bridge the gap between data and action. By making patient feedback visible, understandable and actionable, the Toolkit empowers dental teams to identify improvement opportunities, monitor progress and embed continuous quality improvement into everyday practice. In doing so, it helps transform patient experiences into meaningful change, supporting higher-quality, safer and more patient-centred oral healthcare.



Quality as a Team Effort: Michael Lorenz presents the DELIVER Quality Toolkit

In his launch-event walkthrough, **Michael Lorenz** presented the DELIVER Quality Toolkit as a practical entry point into a different way of thinking about quality in oral healthcare. The Toolkit was introduced as a free, accessible online resource designed for anyone who wants to improve oral healthcare quality but may not yet know where to begin. His central message was that quality improvement needs a shared starting point. By bringing together citizens, patients, oral health professionals, researchers and policymakers, the Toolkit provides stakeholders with a common language and foundation on which to work. In this framing, quality is not treated as a technical issue reserved for experts, but as a collective learning process that depends on cooperation across the whole oral health system.

The walkthrough showed how the Toolkit translates DELIVER's co-development work into practical support for real-world use. It brings together plain-language guidance, quality definitions and indicators, implementation materials, examples, and demonstrations of tools such as dashboards and decision-support resources. The aim is to make evidence easier to understand, easier to apply, and easier to adapt across different settings. A key strength of the Toolkit

is that it does not divide users into separate silos. Instead, it is organised around four practical contexts for use: practices and teams, communities, policymaking, and academia. Each of these use-cases opens a route into quality improvement, while also showing how learning in one setting can inform action in another. This inclusive approach reflects one of DELIVER's broader ambitions, that is, to move oral healthcare systems towards reflective learning. When stakeholders have access to shared concepts, usable indicators and practical examples, improvement becomes more deliberate. Quality stops being something that happens by chance and becomes something that teams, communities and systems can actively work towards.

As Lorenz put it, quality improvement is a team sport, and the DELIVER Quality Toolkit is designed to help all stakeholders start working together.



Dr Paula Vassallo presents the Impact and Value of the DELIVER Quality Toolkit

Dr **Paula Vassallo**, from Malta's Office of the Deputy Prime Minister and Ministry for Health, presented the DELIVER Quality Toolkit as a comprehensive and practical resource designed to support quality improvement across all levels of oral healthcare.

Drawing on her experience as a policymaker, academic, clinician and public health practitioner, Dr Vassallo described the Toolkit as a comprehensive "one-stop shop" for quality improvement. Designed to support multiple stakeholders simultaneously, it provides practical resources for dental teams, communities, policymakers and academia, ensuring that quality improvement becomes a shared responsibility across the entire oral health ecosystem.

A central theme of her presentation was the shift from a fragmented, treatment-focused approach towards a more patient-centred, evidence-based and data-driven model of care. Dr Vassallo emphasised that quality improvement starts with understanding what matters to patients. By combining patient-reported outcome and experience measures with clinical and governance indicators, the Toolkit supports a continuous learning system in which patients and professionals work together to improve care.

She highlighted the value of the Toolkit for different stakeholder groups. For patients and communities, particularly vulnerable populations, it provides a stronger voice in shaping services and contributes to more equitable and targeted oral healthcare. For dental professionals and practice teams, it offers insights into practical digital tools

and dashboards that facilitate quality monitoring, reflection and continuous improvement. For policymakers and commissioners, it provides evidence and decision-support tools that can help guide investment towards prevention, successful treatment outcomes and value-based oral healthcare systems. The Toolkit also offers important opportunities for academia and professional education by supporting the development of quality improvement competencies among future oral health professionals.

By giving patients a voice, practitioners the tools to improve care, and policymakers the evidence to drive change, the Toolkit has the potential to support a fundamental shift towards more equitable, patient-centred and value-based oral healthcare across Europe.

Looking to the future, she expressed confidence that the Toolkit can serve as a catalyst for lasting change, helping oral healthcare systems move from measuring quality to actively improving it. Through collaboration between patients, professionals, communities and policymakers, the DELIVER Quality Toolkit can contribute to building more responsive, accountable and sustainable oral healthcare systems that deliver better outcomes for all.



Enzo Bondioni brings FDI World Dental Federation's voice to the Launch

The DELIVER Quality Toolkit launch also featured a video message from **Enzo Bondioni**, Executive Director of FDI World Dental Federation.

His contribution brought the voice of the international dental profession into the event and underlined the wider relevance of DELIVER's work beyond the project consortium. As the global representative body for dentistry, FDI's presence in the programme helped connect the Toolkit launch with the broader international conversation on oral health, quality improvement and patient-centred care.

