



Platform for Innovation of Procurement
and Procurement of Innovation

PiPPi

GA No 826157

D7.5 Final diss./ comm. Plan

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Executive Summary

Authors: Renn Andrews, Fred Balvert, Romualdo Ramos, Martina Ahlberg, Tanja Stamm, also on behalf of the PiPPi project group

This plan describes the dissemination and communication activities of the Horizon2020 PiPPi project, which are defined in WP7 of the project proposal. This plan begins with an introduction and an analysis of the project and its context from a communication perspective, followed by an inventory of stakeholders, audiences, and communities of PiPPi. In order to make optimal use of the complementary values of the consortium members, it also describes the roles of the partners and WPs regarding communication. The plan documents the overall communication strategy including scientific dissemination. As a general guideline for communication, it describes considerations such as the tone-of-voice and the use of images that the project will apply when addressing stakeholders and audiences, including a list of means and methods. Finally, the plan discusses post-PiPPi communication considerations and it concludes with a detail of work plans per year.

November 2020 Revisions

This Dissemination and Communication Plan was revised in November 2020 in response to the mid-project review and to formalise the corrective actions planned in response to the COVID-19 pandemic. The primary changes contained are: 1) the elaboration of a new plan focused on risk recovery and mitigation (see section [COVID-19 Revisions](#)); and 2) the inclusion of specific target values for communication actions, thus allowing the project to better report activities in M01-M24 and to give objectives for the remaining period M25-M42 (see section **Error! Reference source not found.**). Targeted values for communication indices allow for the assessment of the efficiency of communication actions, while qualitative assessment supports an in-depth view of efficacy of actions and fulfilment of WP7 tasks according to the Description of Action. Accompanying documentation include formal documents D7.1 'Progress Report 1', D7.2 'Progress Report 2', D7.3 'Progress Report 3' (all revised post-review to include requested information), as well as informal documents 'Dissemination Log WP7 v2', 'WP7 Gantt', and 'PiPPi Dissemination and Communication Map'.



List of Abbreviations

CoP – Community of Practice

D – Deliverable

EAIP – European Assistance for Innovation Procurement

EUHA – European University Hospital Alliance

FP7 – Seventh Framework Programme

GA – Grant Agreement

H2020 – Horizon 2020

INSPIRE – International Network Supporting Procurement of Innovation via Resources and Education

PCP – Pre-Commercial Procurement

PiPPI – Platform for Innovation of Procurement and Procurement of Innovation

PPI – Public Procurement of Innovation

SH – Stakeholder

T – Task

WP – Work Package



Glossary

Community of Practice (CoP): “Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.”¹

Pre-Commercial Procurement (PCP): it challenges industry from the demand side to develop innovative solutions for public sector needs and it provides a first customer reference that enables companies to create competitive advantage on the market. PCP enables public procurers to compare alternative potential solution approaches and filter out the best possible solutions that the market can deliver to address the public need.²

Public Procurement of Innovative solutions (PPI): it facilitates wide diffusion of innovative solutions on the market. PPI provides a large enough demand to incentivise industry to invest in wide commercialisation to bring innovative solutions to the market with the quality and price needed for mass market deployment. This enables the public sector to modernize public services with better value for money solutions and provides growth opportunities for companies.³

¹ <https://wenger-trayner.com/introduction-to-communities-of-practice/>

² <https://ec.europa.eu/digital-single-market/en/pre-commercial-procurement>

³ <https://ec.europa.eu/digital-single-market/en/public-procurement-innovative-solutions>



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Purpose of Document

This document is the direct response to T7.1 ‘Develop a dissemination and communication plan including a knowledge portal/project website’ of WP7 ‘Dissemination and Communication’ and aims to define the overarching dissemination and communication strategy for the PiPPi project. This includes details of planned communication means and methods, messages by stakeholder group, and proposed work plans. It was revised in November 2020 in response to the mid-project review and to formalise the corrective actions planned in response to the COVID-19 pandemic.

Introduction

Four tasks have been outlined for Work Package 7:

- T7.1 Develop a dissemination and communication plan including a knowledge portal/project website
- T7.2 Dissemination and communication with stakeholders
- T7.3 Communication and promotion of the PiPPi project and its results
- T7.4 Scaling down

The present deliverable is directly related to T7.1, but additionally informs and directs actions associated with T7.2, T7.3, and T7.4.

Furthermore, the dissemination and communication activities directly support the overall objectives of the project:

1. Establish an eco-system of stakeholders and partners, with aligned purposes and incentives to improve health care, by enabling & growing the use of value-based innovation procurement.
2. Establish, leverage, and scale a shared set of tools and practices for the common benefit of healthcare providers, patients/citizens, private sector, and policymakers.
3. Establish an open access web-platform for multi stakeholder communication and collaboration.
4. Complete a feasibility study and preparation of a cross-border PCP (for digital health services, based on identified health care needs.
5. Establish an implementation & maintenance plan and development of structures and processes to ensure that the value of the PiPPi activities continues after the duration of the project. This includes the validation of a working business plan & model to ensure a wide dissemination, exploitation and sustainable results.



The ultimate goal of all project dissemination and communication actions is to raise awareness of the project among stakeholders and to support the establishment of, active engagement in, and sustainability of the CoP. Although WP7, led by MUW, is responsible for the coordination of these actions, all project partners are active participants.

About PiPPi

The first press communication about PiPPi was released on 7 December 2018, following the kick-off meeting in Vienna, Austria. It introduced the project in a press release directed to the general media as follows:

European collaboration to tackle innovation of procurement in healthcare

A consortium of seven leading European university hospitals, coordinated by Karolinska University Hospital in Sweden, will join efforts to innovate procurement of digital health and care services. The project will engage all stakeholders, such as hospitals, developers, industrial partners, medical researchers and health professionals as well as patients, in order to address unmet needs in hospital services and develop methods for procurement of innovation. The project is funded by Horizon2020, the European Union research framework program. It kicked-off during the first project meeting in Vienna on December 3rd, 2018 and will run until 2021.

The digital transformation of healthcare asks for the procurement of innovative solutions for which public-private collaborations are essential. Currently, these collaborations are often reactive and not fully connected with healthcare needs and stakeholders' involvement. To address this challenge, the Platform for Procurement of Innovation and Innovation of Procurement will create a cross-border Community of Practice of European university hospitals. The platform brings together expertise on digital healthcare, patient-centred care and procurement from the demand and supply side with the ultimate aim to address shared unsolved clinical challenges.

The consortium consists of leading European university hospitals that are members of the European University Hospital Alliance (EUHA), as well as additional partners including affiliated research institutions and an independent health quality and assessment agency. The project will be supported by the EUHA, EIT Health and MedTech Europe.

List of Participants	
Karolinska University Hospital (Karolinska)	Sweden
Erasmus University Medical Center Rotterdam (Erasmus)	The Netherlands
San Raffaele Hospital (OSR)	Italy
Medizinische Universität Wien (MUW)	Austria
Vall d'Hebron Barcelona Hospital Campus (HUVH)	Spain
Agency for Health Quality and Assessment of Catalonia (AQuAS)	Spain



Helsinki University Hospital (HUS)	Finland
Kings College Hospital (KCH)	UK

Table 1: Consortium Members

Background

In the context of European framework program research projects, dissemination was traditionally related to the communication of research results to peers or primary stakeholder groups through scientific articles or presentations during scientific events, such as conferences, aimed at making these results available for further research or application and valorisation. However, FP7 emphasized the necessity of communicating the project and its results to audiences beyond the research community in order to foster the true engagement of stakeholders and to promote the support for the project and for European research in general, a policy which has been continued in Horizon2020. Communication, then, means to “promote [the project’s] action and results,” while dissemination means to “make your results public,” and finally, exploitation is to “make concrete use of results.”⁴ All aspects that are important for project success.

Good communication often turns the perspective around. Actors who are participating in the project are biased by their advantage in knowledge, compared to the audiences that the project wants to involve through its communication. This means communication has to ‘think’ outside-in, instead of inside-out; not just giving out information but listening to the audiences to identify their information needs and to foster dialogue. This certainly holds true for PiPPi, whose purpose is to facilitate and stimulate sustainable dialogue between the various stakeholders of innovative digital health and care services.

