D2.1 Dissemination and stakeholder engagement strategy

WP2 Dissemination

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Acronyms

Acronym	Description
eHAction	Joint Action supporting the eHealth Network
eHDSI	eHealth Digital Service Infrastructure
eHN	eHealth Network
EU	European Union
HP	Health Professional
ICT	Information and Communication Technologies
JA	Joint Action
MS	Member State
MS/C	Member State/Country
MWP	Multi-Annual Work Programme
TL	Task Leader
WP	Work Package
WPL	Work Package Leader

Executive Summary

eHAction is the Joint Action supporting the eHealth Network (eHN), which, in its Multiannual Work Programme 2018-2021, sets targets for exploring eHealth to facilitate the management of chronic diseases and multi-morbidity, by increasing sustainability and efficiency of health systems, and by facilitating personalized care and empowering the citizen.

This 3rd Joint Action supporting the eHN works towards delivering sustainable, economic and social benefits for European eHealth systems and services. At the same time, it is in line with the Third Programme of EU actions in the field of health contributing to foster health in Europe by promoting the use of eHealth in a structured policy framework.

Based on interoperable applications, the aim is to achieve high levels of trust and security, enhancing continuity of care and ensuring access to a safe and high-quality healthcare.

Integrating eHealth into health policy and aligning eHealth investments with health requirements is of high importance, especially when recommendations and practices can be transferred across countries. By targeting EU Members States, other countries in Europe, and eHealth stakeholders, as well as the general public, this project aims to improve health care with the use of ICT. Specifically, it will work to find ways to empower people by giving them an active role in managing their health care data and processes, to use health data in an innovative way and to enhance continuity of care through the use of interoperable and cross-border solutions.

This document presents the eHAction WP2 macro dissemination strategy, more specifically on the dissemination and stakeholders engagement strategy. The elements of strategy, strategy implementation and how the strategy is going to be implemented will be aligned to

meet with scientific scope of the deliverable. This way, the basic model of strategic management and its benefits are evaluated and analysed.

In the course of this document, the concepts in strategic management and business policy will be analysed in order to apply them effectively in the WP2 dissemination strategy with stakeholders.

Therefore, by the end of this document, one should be able to identify in what way a dissemination strategy can engage the stakeholders, health professionals and citizens with eHealth objectives.

1. Target Groups

The eHAction will address the following main target groups which are expected to be positively affected by the Joint Action:

- The primary target is the eHN and therefore the MS/C. This group of high-level national representatives, policymakers and decision-makers of the competent authorities responsible for eHealth will use deliverables elaborated by the eHAction in their formulation of EU wide policies and decisions. Most activities of the JA arises from the premise that its output will be used to inform and support discussion and decision making. Also, other European countries will benefit from this work.

- eHealth stakeholder groups and Standards Developing Organisations (SDO). These groups and organisations will be incorporated via the governance process allowing a varying level of activity. Projects and initiatives and their experts and representatives will be addressed with transparent, reliable information and liaison activities.

- Another important target group is the general public; as one considers crucial to make the public care about their health and being interested in eHealth. Citizens will be directly informed e.g. via the eHAction website (which is the principle communication gateway between project partners and citizens) and conferences and via health-themed topics in social networks. Primarily, though, the Action will provide support material and concepts while leaving it to the MS/C to address their citizens.

2. The Study of Strategic Management

According to Thomas L. Wheelen and J. David Hunger in Concepts in Strategic Management and Business Policy, strategic management is that set of managerial decisions and actions that determines the long-run performance of a corporation. It includes environmental scanning (both external and internal), strategy formulation (strategic or long-range planning), strategy implementation, and evaluation and control.

The study of strategic management emphasizes the monitoring and evaluation of external opportunities and threats considering a corporation's strengths and weaknesses. Originally called business policy, strategic management incorporates such topics as strategic planning, environmental scanning, and industry analysis (Wheelen, T. L., & Hunger, J. D., 2008, pp. 3).

In line with the following concepts, there are 4 phases of strategic management: basic financial planning, forecast-based planning, externally oriented planning and strategic management itself. Research has revealed that organizations that engage in strategic management generally out-perform those that do not. According to Wheelen and Hunger, the attainment of an appropriate match, or "fit", between an organization's environment and its strategy, structure, and process has positive effects on the organization's performance. (Wheelen, T. L., & Hunger, J. D., 2008, pp. 5).
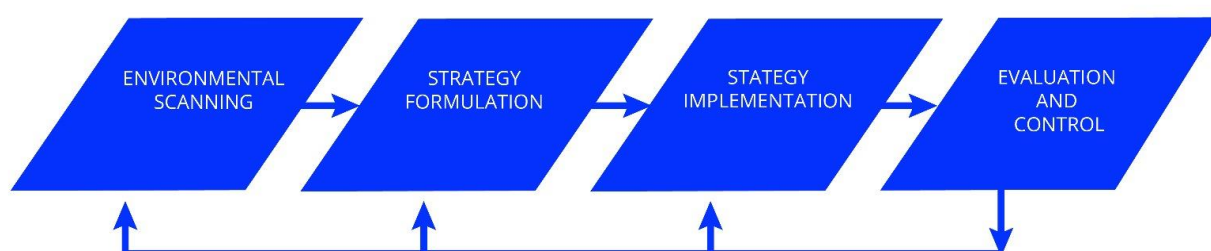
Figure 1: Basic Elements of the Strategic Management Process

