A Personalised Integrated Care Platform

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D9.3 Dissemination Strategy and Plan

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1 Executive Summary

A key aim in PICASO is to maximise the impact of the project by actively and strategically disseminating and communicating its results and thus lay the best possible foundation for business planning and post-project exploitation.

Each partner is obliged to disseminate the results by disclosing them to the public by appropriate means, including in scientific publications. The first step is to define and execute a comprehensive dissemination strategy and plan with measurable goals and then coordinate the activities in an efficient manner.

This deliverable presents the project's communication and dissemination strategy and plan for sharing the project results, covering scientific publications, event organisation, networking and demonstrations. This deliverable works as a reference point for all partners in communicating and disseminating the project and its outcomes.

The dissemination strategy is to progressively increase dissemination as project results emerge. At the initial stages of the project, focus is on generating a wide awareness of PICASO and at the later stages, the project looks towards integrating and promoting the PICASO results to prepare for exploitation. The strategy leads into a SWOT analysis on PICASO communication and dissemination. The analysis asks the following questions:

What are the strengths of PICASO and its communication and dissemination activities? What are the potential weaknesses of PICASO and its communication and dissemination activities? What could be damaging or negative? What communication and dissemination opportunities are there? Is there anything new, different, interesting or innovative in PICASO that can be capitalised upon for publicity? Are there any potential threats that PICASO could face? How could this affect communication and dissemination activities?

Four stakeholder categories have been identified: 1) Patient and public sphere, 2) clinical domain, 3) technology domain, and 4) policy makers. Each category consists of a number of subgroups.

Table 1: Stakeholders

Patient and public sphere	Clinical domain	Technology domain	Policy makers
Patients and relatives	General Practitioner (primary care)	ICT industry providers	National, regional, and local health authorities
Patient organisations	Specialists at hospital and outpatient clinics (secondary and tertiary care)	Mobile technology providers	Health economists
General public	Health administrators	Health technology providers (software and hardware)	Health insurance provider
Press	Home and community carers and (social) administrators	Standardisation bodies	EU
Ethics commissions	Pharmaceutical companies	ICT health projects	Data protection experts
--	Healthcare IT administration and data security expert	--	--
--	National and international research cohorts	--	--
--	National and regional registries	--	--

The stakeholders have also been assessed with respect to their main roles and interests in relation to PICASO's dissemination strategy. The main objectives for targeting each stakeholder group have been outlined and the stakeholders' relative influence and importance have been analysed.

The communication and dissemination plan describes the range of channels and tools that will be used to reach specific audiences. Publications are an important tool to disseminate scientific results and PICASO has identified a range of journals and conferences which are relevant to target. The project will arrange workshop sessions and tradeshows and engage in various national and EU networks for maximum impact.

Dissemination will also be centred on the technological innovations in PICASO to drive business interest. Key Performance Indicators (KPIs) will help to monitor and measure success. KPI are related to visibility and knowledge impact and cover publications, events, downloads, webinars and other marketing activities. The effects and impact of dissemination will also be investigated qualitatively, i.e. evidence of press coverage, feedback from audience etc.

To support networking activities, a collaboration plan is presented. As the project progresses, the plan is foreseen to be refined and updated. The collaboration plan is confidential and will thus be omitted from the public version of the deliverable.

The dissemination manager is responsible for coordinating the dissemination activities and for this purpose a wiki and a shared workspace system have been established for partners to record their activities. All partners are engaged in dissemination activities as part of their work package activities and encouraged to welcome the press, offering interviews, visits and demonstrations. Specific dissemination areas per partner are listed to highlight responsibilities. Dissemination is also subject to certain obligations such as prior notification to other partners when planning publications, open access to scientific publications and acknowledgement of funding. The project has already been presented at various occasions and in various contexts.

2 Introduction

A central aim in PICASO is to maximise the impact of the project by being active in communicating and disseminating results and innovations in a professional way and by developing a realistic exploitation strategy. The goal is to promote (communication), share (dissemination) and use (exploitation) the PICASO results effectively. This deliverable deals with the first two tasks of communicating and disseminating PICASO.

In the PICASO Grant Agreement (No. 6892009), the dissemination and communication obligations are outlined. The dissemination obligations concern the obligation to disclose and share the results from the project:

Unless it goes against their legitimate interests, each beneficiary must — as soon as possible — 'disseminate' its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium).

In terms of dissemination, PICASO aims to ensure that the research results and knowledge are made easily available to the public and stakeholder groups who have an interest in integrated care applications, enabling stakeholders to use the results in their own work.

The communication obligations are extended to promoting not only the results but also the project to a wider audience, thereby going beyond the project's community:

The beneficiaries must promote the action and its results, by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner.

In terms of communication, PICASO aims to maximise the impact by promoting the project, its context and results in a strategic and targeted manner, including the media and the public and by engaging in a two-way exchange.

2.1 Purpose, context and scope of this deliverable

This deliverable is part of task T9.2 Dissemination Coordination in the work package on Impact Creation, Dissemination, Exploitation and Business Planning (WP9). A first activity in T9.2 is to develop the project's dissemination strategy and plan which will be presented in this deliverable.

Since there is significant overlap between communication and dissemination in terms of target groups, messages, channels and plans, communication and dissemination are coined at places. Parts of the document is thus repeating and elaborating on elements from *D9.1 Communication strategy* and incorporating the recommendations resulting from the initial review of the document performed by the European Commission.

Thus, the deliverable contains the strategy and plan for promoting and sharing the results of PICASO, including a strategy for engaging stakeholders. Based on an in-depth stakeholder and context assessment, activities are mapped out followed by timing of activities and follow-up procedures.

Activities are structured around Key Performance Indicators (KPI), helping to measure the effect of the dissemination and communication activities, thus also evaluating the project's progress and success of meeting the objectives set out in the strategy.

Communication and dissemination of PICASO follow a set of rules and procedures which partners must adhere to and which are presented in this document as a guide to ensure proper practise.

2.2 Content and structure of this deliverable

The overall strategy is presented in Chapter Three followed by a SWOT assessment of the communication and dissemination strategy and a stakeholder analysis in Chapters Four and Five. The stakeholder analysis focuses on identifying the key stakeholders and their relative interest and power in relation to the project. This helps to understand how and where to focus communication and dissemination activities. Chapters Six and Seven present the plan, describing the tools and channels that will be used to support the strategy and a specific collaboration plan for networks, clusters and projects. The latter will be treated as confidential and

omitted from the public version of this deliverable. Chapter Eight describes how dissemination in PICASO will be managed. Finally, an up-to-date (time of submission) overview of completed external dissemination activities is provided in Chapter Nine.

3 Dissemination & Communication Strategy

Innovation in products, services and business models is the main driver of future economic growth in the EU[1]. In the view of this, Horizon 2020 research and innovation projects play a key role in supporting and propagating innovation in Europe through the communication and dissemination of project results.

As outlined in the EC communication guide[2], PICASO should demonstrate how it contributes to a European Innovation Union and account for public spending by providing proof that it adds value by:

- showing how European collaboration has achieved more than would have otherwise been possible, notably in achieving scientific excellence, contributing to competitiveness and solving societal challenges;
- showing how the outcomes are relevant to our everyday lives, by creating jobs, introducing novel technologies, or making our lives more comfortable in other ways;
- making better use of the results, by making sure they are taken up by decision-makers to influence policy-making and by industry and the scientific community to ensure follow-up'.

Apart from the societal and scientific impact, communication and dissemination in PICASO should also lead to an effective and competitive exploitation of PICASO results.

This chapter outlines the objectives and approach to communication and dissemination of PICASO within the overall strategic framework of the Innovation Union. It provides an analysis of PICASO in the current context and estimates the readiness for change (part of exploitation in PICASO, e.g. D9.6), and it then provides an analysis of stakeholders and messages, before planning how engagement will be built throughout the project to facilitate the transfer of project outcomes, Effective dissemination doesn't occur solely at the conclusion of a project. There are multiple points along a project timeline which provide opportunities to both engage and transfer.[3]

3.1 Dissemination objectives

As mentioned in the introduction, PICASO will ensure that the research results and knowledge gained are made easily available to the public and stakeholder groups who have an interest in integrated care applications. These include stakeholders who have a direct interest in utilising the results but also actors who PICASO wishes to influence such as policy makers in healthcare as well as the public, citizens, healthcare professionals, health communities, public health authorities, health companies and patient organisations.

The aim is to optimise dissemination which is achieved by;

- defining and executing a comprehensive dissemination strategy and plan with measurable goals
- coordinate dissemination activities to ensure that project knowledge is shared with the relevant stakeholders and results are being used to influence the identified stakeholders
- participate in joint activities organised by EU activity and policy groups and other EU funded projects

The dissemination strategy is particularly focused on creating impact on:

- Changing clinical practice
    - Improving communication channels for exchange of patient data between specialists
    - Support improved collaboration between specialists
    - Changing the data sharing culture in clinical domain
- Changing health care strategies
    - ICT based innovations in health care delivery
    - Cost-efficiency of integrated care

[1] http://ec.europa.eu/research/horizon2020/pdf/press/horizon2020-societal-challenges-infokit.pdf#view=fit&pagemode=none
[2] http://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-comm_en.pdf
[3] http://www.uq.edu.au/evaluationstedi/Dissemination/Planning_a_Dissemination_Strategy.pdf

- Contribute to a clinical evidence base
    - Health outcomes and Lessons Learned of PICASO trials
    - Management of multiple chronic conditions
    - Cost-efficiency of integrated care
- Contribute to a technical evidence base
    - Innovations and solutions (PICASO components)
    - Lessons Learned from PICASO implementation and deployment, especially with respect to adherence to regulations on privacy and data protection
- Contribute to a social/public evidence base
    - Patient acceptance, empowerment and improvement of quality of Life
    - Innovations in health care delivery
    - Solutions for integrated delivery of health and social care to chronic patients.

3.2 Communication objectives

PICASO aims to maximise the impact of PICASO by promoting the project, its context and results in a strategic and targeted manner, including the media and the public and by engaging in a two-way exchange.

The communication objectives, listed in D9.1 are to achieve the following impact targeted at different stakeholders;

- Provide clinical evidence for benefits of integrated care to support uptake of PICASO technologies.
- Build trust by showing that the PICASO platform is a secure and safe work efficiency tool, supporting professional decision making.
- Demonstrate that it is possible to develop a generic eHealth solution deployable in different EU countries.
- Stimulate community and political acceptance of monitoring by the use of ICT based interventions.
- Make political decision makers see the cost-benefit of implementing an integrated care platform like PICASO and instantiate it in their own health systems.

3.3 Approach

The strategy is to progressively increase activities as project results are obtained, classifying efforts after desired outcome: creating awareness of PICASO, attaining a deeper understanding of PICASO or calling to action.

At the initial stages, work concerns establishing a wide awareness of the PICASO project; at the latter stages, the activities will be concerned with integrating PICASO technologies in selected health domains, promoting the uptake of new care models and early exploitation of PICASO components. The dissemination strategy is thereby a prerequisite for the project's exploitation strategy.

The following table presents the different stages.

Table 2: Dissemination and communication objectives and approach

Time	Objectives	Approach
Year 1	Create awareness of the project Disseminate the concept in strategic networks of partners Prepare powerful standing in care technology	- Publication of support material, press releases, brochures, rich website - Engagement of the general public through social media and communities - Liaison with business stakeholders - Alignment of events with similar EU or national

	clusters	projects
Year 2	Continue to build awareness of the PICASO results in health ICT networks and medical communities and for health and social care authorities Verify opportunities to present the PICASO applications at public events and involve other stakeholders such as nursing home managers and wellness communities	- Further engagement of stakeholders through social media and multimedia channels - Two Webinars (“Patient Empowerment” and “Integration of Care”) - Publications in international indexed health and care journals - Papers in national and international conferences and congresses - Participation in EIP-AHA action groups - Organisation of workshops to enhance exchange of knowledge between researchers and practitioners - Press coverage in technical/public/science magazines - News on the innovative aspects of the PICASO technologies improving therapies and aging wellbeing - Newsletters to care professionals
Year 3	Prepare to integrate PICASO integrated environment and liaise with prominent care clusters for future exploitation Promote the uptake of new care models, integrating technologies and tools in selected domains Disseminate new medical knowledge on the management of multi-morbidities Prepare for exploitation of all PICASO knowledge components	- Two Webinars (“Patient Empowerment” and “Management of co-morbidities”) - Organisation of a major European workshop to demonstrate the PICASO platform to the health, therapy and social care communities - Press coverage in newspapers and magazines - Engagement of the public through social initiatives, demo events, TV and newspapers - Involvement of national and international communities in the new integrated care scenarios - Pre-commercial presentation of PICASO components in pilot demonstration projects

Chapter 6 provides an overview of the tools and channels that will be used to reach the specific stakeholder groups.

4 SWOT analysis

This chapter presents a SWOT analysis in terms of the scope of communication and dissemination activities planned for PICASO. A SWOT analysis of the project in terms of exploitation will be carried out in connection with tasks T9.4 and T9.5, and thus when the exploitable results of PICASO are more concrete. Of course, the two are closely related especially as effective communication and dissemination is necessary to pave the way for successful exploitation.

In order to focus the SWOT analysis on communication and dissemination, the following questions have formed the basis for the analysis:

- Strengths: What are the strengths of PICASO and its communication and dissemination activities?
- Weaknesses: What are the potential weaknesses of PICASO and its communication and dissemination activities? What could be damaging or negative?
- Opportunities: What communication and dissemination opportunities are there? Is there anything new, different, interesting or innovative in PICASO that can be capitalised upon for publicity?
- Threats: Are there any potential threats that PICASO could face? How could this affect communication and dissemination activities?

The SWOT analysis is presented in Figure 1 below:

Figure 1: SWOT analysis of communication & dissemination

The SWOT analysis helps to define the best plan for achieving the strategic objectives and for how to focus the messages to specific stakeholders in the stakeholder assessment (see Chapter Five).

5 Stakeholder Analysis

The key to success of the project is not simply related to the technical development and innovations and overall results achieved but also importantly make those results known to the relevant stakeholders. Hence, communication and dissemination strategies are key and for these strategies to be effective, we need to first identify who the stakeholders are, their role and functions, and analyse what their relevance to PICASO is, i.e. their interests, needs and drivers.

We define stakeholders here as "*all those with an interest or role in the project or who are impacted by the project*" (The Association for Project Management, 2006).[4] Stakeholders thus constitute a broad group and include both stakeholders with direct and indirect or no real power. The power aspect is important to consider when identifying stakeholders and in defining the communication and dissemination strategy and power and power structures should be seen as fluid and embedded in context. Thus, the level of power stakeholders hold may shift and apparent powerless stakeholders should therefore be included in the stakeholder analysis (see www.stakeholdermap.com).

For example, stakeholders who have to use a new eHealth system (e.g. physicians and patients) do not have the power to invest and implement the system, but their use and their evaluation of the system will shift the power structures; if they don't adopt the system or give it a poor evaluation they have the power to fail the system. Likewise, for PICASO the trial outcome is very important because while patients and physicians do not have the power to invest and implement PICASO in existing health infrastructures, their evaluation of it and the result of its use, can increase the power they hold to affect health authorities decisions to invest and implement.

In this chapter, stakeholders are identified, their relevance and role outlined, and they are mapped according to their importance and relationship with PICASO.

5.1 Identification of key stakeholders and messages

In order to identify PICASO stakeholders, we first identified the four stakeholder categories relevant to the project's visions, aims and objectives: 1) Patient and public sphere, 2) clinical domain, 3) technology domain, and 4) policy makers.

Analysing these categories in terms of the adopted definition of what a stakeholder is, allowed us to next identify a number of stakeholder subgroups within each category, thus representing the target audiences for communication and dissemination activities in PICASO.

This initial mapping of stakeholders was presented in D9.1 Communication Strategy and in version 1.0 of D9.3 Dissemination Strategy and Plan. For the current version of D9.3, the mapping presented in Table 3 has been slightly updated. The main changes are the addition of new stakeholders: Ethics Commission in the patient and public domain, research oriented stakeholders in the clinical domain, and Data Protection Experts in the policy domain.

These categories and stakeholder sub-groups may be updated and redefined as the project progresses.

Table 3: Stakeholder categories and stakeholder subgroups

Patient and public sphere	Clinical domain	Technology domain	Policy makers
Patients and relatives	General Practitioner (primary care)	ICT industry providers	National, regional, and local health authorities
Patient organisations	Specialists at hospital and outpatient clinics (secondary and tertiary care)	Mobile technology providers	Health economists
General public	Health administrators	Health technology providers (software and hardware)	Health insurance provider
Press	Home and community	Standardisation bodies	EU

[4] The Association for Project Management, APM Body of Knowledge 5th Ed, 2006.

	carers and (social) administrators		
Ethics commissions	Pharmaceutical companies	ICT health projects	Data protection experts
--	Healthcare IT administration and data security expert	--	--
--	National and international research cohorts	--	--
--	National and regional registries	--	--

Table 3 above purely shows target audiences at a high level since the aim in PICASO is to demonstrate a generic platform with a broad European applicability.

5.2 Stakeholder Interests assessment

In the following tables, the stakeholder groups are assessed with respect to their main roles and interests in relation to PICASO's dissemination strategy. The main objectives for targeting each stakeholder group are also outlined. While the stakeholders have special roles and functions, their relevance to the project and the main message we wish to communicate to them will overlap in some instances. This is simply a reflection of their relationships and complementary roles in a larger eco-system.

Table 4: Patient and public sphere stakeholder group assessment

Stakeholder subgroup	Role and functions	Interests (in relevance to PICASO)	Messages
Patients and relatives	• Inform clinicians of relevant health data (medical history) • Be informed of and adhere to care plans and treatment • Relatives provide daily support to the patient, e.g. accompany to consultation and help patient adhere to the care plan, including medication and rehabilitation plans • Acquire information about his/her disease in regard to treatment and successful disease management.	• Better support to adhere to multiple care plans • Easy and efficient communication with clinicians and social care givers • Receive most optimal and efficient medical treatment • Receive most optimal and efficient social care • Greater integration of different care plans as well as a better integration between healthcare and social care • Easy to use tools and solutions to support self-management of chronic conditions • Gain informed insight into personal health status, e.g. to adjust medication dose as advised (patient empowerment).	• To inform of how and why tele-monitoring can have positive effect on health in general and the chronic conditions in particular • To inform that tele-monitoring can be done securely and without violating data security and protection rights • To show that tele-monitoring still allows patients to control access to their personal health data • To gain acceptance of tele-monitoring in the management of co-morbidities and individual care programmes • To motivate to be active participants in managing chronic conditions • To inform of how sharing of data can improve how care is provided and how multiple chronic conditions are managed
Patient organisations	• Safeguarding patients' interests • Lobby for improved provision of health care and patient rights • Create awareness among their members and the public of all relevant health care issues, including new treatments, developments and innovations related to health care, experiences and lessons learned from trials and	• Be informed of results from the clinical and other health related trials. • Be informed of developments, solutions, and innovations that can support patients and improve health care • Be able to refer their members to evidence-based results from trials and projects.	• To promote the benefits to patients of PICASO coordinated care and tele-monitoring • To promote community acceptance of tele-monitoring in the management of co-morbidities and individual care programmes • To motivate them to raise the awareness and results of PICASO to their members

	projects, care provision, organisational, structural and economic issues in the health domain, etc.		
General public	• Lobby for improved provision of health and social care.	• Be informed of public health issues • Be informed of recent developments, solutions and innovations in the healthcare sector.	• To raise public awareness and acceptance of tele-monitoring in the management of co-morbidities and individual care programmes • To raise public awareness of innovations in the health care delivery that can potentially improve the health care system in their region/country • To demonstrate the solution to problems of uncoordinated care across organisational silos
Press	• Create awareness of the project's research and results • Create awareness of health care developments and innovations • Create awareness of technological developments and innovations.	Access to most recent developments and innovations in health care technologies.	• To promote PICASO and share its results to the general public • To create awareness to prepare for the future exploitation of PICASO results. • To demonstrate the solution to problems of uncoordinated care across organisational silos
Ethics commissions	• Identify, debate and analyse ethical issues related to health care and health care solutions • Approval of clinical trials and new care and treatment plans • Moral safeguarding.	• Legal compliance of eHealth technologies and solutions • Public awareness of ethical issues • Inform and influence policy makers.	• To demonstrate that PICASO is ethically sound • To share knowledge, lessons learned, and best practice with regards to ethics in the project • To participate in the ethical debate in relation to patient empowerment, tele-monitoring and conduction of trials in research projects.