Several features of the PiPPi project are relevant for communication:

- **Scope:** the project is highly relevant, not only for academics and professionals, but also for societal stakeholders. It concerns the efficacy and cost-effectiveness of our healthcare systems, which reflects a high public interest. Addressing societal stakeholders means communication has to be pertinent, concrete and clear, often avoiding details. As the call focused on digitalisation in health care, this topic needs to be emphasised within the scope of PiPPi.
- **Specialisation:** at the same time, the technical dimensions of the project are on a highly specialised and abstract level, implying that some communication messages will be directed to specific stakeholders. It is very likely that at times even the academic and professional disciplines (Medical Specialisations, Procurement, ICT, Finance, Legal) involved do not use the same language and may have problems understanding each other. It is important to pay attention to this and make sure there is a consensus about the meaning of concepts and terminology right from the start of every discussion. This is also relevant for scientific dissemination as the focus and area/field of knowledge needs to be defined. A scientific paper, for example, will have to be different to target health sciences or business administration.

⁴ https://ec.europa.eu/research/participants/docs/h2020-funding-guide/imgs/quick-guide_diss-expl_en.pdf

- **Impact:** although the timespan of the project is limited, it should aim for sustainability of the Community of Practice.
- **Multi-level:** attention should be given to communication on several levels: internal (within the partner organisations), intra-project (between the partners), and external (general public and specific stakeholders).
- **Geographical spread:** as a European project, communication should take into account that multiple countries, languages, and institutional contexts are involved. Common project communications might need local adaptations.

Representation of communication and dissemination in the different WPs. Although there are functional relationships between all WP's, the links between WP2 and WP7 which is dedicated specifically to communication and dissemination are especially strong. WP2 is aimed at stakeholder identification, engagement and enrolment. It will conduct stakeholder analyses that will provide valuable insights for WP7. At the same time, WP7 will support activities of WP2.

Communication Purposes

Within the communication in the PiPPi project, every message that will be directed to various stakeholders should relate to the general aim of the project: the reason **why**, which is to capture unmet needs of university hospital. Then it can address the **how**, which is 'by building a community of practice' and the **what**, which are the actual actions to be undertaken to build the CoP (*Simon Sinek, Start with WHY?, 2009*). In that, the communication purposes support the general aim of the PiPPi project, which is:

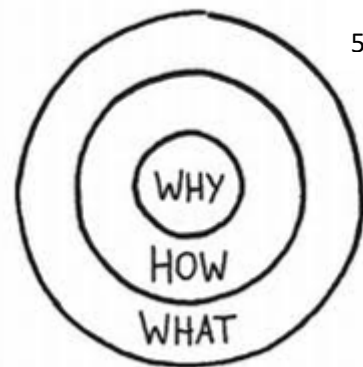


Figure 1: Messages Structure

“To capture unmet needs of university hospitals and to identify opportunities for innovation in digital health and care services by building a Community of Practice involving all critical stakeholders and facilitating the procurement of innovation and the innovation of procurement.”

Derived from this general purpose the communication **purposes** are:

- **P1 - To convince relevant stakeholders of the benefits of a CoP for innovation procurement and procurement of innovation and to involve them in co-creation of the CoP.**
- **P2 - To communicate the results of the PiPPi project to the general public, the media and specific stakeholders.**
- **P3 - To convince the scientific audience of the benefits of the PiPPi project, including effects on health care.**

⁵ Image source: *Simon Sinek, Start with WHY?, 2009*

- **P4 - To communicate the benefits of PiPPi to the supply side.**

The ultimate goal of project dissemination and communication activities is **to maximise exploitation of the project results: the cross-border CoP and the innovation procurement/procurement of innovation.**

Stakeholder Inventory

One of the five main objectives of the PiPPi project is to “establish an ecosystem of stakeholders and partners, with aligned purposes and incentives to improve health care, by enabling & growing the use of value-based innovation procurement.” *Figure 2* shows a representation of this ecosystem approach.

PiPPi CoP Ecosystem Project members

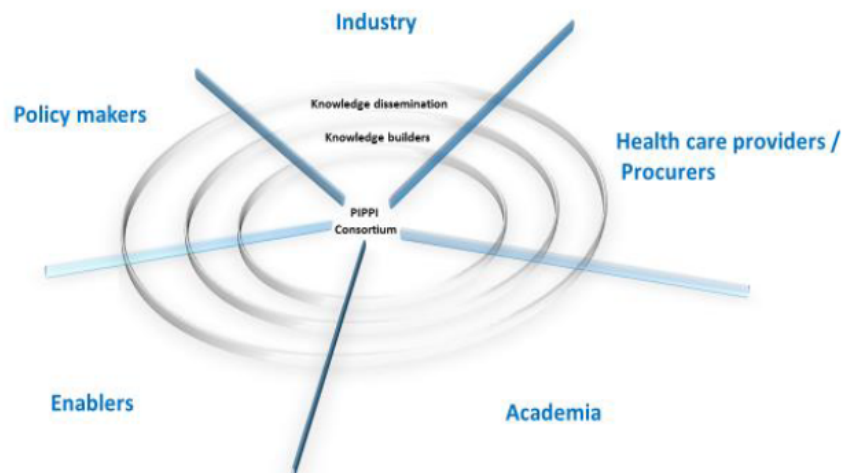


Figure 2: PiPPi CoP Ecosystem Project Members, from project proposal

Target-groups

The target-groups of communication activities of PiPPi can be defined as the stakeholders of the project. Stakeholders are people or organisations who have an interest in the results of the project. Since the project serves the public interest, anyone belongs to a stakeholder group in one way or another. However, there are two main types of stakeholder: knowledge builders and knowledge disseminators. The *knowledge builders* are those whose feedback will be vital to ensure that the structure and tools developed in the project are as efficient and long-term as possible. *Knowledge disseminators* are those whose feedback and input are not vital for the project and for the set-up of the cross-border Community of Practice and/or any other processes and tools. Instead, they are important to ensure that the results and objectives reaches all relevant parties.

For practical reasons this plan distinguishes direct stakeholders and indirect stakeholders: *direct stakeholders* being actors that are involved in the project; *indirect stakeholders* being actors with an

interest in the project, but who are not directly involved in the project. WP2 deliverable 2.1 is a detailed report on stakeholder identities and roles (M36).

Direct Stakeholders

The project plan has identified the following stakeholders, a list which may be adapted due to the identification of stakeholders in WP2:

- Consortium partners: persons who are directly involved in the project as representatives of the organisations that make up the consortium
- Enablers directly involved in the project: networks, associations, and organisations concerned with supporting innovation procurement, including EIT Health
- Supply side: actors from the supply side directly involved in the project, such as established and emerging industry entities, as well as trade associations, including MedTech Europe
- Patients and patient organizations: interest groups and organisations representing patients in general or specific types of patients directly involved in the project
- Decision makers: policymakers, politicians and CEO's directly involved in the project
 - Including Payers and hospitals
- Academia: researchers and medical professionals working in university hospitals directly involved in the project

Indirect Stakeholders

The list of direct stakeholders can be expanded with indirect stakeholders:

- EUHA members in general and other (university) hospitals
- Enablers in general, such as the European Commission's European Assistance for Innovation Procurement (EAFIP) platform, the EPP eHealth Network, and the International Network Supporting Procurement of Innovation via Resources and Education (INSPIRE)
- Supply side actors in general
- Patients and patient organizations in general
- Decision makers in general
- Academia: researchers and medical professionals working in university hospitals or in the field of innovation procurement
- Citizens

Communication participation levels

Communication means and methods must be differentiated as a result of the different levels of knowledge and needs for information. For each stakeholder group we should ask ourselves the questions: 'What would this stakeholder want to know?' and 'How could we reach and involve this stakeholder?' Close collaboration between WP2 and WP7 will prove very valuable here.



After we have identified the stakeholders and their needs, communication will take place at four levels of participation: informing, consulting, involving, leading/supporting.

Inform: The first level of communication consists of informing stakeholders about the aim and activities of PiPPi and convincing them of the benefits of the project for their particular interest and for the general interest. We should ask ourselves ‘Where do the respective stakeholder groups usually find their information?’ and be present there with clear and pertinent messages.

Consult: The second level consists of engaging stakeholders in a dialogue and asking for their input. The project team will consider this input while making decisions.