The authors emphasize the relevance of a survey, where nearly 50 corporations in a variety of countries and industries found the three most highly rated benefits of strategic management to be: clearer sense of strategic vision for the firm; sharper focus on what is strategically important; and the improved understanding of a rapidly changing environment.

Following the basic model of strategic management, strategic management consists of four basic elements: **environmental scanning** that leads to **strategy formulation**, **strategy implementation** and finally **evaluation** and **control**.

2.1. Basic Model of Strategic Management

"**Environmental scanning** is the monitoring, evaluating, and disseminating of information from the external and internal environments to key people within the corporation. Its purpose is to identify strategic factors – external and internal elements that will determine the future of the corporation" (Wheelen, T. L., & Hunger, J. D., 2008, pp. 11).

On the other hand, **strategy formulation** is the development of long-range plans for the effective management of environmental opportunities and threats, considering corporate strengths and weaknesses. It includes defining the corporate mission, specifying achievable objectives, developing strategies, and setting policy guidelines.

An organization's mission is the purpose or reason for the organization's existence. It tells what the company is providing to the society. The mission statement promotes a sense of shared expectations in employees and communicates a public image to important stakeholder groups in the company's task environment. In addition, objectives are the end results of planned activity. Followed by the objectives, the development of strategies consists of the plans to achieve the mission and the objectives themselves. "A strategy of a corporation forms a comprehensive master plan that states how the corporation will achieve its mission and objectives. It maximizes competitive advantage and minimizes competitive disadvantage" (Wheelen, T. L., & Hunger, J. D., 2008, pp. 14).

One can consider the following three types of strategy: corporate, business and functional. Corporate strategy describes a company's overall direction in terms of its general attitude toward growth and the management of its various businesses and product lines. Corporate strategies typically fit within the three main categories of stability, growth, and retrenchment.

Business strategy usually occurs at the business unit or product level, and it emphasizes improvement of the competitive position of a corporation's products or services in the specific industry or market segment served by that business unit. Business strategies can be grouped into two overall categories: competitive and cooperative.

Functional strategy is the approach taken by a functional area to achieve corporate and business unit objectives and strategies by maximizing resource productivity.

It is concerned with developing and nurturing a distinctive competence to provide a company or a business unit with a competitive advantage.

Lastly, the policies represent broad guidelines for decision making that links the formulation of a strategy with its implementation. Companies use policies to make sure that employees throughout the firm make decisions and take actions that support the corporation's mission, objectives, and strategies (Wheelen, T. L., & Hunger, J. D., 2008, pp. 15).

Returning to the basic model of strategic management, **strategy implementation** element is a process by which strategies and policies are put into action through the development of programmes, budgets and procedures. This process might involve changes within the overall culture, structure, and/or management system of the entire organization. Sometimes referred to as operational planning, strategy implementation often involves day-to-day decisions in resource allocation (Wheelen, T. L., & Hunger, J. D., 2008, pp. 16).

To conclude, the elements of **evaluation** and **control** are part of the process in which corporate activities and performance results are monitored so that actual performance can be compared with desired performance. The evaluation and control of performance completes the strategic management model. Based on performance results, management may need to make adjustments in its strategy formulation, in implementation, or in both.

2.1.1. Environmental Scanning: External Scanning

Issues in innovation and technology influence both external and internal environmental scanning. Corporations and organizations need to continually scan their external societal and task environments for new developments in technology that may have some application to their current or potential products. Research reveals that firms that scan their external environment are more innovative than those that focus inward on their core competencies as a way to generate new products or processes. In this case, stakeholders can be important participants in the new product development process.

2.1.2. Strategy Formulation: Situation Analysis and Business Strategy

Strategy formulation, often referred to as strategic planning or long-range planning, is concerned with developing a corporation's mission, objectives, strategies, and policies. It begins with situation analysis: the process of finding a strategic fit between external opportunities and internal strengths while working around external threats and internal weaknesses.