Table 5: Clinical domain stakeholder subgroup assessment

Stakeholder subgroup	Role and functions	Interests (in relevance to PICASO)	Messages
General Practitioner (primary care)	• Provide primary care • Refer patients to specialists • Follow-up care and disease management after specialist treatment / hospital discharge and in accordance with specialist care plan(s) and rehabilitation • Communicate with the patient and relatives to ensure that care plans are understood and adhered to • Refer patients to social care system.	• Efficient communication and data sharing with specialists, especially concerning updated information on a patient's health status. • Efficient communication and data sharing with patients • Provide improved follow-up care and management of chronic conditions, including support to self-management of chronic conditions	• Create awareness of the PICASO platform for integrated care to improve communication between primary and secondary/tertiary care providers • To build trust in the PICASO platform as a secure and safe tool by providing evidence-based results from the PICASO trials • Encourage, promote and motivate to use the PICASO platform • Demonstrate how PICASO can facilitate and support self-management of multiple chronic conditions.
Specialists at hospital and outpatient clinics (secondary and tertiary care)	• Provide secondary and tertiary care • Communicate with other specialists and primary care providers to get a full picture of a patient's medical history and care plan Define a care plans that do not conflict with other existing care plans • Communicate with the patient and relatives to ensure that the care plan is understood and adhered to.	• Knowledge of efficient workflows for caring for patients with multiple chronic conditions • Awareness of safe and efficient tools to support management of patients with multiple chronic conditions • Knowledge of evidence-based results from clinical trials and health technology projects.	• Create awareness of the PICASO platform for integrated care to improve communication between primary and secondary/tertiary care providers • To build trust in the PICASO platform as a secure and safe tool by providing evidence-based results from the PICASO trials • Encourage, promote and motivate to use the PICASO platform by providing evidence-based results of the cost-efficiency of the PICASO platform, with particular focus on hospital admissions and bed days.
Health administrators	• Assessment of health care provision • Negotiating and administering healthcare budgets • Administering IT budgets in secondary and tertiary healthcare organisations.	• Cost-efficiency of new IT-based healthcare platforms, solutions and tools	• Encourage, promote and motivate to implement the PICASO platform by providing evidence-based results of the cost-efficiency of the PICASO platform, with particular focus on hospital admissions and bed days • Promote the interoperability and flexibility of the PICASO platform

			allowing it to be implemented in any healthcare system (not country specific).
Home and community carers and (social) administrators	• Support patient self-management of chronic conditions by providing social and rehabilitation care as recommended/prescribed by clinical specialists or the GP • Provide professional home health care services • Be continuously informed of patients' needs for self-management of chronic conditions	• Need updated information from healthcare providers on patients' health status affecting their needs for specific social services (related to the management of their chronic conditions) • Home health care providers need updated information from physicians on what medical treatment they are expected to provide.	• Create awareness of the PICASO platform for integrated care to improve communication between social care and healthcare providers • Inform of medical and social benefits for improved integrated care across domains based on trial evidence • Promote the interoperability and flexibility of the PICASO platform allowing it to be implemented in any healthcare system (not country specific) • Encourage, promote and motivate to use the PICASO platform by providing evidence-based results of the cost-efficiency of the PICASO platform.
Pharmaceutical companies	• Among the most active health app publishers • Use health apps to collect patient data to support research and provide improved services.	• Interested in increasing patient adherence to drugs/medication plan • Improved patient adherence will allow them to get a better understanding of impact, complications and/or interaction of drugs • Interested in knowledge of the effects of medication and medication conflicts.	• Create awareness of how PICASO will allow for the integration of care, with focus on risk assessment and risk management. • Share the results regarding the effects of PICASO on patient adherence to medication plan • Share results of PICASO risk assessments with respect to multiple medication plans (results from trials).
National and international registries; national cohorts and other cohorts	• Providing PICASO native generated data for performing new strategies in scoring, creating new cut offs, or guidelines.	• Facilitate categorization for treatment standards.	• To process a larger amount of data.
National, international registries	• Collect data and health research.	• PICASO as data provider.	• To save and provide data for research.

Table 6: Technology domain stakeholder subgroup assessment

Stakeholder subgroup	Role and functions	Interests (in relevance to PICASO)	Messages
ICT industry providers	• Technology and systems providers to the healthcare industry.	• Particular interest in how to deliver privacy compliant, secure sharing of patient data which overcomes organisational, ethical and cultural barriers.	• Limitations around the ability of the PICASO consortium to take any solution forward into a production domain • Potential to simplify the integration of the PICASO architecture with existing industry standard solutions, such as Hospital Information Systems. • Work with the ICTs to apply industry standards such as ICD-10 and SNOMED in a production context.
Mobile technology providers	• Mobile health (mHealth) solutions are a key driver for a stronger focus and implementation of patient-centred care • mHealth is particularly well-suited for patients with chronic conditions.	• Stakeholder acceptance is necessary for mHealth solutions and applications to be truly integrated into a patient-centred care model and mHealth providers will therefore be interested in best practice and lessons learned from trials and projects • mHealth business models that demonstrate the values for all stakeholders.	• Create awareness of and interest in the PICASO vision and innovations • Create awareness of the sustainability of the PICASO platform by sharing results of the cost-benefit analysis in PICASO • Promote the interoperability and flexibility of the PICASO platform allowing it to be integrated with different mHealth applications and solutions.
Health technology providers (software and hardware)	• Provide safe, secure and reliable technologies to support massive amount of data and data exchange • Provide user-centred health solutions • Provide innovative solutions with relevance for the health market.	• Technical solutions for handling massive amount of data • Data security and reliability • Evidence-based experience of data management and data exchange in a healthcare domain • Technical solutions for ethically and legally approved integrated care solutions.	• Create awareness of and interest in PICASO concepts and innovations • Demonstrate key PICASO components for secure and safe data exchange and data management • Promote the interoperability and flexibility of the PICASO platform allowing it to be integrated with different mHealth applications and solutions.
Health Technology Networks	• Facilitate collaboration between stakeholders • Disseminate research results	• Innovations in health technologies • Identify and promote marketable solutions.	• Create awareness of and interest in the PICASO concepts, developments and innovations

	• Offer feedback from research community • Offer practitioners views.		• Promote the PICASO approach to data management and data security.
Standardisation bodies	• Produce and publish standards • Encourage adoption of standards.	• Knowledge of standardisation work and lessons learned • Market and technological drivers and barriers related to standardisation.	• Share contributions to standards • Share experiences and lessons learned, in relation to standardisation needs (business needs) • Share experiences with interoperability.
ICT health projects	• Promoting, sharing and exploiting project results	• Collaborate to strengthen dissemination activities • Lessons learned and results.	• Share PICASO visions • Encourage collaboration and/or affiliation on different levels.

Table 7: Policy domain stakeholder subgroup assessment

Stakeholder subgroup	Role and functions	Interests (in relevance to PICASO)	Messages
National, regional, and local health authorities	• Responsible for healthcare policies, strategies, objectives, care models and budgets	• Optimising healthcare delivery and provision making it more cost-efficient, improve provided care and public health • Learn about policy issues	• Create awareness of the PICASO platform for integrated care to improve communication between social care and healthcare providers • Inform of medical and social benefits for improved integrated care across domains based on trial evidence • Encourage, promote and motivate to implement the PICASO platform by providing evidence-based results of the cost-efficiency of the PICASO platform, with particular focus on hospital admissions and bed days • Promote the interoperability and flexibility of the PICASO platform allowing it to be implemented in any healthcare system (not country specific) • Promote consortium expertise of deploying mHealth and eHealth

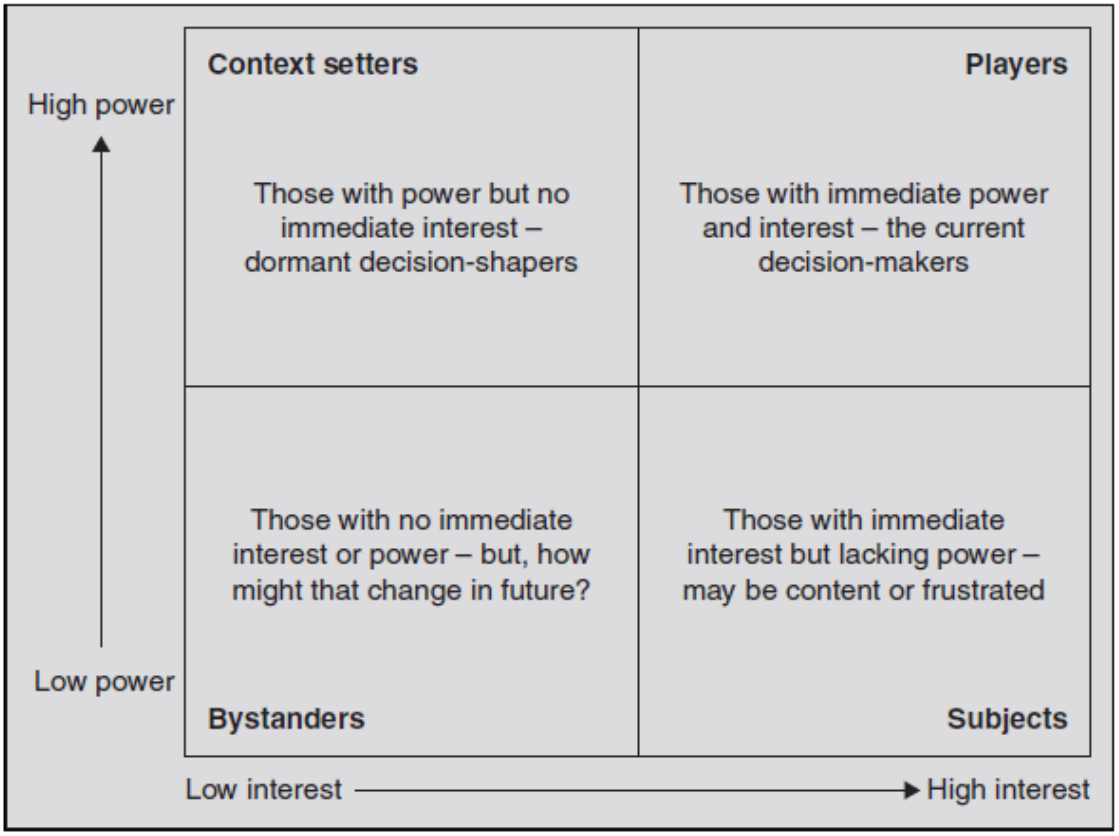
			solutions.
Health economists	• Analyse and evaluate healthcare systems' efficiency, costs, effectiveness and impact on public health.	• Cost-efficiency of new IT-based healthcare platforms, solutions and tools • Health benefits of integrated care • Tools to support improved management of chronic conditions.	• Promote the PICASO platform by providing evidence-based results of the cost-efficiency of the PICASO platform, with particular focus on hospital admissions and bed days • Demonstrate how PICASO can facilitate and support self-management of multiple chronic conditions • Create awareness of the PICASO platform for integrated care to improve communication between social care and healthcare providers.
Health insurance provider	• Provide private health insurance as well as statutory insurance. • Determine guidelines for the treatments eligible for reimbursement and budgets.	• Cost-benefit of health platforms, mHealth and eHealth • Improved management of chronic patients • Cost-benefit of integrated care approaches.	• Promote the PICASO platform by providing evidence-based results of the cost-efficiency of the PICASO platform, with particular focus on hospital admissions and bed days • Demonstrate how PICASO can facilitate and support self-management of multiple chronic conditions.
EU	• Sharing best practice with member countries • Develop directives related to health care provision and management • Develop directives related to data security and privacy • Develop directives related to management of chronically ill patients	• Evaluation and validation of innovative solutions for healthcare	• Create awareness of the PICASO platform for integrated care to improve communication between social care and healthcare providers • Promote the interoperability and flexibility of the PICASO platform allowing it to be implemented in any healthcare system (not country specific) • Encourage, promote and motivate to implement the PICASO platform by providing evidence-based results of the cost-efficiency of the PICASO platform, with particular focus on hospital admissions and bed days..

Data protection experts	• Assessment of data management in ICT systems.	• Developments and innovations in secure data management.	• To build trust in the PICASO platform as a secure and safe tool by providing evidence-based results from the PICASO trials

5.3 Stakeholder influence and importance assessment

An understanding of stakeholder interest, motivations and drivers is essential for effective dissemination and prioritisation. Understanding stakeholder motivations will enable the consortium to effectively engage, communicate with and promote future dialogue between different stakeholders. Indeed, the combination of the stakeholders' relevance to PICASO and motivations will help the consortium define targeted communication strategies for different groups of stakeholders. Stakeholders are often varied and heterogeneous, with different levels of interest or power. It is therefore useful to map stakeholders in a graphical illustration of their interest and power. We will use the following framework proposed by Wright and Cairns:[5]

Figure 2: Wright and Cairns Stakeholder Framework



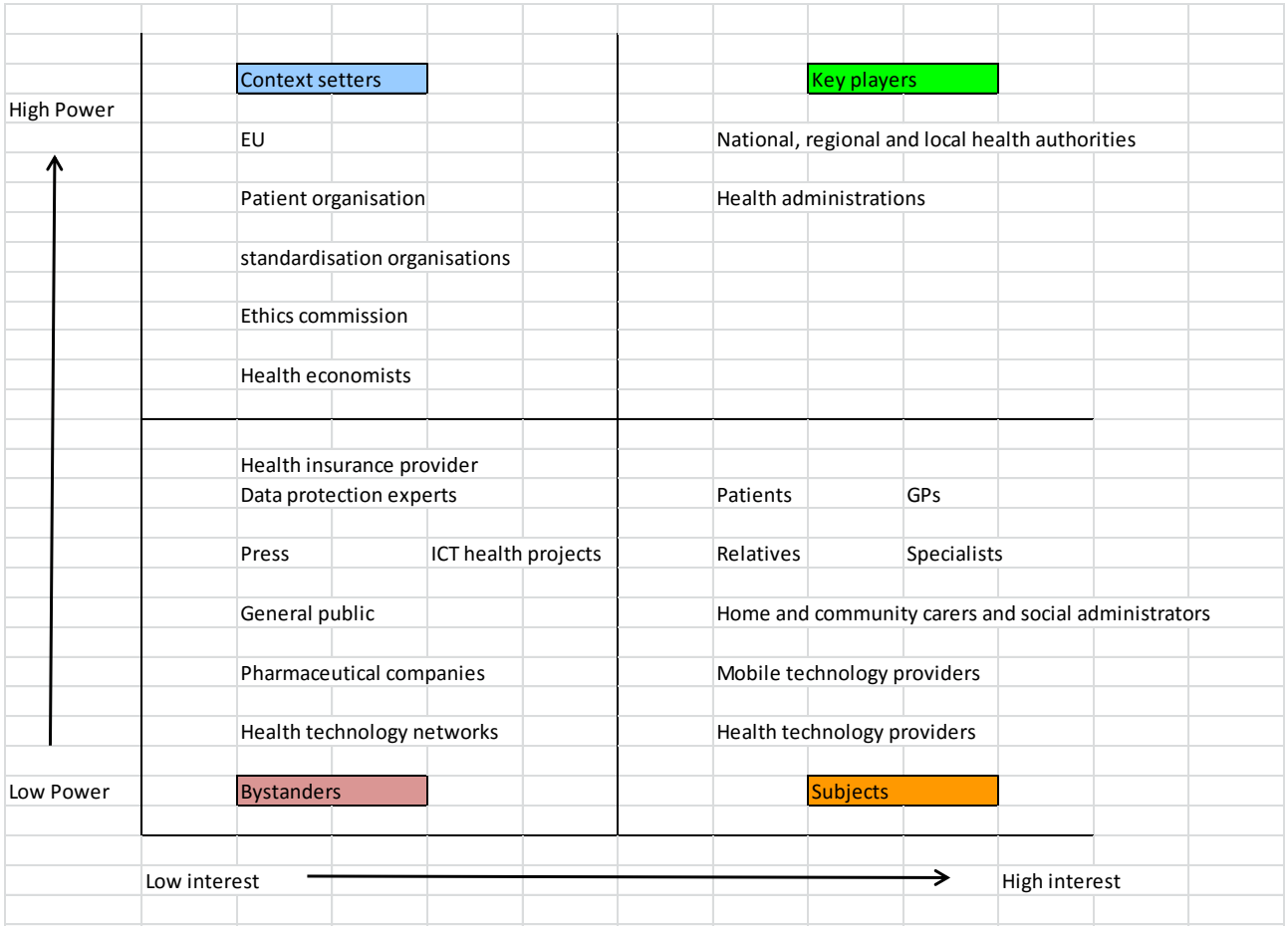
This framework is useful for mapping stakeholders in terms of interest and power to understand which stakeholders to focus on and the intensity of dissemination and communications activities to reach them:[6]

- Players: should be fully engaged and great efforts should be made to satisfy this stakeholder
- Context setters: should be kept satisfied but not bored with the message
- Subjects: should be kept adequately informed and their feedback can be helpful
- Bystanders: should be monitored but not bored with excessive information.

While the framework does not illustrate the tools or timing of dissemination and communication activities, it is nevertheless useful to consider when determining the communication and dissemination plan, including the tools and channels. The mapping of our stakeholders may be refined as the project progresses and if a shift in power or interest becomes apparent (power may shift as noted in the beginning of this chapter).[7]

[5] Wright, George, and George Cairns, Scenario Thinking: Practical Approaches to the Future, Palgrave MacMillan, Houndmills, Basingstoke, Hampshire, 2011, p. 92.
[6] See www.mindtools.com
[7] The refined illustration will thus be presented in the periodic management reports.

Figure 3: PICASO Stakeholder framework



Within each quadrant there is no differentiation of level of interest/power. The alignment of the stakeholder placement inside each of the 4 quadrants is therefore not important.