Involve: The third level consists of soliciting data and resources from stakeholders during decision-making. Stakeholders will be able to provide knowledge and expertise from their own sectors and to receive feedback and information from the project team.

Lead/support: The fourth level consists of fully including stakeholders into the Community of Practice. Stakeholders become collaboration partners in the project; their knowledge and expertise are instrumental in the final stages of the project and for ensuring sustainability and exploitation beyond the end of the project.

Given the strategic positions of the consortium partners in the landscape of healthcare in Europe, we will start by building local networks of stakeholders, gain insights, and expand from there by adapting the communication means and methods based on our experiences. Apart from that we will identify strategic events and media where we will be able to reach stakeholders.

As stated above, one of the challenges of building a Community of Practice around procurement of innovation and innovation of procurement is to learn to speak the same language, between academic and professional disciplines, and between national and local institutional contexts. In every meeting and discussion, we should make certain that there is a consensus about the central concepts of discussion. In order to document these efforts, we will consider approaches to terminology clarification and documentation, such as the inclusion of a wiki on the website or the CoP platform. In order to reach consistency in the communication of PiPPi in all communication means and during the whole project, general guidelines for communication will be developed. Matters such as house style, logo, ‘tone-of-voice’, preferred use of images, and practical use of the glossary for communication purposes will be described in these guidelines.

Communication Means and Methods

The following list summarises means and methods divided into general items, internal items, and external items. Not all activities will be applicable to all stakeholders, and some can be considered both internal and external actions. A list according to the COVID-19 modifications is in the section [COVID-19 Revisions](#).



A list of original planned dissemination and communication activities as included in the project proposal is in [Appendix 2. Communication Tasks from Proposal](#).

General

- House style and logo
- Image bank

Internal

- Microsoft Teams and SharePoint (hosted by Karolinska)
- Project website: www.PiPPi-project.eu
- Online glossary of innovation and procurement terminology (wiki)
- Internal meetings of the partner institutes of the consortium
 - Biannual face-to-face meetings (when COVID-19 restrictions permit)
 - Weekly to bimonthly team video conferences
 - Work Package meetings
- Social media posts
 - Posts on accounts of project partners to leverage extended reach
 - PiPPi project LinkedIn page and Twitter account
- Informational webinar series
- Final seminar directed to stakeholders

External

Passive Communication (i.e. website, banners, etc.) – to distribute project updates and results as well as to recruit participants for the Community of Practice

- Project website: www.PiPPi-project.eu
 - T7.1
 - One of the five main project objectives is to “establish an open access web-platform for multi stakeholder communication and collaboration” (WP4)
- PowerPoint presentation
 - For use in meetings and presentations and/or as an email attachment to introduce the project
- Leaflet
 - A general leaflet will communicate basic information about the project and its goals to a wide audience, with an objective of encouraging involvement in the project such as signing up to receive project updates
 - Target group-specific leaflet(s) may be created on an as-needed basis
- Roll-up banner
 - For use at conferences and other events
- Online glossary of innovation and procurement terminology (wiki)



- To ensure common understanding
- External newsletter tailored to (clusters of) stakeholders
- Project video(s) tailored to (clusters of) stakeholders, at least one directed to the general public
- Press releases directed to general and specialised media sources
 - Specifically to communicate project achievements such as participation at conferences or events
- Scientific articles in journals
 - Specifically to disseminate results in a scientifically-sound manner
- News articles on the intranet websites of the consortium partners
- News articles on the internet websites of the consortium partners
- Social media posts
 - Posts on accounts of project partners to leverage extended reach
 - PiPPi project LinkedIn page and Twitter account

Active Communication (i.e. interviews, presentations, etc.) – intended to gather expertise as well as to distribute project updates and results, and to plan for sustainability and exploitation of results

- Panel meetings with citizens and patients (scheduled and/or executed in collaboration with WP2), now chiefly virtual
- Interviews with the respective stakeholder groups (scheduled and/or executed in collaboration with WP2), now chiefly virtual
- Online consultations with the respective stakeholder groups (scheduled and/or executed in collaboration with WP2), now chiefly virtual
- Workshops / expert consultations with the respective stakeholder groups (scheduled and/or executed in collaboration with WP2, WP6), now chiefly virtual
- Online questionnaires (WP6)
- Presentations at scientific and industry conferences, now chiefly virtual
- Final seminar / external meeting directed to stakeholders, likely now at least partially virtual

In order to fully describe the target audiences and communication objectives for the project we have created a “Dissemination and Communication Map.” This spreadsheet documents objective, message and method by audience; it is also possible to view the objective, message and audience by the type of method. The tables are presented below as an example.

The overall communications objectives include the following:

- Ensure involved parties have up-to-date information throughout the project
- Convince stakeholders of the benefits of a CoP for innovation procurement/procurement of innovation
- Involve stakeholders in the creation of the CoP and in the need identification process
- Communicate the relevance, benefits, and results of the project to various groups



- Maximize exploitation of project results
- Enable post-project continuation of the CoP

Messaging, also depicted in the below tables, will be both general and specific to target audiences, as needed, but will always relate to the core idea: How is PIPPI contributing to the digital transformation of health care?

- What is the project?
- Why does it matter?
- What are the benefits of involvement in the Community of Practice?
- News / project updates



Dissemination and Communication Map by Audience					
Audience	Purpose	Specific Objective(s)	Message	Channel	Timing
Internal project group	--	Ensure up-to-date knowledge of project progress	Project updates	Email MS Teams Meetings (video and face-to-face, if possible)	Ongoing
Consortium partners	P1, P2	Create awareness Involve in the CoP	Project updates What are the benefits of involvement?	Flash reports, newsletter GA, Steering committee (meetings) PowerPoint Leaflet Video II Seminar Website Webinar series Personal contacts	Ongoing
EUHA	P1, P2	Create awareness	Project updates Why is this important for EUHA?	Flash reports, newsletter Steering committee (meetings) PowerPoint Leaflet Video II Seminar Website Webinar series Personal contacts	Ongoing

Dissemination and Communication Map by Audience					
Audience	Purpose	Specific Objective(s)	Message	Channel	Timing
Industry partners (EIT Health and MedTech Europe)	P1, P2, P4	Impart knowledge Gather expertise Involve in the CoP	What expertise can they contribute? What are the benefits of involvement? How is PIPPI contributing to the digital transformation of health care? Why is it worth investment?	Flash reports, newsletter Press releases Social media Scientific publications Conference presentations Seminar Workshop Website Leaflet Webinar series Personal contacts	1x per year
Enablers	P2, P4	Impart knowledge Gather expertise Involve in the CoP	What expertise can they contribute? What are the benefits of involvement? How is PIPPI contributing to the digital transformation of health care? Why is it worth investment?	Flash reports, newsletter Video II Press releases Social media Scientific publications Conference/ event presentations Seminar Workshops Website Leaflet Webinar series Personal contacts	Initial stakeholder outreach Afterward depends on level of involvement



Dissemination and Communication Map by Audience					
Audience	Purpose	Specific Objective(s)	Message	Channel	Timing
Supply side entities	P1, P4	Impart knowledge Gather expertise Involve in the CoP	What expertise can they contribute? What are the benefits of involvement?	Target-group newsletter Video II Press releases Social media Scientific publications Conference/ event presentations Seminar Consultation Website Leaflet Webinar series Personal contacts	Initial stakeholder outreach Afterward depends on level of involvement
Patient groups and/or patients	P2	Impart knowledge Gather expertise Involve in the CoP	What expertise can they contribute? What are the benefits of involvement? Why does PiPPi matter to them?	Target-group newsletter Video I Press releases Seminar Workshops, consultation Website Leaflet Personal contacts	Initial stakeholder outreach Afterward depends on level of involvement

Dissemination and Communication Map by Audience					
Audience	Purpose	Specific Objective(s)	Message	Channel	Timing
Payers	P2	Create awareness	How is PIPPI contributing to the digital transformation of health care? Why is it worth investment?	Flash reports, newsletter Video II Press releases Social media Scientific publications Conference/ event presentations Seminar Workshop Website Leaflet Webinar series Personal contacts	Initial stakeholder outreach Afterward depends on level of involvement
Policymakers, politicians	P2	Create awareness	How is PIPPI contributing to the digital transformation of health care? Why is it worth investment?	Flash reports, newsletter Video II Press releases Social media Scientific publications Conference/ event presentations Seminar Workshop Website Leaflet Webinar series Personal contacts	Initial stakeholder outreach Afterward depends on level of involvement