2.1.3. Strategy Implementation: Organizing for Action

Strategy implementation is the sum of the activities and choices required for the execution of a strategic plan. It is the process by which objectives, strategies, and policies are put into action through the development of programmes, budgets, and procedures. Although implementation is usually considered after the strategy has been formulated, implementation is a key part of strategic management. Strategy formulation and strategy implementation should thus be considered as two sides of the same coin (Wheelen, T. L., & Hunger, J. D., 2008, pp. 214-215).

2.2. Research and Development Strategy

The Research and Development (R&D) Strategy deals with product and process innovation and improvement. It also deals with the appropriate mix of different types of R&D and with the question of how new technology should be accessed – through internal development, external acquisition, or strategic alliances.

Due to increased competition and accelerated product development cycles, innovation and the management of technology are becoming crucial to corporate success.

The importance of technology and innovation must be emphasized by people at the very top and reinforced by people throughout a corporation.

If a corporation decides to develop innovations internally, it must make sure that its structure and culture are suitable for such a strategy. In addition, it must make sufficient resources available for new products, provide collaborative structures and processes, and incorporate innovation into its overall corporate strategy. As it also must ensure that its R&D operations are managed appropriately (Wheelen, T. L., & Hunger, J. D., 2008, pp. 305).

3. Strategic Planning

According to Wheelen and Hunger, the use of strategic planning and strategic management on those who perform their own strategic planning reported improved profits. Small and developing companies increase their chances of success if they make a serious attempt to work through the strategic issues embedded in the strategic management model. The key is to focus on what is important – the set of managerial decisions and actions that determines the long-run performance of each company or organization.

Research indicates that writing a strategic plan improves the chances for success, as it represents a test to see whether an idea is really an opportunity. Research also suggests that differentiation and focus are the competitive strategies that are most likely to lead to success, at least in the start-up stage of development.

In order to begin the strategic management process, a few steps should be taken:

- Define mission;
- Set objectives;
- Formulate a strategy;
- Determine policies;
- Establish programmes;
- Prepare pro forma budgets;
- Specify procedures;
- Determine performance measures.

In accordance to the above analysis, WP2 objectives and actions will be presented in the next chapter, as formulated within the strategic planning framework.

4. WP2 Objectives

The objective of this Work Package is to develop an effective, macro and common dissemination strategy as laid out in the general description of objectives of this JA.

The main goal of dissemination activities is to inform the MS/C community about the JA, its orientation and available outputs for further exploitation.

WP2 dissemination activities will be oriented both externally and internally:

- **EXTERNALLY** (Health Professionals, Hospitals, ICT organisations and universities, Citizens, European Patient's Forum and the European Cancer Patient Coalition);

- **INTERNALLY** (eHN and therefore the MS of the EU);

- **SPECIFIC** (eHealth stakeholders – specific dissemination and engagement with the stakeholders is further detailed in chapter 6)

In order to produce a sustainable communication model for the eHealth Network, the dissemination plan will be implemented and managed by the communication team that will set up new ways of engaging participants and the interaction amongst them.

By creating dissemination for awareness of the JA vision and goals, an identity and profile will be created within the community of MS.

The forms of public dissemination aim at the engagement of JA participants' leaders, their own presentation as leaders and the institutional results of their work, as well as the development of instruments for empowering citizens. Moreover, it will be important that the targeted groups/audiences have a deeper understanding of the JA's work. Thus, this JA's Leaders and Co-Leaders will be encouraged to, frequently, use a main common digital tool to inform and support discussion and decisions making.

Project workshops will be frequent, and the project outcomes and initiatives will be exposed to transparent and reliable information via liaison activities.

5.   Description of Work and Role

The dissemination strategy is an ongoing plan, versatile and adaptable to incorporate new technologies, new health developments and opportunities, and the Joint Action's new priorities. This JA dissemination strategy supports the WP2 four tasks: public dissemination; specific dissemination, internal project dissemination and stakeholders' engagement and involvement.