6 Communication & Dissemination Plan

Having identified and mapped the stakeholders and related messages, the next step will be to actively engage stakeholders by communicating and interacting with them using different channels, and while it is important to reach out to stakeholders from the beginning, active stakeholder engagement activities will intensify as the project progresses and as the grounds for exploitation become more mature. The timing of the plan is quite general and flexible, i.e. will follow project milestones, results obtained, deliverables etc., following the overall timeframe as defined in Chapter Three.

The following section outlines the tools and channels that PICASO plans to use for communication and dissemination based on the objectives, target groups and messages outlined. An overview of stakeholders and channels is also provided.

6.1 Tools and channels

To reach all the identified stakeholders, the following channels and tools have been chosen. Some are suitable for information sharing; others invite the visitor to engage.

6.1.1 **Project Website**

The website is the project's central communication tool, containing the most important aspects and results of the project and reaching out to all identified stakeholders. The project website was launched at the start of the project on 3rd February 2016.

The project website will be continuously updated to keep the reader interested in following the project via the website. In addition to a general description of the project (About PICASO sub-menu), the menus are designed to allow the reader to navigate easily on the website. Some menus have sub-menus which provide more detailed or specialised information, e.g. specific news items, events or materials (deliverables, leaflet etc.).

Since the website aims to attract a broad range of stakeholders, the language used is predominantly non-specialist with more specialist terms when it comes to in-depth technical and clinical topics. A glossary with acronyms and frequently used terms has been implemented to assist the non-specialist reader. The website also features participatory tools, inviting the reader to interact with the project.

The following is a detailed description of the website menus and content and their purpose. The menus and website features are subject to change and expand as the project matures.

The PICASO website contains the following menus and components:

<u>Slider on homepage</u>

The slider contains five slides with transition effect to draw attention to five dedicated areas of interest which accommodate for different interests and viewpoints of stakeholders:

- Slide 1: Integrate care plans across organisations (mainly targeting policy makers, technology domain, clinical domain)
- Slide 2: Securely exchange patient data (policy makers, technology domain, clinical domain)
- Slide 3: Manage care plans with multi-morbidity (clinical domain)
- Slide 4: Remote patient monitoring (policy makers, technology domain, patient sphere)
- Slide 5: Enable patients and relatives to become active participants (patient sphere, policy makers)

The slides work towards fulfilling the communication objectives of PICASO, outlined on p. 6 in D9.1 and the plan is to update the slides accordingly as the project progresses and move from the vision of PICASO in each area to actual results.

<u>About PICASO</u>

The menu provides an overview of the project scope and objectives. The plan is to expand the content with submenus with detailed descriptions of trial sites, once they start as well as demonstrations and videos.

Promotion of key results will be presented in a featured widget on the main page when they start to emerge (this feature is not yet visible on website). This could be publications, evaluation results, prototypes etc.

Consortium

The partners and their role in PICASO are described, highlighting key competencies to spark potential visitor interest in collaboration. Submenus with Work Packages and Deliverables are added for dissemination purposes to make material available to the public and foster knowledge sharing and best practise with other similar projects.

News

PICASO aims to present all the good stories and relevant results that the project achieves. News from the project is presented by a menu in the header, supplemented by featured posts under the slider to create more lively content. News can be releases of articles and papers, participation at and invitation to events as well as general information of project interest accompanied with inviting images.

News items which naturally generate questions are made blog posts so that it is possible to interact with readers who can comment on them. Blog posts might also be of a more personal character with partners as authors or with personal portraits of patients. Blog posts can be a useful, less exclusive supplement to more formal articles as well as journal articles and conference papers, being more accessible while still able to share key results produced by the project. In PICASO, blog posts will be used to “translate” the messages and conclusions in scientific publications to a lay audience, using a more personal language.

All posts are categorised, tagged and archived so that it is easy to find related and recent posts. A submenu enables all visitors to sign up for the project newsletter. The PICASO website is openly accessible to all and does not require registration as this is found to often discourage users to access downloads, attend webinars and otherwise use the website.

Events

An event page has been created with relevant events with participation of the PICASO project partners. Information about the event and links to registration are provided. Events also feature as news to attract interest and increase the possibility of participation and to reinforce the sense of an active consortium. When the event activities start to increase as the project progresses and results emerge, the page might be updated or replaced by a calendar for a clearer overview.

Knowledge centre

The knowledge centre gathers all material released about PICASO: press releases, newsletters, flyers, posters, presentations, deliverables, publications, press coverage and videos, making them available for general and specific use to fulfil the dissemination obligation of sharing results. The page is expanded into subpages once material increases.

Get involved and Contact

A key purpose of communication is to engage stakeholders in a two-way exchange. Apart from the blog posts where readers can post comments and questions, the Get Involved menu invites all stakeholders to get engaged through the different PICASO channels: webinars, social sites and networks. Some of the channels invite the users to subscribe, others to comment. Either way, PICASO aims to be open to any interest beyond the project’s own community.

Throughout the project the page is updated with any additional networks established or attended by PICASO to mark what the project is engaged in and where it can be found. Polls for user inquiries on various topics and other interactive measures will be considered and launched if needed.

Other components

The website also contains the following components:

- RSS feed for immediate news update to subscribers
- Links to PICASO’s social media accounts and sharing options under each post
- Subscribe to newsletter widget

- Widget highlighting selected services (Links to pages About PICASO, Knowledge centre, Get involved)
- Acknowledgement of EU funding and link to Horizon 2020
- Data privacy and Impressum

Google Statistics is used to monitor the usage of the website. Downloads are also monitored through a download monitor plugin to understand the scope of dissemination and the popularity of material.

6.1.2 Partner websites

Partner websites will be used to promote general awareness of the PICASO project. Partners can use their own website to promote their specific role in the project and how they expect to benefit and use the results from the project. The latter will be promoted more when results are clear, thus nearer the end of the project. Below are some examples of how partners' websites promote the PICASO project.

Figure 4: In-JeT website

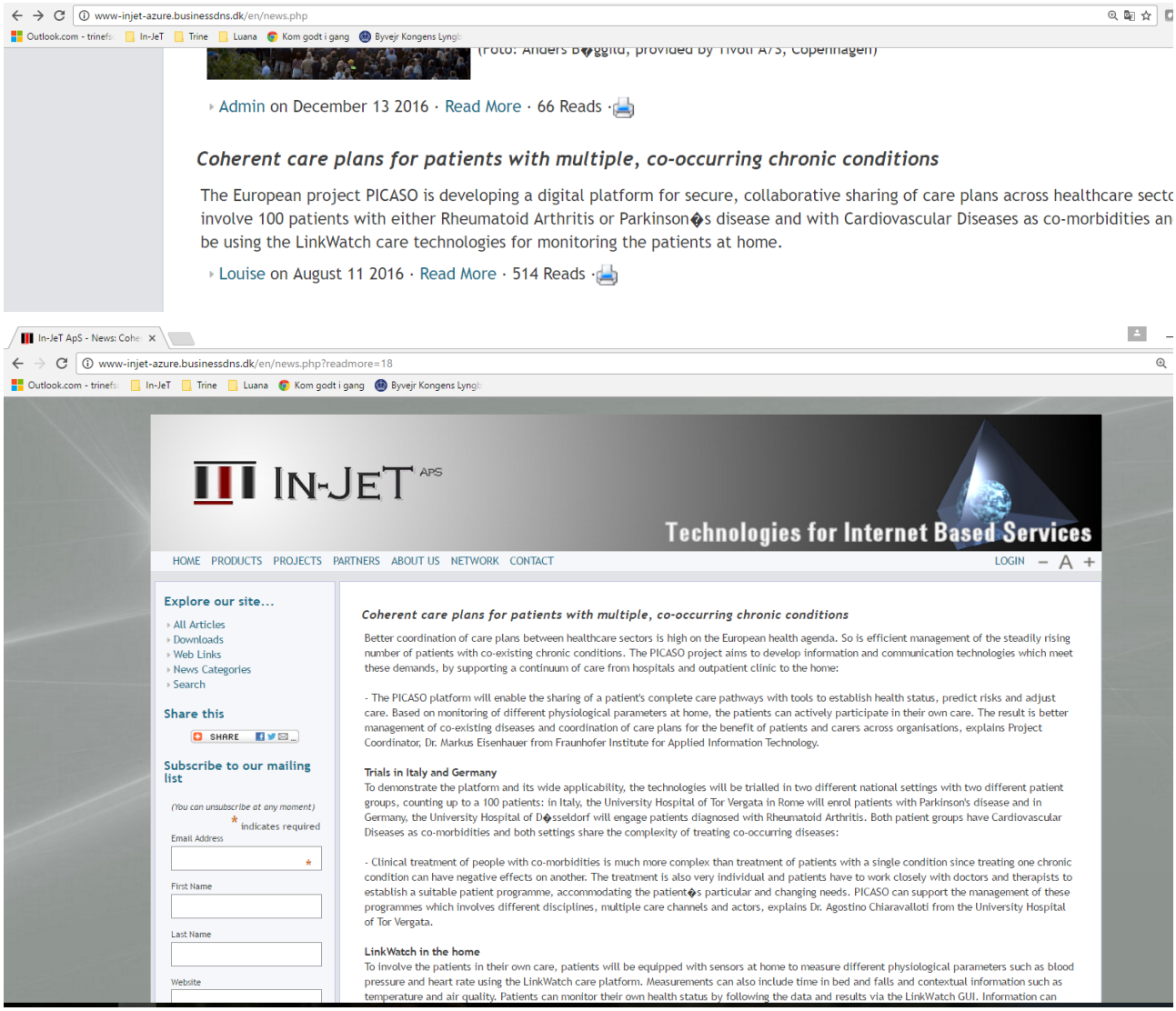


Figure 5: INUIT website

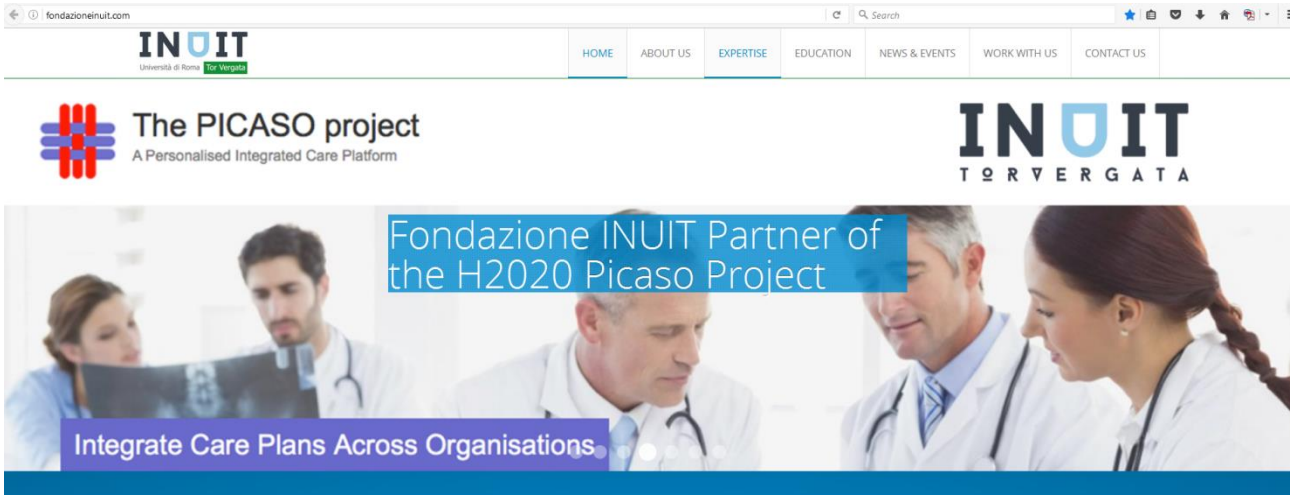
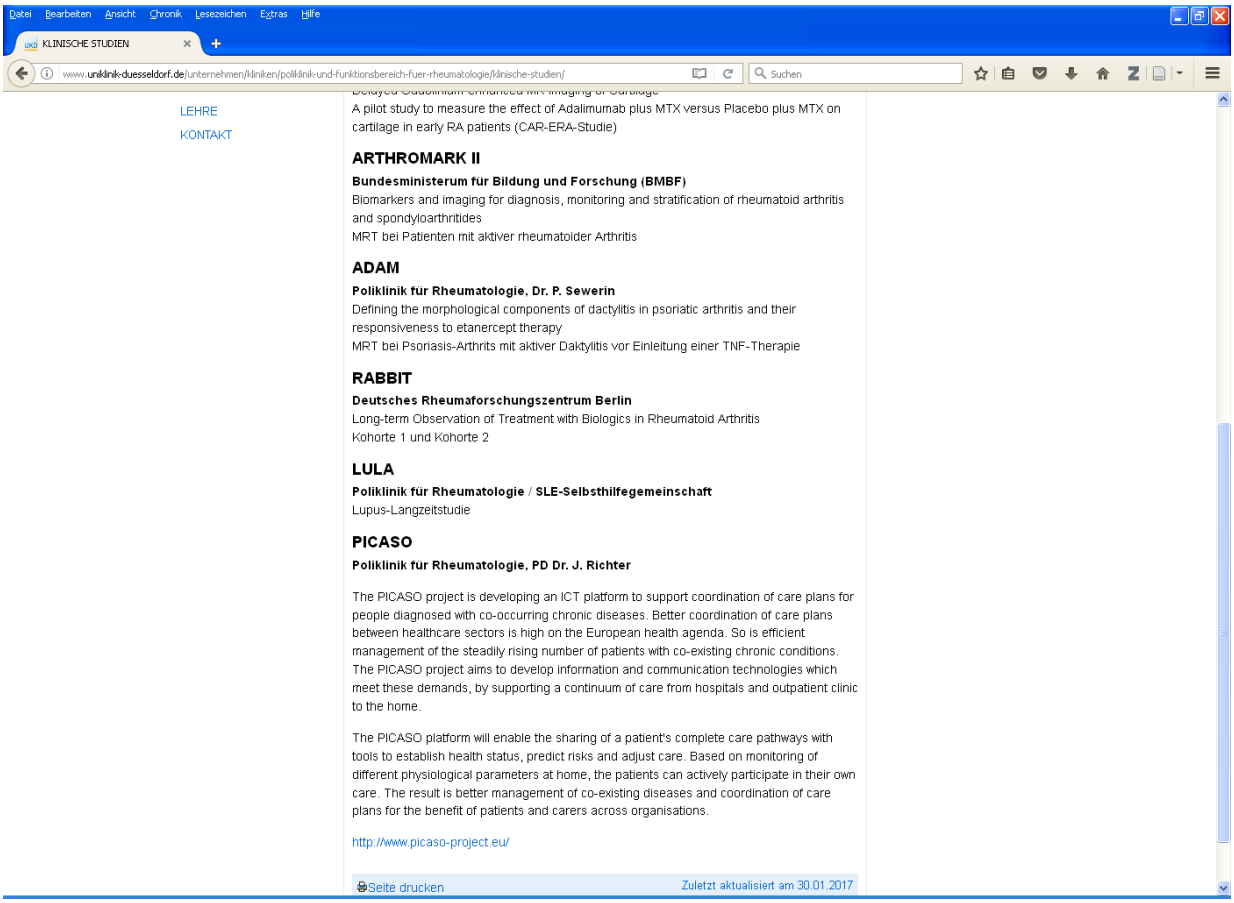


Figure 6: UDUS website



6.1.3 Social Media Platforms

PICASO uses different social media channels to increase visibility and interact with people. Facebook, Twitter and YouTube are the main social media channels which PICASO will use with the possibility of adding more channels such as LinkedIn and Instagram.

Different social media platforms are used to share and promote PICASO. The main advantages of using social media are that it reaches people where they are and if used right it can help to reach a large and wide audience, thus creating awareness. Social media platforms can be effective in directing audience to the PICASO website and events where PICASO is represented or organising, and help facilitate that the project becomes more concrete – with concrete visions, progress and results. The social media sites each attract different audiences and PICASO has chosen the following sites to reach further to specific stakeholder groups.

Facebook

Facebook is number one on the social network market with more than 1 billion registered accounts and currently sits at 1.71 billion monthly active users.[8] It connects people to share messages, photos and videos and enables common-interest groups such as the one generated by PICASO.

In PICASO, Facebook is particularly suited to reach patients, their relatives, patient organisations and the general public, and the messages on Facebook will thus be targeted particularly to this group of stakeholders. This mean using a lay language and promoting experiences, lessons learned, news and events that are of particular interest to this group.

Facebook is also used as a platform of interaction since it invites to dialogue by the ability to comment on posts. One risk is that the page will not attract the individual citizen since the language is in English and hence is not understandable or specific enough to personal interest and situation. PICASO will evaluate the effect of using Facebook and consider other methods.

[8] https://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/

The PICASO page was created at the beginning of the project: https://www.facebook.com/PICASOProject/

Twitter

Twitter is a micro-blogging tool for the exchange of short, informal messages. It has 320 million users (source: http://www.statista.com/). The aim is to enable people to create and share ideas and information instantly, without barriers.

Twitter is most suited to reach the professional community, which in the PICASO context means mainly the stakeholders in the clinical domain, technological domain and policy makers. However, patient organisations and ethics commissions from the patient and public sphere could also be included here.

One of Twitters' strong points is the short, to the point format of messages, or tweets rather, which can be used to direct the audience's attention to more substantial and detailed information, e.g. the project website, specific events or publications.

A Twitter account for PICASO was created at the beginning of the project: https://twitter.com/ProjectPicaso

SlideShare

Slideshare is owned by LinkedIn and is a slide hosting service to upload and share professional content, mainly slideshows. Currently, it is estimated to have 70 million users. PICASO is using SlideShare to share presentations from relevant events and thus making the project and results more visible.

YouTube

YouTube is a video sharing website with user-generated and corporate media content. It has over 1 billion users, offering also live streaming tools where people can interact and comment directly.

The PICASO channel will contain videos created by the project and share the webinars. Videos will mainly be targeted the general public and the industrial community, demonstrating the platform.

The PICASO YouTube channel: https://www.youtube.com/channel/UCSCmeKer26ZZLJOix4zgs_g

LinkedIn and Instagram

LinkedIn is a channel for business networking with 433 million members. PICASO will consider creating a relevant group on LinkedIn, supporting the Twitter activities, using it as a tool for professional networking and knowledge sharing. It is also relevant for opening up business opportunities for individual partners since it links directly to partners' company profiles.

Instagram is a social photo sharing network channel, sharing photos by using different filters, creating an artistic look. 1 minute videos can also be shared. Instagram is owned by Facebook and has over 400 million users, primarily younger people under 30, with 53% are between the ages of 18 and 29 (Source: Investopedia). This is not PICASOs primary target group but PICASO will consider creating a profile on Instagram for sharing pictures from events, webinars and workshops, relevant for the general public, thus supporting other activities.

6.1.4 Webinars

Webinars are a useful tool to help engage target audiences because it allows audience to participate and interact remotely with the presenter(s). Webinars can be a useful tool to increase your audience's understanding of your product or service, and to establish credibility.[9]

PICASO will use webinars to reach targeted audiences and to invite them to interact and engage with the project and potentially with other participants. The possibility of engaging remotely with the audience through webinar is very valuable because it allows us to reach professional stakeholders across geographical and professional borders which would otherwise be difficult and require substantial resources.