Dissemination and Communication Map by Audience					
Audience	Purpose	Specific Objective(s)	Message	Channel	Timing
European Commission	P2	Share project results	Project updates Why is the PiPPI project worth investment?	Project deliverables	Based on project proposal
Academia	P1, P3	Impart knowledge Gather expertise Involve in the CoP	What expertise can they contribute? What are the benefits of involvement?	Flash reports, newsletter Social media Scientific publications Conference/ event presentations Seminar Webinar series Personal contacts	Initial stakeholder outreach Afterward depends on level of involvement
Industry: health care providers and procurers	P1, P2, P3	Impart knowledge Gather expertise Involve in the CoP	What expertise can they contribute? What are the benefits of involvement? How is PiPPI contributing to the digital transformation of health care?	Flash reports, newsletter Video II Press releases Social media Scientific publications Conference/ event presentations Seminar Website Workshops Leaflet Webinar series Personal contacts	Initial stakeholder outreach Afterward depends on level of involvement



Dissemination and Communication Map by Audience					
Audience	Purpose	Specific Objective(s)	Message	Channel	Timing
Industry: IT and/or innovation	P1, P2, P4	Impart knowledge Gather expertise Involve in the CoP	What expertise can they contribute? What are the benefits of involvement?	Flash reports, newsletter Video II Press releases Social media Scientific publications Conference presentations Seminar Workshops Website Leaflet Webinar series Personal contacts	Initial stakeholder outreach Afterward depends on level of involvement
Industry: procurement	P1, P2, P4	Impart knowledge Gather expertise Involve in the CoP	What expertise can they contribute? What are the benefits of involvement?	Flash reports, newsletter Press releases Social media Scientific publications Conference presentations Seminar Workshops Website Leaflet Webinar series Personal contacts	Initial stakeholder outreach Afterward depends on level of involvement



Dissemination and Communication Map by Audience					
Audience	Purpose	Specific Objective(s)	Message	Channel	Timing
General public	P2	Create awareness	How is PIPPI contributing to the digital transformation of health care? Why does this matter?	Video I Press releases Website Social media Leaflet	Ongoing

Table 2: Dissemination and communication by audience

Dissemination and Communication Map by Method						
Method	Purpose	Specific Objective	Message	Audience	Location	Distribution Timing
Flash report, newsletter	P2	Create awareness Impart results	What is PIPPI doing and why does it matter?	Entire distribution list	Email	Monthly – quarterly, starting Period 2
Video I	P1	Create awareness	What is PIPPI doing and why does it matter? -- > high-level description	Patients General public	Online	Period 1
Video II	P2	Impart knowledge	What is PIPPI doing and why does it matter? -- > professional	Professional stakeholders	Online	Period 2-3
Press-release	P2	Create awareness	What is PIPPI doing and why does it matter?	General public / all	Email	M0, M06, M12, M24, M30

Dissemination and Communication Map by Method						
Method	Purpose	Specific Objective	Message	Audience	Location	Distribution Timing
Consultation	P1, P3, P4	Gather expertise		Supply-side Patients	Online	Ongoing
Workshop	P1, P2, P3, P4	Gather expertise Impart results	Project results	All stakeholders	In-person, virtual	Ongoing
Scientific publication	P2, P3, P4	Report results in a scientifically sound manner	Project results - how is PiPPI contributing to the digital transformation of health care and what does this mean for the field?	Payers/Decision makers Academia Industry	Scientific journal	M12, M30, M42
Conference / event presentation	P1, P2, P3	Report results Network	Project results - how is PiPPI contributing to the digital transformation of health care and what does this mean for the field?	Payers/Decision makers Academia Industry	In-person or virtual	Based on results
Website	P1, P2	Create awareness Marketing	What is the project about? Why does it matter?	General public / all	Website	Update as needed



Dissemination and Communication Map by Method						
Method	Purpose	Specific Objective	Message	Audience	Location	Distribution Timing
Seminar	P2	Report preliminary results Gather information on project process Discuss strategy	How to maximize exploitation and sustainability?	Representatives of all stakeholder groups	In-person or virtual or mixed	Period 3
Social media	P2	Create awareness Marketing	News snippets (project updates and why do they matter)	All stakeholders	Social media accounts (Twitter, LinkedIn)	As needed
Interview/panel meeting	P1	Gather expertise	How do people want to be contacted / get involved?	2 representatives of each group: Enablers Supply side Patients Payers/decision makers	In-person	
Wiki	P2	Provide a place for common definitions so all involved have a shared vocabulary	Common terminology so we are all on the same page	Project group General public / all	Website or CoP platform	Update and distribute as needed
MS Teams	--	Internal project communications and document sharing platform	Project updates and documents	Project group	Online / app	Real-time project updates

Dissemination and Communication Map by Method						
Method	Purpose	Specific Objective	Message	Audience	Location	Distribution Timing
Team meeting	--	Provide updates Discuss plans and actions Gather feedback Report results	Project updates and discussions	Project group	Video/in-person	Biweekly video Biannual face-to-face (or virtual)
Steering committee meeting	--	Provide updates Discuss plans and actions Gather feedback Report results	Project updates	Steering committee	In-person	Annual face-to-face
General leaflet	P1	Create awareness Marketing	What is PIPPI? Why does it matter?	General public / all	PDF Hard copy	Distribute as needed
Target-group specific leaflets	P1	Impart specific project facts Marketing	What is PIPPI? Why does it matter? --> specific to groups	Based on target-groups: Enablers Supply side Patients Academia	PDF	Distribute as needed
PowerPoint	P1, P2	Create awareness Marketing	What is PIPPI? Why does it matter?	Consortium partners EUHA members	PDF In-person	Distribute as needed
Roll-up banner	P1	Marketing	Introduction	All (visual aid)	Banner	Present at events



Dissemination and Communication Map by Method						
Method	Purpose	Specific Objective	Message	Audience	Location	Distribution Timing
Surveys	P1	Gather expertise	What is needed in a web platform for the CoP?	All Stakeholders	Online	
News articles	P2	Create awareness	Project updates Why does it matter?	General public / all	Website Consortium partner websites	Periodically as needed

Table 3: Dissemination and Communication by method

COVID-19 Revisions

The COVID-19 outbreak situation still plays a significant role in life and business and impacts both the project and the surrounding world. The situation is continuously monitored, and mechanisms introduced to increase our ability to minimize any negative effect on the project and its ability to reach a successful result.

While it was always planned to intensify external communication and network-building during years 2-3, the communication actions in Period 1 (M01-M12) and the beginning of Period 2 (M13-M24) were slower and focused internally. The project began a concerted activity push in Q1 2020, centred around a series of stakeholder workshops and interactions at all the partner sites, when interruptions due to COVID-19 halted the progress. Originally these actions would have continued and been built upon throughout 2020, however it now necessary to recover lost time and effort and to accelerate plans to mitigate identified gaps. The modified plan centres around proactive, network-building communication, such as a new webinar series that will bring value to participating stakeholders by showcasing important topics. Social media usage will increase so there will also be value for stakeholders to engage with the project because it will reciprocally increase their own visibility. The combination of an increase in quantity of stakeholder interaction summary and the revised dissemination plan is expected to offer the input needed to establish an engaged and sustainable CoP. Collaboration with WP2 will continue during future periods and intensify as needed based on task.

These actions have been identified to address existing communications gaps in a bold and proactive manner. It is acknowledged that some of the traditional methods that were originally planned, such as in-person meetings and events, are no longer possible due to the pandemic, and may not be possible for the duration of the project. Therefore, communication actions will shift to virtual/remote actions. While there is increased risk for engaging stakeholders and keeping them active, there are also many tools and technical opportunities to facilitate meaningful connections. Furthermore, the CoP itself was always planned to be online, so already establishing a strong online presence during the project will increase the likelihood of sustainability.