All dissemination activities and material will be accessed accordingly through the main communication gateway for all parties which is the eHAction Website.
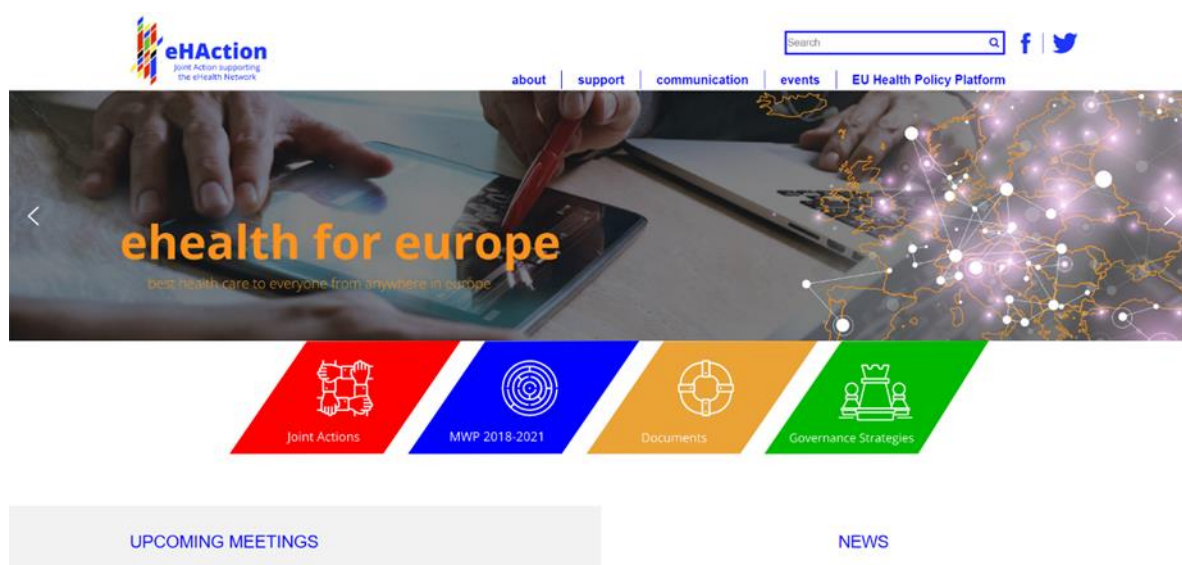

Figure 2: eHAction Website

The dissemination WP is in charge of developing activities and materials to create engagement both internally and externally, tackling different target groups within both spheres. Keeping in mind that each target group is extensive, the dissemination model will be designed to address individuals with different levels of digital literacy, to promote a common understanding of the JA's work.

In order to structure a sustainable dissemination model, WP2 strategy and work plan will be managed by the communication team. The communication team outlines the strategies to provide specific information in a deconstructed, transparent, dynamic and appealing way; as it also invites and engages professionals, JA participants and stakeholders to get involved in eHAction activities.

Task	Deliverable
Table 1	
T2.1. Public Dissemination	D2.3. External dissemination • D2.3.1 External dissemination Report I (due in M12) • D2.3.2 External dissemination Report II (due in M24) • D2.3.3 External dissemination Report III (due in M36)
T2.2 Specific dissemination	D2.4 (MD.1) Leaflet D2.5 (MD.2) Layman version of the final report D2.6 (MD.3) Website
T2.3 Internal project dissemination	D2.2 Internal dissemination report • D2.2.1 Internal dissemination Report I (M12) • D2.2.2 Internal dissemination Report II (due in M24) • D2.2.3 Internal dissemination Report III (due in M36)
T2.4 Stakeholders engagement & involvement	D2.1 Dissemination and stakeholder engagement strategy

Figure 3: WP 2 Tasks and Deliverables

5.1. Task 2.1 Public dissemination

Dissemination and Communication of information about the JA and coordination with relevant networks, will be a continuous activity over the project lifetime. As part of this dissemination and communication, newsletters will be produced for electronic distribution and inclusion on the website and social media. Information posted on the website will additionally be subject to monthly review and updated in conjunction with periodic project reporting in cooperation with others WP.

This task has as major public awareness/communication activities:

- eHealth Action website at: https://ehaction.eu/;

- eHealth Action branding (logo) and key visual;

- eHealth Action social media presence and social network presence at: https://www.facebook.com/ehealthaction/ and https://twitter.com/eHAction_3rdJA;

- Communication supporting materials:

  o Advertising brochure of eHAction and its review during the project to keep it updated;

  o Short videos to present to a wide public the project aims, results achieved and final reports;

- Quarterly newsletter;
- Press releases (promoting and summarizing the main activities of the project).
- Press Kit.

5.2.   Task 2.2 Specific dissemination

The specific dissemination strategy of the JA aims to share the results of the project amongst eHealth stakeholders, to engage them in the process of incremental elaboration and endorsement, and eventually achieving even wider dissemination.

The resources and activities listed below will be used to ensure Joint Action reaches significant visibility. Namely, it comprises attending wide reach events with a holistic approach for communication and dissemination, as well as networking opportunities.

Therefore, JA has been present and considers attending next editions of the following major disclosure events:

- Web Summit 2018 (Lisbon), 11/2019, 2020;
- MEDICA Trade Fair 2018 (Dusseldorf), 11/2019, 2020;
- European Public Health Conference 2018 (Slovenia), 2019, 2020;
- Portugal eHealth Summit 03/2019, 2020 and 2021;
- European Health Forum Gastein 2019 (Austria);
- ESC Digital Summit 2019 (Tallin);
- WHINN 2019 - Week of Health and Innovation (Denmark);
- Geneva Health Forum 2020;
- Digital Health Rewired 2020 (London).