The inclusion of FDI World Dental Federation also reflected

the importance of engaging professional organisations in the future use and dissemination of the Toolkit. DELIVER's work on quality indicators, patient feedback, community engagement and practical improvement tools has clear relevance for dental professionals and organisations seeking to strengthen quality and safety in oral health care.

Through Bondioni's contribution, the launch event was further linked to the wider oral health community, reinforcing the idea that improving quality of care requires collaboration across research, policy, practice and professional leadership.

Stakeholder Panel explores the Value of the DELIVER Quality Toolkit for Policy, Patients and Practice



A highlight of the launch event was a stakeholder panel bringing together perspectives from policy, patients and clinical practice to discuss the future potential of the DELIVER Quality Toolkit. The panel featured Dr **Dympna Kavanagh**, Chief Dental Officer of Ireland and Chair of the Platform for Better Oral Health in Europe, Ms **Sofia Sousa**, Patient Representative from Portugal, and Dr **Hari Lai**, Dental Practice Owner from Scotland.

Panel members agreed that the Toolkit represents an important step forward in creating a shared approach to oral healthcare quality across Europe. Dr Kavanagh described it as the beginning of a journey, emphasising the importance of patient and public voices in shaping policy and driving meaningful improvement. She highlighted the value of the Toolkit's common definitions and indicators, which can help policymakers, providers, patients and researchers work towards shared goals.

From the patient perspective, Ms Sousa stressed that quality of care must be defined not only by clinical

outcomes, but also by patients' experiences, including communication, access and involvement in decision-making. She welcomed the Toolkit's strong focus on patient-reported perspectives and its potential to make services more responsive to people's needs.

Speaking on behalf of providers, Dr Lai highlighted the practical benefits of the Toolkit for dental practices. He noted that tools such as the patient dashboard can help teams collect and act on feedback, monitor performance and foster a culture of continuous quality improvement.

The discussion also explored challenges to implementation, including time, resources, communication and the need for ongoing engagement. Panellists agreed that the long-term success of the Toolkit will depend on sustained collaboration between policymakers, professionals, patients and communities. Their collective message was clear: improving oral healthcare quality requires a shared commitment across the entire system.

Dr Benoit Varenne connects the DELIVER Quality Toolkit to WHO's 2030 Oral Health Goals

Closing the launch event, Dr **Benoit Varenne**, Technical Lead of the WHO Oral Health Programme, situated the DELIVER Quality Toolkit within the broader global agenda for universal health coverage, equity and quality improvement in oral healthcare.

He highlighted the Toolkit as a valuable public good and a practical contribution to the implementation of the WHO Global Oral Health Action Plan 2023–2030, which aims to expand access to essential oral health services while ensuring that care is safe, effective and people-centred.

Dr Varenne emphasised that improving oral health requires both greater access and better quality. He welcomed the DELIVER Quality Toolkit as a practical resource that supports measurement, accountability and continuous improvement across practice, community and

policy settings. Particular value was placed on its integration of patient-reported outcomes, patient experiences and community engagement, helping to ensure that quality improvement efforts reflect the needs of the people receiving care.

Concluding his remarks, he described DELIVER as a significant European contribution to the global oral health agenda and encouraged policymakers, health professionals and patients to adopt and implement the Toolkit. By making quality and equity measurable, he noted, the Toolkit can help turn evidence into action and accelerate progress towards better oral health for all.



DELIVER Extends Its Relevance Beyond Europe Through Contribution to Rwanda's Oral Health Priorities

The DELIVER Project is demonstrating the wider international relevance of its work by contributing evidence and practical insights to the development of Rwanda's Oral Health Benefit Package.

The Oral Health Section of the Heidelberg Institute of Global Health (HIGH), a partner in the DELIVER Project, contributed to the second technical working session for the prioritisation of Rwanda's Oral Health Benefit Package. The session was held at the University of Kigali on 18–19 June in collaboration with the World Health Organisation (WHO) and the Rwanda Social Security Board (RSSB).

Over two days of in-depth discussion, co-creation, and technical exchange, policymakers, professional associations, researchers, and technical experts worked together to consider how Rwanda's oral health services can be prioritised in an equitable, sustainable, and evidence-informed way.

A key contribution to the discussions came from DELIVER's work on prioritization processes for value-based health insurance benefit packages. Evidence, methods, and practical perspectives developed within the European project provided a useful reference point for discussions in the Rwandan context.