The new plan proposes a number of additional activities designed to involve stakeholders in the CoP and keep them active. See Table 5: Revised work plan for a view of actions by month and [Appendix 1. WP7 Gantt \(time & activity plan\)](#). Primarily we will base this on a proactive event series that will both include stakeholders as speakers and audiences, produce information, pair with other WPs for interactive workshops, and provide information for email contacts and social media. As originally intended, stakeholders will have multiple ways to stay up to date with project information and can choose the preferred method. The change at this point is the acceleration of actions in order to be attractive to our desired target audiences.

Options for leveraging partner and connection (example: EUHA) platforms are also being explored to maximize saturation. Actions will be responsive to feedback from stakeholders and participants, which has



been collected to date and will be continuously collected through the project duration. Impact assessment of these actions will be operationalised and reported according to the proposed quantitative and qualitative target values. Risks, possible gaps and obstacles will be continuously monitored, identified, discussed and mitigated. WP7 will engage in these actions at the WP level, and analysis from other partners will be gathered during weekly progress meetings with the coordinator and during bi-weekly team meetings.

Potential changes in stakeholder perspectives on innovation procurement as a result of the pandemic will be explored in a public webinar on the topic of COVID-19 and procurement, as well as in qualitative interviews for Scientific Publication 2. These WP7-led actions will be coordinated with actions led by other WPs to investigate this issue and its impact on the project.



Proposed actions in response to COVID-19

Action	Plan	Aims	Purpose	Target Audience	Relation to PiPPi
Webinar series	Approx. 1x/mo. Assorted topics of interest to stakeholders May be combined with workshops or other interactive events (with WP2 or other WPs). Such as: speaker(s) or panels, case reports, innovation showcases, WP showcases, workshops, etc. EMC can offer the live streaming platform and expertise Recorded and posted online to a new Vimeo or YouTube channel Results to be included in the flash reports/ newsletters	<ol style="list-style-type: none"> 1. To increase project visibility 2. To add value for stakeholders by showcasing important information 3. To contribute to active engagement in the CoP 4. To provide a specific chain of events that communication can organise around and build upon 	P1, P2	Depends on the specific webinar; each webinar to have either broadly include all stakeholders (presentation of general information) or target a specific group with a topic of interest	T7.2, T7.3 PiPPi Objectives 1, 2, 3, 4, 5
Flash Report	Approx. 1x/mo. 2 lines per WP2-6 Emailed to SH Post to website, LinkedIn	To build a meaningful continuous presence	P1, P2	All CoP members Project contacts / newsletter signups Partner contacts	T7.2, T7.3 PiPPi Objectives 1, 5
Newsletter	Approx. 4x/yr. Expanded content Emailed to SH Posted to website, LinkedIn	To actively include stakeholders	P2, P3, P4	All CoP members Project contacts / newsletter signups Partner contacts	T7.2, T7.3 PiPPi Objectives 1, 5

Action	Plan	Aims	Purpose	Target Audience	Relation to PiPPi
Website updates	1-2x/mo. Rotating team responsibility	To build a meaningful continuous presence	P1, P2	To include a range of articles designed to target specific groups or to widely convey information Dissemination of scientific results in lay language will be through the website	T7.1, T7.2, T7.3 PiPPi Objective 5
Social Media campaign	4x/mo. Content posted to LinkedIn and twitter Collection of potential items from partners at weekly meetings	1. To build a meaningful continuous presence 2. To add value for SH by increasing reciprocal visibility and network potential	P1, P2, P4	LinkedIn – professional contacts of the project and partners, including industry, health care providers, academia, regulators, payers, patient organisations Twitter – all stakeholders, focus on broad appeal and use of lay language, engaging material	T7.2, T7.3, T7.4 PiPPi Objectives 1, 2, 3, 5
Press Release	2x/yr. Distributed to media contacts, partners and connected organisations Posted to website and LinkedIn	To increase project visibility beyond the identified and engaged SH	P2	All stakeholders, focus on broad appeal and use of lay language, engaging material	T7.3, T7.4 PiPPi Objective 5
Scientific Publication	1x/yr. Full proposal made openly available online OR manuscript completed	1. To further the scientific evidence on related topics 2. To provide evidence to the project to inform actions	P3	Academia, health care providers	T7.3 PiPPi Objective 5

Action	Plan	Aims	Purpose	Target Audience	Relation to PiPPi
Stakeholder seminar event	1x Capstone event to discuss results and strategy	<ol style="list-style-type: none"> 1. To communicate project results 2. To actively engage SH in the CoP 3. To determine strategies for post-project sustainability 	P2, P4	All stakeholder groups should participate in the seminar, as in the workshops to build the CoP	T7.2, T7.3, T7.4 PiPPi Objectives 3, 5

Table 4: Communication actions & objectives

Work Plan	
Month	Activities
2020 – December (M25)	<ul style="list-style-type: none"> - D7.11 Press Release 3 - 4 social media posts - 1-2 website news items - 1 Flash Report - Revisions to D7.1, D7.2, D7.3, D7.5, D7.11 submitted
2021 – January (M26)	<ul style="list-style-type: none"> - 1 webinar - 4 social media posts - 1-2 website news items - 1 newsletter
2021 – February (M27)	<ul style="list-style-type: none"> - 1 webinar - 4 social media posts - 1-2 website news items - 1 Flash Report
2021 – March (M28)	<ul style="list-style-type: none"> - 1 webinar - 4 social media posts - 1-2 website news items - 1 Flash Report
2021 – April (M29)	<ul style="list-style-type: none"> - 1 webinar - 4 social media posts - 1-2 website news items - 1 Flash Report
2021 – May (M30)	<ul style="list-style-type: none"> - D7.4 Dissemination Progress Report 4 - D7.12 Press Release 4 - D7.7 Scientific Publication 2 - 1 webinar - 4 social media posts - 1-2 website news items - 1 Flash Report
2021 – June (M31)	<ul style="list-style-type: none"> - 4 social media posts - 1-2 website news items
2021 – July (M31)	<ul style="list-style-type: none"> - 4 social media posts - 1-2 website news items
2021 – August (M33)	<ul style="list-style-type: none"> - 1 webinar - 1 newsletter
2021 – September (M34)	<ul style="list-style-type: none"> - 1 webinar - 4 social media posts - 1-2 website news items - 1 Flash Report
2021 – October (M35)	<ul style="list-style-type: none"> - 1 webinar - 4 social media posts - 1-2 website news items - 1 Flash Report

2021 – November (M36)	<ul style="list-style-type: none"> - Interim Dissemination Progress Report - Press Release 5 - 4 social media posts - 1-2 website news items - 1 Flash Report
2021 – December (M37)	<ul style="list-style-type: none"> - 4 social media posts - 1-2 website news items
2022 – January (M38)	<ul style="list-style-type: none"> - Stakeholder seminar event - 1 newsletter - 4 social media posts - 1-2 website news items - 1 Flash Report
2022 – February (M39)	<ul style="list-style-type: none"> - 1 webinar - 4 social media posts - 1-2 website news items - 1 Flash Report
2022 – March (M40)	<ul style="list-style-type: none"> - 1 webinar - 4 social media posts - 1-2 website news items - 1 Flash Report
2022 – April (M41)	<ul style="list-style-type: none"> - 1 webinar - 4 social media posts - 1-2 website news items - 1 Flash Report
2022 – May (M42)	<ul style="list-style-type: none"> - D7.8 Scientific Publication 3 - D7.13 Dissemination Progress Report 5 - Press Release 6 - 1 webinar - 1 newsletter

Table 5: Revised work plan

Content strategy

For the above actions a detailed and continuously updated content strategy is currently being prepared with input from all WPs and partners. At this time multiple different project activities are being planned for the future. These activities should be supported by the above communication actions and also feed into the project communication and dissemination. Timing of coordinated actions will be strategic to ensure maximum uptake of specific messages, as well as specific goals, such as workshop attendance.

A Gantt chart for WP7 is included in [Appendix 1. WP7 Gantt \(time & activity plan\)](#). It will be the basis for a coherent content map created in conversation with all WPs in order to properly and strategically plan and execute communication actions. WPs will be asked to identify: 1) known future activities or needs for information/stakeholder involvement; 2) objectives; 3) target stakeholders; 4) specific messaging. The ultimate goal of this coordination is to ensure a deeper involvement in the CoP of stakeholders.