5.3.   Task 2.3 Internal project dissemination

Internal communication aims for information exchange among project partners and for generally ensuring the successful implementation of overall project objectives. It creates an optimal common understanding for the project partners about the on-going activities within different working packages as well as fosters the involvement and identification of all project partners because they are all important multipliers of the project and its results.

This task includes Digital Tools and Training/Educational Initiatives as:

- Chat;
- Skype;
- Email;
- Web Conferences and Workshops;
- Online Forums.

5.4.   Task 2.4 Stakeholders engagement & involvement

The stakeholders' engagement & involvement strategy will provide the means for stakeholders to interact with each other and discuss the JA findings and recommendations. To this end, stakeholders' engagement will suggest and explore a variety of means to improve the JA's deliverables.

The JA dissemination strategy provides the basis for engaging with stakeholders through a stakeholder identification, analysis and interaction process.

It aims to engage stakeholders throughout the course of the project in order to ensure the results of the project are applicable and appropriate for the stakeholders.

The intent here is to create an impact that will last beyond the lifetime of the JA by making the results of the project valid for those who could benefit from them (i.e., identification of the issues, opportunities and challenges surrounding the eHealth Network at the Member States level, across different disciplines, and what this means for EU policy and the framework to be used in the future for supporting the eHealth Network.

This objective implies identification of a wide stakeholder audience, compilation of a contact list to whom we can send information about the JA and its findings, and development of differentiated and targeted communication approaches for different categories of stakeholders.

This task deals with communication and dissemination through the promotion and participation in initiatives to increase stakeholder's connection as the following:

- Presentation of JA to innovative eHealth businesses/corporations e.g. presence in MedTech Summit 2019 - COCIR;

- Digital Health Workshops, e.g. Digital Health for all WS (Brussels, 25th Oct, 2018);

- Knowledge Sharing meetings e.g. 6th eHealth Stakeholders Group Meeting (Brussels, 2018);

- Best practices & knowledge sharing between stakeholders - Semester Reports/ Quarterly Newsletter;

- Creation of White Papers or policy and technology reports (ongoing).

6. Involving Stakeholders in the eHAction

The dissemination strategy aims to present, accomplish and ultimately share the results of the project amongst eHealth stakeholders. Moreover, dissemination activities are crucial to engage in active communication with stakeholders. Targeted strategies and activities provide the basis for engaging with stakeholders through their identification, analysis and interaction process.

The main goal is to create engagement in the process of the stakeholders' growing collaboration and endorsement, whilst achieving wider dissemination.

eHAction relies on the joint know-how and interest of Member States but also on the eHealth Stakeholders' vast expertise and differentiated interest in the subject. Stakeholders play an important role in the further development of eHealth.

Their participation and interaction should be set and based on the pillars of the project's coordination and on the Dissemination Work Package.
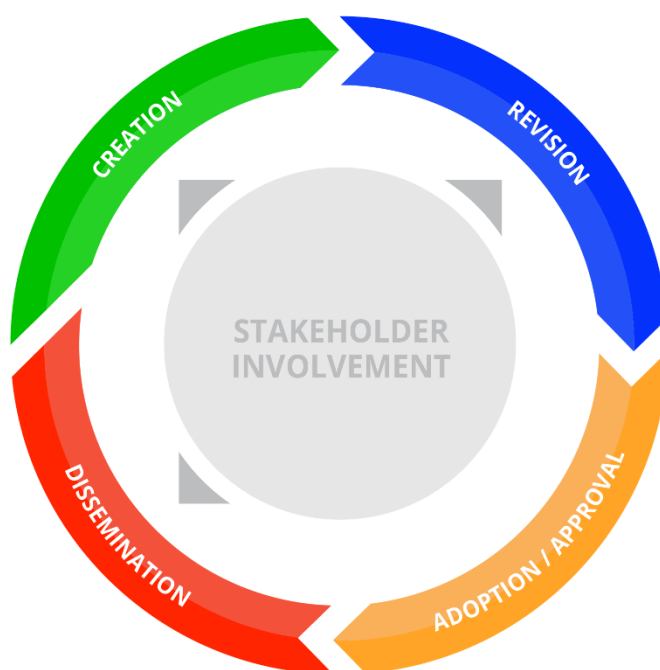
DELIVERABLE LIFECYCLE

Figure 4: Stakeholders involvement and deliverable lifecycle diagram

One of the tasks of the project coordination is to ensure a strong interconnection with all relevant groups of eHealth Stakeholders by guaranteeing their access to information and promoting their active role in a direct and reliable dialogue with the different tasks of the project. The Coordination addresses the topics and guidelines, by ensuring that, at the same time, an efficient high-level communication between the WPs is possible.