This contribution highlights how DELIVER's approaches can support healthcare decision-making beyond Europe. Although the project is rooted in European health systems, its work on value-based benefit package design, priority setting, and equitable access can also inform reforms in other healthcare settings.

The working session further demonstrated the importance of bringing together a diverse range of stakeholders when defining healthcare priorities. Such collaboration is essential to ensure that benefit packages respond to population needs while remaining financially sustainable and aligned with broader Universal Health Coverage objectives.

It was a privilege to work alongside partners and participants who share a strong commitment to expanding access to oral healthcare. HIGH and the DELIVER Project are grateful for their engagement, expertise, and collaboration and look forward to supporting the next stages of Rwanda's Oral Health Benefit Package development.



The Consortium Partners behind the DELIVER Project

Over its four-year duration, the DELIVER Project was led by a strong team of partners bringing together expertise from across the project's partner organisations. Working closely with their respective teams, its members provided the scientific, strategic and operational leadership needed to coordinate the project's different areas of work and advance its shared ambition of improving the quality and safety of oral healthcare. The following profiles introduce the people who guided DELIVER from its launch through to its completion.

Stefan Listl is Professor of Translational Health Economics at Heidelberg University and Director of the Oral Health Section at the Heidelberg Institute of Global Health. He also holds a part-time professorship at Radboud University in the Netherlands and serves as Adjunct Professor at the University of Pennsylvania in the United States.

Stefan's research focuses on health economics and improvement science, with particular emphasis on developing and implementing effective governance, financing, and care delivery models to improve oral and general health outcomes at both global and local levels.

Stefan has served as Principal Investigator on numerous research projects funded by organisations including the European Commission, the European Union, the US National Institutes of Health, the German Innovation Fund, the German Agency for International Cooperation, and the Dutch Research Council. He currently coordinates the Horizon Europe projects DELIVER (Deliberative Improvement of Oral Care Quality) and PRUDENT (Prioritization, Incentives and Resource Use for Sustainable Dentistry). In addition, he serves as Principal Investigator of the Heidelberg–Harvard Strategic Partnership project SMILE-Bridge, aimed at advancing equity in oral health, and leads the German Innovation Fund project DigIn2Perio, which evaluates an integrated care program for patients with diabetes and periodontitis.

Stefan is a member of the WHO Working Group for the Prioritization of Cost-Efficient Oral Health Interventions and previously served on the Steering Committee for the WHO Global Oral Health Status Report. He is also a member of the Lancet Oral Health Commission and the Lancet Commission on the European Health Union. His contributions include the FDI World Dental Federation Vision 2030 Report, the World Economic Forum White Paper on Oral Health, the NIH Report on Oral Health in America, and Harvard University's Malaysia Health Systems Project.

He has received several distinctions for his research, including the IADR Distinguished Scientist Award in Behavioral, Epidemiologic, and Health Services Research and the World Perio Research Award.



Michael Lorenz led Work Package 2 in the DELIVER Project, coordinating efforts to improve dental care quality and safety across Europe. Michael is both a dentist and a researcher, combining clinical expertise with a passion for advancing oral healthcare. Since 2022, he has been a Research Associate at Heidelberg University Hospital, where he divides his time between treating patients and conducting research. His experience stretches from hands-on patient care to international academic exchange, including a study period at Université de Montpellier in France, giving him a broad perspective on oral health systems and innovation. As Work Package 2 Leader, Michael plays a central role in sharing and delivering the project's research goals. His work includes managing the work package, supervising research, organising studies, collaborating across teams with DELIVER partners in WP2, WP3, and WP5, and conducting original research into oral healthcare quality improvement. By combining his clinical skills with academic expertise, Michael is helping ensure the DELIVER Project produces research that truly benefits patients and professionals.



(Continued on page 11)

Matthew Byrne led Work package 3. He is practicing dentist and an Academic Clinical Lecturer / Honorary Specialty Training Registrar in Prosthodontics. His position is funded by the National Institute for Health and Social Care Research. His research interest is in quality assessment and improvement in primary dental care services. In 2021 he defended his thesis titled 'Defining and Measuring Quality in Primary Dental Care'. He has worked in primary and secondary care and as an in practice educational supervisor for newly qualified dentists.