Regular WP7 meetings will update and monitor this content map and the monthly progress towards identified target communication values. Inclusion of other WPs and partners and coordination with them will take place in the regular bi-weekly project meetings, separate meetings, or through brief surveys/forms to be filled out. Another goal of this content strategy is to better take advantage of experiences and lessons-learned from significant stakeholders and incorporate these into the project communication and dissemination.

Resources

WP7 has been allocated 36.8 total Person Months across all partners. Partners MUW and Erasmus have been allocated the majority of these, with 10.4 and 12.0 PMs assigned, respectively. The remaining 14.4 PMs are distributed across all other partners. This distribution allows for both centralised production of communication means and methods and active participation by all partners. Activities as represented in the Table 5: Revised work plan have been planned and distributed and will be executed according to the available resources for WP7, with no partner singled out for disproportionate work.

Direct costs have also been included in the budget for the production of communication means and for WP7 actions, such as presentations at events and publishing scientific papers. In response to the COVID-19 pandemic situation, the partners have reallocated the direct costs budget. Since it is no longer possible to travel or meet face-to-face, travel funds have been moved to other categories, for example. This reallocation will result in an increased budget for WP7 for some partners, which may be used instead to support the transition to exclusively virtual communication.

Target Aims & Evaluation Methods

In order to assess the impact and the effectiveness of the communication and dissemination activities, we will collect the following data. Gaps in meeting targets from a specific Period will be transferred to the next Period and activities intensified or altered to meet total targets.



Quantitative measures

Success indicators	Method of measurement	Period 1 M01-M12		Period 2 M13-M24		Period 3 M25-M42		Total	
		Target M01- M12	Actual M01- M12	Target M13- M24	Actual M13- M24	Target M25- M42	Actual M25- M42	Target	Actual
Website									
Website page views	No. of page views assessed through page analytics	100		250		500		850	
Website news items	No. of news items posted to the website	4		8		11		23	
Social Media									
Social media posts	No. of posts to project social media channels	15		24		60		99	
Social media followers	No. of followers to project social media accounts	50		100		250		400	
Social media shares/ comments/ likes	No. of shares/ comments/ reactions / clicks of project social media posts	50		100		300		350	
Social media impressions	No. of post impressions	1000		1500		3000		5500	
Publications & Media									
Scientific publications	No. of publications published on preprint servers or in scientific journals & no. of views/downloads, if applicable	1 / 500		1 / 500		1 / 500		3 / 1500	
Press releases	No. of briefs delivered to media	2		1		1		4	
Publications & Media									
Media/external site references	No. of media and/or external site references to PiPPI, including partner websites	5		5		10		15	

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Success indicators	Method of measurement	Period 1 M01-M12		Period 2 M13-M24		Period 3 M25-M42		Total	
		Target M01- M12	Actual M01- M12	Target M13- M24	Actual M13- M24	Target M25- M42	Actual M25- M42	Target	Actual
Networking, Meetings & Interviews									
Meetings	No. of meetings with internal and external stakeholders, especially key actors or experts	8		8		8		24	
Interviews	No. of interviews conducted with internal and external stakeholders & no. of interviewees	20 / 25		10 / 13		5 / 8		35 / 46	
Events									
Workshops	No. of workshops organised & no. of attendees	8 / 80		16 / 160		24 / 240		48 / 480	
Presentation of project at events	No. of events attended representing the project & no. of attendees, if applicable	2		2		2		6	
Webinars	No. of webinars organised & no. of attendees	N/A		N/A		13 / 400		13 / 400	
Email communication									
Newsletter signups	No. of emails collected for project communications	75		150		250		475	
Project newsletters	No. of newsletters sent via email	2		2		4		8	
Project flash reports	No. of flash reports sent via email	N/A		N/A		11		11	
Other									
Communication means produced	No. of supportive items produced, e.g. leaflet, video, etc. & no. of distributions, if applicable	7		3		3		13	



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Success indicators	Method of measurement	Period 1 M01-M12		Period 2 M13-M24		Period 3 M25-M42		Total	
		Target M01- M12	Actual M01- M12	Target M13- M24	Actual M13- M24	Target M25- M42	Actual M25- M42	Target	Actual
Surveys	No. of surveys distributed & no. of responses	2 / 40		2 / 60		2 / 100		6 / 200	
Video views	No. of views of the project video & of recorded webinars	N/A		50				150	
Community of Practice									
Stakeholders	No. of stakeholders identified per group who could be interested to participate in the CoP	400		80		80		560	
CoP membership	No. of individual entities participating & no. of accounts created after launch	N/A		75		200		275	
CoP visitors	No. of unique / recurring visitors to the CoP after launch	N/A		N/A		200 / 50		200 / 50	

Table 6: Success indicators by period



Qualitative measures

- Results from informal and formal collection of qualitative feedback, e.g. via survey(s)
- Results from interviews and/or focus groups
- Qualitative assessments of communication activities and impacts

Dissemination and communication activities will be collaboratively tracked in the 'Dissemination Log WP7 v2' that all partners can access and complete on the MS Teams project hub. This tracking tool will also collect quantitative and qualitative assessments of activities and impacts. Dissemination and communication tracking will furthermore be operationalised by requesting regular updates from partners in conjunction with the webinars and the production of the Flash Reports. Requests may be in the form of recurring meeting items and/or communication surveys.

Data will be analysed descriptively and included in the Dissemination and Communication Progress Report deliverables: D7.2 due in November 2019 (revised December 2020), D7.3 due in May 2020 (revised December 2020), D7.4 due in May 2021, and D7.13 due in May 2022. Summarised results will be distributed to the entire project team for information.

Qualitative analysis will consider how well the identified actions during a given period fulfilled the related communication purposes (P1-P4). Partners will furthermore be asked to assess how effective the action was, whether the aim of the action was met, and what was the impact of the action for the project.

Communication & Dissemination Results M01-M07							
Date	Venue	Type	Partner	Aim of Action	Purpose	Target SH group	Impact Assessment

Table 7: Sample report from 'Dissemination Log WP7 v2'

Risk and Gap Identification and Mitigation

Because of the global COVID-19 pandemic and associated project pause from April to September 2020 and following review period, communication was slowed and/or stopped at the project-level and the partner sites. This unanticipated and unprecedented global situation also caused temporary diversion of priorities and resources within the project. PiPPi must now not only restart activities but critically accelerate actions to recover and move forward; this can especially be seen in WP7. The following items were detailed in a project assessment:

Risks			
No.	Description	WP	Proposed mitigation measures
14	Pandemic outbreak impact on limitations of Face-to-Face interactions. Also, potential impact quality in all interactions due to digital and remote interactions; for example, technical, engagement Probability: high. Impact: medium	2-7	Scheduling from now to all interactions in person to one-to-one digital meetings. Use proper methodology with each stakeholder involved and increase the number of meetings for dissemination activities. Smaller groups, breakout sessions, higher frequency, shorter time slots/meetings, experience impact over time, use of lessons learnt und best practices
15	Pandemic outbreak impact on the access to both internal and external SHs, whose input is considered key to develop several tasks Probability: medium. Impact: high	2-7	Increase efforts to reach both internal and external SHs in order to obtain a strong commitment of collaboration in needed tasks. Continuous communication and a clear calendar definition will be required in order to respect SHs availability Differs significantly between regions and countries and requires flexibility between partners. Changed financial situation has impact- budget assessment will be conducted to address this. Requires high ability to be flexible in timings and content, participants, etc.
16	Pandemic outbreak impact on the sudden unavailability of a committed internal/external SH. For instance, second wave Covid outbreak. Probability: low. Impact: medium	2-7	Comprise a backup list of confirmed internal/external SHs to ensure that, if any committed member suddenly quits from the task due to unexpected circumstances, PiPPi will have access to a new one in a rapid manner to respect tasks' quality standards.
Gaps			
No.	Description	WP	Proposed mitigation measures
7.1	The project communication does not effectively restart after the pause.	7	Specific activities with a plan/timeline have been proposed to ensure continuous communication. All are committed to sharing the project results and benefits. Over-communication is also detrimental. We will focus on high-quality activities and work on specific messaging.
7.2	Due to a focus on COVID-19, stakeholders are not receptive/responsive at this time.	7	We must be sensitive to the situation, nevertheless we can produce messaging that showcases the value of PiPPi during the pandemic and going into the future.