However, the Dissemination Work Package (WP2) is also responsible for keeping a close and helpful relationship with the other Work Packages. WP2 is responsible for the entire dissemination of the project, as it also provides support and participates in the promotion of each Work Package and their work in the Joint Action. At the same time, it takes care of the distribution of informative and communicative documents, and activities that empower the project and attract the public, health professionals and stakeholders.

Consequently, WP2 must work and empower the active participation of stakeholders, by addressing a continuously working level and an adequate and mutually beneficial interaction between eHAction and eHealth Stakeholders.

Stakeholders are seen as partners and valuable parties, who are closely involved in the deliverables development process and at the same time help to ensure that project results are implemented. Stakeholders are invited and strongly encouraged to use deliverables to the best possible effect and to engage in joint activities. WP2 is at the disposal of stakeholders to identify and put into practice ways of reaching the largest possible audience.

The main outcome intended following the stakeholder engagement strategy is to identify and engage stakeholders throughout the course of the project to ensure that the results of the project are applicable and appropriate to stakeholders; as well as sharing the results of the project among eHealth stakeholders, in order to engage them in the process of the results' incremental elaboration and endorsement.

7.   Conclusive Notes

Once the study of strategic management and overview of the basic elements of the strategic management process was presented and analysed above, it is now possible to apply the strategy directives presented on the WP2 dissemination strategy.

Considering the environmental scanning element, which is the monitoring, evaluating and disseminating of information from the external and internal environments to key people within the corporation, the WP2 dissemination strategy began with the operational scanning of the target groups. Since the purpose of the environmental scanning is to identify the strategic factors, one can consider that the strategic factors within the environmental scanning can be the different target groups. Within the target groups, the primary target is eHealth Network and therefore the MS/C, followed by the stakeholder groups and standards developing organisations and the public caring about their health and being interested in eHealth.

At the environmental stage questions were made to meet with the element's definition: What is dissemination? What do we want to disseminate? Who is our audience?

Once the three different target groups were applied and analysed by the WP2 team, the formulation of the strategy started and with that, the second step of the strategic management process – strategy formulation.

When formulating the WP2 dissemination strategy, a consideration was followed: the development of long-range plans for the effective management of the environmental opportunities and threats, in light of eHAction strengths and possible weaknesses. On a first note, the mission and achievable objectives were identified, followed by the discussion of the developing strategies and activities, and a first study on how to set policy guidelines in the near future.

On the long-range planning perspective, WP2's main objective was to find a strategic fit between external opportunities and internal strengths while carrying out the assigned tasks and working around external threats and internal weaknesses, all within the EU and the project partners. At the time the strategic planning started, several questions were set and answered in order to match the formulation of the strategy: When do we disseminate? What are the most effective ways of disseminating? How do we prepare our strategy? How do we turn our strategy into an action plan?

As part of the strategy, WP2 is committed to engage various stakeholders in a consultative dialogue, by addressing the challenge that stakeholders often have with the different perspectives, vocabularies and agendas. The JA dissemination is thought-out to identify, analyse and interact with stakeholders during the project to find benefits to both parties. Stakeholders' expertise is invaluable to the JA to identify issues across different disciplines and, consequently, providing the opportunity to mitigate risks. Stakeholders are also a key element in grant project acceptance and in getting a positive project conclusion, leaving a lasting impact for the eHN beyond the JA term.

Once the dissemination strategy is fully formulated, approved and the work plan is drawn up, the next step is mainly focused on implementing the strategy. In this step, the strategy, activities and policies are put into action through the developments planned and the WP2

tasks. For WP2, the strategy implementation is the future, where the Work Package will be in the next months of the Joint Action, and when it will start applying its strategic plan. In the dissemination process and strategy implementation, stakeholders will also be invited to partake in technical visits to companies and innovative eHealth industries and events to allow the project implementation. At this implementation stage, WP2 will be committed to the assigned tasks and planned activities, by making sure that stakeholders, health professionals and citizens are engaged with the main objectives of eHAction.

While looking to the future on a strategic level, WP2 will take into consideration WP3 objectives, and will be committed to evaluation and control of its proposed and previously accomplished activities. The elements of evaluation and control are part of the process in which the activities and results are monitored so that actual performance can be compared with the desired performance planned during the formulation of the strategy. The evaluation and control of performance completes the strategic management model and therefore, the WP2 dissemination and engagement strategy. Since this is an ongoing project – mainly based on performance results – and since technology is constantly developing, adjustments in the WP strategy formulation, in implementation, or in both can occur.