Michiel van der Linden has done research at Leiden University Medical Center (epidemiology/rheumatology), Netherlands Institute for Health Services Research, Erasmus University (general practice), Pharmo Institute (pharmaco-epidemiology) and Utrecht University (various). He served as Advisor to the Dutch National Health Care Insurance board from 2008 till 2019. This included assessments of pharmaceutical treatments and improvement of quality of care for people with pulmonary diseases. He coordinated postgraduate education to medical advisors at health insurance companies. At ACTA Michiel is tasked with education and research in public health, health policy and statistics. His Senior Teaching Qualification was obtained by integrating Community Traineeships in the curriculum, in which students work with vulnerable patient groups.



In DELIVER, Michiel works closely with faculty from ACTA and University of Copenhagen (WP4 Lead). The team studies oral health care quality at the community level, with links to the practice and (inter)national levels. Michiel is determined to improve quality of oral health for all.

Julian Eigendorf is an experienced healthcare innovation and research professional with a strong background in scientific research, business development, and project management. He holds a Ph.D. (Dr. phil.) in Sports Science from Leibniz University Hannover, specialising in exercise physiology, and is also a certified Healthcare and Social Services Specialist.

Since 2021, he has been working at the aQua Institute for Applied Quality Improvement and Research in Healthcare, where he leads innovation and digital health projects, develops strategic partnerships, and oversees a portfolio of more than 20 research and development initiatives. In parallel, since 2022, he has served as Research Associate for Business Development and Project Management at Data Management and Trust Center GmbH, focusing on data-intensive research projects and stakeholder engagement.



Prior to his current roles, Dr. Eigendorf spent nearly a decade at Hannover Medical School (MHH), conducting and managing clinical and rehabilitation research, coordinating Phase IV clinical studies, leading quality management activities, and supporting elite athlete performance diagnostics. His academic and professional work has resulted in numerous scientific publications and leadership roles in national and European healthcare innovation projects, including Horizon Europe and AI-driven healthcare initiatives.

With expertise spanning healthcare research, digital health innovation, quality management, and strategic business development, Dr. Eigendorf combines scientific excellence with practical leadership in advancing healthcare transformation and collaborative research ecosystems.

Kasper Rosing is a Danish dental researcher and clinician specializing in public and community dentistry. He serves as an Associate Professor at the Department of Odontology, University of Copenhagen. He holds a DDS and PhD and combines academic work with clinical experience, including roles as a practicing dentist and consultant in the Danish healthcare system. His research profile centers on oral health at the population level, including dental health services, health inequalities in oral care, and decision-making in clinical dentistry.



Paulo Melo graduated in Dental Medicine in 1986 from the School of Dental Medicine of Porto, and in 2002 he completed the PhD in Conservative Dental Medicine from the Faculty of Dental Medicine of the University of Porto (FMDUP). He has been working as a dentist since 1986. He teaches at FMDUP since 1996/1997, and is a Full Professor since 2022. At the Faculty of Health Sciences of the Fernando Pessoa University (UFP), between 2002 and 2005 he was Scientific Coordinator of the Bachelor in Dental Medicine. Between 2007 and 2010, he was a member of the Directive Council and director of the FMDUP's dental clinic, and is currently the Dean of the FMDUP and President of the Scientific Council and the Pedagogic Council of FMDUP.

Furthermore, he has been developing research in national and international projects, in areas such as Public Oral Health, Restorative Dentistry, Cariology and COVID-19 in Dentistry. He is currently an Associated Researcher, member of the research group "Life Course Perspective on Oral Health" of the EpiUnit, being part of the Associated Laboratory for Integrative and Translational Research in Population Health (ITR).

He is involved in two EU funded project named DELIVER and PRUDENT, since August 2022 and February 2023.

He has been involved in leadership positions within the Portuguese Dental Association (OMD) from 2001 to 2020. Among several responsibilities he was the chair of the Working Group for COVID-19 in Dentistry of the OMD from March to July 2020.

At the international level, he was an elected member of the Board of Directors of the Council of European Dentists (CED), from 2016 to 2022. He was a member of the FDI Council from 2018 to 2024, was coordinator of the Task Force for COVID-19. He has participated as an expert in several meetings of WHO, ORCA (Organization for Caries Research), ADEE (Association for Dental Education in Europe) and EFP (European Federation of Periodontology), among others. He was member of the ORCA-ADEE working group for defining the Cariology curriculum in Europe between 2010 and 2011. He is a member of several scientific associations.



Olenka van Ardenne is a member of the Supervisory Board of Cumuluz, a Dutch initiative that brings together healthcare providers, professional associations and other stakeholders to improve data availability and interoperability across the healthcare sector through a national data integration infrastructure. She also serves as Senior Partnership Leader for Health Law, Privacy and Ethics at Lygature, where she leads partnerships and initiatives that advance innovation, strengthen collaboration and improve patient outcomes in healthcare.