7.3	The project communication does not effectively articulate our work / build the ground for the CoP and platform.	7	Checkpoints have been added into our activities plan to reflect and ensure our goals will be met. Target values are now tracked, and existing gaps have been identified, the first step in overcoming them.
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Table 8: Identified risks and gaps; proposed mitigation measures

A variety of activities have been identified to ensure broad and targeted communication. Linkages between WPs, already a key component of WP7 activities in Periods 1-2, have been strengthened. Leverage of partner expertise and resources is planned to widen the network, in addition to other connections and synergistic projects. Close work is ongoing especially with WP2 to fully detail the current stakeholders approached and to ensure active engagement in the future.

Target values and qualitative assessment of actions will be continuously monitored. It will be necessary to closely track this in the next months in order to recover from the paused activities during Period 2. Period 3 will therefore require additional work to reach total targets, however this is known, and proactive response will mitigate the issue over the project duration and expected 6-month extension. WP7 resource usage will likewise be monitored to ensure that efforts do not exceed the allocated Person Months and Direct Costs funds.

Ethical Considerations and Data Protection

Detailed considerations at the project-level are included in D1.9 ‘Data Management plan’. Specific to WP7, project emails to stakeholders will be managed and sent using MailChimp and the Erasmus Medical Center congress management system. Both are GDPR-compliant and maintained by project partner Erasmus. Current stakeholder emails have been collected with explicit consent through the WP2-coordinated workshops. Furthermore, new stakeholders will have the opportunity to sign up to join the CoP and/or to receive information directly through the website or through registration forms. Any data collected for scientific research reasons will be strictly through informed consent and all appropriate ethical and/or data protection regulations and processes will be followed as indicated.

Post-PiPPi Dissemination and Communication

While PiPPi is a short-term project, its ultimate goal is to have a long-term impact on innovation procurement. This can only be accomplished by proactively preparing for continued exploitation after the end of the project. In the final year of the project it will be necessary to shift the communication focus from project activities to long-term Community of Practice information. Instead of soliciting stakeholder inclusion, we will begin to focus on getting the message out and producing communication items that are not specific to the project activities. A key part of this will be a capstone event in Period 3 where representatives of all stakeholder groups will come together to discuss preliminary results and future strategies. Due to the influence of the COVID-19 pandemic, this seminar is now planned to be either



entirely virtual, or partially virtual and partially in-person. Planning and execution will be supported by the Erasmus scientific congresses group.

Long-term perspective on the Community of Practice

The purpose of creating a Community of Practice is to build networks that outlast and even grow after the end of the project. The Community of Practice will continue to operate, including associated items such as the web platform, which is itself a communication tool. A second aspect of this is the Community of Practice implementation and maintenance plan, which will describe structures and processes for the continuation of the Community of Practice after the end of the project. Communication will be determined with the WP3 and WP6, the owners of these components of PiPPi. One of the deliverables of WP6 is an exploitation plan for after the project.

The PiPPi project website will also continue to be live, hosted by the Medical University of Vienna.

Focus on the Digital Health Care PCP/PPI

During the project the Community of Practice will begin a pre-commercial procurement or public procurement of innovation tender based on a selected common unmet digital need from the University Hospital partners. The actual procurement process will take place after the project; however, it will extend the functional time of project activities. The Community of Practice and its members will devise publicity strategies for the resulting innovative solution, which will be a European news item.

Relation to the European University Hospital Alliance (EUHA)

The PiPPi project and its CoP are driven by EUHA. As six of the eight consortium partners are also Alliance members, the project group will functionally continue to interact after the end of the project. EUHA also has its own secretariat and agenda; the PiPPi message will be folded into this agenda in the long-term and the Alliance will continue with appropriate communication as needed. We will work with the EUHA Secretariat to identify and produce desired long-term communication means.

Outcomes of PiPPi

During the project, we will identify potential clinical and patient-reported outcomes that can be associated with the project work and the resulting digital health care solution. These will be reported in D5.4 'A core set of outcomes indicators' and analysed in D5.5 'A publication/ report on the feasibility of the PiPPi core set of outcomes'. Measuring these outcomes, however, will take place after the end of the project. The natural result will be one or more reports and presentations. These items will continue to keep the project and its results in the media.



Appendix 1. WP7 Gantt (time & activity plan)

See [Activity plan PiPPI project review and startup Gantt chart.xlsx](#)

WP	Tasks	Subtasks	Hand over item/result	Date for hand over	Suggested competence profiles to be involved	Start Date	End Date	Duration	Status	23	24	25	26	27	28	29	30	31	01	02	03	04	05	06	07	08	09	10	11	12			
										20 Dec	21 Jan	21 Feb	21 Mar	21 Apr	21 May	21 Jun	21 Jul	21 Aug	21 Sep	21 Oct	21 Nov	21 Dec	22 Jan	22 Feb	22 Mar	22 Apr	22 May						
7	Dissemination and Communication																																
7.1	Develop a dissemination and communication plan including a knowledge portal/project website	Deliverable 7.5 Final dis./comm. plan	Full plan uploaded to portal	M7 - 30.06.2019	Communication specialist; scientific dissemination/publication expert	01.12.19	15.12.20	7	revisions in progress																								
7.1.1		Subtask 7.1.A. Development of project design	Portfolio on MS Teams		Communication specialist	01.12.19	31.12.19	13	Completed																								
7.1.2		Subtask 7.1.B. Development of project website	Website live		M/W	01.12.19	31.05.19	6	Completed																								
7.1.3		Subtask 7.1.C. Development of project LinkedIn	LinkedIn live		Communication specialist	31.08.19	31.05.20	1	Completed																								
7.1.4		Subtask 7.1.D. Development of materials - leaflet, banner, video (more as needed)	Materials available for use on MS Teams		Communication specialist	01.04.19	31.12.19	1	Completed																								
7.1.5		Subtask 7.1.E. Development of comms log (and survey)	Log on MS Teams		WP7 lead	01.12.18	01.12.18	1																									
7.1.6		Subtask 7.1.F. establish emailing	Email created, website updated			01.11.20	18.11.20	1	In progress																								
7.1.7		Subtask 7.1.G. create brand-aligned banners and update platforms	Email created, website updated			01.11.20	06.11.20	1	In progress																								
7.1.8		Subtask 7.1.H. establish newsletter format and plan	template ready for use; T&A plan updated			01.11.20	20.11.20	1	In progress																								
7.1.9		Subtask 7.1.I. cover planning	T&A plan updated; D7-5 updated			01.11.20	30.11.20	1	In progress																								
7.1.10		Subtask 7.1.J. longterm planning	T&A plan updated; D7-5 updated			01.11.20	03.11.20	1	In progress																								
7.2	Dissemination and communication with stakeholders		Ongoing communication activities of various types, using different means/methods, with different targets			01.06.19	31.05.22	36	In progress																								
7.3	Communication and promotion of the PiPPI project and its results		Ongoing communication activities of various types, using different means/methods, with different targets			01.12.19	31.05.22	42	In progress																								
7.3.1		Subtask 7.3.A. Press Release 1	PR uploaded to portal; published by local partners/press; posted to website	M7 - 30.06.2019	Communication specialist	01.12.18	30.06.19	7	Submitted																								
7.3.2		Subtask 7.3.B. Program Report 1	Uploaded to portal	M7 - 30.06.2019	Communication specialist; scientific dissemination/publication expert	01.12.18	15.12.20	7	revisions in progress																								
7.3.3		Subtask 7.3.C. Press Release 2	PR uploaded to portal; published by local partners/press; posted to website	M12 - 30.11.2019	Communication specialist	01.07.19	30.11.19	5	Submitted																								
7.3.4		Subtask 7.3.D. Program Report 2	Uploaded to portal	M12 - 30.11.2019	Communication specialist; scientific dissemination/publication expert	01.07.19	15.12.20	5	revisions in progress																								
7.3.5		Subtask 7.3.E. Scientific Publication 1	Uploaded to portal; manuscript submitted or published	M12 - 30.11.2019	Scientific dissemination/publication expert	01.12.18	30.11.19	12	Submitted																								
7.3.6		Subtask 7.3.F. Press Release 3	PR uploaded to portal; published by local partners/press; posted to website	M18 - 31.05.20	Communication specialist	01.12.19	30.11.20	18	In progress																								
7.3.7		Subtask 7.3.G. Program Report 3	Uploaded to portal	M18 - 31.05.20	Communication specialist; scientific dissemination/publication expert	01.12.19	15.12.20	12	revisions in progress																								
7.3.8		Subtask 7.3.H. Scientific Publication 2	Uploaded to portal; manuscript submitted or published	M24 - 30.11.2020	Scientific dissemination/publication expert	01.12.19	31.05.21	18	In progress																								
7.3.9		Subtask 7.3.I. Program Report 4	Uploaded to portal	M24 - 30.11.2020	Communication specialist; scientific dissemination/publication expert	01.12.20	31.05.21	6	Not started																								
7.3.10		Subtask 7.3.J. Press Release 4	PR uploaded to portal; published by local partners/press; posted to website	M28 - 31.03.21	Communication specialist	01.12.20	31.05.21	12	Not started																								
7.3.11		Subtask 7.3.K. Program Report 5	Uploaded to portal	M26 - 30.11.2021	Communication specialist; scientific dissemination/publication expert	31.05.21	31.05.22	12	Not started																								
7.3.12		Subtask 7.3.L. Scientific Publication 3	Uploaded to portal; manuscript submitted or published	M26 - 30.11.2021	Scientific dissemination/publication expert	31.05.21	31.05.22	12	Not started																								
7.3.13		Subtask 7.3.M. Flash reports	emailed to all SME; posted to website and SM		Communication specialist	16.11.20	30.04.22	18	In progress																								
7.3.14		Subtask 7.3.N. Newsletters	emailed to all SME; posted to website and SM 10 mins to 1 hour every biweekly approx. 1x/month; recording posted to project Vimeo or YouTube afterward; link posted to website and SM		Communication specialist; scientific dissemination/publication expert	01.01.21	31.05.22	17	planning started																								
7.3.15		Subtask 7.3.O. Webinars			Sci. communication / congress organization expert	01.01.21	31.05.22	17	planning started																								
7.3.16		Subtask 7.3.P. social media	1x post per week on LinkedIn and Twitter		Communication specialist	16.11.20	31.05.22	19	Not started																								
7.3.17		Subtask 7.3.Q. stakeholder seminar	organisation of final event/congress/seminar for the CoP		Sci. communication / congress organization expert	01.01.22	31.01.22	1	Not started																								
7.4	Scaling down			M26 - 30.11.2021	Communication specialist; scientific dissemination/publication expert	31.05.21	31.05.22	12	Not started																								