Webinars will be used as strategic tool for reaching and establishing contact to the targeted audience. Webinars will be promoted both before, during and after the webinar. The project plan to apply for credit approval for the webinar, meaning that participating in the webinar will give educational credits. Credit approval is a clear strategy for enhancing the number of viewers. The overall promotion of the webinar will focus on what the key benefits are to attending the webinar, thus trying to go beyond informing of the PICASO project.

[9] http://www.business2community.com/digital-marketing/8-reasons-webinar-great-marketing-tool-01042162#iVYMvPt487Vi4UIz.97

PICASO will organise four webinars aimed at raising awareness of the project, sharing knowledge and promote the project as part of the strategy to facilitate future exploitation. Two of the webinars will focus on patient empowerment from two distinctive perspectives, 1 webinar will focus on the integration of care, and 1 on the management of co-morbidities. More details are provided in table 7 below.

Table 8: PICASO Webinars

Webinar	Focus	Target audience	Timing
Patient Empowerment 1	This webinar will take an ethical perspective focusing on issues such as (but not exclusively) data protection and privacy, patient stigmatisation, e-inclusion, patient alienation, and the (patient) burden related to home-monitoring of multiple health parameters.	• Ethical experts • Data protection and privacy experts • Legal experts • Patient organisations • Medical anthropologists	Y2
Patient Empowerment 2	This webinar will focus on applied patient empowerment, focusing on issues such as (but not exclusively) what does patient empowerment mean in practice, how can patient empowerment be implemented and supported, how does regulatory differences between EU member states with respect to e.g. data ownership and informed consent affect applied patient empowerment, and how does PICASO support patient empowerment.	• Legal experts • Medical professionals • Social care providers • Patient organisations • Medical anthropologists • Sociologists	Y3
Integration of care	This webinar will focus on the challenges and solutions for integration of care from a health informatics perspective.	• Health informatics specialists • Healthcare administrators • Social care administrator • IT integration experts • IT solution providers	Y2
Management of co-morbidities	This webinar will focus on the main clinical challenges, implications and potential health related consequences when treating patients with multiple co-morbidities from a medical perspective.	• Medical specialists, particularly RA, PD, and cardiovascular specialists • Pharmacologists • GPs • Nurses • Rehabilitation providers	Y3

The webinars will follow the same basic format: a panel of 4 experts representing four different areas of expertise and/or domains. Two moderators will be assigned to the webinar; one to manage the floor at the physical meeting and another to manage the online input from the webinar viewers.

Each webinar will last for 1½ - 2 hours and will be webcast live. After an introduction by the moderator, each expert will give a 5-10 minute presentation on the topic from their unique perspective. The presentations will be followed by a panel discussion of the main aspects and issues raised. The discussion will include questions from the participants in the room and the online viewers.

In the live webcast, the online viewers can interact via a live chat window (moderated) and can also tweet about the webinar (not moderated). To further motivate the remote audience to engage in the discussions, the online moderator can post short live comments and tweets about what is happening. The webinar will end with a summary of the main discussion points and conclusions.

The webinars will be archived immediately after the live webcast and are thereby accessible on demand via the project website. Comments and questions will also be archived with the webinar.

The webcasting system that will be used for the webinar has a built in statistical feature which will provide data on number of live viewers, number of archived views, from which countries they view and for how long. This data will be used to assess the success of the webinar. The aim is to get 25 live views for each webinar and a total 1200 archived views for all archived webinars (see Table 13).

A generic plan for promoting the webinars is provided in the Appendix.

6.1.5 Publications – journal and conference

Publications are an important tool to disseminate the scientific results from PICASO. Partners will start to submit clinical and technical papers to leading journals and conferences once scientific results start emerging. The results will be disseminated to the industrial and academic communities through peer-reviewed publications.

The primary target groups are the clinical and technical domains.

6.1.5.1 Scientific journals

The technological results will be disseminated to computer science communities as well as to software development firms through scientific publications and papers. Since the consortium contains mostly industrial companies, industrial journals and important computer science and software journals will mainly be used for presenting the project's results. Publication channels targeted:

- IEEE Pervasive Computing (http://www2.computer.org/portal/web/pervasive/home)
- Pervasive and Mobile Computing journal
- Ubiquitous Computing and Communication Journal (http://www.ubicc.org/)
- IEEE Computer (http://www.computer.org/computer/)
- International Journal of Advanced Computer Science and Applications (IJACSA)
- European International Journal of Science and Technology (EIJST)
- Journal of Health & Medical Informatics (http://omicsonline.org/health-medical-informatics.php)
- Informatics for Health and Social Care (http://informahealthcare.com/loi/mif)
- IEEE Journal of Translational Engineering in Health and Medicine (http://health.embs.org/)
- International Journal of Planning and Scheduling (http://www.inderscience.com/jhome.php?jcode=ijps)
- International Journal of Semantic Computing (http://www.worldscientific.com/page/ijsc/aims-scope)
- Health and Technology Journal (http://link.springer.com/journal/12553), Springer.

6.1.5.2 Medical/care journals

The work and results of the trials will be disseminated to indexed academic and care communities through academic publication, conferences and workshop participation. Impact factors (IF) will be prioritised according to H-index (measuring productivity and impact) or other relevant indexation.

Important clinical and medical technology journals for presenting the project's results are:

- Annals of the Rheumatic Diseases IF 9.270
- Rheumatology 4.435
- Archives of Physical Medicine and Rehabilitation IF 2.76
- International Journal of Physical Medicine and Rehabilitation IJPMR (OpenAccess) IF 1.055
- International Journal of Rehabilitation Research IF 1.055
- Medicine (Baltimore) IF 1.2

- Journal of translational Medicine IF 3.69
- Clinical Trials IF 1.858
- Journal of Nuclear Medicine Technology IF 1.8

Results of ethical, social and behavioural studies will be disseminated to relevant communities active in inclusion policies, patient organisation and special social interest groups.

6.1.5.3 Conference papers

The results of the research work will be submitted to high impact, peer-reviewed international conferences. Dissemination will be targeted at important medical and computer science conferences, both recurrent and ad hoc. As a starting point, the following annual conferences and events will be targeted:

Medical and carers conferences

- Annual Meeting European League against Rheumatism (http://www.eular.org/)
- International Carers Conference
- Conference of Associazione Italiana di Medicina Nucleare (AIMN) (www.aimn.it)
- Conference of European Association of Nuclear Medicine and Molecular Imaging (www.eanm.org)

Technology conferences

- Ubicomp – ACM Conference on Pervasive and Ubiquitous Computing (http://ubicomp.org/)
- SAMI – IEEE International Symposium on Applied Machine Intelligence and Informatics
- ECAI – European Conference on Artificial Intelligence (http://www.ecai2016.org/)
- ESWC – Extended Semantic Web Conference (http://www.eswc-conferences.org/)
- IJCAI – International Joint Conferences on Artificial Intelligence (http://ijcai.org/)
- DEXA – International Conference on Information Technology in Bio- and Medical Informatics (http://www.dexa.org/)
- KES – International Conference on Knowledge-based and Intelligent Information & Engineering Systems (http://kes2016.kesinternational.org/)
- 11th EAI International Conference on Pervasive Computing Technologies for Healthcare
- Gesundheitskongress des Westens http://www.gesundheitskongress-des-westens.de/home.html

6.1.6 Events

The project will participate in as well as organise different events to create awareness, promote and share the visions and results of PICASO. These activities will intensify and the message conveyed will become more targeted to specific stakeholders as the project progresses and major achievements are made. The participation in external events will mainly focus on three categories of stakeholders: clinical domain, technology domain and policy makers.

6.1.7 Exhibitions and trade shows

In essence, exhibitions and trade shows bring supply and demand together, and as such are a platform for establishing a ground for future commercial exploitation of a product or service. Exhibitions offer a good opportunity to interact with many stakeholders from different market segments, as well as a way to establish potential stakeholder collaboration and/or business partnerships.

Exhibitions and trade shows will be used as a tool for showcasing and demonstrating the PICASO innovations and services to a large group of different stakeholders with the aim to promote and stimulate future exploitation. For this purpose, exhibitions will create most value in the latter stage of the project when its results, innovations and products are more mature. In this context, exhibitions offer a valuable channel for demonstrating PICASO results. However, participating in exhibitions in the first half of the project, i.e. prior to any mature results, is still a useful way to promote the project and generate interest in the project's visions

and final results, as well as a platform for knowledge transfer. Participating in exhibitions and trade shows are also useful for gaining an insight of the competition on the market.

Exhibitions and tradeshows will be primarily used to reach stakeholders in the technology and clinical domain, and secondly to reach stakeholders in the policy domain. Partners will participate in a limited number of specialised international and national exhibitions such as Medica (November, Düsseldorf), Salons Santé Autonomie (May, Paris), Exposanità (May, Bologna).

Targeted marketing materials (printed) will be produced for distributions at these events (see 6.1.9).

6.1.8 Workshops and meetings

The project will arrange different workshop sessions at relevant conferences, inviting leading scientists as key speakers. The target audience will be health and social care providers, medical professionals, therapists, and service providers.

The main aim of the workshops will be to demonstrate European advances in fields such as “Impact on health outcome from a Continuum of Care platform” and “New care models for managing patients with co-morbidity”. The workshops will be aligned with other events in Europe to minimise overlap.

6.1.8.1 Demonstrations

Demonstrating the workings of the PICASO Integrated Care Platform will take place at exhibitions and workshop sessions. Three stages of platform development are planned in M12, M24 and M36.

6.1.9 Marketing material

Marketing materials include all online and printed materials that can be distributed to audiences as part of the strategy to create awareness about the project.

Even in the growing online market, printed materials continue to be an effective and useful tool for delivering marketing messages to audiences in the face-to-face environment such as exhibitions, conferences, workshops, trade shows, meetings etc. Printed materials can be taken away by audiences who can return to its message later; printed material can spark audiences’ interest later and as such is a less aggressive way to gain their interest compared to giving a face-to-face long pitch at an exhibition. In other words, a brief pitch combined with handing out a printed leaflet can be a productive and compelling way to create awareness and generate interest in the project. Printed materials will therefore be designed specifically for partners to hand out at large events. Contact details will always be present on such printed materials.

Press releases and abstracts for relevant network platforms will be distributed online. Project leaflets and brochures are available for download on the project website.

The press release, abstract and the first project leaflet are presented in the Appendix.

6.1.10 Project newsletters

The project newsletters will be used to promote the progress of the project and report on the most important results and milestones reached to date. Public deliverables will be promoted and the newsletter will also aim to direct the reader’s interest to the project website. Newsletters will also be used to promote upcoming events where PICASO is (re)presented and report on results from previous events. Four newsletters are planned for the duration of the project. The first project newsletter was published in the beginning of December 2016 (M11).

The target group for the newsletter is primarily the technology domain such as projects, organisations and industry, working with ICT and health, but the content is presented in a language that can be understood by other stakeholder groups such as the general public and policy domain. The content links to the website where the individual articles of the newsletter are posted to invite the reader to explore more pages and get insight into PICASO.

6.1.11 Project Templates

Templates have been designed for deliverables, power point presentations, press releases, and meeting agendas (for use both internally and externally):

Table 9: Deliverable Template

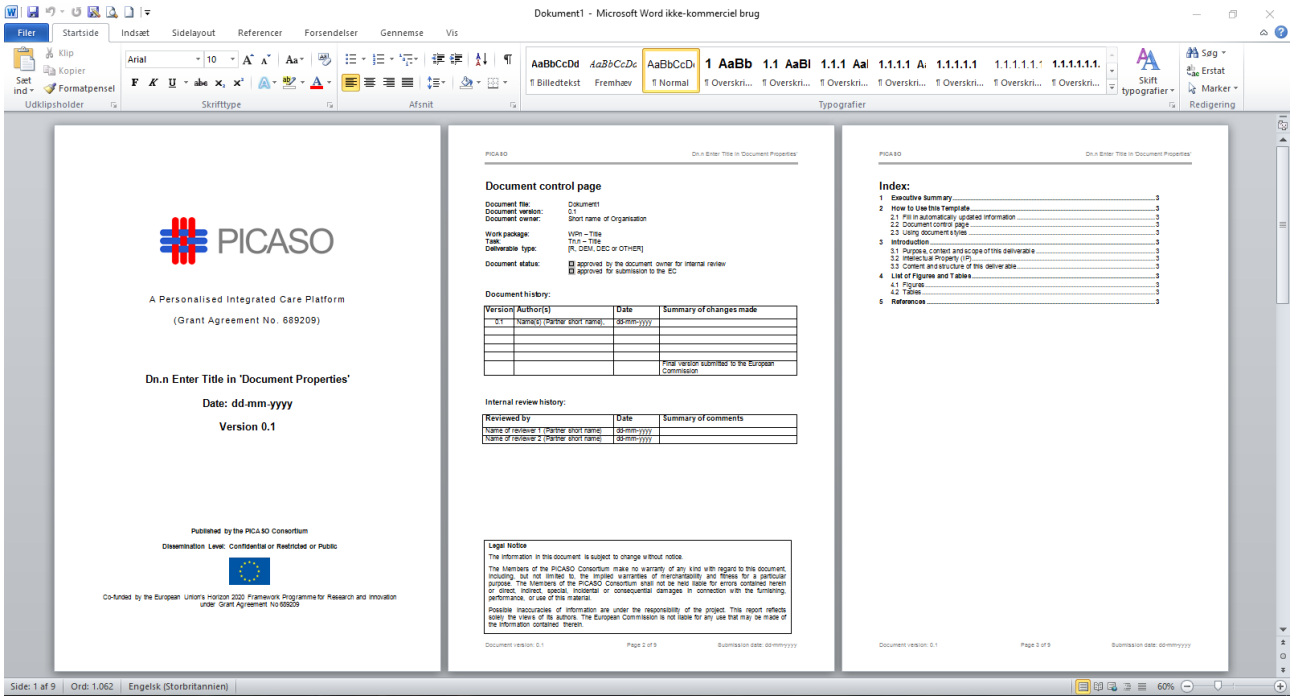


Table 10: Power Point Presentation Template

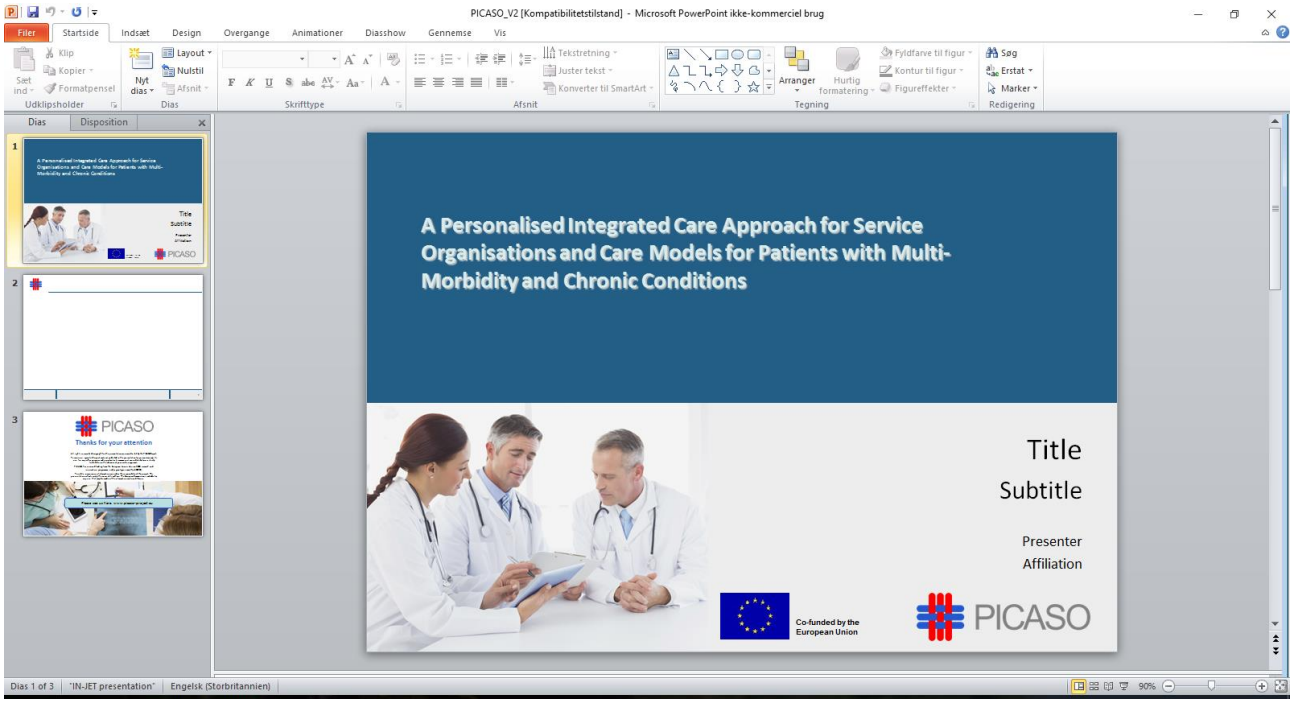
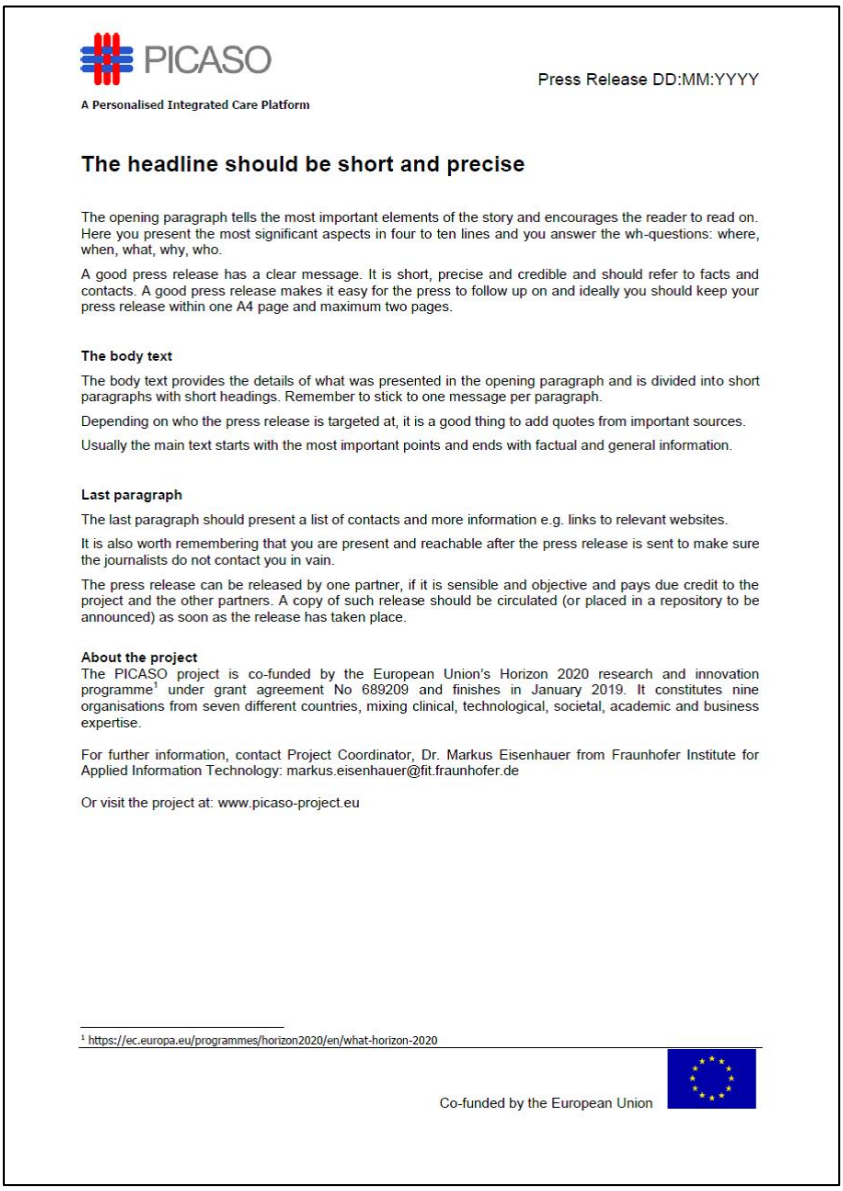


Figure 7: Press release template



PICASO

A Personalised Integrated Care Platform

Press Release DD:MM:YYYY

The headline should be short and precise

The opening paragraph tells the most important elements of the story and encourages the reader to read on. Here you present the most significant aspects in four to ten lines and you answer the wh-questions: where, when, what, why, who.