With a background in law and extensive experience in healthcare governance, innovation and policy, van Ardenne has worked on numerous European and national projects focused on healthcare transformation, digital health, regulatory frameworks and the development of healthcare technologies and products. Her expertise spans health law, privacy, ethics and public-private collaboration, supporting organisations in navigating complex healthcare challenges.

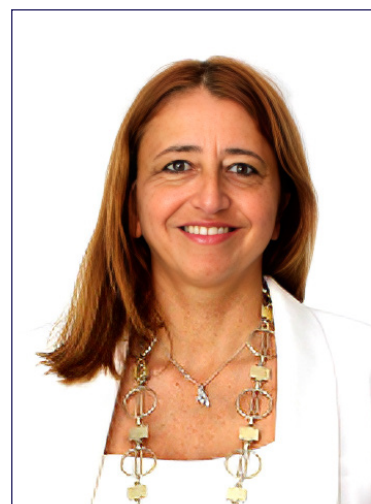
Trained as an attorney-at-law, she also completed postgraduate training in the financial sector and held positions within an international banking institution before moving into healthcare and life sciences. Over the course of her career, she has held a range of national leadership and advisory roles, including membership of the Dutch COVID-19 national crisis response team, service as a substitute court member, and advisory positions to life sciences organisations and the national blood supply institute.

Van Ardenne has been actively involved in initiatives to improve healthcare quality and governance, serving on the national Governance Board for Quality Improvement in Healthcare and on supervisory boards of healthcare organisations supporting children with disabilities. Her work reflects a longstanding commitment to strengthening healthcare systems through collaboration, innovation, responsible governance and patient-centred approaches



Paula Vassallo is the Director for Health Promotion and Disease Prevention within the Ministry for Health and Active Ageing in Malta, a role she has been occupying for the past 9 years.

She is Malta's focal point for the EU steering group on public health. She is a project leader for Malta for numerous EU joint Actions which aim to promote health and prevent disease. She is involved in both Horizon Europe Projects, DELIVER and Prudent, and is lead of Work Package 8 in the DELIVER Project. She is Malta's representative at the EU and international Chief Dental Officer meetings. She is a dentist by profession and is a Consultant in Dental Public Health. She is a senior lecturer in Preventive and Community Dentistry and Dental Public Health at the University of Malta. She is also a practicing dentist. She has also been appointed as member of the Medical Council which is responsible for regulation of medical and dental practitioners in Malta. She is an advisory member of the European Forum for Primary Care, a board member of the Council of European Chief Dental Officers and a board member of the Platform for Better Oral Health in Europe. She is also Co-Chair of the Special Interest Group of the European Association of Dental Public Health on Oral health care within Universal Health Coverage and General Health Care. At a European level she is the past President of the European Association of Dental Public Health, the Oral Health Section of EUPHA, Past President of the Council of European Chief Dental Officers and past Chair of the Platform for Better Oral Health in Europe.



Nagihan Bostanci, DDS, PhD, AFHEA is Professor of Inflammation Research in Periodontics. She serves as Vice Head of Department of Dental Medicine and Head of International Affairs. In addition, she is the Program Director for the postgraduate degree programme, Master's Degree in Dentistry and Oral Health. She served as the President of Microbiology/Immunology Group and Periodontal Research Group of the International Association for Dental Research (IADR). Prof Bostanci's group's research line involves a range of complementary disciplines and approaches, including clinical periodontology, immunology, microbiology, bioengineering, proteomics, metaproteomics and systems biology. The group further aims to better understand periodontal homeostasis and potential links between oral diseases and systemic health.



Emily Janssens is the Project Manager on this EU DELIVER Project in the Radboudumc Department of Quality and Safety in Dental care since September 2022. She has a Master of Science degree in Health Care Management and a degree in Dental Hygiene. She has extensive work experience within various organizations in the Dutch healthcare sector, such as institutions for oral care (General Dentistry, Periodontology), Health Insurers and in a Governmental Executive Organisation. Since 2016 she has been working at the Dutch Health and Youth Care Inspectorate as an inspector at the Domain Curative Health Care/Medicines and Medical Technology. Since 2020 she worked for the Primary Care Department. As an inspector, she was mainly involved in the supervision of oral care. As a result, she knows the risks within the oral care sector in the Netherlands. The news that an International Grant at European level has been awarded to the subject of quality and safety in oral care gave her a sense of relief and recognition for the importance of this subject.



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