Figure 3: WP7 Gantt chart

Appendix 2. Communication Tasks from Proposal

Tasks/activities → Stakeholder↓	Qualitative interview /panel meeting to determine the needs	General newsl.	Target-group specific newsl.	You tube videos	Press-releases	Consultations regarding their input about findings, including online consultations	Workshops, expert consultations to „buy“	Scientific publications and conference presentation	Password protected “intranet” on website	Seminar in third year of the project to discuss preliminary results and strategy	Social media: such as LinkedIn and Wikipedia to share news and involve new audiences	
Consortium partners (internal communication)		Sent out quarterly; target-group specific newsletters will be added every half year	Internal project newsl.						Use of “intranet” for internal communication	Participation of representatives of all stakeholder groups and policy makers	Especially directed to the prof. stakeholders	
Enablers	2 enablers will be interviewed		Targetgroup specific newsl., sent out every 6m	Version I for professional stakeholders				Available on request and organized (for special purposes) as soon as project results are available			Participation of representatives of all stakeholder groups and policy makers	Especially directed to the prof. stakeholders
Supply side	2 potential supply collaboration partners will be interviewed		Targetgroup specific newsl. sent out every 6m	Version I for prof. stakeholders		Online consultations					Participation of representatives of all stakeholder groups and policy makers	Directed to the prof. stakeholders
Patients/citizens	Panel meetings with citizens and patients in each country		Targetgroup specific newsl. sent out every 6m	Version II for general public and patients	Specific press releases targeted to general media to inform patients/citizens	Online consultations; individual patients (via the consortium partners) and patient organizations will be contacted					Participation of representatives of all stakeholders groups and policy makers	
Payers, policy makers and politicians	2 payers or politicians will be interviewed		Target-group specific newsl, covering medical /socio-economic benefits, sent out every 6m.	Version I for prof. stakeholders				Available (on request) and organized (for special purposes) as soon as project results are available	Scientific publications and conference presentations, also on national conferences		Participation of representatives of all stakeholder groups and policy makers	Especially directed to the prof. stakeholders
Academia				Version 1 for prof. stakeholders					Scientific publications		Participation of representatives of all stakeholder groups and policy makers	Especially directed to the prof. stakeholders
Others						At kick-off, at project end &					Participation of rep. of all stakeholder	

Figure 4: Overview of planned dissemination and communication activities from the project proposal

Appendix 3. Original Work Plan from 06.2019

2019

January – February (M02-M03)

- Continue implementation of Projectplace; these activities started in December 2018
- Decide on project name for branding
- Development of logo
- Reserve url: www.PiPPi-project.eu

Status: actions completed

March – June (M04-M07)

- Draft of D7.5 Dissemination and Communication Plan is discussed in project meeting
- Define core message and specified messages for stakeholder groups
- Make an inventory of desired communication means among partners, based on a proposed package:
 - Website directed to external audiences
 - Projectplace and internal newsletter
 - Online glossary (wiki)
 - Leaflet directed to general public, to be used for all audiences
 - PowerPoint presentation for use in partner institutions to involve departments with procurement solutions and/or needs
 - YouTube video directed to all audiences
 - Roll-up banners for meetings and events
 - Social media accounts
- Make an inventory of corporate communications media of partner institutes, especially online sources (internet, intranet, social media, e-newsletters) that can be used for PiPPi communications
- Start development and production of communication means
- Project partners schedule meetings within their respective institutes to inform and involve departments with procurement needs and/or solutions in March – June 2019
- Discuss and set up collaboration with WP2 on stakeholder involvement
- Meetings within partner institutes to involve departments with procurement needs and/or solutions take place
- Develop methods for stakeholder involvement in collaboration with WP 2
- In collaboration with WP 2, schedule meetings with stakeholders in September - November 2019



- First meetings to include documenting how the stakeholders want to be contacted and what they want to know

Status: Collaboration with WP2 discussed; general leaflet text reviewed and finalized, leaflet design finalized, leaflet distributed to project partners; inventory survey distributed to project partners

June (M07)

- **Deliverable 7.1 Dissemination Progress Report 1**
- **Deliverable 7.5 Dissemination and Communication Plan**
- **Deliverable 7.9 Press Release 1**
- Translation of general leaflet into local languages

Status: General leaflet translation into Spanish and Catalan complete; PiPPi website live

July – November (M08-M12)

- Based on the results of the desired communication means inventory among project partners, create and distribute communication materials
- Translation of communication materials to local languages, as needed

September – November (M10-M12)

- Meetings with stakeholders take place in collaboration with WP2

November (M12)

- **Deliverable 7.2 Dissemination Progress Report 2**
 - Dissemination and Communication evaluation data to be collected, added to D7.2 and distributed to project coordinator and work package leads
- **Deliverable 7.6 Scientific Publication 1**
- **Deliverable 7.10 Press release 2**

2020

- Quarterly general newsletter
- Biannual target-group specific newsletter

May (M18)

- **Deliverable 7.3 Dissemination Progress Report 3**
 - Dissemination and Communication evaluation data to be collected, added to D7.3 and distributed to project coordinator and work package leads
- **Deliverable 7.11 Press Release 3**

November (M24)

- **Deliverable 7.4 Dissemination Progress Report 4**



- Dissemination and Communication evaluation data to be collected, added to D7.4 and distributed to project coordinator and work package leads
- **Deliverable 7.7 Scientific Publication 2**

2021

- Scaling down
 - Shift to long-term marketing and communication strategy
 - Coordinate with EUHA Secretariat
- Quarterly general newsletter
- Biannual target-group specific newsletter

March (M28)

- **Deliverable 7.12 Press Release 4**

November (M36)

- **Deliverable 7.13 Dissemination Progress Report 5**
 - Dissemination and Communication evaluation data to be collected, added to D7.13 and distributed to project coordinator and work package leads
- **Deliverable 7.8 Scientific Publication 3**