In conclusion, the use of a strategic plan highly increases and improves outcomes and enables the right accomplishment of a plan. The main objective was to set decisions and actions that will determine the performance of the project in the long run. WP2 considers this strategic plan as a chance to reach success, and a test to see whether the dissemination activities are in fact making a difference and creating new opportunities in eHealth.

8. References

Wheelen, Thomas. L., & Hunger, J. David., (2007, Prentice Hall), *Concepts in Strategic Management & Business Policy*. 11th Edition

Annex

A.1   Stakeholder Engagement Practical Guidelines

Involving Stakeholders in the eHAction

Introduction

Stakeholders play an important role in the further progress of eHealth. eHAction, Joint Action supporting the eHealth Network ("the Action") presented and discussed involvement and interaction in the 12th eHealth Stakeholder Group Meeting, October 2018.

This paper details the ways of interaction and participation and goes into the practicalities. It addresses the work packages of the eHAction and the stakeholders' organizations outside the Action alike and it provides concrete guidance for the joint work. It closes with a collection of links for targeted information and communication.

Participation and Interaction

The most visible output of the eHAction are deliverables which are produced according to the Action's work plan which is primarily in support of the eHealth Network and its Multi-Annual Workplan (MWP). Deliverables are the manifestation of the Network's and therefore of the Member States' requirements and development directions. eHAction relies on the joint know-how and interest of Member States but also on the Stakeholders' vast expertise and differentiated interest in the subject.

The Action has designed a participation and interaction setting with the following pillars:

- One of the tasks of the project coordinator's Coordination Secretariat is to ensure a strong interconnection with all relevant groups of Stakeholders by guaranteeing their access to information and promoting their active role in a direct and reliable dialogue with different tasks of the project - *this addresses principal and strategic topics and ensures efficient high-level communication and engagement*

- Work package leaders and co-leaders are the drivers of the content work of the Action. They plan and conduct the elaboration of deliverables. It is also their task to identify where the knowledge of the internal resources may not suffice and where there may be stakeholder interest and know-how which should become part of the considerations for their work - *this addresses the working level and the concrete and active interaction between eHAction and the various stakeholders*

- The dissemination work package WP2 of the Action takes care of document and information distribution and active participation of stakeholders - *this addresses the adequate and mutually beneficial interaction between eHAction and stakeholders*

Thus, stakeholders are being addressed on both a strategic and on a working level - the Action invites active participation, interaction but also concrete contributions to the shape, content, and dissemination of its deliverables. In this involvement model stakeholders will therefore not only be considered valuable parties to ensure project results to be implemented, they are also seen as partners which are closely involved in the deliverable development process.

Elaboration of Deliverables

Work package leaders and/or co-leaders (WPL/Co-L) are responsible for deliverable production, which may include one or a number of workshops. Such workshops may be open to stakeholder participation. The Action has a limited budget to cover experts' travel expenses, while manpower will not be reimbursed.

In an early stage the respective WPL/Co-L WP plans the involvement of stakeholders from the perspective of the work package. However, stakeholders are also invited to raise interest in particular deliverables on their own. The project's Coordination Secretariat is handling contacts, invitations and supports the WPL/Co-L in the co-creation process. This includes for the stakeholders to decide upon their level of engagement in agreement with the Action, see chapter "Levels of Practical Engagement" below.

In accordance with the dissemination level and the elaboration procedure of a deliverable WPL/Co-L are encouraged to make draft versions available at an early stage and to involve interested parties. The level of involvement will normally be defined by the work package, including the encouragement for active SH contribution. To that end WP2, Dissemination has an important role, including organizing public consultations and interactive means of involving 3rd parties.

Additionally, the project's quality management (QM) is involved in the elaboration, assessment and revision process of deliverables. Once such a document is approved and adopted by the eHN (where applicable), WP2, Dissemination makes deliverables available for public consideration via the project's Social Media and its website. This may include deconstructing information through infographics, to ensure the public's understanding and acceptance, with such material being reused for flyers and other physical material to distribute at national and international events. Press releases will also be sent to relevant news outlets to deliver content for news articles.

Stakeholders are invited and strongly encouraged to use deliverables to the best possible effect and to engage in joint activities. WP2 is at the disposal of stakeholders to identify and put into practice ways of reaching the largest possible audience.

In the dissemination process stakeholders will also be invited to partake in technical visits at companies and innovative eHealth industries to experience project implementation.