A good press release has a clear message. It is short, precise and credible and should refer to facts and contacts. A good press release makes it easy for the press to follow up on and ideally you should keep your press release within one A4 page and maximum two pages.

The body text

The body text provides the details of what was presented in the opening paragraph and is divided into short paragraphs with short headings. Remember to stick to one message per paragraph.

Depending on who the press release is targeted at, it is a good thing to add quotes from important sources.

Usually the main text starts with the most important points and ends with factual and general information.

Last paragraph

The last paragraph should present a list of contacts and more information e.g. links to relevant websites.

It is also worth remembering that you are present and reachable after the press release is sent to make sure the journalists do not contact you in vain.

The press release can be released by one partner, if it is sensible and objective and pays due credit to the project and the other partners. A copy of such release should be circulated (or placed in a repository to be announced) as soon as the release has taken place.

About the project

The PICASO project is co-funded by the European Union's Horizon 2020 research and innovation programme[1] under grant agreement No 689209 and finishes in January 2019. It constitutes nine organisations from seven different countries, mixing clinical, technological, societal, academic and business expertise.

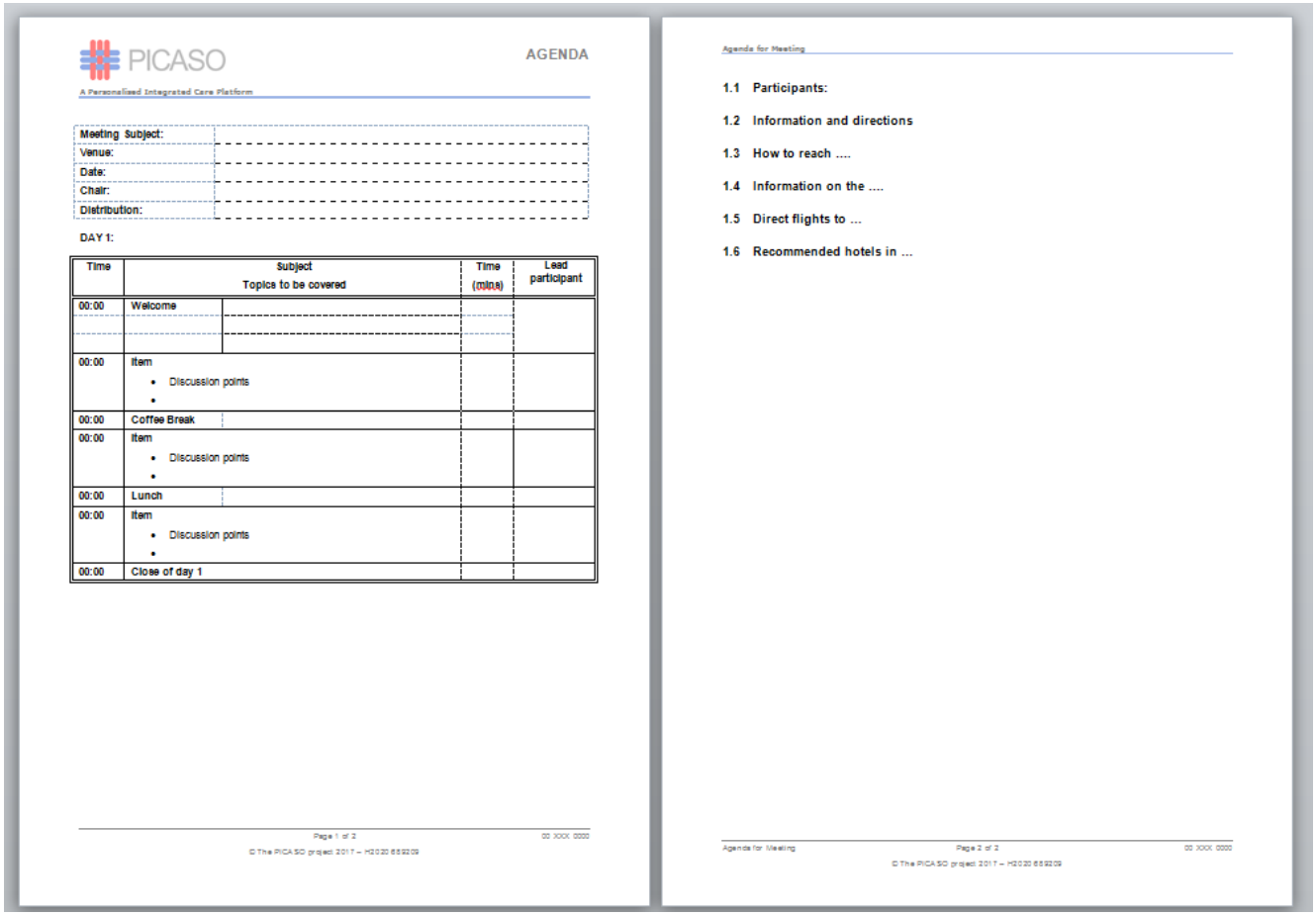
For further information, contact Project Coordinator, Dr. Markus Eisenhauer from Fraunhofer Institute for Applied Information Technology: markus.eisenhauer@fit.fraunhofer.de

Or visit the project at: www.picaso-project.eu

[1] https://ec.europa.eu/programmes/horizon2020/en/what-horizon-2020

Co-funded by the European Union

Table 11: Agenda Template



PICASO

A Personalised Integrated Care Platform

AGENDA

Meeting Subject:	
Venue:	
Date:	
Chair:	
Distribution:	

DAY 1:

Time	Subject Topics to be covered	Time (mins)	Lead participant
00:00	Welcome		
00:00	Item • Discussion points •		
00:00	Coffee Break		
00:00	Item • Discussion points •		
00:00	Lunch		
00:00	Item • Discussion points •		
00:00	Close of day 1		

Page 1 of 2 00 XXX 0000

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Agenda for Meeting

1.1 Participants:

1.2 Information and directions

1.3 How to reach ....

1.4 Information on the ....

1.5 Direct flights to ...

1.6 Recommended hotels in ...

Agenda for Meeting Page 2 of 2 00 XXX 0000

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All templates display the project logo and full title.

Designing templates (including the logo itself, see section 6.4.1 below) is also used to ensure that all public documents (deliverables, presentations, press releases etc.) are presented uniformly in order to promote the PICASO project as a brand.

6.2 Mapping tools and channels to stakeholders

The figure below gives an overview of the main channels and tools that will be used to reach specific stakeholders.

Figure 8: Tools and channels

Stakeholder	**Project website**	**Partner website**	**Facebook**	**Twitter**	**Slide-Share**	**YouTube**	**Webinars**	**Scientific publications**	**Medical publications**	**Exhibitions & tradeshows**	**Conferences, workshops & Meetings**
Patients and relatives	✓	✓	✓			✓					✓
Patient organisations	✓	✓		✓	✓		✓	✓	✓	✓	✓
General public	✓	✓	✓	✓		✓					
Press	✓			✓		✓				✓	
Ethics Commission	✓							✓	✓		✓
GPs	✓	✓		✓		✓	✓	✓	✓		✓
Specialists	✓	✓		✓		✓	✓	✓	✓		✓
Health administrators	✓	✓			✓				✓	✓	✓
Home and community carers and (social) administrators	✓	✓					✓		✓	✓	✓
Pharmaceutical companies	✓	✓			✓				✓	✓	✓
National and international research cohorts	✓	✓						✓	✓	✓	✓
National research registries	✓	✓						✓	✓	✓	✓

ICT industry providers	✓			✓	✓	✓		✓		✓	✓
Mobile technology providers	✓			✓	✓	✓		✓		✓	✓
Health technology providers	✓			✓	✓	✓		✓		✓	✓
Health technology networks	✓	✓		✓	✓	✓		✓		✓	✓
Standardisation bodies	✓			✓				✓		✓	✓
ICT health projects	✓			✓		✓		✓		✓	✓
National, regional, and local health authorities	✓				✓					✓	✓
Health economists	✓									✓	✓
Health insurance provider	✓									✓	✓
EU	✓				✓					✓	✓
Data protection experts	✓				✓			✓		✓	✓

6.3 Evaluation Methods (KPIs)

In order to monitor the success of the communication and dissemination strategy and plan, a number of KPI have been established. The selection of KPI is based on previous experience with related projects, considering also the mix of partners and allocated resources.

Besides the KPIs, the project will closely monitor and record results generated from communication and dissemination activities such as feedback from events, interviews, visits to the project website, press coverage, new alliances and business opportunities. A repository for recording all relevant assessment data for communication and dissemination activities has been created on the project wiki.

The webinars will record number of views (live and archived) and the interaction with viewers will be evaluated. The website visitor statistics will be related to external (re)presentation of PICASO to see if this generates more traffic on the website.

An update on progress and evaluation will be provided in the periodic management reports.

6.3.1 Key Performance Indicators

PICASO has defined a set of KPI for dissemination and impact creation to help realise the strategic goals. KPI are related to visibility and knowledge impact and cover publications, events, downloads, webinars and other activities as outlined in the following sections. Activities will increase as the project progresses and results appear, moving from awareness creation to establishing the foundation for exploitation.

6.3.1.1 Visibility of the project

The following KPI have been identified to maximise the visibility of the project to the public, general press and professional actors:

Table 12: KPI for visibility

Activity	Y1	Y2	Y3	*Accumulated total end of project*
Downloads of material from the website per year	500	2000	2500	*5000*
Press releases issued	1	1	2	*4-5*
Domain conferences attended	1	2	3	*8*
External workshops, seminars, exhibitions etc. attended. 3 workshops sessions are organised by PICASO, one of which is at the end of the project, demonstrating the PICASO platform.	3	10	12	*25*

The first press release was issued at project level at the beginning of the project. Each partner organisation will issue the press release locally, customised to their main audiences.

6.4 Knowledge impact

The impact that dissemination of knowledge generated in the project has depends on a high level of activity in scientific circles and on engaging stakeholders. The following KPI have been established for knowledge impact:

Table 13: KPI for impact on knowledge

Activity	Y1	Y2	Y3	*Accumulated total end of project*
Number of medical publications	-	2	4	*6*
Number of medical conference papers and presentations	2	3	3	*8*
Number of ICT conference papers and presentations	1	1	2	*4*
Number of webinars conducted	-	2	2	*4*
Number of attendants to webinars in total (live/archived)		50/600	50/600	*100/1200*

6.5 Other activities

Plans for web communication and marketing material are found in *D9.1 Communication Strategy*. The activities planned are repeated here for the sake of a complete overview:

Table 14: Other marketing activities

Activity	Y1	Y2	Y3	*Accumulated total end of project*
Leaflet	1	1	1	*3*
Abstract EU channels	1	-	-	*1*
Posters	-	1	1	*2*
Newsletters*	1	2	1	*4*
Videos	1	1	1	*3*

7 Confidential - Collaboration Plan

PICASO will engage with various networks, projects and clusters such as the European Innovation Partnership on Active and Healthy Ageing, following the Strategic Implementation Plan in terms of improving care and cure and strengthening the community care as a component in the health system. The PICASO consortium will directly contribute to the Action Group “B3 Replicating and tutoring integrated care for chronic diseases, including remote monitoring at regional levels” and will liaise closely with the working group on Best Practice.

PICASO will also contribute to standardisation, obtaining membership of Continua Alliance and participating in IHE and HL7. A plan for contributions to standardisation (*D9.5*) will be available in M18/July 2017.

Networks, projects and clusters are also followed on Twitter.

The following sections presents details on how partners plan to collaborate with networks, clusters and projects. These plans will form the basis for ongoing planning of where joint collaborations would be beneficial.

7.1 European Innovation Partnership on Active and Healthy Ageing (EIPAHA)

The EIPAHA partnership gathers stakeholders from the public and private sectors across different policy areas. Together they work on shared interests, activities and projects to find innovative solutions that meet the needs of the ageing population.

The partnership's success depends on the involvement of key players. The partnership offers a framework for cooperation in order to address barriers hindering innovation. It intends to align existing EU, national and private financial tools and improve their effectiveness; the Partnership is not a new EU funding or legal instrument.

Innovation in active and healthy ageing faces numerous obstacles, particularly the lack of involvement of end users, a lack of technical standards, and the rigidity of care systems to change. With the strong commitment of all stakeholders, the Partnership aims to achieve a "Triple Win":

1) Improving the health and quality of life of Europeans with a focus on older people
2) Supporting the long-term sustainability and efficiency of health and social care systems
3) Enhancing the competitiveness of EU industry through business and expansion in new markets.

The Partnership is a catalyst for bringing new solutions to the market quickly and efficiently; giving a greater benefit to end users through the delivery of products and services that responds to their needs; making smart investments in health that ensure financial sustainability.

Link: http://ec.europa.eu/research/innovation-union/index_en.cfm?section=active-healthy-ageing&pg=about

7.1.1 Targeted Stakeholders

The main stakeholders targeted through EIPAHA include:

- Healthcare administrations
- Social care administrations
- Health care providers
- Social care providers
- Medical professionals
- Health technology providers
- Policy makers
- EU.

By participating in the EIPAHA forum Fraunhofer FIT aims mainly to get in contact with other researchers active in application development for integrated care services in the EU for knowledge exchange. Therefore, Dr. Carlos A Velasco, manager of the Web Compliance Centre (WebCC) at Fraunhofer FIT who is also

involved in the PICASO project joined Action Group B3 'Integrated Care' of EIPAHA. Fraunhofer FIT also established a first contact with the representative of the EIPAHA reference site in North Rhine-Westphalia, Germany, at the Health Region CologneBonn to explore collaboration opportunities.

7.1.2 Relevance to PICASO

EIPAHA provides access to a wide range of stakeholders interested in innovative solutions for health and social care system and therefore represent a significant channel for communicating and disseminating PICASO innovations to stakeholders. EIPAHA has organised 6 unique action groups which are highly relevant to PICASO, in particular the action groups on "integrated care systems" and "adherence to medical plans".

The messages that will be disseminated through EIPAHA will focus particular on the PICASO innovations and solution for secure data exchange, integrated care, and management of co-morbidities, particularly from a clinical perspective (e.g. based on knowledge and Lessons Learned from the PICASO trials).

Membership of the EIP on AHA Community also represent a commitment to disseminate and exploit PICASO results to support the joined interest in and promise to bring innovative solutions for improved health care into the European market.

FIT and IN-JET plan to collaborate (details below).

7.1.3 Contact

Dr. Alexia Zurkuhlen, speaker of the EIPAHA reference site 'Regional Innovation Network 'Healthy Ageing' (RIN Healthy Ageing) at the Health Region Cologne/Bonn in North Rhine-Westphalia, Germany. Fraunhofer FIT is actively seeking collaboration with Dr. Alexia Zurkuhlen, since she is the speaker of the German EIPAHA reference site and also member of Action Group B3.

7.1.4 Collaboration Activities

Taking part in the EIPAHA network will allow FIT to disseminate results of the PICASO project and receive valuable feedback from other relevant stakeholders of the healthcare sector. This will support the PICASO consortium in developing solutions that are suitable for a successful market entry. For this purpose Fraunhofer FIT will also seek collaboration with companies active in EIPAHA.

It is intended to explore how Fraunhofer FIT may join efforts with Dr. Zurkuhlen to, e.g., pass on results of PICASO and other ehealth-related projects and activities of Fraunhofer FIT more effectively to Action Group B3. Since we are situated in the area of Cologne/Bonn it may also be possible to become active together on a regional level and promote integrated care solutions developed in PICASO by, e.g., conducting a workshop.

IN-JET plan to work together with PICASO's clinical partners to plan concrete collaboration activities with EIP on AHA Community.

IN-JET will register as a member of the EIP on AHA Community. The membership will be used to promote and disseminate PICASO events (webinars, workshops, conferences etc.), publications, and results to the community. Particular focus will be on disseminating the knowledge and results from the PICASO trials. Activities will also centre on disseminating PICASO innovations and creating connections with stakeholders to promote PICASO results to facilitate their exploitation.

7.1.5 Timing and status

A first meeting between FIT and Dr. Zurkuhlen took place on January 23rd, 2017, where collaboration opportunities were discussed and agreed to work together in promoting PICASO results within the Action Group B3. Beyond this Dr. Zurkuhlen presented the reference site's 'living lab' with the Oberbergische District (close to Cologne) where an integrated care approach is also aimed for.

7.1.6 Expected Results

From participation in EIPAHA it is to expect that Fraunhofer FIT gains awareness of projects with similar targets and approaches that have proven successful or might have failed in some respect in achieving integrated care solutions to the benefit of patients. Moreover, Fraunhofer FIT will become aware more readily of EU policies in regard to integrated care.

Through membership and participation in relevant events promoted through the EIPAHA network, IN-JET aims to establish concrete contacts with other members for future collaboration and exploitation.

Effective promotion of PICASO events and publications; while the actual impact on e.g. participation in PICASO webinars will be difficult to assess, promotion of these events through the EIPAHA network is considered a useful strategic tool.

7.2 Active and Assisted Living Forum

The Active and Assisted Living (AAL) Programme promotes innovative technological product ideas and supports them until they launch on the market. These innovations are presented at the annual AAL Forum, among the largest European events of its kind. The Forum provides an excellent opportunity to network within the AAL community and to discuss issues around AAL within workshops, keynote presentations and a large exhibition area. (http://www.aalforum.eu/about/)

The AAL Programme is the funding activity that aims to create better conditions of life for the older adults and to strengthen the industrial opportunities in Europe through the use of information and communication technology (ICT).

It carries out its mandate through the funding of across national projects (at least three countries involved) that involve small and medium enterprises (SME), research bodies and user's organisations (representing the older adults).