Levels of Practical Engagement

There are three principal levels of involvement in ascending order:

- Stakeholders receive the finalized deliverables and may discuss and distribute them amongst their clientele. This is not necessarily an isolated activity. The dissemination work package WP2 is interested in organizing joint activities in the virtual and in the real world, such as in face to face and tele conferences and other media. Needless to say: Joint dissemination activities are always possible and desirable, independent of the level of active contribution of stakeholders to a deliverable

- Once a deliverable reaches a communicable status, stakeholders are invited to comment on the draft, thereby influencing its thrust, content, coverage, and its readability

- The highest degree of involvement - and also the one the Action would like to see many stakeholders in - is to accompany the design and elaboration of a deliverable from the first stages. The Coordination Secretariat and the WPL/Co-L are the competent partners for identifying suitable deliverables and means of engagement.

These levels are neither mutually exclusive nor should they be the only possible engagements of stakeholders. The project coordinator with its Coordination Secretariat and WPL/Co-L manage the stakeholder' involvement to ensure the quality of the deliverables and the timeline in the co-creation process.

How it Works in Practice

Identification of stakeholders

In the initial phase of the eHAction its communication work package WP2 addressed various stakeholders, informed them about the tasks of the Action, and invited them to claim interest in contributing to the Action's tasks. This activity was coined "stakeholder survey".

As a complimentary activity the work packages of the action were invited to name stakeholders which they wish to see as contributors to their work. This information per work package has been assembled to provide an overall picture of the contacts and contributions requested and required by the work packages. It has also been mapped against the results of the stakeholder survey, providing project management with a first overview of how and which stakeholders might get involved. WP2 informs the project management in WP1 at all times and seeks the advice from WP1, where deemed necessary.

It should be noted that neither the number of stakeholder organisations nor the extent of their engagement are considered final. Both the work packages and stakeholders are invited to add request and to step up their activities.

Engagement of stakeholders in the elaboration of deliverables

Work package leaders address stakeholders directly to ensure their involvement in the respective deliverables. As detailed in the chapters "Elaboration of Deliverables" and "Levels of Practical Engagement" above, work package leaders and stakeholders arrange the practical involvement. At any time, they may involve WP2 for additional activities, such as dissemination, conference or educational events.

WP2 is key for the dissemination of work items, work progress and any activities that may support the production of deliverables and ultimately the uptake of the Action's work in health care across Europe. (➔ *WORK PACKAGE 2*)

Larger scale activities

The above process is designed to satisfy both the Action's and the stakeholders' requirements with minimum friction and for mutual benefit on the level of individual subjects, i.e. the Action's deliverables. However, it may show that there is interest from

the side of the Action, the Commission or the stakeholders for a more principal, more general or larger involvement. It is then up to the initiating party to address the Action's coordinator (➔ *COORDINATOR*).

Keeping the eHAction decision bodies à jour, agile work

Work package 2 keeps the project coordinator informed about all relevant stakeholder developments. Important decisions about stakeholder involvement and any necessary conflict resolution is the responsibility of the project coordinator. As the project coordinator is involved in several activities alongside the Action it is up to him to engage both WPL/Co-L and stakeholders in additional actions. Thus, WP2 is primarily focused on external dissemination and internal communication and alignment while the Action coordinator works on the more strategic aspects of stakeholder involvement, including related communication with the Commission.

On the other hand, WP leaders and co-leaders keep an eye on the changing requirements which may occur during the lifecycle of their work, in particular for late starting deliverables. This group of persons will communicate changes with WP2 and where deemed necessary directly with the coordinator. Likewise, stakeholders are encouraged to instantaneously communicate changing demand and new opportunities, such as an increase of readiness for involvement. On a working level the WP leaders and co-leaders are their addressees. As mentioned above for a change in strategic involvement the project coordinator should be addressed.

Scheduling of work

Considering that deliverable elaboration is an ongoing activity with some agility, the scheduling will be refined step-by-step within a given timeframe. Deliverable submission follows the overall work plan of the Action, thus stakeholders are given an estimation of times of stronger involvement for the sake of their own planning. (➔ WORK PLAN)

Contacts and links

*Links marked with * will be available soon. In the meantime, all documents can be provided upon request by COORDINATOR.*

- *eHAction overview:-* http://ehaction.eu/category/support/documents/
- *COORDINATOR:* ehaction.secretariat@spms.min-saude.pt
- *WORK PACKAGE 2* Leader: diogo.gomes@spms.min-saude.pt
- *WORK PLAN* - of eHAction, including deliverable timing *
- *DELIVERABLES* - publicly accessible deliverables of eHAction *
- *MWP* - Multiannual Work Programme of eHN - http://ehaction.eu/wp-content/uploads/2018/02/PROPOSAL-eHealth-Network-Multiannual-Work-Programme-2018-2021.pdf
- *AGENDA* - overview of meetings and deadlines of eHAction and eHN - http://ehaction.eu/2017/06/14/events/