The specific aims are to:

1) Foster the emergence of innovative ICT-based products, services and systems for ageing well at home, in the community, and at work, thus increasing the quality of life, autonomy, participation in social life, skills and employability of elderly people, and reducing the costs of health and social care.
2) Create a critical mass of research, development and innovation at EU level in technologies and services for ageing well in the information society, including the establishment of a favourable environment for participation by small and medium-sized enterprises (SMEs)

Improve conditions for industrial exploitation by providing a coherent European framework for developing common approaches and facilitating the localisation and adaptation of common solutions which are compatible with varying social preferences and regulatory aspects at national or regional level across Europe.

7.2.1 Targeted Stakeholders

- Policy makers
- Decision-makers
- Healthcare providers
- Social care providers
- Patient organisations
- Healthcare administrations
- Social care administrations
- Health technology providers
- EU.

7.2.2 Relevance to PICASO

The PICASO approach to integrated and automated care plans and exchange of data would be relevant to disseminate to the AAL forum.

CNET and IN-JET plan to carry out collaboration activities with AAL.

7.2.3 Contact

CNet has been involved in the CAMI project since 2015.

In-JeT has already established with the AAL Forum through previous collaboration with the International Manager at Delta. In-JeT and Delta were both partners in the REACTION project (http://www.reaction-project.eu/news.php) to develop an integrated ICT platform to support management of diabetes.

The AAL Forum contact is already receiving the PICASO newsletter, and will be invited personally to PICASO webinars.

7.2.4 Collaboration Activities

The AAL Forum is one of Europe's largest congresses for exhibiting and showcasing innovative technological solutions and products. The event would be highly relevant to exhibit and showcase PICASO innovations, particularly integrated care plans and secure data exchange, PICASO approach to and evidence-based knowledge of patient empowerment, and to network with stakeholder participants and other exhibitors and speakers.

CNET will exchange experiences and knowledge between the two projects especially regarding home and mobile gateways as well as IoT Resource management and device integration.

7.2.5 Expected Results

Increased awareness of PICASO and dissemination of PICASO results to AAL network.

7.3 COCIR

COCIR is the European Trade Association representing the medical imaging, radiotherapy, health ICT and electro-medical industry. COCIR is unique as it brings together the healthcare, IT and telecommunications industries. Our focus is to open markets for COCIR members in Europe and beyond. We provide a wide range of services on regulatory, technical, market intelligence, environmental, standardisation, international and legal affairs. COCIR promotes harmonisation of regulatory frameworks, supported by state-of-the-art international standards.

Our industry provides safe and high quality products and services, which contribute to reducing health inequalities and enhance cost efficiency in healthcare systems.

COCIR's key objective is to promote free worldwide trade of innovative medical technology while maintaining the competitiveness of the European medical imaging, radiotherapy, electro-medical and health ICT industries.

COCIR'S goals are to:

- Provide COCIR's members with competence towards policy makers in Europe and outside
- Contribute to sustainability of healthcare systems through integrated care approach
- Promote Research and Innovation as a key enabler for economic growth
- Drive global regulatory convergence (Registered once, Accepted everywhere)
- Optimise the use of International standards
- Push for national and regional deployment (eHealth)
- Pro-active in Green Technology (Eco-Design).

COCIR members develop innovative eHealth solutions that have the potential to increase access to healthcare, improve the quality and safety of healthcare products and services while driving cost efficiency. COCIR is focusing on ways to accelerate the deployment of eHealth solutions at national and European levels. COCIR's members play a driving role in developing the future of healthcare in Europe and worldwide.

7.3.1 Targeted Stakeholders

- Health technology solutions providers
- Policy makers
- Healthcare administrators
- Standardisation bodies

- Health insurance companies
- EU.

7.3.2 Relevance to PICASO

PICASO innovations on management of co-morbidities, integrated care, and data security are of particular relevance as supporting cost-efficient healthcare, empowerment of patients, and management of co-morbidities. Evidence from the PICASO trials on improved health and quality of life are also important information to communicate and disseminate to COCIR and its members.

IN-JET plan to collaborate with COCIR.

7.3.3 Contact

In-JeT cooperated with COCIR on collecting clinical evidence on the use of telemedicine and mHealth solutions in connection with the Support Action project, MovingLife. A COCIR representative gave a key note at the MovingLife Stakeholder Conference on the future of mHealth in Europe (organised by IN-JET).

7.3.4 Collaboration Activities

Collaboration activities will centre especially on promoting PICASO events (organised and attended), using our contact person at COCIR as a channel to promote and create awareness of PICASO to its members.

7.3.5 Expected Results

Increased awareness of and interest in PICASO. Participation in events organised by COCIR members, and participation of COCIR members in PICASO.

7.4 The European Health Telematics Association (EHTEL)

Founded in 1999, EHTEL (the European Health Telematics Association) is a pan European multi-stakeholder forum providing a leadership and networking platform for European corporate, institutional and individual actors dedicated to the betterment of healthcare delivery through eHealth.

EHTEL serves and convenes a growing membership of more than 50 organisations that come from various viewpoints but united in their interest to make eHealth work. By collecting and distilling their voices through work groups and publications, EHTEL amplifies the constituency for eHealth in the European arena. EHTEL also facilitate the sharing of experience with colleagues and representatives across Europe and beyond.

Link: https://www.ehtel.eu/join-ehtel

7.4.1 Targeted Stakeholders

- Medical professionals
- Healthcare providers
- Healthcare administrations
- Patient organisations
- Policy makers
- EU
- Health technology providers
- Pharmacologists
- Health insurance company

7.4.2 Relevance to PICASO

The PICASO approach and solutions for continuity of care, secure data exchange, management of co-morbidities, integration of care plans and data management will be shared with EHTEL. Patient empowerment and health and quality of life outcomes are also of relevance.

In general, as EHTEL collaborate with a wide range of stakeholders that are relevant to PICASO, general information about the PICASO project should be disseminated to ETHEL and its members.

IN-JET plan collaboration activities.

7.4.3 Contact

IN-JET has previously collaborated with EHTEL in connection with the EU project REACTION (http://www.reaction-project.eu/news.php). IN-JET chaired the Technical Advisory Board in REACTION which had 6 external experts on the board; the Chief Medical Officer and Partner in the Management Team of EHTEL was one of these 6 experts.

7.4.4 Collaboration Activities

ETHEL represents an opportunity to establish contact with other relevant projects which may be exploited for future collaboration, e.g. organising joint workshops with other projects.

EHTEL representative will be invited to participate in the PICASO webinars.

7.4.5 Expected Results

The ETHAL contact can provide access to ETHEL as a communication channel for PICASO events and results with the aim to get ETHAL representative to attend event and share PICASO results with ETHEL members.

7.5 World Health Organisation (WHO)

The World Health Organization (WHO) is a specialized agency of the United Nations that is concerned with international public health. It was established on 7 April 1948, headquartered in Geneva, Switzerland. The WHO is a member of the United Nations Development Group. Its predecessor, the Health Organization, was an agency of the League of Nations.

The constitution of the World Health Organization had been signed by 61 countries on 22 July 1946, with the first meeting of the World Health Assembly finishing on 24 July 1948. It incorporated the Office international d'hygiène publique and the League of Nations Health Organization. Since its creation, it has played a leading role in the eradication of smallpox. Its current priorities include communicable diseases, in particular HIV/AIDS, Ebola, malaria and tuberculosis; the mitigation of the effects of non-communicable diseases; sexual and reproductive health, development, and aging; nutrition, food security and healthy eating; occupational health; substance abuse; and driving the development of reporting, publications, and networking.

WHO has a number of specialised programmes and PICASO will target on the Essential medicines and health products programme specifically.

(https://en.wikipedia.org/wiki/World_Health_Organization)

7.5.1 Targeted Stakeholders

- Pharmaceuticals
- Policy makers
- Patient organisations
- EU
- Healthcare administrators
- Healthcare providers
- Health technology providers

- Health insurance providers.

7.5.2 Relevance to PICASO

The WHO programme, Essential medicines and health products programme, will be targeted for communication and dissemination of PICASO's work and approach to patient empowerment, integrated care plans and management of co-morbidities are relevant messages to convey to WHO. The latter two in particular with respect to WHO's focus on the issue of poly-pharmacy and rational use of medicines.

IN-JET intends to collaborate with WHO.

7.5.3 Contact

In-Jet has previously collaborated the Technical Officer at WHO on several occasions. Initial contact was established at an event where IN-JET chaired a session on mHealth. IN-JET and WHO later collaborated with IN-JET in connection with the Support Action project, MovingLife. Here the collaboration focused on identifying promising online and mobile solutions related to tobacco cessation and other aspects of the fight against tobacco. The WHO Technical Officer gave a key note at the MovingLife Stakeholder Conference on the future of mHealth in Europe (organised by IN-JET).

7.5.4 Collaboration Activities

The already established contact will be drawn on to promote PICASO in general and PICASO events and results in particular, and efforts will be made to get a personal contact at Essential medicines and health product programme at WHO. Efforts will be made to get a WHO representative to participate in an event organised by PICASO, in particular the webinar on management of co-morbidities which include the issue of managing multiple medication plans for chronic patients will be promoted to WHO.

7.5.5 Expected Results

Establish personal contact with a programme officer at Essential medicines and health product programme at WHO. WHO attendance at the PICASO webinar on management of co-morbidities and multiple medication plans leading to WHO referencing to/citing PICASO on this topic.

7.6 AGE Platform Europe

AGE Platform Europe is a European network of non-profit organisations of and for people aged 50+, which aims to voice and promote the interests of the 190 million citizens aged 50+ in the European Union and to raise awareness on the issues that concern them most.

Our work focuses on a wide range of policy areas that impact on older and retired people. These include issues of anti-discrimination, employment of older workers and active ageing, social protection, pension reforms, social inclusion, health, elder abuse, intergenerational solidarity, research, accessibility of public transport and of the build environment, and new technologies (ICT). (http://agepla.accept.upcom.eu/)

7.6.1 Targeted Stakeholders

- Patient organisations
- Policy makers
- Healthcare providers
- Ethics commissions
- EU

7.6.2 Relevance to PICASO

The PICASO approach and solutions for continuity of care, management of co-morbidities, patient empowerment and quality of life are all issues that are considered of interest to disseminate to AGE Platform Europe. The PICASO trials and the ethical issues related to the trials, as well as usability aspects of the home monitoring part of PICASO are also relevant.

IN-JET intends to collaborate with AGE.

7.6.3 Contact

In-Jet has previously collaborated with the AGE Platform Europe in connection with the FP7 project SENIOR (http://cordis.europa.eu/project/rcn/85471_en.html). In-JeT organised the SENIOR project's socio-anthropological workshop on ICTs and ageing where the Policy Officer at AGE gave a presentation on smart home technologies and senior citizens. The director of AGE also participated in expert workshops organised by the SENIOR project.

7.6.4 Collaboration Activities

In particular, collaboration in connection with events will be targeted. AGE Platform Europe will be invited to participate in events organised by PICASO (in particular, the webinar on patient empowerment will be promoted). In general, relevant project news, progress and results will be communicated to AGE.

7.6.5 Expected Results

Participation of AGE in an event organised by PICASO.

7.7 Rare CONnective tissue and musculoskeletal diseases NETwork- ReCONNET - European Reference Networks (ERN)

European reference networks (ERNs) are networks developed to improve diagnosis, treatment and the provision of high quality healthcare to all patients in domains where expertise is rare and high specialization is needed.

ReCONNECT aims at the development of a common IT platform to connect different actors of patients care, facilitate case discussions and referral and to improve consultation between patients, patients organizations, healthcare providers, academia, policy makers. In addition the development of common processes and tools (easy access to specialized centers, creation of net of registries and databases, identification of advanced diagnostic tools and patient care management protocols (such as recommendations)) are within the scope of the network. ReCONNECT wants to develop joint training activities for healthcare professionals through the creation of webinars and online training programmes.

7.7.1 Targeted Stakeholders

Patients, patient organisations, healthcare providers, academia, and policy makers.

7.7.2 Relevance to PICASO

Interaction wanted due to overlapping aims of the collaborations.

UDUS plan to collaborate.

7.7.3 Contact

Professor Dr. Marta Mosca, Universita di Pisa, established research collaboration in other projects

7.7.4 Collaboration Activities

Participation of UDUS in ERN, sharing of knowledge and lessons learned from the projects.

7.7.5 Timing and status

The collaboration has been established, funding applications are ongoing.

7.7.6 Expected Results

Successful and sustained use of technical solutions and knowledge from the two different projects to improve diagnosis, treatment, and provision of high quality healthcare.

7.8 Health Region CologneBonn (Gesundheitsregion KölnBonn e.V.)

The registered organization Health Region CologneBonn is situated in North Rhine-Westphalia in Germany and is a network of private-sector companies, institutions and associations from the healthcare sector. It is the goal of the organization to serve as catalyst for joined efforts of research, health industry and home healthcare service providers with the goal of promoting the CologneBonn region as nationally and internationally acknowledged health care location.

For this purpose the organization supports:

- Advancement of regional structures in the healthcare sector
- Improvement of national and international communication
- Fund raising for regional medical and/or research institutions as well as public-sector companies
- Promoting knowledge transfer and collaboration among research institutions and companies of the healthcare sector
- Improvement of the structural framework for the health economy

More information is available at (only in German): http://www.health-region.de/

7.8.1 Targeted Stakeholders

Fraunhofer FIT is a member of the HealthRegion CologneBonn and participates in networking activities organized by it. It is also an active member of the Working Group AAL/Telemedicine and Medical Technology. Participants of this WG are primarily companies from the healthcare sector, home healthcare service providers and research institutions. All these stakeholders are considered relevant for dissemination and exploration of PICASO results.

7.8.2 Relevance to PICASO

By discussing concepts and results of PICASO with stakeholders of the health sector as named above, Fraunhofer FIT has the opportunity to receive valuable feedback from practitioners which can be fed back into the project.

FIT will collaborate.

7.8.3 Contact

Prof. Dr. Wolfgang Goetzke, Managing Director of the Health Region CologneBonn e.V.

Fraunhofer FIT is working collaboratively with Prof. Goetzke for instance in the Working Group AAL/Telemedicine and Medical Technology.

7.8.4 Collaboration Activities

Fraunhofer FIT will disseminate concepts and results from PICASO in WG meetings and also during other networking activities of the Health Region as it is encouraged by the Health Region's mission.

7.8.5 Timing and status

Fraunhofer FIT has already sent the PICASO newsletter to the Health Region and presented PICASO to the Health Region's staff. Fraunhofer FIT will also participate in the Health Region's congress 'Digital revolution in the health care sector. Patient data: Gold or dynamite' on February 10th, 2017.

7.8.6 Expected Results

We expect that the feedback gathered through participation in the Health Region's activities bringing together research, practitioners and companies all active in the healthcare sector will be of much value for PICASO developments and provide insight into relevance of PICASO concepts for the German healthcare market.

7.9 Technologie- und Methodenplattform für die vernetzte medizinische Forschung e.V.

7.9.1 Targeted Stakeholders

Clinicians as well as stakeholders in the field.

7.9.2 Relevance to PICASO

TMF e.V. is a non-profit organization (non-profit organization) based in Berlin. Its task is to improve the organizational, legal and technological prerequisites for clinical, epidemiological and translational research.

Members are regional research networks, networked university and non-university research institutes or centers, method centers, regional collaborative projects and cooperative study groups. The association provides expert opinions, guidelines and IT applications as well as training and consulting offers.

Link: http://www.tmf-ev.de/

UDUS plan to collaborate.

7.9.3 Contacts

Sebastian C. Semler, managing director, TMF e.V.

Dr. Johannes Drepper, Scientific staff IT infrastructure, quality management & data protection TMF e.V.

PD Dr. Jutta Richter, Policlinic of Rheumatology and Hiller Research Unit Rheumatology UDUS, clinical manager in PICASO

Prof. Dr. Matthias Schneider, Head of Policlinic of Rheumatology and Hiller Research Unit Rheumatology UDUS, former president and current managing director of the German Society for Rheumatology.

7.9.4 Collaboration Activities

- Intense collaborations within the Competence Network Rheumatology until 2007
- Collaboration on biobank IT infrastructure SOP
- Planned collaboration within a planned register

7.9.5 Expected Results

Dissemination of PICASO.

Identification of not yet foreseen user requirements due to the existing IT expertise at TMV e.V.

Implementation of new eHealth collaborations and funding applications.

7.10 German Society for Rheumatology (Deutsche Gesellschaft für Rheumatologie – DGRh)

7.10.1 Targeted Stakeholders

Rheumatologists and health care stakeholders in the field of Rheumatology in Germany

7.10.2 Relevance to PICASO

The German Society for Rheumatology (DGRh) is the largest association of medical specialist in rheumatology in Germany with more than 1,500 members. For 90 years, she has been representing rheumatological science and research and its development. As a non-profit organization the DGRh works independently and without pursuit of economic objectives for the benefit of the community. The society guarantees distribution of PICASO assets to relevant stakeholders in Rheumatology in Germany. International collaborations to Rheumatology societies resp. associations exist and can be used by UDUS.

Link: www.dgrh.de

UDUS plan to collaborate.

7.10.3 Contact

Prof. Dr. Hanns-Martin Lorenz, Department of Hematology, Oncology and Rheumatology, Internal Medicine V, University Hospital of Heidelberg, Heidelberg, Germany, current president of the DGRh

Anna Maria Voormann, DGRh

Prof. Dr. Matthias Schneider, Head of Policlinic of Rheumatology and Hiller Research Unit Rheumatology UDUS, former president and current managing director of the German Society for Rheumatology

PD Dr. Jutta Richter, Policlinic of Rheumatology and Hiller Research Unit Rheumatology UDUS, clinical manager in PICASO

7.10.4 Collaboration Activities

eHealth projects from UDUS have been presented at the annual meetings of the German Society for Rheumatology. Existing contacts will be used for collaboration and new funding applications.

PD Dr. Jutta Richter is the representative of the German Society for Rheumatology concerning the topic eHealth for the constituting commission eHealth of the DGIM (see below).

7.10.5 Expected Results

Dissemination of PICASO to other than UDUS Rheumatology practicing physicians caring for patients with rheumatoid arthritis and other chronic inflammatory rheumatic diseases. Collaborations for new funding applications.

7.11 German Society for Internal Medicine - Deutsche Gesellschaft für Innere Medizin (DGIM)

7.11.1 Targeted Stakeholders

Physicians in internal medicine and health care stakeholders in the field of internal medicine

7.11.2 Relevance to PICASO

The German Society for Internal Medicine unites all scientists and physicians active in the field of internal medicine since its founding in 1882. A major focus of the DGIM is to promote science and research in the field of internal medicine. Thus apart from Rheumatology the society unites all disciplines in the field of internal medicine caring for patients with chronic diseases.

Link: www.dgim.de

UDUS plan to collaborate.

7.11.3 Contact

Frau Nicole Safenauer (DGIM) and other representatives from other internal medicine disciplines, new contacts.

PD Dr. Jutta Richter, UDUS, clinical manager in PICASO is the representative of the German Society for Rheumatology concerning the topic eHealth for the constituting commission eHealth of the DGIM.

7.11.4 Collaboration Activities

Establishing and implementing eHealth collaborations in the field of internal medicine in Germany. Dissemination of PICASO to other disciplines caring for patients with other chronic diseases. Establish sustained use of PICASO in the context of other ehealth projects.

7.11.5 Expected Results

Dissemination of PICASO assets. Identification of new relevant, not yet identified PICASO user requirements, further more still need to be elaborated. Collaborations for new funding applications.

7.12 European League against Rheumatology (EULAR)

7.12.1 Targeted Stakeholders

Rheumatologists and health care stakeholders in the field of Rheumatology in Europe

7.12.2 Relevance to PICASO

EULAR is a non-profit scientific and educational organisation which represents the people with rheumatic diseases, health professional and scientific societies of rheumatology of all European nations. EULAR wants to reduce the burden of rheumatic diseases on the individual and society and to improve the treatment, prevention and rehabilitation of musculoskeletal diseases. The relevant stakeholders might contribute to new user requirements for further PICASO assets' development and support PICASO dissemination.

Link: www.eular.org

UDUS plan to collaborate.

7.12.3 Contact

Prof. Dr. Gerd-Rüdiger Burmester, Department of Rheumatology and Clinical Immunology, Charité-University Medicine Berlin, Free University and Humboldt University of Berlin, Berlin, Germany, Current president of the EULAR

Prof. Dr. Matthias Schneider, Head of Policlinic of Rheumatology and Hiller Research Unit Rheumatology UDUS

PD Dr. Jutta Richter, Policlinic of Rheumatology and Hiller Research Unit Rheumatology UDUS, clinical manager in PICASO

7.12.4 Collaboration Activities

eHealth projects from UDUS have been presented at the annual meetings of the EULAR

Dissemination of PICASO assets to rheumatologists within Europe. Anchoring PICASO e.g. within the Rhekiss register that is funded by the EULAR/FOREUM since 01/2017. Implementation of new eHealth collaborations and funding applications.

7.12.5 Expected Results

Dissemination of PICASO assets. Identification of new relevant, not yet identified PICASO user requirements, further more still need to be elaborated. Collaborations for new funding applications.

7.13 Deutsches Netzwerk für Versorgungsforschung e.V. (AG Digital Health)

7.13.1 Targeted Stakeholders

Physicians and health care stakeholders in the field of health services research in Germany

7.13.2 Relevance to PICASO

The AG digital health with the "Deutsches Netzwerk für Versorgungsforschung e.V." is a collaboration of important players of health services and general medicine research. These relevant stakeholders might contribute to new user requirements for further PICASO assets' development and support PICASO dissemination.

Link: www.netzwerk-versorgungsforschung.de/

UDUS plan to collaborate.

7.13.3 Contact

Prof. Dr. Horst Vollmar, Department of General Medicine, University Jena

PD Dr. Jutta Richter, Policlinic of Rheumatology and Hiller Research Unit Rheumatology UDUS, clinical manager in PICASO

7.13.4 Collaboration Activities

Dissemination of PICASO assets to other disciplines caring for patients with chronic diseases not only at the tertiary level. Anchoring PICASO within eHealth collaborations in the field of health services and general medicine in Germany. Implementation of new eHealth collaborations.

7.13.5 Expected Results

Dissemination of PICASO to other than UDUS Rheumatology practicing physicians. Identification of new relevant, not yet identified PICASO user requirements, further more still need to be elaborated. Collaborations for new funding applications.

7.14 German Rheumatology Research Center - Deutsches Rheuma-Forschungszentrum Berlin (DRFZ)

The researchers of the German Rheumatology Research Center (DRFZ) in Berlin have been following rheumatism since 1988. Today the DRFZ, an institute of the Leibniz Association, is one of the leading international institutes in the field of immunology, experimental rheumatology and rheumatoid epidemiology. This is not least due to the unique interdisciplinary cooperation.

Link: www.drfz.de

7.14.1 Targeted Stakeholders

Researchers in the field of health services especially epidemiology and basic research

7.14.2 Relevance to PICASO

Sustained PICASO dissemination needs continuous epidemiological research to evaluate its use for health service. This can be established and guaranteed via the intensification of the existing collaborations.

UDUS plan to collaborate.

7.14.3 Contact

Prof. Dr. Angela Zink, Head of Epidemiology Unit at DRFZ

Prof. Dr. Matthias Schneider, Head of Policlinic of Rheumatology and Hiller Research Unit Rheumatology UDUS, former president and current managing director of the German Society for Rheumatology.

PD Dr. Jutta Richter, Policlinic of Rheumatology and Hiller Research Unit Rheumatology UDUS, clinical manager in PICASO

7.14.4 Collaboration Activities

Kerndokumentation - national database of the German Collaborative Arthritis Centres (NDB) at the German Rheumatism Research Centre
RABBIT register see http://www.biologika-register.de/home/
CAPEA - Course and Prognosis of Early Arthritis
REBRA - Response in Rheumatoid Arthritis‘
Rhekiss register (pregnancies in inflammatory rheumatic diseases) see rhekiss.de

7.14.5 Expected Results

Dissemination of PICASO to experimental rheumatology and epidemiology resp. health services researchers. Identification of new relevant, not yet identified PICASO user requirements. Collaborations for new funding applications.

7.15 Polycare - POLY-stakeholders integrated Care for chronic patients in acute phases

Polycare is a HORIZON 2020 funded research project that addresses integrated care services and home monitoring, as PICASO does, with a different focus. In Polycare emphasis is placed on development of a home monitoring environment suitable for use as a home ward, also if patients are in acute phases including big data analytics for clinical decision support, whereas in PICASO the home monitoring component draws on an existing system which will be optimized to support patient empowerment in disease management. In PICASO the main focus is on development of an integrated care solution particularly feasible for treatment needs of (older) patients with co-morbidities which is also part of Polycare but there an already existing solution will be used and enhanced.

The main objectives of the Polycare are:

- to provide to chronic patients an integrated care system to achieve a high quality home hospitalisation,
- to empower the self-health management of these patients using customisable apps,
- to develop a non-intrusive and continuous monitoring system for relevant health parameters,
- to improve the collaboration between the different actors (patients, social and informal caregivers, medical personnel),
- to reduce adoption barriers of ICT solutions by implementing appropriate training programmes for professionals,
- to ensure data protection and privacy of all the involved actors,
- to implement a decision support system that incorporates the latest technologies in machine learning to improve data analysis, improving medication prescription and prediction of unexpected health problems in the patients, and finally,
- to reduce the stays of chronic patients in hospitals their related costs.

More information about Polycare is available at: http://www.polycare-project.com/

7.15.1 Targeted Stakeholders

Fraunhofer FIT will seek particularly knowledge exchange and synergies with developing consortium partners in POLYCARE, which will be facilitated by Fraunhofer FIT, which is also participating in this project.

7.15.2 Relevance to PICASO

PICASO may benefit from knowledge exchange about the integrated care solutions followed in POLYCARE and concepts of home monitoring for home hospitalization.

FIT plan to collaborate.

7.15.3 Contact

Existing contact:

Ma. Jesús Cáncer, Manager Public Sector and Health at everis, Zaragoza, Spain
who is known to Fraunhofer FIT in her role as coordinator of Polycare.

7.15.4 Collaboration Activities

Fraunhofer FIT will investigate possible opportunities for synergies between both projects in regard to, e.g., how ethical and legal issues can be approached successfully to ensure development of an EU-wide scalable solution.

7.15.5 Timing and status

Activities to establish collaboration with the Polycare consortium are still running. Synergies are sought internally within Fraunhofer FIT between both development teams through periodic exchanges and among development teams of the other consortium members.

7.15.6 Expected Results

Through knowledge exchange it is to expect that strategies for coping with problems arising from, e.g., deployment constraints of integrated care services in real life and home monitoring environments can be addressed more efficiently leading to development of improved prototypes in both projects.

7.16 MyAirCoach

myAirCoach project aims to support asthma patients to control their disease using mHealth (mobile health) solutions. New monitoring approaches, combined with the development of novel sensors forms a system that addresses the needs of patients on a daily basis. Analysis, modelling and prediction of disease symptoms stimulate patients to engage in health management, and also increase the knowledge about the possibilities Internet of Things can bring to asthma control.

7.16.1 Targeted Stakeholders

- Patients
- Patient organisations
- Healthcare providers
- Municipalities and Cities

7.16.2 Relevance to PICASO

Develops solutions for other chronic diseases and supports patient self-manage their conditions.

CNET plan to collaborate.

7.16.3 Contact

CNET is involved in the myAirCoach project since 2015

7.16.4 Collaboration Activities

We will exchange experiences and knowledge between the projects especially regarding design of patient dashboards and community portals.

7.16.5 Expected Results

Common design and data structures for presenting patient monitoring data.

7.17 CAMI

The CAMI project is offering a fully integrated AAL (Ambient Assisted Living) solution by providing services for health management, home management and wellbeing including socialization, and reduced mobility support) CAMI builds an artificial intelligence ecosystem, which allows seamless integration of any number of ambient and wearable sensors with a mobile robotic platform endowed with multimodal interaction (touch, voice, person detection), including a telepresence robot.

7.17.1 Targeted Stakeholders

- Patients
- Patient organisations
- Healthcare providers
- Social care providers

7.17.2 Relevance to PICASO

Supports patients and elderly people in increase their quality of life.

CNET plans to collaborate.

7.17.3 Contact

CNET has been involved in the CAMI project since 2015.

7.17.4 Collaboration Activities

We will exchange experiences and knowledge between the two projects especially regarding home and mobile gateways as well as IoT Resource management and device integration.

7.18 LIGHTest - Lightweight Infrastructure for Global Heterogeneous Trust management in support of an open Ecosystem of Stakeholders and Trust schemes.

The objective of LIGHTest is to create a global cross-domain trust infrastructure that renders it transparent and easy for verifiers to evaluate electronic transactions. By querying different trust authorities world-wide and combining trust aspects related to identity, business, reputation etc. it will become possible to conduct domain-specific trust decisions.

This is achieved by reusing existing governance, organization, infrastructure, standards, software, community, and know-how of the existing Domain Name System, combined with new innovative building blocks. This approach allows an efficient global rollout of a solution that assists decision makers in their trust decisions. By integrating mobile identities into the scheme, LIGHTest also enables domain-specific assessments on Levels of Assurance for these identities.

7.18.1 Targeted Stakeholders

Identity and Access Management Experts.

7.18.2 Relevance to PICASO

The PICASO platform will be used by many stakeholders from different organizations and hold sensitive patient data. To ensure long-term scalability the integration of the PICASO platform into appropriate trust infrastructures will be essential. The collaboration with LIGHTest will support PICASO project in meeting this goal.

INUIT plan to collaborate.

7.18.3 Contact

Name of contact: Dr. Heiko Roßnagel, Head Competence Team Identity Management

INUIT worked closely together with LIGHTest on EU and other projects like SSEDIC (Scoping the Single European Digital Identity Community) and the organization of the Open Identity Summit conference

7.18.4 Collaboration Activities

Work together to ensure that the PICASO platform can be integrated in existing European and Global Trust infrastructures in particular regarding identity management and the validation of electronic transactions.

Regular exchange of ideas and projects results along major identity and access management events in Europe, like the Open Identity Summit, Trust in the Digital World, and ISSE conferences. Dedicated meeting to discuss relevant problems and solutions encountered and resolved in both projects.

7.18.5 Expected Results

The PICASO platform can be easily integrated into state-of-the-art trust infrastructures.

7.19 VICINITY

The VICINITY project targets integration of IoT ecosystems across borders of different vendors and standards. It presents a virtual neighbourhood concept resembling a social network with configurable

device/service sharing on desired level of privacy. One of project's pilot areas is eHealth domain – Assisted. The focus is on elderly people living alone and people with long-term needs and chronic illness such as people with hypertension, dementia and obesity. Electronic medical care services (e.g. based on wearable devices, location detection, state detection like fall recognition) enable these people to obtain a better quality and independent life.

7.19.1 Targeted Stakeholders

- Patients
- Healthcare providers
- Social care providers.

7.19.2 Relevance to PICASO

Integration of various existing IoT solutions regardless their differences in used standards and/or providers by using an additional hierarchical integration layer.

TUK plan to collaborate.

7.19.3 Contact

TUK collaborates with company Intersoft a.s., spin off of previous TUK EU project and one of VICINITY project partners which is located in the Slovak republic, the contact is an existing one

7.19.4 Collaboration Activities

We regularly exchange knowhow and experience relevant to development of IoT solutions especially on identification, searching and management of data producer devices and services as well as on employing semantic technologies for managing data sources.

7.19.5 Expected Results

Knowledge transfer resulting in increasing proficiency of TUK's developers expected to be reflected in increasing quality of produced software. Potential for better interoperability of PICASO platform with existing IoT solutions.

7.20 Collaboration across IBM's Healthcare business

IBM is active and a global leader in a very wide range of Healthcare areas.

Most prominent, IBM Watson is used in an increasing number of clinical areas, most notably perhaps in Oncology, where the power can capabilities of the Watson health platforms are enabling far reaching research and investigation into these diseases, which previously were simply not possible.

Because of IBM's already very wide engagement in Healthcare, the IBM team on PICASO is working with the rest of the IBM Healthcare team to see how we can collaborate and exploit PICASO. We will be seeking to work with other PICASO partners such as IN-JeT, but primarily the team will be looking to exploit the synergies and opportunities PICASO can bring to IBM's other initiatives.

The process of engaging with these other IBM teams has started. Initial discussions were held with the IBM Healthcare team at the start of the project, but it is only now and as we enter the first clinical trials that the value of PICASO can be identified and proven.

IBM's Healthcare practice has established links to many healthcare bodies, such as WHO. Rather than approaching these bodies separately as an IBM PICASO team, IBM intends to integrate with existing channels and use these existing relationships to disseminate our experiences and learnings on PICASO.

So far, the IBM PICASO team has identified the following initiatives within IBM Healthcare that we expect to collaborate with.

7.21 IBM Blockchain

IBM is looking at a number of business areas where Blockchain can be exploited to deliver secure and auditable transactions. One of these initiatives is looking at whether Blockchain can be used to build shared and integrated patient records.

This approach appears to conflict with PICASO's idea of a federated patient record, built at runtime by PICSAO to provide clinicians with a comprehensive patient record.

Our early thoughts are how the IBM Blockchain approach can be developed so that this sharing of patient data is both secure and privacy compliant, as well as ensuring all the other aspects of the data management solution we have built into the PICASO design, such as:

- Data Governance – essentially ensuring that the meaning of the data in the integrated patient record is consistently recognised across the entire "user-base" and that common data standards such as ICD-10 are applied.
- Data Design – ensuring that consistent data structures are adopted across the user base.
- That the accessing of patient data remains privacy compliant with GDPR and any local regulations adopted on top of GDPR
- The Blockchain truly provides the data security required; it's main capability seems more suited to ensuring data is not changed between blocks in the chain, rather that inherently security the data.
- That data remains synchronised between the owners and users of the data in what is a fundamentally distributed database design.

7.22 GDPR and Ethical Concerns

One of the areas of PICASO that IBM is particularly interested in is data privacy and the ethical and cultural challenges around sharing sensitive patient data.

IBM has already established strong GDPR capabilities across our European practice, and the real-life application of GDPR on PICASO is of great interest to these teams.

IBM considered the ethical, cultural and organisational challenges around the sharing of large quantities of highly sensitive patient data to be the biggest challenge and opportunity that PICASO needs to address. We anticipate working closely with IN-JeT and VUB in this area.

7.23 Watson Health

As mentioned, IBM is exploiting its Watson platform in a number of clinical areas; most notably Oncology, but there are numerous initiatives in other clinical areas, including Diabetes and Parkinson.

One thing that is not immediately apparent in these initiatives is what opportunities there are to manage comorbidities. Each Watson Health initiative is very focused on a specific clinical area.

The IBM PICASO team will be looking to see whether there are ways in which these various Watson Health initiatives can be integrated, perhaps using the PICASO platform to provide that layer of integration and for the various Watson Health applications to function in the "situational awareness" space in the PICASO architecture.

IBM anticipates working with the two clinical partners; UDUS and UTV, to see whether there are opportunities to integrate Watson Health into the PICASO eco-system and whether there would be interest from the regional and national healthcare systems for such an initiative.

7.24 Watson IoT

IBM has established a Watson IoT Centre of Excellence (CoE) in Munich, Germany.

IN-JeT has recently been made a strategic partner of the Watson IoT programme.

The IBM PICASO team intends to work with IN-JeT and the Watson IoT CoE to see whether there are opportunities to exploit the PICASO home monitoring capability.

8 Dissemination management

The dissemination manager is responsible for coordinating the dissemination activities and for this purpose a wiki and a shared workspace system have been established for partners to record their activities.

On the wiki, all partners are requested to enter information about activities originating from PICASO funded work such as events organised or attended and publications submitted and presented. In the workspace system, partners will add any press coverage, publications or material produced as well as access general presentation material.

The purpose is to ensure that the dissemination goals are met, all activities are tracked and all relevant information is available and disseminated through the channels.

8.1 Dissemination and communication obligations

PICASO is obliged to disseminate and communicate PICASO results by disclosing them to the public as set out in the Grant Agreement (GA). Specific provisions for dissemination (dissemination restrictions) are set out in the Grant Agreement and the Consortium Agreement (CA).

The following sections list the most important aspects. Partners are advised to consult the GA (Article 29 and 38) and the CA (Section 8.3) for further details.

8.1.1 Advance notice

Partners must notify other partners when intending to disseminate PICASO results;

- Prior notice of any planned publication shall be given to the other partners at least 45 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.
- A partner shall not include in any dissemination activity another partner's results or background without prior written approval.
- Using other partners' names, logos or trademarks in dissemination requires a prior written approval.

8.1.2 Open access to scientific publications

Partners must enable open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to results.

Publications will be available on the website (including bibliographic metadata) when released for publication by the publisher. Specific copyright issues need to be resolved in each individual case.

8.1.3 Acknowledgment of funding

Acknowledgment of EU funding is obligatory in all communication and dissemination material within the framework of PICASO. The EU emblem (EU flag) must be displayed together with the programme:

Example (EU logo must be at least 1 cm high and not smaller than other logos displayed next to it):

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 689209

8.1.4 PICASO Logo

The PICASO logo was chosen from a range of options. The intertwined red and blue lines symbolise the clinical/human relation and the coordination of flows in-between.

Figure 9: The PICASO logo with text

8.1.5 Disclaimer

A disclaimer excluding Commission responsibility is added to any dissemination of results. Example:

The content reflects only the author's view. The Commission is not responsible for any use that may be made of the information that it contains.

A legal notice is added to project material. Example:

This [document, presentation] is intended for information about the PICASO project only. The PICASO Consortium makes no warranties, express, implied or statutory as to the information provided in this material. Neither the European Union nor the PICASO Consortium are liable to any use that may be made of the information therein. All rights reserved. Copyright: the PICASO Project.

8.2 Public deliverables

All deliverables marked as public will be made available as downloads on the project website after they been approved by the Commission. Dissemination and communication of results from deliverables classified as either confidential or restricted need to be approved by the consortium or the involved partners before any release can take place.

8.3 Technological innovations

A central focus of dissemination is the technical innovations in PICASO. At the time of writing, six innovations have been identified:

- Natural Language Processing which allows the patient or the informal carer to interact with the system through an interface, using speech to text or text to speech technologies
- Metadata Registry which manages secure and authorised data transfer between users and data stores, capturing only metadata from disperse databases and not the actual data records
- Metadata Governance which implements data governance (access, authentication, security) for metadata stores
- Blockchain Concept which provides a holistic way to implement Metadata Registry and Governance
- Cognitive Computing which manages intervention and enables better understanding of patient data
- Graph Database Browser which visualises the source, origin and content of information to the user

In Table 15 below, the main partners responsible for dissemination of the individual innovations are listed. As PICASO plans to identify 10-12 innovations during the project life time, the table should not be seen as final.

8.4 Dissemination responsibilities

All partners are engaged in general dissemination at consortium level and partner level and as part of work package activities. Partners will work together with other partners in locating and organising relevant activities and cooperate with stakeholders and other projects. Partners are also encouraged to welcome the press, offering interviews, visits and demonstrations.

The following table summarises the partners' specific areas of expertise in PICASO, the results of which they are responsible for disseminating:

Table 15: Specific dissemination areas per partner

Partner	Area of dissemination responsibility
FIT	Technical results in relation to the requirements engineering process, the conceptual architecture, the design, integration of the Narratives Manager related components and HealthCare Dashboard Innovation: Narratives manager and services. General dissemination as Project Manager, in particular dissemination through the EU channels: ICT for ageing Well and European Innovation Partnership on Active and Healthy Ageing
IBM	System integration of Private and Public Clouds, including migration of the solutions to the two trials and data views of the patient in run time Innovations: Blockchain Concept, Metadata Registry, Metadata Governance The final prototype of the PICASO Integration Platform Coordinate standardisation activities
CNET	The PICASO platform as Technical Manager, the Body Area Network and the Patient Private Cloud Innovation: Natural Language Processing
IN-JET	User scenarios and use cases, integrated care models, ethical and gender analysis, policies, Patient Private Cloud, business models Coordinate the dissemination activities as Dissemination Manager Coordinate activities of the European Innovation Partnership on Active and Healthy Ageing (EIP on AHA), Action Group B3 "Replicating and tutoring integrated care for chronic diseases, including remote monitoring at regional levels"
INUIT	Data integration, security, access and privacy management of patient data, risk prediction and decision support, service orchestration Innovation: Cognitive Computing IT platform integration at Tor Vergata, including the PICASO app to integrate non-professional carers
TUK	Semantic modelling of patient profiles, IoT resources, complex situations and narratives Semantic service orchestration, risk assessment and applications
VUB	EU and national regulations in relation to data privacy and security of health data Results of ethical, social and behavioural studies Ethics and liability aspects
UTV	Care trial at Tor Vergata, integrated care models with non-professional carers, patient empowerment, clinical results
UDUS	Care trial at University Hospital Düsseldorf, care models, clinical results, evaluation results from care trials

9 Current status of external dissemination activities

All dissemination activities are recorded by individual partners in the project wiki and will be documented in the periodic management reports. The following sections provide an overview of completed dissemination activities.

9.1 Scientific Dissemination Activities

Two papers have been accepted in Year 1; one was a conference paper focused on the PICASO approach to identity management and privacy, and one was a peer reviewed academic paper on legal issues relating to the PICASO project. In addition, four presentations have been made, mainly to the medical community.

The following classification is used for recording the scientific dissemination activities in the project wiki.

Status: planned, submitted, cancelled, accepted, rejected, published

- Type: medical publication, medical conference paper or ICT conference paper
- Target group: 1. patient sphere, 2. clinical domain, 3. technology domain, 4. policy makers, 5. other
- Dissemination aim: Dissemination for awareness of PICASO, for deeper understanding of PICASO or for action (e.g. policy change)

A screen shot of the current status for scientific dissemination activities recorded in the wiki in presented on the next page.

Figure 10: Scientific dissemination activities (Y1)

	Status	Type	Title of publication/paper	Name of conference/journal	Venue	Start date	End date	Ranking	URL	Partners and WP	Target group	Size of audience	Dissemination aim	Stakeholders Participants	Results/feedback/contacts lessons learned
1	Completed	Conference presentation included in conference program as presentation but without associated publication.	*Identity management, access control and privacy in integrated care platforms: the PICASO project*	Open Identity Summit	Rome	13th October 2016	14th October	-	www.openidentity2016.eu	INUIT, WP5 (Privacy & Security)	3, 4	50	Raising awareness for the PICASO project and the challenges of security and privacy in integrated care platforms;	Security and privacy experts (technology, policy and economics background)	Security and privacy experts were made aware of the PICASO project; Intensive discussion with participants regarding the security and privacy challenges and potential solutions
2	Completed	Training: Talk on rheumatoid arthritis and comorbidities	Center of Excellence: Talk on rheumatoid arthritis and comorbidities		Haus der Universität, Düsseldorf	24.11.2016	none available	-	-	UDUS, WP8	2, 5	30	Dissemination of awareness	Training of 30 representatives of a pharmaceutical company	Interested
3	Completed	Talk on Apps and Wearables	RheumatoLogisch: Talk on Apps and Wearables- are they the future?		Crowne Plaza, Berlin	25.11.2016	none available	-	-	UDUS, WP8	2, 5	~80	Dissemination of awareness	Rheumatologists and physicians in training for or interested in Rheumatology	Interested
4	Completed	Poster presentation at conference	Patienten mit Rheumatoider Arthritis in Deutschland: Sind sie Bereit Für App-Basierte Versorgungsmodelle?		BMC Kongress, Berlin	24.01.2017	25.01.2017		http://bmckongress.de/	UDUS, WP8	2,3,4	~350	Dissemination of awareness Orally presented in a different poster presentation on App use in rheumatic patients, Flyers distributed	German Health services researchers, stakeholders from health insurances, pharmaceutical companies politicians	Interested in the project
5	Completed	Presentation, work group meeting	PICASO as an example of Horizon 2020 project within health services research		DNVF.e.V.AG digital health	25.01.2014			http://netzwerk-versorgungsforschung.de/	UDUS, WP8	2,3,4	~20	Dissemination of awareness	German Health services researchers, health insurances	Very interested in project helpful for their engagement
6	Accepted	Pier reviewed paper, legal	The Anonymisation of Research Data — A Pyric Victory for Privacy that Should Not Be Pushed Too Hard by the EU Data Protection Framework?	The European Journal of Health Law						VUB, WP3	4,5				

9.2 Other Dissemination Activities

“Other” dissemination activities include: Domain conferences, workshops, seminars, meetings, exhibitions and other events.

PICASO has been presented at 8 external events to date.

The following classification is used for recording the other dissemination activities in the project wiki.:

- Status: planned, cancelled, completed
- Type: Domain conferences, workshops, seminars, meetings, exhibitions
- Dissemination aim: Dissemination for awareness of PICASO, for deeper understanding of PICASO or for action (e.g. policy change)
- Target group: 1. patient sphere, 2. clinical domain, 3. technology domain, 4. policy makers.

A screen shot of the current status as recording in the project wiki in presented on the next page.

Figure 11: Other dissemination activities

#	Status	Type	Name of event/organiser/description	Venue	Start date	End date	URL	Partners and WP	Stakeholders/ participants	Dissemination aim	Target group	Number of participants
1	Completed	Italian National Newspaper Article (Sole 24 Ore) on the PICASO Project	European Funds for Health and ICT (Fondi Europei per Health e Ict)	-	Oct 28, 2015	-		INUIT	Published in the section: "Internationalization". PICASO is introduced as a key international project in the areas of Health and ICT	Raising awareness for the PICASO project, its importance for Italy, and the challenges and the potential of integrated care platforms	4 and general public	Distribution: 200,000+
2	Completed	Meeting	Dataflow in Healthcare Organisations Danish Confederation of Industries	Copenhagen	03.06.2016	03.06.2016	http://digital.di.dk/ Arrangementer/Pages/ FLOWafsundhedsdata2018.aspx	IN-JET WP3	High level representatives of the Danish Health Data Regulatory Agency, Data Privacy experts from the Danish Confederation of Industries, executive staff from major healthcare system providers, including IBM, Microsoft, Siemens, etc., CEOs and CTO from Danish industries.	Awareness	3, 4	20
3a	Completed	Exhibition	WHINN - Week of Health and INNovation	Odense, Denmark	4.10.2016	7.10.2016	http://www.whinn.dk/	IN-JET WP4	Healthcare providers, regulators, and professionals. Healthcare economists, municipal healthcare providers, politicians, rehabilitation therapists, companies delivering healthcare systems and instrumentation, innovation clusters within healthcare, researchers.	Awareness	all but 1	1.200+

3b	Completed	Conference presentation	WHINN - Week of Health and INNovation	Odense, Denmark	5.10.2016	5.10.2016	http://www.whinn.dk/	IN-JET WP4	Healthcare providers, regulators, and professionals. Healthcare economists, municipal healthcare providers, politicians, rehabilitation therapists, companies delivering healthcare systems and instrumentation, innovation clusters within healthcare, researchers.	Awareness	all but 1	55
4	Completed	Conference participation	Digital Welfare or Surveillance	Aarhus, Denmark	11.01.2017		http://www.welfaretech.dk/arrangementer/2017/januar/digital-velfaerd-eller-overvaagning	IN-JET WP3	Healthcare providers, regulators, and professionals. Healthcare economists, municipal healthcare providers, politicians, rehabilitation therapists, companies delivering healthcare systems and instrumentation, innovation clusters within healthcare, researchers.	Awareness	3, 4	

5	Completed	Meeting	Informational meeting organized by FIT	Sankt Augustin, Germany	23.01.2017	23.01.2017		FIT	Dr. Alexia Zurkuhlen -speaker of the EIPAHA reference site 'Regional Innovation Network 'Healthy Ageing' (RIN Healthy Ageing) at the Health Region Cologne/Bonn in Germany, -member of AG B3: Integrated Care of EIPAHA. -project manager at the HealthRegion CologneBonn	Dissemination for awareness of PICASO Seek collaboration to disseminate results from PICASO into Action Group B3 'Integrated Care' of EIPAHA Seek collaboration with the Health Region CologneBonn to disseminate results of PICASO to relevant stakeholders of the healthcare sector in North Rhine-Westphalia.	1	4

10 List of Figures and Tables

10.1 Figures

10.2 Tables

Appendix A: Webinar plan

The detailed planning of the webinar will begin 6-8 weeks before and includes defining a compelling title, content and an abstract. Emphasis will be put on the opportunity to interact with the panel in real time during the live webinar and audience will be encouraged to ask questions to the panel. The aim is to motivate audiences to watch the webinar live and interact actively.

Four weeks prior to each webinar, targeted email promotion, promotion on social media (facebook, LinkedIn and Twitter) and the project website will start. The project newsletter will also promote the webinars. Individualised invitations will be sent directly to relevant contacts. Stakeholders will be encouraged to subscribe for updates on the webinar but watching the webinar (live or archived) will not require registration. The subscription will also be used to remind stakeholders of the webinar on the day, and to inform of when it is available in the archive.

Regular promoting reminders will be posted on social media accounts.

An email reminder will be sent out 3-4 days before the webinar, and social media accounts will be used to promote the webinar on the day itself (at 4 hours, 2 hours, 30 minutes prior).

During the live webinar, Twitter tweets will be used to highlight the main topics, discussion points and arguments. Moreover, the webcasting system that will be used to broadcast the webinar will allow for live communication between participants through a live chat and to pose questions to the speaker.

After the webinar, the main discussion points and results will be sent to all the subscribers via email and shared on the project website, social media accounts and in the following project newsletter. The archived webinar will also be promoted on the project website.

Appendix B: Press Release 20 July 2016

PICASO

A Personalised Integrated Care Platform

Press Release 20 July 2016

Coherent care plans for patients with multiple, co-occurring chronic conditions

The new European project PICASO is developing a digital platform for secure, collaborative sharing of care plans across healthcare sectors. The trials involve 100 patients with either Rheumatoid Arthritis or Parkinson's disease and with Cardiovascular Diseases as co-morbidities.

Better coordination of care plans between healthcare sectors is high on the European health agenda. So is efficient management of the steadily rising number of patients with co-existing chronic conditions. The PICASO project aims to develop information and communication technologies which meet these demands, by supporting a continuum of care from hospitals and outpatient clinic to the home:

- The PICASO platform will enable the sharing of a patient's complete care pathways with tools to establish health status, predict risks and adjust care. Based on monitoring of different physiological parameters at home, the patients can actively participate in their own care. The result is better management of co-existing diseases and coordination of care plans for the benefit of patients and carers across organisations, explains Project Coordinator, Dr. Markus Eisenhauer from Fraunhofer Institute for Applied Information Technology.

Trials in Italy and Germany

To demonstrate the platform and its wide applicability, the technologies will be trialled in two different national settings with two different patient groups, counting up to a 100 patients: in Italy, the University Hospital of Tor Vergata in Rome will enrol patients with Parkinson's disease and in Germany, the University Hospital of Düsseldorf will engage patients diagnosed with Rheumatoid Arthritis. Both patient groups have Cardiovascular Diseases as co-morbidities and both settings share the complexity of treating co-occurring diseases:

- Clinical treatment of people with co-morbidities is much more complex than treatment of patients with a single condition since treating one chronic condition can have negative effects on another. The treatment is also very individual and patients have to work closely with doctors and therapists to establish a suitable patient programme, accommodating the patient's particular and changing needs. PICASO can support the management of these programmes which involves different disciplines, multiple care channels and actors, explains Dr. Agostino Chiaravalloti from the University Hospital of Tor Vergata.

His view is backed up by PD Dr. Jutta Richter from the Policlinic of Rheumatology and Hiller Research Unit at the University Hospital of Düsseldorf who concludes:

- The trials will establish how PICASO can improve the exchange of data between stakeholders in the workflow and validate the effect of PICASO on the care systems as well as the acceptance of the system by the wider group of stakeholders such as patients, relatives and the society at large.

About the project

The PICASO project is co-funded by the European Union's Horizon 2020 research and innovation programme[1] under grant agreement No 689209 and finishes in January 2019. It constitutes nine organisations from seven different countries, mixing clinical, technological, societal, academic and business expertise.

For further information, contact Project Coordinator, Dr. Markus Eisenhauer from Fraunhofer Institute for Applied Information Technology: markus.eisenhauer@fit.fraunhofer.de

Or visit the project at: www.picaso-project.eu

[1] https://ec.europa.eu/programmes/horizon2020/en/what-horizon-2020

Co-funded by the European Union

Appendix C: First project flyer for awareness

A simple folder has been created to be used as handout at events and meetings. The aim of the folder is purely to create awareness of the project and attract readers to visit the project's website.

Project Consortium

Fraunhofer Institute for Applied Information Technology (DE) – Project coordinator

IBM Hursley – Application Management Services (UK)

CNet Svenska AB (SE)

In-JeT ApS (DK)

Research Institute Fondazione Inuit Tor Vergata (IT)

Technical Universtiy of Kosice (SK)

Vrije Universiteit Brussel (BE)

University of Rome "Tor Vergata" Hospital (IT)

Heinrich-Heine-University Düsseldorf, Universitätsklinik Düsseldorf (DE)

The aim of the PICASO project is to develop an ICT platform which will support the coordination of care plans across different sectors for people diagnosed with multiple chronic diseases.

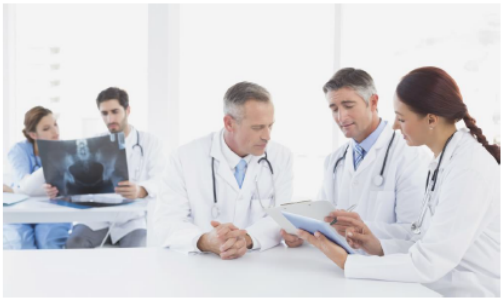
The PICASO project also aims to strengthen the evidence based on health outcomes, quality of life and care efficiency gains from the use of ICT in integrated care. It will further stimulate the independence and empowerment of patients, reduced admissions and days spent in care institutions and thus positively impact the sustainability of European health and care systems.

In this way, the PICASO project addresses three main challenges in Europe's healthcare systems: managing multi-morbidities; coordinating care and treatment across organisational silos and adapting ehealth solutions to existing care models and plans.

Visit us at: www.picaso-project.eu or contact the Project Coordinator, Dr. Markus Eisenhauer at Markus.Eisenhauer(at)fit.fraunhofer.de

PICASO

A Personalised Integrated Care Approach for Service Organisations and Care Models for Patients with Multi-Morbidity and Chronic Conditions



To transcend from today's fragmented, silo-contained care systems, PICASO provides a digital platform for the concept of "Continuum of Care"

The project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 689209. Duration: 1st February 2016 to 31st January 2019.

Integration and sharing of care plans

An all encompassing and cost effective care delivery for patients in tomorrow's care system presents a huge challenge in terms of coordination of care and treatment across many isolated care organisations involved. To transcend from today's fragmented, silo-contained care systems, the concept of "Continuum of Care" is gaining momentum as a care concept involving an integrated view with a system of care that guides and tracks patients over time through a comprehensive array of personalised, health and social services spanning all levels and intensity of care. The PICASO platform will allow efficient creation and roll-out of personalised services that integrate and coordinate collaboration of different care organisations and enable patients to become active participants in their own care together with their families. The definition and execution of services will be implemented with personalised dynamic narratives and service orchestration across distributed care spaces.

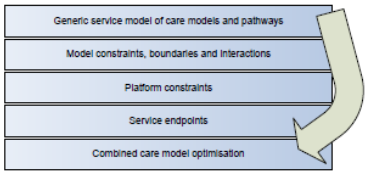
A representation of the logic workflow (narrative) of a care plan

Secure exchange of patient data

The growing volume of data, combined with an ever-growing demand for sharing information, has created a virtual care information space that is insufficiently integrated with the distributed physical care space, thus leading to the necessary information not being available at the right place at the right time. The PICASO platform will provide a method for securely sharing patient information across all relevant formal and informal care providers, using a unique, trust federated solution to the problem of data privacy in cloud based health systems.

Managing patients with multi-morbidities

Patients with multiple chronic conditions comprise a significant and increasing burden on the healthcare systems worldwide. Due to the complexity and severity of their diseases, these patients require substantially more resources and still have a markedly lower quality of life than most patients with just one chronic disease. Hence there is an urge to develop new care models for management of multi-morbidity; and to make them personalised and patient-centred. Although individual care models and guidelines exist for single morbidity chronic diseases, there is still no agreed and evidenced care models that take into account how the treatment of one chronic condition can have negative implication on another. PICASO will offer a decision support system for management of co-morbidities that allows carers to analyse the cross-effect of conflicting care plans in order to design personalised, integrated care pathways supported by risk assessment for dynamic update of the pathway based on the immediate status of the patient.



A constraints model for a multi-morbidity care plan

Narratives can be tested and optimised for goal efficacy using the Goal Optimiser, a heuristic goal-seeking tool that provides decision support for the narrator.

Socio-economic framework

The PICASO platform environment will be complemented by sociological and economic research aimed at understanding ethical, social and business aspects of the integrated care platform. The research will provide insight into ethical localism focusing on opportunities in patient empowerment and issues such as autonomy, privacy, fear of surveillance and stigmatisation. Aspects of health economics and organisational implementation will also be studied in the context of migration of the platforms into real life care systems.

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